



LOS ALAMOS

County of Los Alamos

1000 Central Ave.
Los Alamos, NM

Agenda - Final

Tourism Implementation Task Force

*Dana Even; Suzette Fox; Christiana Hudson; Consetta Goettee;
David Jolly; and Lauren McDaniel; Board Members: Liaisons:
Jen Olsen, Lodger's Tax; Georgia Strickfaden, Transportation
Board; David Teter, Parks and Recreation, and Councilor
Melanee Hand*

Wednesday, March 1, 2023

12:00 PM

1000 Central Ave. Room 110 and Zoom

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

<https://us02web.zoom.us/j/85661320617?pwd=ZVpGeWJ5eDRlbnVJN0xCWEhFMERdz09> once the session has started.

or by Telephone:

US: +1 312 626 6799
Webinar ID: 856 6132 0617
Passcode: 383539

I. Call to Order

II. Introductions/Announcements

A. Membership Vacancies/Recruitment: Liaisons, Members

[17137-23](#) Membership Vacancies/Recruitment: Liaisons, Members

Presenters: David Jolly

Attachments: [A - 2022 MEMBERS - TOURISM IMPLEMENTATION TASK FORCE \(rev 10.25.22\)](#)

B. Announcements & Updates

III. Business & Possible Action

A. [17143-23](#) Task Force Proposed Meetings/Process

Presenters: Marketing Specialist Kelly Stewart, Marketing Specialist

Attachments: [A - TITF-LTAB Quarterly Meeting Calendar 2023 \(proposed\)](#)

B. [17142-23](#) Tourism Implementation Task Force Work Group Priorities

Presenters: Tourism Implementation Task Force

Attachments: [A - TITF FY23 Work Group Priorities Packet](#)

C. **Special Events Support (L. McDaniel)**

IV. **Reports and Updates**

A. [Project Oppenheimer Initiative Update \(L. Bucklin/K.Stewart\)](#)

B. [17140-23](#) Jan 24 NMHA TRENDS Conference Report

Presenters: Marketing Specialist Kelly Stewart

Attachments: [A - NMTD New Programs Presentation](#)
[B - NMTD Tourism Exchange Brochure](#)

V. **Public Comment**

VI. **Next Meeting**

VII. **Adjournment**



County of Los Alamos

Staff Report

March 01, 2023

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.:

Index (Council Goals):

Presenters: David Jolly

Legislative File: 17137-23

Title

Membership Vacancies/Recruitment: Liaisons, Members

Recommended Action

Review membership, vacancies and recruitment for Tourism Implementation Task Force

Attachments

A - 2023 TOURISM IMPLEMENTATION TASK FORCE MEMBERS 2.24.23

**TOURISM IMPLEMENTATION TASK FORCE
2022 MEMBERS**

Appointed Members

- | | | | |
|---|------------|----------|-------------------|
| 1 | Suzette | Fox | |
| 2 | Connie | Goettee | |
| 3 | Christiana | Hudson | |
| 4 | David | Jolly | <i>Chair</i> |
| 5 | Lauren | McDaniel | <i>Vice Chair</i> |
| 6 | [vacant] | | |
| 7 | [vacant] | | |

Board Liaisons

- | | | | |
|----|---------|-------------|--------------------------------|
| 8 | Jen | Olsen | <i>Lodgers' Tax Liaison</i> |
| 9 | Georgia | Strickfaden | <i>Transportation Liaison</i> |
| 10 | David | Teter | <i>Parks & Rec Liaison</i> |

Council Liaison

- | | | |
|---------|------|------------------------|
| Melanee | Hand | <i>Council Liaison</i> |
|---------|------|------------------------|

County Staff

- | | | |
|----------|-------------|----------------------|
| Adrienne | Lovato | <i>Admin</i> |
| Kelly | Stewart | <i>Staff Liaison</i> |
| Leslie | Bucklin | <i>CPR Liaison</i> |
| Cory | Styron | <i>CSD Liaison</i> |
| Dan | Ungerleider | <i>EDD Liaison</i> |



County of Los Alamos

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Agenda No.: A.

Index (Council Goals):

Presenters: Marketing Specialist Kelly Stewart, Marketing Specialist

Legislative File: 17143-23

Title

Task Force Proposed Meetings/Process

Recommended Action

Review and discuss proposed changes to TITF meetings and process.

Attachments

A - TITF-LTAB Quarterly Meeting Calendar 2023 (proposed)

FY24 LTAB & TOURISM IMPLEMENTATION TASK FORCE QUARTERLY SCHEDULE

MONTH	COUNTY Priorities	LTAB Meetings	TITF Meetings
JAN		1/17 LTAB Mtg	1 / 4 TITF Mtg
FEB	2/28 Budgets Finalized	2/21 LTAB Mtg	2/1 TITF Mtg (Cancelled)
MAR		3/21 LTAB Mtg	3/1 TITF Mtg
APR			Work Group Mtgs
MAY	FY24 Budget Approved		
JUN		6/20 Joint LTAB-TITF Mtg	
JUL			Work Group Mtgs
AUG			8/2 TITF Mtg
SEP		9/19 LTAB Mtg	Work Group Mtgs
OCT	10/24 LTAB Presentation to Council		
NOV			
DEC	FY25 Budget & Work Plans	12/6 Joint LTAB-TITF Mtg	



County of Los Alamos

Staff Report

March 01, 2023

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Agenda No.: B.

Index (Council Goals):

Presenters: Tourism Implementation Task Force

Legislative File: 17142-23

Title

Tourism Implementation Task Force Work Groups and Priority Actions

Recommended Action

Discuss/Confirm the Tourism Implementation Task Force Work Groups and Priority

Actions

Attachments

A - Tourism Implementation Task Force FY23 Work Group Priorities Packet



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



CREATE + MARKET AN INVITING COMMUNITY



INCREASE THE CAPTURE OF VISITOR DOLLARS



ENRICH OUR ATTRACTIONS AND DOWNTOWNS
+ CELEBRATE THE NATURAL BEAUTY



OPERATE WITH INTENTIONAL LEADERSHIP, PUBLIC
AND 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 appear to be unlimited wants and needs for time and dollars for tourism development in Los Alamos, the top five priorities that the County can begin to focus on immediately include:



Increasing lodging supply



Modifying institutional structure



Making marketing efforts more effective



Enhancing guest experiences



Improving community quality for residents, businesses and LANL

Priority action items relating to each of these categories include those that require staff time only and those that require direct investment/expenses. The lists on the facing page describe each of these actions.

Implementing these, along with the other action items included in this plan will improve tourism as an economic driver to help Los Alamos diversify its economy and sustain community quality of life.

Los Alamos Tourism Strategic Plan – STRATEGIES & PRIORITIES



PRIORITY ACTIONS REQUIRING STAFF TIME

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.

PRIORITY ACTIONS REQUIRING DIRECT INVESTMENT/EXPENSES

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, 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.

Work Groups/Priorities | FY23 Tourism Implementation Task Force (TITF) Work Groups' Priority Actions

MARKETING COMMUNICATIONS		ED Funds	County
1	Integrated Marketing Communications Plan	Complete and issue RFP and award consultant contract to unify messaging to key Los Alamos audiences and plans (Tourism, Brand Action, EVSP) and delivery across all platforms.	
2	Los Alamos Visitor	Work with County Economic Development Division on design.	
3	VisitLosAlamos.org Website Redesign	Design of the new visitlosalamos.org website that is closed source and has the capacity for high quality video and image content and general functionality to meet industry best practices (\$50,000 line item).	
4	Website Consolidation	Assessment and integration of other visitor-oriented websites, incl. fylosalamos.com, discoverlosalamos.com, losalamosnm.us, losalamos.com,	
5	Statewide Events	Identify and join Statewide Event(s) to raise profile of Los Alamos asset, e.g., NM Restaurant Week.	
EVENTS SUPPORT		ED Funds (MainStreet Svcs Contract) and Lodgers' Tax Revenue Funds (Visitor Cent	LACDC
1	Event Contact List	Update list of County events spearheaded internally and by external parties, grouped by month and organizer, to better identify key contacts, recognize potential event conflicts, and identify event opportunities.	
2	Communications	Create Google Communications list to relay pertinent information and updates and receive input from event organizers and vendors.	
3	Event Survey	Update and deploy event organizer survey to help identify gaps in communications and needs.	
4	Event Checklist	Update Event Checklist for event organizers, incorporating County's current event permit process. Incorporate info from current CSD Projects that impact visitation: ADA Audit, Integrated Master Plan.	
5	Event Resources	Identify and make available resources for funding and other services.	
6	Event Promotion	Create and coordinate process for welcoming groups to town through signage, business promotions, etc.	
7	Community Profile	Update Community Profile that highlights different aspects of the community and why someone might want to host an event in Los Alamos County; beneficial to event organizers and others. This currently resides on the DiscoverLosAlamos.com website and will be promoted out more	
8	Multi-Day Events	Support and create multi-day events, like "trail festivals," with marketing support and potential funding assistance, ScienceFest, Winter Classic.	
9	MainStreet Events	Assess/define LAMS/LACD projects, and their contribution to tourism goals, including new events at key locations/businesses.	
10	Group Marketing Plan / Implementation	LACDC to provide Group Marketing Plan for proactively identifying, communicating with, promoting and delivering services to tour operators, meeting planners, LANL divisions, and associations; including hosting fam tours and other hospitality functions.	
VISITOR EXPERIENCE		ED Funds & Lodgers' Tax Revenue Funds (Visitor Center Serices Contract)	County
1	WRVC Restroom Facility & Vendor Pad	Design and construction of a separate, additional restroom building and a vendor pad that fits within the footprint of the White Rock Visitor Center and facilitates a future redesign of the Bandelier Shuttle Shelter facility and services.	
2	White Rock Visitor Center Refresh	Participate in project to refresh the visitor experience, including messaging, signage, aesthetic, function, from outside to inside of WRVC, applying appropriate elements to LAVC. This project will follow and be informed by the start of the Integrated Marketing Communications Plan.	
3	Los Alamos Visitor	Revisit potential locations to relocate the Los Alamos Visitor Center.	
4	Other Visitor Entertainment Areas	Monitor and provide input to Hiistoric District assets, includig Fuller Lodge Interpretation Plan, Women's Dorm/MAPR Visitor Center Project. Evaluate other potential entertainment areas, including SALA, Deacon Street, Urban Trail.	
5	Customer Itineraries	Create customer experiences including Los Alamos assets, travel opportunities at 3 National Parks, and to and from Santa Fe, Taos, Española,	
6	Customer Service	Participate in and promote customer service training. Provide input to enhance training.	
7	Visitor Transportation Options	Participate in current transit/transportation studies/projects and explore and propose temporary and future options for visitors that leverage the experience and ROI potential.	
DATA		Lodgers' Tax Revenues (Datafy-Tsm Mktg Svcs Contract), ED Funds (Placer AI)	County
1	Data Goals & Metrics	Confirm metrics to track/report marketing performance to assist attractions, hotels, events, merchants in budget/spending \$ to market visitor	
2	Data Sources	Assess data collected by County EDD, tourism consultants, NM Tourism Department, and other sources to advise on the best sources for	

Los Alamos County Tourism Implementation Task Force

FY23 WORK GROUPS

DRAFT 12.20.22

		EVENT SUPPORT (ES)	VISITOR EXPERIENCE (VE)	MARKETING COMMUNICATIONS (MC)	DATA REPORTING (DR)	
<u>Task Force Members</u>		LEAD: Lauren McDaniel	LEAD: Leslie Bucklin	LEAD: Kelly Stewart	LEAD: Kelly Stewart	
1	Dana Even	VE	Georgia Strickfaden	Dana Even	Connie Goettee	Suzette Fox
2	Suzette Fox	DC	Jen Olsen	David Jolly	Lauren McDaniel	Dave Teter
3	Connie Goettee	MC	Dave Teter	Jen Olsen	Leslie Bucklin	Lauren McDaniel
4	David Jolly	VE	Connie Goettee	Georgia Strickfaden		
5	Lauren McDaniel	ES	Leslie Bucklin	Suzette Fox		
6	Jen Olsen	ES		Lauren McDaniel		
7	Georgia Strickfaden	ES				
8	David Teter	DR				

Christiana Hudson

Council Priority Areas	Tourism Strategic Plan Goals	Tourism Strategic Plan Priority Action Items	PROJECTS	PROGRESS (12/21/22)	LAC STAFF Recom- mended Priorities	TITF Priorities	WORK GROUPS				
							DATA TRACKING & REPORTING - Project Role and Deliverable(s) -	MARKETING & COMMUNICATIONS - Project Role and Deliverable(s) -	VISITOR EXPERIENCE - Project Role and Deliverable(s) -	SPECIAL EVENTS - Project Role and Deliverable(s) -	
							Kelly Stewart <i>Lead Advocate</i> Suzette Fox Dave Teter Lauren McDaniel	Kelly Stewart <i>Lead Advocate</i> Connie Goettee Lauren McDaniel Leslie Bucklin	Leslie Bucklin <i>Lead Advocate</i> Dana Even David Jolly Jen Olsen Georgia Strickfaden Lauren McDaniel	Lauren McDaniel <i>Lead Advocate</i> Georgia Strickfaden Jen Olsen Dave Teter Connie Goettee Leslie Bucklin	
3	2.2	10	Event Support Processes and Forms Infrastructure: Research Best Practices and Present Recommendations TITF Deliverable(s): ?		1.1						Complete actions listed in Priority Actions by Work Group Spreadsheet
1	1.1	2	Integrated Marketing Communications Plan (IMCP): Provide Feedback and Support TITF Deliverable(s): Staff Memo summarizing IMCP scope for	2023Q1 - RFP in development	1.2		What data questions should this plan answer to measure performance of IMCP?	What are the goals, objectives, tactics of the ICMP?	How will integrated marketing communications impact the visitor experience?	Group to complete event survey, organizer list, and checklist, and identify/recommend a responsible organization to continue management and oversight.	
3	2.2	17,18	Project Oppenheimer: Inform, Share, Participate, Provide Feedback, Research, and Support		1.3		What are the overall goals of this initiative and what data questions should we use to measure the success of these efforts in attracting tourism?	Who are our target audiences? What is the key messaging and creative content? What is the best media and forums to market this multi-day initiative? What types of programming/events may garner national coverage?	What programming will make this event a national standout worthy of media and "Hollywood"'s attention?		
4	2.1	2	Customer Service Training: Participate in, Share, and Inform TITF Deliverable(s): ?	TBD	1.4		Take the A2D/Ambassador Training. Encourage other groups/individuals to take the training. Determine most effective way to measure use/effectiveness of training. Recommend plan for ongoing measurement of training effectiveness.	Take the A2D/Ambassador Training. Encourage other groups/individuals to take the training. Determine methods for marketing and promoting the Ambassador Training program. Coordinate with DATA and VISITOR EXPERIENCE work groups for marketing content	Take the A2D/Ambassador Training. Encourage other groups/individuals to take the training. Coordinate with DATA work group to measure effectiveness.		
1	1.1	11	Visitor Information & Materials (Visitor Guide, LosAlamos.org Redesign, Materials & Kiosks: Review/Assess Other Local and Regional Websites, Research Best Practices, and Present Recommendations TITF Deliverable(s): ?	2023Q1 - Pending start of IMCP process	1.5		Review current data tracking available for current website, visitor guide, in-market brochures and kiosks placement. Review best practices for each element listed above. Recommend data options for tracking visitor information distribution effectiveness.	Review current website, visitor guide, in-market brochures and kiosks placement. Coordinate with DATA and VISITOR EXPERIENCE work groups. Submit recommendations for website, visitor guide, in-market brochures content and kiosks placement.	Review current website, visitor guide, in-market brochures and kiosks placement. Conduct survey of visitors to ascertain experience using visitor guide, website, in-market materials, kiosks. Coordinate with DATA and VISITOR EXPERIENCE work groups. Submit recommendations for website, visitor guide, in-market brochures content and kiosks placement.		
3	1.1	20	Data Sources Tools for Collection, Analysis, Interpretation, & Reporting: Provide Feedback, Research and Support TITF Deliverable(s): ?		1.6		What tools are currently available and what do/can they tell us regarding performance of tourism marketing and visitor experiences? What data/analysis is effective in measuring tourism? How can we use existing tools to effectively tell our data story? Our there other tools we need?	What tools are currently available and what do/can they tell us regarding performance of tourism marketing and visitor experiences? What data is available? What data/reporting do other communities/attractions use to measure tourism?	What tools are currently available and what do/can they tell us regarding performance of tourism marketing and visitor experiences? What data is available? What data/reporting do other communities/attractions use to measure the visitor experience?		
1	1.1	2	MARKETING Los Alamos Stakeholder Communications: Inform and Share Los Alamos tourism marketing & communications outreach	Established a tourism stakeholder email list and sent out info and tips for businesses to participate in events.							
1	4.2	4	Key Tourism Marketing Events: Provide Feedback and Information on key events (MAPR Tours, Balloon Fiesta, etc.) where Los Alamos should exhibit and how to best enhance and leverage opportunity to increase visitation TITF Deliverable(s): ?	Met with Secretary of Tourism and staff to identify grants, P.R., and data opportunities. Creating story ideas/itineraries to provide NMTD for Media Convention in NYC in January 2023. Working with Sunny505 to improve LA page(s) on newmexico.org.							
1	4.1	4	Pursue NMTD Relationships and Opportunities: Provide Feedback and Support TITF Deliverable(s): Staff Memo for TITF Approval	Met with Secretary of Tourism and staff to identify grants, P.R., and data opportunities. Creating story ideas/itineraries to provide NMTD for Media Convention in NYC in January 2023. Working with Sunny505 to improve LA page(s) on newmexico.org.							

1	4.1	9	Regional Exhibits and Campaigns: Provide Feedback, Research and Support to Participate TITF Deliverable(s): ?						
7	3.1	5	Transit Service Staffing, Routes, and Extensions: Provide Feedback and Support TITF Deliverable(s): ?						
3	3.1	15	White Rock Visitor Center Electronic Vehicle (EV) Charging Stations: Provide Feedback and Support TITF Deliverable(s): ?	Underground infrastructure completed. Installation scheduled for winter 2023.					
3	1.2	14	Fuller Lodge Interpretation Plan: Provide Feedback and Support TITF Deliverable(s): ?						
3	1.2	15	White Rock Visitor Center Restrooms and Vendor Pad: Provide Feedback and Support TITF Deliverable(s): Staff Memo for TITF Approval	In design through Jan 2023. Scheduled for completion by Memorial Day, the start of "high tourism season."					
3	1.2	15	White Rock Visitor Center Refresh: Provide Feedback, Research and Support TITF Deliverable(s): ?	Pending IMCP process.					
3	3.1	19	Outdoor Recreation Experiences/LA Trails Network Enhancement & Pajarito Mountain year-round: Provide Feedback, Research and Support TITF Deliverable(s): ?						
1	1.2	13	Wayfinding Plan Implementation: Provide Feedback and Support TITF Deliverable(s): Staff/Visual Tour of Completed Installation	All Phase 1 signs are being fabricated and are scheduled to be installed Q2 2023, weather allowing.					
1	4.1	9	Pursue and Cultivate Relationships with Buffalo Thunder, Santa Fe, Taos: Provide Feedback and Support TITF Deliverable(s): ?						
4	2.1	2	Short-Term Rental Study: Provide Feedback and Support TITF Deliverable(s): Staff Memo for TITF Approval and delivery to CDD-Plg	Community Development Department consultant to begin study in Q1 2023. TITF outreach expected in 2023Q2.					
4	2.2	7	Group Marketing Opportunities – Destination-Based: Research, Pursue and Cultivate TITF Deliverable(s): ?	LACDC/DLA provided Group Marketing Plan to County on December 2, 2022.					
4	3.2	8	LA and Downtown Enhancement Projects: Provide Feedback and Support TITF Deliverable(s): ?						
4	2.1	8	Potential Venues (e.g., Deacon Street, Urban Trail): Provide Feedback and Support TITF Deliverable(s): Staff Memo for TITF Approval						
3	1.2	16	Los Alamos Visitor Center Relocation: Provide Feedback, Research and Support	TBD					

3	3.1		Women's Dorm Facility / MAPR Visitor Center Project: Provide Feedback and Support TITF Deliverable(s): ?							
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Dear Chair Ryti and Members of Council,

On behalf of the Los Alamos County Tourism Implementation Task Force (Task Force), I present to you a report of progress made on the 20 priority actions listed on page iii of the Tourism Strategic Plan. This plan was accepted at the same meeting the initial members of the Task Force were appointed in April 2018.

This was the culmination of a two-year strategic process during which community volunteers worked with specialists to study, define, leverage, and enhance the tourism economy that occurs in Los Alamos, in a way that benefits our local businesses and residents. A few of us from the core group continue to serve today and can attest to the value of the projects that are being accomplished as a result of our efforts.

Please enjoy the attached report and contact us through our staff liaison, Kelly Stewart, with any questions.

Thank you,

David Jolly, Chair

Lauren McDaniel, Vice Chair

cc: Tourism Implementation Task Force Members Suzette Fox, Connie Goettee, Christiana Hudson, Jen Olsen, Georgia Strickfaden, and David Teter

Los Alamos County Tourism Implementation Task Force
Progress Report on Building Los Alamos' Tourism Economy

The following pages document the progress made on the implementation of Los Alamos County's Tourism Strategic Plan by the Tourism Implementation Task Force, County staff and partners.

Initiated in 2016, consultants from Design Workshop were contracted with the County to develop a plan to leverage Los Alamos' cultural and recreational assets and marketing resources, develop new experiences and services that benefit visitors and the community, coordinate with complementary efforts such as wayfinding and branding, and to fortify the retail and hospitality business sectors.

In 2018, the Los Alamos County Council formally accepted the Los Alamos County Tourism Strategic Plan as a practical roadmap for developing Los Alamos' tourism economy and appointed the Tourism Implementation Task Force as the primary group to lead this effort. Comprised of up to 11 members—5 volunteers who represent the business community, assets and attractions, and the community large, as well as 4 liaisons from the Historic Preservation, Lodgers' Tax, Parks and Recreation, and Transportation advisory boards, and 2 Council liaisons—the Task Force works closely with County staff and members of the community to help prioritize, research, and implement the projects delineated in the plan.

Pages ii and iii of the Tourism Strategic Plan (attached) define the strategic direction, areas of focus, and priority action items for implementation. The strategic direction for this 10-year plan has four focus areas:

1. Create + market an inviting community
2. Increase the capture of visitor dollars
3. Enrich our attractions and downtowns + celebrate the natural beauty
4. Operate with intentional leadership, public and private investment, and partnerships

And 5 Top Priorities:

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

Thank you to the participation of the current members of the Tourism Implementation Task Force for devoting your expertise, perspective, and time and effort, including appointed members: Suzette Fox, Connie Goettee, Christiana Hudson, Dave Jolly, and Lauren McDaniel; board liaisons: Jen Olsen from Lodgers' Tax, David Teter from Parks and Recreation, Georgia Strickfaden from Transportation, and Sobia Sayeda from Historic Preservation; Council Liaison: Melanee Hand; and County staff Kelly Stewart, Dan Ungerleider, Leslie Bucklin, and Cory Styron. Thanks and appreciation also go to past members, liaisons, and contributors: Katie Bruell, Jonathan Creel, Micheline Devaurs, Dave Fox, Robbie Harris, Prashant Jain, Vera Jaramillo, Annie Kuiper, Lindsay Mapes, Dianne Marquez, Liz Martineau, Linda Matteson, Zadora Morin, Clay Moseley, Stephanie Nackley, Cristina Olds, Melanie Pena, David Reagor, James Robinson, Dave Schiferl, Greg White, and Sean Williams.

TOURISM STRATEGIC PLAN PRIORITY ACTIONS

Priority Actions Requiring Staff Time

Los Alamos County Tourism Implementation Task Force
Progress Report on Building Los Alamos' Tourism Economy

#1 Form and activate Tourism Implementation Task Force.

- ✓ Charter last revised in June 2021.

***STATUS:** The Tourism Implementation Task Force is currently an ad hoc committee appointed by Council and subject to biannual charter renewal. The County is considering making the Task Force a permanent function as a subcommittee to the Lodgers' Tax Advisory Board that is mandated by state statute and County code to advise Council on the expenditure of Lodgers' Tax revenues for the purpose of attracting visitors.*

#2 Transition to County Tourism Division with a County Tourism Manager, as part of the County Manager's Office.

- ✓ Researched and brainstormed job description for new Tourism Manager position.
- ✓ Submitted formal letters to Council recommending County budget option to fund Tourism Manager position and restructuring of County Manager's Office to include Tourism Division.

***STATUS:** Beginning in January 2022, all tourism activities became a focus of the County Development Department's Economic Development Division. Currently, the EDD is hiring an economic development program manager to take on local business assistance responsibilities so that the marketing specialist may dedicate the majority of time and effort to tourism management.*

#3 Adopt ordinance for Airbnb and VRBO rentals to include in Lodgers' Tax assessments.

- ✓ Submitted letter of recommendation to Council requesting that they direct the County's Community and Economic Development Department to initiate a comprehensive process to update the current Lodgers' Tax Ordinance and County Code. This update should consider the new legislation, the local short-term rental market, and neighborhood and County impacts.

***STATUS:** In response to letters of recommendation from the Tourism Implementation Task Force and the Lodgers' Tax Advisory Board during the FY22 budget process, the Community Development Department submitted a budget option to fund a Short-Term Rental Study. The initial Request for Proposal (RFP) that included both an assessment of Los Alamos' short-term rental market, as well as the financial infrastructure required to collect Lodgers' Tax revenues did not generate responses. Based on feedback received during the solicitation process, CDD issued a new RFP without the financial piece which produced multiple proposals. A consultant was awarded the contract and is expected to begin work in fall 2022.*

#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.

- ✓ The County's Economic Development Division (EDD) and Tourism Marketing Services contractor Sunny505 participates in the New Mexico Tourism Department (NMTD) every year and consistently is awarded 100% of all requested New Mexico True Cooperative Marketing and Advertising grant funds for creation and placement of new video content development of Los Alamos experiences as well as exposure to new markets via new media platforms, including OOH (digital billboards), YouTube and Trip Advisor, plus social media enhancement.
- ✓ NMTD has developed a New Mexico Science and Technology Trail which includes museums and other experiences throughout the state, including Los Alamos' science-focused and Manhattan Project assets.

***STATUS:** EDD proposes to convene the asset/attraction members of the NM Science and Technology Trail at the 2023 ScienceFest and work with NMTD to promote the trail. EDD also proposes to work with LACDC and other partners to promote the Atomic City Spy Tour and collaborate with partners in Santa Fe and Albuquerque to expand it to a statewide Atomic City Spy Trail. EDD and LACDC is meeting with the New Mexico Tourism Department in October to discuss destination development and tourism projects to review with NMTD staff to determine eligibility for other rolling grant programs, including Tourism Development and Rural Pathways.*

Los Alamos County Tourism Implementation Task Force
Progress Report on Building Los Alamos' Tourism Economy

#5 Explore the feasibility of, and grant opportunities for, expansion of Atomic City Transit service to provide weekend service (for Downtown Trolley).

- ✓ Weekend bus service between the White Rock Visitor Center and downtown Los Alamos is funded and was approved to begin in summer 2020 to capture Bandelier visitors and bring them up to Los Alamos attractions and businesses. Then came COVID. The TSA imposed capacity constraints on public transportation nationwide and this also reduced service and the ability to sustain an additional route. In summer 2021, TSA lifted the capacity constraints in July, but it was too late to hire and train employees to provide Bandelier Shuttle services. Since the weekend service is tied to Bandelier Shuttle service, it too was suspended. ACT also renewed a five-year cooperative agreement with Bandelier to provide Bandelier Shuttle services, 7 days a week, from mid-May to mid-October, beginning this spring 2022.

***STATUS:** Weekend and other special services will be dependent on ACT's ability to hire seasonal employees. ACT is proactively looking for new incentives to change this trend.*

#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.

- ✓ TITF submitted a letter to Council recommending approval of a land grant to facilitate the development of a conference center co-located with a full-service hotel under the **Marriott** brand, with a restaurant at the corner of 20th and Trinity.
- ✓ In 2015, the former **Hilltop House** hotel and restaurant was purchased by the new owner of Pajarito Mountain Ski Area for the initial purpose of renovating as a boutique hotel. The property as since sat vacant and in 2021 was officially deemed a "menace to public comfort, health, peace and safety" and in violation of fire code and the owner was ordered to demolish and remove all materials from the property. In September, per a "clean and lien" action, the County has procured and executed the demolition and clean-up of the Hilltop House property and then initiate legal action to collect reimbursement of the associated costs from the owner that they must pay before they can proceed with sale or development of the property.

***STATUS:** In 2022, developer TNJLA LLC notified the County that they were unable to secure a financial guarantee for the project per the terms and deadlines set out in the County ordinance and associated sales agreement. On August 9, 2022, County Council approved Los Alamos Code Ordinance NO. 718 to terminate the Economic Development Project for Public Support of TNJLA to construct the Marriott and conference center. The County's Economic Development Administrator is exploring all options that will result in a development of a hotel and conference center.*

#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.

- ✓ Initially, this task was assigned to the Visitor Center Redesign work group.

***STATUS:** This task was incorporated into the scope of the County's contract with LACDC for Visitor Center Operations & Management, under "Event & Group Marketing" services as of January 2022. LACDC is developing an action plan for proactively pursuing this market segment. In the meantime, they are responding to requests and referrals with welcome packets.*

Los Alamos County Tourism Implementation Task Force
Progress Report on Building Los Alamos' Tourism Economy

#8 Reduce blight in the downtown districts through targeted and responsive commercial property maintenance and implementation of the County's Code Enforcement Program.

- ✓ TITF members participated in stakeholder meetings in the development of Downtown Master Plans for Los Alamos and White Rock, which include strategies to address the economic and population growth projected for the County. These plans were finalized and accepted by Council in October 2021.

STATUS: County's Community Development Department (CDD) and consultants Dekker Perich Sabatini (DPS) are in the process of revising Los Alamos Codes of Ordinance Chapter 16 (Development Code, including zoning) and Chapter 18 Environment Article II Nuisances to be enforced by the CDD's Code Enforcement Division (CED), as well as the execution of a Metropolitan Redevelopment Area study in White Rock. This process includes significant, planned public outreach and input.

#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.

STATUS: The EDD Marketing Specialist is a director on the New Mexico Tourism Department's North Central New Mexico marketing board along with marketing directors for Santa Fe and Taos. Los Alamos advertises in the annual Santa Fe Visitor Guide and the New Mexico Tourism Adventure Guide. EDD is working Bandelier to engage the San Ildefonso Pueblo. Recommend Task Force members identify opportunities and tactics for cross-promoting specific events and attractions in Santa Fe, Taos, and the surrounding pueblos.

#10 Improve approval, permitting, resources and assistance to community groups and organizers for events.

- ✓ Hosted presentations by NMTD and private companies regarding best practices and performance measures for events and visitation.
- ✓ Compiled a list of County events spearheaded internally and by external parties, grouped by month and organizer, to better identify key contacts, recognize potential event conflicts, and identify event opportunities.
- ✓ Drafted an event organizer survey to help identify gaps in communications and needs.
- ✓ Created an Event Checklist for event organizers; still being finalized.
- ✓ Drafted a Community Profile that highlights different aspects of the community and why someone might want to host an event in Los Alamos County; beneficial to event organizers and others. This currently resides on the DiscoverLosAlamos.com website and will be promoted out more widely soon.

STATUS: The work group is ready to send the event organizer survey and finalize the Event Checklist, pending updated guidance from the County Community Development Department, which is currently refreshing its Temporary Use Permit and Special Use Permit process in coordination with relevant departments. There is also opportunity to further expand and promote the Community Profile in response to information requested by event organizers.

Priority Actions Requiring Direct Investment

#11 Improve the appeal, function, and content of the visitlosalamos.org website and social media platforms.

- ✓ Visit Los Alamos Facebook page / @visitlosalamos Instagram page

STATUS: The Visit Los Alamos Facebook and @visitlosalamos Instagram pages are managed by EDD and its tourism marketing contractor, Sunny505. Fundamentally, social media posts complement P.R. and media outreach for annual events and planned tourism campaigns. Additional newsworthy or campaign-centric content is posted as it arises. Plus, as part of the County's FY22 and FY23 cooperative marketing and

Los Alamos County Tourism Implementation Task Force
Progress Report on Building Los Alamos' Tourism Economy

advertising grant programs, EDD and Sunny505 work with the New Mexico Tourism Department to curate and repost 1-3 additional photos, captions and hashtags sourced from organic posts.

- ✓ **VisitLosAlamos.** Currently, the official tourism website is visitlosalamos.org. It is owned by LACDC, and management of the site is funded as part of the County's visitor services contract with LACDC's Discover Los Alamos program. VisitLosAlamos.org is hosted on a platform owned and managed by the County's tourism marketing services contractor, Sunny505 via an agreement with LACDC. VisitLosAlamos.org is a WordPress site that no longer has the capacity to support the enhanced functionality and video content currently considered a best practice in the industry. Also, as an open-source site, it does not comply with the County's cybersecurity requirements.

STATUS: FY2023 Economic Development Division budget allocations include a \$50,000 line item for redevelopment of the tourism/visitor website with the intention of assuming ownership and management of the website. The transition of ownership/management from LACDC to Los Alamos County is documented in the County's contracts with LACDC (for visitor center services) and Sunny505 (for tourism marketing services). In preparation for the new, close-source, high functionality version of VisitLosAlamos.org, EDD is working with the County's Communications & Public Relations Office (CPR) and Information Management (IM) staff and marketing contractors to assess the search engine landscape, coordinate with partner websites and facilitate a unified, user-friendly web experience for our target audiences.

#12 Fund and implement the Los Alamos Brand Action Plan

Los Alamos County Brand Platform: "For those who never stop questioning what's possible, Los Alamos County, in the elevated outdoors of Northern New Mexico and home to the Los Alamos National Lab, is where some of the world's best brains power the breakthroughs that shape our world, where you are challenged to think bigger and live brighter"; "Los Alamos. Where Discoveries Are Made"; Where we cultivate curiosity and deliver a-HA moments.

- ✓ The Brand Action Plan defines three audiences: community members, tourism visitors and prospective employees and businesses. All efforts were suspended just prior to the COVID Shutdown. **STATUS:** County Economic Development Division to issue a Request For Proposal (RFP) for Destination Development and Marketing Services in FY2023 to include (re)launch of new campaigns to engage the community (residents, businesses, and commuters) as well as new visitors (prospective residents, employees, business owners and return visitors).
- ✓ **Brand Support** is offered by the County's Communications & Public Relations (CPR) staff, including training on brand use per the County's Brand Ordinance and the Identity Style Guide for County staff responsible for any and all brand applications, including uniforms, letterhead, business cards, ads, and fliers, etc. **STATUS:** CPR is conducting brand training for County staff and contractors in fall 2022.
- ✓ **Branded giveaways** or "swag" has its own budget line item and is ordered by EDD for use at events to engage the public and as a gesture of thanks to VIPs. **STATUS:** To date in FY23, EDD ordered giveaways on behalf of CDD to distribute at the Summer Concert Series, and for distribution at the 2022 State Fair and 2022 Albuquerque International Balloon Fiesta.
- ✓ The **Discoveries Action Team** of community members focusing on "place making" and "place marketing" strategies initiated the projects listed below that have since been implemented or are in process. **STATUS:** The County will consider resurrecting the Discoveries Action Team as one of the first projects of the Destination Development and Marketing contract mentioned above.
 - **Discovery Trails** – A place marketing group member researched and crafted trail maps, directions and fun facts for trails that constitute daytrips from Los Alamos with specific routes to special destinations. **STATUS:** County Communications & Public Relations Staff will "brand" the trail maps using the Brand Style Guide specifications then publish the trails on the VisitLosAlamos.org website. EDD staff will work with the tourism marketing services contractor and the Community Services Department/PROS to create and schedule a marketing campaign, as appropriate.
 - **Food Trucks/Courts** – The County has conducted a comprehensive survey and study for a mobile vendor policy to allow food vendors in different areas of downtown Los Alamos and White Rock. The

Los Alamos County Tourism Implementation Task Force
Progress Report on Building Los Alamos' Tourism Economy

County's Public Works/Capital Projects group is working on the design of a vendor pad to accommodate a food truck vendor at the WR Visitor Center. **STATUS:** *Pending Council approval in May, County Community Development and Community Services staff will work on developing the process for bringing food trucks to Los Alamos during the summer (high tourism season).*

- **Microbusinesses** – Members of the Discovery Action Team's Place Making group explored the demand for a mercado concept to accommodate crafters and other vendors that work out of their homes and might be interested in sometimes using a mercado space to sell food or products to the public. They conducted a survey of both the vendors and the public. **STATUS:** *Although this effort did not result in an active mercado space, the exercise generated a comprehensive list of home-based businesses for ongoing communications and future opportunities.*

#13 Fund and implement Wayfinding Plan Phase 1 directional and informational signage to improve visitor navigation.

- ✓ Provided input to design.
- ✓ Received regular updates on Phase I implementation.

STATUS: *As of September 2022, a County contractor is currently fabricating Wayfinding Plan Phase 1 signage for installation by County Public Works throughout FY23, weather permitting. The Community Services Department is currently working to replace trailhead kiosks for the Los Alamos Trails Network.*

#14 Implement Fuller Lodge interpretation plan to enhance visitor experience. Expand hours Fuller Lodge is staffed to meet guest needs.

- ✓ Since the completion of the Fuller Lodge Interpretive Plan, the Los Alamos Historical Society worked with the County and MainStreet to fund and produce the following interpretive exhibits:
 - **Free-Standing Interpretive Signs** – these tell the stories of Fuller Lodge history that are placed strategically throughout Fuller Lodge in places where visitors can read as they explore. They also can be moved easily to accommodate specific events.
 - **Hotel Room Exhibit** – Similar to the Ranch School dorm room on the west side of the second floor, the room directly north has been converted to a Manhattan Project-era hotel room using a mix of historic and constructed furnishings to approximate the use of the time.
 - **Oppenheimer Film Production Assets** – Under the direction of film director Christopher Nolan, set decorators transformed the Pajarito Room and Ante Room to match historic archives photos of Oppenheimer and his cohorts attending a Christmas party and a farewell speech. Although the set was closed, the production left props and the film locations team took photos of the sets that the Historic Society is planning to use in the future (after the Oppenheimer movie hits theaters).

STATUS: *Future execution of the Fuller Lodge Interpretive Plan projects is pending funding and resources.*

#15 Improve visitor centers' experience and effectiveness. At White Rock Visitor Center, create interactive and experiential displays, improve aesthetics, and provide conveniences visitors expect (i.e., beverages, snacks, sunscreen). Received regular reports on County projects to enhance the visitor experience through visitor center improvement projects. Two such projects are funded in FY23; their descriptions and status are detailed below:

- ✓ **White Rock Visitor Center Restroom Facility and Vendor Pad Project:** This is a capital project managed by the Public Works Department to build additional restroom facilities in a separate building located between the WRVC and the Bandelier Shuttle Bus Shelter. **STATUS:** *PW is working with contractor Wilson and Co. to design the project this fall, begin construction in early spring to be completed in time for the mid-May start of the "high tourism season."*

Los Alamos County Tourism Implementation Task Force
Progress Report on Building Los Alamos' Tourism Economy

- ✓ **White Rock Visitor Center Refresh Project:** This project, funded by economic development funds allocated for implementation of the Tourism Strategic Plan. The project purpose is to redesign/refresh the White Rock Visitor Center award-winning space to engage and inspire the tourists to expand their visit beyond Bandelier. **STATUS:** *Prior to issuing an RFP for this project, EDD plans to initiate a destination development and marketing plan that will use best practices and experiential trends, tools, and designs to redefine and refresh the Los Alamos brand and its applications. These outcomes will inform the design of the Visitor Center Redesign project RFP.*

#16 Relocate Los Alamos Visitor Center and furnish with interactive and engaging information.

- ✓ Researched and brainstormed locations, exhibits, products, and services for a marquee visitor center for the Los Alamos townsite.
- ✓ Developed criteria for evaluation of new Visitor Center locations. Also, more than 20 different locations were identified as possible locations. Using the evaluation criteria, five locations were visited and scored. The Task Force recommended to Council the relocation of the Visitor Center to the Community Building.

STATUS: *EDD to coordinate with appropriate County departments to define location options, funding, and proposed schedule for this project.*

#17 Continue to implement the MainStreet and Creative District events that draw visitors and provide additional activities that encourage extended stays.

Through the MainStreet Services contract, the County supports the following events that attract both visitors and locals:

- ✓ **Sustain/grow annual community events:** ScienceFest (Jul), Fair and Rodeo Parade (Aug), Halloweekend/Trick-or-Treat-on-MainStreet (Oct), Small Business Saturday (Nov), WinterFest and Holiday Lights Parade (Dec), Tuesdays @ the Pond Summer Entertainment series: Ashley Pond (May 31-Aug 2)
- ✓ **Join Statewide Event(s):** Joined New Mexico Restaurant Week and continued this annual event as stand-alone Los Alamos Restaurant Week and Take Out to Help out during COVID years when state has cancelled.
- ✓ **Initiate new events at key locations and businesses:** Creative District / Atomic Follies monthly Cabaret performances at Muy Salsas restaurant; Creative District assisted with Los Alamos Co-Op Park fundraising campaign for stage buildout; LACD managing bookings for entertainment at the new downtown Los Alamos Co-Op Park; May car show in White Rock.
- ✓ **Manage, enhance, and promote FYILosAlamos.org**, the official community events calendar.
- ✓ **Manage and market Small Project Grants program and events** through MainStreet, a 50% matching program for advertising/marketing events that attract visitors to the MainStreet districts in downtown Los Alamos and White Rock).

STATUS: *Los Alamos MainStreet is establishing and implementing the following “economic transformation strategy” – “Promote and encourage niche tourism by capitalizing on Los Alamos’ historic and scientific significance, as well as outdoor recreation opportunities,” including the following:*

- *Bringing **food trucks** to the White Rock Visitor Center and other key locations in the County*
- *Support MainStreet District businesses **year-round** by leveraging seasonal trends and regional events.*
- *Pursue development of **townsite historic district assets** that benefit downtown businesses and organizations, including: the Oppenheimer House renovation and public access; potential Historic District federal certification; proposed “Bathtub Row” outdoor exhibits; new Historic Walking Tour markers and map to include Oppenheimer House and WAC Dorm; implementation of the Fuller Lodge Interpretation Plan, including creation of interpretation panels for the Fuller Lodge hotel room exhibit.*
- *Continue/revive Creative District events and initiatives that involve/highlight the business community, including: **Creative Crawl**; the “**Museum Monday**” series and **Evening of Arts & Culture**.*
- *Create a comprehensive **Creative District directory and map**.*

Los Alamos County Tourism Implementation Task Force
Progress Report on Building Los Alamos' Tourism Economy

- Support and promote **Wayfinding Plan implementation** to help guide tourists to downtown districts.
- Bring **outdoor recreation visitors** to downtown MainStreet Districts by partnering and coordinating with local and regional outdoor recreation attractions and events like the Jemez Mountain Trail Run and Pajarito Trails Fest to promote MainStreet District activities for before and after the event.
- Run the **Los Alamos Business Accelerator** program, which supports and encourages a pathway to local entrepreneurship and storefront space through a series of workshops, networking, and pop-up concept. This program aims to benefit both locals as well as visitors.
- Support the development of the **Downtown Master Plans** for Los Alamos and White Rock and advocate for the **White Rock Metropolitan Redevelopment Area (MRA)** that will enable use of tools to incentivize development and help revitalize a key tourism corridor, the MainStreet district in White Rock along State Road 4.
- Use **New Mexico MainStreet technical specialists** to address economic vitality, facade improvements, historical preservation, marketing, and design services, and more, to further enrich our downtown for locals and for visitors.

#18 Support and create multi-day events, like “trail festivals,” with marketing support and potential funding assistance.

STATUS: This priority action is largely dependent upon strategic planning and development of Los Alamos County's outdoor recreation assets, events, and infrastructure. Community Services Department (CSD) Director Cory Styron is developing, packaging, and promoting recreation experiences with both the community and tourist in mind, to create new, engaging outdoor (and indoor) experiences that benefit resident users and provide a new adventure for tourists. CSD is working closely with the Economic Development Division (EDD), the Tourism Implementation Task Force, and the Lodgers' Tax Advisory Board to ensure consideration and alignment with Tourism Strategic Plan goals. Current projects in progress include: an ADA Audit to make all County recreation and cultural facilities accessible; an Integrated Master Plan for all community services, including parks, recreation, and open space; and a partnership with New Mexico's NHAL hockey team, the Ice Wolves, to host a southwest regional tournament in December at the Los Alamos County Ice Rink that will be leveraged to upgrade the rink facilities.

#19 Implement County plans for extensions, upgrades, maintenance, and new trails that benefit visitors and residents. Increase funding and staffing to address trail maintenance and improvements.

Trail expansions, upgrades and maintenance have long been a priority of Los Alamos County, with several projects planned and/or in different stages of design and construction by Public Works/Capital Projects. The Community Services Department Director and Open Space Division are focused on annual maintenance, as well as new trails and features. The Task Force's Outdoor Recreation subcommittee connected with the State's Outdoor Recreation Division to determine resources for developing and marketing Los Alamos natural infrastructure, enhance outdoor recreation events and coordinate with New Mexico Tourism Department's Outdoor Recreation Division programs and grants. *Work Group: Outdoor Recreation Work Group*

- ✓ Conducted several meetings to discuss outdoor recreation assets and visitor experiences.
- ✓ Hosted a joint meeting with LTAB featuring **New Mexico Outdoor Recreation Division Manager Axie Navas** to discuss Los Alamos' outdoor recreation assets and best ways to market them via NMORD.
- ✓ Partnered with the Pajarito Environmental Education Center (PEEC) and Los Alamos Creative District to develop a remote Nature on Tap panel event to create awareness of opportunities for **outdoor recreation outfitters and other businesses** to support Los Alamos' outdoor recreation tourism sector.
- ✓ Receive regular reports from Community Services Department (CSD) Director Cory Styron on outdoor recreation asset improvements, e.g., Golf Course, Ice Rink, and the Trails Network.

**Los Alamos County Tourism Implementation Task Force
Progress Report on Building Los Alamos' Tourism Economy**

- ✓ Monitor development and input opportunities to guide the development of the **Canyon Rim** and **Urban trails** that connect the downtown to the surrounding trails network and open space.

STATUS: *EDD and CSD are considering a system for ongoing monitoring and updating of on-trail signage, as well as addition of storytelling markers that connect trail assets with downtown attractions.*

#20 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.

- ✓ TTIF and LTAB hosted joint presentations from two firms that specialize in visitor data collection and reporting. County EDD added AB on this. This service was requested in the County Marketing Services contract and the current contractor selected is Datafy.

ADDITIONAL TOURISM PROJECTS & OPPORTUNITIES

In recent years, County staff and the Task Force have identified other projects, not identified in the Priority Actions lists, that impact or address the strategic focus areas and priorities of the Plan, listed below:

- ✓ **Historic Women's Dorm Building / Manhattan Project National Historical Park (MAPR)** TITF toured the dorm building and hosted a stakeholder meeting with Mullen Heller architects to gather input from the public. This was part of the public outreach portion of a study being conducted for the County for renovation and reuse of this historic building.

STATUS: *The Historic Dorm study is scheduled to be completed during the spring of 2022 and will produce three concepts for Council consideration and approval.*



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



CREATE + MARKET AN INVITING COMMUNITY



INCREASE THE CAPTURE OF VISITOR DOLLARS



ENRICH OUR ATTRACTIONS AND DOWNTOWNS
+ CELEBRATE THE NATURAL BEAUTY



OPERATE WITH INTENTIONAL LEADERSHIP, PUBLIC
AND 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 appear to be unlimited wants and needs for time and dollars for tourism development in Los Alamos, the top five priorities that the County can begin to focus on immediately include:



Increasing lodging supply



Modifying institutional structure



Making marketing efforts more effective



Enhancing guest experiences



Improving community quality for residents, businesses and LANL

Priority action items relating to each of these categories include those that require staff time only and those that require direct investment/expenses. The lists on the facing page describe each of these actions.

Implementing these, along with the other action items included in this plan will improve tourism as an economic driver to help Los Alamos diversify its economy and sustain community quality of life.

Los Alamos Tourism Strategic Plan – STRATEGIES & PRIORITIES



PRIORITY ACTIONS REQUIRING STAFF TIME

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.

PRIORITY ACTIONS REQUIRING DIRECT INVESTMENT/EXPENSES

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, 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.



County of Los Alamos

Staff Report

March 01, 2023

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.: B.

Index (Council Goals):

Presenters: Marketing Specialist Kelly Stewart

Legislative File: 17140-23

Title

Jan 24 NMHA TRENDS Conference Report

Body

Report and discuss NMHA TRENDS Conference

Attachments

A - NMTD New Programs Presentation

B - NMTD Tourism Exchange Brochure

NEW MEXICO  TRUE

**New Mexico Hospitality and Tourism
TRENDS Conference
January 24, 2023**

FY24 Executive Budget Recommendation



Base Budget

- Fully fund current positions (14.5 positions); allow stronger financial stewardship.
- To accommodate for media inflation and keep current fly media markets (additional \$4,000,000). **\$24.8 million**

Local Cooperative Programs

- Sustain investment levels in Cooperative Advertising programs, Earned Media program, Tourism Event Growth & Sustainability Program, Rural Pathways Program. **\$3.5 million**

Special Appropriation - National Advertising

- Promote New Mexico all four seasons; add the San Francisco media market; execute out-of-home major airport media takeovers; expand New Mexico True Certified Program national advertising; amplify conquest digital targeting; niche groups research. **\$20,000,000 one time**

Special Appropriation - Tourism Development Fund

- Strategically invest in tourism infrastructure, product development, capacity expansion, sustainability, and upkeep. **\$5,000,000 one time**

Research



NMTD Data Strategy



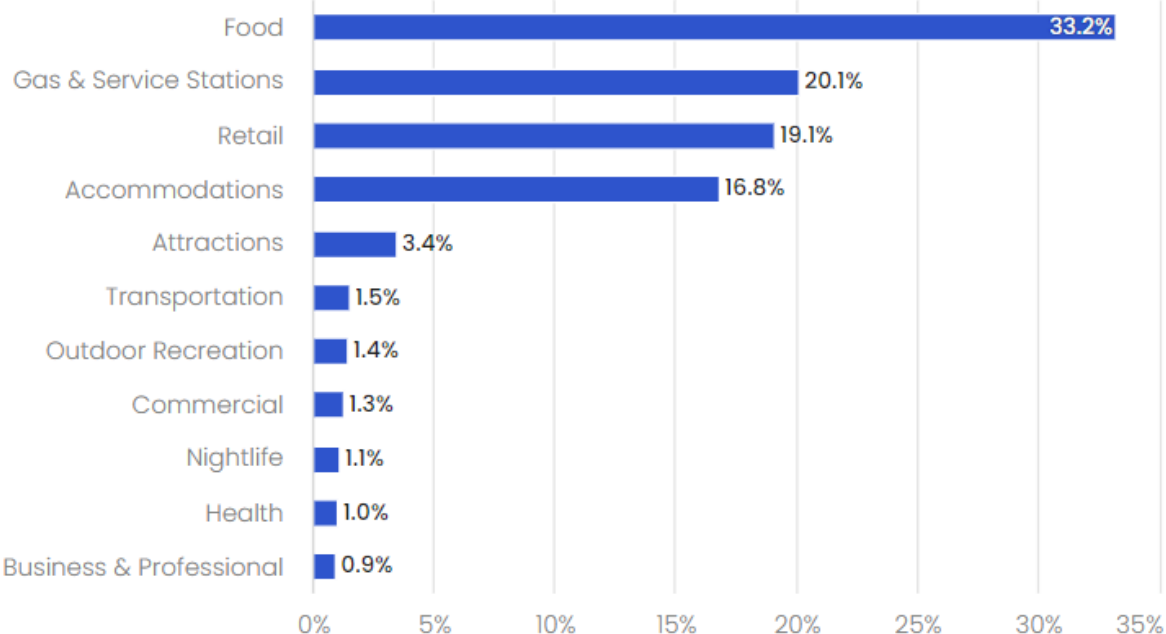
- Real-time data
- Forward-looking booking and planning data
- Special data projects
- Comprehensive and correlational data

This will allow NMTD to better target media, pivot strategy quickly, dig more deeply into data trends, and ultimately use marketing dollars more intelligently.

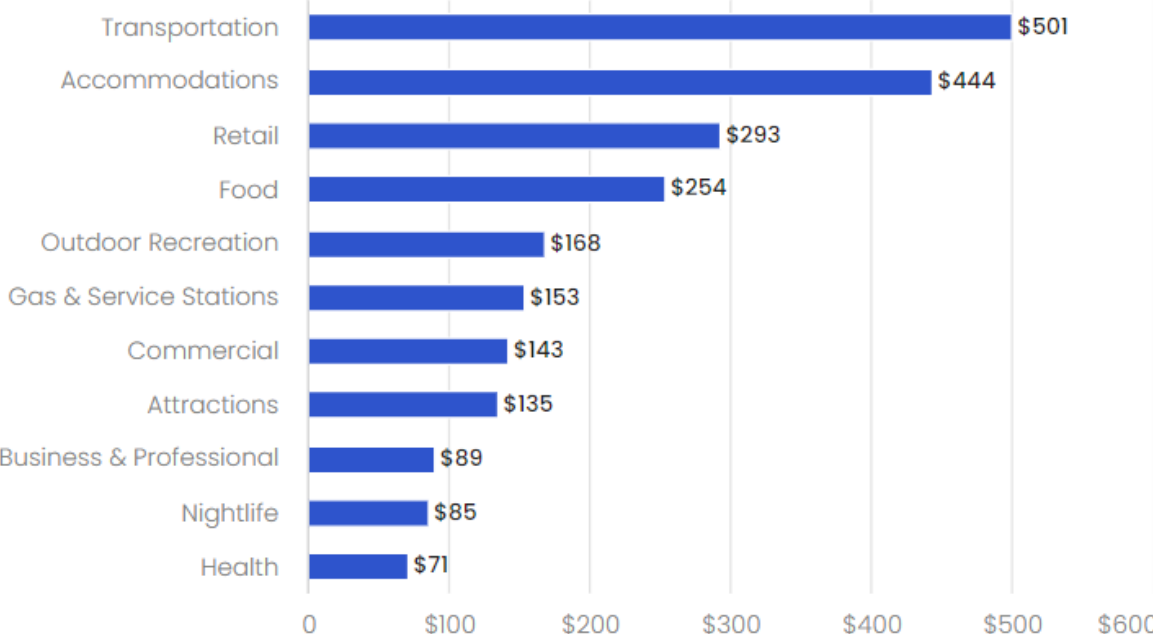
What is the visitor impact on the state's economy?

Source: Affinity. Note: Visitors spend across a wider range of industries categories contributing to tax revenues, job creation and entrepreneurship categories throughout the destination. The first insight highlights what visitors spend money on while traveling in your destination, the second displays the average spend in each of the tourism-related spending categories and the third displays the percentage of total spending in tourism-related spending categories that can be attributed to visitors.

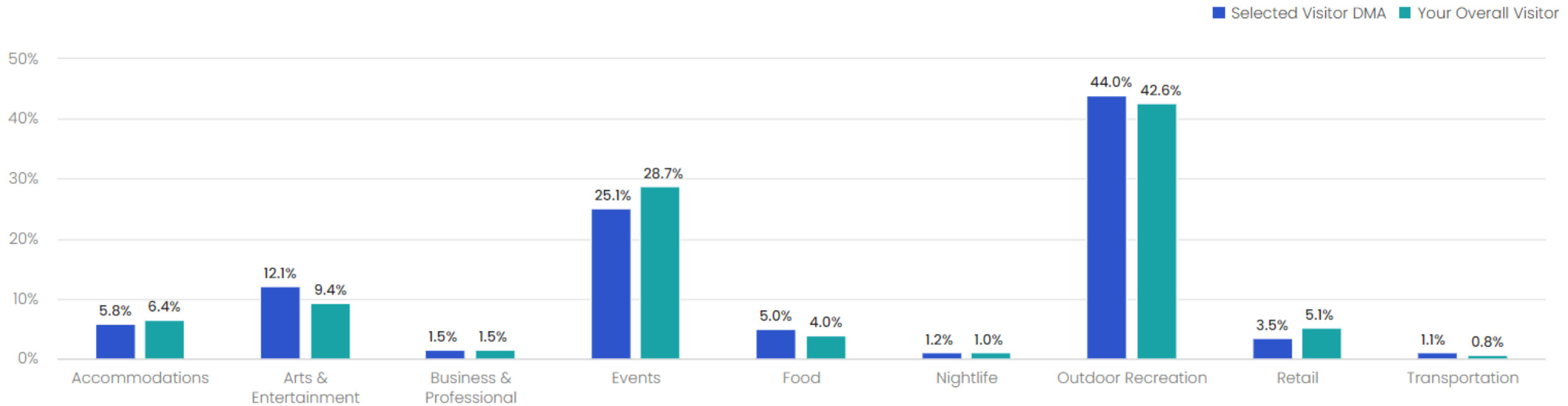
Visitor Spending Profile



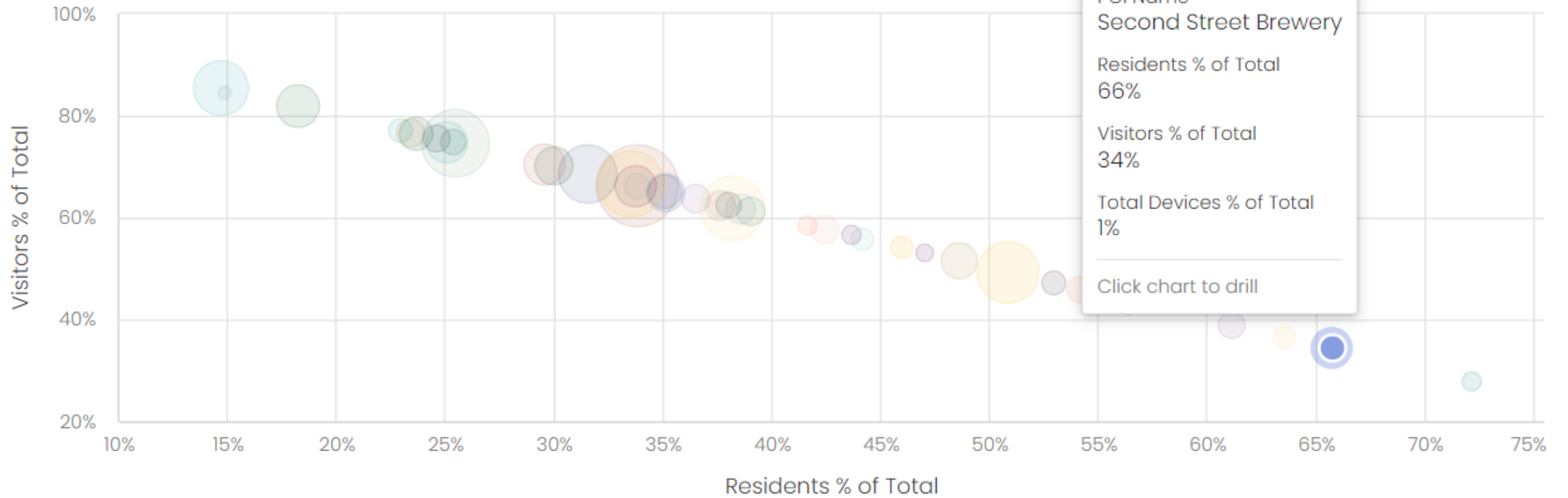
Avg Credit Card Spend Per Category



Sessions by Contextual Category - Selected Visitor DMA vs Your Overall Visitor



Top Points of Interest - Visitor & Resident Split



2021 Visitor Spending

\$10.0 BILLION

Total Economic Impact of Tourism in New Mexico in 2021



\$7.2B

Direct Visitor
Spending



\$10.0B

Total
Economic
Impact



83,811

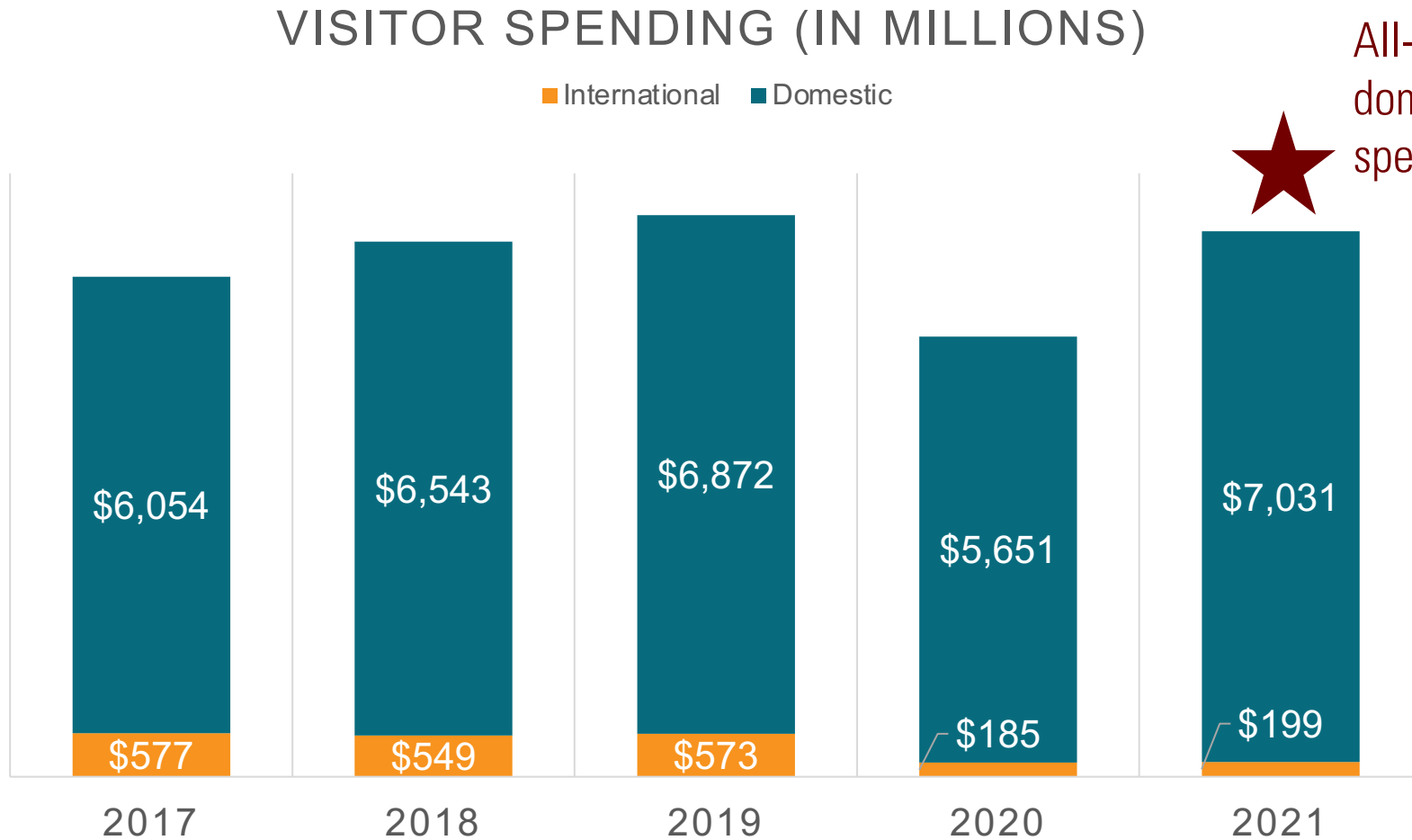
Total
Jobs
Sustained



\$708M

State & Local Taxes
Generated

Visitor Spending - 5 Year History



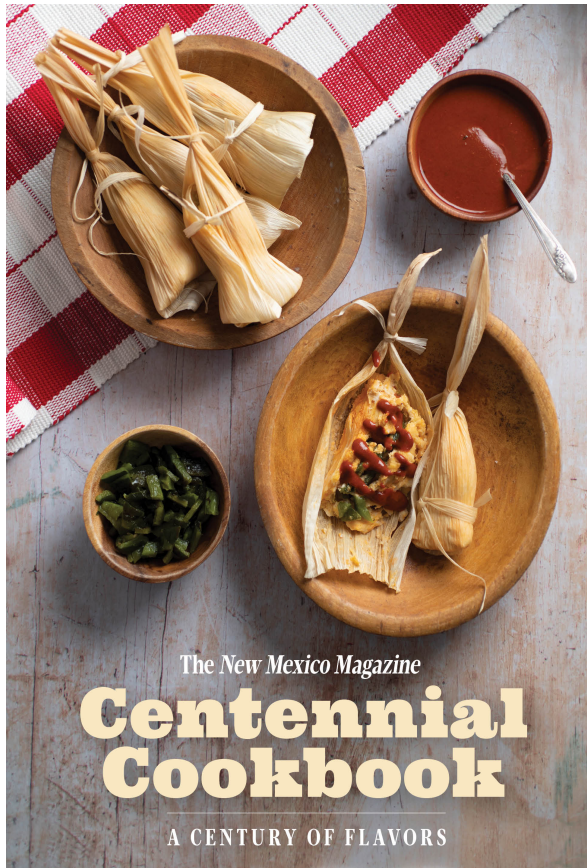
All-time record for domestic travel spending

- Visitor spending expanded 24% in 2021, recovering to 97% of 2019 levels.
- The difference between 2019 and 2021 is entirely in International travel.

New Mexico Magazine



New Mexico Magazine 100th Anniversary



- New Mexico History Museum Centennial Exhibit (April)
- A Century of Flavors: Cookbook (May)
- Special Commemorative Poster
- Experience New Mexico Reader Promotion
- Special Events Partnerships

Sign up for our weekly newsletter at:
<https://nmmag.us/newsletter>

New Mexico True Adventure Guide 2022-2023



- Over 300K to be distributed
- Added interactive content and advertiser links to our digital edition
- The Guides are available nationwide for sale at 650 locations, including Barnes & Noble and Books a Million stores
- Available at our visitor centers and newsstands and local chambers across the state
- Mailed to New Mexico Magazine subscribers as a premium.
- Distributed to more than 150 hotels and resorts across the state.

New Mexico Magazine Editorial Calendar



January-February: Annual Photo Contest

March: Unique Stays

April: Carlsbad Caverns

May: Food Issue

June: Outdoor Adventures

July: 100th Anniversary Issue

August: Night Skies

September: Historic Las Vegas Architecture

October: Ballooning

November: NM in Film

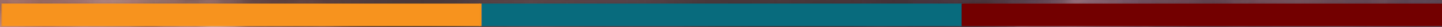
December: Holiday Makers / True Heroes

Contacts:

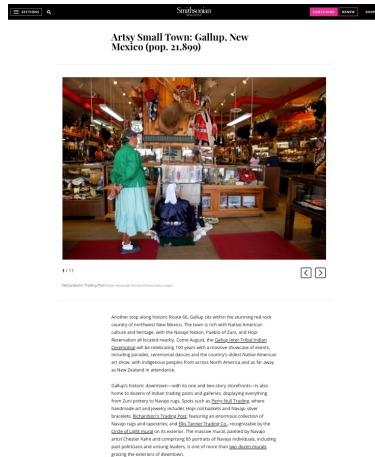
CEO Edward Graves, 505-639-8442, edward.graves@td.nm.gov

EIC Steve Gleydura, 505-469-5710, steve.gleydura@td.nm.gov

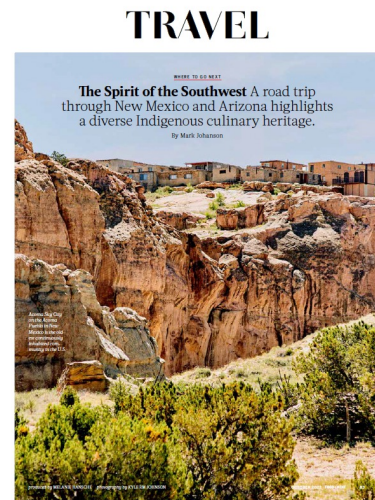
Earned Media



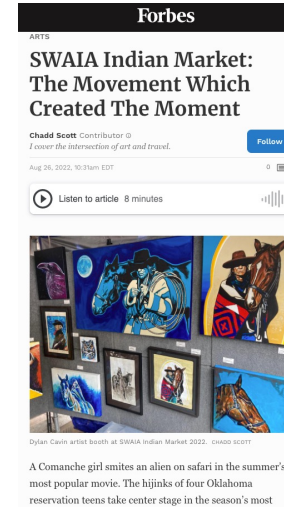
Earned Media Program



Smithsonian Magazine
 15 Best Small Towns to Visit in 2022
 (Gallup featured)
 Impressions: 6.6M
 AVE: \$22.1K



Food & Wine (Print)
 A Road Trip through NM
 Highlights Diverse Indigenous
 Culinary Heritage
 Impressions: 7.8M
 AVE:\$512.4K



Forbes Magazine
 SWAIA Indian Market: The Movement Which Created the Moment
 Impressions: 65.7M
 AVE: \$607.6K

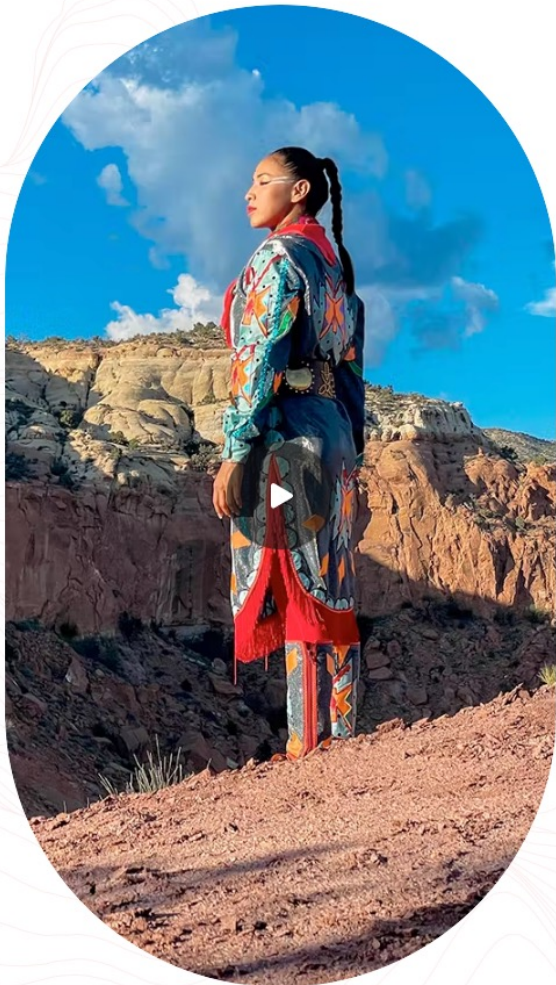


USA TODAY (Print)
 Trek the Turquoise Trail
 Impressions: 535K
 AVE: \$398K

International Media Marketplace



Special Recognition - Lonely Planet



NEW MEXICO USA

Known as the Land of Enchantment, the state of New Mexico in the southwestern United States, lives up to its nickname. Home to 23 native tribes, this is an ideal spot to learn about Indigenous culture, art and music while also enjoying the food and natural beauty of the American Southwest.

[Learn more about New Mexico](#)

Featured articles



ITINERARY - BEST IN TRAVEL 2023

A local's guide to learning about New Mexico, USA



ARTICLE - BEST IN TRAVEL 2023

The 10 best places to visit in New Mexico



What We're Looking For





Topics of Interest

1. Sustainability & Regenerative tourism
2. Native American & Indigenous
 - Indigenous cuisine especially continues to be a huge area of interest
3. Unique activities/experiences
 - Farm-to-table dining
 - Guided outdoor offerings
 - “Neighborhoods” newly emerging or experiencing a renaissance

Marketing



An aerial photograph of a mountain range. A central valley is filled with a river and dense evergreen forests. The mountains are rugged and partially covered in snow or light-colored rock. The sky is overcast with soft, diffused light.

NEW MEXICO  TRUE

LAND OF ENCHANTMENT



NEW MEXICO ✦ TRUE

LAND OF ENCHANTMENT

WHAT?

What is NMTD'S "CoOp" Program?

- ✓ **Jointly funded** tourism marketing investment to grow our **tourism economy** together through the strength of the **New Mexico True brand**

WHY?

Why should you participate?

- ✓ **Triple the impact** of your marketing investment with a **2-to-1 dollar match*** on awarded initiatives
- ✓ **Proven results** with **robust performance measurement**, including a custom dashboard, real-time digital optimization and quarterly reporting

WHO?

Who can participate?

- ✓ Local and tribal **governments**
- ✓ Tourism-related IRS **non-profit organizations**, attractions, and events
- ✓ Entities with a **wide range of budgets**

CoOp Program Objectives

ACHIEVE

greater media buying power by matching state dollars with partners' marketing investments



EXTEND

the power of New Mexico True with consistent brand standards and efficient production



MEET

a diverse range of partner goals and budgets



SUPPORT

partners through conscientious and expert service, from strategy to implementation

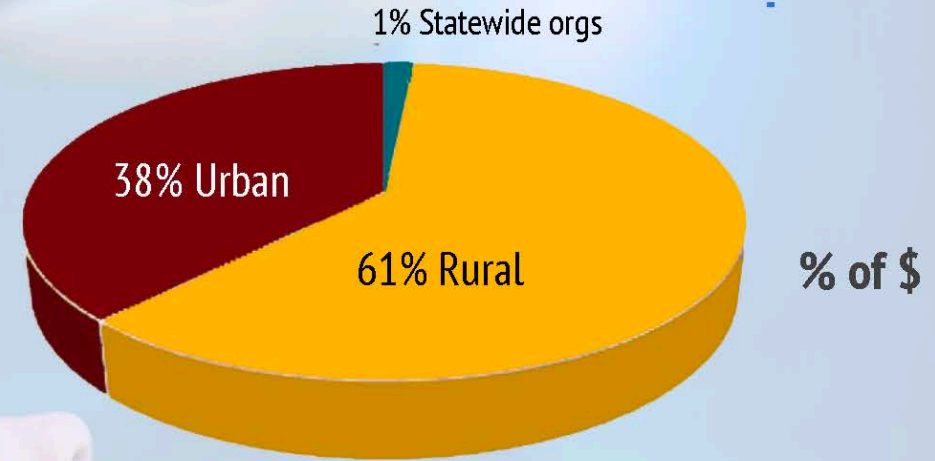
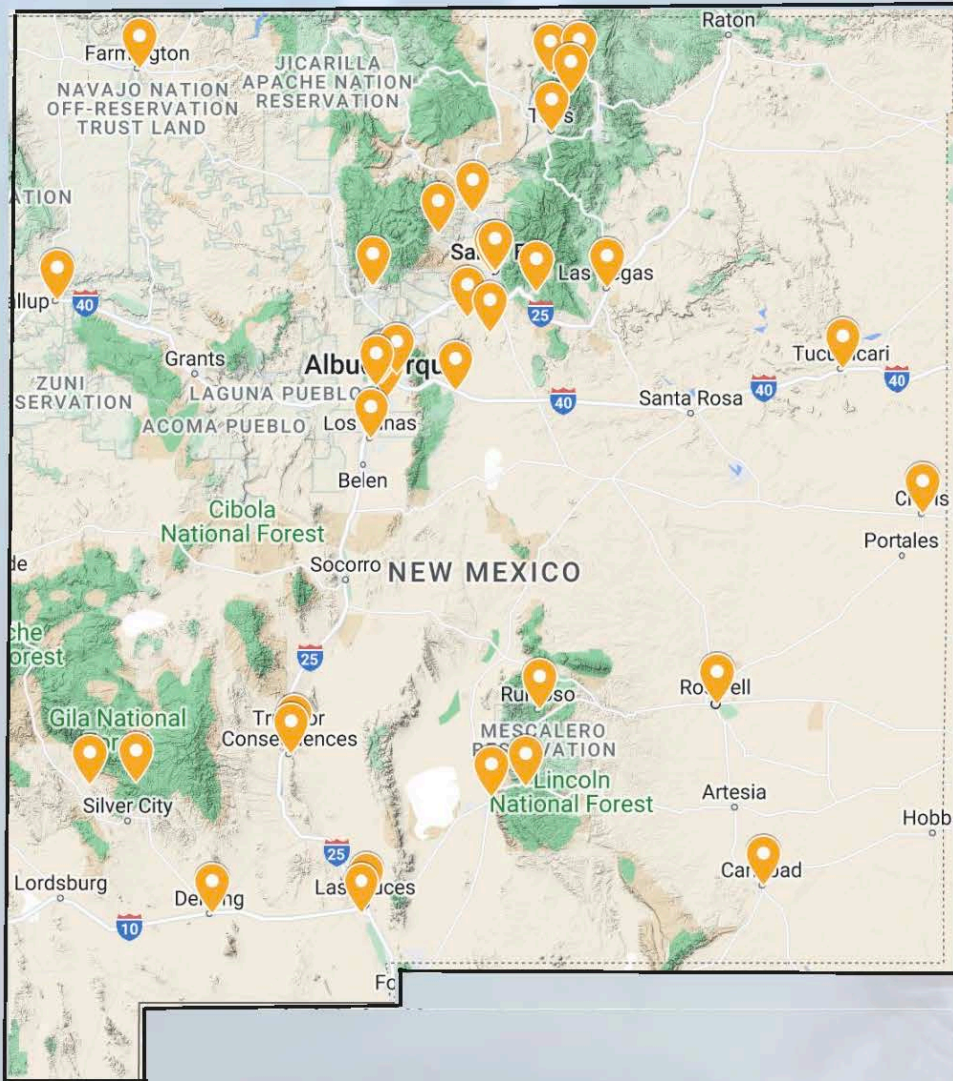


DELIVER

performance reporting to measure impact & inform optimization



Program serves a diverse range of partners



NMTD CoOp Team

- Handle media vendor Insertion Orders, Purchase Orders, and Payments.
- Supply useful tools that provide all production specs and requirements in a practical format.
- Negotiate all production timelines with vendors.
- Deliver all assets and traffic all ads to vendors.
- Manage production process on a daily basis.
- Facilitate creative approval routing process.
- Provide launch communication alerts.
- Track and optimize live media as needed.
- Collect all vendor reporting and provide comprehensive summaries.



Partner

- Remit payments on time.
- Deliver assets/creative on time & to spec.
- Respond in a timely manner to reviews and approvals.
- Complete year-end Tracking & Impact report with additional local data to complement MMP vendor reporting.

NMTD CoOp Team



- Facilitate reimbursement request process.
- Issue reimbursements per Flex award, once proof of creative approval, placement, and payment is received.

Partner

- Negotiate programs with media vendors (estimates must be uploaded and submitted as part of CoOp application).
- Develop production timelines with vendors.
- Manage production process and secure NMTD creative approval.
- Deliver all assets and traffic ads to vendors.
- Confirm programs are live.
- Track and optimize live media as needed.
- Handle media vendor payments.
- Collect proof of placement and all vendor reporting.
- Complete Flex reimbursement request within 30 days of in-market date for each initiative.
- Complete required reporting to NMTD by July 15, 2024

FY24 Timeline

FEBRUARY 24

SURVEY DUE: Partner priorities & situation assessment

MARCH/APRIL

1:1 Marketing Consultations (mandatory for new prospective partners)

MAY 22

Award Announcements

AUGUST

1st available in-market dates

MARCH 21

Application OPENS
Partners receive Smart Select Menus for consideration

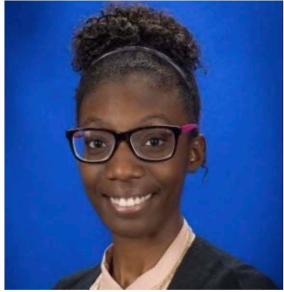
APRIL 21

APPLICATION DEADLINE:
FY24 MMP Selects + Flex Fund Requests

JULY 10

1st 50% Partner **PAYMENT DUE** to NMTD

Contact us! Your New Mexico True CoOp Team



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Manager

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NELIDA GRIEGO
Cooperative Marketing
Program Coordinator

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Account Director

Celia@NMTrueCoOp.org
505-515-4189

Your Partner Service Representatives



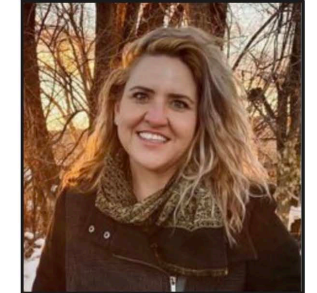
SHELBY TURNER-GEORGE



CHRISTI RIGBY



RONDA IVY MCLEOD



AMANDA CROCKER

We are here for you!

Tourism Development



Tourism Event Growth & Sustainability Program

Purpose

Support the growth and sustainability of New Mexico's tourism events through three tracks: Accelerator, Sponsorship, and CoOp Marketing.

Grant Size

\$5,000-\$50,000*, depending on track, with 2:1* co-funding for CoOp track.

FY24 Application Cycle

March 21-April 21, 2023

Contact & Information

Emily Bates, Tourism Development Coordinator, emily.bates@td.nm.gov

www.newmexico.org/grow-your-event

One Program, Three Ways to Grow

ACCELERATOR

*Online & Onsite
Assessments*

*Up to
\$5,000**

*Deliverables
Reimbursement*

COOP

*Up to
\$10,000*
Advertising
Award*

2:1 Co-Funding
(\$2 NMTD : \$1 Partner)*

SPONSORSHIP

*Up to
\$50,000*
NMTD
Sponsorship Base*

*Opportunity for
Additional
Bonus* Based on
Economic Impact*

**Final CoOp ratio, award amounts, and Sponsorship bonus are subject to change based on NMTD's final FY24 budget.*

Eligible Entities and Fiscal Agents

NONPROFITS

*Require Good Standing with
NM Secretary of State &
Office of the Attorney General*

FOR-PROFITS

*Require Nonprofit or
Government Fiscal Agent*

MUNICIPALITIES & COUNTIES

May Serve as Own Fiscal Agent

TRIBAL GOVERNMENTS

May Serve as Own Fiscal Agent

Eligible Events

New Mexico-based tourism events which...



Recipients of FY24 appropriations from the NM State Legislature are ineligible.

FY23 Awards



TOTAL AWARDS: \$182,000 TO 17 EVENTS

All awards were accepted.

TOTAL EVENTS PER TRACK



TOTAL AWARD AMOUNT PER TRACK



 Accelerator  CoOp  Sponsorship

TEGS FY23

● ACCELERATOR ● COOP ● SPONSORSHIP

FARMINGTON
Connie Mack World Series

BERNALILLO
Bernalillo Indian Arts Festival

ALBUQUERQUE
Albuquerque International Balloon Fiesta
Day of the Tread

SILVER CITY
Fiesta Latina

DEMING
Great American Duck Race

SANTA FE
Currents New Media Festival
IndigenousWays Festival
Santa Fe International Film Festival
Santa Fe International Literary Festival
Santa Fe Wine & Chile Fiesta

CLOVIS
Clovis Music Festival

ROSWELL
UFO Festival

LOVINGTON
Smokin' on the Plaza

CARLSBAD
Christmas on the Pecos

LAS CRUCES
Las Cruces International Film Festival
Southern New Mexico State Fair and Rodeo



FY24 Updates



- Streamlined application for clarity and conciseness.



- Addition of a Sponsorship bonus* based on event economic impact.



- Comprehensive Accelerator assessment process.



- Simplified and structured agreement and payment processes.

**Subject to change based on NMTD's final FY24 budget.*

FY24 Timeline

STEP 1 IDENTIFY

Eligible Event
Fiscal Agent

STEP 2 APPLY

Tuesday, March 21 –
Friday, April 21, 2023
nmtourism.smapply.io

STEP 3 AWARDS

June 5, 2023

STEP 4 SIGN

Agreement Approval
& Signature

New Mexico Clean & Beautiful Grant Program

implement projects and initiatives that contribute to:

- ending littering
- reducing waste
- beautifying communities
- empowering youth
- increasing program capacity



FY23 Program Overview



Grant Awards

- End Littering \$224,236.96
- Reduce Waste \$95,108.71
- Beautify Communities \$189,653.74
- Empower Youth \$254,086.70
- Increase Program Capacity \$27,688.24

Total \$79,801.35

Goal 1: End Littering

1.1 Prevent littering

1.2 Provide access to proper waste disposal.

1.3 Remove litter.



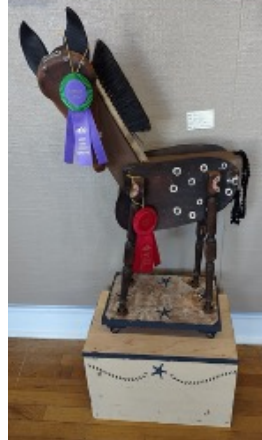
Goal 2: Reduce Waste

2.1 Reuse.

2.2 Repair.

2.3 Repurpose.

2.4 Improve
composting
and sustainable
organics
management.



Goal 3: Beautify Communities

- 3.1 Improve green spaces through sustainable park design.
- 3.2 Maximize sustainable landscaping throughout communities.
- 3.3 Prevent graffiti.
- 3.4 Eradicate graffiti.



Goal 4: Empower Youth

- 4.1 Educate students.
- 4.2 Provide service opportunities for youth groups.
- 4.3 Employ youth interns.
- 4.4 Provide leadership opportunities.



Goal 5: Increase Program Capacity

- 5.1 Recruit and engage volunteers.
- 5.2 Build coalitions through professional affiliations.
- 5.3 Increase knowledge through professional development.
- 5.4 Strengthen the community network in New Mexico
- 5.5 Secure additional funding for programs.



How to Become an NMCB Partner

Grants are available for New Mexico

- Municipalities
- Counties
- Tribal Governments

Match Requirement: 25% match required through donated goods or services, government costs, and/or volunteer hours

Funding Cycle: July 1 – June 30

- Applications open on Monday, March 13, 2023 & close on Friday, April 14, 2023.

For more information: chantal.orio@td.nm.gov or lancing.adams@td.nm.gov



Rural Pathway Program



Purpose

Provide technical assistance and matching funds to tourism stakeholders within New Mexico for the development and implementation of tourism products.

Two Parts

Tourism Incubator + 1:1 Matching Grant up to \$50,000

FY24 Application Cycle

July 1, 2023 – May 1, 2024 (rolling)

Contact

Emily Bates, Tourism Development Coordinator, emily.bates@td.nm.gov

www.newmexico.org/rpp

SUPPORTED PROJECTS

Picuris Pueblo Interpretive Center & Walking Trail

Communicating indigenous heritage & lifeways



QT Luong

Silver City Stories from Our Streets

Connecting tourists to local history & heritage



Española Lowrider Museum

Highlighting lowrider culture in Northern New Mexico



Española Lowrider Museum

Tourism Infrastructure



Examples of Tourism Infrastructure:

Airport Construction/Improvements
Outdoor Recreation
Cultural Facilities
Historic Theaters
Signage
Event, Performance, Fairground or Convention
Space/Facilities
Museum Facilities
Visitor Center Construction/Improvements
Public Art
Beautification and Placemaking

Prioritization Criteria

- Projects that demonstrate the ability to:
 - increase visitation,
 - increase capacity, and/or
 - improve the visitor experience
- Project priority ranking in local government's ICIP

Tourism Infrastructure (Continued)

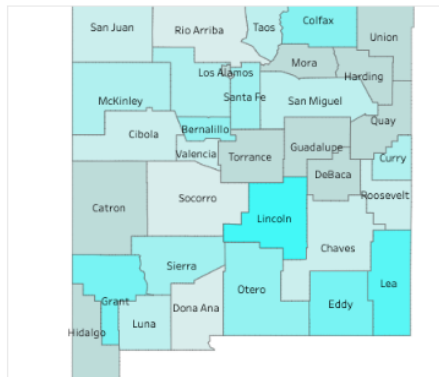
- 110 priority projects identified, statewide
- Total Need - \$314,681,705
- Funded to Date - \$109,557,448
- **FY23 Funding - \$26,122,271**

- **Examples of recently funded projects:**

- The Cavern Theatre, Carlsbad
- Curry County Livestock Pavilion
- Red Rock Park Improvements, Gallup
- Tularosa Recreational Splash Pad
- Ralph Edwards Park Improvements (Phase 2), Truth or Consequences
- City of Grants Multi-Purpose Arena
- Angel Recreation Area Expansion, Town of Hurley
- Sierra County Fairgrounds
- Wingfield House Cultural Museum & Visitor Center, Ruidoso

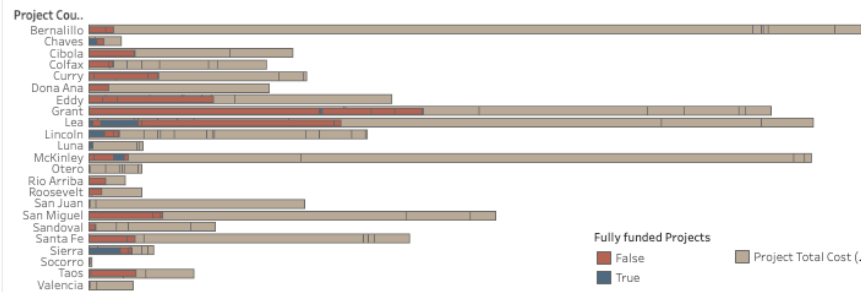
Tourism Infrastructure Dashboard

Tourism Infrastructure - Recommendations for FY23 Capital Outlay



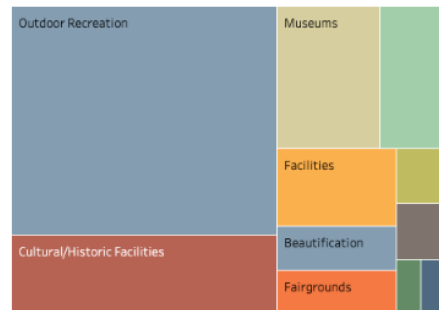
Project Funding to Date vs Total Project Cost

Click on County name to view data and project list details (below) for specific County. Hover over bar marks for County to view project funding & total cost details.



Projects by Category

Click on a Project Category to filter to projects in that Category.



Project List

Project Cou..	Project Title	Entity	ICIP	Category	COG	Total Cost	Funded to ..
Bernalillo	Albuquerque Museum Repairs and Renovations	Albuquerque	33819	Museums	Mid Region	\$1,422,350	\$422,350
	Balloon Museum Facilities	Albuquerque	30474	Museums	Mid Region	\$3,705,964	\$915,964
	Courtyard Renovation	Indian Pueb..	32190	Cultural/Histor..	Mid Region	\$250,000	\$0
	Historic Church Rehabilitation	Village of Ti..	38706	Cultural/Histor..	Mid Region	\$100,000	\$0
	Open Space Recreational Trail Network	Village of Ti..	38704	Outdoor Recre..	Mid Region	\$500,000	\$0
	The Albuquerque Rail Trail	Albuquerque	Null	Cultural/Histor..	Mid Region	\$36,500,000	\$0
Chaves	RMAC Interior Modifications	Roswell	35019	Museums	Southeastern	\$1,500,000	\$369,000
	Splash Pad	Hagerman	36846	Outdoor Recre..	Southeastern	\$300,000	\$450,000
Cibola	Milan Swimming Pool	Milan	37101	Convention Fac..	Northwest	\$3,461,553	\$0
	Regional Indoor Multipurpose Arena (Phase 1)	Grants	35561	Convention Fac..	Northwest	\$7,774,000	\$2,500,000
Colfax	Bartlett Mesa Ranch Acquisition	Raton	38795	Outdoor Recre..	North Central	\$2,700,000	\$0
	Cimarron Park Improvements	Cimarron	37920	Facilities	North Central	\$500,000	\$238,000
	Enchanted Eagle Park Improvements	Village of E..	31425	Outdoor Recre..	North Central	\$2,707,000	\$1,080,000
	Pedestrian Walkway	Cimarron	19491	Outdoor Recre..	North Central	\$950,000	\$0
	Recreational Facilities	Village of M..	36492	Facilities	North Central	\$800,000	\$0
	Santa Fe Trail Museum Improvements	Springer	31204	Outdoor Recre..	North Central	\$1,000,000	\$0

Dashboard

Track the progress of tourism-related infrastructure projects by county, project type, project cost and more.



www.NMtourism.org

NEW MEXICO TRUE



[@NMtourism](https://twitter.com/NMtourism)



[@NMTourismIndustry](https://www.facebook.com/NMTourismIndustry)



www.nmtourism.org

INTRODUCTION TO



in partnership with

NEW MEXICO  TRUE

WHAT IS TOURISM EXCHANGE USA

The Exchange is a B2B digital tourism marketplace that facilitates the real-time exchange of live inventory between suppliers and distributors for worldwide distribution across multiple categories of tourism products. Suppliers are able to connect their products to the Exchange and select distributors, who, in turn, can pull product to package and sell globally.

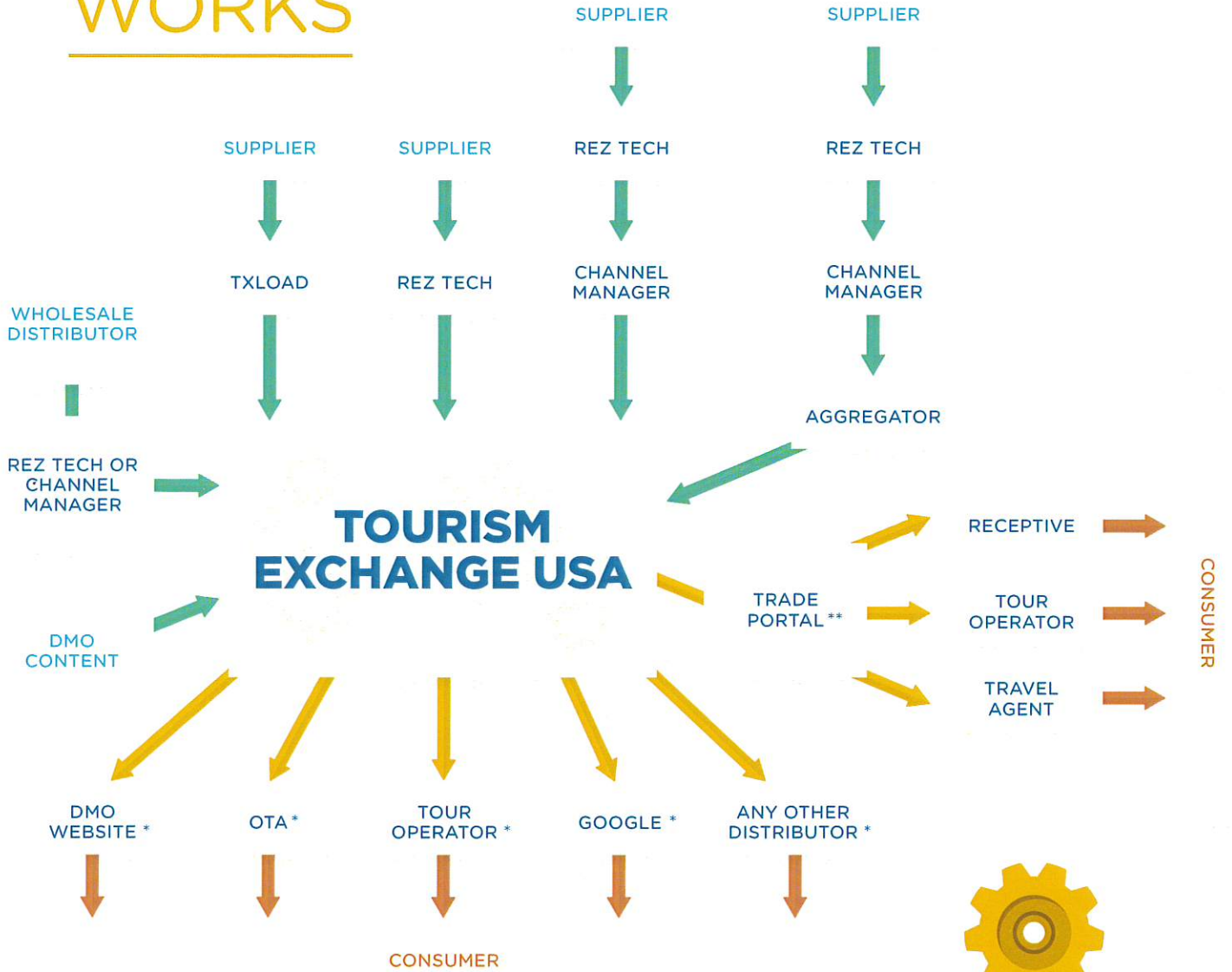
The Exchange is used by more than 100 DMOs (Destination Management Organizations) in Australia, Great Britain, and Japan to help develop and showcase new products, distribute destination content, and compile privacy compliant, first-party data. The Exchange is built on an existing platform that is already linked to hundreds of major domestic and international OTAs (Online Travel Agents) and reservation/ticketing systems and is already used by Priceline, Expedia, Google and Tripadvisor to source new products.



ATTACHMENT B



HOW IT WORKS



* INDIVIDUAL NEGOTIATED COMMISSION RATES

** SINGLE STANDARDIZED COMMISSION RATE THROUGH TRADE PORTAL



in partnership with



ATTACHMENT B



KEY HIGHLIGHTS AND BENEFITS



- The Exchange provides multiple NO-COST technology options for both suppliers and distributors, helping small businesses on both sides of product development and distribution stay relevant in today's digital economy.
- Based on their own needs, suppliers are able to choose when and who to connect to and only pay for completed bookings.
- The platform allows DMOs to promote bookable products alongside inspirational content and have end-to-end visibility of campaign performance.
- The Exchange captures legally compliant first party data for every transaction, and that data can be used for future marketing campaigns as well as ROI tracking.
- It provides accurate and real-time reporting for all stakeholders.
- It facilitates opportunities for true marketing partnerships with the Travel Trade by creating more standardized measurement procedures and a broader representation of products.
- The Exchange provides OTAs and Travel Trade partners straightforward digital access to sell more products.



The Exchange exponentially accelerates the development and global distribution of U.S. tourism products, increasing the volume, reach and diversity of suppliers.





CONNECTING WORKS FOR EVERYONE

Distributors

**OTAs, TOUR OPERATORS,
TRAVEL AGENTS**

- Source new products and content at no cost
- Access high-quality destination and experience imagery and descriptions for your own marketing needs to better position and sell products to your customers
- Work with destinations to create more robust and better targeted marketing campaigns that generate more sales
- Set your commission rates directly and take advantage of turn-key Trade Portal

Destinations

**NATIONAL, REGIONAL,
LOCAL DMOs**

- Create more distribution opportunities for your partners, increase efficiency, reduce costs, and keep more visitor dollars inside local communities
- Enable OTAs, tour operators, receptives and travel agents to present a more compelling and complete view of your destination by showcasing a wider variety of products
- Link bookable products to DMO content and facilitate content-as-a-service marketing initiatives with global distributors
- The system captures legally compliant first party data to power CRM and personalized marketing campaigns

Suppliers

**HOTELS, TOURS,
ATTRACTIONS, EVENTS**

- Connect an existing booking system directly to the Exchange or take advantage of FREE built-in accommodation and attraction booking tool
- Select and digitally contract with new distribution partners/channels to increase sales
- Manage bookings through multiple distribution partners/channels to decrease costs and drive need periods
- Manage all content and pricing
- Access your dashboard to track bookings and revenue by distributor
- Take advantage of negotiated, pre-set fees/commission rates from new distributors



GETTING STARTED

To learn more about how the Exchange works and details on how to get connected, please visit us at: TourismExchangeUSA.com



in partnership with

NEW MEXICO TRUE

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