



LOS ALAMOS
where discoveries are made

FY24 Work Plan for Los Alamos County Boards and Commissions

Fiscal Year 2024: July 1, 2023 – June 30, 2024

Board and Commission Name: Lodgers’ Tax Advisory Board

Date prepared:

Date approved by Council: TBD

Prepared by: Kelly Stewart, County Staff Liaison

This work plan will be accomplished in the following time frame: July 01, 2023 - June 30, 2024

Chairperson: Jen Olsen

Members and terms:

Member	Start/End Dates	Term
Matt Allen	Dec 2, 2022–Dec 1, 2025	2
Trevor Shuman	Dec 2, 2022-Dec 1, 2025	1
Jennifer Jenson	Dec 2, 2021-Dec 1, 2024	1
Jennifer Olsen	Dec 2, 2021-Dec 1, 2024	1
Michael Wheeler	Dec 2, 2022-Dec 1, 2025	1

Department Director: Paul Andrus, Community Development Director

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

Staff Liaison: Kelly Stewart, Marketing Specialist

Administrative Support provided by: Victoria Pacheco, Technical Analyst

Council Liaison: Randall Ryti

Reviewed by Council Liaison?

1.0 Provide a brief Summary of your Board or Commission’s activities over the past twelve months. Please describe your Board or Commission’s accomplishments and identify constraints. List any “lessons learned” and identify the greatest challenges faced by the Board or Commission.

I. LTAB’s FY23 priority focus areas: *STATUS/ACHIEVEMENTS*

- A. Lodgers’ Tax Revenues.** The primary goal of all Los Alamos tourism marketing efforts and events was to maximize visitation and overnight stays during weekends and holidays to complement the weekday hotel stays by Lab contractors and new hires to recover the -51% decrease in Lodgers’ Tax revenues during the COVID shutdown and closure in FY20 and FY21, back to FY19, the last fiscal year before COVID when total revenues were \$344, 486. ***STATUS/ACHIEVEMENTS: In FY22, total Lodgers’ Tax revenues reached an all-time high of \$373,320, exceeding FY19 by 8%.***
- B. Short-Term Rentals.** Following LTAB’s letter to Council, advocating for budget allocation to fund a short-term rental study, LTAB has requested updates on the study which was awarded to a consultant to monitor the needs and quality of the short-term rental market, impacts on the community, and compliance with state legislation guidance and opportunities. ***STATUS/ACHIEVEMENTS: Following Council’s approval of Chapter 16 and 18 of the Los Alamos County development code in November, the Community Development Department’s Planning Division began working on the study with the consultant.***
- C. Tourism Marketing Metrics.** As part of the County’s latest contract for tourism marketing services, consultant Sunny505 began a subscription in April 2022 with Datafy, a software system that uses geofencing to capture and anonymize data from cell phone apps in a specified geographic area, then produces data analytics or information regarding visitors, their movements, and their preferences. Beginning in May, Datafy began an extensive conversion to a 2.0 model to improve functionality, and to separate LANL visitors’ signals from those traveling to recreation areas like Bandelier National Monument, the Valles Caldera National Preserve, and Pajarito Mountain. As of December 1, 2022, the majority of Los Alamos data areas has been converted to the new system, pending the LANL areas. ***STATUS/ACHIEVEMENTS: The County Economic Development Division (EDD) and Sunny505 have been using the Datafy dashboard to produce reports that show top 3 origins (states where visitors are traveling from), total visitation year-over-year, average length of stay, and top attractions and hotel stays. EDD has also connected MainStreet with Datafy to set up baseline data to measure visitation and spending at specific locations during specific dates for events like ScienceFest. LTAB has hosted a demonstration from VisitWidget, a company that adapts a software program and app used by Santa Fe and other cities and outdoor recreation areas around the world that serves as a search and itinerary builder for visitors and provides data analytics regarding visitor behavior and preferences. LTAB also hosted a discussion with TOURISM Santa Fe regarding their experience with Datafy, VisitWidget, and Placer AI, another data analytics subscription software product that uses geofencing but provides nationwide access for competitive studies. EDD will be working with LTAB and the Tourism Implementation Task Force’s data work group to determine data reporting goals and the most effective tool to use.***
- D. Hospitality Best Practices.** LTAB identified customer service training, lodging familiarization and support, and the development and implementation of a Brand Marketing Plan as key initiatives to improve customer service and community brand advocacy at all visitor interfaces. ***Status/Achievements: A customer service training program was required as part of the County’s new visitor center services contract with Discover Los Alamos, a program of the Los Alamos Commerce and Development Corporation. A training manager was hired, and the A2D***

Ambassador Training Program was launched in August 2022, targeting visitor center staff and attraction docents and volunteers first, with a plan to expand to businesses, organizations, and residents. LTAB is in the process of visiting each of the local hotels, inns, and B&Bs that pay Lodgers' Tax to learn about their product, services, and amenities and to provide feedback. EDD is planning to issue an RFP for an Integrated Marketing Communications Plan in the first quarter of 2023 that will incorporate the scopes and initiatives from key strategic planning documents, namely, the Brand Action Plan, the Tourism Strategic Plan, and the Economic Vitality Strategic Plan.

- E. Tourism Strategic Plan Implementation.** An LTAB member serves as a liaison to the Tourism Implementation Task Force, attending monthly meetings, participating in work groups, and reporting on items to LTAB. *STATUS/ACHIEVEMENTS: At the December meeting, Task Force work groups were selected to move Tourism Strategic Plan priority projects and initiatives forward beginning in January 2023 in the following areas: Visitor Experience, Marketing Communications, Events Support, and Data Reporting.*

II. MONITOR & MAINTENANCE ITEMS

The following topics are ongoing initiatives, programs and projects that impact the Los Alamos tourism experience. Prior to each meeting County staff will check with sources regarding the status of these projects and report to LTAB updates as they occur.

- A. New Mexico Tourism Department (NMTD) Programs & Grant Opportunities.** Monitor New Mexico Tourism Department opportunities and Los Alamos County's participation in programs including the New Mexico True FY23 Cooperative Marketing and Advertising grant. Collect and present performance data to LTAB, Council and other interested groups.
STATUS/ACHIEVEMENTS: In November 2022, EDD and LACDC staff met with the Tourism Cabinet Secretary and her marketing, communications, and PR staff to brainstorm the best ways Los Alamos can leverage the marketing power of the state Tourism Department and its programs to increase and measure visitation to Los Alamos. See FY24 Projects and Initiatives for information gleaned from this meeting.
- B. Event Support.** Monitor performance of the fylosalamos.org event calendar and provide input to ongoing event support, marketing, and assessment efforts of the following groups:
- 1. Tourism Implementation Task Forces' Event Support (event inventory, infrastructure)**
STATUS/ACHIEVEMENTS: Communications and checklists have been updated and the new Events Support Group will convene in January 2023.
 - 2. Tourism Marketing Services contractor (marketing plans for key events)**
STATUS/ACHIEVEMENTS: Sunny505 provides full marketing services for the County's signature event, ScienceFest and provide P.R. and social media posts to support other key visitor events throughout the rest of the year.
 - 3. Discover Los Alamos group marketing services (outreach and support to event attendees, business coordination, welcome signage and packets, in-market promotion)**
STATUS/ACHIEVEMENTS: Discover Los Alamos (DLA) reintroduced a "Big Welcome" promotion package/service in support of the Dec 9-11, 2022 Winter Classic event sponsored by the New Mexico Ice Wolves and hosted by the County's Community Services Department at the County ice rink. The "Big Welcome" promotion includes a customized welcome banner posted at the entrance to town, welcome posters sent to businesses to post in their

windows, a special food and beverage business hours brochure, outreach to businesses to create special menu specials and/or themes, assistance with welcome bag items, and on-site welcome services. EDD will be working with DLA to select key annual or special events that are primed for drive market visitation to provide “Big Welcome” services in 2023.

4. Datafy Dashboard geo-data collection and assessment (year-over-year performance)
STATUS/ACHIEVEMENTS: In progress. See item 1.0, I. C. above.

III. Strategic Projects Updates. These items are now listed on a Standing Projects Progress Report spreadsheet that is updated and included in all Tourism Implementation Task Force meeting agenda packets.

- ✓ Brand Marketing Plan Development & Implementation *STATUS/ACHIEVEMENTS: EDD will issue RFP for Integrated Marketing Communications Plan in FY23, quarter 3 (Jan-Mar 2023).*
- ✓ Community Services Implementation Management Plan *STATUS/ACHIEVEMENTS: Pending.*
- ✓ Pueblo Canyon Mountain Bike Trail and Skills Park *STATUS/ACHIEVEMENTS: Pending.*
- ✓ Visitor Guide, Materials and Kiosks. *Input to these materials will be provided by the marketing communications work group of the Tourism Implementation Task Force.*
 1. Visitor Guide Redesign. *STATUS/ACHIEVEMENTS: The Los Alamos Visitor Guide will be reformatted and redesigned Jan-May 2023.*
 2. Visitor Information In-Market Materials. *STATUS/ACHIEVEMENTS: The in-market visitor kiosk brochures—Orientation, Walk&Shop, See&Do, History&Science, Trails Network Map, Los Alamos/White Rock Street Map, the Historic Walking Tour, and the Homestead Tour are all updated and printed as needed, based on restocking needs at each of the 29 information kiosks.*
 3. Visitor Information Kiosks. *STATUS/ACHIEVEMENTS: Discover Los Alamos presented a kiosk performance report to EDD in December, showing which kiosks were getting used, which materials were getting taken, and recommendations for kiosks to consider relocating to new locations.*
- ✓ Wayfinding Plan Implementation. *STATUS/ACHIEVEMENTS: Phase 1 wayfinding design is complete and signs are currently in fabrication and ready for installation in the spring 2023.*
- ✓ Welcome Centers Experience Refresh Design/Construction. *STATUS/ACHIEVEMENTS: This project is pending start of Integrated Marketing Communications Plan to guide messaging and images. It is listed on LTAB’s Standing Projects Progress Report and is one of the projects being addressed by the Tourism Implementation Task Force’s visitor experience group.*
- ✓ White Rock Visitor Center Restrooms & Vendor Pad. *STATUS/ACHIEVEMENTS: This project is currently in design by Public Works/Capital Projects with input from EDD and Planning. It is scheduled for construction in spring 2023 and completion by Memorial Day.*

IV. Outdoor Recreation Economy Development & Marketing

- A. Work with County staff and the Community Services Department/ Recreation Division to identify recreation experiences and itineraries that can be packaged and

marketed to prospective tourism audiences. *STATUS/ACHIEVEMENTS: CSD, EDD and LACDC's Chamber of Commerce, MainStreet, and Discover Los Alamos programs worked together to optimize the for the Winter Classic event at the County Ice Rink which drew 100 drive market visitors outside the zip code and 103 from outside the state. Discover Los Alamos provided "Big Welcome" promotion services (see 1.0, II. B. 3 for details). Sunny505 provided targeted public relations and geofencing data collection and analysis via Datafy.*

- B. Monitor and provide input to grant opportunities from the New Mexico Outdoor Recreation Division (NMORD) or other agencies. *STATUS: In 2022, NMORD funds were allocated to program development grants that CSD and PEEC applied for and received.*

V. Administrative Actions

- A. Coordinate with Task Force regarding goals, projects, and reporting at monthly LTAB meetings. Work with County staff to determine feasibility, timing, and requirements for making the Task Force a subcommittee of LTAB in the future. *STATUS/ACHIEVEMENTS: LTAB and Task Force have cross-promoted and collaborated on tourism projects and priorities. At LTAB's annual presentation to Council on December 6, 2022, Council confirmed LTAB's desire to merge with the Tourism Implementation Task Force.*
- B. Training. Work with LTAB to identify training needs and opportunities and coordinate with County staff to identify trainings and coordinate registration. *STATUS/ACHIEVEMENTS: Meeting Conduct and Roberts Rules of Order training sessions planned for spring once board vacancies have been filled.*

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

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

N/A

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

- FY23 Tourism Marketing Services Marketing Plan (tourism marketing contractor).
- Lodgers' Tax Fund Accrued and Actual Revenue reports (Los Alamos County Finance Department).
- Public Relations/Social Media Data reports (tourism marketing contractor).

- Datafy Visitation Reports
- Visitor/Attraction Trends reports (visitor center contractor).
- Presentations and Reports from County Departments
- Tourism Strategic Plan
- Wayfinding Plan
- Economic Vitality Strategic Plan (EVSP)
- Brand Action Plan
- Comprehensive Plan
- Downtown Redevelopment Master Plan & Development Code Update
- Community Services Integrated Master Plan

2.3 Other projects/assignments proposed by the Board or Commission: (Any projects or activities proposed in this section should be discussed with the Council Liaison prior to listing it in this work plan.) To assist with Council review of the work plans, please list the B&C's proposed projects or assignments in priority order.

Advocate for the County to hire a Tourism Manager and establish a Tourism office/division.

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

- LTAB to coordinate and partner with the Tourism Implementation Task Force.
- LTAB will also seek briefings from County Departments, Boards and Commissions, and outside interests to inform the key focus areas.

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

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

5.0 List the current subcommittees for this Board or Commission.

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

List the subcommittee members and their terms.

Explain how sub-committee members are selected or appointed.

Provide a description of each subcommittee’s charter or purpose.

Describe the expected duration for the subcommittee and their work plan(s) demonstrating how they support the Board or Commission:

LTAB would like to incorporate the Tourism Implementation Task Force.

Attachment A: Provide a copy of your Board or Commission’s “Purpose” and “Duties and Responsibilities” from Chapter 8 of the County Code.

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

Sec. 8-101. Purpose

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

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

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

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

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

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

Quality Governance	
Quality governance is participatory, consensus-oriented, transparent, accountable, effective, efficient, and responsive to the present and future needs of stakeholders.	
Communication and Engagement	
Inform, educate, and engage community members on County projects, policies, and goals to promote a culture of open communication and collaboration and foster exceptional customer service.	X
Intergovernmental and Regional Relations	
Collaborate and problem-solve with the County’s major employers; community partner organizations; neighboring Pueblos; and regional, state, and national governmental entities.	X
Fiscal Stewardship	
Maintain fiscal sustainability, transparency, and compliance with applicable budgetary and financial regulatory standards.	
Operational Excellence	
Operational excellence involves having structures, processes, standards, and oversight in place to ensure that effective services are efficiently delivered within available resources and that services continuously improve to anticipate and meet future needs.	
Effective, Efficient, and Reliable Services	
Deliver customer-focused, accessible, reliable, and sustainable services to the community through sound financial management, collaborative decision-making, effective communication, and efficient implementation.	
Infrastructure Asset Management	
Evaluate the County’s assets and infrastructure to first prioritize funding to best maintain and protect those investments and second to inform new investments.	
Employee Recruitment and Retention	
Attract and employ diverse and highly qualified staff, retain staff through development and growth opportunities, and promote staff to address increasingly complex challenges.	
Economic Vitality	
Economic vitality encompasses the ability of the community to diversify, develop, grow, and sustain the many elements necessary for a local economy to flourish.	
Housing	
Increase the capacity for new housing development and the amount and variety of housing types to meet the needs of a growing population, particularly middle- and lower-income households.	

Local Business	
Encourage the retention of existing businesses, facilitate the startup of new businesses, and assist in their opportunities for growth.	X
Downtown Revitalization	
Revitalize the downtown areas of Los Alamos and White Rock by facilitating development opportunities in accordance with the Los Alamos and White Rock downtown master plans.	
Tourism and Special Events	
Continue sponsoring special events and promoting tourism to support the local business economy by enhancing amenities and utilizing facilities.	X
Community Broadband	
Provide community broadband as a basic essential service that will enable reliable high-speed internet services throughout the County at competitive pricing.	
Quality of Life	
Quality of life is a reflection of general well-being and the degree to which community members are healthy, comfortable, welcomed, included, and able to enjoy the activities of daily living.	
Health, Wellbeing, and Social Services	
Improve access to behavioral, mental, and physical health and social services and amenities to address identified issues and to sustain Los Alamos County's rating as the healthiest county in New Mexico.	
Diversity, Equity, and Inclusivity	
Promote diversity, equity, and inclusivity through awareness training, targeted events, and expanded opportunities for diverse interests.	
Mobility	
Improve and expand access to alternative modes of travel including public transit, cycling, and walking amenities and services.	
Educational, Historical, and Cultural Amenities	
Promote educational and cultural opportunities, in coordination with community partners, and provide for the preservation and restoration of historic buildings and the protection of archaeological sites.	X
Open Space, Parks, and Recreation	
Protect existing open space and maintain and improve parks and recreation facilities and amenities as defined by adopted plans and approved projects.	X
Public Safety	

Ensure overall community safety through proactive and sustained implementation of police, fire hazard mitigation, and emergency response plans.	
Environmental Stewardship	
Environmental stewardship is the responsible use and protection of the natural environment through active participation in conservation efforts and sustainable practices that enable interaction in productive harmony with the natural environment.	
Natural Resource Protection	
Take actions to protect open space, the wildlife and wildland interface, safeguard water, and mitigate tree loss in the community.	
Greenhouse Gas Reduction	
Establish targets for and promote the reduction of greenhouse gas emissions, integrate sustainability and resiliency practices into County operations, and encourage energy-reduction enhancements for new and remodel building projects in the community.	
Carbon-Neutral Energy Supply	
Achieve carbon neutrality in electrical supply by 2040 through diversified carbon-free electric sourcing and promote energy efficiency and reductions in natural gas usage.	
Water Conservation	
Reduce potable water use, increase non-potable water use and water harvesting for irrigation where suitable.	
Waste Management	
Manage waste responsibly by diverting waste from landfills through recycling, re-use, composting and waste reduction programs, and zero-waste education campaigns to promote a circular economy.	



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.



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.

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.*

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#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*

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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

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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."*

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- ✓ **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**.*

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- 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.

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- ✓ 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.



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.

Tourism Implementation Task Force Working Groups

FOCUS AREA						
PRIORITY ACTION	PROJECT	TITF	DATA	MKTG & COMMS	VISITOR EXPERIENCE	EVENTS
MARKETING COMMUNICATIONS						
12 Brand Action Plan Fund and implement the LA Brand Action Plan.	Integrated Marketing & Communications Plan (IMCP) 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.	<i>Provide input, approval, and recommendation.</i>				
11 vla website/social media Improve the appeal, function and content of the vla.org website and social media platforms.	VisitLosAlamos.org Website Redesign Design of the new					
	Website Consolidation Assessment and integration of other visitor-oriented websites, incl. fyilosamos.com, discoverlosalamos.com, losalamosnm.us, losalamos.com, etc.					
4 NM True Continue to improve Los Alamos' presence with NM 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 NMTD.	Pursue NMTD Relationships and Opportunities: Provide Feedback and Support					
	Statewide Events Identify and join Statewide Event(s) to raise profile of Los Alamos asset, e.g., NM Restaurant Week.					
9 Regional ED Expand specific strategies and actions to increase partnerships with regional ED entities (e.g., Santa Fe, Taos, Angel Fire, the Pueblos) to grow visits to LA.	Pursue and Cultivate Relationships with Buffalo Thunder, Santa Fe, Taos:	Provide Feedback and Support				
	Regional Exhibits and Campaigns	Provide Feedback, Research and Support to Participate				

Tourism Implementation Task Force Working Groups

FOCUS AREA				MKTG & COMMS	VISITOR EXPERIENCE	EVENTS
PRIORITY ACTION	PROJECT	TITF	DATA			
MARKETING COMMUNICATIONS (CONT'D)	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 widely soon.					
	MARKETING Los Alamos Stakeholder Communications: Inform and Share Los Alamos tourism marketing & communications outreach.					

Tourism Implementation Task Force Working Groups

FOCUS AREA						
PRIORITY ACTION	PROJECT	TITF	DATA	MKTG & COMMS	VISITOR EXPERIENCE	EVENTS
EVENTS SUPPORT						
10 Event Permitting & Support Improve approval, permitting, resources and assistance to community groups and organizers for events.	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.					
	Communications Create Google Communications list to relay pertinent information and updates and receive input from event organizers and vendors.					
	Event Survey Update and deploy event organizer survey to help identify gaps in communications and needs.					
	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.					
	Event Resources Identify and make available resources for funding and other services.					
	Event Promotion Create and coordinate process for welcoming groups to town through signage, business promotions, etc.					
18 Multi-Day Events Support and create multi-day events, like "trail festivals", with marketing support and potential funding assistance.	Multi-Day Events Support and create multi-day events, like "trail festivals," with marketing support and potential funding assistance, ScienceFest, Winter Classic, Project Oppenheimer.	<i>Inform, share, participate, provide feedback, research, and support.</i>				

Tourism Implementation Task Force Working Groups

FOCUS AREA						
PRIORITY ACTION	PROJECT	TITF	DATA	MKTG & COMMS	VISITOR EXPERIENCE	EVENTS
EVENTS SUPPORT (CONT'D)						
19 Trails 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.	Outdoor Recreation Experiences/LA Trails Network Enhancement & Pajarito Mountain year-round	<i>Provide feedback, research and support</i>				
17 MainStreet/Creative District Continue to implement the MainStreet and Creative District events that draw visitors and provide additional activities that encourage extended stays.	MainStreet Events Assess/define LAMS/LACD projects, and their contribution to tourism goals, including new events at key locations/businesses.					
7 Tour Operator/Group Marketing Contact regional and national tour operator and travel agencies currently active in NM to coordinate services and trips to Los Alamos. Focus on tour group itineraries with overnight stays in LA.	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.	<i>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</i>				

Tourism Implementation Task Force Working Groups

FOCUS AREA						
PRIORITY ACTION	PROJECT	TITF	DATA	MKTG & COMMS	VISITOR EXPERIENCE	EVENTS
<u>VISITOR EXPERIENCE</u>						
15 Visitor Center Experience 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).	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.					
	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 IMCP.	<i>Provide research, feedback, and support</i>				
	Los Alamos Visitor Center Relocation Revisit potential locations to relocate the Los Alamos Visitor Center.	<i>Provide research, feedback, and support</i>				
14 Fuller Lodge Implement Fuller Lodge interpretation plan to enhance visitor experience. Expand hours Fuller Lodge is staffed to meet guest needs.	Other Visitor Entertainment Areas Monitor and provide input to Historic District assets, including Fuller Lodge Interpretation Plan, Women's Dorm/MAPR Visitor Center Project. Evaluate other potential entertainment areas, including SALA, Deacon Street, Urban Trail.					
16 Relocate LAVC and furnish with interactive and engaging information dissemination.	Customer Itineraries Create customer experiences including Los Alamos assets, travel opportunities at 3 National Parks, and to and from Santa Fe, Taos, Española, pueblos.					
	Customer Service Training LACDC's Discover Los Alamos Ambassador Training Program	<i>Participate in and promote program; provide input to enhance training</i>				

Tourism Implementation Task Force Working Groups

FOCUS AREA				MKTG & COMMS	VISITOR EXPERIENCE	EVENTS
PRIORITY ACTION	PROJECT	TIF	DATA			
VISITOR EXPERIENCE (CONT'D)	<p>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.</p>					

Tourism Implementation Task Force Working Groups

FOCUS AREA						
PRIORITY ACTION	PROJECT	TITF	DATA	MKTG & COMMS	VISITOR EXPERIENCE	EVENTS
DATA						
20 Visitor Data 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.	Data Goals & Metrics Confirm metrics to track/report marketing performance to assist attractions, hotels, events, merchants in budget/spending \$ to market visitor services, facilities, experiences. Data Sources Assess data collected by County EDD, tourism consultants, NM Tourism Department, and other sources to advise on the best sources for performance data. TITF: <i>Provide input to data and feedback stories</i>					
INFRASTRUCTURE & OPERATIONS						
1 Task Force Form and activate tourism implementation task force						
2 Tourism Office Transition to County Tourism Division with a County Tourism Manager's office						
3 STR Adopt ordinance for Airbnb/VRBO rentals to include in Lodgers' Tax assessments.						
5 ACT Weekend Service. Explore the feasibility of, and grant opportunities for expansion of Atomic City Transit service to provide weekend service (for Downtown Trolley).						
6 Hotel Development Aggressively continue to explore hotel development incentive options, identify desirable locations for future lodging development (particularly full-service hotel), prepare hotel investor and/or developer pitch package, create targeted list, and meet with potential developers/operators.						
8 Blight Management Reduce blight in the downtown districts through targeted and responsive commercial property maintenance and implementation of the County's Code Enforcement Program.						
Other Visitor Entertainment Areas Monitor and provide input to potential new Deacon Street, Urban Trail.						
13 Wayfinding Plan Fund and implement Wayfinding Plan Phase 1 directional and informational signage to improve visitor navigation.						
(EV) Charging Stations WR and LA Electronic Vehicle 2 and 3 stations.		<i>Monitor and provide feedback; Tesla?</i>				