



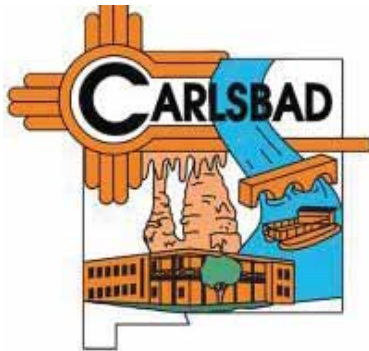
PEARL OF THE PECOS ARTS AND CULTURAL DISTRICT CULTURAL ECONOMIC DEVELOPMENT PLAN

NOVEMBER 2023

Prepared by



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01

EXECUTIVE SUMMARY



Carlsbad has been successful at developing events, supporting existing businesses, and improving investment in the core downtown area.

This plan celebrates existing efforts and identifies actions and strategies to further strengthen vibrancy, attractiveness, and creative economic activities within the central Carlsbad area.

Plan Purpose

This plan documents the vision, mission, and goals for the Pearl of the Pecos Arts and Cultural District (ACD), evaluates existing conditions, and based on thorough community engagement, provides an action plan with projects that are achievable within three-to-five years. Projects recommended by this plan will increase opportunities for local artists and creative entrepreneurs, diversify and grow Carlsbad's economy, provide excellent amenities for existing residents, highlight the unique history and beauty of Carlsbad, and make Carlsbad a more attractive place for tourists and visiting workers.

Pearl of the Pecos Arts and Cultural District

The City of Carlsbad is a growing and dynamic community with an abundance of natural resources and an attractive, historic downtown. The area is known for having strong oil, agriculture, potash, and tourism industries which drive economic and population growth. The City is also known for having a growing creative economy based on arts, culture, and outdoor recreation which stems from Carlsbad's natural beauty, high quality of life, and access to unique offerings and amenities.

To support Carlsbad's creative economy, the Pearl of the Pecos ACD was formed as a collaborative effort between the City of Carlsbad, Carlsbad MainStreet, and the Carlsbad Arts Council. Since 2018, the Pearl of the Pecos ACD has accomplished the start-up goals outlined by New Mexico MainStreet and New Mexico Arts. The rehabilitation of the Cavern Theatre is underway, Milton's Brewing, located in the historic Odd Fellows Hall, is a center for downtown social scene. Seasonal events, including the



The role that arts and cultural districts play in providing a vibrant and appealing environment is a major factor in retaining young citizens and their families, attracting a diverse, well-educated, and creative workforce, and positioning the community as a cultural tourist destination. Arts and cultural districts bring citizens out from their homes and into a vibrant social space to interact and bond with their families and neighbors; and the community's young talent is showcased and recognized as part of the cultural landscape. – New Mexico Arts and Cultural Districts Steering Committee Guide

Farmers Market and Third Thursdays, and annual events, including CavernFest, the Night of Lights and performances at the Halagueño Arts Park bring locals and visitors together for arts and cultural experiences.

Now a subsidiary of Carlsbad MainStreet, the Pearl of the Pecos ACD has fulfilled the requirements to be a certified Arts and Cultural District in New Mexico and this Cultural Economic Development Plan is the final step in the designation process.

Cultural Economic Development Plan

The Pearl of the Pecos ACD is envisioned to be an epicenter for the arts and culture economy with diverse, creative experiences during the day and a thriving entertainment district by night. To do this, the Pearl of the Pecos ACD organizes a variety of arts, cultural, and entertainment opportunities, supports the creative economy, arts education, and historic preservation, and advocates for infrastructure that supports local business.

Carlsbad benefits from an engaged community and strong network of partnerships between government agencies, arts and cultural organizations, and businesses. Carlsbad has already accomplished a significant amount of progress with arts and cultural amenities and this plan celebrates those efforts. This Cultural Economic Development Plan additionally presents a package of achievable projects and programs that leverage recent public investments in public spaces, improve the experience of downtown visitors, and enhance the business environment for creative enterprises. As a certified Arts and Cultural district, the Pearl of the Pecos ACD will further grow the creative economy.



Vision and Economic Transformation Strategy

The Pearl of the Pecos Arts & Culture District is abundant in historical buildings and public amenities. The Halagueno Arts Park and the Courthouse square are in the heart of the ACD, providing event space, places for public performance, public arts, and community gathering. The Carlsbad Museum and Carlsbad Public library provide culture resources and showcase the rich history of the community. The Cavern Theatre is an indispensable asset within the Arts & Culture District.

The vision for the Pearl of the Pecos Arts & Culture District focuses on the development of a diverse and thriving epicenter for arts and culture which supports art education and economic development. Art experiences, availability, and opportunity are considered an integral part of maintaining a healthy community, city pride, and a reflection of the community's rich diversity. The Arts & Cultural District is a mecca for culture and experiences by day and an entertainment district by night.

To achieve this vision, the district has articulated an Economic Transformation Strategy (ETS), Promote and grow our diverse cultural experiences for a thriving day and night time entertainment district, to guide the districts work for creative and cultural economy impact. The ETS is a hallmark of the National MainStreet Program and "articulates a focused, deliberate path to revitalizing or strengthening a downtown or commercial district's economy."

Plan Findings, Goals and Proposed Actions

Community input has been essential in this process. The plan's foundation relies on what the community

identified as its most valuable assets and seeks to address the most important issues affecting the ACD and growth of the creative economy in Carlsbad. The project team worked with community stakeholders to identify the most feasible strategies to encourage economic growth.

Primary findings from community input and market research indicate potential to expand creative industries in Carlsbad, and the Pearl of the Pecos ACD is an optimal location for new and expanded creative businesses.

- Public input and market research indicate a demand for more interactive experiences downtown. Existing eating and drinking places and the Farmers Market form the foundation of a Food and Agriculture cluster. Recent investments in entertainment venues will increase the number of events in the performing arts. There is an opportunity for additional food-related businesses to complement the entertainment offered in the ACD.
- Outdoor recreation is a major contributor to the Carlsbad economy. The Carlsbad Department of Development estimates over 500,000 people visit Carlsbad each year. This creates an opportunity for outdoor recreation businesses in the ACD.
- Downtown Carlsbad offers a range of culturally related public amenities including parks, museums, Carlsbad Public Library, and a theater. These resources can act as cultural anchors providing venues to expand arts and cultural opportunities in the district.
- The community of Carlsbad has strong and diverse arts and cultural organizations which span many creative sectors. The community is rich in heritage arts and history. In general, local creative assets are not considered by the community as economic drivers and/or career opportunities. The district can work to bring awareness and support with respect to the local creative and cultural economy.

- The district experiences high turnover and vacancy. Vacant commercial space within the Pearl of the Pecos could be ideal for new and expanded creative businesses. The ACD and its partners can support and grow entrepreneurs and creative startups potentially attracting new business and filling district vacancies.

The plan established the following goals and an Action Plan of projects to achieve these goals.

Note that these goals are consistent with past

Goals:

The goals are intended achieve the Economic Transformation Strategy through improving the visitor experience, supporting historic building reuse, creating opportunities for entertainment, art and cultural interactive experiences, and support for artists and creative entrepreneurs.

Goal 1: Leverage Public Investments to Grow the Creative Economy

Goal 2: Improve the Visitor Experience of Downtown through Arts and Culture

Goal 3: Enhance the Business Environment for Artists, Entrepreneurs and Creatives

Goal 4: Support Career Opportunities in Creative Sectors

Goal 5: Increase Opportunities to Experience Arts and Culture in the District

community planning efforts which have identified the need for things like infill development, rehabilitation of historic buildings, and bringing people together for arts and cultural experiences¹.

Action Plan:

The following projects, organized by three themes. The projects utilize the district's assets, create a welcoming and attractive environment, support business success, and serve as catalysts for further private investment.

Implement Creative Placemaking Strategies

- **Develop Creative Work and Exhibition Spaces**
- **Support District Identity and Sense of Place**
- **Increase Visitor Amenities and Beautification**
- **Activate Public Spaces**

Prioritize Facility Programming and Activation

- **Catalyze the Cavern Theatre**
- **Grow the Halagueño Arts Park**
- **Partner with the Carlsbad Public Library & Carlsbad Museum**
- **Leverage Eddy County Courthouse Lawn**

Optimize Community Assets

- **Prioritize Historic Preservation and Education**
- **Expand Residential Opportunities**
- **Storefront Activation**
- **Showcase History and Culture**
- **Support Façade and Sign Improvements**
- **Implement Adaptive Reuse Strategies**

¹ See Carlsbad Comprehensive Plan (2020); Carlsbad Arts and Cultural District, New Mexico Readiness Assessment (2018)



02

CONTEXT AND VISION



The Arts and Cultural District's Cultural Economic Development Plan furthers the economic transformation of downtown Carlsbad and supports the greater Carlsbad economy by strengthening commerce, creativity, innovation, and culture. The strategies and actions recommended by this plan align with the vision, values and mission of the Pearl of the Pecos ACD.

Pearl of the Pecos Arts and Cultural District (ACD)

History of the District

The Creative Carlsbad Arts Council (now the Carlsbad Arts Council), Carlsbad MainStreet, and the City of Carlsbad applied to be designated as an Arts and Cultural District through New Mexico MainStreet, New Mexico Arts, and the New Mexico Historic Preservation Division in 2018. Later in 2018, a team with representatives of these agencies conducted a New Mexico MainStreet Readiness Assessment. The Readiness Team found Carlsbad to be an engaged community with strong partnerships in place through the Carlsbad Arts Council. The strength of the local committee forming the district and the support of local government agencies, arts cultural organizations, economic and small business development organizations, and other leaders in the community contributed to the success of forming a startup Arts and Cultural District designation.

Based on the recommendations of the Readiness Team with the enthusiastic support of local stakeholders, the partner State agencies approved

the Pearl of the Pecos ACD to move forward with the state designation process. The Arts and Cultural Districts Program is managed by New Mexico MainStreet and New Mexico Arts, which offers funding, training, and other support through this program. Through this connection, the management of the Pearl of the Pecos ACD transitioned from the Carlsbad Arts Council to become a subsidiary of the Carlsbad MainStreet organization.

The New Mexico Arts and Cultural Districts program was started in 2007 by the State Legislature as a place-based creative economy initiative and is coordinated by the New Mexico MainStreet (NMMS) program and an inter-agency State Arts and Cultural District Council.



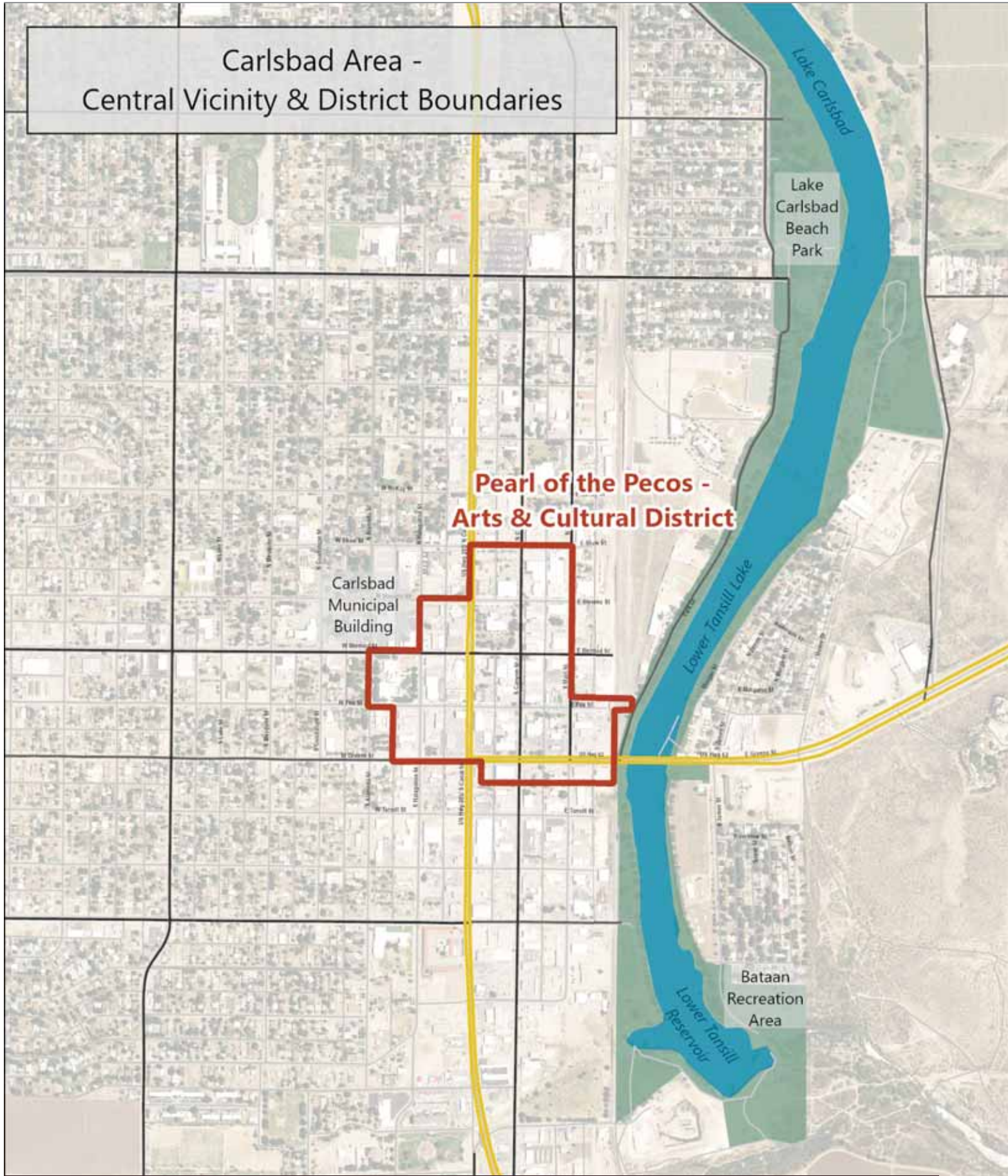


Figure 1. Carlsbad Area- Central Vicinity and District Boundaries

District Description

The Carlsbad downtown area features one-to-three-story historic buildings occupied by local office, retail, and service-oriented businesses and arranged on a walkable, grid-style street pattern. The late nineteenth and early to mid-twentieth century buildings have largely retained their historic character, establishing an identity appropriate to the culture and heritage of Carlsbad. The variety of architectural styles include Art Deco, decorative brick commercial facades, and period revival styles, including twentieth century Pueblo and Spanish Colonial revival styles.

Canal Street and Greene Street are four-lane state highways which intersect in the downtown area and carry a large proportion of regional traffic. Canyon, Mermod, and Fox Streets are more retail and pedestrian oriented. Over the last couple OF decades, the City of Carlsbad, Carlsbad MainStreet, and the Carlsbad Arts Council have been active in building place-making infrastructure, hosting events, and establishing the identity of the downtown area.

Eddy County and City of Carlsbad government offices and public cultural institutions are located downtown, as are the majority of the region's financial institutions. Businesses represent a broad spectrum of retail and services, including professional offices, medical and other health related businesses, restaurants and bars, real estate, and small-scale manufacturing. Local nonprofit organizations include Carlsbad MainStreet, the Carlsbad Community Foundation, United Way, Eddy County CASA, and the Carlsbad Coalition. Predominant public open spaces are the Courthouse lawn and the Halagueño Arts Park adjacent to the Carlsbad Public Library and Carlsbad Museum.

The Pecos River, one of the City of Carlsbad's most attractive amenities, is located to the east of the District, with a direct connection by Green Street to the pedestrian and bicycle paths along the east and west sides of the river.

To support the growth of Carlsbad's creative economy, and downtown as the center of this economic activity, the Pearl of the Pecos ACD was formed by the City of Carlsbad, Carlsbad MainStreet and the Carlsbad Arts Council. This collaborative effort has resulted in the formal designation of the Pearl of the Pecos ACD through the Arts and Cultural District's Program, a joint program of New Mexico Arts, New Mexico MainStreet, and the New Mexico Historic Preservation Division.

The Arts and Cultural Districts (ACD) Program's goal is to promote the exceptional art and history of New Mexico while assisting communities in developing their cultural and artistic resources to create dynamic and economically vibrant districts. Forming Arts and Cultural Districts helps communities provide support to cultural entrepreneurs and institutions while capitalizing on the potential economic opportunity for the district as well as the town.

The vision for the Pearl of the Pecos ACD is as a thriving Arts and Entertainment District. Several businesses in the District are related to crafting, manufacturing, promoting and selling creative products and services. There are multiple places to see art in galleries, parks, and museums; and there are several attractions with live music, food, and drinks. Building on existing strengths, the Pearl of the Pecos ACD has been successfully supporting Carlsbad's creative economy, resulting in a vibrant economic engine driven by "cultural and creative experiences by day and entertainment by night."

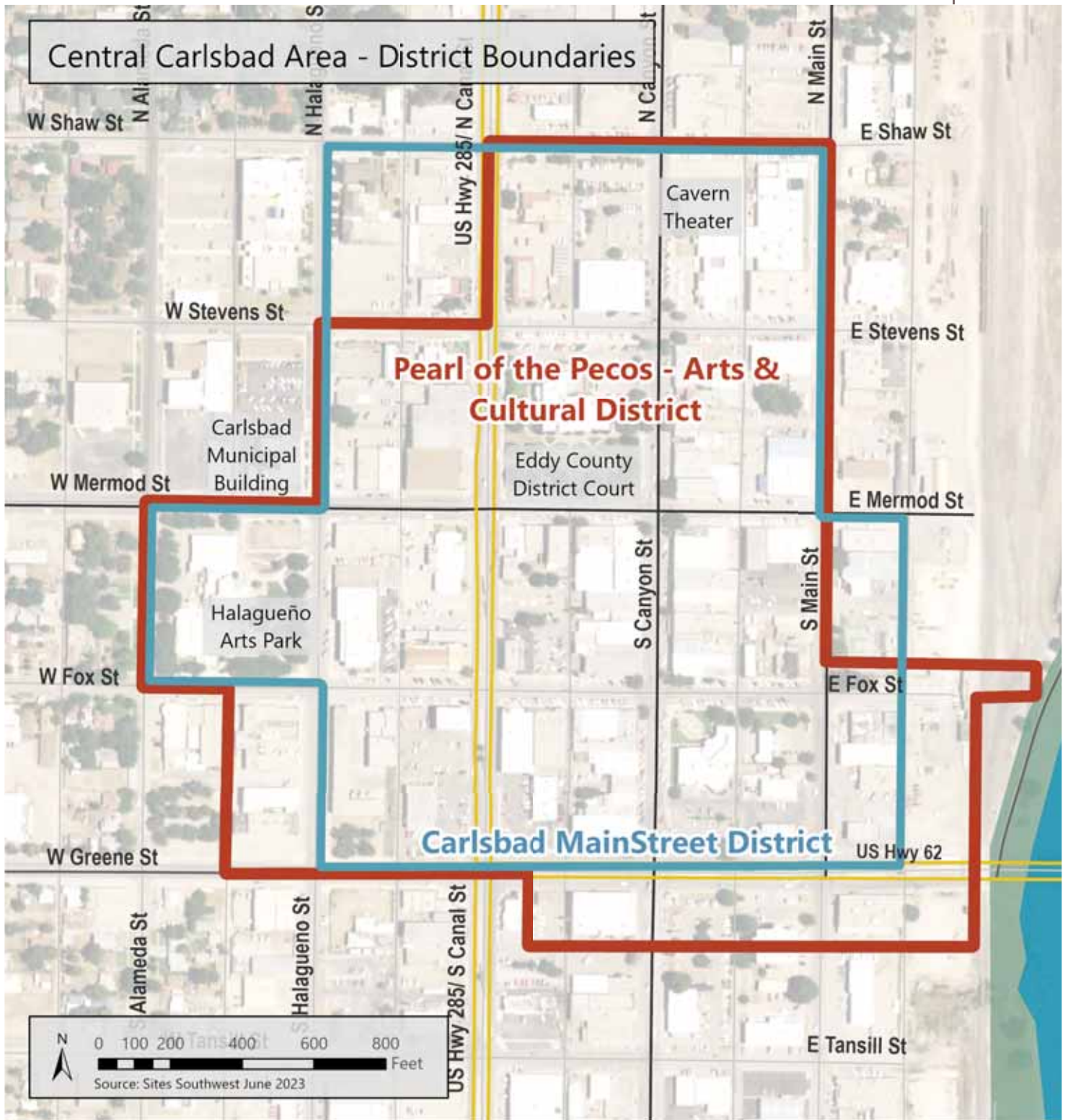


Figure 2. Pearl of the Pecos Arts & Culture District & Related Boundaries

Note: The Pearl of the Pecos ACD and Carlsbad MainStreet District mostly overlap in covering the core, downtown Carlsbad area but each have different boundaries. This plan is applicable to the area within the Pearl of the Pecos ACD boundaries.

Carlsbad MainStreet

The Pearl of the Pecos ACD is a program of Carlsbad MainStreet, the local non-profit MainStreet organization that has been working in downtown Carlsbad for several decades.

The mission of Carlsbad MainStreet is to strengthen the district as the center of the Carlsbad community and the organization's work has contributed to making the downtown area a more vibrant place for shopping, dining, and entertainment. As part of this mission, Carlsbad MainStreet believes that arts and culture play a significant role in the economic vitality of the district.

Following the National MainStreet Four Point Approach, Carlsbad MainStreet focuses on organization, promotion, design, and economic vitality. Carlsbad MainStreet hosts events and supports the events of partner organizations to increase awareness and the patronage of downtown businesses.

Carlsbad MainStreet is one of 30 districts affiliated with New Mexico MainStreet, a program of the New Mexico Economic Development Department and first affiliated with the state program in 1987. The Carlsbad organization is also accredited through the Main Street America program, which recognizes programs that have achieved comprehensive economic growth, the preservation of local history, celebrations of community character, and which use rigorous outcome performance measurements.



Cultural Economic Development Plan

Pearl of the Pecos Arts and Cultural District Vision:

The Pearl of the Pecos Arts and Cultural District is a diverse and thriving epicenter for arts and culture in Carlsbad which supports art education and economic development. Art experiences, availability and opportunity are an integral part of maintaining a healthy community, city pride and a reflection of our rich diversity. The Arts & Cultural District is a mecca for cultural and creative experiences by day and a thriving entertainment district by night.

Pearl of the Pecos Arts and Cultural District Mission:

The Pearl of the Pecos ACD supports the development of a sustainable cultural economy, arts education, and historic preservation to provide diverse arts and cultural experiences by day and an entertainment district by night.

Process

Initial Community Engagement (November 2022 – February 2023)

The Carlsbad Cultural Economic Development Plan was, throughout the planning process, guided by the vision and mission of the Pearl of the Pecos ACD. The first phase of community engagement was conducted to understand past success, current capacity and constraints, and potential projects on the horizon. This initial effort involved a large, community meeting with Carlsbad residents and business owners and discussion with key stakeholders.

To facilitate a community meeting with a variety of different community perspectives, public outreach materials were developed and distributed in November and December 2022 inviting the public to a January 2023 meeting. The meeting attracted approximately 60 community members from a wide variety of backgrounds including arts organizations (The Artist Gallery, Carlsbad Area Art Association, Carlsbad Arts Council, Carlsbad Community Theatre, Carlsbad Community Concerts Association, SENM Historical Society), district stakeholders (small business owners, property owners) and community members engaged and committed to the growth of arts and culture and the growth of the creative economy.

Discussions were facilitated around four topic areas:

- Vision for the Pearl of the Pecos ACD
- Ways to use Existing Resources
- Organizational Support
- Supporting the Creative Economy

Individual meetings with key stakeholders and Pearl of the Pecos ACD partners provided more in-depth information about the unique aspects of the Carlsbad community the contribution of arts and culture to the broader economy. Key stakeholders included:

- City of Carlsbad Leadership (Mayor, City Administrator, Community Development Staff)
- Carlsbad MainStreet
- Carlsbad Chamber of Commerce
- Carlsbad Arts Council
- Carlsbad Public Library
- Carlsbad Museum
- Carlsbad Department of Development
- District Business & Building Owners

Phase 1 community engagement informed the following findings:

- A variety of community organizations have made commendable progress in expanding arts and cultural activities.
- Insufficient pedestrian infrastructure continues to inhibit pedestrian safety and attractiveness of the district.
- Continued development and programming of public spaces would provide opportunities to showcase local art, enhance the vibrancy and attractiveness of the district, and increase economic activity in the area.
- The Pearl of the Pecos ACD has a wealth of resources that can be utilized to expand artistic, cultural, residential, and economic vibrancy.



Development & Review of the Plan (March – May 2023)

Through the spring of 2023, contents of the plan were drafted and reviewed by community stakeholders. Community input enhanced descriptions of district history, recent successes, organizational capacity, and areas of opportunity. To ensure the plan reflected the community's vision, goals, objectives, and project strategies were refined through public comments, a second round of stakeholder interviews, and a steering committee workshop.

The following goals were collaboratively workshopped with community stakeholders:

- Improving the safety, comfort, and attractiveness of the pedestrian experience to facilitate arts and cultural activities.
- Promoting and enhancing the use of public spaces as opportunities for arts and cultural activities.
- Supporting cultural entrepreneurs, creative economy institutions, and capitalizing on potential economic opportunities.
- Utilization of Community Assets – Celebrating, preserving, and supporting the use and revitalization of existing assets in the community.

The following project strategies were proposed to the ACD Steering Committee and coordinating staff following the initial community engagement and research phase to accomplish the goals and vision for the district:

- Developing wayfinding and informational signage
- Working with the City to build public restrooms
- Enhancing infrastructure to support district growth (public restrooms, pedestrian amenities, beautification)
- Enhancing the creative economy
- Providing support and resources for local artists

- Promoting the halagueño arts park, the eddy county courthouse lawn, the carlsbad public library, and the carlsbad museum
- Working with community partners to further arts and cultural programing
- Supporting the rehabilitation and future programming of the cavern theatre
- Activation of public alleys
- Further support for historic preservation strategies and funding sources
- Encouraging the development of second story residential
- Supporting outdoor seating and dining
- Continued support for façade and sign improvements
- Cultivating attractive business environment in acd to encourage growth of the creative economy

A draft plan describing the district, potential goals, and feasible projects completed for public review. In May 2023, in-person discussions were organized with local stakeholders like the City of Carlsbad, Carlsbad MainStreet, the Pearl of the Pecos Steering Committee, the Carlsbad Arts Council, the Carlsbad Department of Development, and many area business owners. Reviewers confirmed the overall goals and projects but provided critical feedback about details of the plan. This review resulted in amended district descriptions, amended goals, and refined how potential projects could be implemented to meet the needs of the community.

Plan Refinement (June - July 2023)

In June, a revised draft of the plan was created with earlier stakeholder feedback and continued collaboration with internal partners. This draft included refined project implementation details, potential funding details, and project examples.

In July, this revised draft was fully formatted and distributed both to local stakeholders and state partners like New Mexico MainStreet for final comments prior to public release. After incorporating technical feedback from local and state partners, a public review draft was released for final comment.

Public Review & Plan Completion (August – September 2023)

In August, the Pearl of the Pecos ACD plan was shared through a public meeting with local stakeholders, business owners, state partners, Carlsbad residents, and tourists. Attendees discussed the projects, potential strategies for creative implementation, and updated the list of businesses that were active in the area. A revised document was prepared to incorporate public comments and a final document was completed with final ACD and New Mexico MainStreet comments in September.

The Pearl of the Pecos ACD plan is adopted by resolution as an amendment to the City of Carlsbad's local Local Economic Development Act (LEDA) ordinance. Following plan adoption, the plan recommends updating the LEDA ordinance to include arts and cultural district purposes. The New Mexico LEDA includes cultural facilities as qualifying entities for economic development projects. These projects would be eligible for public support subject to state and local LEDA requirements.

Economic Transformation Strategy

The creative economy encompasses a broad range of entrepreneurs, enterprises, and industries at the intersection of commerce, creativity, innovation, and culture. The New Mexico Arts and Cultural District Program supports state authorized districts in developing cultural economic goals based on existing heritage, arts and cultural assets. Defined broadly, the assets include creative products producers, developers of related commercial products, those who distribute or market them, and supporters of these efforts. Arts and Cultural Districts are places that nurture these entrepreneurs and enterprises.

Pearl of the Pecos ACD ETS: Promote and grow our diverse arts and cultural experiences for a thriving day and nighttime entertainment district.

The Arts and Cultural District set the following goals when the district was established in 2018:

- **Encourage and support the rehabilitation and/or re-purposing of district historic buildings into sustainable creative and cultural businesses which support the tourist economy of Carlsbad while nurturing the cultural economic niche and nightlife of the district..**
 - Open the historic Cavern Theatre as a film and live performance venue.
 - Support re-purposing the Odd Fellows Hall.
 - Support the overall economic vitality and growth in the district through business and entrepreneurial development as well as property development.
- **Bring people together for arts and cultural experiences by using the Halagueño Arts Park for activities such as: The Night of Lights (signature event), HeritageFest, outdoor movies, music concerts and Chautauqua performances.**
- **Finish the Cavern Theatre rehabilitation.**

These goals identified specific and achievable projects to make the district attractive to and supportive of the creative economy in downtown Carlsbad.

Since adoption of these goals, the Cavern Theatre rehabilitation is approaching completion; the Odd Fellows Hall is now occupied by Milton's Brewing, an important downtown business; and downtown events are thriving. The Pearl of the Pecos ACD continues to support Carlsbad's creative economy and create a place where these entrepreneurs and businesses can thrive. The action items in this plan will further contribute to the accomplishment of existing goals.



Findings

The following findings are based on public input and research for the plan and highlight factors that shape goals, objectives, and strategic actions. These findings help to ensure that the plan focuses on clearly achievable strategies which can be championed and supported by Carlsbad MainStreet and the Pearl of the Pecos ACD's Board.

Several creative economy clusters have a well-established presence in the Pearl of the Pecos ACD, such as the Halagueño Arts Park including the Carlsbad Public Library and Carlsbad Museum and the downtown area surrounding the Eddy County Courthouse. At the same time, public input suggested industry types that should be expanded, particularly hospitality and nightlife offerings (e.g.: restaurants, bars, breweries, entertainment lounges etc.). Existing restaurants, food trucks, and the brewery provide a good start but the public would like to see more daytime options and dinner choices. These business clusters could be strengthened through support services and networks which either already exist in Carlsbad or which are offered by the

New Mexico MainStreet and State Arts and Cultural District programs (see Sections 3 and 4). Significant attractors and entertainment venues like the Cavern Theater will also bring customers downtown for events, especially during evenings and weekends and will expand the customer base for surrounding businesses.

Carlsbad serves as a gateway to surrounding outdoor recreation like the Carlsbad Caverns, the Guadalupe Mountains, the Living Desert Zoo and Gardens, and Brantly Lake (visitation and economic impacts described in Section 3). The existing bike shop is the beginning of an outdoor recreation business cluster which could expand to include businesses that provide equipment, clothing, supplies, outdoor experiences, and other goods and services related to the outdoors. More activity in this sector would provide opportunities to creative entrepreneurs, more services to locals and visitors, would encourage more tourism, would expand the creative economy, and would diversify the Carlsbad's economy as a whole.



The Pearl of the Pecos ACD has a strong network of state and national organizations that can assist with the development of creative businesses and organizations. Carlsbad MainStreet, State Arts and Cultural Districts, and New Mexico MainStreet support the growth of small businesses within the Pearl of the Pecos ACD and can assist with resources for communication, promotion, design and economic positioning. This can include identifying best practices for creative placemaking, working through funding barriers impacting the creative economy, or providing informational support for new projects.

One desired outcome of the Pearl of the Pecos ACD is to help create and carve paths for careers in the arts. Carlsbad has produced well-known artists with careers in fine arts, performing arts, heritage arts, history and culture, and other aspects of the creative economy. Through partnerships with Carlsbad's arts and cultural organizations and supporting and showcasing those who have proven successful in the field, the Pearl of the Pecos ACD can make prospective entrepreneurs aware of career opportunities in creative industries and the support available for businesses. Through further programming and partnerships with community organizations, particularly the schools systems, opportunities to explore and grow a career in the arts can be supported throughout a student's life for future careers in the arts can begin at a young age and be supported throughout their life.

Public input identified difficulties and complications for businesses and creative professionals seeking to locate downtown. Vacant commercial space could be particularly beneficial to utilize or redevelop but often suffers from particularly challenging barriers. Physical barriers include a lack of available and affordable space, difficulty complying with modern building codes, a lack of capital, and inadequate

infrastructure for some business types (e.g.: restaurants). Other significant barriers include difficulty staffing and a perceived lack of foot traffic. The ACD and Carlsbad MainStreet have held information sessions for prospective businesses and can continue to encourage and assist the usage of existing space by serving as a clearinghouse of information for interested parties. The Pearl of the Pecos ACD can also help prospective businesses negotiate barriers by utilizing its network and facilitating good, working relationships between potential users, building owners, and government agencies.

Goals and Objectives

The goals of the Pearl of the Pecos ACD are to establish downtown Carlsbad as a mecca for cultural and creative experiences by day and an entertainment district by night. This approach is consistent with adopted policies that envision a vibrant, mixed-use downtown. This will be accomplished through rehabilitating and re-purposing historic buildings and developing an entertainment destination of dining and performance venues, galleries, hands-on experiences, multi-faceted events, and opportunities for creative entrepreneurs.

Having substantially accomplished the goals that were set when the district was established, the Pearl of the Pecos ACD is moving to its next phase of economic transformation. The focus groups and community meeting at the beginning of the planning process highlighted four goals that are the basis for the next stage of goals and objectives:

Goal 1. Leverage Public Investments to Grow the Creative Economy

- Prioritize the use of the district’s public spaces to increase activity in the district.
- Encourage the use of the Halagueño Arts Park by local organizations for their events and activities, subject to the City of Carlsbad guidelines.
- Continue to use the Courthouse Lawn for events as permitted by Eddy County.
- Work with the City of Carlsbad to develop programming at City-owned facilities (Ex. Cavern Theater) and facilitate events with the City and other community groups.
- Advance the prototype alley activation project as recommended in the Carlsbad Downtown Master Plan (2010), possibly starting with pop-up or temporary amenities that illustrate the potential of these areas as public space.
- Update the City’s Local Economic Development Act Ordinance to enable public support for arts and cultural district purposes. Add cultural facilities as qualifying entities for economic development projects.

Goal 2. Improve the District Experience through Arts and Culture

Seek opportunities to incorporate art into public spaces in collaboration with the City and County. Improve the visitor experience by enhancing the visibility of destinations, improving access and mobility, and increasing the comfort and attractiveness of the district . Though transportation is generally managed by City, County, and State entities, the Pearl of the Pecos ACD can be a key advocate for identifying, prioritizing, and funding projects and can ensure that projects are designed to support local arts and culture.



- Establish a wayfinding system to guide visitors to parking and destinations within the district. Incorporate art and storytelling components
- Support local government to develop public amenities that enhance visitor experience, including walkability, pedestrian comfort and public restrooms. Identify opportunities to incorporate public art and enhance district identity.
- Identify opportunities for public creative displays that feature storytelling and rotating exhibits.
- Support multi-modal transportation. Articulate clear pedestrian, bicycle and vehicular systems through signage and design.
- Access need for a comprehensive parking strategy. Consider after-hours parking agreements with owners of private lots for evenings and special events and time-limited on-street parking to ensure that convenient spaces are available throughout the day.

Goal 3. Enhance the Environment for Artists, Entrepreneurs and Creatives

- Enhance the District as a place that supports cultural entrepreneurs and creative economy institutions while capitalizing on potential economic opportunities for the District and the Carlsbad region.
- Support collaborative, shared, or pop-up workspaces and exhibition opportunities that can help creative artists and entrepreneurs in producing, selling, or sharing their work.
- Collaborate with existing small business assistance and education programs to support small businesses, business start-ups and entrepreneurs, especially as it is related to arts and cultural businesses.
- Work with the Chamber of Commerce, existing businesses, and landlords to retain existing businesses in the district. Carlsbad Department of Development works with local businesses for retention and business strategies to assist them in marketing plans and other areas as well.



- Work with the Chamber, Carlsbad Department of Development, property owners and local realtors to recruit businesses into vacant storefronts in the district.
- Encourage collaboration among businesses, organizations and institutions within the District for mutual support and cross-promotion.
- Identify barriers to arts and cultural business including zoning, building code compliance, and costs.
- Encourage the development of second story residential units.

Goal 4. Support Career Opportunities in Creative Sectors

- Support the diversification of the local economy through building opportunities for careers in creative sectors.
- Engage in opportunities to share the impact of the local creative economy.
- Partner with local schools and colleges to develop curriculum and programming in creative sectors and provide opportunities to showcase student work.
- Support access to resources and job training including makers spaces, lectures, internships, networking and mentorships.
- Provide innovative opportunities to test business concepts including start ups and pop ups.

Goal 5. Increase Opportunities to Experience Arts and Culture in the District

- Support public and private entities in the development of unique local arts and cultural assets for interactive and entertainment opportunities.
- Partner with local arts and cultural organizations to bring additional programming to the district.
- Feature the unique history of Carlsbad through the preservation existing historic assets and storytelling.
- Develop outdoor recreational opportunities and identify potential partnerships with Carlsbad Caverns.
- Identify opportunities to activate underutilized spaces through arts and cultural programming.
- Sponsor periodic Historic Preservation and Education events.
- Activate outdoor spaces by providing opportunities for entertainment, seating and dining.
- Encourage building owners within the district to participate in Carlsbad MainStreet's façade improvements grant program. Assist/educate building owners on existing resources (tax credits).
- Exploring the capacity to become a Certified Local Government to support with preservation initiatives.



Nuclear Waste Partnership **DOWNTOWN FARMERS MARKET** - Thursdays 5:30pm

03

EXISTING CONDITIONS

// *New Mexico MainStreet identifies a comprehensive list of sectors within their definition of the Creative Economy including food & agriculture, technology, music, visual arts & design, and cultural preservation. Each of these sectors has representation within the Pearl of the Pecos ACD (see figure 4) and many are supported by a wide variety of businesses, educational facilities, venue spaces, and advocacy organizations. The collection of creative industries provides a sound foundation from which artists and cultural entrepreneurs can thrive.*

Businesses and Organizations that Promote the Arts

Arts Related Businesses

The citizens of Carlsbad have cultivated a wide range of businesses that contribute to Carlsbad's creative economy. Many of these businesses are located within the Pearl of the Pecos ACD. The business assets of the District are more fully described in the Asset Summary. These businesses illustrate the potential for artists and cultural entrepreneurs to earn a living from creative pursuits.

Arts Organizations

Carlsbad is home to many arts organizations that support the arts and produce events in Carlsbad. While these organizations operate City-wide and in the Carlsbad area, they also conduct events and activities within the Pearl of the Pecos ACD at venues such as the Halagueño Arts Park, and soon, the Cavern Theatre.

Pearl of the Pecos Arts and Cultural District

Pearl of the Pecos ACD is a subsidiary of the Carlsbad MainStreet organization that supports art education and economic development by providing diverse arts and cultural experiences throughout the district.

Carlsbad Arts Council

The Carlsbad Arts Council is a volunteer operated organization committed to bringing quality arts and cultural programming to Carlsbad and the surrounding area. The council was instrumental in the recognition and designation of the Pearl of the Pecos ACD by New Mexico MainStreet. The Carlsbad Arts Council continues to support cultural organizations throughout the City of Carlsbad and has a strong relationship with the Pearl of the Pecos ACD in partnering on events and projects.

Carlsbad Community Concert Association

The Carlsbad Community Concert Association was formed in 1943 to bring quality live entertainment to Carlsbad. Today the organization produces concerts in Carlsbad and often performs at the P.R. Levya Auditorium. The association has expressed interest in working with the City of Carlsbad and the Pearl of the Pecos ACD to organize performances at the Cavern Theater.

Carlsbad Community Theater

The Carlsbad Community Theatre is a non-profit organization run by a collection of directors and actors who produce live theatrical performances throughout the year. The Theater is based out of one of the last WWII Carlsbad Art Air Field buildings existing in the City which has since been renovated into the 130-seat auditorium the organization uses today.

Carlsbad Area Art Association (CAAA)

The CAAA provides fine arts and crafts education and promotes fine arts and crafts in Carlsbad. The CAAA founded The Artist Gallery, a co-op art gallery in the District that has, for over forty years, promoted the arts in Carlsbad and provided a venue for members to display and sell their work. The Artist Gallery currently holds exhibitions at the Carlsbad Museum twice a year. The Artist Gallery has a large space where the CAAA hosts its members' meetings and hosts artist workshops. The organization also operates The Pottery Studio, a shared space for member potters. There is potential to learn from, collaborate with, and support programming at CAAA facilities.

Southeastern New Mexico Historical Society (SENMHS)

The SENMHS, founded in 1970, fosters education and appreciation of the history of Southeastern New Mexico through its photo archive, donated collections, and stewardship efforts. The organization's Board of Directors works with Carlsbad Museum to vet donations. 'Near Loving's Bend' is a searchable online collection of over 20,000 historical photos dated from 1830 to the present day, collected from photography studios, private donors, and the Carlsbad Current-Argus. The organization meets the first Monday of each month, September through May, with lectures and discussions on Carlsbad and Eddy County history. The historical society has worked on many projects with the ACD (including the Carlsbad Heritage Walks) and there will be more partnership opportunities with more historic preservation efforts.

Arts and Cultural Facilities

Carlsbad Museum

Carlsbad Museum is one of the premier museums in Southeast New Mexico. Established in 1931, it is the state's oldest municipal museum. Admission is free to citizens and visitors alike, with an array of traveling and permanent exhibits including the Carlsbad Hall of Fame, local and regional history displays, archaeological specimens, contemporary Southwestern art, and pioneer ranching artifacts. Currently, the museum has five galleries, an atrium, a meeting space, and two exhibit halls, with a new section under construction. In addition to providing curated space for art and cultural exhibits, the museum also functions as a dynamic space for community meetings, events, and conferences.

Carlsbad Public Library

Located directly adjacent to the Carlsbad Museum and Halagueño Arts Park, the Carlsbad Public Library has been a civic staple of downtown Carlsbad. In

addition to access to collections and library facilities, they also provide a wide variety of classes and programming for the benefit of the public.

Halagueño Arts Park

The Halagueño Arts Park is a beautiful open area adjacent to the Carlsbad Public Library and Museum. In addition to its green space, pathways, seating and an outstanding sculpture collection, the park is a venue for arts and cultural events. There are two newly installed performance stages, and electricity is available. The Arts Park is a location for Arts in the Park, the Night of Lights, Movies in the Park, and other concerts and events.

The City of Carlsbad reviews applications for use of the park for special events. The City has established guidelines for park use, including responsibility for supervision, liability for damage to the park, and cleaning and trash disposal.

Cavern Theatre

When the rehabilitation is complete, the Cavern Theatre will provide an attractive live performance and film venue within the Pearl of the Pecos ACD. The Cavern Theatre will serve as a multi-service community-oriented performing arts center with state-of-the-art sound and technical capabilities to enhance the quality of life and provide economic revitalization of the downtown area in a mid-size venue.

Eddy County Courthouse Lawn / Gazebo

The Courthouse lawn is the location for multiple events including the Farmers & Makers market held every Thursday from June through September and Third Thursday events held throughout the year. The Courthouse lawn can be reserved for events through Eddy County. In 2020, a gazebo was reinstalled through fundraising efforts through Carlsbad MainStreet.

The Artist Gallery

The Artist Gallery was established to promote the arts and provide a space for local artists to sell their works. Member artists work in a variety of mediums, providing diverse offerings for sale. The gallery found a permanent home on South Canyon Street when the Carlsbad Area Art Association, with the help of local businesses and arts patrons, purchased its current building in 2000. The gallery is a co-op operated by its members.

The Pottery Studio

The CAAA operates a community space with shared kilns, glazes, and clay for members. The studio offers classes and workshops to the public. There is opportunity within the ACD to promote the pottery studio through events like the Farmers and Makers Market and potential workshop programming.

Walter Gerrells Performing Arts and Exhibition Center¹

The City of Carlsbad's Walter Gerrells Performing Arts and Exhibition Center is the premier entertainment venue in Carlsbad and Southeastern New Mexico. With a 2,000-seat auditorium, a sixty-foot wide stage, and 14,000 square foot banquet hall and lobby, the Arts and Exhibition Center hosts a wide variety of events including concerts, shows, wedding receptions, banquets, and art fairs.

Pecos River Village Conference Center²

Formerly the President's Park, the Pecos River Village Conference Center provides multiple meeting spaces that accommodate a range of gatherings including classroom style, theater style, and banquet style gatherings. During the winter, the Center is transformed into a Christmas Village during the Chamber of Commerce's annual Christmas on the Pecos.

¹ Located outside of the Pearl of the Pecos ACD

² Located outside of the Pearl of the Pecos ACD

The Beach Bandshell/Gazebo³

Located in the 125-acre Lake Carlsbad Recreation Area, the Beach Bandshell is the location for live music events, including the multi-day Freedomfest in July and Batfest in October.

Related Local Institutions and Organizations

City of Carlsbad

The City of Carlsbad is a primary partner with the Pearl of the Pecos ACD, the City operates numerous arts and culture-related facilities, and works on a wide variety of initiatives to support art and cultural organizations. The City manages the Cavern Theatre rehabilitation, the Halagueño Arts Park and the Keep Carlsbad Beautiful program. The Mayor's Fine Arts and Acquisition Vetting Committee (FAAV) seeks out, obtains, and maintains art across the City and is an essential partner in the placement of more public art in the Pearl of the Pecos ACD.

Eddy County

The Eddy County Courthouse and County Administration Offices are located within the Pearl of the Pecos ACD. The County Courthouse is a significant historic structure, and the Courthouse lawn is one of the principal green spaces within the ACD. Eddy County is a primary partner with the Pearl of the Pecos ACD, providing financial assistance and offering support through the use of its facilities. The Courthouse lawn and gazebo are popular venues for outdoor activities including the summer Farmers Market and Third Thursdays.

Carlsbad Municipal Schools

In the CMS district, there are more than ten schools offering everything from early childhood education to early college opportunities. These schools prepare students with the skills necessary to succeed in their careers, college, and life. Instilling a love and appreciation for the arts at an early age is key to the success and longevity for the creative economy for

³ Located outside of the Pearl of the Pecos ACD

a community. The Carlsbad High School this year broke ground on a state of the art performing arts center, which shows the schools systems, dedication to this sector of education.

Carlsbad Chamber of Commerce

The Chamber of Commerce is located in downtown Carlsbad adjacent to the Pearl of the Pecos ACD. The Chamber supports the Pearl of the Pecos ACD through its support of events and business recruitment and retention.

Carlsbad Department of Development

The Carlsbad Department of Development is the local economic development organization responsible for marketing growth opportunities in Carlsbad and Eddy County to a variety of businesses that support the community. The organization focuses on business recruitment and retention, housing, and promotion of Carlsbad. The Carlsbad Department of Development supports arts and cultural endeavors by promoting events and making potential businesses aware of the cultural offerings available in Carlsbad.

Southeast New Mexico College

Southeast New Mexico College (SENMC) provides programs of study in Digital Media Technology, Drafting and Graphics Technology, Hospitality and Tourism, and Heritage Interpretation that support the development of Carlsbad's creative economy. Online education programs include arts and design, writing, computer applications, hospitality, and business classes for arts and cultural entrepreneurs.

Small Business Development Center (SBDC)

The Portales SBDC is located on the campus of Southeast New Mexico College. The Center supports local entrepreneurs through a variety of consulting services and workshops. Consulting services include the following topics:

- Business plan development and financial management

- Time management
- Advanced marketing and sales
- Management/strategic consulting

New Mexico's network of SBDCs offers in-person, hybrid and virtual training sessions for small businesses. In-person events are held at SBDC's throughout the state, and live webinars are also provided. These events are free.

Statewide Organizations

New Mexico MainStreet

The New Mexico MainStreet (NMMS) organization is a primary partner and contributing consultant to the Pearl of the Pecos ACD. Working through the New Mexico Economic Development Department, NMMS has created a framework to revitalize economies by understanding community assets, engaging people, and prioritizing placemaking and the creative economy. NMMS administers the Arts and Cultural District program and also works with neighborhood commercial corridors, historic theaters, and has a public infrastructure finance program.

New Mexico Arts

In addition to being a State authority on the Arts and Cultural Districts program, New Mexico Arts provides financial support to non-profit organizations working to expand access to the arts. As a division of the Department of Cultural Affairs, the organization can be an excellent resource to learn about grants and public art programs.

Historic Preservation Division

The State Historic Preservation Division works with communities like Carlsbad to recognize and coordinate preservation of historic resources and also helps with education and resource management. Programs like Certified Local Governments, Registers of Cultural Properties, financial grants, and technical assistance are potential resources to maintain and manage existing historic assets.

Outdoor Recreation Resources

New Mexico Outdoor Recreation Division

The New Mexico Economic Development Department Outdoor Recreation Division was created in 2019 to support and champion the state's outdoor recreation economy. The goal is to grow wealth and economic opportunities in this sustainable outdoor recreation. The division partners with local businesses, nonprofits, and partner state and federal agencies in the outdoor recreation sector. The division supports the outdoor recreation sector through regional planning, support new and expanding outdoor recreation

businesses, and provide grants for education and projects that improve access to the outdoors.

endeavOR New Mexico

endeavOR New Mexico is an outdoor recreation business alliance that supports the growth of the outdoor recreation economy through its advocacy work. The mission of the organization is to expand the state's OR economy, engage the OR community, and enhance OR experiences. The organization markets the industry, connects industry professionals, supports member initiatives, and statewide infrastructure initiatives.

Contribution of Arts and Culture to the Local Economy

Local Economy Overview

Carlsbad's economy is driven by a diverse collection of industries including oil and gas, potash mining, nuclear storage, manufacturing, and agriculture and tourism. Creative businesses, which encompass a variety of business types across sectors, contribute to a more diverse economy.

Annual gross receipts data from oil and gas production, according to the New Mexico Department of Workforce Solutions, accounted for 30 percent of total wages paid in Eddy County and 21 percent of total jobs in 2021. Strength in oil and gas production has increased each year since 2021, creating prosperity not only for Eddy County and southeastern New Mexico, but for New Mexico as a whole.

Carlsbad is a gateway community to outdoor attractions and a strong and growing tourism economy is tied to places like Carlsbad Caverns National Park, Guadalupe Mountains National Park, the Living Desert Zoo and Gardens State Park, and Brantly Lake State Park. According to the Carlsbad

Department of Development, the Living Desert Zoo and Gardens attracts an average of 38,000 visitors annually and Brantly Lake attracts nearly 80,000 visitors. According to the National Park Service, the Carlsbad Caverns attracted 350,000 visitors who spent over \$25 million in surrounding communities and the Guadalupe Mountains attracted 243,000 visitors who spent \$16.8 million (2021). A visitor spending analysis conducted by the National Park Service showed that the lodging and restaurant sectors see the greatest impact, together accounting for a quarter of the visitor spending in gateway communities nationally.⁴ Arts and culture related businesses, facilities and events concentrated in the Pearl of the Pecos ACD also capture a portion of this spending and provide a reason for visitors to extend their stays in Carlsbad.

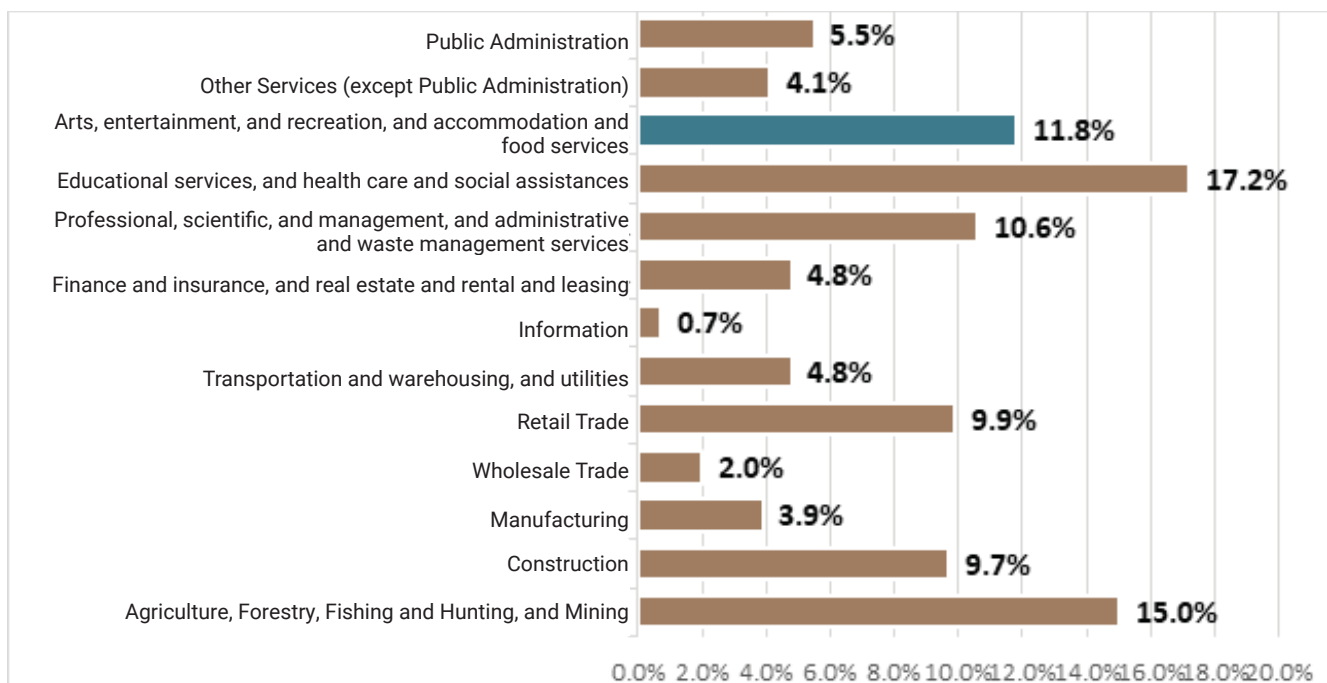
⁴ U.S. Geological Survey and National Park Service, "2021 National Park Visitor Spending Effects: Economic Contributions to Local Communities, States, and the Nation", National Resource Report NPS/NRSS/EOD/NRR—2022/2395

In addition to permanent residents and tourism, the Carlsbad economy is reliant on workers who predominately live in Carlsbad but are excluded from population counts by the Census. These are primarily oil and gas industry workers who temporarily live in Carlsbad to work but claim elsewhere as their permanent residency, and also include energy and potash industries which draw families and individuals to live and work in Carlsbad. Due to temporary residency, these employees and their families are not completely captured with available Census Data and more than double the population living around Carlsbad. Including these workers, the Carlsbad Department of Development has estimated the population to be over 75,000

within Carlsbad, and about 174,000 within an hour's drive. Median household income is over \$88,000 per year, compared to \$54,000 for the state. The median age is 35, compared to 39 for the state. The growing population, high incomes, young population, and the combination of permanent residents and temporary workers create a local market for arts and culture related goods, services, and activities.

The tourism and arts industry sector is the third largest employer of year-round Carlsbad residents according to Census estimates. Nearly twelve percent of Carlsbad residents are employed in this sector.

Figure 3. Occupation of Carlsbad Residents



Source: American Community Survey, 2021

Carlsbad's Creative Economy

The creative economy encompasses a wide range of creative endeavors which, like food and salons, extend beyond the traditional arts. Community members and economic development organizations noted that arts related businesses and organizations, along with the goods, services, and activities they provide, are a major asset for recruiting and retaining young workers to Carlsbad. As shown in Table 1, creative economy businesses (broadly defined) provide local jobs and generate \$281 million in annual gross receipts.⁵ This represents eight percent of annual gross receipts from businesses in Carlsbad that report gross receipts. Restaurants, technology, and wellness related businesses comprise the largest categories in terms of current gross receipts.

The Pearl of the Pecos ACD is currently home to businesses, institutions and nonprofit organizations in each of the creative economy sectors. Ongoing activities within the district and projects in process have the potential to increase the contribution of creative industries to the local economy. For example, the Carlsbad Theatre and other performance venues can provide paid opportunities in the performing arts and in related marketing, technology and visual arts. The typical level of spending on outdoor recreation businesses in National Park gateway communities, indicates that there is an opportunity for new outdoor recreation businesses to serve this market in Carlsbad. The Arts and Cultural District Cultural Economic Development Plan proposes actions that will enhance careers and business opportunities in creative industries.

⁵ New Mexico Department of Taxation and Revenue, RP80, Annual FY2020.

Table 1. Gross Receipts Generated by Carlsbad's Creative Economy Businesses

Creative Economy Sector	Gross Receipts, 2020	Creative Businesses % of the Total Economy
Built Environment	\$25,665,659	0.7%
Communications	\$10,162,775	0.3%
Community Engagement	\$1,147,963	0.0%
Food and Agriculture	\$13,879,768	0.4%
Health, Wellness and Beauty	\$51,998,219	1.5%
Literary Arts	\$453,374	0.0%
Outdoor Recreation	\$1,947,571	0.1%
Performing Arts	\$104,449	0.0%
Technology	\$58,552,316	1.7%
Visual Arts	\$30,566,810	0.9%
Restaurants	\$87,383,428	2.5%
Creative Economy Total	\$281,862,331	8.0%
Carlsbad Total Gross Receipts	\$3,505,898,038	100.0%

Asset Summary

The Pearl of the Pecos ACD is a center of Carlsbad’s creative economy. A list of assets broadly related to Carlsbad’s creative economy is shown in Figure 4. These institutions, organizations and businesses strengthen the identity of the District and support one another by attracting customers who participate in more than one activity.

As seen in the list and map of assets and further documented in the section on the arts and culture economy, The Pearl of the Pecos ACD has a strong representation of industries including restaurants; technology; health, wellness, and beauty; and the visual arts. These industries provide services to residents and visitors and increase foot traffic and opportunities for other types of artistic and

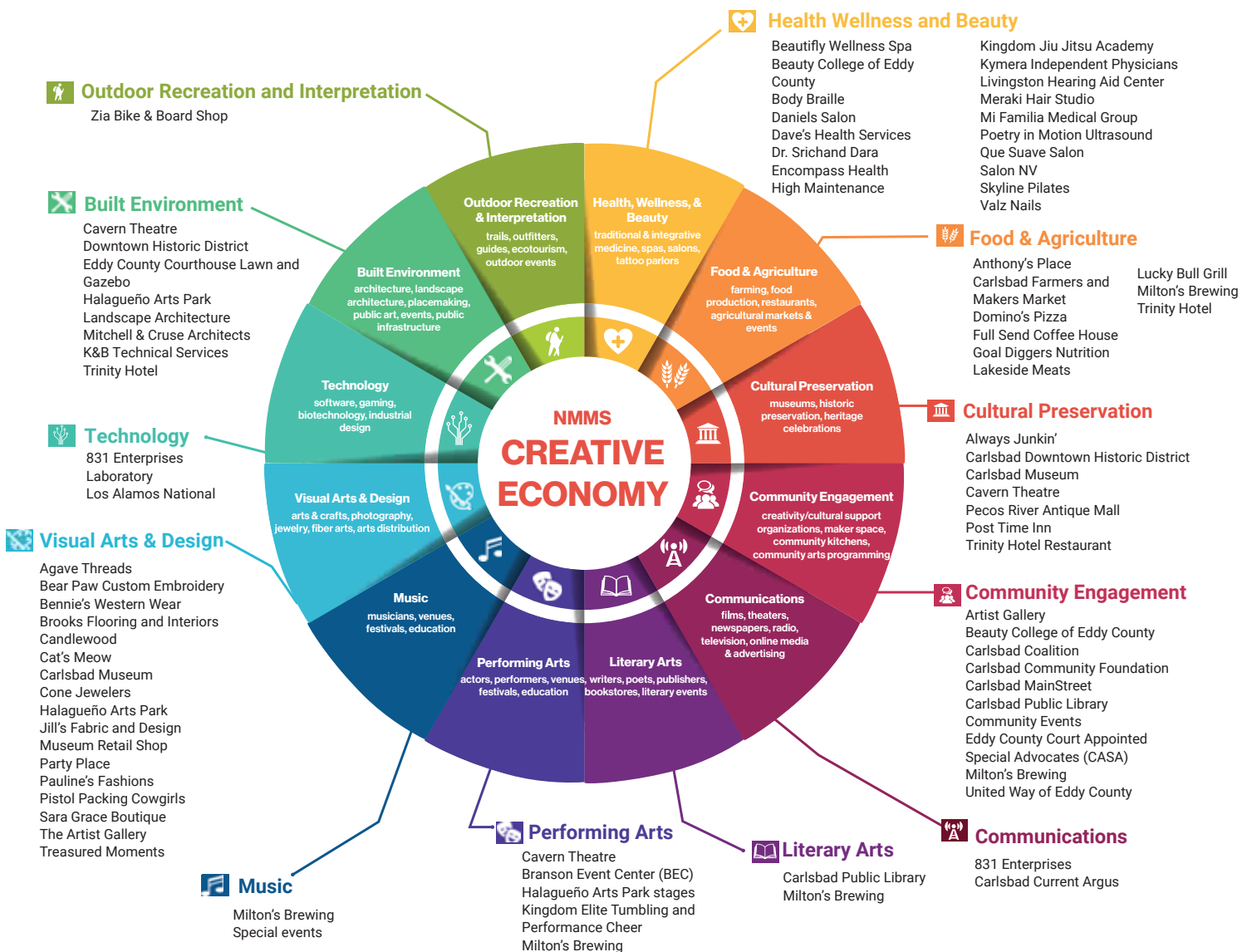


Figure 4. Pearl of the Pecos Arts and Cultural District Creative Economy Sectors (as of June, 2023)

cultural activities. This synergy means that day-time activities are benefited by other day-time activities, and night-time activities are benefited by other night-time activities.

Looking at the map of assets, it is important to note that the future Cavern Theatre will likely attract a significant amount night-time activity and that the immediately-surrounding area currently lacks other amenities which could benefit from and support the Cavern Theatre. This could be an opportunity for growth in the coming years.

One sector of the creative economy that is noticeably small is Outdoor Recreation and Interpretation which is currently represented by only a single business. Given the large number of visitors that attend surrounding outdoor attractions (see the previous section), more presence could be feasible and would

help to diversify the creative economy. Businesses, attractions, and even temporary events connected with outdoor recreation could additionally strengthen Carlsbad's role as a gateway to surrounding places like the Carlsbad Caverns.

Tourism is a relatively strong industry within Carlsbad (500,000 annual visitors are estimated by the Carlsbad Department of Development) and generates a lot of activity within the ACD, however, there are relatively few lodging options that are located within the District. Additional lodging options, especially located within the district and especially those more suited towards boutique, historic experiences—could increase tourism and support existing creative industries.



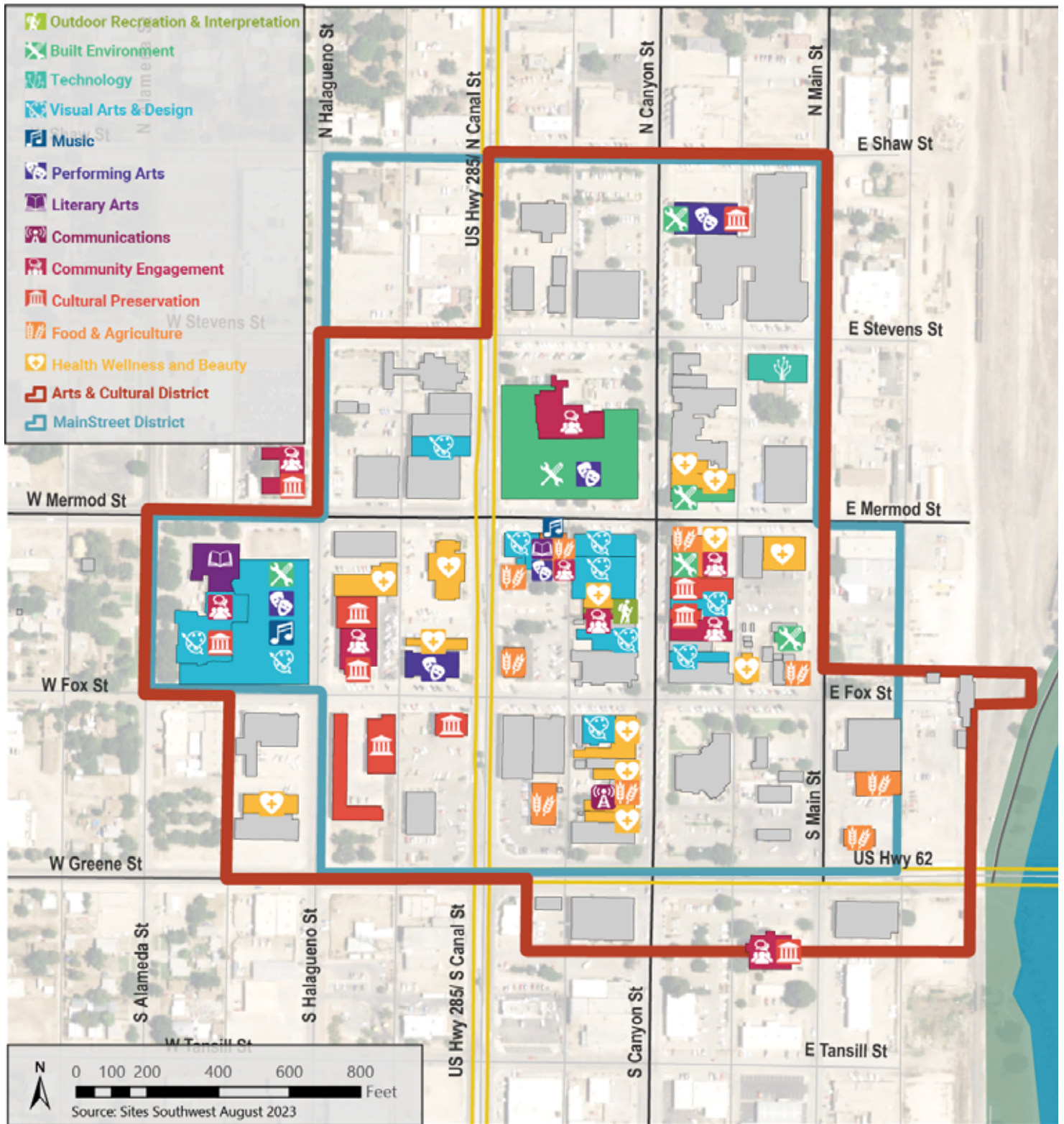


Figure 5. Creative Economy Assets Map

Existing Activities

Events

A variety of special events take place within the Pearl of the Pecos ACD during the year. Some of these events are managed by Carlsbad MainStreet and in collaboration with partner organizations, but there are also events managed by independent organizations. The City of Carlsbad, Eddy County, and other private sponsors are key partners and supporters of events located within the District.

Carlsbad MainStreet is a collaborator on several major events throughout the year including their signature event, CavernFest in June, the Fall Festival on Halloween, and the Electric Light Parade after Thanksgiving which kicks off the holiday season.

Venues for large events are the Halagueño Arts Park, Courthouse lawn, and downtown streets. The stages at the Halagueño Arts Park and the gazebo on the Courthouse lawn provide shaded outdoor performance spaces. When complete, the Cavern Theater will provide a new indoor venue for live performances and movies.

The Farmers and Makers Market is held on Thursdays from June through September on the Courthouse Lawn and is supported by the City of Carlsbad and Eddy County. Every week there is food and live entertainment, local crafters, artist, and growers.

The Night of Lights celebration, a project of the Carlsbad Arts Council, takes place in Halagueño Park before the Electric Light Parade and features a fun run and live entertainment.

Other events that have been held in the District include art walks, car shows, a chalk art contest in Halagueño Arts Park, HeritageFest, CavernFest/ other MainStreet events.



Halagueño Arts Park

The Halagueño Arts Park is located on the block that includes the Carlsbad Public Library and the Carlsbad Museum. Its collection of outdoor art includes 36 works, with more acquisitions being planned. The Mayor's Fine Arts Acquisition and Vetting Committee (FAAV) manages the park and continues to select new acquisitions.

The first sculptures in the park were installed in the 1990's at the entrance to the Carlsbad Public Library and the Carlsbad Museum. The idea of a designated arts park for the community emerged in 2005, and following the City Council's designation, a local committee began planning for development of the arts park. Later the Mayor's Fine Arts and Vetting Committee was formed to guide park development and management and assist in art selection. Through the efforts of the City and other community volunteers and with funding from City, State, grant, and private sources, the Halagueño Arts Park became a reality, with a grand opening in the summer of 2015.

A goal for the Halagueño Arts Park is to develop awareness and usage of the space through a variety of events, branding, and promotion. Events like "Night of Lights," "HeritageFest," and movies in the park have been hosted in the park and the Arts and Cultural District continues to support increased activity and accessibility given the value of the park as a significant cultural resource.



Halagueño Arts Park

Carlsbad Public Library & Carlsbad Museum

Housed on the same block as Halagueño Arts Park, the Carlsbad Public Library and Carlsbad Museum are integral community resources. Both facilities host events, offer programming, provide outlets for creative expression, and provide cultural resources related to Carlsbad's history. The library and museum have a long history in Carlsbad with the library celebrating its centennial in 1997 and the Carlsbad Museum being New Mexico's first municipal museum (located in the current building since 1978).

The Carlsbad Library is about more than just books and in its vision statement, the library emphasizes its role as "a strong community partner providing programs and services that connect people, foster creativity and curiosity, enrich lives, inspire lifelong learning, encourage literacy, and preserve the rich history of our multicultural community." The library hosts a variety of activities for all ages including various types of story times, reading programs, LEGO time, and STEM and STEAM clubs. It is also a meeting location and facilitates off-site activities such as ASL Classes, Brews and Books, seed swaps, and camera club. The library has also partnered extensively with local businesses on events, programming, and activities and has been a partner and advocate for the Pearl of the Pecos ACD.

The Carlsbad Museum serves as one of Carlsbad's cultural treasures and is one of the best museums of its size in the state. In addition to its extensive collection of historic artifacts, the Museum is also home to the "Carlsbad Hall of Fame" where you can learn about significant people with connections to the Carlsbad community and more about the community's rich heritage. The museum also offers meeting space and resources for the community such as a large classroom for a summer arts academy, an annual community exhibits with local and aspiring artists, and a gift shop with items and souvenirs from local artists.

The Carlsbad Library and Museum present great opportunities for collaboration on the studio and exhibit space described in Chapter 4 and other projects to help strengthen the creative economy as included in the 2022 ACD workplan.



Cavern Theatre Rehabilitation

The Cavern Theatre, owned by the City of Carlsbad, is a key asset within the Pearl of the Pecos ACD. The theatre opened in 1951 as a state-of-the-art movie palace in downtown Carlsbad and has a rich history in the memories of many Carlsbad citizens. The theatre designed in the International Style, a form of modernism that featured minimal ornamentation and streamlined forms, has been closed since the 1980's. In early 2014, the building was donated to the City of Carlsbad with the condition that it would become a live performance venue in addition to showing films.

Working closely with the State Historic Preservation Division, rehabilitation of the theatre began in 2018. Maintaining the historically significant features of the building during the rehabilitation was and is essential. These features include unique tile work both in the interior lobby area as well as the building exterior, the marquee and blade signage, two cry rooms and murals depicting the Carlsbad Caverns in the auditorium.

The rehabilitated theatre will function as a multi-use movie and live performance venue and is expected to be a strong contributor for the arts, culture, education, tourism and economic development within the Arts and Cultural District. The Cavern Theatre is expected to be available for use in the late fall of 2024.



Rendering of Cavern Theatre and Renovation - Mitchell and Cruise Architecture, LLC.

Eddy County Courthouse Lawn

The County Courthouse lawn is one of the core public spaces in the Pearl of the Pecos ACD along with the Halagueño Arts Park. In addition to providing a welcoming green space for informal gatherings, the Courthouse lawn hosts multiple events throughout the year, including the Downtown Farmers and Makers Markets and Third Thursdays.

Carlsbad MainStreet, in partnership with local businesses and civic organizations, helped secure funding for the Courthouse lawn gazebo, which was completed in 2020. The gazebo offers a stage for performance art from live music to local art installations as well as a shaded location for people to gather.

The main event which currently activates this space, The Downtown Carlsbad Farmers & Makers Market is co-hosted by the Pearl of the Pecos ACD. The Farmer's Market is an annual event from June through September. In 2021, the ACD steering committee encouraged the growth of the market to include the event style "Third Thursdays," which expanded the event to include more family activities, artist programming, non profit opportunities and exposure for the small business vendors and entrepreneurs. Third Thursday's have often been referred to as a "community hub" and "one stop shop" for all that you need to see and be aware of what's going on in the community. Third Thursdays offer community partners and non-profits an outlet to promote themselves and continue to strengthen partnerships.

The market has become a culture hub for Carlsbad's creative community and small businesses. Local performers, crafters selling handmade goods, demonstrations, farmers selling produce, and other vendors contribute to the lively atmosphere and community spirit. The number of vendors has grown from year to year, and the opportunity to showcase their talents and products has fostered their growth and success as creative small businesses.



HeritageWalks

HeritageWalks are a way to support and develop awareness of historical and cultural assets within the Pearl of the Pecos ACD. The Pearl of the Pecos ACD is working with the Carlsbad Public Library and the Southeastern New Mexico Historical Society to create an interactive walking map of the Arts and Cultural District, the MainStreet District, and the Downtown Carlsbad Historic District. The intent of the self-guided walking tours is to share the rich history and culture of Carlsbad with the local community and visitors. By building awareness, the walking tours will help preserve knowledge of area history. In-person visits will bring residents and visitors to the District, potentially increasing the patronage of local restaurants, merchants, and other businesses.

To date there are several videos with oral histories of historically-significant buildings in the district. These are available to view online.



Making of HeritageWalk: "Old Post Office"



04

ACTION PLAN

Proposed Projects

The projects proposed in the Cultural Economic Development Plan are generated from the facilitation of community needs and have been collaboratively refined with local stakeholders. The projects leverage recent public investments to implement the district's Economic Transformation Strategy and support the goals of the Carlsbad Comprehensive Plan (2020). Placemaking and programming that fully utilize the district's assets create a welcoming and attractive place, encourage growth of the creative economy, and serve as catalysts for private investment in the Pearl of the Pecos ACD.

The proposed projects fit into three themes, or project types, that collectively meet the goals established for the Cultural Economic Development Plan:

Creative Placemaking

This theme achieves District goals by developing opportunities for creative expression, improving the existing streetscape and making the area safer, more comfortable, more attractive, and more enjoyable to be in. These investments will expand the presence of public art, encourage tourism and time spent by visitors within the district, improve the business environment for creative economy businesses, and enhance the vibrancy of downtown.

Proposed Projects:

- Develop Creative Work and Exhibition Spaces
- Support District Identity and Sense of Place
- Increase Visitor Amenities and Beautification
- Activation of Public Spaces

Facility Programming and Activation

This theme promotes existing public spaces as opportunities for arts and cultural activities – leveraging recent investments, distributing amenities across the district, and attracting more daytime and night-time uses. The programming of public spaces expand the customer base for restaurants and other businesses, supporting the transformation of the Pearl of the Pecos ACD into a thriving entertainment district.

Proposed Projects:

- Catalyze the Cavern Theatre
- Grow the Halagueño Arts Park
- Partner with the Carlsbad Public Library & Carlsbad Museum
- Leverage Eddy County Courthouse Law

Optimization of Community Assets

This theme achieves goals related to utilizing existing assets and supporting the business environment. It celebrates, preserves, and supports the use and revitalization of existing buildings and strengthens the business community within the Pearl of the Pecos ACD. The proposed actions suggest specific strategies to work with existing and prospective property owners, entrepreneurs, and creative businesses.

Proposed Projects:

- Prioritize Historic Preservation and Education
- Expand Residential Opportunities
- Storefront Activation
- Support Façade and Sign Improvements



Creative Placemaking

Creative Work and Exhibition Space

The Pearl of the Pecos ACD can greatly benefit from having more work, living, production, vending and exhibition space for creative artists and entrepreneurs. Encouraging creative workspaces and the production of artistic and cultural materials increases the unique, attractive, and character-defining aspects of the Carlsbad community and it can add greatly the other projects proposed by this plan. It requires partnership across sectors, engages the community, involves local artists, designers, and culture bearers; and helps to advance local economic, physical, and cultural change.

Creative workspaces and the production of artistic materials can additionally provide economic benefits. Artistic materials can be a manufacturing and retail product that directly contributes to gross receipt taxes. By increasing the presence of enjoyable experiences and the Carlsbad quality of life, artistic creations can also indirectly benefit the economy by drawing in more tourism (and with longer stays), and by attracting more long-term workers, their families.

To encourage the presence and appreciation of artistic and cultural material and to help provide space for early entrepreneurial activities, the Pearl of the Pecos ACD can work to identify, advocate, and support the development of creative, shared workspaces like:

- Public art space (space for the artistic production which can include things like public or private studio spaces and gallery space)
- Makerspace (space for individuals to build, work, and/or use shared equipment depending on the business model)
- Co-working space (often a place for smaller, more nimble, or newer businesses to work and share resources)
- Affordable residential and live/work spaces for artists and creatives
- Community garden (shared space for local food production and/or ornamental and visually-attractive plants)

Aside from permanent spaces, which require significantly more capital to operate, the Pearl of the Pecos ACD can also build capacity and demand for creative work and exhibition space by facilitating or managing temporary or event-oriented artistic production. Partnership opportunities may also be available with groups like the Carlsbad Area Art Association, the Carlsbad Public Library, and the Carlsbad Museum which already operate shared art production and collaborative gallery facilities.

What This Will Do

Enhance the creative economy by supporting local businesses
 Allow creatives an outlet to refine or showcase their craft
 Increase opportunities for creative experiences and sales
 Increased tourism, visitation, and foot traffic
 Expand the customer base for district businesses

Who Will Do It

Pearl of the Pecos ACD,
 Carlsbad Arts Council, Community Organizations

Key Resources

New Mexico Arts,
 National Endowment for the Arts,
 Creative Industries Division of EDD,
 Carlsbad Area Art Association
 Carlsbad Public Library, Carlsbad Museum, City of Carlsbad and Eddy County

Action Steps

Identify needs, opportunities, and content
 Identify location
 Work with partners to formulate plan for operations of space
 Test, Refine and launch

Timeline

Longterm/Ongoing

Financing Tools

NEA Grants
 Creative Industries
 Donations

Identity and Sense of Place

The Pearl of the Pecos ACD is compact, has pedestrian improvements like streetlights and designated crosswalks, and is laid out in a grid pattern which makes it easy for pedestrians to navigate.

Clear and consistent wayfinding signage would contribute to the unique identity and branding of the Pearl of the Pecos ACD and help people move safely and confidently through the district. This signage should be distinctive and recognizable both by existing residents and visitors. Wayfinding signage would be especially helpful at intersections with Canal and Greene. Signage should point visitors to businesses, cultural amenities, and historic sites and feature stories, history and branding.

The Pearl of the Pecos ACD already has some signage, an informational kiosk, and recognizable art murals but directing people to destinations and parking should be a priority. Additional signage, maps, bike racks, and murals can add to the identification and character of the District.

Wayfinding system design that is consistent across the City is desired, even though signage can have district specific elements. Entryways into Carlsbad and into the downtown on Canal, and signage at the riverfront attractions would reinforce not only the brand of the Pearl of the Pecos ACD, but the City of Carlsbad.

What This Will Do

- Highlight amenities within and surrounding the district such as the beach recreation areas
- Increase tourism, visitation, and foot traffic
- Expand the customer base for district businesses
- Increase opportunities to engage in art and cultural experiences
- Extend tourism and visitation duration

Who Will Do It

Pearl of the Pecos ACD, the City of Carlsbad, NMDOT, or NMMS (Technical Assistance)

Key Resources

- Existing signage and branding
- Earlier wayfinding designs commissioned by Carlsbad MainStreet
- New Mexico MainStreet

Action Steps

- Identify existing resources
- Identify needs, opportunities, and content
- Work with public agencies to identify placement and possible installation assistance
- Design, create, and install signage

Timeline

Short-term (1-2 years)

Financing Tools

- NM Clean and Beautiful Grants, NMMS Capital Outlay, Promotional Lodgers Tax, other grants



Wayfinding Signage Examples – Artesia and Albuquerque



Informational Kiosk, Mermod and Canyon



Existing Mural & District Signage

Visitor Amenities and Beautification

Art in public spaces contributes to an attractive and safe walking environment for residents, workers, and visitors. The design of streetscapes, street furnishings, and signage provide opportunities to introduce artistic elements and cultural references into the district. These everyday pieces of the urban landscape can be designed to reinforce the identity of the Pearl of the Pecos ACD as a special place that nurtures Carlsbad's creative economy. Creative and art tourism are popular travel trends which emerged in the early 2000's. Creative tourism is creating a more fulfilling and engaging way for people to experience communities through diverse activities and attractive art in the community. Carlsbad's natural beauty and outdoor recreation opportunities, there is already a lot of tourism in the region. Adding more public art and creative placemaking opportunities in the ACD could encourage that tourism to visit downtown and increase their stay. Public art, whether permanent or temporary, is also an opportunity for local artists to exhibit their talents.

Public Restrooms

Public restrooms have long been expressed as a priority within the downtown area. Public bathrooms can provide a great benefit to local and out-of-town visitors and shoppers. With a lot of events being hosted downtown and a high amount of foot traffic, a permanent structure is crucial for the continued growth of events and ACD programming. Bathrooms are also expected to relieve the burden on businesses with aging plumbing infrastructure and can be grouped with other visitation and tourism resources like a parking lot, informational kiosks, and wayfinding signage.

The Pearl of the Pecos ACD can collaborate with the City in identifying amenity locations, can advocate for funding and construction, and perhaps most importantly, can develop ways to add branding, wayfinding, local art, interpretive information, and other information that welcomes people and highlights artistic and cultural opportunities within the ACD.

What This Will Do

Improve services to visitors who stop in the Pearl of the Pecos ACD and enable longer stays in the District
Relieve a burden on local businesses
Improve pedestrian amenities
Sustain event and programming growth

Who Will Do It

Pearl of the Pecos ACD, Carlsbad
MainStreet, City of Carlsbad

Key Resources

Space in well-located City-owned property

Action Steps

Identify funding
Work with public agencies to identify location and possible design features

Timeline

Short-term (1-2 years)

Financing Tools

Non-promotional Lodgers Tax, grant funding, City of Carlsbad ICIP



Public Restroom, El Sereno Park, California



Public Restrooms with Visitor Information, Bancroft Park, Colorado

Canal Street

N Canal Street, US 285, is a major thoroughfare through the Pearl of the Pecos ACD. The highway through downtown is a four-lane divided roadway with medians and north-bound and south-bound left turn lanes in each block. There is no parking allowed on N Canal, there is a relatively narrow sidewalk, and the street is lined with historic buildings - often occupied by small, local businesses.

Large special events draw large crowds to the district that often move between the Halagueño Arts Park and the Courthouse Plaza across the street. The intersections of Fox and Mermod Streets and N Canal Street were identified in public meetings for the Arts and Cultural District Economic Development Plan and, prior to that, during the preparation of the 2020 Comprehensive Plan, as places needing improvement. These are key pedestrian crossings connecting the Halagueño Arts Park to the Courthouse Plaza and the retail shops on S Canyon Street.

Classified as a US highway, Canal Street has limited options for pedestrian crossings within the

What This Will Do

- Introduce art into the public streetscape
- Provide an opportunity for local artists to display their work
- Increase tourism, visitation, and foot traffic
- Expand the customer base for district businesses
- Improve pedestrian safety
- Create a more pleasant walking experience
- Encourage walkability
- Reinforce District identity

Who Will Do It

Pearl of the Pecos ACD (Advocate, Facilitator), NMDOT, NM State MainStreet, City of Carlsbad, Fine Arts and Acquisition Vetting Committee

Key Resources

- Keep Carlsbad Beautiful
- State Assistance
- Active transportation grants

Action Steps

- Identify priority intersections
- Work with state and city agencies to identify possible solutions, such as a slow zone, pedestrian signage, and pedestrian activated lights
- Advocate for appropriate design features

Timeline

Long-term (5+ years)

Financing Tools

- Road maintenance funds, Art acquisition funds
- New Mexico Clean and Beautiful Grant funding



roadway beyond traditional crosswalks. The existing crosswalks, however, are faded and need to be repainted or otherwise maintained. When revamping the crosswalks, entities should consider replacing existing, traditional striping with a continental crosswalk as shown in the photo. These crosswalks are more visible and have improved pedestrian safety outcomes.

The landscape design for Canal Street includes sculpture pedestals with power for lighting in the median between W Shaw Street and W Stevens Street (as documented in technical construction drawings). There are three additional pedestals in medians north and south of Pearl of the Pecos ACD. These provide an opportunity to showcase local art in a space that has already been designed for that purpose. The artwork can reinforce the identity of the arts and cultural district and alert drivers that they are entering a special place and should reduce speed.



Continental" crosswalk pattern with an extended median - National Association of City Transportation Officials

Streetscapes

Over the years the City of Carlsbad and the New Mexico Department of Transportation have installed landscaping on S Canal Street and streets surrounding the Courthouse Lawn. Features include trees, patterned crosswalks, ADA improvements and brick bumpouts to shorten pedestrian crossings. The older landscapes could use a refresh, perhaps using new street furnishings as described below and cleaning patterned crosswalks.

Street Furnishings

Seating, bike racks, and trash receptacles are examples of items that can enliven the streetscape. The City and Carlsbad MainStreet have installed custom seating and have designed custom bike racks that are attractive, durable, and reinforce the Carlsbad MainStreet brand. In partnership with Eddy County and the City of Carlsbad, Carlsbad MainStreet can further improve public spaces and enhance visitors' experiences with amenities like drinking fountains, pet water stations, pet waste bag dispensers, or other things that help people enjoy the street.



Existing Carlsbad Furniture and Public Art

Utilitarian features, like electrical boxes, transformers, and utility boxes can serve as "canvases" for original art. When the ACD was first established, through a partnership with Keep Carlsbad Beautiful and Carlsbad Coalition the Pearl of the Pecos took on the electrical box mural project and commissioned local artists to work on the project to help define the district boundaries.





Electric Box Murals, Greene St. & S. Canyon - Before & After

Horizontal Wayfinding

The Pearl of the Pecos ACD and Carlsbad MainStreet have identified a need for wayfinding and informational signage in the district to supplement the informational kiosk at the intersection of S Canyon and W Mermod. Horizontal wayfinding, which is a type of design element embedded within or painted on the street or sidewalks, can provide consistent branding for the district can add interest as well as directional guidance.

The designs can be simple, like Roswell's alien feet leading through downtown, or more complex, like Vancouver's Spirit Trail which combines branded street furnishings, wayfinding signage, painted crosswalks and public art along a 6.5-mile pedestrian and bicycle trail.

Brass inlaid in the sidewalk, like the bronze dance steps on Capitol Hill in Seattle, have been used as wayfinding or placemaking elements. These are more durable than paint. For example, a brass marker in the sidewalk could highlight history along the heritage walks, identifying historic structures and important people from Carlsbad's history associated with specific locations. Carlsbad could also consider using tiles and mosaics which are artistic, durable, and could be produced by volunteers. This also offers the opportunities for the local creatives a new art medium to implement and showcase their work.



Dancer's Series: Steps, Capitol Hill, Seattle, WA



Painted crosswalk along the Spirit Trail, Vancouver B.C.

Asphalt Art

Asphalt art created by local artists is a relatively low-cost way to highlight pedestrian routes and improve pedestrian safety. Bloomberg Philanthropies has conducted research on the role that street art can play in reducing vehicle speed and awareness of pedestrian crossings. Their findings show a significant reduction in crashes and pedestrian injuries when crosswalk art is installed. While this approach cannot be used on S Canal, which is a US highway, the approach can be used in other pedestrian areas, such as along S Canyon or at intersections near special buildings or activities.

Painted crosswalks are often used in the vicinity of parks, schools, libraries or other facilities with a high level of pedestrian traffic. These may be at signalized or unsignalized intersections or at mid-block. The brick mid-block crossings at the Courthouse Lawn are an example of how design can prioritize pedestrians at a mid-block location. Albuquerque's rainbow crosswalks are located at a signalized intersection on Central Avenue.

Painted asphalt in heavy traffic roadways must be durable and maintained to keep colors from fading. Epoxy paint and thermoplastic materials should last a minimum of three years, which is similar to the lifespan of a standard crosswalk.

Community members pointed out that painting over the brick mid-block crosswalks could degrade the brick, and others noted how quickly painted crosswalks fade on a heavily traveled street. Selecting appropriate locations for asphalt art will be important. Less heavily traveled locations, such as alleys, could be a good choice. Figure 16 shows how an alley can be transformed with nothing but paint.



Alley transformation with paint

Activation of Public Spaces

Downtown Carlsbad has the potential to activate great public spaces - increasing opportunities for artists to share their work and providing a space for people to walk, sit, shop or dine. The Pearl of the Pecos ACD should consider permanent opportunities for activated public space but can also consider temporary “pop-up” amenities, especially for places like alleyways, parking spaces, sidewalks and park areas. These temporary changes provide an opportunity to test the viability of using an alley for events and outdoor space.

Public Alleys

Alleys have the potential to be great off-street spaces for events and cultural activities and provide natural shading. Depending on the location of the alley, its current function, and adjacent businesses, alleys can showcase art or a mural, can have wall-mounted or movable planter boxes, and could even have activities during special events that won't interfere with other functions.

Alley enhancements must consider the different utilitarian uses which can present challenges for pedestrians. The Pearl of the Pecos ACD could work with the City to prototype an alley improvement as a test project, potentially the alley between Mermod, Fox, Canyon, and Canal which was recommended in the Carlsbad MainStreet Downtown Master Plan (2010). Murals are an example of an improvement that would not affect how the alley functions. Alleys may also be a suitable location for art interventions, such as asphalt art which would not typically be used on a street.

What This Will Do

- Provide a space to showcase local art
- Link parking to businesses
- Encourage tourism and visitation
- Increase pedestrian safety
- Improve pedestrian amenities

Who Will Do It

- Pearl of the Pecos ACD with the City of Carlsbad and NM MainStreet as potential partners
- Property Owners
- Fine Arts Acquisition and Vetting Committee

Key Resources

- City of Carlsbad
- New Mexico MainStreet
- Utility Companies
- Local Artists

Action Steps

- Select prototype alley
- Facilitate design and installation process

Timeline

- Long-term (5+ years)

Financing Tools

- Non-promotional Lodgers Tax, grant funding, New Mexico Arts, New Mexico MainStreet, New Mexico Clean and Beautiful



Photo-simulation of Alley Activation, Source; Carlsbad MainStreet Downtown Master Plan, December 2010

Outdoor seating and dining

Carlsbad is blessed with excellent weather during most of the year, with average daytime temperatures suitable for being outdoors from March through November. Evening temperatures are moderate from May through September. While downtown sidewalks have limited space for outdoor seating, conversion of parking spaces into parklets for temporary use for outdoor seating during annual events or monthly events like the Third Thursday Market would be an enhancement for the district. A parklet is a sidewalk extension that provides temporary space and amenities for people using the street. Usually, parklets are installed on parking lanes and use several parking spaces. They are designed for quick and easy removal for emergencies or other reasons such as street cleaning without damage to the curb or street. In the top example below, there is no structure other than temporary barriers that separate tables from traffic. In the bottom example, a wooden platform at curb height provides an extension to the sidewalk.

The City currently issues separate permits for each individual event. Modifying this process to allow for a sequence of dates or events during times when other businesses are closed, such as weekend evenings for specified months, every Third Thursday, or similar would streamline the process for downtown restaurants and bars.

What This Will Do

- Attract additional visitors and residents to the district (increasing foot traffic)
- Increase the capacity of local restaurants
- Activate the street and enhance the visibility of ACD restaurants and retail shops
- Enliven downtown events

Who Will Do It

Local businesses supported by Carlsbad MainStreet and City of Carlsbad

Key Resources

City of Carlsbad

Action Steps

- Advocate for supportive policies and permit procedures
- Facilitate and communicate business needs
- Determine potential locations (e.g.: sidewalks, parklets, and alleys)

Timeline

Medium-term (3-5 years)

Financing Tools

Private financing, private grants



Temporary parklet for Food and Wine Festival, The Smith restaurant, Washington DC



Rebar parklet, San Francisco

Facility Programming and Activation

Catalyze the Cavern Theatre

The historic Cavern Theatre, owned by the City of Carlsbad, is currently being rehabilitated and has the potential to serve as a centerpiece cultural asset for Carlsbad as a historic venue for movies and live performances. Funding has been secured for the final phase of restoration which is expected to be complete near the end of 2024.

In the meantime, formal agreements should be worked out to clarify the roles and responsibilities of participating organizations and how and when the space should be used. The expectation is that the theatre can be a strong contributor to arts, culture, education, tourism, and local economic development. It may be helpful, however, to start working with the City of Carlsbad to start identifying specific types of programming and funding opportunities to support the theatre and future management of the theatre.

Joint promotion of Cavern Theatre events and local businesses would benefit both the theatre and nearby businesses. As an example, several restaurants near Popejoy Hall in Albuquerque offer discounts on food the day of an event to patrons who show their tickets when they order. Popejoy promotes the restaurants and the discounts in their programs and website.

Activities at the Cavern Theatre are an opportunity to introduce residents to careers in all aspects of the performing arts. Volunteer participation and internships offer opportunities to learn about applicable careers and gain experience in the creative field.

What This Will Do

- Enhance the District as a creative economy hub
- Increase visitors to the District
- Increase cultural tourism
- Cultural amenities for residents
- Increase Gross Receipts Tax revenues
- Improve the business environment
- Introduce residents to careers in the arts

Who Will Do It

- City of Carlsbad
- Pearl of the Pecos ACD/ Carlsbad MainStreet
- Community Organizations

Key Resources

- City of Carlsbad
- Carlsbad Arts Council
- Pearl of the Pecos ACD
- Carlsbad Community Theatre and other local creative groups
- Public, Private, & Non-profit Partners

Action Steps

- Establish guidelines for use of the theatre
- Collaborate with the City of Carlsbad on ways that the District can promote use of the theatre

Timeline

- Short-term (1-2 years)

Financing Tools

- Lodgers tax funds, earned revenue, donations and fundraising



Performance space outside Cavern Theatre

Grow the Halagueño Arts Park

Halagueño Arts Park is a valuable and attractive public park with capacity for additional arts and cultural experiences. The space has a remarkable collection of sculptures and features mature shade trees, grass, and stage areas. While much has been invested into well-crafted amenities, the space could benefit from an increase in use for performances and events.

Nighttime activities are limited within the district and there may be opportunities to use the Arts Park to host more arts and culture related events like the summertime movies in the park and performances or events that target diverse demographics like singles, families, or children.

People are what activate and enhance space and there might be opportunities for people to draw, build, perform, and otherwise contribute more to the art and identity of the park. Working with residents, event organizers, or designers, could identify specific needs but a general recommendation is to facilitate more activity through simple improvements and partnerships with local arts and culture organizations.

Chalk art, sand, nature play, or other interactive activities can provide clever ways for people to add or contribute to the space. To help encourage people to make their own art, classes could be available directly on the site or at the adjacent public museum and public library. For food, events, and performances, consideration should go into whether additional electricity, shade, modular structural elements, or anchor points could expand the adaptability of the space and what type of events the space could support.



What This Will Do
Promote the Arts Park as an important destination and event venue for well-known arts and culture related events
Increase awareness of the space and how to apply to use it
Introduce residents to careers in fine and performing arts

Who Will Do It

Pearl of the Pecos ACD/ MainStreet Arts organizations, performers, Fine Arts and Acquisition Vetting Committee

Key Resources

City of Carlsbad
FAAV Committee
Carlsbad Public Library,
Carlsbad Museum,
Carlsbad Arts Council
New Mexico School of the Arts
Small businesses, vendors

Action Steps

Identify desired or appropriate events
Promote use of the park for these events

Timeline

Short-term (1-2 years)

Financing Tools

City of Carlsbad/Mayor
Sponsorships/donations
Vendor fees
New Mexico Clean and Beautiful



Example: Community-Implemented Art Project – Projects for Public Spaces

Arts Park Rules

Partner with the Carlsbad Public Library & Carlsbad Museum

Housed on the same block as the Halagueño Arts Park, the Carlsbad Public Library and Museum are integral resources for the Carlsbad community. In their own separate ways, each entity provides opportunities to learn, grow, collaborate, and cherish arts and culture in the Carlsbad area.

Both the Library and the Museum recognize the importance they can play, not just in curating collections of materials, but also in providing programs and services that connect people, foster the creativity, enrich lives, and inspire learning.

Both entities have been offering a rich variety of events, programming, creative outlets, and classes that are open to the public (see Section 3 for a more thorough list of activities). These offerings commonly celebrate Carlsbad arts and culture and are provided both on-site and sometimes at local businesses.

The Pearl of the Pecos ACD has a strong partnership with these community institutions and the ACD could continue to further these offerings, highlight the importance and availability of these spaces, and assist in distributing resources to a broad audience. Existing and future events expand an understanding and participation in cultural activities and also increase opportunities to contribute and participate in the creative economy.

What This Will Do

- Enhance the District as a creative economy hub
- Provide additional opportunities to showcase local art
- Increase visitors to the District
- Increase cultural tourism
- Provide cultural education to existing residents.
- Strengthen partnerships

Who Will Do It

- Pearl of the Pecos ACD
- City of Carlsbad
- Carlsbad Public Library
- Carlsbad Museum

Key Resources

- City of Carlsbad
- Local artists
- Community Participants

Action Steps

- Identify desired or appropriate events
- Promote facilities for these events

Timeline

- Ongoing

Financing Tools

- City of Carlsbad
- Lodgers Tax



Library and Museum



Leverage the Eddy County Courthouse Lawn

The Eddy County Courthouse Lawn is a hub of culture and economic activity in the heart of the Pearl of the Pecos ACD. Eddy County has been a collaborative partner in the use of the lawn but there are many more opportunities for events that can benefit from the central location, the gazebo, the open gathering space, and from the well-maintained and picturesque Courthouse backdrop.

The main public event on the courthouse lawn is the Farmers & Makers Market which is co-hosted by the Pearl of the Pecos ACD and, since 2021 the Courthouse lawn also hosts “Third Thursdays,” a local and family-friendly event that features small businesses, artist programming, and non-profit opportunities. Other events include weddings at the gazebo, picnics, food truck openings, community faith nights, car and bike shows, and company picnics (see Section 3 for a more thorough list of activities).

To grow this cultural and economic hub, the Pearl of the Pecos ACD should continue to partner with Eddy County and other organizations to either host and collaborate on events, or to promote and market on-site programming. The Eddy County Courthouse could be helpful in connecting the Cavern Theatre, which benefits from less adjacent nighttime activities, with the rest of the district activities.



Eddy County Courthouse Lawn

What This Will Do

- Increase opportunities for creative entrepreneurs
- Provide additional opportunities to showcase local art
- Increase visitors to the District
- Increase cultural tourism
- Promote the courthouse and the lawn as a community landmark and the heart of our downtown
- Increase awareness of the space and how to use it

Who Will Do It

Pearl of the Pecos ACD/ MainStreet partnering with Eddy County and other local organizations

Key Resources

- Eddy County
- NMFMA
- Small businesses, vendors

Action Steps

- Identify desired or appropriate events
- Promote use of the park for these events

Timeline

Ongoing

Financing Tools

- Eddy County
- Sponsorships/donations (for events use)

Optimization of Community Assets

Prioritize Historic Preservation and Education

Historic Preservation is a cultural and economic development tool that can help define Carlsbad and the identity of the ACD. The Carlsbad Downtown Historic District is listed on the New Mexico State Register of Cultural Properties and it includes about 57 buildings which are considered contributing.

Showcase History and Culture

The Pearl of the Pecos ACD is home to resources that celebrate and inform the public about Carlsbad's history and culture.

The Carlsbad Museum highlights local history and culture through a Hall of Fame that recognizes Carlsbad natives, and special exhibitions that change throughout the year. Recent temporary exhibitions have highlighted the Carlsbad Caverns Centennial, the work of local quilters, and the art of Gary Niblett - a well-known Western artist who was born and raised in Carlsbad.

The Pearl of the Pecos ACD has compiled materials for HeritageWalks, which provide opportunities for people to learn about the history of Carlsbad should consider additional signage and plaques recognizing historic locations. The Pearl of the Pecos ACD can also assist property owners in understanding tax incentives and resources related to historic preservation, can help in listing properties on the State or National Register, and should pursue becoming a Certified Local Government with the National Parks Service.

Certified Local Government

The Certified Local Government (CLG) program is a recognition by the New Mexico Historic Preservation Division (HPD) and the National Park Service that the local government is willing to partner to strengthen local historic preservation activities.

Becoming a CLG gives access to exclusive funding incentives and technical assistance to support historic preservation. HPD funding is awarded through an annual, competitive grant process and, though match funding is not required, funding is paid on a reimbursable basis so the necessary financial resources must be available.

What This Will Do

Support historic preservation
Increased tourism, visitation, and foot traffic
Expand the customer base for district businesses
Increase awareness of Carlsbad's history and culture
Encourage Walking
Introduce residents to Carlsbad history and historic preservation

Who Will Do It

Property owners

Key Resources

City of Carlsbad, NMMS, State Historic Preservation Office, SENM Historic Society, National Parks Service, Pearl of the Pecos ACD

Action Steps

Establish Certified Local Government for historic preservation, including

- Enact a preservation ordinance
- Establish a qualified review committee
- Maintain a system for survey and inventory of historic properties
- Provide for public participation in National Register of Historic Places nominations
- Maintain a library of "how-to" information for property owners seeking to restore their properties

Timeline

Short-term (1-2 years), then ongoing

Financing Tools

Potential Grant Funding, including CLG grants, historic preservation tax credits (state and Federal). Lodgers Tax

To apply for CLG status, the City of Carlsbad would have to comply with the HPD's CLG Certification Application Checklist which requires, among other things, an "adequate and qualified" historic review commission and enforcement of legislation for the designation and protection of historic properties.

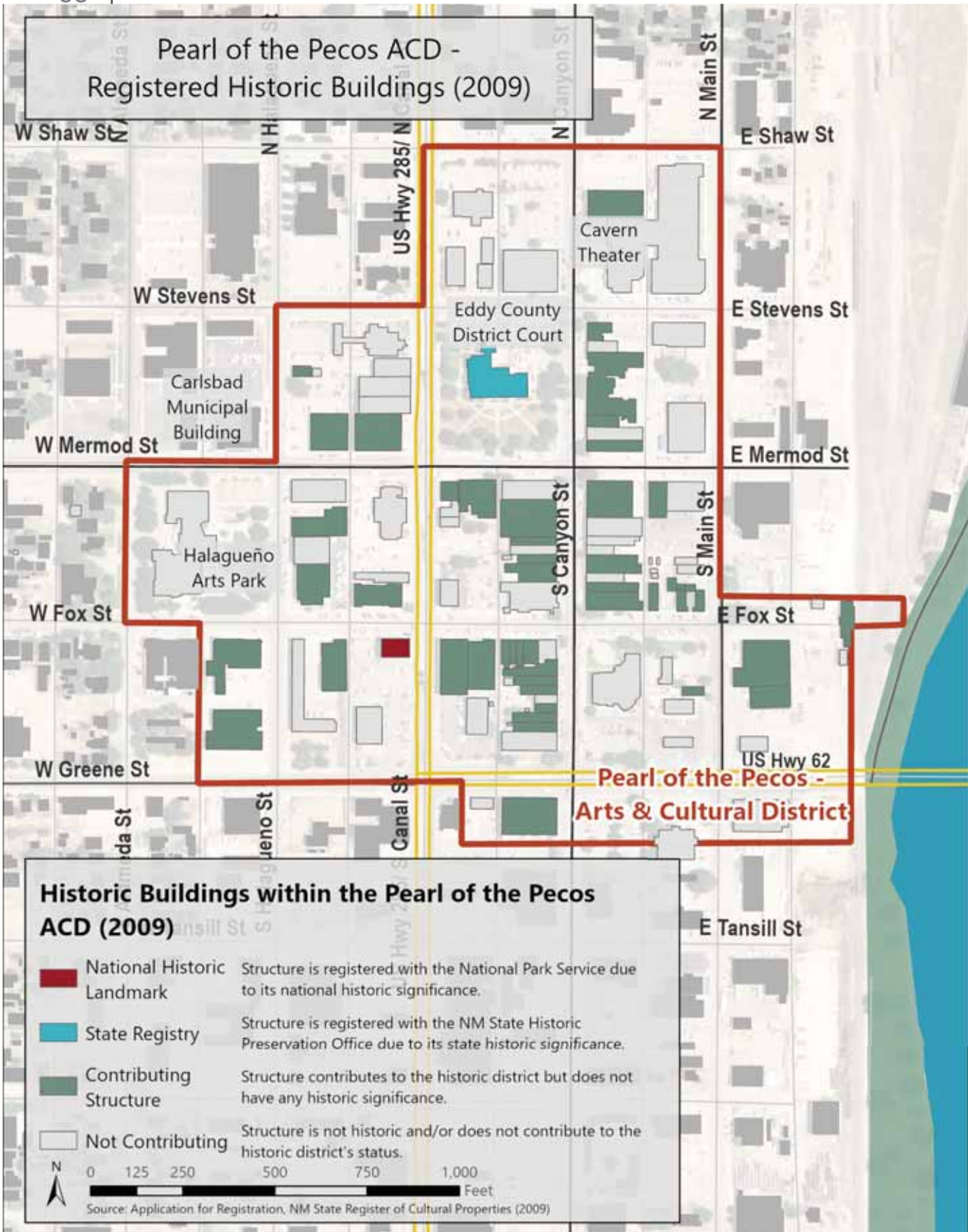


Figure 6. Downtown Carlsbad Historic Structures, 2009

Expand Residential Opportunities

Increasing residential units within the ACD district can be an excellent strategy to increase the vibrancy and economic activity of the area and generate support for retail and restaurant businesses. Adaptive reuse of non-residential space as housing has received national attention to relieve housing shortages and address a problem of empty, unproductive space.

Residential infill development tends to be fiscally efficient as the areas already have utilities, streets, and other infrastructure that would otherwise need to be constructed. In Carlsbad, residential units are in high demand due to the booming oil and gas industry and many apartments and hotels are reserved at high prices for oil and gas employees.

Construction of new residential on the second story of existing commercial buildings and the utilization of existing, second-story vacant commercial space could be particularly profitable for property owners and would contribute to the community needs for more housing units but barriers exist which seem to prevent the efficient use of second stories. Pearl of the Pecos ACD should engage with property owners and City staff to identify what real or perceived barriers prevent the use of second-story residential.

The Pearl of the Pecos ACD and MainStreet program may be able to put together information about potential rental rates and the process of expanding second story uses. The Pearl of the Pecos ACD may also be able to work with the City to defer compliance of some building codes and property updates to allow property owners to start generating revenue which could later fund completion of deferred code compliance.

What This Will Do

- Provide residential space for employees and entrepreneurs, especially those within the creative industries
- Increase tourism, visitation, and foot traffic
- Expand the customer base for district businesses
- Connect property owners to MainStreet and State ACD resources
- Assist property owners in negotiating barriers to residential conversion

Who Will Do It

Property owners supported by the Pearl of the Pecos ACD

Key Resources

City of Carlsbad
Property Owners

Action Steps

- Identify barriers to adaptive reuse of second story spaces
- Work with owners and the City to resolve barriers to the extent possible
- Educate owners on regulations and best practices for residential conversions
- Work with City of Carlsbad to educate owners on historic building codes

Timeline

Long-term (5+ years)

Financing Tools

Private financing



Second Story Residential – Clovis, NM



Second Story Residential Interior

Storefront activation

Storefront activation includes recruiting creative businesses to occupy vacant storefronts within the District. Funding for this strategy could include assistance with minor repairs to ready a space for occupancy or assistance to businesses with low-cost startup efforts. Public input and research indicate demand for additional food related businesses and outdoor recreation related goods and services. The Pearl of the Pecos ACD and its network of organizations offer support for new creative businesses within the ACD boundary.

In addition to using storefront activation strategies to recruit new businesses and revitalize existing businesses, storefront activation can enhance relatively unused storefronts as temporary gallery or exhibit space. Art or retail exhibits placed on or in windows can make an area feel a lot less vacant and are generally cheap and flexible. This means low barriers for curators and still allows property owners to use their property or find tenants.

The biggest barrier for this kind of storefront activation is creating a logistics guide for what is entailed and connecting property owners with potential storefront curators. The City, Chamber of Commerce, and Main Street organizations can assist with the logistics for very little cost and allow the private parties to negotiate the details. Alternatively, a group like Main Street could contact and negotiate temporary and limited agreements with property owners and then find exhibits that could go into unused storefronts.

What This Will Do

- Provide opportunities to showcase local art
- Increase Commercial Activity
- Connect property owners and potential new businesses to local resources
- Recruit businesses and link them with the ACD's network of organizations and technical assistance

Who Will Do It

Property owners supported by the Pearl of the Pecos ACD

Key Resources

- Property owners
- Local artists and arts organizations
- K-12 schools

Action Steps

- Secure funding for activation grants
- Solicit interest from owners of vacant property
- Solicit interest from potential exhibitors

Timeline

Medium-term (3-5 years)

Financing Tools

- Monitor grant opportunities, LEDA funding for qualified businesses



Example of display window with student art



Example of empty storefront used as a temporary art gallery.

Support façade and sign improvements

Many existing storefronts could benefit from aesthetic updates like painting, stucco, and awnings or from more functional updates like windows and doors. Carlsbad MainStreet provided four \$10,000 matching façade grants in 2022 and should continue to investigate capacity for that program.

Programs can require varying ratios of match funding and could award funds based on needed improvements or on the linear frontage of the building. Programs can specifically target businesses which have been in continuous operation for several years (e.g.: 5 years) or been at the same location for a number of years (e.g.: 2 years). Programs can also target new businesses or businesses which are relocating into the Pearl of the Pecos ACD as part of a recruitment strategy. These improvements could also be used to update, upgrade, or replace existing business signs.

Considering the historic building assets within the District, historic materials or historic design guidelines may be appropriate to maintain the character of historic facades.

What This Will Do

Provide an opportunity for creative building and facade design
Revitalize commercial buildings or existing business facades.
Encourage the reutilization of vacant and underutilized property

Who Will Do It

Property owners supported by the Pearl of the Pecos ACD
Carlsbad MainStreet

Key Resources

Existing signage and branding
Chamber of Commerce, Department of Development

Action Steps

Continue existing program

Timeline

Short-term (1-2 years)

Financing Tools

Carlsbad MainStreet and Pearl of the Pecos ACD fundraising



Facade and sign improvements



Project Matrix

Project	Outcomes and Supporting City of Carlsbad Goals*	Potential Reporting Metrics
Creative Work and Exhibition Space	Comp Plan - Infill Development, Downtown Vitality	Number of new makerspace, co-working space, or live/work spaces developed, number of artistic contributors, number of event attendees, estimated tourism revenue
Identity and Sense of Place	Comp Plan – Historic Preservation, Downtown Economic Vitality, Tourism	Number of signs installed, area of ACD with sufficient signage, amount invested in public infrastructure
Visitor Amenities and Beautification	Comp Plan – Downtown Economic Vitality, Tourism	Volunteer hours, amount invested in public infrastructure, number of artistic contributors, number of event attendees, estimated tourism revenue
Activation Of Public Spaces	Comp Plan – Downtown Economic Vitality, Tourism	Volunteer hours, amount invested in public infrastructure, number of artistic contributors, number of event attendees, estimated tourism revenue
Catalyze the Cavern Theatre	Comp Plan – Historic Preservation, Downtown Economic Vitality, Tourism	Volunteer hours, amount invested in public infrastructure, number of event attendees, estimated tourism revenue, number of jobs/internships created
Grow the Halagueño Arts Park	Comp Plan – Downtown Economic Vitality, Tourism	Volunteer hours, amount invested in public infrastructure, number of events hosted, number of event attendees, estimated tourism revenue, number of jobs/internships created
Partner with the Carlsbad Public Library & Carlsbad Museum	Comp Plan – Downtown Economic Vitality, Tourism	Volunteer hours, amount invested in public infrastructure, number of events hosted, number of event attendees, estimated tourism revenue, number of jobs/internships created

Project	Outcomes and Supporting City of Carlsbad Goals*	Potential Reporting Metrics
Leverage Eddy County Courthouse Lawn	Comp Plan – Downtown Economic Vitality, Tourism	Volunteer hours, number of events hosted, number of event attendees, estimated tourism revenue
Prioritize Historic Preservation and Education	Comp Plan – Historic Preservation, Downtown Economic Vitality, Tourism	Volunteer hours, number of educational participants, number of buildings with a change in historic preservation status, amount invested in historic preservation or private investment in historic buildings, number of historic buildings supported, number of building permits related to historic buildings or total building permits within the ACD
Expand Residential Opportunities	Comp Plan – Infill Development, Historic Preservation, Downtown Economic Vitality, Tourism	Quantified engagement with property owners, number of second stories developed, number of residential units within the ACD or central Carlsbad Area, number of residential building permits within the ACD
Storefront Activation	Comp Plan – Infill Development, Historic Preservation, Downtown Economic Vitality	Number of businesses/property owners consulted, number of spaces filled, number of active gallery windows, private investment, public investment, number of new businesses, number of jobs created
Support Façade and Sign Improvements	Comp Plan – Infill Development, Historic Preservation, Downtown Economic Vitality	Number of individuals consulted, quantity/size of grant distributions, number of new businesses, number of jobs created

*See the City of Carlsbad Comprehensive Plan (2020) or a copy of related goals in the appendix.

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05

APPENDICES

Summary of existing documents and policies

Carlsbad Arts and Cultural District, New Mexico MainStreet Readiness Assessment, Team Visit and Report (2018)

Pearl of the Pecos Arts & Culture District 2022 WorkPlan

The Pearl of the Pecos ACD Board adopts an annual workplan that lays out projects for the coming year. The 2022 Workplan identified five projects for 2022: HeritageWalks, a makerspace, the Cavern Theatre, district arts and cultural classes, and Halagueño Arts Park. Each of these projects is consistent with the MainStreet 4 Point Approach. The HeritageWalks, Cavern Theatre, and Arts Park projects are in process. Completing these is included as goals of the Arts and Cultural District Cultural Economic Development Plan.

City of Carlsbad Comprehensive Plan, 2020

The City's Comprehensive Plan, adopted in 2020, is the City's primary policy document guiding growth and development over a 20-year timeframe. Among other development related goals, the Comprehensive Plan seeks to enhance Carlsbad's unique and special qualities. The Pearl of the Pecos ACD is noted as one of the City's most special and unique places.

The plan identified several common themes that emerged through the planning process and supported these themes through plan goals, objectives and actions. The plan recognizes that the activities of the Pearl of the Pecos ACD contribute to Carlsbad as a major tourist attraction and have the potential to support future growth, both as a draw for new residents and as a potential location for housing choices that don't exist elsewhere in the City.

As described in the plan, the Pearl of the Pecos ACD contributes to “A strong tourism economy that is centered on the Pecos River, Living Desert Zoo and Gardens, and the two nearby National Parks - Carlsbad Caverns National Park and Guadalupe Mountain National Park - which bring visitors from across New Mexico and the United States, *and the unique arts and cultural assets including the newly established Pearl of the Pecos Arts and Cultural District, Cavern Theatre Performing Arts Center, Halagueño Arts Park, Carlsbad Museum, and community events.*” The cultural assets in Carlsbad’s downtown were identified by residents as some of their favorite places.

The Comprehensive Plan recognizes that the Pearl of the Pecos ACD is bringing new life and experiences to Downtown Carlsbad.

Several Comprehensive Plan goals, objectives, and strategies relate to downtown and the activities of the Pearl of the Pecos ACD. These are listed below.

Land Use

LAND USE GOAL 1

Promote infill development and redevelopment on vacant, abandoned, or underutilized properties that are located throughout Carlsbad where municipal infrastructure exists or can be feasibly extended.

Objectives:

- To address the City’s rapid growth rate and the resultant need for new residential development.
- To identify areas of opportunity for infill and redevelopment.

Strategy 1.4: Pursue public/private partnerships on mixed-use development projects within Downtown Carlsbad and other desirable mixed-use areas, as allowed in MRAs and as identified on the Future Land Use Scenario.

LAND USE GOAL 2

Foster historic preservation and community pride in Carlsbad’s history.

Objectives:

- To educate residents and visitors on the history of Carlsbad and the positive aspects of historic preservation.
- To consider the value of historic preservation in land use decision making.
- To encourage the rehabilitation and adaptive reuse of historic structures to preserve cultural resources and conserve natural resources.

Strategy 3.1: Work with Carlsbad MainStreet and the New Mexico Historic Preservation Division on educating owners of historic properties on the benefits of having their properties listed on the national historic register, including: State and federal preservation grants for planning and rehabilitation; Federal and state investment tax credits; Preservation easements to nonprofit organizations; and Fire and life-safety code compliance alternatives.

Strategy 3.2: Promote the use of the New Mexico State Income Tax Credit for Registered Cultural Properties and the Federal Historic Preservation Tax Incentives program to encourage the preservation and rehabilitation of historic structures in Carlsbad.

Strategy 3.3: Work with property owners on preserving historic structures as an alternative to demolition and consider historic preservation goals as part of the City’s development review process.

Strategy 3.4: Develop a brochure and self-guided tour of the Carlsbad Downtown Historic District, Carlsbad Irrigation District, and historic structures in and around Carlsbad.

Economic Development

ECONOMIC DEVELOPMENT GOAL 1

Create a strong, balanced, and diversified local economy that provides a range of employment opportunities for existing and future Carlsbad residents.

Objectives:

- To promote Carlsbad as a regional employment activity center for southeastern New Mexico.
- To foster a positive business climate by ensuring adequate public services, infrastructure, and high-quality customer service.
- To maximize business retention and recruitment efforts of the City.
- To support locally owned, small business development and retention.
- To continue efforts to diversify the economy of Carlsbad.

Strategy 1.5: Complete a feasibility study for developing a small business incubator in Downtown Carlsbad. The feasibility should include existing businesses and workforce, market opportunities, financial feasibility, and potential locations for the facility.

ECONOMIC DEVELOPMENT GOAL 2

Recognize and enhance Downtown Carlsbad as an important contributor to the City's economic vitality.

Objectives:

- To encourage the redevelopment of vacant and/or underutilized properties for retail, food service, entertainment, and mixed-use development.
- To pursue public/private partnerships and commit available funding to improve the aesthetics, buildings, and streets conditions within Downtown Carlsbad.
- To support Downtown Carlsbad as the City's center for arts and culture.

Strategy 2.1: Develop a wayfinding signage program for Downtown Carlsbad and the surrounding area that includes gateways, directional signage, maps, and kiosks.

Strategy 2.2: Prioritize and secure funding for capital improvements in Downtown Carlsbad, including phased improvements to the Cavern Theatre and Halagueño Arts Park. [2020-2023. In process]

Strategy 2.3: Support and promote the Pearl of the Pecos Arts and Culture Coordinating Council on creating new events at Halagueño Arts Park that feature art created by local and regional artists and other events, concerts, and murals that further the arts in Carlsbad.

ECONOMIC DEVELOPMENT GOAL 3

Promote Carlsbad and the surrounding area as a tourism destination.

Objectives:

- To market and increase state and nation-wide awareness of Carlsbad's events, attractions, outdoor recreation, and arts and culture offerings.
- To capture more tourism dollars from visitors to local and regional attractions.
- To ensure there are an adequate number of hotel rooms and restaurants to accommodate tourists.

Strategy 3.1: Coordinate with the New Mexico Economic Development Department, New Mexico True Campaign, Carlsbad Department of Development, and Carlsbad MainStreet to showcase Carlsbad's tourism destinations (Carlsbad Caverns National Park, Guadalupe Mountains National Park, Living Desert Zoo and Gardens State Park, Pecos River and Riverside Park area, Cave and Karst Research Institute, Cavern Theatre Performing Arts Center, and other attractions in Downtown Carlsbad) on state and national media outlets.

Strategy 3.2: Develop a recruitment plan for new hotels, restaurants, and hospitality-related businesses that includes, but is not limited to, current number of hotel rooms in Carlsbad, average hotel room cost, tourism trends and lodgers' tax revenues, unmet demand for hotel rooms, available work force, etc.

Public Engagement Activities

January 19 Community Meeting Results

Creative Economy Table

Most important structures, places, people or businesses (existing)

Trinity	Library	Milton's Brewery
Artist Gallery	Bike Shop	Hari Salon
Yellow Brix--Food	Scrap Bood Store	Beauty College
'Museum Retail Shop	Tabac Store	Martial Arts/Cheer Cance
Blue House	Historic Buildings	Architect
Lucky Bowl	Courthouse	
Art Park	Theater	

What could enhance the district?

Parking	Hanging baskets
Restaurants-Dinner and Lunch (costs of living makes staffing difficult)	Shade Structure
Beautification (colorful/soften)	Umbrellas
Popup Galleries	Restroom
Visiting and local—show work	Food Trucks and infrastructure for them

What could enhance the district?

Jill's Fabric (6)	Cat's Meow (5)	Museum (7)
Meraki Hair Salon (1)	Yellow Brix (8)	Arts Park (7)
Benny's (4)	Trinity (7)	Pauline's (2)
Daniels (4)	Skeen Furniture (2)	Pistol Packin' Cowgirls (3)
Artist Gallery (9)	Borracho Tacos (2)	Food Trucks (4)
Antique Mall (4)	Library (4)	Butcher (5)

Needed Improvements/better support

Parking	Senior center source of info other light signs (Albuquerque Senior Center) & banners
Security	Community space—coffee/gathering
Businesses need to be open	Parking garage
Co-promotion to take advantage of Farmers Market	Plaques to bring back history
Walkability—crosswalks (at Trinity)	Film industry/beautification
Bike Trail/Path	Places for local artists to show and sell work
Signage on direction of alley	Bike events with activities for others
Internships/Job Training	Concerts—variety of genres
Website/Social Media Training	More coordination of events
Info to out-of-town workers about what's going on/to do	More restaurant diversity
Cohesion of info	Bryant Park outside room (games, reading and food)
Electronic sign could be used	

Tournaments (horseshoes, cormhole)
 Street performers
 Street dances
 Draws for locals
 Pavillion
 More transportation options
 Need stuff to do

Shops open more hours (most closed on weekends)
 For tourists-
 - Ghost walks
 - History walk
 - "West"-more visible
 - Heritage ride
 - Local history

Vision Table—What Would Bring You Downtown?

New Business Friendly

- Reasonable rent
- Promote building availability

Other examples

- Ruidoso
- Fredericksburg, TX
- Silver City

Variety of shopping opportunities
 Shops that support area outdoor recreation
 AC District transportation
 Promote/support what we have
 Wayfinding
 Temporary/flash events

Organization & Support Table

Events

Help drive foot traffic
 More frequent events/year round
 Cross collaboration
 Help attendees who may
 Master calendar
 VOLUNTEERS!

Barriers

Weather (have backup plan)

Programs/Projects

Dance classes/lessons
 Pedestrian friendly (narrower streets, bike lanes)
 Welcoming/inviting "placemaking areas"

Business operating hours (things close too early)

Organization

Minimize the number of organizations doing similar events/same work—condensing what organizations do
 Community calendar for all organizations (annual events, planning dept)
 Fundraising

Progressive Dinner/Art Auction

Treasure hunt (family friendly)
 Merchant support (\$\$)
 Banquet in the park
 Block party/Street dance

Existing Resources Table

Participants are aware that there are many vacant buildings. Suggestions for putting them to better use:

- Incentives to repair them
- Rents are going up in Carlsbad, and businesses are moving to other locations
- o Example of Sunbird Pools moving to Hobbs, although that business was not in downtown
- o Hairdresser moving to shared space to save on rent

- o Historical society—price
- o Archives and library
- At what point are buildings not salvageable. The Studebaker building is an example. Used to be a gas station

Would like to see a town square around the library/museum

Would like to see a S Canal slow zone from the courthouse to Trinity block. It is difficult for pedestrians to cross the street, which separates two sides of downtown for pedestrians

- The road is very busy
- The City, NMDOT is building a bypass for semis, which should help
- Look at Texas examples of slowing down traffic through downtowns
- What about timing lights better?
- Can Canyon be narrowed through downtown?
- What about an overpass from a parking garage to the square?

The Arts Council is responsible for movies in the park, film festival, Night of Lights, Bat Fest

Carlsbad Community Concerts—Four concerts per year and will use the Cavern Theater

Things they would like to see

- Downtown needs spirit and a sense of place
- A winery in the train depot
- Dinner theater
- Outdoor store or a store that promotes the caverns
- Parking garage on the site of the old Studebaker store (now a furniture store)
- Indoor activities—children's art activities
- Outdoor patio for Milton's—would be good
- Would like to see more restaurants and alcohol. It would be nice to have them all together to draw more people
- Look for ways to get visitors downtown
- o Uber or rental cars
- o People arrive at the airport without an Enterprise reservation, and there is no transportation

What are barriers to new businesses?

- Scrapbook store on the south side of the courthouse square is worried about losing out to a new national chain
- Need funding to help new businesses
- o Help with rents and renovation of 2nd floors
- Sarah Jones at the library is familiar with the Yates Foundation

New Mexico MainStreet/State Policies for New Mexico ACDs

New Mexico Arts and Cultural Districts are established through the processes laid out in the state's Arts and Cultural Districts Act. The program is a collaboration of the New Mexico Economic Development Department, the Department of Cultural Affairs, and the Tourism Department well as private organizations. The program is administered by New Mexico MainStreet.

New Mexico MainStreet Arts & Cultural Districts Program

New Mexico's Arts & Cultural Districts Program promotes the exceptional art and history of New Mexico while assisting communities in developing their cultural and artistic resources to create dynamic and economically vibrant districts.

The Arts & Cultural Districts Program is a joint effort of three state agencies and private entities including the Economic Development Department division: New Mexico MainStreet; Department of Cultural Affairs divisions: New Mexico Arts and Historic Preservation; Tourism Department, and the McCune Charitable Foundation. The New Mexico Arts Commission officially designates new Arts & Cultural Districts. New Mexico MainStreet administers the program.

State-authorized Arts & Cultural Districts receive incentives such as assistance with developing cultural plans and enhanced historic tax credits for the rehabilitation of historic structures within the district. Each partner offers specialized assistance to the districts.

Arts & Cultural Districts are added based on the funding available through legislative appropriations to the program. The New Mexico Arts & Cultural District Act (2007) specifies the general parameters and conditions for development.

ARTICLE 5A. Arts and Cultural District Act (2007)

15-5A-1. Short title.

Sections 1 through 7 [15-5A-1 to 15-5A-7 NMSA 1978] of this act may be cited as the "Arts and Cultural District Act".

15-5A-2. Definitions.

As used in the Arts and Cultural District Act:

- A. "arts and cultural district" means a developed district of public and private uses designated by the commission or a municipality;
- B. "commission" means the New Mexico arts commission; and
- C. "coordinator" means the person responsible for coordinating the main street program pursuant to Subsection B of Section 3-60B-3 NMSA 1978.

15-5A-3. Main street program coordinator; duties.

A. The coordinator shall:

- (1) review and approve or reject applications from municipalities, citizens and nonprofit organizations to designate state-authorized arts and cultural districts pursuant to the Arts and Cultural District Act;
- (2) administer and promote an application process for the designation of state-authorized arts and cultural districts;
- (3) provide financial grants or contracts for development of a state-authorized arts and cultural district, including planning, designing, construction and renovation costs; and
- (4) develop policies and standards for the designation of state-authorized arts and cultural districts and for the declassification should a state-authorized arts and cultural district not comply with the policies and standards established by the commission as set forth in an approved application.

B. The coordinator shall require annual reports from each state-authorized arts and cultural district for purposes of reviewing the activities of that district, including the compliance of the district with the policies and standards of the commission and with the conditions of an approved application.

15-5A-4. Arts and cultural districts; creation.

A. A state-authorized arts and cultural district may be created by the municipality in which the proposed arts and cultural district will be located only if the proposed district is approved by the commission.

B. A municipally authorized arts and cultural district may be created by a municipality with a population greater than fifty thousand in which the proposed arts and cultural district will be located if the proposed district meets the criteria set forth in Subsection C of this section.

C. An arts and cultural district shall:

- (1) be in a geographically contiguous area that ranges in size from a portion of a municipality to a regional district with a special coherence;
- (2) be distinguished by physical and cultural resources that play a vital role in the life and development, including economic and cultural development, of a community;
- (3) focus on a cultural compound, a major art institution, art and entertainment businesses, an area with arts and cultural activities or cultural or artisan production; and
- (4) be engaged in promotion, preservation and educational aspects of the arts and culture of that locale and contribute to the public through interpretive, educational and recreational uses.

15-5A-5. State-authorized districts.

A. The coordinator shall review applications submitted by municipalities, citizens or nonprofit organizations for the purpose of designating an arts and cultural district and make a recommendation to the commission for action on each application. Citizens and nonprofit organizations that submit an application shall include a formal endorsement of the application by the municipal government in which the proposed district is to be located.

B. After reviewing an application for the designation of an arts and cultural district, the commission shall approve or reject the application or send it back to the applicant with a request for changes or additional information.

- C. The commission shall designate no more than five arts and cultural districts in a calendar year. Rejected applicants may re-apply without prejudice.
- D. If the commission approves an application for the designation of an arts and cultural district, it shall notify the applicant in writing and shall specify the terms and conditions of the commission's approval, including the terms and conditions set forth in the application and as modified by written agreement between the applicant and the commission.
- E. After the commission approves an application for the designation of a state-authorized arts and cultural district, the applicable municipality may pass a local ordinance to establish the state-authorized arts and cultural district pursuant to the terms and conditions specified in the approved application. Municipalities may administer arts and cultural districts through a newly created local commission with a specific mission to oversee the district subject to review by the municipality.

15-5A-6. Municipally authorized districts.

Municipalities with a population greater than fifty thousand that choose to authorize their own districts shall pass a local ordinance stating minimum requirements for establishing the arts and cultural district, and any municipally authorized arts and cultural district shall meet the criteria contained in Subsection C of Section 4 [15-5A-4 NMSA 1978] of the Arts and Cultural District Act.

15-5A-7. Arts and cultural district fund established.

The "arts and cultural district fund" is created as a non-reverting fund in the state treasury. The fund consists of appropriations, gifts, grants, donations and bequests. The fund shall be administered by the cultural affairs department, and money in the fund is appropriated to the cultural affairs department to carry out the provisions of the Arts and Cultural District Act. Money in the fund shall be disbursed on warrants signed by the secretary of finance and administration pursuant to vouchers signed by the secretary of cultural affairs or the secretary's authorized representative.

Funding Sources

State and Federal Sources

NM Department of Cultural Affairs - New Mexico Arts

New Mexico Arts is the state arts agency and a division of the Department of Cultural Affairs. The agency is one of the partners in the New Mexico Arts & Cultural Districts Program.

The 15-member governor-appointed New Mexico Arts Commission serves as the agency's advisory body. New Mexico Arts' primary function is to provide financial support for arts services and programs to non-profit organizations statewide and to administer the 1% public art program for the state of New Mexico.

New Mexico Arts funds nonprofits and governmental organizations for arts activities in the performing arts, visual arts, literary arts, media arts, multidisciplinary arts (involving more than one artistic discipline), and interdisciplinary arts (relating two or more artistic disciplines). The agency supports programs that foster arts education, arts economic development, performing and visual arts, and contemporary and traditional folk arts in New Mexico.

Federal 501(c)(3) tax-exempt nonprofit organizations, units of government, schools, colleges, universities, and Indian tribal government entities with offices in New Mexico are eligible to apply. New Mexico based organizations wishing to apply that are not one of the above may enter into a fiscal sponsorship with a nonprofit organization. When applicants use a Fiscal Agent, a formal agreement between the agent and the applicant is required.

New Mexico Historic District Tax Credits

The New Mexico State Income Tax Credit for Preservation of Cultural Properties is administered by the Historic Preservation Division. The program has thus far resulted in rehabilitation of about 1,000 properties. A 50% state income tax credit is available to owners of historic buildings that complete qualified, pre-approved rehabilitation. The maximum amount of project expenses eligible for the tax credit is \$50,000, with a maximum tax credit amount of \$25,000. Properties can be residential or income producing, and properties have to individually listed or contributing to a listed historic district.

Department of Tourism - New Mexico True

The New Mexico Department of Tourism supports the tourism industry in the state through its Earned Media Cooperative Program and Clean and Beautiful Program. Through its earned media program, the department works with travel writers and influencers to share information about destinations and experiences that are unique to New Mexico. This program works through tourism-related entities to support bringing writers and influencers to New Mexico. For this program, POP would coordinate efforts with The City or County government or a local destination marketing group like the Chamber of Commerce. This would be most applicable for major events or themed experiences in the Carlsbad area. New Mexico Clean and Beautiful provides funding and technical assistance to local governments on community beautification initiatives. Keep Carlsbad Beautiful is the local entity for these initiatives.

New Mexico Economic Development Department (NMEDD) - Local Economic Development Act (LEDA)

NMEDD administers LEDA capital outlay funds to local governments to help stimulate economic development efforts. The focus of these funds is to support economic base businesses with a goal of a 10:1 ratio of private investment to LEDA funds. State funds are generally not awarded to retail projects.

US Department of Transportation

The US Department of Transportation has a collection of different grant opportunities. The “Safe Streets and Roads for All (SS4A)” grant program is specifically focused on preventing roadway deaths and serious injuries and can be used for planning, demonstration, and implementation projects.

Federal Historic Preservation Tax Credits

The Federal Historic Preservation Tax Incentives program, which is administered by the National Park Service. A 20% income tax credit is available for rehabilitation of historic, income producing buildings. These buildings must be determined by the National Park Service to be “certified historic structures.” Work must comply with the Secretary’s Standards for Rehabilitation. Owner-occupied residential properties do not qualify for the tax credit. Changes to the Internal Revenue Code in 2017 have modified how individuals and businesses can use the tax credits, so applicants need to consult their financial or tax advisor to see how these changes might affect them. There are also potential tax benefits to historic preservation easements that restrict the changes that can be made to an historic property. These can be complicated so would also need consultation with a professional to determine the benefits of easement donation.

Institute of Museum and Library Services

The Institute of Museum and Library Services awards a variety of Federally funded grants in support of museums and libraries. Different grant programs serve different purposes and have different eligibility requirements, so it is important to review the grants available at a given time. In 2023, grant opportunities included funding to assess collections and get recommendations for their care, grants to improve collaboration with local communities on asset-based community development, and grants to support small museums in projects that serve the public through exhibitions, educational programs and other programs.

National Endowment for the Arts

The National Endowment for the Arts supports various types of arts sector projects with thousands of grants each year. Project-based funding supports opportunities for public engagement with the arts and arts education but particularly applicable for arts and cultural plans, “Our Town” grants provide support for creative placemaking and efforts to integrate arts, culture, and design into local efforts that strengthen communities.

Local Sources

City of Carlsbad General Fund

The City of Carlsbad provides annual funding to support the operations of Carlsbad MainStreet and the Pearl of the Pecos ACD. This funding is expected to continue.

General Obligation Bonds/Capital Improvements Funds

General obligation bonds are used to fund capital improvement projects using credit backed by taxes levied on Carlsbad residents. These funds must be approved by the voters of Carlsbad.

Tax Increment Financing/Tax Increment Development District

Tax increment financing uses increased property taxes and/or sales taxes from developments to fund improvements in Carlsbad. These improvements often include infrastructure, acquisitions, and development costs.

Lodgers Tax Revenues

The City of Carlsbad collects 5% of gross taxable rent from tourist lodging which provides funding assistance for special events and promotion. The goal is to attract visitors from out of town who will patronize Carlsbad lodging, restaurants, stores, and other attractions. In FY 2022, the City of Carlsbad had \$3.6 million in Lodgers Tax receipts, third behind Albuquerque and Santa Fe.

Local Economic Development Act (LEDA)

The City of Carlsbad adopted a Local Economic Development Act Ordinance in 2000 (Ord. 2000-08). This ordinance, which is consistent with the State Act, enables public support of economic development projects. In 2007, the legislature amended the Act to include cultural facilities in the definition of “economic development project” and included “cultural facility” in the definition of “qualifying entity” to undertake an economic development project. The plan recommends that the local ordinance be updated to include arts and cultural district purposes and cultural facilities.

Private Funding Sources

Carlsbad Department of Development Revolving Loan Fund

The Carlsbad Department of Development together with the US Department of Commerce Economic Development Administration manages a Revolving Loan Fund Program that supplies small businesses and entrepreneurs with the gap financing needed to start or expand their business.

McCune Charitable Foundation

The McCune Charitable Foundation provides grants for community-based projects in New Mexico that are related to the foundation's nine priorities. Eligible applicants are qualified 502(c)(3) non-profit organizations, federally recognized Native American tribes, public schools, and governmental agencies. Arts & Cultural Districts, with their emphasis on arts and culture related districts, can contribute to multiple foundation priorities, including Capacity Building in the Non-Profit Sector, Economic Development, Building Links Between Arts and Community Engagement, Influencing Planning of Built Environments, and Strategies for Rural Development.

New Mexico Resiliency Alliance

The Resilient Communities Fund was created in 2014 in partnership with the McCune Charitable Foundation and New Mexico MainStreet. In addition to the founding partners, the Resiliency Alliance has received other grant funding that has allowed the Alliance to expand its reach in New Mexico. The Resilient Communities fund provides small grants for community-driven economic development projects in rural communities statewide. The funds that are awarded leverage local matching resources. The Resiliency Alliance provides technical assistance to build local capacity and engage community volunteers through the projects.

Carlsbad Community Foundation

The Carlsbad Community Foundation provides grants to non-profit organizations for projects consistent with the Foundation's mission of improving the lives of people in Carlsbad and South Eddy County. Proposed projects are evaluated for their benefit to the community. The Foundation's grants and scholarships are focused on the immediate Carlsbad area, and projects and programs with the greatest overall community impact are the highest priority. They also look for projects that allow Community Foundation to match grants or donations.

S.P. and Estelle Yates Family Foundation

The S.P. and Estelle Yates Family Foundation is a family foundation supporting non-profit endeavors related to arts, education, humanities, science, and technology. Grant awards can contribute to general operations, program support, capacity building, and capital campaigns, among other things. The foundation targets the community of Artesia, New Mexico and surrounding areas.