



Revitalize the Rio

Community Report
July 2018

Revitalize the Rio

Community Report

July 2018



Cover: Meander in the Rio Grande, photo by Jason Corzine

This page: Playing on the Rio Grande, photo by Rio Grande Farm Park



City of Alamosa

2222 Old Sanford Road
Alamosa, CO 81101
719-589-2105
alamosarec.org



San Luis Valley Great Outdoors

610 State Street
Alamosa, CO 81101
719-589-6099
slvgo.com



The Civic Canopy

3532 Franklin St, Suite H
Denver, CO 80305
303-293-3144
civiccanopy.org



The Trust for Public Land

1410 Grant St # D210
Denver, CO 80203
303-837-1414
tpl.org



Rio Grande Farm Park

412 State Street
Alamosa, CO 81101
719-580-0379
riograndefarmpark.org

Table of Contents

4	Preface
5	Executive Summary
6	Revitalize the Rio Overview
8	Community Engagement
17	Implementing Revitalize the Rio
18	Progress to Date
19	Next Steps
20	Conclusion
21	Appendix 1. Revitalize the Rio Participants

Additional appendices for this report are available online at www.tpl.org/our-work/revitalize-the-rio

- **Appendix 2. Indicator Data**

Preface

ACKNOWLEDGMENTS

OVER 100 ALAMOSA RESIDENTS and stakeholders contributed more than 725 hours to inform and shape Revitalize the Rio. The City of Alamosa Parks and Recreation Department, San Luis Valley Great Outdoors, and the Rio Grande Farm Park provided leadership and guidance as the local co-conveners of the planning process. This project was generously funded by the LOR Foundation and the Colorado Department of Local Affairs. The Colorado Health Foundation provided capacity to San Luis Valley Great Outdoors through a Rio Grande Farm Park grant to help manage the community process. We truly appreciate the time, energy, resources, and passion that partners, community members, and funders contributed to make Revitalize the Rio possible.

PROJECT TEAM

This report was prepared by The Trust for Public Land in partnership with The Civic Canopy, The City of Alamosa Parks and Recreation Department, the Rio Grande Farm Park, and San Luis Valley Great Outdoors.

PROJECT PARTNERS

The City of Alamosa Parks and Recreation Department strives to enhance the quality of life for youth and adults by providing affordable year-round recreation, leisure, and community activities.

The Rio Grande Farm Park works to preserve the San Luis Valley's agricultural heritage, precious water resources, open public spaces, and to promote economic development, healthy living practices, and educational opportunities.

San Luis Valley Great Outdoors is a regional cooperative initiative whose purpose is to create and implement a long-term and continually developing plan for trails and outdoor recreation in the six counties of the San Luis Valley.

The Civic Canopy is a community-based non-profit organization transforming the way pivotal issues are solved in our society. Its work connects diverse groups of people seeking change in their communities and equips them with tools to create meaningful and lasting impact.

The Trust for Public Land is a national non-profit organization dedicated to creating parks and protecting land for people, ensuring healthy, livable communities for generations to come.

PROJECT STAFF

Amy McNamara, The Trust for Public Land

Bill Fulton, PhD, The Civic Canopy

Andy Rice, City of Alamosa Parks and Recreation Department

Julie Mordecai, Rio Grande Farm Park

Mick Daniel, San Luis Valley Great Outdoors

Patrick Ortiz, San Luis Valley Great Outdoors

Jason Corzine, The Trust for Public Land

Executive Summary

BETWEEN SEPTEMBER 2017 and March 2018, Revitalize the Rio brought community leaders and residents together in a facilitated and supported environment to set a solid foundation for collaboration. The process was designed to build on Alamosa's existing efforts and accomplishments and invite stakeholders to participate and shape the future of the Rio Grande in Alamosa. A series of five meetings took place over the course of six months to develop an overarching vision to guide a collaborative effort that would make the Rio Grande an asset to Alamosa's health and wellness, economy, and community. Participants came from all sectors to think about the river's environmental, economic, health, social, and inspirational values.

Together, Alamosa stakeholders worked to develop the following vision for this effort and their community:

Alamosa is a diverse, rural community with strong agricultural roots that is working together to be a place that:

- *Supports the health and wellness of its population,*
- *Thrives economically,*
- *Stewards the Rio Grande for clean water, recreation, and community connection, and*
- *Promotes civic health and cultural vitality.*

Revitalize the Rio participants identified ways they could measure progress on desired results

over time in ways that are reliable and meaningful to the community. They then identified and prioritized strategies that they felt were most likely to help Alamosa make progress (see Figure 3).

Moving forward, Revitalize the Rio will be implemented by the Revitalize the Rio Steering Committee as well as the Health and Wellness, Economy, River Stewardship and Outdoor Recreation, and Civic Health and Cultural Vitality action teams. San Luis Valley Great Outdoors will report regularly on the steering committee's behalf to the City's Community Recreation Advisory Board, which is tasked with making recreation-related recommendations to Alamosa City Council. San Luis Valley Great Outdoors will also be the liaison between the steering committee and the Alamosa County Commissioners. The steering committee is made up of the action team co-chairs and other community leaders, and will guide the larger Revitalize the Rio effort. The individual action teams are made up of Alamosa stakeholders, and each has two co-chairs (see Appendix 1). The action teams are open to Alamosa residents and stakeholders who want to contribute their time to support Revitalize the Rio and the community's agreed-on vision and strategies.

San Luis Valley Great Outdoors is providing staff time to support the Revitalize the Rio Steering Committee and action teams. In addition, San Luis Valley Great Outdoors is providing integral communication and logistical support for the effort.

Revitalize the Rio Overview

THE CITY OF ALAMOSA completed its Comprehensive Plan in February 2017. In that plan, city residents identified embracing the Rio Grande corridor as a priority city project. With this guidance from city residents, the City of Alamosa and community leaders identified the need to work with Alamosa County and other state, federal, and community partners to develop a vision and plan for revitalizing the five-mile stretch of the Rio Grande that passes through the community.

The Revitalize the Rio community engagement process was designed to allow the City of Alamosa Parks and Recreation Department, San Luis Valley Great Outdoors, and the Rio Grande Farm Park to engage community leaders and residents in achieving goals set forth in the City's Comprehensive Plan, including but not limited to (1) enhancing infrastructure and assets to attract and retain businesses, employees, students, and residents; (2) increasing outdoor recreation opportunities in Alamosa; and (3) improving the coordination among economic development partners.

Prior to the project's initiation, the City of Alamosa had identified the river as a community priority for the following reasons:

- The Rio Grande corridor is a long-term **economic development** priority for the community. The City recognized the value of this resource to its downtown, adjacent neighborhoods, and its ability to attract and retain talent in all of its sectors.
- There are human **safety** issues associated with the corridor—specifically the bridge underpasses at Highway 160 and State Street—that Alamosa wants to address as soon as possible. Having a comprehensive vision and plan will help Alamosa make the case for these safety improvements.
- The river levees and other trails can provide **transportation infrastructure** for Alamosa community members and can create safer and more enjoyable means for people commuting to work, school, and other community activities.
- A recently completed engineering study of the Rio Grande identified channel shaping and flood capacity improvements as well as trail corridor infrastructure as investments that will help improve **river access, river navigability, fish habitat, and water quality**.
- The City is committed to providing **recreation** opportunities that support the overall **health and well-being** of all residents by increasing opportunities for walking, biking, swimming, paddling, and other forms of recreation.

In addition, nonprofits and other agencies had been making other investments in the Rio Grande corridor:

- The **Rio Grande Farm Park** was purchased and conserved in 2014. Today the Farm Park supports incubator farmers and a farmers' market and offers organic farming and permaculture classes to the community, among other things.
- **Weekends on the Rio** started in 2016 to provide a variety of fun activities for youth and families to enjoy on the weekends, as well as year-round activities to get people outside and enjoy the Rio Grande corridor.
- The **Alamosa Live Music Association** brings people down to the river in the summer through its Sundays at Six program at Cole Park.

- The **Walk2Connect** program began in 2016 to work with and train anyone who wishes to lead weekly walks throughout Alamosa and other communities.
- The **Alamosa City Ranch** and the **Alamosa National Wildlife Refuge** anchor the northern and southern ends of the Rio Grande corridor as it passes through Alamosa. Both of these properties have trails for public enjoyment.
- **San Luis Valley Great Outdoors** is a neutral, locally-based convener working to leverage local initiatives along and on the Rio Grande in Alamosa using collective impact strategies.

Community leaders sought a process that would build on these existing efforts and accomplishments and invite stakeholders across the community to share their perspectives and build on these aforementioned groups, resources, and assets. The hope was that new leaders would emerge from this work and join existing leadership to support and implement the Revitalize the Rio vision and its strategies.

Community Engagement

OVERVIEW OF PROCESS

THE REVITALIZE THE RIO process was designed to support community leaders as they developed a vision and strategies for their locally based efforts. Revitalize the Rio brought community leaders together in a facilitated and supported environment to set a solid foundation for collaboration.

Between September 2017 and March 2018, Alamosa community leaders and stakeholders worked together to set a vision for their work as they engaged others in establishing a path forward. A series of five meetings were held over the course of six months, and critical activities took place in between meetings to increase participation, bring information into the process, and get key aspects of the effort started (Figure 1).

Figure 1. The arc of the work¹



Figure 2. The Community Learning Model



Revitalize the Rio was designed and facilitated using the Community Learning Model that focuses on results, includes relevant and diverse stakeholders in thoughtful dialogue, and develops action plans and structures from learning from results – all within a culture of trust and collaboration. The Community Learning Model (Figure 2) has four tenets: include, dialogue, act, and learn.

¹ Two public meetings occurred during the Take Action phase: one during the day and a second in the evening.

MEETING ONE: Building a Foundation for Collaboration (September 2017)

THE FIRST MEETING in the sequence was designed to create the conditions necessary to establish a strong foundation for the ongoing work. Participants defined community assets and resources and began to outline a framework for pursuing their desired future. Particular attention was paid to establishing trust and the markers of a high-quality process. The meeting also provided the opportunity to establish a common vocabulary around results and accountability, and how to mark progress and make decisions over time. Participants learned from the very start that they were co-constructors of the planning process and that their level of engagement and owner-

ship would largely determine the success of their efforts.

Stakeholders were asked to develop a timeline that looked at the history of the Rio Grande corridor. The timeline included personal memories, significant community milestones, and the arc of history for the Rio Grande. The exercise was a way for participants to appreciate that each person already has a connection with the Rio Grande and in some cases with others participating in the process. Also, it provided an opportunity for everyone to share an experience or connection with others.



Photo by Amy McNamara

Finally, participants worked as teams to develop statements that expressed the desired results for Revitalize the Rio. *A result statement is a condition of well-being for children, adults, families, and the community.* Stakeholders identified the following initial result statements:

- Alamosa is a dynamic rural agricultural community that supports the health and well-being of all its residents.
- Alamosa is an economically and ecologically resilient community.
- Alamosa celebrates and promotes our community's diversity.
- Alamosa supports a culture of river use that unites the community.
- Alamosa attracts and retains families.



Photo by Amy McNamara

Outreach to immigrant, Hispanic, and Guatemalan communities

During the process, the project team worked to build connections with the immigrant, Hispanic, and Guatemalan communities. Project leaders held two evening meetings in October—one at the Tierra Nueva immigrant housing complex and the second at the home of Guatemalan leaders Francisco Martinez and Lucia Nicolas. At public workshops between November and March, the project team printed materials in Spanish and provided a translator for Spanish-speaking participants. In March, we hosted an after-school creative arts session for children in kindergarten through sixth grade at the Tierra

Nueva immigrant housing complex. The kids shared their connections to the Rio Grande, talked about experiences they had while visiting the river, learned about animals and plants they might find at the river, and made Rio Grande dioramas using paper, rocks and sand, feathers, pipe cleaners, and crayons. Finally, we met with Francisco Martinez in March to learn more about how the Revitalize the Rio effort can connect better with the Guatemalan residents of Alamosa. Through these engagements we were able to increase the participation of residents who rarely are able to participate.

MEETING TWO: Defining a Common Vision (November 2017)

BUILDING ON RESULTS STATEMENTS developed in the first meeting and information gathered from outreach efforts between the first and second meetings, the group refined its shared vision and identified ways it could measure progress over time in ways that are reliable and meaningful to the community (Table 1).



Revitalize the Rio Vision

Alamosa is a diverse, rural community with strong agricultural roots that is working together to be a place that:

- Supports the health and wellness of its population,
- Thrives economically,
- Stewards the Rio Grande for clean water, recreation, and community connection, and
- Promotes civic health and cultural vitality.

Photo by Amy McNamara

Table 1. Result areas and indicators

Result Area	Indicators
Health and Wellness	<ul style="list-style-type: none"> • Alamosa County estimates of mental distress and health status of all residents • Number of clinical care providers, hospitals, and mental health providers • Walkability, bikeability, and access to parks: bike lanes, sidewalks, 10-minute walk to park, trails • Location of grocery stores and farmers' markets, access to fresh food
Economy	<ul style="list-style-type: none"> • Labor statistics, specifically labor participation rate, by city or census tract • Employment rate by county • Population vulnerability: percent of population below poverty level, percent of children below poverty level, average earnings per job, median home value, percent of families who rent versus own, percent of income spent on housing, number of mobile home units, • Downtown Alamosa vacancy rates
River Stewardship and Outdoor Recreation	<ul style="list-style-type: none"> • River-related events or festivals (Weekends on the Rio, Rio Frio, music at Cole Park, etc.) • Number of boat ramps/formal access points and boat docks • Location and number of parks along the river; number of accessible trail miles along the river • Number of river users (rafters, paddle boarders, anglers) • Water quality and quantity • Number of organizations working on projects along the Rio Grande; completed projects
Civic Health and Cultural Vitality	<ul style="list-style-type: none"> • Art, music, history, and cultural events in Alamosa • Civic health data, levels of trust in government, levels of belonging

MEETING THREE: Taking Action (January 2018)

BUILDING ON INFORMATION GATHERED

from outreach efforts between the second and third meetings, participants reviewed data from the indicators selected in November on where Alamosa currently stands in light of their intended goals (see Appendix 2 for Indicator Data). Participants sought to understand the root causes for the trends they saw and the “story behind the data.” Based on these discussions, stakeholders identified and prioritized strategies (see below) that they felt were most likely to help Alamosa make progress.

In January 2018 participants reviewed data about Alamosa and identified and prioritized strategies.



Photos by Amy McNamara

It should be noted that data were not available for all of the desired indicators listed in Table 1. For example, the data available for civic health and cultural vitality were limited at best. Data for downtown Alamosa vacancy rates and mental distress of students and young people were also unavailable. Alamosa stakeholders will need to work with appropriate entities to secure these data in the future.



Photo by Amy McNamara

Health and Wellness Strategies²

- **Improve human-powered access from area neighborhoods to the river through increased signage, maps, and river master plan.**
- **Develop a “Get Outside Rx” program that prioritizes family engagement and incentivizes exercise and walking through programs like Walk2Connect.**
- Adopt Alamosa’s Local Foods, Local Places plan. Specifically promote Valley Food Co-Op member benefits and Double Up Food Bucks program.

² Prioritized Health and Wellness strategies are in bold.

³ Prioritized Economy strategies are in bold.

Economy Strategies³

- Enhance tourism and destination development through:
 - Marketing strategies to encourage talent and young families to visit often and eventually move to Alamosa;
 - Including extensive input from businesses, residents, and visitors;
 - Complementing other planning initiatives in the community; and
 - Partnering with the Alamosa Local Marketing District.
- **Support City of Alamosa plans to beautify downtown Alamosa and develop way-finding to the river.**
- Promote and support entrepreneur and business development in the community, especially mobile entrepreneurs (e.g., paddle boarding, tubing, gear libraries) that can activate the Rio Grande.

River Stewardship and Outdoor Recreation Strategies⁴

- Promote river programs, events, and activities (e.g., 5K events along the river, flat river boating, cleanups, and walking events).
- **Develop a small portion of the existing river trail with amenities such as benches, signage, and art to show what the full river corridor could look like in the future.**
- **Develop a comprehensive conservation, restoration, and recreation master plan that addresses river health, infrastructure, and programming. The plan will include:**
 - Restoring river function and habitat; and
 - Developing sustainable recreational infrastructure on river and trails to help make Alamosa a more desirable place to live. A key element will be access points to allow people to enjoy the river for wading, boating, fishing, learning and play.

Civic Health and Cultural Vitality Strategies⁵

- **Develop arts and culture interpretative signage and programming.**
- Increase responsible access to the Rio Grande from the south side.
- **Ensure inclusion of historically underserved groups in planning.**
- Create mobile applications for navigating trails and paths along the river.

Overarching Strategies

- In partnership with City of Alamosa Parks and Recreation, create a signage committee to ensure consistency across all signage needs in the Revitalize the Rio effort.
- Coordinate a “1% for the Rio” program to provide local businesses and customers the opportunity to support Rio Grande trails projects, volunteer events, interpretative programming, and restoration projects.

⁴ Prioritized River Stewardship and Outdoor Recreation strategies are in bold.

⁵ Prioritized Civic Health and Cultural Vitality strategies are in bold.

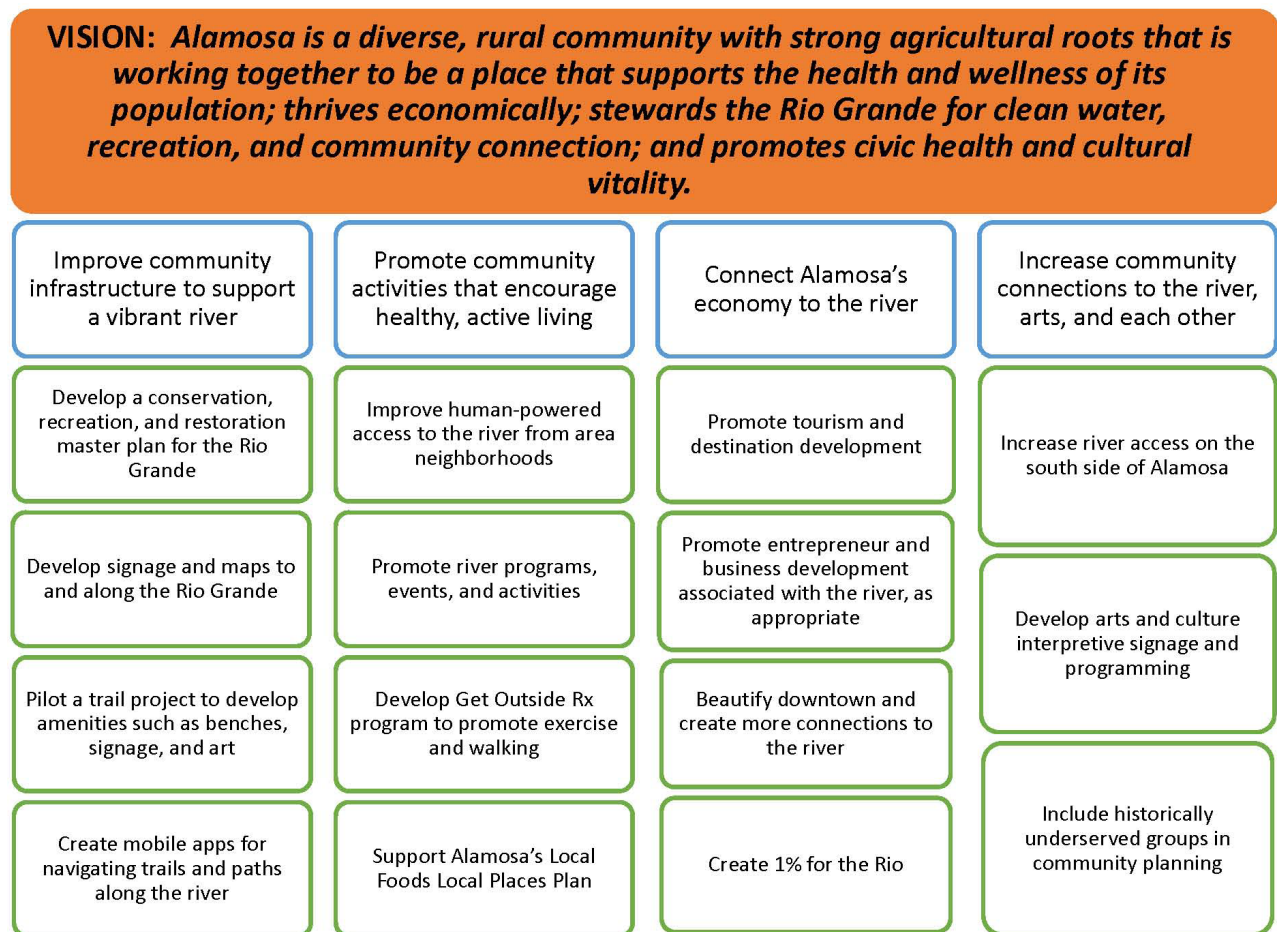
MEETING FOUR: Sustaining Momentum (March 2018)

THE FINAL MEETING focused on mapping out Revitalize the Rio's work going forward. Action teams were formalized, and each outlined initial steps to take action together on identified strategies. Attention was paid to how to outline action plans in ways that invite broader participation, reinforce learning and accountability, and build capacity over time.

Four action teams were formed: Health and

Wellness, Economy, River Stewardship and Outdoor Recreation, and Civic Health and Cultural Vitality. Each team identified initial strategies to prioritize and first steps for each strategy. The priority strategies are those bolded above. As each group implements the strategies, it should go through the continual cycle of include, dialogue, act, and learn to achieve Revitalize the Rio's desired results (see Community Learning Model in Figure 2).

Figure 3. Revitalize the Rio action map⁶



Each team developed initial purpose statements. These statements help the action teams define their work and recruit members to their teams. These purpose statements will evolve over time as work gets accomplished and new work and activities are undertaken.

⁶ The action map organizes strategies by types of outcome. This action map will change with time as work is completed and new strategies emerge.

Action Team Purpose Statements

- The Health and Wellness Team will develop strategies to get people outside and be physically active for their personal health, and the health of the community.
- The Economy Team will work in collaboration with existing organizations to increase economic development in Alamosa through the promotion and responsible use of the Rio Grande.
- The River Stewardship and Outdoor Recreation Team will support the creation of a recreation, conservation, and restoration master plan for the river and the community.
- The Civic Health and Cultural Vitality Team will ensure that all culturally significant resources, stories, and people are celebrated, preserved, and shared in ways that are equitable and inclusive throughout the greater Alamosa community.

Implementing Revitalize the Rio

MOVING FORWARD, REVITALIZE THE RIO

will be implemented by the Revitalize the Rio Steering Committee as well as the Health and Wellness, Economy, River Stewardship and Outdoor Recreation, and Civic Health and Cultural Vitality action teams. Ad-hoc teams and committees will emerge and dissolve over time as necessary. The steering committee will guide the larger Revitalize the Rio effort. Its membership will include long-standing community leaders, the action team co-chairs, and new leaders who emerge from this process.

San Luis Valley Great Outdoors will report regularly on the steering committee's behalf to the City's Community Recreation Advisory Board, which is tasked with making recreation-

related recommendations to Alamosa City Council. San Luis Valley Great Outdoors will also be the liaison between the steering committee and the Alamosa County Commissioners.

The individual action teams are made up of Alamosa stakeholders, and each has two co-chairs (see Appendix 1). The action teams are open to Alamosa residents and stakeholders who want to contribute their time to support Revitalize the Rio and the community's agreed-on vision and strategies.

San Luis Valley Great Outdoors is providing staff time to support the Revitalize the Rio Steering Committee and action teams. In addition, San Luis Valley Great Outdoors is providing integral communication and logistical support for the effort.



Alamosa Refuge, photo by Jason Corzine

Progress to Date

ALTHOUGH ONLY A FEW short months have passed since the final Revitalize the Rio meeting took place on March 5, 2018, Revitalize the Rio action teams have already made the following progress toward implementing their vision:

Health and Wellness

- The team is making headway with the Get Outside Rx program by working with local health care leaders to understand how such a program can be supported at a systems level in the San Luis Valley.
- San Luis Valley Great Outdoors and Walk2Connect are working in partnership to develop a Youth Walk Leaders program that would hire young people to provide interpretive walks on the natural and cultural history of Alamosa and the Rio Grande, while promoting physical activity, community wide.

Economy

- San Luis Valley Great Outdoors researched the benefits of pursuing a 1% for the Rio initiative in Alamosa. The information will inform businesses about the goals of the program and how contributions received at businesses could benefit Alamosa trail and restorations projects.

River Stewardship and Outdoor Recreation

- The Rio Inspire Coalition, a Generation Wild Great Outdoors Colorado-funded program, contracted with the Southwest Conservation Corps to build 4.5 miles of new, natural-surface single-track trail on Alamosa's City Ranch property. The project was completed in May 2018.
- The team is identifying a section of the Rio Grande trail that should receive additional investment as a pilot for the rest of the trail system.
- The team is developing a database of all plans and data related to the river corridor to serve as a resource for current and future Rio Grande planning projects.
- The City of Alamosa GIS and Parks and Recreation departments are in the process of creating a comprehensive City of Alamosa Trails Map, which will include the trails constructed in May.

Civic Health and Cultural Vitality

- San Luis Valley Great Outdoors has engaged Latino Outdoors to develop strategies for making outdoor recreation more accessible for people of all cultures and backgrounds in Alamosa.
- The team is surveying Alamosa's underrepresented communities to inform strategies aimed at engaging those populations in the broader community by way of the Rio Grande corridor.

Next Steps

EACH OF THE FOUR Revitalize the Rio action teams is pursuing one or more strategies. In addition, the teams have the skills and tools to develop action plans for the remaining strategies once the initial strategies are completed or under way. Continuing to build on the initial progress will also build momentum and increase interest in the overall effort. Here are some next steps that will help Revitalize the Rio's future success:

1. Regular check-ins on shared vision: Bringing action teams and the steering committee together regularly will help people to remain focused on the shared agenda, coordinate across teams, and share progress. At least annually, all participants should come together to measure progress (see no. 5, measure progress).
2. Coordination with city and county: Regular coordination should occur with the City of Alamosa's Community Recreation Advisory Board to ensure alignment with City plans and goals. As appropriate, additional coordination will occur with the Alamosa City Council and Alamosa County Commission.
3. Clear communication: There are already many activities and progress coming out of Revitalize the Rio. It will be critical for San Luis Valley Great Outdoors and the City of Alamosa to ensure that Alamosa residents can follow the progress and know how to get involved. Using and promoting social media channels, sending regular email updates, and thinking creatively about how Revitalize the Rio's progress and updates can be highlighted regularly in the *Valley Courier* would be a win-win for the community and the overall effort.
4. Consistent execution: Revitalize the Rio has developed positive momentum. The opportunity now is to build on that progress by continuing to host regular action team meetings, developing new strategies as appropriate, and continuing to evolve when necessary. The teams have the skills and tools to develop new strategies. The action map is meant to be an evolving tool as long as the strategies remain mutually reinforcing to ensure that organizations and teams aren't working at cross-purposes.
5. Measure progress: Once a year, measure progress against community indicators to understand the impact Alamosa's collective efforts are having. Some strategies might take longer to show progress, while others might need to be reevaluated if they aren't having the desired impact. This will help everybody learn together and think constructively about Alamosa's collective work and the impact it is having for the community.
6. Celebrate achievements: Stop, pause, and celebrate when you achieve an outcome the community was working toward. Community change is hard work, and celebrating the small steps is essential to securing Alamosa's vision for the future.

Conclusion

ALAMOSA RESIDENTS AND STAKEHOLDERS

found common ground this year as they identified a collective vision for the Rio Grande. The momentum sparked by Revitalize the Rio shows Alamosa's innate ability to find common ground across all sectors. In just a few months, measurable progress has been made to realize the community's vision and the action teams have plans in place to move their work forward.

All Revitalize the Rio participants have the opportunity to take part in creating progress. Action team leaders, the Revitalize the Rio Steering Committee, and San Luis Valley Great Outdoors

staff will provide the leadership to measure progress, share updates, and provide the backbone support necessary for this effort.

Annually, Revitalize the Rio will bring the community back together to benchmark progress on its key indicators. These regular measurements will help Rio Grande stakeholders and the community at large know if the strategies are making the progress that Alamosa seeks. These check-ins are part of the continual cycle of include, dialogue, act, and learn that will help Alamosa achieve its desired results.

Appendix 1. Revitalize the Rio Participants

Table 2. Revitalize the Rio Process Committee (August 2017 to March 2018)

Amy McNamara, The Trust for Public Land (Facilitation Team)	Julie Mordecai, Rio Grande Farm Park
Andy Rice, Alamosa Parks and Recreation	Mick Daniel, San Luis Valley Great Outdoors
Bill Fulton, The Civic Canopy (Facilitation Team)	Patrick Ortiz, San Luis Valley Great Outdoors
Jason Corzine, The Trust for Public Land (Facilitation Team)	

Table 3. Revitalize the Rio Steering Committee

Aaron Miltenberger, Boys and Girls Club of the San Luis Valley	Kristina Daniel, Alamosa City Council
Andy Rice, Alamosa Parks and Recreation	Marlena Antonucci, Rio Grande Farm Park
Brian Puccerella, Adams State University Student Life	Mick Daniel, San Luis Valley Great Outdoors
Dan Vaughn, City of Alamosa Planning Department	Patrick Ortiz, San Luis Valley Great Outdoors
Della Cox-Viera, Alamosa County Public Health	Peter Wise, Rio Grande Farm Park
Julie Mordecai, Rio Grande Farm Park	Tori Martinez, Sangre De Cristo Heritage Area
Kale Mortensen, Alamosa Convention and Visitors Bureau	

Table 4. Community Meeting Attendees	
Aaron Miltenberger, Adams State University Student Life (professional role during process)	Joleen Trujillo, Alamosa County Sheriff's Office
Allen Law, RiGHT	Jonathon Stalls, Walk2Connect
Amy McNamara, The Trust for Public Land	Judy Lopez, Colorado Open Lands
Amy Scavezze, La Puente Enterprises	Julie Mordecai, Rio Grande Farm Park
Ana Francisco, student	Kale Mortensen, Alamosa Convention and Visitors Bureau
Ana Pedro, student	Kat Olance, San Luis Valley Tourism
Andy Rice, Alamosa Parks and Recreation	Kay Lewis, Adams State University Civic Engagement and Career Services
Anthony Webb, San Luis Valley Health	Kay Crowder, San Luis Valley Ecosystem Council
Art Ortiz, resident	Kevin Wilkins, San Luis Valley Development Resource Group
Ben Billings, U.S. Bureau of Land Management	Krista Garcia, Valley Wide Health
Beth McCurdy, San Luis Valley Health	Kristina Daniel, Advantage Treatment Centers
Bill Brinton, Rio Grande Farm Park	Liz Bosworth, Adams State University Student Life
Bill Fulton, Civic Canopy	Lucia Nicolas, Rio Grande Farm Park farmer
Brian Puccerella, Adams State University Student Life	Luke Yoder, chamber president, Center of Restorative Programs
Carmille Garcia, photographer	Mark Pittman, Adams State University Housing and Residence Life, Alamosa Recreation Advisory Board
Cathy McCurdy, San Luis Valley Health	Mark Schoenecker, Adams State University Alamosa Live Music Association
Cathy Morin, resident	Mark Skinner, Alamosa High School Library
Chris Lopez, resident	Marlena Antonucci, Rio Grande Farm Park
Chrissy Pepino, The Trust for Public Land	Martin Jones, San Luis Valley Trout Unlimited
Christi Bode, local filmmaker	Matt Hildner, resident
Christine Jones Duboll, resident	Matt Moore, La Puente Enterprises
Cleave Simpson, Rio Grande Water Conservation District	Matt White, Adams State University Alpine Achievers Initiative
Cody Trujillo, Adams State University Student Government	Melissa Cary, Centennial School District
Cynthia Cutts, resident	Melissa Fritschka, Alamosa Local Foods Coalition
Dan Vaughn, The City of Alamosa Planning Department	Michael Yohn, Alamosa County Commission

Dave Gordon, freelance writer	Mick Daniel, San Luis Valley Great Outdoors
David Atkinson, Division of Vocational Rehabilitation	Myrna Swift, Alamosa Convention and Visitors Bureau
David Daboll, Saguache County Public Health	Oneyda Maestas, Adams State University Cultural Awareness and Student Achievement
David Montgomery, resident	Patrick Ortiz, San Luis Valley Great Outdoors
Della Cox-Vieira, Alamosa Public Health Department	Patrick Steenburg, City of Alamosa
Delzia Worley, First Southwest Bank/member of ACED	Patti Ortiz, resident
Dianne Lee, Adams State University Athletics	Peter Wise, Rio Grande Farm Park
Don Hanna, La Puente Enterprises, Presbyterian Church	Rachel Baird, Alamosa County
Don Thompson, San Luis Valley Ecosystem Council	Randy Wright, Alamosa Chamber of Commerce
Donna Mabry, community volunteer	Rio de la Vista, Salazar Center for Conservation
Emma Regier Reesor, Rio Grande Headwaters Restoration Project	Rob Mabry, resident
Eric Burt, Kristi Mountain Sports	Ruth Dixon, resident
Evert Brown, Trinidad State Junior College	Sara Novicki, San Luis Valley Great Outdoors
Francisco Lucas, Espiritu Maya	Shannon Griffin, Alamosa City Land Use
Francisco Martinez, leader of the Guatemalan Community	Sharon Vaughn, U.S. Fish and Wildlife Service
Gigi Dennis, Alamosa County	Shelby McBain, Adams State University Campus Recreation and Wellness
Helen Sigmund, Alamosa County Commission	Shirley Atencio, Adams State University Spiritual Life and Office of Civic Engagement
Helina Alvarez, U.S. Fish and Wildlife Service	Steve Crosby, resident
Hew Hallock, San Luis Valley Development Resource Group	Tammy Brown, resident
Jan Oen, Unitarian Universalist Church	Tanner Fritschka, resident
Janet Yohn, resident	Thomas Spangler, Adams State University student
Jason Corzine, The Trust for Public Land	Tori Martinez, Sangre de Cristo National Heritage Area
Jeff Owsley, San Luis Valley Small Business Development Center	Ty Coleman, Alamosa mayor
Jefferson Geiger, <i>Valley Courier</i>	Victoria Romero, San Luis Valley Behavioral Health Group
Jes Jolly, Alamosa Parks and Recreation	Zoila Gomez, Cooking Matters
John Owsley, Adams State University student	

Table 5. Action Team Participants			
Health and Wellness	Economy	River Stewardship and Outdoor Recreation	Civic Health and Cultural Vitality
Anthony Webb, San Luis Valley Regional Medical Center	Bill Brinton, Rio Grande Farm Park	Allen Law, RiGHT	Aaron Miltenberger, Boys and Girls Club of the San Luis Valley
Cathy McCurdy, resident	Dan Vaughn, City of Alamosa Planning Department	Andy Rice, Alamosa Parks and Recreation	Don Hanna, La Puente Enterprises, Presbyterian Church
Chio Ramirez, resident	Hew Hallock, San Luis Valley Development Resource Group	Brian Puccerella, Adams State University Student Life (co-chair)	Don Thompson, resident
Dave Gordon, resident	Jan Oen, resident	Carmel Garcia, Adams State University	Kat Olance, San Luis Valley Tourism
Della Cox-Viera, Alamosa County Public Health (co-chair)	Kale Mortensen, Alamosa Convention and Visitors Bureau (co-chair)	Dan Vaughn, City of Alamosa Planning Department	Lucia Nicolas, leader in the Guatemalan community
Eddie Valdez, resident	Kevin Wilkins, San Luis Valley Development Resource Group	David Montgomery, freelance writer	Marlena Antonucci, Rio Grande Farm Park (co-chair)
Helen Sigmond, Alamosa County Commission	Patrick Ortiz, San Luis Valley Great Outdoors (co-chair)	Emma Reesor, Rio Grande Headwaters Restoration Project	Oneyda Maestas, Adams State University
Jonathan Stalls, Walk2Connect	Sara Novicki, San Luis Valley Great Outdoors	Francisco Martinez, leader of the Guatemalan community	Shirley Atencio, Adams State University
Justin Johnson, resident		Janet Yohn, resident	Tori Martinez, Sangre De Cristo Heritage Area (co-chair)
Krista Garcia, Valley Wide Health Services		Jeff Owsley, San Luis Valley Small Business Development Center	Zoila Gomez, San Luis Valley Local Foods Coalition
Kristina Daniel, Alamosa City Council (co-chair)		Jes Jolly, Alamosa Parks and Recreation	
Steven Clark, resident		Julie Mordecai, Rio Grande Farm Park	
Victoria Romero, resident		Mark Wright, City of Alamosa Planning Department	
		Martin Jones, San Luis Valley Trout Unlimited	

Health and Wellness	Economy	River Stewardship and Outdoor Recreation	Civic Health and Cultural Vitality
		Peter Wise, Rio Grande Farm Park (co-chair)	
		Rachel Baird, Alamosa County	
		Rio de la Vista, Salazar Center for Conservation	
		Suzanne Beauchaine, U.S. Fish and Wildlife Service	



Peppers at the Rio Grande Farm Park, photo courtesy Theo Stroomer for The Trust for Public Land



City of Alamosa
2222 Old Sanford Road
Alamosa, CO 81101
719-589-2105
alamosarec.org



San Luis Valley Great Outdoors
610 State Street
Alamosa, CO 81101
719-589-6099
slvgo.com



The Civic Canopy
3532 Franklin St, Suite H
Denver, CO 80305
303-293-3144
civiccanopy.org



The Trust for Public Land
1410 Grant St # D210
Denver, CO 80203
303-837-1414
tpl.org



Rio Grande Farm Park
412 State Street
Alamosa, CO 81101
719-580-0379
riograndefarmpark.org