



CITY OF GRANTS

REQUEST FOR QUOTES

FOR UPDATE OF COMPREHENSIVE MASTER PLAN

A. GENERAL

The City of Grants is requesting proposals from qualified vendors for consulting/professional services to prepare the City of Grants Comprehensive Master Plan. The City of Grants recognizes the significant undertaking that developing a plan of this nature entails and is seeking a team of innovative consultants.

B. SCOPE OF SERVICES REQUIRED

The intent of the city is to award to a qualified and knowledgeable team for the purpose of engaging the community, staff, and key stakeholder groups to update the Comprehensive Master plan with a detailed economic development section including an I-40 interchanges economic analysis study and LEDA ordinance update for the City of Grants. The last iteration of this plan was drafted in 2017 and is attached as Exhibit A.

The city values public participation and sees the outreach and engagement component of this project as equally important as the technical aspects. The city envisions this project as an opportunity to engage the community in an open, public dialogue and process that will help define the vision of the City of Grants while considering existing information, demographic trends, community needs, and constraints.

C. CONTENT OF QUOTES

A one-page cover letter that expresses the interest of the vendor and identifies the primary point of contact should accompany the quote.

D. TIMELINE

Upon execution of the contract and the issuance of a notice to proceed, the vendor will have until September 17th, 2024 to complete the project. The vendor's ability and commitment to perform the work in the available time frame is essential.

E. SUBMITTAL OF QUOTES

Quotes must be delivered to the City of Grants, ATTN: Special Projects 600 W. Santa Fe Ave., Grants, NM 87020 or emailed to specialprojects@grantsnm.gov 10am, Tuesday, May 28, 2024.



CITY OF GRANTS

Comprehensive Plan 2017

July 2017

Acknowledgements

City of Grants City Council

Mayor Martin “Modey” Hicks

Edwin E. Dickens, Jr., Councilor

Michael W. Lewis, Councilor

Cydni Reynolds, Councilor

Manuel Vasquez, Councilor

Comprehensive Plan Steering Committee

Paul Peña, Grants Special Projects, Project Manager

Laura Jaramillo, City Manager

C. Britnie Burds, Grants Marketing Director

Deniece Cornett, Grants Special Projects

Mitzi Frank, Superintendent, El Malpais and El Morro National Monuments

Ashley Gallegos, Grants Mainstreet Project

Brandon Howe, Northwest New Mexico Council of Governments

Mac Juarez, Continental Divide Electric Cooperative

Larry Maynard, NMDOT District 6 Engineer

Richard Morgan

Ronny Pines

Cydni Reynolds, City Councilor

Valerie Taylor

Alvin Whitehair, Cibola National Forest, Mount Taylor District Ranger

Eileen Yarborough, Executive Director, Cibola Communities Economic Development Foundation

Participants in Public Meetings and Community Survey

Many thanks to citizens who completed the Comprehensive Plan Community Survey and attended public meetings contributing to this plan.

Prepared by

Architectural Research Consultants, Incorporated

Steve Burstein, AICP, Project Manager and Liza Miller, Planner

MRWM Landscape Architects

Gregory Miller, PLA, FASLA and Judith Wong, PLA, ASLA

1556

RESOLUTION NO. 2017-_____

A RESOLUTION ADOPTING THE 2017 CITY OF GRANTS COMPREHENSIVE MASTER PLAN AS THE OFFICIAL PLANNING GUIDE FOR THE CITY OF GRANTS, NEW MEXICO.

WHEREAS, the City of Grants has determined that it is in its best interest to engage in long range planning activities for the City; and

WHEREAS, the City has received a grant from the New Mexico Finance Authority to develop the City of Grants Comprehensive Master Plan; and

WHEREAS, after significant public input the Plan is ready for final adoption; and

WHEREAS, the adoption of the Plan will provide benefits and opportunities for redevelopment, enabling the area to reach its full economic and cultural potential; and

WHEREAS, projects identified in the Plan will positively impact the safety and well-being of residents and visitors alike; and

WHEREAS, the City of Grants received the Comprehensive Plan from Architectural Research Consultants Inc. for review and adoption; and

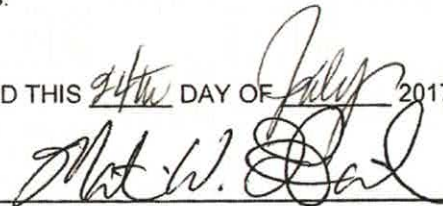
WHEREAS, the Plan has been reviewed and approved for adoption by the City of Grants Mayor and City Council.

THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF GRANTS, NEW MEXICO:

The City of Grants through its Governing Body adopts the 2017 Comprehensive Master Plan as the official planning guide for the City of Grants.

PASSED, APPROVED, AND ADOPTED THIS 24th DAY OF July 2017.

BY _____



Martin Hicks, Mayor

Cyndie Arrossa, City Clerk



This page is intentionally blank.

Contents

I. Introduction and Implementation Plan	I-1
II. City Assessment/Existing Conditions	II-1
A. Natural Conditions	II-1
B. Demographic Trends and Projections	II-2
C. Community Survey Results	II-9
D. Grants Historic Context and Resources	II-16
III. Land Use Element.....	III-1
A. Introduction	III-1
B. Existing Conditions	III-1
C. Issues and Opportunities	III-8
D. Future Land Use	III-12
E. Land Use Goals and Policies	III-17
IV. Economic Development Element	IV-1
A. Introduction and Existing Conditions	IV-1
B. Issues and Opportunities	IV-12
C. Goals, Policies and Objectives.....	IV-29
V. Facilities Element.....	V-1
A. Introduction	V-1
B. Existing Conditions, Issues and Opportunities	V-1
C. Goals and Policies	V-12
VI. Recreation, Trails and Open Space Element	VI-1
A. Introduction	VI-1
B. Existing Conditions	VI-2
C. Trends in Parks and Recreation, Trails, and Open Space	VI-15
D. Level Of Service Comparisons.....	VI-23
E. Recommendations.....	VI-23
F. Goals and Policies.....	VI-30
VII. Utilities Element	VII-1
A. Introduction	VII-1
B. Existing Conditions	VII-1
C. Issues and Opportunities.....	VII-2
D. Goals and Policies	VII-7
VIII. Water Element	VIII-1
A. Introduction	VIII-1

B. Existing Conditions	VIII-1
C. Issues and Opportunities	VIII-6
D. Goals and Policies.....	VIII-10
IX. Hazards Mitigation.....	IX-1
A. Introduction	IX-1
B. Hazards Mitigation Planning.....	IX-1
C. Hazards Description.....	IX-4
D. Goals, Policies and Objectives	IX-12
X. Transportation Element	X-1
A. Introduction	X-1
B. Existing Conditions	X-1
C. Issues and Opportunities.....	X-4
D. Recommended Transportation Programs and Projects.....	X-7
E. Goals and Policies.....	X-14
XI. Housing Element	XI-1
A. Introduction	XI-1
B. Existing Conditions	XI-1
C. Issues and Opportunities	XI-7
D. Housing Goals and Policies.....	XI-12

List of Exhibits

Exhibit I-1 Elements of Plan	I-1
Exhibit II-1 Mount Taylor	II-1
Exhibit II-2 Climatic Conditions of Grants, New Mexico	II-2
Exhibit II-3 City of Grants Long-Range Population Trends 1950-2015	II-2
Exhibit II-4 Cibola County Historic Population	II-3
Exhibit II-5 Household Populations 1978-2010.....	II-4
Exhibit II-6 Population by Age Groups 2010	II-5
Exhibit II-7 Median Age, Grants and State	II-5
Exhibit II-8 Comparative Total Actual Births	II-6
Exhibit II-9 County Birth Rates	II-6
Exhibit II-10 Population by Race and Ethnicity	II-7
Exhibit II-11 County Population Projections	II-7
Exhibit II-12 Grants Population Projections by Range Chart.....	II-8
Exhibit II-13 Population Projections by Range Table	II-8
Exhibit II-14 Survey Response and Actual Age Statistics.....	II-9
Exhibit II-15 Quality of Life Element Ranking	II-10
Exhibit II-16 Future Development Element Rankings.....	II-10
Exhibit II-17 New Housing Element Rankings.....	II-11
Exhibit II-18 Clean-Up Priorities	II-11
Exhibit II-19 Beautification Project Priorities	II-11
Exhibit II-20 Outdoor Recreational Destination Priorities	II-12
Exhibit II-21 I-40 Interchange Improvement Priorities	II-12
Exhibit II-22 Strategies to Promote Outdoor Recreation	II-12
Exhibit III-1 Grants and Vicinity Land Status.....	III-2
Exhibit III-2 Grants and Vicinity Parcels.....	III-4
Exhibit III-3 Grants Existing Land Use.....	III-5
Exhibit III-4 City of Grants Existing Land Use Inventory	III-6
Exhibit III-5 Future Land Use Districts and Nodes	III-12
Exhibit III-6 Future Land Use Concepts.....	III-13
Exhibit IV-1 Total County Employment	IV-1
Exhibit IV-2 County, State and U.S. Unemployment	IV-1
Exhibit IV-3 Employment by Major Industry	IV-2
Exhibit IV-4 Average Annual Employment by Sector, 2001-2015	IV-3
Exhibit IV-5 Grants Industry Profile	IV-4
Exhibit IV-6 Major County Employers	IV-4
Exhibit IV-7 Comparative Poverty Levels.....	IV-5
Exhibit IV-8 Comparative Median Household Income.....	IV-5
Exhibit IV-9 Comparative Educational Attainment	IV-6
Exhibit IV-10 City Taxable Gross Receipts	IV-6
Exhibit IV-11 City Lodger's Tax	IV-6
Exhibit IV-12 Regional Requirements Satisfied In and Outside of Region.....	IV-8
Exhibit IV-13 Grants Downtown MRA Existing Land Use	IV-10
Exhibit IV-14 Proposed Gateway and Sidewalk Improvements	IV-11
Exhibit IV-15 Map of Senior Housing	IV-16

Exhibit IV-16 Map of Grants Vendor Hub	IV-18
Exhibit IV-17 Aerial View of Grants in 2007	IV-19
Exhibit IV-18 El Malpais and El Morro Visitor Volumes	IV-21
Exhibit IV-19 Grants Historic and Future Economy	IV-23
Exhibit VI-1 Parks Inventory and Acreage	VI-3
Exhibit VI-2 Location of Parks within City Limits.....	VI-4
Exhibit VI-3 1/2 Mile Radii from Neighborhood Parks	VI-5
Exhibit VI-4 Obesity and Diabetes in U.S. Adults	VI-15
Exhibit VI-5 Comparison of Park Services for Grants and Others	VI-23
Exhibit VI-6 Rio San Jose Riverwalk Extension	VI-25
Exhibit VI-7 Possible Routes for Walking/Jogging Paths	VI-25
Exhibit VI-8 Proposed Continental Divide Trail through Grants	VI-26
Exhibit VI-9 Continental Divide Trail Through New Mexico	VI-28
Exhibit VI-10 Mount Taylor Ranger District Areas.....	VI-29
Exhibit VI-11 Zuni Mountain Trail System.....	VI-30
Exhibit VII-1 Offline Population Decline	VII-6
Exhibit VIII-1 Bluewater Groundwater Basin	VIII-2
Exhibit VIII-2 Rio San Jose Basin Watershed.....	VIII-3
Exhibit VIII-3 Rio San Jose at Acoma Pueblo	VIII-4
Exhibit VIII-4 Rio San Jose at Grants.....	VIII-4
Exhibit VIII-5 Precipitation at the Grants Airport.....	VIII-4
Exhibit VIII-6 Average Annual Precipitation 1980-2010.....	VIII-5
Exhibit VIII-7 Drinking Water Supply Withdrawals	VIII-6
Exhibit VIII-8 Projected Water Demand	VIII-7
Exhibit VIII-9 Leaking Underground Tank Sites	VIII-9
Exhibit IX-1 Risks to the City and Their Probability	IX-4
Exhibit IX-2 Risks to the City and Their Probability	IX-6
Exhibit IX-3 Risks to the City and Their Probability	IX-7
Exhibit IX-4 Flood Risks to the City	IX-8
Exhibit IX-5 Wildfire Frequency	IX-8
Exhibit IX-6 County Storm Events since 1960.....	IX-9
Exhibit IX-7 Storm Events in Grants since 1997	IX-10
Exhibit IX-8 Drought Levels in the County.....	IX-11
Exhibit X-1 Map of Grants Area.....	X-2
Exhibit X-2 Road Functions and Estimated Traffic Counts.....	X-3
Exhibit X-3 Pedestrian Trails Map.....	X-9
Exhibit X-4 Proposed Bike Trails Map	X-10
Exhibit XI-1 Grants Housing Units.....	XI-1
Exhibit XI-2 Average Household Size	XI-2
Exhibit XI-3 Change in Housing and Population	XI-2
Exhibit XI-4 Grants Housing Vacancy Status	XI-3
Exhibit XI-5 Age of Structure	XI-3
Exhibit XI-6 Number of Housing Units by Type.....	XI-5
Exhibit XI-7 Housing Cost as Percentage of Household Income.....	XI-6

The City of Grants prepared this plan in part through a grant provided through the State of New Mexico's Local Governments Division using Community Development Block Grant (CDBG) funding. With the added elements of water and hazards mitigation, the City has a comprehensive plan that complies with State of New Mexico NMAC CDBG Rule 2.110.2.H.1 Planning Elements, which should allow the City to take full credit for its planning in CDBG applications.

Actions Recommended in 2007 Plan that the City Accomplished

It should be noted that the City has accomplished a number of the recommendations in the 2007 plan, including but not limited to:

- The City developed a master drainage study and revised floodplain regulations
- The City adopted a new land use code, including zoning, subdivision regulations, floodplain regulations, and other development regulations
- Construction/renovation of the Lifelong Learning Center has begun as a replacement of the existing library
- Design of the new sewer treatment plant is complete and construction has started
- Continued demolition of dilapidated buildings
- Improvement of sidewalks on First and Second Streets
- Initiation of an energy efficiency study (Siemens Engineering project underway)
- Periodic economic summits have been conducted, many led by the Cibola Communities Economic Development Foundation
- Development of recreation, trails and open space master plan, addressed in this document
- Periodic revision of the comprehensive plan, addressed in this document

Community Involvement

In developing the update, to assure that the plan would be properly considered and have broad support, the City sought public input through the following means:

- Distributed a community survey to 3,200 utilities customers and posted it on line
- Held Steering Committee meetings October, 2016 through March, 2017 (five meetings)
- Held a public meeting on the draft plan on May 24, 2017
- Held City Council meetings (dates to be determined)
- Conducted interviews throughout the planning process

Input from the public through the community survey (327 responses), public meetings, and the dedicated participation of the Steering Committee in this process were invaluable. The community engagement added greatly to the information in the plan and truly guided the policies and priorities of this plan.

A. Legal Framework: State Statutes Overview

The authority of a municipality to prepare a comprehensive plan is established in the New Mexico statutes. The following discussion presents an overview of the legal framework for “comprehensive” or “master” planning (these terms appear to be used synonymously in the statutes). It quotes and discusses selected relevant statutory provisions and state regulations. The full statutes and state regulations should be consulted when researching specific questions.

General powers of counties and municipalities: The statutes of New Mexico enable the preparation of a comprehensive plan by local governments, including both municipalities and counties. Most of the statutory provisions regarding comprehensive plans are written specifically for municipalities.

Purpose of a plan: Section 3-19-9 NMSA 1978 addresses the general purpose of a master plan. Subsection (A) states:

... a municipal planning commission shall prepare and adopt a master plan for the physical development of the municipality and the area within the planning and platting jurisdiction of the municipality which in the planning commission’s judgment bears a relationship to the planning of the municipality.

Subjects on which the plan may recommend: Section 3-19-9(B) allows that, in addition to recommendations for the physical development of the municipality and its planning jurisdiction, the master plan may also address:

... streets, bridges, viaducts and parkways; parks and playgrounds; floodways, waterways and waterfront development, airports and other ways, grounds, places and space; public schools, public buildings, and other public property; public utilities and terminals, whether publicly owned or privately owned; community centers and neighborhood units and the replanning of blighted districts and slum areas; and public ways, grounds, places, spaces, building properties, utilities or terminals.

Zoning conformance to plan: The most specific statutory provision relating to land use regulations is Section 3-21-5 NMSA 1978, entitled “Zoning Conformance to Comprehensive Plan.” Subsection (A) states: “The regulations and restrictions of the county or municipal zoning authority are to be in accordance with a comprehensive plan....”

Approval of changes to public property and rights-of-way: Section 3-19-11 NMSA 1978 addresses the legal status of a municipality’s master plan, including:

- (A) After a master plan ... has been approved and within the area of the master plan ... the approval of the planning commission is necessary to construct, widen, narrow, remove, extend, relocate, vacate, abandon, acquire or change the use of any
 - (1) park, street or their public way, ground, place or space;
 - (2) public building or structure; or
 - (3) utility, whether publicly or privately owned.
- (B) The failure of the planning commission to act within sixty-five days after submission of a proposal to it constitutes approval of the proposal unless the proponent agrees to an extension of time. If the planning commission disapproves a proposal, it must state its reasons to the governing body. The governing body may overrule the planning commission and approve the proposal by a two-thirds vote of all its members.

Implementation Plan

The following matrix describes recommended actions to implement the comprehensive plan. Actions are identified by time frame and priority as short-term, intermediate, long-term or ongoing. The action statements are intended to articulate strategies and initiatives that usually require a number of more specific tasks to accomplish. The implementation plan is an executive summary of the plan.

The goals and policies, and key maps and diagrams in each element are also critical components of the plan's set of recommendations and should be consulted for a more complete understanding of the plan direction.

Time Frame				Action
Short Term (1-2 Years)	Intermediate (3-5 Years)	Long Term (>5 Years)	Ongoing	
Land Use				
■				Amend Land Use Code and Zoning Map to implement provisions recommended in the updated Comprehensive Plan
■				Develop incentives for improved upkeep of both residential and nonresidential properties, and reuse of vacant properties including strengthening the property maintenance code, increasing code enforcement, creating a land trust or vacancy tax, and continuing clean-up programs
	■			Develop landscaping requirements for low water-use landscapes, including appropriate species of trees, as an amendment to the Land Use Code
			■	Continue to condemn and demolish dilapidated structures as needed
	■			Consider increasing density/intensity of uses in the priority districts and nodes identified in the plan to support retail and services for local and regional residents, further develop amenities for travel and trade, promote outdoor recreational tourism and promote Grants as a retirement community
	■			Develop a city GIS system
		■		Implement subdivision review in the 3-mile extraterritorial area surrounding the city

Time Frame				Action
Short Term (1-2 Years)	Intermediate (3-5 Years)	Long Term (>5 Years)	Ongoing	
Economic Development				
■				Conduct a public workshop convened by City Council to discuss the vision and steps involved in becoming an outdoor recreation destination, and secure community buy-in. Work with local media to broadcast an informational series on the initiative and to cover the workshop.
■				Conduct a Grants branding effort to secure community buy-in for outdoor recreation promotion, and to develop a Grants logo and promotional material for marketing purposes
■				Develop and deploy a branded marketing campaign to promote the city as an outdoor recreation destination. A sub-branch of this campaign should promote the city as a retirement destination
■				Work with Continental Divide Trail Coalition to develop branded wayfinding signage in downtown Grants
■				Identify a location for a permanent welcoming station and begin developing plans
■				Evaluate the business licensing process to identify opportunities to create incentives for pop-up businesses downtown
■				Initiate “downtown pop-up days” by developing a schedule and working to ensure that is stays accurate, updated and highly visible to the public, and by developing additional attractions, activities and events around the downtown area on those days
■				Lead the formation of a regional recreational development task force to promote the development of additional outdoor recreation opportunities and coordinate on current assets
		■		Conduct a study to identify additional outdoor recreational opportunities for development
■				Contact established recreational touring businesses and invite them to establish a private touring business in Grants, possibly as a satellite to existing touring businesses elsewhere
	■			Conduct a feasibility study of developing a “bike library” based at the New Mexico Mining Museum, visitors center or other central location

Time Frame				Action
Short Term (1-2 Years)	Intermediate (3-5 Years)	Long Term (>5 Years)	Ongoing	
	■			Develop an annual report on the Mining Museum, including visitorship, popularity of exhibits, and potential for growth. Identify steps to improve this important asset that can help anchor or complement outdoor recreational tourism.
	■			Conduct a market feasibility study to identify economic development opportunities, including those in the industrial, manufacturing and logistics industries, and as a retirement community
■				Update the local LEDA ordinance to include recent state additions to the listed allowable uses
Facilities				
	■			Develop an integrated facilities/asset management plan to guide maintenance and improvements of city facilities
■				Designate city staff with authority to carry out the facilities maintenance recommendations in this plan
			■	Continue developing an annual ICIP to prioritize capital improvement projects
			■	Continue work to improve water and energy efficiency of city facilities
■				Support Cibola County in conducting a facility condition assessment and feasibility study for reuse of the old County Courthouse, including assigning the MainStreet Association to provide assistance
Recreation, Trails and Open Space				
			■	Develop an annual parks action plan that addresses maintenance schedules and phased capital improvements, considering recommendations in the comprehensive plan, including ADA compliance, adding and replacing amenities, and building a splash pad
■	■			Build “missing link” sidewalks and trails within and around parks and between parks and schools, key city facilities and shopping areas, and plant trees where feasible (cross-link to Transportation)
			■	Conduct periodic public meetings or user surveys for input about desired parks features and about existing features that are no longer favored

Time Frame				Action
Short Term (1-2 Years)	Intermediate (3-5 Years)	Long Term (>5 Years)	Ongoing	
■				Extend the Legacy Trail to the Future Foundations Family Center and beyond
	■			Develop a pump track or bike park on suitable land either in the city open space next to the golf course or on available private property made available by a property owner
■				Designate formalized routes to the Continental Divide Trail and develop wayfinding signage from downtown Grants to the trailheads
	■			Advocate for building Zuni Mountain trails, Horace Mesa and "G" Mesa trails, and other regional trails
■				Select at least one trail in the Zuni Mountain trails system, Horace Mesa or "G" Mesa, to be a "purpose-built" trail that has banked turns, berms, and dips for competitive mountain biking. Design the trail with help from the National Park Service Rivers, Trails, and Conservation Assistance Program.
			■	Continue to work with regional partners to design, develop and promote trails and other outdoor recreational facilities
	■			Advocate for improving road bike facilities along NM 53 and other routes, such as a maintained shoulder signed for bicycles
	■			Create a map for and advertise all-terrain vehicle and other recreational motorized vehicle routes in and around Grants
Utilities				
■				Implement water and electricity efficiency improvements recommended by the Siemens Engineering efficiency project
■				Complete the new waste water treatment plant
	■			Develop a long-range utilities plan, including replacement of old, leaking water and sewer lines, a rate study to ensure enterprise fund adequacy and encourage water conservation and GIS mapping of systems
■				Work with internet providers, offering incentives as appropriate, to develop a broadband fiber optic network serving the entire community of Grants
	■			Improve recycling opportunities, including at least two stations and consideration of curb-side pick-up service

Time Frame				Action
Short Term (1-2 Years)	Intermediate (3-5 Years)	Long Term (>5 Years)	Ongoing	
Water				
	■			Update 40-year water plan
■				Develop and implement wellhead protection provisions
	■			Develop a drought management plan
			■	Participate in regional watershed restoration and salt cedar eradication programs
Hazard Mitigation				
			■	Continue support and coordination with local emergency response officials and volunteers to maintain and expand emergency response capacity
			■	Continue to support the periodic update of the Cibola County Hazards Mitigation Plan
			■	Seek funding and develop studies to mitigate flooding issues in the city, especially along 5th Street and George Hanosh Blvd.
■				Conduct an assessment of hazards risk to city facilities and potential approaches to limiting risks and managing vulnerabilities
	■			Establish water conservation goals and outreach plan for Grants residences and business to improve resiliency to drought
Transportation				
			■	Continue the program to annually reconstruct streets selected through priority scoring, considering traffic volume, coincident utilities replacement, and other factors
■	■			Construct "missing link" sidewalks in priority districts and nodes, and comply with ADA, especially where needed for the Continental Trail Divide route, Safe Routes to School and walking exercise loops
		■		Develop a master street plan in a radial grid pattern in undeveloped northeast Grants
	■			Create on-street bicycle lanes and signed shared lanes
	■			Implement Santa Fe Avenue street and sidewalk improvements recommended in the Metropolitan Redevelopment Area Master Plan

Time Frame				Action
Short Term (1-2 Years)	Intermediate (3-5 Years)	Long Term (>5 Years)	Ongoing	
Housing				
■				Encourage the development of new housing in the city, including mid-range, affordable housing and senior housing
■				Consider including additional restrictions to the property maintenance code to expand the ability of city officials to manage property maintenance
			■	Continue supporting city code enforcement department to consistently enforce the property maintenance code
	■			Develop a task force to conduct public education and outreach efforts to improve civic pride and build understanding of the interconnectivity of property maintenance and economic development

Action	Priority	Funding Source
Encourage the development of new housing in the city including the range of affordable housing and senior housing.		Housing
Consider making additional contributions to the existing infrastructure code to extend the ability of city officials to manage security measures.		Housing
Continue supporting city code enforcement department to consistently enforce the property maintenance code.	H	
Develop a task force to conduct public relations for the City of Grants and build the visibility of property maintenance and a crime free community.		Housing

This page is intentionally blank.

This section presents information about natural conditions, demographic trends, projections, historic context and historic resources of Grants.

II. City Assessment/Existing Conditions

This section presents background information about the city of Grants, including a brief description of natural conditions, an analysis of demographic trends and a discussion of the historic context and resources of the community.

A. Natural Conditions

Grants is the gateway to a number of national parks, monuments and Native American pueblos, including Chaco Canyon, El Malpais, El Morro, Acoma-Sky City, and Laguna. The region encompasses lakes, mesas, spectacular lava flows, Indian ruins and majestic mountains. The Rio San Jose passes through the city from west to east. Its watershed is a subwatershed of the Rio Grande.

Grants has an average elevation of 6,400 feet, with topography that varies from flat land along the floodplain of the river to steep-sided mesas. The city sits at the foot of Mount Taylor (11,301 feet high), a dormant volcano. It is on the north end of the large and recent lava field (youngest flows around 15,000 years old), much of which is now designated as part of El Malpais National Monument. High desert vegetation gives way to evergreen forests and aspens in the Zuni Mountains southwest of the city and Mount Taylor.

Exhibit II-1 Mount Taylor



Source: Wikimedia Commons

Grants received a yearly average of 10.29" of precipitation from 1953-2012. The table below describes Grants' average climate, including annual precipitation and snowfall. The city enjoys warm summers, with average highs in the mid-80s from June through August, and moderately cold winters with average lows of 15 to 19 degrees in December through February.

Exhibit II-2 Climatic Conditions of Grants, New Mexico

Grants/Milan Municipal Airport Climate Summary

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
Average Max. Temperature (F)	46.4	51.6	58.8	67.6	76.7	86.9	88.7	85.7	80.1	69.9	56.9	47.4	68.1
Average Min. Temperature (F)	14.3	18.6	23.8	30.3	39.1	47.7	55.3	53.2	44.7	32.7	22	14.5	33
Average Total Precipitation (in.)	0.5	0.43	0.52	0.45	0.51	0.56	1.72	2.01	1.29	1.09	0.55	0.67	10.29
Average Total SnowFall (in.)	No Data												
Depth (in.)	0	0	0	0	0	0	0	0	0	0	0	0	0

Source: Western Regional Climate Center, wrcc@dri.edu, for period of 05/01/1953 to 11/03/2012

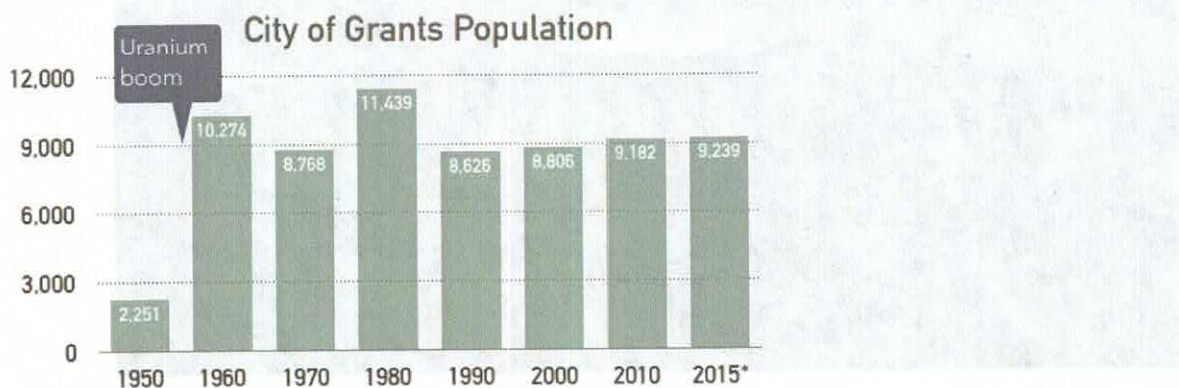
B. Demographic Trends and Projections

Long-term economic and demographic trends tend to shape the future of communities. While the past does not dictate the future, the dynamics of the community portrayed in long-range trends tend to continue with some momentum into the future, unless unforeseen conditions intervene.

Historic Population

The city's permanent population has fluctuated widely over the last 50 years, due to a boom-and-bust economic cycle mainly because of mine openings and closings. Anecdotal reports are that the peak population was over 12,000 persons during an off-census year before 1980. Grants has experienced slow growth over the last 25 years, 1990-2015, of 0.26% per year on average, similar to 1970.

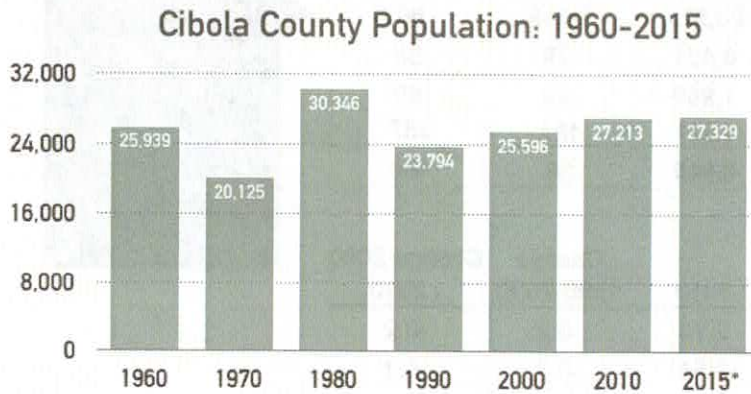
Exhibit II-3 City of Grants Long-Range Population Trends 1950-2015



Source: US Census counts for 1950, 1960, 1970, 1980, 1990, 2000, and 2010 and 2015 estimate.

Cibola County population also fluctuated considerably between 1960, before it split from Valencia County, and 1990. Since 1990, the county has grown at a slow rate of 0.56% per year on average, at a slightly faster rate than Grants.

Exhibit II-4 Cibola County Historic Population



Sources: U.S. Census Bureau 1990, 2000 and 2010 counts and 2015 estimate. Cibola County was created in 1981. The Mid Region Council of Governments computed the Valencia County and Cibola County populations in 1960, 1970 and 1980.

City of Grants residents living in households decreased slightly, by 79 persons, in the 1990s, but increased by 98 persons in the 2000s. These residents receive services from the City and participate in economic, civic and educational affairs of the community. The number of Milan household residents also increased in the 2000s, however, county household resident numbers declined in the 2000s by 697 persons.

The population living in group quarters, e.g., the three prison facilities within the county, increased from 554 in 1990 to over 3,000 in 2010. Most notably, group quarters residents grew in Milan, with the opening of the Corrections Corporation of American prison facility for the U.S. Bureau of Prisons. The Milan facility has recently begun operating as a detention center for illegal immigrants, as discussed in more detail in the Economic Development Element.

Household size declined in all jurisdictions of the county. The city of Grants has the lowest number of persons per household in the county.

Exhibit II-5 Household Population in Cibola County, Grants Milan, Acoma Pueblo and Laguna Pueblo 1978-2010

Population Living in Households

	1990	2000	2010	Change 1990-2000	Change 2000 - 2010
Cibola County	23,240	24,529	23,922	1,289	-607
Grants	8,432	8,353	8,451	-79	98
Milan	1,911	1,891	1,960	-20	69
Acoma Pueblo	2,590	2,774	3,011	184	237
Laguna Pueblo	3,731	3,769	3,949	38	180

Household population decline in County, some growth in Grants

Household Size

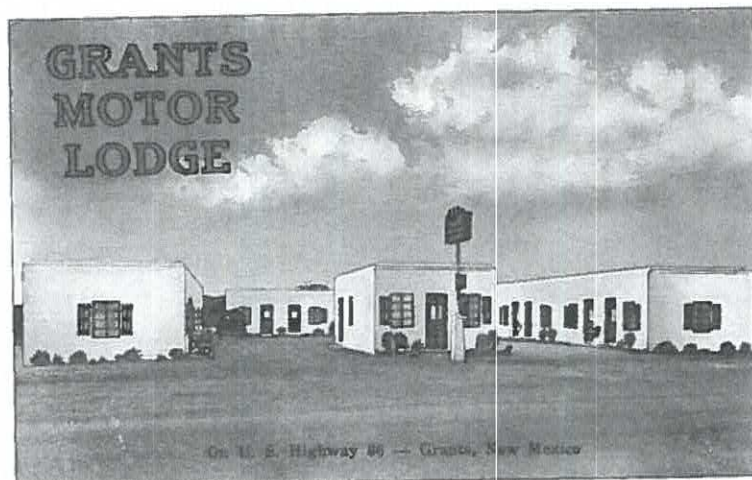
	1990	2000	2010	Change 1990-2000	Change 2000 - 2010
Cibola County	3.19	2.95	2.70	-0.2	-0.2
Grants	2.85	2.61	2.54	-0.2	-0.1
Milan	3.14	2.81	2.70	-0.3	-0.1
Acoma Pueblo	4.27	4.04	3.75	-0.2	-0.3
Laguna Pueblo	3.55	3.53	3.33	0.0	-0.2

Population Living in Group Quarters

	1990	2000	2010	Change 1990-2000	Change 2000 - 2010
Cibola County	554	1,066	3,291	512	2,225
Grants	194	453	731	259	278
Milan	0	0	1,285	0	1,285
Acoma Pueblo	0	0	0	0	0
Laguna Pueblo	0	0	94	0	94

Prison population growth

Sources: U.S. Census 1990, 2000 and 2010 Counts.



Demographics - Age

Distribution of the city's population is fairly even by age groups up to age 54, after which the size of each age group declines. The city has a fairly small group aged 0 to 19 years, compared to communities with stronger natural growth, having higher concentrations of population in young age groups.

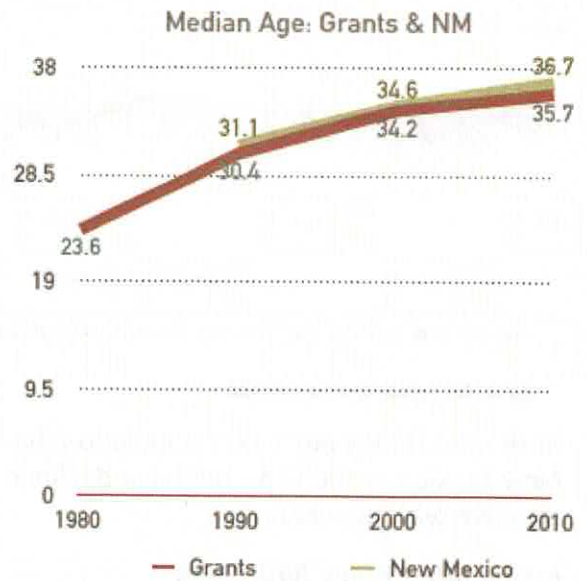
The City of Grants' population is aging, with a median age closely following the same trend line as New Mexico.

Exhibit II-6 Population by Age Groups 2010



Source: US Census, 2010

Exhibit II-7 Median Age, Grants and State

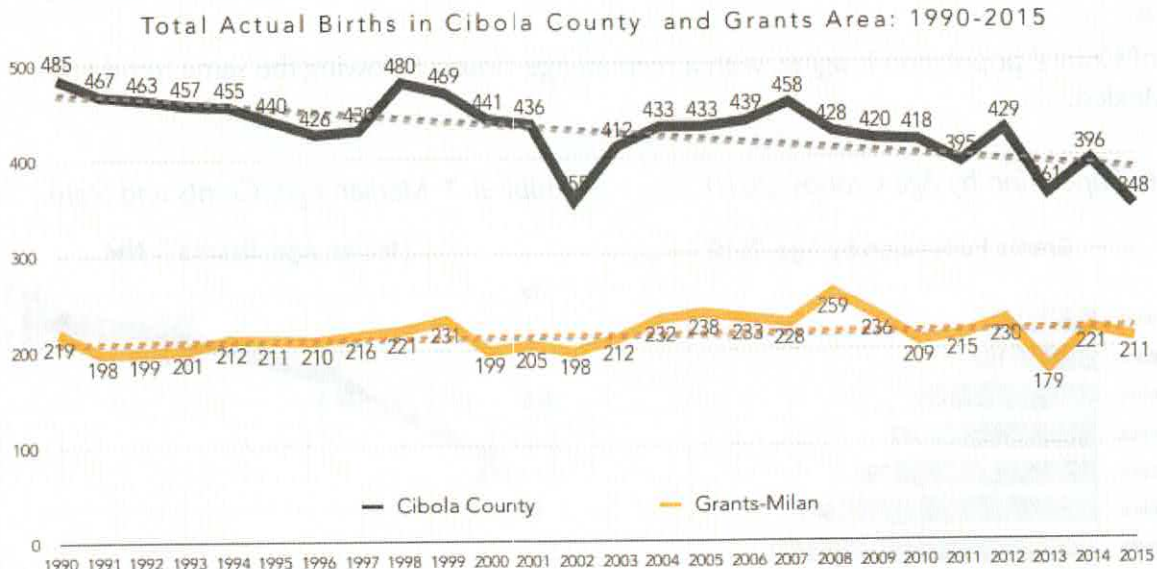


Source: US Census, 1980, 1990, 2000, and 2010

Births

Actual births have declined somewhat in the county, while they have trended up slightly in the Grants/Milan area.

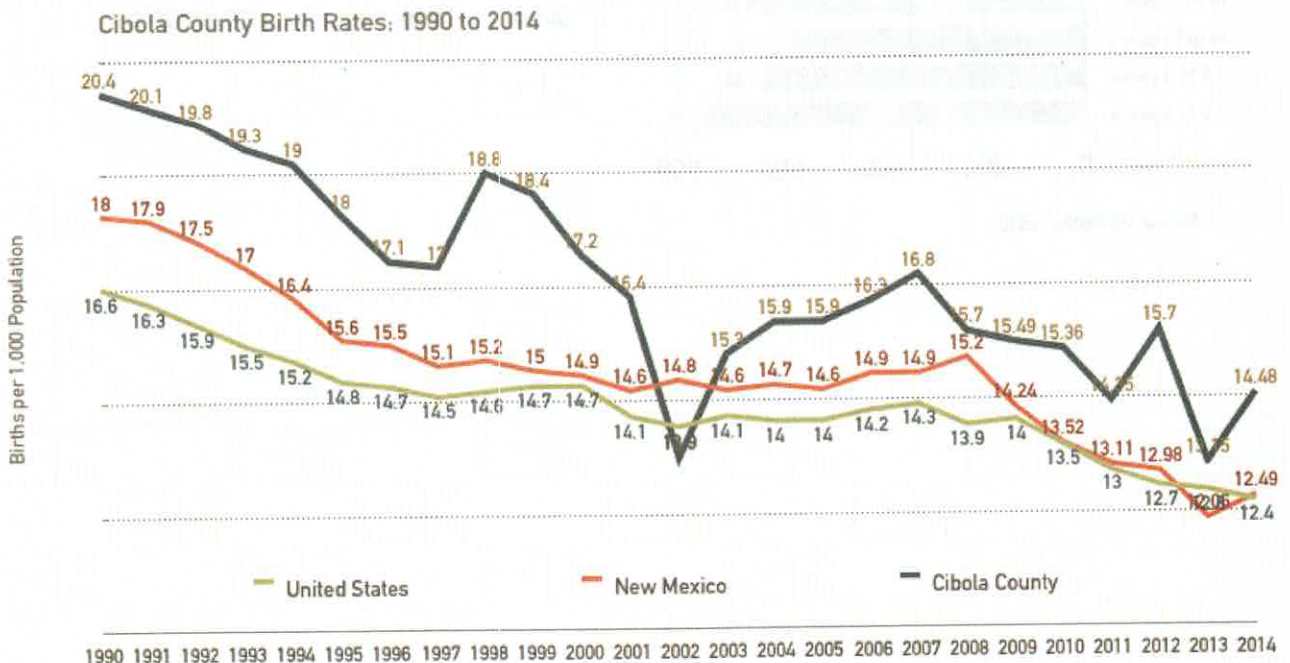
Exhibit II-8 Comparative Total Actual Births



Source: New Mexico Department of Health

Birth rates (births per 1,000 population) have generally been higher in Cibola County than in New Mexico or the U.S., but have declined over time. Some have speculated that birth rates will improve with the economy.

Exhibit II-9 County Birth Rates



Source: New Mexico Department of Health and U.S. Department of Health Vital Statistics

Ethnicity

The majority of the population in the city of Grants has been Hispanic — 52% in 2000 and 2010. American Indian numbers rose by 370 persons between 2000 and 2010, increasing their share from 13% to 17%. Other groups, including non-Hispanic whites, declined by 220 persons between 2000 and 2010, down 3%. Most of the growth in the county between 2000 and 2010 was in the village of Milan, corresponding to the opening of the prison. It appears that most prison population was Hispanic.

Exhibit II-10 Population by Race and Ethnicity in Grants and Cibola County 1990 and 2000

Ethnicity/Race in Cibola County: 2000 and 2010

	Cibola County		City of Grants		Village of Milan		Unincorporated County		Change 2000-2010			
	2000	2010	2000	2010	2000	2010	2000	2010	County	City	Village	Unincorporated
Hispanic	8,555	9,934	4,611	4,782	989	2,178	2,955	2,974	1,379	171	1,189	19
American Indian	10,697	11,156	1,183	1,553	312	423	9,202	9,180	459	370	111	-22
Other	6,343	6,123	3,012	2,847	590	644	2,741	2,632	-220	-165	54	-109
Total	25,595	27,213	8,806	9,182	1,891	3,245	14,898	14,786	1,618	376	1,354	-112

	Cibola County		City of Grants		Village of Milan		Unincorporated County		Change 2000-2010			
	2000	2010	2000	2010	2000	2010	2000	2010	County	City	Village	Unincorporated
Hispanic	33%	37%	52%	52%	52%	67%	20%	20%	3%	0%	15%	0%
American Indian	42%	41%	13%	17%	16%	13%	62%	62%	-1%	3%	-3%	0%
Other	25%	23%	34%	31%	31%	20%	18%	18%	-2%	-3%	-11%	-1%
Total	100%	100%	100%	100%	100%	100%	100%	100%	0%	0%	0%	0%

Source: U.S. Census 2000 and 2010

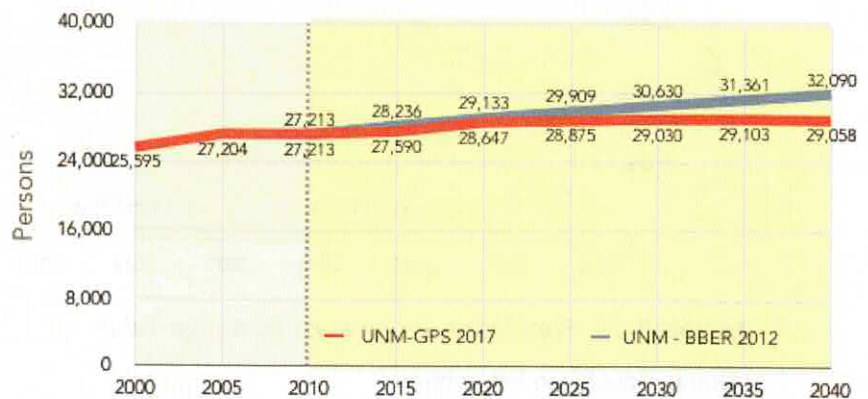
Population Projections

Cibola County

The University of New Mexico Geospatial Population Services' (GPS) most current projections show that Cibola County slow growth between 2010 and 2040 from 27,213 to 29,058 persons, gaining 1,468 persons. GPS projects the average annual rate of growth will be 0.2% over the 30-year projection period. GPS suppressed its expected growth for the entire state compared to prior projections, due to net out-migration corresponding to the sluggish economy and lower birth rates. Still, Cibola County's projected growth rate is lower than the state's average annual rate of 0.5%.

Exhibit II-11 County Population Projections

Cibola County Population Projections: 2000-2040



City Population Projections

ARC prepared three population projection series for the City, extending to year 2040. We considered the following factors:

- Historic trends in population growth in the city, vicinity and county, including births, deaths and migration
- Aging of existing city residents and the population in the U.S. and New Mexico
- Economic development activities, prospects and initiatives that could lead to an influx of residents
- Retention of residents through providing opportunities and amenities in the community, such as schools, hospitals and recreation
- Opportunities for residents to live in Grants and commute to jobs or school in metropolitan Albuquerque and McKinley County

Assumptions were:

- All projections assume that the population living in group quarters will remain constant in the future. Of course, this variable could significantly shift population higher or lower.
- The *low-range* series assumes the city of Grants will have a lower share of the growth in Cibola County, based on a recent trend towards declining share.
- The *mid-range* series assumes a slightly higher growth rate than projected for Cibola County as some economic development initiatives succeed.
- The *high-range* series assumes growth due to several economic development initiatives, including the possibility of uranium mining.

Exhibit II-12 Grants Population Projections by Range Chart

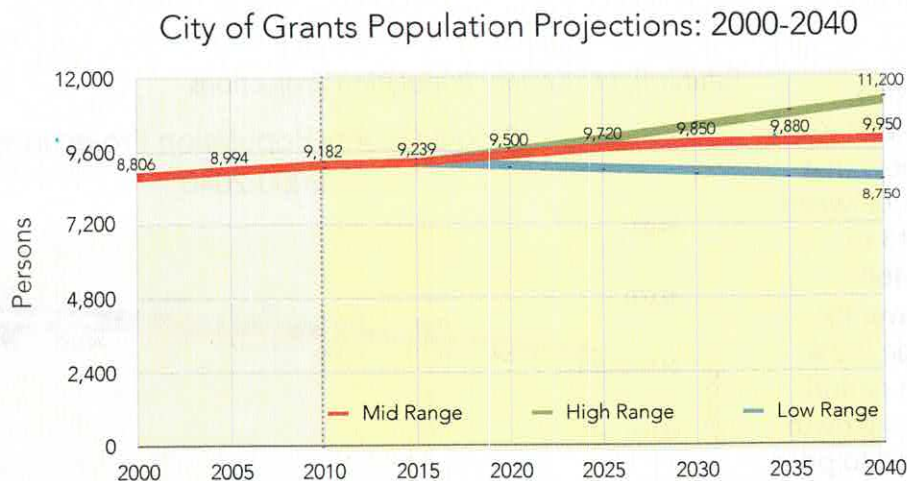


Exhibit II-13 Population Projections by Range Table

Grants Population Projections										Average annual rate
	2000	2005	2010	2015	2020	2025	2030	2035	2040	
Mid Range	8,806	8,994	9,182	9,239	9,500	9,720	9,850	9,880	9,950	0.3%
Low Range				9,239	9,150	9,050	8,950	8,850	8,750	-0.2%
High Range				9,239	9,600	9,980	10,400	10,800	11,200	0.7%

C. Community Survey Results

Process

In December, 2016, the planning team and city officials worked together to develop survey questions for a community survey. The result were 13 multiple-choice and ranking questions regarding quality of life, recreational opportunities, housing and infrastructure. The survey form is included on page II-15 of this document.

The City mailed paper surveys in January water bills to each water utility customer. Some 3,200 households and businesses received the paper survey. It also produced an online version of the survey. The paper version included the web address for the survey, and both the Cibola Beacon and Gallup Independent newspapers published it. An advertisement ran in the Gallup Independent on each of the last three Mondays in January, and in six consecutive editions as well as the web site of the Cibola Beacon. The City of Grants' web site also included a link and invitation to complete the survey online.

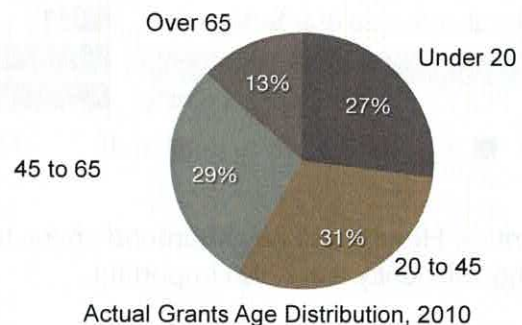
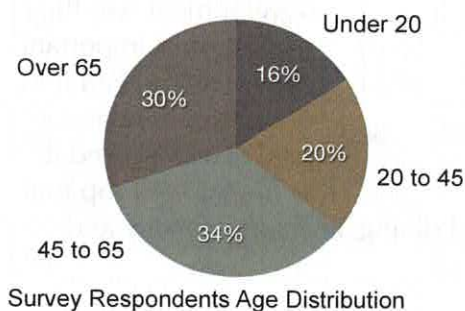
The City mailed paper surveys through the month of January staggered billing cycles and invited residents to mail the surveys with their bill payment or drop them off at city offices. The survey closed on February 10, 2017.

In all, residents returned 327 paper and online survey responses, representing 4% of the household population reported in the 2010 U.S. Census, or 10% of households in the city. While it was not a random survey for statistical validity, the survey's response level represents a significant breadth of residents. Not all respondents answered every question, so results do not always total 327, but indicate the total number of answers received.

Results

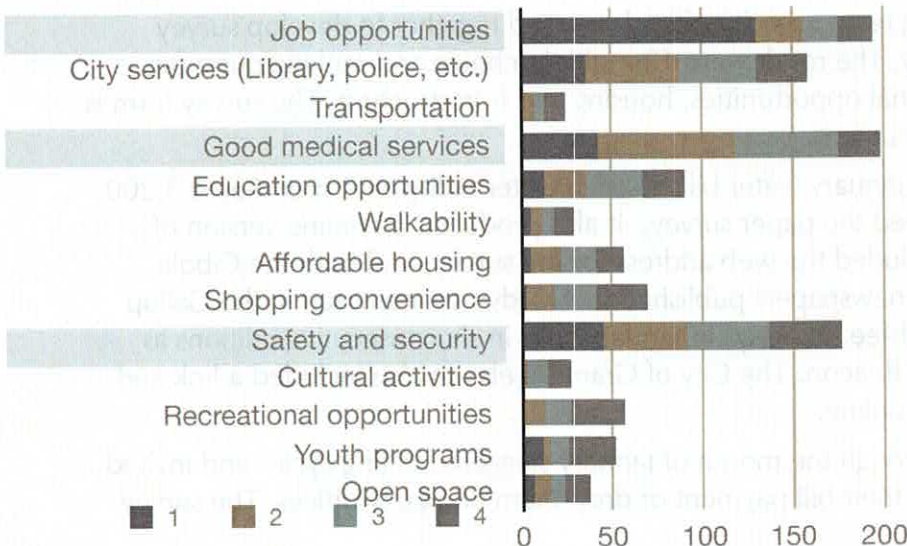
85% of the survey respondents reported living within the city limits. Ages represented in respondent households were fairly evenly split between the 45 to 65 years group (34%) and the over 65 years group (30%). Younger groups were less heavily represented; 16% reported members of the household under 20 years of age, and 20% reported having household members at 20 to 45 years of age. This breakdown represents a significant skewing of the results toward older demographics. The actual age make-up of the city, according to the 2010 U.S. Census is: under 20, 27%; 20 to 45, 31%; 45 to 65, 29% and over 65, 13%.

Exhibit II-14 Survey Response and Actual Age Statistics



How important are the following items to quality of life in Grants, NM?

Exhibit II-15 Quality of Life Element Ranking
Ranked by priority 1 highest to 4 lowest

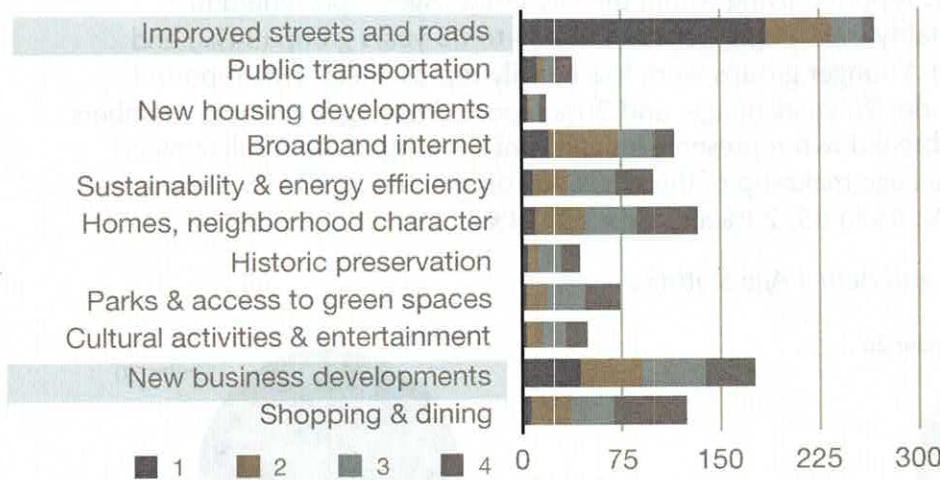


Residents rated job opportunities as the most important element of quality of life in Grants by 130 respondents. Good medical services had a strong showing as second most important and safety and security was rated as important by 177 respondents, but with high variation of ranking. For the number of respondents who rated each item in their top four quality-of-life factors, job opportunities rated second highest with a total of 195. Good medical services rose

to the top with 198 and safety and security was third with 177. City services also rate highly with 159.

How important are the following items in terms of future development?

Exhibit II-16 Future Development Element Rankings
Ranked by priority 1 highest to 4 lowest



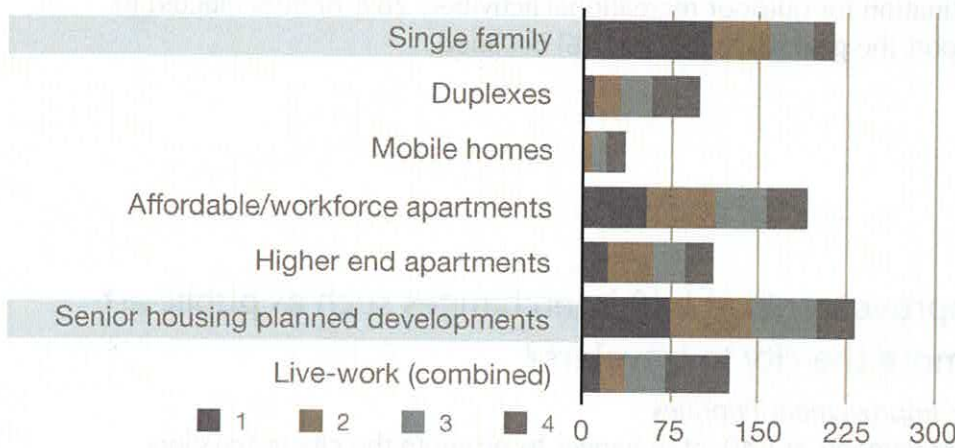
By far the most important issue in terms of future development is improved streets and roads; 186 respondents ranked it as their top priority and a total of 268 ranked it as one of their top four priorities. New business development was the second most important item — 44 ranked it as most important and a total of 177 ranked it as one of their top four

priorities. Homes and neighborhood character, shipping and dining, and sustainability and energy efficiency were also important.

What kind of new housing does Grants most need?

Exhibit II-17 New Housing Element Rankings

Ranked by priority 1 highest to 4 lowest



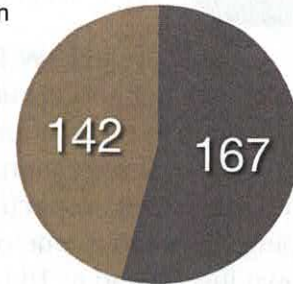
Respondents were most interested in developing additional single family housing in Grants; 110 ranked it as the top priority and 214 ranked it as one of their top four housing priorities. More respondents, 231, ranked senior housing planned developments as one of their top four priorities, but fewer, 75,

ranked it as their top priority. Affordable/workforce apartments was third with 54 identifying it as their top priority and 191 ranking it among their top four priorities.

Where should the City prioritize efforts to clean up vacant and unmaintained yards and buildings?

Exhibit II-18 Clean-Up Priorities

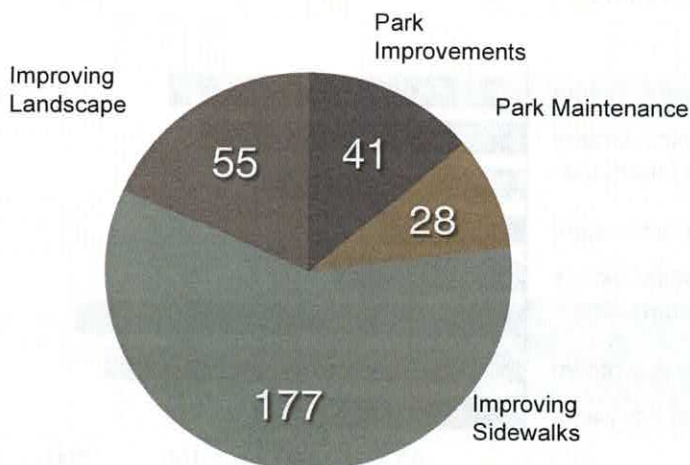
Downtown



Neighborhoods

Respondents were nearly split when prioritizing downtown or neighborhoods for City efforts to clean up vacant and unmaintained yards and buildings, suggesting that both areas are important to respondents. In the end, neighborhoods, at 167, slightly edged out the Downtown at 142.

Exhibit II-19 Beautification Project Priorities

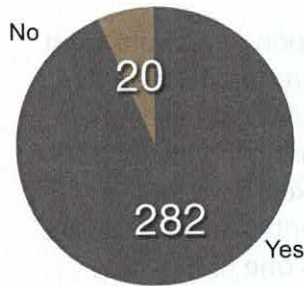


Where should the City focus beautification efforts?

Sidewalk improvements again are a top priority, with 177 votes, three times more than the next nearest priority, landscape improvements.

Do you support Grants becoming a destination for outdoor recreational activities?

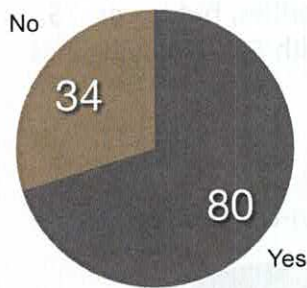
Exhibit II-20 Outdoor Recreational Destination Priorities



Respondents voiced overwhelming support for the city to become a destination for outdoor recreational activities; 282, or 93% elected to support the goal while just 20 (7%) declined.

Would you support improvements at I-40 interchanges such as public art or landscaping to promote the city to travelers?

Exhibit II-21 I-40 Interchange Improvement Priorities



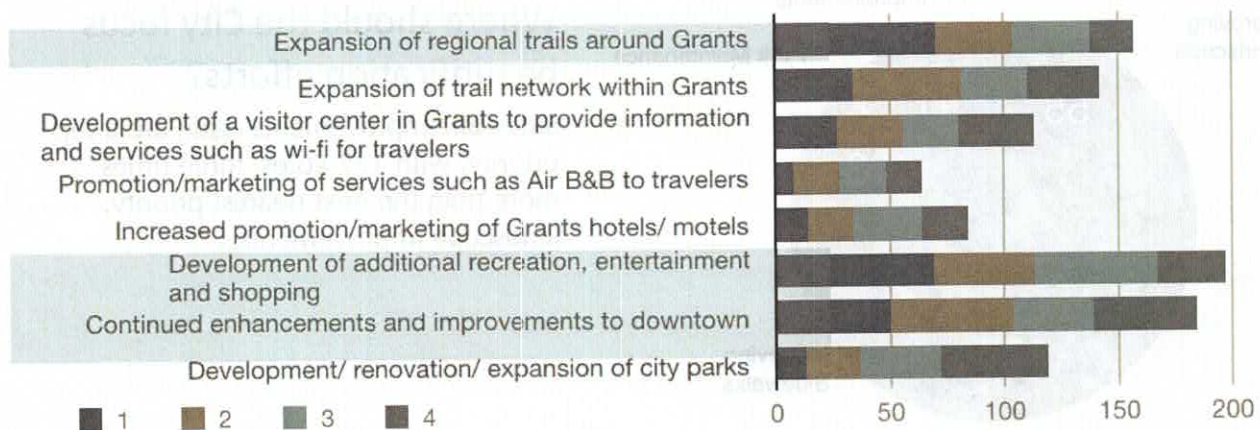
Improvements at I-40 interchanges to promote the city to travelers were slightly less enthusiastically received, but was also approved by the vast majority of respondents; 80, or 70% elected to support the improvements while just 34 (30%) declined.

How can Grants best promote outdoor recreation?

Respondents were not entirely unified behind any one approach for becoming a destination for outdoor recreation in terms of promotion. However, expanding regional trails around Grants and developing additional recreation, entertainment and shopping nearly tied for the number one ranking with 70 and 69, respectively. Overall, developing additional recreation, entertainment and shopping was rated as one of the top four priorities by 197, with continued enhancements to downtown just behind at 184. Overall, 157 respondents rated expanding regional trails around Grants as one of their top four priorities, just ahead of expanding the trail network within Grants at 142.

Exhibit II-22 Strategies to Promote Outdoor Recreation

Ranked by priority 1 highest to 4 lowest

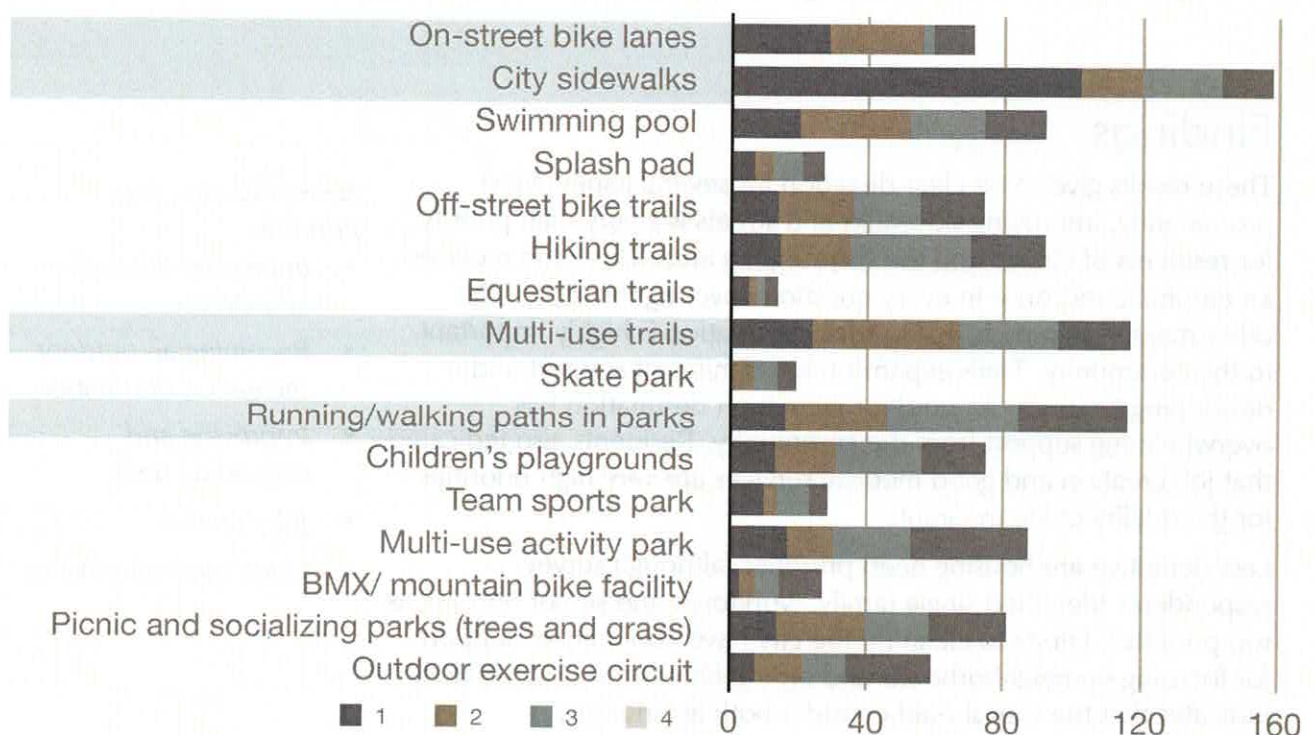


On which recreational opportunities for residents and visitors should the City of Grants focus?

Respondents would like to see development of city sidewalks, which again defeated other options by far with 102, rating it the top priority, and 158 rating this it of the top four priorities. On-street bike lanes came in second for top ranking with 29, however, just 71 ranked them as one of the top four priorities overall. Multiuse trails and running/ walking trails in parks nearly tied for second as one of respondents' top four priorities, at 116 and 117, respectively.

Exhibit II-23: Recreational Opportunity Priorities

Ranked by priority 1 highest to 4 lowest



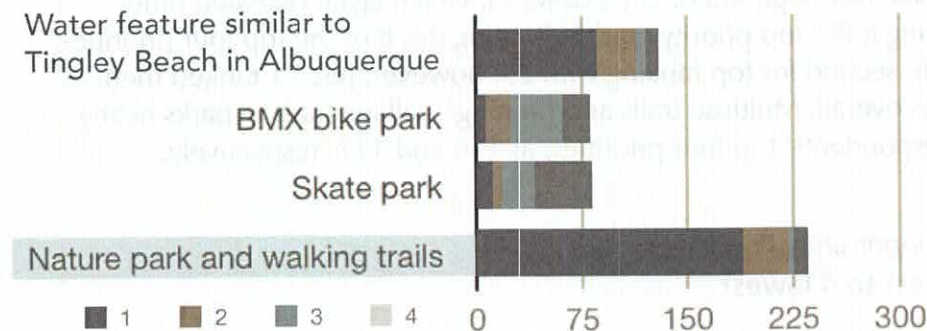
If the City developed parks that would alleviate flooding problems and also provide additional recreational opportunities, what opportunities would you prioritize?

Dealing with sheet flooding in the city also provides an opportunity to mitigate flooding and also provide additional recreational opportunities in the city.

Respondents voted for a nature park and walking trails as a top priority at 189, and 235 ranked them as among their top four priorities. The next highest priority would be a water feature similar to Tingley Beach in Albuquerque with 86 highest priority rankings and 130 rankings among respondent's top four priorities.

Exhibit II-24: Flood Control / Recreational Opportunity Priorities

Ranked by priority 1 highest to 4 lowest



Findings

These results give some clear direction for several issues. Most prominently, improving sidewalks and streets is a very high priority for residents of Grants and the surrounding area. This issue received an emphatic response in every question covering the topic. The other major outcome is that outdoor recreation is highly important to the community. Trails expansion has significant support and developing Grants as an outdoor recreation destination has overwhelming support from the community. Residents also indicated that job creation and good medical services are very high priorities for the quality of life in Grants.

Less definitive are housing need priorities, although survey respondents identified single family, workforce and senior housing as top priorities. Efforts to clean up the city have about equal support for focusing on neighborhoods and on the Downtown, which likely indicates that the City should consider both as priorities.

The consensus was also less definitive for developing additional recreational services in Grants, although trails and paths received significant support. If the City is to develop a recreational and flood mitigation project, it should focus on a nature park with walking trails, although a water feature similar to Tingley Beach in Albuquerque also received a lot of support. The city may consider combining the two into a developed wetland nature park with trails.

Survey Results: Top Priorities

- Improving sidewalks and streets
- Becoming an outdoor recreation destination
- Improving and expanding trails
- Job creation
- Good medical services

The City of Grants is updating its comprehensive plan, which will give direction for how Grants should grow and what it will look like in the future. The plan sets policies that will guide decisions on many topics including land use, economic development, and some infrastructure investment. This survey will take about 5 minutes to complete and your response will be anonymous. The purpose of the survey is to gauge the level of support for different possible policy directions. Thank you very much for filling out this survey and returning by 2/10/2017 to:

Return with your utility payment **or** by mail or in person to 523 W. Santa Fe Ave. Grants, NM 87020

OR Complete Online at www.SurveyMonkey.com/r/GrantsNMSurvey.com

1. Do you live inside the Grants city limits? Yes _____
 No, I live outside the city limits _____

2. What ages are represented in your household? How many in each group?
 _____ Under 20 _____ 20 to 45 _____ 45 to 65 _____ over 65

3. How important are the following items to quality of life in Grants, NM?
 (List top 4 by priority 1 highest to 4 lowest)

- | | |
|--|----------------------------------|
| _____ Job opportunities | _____ Affordable housing |
| _____ City services
(Library, police, etc.) | _____ Shopping convenience |
| _____ Transportation | _____ Safety and security |
| _____ Good medical services | _____ Cultural activities |
| _____ Education opportunities | _____ Recreational opportunities |
| _____ Walkability | _____ Youth programs |
| | _____ Open space |

4. Are there other important quality of life features?

5. How important are the following items in terms of future development?
 (List top 4 by priority 1 highest to 4 lowest)

- | | |
|--|---|
| _____ New housing developments | _____ Historic preservation |
| _____ Public transportation | _____ Parks & access to green spaces |
| _____ Improved streets and roads | _____ Cultural activities & entertainment |
| _____ Broadband internet | _____ New business developments |
| _____ Sustainability & energy efficiency | _____ Shopping & dining |
| _____ Homes, neighborhood character | |

6. What kind of new housing does Grants need most?
 (List top 4 by priority with 1 highest to 4 lowest)

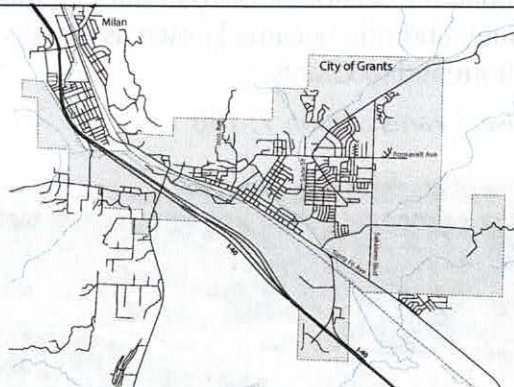
- _____ Single family
- _____ Duplexes
- _____ Mobile homes
- _____ Affordable/workforce apartments
- _____ Higher end apartments
- _____ Senior housing & continuum care
- _____ Live-work (combined)

7. Where should the City prioritize efforts to clean-up vacant and unmaintained yards and buildings? Please mark only one.

- _____ Neighborhoods
- _____ Downtown

8. Where should the city focus beautification efforts? Please mark one.

- _____ Park improvements
- _____ Park maintenance
- _____ Sidewalk improvements
- _____ Improving landscaping



9. Do you support Grants becoming a destination for outdoor recreational activities? YES NO

10. How can Grants best promote outdoor recreation?
 (List top 4 by priority 1 highest to 4 lowest)

- _____ Expansion of regional trails around Grants
- _____ Expansion of trail network within Grants
- _____ Development of a visitor center in Grants to provide information and services such as wi-fi for travelers
- _____ Promotion/marketing of services such as Air B&B to travelers
- _____ Increased promotion/marketing of Grants hotels/ motels
- _____ Development of additional recreation, entertainment and shopping
- _____ Continued enhancements and improvements to downtown
- _____ Development/ renovation/ expansion of city parks

11. Would you support improvements at I-40 interchanges such as public art or landscaping to promote the city to travelers?
 YES NO

12. What recreational opportunities should the City of Grants focus on for residents and visitors? (List top 4 by priority 1 highest to 4 lowest)

- | | |
|------------------------------|--|
| _____ On-street bike lanes | _____ Running/walking paths in parks |
| _____ City sidewalks | _____ Children's playgrounds |
| _____ Swimming pool | _____ Team sports park |
| _____ Splash pad | _____ Multi-use activity park |
| _____ Off-street bike trails | _____ BMX/ mountain bike facility |
| _____ Hiking trails | _____ Picnic and socializing parks (trees and grass) |
| _____ Equestrian trails | _____ Outdoor exercise circuit |
| _____ Multi-use trails | |
| _____ Skate park | |

13. If the city developed parks that alleviate flooding problems while also providing additional recreational opportunities, what opportunities would you prioritize? Please mark one.

- _____ Water feature similar to Tingly Beach in Albuquerque
- _____ BMX bike park
- _____ Skate park
- _____ Nature park and walking paths

Comments: Is there anything you would like to tell us?

Would you like to receive information and updates about the Comprehensive Plan update?

Name and Email Address: _____

Questions and comments, contact: Paul Peña: 523 W. Santa Fe Ave. Grants, NM 87020 Phone: 505-285-3981

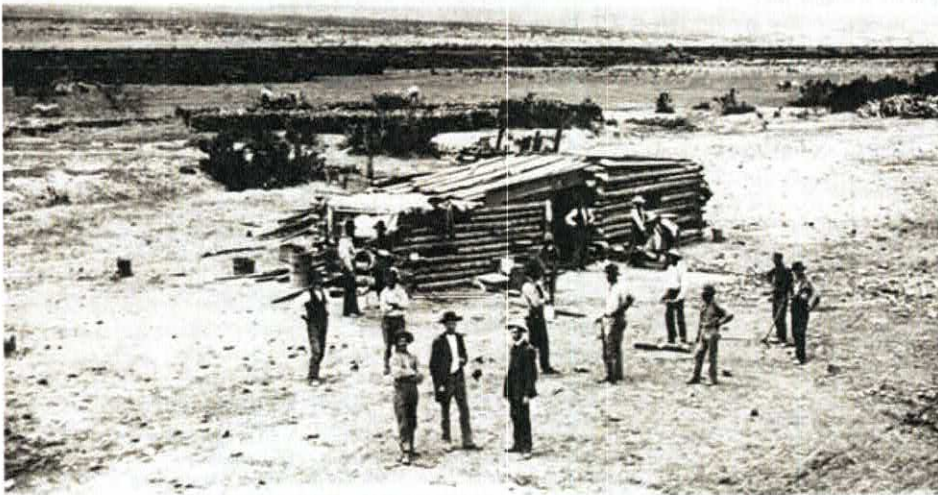
D. Grants Historic Context and Resources

Settlement

The first European American settlement in the area now known as Grants, began in 1872 when Don Jesus Blea homesteaded on the south side of the Rio San Jose. The area became known as Los Alamitos for the cottonwood trees that grew along the stream bank.

In 1880, three brothers, Angus, Lewis, and John Grant contracted with the Atlantic and Pacific Railroad to build the section of railroad through this area. Worker's camps were established along the route, and one became known as Grant's Camp, later Grants Station. Eventually, the name was shortened to Grants.

Section House, Grants Station 7, 188



Source: Museum of New Mexico

In the late 1800s, homesteaders arrived in the area, bringing in sheep and cattle. While grazing conditions were good for many years, a 1918 drought resulted in overgrazing, the decline of the land's productivity, and the decline of the local livestock industry. During this time, logging and lumbering, especially in the Zuni Mountains, became important to the local economy. By 1882, the population of Grant (sic) was large enough for government approval of a village post office. Simon Bibo acquired some of the Blea property and built a trading post to serve the new town. Bibo, who also operated trading posts in Cebolleta, Cubero, Laguna, San Rafael, Moquino, and Bibo, became the second postmaster in Grant.

Grant was a frontier town with a wild west attitude. On June 20, 1889, a fight broke out at the Block (Bibo's partner) and Bibo Store in Grant when Block refused to serve beer to a group of cowboys. Bibo, also deputy sheriff, came to Block's aid. Block picked up a gun, began shooting, and when it was over, had killed one cowboy and seriously wounded another. Block and Bibo were later acquitted of murder charges by San Rafael Justice of the Peace, Casimiro Lucero, on grounds of self-defense.

In November 1897, the last train robbery to occur on the Santa Fe Railroad occurred in the malpais area. The Black Jack Christian Gang boarded the train shortly before, or at, Grant's

Station. About six miles east of Grant, they unhooked the baggage cars from the locomotive and express car. They blew up the safe, which held \$100,000 in gold and currency, and headed south into the malpais. While some of the gang was caught, the stolen goods were never retrieved. Some people speculate that the gold and money is still out in the malpais.

The Lost Adams Diggings is another legend that persists of gold somewhere out in the malpais. According to lore, Freighter J.J. Adams and several companions supposedly located gold in the malpais. Running low on provisions, Adams and a companion traveled to Fort Wingate for supplies. Upon their return, they found their companions had been killed by Apaches. Fearing for their safety, they buried the gold and traveled to Fort Apache in Arizona. At the fort, Adams shot and killed an Indian over a horse. Imprisoned, he was unable to return until 20 years later to recover the gold. Adams looked in vain for several years, but was never able to locate the site where they had buried the gold.

The Lumber Era

By the 1920s, timber cutting had depleted the forests near Thoreau, and timber operations shifted to the mountains near Grant. George E. Breece, whose company operated in Thoreau, now moved to Grant. Breece constructed a roundhouse, now the site of Diamond G Hardware, and homes for his workers. Grant and the surrounding areas grew, with 4,000 new residents. In 1926, Breece built railroad tracks across the malpais and up through Zuni Canyon into the Zuni Mountains. Lumbering was making Grant a prosperous community. By 1929, Grant had a high school, a newspaper, *The Grant Review* (published in Gallup and delivered to Grant), running water, and electricity.

Good times, however, were not to last for long. In 1929/1930, the Depression reduced the demand for lumber. The Breece Lumber Company was forced to lay off workers, stop work for brief periods of time and eventually cut wages by 20%. In 1932, the company was no longer profitable and Breece leased the timber operations to two Grant business men, M.R. Prestridge and Carl Seligman, partners in the Bernalillo Mercantile Company with stores in Bernalillo and Grant. By 1941, they, too, were unable to operate at a profit and terminated their lease. Breece did not reopen any of the Grants facilities (in 1935, the city had changed its name from Grant to Grants).

Agriculture

With the decline of lumber, agriculture grew into a major economic force in the area. Beginning in 1885, several attempts were made to build dams across Bluewater Creek for irrigation purposes. The dams, both earthen and concrete continued to be washed out by flood waters.

In 1925, the Bluewater Toltec Irrigation District was organized, and the present concrete dam spanning two natural walls of rock was built. The cost of building the new dam was \$450,000.

In 1939, Ralph Card and Dean Stanley purchased 400 acres of land near Bluewater. After experimenting with several different vegetable crops, carrots emerged as the chief cash crop. In the best years, 2,000 acres of carrots were planted, crated, refrigerated in ice, shipped to eastern markets, and had a market value of \$2,500,000. Carrot farming lasted for about 20 years. The use of cellophane bags for shipping and competition from California finally ended the carrot industry in the area.

The Uranium Boom

In the 1950s, Paddy Martinez, a local Navajo, discovered uranium west of Grants. Up to the early 1980s, uranium ore mining and production of uranium “yellowcake” was the major source of economic activity in the area. The uranium “bust” left Grants and surrounding communities in economic distress for an entire decade. Uranium companies had to close operations one by one, due to the low cost of uranium being produced overseas, especially in Australia. As a result, the population of Grants dropped dramatically between 1980 and 1990 as people left for employment elsewhere.

Historic Sites in Grants

Two sites in the city are on the National Register of Historic Places, and three others are on the New Mexico State Register of Cultural Properties. These properties include:

- Candelaria Pueblo (Las Ventanas Site), address restricted (National and State Register)
- Dittert Site, address restricted (State Register)
- Route 66, from McCartys to Grants (National and State Register)
- Jesus Blea House, 543 Valencia Road (State Register)
- Charley’s Automotive Service, 1308-1310 W. Santa Fe Avenue (listed on State Register in 2010)

Other buildings in Grants that are identified as historic but have not been officially designated as such include the Santa Fe Depot, Lariat Lodge, Grants Cafe (founded in 1937), Sands Motel, Lavaland Motel and the closed Lux Theater. Most of these historic buildings are located along Santa Fe Avenue, formerly Route 66. These buildings and perhaps others should be researched and inventoried for possible inclusion on the national and/or state registers.

III. Land Use Element

A. Introduction

The purpose of the land use element is to guide the future pattern of land use in Grants over the next 20 years. It presents a broad vision of the current and future distribution of land use. This element provides general guidance for future studies and making revisions to the land use code of the City.

B. Existing Conditions

City Land Area

The City of Grants land area consists of approximately 9,583 acres or 15.0 square miles (Source: ARC, 2017).

Land Status

Most of the platted lots in the city are privately held. The Facilities and Recreation, Trails and Open Space Elements of this document list properties for public purposes.

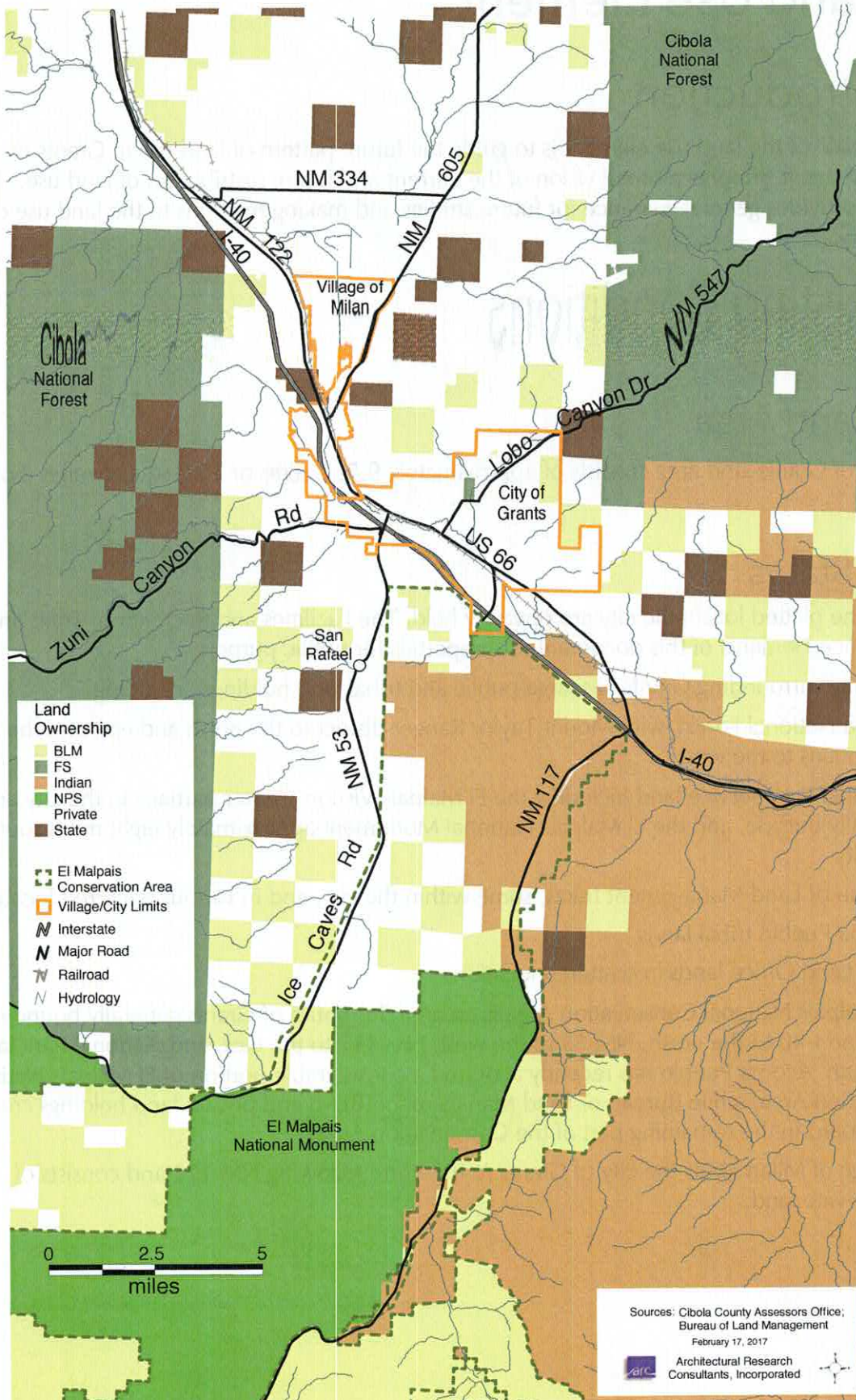
The vicinity surrounding Grants has large public and tribal land holdings, including:

- Cibola National Forest, with Mount Taylor Ranger district to the north and east and the Zuni Mountains to the west
- National Park Service land including the El Malpais Visitors Center partially in the city and partially outside, and the El Malpais National Monument approximately eight miles south of the city
- Bureau of Land Management tracts, some within the city, and in various scattered locations
- Acoma Pueblo tribal lands
- State Land Office lands in scattered locations

The El Malpais National Conservation Area is an area due south of Grants generally bounded by the city and I-40 to the north, NM 53 to the west, NM 117 to the east, and National Park land to the south. Acoma Pueblo has recently acquired a considerable portion of El Malpais National Conservation Area, while Bureau of Land Management (BLM) and private land holdings create a checkerboard in the remaining part of the Conservation Area.

The village of Milan abuts the city of Grants to the north following NM 122 and consists of mainly private land.

Exhibit III-1 Grants and Vicinity Land Status



Generalized Land Development Pattern in the Grants Vicinity

Grants' general land use pattern was initially characterized by linear development of the city along the length of the railroad tracks, development of the residential area south of the railroad tracks and Rio San Jose, and a core area near the junctions of Santa Fe Avenue (Old Route 66) with First and Second Streets. Commercial areas, along with various City buildings and the former Cibola County Courthouse and the Riverwalk Park, are within the Downtown. As a result of land constraints, most of the rest of Grants has grown and continues to grow in a northeastern direction, creating a bulge in the eastern part of the city.

Public lands, mesas, and the presence of malpais to the south of Grants have constrained development around the city to an extent. The village of San Rafael off of NM 53 and subdivisions accessed from Zuni Canyon Road and NM 53 have developed south and west of Grants.

Parcels

The parcel map below shows the relative lot sizes in the city, including some large areas that are not subdivided. Larger lots are outside the city to the southwest. In a few areas in the northwest portion of the city, parcels are unidentified and may be part of additional city rights-of-way.

Exhibit III-2 Grants and Vicinity Parcels

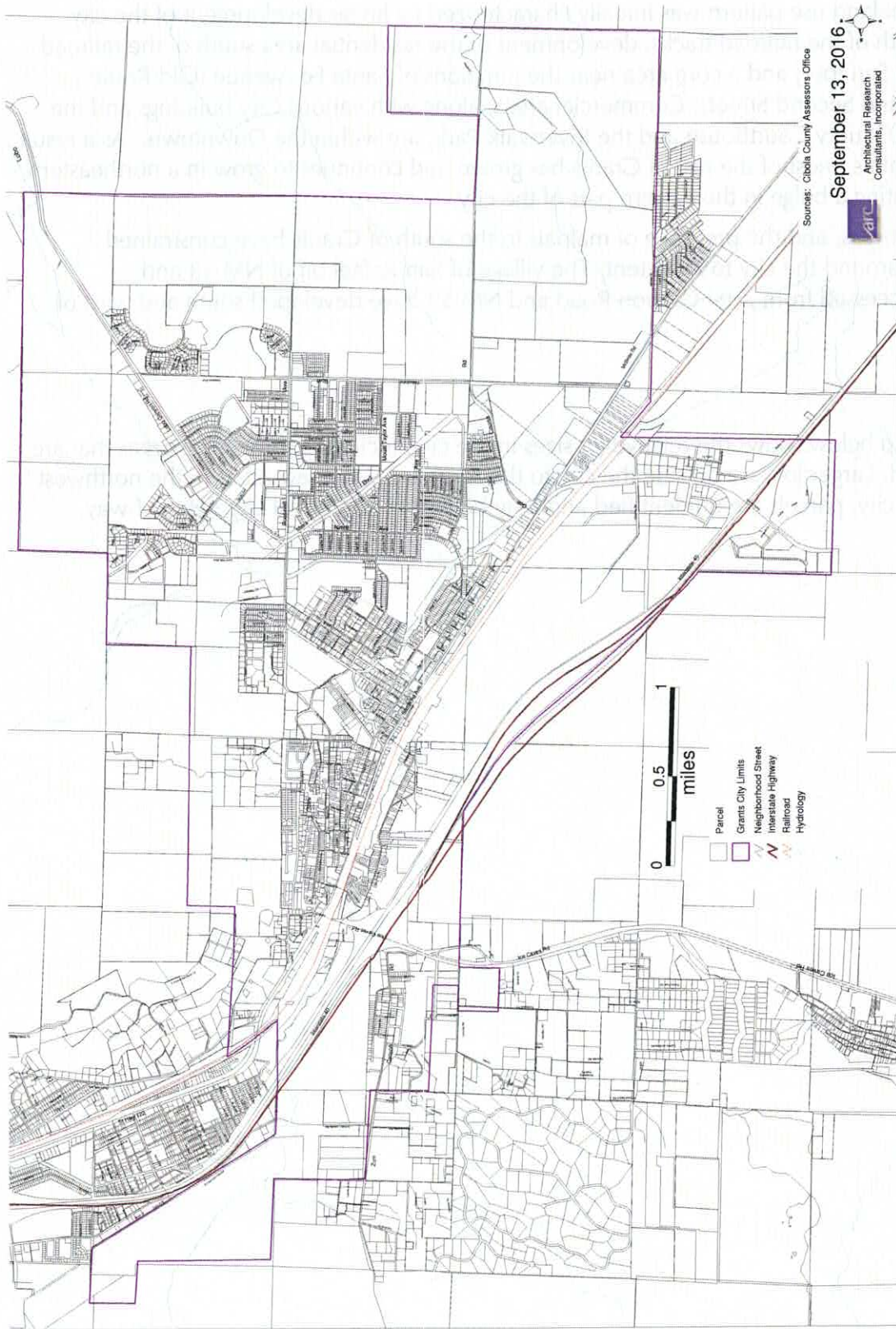
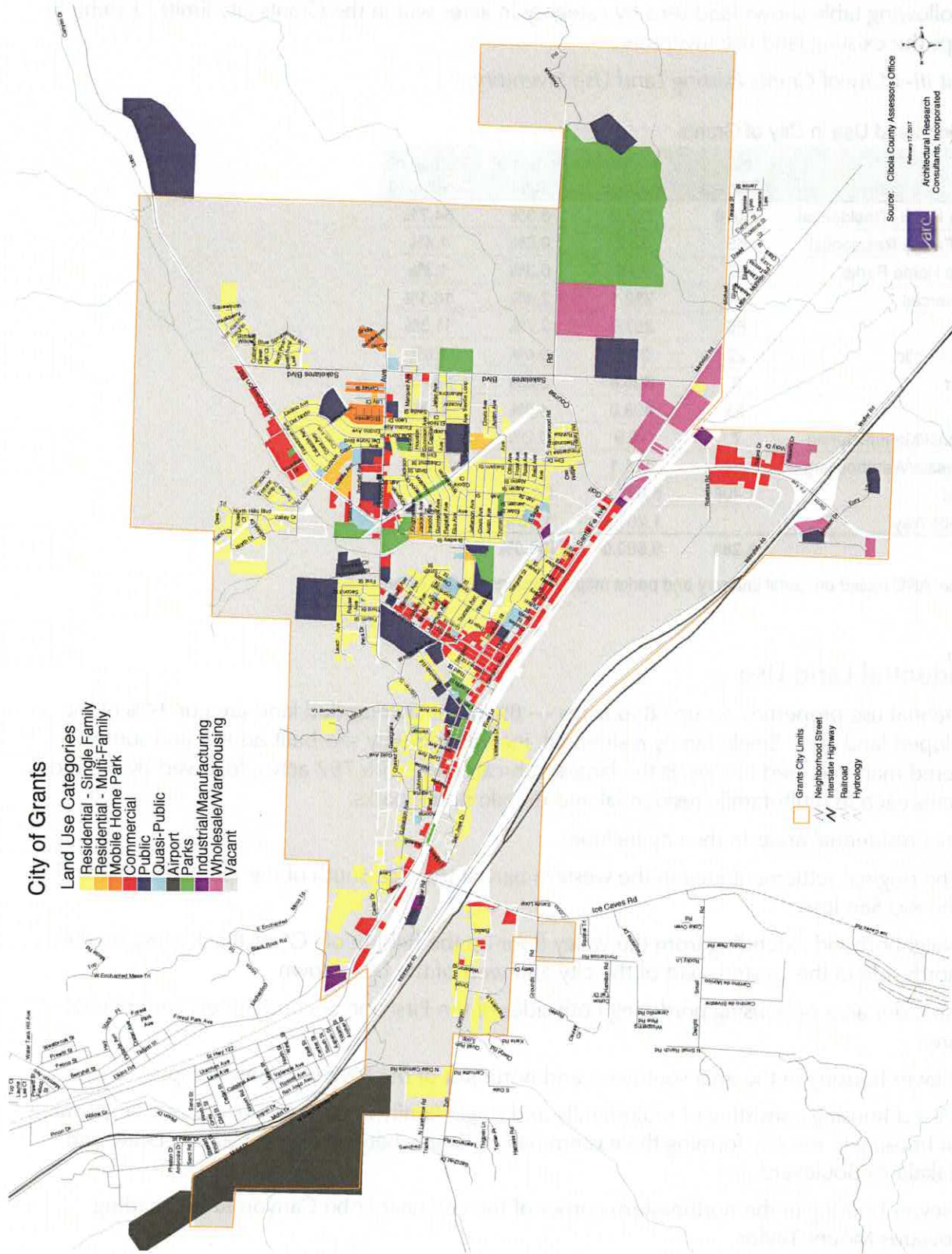


Exhibit III-3 Grants Existing Land Use



City Existing Land Use

The following table shows land uses by category in acres within the Grants city limits. Exhibit III-4 maps the existing land use inventory.

Exhibit III-4 City of Grants Existing Land Use Inventory

Existing Land Use in City of Grants

Category	# Parcels	Acreage	Portion of Total	Portion of Developed
Single Family Residential	3,098	792.9	8.3%	34.7%
Multi-Family Residential	65	33.2	0.3%	1.4%
Mobile Home Parks	87	29.9	0.3%	1.3%
Commercial	416	232.1	2.4%	10.1%
Public	60	257.6	2.7%	11.3%
Quasi-Public	22	37.2	0.4%	1.6%
Airport	2	305.8	3.2%	13.4%
Park	73	408.0	4.3%	17.8%
Industrial/Manufacturing	7	19.9	0.2%	0.9%
Wholesale/Warehousing	48	171.1	1.8%	7.5%
Vacant	1,408	6,093.4	63.6%	
Right-of-Way		1,201.9	12.5%	
Total	5,286	9,583.0	100.0%	

Source: ARC based on aerial imagery and parks map, February 19, 2017 draft

Residential Land Use

Residential use properties occupy 856 acres — 8% of the inventoried land area or 34% of the developed land area. Single-family residential, including mostly site-built houses and some scattered manufactured homes, is the largest sub-category, with 792 acres, followed by around 30 acres each in multi-family residential and mobile home parks.

Distinct residential areas in the city include:

- The original settlement area in the western part of the city, south of the railroad tracks and the Rio San Jose
- Neighborhood extending from the valley floor up the hillside of “G” or Black Mesa on the north side in the western part of the city and west of the Downtown
- An older area of housing bordering both sides of the First and Second Streets commercial area
- Newer housing in the area southwest and northeast of the NMSU-Grants campus
- Mixed housing consisting of multi-family and single family units in the newer and largest area of housing in the city forming the eastern half of Grants between Lobo Canyon Draw and Sakalares Boulevard
- Newer housing in the northeastern corner of the city near Lobo Canyon Road heading towards Mount Taylor
- Other housing scattered in small pockets throughout the city

Commercial Retail/Services

Properties for commercial retail and services occupy 232 acres. In total, this category totals 2% of the inventoried land area, or 10% of the developed land area. Grants has a large land area in commercial use. In comparison, Las Vegas has less than 7% of its land area in business use and Lovington has approximately 8%. Gallup's business land use is 9%, only somewhat less; however, Gallup is a significant retail trade center and also caters more to travelers (motels, restaurants, and service stations).

Cibola County and the City of Grants have recently acquired commercial properties to use for public purposes. The County acquired Smith's Plaza on Roosevelt Avenue and has relocated the County Courthouse to this property. A portion of the land remains in commercial use by Smith's Grocery Store. The City acquired the building that formerly housed Alco's Department Store with the intention of creating the Lifelong Learning Center (please see the Facilities Element).

Industrial and Manufacturing

This category totals 20 acres, and comprises 0.2% of the inventoried land area or 1% of the developed land area.

Wholesale and Warehousing

This category totals 173 acres, and comprises 2% of the inventoried land area or 8% of the developed land area.

Parks and Recreation Areas, Including the Golf Course

This category totals 409 acres, and comprises over 4% of the inventoried land area or 18% of the developed land area.

Public/Institutional

This category totals 257 and comprises up to 3% of the inventoried land area or 13% of the developed land area.

City properties include the City Hall, Mother Whiteside Memorial Library, sewer treatment plant, fire stations, senior center, New Mexico Mining Museum, maintenance building and yard, and water tanks. Other public land uses include the U.S. Forest Service office, post office, Cibola General Hospital, and the National Park Service office.

Airport

The airport is located on 306 acres of land within the city. It comprises 3% of the inventoried land area or 13% of the developed land area. A portion of the runway extends outside city limits, and has not been counted in the city existing land use inventory.

Undeveloped Land

Approximately 6,093 acres, or 64% of the inventoried land area is vacant. Vacant land is located in large swaths surrounding the core developed area of the community. A few scattered sites within the developed portions of the city have not been developed, and appear to have good development potential with utilities and other infrastructure in place. Some vacant land in the city is public land managed by the BLM, as identified in Exhibit III-1.

Much of the land remains undeveloped due to steep slopes, lava outcrops, and drainage issues. Generally, since these properties are more difficult and expensive to build on than other sites, they have been passed over for development. The slopes in the northwestern part of Grants are largely covered over in lava rock. Although some undeveloped steep sites appear unlikely locations for development, with sufficient market interest they, too, could be built on. The city does not have regulations that limit development on steep slopes (some cities limit building on slopes greater than 10% or 15%).

The largest undeveloped subdivided area is in the northeastern section of the city. Access for development would most likely be located off of Sakelares Boulevard from the west.

Right-of-way (R.O.W.) is another category of undeveloped land that includes streets and BNSF railroad property. BNSF property extends beyond the rail tracks.

C. Issues and Opportunities

Retaining Grants' Sense of Place

The City of Grants has a strong sense of place as a unique community in a remarkably beautiful physical setting. Framed by large mesas, malpais, the Zuni Mountains, and Mount Taylor, Grants is a small urban community. Residents of Grants strongly believe in the positive values of both the physical and social qualities of the community, both residents' and visitors' enjoyment, convenience and affordability.

The vision in the city of Grants' Downtown Metropolitan Redevelopment Area (MRA) Master Plan, December 2016 (MRA Plan) is:

"Downtown Grants is a vibrant, welcoming, walkable district that embraces its iconic history, diverse cultures, outdoor recreation, and authentic "small town" vibe. Downtown is a 21st Century destination with state of the art infrastructure and quality of life amenities. We celebrate our community by offering an inviting hub of activity where you can shop, work, live, and play on historic Route 66."

Preservation and Redevelopment

While Grants has a legacy of mining, unlike other, older mining communities in the region, most of the activity occurred from 1950 into the 1980s. Construction of many of the buildings from this time was generally fast and inexpensive, and lacked the character of houses and commercial buildings in some older towns. However, the Route 66-era commercial and lodging buildings left an interesting legacy along Santa Fe Avenue that should be preserved, as discussed in the MainStreet MRA Plan. Other than some Route 66-era buildings, there are few reasons to preserve the stock of structures built from the 1950s through the 1980s, many of which have become dilapidated and vacant. The City has pursued removal of some derelict buildings in an effort to make Grants a more attractive community. The Grants-Milan Flight Service Station at the City Airport is a 1953 building that retains historic integrity and provided significant historic aviation support services along the Los Angeles-to-Amarillo segment of the mid-continental airway. It was added to the National Register of Historic Places in 2015, and should be preserved.

Land Use Code Periodic Updates

Zoning is one of the chief tools to guide the pattern of development, specify allowed densities, create incentives for desired land use activities and disincentives for land uses in inappropriate areas, and specify design and development standards. The zoning code and subdivision regulations should help implement the Comprehensive Plan. The zoning code and official zoning map should also support programs for community improvement such as housing rehabilitation, downtown redevelopment, economic development strategies, and street improvements. Enforcement of the zoning code is critical to assure that the integrity of the zone districts is maintained.

ARC and Wilson & Company worked with the City to update the land use code in 2012.

The City of Grants adopted a new land use code through Ordinance 12-1197 adopted on September 11, 2012. The land use code was an update of the zoning code created in 1982 through Ordinance 321, as well as a compilation of subdivision regulations, a floodplain ordinance and development standards. The City also adopted a new zoning map through the 2012 ordinance.

The new code was a major accomplishment for the City, and addressed a number of problems identified in the 2007 comprehensive plan and by the public, Steering Committee, City Council and Planning and Zoning Commission engaged in the 2012 code update. The purpose of the code update included promoting consistency among regulations, replacing overlapping and sometimes conflicting ordinance provisions with one code, removing ambiguities, creating common procedures, improving development review and enforcement of regulations, and making the regulations more accessible to the public, staff and deciding bodies. Most of the 2012 effort was to place the prior ordinances into a new, consistent structure and to address identified issues that needed attention to make the code function properly. The 2012 land use code was not intended to be a thorough revision of all aspects of the code.

Zoning codes need to be periodically reexamined and amended to ensure that they continue to support the development pattern desired in the community as expressed in the Comprehensive Plan, to address changes in the economy and activities in the community that have land use implications, and to “tune up” provisions in response to specific issues that arise.

As part of the 2017 comprehensive plan process, the City, consultants and Steering Committee identified the following needed changes:

- Special use zone - allowed uses should be expanded in the special use zone, and some areas zoned for special use should be rezoned to either current zones or new zones. For example, mobile home parks could be its own new zone district.
- Home-based business conditional use permits - the City should require review when operations change; otherwise, review only for renewal every two years or preferably a longer period instead of every year
- Create a downtown zone district that allows mixed use and multi-family, does not permit new drive-through restaurants or other heavily auto-dependent uses, requires windows and primary entries facing R.O.W., lowers parking requirements, and allows full lot coverage (described further in the MRA master plan)
- Reestablish dumping restrictions
- Specify landscaping requirements for commercial uses over a certain size

- Conduct an application fee study that recommends a new fee structure to recoup a higher portion of administrative costs. The new fee structure should be adopted through City Council resolution.
- Zoning map changes
 - Create a downtown overlay zone district following recommendations in the Metropolitan Redevelopment Area Master Plan
 - Re-zone areas with lava outcrops and slopes from residential to agricultural zoning or place certain restrictions on grading and drainage due to problems with building in these areas
- Consider encouraging concentration of commercial uses in infill areas while discouraging commercial uses outside infill areas
- Local regulation of medical cannabis: The City of Grants should add cannabis dispensary and cannabis production as uses in the land use code, classify them as conditional uses, create use standards, and allow these uses in only certain zones. While state regulations in §7.34.4 (NMSA 1978) set out licensing requirements for medical cannabis, the New Mexico Statutes allow municipalities to enact zoning that further regulates the production, couriers, manufacturers, laboratories and dispensaries selling medical cannabis.

The City should consider amending the land use code with the following provisions:

- Cannabis production could be allowed as a conditional use in A-1, M-1 and M-2. Use standards could include: ventilation that filters out the odor of marijuana so that the odor cannot be detected by a person with a normal sense of smell at the exterior of the premises; water rights – adequate water rights shall be submitted with the application; hazardous chemicals – storage and disposal of fertilizers, pesticides, herbicides, and any other hazardous chemicals associated with cultivating shall comply with all local, state and federal laws, security requirements per §7.34.4.20, and distance requirements per §7.34.4.8.E (NMSA 1978).
- Cannabis dispensaries could be allowed as a conditional use in C-1 and C-2. Use standards could include: limit hours of operation, prohibit drive-in and drive-through facilities, security requirements per §7.34.4.20, and distance requirements per §7.34.4.8.E (NMSA 1978).

Code Enforcement, Clean-ups and Demolitions

A major issue inhibiting development, especially in the core area of Grants but elsewhere in the community, is the presence of abandoned and vacant commercial buildings and homes. The presence of “blight” can reduce the value of nearby properties and discourage investments in those properties, creating momentum for further deterioration of areas. Some owners are local, but many live elsewhere. Making contact with out-of-town property owners is sometimes difficult.

In some cases, voluntarily offering a hand managing weeds in a neighborly manner has achieved good results to bring a property into compliance with the property maintenance code. In other situations, City code enforcement and demolition may be necessary to realize improvements, either through warnings, imposing penalties or initiating other public actions such as demolition.

Incentives and proactive land acquisitions by the city or arranged by the city for a housing or economic development non-profit corporation are other approaches that may be effective, as discussed below under “land banking”. These creative approaches require municipal staff time and likely some public expense.

Tax Incentives and Land Banking Approaches to Consider

The ability to motivate property owners to rehabilitate or sell their properties can be an important tool for Grants. Identifying property owners and working to connect them with rehabilitation assistance should be a top priority. Tax incentives, penalties or fees on vacant houses and enforcement of health/safety standards for vacant buildings can be effective tools. Another approach is land banking/mini-homesteading, which is public assemblage of vacant houses or buildings which can be rehabilitated and sold inexpensively. Land banks can also consist of public assemblage of vacant lots that can be sold inexpensively or used for developing subsidized housing, possibly with a 10-year property tax abatement.

Code Enforcement

Code violations are numerous, and sometimes difficult to address. Code enforcement is a high priority City function, and the City has dedicated resources for a code enforcement officer.

Volunteer Clean-Ups

Voluntary clean-ups are also important to resolve some code compliance issues cooperatively with property owners.

Demolitions

The City has successfully demolished several derelict buildings during the last few years and has identified \$475,000 in its Infrastructure Capital Improvement Program (ICIP) for continuing building demolitions in 2018.

Overabundance of Land for Retail Commercial Uses

As Grants has developed, retail establishments have grown in several different areas of the City, primarily as narrow “strip” development along several major streets. There may be too much land set aside for commercial use, which requires the extension of infrastructure and limits the type of future development that can occur in these areas under present zoning.

Other areas are starting to see commercial development, including Lobo Canyon Road and Sakelaris Boulevard. The City should take steps to identify the number and location of those areas where it wants to concentrate commercial development to prevent haphazard development that creates infrastructure problems.

This plan identifies Santa Fe Avenue, First and Second Streets, Roosevelt Avenue, and the I-40 Interchanges as areas where commercial activity should be concentrated.

Opportunities for Revitalization of Downtown Grants

Goals in the Downtown Metropolitan Redevelopment Area Master Plan (2016) support a mix of

uses in the Downtown, including retail, services, small motels, B&Bs, housing, with pedestrian activity, neon sign rehabilitation, bike lanes, expanded wayfinding, landscaping and elimination of “blight.” The MRA plan recommends various streetscape and roadway improvements. Catalytic projects identified for renovation or reuse are the Lux Theater, Enchanted Florist, Uranium Cafe, Thigpen Investments Building and Mechanic’s Shop.

Housing Demand

Between 2015 and 2040, Grants may need 275 to 785 housing units in total, based on the mid- to high range population projections. Some 23 to 197 acres of developable land will accommodate the amount of housing needed, assuming an average density of four units per acre. Based on the existing inventory of vacant land in the city including areas where infill is possible, there appears to be sufficient land area to accommodate this long-range housing demand at the city’s current range of densities.

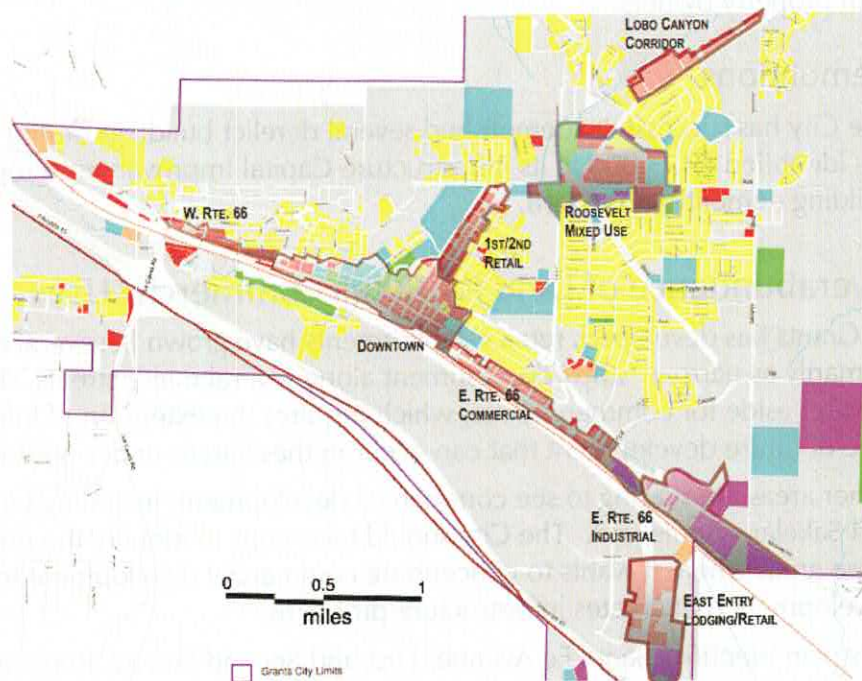
D. Future Land Use

Districts and Nodes

The City should encourage redevelopment and new development in the following key mixed use and commercial districts/nodes:

- Downtown
- Roosevelt Avenue
- East entry
- East Route 66
- West Route 66
- 1st/2nd Street area
- Lobo Canyon corridor
- East Route 66 industrial

Exhibit III-5 Future Land Use Districts and Nodes

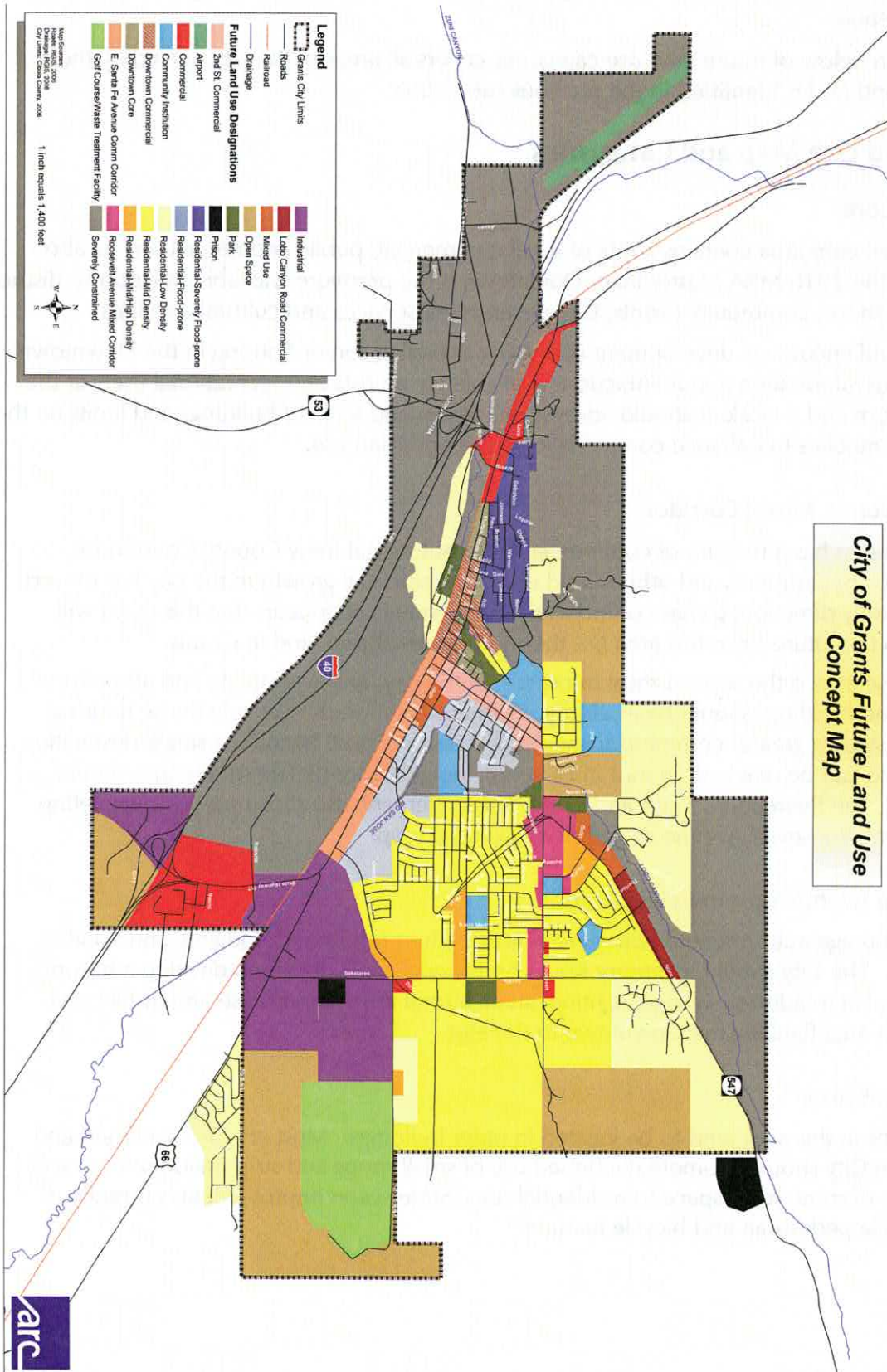


Future Land Use Map

The purpose of the future land use map is to provide guidance on the designation of land uses needed to accommodate growth. This map has not changed since the 2007 comprehensive plan, while the descriptions of categories was updated in 2017.

This plan assumes that the city boundary is generally fixed for the near future. The city does not need additional large land area outside the city limits to accommodate the mid-range population

Exhibit III-6 Future Land Use Concepts



projections in this plan. Grants is a relatively compact community, and some additional intensity of use is anticipated in the future, especially in the downtown core area, along First Street and Roosevelt Avenue.

The discussion below of future land use categories covers all areas of the city, including those key districts and nodes identified in the previous subsection.

Future Land Use Map and Categories

Downtown Core

The downtown core area contains a mix of retail commercial, public and office uses. As also addressed in the 2016 MRA Master Plan, Downtown is the premiere walkable, mixed-use district hosting small shops, community events, City government services and cultural activities.

The City should encourage development of lodging as well as senior housing in the Downtown. It should make information about attractions available for tourists and recreational users at the Miners Museum and a kiosk. It should address the design and scale of buildings and limits on the speed of automobiles to enhance compatibility with pedestrian use.

Roosevelt Avenue Mixed Corridor

Roosevelt Avenue has a mixture of commercial and institutional (new County Courthouse, hospital, police department, and others) land use. As residential growth in the city has moved in a northeasterly direction, so has commercial development. It appears that this trend will continue into the future since this area has the most undeveloped land in Grants.

This mixed-use area is the second-most important in the city, and walkability and attractive streetscape and buildings should be a priority. With the addition of relatively dense housing and shops providing greater commercial variety, this district could become a single-destination place, that also can be reached on foot from nearby neighborhoods. The streetscape should be enhanced. The Recreation, Trails and Open Space Element also recommends completing sidewalks along Roosevelt Avenue as part of an exercise loop.

East Santa Fe Avenue Commercial Corridor

Planners encourage auto-oriented commercial uses such as restaurants, lodging, and retail in this category. The City should inventory Route 66 historic assets. It should develop a historic preservation plan to address signage, lighting, architectural renovation/reuse and in-fill retail spaces for this area flanking the Downtown to the east.

1st/2nd Street Area

The businesses in this area tend to be located in older buildings. Most are locally owned and operated. The City should promote continued use of small shops and strip malls there, as well as conversion of some retail space to residential uses. Streetscape improvements currently in process include pedestrian and bicycle features.

West Route 66

With excellent accessibility from the middle I-40, this area has experienced recent commercial activity. While the area is primarily auto-oriented at this time, improved pedestrian and bicycle features for families to safely access businesses would enhance West Route 66 for nearby residents' use.

Lobo Canyon Road Commercial

General commercial or light industrial uses are appropriate in this small district on the northern edge of city. Some noise, off-site lighting, or odors should not be problematic since residential neighbors are not directly adjacent to the nonresidential uses.

East Entry

This area should host community entryway landscaping or architecture, and have enhanced streetscapes. Motels and other small and big box retail should be added to the existing stock or through redevelopment of vacant buildings.

East Route 66 Industrial

The City should continue to allow heavier industrial uses, such as salvage yards. These operations should be screened. Streetscape improvements (such as sidewalks, landscaping, street lighting, and pavement improvement) should be planned eventually.

The recently established Junkyard Brewery is a unique use in this industrial area. Walkability from the East Entry lodging is desirable; alternately, the brewery may want to advertise in local motels/hotels with directions to drive to it.

Other Industrial Land

In the far eastern part of the City, there is a large unused greenhouse adjacent to the City-owned golf course. This asset may be re-utilized.

The Industrial Park south of I-40 at the east interchange has vacant land that should be developed.

Community Institutional

Additional publicly owned land may be needed in the future such as for new water tanks or additional office or maintenance facilities. A large parcel of City-owned land is adjacent to the golf course. Its primary purpose is for expansion of the golf course or other uses such as a park that can be irrigated using treated effluent from the sewer treatment plant. It may have room for additional City facilities.

Parks

Existing parks are major amenities that the City should preserve. Grants appears to have enough parks available for present use by the public; however, it will need future parks as newer neighborhoods develop, particularly in the eastern part of Grants. The Recreation, Trails and

Open Space Element contains recommendations for parks.

Open Space

Several large areas of public land are within the city limits, including two Bureau of Land Management parcels and a parcel of U.S. Forest Service (USFS) land. USFS has offices on a portion of their property; the rest is open land through which Lobo Canyon Draw passes on its way to its junction with the Rio San Jose. These parcels are not officially designated as open space; however, they exist as de facto open space.

Prison

The Northwest New Mexico Correctional Facility is located within the city limits. It is being repurposed and should continue to be a significant employer in the city.

Residential-Severely Flood-prone

This area experiences sheet flooding, sometimes severe, off of "G" Mesa (also known as Black Mesa) when it rains. Much of this area is already built out. Any future development there needs careful research beforehand to prevent future problems.

Residential – Flood-prone

This area is subject to sheet flooding and/or the overflow of the Rio San Jose. While this area is encumbered by the potential for flooding, construction can proceed in compliance with the floodplain regulations, which at a minimum, requires foundations to be above the flood elevation. The Hazards Mitigation Element contains the City floodplain map and further discussion of flood protection.

Residential – Low Density

These areas are limited, located mostly at the edges of Grants. The large lots (2 to 3 acres) are generally for more expensive housing.

Residential – Mid-Density

This area of residential land use is the largest within the city, consisting of single-family housing of four or more houses per acre.

Residential – Mid/High Density

In parts of the city, a mix of housing choices is desirable that includes single family housing as well as apartments, townhouses, and condominiums.

Mixed Use

As indicated on the existing land use maps, these areas are predominantly residential neighborhoods containing varying mixes of single-family residences, townhouses and apartments. Future land use should retain this fabric of compatible uses. Development of any large vacant tracts should include a portion of housing designated to be affordable for local residents.

Severely Constrained

Grants is situated in a unique geological setting. Surrounded by volcanic formations including mesas and malpais, building in some of these areas can be especially difficult and costly. Large areas of lava and steep slopes make construction. Other areas of the city are constrained due to regular flooding — building should not occur here unless flood control is developed first.

E. Land Use Goals and Policies

- A. Periodically update the City land use code to be consistent with the comprehensive plan
- B. Update the land use code and official zoning map to reflect the recommendations and policies in the Land Use Element
- C. Periodically review the land use code and zoning map to identify needed updates
1. Maintain and enhance residential neighborhoods and commercial areas
 - A. Promote maintenance, upkeep and rehabilitation of houses and commercial properties
 - B. Encourage home occupations, provided they do not create noise, lights or odors that impact nearby homes or increase traffic in the immediate area
 - C. Consider tax incentives and land-banking as alternative tools to repair and maintain buildings in poor condition, and to encourage occupation of them
 - D. Attempt to persuade owners of dilapidated buildings to voluntarily remove them
 - E. Continue to enforce City codes
 - F. Continue to condemn dilapidated structures that adversely affect neighborhood character
 - G. Continue to promote volunteer clean-up programs, targeting property owners who may not have the physical or financial means to keep up their property
 - H. Encourage preservation and restoration of historic houses
2. Discourage building in flood-prone areas of the city
 - A. Enforce the existing floodplain provisions in the land use code to limit future building in the flood-prone areas of the City
3. Develop landscape standards in the Land Use Code that require xeriscaping for new construction and encourages xeriscaping of existing properties to conserve water
 - A. Offer incentives via rebates to residents and businesses to conform to the ordinance. Develop information for public distribution such as a list of plants adapted to the Grants climate.
4. Encourage commercial, governmental and quasi-governmental development in the core downtown area and other key districts and nodes
 - A. Encourage redevelopment and new development in the priority districts and nodes identified in the Comprehensive Plan
 - B. Continue to condemn dilapidated structures that adversely affect the aesthetics of key corridors, districts and nodes of the city

- C. Consider allowing greater density or intensity of uses in the commercial core area.
 - D. Encourage preservation and restoration of historic commercial buildings and historic signage
5. Conduct discussions and education about desired land use practices among property owners in the city
 - A. Provide citizens with public access to the plan and the opportunity to learn about the land use practices it recommends. Place copies of the plan in the public library for reference. Gather information and pursue innovative ways to display it to the public and stimulate public interest in land use and urban design.
 6. Develop a City GIS system that covers zoning, parcels, topography and infrastructure locations
 - A. Use mapping layers created for the land use code and comprehensive plan as a base for developing a citywide GIS system
 - B. Create one or more GIS staff positions with the City
 - C. Provide periodic training in GIS to assigned GIS staff
 - D. Coordinate with Cibola County GIS in the sharing of data and GIS mapping responsibilities that may overlap
 7. Review subdivision applications in the 3-mile extraterritorial area surrounding the city
 - A. Develop specific guidelines and requirements for development within the extraterritorial area, including zoning, subdivision and infrastructure requirements

IV. Economic Development Element

A. Introduction and Existing Conditions

The economic development element establishes long-range priorities, goals and policies to guide investment in and improvements to the economy.

The economic development element describes socioeconomic trends in Grants and Cibola County, and identifies important economic development issues. It proposes economic development policies for the City of Grants to pursue.

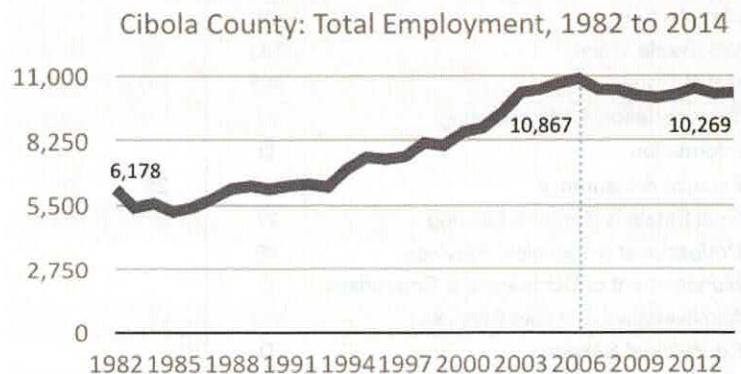
Economic Indicators Employment

Employment in Cibola County rose steadily from 5,198 in 1985 to a high of 10,867 in 2006. Employment then decreased incrementally to 10,062 in 2010, and hovered near 10,200 from 2010 to 2014.

From 2000 to 2014, the unemployment rate in Cibola County rose overall from 6.8% to 7.9%. Like national and state trends, unemployment surged after 2008 to a high in 2010. Cibola County reached at 9.4%. Unemployment in the county has fallen since, but remained considerably higher than for the state or the U.S.

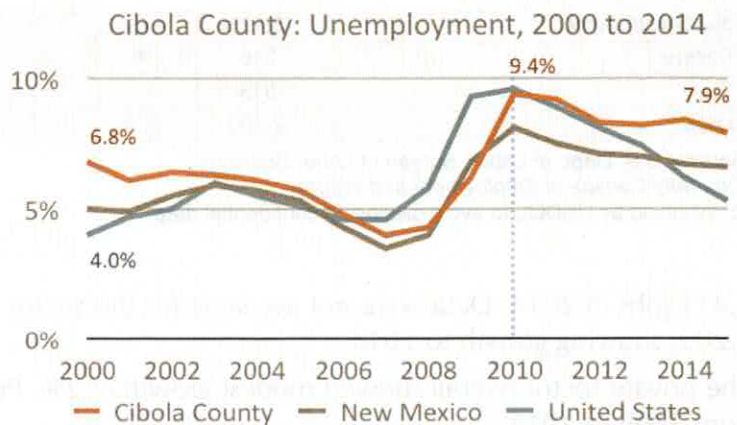
Cibola County employment-to-population ratios improved slightly from 41.7% to 45.3% between 2005-2009 and 2010-2014, according to the U.S. Census Bureau's American Communities Survey estimates. During the same periods, ratios dropped in the U.S. and New Mexico. The employment-to-population ratio in New Mexico fell by 3.8% from 57.7% to 53.9%. However, in 2010-2014, Cibola County had the tenth lowest

Exhibit IV-1 Total County Employment



Source: U.S. Bureau of Labor Statistics

Exhibit IV-2 County, State and U.S. Unemployment



Source: Economic Research and Analysis, New Mexico Department of Labor, Table C - Civilian Labor Force

employment-to-population ratio and the fifth highest portion of the workforce in government employment of the 33 counties in the state.

Covered Employment by Sector

Exhibit IV-3 Employment by Major Industry

Cibola County Average Annual Covered Employment by Major Industrial Sector

Sector	2015	Change	
		2008-2015	
Grand Total	7,956	-866	-10%
Total Private	4,825	74	2%
Ag. For. Fish. & Hunting	49		
Mining	D		
Utilities	213	-3	-1%
Construction	107	-136	-56%
Manufacturing	71	-64	-47%
Wholesale Trade	183	40	28%
Retail Trade	865	-40	-4%
Transportation & Warehousing	41	-39	-49%
Information	D		
Finance & Insurance	111	25	29%
Real Estate & Rental & Leasing	27	-20	-43%
Professional & Technical Services	66		
Management of Companies & Enterprises	D		
Administrative & Waste Services	452	-5	-1%
Educational Services	D		
Health Care & Social Assistance	1,411		
Arts, Entertainment & Recreation	21	4	24%
Accommodation & Food Services	585	-31	-5%
Other Services, ex. Public Administration	75	9	14%
Unclassified	0		
Total Government	3,121	-950	-23%
Federal	318	-16	-5%
State	513	-96	-16%
Local	2,300	-828	-26%

Source: U.S. Dept. of Labor, Bureau of Labor Statistics, *Quarterly Census of Employment and Wages*
 D: Withheld by USDOL to avoid disclosing confidential data.

1,411 jobs in 2014. Data were not available for this sector in 2008, but in 2009, it employed 1,209, showing growth to 2014.

The private sector overall showed modest growth of 2%. Public sector jobs contracted to -23% in from 2008 to 2014.

Covered employment counts employment that is covered by unemployment insurance. This employment does not include most private contractors and business owners, so the total is smaller than total employment, but still represents an excellent indicator of which sectors are strong and how employment has changed by sector over time.

Cibola County had 7,956 covered jobs in all sectors, down since 2008 by 866, or a full 10%.

Hardest hit were construction, transportation and warehousing, and manufacturing, all lower by about half. Real estate and rental and leasing also suffered, but it has not been a significant sector. The greatest number of jobs lost were in state and local government, with a combined total of 936 jobs lost from 2008 to 2014.

Retail trade remained strong, providing 865 jobs and down by only 4% from 2008. The accommodation and food services sector is also strong with 585 jobs, down 5% from 2008. Health care and social services is the strongest non-government sector with

Exhibit IV-4 Average Annual Employment by Sector, 2001-2015

Sector	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Change 2008-2015
Grand Total	6,819	7,422	8,094	8,695	8,608	8,338	8,433	8,822	7,865	7,776	7,724	7,879	7,680	7,689	7,956	-866 -10%
Total Private	3,818	4,093	4,170	3,940	4,234	4,366	4,443	4,751	4,536	4,572	4,652	4,675	4,527	4,537	4,825	74 2%
Ag. For. Fish. & Hunting	D	60	D	45	D	D	D	D	D	D	D	16	39	46	49	
Mining	D	82	D	86	D	D	D	D	D	D	D	D	D	D	D	
Utilities	D	D	D	D	167	193	204	216	196	195	D	211	D	213	213	-3 -1%
Construction	191	186	175	197	200	207	214	243	197	193	143	128	80	94	107	-136 -56%
Manufacturing	311	406	361	301	313	263	168	135	85	46	43	53	52	72	71	-64 -47%
Wholesale Trade	161	169	172	156	131	135	123	143	145	120	149	175	171	167	183	40 28%
Retail Trade	949	1,018	982	880	923	898	938	905	840	815	811	818	843	841	865	-40 -4%
Transportation & Warehousing	D	D	D	D	61	54	61	80	67	68	D	33	35	40	41	-39 -49%
Information	44	35	32	34	48	64	64	28	28	29	26	21	20	15	D	
Finance & Insurance	69	81	78	76	78	81	88	86	87	87	89	94	89	100	111	25 29%
Real Estate & Rental & Leasing	23	28	29	34	38	34	40	47	37	39	36	36	26	26	27	-20 -43%
Professional & Technical Services	48	D	D	D	D	D	D	D	D	D	D	83	68	66	66	
Management of Companies & Enterprises	4	D	D	D	D	D	D	D	D	D	D	D	D	D	D	
Administrative & Waste Services	567	495	D	D	521	529	483	457	439	456	469	484	495	483	452	-5 -1%
Educational Services	D	D	D	D	D	D	D	D	5	5	D	D	D	D	D	
Health Care & Social Assistance	D	D	D	D	D	D	D	D	1,206	1,295	D	1,212	1,136	1,148	1,411	
Arts, Entertainment & Recreation	23	10	14	16	14	13	18	17	17	14	14	17	18	13	21	4 24%
Accommodation & Food Services	553	525	477	520	540	625	613	616	642	632	622	630	631	617	585	-31 -5%
Other Services, ex. Public Administration	73	86	77	76	86	82	72	66	68	76	75	80	72	70	75	9 14%
Unclassified	0	1	0	0	0	2	1	0	0	0	0	0	0	0	0	
Total Government	3,001	3,329	3,925	4,755	4,374	3,973	3,990	4,071	3,329	3,204	3,073	3,203	3,153	3,152	3,121	-950 -23%
Federal	396	401	418	378	385	361	342	334	340	362	335	344	329	318	318	-16 -5%
State	570	589	585	592	600	608	606	609	598	572	537	525	526	532	513	-96 -18%
Local	2,034	2,339	2,922	3,786	3,390	3,004	3,042	3,128	2,391	2,270	2,201	2,334	2,298	2,302	2,300	-828 -26%

D Withheld to avoid disclosing confidential data. Data that are not disclosed for individual industries

Source: U.S. Dept. of Labor, Bureau of Labor Statistics, Quarterly Census of Employment and Wages, annual totals reported in Q4 reports added by ARC for 2011-2015

Table prepared by: Bureau of Business and Economic Research, University of New Mexico.

Exhibit IV-5 Grants Industry Profile

City of Grants Industry Profile, 2014

Industry	2008	2014	Change
Agriculture, Forestry, Fishing and Hunting	0	11	11
Mining, Quarrying, and Oil and Gas Extraction	10	8	-2
Utilities	181	61	-120
Construction	233	181	-52
Manufacturing	29	4	-25
Wholesale Trade	67	108	41
Retail Trade	741	583	-158
Transportation and Warehousing	60	21	-39
Information	47	22	24
Finance and Insurance	73	99	26
Real Estate and Rental and Leasing	30	29	-1
Professional, Scientific, and Technical Services	53	54	1
Management of Companies and Enterprises	0	0	0
Administration & Support, Waste Management and Remediation	91	210	119
Educational Services	1,104	107	-997
Health Care and Social Assistance	1,159	1,384	225
Arts, Entertainment, and Recreation	97	123	26
Accommodation and Food Services	499	430	-69
Other Services (excluding Public Administration)	33	47	14
Public Administration	413	376	-37

SOURCE: US CENSUS ON THE MAP, 2014

City of Grants Industry Profile

The city has an economic profile similar to the county's, with strong employment numbers in retail and health care. According to the U.S. Census' Bureau's OnTheMap, retail jobs shrank by 158 from 2008 to 2014, but health care jobs grew by 225 over the same time period. Accommodation and food services also shrank somewhat. Declines in retail and accommodation may suggest a slow-

down in tourism. Both industries have remained relatively stable in Cibola County as a whole (accommodation grew slightly, while retail shrank slightly).

In ARC interviews conducted in 2017, Grants/Cibola County Schools reported 564 permanent employees, and 163 substitute teachers, bus drivers and janitorial staff. New Mexico State University Grants (NMSU Grants) reported employing 50 full-time and 75 part-time employees. New Mexico Department of Workforce Solutions (NMDWS) confirmed the educational services sector in Grants did not lose almost 1,000 jobs over the time frame but could not provide updated data for this report. Still, educational services may have dropped somewhat over the time period. NMSU Grants reported a drop of about 15 full-time employees since 2007.

Major Employers

The City of Grants Metropolitan Redevelopment Area Plan, 2017, indicates that the prominent major employers in Cibola County are the government, schools, health care, corrections, casinos and mining.

Exhibit IV-6 Major County Employers

TABLE 4.3: MAJOR EMPLOYERS IN CIBOLA COUNTY		
250 - 499 EMPLOYEES		
Wal-Mart Supercenter	Ramah Navajo School Board Inc.	KTDB
NM Department of Transportation	Cibola County Correctional Center	Basin Coordinated Health Care
100 - 249 EMPLOYEES		
Cibola General Hospital Corp.	New Mexico Women's Correctional	Peabody Energy Corporation
NMSU - Grants	Sky City Casino and Hotel	Dancing Eagle Casino
Grants High School	Acoma Canoncito Laguna Hospital	Peabody Lee Ranch Coal Corp.
50 - 99 EMPLOYEES		
Cibola County Commission	US Forest Service Ranger Station	McDonald's
Milan Supermarket	Pepsi Beverages Company	UPS Customer Center
Midwest New Mexico Cap	Ed Corley Ford	Laguna Rainbow Elderly Care
Sky City Travel Center	Laguna/Acoma Jr/Sr High School	Pine Hill Health Center
Mount Taylor Elementary School	Continental Divide Electric Co-Op	Milan Elementary School
Petro Shopping Center	Silver Lining Service LLC	Good Samaritan Society-Grants
Stewart Brothers Drilling Company	Mesa View Elementary School	Los Alamos Middle School

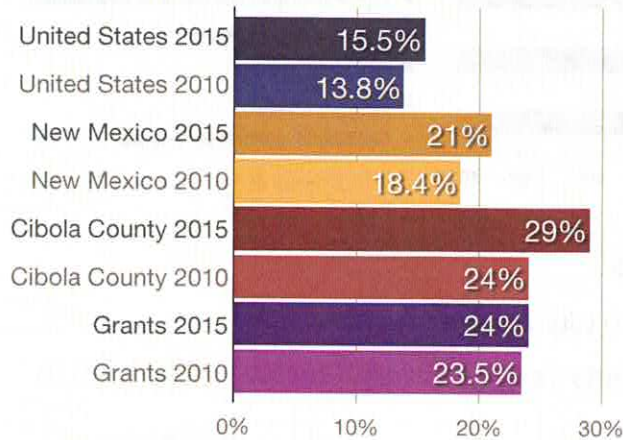
Source: N.M. Department of Workforce Solutions, LASER.

Poverty

Poverty rates in the City of Grants and Cibola County have historically been above state and national averages, and remain so. From 2010 to 2015, when poverty rates fell in New Mexico and the U.S. as a whole, rates rose in both the county and the city of Grants. While the poverty rate in Grants rose by 0.5%, poverty in the county rose by a full 5%.

Exhibit IV-7 Comparative Poverty Levels

Poverty: Percentage of Total Population with Income Below Poverty Level in the Past 12 Months



Source: US Census ACS 5-Year Estimates, 2006-2010 and 2011-2015

Median Household Income

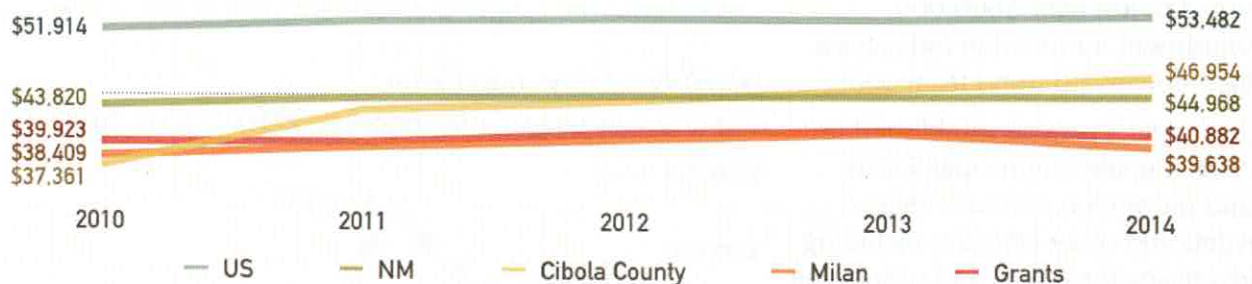
The U.S. Census Bureau's ACS estimated the median household income in the city of Grants to be \$40,882 in 2014. This number is slightly higher than in 2010 (\$38,409), but does not represent an increase after adjusting for inflation. The 2010 median household income of \$38,409 adjusted to \$41,699 for inflation shows a net decrease of \$817 in median household incomes from 2010 to 2014.

Overall, median household incomes in Grants and Milan have remained well below state and U.S. averages. Cibola County saw a distinct rise in median household income from

2010 to 2011, which might be the result of a larger household size in the county adding more earners per household, rather than an increase in wages.

Exhibit IV-8 Comparative Median Household Income

Median Household Income 2010 to 2014



Source: US Census, ACS 5-Year Estimates, 2010 to 2014

13

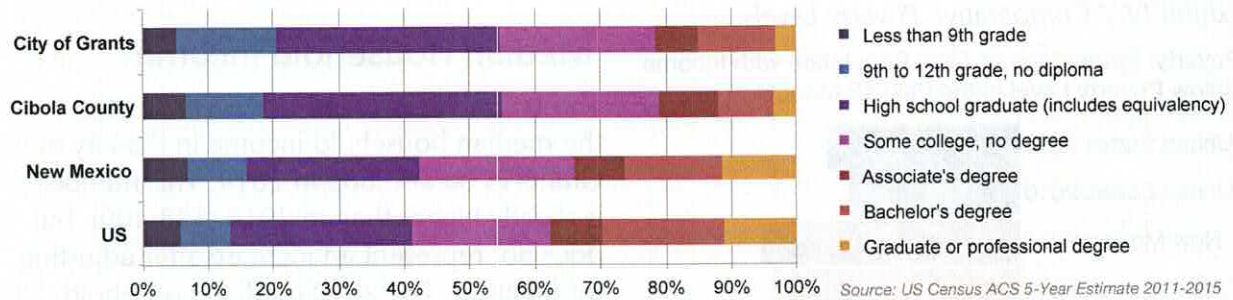
Educational Attainment

The City of Grants and Cibola County have a higher percentage of residents over the age of 25 with only high school educations and a lower share of residents with bachelor's and graduate or professional degrees: 38.9% of Grants residents over the age of 25 graduated from high school or equivalent, and 25.9% have taken college classes, but did not obtain a degree; 6.5% and

11.8% have associate and bachelor's degrees respectively, and a total of 3.2% have graduate or professional degrees.

Exhibit IV-9 Comparative Educational Attainment

Educational Attainment



Gross Receipts & Lodger's Tax Receipts

Taxable gross receipts in the City of Grants have held relatively steady since 2012 at between \$200 million and \$230 million annually. After an increase from 2014 to 2015, gross receipts decreased from \$232,723,485 in 2015 to \$221,454,771 in 2016. The city's current gross receipts tax rate is 7.875%.

Lodger's tax receipts for most years between 2009 and 2016 hovered around \$360,000, but in 2012 surged to just over \$600,000. Adjustment for inflation indicates a slight downward trend from 2009.

The lodger's tax was established in 1969 to enable municipalities to fund promotion of tourist-related events and other activities including advertising for events and supporting tourist-related facilities. A 2016 report by the State Auditor finds that New Mexico cities broadly interpret the statute governing the use of lodger's tax revenue "...for a wide variety of purposes that are even remotely related to tourism." (Source: Santa Fe New Mexican)

Exhibit IV-10 City Taxable Gross Receipts

City of Grants Taxable Gross Receipts: 2012 to 2016



Source: New Mexico Finance Authority Gross Receipts Tax Summary Data. (RP-500 Data - Current)

Exhibit IV-11 City Lodger's Tax

City of Grants Lodger's Tax Receipts (LTR): 2009 to 2016



Source: New Mexico Department of Finance & Administration, Lodger's Tax Reports, 2009-2016

Regional Economic Development Plans and Partners

Regional Economic Development Plans

Stronger Economies Together (SET) Plan, Trail of the Ancients Region, 2015

The Stronger Economies Together (SET) initiative began in 2010. It is a USDA Rural Development (USDA RD) program to provide technical assistance and analysis to groups of regional partners in order to strengthen the capacities of communities in rural America. The Zuni Tourism Department initiated the Northwest New Mexico Trail of the Ancients SET initiative which includes rural communities and areas of San Juan, McKinley and Cibola Counties. It is a collaborative effort between USDA RD national and state offices, New Mexico State University Cooperative Extension Service and the Northwest New Mexico Council of Governments (NWNMCOG). This group, with NWNMCOG playing a pivotal role, developed the Trail of the Ancients SET Region Economic Development Plan. The plan identifies the following key areas for growth potential:

- Agriculture and food systems
- Tourism and artisan enterprises
- Manufacturing
- Workforce development and entrepreneurship

The plan laid out detailed strategies and set up dedicated committees to carry them out, listing resources, status of strategy's progress, and measurable target outcomes for each of the four potential growth areas.

The SET plan also contains general demographic and market data on the region. The plan's industry change studies indicated that the biomedical industry may be on the rise. It also included an economic leakage study that found most industries are experiencing significant leakage.

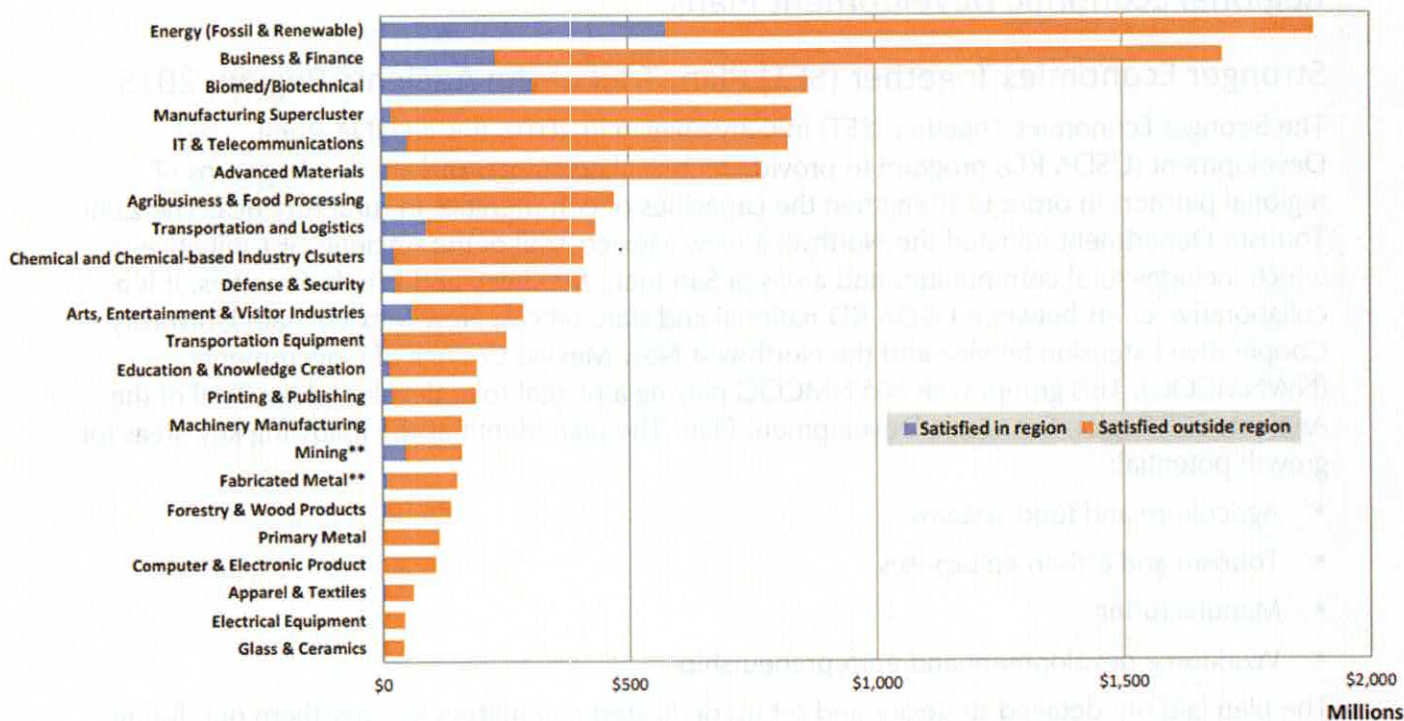
The plan discussed regional assets, including the Grants MainStreet and the Trail of the Ancients Scenic Byway, which goes through the city of Grants. Potential barriers to regional economic development include poverty and unemployment, the region's heavy reliance on the energy economy, environmental issues, and insufficient transportation financing. Strategies for dealing with these challenges in the SET are generalized at a high level, but appropriately set the stage for continuing regional cooperation.

Northwest New Mexico Comprehensive Economic Development Strategy (CEDS), Five-Year Plan: 2009-2014

Another regional economic development effort from the Northwest New Mexico Council of Governments, the CEDS is a regional plan renewed every five years by the federally designated economic development district group. Written in 2009, the plan's strategic goals are to:

- Remain strong in our five key economic sectors (retail; health care and social assistance; energy; tourism; and construction.)
- Improve our competitive position by increasing diversification of the economy
- Increase our capacity for regional cooperative innovation

Regional Requirements, Expenditures & Leakages, 2011



Data Source: EMSI 2013.1, industry cluster definitions by PCRD

The plan contains a significant amount of detail about the region that covers topics from natural conditions and land ownership to demographics, but focuses on in-depth discussions of the region’s economic conditions and potential. It includes a detailed listing of regional projects and initiatives designed to implement CED goals and objectives for each of the strategic goals, along with measurable, prioritized outcomes and a plan of action for achieving goals.

The NWNMCOG is currently updating the CEDS and the updated plan will be a valuable resource, providing background and strategic guidance for regional economic development.

Economic Development Partners

Cibola Communities Economic Development Foundation

The Cibola Communities Economic Development Foundation (CCED) works to develop economic opportunities in Cibola County by developing job creation programs, supporting existing and potential business endeavors and promoting the area to prospective business interests. The foundation's web site provides substantial data on demographics, available commercial properties, existing businesses, incentive programs and other resources, and offers more in-depth services upon request.

*Cibola Communities
Economic Development
Foundation Target Industries:*

- *Value-Added Goods*
- *Agriculture*
- *Tourism*
- *Transportation*
- *Manufacturing*
- *Retirement Community*
- *Forest Restoration*

Target Industries

The CCED has identified eight target industries as the focus of economic development efforts: forest restoration, value added goods, agriculture, tourism, transportation, manufacturing, and retirement communities.

Transportation

Grants has many transportation assets that can spur economic development activity, including a transloading facility and rail siding. Nearby Milan has a rail spur and the city offers easy access to the major east/west Interstate 40. Grants also has an airport with a recently extended runway that can support commercial airliners.

Solo Works

The CCED is currently overseeing a base job creation effort called Solo Works. A Rural Business Development Grant funded by the U.S. Department of Agriculture and awarded to the Northwest Regional Council of Governments initiated the project. The Solo Works program creates economic base jobs by training local individuals to work remotely via the web for larger companies based outside the city. Solo Works partners with Digital Works, a company that connects trainees with jobs. The cost per job is extremely low, between \$3,000 and \$5,000 and the program has a tiered structure, allowing individuals to move along a career pathway.

The Solo Works program is newly initiated. Over the past few months, it has created five jobs, including a director position. CCED will begin a more publicized phase of the project, including marketing to attract participants. The program currently has no waiting list.

The program is temporarily located on NMSU property with funding assistance from the university, but it is seeking permanent funding and a permanent location.

Team 66

Team 66 is comprised of directors or managers of various area organizations including the City of Grants, Grants Mainstreet, Cibola County Economic Development, Future Foundations, Chamber of Commerce, Arts Council, NMSU, Cibola County, and the National Park Service. It serves as the City of Grants' marketing committee, and is working to promote Historic Route 66,

make the community friendlier, and improve customer service in Grants. The committee meets at least once a month. It is currently working to install brown Historic Route 66 signs on I-40 at the Grants exits to draw visitors from the interstate into the city.

Grants MainStreet Project Inc.

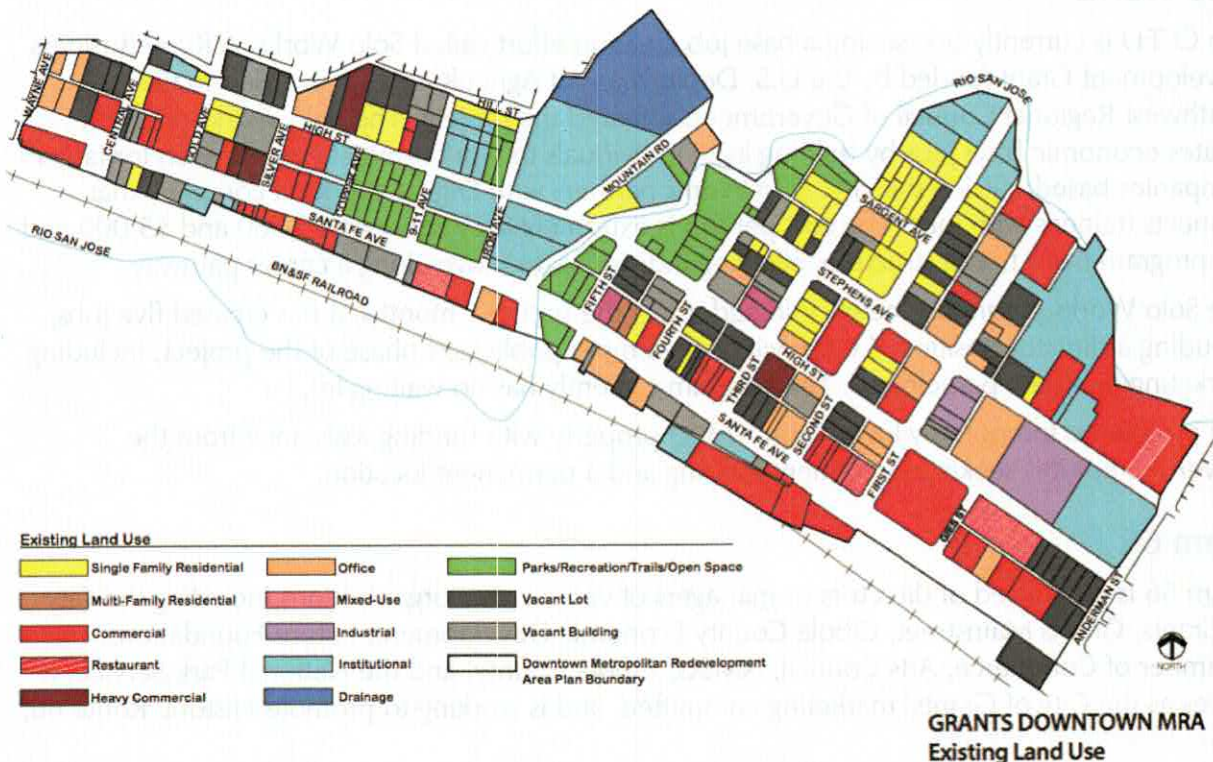
The Grants Mainstreet Project works with the state affiliate New Mexico MainStreet program to promote historic preservation and economic development in downtown Grants, NM. The program works to improve walkability, attract businesses, and develop events downtown. It recently completed the City of Grants Downtown Metropolitan Redevelopment Area Master Plan (MRA Plan).

The mission of Grants Mainstreet Project Inc. is to build partnerships with diverse groups and individuals to revitalize Historic Route 66, educate visitors and citizens about the historic and economic wealth of Grants, enhance the quality of the environment, including buildings, signs and landscape improvements, and develop a positive image that will attract tourism through ongoing community involvement, growth and pride.

The plan was developed in coordination with the 2009 Grants Comprehensive Plan and the 2017 Comprehensive Plan Update. The goals between the plans are consistent in support of the revitalization of Downtown Grants. The Grants Comprehensive Plan supports the goals and recommendations of the MRA Plan. Please refer to the MRA Plan for details about downtown revitalization projects.

The MRA Plan also contains a significant amount of pertinent information on the economies of Grants and Cibola County, some of which will be referenced in this plan, including a market analysis that describes a number of economic indicators such as industries and wages, trade area, a market gap analysis,

Exhibit IV-13 Grants Downtown Metropolitan Redevelopment Area Existing Land Use



a listing of tourism attractions, market trends and funding sources.

The MRA Plan vision outlines redevelopment priority projects for historic assets downtown, street improvement designs, and walkability improvement recommendations. The Plan vision also makes recommendations for a downtown zoning district or overlay zone to address some of the constraints to redevelopment in the existing zoning. Please see the Land Use Element of this document for discussion of this topic.

Exhibit IV-14 Proposed Gateway and Sidewalk Improvements along Santa Fe Ave. at 1st Street, City of Grants Downtown MRA Master Plan, 2017



B. Issues and Opportunities

Economic History

In the late 1800s, ranching in the Grants area was a viable enterprise but by 1918, a drought caused a severe reduction in the numbers of livestock. While ranching continues to this day, it has never regained its economic importance.

Logging also played a role in the late 1800s and early 1900s but the Great Depression and resource depletion took their tolls and by 1941, large scale logging had ended.

Agriculture became a key player in Grants economy for a time. In 1925, Bluewater Dam was built and irrigation capacity became sufficient for growing crops. By the late 1930s, the Grants area had become the “carrot capitol of the world.” At one time, the carrot crop had a market value of \$2,500,000. The Grants area carrot industry lasted about 20 years, until it suffered from competition by California farms.

Mining

Uranium

In the 1950s, as the carrot industry was ending, uranium was discovered in the area. Uranium mining became the major economic enterprise in the area and supported the Grants economy until the industry collapsed in the 1980s. Grants’ economy went into a sharp decline, and the City’s population dropped dramatically between 1980 and 1990 as the miners and others left.

The Mount Taylor Uranium Mine began production under the Chevron Corporation in 1986 and between that time and when the mine was placed on standby, in 1983, the mine produced 8 million pounds of Triuranium octoxide, commonly known as U_3O_8 , a stable form of yellow cake. Rio Grande Resources Corporation now owns the mine where it maintains a mothball crew of about 10 employees. According to Rio Grande Resources Corporation, the mine contains an “in-place resource of over 100 million pounds U_3O_8 ” and “presently, the deposit is being evaluated for development as an in situ leach operation.”

The Gallup Energy Logistics Park, which broke ground in January is planned to develop as a national transportation and logistics hub and is “designed for the development of all energy needs in the surrounding area.” Developments on this project and potential changes in federal regulations and policies may spur future activity in the mining industry.

Potentials for Future Development: Uranium Mining Permits and Exploration

- *Roca Honda Work Plan reviewed in 9/15 by N.M. Environment Department*
- *La Jara Mesa, last news in 2013, pending completion of an environmental impact study*
- *Cebolleta Exploration Project (Uranium Resources, Inc., northeastern Cibola County): exploration permit approval extended in 03/16*

Source: NM Environment Department

Coal

Coal mining has also played an important role in the region's economy. Peabody Energy owned and operated two coal mines in the area, El Segundo and Lee Ranch Mines. Peabody's director of public communications said in June of 2016, "Peabody's New Mexico operations currently employ approximately 275 workers and [in 2015] injected more than \$600 million in direct and indirect economic benefits into the region." (Source: Cibola Beacon, 06/15/2016)

The industry's history has been uneven, however. Statewide, mining contracted by 61%, or 11,200 jobs between winter 2014 and fall of 2015. (Source: NM Labor Market Review, October 2016, NM Department of Workforce Solutions). In nearby McKinley County, Lee Ranch Mine closed, laying off 70 employees and underwent reclamation. In the spring of 2016, Peabody Energy filed for chapter 11 bankruptcy protection and announced plans to lay off 65 workers at the Grants area mine. By 2017, however, the company was preparing for re-emergence from bankruptcy and mine employment at El Segundo had stabilized.

Correctional Facilities

During the 1990s and 2000s, as mining began to decline, the local economy was bolstered by the development of two prisons. In 1989, the first private women's correctional facility opened in Grants with a capacity of 611 inmates. Originally called New Mexico Women's Facility, it was renamed Northwest New Mexico Correctional Center in August 2016 and the State announced plans to relocate female inmates and instead house sex offenders there.

The Western New Mexico Correctional Facility (WNMCF) is also located north of the Grants city limits. The state-run facility was originally designed to house male and female inmates. After operating as a men's prison for years, as of October, 2016 the facility officially transitioned into an all-female facility. Along with the transition, WNMCF has gained multiple missions that include medical, mental health, long-term care and behavior programs for female offenders. The facility currently houses 352 adult female inmates designated at levels 3 ("medium") and 4 ("close") custody.

In 1998, the Cibola County Correctional Center, a federally operated prison, opened in nearby Milan with a capacity of 1,129. The fall of 2016 brought turmoil when the federal government announced plans to close the facility, threatening its 300 jobs. Eventually CCA, the company which owns the facility, reached an agreement with U.S. Department of Homeland Security Immigration and Customs Enforcement to continue operating the facility as an immigration detention facility and even slightly boost capacity, and thus total jobs. Unfortunately, early reports suggest that the facility population is at significantly less than capacity due to difficulty in recruiting health care workers to fill empty positions at the facility (guidelines require a certain health-care personnel/detainee ratio). This issue may be a long-term problem given the small workforce population in the area and the nature of the work, which can deter potential recruits. Ultimately, the area may see a long-term drop in jobs at the facility, rather than the slight hoped-for increase.

Health and Aging

Health Care Services

Today, the health care industry is the major economic player in Grants. The U.S. Census Bureau's employment database OnTheMap reported that in 2014, health care was the largest employer in Grants with an estimated 1,384 jobs representing 36% of all jobs in the city, up from 482, or 12.9% of total estimated jobs in 2002.

In 2014, Cibola County ranked sixth in the state with 18.7% for percent of total jobs in health care and social services, according to the New Mexico Department of Workforce Solutions. OnTheMap puts that number slightly higher at 22.3% up from just 9.3% in 2002.

Aging Population

Like most communities nationally, both the county and city are likely to experience an increase in the retiree population in coming decades. UNM's Geopopulation Spatial Services projected in 2017 that 20% of the Cibola County population will be 65 years and older in 2040, with 5,795 residents, compared to 13% of the population in 2010, with 3,486 residents. Grants had 14% of its population in this age group in 2010, or 1,298 residents. Planners expect Grants to have a larger population age 65 years and over.

As this population grows in the coming years, medical services may play an even larger role in the Grants economy.

Senior Housing

Results of the community survey for this plan indicate that the availability of senior housing is already an important positive contributor to the quality of life for Grants residents. The need to ensure the availability of adequate housing options for retirees and elderly will likely become even more important in the coming decades.

Retirement Community

Beyond anticipating the needs of Grants residents aging in the community, providing an array of housing for retirees and seniors who move in from outside the community may be an economic opportunity for the City of Grants. The city's affordability of living, access to recreational opportunities, clean air, natural beauty and small town feel make Grants an attractive option for retirees, especially those coming from higher priced markets. In fact, about 60% of applicants to the Casa de Malpais senior living community are from out-of-state.

According to Sperling's Best Places, the cost of living in Grants in 2017 is 13% lower than the U.S. average, and much of that appears to be in housing. Web site AreaVibes.com reports that

Important Medical Employers in Grants:

- *Cibola General Hospital*
- *Silver Lining Service*
- *Laguna Rainbow*
- *Cibola Family Health Center*
- *Grants Medical Center*
- *Good Samaritan Society's Casa del Malpais and Nursing Home*
- *Mayimrapha Comprehensive Health care (MCH)*
- *Western NM Medical Group*
- *Western Skies*
- *Quality Miners Health care*

Livability: How Does Grants Compare to US Averages?

- *Cost of Housing: 39% lower*
- *Crime Rate: 10% Lower*
- *Air Quality: 65% better*
- *Pollution Index: 64% better*

Source: AreaVibes.com

the cost of housing in Grants is 39% lower than the national average.

There are reportedly several firms interested in developing senior and continuum care in Grants. The major hurdle currently appears to be a lack of demonstrated market demand. One potential firm reported that the low median income in Grants prevented it from meeting a market demand threshold, while another reportedly is waiting for a minimum number of home buyers to sign on to the project.

A marketing effort focused on high-cost-of-living markets and/or travelers followed by a comprehensive market demand study may aid in attracting senior housing development to the area.

Health and Health Care

The high altitude of Grants, at 6,460', may present a problem for some elderly due to altitude's effects on pulmonary and cardiovascular systems. For many, acclimation to high altitudes can take months and even years. Providing educational material to senior living facilities and health workers on the topic may help the community provide support for those affected. For perspective, the elevation in Grants is about the same as Durango, CO and lower than Santa Fe or Taos.

Access to health care should be a focus for improvement. In 2013, Grants had 1,822 residents for every 1 primary care physician. The 90th percentile (top performers) nationally have a ratio of 1,040:1 or better. Four New Mexico counties have passed this mark with Los Alamos, at 574:1 at the top. Cibola ranks 21st among New Mexico counties. According to the University of Wisconsin Population Health Institute's County Health Rankings, health care costs in Cibola County are below the state average; price-adjusted Medicare reimbursements per enrollee in Cibola County average \$6,443 compared to the state average of \$7,700. The institute offers free assistance to communities wishing to improve access to health care including information and specific tools tailored to your community.

Senior Housing Nodes Development

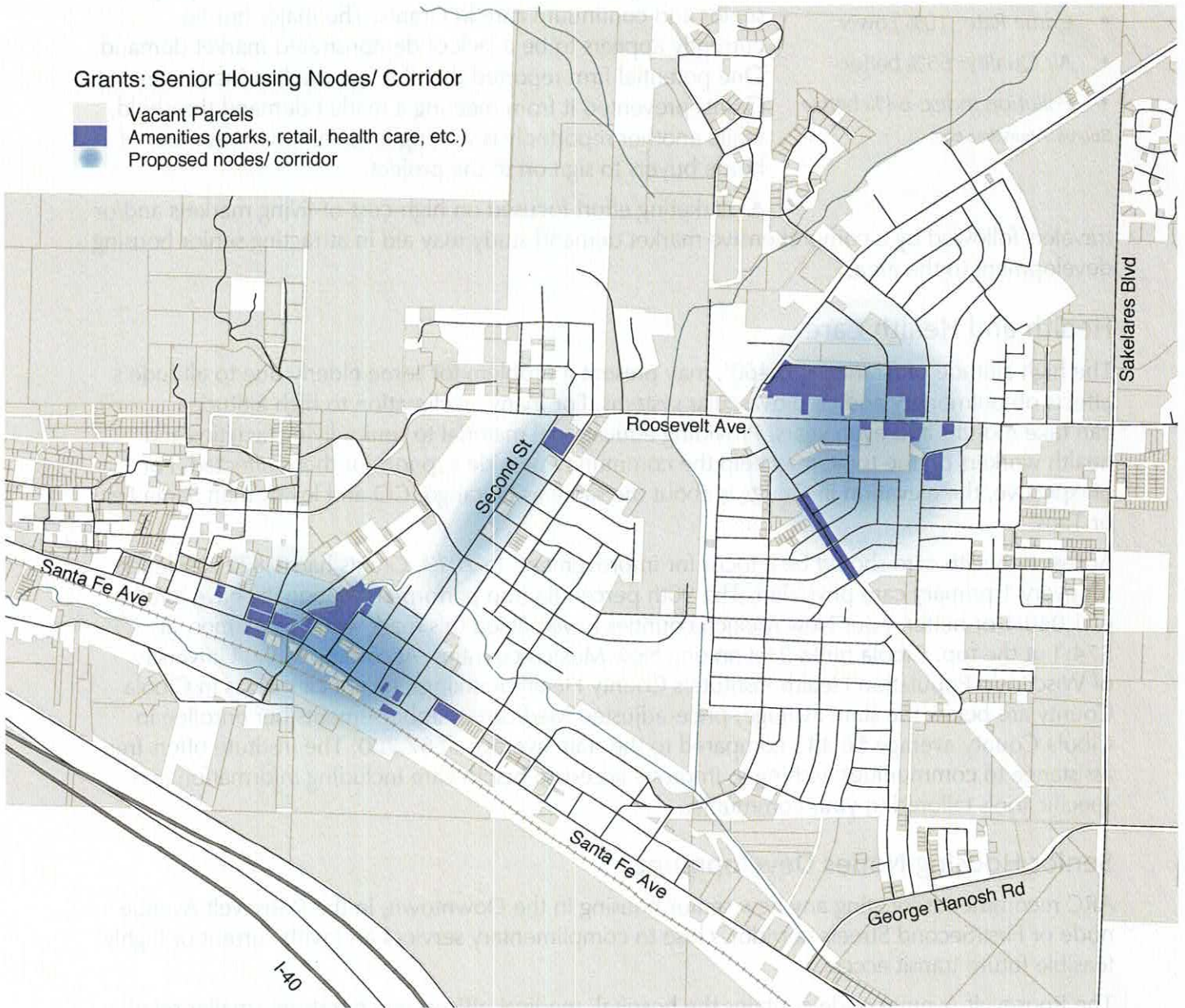
ARC recommends locating any new senior housing in the Downtown, in the Roosevelt Avenue node or First/Second Streets corridor, close to complimentary services and with current or highly feasible future transit access.

The Roosevelt Avenue node contains the hospital, medical offices, grocery store, smaller retail uses, parks nearby, and the future life-long learning center. Several parcels are vacant, and redevelopment is also possible.

Downtown contains the amenities of municipal government, museum, and Riverwalk, as well as several restaurants and retail stores. The MRA Plan recommends additional mixed use development in the Downtown.

The First/Second Streets corridor has some vacant properties at this time and may have

Exhibit IV-15 Map of Senior Housing



underutilized commercial properties that could be redeveloped into senior housing. This area is relatively close and easily accessible to both the Downtown and Roosevelt Avenue.

Retail and Businesses

South Santa Fe Avenue has a retail area with a Wal-Mart and Walgreens. Santa Fe Avenue has several retail shops and restaurants, but central Downtown has no shopping hub and very few retail shops and restaurants where tourists might stroll and shop. Residents have a selection of retail shopping throughout the city, including both storefront and home-based businesses. The licensing process for home businesses should be as fair and affordable as possible to encourage start-up owners who may not have the capital or need for a storefront.

Recent Activity in Opening and Closing of Businesses in Grants

New Businesses in Commercial Buildings

- Rent-to-own storage sheds
- Used cars (Hanosh Chevrolet lot)
- Walgreens (2014)
- Junkyard Brewery (2016)
- Perk Ranger Coffee Shop
- Snap Fitness (near Smith's Grocery)
- Dance shop (in Roosevelt strip mall)
- Vehicle repair (~ 4 years ago) near bank

Expansions in Commercial Buildings

- Beall's added space from next storefront
- El Cafecito Restaurant addition

New Home Businesses

- Increase in applications
- Clothing boutique
- Beauticians
- Construction
- Consulting
- Day care
- Metal works - sculpture, art work (Rocky's on Route 66)

Mobile Units

- Increase in vendor's permits for mobile units
- Papa John's Pizza (brings in trailer on weekends)
- Long John Silver (comes on Fridays)
- KendalBen (out of Milan, serves BBQ mostly for special events, sometimes open for general business)
- Mexican food trucks (2) Ice cream trucks (2)
- Badlands Truck & Trailer Mexican food (mostly for special events)

Businesses in Commercial Buildings Closed

- Red Lion Inn (November 2016)
- Badlands Burgers
- La Bella Vita Restaurant
- Arts and Crafts Galore
- Pat's Lounge
- Town and Country Liquor
- Oil Change
- Rentals and liquidating business
- Smoke shop and TV repair in Sakalaris strip mall
- Mexican imports, nail salon and flower shop (1st St.)

Businesses that Moved

- Loan offices periodically move to different locations
- China Gate moved, reopened as Asian
- Sonic Drive-In relocation, with added spaces and drive-through
- Doctors periodically move offices

Downtown Grants

Assets

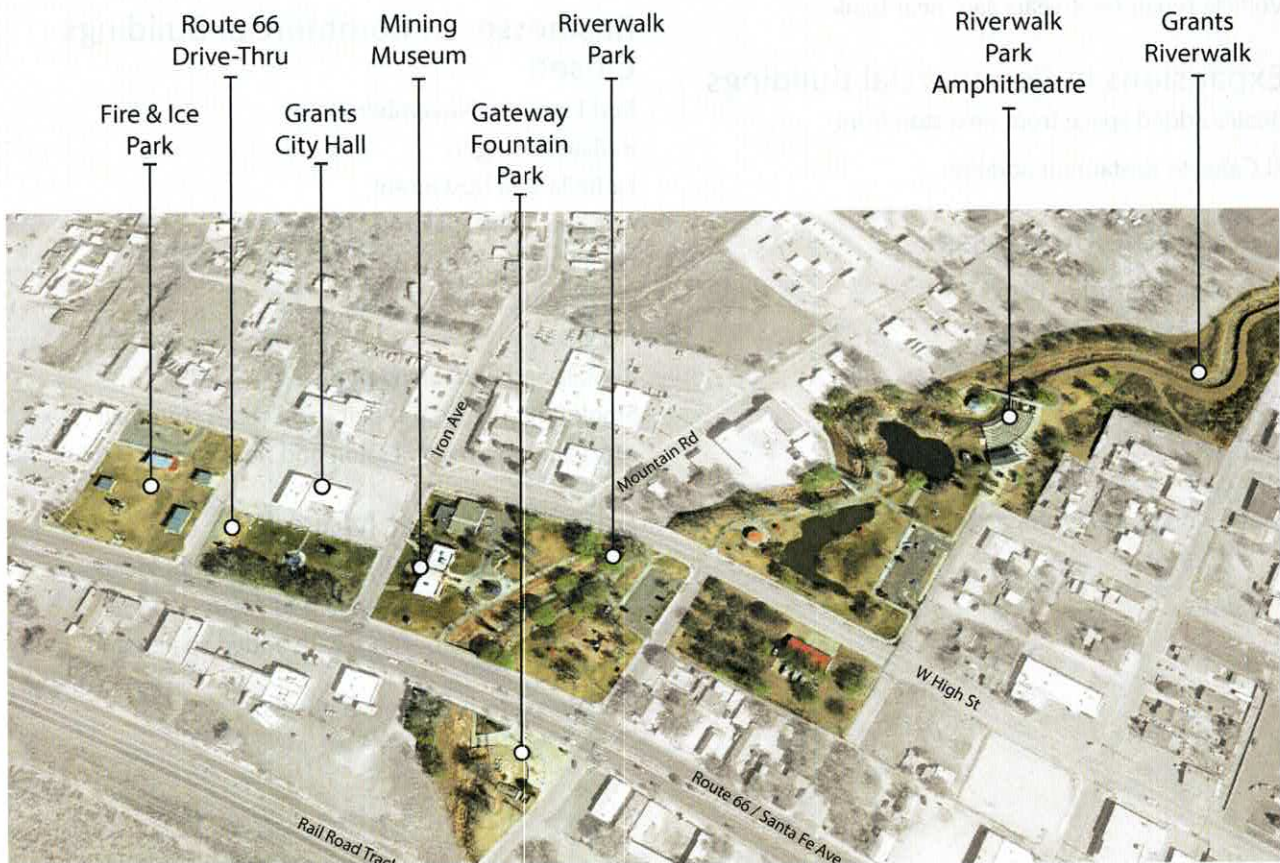
Downtown Grants has several assets that create an attractive draw and gathering space. The Riverwalk Park has picnic areas, playground, a pond along the Rio San Jose, a water feature and outdoor amphitheater. The park is along the larger Riverwalk system that follows the Rio San Jose, and is across Santa Fe Avenue from a gateway park with a fountain and benches. To the west of Riverwalk Park is the Mining Museum and the soon-to-be-vacant Mother Whiteside Memorial Library. The next block west has Grants City Hall which is fronted by the Route 66 Neon Drive-Thru and further west, the Fire and Ice Park which has a pavilion and wooden shade structures.

Together, these amenities create an attractive, walkable core area with things to do and the capacity to host a large variety of events and uses. The downtown should continue to be improved to serve as a hub of commercial and recreational activity.

Vendor Hub

Currently, vendors are allowed at Fire and Ice Park on the weekends and may use the shade structures free of charge, on a first-come first-served basis, to set up booths. Promoting the downtown area as a pop-up market venue, and working to ensure that the market is well

Exhibit IV-16 Map of Grants Vendor Hub



attended by vendors and the market schedule is reliable and easy to find, will begin to establish the Downtown as a commercial focal point. Encouraging food trucks to participate will draw

customers and begin to fill a need for eateries downtown. As customers begin attending on a regular basis, a pop-up market can catalyze store-front establishments that recognize the accessible customer base. As well, the city could incorporate nearby amenities to broaden the appeal and extend the area of activity across downtown through free concerts at the amphitheater and boat races or other kids' activities at Riverwalk Park.

To encourage pop-up businesses to set up downtown, the city can motivate applicants by making the business license application process simpler and/or license fees less expensive for downtown pop-ups than for other home-based businesses.

Building on the existing nexus downtown will be essential to developing the Downtown as a lively and attractive commercial center. Future use plans require careful attention to use of the library building to ensure that the location remains a point of public interaction and feels connected to its surrounding uses. If the City has the opportunity to use the former Cibola County municipal building to the west of Fire and Ice Park, the same careful attention should be paid to how that space is used.

Any additional commercial land use oriented to tourists should be located in an area accessible to pedestrians and designed at a pedestrian scale with associated aesthetics. The Grants MRA Plan provides excellent guidelines for walkable development design practices.

Economic Development-Related Capital Improvement Projects

Two projects listed in the City ICIP 2018-2022 are directly related to economic development:

- Broadband and Fiber Optic Network (Rank: 3)
 - Total Project Cost: \$900,000
- Riverwalk Trail (Rank: 9)
 - Total project cost: \$1,056,000

Exhibit IV-17 Aerial View of Grants in 2007

Photograph from Wikimedia Commons



Tourism

Grants is surrounded by a wealth of natural attractions, many of which have been protected in various parks, monuments and other visitor facilities. Situated along a major Interstate highway, I-40, there is easy access to the City and services for visitors. Grants has a substantial tourist base, drawing visitors to experience the special qualities of the area and the community, to participate in special community events, stay in local lodging, or visit for a day from nearby cities. Business travelers are also major customers of the hotels in Grants.

Events

Although the popular Fire and Ice Motorcycle Rally ended in 2015 after 15 years, The City of Grants hosts several popular recreation events and are in the process of developing still more. The city recently announced the first annual 7 Trails of Gold Outdoor Festival, a family friendly event, focusing on Geocaching and BBQ food vendors including activities for kids and four trails that feature the MainStreet district (Route 66), Mt. Taylor, Lime Kiln Canyon, and the Continental Divide Trail.

In the summer Grants hosts a popular live music series at the city's Riverwalk Amphitheater and the city's Fall Festival draws visitors from the International Balloon Fiesta in Albuquerque looking for a day trip. Last year the festival's Green Chile Stew Eating contest brought significant publicity.

This year the city hosted its 34th Annual Quadrathlon, attracting about 400 participants. The number has fallen slightly over the years as competing quadrathalons started up elsewhere but the event remains popular.



Attractions

Grants is the gateway to an array of natural and cultural attractions. Recently designated a Gateway Community on the Continental Divide Trail, which runs from Canada to Mexico, the city is within minutes of national monuments, national forest, lava flows and ice caves, the thousands year old Acoma Pueblo and several museums. Historic Route 66 runs through downtown Grants which boasts several classic neon signs and attractions. The following is a listing of some of the area's attractions.

Natural Wonders

- El Malpais National Monument: *145-160K visitors per year*
 - El Calderon Area: El Malpais National Monument
 - Sandstone Bluffs: El Malpais National Monument
 - La Ventana Arch
 - The Narrows: El Malpais National Conservation Area
 - Zuni-Acoma Trail: El Malpais National Monument
- Continental Divide Trail, Gateway Community
- Mount Taylor
- Ice Cave & Bandera Volcano
- El Morro National Monument
- Zuni Mountains
- Bluewater Lake State Park
- Gooseberry Spring Trail
- Chain of Craters
- Zuni-Bandera Volcanic Fields
- Chaco Canyon National Historic Park
- Bisti Badland Wilderness

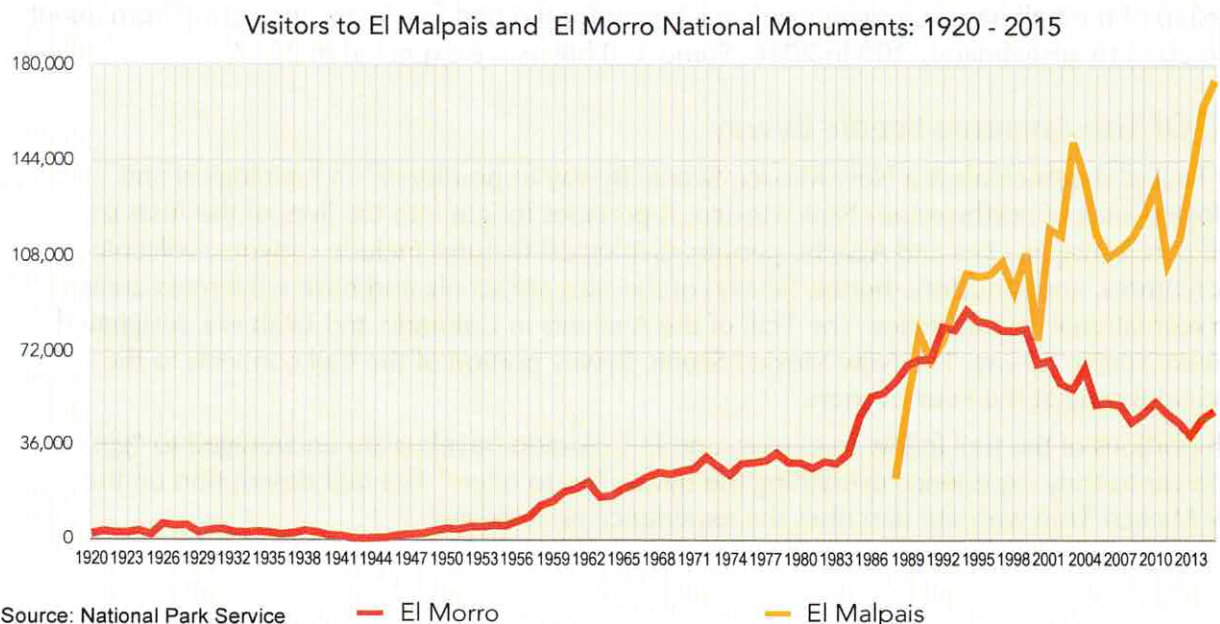
Cultural Attractions

- 66 Mother Road, Historic Route 66 Scenic Byway
- Trail of the Ancients Scenic Byway
- Route 66 Neon Drive-Thru: *5K visitors from opening in August to December of 2016*
- Sky City Cultural Center & Haak'u Museum
- Zuni Pueblo
- New Mexico Mining Museum: *10K visitors in 2015*
- Cibola Arts Council & Double Six Gallery
- Western New Mexico Aviation Heritage Museum

Other Natural & Cultural Attractions

- Lava Tubes & Volcanic Plugs
- Lakes
- Bird Watching
- Ghost Towns
- Hiking, Equestrian, Bike and ATV Trails

Exhibit IV-18 El Malpais and El Morro Visitor Volumes



Trails

Gateway Community on the Continental Divide National Scenic Trail

The Continental Divide Trail runs 3,100 miles from Canada to Mexico along the Continental Divide in the Rocky Mountains. Along it, hikers encounter a multitude of ecosystems from



tundra to desert, a rich variety of wildlife, and nearly 2,000 natural, cultural, historical treasures. It is considered one of the greatest long-distance trails in the world, and the highest, most challenging, and most remote trail in the National Scenic Trails system. The effort to establish the trail began in 1925 and in 1968, the National Trails System Act identified the trail as a possible National Scenic Route. In 1978, the trail was officially added to the National Trails System Act. Today, the Continental Divide Trail Coalition (CDTC) heads the program and named Grants, NM as one of four gateway communities in the state. A mission of the

CDTC is to focus on communities that want to transition out of the extractive industries to build sustainability and economic diversity. A model of success for the program right now is Silver City, where a CDTC Americorps employee manages grant writing and events. This employee may also be available to assist Grants with grant writing.

Grants is a major hub along the trail, with no other comparably sized cities for 100 miles in either direction along the trail. Hikers frequently stop to rest and resupply and will need a place to recharge electronics, gather information on local attractions and possibly find a room for the night. According to the CDTC, the top priorities for hikers include food, drink, a shower, laundry and items for resupply.

Usership of the trail has risen significantly each year for the past five years, increasing from about 50 in 2013 to approximately 300 in 2016. Some 350 hikers are expected in 2017.

Trail Of The Ancients Scenic Byway

The Trail of the Ancients is a New Mexico Scenic Byway to prehistoric archaeological and geological sites of northwestern New Mexico. It provides insight into the lives of the Anasazi, Puebloan, Navajos, Utes and Apache people. Geological features include canyons, volcanic rock features, and sandstone buttes. Several of the sites are scenic and have wilderness areas with recreational opportunities. The Trail of the Ancients in Colorado and Utah is a designated National Scenic Byway. The New Mexico Scenic Byway portion of the trail connects to the National Byway at the Four Corners.

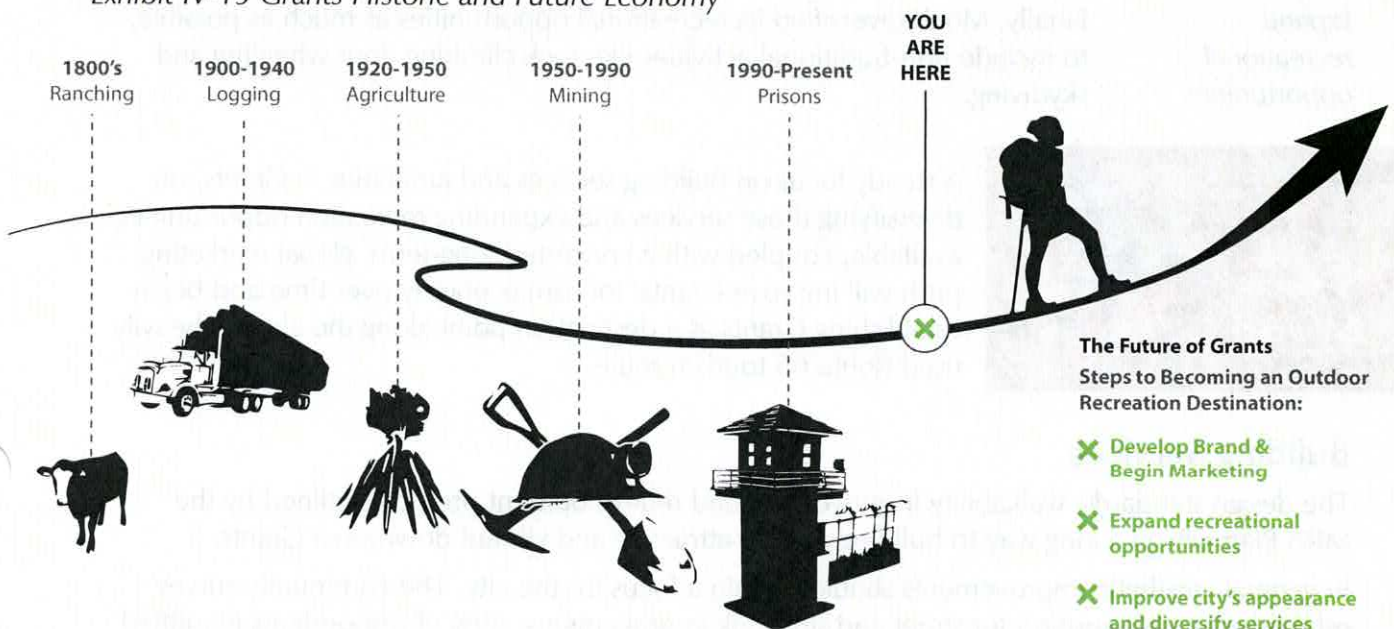
Both portions of the trail follow roadways, and in Colorado travelers are encouraged to “get out of the car to truly experience everything the byway has to offer.” The trail description on the New Mexico True web site describes the experience as a “drive.”

Recreational Tourism Destination

Historically, the Grants economy has relied on booms in natural resources or specialized government facilities (prisons) that ultimately built an economic foundation. The City currently wants to pursue long-term, diversified economic development planning that will better sustain the community through economic cycles.

Grants has already begun work on this approach, using a backbone of recreational tourism. Remaining focused and diligently working towards this goal will, over many years, result in a resilient, sustainable economy in Grants. Each era shown in the exhibit below has continuity with the subsequent eras and its legacy leaves its mark on the community.

Exhibit IV-19 Grants Historic and Future Economy



Developing a truly sustainable outdoor recreation economy in Grants will require steadfast dedication and focus. Three steps to achieve success as a recreational tourism destination are:

- Develop branding and marketing
- Improve the city's appearance and diversify services
- Expand recreational opportunities

Grants is well positioned to achieve this goal, and has other successful models of western cities making the transition from extractive resource economies to thriving recreational destinations to learn from.

The Moab Model

The myriad of attractions in and around Grants offer many opportunities for economic development. Like Moab, Utah, the city can build on access to national and local attractions to establish itself as a regional recreational heavy-weight. Like Grants, Moab's economy declined significantly after decades of reliance on uranium mining. Moab then reinvented its economy to become a major tourist destination with two national parks, a state park, and world-class mountain biking, jeeping, ATV riding, river rafting and rock climbing. Moab's outdoor recreation

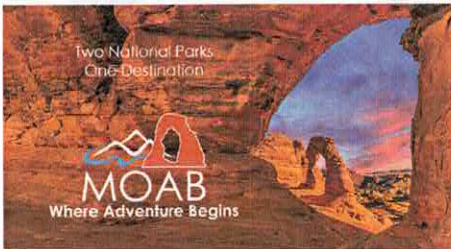
economy produces \$856 million in state and local tax revenue, according to the Outdoor Industry Association.

The process took years of steady work to build a reputation as a recreation hub and increase town services.

Develop branding and marketing Moab advertised on a global scale through its own local agency, the Moab Area Travel Council which it funded through a tax on hotel beds.

Improve the city's appearance and diversify services Moab worked to improve their streetscape and attract a diversity of restaurants and hotels including sushi restaurants and luxury camping outfits.

Expand recreational opportunities Finally, Moab diversified its recreational opportunities as much as possible, to include non-traditional activities like rock climbing, four wheeling and skydiving.



A steady focus on building services and amenities in Grants, on diversifying those services and expanding recreation opportunities available, coupled with a concerted long-term, global marketing push will improve Grants' tourism economy over time and begin establishing Grants as a destination point along the already heavily used Route 66 tourism route.

Building Services

The design standards, walkability improvement and redevelopment projects outlined by the MRA Plan will go a long way to building a more attractive and vibrant downtown Grants.

In general, aesthetic improvements should remain a focus for the city. The community survey established ample support for street and sidewalk improvements; 59% of respondents identified sidewalk improvements as the top focus for city beautification and 59% identified improved streets and roads as the number one most important factor in future development. By coming to a near split between focusing clean-up efforts downtown (46%) or in neighborhoods (54%), residents indicated that both are almost equally important. Making the city beautiful for residents will also make the city beautiful for visitors, who will be drawn there.

Encouraging a diversity of services will be another important step. Grants currently lacks bike shops, hiking gear supply stores, or other retail geared to adventure tourism. The city severely lacks retail businesses in general, and a visitor now may find no place to make purchases such as souvenirs or even a cup of coffee. Encouraging the pop-up market downtown will provide a valuable testing ground for unique businesses to develop and grow while giving visitors and residents a place to shop, eat and experience the community.

Getting the Word Out

Attracting visitors to Grants and helping them to discover what the city and region have to offer is, of course, the other essential step in building a sustainable, diverse economy based in recreational tourism. Like Moab, Grants should invest in high-quality, far reaching marketing. This effort should include branding, advertising, outreach and wayfinding.

Launching a targeted print and online global marketing campaign will spread the word and develop the city's reputation. Strategies include saturating regional hotels and visitor centers with attractive brochures branding Grants as an adventure tourism destination, as well as providing maps and information highlighting attractions including regional trails, byways, monuments, natural wonders and cultural attractions. Encouraging media to publish stories highlighting the area's attractions can be another strategy. It will be essential to develop an attractive and informative tourism-focused web site featuring availability of motels, restaurants and other accommodations, as well as information about upcoming events and other activities in Grants.

Ongoing Projects

In 2017, City Councilor Manuel Vasquez released a 22-minute video that he produced with Seven Cities Productions about the area titled *Route 66 and Historic Byways in Cibola County*, which covers cultural and historical attractions. Vasquez described the video as "a visual map for visitors and residents in discovering the area's gold: its culture, history and geology." The councilor was also reportedly "working toward a billboard and park at the west end of town that will coincide with the video ... with a historic car in front to catch people's attention [and] identify the video tour from one end of the county to the other." (Cibola Beacon, 2/21/2017). The proposed billboard is depicted as a map of the Grants area with local attractions identified. Both the video and the efforts to publicize area attractions should be supported.

The councilor expressed concerns that involving local governments early on in the project would cause delays. However, Grants should strongly encourage collaboration with local government and economic development groups while addressing concerns about potential delays due to official involvement.

Wayfinding

Wayfinding in and around the city will help to draw visitors into the city and enable them to explore what Grants has to offer. Installing "gateways" to the city along its I-40 exits would improve the impression of the city to passersby and enhance the chance of drawing visitors off the Interstate highway. The Continental Divide Trail Coalition (CDTC) recommends developing branded wayfinding and interpretive signage along the city's main street, guiding visitors to area attractions, essentials and trail-heads. The New Mexico Mining Museum has information for visitors and hikers during the day and the city can install a 24/7 information kiosk downtown. The CDTC will provide language and information to include in interpretive signage and will even develop narratives. The coalition is currently developing branding for the trail and will provide graphics to their gateway communities.

The Grants MRA Plan also supports developing wayfinding and gateways. State or federal departments of transportation may be able to provide some funding for such projects.

Branding

Brand development can be an excellent mechanism for uniting a community behind a vision, identifying and clarifying the community's goals and assets and, once the brand is established, communicating the community's vision to the world. High quality branding will be elemental to Grants transformation to a recreational tourist destination. Marketing, web sites, official and promotional material, as well as wayfinding and signage can use branding to solidify the city's

branding cohesion.

The City should consider incorporating the area's rich cultural history into its wayfinding and branding design by using Native American-style (e.g., Acoma, Laguna, and Navajo) and traditional Hispanic design elements for overpass, gateway and mural graphics, and wayfinding and educational signage.

Grants and the surrounding area's culture, history, art and architecture are a rich story that few communities possess. The City should use pod casts to promote the story to hikers and motorists, and hold events including those related to the Continental Divide Trail to promote culture and history.



Branding Example

Welcoming Hikers

The City of Grants is developing as a welcoming stopover for Continental Divide Trail hikers. Currently, the city dog park offers a water station and portable toilets to hikers. In the future, the City plans to add a shower trailer and set aside a safe area for camping. Eventually, it plans to develop a welcoming center, possibly at the new Lifelong Learning Facility or the former library building downtown. The center would provide plug-ins, wi-fi, laundry facilities, wayfinding for trail heads, and information highlighting area attractions.

New Events

The City has several opportunities to expand its event offerings. It should consider expanding golfing events to include youth events and tournaments. According to Forbes magazine, "... participation in PGA Junior League Golf, a team format for boys and girls 13 and under, has increased 233 percent since 2013." (Source: Forbes, 5/8/2016). A 2004-2005 New Mexico State University study found that the golf industry produced \$975M. Adjusting for inflation, without considering an increase in golf-related economic activity would bring total revenues to \$1.26B in 2017 dollars. Family and youth events often draw additional visitors who accompany golfing participants and are likely to patronize motels and restaurants.

Archery sports and tournaments are another growing trend. The Archery Trade Association reported that a 2016 study found that archery participation rose 9.2% from the 2014 survey results and 20.6% from the 2012 survey. The rise is mainly in recreational archery; 76% of all 2016 archery participants were recreational archers, while bowhunter numbers are down. Grants has an opportunity to partner with the US Forest Service to develop a Mount Taylor archery tournament that progresses from the national forest, through the golf course and ends in the center of town with events and other festivities.

Tours

One approach to capitalizing on and linking the area's many attractions could be attracting a touring company to set up a satellite operation in the city. The city could approach driving tours like Pink Jeep® tours with operations in Las Vegas, Nevada, Sedona, Arizona and the Grand Canyon to expand its tour operations to include a Grants location. New Mexico tour operators such as trolley tours in Albuquerque may also be interested, but may not have the appropriate

fleet or match the knowledge and marketing expertise in adventure tours of other out-of-state companies.

Taxi or Uber Services and Pedicabs

Reportedly, at least one individual offers rides through Uber, the online ride service. Uber drivers may wish to advertise on the city web site or be promoted through other Grants-associated web sites and publications. Although Grants currently has no pedi-cabs, such a close-up touring and transportation service might be an attractive opportunity for a local entrepreneur. A pedi-cab operator may also wish to be promoted through city sites such as the City of Grants website or Facebook page or local economic development websites.

Bike Library

For small cities where full-fledged bike share programs, such as the programs in Albuquerque and Denver, are not feasible, an alternative approach is a “bike library” for borrowing bicycles. Bike libraries differ from bike sharing in that they offer a smaller but more diverse fleet of bikes for different ages and abilities. They include road bikes, mountain bikes, kid’s bikes and fixed-gear bikes. The Golden, Colorado bike library program is seasonal and users can check out bikes during limited hours. Riders must sign a waiver and those under 18 must have a parent’s signature; a valid ID and credit card are required for rentals. A key-drop box at the Golden Visitors Center allows users to return bikes after hours. Rides under two hours are free, while the daily rental fee is \$10 per bike. Each rental comes with a reusable water bottle and a Golden Ticket which encourages people to buy local with a chance to receive 20% off purchase or win a cash prize.

Grants may consider adopting the a similar ticket to promote local attractions with free or reduced admission, accompanied by a map to area attractions.

Industry

Cibola Industrial Park

Cibola Foundation, Inc. owns the industrial park south of I-40 at the south end of Grants. The park has electric and water lines, and a paved road. The site has Internet capacity, but it lacks the essential high-speed fiber optic connectivity that most industrial businesses require.

Interstate Traffic

Currently, 30,000 vehicles per day pass the city of Grants on Interstate-40. Of those, about half are semitrailer trucks. Grants has no truck stops. Trucks line the off-ramps along the Grants exits at night, which may present an opportunity to develop a truck stop. While it may be possible to develop a truck stop at the Cibola Industrial Park, another site on the northern side of the Interstate that is closer to city services and shopping may spur greater economic interaction with the city.

Local Economic Development Act (LEDA)

This section is an overview of the LEDA process and state statute, and is not a legal reference. For the legal reference, please refer to the State of New Mexico's Local Economic Development Act (NMSA 1978 §§5-10-1 et seq.) and subsequent updates.

Overview of New Mexico's Local Economic Development Act

New Mexico's Local Economic Development Act (LEDA) allows counties and municipalities to make public investments in certain economic development projects. In order to promote economic development, the State adopted LEDA in response to the anti-donation clause in the state constitution. The enactment and utilization of LEDA allows public support of economic development to foster, promote, and enhance local economic development efforts while continuing to protect against the unauthorized use of public money and other public resources.

Since 2002, 83 New Mexico communities have passed a Local Economic Development Act. Through LEDA, a community adopts an ordinance creating an economic development organization and a strategic plan. The City of Grants has enacted a LEDA ordinance, but should update it to include recent state LEDA regulation updates.

The State of New Mexico Economic Development Department (NMEDD) has a LEDA Capital Outlay Program, which is separate program. State funding for this program was \$50M in 2015. State (through NMEDD), county and local governments may make LEDA investments and local jurisdictions may enter joint powers agreements to develop regional plans.

Qualifying Entities

- Manufacturing and assembly of manufactured or agricultural goods
- Commercial storage, warehousing, and distribution of agricultural, mining or industry, not including goods to public or most utilities
- Business supplying services to public, government or specific industry or customer, excepting retail
- Indian nation, tribe or pueblo
- Telecommunications with majority of customers out of state
- Farmer's markets
- Developer of MRA projects
- Cultural facility*
- Retail business (in municipalities with more than 10,000 population, which includes Grants)
- Theaters, museums, libraries, galleries, cultural compounds, educational organizations, performing and fine arts venues and organizations, studio and media labs
- Live-work housing

* "Cultural Facility" is defined as a publicly owned or owned by qualifying entity that preserves, educates and promotes local arts and culture

Funding for LEDA Projects

Economic development expenditure is limited to 10% of a governing entity's annual general fund expenditures, with some exceptions. Exceptions include the value of land or buildings, local gross receipts tax option, proceeds from revenue bonds and funds donated by private entities.

Project Participation Agreement

Local governing bodies enter into Project Participation Agreements (PPA) with qualified, approved projects. These agreements outline each party's respective contributions, security provisions for public investments, provisions for regular performance audits, goals and benchmarks against which the project can be evaluated and a schedule of project development and evaluation. The PPA outlines claw-back provisions.

LEDA-Qualified Uses

- Purchase, lease, grant, construction, improvement or conveyance of land, buildings or other infrastructure
- Public works improvements
- Payments for professional services contracts
- Direct loans or grants for land, buildings or infrastructure
- Technical assistance to cultural facilities
- Loan guarantees

Incentives

A major source of LEDA funding is local infrastructure gross receipts tax. The City of Grants does not currently have a LEDA gross receipts tax in place, but should continue working with economic developers to identify additional incentives it can offer for economic development projects.

C. Goals, Policies and Objectives

1. Actively work to develop Grants as an outdoor recreation destination
 - A. Research steps taken by Silver City, Moab and other extractive economies that redeveloped as sustainable recreational and tourist economies
 - B. Focus on these activities:
 - Develop branding and marketing
 - Improve the city's appearance and diversify service
 - Expand recreational opportunities
2. Develop branding and marketing
 - A. Identify funding sources for marketing staff and a campaign to expand the reach of Grants advertising

- Contact Continental Divide Trail Coalition staff headquartered in Silver City for free assistance in promoting Grants as a Continental Divide Trail Gateway Community
- B. Initiate a branding campaign
- Conduct a city branding effort to unify the community behind a single vision and produce an attractive, high quality branding package
 - Develop a cohesive marketing campaign based on the Grants brand aesthetic
 - Develop an attractive, user-friendly web site highlighting attractions, recreational opportunities, events and services in Grants
 - Expand the marketing campaign to targeted web sites, Facebook pages and other social media (such as the City's official web site, Continental Divide Trail Coalition website and mountain bicycling magazines) to promote outdoor recreational tourism attractions and events
 - Design and distribute to area hotels and motels attractive brochures describing area attractions
- C. Continue to work with New Mexico Department of Tourism on marketing of Grants and area attractions in their "New Mexico True" campaign or similar efforts
- D. Support ongoing promotional efforts including the recent *Route 66 and Historic Byways in Cibola County* video and encourage future collaboration on such projects with the City and local economic development organizations
3. Improve the city's appearance
- A. Continue to improve the overall aesthetic of the city, including sidewalks and streets, especially in the Downtown, and abatement or elimination of vacant and abandoned properties in Grants
- Support the recommendations in the Grants Metropolitan Redevelopment Area Master Plan, 2016
- B. Work with the Continental Divide Trail Coalition and the Cibola Communities Economic Development Foundation to design and install wayfinding signage in downtown Grants and to the regional trails systems
- C. Develop a Welcome Center with resources enabling Continental Divide Trail hikers to restock, refresh and find their way around town
- Consider establishing a Welcome Center at Mother Whiteside building, elsewhere downtown or as part of the El Malpais Visitor Center
4. Diversify services available to Grants residents and visitors
- A. Encourage a diversity of businesses to establish in Grants, especially those serving tourists and recreationists
- B. Consider approaches to attracting pop-up businesses and food trucks to gather at Fire and Ice Park on a regular basis
- Develop additional attractions downtown at the same time, especially in Riverwalk Park to attract families and expand appeal
- C. Develop a report on the New Mexico Mining Museum including visitorship, popularity of

- exhibits, and potential for growth
- Identify steps to improving this important asset that can help anchor or complement outdoor recreational tourism
5. Expand outdoor recreational opportunities in the region
 - A. Convene a regional Recreational Development Task Force with representatives from the city and area organizations and agencies to focus on expanding outdoor recreational opportunities in the region
 - Invite representatives from the U.S. Forest Service, National Park Service, Continental Divide Trail Coalition, area Pueblos, Grants Chamber of Commerce, MainStreet Association, and Cibola Communities Economic Development Foundation to sit on the task force
 - B. Conduct a study to identify additional outdoor recreational opportunities for development
 - C. Continue to support and improve existing outdoor recreational events and attractions in Grants
 - D. Contact established recreational touring businesses and invite them to establish a private touring business in Grants, possibly as a satellite to existing touring businesses elsewhere
 - E. Conduct a feasibility study of developing a “bike library” based at the New Mexico Mining Museum, visitors’ center or other central location
 6. Support local economic development projects and entrepreneurs
 - A. Support the expansion and improvement of broadband service in Grants and to industrial parks around Grants
 - B. Reach out to economic partners to determine steps that could encourage economic development or entrepreneurship to start or maintain businesses
 - Support continuation of training and job placement provided by Cibola Communities Economic Development Foundation and partners for remote workers in back office and call center functions
 - Continue working with local economic development groups to identify incentives the city could offer under the Local Economic Development Act (LEDA)
 - C. Evaluate potential policy and procedure changes that could streamline the home and pop-up business licensing processes in Grants
 - D. Promote manufacturing, warehousing and logistical center development in or near Grants
 7. Support the responsible extraction of mineral and carbon resources that employs Grants residents and contributes to the overall Grants economy
 8. Support efforts to maintain fully staffed correctional and detention facilities in and around Grants
 - A. Work with area institutions to identify ways to attract professionals to fill vacant positions at the facilities
 - B. Work with institutional staff and local schools to develop a workforce training program to assist potential employees to qualify and maintain clearance

9. Support efforts to develop Grants as an attractive retirement community
 - A. Identify funding to conduct a comprehensive market study that may encourage developers to consider investing in Grants
 - B. Ensure that the land use code and building code are favorable to developing innovative senior housing, such as Bee Hive Homes senior group homes
 - C. Market the city as a retirement destination, especially in higher priced markets
 - Employ the Grants branding package and marketing strategy
 - D. Work to improve the city's resident-to-physician ratio
 - Contact the University of Wisconsin Population Health Institute for free assistance in improving access to health care in Grants
 - E. Focus future senior housing developments in the senior housing nodes identified in this plan, downtown and along Roosevelt Avenue

V. Facilities Element

A. Introduction

The purpose of the Facilities Element is to assess city facilities and to guide short- and long-term strategies that will result in high quality, well-maintained facilities for the City of Grants. The Facilities Element guides improvements to city-occupied facilities.

This element lists ICIP projects by individual facility. Note that ICIP projects will be regularly revisited and may change, due to redefining and reprioritizing of projects.

B. Existing Conditions, Issues and Opportunities

Facilities Planning and Maintenance

2007 Grants Comprehensive Plan Infrastructure Goals

The 2007 Grants Comprehensive Plan included an Infrastructure Element. This element also discussed the water utility, and contained many goals pertaining to it. The following goals from the 2007 plan addressed facilities:

- Assess the structural condition of all city facilities and conduct life-cycle maintenance, improvements and building replacement (ongoing)
- Prepare site-specific park master plans for all parks, especially the Riverwalk and Candelaria Sports Complex
- Develop a budget for priority improvements and securing additional funding.
- Maintain city buildings.

The City can accomplish several of these goals with the development of a facilities master plan and/or asset management plan.

Facilities Master Plans and Asset Management Plans

Facility Master Planning

A facilities master plan describes the city's overall property portfolio, its aggregate development capacity, potential long-term use, the ongoing occupancy cost and the planned use of a City's existing facilities over time.

The purpose of the plan is to develop and communicate an efficient process to change the City's facilities to better accommodate and support its current and future programs on a regularly updated basis. It will serve as a guide for assessing the need for facility improvements and capital investments to implement them. A facilities master plan determines the scope of repairs, modernization, upgrades, and/or new construction needed to serve current and future city facilities needs. It can also assess the variety of federal, state, and local funding sources and financing options available to the city, and will outline the scope of projects that may reasonably be accomplished with available funds.

Asset Management Planning

An asset management plan addresses management of city infrastructure assets over the life cycle of the assets, to a specified level of service. Management plans include both fiscal and technical management techniques. An asset management plan also incorporates administrative due-diligence, existing preventative maintenance and risk management to ensure that day-to-day wear and tear is dealt with and the asset reaches its expected life-cycle. It is a strategic, proactive approach based on data and collaboration to develop a comprehensive long-term view of infrastructure management.

Integrating Facilities Planning

As funding requirements and scoring continue to evolve, it may become practice to favor applications that can reference an asset management plan or even to require asset management plans as a requisite for funding eligibility.

To manage city assets and facilities, the City should consider developing an asset management plan that integrates facilities master planning.

Many utilities have facilities master plans and regularly update these plans. Traditionally, the primary master plan goal has been to identify facility and infrastructure improvements needed to provide adequate capacity under existing and future projected system demand conditions. System improvements recommended from the master plan are incorporated into the utility's capital improvement plan (CIP). Along with master planning activities, utilities have traditionally conducted various operations and maintenance (O&M) activities to maintain systems in an acceptable condition and operating at an acceptable level. Utilities then incorporated into their CIPs the system repair, rehabilitation, and replacement improvements required from these O&M activities. These parallel, but separate, system planning and O&M activities provided many coordination challenges and often resulted in CIPs that were not optimized.

An asset management approach to master planning is a holistic, integrated approach that considers the levels of service provided to customers, is risk based, and assesses the whole-life cycle costs of system improvements. The approach uses information on system condition and performance to assess the risks of failing to provide the required levels of service and to estimate expected remaining service life. It optimizes identified system improvements so that they provide the required service levels for the least whole-life cost at a level of risk acceptable to the utility. The approach develops a prioritized CIP from the optimized system improvements to meet the different needs (growth, regulatory requirements, and asset renewal) at a price that is affordable to the utility's customers.

City Facilities

Grants City Hall



Location

Downtown Grants at 600 West Santa Fe Avenue

Phone: (505) 287-7927

Responsibilities

Houses the City Council Chambers, City Manager, water department customer service window, finance, human resources, clerk, and their administrative personnel

Issues and Improvements

Courtroom remodeling is completed, as recommended in 2007 Grants Comprehensive Plan.

No significant structural issues are noted, but possible sewer line breaks exist that cause occasional rerouting and that should be addressed.

The facility is projected to adequately serve the City's space and parking needs for the foreseeable future.

Mother Whiteside Memorial Library



Location and Size

525 West High Street

Phone: (505) 287-479

The facility is the current Grants public library. It has approximately 4,016 gross square feet of floor space and is situated along the Riverwalk.

Staffing

Library director, two librarians and two library clerks

Issues and Improvements

The City is moving the public library out of its current building to the new Lifelong Learning Center to be developed in a repurposed commercial building at First Street and Lincoln Avenue. The existing building size is inadequate and it has structural issues, particularly at the roof and the HVAC system, which is old and inefficient.

Lifelong Learning Center - Former Alco Building

The new library will occupy half the space in The Lifelong Learning Center facility. The City is considering using the other half as a workforce training facility with a training center, coffee shop and possibly Pizza 9. The NM Department of Workforce Solutions may locate there and partner with the library.

The Cibola Foundation, Inc. owns the new building and deeded it to the city on the condition that it be used as a library and that any other programs developed there must include an economic development component.

Phase 1, which includes the design plan for the exterior and the library, is complete and the library is scheduled to be fully relocated by the winter of 2017.



ICIP Projects

Lifelong Learning and Technology Center

Total Project cost: \$2,000,000

Rank: 1

Equipment - Library

Total project cost: \$50,000

Rank: 29

Fire Department



Location

The City of Grants has two fire stations:

Station One: 620 W. High Street

Station Two: 700 Truman Avenue

Phone: (505) 876-2245

Staffing

1 Fire Chief, 3 sergeants, 7 firefighters (3 are also EMTs), and 1 administrative personnel

6 volunteer fire fighters and 1 volunteer fire chief

Responsibilities

The Grants Fire Department is responsible for fire protection, emergency medical services (EMTs), Hazmat response, rope rescue (off cliffs), confined space rescue (trapped in a manhole or pipe), vehicle extraction and rescue at an accident scene, and wildfire fighting. The department's geographic service area includes the city of Grants, I-40 from mile marker 68 to mile marker 89 (and further at times), and several county areas including properties along highways NM 117 and NM 53. The department also responds to requests for help outside of its service area.

ICIP Projects

Fire Station #3 [new station]

Total project cost: \$1,450,000

Rank: 20

Various: Include vehicles and equipment

Total project cost: Between \$5,000 and \$85,000

Rank: 28

Police Department

Location

105 East Roosevelt Avenue

Issues and Improvements

In the fall of 2016, the department fully updated its evidence room and custom-built a new communications system that will eventually (in three to five years) be able to produce detailed

reports and data analysis, including identification of trends and hot spots. The police department shares the facility with the Grants Municipal Court.

The facility has issues with roof leaks and sinking soil which is causing some walls to separate.

Staffing

Including Chief of Police, 21 officers and 4 support personnel

Responsibilities

The Grants Police Department is responsible for police operations (police protection) and animal control within the city of Grants. Hours of operation are 24 hours/7 days a week for police operations and Monday through Friday, 8:00 AM to 5:00 PM for administrative services.

The department is housed at one site only, and has no substations. Dispatch operations, however, are handled off-site by the Cibola Regional Communications Center (Consolidated Dispatch) that handles calls for the Grants Police Department, the Cibola County Sheriff's Department, and the Grants Fire Department.

Grants Municipal Court

Location

105 East Roosevelt Avenue

Phone: (505) 287-3835

Staffing

Houses Municipal Judge and 2 court clerks

Water Department

CH2M

Due to serious structural issues at the department's former location at 121 Wayne Ave., the department has temporarily moved into the Future Foundations Family Center facility. It is considering moving to the soon-to-be-former library site downtown in the future. The 121 Wayne Ave. facility issues are likely serious enough to merit condemnation.

Parks

See Recreation, Trails and Open Space Element

Grants Memorial Park Cemetery

Location

40 acres on Roosevelt Avenue

The City owns Grants Memorial Park, a cemetery, is part of the Grants Parks Department. The CH2M groundskeeping crew maintains the cemetery.

ICIP Projects

Cemetery Improvements

Total project cost: 100,000

Rank: 11

Golf Course



Location

Coyote del Malpais Golf Course is located at 2001 George Hanosh Blvd.

Phone: (505) 285-5544

Services

The Green

The City of Grants operates this recreational facility. William Howard Neff designed the green, the Coyote del Malpais, which offers 18 holes of championship-style golf with narrow fairways and sixteen lakes.

Effluent Reuse

The golf course was originally established in 1995 to provide a means of using wastewater from the sewage treatment plant when the City was under orders from the EPA to find a method of using the effluent to prevent further discharge of polluted water into the Rio San Jose. The course is well designed for drainage, channeling runoff into the ponds on the course.

Facilities/Services

Putting Green

Practice Range

Instruction

Pro Shop

Carts

Pull Carts

Club Rental

Clubhouse Bar & Snack

Bar

Tournament Services

RVs Welcome

Grants Recreation Department

The administration offices of the Department of Human Services, including the Recreation Department, are housed in the Future Foundations Family Center, 551 Washington Avenue.

Future Foundations Family Center

Owned and managed by the non-profit Future Foundation Families Center

Location



551 Washington Avenue.

Size: 27,000 sq/ft

Maintenance

The Future Foundation Family Center maintains the building with help from the City of Grants and Cibola County. Building construction was in 1999.

Facility Use

Cibola County owns the building and the City of Grants pays rent for office space and use of the facility for programs. The nonprofit Future Foundation Family Center runs the building operations and also provides recreational programming of its own. Besides those listed, other programs and agencies that use the facility include the Cibola County DWI Program, County Extension, Workforce Development, 4-H, and a Grants/Cibola County Schools handicapped student program. Various other meetings and functions use the center.

Opportunities

The Center presents an opportunity for developing several important additional community amenities including a splash pad and possible wetland park outside at the back of the building. The Center is currently installing new soccer fields.

Animal Control

Location and Hours

722 Sakelares Boulevard

Phone: (505) 285-4012

Hours: Monday 9AM-4PM, Tuesday-Saturday 9AM-5PM, closed Sunday

Staffing

3 animal control officers, 1 kennel operator, and 1 administrative personnel; relies on volunteer work

Recent Changes

In January, 2017, the Animal Control Department was moved from management under the Police Department to management directly under the City Manager. Reorganization is still in progress.

Code Enforcement and Public Works

Location

523 W. Santa Fe Ave. Grants, NM 87020

Phone: 505-287-7927.

Staffing

The facility houses the Public Works Director, Code Enforcement Director and 2 support staff. It also houses the Grants Mainstreet Project, next door to the city offices.



The Cibola County Senior Citizen Center

Location

Refurbished facility at 550 Jurassic Court

Additional Services

Congregate Meals
Meals on Wheels
Homemaker
Transportation
Echo Food Distribution - 4th Tuesday of every month
Yoga Every Thursday
Enhance Fitness Exercise - Open to Age 50+
Volunteer Programs
Senior Companions
Foster Grandparents

Services

The City runs the senior center. It provides information and referral, outreach, education and training, recreation, health promotion, and transportation services for Grants' seniors. The center has vans to transport seniors to medical appointments, shopping, and for out-of-town excursions. The center serves seniors age 55 and up. Meals are served daily with a \$1 donation.

Available Daily

Bingo 10-11:00 am
Ceramics
Puzzles
Shuffleboard
Library
8-Ball Pool
Computer Lab
Ceramics
Pool Tables
Exercise Machines

Grants-Milan Municipal Airport



Location

3 miles northwest of the city of Grants
Open to the public and in operation since August 1952

Services:

Fuel available: 100LL JET-A1+
Self service fuel with credit card, fuel truck available.

Parking: tiedowns

Airframe service: minor

Power plant service: minor

Bottled oxygen: none

Bulk oxygen: none

Runways: Two runways, Runway 13 and Runway 31.

Dimensions: 7172 x 75 ft. / 2186 x 23

Surface: asphalt, in good condition

Aircraft based on the field: 16

Single engine airplanes: 13

Multi engine airplanes: 2

Helicopters: 1

Aircraft operations: average 91/week*

44% transient general aviation

44% local general aviation

8% air taxi

4% military

* for 12-month period ending April 13, 2011

The Grants-Milan Flight Services Station, built in 1953, is listed on the National Register of Historic Places.

Non-City Facilities

Cibola County Building

Location

Northeast of City Hall in the Downtown area
515 West High Street in Grants, seat of county government.

Importance

In 2016, the county moved its operations into a former commercial building on Roosevelt Avenue and the former county building is currently vacant. The building is one of the oldest and grandest buildings in the city and is in a prime location downtown, situated in a cluster of parks and important city facilities.

The County has not publicly announced future plans for the building and it may decide to house other county departments there. However, the County may consider turning the building over to the City of Grants, in which case the future use of the building would become an important discussion with impacts on the vitality of downtown and the city's economic development trajectory. The City should fully assess and weigh the cost of maintenance and the condition of the building before deciding to take it over.

The City has considered uses for the former county building, including convention hall, hotel, museum or historic center or other, more active public use. Another suggestion is to convert some or part of the building for residential use, such as senior housing, or to collocate a hotel near the site for use of the convention hall.

The building houses a convention hall that the county will rent out for gatherings and these rentals are likely to continue. The facility needs a commercial kitchen to expand its service capacity.

New Mexico Mining Museum



Location

100 North Iron Avenue.
Marketing and Council in the same building
Both funded by lodger's tax

Use

The museum is approximately 20 years old and has housed the Grants/Cibola County Chamber of Commerce since its inception. The New Mexico Mining Museum was a joint project of the

Chamber, mining companies, the State of New Mexico and the City of Grants. The State owns the museum building and provides legislative appropriations for maintenance. It is responsible for repairs in the event of a structural problem.

The City of Grants acts as the fiscal agent for the museum. The City maintains the building and grounds, pays for utilities, and provides a stipend for employee salaries, not including the director who is an employee of and paid by the Chamber. The director also answers to the museum board and oversees its staff.

C. Goals and Policies

1. Maintain existing city facilities and develop new city facilities to meet the needs of the community, including enhancement of the quality, safety and convenience of city services, preservation of historic properties, and support for economic development
 - A. Maintain and update existing municipal buildings
 - B. Develop an asset management plan that integrates facilities master planning in a holistic, integrated approach to facilities management and maintenance
 - C. Improve the efficiency and effectiveness of facilities maintenance
 - Conduct training for all facilities managers on how to identify warranty deeds, and impart the importance of continuous monitoring of facilities conditions and issuing work orders to maintain city facilities
 - Maintain a central database of all warranties, repairs and requests for repairs and improvements
 - Provide maintenance and operations (M&O) manuals at each facility
 - Strongly encouraging department and facility directors to issue work orders to improve maintenance
 - D. Assess the structural condition of all city facilities and conduct life-cycle maintenance, improvements, and building replacement (ongoing)
 - E. Develop a comprehensive maintenance and inventory schedule and best practices
2. Develop a budget for priority capital improvements and securing additional funding
 - A. Develop the ICIP on an annual basis with a realistic prioritization, costing and approach to programmed improvements
 - B. Consider a “quality of life” bond for facilities such as the library
3. Improve energy and water use efficiencies of City and grounds
 - A. Conduct periodic audits of energy use and water consumption, and develop the means to reduce energy and water use
 - Evaluate heating and cooling systems and other major energy uses, and seek the means to reduce ongoing costs, such as the Siemens project
4. Determine appropriate reuse of city buildings that are no longer needed for their original purposes
 - A. Conduct a condition assessment of buildings that housed functions that moved to other facilities, consider options for reuse, and develop cost estimates for conversion of use

- B. If no municipal reuse is appropriate for the building, consider allowing non-city users to lease the space, or surplus the building
- 5. Cooperate with other jurisdictions for shared use of buildings
 - A. Offer to work with Cibola County on the old County Courthouse and other buildings to determine mutually beneficial re-use of important buildings
 - B. Work with Future Foundations Family Center to maintain this facility as a recreational center
 - C. Identify opportunities for joint use of facilities that may better use facility space at reduced public costs

- B. If no municipal zone is appropriate for the building, consider allowing non-city users to lease the space, or repurpose the building.
- C. Consider other potential uses for vacant buildings.
- A. Offer to work with other county or city-owned commercial and other buildings to determine mutually beneficial uses of improved buildings.
- B. Work with future Foundation Center owners to ensure the facility is a responsible center.
- C. Identify opportunities for joint use of facilities that are either new builds or renovated public space.

This page is intentionally blank.

VI. Recreation, Trails and Open Space

Element

A. Introduction

This element addresses City parks and recreation, as well as existing and future potential trails and open space in and nearby the city of Grants. All of these assets contribute to the City's vision of becoming an outdoor recreation hub.

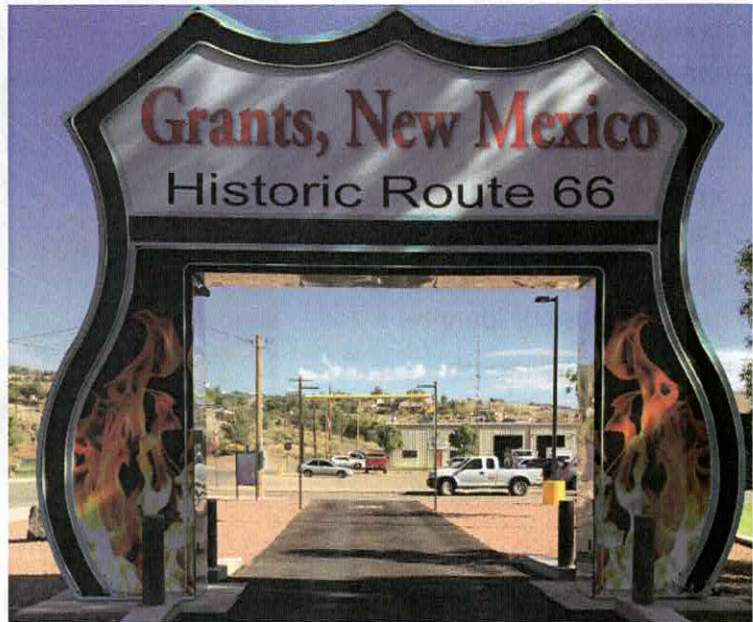
In the last ten years, the economic benefit of parks and open space in cities has been well documented, and includes higher property values, a healthier population both mentally and physically, and an increased perception of the livability of a community to both residents and visitors.

As the City of Grants looks to the future, plans its development and seeks to grow the population, its parks, trails and open spaces should have a prominent role as attractions that will greatly add to the desirability of Grants as a place to live, work, recreate and retire.

Grants has a special opportunity as a Continental Divide Trail Gateway Community, and participant in extending the Zuni Mountains Trail System to host hikers, other recreationists and participants in events, and to make either direct connections or provide directions to nearby regional trails.

Retirees seek a mild climate such as in Grants, good health services and hospitals, conditions that allow walking rather than driving, and opportunities for outdoor activities and exercise. Younger working adults want participate in activities like bicycling and trail running. Families with children need safe and healthy places for children to play and develop a lifelong love of physical pursuits such as hiking and biking.

Studies also show that property values increase with proximity to parks and municipalities benefit from the increased tax revenue.



B. Existing Conditions

Existing Parks and Recreation Facilities

Parks fall into three categories.

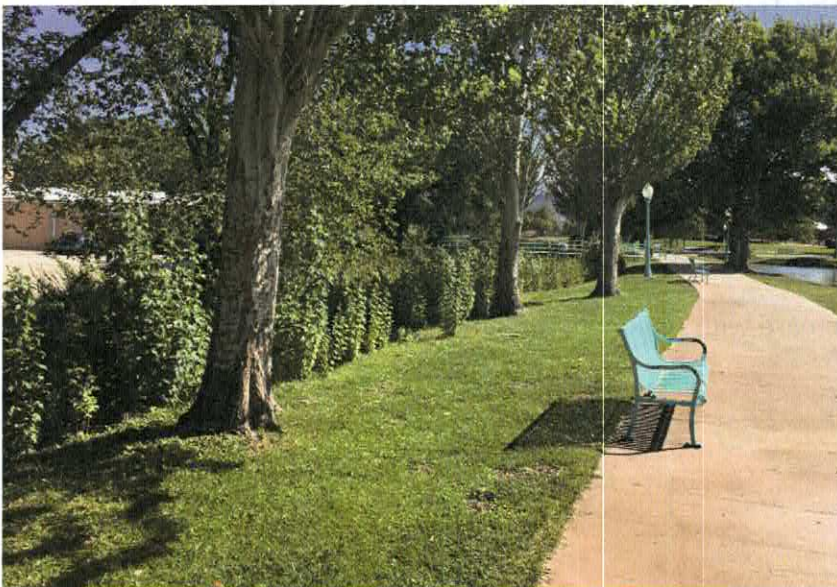
- *Neighborhood* parks are smaller parks that serve the immediate community with a variety of amenities.
- *Community* parks serve recreationists from the entire city, offering public facilities that serve a larger population.
- *Special-use* parks focus on a particular use or identity.

At the time of this report, the city of Grants is home to seven neighborhood parks, six community parks and five special-use parks.



Grants currently has one defined trail, the Legacy Trail. It runs through Riverwalk Park and ends not far from there, and the City plans to extend it further. The City currently has no publicly-owned open space within its boundaries. The city streets lack marked bicycle lanes, and sidewalks, especially routes with shade, are not reliably available except in the downtown area and along Route 66.

An analysis of walking distance to all parks (one-half mile radius) shows that Grants has good coverage in general within the city limits, and has excellent coverage in the downtown area.



However, Exhibit VI-3 shows that neighborhood park coverage alone has gaps in areas of downtown, the west side and the north side.

The condition of parks in the city of Grants varies widely. Downtown parks are well maintained and serve a large population of residents and visitors, while some smaller city parks seem to have been entirely abandoned and do little to serve adjacent neighborhoods.

Neighborhood Parks

Neighborhood parks are defined as a) being within a 10-minute walk of neighborhood residences b) serving a multigenerational population, and c) offering a number of recreational activities. They also usually include a children's play area, turf area that may be large enough for sports practice, trees, picnic tables and other amenities for passive use.

The City of Grants owns a total of seven neighborhood parks. Nationally, these types of parks usually range in size from 3 to 10 acres. Grants' parks range from 0.27 acres to 3.83 acres.

Exhibit VI-1 Parks Inventory and Acreage

Inventory of Parks in City of Grants

Facility Name	Acres
Neighborhood Parks	
Jelso Park	1.68
Kiwanis Park	0.46
Mesa Park	3.83
Miners Park	0.38
Mirabal Park	0.5
Rouse Park	0.27
Truman Park	2.27
Neighborhood Parks Total Acreage	9.39
Community Parks	
Candelalera Park (Wells + Paddy Martinez)	18
City Hall Park	1.1
Fire & Ice Park	1.75
Future Foundations	2.84
Riverwalk Park	7.73
San Jose / Tom Gutierrez Memorial Field	6.96
Community Parks Total Acreage	38.38
Special Use Parks	
Coyote de Malpais Golf Course	308
Friendship Park	0.88
Grants Memorail Park Cemetery	13.44
Lobo Canyon Dog Park	1.10
E.S. Concrete Skatepark/Grants Skate Park	0.45
Special Use Parks Total Acreage	323.87
Total Acreage Not Including Golf Course	63.64
Total Acres Including Golf Course	371.64

Exhibit VI-2 Location of Parks within City Limits

City Parks

1	City Hall Park
2	Fire and Ice Park
3a	Riverwalk Amphitheater
3b	Riverwalk North
3c	Riverwalk South
3d	Riverwalk Plaza
4	Modular Skateboard Park
5a	San Jose Little League
5b	San Jose Park
5c	Tom Gutierrez Memorial Park
6	Friendship Park
7	Mirabal Park
8	Kiwanis Park
9a	Grants Memorial Cemetary
9b	Grants Memorial Cemetary Extensio
10a	Mesa Park North
10b	Mesa Park South
11	Jelso Park
12a	Wells Play Area
12b	Paddy Martinez Softball Fields
13a	Future Foundations Soccer Fields
13b	Future Foundations Play Area
14	Paddy Martinez Park
15	Truman Park
16	Rouse Park
17	Lobo Canyon Dog Park
18	Coyote del Malpais Golf Course

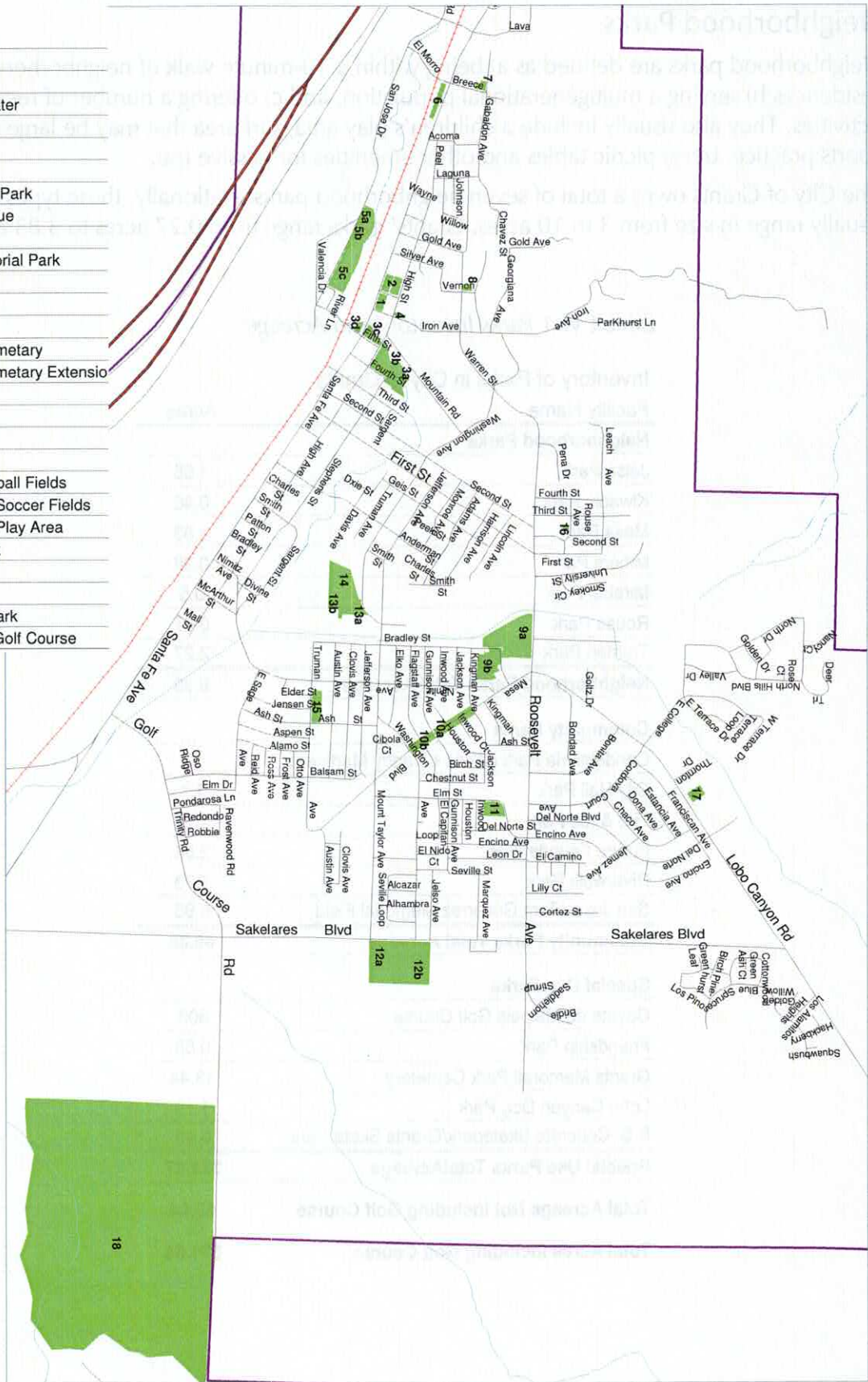


Exhibit VI-3 One-Half-Mile Radii from Neighborhood Parks



Neighborhood parks are dispersed unevenly throughout the city. The west side is underserved with only two parks, Kiwanis Park, and Mirabal Park, both of which are virtually unusable. Returning these parks to active neighborhood use would greatly improve the quality of life for their communities. San Jose Park is in a southwest neighborhood, but is difficult to reach due to the train tracks and Route 66. Friendship Park is on the west side on the south side of Route 66, which is difficult to access. Although it has good turf and many new trees, it is a memorial park rather than a play area.

A portion of the downtown area along Route 66, from Anderman Street and eastwards, could benefit from another neighborhood park. The nearest parks are the south area of Riverwalk Park, up to a mile away, and Truman Park.

The following section describes in detail each park in each category. They are listed in order of size, from largest to smallest.

Mesa Park 3.83 acres

Mesa Park consists of two long, rectangular parcels, separated by Gunnison Avenue. Turf grows to the curbs on both portions. The more northerly portion is well planted with trees along both Mesa Boulevard edges; the southerly portion is noticeably more open, with fewer trees. A pipeline runs under the park's land, which limits the amount of possible development.



Strengths:

Good turf, numerous mature trees that provide shade along the long edges of the park. Open turf provides much needed sports practice space.

Opportunities:

- A sidewalk along the perimeter of the park would provide an excellent exercise loop.
- Exercise machines along the loop would add much value, especially since the area is quite shady.
- Picnic tables and benches are at the perimeter
- More trees planted along the perimeter of the south parcel would increase shaded walks

Truman Park - 2.27 acres

Truman Park provides a nice range of activities for a neighborhood park. It is large enough to have a walking path around a central area of turf, and large shade trees enable use in hot weather. The park has picnic tables and benches, and a small play structure. The addition of a basketball court and a volleyball court allow for more vigorous activity, and a small parking lot and a sidewalk along the street give reasonable access.

Strengths:

Existing mature trees, walking path along perimeter of turf, paved

courts, site furnishings

Opportunities:

- If the volleyball court is seldom used, consider converting to very popular pickleball courts, or some other use selected by the public.
- A play audit would make the play area safer. Picnic furniture was within the fall zone of equipment and play surfacing needed work.
- Mark the distance of the path around the turf so it may be used as a "prescription trail."
- Remove existing cracked and uplifting paving around the picnic table, repair fences to improve overall appearance.



Jelso Park - 1.68 acres



Jelso Park is mostly turf. It has a tall play structure with several slides and a bank of swings, as well as several picnic tables with small shade structures.

Strengths:

The play structures are in good condition and have Americans with Disabilities Act (ADA) accessibility from the play surface to the equipment itself.

Opportunities:

- Proper ADA accessibility to both the play

area and the swings would allow an approach from street-side parking to the equipment.

- Planting shade trees would augment the small existing shade structures.
- The abandoned concrete pads (which appear to be the remnants of a small formal garden) could be reused or removed. The area could become another concrete court, for example, or, if removed, a community garden, as it appears to have abandoned irrigation equipment.



Mirabal Park - 0.5 acres

This park located near the west edge of the city at the top of a small hill. It has good vistas, but appears to be mostly abandoned, with equipment that is broken and out of compliance, decaying picnic facilities, and without safety surfacing, turf, or trees.



Strengths:

A nice view, and apparently a lot of space that could be used for parking or expansion of the park.

Opportunities:

- This park in a neighborhood of older adults could be remade into a passive park with shaded tables and trees, where social activities could take place and the beautiful view could be quietly enjoyed. Construction of a small play could serve youngsters.

- The addition of shade trees would be quite beneficial.
- Removal of the broken fence and equipment, and replacement with a new low fence and safety surfacing or turf would greatly improve protection for children.

Note: Because equipment and conditions in this park appear to be unsafe, a safety audit and removal of hazards are strongly recommended.



Kiwanis Park - 0.45 acres

Kiwanis Park measures .45 acres in size, but only .19 acre is flat and usable. The abandoned irrigation system indicates it may have had turf at one time, but the park now has only bare dirt, broken concrete, a single deteriorated picnic table with a barbecue grill, and a concrete slab with a basketball goal. Struggling trees along the south edge provide little shade.

Strengths:

The park is well located to serve this part of town where there are few other neighborhood parks. Off-street parking is available.

Opportunities:

- Lowering the height of the fence would create a more welcoming ambiance.
- The apparently unused basketball court could be repurposed or removed to add more multi-use space to this small flat area.
- A simple plan for turf, trees and barbecue grills with shaded picnic tables could create a neighborhood gathering spot.



Rouse Park - .27 acres



Rouse Park is a tiny neighborhood park for about 100 homes. It has turf, a small play structure, and a shaded picnic table, but no trees.

Strengths:

Located centrally in this neighborhood, the community it serves can access it easily without crossing any major roads.

Opportunities:

- Plant trees for shade.
- A walking path from this park to the new location of the library could be created down the drainage easement. The path's intersection with Roosevelt would require a pedestrian crossing.
- Create ADA access to the play equipment to welcome everyone.



Community Parks

Community parks serve the entire city, drawing people from all neighborhoods with amenities that are unavailable in local parks. They also attract people outside the community, including visitors passing through the area. The City of Grants has six community parks.

Riverwalk Park - 7.73 acres

This park is the important community park, with the most amenities. Extending from a large natural spring feature just south of Route 66 and northwards along the San Jose River, it has turf and mature shade trees, and features a riverside stage with amphitheater seating on the opposite bank; two large fishing ponds; a large covered bandstand; children's playground; shaded picnic tables; paved walking paths; riverside trails; and large works of art. This popular park is located in downtown Grants and along with the smaller parks of City Hall, the Mining Museum, and the Fire and Ice park, serves as the green heart of the city.

Strengths:

The park provides numerous amenities for the city of Grants residents and visitors. It is well maintained and accommodates both active and passive activities. Large shade trees, paved paths, benches and picnic tables, stretches of well maintained turf, all placed alongside the San Juan river, offer amenities not readily found in many urban areas in New Mexico.

Opportunities:

- Continue to develop the Legacy Trail
- Take advantage of this route to become part of the national Continental Divide Trail
- Further highlight the river by removing invasive vegetation, protecting banks, and providing for more visual and physical access.



San Jose Park - 7 acres

This park has a softball field, a football field and a central portion that serves as a neighborhood park with a variety of amenities.

The Tom Gutierrez Memorial Field is a well maintained football field of 3.26 acres and the Little League practice field comprises another 1.17 acres. Between these two athletic fields is the mixed use park with turf, trees, picnic tables and a children's play area. To the east of the turf



are a tennis court (apparently no longer in use) and a basketball court. This park is difficult to reach on foot because it is separated from the main part of Grants by Route 66, the railway tracks and a swathe of undeveloped land.

Strengths:

This park embraces usage as both a community park and a neighborhood park, accommodating recreation of many different types. The large central area has turf and mature trees, and the park has ample space for parking.

Opportunities:

- The Little League practice field could be made more useful by addressing some drainage issues.
- The tennis courts and basketball courts, if unused, could be transformed to accommodate more popular community activities.
- ADA access throughout would open the amenities to all users.



Future Foundations - 2.84 acres

In addition to a big community building, the park has a large turf field for active play which will be usable once irrigation problems are corrected. Unprogrammed fields like this are valuable for team sports practice, but the lack of other amenities such as shade makes it less valuable for general population use. The park also has a small separate play area with a play structure and shaded picnic table, and a paved, partial running track at one edge of the play field.

Strengths:

This park and community center are well located to serve the most heavily populated areas of Grants. The building houses a gym and classrooms, as well as a number of local offices that serve the public. The turf field is one of the few large public





sports fields available in town, and the partial track is in excellent condition. The park has ample space for expansion.

Opportunities:

- The turf field will be heavily used once the irrigation issues are solved. It is a node that could attract other recreational activities, creating a synergy that brings more users and making Future Foundations an even more important center for the community.
- The park has ample unused space behind the building for more amenities to complement the existing facilities. It is an ideal location for a splash pad.
- An unused overhead steel structure provides an existing system that could possibly support a shade canopy.
- The park location near the river could be a destination along a new river walk trail.

Fire and Ice Park - 1.75 acres

Fire and Ice Park is located downtown next to City Hall Park. It has a covered stage, several simple, covered pavilions with concrete floors for markets and other gatherings, artwork, new trees planted along Route 66, turf and Internet service.



Strengths:

Centrally located, Internet connection, large open turf space as well as stage and covered pavilions, interesting sidewalk patterns.



Opportunities:

- Turf could be brought to higher standard. Assess drainage issues.
- Plant more shade trees at non-Route 66 perimeters.
- Repair drinking water fountain to revive this great amenity.

City Hall Park - 1.1 acres



This turf park has large, mature trees along the Route 66 side and a perimeter of younger trees. It has a large fountain artwork, a Santa Fe railway caboose on display, and a Route 66 drive-through monument for photo opportunities. Like Riverwalk Park, people use it for gatherings and picnics.

Strengths:

Centrally located, well maintained.

Opportunities:

- Refurbishing the fountain and irrigation system to prevent overspray and wet areas will make more turf area available for public use.

Special Use Parks

This category has five parks. They range in size from the golf course at 308 acres, to the skate park at 0.45 acres.

Coyote del Malpais Golf Course - 308 acres



This golf course attracts local users from Grants, from the region for golf tournaments. It also attracts tourists passing through the area. Irrigation is with water from the water treatment plant.

Strengths:

Large and well maintained, with a good club house that may be rented, snack bar, pro shop and lessons.

Opportunities:

- The golf course has, in the past, allowed use of its turf farm for sports practice. Adding protective netting as a barrier to golf balls at the boundaries adjacent to the golf course would allow this space to be used on a regular basis without fear of injury from stray golf balls.

Source: <http://www.newmexicogolf.com/courses/grants/coyote-del-malpais-gc/>

Candelaria Park - 18 acres

This complex of six softball fields on the eastern edge of the city is quite large compared to other Grants parks. Amenities are the ball fields and a grassy area with a small play structure, some picnic tables (shaded and unshaded), and some batting practice cages. The specialized nature of the programming here means that it serves a particular segment of the population.

Strengths:

Six fields, a number of which have shade structures for players and for the fans.



Opportunities:

- Add other activities to appeal to the entire family — perhaps larger play structures with shade structures; a covered picnic pavilion with food available; and/or a walking/jogging path with marked distances.

Grants Memorial Park Cemetery - 13.44 acres

Another large park area is the Grants Memorial Park Cemetery, with almost 10 acres of shaded turf and an additional 4 acres of cleared land under development. This park is also specialized in its function as a cemetery. The most appropriate activities are limited to walking and enjoying the shade and the art of the memorials. It is located on a main street (Roosevelt Avenue), but the lack of sidewalks along the road make access by foot difficult.

Strengths:

Numerous mature trees that create a peaceful, shady atmosphere.

Opportunities:

This park could be a stop on the Continental Divide trail as it passes through Grants



Friendship Park - 0.88 acres

A well-maintained park along Route 66, Friendship Park has large memorial artworks, lush turf, and many young trees, along with ornamental flower beds. However, its long, very narrow shape and its single shaded picnic table limit its active and passive uses. Its location, closely sandwiched between Route 66 and the railway tracks, makes it difficult to access by foot.

Strengths:

Well-maintained, lush turf, and numerous young trees that will create a shady oasis when mature.



Opportunities:

- The site and narrow shape of the park preclude use of the turf for games, but its location on Route 66 could make it a destination for picnicking, especially for those passing through town.

Lobo Canyon Dog Park - 1.1 acres

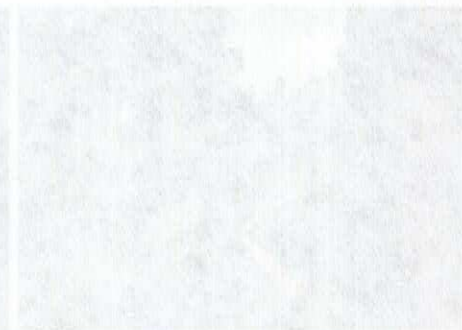
This park has a small dog agility course shaded by a large tree, two covered seating areas, turf and paved paths. It seems to have frequent use. It is the only dog park in the city.

Strengths:

New concrete paths to shade structures provide good ADA access, and there is ample parking next to the entrance.

Opportunities:

- Other paths within the park could be upgraded to provide better pedestrian access.



E.S. Concrete Skatepark / Grants Skatepark - 0.45 acres

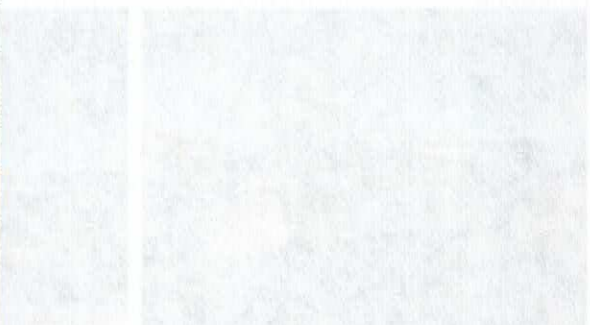
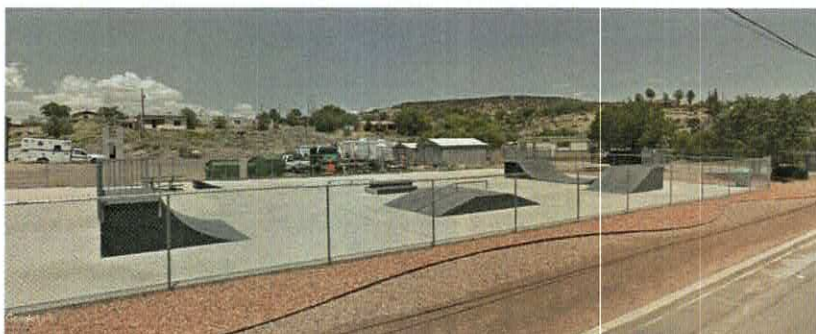
This modular skatepark near City Hall is the City's smallest. The skate area is about .2 acres in size, has several jumps and a small half-pipe. It is surrounded with patterned gravel, and has an adjacent, good sized parking lot. It has no shade. It is the only skatepark in the city.

Strengths:

Well kept, well located (downtown and away from residences), with parking

Opportunities:

- As it is modular, this skatepark could easily be expanded.
- Shade structures would add greatly to the comfort of users and spectators.



C. Trends in Parks and Recreation, Trails, and Open Space

This section discusses various trends in parks, recreation, and their relationship to public health and economic development, and includes relevant excerpts from published professional analyses.

Influencing Factors

A number of factors will influence the expansion, improvement and programming of parks and recreation facilities in the City of Grants, described below.

Aging Population

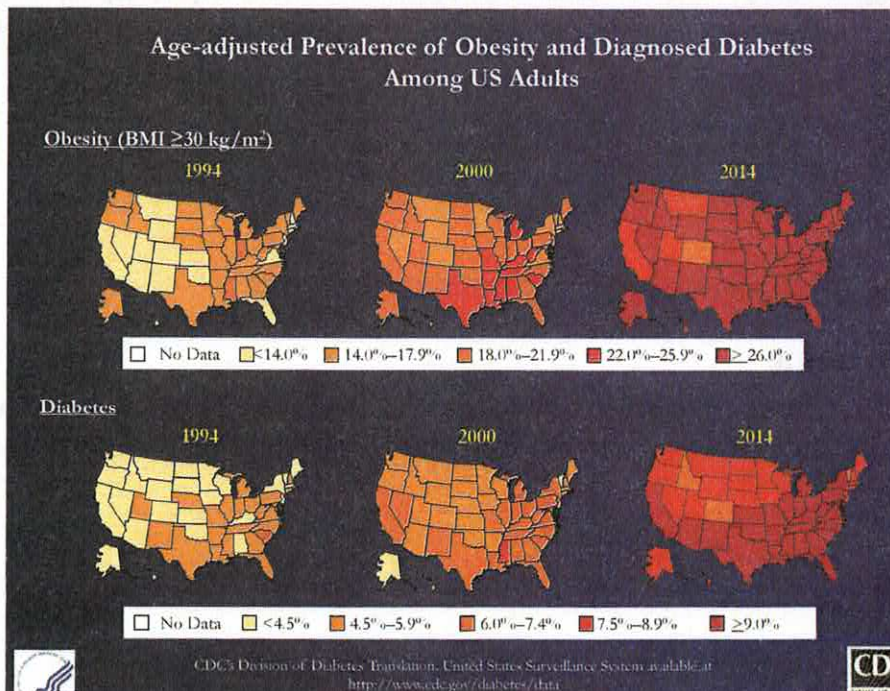
The city is experiencing growth in the numbers of older adults as the baby boomers reach retirement age. People are living longer and are remaining active, so there will be more need for facilities and services for this population.

"May 24, 2016 - The older population—persons 65 years or older—numbered **46.2 million** in 2014 (the latest year for which data is available). They represented 14.5% of the U.S. population, about one in every seven Americans. By 2060, there will be about 98 million older persons, more than twice their number in 2014."*

*https://aoa.acl.gov/Aging_Statistics/Index.aspx accessed Jan 4

Health Issues

At least one-third of the American population is obese, and cases of Type II diabetes have doubled in the last two decades. Rising numbers of children have Type II diabetes. Parks are increasingly becoming leaders in a public health movement to encourage people to get out and move more.



*Exhibit VI-4
Obesity
and
Diabetes in
U.S. Adults*

Social Changes

The general population's use of digital technology offers two opportunities for parks and recreation programs. One opportunity is to take advantage of social networks to promote activities in and provide information about local parks. The second is to provide a necessary antidote to a culture of inactivity while interacting with digital media. Parks provide opportunities for physical activity and face-to-face social interaction.

Smaller Budgets

Virtually all publicly funded entities providing parks and recreation are experiencing budget cuts. Reduced budgets require well thought-out planning and budgeting, building upon existing strengths and resources, and careful prioritizing of spending.

"As we study data we gathered and published in 1965 — and examine trends from new data provided by agencies between 2010 and 2014 — a dual theme emerges. The field has seen a vast broadening of roles and duties over the past five decades. And, over the past five years, agencies have met that giant list of public responsibilities with unprecedented resourcefulness, serving their communities well despite constrained budgets, lean staffs and greatly reduced revenue streams."*

Climate Change

Parks and other green spaces with trees absorb excess stormwater (helping to prevent floods), release oxygen, remove air pollutants and provide cooling through evapotranspiration.

"Climate change is affecting the Southwest. Temperatures have increased by almost 2°F in the last century, with the 2001-2010 decade being the warmest since records began 110 years ago.[1] The length of the frost-free season has increased by 19 days in recent decades.[2] Average annual temperatures are projected to rise an additional 3.5°F to 9.5°F by the end of this century, with the greatest temperature increases expected in the summer and fall.[1] Drought conditions are already common in the Southwest and drought periods are expected to become more frequent, intense, and longer. Drought will affect important water sources, including the Colorado River Basin.[1] Combined with expected population growth, climate change will exacerbate existing stresses."*

*<https://www.epa.gov/climate-impacts/climate-impacts-southwest>

Trends To Watch In Parks And Recreation Planning

Trend: Placemaking

Parks and recreation departments are essential to creating an attractive community in which to live, work and play. As well, people wish to visit and live in places that have a strong identity and support a high quality of life.

"One of the dominant theories of community economic development today is called *placemaking*.

In general, the theory states that people and wealth are mobile assets that can be retained and attracted by communities. Further, educated young people, creative people and well-financed entrepreneurs can and do choose to live in places that are engaging, welcoming, diverse and offer a wide range of cultural and natural amenities. That is, vibrant communities that offer many options for learning, playing and social engagement are places most of us actually want to live. These are the places that job-creating entrepreneurs, as well as creative and educated workers, will naturally gravitate to. From this perspective, economic development requires a focus on making communities amenity-rich, attractive places.

Without a doubt, some of the most important amenities and key attractions are parks, playgrounds, trails and pathways, heritage landscapes, and recreation programs. "*

* <https://www.google.com/webhp?sourceid=chrome-instant&ion=1&espv=2&ie=UTF-8#q=economic%20benefit%20of%20splash%20pads> accessed Jan 5 2017

Trend: Tourism and Culture

A movement towards "experiences" rather than "consumption" in leisure time is a cultural trend that Grants is well situated to take advantage of. The city offers numerous hiking, biking and other physical activities. Its location near the Pueblo of Acoma, at the "back road" to Chaco Canyon and adjacent to the Malpais and Mount Taylor add cultural and scenic opportunities. The highly regarded New Mexico Mining Museum offers fascinating and unique information about technology and commerce in the area.

"Concerning tourist services and facilities, the long-neglected and hitherto unthinkable intertwining of culture and sport now seems to be an increasingly indisputable fact. The increased popularity of 'geocaching' (literally, geohiding), hiking, theme parks, incentives, cultural treks or even the success of heritage, religious and ecological tours all help to consolidate symbolic, informational and technological mediations between those who pursue these activities, and the territories in which they are pursued. Significant innovations are underway in terms of how to conceive links between culture, heritage, technology and sport which have the effect of strengthening the place of culture in territorial management." p. 48

To complete this interpretation of a new, emerging recreation world, we must examine the profound socio-cultural changes that drive tourist behaviour and practices. The emergence of interactivity, the ageing of populations, aesthetic awareness, the diversification of styles or the upheaval in values, attitudes and sporting cultures all redefine tourist expectations (Bourdeau et al. 2004). The tourist enters into an anthropo-cultural relationship with his or her place of visit or stay, in search of an emblematic touristic/social identity. Consequently, we can no longer underestimate the value given to 'the spirit of a place', nor to the experiences to be made that position the tourist inside a cultural universe within which symbolic and social integration is established. While tourism destinations are places of consumption, they are also, more importantly, cultural places and living spaces that go beyond the commonly accepted instrumental and utilitarian vision." p.49

Tourism, Recreation and Regional Development: Perspectives from France and Abroad

Jean-Christophe Dissart, Geoffrey Dehez, Jean-Bernard Marsat

Routledge, Mar 3, 2016

accessed via:

https://books.google.com/books?id=QmXVBgAAQBAJ&pg=PA49&dq=the+impact+of+aging+population+on+recreation&hl=en&a=X&ved=0ahUKewjEz8_64qvRAhXHZFQKHUp8DR04MhDoAQguMAE#v=onepage&q&f=false jan 5 2017

Trend: Universal Design

The Americans with Disabilities Act (ADA) mandates providing people with disabilities equal access to public facilities. Many communities are taking this a step further through facility design that accommodates all people, from children to the elderly, and including those with mental as well as physical disabilities. Universal accessibility means a more usable and welcoming environment for everybody.

"Universally designed spaces enable a broad group of users to come and play at the park, and this brings dollars into the community. According to the U.S. Department of Labor, individuals with disabilities are a growing market who spend 175 billion dollars in discretionary funds each year. This is more than four times the spending power of teens (a group that is often a target demographic for marketing). If you design your park with universal design in mind and market this fact, you are more likely to draw a broader range of users to your park. Research also shows that those who have disabilities are very loyal customers who are very social savvy. If you do it right, they will market your park and programs better than you ever could and they will do it for free.

Ultimately, if your park embraces universal design concepts, your park is more likely to improve human performance, health and wellness, and social engagement of all visitors. They will lovingly use your location and services."*

*<http://www.playgroundprofessionals.com/magazine/issues/2015/06/universal-design-and-social-equity-our-parks->

Trend: Walking Loops and Prescription Trails

The Centers for Disease Control and Prevention show that as of 2014, more than one-third of adults qualify as obese. For children, the rate has remained fairly stable at about 17%, but the prevalence of obesity is higher among Hispanics (21.9%) and especially prevalent among children from low-income families. Obesity is closely tied to Type II diabetes, which has been rising steeply as well.

Parks provide a low-cost opportunity for people to exercise. They facilitate running, walking and jogging through good paths and trails in parks, and "prescription trails" with markers that show distances allow doctors to prescribe exercise plans. Walking loops attract people who are seeking low impact exercise, and providing workout stations along the paths or creating exercise zones adds benefits.

Trend: A Walkable City

Parks are part of a livable, walkable community, and parks can form nodes in a network of walking paths and greenways throughout an urban area, that would be of high value to users. A walkable community is also a key part of a successful retirement community, where people cannot or choose not to drive. Paths should be safe and well built, connecting parks, shopping and community resources like the library or senior center. In the desert southwest, shade is critical, so a healthy urban tree canopy is a priority.

" Few people in America walk to work. Most of us drive to the supermarket. But more older people these days are looking for a community where they can enjoy a full life without a car. ...

"We realized 'aging in place' means a lot more than just a comfortable house," Mr. Brown said. "So we began thinking more about 'aging in community.' That means an urban neighborhood where you can walk or take transit to just about everything you need."...

Enter a new paradigm: the walkable, urban space... The theme is simple: Get out and walk to basic services....

Mr. Leinberger, in a G.W.U. study, found that the walkability factor added more than 72 percent in increased housing value compared with car-dominated developments, where he says prices will fall **over time as America ages.**"*

* <http://www.nytimes.com/2016/10/15/business/the-future-of-retirement-communities-walkable-and-urban.html>

Trend: Digital Devices

Most people now work and play with digital devices. People wearing devices like Fitbit track activity level and total number of steps. Parks and recreation departments are taking advantage of the Internet to post information, register people for classes, keep track of maintenance issues and gather information from users. Quick response (QR) codes can be posted to educate and inform, and applications like MapMyWalk, Trails, LivTrekker and Glympe allow users to track and share favorite routes. Geocaching is popular and the City of Albuquerque Open Space Division has published guidelines for geocaching along the trail systems.

*The City of Albuquerque Open Space Division encourages low-impact, responsible recreation throughout its extensive trail system. Geocaching is a fun and challenging component of outdoor recreation. When placing or searching for geocaches in Open Space please observe all rules and regulations and geocaching guidelines to ensure the preservation of Open Space lands. If you are new to geocaching, please visit www.geocaching.com for full guidelines on this sport.

https://www.cabq.gov/parksandrecreation/documents/MicrosoftWordGeocachingGuidelines_NEW.pdf

Trend: Biking

Cities are installing bike lanes and bike racks, creating bike-sharing programs, and holding bike rallies as the popularity of bicycling has soared. CNN reported in 2014 that the number of people who bike to work has increased by about 60% since 2000, and increased opportunities for safe cycling have encouraged the use of bicycles for transportation and recreation. The benefits of cycling are well established, from lowering pollution levels to increasing fitness.

" Nationally, the number of biking participants is expected to grow by 70 percent by the middle of the next century."*

*<https://www.srs.fs.usda.gov/pubs/20814>

"The Rise of Bicycling in Smaller and Midsize U.S. Cities

In part, it's because the roads are less stressful for riders.

Many major U.S. cities have experienced large increases in cycling over the past two decades. From 1990 to 2012, the share of commuters cycling to work more than tripled in New York, Chicago, Washington, San Francisco, Portland, Denver, and Minneapolis, and more than doubled in many more cities. Throughout the country, cities have invested in the expansion and improvement of their bike networks. They've built bike paths and traditional on-street bike lanes, created innovative "cycle tracks" that protect riders from car traffic, installed bike racks on buses and parking at rail stations to facilitate bike-transit integration, launched pro-bike programs such as Ciclovías (open street events) or bike-to-work and school days, and launched bike-sharing systems to make short-term usage convenient and affordable throughout the city. ...

Although large cities have led the way with bike infrastructure innovations and grabbed the national headlines, bicycling is also on the rise in many small and midsize cities. ... Smaller cities may offer some advantages for cycling because their shorter trip distances are more easily covered by bike, and because lower volumes of motor vehicle traffic make cycling less stressful.

...

The increase in bicycling so far has been mainly among men between the ages of 20 and 64, while rates of cycling by women and seniors lag far behind (cycling by children has actually declined, due to parental fears of traffic danger and stranger danger). More could be done to increase cycling among these underrepresented groups. One key measure is the installation of traffic-protected cycle tracks, which have been shown to increase cycling especially among children, seniors, and women. Cycle tracks offer direct, on-street routes while protecting cyclists from being hit by cars.

To promote cycling among children, more should be done to meet their special needs, in particular reducing their risk of injury on local roads."*

*<http://www.citylab.com/commute/2014/05/rise-bicycling-smaller-and-midsize-us-cities/9059/>

Trend: Exercise Stations and Outdoor Gyms

Besides children's playgrounds and team sports facilities, parks are installing walking loops with workout stations strung along them and clustered exercise equipment areas as "outdoor gyms" that appeal to older, active adults. The equipment is simple and weatherproof, and provides a low-cost alternative to gym memberships. Sometimes outdoor gyms are colocated with children's play areas so that the entire family can be active together.

" After a new walking path and fitness zone equipment were added in 2010, park use more than doubled..."

[http://www.nrpa.org/uploadedFiles/nrpa.org/Publications and Research/Research/Papers/SOPARC-Report.pdf](http://www.nrpa.org/uploadedFiles/nrpa.org/Publications%20and%20Research/Research/Papers/SOPARC-Report.pdf)

Trend: Parks as Infrastructure

Communities have always considered parks and green spaces a valuable amenity, and they are increasingly valued as an indispensable part of urban infrastructure, providing physical, psychological and social services at a lower cost. For example, trees, which can be counted as part of the infrastructure of a city, tend to increase rather than decrease in value over time. Building double-duty soccer practice fields in drainage areas that provide practice areas when dry and detention ponds when weather demands is an example of beneficial overlapping of functions on one area of land.

Trend: Environmental Concerns

Water

With changes in weather patterns and water shortages, parks are endeavoring to minimize water use while providing a more comfortable environment for visitors. Advances in irrigation systems with digital management allow more efficient water use. Planting design emphasizes vegetation suited to the local environment. Experts recognize that parks can effectively hold and treat stormwater, and provide substantial environmental benefits such as cooling.

Tree Canopies

The benefits of an urban tree canopy are well documented. The City of Grants would benefit from an extensive street tree-planting program and from encouraging residents and businesses to plant trees.

"Understanding and promoting urban tree cover has never been more important.

Increasing a city's tree canopy contributes to lowering urban temperatures by blocking shortwave radiation and increasing water evaporation. Creating more comfortable microclimates, trees also mitigate air pollution caused by everyday urban activities. Their absorptive root systems also help avoid floods during severe rains and storm surges. So overall, trees are pretty awesome."*

*<http://senseable.mit.edu/treepedia>

Trend: Doing More with Less

With smaller budgets, cities prefer multi-use outdoor spaces and activities that do not require expensive facilities, equipment and maintenance. Such spaces require careful and imaginative planning and design, as well as a thorough understanding of the long-term effects of decisions made in the short term. Parks and recreation departments must develop an overall framework to guide smaller funding decisions so that all expenditures contribute to larger goals.

... Everyone loves the idea of parks and rec centers, but no one likes actually paying for them. Parks and Recreation services have long been whipping boys of city councils and municipal budget-makers across the country, with funding cuts being less politically charged than those to emergency services and less immediately noticeable than, say, libraries. With long-standing national and global economic uncertainty eating into municipal revenues, cuts to park budgets have become more frequent and pronounced.

<https://nextcity.org/daily/entry/everyone-loves-parks-but-no-one-wants-to-pay-for-them>

Trend: Clustering Facilities

Rather than scattering amenities like tennis courts throughout small parks, cities are grouping larger numbers of courts or other similar facilities together. This practice is efficient, saving maintenance and administration costs and sharing infrastructure, with the added benefit of providing a social venue.

Trend: Pickleball

Older baby boomers are creating a demand for lower-impact activities among those who are living longer after retirement and want to stay fit. Pickleball is quickly growing in popularity with this cohort. It combines aspects of ping pong, tennis and badminton but is less physically demanding. New Mexico now has 34 indoor and outdoor pickleball locations. The number

continues to grow with the repurposing of disused tennis courts for this game.

"According to a recent study conducted by GreenPlay Consultants, the number one recreational sport of 2016 (so far) that recreational facilities are adding is Pickleball. ... More trending sports in this area include small group training, mini-soccer, body-weight training, Ultimate Frisbee, and more recently, shortened sports seasons. ... An added benefit of these scaled down sports is that people of all physical capabilities can play them. While they are popular with children and adults, older players are jumping on the trend as well because they don't need to exert the same amount of energy as they would in the traditional forms of these sporting activities....Also trending are leisure or less athletic sports such as wiffle ball, kickball, dodgeball and hula-hoops. These activities are nowhere near as intense as other competitive sports, and work nicely into schedules as they can easily be played right after work and virtually anywhere."*

<https://www.ezfacility.com/blog/2016-recreational-sports-trends> accessed Jan 4 2017

Trend: Splash Pads

Splash pads or spray parks cost far less to build, maintain, staff and insure than traditional swimming pools. They can be any size and expanded as needed. Although the play value is different from that of a swimming pool, splash pads provide valuable cooling and recreation. They are universally accessible and can encourage multi-generational play. They can also double as public fountains. Placing them in prominent public places increases their exposure for spectators to enjoy and enhances safety.

Trend: Lighter, Quicker, Cheaper

An option that allows communities to test ideas without investing a large amount of time and money is to stage inexpensive projects and events that are organized by the community, run by volunteers using donated materials and often held only once.

"Lighter, Quicker, Cheaper is a Placemaking strategy that empowers communities to create great places in their neighborhoods, cities, or regions. Short-term LQC improvements – whether it's new amenities, programming, art, or design changes – are part of a larger and more permanent vision for a particular site. Think of LQC as a way to generate excitement, new partnerships, and support for long-term Placemaking efforts and projects in your community. By helping you to make improvements quickly and inexpensively, LQC is a way to avoid common roadblocks like planning fatigue, bureaucratic approvals, and protracted fundraising. Its incremental and grassroots approach also provides an avenue for collaboration and community building, and it can help stakeholders at all levels to establish lasting partnerships.

The "light" in Lighter, Quicker, Cheaper refers to a project's flexibility. An LQC strategy allows for experimentation over time. Places are always evolving alongside the needs and desires of the people that use them, and the flexibility of LQC interventions helps to nurture this dynamic relationship between people and place. An example of a "light" touch might involve a neighborhood block applying for a temporary street closure, or a small business owner or park organization opting for moveable seats and outdoor tables rather than permanent infrastructure modifications. Regardless of actual scale, "light" is about making manageable and flexible interventions rather than heavy capital improvements. Along with the satisfaction of seeing immediate results, this also means that if something doesn't work, there is room to try something else without much economic burden.

LQC is applicable to places of all scales, from large urban centers to small towns and rural communities. The LQC approach has been hugely **successful** in invigorating Main Streets in small towns and rural areas, and in activating the spaces around civic and cultural institutions like libraries and schools in these communities. LQC is about using Placemaking to create positive change in communities by giving new life to its public spaces—a goal that remains the same regardless of population size."*

* <http://www.pps.org/reference/lighter-quicker-cheaper>

D. Level Of Service Comparisons

With a small population and widely scattered urban areas, it is difficult to compare the level of service provided by the City of Grants with cities of the same size and in the same geographic area. Also, as noted in the 2016 National Recreation and Park Association Field report, broad statements concerning the number of park acres per resident and of different types of facilities, and particular programming offered vary widely and depend on many factors. The results for different communities depend on widely differing parameters.

However, as a rough guide, the following table compares the City of Grants with the communities of Gallup, Aztec, Socorro and Las Vegas. Note: cities are increasingly making targeted decisions based on careful polling of residents on a regular basis.)

Cities report park information in many different ways with differing system categories. As well, some cities do not consider large areas like golf courses or sports complexes to be part of the parks system.

Exhibit VI-5 Comparison of Park Services for Grants and Other Communities

City	Population (2013)	Neighborhood Parks #	Neighborhood Parks Acres	Community Parks #	Community Parks Acres	Special Use Parks Acres	Total Acres	Acres Per Resident
Grants	9,253	7	9.39	6	38.38	323.87	371.63	0.04
Aztec	6,578	3	3.9	4	90.75	80.12	174.77	0.027
Gallup	22,261	10	25.81	8	843.74	19.87	889.42	0.04
Las Vegas	13,691	8	23.47	4	161.7	3.3	188.47	0.014
Socorro	8,806	4	3.54	3	72.6	0.75	76.89	0.009

This table shows that in total acres per person, Grants compares favorably with the much larger city of Gallup. However, much of this acreage is at special use parks, which tend to serve a smaller percentage of the community.

E. Recommendations

Overview

Parks and other outdoor recreational opportunities contribute strongly to a city's quality of life, which is a predictor for continuing population and economic growth.

Grants is well located within an area of natural and cultural attractions and can leverage these advantages by creating a hospitable environment for visitors and a welcoming home for newcomers.

Retirees seek a mild climate such as in Grants, good health services and hospitals, conditions that allow walking rather than driving, and opportunities for outdoor activities and exercise. Younger working adults want participate in activities like bicycling and trail running. Families with children need safe and healthy places for children to play and develop a lifelong love of physical pursuits such as hiking and biking.

4.2 Possibilities for the City of Grants

Parks

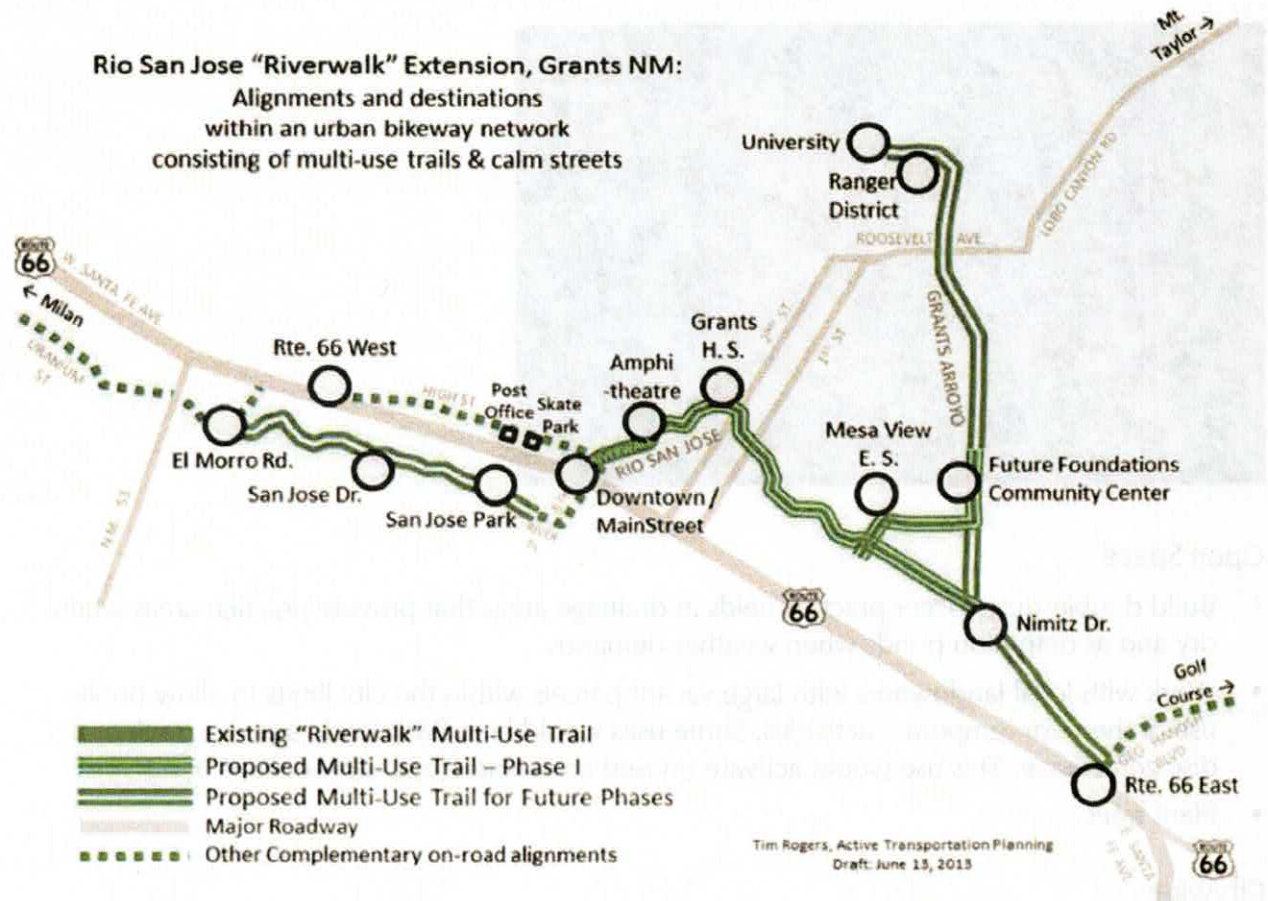
The golf course and the softball complex are important draws for the immediate area and out-of-town players, and the Riverwalk and other downtown parks create a pleasurable environment for visitors and residents. However, neighborhood parks, especially those on the west side, could better serve the general population. These parks would benefit from expanded amenities, programming that is more inclusive and attention to maintenance.

- Build on existing facilities. Improve existing parks, especially play equipment and ADA access, and add amenities such as exercise areas and shade structures with tables and benches. Plant trees.
- Seek public input in phasing out park amenities that are no longer used (for example, some tennis courts) and replace them with facilities for more popular activities such as pickleball, bocce, rock climbing walls or other sports.
- Consider building splash pads for water play until funding for swimming pools can be obtained.

Trails

- Build out the Legacy Trail; extend it to Future Foundations and beyond.
- Create paths within or around parks, prescription trails and exercise stations.
- Create walkable connections between parks, city facilities like the library, and shopping, with sidewalks, shade trees, safe street crossings and benches.
- Install more sidewalks and bike lanes throughout city for general walkability and walking access.
- Create safe and accessible routes to encourage children to bike or walk to school.
- Create connections to the Continental Divide Trail at the north and south ends of the city, with signage and information stations.
- Create a formalized route with sidewalks and trees through the city that links Continental Divide trailheads and brings visitors to places of interest and points of refreshment and resupply.

Exhibit VI-6 Rio San Jose Riverwalk Extension



Source: Rio San Jose River Walk "Legacy Trail", Community Workshop Information, Draft, June 2013

Exhibit VI-7 Possible Routes for Walking/Jogging Paths

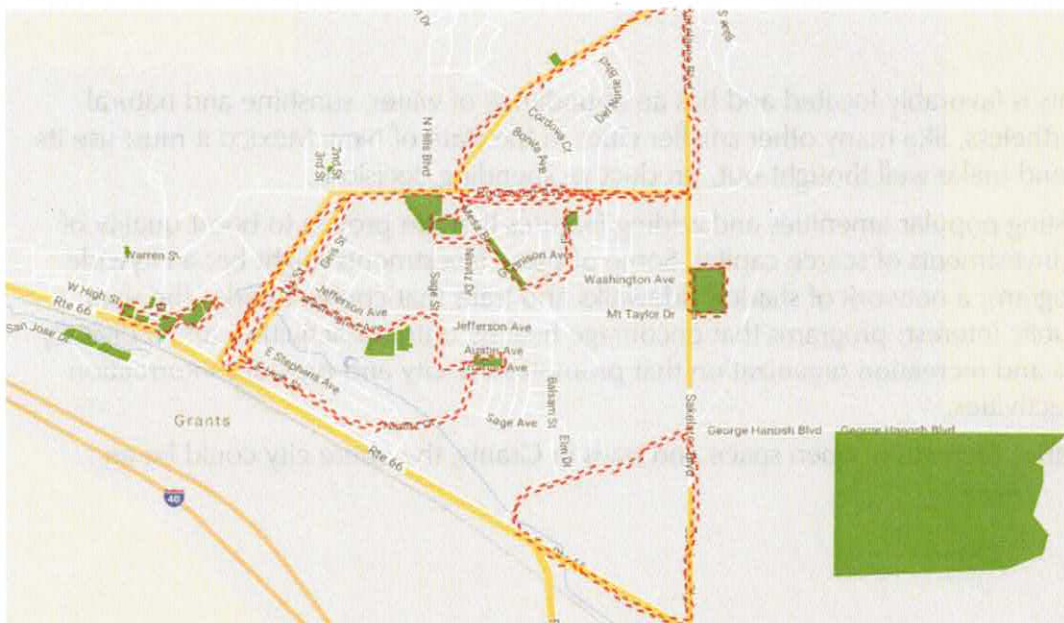


Exhibit VI-8 Proposed Continental Divide Trail through Grants



Open Space

- Build double-duty soccer practice fields in drainage areas that provide practice areas when dry and as detention ponds when weather demands.
- Work with local landowners with large vacant parcels within the city limits to allow public use of them for temporary activities. Some uses would be a BMX track, a pump track or a disc golf course. This use would activate unused areas and create new centers of interest.
- Plant trees.

Citywide

- Take advantage of digital media to promote Grants' attractions so visitors can find walking trails and other amenities.
- Start a tree-planting program in the city and plant trees throughout.

Conclusions

The city of Grants is favorably located and has an abundance of water, sunshine and natural resources. Nevertheless, like many other smaller cities in the state of New Mexico it must use its finances wisely and make well thought-out, productive spending decisions.

Augmenting existing popular amenities and adding features that are proven to boost quality of life are prudent investments of scarce capital. Some of these investments might be: a citywide tree planting program; a network of shaded sidewalks and trails that connect parks, the river and places of public interest; programs that encourage healthy outdoor activities; and a digitally networked parks and recreation organization that promotes the city and provides information about available activities.

In the case of parks, recreation, open space and trails in Grants, the entire city could be an inviting oasis.

Regional Trails and Open Space



Grants is in a unique position to become a regional hub of outdoor recreational activities through connecting to nearby trails and open spaces, as well as through its parks. Grants is now designated as a “gateway community” on the Continental Divide Trail (CDT), a 3,000-mile trail that is becoming increasingly more defined and well known (see the Economic Development Element for more details). Grants wants to take advantage of this designation to become an entry point, provider of various services and host of an events center for through-hikers and more casual day or multi-day hikers. Grants is the closest community on the CDT to the largest

metro area in the state, Albuquerque, thus providing it with special opportunities to attract recreationists.

The Malpais National Monument is already a major attraction, with trails several miles to the south of Grants. Mount Taylor is the second tallest mountain peaks in New Mexico and sacred to the Navajos and Pueblo Indians. It offers various existing trails and several popular extreme sports events including the Mount Taylor Quadrathlon and 50K Trail Race.

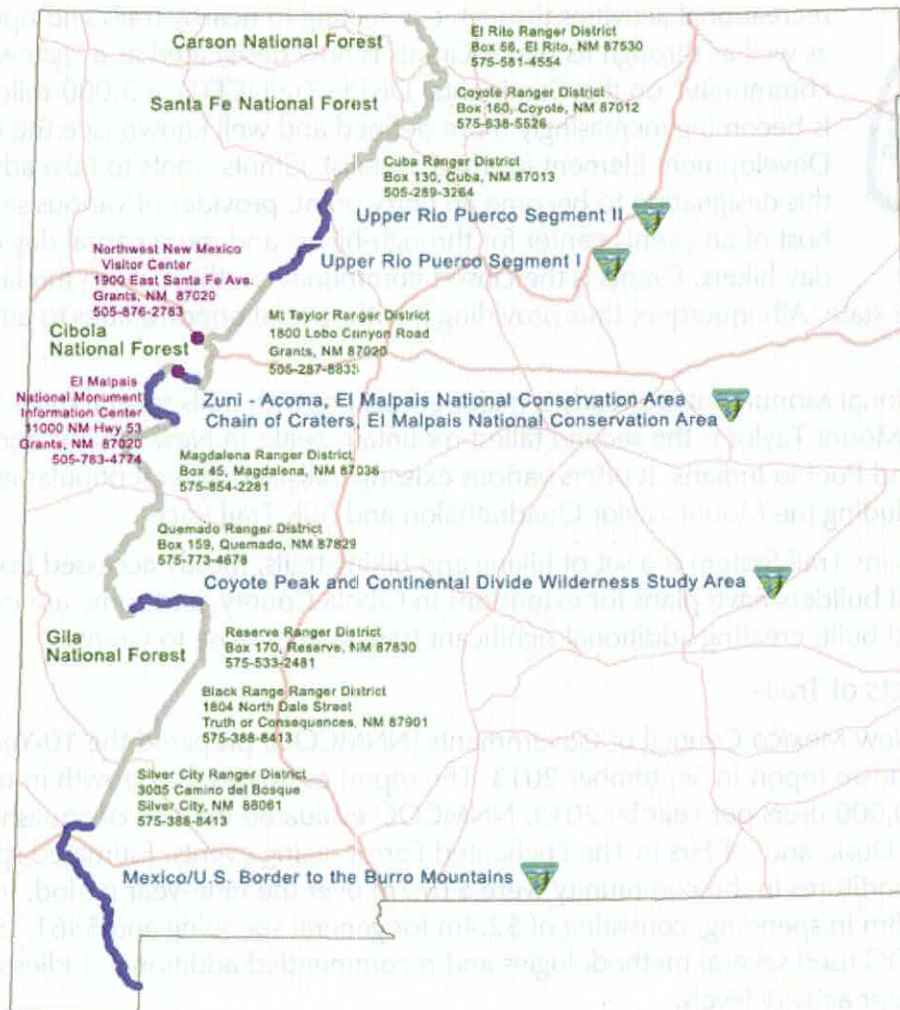
The Zuni Mountains Trail System is a set of hiking and biking trails, mostly accessed from the Gallup Area. Trail builders have plans for extensions in Cibola County, and some are currently being funded and built, creating additional significant trails system close to Grants.

Economic Impacts of Trails

The Northwest New Mexico Council of Governments (NNMCOG) prepared the 10-Year Impact of Adventure Tourism report in September 2013. The report estimates that growth in use since 2003 reached 50,000 users per year by 2013. NNMCOG evaluated impacts of Squash Blossom Classic, Dawn til Dusk, and 24 Hrs in The Enchanted Forest racing events. Estimated spending and lodging expenditures in the community were \$16.7m over the nine-year period. In 2013 alone, it saw \$2.8m in spending, consisting of \$2.4m for general spending and \$361,358 for lodging. NNMCOG used several methodologies and recommended additional studies and methods to monitor activity levels.

Regional Trails with Which Grants Should Connect

Exhibit VI-9 Continental Divide Trail Through New Mexico



CDT project decision makers still need to make CDT routing decisions in the Grants area. They are considering these routes from the south that would bring hikers to Grants downtown:

- Coming north through the El Malpais National Conservation Area to the El Malpais Visitors Center south of I-40 then north along Santa Fe Avenue
- Zuni Canyon or nearby alignment into Grants

The hiker route that follows NM 117 east of El Malpais or the mesa edge west of NM 117 requires either walking along old Route 66 into Grants or proceeding north onto Horace Mesa, which would miss Grants. Presumably, most through-hikers would prefer visiting Grants where they could shop and enjoy the amenities of the community.

At a minimum, the City should develop wayfinding signage for access to trails in the vicinity. The signage should be frequent, attractive and readable.

From the north of Grants, the CDT through the Mount Taylor Ranger District is mainly delineated, as shown in orange on the draft "Alternative A" map in the draft Cibola National Forest Land and Resource Management Plan. (Source: Cibola National Forest Mountain Ranger

Districts Plan Revision: Preliminary Draft Land and Resource Management Plan, July 2016) The route currently goes south down Lobo Canyon and passes the prison and shooting range, which may conflict with the CDT trail's purpose to pass through landscape that is primitive and scenic, avoiding motorized traffic to the extent possible.

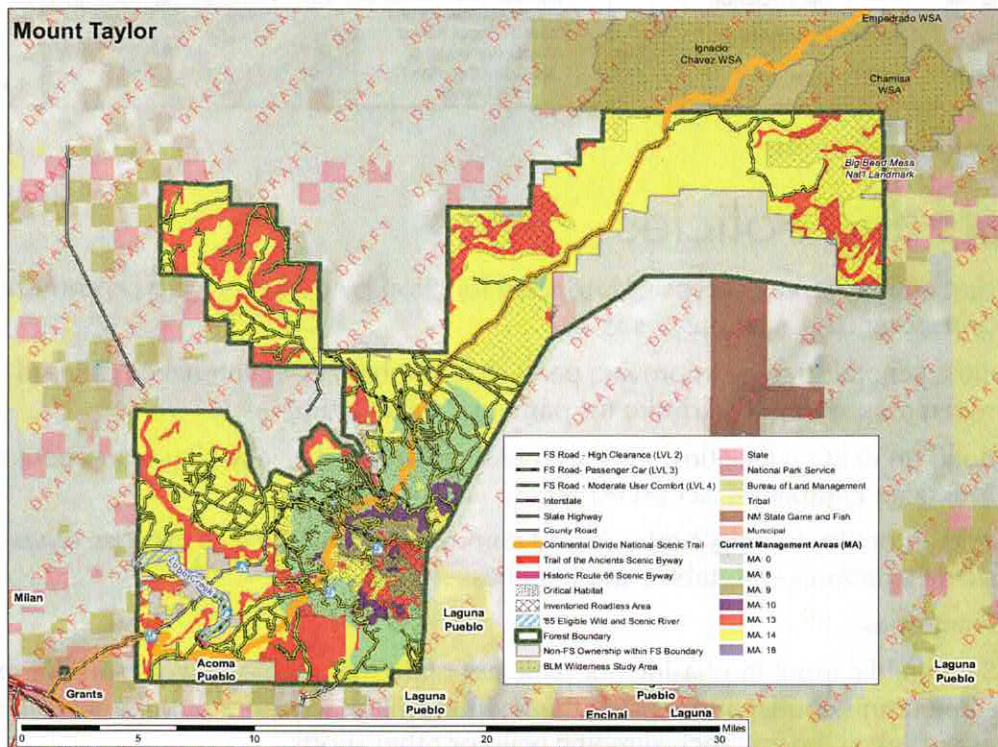
Alternate routing goes along Horace Mesa to the east or "G" [Black] Mesa to the west of Grants, although these routes are less direct. Whether or not the CDT route eventually runs to Horace Mesa or "G" Mesa, the City should promote trails to these two scenic high mesas nearby for hikers, mountain bicyclists and equestrians.

The Zuni Mountains Trail System, once built out, will create a series of interconnected component trails heading northwest from the Grants area to the McGaffey Trails already developed in McKinley County. The trail groupings closest to Grants are Quartz Hill and Limekiln Trails. The Quartz Hill trails are slated for development in the near future. The City should include these trails in its advertising and develop wayfinding signage from downtown Grants to the trailheads. (Source: Zuni Mountain Trail Plan, 2014)

In addition to adding hiking and biking trails, Grants wants to improve road bike facilities along such popular routes as NM 53, and continue to welcome hunters, and ATVs and other motorized vehicles as part of a "many uses" philosophy.

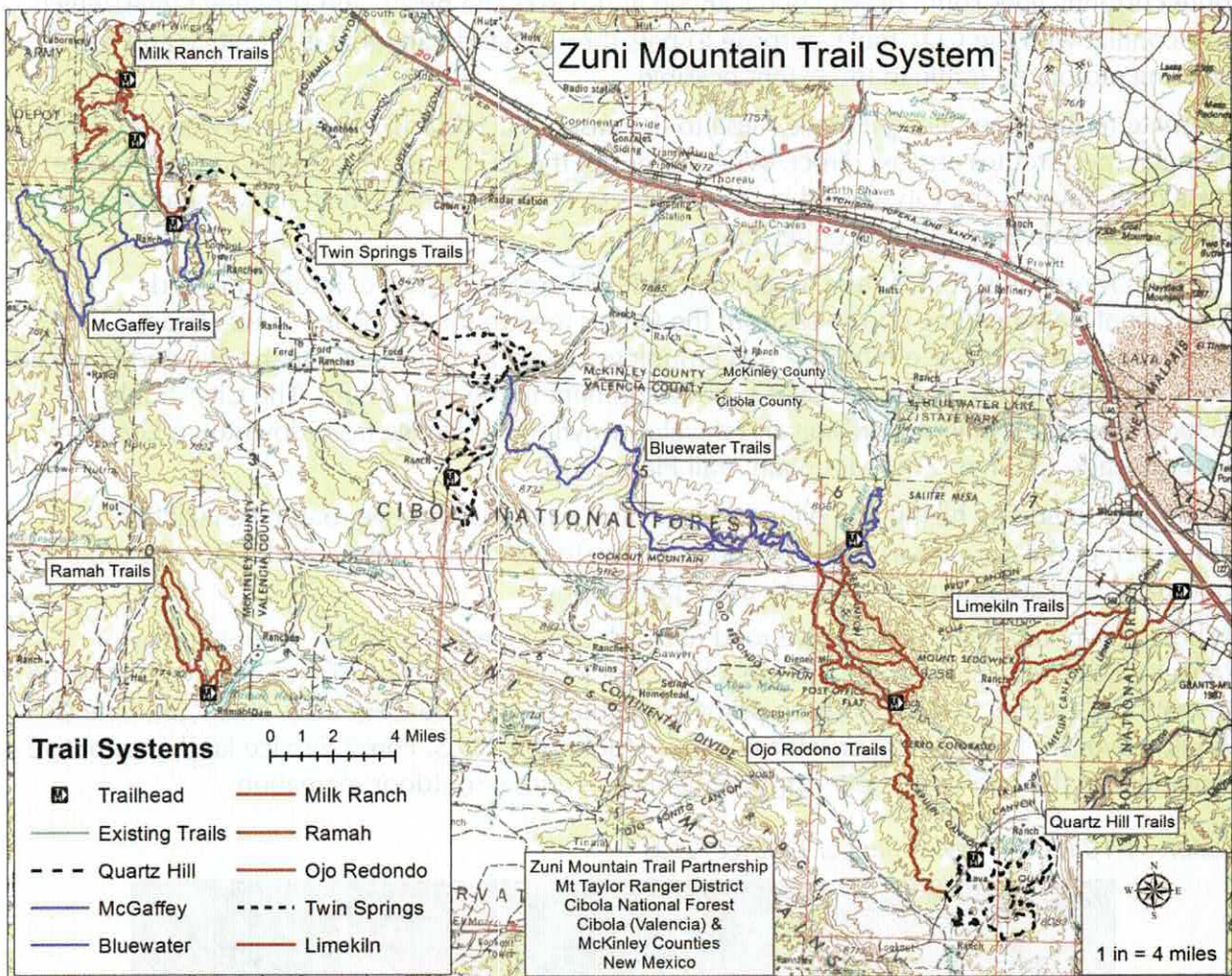
It should be noted that the extensive road network developed in both the Mountain Taylor Ranger District and Zuni Mountains are a legacy of logging eras. They may conflict with building recreational tourism that depends on primitive, although not true wilderness character. Grants should advocate for retaining or returning more (but not all) U.S. Forest Service land to primitive conditions in the interest of better promoting new venues of outdoor recreation.

Exhibit VI-10 Mount Taylor Ranger District Areas



Source: Cibola National Forest Land and Resource Management Plan, July 2016 Preliminary Draft

Exhibit VI-11 Zuni Mountain Trail System



Source: Zuni Mountains Trail Plan, 2014

F. Goals and Policies

1. Assure that each city park serves its intended function by park type (e.g., community, neighborhood and special purpose)
 - A. Pursue a general strategy improving parks that emphasizes maintenance, phased improvements, and public desire for particular park features
 - Build on existing facilities: improve existing parks, especially play equipment and American Disabilities Act (ADA) access
 - Add amenities to neighborhood and community parks such as exercise areas and shade structures with tables and benches
 - Plant trees
 - Seek public input in phasing out park amenities that are no longer used (for example, some tennis courts) and replace them with facilities for more popular activities such as pickleball, bocce, rock climbing walls or other sports

- Consider building splash pads for water play until funding for swimming pools can be obtained
- B. Use the recommendations for each park facility in the Recreation, Trails and Open Space Element as a guide to making improvements
2. Maintain grounds, equipment and structures in parks
 - A. Improve the upkeep of turf on playing fields
 - B. Continue regular trash pick up
 - C. Repair and replace equipment as necessary to ensure safety
 3. Within the city, develop trails and sidewalks that improve the community's recreational opportunities, create amenities for visitors, and enhance the connection to regional trails
 - A. Use the recommendations for each park facility in the Recreation, Trails and Open Space Element as a guide to making improvements, including:
 - Build out the Legacy Trail; extend it to Future Foundations and beyond.
 - Create paths within or around parks, prescription trails and exercise stations.
 - Create walkable connections between parks, city facilities like the library, and shopping, with sidewalks, shade trees, safe street crossings and benches.
 - Install more sidewalks and bike lanes throughout city for general walkability and walking access.
 - Create safe and accessible routes to encourage children to bike or walk to school.
 - Create a formalized route with sidewalks and trees through the city that links Continental Divide trailheads and brings visitors to places of interest and points of refreshment and resupply.
 - Develop trails in the east gateway motel district for visitors and their pets, including CDT hikers and bicyclists
 4. Develop safe bicycle and walking routes for regional trails including Continental Divide Trails, Zuni Mountains trails, Mt. Taylor trails, and Malpais trails
 - A. Create connections to the Continental Divide Trail at the north and south ends of the city, with signage and information stations
 - B. Help obtain trail easements for additional trails to "G" [Black] Mesa and Horace Mesa
 - C. Advocate for and participate in building regional trails that use the most appropriate design and quality of construction for their intended purpose, such as purpose building trails that has banked turns, berms, and dips for competitive mountain-biking
 - D. Develop a pump track or bike park

This page is intentionally blank.

VII. Utilities Element

A. Introduction

The utilities element establishes long-range priorities, goals and policies for existing and future public infrastructure. It also gives long-range, comprehensive context and support for the five-year Infrastructure Capital Improvement Program.

The purpose of the utilities element is to inventory existing utility infrastructure and establish long-range priorities, goals and policies that promote efficiencies and best practices for utilities investments and coordination.

One of the main objectives for preparing a comprehensive plan is to provide the rationale for infrastructure planning and funding requests. The infrastructure element provides a long-range planning perspective for the five-year Infrastructure Capital Improvements Plan (ICIP) required by the New Mexico Department of Finance Administration.

Infrastructure planning is also associated with the plan's Land Use Element because it takes into account the long-range direction and intensity of growth. These factors determine the type and location of needed new or expanded services. In addition, the economic

development element recommends certain initiatives that have physical planning implications for utilities and other city and quasi-public facilities.

B. Existing Conditions

Water Supply and Distribution System

The City of Grants operates and maintains a municipal water system serving the residents, businesses and public uses. Components of the system include municipal wells, water treatment, storage tanks, and distribution lines. The City contracts with CH2M (formerly called OMI) to operate and maintain the system.

The City currently has two producing wells:

- Well #1, at 1700 Animal Shelter Road, producing 1,950 gallons per minute (gpm) (2014)
- Well #3, at 1700 Thigpen, producing 2,200 gpm (2014)

The City has three water tanks:

- 500,000-gallon capacity tank on San Jose
- 2-million-gallon tank and 4-million-gallon tank on hillside of "G" Mesa above the downtown

Water lines include asbestos concrete, PVC and galvanized steel pipes. CH2M maintains approximately 3,300 water services in the city and Mount Taylor addition. Some meters have been replaced; others are old and may not be working properly.

In 2016, the City pumped 657,93,500 gallons (2,019 acre-feet), and billed for 437,973,850 gallons (1,344 acre-feet). The estimated water loss is 33.54%. (Source: CH2M).

Sanitary Sewer System

The City's current sanitary sewer system consists of the wastewater treatment plant, collection pipes and lift stations located where gravity flow is not sufficient to move wastewater to the treatment plant. The sewer system currently services both City of Grants and Village of Milan.

Sewer lines consist of clay, asbestos and PVC pipes. The City now uses PVC pipes, installed 18" to 20" below the soil surface. Pipe replacement is an ongoing and expensive operation.

The wastewater current plant, with capacity of 1.8 million gallon per day (MGD), was built 25 years ago. The treatment plant is an activated sludge plant, that uses aeration to cause bacteria to break down sewage and anaerobic bacteria in the sewer lines themselves for additional break-down. The flat-laid sewer lines actually cause the sludge to partially break down before it reaches the pumping station. The sludge then goes to the first lagoon where it is processed, and nitrates are removed. This process is anaerobic (absence of oxygen), where nitrates are removed during the nitrogen cycle. Aerobic bacteria in the second lagoon then break it down further. At this point, the nitrates and nitrates precipitate out as a solid from the organic matter. Fine air diffusers in the wastewater treatment plant inject air into sludge to increase bacterial action. Finally, the process chlorinates the wastewater.

The treated effluent from the wastewater treatment plant that irrigates the Coyote del Malpais Golf Course, is an ancillary operation. Similarly, disposition of solids collected from the plant is also another component of the system. The plant trucks solids to the Northwest New Mexico Regional Solid Waste Authority landfill east of Thoreau.

The City's sanitary system includes five lift stations. The largest lift station is a large pump where wastewater collects at the old wastewater treatment plant, then is pumped 3 miles to the current plant. Lift stations require a great deal of electricity to operate. However, an alternative design using gravity flow that would reduce the need for some of the lift stations may not be feasible.

CH2M contracts with the City to operate and maintain the City's water and wastewater systems.

C. Issues and Opportunities

Water and Sewer Utilities Conditions and Improvements

Water and Sewer Line Replacement

Lava underlays most of Grants, creating challenges for the durability of pipes in the ground.

An issue with water lines in the City is that many of the pipes are old and subject to breaking. Asbestos concrete pipes degradation depends in large part on pipe age, water quality and soil conditions.

The City recognizes the need to replace asbestos concrete pipes with new PVC pipes to limit emergency repairs, save water and reduce costs. In the month of August 2016, 28 water line breaks occurred.

Water loss and disruption of service were some of the unfortunate results of water line breaks. The City pumped 40 million gallons in the month of August and 13 million gallons were unaccounted for, due to either water loss or old meters. For calendar year 2016, of the 657,935,500 gallons pumped, 437,973,850 gallons were billed. Water loss was over 33% for the year.

The City's policy is to replace water and sewer lines when it undertakes major street work. Currently, North Sage, Truman, and Stevens Streets repairs entail replacement of water and sewer pipes. Santa Fe Avenue sinkholes required attention earlier in 2016.

The ICIP Fiscal Year 2018-2022 identifies a \$3,835,000 project as the City's second highest priority to repair water, sewer, drainage, and streets over next five years. The City identifies funds each fiscal year.

Efficiency Assessment and Improvements

The City has contracted with Siemens Engineering to evaluate infrastructure efficiencies, savings potentials, and implementation measures that will pay for themselves. The process will take approximately one year and consist of a detailed audit of city utilities and buildings water and energy use, evaluating the cost efficiency for technological change options. One expected effort of this project will include replacement of old water meters. The City will also likely identify and implement other improvements which can be shown to pay for themselves over time. LED street lights, heating and cooling systems in city buildings, and lighting in buildings may be such improvements.

The current wastewater treatment plant is at end of its life cycle. The State of New Mexico has mandated that the City rebuild the plant. Grants recently awarded a contract for \$13.6 million to build a new treatment plant. The new plant will have a capacity of 1.6 MGD.

The new plant will have a supervisory control and data acquisition (SCADA) software application program for process control and the gathering of data in real time to control equipment and conditions.

Wastewater Treatment Service Area

The Village of Milan is interested in having its own wastewater treatment facility. Currently, the City and Village are in conflict over past billing of the Village. Due to economies of scale (facility and treatment costs, personnel and maintenance) regional city/village facility typically have advantages over two separate plants.

Treated Effluent

Another challenge that the City faces is a request by Acoma and Laguna Pueblos to enhance the streamflow of Rio San Jose through release of treated effluent into the river. In the past, the Pueblos had objected to discharge of effluent into the Rio San Jose due to impacts on water quality. They have recently reconsidered this position and now favor an increase in volume of water in the stream. Grants believes that state and federal environmental regulations may prohibit discharge. In addition, Grants is now committed to using the effluent to water its golf course, and possibly to make effluent available to other City parks for irrigation or industrial uses.

GIS Utility Mapping

The City should develop GIS maps of location, pipe size and material, and age of water and sewer lines. As experienced employees retire, the institutional knowledge of the utilities system can be lost without documentation in an easily accessible format such as GIS mapping. GIS mapping is also relatively easy to update, to maintain a current perspective on critical infrastructure. This database will undoubtedly prove to be valuable in asset management

planning, maintenance activities, and budgeting.

The City is currently working on GIS mapping of the cemetery, including plots with number, name, date.

Long-Range Utilities Systems Planning

Goals for long-range utilities planning are to protect health and environment, enhance efficiencies, use renewable energy/sustainability, achieve life-cycle cost saving, and fitting capital planning and improvements into municipal budgeting.

Several approaches to such planning have been developed over the years. Each approach possesses strong points and significantly overlaps with the other approaches.

Utilities Master Plan

A utilities master plan is a coordinated approach to meeting goals for water quality, source water development, asset management, CIP, budgeting, and studies such as future demand and billing rates.

Utilities Asset Management Plan

An asset management plan emphasizes asset valuation, level of service, condition of assets, future demand, operation and maintenance strategies and financing.

Preliminary Engineering Report (PER)

The City needs a preliminary engineering report is needed to obtain financial assistance through grants and loans from the U.S. Department of Agriculture - Rural Development Services, U.S. Environmental Protection Agency, U.S. Department of Housing and Urban Development, New Mexico Finance Authority, and New Mexico Environment Department.

A PER describes the condition of assets in significant detail. The PER is a strategic planning approach, and may be more intermediate than long range in its planning horizon, in order to identify options, financing strategies and steps needed to move forward.

The City of Grants's on-call engineer, WHPacific, presented an approach to a water and wastewater PER in a September 2015 presentation to City Council. The stated purpose was to develop a plan to repair water and wastewater distribution infrastructure. The study would entail systems mapping, identification of environmental and other local conditions impacting the project, population trends, and public involvement.

Problem areas in the water distribution system that would likely be uncovered include:

- Pipe material that is not PVC
- Areas with a history of repairs or complaints
- Aging infrastructure
- Inadequate pipe size
- Water – nonlooped lines and valving needs
- Water – currently 1 million gpd of water unaccounted for

Various alternatives would be presented, such as no-build (do nothing), removal and

replacement of pipes, alternate alignments, and different cost options. The City could take advantage of federal and state grants and loans to both prepare the PER and develop a multi-year utilities system improvement program. The City's share for debt service funding might not exceed the current approximately \$300,000 per year spent on emergency repairs.

At this time, the City should wait for the results of the Siemens Engineering efficiencies study to determine which Siemens products can contribute to a PER, asset management plan or master plan. This approach may save the City time and money.

Solid Waste Management

Mixed Waste

The company Waste Management delivers residential and commercial pick-up service in Grants. Northwest New Mexico Regional Solid Waste Authority hauls mixed waste from a transfer station to its landfill near Thoreau. In addition, the City offers periodic clean-up days for large items, such as old sofas and appliances, placing dumpsters around the city.

Recycling

Recycling is limited to bins for drop-off in one location in the city. It had been at the old Alco store and is currently behind the Smith's store. Preferably, a second station should also be operational.

The City should consider curbside pick-up of recycled materials. While curbside recycling does not appear to be cost effective at this time, it may become so at a later date. The City should also consider that the value of diversion of waste from the landfill would likely increase through curbside pick up of recycled materials.

Private Utilities

Electricity

Continental Divide Electric Cooperative provides electricity to the City of Grants and surrounding areas. Continental Divide serves an area from the Arizona state line to just inside Bernalillo County. Terrain defines the north service area, and the Cibola County line borders the south area. The main office, warehouse, and maintenance yards are located in Grants.

Tri-State Generation and Transmission Association provides electricity to Continental Divide. It acquired the coal-fired Escalante Generating Station near Prewitt, 27 miles northwest of Grants, from Plains Electric G&T Cooperative. As of 2017, 25% of Tri-State's electricity is generated by renewable energy, and is a growing part of its portfolio.

The City is interested in undergrounding of utilities in areas of the City and should continue to work with Continental Divide to encourage undergrounding when and where feasible. Since underground installation is significantly more expensive than above ground, it will be necessary to obtain funding for the additional cost. Undergrounding appears unlikely in the near future.

Telephone Service

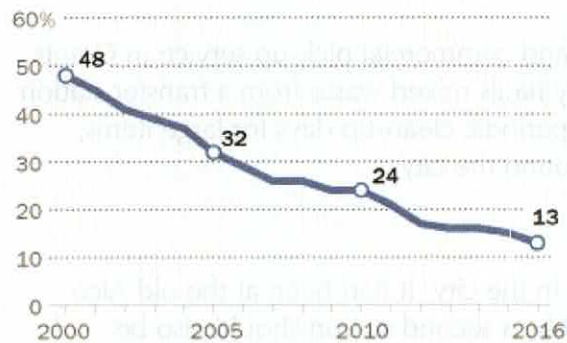
CenturyLink (formerly Qwest) serves Grants with land line telephone and some Internet service.

Internet and Cable Providers

Exhibit VII-1 Offline Population Decline

Offline population has declined substantially since 2000

% of U.S. adults who do not use the internet



Source: Pew Research Center surveys of U.S. adults, 2000-2016. Data from 2016 includes surveys conducted March 7-April 4 and March 30-May 3, 2016.

PEW RESEARCH CENTER

Broadband connectivity is very important for economic development. It is a major factor in attracting new businesses and providing existing businesses with the opportunity to be more profitable and productive.

CenturyLink provides Internet services in Grants. However, service is limited. Continental Divide Electric Cooperative (CDEC) is seeking to install fiber optic to serve its own substations as a first-level priority. That installation will develop a backbone network since substations are widely distributed. CDEC hopes to eventually offer Internet connection service to residences. In February 2017, it entered into an agreement with Kit Carson Electric Cooperative to build the high-speed fiber-optic system.

Sacred Wind currently offers service outside the city in the region, and might offer broadband Internet service within Grants.

The City of Grants ICIP FY 2018-2022 lists broadband and fiber optic network as the number one priority project for a total of \$900,000. The identified project requires expenditures in each of four fiscal years between 2018 and 2021.

Television cable service is provided by Xfinity (formerly Comcast).

Studies have indicated that 67% of U.S. households had Internet connections as of 2015, down from 70% in 2013. More households rely on smartphones for online access than in the past. Some 80% of adults reported having either a smartphone or a home broadband subscription in 2015, compared with 78% in 2013. (Source: Pew Research Center surveys) With limitations in smartphone use for online access, most Americans (69%) indicate that not having high-speed internet connection would be a major disadvantage to finding a job, researching health information or accessing other key information. Subscription cost is the most important factor for those currently without Internet service. Overall, most residents and businesses view lack of broadband as a disadvantage, and the continued expansion of broadband, particularly if affordable, is beneficial to the public.

Infrastructure Capital Improvement Plan FY 2018-2022 For Water and Sewer System Projects

The City's current ICIP and the 2017 Regional Water Plan both list the following projects, unless other noted.

- Booster tanks and water tanks: \$725,000
- Camera system for sewer department: \$125,000
- Effluent reuse storage ponds: \$4,500,000 (\$1,300,000 in ICIP)
- Equipping water well: \$850,000 (\$550,000 in ICIP)
- Wastewater treatment plant replacement: \$12,075,000 (specified in regional water plan but not in the ICIP, since the City is receiving a New Mexico Economic Development Department loan)
- Wastewater treatment plant DP 695: \$10,230,000
- Wastewater treatment plant pumps and grinders: \$400,000 (both plans)

D. Goals and Policies

1. Protect the community's health and environment
 - A. Replace the wastewater treatment plant with a new plant that operates more efficiently and achieves a higher level of wastewater treatment
 - B. Encourage recycling through such services as curb-side pick up
2. Use renewable energy and advance sustainability of the community's water and energy demands
 - A. Conduct an efficiency study through Siemens Engineering and make improvements to save water and electricity needed to operate utilities systems
 - B. Encourage Continental Divide Electric Cooperative working with Tri-State to increase the share of alternative energy (e.g., solar and wind power) used in the city
 - C. Encourage rooftop solar energy installations by the City and private property owners.
3. Achieve life-cycle cost saving and fitting capital planning and improvements into municipal budgeting
 - A. Use the Siemens Engineering efficiency project to develop some of the tools and analyses needed for long-range utilities planning
 - B. Develop a long-range utilities plan to guide long-range water and sewer capital improvements and financing
 - Develop a preliminary engineering report, asset management plan or utilities master plan
 - C. Conduct a rate study to assure that enterprise funds are adequate to support operations and capital improvements
 - D. Develop the ICIP on an annual basis, with a realistic prioritization, costing and approach to programmed improvements

4. Enhance water efficiencies and promote water conservation
 - A. Identify and repair water line leaks
 - B. Replace water and sewer lines as needed
 - Prioritize pipe replacements when conducting major work on any city streets and through condition analyses that identify failing pipes
 - C. Continue to use treated wastewater effluent golf course watering or another beneficial use
 - D. Encourage capturing rooftop water run-off and using it for domestic purposes
 - E. Pursue amending the building code to require new buildings to incorporate rooftop run-off design features.
 - F. In public restrooms, install composting toilets or toilets using technology to reduce water use
 - G. Consider installation of “remote read” water meters for the entire water system as a capital project in the ICIP.
 - H. Revise the City’s utilities fee structure to encourage water conservation and equitably recoup costs from all customers for general system improvements and maintenance.

VIII. Water Element

A. Introduction

The water element describes and evaluates surface water and groundwater resources, trends in precipitation, adequacy of water in volume and quality for current and future needs, and adequacy of water rights.

Water is the most essential of resources for a community. Consequently, water is relevant to the other elements of the comprehensive plan. Communities need water to support growth in population, economic development, and housing. This element is most closely associated with the Utilities Element, as the utility systems develop and make use of the water resource, and Hazards Mitigation Element, since drought limits the water supply.

This element describes and evaluates surface water and groundwater resources, trends in precipitation, adequacy of water in volume and quality for current and future needs, and adequacy of water rights.

B. Existing Conditions

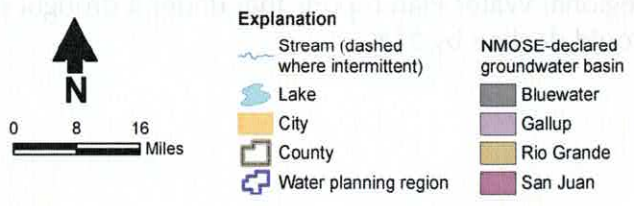
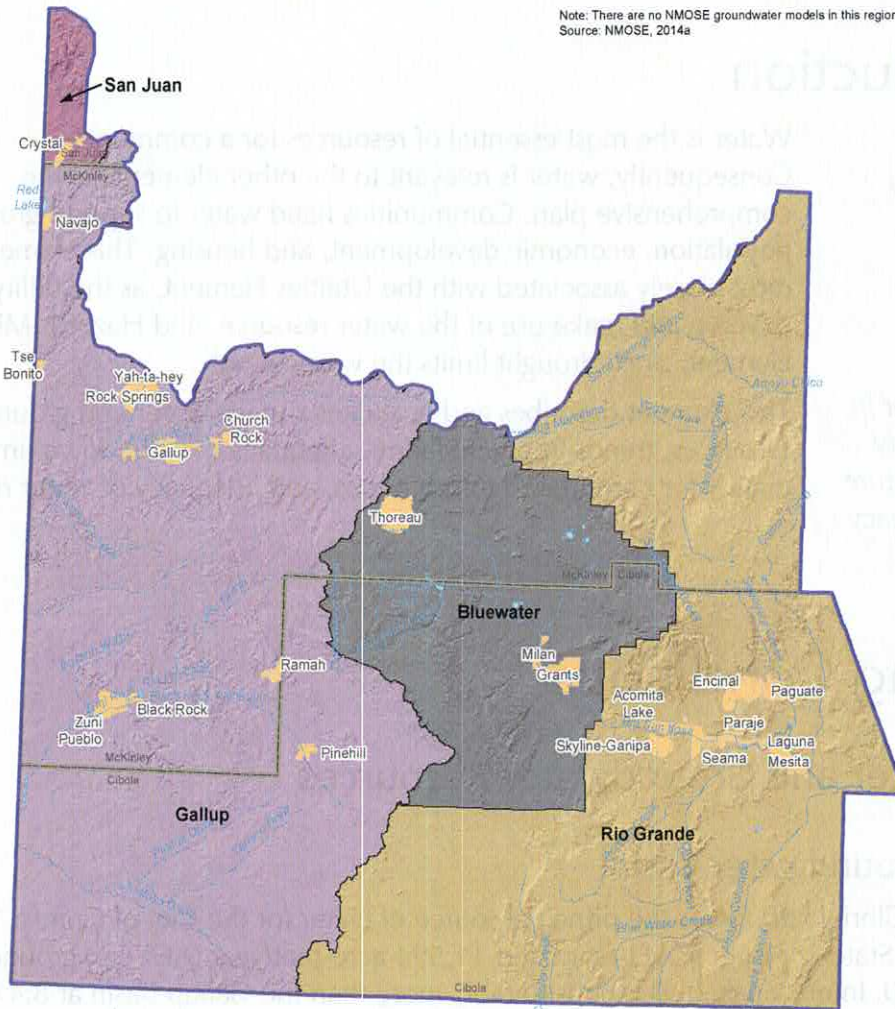
Surface Water and Groundwater Resources

Bluewater Groundwater Basin

The San Andres-Glorieta aquifer is the principal source of water for the City of Grants. The New Mexico Office of State Engineer (OSE) estimated 11,594 acre-feet/year (AF/Year) groundwater diversions in 2010. Interestingly, this is considerably more than the Gallup Basin at 8,418 AF/Year. The Northwest New Mexico Regional Water Plan reports that under a drought scenario, the Bluewater Groundwater Basin would decline by 35%.

Exhibit VIII-1 Bluewater Groundwater Basin

Note: There are no NMOSE groundwater models in this region.
Source: NMOSE, 2014a



NMOSE-Declared Groundwater Basins and Groundwater Models

Source: Northwest New Mexico Regional Water Plan Update

Rio San Jose Basin Watershed

The Rio San Jose Basin is a sub-basin of the overall Rio Grande Basin. The Rio San Jose flows east from the continental divide into the Rio Puerco and then into the Rio Grande in Socorro County.

The river is perennial through Grants, while it has historically flowed through Acoma Pueblo downstream of Grants.

Bluewater Lake Reservoir, upstream of Grants, constructed in 1927, has a capacity of 45,500 acre-feet.

Exhibit VIII-2 Rio San Jose Basin Watershed

Cibola and McKinley Regional Water Plan Watersheds in the Region

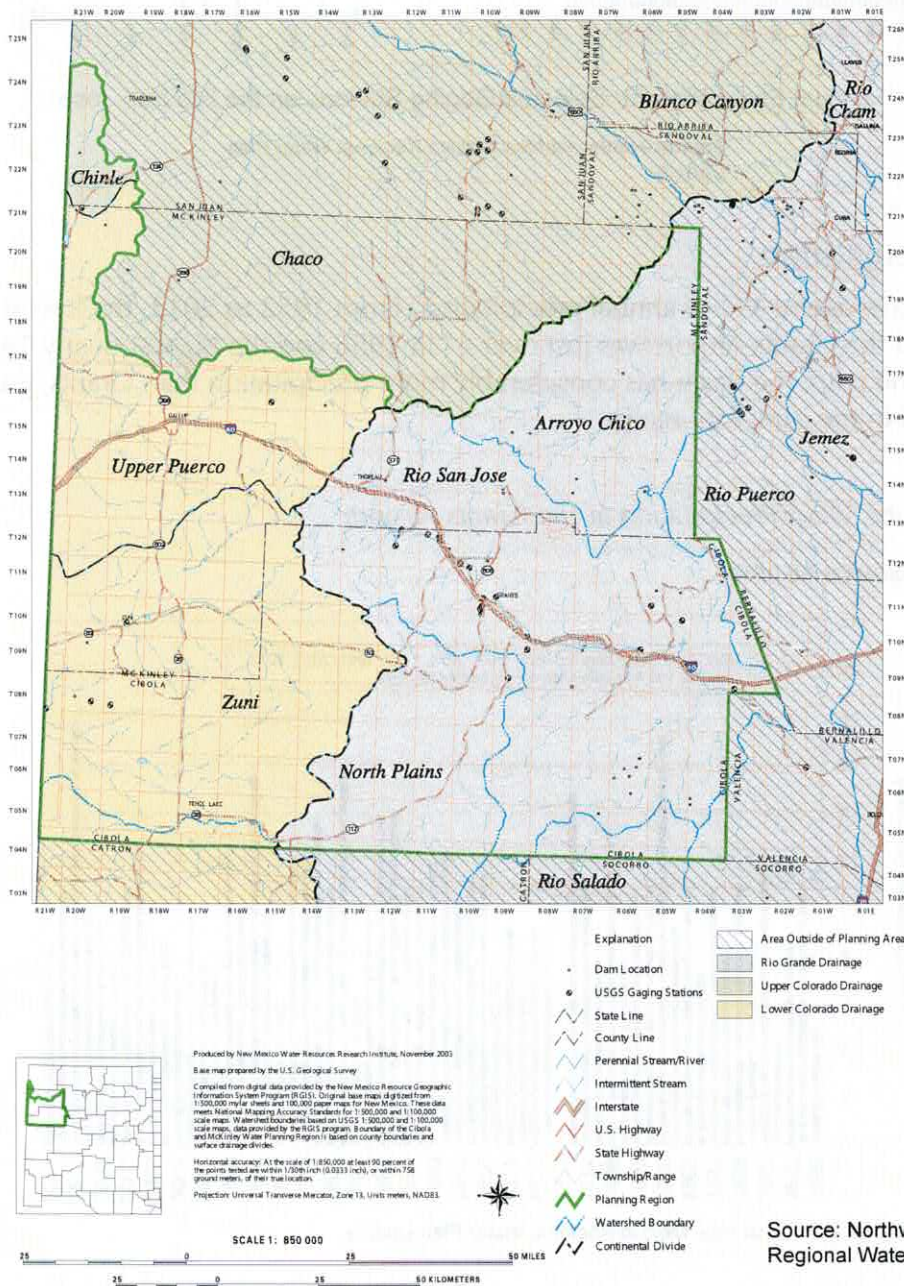
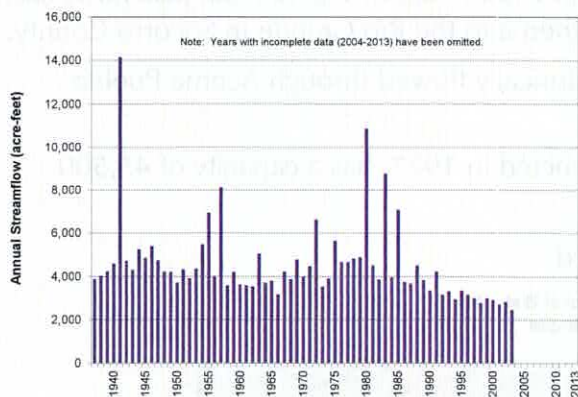


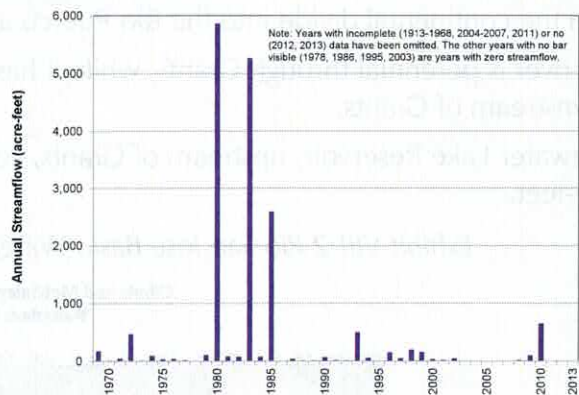
Exhibit VIII-3 Rio San Jose at Acoma Pueblo

Exhibit VIII-4 Rio San Jose at Grants

Rio San Jose at Acoma Pueblo, NM



Rio San Jose at Grants, NM



Annual Streamflow for Selected Gaging Stations on the Rio San Jose

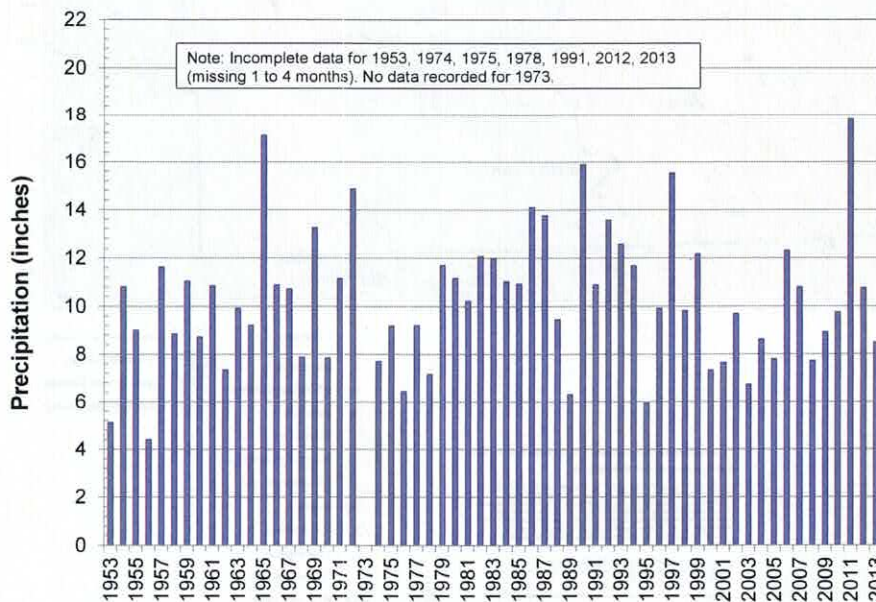
Source: Northwest New Mexico Regional Water Plan Update

Annual Precipitation

Grants has an average of 11" of annual precipitation. From 1953 to 2013, the lowest annual precipitation at the Grants Airport was just over 4" in 1956 and the highest nearly 18" in 2012. As shown on the map, the Basin has considerably more precipitation than Grants, particularly on Mt. Taylor and in the Zuni Mountains.

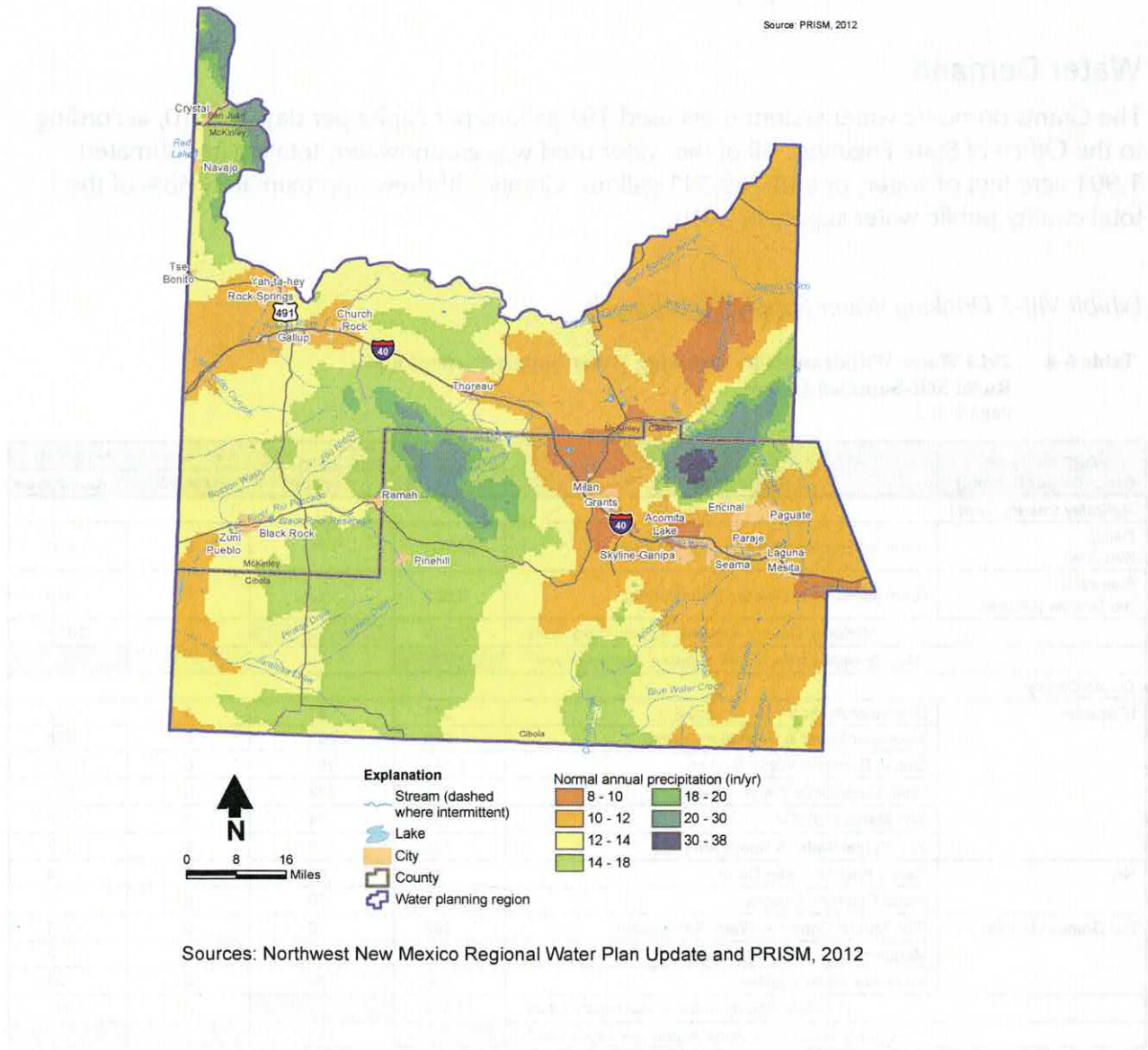
Exhibit VIII-5 Precipitation at the Grants Airport

Grants Airport



Source: Northwest New Mexico Regional Water Plan Update

Exhibit VIII-6 Average Annual Precipitation 1980-2010



Groundwater Quality

The regional water plan reports water contamination potential from organic chemicals derived from solvents and gasoline. The Homestake Uranium Mill Superfund site, decommissioned and demolished from 1993 through 1995, has documented water quality impacts. An October 14, 2016 *Cibola Beacon* news story reported that a letter from Nuclear Regulatory Commission cited the mine for inconsistencies with their correction action plan.

C. Issues and Opportunities

Water Demand

The Grants domestic water system users used 197 gallons per capita per day in 2010, according to the Office of State Engineer. All of the water used was groundwater, totaling an estimated 1,991 acre feet of water, or 648,769,341 gallons. Grants withdrew approximately 68% of the total county public water supply in 2010.

Exhibit VIII-7 Drinking Water Supply Withdrawals

Table 6-4 2010 Water Withdrawals for Drinking Water Supply Systems and Rural Self-Supplied Homes
Page 2 of 3

OSE Declared Groundwater Basin(s) ^a	Water Supplier ^b	Population	Per Capita Use (gpcd)	Withdrawals (acre-feet)	
				Surface Water	Groundwater
McKinley County (cont.)					
Gallup San Juan	Rural self-supplied homes (Lower Colorado)	23,704	70	0	1,859
Bluewater Rio Grande (Middle)	Rural self-supplied homes (Rio Grande)	3,554	70	0	279
<i>McKinley County domestic self-supplied totals</i>		27,259		0	2,137
<i>County-wide domestic self-supplied per capita use^d</i>			70		
Cibola County					
Bluewater	Bluewater Acres Water Association	371	41	0	17
	Bluewater Water & Sanitation District	560	203	0	128
	Grants Domestic Water System	9,043	197	0	1,991
	Milan Community Water System	1,911	292	0	625
	San Mateo MDWCA	192	64	0	14
	San Rafael Water & Sanitation Dist.	886	108	0	107
NA	Candy Kitchen Water Coop	45	83	0	4
	Plano Colorado Estates	43	70	0	3
Rio Grande (Middle)	Bibo Mutual Domestic Water Association	263	70	0	21
	Moquino Water Users Association II	50	54	0	3
	Seboyeta Water System	290	103	0	33
<i>Cibola County public water supply totals</i>		13,654		0	2,947
<i>County-wide public water supply per capita use^d</i>			193		

Source: Longworth et al., 2013, unless otherwise noted.

^a Determined based on NMED Drinking Water Bureau water supply source locations (NMOSE water use database doesn't distinguish groundwater basin).

gpcd = Gallons per capita per day
NA = Information not available

^b Rural self-supplied homes are located in the river basin specified in parentheses.

^d County-wide per capita use, calculated as the total population divided by total withdrawals

Projected Water Demand

The Regional Water Plan projects water demand through 2060 by use sector. Grants water demand is a component of Cibola County's public water supply in the table below. Parsing the regional water demand projections for Cibola County's public water supply, Grants' constant pro-rata share (68% in 2010) for the low projection (similar to the mid-range population projections in the comprehensive plan and considered most likely) would peak at 2,175 AF with a high projection at 2,372 AF in 2060.

Exhibit VIII-8 Projected Water Demand

Table 6-5. Projected Water Demand, 2020 through 2060
Northwest New Mexico Water Planning Region
 Page 1 of 2

Use Sector	Projection	Water Demand (acre-feet) ^a					
		2010 ^b	2020	2030	2040	2050	2060
McKinley County							
Public water supply	High	4,123	4,563	5,049	5,585	6,178	6,833
	Low	4,123	4,271	4,290	4,290 ^c	4,290 ^c	4,290 ^c
Domestic (self-supplied)	High	2,137	2,365	2,617	2,895	3,203	3,542
	Low	2,137	2,214	2,224	2,224 ^c	2,224 ^c	2,224 ^c
Irrigated agriculture	Low/High	975	975	975	975	975	975
Livestock (self-supplied)	High	353	300	318	335	353	353
	Low	353	265	300	318	335	353
Commercial (self-supplied)	High	60	66	73	80	89	98
	Low	60	62	62	62 ^c	62 ^c	62 ^c
Industrial (self-supplied)	High	800	880	968	1,065	1,171	1,288
	Low	800	840	882	926	972	1,021
Mining (self-supplied)	High	2,372	2,609	2,870	3,157	3,473	3,820
	Low	2,372	2,372	2,372	2,372	2,372	2,372
Power (self-supplied)	High	3,415	4,396	4,396	4,396	4,396	4,396
	Low	3,415	3,966	3,966	3,966	3,966	3,966
Reservoir evaporation	Low/High	0	0	0	0	0	0
Cibola County							
Public water supply	High	2,947	3,138	3,257	3,346	3,406	3,504
	Low	2,947	3,042	3,100	3,141	3,168	3,212
Domestic (self-supplied)	High	1,063	1,138	1,197	1,254	1,309	1,361
	Low	1,063	1,101	1,129	1,156	1,181	1,205
Irrigated agriculture	High	5,446	5,446	5,446	5,446	5,446	5,446
	Low	5,446	4,868	5,060	5,060	5,253	5,253
Livestock (self-supplied)	High	206	175	185	196	206	206
	Low	206	155	175	185	196	206
Commercial (self-supplied)	High	45	48	51	53	55	58
	Low	45	47	48	49	50	51
Industrial (self-supplied)	High	2,749	3,023	3,362	3,659	4,025	4,427
	Low	2,749	2,886	3,031	3,182	3,341	3,508

^a Tribes and pueblos in New Mexico are not required to provide water use data to the State. Therefore, tribal water use data are not necessarily reflected in this table.

^b Actual withdrawals (Longworth et al., 2013)

^c Projections set equal to 2030 decade high

City Water Rights and 40-Year Water Plan

The City prepared its current 40-Year Water Plan in 1999. The main purpose of a 40-year water plan in New Mexico is to understand the demand for and beneficial use of the community's water supply, justify its water rights and determine if additional water rights are needed for future growth. The City currently has approximately 2,450.6 acre-feet (AF) of water rights (Source: New Mexico Office of the State Engineer, Water Summary, WR file B00038, 4/26/16).

Interestingly, the city's water demand based on the population projections in the 2017 Regional Water Plan would peak at roughly 2,175 AF for the low projection and at 2,372 AF for the high projection in 2060. The high projection is still lower than the City's water rights quantity of 2,450.6 AF.

The 2007 Comprehensive Plan indicates that Grants considered acquisition of additional water rights a high priority at that time, stating that the City projects that the water rights are sufficient for only another ten years. The prior comprehensive plan also noted that the greenhouse could have a significant impact on this supply once it is up and running. It also cautioned that additional industrial uses could seriously jeopardize the city water supply. The 2008 ICIP listed a project for acquiring water rights for a total of \$7,500,000.

The City is working at the time of writing with hydrologist John Shoemaker to model future water demand. If the analysis of water demand and water rights has changed, then the City's 40-year water plan should be updated.

Dependability of Water Supply

The City may need to seek additional wells at some point in the future. Trends toward a drier future may tend to increase water demand for outdoor landscaping as well as affect the groundwater supply.

Surface and Ground Water Quality Improvements Projects

The Rio San Jose is considered a seriously impacted stream in the vicinity of Grants and directly downstream of Grants. Leaking underground storage tanks contribute to water quality problems. The Regional Water Plan identified 26 sites of varying status in Grants, as shown in the table below.

These leaking underground storage tanks also threaten groundwater quality. The City should implement wellhead protection provisions to ensure that the location of underground tanks and other potentially threatening land uses is far enough away from municipal wells to prevent leakage into the groundwater.

In addition, a groundwater plume of the dry cleaner solvent trichloroethylene, or TCE is located near Jefferson and N. First Street. The Grants Chlorinated Solvents Plume Superfund Site consists of a 20-acre, 100-foot-deep groundwater plume that extends about 1,000 feet from the source. While mitigation was largely completed in 2012, the New Mexico Environment Department has continued to do some work on the site.

Exhibit VIII-9 Leaking Underground Tank Sites

Table 5-12. Leaking Underground Storage Tank Sites in the Northwest New Mexico Water Planning Region
Page 6 of 8

City ^a	Release/Facility Name ^{b,c}	Release ID	Facility ID	Physical Address ^c	Status ^d
McKinley County (cont.)					
Vanderwagen	El Sabino Fina	977	27877	SR 32	Referred to Surface Water Quality Bureau
Yah-Ta-Hay	Perry's Shell	2672	29935	N Hwy 666 State Rd 264 Int	Cleanup, Responsible Party
Zuni	Thriftway 256 R	4049	31102	1189 State Rd 53	Cleanup, Responsible Party
Cibola County					
Grants	11565 Conoco Bulk Plant	4497	52389	San Jose Dr	Pre-Investigation, Confirmed Release
	5688 Auto Clinic, Grants	4432	27086	511 E Santa Fe	Investigation, Responsible Party
	Allsup's #200	1637	26504	616 N 1st St	Cleanup, Responsible Party
	Allsup's 90	518	26528	1012 Roosevelt St	Cleanup, Responsible Party
	Atex 162	2503	28086	1231 E Santa Fe Rd	Aggr Cleanup Completed, Resp Party
	Auto Clinic	826	27086	511 E Santa Fe	Cleanup, Responsible Party
	Bar F 5	337	30721	720 E Santa Fe	Aggr Cleanup Completed, Resp Party
	Cibola Chevron	341	27360	1201 W Santa Fe Ave	Cleanup, State Lead with CAF
	Cibola Chevron 2	4533	27360	1201 W Santa Fe Ave	Cleanup, Responsible Party
	Cibola City Road	1756	27361	320 E High St	Cleanup, Responsible Party
	Delta Tire Corral	2502	27652	833 E Santa Fe Ave	Cleanup, Responsible Party
El Malpais East Santa Fe	2501	53740	Unknown	Pre-Investigation, Suspected Release	
Grants (cont.)	Gils Shell	380	28379	1300 W Santa Fe	Cleanup, State Lead with CAF
	Grants Maverik 139	907	29299	1204 W Santa Fe Ave	Cleanup, State Lead with CAF
	Grants-Redi-Mart	4683	27494	800 E Santa Fe Ave	Pre-Investigation, Confirmed Release
	Grants-Redi-Mart	2896	27494	800 E Santa Fe Ave	Pre-Investigation, Confirmed Release
	Holiday Shell	4070	28575	1512 East Santa Fe Ave	Aggr Cleanup Completed, Resp Party
	Holiday Shell	980	28575	1512 East Santa Fe Ave	Aggr Cleanup Completed, Resp Party
	Milan	3282	53740	Unknown	Cleanup, State Lead with CAF
	Romero's Classic	88	30302	600 E Santa Fe Ave	Cleanup, Responsible Party
	School Maint Yd	24	29008	Reservaton	Referred to US EPA
	Sf Ave/Nimitz	428	30444	Santa Fe Ave and Nimitz	Cleanup, Responsible Party
	Speedys 426	4488	30721	720 E Santa Fe	Pre-Investigation, Confirmed Release
	Texaco Travel Center	1907	31071	1628 W Santa Fe	Investigation, Responsible Party
	Tommy's 66 Station	2317	1925	526 N First St	Cleanup, Responsible Party
	U-Haul	2504	30497	1100 E Santa Fe	Cleanup, Responsible Party
	Vacant Lot/City Park Copper & W Santa Fe	3572	53740	Unknown	Cleanup, Responsible Party

Source: NMED, 2014b, 2016a; NMED et al., 2016

^a Determined according to latitude/longitude information in NMED database. In some cases this information was inconsistent with the facility address, and where such an inconsistency was identified, county and city were instead determined based on the facility address.

^b Sites with No Further Action status (release considered mitigated) are not included. Information regarding such sites can be found on the NMED website (<http://www.nmenv.state.nm.us/ust/lists.html>)

^c Information appears as listed in the NMED database.

^d Pre-Investigation, Suspected Release: Release not confirmed by definition

Pre-Investigation, Confirmed Release: Confirmed release as by definition

Investigation: Ongoing assessment of environmental impact

Cleanup: Physical removal of contamination ongoing

Aggressive Cleanup Completed (Aggr Cleanup Completed): Effective removal of contamination complete

Responsible Party (Resp Party): Owner/Operator responsible for mitigation of release

State Lead: State has assumed responsibility for mitigation of release

CAF: Corrective action fund

The NWNMCOG Regional Water Plan recommends a collaborative Rio San Jose upstream conservation and water quality improvements project in which the City of Grants would be a partner.

Another project identified in the Regional Water Plan calls for restoring the Rio San Jose through salt cedar and sediment removal. Within the city of Grants, water-intensive salt cedar has been removed, which should increase the volume of water entering the Rio San Jose.

Water Conservation

Water conservation is often a cost-effective and easily implementable measure to help balance water supplies with demands. At 197 gallons per capita per day, Grants is already a relatively low water user. This use level may be due in part to the institutional population that has lower water use than household population. Nonetheless, it behooves the City to encourage water conservation to further reduce water demand, and thus likely save on capital projects, extend the life of wells or the need for developing additional water sources, and reduce the need for additional water rights.

D. Goals and Policies

1. Protect the long-range reliability of the City's water supply
 - A. Monitor producing municipal wells to assure that they continue to produce at their historic rates
 - B. Establish a protocol for beginning to develop new wells at reasonable costs if well levels recede
 - C. Develop and implement wellhead protection provisions to ensure that the location of underground tanks and other potentially land uses is far enough away from municipal wells to prevent leakage into the groundwater
2. Develop water conservation measures to further decrease water users' demand in the future
 - A. Develop waterwise landscaping guidelines
 - Encourage local residents and businesses to employ xeric landscaping to minimize water use
 - B. Develop a drought management plan
3. Participate in water quality protection programs
 - A. Participate in a multi-agency regional Rio San Jose Watershed restoration project
 - B. Continue to participate in the salt cedar eradication program
4. Assure that the City has sufficient water rights for the future
 - A. Update the City's 40-Year Water Plan if water rights or water demand have changed significantly since the 1999 40-Year Water Plan

IX. Hazards Mitigation

A. Introduction

Hazards mitigation is defined as “... any action taken to reduce or eliminate the long-term risk to human life and property from natural and man-made hazards” The emphasis on long-term risk distinguishes mitigation from actions geared primarily to emergency preparedness and short-term recovery. Examples of mitigating hazards are reduction of wildfire and flood risk, damage from acts of terrorism, and traffic or railroad accidents. Since some hazards are ongoing, hazards mitigation often focuses on reducing repetitive loss.

B. Hazards Mitigation Planning

Purpose of Hazards Mitigation Planning

- Enhance public awareness and understanding – Help residents of the county to better understand the natural and human-caused hazards that threaten public health, safety and welfare, economic vitality, and the operational capability of important institutions
- Create a decision tool for management – Provide information that managers and leaders of city government and other key institutions and organizations need to take action to address vulnerabilities to future disasters
- Promote compliance with grant and program requirements – Ensure that the City can take full advantage of state and federal grant programs, policies, and regulations that encourage or mandate that local governments develop comprehensive hazard mitigation plans
- Enhance local policies for hazard mitigation capability – Provide the policy basis for mitigation actions that the City should promote to create a more disaster-resistant future

Benefits of Mitigation Planning

- Saves lives and reduces property damage
- Protects critical facilities and services
- Reduces long-term hazard vulnerability
- Contributes to the sustainability of the county
- Fosters the City of Grants as an environmentally sound, economically viable and disaster-resistant area

Federal Requirements for Hazard Mitigation

In 2000, the U.S. Congress passed the Disaster Mitigation Act, which requires local communities to have mitigation plans in place in order to receive federal hazard mitigation grants.

Protection of utilities began at that point. After the terrorist attacks of September 11, 2001, federal requirements for the increased security of some government buildings were added

as protective measures required on the part of communities, even local governments serving small populations. Funds are available to the City to develop a detailed plan and other needed processes and documents.

Examples of Hazard Combinations

Hazard types are not always separate from each other. Several examples are of cause and effect are:

- Flooding — can cause property damage, collapse of steep slopes, and/or flotation of underground storage tanks that might leach fuel into groundwater. Flooding can also cripple vital transportation routes.
- Drought — can make flooding more severe because soils can no longer absorb heavy rains
- Wildland and structural fires — cause not only physical damage, but air pollution from smoke which affects health
- Road accidents — can negatively affect the city's internal transportation access and residents' health and safety because of issues such as hazardous spills
- Winds — can cause power and communication outages

Relationship between Hazard Mitigation Planning and Emergency Preparedness

Hazards mitigation planning establishes sustained actions to reduce or eliminate long-term risk to life and property from hazard events. Emergency preparedness typically involves emergency operation manuals and procedures, and coordination designed to prevent, respond to and recover from a potential hazard. The city of Grants community members have identified potential disasters that are not considered hazards under the definition of this element. However, they could be concerns that the City may wish to consider for emergency preparedness. These concerns are:

- Loss of utility service (natural gas, electricity and potable water)
- Loss of communications (cell phone communication towers, telephone land lines and radio transmitters)
- Hazardous material spills in roadways
This hazard is especially of concern with commercial trucks or trains that may carry hazardous materials that are not properly isolated in case of a fire. For example, a Walmart truck may have pallets of car batteries, chlorine bleach and other household chemicals.

Hazards Planning

Hazard Mitigation Plan

Cibola County completed its Multi-Hazard Mitigation Plan in 2015, which provides a comprehensive resource for risk assessment, hazards mitigation and resource identification. The plan identifies the following natural and human-caused hazards that occur within the boundaries of Cibola County:

- Flood
- Wildfire
- Severe winter storm
- High wind
- Thunderstorms (including lightning and hail)
- Drought

Community Wildfire Protection Plan

Title I of the Healthy Forests Restoration Act (HFRA) authorizes and defines Community Wildfire Protection Plans (CWPPs). Federal and state funding for hazardous fuel reduction projects depends on whether a county or community has a signed and approved a CWPP. The New Mexico Department of Energy and Natural Resources lists CWPPs for Cibola County and the community of Candy Kitchen on their web site, but the plans themselves are unavailable. The state does not list the City of Grants as a “community at risk” for fire. Milan is listed, but the risk is rated low.

Planning and Regulatory Tools

The City of Grants has several regulatory tools available to mitigate the risk posed by hazards. Among these are:

- Floodplain management or basin plan
- Storm water management plan
- Post-disaster recovery plan and ordinance
- Comprehensive plan policies (not regulatory)
- City of Grants and Village of Milan Drainage Master Plan (2011)
- Land use ordinance - zoning, subdivision, floodplain regulations, and development standards
- Building code
- Real estate disclosure

Note: As of 2015: The City of Grants had no emergency management system or designated emergency management coordinator. The Cibola County Emergency Manager covers duties that would be managed by a local position.

C. Hazards Description

The Cibola County Multi-Hazard Mitigation identifies the following risks to the City of Grants and their associated probability:

Exhibit IX-1 Risks to the City and Their Probability

Hazard	Probability in City of Grants
Floods	High
High Winds	High
Thunderstorms	High
Lightning	High
Drought	High
Severe Winter Storms	Medium
Hailstorms	Medium
Wildfire	Low
Expansive Soils	Low
Landslide & Subsidence	Low
Earthquakes	Low
Tornadoes	None
Volcanoes	None
Extreme Heat	None

Flood

Hazard/Problem Description

Floods are among the most frequent and costly natural disasters in terms of human hardship and economic loss. Their cause is usually storm events and sometimes snow melt. Floods can take the lives of humans and livestock, and damage buildings and utilities. Standing water and wet structural materials can become breeding grounds for mold, bacteria and viruses. Floodwaters may contain sewage or decaying animal carcasses, in which case infectious disease becomes a concern.

Types of floods include:

- Perennial rivers and creeks overflow their banks. Large watersheds create the potential for flooding caused by storms miles away from a flood area.
- Arroyos and irrigation ditches flash flood
- Sheet flow in flat areas — wildfires can increase sheet flooding through decreasing the vegetation that absorbs or slows down rainfall and increases runoff.

Flood Planning in the City of Grants

1981: City of Grants joined the National Flood Insurance Program (NFIP)

1981: Adopted original flood control ordinance

1987: Adopted Flood Damage Prevention Ordinance which governs all development and construction in all designated flood zones

2011: Wilson & Co. revised 2010 Drainage Master Plan for Grants and Milan

2012: The City updated its flood damage prevention ordinance regulations and incorporated them into its Land Use Code

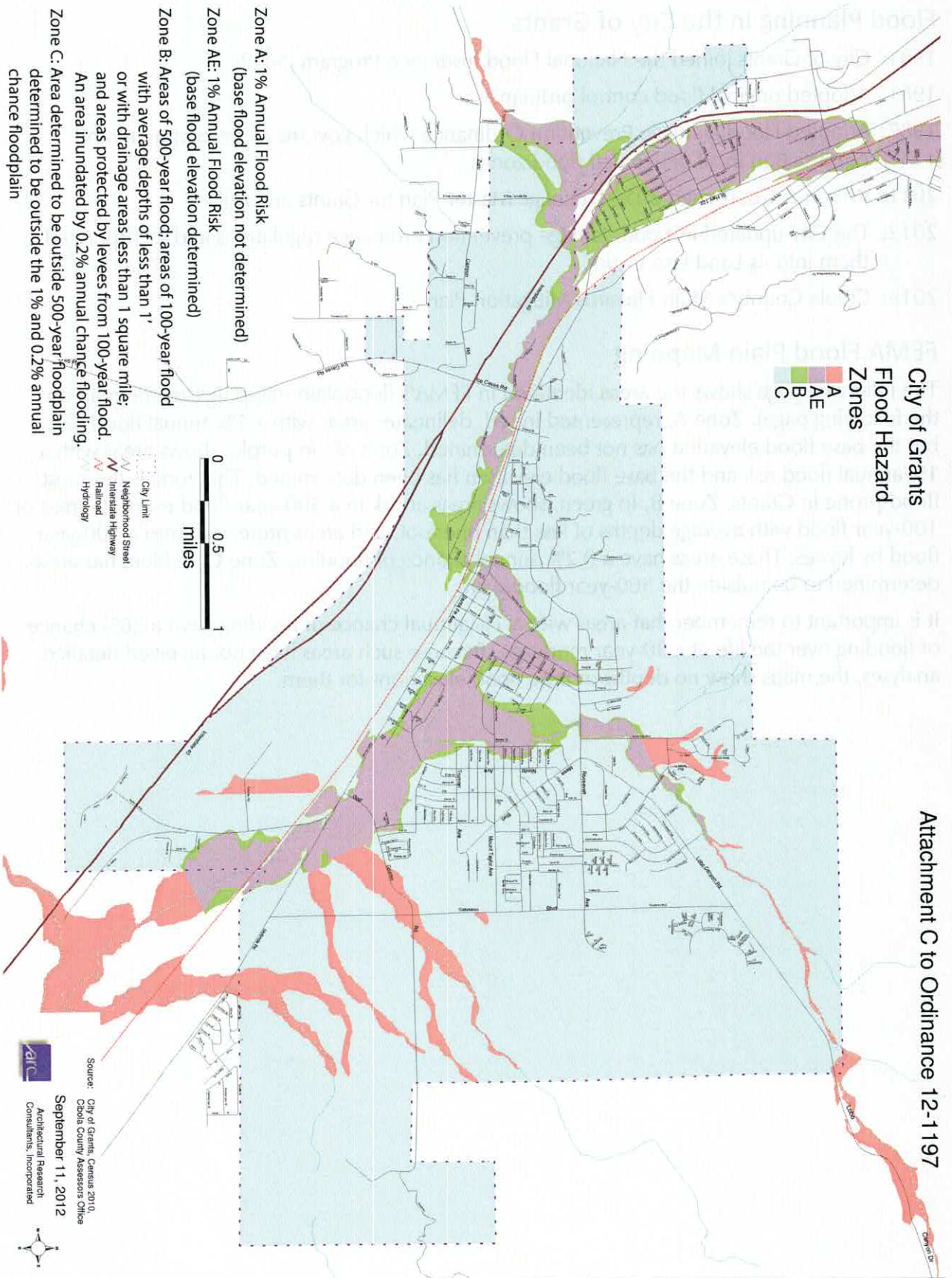
2015: Cibola County's Multi-Hazards Mitigation Plan

FEMA Flood Plain Mapping

The following page shows the areas identified in FEMA's floodplain mapping (see the map on the following page). Zone A, represented in red, delineates areas with a 1% annual flood risk, but the base flood elevation has not been determined. Zone AE, in purple, shows areas with a 1% annual flood risk and the base flood elevation has been determined. This zone is the most flood-prone in Grants. Zone B, in green, shows areas at risk in a 500-year flood event or areas of 100-year flood with average depths of less than one foot, and areas protected from a 100-year flood by levees. These areas have a 0.2% annual chance of flooding. Zone C, in blue, has areas determined to be outside the 500-year floodplain.

It is important to remember that areas with a 1% annual chance of flooding have a 26% chance of flooding over the life of a 30-year mortgage. Because such areas have not received detailed analyses, the maps show no depths or base flood elevations for them.

Exhibit IX-2 Risks to the City and Their Probability

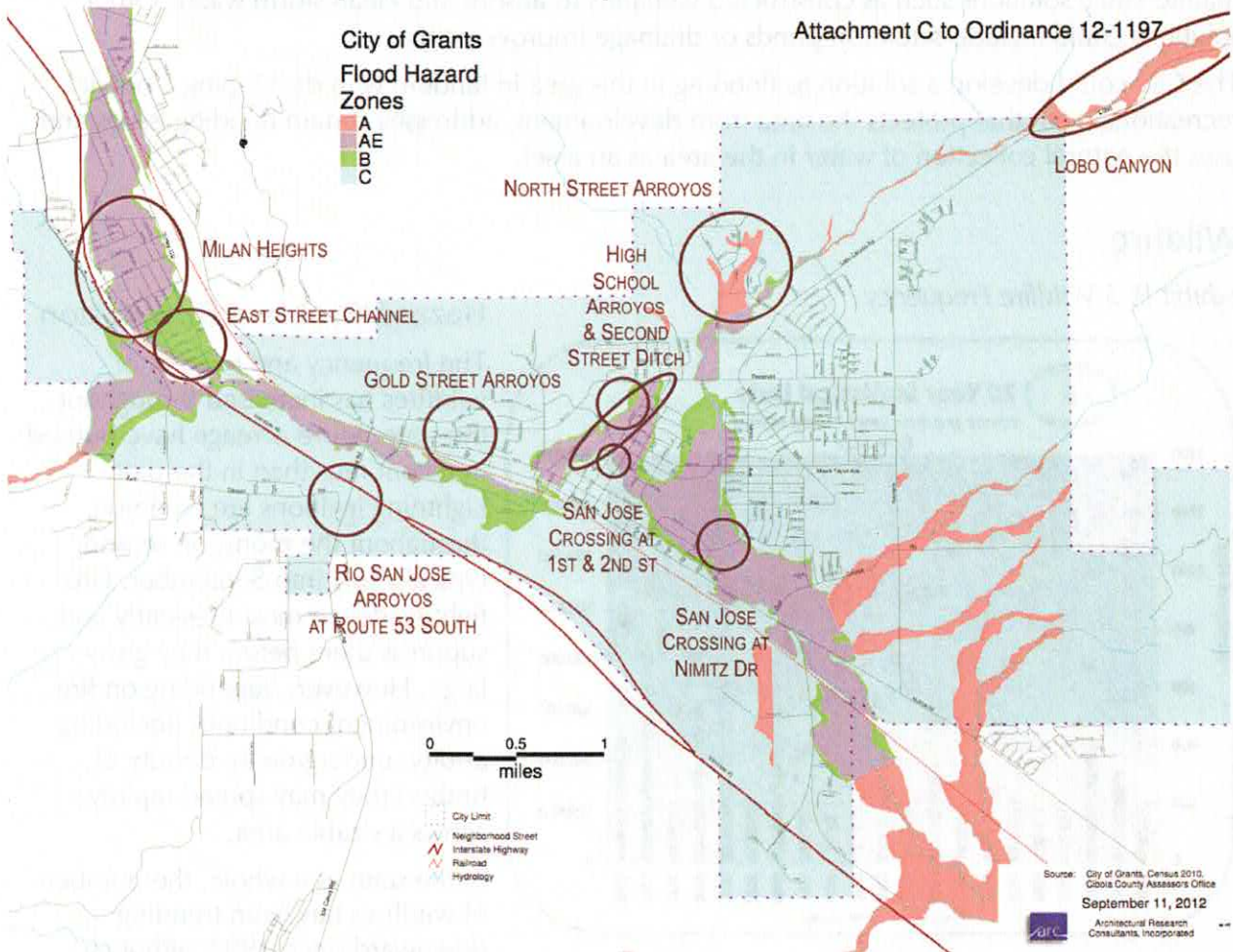


Areas of Concern

The Cibola County Multi-Hazard Plan stated that the 1% floodplain areas mapped by FEMA have proven historically accurate and that flooding, and consequent structure, road and bridge damage have and will affect areas within the low-lying areas along the Rio San Jose Valley. Shallow flooding and pooling have reportedly overwhelmed drainage capacity in relatively flat areas and a U.S. Army Corps of Engineers report from 2012 identified several drainage conditions and design issues in the city. The report recommended solutions, but few flooding projects had been funded by 2015.

The county hazards plan identified several areas of concern for flooding within the City of Grants that ARC has mapped in the exhibit below. Other recent flooding events have occurred at crossings on Roosevelt Avenue and Jefferson/Washington Avenue bridges where flooding was reportedly at least one foot deep, although no property damage occurred.

Exhibit IX-3 Risks to the City and Their Probability



Circled areas highlight previous flooding incidents

Continued drainage improvement in the city and seeking funding for flooding projects will be important to mitigate the risk of flooding. The 5th Street bridge under the railroad tracks connecting south Grants to downtown is frequently impassable due to flooding, limiting access

to two northern routes, at El Morro Road and further north along Uranium Street. Flooding there poses emergency response and evacuation risks, as well as additional danger to motorists who risk inundation by crossing through deep water. The City should conduct a study to develop drainage solutions that mitigate the flooding of the passage.

Perennial flooding of the area north of Santa Fe Avenue around George Hanosh Boulevard leaves standing water for days following an event and may be leaching surface contaminants from historic industrial uses into the aquifer below.

The city may consider natural remediation practices that more frequently use natural, low-maintenance solutions such as constructed wetlands to absorb and clean storm water. Other solutions could include retention ponds or drainage improvements.

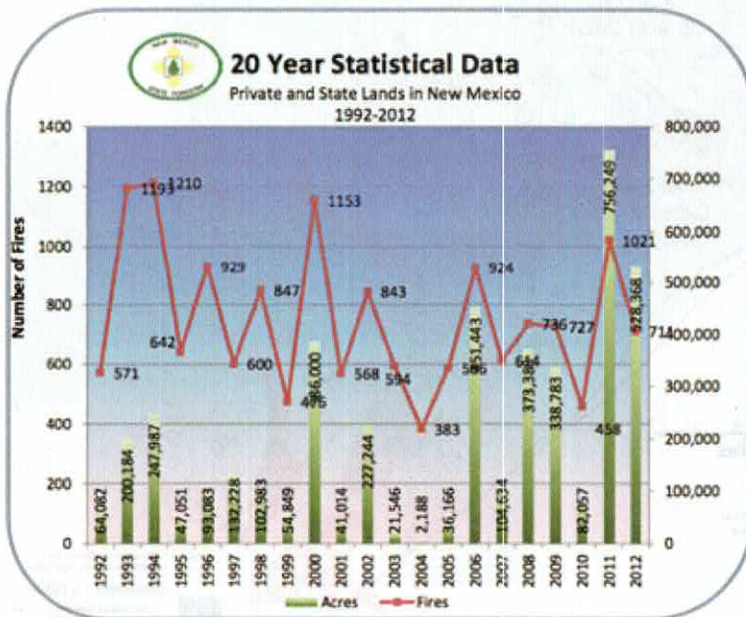
The City could develop a solution to flooding in this area in tandem with developing a public recreational area that protects the area from development, addresses certain flooding issues and uses the natural collection of water in the area as an asset.

Exhibit IX-4 Flood Risks to the City



Wildfire

Exhibit IX-5 Wildfire Frequency



Hazard/Problem Description

The frequency and severity of wildfires has increased throughout the state. More acreage have burned in recent fires than in the past. Lightning ignitions are common throughout the monsoon season, typically July into September. Fire fighters detect most fires early and suppress them before they grow large. However, depending on fire environment conditions (including aridity, undergrowth, density of timber) they may spread rapidly across a sizable area.

In the state as a whole, the number of wildfires has been trending downward since 1992, although

total acreage burned has risen dramatically. Persistent drought along with forest management practices are likely major factors in the trend.

Wildfire Risk in Grants

The County's Hazards Mitigation Plan lists the risk of wildfire as low for the City of Grants. Cibola County has no recorded fire events eligible for Fire Management Assistance Grants. In 2012, the state hazard mitigation plan for Cibola County listed 6 fires burning a total of 7.5 acres.

Severe Storms

Hazard/Problem Description

Significant and hazardous winter weather is defined as a combination of:

1. 5" or more of snow/sleet within a 12-hour period or
7" or more of snow/sleet within a 24-hour period

AND/OR

2. Enough ice accumulation to cause damage to trees or power lines

AND/OR

3. A life-threatening or damaging combination of snow and/or ice accumulation with wind

Severe winter storms can impact residents and livestock, and travel conditions, and cause power outages, fallen trees and collapsed roofs.

Severe thunder storms can produce damaging hail, potentially deadly flash floods, sheet floods,

Exhibit IX-6 County Storm Events since 1960

Cibola County Storm Events, 1960 to 2016						
Hazard Type	Number of Events	Magnitude Range	Property Damage	Crop Damage	Injuries	Fatalities
Cold/Wind Chill	1		\$0	\$0	1	0
Drought	115		\$0	\$0	0	0
Extreme Cold/Wind	4		\$0	\$0	0	0
Flash Flood	23		\$970,000	\$500	0	0
Flood	2		\$750,000	\$0	0	0
Hail	25	0.75" to 1.75"	\$0	\$0	3	0
Heavy Rain	2		\$100,000	\$0	0	0
Heavy Snow	45		\$50,000	\$0	0	0
High Wind	32	40 to 75mph	\$0	\$0	0	0
Strong Wind	1	58mph	\$2,500	\$0	0	0
Thunderstorm Wind	8	59 to 69mph	\$2,000	\$0	0	0
Winter Weather	5		\$0	\$0	0	0

Source: National Centers for Environmental Information Online Database, NOAA

high winds and lightning. Flooding can damage roads and buildings, isolates communities and erode riverbanks. Lightning can kill or injure, start building or wildfires and damage utility infrastructure. High winds can damage utility infrastructure, blow down trees and damage roofs. Hail can cause extensive damage to property and crops.

For the Cibola County, the National Oceanic and Atmospheric Administration listed two heavy rain events and 25 hail events since 1973. Of those, one heavy rain and three hail events were in Grants.

Exhibit IX-7 Storm Events in Grants since 1997

City of Grants Storm Events, 1997 to 2016					
Hazard Type	Number of Events	Magnitude Range	Property Damage	Crop Damage	Injuries & Fatalities
Flash Flood	2		\$250,000	\$0	0
Flood	1		\$500,000	\$0	0
Funnel Cloud	1		\$0	\$0	0
Hail	3	1-1.75"	\$0	\$0	0
Heavy Rain	1		\$100,000	\$0	0
Thunderstorm Wind	2	58 mph	\$0	\$0	0
Source: National Centers for Environmental Information Online Database, NOAA					

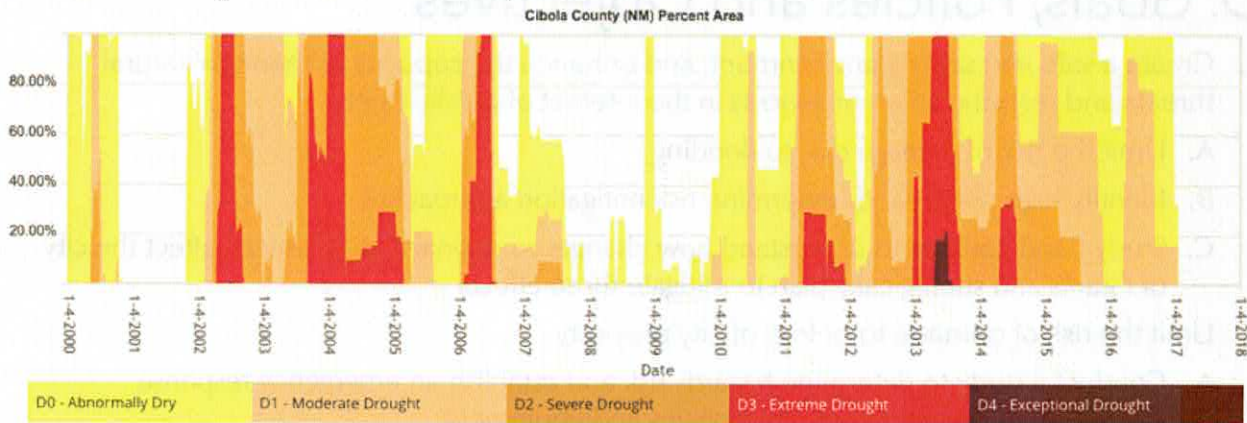
Drought

Hazard/Problem Description

Drought is defined in several ways based on the type of effects it has. Hydrological drought occurs when water reserves in aquifers, lakes, and reservoirs fall below an established average. Meteorological drought is a prolonged period of deficient precipitation which causes a natural shortage of available water. Agricultural drought occurs when there is not enough moisture to support average crop production or grass production on range land. Socioeconomic drought occurs when the water supply is not enough to meet human and environmental needs.

All areas periodically experience drought. During drought, reduced precipitation is usually accompanied by higher temperatures, more wind, more sunshine and low humidity. As a result of climate change, drought that may affect Cibola County is projected to worsen during the century.

Exhibit IX-8 Drought Levels in the County



The U.S. Drought Monitor is produced in partnership between the National Drought Mitigation Center at the University of Nebraska-Lincoln, the United States Department of Agriculture, and the National Oceanic and Atmospheric Administration. Maps courtesy of NDMC-UNL.

Source: **Drought Monitor**



Drought is a persistent issue in the county that will likely worsen in the future. The Cibola County Plan identifies drought as a high risk to occur in the next year and perhaps in the decade to follow. The entire county population is vulnerable to lack of water as caused by drought.

Developing and implementing a water conservation plan and campaign will protect the city water supply and improve the resiliency of the city in the future. Upgrading city water utility infrastructure may save a significant amount of water that could otherwise be lost continuously through leaking pipes or a water main break. Encouraging residents and offering them incentives to use water conservation practices can significantly reduce daily use. Incentives can include refunds for installing low-flow toilets, more efficient washing machines and swamp coolers, or rate cuts for diminished water usage. Often, local utilities also offer their own efficiency incentive programs. Publicizing incentive programs, xeric landscaping ideas and basic water conservation practices is another important element in building a drought-resilient community. The City should evaluate city facilities and water usage practices to improve efficiency, including expanded use of treated effluent to maintain landscaping.

Identifying and developing additional sources of drinking water could ensure future access to water even in times of drought. Preventing and correcting erosion issues, maintaining wetlands where possible and limiting channelizing and waterway lining will hold water on the land and improve aquifer recharge, thereby limiting reduction of groundwater resources.

D. Goals, Policies and Objectives

1. Create a safe and secure environment, and enhance the capacity to manage natural threats and respond to emergencies in the interest of public safety
 - A. Limit the risk of damage due to flooding
 - B. Identify high risk areas to determine risk mitigation approaches
 - C. Study flood patterns to understand how changes to drainage in Milan can affect the city of Grants and strategically plan to mitigate those effects
2. Limit the risk of damage to or loss of city property
 - A. Conduct a study to determine hazards risk and establish an emergency response management procedure for city facilities and equipment
3. Ensure the continued capacity to respond to emergencies and hazards
 - A. Continue to enhance the capacity of the City of Grants Fire Department to respond to emergencies
 - B. Support volunteer fire departments that have mutual aid agreements with Grants
 - C. Coordinate with the Village of Milan and other municipal fire departments
 - D. Maintain a high level of regional response capacity to hazardous material events through joint efforts with Cibola County and other entities
 - E. Support emergency managers in their efforts to safeguard the city
 - F. Support updating the Cibola County Multi-Hazard Mitigation Plan every five years
 - a. Support the implementation of recommendations proposed in plan
 - G. Evaluate the security of city water facilities to determine the need to improve the security of the county's water supply
 - H. Adapt water use, fire preparedness, rangeland use, forest management, and watershed management approaches and policies to meet changing climate projections
4. Address existing flooding issues
 - A. Seek funding to study solutions to flooding issues at 5th Street railroad crossing
 - Develop engineering solutions and initiate projects to solve flooding issues
 - B. Install additional hazard warnings to discourage motorists from crossing through flood waters during flood events
 - C. Mitigate flooding issues along George Hanosh Blvd.
 - Study the potential for both wetland and recreational development incorporating water features to determine the best solution that prioritizes public safety, public good, long-term cost and environmental sustainability
 - Continue to support state and federal projects to mitigate contaminated soils in Grants

- D. Advocate for funding of identified flood mitigation projects as identified by the Army Corps of Engineers and others
- E. Develop mitigation projects to compensate for drainage changes beyond city limits and advocate for funding of those projects
- 5. Limit the risk to city property and residents from high winds, wildfire, and severe storms
 - A. Conduct a study to determine potential risks from high winds and develop a plan for mitigating risks
 - B. Support participation in and update of the Community Wildfire Protection Plan covering the Grants area, and implement resulting recommendations
 - C. Evaluate and ensure local capacity to deliver supplemental food and fuel supplies in times of extended storms, especially to vulnerable populations
 - D. Evaluate and ensure local capacity to host stranded travelers and establish or update protocol for that accommodation
- 6. Promote water conservation to improve resilience to drought
 - A. Establish and promote citizen water conservation goals and guidelines including, incentives for efficiency upgrades
 - B. Evaluate city facilities for water conservation opportunities, including expanding the use of treated effluent to maintain landscaping

- D. Advocate for funding of identified flood mitigation projects as identified by the Army Corps of Engineers and others.
- E. Develop mitigation projects components for financing, including beyond city limits and advocate for funding in those projects.
- 5. Limit flood to city projects and exclude them from high wind, wildfire, and severe storm.
 - A. Conduct a study to determine potential risks from high winds and develop a plan for mitigation risks.
 - B. Support participation in and update of the Community Wildfire Protection Plan covering the Grants area and implement resulting recommendations.
 - C. Evaluate and ensure local capacity to deliver appropriate local fire risk topics in timely extended format, especially to vulnerable populations.
 - D. Evaluate and ensure local capacity to host extended outreach and education updates protocol for risk assessment.
- 6. Promote water conservation.
 - A. Establish and promote efficient water conservation goals and guidelines including incentives for efficient practices.
 - B. Evaluate city facilities for water conservation options, including expanding the use of low-flow toilets to maintain existing.

This page is intentionally blank.

X. Transportation Element

The transportation element is intended to guide improvements to roads and highways, and bicycling and pedestrian facilities, and to strengthen the transportation network.

A. Introduction

The purpose of the transportation element is to guide improvements to the existing 61.6 miles of streets in Grants, and any expansion of the transportation system needed to meet the demands of the existing population and future growth over the next 20 years.

B. Existing Conditions

Highways in the Grants Area

Grants is located along Interstate 40 (I-40), the major east-west highway in central New Mexico. I-40 provides a high speed (75 mph) east-west travel route. Nearby communities located in the I-40 corridor include Milan, Bluewater, Prewitt, Thoreau, and Continental Divide (to the west) and McCartys, San Fidel, Acomita, Laguna, and Mesita (to the east).

Grants has two points of access to I-40, designated as Exits 81, and 85, respectively. Exit 81 (east exit) is located just east of the Grants/Milan boundary, and Exit 85 is located on the far southeast side of Grants (middle exit, with the west exit on the west side of Milan).

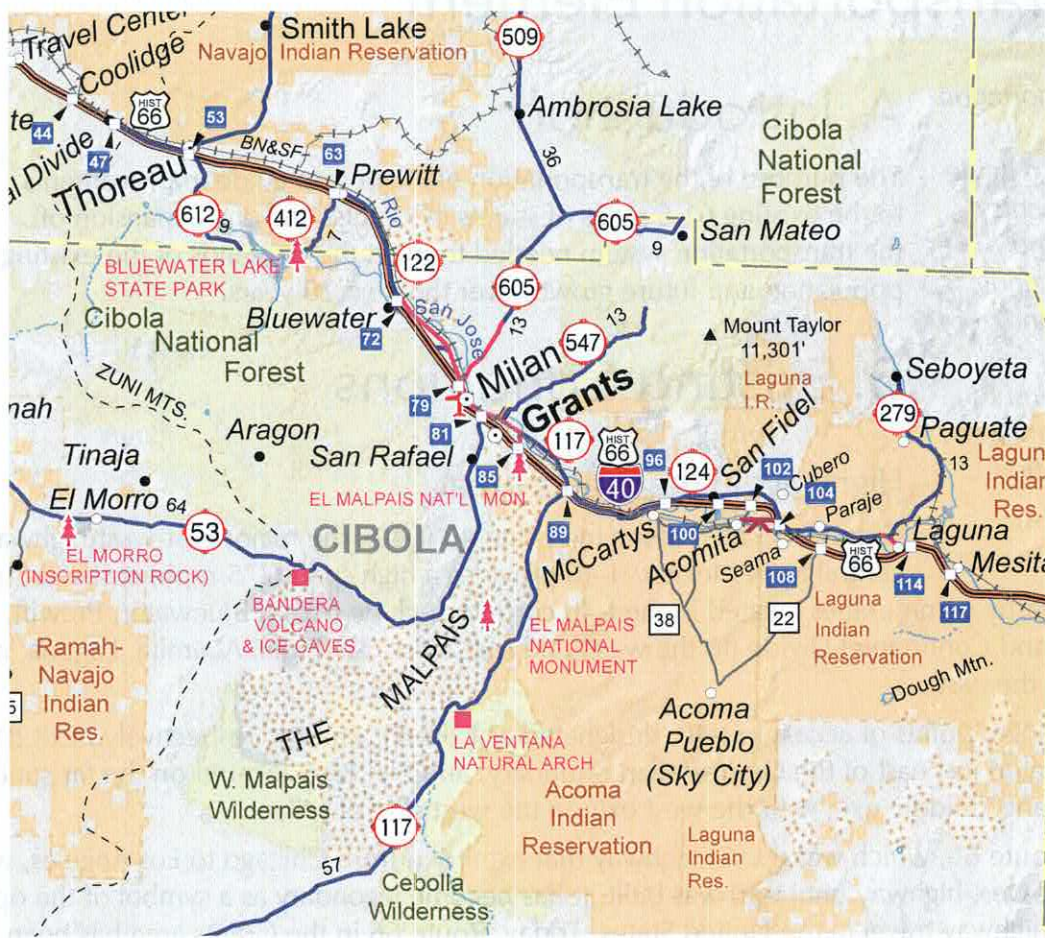
Historic Route 66, which was a U.S. highway that extended from Chicago to Los Angeles, was a major east-west highway until I-40 was built. It has become legendary as a symbol of the open road and highway travel in the United States. Today, Route 66 in the Grants area has been redesignated as state highways 122 and 124. Highways 122 and 124 generally parallel I-40 and continue to serve the local communities and businesses that were by-passed when the freeway was built. Within Grants, Route 122 serves as the main east-west arterial and is known as Santa Fe Avenue. The roadway has two travel lanes in each direction and a high-speed design (few traffic lights, wide lanes, few marked pedestrian crossings).

Other notable roadways in the area include Highways 53, 547, and 605, as well as the Zuni Canyon Road. NM Highway 53 is known as Ice Caves Road in Grants and runs south and west to San Rafael, El Morro, Ramah, and Zuni Pueblo. San Rafael is located about 3.5 miles south of Grants.

NM Highway 547 runs northeast from the center of Grants to Lobo Canyon and Mount Taylor. Within Grants, this roadway serves as a principal business arterial and is configured as Roosevelt Avenue and the one-way couplet at its south end of First and Second Streets.

NM Highway 605 runs northerly from Milan to Broadview Acres, Ambrosia Lake, Hospah, and Cuba, New Mexico. The Zuni Canyon Road runs westerly from a point on Highway 53, just south of Exit 81.

Exhibit X-1 Map of Grants Area



Local Street System

Local streets in Grants are all other streets in the city that are not US or NM highways and are the responsibility of the City. These streets function as collectors as well as residential local streets and experiences less traffic than the highways. Because of the low volume of traffic and fiscal ability of the City to dedicate funding to street improvements, they are in various states of repair.

Forest Service Roads

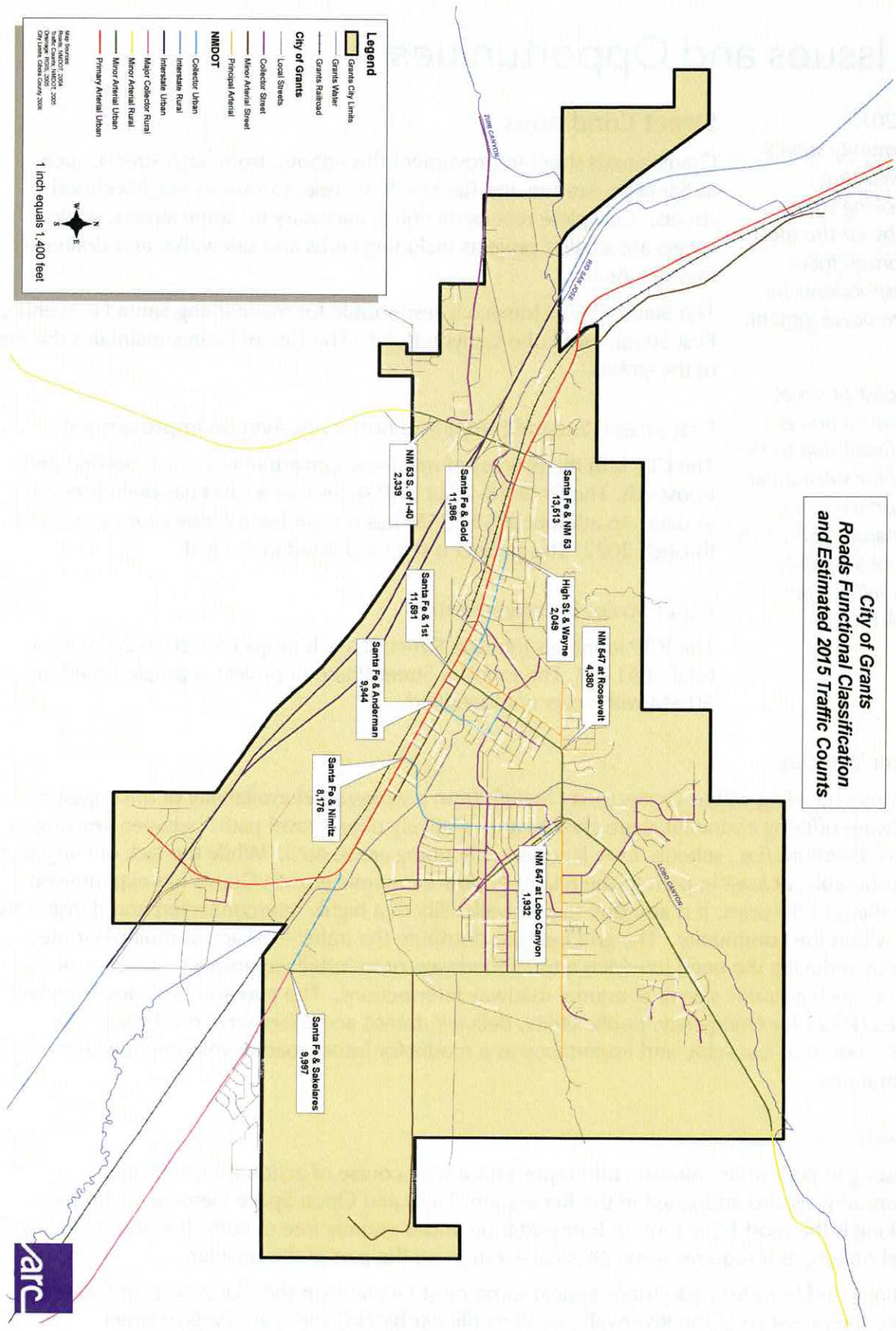
The U.S. Forest Service maintains many roads into the national forest. All of the Forest Service roads are outside the city boundaries, and provide access to various public and private places for the use of local residents and visitors, ranches, and to mining operations.

The following map shows traffic volumes on major streets in Grants. I-40 carries approximately 30,000 average annual daily trips, consisting of approximately 15,000 semi-trucks and 15,000 cars.

BNSF Railroad

The Transcon line runs through Grants and carries a large volume of freight traffic. Amtrak operates daily passenger trains along the railroad line, with no train stops in Grants.

Exhibit X-2 Road Functions and Estimated Traffic Counts



C. Issues and Opportunities

The 2017 community survey showed that improving streets was by far the most important focus to respondents for future development.

The cost of street reconstruction is significant due to the need for substantial subsurface work, estimated by the City at approximately \$0.5 million per block (2017)

Street Conditions

Grants needs street improvement throughout, from large streets, such as Santa Fe Avenue and Roosevelt Avenue, to various neighborhood streets. Complete reconstruction is necessary for some streets, while others are smaller projects including curbs and sidewalks, and drainage improvements.

The State of New Mexico is responsible for maintaining Santa Fe Avenue, First Street, and Lobo Canyon Road. The City of Grants maintains the rest of the streets.

First Street, Second Street and Roosevelt Avenue Improvements

The City is in the process of making improvements to First, Second and Roosevelt. The FY 2018-2022 ICIP states that \$1.8M has been funded to date. An additional \$4.725M has not yet been funded for years 2018 through 2022. This project is the third listed in the ICIP.

Other Street Improvements

The ICIP identifies Johnson Street Phase II project for 2018-2019 for a total of \$1.1M. The Johnson Street Phase III project is programmed for \$0.5M with years not identified.

Motor Vehicles

Motorists traveling within Grants today benefit from a widespread availability of uncongested roadways offering abundant route choices and relatively direct travel paths between key origins and destinations (i.e., schools, civic land uses, shopping areas, etc.). While the lack of congestion is attributable, at least in part, to the relatively slow economic growth Grants has experienced over the past 30 years, it is also due to the availability of a highly interconnected and dense street grid within the community. The grid helps to distribute the traffic load across multiple routes, thereby reducing the need to widen arterial roadways or to install expensive traffic control devices such as traffic signals at arterial roadway intersections. The grid also provides abundant route choices for emergency, public utility, delivery, transit and other service vehicles. For these reasons, it has value and importance as a model for future road development within the community.

Pedestrians

Investing in pedestrian infrastructure represents a wise course of action for the Grants community, as also addressed in the Recreation, Trails and Open Space Element of this plan. Walking is the most basic form of transportation and is entirely free of cost. It is also a healthy travel option, as it requires some physical exertion on the part of the traveler.

Existing conditions for pedestrians appear to be most favorable in the oldest parts of Grants, where the presence of the Riverwalk, small rectilinear blocks, and high levels of street

Respondents to the 2017 Community Survey ranked City sidewalks the most important recreational opportunity that the City should focus on for residents and visitors

interconnectivity generally support circulation by foot. Even there, however, problems exist. First, the sidewalks tend to be narrow or are missing entirely. Second, with some notable exceptions, the few sidewalks that exist tend to be attached directly to curbs rather than separated from the street by planting strips, posing problems for ADA accessibility and proximity to fast-moving vehicles. Third, few sidewalks have amenities such as street trees and furnishings. Finally, many of the businesses along the major streets have surface parking lots between the sidewalks and key building entrances, reducing the sense of welcome for pedestrians and creating conflicts between pedestrians and vehicles.

Streets in the newest parts of Grants pose greater problems for pedestrians. While most are arranged in a grid pattern, block sizes tend to be two or three times larger than in the oldest parts of town, adding to walking distances. Also, cul-de-sacs and loop-back street configurations are common, reducing street interconnectivity and limiting travel choices. Many streets lack sidewalks, or have sidewalks that are too narrow for comfortable use. Amenities that support pedestrians are almost non-existent. In the newest neighborhoods, streets tend to be very long, with few potential travel destinations within reasonable walking distance.

Another concern for pedestrians in Grants is that the most recently developed commercial land uses tend to be highly automobile-oriented. In the area near the Walmart, for instance, virtually no sidewalks are available along major travel routes, including Santa Fe Avenue. Also, they are too far from Grants neighborhoods to be accessible on foot.

Interviews with residents and casual observation of conditions along arterial and local streets in Grants suggest that pedestrians may tend to experience some problems traveling to and from their destinations. Reported or observed problems include:

- Excessive width and high vehicle design speed of most arterial roadways
- Lack of sidewalks along many street segments
- Lack of separation between sidewalks and vehicle travel lanes among many roadways, creating the risk of pedestrian-vehicle collisions and problems with dust, debris, and splash from passing vehicles
- Parking on sidewalks in a few places
- Problems associated with Americans with Disabilities Act compliance (e.g., steep compound slopes at driveway entrances, lack of ADA-compliant curb ramps, etc.)
- Obstacles in sidewalks (e.g., utility poles, fire hydrants, etc.)
- Lack of shade and shelter from inclement weather, including street trees
- Low levels of evening and nighttime illumination
- Site and building designs with little or no accommodation for pedestrians, or with priority for automobiles over pedestrians
- Extreme elevation changes along some travel routes

Fortunately, solutions exist for all of these problems. One approach, applicable to existing developed areas, is to identify key roadways for priority pedestrian travel enhancements. The priorities should be established by considering how to improve conditions for a majority of pedestrians along at least a portion of their walking journeys. For areas of the community that

are not yet built out, new streets should be designed from the outset to correspond with current best practice. Current best practice calls for incorporating planting strips between curbs and sidewalks; placing all utility poles and other obstacles within the planting strips; placing street trees or other shade vegetation in the planting strips; completely eliminating conflicts between driveway ramps and sidewalks; creating pairs of “directional” curb ramps at all street corners; and building sidewalks at least 5’ wide in most places.

In the 2017 community survey, on-street bike lanes came in second for top ranking for desired recreational opportunities for residents and visitors.

Bicyclists

Bicycle circulation is difficult today in Grants, primarily because of the lack of facilities and safe routes to many key travel destinations (e.g., Walmart, NMSU, the high school, etc.). Safety is particularly a problem at locations where local streets cross major arterials or along the major arterials themselves. Children who ride bicycles, in particular, are especially vulnerable.

Opportunities exist to improve conditions for bicyclists by establishing bicycle routes along several local roadways, bicycle lanes along several arterial roadways, and multiuse trails along the Rio San Jose and Lobo Canyon draw.

Bus Transit Service

Greyhound provides intercity bus service in the I-40 corridor. It operates three buses per day between Gallup and Albuquerque, only two of which make stops in Grants.

On-demand transit service is available through the Carrot Express in Grants and Milan, operated by the Cibola Transit Authority (CTA) under a subcontract from Cibola County through the Village of Milan. The operator first attempted fixed route bus transit, but has cut back on service.

If Grants pursues senior housing, then the transit system may need to become more robust. Aspects of the recreational hub concept particularly related to events described in the Economic Development Element, would also support more frequent bus service. In general, residents without access to private automobiles also benefit from transit.

Railroad Service

In west central New Mexico, the east-west transcontinental main line of the BNSF Railway Co. generally runs parallel to I-40. This double-track route is a heavy-duty operation with upwards of 100 freight trains per day passing through Grants. BNSF does not provide freight service in Grants. The closest rail freight service available is in Albuquerque and Belen.

Amtrak’s Chicago-Los Angeles Southwest Chief runs on the BNSF line once per day in each direction. Amtrak stations are located in Gallup and Albuquerque, but not in Grants or Milan.

Airport Service

The closest airport with commercial service is the Gallup Airport, approximately 60 miles away. The Albuquerque International Sunport airport is approximately 78 miles from Grants. Since some visitors and seasonal residents use commercial air service to reach Grants, the City should monitor and oppose any proposed reduction in such services. The Grants-Milan Airport is presently operated as a service to private aircraft.

D. Recommended Transportation Programs and Projects

Street and Site Development Design Standards

The City of Grants, private contractors, and private developers use street design and site development standards that are critically important in determining whether streets and other facilities available for public use address the needs and concerns of all travelers (including private automobiles, service and delivery vehicles, pedestrians and bicyclists). Design standards should encompass not simply the space between the outer edges of motor vehicle travel-ways, but also sidewalks, driveways, street corner curb ramps, parking lots, building entrances, and so forth. They should meet, and ideally exceed, the most up-to-date standards and guidance of the U.S. Access Board for providing accessibility for people with disabilities under the Americans with Disabilities Act.

Recommendation

Conduct a careful and thorough review of the City of Grants' existing street design and site development standards to ensure that they address the needs and concerns of all transportation system users, including pedestrians and bicyclists. Amend existing standards or create new standards, as necessary.

Roadway System

Several major roadways within Grants serve not only as travel corridors, but also as corridors for commercial activity, for potential future development, and important "placemaking" elements for the community. These roadways include Santa Fe Avenue, the First/Second Street couplet, and Roosevelt Avenue. Currently, their design is oriented primarily to moving automobile and truck traffic, with mobility for pedestrians and bicyclists clearly being secondary. In addition, most of the development that has taken place along these roadways over the past 60 years has been oriented to access by car.

Despite their present condition, abundant opportunities exist to enhance travel opportunities, aesthetics, and safety for pedestrians and bicyclists along portions of existing major roadway corridors in Grants. Realizing such opportunities can help enhance the appeal of these roadways both as "Main Street" retail destinations and as potential sites for mixed use, infill development.

Opportunities also exist to create new roadways in the parts of Grants that are likely to see "greenfield" development in the future. Roadways in these areas should be designed explicitly to provide a high level of safety, comfort, convenience, and attractiveness for users of all travel modes, including especially pedestrians and bicyclists.

Roadway design to optimize conditions for pedestrians and bicyclists should be engineered for consistency with best national practices for street layout, multimodal street design, and "context sensitivity." (See www.ite.org/css and www.ite.org/traffic/documents/AHA99B18.pdf for information, guidance, ideas and examples.) Ideally, they should also be coordinated with complementary, pedestrian-oriented redevelopment or revitalization of adjacent land uses (e.g., buildings designed for orientation to the sidewalk, rather than to internal parking lots).

The City should retain the existing grid street system and existing street rights-of-way wherever possible. The existing grid has proven its value to the community over time by providing a congestion relief and reducing time and distance through an abundance of user travel options.

Recommendations

- Santa Fe Avenue, between I-40 and Roberta’s Road: Work cooperatively with the New Mexico Department of Transportation and adjacent landowners to tame traffic; enhance roadway aesthetics; make pedestrian safety improvements (also see “Pedestrian Circulation System” recommendations); incorporate bike lanes in both directions; construct medians and median refuges; construct bus stops (if transit service becomes available); and provide safe, ADA-compliant pedestrian crossings at all existing intersections, both signalized and nonsignalized. Potential goals include enhancing motorist, pedestrian, and bicyclist safety and creating a more attractive gateway to Grants in this important motel and retail district.
- The 2017 Metropolitan Redevelopment Master Plan recommends perpendicular parking and road lane reduction on Santa Fe Avenue in the Downtown.*
- NMDOT District 6 cautions that at times, Santa Fe Avenue must function as an alternate route for interstate traffic when I-40 is closed due to storms or accidents. While an infrequent occurrence, Santa Fe Avenue will need to carry this traffic and will be more congested at those times.*
- Santa Fe Avenue, between Nimitz Drive and Central Avenue: Work cooperatively with the New Mexico Department of Transportation and adjacent landowners to create a true “Main Street” in this area. Design the roadway to tame traffic; improve roadway aesthetics; make pedestrian safety improvements (also see “Pedestrian Circulation System” recommendations); incorporate bike lanes in both directions; construct medians and median refuges; construct bus stops (if transit service becomes available); and provide safe, ADA-compliant pedestrian crossings at all existing intersections (both signalized and nonsignalized). Rezone or amend development regulations for adjacent land parcels to enable and encourage mixed-use, pedestrian-oriented development. Potential goals include enhancing motorist, pedestrian, and bicyclist safety and revitalizing retail and other activity in the area.
 - First Street, between Santa Fe and Roosevelt Avenues: Reconstruct and reconfigure First Street for two-way traffic operation, with medians, on-street parking, wide planting/furnishing strips, and wide sidewalks. Incorporate safe crossings for pedestrians and bicyclists at intervals of at least one crossing every two blocks between Santa Fe Avenue and Roosevelt Avenue. Engineer the roadway to ensure passage of motor vehicles at an 85th percentile speed of no more than 25 mph. Rezone or amend development regulations for adjacent land parcels to enable and encourage mixed-use, pedestrian oriented development.
 - Second Street, between Santa Fe and Roosevelt Avenues: Reconstruct and reconfigure Second Street for two-way traffic operation. Incorporate medians to ensure right-in/right-out access only at Washington Avenue. Incorporate bicycle lanes in both directions and safe crossings for pedestrians and bicyclists at intervals of at least one crossing every two blocks between Santa Fe Avenue and Roosevelt Avenue. Engineer the roadway to ensure passage of motor vehicles at an 85th percentile speed of no more than 25 mph.

Exhibit X-3 Pedestrian Trails Map

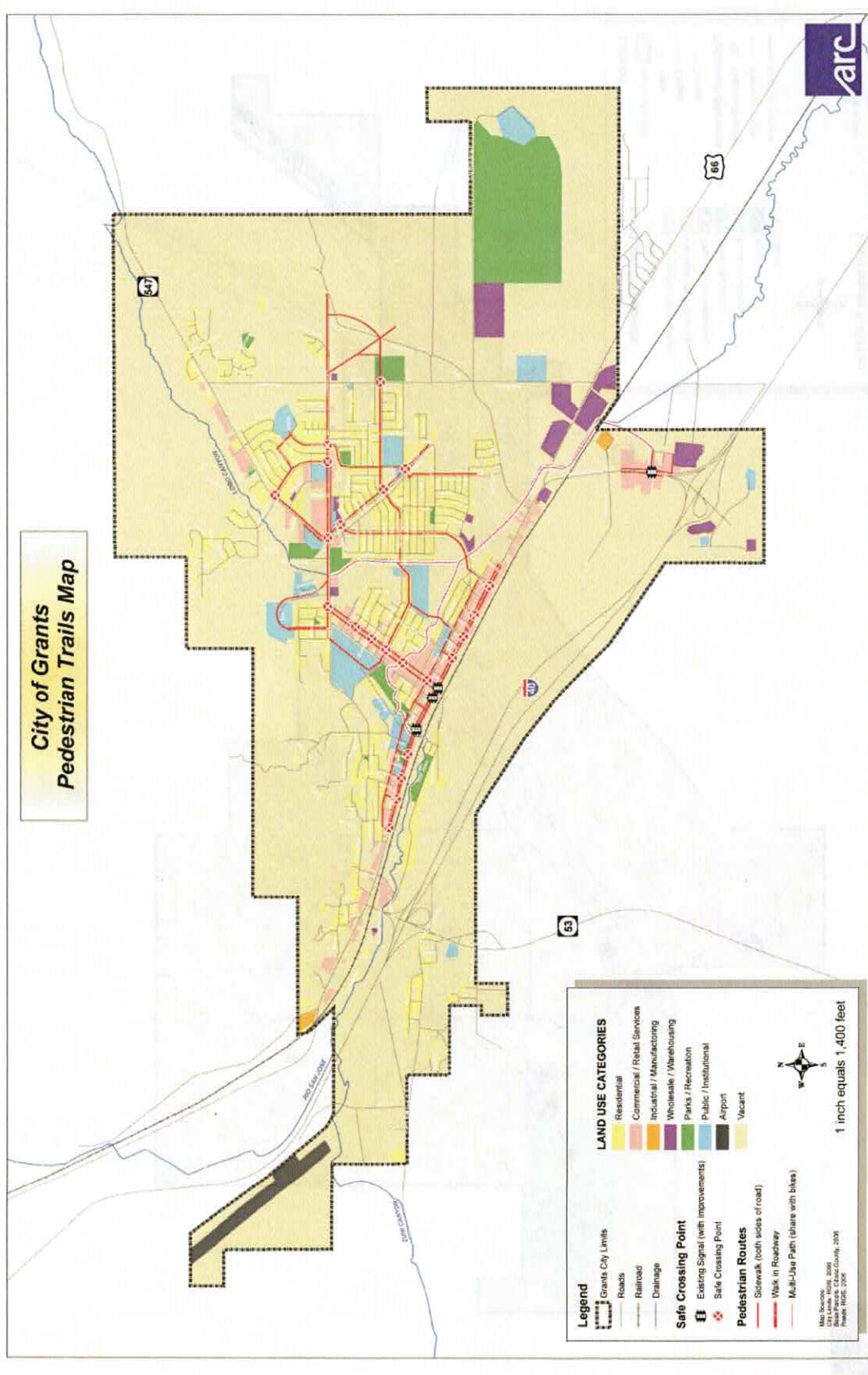
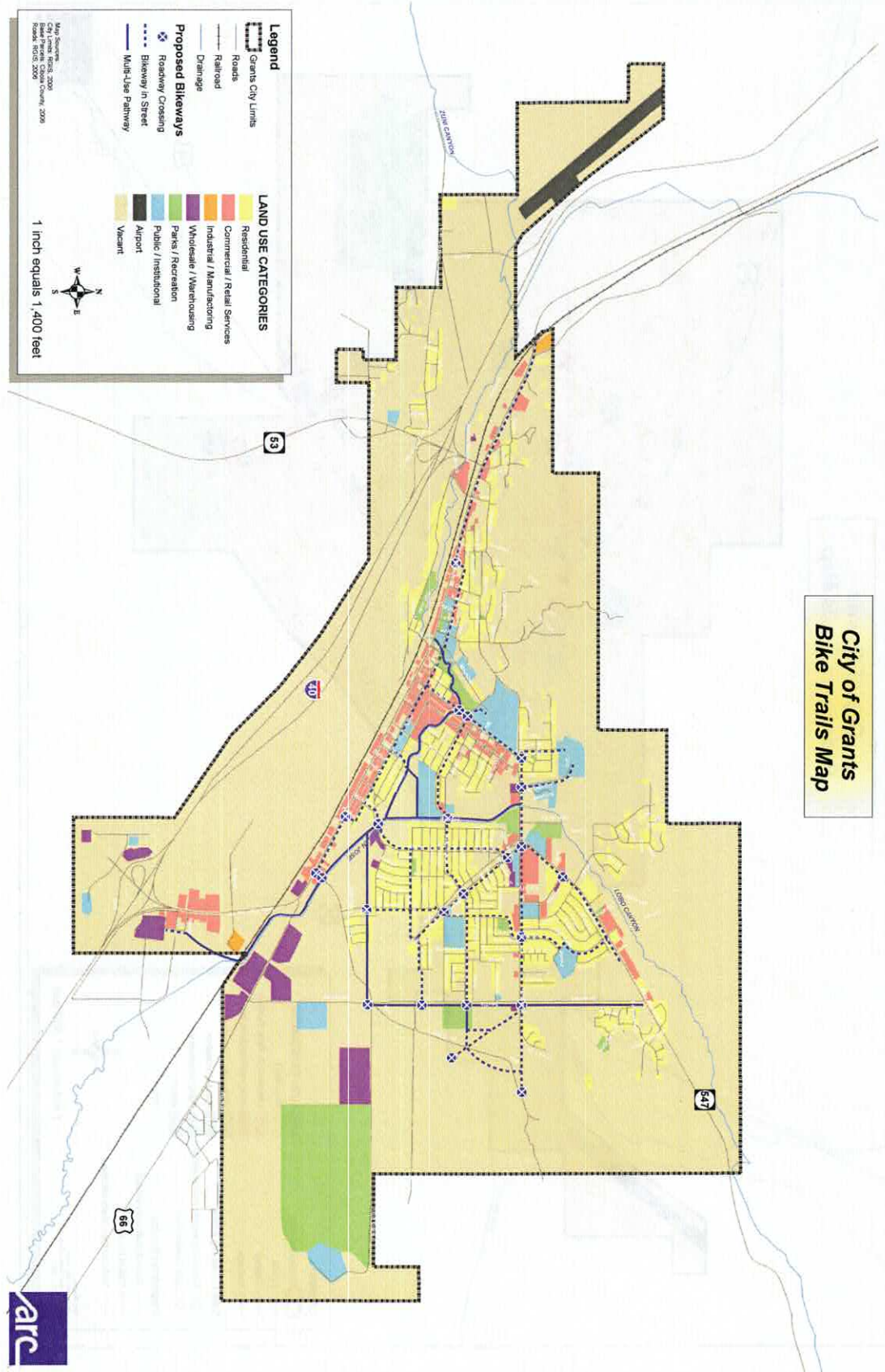


Exhibit X-4 Proposed Bike Trails Map



- Washington Avenue, between Second and Mountain: Maintain Washington Avenue between Second Street and Mountain Road as a publicly accessible roadway (especially by public transit and emergency vehicles), though perhaps narrowed and traffic-calmed to discourage excessive use. Address school traffic by building a median along Second Street to ensure right-in/right-out access only.
- New street development east of Sakelares Boulevard: Lay out streets in this and other newly developing residential and community-commercial areas of Grants in a grid pattern (with some radial elements) to ensure that:
 - Users of all travel modes have abundant route choices
 - No one street bears a disproportionately large traffic burden
 - Travel routes for all modes are as direct as possible

Planners recommend that the City design future streets in a grid, consistent with best national practice for pedestrian and bicycle-oriented street design in residential areas.

Pedestrian Circulation System

Selective, strategic investment in programs and physical improvements along existing roadways connecting key travel destinations and providing access to stops along the community's planned public transit system can greatly enhance the pedestrian circulation system and opportunities for walking in Grants.

Recommendations:

- Safe Routes to Schools Program: Continue development of the Safe Routes to Schools Program in Grants and seek funding through the New Mexico Department of Transportation and other sources. Focus the program on teaching safe walking and bicycling skills to children and encouraging parents to walk or bike with their kids to school.
- Prescription Trails Program: Establish this program in cooperation with local health providers. Identify appropriate walking itineraries to "prescribe" to individuals who need or seek to add low-impact exercise to their daily lifestyles. Make selective improvements along prescribed walking routes to facilitate or enable their use.
- Santa Fe Avenue, between Nimitz Drive and Central Avenue: Redesign and rebuild sidewalks along both sides of the roadway, incorporating generous planting strips between sidewalks and curbs. Make other improvements to ensure a consistent, high-quality, barrier-free walk experience along the entire length of the roadway. Incorporate pedestrian count-down signals, directional curb ramps, and textured crosswalks at all signalized intersections. Incorporate directional curb ramps and bulb-outs at all minor roadway intersections. Where signalized intersections do not provide safe crossing opportunities, incorporate medians and median refuges for pedestrians at approximately 500 to 750 foot intervals. Create direct walkway connections between sidewalks along Santa Fe Avenue and the front entrances of adjacent land uses. Construct bus stops.
- Santa Fe Avenue, between I-40 and Roberta's Road: Incorporate sidewalks along both sides of the roadway, separated from the edge of the pavement by generous planting strips. Incorporate pedestrian count-down signals, directional curb ramps, and textured crosswalks at the intersection of Santa Fe Avenue and Naomi Drive. Incorporate directional curb ramps

at all minor roadway intersections. Incorporate medians and median refuges for pedestrians at approximately 500 ft. to 750 ft. intervals to the north and south of Naomi Drive. Create direct walkway connections between the sidewalks along Santa Fe Avenue and the front entrances of adjacent land uses. Construct bus stops.

- Naomi Drive and Vicky Drive (Walmart Area): Construct sidewalks along both sides of each roadway. Construct directional curb ramps and textured crosswalks at all intersections.
- First Street, between Santa Fe and Roosevelt Avenues: See Roadway System recommendations.
- Roosevelt Avenue, between Third Street and Sakelares Boulevard: Construct sidewalks along both sides of the roadway, separated from the curbs by generous planting strips. Construct directional curb ramps at all intersections. Install countdown pedestrian signals and textured crosswalks at signalized intersections.
- Washington Avenue, between Second Street and Sakelares Boulevard: Rebuild sidewalks where they currently exist. Construct new sidewalks where sidewalks are currently missing. Acquire rights-of-way or easements, if possible, to create planting strips between the sidewalks and the roadway. Construct directional curb ramps at all street corners. Develop strategies and detailed designs for improving pedestrian crosswalk safety at First Street, Nimitz Drive, Mesa Boulevard, and Sakelares Boulevard. Create “neck downs” along the roadway at other locations to calm traffic, improve pedestrian visibility, and shorten street crossing distances.
- Nimitz Drive, between Santa Fe Avenue and Mesa Boulevard: Rebuild sidewalks where they currently exist, maintaining the existing setback wherever possible. Construct new sidewalks where sidewalks are currently missing. Acquire right-of-way or easements, if possible, to create planting strips between the sidewalks and the roadway where these do not currently exist. Construct directional curb ramps at all street corners. Develop strategies and detailed designs for improving pedestrian crosswalk safety at Santa Fe Avenue, High Avenue, Washington Avenue, and Mesa Boulevard. Create “neck downs” along the roadway at other locations to calm traffic, improve pedestrian visibility, and shorten street crossing distances.
- Mesa Boulevard, between Mount Taylor Drive and Roosevelt Avenue: Create multiuse pathway along center median. Enhance crosswalk safety where roadways intersect the median. Extend the walkway to and across Roosevelt Avenue, with special attention to enhancing pedestrian safety at the Roosevelt intersection.
- Elm / Encino / Jemez / Del Norte, from Washington Avenue to Lobo Canyon Road: Designate this route as a “safe route to school.” Provide enhancements to address pedestrian safety concerns, including “neck downs” to slow traffic. Provide sidewalks where possible. Devote special attention to enhancing pedestrian safety at the Roosevelt Avenue crosswalk.
- University Street: Obtain easement from Bureau of Land Management to ensure construction of a detached sidewalk along at least one edge of the roadway from Roosevelt Avenue to the NMSU campus.

Bikeway System

The recommendations for bicycles create a grid of bikeways in Grants with a route spacing of between 2,000 to 2,500 feet in each direction. The recommended system includes a

combination of in-street bicycle routes, in-street bicycle lanes, and multiuse trails. Their design should be consistent with the American Association of State Highway and Transportation Officials (AASHTO) Guide for the Development of Bicycle Facilities, Third Edition (or later).

Recommendations:

- **Bicycle Routes:** Designate the following roadways as bicycle routes:
 - Washington Avenue, between Mountain Road and Sakelares Boulevard
 - Truman Avenue, from Nimitz Drive to Mesa Boulevard
 - High Avenue, from Nimitz Drive to Central Avenue
 - Cordova Avenue, from Lobo Canyon Road to Roosevelt Avenue
 - Third Street, between Roosevelt Avenue and the NMSU campus
 - University Street, between Roosevelt Avenue and the NMSU campus
 - Elm / Encino / Jemez / Del Norte, from Washington Avenue to Lobo Canyon Road
 - Nimitz Drive, from Santa Fe Avenue to Mesa Boulevard
- **Bicycle Lanes:** Incorporate (or formalize) bicycle lanes in each direction along the following roadways:
 - Santa Fe Avenue, between I-40 and Roberta's Road
 - Santa Fe Avenue, between Nimitz Drive and the Milan boundary
 - Lobo Canyon Road, from Roosevelt Road to Sakelares Boulevard
 - Roosevelt Avenue, from Third Street to Sakelares Boulevard
 - Second Street, from Roosevelt Avenue to Santa Fe Avenue
- **Multiuse Paths:** Develop multiuse paths and supportive infrastructure in/at the following corridors and locations:
 - South bank of Rio San Jose levee, from east end of existing Riverwalk east all the way to Walmart area (the exact terminal of the trail to be determined, with passage under the railroad at the existing bridge location)
 - Along Lobo Canyon Draw, from an intersection with the Rio San Jose levee trail north to at least Roosevelt Avenue
 - Along George Hanosh Boulevard, between the Rio San Jose levee trail and Sakelares Boulevard
 - Along Sakaleres Boulevard, from George Hanosh Boulevard to Lobo Canyon Road
 - Along Mesa Drive, in combination with park improvements and the incorporation of a cross-country running path and safety enhancements at street intersections
 - New bridge to replace existing structure connecting south side of Rio San Jose levee to Elementary School and Future Foundations
 - Roadway safety crossing enhancements at appropriate locations

E. Goals and Policies

1. Maintain existing streets in the city
 - A. Continue regular city improvements of city streets
 - B. Follow a phased approach to paving new streets according to priorities based on need and where joint project opportunities exist
 - C. Accept dedicated streets from developers only when they meet city standards
 - D. Improve landscape and drainage as part of projects for new street building and major street repair, as appropriate
 - E. Replace street signs where needed and maintain them. Prosecute vandalism of street signs.
2. Promote long-term enhancement and continued maintenance of Santa Fe Avenue, NM Highway 122, which serves the residents of the city and motorists traveling to and through the community
 - A. Lower the speed limit and explore other methods of making Santa Fe Avenue more pedestrian-friendly
 - B. Participate in the New Mexico Department of Transportation planning processes regarding the avenue to assure that City concerns are addressed
 - C. Support the Metropolitan Redevelopment Area Master Plan, the Mainstreet program and its efforts at beautification of the street
3. Promote walking and bicycling in the community for both transportation and recreation
 - A. Keep Grants highly walkable, with regular evaluations of walkability and improvements as necessary
 - B. Design Santa Fe Avenue as a pedestrian-oriented street and find a suitable location for parking for the Downtown core area
 - C. Develop trails, both pedestrian and bicycle, to link the various areas and public facilities in the city
 - D. Partner with other organizations and the Future Foundations Family Center in its efforts to create trails for recreation and health of area residents
 - E. Identify bicycle routes that should be improved through Federal Highway Administration enhancement funds
 - F. Create a bikepath/walkway over the railroad overpass from the hotels on the eastern edge of the City into Grants

4. Establish a program to provide sidewalks throughout the city that are contiguous and ADA accessible
5. Work with state and federal governments on future changes to I-40
 - A. Consider reducing the speed limit on I-40 for safety reasons and/or creating a safety corridor in the Grants/Milan area
 - B. Work with the State and local ranchers along I-40 to reduce overgrazing and resultant soil erosion in order to prevent blowing dust, which is a safety hazard for drivers
 - C. Support efforts to link I-40 with I-25 by enhancing Highways 117 and 60 to create a bypass
6. Expand the capacity of the Grants-Milan Municipal Airport to increase both the number of people and amount of commerce coming into and out of the area
 - A. Increase runway capacity by adding new runways, and lighting the existing runways
 - B. Design and promote airport growth in Grants as an alternative to Albuquerque Sunport in order to handle overflow or diverted air traffic
 - C. Enhance airport facilities to allow fire suppression services to be based or located there
 - D. Increase hangar capacity and the airport's ability to support commerce in the area
 - E. Develop the capacity to interact with the casinos and recreation opportunities in the area
 - F. Work to develop better access to the Grants-Milan Municipal Airport. Improve signage directing people to the airport and conduct a study of access alternatives into the airport, including an off-ramp at the bridge area and I-40 into the airport.

This page is intentionally blank.

XI. Housing Element

A. Introduction

The housing element provides analysis of housing needs, and goals, objectives and policies for coordinated actions of the city and the various private and nonprofit parties that provide housing in the community

The purpose of the housing element is to identify existing and projected future housing needs in the city of Grants. The housing element establishes long-range priorities, goals and policies both to guide city efforts and to assist in coordination of various private and nonprofit entities engaged in providing housing in the community. The housing element provides guidance to meet demands for new housing and improving housing quality.

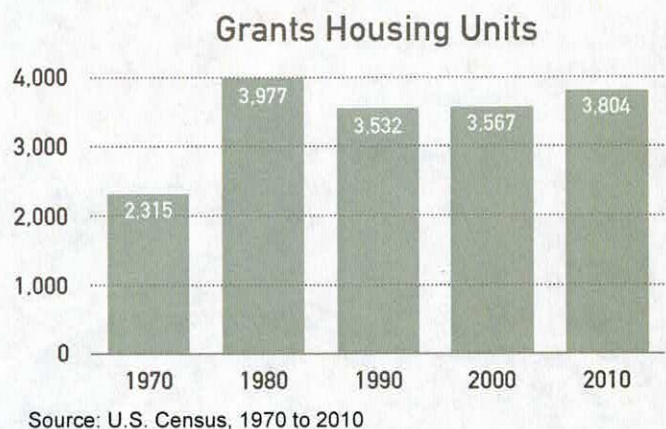
B. Existing Conditions

Housing Characteristics

Housing Units

The number of housing units in Grants grew dramatically from 1970 to 1980 from 2,315 to 3,977, but growth fell after then, remaining at about 3,500, then rising slowly to 3,804 in 2010, according to U.S. Census counts. The U.S. Census American Community Survey (ACS) for 2011 to 2015 estimates the number of housing units in Grants returned to nearly the level of 1990 to 2000 at 3,479. Taken together, these numbers provide convincing evidence that the number of housing units in the city of Grants has remained flat for the last three decades.

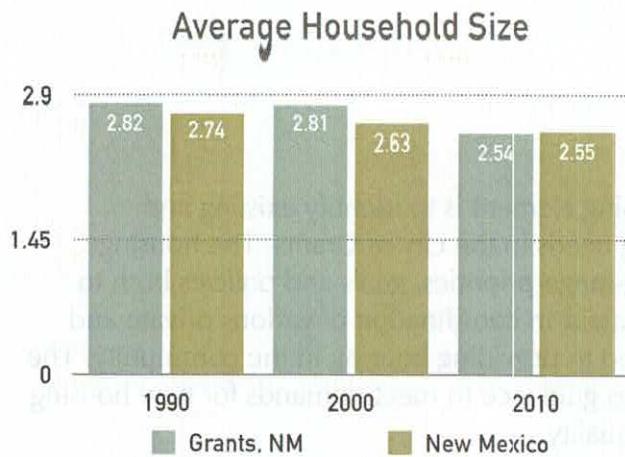
Exhibit XI-1 Grants Housing Units



Average Household Size

According to U.S. Census counts in 1990 and 2000, household size in Grants was slightly larger than in the state as a whole, but by 2010, the two were nearly identical at 2.54 (Grants) and 2.55 (NM). Household size in Cibola County in 2010 was larger than both at 2.79. Like the state, average household size in the city of Grants has fallen steadily, from 2.82 in 1990 to 2.54 in 2010. The lower the average household size, the more housing units are needed for the same number of people. For example, housing a population of 9,000 at the 2010 average household size in Grants would require about 350 more housing units than to house a population of 9,000 at the 1990 Grants average household size.

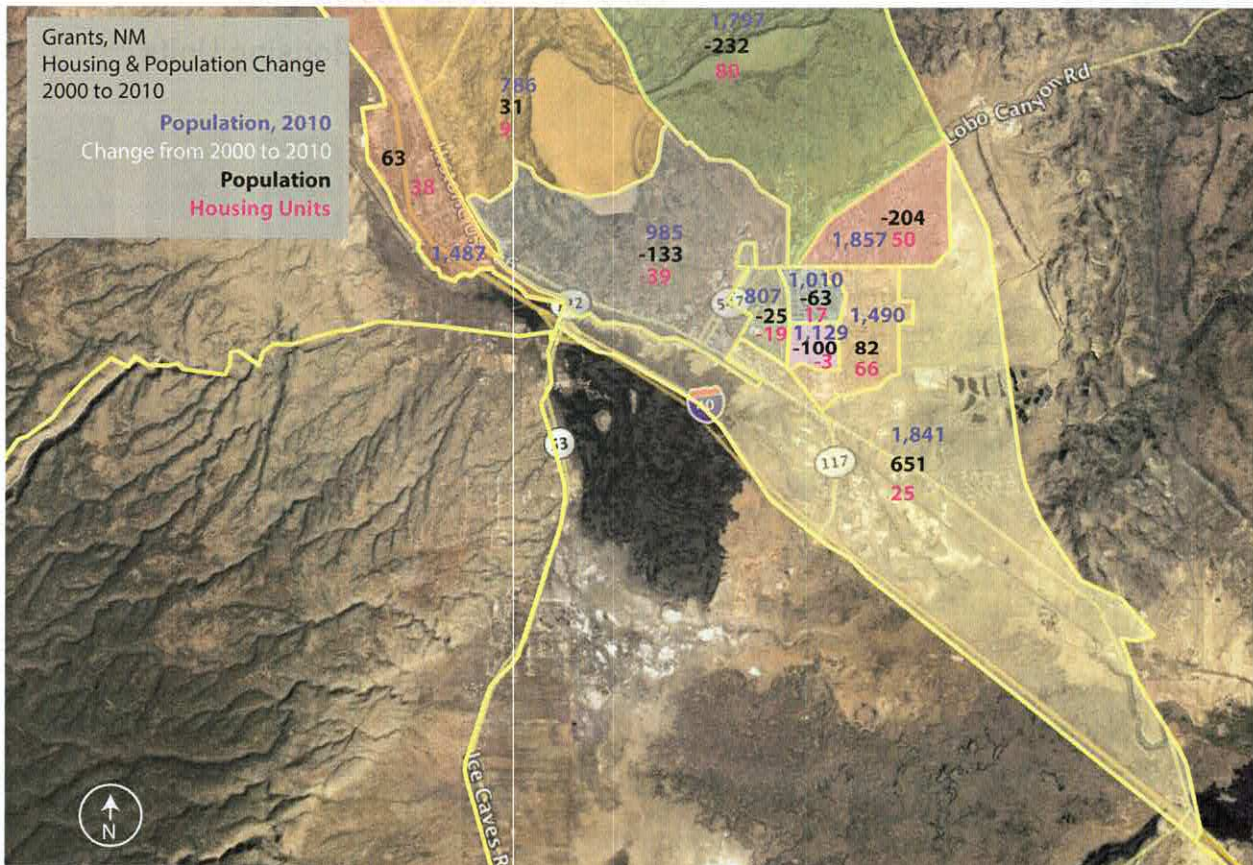
Exhibit XI-2 Average Household Size



Source: U.S. Census, 1990 to 2010

Comparing U.S. Census counts for population and housing units from 2000 and 2010 by area can indicate area growth or contraction. Population decreased by between 25 and 232 people in central and north Grants. While north Grants had the largest population declines of between 204 and 232, the number of housing units grew by between 50 and 80. This increase may indicate shrinking household size or vacant housing. The amount of housing units and population grew in areas to the southeast and northwest of central Grants. Growth was more limited in northwest Grants and more significant in the southeastern area. The population grew by 651 in southeast Grants, while housing units increased by only 25, which could indicate an increase in average household size there. In 2013, the U.S. Census ACS estimated that household size in southeast Grants was significantly higher than in the rest of Grants at 3.98 persons per housing unit, compared to an average for Grants of 2.54.

Exhibit XI-3 Change in Housing and Population



Source: U.S. Census 2000 and 2010

Vacancy Rate

Housing vacancy in Grants grew slightly from 11.7% in 2000 to 12.5% in 2010, according to U.S. Census counts. In 2015, the U.S. Census ACS estimated that overall housing vacancy in the city fell slightly to 11.2% and was significantly lower than the state average of 16%.

The Grants community identified vacant and abandoned homes and buildings as an ongoing issue. Of the 388 homes that ACS estimated as vacant in Grants in 2015, it identified 189, or

49% as “other vacant,” as opposed to seasonal or temporarily vacant such as homes awaiting occupation by tenants or owners. The category “other vacant” generally represents the number of long-term vacant or abandoned homes. For contrast, in the same year, ACS estimates categorized 35% of vacant homes in the state as a whole as “other vacant.” In 2010, U.S. Census counts, which tend to be more accurate than ACS estimates, reported 477 vacant homes in Grants, of which 137, or about 50 fewer than the 2015 estimate, were “other vacant.”

Exhibit XI-4 Grants Housing Vacancy Status

Grants, NM: Housing Units	2000		2010		2015	
	Total	% of Total Housing	Total	% of Total Housing	Estimate	% of Total Housing
Total Housing	3,626	100%	3,804	100%	3,479	100%
<i>Total Vacant</i>	424	11.7%	477	12.5%	388	11.2%
For Rent	155	4.3%	283	7.4%	67	1.9%
For Sale Only	48	1.3%	28	0.7%	42	1.2%
Sold, unoccupied	19	0.5%	5	0.1%	50	1.4%
Seasonal	36	1.0%	20	0.5%	40	1.1%
For migrant workers	1	0.0%	0	0.0%	0	0.0%
Other Vacant	165	4.6%	137	3.6%	189	5.4%

Source: U.S. Census, 1990 to 2010, ACS Estimate, 2009 to 2015

Age of Structure

In 2015, ACS estimated the median year when structures in Grants were built to be 1973, slightly older than averages for the U.S. (1976) or New Mexico (1981). The estimated years of construction for occupied housing in Grants were: before 1979, a full 68%; between 1980 to 1999, 22%; and after 2000, just over 10%. Estimated years for home construction in New Mexico are: before 1979, 46%; and after 2000, 18%. Older homes tend to have higher maintenance and heating costs.

Exhibit XI-5 Age of Structure

Grants, NM: Age of Structure	Grants, NM % of Total Housing	New Mexico % of Total Housing
2014 or later	0.0%	0.1
2010 to 2013	0.0%	1.5%
2000 to 2009	10.11%	16.9%
1980 to 1999	22.2%	34.7%
1960 to 1979	42.5%	28.2%
1940 to 1959	23.7%	14.1%
1939 or earlier	1.6%	4.4%

Source: U.S. Census, ACS Estimate, 2009 to 2015

Home Value

The ACS estimate for median value of homes in Grants in 2015 was \$105,400, about \$55,000 lower than the median home value in the state, at \$160,300. In the state as a whole, 13% of homes are valued at below \$50,000, compared to just below 15% in Grants. The major difference for Grants is its relatively high percentage of homes valued at between \$80,000 and \$125,000, or 31.2%, compared to 16.3% in the state as a whole. Alternately, the state has a majority, 62%, of homes valued above \$125,000, compared to 39% in Grants.

Home Sales

The web site Zillow.com listed 37 homes and properties sold in Grants in 2016. Of 133 homes and properties listed in Grants in March, 2017, the median price was \$114,750. These data reflect the asking price, rather than the sale price.

The web site Trulia.com reported in March, 2017:

Living in Grants comes at a cost of \$117,394. Home prices here marginally dropped 5 percent this year. During the same period, [the] number of homes for sale increased slightly year-over-year by 1.3 percent, from 76 to 77 listings.

The site listed 126 homes and properties for sale in Grants. The similar numbers and average home values between the two sites suggest reliability of these sources.

Trulia.com reported a steady rise in median list price for homes and properties in Grants from a low of \$99,900 at the end of 2015 to a high of \$132,000 in August of 2016, but a decrease to \$114,000 in February, 2017.

Rental Costs

New Mexico July 2016 Apartment Survey

The University of New Mexico's Bureau of Business and Economic Research (BBER) July 2016 Apartment Survey conducted for the New Mexico Mortgage and Finance Authority reported that Cibola County had the third highest apartment vacancy rate in the state, 9.7%, compared to the state average of 5.9%. Lea County had the highest rate at 14.3% and Quay County, listed above Cibola, also had a rate of 9.7%. The overall weighted average monthly rental rate in Cibola County was near the middle for New Mexico counties at \$571/month, compared to \$585 for the state average.

Of six rental properties counted in the report with a total of 341 rental units, all built between 1970 and 1980, 188 were two-bedroom units, 62 were one-bedroom and 80 were efficiencies, with a weighted vacancy rate overall of 9.6%. These percentages are in line with the U.S. Census' reported overall housing unit vacancy rate of 11.7%.

The report includes the weighted average rent by apartment type for five properties in the county, accounting for a total of 295 units. Overall, the average rent in Cibola is reported at \$571, although rent for an efficiency (\$682) was reportedly over \$100 more than for a two bedroom apartment (\$586).

Census

According to the span of U.S. Census ACS estimates released annually from 2009 to 2015, the number of housing units (single-family homes, mobile homes and apartments) with cash rent in Grants fluctuated slightly around 1,100, with a median contract rent estimated at \$452.

Housing Type

U.S. Census ACS estimates housing type distribution, and describes the percentage of the total housing stock that consists of single family, duplexes, or multi-family apartments, etc. These percentages indicate the availability of more affordable work force and student housing. The percentage of mobile homes or large apartment complexes indicates community character.

ACS estimates for 2009 to 2015 report that in Grants, the percentage of single-family, detached housing is 62.4%, significantly in line with the averages for the state and the U.S. Grants has a larger share of three- and four-unit structures, 7.1%, than does the state at 3.6%, or the country at 4.4%. It has a higher share of five- to nine-unit structures, 3.9%, than the state average of 2.8%. The share of mobile homes in Grants is 16.4%, slightly lower than the state average of 16.7%.

Overall, Grants has a similar distribution of housing types to the New Mexico and U.S. averages.

Exhibit XI-6 Number of Housing Units by Type

Units in Structure	United States		New Mexico		Grants, NM	
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
Total Housing Units:	133,351,840	100.0%	909,565	100.0%	3,479	100.0%
1, detached	82,191,994	61.6%	587,227	64.6%	2,171	62.4%
1, attached	7,759,217	5.8%	34,205	3.8%	136	3.9%
2	4,971,562	3.7%	16,926	1.9%	47	1.4%
3 or 4	5,912,247	4.4%	32,779	3.6%	246	7.1%
5 to 9	6,376,769	4.8%	25,386	2.8%	136	3.9%
10 to 19	6,001,085	4.5%	23,635	2.6%	50	1.4%
20 to 49	4,766,684	3.6%	15,589	1.7%	70	2.0%
50 or more	6,782,886	5.1%	20,561	2.3%	51	1.5%
Mobile home	8,478,334	6.4%	151,521	16.7%	572	16.4%
Boat, RV, van, etc.	111,062	0.1%	1,736	0.2%	0	0.0%

Source: U.S. Census, ACS Estimate, 2009 to 2015

Affordable Housing

Affordable Housing Developments and Assistance

Affordable Housing Assistance in Grants, NM

The Grants City Housing Authority was transferred into the Northern Regional Housing Authority, Taos office in August of 2016. Before the transfer, the Grants Housing Authority reported managing 20 HUD units, all two- and three-bedroom single family homes. At the time, two units were vacant. The authority's allotment was 98 Section 8 vouchers, of which 60 were funded. Of those 60, only about 50 were leased. The Authority reports no wait lists for vouchers for housing at the time. The Authority also reported several recent efforts to provide financial literacy and home-buyer workshops for the public, including offering refreshments, but no one attended.

Housing Costs

Homeowners and renters are classified as "cost burdened" when they spend 30% or more of household income on housing costs. According to ACS estimates, for housing units with a mortgage, 24.8% of home owners in Grants are considered cost burdened, considerably lower compared to 32.5% in New Mexico and 32.5% in the U.S. of homeowners without a mortgage, 13.4% are considered cost burdened in Grants, roughly on grade with 11.7% in the state and 14.7% in the U.S.

Estimates consider 47.0% of renters in Grants to be housing-cost burdened, lower than state and national averages of 51.2% and 51.8%, respectively.

Overall, Grants has a lower percentage of residents who are housing-cost burdened than do the state or the U.S. as a whole.

Exhibit XI-7 Housing Cost as Percentage of Household Income

Cost of Housing as Percentage of Household Income

% of Income Spent on Housing	United States			New Mexico			Grants, NM		
	With a Mortgage	No Mortgage	Renters	With a Mortgage	No Mortgage	Renters	With a Mortgage	No Mortgage	Renters
Less than 20%	40.0%	73.2%	24.2%	41.7%	78.3%	25.8%	53.1%	79.2%	26.0%
20% to 24.9%	16.1%	7.3%	12.5%	15.1%	6.2%	11.8%	7.1%	5.4%	11.3%
25% to 29.9%	11.4%	4.8%	11.5%	10.6%	3.8%	11.2%	15.1%	1.8%	10.6%
30% to 34.9%	7.8%	3.3%	9.1%	7.4%	2.7%	8.6%	1.3%	2.3%	9.6%
35% or more	24.7%	11.4%	42.7%	25.1%	9.0%	42.6%	23.5%	11.1%	37.4%

Source: U.S. Census, ACS Estimate, 2009 to 2015

C. Issues and Opportunities

Demand for Future Housing

The University of New Mexico Geospatial Population Services' (GPS') most current projections show Cibola County growing slowly between 2010 and 2040 from 27,213 to 29,058 persons, a gain of 1,468 persons. ARC estimated that the city of Grants could grow by as much as 2,000 in the high range to about 300 in the low range from 2015 to 2040. ARC mid-range projections show city growth of about 700 persons by 2040. At the current household size of 2.54 persons, the city would need 275 additional housing units to house 700 additional residents.

Expanding Selection, Improving Quality

The data for age of housing stock in Grants from the U.S. Census indicates that the majority of housing in Grants is nearly 40 years old with very little new housing development in the city in the last decade. An improved quality of housing selection can attract new residents and allow existing residents in the market to "move up" the housing ladder into higher quality or bigger housing than they currently occupy. This improvement would open more affordable housing options for those entering the housing stream, like recent graduates or new workforce members. Maintaining a healthy degree of variation of available housing stock is important for retaining existing residents and recent graduates, and attracting new residents and businesses who want to ensure adequate housing stock for their work force.

Senior Housing

As the populations of Grants and Cibola County continue to age, the availability of senior housing and continuum care housing will become more important. Residents identified senior housing as a quality-of-life priority in the community survey and the economic development element of this plan provides detail about a policy focus to develop into a retirement community, which would include the development of additional senior housing choices.

Maintenance

Improving Property Maintenance

The City should expand the ability of property owners and the City's capacity to assist in property maintenance and improvement by accessing available resources and using appropriate tools. This section discusses several of these resources and tools.

Rehabilitation and Weatherization

Several programs are available to assist homeowners with rehabilitation and weatherization. For example, New Mexico MFA's House by House Reservation Program provides funding for the rehabilitation of homes occupied by eligible low-income homeowners. The State also offers weatherization funding through the New Mexico Energy\$mart program, although the program's funding has become limited in recent years. Local electric cooperatives often provide loans for home weatherization and/or energy efficiency improvement incentives.

Clean-Up Days

The City holds periodic community clean-up days throughout the year, and two or three times a year makes dumpsters available for residents to dispose of large items and other rubbish free of charge.

Development and Maintenance Incentives and Tools

Zoning Incentives for Additional Economic Activity

Relaxation of residential use requirements to allow for home businesses can incentivize property owners to invest in their properties both to improve its functionality for the home business and providing more income to the resident. The City currently allows home businesses in Grants with conditions, design requirements and performance standards. The City should continue to allow home businesses.

Designating areas that could be returned to agricultural uses may provide additional options for property owners or the City in managing underused properties.

Metropolitan Redevelopment District

The Grants City Council designated the City of Grants Downtown Metropolitan Redevelopment Area in February 2015. Based on a designation report prepared by the New Mexico MainStreet Program and planning contractor, the Council found a combination of physical and economic factors that contributed to blight within downtown Grants and hindered development. The designation report documented blighted conditions throughout the Downtown area, including vacant and dilapidated buildings and properties, a lack of amenities within obsolescent buildings, poor building and property maintenance, and sidewalks that are missing or in poor condition.

The New Mexico Metropolitan Redevelopment Code (3-60A-1 to 3-60A-48 NMSA 1978) provides municipalities in New Mexico with the power to correct conditions in areas or neighborhoods within municipalities which “substantially inflict or arrest the sound and orderly development” within the municipality. These powers can help reverse decline and stagnation; however, the City may only use these powers within designated Metropolitan Redevelopment Areas (MRA).

This tool has limited applicability to residential improvements since not many houses are inside the MRA district.

Tax Increment Development District (TID)

A TID can channel gross receipts tax and property tax revenues to help pay for infrastructure improvements within the district. It is an appropriate tool if insufficient funds have been directed into improving the downtown.

This tool has applicability to mixed-use developments with residential components desired in the downtown.

Business Improvement District (BID)

Self-taxing of district property owners creates a fund to improve public spaces and provide services. The local government is the fiscal agent for the fund. Developing a BID requires an

active and cohesive business association, property owner participation, and cooperation from the city as the fiscal agent and owner of the right-of-way. While municipalities mainly use BIDs in commercial areas, some residential properties may be included in mixed use areas.

Land Trust and Tax Incentives

As discussed in the land use element, the City should consider such measures as creating a land trust that can purchase deteriorated houses, and refurbish and resell them. Alternately, disincentive taxes might be an effective tool for encouraging property owners to address unsightly property. Taxes can be set higher for vacant houses. Several communities in the U.S. and Canada have implemented higher taxes for vacant houses and commercial buildings, but this technique has not been tried in New Mexico. It may be prudent for Grants to evaluate the results for other communities before using this approach.

Nuisance and Blighted Properties

In Grants, 68% of homes are more than 35 years old. As a result of age and a lack of routine maintenance, many of the homes may not be in good repair. The City should encourage property owners to maintain their properties. Of those properties that have not been maintained, some have become eyesores and a liability to the community, both in terms of public safety and appearance.

City representatives have identified improving the city's capacity for dealing with such properties as a goal. As well, in the community survey, residents have identified improving the appearance of neighborhoods as a priority. The city has several existing tools and other approaches it may consider to better deal with blighted properties.

Zoning Code Standards

Many communities adopt specific provisions to restrict the storage of trash, junk and junked vehicles in zoning codes rather than in a general nuisance ordinance or property maintenance code.

Property Maintenance Regulations

Broad property maintenance ordinances restrict trash, junk, weeds, yard trimming, and maintenance of building exteriors. All such ordinances must contain enforcement provisions, such as citations, abatement, penalties or liens on property.

The International Property Maintenance Code is a comprehensive model code that provides standards and requirements for safe and sanitary conditions of residential structures. The City of Grants has adopted a property maintenance code that follows the International Property Maintenance Code.

Nuisance Abatement Regulations

New Mexico Statute Section 3-18-17, NMSA 1978 enables a municipality to adopt a nuisance ordinance.

Enforcement

Code enforcement and nuisance abatement have many components, including:

- Craft of codes for clarity and enforceability
- Code enforcement personnel training in code details
- Allotment of time for code enforcement personnel to work in the field
- Procedures for taking complaints
- Notification of violators
- Maintenance of complete records on violations
- Coordinated enforcement with key city departments and sometimes county, state or federal agencies
- Work with the district court to assure that a judge's decisions remedy the situation, including condemnation in severe enough situations

The City of Grants Code Enforcement Office is working to clear a back-log of violations that have built up over the years. With consistent enforcement and effective follow-through, the appearance of the city will improve over time.

Condemnation and Demolition

Although the condemnation and demolition option is least favorable and a last resort, it is an important component of maintaining neighborhood character and protecting public health. The City has the authority to order owners of dilapidated buildings to demolish them. If the owner does not comply, the City, after due process, may remove the building and place a lien on the property for reasonable costs of demolition and return of the property to a safe condition (Section 3-18-5, NMSA 1978).

The City of Grants has identified about 10 properties for condemnation and subsequent demolition. Demolition funding has been earmarked from sewer bills for the past eight years. Challenges associated with effective condemnation include:

- Demolishing – Demolition of buildings is expensive. The City can place liens on property owned by a private property owner to recoup associated costs.
- Disincentive – Owners of uninhabited or run-down structures may qualify for reduced property taxes by filing for a re-assessment and resulting lower property valuation by Cibola County Assessor's Office. This alternative is a disincentive, as it does not encourage owners to maintain their property.
- Absentee Owners – A lot of "problem properties" owners are absentees, who do not live within the city. It is difficult for the City to force them into court, as the Municipal Court only has jurisdiction within the city limits and cannot pursue the owners if they live elsewhere.

Demolition Protocol

Still, the City has overcome these challenges and demolished one structure per year for the past three years. However, the City needs to establish a protocol for the identification, notification and demolition process to handle blighted and nuisance structures including criteria for identifying demolition targets and a mechanism for the fair prioritization of demolition projects. The City should establish a preliminary list of potential target properties based on recommendations from the Code Enforcement Department. It should submit the list to City Council and Planning and Zoning Commission for priority identification before initiating notices and discussions with property owners. The City Council should vote on any order to demolish a building.

Restrictions on Sale or Transfer of Properties in Violation of Maintenance Code

The property maintenance code prohibits the owner of any dwelling unit or structure who has received a compliance order or notice of violation to transfer the property to another owner until the issue has been resolved.

However, the property owner can transfer a property in violation of the code if the owner provides the code official with a signed and notarized statement from the grantee, transferee, mortgagee or lessee, acknowledging the violation and compliance order and fully accepting the responsibility for corrections or repairs required by such compliance order or notice of violation.

The matter is laid out in section 107.5 of the International Property Maintenance Code:

Transfer of ownership. It shall be unlawful for the owner of any dwelling unit or structure who has received a compliance order or upon whom a notice of violation has been served to sell, transfer, mortgage, lease or otherwise dispose of such dwelling unit or structure to another until the provisions of the compliance order or notice of violation have been complied with, or until such owner shall first furnish the grantee, transferee, mortgagee or lessee a true copy of any compliance order or notice of violation issued by the code official and shall furnish to the code official a signed and notarized statement from the grantee, transferee, mortgagee or lessee, acknowledging the receipt of such compliance order or notice of violation and fully accepting the responsibility without condition for making the corrections or repairs required by such compliance order or notice of violation.

Attractive Prices for Home Ownership

In April, 2017, a study done by SmartAsset, a finance technology company, found that Cibola County ranked second in the state as one of the best places to own a home. The study compared average rent and home prices in counties across the country to identify where buying makes the most sense. This ranking can help residents and potential residents with the decision to purchase a home in Grants.

D. Housing Goals and Policies

1. Continue to ensure that adequate quality housing is available in Grants, NM
 - A. Encourage development of new housing, including mid- to high-end housing in Grants
 - B. Maintain the availability of a variety of housing options including workforce and affordable housing choices
 - C. Encourage the development of additional senior housing options, including accessible units and continuum care facilities
 - D. Continue to work with the Northern Regional Housing Authority to ensure adequate access to affordable housing resources in Grants
 - E. Consider adopting an affordable housing plan to expand the affordable housing resources available to Grants
2. Continue work to address abandoned and nuisance properties in Grants
 - A. Continue to support the code enforcement department to consistently enforce the city's maintenance and building codes and conduct complete follow-through
 - B. Establish protocol directing the identification, prioritization and approval of demolition projects in the city of Grants, including identification of roles in the processes of the Planning and Zoning Commission, the Code Enforcement Department and the City Council
 - C. Explore additional legal tools to encourage property owners to address maintenance issues, such as zoning code incentives, tax code disincentives, and additional maintenance ordinances
 - D. Consider additional community-level initiatives to improve home maintenance, including making information about maintenance and efficiency improvement assistance available to the community
 - E. Develop a civic pride campaign that promotes property maintenance and educates the public on the reciprocal relationship between property maintenance and economic vitality
3. Develop housing that supports economic development through infilling and creating desirable residential and mixed use neighborhoods
 - A. Support the development guidelines and practices in the 2016 Grants Metropolitan Redevelopment Area Plan