



LOS ALAMOS
MAINSTREET

REQUEST FOR PROPOSAL – Revised Draft

For Cultural Planning Consulting Services Los Alamos Creative Culture District (LACCD) Cultural Plan

1. INTRODUCTION:

Los Alamos MainStreet, in collaboration with the Los Alamos Arts Council and Los Alamos County applied for and received designation of status as a New Mexico Arts & Culture District in downtown Los Alamos in 2009. A steering committee composed of representatives of these and other organizations including the Historical Society, Fuller Lodge/Historical Districts Advisory Board, Art Center at Fuller Lodge, Bradbury Science Museum, Los Alamos County, UNM-LA, and others was formed to develop and propose a plan for the district. Background information is provided in Appendix A to this RFP. Our application and related information and materials are available on the web at <http://laccd.blogspot.com>. The working name for the district is the Los Alamos Creative Culture District. The basis for the district is sharing of Los Alamos' unique creative heritage in the arts and science.

Context

The steering committee is presently seeking the services of a qualified consulting firm/team to provide leadership for the development of a district Cultural Plan. The plan is intended to characterize and mobilize local interest in the formation and development of the creative district. It must also conform to the requirements for a cultural plan set by the New Mexico State Arts and Cultural District enabling organization.

2. SCOPE OF SERVICES REQUIRED

Working under the direction of the Los Alamos Creative Culture District Steering Committee, with coordinating staff support from Los Alamos MainStreet, the scope of consulting services requested shall include (the order of the following items is not intended to imply the sequence of work):

- 2.1 Review and become familiar with relevant plans and documents including the Los Alamos Community Profile, Los Alamos Downtown Master Plan, Los Alamos County Economic Vitality Strategic Plan, the Los Alamos Arts & Cultural District application, the UNM-BBER Cultural Assets inventory, the NM ACD Cultural Resource Team report and presentation, and materials posted on laccd.blogspot.com.

- 2.2 Facilitate consensus among the steering committee of parameters for a vision statement for the Los Alamos Creative Culture District. This vision will consider the need for “branding” of the district and the economic impact that the district will have.
- 2.3 Facilitate public engagement event(s) to test and gather input for a vision statement. Also gather input relating to the feasibility of establishing a plan to pursue the vision.
- 2.4 Gather all inputs received through the engagement process and publishing into a single record of inputs. Maintain and redirect inputs and ideas which are not relevant to the cultural planning effort.
- 2.5 Facilitate development and documentation of a cultural plan for discussion and approval by the steering committee. Content is anticipated to include, but is not limited to:

- Introduction
- Overview
- Process (review process by which plan was developed)
- Situation (including cultural assets inventory)
- Opportunities and Challenges
 - Audience identification
 - Branding considerations - What is authentic, unique about LACCD?
 - How would a signature event solidify a brand for the district?
 - signage/wayfinding considerations
 - zoning code considerations
- Vision, Mission, Strategies
- Implementation Approach and Recommended Actions
 - Communicating the brand
 - Marketing
 - signage/wayfinding considerations
 - Amenity and destination development
 - Venues
 - Supporting businesses
 - Specific financing strategies for implementing recommended actions
- Monitoring Performance and Success
 - Specific performance measures related to arts and cultural based development for the Arts and Cultural District
 - Development of economic performance measures based on the Cultural Plan that can be reported to the State authorizing body annually and to guide the work of the State Arts and Cultural District Council in evaluating investments in the local ACD
 - Enhancement of vitality for visitors and residents
- Appendices

Plan content is anticipated to include items such as concept renderings, marketing collateral examples, and other appropriate materials to aid in illustrating the plan.

A draft plan is anticipated by 4th quarter CY2010 and final plan by 1st quarter CY2011.

2.6 A communication strategy and associated marketing and collateral materials for use in educating the community about the LACCD Cultural Plan and gaining public support and acceptance for plan adoption.

2.7 Ensure process conformance with NM ACD Requirements. The State of New Mexico has several requirements that must be addressed as part of our commitment to them including:

- Involving the Historical Preservation Division (HPD)
- Use of past reports from New Mexico Main Street as applicable including ACD Resource Team report, BBER Cultural Assets Inventory report, historic preservation work, and DPAC work.

2.8 Participate with Steering Committee in public presentations of plan.

- Prepare draft of the plan and present to the Steering Committee, participants from the public meetings, and County officials
- Present final plan to Steering Committee, participants from the public meetings, and County officials
- Revise final plan as required by the Steering Committee and County after review of the final plan and deliver 25 final hardcopy plans, and all digital text and mapping files in MS Word and ESRI ArcView formats.

3. Submission Requirements

Consulting entities with experience in community cultural planning are invited to prepare clear and concise submissions with no more than 10 pages of text directly related to the proposed project (resumes and covering letter in addition to the 10 pages).

To fulfill the proposal requirements, a complete submission package would include ten (10) printed copies and one digital copy of the following:

3.1 Covering Letter

A covering letter advising that the firm has reviewed and understands the contents of the Request for Proposal (RFP) package and is capable of performing the required scope of services.

3.2 Proposed Approach

At a minimum a complete submission will address the following factors to explain the proposed approach that the consultant would take to addressing the required scope of services:

- A statement of the cultural planning philosophy of the consultant

- A statement of the community engagement philosophy of the consultant
- A proposed work plan and timeline
- A schedule of staff, including any subcontractors, assigned to the project indicating the parts of the project each will be assigned to undertake and estimated hours.
- A discussion of how best to:
 - Engage community interest and mobilize participation
 - Engage appropriate regional input
 - Establish consensus around a shared vision for the LACCD
 - Establish consensus about amenity and destination development needs
 - Develop effective branding of the LACCD and associated marketing/communication approach in support of the brand
- Three project references who have agreed to provide comment on relative skills and abilities of the consultant. Ideally project references will have employed the consultant on a similar type and scale of project.

3.3 Profile/Resume

A profile or resume of all principle staff who would be assigned to the project, their respective roles and a brief description of the organization as a whole.

3.4 Conflicts of Interest

Please include any recent or ongoing projects, if any, that could conflict with the interests of this contract.

3.5 Fee Proposal

The submission will clearly indicate a fixed fee proposal inclusive of all expenses and applicable taxes for performing the proposed workplan. The maximum budget for the consulting aspect of this project has been established at \$35,000.

4.0 Submission Timelines

4.1 Deadline

The deadline for submission of proposals is **[day], [Date], 2010 at 4:00 p.m.** Submissions must be received prior to the established deadline addressed to:

[name]
[address]
[electronic address]

5.0 Evaluation Criteria

Preference will be given to consultant(s) with demonstrated expertise and experience with small town/rural community cultural planning and community engagement. As such, proposals will be evaluated on the basis of:

- Overall project approach
- Related experience of individuals assigned to the contract. The lead planner for

- the Cultural Plan should have demonstrated experience in cultural planning and the development of cultural plans.
- The overall quality and professionalism of the written proposal
 - Perceived ability, capacity and skill of the consultant to perform the work
 - Experience with local government and the development of cultural plans
 - Proven community engagement experience
 - References
 - Perceived value offered.

All submissions will be reviewed by a selection committee formed by the Los Alamos Creative Culture District Steering Committee.

Consultants will be ranked based upon the selection criteria and short listed by the selection committee. Consultants selected for the short list may be invited to attend an interview with the Selection Committee either in person or telephonically.

Please note that the proposal with the lowest price will not necessarily be accepted. We reserve the right to hire the consultant perceived by the selection committee as the most qualified to undertake this project. We reserve the right to negotiate with the successful proposer such terms and conditions that may be deemed to be in the best interest of the project.

We reserve the right to reject all proposals and not proceed with a contract.

Additional Information

Questions and requests for clarification can be directed to:

[name]
[address]
[electronic address]

Appendix A - Background

Background on NM ACD.s - The New Mexico Arts and Cultural District Program was established in 2007 by the State Legislature and Governor Bill Richardson to develop a market niche downtown in place-based economic development using each community's rich heritage and culture and the untapped potential of the creative economy. The initiative seeks to engage, within an authorized district, its artists, artisans, cultural entrepreneurs and cultural institutions through the creation of a local steering committee that develops a comprehensive and collaborative effort enhancing the district's creative economy.

Los Alamos Creative District

Los Alamos MainStreet, in collaboration with the Los Alamos Arts Council and Los Alamos County applied for and received designation of status as a New Mexico Arts & Culture District in downtown Los Alamos in 2009. A steering committee composed of representatives of these and other organizations including the Historical Society, Historical District Board, Art Center at Fuller Lodge, Bradbury Science Museum, UNM-LA, and others is forming to develop and propose a plan for the district. The full application and related information and materials are available on the web at <http://laccd.blogspot.com>. The working name for the district is the Los Alamos Creative District. The basis for the district is sharing of Los Alamos' unique creative heritage in the arts and science.

Goals of the Los Alamos Creative District ... a New Mexico Arts & Culture District:

- The Los Alamos Creative District will focus on sharing the unique creative heritage of Los Alamos with residents and visitors.
- The development of the Los Alamos Creative District will serve as a catalyst for supporting and developing service, restaurant, retail and hospitality businesses within the proposed district.
- The Los Alamos Creative District will improve our community's capacity for economic benefit from visitation/tourism by creating a stronger, more focused argument for visiting and spending time in our downtown.

Members of the LACD Steering Committee

Bradbury Science Museum	Deck, Linda
Fuller Lodge/Historical Districts Advisory Board	Strickfaden, Jerry
Fuller Lodge/Historical Districts Advisory Board	Wilkins, Ron
Gordons' Concerts	Gordon, Russ
Historic Sculpture Committee	Bartlit, Nancy
Karen Wray Fine Art	Wray, Karen
LA Commerce & Development	Bainbridge, Emiley

Corp.	
LA Commerce & Development Corp.	Holsapple, Kevin
LA Master Gardeners	Mangeng, Carolyn
LA Mesa Law Firm, P.C.	Laurent, Steve
Los Alamos Arts Council	Hamilton, Marlane
Los Alamos Chamber of Commerce	Korkos, Katy
Los Alamos County Government	Johnson, Stephani
Los Alamos County Government	Mortillaro, Tony
Los Alamos County Government	Stewart, Kelly
Los Alamos County Library System	Kalogeros-Chattan, Charlie
Los Alamos County Library System	Meine, Carol
Los Alamos Historical Museum	McClenahan, Heather
Los Alamos MainStreet	Fox, Suzette
New Mexico Dance Theater	Baker-Dillingham, Susan
Union Development Corporation	Trump, Jim



NEW MEXICO
arts & cultural
DISTRICT

**Los Alamos Creative District
A Designated New Mexico Arts & Culture District**

In response to an application developed by Los Alamos MainStreet, the State of New Mexico designated a New Mexico Arts & Culture District (one of five in the State) in downtown Los Alamos in August 2008.

Overview

The Los Alamos Creative District will focus on sharing the unique *creative* heritage of Los Alamos. Think of our ACD as a *creative culture district*, anchored at its eastern end by the Bradbury Science Museum and at its western end by our historical district including Fuller Lodge, the Historical Museum, the Art Center at Fuller Lodge, Los Alamos Public Library, and other cultural institutions. Our story of world-changing scientific and technology creativity is told at the Bradbury Museum and the Historical Museum. Fuller Lodge has long served as a cultural center in our community musical performances, lectures, art and craft fairs, and the activities of the Art Center, a gallery and fine arts education center all take place at Fuller Lodge and its lawn. Fuller Lodge is an historic structure of considerable architectural significance that resides in the center of the historical district assets of Ashley Pond and Bathtub Row. The commercial area connecting the two anchoring areas is the acknowledged pedestrian core of the MainStreet district. Parades, festivals, the summer concert series, and pedestrian oriented retail activities are concentrated in this area.

The development of the Los Alamos Creative District will serve as a catalyst for supporting and developing service, restaurant, retail and hospitality businesses within the proposed district. We estimate that some 300,000 visitors and tourists come to the Los Alamos area each year and the Lodger Tax Board is working to retain and increase that number. These visitors and tourists bring considerable benefit to the community in the form of business activity for merchants, restaurants, and lodging establishments. Visitors and tourists staying at hotels generate an estimated \$470,000 in local GRT and \$250,000 in lodger tax obligations annually. Day visitors generate about \$100,000 in local GRT for each \$10 in average expenditures. However, we are not currently taking full advantage of the market opportunities presented by visitors and tourists.

The benefits that our community can derive from visitation/tourism go beyond just the direct economic effects. Improvements for visitors and tourists can also improve quality of life for current residents and make our community a more attractive place to recruit and retain workers for the Lab and other employers as well.

Our preliminary work has identified three general alternatives for increasing the economic benefit of visitation and tourism: 1) Promoting increased day visitors and increased expenditures by day visitors; 2) Increasing lodging utilization; and 3) Further development/and packaging of attractions. Within each of these strategy alternatives, there are a number of general opportunities for capturing economic benefits from visitation/tourism: hotel/lodger sales, retail sales, restaurant sales, service sales, attraction admissions, and corresponding indirect economic benefits from all of these activities.

The Los Alamos Creative District will improve our community's capacity for economic benefit from visitation/tourism by creating a stronger, more focused argument for visiting and spending time in our downtown. Creating an environment that locals increasingly visit "just for fun," that tourists and visitors to the region (particularly those interested in cultural and heritage tourism) have on their radar as a reason to spend additional time in Los Alamos, and that provides additional impetus to groups and tours to spend more time here will increase transactional opportunities for businesses and attractions both within the district as well as in the broader community. At the same time, the District will work to utilize the provisions of the NM Arts & Cultural District Act to provide assistance and incentives to development of businesses and activities that will increase the economic potential and success of the district.

Existing Cultural Assets

Although they have not been developed with the concept of the ACD as the driver, there are many established and emerging events and activities within or adjacent to the ACD to build upon including:

- Museums
- Historic district
- Historic walking tour
- Art Center at Fuller Lodge (gallery and workshops)
- Art Fairs
- MainStreet events (Halloweekend, Winterfest, Next Big Idea Festival, Fair & Rodeo Parade, small events)
- Chamberfest
- Los Alamos Little Theater
- NM Dance Theater
- Library gallery and series
- Fuller Lodge events (performance, lecture, etc.)
- Summer concert series
- Public art
- Proposed Manhattan Project National Park unit

In addition, we would look for opportunities to assist the broader range of "creative culture" programs and activities throughout the community. For example, the Los Alamos Concert Association (LACA) and other groups produce excellent performances at our high school auditorium which is not located downtown. LACA has a long history of bringing emerging and renowned classical music performers to our State and community. The ACD will look to connect with such groups and activities for mutual benefit.

Targeted Customer

The most recent visitor market analysis performed by the Los Alamos Meeting & Visitor Bureau identified three target market segments that are relevant to the ACD. The targeted customer of the ACD will include the general visitor target market segments for the community as a whole. Effective development of the ACD will improve the "product" that can be offered to match up to the needs and desires of these segments. Excerpts:

Business visitors represent most of the overnight stays in Los Alamos. They are estimated to account for 85-90% of overnight stays at local lodging establishments. Business visitors are looking for convenient, comfortable, quality lodging and services. Perceptions about the availability of quality of hotel rooms and lack of dining options after 7 PM are considered to be issues that discourage business visitors from staying in Los Alamos. Business visitors are quite often repeat visitors and like to build relationships and some level of personal connections with the places they visit. Very frequent business visitors like to be recognized and treated as "regulars". There is some potential for encouraging business visitors to stay over, bring spouse/family along on visits, or return

for pleasure travel. The business visitor segment is dependent on the vitality of external business opportunities with local businesses, particularly the Laboratory.

Individual tourists are looking for interesting, welcoming experiences and have often already committed themselves to an itinerary and base of stay for their visit prior to their arrival in NNM and Los Alamos. To the extent that visitors come back to NNM, there is an opportunity to impress them and influence them to base their next visit at Los Alamos. The individual tourism segment is dependent on overall economic conditions and disposable income for pleasure travel. Individual tourists often learn about or become aware of the opportunity to visit Los Alamos once they arrive at their hotel in Santa Fe or Albuquerque through visitor guides, tourism brochures, or word of mouth. Distribution of the visitor guide or other informational materials, ads in destination visitor guides, and word of mouth are the most likely prompts for a day visit to Los Alamos.

A significant number of tourism visitors to Los Alamos are brought here as members of tours. In such cases, the tour operator becomes the primary customer. Relationships should be developed and services should be targeted to relevant tour operators if we want Los Alamos to be more than a "drive-by". Tour operators are looking for additions to tour itineraries that "fit" and that will offer interesting experience for their clients. To the extent that adjunct services are available at reasonable rates for servicing the tour (e.g. food, interesting shopping, "local color"), the tour operator has additional options to work with. The tour operator segment is dependent on demand for tours and can be best accessed by building relationships with tour operators and reputation and supporting services for servicing them.

Local market customers will remain a key segment. The existence of our creative culture is a direct result of strong local constituencies and patronage. For some, if not most of the cultural organizations that will collaborate in development of the ACD, their primary constituency of focus will remain local. The museums in particular will have a broader agenda of promoting cultural tourism and a non-local customer base.

Although the specifics of the marketing approach to reach the targeted customers are yet to be characterized, a marketing effort that integrates with the community's overall visitor and tourism marketing approach, internal community marketing, and some level of effort specific to the ACD is anticipated.

Cultural and Heritage Tourism

The heritage of the Manhattan Project and the Los Alamos role remain a compelling and controversial part of world history. A reason for visiting Los Alamos that is frequently cited by respondents to our visitor surveys is "history." From this starting place, the visitor to downtown Los Alamos is often surprised to discover the broad range of creative work that has been and continues to be performed in Los Alamos, in both scientific and artistic endeavors. The cultural assets of the proposed ACD provide the basis for engaging the visitor to tell this story.

Cultural and heritage tourism plays a strong role in visits to nearby attractions such as Bandelier National Monument (Native American), Valles Caldera (ranch and native), and Santa Fe (fine arts, history). We have the opportunity to tap into visitors to these attractions who are interested in cultural stories by giving them a view into a different kind of story.

Signature Event

A requirement of every NM Arts & Culture District is the development of a "signature event" for the district. Los Alamos MainStreet initiated a new event in 2008 that we believe offers significant potential as the signature event for the proposed ACD. The event, called "The Next Big Idea: Festival of Discovery, Invention, and Innovation," celebrates Los Alamos' unique history (and future) as a place of discovery and innovation. This theme matches well with the Los Alamos Creative District concept. The vision for this event is to develop it as a festival focused on our

special interest in discovery, creativity, and innovation that will draw participants and attendees from throughout New Mexico and surrounding states.

The inaugural event in July 2008 featured hands-on creative activities for youth facilitated by the Bradbury Science Museum, the National Atomic Museum, the Santa Fe Children's Museum, Explora, and others as well as an inventor/innovator showcase that drew exhibitors from around the state, musical performances, and more. A popular component of the festival was a performance by Mass Ensemble, an innovative performance group featuring dance, light, one-of-a-kind musical instruments, and original musical compositions.

The second year of the event drew about twice as many exhibitors and twice as many attendees. A Science, Technology, Engineering, and Math (STEM) Student Day was an added feature on the day prior to the festival day. STEM Student Day invited junior and senior high schools students (and families) from around New Mexico to a day of structured educational activities and mini-field trips. About sixty students from throughout New Mexico participated. Local student participation was light and only about 25% of the students stayed overnight for the festival day.

The Arts Council, the County, the Bradbury Museum, and LANL participated along with MainStreet in the organizing committee for Next Big Idea in its first two years.

Initiating the Los Alamos Creative District

At its inception, the Los Alamos Creative District ACD is a project of Los Alamos MainStreet. LACDC is staffing the start-up of the district. A start-up steering committee has been formed composed of representatives from Los Alamos Commerce & Development Corporation (LACDC), the Los Alamos Arts Council, Los Alamos Historical Society, the Art Center at Fuller Lodge, Los Alamos County (library, Art in Public Places, Historical District Advisory Board), Bradbury Science Museum, and interested local businesses. LACDC encompasses the operations of the Los Alamos Chamber of Commerce, the UNM-LA Small Business Development Center, Los Alamos MainStreet, and the Los Alamos Meeting & Visitor Bureau so the interests of those organizations will be included in the start-up steering committee through LACDC participation.

The charter of the steering committee is to develop, during 2010, a plan for the district and to champion adoption of the plan as a supporting plan to the downtown plan. The anticipated outline for the plan:

- Introduction
- Overview
- Vision
- Mission
- Objectives
- Strategies
- Action Plans
- Appendices
 - Cultural Assets Map
 - Resource Team Report
 - UNM-BBER Assets Inventory
 - Other

Once adopted, the continuing work of the steering committee will be to champion implementation of action plans.

The Steering Committee will be asked to fully consider and establish the approach that will be used to monitor the success of the Los Alamos Creative District. Benchmarks and performance measures to be considered include (but are not limited to):

- growth in receipts for performance spaces and cultural institutions,
- increased number of arts related businesses,
- progress on achieving “10/10/10” goal (increase in arts, retail, dining & treat, and hospitality businesses in the district and in evening/weekend availability)
- financial investment in the district (public and private)
- attendance trends at museums
- level of partner participation in ACD events (numbers, resources)
- trends in estimated attendance at events within the ACD

Prospective Benefits of the New Mexico Arts & Cultural District Designation

A key reason for forming the District is to seek to utilize the provisions of the NM Arts & Cultural District Act to provide assistance and incentives to development of businesses and activities that will increase the economic potential and success of the district.

Based on review of the Act and discussions with NM MainStreet representatives about the intent of the Act, we believe that the following potential benefits may be the most important in our environment:

- Funding to support planning efforts. Los Alamos MainStreet was awarded a planning grant in 2009 to support 2010 planning efforts. It is unclear whether the State will be in a position to follow through with funding the grant given current State financial difficulties.
- Use of Local Economic Development Act (LEDA) provisions within the Arts & Cultural district to implement district goals. We want to explore how these provisions could enable support for businesses and arts & cultural organizations that would assist in implementing the district. We will evaluate establishing goals for the number of retail/hospitality establishments that exist in the ACD and their hours of operation. An idea we will explore is establishing a 10/10/10 goal to address needed critical concentrations of activities – this goal would call for having 10 retail businesses (arts, consumer goods/services), 10 dining or treat (i.e. coffee, tea, etc.) businesses, and 10 of these 20 that are consistently open evenings and weekends. We will propose that businesses and arts & cultural organizations that will help to implement the district goals would be eligible for LEDA assistance.
- Another idea we have is to consider providing support by way of grants, lease guarantees, and or loans to supplement conventional sources of financing. The source of such supplemental financing could be LEDA funding from the local government, private funding from organizations interested in supporting the goals of the district, or a combination.
- Potential investment tax credits (doubling of New Mexico Historic Preservation Division (HPD) Federal Rehabilitation Investment Tax Credits and New Mexico Historic Property Tax Credit)
- Evaluation of access to NM Finance Authority and other state funding sources that may be applicable to projects within the district.
- Continuing pursuit of MainStreet capital outlay funds for implementing projects within the district.
- Use of technical and marketing resources and assistance that are available to State designated ACD’s from State agencies and other partners including NM MainStreet, NM Department of Cultural Affairs, NM Department of Tourism, and the Museum of NM Foundation. As part of the ACD process, a resource team visit and report is anticipated during 2010.
- Collaboration with NM Department of Tourism and NM Arts Commission marketing efforts and programs.
- Potential marketing collaborations with other NM Arts & Cultural Districts