

June 18, 2018

TOURISM AND ECONOMIC DEVELOPMENT



From 2019 Strategic Leadership Plan:

Priority Areas -

- ✓ Increasing the amount and types of housing options
- ✓ Enhancing support and opportunities for local business environment
- ✓ Addressing long-term building vacancies in our community
- ✓ Protecting, maintaining and improving our open spaces, recreational, and cultural amenities

Other initiatives –

- Implementation of the 2018 Tourism Strategic Plan
- Pursuing key goals described in 2019 Economic Vitality Strategic Plan

ACTIVITIES	Public Works	Community Development	Economic Development	Asst To The County Mgr	Communications & P.R.	Community Services
Visitor Mktg						
Wayfinding						
VC Services						
VC Displays						
Visitor Website						
Visitor Guide						
Bandelier Shuttle						
Tourism Task Force						
LTAB						
Branding						
MainStreet Creative Dist.						
Trails/Biking						
Concerts						
New Hotels						
BR&E						
Fly Santa Fe						
Housing						

TOURISM & RESIDENT SERVICES

- Concert Series
- Trails/Mountain Biking
- Attractions
- Rec Facilities

Tourism

- Lodgers' Tax
- Marketing
- Visitor Website
- Visitor Center Displays
- Visitor Center Services
- Branding
- Wayfinding
- LTAB & Tourism Task Force

TOURISM & ECONOMIC DEVELOPMENT

- Hotels
- MainSt./Creative District
- New Business Retention & Expansion

Resident Services

- Atomic City Transit
- Community Events
- Open Space/Trails
- Community Services

ALL 3 AREAS

- Housing Development
- Branding
- Bandelier Shuttle
- Fly Santa Fe

Economic Development

- Land Development
- Infrastructure
- New Business Assistance
- LEDA
- projectY

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

Tourism Strategic Plan Priorities

- Increasing lodging supply
- Modifying institutional structure
- Making marketing efforts more effective
- Enhancing guest experiences
- Improving community quality for residents, businesses, and LANL

From Tourism Strategic Plan, February 2018

TOP TEN PRIORITY ACTION ITEMS REQUIRING STAFF TIME	STRATEGIC PRIORITIES
1. Form and activate Tourism Implementation Task Force.	
2. Transition to County Tourism Division with a County Tourism Manager, as part of the County Manager's office.	
3. Adopt ordinance for Airbnb and VRBO rentals to include in Lodgers' Tax assessments.	
4. Continue to improve Los Alamos' presence with New Mexico True including additional content for online presence, creating an "Atomic Trail" as an addition to their other five trails, and utilize support and grants offered by New Mexico Tourism Department.	
5. Explore the feasibility of, and grant opportunities for, expansion of Atomic City Transit service to provide weekend service (for Downtown Trolley).	
6. Aggressively continue to explore hotel development incentive options, identify desirable locations for future lodging development (particularly full-service hotel), prepare hotel investor/developer pitch package, create targeted list, and meet with potential developers/operators.	
7. Contact regional and national tour operator and travel agencies currently active in New Mexico to coordinate services and trips to Los Alamos. Focus on tour group itineraries with overnight stays in Los Alamos.	
8. Reduce blight in the downtown districts through targeted and responsive commercial property maintenance and implementation of the County's Code Enforcement Program.	
9. Expand specific strategies and actions to increase partnerships with regional economic development entities (e.g., Santa Fe, Taos, Angel Fire, the Pueblos) to grow visits to Los Alamos.	
10. Improve approval, permitting, resources and assistance to community groups and organizers for events.	

From Tourism Strategic Plan, February 2018

TOP TEN PRIORITY ACTION ITEMS REQUIRING DIRECT INVESTMENT/EXPENSES	STRATEGIC PRIORITIES
1. Improve the appeal, function and content of the visitlosalamos.org website and social media platforms.	 
2. Fund and implement the Los Alamos Brand Action Plan.	  
3. Fund and implement Wayfinding Plan Phase 1 directional and informational signage to improve visitor navigation.	 
4. Implement Fuller Lodge interpretation plan to enhance visitor experience. Expand hours Fuller Lodge is staffed to meet guest needs.	 
5. Improve visitor centers' experience and effectiveness. At White Rock Visitor Center, create interactive and experiential displays at improve aesthetics, and provide conveniences visitors expect (i.e., beverages, snacks, sunscreen).	  
6. Relocate Los Alamos Visitor Center and furnish with interactive and engaging information dissemination.	 
7. Continue to implement the MainStreet and Creative District events that draw visitors and provide additional activities that encourage extended stays.	  
8. Support and create multi-day events, like "trail festivals", with marketing support and potential funding assistance.	  
9. Implement County plans for extensions, upgrades, maintenance and new trails that benefit visitor and residents. Increase funding and staffing to address trail maintenance and improvements.	 
10. Collect visitor data through agreement with attractions, hotels, merchants and event organizers. Analyze visitor information and its influence on future decision-making regarding visitor marketing, services and facilities.	  

Task Force Accomplishments

- Visitor Center Relocation Analysis and Recommendation
- FY2020 Budget Priorities Recommendation
- Established four work groups
- Atomic City Transit presentation and request for budget estimate
- Review of Wayfinding Plan
- New Mexico Tourism: Rural Pathways Program Overview

From Task Force letter
(Attachment B):

Number	Item	Description	Approximate Cost	Actions for FY2020
1	Tourism Director	New FTE in County Manager's office to lead Tourism efforts	\$100,000 - \$150,000 (estimate)	June Work Session discussion
2	Wayfinding Implementation Phase 1a	Total Wayfinding implementation (133 signs is \$550,000 but it could be phased over 2-3 years; Phase 1a (58 signs) includes pedestrian directional signs, parking lot identification signs and a portion of the vehicular directional signs.	\$ 225,000	Approved in ED Fund
3	Wayfinding Implementation Phase 1b	Phase 1b (21 signs) includes a portion of the vehicular directional signs and vehicular trailblazer signs.	\$ 105,000	No Action (future year)
4	Wayfinding Implementation Phase 2	Phase 2 (25 signs) includes the rest of the vehicular directional signs.	\$ 189,200	No Action (future year)
5	Wayfinding Implementation Phase 3	Phase 3 (14 signs) includes Park Identification signs and kiosks.	\$ 135,700	No Action (future year)
6	Updated displays in Visitor Centers	A recommendation from the Tourism Strategic Plan to modernize WRVC displays to be more interactive and experiential.	\$ 50,000	Approved in Lodgers' Tax fund
7	New website	A recommendation from the Tourism Strategic Plan to redesign visitor website at a domain name that the County owns.	\$ 30,000	Approved in Lodgers' Tax fund
8	Cost to keep Fuller Lodge open on weekends	Quote of what it would cost in Custodial staff time to ensure that Fuller Lodge is open every weekend regardless if there is an event scheduled at the Lodge	\$ 16,000	Approved in PW budget
9	Visitor intercept interview survey instrument and methodology	Recommendation from Tourism Strategic Plan to engage professional to create and conduct visitor intercept interview survey at local attractions to measure performance and help calibrate marketing efforts and visitor services	\$ 50,000	No Action; should be part of discussion at Work Session
10	Additional tourism marketing funds	Higher participation in NM Tourism Department Coop Marketing program	\$ 13,300	Approved in Lodgers' Tax Fund
11	Direct bus from WRVC to LA on weekends	Per ACT manager, cost for bus to travel between WRVC and LA every hour on the weekends during Bandelier Shuttle season.	\$ 250,000	Approved in PW budget
12	Funding and staffing to address trail maintenance and improvements	In CSD options: money to improve trail signage, paths and kiosks; addition of one FTE Parks Maintenance Construction Specialist III to build and maintain trails.	\$ 114,802	Approved in CSD budget

Funded in FY20
Future year

Task Force Recommendations

- Tourism Division and Tourism Manager
 - ✓ Desire for coordination
 - ✓ Centralize responsibility
 - ✓ Cost efficiencies?
- Task Force is looking to other municipalities for job descriptions
- Target is FY21 budget development cycle
- Grateful for funding for FY20—will work with staff on projects

Tourism Funding

Entity	Description	Notes	Funding Source	FY2019	FY2020
Los Alamos County Economic Development	Staff Position - Marketing Specialist: (0.75)		General Fund	\$70,000	\$72,100
Los Alamos County Manager's Office	Staff Position - Project Manager: (0.5)		General Fund	\$75,000	\$77,250
Los Alamos County Community Services Dept.	Staff Position - Open Space Specialist (0.5)		General Fund	\$41,500	\$42,745
Los Alamos County Community Services Dept.	New staff and funds for trails maintenance and improvement		General Fund	\$0	\$114,802
Los Alamos County Public Works	Staff Fuller Lodge on weekends		General Fund	\$0	\$16,000
Los Alamos Commerce and Development	Visitor Center Mgmt. and Operation		Lodgers' Tax Fund	\$221,000	\$227,630
Sunny 505	Tourism marketing services (includes media buys)		Lodgers' Tax Fund/ED	\$110,000	\$110,000
Los Alamos County Atomic City Transit	Operate and manage Banderlier Shuttle (mid-May to mid-Oct.; 7 days/week)	Add'l \$179,525 Banderlier share	Transit Fund	\$60,013	\$60,013
Los Alamos County Atomic City Transit	Pilot weekend service (WR to LA)	ACT to investigate grant options	Transit Fund	\$0	\$250,000
Branding Implementation	Contractor to execute the brand action plan	\$35k services (Contractor)/ \$50k materials-other services (LAC)	ED	\$85,000	\$85,000
Wayfinding Phase 1a			General Fund	\$0	\$225,800
Los Alamos County	Projects: new website and Visitor Center displays		Lodgers' Tax Fund	\$0	\$80,000
TOTAL FUNDING				\$662,513	\$1,361,340

Economic Development Funding

Entity	Description	Funding Source	FY2019	FY2020
Los Alamos County Economic Development Division	Staff Position - Economic Development Administrator 1.0 FTE	General Fund	\$158,800	\$163,564
Los Alamos County Economic Development Division	Staff Position - Marketing Specialist: (0.25 FTE)	General Fund	\$25,000	\$25,750
Los Alamos County Public Works Dept and Utilities Dept	Infrastructure improvement	CIP Fund	\$3,200,000	\$1,700,000
Los Alamos Commerce and Development	MainStreet/Creative District Contract: Coordination/sponsorship of events, programs, etc. including ScienceFest, Tuesdays at the Pond, Halloweekend, etc.	ED Fund FY19; General Fund for FY20	\$160,000	\$160,000
Northern New Mexico/Fly Santa Fe	Airport marketing services to improve air service price and options to Los Alamos constituents	ED Fund FY19; General Fund for FY20	\$50,000	\$50,000
Land Transfer/Land Sales Issues	Account created to cover expenses for Land Development and LANL transfers including appraisals, survey, closing costs, etc.	ED Fund FY19; General Fund for FY20	\$44,000	\$544,000
Project Y	Collaborative effort for co-working space with LACDC, Community Partnerships Office and LAC	General Fund	\$30,000	\$30,000
Housing Study	Complete housing study for LAC to provide data on numbers and types of housing needed	General Fund/CDD	\$50,000	\$0
Franchisee Training	Contractor to provide training to constituents that would have the investment and desire to open a franchise in Los Alamos.	General Fund	\$0	\$25,000
TOTAL FUNDING			\$3,717,800	\$2,698,314

Current Metrics (from FY20 Budget book)

Performance Measures

Priority	Strategic Focus Area	Goal	Performance Measure	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Target
Economic Vitality	Economic Vitality	Promote a Strong and Diverse Economic Base	General Fund Gross Receipts Tax	\$ 42,476,034	\$ 46,069,697	\$ 54,059,000	\$ 55,669,000
			LA County Population	18,147	18,738	18,900	19,329
		Market and Brand Los Alamos as a Scenic Destination Featuring Recreation, Science, History.	Lodgers Tax Revenues	\$291,074	\$309,016	\$334,450	\$354,500
			Visitors to all LA Area Attractions	472,779	472,176	465,500*	477,700

*Lower amount of visitors anticipated in FY2019 due to the closure of the Bandelier National Monument and the Manhattan Project National Historical Park in December 2018 through January 2019.

Other Current Metrics

Tourism

- Attraction Visits (Nature Center, Bandelier, Bradbury, etc.)
- Estimated Event Attendance (ScienceFest, Earth Day, etc.)
- Marketing Measures such as: circulation, ad value, impressions, “Likes,” page views, click-throughs

Economic Development

- Daytime Population
- # of jobs created
- # of jobs maintained
- Area Median income
- Property Tax Revenue
- RevPar (hotel occupancy x average daily rate)
- # of Lodging Units
- # of Housing Units

Possible Future Metrics

- Economic Impact of Events (requested for FY20 but not funded)
- Unique Attraction Visitation (LTAB initiative for FY20)
- Visitor Intercept Survey (requested for FY20 but not funded)
- Quality of Life survey (in EVSP2019)
- Metrics developed by Housing Study

Next Steps

- Tourism Management issue
- Need for additional hotel restrains growth in tourism
- Execution of existing funded programs
- Execution of new projects
- Focus on relevant metrics
- Long term Visitor Center location