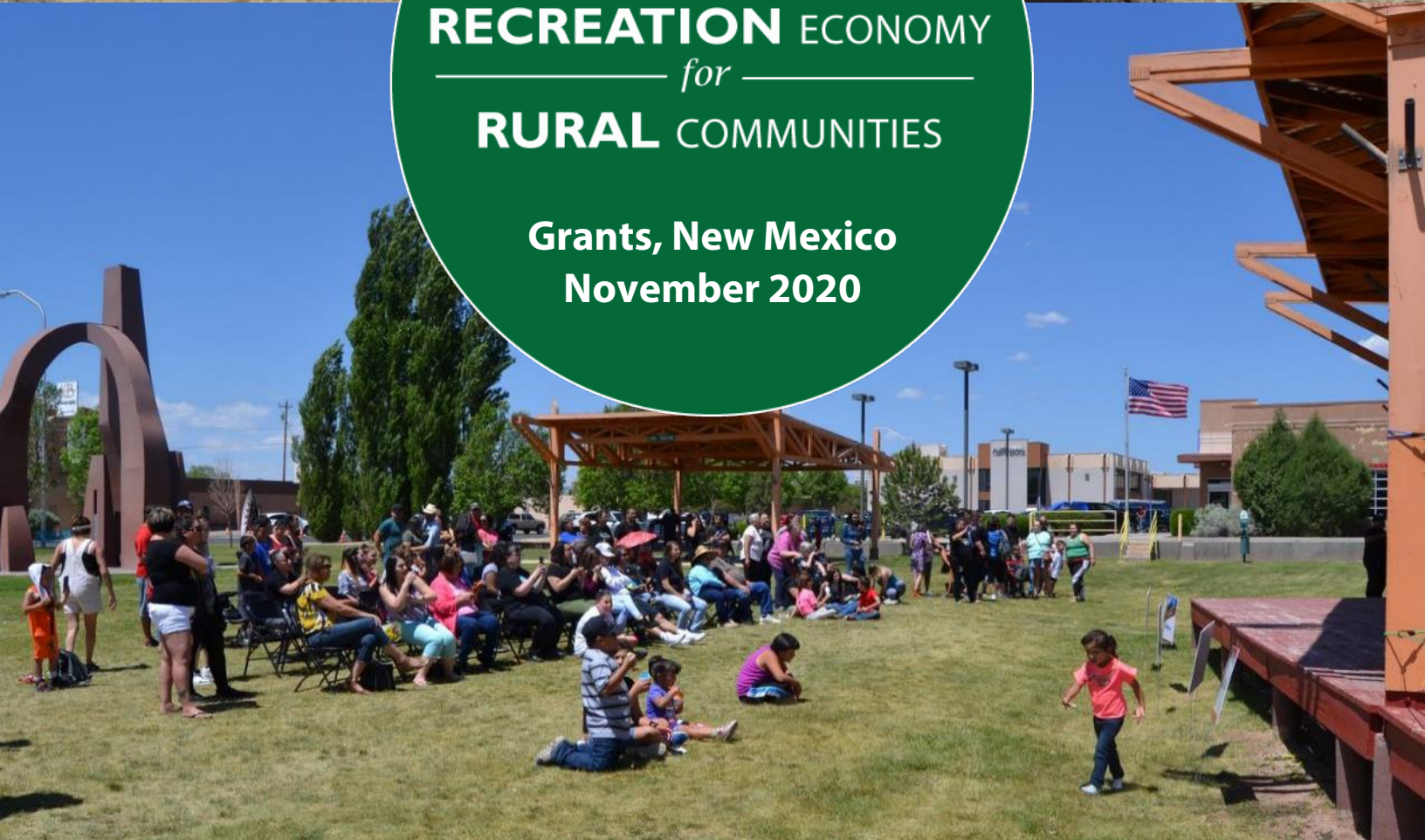




Community Action Plan

RECREATION ECONOMY *for* RURAL COMMUNITIES

Grants, New Mexico
November 2020





CONTACT INFORMATION

City of Grants, New Mexico and Cibola County

Workshop: November 16-18, 2020

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For more information about RERC, please visit:

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

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COMMUNITY STORY

The City of Grants, population 9,128, is located 78 miles west of Albuquerque, New Mexico, and is Cibola County's county seat. The surrounding area is the ancestral tribal home of the Zuni, Navajo, Acoma, Laguna, and Hopi peoples, who have inhabited these lands for over 6,000 years.

Since the city's incorporation in 1872, Grants' local economy has evolved several times, first as a railroad and logging town, later as an agricultural center, and then a uranium and coal mining hub during the second half of the twentieth century. During that time, Grants also enjoyed significant tourism for several years as a waystation along historic Route 66, which runs right through town.

Following the construction of interstate I-40 in the late 1960s, the decline of the uranium mining industry in the 1980s, and the closing of several coal mines, Cibola County and Grants have experienced an economic downturn that has made maintaining a robust and diverse local economy difficult. Consequently, the region, known as the Four Corners, has some of the nation's highest unemployment and poverty rates. In 2017, the region's per capita income was \$17,768, with an unemployment rate of 6.86%. In rural areas of the County, unemployment has been known to reach a staggering 50%.

Despite these economic hardships, the County's Comprehensive Plan recognizes that the area remains home to myriad natural assets (see Figure 1). These many surrounding assets can attract outdoor recreationists whose tourist dollars can foster economic diversification and the revitalization of downtown's Main Street by supporting outdoor retailers, guide services, equipment rental shops, and lodging and dining establishments.

Investment in developing the local outdoor recreation economy has already begun. The Rio San Jose Riverwalk Legacy Trail is a USDA Forest Service-designated project that has already received funding to build multi-use trails in the area. (<https://www.grantsmainstreetproject.com/rio-san-jose-trail>)

To build upon this project, the City of Grants and Cibola County applied for the U.S. Environmental Protection Agency's (EPA) Recreational Economy for Rural Communities (RERC) program in 2019 and was one of ten finalists selected out of 170 applications nationwide. RERC planning assistance will help the County diversify its economy, become a more environmentally sustainable community, and



El Malpais National Monument (Credit: Visit USA Parks, <https://visitusaparks.com/grants-new-mexico-2/>)



Historic Route 66 Sign (Credit: City of Grants)

LOCAL OUTDOOR ASSETS

Casamero Pueblo	McGaffey Lake
Bluewater Lake SP	Mt. Sedgwick
Quartz Hill	Chain of Craters
El Morro N.M.	El Malpais N.M
Armijo Canyon	La Ventana Arch
Lobo Canyon	Mount Taylor
La Mosca Peak	Acoma Sky City
Continental Divide Trail	
list New Mexico Backcountry Discovery Route	

Figure 1 – List of local outdoor recreation assets highlighted by the Grants Steering Committee

become an outdoor recreation destination. Efforts and strategies identified through the RERC process can serve as a focal point for inclusion in the Statewide Comprehensive Outdoor Recreation Plan (SCORP).

Recognizing this opportunity, the steering committee (see Figure 2) identified four priorities during pre-workshop planning calls to build the framework for their action plan:

1. **Shape our identity as an outdoor recreation destination:** Improve branding, marketing, and promotion of Grants as an outdoor recreation destination and a great place to visit and live. Build on existing branding and marketing efforts to become an escape destination for outdoor and adventure recreation.
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.
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.
4. **Improve local coordination:** Strengthen and sustain local/regional coordination and communication efforts to carry forward implementation of the RERC action plan.

ENGAGEMENT PROCESS

The planning assistance engagement process for Recreation Economy for Rural Communities has three phases: plan, convene, and act (detailed in Figure 3), and is supported by a planning assistance team (see Figure 2). The **planning** phase consists of three preparation conference calls with the local steering committee and the planning assistance team to clarify goals and arrange workshop logistics. The **convene** phase includes the effort's capstone event—a two-day workshop with the community. The **act** phase includes three follow up conference calls to finalize a community action plan and strategize on implementing the plan and maintaining momentum generated during the workshop. The community workshop occurred virtually from November 16-18, 2020, and the activities during those days are described below. Actions that were not detailed in this plan but were brainstormed at the workshop are in **Appendix A**. Workshop exercise results are summarized in **Appendix B**, and workshop registrants are provided in **Appendix C**. A pre-workshop self-assessment, completed by the local host steering committee, is **Appendix D**, and **Appendices E and F** are references, funding and technical assistance resources. A PowerPoint of the workshop's virtual tour is in **Appendix G**.

STEERING COMMITTEE

Laura Jaramillo – City Manager, City of Grants

Kendra Brown - Cibola Trail Alliance & Mt. Taylor Landscape Team

Michael Brown - Local Engineer/Outdoor Enthusiast

Les Gaines - Mt. Taylor Zuni Mountain Collaborative

Brandon Howe - Regional Planner, Northwest New Mexico Council of Governments

Donald Jaramillo, Special Projects, City of Grants

Anna Larson - Cibola County & Back Country Horsemen of New Mexico

JoAnne Martinez - Director, Grants Mainstreet

Chris Roybal - Marketing Director, City of Grants

Mark Teshima - Public Works, City of Grants

Evan Williams - Executive Director , Northwest New Mexico Council of Governments

Eileen Chavez Yarborough - Cibola Communities Economic Development Foundation

Figure 2 - Local steering committee that worked pre-workshop to prepare for the event. Almost the whole workshop (see appendix C) attended the follow-up calls.

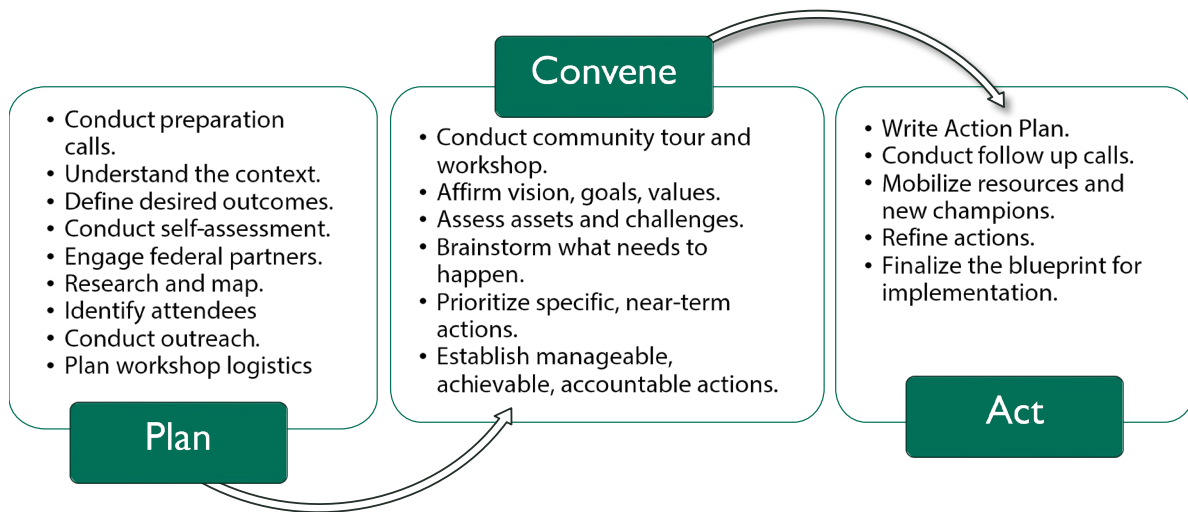


Figure 3 - Planning assistance process phases

VISION AND VALUES

SESSION ONE: VISION AND VALUES

The virtual workshop began on the evening of November 16, with lead facilitator Jason Espie welcoming the 63 attendees. A screenshot of some of the virtual workshop participants can be seen in Figure 4. Next, the point of contact and Grants City Manager introduced the steering committee and outlined their shared belief in the outdoor recreation opportunities for improving the local economy and the health and wellness of Grants' residents. Jason then invited each workshop participant to briefly introduce themselves and share three words that most excite them about Grants and outdoor recreation. A word cloud generated from participant responses can be seen in Figure 5.



Figure 4 - Despite some early group skepticism around a virtual workshop format that involved multiple zoom sessions over multiple days, the process worked well. Thanks to a consistent and dedicated group of Grants participants who showed up, paid attention, and collaborated to produce a thoughtful plan.

Jason then introduced lead Environmental Protection Agency (EPA) liaison, Jennifer Hirsch. Jennifer provided an overview of the RERC program and its focus on partnering with communities to strengthen economic opportunities for residents and businesses, enhance access to outdoor recreation and natural places, and create vibrant, walkable, and healthy downtowns and main streets.

Jason then provided some background on Grants' engagement with the RERC program to date. He invited steering committee member Michael Brown to provide participants with a video tour of the region's recreational assets. Following the tour, Jason introduced the draft workshop goals, polled workshop participants for their thoughts, and received a consensus for guiding the workshop's remainder. Next, Jason polled participants for their responses to the question "What does outdoor recreation mean to you?". A word cloud generated from participant responses can be seen in Figure 6.

Co-facilitator Scott Richardson then provided a brief overview of the recreation economy in New Mexico, highlighting the opportunity present for revitalizing Grants' main street. Jason closed out the session by asking participants to work in small breakout groups to brainstorm inspirational headlines that they would hope to see in the next five years due to implementing their recreational economy action plan.

SESSION TWO: FEDERAL / STATE PARTNER PRESENTATIONS AND OUTDOOR RECREATION CASE STUDIES

The workshop continued with introducing the Federal and State partners supporting the RERC planning process in Grants. A list of partners who shared information about their programs and resources is detailed in Figure 7. Next, the facilitation team shared case studies from Marion, VA, and Moab, UT, highlighting how those communities have leveraged their outdoor recreation assets to benefit their local economies.

Downtown revitalization and entrepreneurship training were the main themes in the Marion, VA case study. Marion, VA is a small town with 6,000 residents located in southwest Virginia that hosts free five-week small business boot camps where entrepreneurs can access training on finance, marketing, and customer service. The goal of the program is to lower downtown retail vacancy rates. Since the program's inception in 2012, 275 entrepreneurs have been trained, leading to 30 new businesses employing 118 people and attracting over \$2.1 million in private reinvestment in town.



Figure 5 – Workshop participant responses to the question "What most excites you about Grants and outdoor recreation?"



Figure 6 – Workshop participant responses to the question "What does outdoor recreation mean to you?"

The Moab, UT case study focused on the community's transition from a mining-based economy to one centered and, notably, marketed around outdoor recreation. Moab UT (population 5,336) is located in east-central Utah, between Arches and Canyonlands National Parks. Like Grants, Moab's economy was largely dependent on uranium and fossil fuel mining during the second half of the twentieth century. Following the decline of those extractive industries, Moab has successfully reinvented itself as a premier outdoor recreation destination, which has brought significant tourism dollars into the local economy and now supports a thriving downtown retail sector providing a host of related goods and services.

Following the case story presentations, the session concluded with Jackie Fishman from Consensus Planning presenting findings from the Grants downtown metropolitan redevelopment area master plan completed in 2017. She noted that outdoor recreation and its link to boosting tourism are captured in the report and can help inform this community action plan.

SESSION THREE: SMALL GROUP EXERCISES

Session three focused on identifying assets and barriers to implementing each of the four goals. Workshop participants opted in to one of three facilitated breakout sessions focused on a different exercise. Group 1 used an interactive, web-based map called Social Pinpoint. Participants placed markers on the map indicating the location of assets, opportunities, partners and services, and fixes. Participants reviewed assets pre-populated before the workshop and added their own—the mapping platform allowed for exploring assets and opportunities in preparation for action brainstorming in the next session. See Appendix A for a full map result series, complete with a legend for anything input as of November 2020. The mapping platform remains open for comment and will remain so until the end of April 2021, and is available at this URL:

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

Group 2 met and used pre-prepared Google Slides to explore and discuss assets and what's working well, and the challenges or barriers that Grants face when working towards achieving each workshop goal. An example of one of the slides is in Figure 8. The full set of slide results is in Appendix A.

Group 3 engaged in an itinerary planning session where they were tasked with creating a realistic 2-day outdoor recreation itinerary in and around Grants for a target audience of their choosing. Participants considered where they would go, what they would do, and what resources they would require to maximize their experience.

FEDERAL AND STATE PARTNERS

U.S. Environmental Protection Agency

Jennifer Hirsch, Adhir Kackar, Mike Kennedy

USDA Forest Service

Yolynda Begay, Toby Bloom, Steven Hattenbach, Nausheen Iqbal, Julie Padilla, Arnold Wilson

Small Business Administration

Sara Branch, Mercedes Chavez, Michelle Duran

Economic Development Administration

Trisha Korbas

USDA Rural Development

Terrence McDermott, Evert Oldham

National Park Service

Attila Bality, Marcy DeMillion, Kelly Fuhrmann, Kelly Lynch

Bureau of Land Management

Terrence Heslin, Angela West

New Mexico Outdoor Recreation Division

Axie Navas, Alyssa Renwick

New Mexico Department of Transportation

Shannon Glendenning

Figure 7 - Federal and State Agency Partners supporting RERC planning in Grants.

Following the breakout sessions, groups shared what they learned during their exercise, including what most surprised them, the gaps they identified, and which three actions their group would recommend to advance the community's goals.

SESSION FOUR: ACTION BRAINSTORMING

Session 4 focused on a facilitated action brainstorming exercise where each workshop participant was tasked with generating a set of concrete actions, along with an associated timeline, that they felt would advance any of the four workshop goals. Participants utilized shared Google Slides to capture their thoughts on digital "post-it" notes for sharing with the larger group. These ideas were grouped into themes and prepared for voting using a Google Form where participants could vote on up to 12 actions in preparation for session five.

SESSION FIVE: ACTION PRIORITIZATION

In session five, a final opportunity was given to participants to cast their vote for actions they wished to detail at this workshop. The voting results were then quickly displayed on the google slide, see a sample in Figure 9, and Appendix A for a complete set of voting results. The group then discussed the results and reflected on choices made.

SESSION SIX: ACTION DETAILING

In this session participants opted to join one of four breakout groups (one for each goal) to discuss the goal's associated actions. They were asked to select 3-5 of the top actions to achieve the goal. They could merge actions if there were similarities. These small working groups also had executive authorship to rephrase or clarify actions selected for detailing. For each top action selected, details were written out clarifying why it is important, the timeframe needed to achieve it, metrics for determining successful implementation, assigning lead and supporting roles, and identifying any necessary resources. The detailed action plan tables in this report stem from this series of work sessions, and the follow up calls post workshop to fill in gaps.

SESSION SEVEN: WRAP UP AND CLOSING

Session seven wrapped up the workshop, with representatives from each of the session six breakout groups summarizing the results of their efforts on each goal and associated set of actions. This process's prioritization and action details comprise the action plan tables in this community action plan.

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

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

Challenges / Barriers

Multi agency visitor center is not multi agency anymore.	Low name recognition	Small population to pull from (perceived)
Lack of marketing to external areas	Include these in development plans	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".
Lack of collaboration between NPS BLM USFS	Funding, planning, consistency in local/state/federal agency leadership	
Undetermined CDT route	Should co-op AIENTA	Opposition to off-highway vehicle recreation by some individuals and groups.
Barriers Communication between organizations regarding Marketing and fund raising for		

Figure 8 - An example of one goal slide from the small group that examined assets and challenges. A complete set of the exercise slides is in Appendix A

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,
Goal 1 / 2 Create and install comprehensive, regional signage for outdoor access points including market location of visitor & information centers with better signage. Effort should include repair and fixing of existing sign boards (PS) Arie Navas / Laura Jaramila / Terry Fletcher	Goal 1 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. Mark Teshima / Andrea Kurth / Brandon Howe / Phyllis Taylor Laurie Jaramila	Goal 1.3 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 Arie Navas / Diana Myers	Goal 1 Host an annual community event celebrating the Continental Divide Trail that introduces local residents and Grants visitors to the CDT. Andrea Kurth
		Goal 1 Create & pig trail user experiences like a Zuni Mountains Bike-packing Tour. Establish familiarization tours for local business owners/ employees so they can showcase the local OR amenities. Feed/State	Goal 1 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. Anna Larson
		Goal 1 Invite NPS assistance services so we can learn about gateway community planning. (see more technical and planning assistance)	Goal 1/4 Increase opportunities for Grants residents to steward local recreational assets, i.e. the CDT. For example, host CDT Adopter training and volunteer trail maintenance projects in Grants, NM. Andrea Kurth
			Goal 1 Ensure that promotion and branding carries over into the built environment through design and programming. Work into policy documents, possible design guidance doc. Brandon Howe

Figure 9 - An example of a Google slide from action brainstorming, with votes added from the voting form. This is Goal 1, page 2. A full set of all actions and votes in in Appendix A.

COMMUNITY ACTION PLAN

Goal 1 – Shape our identity as an outdoor recreation destination.

- *Action 1.1 – Increase meaningful and targeted marketing of our outdoor recreation assets to clearly communicate our identity to the world.*
- *Action 1.2 – Create a paper and online map-based guide that shows the area's trails (including interpretive information about the trails), parks, campgrounds, and lodging options.*
- *Action 1.3 – Create and install comprehensive, regional signage for outdoor access points, including visitor and information centers.*
- *Action 1.4 – Continue to coordinate efforts to consistently brand and market outdoor recreation for all localities in Cibola County in order to implement a community branding campaign that uses community members and nonprofit organizations.*
- *Action 1.5 – Create a series of activity-specific expos throughout the County that highlight different outdoor recreation activities available in the area, e.g., a motorsports expo at the Uranium Capital Speedway, or a watersports expo at Bluewater Lake.*

Goal 2 – Improve connectivity.

- *Action 2.1 – Engage landowners and the United State Bureau of Land Management (BLM) in a conversation to explore public access to Black Mesa as an in-town natural asset for hiking, biking, and horseback riding.*
- *Action 2.2 – Develop pre-planned outdoor recreation itineraries.*
- *Action 2.3 – Amend Grants planning documents to include the statement, "further develop the motorized and non-motorized trail system", to facilitate follow-up efforts with the local Forest Service District and add additional weight to the Recreational Trails Program grant proposal.*
- *Action 2.4 – Request the NM Transportation Commission to designate specific segments of NM State Highways in the Grants area for legal ROV use.*

Goal 3 – Increase attractions, amenities, and infrastructure for staying power.

- *Action 3.1 – Host a business boot camp to incubate downtown businesses that could enable locals and visitors to enjoy local trails.*
- *Action 3.2 – Complete additional planning needed to realize the design for Santa Fe Avenue.*
- *Action 3.3 – Host a pop-up business weekend in the downtown area within the next year.*

Goal 4 – Improve local coordination.

- *Action 4.1 – Develop a concept for an outdoor recreation position that could be shared by the city and County to assist the implementation of the workshop actions to be ready for when a funding opportunity for the positions arises.*
- *Action 4.2 – Model community participation efforts in the State Comprehensive Outdoor Recreation Plan (SCORP) process in the coming months, e.g., dedicate a contact, complete requested surveys, or provide information for a case study.*
- *Action 4.3 – Coordinate with the Pueblos of Laguna, Acoma, Hopi, Zuni, and the Navajo Nation to align the plans and activities of Grants with activities, goals, and objectives of the Pueblos and Navajo.*
- *Action 4.4 – Engage the New Mexico Off-Highway Vehicle Alliance (NMOHVA) as a partner in helping to develop and market Grants as a motorized recreation destination.*

Goal I: 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.

Local industry and natural assets play a large role in forming a community's identity. For Grants, this has included the boom-and-bust of extractive industries (first uranium, then coal) and the fading of America's "Mother Road", Route 66, since the completion of the interstate highways network in the latter half of the 20th century. While the Northwest New Mexico Correctional Facility, constructed in 1989, continues to be an anchor institution for the city, Grants recognizes the importance of diversifying its economic base. Situated within striking distance of numerous outdoor assets (e.g., El Malpais National Monument, Mt. Taylor), promoting Grants as a gateway or basecamp for outdoor recreation presents an obvious opportunity for economic diversification. To accomplish this, Grants will need updated branding and targeted marketing to reach multiple audiences (e.g., those that know it exists, but don't see it as jumping off point, those that have yet to discover its possibilities). Discussions around branding and identity touched on both internal and external needs. Internal means that more people locally truly embrace and adopt the concept of Grants as a premiere outdoor recreation destination. Locals can be the ambassadors, entrepreneurs, and advocates for growing the identity. External efforts are to get the word out beyond Grants, to the region and nearby metro areas that this is a great place to come, stay awhile and do many activities.

Action 1.1 – Increase meaningful and targeted marketing of our outdoor recreation assets to clearly communicate our identity to the world.

What this is. Why it is important. Who benefits?	A lot of the recreation assets in the area are not well-publicized. The first step to realizing this action is to inventory the area's assets, through a series of meetings to discuss what is special and what differentiates Grants and the area. The items in the inventory could be prioritized to home in on the two or three places, things or activities that make Grants stand out from nearby recreation destinations.
Measures of success	<ul style="list-style-type: none">▪ Short-term: consensus around a slogan and brand for Grants▪ Long-term: when Grants is known and is on the map,▪ When you no longer hear "I never knew that was here" from people who experience things in Grants
Timeframe	<ul style="list-style-type: none">▪ Inventory: 2 months (February 2021)▪ Start meeting with groups to talk to people right away▪ Should result in media products within 12-14 months (end of 2021, start 2022)▪ See Action 1.2
Lead Roles	<ul style="list-style-type: none">▪ Chris Roybal, Marketing Director, City of Grants, to help re-kindle the previous branding efforts of "Team 66"▪ Brenda Curtright, Executive Director, Grants Chamber of Commerce would be helpful to pull in stakeholders
Supporting cast	<ul style="list-style-type: none">▪ Bruce Bleakman▪ Chad Gaines, Cibola Trail Alliance▪ Les Gaines to coordinate with Mark Werkmeister, New Mexico Off-Highway Vehicle Alliance (NMOHVA)▪ New Mexico Trails Association▪ Local groups, e.g., Back Country Horsemen, Grants Mainstreet Project▪ Yolynda Begay, USDA Forest Service, Mount Taylor Ranger District▪ Anna Larson (equestrian)

Action 1.1 – Increase meaningful and targeted marketing of our outdoor recreation assets to clearly communicate our identity to the world.

Needed resources and possible sources	<ul style="list-style-type: none"> ▪ Need a point person (see Action 4.1) ▪ Need a marketing consultant or expert ▪ Need funding for experts
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Action 1.2 – Create a paper and online map-based guide that shows the area's trails (including interpretive information about the trails), parks, campgrounds, and lodging options.

What this is. Why it is important. Who benefits?	Develop a one- or two-page brochure to promote outdoor recreation in and around Grants. The brochure should include a map of recreation opportunities and there should be an online version of the map. The points of interest could include local monuments, trailheads, and amenities, such as restrooms and information centers. The brochure should include information about the seasonal accessibility of the trails.
Measures of success	<ul style="list-style-type: none"> ▪ Publication of a brochure ▪ Website updates ▪ App development ▪ Social media presence and following
Timeframe	<ul style="list-style-type: none"> ▪ Builds on efforts in Action 1.1, but work can start right away ▪ Could start with products like Michael Brown's virtual tour video within 1-2 months (February-March 2021)
Lead Roles	<ul style="list-style-type: none"> ▪ Mark Teshima, City of Grants, Public Works ▪ Brenda Curtright, Grants Chamber of Commerce
Supporting cast	<ul style="list-style-type: none"> ▪ Arnold Wilson, USDA Forest Service, Mount Taylor Ranger District ▪ Lisa Dittman, National Park Service ▪ Bureau of Land Management ▪ Andrea M. Lawrence, CTP, CTIS, Brand Development & Marketing Specialist – New Mexico Tourism Department ▪ Chad Gaines, Northwest New Mexico Tourism ▪ Susan Gautsch, People for bikes ▪ Axie Navas, New Mexico Outdoor Recreation Division ▪ Andrea Kurth, Continental Divide Trail Coalition
Needed resources and possible sources	<ul style="list-style-type: none"> ▪ Need a point person (see Action 4.1) ▪ Explore state and federal resources for funding, e.g., New Mexico True ▪ Corporate sponsorships ▪ Local lodging tax

Action 1.3 – Create and install comprehensive, regional signage for outdoor access points, including visitor and information centers.

What this is. Why it is important. Who benefits?	We need to have better signage to direct visitors to the visitor center and points of interest. The signage strategy could include developing marketing strategies targeted at people driving on I-40 to attract them to Grants. Once the necessary
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Action 1.3 – Create and install comprehensive, regional signage for outdoor access points, including visitor and information centers.

	signs have been identified, there will need to be coordination with appropriate agencies, e.g., the National Park Service (NPS), so that standards are met.
Measures of success	<ul style="list-style-type: none"> ▪ Developing an inventory of needed signs ▪ An increase in tourists to Grants and nearby destinations
Timeframe	<ul style="list-style-type: none"> ▪ 9-12 months (Sept-Dec 2021) to create the inventory and acquire funding ▪ Up to 24 (late 2022) months to install the signs
Lead Roles	<ul style="list-style-type: none"> ▪ Chris Roybal, City of Grants ▪ Brenda Curtright, Grants Chamber of Commerce (billboard collaboration)
Supporting cast	<ul style="list-style-type: none"> ▪ Judy Horacek, Cibola County ▪ Axie Navas, New Mexico Outdoor Recreation Division ▪ New Mexico Department of Tourism ▪ Maggie Moore, Recreation Trails Program Coordinator, New Mexico Department of Transportation ▪ Arnold Wilson, USDA Forest Service ▪ New Mexico True ▪ Joanna Garcia, NMDOT (to be contacted)
Needed resources and possible sources	The next call for Recreational Trail Projects (RTP) grant applications will open in May 2021 for projects starting in FFY2023. Grants and Cibola County should coordinate with the Northwest Regional Transportation Planning Organization (NWRTPO).

Action 1.4 – Continue to coordinate efforts to consistently brand and market outdoor recreation for all localities in Cibola County in order to implement a community branding campaign that uses community members and nonprofit organizations.

What this is. Why it is important. Who benefits?	It is crucial to pull together and organize the existing efforts to create a coherent brand for the County and its destinations. This could include reconvening "Team 66", or a forming new version of the team to support prior branding work. This effort could expand on action 1.1 to include new partners and with an emphasis on implementation of the branding and identity.
Measures of success	<ul style="list-style-type: none"> ▪ Development of Community Branded and marketing materials ▪ Create a tag line for example GRANTS= Great Recreation Adventure Near Treasured Sites
Timeframe	<ul style="list-style-type: none"> ▪ Current Meetings are quarterly so 1 year??
Lead Roles	<ul style="list-style-type: none"> ▪ Chris Roybal, City of Grants ▪ Possibly the position detailed in Action 4.1 (the new position could own this action)
Supporting cast	<ul style="list-style-type: none"> ▪ Lisa Dittman, National Park Service ▪ Grants Mainstreet leadership ▪ Brenda Curtright, Grants Chamber of Commerce ▪ Cibola County ▪ Tribal Governments ▪ Grants Mainstreet Project ▪ Cibola Community Economic Development Foundation (CCEDF)

Action 1.4 – Continue to coordinate efforts to consistently brand and market outdoor recreation for all localities in Cibola County in order to implement a community branding campaign that uses community members and nonprofit organizations.

Needed resources and possible sources	<ul style="list-style-type: none"> Line items in various municipal budgets, i.e., Grants, Cibola County, Milan
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Action 1.5 – Create a series of activity-specific expos throughout the County that highlight different outdoor recreation activities available in the area, e.g., a motorsports expo at the Uranium Capital Speedway, or a watersports expo at Bluewater Lake.

What this is. Why it is important. Who benefits?	The expos could create an exciting way to showcase the outdoor recreation activities that Grants has to offer. The expos themselves could attract tourism, in addition to highlighting available activities.
Measures of success	<ul style="list-style-type: none"> Active events and increased tourism
Timeframe	<ul style="list-style-type: none"> Work can start right away Prepare individual venues for their activities and add venues as needed
Lead Roles	<ul style="list-style-type: none"> Grants Mainstreet leadership and/or Brenda Curtright, Grants Chamber of Commerce
Supporting cast	<p>Various venues</p> <ul style="list-style-type: none"> The Uranium Capitol Speedway—for motor sports expo such as ATV, RV, UTV expo. Events here could include ATV or UTV races or motor bike races Grants Rodeo Grounds area for Hunting and Archery and packing type Expo. Events here could include burro pack race, packing competitions and archery competitions Old Cibola County Building for tent camping, Hiking, expo, biking etc. Bluewater Lake State park for water sports expo. Events could include kayak racing, etc.
Needed resources and possible sources	<ul style="list-style-type: none"> Local lodging tax (finite resource) Seek grant opportunities and resources (Anna Larson working on research)

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.

The existing outdoor recreation assets in the Grants area remain largely unlinked by trails or public transportation. A personal vehicle is required to get to almost every place one would want to explore around Grants and to do motorized sport or horseback riding becomes even more complicated in terms of transporting the equipment for the activity. Knowing where to go relies heavily on local knowledge and word of mouth without robust wayfinding signage to mark trailheads, routes, and sites. Access to outdoor recreation opportunities closest to downtown, such as the trails surrounding Black Mesa, remains unofficial as it requires traversing a matrix of public and private lands. All of

these factors may serve to limit visitors' or newcomers' ability to find and appreciate local recreational opportunities without a strategy to address these connectivity issues.

Action 2.1 – Engage landowners and the United State Bureau of Land Management (BLM) in a conversation to explore public access to Black Mesa as an in-town natural asset for hiking, biking, and horseback riding.

What this is. Why it is important. Who benefits?	The Black Mesa can serve as a starting point to connect in-town trails to a more extensive network of trails. Currently, access is as an "undesignated trail", which leaves it vulnerable to development or limited or no public access. In order to ensure the Pipeline Trail remains accessible and a connector to other outdoor recreation assets, including expansion to the Continental Divide Trail, engagement with the various landowners is necessary. Most of the land is managed by the Bureau of Land Management. The Pipeline is under an easement to Kinder Morgan (a natural gas company) and powerline (Continental Divide, the electric cooperative).
Measures of success	<ul style="list-style-type: none"> ▪ If the status of access is settled to the degree that improvements can be made with confidence ▪ Legal easements are established ▪ Use of the land is incorporated in the BLM's Resource Management Plan (approved at State level)
Timeframe	<ul style="list-style-type: none"> ▪ 18-24 months (by end of 2022). Phases of work: <ul style="list-style-type: none"> ○ <i>Meet with landowners and interested parties</i> ○ <i>Develop a layout and design concept on a map</i> ○ <i>Engage and ask permission for access from landowners</i> ○ <i>Begin ground truth and design via maps</i> ○ <i>Educate landowners on the value of development</i> ○ <i>Work on easements</i> ○ <i>Work with Federal Landowners regarding the public involvement and comment process as well as any NEPA</i> ○ <i>Implement trail development</i>
Lead Roles	<ul style="list-style-type: none"> ▪ Chad Gaines - Cibola Trail Alliance ▪ Rio Puerco - Field Office Director, Bureau of Land Management, State Office
Supporting cast	<ul style="list-style-type: none"> ▪ New Mexico State University Grants Extension Campus ▪ Pam Reed - Bureau of Land Management ▪ Landowners (e.g., Phillip Merillat Corporation, Dick Elkins, Carl Elkins, Charlie Harding, Randy Coral) ▪ Anna Larson - Cibola County ▪ Laura Jaramillo - City of Grants
Needed resources and possible sources	<ul style="list-style-type: none"> ▪ Need letters of support from the community's government entities (County and city) ▪ New Mexico State University has land next to the area

Action 2.2 – Develop pre-planned outdoor recreation itineraries.

What this is. Why it is important. Who benefits?	A lot of the things that locals do and use in the community are informally designated. Those new to town or visiting may find it difficult to navigate the area. Pre-planned itineraries will help those less familiar with Grants or new to outdoor recreation to have the best and easiest experience. This action is dependent on some of the action 1.1 / 1.4 efforts.
Measures of success	<ul style="list-style-type: none"> ▪ A list of popular hikes, outings, and activities is documented, e.g., travel time, average length of activity, or any other logistics regarding access ▪ Itineraries are composed and being shared ▪ People are using them
Timeframe	<ul style="list-style-type: none"> ▪ 3 months (March 2021 – get template ready) ▪ Finalize in second half of 2021 ▪ Dependent on actions 1.1/1.4
Lead Roles	<ul style="list-style-type: none"> ▪ Kendra Brown, Cibola Trail Alliance & Mount Taylor Landscape Team ▪ Michael Brown, local engineer and outdoor enthusiast ▪ Mark Teshima, Public Works, City of Grants
Supporting cast	<ul style="list-style-type: none"> ▪ Branding and marketing agency (to help translate the list to signage and promotional materials) ▪ Cibola Trail Alliance, www.cibolatrails.org ▪ New Mexico Off-Highway Vehicle Alliance ▪ Francesca Governali - Continental Divide Trail Coalition ▪ Andrea Kurth, Continental Divide Trail ▪ Grants Mainstreet Project
Needed resources and possible sources	<ul style="list-style-type: none"> ▪ Need time and capacity ▪ Need mapping/GIS (county maps) ▪ Need graphic design ▪ Need Facebook questionnaire to solicit community recommendations/priorities ▪ New Mexico Off-Highway Vehicle Program under the New Mexico Dept of Game & Fish Trail Grants (up to \$15k per project available). The March 26, 2021 is the deadline for 2021 applications to be accepted, with awards typically made in June (for a year); www.b4uride.com Some steps have already been taken here, see the implementation section at the conclusion below. ▪ Mark Werkmeister can help co-sponsor and with the grant application ▪ There are driving itineraries for the northwest New Mexico area at the National Park Service/Bureau of Land Management visitor center

Action 2.3 – Amend Grants planning documents to include the statement, "further develop the motorized and non-motorized trail system", to facilitate follow-up efforts with the local Forest Service District and add additional weight to the Recreational Trails Program grant proposal.

What this is. Why it is important. Who benefits?	Provides leverage to get the Forest Service and the Bureau of Land Management (BLM) to include corresponding elements in their plans, which in turn requires project prioritization. Provides Cibola County communities with a seat at the table in policymaking.
Measures of success	<ul style="list-style-type: none"> ▪ When future planning documents include this supporting language
Timeframe	<ul style="list-style-type: none"> ▪ In accordance with when planning documents get reviewed and updated

Action 2.3 – Amend Grants planning documents to include the statement, "further develop the motorized and non-motorized trail system", to facilitate follow-up efforts with the local Forest Service District and add additional weight to the Recreational Trails Program grant proposal.

Lead Roles	<ul style="list-style-type: none"> ▪ Chad Gaines, Cibola Trail Alliance ▪ Mark Werkmeister, New Mexico Off-Highway Vehicle Alliance
Supporting cast	<ul style="list-style-type: none"> ▪ Mark Teshima, City of Grants ▪ Brandon Howe, Northwest New Mexico Council of Governments ▪ Yolynda Begay, Mt Taylor Ranger District
Needed resources and possible sources	<ul style="list-style-type: none"> ▪ USDA Forest Service Motor Vehicle Use Maps https://www.fs.fed.us/recreation/programs/ohv/ohv_maps.shtml ▪ Forest Service Grants and Agreements protocols

Action 2.4 – Request the NM Transportation Commission to designate specific segments of NM State Highways in the Grants area for legal ROV use.

What this is. Why it is important. Who benefits?	<p>Current state OHV Stature allows the NM Transportation Commission to designate specific limited segments of paved state highways for ROV use <i>"where the use of such vehicles complements the character of the community and reasonably safe conditions can be maintained."</i> The ability for ROV enthusiasts to directly access the trail networks on Mt. Taylor and in the Zuni Mountains from City streets (without having to trailer the ROVs to a remote trailhead) dramatically increases Grants' appeal for this specific type of recreation enthusiast and encourages multiple-day stays in area. City of Grants and Cibola County already have passed resolutions to allow ROV use on paved streets. State highway segments are the remaining "missing link," between ROV access from town to the destination dirt roads. Proposal requirements are that it be targeted for recreation purposes, and not benefit of any one particular business.</p>
Measures of success	<ul style="list-style-type: none"> ▪ Successful designation of specific NM state highway segments to allow direct access from Grants streets to non-paved roads and trails.
Timeframe	<ul style="list-style-type: none"> ▪ Six months to petition the State Transportation Commission, one year to gain final approval.
Lead Roles	<ul style="list-style-type: none"> ▪ Les Gaines
Supporting cast	<ul style="list-style-type: none"> ▪ Mr. Harry Garcia, NM Representative District 69 ▪ Mr. Charles Lundstrom, District 6 Commissioner, NM Transportation Commission (potentially) ▪ Mark Werkmeister, New Mexico Off Highway Vehicle Alliance
Needed resources and possible sources	<ul style="list-style-type: none"> ▪ Village of Milan to pass resolution for ROV use on paved village streets (in progress). ▪ USDA Forest Service is working with Mark and others on signage and possible multi use parking areas.

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.

In order for Grants to successfully market itself as an "outdoor town", it will need to grow its offering of product and service suppliers to address related demand. Hallmarks of a vibrant outdoor recreation destination include options for outfitting activities, buying or renting gear, guide services, resupply and repair shops, knowledge centers to help research and execute excursions, and options for dining, cultural immersion, and rejuvenation. To build Grant's amenities base will require active support of local entrepreneurship to ensure successful launch and continued growth of businesses to meet increasing tourist demand. It will also require quality downtown design of buildings, landscaping, public places, walkable streets that make people want to get out of their cars, stay longer, and enjoy and stay in the city as they recreate in the area.

Action 3.1 – Host a business boot camp to incubate downtown businesses that could enable locals and visitors to enjoy local trails.

What this is. Why it is important. Who benefits?	This action was inspired by Pop Up Marion in Marion, Virginia. As the town transitions from an extraction-based economy to one focused more on outdoor recreation and hospitality, training and assistance are necessary to bring along existing businesses and help launch new ones. Grants' current businesses will benefit from information and training that helps them cater to a new market of consumers successfully. A boot camp will give aspiring businesses the tools and confidence to launch, hopefully filling identified gaps in necessary and desired services and amenities of the community and visitors. A successful boot camp or series of boot camps is a step to expanding what Grants has to offer, drawing a more diverse customer base, developing a focus on outdoor recreation, and filling vacant commercial spaces in the downtown.
Measures of success	<ul style="list-style-type: none">▪ Inventory of what "open" areas for new businesses we have▪ Five to ten successful sign-ups for the boot camp▪ All concepts in the incubator advance to drafting and pitching their business plans in a public event▪ New businesses open
Timeframe	<ul style="list-style-type: none">▪ 6-12 months (mid to late 2021)
Lead Roles	<ul style="list-style-type: none">▪ Denise Chavez, Small Business Development Center▪ Laura Jaramillo will connect Denise Chavez to this action and process recap
Supporting cast	<ul style="list-style-type: none">▪ Michelle Duran and Mercedes Chavez (SBA)▪ New Mexico State University (model something after Central New Mexico Community College Entrepreneurship class)▪ Navajo Technical College Crown Point▪ Brenda Curtright together with Matt Munson Grants Chamber of Commerce▪ Eileen Yarborough, Cibola Communities Economic Development▪ Cibola County▪ Grants Mainstreet leadership▪ Don Jaramillo, City of Grants▪ Ken Heath, City of Marion, VA (to be contacted for advice)
Needed resources and possible sources	<ul style="list-style-type: none">▪ Need a curriculum outline and corresponding faculty, teachers, and subject matter experts (finance, business planning, marketing, product sourcing, etc.)▪ Need a selection committee

Action 3.1 – Host a business boot camp to incubate downtown businesses that could enable locals and visitors to enjoy local trails.

- Need continued technical assistance to participants
- Need funding
- Existing inventory of available buildings
- List of needed services on the city's website
- USDA Rural Development (Evert Oldham)
- Wells Fargo
- TBK Bank (regional bank, non-SBA funds)
- US Bank
- NM Oil and Gas Association Grants (applied for in February 2021)

Action 3.2 – Complete additional planning needed to realize the design for Santa Fe Avenue.

What this is. Why it is important. Who benefits?	Many places around town need attention but revitalization hinges on a vibrant downtown. Redesigning Santa Fe Avenue needs to be at the forefront of activity to reduce its speed limit and improve walkability and bikeability as part of the overall economic development equation. This redesign is a catalytic project within the Metropolitan Redevelopment Area, but needs broader support to be fully executed. Concept plans are ready, but there are remaining approval steps that need to be coordinated and completed as Santa Fe Avenue is a state highway and a bypass for interstate shutdowns.
Measures of success	<ul style="list-style-type: none"> ▪ New Mexico Department of Transportation completes traffic study ▪ The project is approved by City Council as a top five priority of the city's Infrastructure Capital Improvement Plan ▪ Funding is secured to execute the Santa Fe Avenue redesign ▪ DESIGN IS COMPLETED
Timeframe	<ul style="list-style-type: none"> ▪ Target is January of 2023
Lead Roles	<ul style="list-style-type: none"> ▪ Laura Jaramillo, City of Grants ▪ Brandon Howe, North West New Mexico Council of Governments (NWNMCOG) ▪ Arif Kazmi, Engineer Support Manager, New Mexico Department of Transportation, District 6, Arif.Kazmi@state.nm.us. 505-240-1846.
Supporting cast	<ul style="list-style-type: none"> ▪ Grants Mainstreet leadership ▪ Don Jaramillo, City of Grants ▪ New Mexico Council of Governments (NWNMCOG) ▪ City Council ▪ Community participation in terms of design and amenities (e.g., public hearings as part of the study)
Needed resources and possible sources	<ul style="list-style-type: none"> ▪ Need a completed traffic study, NMDOT D6 to coordinate ▪ New Mexico Department of Transportation ▪ State capital outlay ▪ Transportation Alternatives Program (TAP), http://dot.state.nm.us/content/New Mexico Department of Transportation/en/Planning.html ▪ Cooperative Agreements Program (COOP) Local Government Road Fund ▪ Municipal Arterial Program (MAP) Local Government Road Fund

Action 3.3 – Host a pop-up business weekend in the downtown area within the next year.

What this is. Why it is important. Who benefits?	A pop-up event would allow aspiring businesses to test their products and services with the Grants market at low risk and gain feedback. The event will help the community to visualize opportunities in the downtown both as a consumer and as a potential entrepreneur ("Hey, I could make candles, open a cafe, sell bikes..."). This is also a placemaking activity to get folks downtown and can incorporate other elements like music. There is the potential to tie this into Made in Cibola Day, which is still in the planning stages.
Measures of success	<ul style="list-style-type: none">▪ 3-5 businesses a weekend on summer evenings having moderate success▪ One or more pop-up businesses transitions to a permanent storefront
Timeframe	<ul style="list-style-type: none">▪ Summer 2021
Lead Roles	<ul style="list-style-type: none">▪ Grants Mainstreet leadership
Supporting cast	<ul style="list-style-type: none">▪ Chris Roybal, City of Grants▪ Anna Larson, Cibola County▪ Aspiring entrepreneurs▪ Property owners and building managers▪ Grants Farmers Market▪ Chase Elkins, New Mexico State University Extension▪ Future Foundations▪ Popup businesses in spring 2021▪ https://www.freetoroamebiking.com/
Needed resources and possible sources	<ul style="list-style-type: none">▪ Silver City pop-up art facilities, as an example▪ Need creative incentives for property owners▪ Need an event series marketing and promotion

Goal 4: Improve local coordination.

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

Developing outdoor recreation as a significant and sustained contributor to Grants' economy relies on a constellation of stakeholders working in concert. Additional capacity (e.g., staff) dedicated to advancing the city's outdoor recreation initiatives can track progress and provide coordination among groups. Collaboration priorities include the need to engage with local pueblos, the state's outdoor recreation strategy, and organizations focused on high potential outdoor activities. A close relationship with the local pueblos is imperative to ensure the natural assets that are the foundation of this plan are accessed with permission and respect. As New Mexico rolls out its State Comprehensive Outdoor Recreation Plan (SCORP), Grants has the opportunity to be a model for other communities. Activity-based advocacy groups like the New Mexico Off-Highway Vehicle Alliance (NMOHVA) will be important partners in planning and promotion. Any action that facilitates clear communication and coordination among all stakeholders will help support the successful execution of all goals.

Action 4.1 – Develop a concept for an outdoor recreation position that could be shared by the city, village, and County to assist the implementation of the workshop actions to be ready for when a funding opportunity for the positions arises.

What this is. Why it is important. Who benefits?	It is extremely important to staff this, and champion it to keep the ball rolling. A first step would be to research what other types of outdoor recreation job descriptions and duties typically involve, where and who they work for, review responsibilities, obtain funding, and coordinate communications. Explore the possibility of a consultant, and eventually transition to a local, especially one that is a skilled marketer.
Measures of success	<ul style="list-style-type: none"> ▪ Could be a long-term effort to fund and staff this position. One measure would be to start with a consultant and volunteers, and over time find the resources to establish a position that caretakes outdoor recreation based economic development and tourism in Grants/Cibola. ▪ Draft a position profile with statement of work and desired qualifications
Timeframe	<ul style="list-style-type: none"> ▪ Could be phased. Discussions should start right away ▪ Depends on the budget constraints of the city and County ▪ Near term: could utilize one of the AmeriCorps VISTA volunteers that the North West New Mexico Council of Governments (NWNMCOG) is bringing to the region
Lead Roles	<ul style="list-style-type: none"> ▪ Eileen Yarborough, Cibola Communities Economic Development Foundation, could help shepherd this pursuit and keep the conversation going
Supporting cast	<ul style="list-style-type: none"> ▪ Don Jaramillo, Northwest New Mexico Council of Governments ▪ project coordinator (support for trails within the city limits) ▪ Evan Williams and Brandon Howe, Northwest New Mexico Council of Governments (will be a key contact in seeking funds for the position) ▪ Northwest New Mexico Council of Governments ▪ AmeriCorps VISTA positions potentially
Needed resources and possible sources	<ul style="list-style-type: none"> ▪ Need time ▪ Applied for funding from Cibola Community Economic Development Foundation ▪ Need funding for a consultant ▪ New Mexico Department of Environmental Quality Brownfields group for AmeriCorps ▪ State Comprehensive Outdoor Recreation Plan (SCORP) ▪ University of New Mexico Community and Regional Planning Program Graduate Students

Action 4.2 – Model community participation efforts in the State Comprehensive Outdoor Recreation Plan (SCORP) process in the coming months, e.g., dedicate a contact, complete requested surveys, or provide information for a case study.

What this is. Why it is important. Who benefits?	It is important to participate in the SCORP process and be associated with what is happening in the state. This will bridge connections to state and federal resources, such as the Great American Outdoors Act funding and raise awareness of Grants' role in the outdoor economy.
Measures of success	<ul style="list-style-type: none"> ▪ Being identified as a pilot project in the SCORP ▪ Investment directed from SCORP

Action 4.2 – Model community participation efforts in the State Comprehensive Outdoor Recreation Plan (SCORP) process in the coming months, e.g., dedicate a contact, complete requested surveys, or provide information for a case study.

Timeframe	<ul style="list-style-type: none"> Have initiated contact and are on the agenda and will progress with process.
Lead Roles	<ul style="list-style-type: none"> Les Gaines, Mount Taylor Zuni Mountain Collaborative Evan Williams, New Mexico Council of Governments
Supporting cast	<ul style="list-style-type: none"> Axie Navas, New Mexico Outdoor Recreation Division, to act as a liaison with the planning process https://www.getoutsidenm.org/ Atilla Balaty, National Park Service 4 Corners Economic Development
Needed resources and possible sources	

Action 4.3 – Coordinate with the Pueblos of Laguna, Acoma, Hopi, Zuni, and the Navajo Nation to align the plans and activities of Grants with activities, goals, and objectives of the Pueblos and Navajo.

What this is. Why it is important. Who benefits?	<p>There have been somewhere around 6500 years of occupancy of culture and social interaction among the tribes of this region who still occupy these lands today. The four mountains, including Mt Taylor, are sacred to all the Pueblos in New Mexico and Arizona. There is a rich story of culture and place, of first nations closely connected to the land. The story also involves a long history of racism, brutality, colonization, and displacement of native peoples, starting with the Spaniards who came seeking treasures. The name Cibola is the Seven Cities of Gold, and then continued with the arrival of other Western Europeans. Going forward, there is an opportunity for learning about, protecting, respecting the social, cultural values of the Native American tribes. As the sovereign nations many in their community are also embracing similar economic development opportunities around history, culture, and the land. There is an opportunity through this RERC process to seek to improve partnerships, so that everyone benefits, and that sacred areas and places are appropriately respected and protected. This action seeks to establish more communication and coordination with the big five tribal nations of the region, namely the Pueblos of Laguna, Acoma, Hopi, Zuni and the Navajo Nation, around appropriate and respectful economic development that involves outdoor recreation. Coordination is needed to avoid competition and to see how everyone can benefit and work together.</p>
Measures of success	<ul style="list-style-type: none"> When RERC steering committee members are able to meet and participate in the consultations with the big five
Timeframe	<ul style="list-style-type: none"> Have consultations by spring 2021, and on-going thereafter
Lead Roles	<ul style="list-style-type: none"> Yolynda Begay, United States Forest Service, Mt Taylor Ranger District (consultation) to bring a party from the Recreation Economies for Rural Communities steering committee to come and present the plan and the ideas Steve Baumann, The National Park Service also has big five conversations, and could make introductions to the Recreation Economies for Rural Communities delegation

Action 4.3 – Coordinate with the Pueblos of Laguna, Acoma, Hopi, Zuni, and the Navajo Nation to align the plans and activities of Grants with activities, goals, and objectives of the Pueblos and Navajo.

Supporting cast	<ul style="list-style-type: none"> Indian Pueblo Cultural Center, https://indianpueblo.org/ Recreation Economy for Rural Communities "delegation" to work with the Forest Service, Mt Taylor Ranger District Brenda Curtright and Erik Garcia, Grants Chamber of Commerce Naleen Naanee Cibola County would also need Judy Horacek, who is writing a Request for Proposal for the Road to La Mosca feasibility study and would like to keep abreast of communication with tribes The following persons were listed as potential future contacts for cooperation with some of the tribes. <ul style="list-style-type: none"> Marvin Trujillo Pueblo of Laguna Tribal Secretary Adrianna M. Cerno, Acoma Pueblo, Natural Resources Coordinator, acerno@puebloofacoma.org Ancestral Lands Office, Aaron Lowden, Program Director, aaron@conservationlegacy.org As of February 2021, they have not been contacted but hopefully they, and others will be engaged as part of this effort. Potential future partner: Need to reach out to American Indian Alaska Tourism Association (https://www.aianta.org/) based in Albuquerque ((505) 724-3592; info@aianta.org) They have a publication on American Indians and Route 66. https://www.aianta.org/wp-content/uploads/2020/03/American_Indians_Route66.pdf
Needed resources and possible sources	

Action 4.4 – Engage the New Mexico Off-Highway Vehicle Alliance (NMOHVA) as a partner in helping to develop and market Grants as a motorized recreation destination.

What this is. Why it is important. Who benefits?	This is a popular activity that could be a gateway to bring people to the area for other recreation activities. Grants Mainstreet has a longstanding relationship with NMOHVA, so some groundwork for this action has already been completed.
Measures of success	<ul style="list-style-type: none"> Increased number of visitors and new events When there is more economic activity in the city – will have to think about how to track this
Timeframe	<ul style="list-style-type: none"> Start conversations right away
Lead Roles	<ul style="list-style-type: none"> Grants Mainstreet leadership Brenda Curtright, Grants Chamber of Commerce
Supporting cast	<ul style="list-style-type: none"> Mark Werkmeister, New Mexico Off-Highway Vehicle Alliance (NMOHVA) Community members looking to have events Yolynda Begay, United States Forest Service, Mt Taylor Ranger District Bronco Run (Ford) group (Brenda Curtright knows Rodger Sigman)

Action 4.4 – Engage the New Mexico Off-Highway Vehicle Alliance (NMOHVA) as a partner in helping to develop and market Grants as a motorized recreation destination.

Needed resources and possible sources

- The Forest Service has a Motor Vehicle Use Map for Mount Taylor and Zuni Mountains. https://www.fs.fed.us/recreation/programs/ohv/ohv_maps.shtml
- OnX
- Avenza

IMPLEMENTATION AND NEXT STEPS

In the months following the November convening, the steering committee, plus additional participants from the workshop, continued to work on implementing the action plan. Video conference calls were held on December 17th, January 27th, and February 18th, to discuss plan refinement and implementation. The post workshop calls were well attended averaging between 35-45 persons at each. The following list are things and activities that have taken place since the workshop as of mid-February 2021.

- Grants, NM was selected by the Outdoor Recreation Roundtable, the nation's leading coalition of outdoor recreation trade associations and businesses, to receive a grant of \$5,000 to support the implementation of the action plan to grow its economy through outdoor recreation and are using this to produce guides and itinerary package in action 1.2
- Several community members were able to attend workshop on developing toolkits for Outdoor Recreation Roundtable on the new toolkit developed. <https://recreationroundtable.org/rural-development-toolkit/> The January webinar sparked some local steering committee conversations about expanding on some off the areas biking route, on road and off road.
- Ideas for funding are being development with Mark Werkmeister and the ORV group. A grant for \$10,000 from Polaris was secured, that can be transferred to our potential projects in the Grants area, primarily to be used to provide better/more user friendly trailhead and route signage. There have been meetings with the Mt Taylor District Ranger to start seeking their approval as the work would be on USDA Forest Service managed lands. There is also the ability to apply for an additional \$15k from the NM's OHV Program grants if we identify an appropriate need.
- Grants had first get back together meeting with Route 66 to discuss how they might support action plan, notably for potential for a couple of grants to augment ORV signage and other trail access points.
- Chris Roybal and the Gaines family have started to put together spreadsheet of local attractions so support Action 1.1
- Mark Werkmeister shared examples of brochures, and Mark Teshima is helping to coordinate some of these branding efforts as it relates to Goal 1 and the ORR grant implementation. The activities and itineraries spreadsheet is moving along well as of February 2021. *Five brochures in development, each with their own map, information, and itineraries*
- Yolynda Begay, Mt Taylor Ranger District to mentioned that COVID 19 has heavily impacted the neighboring Tribal communities and most do not have the capacity at the moment to consult, though this could change in the future.
- The City prepared proposal for a staff an Outdoor Rec Champion to help with initiative forward in the next couple years to follow up on Action 4.1. This effort really needs a dedicated person to take the initiative to the next level. The proposal for \$250,000 was submitted to Cibola County Economic Development Board.
- Laura Jaramillo (City of Grants) and Brenda Curtright (Grants Chamber of Commerce) have done some thinking through what a business boot camp could look like and how it could be a blend of virtual and in person. Brenda applied for a grant to support this effort to the New Mexico Oil and Gas Association that could help support the boot

camp series, e.g., bring in guest speakers and marketing professionals to provide instruction at the boot camp events.

- The Northwest New Mexico Council of Governments reported that the region has been successful in obtaining a scenic byway designation. Expands to the three counties, Cibola to San Juan.
- The National Wilderness Stewardship Alliance trails grants are due by April 26th and run from May 1st to Dec. 31st. <https://www.wildernessalliance.org>
- In February, Dan Carter, Continental Divide Trail Coalition met with members in Grants to talk about Gateway Communities portion of the website. <https://continentaldividetrail.org/cdt-gateway-communities/grants/> This page lists 10 things to do in Grants.
- Dan also invited the Grants RERC group to view the Continental Divide Trail Coalition Gateway Community Summit webinar. https://www.youtube.com/playlist?list=PLs_DFPsz_gjvM6zIFGmwqLEyBRsGfiRRO7
- Arnold Wilson, USDA Forest Services reported that they recently sent out tribal consultation letters for the CDT trail relocation project (relates to Action 4.3). Scheduled next is sending the scoping

document for the NEPA process, goes to all people interested in project for public comment. .

- USDA Forest Service is also moving forward on the Lobo Canyon Trail (Mt Taylor Project) a community driven proposal with the Cibola Trail Alliance, and provides additional trail loop opportunities from the CDNT trailhead. Timeline for a decision is late March early April.
- The New Mexico State Outdoor Recreation Plan (SCORP) will be wrapped up by Fall of 2021. March to May 2021 is a key phase for public input via a number of town halls and focus groups. This period would be a great opportunity for the RERC Grants participants to get involved, per Action 4.2. For more information: <https://www.getoutsidenm.org/>
- Kelly Fuhrmann, NPS, suggested that there is an opportunity for Grants to build an "astrotourism" component into the local economy. El Morro National Monument, about 45 miles outside of Grants, was recently designated a Dark Night Sky Park by the International Dark Sky Association. NPS is working on a similar designation for El Malpais National Monument. Dark night skies are a local asset and offers a visitation opportunity for Grants to outfit its night lighting fixtures to serve and benefit from an astrotourist destination economy.

APPENDICES

- *Appendix A – List of additional actions brainstormed but not detailed yet*
- *Appendix B – Workshop Exercise Results*
- *Appendix C – Workshop Participants*
- *Appendix D – Community Self-Assessment (completed pre-workshop)*
- *Appendix E – References*
- *Appendix F – Funding and Technical Assistance Resources*
- *Appendix G – Community Virtual Tour PowerPoint Slides*