



# Infrastructure's Impact on Economic Growth

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Legislative Finance Committee

Grants, NM

May 14, 2024

# Welcome!



New Mexico's Councils of Governments have been serving local communities in the state for over 50 years. Collectively known as NewMARC, we are known for our collaborative efforts among local governments, state and federal agencies, as well as private sector entities. Most of the work we do takes place behind the scenes. Whether we are working with small towns on developing a plan for their future, or with the Department of Transportation on obtaining funding, our aim is to improve the quality of life in our communities.

We are incredibly excited to see the publication of this brochure and hope it sheds light on what we are all about. Come seek us out in your local area!

*Priscilla Lucero*

Priscilla Lucero  
Executive Director, SWNM COG  
Chair of NewMARC

NewMARC is the association of New Mexico's seven regional Councils of Government. These types of councils exist all over the United States in order to provide planning, coordination, and technical assistance to their member communities.

Councils of Government typically cover multiple counties and draw their members from the governmental bodies within their areas: counties, municipalities, Native American tribes, water and sanitation districts, land grants and colonias, as well as special use districts.

New Mexico's Regional Councils address issues like regional and municipal planning; economic and community development; pollution control; transportation planning; transit administration; water resource planning; regional hazard mitigation, data collection and analysis, and emergency planning.

Each Council is governed by a Board of Directors made up of local elected officials and staff members from their member communities.



*"Trusted leadership providing guidance and solutions by working together to grow and develop programs, plans, projects, and communities."*



## New Mexico Association of Regional Councils (NewMARC) Return on Investment Scorecard

### COG Return on Investment Report (FY2023)

State Grant in Aid Appropriation: \$693,000

(\$99,000 for each COG)

Return on Investment = Over 338 to 1

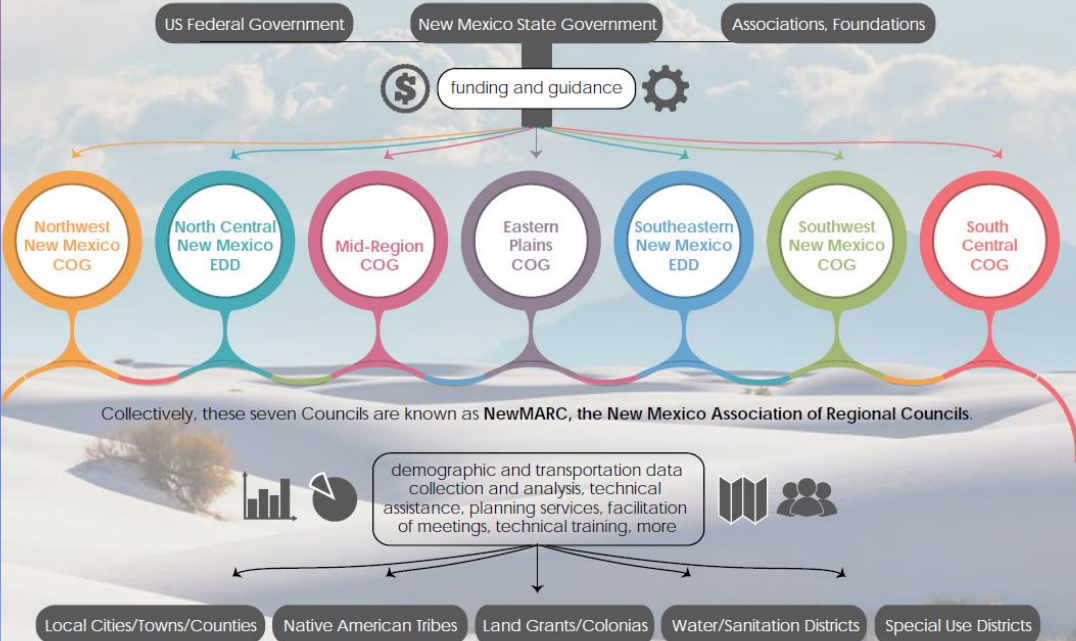
Experience & Commitment to Serve		
Years of Executive Director	96 years	
Collective Years of COG Staff	372 years	
TA & Capacity Building Hours Committed	19,608 hours	
Number of COG Staff (FTE)	39 people	

Investment (Dollars)		
Member Funds	\$ 1,119,061	
Leveraged Funds (including Fee-for-Service)	\$ 6,084,674	
Grant Funding Attracted	\$ 235,477,298	
<b>Total Attracted Investment</b>	<b>\$ 252,681,033*</b>	

ROI  
5x  
38x  
338x

\*This does not include capital outlay.

Value By the Numbers		
ICIPs Supported	318	
Capital Outlay & Reauthorization Requests	430	
Legislative Forums	15	
Fiscal Agent Projects	173	
Transportation Project Feasibility Form Submissions	203	
Certified Planners, Economic Developers, or Other Professional	8	
FUNDIT Projects	2	
<b>Total By the Numbers</b>	<b>1,149</b>	



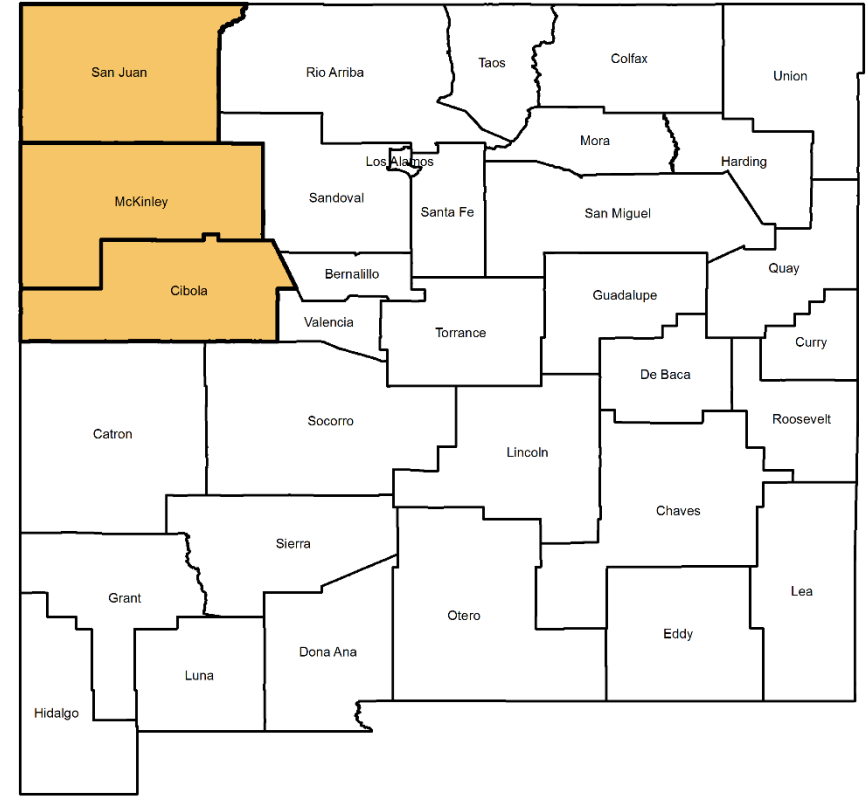
Region	Northwest	North Central	Mid-Region	Eastern Plains	Southwest	Southeastern	South Central
District #	1	2	3	4	5	6	7



Grants, New Mexico  
Historic Route 66

# NORTHWEST NEW MEXICO COUNCIL OF GOVERNMENTS

*"Leading the field to empower communities and move the region"*

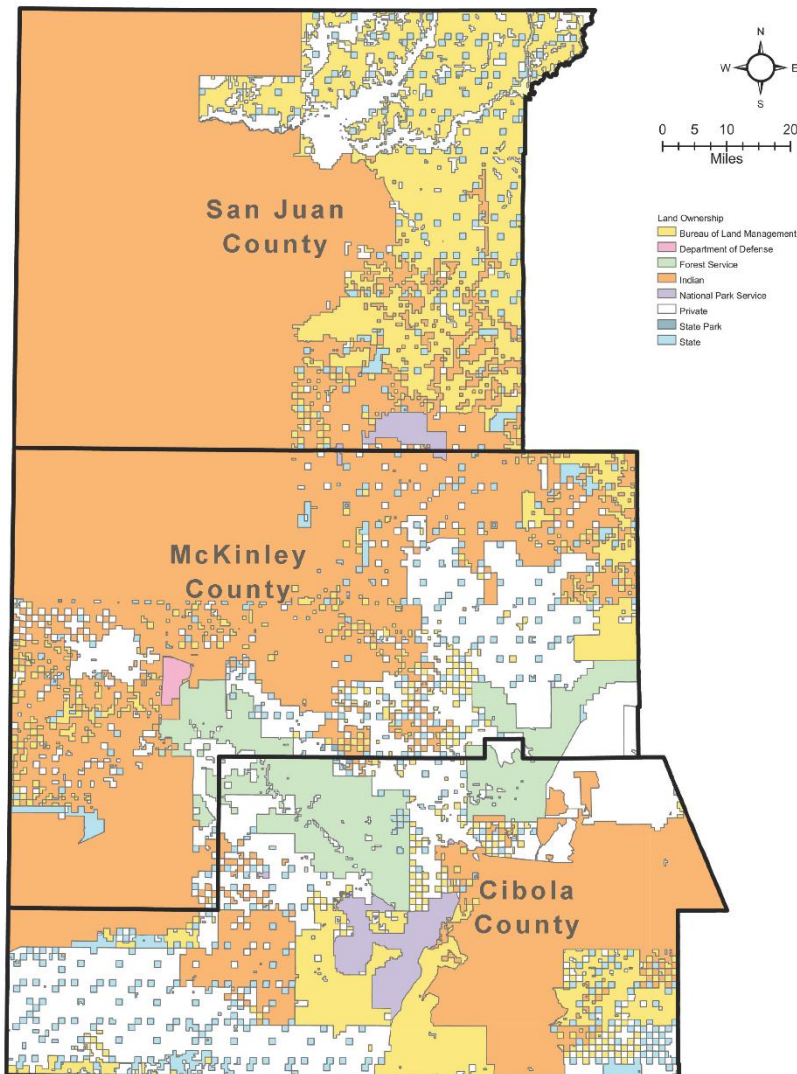


OUR REGION

NORTHWEST NEW MEXICO

# Snapshot of our Region

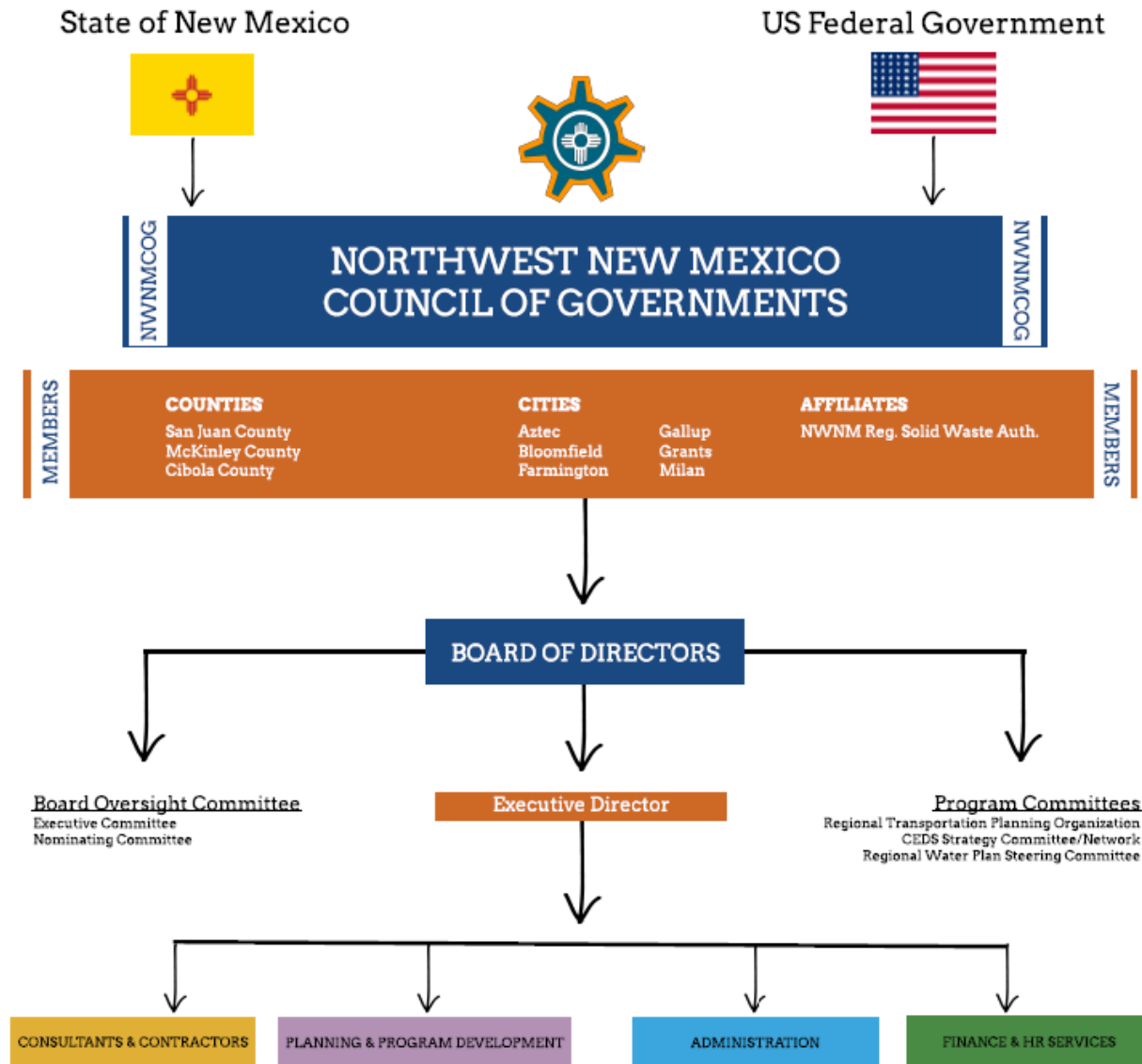
## *Just a Glimpse*



- Cover a 3-County Area (*San Juan, McKinley, Cibola*)
- 10 Local Governments
- 5 Tribal Governments (*includes Ramah Navajo*)
- Cover 15,000 square miles  
(*which if it were a state, it would rank 42<sup>nd</sup> behind West Virginia*)
- Serve over 222,000 people
- Serve a rural Population with a density of 11 persons per sq. mile



# ORGANIZATIONAL CHART



## COG Structure

The COG has supported the planning and development needs of Northwest New Mexico for over fifty years. The COG has a dual designation as a quasi-governmental and regional planning agency for the State of New Mexico Local Government Division and the US Economic Development Administration as a Planning & Development and Economic Development District.

Base Programs:

- \*LGD State Grant in Aid (\$99,000)
- \*EDA Partnership Planning Grant (\$70,000)
- \*DOT Regional Transportation (\$90,000)
- \*Member Dues provide required matches



# COG Team



*Evan Williams*

EXECUTIVE  
DIRECTOR

"Lots of people talk about coming together and uniting around our challenges and opportunities, but that is fundamentally our mission and job every day"



*Brandon Howe*

PLANNER

"The COG is an integral partner in "moving the region forward"! We are everywhere, from regional initiatives, county-level projects to municipal programming. We are an extension of our local governments"



*Martina Whitmore*

ADMINISTRATIVE  
ASSISTANT

"The COG has filled many roles over the years and there is nothing the COG and our staff are not prepared to do"



*Angelina Grey*

RWPO PROGRAM  
MANAGER

"Working for the COG amplifies the notion of giving back to the community that stems from the cultural Diné credo of 'get an education and come home to help your people' that is imparted upon students as sendoff"



*Robert Kuipers*

RTPO PROGRAM  
MANAGER

"With the reputation and relationships the COG has built within our region and state, we are able to contribute major, well designed and collaboratively developed steps that move our region and population forward"



*Carrie House*

ASSOCIATE PLANNER

"I enjoy utilizing my diverse skills and insight; to troubleshoot, configure, empower, contribute, and support our multi-complex/diverse communities of this beautiful region"



# Annual Work Program

MISSION SUPPORT		CORE MISSION		
MS-1 Regional Leadership & Partnerships	MS-2 Operational Innovation	CM-1 All-Level Planning, Implementation & Integration	CM-2 Projecteering Strategic Infrastructure	CM-3 Center for Regional Innovation
MS-1.1 Memberships, Partnerships & Strategic Networking	MS-2.1 Technology Deployment	CM-0.0 Member Services & Work Programs		
MS-1.2 Enterprise Loan Fund	MS-2.2 Building & Asset Management	CM-1.1 Economic Development Planning & Implementation	CM-2.1 Infrastructure Planning & Prioritization	CM-3.1 Water System Regionalization & Support
MS-1.3 Americorps*VISTA Program & Internships	MS-2.3 Marketing & Branding	CM-1.2 Transportation Planning & Development	CM-2.2 Projecteering Training & Workshops	CM-3.2 Energy Efficiency & Conservation
MS-1.4 Regional CEDS/EDO Coalition	MS-2.4 Data Management & Dissemination	CM-1.3 Water Planning & Development	CM-2.3 Projecteering Action Plans & Financing Strategies	CM-3.3 Trails Planning, Design, & QA/GC
MS-1.5 Shovel-Ready Site Coordination	MS-2.5 Board & Staffing Support and Training	CM-1.4 Broadband Planning	CM-2.4 Investment Attraction & Grantsmanship	CM-3.4 Brownfields
MS-1.6 Four Corners Commission Revitalization	MS-2.6 Fiscal & Financial Management	CM-1.5 Local Strategic, Comprehensive, and Land Use Planning	CM-2.5 Legislative Technical Assistance	CM-3.5 Regional Tourism, Arts, & Outdoor Recreation
	MS-2.7 Regional NPO Strategy		CM-2.6 FUNDIT	CM-3.6 Special Fee-for-Service Projects & Services







# LA RISTRA NORTHWEST

Build Enterprise. Grow Communities. Empower People.



March  
2021

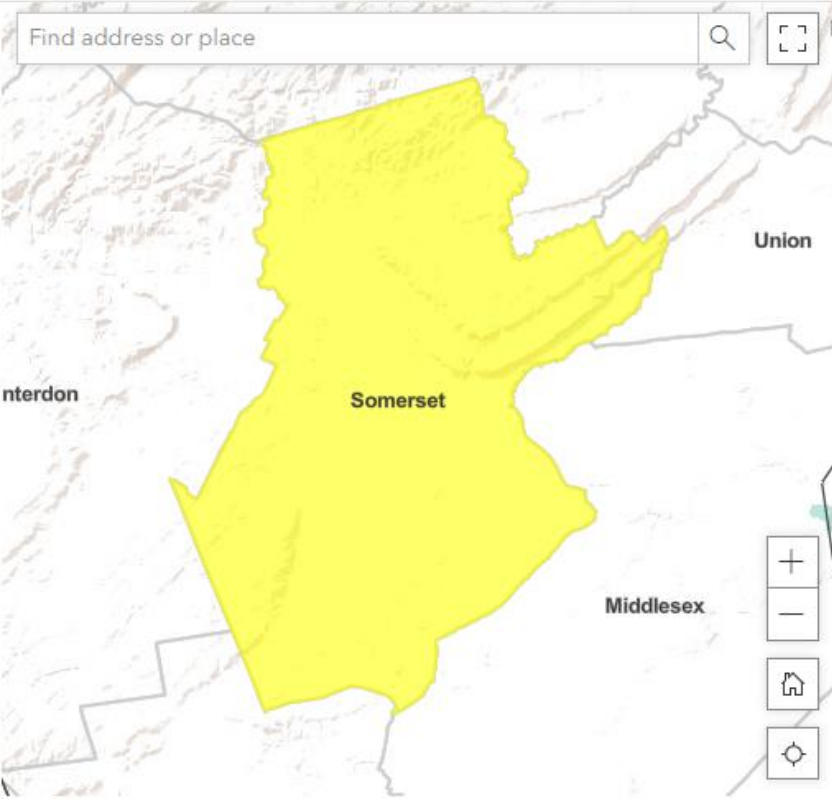
2020-2025 Comprehensive Economic Development Strategy  
Northwest New Mexico Council of Governments



# Global Strategy: Energy + Logistics = Manufacturing

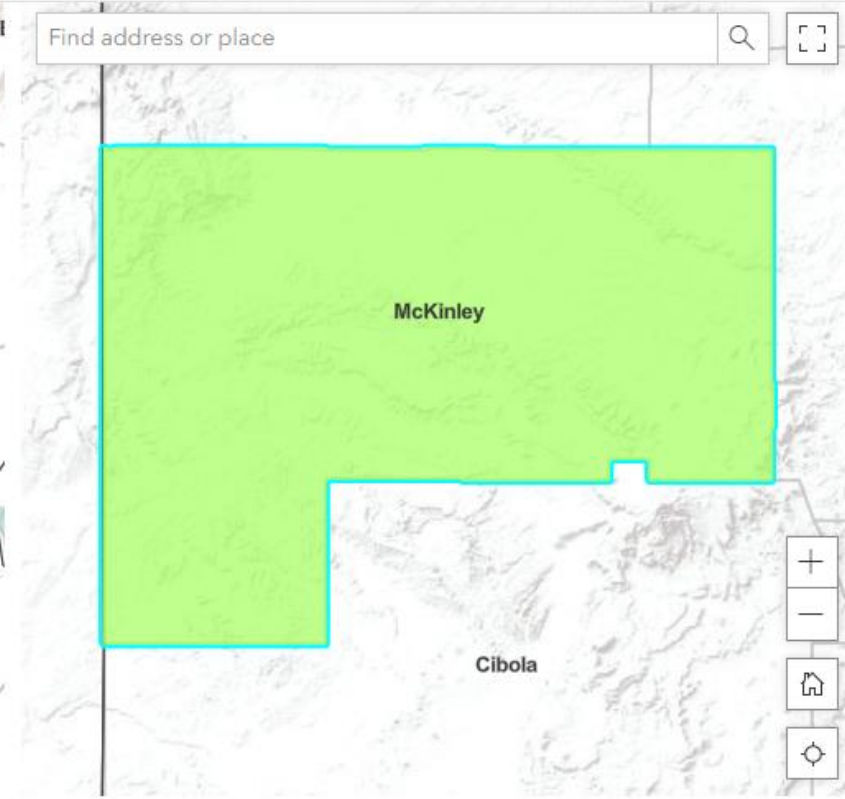
## Two Areas of Focus

- Strategic Infrastructure
- Shovel-Ready Sites



**County: Somerset , New Jersey**

Human Capital: **0.99**  
 Human Capital Capacity: **High**  
 Financial: **0.79**  
 Financial Capacity: **Moderate**  
 Industry Composition: **0.80**  
 Industry Composition Capacity: **High**  
 Infrastructure: **0.98**  
 Infrastructure Capacity: **High**  
 Institutions & Partnerships: **0.12**  
 Institutions & Partnerships Capacity: **Low**



**County: McKinley , New Mexico**

Human Capital: **0.06**  
 Human Capital Capacity: **Limited**  
 Financial: **0.04**  
 Financial Capacity: **Limited**  
 Industry Composition: **0.24**  
 Industry Composition Capacity: **Moderate**  
 Infrastructure: **0.01**  
 Infrastructure Capacity: **Low**  
 Institutions & Partnerships: **0.54**  
 Institutions & Partnerships Capacity: **Limited**

**County: Cibola , New Mexico**

Human Capital: **0.19**  
 Human Capital Capacity: **Limited**  
 Financial: **0.12**  
 Financial Capacity: **Limited**  
 Industry Composition: **0.14**  
 Industry Composition Capacity: **Limited**  
 Infrastructure: **0.06**  
 Infrastructure Capacity: **Low**  
 Institutions & Partnerships: **0.89**  
 Institutions & Partnerships Capacity: **Elevated**

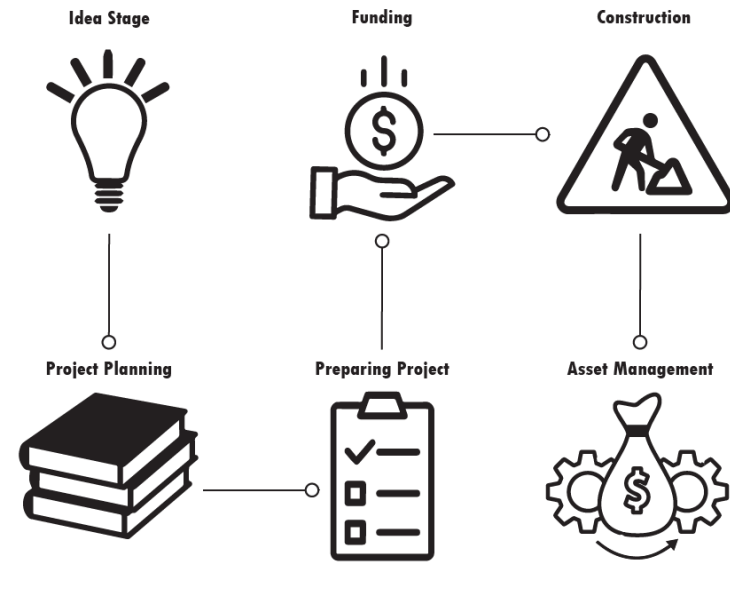
**County: San Juan , New Mexico**

Human Capital: **0.12**  
 Human Capital Capacity: **Limited**  
 Financial: **0.45**  
 Financial Capacity: **Limited**  
 Industry Composition: **0.46**  
 Industry Composition Capacity: **Elevated**  
 Infrastructure: **0.16**  
 Infrastructure Capacity: **Limited**  
 Institutions & Partnerships: **0.02**  
 Institutions & Partnerships Capacity: **Low**



# We Call It "Projecteering"

From Project Concept to Ribbon-Cutting and beyond to Asset Management  
A New Paradigm for Infrastructure Planning, Development, & Financing

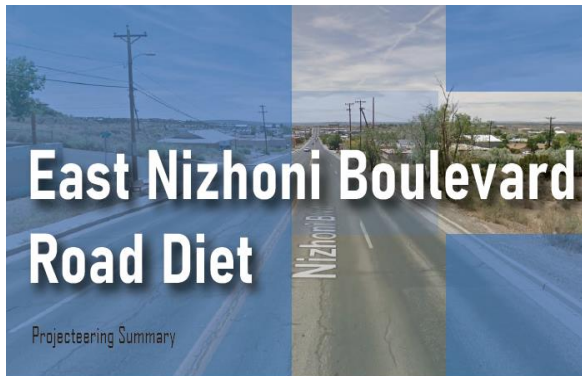


## Full Cycle Planning:

Understanding that planning is a 365-day a year process to identify, prioritize, ready, fund, and manage projects. The concept with project planning is to create an implementation plan that identifies timelines, roles, tasks, and lead/support persons that will be responsible to move projects from an "idea" to investment grade "project".

## Full Circle Funding:

The landscape for project funding is extremely limited and competitive. Our belief is that fully funded projects will need to attract a 360° portfolio of investments. To complete a project, communities will need to submit applications to a variety of funders and programs.



## East Nizhoni Boulevard Road Diet - ACTION PLAN

### Roles

ROLE	ENTITY / PERSON
Accountable Entity	City of Gallup Maryann Ustick
Champion(s)	C.B. Strain
Support	DES, NWNMCOG, RTPO
Consult	NMDOT
Informed	Hospitals, Businesses, City Officials, Legislators, Community

### Funding Strategy

SOURCE	PROGRAM & AMOUNT
Local	Phase III TPF (5%) - \$90,000
	Phase IV CMAQ (14.56%) - \$218,400
State	Phase III TPF - \$1,710,000
	Phase IV CMAQ - \$1,281,600
Federal	2022 Earmark - \$3,100,000 (optional)

### Action Plan

STEPS	RESPONSIBLE PARTY	ACTION	TIMELINE
1	DES / City	Design Complete w/ NMDOT approval	August 2021
2	City / RTPO	Project Feasibility Form Consultation	June 11, 2021 June 28 - 30, 2021
3	City	Acceptance of MAP Grant Agreement & Inclusion into budget and priority plans	June 2021
4	City / RTPO	CMAQ Application Submission (Phase IV)	September 30, 2021
5	City	Ensure Inclusion in ICIP	September 2021
6	City / DES	Phase I Construction Bid	October 2021
7	City / NWNMCOG	NM Legislative Capital Outlay	November - January 2021
8	City / NWNMCOG	Transportation Project Fund Application (Phase III)	May 2022

### Phasing Strategy

- PHASE I**  
Design & Construct  
Design of the two intersections and E. Nizhoni Blvd. City was awarded \$332k from NMDOT TPF and committed \$17.5k local match  
**\$350k**
- PHASE II**  
Construction  
Reconstruct Nizhoni Blvd & College Drive Intersection. Design has been completed and City was awarded \$708k in MAP funds and has committed \$236k  
**\$944k**
- PHASE III**  
Construction  
To construct the road diet along E. Nizhoni Blvd from the 2nd Street to the College Drive including sidewalks, crossings, drainage and safety improvements.  
**\$1.8m**
- PHASE IV**  
Construction  
To reconstruct E. Nizhoni Blvd & 2nd Street Intersection including Road Diet transition infrastructure including sidewalks, crossings and safety improvements.  
**\$1.5m**

### PROJECT DESCRIPTION

This section of roadway has limited to no sidewalks or shoulders making this highly used pedestrian and bicycling corridor an identified hot spot for accidents, injuries, and near misses. This is the "middle mile" between a 20-year walkability/bicycling effort that includes 2nd Street (NMG02) sidewalk/bike path from Downtown Gallup and College Drive that connects to UNM-Gallup, RMC/HS Hospital and Clinics, and Gallup Indian Medical Center medical offices. This project includes the improvement of two intersections, notably 2nd Street/Nizhoni Blvd Intersection and Nizhoni Blvd/College Drive Intersection. It will add sidewalks and improve crossings, drainage, and other safety improvements. This project includes a road diet to allow for complete street design to encourage walking and bicycling for users.

REDESIGNED AND IMPROVED TO INCREASE MULTI-MODAL TRANSPORTATION AND PROVIDE A SAFE & EFFICIENT CORRIDOR FOR RESIDENTS OF THE CITY.

### January - March

- NM Legislature Opens | January 18th
- WTB Readiness Application Due | January 28th
- Legislative Capital Outlay Request Forms Due | January 26th
- Senior Center Application Training | January - February
- RTIPR Approval By RTPO | February 9th
- TIF Portal Opens | February
- Final Capital Outlay Bill | March
- ZIPPR Prioritization | March
- TIF Application Deadline | March

### April - June

- G.O. Bonds due to ALTSD | April
- Call for all Transportation Projects Notice | April 14th
- CDBG Threshold Deadline | April 30th
- WTB Funding recommendations to NMFA | May 5th
- Senior Center Applications due to ALTSD | May 28th
- TIF Award Announcement | June 2022
- WTB Final Approval/Awards | June 2022
- Local Governments Only - Prelim Budgets Due | June 1st
- Project Feasibility Forms (PFFs) Due | June 11th
- CDBG LMI Calculation Deadline | July 22nd
- NM Local Gov't Certifications of Severance Tax Bonds (STB) / Bonds sold for Capital Outlay Projects for local and tribal governments

### WINTER

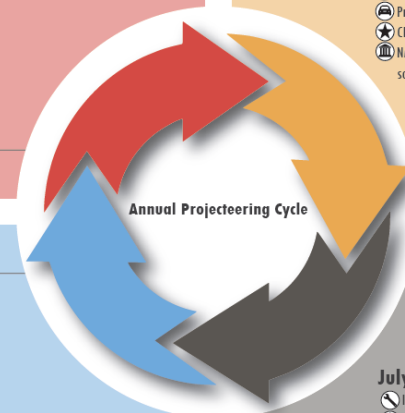
### FALL

### October - December

- NM Infrastructure Conference | October
- ICIP Due for Senior Centers | October 1st
- WTB Initial Application | October 8th
- CDBG Allocation Hearing | October 21st
- Project Presentations & Prioritization | November 10th
- WTB Readiness Application Training | December 9th
- WTB Phase I Project Approvals | November 23rd
- CDBG Implementation Workshop | December
- Communities prioritize NM Legislative Priority Projects & hold Legislative Forums/Consultations | December

### July - September

- ICIP Virtual Training Workshop | July 30th
- CDBG Application Deadline | August 20th
- WTB Notice of Intent | August 10th - 25th
- ICIP Due for Special Districts | September 3rd
- Project Presentations Forms (PPF) Deadline | September 10th
- NMDOT Active Trans. & CMAQ Apps Deadline | September 10th
- ICIP Due for Tribal Entities & Local Gov'ts | September 17th
- CDBG Application Hearing | September 23rd
- Grant Agreements are issued | July - September



The New Mexico Tourism Department's (NMTD) advertising efforts continue to be incredibly successful, and it is critical that New Mexico deliver incredible experiences highlighted in NMTD's advertising. To this end, robust investments in the continuous improvement of the state's tourism infrastructure is key.

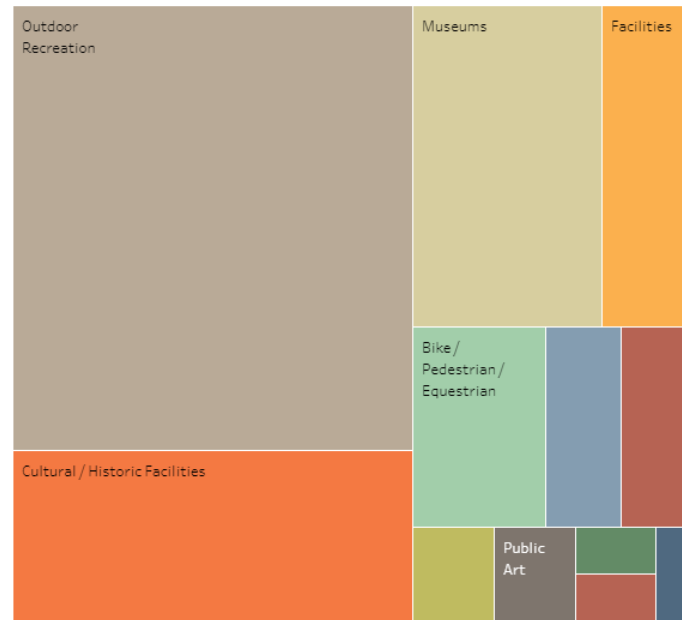
In order to remain competitive, it is critical that the state focus strategically on improving state tourism assets by investing in the infrastructure that our visitors and our residents enjoy. The New Mexico Tourism Department's (NMTD) advertising efforts continue to be incredibly successful, and it is critical that New Mexico deliver incredible experiences highlighted in NMTD's advertising. To this end, robust investments in the continuous improvement of the state's tourism infrastructure is key.

The following report provides recommendations for funding select tourism-related infrastructure projects in the State of New Mexico. For the purposes of this report, tourism-related infrastructure refers to projects which serve to: (a) increase visitation, (b) improve or enhance the visitor experience, and (c) spur economic development opportunities through NMTD's Tourism Development Division supports communities in building New Mexico True experiences that deliver the brand promise – adventure steeped in culture.

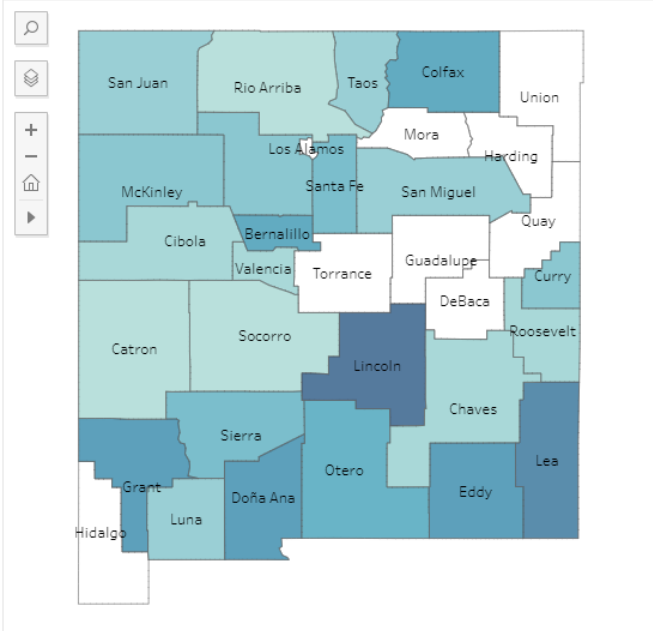
The recommendations provided in this report reflect tourism-related infrastructure projects identified in collaboration with the state's seven Councils of Government (COG). New Mexico's COGs function as regional planning districts which assist local governments in the planning and execution of community and economic development projects and initiatives. Leveraging their technical expertise and the relationships of the COGs with their local governments, NMTD partnered with these organizations to identify the tourism-related infrastructure priorities for each region. Additionally, NMTD collaborated with the Department of Finance and Administration's Local Government Division to ensure that recommended projects were represented in the State's Infrastructure Capital Improvement Plan (ICIP).

## Projects by Category

Hover cursor over Project Category to view category details.



Click on County name to view project details in all charts by County selected. Select County a second time to clear filter.



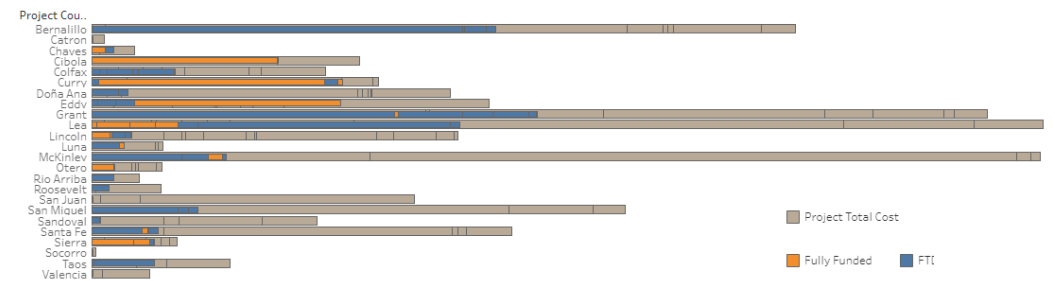
## Project List

Click on County name to view project list for selected County. Select County a second time to clear filter.

Project County	Entity	Category	Project Title	ICIP	Total Cost	Funded to Date	
Bernalillo	Albuquerque	Cultural / Historic Facili..	Rail Yards Renovation	30502	\$21,880,000	\$15,505,000	
		Museums	Albuquerque Museum Repairs and Renovations	33819	\$1,422,350	\$422,350	
	Village of Tijeras		Balloon Museum Facilities		30474	\$3,705,964	\$915,964
		Cultural / Historic Facili..	Courtyard Renovation		32190	\$250,000	\$0
		Cultural / Historic Facilities	Historic Church Rehabilitation		38706	\$200,000	\$50,000
		Facilities	Veterans Memorial Park Rehabilitation		38699	\$550,000	\$50,000
Outdoor..	Open Space Recreational Trail Network		38704	\$1,500,000	\$0		
Catron	Glenwood	Facilities	Glenwood Park Renovations	29074	\$500,000	\$0	
Chaves	Hagerman	Outdoor..	Splash Pad	36846	\$300,000	\$540,000	
	Roswell	Museums	RMAC Interior Modifications	35019	\$1,500,000	\$369,000	
Cibola	Grants	Convention..	Regional Indoor Multipurpose Arena (Phase 1)	35561	\$7,774,000	\$7,774,244	
	Milan	Convention..	Milan Swimming Pool	37101	\$3,461,553	\$0	
Colfax	Cimarron	Facilities	Cimarron Park Improvements	37920	\$500,000	\$238,000	
		Outdoor..	Pedestrian Walkway	19491	\$950,000	\$0	

## Project Funded to Date vs Project Total Cost

Hover over bar marks for each County to view project description, funding & total cost details. Click on County name to view project details in all charts. Select County name a second time to clear filter.



**Total Projects**  
111

**Total Cost**  
\$314,681,705

**Funded to Date**  
\$109,557,448

**% Funded**  
34.8%

**Counties with Projects**  
24 / 33

# Infrastructure Needs

- Water | Storage, Treatment, Delivery, Regionalization | *Water Trust Board*
- Healthcare | Recovery
- Emergency Response, Public Safety, & Resiliency
- Wastewater
- Transportation & Rail | *Transportation Project Fund*
- Housing
- Utility Infrastructure
- Drainage
- Broadband & Telecommunications
- Trails, OutRec, Tourism, MainStreet & Creative Placemaking
- Spec Buildings | [Rural Infrastructure Tax Credit](#)
- **Shovel-ready Sites | Catalytic Projects**
  - Rail-served Industrial Parks

**SAN JUAN COUNTY**  
NEW MEXICO  
SINCE 1892

UTILITY ASSESSMENT AND PRIORITIZATION  
PLANNING RECOMMENDATIONS  
SAN JUAN COUNTY

**CITY OF FARMINGTON**  
NEW MEXICO

Prepared by:  
Souder, Miller & Associates  
401 West Broadway  
Farmington, NM 87401

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UTILITY ASSESSMENT AND PRIORITIZATION PLANNING RECOMMENDATIONS  
SAN JUAN COUNTY

# Shovel-Ready Sites

## Our Initial Investment Raise

## Phase I Build-out

Estimated Construction Costs By Phase	
Phase I	
Infrastructure Type	Amount
Phase I, Civil Infrastructure (Grading, Drainage & Streets)	\$.....10,700,000
Phase I, Rail Infrastructure	\$.....7,800,000
Phase I, Wastewater (Lift Station, Force Main, Gravity Sewer Lines, and Manholes Total) and Water Infrastructure (Booster Pump, Storage Tank, Fire Pump and Building)	\$.....2,100,000
Private Utilities	\$.....700,000
<b>Phase I Estimated Build-Out Cost</b>	<b>\$.....21,300,000</b>



Plant Your Flag | Gain the Competitive Edge

Request: \$1M (Economic Recovery Funds)  
Requestor: Village of Milan



Felix Gonzales, Mayor

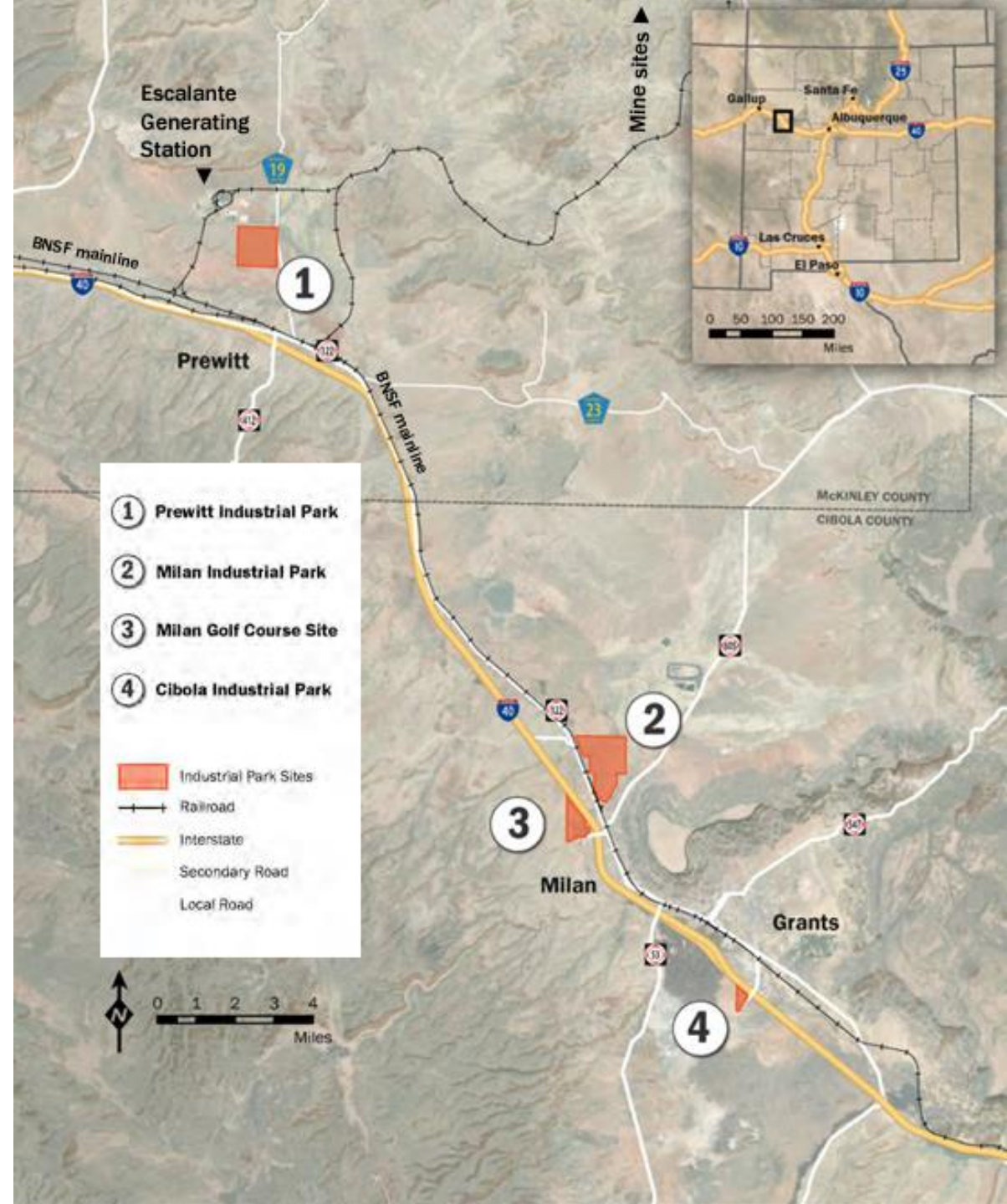
MILAN INDUSTRIAL PARK



SERVING THE I-40 & BNSF SOUTHERN TRANSCON CORRIDORS LIKE NO OTHER

- **Project Title:** Milan Industrial Park Mill Road and Roadway Improvements
  - **Brief Narrative:** This investment will provide funding to build-out the roadway network at the Milan Industrial Park. The Park was master planned and designed to provide the region a shovel-ready industrial site to locate new and expanding businesses. The project will construct the main access road into the Park.
  - **Source Intent:** Downturns and closures in the energy and coal sectors have crippled our economy and tax base including the about 90 of the 105 jobs related to the Escalante Generating Station in Prewitt. This investment will help develop a new asset for the attraction, retention, and expansion of industry and business in our community. This is the top investment that will provide a hand-up to our community to move our economy from boom-bust to robust and create quality jobs where people are rooted.
  - **Community benefits:** It will provide a community asset needed for economic development. It is projected that this project will create and sustain 54 jobs and attract \$3.2 million in private investment.
  - The Village's funding strategy to raise this and the progress to date is:
    - US Economic Development Administration (EDA) - \$2.7M awarded (Secured)
    - DFA Federal Matching Fund Program - \$600K awarded. (Secured)
    - Economic Recovery Funding (\$1M) (Pending)
- Total (\$4.3M) and project can be scaled accordingly**

**Milan, NM, the former carrot capital of the world is trying to diversify its economy; new federal funding should help**



# Our Due Diligence Work to Date

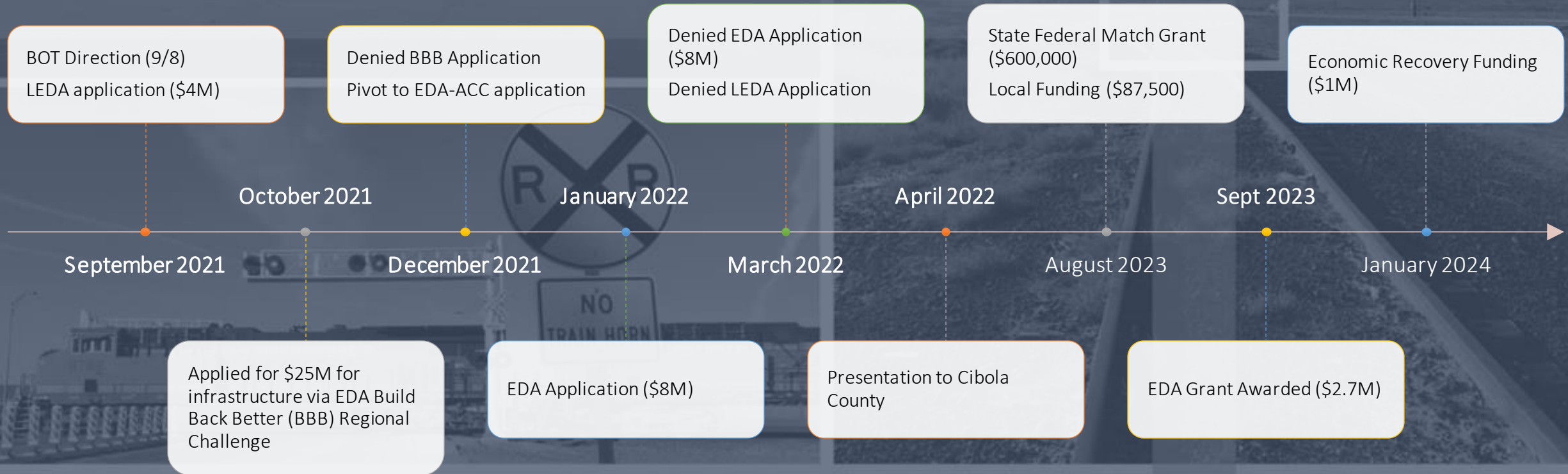


## Milan Industrial Park

MASTER PLAN AND PRELIMINARY DESIGN



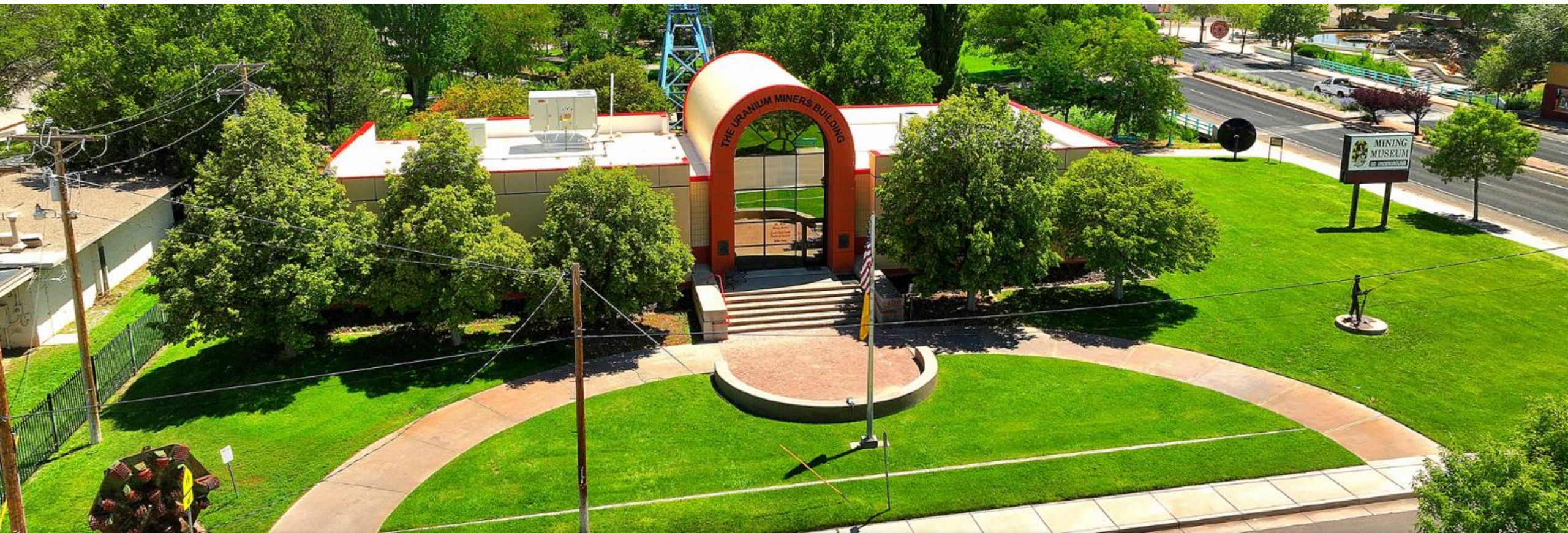
# Our Due Diligence Work to Date



## Milan Industrial Park

MASTER PLAN AND PRELIMINARY DESIGN

GRANTS-CIBOLA COUNTY  
*Chamber of Commerce*



# Mission, Services, and Special Projects



BILLBOARDS



CIBOLA OUTDOORS



ROUTE 66  
CENTENNIAL



EVENTS



# Paving our Future with Catalyst Infrastructure Projects



## Aspects of Today's Presentation

- Building on our Assets and Community Values
- It Starts with Planning, Prioritization, Focus, and Team
- It Ties to our Quality of Life, Place, and Space
- Infrastructure Investment catalyzes Business Investment
- Every project builds on Outdoor Recreation and Community Benefit

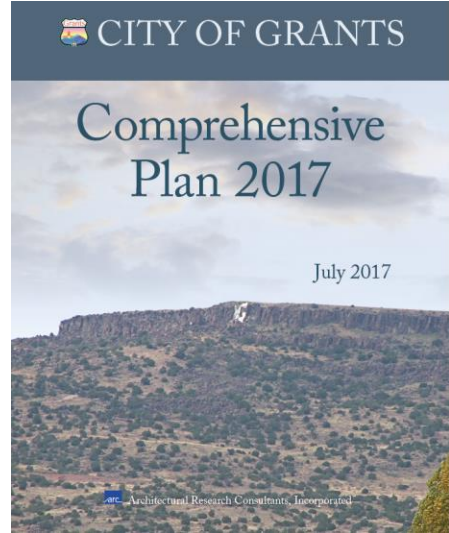
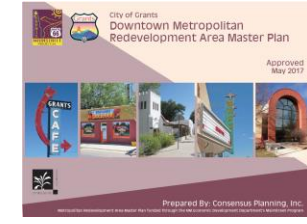
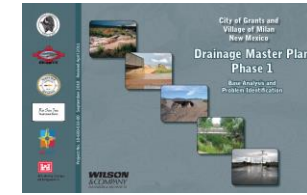
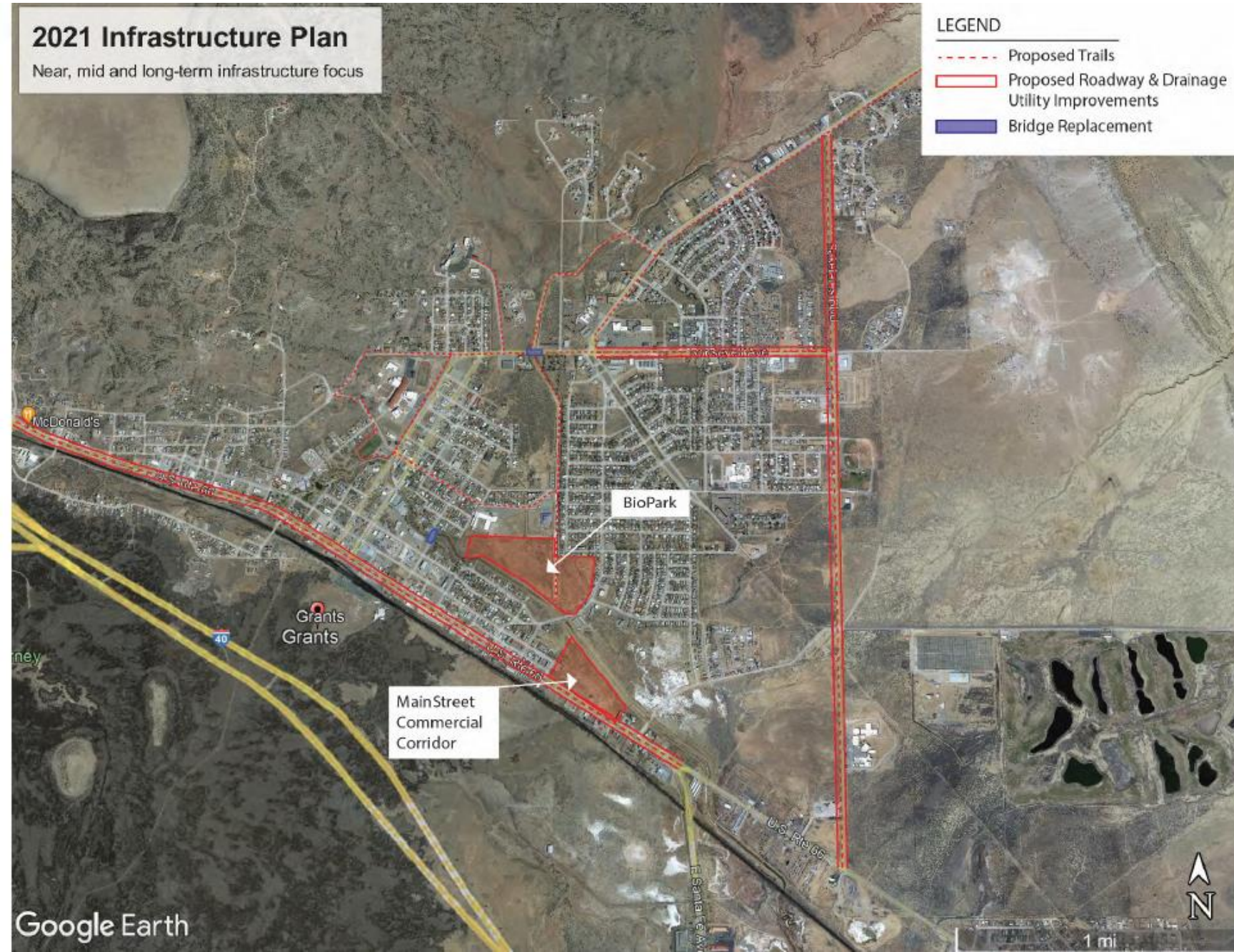
# It Starts with Planning, Prioritization, Focus, and Team

## 2021 Infrastructure Plan

Near, mid and long-term infrastructure focus

### LEGEND

- - - - Proposed Trails
- Proposed Roadway & Drainage Utility Improvements
- Bridge Replacement




### Infrastructure Capital Improvement Plan FY 2025-2029

Project Summary												
Project ID	Year Rank	Project Title	Category	Funded to date	2025	2026	2027	2028	2029	Total Project Cost	Amount Not Yet Funded	Phases?
<b>Grants / 33001</b>												
18189	2025-001	Old Grants Water & Sewer System Improvements	Water	8,430,550	11,243,743	0	0	0	0	19,674,273	11,243,743	Yes
41164	2025-002	Roosevelt Parallel Pressure Relief Line	Water	0	3,150,000	0	0	0	0	3,150,000	3,150,000	No
40856	2025-003	Cemetery Expansion	Other - Other	0	200,000	750,000	500,000	0	0	1,450,000	1,450,000	Yes
38547	2025-004	Dark Street & Cauderman Roadway Improvements	Transportation	591,317	1,600,000	1,300,000	0	0	0	3,491,317	2,900,000	Yes
30994	2025-005	Recreation Center Improvements	Facilities - Other	10,000	575,000	500,000	0	0	0	1,125,000	1,075,000	Yes
30995	2025-006	Golf Course Pump Station Imp	Water	175,000	400,000	0	0	0	0	575,000	400,000	No
41165	2025-007	Senior Center Master Plan	Water	0	350,000	0	0	0	0	350,000	350,000	No
30995	2025-008	Wastewater Treatment Plant Sludge Drying Bed	Water	30,480	500,000	0	0	0	0	530,480	500,000	No
41166	2025-009	Ladder Truck Purchase	Facilities - Fire	121,000	1,178,000	0	0	0	0	1,299,000	1,178,000	No
30985	2025-010	Police Department Roof Improvements	Facilities - Other	0	2,075,000	0	0	0	0	2,075,000	2,075,000	Yes
35564	2025-011	Regional Indoor Multipurpose Arena Pk. 1B	Facilities - Convention	6,220,000	4,297,881	0	0	0	0	10,517,881	4,297,881	Yes
38654	2026-001	Roosevelt Avenue Reconstruction	Transportation	606,960	0	4,000,000	3,000,455	0	0	8,007,415	7,400,455	Yes
30989	2026-002	Sablers Boulevard Reconstruction	Transportation	3,575,000	0	25,341,816	0	0	0	28,916,816	25,341,816	Yes
18997	2026-003	Candelaria Sports Complex Improvements	Facilities - Other	0	0	1,600,000	1,000,000	1,000,000	0	3,600,000	3,600,000	Yes
41167	2026-004	Shooting Range	Facilities - Other	0	0	250,000	0	0	0	250,000	250,000	No
38672	2026-005	Anderson Street Bridge Reconstruction	Transportation	0	0	300,000	2,700,000	0	0	3,000,000	3,000,000	Yes
41168	2027-001	City Hall Rehabilitation/Renovation	Facilities - Administrative	0	0	0	575,000	0	0	575,000	575,000	No
38671	2027-002	Water Well #5	Water	0	0	0	150,000	1,500,000	0	1,650,000	1,650,000	Yes



# Layering in Outdoor Recreation as a MainStreet Business Driver

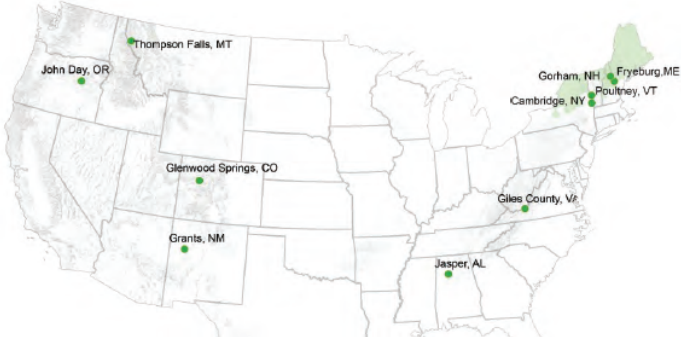


## Regional Partnerships: Grants/Cibola County Recreation Economy for Rural Communities

In 2020, the City of Grants received a grant from the Environmental Protection Agency to develop a community action plan around the region's outdoor recreation assets. Like much of New Mexico, the region surrounding Grants is rich in natural and cultural assets.

Recreation Economy for Rural Communities is a new planning assistance program to help communities develop strategies and an action plan to revitalize their Main Streets through outdoor recreation. Outdoor activities are increasingly popular across the United States. Communities can take advantage of this trend to revitalize Main Streets. By conserving forests and other natural lands and making them available for outdoor recreation, small towns can boost air quality and water quality and focus development downtown. Promoting outdoor recreation can also create jobs and offer new opportunities for people to connect with the natural world.

To begin the process, the City of Grants established a local 12-person steering committee composed of local and



regional agency staff and outdoor recreation enthusiasts. The steering committee was responsible for developing four priorities that established a framework for community action. The process was supported by Federal and State partners representing nine different agencies.

In November 2020, the preliminary work completed by the Steering Committee was discussed and refined through a series of public workshops that took the framework from its initial ideas to a detailed prioritized action plan with specific steps to achieve the area's vision: shape the area's identity as an outdoor recreation destination; improve connectivity; increase attractions, amenities and infrastructure to enhance the visitor experience; and improve coordination among local partners and State and Federal agencies.

Following the RERC process, regional entities have pursued projects that achieve the goals of the strategic plan of action they developed. To shape its identity as a recreation destination, the City of Grants applied for and received funding from the Outdoor Recreation Roundtable in partnership with the VF Foundation to create a promotional guide to the region's attractions and amenities. The guide will showcase diverse recreation activities, including backpacking, hiking, biking, boating, campground and hospitality, equestrian, motorized and non-motorized water sports, and rock climbing, among others. Cibola County received funding for the 25-mile Quartz Hill Trail project, which will create the first designated trail in the Zuni Mountains




Grants/Milan/Cibola County is the place in the world that can brag that it intersects and is the heart of:

1. Continental Divide Trail
2. New Mexico Backcountry Motorcycle Discovery Trail
3. Great Divide Mountain Bike Route
4. Route 66 National Scenic Byway
5. Trail of the Ancients National Byway

# Project Examples

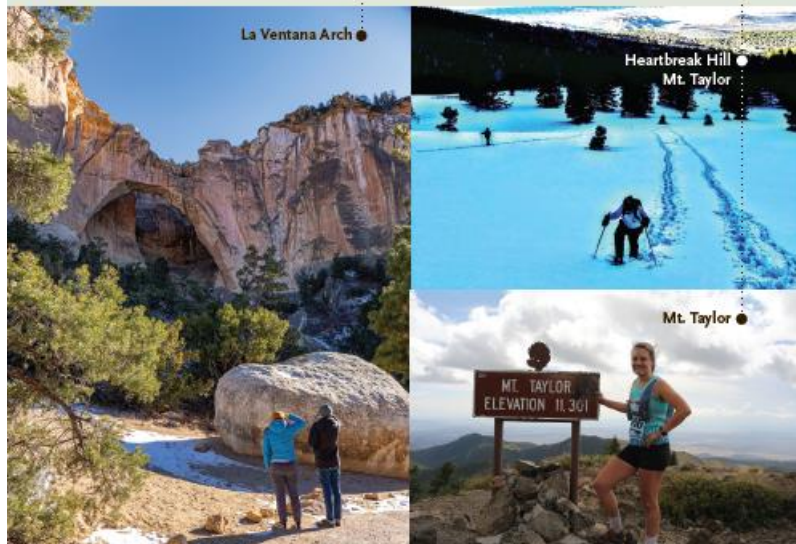
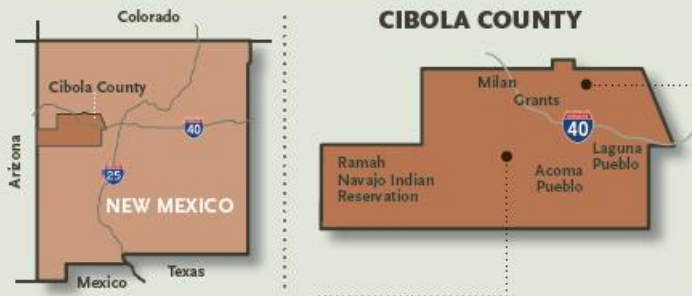
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1. Trail Connectivity
  - Rio San Jose Legacy Trail
  - In-town Connectivity to Key Assets & Venues
  - Connect to Adventure Trails
    - Continental Divide Trail
    - Mount Taylor Trails
    - Grants Ridge
    - Zuni Mountains Trail System
2. Grants Bio Park
3. Mesa View Elementary
4. Roosevelt Bridge
5. Santa Fe Avenue

**undiscovered**   
**OUTDOOR RECREATION PARADISE**

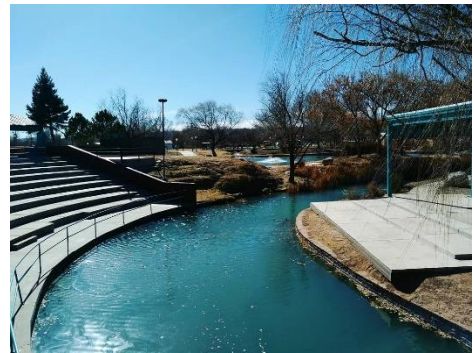
The Cibola Outdoors region is comprised of diverse communities situated in northwest New Mexico, located equidistant from the Arizona border and downtown Albuquerque. Providing spectacular, uncrowded and accessible outdoor recreation amenities, offerings and experiences, the area is home to Route 66, Mt. Taylor, El Malpais National Monument and the Continental Divide Trail.

No matter your outdoor interests—RVing, OHVing, hunting, fishing, trail sports, wheel sports, motorcycling, snow sports, water sports, wildlife viewing or operating a successful OR business—you'll find it here. The Cibola Outdoors region is the only place in New Mexico where Interstate 40, Route 66, Continental Divide Trail, Great Divide Mountain Bike Route and the New Mexico Backcountry Discovery Trail intersect.



# Trail Connectivity Strategy

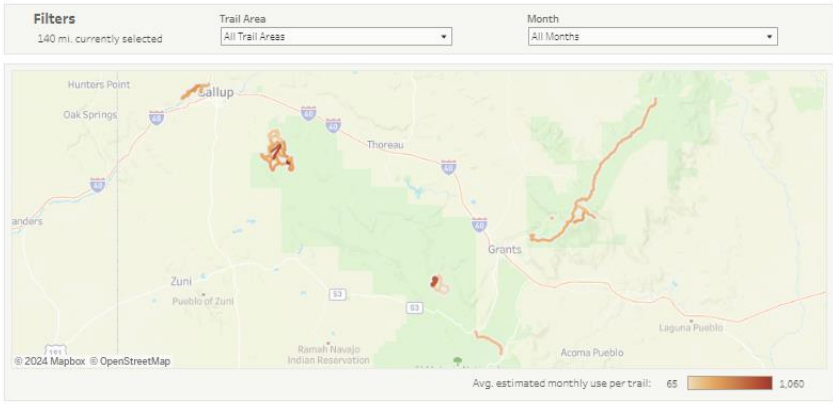
Miles = Smiles, Trails = Sales







**Western New Mexico's Recreational Trails**  
New estimates show use on popular trails in Cibola and McKinley counties



Data source: Statistical modeling based on cloud data and infrared counters installed from March to August 2023. Due to out-and-back use, trail users do not necessarily equal unique individuals.

**Measuring trail use in western New Mexico**

April 30, 2024

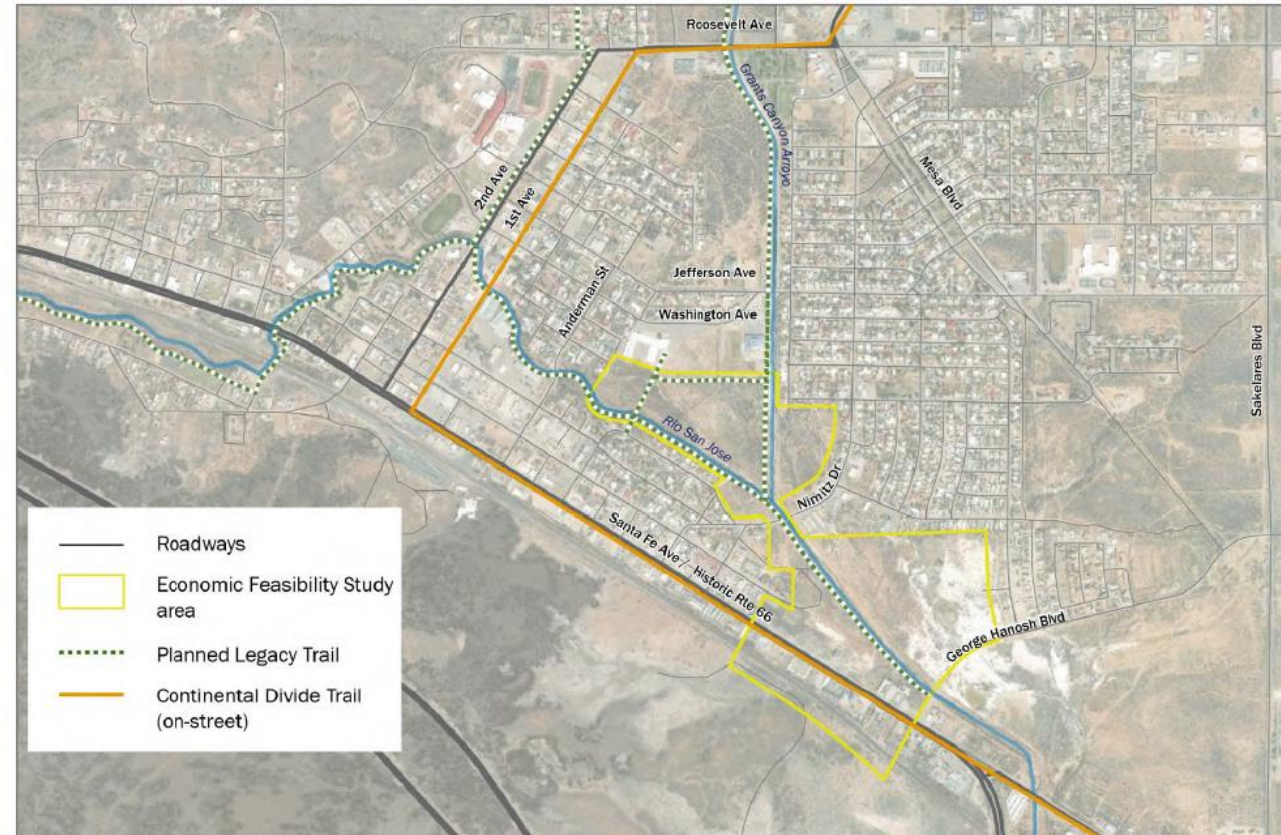
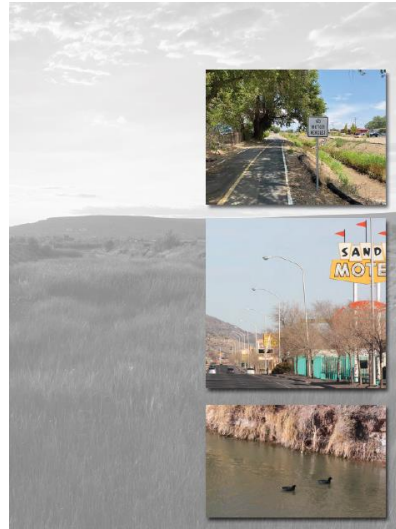
Trail use in the mountains and plateaus of Cibola and McKinley counties, New Mexico has been increasing in recent years, but trail managers lack data about where hiking, biking, and horseback riding occurs. Using a combination of infrared trail counters and statistical analyses, Headwaters Economics modeled trail use in the region and found nearly 83,000 visits to 140 miles of trails between March and August of 2023, equivalent to 4 in 5 residents using these trails in a six-month period. This research can help land managers and policy makers plan for the impacts of growing recreational use, prioritize investments in infrastructure, and tap into outdoor recreation for regional economic development.

This analysis was conducted in partnership with the [Cibola National Forest Mount Taylor Ranger District](#), the [Northwest New Mexico Council of Governments](#), the [Cibola Trails Alliance](#), the community of [Grants](#), and the [Continental Divide Trail Coalition](#).

# Grants BioPark

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Grants BioPark Economic Feasibility Study



# Bio-Park – Possible Concept



# Mesa View Elementary School

GRANTS  
CIBOLA  
COUNTY  
SCHOOLS





# Roosevelt Bridge Replacement over the Grants Arroyo



# GRANTS MAIN STREET PROJECT

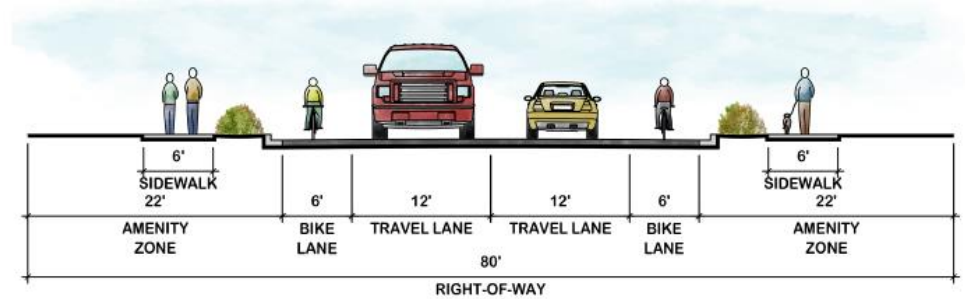
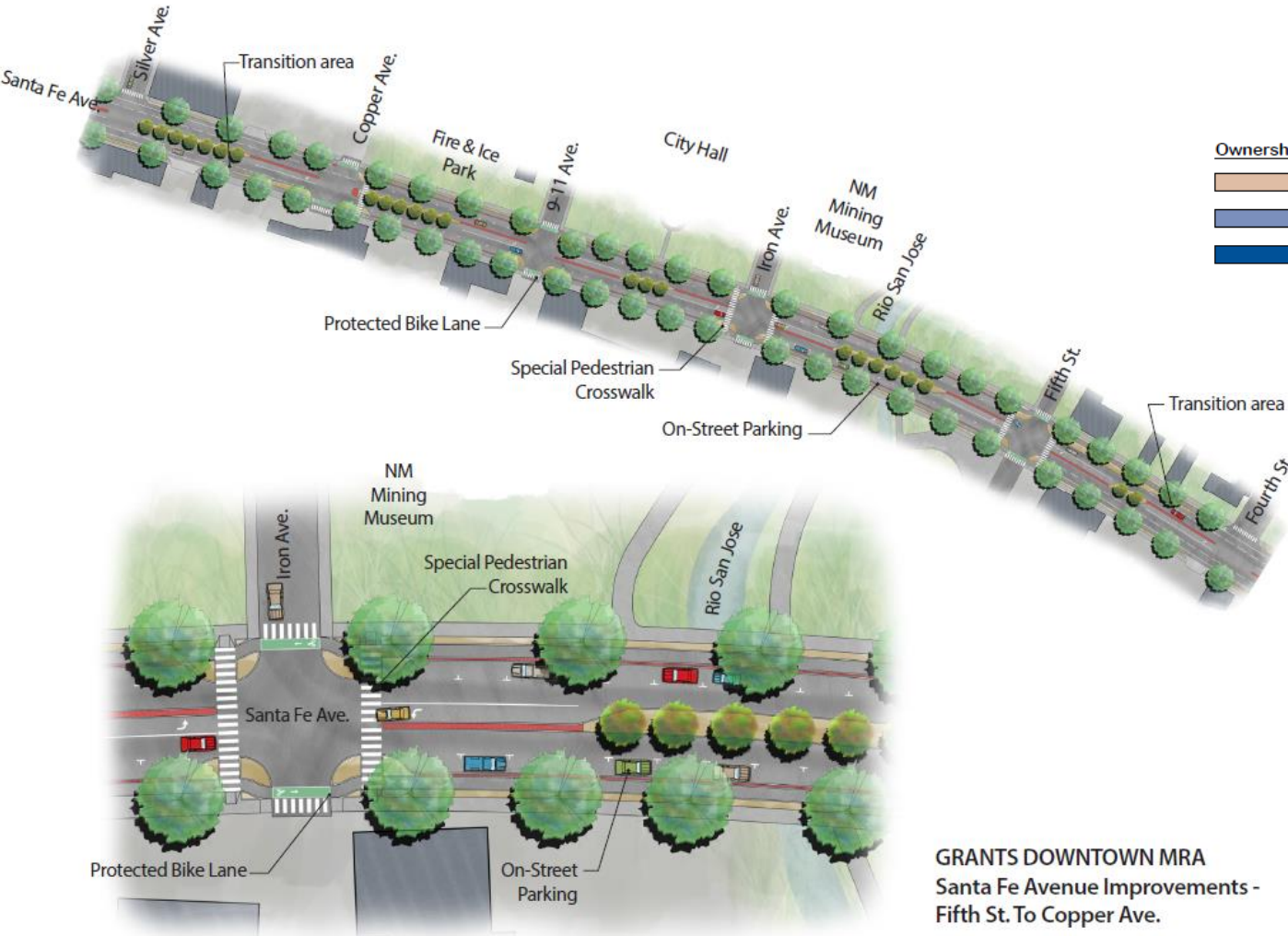
Great Blocks on Main Street Proposal  
 Santa Fe Avenue (ROUTE 66) Improvements



### Ownership

- Private
- City of Grants
- Cibola County
- Grants - Cibola County Schools
- State of New Mexico
- Downtown Metropolitan Redevelopment Area Plan Boundary

GRANTS DOWNTOWN MRA  
 Property Ownership



GRANTS DOWNTOWN MRA  
 Santa Fe Avenue Improvements -  
 Fifth St. To Copper Ave.



# Recommendations

Upgrade the Infrastructure Capital Improvement Plan database to a user-friendly, real-time, and transparent platform.

Replicate the Regional Transportation Planning Organization process model (e.g. Water, Economic Development, Broadband)

Invest in projecteering and capacity-building

New local government management talent delivery model

Statewide Infrastructure Investment Plan to set targets and then deploy, empower, and fund FUNDIT

Predictable, dedicated, and flexible funding with low barriers to entry. (EDA NOFOs example)

## **Ideas on Better Managing Capital Improvements in New Mexico**

Capital improvements financing and management are changing. Here are some of the current trends:

- Historic downturn in public works expenditure since its peak;
- Shifting responsibilities down from federal/state funding to local level funding;
- Increasingly strict environmental regulations regarding water, wastewater and solid waste.

The Infrastructure Development Assistance Program (IDAP), operating out of the University of New Mexico, has a multi-faceted approach to help prepare New Mexico to reorganize capital improvements planning and financing on the state, regional and local levels. In a September draft of their paper "Infrastructure and Economic Vitality in New Mexico," IDAP presents recent data on infrastructure investment and needs. IDAP develops a rationale for greater commitment within New Mexico to deliberate infrastructure development policies.

Citing examples of state programs in Ohio, Washington, South Carolina and South Dakota, the paper suggests that states which are serious about economic development are also serious about improving their public infrastructure.

Proposals presented in IDAP's draft paper for an integrated state economic development system are:

1. A coordinated capital improvements system including state, regional and local programs;
2. Cooperation among all state agencies with economic development and capital improvement responsibilities, including executive and legislative bodies;
3. Predictable, dedicated state funding on a long-term schedule, usually ten years, which is distinguishable from fiscal budgets and self-help contributions from the local governments;
4. Integrated information system, including a geographic information data base for analyzing economic development projects and trends.

# Questions or Comments?

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# How Do Communities Start? Bonus Slide



Interagency Working Group on  
Coal & Power Plant Communities  
& Economic Revitalization

[Getting Started Guide](#)

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10 STEPS TO COMMUNITY REINVESTMENT

## Getting Started

Last Updated Oct. 19, 2023 This is a step-by-step guide intended to help communities and workers start the process of planning or responding to economic and social changes resulting from the energy transition or any major economic shift. It is a planning and action tool for community leaders, volunteers, and change agents. [Download Guide PDF](#)

> JUMP TO: [Planning](#) | [Executing](#) | [Managing](#)

The Interagency Working Group on Coal and Power Plant Communities and Economic Revitalization (Energy Communities IWG) will promote job-creating investments in communities already impacted by coal mine and power plant closures and will also be proactive, investing now in the communities likely to be impacted by additional, near-term declines in coal production and generation from coal-fired power plants.

This is a step-by-step guide intended to help communities and workers start the process of planning or responding to economic and social changes resulting from the energy transition or any major economic shift. It is a planning and action tool for community leaders, volunteers, and change agents. It's also a guide to help communities and other

