

## APPENDIX A: ADDITIONAL ACTIONS

During the workshop session 4, participants each brainstormed actions that would support one or more goals. The exercise was performed using Google Slides, the results were categorized and then voted upon (see Appendix B). In small groups, participants then detailed their top 3-5 actions with specifics as shown in the main body of the report. There was not enough time to detail the full wealth of ideas. This appendix serves as a placeholder for those ideas, should they be turned to for future efforts.

### **Goal 1: Shape our identity as an outdoor recreation destination.**

*Improve branding, marketing and promotion of Grants as an outdoor recreation destination and great place to visit and live. Build on existing branding and marketing efforts to become an escape destination for outdoor and adventure recreation.*

- *Ensure that marketing media programs emphasize Eco-Tourism*
- *Integrate or create additional information regarding outdoor recreation activities into materials to be distributed at the National Park Service and Bureau of Land Management visitor centers*
- *Connect with local and regional athletes to participate in and help market local events*
- *Determine if Grants is a partner or rival of Gallup in attracting the outdoor adventure community. If Grants is a partner, expand the message. If Grants is a rival, determine areas of advantage and push forward*
- *Identify the two or three assets or opportunities that distinguish and/or differentiate Grants from our competition, e.g., the surrounding forest areas, mountain/gravel biking, skiing, hiking, horseback riding, birdwatching, hang-gliding, etc.*
- *Re-brand and market outdoor recreation as a separate category on the Grants Chamber of Commerce website*
- *Add motorized recreation as a specific component of the Grants branding and marketing effort*
- *Plan events for the community to support and spread enthusiasm for existing outdoor events, such as the Mt. Taylor Quadrathlon. Launch new outdoor recreation events tailored to regional highlights*
- *Create and package trail-user experiences like a Zuni Mountains Backpacking Tour*
- *Establish familiarization tours for local business owners and employees so they can showcase the local outdoor recreation amenities*
- *Invite National Park Service assistance services so we can learn about gateway community planning*
- *Host an annual community event that celebrates the Continental Divide Trail and introduces residents and Grants visitors to the trail*
- *Increase opportunities for Grants residents to steward local recreational assets, e.g., the Continental Divide Trail. For example, host Continental Divide Trail Adopter training and volunteer trail maintenance projects in Grants*

- *Ensure that promotion and branding carry over into the built environment through design and programming. Work into policy documents, e.g., design guidelines*

## **Goal 2: Improve connectivity.**

*Plan for and improve trail connectivity and walkability, considering near-term "low hanging fruit" as well as longer-term aspirational goals and projects.*

- *Complete a feasibility study for building a road to La Mosca*
- *Form local community group to identify and increase non-ADA (Americans With Disabilities Act) compliant walkable areas, trails, and workout areas within city limits and address gaps in trail-to-trail connectivity between Grants and trailheads outside of town*
- *Review existing plans first to prioritize maintenance and in-process projects and coordinate with Northwest New Mexico Council of Governments and Rockin' 66 to link with existing transit or develop transit to bridge gaps limiting access to trails that are currently accessible only by driving*
- *Continue to establish the Legacy Trail and make the connection from town to forest*
- *Build the Lobo Canyon trails*
- *Build trails at the Quartz Hill trailhead for the Zuni Mountain trail system*
- *Need to consider integrating broadband connectivity into the attractions to enhance the experience and support health and safety*
- *Evaluate local park access and connectivity*
- *Develop a bike park in Grants to excite local youth and residents*
- *Develop comprehensive trail signage for ATVs and jeeps in the Mount Taylor Ranger district*
- *Create trail connectivity from Mount Taylor to Mount Sedgewick through the center of Grants*

## **Goal 3: Increase attractions, amenities, and infrastructure for staying power.**

*Capitalize on existing opportunities and resources in downtown Grants and identify opportunities for, and work to attract more in-town amenities, businesses, and shops for tourists and residents.*

- *Provide entrepreneurs a resource for finding grants to open outdoor recreation shops*
- *Create a group to engage and organize local entrepreneurs and potential entrepreneurs (folks who are currently experiencing job loss as a result of the turn away from extraction industries). The group could provide ideas for new businesses. We'd rather they start a new business than move away*
- *Create and deliver training to the hospitality industry with a focus on promoting outdoor recreation options, or Grants as a destination for corporate retreats*
- *Incentivize business owners and property owners to tear down, remodel, or clean up abandoned buildings to provide an opportunity for new growth in downtown*
- *Provide more WiFi hot spots near tourism sites and attractions*
- *"Elderhostel" program - dedicate an effort to bring people here from foreign countries. We used to have this program and it was very successful*

- *Beautify and enhance downtown spaces (e.g. highlight water assets) to help increase foot traffic downtown and make it a focal point of businesses for the outdoor recreation in the area*
- *Reduce the speed limit through downtown. Study traffic control impacts*
- *Increase building density and vibrancy in Downtown for locals, which in turn brings visitors as they are drawn to authentic places and experiences*
- *Develop the abandoned hotel on Santa Fe Avenue as a shopping center for local businesses. Maybe even use it as an incubator of local businesses and restaurants*
- *Identify downtown real estate specifically for outdoor recreation businesses and offer incentives to relocate them*
- *Work on implementing the action items in the Metropolitan Redevelopment Area Plan*
- *Improve local camping and RV park sites to allow for more visitor stays. Increase the number of RV park spaces and camping grounds*
- *Finalize the purchase of the Red Lion Inn and complete the remodeling and expansion of glamping units, then expand the glamping concept so it creates jobs. Set up a strategic partners network to market and utilize the facility*
- *Add more outdoor activities that can involve larger groups like bike rallies, cross country ski and snowshoe rallies, finding photography and birding locations that reveal the cultural history of the area, without compromising Native American traditions*
- *Develop and host a 5-day stage race for gravel biking (similar to Tour de Gila)*
- *Organize group outings such as long trail runs, mountain biking, or gravel riding, with an emphasis on reaching out to neighboring communities for participants*
- *Weave creative placemaking into all improvement projects to boil in design, art, passion, and community involvement*
- *Organize new races (ultramarathons, gravel races, etc.) and continue to host existing events (Quartz crusher, 100-mile gravel ride, etc.) to highlight our outdoor rec opportunities and attract people from areas beyond our neighboring communities*
- *Build local events around National Trails Day, Public Lands Day, Take a Kid Mountain Biking Day, and National Take A Hike Day*
- *Bring more entertainment to Mainstreet. Seek out local bands that would like to get exposure and book for every Saturday (activate space, vendor trucks, the park, etc.)*
- *Engage federal partners to gain a better understanding of the permitting process for guiding tours on public lands*
- *Recruit more tour companies and outfitters*
- *Provide weekend group tours to areas of interest such as the mining museum, pueblos, other key attractions, with the next step being program development (i.e. tour schedule)*
- *Conduct a market demand analysis to assess the potential to provide jeep tours, horseback riding, zip-lining, and other outdoor activities*
- *Resurrect the Zuni Mountain Railroad Auto Tour*
- *Recruit a manufacturing company-specific to outdoor recreation and our assets. Provide tours of the factory, brand as "made in Cibola NM"*
- *Create an incentive program targeting youth to get them out to more local attractions*
- *Engage New Mexico Outdoor Recreation Division directly to discuss "shovel ready" business opportunities for guided tours*

- *Create a list of food sources and types, with electronic links to the menus, hours of operation, locations, etc. If this already exists, make it easier to do online orders; this is a weakness of many food sources in Albuquerque*

#### **Goal 4: Improve local coordination.**

*Strengthen and sustain local/regional coordination and communication efforts to carry forward implementation of the RERC action plan.*

- *Coordinate with State Parks to increase visitor stays and provide additional activities*
- *Create and improve the Local Friends of the Lake organization*
- *Petition local Planning and Zoning board to allow for mixed-use commercial/residential space downtown*
- *Hold quarterly outdoor recreation discussions with federal and state partners*
- *Establish regularly scheduled public meetings with federal agencies to provide updates on permitting processes, timelines, hurdles, opportunities to volunteer for projects on federal lands*
- *Convene a quarterly meeting with elected officials to discuss programs and possible opportunities. Host quarterly town hall meetings to get the work out into the community*
- *Reconvene Team 66 to coordinate branding efforts*
- *Establish a permanent outdoor recreation committee with local and regional organizations to oversee implementation efforts and hold responsible parties accountable*
- *Offer free training for businesses to train front line workers to tell travelers about assets*
- *Work with and support the NPS on the Dark Skies initiative that is currently happening for the El Malpais National Monument*
- *Connect with teachers, nonprofits, and other educators in Grants to implement outdoor recreation and conservation programming about the Continental Divide Trail*
- *Contact the local federal partners to understand permitting processes for filming and outdoor recreation businesses to share with those organizations as they come to the area. (Chris Roybal is the current contact)*
- *Initiate steps to unite the business community, local governments, non-profits, tribal governments, and steering committee on the specific goals*
- *Develop a communication and collaboration platform that tracks progress, dashboards, and metrics. This would seek continuous improvement to our area through ongoing planning and visions (and coordination & communication)*
- *Improve local coordination*
- *Market day trips to nearby communities in nearby counties*
- *Improve and market ADA-compliant activities in Grants recreational areas*
- *Formalize regional infrastructure priorities by identifying and formally agreeing on capital projects and cost-sharing (county, city, flood control district, etc.), with the next step being a resolution or MOU*
- *Identify a single point of contact within the Grant administrative infrastructure for an event host to contact for assistance in setting up events in Grants*

## APPENDIX B: WORKSHOP EXERCISE RESULTS

The Recreation Economy for Rural Communities workshop with Grants, New Mexico involved several exercises that helped define workshop participants' vision, goals, and actions they wish to take to strengthen outdoor recreation and downtown revitalization efforts in their community. The following appendix documents many of these activities that shaped the action plan developed through this planning process. This appendix contains summaries of the following:

- Visioning and Values Exercises
- Asset Mapping Exercise
- Assets and Challenges Exercise
- Action Brainstorming and Voting Exercise



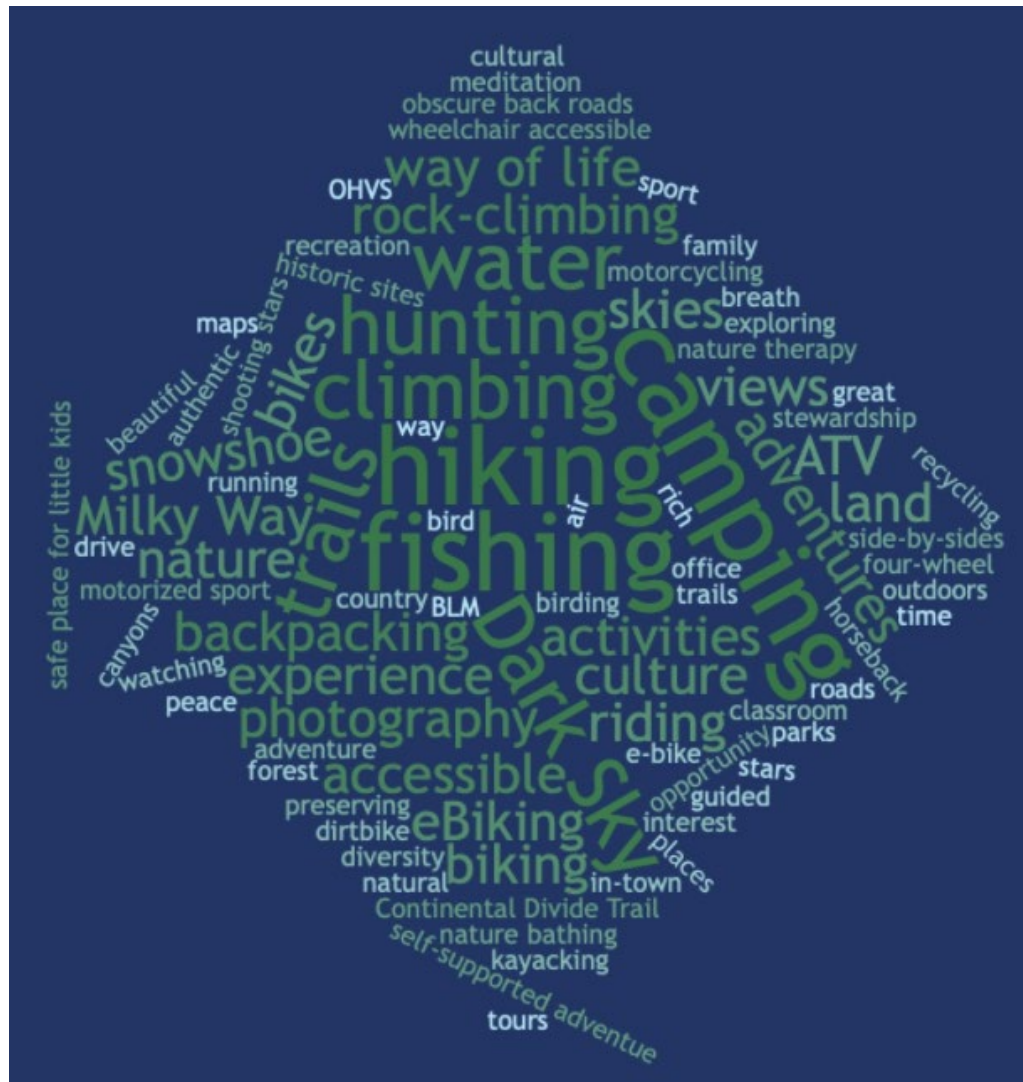
As a part of the workshop's opening session, workshop facilitators asked participants to share three words that they felt summarize their feelings about Grants and outdoor recreation. They also asked participants to share what outdoor recreation means to them. For both of these questions, participants entered responses into the video conference chat for discussion. Responses to these questions and exercises helps illustrate workshop participants' broad vision for the recreation economy and downtown revitalization in Grants. Word clouds summarizing the responses to each question, as well as the full list of responses, are included below. These word clouds highlight the most commonly-listed words and phrases participants used in answering these prompts.

[illegible]

- accessible
- adventure
- anxious to invest
- asset-based community development
- assets
- capacity building
- collaboration
- collaborations
- collaborative problem solving
- community
- connection

- continental divide trail
- convening
- converging cultures
- coordination
- creative outdoor opportunities
- develop
- diamond in the rough
- economic
- economic development
- economic opportunity
- ecotourism hub
- enjoyable
- equity
- excited about Grants
- experience
- exploration
- fun times
- future
- getting kids outside
- getting veterans outside
- got it all
- happy to help
- health
- hidden outdoor treasures
- hub
- I love recreation
- inspiring a new generation
- interesting
- lots of potential
- market
- model for the state
- nature
- opportunities for growth
- opportunities in the Grants area
- opportunity
- opportunity for growth
- outdoor opportunities
- outdoor recreation
- personal gain
- potential
- reconnection
- recreation
- rejuvenation
- relationships
- resource provider
- safe
- share our mountain
- share outdoor activities with others
- show off our hometown
- socioeconomic development
- stakeholders
- strategies
- support
- sustainability
- tourism
- tourism dollars
- trails
- trails in our backyard
- treasures
- wellness
- world class
- funding their future
- outstanding
- outdoor opportunities

## What Does Outdoor Recreation Look Like to You?



- Horseback riding
- Hiking
- Climbing
- Snowshoeing
- Running
- Kayaking
- Skiing
- Biking
- Photography
- Hunting
- Fishing
- Camping
- ATVs
- Dark skies
- Breathtaking views
- Shooting stars
- Wide diversity of activities
- Something for everybody
- Great spaces
- Activities in town
- In-town parks
- Outdoor sports
- Youth
- Stewardship
- Water views
- Beautiful skies
- Rock climbing
- Way of life



- Family time
- Life journey
- Bird watching
- Natural and accessible

### Making Headlines

Workshop facilitators also asked small groups of workshop participants to think about something positive that has happened in Grants involving outdoor recreation and downtown revitalization around 3-5 years from the workshop, and to generate newspaper headlines that reflect what has happened. The headlines are summarized below.

- *"ADA Path Brings Visitors to Grants to Explore"*
- *"First Native American film festival hosted from Coyote Del Malpais"*
- *"Grants NICA Youth Cycling Group Spearheads Largest Mountain Biking Event in Southwest Region"*
- *"Patagonia Relocates HQ to Grants"*
- *"RIDE the Fire & Ice motorcycle event that includes all people, all experiences, and is inclusive for a longer period of time"*
- *"Outdoor Recreation Puts Grants on the Map!"*
- *"Grants/Cibola County hosts the National Jr. Rodeo Finals!"*
- *"Grants and New Mexico has become a mecca for outdoor recreation. Outdoor recreation has been an economic driver that has brought prosperity to families and community. 20% of people make a living in this sector. Working together was the most important part of making this a success."*
- *"Outdoor Adventure in Grants Cibola County surpasses Moab"*
- *"Grants visitation surpasses Moab!"*
- *"Grants hosts the outdoor recreation conference"*
- *"Four Seasons of Fun"*
- *"Grants/Milan Airport has weekend 'Fly Ins.' Experienced pilots offer weekend air tours!"*
- *"The Recreation Boom: Cibola County tops some of the nation's best recreational destination"*
- *"Mud season is so great..."*
- *"World Gravel Grinding Championships Come to Grants"*
- *"Highest paved road in NM reinvigorated local and regional economy - improves local economy and accessibility - regionally multicultural collaborative"*
- *"Zuni Acoma Trail intersection with CDT become Internet destination sensation!"*

### Asset Mapping Exercise

During the workshop, one small group exercise involved using an interactive, web-based map called Social Pinpoint. In this exercise, workshop participants placed map markers on community assets; things that need fixing or attention; opportunities or big ideas; outdoor recreation assets; and partners or organizations. Participants reviewed assets that were pre-populated prior to the workshop and added their own. The mapping platform allowed workshop participants to explore Grants' assets and opportunities to prepare for action brainstorming in a following workshop session.

The mapping results from this exercise are documented and summarized below. The interactive Social Pinpoint site will remain open for continued community input through the end of July 2021. The mapping shown below represent comments and inputs to the map as of February 2021. The three maps below (Regional scale, City scale, and Downtown scale) use the same legend.

<https://eprpc.mysocialpinpoint.com/rerc-grants>

Map #	Comment Category	Comment
1	Community Asset	Free Water for hikers (Dog Park on South East corner of park)
2	Community Asset	RV park and Brewery
3	Community Asset	National Parks Visitors Center
4	Community Asset	RV Park
5	Community Asset	RV Park
6	Community Asset	Cimarron Rose Bed and Breakfast
7	Community Asset	Mountain Harmony RV Park and Bed and Breakfast
8	Community Asset	Old School Art Gallery
9	Community Asset	El Morro RV Park and Cafe
10	Community Asset	Inscription Rock Trading and Coffee.
11	Community Asset	Bar S RV Park
12	Community Asset	US Forest Service Headquarters
13	Community Asset	New Mexico Mining Museum
14	Community Asset	Route 66 Photo Arch
15	Community Asset	Native Basket Array along Santa Fe Ave
16	Community Asset	Outdoor entrainment area
17	Needs Fixing or Attention	Need an outdoor Class A Campground
18	Needs Fixing or Attention	BLM is discussing updating the parking lot here
18	Needs Fixing or Attention	Building a bridge could open area over the creek
19	Needs Fixing or Attention	County Road 42 - "Chain of Craters Backcountry Byway"  Needs a little work.  Biking currently not allowed, but could be integrated little or no damage to the area.
20	Needs Fixing or Attention	Wilderness designation limits biking, so marketing would be for hiking/equestrian.
21	Needs Fixing or Attention	Several years ago they tried to start a Friends of the Lake association, but it never got off the ground. Recommend retrying that idea to create a private group that would help the state park.
21	Needs Fixing or Attention	The limited state parks in NW NM have limited resources and are under budgetary threat. Big opportunity for

Map #	Comment Category	Comment
		public/private partnerships that can be mutually beneficial, but this needs to be incubated.
22	Needs Fixing or Attention	Needs new/replaced signage.
23	Needs Fixing or Attention	Local lodging capacity in the area may be a constraint to growth.
24	Opportunity or Big Idea	Walking trail around Coyote Del Malpais 16,000 ft.
25	Opportunity or Big Idea	Kayak Racing or group Kayak activities. and Kayak Rentals.
26	Opportunity or Big Idea	Create a Trail Stewards volunteer program that assist hikers, monitor trail use, provide maps, and provides a personal connection with visitors.
27	Opportunity or Big Idea	rv resort "Glamoing" 252 acres city owned land
28	Opportunity or Big Idea	Arena Project - a regional initiative lead by the City of Grants to expand this facility into a multi-purpose arena with \$2.5M in capital outlay matching funds. <a href="http://cpms.dfa.state.nm.us/doShowAppropriations.aspx?pid=E2506">http://cpms.dfa.state.nm.us/doShowAppropriations.aspx?pid=E2506</a>
29	Opportunity or Big Idea	Vacant Hotel/Motel/Commercial stock - redevelopment via EPA Brownfields program either as Multipurpose (MP) Grant and/or Area-wide Planning Grant to create a tourism/hospitality anchor at Exit 85.
30	Opportunity or Big Idea	Build-out the Cibola Industrial Park as a tourism and hospitality anchor and drive increased traffic to the El Malpais Visitor Center. This can be a jumpoff point for travelers to convert them from passer-by to overnight stays.
31	Opportunity or Big Idea	<a href="https://www.rd.usda.gov/about-rd/initiatives/rural-placemaking-innovation-challenge">https://www.rd.usda.gov/about-rd/initiatives/rural-placemaking-innovation-challenge</a>
31	Opportunity or Big Idea	Santa Fe Avenue Improvement Project - possible design funding via NM MainStreet and/or NEA Our Town grant.
32	Opportunity or Big Idea	High Street Improvement Project
33	Opportunity or Big Idea	Replacement and Installation of Sidewalks
34	Opportunity or Big Idea	Develop an annual report on the Mining Museum, including visitorship, popularity of exhibits, and potential for growth. Identify steps to improve this important asset that can help anchor or complement outdoor recreational tourism.
35	Opportunity or Big Idea	Contact established recreational touring businesses and invite them to establish a private touring business in Grants, possibly as a satellite to existing touring businesses elsewhere
36	Opportunity or Big Idea	Lead the formation of a regional recreational development task force to promote the development of additional outdoor recreation opportunities and coordinate on current assets

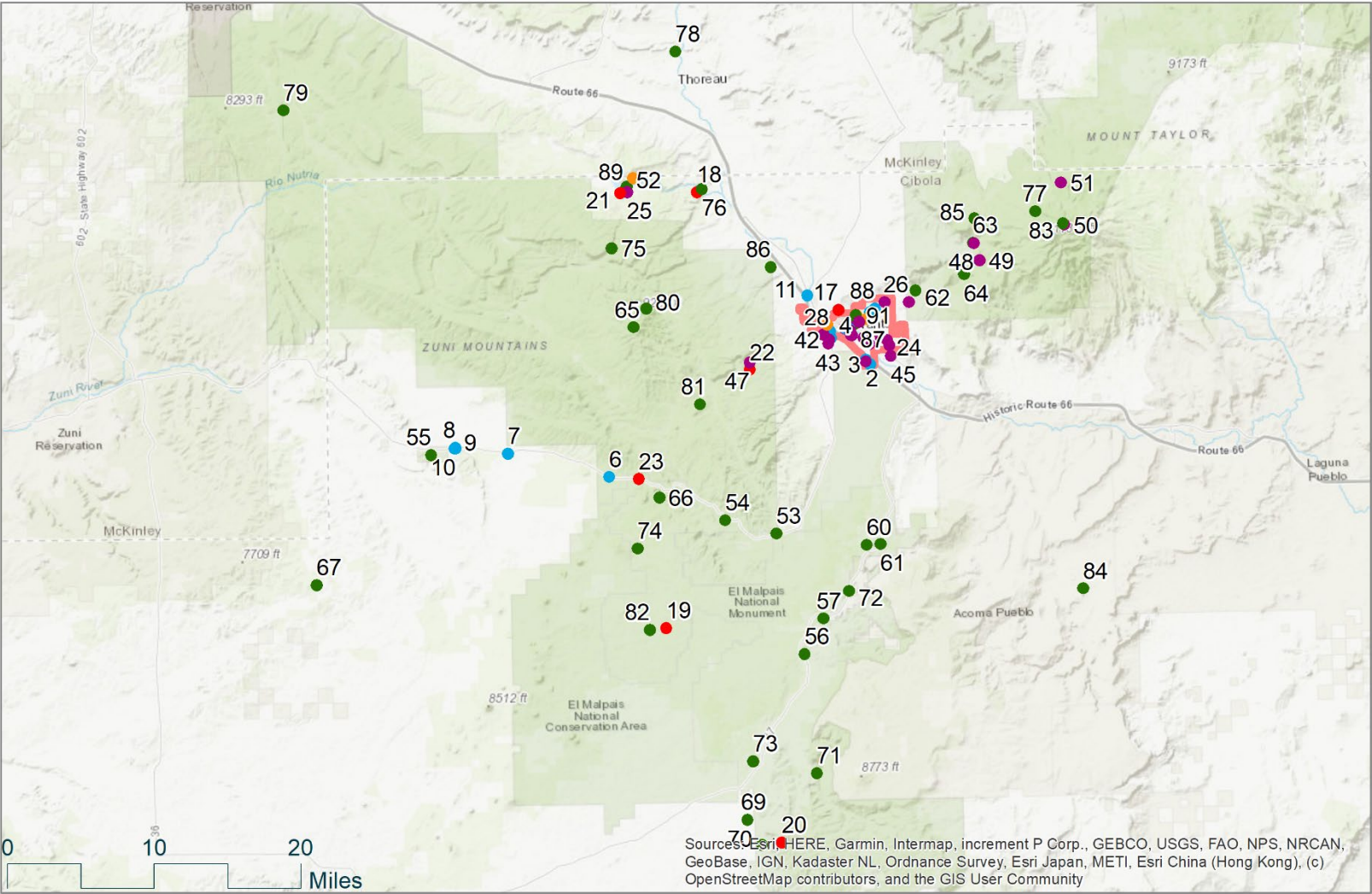
Map #	Comment Category	Comment
37	Opportunity or Big Idea	Evaluate the business licensing process to identify opportunities to create incentives for pop-up businesses downtown
37	Opportunity or Big Idea	Initiate “downtown pop-up days” by developing a schedule and working to ensure that is stays accurate, updated and highly visible to the public, and by developing additional attractions, activities and events around the downtown area on those days
38	Opportunity or Big Idea	Conduct a Grants branding effort to secure community buy-in for outdoor recreation promotion, and to develop a Grants logo and promotional material for marketing purposes. Develop and deploy a branded marketing campaign to promote the city as an outdoor recreation destination. A sub-branch of this campaign should promote the city as a retirement destination
39	Opportunity or Big Idea	Build “missing link” sidewalks and trails within and around parks and between parks and schools, key city facilities and shopping areas, and plant trees where feasible (cross-link to Transportation). Extend the Legacy Trail to the Future Foundations Family Center and beyond
40	Opportunity or Big Idea	Develop a pump track or bike park on suitable land either in the city open space next to the golf course or on available private property made available by a property owner
41	Opportunity or Big Idea	Designate formalized routes to the Continental Divide Trail and develop wayfinding signage from downtown Grants to the trailheads
42	Opportunity or Big Idea	Advocate for improving road bike facilities along NM 53 and other routes, such as a maintained shoulder signed for bicycles.
43	Opportunity or Big Idea	Create a map for and advertise all-terrain vehicle and other recreational motorized vehicle routes in and around Grants
44	Opportunity or Big Idea	Advocate for improving road bike facilities along NM 547 and other routes, such as a maintained shoulder signed for bicycles. Submitted for Federal Lands Access Program but not funded.
45	Opportunity or Big Idea	Create on-street bicycle lanes and signed shared lanes
46	Opportunity or Big Idea	Encourage Downtown density by adding variety of housing options to Downtown Grants
47	Opportunity or Big Idea	We should resurrect the Zuni Mountain Rail Auto Tour. It is already in place but the signage has been completely destroyed. Once new signage is in place we need real promotion, not just through the Forest Service. We should explore the old idea of reinstalling the narrow gauge railroad up Zuni Canyon Grants to the Low Ranch. Would be a great I 40 attraction.

Map #	Comment Category	Comment
48	Opportunity or Big Idea	Class A motor camping area
49	Opportunity or Big Idea	Camping area! Needs improvement.
50	Opportunity or Big Idea	Visitor features
51	Opportunity or Big Idea	ATV and OHV action area
52	Outdoor Recreation Asset	Bluewater Lake State park. Great for Boating, Hiking trails, camping, and Fishing. Recommend more boating activities such as Kayak Racing.
53	Outdoor Recreation Asset	Zuni-Acoma Trail Head and access to portions of the CDT from this trail head
54	Outdoor Recreation Asset	NPS Trails and LAva Tube Caving opportunities here
55	Outdoor Recreation Asset	El Morro National Monument Trails and Camping available.
56	Outdoor Recreation Asset	Day use area and access to the trail over to the La Ventana Arch. Picnic Tables and pit toilets available here.
57	Outdoor Recreation Asset	La Ventana Arch Parking and Trail
57	Outdoor Recreation Asset	"The Arches" of Cibolla Co. Beautiful photogenic spot.
58	Outdoor Recreation Asset	Legacy Trail, 3000 feet, ADA compliant
59	Outdoor Recreation Asset	Grants High School Loop (2500 ft. complete ADA compliant)
60	Outdoor Recreation Asset	Sand stone Bluffs overlook NPS
61	Outdoor Recreation Asset	BLM Campground
62	Outdoor Recreation Asset	Continental Divide Trailhead. Access point to Continental Divide Trail
63	Outdoor Recreation Asset	USFS Campground. Lobo Canyon Campground
63	Outdoor Recreation Asset	Correction Coal Mine Campground
64	Outdoor Recreation Asset	USFS Camp Ground
65	Outdoor Recreation Asset	Ojo Redondo Campground USFS
66	Outdoor Recreation Asset	Bandera Volcano and Ice Caves Hiking trails and gift shop
67	Outdoor Recreation Asset	Wild Spirit Wolf Sanctuary. Tours, gift shop, and camping available.
68	Outdoor Recreation Asset	NMSU/BLM Hiking trail
69	Outdoor Recreation Asset	Hiking Trail in Wilderness area. No bikes allowed.
69	Outdoor Recreation Asset	Homestead Canyon Trail BLM
70	Outdoor Recreation Asset	Armijo Canyon Hiking Trail. Wilderness area. Bikes not allowed.
71	Outdoor Recreation Asset	Lobo Canyon hiking trail. Blm Wilderness
72	Outdoor Recreation Asset	Acoma-Zuni Trailhead. Trail Crosses the malpais and ends at Highway 53
73	Outdoor Recreation Asset	Lava Falls Hiking Trail NPS
74	Outdoor Recreation Asset	Big Tubes Hiking Trail and lava tube caves
75	Outdoor Recreation Asset	Picnic and Day use area USFS
76	Outdoor Recreation Asset	Bluewater Creek Hiking Trail BLM managed trail
77	Outdoor Recreation Asset	Canopy and Access to Continental Divide trail and Gooseberry springs trail



Map #	Comment Category	Comment
78	Outdoor Recreation Asset	Casamero Pueblo: 25 Miles (28 minute drive) from Grants; Outlier of Chaco Canyon; Built between 1000 and 1125 AD; 22 Rooms, a great Kiva, and 37 additional sites at the settlement; The ruins are open year round and accessed via a short trail from the parking lot
78	Outdoor Recreation Asset	<a href="https://fourcornersgeotourism.com/entries/casamero-ruin-chacoan-outlier/0641b076-faec-4587-8c33-93d2dfc5a44b">https://fourcornersgeotourism.com/entries/casamero-ruin-chacoan-outlier/0641b076-faec-4587-8c33-93d2dfc5a44b</a>
79	Outdoor Recreation Asset	McGaffey, NM: 61 Miles (63 minute drive) from Grants; Two Forest Service campgrounds (McGaffey and Quaking Aspen), Hillso-McGaffey Trail System; 60 miles of single track Location for Zia Rides 24 Hours in the Enchanted Forest; McGaffey Lake (Intermittent ); Access to many miles of dirt/gravel roads and dispersed camping locations in the Zuni mountains
80	Outdoor Recreation Asset	Mt Sedgwick: 24 Miles (60 minute drive) from Grants; At 9,256 ft. Mt Sedgwick is the highest point in the Zuni Mountains ; Access to thousands of acres of National Forest; Opportunities for hiking, biking, horse back riding; Dispersed camping and campgrounds Elk and mule deer hunting (NM game management unit 10)
81	Outdoor Recreation Asset	Quartz Hill: 16 Miles (30 minute drive) from Grants; Zuni Mountain Trail System trailhead to be located here; Access to over 100 miles of single-track trails in development; Quartz Crusher mountain bike race; Currently held on existing two track through the forest with hopes to transition onto the Zuni Mountain singletrack trail system; Numerous historic mining and logging sites
82	Outdoor Recreation Asset	El Malpais National Monument: Varies based on access point, 23 Miles (33 minute drive) from Grants to El Calderon on NM 53; Explore cinder cones, lava tube caves, sandstone bluffs, and hiking trails; Evening bat flights during the late summer months; Greater El Malpais National Conservation area includes many additional recreation opportunities surrounding the monument
83	Outdoor Recreation Asset	La Mosca Lookout Tower: 22 Miles (60 minute drive) from Grants; Mt. Taylor summit is 11, 306 ft. and accessed via the Gooseberry Trail from two directions; Tsoodzil to the Navajo people, it is one of the four sacred mountains marking the cardinal directions and the boundaries of the traditional Navajo homeland Serves as the turn around point for the annual Mt. Taylor Winter Quadrathlon La Mosca peak at 11,036 ft. is accessible by forest rd. during warm months; Paving the access road would make it

Map #	Comment Category	Comment
84	Outdoor Recreation Asset	Acoma Sky City: 28 Miles (40 minute drive) from Grants; Oldest continuously inhabited settlement in North America ; 28th Historic Site designated by the National Trust for Historic Preservation; The Haak'u Museum and Sky City Cultural Center provide education and exposure to the Pueblo of Acoma; Trip Advisor 2020 Travelers' Choice Sky City Cultural Center is in the top 10% of attractions worldwide
85	Outdoor Recreation Asset	Coal mine canyon campground No class A motor home parking
86	Outdoor Recreation Asset	Lime Kiln (Zuni Mt. Trails) easy parking area for horse trailers.
87	Partner or Organization	El Morro & El Malpais National Monuments Headquarters
88	Partner or Organization	US Forest Service Headquarters
89	Partner or Organization	NM state Parks Division
90	Partner or Organization	Cibola County Government
91	Partner or Organization	NMSU Grants Campus
92	Partner or Organization	City Hall & Council Chambers - City of Grants
93	Partner or Organization	Northwest New Mexico Council of Governments - regional planning and development organization; <a href="http://www.nwnmcog.com/">http://www.nwnmcog.com/</a>

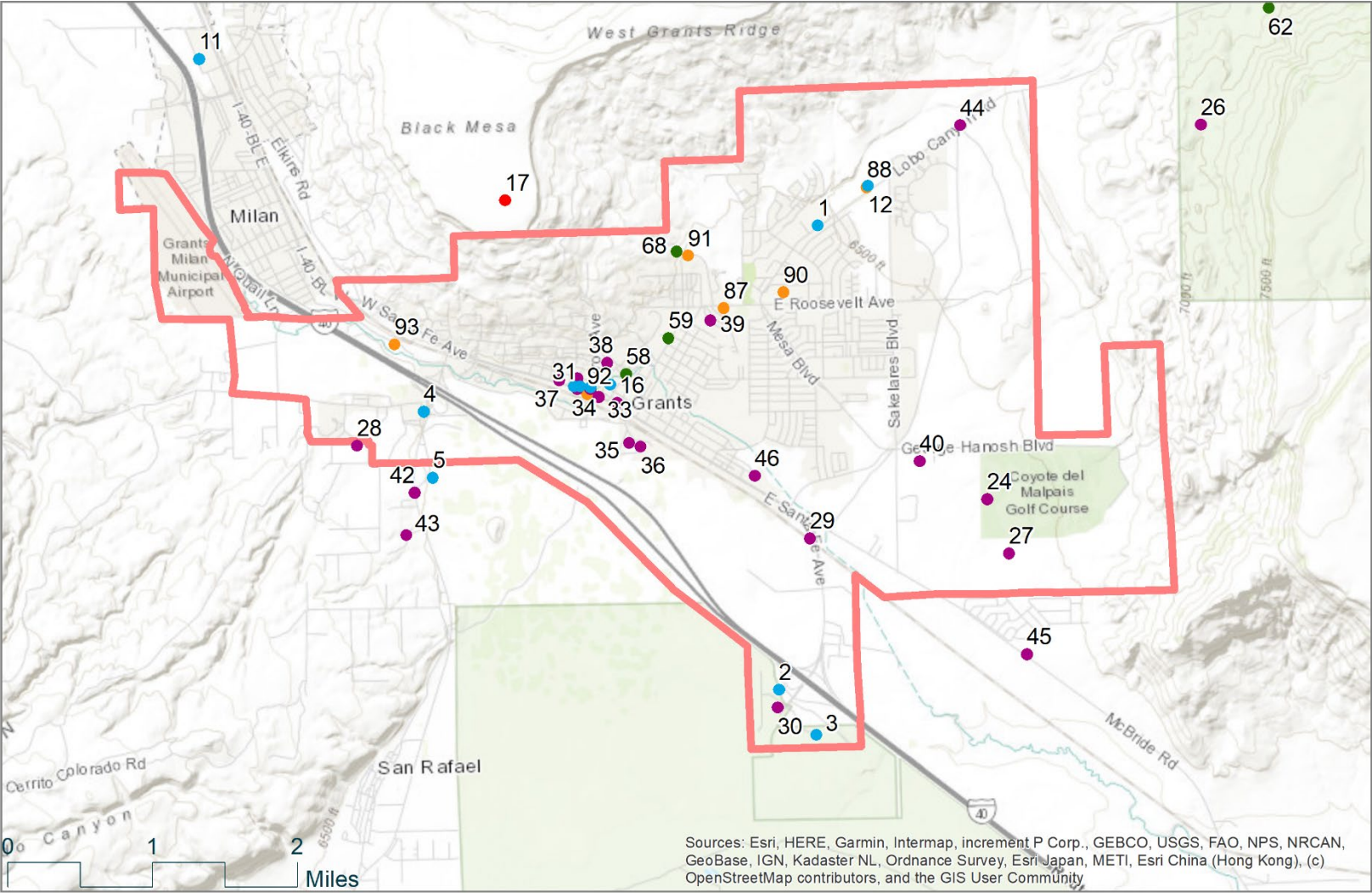


- Community Asset
- Opportunity or Big Idea
- Partner or Organization
- Needs Fixing or Attention
- Outdoor Recreation Asset
- Grants, NM



Grants, NM (Regional Scale)

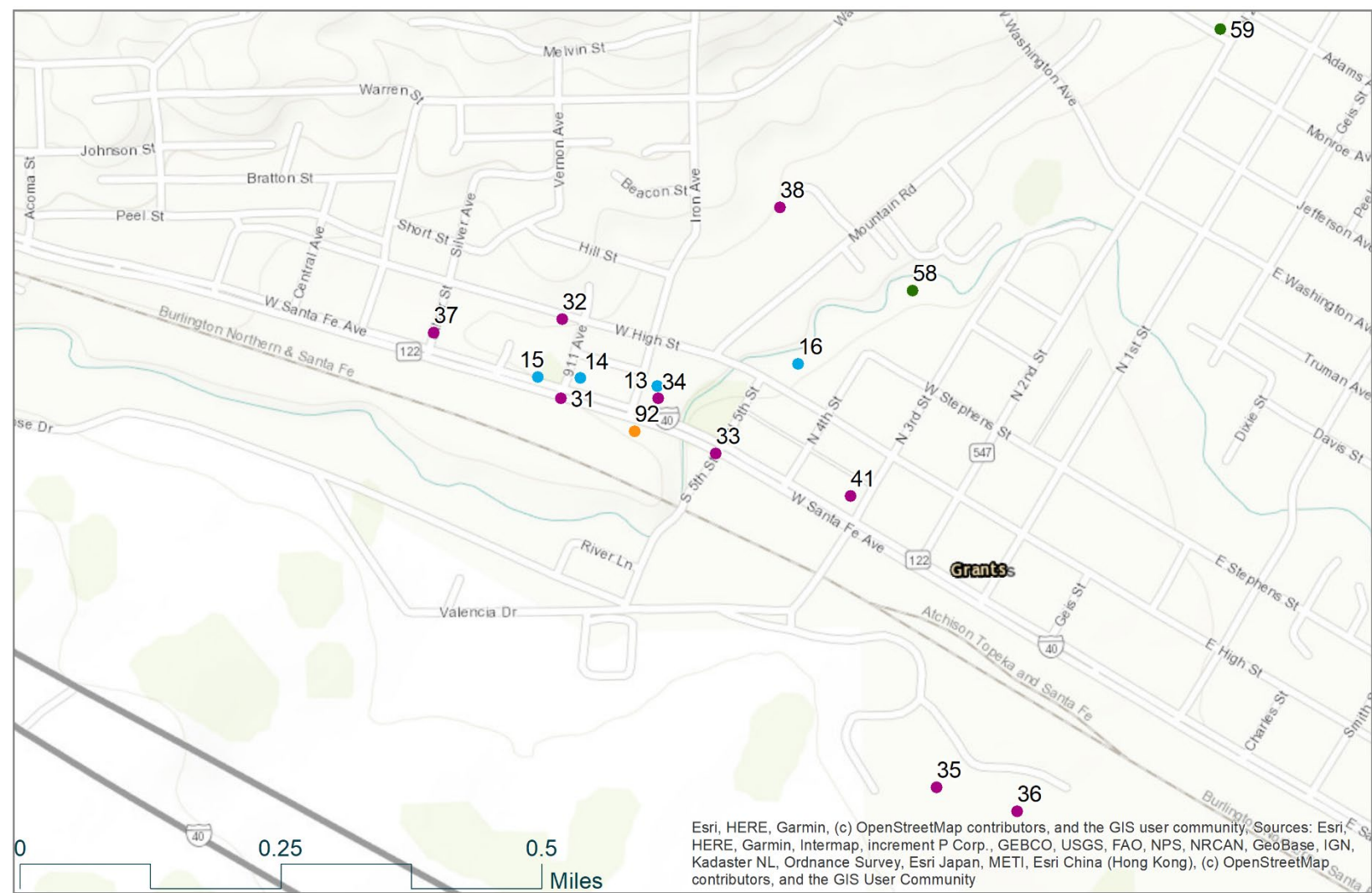




- Community Asset
- Opportunity or Big Idea
- Partner or Organization
- Grants, NM
- Needs Fixing or Attention
- Outdoor Recreation Asset



Grants, NM (City Scale)



Grants, NM (Downtown Scale)



**Assets and Challenges Exercise**

Another small group exercise involved workshop participants brainstorming existing assets (what is currently working well in Grants to build on the outdoor recreation economy and revitalize downtown) and challenges (what barriers exist to achieving your goals around outdoor recreation and downtown revitalization). Workshop facilitators asked each participant to review the workshop goals and to write their ideas for assets (blue virtual post it notes) and challenges (red virtual post it notes), under the workshop goal to which it related. A summary of all the assets and challenges listed during this exercise is included below.

Goal 1: **Shape our identity as an outdoor recreation destination:** Improve branding, marketing and promotion of Grants as an outdoor recreation destination and great place to visit and live. Build on existing branding and marketing efforts to become an escape destination for outdoor and adventure recreation.

## Assets / Working well

<i>Lots of special, outdoor rec and natural assets in proximity to Grants</i>	<i>Mt Taylor Quad Tour de Acoma Mt Taylor 50k races</i>	<i>Ample supply of Hotel /Motel/RV facilities. Plus great access off I-40. and access to trails and sites.</i>
<i>Lots of public lands in the vicinity.</i>	<i>The New Mexico Backcountry Discovery Route and the Great Divide Route both pass through or adjacent to Grants.</i>	<i>Mt. Taylor 50k</i>
<i>Cibola Trail Alliance, strong group of passionate people!</i>	<i>Local leadership is driving harder, many assets in town/county 2 year plan to redo all downtown water/ww infrastructure. Introducing bigger pipeline to west entrance of town. Rodeo grounds</i>	<i>Continental Divide Trail, consistent number of through hikers in spring and fall</i>
<i>Diversified Community</i>		<i>Easy access along interstate</i>
<i>Rodeo Grounds alliance is a great group (Grants Rodeo Association)</i>		<i>We have a lot of good, <b>strong non profits</b> and volunteer, challenge is to get them involved and working together.</i>

## Challenges / Barriers

<i>Multi agency visitor center is not multi agency anymore.</i>	<i>Low name recognition</i>	<i>Small population to pull from (perceived)</i>
<i>Lack of marketing to external areas</i>	<i>Include these in development plans</i>	<i>When we hosted a very successful motorcycle event in Grants in 2017 and '18, the number one comment was, "I had no idea that the Grants area had such great riding opportunities!" Grants is "unknown".</i>
<i>Lack of collaboration between NPS BLM USFS</i>	<i>Funding, planning, consistency in local/state/federal agency leadership</i>	
<i>Undetermined CDT route</i>	<i>Should co-op AIENTA</i>	<i>Opposition to off-highway vehicle recreation by some individuals and groups.</i>
<i>Barriers Communication between organizations regarding Marketing and budgeting for Marketing.</i>		

Goal 2: **Improve connectivity:** Plan for and improve trail connectivity and walkability, considering near-term “low hanging fruit” as well as longer-term aspirational goals and projects.

## Assets / Working well

<i>Acoma Sky City: 28th Historic Site in the National Trust for Historic Preservation</i>	<i>A fairly large and relatively untapped motorized route network on Mt. Taylor and in the Zuni Mtns.</i>	<i>Pueblo and Navajo lands and culture in close proximity.</i>
<i>Rt. 66 - the Mother Road.....; lots of interest, tourism and outdoor rec; longest continuous stretch of Rt. 66 in NM</i>	<i>Easy one day trip or weekend trip from Albuquerque</i>	<i>Rails and Trails program - in the Zuni Mts.</i>
<i>Zuni Mountain Trails Project</i>	<i>Lobo Canyon Trail System</i>	<i>Route 66!</i>
<i>Main Street plan can support applications for funding</i>	<i>Riverwalk and legacy trail, is really pretty, along. Also Blue water lake (in county)</i>	

## Challenges / Barriers

<i>Lack of hotels/motels and other businesses that cater to tourists</i>	<i>Many of the identified approved routes in the current Travel Management Plan are dead-ends or “out and backs”.</i>	<i>Night time attractions.</i>
<i>Water resources are limited here in the northwest region</i>		<i>Leakage to Gallup and Albuquerque - retail and service</i>
<i>Some level of apathy from leadership - not enough of a “can-do” attitude</i>	<i>Connectivity - Fiber to the door. We need 21st century connectivity to promote as a place to work and play</i>	<i>Connections to assets is still car dependent, could improve direct active transportation connection from town to destinations</i>
<i>Equipment for hiking, walking, connectivity - bicycles, transport</i>	<i>Lack of east-west connection motorized trails to Gallup (west) and Cuba (east)</i>	<i>Eligibility of Grants as a subrecipient of federal-aid funds-</i>
<i>Wildlife impacts</i>		

Goal 3: **Increase attractions, amenities, infrastructure for staying power:** Capitalize on existing opportunities and resources in downtown Grants and identify opportunities for, and work to attract more in-town amenities, businesses, and shops for tourists and residents.

## Assets / Working well

*Increase EV charging station- one at Walmart, but install them in the downtown to draw folks in*

*Old County building - turn into a downtown hotel with shops; build up and use the front part of the historic building*

*Zipline and/or observatory on Black Mesa or Horace Mesa*

*Airport - invite pilots for fly ins on weekends. Offer air tours of area/region May be able to use to launch hot air balloons or have launch parties*

*Wifi Hot spots in town*

*Two breweries!*

*Is uncrowded, which is positive for some, but is also a challenge because less economic opportunity*

*SBDC but not many people know about Small Business Development Center (Clemente Sanchez?)*

## Challenges / Barriers

*Lack of "mom and pop" motels in the downtown area for riders to stay. Many riders prefer smaller places to stay that are within walking distance of restaurants and breweries. Ofo restaurants and bre*

*We had a hard time identifying an appropriate venue for meeting/eating for 100-200 people in the downtown area.*

*Infrastructure - slow down the traffic on Santa Fe/Rt. 66 through Grants/Milan to make inviting and walkable*

*Entrepreneurs - Need more locals/new arrivals to build their dream, come here and build and start up business (more people)*

*Rent is high in downtown spaces, which is detriment to small business start up.*

Goal 4 **Improve local coordination:** Strengthen and sustain local/regional coordination and communication efforts to carry forward implementation of the RERC action plan.

Assets / Working well

- Team 66 was working well (until COVID) need to get that going again. Avoids duplication, coordinates marketing.*
- Opportunity: Cross promotion with other attractions and offerings within Grants and at the along the route. Wireless prompts at strategic points of the tour can alert travelers.*

Challenges / Barriers

- Getting the word out - how?*

*Social Media*

*Newspaper*

*Radio*

*What is the best method??*
- Inclusion of Native American Communities - cultural values for resources - respect*

*Collaborate for win win*
- Opportunity -- connect with NPS Tourism Office to understand NPS gateway issues/opportunities*
- Educating and coordinating with front line staff and local businesses. Helping locals understand what is around so they can be ambassadors*



**Action Brainstorming and Voting Exercise**

During the action brainstorming exercise, workshop facilitators asked participants to brainstorm actions they felt would help the community make progress towards achieving each of the four workshop goals. Participants were asked to carefully consider an action with a verb, to write a full sentence to describe each action, and to draft actions that are “SMART,” **S**pecific, **M**easurable, **A**chievable, **R**elevant, and have a **T**imeframe.” A shared Google Slide Deck allowed every workshop participant to individually contribute their ideas on a slide that was designated for their personal working space. After each workshop participant individually brainstormed their actions, the group discussed all actions and sorted them into the corresponding goal. Workshop participants then voted on which actions under each goal they would choose as their top priority, using a voting form on Google Forms. A summary of all the actions that were voted upon for each goal is included below, including the number of votes each received (indicated in red). Following the voting exercise, workshop facilitators asked participants to break into small groups to choose a subset of actions for each goal and to add more detail to the what, how, when, why, and who for each action – those results became the action tables documented in the action plan.

**Goal 1, Page 1: Shape our identity as an outdoor recreation destination:** Improve branding, marketing and promotion of Grants as an outdoor recreation destination and great place to visit and live. Build on existing branding and marketing efforts to become an escape destination for outdoor and adventure recreation.

**Marketing materials, outreach, brochure, web**

Goal 1 **10**  
Make a significant push in meaningful and targeted marketing of our current assets, as well as those being developed, video, brochures, etc, to communicate the vision/identity we come up with to the world. Identify how, who and where to message.

Les Gaines / Michael Brown /  
Chris Roybal

Goal 1 **4**  
Broaden marketing with Chamber of Commerce to attract I40 travellers

Terry Fletcher

Goal 1 **3**  
Ensure that market media programs emphasize Eco-Tourism

Kenneth Segura Knoll

Goal 1 **10**  
Along with printed guides, develop an improved website that includes listings of local restaurants, lodging, attractions, amenities; coordinate this with NM True promotion.

Laura Jaramillo / Phyllis Taylor

Goal 1 **3**  
Integrate or create additional information regarding outdoor recreation opportunities/activities into materials to be distributed at the NPS/BLM visitor center.

Jennifer Hirsch, EPA

Goal **5**  
Develop marketing strategies targeted at I40 travelers to increase customer traffic to downtown Grants.

Eric Garcia

Goal 1 **7**  
Connect with local and regional athletes to participate in -- and help market -- local events.

Axie Navas

Goal 1. **4**  
Develop an informational brochure describing all lodging/overnight options, including hotels/motels, RV Parks, and campgrounds.

Phyllis Taylor

**Brand formation and coordination; identifying what makes us unique**

Goal 1 **3**  
Determine/decide if Grants is a partner or rival of Gallup in attracting the outdoor adventure community. If partner, expand message. If rival, determine areas of advantage and push forward!

Mark Werkmeister

Goal #1 **9**  
Revive and expand (or rebrand) "Team 66" to continue to coordinate and consistently brand and market outdoor recreation for all of Cibola Co., - Grants, Milan, and other localities in order to implement a community branding campaign, including a vision, a brand identity and positioning, and fulfilling brand promise. Include community, volunteers, nonprofits in process.

Kendra Brown / Eileen  
Yarborough / Evan Williams /  
Chad Gaines

Goal 1 **8**  
Identify the two or three (or specific) assets/opportunities that distinguish and/or differentiate Grants from our competition, e.g., the surrounding forest areas, mountain/gravel biking, skiing, hiking, horseback riding, birdwatching, etc. or

Eileen Yarborough / Susan Ostlie /  
Evan Williams

Goal 1 **5**  
Re-brand/market outdoor recreation as separate category on Cibola County Chamber of Commerce website.

Jennifer Hirsch, EPA

Goal 1 **4**  
Add motorized recreation as a specific component of the Grants branding/marketing effort.

Mark Werkmeister

**Goal 1, Page 2: Shape our identity as an outdoor recreation destination:** Improve branding, marketing and promotion of Grants as an outdoor recreation destination and great place to visit and live. Build on existing branding and marketing efforts to become an escape destination for outdoor and adventure recreation.

Signage	Brochure/Guide/Map	Events, activities, meetings		Stewardship, policies,
<p>Goal 1 / 2 <b>12</b></p> <p>Create and install comprehensive, regional signage for outdoor access points including market location of visitor &amp; information centers with better signage. Effort should include repair and fixing of existing sign boards (FS)</p> <p>Axie Navas / Laura Jaramillo / Terry Fletcher</p>	<p>Goal 1 <b>12</b></p> <p>Create local trail guide/brochure with interpretive information highlighting the CDT and other trails. This brochure could have clear travel times, mapping (I have sketched out.). Develop a 1-2 page outdoor recreation promotional brochure that includes a map of recreational opportunities. This comprehensive guide could include local monuments, BLM, trailheads amenities, etc. Create within next two years or sooner.</p> <p>Mark Teshima / Andrea Kurth / Brandon Howe / Phyllis Taylor Laura Jaramillo</p>	<p>Goal 1,3 <b>5</b></p> <p>Plan events for the community to support and spread enthusiasm for existing outdoor events, such as the Mt. Taylor Quad. / Launch new outdoor recreation events tailored to regional highlights</p> <p>Axie Navas / Dianna Myers</p>	<p>Goal 1 <b>5</b></p> <p>Host an annual community event celebrating the Continental Divide Trail that introduces local residents and Grants visitors to the CDT.</p> <p>Andrea Kurth</p>	<p>Goal 1 <b>7</b></p> <p>Re-engage and fund a robust regional marketing organization that will collaborate with state, regional and private sector partners on a plan that incorporates social media and other outreach marketing tools to sustain promotion of the recreation economy.</p> <p>Terry McDermott</p>
		<p>Goal 1 <b>4</b></p> <p>Create &amp; pkg trail user experiences like a Zuni Mountains Bike-packing Tour.</p> <p>Establish familiarization tours for local business owners/ employees so they can showcase the local OR amenities. Fed/State</p>	<p>Goal 1 <b>7</b></p> <p>Create outdoor recreation expo throughout the county using multiple venues Such as Motor sports at the racetrack, Hiking and camping at the old County building and hunting at the rodeo arena and water sports at the lake.</p> <p>Anna Larson</p>	<p>Goal 1/4 <b>7</b></p> <p>Increase opportunities for Grants residents to steward local recreational assets, i.e. the CDT. For example, host CDT Adopter trainings and volunteer trail maintenance projects in Grants, NM.</p> <p>Andrea Kurth</p>
		<p>Goal 1. <b>5</b></p> <p>Invite NPS assistance services so we can learn about gateway community planning. (see more technical and planning assistance)</p>		<p>Goal 1 <b>6</b></p> <p>Ensure that promotion and branding carries over into the built environment through design and programming. Work into policy documents; possible design guidance docs.</p> <p>Brandon Howe</p>

**Goal 2: Improve connectivity:** Plan for and improve trail connectivity and walkability, considering near-term “low hanging fruit” as well as longer-term aspirational goals and projects.

## PLANNING

**Goal 2** 5  
Amend Grants planning documents to include “further develop motorized trail system” to facilitate follow-up efforts with local FS District and add additional weight to RTP and other grant proposals.

Mark Werkmeister

**Goal 2** 4  
Complete a feasibility study for building the Road to LA MOSCA.

Les Gaines

**Goal 2** 10  
Engage landowners and BLM in a conversation to explore public access to Black Mesa as an intown natural asset for hiking, biking, and horseback riding.

Should also include zipline and observatory.

Eric Garcia

## CONNECTIVITY

**Goal 2** 9  
Form local community group to identify / increase NON-ADA compliant walkable areas, trails, and workout areas within city limits and address gaps in trail-to-trail connectivity between Grants and trailheads outside of town.

Review existing plans first to prioritize maintenance and in-process projects and coordinate with Northwest RPO and [Rockin' 66](#) to link with existing transit or develop transit to bridge gaps limiting access to trails that currently require driving.

Kelly Lynch - NPS ELMA ELMO  
Michael Brown  
Eileen Yarborough  
Phyllis Taylor  
JoAnne Martinez  
Adam Arguello  
Terry Fletcher  
Evan Williams  
Mark Teshima

**Goal 2** 8  
Continue to establish the Legacy trail and make the connection from town to forest.  
Dianna Myers

**Goal 2** 7  
Build Lobo Canyon trails.  
Adam Arguello  
Kendra Brown

**Goal 2** 7  
Build trails at Quartz Hill trailhead for the Zuni Mountain trail system.  
Adam Arguello

**Goal 2**  
Need to consider broadband connectivity integration into the attractions as an enhancement of experience and health and safety support.

6

## WAYFINDING

**Goal 2** 10  
Develop pre-planned outdoor recreation itineraries, multi-use (hiking, biking, ATV, tc.) trail maps / route information to adjacent communities and seasonal road condition / vehicle requirements on Mt. Taylor / Zuni Mts. for distribution via websites and local recreation facilities

Include something about scenic byway - partner with state/tourism department on this - cooperative marketing that needs to accompany this; idea of ticket for purchase - engage region;

May need to split this action up into separate actions - planning itineraries (site seeing versus active options); business development; packaging; and then marketing development

Mark Werkmeister  
Brandon Howe  
Dianna Myers  
Susan Coffey



**Goal 3: Increase attractions, amenities, and infrastructure for staying power:** Capitalize on existing opportunities and resources in downtown Grants and identify opportunities for, and work to attract more in-town amenities, businesses, and shops for tourists and residents.

## Incubation / Training

**Goal 3** 9  
**Host business boot-camp (similar to Marion VA example) or other strategy to incubate retail /rental /repair shops, new drinking/dining establishments, lodging options in downtown to enable locals and visitors be prepared to enjoy local trails. Expand existing offerings and draw a more diverse customer base. Develop businesses centered around existing outdoor recreation opportunities. Fill storefront vacancies.**

Laura Jaramillo/Eric Garcia/Judy Horacek/Chris Roybal/Anna Larson/Michael Brown/Les Gaines

**Goal 3** 4  
 Provide entrepreneurs a resource for finding grants to open outdoor recreation shops.

Chad Gaines

**Goal 3** 8  
 Host a pop-up business weekend in the downtown area within the next year.

Laura Jaramillo

**Goal 3** 3  
 Create a group to engage and organize local entrepreneurs and potential entrepreneurs (folks who are currently experiencing job loss as a result of the turn away from extraction industries). Group will provide ideas for new businesses. We'd rather they start a new business than move away!

Kendra Brown

**Goal 3** 3  
 Create and deliver training to the hospitality industry with a focus on promoting outdoor recreation options / Grants as a destination for corporate retreats.

Chris Roybal/Kenneth

**Goal 3** 8  
**Reconstruct and improve Santa Fe Avenue within the Downtown core to increase pedestrian use and retail: 1) design improvements 2) obtain NMDOT funds 3) construct. Many places around town need attention but in order to revitalize, downtown needs to be at the forefront and highlight recreation.**

Brandon Howe/Evan Williams/Mercedes Chavez

**Goal 3** 7  
 Incentivize business/property owners to tear down, remodel or clean up abandoned buildings to provide opportunity for new growth in downtown district.

Chad Gaines

**Goal #3** 2  
 Provide more WIFI hot spots near visitor/tourism sites and attractions. (if able)  
 "Elderhostel" program - dedicate an effort to bring people here from foreign countries. We used to have this program; very successful!

Eileen Yarborough

**Goal 3** 4  
 Beautify and enhance downtown spaces (e.g. highlight water assets) to help increase foot traffic downtown and make it a focal point of a businesses for the outdoor recreation in the area.

Mark Teshima/Les Gaines

**Goal 3** 5  
 Reduce the speed limit thru downtown. Study traffic control impacts.

Mark Teshima

**Goal 3** 1  
 Increase building density and vibrancy in Downtown for locals, which in turn bring visitors as they are drawn to authentic places and experiences.

Evan Williams

**Goal 3** 7  
**Develop the abandoned hotel on Santa Fe Avenue as a shopping center for local businesses. Maybe even use it as a incubator of local businesses and restaurants.**

Judy Horacek

**Goal 3** 3  
 Identify downtown real estate specifically for outdoor recreation (and outdoor-recreation adjacent) priority businesses and offer incentives to relocate

Axie Navas

**Goal 1/3** 6  
 Work on implementing the action items in the MRA Plan.

Laura Jaramillo

## Staying Power

**Goal 3** 10  
**Improve local camping and RV park sites for allow for more visitor stays. Increase number of RV park spaces and camping grounds**

Anna Larson

**Goal 3** 4  
 Finalize the purchase of the Red Lion Inn and complete remodel and expansion of glamping units, then expand glamping concept so it creates an industry jobs; set up strategic partners network to market and utilize the facility

Kenneth Sequera Knoll



**Goal 3: Increase attractions, amenities, and infrastructure for staying power:** Capitalize on existing opportunities and resources in downtown Grants and identify opportunities for, and work to attract more in-town amenities, businesses, and shops for tourists and residents.

#### Races / Events

Goal 3 **8**  
Add more outdoor activities that can involve larger groups like bike rallies, x-country ski and snowshoe rallies, finding photography and birding locations that reveal the cultural history of the area, without compromising Native American traditions.

Susan Ostlie

Goal 3 **4**  
Develop/Host a 5 day stage Race for Gravel Biking (similar to Tour de Gila)

Chad Gaines

Goal 3 **2**  
Organize group outings such as long trail runs, mountain biking, or gravel riding, with an emphasis on reaching out to neighboring communities for participants.

Adam Arguello

Goal 3 **3**  
Weave creative placemaking into all improvement projects to boil in design, art, passion, and community involvement.

Evan Williams

Goal 3 **8**  
Organize new races (ultramarathons, gravel races, etc.) and continue to host existing events (Quartz crusher, 100-mile gravel ride, etc.) to highlight our outdoor rec opportunities and attract people from areas beyond our neighboring communities.

Adam Arguello/Michael Brown

Goal 3 **3**  
Build local events around National Trails Day, Public Lands Day, Take a Kid Mountain Biking Day, and today- National Take A Hike Day.

Fed/State Partner

Goal 3 **5**  
Bring more entertainment to Mainstreet. Seek out local bands that would like to get exposure and book for every Saturday (activate space, vendor trucks, the park, etc)

JoAnne Martinez

#### Sites / Tours / Outfitters / Amenities

Goal 3 **3**  
Engage federal partners to gain a better understanding of the permitting process for guiding tours on public lands.

Kendra Brown

Goal 3 **2**  
Recruit more tour companies and outfitters.

Chris Roybal/Judy Horacek

Goal 3 **2**  
Provide weekend group tours to areas of interest such as the mining museum, pueblos, other key attractions, with the next step being program development (i.e. tour schedule).

Mario Juarez-Infante

Goal 3 **1**  
Conduct a market demand analysis to assess potential to provide jeep tours, horseback riding, zip-lining, and other outdoor activities.

Mario Juarez-Infante

Goal 3 **4**  
Resurrect Zuni Mountain Railroad Auto Tour

Terry Fletcher

Goal #3 **5**  
Recruit a manufacturing company specific to outdoor recreation and our assets. (hiking & water sports equipment, biking, horseback riding equipment /feed and boarding, ATV's, parts, supplies, etc.). Provide tours of the factory, brand as "made in Cibola NM"

Eileen Yarborough

Goal 3 **6**  
Create an incentive/program targeting youth to get them out to more local attractions.

Dianna Myers

Goal 3 **10**  
**Engage NM Outdoor Recreation Division directly to discuss "shovel ready" business opportunities for guided tours.**

Kendra Brown

Goal 3 **3**  
Create a list of food sources and types, with electronic links to the menus/ hours of operation, location/prices, etc. If this already exists, make it easier to do online orders; this is a weakness of many food sources in ABQ, I have noticed.

Susan Ostlie

**Goal 4, Page 1: Improve local coordination:** Strengthen and sustain local/regional coordination and communication efforts to carry forward implementation of the RERC action plan.

<b>Identifying new projects and regulatory changes</b>	<b>Working groups and recurring meetings</b>	<p>Goal 4 Create a round table. Staying 3 power comes from Grants being a desirable place to live and work. Learn what needs improvement for making Grants a better livable place -- schools, health care, etc. Fix some of these issues or promote the civic infrastructure, Federal/State Partner</p>	<p>Goal 4 5 <b>Connect locals with visitors' destinations</b> Offer free/incentive trainings for businesses to train front line workers to tell travelers about assets Mark Teshima</p>	<p>Goal 4 9 <b>Contact the Pueblos of Laguna, Acoma, Zuni, and the Navajo, and coordinate plans and activities of Grants with activities, goals and objectives of the Pueblos. Explore whether each Nation wants a single point of contact representing all or multiple points of contact</b> Bruce Bleakman</p>
<p>Goal 4 8 Coordinate with State Parks to increase visitor stays and provide additional activities. Create and Improve the Local Friends of the Lake organization Anna Larson</p>	<p>Goal 4 6 Quarterly outdoor recreation roundtable with Feds/State partners Federal/State Partner</p>	<p>Goal 4 5 Establish a permanent outdoor rec committee with local and regional organizations to oversee implementation efforts and hold responsible parties accountable Phyllis Taylor</p>	<p><b>Working with partner organizations and groups</b></p>	<p>Goal 1/4 3 Work with and support the NPS on the Dark Skies initiative that is currently happening for El Malpais National Monument. Kelly Lynch - NPS ELMA ELMO</p>
<p>Goal 4 4 Petition local Planning and Zoning board to allow for mixed use commercial/ residential space downtown. Kendra Brown</p>	<p>Goal 4 6 Establish regularly scheduled public meetings with federal agencies to provide updates on permitting process, timelines, hurdles, opportunities to volunteer for projects on federal lands. Adam Arguello</p>	<p><b>Establishing new connections</b></p>	<p>Goal 4 4 Connect with teachers, nonprofits, and other educators in Grants to implement outdoor recreation/conservation programming about the CDT or on the CDT. Andrea Kurth</p>	<p>Goal 4 1 Contact the local Federal partners to understand permitting processes for filming and outdoor recreation businesses so as to share with those organizations as they come to the area. (Chris Roybal is the current contact.) Kelly Lynch - NPS ELMA ELMO</p> <p>Establish reasonable timelines per Les Gaines</p>
<p>Goal 4 6 Identify the Grants and/or other local Public Works, parks and streets directors to determine planned infrastructure projects where green/complete streets can be included to enhance community walkability, bikeability Suzanna Perea/EPA Reg. 6</p>	<p>Goal #4 4 Convene a quarterly meeting with elected officials to educate on programs and possible opportunities. Host quarterly town hall meetings to get the work out into the community. Eileen Yarborough</p>	<p>Goal 4 5 Reconvene Team 66 to coordinate branding, consolidated effort. Or start a new effort, freshen it up, more business leaders, etc. JoAnne Martinez (working group)</p>	<p>Goal 4 8 <b>Engage/utilize the New Mexico Off Highway Vehicle Alliance (NMOHVA) as a partner in helping develop and market Grants as a motorized recreation destination. Big part of community, come every year.</b> Mark Werkmeister</p>	

## Goal 4, Page 1: Improve local coordination: Strengthen and sustain local/regional coordination and efforts to carry forward implementation of the RERC action plan.

### Create new coordination materials

Goal 4 9  
Develop a communication and collaboration platform that tracks progress, dashboards, and metrics. Keeps us all up-to-date and accountable. This would seek continuous improvement to our area through ongoing planning and visions (and coordination & communication).  
Evan Williams Les Gaines

Goal 4 2  
Improve Local coordination  
Market day trips to nearby communities in nearby counties  
Debra Tellez

### Other strategies and efforts

Goal 4 10  
Model community participation in the State Comprehensive Outdoor Recreation Plan (SCORP) process in the coming months (eg. dedicate a contact, complete requested surveys, provide information for a case study).  
Many people

Goal 4 5  
Identify existing resource users, meet ,communicate and collaborate to alleviate conflicting values, timing, etc.  
le - hunters & hunting seasons  
Wildlife breeding & fawning seasons. Cultural values  
Evert - USDA-RD

Goal 4 3  
Improve and Market focused recreational activities that are ADA capable in Grant Recreational areas.  
Debra Tellez

Goal 4 (or 3) 5  
Formalize regional infrastructure priorities (i.e. flood mitigation) by identifying and formally agreeing on capital projects and cost sharing (county, city, flood control district, etc.), next step is Resolution or MOU.  
Mario Juarez-Infante

**This is important - To staff 12**  
Explore how, where and who, to fund a shared **outdoor recreation planner position within the county/city/village to aid in the planning and implementation of action strategies. This position** could research positions, review responsibilities and obtain funding, coordinate communications and collaboration. No one person fully engulfed in this. Need point person

Brandon Howe

**This could be a task of the coordinator : Connect agencies to plan** and create a "welcome document" short/long term regional plan that can be summarized in 45 min workshop. When new local electees or new fed/state director comes in they can view plan and have appropriate contacts in region .  
Mark Teshima

## APPENDIX C: WORKSHOP PARTICIPANTS

### Local Steering Committee

The following table provides contact information for the **local steering committee members** who joined the pre-workshop planning for the virtual workshop, the workshop itself, and/or the follow up after the workshop.

Name, Affiliation	Email
Adam Arguello, Cibola Trails Alliance	arguello.adam@gmail.com
Cassie Arias-Ward, City of Deming	carias@cityofdeming.org
Sarah Austin, Village of Milan	manager@villageofmilan.com
Kendra Brown, Cibola Trail Alliance & Mt. Taylor Landscape Team	kendravaldez@gmail.com
Michael Brown, Local Engineer/Outdoor Enthusiast	mbrown@mrbtechnicalservices.com
Brenda Curtright, Grants-Cibola County Chamber of Commerce	brenda.curtright1@gmail.com
Eric Downs, President of the Elephant Butte Chamber of Commerce	ericdowns_9@msn.com
Chad Gaines, Cibola Trail Alliance	chadgaines33@gmail.com
Les Gaines, Mt. Taylor Zuni Mountain Collaborative	les@stewartbrothers.com
Erik Garcia, Grants City Councilor	maverikspm@gmail.com
Angelina Grey, NWNMCOG	agrey@nwnmcog.org
Judy Horacek, Cibola County	jphoracek@co.cibola.nm.us
Brandon Howe, Regional Planner, Northwest New Mexico Council of Governments	bhowe@nwnmcog.org
Donald Jaramillo, Special Projects, City of Grants	projects@grantsnm.gov
Laura Jaramillo, City Manager, City of Grants	manager@grantsnm.gov
Mario Juarez-Infante, Wilson & Company	mario.juarez-infante@wilsonco.com
Otto Khera, Western New Mexico University	otto.khera@wnmu.edu
Andrea Kurth, Continental Divide Trail Coalition	akurth@continentaldividetrail.org
Anna Larson, Cibola County & Back Country Horsemen of New Mexico	alarson@co.cibola.nm.us
Amalio Madueno, CDCA LLC	cdca.llc.nm@gmail.com
JoAnne Martinez, Director, Grants Mainstreet	JoAMartinez@barrick.com
Naleen Naanee, Hunny'z Laundromat	naleennaanee2@gmail.com
Susan Ostlie, Rio Grande Valley Broadband of the Great Old Broads for Wilderness	susanostlie@yahoo.com
Chris Roybal, Marketing Director, City of Grants	marketing@grantsnm.gov
Clayton Smith, no listed affiliation	drclaytonsmith@gmail.com
Mark Teshima, Public Works, City of Grants	publicworks@grantsnm.gov
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Name, Affiliation	Email
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## Workshop Participants

The following table provides contact information for additional **workshop participants** who joined some or all of the virtual workshop, in addition to the local steering committee members and federal and state partners.

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## Federal and State Agency Partners and Workshop Facilitators

The following table provides contact information for members of the **federal or state agency partners** who collaborated to plan the workshop and support the assistance process either in person or on conference calls and includes the workshop facilitation team.

Name, Affiliation	Email
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## APPENDIX D: COMMUNITY SELF-ASSESSMENT

The Recreation Economy for Rural Communities Self-Assessment is a pre-workshop information gathering tool designed to help the local steering committee identify and describe the existing and aspirational elements your outdoor recreation economy. It also helps facilitators to better prepare for and tailor a content for the community and helps with goal identification. This page describes what the self-assessment is, followed by the results of what the Grants, NM local steering committee submitted to the workshop facilitators to help guide the agenda and focus for the RERC workshop.

### **What this self-assessment is**

- A conversation starter.
- A learning tool for the community steering committee to begin thinking about recreation economy initiatives.
- An information-gathering tool for an outside facilitator to better understand where the community is today and where it wants to go.

### **What it is not**

- A scorecard, ranking, audit, or judgment of any kind.
- A checklist of programs and projects you could have.
- A permanent assessment that cannot be revised.
- Intended to be an onerous task for the community.

### **Benefits for the community**

- Helps the community conceptualize their current recreation economy and place-based initiatives and begin to examine the scope of possibilities and interrelated activities.
- Helps generate ideas about possible stakeholders to invite to the workshop.
- Provides a preliminary activity for the steering committee to do together.

### **Benefits for an outside facilitator**

- Provides valuable background information on the status of the recreation economy and place-based initiatives.
- Helps clarify workshop goals and desired outcomes.
- Helps identify case studies and supplemental materials most pertinent for the community.

## Recreation & Community Vision: Narrative Overview

In this section, consider your vision and thoughts about your community's potential and how recreation fits into your vision. Please attach a document with your response to these questions.

1. **Describe your ideal vision for your community.** *A community that capitalizes on outdoor adventure and opportunities available thus creating jobs, economic growth and improving the quality of life for citizens.*
2. **How does outdoor recreation fit into that vision?** *It will be a large economic driving factor.*
3. **What are important historical and current aspects of your community's identity and culture?** *Logging, pueblos (Acoma, Laguna, Zuni) and Spanish Land Grants, mining, route 66 (longest continuous stretch), malpais, Bluewater lake, lava tubes, national parks and forest service lands within close proximity, Mt. Taylor (the sacred mountain).*
4. **What outdoor amenities does your community have and how are they currently enjoyed? Please include any available maps, use statistics, or other relevant data.** *Mountains, lake, creeks, mesas, national parks, people enjoy kayaking, hiking, biking, cross country skiing, snowshoeing, horseback riding, sporting events, hunting, antler collecting, shooting, ATV, camping, caving and fishing.*
5. **Are there gaps in access or use that are impacting any part of your community?** *Lacking trail connectivity, camp grounds are inaccessible for parts of the year, marketing of available sites, zuni mountains poor road condition, county rd 42 and forest rd 50 need attention. Infrastructure lacking such as trail heads, restrooms, signage and picnic facilities.*
6. **How does outdoor recreation currently contribute to your community's priorities, such as quality of life; Main Street revitalization; attracting new businesses and residents; or promoting tourism?** *It's been a focus for master plans for last decade, however not fully utilized and lacks coordination of effort.*
7. **What excites you the most about the potential outdoor recreation economy in your community? What would you like to grow or change?** *Business growth that captures adventure based tourism, using this as stepping stone to redefine community as a destination. This type of tourism pushes quality of life and investments.*
8. **Tell us about how your community relates to your region – how would you describe your region, and is your vision connected to regional assets or opportunities? What is unique about your community that you want to emphasize?** *Culture, historical values, landscape, hunting, fishing, undiscovered adventure such as lava tubes or bat caves or inscription rock. Grants is the hub for each of these adventures potentially. The center hub between Albuquerque and Gallup.*
9. **Are there communities that are similar to yours that you find appealing? Are there aspects of potential growth that don't fit your community's vision or that you want to avoid?** *Gallup, Taos, Moab, Cortez, Silver City. We desire more tourism but want to avoid congestion or overcrowding.*

10. **In general, how far along is your community in achieving your community vision? What are the top successes your community has had in making progress towards your vision, and who was involved?** *We are in the infancy stage. Successes: Rio San Jose Trail. Gateway community for Continental Divide Trail. Volunteer organizations (CTA, BCH, Team 66, Quad Committee), Mt. Taylor Quadrathlon, Quartz Hill Trail funding, RT 66 neon sign, basket array, backcountry discovery route. Partners involved were the City of Grants, Cibola County, Zuni Mt. Collaborative, Cibola Trail Alliance, Forest Service, Future Foundations Family Center, McKinley County, and Northwest NM Council of Governments.*
11. **What kind of capacity or support do you most need? What are your known gaps or challenges in making progress towards your vision? Please describe any steps your community has already taken to overcome barriers or bring in additional capacity.** *We are lacking marketing & branding, amenities such as retail stores, restaurants, and curio stores, night life. We need a plan to help us coordinate efforts and we need to find a way to attract entrepreneurs who are interested in starting new businesses that will support outdoor rec.*
12. **Do you have any current data, maps, planning or strategic documents, website links, or other information that can provide context and support your vision for growing your recreation economy? (Some of the sections below identify specific information that could inform our work together.) Attach maps, comp plans, city/county MRA plans**
13. **Who are the primary current user groups or stakeholders, and are there groups of people or populations who could be better included?** *Mostly local mountain bikers & hikers, CDT thru hikers, RT66 motorists, ATV users, equestrians, locals who like to fish and hunt. We do attract a lot of out-of-town hunters. We wish to bring in more tourists and develop an interest and participation from local low income families.*
14. **Please share any other thoughts that are important this program.** *We need to educate our own citizens to be ambassadors rather than sending people to Albuquerque, Durango, Flagstaff, etc. When asked what there is to do in the area, most front liners cannot direct tourist to our many amenities. We need to create marketing plugs for each attraction.*

## Areas of Focus: Questionnaire

In this section, **assess your community's current status** in the following categories related to the outdoor recreation economy and Main Street revitalization:

1. Outdoor Recreation Asset Identification and Mapping
2. Recreation Infrastructure Development
3. Recreation Economy Support and Ancillary Services
4. Downtown Revitalization & Placemaking
5. Economic Development: Opportunities and Advancement
6. Local and Regional Promotion and Branding
7. Diversity, Equity and Inclusion
8. Public Health
9. Leveraging Partnerships
10. Natural Resource Stewardship

As you fill out this questionnaire, please think about any supporting information, data, or related topics that are specific to your community. You are welcome to attach any additional materials or add narrative and explanatory comments where needed.

In answering the questionnaire, please:

- ⇒ Use the “Level of Interest” column to provide a sense of your community’s level of priority for the strategy or action identified: Low, Medium, High or Not Applicable.
- ⇒ Use the “Level of Achievement” column to indicate your community’s progress towards achieving the strategy or action identified: No Activity Yet, Limited Activity, Well Underway, or Established.
- ⇒ Use the Notes/Comments section to explain your answer or reference related information. For example, if the strategy or action is “Your community knows what types of recreational activities are most popular, and where those activities generally occur,” and your community has completed a visitor use survey and map, you can use the Notes/Comments section to reference the survey and relevant results.

At the end of the questionnaire, you will be asked to share any additional information, context, or background data that you believe is important for the project team to understand for recreation-related economic development and Main Street revitalization in your community.

## 1. Outdoor Recreation Asset Identification and Mapping

A key first step is to identify what outdoor amenities your community already has and how they are currently enjoyed. What are the major natural assets? What is the landownership mix for those assets? Are there existing maps or guides that show your community's outdoor amenities, and how they are connected to your downtown? Please attach any maps, statistics, visitation, usage, or other relevant data as part of your response to this section.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Your community has identified high value outdoor recreation assets in or around your community.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Informally identified. Need to make a formal list.
2. Your community knows what types of recreational activities are most popular, and where and when those activities generally occur.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Locals don't participate or fully understand the available activities.
3. Your community understands how recreational experiences are currently supporting outcomes you want to see (e.g. quality of life, public health, Main Street revitalization, recruiting new residents and businesses, attracting visitors).	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	There is a small group that understands, the larger population needs to embrace concepts of outdoor recreation. Some locals drivers are rude to bikers on the road
4. Your community has maps, guides or other materials (print or online) that show recreational opportunities and related amenities.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	The only maps/ printed materials available currently are for CDT or National Monuments
5. Your community has identified known access points for recreation, and also knows where there are gaps in access to outdoor assets.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	The committed volunteer group is well aware, but the greater community is less informed.
6. Your community has identified regional outdoor assets that are relevant for your community.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	Regional assets have been identified and well marketed (Gallup Trails, National Monuments, etc.)
7. Your community has identified cultural or historic assets that connect to outdoor recreation.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input checked="" type="checkbox"/> Established	Cultural and historic assets are well marketed.



Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
8. Your community has identified areas of current or potential user or landowner conflict.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Example: FR50 landowner conflicts. Federal/state land conflicts exist as well.

## 2. Recreation Infrastructure Development

Recreation infrastructure, including hiking, biking, ORV, and horse trails, boat ramps, signs, infrastructure for activities like climbing, archery or skiing, etc., supports outdoor access and opportunities. How is your existing infrastructure serving your community's goals and priorities for outdoor recreation? Are there gaps in access, connection, or type of recreation infrastructure? What are your areas of greatest need for investment? Do you have a plan and funding for your areas of greatest potential growth, as well as maintenance and upkeep of existing infrastructure? Please attach any relevant planning, funding, or visioning documents in your response to this section.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Your community has outdoor infrastructure relevant to your local activities (e.g. trails, boat ramps, archery ranges).	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Development is extremely limited relative to our goals.
2. Your community has identified opportunities for new infrastructure and has created a development plan.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	Plans for small projects: like the ZMT Trail system, already exist. Independent efforts exist but there's not a comprehensive plan.
3. Your community has a sustainable source of funding for facilities and infrastructure maintenance, as well as development.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Opportunity exists through new outdoor recreation office, especially considering current economic challenges.
4. Your community understands where there are access barriers for different demographics, and is invested in creating solutions.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Haven't explored these challenges. Demographic challenges locally.
5. Your recreation infrastructure design mitigates user conflict and supports multiple types of locally relevant recreational opportunities.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	Current trail plans accommodate multiple users.
6. Your community is working with multiple landowners across	<input type="checkbox"/> NA <input type="checkbox"/> Low	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity	To date, most plans utilize Forest

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
jurisdictions where easements or acquisitions may be necessary for development.	<input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> Well underway <input type="checkbox"/> Established	Service land. Conversations have been limited with Natnl Parks
7. Outdoor recreation infrastructure is safe, accessible, and well maintained.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	Existing infrastructure is well maintained. Local USFS campgrounds could be improved.
8. Recreation infrastructure is well marked, with clear wayfinding signs.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Existing signage is in disrepair.

### 3. Recreation Economy Support and Ancillary Services

Outdoor activities support and are supported by a rich ecosystem of community amenities and complementary activities and investments. These can include direct services, like outfitter and guide operations, outdoor gear retailers, repair shops, and lodging, as well as indirect businesses and opportunities like coffee shops, restaurants, breweries, art galleries, farmer's markets, cultural and historic attractions, colleges and universities, and more.

A thriving outdoor recreation economy can support quality of life for current residents, attract visitors, and bring new residents to a community – but access to core services is also important for success. For example, access to a qualified workforce, adequate housing, broadband, health and education services, rescue operations, adequate infrastructure (like water and sewage), and transportation are important to the overall picture and makeup of a healthy outdoor economy.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Your community has a mix of amenities for day visitors, overnight or weekend visitors, and local residents.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Food service, entertainment, leisure activities are lacking.
2. Your community has businesses and services that directly support outdoor recreation users, e.g. outfitter and guides, gear and retail stores, tour operators, repair shops, rental stores, etc.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	This segment is very undeveloped locally.
3. Your community has lodging and affordable housing options for visitors, those working in recreation industry and related services, and new residents.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	Inexpensive housing exists, but communal (seasonal) housing is limited.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
4. Your community has adequate infrastructure to support visitation and growth including water, sewage, and broadband.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	Infrastructure improvements are under way. Broadband is expanding.
5. Your community has a thriving local food scene, e.g. with local restaurants, breweries, coffee shops, farmer's market, etc.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	The community is desperate for additional food/entertainment options.
6. Your community has a mix of other attractions and services, including cultural and historic attractions, a walkable Main Street, community events, etc.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Cultural opportunities are abundant nearby, but local opportunities and a walkable mainstreet shopping/eating area are limited.
7. Your community has sufficient emergency services, search and rescue vehicles, and capacity to support increased visitation.	<input type="checkbox"/> NA <input checked="" type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	These services are readily available.

#### 4. Downtown Revitalization & Placemaking

The outdoor economy can support Main Street revitalization, and can play a key role in placemaking. Similarly, thriving downtowns will attract and support visitors, residents, and businesses. Communities can choose to purposefully connect and integrate outdoor recreation with local businesses and downtowns as well as other local attractions, so that the outdoor recreation economy can help drive Main Street revitalization.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Your community has an active Main Street program or downtown association.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Turnover in mainstreet staff and lack of financing has been a challenge.
2. Your community has a plan to target growth to the downtown and identifies goals and strategies for advancing revitalization connected to outdoor recreation.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	The MRA "Metropolitan Redevelopment Area Plan" is helping this effort.
3. Your downtown is designed to foster walkability, including sidewalks, safe bike routes, and transit, and has attractive and functional streetscaping and landscaping.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
4. Your downtown has strong physical or visible connections to your recreation infrastructure, such as trails, wayfinding signs, branding, shuttle services, etc.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	We need ideas
5. Visitors and residents can access recreation infrastructure throughout the community and connect to adjacent public and private lands that are used for recreation.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	The opportunity exists, but there's a lack of maps & signage. Local phone app has some info.
6. Year-round recreation opportunities are available for residents and visitors.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input checked="" type="checkbox"/> Established	Yes! We need to market them.
7. Local guides, directories, or websites identify recreation destinations and events, making it easier for people to learn about outdoor recreation.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Several independent efforts are in place, but we need to bring it all into one marketing effort.
8. Your downtown has businesses that directly support or serve the experience of your outdoor recreation assets.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	These businesses are needed
9. Signs, websites, and routes are designed to connect outdoor recreational users to relevant services, amenities, businesses, and Main Street.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Turquoise signs in town are helpful. Local phone app has some information.
10. Your downtown offers multiple other attractions or desirable services/amenities that would attract or retain visitors or users of your recreation assets.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	There are not enough attractions to keep people for more than a few minutes.
11. Your community has identified primary historic structures or features that are important to recreation economy and actively supports their preservation or rehabilitation.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	Opportunities exist but we haven't formally inventoried them.
12. Your community and region's natural assets and heritage are celebrated through local events, public art, festivals, etc.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	Local cultural celebrations exist but marketing is limited. A cohesive marketing approach is needed.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
			Additional events are needed in the downtown area.
13. Regional partnerships with other local communities and recreation destinations is increasing use of recreation opportunities offering visitors more destinations and activities in the area, and increasing visitor length of stay in the region.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Preliminary efforts are in place with McKinley county.
14. Your community regularly surveys users of your recreation assets, services, and businesses to better serve interests and needs.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	This has never happened.
15. Your community has an active public engagement strategy to build and sustain social and political support for recreation-related economic development.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	This has never happened but is critical so that locals embrace recreation oriented tourists.

## 5. Economic Development: Opportunities and Advancement

The recreation economy can help to drive economic development and growth that can sustain long-term prosperity. Once outdoor recreation has been identified as a key sector in economic development planning, policy, and programming in your community, development opportunities can include businesses and services that market directly to outdoor users as well as indirect businesses and services, manufacturing, local food and beverage options, lodging and housing development, and more. Areas of focus can include growing and retaining existing businesses, supporting small enterprises and entrepreneurs, attracting new businesses, providing job training that aligns the workforce with current needs, and ensuring that well-paying, year-round jobs are available to residents.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Your community has identified outdoor recreation as a driver of economic prosperity, and has a clear vision for future development and growth.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	We need to formalize the many discussions that have taken place and develop a formal plan.
2. Local and regional plans (e.g. comprehensive, economic development, transportation, and forest plans) explicitly prioritize recreation-based economic development, conservation, and	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	ZMTP, Grants Ridge, Comp Plan all focus on this area.



Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
Main Street revitalization, and include goals and strategies to achieve priorities.			
3. Your community has identified capacity gaps and is implementing a plan to address those needs (e.g. access to capital for new and existing businesses, job training, workforce development).	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	We have ideas, but we need to formalize an implementation plan.
4. Your community has policies and financial incentives to support small businesses and entrepreneurs (e.g. revolving loans or microloans, reduced rent/tax incentives, marketing support, business coaching, a business incubator, etc.).	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Doesn't exist
5. Your community is utilizing grant, funding, or capacity building opportunities available through Opportunity Zone, USDA Rural Development, Small Business Administration, and other programs.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	We received a grant for the recreation economy meeting and also received grant funding for the Legacy Trail
6. Local residents are employed in recreation-based businesses, and receive a living wage.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	This lifestyle doesn't exist right now
7. Training events, classes, or other vocational development programs for residents and students exist to prepare them for jobs in outdoor recreation.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
8. Recreation-based entrepreneurship is encouraged through business training and/or loan programs.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	We would like more information on how others achieve this.
9. Processes for acquiring permits or licenses to operate relevant businesses follow a clear and transparent process.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	We need to formally outline the process.
10. Recreation asset development is designed to support community livability and opportunities for local economic development.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
11. Planning, policies, zoning and other codes, and financial incentives support downtown revitalization (i.e. mixed-use development, infill development, brownfield revitalization, adaptive reuse of historic structures, etc.).	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Would like more info on how these programs are implemented. Empty building ordinance is being implemented. Cibola County has no restrictions on zoning
12. Planning, policies, zoning and other codes, and financial incentives support the primary and ancillary businesses necessary for the recreation economy and their workforce (e.g. traditional lodging, AirBnBs, small manufacturing, business incubators, affordable housing, etc.)	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Would like more info on how these programs are implemented. Empty building ordinance is being implemented. Cibola County has no restrictions no zoning.
13. Your community has an active business association, or network of outdoor recreation economy businesses that provide peer support and work together.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	

## 6. Local and Regional Promotion and Branding

To activate an outdoor recreation economy, it is important to connect natural assets to local branding, marketing, and promotion efforts so that residents and visitors alike associate your community with your unique outdoor amenities and activities. Your community may also want to connect local opportunities to assets available within the region that may attract visitors and new residents and businesses.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Your community has a clear brand and identity that emphasizes your key natural and recreational assets, reflected in consistent public and private marketing materials.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	No brand.
2. Your community has identified target demographics, markets, and opportunities to promote your natural and recreational assets and quality of life.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	No activity
3. Your community has a tourism plan and economic development plan with goals and strategies to strengthen and promote the	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway	No Plan

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
region's natural and recreational assets.		<input type="checkbox"/> Established	
4. Prospective visitors and new residents and businesses have multiple ways to find out about your community and region's outdoor amenities.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Somewhat happening
5. Your community has a webpage and an active social media presence that promotes your recreational brand.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	Marketing efforts exist, but there is no common recreational brand.
6. Your community has developed outdoor recreation-related outreach, recruitment, and marketing materials that are available for local residents, businesses, and others to use.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
7. There are clear and consistent signs and wayfinding throughout your community that reflect your brand.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
8. Your community markets recreation and tourism opportunities through other entities, such as regional or state tourism offices.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	

## 7. Diversity, Equity, and Inclusion

Recreational amenities and the economic opportunities that flow from them will provide the greatest long-term benefits to the community when they are available to everyone no matter their identity or background, across race, gender, culture, religion, socioeconomic status, age, and physical abilities. Representing the diversity of the community in planning and policy decision-making and when designing programming and managing natural amenities can help ensure equitable access and environmental justice. Outdoor opportunities and activities that reflect and harness the unique strengths, celebrate the special traditions, and build on the interests of all segments of the population are likely to be more inclusive and successful in the long term. Meaningful engagement goes beyond seeking feedback, and includes inviting people from all parts of the community to help create project ideas and to lead and share responsibilities in the work.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Recreation assets and amenities are equitably distributed and accessible to everyone in your community.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	Opportunities are well distributed, but seasonally there are challenges with

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
			access for low clearance vehicles.
2. Your community is actively addressing any barriers to access for trails, parks, playgrounds, and green space.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Legacy trail is ADA compliant. ZMTP is ADA compliant.
3. Community planning efforts are meaningfully engaging low-income residents, residents of color, youth, and other traditionally underrepresented populations.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
4. Your community's plans for economic development, outdoor recreation, and Main Street revitalization involve traditionally underrepresented populations in leadership and decision-making.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
5. Access to technical and financial assistance, business incubators, marketing, and other support for economic development related to the outdoor economy is available to all.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	No discrimination on income. Opportunities don't exist at all.
6. Recreation spaces, events, infrastructure, programs, and opportunities are welcoming, inclusive, and reflective of diverse cultures and identities.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	

## 8. Public Health

Outdoor recreation is directly related to public health. It is well documented that engaging in physical activity and spending time in nature supports better physical and mental health outcomes. Intentionally connecting the design and location of outdoor amenities and infrastructure with your community's priorities for public health can make a big difference for local health outcomes, and also can be an important selling point for new residents and businesses that care about having a healthy workforce.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Many in your community participates in some form of outdoor recreation.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	There is a small active community, but on the whole most people do not recreate outside.
2. Your community promotes healthy lifestyles, including	<input type="checkbox"/> NA <input type="checkbox"/> Low	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity	

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
through the siting and design of outdoor recreation infrastructure.	<input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> Well underway <input type="checkbox"/> Established	
3. Your community holds events or festivals that take place outdoors or include outdoor recreation as a key component.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	Mt. Taylor Quad, Mt. Taylor 50k, 5k runs, Milan Triathlon, Fire and Ice bike race
4. Your community has active clubs or groups that facilitate experiences, host events, and build community for a range of outdoor activities.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	See above
5. Local schools are connected to trails and green space, and have programs and clubs that support outdoor pursuits.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
6. Health professionals in your community understand the mental and physical health benefits of outdoor recreation and recommend time in the outdoors to their patients.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
7. Residents generally have equitable access to social services, health care, and healthy food.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	
8. Environmental justice issues that negatively impact public health, including access to clean air, water and green space, are being addressed.	<input type="checkbox"/> NA <input checked="" type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	
9. Recreation businesses engage in outreach programs to recruit newcomers and under-represented groups to outdoor experiences, e.g., first time ski packages.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	This is important but we don't currently do it.

## 9. Leveraging Partnerships

A successful recreation economy requires the coordination of policies and projects across land ownership boundaries and across disciplines, such as recreation, conservation, land management, community planning, economic development, public health, education, health, local services, and transportation. Partnerships across a region can strengthen each community's economy as part of a



larger region. Partners may represent local, state, and federal governments; nonprofit and community-based organizations; the private sector; and regional anchor institutions.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Diverse recreation groups are working with each other to support your community's outdoor economy.	<input type="checkbox"/> NA <input checked="" type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
2. Economic development groups and partners are working together to strengthen the recreation sector (e.g. economic development and workforce organizations, Small Business Development Centers, Chambers of Commerce, large employers, the business community, universities and community colleges, lending institutions, etc.).	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
3. At least one collaborative stakeholder group is active and working with partners and landowners to prioritize and accomplish projects and address concerns or needs.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	CTA, Backcountry Horsemen, ZMTP, MTZMC
4. Your community has established partnerships with public land managers and has had meaningful input into relevant plans and projects on adjacent public lands.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	MTZMC
5. Your community is connected with neighboring communities and with services and amenities in your region that complement local offerings. Local priorities are reflected in regional plans.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Efforts of regional communities are disjointed

## **10. Stewardship of Natural Resources**

Natural resources are the assets that drive the entire outdoor recreation economy. Without investing in stewardship and management, recreation assets—and related economic opportunities—will not be sustained. To ensure the longevity of economic prosperity related to outdoor recreation, communities can design recreation infrastructure, distribute use, and invest in funding and capacity for stewardship in order to protect natural resources and give back to the places and experiences that support community livability and growth.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Your community has a core group of volunteers and/or stewardship organizations that help to maintain outdoor assets and natural resources.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input checked="" type="checkbox"/> Established	Groups are well established. Need more local members!
2. Communication between community leaders and public land managers supports mutual understanding of stewardship capacity and needs and cooperation on high priority stewardship projects.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	
3. Your community's private landowners are engaged and support your community's vision for natural resource stewardship and management.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Need to engage them during our April meeting
4. Your community provides stewardship-related education to students, visitors, local residents, and others.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
5. Recreation opportunities have been designed to be sustainable, and appropriate resource management plans are in place.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	New efforts focus on sustainability
6. Sustained stewardship funding is available to maintain and protect recreation resources (e.g., local bonds or tax dollars are available to address stewardship needs).	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	

### Additional Data

Please attach any other data or information that might be helpful for this project, for example:

- Major local and regional employers, industry sectors, and employment rates
- Median income, percent of population below the poverty line
- Local and regional population numbers and demographics
- Environmental or other known hazards in the area
- Age and type of housing stock, landownership and homeownership patterns
- Location of your downtown and list of current businesses and amenities available
- Status of base infrastructure and services: water, sewage, search and rescue, etc.
- Current availability and/or quality of broadband

- Description of local food and beverage options, lodging, and other visitor services
- Description of health care availability
- Identification of local educational institutions, including all pre-school, elementary, middle school, high school, vocational schools, colleges and universities
- Availability of key support services, e.g. daycare
- Workforce overview and list of local workforce development and training centers or programs
- List or map of the major natural assets in your community and region, and identification of who owns or manages these assets
- Description of how outdoor assets are connected to each other and to population and commercial centers with transportation infrastructure
- Any available visitation/use/revenue data--how many visitors do you have, when do they come, what do they do, what do they spend money on currently?
- List or map of any cultural or historic sites in your area or region
- List of any stakeholder groups that are active in land management planning, economic development, Main Street revitalization, outdoor recreation, or any other relevant activities
- A list of key partners from different sectors/fields, including
  - Public and private land management/natural resource management/stewardship and outdoor recreation
  - Main Street/downtown development
  - Economic development, business retention and attraction, and small business development
  - Tourism and local/regional branding and marketing
  - Transportation
- Links to any relevant websites
- Other

### **Additional Feedback**

Please identify or discuss any other issues or aspirations related to recreation, people, places, or opportunity in your community:

## APPENDIX E: REFERENCES

This compendium of references was developed for the Recreation Economy for Rural Communities planning assistance program sponsored by the U.S. Environmental Protection Agency, the USDA Forest Service, and the Northern Border Regional Commission. For more information on the Recreation Economy for Rural Communities Program, visit:

<https://www.epa.gov/smartgrowth/recreation-economy-rural-communities>

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## Community Engagement, Diversity, Equity, and Inclusion

American Indian Alaska Native Tourism Association (AIANTA). AIANTA has served as the national voice for American Indian nations engaged in cultural tourism. In addition to serving as the voice for Indian Country tourism, AIANTA provides technical assistance and training to Tribal nations and Native-owned enterprises engaged in tourism, hospitality and recreation.

<https://www.aianta.org/aianta-reports-publications/>

Diversify Outdoors. Diversify Outdoors is a coalition of social media influencers – bloggers, athletes, activists, and entrepreneurs – who share the goal of promoting diversity in outdoor spaces where people of color, LGBTQIA, and other diverse identities have historically been underrepresented. We are passionate about promoting equity and access to the outdoors for all, that includes being body positive and celebrating people of all skill levels and abilities.

<https://www.diversifyoutdoors.com/>

Outdoor Afro: Where Black People and Nature Meet. Outdoor Afro has become the nation's leading, cutting edge network that celebrates and inspires Black connections and leadership in nature. Outdoor Afro is a national not for profit organization with leadership networks around the country. With nearly 90 leaders in 30 states from around the country, the organization connects thousands of people to outdoor experiences, who are changing the face of conservation.

<https://outdoorafro.com/about/>

## Community-Specific Strategies and Examples

Oregon Outdoor Recreation Network. The Travel Oregon website has many great resources on many aspects of outdoor recreation.

<https://industry.traveloregon.com/opportunities/programs-initiatives/outdoor-recreation/outdoor-recreation-development/>

Pennsylvania Department of Conservation and Natural Resources. Outdoor Recreation Plan Webinar Series. (October 2020). This video series was produced to support Pennsylvania's Outdoor Recreation Plan.

<https://www.dcnr.pa.gov/Recreation/PAOutdoorRecPlan/Pages/default.aspx>

1. Recreation for All: <https://youtu.be/P6Ubw9yrbjE>
2. Sustainable Systems: <https://youtu.be/ORTzpvo9VcA>
3. Funding and Economic Development: <https://youtu.be/HYid2q9Ay-Q>
4. Technology: <https://youtu.be/BSquMY-Kde4>
5. Health and Wellness: <https://youtu.be/StUz6s2J8pc>

Skowhegan, Maine. *Transformation Through Outdoor Recreation*. (2016). Residents of Skowhegan came together to share ideas for the future of their town, resulting in the Skowhegan Strategic Plan for Community Transformation at which voters adopted during the June 2016 town meeting.

<https://runofriver.org/outdoor-recreation-plan/>



<https://mainstreetskowhegan.org/strategic-planning/>

State of Colorado. *Colorado Statewide Comprehensive Outdoor Recreation Plan (SCORP)* (2019). Colorado's SCORP considers both conservation and recreation together and looks at current and changing demographics and recreation trends to help the outdoor recreation sector be culturally relevant and respond to future shifts.

<https://cpw.state.co.us/Documents/Trails/SCORP/Final-Plan/SCORP-Without-Appendices.pdf>

The Conservation Fund. *Conservation Leadership Network Project Profiles*. This landing page provides access to various rural and gateway community projects from across the U.S., with many examples of communities that have successfully leveraged the outdoor recreation economy.

<https://www.conservationfund.org/our-work/conservation-leadership-network/our-projects>

Tompkins County, New York. *Tompkins County Outdoor Recreation Tourism Implementation Plan*. (2018). Identifies collective steps to develop and promote Ithaca and Tompkins County as a premier regional destination for outdoor recreation.

<http://tompkinscountyny.gov/files2/tourism/2018-3-14-Outdoor%20Rec%20Implementation%20Plan.pdf>

Vermont Urban and Community Forestry. *Town Forest Recreation Planning Toolkit and Webinar Series*. (June 2020). This toolkit offers the resources needed to develop a town forest recreation plan for your community from start to finish, including step by step planning and detailed materials organized around planning themes such as stories, existing conditions, public engagement, natural resources, plan development, and implementation. Links to several webinars in the "Town Forest Recreation Planning Webinar Series" are also included below.

<https://vtcommunityforestry.org/places/town-forests/recreation-planning-initiative/recreation-planning-toolkit>

- New Tools for Sustainable Forest Based Recreation Webinar  
<https://youtu.be/UTHEj0AC3pE>
- Connecting Downtowns w/Trails for Economic Vibrancy Webinar  
<https://youtu.be/s1SQoUqN22s>
- Trails for People and Wildlife Webinar  
<https://youtu.be/uhbYUMrgLqU>
- Mountain Biking Trails 101 Webinar  
<https://youtu.be/zCmco-WDrPM>
- Trail Building & Maintenance Webinar  
<https://youtu.be/lrv9eqoUQNE>

## Land Conservation, Stewardship, Parks, and Health

National Park Service and Centers for Disease Control and Prevention. *Parks, Trails, and Health Workbook: A Tool for Planners, Parks & Recreation Professionals, and Health Practitioners*. A

workbook to help strengthen the design and implementation of community-based parks and trails projects.

[https://www.nps.gov/orgs/rtca/upload/Parks-Trails-and-Health-Workbook\\_2020.pdf](https://www.nps.gov/orgs/rtca/upload/Parks-Trails-and-Health-Workbook_2020.pdf)

The Trust for Public Land and the City Parks Alliance. *The Field Guide for Creative Placemaking and Parks* (2017). How-to guide that connects creative placemaking with parks and open spaces by strengthening the role of parks and open space as an integrated part of comprehensive community development, advancing arts- and culturally-based approaches to park making, and highlighting the role of parks as cultural products unto themselves.

<https://www.tpl.org/field-guide-creative-placemaking-and-parks>

U.S. Department of Agriculture Forest Service. *The Stewardship Mapping and Assessment Project (STEW-MAP)*. STEW-MAP is a research methodology, community organizing approach, and partnership mapping tool developed by scientists at the USDA Forest Service Northern Research station that answers the question: who takes care of the local environment? This question is important because stewards, or civic groups that engage in caring for local nature, play a significant role in building stronger, healthier, greener, and more resilient communities.

<https://www.nrs.fs.fed.us/STEW-MAP/>

## Main Street Revitalization and Economic Development

International City/County Management Association and Smart Growth Network. *Putting Smart Growth to Work in Rural Communities*. (2010). Focuses on smart growth strategies that can help guide growth in rural areas while protecting natural and working lands and preserving the rural character of existing communities.

<https://www.epa.gov/smartgrowth/putting-smart-growth-work-rural-communities>

Main Street America Resource Center. The Main Street Resource Center is a comprehensive digital library containing a broad range of member resources, including their signature Main Street Approach handbooks and guides, newly released revitalization toolkits, and the popular Main Street Now Journal archive. There are some non-member materials available here as well.

<https://www.mainstreet.org/howwecanhelp/resourcecenter>

McMahon, Ed. *Why Some Places Thrive and Others Fail: The New Formula for Community Revitalization*. Virginia Town and City. (January/February 2017). This article describes why some communities can maintain and build on their economic vitality and quality of life in an ever-changing world.

[https://www.vml.org/wp-content/uploads/pdf/VTCJanFeb17\\_pg21-25.pdf](https://www.vml.org/wp-content/uploads/pdf/VTCJanFeb17_pg21-25.pdf)

National Association of Counties (NACo). *Resources for Transitioning Economies*. (2015). Website developed by NACo and the National Association of Development Organizations to share publications, tools and training, funding and other resources on economic diversification with communities and regions seeking to strengthen their local economies.

<http://diversifyeconomies.org/>

National Association of Development Organizations (NADO). *Planning for Prosperity in Small Towns and Rural Regions*. (2015). Contains materials developed by NADO and its partners through the HUD Sustainable Communities Initiative capacity building program, including publications, webinars, workshop materials, and other information on a variety of topics such as economic resilience, entrepreneurship, community engagement, downtown redevelopment, food systems, and many more.

<https://www.nado.org/online-resource-planning-for-prosperity-in-small-towns-and-rural-regions/>

National Association of Development Organizations, *WealthWorks Rural Economic Development Case Studies*. (2019). Series of case studies examining how rural communities are applying concepts of wealth creation, an approach to community and economic development that is demand-driven, focusing on market opportunities that capitalize on a community's existing assets or underutilized resources. Includes stories of communities building lasting livelihoods and supporting local ownership and control of assets related to outdoor recreation, tourism, and more. <https://www.nado.org/wealthworks-case-studies/>

National Endowment for the Arts. *How To Do Creative Placemaking: An Action-Oriented Guide to Arts in Community Development*. (2016). This action-oriented guide is focused on making places better. It includes instructional and thought-provoking case studies and essays from leading thinkers in creative placemaking and describes the diverse ways that arts organizations and artists can play essential roles in the success of communities across America.

<https://www.arts.gov/publications/how-do-creative-placemaking>

Next Generation. *The Future of Arts & Culture Placemaking in Rural America: Digital Exchange Webinars*. Each of these one-hour webinars feature voices from across the country, sharing specific themes, challenges, and opportunities collectively encountered in rural placemaking. This series was made possible through the support of the Rural Policy Research Institute (RUPRI), National Endowment for the Arts, the McKnight Foundation, and USDA Rural Development.

<https://ruralgeneration.org/digital-exchange/>

Project for Public Spaces (PPS). *The Power of Ten*. The Power of 10+ is a concept PPS developed to evaluate and facilitate Placemaking at multiple city scales. The idea behind this concept is that places thrive when users have a range of reasons (10+) to be there. This concept can be applied to outdoor recreation economy resources and assets at the main street, town, and area scale, namely to increase the reasons for people to come, stay longer, and do more in a place.

<https://www.pps.org/article/the-power-of-10>

Smart Growth America. *(Re-)Building Downtown: A Guidebook for Revitalization*. (2015). This guide uses Smart Growth America's seven-step approach to downtown redevelopment and is

aimed at local elected officials who want to re-invigorate and strengthen neighborhood centers of economy, culture, and history.

<https://smartgrowthamerica.org/introducing-rebuilding-downtown-a-guidebook-for-revitalization/>

The Democracy Collaborative. *Community Wealth*. This website offers resources, guides, case studies, videos and examples of strategies for building wealth in a community. Some strategies are nonprofit and profit-making models such as community development corporations (CDCs), community development financial institutions (CDFIs), employee stock ownership plans (ESOPs), community land trusts (CLTs), cooperatives, and social enterprise.

<https://community-wealth.org/>

U.S. Department of Agriculture. National Agricultural Library Rural Information Center. The Rural Information Center (RIC), a service of the National Agricultural Library (NAL), assists rural communities by providing information and referral services to rural government officials, community organizations, libraries, businesses, and citizens working to maintain America's rural areas. The "Downtown Revitalization" sections features a wide variety of planning resources, case studies, funding, journal, and organizations.

<https://www.nal.usda.gov/ric/community-development-resources>

<https://www.nal.usda.gov/ric/downtown-revitalization>

U.S. EPA. *Essential Smart Growth Fixes for Rural Planning, Zoning, and Development Codes*. (2012). Offers 10 essential fixes to help rural communities amend their codes, ordinances, and development requirements to promote more sustainable growth.

<https://www.epa.gov/smartgrowth/essential-smart-growth-fixes-communities>

U.S. EPA. *Framework for Creating a Smart Growth Economic Development Strategy: A Tool for Small Cities and Towns*. (2016). Provides a step-by-step guide to building a place-based economic development strategy for small and mid-sized cities, particularly those that have limited population growth, areas of disinvestment, or a struggling economy.

<https://www.epa.gov/smartgrowth/framework-creating-smart-growth-economic-development-strategy>

U.S. EPA. *Smart Growth Self-Assessment for Rural Communities*. (2015). Tool designed specifically for rural communities that helps villages, towns, and small cities evaluate their policies to create healthy, environmentally resilient, and economically robust places.

<https://www.epa.gov/smartgrowth/smart-growth-self-assessment-rural-communities>

## Outdoor Recreation

Bureau of Economic Analysis, *Outdoor Recreation Satellite Account*. Federal dataset measuring the economic activity as well as sales and receipts generated by outdoor recreational activities across the U.S. and by state. These statistics also measure each industry's production

of outdoor goods and services and its contribution to the U.S. GDP. Industry breakdowns of outdoor employment and compensation are also included.

<https://www.bea.gov/data/special-topics/outdoor-recreation>

Daily Yonder. Provides articles on outdoor recreation, many based on Headwaters Economics research. A few relevant articles are listed here:

- *How Outdoor Recreation Supports Rural Economic Development*. (Feb 24, 2019). <https://www.dailyyonder.com/speak-piece-outdoor-recreation-supports-rural-economic-development/2019/02/25/>
- *Recreation Is Bigger Share of U.S. Economy than Ag or Mining, Report Says*. (May 10, 2018). <https://www.dailyyonder.com/recreation-bigger-share-u-s-economy-ag-mining-report-says/2018/05/10/>
- *Rural "Recreation Counties" Show More Population Resilience*. (Feb 10, 2019) <https://www.dailyyonder.com/rural-recreation-counties-show-population-resilience/2019/02/11/>

Headwater Economics. Headwaters Economics is an independent, nonprofit research group that works to improve community development and land management decisions. The organization receives funding from a wide variety of sources, including contracts with federal agencies such as the Bureau of Land Management and U.S. Forest Service; charitable foundations; and contract work for partner organizations. Its website provides outdoor recreation economic data by state in addition to other outdoor recreation industry research and analysis. Several relevant reports are listed below:

- *Best Practices for States to Fund Outdoor Recreation*. (2017). Seven case studies illustrate best practices and lessons learned to develop programs for outdoor state recreation funding. <https://headwaterseconomics.org/economic-development/state-recreation-funding/>
- *Economic Profile System*. Tool allowing users to produce free, detailed socioeconomic reports at the community, county, or state level and including topics such as Land Use and Public Land Amenities as well as Agriculture, Timber, and Mining. EPS is also known as the Human Dimensions Toolkit by the Forest Service. <https://headwaterseconomics.org/tools/economic-profile-system/about/>
- *How Outdoor Recreation Supports Rural Economic Development*. (2019). Report that finds that counties with outdoor recreation economies are more likely to attract new residents with greater wealth and have faster-growing wages than their non-recreation counterparts, particularly in rural communities. <https://headwaterseconomics.org/economic-development/trends-performance/outdoor-recreation/>
- *National Forest Socioeconomic Indicators Tool*. Tool allowing users to run free, easy-to-use reports detailing economics, demographics, land use, business sectors, and other topics for communities near every National Forest. <https://headwaterseconomics.org/tools/forest-indicators/>



- *The Outdoor Recreation Economy by State*. (2019). Report outlines the outdoor recreation economy impacts by state, using Bureau of Economic Analysis data. <https://headwaterseconomics.org/economic-development/trends-performance/outdoor-recreation-economy-by-state/>

National Governors' Association. *Outdoor Recreation Learning Network*. This resource highlights many opportunities for states to advance the outdoor recreation economy and conservation, stewardship, education, workforce training, economic development, infrastructure, equity, inclusion, public health, and wellness.

<http://nga.org/outdoors>

National Park Service, *River Access Planning Guide*. An online and downloadable resource for planning river access. The step-by-step process guides planning for river access with recreation users in mind. This guide can assist the challenging task of providing for a variety of uses while protecting natural resources in rivers and other waterways. The guide's approach provides a framework for meeting the needs of people seeking to enjoy river recreation on, off, and in the water.

<https://www.nps.gov/articles/river-access-planning-guide-a-decision-making-framework-for-enhancing-river-access.htm>

Northern Forest Center. *The Northern Forest Outdoor Recreation Economy Symposium*. (2018). Summarizes the 2018 gathering, which explored evolving trends in outdoor recreation and its role as a critical economic driver in the Northern Forest region. Links to presentations, notes, and priorities for each of the participating states (Maine, New Hampshire, Vermont and New York).

<https://northernforest.org/programs/regional-strategy/recreation-economy>

Outdoor Industry Association (OIA). OIA synthesizes the different strategies and programs currently employed in the U.S. and overarching themes, best practices, and lessons learned. Several relevant resources are listed below.

<https://outdoorindustry.org/>

- *Outdoor Participation Report*. (2019). Study showing levels of participation in outdoor activities. <https://outdoorindustry.org/resource/2019-outdoor-participation-report/>
- *State Funding Mechanisms for Outdoor Recreation*. (2017). Provides a summary from Headwaters Economics that outlines state funding mechanisms for outdoor recreation. <https://outdoorindustry.org/wp-content/uploads/2015/03/Headwaters-Economics-v5-screen.pdf>
- *State-Level Outdoor Recreation Reports*. (2017). Provides links to reports describing the participation in and economic impact of the outdoor recreation sector in every state and Congressional district. <https://outdoorindustry.org/advocacy/>

- *The Outdoor Recreation Economy*. (2017). Summarizes the economic impact of the outdoor recreation sector across the U.S. and includes national statistics on consumer spending, jobs, and tax revenue, along with statistics for specific recreation activities. [https://outdoorindustry.org/wp-content/uploads/2017/04/OIA\\_RecEconomy\\_FINAL\\_Single.pdf](https://outdoorindustry.org/wp-content/uploads/2017/04/OIA_RecEconomy_FINAL_Single.pdf)
- *White Paper on State Leadership Roles for Outdoor Recreation*. (2016). This white paper describes the role that states can play in promoting outdoor recreation, with examples from states that were early to adopt state-level directors of outdoor recreation. <https://outdoorindustry.org/resource/white-paperstate-leadership-roles-for-outdoor-recreation-a-promising-trend/>

Outdoor Recreation Roundtable (ORR). ORR promotes the growth of the outdoor recreation economy and outdoor recreation activities, educating decision makers and the public on balanced policies that conserve public lands and waterways and enhance infrastructure to improve the experience and quality of life of outdoor enthusiasts everywhere. ORR publishes many white papers, research, statistics and reports on the importance of outdoor recreation. <https://recreationroundtable.org/>

- *The Outdoor Recreation Roundtable Rural Economic Development Toolkit*. (2021). This toolkit outlines strategies for using outdoor recreation as a tool for economic development, including key best practices and examples from around the country. <https://recreationroundtable.org/rural-development-toolkit/>

Sausser, Brooke and Jordan W. Smith, Ph.D. *Elevating Outdoor Recreation*. Institute of Outdoor Recreation and Tourism at Utah State. (July 2018). This study provides an overview and analysis of eleven state offices of initiatives of outdoor recreation. [https://www.nps.gov/orgs/1892/upload/Elevating\\_Outdoor\\_Rec\\_Together.pdf](https://www.nps.gov/orgs/1892/upload/Elevating_Outdoor_Rec_Together.pdf)

Society of Outdoor Recreation Professionals (SORP). SORP is the nation's leading association of outdoor recreation and related professionals who strive to protect natural and cultural resources while providing sustainable recreation access. The organization's website provides access to webinars, scholarships, and tools for outdoor recreation planning including a library of all state comprehensive outdoor recreation plans (SCORPs) and technical resources. <https://www.recpro.org/>

U.S. Department of Agriculture. *Federal Outdoor Recreation Trends: Effects on Economic Opportunities*. (2016). Summarizes participation trends and projections for 17 outdoor recreation activities common on federal lands, describes the current economic activity supported by outdoor recreation, and discusses how anticipated future changes in recreation participation and climate may impact the economic activity supported by outdoor recreation. <https://www.fs.usda.gov/treesearch/pubs/53247>

U.S. Department of Agriculture. *Recreation Economy at USDA Economic Development Resources for Rural Communities*. (2020). USDA's Forest Service, Rural Development, and the National Institute for Food and Agriculture developed this resource guide for rural communities to

identify resources that develop the recreation economy. It describes the roles of federal agencies and programs in the recreation economy and highlights numerous financing strategies and case studies from communities.

[https://www.rd.usda.gov/sites/default/files/RD\\_Recreation\\_Economy\\_USDA.pdf](https://www.rd.usda.gov/sites/default/files/RD_Recreation_Economy_USDA.pdf)

U.S. Department of Agriculture. *Recreation Economic Values for Estimating Outdoor Recreation Economic Benefits from the National Forest System*. (2017). This report presents the most recent update of the Recreation Use Values Database, based on an exhaustive review of economic studies spanning 1958 to 2015 conducted in the United States and Canada, and provides the most up-to-date recreation economic values available.

<https://www.fs.usda.gov/pnw/publications/recreation-economic-values-estimating-outdoor-recreation-economic-benefits-national>

## Trails and Transportation

American Trails. *Resource Library*. Search thousands of articles, studies, training, and projects on every aspect of trails and greenways. This website also has a national map searchable by state for agencies, organizations, training, and state-specific resources relating to trails and greenways.

<https://www.americantrails.org/resource-library/>

Centers for Disease Control and Prevention. *Resources for Implementing Built Environment Recommendations to Increase Physical Activity*. This website contains a compilation of real world examples, an Implementation Resource Guide, and a Visual Guide to help communities implement recommendations for built environment approaches that combine one or more interventions to improve transportation systems (activity-friendly routes) with one or more land use and community design interventions (everyday destinations) to increase physical activity. <https://www.cdc.gov/physicalactivity/community-strategies/beactive/index.html>

Federal Highway Administration. *Bicycle and Pedestrian Program*. The Federal Highway Administration's Bicycle and Pedestrian Program promotes safe, comfortable, and convenient walking and bicycling for people of all ages and abilities. This program supports pedestrian and bicycle transportation through funding, policy guidance, program management, and resource development. The website contains information on funding resources, design and implementation, case studies, guidebooks, and other information.

[https://www.fhwa.dot.gov/environment/bicycle\\_pedestrian/](https://www.fhwa.dot.gov/environment/bicycle_pedestrian/)

Federal Highway Administration. *Small Town and Rural Multimodal Networks*. (2016). This document helps small towns and rural communities support safe, accessible, comfortable, and active travel for people of all ages and abilities. It provides a bridge between existing guidance on bicycle and pedestrian design and rural practice, encourages innovation in the development of safe and appealing networks for bicycling and walking, and shows examples of project implementation.

[https://www.fhwa.dot.gov/environment/bicycle\\_pedestrian/publications/small\\_towns/fhwa\\_hep17024\\_lg.pdf](https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/small_towns/fhwa_hep17024_lg.pdf)

Headwaters Economics. *Trails Research and Searchable Benefits Library*. (2019). Compilation of 144 trail studies on the impacts of trails in a single library, searchable by type of benefit, use, year, and region.

<https://headwaterseconomics.org/economic-development/trails-pathways/trails-research/>

Main Street America and Project for Public Places. *Navigating Main Streets as Places: A People-First Transportation Toolkit*. (2019). This toolkit provides guidance on how to evaluate streets and transportation through the lens of placemaking; balance the needs of mobility and other street activities; and build stronger relationships with other decisionmakers and the community. It's a one-stop-shop toolkit featuring guidance and best practices for rural downtowns and urban neighborhood commercial districts.

<https://www.mainstreet.org/howwecanhelp/navigatingmainstreets>

Rails-to-Trails Conservancy. *Trail-Building Toolbox*. A one-stop-shop for the basics to create a vibrant rail-trail for your community, including technical tips and tried-and-true methods for generating neighborhood, political, and funding support for your project. Parts of the toolbox include organization, acquisitions, funding, planning, design, and maintenance.

<https://www.railstotrails.org/build-trails/trail-building-toolbox/>

Rails-to-Trails Conservancy. *Trail Towns*. Provides examples, best practices, and resources for communities and regions seeking to start or grow Trail Town programs, which can help to entice trail users off the trail and into adjacent communities, supporting economic development.

<https://www.railstotrails.org/build-trails/trail-building-toolbox/planning/trail-towns/>

Safe Routes to School National Partnership. *Get to Know Your Neighborhood with a Walk Audit*. Walk audits are a great tool to gather information about street conditions, engage community members, and inform planning and traffic safety projects. This is a how-to manual to conduct your own walk audit. Though designed for safe routes to school, it can be applied to routes and connections between amenities in and around a downtown/Main Street area.

[https://www.saferoutespartnership.org/sites/default/files/get\\_to\\_know\\_your\\_neighborhood\\_with\\_a\\_walk\\_audit.pdf](https://www.saferoutespartnership.org/sites/default/files/get_to_know_your_neighborhood_with_a_walk_audit.pdf)

The Scenic Route. *Getting Started with Creative Placemaking and Transportation*. A guide for using creative placemaking strategies in transportation projects to reflect and celebrate local culture, heritage, and values.

[http://creativeplacemaking.t4america.org/?utm\\_source=Design+-+2016+Highlights&utm\\_campaign=Design+2016+Highlights+Newsletter&utm\\_medium=email](http://creativeplacemaking.t4america.org/?utm_source=Design+-+2016+Highlights&utm_campaign=Design+2016+Highlights+Newsletter&utm_medium=email)

APPENDIX F: FUNDING AND TECHNICAL ASSISTANCE

This compendium of funding and technical assistance resources was developed for the Recreation Economy for Rural Communities planning assistance program sponsored by the U.S. Environmental Protection Agency, the USDA Forest Service, and the Northern Border Regional Commission. For more information on the Recreation Economy for Rural Communities Program, visit:

<https://www.epa.gov/smartgrowth/recreation-economy-rural-communities>

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## COVID-19 Pandemic Assistance

America Outdoors – COVID-19: America Outdoors has summarized many resources to support the outdoor recreation industry during the COVID-19 crisis, including guidance documents, best practices, and funding resources.

<https://www.americaoutdoors.org/covid-19/>

Forbes – List of Coronavirus (COVID-19) Small Business Loan and Grant Programs: Forbes compiled a list of loans and grants available to small businesses to recover from the COVID-19 crisis.

<https://www.forbes.com/sites/advisor/2020/04/10/list-of-coronavirus-covid-19-small-business-loan-and-grant-programs/?sh=78255b63cc4b>

Go Fund Me – Coronavirus Relief for Small Businesses: Six Ways to Get Help: An article that summarizes help that is available to small businesses during the COVID-19 crisis.

<https://www.gofundme.com/c/blog/coronavirus-relief-small-businesses>

Travel Oregon – COVID-19 Toolkit: This toolkit includes links to federal and other resources available for communities impacted by COVID-19. While focused on Oregon, there is a link to “Federal Resources” that can be helpful for any community.

<https://industry.traveloregon.com/opportunities/marketing-co-ops-toolkits/toolkits/covid-19-toolkit/>

USDA Rural Development – COVID-19 Federal Rural Resource Guide: USDA Rural Development has taken a number of immediate actions to help rural residents, businesses, and communities affected by the COVID-19 crisis.

<https://rd.usda.gov/coronavirus>

[https://rd.usda.gov/sites/default/files/USDA\\_COVID-19\\_Fed\\_Rural\\_Resource\\_Guide.pdf](https://rd.usda.gov/sites/default/files/USDA_COVID-19_Fed_Rural_Resource_Guide.pdf)

U.S. Small Business Administration – Paycheck Protection Program: This SBA loan helps businesses keep their workforce employed during the COVID-19 crisis.

<https://www.sba.gov/funding-programs/loans/coronavirus-relief-options/paycheck-protection-program>

## Federal Funding and Technical Assistance

Appalachian Regional Commission (ARC): ARC is an economic development partnership agency of the federal government and 13 state governments focusing on 420 counties across the Appalachian Region. ARC’s mission is to innovate, partner, and invest to build community capacity and strengthen economic growth in Appalachia. The Area Development program relies on a flexible “bottom up” approach to economic development, empowering Appalachian communities to work with their state governments to design impactful investment opportunities supporting ARC’s mission and investment priorities. ARC’s Area Development program makes investments in two general areas: critical infrastructure and business and workforce development. Critical infrastructure investments mainly include

water and wastewater systems, transportation networks, broadband, and other projects anchoring regional economic development. Business and workforce investments primarily focus on entrepreneurship, worker training and education, food systems, leadership, and other human capital development. In addition, ARC invests in Business Development Revolving Loan Funds to help the Region's smaller businesses access capital. All ARC Area Development grant proposals originate at the state level in consultation with the ARC state program manager.

- ARC's service area:  
<https://www.arc.gov/about-the-appalachian-region/>
- ARC's investment priorities:  
<https://www.arc.gov/investment-priorities/>
- ARC's Business Development Revolving Loan Funds:  
<https://www.arc.gov/resource/arc-business-development-revolving-loan-fund-grant-guidelines/>
- ARC State Program Managers:  
[https://www.arc.gov/state\\_partner\\_role/state-program-manager/](https://www.arc.gov/state_partner_role/state-program-manager/)

Corporation for National and Community Service (CNCS): Provides grants to national and local nonprofits, schools, government agencies, faith-based and other community organizations committed to strengthening their communities through volunteering. Grants are either made directly to an organization or through an intermediary group that handles the distribution of grant funding. Eligibility requirements and funding opportunities vary by program; programs include AmeriCorps and Senior Corps. AmeriCorps is an umbrella that consists of three distinct programs: AmeriCorps VISTA, the AmeriCorps National Civilian Community Corps, and AmeriCorps State and National.

<http://www.nationalservice.gov/build-your-capacity/grants>

Five Star and Urban Waters Restoration Program: The Five Star and Urban Waters Restoration grant program seeks to develop community capacity to sustain local natural resources for future generations by providing modest financial assistance to diverse local partnerships focused on improving water quality, watersheds and the species and habitats they support. The Five Star and Urban Waters program will award approximately \$1.5 million in grants nationwide.

<https://www.nfwf.org/programs/five-star-and-urban-waters-restoration-grant-program/five-star-and-urban-waters-restoration-grant-program-2021-request-proposals>

National Park Service (NPS) – Community Assistance: This website provides an overview and links to NPS funding, project assistance, and special designation programs that are available to the public and community groups.

<https://www.nps.gov/articles/community-assistance-national-regional-programs.htm>

National Park Service (NPS) – Historic Preservation Grant Programs: The NPS Historic Preservation Grant Programs can assist communities with a variety of historic preservation and community projects focused on heritage preservation.

<https://www.nps.gov/preservation-grants/index.html>

National Park Service (NPS) – Land and Water Conservation Fund: The Land and Water Conservation Fund provides grants to states for park and recreation-related land acquisition and development. Individual state pages for LWCF funding are most helpful.

<https://www.nps.gov/subjects/lwcf/stateside.htm>

National Park Service (NPS) – Rivers, Trails, and Conservation Assistance Program (RTCA): RTCA Supports community-led conservation and outdoor recreation projects across the country. RTCA's network of planning and design professionals collaborate with community groups, nonprofits, tribes, and state and local government to design trails and parks, conserve and improve access to waterways, and protect special places.

[www.nps.gov/rtca](http://www.nps.gov/rtca)

Northern Border Regional Commission (NBRC): The NBRC provides grants in support of community and economic development projects (including outdoor recreation) across a region that includes much of Maine, New Hampshire, New York, and all of Vermont. NBRC's largest annual grant opportunity is the State Economic & Infrastructure Development (SEID) program, which funds projects up to \$1 million (for true infrastructure), or \$350,000 (for non-infrastructure) per project. The SEID opportunity typically opens in March/April, with applications due in May, and awards made in early fall. For updates on funding opportunities, and a comprehensive listing of projects previously funded, please see NBRC's website.

<https://www.nbrc.gov>

U.S. Department of Transportation Federal Highway Administration – Federal Lands Access Program: Improves transportation facilities that provide access to, are adjacent to, or are located within Federal lands. Funds, distributed among States by formula, supplement State and local resources for public roads, transit systems, and other transportation facilities, with an emphasis on high-use recreation sites and economic generators.

<https://flh.fhwa.dot.gov/programs/flap/>

U.S. Department of Transportation Federal Highway Administration – Recreational Trails Program: The Recreational Trails Program provides funds to the States to develop and maintain recreational trails and trail-related facilities for both nonmotorized and motorized recreational trail uses. Each State administers its own program, usually through a State resource agency, and has a state coordinator.

[https://www.fhwa.dot.gov/environment/recreational\\_trails/rtpstate.cfm](https://www.fhwa.dot.gov/environment/recreational_trails/rtpstate.cfm)

<http://www.recreationaltrailsinfo.org/>

U.S. Department of Transportation Federal Highway Administration – Transportation Alternatives Set-Aside: These set-aside funds from the Surface Transportation Block Grant (STBD) program funding include all projects and activities that were previously eligible under the Transportation Alternatives Program, encompassing a variety of smaller-scale transportation projects such as pedestrian and bicycle facilities, recreational trails, safe routes

to school projects, community improvements such as historic preservation and vegetation management, and environmental mitigation related to stormwater and habitat connectivity.

<https://www.fhwa.dot.gov/fastact/factsheets/transportationalternativesfs.cfm>

[https://www.fhwa.dot.gov/environment/transportation\\_alternatives/](https://www.fhwa.dot.gov/environment/transportation_alternatives/)

U.S. Economic Development Administration (EDA) – Public Works and Economic Adjustment Assistance (PWEAA) Program: EDA’s Public Works and Economic Adjustment Assistance (EAA) programs provide economically distressed communities and regions with comprehensive and flexible resources to address a wide variety of economic needs.

- Public Works: Grants to build, improve, or expand vital public infrastructure and development facilities to enable communities to attract new, or support existing businesses that will generate new high-paid/high-skilled jobs and income for residents in the area. Among the types of projects funded are water, sewer, industrial and business parks, access roads to industrial sites, port improvements, business incubator facilities and training facilities.
- Economic Adjustment Assistance: Grants for development of public facilities, public services, business development (including funding of a revolving loan fund), planning, technical assistance, training, and any other assistance to alleviate economic distress. Flexible range of economic development tools: Construction, Non-Construction, Revolving Loan Funds.

<https://www.eda.gov/funding-opportunities/>

U.S. Economic Development Administration (EDA) – Local Technical Assistance and Short Term Planning: Through its Planning and Local Technical Assistance programs, EDA assists eligible recipients in developing economic development plans and studies designed to build capacity and guide the economic prosperity and resiliency of an area or region.

- Local Technical Assistance: The Local Technical Assistance program strengthens the capacity of local or State organizations, institutions of higher education, and other eligible recipients to undertake and promote effective economic development programs through projects such as feasibility studies, market research impact analyses and other projects leading to local economic development.
- Short Term Planning: The Planning program helps support organizations, including District Organizations, Indian Tribes, and other eligible recipients, with Short Term and State Planning investments designed to guide the eventual creation and retention of high-quality jobs, particularly for the unemployed and underemployed in the Nation’s most economically distressed regions.

<https://www.eda.gov/funding-opportunities/>

U.S. Environmental Protection Agency (EPA) – Office of Community Revitalization: EPA’s Office of Community Revitalization works with communities to help them grow in ways that expand economic opportunity while protecting human health and the environment. The Office of Community Revitalization conducts research; produces reports and other publications; provides examples of outstanding smart growth communities and projects; and works with

tribes, states, regions, and communities through grants and technical assistance programs on a range of smart growth topics.

<https://www.epa.gov/smartgrowth>

U.S. Environmental Protection Agency (EPA) – Brownfields Program: Provides funding for brownfields assessment, cleanup, revolving loans, environmental job training, technical assistance, training, and research. For example, Area-Wide Planning Grants provide funding to conduct research, technical assistance and training that will result in an area-wide plan and implementation strategy for key brownfield sites and help inform the assessment, cleanup and reuse of brownfields properties and promote area-wide revitalization. Assessment Grants provide funding to inventory, characterize, assess, and conduct planning and community involvement related to brownfields sites. Cleanup Grants provide funding to carry out cleanup activities at brownfield sites.

<https://www.epa.gov/brownfields/types-epa-brownfield-grant-funding>

USDA Forest Service – Citizen Science Competitive Funding Program: Citizen Science Competitive Funding Program (CitSci Fund) was launched in 2017 to support innovative projects that address science and resource management information needs while connecting people to the land and one another. It is an opportunity for USDA Forest Service units and partners to apply for up to \$60,000 over the course of 6 years for collaborative citizen science projects.

<https://www.fs.usda.gov/working-with-us/citizen-science/competitive-funding-program>

USDA Forest Service – Community Forest & Open Space Program: The Community Forest and Open Space Conservation Program provides financial assistance grants to local governments, Indian tribes, and qualified nonprofit organizations (including land trusts) to establish community forests that provide defined public benefits such as recreational opportunities, the protection of vital water supplies and wildlife habitat, demonstration sites for private forest landowners, economic benefits from timber and non-timber products.

<https://www.fs.usda.gov/managing-land/private-land/community-forest/program>

USDA Forest Service – Forest Legacy Program: The Forest Legacy Program is a conservation program administered by the USDA Forest Service that provides grants to state agencies to permanently conserve important forest lands that support strong markets for forest products, protect air and water quality, provide recreational opportunities, and sustain important fish and wildlife habitat.

<https://www.fs.usda.gov/managing-land/private-land/forest-legacy>

USDA Forest Service – Forest Stewardship Program: The Forest Stewardship Program (FSP) works in partnership with state forestry agencies, cooperative extensions, and conservation districts to connect private landowners with the information and tools they need to manage their forests and woodlands. FSP works to assist landowners to actively manage their land and related resources, keep land in a productive and healthy condition for present and future owners and increase economic benefits of land (e.g., timber harvesting) while conserving the

natural environment. FSP also helps landowners identify goals for their land and the management activities needed to realize them.

<https://www.fs.usda.gov/managing-land/private-land/forest-stewardship/>

USDA Forest Service – Regional Research Stations: Forest Service R&D research needs to reflect the diversity of natural resources across the country. To accomplish this, research is conducted at nearly 80 locations across the United States, organized around five regional research stations plus the International Institute of Tropical Forestry in Puerto Rico and the Forest Products Laboratory in Madison, Wisconsin. R&D laboratories are complemented by a network of 80 experimental forests. In addition, R&D research includes collaborations in other countries.

<https://www.fs.fed.us/research/locations/>

USDA Forest Service – Urban & Community Forestry Program: The Urban and Community Forestry Program supports the health of all our nation's forests by creating jobs, contributing to vibrant regional wood economies, enhancing community resilience, and preserving the unique sense of place in cities and towns of all sizes. By working with our state partners to deliver information, tools and financial resources, the program supports fact-based and data-driven best practices in communities, maintaining, restoring, and improving the more than 140 million acres of community forest land across the United States. Technical support is provided to communities by state forestry agencies and non-profit partners for local actions, such as conducting tree inventories, preparing management plans and policies, and planting and caring for trees.

<https://www.fs.usda.gov/managing-land/urban-forests/ucf>

USDA Natural Resources Conservation Service (NRCS): The NRCS has several grants and technical assistance programs that support community conservation efforts. Some of them include:

- Conservation Technical Assistance: NRCS can provide farmers and landowners technical assistance to manage their natural resources in a responsible and sustainable way.
- Environmental Quality Incentives Program (EQIP): Provides landowners and land managers with financial assistance to address natural resource concerns on private, working lands through conservation practices. Issues addressed can include soil erosion, water quality impacts, soil quality degradation (soil compaction, soil productivity/health), low plant productivity, and degraded wildlife habitat.
- Conservation Stewardship Program (CSP): Provides financial assistance to conservation minded agricultural and forestry producers by paying for existing conservation activity AND for newly adopted conservation measures. Adopting a new conservation activity is a requirement for program participation.

<https://www.nrcs.usda.gov/wps/portal/nrcs/site/national/home/>



USDA Rural Development – Business and Industry Loan Guarantees: Provide guarantees on loans made by private lenders to help new and existing businesses gain access to affordable capital by lowering the lender’s risk and allowing for more favorable interest rates and terms.  
<https://www.rd.usda.gov/programs-services/business-industry-loan-guarantees/>

USDA Rural Development – Community Facilities Program: Provides affordable loans, loan guarantees, and grants to construct, expand, or improve facilities that provide essential public services in rural areas, such as health care, education, public safety, and others.  
<https://www.rd.usda.gov/programs-services/all-programs/community-facilities-programs>

USDA Rural Development – Rural Business Development Grants: Help small and emerging private businesses and/or nonprofits in rural communities startup or expand businesses. Funds may be used to acquire or develop land, buildings, plants, and equipment; build or improve access roads, parking areas, utility extensions, and water and waste disposal facilities; provide technical assistance; establish revolving loan funds; and support rural distance learning programs that provide educational or job training.  
<https://www.rd.usda.gov/programs-services/rural-business-development-grants>

USDA Rural Development – Single Family Housing Programs: Provide loans, loan guarantees, and grants to give families and individuals the opportunity to buy, build, repair, or own safe and affordable homes located in rural America. Eligibility for these loans, loan guarantees, and grants is based on income and varies according to the average median income for each area.  
<https://www.rd.usda.gov/programs-services/all-programs/single-family-housing-programs>

USDA Rural Development – Summary of Major Programs: A summary document that catalogs the more than 40 programs USDA has to support rural America, including telecommunications, electric, community facilities, water and environment, business and cooperative programs, and single and multi-family housing programs.  
[https://www.rd.usda.gov/files/RD\\_ProgramMatrix.pdf](https://www.rd.usda.gov/files/RD_ProgramMatrix.pdf)

USDA Rural Development – Telecom Programs: Loans and grants to build and expand broadband networks in eligible rural areas. Loans build broadband networks and deliver service to rural households and businesses and provide capital for rural telecommunications companies and broadband providers. Grants are reserved for communities with the highest need.  
<https://www.rd.usda.gov/programs-services/all-programs/telecom-programs>

USDA Rural Development – Water and Waste Disposal Loan and Grant Programs: Provides funding for clean and reliable drinking water systems, sanitary sewage disposal, sanitary solid waste disposal, and storm water drainage to households and businesses in eligible rural areas.  
<https://www.rd.usda.gov/programs-services/water-waste-disposal-loan-grant-program>

U.S. Small Business Administration (SBA): Created in 1953, SBA helps small business owners and entrepreneurs pursue the American dream. The SBA is the only cabinet-level federal agency fully dedicated to small businesses and provides counseling, capital, and contracting

expertise as the nation's only go-to resource and voice for small businesses. If you need access to capital to help you achieve your business goals, the SBA offers various funding programs for all business types. Whether you need to create a successful business plan, get expert advice on expanding your business, or train your team, SBA's resource partner network is here to help!

- For Funding Programs: <https://www.sba.gov/funding-programs>
- For Local Assistance visit: <https://www.sba.gov/local-assistance/find?address=87107&pageNumber=1>

## Non-Federal Funding and Technical Assistance

**AARP Community Challenge Grants:** These grants fund projects that help communities make immediate improvements and jump-start long-term progress towards livability for people of all ages in communities across the nation. 2019 projects were designed to create vibrant public places, demonstrate the tangible value of "Smart Cities," deliver a range of transportation and mobility options, and/or support the availability of a range of housing choices.

<https://www.aarp.org/livable-communities/community-challenge/>

**Blue Zones – Made to Move:** The Made to Move program is a competitive funding opportunity created to assist communities in advancing active transportation through local project development, implementation, and supporting policies. With the ultimate goal of promoting more walkable, bikeable, transit-friendly environments for all ages, incomes, and abilities, this funding opportunity will be awarded to five mid-sized communities in the United States. Each community will receive \$100,000 plus technical assistance from the Blue Zones, LLC, built environment team.

<https://www.bluezones.com/made-to-move/>

**Causality Brand Grant:** Causality offers both full (pro bono) and matching (partial, funding requirement of 50 percent) service grants to nonprofits for brand marketing and creative services such as brand assessment and development, identity design or logo refresh, marketing materials, marketing campaign development, website design and build, digital/social media graphics, and more.

<https://www.causalitybrandgrant.com/>

**Community Transportation Association of America – Rural Passenger Transportation Technical Assistance Program:** Funded by USDA Rural Development, this program helps rural communities enhance economic growth and development by improving transportation services. The program provides planning assistance for facility development, transit service improvements and expansion, new system start-up, policy and procedure development, marketing, transportation coordination, training, and public transit problem-solving activities.

<https://ctaa.org/rural-tribal-passenger-transportation-technical-assistance/>

**GrantWatch:** A website listing thousands of current grants, funding opportunities, awards, contracts and archived grants.

<https://www.grantwatch.com/>

KaBoom! Playground Grants: Several KaBoom! grants support the development of playgrounds in communities.

<https://kaboom.org/grants>

National Main Street Center, Trail-Oriented Economic Development Technical Services: The National Main Street Center provides a suite of technical services to support main street revitalization professionals in developing comprehensive, trail-oriented economic development plans. Available through a number of delivery models including one-day in-state workshops, one-day in-community technical assessments and plan development, and webinars.

<https://americawalks.org/wp-content/uploads/2017/05/NMSC-Trail-Oriented-Development-Flyer.pdf>

National Recreation and Park Association (NRPA): NRPA provides information about grant and fundraising opportunities that are available for park and recreation agencies and affiliated friends groups and 501(c)(3) nonprofits.

<https://www.nrpa.org/our-work/Grant-Fundraising-Resources/>

National Wilderness Stewardship Alliance: NWSA is a network of volunteer-based organizations to provide stewardship for America's enduring resource of wilderness. They have variety of funding grant programs (\$2-10,000 range) related to stewardship and trails. Applications are usually due by late March of each year.

[https://www.wildernessalliance.org/funding\\_programs](https://www.wildernessalliance.org/funding_programs)

People for Bikes: The People for Bikes Community Grants Program provides funding for important projects that build momentum for bicycling in communities across the U.S. These projects include bike paths and rail trails, as well as mountain bike trails, bike parks, BMX facilities, and large-scale bicycle advocacy initiatives. Grant cycles are 1-2 per year and are up to \$10,000.

<https://www.peopleforbikes.org/grant-guidelines>

Rails-to-Trails Conservancy: This website lists many federal, state, and local government funding mechanisms, as well as grants, partnerships, and other creative funding methods available for trail building – for acquisition and maintenance.

<https://www.railstotrails.org/build-trails/trail-building-toolbox/funding/acquisition-funding/>  
<https://www.railstotrails.org/build-trails/trail-building-toolbox/funding/maintenance-funding/>

The Conservation Alliance: The Conservation Alliance Grants Program seeks to protect threatened wild places throughout North America for their habitat and recreational values. These grants are given to registered 501(c)3 nonprofit organizations working to protect the special wild lands and waters in their backyards. While these funds are often for protecting

land, they have been utilized for providing pedestrian access to wild lands, which includes trail development.

<http://www.conservationalliance.com/grants/>

U.S. Endowment for Forestry and Communities – Innovative Finance for National Forests Grant Program: This grant program, developed in partnership with the USDA Forest Service National Partnership Office and the National Forest Foundation, develops, refines, and scales tools, templates, and approaches that direct private investment capital to improve the health of the National Forest System through projects that deliver environmental and social outcomes and financial returns. Project activities may take place on the National Forest System; on adjacent state, private or tribal lands; or across boundaries provided outcomes contribute to the health of Forest Service ownership.

<http://www.ifnfggrants.org/>

### **State-Specific Funding and Technical Assistance**

Outdoor Recreation Division, Economic Development Department, State of New Mexico

<https://www.nmoutside.com/>

Recreational Trails Program, New Mexico Department of Transportation

<https://www.dot.state.nm.us/content/nmdot/en/Planning.html#BPE>

Transportation Project Fund. Application process is through Northwest Regional Transportation Planning Organization.

<http://www.nwnmcog.com/rtpo.html>

Transportation Alternatives Program after RTP from the Federal section, same link for both programs

## **APPENDIX G: COMMUNITY TOUR**

The Grants steering committee led workshop participants on a “virtual tour” of outdoor recreation locations in Grants and the surrounding region. This appendix contains the virtual tour in a presentation format.

# RECREATION ECONOMIES FOR RURAL COMMUNITIES WORKSHOP

GRANTS NM OUTDOOR RECREATION OPPORTUNITIES TOUR





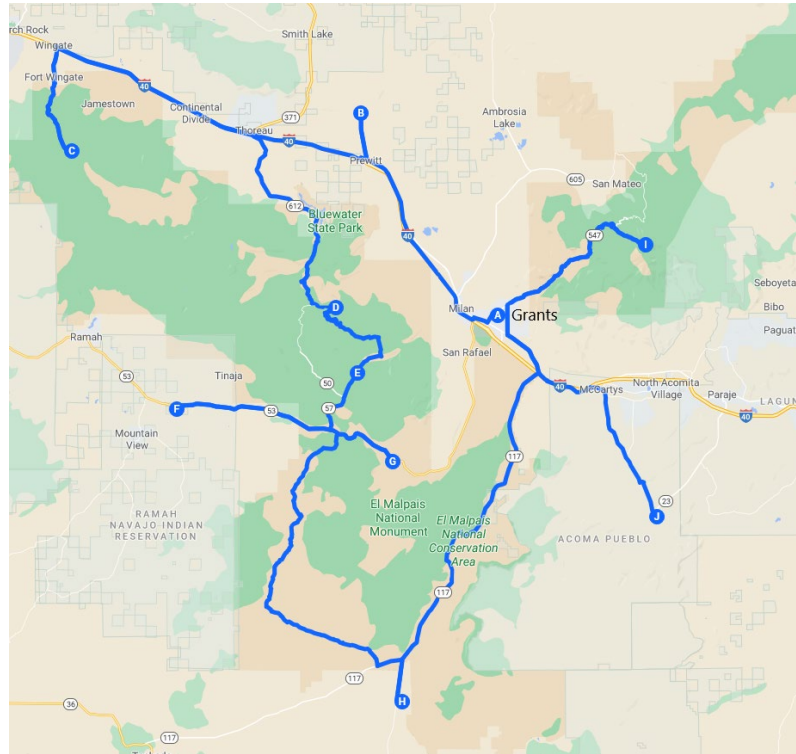
# GRANTS NM OUTDOOR RECREATION TOUR

## Locations “Visited”:

- Casamero Pueblo
  - McGaffey NM
  - Bluewater Lake
  - Mt. Sedgwick
  - Quartz Hill
  - El Morro National Monument
  - El Malpais National Monument
- 
- Chain of Craters
  - Armijo Canyon
  - La Ventana
  - Lobo Canyon CDT Trailhead



# GRANTS NM OUTDOOR RECREATION TOUR

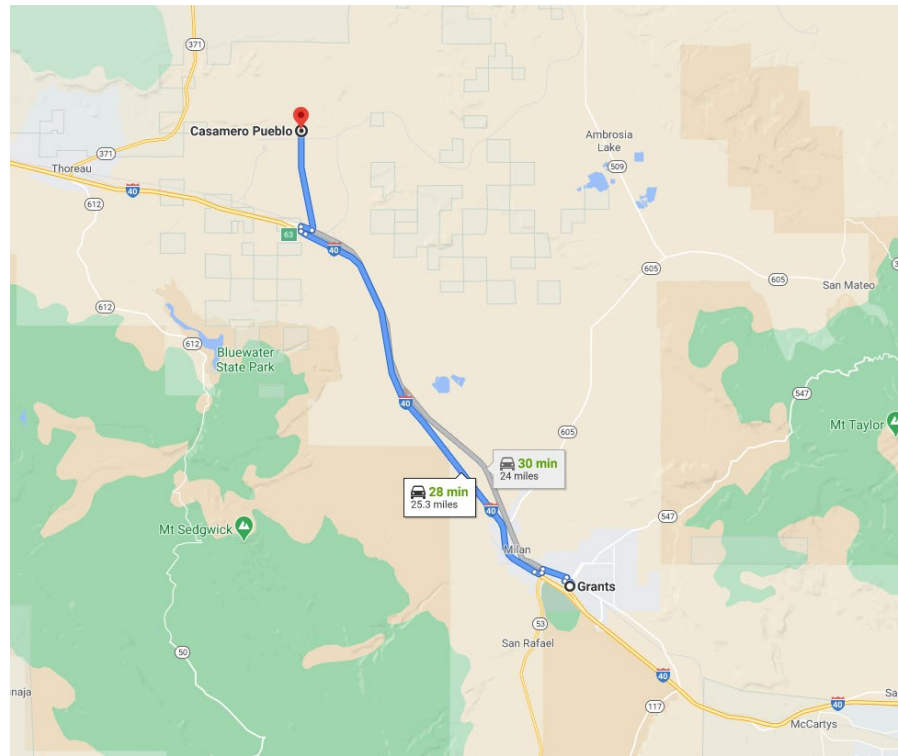


# CASAMERO PUEBLO

- 25 Miles (28 minute drive) from Grants
- Outlier of Chaco Canyon
- Built between 1000 and 1125 AD
- 22 Rooms, a great Kiva, and 37 additional sites at the settlement
- The ruins are open year round and accessed via a short trail from the parking lot



# CASAMERO PUEBLO

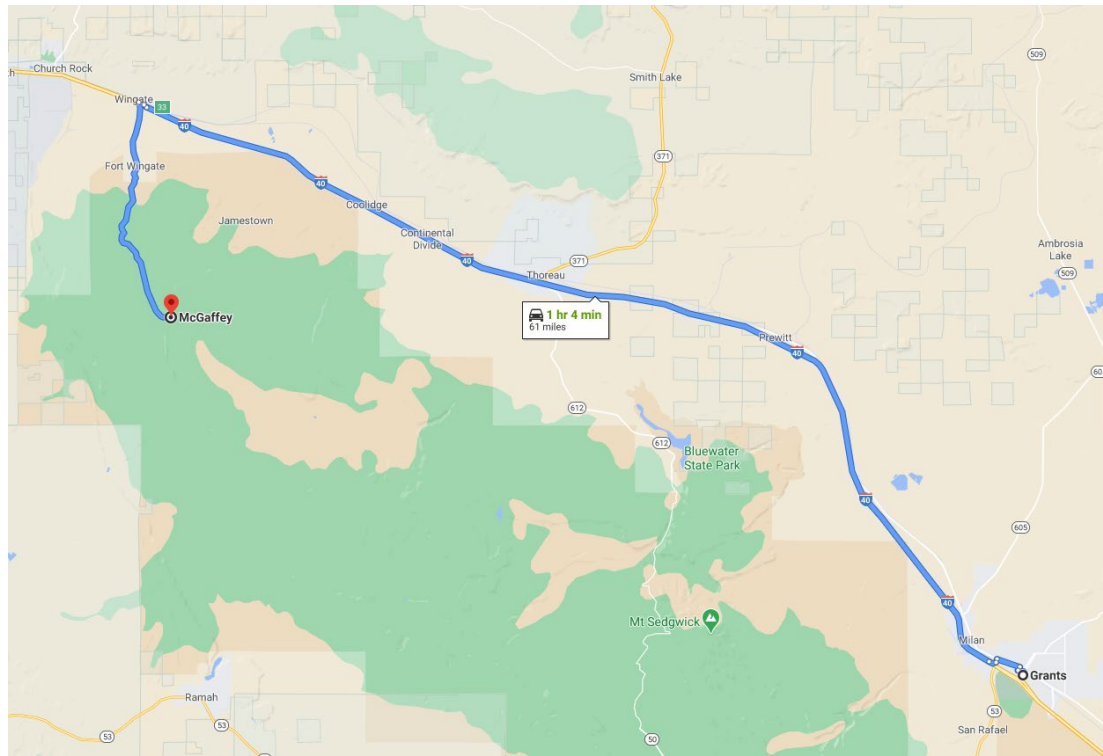


# MCGAFFEY NM

- 61 Miles (63 minute drive) from Grants
- Two Forest Service campgrounds (McGaffey and Quaking Aspen)
- Hillso -McGaffey Trail System
  - 60 miles of single track
  - Location for Zia Rides 24 Hours in the Enchanted Forest
- McGaffey Lake (Intermittent )
- Access to many miles of dirt/gravel roads and dispersed camping locations in the Zuni mountains



# MCGAFFEY NM



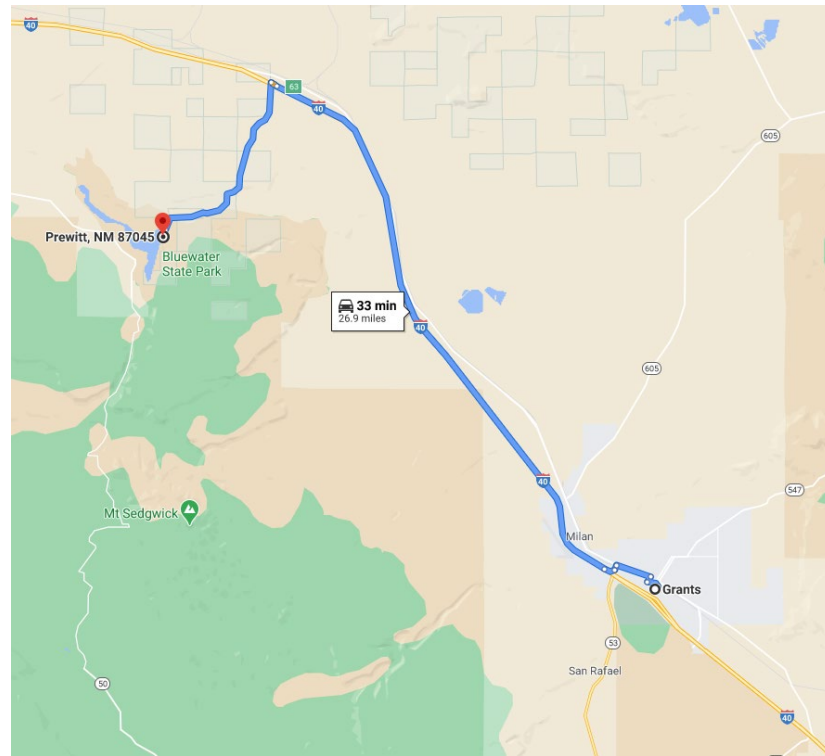


# BLUEWATER LAKE

- 27 Miles (33 minute drive) from Grants
- Full hookup campsites, dispersed camping, boat ramp and dock, group facilities
- Muskie fishing destination
- Boating, kayaking, canoeing, stand up paddle boarding
- Birding, hiking, horseback riding



# BLUEWATER LAKE

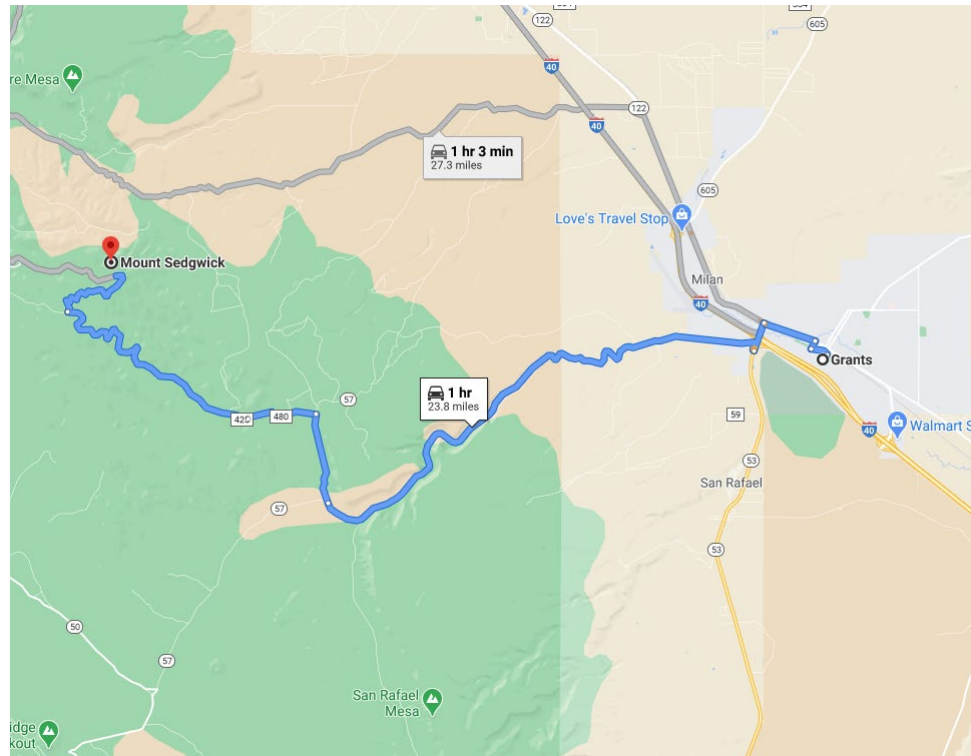


# MT SEDGWICK (ZUNI MOUNTAINS)

- 24 Miles (60 minute drive) from Grants
- At 9,256 ft. Mt Sedgwick is the highest point in the Zuni Mountains
- Access to thousands of acres of National Forest
- Opportunities for hiking, biking, horse back riding
- Dispersed camping and campgrounds
- Elk and mule deer hunting (NM game management unit 10)



# MT SEDGWICK (ZUNI MOUNTAINS)

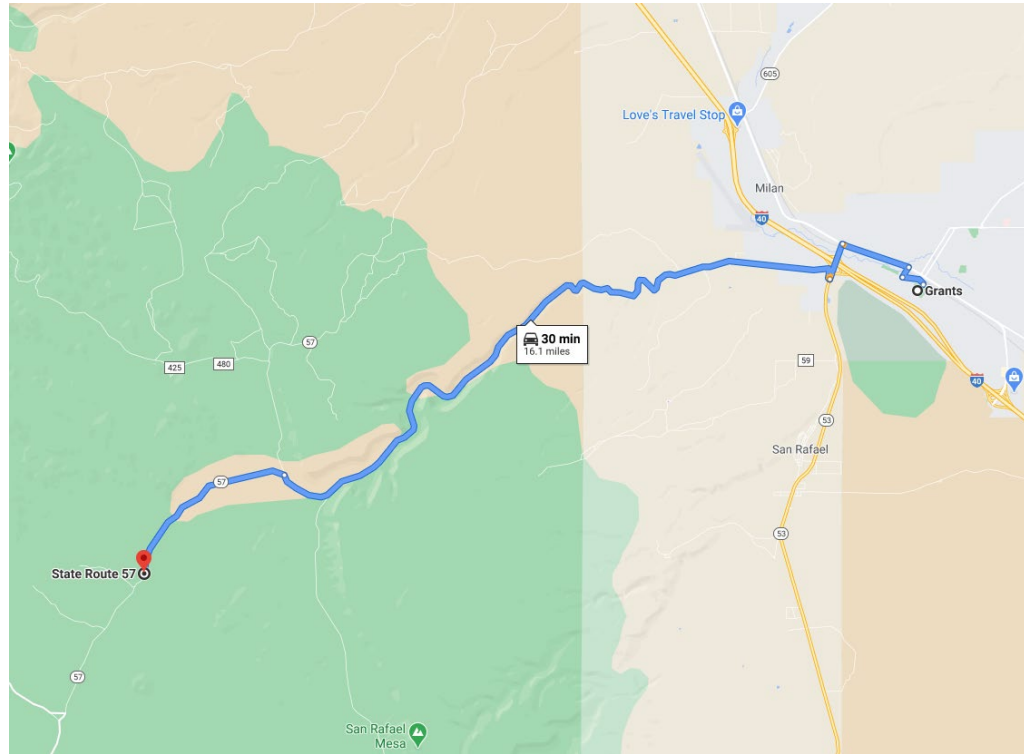


# QUARTZ HILL

- **16 Miles (30 minute drive) from Grants**
- **Zuni Mountain Trail System trailhead to be located here**
  - Access to over 100 miles of single -track trails in development
- **Quartz Crusher mountain bike race**
  - Currently held on existing two track through the forest with hopes to transition onto the Zuni Mountain singletrack trail system
- **Numerous historic mining and logging sites**



# QUARTZ HILL



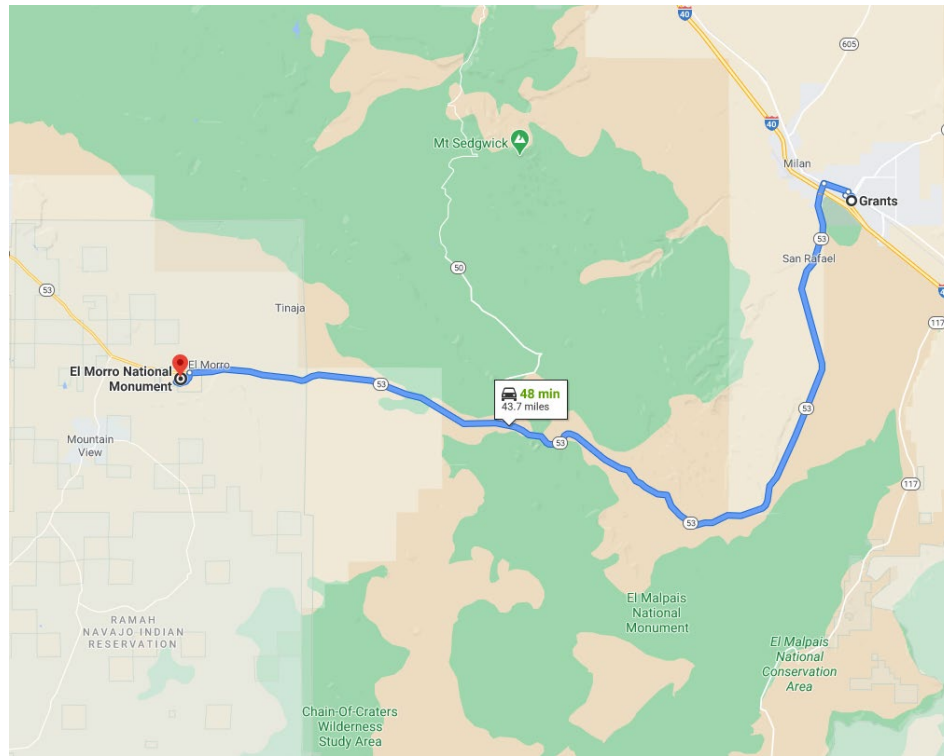


# EL MORRO NATIONAL MONUMENT

- 44 Miles (48 minute drive) from Grants
- A reliable waterhole hidden at the base of a sandstone bluff made El Morro a popular campsite for hundreds of years
- Ancestral Puebloans, Spanish and American travelers carved over 2,000 signatures, dates, messages, and petroglyphs
- Atsinna Pueblo is located atop the sandstone bluff
- Onsite free campground, self guided hiking paths, and a visitors center



# EL MORRO NATIONAL MONUMENT

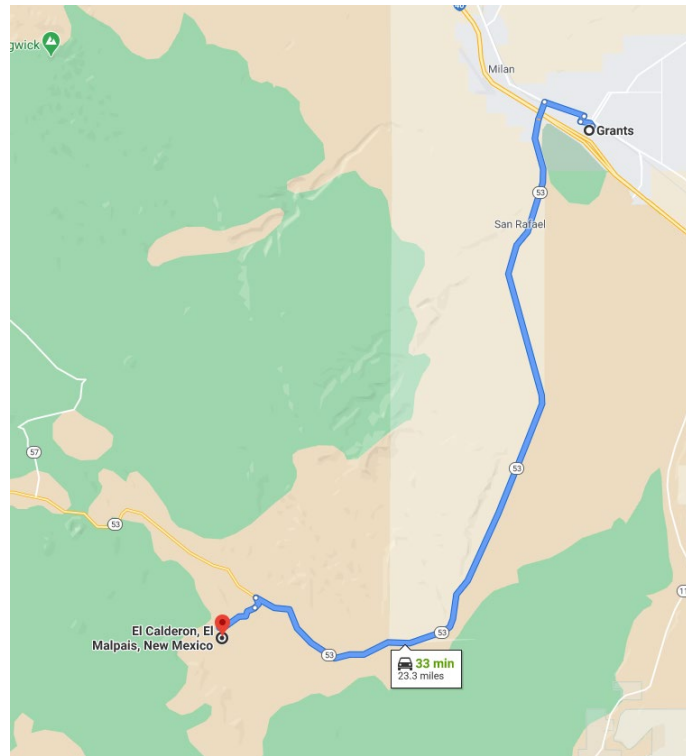


# EL MALPAIS NATIONAL MONUMENT

- **Varies based on access point, 23 Miles (33 minute drive) from Grants to El Calderon on NM 53**
- **Explore cinder cones, lava tube caves, sandstone bluffs, and hiking trails**
- **Evening bat flights during the late summer months**
- **Greater El Malpais National Conservation area includes many additional recreation opportunities surrounding the monument**



# EL MALPAIS NATIONAL MONUMENT

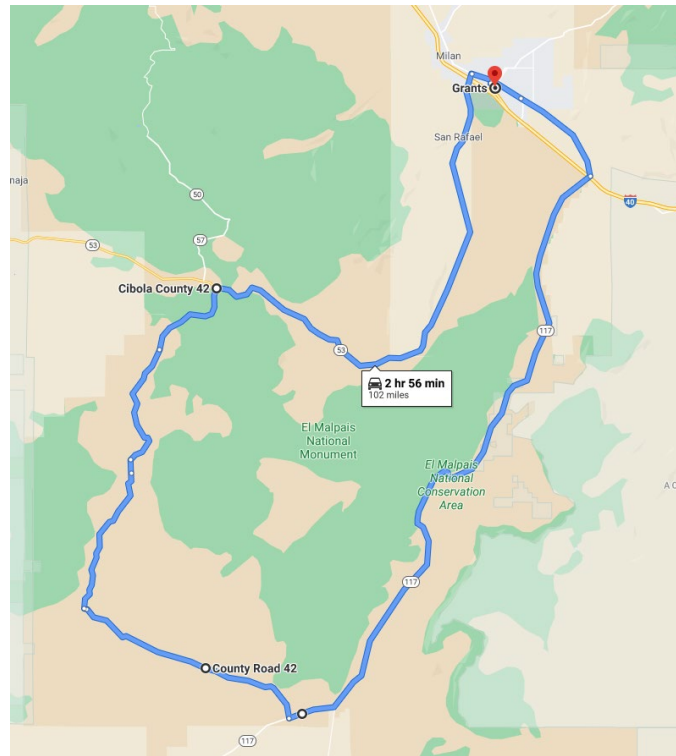


# CHAIN OF CRATERS BACKCOUNTRY BYWAY

- **28 Miles (31 minute drive) from Grants to the intersection on NM 53, 42 Miles (47 minutes drive) to the intersection on NM 117**
  - 33-mile backcountry byway on county road 42 located in the El Malpais National Conservation Area
  - To drive or cycle the loop from grants is just over 100 miles total
- **Opportunity to access the national monument, and explore a line of more than 25 cinder cones that was the result of magma finding a weak spot in the Earth's crust**
- **Hiking and gravel biking opportunities (intersects the CDT twice)**



# CHAIN OF CRATERS BACKCOUNTRY BYWAY



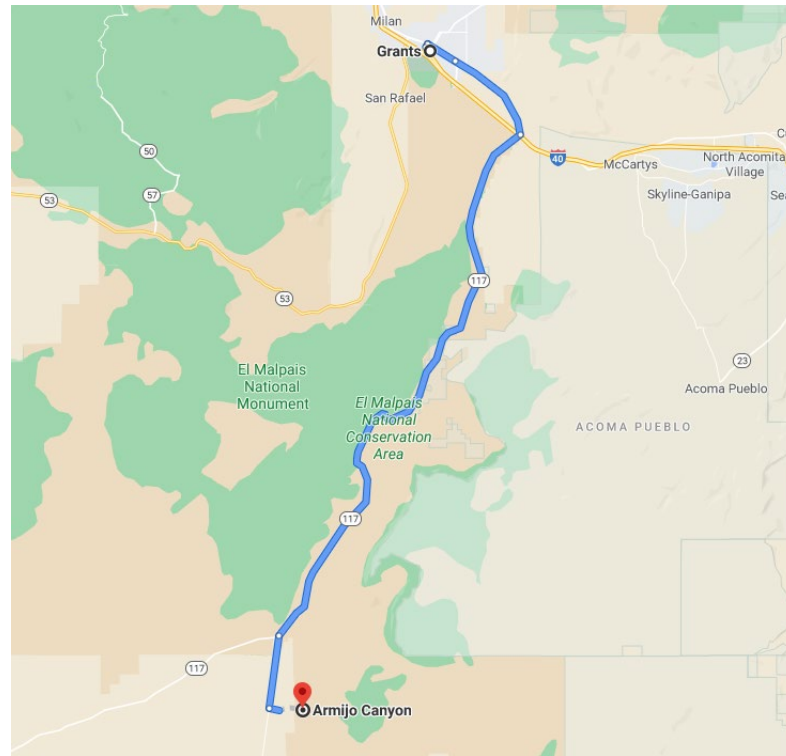


# ARMIJO CANYON

- 44 Miles (54 minute drive) from Grants
- One of several trailheads into the Cebolla Wilderness Area
- Dittert Site, another Outlier of Chaco Canyon, is located at the mouth of the canyon
  - L-shaped masonry structure that was originally two stories high and consisted of 30 -35 rooms and a kiva
  - Pot shards and petroglyphs in the vicinity
- Armijo Homestead and Spring site



# ARMIJO CANYON

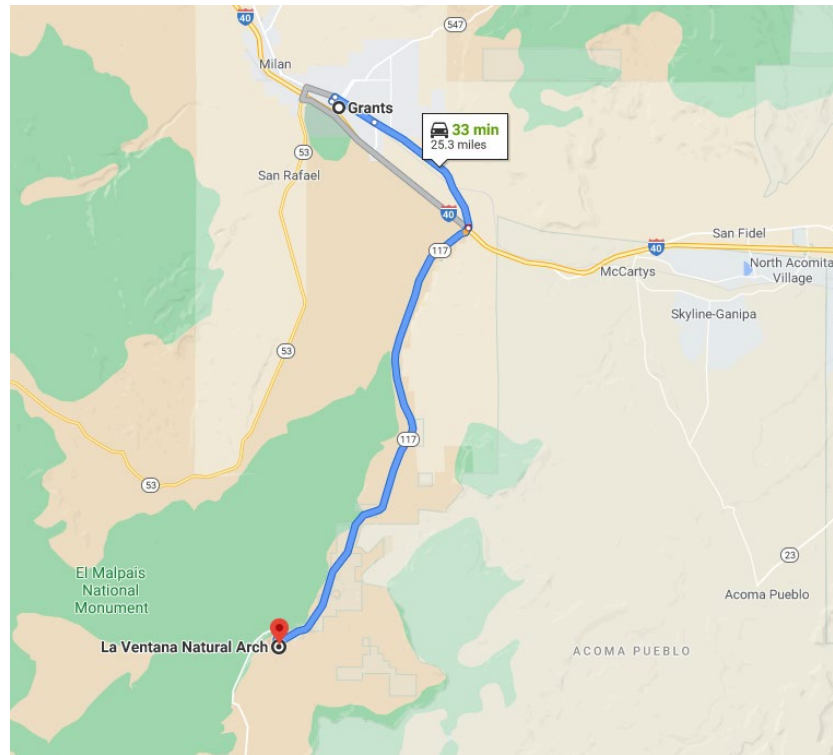


# LA VENTANA NATURAL ARCH

- 26Miles (33 minute drive) from Grants
- One of New Mexico's largest natural arches
  - Easiest to access of many natural arches in the area
- Relatively easy trail is  $\frac{1}{4}$  of a mile to the base of La Ventana
- Surrounded by dramatic sandstone cliff formations, piñon and juniper trees, and a variety of shrubs and grasses
- Excellent road bike route on NM 117 from Grants



# LA VENTANA NATURAL ARCH

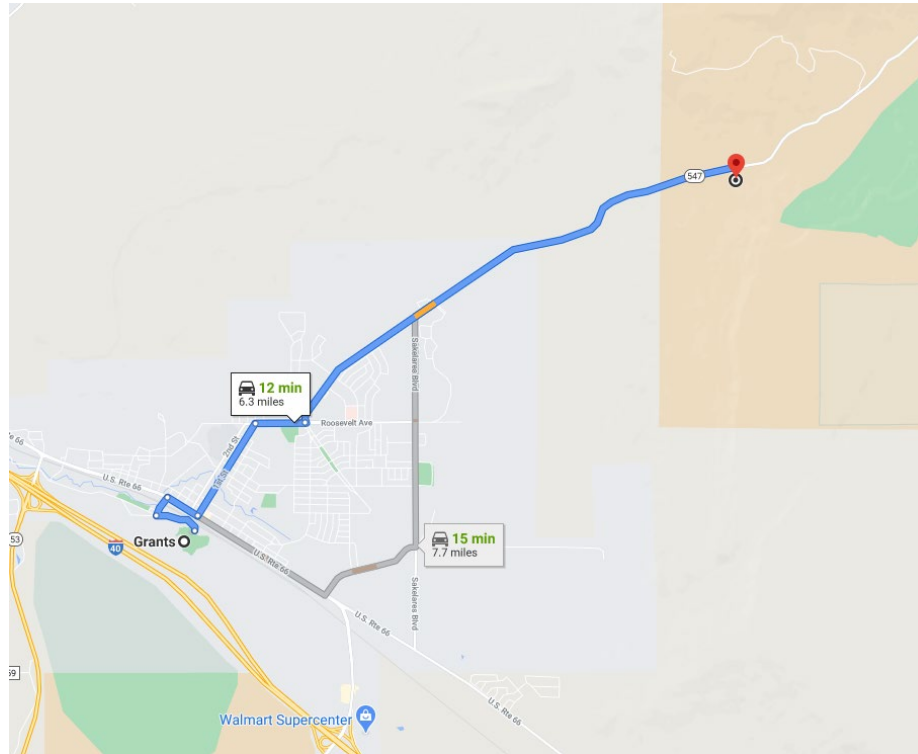


# LOBO CANYON CDT TRAILHEAD

- 6 Miles (12 minute drive) from Grants
- 2,305 Miles to Canada for Northbound through hikers
- 403 Miles to Mexico for Southbound through hikers
- The 2 mile hike to the top of the mesa is a favorite among locals
- Proposed Lobo Canyon Trail System would share this existing trailhead



# LOBO CANYON CDT TRAILHEAD



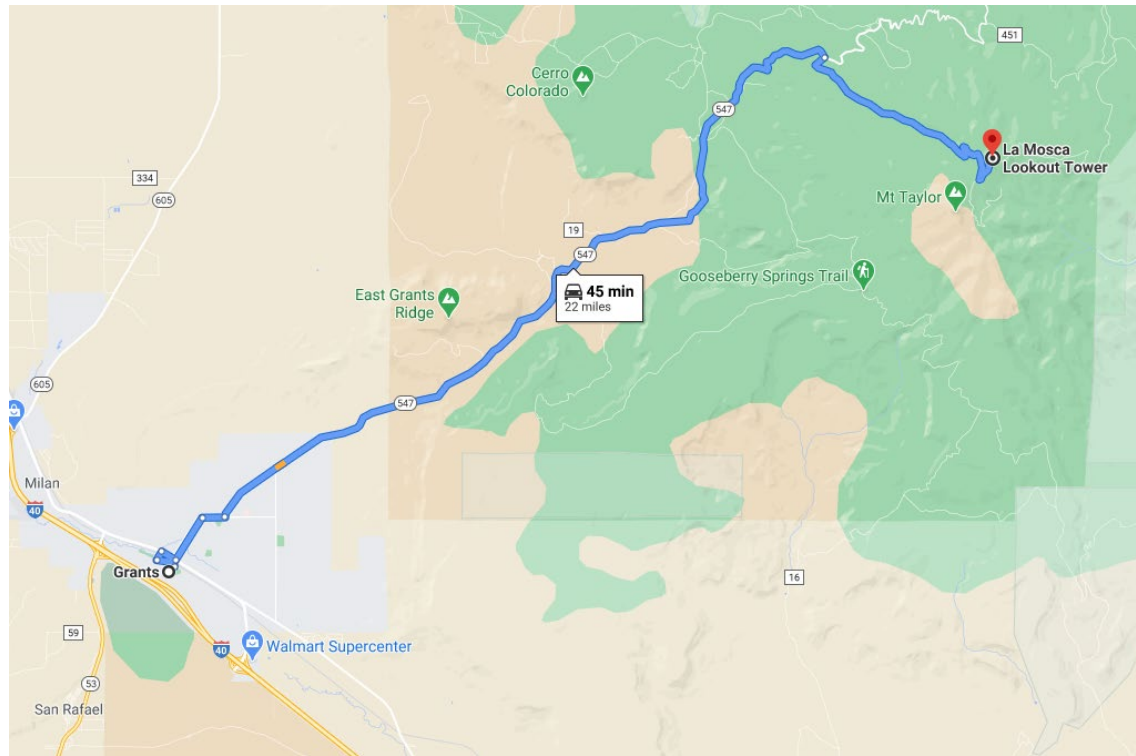


# MT TAYLOR/LA MOSCA LOOKOUT

- **22 Miles (60 minute drive) from Grants**
- **Mt. Taylor summit is 11, 306 ft. and accessed via the Gooseberry Trail from two directions**
  - Tsoodzil to the Navajo people, it is one of the four sacred mountains marking the cardinal directions and the boundaries of the traditional Navajo homeland
  - Serves as the turn around point for the annual Mt. Taylor Winter Quadrathlon
- **La Mosca peak at 11,036 ft. is accessible by forest rd. during warm months**
  - Paving the access road would make it the highest paved road in NM
- **The miles of trails on and surrounding Mt. Taylor are enjoyed by bikers, runners, hikers, hunters, horseback riders, ATV /UTV enthusiast and many others**



# MT TAYLOR/LA MOSCA LOOKOUT

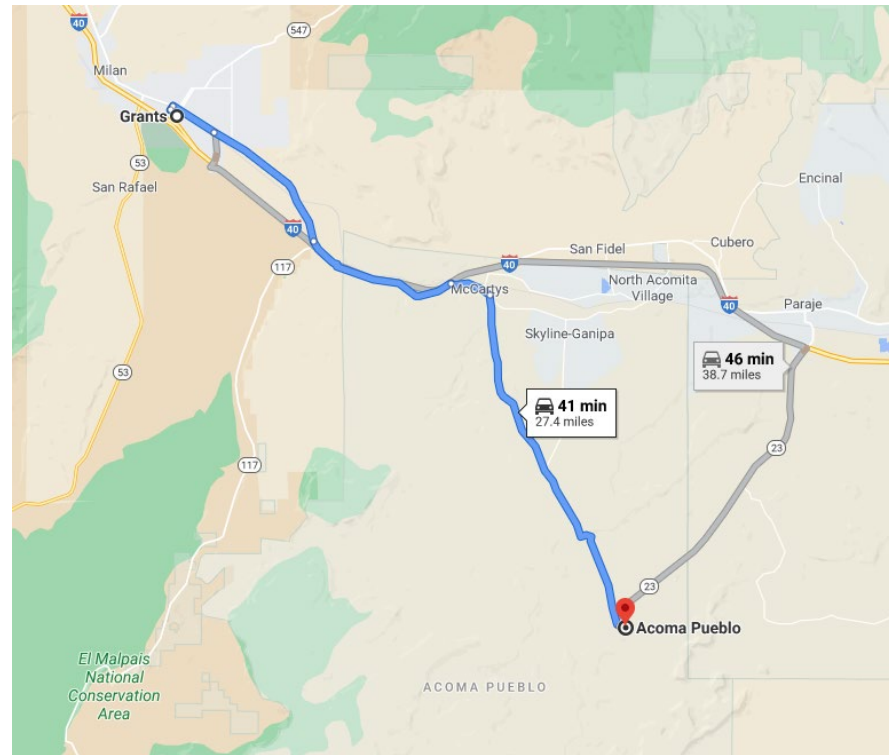


# ACOMA SKY CITY

- 28 Miles (40 minute drive) from Grants
- Oldest continuously inhabited settlement in North America
- 28th Historic Site designated by the National Trust for Historic Preservation
- The Haak'u Museum and Sky City Cultural Center provide education and exposure to the Pueblo of Acoma
- Trip Advisor 2020 Travelers' Choice
  - Sky City Cultural Center is in the top 10% of attractions worldwide



# ACOMA SKY CITY



# OTHER RECREATION OPPORTUNITIES

