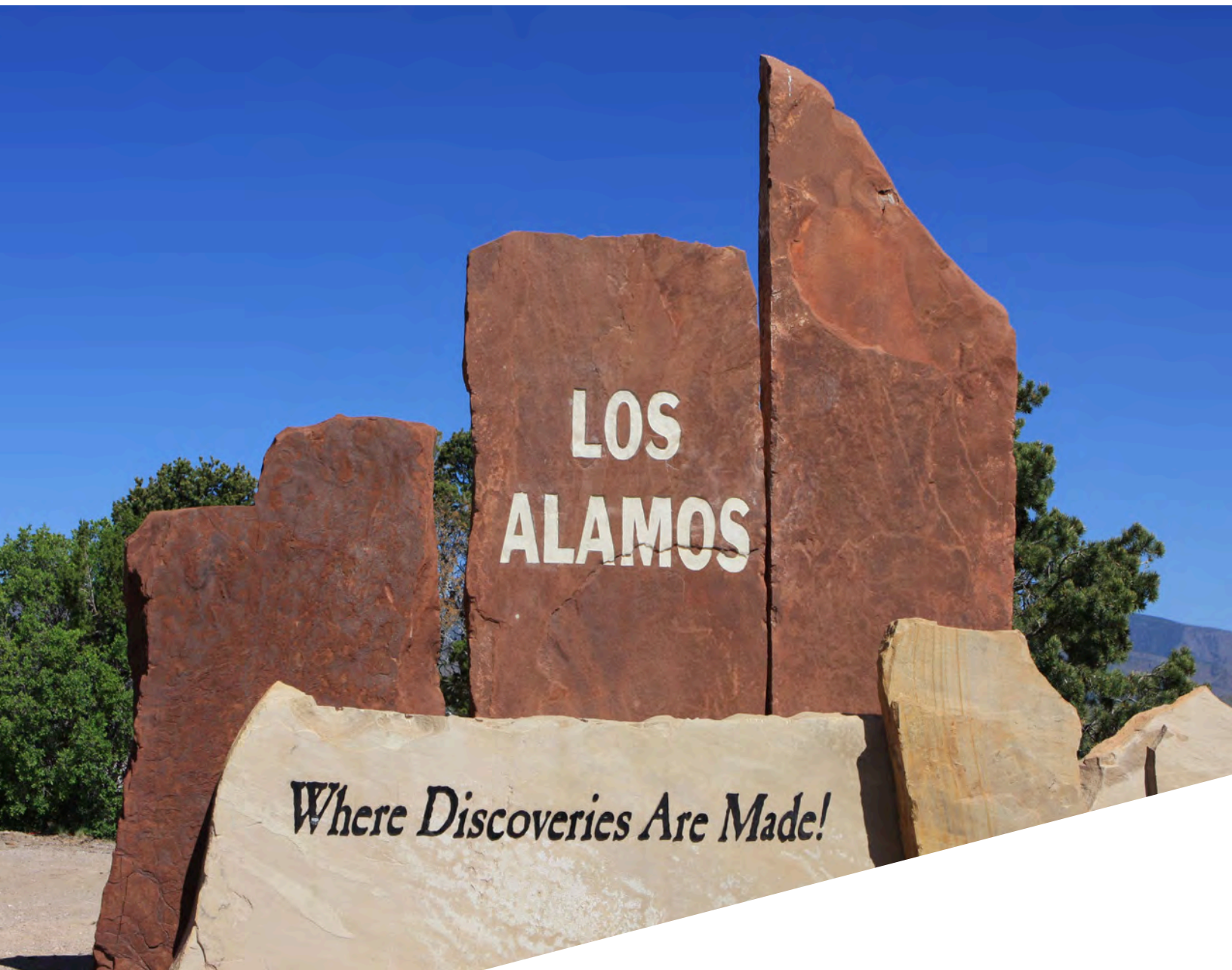




LOS ALAMOS TOURISM STRATEGIC PLAN

DRAFT

January 2018



Gateway to Los Alamos
Photographer: Leslie Bucklin

Cover Image
View of Pajarito Plateau Mesas +
Jemez Mountains
Photographer: Leslie Bucklin

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
the breakthroughs that shape our world,
so you are challenged to think bigger and live brighter.

- Los Alamos Branding Story



ACKNOWLEDGEMENTS

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Tamera Baer, Planning Manager

ECONOMIC VITALITY ACTION TEAM

Charlie Nakhleh
Cindy Rooney
Patrick Sullivan
Kathy Keith
Doug Hintze
Tony Fox
Micheline DeVours
Dave Woodruff
Ian Maes

TOURISM WORK GROUP

Susan O'Leary, Chair	Heather McClenahan, <i>Los Alamos History Museum</i>
Andrea D. Romero	Irene Powell
Blake Wood	Katie Bruell, <i>Los Alamos Nature Center</i>
Brad Nyenhuis	Kristin Henderson
Craig Martin	Laura Tietjen
Dave Fox	Linda Hull
Suzette Fox	Micheline Devours
David Jolly	Phil Gursky
Dennis Erickson	Philip Kunsberg
Elizabeth Allen	Susan Brockway-Hahn (Tom Long), <i>Pajarito Mountain</i>
Georgia Strickfaden	

TOURISM WORK GROUP LIAISONS

Jason Lott, Superintendent
Bandelier National Monument
Charlie Strickfaden, Superintendent
Fort Union National Monument; Los Alamos Site Manager for *Manhattan Project National Historical Park*
Jorge Silva-Banuelos, Superintendent
Valles Caldera National Preserve

LOS ALAMOS COMMUNITY MEMBERS

DESIGNWORKSHOP

Becky Zimmermann, President
Anna Laybourn, Principal + Project Manager
Sarah Horn, Project Planner
Nino Pero, Pero Designs: Website Designer

***Special acknowledgement
to UNM-LA for use of
Student Center for first
public forum.***

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EXECUTIVE SUMMARY

LOS ALAMOS: WHERE DISCOVERIES ARE MADE!

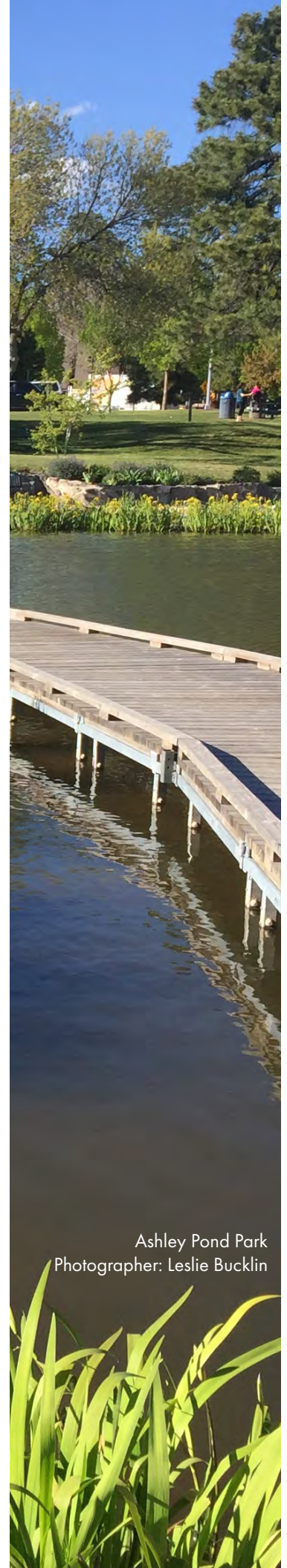
Los Alamos is in a position to harness the economic impact of tourism development by using it as a **driver** to grow and diversify the local economy and as a **catalyst** for increased options for the local community.

The *Los Alamos Tourism Strategic Plan* has been developed as a practical roadmap detailing the strategies and actions needed to promote tourism as an economic driver for Los Alamos and White Rock. It builds on previous efforts and integrates the recent branding and wayfinding plans the County is currently implementing.

The plan assesses Los Alamos' strengths and weaknesses regarding tourism, and focuses on key action items that are expected to make a substantial positive impact in the future of the community. It develops and provides recommendations based on the desires of the County and community, as expressed in the 2016 Los Alamos County Comprehensive Plan and the community engagement process for this plan.

Tourism is a growing sector of the economy nationally and in New Mexico. The state is experiencing annual growth in the number of visitors (local, regional and out-of-state) and in visitor spending. Visits to National Parks, including Bandelier National Monument have been increasing for the last five years. Tourism exists today in Los Alamos. As more people learn about the beautiful environment, outdoor recreation, intriguing history and its position as a gateway to three National Parks, more visitors will come to Los Alamos.

Today, community leaders must decide if they are going to let tourism evolve haphazardly or to be strategic in driving the type of tourism that is wanted, which will diversify the economy and support additional restaurants and retail stores that residents desire.



Ashley Pond Park
Photographer: Leslie Bucklin

The strategic direction for the future of tourism in Los Alamos should focus on four areas:



CREATE & MARKET AN INVITING COMMUNITY



INCREASE THE CAPTURE OF VISITOR DOLLARS



ENRICH OUR NATURAL BEAUTY, ATTRACTIONS & DOWNTOWNS



OPERATE WITH INTENTIONAL LEADERSHIP, PUBLIC & PRIVATE INVESTMENT & PARTNERSHIPS

Each of these areas of focus are defined with their intent, desired outcome, goals and tactics related to marketing, programming, physical improvements, infrastructure investments and policy changes for implementation in the next 10 years.

While there appears to be unlimited wants and needs for time and dollars for tourism development in Los Alamos, the top four priorities that the County can begin to focus on immediately include:

- Increasing lodging supply and options
- Modifying tourism institutional structure
- Making marketing efforts more effective
- Enhancing guest experiences

Implementing these actions will improve tourism as an economic driver to help Los Alamos diversify its economy and sustain community quality of life.







1. TOURISM STRATEGIC PLAN INTRODUCTION

COMMUNITY VISION INCLUDES TOURISM

The community today has looked ahead to the next 10, even 20 years, and this is what it sees:

Los Alamos will continue to have a small town feel, while improving economic vitality will bring significantly more choices for residents in local retail, restaurants, and recreational opportunities. There will be more and varied choices for housing, including senior housing and continuing care, smaller units, and affordable housing. Increased tourism will be a benefit to the community through promotion of diversity and growth of the local economy. The community will eliminate blight. It will protect and enhance open space and trails.

2016 Los Alamos County Comprehensive Plan

TOURISM PLANNING CONTEXT

People from all over the world come to Los Alamos to learn about the WWII Manhattan Project and its place in American and world history, to discover the Ancestral Pueblo culture that thrived in the area for 400 years, and to explore the vast and pristine natural resources of the surrounding area.

Tourism has been a component of the Los Alamos economy for many years. Influenced by the top-secret operations of the Los Alamos National Laboratory (LANL), in the past many potential visitors perceived Los Alamos as gated and not open to them. As more people learn about the history, beauty and attractions of the area, visitation to Los Alamos and White Rock is increasing.

Los Alamos has engaged in multi-faceted tourism marketing and visitor services for many years, increasing efforts in the last five years. In 2012, the New Mexico Tourism Department launched the *New Mexico True* brand. This branding has helped increase visitation and visitor spending throughout New Mexico. From 2012–2015, total visitation to the state increased by 1.45 million (from 32.55 million to 34 million). From 2012–2016, visitor spending increased from \$5.7 billion to \$6.4 billion. In 2016, tourism generated \$642 million in state and local taxes and 92,000 jobs statewide are sustained by visitor spending. These statistics point to the fact that the tourism industry is a growing and sustainable contributor to New Mexico's economy.

In 2015, Los Alamos was designated a New Mexico True destination and regularly hosts the governor, the tourism secretary and the tourism commission at several events each year. This designation has also increased Los Alamos' visibility, since the County is now part of the comprehensive marketing efforts led by the State.

Capitalizing on this, Los Alamos County has been working to manage and enhance their own marketing efforts to position Los Alamos as a tourist destination. The 2016 Comprehensive Plan includes several Council priority goals that relate to enhancing tourism. Implementation of this Tourism Strategic Plan will help the County achieve their goals.

COUNTY COUNCIL PRIORITY GOALS



Operational Excellence



Communication



**Economic Vitality
Financial Sustainability**



**Intergovernmental
Relations**



Housing/Lodging



**Quality Cultural +
Recreational Amenities**



Education



Mobility



**Environmental
Stewardship**

85%

of the 2016 Comprehensive
Plan survey respondents
**support increased
tourism as a driver of
economic development**

The community is the gateway to three National Parks that are within a 5 to 30 minute drive from downtown Los Alamos and White Rock. Each of these parks provides three very different experiences.

Bandelier National Monument showcases the cliff dwellings and cultural history of the Ancestral Pueblo people.

Valles Caldera National Preserve is a vast, natural 90,000-acre, 13-mile wide environmentally rich land with abundant wildlife, created by a volcanic eruption 1.25 million years ago.

The recent addition of the Manhattan Project National Historical Park to the National Park System is expected to bring more visitors to the Los Alamos area. The Manhattan Project National Historical Park explores the history of the top-secret WWII nuclear program. This is further enhanced by the Los Alamos Historical Museum, Fuller Lodge and the Bradbury Science Museum.

Los Alamos has many other natural and built assets that are attractive to tourists and visitors such as the Pajarito Ski Area, Los Alamos Nature Center, miles of hiking/biking/equestrian trails, scenic overlooks, sporting events and festivals.

While many local attractions have the potential to entice visitors, strategically and systematically deciding how to best utilize facilities, enhance amenities and optimize tourism economic development that will benefit the local community and visitors will be critical for the future success of tourism in Los Alamos.



Los Alamos and White Rock are gateways to three National Parks, providing a variety of outdoor activities, cultural attractions and historical learning opportunities.



The Los Alamos Farmers Market, which started in 1970, offers fresh produce and local crafts to market goers every year.

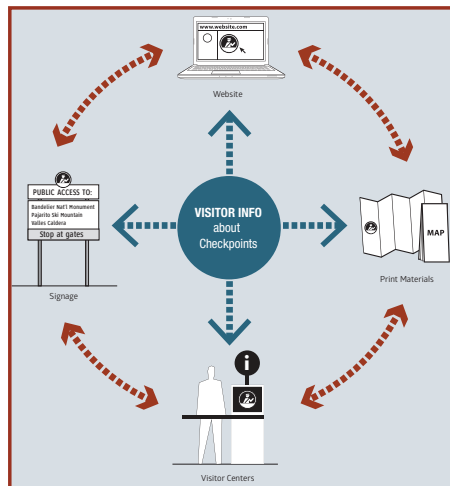


The Bradbury Science Museum offers visitors the chance to explore interactive exhibits, highlighting the Los Alamos National Laboratory's current and historic research projects.

MARKETING, BRANDING + WAYFINDING

As part of the process of managing and enhancing marketing efforts for visitors, the County led branding and wayfinding processes in 2016, which are currently being implemented. These initiatives led to an integrated plan that will provide information to visitors to make it easier for them to find their way around town and learn about what Los Alamos has to offer. These efforts integrate perfectly with the Tourism Strategic Plan, as both are focused on strategic enhancements.

LOS ALAMOS
where discoveries are made



PLACE BRANDING GOAL

To ensure that the entire Los Alamos community understands that Los Alamos is a place that cultivates curiosity and creates “aha!” moments.

The community works together to deliver exceptional experiences that exceed the expectations of residents, businesses and visitors.

TOURISM STRATEGIC PLAN PURPOSE

This Los Alamos Tourism Strategic Plan will help unify ongoing tourism efforts and position the County to optimize tourism economic development for the benefit of the community. It will guide and provide direction to the County and partners when making decisions relating to tourism, community investment, cultural opportunities and physical development.

Ultimately, this plan will help the County and Los Alamos community PROACTIVELY **DEVELOP** AND **MANAGE** TOURISM in order to preserve, enhance and improve this special place "where discoveries are made!"

Los Alamos has an opportunity to leverage its built and natural assets, three National Parks and rich history to create economic diversity and enhance the amazing features of the community. This plan will assist the County in ensuring the long-term enhancement and viability of the built and natural environments, as well as its historical, cultural and scientific heritage.

Implementing the recommendations of this plan, along with other County and community initiatives, will result in an improved visitor experience and enriched quality of life for residents of Los Alamos and White Rock.

"Tourism plays a vital role in diversifying our state's economy. More people visiting New Mexico means more dollars going into our communities..."

New Mexico Governor Susana Martinez

PROJECT TIMELINE



PLANNING PROCESS OVERVIEW

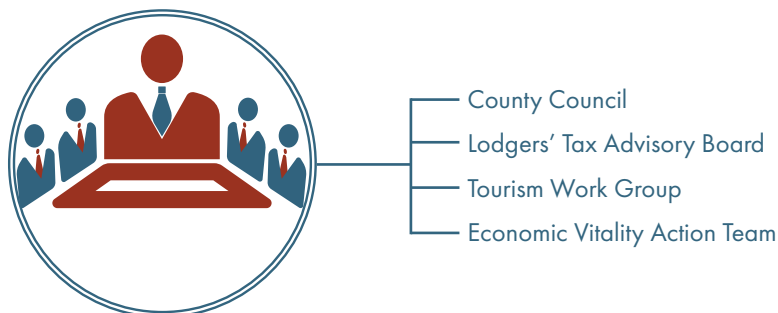
The 2016 Los Alamos County Comprehensive Plan created the foundation for the development of a strategic plan to add tourism as an economic driver. Based on the plan's vision for tourism, an eight month planning process was completed to inform the final Tourism Strategic Plan.

SOURCES OF INPUT

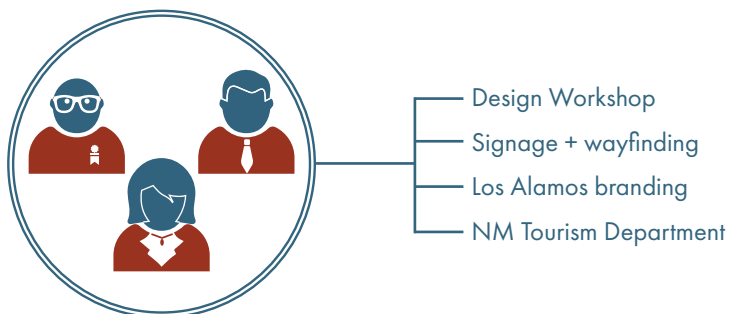
COMMUNITY



LEADERSHIP



INDUSTRY EXPERTISE



TOURISM WORK GROUP

The Tourism Work Group, appointed by the County Council, served as an advisory body to the County Council and planning consultants. The group met eight times throughout the process to help guide plan development, review progress and provide feedback on the status of the plan. The group also ensured that the interests of the community-at-large, as well as tourism stakeholders were considered throughout plan development.

The group included 20 members comprised of representatives of businesses, attractions, local organizations and the community. Three representatives from the National Park Service served as liaisons to the group.

TOURISM STRATEGIC PLAN WEBSITE

A project website was created to provide information about the planning process. Content was updated periodically throughout the project as new information was generated. The website included:

- A description of the project background, process and schedule
- An email link and comment form to collect feedback
- Project documents and downloadable presentation files and notes
- Links to online surveys
- Calendar of public and County Council meetings
- Links to social media and other resources

www.losalamostourismplan.com

FOCUS GROUP MEETINGS

Three Focus Group meetings were conducted to help the planning team understand current conditions and to identify issues for the Los Alamos Strategic Tourism Plan to address. Approximately 80 subject matter experts and community members representing a variety of perspectives were invited to attend and provide their insight. Discussion sessions were organized around the following topics:

- Downtown vitality and visitor services
- Cultural attractions and events
- Recreation attractions and activities

The focus group provided valuable information and perspectives. Three key items that were consistently raised in the discussions, included:

- Numerous ingredients exist for tourism development
- Lack of lodging is an impediment to multi-day visitors
- Some tourist services and facilities deficiencies also negatively impact residents

WEBSITE PAGE EXAMPLES



FOCUS GROUP COMMENTS

"We are a center for world changing history and science"

"Our natural scenery is amazing, vistas are breathtaking"

"So many outdoor activities to participate in"

BASELINE ANALYSIS

The consultant team began reviewing relevant plans and studies to inform their understanding of past and current planning efforts, as well as future community goals. Synthesizing this information with input received at the Strategic Kick-off meeting and the Focus Group meetings, the planning team created a Baseline Analysis report and a Situational Assessment to serve as the analytical foundation for the Tourism Strategic Plan. These reports are available in Volume II of this plan.

A detailed analysis of the current status of aspects impacting tourism was conducted under the following categories:

- Visitor Facilities + Resources
- Institutional Systems
- Market + Economics

SITUATIONAL ASSESSMENT

The baseline analysis identified several factors of importance in defining the direction of this plan to build the local tourism economy:

- Los Alamos has many assets and attractions that create a solid foundation for tourism development. Being a gateway to three National Parks, having a long and rich science history, an unmatched ancient history, outdoor recreation options and stunning scenery are key assets that many communities would love to have.
- Limited accommodations result in Los Alamos being able to primarily serve only day visitors.
- There are limited connections (e.g. trails, signage) between assets and attractions.
- Los Alamos County currently pays for most of all tourism marketing and services for the area.
- The brand “Where discoveries are made!” creates intrigue, can be flexibly applied to many things, and is a solid foundation on which to build the marketing message and deliver a positive experience.
- Based on feedback, the visitor centers provide basic information and need to be experientially improved.
- Today’s tourists expect many dining and shopping options. An increase in visitors will help support extended hours for existing businesses and help develop new businesses.



Public Forum #1 attendees

PUBLIC FORUM #1: VISIONING

The first of two public forums was held on September 6, 2017 to inform the public about the planning process and to give residents, business owners and other stakeholders the opportunity to provide their perspectives, ideas and understanding of the current state of tourism, impacts of tourism, and what they envision for the future of tourism in Los Alamos. Over 100 people attended this visioning session, and 211 people responded to the online survey.

Four alternative scenarios were presented to solicit input from the Tourism Work Group and community to help answer the following questions regarding tourism:

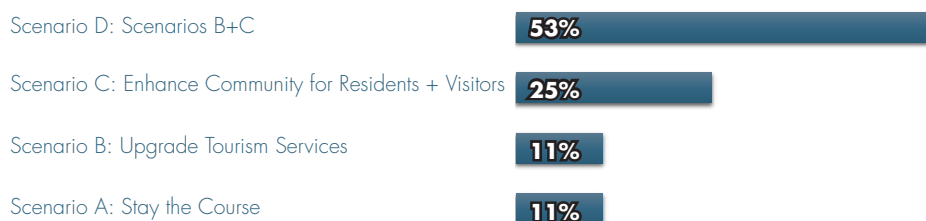
Where are we going? What do we want to do?

These alternative futures explored at the forum were:

- Scenario A: Stay the Course
- Scenario B: Upgrade Tourism Services for Day Visitors
- Scenario C: Enhance Community for Residents + Day & Destination Visitors
- Scenario D: Increase Day Visitors + Target Destination Visitors*

Feedback from this forum was used to gain a deeper understanding of community points of view and values regarding tourism. Based on keypad polling and online survey results, a majority of participants were in favor of utilizing *Scenario D: Increase Day Visitors + Target Destination Visitors* to develop the focus areas and action items for the plan.

Which Scenario do you think best supports the community vision set forth in the Comprehensive Plan?



Public Forum #1 Keypad Polling question

* Destination visitors are overnight visitors

FORUM #1 ELEMENTS

MEETING PURPOSE

- Educate the public about Los Alamos' tourism current conditions and trends
- Present scenarios of optional courses of action to direct tourism efforts
- Gain an understanding of concerns, opportunities, values and needs
- Collect additional ideas or information regarding strategies

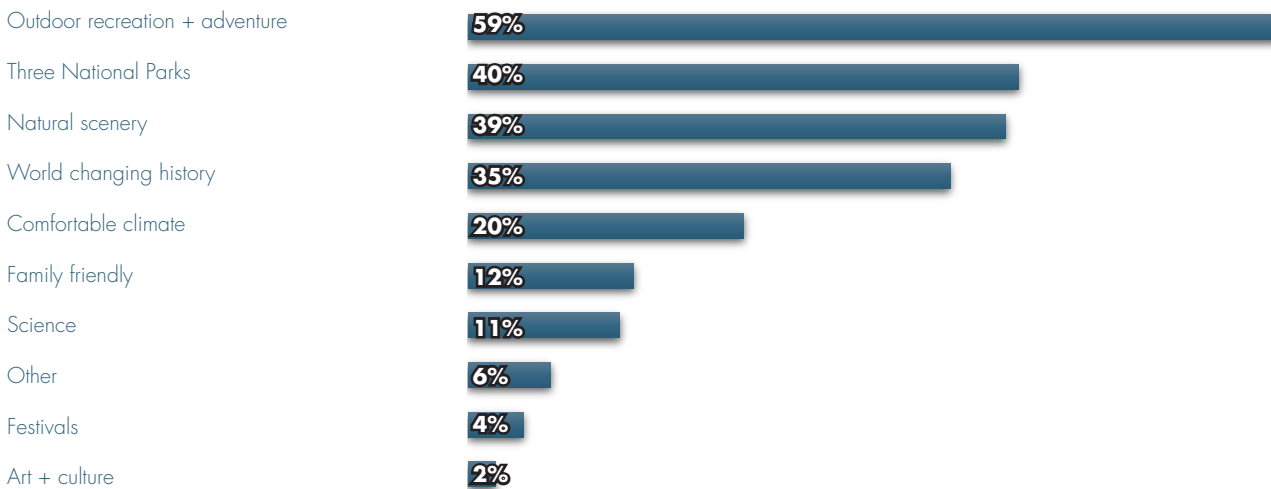
MEETING ACTIVITIES

- Presentation with live keypad polling
- Postcards telling a friend why they should visit Los Alamos
- Comment Cards
- Online survey posted for those who could not attend in person

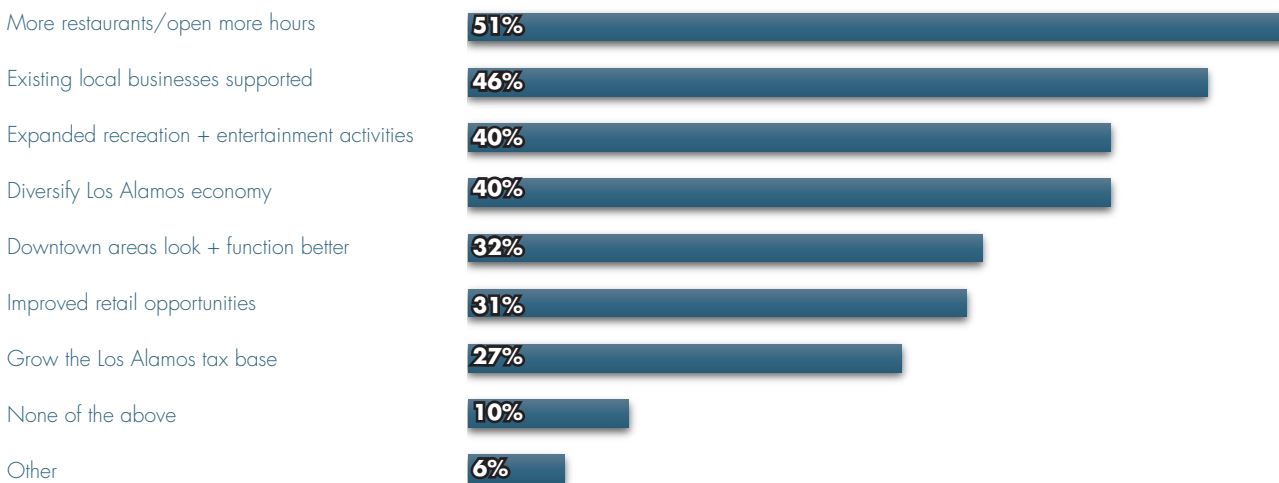
LIVE KEYPAD POLLING + ONLINE SURVEY RESULTS

Seventeen questions were asked during the presentation and participants at the meeting shared their responses via keypad polling. With this technology, everyone attending the meeting could see the results in real time. Those who did not attend the meeting were able to respond via online survey. Below are the combined results for three key questions.

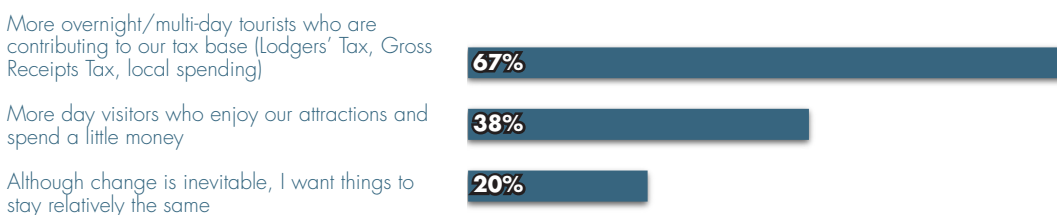
What might you tell a friend are the top two reasons to visit Los Alamos?



What are the most important outcomes for the community if the County implements an improved tourism plan?



In five years, what would you like to see related to tourism?



PUBLIC FORUM #2: INFORM

A second public forum, held on November 8th, 2017, gave residents, business owners and other stakeholders the opportunity to learn about the direction of the Tourism Strategic Plan and comment on the four focus areas and various goals derived from this input.

Attendees were given the opportunity to provide feedback and ideas for potential action items under the four focus areas that will frame the plan recommendations.

CHOSEN COURSE OF ACTION

Tourism as an economic driver in Los Alamos County will be achieved by attracting day and destination visitors. This option benefits both the local community and visitors by providing the elements necessary to create the appropriate infrastructure to accommodate both day visitors and overnight visitors.

Four Tourism Focus Areas will guide the development and implementation of a series of near-, mid- and long-term tourism action items for the Los Alamos community, which are discussed in detail in Chapters 3 and 4.

TOURISM FOCUS AREAS



CREATE & MARKET AN INVITING COMMUNITY



INCREASE THE CAPTURE OF VISITOR DOLLARS



ENRICH OUR NATURAL BEAUTY, ATTRACTIONS & DOWNTOWNS



OPERATE WITH INTENTIONAL LEADERSHIP, PUBLIC & PRIVATE INVESTMENT & PARTNERSHIPS

FORUM #2 ELEMENTS

MEETING PURPOSE

- Provide an update on plan progress to date
- Provide an opportunity for the public to provide input on plan focus areas and action items

MEETING ACTIVITIES

- Presentation with live keypad polling
- Exhibit boards detailing action items under each of the four focus areas
- Mapping exercise
- Comment cards





Exploring Alcove House at Bandelier National Monument
Photographer: Leslie Bucklin

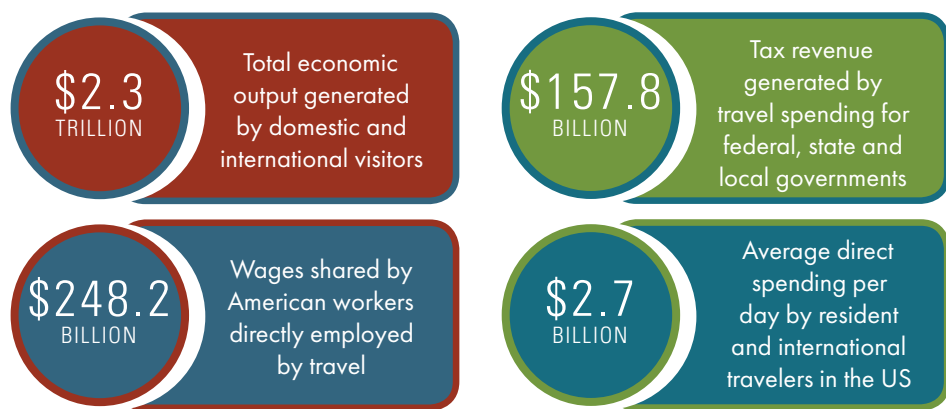


2.TOURISM TODAY IN LOS ALAMOS

NATIONAL TRAVEL + TOURISM TRENDS

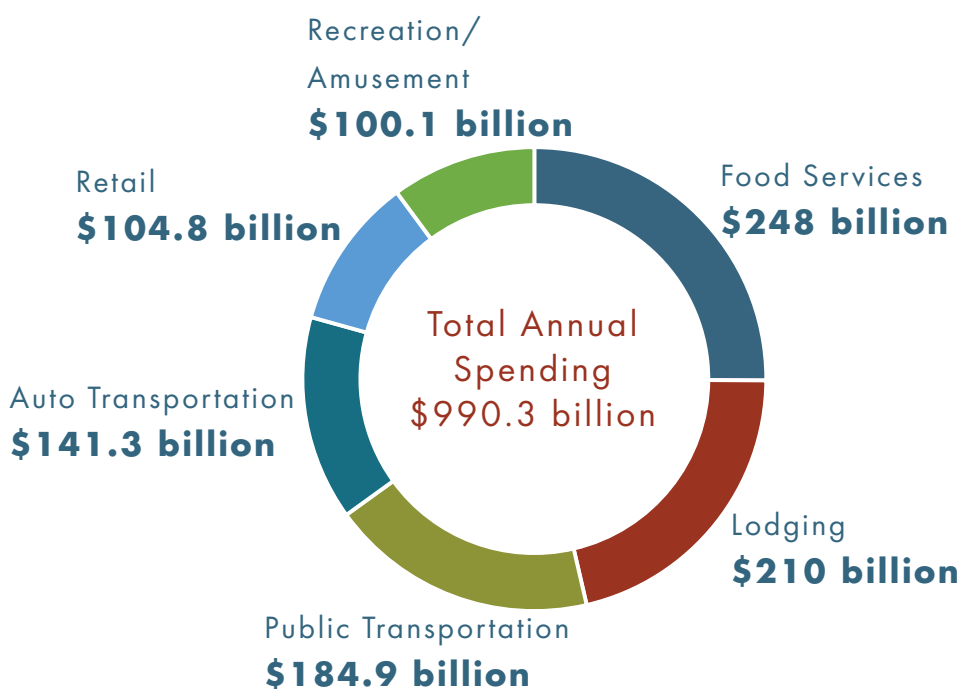
The tourism industry is a growing and sustainable contributor to the economy throughout the United States. The total contribution of travel and tourism to GDP was 8.1 percent in 2016. Understanding national tourism trends can help Los Alamos anticipate changes, look to the future and capitalize on opportunities to enhance tourism locally.

TRAVEL INDUSTRY IMPACT



U.S. TRAVEL SPENDING

(includes leisure + business travel)



JOB CREATION

- In 2016, travel and tourism directly supported 5,486,000 jobs (3.6% of total employment). This is expected to rise to 7,074,000 jobs in 2018 (4.3% of total employment).
- 15.3 million jobs (direct + indirect and induced) are supported by travel in the U.S. – 8.6 million (approximately 78%) of these are directly supported



2016 TRAVEL + TOURISM TRENDS

Major trends that impacted the industry in 2016 include:

- Alternative accommodations (e.g. Airbnb)
- Travel agents and packaged travel increasing in popularity because there are too many choices for potential travelers to sift through on their own
- Interest in 'unplugging' when traveling and getting away from technology

TOP 5 U.S. LEISURE ACTIVITIES

- Visiting relatives
- Shopping
- Visiting friends
- Fine dining
- Rural sightseeing

U.S. TRAVEL MARKET



STATE + REGIONAL TOURISM

New Mexico's economic pillars are its natural resources, tourism, retail trade and federal government spending. The tourism industry is a growing contributor to New Mexico and Los Alamos economies. As visitation continues to increase, the community will benefit from tourists' economic contributions.

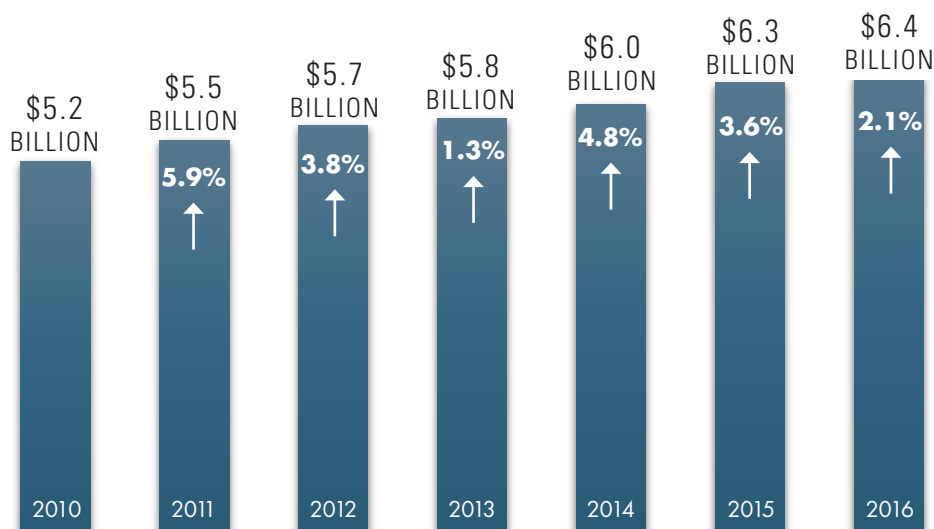
STATE TOURISM STATISTICS

NEW MEXICO VISITATION SETS RECORD IN 2016



NEW MEXICO VISITOR SPENDING: 2010 - 2016

The three largest sectors for visitor spending in New Mexico in 2016 were: Lodging (31%); Food + Beverage (23%); Retail (17%)



New Mexico Tourism Department, 2016 Annual Report
+ Nov 16, 2017 Website Press Release

TOP 5 NM VISITOR ACTIVITIES

- Shopping
- Visiting Landmark/historic site
- Fine Dining
- Visiting National/State park
- Visiting a museum

New Mexico Tourism Department,
Visitor Profile 2014-2015

OUT OF STATE VISITORS

In 2016, approximately **24 million tourist trips, or 70% of all trips**, in New Mexico were made by out-of-state visitors

New Mexico hits tourism record,
Albuquerque Journal, July 6, 2017

HOUSEHOLD TAX OFFSET

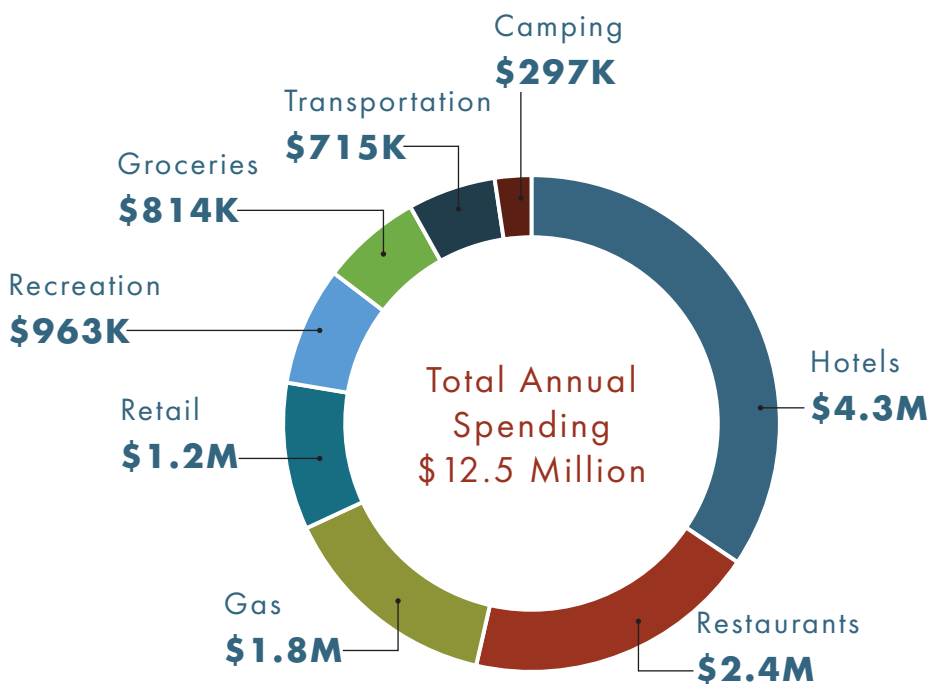
Direct visitor spending in 2016 **offset the household tax burden by \$841**

New Mexico Tourism Department:
New Mexico True Website
Nov 16, 2017

REGIONAL TOURISM STATISTICS: NATIONAL PARKS

BANDELIER NATIONAL MONUMENT VISITORS SPEND MONEY IN LOCAL GATEWAY REGIONS

In 2016, 198,500 park visitors spent approximately \$12.5 million in local gateway regions while visiting Bandelier National Monument. This added \$15.8 million in economic output to local gateway economies.



VALLES CALDERA NATIONAL PRESERVE

In 2016, Valles Caldera experienced a ten percent increase in visitors over 2015, attracting approximately 50,000 people.

MANHATTAN PROJECT NATIONAL HISTORICAL PARK

The National Park Service estimates 10,000 people visited the new Manhattan Project National Historical Park in 2016 and visitors spent a total of \$728,000 in local gateway regions.

Capitalizing on the fact that Los Alamos is a gateway to three national parks is a critical way to promote tourism. Lodging accounts for the largest share of park visitor spending. The County has a tremendous opportunity to capture more visitor dollars and support local businesses as park visitation increases.

NATIONAL PARK LOCAL GATEWAY REGIONS

Gateway Regions are the areas directly surrounding National Park Service sites - typically within 60 miles

Gateway economies include the cities and towns where visitors typically stay and spend money while visiting NPS sites.

In New Mexico, total visitor spending in National Parks local gateway regions has risen from \$81.1 million in 2012 to \$108.4 million in 2016, a 34% increase.

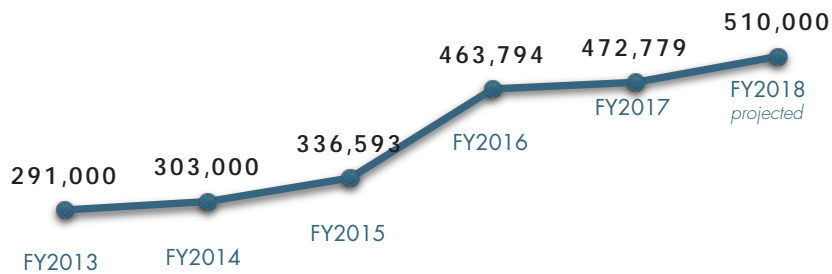
This spending has ripple effects outside of the parks. Jobs, labor income, value added and economic output throughout the state have directly benefited from this spending.

National Park Service website: www.nps.gov/subjects/socialscience/vse.htm; 2016 Visitor Spending Effects Report

LOS ALAMOS TOURISM

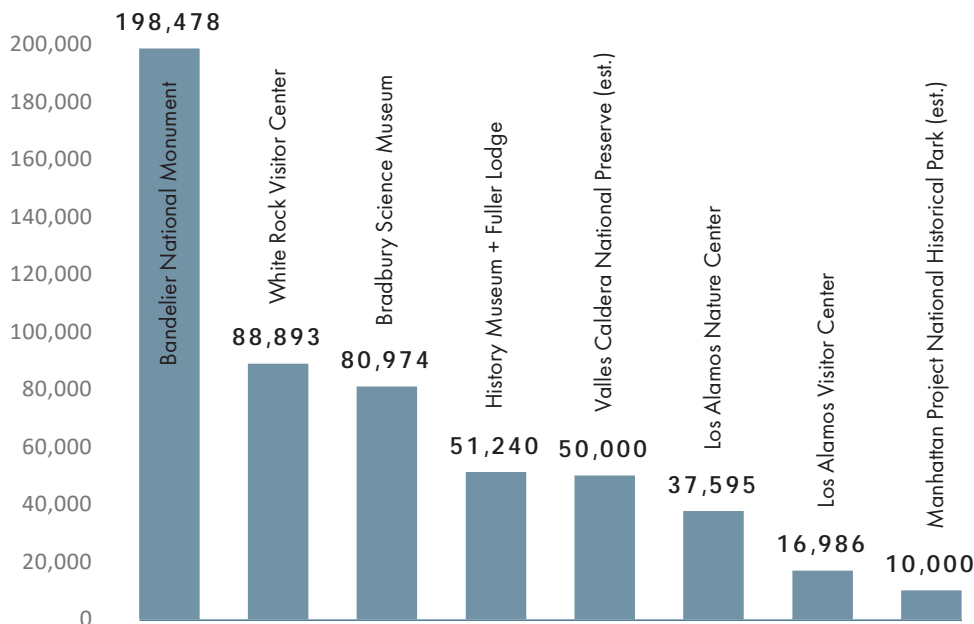
TOURIST VISITS TO LOS ALAMOS

Tourist visits to Los Alamos have been on the rise since 2013. With the recent addition of the Manhattan Project National Historical Park, visitor numbers are projected to increase even more, making it a good time to strategically think about how to manage these visits, maximize economic returns, and provide experiences that bring people back.



2016 VISITATION STATISTICS: ATTRACTIONS

Bandelier National Monument continues to be the most visited attraction near Los Alamos. Many visitors to Bandelier and Valles Caldera do not travel to downtown Los Alamos or other attractions.



Discover Los Alamos meeting & visitor bureau + Visitors Bureau Data; LACDC

DAY TRIPPERS

82 out of 100 visitors surveyed reported they visited Los Alamos for less than a day.

Discover Los Alamos meeting & visitor bureau + visitor bureau June 2017 Report

VISITOR ACTIVITIES

Los Alamos has **3 of the top 5 activities** visitors in NM engage in:

- #2: Landmark historic sites
- #4: National Parks
- #5: Museums

(#1: Shopping, #3: Fine Dining)

New Mexico Tourism Department 2016 Visitor Profile

VISITLOSALAMOS.ORG

Under the "Plan Your Visit" tab on the Visit Los Alamos website, visitors looking for things to do, find Interests categorized in the following way:

- Ancient History
- Los Alamos Heritage
- Science + Technology
- Sports + Recreation
- Arts + Culture

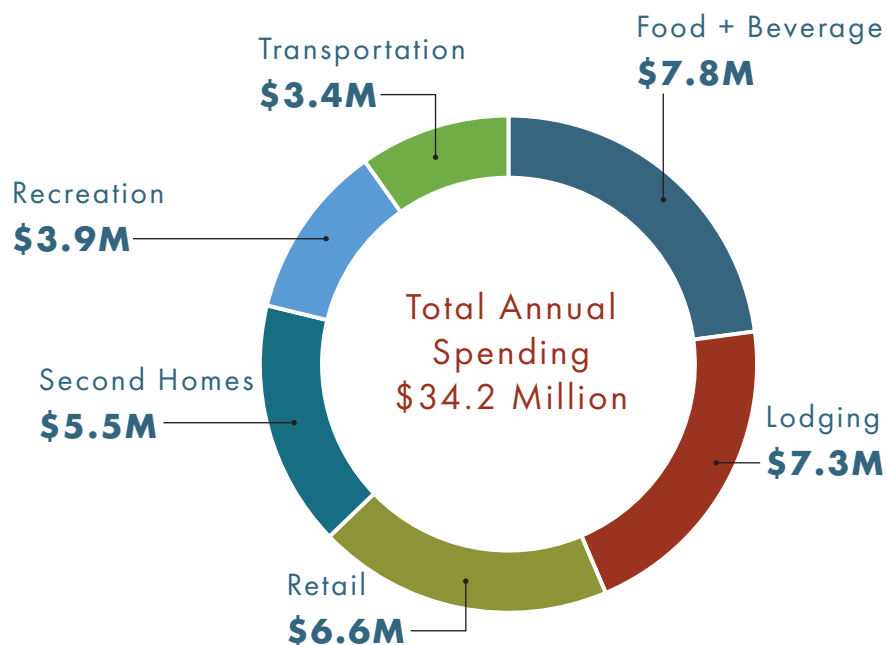
175,354

Visit Los Alamos webpage views in FY2017 versus 42,500 in FY2016

LOS ALAMOS VISITOR SPENDING

LOS ALAMOS' DIRECT REVENUE FROM VISITOR SPENDING

In 2015, visitors to Los Alamos spent \$7.1 million on lodging, \$7.8 million on food/beverage, \$6.6 million on retail, \$3.9 million on recreation, and \$3.4 million on transportation. In total, visitors spent \$34.2 million, up 10.6% from 2014. Currently, the majority of lodging demand comes from LANL related business travel.



POWER OF THE VISITOR DOLLAR

As visitation to Los Alamos increases, so does the amount of money visitors spend in the community. If the number of overnight visitors increases the economic impact can be significant. This spending has both direct and indirect impacts in terms of County revenue, jobs generated, and infrastructure improvements that benefit both visitors and residents.

LOS ALAMOS VISITOR IMPACT TOURISM EMPLOYMENT

TOURISM EMPLOYMENT			
Year	Direct	Total (Direct, Indirect Induced)	County Tourism Dependence
2015	353	896	5.9%
2014	331	792	5.1%
2013	345	823	5.1%
2012	366	909	5.4%

*New Mexico Tourism
Department Economic Impact of
Tourism in New Mexico 2015
Analysis, July 2016: Tourism
Economics*

DISCOVER LOS ALAMOS MEETING & VISITOR BUREAU

According to the Discover Los Alamos meeting & visitor bureau monthly report for June 2017, visitors came most often from the following locations:

New Mexico Cities:

- Albuquerque
- Alamogordo
- Belen
- Espanola
- Farmington
- Las Vegas
- Rowe
- Santa Fe
- Taos
- Truth or Consequences

States:

- Arizona
- California
- Colorado
- Florida
- Ohio
- Oregon
- Pennsylvania
- Texas
- Washington State

Countries:

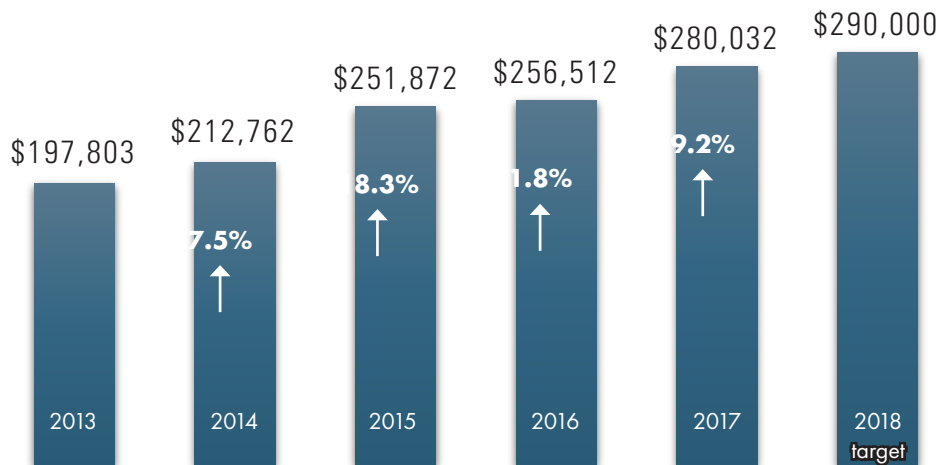
- Australia
- British Columbia
- Canada
- England
- Japan
- Netherlands

HOW VISITORS CONTRIBUTE TO LOS ALAMOS COUNTY REVENUE

Direct economic impact from tourism to Los Alamos County revenue comes from the Lodgers' Tax and Gross Receipts Tax.

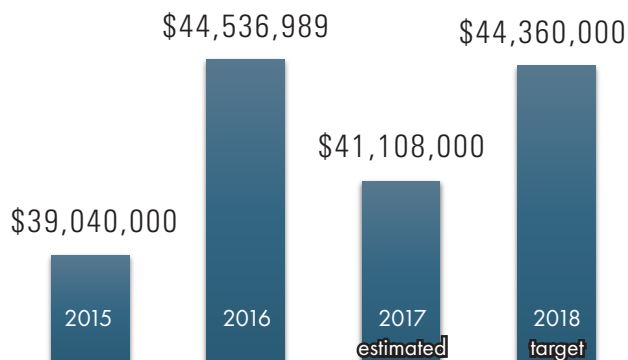
LODGERS' TAX REVENUES

Lodgers' Tax is a tax charged to people using commercial, short-term lodging accommodations. This tax revenue must be used for advertising, publicizing and promoting tourist attractions and facilities in and around Los Alamos County. Lodgers' tax revenues have been increasing since 2013. In 2017, revenues increased approximately 9% from 2016, despite a decrease in number of available hotel rooms.



GROSS RECEIPTS TAX REVENUES

Gross Receipts Tax (GRT) is imposed on businesses on the sale of goods and services. Both residents and visitors are subjected to this tax. It accounts for 67 percent of the total General Fund budgeted revenues for Los Alamos County. For the last six months of 2017, the GRT rate for Los Alamos was 7.31 percent. Most GRT revenue comes from LANL. Rates in New Mexico run from 5.50 to 9.25 percent.



NEW MEXICO LODGERS' TAX COLLECTION

Lodgers' Tax Receipts by County for FY2015-2016:

- Santa Fe: \$385,103
- Taos: \$332,269
- Los Alamos: \$256,512
- Eddy: \$76,644
- Rio Arriba: \$67,053
- Grant: \$63,928
- Lincoln: \$49,066
- San Miguel: \$29,828
- Sandoval: \$13,678
- Sierra: \$5,553
- Luna: \$2,755
- Socorro: \$2,334

Los Alamos County 2018 Biennial Budget - Proposed; Lodgers' Tax Report FY2016, State of New Mexico Finance + Administration; Gross Receipts Tax Rates Schedule, State of New Mexico Taxation & Revenue Dept.

LOS ALAMOS HOTEL OCCUPANCY

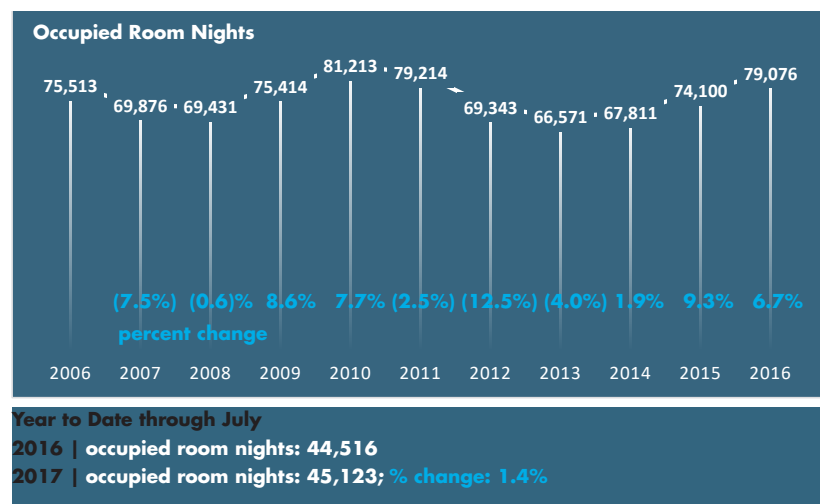
Four hotels and two bed and breakfast establishments compose the stock of lodging inventory in Los Alamos with 238 rooms. Recreational vehicle and campground locations are provided near the National Parks. Historically, hotel occupancy rates within Los Alamos have ranged from 50.9% to 73.6% and the average daily rate has trended upward. By comparison, the U.S. hotel industry reports a 65.7% average occupancy rate in 2017, and New Mexico a 63.5% average occupancy rate*.

Occupancy first peaked in 2006 when a new entity assumed management of Los Alamos National Laboratory (LANL), resulting in significant temporary demand by LANL contractors and visitors. The lowest occupancy rates between 2008–2013 are a result of the national recession and wildfires in 2011 that caused evacuation of the town and destruction of a portion of Bandelier National Monument that was again impacted by flooding in 2013.

Increases in occupancy have occurred since that time, despite the closures of Hilltop House Hotel and Motel 6. The increases are attributed to growth at LANL, new national parks in the area, the “New Mexico True” marketing campaign, and overall strong economy.

Year-to-date 2017 data illustrate continued strengthening in occupancy and a roughly \$4 gain in average rate. A portion of demand related to LANL and nearby recreational offerings is reportedly diverted from this market and typically stays in Santa Fe.

LOS ALAMOS HOTEL HISTORICAL SUPPLY + DEMAND TRENDS (STR)



Average Annual
Compounded Change
2007-2010: 5.1
2010-2016: (0.4)

NEW MEXICO HOTEL OCCUPANCY JAN-JUNE 2017

Albuquerque

- Room Nights Available: 239,991
- Occupancy: 64.6%

Santa Fe

- Room Nights Available: 109,622
- Occupancy: 64.4%

Las Cruces

- Room Nights Available: 31,021
- Occupancy: 64.0%

Southeast NM

- Room Nights Available: 27,150
- Occupancy: 67.9%

Farmington

- Room Nights Available: 26,871
- Occupancy: 59.3%

Taos

- Room Nights Available: 19,695
- Occupancy: 54.0%

Other NM

- Room Nights Available: 27,602
- Occupancy: 55.9%

Los Alamos

- Rooms Nights Available: ~8,934
- Occupancy: 73.6%

* Rocky Mountain Lodging
Report, June 2017

STR DATA LIMITATIONS

*It is important to note some limitations of the STR data. Hotels are occasionally added to or removed from the sample; not every property reports data in a consistent and timely manner.

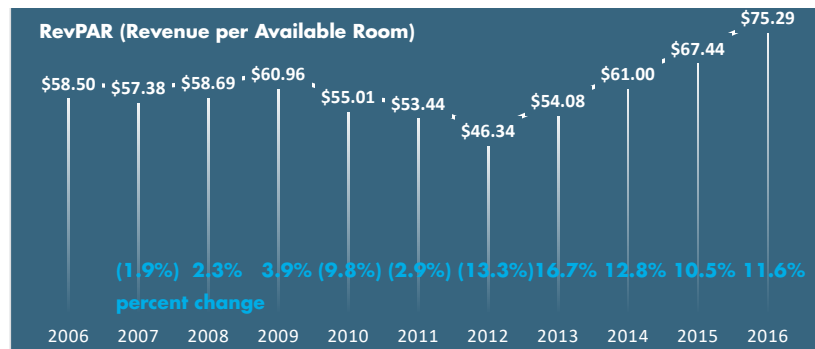
These factors can influence the overall quality of the information by skewing the results, and these inconsistencies may also cause the STR data to differ from the results of our competitive survey.

Nonetheless, STR data provide the best indication of aggregate growth or decline in existing supply and demand; these trends have been considered in our analysis. Opening dates, as available, are presented for each reporting hotel in the graphs to the left.



Average Annual
Compounded Change
2007-2010: 1.5
2010-2016: 1.4

Year to Date through July
2016 | occupancy: 71.4%; average rate: \$100.54
2017 | occupancy: 72.2%; average rate: \$104.36; % change: 3.8%



Average Annual
Compounded Change
2007-2010: (1.4)
2010-2016: 5.4

Year to Date through July
2016 | RevPAR: \$71.81%
2017 | RevPAR: \$75.30; % change: 4.9%

Hotels Included in Sample on Next Page	Competitive Status	# of Rooms	Year Affiliated	Year Opened
Homewood Suites Santa Fe North *	Secondary	81	Feb '05	Feb '05
Holiday Inn Express + Suites Los Alamos Entrada	Primary	86	Nov '09	Nov '09
Hampton Inn Suites Los Alamos	Primary	73	Dec '02	Dec '02
Comfort Inn + Suites Los Alamos	Primary	55	Oct '09	Dec '97

*Note: Homewood Suites is located in Santa Fe County

LOS ALAMOS TRANSPORTATION

Like many mountain communities, access to Los Alamos is relatively limited. Two state roads (NM4 and NM 502) provide entry to Los Alamos and White Rock, in a loop formation connecting both communities. NM 502 connects Los Alamos with US 84/285, leading to Santa Fe. The Los Alamos County airport supports recreational aviation and does not handle commuter or domestic travel flights. The closest locations for commercial flights are the Santa Fe and Albuquerque airports.

Once visitors arrive, Los Alamos County's Atomic City Transit operates public transit throughout Los Alamos, connecting to White Rock and Bandelier National Monument. Free bus service is provided from 6am to 8pm Monday to Friday on seven routes. This includes a downtown circulator trolley providing service in Los Alamos every 30 minutes, with peak service provided every 15 minutes mid-day. However, transit does not operate during prime visitor hours on weekends. The Los Alamos Comprehensive Transit Study produced in 2015 concluded that it is not viable to extend service to the weekends due to lack of demand from the main ridership of workers and students.

Los Alamos currently has three dedicated bicycle lanes. Right-of-way stripes are painted on Central Avenue, one of the town's main arterial roads. White Rock also has dedicated bicycle lanes and offers a multi-use trail. The Canyon Rim Trail, located approximately 1.8 miles from downtown Los Alamos, is a 2.7 mile asphalt surface multi-use trail for all skill levels. The Canyon Rim Trail provides an out and back option for hiking, nature trips, birding and mountain biking. It connects several mountain bike and multi-use trails in the area.

Sidewalks are available for visitors, and the downtown Los Alamos Historic Walking Tour provides a self-guided activity that promotes walking. While it is possible to walk to many of the attractions in downtown Los Alamos, distances between destinations can be long for visitors. There are several parking lots available to visitors, but they are spread out and signage could be improved.

ATOMIC CITY TRANSIT TROLLEY

Atomic City Transit operates a downtown circulator trolley that provides service every 30 minutes, Monday–Friday, from 6:15am– 7:13pm.

Peak services is provided every 15 minutes, Monday–Friday, from 11:00am–12:58pm.



The trolley operating in winter months.

ISSUES + OPPORTUNITIES

Los Alamos is at a crossroads. Visitors are coming. The community can let tourism happen to them or they can be strategic in driving the type of visitors and economic impact desired.

- Los Alamos has many assets and attractions that create a solid foundation for tourism development. Being a gateway to three National Parks, having a long and rich science history, an intriguing ancient history, outdoor recreation options and stunning scenery are key assets that many communities would love to have.
- Limited accommodations result in Los Alamos being able to primarily serve only day visitors.
- There are several well-used multi-use trails in Los Alamos and White Rock that residents and visitors use for walking, hiking, mountain biking and horseback riding. Improvements to existing trails, better connections between all trails and additions can help enhance the trail system.
- Los Alamos County and the Lodgers' Tax pays for most of all tourism marketing and services for the area.
- The new Los Alamos brand "Where discoveries are made!" creates intrigue, can be flexibly applied to many things, and is a solid foundation on which to build the marketing message and deliver a positive experience.
- Today's tourists expect many dining and shopping options. An increase in visitors will help support extended hours for existing businesses and help develop new businesses.

This Tourism Strategic Plan provides tactics Los Alamos County can use to leverage the community's strengths and begin to implement the infrastructure necessary to increase the impact of tourism as an economic driver.

PUBLIC FORUM #2 MAPPING EXERCISE

Participants at the second public forum were asked to place green dots in areas of Los Alamos and White Rock that currently work well for both residents and visitors and red dots in areas where improvements need to be made on large print versions of the visitor maps (shown on the facing page).

The dots indicate that people appreciate the close proximity of amenities in downtown Los Alamos, but recognize that connections to both Pajarito Mountain and White Rock could be improved. Dots also indicate that the trails in White Rock need improvement and better trail connections would be beneficial to the community.



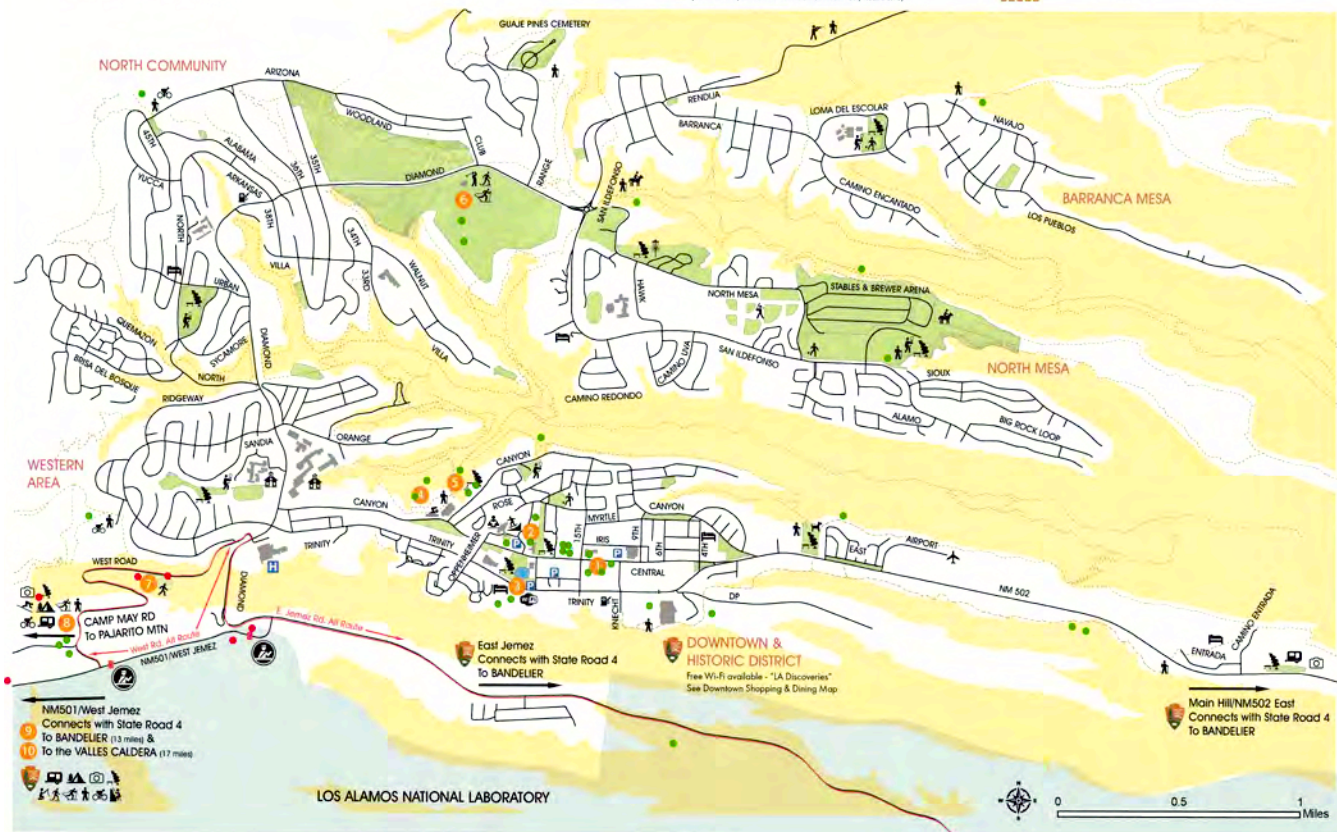
LOS ALAMOS TOWNSITE

LOCATED:
33 miles NW of Santa Fe (45 min)
64 miles SW of Taos (84 min)
97 miles N of Albuquerque (95 min)

- 1 Bradbury Science Museum
(Gift Shop, Bus Parking, Restrooms)
- 2 Los Alamos History Museum Campus
(Gift Shop, Guided Tours, Picnic Area, Restrooms)
- 3 Manhattan Project National Historical Park
(Visitor Center, Guided Tours, Bus Drop-Off, Picnic Area, Restrooms)

- 4 Larry R. Walkup Aquatic Center
(Olympic-size Pool, Therapy Pool, Restrooms, Trailhead)
- 5 Los Alamos Nature Center
(Planetarium, Gift Shop, Restrooms, Guided Tours, Picnic Area)
- 6 Los Alamos County Golf Course
(Golf Shop, Restaurant, Bus Parking, Restrooms)
- 7 Los Alamos County Ice Rink
(Concession, Access to Los Alamos Reservoir, Restrooms)

- 8 Pajarito Mountain
(Cafe, Ski Hill, Camping, All-Season Recreation, Restrooms)
- 9 Bandelier National Monument
(Visitor Center, Gift Shop & Bookstore, Concession, Guided Tours, Camping, Restroom)
- 10 Valles Caldera National Preserve
(Visitor Center, Gift Shop, Guided Tours, Camping, Fishing, Restrooms)



Los Alamos + White Rock visitor maps



Buying fresh vegetables at the Los Alamos Farmers Market
Photographer: Vint Miller



3. STRATEGIC DIRECTION



The iconic Fuller Lodge
Photographer: Vint Miller

FOCUS AREAS INTRODUCTION

Encouraging and supporting the Los Alamos tourism economy has been an evolving effort, with the public and private sector participating on both a local and regional scale. The Tourism Strategic Plan addresses and calibrates these efforts under four areas of focus. It is not a comprehensive wish list, but instead provides a strategic and clear path to direct efforts for the next decade.

The Focus Areas are:



1 | **CREATE & MARKET** AN INVITING COMMUNITY



2 | **INCREASE** THE CAPTURE OF VISITOR DOLLARS



3 | **ENRICH** OUR NATURAL BEAUTY, ATTRACTIONS & DOWNTOWNS



4 | **OPERATE** WITH INTENTIONAL LEADERSHIP, PUBLIC & PRIVATE INVESTMENT & PARTNERSHIPS

Each of the Focus Areas includes the following:

- **GOALS:** broad, primary outcomes
- **STRATEGIES:** approaches to achieve goals
- **TACTICS:** tools used or steps to take in pursuing strategies

Tactic Timeframes:

NT = Near Term (0 - 3 years)

MT = Mid Term (3 - 5 years)

LT = Long Term (5 - 10 years)

Key priorities are addressed in Chapter 4, which describes near-term actions and includes probable costs and potential funding sources for each action.

LANL

Los Alamos National Laboratory (LANL) is the primary economic contributor to Los Alamos.

The County should continue to serve the needs of LANL and not do anything that puts their significant economic contribution to the County at jeopardy.





1 | CREATE & MARKET AN INVITING COMMUNITY

INTENT

The Strategic Tourism Plan provides the opportunity to examine how Los Alamos tourism marketing is perceived by potential visitors, evaluate its effectiveness in reaching people, and understand how information meets their needs. It is also the opportunity to examine the impressions a place and the local community make on visitors. Visitors are already coming to Los Alamos, mostly for the three National Parks. Los Alamos could better capture the benefits of being a gateway community by giving attention to the impressions formed prior to arrival and experiences of these guests.

The three strongest components of Los Alamos' tourism offerings are science, history and outdoor recreation. Focusing on building and enhancing these three aspects is essential to the near and mid-term outlook, before stretching tourism marketing efforts to other aspects that visitors enjoy, such as the arts, music, team sports, western lifestyles, shopping and specific family-oriented attractions. Los Alamos has a strong collection of attractions and the creation of additional attractions should not be the first priority. Rather, making improvements to existing attractions and visitor services should be the primary focus for improved experiences.

DESIRED OUTCOME

Improve trip planning, increase hotel booking, improve first impressions, provide visitor conveniences, and increase repeat visitation.

GOAL 1.1 FOCUS OUR MARKETING EFFORTS TO REFLECT OUR COMMUNITY TO TARGETED VISITORS

FOCUS ON MARKETING 'SCIENCE, HISTORY AND OUTDOOR RECREATION' AS THE THREE CORE DESTINATION ASPECTS OF LOS ALAMOS

- Provide specific marketing to visitors at the three National Parks to showcase the primary science, history and outdoor recreation attractions in Los Alamos County, as well as hospitality services. Marketing methods include: providing information on NPS shuttles, educating NPS visitor contacts about offerings and hours, and providing information on websites in which National Park visitors plan their trips. (NT)
- Create a promotional video to showcase science, history and outdoor recreation activities and events in Los Alamos County. (NT)
- Work with Pajarito Environmental Education Center (PEEC) to develop local films about nature, history and outdoor recreation to show at the Planetarium. (NT)
- Create targeted marketing to science aficionados and people curious about science with the promotion of ScienceFest. Honoring contemporary scientific discoveries could also be a way to build the reputation of the festival beyond the immediate region. (NT, MT)
- Promote the Los Alamos Trails app to visitors (before they arrive and while they are visiting). (NT)

IMPROVE LOS ALAMOS TOURISM AND HOSPITALITY WEB AND SOCIAL MEDIA PRESENCE AND IDENTIFY WAYS TO MAXIMIZE EXPOSURE TO TARGET MARKETS

- Implement or contract work to improve the function and appeal of the *visitlosalamos.org* website and social media platforms including the following:
 - Redesign the website to highlight science, history and outdoor recreation attractions and events. (MT)
 - Incorporate a promotional video(s) into the website. (NT)
 - Improve the calendar of events website feature to highlight categories of interest (e.g. science, history, outdoor recreation). Add a search engine so visitors can identify events of interest to them. Two-way link the calendar to other regional and state visitor calendars. (NT)
 - Implement the Wayfinding Tools recommendations for technology integration, such as map features, apps and kiosks to communicate information. Update online maps and website information to include communication of public parking locations and attraction information linked to common navigation websites/apps. (NT, MT)
 - Prepare an analytical report of Los Alamos tourism web and social media tracking for monthly evaluation. (NT)
- Improve Los Alamos' presence within New Mexico True online opportunities by requesting the following changes:
 - Add the three National Parks and Los Alamos features along with a promotional video to the North Central region website. (NT)

- Utilize aspects of the Los Alamos visitor guide and website to update the descriptions and resources on the New Mexico True website. (NT)
- Replace the photographs of Los Alamos with higher quality images that promote science, history and outdoor recreation offerings. (NT)
- Feature more Los Alamos attractions within the New Mexico True topical areas such as outdoor adventures, trails and festivals. (NT)
- Provide photography for the New Mexico True Instagram feed. (NT)

ENHANCE REGIONAL MARKETING EFFORTS

- Implement New Mexico True branding and marketing opportunities and develop content to provide to the New Mexico Department of Tourism. (NT)
- Designate an "Atomic Trail" route (starting at 109 East Palace in Santa Fe and terminating at Fuller Lodge) to include on the New Mexico True website. (MT)
- Market Los Alamos as a home base to stay while exploring nearby retreats and other areas of interest (Jemez Springs, Abiqui, Ojo Caliente). (NT)
- Leverage marketing dollars with participation in Northern New Mexico Air Alliance. (NT, MT)
- Strategically place print tourism information materials where visitors are planning trips to encourage them to extend their stay. (NT)
- Market and coordinate with local, regional and national tour operators and travel agencies. (NT, MT)

- Expand marketing to National Park Service tourists to increase awareness of, and drive visitation to, the many amenities in Los Alamos. (NT)
- Create marketing partnership with Heritage Hotel and Resorts or similar boutique hotel family of properties, encouraging day trips from their properties to Los Alamos area attractions. (NT, MT)
- Explore partnerships with nearby Pueblos. (NT)

COORDINATE LOCAL MARKETING EFFORTS TO BETTER INFORM VISITORS

- Fund and implement the Los Alamos Brand Action Plan. (NT)
- Integrate marketing efforts between attractions and local businesses to improve visitor awareness of all Los Alamos offerings. This includes encouraging participation in Brand Action Plan Visitor Journey A2D training (Arrival to Departure customer service, ambassador and docent training, local attractions training), and providing promotional information at attractions and local businesses. (NT, MT)
- Provide multi-day, themed packages for tourists to simplify their trip and combine discounts. (NT)
- Consolidate the amount of print materials produced for visitors, anticipating that they will primarily refer to digital materials until they are within the County. Provide greater distinction between print materials produced primarily for a local audience and create materials more directed toward the visitor experience. (NT)
- Include audio/video marketing of Los Alamos on the Bandelier visitor shuttle bus. (NT)
- Utilize a promotional video at visitor attractions to showcase the variety of activities available. (NT)

- Add local information to the *visitlosalamos.org* website relevant to visitors regarding group event accommodation, retail, dining, services and entertainment. (NT)
- Create a “hotel packet” provided to hotels that includes a printed brochure/map of Los Alamos shopping and dining options. (NT)

GOAL 1.2 ENHANCE THE OPPORTUNITY TO MAKE A GOOD FIRST IMPRESSION BY PROVIDING AN EASY TO NAVIGATE AND WELCOMING SETTING

IMPROVE LOS ALAMOS AND WHITE ROCK VISITOR CENTERS AND FULLER LODGE

- Relocate the Los Alamos Visitor Center to a more visible place better associated with visitor arrival and attractions. (MT)
- Modernize displays at both visitor centers to be interactive and experiential. (MT)
- Improve the display and sharing of visitor information brochures with a more tailored and organized display of complete trip experiences for Los Alamos. (NT)
- Sell refreshments and logo/souvenir items at both visitor centers to meet visitor expectations. (NT)
- Provide additional restrooms at the White Rock Visitor Center, along with picnic and outdoor play facilities. (MT, LT)
- Enhance White Rock Overlook Park by adding interpretive signage, entry features and landscape design. (MT)
- Implement Fuller Lodge interpretation plan to enhance visitor experience. (NT)
- Expand Fuller Lodge hours and provide a clear point of contact for information to better meet visitor needs. (NT)

ENHANCE LOS ALAMOS COUNTY'S ROLE AS A GATEWAY TO THREE NATIONAL PARKS

- Work with NPS, LANL, DOE, and other partners to develop access and market the Manhattan Project National Historical Park as part of Los Alamos. (NT, MT, LT)
- Create an agreement between NPS and the County to include the Los Alamos Scientific Laboratory National Historic Landmark District into the official boundaries of the park. (MT)
- Work with LANL and DOE to implement wayfinding recommendations to the security checkpoint. (NT)
- Promote the local "friends of" the National Parks groups as a community volunteer opportunity. (NT)

ENHANCE ALL MOBILITY OPTIONS TO MAKE VISITOR TRAVEL EASIER AND ENCOURAGE OPTIONS OTHER THAN PERSONAL VEHICLE USE

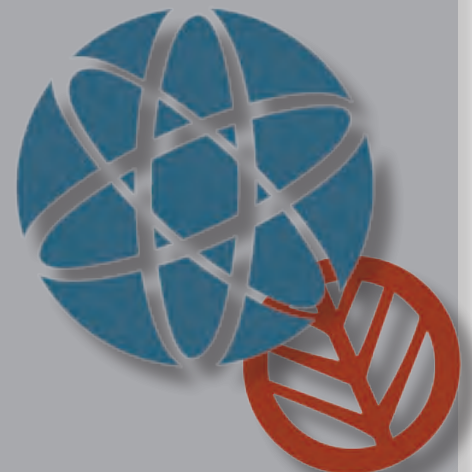
- Improve bus connectivity and extend trips from the three National Parks to downtown Los Alamos, White Rock and nearby outdoor recreation areas by sharing transit information, increasing capacity, and expanding to weekend service. (NT, LT)
- Prioritize, phase, fund and implement Wayfinding Plan Phases 1 + 2 for improved signage and visitor navigation. (NT)
- Organize additional walking tours with tour guides. (NT)
- Create a walking tour app for downtown Los Alamos. (NT)
- Implement smart parking technology (i.e., real time parking and transit information and signage) and an online parking app. (LT)
- Improve visitor maps to highlight trails that best serve visitors and provide connections to attractions and add information about the trails app. (NT)
- Encourage NM DOT to complete the paving of NM Highway 126 (eight unpaved miles remaining) as part of the Jemez Mountain Trail National Scenic Byway. (MT, LT)
- Support a bike-share program that is accessible for visitors. (MT)

VISITORS PREFER PEDESTRIAN-FRIENDLY PLACES

A recent survey by the National Recreation and Parks Association shows a significant number (42 percent) of Americans prefer visiting places that are pedestrian-friendly and easily walkable.

This national survey finding points to the importance of community design and ease of navigation in visitor initial location decision making as well as decisions to extend or repeat a visit.

Source: www.nrpa.org/About-National-Recreation-and-Park-Association/press-room/new-survey-park-and-recreation-amenities-popular-among-vacation-goers/





2 | INCREASE THE CAPTURE OF VISITOR DOLLARS

INTENT

Los Alamos is not currently capturing the maximum benefit of tourism spending. Hotels, restaurants, retail and recreation expenditures are the major categories for National Park gateway communities in the region. However, Los Alamos currently has limited options to capture this visitor spending.

There are a few hotels in town with a collective total of 238 rooms. Occupancy rates have increased over the past decade and some hotels are often at capacity. However, there are no luxury and/or full-service hotels with the amenities that appeal to many visitors, including quality accommodations and services for business travel, conference/meeting rooms, food and beverage services, spas, or in-house family entertainment. Filling this accommodation gap will make the greatest impact in increasing the capture of visitor dollars.

Festivals and events can be an important catalyst for tourism and can foster a positive image of a destination. Festivals provide an opportunity to encourage multi-day experiences, especially when accommodations, attractions, services and amenities provide more reason to extend a stay. Local communities play a vital role in tourism development through festivals. Events often start with a community focus and are then discovered by visitors. Rather than rely on this chance discovery, it is recommended that Los Alamos be intentional with the promotion of events and efforts to engage visitors in activities that highlight the key themes of science, history and outdoor recreation.

DESIRED OUTCOME

Increase visitor spending through overnight, extended and return visitation. Improve Los Alamos' reputation for hospitality and events that draw visitors.

GOAL 2.1 IMPROVE LODGING AND HOSPITALITY INFRASTRUCTURE, PRODUCTS AND SERVICES

INCREASE LODGING OPTIONS TO SUPPORT A HIGHER NUMBER OF OVERNIGHT VISITORS

- Identify desirable locations for future lodging development and promote these to encourage full-service lodging and boutique hotels to select Los Alamos. (NT, MT, LT)
- Identifying locations will incentivize lodging development by providing needed infrastructure connections and construction-ready preparation (including appropriate zoning and site environmental cleanup). Prepare development packages for each site to promote the development opportunities, infrastructure and design expectations. (MT, LT)
- Explore hotel development incentive options such as land donations, infrastructure investments, tax abatement and/or favorable financing to attract a developer to construct a full-service hotel in downtown Los Alamos. (NT, MT)
- Identify parcels for new RV parks in both Los Alamos and White Rock. Issue an RFP for an operator(s). Identify and facilitate a business to invest, develop and manage a new, high-quality, full-service RV Park for anticipated increase in tourism. (NT, MT)
- Work with public land managers to identify locations for future camp sites that minimize environmental impacts and provide an ideal experience for visitors. (MT)

- Adopt an ordinance to require informal tourism accommodations, such as Airbnb and VRBO rentals, to pay Lodgers' Tax. (NT)

IMPROVE HOSPITALITY BY PROVIDING SERVICE INDUSTRY TRAINING

- Implement hospitality training to assist local residents and service industry workers with how to truly welcome guests to Los Alamos. This training should include Visitor Journey A2D training (customer service, ambassador and docent training, local attractions training). (NT, MT)
- Encourage the creation of a Hospitality Institute with UNM-LA degree program, certificate and seminars. (LT)

GOAL 2.2 ENHANCE MULTI-DAY EVENTS TO ENCOURAGE OVERNIGHT VISITATION

PROVIDE ADDITIONAL SUPPORT FOR EVENT MARKETING AND HOSTING

- Create an event fund and marketing support opportunities so event organizers can apply for grant assistance through an application process. (MT)
- Select highly attended events in Santa Fe, Albuquerque or Taos and host complementary events in Los Alamos at the same time to leverage traffic already coming nearby and draw visitors to Los Alamos. Market these events aggressively to regional and national markets. (NT, MT)

RV PARK EXAMPLE: GRANBY, CO

The Town of Granby, Colorado acquired land that was part of a failed real estate development called Shorefox in 2014. After marketing a portion of the land to an RV operator, the Town selected Sun Communities (a Michigan company specializing in RV Parks) to purchase 30 percent of the parcel.

The Town recently approved a long-term tax sharing agreement between Granby and Sun Communities, wherein Sun Communities will cover infrastructure costs up front and be reimbursed over the course of several years.

The funds used to reimburse Sun Communities for infrastructure costs at Shorefox will come directly from taxes assessed on commerce and recreational activities on the Shorefox property. The funding will not come from tax revenue generated outside the Shorefox parcel.

ENHANCE SCIENCE EVENTS AND PROMOTE LANL STATUS AND ACCOMPLISHMENTS TO ENCOURAGE OVERNIGHT VISITATION

- Enhance ScienceFest by better defining its purpose, desired outcome, and niche in attracting visitors. Incorporate contemporary science achievements, and host an awards ceremony and/or symposium. Make the event more experiential for visitors so they can interact with the science and engineering work, including scientific team competitions. Create a more consistent theme and message to help draw more people from outside the region. Provide better clarity and signage regarding the locations that activities take place. (NT, MT)
- Explore the viability of hosting a high-tech retreat event to attract private sector talent to discuss application of LANL innovations. (MT)
- Create two additional dedicated science events, promoted regionally and state-wide. (MT)
- Leverage the Nature Center and Planetarium as part of science events and activity offerings. (NT)

ENHANCE OUTDOOR RECREATION EVENTS TO ENCOURAGE OVERNIGHT VISITATION

- Work with Pajarito Mountain Ski Area to develop opportunities to expand year-round, on-mountain activities. (MT)
- In the creation of community activity offerings, be mindful of how to promote activities to visitors and engage them in the low seasons and in the evenings (e.g., winter recreation, late night ice skating). (MT)
- Support and create events that last for longer periods of time, like “trail festivals” with a variety of events (e.g. running races, mountain bike competitions, kids’ events). (MT)
- Encourage High Altitude Endurance organization(s) to host six events per year (e.g. mountain biking, long-distance road biking, skiing, trail running, marathons, triathlons). (MT)

CREATE NEW, AND ENHANCE EXISTING, EVENTS WITH A FOCUS ON SHARING HISTORY AND CULTURE TO ENCOURAGE OVERNIGHT VISITATION

- Once the Manhattan Project National Historical Park fully opens, create an annual event to celebrate the “behind the fence” experience of the “Secret City”. (MT, LT)
- Pursue hosting Historias de Nuevo Mexico annual conference to bring regional history and cultural lectures to Los Alamos. (NT)

CREATE FACILITIES THAT SERVE THE COMMUNITY, AS WELL AS ENCOURAGE OVERNIGHT VISITATION

- Add a multi-use event space that supports 300 people and accommodates conferences, community events, destination event space. (LT)
- Explore opportunities to create and expand existing sports event facilities (indoor and outdoor). (MT)
- Develop entertainment options with evening/ weekend hours geared toward young adults and millennials, as well as older visitors. (MT)

MOST POPULAR OUTDOOR ACTIVITIES IN THE U.S.

Running, jogging and trail running are the most popular outdoor activities in the U.S. engaging 14.8% of all adults (25 years and greater) and 24.3% of all youth. Investment in the creation of world-class mountain biking facilities has shown significant economic returns in locations such as Fruita and Durango, Colorado. The high alpine terrain and natural beauty of Los Alamos is an attractive environment for biking, running, jogging and trail events. Investments in infrastructure, trail/route maintenance, and a variety of overnight accommodations raises the quality of offerings. Los Alamos County’s 2016 Comprehensive Plan places emphasis on the importance of improving trail connectivity and improving conditions; investments that could be capitalized on with these increasingly popular trails based events.



3 | ENRICH OUR NATURAL BEAUTY, ATTRACTIONS + DOWNTOWNS

INTENT

Los Alamos is fortunate to be adjacent to three National Parks, to be surrounded by a landscape of natural beauty that invites exploration and to be the home of museums that share a world-changing and unusual history. These aspects should be further enriched to meet visitor expectations and improve the visitor experience.

In terms of the built environment, both Los Alamos and White Rock were not established, nor were buildings originally developed, with visitor appeal in mind. The townsites have slowly evolved with adaptations. While these adaptations have been positive, Los Alamos must still address deficiencies in its services and built environment to provide a higher quality experience for visitors, which will also benefit residents.

Visitors notice many of the same things residents often complain about, such as limited business hours, lack of dining and retail choices, unattractive or vacant buildings, and the condition of recreation amenities. In recent years, Los Alamos County has been investing in efforts to address these issues by participating in the New Mexico MainStreet program and improving recreation trails.

DESIRED OUTCOME

Improve visitor experience and increase draw of Los Alamos through selective investments in capital improvements that benefit residents and visitors. Retain community quality of life and leverage visitation to encourage services and improvements residents desire.

MAINSTREET PROGRAM DESCRIPTION

Los Alamos MainStreet is designated by the New Mexico MainStreet program (NMMS), under the New Mexico Economic Development Department. The program's mission is to create a strong economic business climate while preserving cultural and historic resources.

Three MainStreet Economic Transformation Strategies are aligned with tourism strategies:

1. Promote and encourage niche tourism by capitalizing on Los Alamos' historic and scientific significance.
2. Create a strong entrepreneurial support environment.
3. Physically transform downtown Los Alamos into a place where people want to gather and do business.

Los Alamos is one of only eight state designated Arts & Cultural Districts, due to the strong influence of science and history on its arts and cultural district.



Recent Main Street program improvements include banners, street furniture and landscape enhancements.

GOAL 3.1 INVEST IN CAPITAL IMPROVEMENTS THAT BENEFIT BOTH COUNTY RESIDENTS AND VISITORS.

EXPAND RECREATIONAL OFFERINGS THAT ATTRACT VISITORS AND IMPROVE THEIR EXPERIENCE

- Pursue County planning efforts for extensions, upgrades, maintenance and new trails that benefit visitors and residents of all activity skill levels. (NT, MT, LT)
 - Pursue mountain bike trail projects for all skill levels on County-owned land. Increase funding and staff to address trail maintenance and improvement deficiencies. (MT, LT)
 - Continue Canyon Rim Trail to 20th Street to connect downtown to Ashley Pond to Manhattan Project National Historical Park to existing trail. (MT)
 - Continue to implement the downtown pedestrian/bike path to connect visitors to attractions and improve wayfinding. (NT, MT)
 - Connect White Rock to Los Alamos via recreation trails and include integrated interpretive signage. (LT)
 - Continue to partner with the National Park Service to create trail linkages between the three national parks and Los Alamos County. (MT)
- Make improvements to Overlook Park, including adding facilities needed to host tournaments. (MT, LT)
- Encourage improvements to Pajarito Mountain facilities. (NT, MT)
- Create opportunities for more year-round activities at Ashley Pond with new amenities, such as a warming hut, determined by Ashley Pond Site Assessment. (MT)

- Capitalize on the dramatic nature of White Rock Canyon and Tent Rocks by promoting the fact that there are a variety of historic and cultural artifacts of the Native Puebloan culture in the area that will be of interest to tourists. (NT)
- Provide business innovation space to incentivize tourism support services and outdoor industry companies (manufacturing, technologies and outfitters) as part of a county start-up incubation initiative (continuing to support Project Y). (MT, LT)

GOAL 3.2 MAKE DOWNTOWN LOS ALAMOS AND WHITE ROCK AESTHETICALLY PLEASING AND WELCOMING TO VISITORS

DEVELOP AND IMPLEMENT APPROACHES TO IMPROVE THE APPEARANCE OF COMMERCIAL AREAS. ENCOURAGE INFILL OF VACANT COMMERCIAL BUILDINGS AND BEAUTIFICATION IN THE CORE AREAS OF LOS ALAMOS AND WHITE ROCK TO CREATE A VIBRANT AND WALKABLE EXPERIENCE.

- Revise the Los Alamos County Downtown and Mixed-Use District Development Standards to include desired design outcomes and comprehensive approaches for subareas and street corridors. Provide greater guidance and requirements for pedestrian environments and connectivity, streetscape and landscape requirements. (MT)
- Reduce blight in the downtown districts through targeted and responsive commercial property maintenance and implementation of the County's Code Enforcement Program. (NT, MT)
- Stimulate redevelopment in the downtown districts by supporting strategic development partnerships that will result in mixed uses that will include new housing units. (MT, LT)

- Improve the appearance and function of Trinity Drive by participating with NMDOT in a streetscape improvement project. Maintain a connection between Trinity Drive to the Canyon Rim Trail. (MT, LT)
- Rename the drive called “Main Street” to decrease visitor confusion. (NT)
- Encourage redevelopment of the Longview development in White Rock and consider its visual appeal and walking comfort for visitors. (MT, LT)

MAXIMIZE MAIN STREET AND CREATIVE DISTRICT PROGRAM OPPORTUNITIES, SERVICES AND VISIBILITY

- Expand Los Alamos Creative District boundaries to include more attractions and businesses, providing events and other incentives to pursue the 10/10/10 goal of supporting 10 retail and 10 dining/treat establishments, with 10 of those businesses staying open evenings and weekends within the district. (MT, LT)
- Continue to implement the MainStreet and Creative District events that draw visitors and provide additional activities that encourage extended stays. (NT)
- Continue to partner with local businesses and incentivize their participation in the MainStreet and Creative District. (NT)
- Pursue New Mexico MainStreet (NMMS) designation of White Rock as a separate MainStreet District. (MT)

EXPAND EATING AND SHOPPING OPTIONS TO MEET VISITOR AND RESIDENT EXPECTATIONS

- Conduct a retail gap study to identify products and services that are in demand and not available, and develop a plan to address the gaps. (NT)

- Proactively meet with commercial realtors, Kroger and the International Council of Shopping Centers (ICSC) representatives to identify leads. Research and understand needs, including incentives and building improvements to recruit new retail. (NT, MT)
- Encourage more outdoor marketplace activities through policy changes to County zoning, to solicit vendors (including food trucks) and create a market street with vendor infrastructure, possibly at Central Park Square, Deacon Street, Ashley Pond or similar location. (MT, LT)
- Incentivize short term leases for pop-up stores, seasonal retail and weekly markets to fill vacant spaces. (NT)

GOAL 3.3 MANAGE POTENTIAL IMPACTS OF TOURISM TO RETAIN COMMUNITY QUALITY OF LIFE

PROACTIVELY DEVELOP PLANS TO MITIGATE IMPACTS THAT TYPICALLY OCCUR WITH VISITOR NUMBER INCREASES

- Examine options for creating a parking improvement district and incorporate the recommendations from the Wayfinding Study:
 - Name all parking lots (NT)
 - Provide parking information for visitors in many places (e.g. website, visitor guide, visitor centers, kiosks). (NT)
 - Implement directional signage plan to provide consistent path that guides visitors to areas where they may park. (MT)
 - Implement parking lot arrival signs that state parking lot name and give clear direction to nearby attractions and destinations. (MT)
- Consider the use of technology, such as digital signs and apps, to inform people of parking locations, availability and policies. (MT)

- Provide or require event traffic demand management and parking staff for festivals to manage increased traffic. (NT, MT)
- With improved parking information, shared parking and traffic demand management, a parking structure in downtown Los Alamos is not needed now, and may not be needed in the future. (NT)
- Provide multimodal options as alternatives to individual cars (transit, bicycle, pedestrian, electric vehicle support and similar). (MT, LT)
- Support the County's efforts to increase the number and variety of housing supply. (NT, MT, LT)
- Direct visitors to trailheads that have greater capacity to handle higher levels of use to minimize environmental harm. (NT)
- Protect scenic views from obstructions that reduce the appeal for visitors (e.g. billboards, signs, telecommunications towers). (NT, MT, LT)
- Proactively address capacity regarding future demand for water, wastewater and other infrastructure. (MT, LT)
- Measure and report community indicators as recommended in Chapter 4. (NT, MT, LT)

PARKING DISTRICT DESCRIPTION

A Parking District allows all vehicle users within a geographic area to use common parking facilities (surface lots or parking garages), both privately and publicly-owned, that serve a variety of sites and land uses. By consolidating parking, users can visit multiple sites within the district without having to drive and re-park. Parking Districts often include public-private hybrid models with entities such as municipalities, development authorities, business improvement districts and private building owners participating.

Parking Districts can include spaces that are dedicated to certain businesses and have time limits. A typical hybrid model would be for a private parking lot owner to allow his/her parking spaces to be included in the Parking District for public use in exchange for public (City, County or BID) maintenance of the lot (such as striping and snow plowing). Los Alamos County has authority to finance public parking through the creation of a parking improvement district, according to a parking study completed in 2006.

TOOL FOR SCENIC QUALITY: SCENIC AMERICA

Scenic America (scenic.org) is a national nonprofit that helps citizens safeguard the scenic quality of America's roadways, countryside and communities. The organization believes that scenic conservation occurs with:

- An educated citizenry;
- A group of committed scenic activists;
- A business community that understands the economic value of beauty; and
- Public policy that defends natural beauty and distinctive character.

Los Alamos could potentially partner with Scenic America to protect scenic quality and promote open space conservation.



4 | OPERATE WITH INTENTIONAL LEADERSHIP, PUBLIC & PRIVATE INVESTMENT + PARTNERSHIPS

INTENT

The organizational structure and management of tourism efforts takes a different form in communities throughout the country as a result of varying opportunities, governmental structure, leadership, stakeholders and funding sources. Entities involved in providing marketing, visitor services and acting as liaisons between visitors and local accommodation service providers in Los Alamos include:

1. Los Alamos County: Tourism marketing support is funded through the Economic Development Fund and the Lodgers' Tax Revenue fund. The County contracts services for visitor centers operations and tourism marketing services.
2. Los Alamos Commerce and Development Corporation (LACDC): A private, not-for-profit 501(c)6 organization established in 1983, the LACDC operates a variety of programs and provides services that are intended to promote economic vitality in Los Alamos including:
 - Los Alamos Chamber of Commerce: membership program of the LACDC
 - Discover Los Alamos meeting & visitor bureau: LACDC, through a contract with Los Alamos County, provides operational support to the Los Alamos and White Rock Visitor Centers
 - Los Alamos MainStreet Program
 - Los Alamos Creative District
 - Property Operation and Real Estate Portfolio (LA Research Park and the Small Business Center, along with others)
 - Los Alamos Business Assistance Services/ Project Y

3. Tourism attractions and service providers: In Los Alamos, the National Park Service and the County are the primary providers of places and services that attract visitors. This group also includes Pajarito Recreation (operator of Pajarito Ski Mountain) and LANL (operator of Bradbury Science Museum).

DESIRED OUTCOME

Improve the efficiency and quality of the delivery of visitor services. Expand funding sources and make investments based on potential for economic return. Determine whether new institutions or collaborations are needed.

TOURISM MANAGEMENT STRUCTURE OPTIONS

TOURISM MANAGEMENT STRUCTURE

Focusing on tourism as an important economic driver is relatively new for Los Alamos. As a result, it currently lacks an effective institutional framework that can lead tourism development, represent diverse community interests and consolidate currently disjointed efforts. An integrated management structure can lead the implementation of the Tourism Strategic Plan and proactively pursue the type of visitors that benefit the community

Communities that are partially or entirely tourism-dependent utilize a wide variety of institutional structures to deliver tourism marketing, facilities and services. These are frequently based on state, county, and city and/or other local influences, factors related to the types of funding used, specific management and staff systems, and the support the organization is able to garner from its members and constituents.

Los Alamos County and business community have many ways that structure tourism marketing, facilities and services. There are three that are most appropriate for consideration:

Option 1: Maintain Current Structure

Los Alamos County employs one full time and parts of several other staff time allocated to tourism efforts. The majority of the tourism-related responsibilities are contracted to third parties. Modifications to RFPs and contract agreements could result in minor improvements. However, the lack of leadership and control will continue to be a weakness in driving tourism development most appropriate for Los Alamos. The challenges of restrained County input and oversight, cross-partner coordination, value and responsiveness in the delivery of services creates a less than optimal situation and outcome. Tourism marketing and activities currently get done through multiple departments such as Economic Development, Community Services and the County Managers Office and several contractors. In combination, these structural elements tend to create a weaker foundation from which to address tourism development and promotion in a world of rapidly changing market conditions, where responsiveness can distinguish winners from losers in the game of market share. Keeping tourism marketing and delivery as is is not recommended.

Option 2: Formation of a New Entity

One type of institutional structure often utilized to transfer responsibility outside of a municipal or County government, is a new association or quasi-public entity for tourism and hospitality services. This formation is typically the result of the need to represent diverse interests (such as resort associations, hospitality industry, local businesses and public land managers) that has a high volume of visitation and regional scale. Currently, the tourism sector is not of a scale that would create a successful new entity. For example, more hotels and business who are dedicated to tourism development is required. Therefore, a new entity is not recommended for Los Alamos at this time.

OPTION 2 EXAMPLE

The North Lake Tahoe Resort Association (NLTRA) is a 501(c)(4) non profit public benefit corporation, established under the laws of the State of California and registered to do business in the State of Nevada. The NLTRA's adopted mission is to promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area.

The NLTRA is an association of related and coordinated services provided to their members and the community at large. These services include operation of the North Lake Tahoe Chamber of Commerce and the Tahoe North Visitors and Convention Bureau. The NLTRA has an agreement for services with Placer County. Through this agreement, the NLTRA receives Placer County Transient Occupancy Tax (TOT) funds to provide a full

spectrum of management activities for tourism marketing and visitor services for businesses of the North Lake Tahoe area.

The NLTRA also serves as a partner with Placer County and other local organizations and agencies in the development and funding of infrastructure, transportation and strategic planning projects designed to enhance tourism and community quality of life for the benefit of all in the North Lake Tahoe region. To guide its work, the NLTRA has developed and adopted the North Lake Tahoe Tourism and Community Investment Master Plan (June 2004) which has also been adopted by the Placer County Board of Supervisors.

Option 3: Formation of County Tourism Department

None of the current County Departments or Divisions, such as Economic Development, Community Services or Communications and Public Relations, has the mission and focus to effectively house the needs of tourism and visitor services. A more centralized approach to delivery in visitor services is necessary to address the variety of strategies that must be addressed in the implementation of the Tourism Strategic Plan. Reorganization within the County to support tourism will require changes to job descriptions, budgets and reporting processes. The new Tourism Department should include staff with expertise in areas such as marketing and sales, social media, visitor information, visitor facilities and event management. Tourism Department staff would lead strategic direction implementation and be responsible for content, although expertise such as website design is likely to be contracted.

The formation of a new County Department with directed funding addresses strategic organizational issues and creates the best platform from which tourism development and marketing strategies can be planned and implemented. As the tourism economy grows, the Tourism Department could be converted and expanded into the new entity described in Option 2.

OPTION 3 EXAMPLE

The Las Cruces Convention & Visitors Bureau (CVB) is the official tourism marketing department for the City of Las Cruces. The CVB serves as a catalyst for the area's hospitality industry; working in concert to build a year-round destination that offers a quality experience to all visitors as well as sustainable economic and social growth for the local community. Toward this end, the CVB plays a leading role in defining and branding Las Cruces as a desirable destination offering a variety of activities, attractions and events now and in the future.

The CVB works nationally and internationally to enhance travel and tourism to Las Cruces and the immediate surrounding area. The five full-time sales staff works to target the meetings and conventions, sports, and group travel markets in Arizona, Texas and New Mexico with research-driven marketing programs touting sports, arts and culture, food-based opportunities and year-round sunny weather. The CVB also partners with local attractions and industry partners to develop initiatives that strengthen the travel and tourism market within the city.

GOAL 4.1 CULTIVATE STRATEGIC PARTNERSHIPS TO ENSURE OPERATIONAL SUCCESS

AT A LOCAL LEVEL, INVEST TIME AND FUNDING IN RELATIONSHIPS THAT SERVE TOURISM GOALS

- Continue to partner with National Park Service superintendents and staff. (NT)
- Expand efforts with LANL to benefit the community, including improvements to LANL guest and visitor experiences prior to their arrival in Los Alamos, and the engagement of LANL employees in special events. (NT, MT)
- Continue to work with major landowners on redevelopment plans. (NT, MT)
- Improve approval, permitting, resources and assistance to community groups and event organizers for events. (MT)
- Engage outfitters and tour operators in opportunities to promote their services to visitors. (NT, MT)

COLLABORATE WITH REGIONAL AND NATIONAL ORGANIZATIONS TO PROMOTE TOURISM AND IMPROVE VISITOR OFFERINGS

- Expand specific strategies and action plans to increase partnerships with regional economic development entities (e.g. Santa Fe, Taos, Albuquerque, Angel Fire, Red River, Pueblos) to grow visits to Los Alamos. (NT, MT)
- Explore ways to partner and collaborate with Northern Rio Grande Heritage Area to enhance visitor experience and education of entire region. (MT)
- Integrate efforts with Atomic Heritage Foundation website, utilize their tools (such as video), and work with the Foundation to secure a grant for heritage tourism efforts. (NT, MT)

REDEVELOPMENT AGENCY EXAMPLE: ALBUQUERQUE, NM

Albuquerque's Metropolitan Redevelopment Agency is responsible for infill development in established Metropolitan Redevelopment Areas (MRAs), and in accordance with the centers and corridors approach to development outlined in the Comprehensive Plan and the City of Albuquerque's goals.

The centers and corridors concept provides a rational framework for the efficient allocation of public and private resources, concentrating on land uses for greater efficiency, stability, image, diversity and control. MRAs and centers and corridors are the areas where problems caused by lack of investment and deterioration have created the need for special intervention on the part of the City.

- Continue to participate in the New Mexico Hospitality Association. (NT)
- Explore opportunities to promote Pajarito Mountain through Ski New Mexico. (NT, MT)
- Participate in Northern New Mexico Air Alliance. (NT, MT)
- Continue to participate in and implement the results of the Stronger Economies Together (SET) Strategic Plan for the Mid Central Rural Corridor, involving Sandoval and Bernalillo counties. Develop and coordinate regional tourism opportunities through this planning effort. (NT, MT)
- Continue to participate in the State of New Mexico Tourism Department's marketing, promotion, programs and activities. (NT, MT, LT)

GOAL 4.2 MODIFY INSTITUTIONAL STRUCTURES TO SUPPORT THE EFFICIENT IMPLEMENTATION OF TOURISM EFFORTS

CREATE A COUNTY TOURISM DEPARTMENT AND INCREASE STAFFING TO SUPPORT CURRENT CONTRACT WORK IN-HOUSE

- Reallocate staff efforts for tourism under the Economic Development Division to this new Tourism Department. (NT)
- Create a tourism marketing, communication, and event support position(s) within this new Department to reallocated current contract efforts to a more centralized and responsive position. A transition period of 12-24 months to initiate this change should include structuring of new contracts accordingly. (NT, MT)
- Create a Tourism Advisory Board for oversight of the new Department and reporting to County Council. The membership of this Advisory Board should tie representation to economic interests and allows for wide participation of the tourism industry. Transition a subset of the Tourism Working Group to fulfill this role. (NT, MT)

TOURISM DEPARTMENT ROLES AND RESPONSIBILITIES

Tourism Department Director

- Visitor Facilities/Destination Development (visitor facilities, transportation, economic development, redevelopment activities)
- County visitor facility management
- Grant and funding sources lead
- Legislative affairs

Marketing and Visitor Services

- Tourism marketing/promotion (graphic design, web support, content creation, strategy, branding implementation)
- Visitor activities program and special events (Main Street program coordination, sports events, ScienceFest)
- Attractions and merchants coordination
- Visitor contact/information facilitation
- Conference and group sales/packages
- Visitor center operations/staffing contracting
- Research and performance measurement

- Issue RFPs written to address the Tourism Strategic Plan Action Items identified for contract support in the Tourism Action Plan (i.e., visitor survey, Wayfinding plan implementation phases 1 and 2). (NT, MT)

REDIRECT FUNDING SOURCES AND GRANT SEEKING EFFORTS TO THE NEW COUNTY DEPARTMENT

- Allocate Lodgers' Tax and a portion of the Economic Development Funding to the County Tourism Department in the context of the Tourism Strategic Plan. Redirect funds currently used for ongoing contract work for more internal staff support.
- Include measurable performance criteria but allow the Department and its Advisory Board to determine investment decisions and recommend annual budgets. (NT, MT)
- Lead the pursuit of grants (such as New Mexico Tourism) to coordinate partner efforts. (NT)

SUPPORT CENTRALIZED VISITOR CONTACT

- With improvements to the White Rock Visitor Center and relocation of the Los Alamos Visitor Center, new locational opportunities to better support centralized visitor contact are provided. County Tourism Staff and/or contracted visitor information services would be housed in this new Los Alamos Visitor Center location. (MT, LT)

MODIFY OR CREATE POLICIES AND GOVERNING AGENCIES TO IMPLEMENT THE TOURISM STRATEGIC TACTICS

- Create a downtown parking improvement district that includes public and private parking. (MT)
- Explore the creation of a Redevelopment Agency to implement redevelopment and beautification efforts. (MT)

GOAL 4.3 SECURE AND OPTIMIZE PUBLIC + PRIVATE FUNDING BASED ON STRATEGIC CRITERIA

TIE BUDGETS AND CAPITAL IMPROVEMENTS TO GOALS THAT CAN BE QUANTITATIVELY MEASURED.

- Collect visitor data through a periodic survey to measure performance and help calibrate marketing efforts and visitor services. (NT, MT)
- Improve methods of collecting visitor information at attractions, hotels and from merchants. (MT)
- Require data collection of marketing outreach with analysis of return on marketing dollars spent. (NT, MT)
- Prioritize investment opportunities that offer the most value to residents and local businesses. (NT, MT, LT)
- Tourism projects should include an ROI (return on investment) calculation in making investment decisions. (NT, MT, LT)

GROW FUNDING FOR TOURISM EFFORTS FROM A VARIETY OF SOURCES

- Increasing lodging accommodations will generate more Lodgers' Tax revenue. (MT, LT)
- Adopt ordinance for Airbnb and VRBO rentals to include in Lodgers' Tax assessments. (NT)
- Secure New Mexico Tourism grants and seek additional state economic development grants. (NT, MT, LT)
- Monitor and advocate for funding of New Mexico Main Street Capital Outlay Grant program. Identify qualifying projects and partners for grant opportunities when they become available. (NT, MT, LT)

Streetscape improvements and crosswalk branding installation
in downtown Los Alamos at 15th Street + Central Avenue
Photographer: Leslie Bucklin



An aerial photograph of a dental clinic complex. The building has a light-colored facade with teal-colored roofs. A large, paved parking lot is filled with numerous cars, mostly white and silver. In the background, there are green trees and a large, rugged mountain under a cloudy sky. The text "4. IMPLEMENTATION + ACTION PLAN" is overlaid in white on a dark red rectangular background that covers the right half of the image.

4. IMPLEMENTATION + ACTION PLAN

STRATEGIC PLAN PRIORITIES

A comprehensive approach to moving forward is presented in Chapter 3: Strategic Direction. This section of the report builds on that framework and provides a subset of key priorities and near-term actions (0–3 years). The Action Plan table identifies:

- Description of actions
- Responsible parties and partners
- Relative costs
- Potential funding sources
- Implementation timing

Performance measures are recommended for tracking the successful outcomes of the plan implementation. The chapter concludes with recommendation for metrics and how they would be collected and reported.

STRATEGIC PLAN PRIORITIES

The top priorities of the Strategic Tourism Plan to begin addressing immediately are: **1) increasing lodging supply, 2) modifying institutional structure, 3) making marketing efforts more effective, and 4) enhancing guest experiences.** The focus areas and goals presented in Chapter 3 provide definition and a long-term view of how these priorities fit together. The tactics from Chapter 3 have been filtered through these four priorities in order to provide a more strategic approach.

Considerations for the implementation of these priorities include:

- **Lodging**

Increasing lodging will have the greatest impact on capturing more visitor spending. Los Alamos County has a role in attracting and facilitating the creation of lodging from a private sector developer. Creating new hotel properties can be a lengthy process from soliciting developer interest, preparing the land for development, gaining development approvals to final construction. Los Alamos should target full-service and boutique categories to fill current gaps in lodging accommodations. Selection of locations and careful planning of the infrastructure and connections to visitor attractions will also determine the long-term success of this lodging options.

- **Institutional Structure**

Operating under the same institutional structure will continue to have the same results as the current weaknesses in coordination, communication and strategic direction. This chapter identifies the near-term actions needed to modify the current structure by creating a Tourism Department. The transition time should be 12–24 months and new contracts moving forward should be structured accordingly. As the tourism business sector grows, institutional structure can be converted to an entity outside of County government, to better represent new partners.

- **More Effective Marketing**

Marketing tools and audiences rapidly change, requiring adaption of methods and directing a new strategic approach. The Action Plan identifies near-term actions needed to revise current marketing efforts. Continued evaluation of marketing effectiveness and expansion in tourism offerings will create the need for updating strategy and actions.

- **Enhance Guest Experiences**

The Action Plan identifies some of the short term, relatively easy things to improve guest experiences. Initial planning stages are recommended to begin immediately for capital improvement projects, such as relocation of the Los Alamos Visitor Center that will require a longer time investment to fully implement.

The acronyms below are used in the following Actions tables:

- LAC= Los Alamos County
- NPS= National Park Service
- TWG= Tourism Work Group
- NMT= New Mexico Tourism
- LANL= Los Alamos National Laboratory
- DOE= Department of Energy
- ACT = Atomic City Transit
- LAMS= Los Alamos Main Street
- LACLT = Los Alamos County Lodgers' Tax
- EDF = Los Alamos County Economic Development Fund
- CIP Fund = Capital Improvement Projects Fund
- N/A = Not applicable as action requires time, but not direct cost



GOAL 1.1: FOCUS ON OUR MARKETING EFFORTS TO REFLECT OUR COMMUNITY TO TARGETED VISITORS

IMPLEMENTATION ACTION PLAN

ACTION ITEM	RESPONSIBLE PARTY AND PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Meet with NPS directors to develop marketing strategies and coordinate efforts.	LAC, NPS	N/A	N/A	Quarterly
Commission the creation of a promotional video to showcase science, history and outdoor recreation activities and events in Los Alamos County.	LAC, media contractor	\$30,000	LACLT	2018
Create a targeted marketing plan for attracting science enthusiasts to Los Alamos.	Marketing contractor LAC	\$10,000	LACLT	2018
Implement or contract work to improve the function and appeal of the visitosalamos.org website and social media platforms	Marketing contractor or LAC	\$20,000	LACLT	2018
Improve Los Alamos' presence within New Mexico True online opportunities by providing content and requested changes.	Marketing contractor or LAC	N/A	N/A	2018
Implement New Mexico True branding and marketing opportunities and develop content to provide to the New Mexico Department of Tourism.	Marketing contractor or LAC	N/A	N/A	2018-2020
Designate an "Atomic Trail" route (starting at 109 East Palace in Santa Fe and terminating at Fuller Lodge) to include on the New Mexico True website. Develop maps, imagery and descriptions to be used in marketing efforts.	LAC, TWG, NMT, marketing contractor	\$10,000	LACLT	2018

ACTION ITEM	RESPONSIBLE PARTY AND PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Ensure good visibility with participation in Northern New Mexico Air Alliance.	LAC	\$50,000	EDF	2019
Contact regional and national tour operators and travel agencies currently active in New Mexico to coordinate services to Los Alamos.	LAC or marketing contractor	N/A	N/A	Quarterly
Contact Heritage Hotel and Resorts, or similar boutique hotel family of properties, to create marketing partnership encouraging day trips from their properties to Los Alamos area attractions.	LAC	N/A	N/A	Quarterly
Fund and implement the Los Alamos Brand Action Plan.	LAC, brand implementation contractor	\$50,000	EDF	2018
Encourage participation in Brand Action Plan Visitor Journey A2D training and provide promotional information at attractions and local businesses.	LAC, brand implementation contractor, hospitality industry	Included Above	-	2018
Develop multi-day, themed packages for tourists to simplify their trip and combine discounts.	LAC or marketing contractor, hospitality and service industry	N/A	N/A	2018
Change the focus of marketing material creation from print to online.	LAC or marketing contractor	N/A	N/A	2018
Coordinate with attractions and shuttle bus services to show Los Alamos promotional videos.	LAC or marketing contractor, attractions	N/A	N/A	2019
Create a "hotel packet" provided to hotels that includes a printed brochure/map of Los Alamos shopping and dining options.	Marketing contractor or LAC, Brand Action Plan Implementation	\$10,000	LACLT	2018 with Quarterly Updates



GOAL 1.2: ENHANCE THE OPPORTUNITY TO MAKE A GOOD FIRST IMPRESSION BY PROVIDING AN EASY TO NAVIGATE + WELCOMING SETTING

ACTION ITEM	RESPONSIBLE PARTY + PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Determine a better location for the Los Alamos Visitor Center by evaluating the potential for sites to be utilized and develop a conceptual design and management for the development or building renovation.	LAC	\$50,000	EDF	2019
Relocate the Los Alamos Visitor Center to a place better associated with visitor arrival and attractions. Develop construction/renovation and interior design plans and complete construction.	LAC	\$\$ - \$\$\$	CIP Fund	2020
Modernize the White Rock Visitor Center displays to be more interactive and experiential.	LAC	\$100,000	General Fund	2018
Provide additional restrooms at the White Rock Visitor Center, along with picnic and outdoor play facilities. Sell refreshments and logo/souvenir items.	LAC	\$50,000	CIP Fund	2019
Implement Fuller Lodge interpretation plan to enhance visitor experience.	LAC	\$	Possible grants	2018
Expand Fuller Lodge hours and provide a clear point of contact for information to better meet visitor needs.	LAC	\$	General Fund	2018
Create an agreement to include the Los Alamos Scientific Laboratory National Historic Landmark District into the official boundaries of the park.	LAC, NPS	N/A	N/A	2018
Share transit information with visitors and coordinate transfer at the White Rock Visitor Center from the Bandelier shuttle to Los Alamos bus services.	LAC, ACT, NPS	N/A	N/A	2018
Increasing capacity of the Bandelier shuttle to handle demand.	ACT, NPS	\$	Federal Grants	2019
Explore the feasibility and grant opportunities for expansion of Atomic City Transit service to provide weekend service.	LAC, ACT	N/A	N/A	2019
Improve bus connectivity and extend trips from the three National Parks to downtown Los Alamos, White Rock and nearby outdoor recreation areas.	LAC, NPS	\$50,000	EDF	2019
Fund and implement Wayfinding Plan Phase 1 for improved signage and visitor navigation.	LAC	\$200,000	?	2018

ACTION ITEM	RESPONSIBLE PARTY + PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Fund and implement Wayfinding Plan Phase 2.	LAC	\$150,000	?	2019-2020
Create a walking tour app for downtown Los Alamos.	LAC	\$?	2019
Improve visitor maps to highlight trails that best serve visitors and provide connections to attractions and add information about the trails app.	LAC or marketing contractor	\$	LACLT	2018
Provide a letter to NM DOT encouraging the paving completion of NM Highway 126 as part of the Jemez Mountain Trail National Scenic Byway.	LAC	N/A	N/A	2018

LOS ALAMOS DOWNTOWN VISITOR CENTER RELOCATION

The Visitor Center in downtown Los Alamos is not in a visitor-friendly location. A shopping center is not where visitors look for nor expect to find visitor information. In addition, the current space is very limited and is crammed with tables and walls filled with information pamphlets, rack cards and brochures. There is no space for interactive displays or elements to intrigue the visitor. Los Alamos County should consider one of three locations:

COMMUNITY BUILDING AT ASHLEY POND

#1 RANKING: Opportunity to co-locate with Manhattan Project visitor center, easy parking, visible from both Central Avenue and Trinity Drive, closer draw to shops on Central Avenue

PROS: Can combine the MHNHP center with general information visitor center, beautiful setting, good parking, visitors can park here and stroll Central Avenue, County owned building, easy access from Trinity Drive and Central Avenue

CONS: Teen Center would need to be relocated, must drive through town to get to it

FULLER LODGE

#2 RANKING: People are already coming to the lodge to look for information, ample parking

PROS: Visitors come here, they are looking for information, good architectural building, needs staffing today as visitors just aimlessly wander around, good parking, County owns building

CONS: Must drive through town to get to it

1010 CENTRAL AVENUE

#3 RANKING: Location captures visitors earlier as they are arriving into town, but the cost of new construction is a constraint.

PROS: County owns this parcel that is currently undeveloped. located in center of town, can design and build signature visitor center similar to White Rock

CONS: Cost



GOAL 2.1: IMPROVE LODGING + HOSPITALITY INFRASTRUCTURE, PRODUCTS & SERVICES

ACTION ITEM	RESPONSIBLE PARTY + PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Identify desirable locations for future lodging development and promote these to encourage full-service lodging and boutique hotels to select Los Alamos.	LAC	N/A	N/A	2018
Explore hotel development incentive options such as land donations, infrastructure investments, tax abatement and/or favorable financing to attract a developer to construct a full-service hotel in downtown Los Alamos.	LAC	N/A	N/A	2018
Prepare development packages for each site to promote the development opportunities, infrastructure and design expectations.	LAC	\$5,000	EDF	2018
Identify parcels for new RV parks in both Los Alamos and White Rock. Issue an RFP for an operator(s). Identify and facilitate a business to invest, develop and manage a new, high-quality, full-service RV Park for anticipated increase in tourism.	LAC, development and management partner	\$2,000	N/A	2018
Encourage UNM-LA to provide a Hospitality Institute with degree program, certificate and seminars.	UNM-LA	N/A	N/A	2018



GOAL 2.2: ENHANCE MULTI-DAY EVENTS TO ENCOURAGE OVERNIGHT VISITATION

ACTION ITEM	RESPONSIBLE PARTY + PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Create an event fund and marketing support opportunities so event organizers can apply for grant assistance through an application process.	LAC, LA MainStreet Program	\$50,000	LACLT	2018
Enhance ScienceFest by better defining its purpose, desired outcome and niche in attracting visitors.	Visitor services, LAC, LANL	\$	EDF	2018
Work with operator of Pajarito Mountain Ski Area (PMSA) to develop opportunities to expand year-round, on-mountain activities.	PMSA, LAC	N/A	N/A	Ongoing
Support and create events that last for longer periods of time, like "trail festivals" with a variety of events.	LAC, event providers, marketing	\$	N/A	2019
Assist endurance organization(s) to host events by providing marketing support.	LAC, partnerships	\$	LACLT	Ongoing
Explore opportunities to incentivize developing a multi-use event space that supports 300 people and accommodates conferences, community events, destination event space.	LAC, private partnerships	\$20,000	EDF	2020
Explore opportunities to create sports event facilities (indoor and outdoor).	LAC	N/A	N/A	2019



GOAL 3.1: INVEST IN CAPITAL IMPROVEMENTS THAT BENEFIT BOTH COUNTY RESIDENTS + VISITORS

ACTION ITEM	RESPONSIBLE PARTY + PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Implement County plans for extensions, upgrades, maintenance and new trails that benefit visitors and residents of all activity skill levels. Increase funding and staff to address trail maintenance and improvement deficiencies.	LAC	\$\$	Trails Funding	Ongoing
Make improvements to Overlook Park, including facilities needed to host tournaments.	LAC	\$100,000	CIP Fund	2019



GOAL 3.2: MAKE DOWNTOWN LOS ALAMOS + WHITE ROCK AESTHETICALLY PLEASING & WELCOMING TO VISITORS

ACTION ITEM	RESPONSIBLE PARTY + PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Revise the Los Alamos County Downtown and Mixed-Use District Development Standards to include desired design outcomes and comprehensive approaches for subareas and street corridors. Provide greater guidance and requirements for pedestrian environments and connectivity, streetscape and landscape requirements.	LAC, Urban design consultant	\$75,000	General Fund	2018
Reduce blight in the downtown districts through targeted and responsive commercial property maintenance and implementation of the County's Code Enforcement Program.	LAC	N/A	N/A	Ongoing
Develop a streetscape design improvement plan for Trinity Drive to improve the appearance and function for pedestrians, bicyclists, and motorists. Improve connectivity to visitor attractions and services with improved pedestrian environment and wayfinding.	LAC, NMDOT, design consultant	\$75,000	NMDOT and General Fund	2019
Facilitate development of a MainStreet program for White Rock. Pursue state designation.	LAC, MainStreet Program	N/A	N/A	2018
Continue to implement the MainStreet and Creative District events that draw visitors and provide additional activities that encourage extended stays. Continue to partner with local businesses and incentivize their participation in the MainStreet and Creative District	LAC, MainStreet Program	\$?	Ongoing



GOAL 4.1: CULTIVATE STRATEGIC PARTNERSHIPS TO ENSURE OPERATIONAL SUCCESS

ACTION ITEM	RESPONSIBLE PARTY + PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Expand efforts with LANL to partner more with community and visitor activities, events and services.	LAC, LANL	N/A	N/A	Quarterly
Improve approval, permitting, resources and assistance to community groups and event organizers for events.	LAC, events management	N/A	N/A	2019
Expand specific strategies and action plans to increase partnerships with regional economic development entities (e.g. Santa Fe, Taos, Albuquerque, Angel Fire, Red River, Pueblos) to grow visits to Los Alamos.	LAC, and regional partners	N/A	N/A	2018
Explore ways to partner and collaborate with Northern Rio Grande Heritage Area (NRGHA) to enhance visitor experience and education of entire region.	LAC, NPS, NRGHA	N/A	N/A	2018
Continue to participate in and implement the results of the Stronger Economies Together (SET) Strategic Plan for the Mid Central Rural Corridor, involving Sandoval and Bernalillo counties. Develop and coordinate regional tourism opportunities through this planning effort.	LAC, SET partnerships	\$	State Grant	Ongoing
Continue to participate in the State of New Mexico True Tourism marketing, promotion, programs and activities.	LAC, NMT	N/A	N/A	Ongoing



GOAL 4.2: MODIFY INSTITUTIONAL STRUCTURES TO SUPPORT THE EFFICIENT IMPLEMENTATION OF TOURISM EFFORTS

ACTION ITEM	RESPONSIBLE PARTY + PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Create a downtown parking improvement district that includes public and private parking.	LAC	\$100,000	General Fund	2019
Explore the creation of a Redevelopment Agency to implement redevelopment and beautification efforts.	LAC	N/A	N/A	2018
Transition to County Tourism Department and structure new tourism contracts accordingly.	LAC	N/A	N/A	2018–2019
Transition the Tourism Work Group to form a consolidated board to advise the new Tourism Department.	LAC, TWG	N/A	N/A	2018-2019

REDEVELOPMENT AGENCY EXAMPLE: PLACER COUNTY

The Placer County Board of Supervisors created a Redevelopment Agency to develop and manage community improvement projects relating to economic development and infrastructure improvements in its project areas – in this case Tahoe City, Kings Beach, and Tahoe Vista. In addition, the agency has county wide responsibilities for the Workforce Housing Program.

In order to maximize benefits to the community, the agency has worked with the downtown business community (its targeted area to develop projects

and programs specifically to improve long-term economic conditions). The resultant strategic plans and expenditures have been approved by the agency board of directors.

The Resort Association is an association of businesses from a much broader geographic and business base. It also encompasses the downtown areas that are the primary focus of the Redevelopment Agency. It has membership income as well as TOT revenue allocated to it by both the Board of Supervisors and North Lake Tahoe Tourism

and Community Investment Master Plan. Its charter includes an infrastructure element that, although broader than the agency's area of responsibility, has a significant area of correlation.

As a result, the Redevelopment Agency and the Resort Association are natural partners on economic development and infrastructure projects that positively affect the downtown areas of Tahoe City, Kings Beach and Tahoe Vista.



GOAL 4.3: SECURE AND OPTIMIZE PUBLIC + PRIVATE FUNDING BASED ON STRATEGIC CRITERIA

ACTION ITEM	RESPONSIBLE PARTY + PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Contract the creation of a visitor intercept interview survey instrument and methodology.	LAC, survey consultant	\$50,000	LACLT	2018
Conduct visitor intercept interview surveys to measure performance and help calibrate marketing efforts and visitor services.	LAC, volunteers (NPS friends groups) or survey consultant	\$20,000	LACLT	Biannual
Develop an agreement with attractions, hotels, merchants and event organizers for the collection of visitor information. Visitor data may be collected through electronic questionnaires, kiosks, online purchase records, or registration records. Standardize reporting methods.	LAC, key attractions, hotels, event organizers	\$50,000	LACLT	2018
Analyze and report visitor data to provide return on investment information.	LAC or survey consultant	N/A	N/A	Biannual
Develop capital improvement budgets for tourism projects prioritizing investments that provide the most value to residents and local businesses. Include ROI calculations.	LAC	N/A	N/A	Annual
Adopt ordinance for Airbnb and VRBO rentals to include in Lodgers' Tax assessments.	LAC, Lodgers' Tax Advisory Board	N/A	N/A	2018
Apply for New Mexico Tourism grants and seek additional state economic development grants.	LAC and partners	N/A	N/A	Biannual
Monitor and advocate for funding of New Mexico Main Street Capital Outlay Grant program. Identify qualifying projects and partners for grant opportunities when they become available.	LAC, LA Main Street	N/A	N/A	Biannual

INFORMATION COLLECTED IN VISITOR PROFILE + SATISFACTION SURVEYS

Methods for data collection of visitor characteristics and satisfaction levels involve conducting surveys to obtain responses through intercept interviews and kiosks located in key visitor locations. Because visitation often varies for communities seasonally, conducting a survey for more than one period a year is advised.

The types of information typically collected in these surveys include the following:

- Demographic Characteristics: age, gender, income,

household status, country and zip-code of origin.

- Trip Characteristics: duration (overnight, seasonal resident, day visitor), accommodations, travel companions and party, repeat visitation, and transportation method.
- Trip Activities and Events: purpose of visit, activities participate in, attractions visited and special events.
- Expenditures: expenditures

by type, total spending per destination.

- Information: sources used to gather information about the area, information that influenced visitation decision.
- Satisfaction with Experience: satisfaction ratings (friendliness of people, vacation value, amenities/things to do, customer service, accommodations, restaurants), additions desired, preference attributes.

AIRBNB LODGING TAX

In 2017, Airbnb started collecting hotel occupancy tax in jurisdictions that require that tax to be collected for short-term accommodations. The tax is now a line item that guests see on their reservations, just like an ordinary hotel bill. Previously, hosts were required to collect and remit the tax to the local jurisdiction.

Los Alamos should ensure, and revise if necessary, that it is clear in the ordinance that created the Lodgers' Tax, that it applies to rentals such as Airbnb and VRBO.

Some communities with large visitor populations and hundreds of Airbnb properties, such as Avon, Colorado, have created

new ordinances that designate which areas or neighborhoods that this type of short term rental is permitted and areas not allowed.

COMMUNITY INDICATORS

Developing a suite of indicators to monitor goals, implementation progress, and impacts relating to tourism development will be beneficial for Los Alamos. A monitoring program tracks progress, informs decision-making and ensures accountability toward goals. Key sources of information should be used to compile the monitoring and reporting results include data from Los Alamos County (multiple departments), Discover Los Alamos meeting & visitor bureau, Los Alamos Community Perception Survey, local utility providers, New Mexico Department of Transportation, and other sources.

The Tourism Strategic Plan recommends that Community Performance Indicators initially be implemented to monitor two areas.

- Enhancing the Visitor Experience
- Enriching Community Life

The addition of these metrics would help augment current tracking of visitor numbers, spending and Lodgers' Tax receipts. As monitoring becomes more systematic, the County may want to consider performance indicators in additional areas such as protecting the environment, ensuring economic vitality and partnering for success.

Enhancing the Visitor Experience:

- Visitor satisfaction
- Visitor attendance at visitor centers and key attractions
- Number of room nights

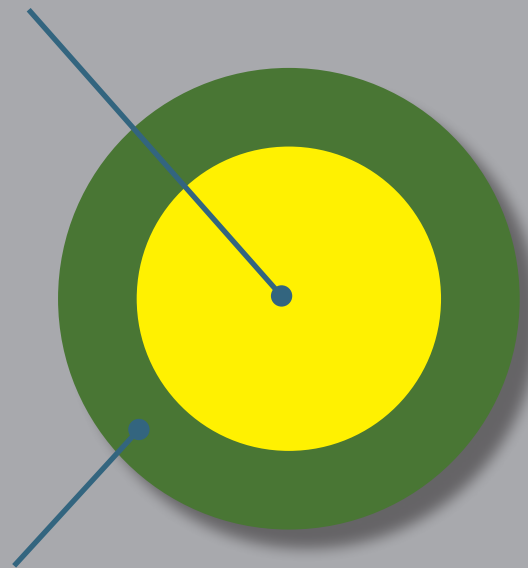
Enriching Community Life:

- Quality of life
- Overall resident satisfaction
- Satisfaction with recreation opportunities
- Quality of services
- Sense of safety

GRAPHICALLY TRACKING PERFORMANCE INDICATORS: RESORT MUNICIPALITY OF WHISTLER, BC CANADA

STATISTICAL TREND

- desired direction
- undesired direction
- no change, or statistically insignificant change



PERFORMANCE RELATIVE TO TARGET LEVEL

- satisfied with current level of performance
- not satisfied with current level of performance
- desired target level unknown

SUMMARY

Tourism as an economic driver has many positive impacts to a community. Los Alamos has historically been heavily dependent on LANL at its economic driver. Through implementation of a strategic plan, Los Alamos has the opportunity to significantly diversify its economic base through tourism. A tourism economy needs to be carefully planned and the impacts of tourism growth carefully managed.

- Visitors generate sales and hotel tax (in New Mexico, gross receipt and lodgers' tax).
- Visitors support local businesses, especially retail stores and restaurants. In many towns, the local, permanent population is not large enough to sustain good restaurants and a variety of retail stores.
- In tourism-based economies where second home ownership is common, part-time residents pay property tax but do not utilize things like schools and special districts that the mill levy funds.
- A sustainable tourism economy is one that supports the long-term interests of local residents and visitors.
- When tourism grows haphazardly, the community may not be equipped to deal with population growth, change in land use patterns and demand on infrastructure (i.e., water, sewer, roadways).



Central Avenue winter lights
Photographer: Leslie Bucklin

