

# Albuquerque's Destination Master Plan

*Designed by the Organizations and Leaders of the Destination of Albuquerque*

Facilitated by Egret Communications  
For Albuquerque Convention and Visitors Bureau

March 2006

*We will make Albuquerque a world class destination  
by preserving and promoting our authentic Southwest heritage,  
rich culture, dramatic landscape, and spectacular climate.*



[www.itsatrip.org/theplan](http://www.itsatrip.org/theplan)



***We will make Albuquerque a world class destination by preserving and promoting our authentic Southwest heritage, rich culture, dramatic landscape, and spectacular climate.***

***VISION: Environment for Success***

The Destination of Albuquerque\*, focusing marketing and visitor experience on the destination's strengths of culture & heritage, climate & landscape and hot air ballooning, will grow its \$1.7 billion dollar hospitality economy. This will generate new jobs and business opportunities and will increase tax revenues thereby supporting increased quality of life for local residents. This growth will be accomplished by

- improving visitor experiences and products,
- recruiting more leisure travelers who will stay longer and spend more,
- improving performance of its conventions and meetings industry,
- sustainably managing and improving the assets important to visitor experiences and local residents,
- preserving and promoting the cultural/heritage environment,
- improving the destination's efficiency and profitability, and
- establishing and promoting a brand identity that showcases the strengths and uniqueness of the destination.

\*"Destination of Albuquerque" includes elected officials, city staff, hospitality industry, marketing organizations, cultural and heritage sector, the broader economic development community, media and residents of the greater Albuquerque area.



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# Executive Summary

## ***VISION: Environment for Success***

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The Destination of Albuquerque has adopted a strong set of goals that

- shape the way the destination works together as a partnership,
- improve Albuquerque's visitor products and experiences,
- guide marketing and sales processes for both leisure and convention visitors,
- outline the gathering of information on how visitors interface Albuquerque's economy and how various components of the Destination of Albuquerque are performing, and
- chart the execution of this plan.

The Destination of Albuquerque will pull energies and investment from all partners to tackle a broad range of actions to move the destination toward the realization of the vision. Some of those actions, like "bringing Old Town to life at night" will generate immediate and visible results such as visitor satisfaction, increased profits, and greater gross receipts taxes. Some actions will work to refine the image of Albuquerque in a potential visitor's mind, and use Albuquerque's key strengths of culture & heritage, climate & landscape, and ballooning to build a strong interest-based constituency for Albuquerque's visitor experiences. Others, such as "strengthening the partnership between the city and the tourism/hospitality industry" will enable the destination to work together to tackle problems and seize opportunities.

Albuquerque faces the future, ready to work in a strong partnership dedicated to improving the experiences of our visitors while growing visitor numbers and spending.

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## Background for the Destination Master Planning Process

Recent years have been tumultuous in the United States and world tourism/hospitality industry. In the United States, economic issues caused a crash of consumer confidence in early 2001, and tourism patterns began an abrupt change. Later terrorism events in that year, and the subsequent international ramifications of those events left huge changes in leisure, business, and meetings markets.

Albuquerque went into 2001 with a convention center that was not living up to the expectations of the city or the local hospitality industry in terms of attracting conventions to the city. The city had a steady leisure market based mostly on visitors within driving range and some select regional fly targets.

Across the nation, the events of 2001 resulted in the short-term crash of the conventions and meetings market. Albuquerque, like so many destinations, saw the bottom fall out of the market and has since struggled to find its place in that market.

Those same events yielded a serious reconfiguration of leisure travel patterns. Many destinations saw an equal or greater collapse of leisure patronage and spent the subsequent years marketing their way back to a break even point with their own 2000 numbers. Many leisure travelers chose, at least initially, to drive to vacation destinations rather than to fly, focusing travel within a reasonable drive range. Albuquerque, already focused on its drive and regionally targeted fly market, was able to weather the storm with only minor initial losses and then to resume a steady growth which has continued, setting records in demand and lodgers tax collections for the past two years – driven by leisure demand. Leisure travel was truly the stable backbone of the Albuquerque tourism/hospitality economy from 2001-2005.

As the United States moved from air travel to highway travel, there was a minor boom in the construction of limited service lodging, especially along and adjacent to major highways. This boom impacted Albuquerque's already weak average daily rates and low occupancy with further additions to the room supply, driving destination occupancy percentages down, thus further impacting average daily rate. Rooms were being added to the destination faster than demand was growing. It was becoming less profitable to operate a hotel in the destination.

In the fall of 2003, Albuquerque had lost confidence in its convention product (and wasn't sure of its marketing team), had declining values on its hotel rooms, was experiencing shrinking occupancy rates (even though total visitor nights were increasing). The industry and the city were feeling uncertain about the future of this important tourism/hospitality economy.

When the City of Albuquerque (CABQ) awarded the Albuquerque Convention and Visitors Bureau's (ACVB) marketing and sales contract in 2005, that contract stipulated that the bureau was to lead the process to develop a "Destination Master Plan".

To ACVB's credit, its leadership decided the planning process should be led by a neutral outside party that would look objectively at all the destination's issues and opportunities and build a plan that made sense for the destination.

And so, this process was born.

In August of 2005, after looking at several organizations, ACVB contracted Egret Communications to guide the planning process.

Over the past seven months, the Egret team worked with a broad spectrum of the Albuquerque tourism/hospitality community, industry partners, elected officials, city staff, business leaders, interested citizens, and community volunteers to develop this plan, which is designed to reflect the vision and goals this destination has for itself, and the actions it intends to take to achieve the outcomes it desires.

## Destination Master Planning Process

The planning process that Egret Communications designed for Albuquerque's Destination Master Plan outlined includes five crucial steps:

1. Assessment
2. Analysis
3. Designing the Future
4. Charting a Path
5. Unveiling the Plan

The process of building a destination master plan for Albuquerque was as important as having and using the plan itself. That process brought together the various businesses, organizations, and governmental entities that have strong interests in the success, marketing, growth, and management of tourism into a strong, more collaborative relationship. All sides were heard in the process – and all sides needed to feel they had been heard and were and continue to be in collaboration.

Egret Communications designed a process that “consulted” individually with key players and brought people together for managed discussions.

The proposed process worked, in the early stages, to build a common understanding of Albuquerque's important tourism issues and opportunities.

Then Egret worked with the hospitality/tourism community (including public partners) to analyze the data and identify Albuquerque's tourism gaps, strengths, weaknesses, opportunities, and competitive threats.

From that analysis, Egret led collaborative discussions to create a vision for Albuquerque hospitality/tourism product and infrastructure development, marketing (including branding), and organization.

Finally, Egret Communications went into retreat with ACVB's board and key partners to review the vision and chart a path to make it happen.

The process itself was designed to strengthen and restructure the partnership among all the players that guide, support, participate in, and benefit from Albuquerque's tourism/hospitality economy.

In the end, the words in the vision, goals, actions, and plan needed to reflect the destination's planned course of action and intentions to complete those actions.

### **Assessment**

The first step in this project, and the foundation of destination planning, was to conduct an assessment of Albuquerque's tourism, conventions and meetings. This may seem redundant if one assumes that those involved in the visitor industry in Albuquerque already have a good grasp of the situation. However, different players have differing perceptions of Albuquerque's hospitality/tourism products and their performances. Additionally, it was important to view those products through an "outside eye", from the vantage point of someone who understands the industry but is not a part of the Albuquerque tourism/hospitality scene. Most importantly the assessment provided a common understanding from which to engage in the serious collaborative discussions about Albuquerque's tourism/hospitality future.

### **Analysis**

Once the assessment had been formed, it was important to analyze the data to find opportunities, competitive threats, gaps that interfere with success, strengths and weaknesses.

The analysis keyed in on five important themes:

1. Products and Experiences
2. Infrastructure
3. Patrons
4. Marketing
5. Guiding the destination

Assessment and analysis were necessary work to create a common understanding of Albuquerque's tourism, convention and meetings situations. Once this common understanding was achieved, imagining Albuquerque's visitor industry future began. Without these steps, the process of designing a future inevitably would have become bogged down in disagreement about the current reality and the opportunities.

### **Designing the Future**

Once the homework (assessment and analysis) was finished, it was time for the creative part of the process. Egret managed this "designing the future" phase to be highly interactive and productive.

This process was designed to collect visioning ideas, put them on the table for everyone to see, and then prioritize those ideas through interactive sessions. The sessions were tailored to reflect the communications styles of each group and to emphasize the issues and opportunities that seem most important to Albuquerque and its tourism/hospitality community.

### ***Charting the Pathway***

The pathway has been laid out as a timetable of carefully orchestrated steps that address

1. Evolving Destination Dynamics
2. Improving Products, Services, and Visitor Experiences
3. Boosting Marketing and Sales
4. Monitoring and Evaluating Destination Performance
5. Administrative Actions and Plan Execution

### ***Unveiling the Plan***

The Destination of Albuquerque will unveil the plan March 17, 2006 in a community meeting in the Kiva Auditorium at the Albuquerque Convention Center. That will be a great time to showcase the planning process, celebrate the vision for the Destination of Albuquerque, and unveil the specific actions that will lead to tourism, convention, and meeting success.



## Albuquerque Destination Situation Analysis

Albuquerque's tourism and hospitality industry generates \$1.7 billion of direct spending in Albuquerque – without consideration of economic multipliers. That is significant.

That translates to \$3,400 brought into the Albuquerque economy each year from outside Albuquerque for each person that lives in the city. Those “new” dollars circulate through the economy creating great economic benefits in all sectors of the city.

Tourism and hospitality pump nearly \$30 million of taxes into the city budget and over \$100 million into New Mexico's state coffers.

These visitors fuel an industry that generates 26,500 jobs in Albuquerque. And there are many more indirectly generated jobs and business opportunities.

***Albuquerque's Destination Master Planning Process is a chance to take a look at that industry, to find the opportunities to make it stronger, to shore up the places it needs work, and to chart a course that will ensure its success into the future.***

Egret Communications, after weeks of discussions with many of those important to Albuquerque's tourism and hospitality community and a close independent look at Albuquerque's tourism and hospitality issues, has concluded that this is a fairly strong economy that has many opportunities to become robust.

The basis for Albuquerque's key tourism strengths comes from:

- Culture and heritage, and related cuisine
- Climate and geography, and related outdoor activities
- Albuquerque's unique relationship with hot air ballooning

Albuquerque has a solid and slowly growing leisure tourism economy, which has incredible potential.

Albuquerque has a solid “hotel-based” meetings economy.

Albuquerque has a weak “convention center-based” conventions and meetings economy.

Members of Albuquerque's tourism and hospitality industry indicate, almost without exception, that Albuquerque's tourism economy should be stronger:

- There should be more and longer stays by leisure visitors who spend more each day (and visit).
- There should be more conventions coming to Albuquerque.
- Lodging occupancy needs to be higher.
- Lodging rates need to be higher.

For a number of reasons, Albuquerque lodging is undervalued, depriving businesses of profits and the community of revenues. It is widely understood that Santa Fe and Taos have established strong international brands that have attracted higher spending domestic and international travelers. It is strongly noted by local residents and hospitality community members that Albuquerque has similar (and sometimes superior) products and experiences that match the strong branding by these neighbors.

This team is convinced that Albuquerque has strong potential to grow its tourism and meetings economy significantly and make it more successful, profitable, and beneficial to the hospitality industry, the city, and the residents of Albuquerque.

For a reasonable expenditure of energy and resources, Albuquerque can expect:

- Stronger demand for its leisure travel products and experiences
- Better value for lodging
- Stronger spending by visitors
- Longer stays by visitors
- Substantial increases in convention business
- Better profitability by the industry
- More and better jobs and small business opportunities
- Substantially increased tax revenues (gross receipts and lodgers in Albuquerque, gross receipts for the state)
- Improved visitor experiences
- Improvements to local quality of life

In the long term, Albuquerque's hospitality industry has the potential to:

- Function like a solid destination
- Build a strong and profitable convention industry
- Establish itself as a world class culture and heritage destination (driving up visitor demand, length of stay, visitor spending)
- Solidify its position as the hot air ballooning destination
- Markedly increase lodging rates and occupancy
- Contribute more strongly to Albuquerque's tax base and quality of life
- Generate more and better paying jobs and small business opportunities



## Albuquerque Destination Vision

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## Albuquerque Destination Goals

*The following specific goals are important to achieving the destination's vision.*

### **DESTINATION DYNAMICS (with respect to Tourism, including Meetings & Conventions)**

The Destination of Albuquerque will work together to define the destination, including the issues of physical boundaries, a destination brand, key destination strengths, opportunities for improvement and key target markets.

The Destination of Albuquerque will strengthen and expand the partnership between all destination partners.

The Destination of Albuquerque will take steps to adopt a destination-approach style of addressing challenges and opportunities and in working with visitors.

The Destination of Albuquerque will pursue tourism in a way that supports improvements in quality of life.

The Destination of Albuquerque will foster economic opportunity by generating new jobs and business opportunities as it grows the tourism, meetings & convention and hospitality industry.

### **PRODUCTS, SERVICES, AND EXPERIENCES**

The Destination of Albuquerque will build on its rich cultural/heritage assets to expand and improve visitor (and resident) experiences.

The Destination of Albuquerque will improve and add infrastructure to better serve both leisure and meetings markets.

The Destination of Albuquerque will establish an accessible, interconnected and efficient mode of transportation to major destination amenities.

The Destination of Albuquerque will protect, preserve and celebrate the key assets of its tourism economy, including the natural, built, heritage, and cultural treasures of the region.

## **MARKETING AND SALES**

The Destination of Albuquerque, using relevant market research, will grow and improve its center and non-center conventions and meetings business. It will grow the numbers of groups coming and their spending patterns.

The Destination of Albuquerque, using relevant market research, will grow its leisure tourism by attracting more visitors, increasing average length of stay, and increasing visitor spending.

## **DESTINATION PERFORMANCE, MONITORING, AND EVALUATION**

The Destination of Albuquerque will improve the performance of the destination in terms of occupancy, average daily rate (ADR), and profitability.

The Destination of Albuquerque will monitor progress on this plan and on performance of the destination.

The Destination of Albuquerque will keep the plan up to date.

## **EXECUTION**

The Destination of Albuquerque will bring all partners together in the execution of this plan.

The Destination of Albuquerque will finance the improvements in the destination with a combination of private sector resources and public investment.

## Destination Master Plan Actions

The destination asked for a plan designed for execution rather than becoming a document on a shelf. To that end, this plan is focused on action. Each action is tied to one or more organizations (and often individuals) who are charged with moving it forward (shown in red and bold type). Each action also comes with a list of organizations and individuals who have agreed to help move the action forward. And each is pegged to a timeline.

Some actions focus on the short run, prescribing steps to be taken right away. These actions will be purged as the plan is renewed next year. Others have longer timelines, and will need to be updated during plan renewal. There are also some actions which will never be complete, but must have ongoing attention.

The following actions represent specific steps agreed to in the process of working through the development of the Destination Master Plan. Some were negotiated to move forward on issues and opportunities that needed to be addressed to achieve specific goals. Others were underway. Still others focus on holding discussion and developing actions that are not determined at the writing of this plan.

Albuquerque is a complex destination. Most, if not all, of the actions the destination intends to accomplish will directly address more than one of the goals outlined above. There is no way to simply lay out goals and attendant actions. Instead, as each action is presented, the plan will highlight related goals and actions.

For the purposes of organization, actions have been broken into the following categories:

- Evolving Destination Dynamics
- Improving Products, Services, and Visitor Experiences
- Boosting Marketing and Sales
- Monitoring and Evaluating Destination Performance
- Administrative Actions and Plan Execution

## Actions, in Order of Appearance in the Plan

1. Industry will develop collaborative relationship with CABQ Mayor, Department Directors, and City Council
2. Use “Destination Approach” to Problems and Opportunities
3. Define the Destination Brand
4. Regional Partners
5. Caring for Destination Resources
6. Expand Old Town Evening Hours
7. Put Life in Civic Plaza
8. Develop Museum Pass System
9. Concierge Book
10. Ramp up Cultural and Heritage Product Development in Tandem with Increasing Courtship of New Focused Visitors
11. Protect and Enhance Destination Ability to Own Balloon Image and Support Commercial Ballooning
12. Improve Convention Center Facilities (Phase 1)
13. Explore Options to Improve Convention Center Facilities (Phase 2)
14. Explore Increasing Room Block Capacity within Walking Distance of Convention Center
15. Explore Downtown Events Center
16. Front Line Staff Training Relative to Experiences
17. Create a Bilingual Front Line Staff
18. Improve Albuquerque Taxi Experience
19. Improve Visitor Corridors
20. Improve Signage along Key Visitor Corridors and to Key Attractions
21. Big I Facelift
22. Address Issues Related to Crime, Visitor Safety, and Perceived Safety of Destination
23. Rail Runner Belen To Santa Fe
24. Albuquerque Modern Trolley System and Narrow Gauge Rail
25. Increase Convention and Meetings Bookings within Current Target Markets
26. Continue to Grow the Drive Market and Select Region Fly Market
27. Attract and Serve Specific Leisure Target Markets
28. Attract and Serve Balloon Niche Leisure Market
29. Attract and Serve Golf Niche Leisure Market
30. Attract and Serve Cuisine Niche Leisure Market
31. Attract and Serve Other Niche Markets
32. Portray Albuquerque as a Place Best Experienced by Car
33. Improve Visitors’ Access to Information
34. Measure Visitor Demographics
35. Monitor Destination Performance
36. Oversee the Execution of this Plan
37. Review and Renew the Plan each Spring
38. Coordinate Use of Public Resources

## Evolving Destination Dynamics

Albuquerque will move into the future as a destination that works as a partnership that includes elected officials, city staff, hospitality industry, marketing organizations, cultural and heritage sector, the broader economic development community, media and residents of the greater Albuquerque area.

The implications of this approach are that the success of every part of the destination becomes important to every other part; that each decision facing the destination is handled in a collaborative manner that looks at the needs of each facet of the destination; and that the full strength of great diversity of the destination (and all partners) is available to tackle each challenge.

There are five specific actions under this section:

1. Industry will develop collaborative relationship with CABQ Mayor, Department Directors, and City Council
2. Use "Destination Approach" to Problems and Opportunities
3. Define the Destination Brand
4. Regional Partners
5. Caring for Destination Resources

Please note that many of the actions in other sections apply to goals attached to Destination Dynamics.

## Industry will Develop Collaborative Relationship With CABQ Mayor, Department Directors, and City Council

The partners that make up the Destination of Albuquerque intend to develop a closer working relationship. That closer relationship will give both the industry and those representing community decisions greater understanding of each others' perspectives and enable the destination to make decisions related to tourism/hospitality with a deeper knowledge of the issues. The closer relationship will give all parties more direct lines of communication. This action reflects that responsibility for initiating progress toward a stronger relationship rests with the industry.

Industry will Develop Collaborative Relationship With CABQ Mayor, Department Directors, and City Council	
Goal:	Destination Approach Building Partnership
Action:	Industry will develop collaborative relationship with CABQ Mayor, Department Directors, and City Council
Responsible Players:	<b style="color: #A52A2A;">Industry</b> ACVB & AHCC GAIA CABQ (Mayor, Department Directors, City Council)
Timeline:	Ongoing
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Frequent contact</li> <li>• Mutual understanding of issues and expectations, needs</li> <li>• Open line of communications that can be accessed for problem solving/opportunity chasing</li> <li>• Industry seen as supporting issues important to CABQ</li> <li>• CABQ approaches future discussions with a sense of partnership, access to straight information, and an understanding of what the industry means to Albuquerque's quality of life and economy</li> <li>• Fair decisions based on real knowledge and collaborative thinking</li> <li>• Industry can make economic investments with an understanding of sustainability, predictability of environment for success</li> </ul>
Notes and Details:	<ul style="list-style-type: none"> <li>• Need a sense of urgency on this</li> <li>• And a commitment to the long term</li> <li>• Note that elected and appointed public officers change and that it is incumbent on the industry to extend the partnership to new people occupying key positions.</li> </ul>
Related Actions	All other actions are related to this key action



## Use “Destination Approach” to Problems and Opportunities

When using a “destination approach”, each challenge or opportunity is dealt with from the strength of a destination working together for common good. Each issue is examined in the context of how it impacts each part of the partnership and the destination as a whole. The greater good prevails. Similarly, the destination approach draws on the resources and energies of the entire destination to maximize effectiveness in approaching each destination or challenge.

Use “Destination Approach” to Problems and Opportunities	
Goal:	Destination approach Build partnerships
Action:	ACVB will facilitate industry and partner driven discussions relative to problems and opportunities facing the destination and will employ a “destination approach” to finding solutions and seizing opportunities
Responsible Players:	<b>ACVB</b> AHCC Elected Officials CABQ Staff Hospitality Industry Cultural & Heritage Sector Broader Economic Development Community
Timeline:	Ongoing
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• An industry and city that work better together</li> <li>• A destination better able to craft solutions to problems and capitalize on opportunities</li> <li>• Better visitor experiences</li> <li>• More ROI on the destination investment for all parties</li> <li>• Better symbiosis between visitor industry and economic development</li> </ul>
Notes and Details:	<ul style="list-style-type: none"> <li>• View from all perspectives</li> <li>• Involve all partners</li> <li>• Arrive at solutions that avoid long-term turmoil in the destination</li> </ul>
Related Actions:	This key action is related to every other action in the plan.

## Define the Destination Brand

The Destination of Albuquerque will come together behind a brand. That brand will help industry and city make decisions on investment, encouraging development of architectural and décor styles that reinforce the brand identity. The destination will, through destination marketing (reinforced by marketing efforts of organizations and businesses) and public relations, propagate that brand until it is recognized in target markets important to Albuquerque. That brand will be associated with Albuquerque's key destination strengths: culture & heritage, climate and landscape, and ballooning.

Define the Destination Brand		
Goal:	Define the Destination Increase Leisure Tourism Improve Convention Business	
Action:	Define the Destination Brand	
Responsible Players:	Bring CABQ Branding Process to next stage	Evaluate whether tourism/hospitality should fly under same brand or develop compatible parallel brand
	<b>CABQ-OED- Inviting:</b> AED Arts & Culture ACVB AHCC GACC State	<b>ACVB</b> – Lead conversation CABQ - OED AHCC GAIA NHCC IPCC
Timeline:	90 Days – OED to have proposal for industry to review	
Expected Outcome(s):	<ul style="list-style-type: none"> <li>Brand identity underlines key destination strengths and uniqueness, and relates to leisure markets in which ABQ intends to succeed</li> <li>Enables industry to focus and theme product investments</li> <li>Reinforces the ABQ image (public development style)</li> <li>Propagation of brand supports convention marketing</li> <li>Gives local industry and travel trade a tool for marketing that cumulatively builds destination perception</li> <li>Simplified iconic message that is easy to grasp and remember</li> </ul>	
Notes and Details:	Should reflect: <ul style="list-style-type: none"> <li>Culture and Heritage</li> <li>Climate and Landscape</li> <li>Balloons</li> </ul> Not to be confused with campaign tag lines <ul style="list-style-type: none"> <li>Brand promise/covenant has to be delivered to each relative constituent group (resident, visitor, tourism/hospitality industry, economic development)</li> </ul>	
Related Actions:	All actions related to marketing, visitor experience, infrastructure	

## Regional Partners

This issue has been facing Albuquerque for some time. The destination will work to quickly resolve the issues and find a destination approach to turn this issue into an opportunity.

Regional Partners	
Goal:	Improve Visitor Experience Define the Destination Adopt a Destination Style
Action:	Take the steps necessary to bring all players in the greater Albuquerque destination into the partnership.
Responsible Players:	<b>ACVB (relevant Directors Council – not staff)</b> Ron Solimon (representing IPCC & ACVB) AHCC CABQ – OED Councilor Craig Loy Pueblo Leadership (appropriate Economic/Tourism Corps.) Mediators (Lew Barsky & Wendy York) GACC/AED (as part of broad discussion – not as part of specific resolution to 30-mile issue).
Timeline:	30 Days: Review Mediator findings Identify specific Resolution Team Set goal and timeline
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• ABQ will get past the discussion and refocus on marketing the destination</li> <li>• Visitors will interface the same destination they perceive</li> <li>• The destination portfolio will broaden, better enabling the destination to market</li> <li>• All visitors will contribute to the greater ABQ economy</li> <li>• The end of “them and us”</li> <li>• This becomes a template – so new developments come into the partnership without having to go through the long discussion each time</li> </ul>
Notes and Details:	<ul style="list-style-type: none"> <li>• All partners on equitable pay basis (equitable to be agreed upon by all parties (including Pueblos) during resolution)</li> <li>• Broader Efforts – GACC – Regional Approach</li> </ul>
Related Actions	This action is critical to the evolution of the destination partnership, to the marketing and sales of leisure travel, conventions, and meetings, and to the development of new product related to culture and heritage

## Caring for Destination Resources

A healthy destination treats its resources sustainably, making sure that each season they are as healthy as they were the season before – and those that need to improve in health are given extra care. Similarly, there is a responsibility, when the tourism/hospitality industry shares resources that locals also use, for the industry to demonstrate to locals that it shares responsibility for the health of those resources.

The tourism/hospitality industry of Albuquerque, coordinating with city, state, and federal resource managers, will coordinate events where the industry can demonstrate its commitment while making a significant difference to target resources.

<b>Caring for Destination Resources</b>	
Goal:	Protecting Assets Destination Approach Destination Partnership Quality of Life
Action:	Industry will set up and operate programs to provide physical assistance in caring for key destination resources
Responsible Players:	<b>GAIA-Karl Holme</b> <b>CABQ Cultural Services – Velia Silva, Ron Garcia</b> ACVB CABQ Parks and Recreation – Jay Hart and Jay Evans NPS – Petroglyph National Monument Entire industry to participate
Timeline:	By mid summer, 2006
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Better Partnership between industry and its treasures</li> <li>• Better understanding of issues surrounding destination sustainability</li> <li>• Better industry understanding of tourism assets</li> <li>• Image building with community</li> <li>• Pride building for industry</li> </ul>
Notes and Details:	Good opportunity to invite those businesses that directly serve the industry (are also dependent on visitor dollars) to join in taking care of visitor experience assets
Related Actions:	Develop Collaborative Relationship Destination Approach Coordination of Resource Use

## Improving Products, Services, and Visitor Experiences

The Destination of Albuquerque will improve the experiences of its visitors and of the products and services visitors access. Raising the quality of the visitor experience will increase spending per arrival and send visitors home more likely to return and to refer the destination to friends and family.

Some of the improvements will address the performance of experience/economic engines within the Destination of Albuquerque (such as Old Town and Downtown). Others will enhance the way visitors make selections and purchases of experiences (Museum Pass and Concierge Book).

Another group of actions focuses on the development of new products, infrastructure additions to support improvements in marketing, sales, and delivery of conventions, and on protecting the long term viability of the destination's relationship with hot air ballooning.

Actions will address front line staff issues at hotels, restaurants, museums, taxis and attractions. There are actions focused on how visitors experience Albuquerque as they move through the destination independently (visitor corridors and signage). There is an action that addresses the issues of visitor safety and crime.

Finally, some of the actions in this category look at major infrastructure investments that will markedly change the way visitors move around the destination.

This is the single biggest block of actions. They are not presented in order of importance, but are clustered by context.

Actions within this category include:

1. Expand Old Town Evening Hours
2. Put Life in Civic Plaza
3. Develop Museum Pass System
4. Concierge Book
5. Ramp up Cultural and Heritage Product Development in Tandem with Increasing Courtship of New Focused Visitors
6. Protect and Enhance Destination Ability to Own Balloon Image and Support Commercial Ballooning
7. Improve Convention Center Facilities (Phase 1)
8. Explore Options to Improve Convention Center Facilities (Phase 2)
9. Explore Increasing Room Block Capacity within Walking Distance of Convention Center
10. Explore Downtown Events Center
11. Front Line Staff Training Relative to Experiences
12. Create a Bilingual Front Line Staff
13. Improve Albuquerque Taxi Experience
14. Improve Visitor Corridors

15. Improve Signage along Key Visitor Corridors and to Key Attractions
16. Big I Facelift
17. Address Issues Related to Crime, Visitor Safety, and Perceived Safety of Destination
18. Rail Runner Belen To Santa Fe
19. Albuquerque Modern Trolley System and Narrow Gauge Rail

## Expand Old Town Evening Hours

This is the poster child action of the Destination Master Plan. It took a “destination approach” of four important groups of players in the destination to create this opportunity in which Old Town will open for evening hours, creating a much needed evening experience for the destination, and generating increased profits for Old Town retail and dining establishments. Once this change takes place (May 13, 2006) visitor experience will be enhanced and travelers will have a stronger reason to come to Albuquerque – and a reason to stay longer and spend more in the destination.

Note the detailed actions and the partnership among the City of Albuquerque, the Old Town Merchants, Hoteliers, and Albuquerque Convention and Visitors Bureau.

<b>Expand Old Town Evening Hours</b>	
Goal(s):	<ul style="list-style-type: none"> <li>• Improve Visitor Experience</li> <li>• Improve Profitability</li> <li>• Strengthen Destination Partnership</li> <li>• Improve Infrastructure</li> <li>• Adopt Destination style</li> </ul>
Action:	Open Old Town in the Evening
Responsible Players:	<b>Old Town Merchants</b> CABQ Hoteliers ACVB Museum Row
Timeline:	May 13
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Old Town will become a stronger part of the Albuquerque visitor experience, enhancing the delivery of cultural heritage experiences.</li> <li>• Old Town will become more profitable and generate increased gross receipts taxes.</li> </ul>
Notes and Details:	<ul style="list-style-type: none"> <li>• A critical mass of Old Town Merchants will be open 12-8 pm M-S and 12-6 pm Sundays</li> <li>• Dining will be available 11 am – 10 pm all days</li> <li>• OTMA will work on a self guided interpretive tour</li> <li>• OTMA will develop guided tours to the nooks and crannies of Old Town, focusing on heritage themes</li> <li>• OTMA will host orientation event for industry front liners</li> <li>• OTMA will work with portal vendors to insure a smooth transition</li> <li>• OTMA will work with church to make sure that the church’s needs are met</li> <li>• OTMA will strengthen heritage experience and image</li> <li>• CABQ will work on zoning issues related to alcohol outdoors and performances on the square</li> <li>• CABQ will reactivate trolley</li> <li>• CABQ will install permanent restrooms</li> </ul>

	<ul style="list-style-type: none"> <li>• CABQ will address parking concerns</li> <li>• CABQ will improve Rio Grande/Central Intersection</li> <li>• CABQ will address signage and lighting issues</li> <li>• CABQ will fill Old Town with life</li> <li>• Hoteliers will push visitors to Old Town during core hours</li> <li>• Hoteliers will send front liners to participate in orientation event</li> <li>• ACVB will help publicize new hours and life for Old Town</li> <li>• ACVB will showcase Old Town as a cultural heritage centerpiece</li> <li>• ACVB will help Old Town invite the industry to a kick off event for the new core hours</li> <li>• ACVB will give Old Town special attention in front liner training</li> <li>• ACVB will communicate new core hours to tour companies</li> <li>• ACVB will communicate with local press</li> <li>• ACVB will coordinate travel media tours</li> <li>• ACVB will explore the concept of volunteer interpreters on the trolley</li> </ul>
<p>Related Actions</p>	<p>Improve partnership between Industry and City  Destination Approach  Define Destination Brand  Attract and Serve Specific Leisure Target Markets  Front Liner Training</p>



## Put Life in Civic Plaza

Albuquerque will fill Civic Plaza with life, stimulating convention attendees to move from the convention into an Albuquerque experience. This will result in higher spending per attendee and more stimuli for those attendees to return to Albuquerque as leisure travelers. The move will also improve the image of Albuquerque’s convention experience when presented to meeting planners.

<b>Put Life in Civic Plaza</b>	
Goal:	<ul style="list-style-type: none"> <li>• Improve Visitor Experience</li> <li>• Improve Convention and Meetings Business</li> <li>• Improve Performance</li> <li>• Partnership between CABQ and Industry</li> <li>• Destination Style</li> <li>• Improve Quality of Life</li> <li>• Generate new jobs and business opportunities</li> </ul>
Action:	Fill Civic Plaza with Life
Responsible Players:	<p><b>CABQ Cultural Services – Velia Silva, Ron Garcia</b>  <b>DAT</b>  <b>Downtown Hotels</b>                      IPCC                      NHCC                      CABQ Parks and Recreation – Jay Hart and Jay Evans                      CABQ Police – Paul Chavez                      Balloonists – Scott Appelman</p>
Timeline:	Ramp Up has begun Significant by Summer Ongoing
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Convention attendees will be invited into the “Albuquerque experience” and economy</li> <li>• Downtown workforce and residents will be invited into plaza</li> <li>• Overcome sense of dangerous area</li> <li>• Various components of visitor experience can be showcased and visitors “baited”</li> <li>• Improve spending by convention attendees</li> <li>• Generate repeat visits by convention attendees</li> <li>• Raise quality of convention experience</li> <li>• Daily Programming (10 – 3)</li> </ul>
Notes and Details:	<ul style="list-style-type: none"> <li>• Remove permit barriers for music and other entertainment for tips</li> <li>• Encourage cultural activities or ABQ signature activities that add life while telling the story of ABQ such as roasting chiles and baking bread in traditional ovens</li> <li>• Funding is an issue</li> <li>• Use Civic Plaza to assist in booking groups to CC</li> <li>• Hot air balloons on Civic Plaza (resolve challenge of vehicles on plaza)</li> </ul>

Related Actions	Destination Approach Various actions related to convention performance Old Town at Night
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## Develop Museum Pass System

This action will improve visitor experience while opening a marketing door. Using an internet portal, visitors will be able to secure admission (at a discount) to a selection of museums and related facilities before arrival. When they see the broad set of opportunities, it may encourage longer stays and better patronage. Similarly, visitors should be able to purchase the passes at visitor centers, the convention center, hotel lobbies, and attraction gates.

<b>Develop Museum Pass System</b>	
Goal:	Improve Visitor Experience Increase Visitor Spending Strengthen Partnership between City and Industry Improve and Add Infrastructure Destination Style
Action:	Develop system for visitors to buy (internet, visitor centers, museum and attractions entryways) a single pass ticket to a number of facilities – or a discounted set of tickets by choosing multiple facilities
Responsible Players:	<b><i>Jim Walther, Atomic Museum</i></b> Terry Axline, BioPark Tom Levine, Balloon Museum Tania Armenta, ACVB Ron Garcia, CABQ Eduardo Diaz, NHCC Ellen Welker, Explora Tim Aydelott/Robert Jung, NM Museum of Natural History Karl Holme, Hyatt Anthony Valentin, Best Western Rio Grande
Timeline:	Plans in place September 1, 2006 Implementation Schedule TBA
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• It will be easy (with predictable expenses) for a visitor to buy access to multiple museums and attractions</li> <li>• Visitors will stay longer</li> <li>• More museums and attractions will come to the attention of visitors</li> </ul>
Notes and Details:	<ul style="list-style-type: none"> <li>• May be more than one system with overlaps</li> <li>• ACVB will provide portal for purchase on website</li> <li>• Include Convention Center as Point of Sale (SMG)</li> </ul>

## Concierge Book

ACVB will coordinate the collection and organization of data relevant to visitor experiences and organize that data into a concierge book. This will enable industry front liners to have reliable and accurate information to share with visitors seeking the multitude of experiences Albuquerque has to offer. The same data will be accessible in the revamped ACVB website.

<b>Concierge Book</b>	
Goal:	<ul style="list-style-type: none"> <li>• Improve Visitor Experience</li> <li>• Increase Visitor Spending</li> <li>• Destination Style</li> </ul>
Action:	Develop and distribute a concierge guide to museums and attractions that Albuquerque visitors should know about
Responsible Players:	<b><i>ACVB – Partnership and Tourism &amp; Communications Divisions</i></b> Museum Coop Council - Content CABQ - Ray Darnell, Terry Axline Concierge Group (Hotel front line staff, including valet) ACVB - Volunteers
Timeline:	Distribute by Mid May, 2006
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Front line staff in lodging facilities will be better able to help visitors understand museum and attraction offerings</li> <li>• More traffic to museums and attractions</li> <li>• Training/Ownership/Interactive with front line staff</li> <li>• Include Public Art</li> </ul>
Notes and Details:	Same info will be showcased online on ACVB website Same info will be available to volunteers at ACVB visitor centers
Related Actions:	Visitor Access to Information Destination Approach All actions related to strengthening the partnership in the destination

## Ramp up Cultural and Heritage Product Development In Tandem with Increasing Courtship of New Focused Visitors

This is an important action related to visitor experience, sustainability of tourism development, and sensitivity to host cultures. In essence, this action pledges to grow marketing and product development related to heritage and culture at compatible rates. This way, visitors will not show up and find a lack of product – nor will cultural hosts (particularly the Pueblos) be overwhelmed with a demand that can't be met. On the other side of the issue, heritage-related products will have patrons as they are developed, so that the risk of initiating new product development can take place in a supportive environment.

There is an understanding among those who have committed to working on this issue that there is currently more product available than is readily seen. It is also clear that some products can come to the table quickly as demand warrants. There is an overall determination to keep the product development decisions in the hands of the hosts whose culture and heritage are being shared.

Ramp up Cultural and Heritage Product Development In Tandem with Increasing Courtship of New Focused Visitors	
Goal:	Destination Approach Taking care of cultural treasures Visitor Experience Improve Leisure Tourism
Action:	Guide the tandem ramping up of both cultural and heritage product development and marketing
Responsible Players:	<b>CABQ Cultural Services – Velia Silva</b> <b>ACVB – Tania Armenta</b> <b>IPCC – Ron Solimon</b> CABQ Cultural Services – Ron Garcia NHCC – Eduardo Diaz AHCC – Cathy Gonzales Petroglyph NM – Diane Souder NM Tourism Department – Travis Suazo Dept. of Aviation – Mike Rice (Air Service)
Timeline:	Ongoing This team will begin meeting in spring of 2006
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Protect Pueblos and other cultural groups from negative social and cultural impacts of tourism ahead of product</li> <li>• Have patrons for new cultural tourism offerings (don't leave them hanging)</li> </ul>
Notes and Details:	This is a best practices approach to opening new cultural tourism destination products and patronage.
Related Actions:	Brand Definition Attract and Serve Specific Leisure Target Markets Attract and Serve Key Cuisine Niche Leisure Markets Caring for Resources

## Protect and Enhance Destination Ability to Own Balloon Image And Support Commercial Ballooning

Albuquerque is front and center when the world thinks of hot air ballooning. This plan calls for the destination to put balloons alongside heritage & culture and climate & landscape when defining destination strengths and designing a brand.

It is imperative that the destination preserve its ability to hold that position by making sure there continue to be places to take off and land commercial balloons, as the city grows and expands. It is also important that commercial balloon businesses operate in a supportive business environment.

Protect and Enhance Destination Ability to Own Balloon Image And Support Commercial Ballooning	
Goal:	Protect assets Destination Approach Grow Leisure Tourism Destination Definition, Brand Improve infrastructure
Action:	Protect and enhance destination ability to own balloon image and support commercial ballooning
Responsible Players:	<b>Balloon industry</b> Balloon Fiesta Balloon Museum CABQ Parks and Recreation – Jay Hart and Jay Evans ACVB Pueblo Leadership (re: open space landing)
Timeline:	Ongoing
Expected Outcome(s):	<ul style="list-style-type: none"> <li>Albuquerque can move forward promoting itself as the ballooning capital</li> <li>Creates environment in which commercial ballooning can thrive</li> <li>Sustainable future for Fiesta, Museum</li> </ul>
Notes and Details:	Develop better relationship with Pueblos (Sandia) re: landing issue
Related Actions:	Attract and Serve Balloon Niche Leisure Market Brand Definition Attract and Serve Specific Leisure Target Markets

## Improve Convention Center Facilities (Phase 1)

This important action, initiated by Albuquerque’s innkeepers, is already underway and should be complete in the Summer of 2007. When complete, Albuquerque will be able to deliver better experiences to groups using the convention center. Visual upgrades to the west half of the complex will also, when coupled with Civic Plaza actions, create a better environment for success for convention sales.

Improve Convention Center Facilities (Phase 1)	
Goal:	Grow Convention and Meetings Business Improve Infrastructure
Action:	Upgrade current convention facilities (underway)
Responsible Players:	<b>SMG</b> GAIA CABQ ACVB AHCC
Timeline:	July 2007
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Better delivery of conventions</li> <li>• More marketable facility</li> </ul>
Notes and Details:	This is underway, financed by bonding of funds derived from temporary 1% sales tax initiated by industry and supported, received, and distributed by CABQ
Related Actions:	<ul style="list-style-type: none"> <li>• Explore Options to Improve Convention Center Facilities (Phase 2)</li> <li>• Increase Convention and Meetings Bookings within Current Target Markets</li> <li>• Explore Increasing Room Block Capacity within Walking Distance of Convention Center</li> <li>• Explore Downtown Events Center</li> <li>• Put Life in Civic Plaza</li> </ul>

## Explore Options to Improve Convention Center Facilities (Phase 2 and onward)

This action would, if adopted, extend the temporary 1% tax another ten years, enabling further investment in the appearance of the Convention Center, with a focus on the east side of the complex.

Explore Options to Improve Convention Center Facilities (Phase 2 and onward)	
Goal:	Grow Convention and Meetings Business Improve Infrastructure Destination Approach
Action:	Explore Options to Improve Convention Center Facilities
Responsible Players:	<b>SMG</b> <b>GAIA</b> ACVB AHCC CABQ- OED DAT
Timeline:	90 Days – CABQ OED and ACVB Directors Council review downtown and make recommendation re: Phase 2  Merge industry & city perspective for coordinated effort.
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Facility reflects ABQ strengths of heritage and culture</li> <li>• Improves ability to make convention sales</li> <li>• Improves delivery</li> <li>• Keeps ABQ in the market until serious reinvestment can take place</li> </ul>
Notes and Details:	<ul style="list-style-type: none"> <li>• Estimated \$5-6 million</li> <li>• Can extend 1% and bond against it</li> <li>• Will be spending the revenue stream through 2024 for actions in 2008-2009.</li> <li>• Impact of \$78M existing debt on CC renovations/funding</li> <li>• Weave outcomes of ABQ RFP on Events Center into decision making process</li> </ul>
Related Actions:	<ul style="list-style-type: none"> <li>• Improve Convention Center Facilities (Phase 1)</li> <li>• Increase Convention and Meetings Bookings within Current Target Markets</li> <li>• Explore Increasing Room Block Capacity within Walking Distance of Convention Center</li> <li>• Explore Downtown Events Center</li> <li>• Put Life in Civic Plaza</li> </ul>



## Explore Increasing Room Block Capacity Within Walking Distance of Convention Center

This single action, if completed, would make a huge difference in the performance of Albuquerque as a convention destination. The destination will continue to explore opportunities and to work to overcome barriers in hopes of accomplishing this development goal.

Explore Increasing Room Block Capacity Within Walking Distance of Convention Center	
Goal:	Grow Convention and Meetings Business
Action:	Explore development of new headquarter or convention hotel within walking distance of Convention Center
Responsible Players:	<b>GAIA</b> CABQ- OED ACVB AHCC
Timeline:	Ongoing
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Expanded target market for conventions</li> <li>• Better balance between rooms and facility</li> <li>• Ability to successfully court less budget-conscious groups</li> </ul>
Notes and Details:	It will be the responsibility of the parties to keep this option on the table and find the right time to move it forward.
Related Actions:	<ul style="list-style-type: none"> <li>• Improve Convention Center Facilities (Phase 1)</li> <li>• Explore Options to Improve Convention Center Facilities (Phase 2)</li> <li>• Increase Convention and Meetings Bookings within Current Target Markets</li> <li>• Explore Downtown Events Center</li> <li>• Put Life in Civic Plaza</li> </ul>

## Explore Downtown Events Center

At the time this plan is being finalized Albuquerque intends to release an RFP that would encourage proposals related to building a downtown events center adjacent to the existing convention center. This project has the capacity to stimulate further development downtown (thus improving visitor experience, especially for convention attendees) and may open the possibility of attracting conventions (especially if the challenge of walking distance lodging is met).

Explore Downtown Events Center	
Goal:	Improve Infrastructure Grow Convention Business Grow Leisure Tourism Strengthen Partnership between City and Industry
Action:	Explore option to build events center adjacent to the Convention Center
Responsible Players:	<b>CABQ – OED</b> ACVB AHCC GAIA SMG
Timeline:	90 Day review
Expected Outcome(s):	RFP process will reveal whether current market situation will support events center that can be built using public/private partnership RFP process may bring headquarter hotel into the discussion
Notes and Details:	Review will impact Convention Center Phase 2 discussion/ recommendations
Related Actions:	<ul style="list-style-type: none"> <li>• Improve Convention Center Facilities (Phase 1)</li> <li>• Explore Options to Improve Convention Center Facilities (Phase 2)</li> <li>• Increase Convention and Meetings Bookings within Current Target Markets</li> <li>• Explore Increasing Room Block Capacity Within Walking Distance of Convention Center</li> <li>• Put Life in Civic Plaza</li> </ul>

## Front Line Staff Training relative to Experiences

Albuquerque’s visitors will have much better abilities to make choices among the wide selections of experiences when front line staffers have first hand knowledge of those experiences to relate to visitors. This action will take broad investment by many destination partners, but will generate better visitor experiences, more spending per visitor, and more repeat and referral business for the destination.

<b>Front Line Staff Training relative to Experiences</b>	
Goal:	Improve Visitor Experience Destination Approach Increase visitor spending, profitability
Action:	ABQ will engage in active front line staff training related to attractions and experiences of the destination
Responsible Players:	<b>ACVB</b> AHCC CABQ Tourism Assoc of NM – Front Line Training program GAIA Museum Coop Council DAT Ambassadors OTMA NHBA
Timeline:	Underway & ongoing Suggested 1/month Need to have in place before summer traffic begins
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Better information available to visitors</li> <li>• Visitors able to make more informed decisions</li> <li>• Improved visitor experiences</li> <li>• Better patronage of all products</li> <li>• Longer visits</li> <li>• Repeat visits</li> <li>• Improved destination appeal and image</li> <li>• More spending per arrival</li> <li>• Positive Media Attention</li> </ul>
Notes and Details:	Not just hotels – dining, retail, museums, attractions, volunteers at visitor info centers
Related Actions:	Create a Bilingual Front Line Staff Improve Albuquerque Taxi Experience Concierge Book Museum Pass

## Create a Bilingual Front Line Staff

Albuquerque has a unique opportunity to serve US Latino and Mexican/Latin American visitors – and it will need to prepare front line staff across the entire destination if it is to succeed in these important markets.

<b>Create a Bilingual Front Line Staff</b>	
Goal:	Improve Visitor Experience Increase Leisure Tourism Destination Definition
Action:	Train Front Liner Staff to serve visitors in either English and Spanish. Train people with Spanish as first language to fill front line positions, help them land those positions, and help them succeed.
Responsible Players:	<b>AHCC</b> Hotels Museum Coop Council CABQ ACVB NM Restaurant Association Educational Institutions – HS/College Airport/311/GOV16
Timeline:	In 3 years – all service deliverers (hotel, restaurant, attractions) will have bilingual front lines
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Improved experiences for US Latino and Latin American visitors</li> <li>• Improved marketing success in these markets</li> <li>• Improved profitability</li> <li>• Brand reinforcement</li> </ul>
Notes and Details:	Extend through city Kiosk program – when developed
Related Actions:	Front Line Staff Training Relative to Experiences Attract and Serve Specific Leisure Target Markets Destination Brand

## Improve ABQ Taxi Experience

Albuquerque will have happier visitors, better success with repeat business, and better tips for cab drivers when training enables those drivers to share exciting details about the destination with their patrons. Further, coordination between the taxi companies and those managing groups in the destination will reduce wait times for taxis and make taxi operation more efficient.

Improve ABQ Taxi Experience	
Goal:	Improve Visitor Experience Improve Profitability
Action:	Improve ABQ Taxi Experience with better front line training of cab drivers and better coordination with lodging/events.
Responsible Players:	<b>ACVB - Elise Rogers</b> <b>CABQ</b> <b>Taxi Companies - Azeez Hindi</b> Hoteliers SMG
Timeline:	Group has begun discussion – Elise Rogers, Azeez Hindi, Steve Paternoster (Scalo Nob Hill) 1 year, then ongoing
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Better visitor experience</li> <li>• Better image of destination</li> <li>• Better tips for drivers</li> </ul>
Notes and Details:	<ul style="list-style-type: none"> <li>• This is a complex situation that requires a destination solution. Drivers need to see other drivers earning better tips after they receive some training.</li> <li>• Coordination needs to involve all parts of the industry that work with groups.</li> </ul>
Related Actions	Destination Approach Front Line Training Related to Experiences Bilingual Training

## Improve Visitor Corridors

Albuquerque’s visitors are channeled down some key corridors as they move between lodging, dining, and experiences. It is important that those corridors reflect the destination image, create a friendly and safe impression, and invite visitors to continue on to the intended experience or business.

Improve Visitor Corridors	
Goal:	Improve Visitor Experience Improve Infrastructure
Action:	Improve visitor corridors by stimulating redevelopment that has signature ABQ architecture and by otherwise improving streetscaping
Responsible Players:	<b>CABQ</b> DAT NHBA OTMA Metro Development Dept. State Highway Dept. MRCOG Arts Community ACVB
Timeline:	Ongoing
Expected Outcome(s):	Reinforcement of destination identity (brand) Improved Visitor Experience Quality of Life for locals Incorporate Public Art
Notes and Details:	<ul style="list-style-type: none"> <li>• Nob Hill to Old Town to BioPark</li> <li>• Rio Grande from I-40 to Central</li> <li>• Trolley Route</li> <li>• ¼ cent Quality of Life initiative – need to preserve funding for intended purpose</li> </ul>
Related Actions:	Improve Signage along Key Visitor Corridors and to Key Attractions Address Issues Related to Crime, Visitor Safety, and Perceived Safety of the Destination

## Improve Signage along Key Visitor Corridors and to Key Attractions

The destination will build on exciting first steps (Nob Hill and Rio Grande from Old Town to I-40) to put informative and fun signage in place to help visitors find their way through the destination to key attractions and experiences.

Improve Signage along Key Visitor Corridors and to Key Attractions	
Goal:	Improve Visitor Experience Strengthen the Partnership between CABQ and Visitor Industry Improve Infrastructure Destination Style Improve profitability
Action:	Improve Signage along Key Visitor Corridors and to Attractions, Trailheads, Destination Icons
Responsible Players:	<b>CABQ</b> Museum Coop Council ACVB Destination Components
Timeline:	1 year
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Better Visitor Experience</li> <li>• Better patronage of products and experiences</li> <li>• Better spending</li> </ul>
Notes and Details:	Build on the Nob Hill Example Show ABQ as exciting
Related Actions:	Improve Visitor Corridors Address Issues Related to Crime, Visitor Safety, and Perceived Safety of the Destination

## Big I Facelift

Albuquerque will continue to upgrade the appearance of key visitor corridors in the manner consistent with the template developed between Sunport and I-25. The facelift of New Mexico's most important intersection has already been funded and should be underway shortly. This uniquely Albuquerque look will underscore branding and give visitors a sense that they have truly arrived at a unique destination.

<b>Big I Facelift</b>	
Goal:	Infrastructure Improvements Defining Destination – Reinforcing the Brand Visitor Experience
Action:	Big I Facelift – Revamp the appearance of ABQ's & NM's biggest intersection
Responsible Players:	<b>New Mexico</b> <b>CABQ</b>
Timeline:	Unknown
Expected Outcome(s):	Reinforcement of destination identity and appeal
Notes and Details:	Extends style now present between Sunport and Interstate 25 That pattern can be repeated in other intersections and streets
Related Actions	Improve Visitor Corridors Improve Signage along Key Visitor Corridors and to Key Attractions Destination Branding



Address issues related to crime, visitor safety,  
And perceived safety of the destination

Address issues related to crime, visitor safety, And perceived safety of the destination	
Goal:	Visitor Experience Increase Leisure Tourism Increase Convention Business Destination Approach Strengthen Partnership Quality of Life
Action:	Build a partnership between the industry and the city to address issues related to crime, visitor safety, and perceived safety of the destination
Responsible Players:	<b>CABQ Police – Paul Chavez</b> <b>CABQ Parks – Jay Hart and Jay Evans</b> <b>CABQ – Ron Garcia/Dave Mathews- Media</b> <b>ACVB – Tania Armenta</b> DAT Ambassadors NM Broadcasters Association NM Editorial Association OTMA Security GAIA
Timeline:	45 Days – Develop Strategy 90 Days - Conversation Ongoing
Expected Outcome(s):	Reporting with an understanding of impacts on destination Reprioritization of news stories
Notes and Details:	Need to add hoteliers and other partners Maybe add volunteers to monitor trail head parking How do we add media to this partnership? Need to address homeless issue with dignity

## Rail Runner Belen to Santa Fe

The cars are on the tracks and the platforms are under construction. There's an excitement about what light rail brings to Albuquerque's destination economy. The Rail Runner opens the possibility for Albuquerque's visitors to "do" Santa Fe on a day outing, returning to Albuquerque and its hub position among potential experiences.

Rail Runner Belen to Santa Fe	
Goal:	Visitor Experience Improve Infrastructure Destination Approach
Action:	Start the Rail Runner and expand it as far as Santa Fe, work that into visitor options
Responsible Players:	<b>State of New Mexico</b> CABQ ACVB
Timeline:	May to start Expansion as soon as possible
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Some ability to move around destination</li> <li>• Eventual ability to do Santa Fe as a day trip from ABQ without a rental car or tour</li> <li>• More room nights for ABQ</li> <li>• Evolving perception of destination to include whole corridor</li> </ul>
Notes and Details:	Needs attractive interface to local transportation
Related Actions:	Albuquerque Modern Trolley System and Narrow Gauge Visitor Corridors

## Albuquerque Modern Trolley System and Narrow Gauge

The destination is actively working toward a modern trolley system that will connect the “string of pearls” visitor (and local resident) attractions. That system will enhance the ability of visitors to move among Albuquerque’s primary attractions and visitor hot spots without personal automobiles.

The destination is also exploring the possibility of extending the narrow gauge rail at Tingley Park to the National Hispanic Cultural Center, connecting some key visitor experiences.

Albuquerque Modern Trolley System and Narrow Gauge	
Goal:	Improve Infrastructure Destination Approach Partnership between City and Industry Increase Leisure Tourism (spending per arrival)
Action:	Find financing for and build light rail system that connects ABQ’s “string of pearls” experiences and attractions
Responsible Players:	<b>CABQ</b>
Timeline:	To be determined
Expected Outcome(s):	Modern Trolley System will connect key visitor experiences Narrow gauge rail will be extended from Tingley Park to NHCC
Notes and Details:	Industry needs to support these improvements as they come to the table CABQ should communicate with industry about developments and to seek timely support
Related Actions:	Rail Runner Belen to Santa Fe Visitor Corridors



## Boosting Marketing and Sales

Albuquerque, as a destination, has two key markets: Conventions & Meetings and Leisure Travel. It is important to succeed in both. This plan outlines key routes to that success.

Albuquerque's Conventions and Meetings market is divided in two pieces. One part of the business is conducted at the Convention Center, the other is carried out in hotel-based meeting facilities. Both are important to the economy. Other sections of this plan address improving the environment in which to deliver those meetings (especially regarding the convention center) and to attract and sell to the planners of those meetings.

Leisure has long been the base of Albuquerque's tourism/hospitality industry, bringing in the majority of the income for the destination. This plan focuses on keeping that core intact, but evolving the balance of leisure travelers over time to visitors who are coming intentionally for the experiences that relate to specific strengths in the destination. In other destinations, visitors courted because of their interests are more likely to have good experiences, to value the destination higher, to spend more and stay longer. These visitors, in other places, are also more likely to become repeat visitors and to refer other similar visitors to the destination.

A key set of goals in this plan are focused on raising the average daily rate (for lodging) for the destination, the average occupancy for the destination, and visitor spending per day and per arrival. The convention center marketing action in this plan may contribute to raising occupancy, but will not contribute (at least substantially) to raising rates or visitor spending. Neither will the action to maintain progress on the current drive and regional fly markets. The actions focused on adding new clients who seek Albuquerque's key destination strengths hold promise in delivering new clients who will spend more per arrival and per day and who will value the destination and experience enough to contribute to a higher average daily rate.

There are two actions in this section devoted to taking positions that are likely to increase visitor spending. The first helps visitors decide to explore the destination by car, which broadens the definition of the destination in the visitor's eye and enables longer stays from an Albuquerque base. The second addresses a constant effort to improve delivery of information to visitors, especially at key moments before arrival, so that the breadth of experiences can be appreciated when creating the window of time in Albuquerque – tempting potential visitors into spending more time in the destination.

Actions for this section include:

1. Increase Convention and Meetings Bookings within Current Target Markets
2. Continue to Grow the Drive Market and Select Region Fly Market
3. Attract and Serve Specific Leisure Target Markets
4. Attract and Serve Balloon Niche Leisure Market
5. Attract and Serve Golf Niche Leisure Market

6. Attract and Serve Cuisine Niche Leisure Market
7. Attract and Serve Other Niche Markets
8. Portray Albuquerque as a Place Best Experienced by Car
9. Improve Visitors' Access to Information

## Increase Convention and Meetings Bookings Within Current Target Markets

This is an important action, focusing the sales efforts related to the convention center on a market that the destination has proven it can succeed in. It must be clearly stated that this action will not drive center bookings to the level enjoyed in the years after the center was expanded and the Hyatt was constructed. The market has changed and the opportunities are different – Albuquerque, with its current combination of convention center and adjacent lodging, will work hard to succeed within the market parameter described below.

Albuquerque has, on the other hand, experienced significant improvement to its existing full service hotel product in recent months and more is underway. This change will enable the destination to improve sales figures for hotel-based meetings.

Note that the national and global conditions impacting conventions and meeting business have not completely stabilized and future events may impact performance.

<b>Increase Convention and Meetings Bookings within Current Target Markets</b>	
Goal:	Grow Convention and Meetings Business
Action:	Increase Bookings within Current Target Markets
Responsible Players:	<b>ACVB Sales – Linda Brown</b> <b>AHCC Sales – Cathy Gonzales</b> SMG Full Service Hotels CABQ - OED UNM
Timeline:	Ongoing
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• ABQ will grow convention center market share until it reaches a plateau within existing market</li> <li>• ABQ will continue to grow non-center business</li> </ul>
Notes and Details:	<ul style="list-style-type: none"> <li>• Continue strategy to pursue targets of &lt;700 peak rooms, budget orientation for convention center</li> <li>• Existing targets for non-center business</li> <li>• Identify and engage other local referral sources – UNM, Kirtland, Sandia, medical community</li> <li>• Explore option of building “war chest”</li> </ul>
Related Actions:	<ul style="list-style-type: none"> <li>• Improve Convention Center Facilities (Phase 1)</li> <li>• Explore Option to Improve Convention Center Facilities (Phase 2)</li> <li>• Explore Increasing Room Block Capacity within Walking Distance of Convention Center</li> <li>• Explore Downtown Events Center</li> <li>• Put Life in Civic Plaza</li> </ul>

## Continue to Grow the Drive Market and Select Region Fly Market

The drive market and select region fly markets have been the backbone of Albuquerque's tourism/hospitality economy for a number of years. Albuquerque will make sure it maintains and grows this important base to the visitor economy.

Continue to Grow the Drive Market and Select Region Fly Market	
Goal:	Grow Leisure Tourism
Action:	Continue to Grow the Drive Market and California Market
Responsible Players:	<b>ACVB Leisure Marketing – Tania Armenta</b> AHCC State Department of Tourism
Timeline:	Ongoing
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Stability in Leisure Base</li> <li>• Continued demand following existing patterns</li> </ul>
Notes and Details:	This is the bread and butter of the leisure business that ABQ has now.
Related Actions:	<ul style="list-style-type: none"> <li>• Attract and Serve Specific Leisure Target Markets</li> <li>• Attract and Serve Balloon Niche Leisure Market</li> <li>• Attract and Serve Golf Niche Leisure Market</li> <li>• Attract and Serve Cuisine Niche Leisure Markets</li> <li>• Attract and Serve Other Niche Markets</li> <li>• Portray Albuquerque as a Place Best Experienced by Car</li> <li>• Improve Visitor Access to Information</li> </ul> All actions related to visitor experience



## Attract and Serve Specific Leisure Target Markets

This is the core action for beginning to connect Albuquerque to new markets where marketing is focused on interest rather than the geographic location of the potential visitor. Interest driven vacations have the potential to drive up the value of the destination, spending per arrival and per day, and increase visitor satisfaction to the extent that there is an increase in repeat and referral visitation. Further, this action will propagate the destination brand across key interest profiles, increasing the ability to penetrate markets that will assist in convention and meetings sales.

Note that it will take time for this action to create substantial demand that is converted to bookings. Note also that Mexico and Latin America is a huge target and it will take time to build this market segment to be significant.

Culture and heritage visitors, around the globe, are noted as strongly interested in buying works from local artists. These travelers also have the tendency to develop long term relationships with destinations, returning on a regular basis.

<b>Attract and Serve Specific Leisure Target Markets</b>	
Goal:	Grow Leisure Tourism Grow profitability Use Leisure to set up Convention Sales
Action:	Market to and serve the following leisure target markets: <ul style="list-style-type: none"> <li>• Heritage and Culture</li> <li>• Outdoor Recreation</li> <li>• US Latinos</li> <li>• Mexico and Latin America</li> </ul>
Responsible Players:	<b>ACVB</b> <b>AHCC</b> CABQ-Cultural Services (Velia Silva & Ron Garcia) State Department of Tourism Petroglyph National Monument – Diane Souder Ski community City councilors (w/ Outdoor/cycling interests) Dept. of Aviation (Air service) Representatives from Cultural & Heritage sector (Eduardo Diaz, Ron Solimon, Travis Suazo)
Timeline:	PR aspect – as soon as possible Note that PR efforts related to Heritage & Culture and Outdoor Recreation have already been underway Advertising dollars – beginning to shift to balance geographic and sector markets.

<p>Expected Outcome(s):</p>	<ul style="list-style-type: none"> <li>• Adding new visitor groups to Albuquerque that match destination strengths</li> <li>• Push the Albuquerque brand and destination image beyond drive market territory</li> <li>• Raise per arrival spending</li> <li>• Raise length of stay</li> <li>• Increase patronage of regional experiences related to culture and heritage</li> <li>• Increase average daily rates</li> </ul>
<p>Notes and Details:</p>	<ul style="list-style-type: none"> <li>• Market by interest, not by region</li> <li>• Use PR strongly, advertising as possible</li> <li>• Bring up culture and heritage product development in tandem with visitors</li> <li>• This may take some new money</li> <li>• Cooperative approach with state</li> <li>• Cycling presents great opportunity</li> </ul>
<p>Related Actions</p>	<ul style="list-style-type: none"> <li>• Destination Branding</li> <li>• Ramp up Culture and Heritage Product Development in Tandem with Increasing Courtship of New Focused Visitors</li> <li>• Continue to Grow Drive Market and Select Region Fly Market</li> <li>• Attract and Serve Balloon Niche Leisure Market</li> <li>• Attract and Serve Golf Niche Leisure Market</li> <li>• Attract and Serve Cuisine Niche Leisure Markets</li> <li>• Attract and Serve Other Niche Markets</li> <li>• Portray Albuquerque as a Place Best Experienced by Car</li> <li>• Improve Visitor Access to Information</li> <li>• All actions related to visitor experience</li> </ul>

## Attract and Serve Balloon Niche Leisure Market

Albuquerque had built a great destination image related to the Balloon Fiesta. Now it's time to capitalize on that image and draw visitors to the Balloon Museum and commercial balloon operations. The efforts related to this action underscore to the world that Albuquerque has a predictably great outdoor experience any week of the year. A key part of this action will be to communicate that one can enjoy hot air balloon experiences in each month of the year.

Attract and Serve Balloon Niche Leisure Market	
Goal:	Define Destination Grow Leisure Tourism Grow profitability Use Leisure to set up Convention Sales
Action:	Attract and Serve the balloon niche leisure market
Responsible Players:	<b style="color: #A52A2A;">ACVB</b> Commercial Balloonists Albuquerque International Balloon Fiesta Balloon Museum AHCC CABQ – Cultural Services
Timeline:	<ul style="list-style-type: none"> <li>• PR now (already underway)</li> <li>• Event promotion</li> <li>• Advertising as makes sense, but mostly in conjunction with other campaigns</li> </ul>
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Steady flow of business to commercial balloon companies</li> <li>• Patronage of Balloon Museum</li> <li>• Development of more (smaller) balloon events</li> <li>• Preserve ownership of World Capital of Hot Air Ballooning</li> <li>• More spending per arrival</li> <li>• Repeat and referral tourism</li> <li>• Reinforces climate and landscape strength</li> <li>• Increase average daily rates</li> </ul>
Notes and Details:	<ul style="list-style-type: none"> <li>• See actions related to preserving future of ballooning in ABQ</li> <li>• Mostly weaving the ballooning messages into other advertising – especially message about 12 months of balloon rides</li> </ul>
Related Actions	<ul style="list-style-type: none"> <li>• Destination Branding</li> <li>• Protect and Enhance Destination Ability to Own Balloon Image and Support Commercial Ballooning</li> <li>• Continue to Grow Drive Market and Select Region Fly Market</li> <li>• Attract and Serve Specific Leisure Target Markets</li> <li>• Attract and Serve Golf Niche Leisure Market</li> <li>• Attract and Serve Cuisine Niche Leisure Markets</li> <li>• Attract and Serve Other Niche Markets</li> <li>• Portray Albuquerque as a Place Best Experienced by Car</li> <li>• Improve Visitor Access to Information</li> <li>• All actions related to visitor experience</li> </ul>

## Attract and Serve Golf Niche Leisure Market

This is a great market for Albuquerque that has the potential, with focused regional golf publications, to fill key valleys in destination demand. While the destination's golfing is undervalued, these visitors have the potential to help drive up lodging rates for the destination.

Attract and Serve Golf Niche Leisure Market	
Goal:	Grow Leisure Tourism Grow profitability Use Leisure to set up Convention Sales Destination approach
Action:	Attract and Serve Golf Niche Leisure Market PR effort (already underway)
Responsible Players:	<b>ACVB</b> AHCC Regional Golf Courses GAIA SW Airlines State Department of Tourism Regional Golf Marketing Entities
Timeline:	PR - Now
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Build reputation for 12 month golf economy</li> <li>• Reinforce climate and landscape strength</li> <li>• Repeat and referral tourism</li> <li>• Increase average daily rates, visitor spending</li> </ul>
Notes and Details:	<ul style="list-style-type: none"> <li>• Target regions that have seasonal golf</li> <li>• Build golf getaway packages</li> <li>• ABQ has wide range of choices for non-golfing partner or family member</li> </ul>
	<ul style="list-style-type: none"> <li>• Continue to Grow Drive Market and Select Region Fly Market</li> <li>• Attract and Serve Specific Leisure Target Markets</li> <li>• Attract and Serve Balloon Niche Leisure Market</li> <li>• Attract and Serve Cuisine Niche Leisure Markets</li> <li>• Attract and Serve Other Niche Markets</li> <li>• Portray Albuquerque as a Place Best Experienced by Car</li> <li>• Improve Visitor Access to Information</li> <li>• All actions related to visitor experience</li> </ul>

## Attract and Serve Key Cuisine Niche Leisure Markets

New Mexico’s Cuisine is unique and strongly related to culture and heritage and the destination’s branding effort. Travelers drawn by culture and heritage will patronize cuisine-related experiences (both eating and cooking). And, culture and heritage related marketing will dovetail with the ability to market directly to those who travel the world in search of unique cuisine-related experiences.

Once again, these travelers will have the tendency to drive up lodging rates and spending per arrival. These travelers will also be good patrons of visual arts.

Attract and Serve Key Cuisine Niche Leisure Markets	
Goal:	Define Destination Grow Leisure Tourism Grow profitability Use Leisure to set up Convention Sales
Action:	Attract and Serve Key Cuisine Niche Leisure Markets
Responsible Players:	<b>ACVB</b> <b>AHCC</b> New Mexican Cuisine Restaurants and manufacturers IPCC NHCC New Mexico Restaurant Association (NMRA) Albuquerque Originals New Mexico Wine Growers Association Cooking Schools
Timeline:	Underway
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Increase brand recognition</li> <li>• Underscore destination strengths</li> <li>• Increase patronage of New Mexico food items made in ABQ</li> <li>• Increase ADR, visitor spending</li> </ul>
Notes and Details:	<ul style="list-style-type: none"> <li>• These visitors often have interest in culture and heritage (food is tied to these) and related arts.</li> <li>• As a group they spend very well</li> <li>• Strong focus on PR</li> <li>• Include wine</li> <li>• Play up Cooking Schools</li> </ul>
	<ul style="list-style-type: none"> <li>• Destination Branding</li> <li>• Attract and Serve Specific Leisure Target Markets</li> <li>• Ramp up Culture and Heritage Product Development in Tandem with Increasing Courtship of New Focused Visitors</li> <li>• Attract and Serve Balloon Niche Leisure Market</li> <li>• Attract and Serve Golf Niche Leisure Market</li> <li>• Attract and Serve Other Niche Markets</li> <li>• Improve Visitor Access to Information</li> <li>• All actions related to visitor experience</li> </ul>

## Attract and Serve Other Niche Markets

There are several niche markets that have potential to perform well for Albuquerque. Some of these hold immediate promise, while others (as noted below) will need to see product development before serious marketing and public relations begin.

<b>Attract and Serve Other Niche Markets</b>	
<b>Goal:</b>	Grow Leisure Tourism Grow profitability Use Leisure to set up Convention Sales Destination Approach
<b>Action:</b>	Attract and Serve Other Niche Leisure Markets, including: <ul style="list-style-type: none"> <li>• Nature</li> <li>• Visual Arts</li> <li>• Adventure/soft adventure</li> <li>• Gay and Lesbian Tourism</li> <li>• Language</li> <li>• Spiritual/Health</li> <li>• Movie/Film</li> <li>• Science/Tech</li> </ul>
<b>Responsible Players:</b>	<b style="color: #C8513E;">ACVB</b> <b style="color: #C8513E;">AHCC</b> Nature – Rio Grande Nature Center, National Parks, Bosque, City Councilors w/ outdoor interests Visual Arts – Arts Community Adventure – Outfitters, Cycle, RGNC G&L – SOPA (newly formed ALGCC) Language – AHCC/NHCC Spiritual/Health – State Department of Tourism Movie/Film – CABQ Film Office/State Film Office Science/Tech
<b>Timeline:</b>	<ul style="list-style-type: none"> <li>• Nature – Now, using PR for the near term, edging into advertising as opportunities present themselves</li> <li>• Visual Arts – Now, strongly using PR, mixing into other campaign approaches, positioning destination</li> <li>• Adventure/Soft Adventure – As soon as “Regional Partners” issue is resolved, using PR initially, then moving more into advertising as products expand</li> <li>• Gay and Lesbian Tourism – the local GLBT community is extremely interested in inviting this audience. Albuquerque’s warm culture and tolerant attitude makes this a good market match</li> <li>• Language – When product is ready (AHCC and NHCC should coordinate this state of readiness)</li> <li>• Spiritual/Health – as products come online</li> <li>• Movie/Film – PR, as opportunities present themselves</li> <li>• Science/Tech – Now, using PR, mix into other campaigns</li> </ul>
<b>Expected Outcome(s):</b>	<ul style="list-style-type: none"> <li>• Multiple sources of visitors</li> </ul>

	<ul style="list-style-type: none"> <li>• More resilient economy</li> <li>• Supporting key destination attributes</li> </ul>
Notes and Details:	<ul style="list-style-type: none"> <li>• Over time, ABQ will begin to move more seriously in these markets</li> <li>• Product development will be necessary to get seriously into adventure or soft adventure</li> <li>• Build packages (or sample packages) related to nature, outdoor adventure/soft adventure, and outdoor activities such as ballooning and golf</li> <li>• Note that new emphasis on culture and heritage will bring patrons more inclined to make art purchases (and to patronize performing arts)</li> </ul>
	<ul style="list-style-type: none"> <li>• Destination Branding</li> <li>• Attract and Serve Specific Leisure Target Markets</li> <li>• Ramp up Culture and Heritage Product Development in Tandem with Increasing Courtship of New Focused Visitors</li> <li>• Continue to Grow Drive Market and Select Region Fly Market</li> <li>• Attract and Serve Balloon Niche Leisure Market</li> <li>• Attract and Serve Golf Niche Leisure Market</li> <li>• Attract and Serve Cuisine Niche Markets</li> <li>• Portray Albuquerque as a Place Best Experienced by Car</li> <li>• Improve Visitor Access to Information</li> <li>• All actions related to visitor experience</li> </ul>

## Portray Albuquerque as a Place Best Experienced by Car

Albuquerque is a destination where one can enjoy a broad array of experiences within 1-3 hours drive from a lodging base in the city. Similarly, the attractions and experiences within city limits are spread over a significant geographical area. Visitor experience (and spending in the destination) is enhanced if those visitors can explore the wealth of opportunities by car. And, Albuquerque is very easy to navigate by car, especially compared to congested eastern or European cities.

Portray Albuquerque as a Place Best Experienced by Car	
Goal:	Improve Visitor Experience Defining Destination Grow Leisure Tourism Adopt a Destination Style
Action:	Portray Albuquerque as a place to experience by car – and make it easy to do that
Responsible Players:	<b>ACVB</b> GAIA Rental Car Companies CABQ - Sunport CABQ-Metro Development Department Scenic Highway/Byways
Timeline:	Ongoing
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Longer Stays</li> <li>• Better visitor experiences</li> <li>• Time to develop key mass transit infrastructure</li> <li>• ABQ perceived as hub or base camp for day trip and multi-day experiences within 120 mile radius</li> <li>• Better patronage of dispersed products</li> <li>• Visitors able to piece together the experiences they want</li> </ul>
Notes and Details:	<ul style="list-style-type: none"> <li>• Hotel/Rental Car Combos</li> <li>• This is the west and visitors are used to this – don't try to force an eastern model on ABQ and give up some of your strongest destination attractions and experiences</li> <li>• Give them a bigger map that highlights all the key attractions and experiences within day trip range (and give them a sense of how long it takes to get to each)</li> </ul>
Related Actions	<ul style="list-style-type: none"> <li>• Destination Branding</li> <li>• Attract and Serve Specific Leisure Target Markets</li> <li>• Continue to Grow Drive Market and Select Region Fly Market</li> <li>• Attract and Serve Balloon Niche Leisure Market</li> <li>• Attract and Serve Golf Niche Leisure Market</li> <li>• Attract and Serve Other Niche Leisure Markets</li> <li>• Attract and Serve Cuisine Niche Markets</li> <li>• Improve Visitor Access to Information</li> <li>• All actions related to visitor experience</li> </ul>



## Improve Visitors' Access to Information

Every destination is constantly striving to improve the mechanisms of delivering its message to visitors. Albuquerque has a major website overhaul underway. It will revamp the Albuquerque Visitors Guide by fall 2006. Under this plan it will move to make the website bilingual.

All communications tools will clearly separate the actions to court visitors and the actions to give them purchase choices (members of ACVB). Similarly, message communication will dominate advertising.

Improve Visitors' Access to Information	
Goal:	Improve Visitor Experience Increase Profitability Increase Leisure Tourism Increase Convention Business Destination Approach
Action:	Improve Visitors' Access to Information <ul style="list-style-type: none"> <li>• Before Arrival</li> <li>• From Lodging</li> <li>• In Visitor Centers</li> <li>• Make that information bilingual</li> <li>• Make that information engaging</li> </ul>
Responsible Players:	<b>ACVB</b> AHCC GAIA All front lines
Timeline:	Ongoing New Website by fall 2006 Bilingual Website by 1 year Redesign of Albuquerque Visitors Guide by fall issue
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Better informed visitors choreograph their own stay in the destination in ways that are more rewarding, better spending</li> <li>• Longer trips</li> <li>• Same info helps locals enjoy quality of life</li> </ul>
Notes and Details:	<ul style="list-style-type: none"> <li>• Website</li> <li>• ABQ Visitors Guide</li> <li>• Need to have marketing materials market first, then show ads and member options</li> <li>• Strong use of volunteer visitor center approach</li> </ul>
Related Actions:	All actions related to branding, visitor experience, marketing and sales



## Monitoring and Evaluating Destination Performance

Every destination needs good information upon which to make decisions. It needs to know who's coming, what is motivating that travel, which of the marketing and public relations moves is paying off, how various markets perform by season, which markets are emerging and which are declining.

Each destination also needs to know how its visitors find the experience the destination is delivering, which parts of that experience are key, which need work, how that reaction changes over a calendar year, and how it differs based on the demographics of the visitor.

All of this knowledge affects investment by both the public and private sectors. It brings problems to the table so they can be solved before they become crises. It shapes advertising and public relations campaigns. And it feeds information back into the destination partnership which can work to fill experience gaps and seize opportunities. It can also provide the information the destination needs to get out of a particular market or give up on a specific visitor related activity.

Albuquerque, under this plan, will collect two types of information. The first relates to visitor demographics, the second to destination performance. This plan shows those as separate actions. However, much of the data can be collected simultaneously, especially regarding leisure tourism.

Note that this plan calls for the collection of primary data and not just looking at an Albuquerque reprocessing of national data. Both are good, but Albuquerque needs to look at data that answers the questions it asks, rather than just trying to read between the lines in data that wasn't collected with Albuquerque's questions in the collection tool.

Planners have not envisioned a huge budget item for data collection and analysis. Rather, they suggest an ongoing project that uses industry and attraction front lines to collect data and a partnership that involves university graduate students to analyze the data.

This section has two actions:

1. Measure Visitor Demographics
2. Monitor Destination Performance

## Measure visitor demographics

The value of this data will grow enormously over time. Beginning collection at a time when past marketing tactics have established a steady flow of visitors will present a great baseline. Albuquerque will be able to see and understand how new marketing approaches and targets impact the destination.

Measure visitor demographics	
Goal:	Monitor destination performance
Action:	Establish ongoing collection and analysis of key destination visitor data
Responsible Players:	<b>ACVB</b> AHCC GAIA Museum Coop Council Any place with an entry fee or sales component
Timeline:	Develop strategy for front line data collection by May Implement data collection in June
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Year one is baseline</li> <li>• Each year adds understanding, builds sense of trends</li> <li>• Real understanding of how various visitor groups perform for the destination</li> <li>• Real understanding of impacts of public relations and advertising campaigns</li> <li>• Planning from knowledge</li> </ul>
Notes and Details:	<ul style="list-style-type: none"> <li>• Demographics by month</li> <li>• Spending by demographics by month</li> <li>• Length of visit by demographics by month</li> <li>• Activities and attractions visited by demographics by month</li> <li>• Reason for travel by demographics by month</li> <li>• Visitor satisfaction by demographics by month</li> <li>• Need primary data, not interpolation of broad data sets</li> </ul>
Related Actions	Monitor Destination Performance All actions related to marketing and sales Defining Brand All actions related to visitor experience and product development

## Monitor destination performance

It is important to note here that this action isn't just a measure of ACVB or AHCC marketing and sales efforts. Instead performance is a measure of how the destination works, how visitors react the experience and come back, how product performs, how the destination's performance stacks up against national trends and among competitors with similar circumstances.

Note that Albuquerque needs to compare itself with two sets of competing destinations: those similar in their leisure characteristics (and sharing target markets), and those with similar circumstances in the convention market. There is also a great deal to learn from comparing trends with other cities selling conventions in the same regional market.

<b>Monitor destination performance</b>	
Goal:	Monitor destination performance
Action:	Monitor destination performance and compare that performance to national trends and key comparable destinations. Use data for strategic planning, decision-making.
Responsible Players:	<b>ACVB</b> <b>AHCC</b> <b>GAIA</b> Attraction and Experience Managers
Timeline:	Ongoing
Expected Outcome(s):	<ul style="list-style-type: none"> <li>Better understanding of destination performance</li> <li>Decisions on what experiences to grow, where to put emphasis in marketing</li> </ul>
Notes and Details:	Need to look at separate comp sets for leisure and meetings Measure Average Daily Rate (ADR), Occupancy Understand event impacts, season impacts
Related Actions:	Measure visitor demographics All actions related to marketing and sales Defining Brand All actions related to visitor experience and product development



## Administrative Actions and Plan Execution

This plan is intended, by both the facilitators and the destination, to be put to action. To that end, it needs a driver, an organization that pulls together the will of the private sector and coordinates closely with the public sector to move the destination into and sustain action.

The Albuquerque Convention and Visitors Bureau, a membership organization representing the bulk of the destination's visitor-related businesses and organizations, has been tapped to oversee the execution of this plan.

Note that this responsibility falls outside the bureau's contract with the City of Albuquerque but that the successful execution of this plan will positively impact the bureau's successes in delivering on that contract. As the bureau must always be clear about which of its actions relate its contract with the city and which it undertakes on behalf of its membership and governing board, so also must the City of Albuquerque be skilled at looking at bureau actions and separating them.

This plan is meant to be a living document, updated annually (spring) to reflect missions accomplished, evolving relationships and responsibilities, and changing challenges and opportunities.

Finally, there is a need to coordinate use of public resources. The delivery of visitor experiences often utilizes publicly held resources that are also used by the residents of the destination. No one wins if tourism grows but deprives residents access to those resources. There are very few conflicts in the destination at the moment (compared to other visitor destinations) but the destination will set up procedures to manage the use and watch for potential conflicts.

This final section has three actions:

1. Oversee the Execution of this Plan
2. Review and Renew the Plan each Spring
3. Coordinate Use of Public Resources

## Oversee the Execution of this Plan

The challenge in executing this plan will be to keep all actions in motion while maintaining the partnership so crucial to the destination. It will also be imperative that everyone take care to use a “destination approach” when a particular action gets stalled or a responsibility is seen as unmet. The destination must find ways to strengthen its partnership every time there is a challenge to executing actions, striving for goals, and realizing the vision.

Oversee the Execution of this Plan	
Goal:	Every goal in plan Partnership between industry and city
Action:	Oversee the overall execution of this plan. Each action has a designated lead organization and/or person. <i>Who</i> will coordinate with those action leaders to keep the plan on timetable.
Responsible Players:	<b>ACVB Board</b> AHCC
Timeline:	Immediate and ongoing
Expected Outcome(s):	Cumulative impacts from achievement of multiple goals
Notes and Details:	While the ACVB Board will oversee and drive the overall execution of this plan, each action has a dedicated leader and timeline. It will take the entire destination working in partnership to achieve the desired outcomes. While each action is important, the cumulative impact of the actions is far greater than their sum.
Related Actions:	All actions, but especially Partnership between City and Industry Destination Approach



## Review and Renew the Plan Each Spring

This is a crucial step that will invigorate the destination’s partnership, celebrate accomplishments, set new goals, and acknowledge how the destination fits into a greater reality of global trends. The planners challenge the destination to make the renewal process uplifting and partnership strengthening – and to share with the greater community all the great accomplishments (and new goals) important to the destination and those who live there.

<b>Review and Renew the Plan Each Spring</b>	
Goal:	Keep Plan Up To Date
Action:	The industry, city, and partners will retreat to review and update the plan each spring. Updates to the plan will be announced during National Tourism Week in May.
Responsible Players:	<b>ACVB</b> AHCC CABQ Destination Partners
Timeline:	Review and Update in March/April Roll out during National Tourism Week Every year
Expected Outcome(s):	Refocusing the destination on the challenges and opportunities each spring Updating the plan to reflect accomplishments, trends, opportunities, challenges, surprises
Notes and Details:	Keep this plan alive and evolving!
Related Actions:	All actions, but especially Partnership between City and Industry Destination Approach Monitoring Destination Performance Measuring Visitor Demographics

## Coordinate Use of Public Resources

This process will be coordinated by the City of Albuquerque, which manages a large percentage of the public resources used by visitors. Other resource managers will be drawn into the process so that a unified set of procedures can be developed when resource use is contemplated or potential conflicts are forecast.

<b>Coordinate Use of Public Resources</b>	
Goal:	Destination Partnership Quality of Life Taking care of resources
Action:	Work to reduce conflicts in use of public resources and find opportunities to have industry uses economically support the ability to make such resources available to residents
Responsible Players:	<b>CABQ Parks and Recreation – Jay Hart</b> ACVB – Meetings - Sports CABQ Cultural Services – Ron Garcia UNM NPS
Timeline:	Ongoing
Expected Outcome(s):	<ul style="list-style-type: none"> <li>• Better experiences for both visitors and residents</li> <li>• Improved management and utilization of public resources</li> <li>• Closer relationship between ACVB and CABQ</li> <li>• Recognition of industry contributions to quality of life for residents and CABQ contributions to economic opportunities for industry</li> </ul>
Notes and Details:	Work on current issues Anticipate future issues
Related Actions:	Partnership between City and Industry All actions related to visitor experience Caring for Resources

## Timeline – Focus on Completion Date

<b>Action</b>	<b>Step</b>	<b>Lead Responsible Parties</b>
<b>30 Days</b>		
<b>Regional Partners</b>	Set Goal and Timeline	<b>ACVB relevant Directors Council</b>
<b>45 Days</b>		
<b>Address Issues Related to Crime, Visitor Safety, and Perceived Safety of Destination</b>	Strategy	<b>CABQ Police – Paul Chavez CABQ Parks – Jay Hart and Jay Evans CABQ – Ron Garcia/Dave Mathews- Media ACVB – Tania Armenta</b>
<b>60 Days</b>		
<b>Expand Old Town Evening Hours</b>	Functioning May 13	<b>OTMA</b>
<b>Measure Visitor Demographics</b>	Strategy to collect demographic data	<b>ACVB</b>
<b>Rail Runner Belen To Santa Fe</b>	Start Rail Runner Service	<b>State of New Mexico</b>
<b>Concierge Book</b>	Initial Distribution	<b>ACVB – Marketing and Public Relations</b>
<b>Front Line Staff Training Relative to Experiences</b>	Training events underway	<b>ACVB</b>
<b>90 Days</b>		
<b>Address Issues Related to Crime, Visitor Safety, and Perceived Safety of Destination</b>	Bring Media into Crime and Visitor Safety Partnership	<b>CABQ Police – Paul Chavez CABQ Parks – Jay Hart and Jay Evans CABQ – Ron Garcia/Dave Mathews- Media ACVB – Tania Armenta</b>
<b>Measure Visitor Demographics</b>	Begin collecting demographic data	<b>ACVB</b>
<b>Explore Downtown Events Center</b>	Review Downtown Events Center Progress	<b>CABQ – OED</b>
<b>Explore Options to Improve Convention</b>	Review Convention Center Phase	<b>SMG</b>

<b>Action</b>	<b>Step</b>	<b>Lead Responsible Parties</b>
<b>Center Facilities (Phase 2)</b>	2 in context of other related developments	<b>GAIA</b>
<b>Define the Destination Brand</b>	Review of CABQ Branding Process, decision on whether to use or develop parallel brand for visitor industry	<b>CABQ – OED ACVB</b>
<b>Put Life in Civic Plaza</b>	Significant Progress	<b>CABQ Cultural Services – Velia Silva, Ron Garcia DAT Downtown Hotels</b>
<b>Attract and Serve Specific Leisure Target Markets</b>	Begin appropriately scaled efforts immediately, then grow over time as product warrants	<b>ACVB AHCC</b>
<b>Ramp up Cultural and Heritage Product Development in Tandem with Increasing Courtship of New Focused Visitors</b>	Grow both, starting immediately, but keep them aligned	<b>CABQ Cultural Services – Velia Silva ACVB – Tania Armenta IPCC – Ron Solimon</b>
<b>Attract and Serve Balloon Niche Leisure Market</b>	Weave into other marketing and public relations efforts	<b>ACVB</b>
<b>Attract and Serve Golf Niche Leisure Market</b>	Develop strategies, build packages, attack opportunities	<b>ACVB</b>
<b>Attract and Serve Cuisine Niche Leisure Market</b>	Public relations	<b>ACVB</b>
<b>Attract and Serve Other Niche Markets</b>	Use public relations first, weave into existing tools (website, guide), watch product development where necessary	<b>ACVB</b>
<b>6 Months</b>		
<b>Caring for Destination Resources</b>	Underway	<b>GAIA-Karl Holme CABQ Cultural Resources – Velia Silva, Ron Garcia</b>
<b>Improve Visitors' Access to Information</b>	Website Redevelopment	<b>ACVB</b>
<b>Develop Museum Pass System</b>	Museum Pass Strategy, Timetable	<b>Jim Walther, Atomic Museum</b>
<b>9 Months</b>		
<b>Improve Visitors' Access to Information</b>	Revised format for Visitors Guide	<b>ACVB</b>

<b>Action</b>	<b>Step</b>	<b>Lead Responsible Parties</b>
<b>1 Year</b>		
<b>Improve Visitors' Access to Information</b>	Bilingual Website	<b>ACVB AHCC</b>
<b>Improve Albuquerque Taxi Experience</b>	Significant improvements in coordination and driver training	<b>ACVB - Elise Rogers CABQ Taxi Companies - Azeez Hindi</b>
<b>Improve Signage along Key Visitor Corridors and to Key Attractions</b>	Main corridors and attraction access covered	<b>CABQ</b>
<b>1.5 Years</b>		
<b>Improve Convention Center Facilities (Phase 1)</b>	Complete	<b>SMG</b>
<b>3 Years</b>		
<b>Create a Bilingual Front Line Staff</b>	Mission accomplished	<b>AHCC</b>
<b>Annual</b>		
<b>Review and Renew the Plan each Spring</b>	Retreat to review March/April, Distribution of updated plan during National Tourism Week	<b>ACVB</b>
<b>Ongoing</b>		
<b>Use "Destination Approach" to Problems and Opportunities</b>	Becomes the operating norm	<b>ACVB</b>
<b>Industry will develop collaborative relationship with CABQ Mayor, Department Directors, and City Council</b>	Significant increase in contact in short run, then ongoing attention to the relationship by both sides	<b>Industry</b>
<b>Protect and Enhance Destination Ability to Own Balloon Image and Support Commercial Ballooning</b>	Will take branding, marketing, zoning steps	<b>Balloon industry</b>
<b>Address Issues Related to Crime, Visitor Safety, and Perceived Safety of Destination</b>	Improve on reality, improve on perception	<b>CABQ Police – Paul Chavez CABQ Parks – Jay Hart and Jay Evans CABQ – Ron Garcia/Dave Mathews- Media ACVB – Tania Armenta</b>
<b>Coordinate Use of Public Resources</b>	Work on each instance, keep an eye on the future	<b>CABQ Parks and Recreation – Jay Hart</b>
<b>Ramp up Cultural and Heritage Product Development in Tandem with Increasing</b>	Grow both, starting immediately, but keep them aligned	<b>CABQ Cultural Services – Velia</b>

<b>Action</b>	<b>Step</b>	<b>Lead Responsible Parties</b>
<b>Courtship of New Focused Visitors</b>		<b>Silva ACVB – Tania Armenta IPCC – Ron Solimon</b>
<b>Regional Partners</b>	Welcome new products into the destination, help them join the partnership	<b>ACVB relevant Directors Council</b>
<b>Monitor Destination Performance</b>	Keep watchful eye on stats, make corrections as needed	<b>ACVB AHCC GAIA</b>
<b>Front Line Staff Training Relative to Experiences</b>	Continue to expand training	<b>ACVB</b>
<b>Caring for Destination Resources</b>	Regular ongoing events	<b>GAIA-Karl Holme CABQ Cultural Resources – Velia Silva, Ron Garcia</b>
<b>Improve Visitors' Access to Information</b>	Always finding new ways to upgrade tools and techniques	<b>ACVB</b>
<b>Increase Convention and Meetings Bookings within Current Target Markets</b>	Grow and then maintain market share	<b>ACVB Sales – Linda Brown AHCC Sales – Cathy Gonzales</b>
<b>Continue to Grow the Drive Market and Select Region Fly Market</b>	Stay on current strategy	<b>ACVB Leisure Marketing – Tania Armenta</b>
<b>Attract and Serve Specific Leisure Target Markets</b>	Begin appropriately scaled efforts immediately, then grow over time as product warrants	<b>ACVB AHCC</b>
<b>Attract and Serve Balloon Niche Leisure Market</b>	Weave into other marketing and public relations efforts	<b>ACVB</b>
<b>Attract and Serve Golf Niche Leisure Market</b>	Develop strategies, build packages, attack opportunities	<b>ACVB</b>
<b>Attract and Serve Cuisine Niche Leisure Market</b>	Public relations	<b>ACVB</b>
<b>Attract and Serve Other Niche Markets</b>	Use public relations first, weave into existing tools (website, guide), watch product development where necessary	<b>ACVB</b>
<b>Improve Visitor Corridors</b>	Focus on upgrading biggest issue spots first, explore incentives for redevelopment, think about architectural styles	<b>CABQ</b>
<b>Improve Albuquerque Taxi Experience</b>	Ongoing improvements in coordination and driver training	<b>ACVB - Elise Rogers CABQ</b>

<b>Action</b>	<b>Step</b>	<b>Lead Responsible Parties</b>
		<b>Taxi Companies - Azeez Hindi</b>
<b>Portray Albuquerque as a Place Best Experienced by Car</b>	Weave into all tools and public relations	<b>ACVB</b>
<b>Put Life in Civic Plaza</b>	Continue to build, make this a place the community wants to be	<b>CABQ Cultural Services – Velia Silva, Ron Garcia DAT Downtown Hotels</b>
<b>Explore Increasing Room Block Capacity within Walking Distance of Convention Center</b>	Work to overcome obstacles	<b>GAIA</b>
<b>Oversee the Execution of this Plan</b>	Every week, as necessary	<b>ACVB Board</b>
<b>No Timeline</b>		
<b>Big I Facelift</b>	Complete	<b>New Mexico CABQ</b>
<b>Albuquerque Modern Trolley System and Narrow Gauge Rail</b>	First Stage Operational	<b>CABQ</b>





## ***Appendices***

Appendix 1 – Acknowledgements

Appendix 2 – TIA Geotourism Study

Appendix 3 – TIA Historic Cultural Travel Market Overview

Appendix 4 – TIA Minority Traveler Overview

Jargon and Acronyms

Key Contacts



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The team at Egret Communications would like to thank the many people who took time away from their busy schedules to give us open and frank opinions about the hospitality/tourism situation in Albuquerque. We appreciated the dignified level of discussion when divergent views were on the table – and must express our amazement at how much concurrence we found regarding the current state of affairs and your vision for the future.

We need to (and want to) recognize Joni Thompson, VP Finance and Administration at ACVB for her oversight of this process. Joni really looked after the future of the Destination of Albuquerque through this process – and nearly killed us in the day to day scheduling.

Debi Owen, current Chair of the ACVB Board of Directors (Sandia Peak Ski and Tramway), Rebecca Plutino, Chair-Elect, ACVB Board of Directors (Best Western Rio Grande), Charlie Gray, Former President of GAIA, Karl Holme (Hyatt Downtown) and Steve Hiatt (Bottger Mansion, a Victorian B&B in Old Town) were all important to this process in that they served as sounding boards, gave industry insights, and provided important leadership to make sure this wasn't a paper exercise.

We have special thanks to Dale Lockett, CEO, ACVB and Alex Romero, CEO, AHCC for looking beyond the box and seeing what it will take to get down the road ahead.

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The following pages reflect our attempt to capture the breadth of the discussion in this planning process. We guarantee that important people have, inadvertently, been left off this list. Our apologies to those people.

***Our thanks and congratulations, again, to all of you who made this planning process yours!***

## ***Active Participants in the Destination Master Planning Process***

### **ACVB Staff**

President and CEO, Dale Lockett  
VP Finance and Administration/ DMP Project Manager, Joni Thompson  
VP Development, Elise Rogers  
VP Tourism & Communications, Tania Armenta  
VP Convention Sales & Services, Linda Brown  
HR Manager, Dennis DeVaal  
Executive Administrative Assistant, Conny Nichols  
Convention Sales & Services Department  
Tourism & Communications Department  
Partnership Development Department

### **ACVB Board of Directors** (Directors are not repeated in categories that follow)

Adrian Perez, Heritage Hotels & Resorts  
Anne McKinney, Zia Graphics  
Azeez Hindi, ABQ Cab Company  
Bill Focke, Zanios Foods, Chair, Strategic Development Directors Council-DMP Liaison  
Bob Dodson, Dodson & Associates (First Chair of ACVB Board of Directors) Director Emeritus  
Bob Gansfuss, (formerly) DoubleTree and Wyndham Airport/ Chair, NM Lodging Association  
Bruce Perlman, CAO  
Charlie Gray, Sheraton  
Councilor Brad Winter – City Council Representative  
Councilor Craig Loy – Alternate City Council Representative  
Councilor Sally Mayer – City Council Representative  
Debi Owen, Chair, ACVB Board, Director of Communications, Sandia Peak Ski & Aerial Tram  
Fred Peralta, Ex Officio Informational Member - Expo New Mexico  
Jack Harney, American Properties/Traditions  
Jim Beckley, ACVB Corporate Counsel  
John Avila, Ex Officio Informational Member - AHCC  
Karl Holme, Hyatt Regency Albuquerque  
Marie Coleman, Casa Ruiz-Church Street Café  
Mark Gundlach, Embassy Suites  
Michael Williams  
Mike Rice, Ex Officio Informational Member-Albuquerque International Sunport  
Pamela Bazant-Jung, Heritage Hotels & Resorts  
Rebecca Plutino, In-Coming Chair, ACVB Board Best Western Rio Grande Inn  
Robert Ruiz, Ex Officio Informational Member - GAIA  
Ron Solimon, Indian Pueblo Cultural Center  
Sally Adams, Clear Channel Outdoor  
Sally Lane, Destination Southwest  
Scott Appelman, Rainbow Ryders  
Steve DeWire, Hyatt Tamaya Resort & Spa  
Steve Hiatt, Ex Officio Informational Member – Old Town Merchants Association  
Steve Reid, Thrifty Car Rental  
Suheil Kare, Director Emeritus  
Terry Cordova Harris, Information Systems NM/Interspace  
Tim Dowling, Rio Grande Super Tours  
Tom Morton, SMG

### **ACVB Strategic Development Directors Council**

### **ACVB Sales Directors Council**

**City of Albuquerque**

Mayor Martin Chavez  
Councilor Craig Loy  
Councilor Debbie O'Malley  
Councilor Michael Cadigan  
Councilor Isaac Benton  
Councilor Ken Sanchez  
A J Carian, Assistant Director, Department of Cultural Services  
Ann Lerner, Albuquerque Film Office  
Bruce Perlman, CAO  
Cheryl Rein-Borunda, Contract Administrator (SMG, ACVB, AHCC)  
Connor O'Laughlin, Albuquerque Museum  
Craig Rivera, KiMo  
Dave Mathews, Department of Cultural Services - Gov 16  
Ed Adams, COO  
Fred Mondragon, Director, OED  
Gail Reese, CFO  
Ida Mazzoni, Main Library  
James Lewis, former CAO  
Jay Evans, Parks & Recreation  
Jay Hart, Parks & Recreation  
Leslie Venezuela, Albuquerque Museum  
Lou Colombo, Council Staff  
Mary Ann Torrez, BioPark  
Melanie LaBorwit, Balloon Museum  
Mike Rice, Department of Aviation  
Paul Chavez, Deputy Police Chief  
Rick Gutierrez, Department of Cultural Services  
Ron Garcia, Department of Cultural Services - Special Events  
Sandy Doyle, Former Director, Finance & Administrative Services  
Tanda Meadors, Director, Finance & Administrative Services  
Ted Shogry, Performance Improvement Measures  
Terry Axline, BioPark  
Velia Silva, Director, Department of Cultural Services

**State of New Mexico Tourism Department**

Mike Cerletti  
Travis Suazo  
Joshua Rosen

**Albuquerque Hispano Chamber of Commerce**

Alex Romero  
Cathy Gonzalez  
Cecilia Marquez  
Mary Ann Saaverdra-Jones  
Phil Castillo  
John Salazar

**Indian Pueblo Cultural Center**

Dr. Cynthia Chavez  
Tazbah McCullah

**National Hispanic Cultural Center**

Eduardo Diaz  
Troy Fernandez  
Danny Lopez  
Katie Santillanes

**Old Town Merchants Association**

Betty Wilson  
James Champion  
Kathleen Avila  
Kathy Hiatt  
Randy Nunemaker  
Stella Naranjo  
Tom Moses

**El Pinto**

Jim Garcia

**Bueno Foods**

Jackie Baca, President

**SMG**

Carisa Malanum

**La Posada**

Chuck Spurgeon  
Darin Sand

**Best Western Rio Grande**

Anthony Valentin

**Greater Albuquerque Innkeepers Assn.**

Theresa McFerrin (former ACVB Board Chair)

**Hilton Albuquerque**

Todd Walters  
Robert Preble

**Sheraton Uptown**

Brenda Glisson-Moening

**New Mexico Heritage Hotels**

Jim Long  
Ed Pulsifer

**MCM Elegante**

Charlene Swauger  
Shannon Mullan

**Hotel Blue**

John Samson

**Peak Hospitality**

Theodore Barela

**Marriott Pyramid**

Bob Martorana  
Laurie Jones

**Layne Hotel Management**

Skip Drinkard (former ACVB Board Chair)

**Hyatt Tamaya and Santa Ana Pueblo Hospitality Corporation**

Robert Ortiz  
Diedre Lujan  
Joseph Pena

**Baymont**

Deborah Castillo

**La Quinta North**

Tracy Jernigan

**Doubletree**

Loretta Chavez  
Joseph Chavez

**AmeriSuites**

Shehnaz Mehta

**Albuquerque Marriott**

Tom Hagreen  
Lance Misner  
Mike Campa, former GM Albuquerque Marriott

**Clubhouse Inn & Suites**

George Marsh

**Sandia Resort & Casino**

Heinz Schutz

**Albuquerque Chamber of Commerce**

Terri Cole  
Jacqueline DeBose Christensen

**Albuquerque Economic Development**

Gary Tonjes

**TVI**

Sherman McCorkle

**Balloon Industry**

Patty Lewis  
Morgan & Kris Braden  
Randy Rogers  
Troy Bradley

**Downtown Action Team**

Brian Morris  
Jackie Gonzales  
Joshua & Colleen Franco  
Luisa Casso  
Mickey Padilla  
Nick Manole  
Sarah Brown  
Skip Maisel  
Terry Keane  
Joseph Baca  
Pat Bryan  
Darin Davis  
Joan Griffin  
Larry Smith  
Mary Vigil  
Steve Wedeen  
Scott Whitefield

**Nob Hill Association**

Amy Henne  
Cynthia Tidwell  
KC Roehl

**Lovelace Sandia Health System**

Jay Czar (former CAO, CABQ)

***American Indian Chamber of Commerce***

Ted Pedro

**Former Board Chairs/Executive Staff, ACVB**

Mary Kay Cline (immediate past CEO, ACVB)  
Walt Miller  
Bill Johnson

**ACVB's Information Center Volunteers****ACVB Consultants – Regional Partnerships**

Lew Barsky  
Wendy York

**Rick Johnson and Company**

Talia Asedo Freedman

**Research & Polling**

Brian Sanderoff

**Events Unlimited**

Jill Lane

**Former Director, UNM Tourism Management Program**

Dr. Eddie Dry

**Herrera Coaches**

Martin Herrera



**Southwest Airlines**

Hollee Ford

**Follow the Sun Tours**

Mark Bleth

**Gathering of Nations/Pow Wow**

Melonie Mathews

Dr. Leta Mathews

**Petroglyph National Monument**

Dr. Joseph Sanchez

Diane Souder

**New Mexico Museum of Natural History**

Glenn Hebert

Tim Aydelott

**Lodestar Astronomy Center**

Bobby R. Childers

**Balloon Museum**

Dodie Montgomery

Tom Levine

Melanie LaBorwit

**Turquoise Museum**

Joe Dan Lowry

**Tinkertown**

Carla & Megan Ward

**Jane Butel's Cooking School**

Jane Butel

**New Mexico Symphony**

Kevin Hagen

**National Atomic Museum**

Jim Walther

Becky Kenney

Karen Keese

**Hinkle Family Fun Center**

Colleen Wyatt

**Cliff's**

Linda Hays

**Albuquerque International Balloon Fiesta**

Paul Smith

**Tricentennial**

Jerry Geist

**Outpost Performance Space**

Tom Guralnick

**Popejoy**

Tom Tkach

**Globalquerque**

Neal Copperman AMP Concerts

Tom Frouge (Music Liaison, CABQ)

**Tricklock Theatre**

Laurel Wyckoff

**Gay, Lesbian, Bisexual, Transgendered**

A J Carian

Alan Kleinfeld

Bill Moore

Elissa Breitbard

Eric García

Havens Levitt

Kent Berry

Mark Brown

Pat Baillie

Talia Freedman

Tony Ress

Verónica Elze

**Retail**

Chris Bilotto - Coronado Center

Cindy Dees - Coronado Center

Jack Sturgeon - Skip Maisel's

Mae Jeanne Rescineto - Coronado Center

Martha Doster - Body Bueno

Mary Vigil - Ooh! Aah! Jewelry

Missy Penor - Miscellaneous Publications

**Visual Arts**

Andrew Cecil - National Hispanic Cultural Center

Cricket Appel - Albuquerque Arts Alliance

Daniel Solis - Albuquerque Poetry Slam

Don Michaelis - Publisher, Collector's Guide

Gordon Church-Public Arts

Joan Fenicle - Albuquerque Arts Business Association

Lyna Colombo - Arts Volunteer

Page Coleman - Coleman Contemporary

Pamela Michaelis, Publisher, Collector's Guide

Pamela Chavez - Quality of Life Tax Commission

Ramsey Lofton - UNM Fine Arts - Community Education

Regina Held - New Grounds Gallery

Susan McAllister - Harwood Art Center

Suzanne Sbarge - Artist, Arts Consultant, Downtown Arts

**Bed and Breakfasts**

Sara Dolk - Adobe Nido

Sue Gregory - Hacienda Manzanal

**Albuquerque Journal**

Rosalie Rayburn  
Steve Mills  
Harry Moskos

**Albuquerque Tribune**

Tamara Shope  
Nancy Salem

**New Mexico Business Weekly**

Dan Shingler  
Haley Wachdorf  
Jason Trenkle

**McKee Wallwork Cleveland**

Steve McKee  
Pat Wallwork  
Bart Cleveland  
Emily Howard  
Sarah Biondi  
Meaghan Cavanaugh



## Geotourism Study

TIA and National Geographic Traveler cooperated to complete a landmark study of United States travel. This study, which is invaluable to understanding the opportunities facing Albuquerque, focuses on traveler style and travel by purpose. It opens the door for courting visitors by interest instead of by where they live, enabling a destination to find the visitors most likely to value its selection of products and experiences, maximizing visitor satisfaction and visitor spending. This study has revolutionized travel marketing across the United States – and is being used as a template around the world.

The Executive Summary follows:

# ***GEOTOURISM – The New Trend In Travel***

*Prepared by Travel Industry Association of America*

*Sponsored by National Geographic Traveler*

## **INTRODUCTION**

As the travel industry looks for new ways to satisfy increasing demands of consumers in faster, more efficient, and value-driven ways, it is critical to understand the expectations and desires of our customers. What we have known since the inception of the “industry” is that *travelers* crave and expect authentic experiences when they journey away from home. In many aspects they want to recreate the comforts of home – yet somehow want to return from a trip renewed or changed in some way.

“Sustainable tourism” is a concept that has been part of the travel industry for a number of years. Encouragement of sustainable tourism typically has been directed inward toward travel suppliers and destinations. Then, the widely-remembered concept of ecotourism was presented to consumers in the form of actual tourism products (i.e. ecotours). The concept of geotourism builds upon sustainability efforts of the past, yet offers the travel industry an outward-facing, consumer-driven approach to tourism product development and destination management. Geotourism, a term created by Jonathan Tourtellot, Senior Editor of *National Geographic Traveler* and head of the tourism institute at the National Geographic Society, encompasses all aspects of travel – not just the environment. Its definition—tourism that sustains or enhances the geographical character of the place being visited, including its environment, culture, aesthetics, heritage and the well-being of its residents—describes completely all aspects of sustainability in travel, and hits all of the definable touch points associated with providing the authentic travel experiences that travelers demand today.

*Geotourism: The New Trend in Travel* presents the results of a large, two-phase consumer study on travelers’ environmental and cultural attitudes and behaviors. Phase I of the study segmented American travelers into eight distinct market segments based on the following: consumers’ general attitudes about traveling for leisure; their travel preferences; their civic, environmental, and culturally-oriented practices in the local area; membership in various affinity groups; and their attitudes about tourism’s impact on the local area. The Phase I study found that three of these segments, representing over 55 million American travelers, are inclined to exhibit geotourism attitudes and behaviors. These “geotourists” seek culture and unique experiences when they travel. They are also quite conscious of the environment, both at home and while traveling.

Phase II of the study followed up with Phase I respondents to explore consumer awareness of travel companies’ various environmental and cultural practices. The results of this phase show that awareness of such practices among American vacationers is relatively low. Still, millions of travelers, most of them “geotourists”, are aware of and have used companies that practice sustainable tourism. These travelers are also poised to support the travel industry’s geotourism efforts with their travel

dollars. Many of them would be willing to pay a premium for travel services from companies that engage in geotourism practices.

Geotourism is an emerging trend that will endure. Sustaining the local environment or bringing in a bit of the local color can mean the difference between a discounted rate or a higher rate, can develop increased seasonal traffic, and spur local tourism. At the heart of this effort is the National Geographic Society's mission: to increase and diffuse geographic knowledge. At *National Geographic Traveler* we are a conduit of this mission and have committed in every issue to report on destinations of distinction and character and support efforts to keep them that way. These are the keys that unlock the doors to the future of travel.

Dawn Drew  
Vice President & Publisher  
National Geographic Society  
2003 Treasurer, Board of Directors  
Travel Industry Association of America

## **EXECUTIVE SUMMARY**

*Geotourism: The New Trend in Travel* is the first examination of its kind of American travelers – a tremendous undertaking in ferreting out traveler attitudes that lead to potential sustainable tourism behavior. This unique study gives the travel industry insight into future consumer expectations of travel suppliers.

### **Traveler Attitudes Toward Tourism and the Environment**

A majority of American travelers feel that travel is the natural right of all people and more than one third believe that travel promotes world peace and understanding.

***The vast majority of American travelers enjoy traveling within the United States, with 89 percent saying there are many destinations in this country that appeal to them. Less than ten percent say they prefer to travel internationally over traveling in the U.S.***

***Nearly three quarters of all travelers claim that it is important to them that their visit not damage the environment.***

This is not surprising, since most travelers (73%) place a high importance on a clean, unpolluted environment when they take a leisure trip. Most American travelers (80%) highly value outstanding scenery as well. Authenticity is also important to travelers. Many (61%) believe their experience is better when their destination preserves its natural, historic, and cultural sites.

***The majority of travelers are ready to act to preserve and protect our natural sites.***

Nearly 91 million travelers (59%) support controlling access to and/or more careful regulation of National Parks and public lands in order to help preserve and protect the environment. Sizeable shares of U.S. travelers are interested in helping to preserve and protect the environment if such efforts can conveniently fit it into their daily lives (40%) and/or say they would do more for the environment if they knew specific actions to take (37%). In addition, 27.7 million travelers (18%) would pay a premium to visit sites that control the number of people entering.

***The majority of American travelers show some concern for and sensitivity about the environment in general.***

Most travelers believe that people must live in harmony with nature in order to survive (71%). While a good portion of travelers carry this attitude with them when they travel, it also reflected while at home. For example, the majority of travelers say that they make an effort to be sensitive to environmental concerns by recycling, trying to conserve electricity and water at home. Just under half of all travelers report that they buy more energy efficient appliances even if they cost more and 30 percent buy environmentally safe household products.



***When the travel dollars of these environmentally-oriented consumers are aggregated on a per capita basis, this group of American travelers can have a huge, positive impact on travel industry revenues.***

About 43 million American travelers (28%) say they generally buy products and services from specific companies that make an effort to preserve and protect the environment. Yet when it comes to *travel* companies, the standard is a bit higher. Even more travelers (54 million) are inclined to select travel companies that strive to protect and preserve the local environment of the destination. For a smaller group of travelers (11%), the environment is top of mind when actually making decisions about which travel companies to patronize.

### **Traveler Attitudes Toward Tourism and Cultural Heritage**

***More than half of the traveling American public consider it important to experience or learn about cultures other than their own when they travel.***

Over 95 million (62%) believe it is important to learn about other cultures when they travel. Half of all travelers (50%) express a similar sentiment that it is important to learn about people with ethnic heritages different from their own. For example, 89 million (58%) view travel as an opportunity to try local foods or cuisine, and 54 percent say that it gives them the chance to explore off the beaten path hotels and places frequented by locals.

***Authenticity is a primary theme when examining travelers wants and needs.***

Four in ten (41%) travelers say their experience is better when they can see and do something authentic. In addition, half of all travelers prefer to experience the local culture (49%) and support local businesses (49%) at their destinations.

***Travelers' positive attitudes about culture and history extend to the activities they choose to do at home and while traveling.***

Furthermore, one-half (50%) of all travelers say they eat in ethnic/specialty restaurants in their local area, and nearly as many attend community festivals and ethnic celebrations (45%). Many (44%) like to read books/magazines or watch movies/videos about history and culture. Four in ten travelers (40%) say they visit historic sites and museums in their local areas. Over one quarter of all travelers attend performing arts events (28%) and/or visit art museums/galleries (26%) in their local areas.

***Nearly half of all travelers support controlling access to historic sites so that they may be preserved and protected.***

Significantly large numbers of American travelers are interested in history and culture, as reflected in their beliefs and local area activities. For example, the majority of American travelers believe that it is important that future generations know and pass on our nation's history (85%). Many travelers (54%) support additional funding for the preservation of historic sites and monuments, while 38 percent support additional funding for the cultural/visual performing arts. Also, 48 percent of travelers support controlling access to historic sites so that these sites could be preserved and protected.

***Millions of American travelers will buy from companies and organizations that are culturally and socially oriented.***

Nearly one third (30%), or 46 million travelers, buy from specific companies because they know that these businesses donate part of their proceeds to charities.

Twenty-two percent say they make monetary donations to historic/cultural/education organizations and 16 percent volunteer to work for such organizations at home. When it comes to tourism, one in three (34%) travelers support travel companies that strive to protect and preserve the history and culture of destinations. For about one third of travelers (31%, or 47.7 million) say it is important that the travel companies they use employ local people and support local communities.

***Awareness and Influence of Travel Companies' Geotourism Efforts***

***One in every three travelers say they are influenced by the actions travel companies take to protect the environment and/or sustain local culture.***

When cost or price is not a consideration, it is not surprising that most American travelers think quality of service and convenience have the strongest influence on which travel companies they choose to use. Still, one third of all travelers are influenced by a travel company's actions to preserve the environment and/or history and culture of destinations. This indicates that travel companies' geotourism efforts do get noticed by a good portion of travelers.

***Many travelers are willing to pay more for travel products and services from companies that strive to protect the environment.***

Although most travelers are concerned with price and value, 58.5 million (38%) say they would pay more to use a travel company that strives to protect and preserve the environment. Most important, the majority (61%) of those who would pay more to use such companies would in fact pay five to ten percent more.

***Still, travel companies may be able to do more to make their customers aware of their efforts to protect and preserve the environment.***

Only about half of all travelers are aware of at least one practice employed by travel companies to preserve and protect the environment of destinations.

Travelers are most often aware of companies that ask customers to reuse towels/sheets (36%) and those that use energy saving practices (30%). About one in five travelers (21%) are aware of travel companies that recycle and/or that use local vegetation on property grounds. Overall, few travelers are aware of any travel companies that publicly display their environmental practices or that educates customers on how to protect the local environment during their stay.

***Millions of travelers are willing to pay between 5 and 10 percent more to support companies that protect and preserve culture and history.***

Nearly four in ten travelers (39%) say they would choose a travel company that preserves and protects the history and culture of destinations, even if it costs more. This equates to 58 million travelers who would pay more to use companies that preserve the history and culture of destinations—about the same number of travelers who would pay

more for companies that preserve and protect the environment of destinations. Among those who would pay more, a majority (67%) would pay at least five percent more to use companies that preserve and protect the history and culture of destinations.

***Over half of all travelers (56%) say they are aware of travel companies that strive to protect and preserve the history and culture of destinations.***

Practices such as using décor that reflects the local culture and offering local cuisine seem to be the most visible, as four in ten travelers are aware of companies that do each. About one third of travelers are aware of travel firms that offer a way to purchase tickets to local performances or special events (35%) and/or offer guided heritage/cultural tours (31%). For many of these travelers, awareness of a firm's historic/cultural preservation efforts translates into usage.

***The Geotourists—who they are and how they travel***

***There are at least 55.1 million Americans who can be classified as “sustainable tourists” or “Geotourists”.***

The travel habits of three Geotourist segments—Geo-savvys, Urban Sophisticates, and Good Citizens—are guided by a high awareness of the world around them.

These travelers have ceaseless expectations for unique and culturally authentic travel experiences that protect and preserve the ecological and cultural environment. These groups are demographically different, but all have strong geotourism inclinations.

***Geo-savvys are young, well-educated, and environmentally aware travelers.***

One in four Geosavvys is under age 35, giving this market segment an adventurous flair. Half of Geo-savvys live in large cities, and one in four lives in the Pacific region. Many Geo-savvys are affluent, although most young Geo-savvys have not yet reached the peak earning years. When it comes to travel, Geo-savvys show a distinct preference for destinations with authentic historic sites, different cultures, and educational experiences. Of all the geotourism segments, Geo-savvys are most likely to be aware of travel companies' practices to preserve the environment of destinations. Along with Urban Sophisticates, Geo-savvys have the highest proportion of travelers (50%) who would use a travel company that preserves and protects the environment, even if they had to pay more.

***Urban Sophisticates are the most affluent travelers with strong preferences for the cultural and social aspects of travel.***

This segment's affluence is reflected in its demographic profile. These travelers are highly educated and are the most likely to hold executive, managerial, or professional occupations. Over half (56%) of Urban Sophisticates live in large urban areas and one in five lives in second-tier cities. Not surprisingly, Urban Sophisticates' affluence and cultural affinity have a strong effect on their travel preferences. The majority of Urban Sophisticates (67%) prefer high quality accommodations with excellent facilities and fine dining. They also tend to seek destinations that offer authentic historic sites (73%) and cultural/arts events or attractions (74%). Most Urban Sophisticates prefer trips where

they can explore historic and charming towns and locations (86%). Extensive travel experience makes these travelers highly aware of what travel companies do to preserve the history and culture of destinations. Of all the segments, Urban Sophisticates are the most willing to pay more to use a travel company that preserves the history and culture of destinations.

***Good Citizens, while older and less sophisticated, are socially-conscious travelers.***

Good Citizens' demographic profile reflects an older, but wiser set with an element of affluence. Along with Urban Sophisticates and Geo Savvys, Good Citizens are well educated. Four in ten Good Citizens (41%) have annual household incomes above \$75,000. What distinguishes Good Citizens is a heightened level of cultural and environmental awareness in their everyday lives. Good Citizens are more likely than any other group to make donations to historic, cultural and educational organizations. Similarly, this group is also most likely to buy from companies that donate to charities (52%) and from companies that make an effort to preserve and protect the environment (47%). When it comes to travel, Good Citizens are likely to carry this affinity with them. Many Good Citizens (70%) support controlling access to National Parks and other public lands in order to better preserve them. A majority believe that there should be more careful regulation of National Parks and public lands (67%). Many Good Citizens are willing to choose a travel firm that protects and preserves the environment and cultural heritage of destinations, even if it costs more. Yet compared to Geo-savvys and Urban Sophisticates, Good Citizens would not pay as much of a premium to use such travel companies.

Note: The complete study may be purchased from Travel Industry of America. Call (202) 408-8422 or visit [www.tia.org](http://www.tia.org) for more information on research materials.

***The Historic/Cultural Traveler – 2003***  
*Prepared by Travel Industry Association of America*  
*Sponsored by Smithsonian Magazine*

**INTRODUCTION**

*The Historic/Cultural Traveler* provides a profile of cultural/historic travel in the U.S. and examines travelers that participate in cultural, arts, historic, or heritage activities. Information provided is captured in two consumer studies conducted by the Travel Industry Association of America (TIA). The first is TravelScope®, a cooperative research effort, funded by states, cities and other participants, and managed by the research department of the TIA. TravelScope is a national mail survey conducted monthly that collects visitor volume, market share, trip characteristics, and demographics for all U.S. resident travel. Once collected from traveling households, survey results are projected to the populations of households in each of the 48 contiguous United States based on the responding household's state of residence. This method ensures the statistical accuracy needed to measure U.S. travel volumes.

The second study, called the Historic/Cultural Traveler Survey, is a telephone survey with U.S. consumers who included any of 15 cultural, arts, historic or heritage activities or events while on any trips in the past year. This survey was sponsored by *Smithsonian Magazine*. A total of 1,316 telephone interviews were completed, 805 of whom were historic/cultural travelers. These interviews were conducted between late January and early February, 2003.

TravelScope data in this report encompass domestic trips (i.e., within the U.S.) taken by U.S. residents during the 2002 calendar year. This report does not include data on U.S. residents traveling outside the U.S. or on international visitors' activity in the United States. For this report, travel is measured in terms of person-trips and household trips. To qualify, a "trip" must be 50 miles or more, one-way, away from home or include one or more overnights. Respondents are instructed to not include trips commuting to/from work or school or trips taken as a flight attendant or vehicle operator. One person-trip equals one person on one trip 50 miles or more, one-way, away from home or including an overnight stay.

Note: Because the TravelScope questionnaire asks household heads if they and/or other household members visited "historic places or museums" and/or "attended cultural events or festivals" on a trip, they are referred to as "historic/cultural travelers" in this report. It is possible that the head of household or someone else in the household can be the historic/cultural traveler. The questionnaire for the Historic/Cultural Survey was designed by TIA, in cooperation with the staff at *Smithsonian Magazine*. During the interviews, past-year travelers were asked whether they participated in any of 15 cultural, arts, historic or heritage activities or events on any trip taken in the past year. Those respondents who had are considered to be historic/cultural travelers. These travelers were then asked a series of questions regarding the trips on which they participated in historic and/or cultural activities.

## **EXECUTIVE SUMMARY**

### **Historic/Cultural Travel Market Overview**

***Cultural, arts, historic, and heritage activities or events are quite popular among U.S. travelers today.***

In fact, most (81%) U.S. adults who took at least one trip of 50 miles or more, one way, away from home in the past year included at least one such activity or event while traveling. This equates to more than half (56%) of the U.S. adult population who indicate they included at least one cultural, arts, historic, or heritage activity or event while on a trip in the past year. This represents 118.1 million adult historic/cultural travelers. These historic/cultural traveling households took over 216.8 million historic/cultural person-trips in 2002 (one person-trip equals one person on one trip 50 miles or more, one-way, away from home or including an overnight stay) or one in five (21%) of all domestic person-trips. One quarter of historic/cultural travelers are frequent historic/cultural travelers taking three or more of these trips a year.

***Visiting a designated historic site and/or attending a performing arts event are among the most popular historic/cultural activities to do while traveling.***

Nearly half (48%) of adults who traveled in the past year report they attended a performing arts event during any past-year trips. Four in ten (41%) adults who traveled in the past year report they visited a designated historic site, such as a building, landmark, home, or monument.

***Historic/cultural trips are more likely than the average U.S. trip to include higher spending.***

Historic/cultural trips have an above-average propensity to include air transportation and/or a rental car as a secondary mode of transportation. These trips are also more likely than average to last seven nights or longer and include a stay at hotels, motels, or bed and breakfasts. So, it is not surprising that households taking historic/cultural trips spend more on their trip (excluding transportation to the destination), on average, than traveling households overall (\$623 vs. \$457 per trip). Demographically, historic/cultural households are somewhat older than the average U.S. traveling household, and they are more likely to be retired.

***Historic/cultural travelers want to enrich their lives with new travel experiences.***

Most historic/cultural travelers agree that trips where they can learn something new are more memorable to them. Over half agree that they have hobbies and interests that have an influence on where they choose to travel and/or that on their trips they enjoy going to places that are popular with the local residents.

### **Profile of Historic/Cultural Trips in the U.S.**

***Historic/cultural trips are more often generated by Baby Boomer households, and by households that are educated and/or affluent.***

Four in ten historic/cultural trips are taken by Baby Boomer households (age 35-54). Six in ten historic/cultural trips are generated by households with a college degree, and one-third by households with an annual household income of \$75,000 or more. One third of trips are generated by households with children.

***Historic/cultural trips taken by affluent households are more likely than those taken by less affluent households to include paid lodging and air transportation.***

Among income groups, historic/cultural trips taken by affluent households are the most likely to include air transportation and involve the use of a rental car as a secondary mode of transportation. Their historic/cultural trips also have the longest average duration, and their overnight trips are the most likely to involve a stay in a hotel, motel, or bed and breakfast establishment.

***Most historic/cultural travel is by auto and nearly all historic/cultural travel involves an overnight stay.***

A car or truck is the most prevalent mode of transportation on historic/cultural trips; one in five person-trips include air transportation. Overnight trips last an average of 5.2 nights and most often include a stay at hotels, motels, or bed and breakfast establishments.

***Historic/cultural trips including air transportation generate more trip spending than do other modes of transportation.***

As expected, historic/cultural travel that includes air transportation is much more likely than travel by other modes to include lodging in a hotel, motel, or bed and breakfast, last seven nights or longer, and have higher trip spending.

***The South Atlantic, Pacific, and East North Central areas of the U.S. are the most popular destinations for historic/cultural travel.***

Historic/cultural trips are more likely than U.S. trips in general to be taken outside the Census division of residence. Travelers on historic/cultural trips are most likely to travel to destinations in the South Atlantic, Pacific, or East North Central divisions.

### **Planning Historic/Cultural Trips**

***Many say a specific historic/cultural activity was a main reason for taking a historic/cultural trip***

A majority of historic/cultural travelers claim that a specific historic/cultural activity or event was a main reason for taking at least one such trip during the past year.

***Aside from “word-of-mouth” information, historic/cultural travelers most often look at Internet websites to gather travel information.***

When it comes to planning historic/cultural trips, historic/cultural travelers most often consult friends, relatives, or colleagues and/or look at Internet websites to gather travel information. Interestingly, frequent historic/cultural travelers are much more likely than those taking one or two of these trips a year to use Internet websites for historic/cultural trip planning.

***Specific cultural, arts, historic, or heritage activities or events can influence choice of destination and scheduling of trip.***

Three in ten historic/cultural travelers say the destination of their most recent trip was influenced by a specific cultural/historic activity. One in five say the timing of their most recent trip was influenced by such activities at the destination.

***Many historic/cultural travelers plan trips at the “last-minute.”***

A majority of historic/cultural travelers say they planned their most recent historic/cultural trip at the last-minute, that is, within one month or less of taking the trip.

***Many historic/cultural travelers extend the duration of their trip specifically to participate in such activities.***

One in five say they planned the activities both before the trip and at the destination. Four in ten say they added extra time to their trip because of an historic/cultural activity.

Note: The complete study may be purchased from Travel Industry of America. Call (202) 408-8422 or visit [www.tia.org](http://www.tia.org) for more information on research materials.



*The Minority Traveler – 2003 Edition*  
*Prepared by Travel Industry Association of America*

**INTRODUCTION**

The percentage of the U.S. population belonging to minority groups has climbed dramatically in the last few decades. The spending power of these growing consumer segments challenges the U.S. travel industry to better understand and better serve these markets. Indeed, factors such as relatively young age structures, high birth rates, and heavy immigration flows of minorities will keep making the U.S. population more racially and ethnically diverse in the years to follow. By becoming aware of the differing patterns of travel behavior of these minority groups, travel marketers will be better informed to meet their travel needs, from transportation and lodging to trip activities.

This report sets out to examine the trip characteristics of traveling households in the three most populous minority groups in the U.S.: Hispanics, African-Americans, and Asian-Americans, including Pacific Islanders. The report also looks at the demographics of minority traveling households in the U.S., profiles each travel group individually, and highlights similarities and differences that are important to recognize when marketing to these populations.

Understandably, the major difference between the minority groups and the overall population is culture. Indeed, the minority market is diverse. For example, the Asian-American segment alone represents over 20 subgroups, all with their respective languages and cultures. While the Hispanic ethnic group has the Spanish language in common, at least four major countries of origin are represented, giving way to numerous dialects and subcultures. Interestingly, while Americans identifying with minority groups reside throughout the U.S., they are highly concentrated in a few states and areas. Over half of America's minority population lives in just five states: California, Texas, New York, Florida, and Illinois.

Since 1994, TIA has collected visitor volume, market share, trip characteristics, and demographics for all U.S. resident travel via its TravelScope survey. TravelScope is a monthly survey conducted among a representative sample of U.S. households using NFO Research Inc.'s consumer panel. This report presents TravelScope data on domestic travel—U.S. households traveling in the U.S. It does not include data on U.S. residents traveling outside the U.S. nor on international visitors' activity in the United States. The most recent data in this report were collected in 2002. The data are categorized by minority group based on the head of household's answers to two questions:

- Are you White, Black/African-American, Asian/Pacific Islander, Native American or Other?
- Are you of Spanish/Hispanic origin or descent?

Respondents were given the option to choose only one race category for each household member. Hispanic ethnicity can apply to any racial group, so the traveling minority groups are not mutually exclusive. For example, some African-Americans can be of Hispanic origin and appear in both groups.

The Census Bureau also treats race and Hispanic origin as separate census questions. However, for the first time in 2000, the census allowed respondents to select one or more race categories. The question on race included 15 categories and three areas where respondents could write in a more specific race. Any census demographic data reported here includes those who identified themselves as belonging to one or more races. For example, people who reported being African-American and Asian or Pacific Islander are included in both minority groups. Hispanics can be of any race; so, Hispanics may also be African-American and/or Asian-American. Thus, the minority groups are not mutually exclusive.

In each month during 2002, an average of one third (31%) of the 109 million U.S. households took at least one trip of 50 miles or more, one-way, away from home or included one or more overnights on a trip. This translates to an average of 33.9 million traveling households monthly. These traveling households generated domestic travel volume of an estimated 1.021 billion person-trips in 2002.

Examining person-trips by ethnic and racial group shows that 28 percent of Hispanic households traveled on average each month in 2002, resulting in approximately 77.1 million person-trips. The 22 percent of African-American households who traveled each month on average generated 75.2 million person-trips. Asian-American households have the highest propensity to travel compared to Hispanic and African-American households. Nearly four in ten (37%) Asian-American households travel on average each month, resulting in 33.1 million person-trips in 2002.

## ***DOMESTIC TRAVEL VOLUME, 2002***

### **Percent of Households**

	<b>Who Traveled in the Past Month, <u>on Average</u></b>	<b>Annual Projected <u>Person-Trips</u> (in millions)</b>
Total U.S. Households	31%	1,021.3
Hispanic Households	28%	77.1
African-American Households	22%	75.2
Asian-American Households	37%	33.1

## **EXECUTIVE SUMMARY**

While traveling Hispanic, African-American, and Asian-American households mirror U.S. traveling households overall on many key trip and demographic characteristics, some characteristics do vary significantly by minority group. As the share of the U.S. population belonging to minority groups continues to grow, the U.S. travel industry is challenged to become aware of the differing patterns of travel behavior of these minority groups in order to meet their travel needs, from transportation and lodging to trip activities.

### ***Hispanic households generate the highest travel volume among the minority groups, followed closely by African-American households.***

In 2002, an estimated 77.1 million or 8 percent of all domestic person-trips were taken by U.S. households that indicate they are Hispanic (one persontrip equals one person on a trip 50 miles or more, one-way, away from home or including an overnight stay). Over 75.2 million or 7 percent of all domestic person-trips were taken by U.S. households that are African-American. Asian-American households took about 33.1 million or 3 percent of all domestic person-trips in 2002. For comparison, 1,021.3 million person-trips were taken by U.S. households overall in 2002.

### ***The Asian-American population has an above-average propensity to travel.***

Asian-Americans currently represent approximately 3.7 percent of all U.S. households and generate 4 percent of all U.S. household trips. On the other hand, African Americans represent about 12.2 percent of U.S. households and generate 8 percent of all U.S. household trips. Hispanics make up about 9.6 percent of U.S. households and account for 7 percent of all U.S. household trips.

### ***Hispanic and Asian-American household travel volume grew faster than that of African-Americans from 2000 to 2002.***

Hispanic (+8%) and Asian-American (+7%) household trip volume shows more growth from 2000 to 2002 than that of African-Americans (+1%). For comparison purposes, overall U.S. domestic household trip volume was flat from 2000 to 2002.

### ***The profiles of Hispanic, African-American, and Asian-American travelers mirror that of total U.S. travelers on many key travel behaviors and demographic characteristics.***

For example, like U.S. travel in general, majorities of person-trips taken by Hispanics, African-Americans, and Asian-Americans are for leisure purposes and by owned car or truck. For all groups, hotels, motels, or bed and breakfast establishments are the most common form of lodging, as among all U.S. travel. Summer is the most popular season of travel, regardless of race or ethnicity. Like all U.S. traveling households, the minority groups' trips are most often generated by married couple households and households employed in a managerial or professional capacity.

***On the other hand, minority traveling groups are more likely than total U.S. travelers to exhibit certain travel behaviors and demographic characteristics.***

Some of the things you will learn in this report include that person-trips of all minority groups are more likely than average to include: a rental car as a primary mode of transportation, cultural events or festivals, nightlife activities, gambling, and destinations out of the census division of origin. Trips of all minority groups are also more likely than average to be taken by households headed by someone age 18-44 years old and that reside in a major city with a population of 2 million or more.

***Still, there are differences in travel behaviors and demographic characteristics among the minority groups.***

Some of the differences pointed out in this report include that Asian-American person-trips are more likely than those of African-Americans to be taken for general business reasons (meetings, presentations, consulting, sales, etc.). Asian-American travel is the most likely to include air transportation. Lodging at hotels, motels, or bed and breakfast establishments is most popular for Asian-American and African-American travel. Asian-American households spend the most per trip, on average, excluding transportation to the destination. Hispanics and African-Americans are more likely than Asian-Americans to visit theme or amusement parks, while Asian-American person-trips are more likely than those of African-Americans and Hispanics to involve a visit to historical places or museums. As for demographics, traveling African-American household heads are, on average, the oldest of the three minority groups. Asian-American traveling households are the most likely to be employed in a managerial or professional capacity, consequently their households have the highest average annual incomes.

## **Hispanic Travel**

- Hispanic traveling households are most likely to reside in the Pacific census division. These households generate one third (33%) of all Hispanic person-trips. About half (48%) of Hispanic travel occurs within the state of residence.
- One in seven (15%) Hispanic person-trips include air transportation.
- On one in seven (15%) trips, Hispanic households spend \$1,000 or more, not including transportation to the destination.
- One third (33%) of trips by Hispanic households include children under 18 years old.
- Of 11 common trip activities, shopping is the favorite activity for Hispanics (34% of persontrips), followed by outdoor recreation (16%), visiting theme or amusement parks (14%), visiting historical places or museums (13%), and going to beaches (13%).
- Heads of Hispanic traveling households are 40 years old, on average. Nearly half (46%) of Hispanic trips are taken by households headed by someone with a college degree or more. The median annual income of Hispanic traveling households is \$45,400.

## **African-American Travel**

- African-Americans are much more likely to travel to destinations throughout the southern census divisions, specifically to the South Atlantic (37% of person-trips), West South Central (15%), and East South Central (13%) divisions. Four in ten (40%) African-American persontrips are to destinations out of the census division of residence.
- About one tenth (9%) of all African-Americans travel includes a rental car as a primary mode of transportation. One in seven (14%) African-American person-trips include air transportation.
- On one in ten trips (10%), African-American households spend \$1,000 or more, excluding transportation to the destination.
- Half (51%) of African-American trips are made by adults traveling alone or with someone outside their household. About one in four (26%) trips taken by African-American households include children under 18 years old.
- Aside from shopping (41% of person-trips), other popular activities on African-American trips are nightlife or dancing (13%), visiting historical places or museums (12%), attending cultural events or festivals (12%), visiting theme or amusement parks (12%), and gambling (12%).
- The average age of the African-American traveling household head is 45 years old. The median annual income of African-American traveling households is \$40,500.

## **Asian-American Travel**

- Over half of all Asian-American travel originates in the Pacific census division (53% of persontrips), predominantly in California. Travel is most likely to occur in the Asian-American traveler's own state, accounting for 45 percent of all Asian-American person-trips.
- A large share (28%) of Asian-American person-trips include air transportation. Five percent of Asian-American person-trips involve the use of a rental car as a primary mode of transportation.
- On one in seven (15%) trips, Asian-American traveling households spend \$1,000 or more, not including transportation to the destination.
- Half (50%) of Asian-American trips are made by adults traveling alone or with someone outside their household. One in five (22%) Asian-American household trips include children under 18 years old.
- Shopping is the favorite activity of Asian-American travelers, accounting for four in ten (39%) of person-trips. The next most popular trip activities are visiting historical places or museums (16%), pursuing outdoor recreation (14%), attending cultural events or festivals (13%), and gambling (12%).
- Asian-American traveling households are headed by those with an average age of 38 years old. A large share (46%) of Asian-American trips are generated by single, never married households. The vast majority (80%) of Asian American trips are taken by households headed by someone with a college degree or

more. The median annual income of Asian-American traveling households is \$73,300.

Note: The complete study may be purchased from Travel Industry of America. Call (202) 408-8422 or visit [www.tia.org](http://www.tia.org) for more information on research materials.

## Albuquerque's Acronyms and Industry Jargon

ACC – Albuquerque Convention Center

ACVB – Albuquerque Convention and Visitors Bureau

ADR – Average Daily Rate. A measurement used by lodging industry to determine the average rate collected for room occupancy.  $ADR = \text{Total Room Revenue} \div \text{Total Rooms Sold}$ .

AED – Albuquerque Economic Development

AHCC – Albuquerque Hispano Chamber of Commerce

CABQ – City of Albuquerque.

CC – Convention Center

DAT – Downtown Action Team

DMP – Destination Master Plan. A document created based on broad community input to help identify specific actions that will result in Albuquerque being recognized as a world-class destination for culture, heritage, climate, landscape and hot air ballooning.

GACC – Greater Albuquerque Chamber of Commerce

GAIA – Greater Albuquerque Innkeepers Association. An association of over 70 lodging properties and 70 affiliated businesses, GAIA provides political leadership and service to ensure the success of the hospitality industry.

IPCC – Indian Pueblo Cultural Center

MRCOG – Mid Region Council of Governments. MRCOG provides a forum for individual communities to meet to address regional issues.

NHBA – Nob Hill Business Association

NHCC – National Hispanic Cultural Center

NPS – National Parks System

Occupancy. A measurement used by lodging industry to determine percent of property occupied.  $\text{Occupancy} = \text{Rooms Sold} \div \text{Rooms Available}$ .

OED – Office of Economic Development.

OTMA – Old Town Merchants Association

PR – Public Relations.

SOPA – Sandia Out Professionals Alliance. An association that desires to build, promote, and support a diverse GLBTI business and professional community in New Mexico.

TIA – Travel Industry Association of America. TIA is the authoritative and recognized source of travel research. Executive Summaries from three significant projects are included in the Appendix of the DMP.



## Key Contacts

Plan Facilitators:

***Egret Communications***

P.O. Box 752

Willard, MO 65781

417 742 3470

[www.egret.us](http://www.egret.us)

Project Leader: Bob Harvey

[bobharvey@egret.us](mailto:bobharvey@egret.us)

Project focus on marketing: Diane Kelsay

[dianekelsay@egret.us](mailto:dianekelsay@egret.us)

Project focus on convention infrastructure: David M. Russell

DM Russell Consulting

[dmrussell@dmrussellconsulting.com](mailto:dmrussell@dmrussellconsulting.com)

Founded in 1986 by Bob Harvey and Diane Kelsay, Egret Communications is a consulting company focusing on the planning, development, and promotion issues facing destinations around the world. The company has a strong track record in working with destinations challenged by changing dynamics and circumstances, destinations launching major new tourism initiatives, destinations carefully balancing tourism/hospitality objectives with the care and protection of natural, cultural, and heritage resources. Egret has worked with strong cultural destinations and many of the world's most exciting nature-based tourism destinations throughout the Americas and in Asia.

Additionally, the company has developed strong skills in engineering tourism to accomplish specific goals. Those goals have included creation of jobs, stabilization of communities ravaged by disaster, keeping ranches in family ownership, augmenting weak agricultural revenues, changing tourism clientele, funding resource protection, underwriting species recovery, and, of course, profitability.

The Egret team is adept at both the planning and use of marketing and public relations to both stimulate patronage and match products and destinations to appropriate target markets. The team has broad connections among travel media and travel professionals and has been able to use those connections along with strategic marketing to resolve tourism crisis situations, especially after natural disasters, and to jump start new destinations and products.

Egret takes on projects that are likely to be implemented. The company prefers to avoid projects that generate studies destined to gather dust on shelves. Egret's planning documents are designed to be used, often incorporating action steps, responsibilities, and timelines.

The Egret team keeps track of the pulse of travel, following trends, understanding fads, and predicting new patterns. We analyze data from around the world to have a handle on what is working and why - and what is failing and the reasons behind that. We spend time in the field and have first hand contact with both tourism providers and patrons.

Egret Communications pulls together teams of experts to fit each project. The company draws on experts from around the world for each particular challenge. This "project team" approach enables us to tackle diverse projects with the best people available.

Plan Execution:

***Albuquerque Convention and Visitors Bureau***

20 First Plaza NW, Suite 601

Albuquerque, NM 87102

ACVB Chairperson: Debi Owen

[debio@sandiapeak.com](mailto:debio@sandiapeak.com)

ACVB CEO: Dale Lockett

[lockett@itsatrip.org](mailto:lockett@itsatrip.org)

ACVB VP Finance and Administration - and DMP Project Manager: Joni Thompson

[thompsonj@itsatrip.org](mailto:thompsonj@itsatrip.org)

ACVB VP Convention Sales and Services: Linda Brown

[brown@itsatrip.org](mailto:brown@itsatrip.org)

ACVB VP Tourism and Communications: Tania Armenta

[armenta@itsatrip.org](mailto:armenta@itsatrip.org)

ACVB VP Development: Elise Rogers

[rogers@itsatrip.org](mailto:rogers@itsatrip.org)

[www.itsatrip.org/theplan](http://www.itsatrip.org/theplan)

Key Visitor Industry Partners:

***Albuquerque Hispanic Chamber of Commerce***

1309 4<sup>th</sup> Street SW

Albuquerque, NM 87102

AHCC CEO: Alex Romero

[alex@ahcnm.org](mailto:alex@ahcnm.org)

AHCC Director of Sales and Marketing: Cathy Gonzales

[Cathy\\_Gonzalez@ahcnm.org](mailto:Cathy_Gonzalez@ahcnm.org)

***Greater Albuquerque Innkeepers Association***

GAIA Executive Director: Theresa McFerrin

[tmcferrin@decadesgroup.com](mailto:tmcferrin@decadesgroup.com)

GAIA Chairman: Robert Ruiz

[ruiz@investment.net](mailto:ruiz@investment.net)