

City of Carlsbad, New Mexico Long Term Plan



**Presented to the Carlsbad City Council
by the Carlsbad Long Term Planning Committee**

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I. Introduction

In early 2011, Mayor Dale Janway initiated a Long Term Planning Initiative for the City of Carlsbad. The Carlsbad Long Term Plan is a product of over 12 months of work by Carlsbad citizens to develop a broad-based vision for Carlsbad's future.

The VISION of the plan is to ensure that Carlsbad is a well-planned and maintained community environment with ample resources and opportunities available for citizens and visitors to enjoy a high quality of life.

The MISSION of the Long Term Plan is to establish a sustainable, transparent Long Term Planning process that maximizes citizen participation; thereby creating a road-map for community development, progress and pride.

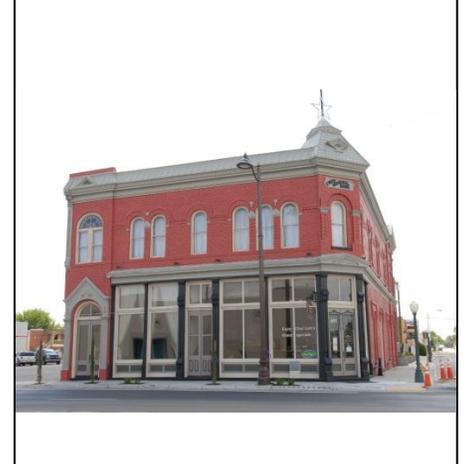
The GOAL at the outset of the effort was to attain a population of 50,000 in the City of Carlsbad by 2035. This goal must be synchronized with the City's potable water supply.

In March of 2011, the City of Carlsbad convened a Long Term Planning Committee composed of over fifty Carlsbad residents representing a wide range of community interests. The committee structure included a Steering Committee and six subcommittees to look in depth at topic areas that are critical to Carlsbad's future. Each of the following subcommittees was tasked with analyzing community input related to the focus areas for their topic.

- Quality of Life
- Government
- Energy and Natural Resources
- Economic Development
- Education
- Infrastructure

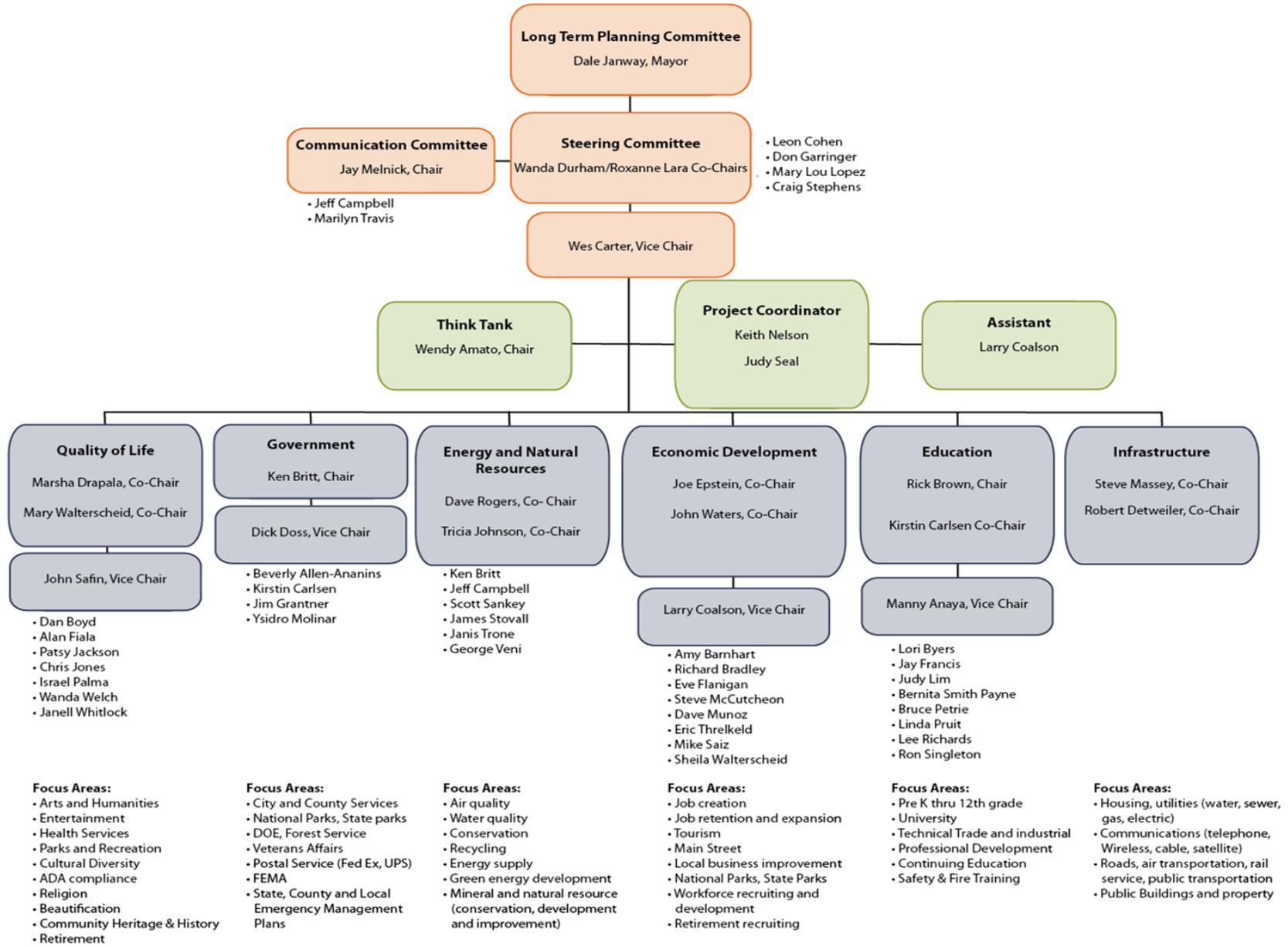
The work of the Long Term Planning Committee was completed in three phases. The first was public outreach to obtain as many ideas as possible from the community. The second phase was the work of subcommittees to compile the ideas submitted and present the ideas and prioritize projects for each topic area. The draft reports were submitted to the Steering Committee.

The third phase was to integrate the work of the subcommittees into a final report, with the work of each subcommittee comprising a report chapter. A summary of recommendations is the final chapter.



An organization chart of the committee structure, subcommittees and focus areas of each subcommittee is shown in Figure 1.

Figure 1. Long Term Planning Committee Structure



II. Public Participation

Summary

To inform the work of the committee, the Committee solicited information from Carlsbad residents through a series of public meetings and a planning survey. The purpose of the meetings and survey were to ensure citizen participation in the planning process at all levels of the community.

Public outreach included a general public kick-off meeting at the beginning of the process, followed by public meetings in each of the City’s four wards, sponsored by the City Councilors. Residents were notified of these meetings and of the Long Term Plan through water bill inserts, news articles in the Carlsbad *Current-Argus*, radio spots, information on the City’s web site, and distribution of information through a variety of channels. Representatives from the six subcommittees attended each meeting, and residents were able to complete surveys at the meetings.

Public meeting dates and locations were as follows:

Meeting	Location	Date	Time
Kick-Off Event	Walter Gerrells Performing Arts and Exhibition Center	Thursday, February 10, 2011	6:00 pm
Ward 1	San Jose Senior Center	Tuesday, March 29, 2011	3:00 – 5:00 pm
Ward 3	North Mesa Senior Center	Tuesday, March 29, 2011	5:00 – 6:30 pm
Ward 4	Municipal Golf Course Annex	Tuesday, March 29, 2011	5:00 – 6:30 pm
Ward 2	Building for Christ Church	Thursday, March 31, 2011	5:00 – 6:30 pm

The survey was distributed at the public meetings and was available at the Carlsbad Municipal Building, the Carlsbad Library, the San Jose Senior Citizens Center, the North Mesa Senior Citizens Center, the Carlsbad Museum and the Chamber of Commerce. Representatives of the Long Term Planning Committee spoke to local service organizations (Rotary, Kiwanis, Lions, etc.) and handed out surveys to their associates, church members and as many other individuals as possible. A copy of the survey was printed in *The Carlsbad Local*, a local free newspaper.

The surveys asked the public for their ideas for improving Carlsbad. For each idea, respondents were asked to describe the benefits of the idea or project, define the need for the project, identify obstacles to accomplishing the project, describe past efforts or provide examples of successful

projects, and indicate their willingness to help implement their idea. A total of 578 survey forms were returned.

The Long Term Planning Committee assigned each idea to the primary subcommittee for the suggestion and a secondary committee if the idea fit more than one topic area. The ideas were also categorized so that the frequency of like ideas could be tabulated. The committees then included the ideas in their analysis and recommendations.

The table below shows the categories and the number of suggestions in each category. Ideas that fell into more than one category are counted in each. Recreation and beautification/cleanup were mentioned most often, followed by business development, transportation and tourism, to round out the top five categories.

Frequency of Suggestions by Category

	Category	Number	Percentage
1	Recreation	106	13.9%
2	Beautification/Cleanup	105	13.7%
3	Business Development	87	11.4%
4	Transportation	71	9.3%
5	Tourism	52	6.8%
6	River Development	45	5.9%
7	Conservation	41	5.4%
8	Restaurants	36	4.7%
9	Communication	36	4.7%
10	Signage	30	3.9%
11	Law Enforcement	29	3.8%
12	Housing	24	3.1%
13	Education	23	3.0%
14	Community Programs	20	2.6%
15	Dog Park	16	2.1%
16	Medical	16	2.1%
17	Lighting	12	1.6%
18	Pet Control	8	1.0%
19	Seniors	5	0.7%
20	Noise Abatement	1	0.1%
21	ACLU	1	0.1%
22	Voter Reform	1	0.1%
		764	100.0%

A copy of public notices and the survey form are contained in Appendix A.

III. Long Term Plan Summary

The citizens of Carlsbad provided a wide variety of suggestions in their responses to the Long Term Planning survey. Each committee sifted through these ideas and organized them into potential projects that can be carried out by the City of Carlsbad, the private sector, and other public and non-profit entities. The specific suggestions are provided in the subcommittee reports, incorporated as chapters of the Long Term Plan.

A few “common themes” emerged in the review of individual ideas and the committee reports. These common themes were mentioned several times in different ways and were discussed in multiple committee reports. These common themes are as follows:

1. Become known for wise use of resources: water, energy, solid waste

- Conserve water by increasing effluent reuse for irrigation of public landscapes and developing voluntary guidelines and incentives for water conservation, including greater enforcement of the City’s water conservation ordinance
- Reduce solid waste by expanding existing recycling programs
- Conserve energy through wise use of energy and the development of alternative energy sources

2. Improve the appearance of the community

- Improve public landscaping and improve the appearance of private properties by requiring landscaping in the City zoning ordinance with an emphasis on xeriscaping, native plants and low water use plants.
- Clean up the City through City efforts, code enforcement and volunteer clean up days, tear down or repair of dilapidated buildings and removal of abandoned vehicles.
- Maintain and upgrade the appearance of City buildings
- Continue downtown improvements (Carlsbad MainStreet)
- Work with NMDOT on state highway projects to include landscaping



Xeriscaping



Landscaping



Outdoor recreation



Pecos river parkway

3. Create a community that is known for its outdoor recreation opportunities

- Connect existing trails and expand walking and hiking opportunities through additional trails, sidewalk improvements, and a connected system of on-street and off-street bikeways.
- Provide excellent sports facilities through renovation of older facilities and the development of new indoor and outdoor sports complexes, including tournament facilities. Specific sports mentioned include golf, soccer, baseball/softball, and swimming.

4. Create a world class recreational parkway along the Pecos River

- Maintain and improve the Riverwalk Recreation Center, including both facility improvements and programming
- Maintain and improve the beach area
- Improve lighting along the Riverwalk
- Screen industrial uses from view
- Clean up the area along the Riverwalk, which could be part of a volunteer clean up day

5. Maintain a healthy economy

- Promote Carlsbad as a great place to live and do business
- Attract new businesses to Carlsbad, including new retail and restaurants, and improve policies and programs that foster, promote and encourage new businesses
- Establish a single contact source for vacant buildings that are suitable for economic development
- Recruit young adults to Carlsbad
- Support existing resource based businesses – the potash mines and the oil and gas industry
- Ensure a well-trained workforce that meets the needs of local businesses

6. Continue long range planning regarding land use and future growth, the City’s transportation system, the City’s parks system, and coordination with Eddy County.



Economic Development



Trails and Outdoor Recreation



Pecos River East of the Flume

The Long Term Plan Committee recognizes that important efforts are underway on issues vital to the City’s future growth that are not addressed in the Long Term Plan. The nuclear effort is an example of such an effort. The Committee endorses these efforts. Nuclear energy projects, expansion of the potable water supply and other similar initiatives must be pursued to assure that the City can grow in the future.

In addition to the ideas offered by the citizens of Carlsbad and presented in the Long Term Plan, the Committee suggests a review of City regulations to assure that regulations are not stifling growth and development. Additional input from the public should be solicited on those matters.

Ongoing communication among all of the Carlsbad area's stakeholders and bi-annual review of the Plan are recommended to assure accountability, progress tracking, and updating of priorities as recommendations are accomplished.

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IV. Quality of Life

A. Focus Areas

- Arts and Humanities
- Entertainment
- Health Services
- Parks and Recreation
- Cultural Diversity
- ADA Compliance
- Religion
- Beautification
- Community Heritage & History
- Retirement

Quality of Life Committee

Co –Chairs Marsha Drapala & Mary Walterscheid

Members:

- Janell Whitlock
- Patsy Jackson
- Wanda Welch
- Dan Boyd
- Chris Jones
- Alan Fiala
- Israel Palma
- John Safin

B. Survey Input

After reviewing all 563 surveys deemed as “Quality of Life”, the Quality of Life Committee found the following responses were given most often. Each survey was reviewed and grouped with those of similar responses. These “groups” became the primary bullet points below. Sub-bullets are actual examples and suggestions on surveys within said group.

1. Clean up the city

- Expand and enforce ordinances related to building appearance, parking cars on lawns, overgrowth of weeds, and the care and maintenance of buildings/vacant lots
- Tear down dilapidated and/or abandoned properties
- Unifying theme in city. Signs, colors, architecture, landscaping, etc.
- Improve the “entrances” to our city

2. Develop and improve the river area

- Lighting, signage, walkways, commercial ventures such as restaurants and shopping
- Dog park(s)
- Connect the walkways better; footbridge from beach-area island to the east side of river by the golf course.

3. Increase and improve signage. Directional and educational

- Direct people to the river, historical locations, parks, etc.
- Entrances to city need directions to best assets

4. More activities

- Expand the recreation center staff and programming
- Community pool
- Signature event (the triathlons, for example)
- Waterpark
- Expand parks and the features they offer
- Improve the golf course
- More cultural activities such as concerts, art shows, etc.
- Sport tournaments to use the new fields. New fields need improved landscaping and shade structures

5. Encourage economic development, primarily restaurants and shopping

- Must be open on the weekends and late evenings
- Systems that foster, promote, and encourage new businesses
- Community calendar that organizes events so that they are not double booked and competing for resources



6. More pedestrian and bike friendly roadways

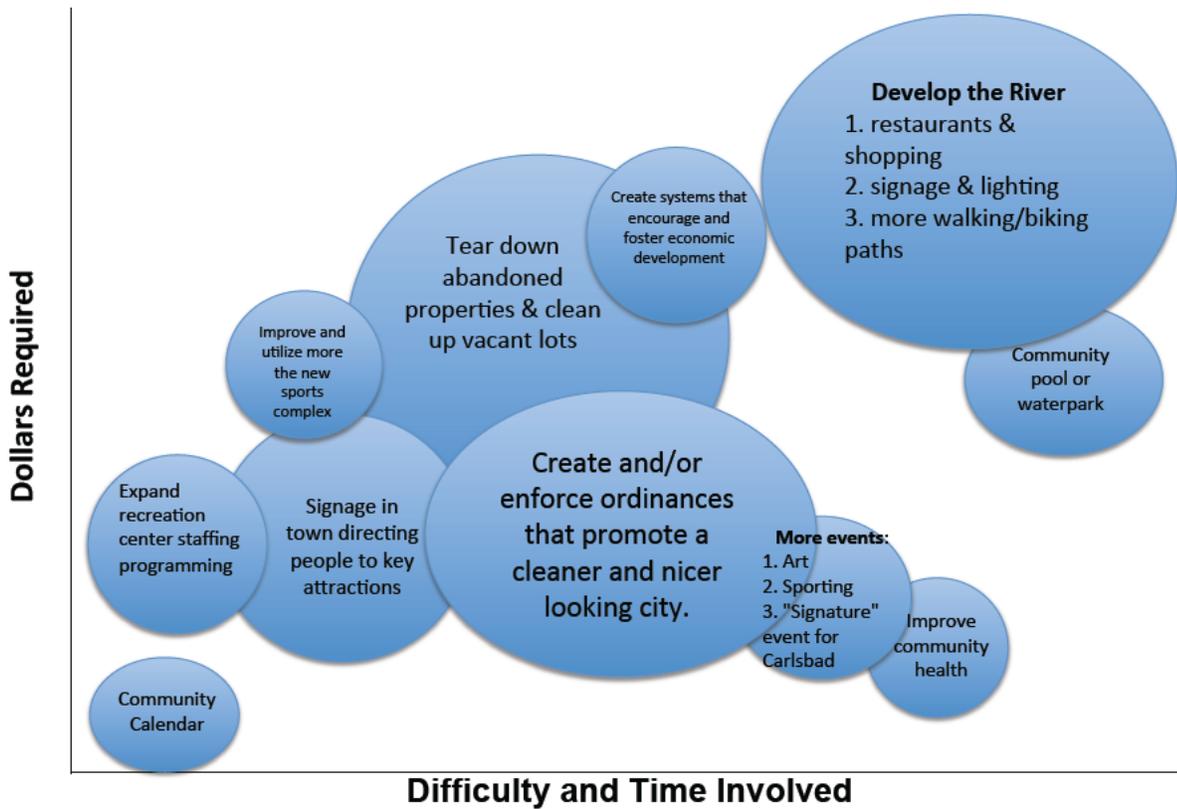
- Improve community health
- Improve quality of care at the hospital and other local providers
- More activities and transportation for seniors

7. Create and/or enforce noise ordinances

C. Quality of Life Committee Results Summary

The committee agreed that re-ordering these items by “importance” would have defeated the purpose of soliciting public comment. We felt it was our responsibility to remain true to the results, and not re-order by our opinion. However, we did attempt to organize the results by amount of funding required, and the time, effort, and difficulty of achieving each.

Figure 2. Survey Input Results



Notes regarding the graph:

- The X-axis is time and difficulty of the project.
- The Y-axis is funding required.
- The size of the bubble is related to the level of importance, as deemed by the number of responses related to that topic.
- For the purposes of this graph, “Improve Community Health” is addressed through volunteering of our time and energy with the various health providers.
- Cost, time, and difficulty for the chart are relative to each other.
- Example: the cost of hiring an additional staff person for the recreation center is relatively lower than the cost of purchasing land along the river, installing lighting, adding sidewalks, etc.

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V. Energy and Natural Resources

This chapter summarizes the findings of the Energy and Natural Resources (ENR) Committee’s review of all of the citizen survey responses tagged as “Energy and Natural Resources.” In addition to summarizing and addressing the survey responses, the ENR Committee felt it was important to assess the current state of local ENR issues. The report includes the following major sections:

- Summary of Survey Responses
- Follow-On Actions to Address Survey Responses/Sub-Categories
- Supplemental Local ENR Information

It should be noted that communication with citizens is very important in regards to all aspects of this planning effort. In many cases the survey responses highlight that community actions may be in place or in process, but citizens are not informed or have knowledge of what is going on in their community.

Energy and Natural Resources Committee

Co-Chairs: Tricia Johnson and Dave Rogers

Members:

- Ken Britt
- Jeff Campbell
- Scott Sankey
- James Stovall
- Janis Trone
- George Veni

A. Focus Areas

- Air quality
- Water quality
- Conservation
- Recycling
- Energy supply
- Green energy development
- Mineral and natural resource (conservation, development and improvement)

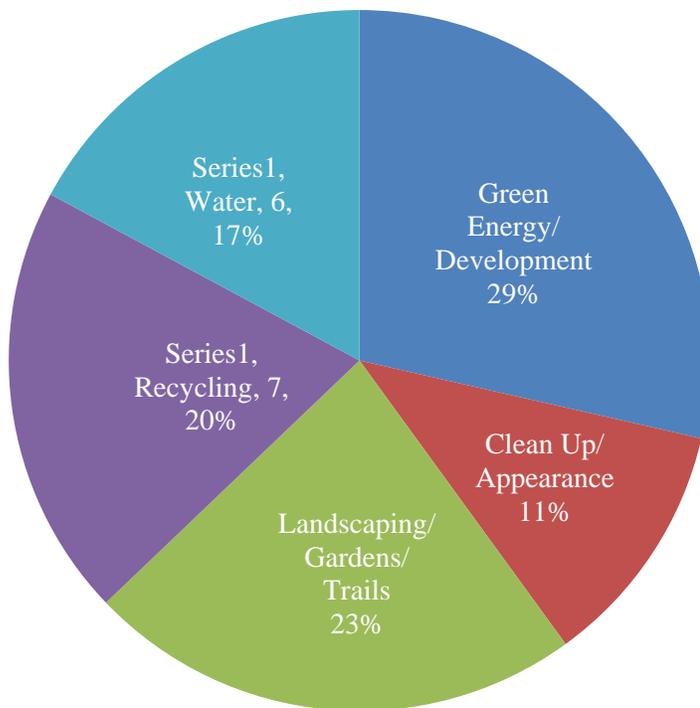
B. Survey Input

The community survey responses regarding ENR subject matter are listed below. The responses were transcribed exactly as they were submitted except for some minimal editing to fix errors. The responses are listed with their perceived benefits, needs, and obstacles as submitted by each responder. The ENR committee divided the survey responses into five

sub-categories, which are listed in the following table along with the number of responses received in each sub-category.

ENR Sub-Categories	# of Responses
Green Energy/Development	10
Clean Up/Appearance	4
Landscaping/Gardens/Trails	8
Recycling	7
Water	6
Total ENR Responses	35

The following pie chart displays the breakdown of responses in each sub-category.



The ENR Committee noted that while the energy industry is crucial to the future of Carlsbad, all of the citizen responses focused on “green” and quality of life issues. These issues should therefore be a high priority in future city planning.

1. Green Energy Development

- Create a micro hydroelectric plant near the riverwalk recreation center. Small water turbines now are compact, efficient, and cost-effective.

- **Perceived Benefits** – Hydroelectric turbines generate clean, low-cost electricity. Also a way for the city to promote itself in the news and to tourists = publicity.
- **Perceived Needs** – Need to apply for grants and funding. Bureau of Reclamation offers funding for these sorts of projects; state and federal grants.
- **Perceived Obstacles** – People aren't familiar with the concept.

- Infrastructure (independent from grid) – Water and energy (electricity and gas)

- **Perceived Benefits** – Not supplied.
- **Perceived Needs** – Not supplied.
- **Perceived Obstacles** – Not supplied.

- Join EPA landfill gas project. Creative use of landfill gas (LFG) includes heating greenhouses, producing electricity and heat in cogeneration applications, firing brick kilns, supplying high-BTU pipeline-quality gas, fueling garbage trucks, and providing fuel to chemical and automobile manufacturing.

- **Perceived Benefits** – Provide electricity. Using LFG helps to reduce odors and other hazards associated with LFG emissions, and it helps prevent methane from migrating into the atmosphere and contributing to local smog and global climate change.
- **Perceived Needs** – Landfill Methane Outreach Program (LMOP) defines a candidate landfill as one that is accepting waste or has been closed for five years or less, has at least one million tons of waste, and does not have an operational or under-construction project; candidate landfills are also designated based on actual interest or planning.
- **Perceived Obstacles** – Not supplied.

- Provide incentives for businesses to install green roofs. A green roof is a roof of a building that is partially or completely covered with vegetation and a growing medium, planted over a waterproofing membrane.

- **Perceived Benefits** – Green roofs use a variety of physical, biological, and chemical treatment processes that filter pollutants and reduce the volume of precipitation runoff, thereby reducing the amount of pollution delivered to the local drainage system and, ultimately, to receiving waters. This could mean less nitrogen in the Pecos River. Nitrogen is blamed for the algae blooms that kill fish.
- **Perceived Needs** – Public education , creative incentives, whether it is a rebate, or other reward such as: fee reductions for city services ranging from permit processing to stormwater management, faster processing of permits themselves, and “density bonuses” allowing an increase in buildable area in exchange for installing green roofs.
- **Perceived Obstacles** – People not knowing what green roofs are or what the benefit is.

- Provide incentives for businesses to install solar panels and/or wind turbines.

- **Perceived Benefits** – Besides conserving energy, installing solar and/or wind energy shows that Carlsbad businesses care about the environment and are innovative. This attracts progressive businesses and residents.
 - **Perceived Needs** – Public education, creative incentives, whether it is a rebate, or other reward such as: fee reductions for city services ranging from reduced permit fees, faster processing of permits themselves, or in exchange for other city services.
 - **Perceived Obstacles** – People thinking solar and wind energy is too expensive to install.
- Replace street lights with solar-powered lights, preferably LED lights; saving electricity, and reducing light pollution so people can see the stars.
 - **Perceived Benefits** – Besides saving money on electricity, the city would get publicity for doing this. Tourists driving through would notice that Carlsbad is helping the environment.
 - **Perceived Needs** – Need to apply for grants and funding. Research products and companies.
 - **Perceived Obstacles** – *Not supplied*
- Energy conservation for structures- solar heat and cooling, R-20 Walls and R-40 Roofs, for example.
 - **Perceived Benefits** – *Not supplied*
 - **Perceived Needs** – *Not supplied*
 - **Perceived Obstacles** – *Not supplied*
- To buy the land around Lake Avalon. Dredge the lake when it's drained. Use the silt for rich soil and sell the rest. Turn the land around Lake Avalon into nice lake-front properties. Also to turn Lake Avalon into a winter trout lake.
 - **Perceived Benefits** – Nice housing. Outdoor recreation. This would expand business to the north side of town. The city could benefit from the expansion of the town and money from utilities. Lots of job opportunities for individuals and businesses.
 - **Perceived Needs** – Purchase the land around the lake. Either the city or a private party could do this.
 - **Perceived Obstacles** – Buying the land would be the biggest obstacle. Then the dredging process.
- A windbreak needs to be built at the south door of the San Jose Senior Center like the one at the west entrance.
 - **Perceived Benefits** – Would lower heating and cooling costs of the center.
 - **Perceived Needs** – *Not supplied.*
 - **Perceived Obstacles** – *Not supplied.*

- To promote beach beautification, install a privacy fence in front of Hall Machine facility.
 - **Perceived Benefits** – Beach beautification.
 - **Perceived Needs** – Ask Hall Machine to build a privacy fence to help beautify the Pecos River area.
 - **Perceived Obstacles** – Whether Hall Machine agrees.

2. Clean Up/Appearance

- Attract shops (Kohls, Mardels, Cabelas, etc.) and special needs schools (major reason we moved here), and clean up the Pecos River so kids can swim. Don't center the town around retirement only

- **Perceived Benefits** – More jobs (we travel out of Carlsbad to shop for clothes). Parents with special needs children are always looking for a way to meet that need. Make the Pecos River clean for kids and adults, and advertise this as a place for younger families.
- **Perceived Needs** – The Pecos River on the website looks amazing yet when we came here we were turned off by the pollution in it. Carlsbad needs to be cleaned up and then advertised. Can a no loitering law be passed?
- **Perceived Obstacles** – Money.

- Organize a "Canal Blitz"

- **Perceived Benefits** – The garbage - plastic bags, empty containers, etc. behind the mall alongside the Canal - is horrific. From the Flume to Pierce Street.
- **Perceived Needs** – Organize volunteers to clean this up.
- **Perceived Obstacles** – Getting the volunteers.

- Clean up City

- **Perceived Benefits** – Adds to the Quality of Life.
- **Perceived Needs** – Organize clean-up crews.
- **Perceived Obstacles** – Finding workers.

- Clean river water - Rainbow, oil contamination.

- **Perceived Benefits** – *Not supplied.*
- **Perceived Needs** – *Not supplied.*
- **Perceived Obstacles** – *Not supplied.*

3. Landscaping/Gardens/Trails

- Develop a comprehensive urban agriculture program. Urban agriculture is the practice of cultivating, processing and distributing food in, or around, a village, town or city.



- **Perceived Benefits** – Urban agriculture contributes to food security and food safety in two ways: first, it increases the amount of food available to people living in cities, and, second, it allows fresh vegetables and fruits and meat products to be made available to urban consumers.
 - **Perceived Needs** – City sets the priority and implements the program. Farmers and gardeners need assistance with regard to technical, organizational, marketing and other matters. Municipalities should, as a priority, support the foundation and development of these associations, and provide services not offered by farmers' associations themselves.
 - **Perceived Obstacles** – Public awareness and involvement. Getting the word out and showing people the benefits.
- City landscaping (especially medians and roadsides) should be low-water desert-friendly (hopefully native) plants.
 - Perceived Benefits – Less water usage, less loss due to frost/heat. More "in tune" with our surroundings.
 - Perceived Needs – Don't tear anything living out but do new landscaping or plant replacement in a xeriscape style.
 - Perceived Obstacles – Palm trees, Kentucky bluegrass.
- Greenscape on major streets.
 - Perceived Benefits – Community pride, energize, retain tourists, grow city.
 - Perceived Needs – Plan, fund, critique, refine - Communicate!
 - Perceived Obstacles – Mentality of citizens, politicians, priorities, economy.
- More walking/biking trails.
 - Perceived Benefits – *Not supplied.*
 - Perceived Needs – *Not supplied.*
 - Perceived Obstacles – *Not supplied.*
- More community gardens citywide. Expand, this has many benefits: therapy, beautifying, plants production. Get Living Desert involved as well as Extension office.
 - **Perceived Benefits** – *Not supplied.*
 - **Perceived Needs** – *Not supplied.*
 - **Perceived Obstacles** – *Not supplied.*
- Irrigate the parks along the river and cemeteries with effluent if possible.
 - **Perceived Benefits** – Save millions of gallons of potable water each year.
 - **Perceived Needs** – Planning and funding of the plan.
 - **Perceived Obstacles** – Funding.
- As the palm trees die, replace them with the large yuccas like those at the hospital.

- **Perceived Benefits** – Yuccas are native to the area, do not have to be wrapped in the winter, do not turn brown for half the year, require less water and care, and have beautiful blossoms in the spring.
- **Perceived Needs** – We need to put more emphasis on the natural beauties of our area that are less expensive to maintain.
- **Perceived Obstacles** – None that I know of. We should stop requiring water features on new structures in this area where water sources are already in short supply.

- Removal of all palm trees on city property including Cascades and replace with Spanish Daggers.

- **Perceived Benefits** – Beautification of the community, conservancy of water, and the use of native plants.
- **Perceived Needs** – Cut down existing palm trees dead or alive, probably mostly dead. Place a native desert plant like a Spanish Dagger, which compares to a palm tree in looks, and will withstand the temperatures in this area.
- **Perceived Obstacles** – Getting others to understand we do not live in an area that has palm trees nor do we offer a tropical resort.

4. Recycling

- Become a zero-waste community. Zero Waste maximizes recycling, minimizes waste, reduces consumption and ensures that products are made to be reused, repaired or recycled back into nature or the marketplace.

- **Perceived Benefits** – Reduces landfills. The poisons from a landfill leak out from the sides in the form of a black, smelly toxic liquid which eventually escapes into the ground surrounding the landfills and contaminate the nearby and underground water sources.
- **Perceived Needs** – City joins an organization such as the GrassRoots Recycling Network (GRRN), a North American network of waste reduction activists and professionals.
- **Perceived Obstacles** – The whole concept and approach to waste problems should be changed. The amount of waste is very little if we are careful and sensible enough when we discard things as useless.

- Clean up recycling areas.*I have been told that all recycling bins are comingled at the recycle center and then sorted by the CARC Farm staff*

- **Perceived Benefits** – Overflowing bins - usually plastic and paper, can be redistributed reducing the mess from the overflow on the ground.
- **Perceived Needs** – *If this is true, then paint all bins the same color and mark them "recycle here". Do not ask folks to sort what is going to be co-mingled and re-sorted.
- **Perceived Obstacles** – Verify if co-mingling and re-sorting does occur.

- Clean up recycling areas. If the waste does in fact get recycled as labeled on the dumpsters, then a more even distribution of dumpsters is needed.
 - **Perceived Benefits** – Clean recycling areas.
 - **Perceived Needs** – My recycling area has 7 drums for cardboard, 2 for paper, 2 for plastic and 1 for cans. Paper blows everywhere. Have sufficient drums to prevent overflow.
 - **Perceived Obstacles** – No.
- Roll out containers - put heavier base in to prevent wind blowing over and trash everywhere or bag all trash to prevent blowing around individual trash articles.
 - **Perceived Benefits** – *Not supplied.*
 - **Perceived Needs** – *Not supplied.*
 - **Perceived Obstacles** – *Not supplied.*
- Improve recycling in Carlsbad. Provide recycling containers in the parks. Include glass in the recycling program. Begin a curbside recycling program.
 - **Perceived Benefits** – Curbside recycling and the presence of recycling cans in public places would make Carlsbad a more desirable place to live. It would enable Carlsbad to compete with larger cities that have sustainability and “green living” as a city-wide focus. Curbside recycling is a service provided in most cities nationwide.
 - **Perceived Needs** – The city needs to provide recycling containers to households or add a recycling dumpster next to each trash dumpster in the neighborhoods. The city also needs to place recycling cans in public areas and empty them when full.
 - **Perceived Obstacles** – Cost of containers. Increase in trash collection time if recycling is added.
- Increase CARC's Recycling Ability so that there can be more recycling.
 - **Perceived Benefits** – Less cost in landfill maintenance. Environmentally friendly.
 - **Perceived Needs** – *Not supplied.*
 - **Perceived Obstacles** – *Not supplied.*
- Recycle bins for homes. Individual use.
 - **Perceived Benefits** – Reduce trash that is being thrown into landfills.
 - **Perceived Needs** – Provide recycle bins around trash bins.
 - **Perceived Obstacles** – No.

5. Water

- Complete study of what population, industry numbers and types our available natural resources will reasonably accommodate in the future instead of targeting a population of 50,000.

- **Perceived Benefits** – Knowledge of potable water availability in the foreseeable future will allow us to plan for achievable and supportable population numbers, and the types of business or industry, recreation or retirement interests to seek for the SE Eddy County, Carlsbad areas.
 - **Perceived Needs** – Evaluation of potable aquifer volumes in both the Capitan and Double Eagle systems and potential aquifer in the Hope area, to determine what population and business types they can support in the foreseeable future, under existing drought conditions, as they are the conditions most prevalent in the historic past. Evaluate what types of businesses and industry we want in this area in the future, and what their water, power and land base needs will be. Determine whether we wish to have some of our regional land base used for renewable energy production sources such as Solar Arrays or Wind Generator Farms. Determine how our existing recreational land base, for hunting, fishing, tourism, winter visitors, golfing, mild climate in winter, wildlife watching, caving, hiking etc. and how much of this land base we are willing to dedicate to future developmental and population needs.
 - **Perceived Obstacles** – We have already exceeded our allowable potable water rights in the Capitan aquifer on at least two occasions, and we do not know how much water can be reasonably produced from the Double Eagle field and potential other rights we own in the Ogallala Aquifer—likely not enough to serve a population of 50,000 and extensive new businesses without acquiring substantial additional rights. Test wells need to be drilled on our rights in the Ogallala to see what capacity is available. Bringing in new, larger business for the populous is in part due to our higher earning power in Eddy County, mostly as a result of WIPP and oil and gas businesses. Currently WIPP has a shortened lifespan with no promise of extension due to an increased nuclear energy mission, while oil and gas production also has a finite lifespan based on public consumption and exhaustion of available mineable resources.
- Implement year round water conservation practices and codes for the city and the county so that people develop better water utilization policies within their homes and businesses. We have only so much water and we should not allow the maximum utilization of available water if it is unnecessary.
- **Perceived Benefits** – *Not supplied.*
 - **Perceived Needs** – Do not use potable water from our systems for saline water production, instead require industries to utilize the extensive saline aquifers available for this purposes and process that water to reach the desired salinity for their purposes. Implement and enforce reasonable ordinances that would require water saving devices in all new and retrofitted facilities and homes, efficient lawn and garden watering programs, encourage water efficient businesses to come, enforce these practices. Move forward with planning and implementation of maximum utilization of our processed/reclaimed sewage water for cemeteries, additional parks, non potable water business water needs, etc.
 - **Perceived Obstacles** – *Not supplied.*

- Institute water rationing for lawns before we need to due to low water wells. We are nearly always in a drought.

- **Perceived Benefits** – If people water lawns twice a week for a set time it would be less wasteful. I have seen places where lawns are watered everyday!!
- **Perceived Needs** – Educate people to be less wasteful of all our resources especially clean water. Also using recycled water for all city, county and state places, parks, and golf courses etc. would be good too!
- **Perceived Obstacles** – Primarily public indifference or carelessness. Encourage xeriscape - use of desert plants and grasses that do not need water.

- If Carlsbad's population to expand to 50,000, there will be a severe water shortage unless measures are taken to reduce water use. Expand effluent water project to all public parks. Offer tax incentives for xeriscaping and implement gradual penalties for watered lawns. Also, rather than setting a goal for growth, let's take care of what we have.



- **Perceived Benefits** – Water conservation benefits should be obvious. The value of doing a better job of maintaining existing facilities and embracing the positive quality of life traits here (low commute times, relatively low cost of living) should also be obvious. There are many ways to continue enjoying a great or better quality of life without filling our town with generic chain outlets.
- **Perceived Needs** – Offer tax incentives to small businesses that don't exist anywhere else but in Carlsbad. Teach entrepreneurial skills and financial literacy beginning in high school so that local residents can establish locally owned businesses that benefit from spending by both residents of Carlsbad and visitors that bring money from other places. Educated people need to lose the "that's below my pay grade" attitude in order to have people in the service industry behave better. Respect breeds respect.
- **Perceived Obstacles** – Most would disagree with me that we don't need population growth to improve economic standing or quality of life. We need to change attitudes around xeriscaping.

- Before Carlsbad can plan to grow its population to 50,000, it must demonstrate that its water supplies will be able to feed that population in perpetuity, including during periods at least equal to the most severe drought on record.

- **Perceived Benefits** – The need for a perpetually adequate water supply is obvious. There has been talk that Carlsbad has adequate water, but I've seen no proof. Pump tests in the Capitan and Ogallala aquifers are not proof. They show well productivity but do not measure overall impact on the aquifers.

- **Perceived Needs** – A groundwater availability model (GAM) is needed for each aquifer. This extensive series of measurements, tests, and modeling of results is necessary to accurately understand the limits of water available in each aquifer so Carlsbad does not demand more water than what is available.
- **Perceived Obstacles** – To the best of my knowledge, neither aquifer has anywhere near the number and distribution of monitoring wells to create an accurate GAM. Substantial funds will be needed to drill, monitor, and study those wells. This is a good thing to do even if the population doesn't grow to 50,000 for sound knowledge of our water limits.

- Water is the main and only need for growth and expansion. The city must plan ahead and make sure there is enough water for residential and commercial use. **DO NOT** start any new projects – complete the projects already in progress. The taxpayers cannot afford new projects at the present time. Clean up the downtown and residential area - weeds and trash are not attractive to visitors or those of us already here and paying taxes. Enforce city codes already in place. Take care of the taxpayers already here with the taxes and rate being paid at the present time.

- **Perceived Benefits** – *Not supplied.*
- **Perceived Needs** – *Not supplied.*
- **Perceived Obstacles** – *Not supplied.*

C. Follow-On Actions to Address Survey Responses/Sub-Categories

Following, the ENR committee provides research and suggestions with regards to the survey responses and their sub-categories. The committee has provided goals for each sub-category and action items to help achieve those goals.

1. *Green Energy Development*

Goal: To become a community known for striving to promote green and renewable energy sources, conservation efforts, and reduction of solid waste. To address the community's green building and development concerns, the ENR committee suggests the following potential opportunities and options for further research.



- Determine if the City can enroll in the EPA landfill credit program. The Landfill Methane Outreach Program (LMOP) is an Environmental Protection Agency (EPA) program that is a voluntary assistance program that helps to reduce methane emissions from landfills by encouraging the recovery and beneficial use of landfill gas (LFG) as an energy resource. LFG contains methane, a potent greenhouse gas that can be captured and used to fuel power plants, manufacturing facilities, vehicles, homes, and more. There are already two operational LMOP facilities in New

Mexico, these include one in Sunland Park and one in Albuquerque. There are three other qualified landfills in New Mexico, but not in Carlsbad. Determine if the City landfill is a viable option for the LMOP.

- Request a report regarding the effectiveness of the pilot incinerator operating at the landfill, and if successful, see if there is possibility for expansion.
- Coordinate with Xcel Energy to determine the energy credits available, or that could be made available, for businesses and homeowners willing to develop green building features.
- Educate the public on green building methods and opportunities (e.g., solar panels, wind turbines), from simple to complex, and the benefits associated with the alternatives. In some cases, it will be possible to sell energy back to the grid and further reduce energy costs. Educate the public regarding the methods of implementing green building methods.
- Determine how the City can become more involved with Green Energy developers and/or promote Green Energy builders and businesses in the area. Consider revising building codes to require renewable and Green Energy qualities into new developments and refurbishments. If revising the building codes is not possible, then provide credits or incentives to new builders and remodelers.
- Provide an example to residents and businesses and implement Green Energy options (e.g., solar panels on large city facilities) on municipal facilities. Complete a cost benefit analysis for replacing all City provided and maintained lights to more energy efficient options (e.g., fluorescent, LED). The capital costs may be considered significant, but the long-term costs should be reasonable over time.
- Determine how long the state incentives for alternative energy methods are going to be in effect.
- Recognize the importance of the reasons tourists travel to this area; many tourists from large cities look for opportunities to see the night sky with minimal glare from street lights. To reduce light pollution, use light shields to direct light downward.

2. *Clean-Up/Appearance*

Goal: To become a community that is seen as clean and appealing when tourists and locals visit and drive through.

- Recruit a committee to start a City Blitz that should be organized similar to, or in conjunction with, the River Blitz.
- Encourage business and residential land owners to keep their properties clean and maintained. If possible, enforce against property owners that don't take responsibility for the appearance of their properties.

3. *Landscaping/Gardens/Trails*

Goal: For residents and visitors to have easy access to active areas and trails, and to be seen as a community that values the outdoors, eco-tourism, gardens, and water-efficient landscaping.

- Reports suggest that all of the City’s effluent water is being utilized to water the golf course; verify that this is the case, and if not, research the most feasible sites (city landscaping, parks, etc.) for effluent watering. Educate public on the use of the City’s effluent water. Education should focus on understanding where the effluent water comes from, how much is generated, how it is currently being used, and future possibilities. Additionally, the City should educate the public about their efforts to conserve our natural resources, and gain recognition/support for their efforts.
- Consider local and non-local public perception regarding landscaping choices. There are strong and frequent opinions regarding the need for native landscaping that will survive local temperature extremes naturally. Nearly half of the landscaping survey comments included complaints regarding the use of palm trees for city landscaping purposes.
- Require tree planting and/or landscaping in large parking lots and in business areas, which result in a more positive appearance and shade; businesses should be required or incentivized to do this.
- Consider greenscaping or xeriscaping more of the City and common areas.
- Develop more trails throughout the community for walking and biking to promote more eco-tourism in our area, and a more active and healthy community in general. The beach and river paths are well utilized and show the need for more of these types of areas. Connect the existing trails (e.g., flume to Ocotillo trail) and create an “outdoors” plan that will show trails and access throughout the City.
- Promote the use of community gardens, which more locals would use if they were known to be available. The farmer’s market is becoming more successful each season, and this community desire should be fostered and promoted.

4. *Recycling*

Goal: To expand the volume of recycling done in our community and find more ways to use recycled goods locally. The Committee proposes possibilities for expansion and additional research regarding the current status of recycling and future plans by the Rainbow Recycling Center.

- Consider adding alternative services such as glass processing for road base or landscaping material. The committee believes this has been considered, but hopefully more research can be made into how to make it profitable.
- The ENR Committee understands there are plans to expand the curbside recycling. This should continue to be developed and expanded, and it is understood that the additional RRC facilities will help to make this happen. Nearby small towns should work in cooperation to make this more feasible.
- Question whether the facility personnel have to sort materials, and if so, then should the public sort ahead of time? - RRC staff/individuals have to sort through materials received. There have been discussions about asking city residents to pre-sort their waste materials into different colored plastic sacks (one for paper, one for plastics, etc.), but this is not planned for the near term...determine what makes the most cost-effective sense for sorting.

- Rainbow Recycling Center (RRC) is run by employees of the CARC, Inc. They are a non-profit group funded through the City of Carlsbad, United Way, and state programs. They employ 15 CARC, Inc. adults with developmental disabilities and 5 daytime staff members. RRC is celebrating its 20th Anniversary this year! Currently, RRC accepts corrugated cardboard, No. 1 PET and No. 2 HDPE plastic bottles, newspaper, phone books, magazines, office/computer paper, junk mail and aluminum beverage containers. RRC owns a glass crushing machine, but because of safety concerns with the individuals served at CARC, Inc., they are not utilizing it.
- In 2008, the City of Carlsbad and the RRC teamed up to begin a curbside recycling pilot project. Through a grant the city purchased 350 rollout containers, and distributed them to interested neighborhoods. The City of Carlsbad's Solid Waste Department is in charge of picking up and delivering the recyclable material to RRC. RRC staff sort through the material and bale it to be stored and sold at a later date.
- In 2010 RRC recycled 381.1 tons of material, over doubling output in comparison with 2007's 171.8 tons. However, because of space issues (storage of unsorted materials, and storage of baled materials) they are currently at capacity. RRC opened its new expanded facility in June 2012. They hope to double capacity with the expansion. This would allow for expansion of the Carlsbad curbside recycling program and would also allow RRC to contract with Artesia to receive their recyclable materials. With expansion, RRC may consider processing electronic waste materials and household hazardous waste, as part of their services.
- RRC also offers a document destruction service available to local businesses and private citizens. They have a large industrial Allegheny Shredder (installed in 2008) which is able to shred 350 sheets of paper per second. The shredder system was bought with help of a partnership between Eddy County and the City of Carlsbad.

5. *Water*

Goal: To become a City that makes water conservation and responsible water use a top priority. Water will become more and more important as the City grows and throughout future drought cycles.

- The BGW (2005) report should be reviewed to assess water production capabilities from Tatum field supply area. The details of the pumping test methodology should be reviewed to assess if the testing adequately addressed long-term production with observation wells and long-term capacity. Karst aquifer pumping tests at Sheeps Draw may only show short-term recharge and not long-term availability.
- Contact the Office of the State Engineer (OSE) and request information on basin allotments including whether the Carlsbad basin is closed to new water rights, what is the existing total allowable allotment for the basin, and does the OSE anticipate the basin can handle the existing allotments?

- Work with the Carlsbad Irrigation District to understand the forecast for irrigation in the coming years; draft a plan for possible City assistance in very low irrigation years, or educate those users on options if assistance is not viable.
- Water supply conservation plan is in place for Sheeps Draw; form a water committee of local experts and/or educate the local community more on the details of the conservation plan, and whether it will be the same for the other two well fields?
- Effluent water usage – community respondents would like to see more effluent water usage for watering around town. Determine if this is possible and if so, where can it be used, and if not, educate the public on that fact.
- The City should consider issuing a report every five years updating the public on the current conditions of the City’s public water supply. The report should include the items mentioned above.

The following information was researched to understand the current water situation better:

- Harry Burgess, Former City of Carlsbad Manager
 - **Sheeps Draw** – Located near Dark Canyon in the Capitan Aquifer, currently the primary municipal well field that has 10,200 ac ft/yr water rights. The Sheeps Draw conservation ordinance (developed in 2003) that is triggered by low water levels or high chloride levels caused Stage 1 rationing 2 years ago. This summer (2011) we were trending towards hitting the maximum allowable water rights, which could put us into Stage 2 rationing which requires more strict decreases in use
 - **Double Eagle** – Located northeast in the Caprock of the Ogallala Aquifer, has 31 wells with 17 currently in operation, had system since 1972, supplies water to WIPP, Ridgecrest, some business on the Hobbs Highway, and oil and gas trucks currently using 2,700 ac ft/yr, have rights to 7,000 ac ft/yr. Currently in process of planning to bring Double Eagle supply to town, currently have \$30.5M to put towards design and construction of additional pipeline, Mozin-Corbin currently working on design which should take 6 months.
 - **Tatum** - Third and undeveloped well field area located ~8 miles N of Double Eagle, in the Caprock of the Ogallala Aquifer, have rights to 10,000 ac ft/yr water, no supply wells currently drilled, but have exploration permit to drill 2 wells within the next 10 months, 2005 (BGW) hydrogeologic study of Tatum well field area estimated supply of ~10,000 ac ft/yr for 100 years
 - Future plans include potentially annexing in areas around town including Otis and Happy Valley, which have their own small municipal supply systems

D. Supplemental Local ENR Information

PERTINENT LOCAL ENR SUBJECTS

Irrigation

Oil and Gas

Renewable Energy

Potash Mining



6. Irrigation

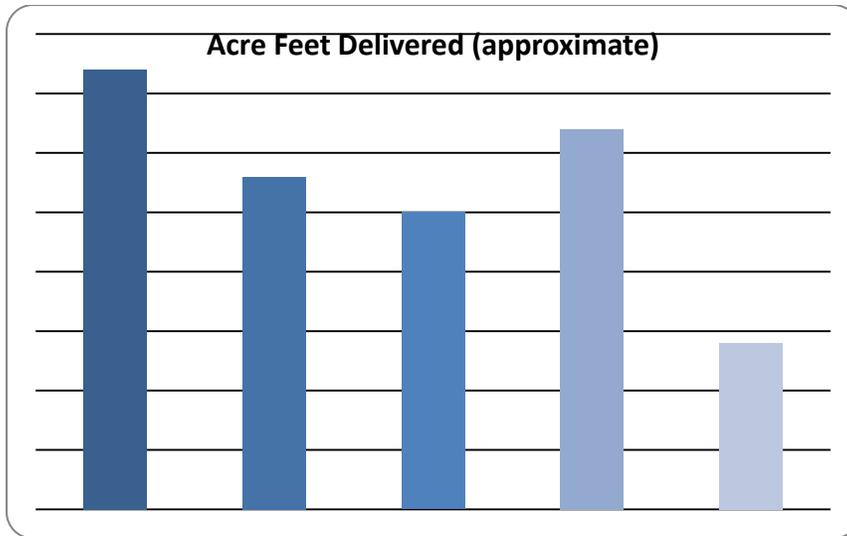
Per discussions with Dudley Jones, CID Manager, Carlsbad Irrigation District –

The Carlsbad Irrigation District (CID) currently provides water to approximately 25,000 acres of farmland in the Carlsbad area. Each acre of water-righted land has the right to water, if it is available, up to a maximum of 3.697 acre-ft of water per acre per year. The CID Board of Directors allots water, as it becomes available, beginning in March of each year. Each water user is entitled to a pro-rata share of water allotted by the Board. The amount of water actually delivered each year is dependent on the amount of snow-pack run-off and rainfall received during the year.

Of the 25,055 acres, 20,557 have water rights and 4,498 acres of water rights under the ownership and control of the New Mexico Interstate Streams Commission (NMISC) to meet the conditions of the Settlement Agreement. The Settlement Agreement provides mechanisms to assist CID in drought or low water years or for water to be sent to Texas as part of the Pecos River Compact. Over the last five years the CID has delivered the following amounts of water per acre each year:

Year	Acre Feet Delivered (approximate)
2007	3.7
2008	2.8
2009	2.5
2010	3.2
2011	1.4

The following plot displays the acre feet delivered over time.



For more information on the Pecos River Compact or the Settlement Agreement visit http://www.ose.state.nm.us/isc_pecos.html.

7. *Farming Future*

Farm land is being urbanized, resulting in less “farmable” land available within the district. For growth to occur, the boundaries of the district would have to be moved to include additional farm land. Of course, the water system would have to be able to physically reach this new land, and the land would have to be proven as productive for inclusion, but this is a possibility.

8. *Brine Cavity*

95% of the water for CID water users is delivered downstream from the Main Canal at the South Y. Disruption of this portion of the Main Canal resulting from a possible collapse of the brine cavity at the former I&W site would be devastating to the CID water users. Estimates to divert the Main Canal range from \$3.5 million for an open canal system to \$7 million for an underground system. The investigation of the brine cavity is continuing and the current survey results appear to agree; the current plan is to look for ground truth of the survey data in the form of drilling a well into the subsurface cavity.

9. *Oil and Gas*

Oil and gas production is another large contributor to the local economy. The following table from the Oil Conservation Division shows the importance of Eddy County’s oil and gas resources to the state.

2009 Oil and Gas Production by County

Oil (Barrels)	Gas (Thousand Cubic Feet, MCF)
Lea - 32,966,378	San Juan 549,672,09
Eddy - 24,433,566	Rio Arriba 364,999,420
Rio Arriba - 1,215,284	Eddy 223,082,275
San Juan - 1,127,644	Lea 202,616,260
Chaves - 1,068,122	Chaves 27,411,753
Roosevelt - 233,991	Colfax 26,124,386
Sandoval - 115,961	Roosevelt 2,119,410
McKinley - 36,539	Sandoval 1,249,423

Source: Oil Conservation Division as of November 14, 2010

The committee recommends the following issues be investigated regarding continued oil and gas exploration in our area:

- If more long-term field jobs are a goal for the city, then promote larger oil and gas companies coming to the local area. Their business and employment situations are more consistent through economic fluctuations.
- Shale gas fracking technology is being utilized in the area.. The city should request that brine/non-fresh water sources be utilized for the large amounts of water needed for this technology. The city should assess the potential of any fracking operation to adversely impact its potable water supplies.
- A new brine well is being developed in the southwest portion of the city limits. The city should request that the OCD ensure that adequate testing and monitoring methods are implemented prior to the operation of the well to ensure responsible operation and long-term viability without the fear of a vulnerable cavity.

Per Bureau of Land Management (BLM) –

Several companies appear to be increasing their oil and gas exploration in the area and BLM is expecting some of the heaviest activity in many years to be occurring. The technology of horizontal drilling, fracking, and some new shale plays has opened opportunities. Several companies are working on getting infrastructure in as currently more oil is being produced than the infrastructure can handle. Reports indicate that at times, thousands of barrels of oil are shut in due simply to workforce shortages and infrastructure.

10. Renewable Energy

Signal Energy, LLC, a major design/build general contractor to the North American renewable energy industry, completed construction on a 10.8 MW solar farm just southeast of the airport complex. This development is part of a major solar project in New Mexico that includes tracking technology to maximize electricity generated from



the sun. The solar plant was deployed and will be maintained by SunEdison. Xcel Energy has agreed to purchase the power generated from the solar deployment under a long-term power purchase agreement.

Signal Energy was responsible for the construction of the 10.8 MW photovoltaic solar farm located at 800 W. Derrick Rd near the Carlsbad regional airport. Signal's construction of the site included all civil, mechanical and electrical work along with the installation of a single axis tracker system. The use of tracking technology allows solar modules to follow the course of the sun and increases electricity production.

The tracking system installed by Signal Energy has the ability to increase electricity production at the solar farm by more than 20 percent. Approximately 840 tracker rows contain 40,000 photovoltaic solar modules; the trackers are supported by over 10,000 steel pile foundations. Array Technologies, Inc out of Albuquerque, New Mexico manufactured the tracking system.

11. *Potash Mining*

Per discussions with James Stovall, Director, BLM –

Both of the major potash companies in the area, Mosaic and Intrepid, appear to be growing and there has also been exploration interest from outside companies. Intercontinental Potash Company (ICP) has been working with BLM the past few years in looking at potash exploration and mining in an area east of the current potash operations. BLM is working with them in drafting a mine plan and expects to begin the EIS process this winter regarding their proposal known as the Ochoa Mine. A lot of pre-work and efforts have been going on for this project to move forward, including coordination with the oil and gas industry as well as water. ICP is working with us looking into the Capitan Aquifer (east) as to the use of this water by being able to clean it up to a level that they can use it. The absolute solution has not been determined, but companies are making water conservation a top consideration.

As for the existing potash companies, a steering committee has been created and both the potash and oil and gas industry are working closely as to the importance of both industries. This appears to represent the first time in many decades that both industries are working closely with each other. BLM is also using Sandia National Laboratories along with industry to assess ways to develop both resources safely for the long term future. There appears to be a long future for the potash industry in southeast New Mexico and the demand for the material appears to be increasing globally.

12. *Bureau of Land Management (BLM) Long-Term Plan Revision*

BLM is working to ensure that the public lands in the city's water protection zone are in the long-term plan for future "disposal," which means future opportunities for the city to acquire these lands. The BLM wants to work with the city to identify other lands the community may also be interested in for future growth that would also need to be in the

disposal zone in the on-going plan revision. BLM has improved approximately 1 million acres of landscape in the past five years in order to manage them for the long term future.

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VI. Government

A. Focus Areas

- City and County Services
- National Parks, State parks
- DOE, Forest Service
- Veterans Affairs
- Postal Service (Fed Ex, UPS)
- FEMA
- State, County and Local Emergency Management Plans

B. Survey Input

Government Committee

Chair: Ken Britt

Vice-Chair:

Dick Doss (City Councilor)

Members:

- Beverly Allen-Ananins
- Kirstin Carlsen
- Jim Grantner
- Ysidro Molinar

The Government Committee reviewed all responses to the citizen survey that were tagged as “Government”. The following outline consolidates the responses into common categories. They are listed according to their frequency of responses. It should be noted that communication with citizens is very important in regards to all aspects of this planning effort. In many cases action and accomplishment are in process and taking place but citizens are not informed or have knowledge of what is going on in their community.

1. Roads and Traffic Related Infrastructure

- Short term goal - Develop a city wide maintenance and operations plan for scheduling routine repairs
- Long term goal - Develop a long range plan identifying significant improvements and expansion.
 - Road surfacing and pot holes
 - Curb and sidewalks
 - Parking expansion
 - Speed bumps
 - Turn lanes
 - Traffic lights and stop signs
 - Road extensions
 - Railroad intersections
 - Bike lanes – more of them
 - Truck By-Pass



2. Recycling and Trash Pickup

- Short term goal - Continue with improving current trash pick-up program
- Long term goal - Develop strategic plan for current recycling program expansion

- Solid waste receptacles/containers, curb service and pickup frequency
- Composting
- Use of effluent and gray water
- Increase and expand overall recycling efforts include curb service

3. City Regulations Enforced

- Short term goal – Through PIO communicate progress in this area
- Long term goal – Update current ordinances and develop new ordinances as needed
 - Code enforcement for weeds, abandoned vehicles, vacant dilapidated buildings
 - Hire additional Code Enforcement Officers
 - Noise ordinance enforced
 - Litter ordinance enforced
 - Water conservation ordinance enforced

4. Foster Strong Partnerships with other Governmental Entities

- Short and long term goal – work closely and cooperatively with Eddy County for the implementation of shared goals for planned growth, expansion and community benefit.
 - Truck by-pass
 - Extra Territorial Zoning
 - Annexation
 - Form formal alliance/MOU between City and County
 - Joint hire, share a grant writer with the County

5. Universal Accessibility (ADA) Citywide

- Short term and long term goal – develop prioritized plan for accomplishing these needs and inform the public
 - Crosswalks
 - Curb cuts
 - Audible signals at stop lights
 - All city building and facilities accessible

6. Re-examine Growth Goal of 50,000

- Short term goal – Perform base line qualitative and quantitative data studies on resources required for community growth.
 - Desirable and realistic? Is this what the citizens really want?
 - Water and other critical resources sufficient for growth of this size? Which natural and other resources are limiting factors?

7. Citywide Beautification

- Short term goal – Through PIO communicate progress in this area
- Long term goal – strategic planning effort as well as develop ordinances as needed
 - Code enforcement, weeds, abandoned vehicles, vacant buildings
 - Hire additional code enforcement officers
 - Landscape ordinance, no palm trees
 - City buildings and facilities given a facelift
 - Sign ordinance improved

8. City Communication

- Website up to date and accurate
- City Public Information Officer
- Hazard emergency siren system – go to reverse 911
- Electronic bill paying and permits, applications
- Develop community resource directory
- Follow up contact with complaint originator explaining resolution
- Establish community forums with elected officials and city representatives
- Enhance 311 system
- Newspaper columns on city activities

• Individual Items Mentioned Only Once But Could Be Important

- Alternative energy sources for city facilities: solar, others? Obtain grants
- Utilize closed and vacant buildings
- Airport – continued growth and improvements, increase use
- Cooperate and support truck by-pass to get heavy truck traffic off city streets
- Homeless shelter
- Determine need of existing water delivery system adequacy, plan improvements were needed

• Items mentioned many times but is the mission of non-government organization

- Attract New Restaurants
- Attract New Business

• Other Commonly Mentioned Items that are Directly Associated with other Committees

- Walking bridge across the river near railroad bridge
- Move railroad changing yard
- Senior citizen centers, City recreation center
- Many park related issues
- Over all City clean up and beautification

- Establish a contact source for all available vacant buildings for economic development

VII. Economic Development

A. Vision

Create a community of strong economic growth by using all human and natural resources.

B. Focus Areas

- Job creation
- Job retention and expansion
- Tourism
- Main Street
- Local business improvement
- National Parks, State Parks
- Workforce recruiting and development
- Retirement recruiting

Economic Development Committee

Co-Chairs: John Waters and Joe Epstein

Vice Chair: Larry Coalson

Members:

- Amy Barnhart
- Eve Flanigan
- Steve McCutcheon
- Eric Threlkeld
- Sheila Walterscheid
- Mike Saiz
- Richard Bradley
- Dave Munoz

C. Current Status of Highest Priorities

Housing - The number one critical issue in Carlsbad forestalling any expansion. The Carlsbad Greater Housing Report completed in 2010 listed multi-family rentals at an affordable price as critically needed. Without rental housing, suitable and at a reasonable price, we are preventing service workers, nurses, emergency service workers, retirees, businesses, and numerous others from relocating to Carlsbad. We must solve this issue to expand. Some additions are underway.

Signage -- Should be tasteful, not excessive; Needs to be well thought out so that in a year, someone doesn't think of modifications to the design resulting in signs needing replacement. Signage is expensive and design changes can become cost prohibitive.

Promotion of Carlsbad -- Advertising cannot be relied on as the only method of promoting the City. A public information officer should be hired to focus exclusively on promotion of the City, heading up all advertising efforts and be adept at social media use as well as website design.



Events -- These are the types of events (triathlons, marathons, etc.) that bring in people from outside the City with minimal use of resources.

Drive-In – Continued support of the drive-in theatre will increase business in other sectors based on people from surrounding areas coming to the City to attend the drive-in. It's a shame to lose their money. The drive-in theatre was mentioned in survey responses by many people. They want the drive-in theatre and it is considered an important asset to Carlsbad. Reopening action is underway.

Cleanliness – Carlsbad has regular clean up events, but perhaps neighborhood organizations or city council members could further encourage residents to organize smaller clean ups in areas that they know need it.

D. Survey Input Item Ranking

The Economic Development Committee grouped and ranked all economic development survey inputs, primary and secondary. The following graphic displays the importance versus the ease or difficulty of implementation of the item. High importance/impact items should be tackled first, with high impact-minimal resources required items representing “low hanging fruit”, while other more difficult (more time and resources required) items representing where we should target our strategic planning.

E. Needs to Meet Metric #x

	Goal	Priority	Timing	Status
ED-01 CP-01 QL-20	Hire a City public information officer (full or part time). Develop advertising strategy. Develop a focus of resources program.	High	Short term	Not started
ED-02 QL-03	Improve and increase signage by teaming with Carlsbad MainStreet to ensure that signage is compliant with the downtown streetscape and the existing signage design plan.	High	Short term	In process
ED-03	Recruit young adults to Carlsbad.	High	Short term	Not started
ED-04	Increase number of multi-family rental facilities at an affordable price.	High	Long term	In process
ED-05 QL-16	Increase visibility of event promotion and staging.	High	Short term	Not started
ED-06 CP-08	Upgrade and repair City-wide wifi and advertise heavily.	High	Short term	Not started

Economic Development Team Ranking Summary Table

<p><u>High Importance - Smaller \$/Time</u></p> <p>Promotion of Carlsbad Signage increase and improvement Events promotion and staging Reopen drive-in Cleanliness of City Recruiting young to Carlsbad Cleanup abandoned places Increase public art displays Advertising of City Land acquisition to allow for population expansion City wide WiFi – upgrade and repair present system and advertise heavily</p>	<p><u>High Importance – Greater \$/Time</u></p> <p>Housing Business industrial development and jobs River development Preventive health Expanded retail and restaurants MainStreet Improvements Vacant lots – turn into parks Avalon Dam area development Landscape and beautify entrances to City Transportation: Rail/Air Turn abandoned downtown buildings into parking Science center establishment Education expansion – establish four year science/engineering program/degree at NMSU-C</p>
<p><u>Less Importance – Smaller \$/Time</u></p> <p>Kids/teens/family activities Street lighting Revamp news C-A more activities Local food use increased</p>	<p><u>Less Importance – Greater \$/Time</u></p> <p>Mall/shopping expansion Rail More big box stores</p>

Note: The Team Ranked the items/categories into Importance: Higher (H) and Lower (L) and Time/Resources Required to Implement: Greater (G) and Smaller (S).

ED-07	Increase the number of public art displays.	High	Short term	Not started
QL-16				
ED-08	Re-open the drive-in theatre.	High	Short term	Complete
ED-09	Coordinate with the Quality of Life and Keep	High	Short term	Not started
QL-01	Carlsbad Beautiful Committee to ensure cleanup of the city is completed and abandoned structures are properly dispositioned.			
ED-10	Recruit businesses that address the need for more kids, teens, and family activities.	Low	Short term	Not started
ED-11	Coordinate with the Infrastructure Committee to determine the need for additional/improved street lighting.	Low	Short term	Not started
ED-12	Develop and implement a strategy for identifying local food sources and make them available through the Farmers Market. Encourage gardeners to expand their gardens to provide reliable source of local food.	Low	Short term	In process
ED-13	Revamp news by suggesting to the Carlsbad <i>Current-Argus</i> the need to focus on more positive aspects of City activities.	Low	Short term	Not started
ED-14	Begin planning for land acquisition to allow for population expansion.	High	Short term	Not started
ED-15	Develop and implement a plan to landscape and beautify entrances to the City. Coordinate with the	High	Long term	In process
QL-04	Keep Carlsbad Beautiful Committee and			
QL-08	MainStreet to ensure that signage is consistent with MainStreet downtown design.			

ED-16	Develop and implement a strategy to recruit industrial businesses that will provide jobs.	High	Long term	Not started
ED-17 QL-05 QL-06 QL-07	Develop and implement a comprehensive design plan for river development.	High	Long term	Not started
ED-18 QL-22	Recruit medical professionals who will commit to a long term relationship with the community. Develop and implement a preventive health program.	High	Long term	Not started
ED-19 QL-19 QL-20	Recruit more name brand restaurants to Carlsbad.	High	Long term	In process
ED-20 QL-18	Expand the retail market in Carlsbad.	High	Long term	Not started
ED-21	Team with Carlsbad MainStreet to enhance downtown improvements.	High	Long term	Not started
ED-22 QL-14	Get landowner permission to develop their vacant lots as parks until the land is developed.	High	Long term	Not started
ED-23	Develop and implement a plan for Lake Avalon dam area development.	High	Long term	Not started
ED-24	Continue to expand transportation (rail [passenger service] / air [El Paso, TX destination]) availability.	High	Long term	Not started
ED-25 QL-02	Develop abandoned downtown buildings into covered parking areas.	High	Long term	Not started
ED-26	Develop and implement a plan for a science center establishment.	High	Long term	Not started
ED-27	Team with New Mexico State University-Carlsbad to establish a four year science/engineering program/degree.	High	Long term	Not started
ED-28 QL-19 QL-28	Recruit interested developers to expand the existing mall or expand shopping areas elsewhere in the City.	Low	Long term	Not started
ED-29	Focus on interesting the railroad in providing passenger service to Alpine, TX or Albuquerque, NM.	Low	Long term	Not started
ED-30	Recruit more big box stores (Hobby Lobby, Kohl's, Mardel's, etc.) to locate in Carlsbad.	Low	Long term	In process
ED-31	Renovate the Cavern Theatre as a potential performing arts center similar to the Ocotillo Theatre in Artesia.	High	Short term	Not started

F. Impediments

A lot of suggestions are being done on different scales and by different entities. We need to support them and expand. We need a Focus of Resources program. Many groups are separately working on the same or similar efforts. We need to get them together, operate more efficiently with our scarce resource (people) and accomplish for the betterment of Carlsbad and our citizens.

G. Plan to Overcome Impediments

The benefit of volunteers is great when considering the Time/Resources Required to Implement dimension. Volunteers need to be called forward by the Mayor in heavy advertising and promotion to help implement many of these projects. Volunteers can make the difference between months and years for implementation. Putting volunteers on specific projects of their choice and then giving them public recognition is needed.

Similar to the events mentioned above, Carlsbad needs to take advantage of the wide open outdoor spaces to promote more outdoor activities. This is a major economic development impact area. Carlsbad could attract thousands of tourists as well as provide much entertainment for residents by:

- Reopen the motor-cross track north of town and reestablish a motor cross bike sales, rental, and repair shop
- Open a waterpark adjacent to the Pecos River
- Establish an ATV sales and rental shop
- Establish a horse riding activity
- Establish a bicycle sales, rental, and repair shop

Although some of this has been attempted before, we need to try again, maybe using a different model. Some individuals have said the liability is too great for a waterpark or ATV rentals. Moab, Utah seems to have solved any liability issue for ATV rentals. Carlsbad is missing a great opportunity. Carlsbad could make this area into an outdoor activity Mecca.

If the City could not attract individuals, investors, or entrepreneurs to open any of these activities, perhaps we could start by giving the activity to an existing non-profit (e.g. CCDC) to develop the details: business plan, insurance and licensing requirements, etc. The non-profit would hold the insurance. The non-profit would contract with managers to run the activities. After the activity is up and running successfully, an individual could buy the business.

For the motor-cross track, the people who ran the track previously could be asked to provide information and contacts for re-opening the track.

White City (past or present owners) could be asked to provide information and contacts for opening a waterpark.

For horseback riding, several current owners of horses could be contracted to purchase and house an additional horse or two for the Carlsbad horseback riding stable. A virtual riding stable could be established on-line with each of the horse owners, in various locations, listed for horseback riding availability. The horses would be available for riding for a fee to visitors and residents alike.

The university could teach courses on bike repair (or we could call on the Bike Doc individuals still in town to get bike repair activities started). Similar to the initiative started

to build dog houses for dogs in town living out in the weather, the Carlsbad High School vocational trades program could repair the bicycles for a fee.

A four-year science/engineering degree program at New Mexico State University-Carlsbad has been discussed with the President of New Mexico State University-Carlsbad and is supported. In conjunction with expanding the four-year degree programs, a dormitory project for New Mexico State University-Carlsbad is vitally needed to increase the student body. Two dormitory projects have been considered and partially pursued in the recent past. One was an on-campus building, which would have included a student dormitory, under consideration by New Mexico State University-Carlsbad which did not prove financially viable. Another dormitory project considered involved the renovation of Edison School into student apartments. This is a potentially viable project and needs further analysis.

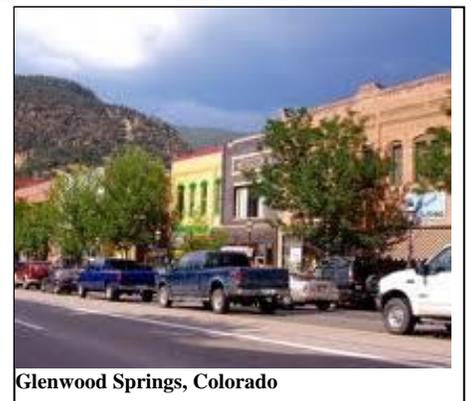
Similarly, the Cavern Theatre is an important asset to Carlsbad, as potentially a performing arts center, similar to the Ocotillo Theatre in Artesia. There is a large set of performing arts groups in Carlsbad: chorale, concert association, and theatre, all of which would be enhanced performing out of a performing arts center at the Caverns Theatre. It was also expressed that the renovated Cavern Theatre would be a popular site for showing classic films. A large following could be expected to take advantage to this venue.

Several years ago the Paramount Theater in Abilene, Texas was renovated and has been extremely successful, particularly with classic films. The website is: <http://paramount-abilene.org/>

In San Francisco there is a theatre called the York Theatre, a renovated facility. They serve gourmet pizzas and have wine/beer and \$1 movies. If we had a venue that had more comfortable accommodations for 100, it might be better used than a theatre with more seats and narrower use.

H. Other Carlsbad Opportunity Scenarios

Glenwood Springs, Colorado is a terrific town - pretty, diverse, and crowded with tourists spending money, and its population is only about 8,500 people. There are Galleries, bars, restaurants, boutiques, etc. No one minds that it has very few franchises. Anyone who says that Carlsbad can ONLY hope to prosper by growing and attracting big national franchises is either not aware of how places like Glenwood Springs do it, or they are hoping to personally benefit, at what may be the expense of other residents. We should add Glenwood Springs to our list of potential towns (Silver City, Marfa, Moab) after which Carlsbad might choose to model itself, if we were to pursue a low growth model.



3) Glenwood Springs owes part of its popularity to the hot springs and trails. Trails we have and should continue to develop, but the energy of the springs is unique. We should look into

how much it might cost to develop a spring and spa complex near the flume, using geothermal or solar energy to heat the pools, etc. We could use salt water, which would reduce fresh water consumption, increase buoyancy and reduce dangers of drowning.

One thing with Glenwood Springs is that they still have trees. But as one looks at them realizes many were planted only a short while ago (5 or 10 years?). We should follow their lead!

I. Issue vis-à-vis 50,000 population goal

Water availability: dependence on more water than Capitan Reef Aquifer and Sheep's Draw, namely development of the Ogallala Aquifer and the Double Eagle.

This issue needs to be examined in depth based on concerns with the unreliability/unsustainability of the Ogallala as a dependable source.

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VIII. Education

A. Focus Areas

- Pre-K thru 12th Grade
- University Education
- Technical Trade and Industrial Education
- Professional Development
- Continuing Education
- Safety & Fire Training

B. Survey Input

The Education Sub-Committee had 16 ideas submitted from a total of 281 ideas submitted to all sub-committees of the City Long-Term Planning Committee. The Education Sub-Committee ideas therefore represent 5.7% of all ideas submitted to the Long-Term Planning Committee.

These 16 ideas can be further broken down into three categories:

1. Workforce Development (N=8 ideas)
2. Volunteer Teaching/Tutoring (N=7 ideas)
3. Restructuring of Schools (N=1 idea)

13. *Workforce Development*

Within Workforce Development the following ideas are rank ordered in terms of cost; wants/needs; and short versus long term implementation.

#30 Instead of the high school construction trade class building a home from scratch, purchase older homes and remodel them, bring the electric, plumbing, etc., up to current code. *Linked to #25. Plausible with school board support, NMSU-C support, and external funding from the legislature. Could possibly use existing funds directed to this activity as a priority.*

#257 Provide/seek funding to increase work/school programs i.e. homebuilding, and other trades. *Linked to #30. Plausible with school board support, NMSU-C support and external funding from the legislature. Could possibly use existing funds directed to this activity as a priority.*



Education Committee

Chair: Rick Brown

Co-Chair: Kirstin Carlsen

Vice Chair: Manny Anaya

Members:

- Lori Byers
- Jay Frances
- Judy Lim
- Bernita Smith Payne
- Bruce Petrie

- #265 An adult education program geared towards people out of school 2-3 years. *Ongoing with the ABE program located at NMSU-C. Need to do environmental scanning and surveys to determine the needs of adults reentering educational institutions, in order to offer appropriate classes. Could work with local industries to determine their needs and counsel adults accordingly.*
- #34 Establish a bicycle repair shop through the Carlsbad High School trade (automobile) program to repair bicycles for the community at a nominal cost. *Plausible with school board support and CHS support. A needs survey would have to be conducted with High School students and the Carlsbad community and if interest was confirmed, an instructor would have to be hired.*
- #162 Develop a free training course for all service workers (waiters, waitresses, cashiers, shop clerks, etc.) to teach them how to interact with customers without patronizing the customers. *Plausible with support from the Carlsbad Chamber of Commerce, Carlsbad Department of Development, and local businesses. Classes could be held at businesses and/or NMSU-C with volunteer instructors identified by local industry leaders.*
- #170 The city, county, state and schools should have training for their employees in case of a disaster. Especially since they deal with the public. *Plausible with support from local emergency services workers. Training could occur at local schools with emergency services personnel participating as instructors. Would need to ensure that the training was ongoing, with schedules for updates established.*
- #109 Establish committee to communicate with NMSU so they understand community needs. *Already in place with the Carlsbad Foundation and other county-wide agencies. NMSU-C augments with environmental scanning as part of that institution's strategic planning process.*
- #108 Education must be sufficient for desired work force. Should be independent of both federal and state funding. *Unclear from this suggestion how education can be funded without federal and state support.*

14. Volunteer Teaching/Tutoring

Within Volunteer Teaching/Tutoring the following ideas are rank ordered in terms of cost; wants/needs; and short vs long term implementation.

- #76 Establish an adult life skills educational effort to be taught on Saturdays by an entirely volunteer faculty. *Linked to #110. Plausible – would need to recruit volunteers to teach adult life skills. Could be coordinated through the school district or NMSU-C.*
- #110 Church and community groups establish tutoring programs to help all who desire it. *Linked to #76. Plausible – would need to recruit volunteers to teach adult life skills. Classes could be held in churches, school district or NMSU-C.*

- #44 Create a volunteer corps at the riverwalk rec. center. The center needs help running events, supervising kids, and teaching classes. *Would need to hire a supervisor to oversee selection of volunteers, coordinate background checks, and determine priorities for events, classes, etc.*
- #35 Continue the Carlsbad teen court with youth offenders tried by a jury of their peers. *Would need school board, police, and judicial support. Training of tutors by qualified teachers and judicial officers should be ongoing.*
- #263 A program for middle or high school students who are having difficulty with school or home. Example: Big Brother, Big Sister programs. *Already an ongoing program in the Carlsbad area.*
- #47 Move the riverwalk rec center to an old school. Kids could walk to the center. There would be more classrooms available for classes, arts, computers, etc. *Probably prohibitively expensive. Would need to find an “old school” that is within walking distance for kids who now walk to the Rec Center. Would need to sell the Rec Center – who would buy it? Need to staff the “old school” with volunteers, or paid help.*
- #264 Education: Summer school should be free to the students. *Probably prohibitively expensive. With the current financial crisis, school districts need all the money they can get so it is unlikely that summer school would be free of charge. Additionally, there should be consequences for actions – if students need summer school because they failed during the regular year, then those students should have to pay for the opportunity to go to summer school.*

15. *Restructure of Schools*

- #99 Restructure schools to have all 1st/2nd graders at one school, all 3rd/4th graders at one school, all 5th/6th graders at one school, and all 7th/8th graders at one school. Similar to all K students at E.C.E.C. *Unlikely this would be possible. Probably prohibitively expensive as to the renovations necessary, and would likely be very unpopular with parents and teachers. Data would be needed in order to ascertain if this would be of any benefit to student outcomes.*

16. *Education Team Ranking Summary*

A summary of preliminary rankings is shown in the following graphic, which displays the importance versus the ease or difficulty of implementation of the item for all items that were either not already provided locally or considered by the sub-committee to be feasible. High importance/impact items should be tackled first, with high impact-minimal resources required items representing “low hanging fruit”, while other more difficult (more time and resources required) items representing where we should target our strategic planning.

High Importance – Smaller \$/Time

Free customer service training course for all service workers

Disaster response training for all public employees

Adult life skills education, Saturdays with volunteers

Volunteer tutoring (in adult life skills) through church and community groups

Volunteer corps at the Riverwalk Rec Center

Carlsbad Teen Court

High Importance – Greater \$/Time

Remodel older homes – high school construction trades class

Provide/seek funding to increase work/school programs

Adult education program geared to people out of school 2-3 years

Bicycle repair shop at Carlsbad HS

IX. Infrastructure

A. Vision

Proper infrastructure planning and implementation is key to the orderly growth of the city to accommodate future expansion.

In order to facilitate sustainable growth, we must look at all aspects of development from basic foundational infrastructure to quality of life enhancement. Carlsbad has tremendous potential for growth over the next 25 years, but it must be done in an orderly, controlled manner, with cooperation of all public and private sector stakeholders.

Webster’s Dictionary defines Infrastructure as “1. the underlying foundation or basic framework, 3. the system of public works of a country, state or region; also: the resources required for an activity.”

In its purest sense, we feel infrastructure, as it relates to this plan, would be more specific to the basic building blocks supporting a community such as streets, water, sewer, gas, electric, communications, transportation, solid waste disposal and Basic infrastructure is provided by both the public and private sector, and driven by resources (money) available to facilitate their construction.

Infrastructure Committee

Co-Chairs: Steve Massey and Robert Detweiler

B. Focus Areas

- Housing, utilities (water, sewer, gas, electric)
- Communications (telephone, Wireless, cable, satellite)
- Roads, air transportation, rail service, public transportation
- Public Buildings and property

C. Current Status

During this process, the infrastructure committee received 121 primary and 56 secondary submittals that covered 76 general and specific projects or subjects. These ranged from specific street projects to item such as curfews and dogs running loose.

There were occasional conflicting suggestions based on personal preference such as eliminating infill construction to alleviate congestion and urban sprawl versus promoting infill construction to better utilize existing infrastructure; or develop new mobile home parks versus stopping the expansion of mobile homes in the city. Each of these has merit, and must be determined by the local political structure.

The highest number of submittals related to dog parks, dilapidated buildings/houses, streets, public transportation, recreational trails, downtown parking, and the railroad switching station on Muscatel Ave. Many of the issues related to situations caused by poor planning and controls, thus emphasizing the need for proper planning and follow through. Other issues focused on facilities that would enhance quality of life, which is necessary to attract and retain population growth.

Proper planning and implementation of infrastructure is necessary to facilitate controlled growth in our community for the greater good of its citizenry. Better development of public facilities will facilitate the investment of private sector dollars for future growth.

Submittals were grouped by similar interests and broken down as follows:

17. *Primary listings:*

- Dog Parks
- Dilapidated Buildings/Houses
- Street upgrades including lighting, bridges, overpasses, landscaping and signage
- Housing
- Recreational facilities including parks, walk/skate/bike paths
- Transportation including bus system and rail
- Traffic control, including stoplights/signs, red light cams, turn lanes
- Drainage
- Infill development
- Sewer and utility upgrades
- River development
- Downtown parking
- Restaurants
- Recycling
- Loop road
- Communications including WiFi, interactive web sites for local government
- Sidewalks
- Underground utilities
- Master Planning including land use, zoning, parks
- City gateways, landscaping and directional signage



18. *Secondary listings:*

- Independence from the infrastructure grid
- NMSU expansion
- Recreational/amusement facilities
- Support of Mining and Oil & Gas industries

- Special improvement districts
- Outdoor activities
- Local business access problems
- Better utilization of current industrial property along river

D. Survey Input Item Ranking

The Infrastructure Committee grouped and all primary and secondary survey inputs related to infrastructure. Preliminary rankings are shown in the following graphic, which displays the importance versus the ease or difficulty of implementation of the item. High importance/impact items should be tackled first, with high impact-minimal resources required items representing “low hanging fruit”, while other more difficult (more time and resources required) items representing where we should target our strategic planning.

Infrastructure Team Ranking Summary Table

High Importance – Smaller \$/Time

Dilapidated building/houses
 Land use planning
 Park master plan
 Synchronize stop lights for traffic flow
 Improve street signage
 Website communication specific to construction projects
 Upgrade beach area
 Upgrade bus stops
 Extend walking trails
 Clean up riverwalk/enforce violators
 Street master plan
 Enforce building codes/zoning
 ADA compliance @ restaurants/tourist sites, sidewalks (public/private sector)
 Upgrade parks at Flume
 Support mines/oil & gas industry
 City & County work together on planning

Less Importance – Smaller \$/Time

Dog Parks
 Highway landscaping
 Night golf driving range
 Upscale mini golf (private sector)
 Red light cams
 Building addresses/signage

High Importance – Greater \$/Time

Street improvements
 Sewer/water expansion
 Housing (private sector)
 Foot bridge over river @ railroad bridge
 Downtown parking expansion
 Loop road
 Turn lanes where there are turn lights
 Restaurants (private sector)
 Expand sports complex
 Extend Ligon Street to US 285 North
 Renovate Flume (CID)
 Muscatel Railroad Overpass
 Guadalupe Street river bridge
 New stop light at University Drive
 New walk/bike trails on Calloway/Peirce/Skyline
 Create sufficient size and space for law enforcement, jail and court system
 Expand NMSUC

Less Importance – Greater \$/Time

Expand recycling
 Pedestrian bridge over RR to Cascades
 Upscale mobile home park for retirees
 Relocate RR switch station on Muscatel
 Upgrade riverwalk lighting
 Improve/require sidewalks

Indoor soccer @ rec. center
City landscaping
Free WiFi downtown/citywide (private)
Speed bumps/humps
City gateway signage (coming & going)
Implement a curfew for minors
Dogs running loose
Art displays throughout the city
Fewer stop signs for speed control

Solar powered lighting
Relocate industrial businesses from river area (private sector)
Passenger train (private sector)
Mesa Street river bridge
Repair pothole in parking lots (private)
Swimming pool/water park/amusement
Gain independence from the utility grid

Please remember that these are only preliminary thoughts, and the committee needs to further evaluate the priorities based on direction from the steering committee. It is our feeling that proper infrastructure planning and implementation is key to the orderly growth of the city to accommodate future expansion. In order to facilitate sustainable growth, we must look at all aspects of development from basic foundational infrastructure to quality of life enhancement. Carlsbad has tremendous potential for growth over the next 25 years, but it must be done in an orderly, controlled manner, with cooperation of all public and private sector stakeholders.

X. Long Term Plan

Recommendations

The ideas of Carlsbad residents and the Long Range Planning Committee will be implemented over time by a variety of governmental, non-profit and private sector entities. The role of the Long Term Planning Committee is to transmit the ideas and suggestions to the proper entity and monitor the results.

The process followed by the Long Term Planning Committee and the City of Carlsbad is a model for public input to the City and other organizations. This process can be repeated on a regular basis to provide citizens with opportunities to express their opinions and make suggestions on long term planning issues.

The following are overall strategy recommendations to carry out the Long Term Plan and put a process in place for updates.

1. The Long Term Plan will be implemented in coordination and cooperation with the City of Carlsbad and many local organizations.

The Long Term Plan Committee recommends that the Long Term Plan be forwarded to the appropriate agencies or organizations so that these entities can incorporate Plan recommendations into their programs.

2. Public input into Long Term Planning issues is important to the future of Carlsbad.

The Long Term Planning Committee recommends that the City administration prepare, and the City Council adopts a resolution that requires the Council to review the plan every two years. The Committee further recommends that the Council appoint an Implementation Committee to follow the progress of plan and a Steering Committee every two years to report on progress to date and develop priorities for the next two years.

3. Ongoing communication regarding the Long Term Plan and other City initiatives is important

The Long Term Planning Committee recommends that the City of Carlsbad

- develop a communications plan for informing the public of the implementation of the Long Term Plan as well as other City initiatives; and
- hire a Public Information Officer who will be responsible for implementing the communications plan.

XI. Appendices

A. Public Outreach

Public outreach information includes copies of the *Current-Argus* article, published on February 7, 2011, announcing the Mayor's Long Term Plan Initiative Kick-Off, water bill inserts, and the survey packet.

News Announcement, 2/07/2011



Carlsbad sets long-term planning meeting Thursday

From the Current-Argus
Posted: 02/07/2011 10:30:22 PM MST

By Stella Davis

Current-Argus Staff Writer

CARLSBAD — Do you have an idea how to improve quality of life in Carlsbad and a plan how to implement the idea that would be sustainable in the long term?

If so, Mayor Dale Janway and his appointed steering committee on long term planning for the city of Carlsbad want to here from you.

A public meeting will be held at 6 p.m. Thursday in the auditorium at the Walter Gerrells Performing Arts and Exhibition Centre to explain the goals and mission of the long term planning committee, and to receive public input.

In a message accompanying this month's city utility bills, Janway is asking the public to attend Thursday's meeting and to come armed with ideas and how to implement them.

"The long term plan belongs to the (residents) of Carlsbad. It should reflect where the residents believe community development will most effectively meet their needs," Janway's message said. "The plan should be driven by public input, not city management direction."

At Thursday's meeting, attendees will be asked to fill out a survey outlining what they believe the city needs to improvement on, how the idea will benefit

the community, the obstacles they see to making their idea work, and how to implant their suggestion.

Committee Co-Chairwomen Roxanne Lara, a local attorney and Eddy County Commissioner, and Wanda Durham, owner of Durham Architectural Firm, said the end product of the long term initiative won't be put on the

shelf and forgotten as has been the case with other similar plans over the years.

Durham said in the past, long term plans have been developed by outside companies at taxpayers' expense and then put on the shelf to gather dust.

"This will be different," she said.

Lara added: "There are two reasons why this plan will be different from any other plan done in Carlsbad. The first reason is that it will be (resident) based. This plan will come from the (residents) of Carlsbad. And two, suggestions and ideas from the public must show how they can be implemented and be sustainable."

Lara said that once the long term plan is completed, it will be come before the Carlsbad City Council for adoption in the form of an ordinance. The city will be required to take the document off the shelf every two years to review, update it and to see if the plan is on track.

"It's going to be a living document. It won't be gathering dust. It will be a document to gauge that what we are doing is what the public wants," Lara said.

The steering committee will work closely with six subcommittees headed by community leaders and private residents. The committees are broken into

Water Bill Inserts – Kick-Off Invitation and Follow-Up

Your Personal Invitation to Attend Long Term Plan Kick-Off Public Meeting

Carlsbad New Mexico’s Mayor the Honorable Dale W. Janway is requesting your attendance at a public meeting to inform Carlsbad citizens on how they can participate in improving the community. Mayor Janway said “The Long Term Plan belongs to the citizens of Carlsbad and should reflect where the residents believe community development will most effectively meet their needs. The Plan should be driven by public input not city management direction.” The meeting will introduce Carlsbad residents to the organization working to solicit input from the citizens, show the public the Long Term Plan input form, and provide instructions on how to complete it.

What: Mayor Dale Janway’s Long Term Plan Kick-Off Meeting

When: Thursday February 10, 2011 6:00 PM

Where: Walter Gerrells Performing Arts and Exhibition Center Auditorium

Have you completed your Long Term Plan Survey?

Hurry!! The deadline is April 15, 2011.

Carlsbad Mayor Dale Janway’s Long Term Planning Committee is counting on your ideas on how you would like your City to change for the better. Don’t forget to submit all your ideas to the Long Term Steering Committee at any of the locations below. A webpage is available to submit survey forms online, <http://www.cityofcarlsbadnm.com/ltphase1.cfm>. You can also give your completed survey forms to any Planning Committee member. You can find the Committee organization chart with contact information on the website.

What: Long Term Plan Survey Input Deadline

When: Friday April 15, 2011

Where:	Carlsbad Municipal Building	North Mesa Senior Citizens Center
	Cheyenne Methola	Pat Beason
	Chamber of Commerce	Carlsbad Museum
	Robert Defer	Patsy Jackson
	San Jose Senior Citizens Center	Carlsbad Library – Information and Circulation Desks – Library Lobby
	Cecilia Franco	

B. Long Term Plan Improvement Survey Results

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	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0001	Create amenities and local events that will establish Carlsbad as a dog friendly town for locals and tourists to enjoy with their pets.	Many seniors consider pet welfare when choosing a place to retire. More-see attached Benefits to the community: Dog centered events will draw visitors from out of town. There will be fund raising opportunities local food vendors, dog suppliers, animal photographers, pet welfare associations, etc. Positive publicity for Carlsbad including positive dog friendly tourist destinations on the internet travel sites.	1. A fenced in dog park with facilities for waste disposal and a water station, places for owners to use and shade for animals and owners. See attached #2 To make the idea work: There should be signs indicating what part of the riverwalk would welcome dogs on leashes. These signs should include rules for pet and owner conduct. Dog and pet associations should be invited to take part in local parades and have booths in some of the local events when appropriate.	Expense of fence , benches and signs. Some people don't enjoy dogs.	Involve local dog groups. CPAWS, Delta Society, Noah's Arc. etc. Try for a business or corporate sponsor of events.	I have attended successful similar events in Newport Oregon, Portland, Oregon , Camas Washington	INF	QOL
0002	Clean up boarded buildings on Canal Street. Turn the beach house into a restaurant (there is plenty of parking).	A much needed restaurant with a wonder view and outside seating.	Find a company that would be able to invest \$	Finding a buyer	N/A	Don't know	INF	ECD
0003	Establish incentives (tax relief) for developers to encourage "in-fill" property improvement.	Keep the footprint of the community clean, new, tight. Avoid urban sprawl that adds cost to city infrastructure.	City and County planners need tools to encourage re-hab/re-use of existing property rather than new development from scratch.	Yes. Property values will be less expensive outside city/far away.	Change the economics so people will look first close to the city.	Yes, many very large cities deal with this issue	INF	GOV
0004	Create a dog park in the City of Carlsbad.	Socializes and exercises dogs in a safe environment. Promotes responsible pet ownership. Provides elderly and disabled owners with an accessible place to exercise their companions. Enables dogs to legally run off-leash. Promotes public health and safety. Provides a tool for realistic enforcement of dog control laws.	One acre or more surrounded by a 4' to 6' fence. Entry - double gated. Shade and water. Adequate drainage. Parking close to site. Grass area; routine mowing. Covered garbage cans with regular trash removal. Pooper scooper stations. Benches. Wheel chair access. Safe location, not isolated. Regular maintenance.	Appropriate site selection. Noise. Maintenance and health concerns. City support. Traffic. Supervision of park. Insurance requirements. Local regulations.	Enlist a group such as C-PAWS to monitor use and serve as communications liaison with City, neighborhood and dog owners. Establish dog park group to raise funds for amenities. Find appropriate site such as vacant schoolyard, lot or park, and acquire it.	The recognized use of city and county maintained dog parks is growing at an amazing rate around the country, and these parks can provide an excellent venue for providing information on low cost spay/neuter and vaccination clinics, the microchip ID, dog training, and other information related to keeping canines happy and healthy.	QOL	INF
0005	To stop irresponsible pet ownership and help alleviate the massive pet overpopulation in our community.	Pets that are taken care of and appreciated, a community where residents can feel safe, and an animal shelter that can operate in normal conditions.	Our animal ordinances must be updated with much better guidelines and responsible pet ownership education needs to be taught in our community.	Upgrading the existing ordinances and gaining approval from schools to present responsible pet ownership presentations to students.	Putting together an animal ordinance committee that will carefully research and draft new ordinances and having a short presentation for students.	Yes, other surrounding communities are having great success with their new animal ordinances, and our past presentations in schools went well.	QOL	EDU
0006	Strategically define a plan to clean-up Carlsbad.	Improve image throughout the state and for visitors; raise community pride in the City.	Community-wide buy-in and commitment to Keep Carlsbad Beautiful.	1) Money to do It 2) residents commitment to help and to continue practicing litter control	There is already a committee called "Keep Carlsbad Beautiful". Make this a committee priority.	Yes It has been tried in various ways (Austin, Texas; Fairbanks, AK (has spring community-wide cleaning project) Note: take a look at some of the blogs about Carlsbad; trash, litter is by far the most mentioned criticism.	QOL	
0007	To do anything we can to make Carlsbad more tourist-friendly. When tourists first drive into town, they need to see more immediately that we're expecting them. This could include adequate roadside signage, such as what Hobbs uses to direct tourists to various attractions. I realize this is not a new idea, and I think this is being considered already.	1) Supports tourism, thus increasing local revenue. 2) Reminds residents that we have world-class attractions in our area, thus increasing local pride.	Planning between local leaders and highway department.	Financial considerations.	That's a good question. I wonder if something like the lodgers' tax could be utilized.	I believe it's being considered already by Chamber-related leaders. I applaud the initiative.	QOL	
0008	Develop the river area into a destination spot for both visitors and locals (restaurants, shops, art displays)	This would be a fantastic area to generate local income, tax revenue and would provide a new venue for entertainment in Carlsbad.	Move industrial businesses that are an eye-sore from the river to make room for restaurants, shops, art displays, etc.	Buying property from the industrial businesses, encouraging businesses to locate/relocate on the river	Offer reduced prices on land In the industrial complex by the airport to the industrial businesses currently located on the river. educate prospective businesses on the benefits of being located on the river (increased customer traffic and revenue)	The Cascades is a start but currently doesn't include restaurants or shops. It also doesn't address the industrial businesses that are an eye-sore on the river.	QOL	INF
0009	To further develop the river. specifically lower Tansill. It is THE differentiating factor that other communities can't copy.	1. Only such feature within hundreds of miles 2. Can't be copied 3. Encourages economic development via tourism and people moving here	Railroad, zoning, infrastructure, and existing businesses not in-line with the vision and mission.	Yes, but also great opportunity. Would need infrastructure improvements such as roads, water, and sewer lines. Not to mention investment dollars!	We have a jewel that was developed well a long time ago and it did wonders for our community. It's time we expand that vision to include shopping and retail.	It seems that all development has stopped at the recreation center. There is more land available further down the road!	QOL	INF

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0010	To provide general public with more place to exercise. A public swimming pool would be nice.	Currently the only place to lap swim is the CHS Natatorium. Having an additional place to swim year-round would give public more options to exercise.	City Government recognizing that the residents of Carlsbad have little or no quality of life amenities (beside the river)	Location and funding to start.	Public support and assistance	Don't know - originally from EI Paso, but attended NMSU-C back in early 1980's and there were more things to do here back then. City has regressed in term of amenities.	QOL	INF
0011	There needs to be more low cost housing In Carlsbad. There are no decent apartments and all of the available housing is grossly overpriced, I cannot believe that we (i.e. renters) are forced to live in the conditions we do all the while barely able to make ends meet.	People will view Carlsbad as a town who cares about their residents and as a place that they will be able to improve their standard of living.	More apartments need to be built. There hasn't been a new apartment building constructed in over 30 years. This fact is abominable.	There should be no obstacles, however it seems like rather than help out the existing residents the city leaders choose to build a new hotel every other day, the city of Carlsbad does not need all these new hotel rooms.	Renovate old buildings or existing structures into new housing as well as build new housing. Carlsbad Is not lacking in open space for growth.	Well certainly believe that most of the rentable apartments are full. seeing as, much to my astonishment I was put on waiting list after waiting list when I moved here to work on the WIPP project.	ECD	INF
0012	Master planned communities. Also, new housing developments should have to pay "special improvement district" (SID) fees for water, sewer, etc. Master planned communities have a mix of residential and commercial zoning, so that people can walk to parks, doctors, and stores	With a SID fee, new homeowners pay for infrastructure over 10 years, rather than the city paying for them master planned communities foster walking and bicycling rather than driving.	study successful master planned communities like Summerlin in Las Vegas			Summerlin in Las Vegas. New master planned community in Artesia	GOV	INF
0013	Empty commercial buildings should have to look nice. Create an ordinance like EI Paso that all empty commercial buildings have to register with the city and pay a fee	Owners paying a penalty for empty buildings might be motivated to rent or sell the building so it becomes used Vibrant commercial buildings mean more city business and also look better	Think tank has a sample ordinance that could be re-written and adapted for Carlsbad.	Some commercial building owners will say it's not fair.	Show that this works in other communities	Yes. Many places including EI Paso, and small cities in Michigan and New Jersey	INF	GOV
0014	Lower speed limits in residential neighborhoods to 20. If people slow down and are more careful, we could get rid of some stop signs. If people felt safer walking, maybe more people would exercise and be healthier.	Slowing down cars improves safety for people, children, and animals. Especially for people in wheelchairs. People are afraid to let their kids play outside because of traffic. Let's slow down the cars and get people back outside.	Signs, education, and enforcement.	Expense of new signs. Getting the word out	Explain that this will make children safer.	Yes. Gilbert, AZ. has residential speed limits of 25.	QOL	
0015	Provide incentives for people to xeriscape lawns Make water conservation a priority.	Las Vegas NV finds that offering xeriscape incentives often proves less expensive than finding more resources, whether by purchasing water rights or building pipelines. In order to grow, we either need to conserve water or build the double eagle connection. Water conservation Is cheaper.	Education, some budget for incentives, means of verifying xeriscape project	City council and mayor will need courage to stand up to opposition.	Explain that water conservation efforts not only save people money. but it may help prevent "water emergencies" during droughts.	Water customers in Cary, N.C., may be eligible for \$500 if they replace at least 1,000 square feet of turf with either a more heat-tolerant variety of grass or a "natural area" that might include a patio or a garden filled with drought-tolerant plants. Utilities find paying people to alter landscaping is "cost effective over the long run," says Doug Bennett, conservation manager with the Southern Nevada Water Authority, which pays an average of \$1,300 per homeowner for a xeriscape conversion.	GOV	ENS
0016	Increase water rates for heavy users. After a certain number of gallons per month, the rate increases sharply. A "heavy user" is defined by some cities as 7000 gallons a month, other cities define it as 30K a month	This provides incentive for people to reduce their water consumption, especially for landscaping and non-essential use	Public education, restructuring of water fees, agreement on definition of "heavy user"	Some people will complain about rate increase	Explain that water conservation efforts are important. Steps are needed to help prevent "water emergencies" such as the one EI Paso experienced recently.	Many cities, including Escondido, Los Angeles, Palo Alto, Charlotte have increased rates for "heavy users" Some cities increase water fees for EVERYONE if a water emergency is declared,	GOV	ENS
0017	Outdoor activities, volleyball courts, basketball courts. (Similar to what we used to have outside of the recreation center.)	Allow a place for community members to gather where there are activities available.	Courts built, maybe some kind of seating/pavilions	Vandalism of nets, balls	Provide a stand where balls (volleyballs, basketballs) and nets can be rented.	There used to be sand volleyball courts by the recreation center but I am not sure why they are not there now.	QOL	INF
0018	Could our Walmart participate in advertising our Carlsbad Caverns by display bats/caves on the outside windows? Roswell promotes aliens at their Walmart . . .why not use the same idea for our caves and bats? Could Walmart sell bat/cavern/Pecos on the River souvenirs?						ECD	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary ECD	Secondary QOL
0019	Carlsbad needs to promote our beautiful river with ROAD signs from ALL highways. Many people who come to visit the caverns have no idea that we have a beautiful park on the Pecos. Many don't know in which direction to turn. Please have ROAD signs displaying our Pecos River Park. NOT just the Scenic Route. Many travelers don't know what that means, especially after walking 3 miles down the cave.							
0020	Using Roswell's street light idea . . .why not place bats on the downtown street lights in Carlsbad? Roswell has green aliens. . .we could have whimsical bats on ours!! It would help our town promote the caverns/bats and bring a whimsical character to town.						ECD	QOL
0021	Provide incentives for businesses to install green roofs. A green roof is a roof of a building that is partially or completely covered with vegetation and a growing medium, planted over a waterproofing membrane.	Green roofs use a variety of physical, biological and chemical treatment processes that filter pollutants and reduce the volume of precipitation runoff, thereby reducing the amount of pollution delivered to the local drainage system and, ultimately, to receiving waters. This could mean less nitrogen in the Pecos. Nitrogen is blamed for the algae blooms that kill fish.	Public education , creative incentives, whether it is a rebate, or other reward such as: fee reductions for city services ranging from permit processing to stormwater management, faster processing of permits themselves, and 'density bonuses' – allowing an increase in buildable area in exchange for installing green roofs.	People not knowing what green roofs are or what the benefit is	Explain that green roofs not only keep buildings better insulated. but they help keep pollutants out of the river/lakes/ground water.	Many cities, including the small town of Amery, WI have strong green roof programs. It is part of their effort to keep their lake clean.	ENS	
0022	Provide incentives for businesses to install solar panels and/or wind turbines.	Besides conserving energy, installing solar and/or wind energy shows that Carlsbad businesses care about the environment and are innovative. This attracts progressive businesses and residents.	Public education , creative incentives, whether it is a rebate, or other reward such as: fee reductions for city services ranging from reduced permit fees, faster processing of permits themselves, or in exchange for other city services.	People thinking solar and wind energy is too expensive to install.	Explain that there are state incentives and possibly federal tax breaks and that by installing solar/wind businesses are creating an atmosphere of Carlsbad as an environmentally conscious place. That perception attracts tourists.	Constructors, Inc. is an excellent role model. Their local solar installation got statewide publicity, This reflects well on Carlsbad.	ENS	
0023	Provide bike lanes on residential streets and Main Street.	Improve safety for people and especially children to ride bikes, get outdoors, and travel by bike or walking, rather than car. Perhaps tourists would rent bikes to see the city, shop, and go to the Beach. Bicycling would be safer if more people did it and drivers had to be aware.	Engineering plan, painting of lanes, "share the road" signs, public education	People need to stop parking on the side of the road, or park on one side only. Drivers need to be aware of increased bicycle presence and slow down.	Implement changes to parking on the side of the road. Adopt a Bike Network Toolbox, such as "share the road" signs and traffic paint to encourage safe bicycling.	Many cities are developing bike paths and bike lanes. Studies show that biking and walking makes cities "friendlier" as people stop to talk to one another.	QOL	
0024	The City of Carlsbad organizes and sponsor an annual signature event (i.e., marathon or bicycle race) to the Carlsbad Caverns National Park.	Bring visitors to Carlsbad and the Park (running and cycling enthusiasts) and provide advertisement for the city throughout the region.	Coordination between the city, park service, county and highway department.	Seed money for prizes, shirts, etc. Recruiting a group of people to organize, plan, and carry out event.	I have access to a person who has organized road races in other cities.	Have not tried.	ECD	QOL
0025	Provide quality rail service into Carlsbad.	The benefits to the community would be the ability for Carlsbad companies and municipalities to take advantage of low transportation rates offered by rail for bulk or large loads. For example, the WIPP site could save a large amount of money just on their transportation costs for MgO. In addition, with quality rail capabilities Carlsbad could attract larger manufacturing companies that require rail service for the distribution of their products.	Evaluate current railroad system in Carlsbad for accessibility to main East coast and West coast lines.	The current lines tie to southern routes and do not connect with the main East/West lines.	There would be an investment to lay track and establish a connection to the main line.	The subject has been looked into and discussed but I don't believe a true cost of the project or the offsetting benefits have been finalized.	ECD	INF

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0026	Allow big business such as Olive Garden, Lowes, Sam's to do business in Carlsbad. Populate the Mall with vendors such as specialty shops. – Art, beauty, health, clothing, etc. Reopen President's Park for the community youth.	Remove the monopoly of a few controlling families that reside in Carlsbad so the community is served by a variety of business.	City government needs to enforce federal, state, and city statutes to remove controlling entities that benefit from enrichment of their control.	Yes, the good ole boy network. Remove road blocks that don't allow diversification.	Make it easy for big business to come in. Provide business workshops so Moms and Pops can be successful and stay open. Allow funding for infrastructure so it can support big businesses.	Don't know, but it certainly doesn't look like it.	ECD	
0027	Build a bridge across river at Guadalupe St.	Benefits are that both ends of the streets are in place now and line up with each other. Other benefits are that it provides access to north side of the river in case something happens to the North Canal bridge that prevents crossing to north side. Only other crossing is at the flume and if the river is up, can't do that. I would say that a river crossing should be upriver more but that more construction and land purchase would be involved. Another idea that I have is that we need more through streets north and south other than just Canal and Mesa.	Some emergency that fire and police vehicles could not get there in time.	Mostly the cost probably.		I do not know if it has.	INF	
0028	Increase the amount of housing within Carlsbad, New Mexico.	To start expanding Carlsbad, in order to increase tourism and the popularity of Carlsbad.	To build a minimum of 50 houses on the North and South sides of Carlsbad.	Yes. The land is not smooth and, for what I know, there is not much for electricity in those areas.	To level out the land and build a small power plant to provide extra electricity, OR place power lines leading to the area.	I do not know if this has been tried before.	INF	
0029	Carlsbad is ugly. We need to bring in more greenery, not cactus. This town also needs to get cleaner.	Coming into town north or south is not very appealing. We need to give the illusion of clean and green. This will cause people to want to come back and visit or relocate to Carlsbad.	Plant grass and flowers, not rocks and cactus. Hire more laborers for the City Street Department or use the inmates more to clean up the town. Tear down old business and clean up the lots.	The idea of having everything green is the water used to keep them that way, but I see water flowing down streets from sprinkler systems all the time. Budgets for City help goes to hirer management, I'm sure there is someone out there who will work minimum wage to feed their family.	Start a Beautification committee like they used to have. (Mayor, City Counsel, and community involvement). Ask the people of Carlsbad, how they want their city to look and how to make it happen.	I believe that there was a committee before, but not sure why it stopped. The city has not had enough laborers for several years. I know this because I know people that work for the city street department.	QOL	ENS
0030	Instead of the high school construction trade class building a home from scratch purchase older homes and remodel them bring the electric, plumbing, etc. up to current code.	Reduce the number of vacant or substandard housing in the central city area. Provide low cost housing to young families revitalizing the community.	Construction trade classes need to be allowed to remodel homes instead of building them from scratch. Students will gain experience in remodeling homes.	Financing the purchase of the homes and materials could be an obstacle. Gaining school board permission to re-hab homes could be an obstacle.	Perhaps instead of demolishing homes that have been abandoned they could be donated to the construction trades class.	I don't know.	EDU	INF
0031	Build an overpass or underpass at the intersection of the railroad and Muscatel Avenue	Would provide unrestricted road to : Leo Sweet Center, River Bend, Elks Club, Golf Course, Convention Center, Project Playground and Recreation Center from the north.	Planning approval and money	Planning approval and money	Requires study and estimate of costs, and establish a priority with other infrastructure improvements.	This was planned several years ago but was not implemented.	INF	QOL
0032	Seed and landscape all empty lots along Canal Street.	Beautification of Carlsbad – improvement as a tourist attraction.	Commitment and \$\$	Obtaining permission from, or procuring lots from current owners.	Use prison inmates to perform the work would greatly reduce costs.	No	QOL	ECD
0033	Finding a way to take the homes that are being condemned and renovating them to low income housing	There are a number of families that live on single parent incomes and this would allow the families to live in a decent home at a price that they could afford and be able to handle on a \$9, \$10 or even \$15 an hour income. Not everyone can work the mines and WIPP site.	Construction companies, volunteers and the city inspectors as well as the families who might be residing in these homes will need to work together to rebuild these to livable structures The city could own the homes and the rent could be paid to a local bank account.	Actualy getting a agreement in place with all the parties involved to accomplish this type of action for the betterment of Carlsbad	The same general concept as habitat for Humanity only on a city basis. The first steps is talking to the local construction companies, electricians, and plumbers to see if this is something they would even be interested in helping. Creating a application for those interested in getting a home	I do not know	INF	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0034	Establish a bicycle repair shop through the Carlsbad High School trade (automobile) program to repair bicycle for the community at a nominal cost.	Citizens would have access to low cost bicycle repair and the students would learn how to repair bicycles.	The CHS trades program needs to establish the repair program and someone in the community needs to facilitate getting the bicycles to and from the CHS campus.	There may not be anyone to serve as the facilitator for the program and money may not be available to purchase parts. The trades program may not agree to do the work.	Involve the trades program automobile section and the community in a meeting to establish the repair program.	I don't know. Since the Bike Doctor left there is no repair shop for the community bike riders.	EDU	QOL
0035	Establish a teen court similar to the Lea County teen court with sentences	Help young people reach their full potential and include them in the community. Allow people in the community the opportunity to serve others by acting as mentors to at risk young people.	The teen court concept needs to be revised to include the tutoring as a sentence. Tutors need to be recruited.	Lack of skilled tutors, lack of student initiative, lack of location to provide the tutoring.	Use the library or other public buildings to provide a suitable work area for tutors/students to meet.	I don't know. I think a teen court existed in the past but I do not think the tutoring sentence was included in that effort.	EDU	GOV
0036	Establish centers in Las Cruces, Albuquerque, and/or other large NM cities to have a meeting place for Carlsbad residents to visit with CHS graduates in those cities with the hope to recruit them to return to Carlsbad.	Building small business, bring young people back to Carlsbad following graduation from college.	Space needs to be rented/leased at central gathering places for residents that live in the community and Carlsbad residents who are visiting that city to meet.	Lack of money, lack of facilities.	Establish something similar to airlines VIP lounge at the mall, a specific hotel, or other suitable location.	I don't know.	ECD	QOL
0037	Retirees are an untapped resource to recruit their adult children to move to Carlsbad.	Bring in people from outside the community with skills that will enhance the quality of life for all members of the community.	Retirees need to be made aware of the goal of growing Carlsbad to a population of 50,000 by 2035. Benefits of living in Carlsbad need to be advertised to the retiree community in order to reach their families.	Availability of an organization specific to reaching out to the retirees with this message.	Recruit enthusiastic volunteers who will meet with the retiree community via the senior centers and senior groups such as AARP.	I don't know, although I know my neighbor's son moved here several years after his parents retired to Carlsbad from Pennsylvania when he saw what a wonderful community Carlsbad is when he visited them.	ECD	QOL
0038	To widen the Callaway Dr, Cherry Lane road from Pierce Street to Canal Street.	The corridor has become an heavily traveled area and is a real safety concern. The increased housing growth in the area is positive but infrastructure needs improvement.	This needs to become a priority item on the budget process.	Funding is probably the biggest obstacle.		I do know that it was promised by the former administration. I'm sure lack of funds directed to this was the problem.	INF	QOL
0039	We need to get the drive-in theater open again.	It was a unique draw for Carlsbad. Great family entertainment in the summer, something children and parents could do together and enjoy. We often boasted outside the community of what we had.	Put the theater up for sale. It will sell, many people in this community have enjoyed it and there are some who will put their money where their mouth is. It was very cheap entertainment. Perhaps too cheap.	To my knowledge whoever controls the property has not put it up for sale. We don't know what is planned. I'm sure there may be other issues as the current property is in an estate.	They could establish a price and list the property, if it doesn't sell the community would understand. Perhaps someone in the city could approach CNB or Bob Light and find out if this would be possible.	Very successful from the standpoint of a customer and fulfilling for the owner. I don't know how profitable the venture could be. Everyone doesn't have the same financial needs. Some individual might be willing to pursue the idea for less return.	QOL	
0040	Have more signs on Pierce/Canal Sts directing people to the River with its wonderful parks, playgrounds, riverwalk, rec center, etc. So many visitors do not know it is there.	Entice people to stay in Carlsbad an extra night, eat another meal in Carlsbad, spend dollars on paddle boats, tour up the river. play golf, walking. Help bring more groups to use the Carousel/Convention Center or Cave/Karst Center.	Funding for signs that are attractive and eye catching along Canal and Pierce Streets. More eye-catching displays in all the Motel lobbies and restaurants, not just brochures.	Funds for the signs. Getting employees in the service industry (motels, convenience store restaurants) to be educated enough to tell visitors about our attractions and then actually tell them.	Acquire grants or private donations for purchase of signs. Despite the current budget issue with the state does the tourism dept have funds to be used for promotions? Lodger's tax could be used.	The intent has been there with brochures but because the river is away from the main highway Canal/Pierce tourists do not go exploring. I have heard too many times the words "I didn't know ... "	ECD	INF
0041	The air around the river and housing thereof have a air problem from air that smells like a barnyard.	Old houses should be done away with. Cars and trucks, etc. not parked in yards of homes. Beautification mostly.	I don't know	I don't know	A planning committee to take action	I do not know	QOL	GOV

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0042	Move the gun range further away from the city limits, so that the noise cannot be heard from the houses nearby. Suggest placing on the city owned land between Carlsbad and Hobbs.	Less noise pollution. Some people don't care to hear gunfire early in the morning.	Land has to be made available for the gun range in another location.	Finding an appropriate location to site the gun range.	Move the gun range about 10 miles from the city limits.	Don't know.	INF	QOL
0043	Create a dog park at the riverwalk rec center. Team with Noah's Ark so they bring dogs over for kids to walk, groom, play with, and take care of.	Dogs get attention, kids who don't have pets learn to care for animals Maybe kids will adopt dogs, so less dogs killed.	Generate money and partner with Noah's Ark	Money	Find people to sponsor		INF	QOL
0044	Create a volunteer corps at the riverwalk rec center. The center needs help running events, supervising kids, and teaching classes.	More volunteers would mean more events, classes, and things offered at the Rec Center.	Need someone with experience and time to dedicate to recruiting and scheduling volunteers, do background checks and supervise train, and monitor the volunteers	Current personnel is over-worked. Ms. Madrid would like to implement this but can't do it on her own. Mr. Beasley oversees the rec center and he is stretched thin.	The city should hire a full-time Recreation Director to oversee all city recreation facilities and activities.	Most cities, even small ones, have a parks and recreation department and director.	QOL	
0045	Fix the roof at the riverwalk rec center. Make sure all safety hazards are fixed.	Rec center needs to be a safe place for children	Generate money, or create a line item in the city budget				INF	QOL
0046	Create a police substation at the riverwalk rec center. Police officers would be present to patrol, watch, talk to kids, play basketball	People say there are too many drugs, fights, and gang problems at the Rec center and there isn't enough adult supervision	Generate money		Police say they often don't have enough manpower to patrol the rec center. If there was a substation there, it would increase their presence, even if they're just inside working.	This has been done in other cities. In Phoenix, the police supervise athletic leagues and tournaments at the rec centers. Educational programs similar to DARE can be provided by police at the rec center.	GOV	QOL
0047	Move the riverwalk rec center to an old school. Kids could walk to the center. There would be more classrooms available for classes, arts, computers, etc.	If it were more centrally located, perhaps more families would use the rec center. Kids could walk and ride their bikes to the center. People would pass by and remember it is there.	Generate money or find a company to sponsor the move	Money	Find a company such as a brew pub to buy the rec center and pay to move the rec center to a new location.	Roswell moved their rec center to an old school and now they have lots of room for activities, concerts, parties, generating income and giving people things to do.	GOV	QOL
0048	Alternate on-street parking, so one day people can only park on one side of the street, and on the other side on other days	Would widen streets for bike lanes and pedestrians, and so drivers don't swerve around parked cars. Would also mean people have to move their cars rather than let them sit for months at a time	Create policy, inform everyone, implement fines	Some people will complain.	Make it easier to get permits for driveways	Many cities do this. For one thing, it means that pedestrians may only be darting out from behind a parked car on one side of the street, not both, making it more likely they will be seen.	GOV	QOL
0049	Charge adults to use the riverwalk rec center so that there is money to pay fitness and hobby instructors. Print a monthly calendar of classes and events in the paper.	People would like to see more aerobics, Zumba, and other classes like the senior centers offer. Martial arts classes, sports classes for kids.	Generate money, or create a city budget			Many cities do this. Roswell offers dozens of classes each week. Communities in Maryland offer special recreation courses for the physically and mentally disabled.	GOV	QOL
0050	1. Make Carlsbad the most dog-friendly town in the U.S. Make a dog park. 2. Have several restaurants where you can bring your dog. 3. Have a doggie daycare areas staffed at many places of employment (hospital, ???, etc.) 4. Bring your dog to work whenever/wherever possible. 5. Create shaded areas to plant trees to park at grocery stores (summer heat)	1. We will attract many residents to our town 2. Create a heightened awareness about responsible dog ownership. 3. Decrease the number of dogs killed at Noah's Ark. 4. Some new jobs. IDEA: The special school (Phoenix?) would be a good place. If the city has no plans of using it for a school again the grassy area around the school can be the dog-park. The building can be opened up and leased out to dog-groomers, a small cafe where you can bring your dog, dog training, a massage therapist etc. It could be named "DOG-CITY" (or something better.	Create a dog park. Contact large places of employment as well as small. Provide education.	Deeply entrenched attitudes towards the role of dogs	Education. Cooperation with the city to create a dog park etc.	No, not in Carlsbad, but in other towns - YES!	INF	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0051	Home delivery for people unable to drive or have no transportation, if you take supplies to inbound people's houses.	To have two or three delivery vans take supplies to inbound people houses.	Funding, transportation, volunteers or people willing to deliver.	Yes, would have to have someone to help with project.	Maybe CARC would be willing to help with project.	Yes, there are two stores in Carlsbad that do this but limited. I believe it is an issue with elderly and home bound.	QOL	
0052	For Home Care Connection and hospice to open up an adult day care and a Christopher House for hospice patients.	Both are badly needed. An adult day care would allow adult children to have their parents at a trusting facility so they are able to work. A Christopher House will allow respite care, patient management and a place patients can die instead of in home.	I have no clue. A lot of \$, "red tape", politics, etc.	Definitely. See above. :)	I have no clue.	Don't think it's been tried in our community. My mother was in a Christopher House before she died in Austin, TX. It was awesome and successful.	QOL	ECD
0053	A land plan - Help people with vision.	For those that haven't been too far outside of Carlsbad to see other communities and how they've grown, it would provide others a blueprint to overlay more ideas.	Brainstorm a vision, for others by letting them know first how the lay of the land is and where the infrastructure would flow to. As populations continue to increase, Carlsbad along with all other communities are going to grow. For those that don't get this they need to understand that "the plan" is the blueprint that helps a community grow with controls and a positive, organized way.	Just do it.	Get a topo and current zoning map and feather high density to low density.	Don't know - past mayor of Tinnoth, CO where it worked well.	INF	
0054	Expand Christmas on the Pecos tour. We need to add and upgrade this tour. The Chamber needs to team with City. It's the same ole up the river and back! Need to add a change. Make residents proactive.	Increase sales/something new/different avenue besides riding boat.	Stop boat half way (at Country Club) and allow shipping, food, etc. And then return back for remain.	Yes, livgorts that would hinder - lack of cooperation.	What about a tour of decorated homes on the streets, caroling	No	ECD	QOL
0055	Signs or banners at entrance to City, signs and each attraction St/Beach/and local attractions to advertise the wonderful things we have to do/see in this area. "Beach Area" Living Desert, Caverns, Sitting Bull Falls Flumes.	People will spend more time in Carlsbad. I have talked to many tourists that go to the Caverns and have no idea of the other things we have.	None	Maybe have adopt a sign design contest at schools or city wide.	Yes, Key Club, churches, Rotary, Lions, Girls and Boy Scouts, youth groups, NMSU-C students. Funding, yes.		QOL	
0056	Remove old unused properties or offer benefits for current owners to sale and new owners to clean and use.	Sections of our City have old buildings that serve no purpose, some of these are dropping property values, house drug users, or in general hurt our city.	City needs to move faster on pressuring those owners that never do anything with these buildings.	Time. Someone has to view, document, and follow up on these old properties.	Community website for submission of properties.	To a small scale yes. I know some people that have been ordered to clean their junkyards in the city. But I have no knowledge of the degree to which it is currently enforced.	INF	QOL
0057	Shoe repair, alteration, more cafes open on Sunday.					Don't know	QOL	
0058	Assist new and current business owners to start-up or advertise.	We want to grow as a community, but we can not do that if we are constantly losing businesses.	We need to visit businesses and offer a 1-month free advertising. For new up and coming business, advertise about being able to help new businesses start and the steps to take.	Getting the word out.	TV and newspaper ads as well as radio	N/A	ECD	QOL
0059	The stop lights on Canal Street need to be more consistent - timers.	Getting through town (without construction) would be smoother. Side streets are terrible.	Updated lights and timers.	Cost		I don't know.	INF	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0060	Doctors that take Medicare and new patients (for elderly).	Elderly that are in better health and more productive in the community.	Doctors need to accept Medicare for new patients. No one does.	Good doctors are not taking new patients with Medicare so new retirees can't find anyone.	Take some of the money we spend on prisoners health care and take care of our elderly.	No	QOL	
0061	Expand cancer treatment available locally, particularly to include chemo.	Keeping people here instead of going out of town.	Make the services available - the people will appreciate it, eventually.	Many people are averse to having their medical needs taken care of locally.		I believe Dr. Hadzic had an earlier practice, but it wasn't successful.	QOL	ECD
0062	Safe landscaping on major highways.	Driver safety.	Pre-planning of trees and shrubs when planning the landscaping.	No		I don't think so.	INF	QOL
0063	More housing and better restaurants.	Being able to support growth.	Banks in town to be able to make loans to contractors w/ease.	Banks not being able to make loans in a timely manner.		Yes and it has only been partially successful.	ECD	INF
0064	Youth involvement in anyway. More activities in the park.	More activities for the youth to be involved in.	Just more precious time spent to encourage those less fortunate kids who lack the encouragement.		Gather more volunteers to make projects work.	There was not much involvement like there should have been.	QOL	INF
0065	Demo all houses that are run down.	Will provide space for new housing and will be more appetizing to the human eye.	Community unity and support.	Yes. People have to want change. People have to assume responsibility to speak out.	Chamber picnic open to public to present ideas, seminars on clean up Carlsbad.	Yes	INF	GOV
0066	Fix drainage on South 6th and Iowa.	Water runs onto my property, corroding my land.	Make the canal north of my property deeper.	No	Clean out the canal all the way to the canal.	No, it hasn't	INF	GOV
0067	Donate the lights that are coming out of Canal Street to Happy Valley.	We will light up our neighborhoods helping to make it safer.	Donate lights that are not needed.	Maybe getting the City and County to work together.	Have Eddy County and Carlsbad work to help all residents.	Probably not! But it can work.	INF	GOV
0068	To create dog parks in strategic places within existing parks in the city.	It would benefit all residents in apartments and areas of town without yards and a place to exercise their dogs and socialize.	Designate areas within existing parks that are large enough to fence off.	The cost shouldn't be prohibitive but getting folks to clean up left behind refuse from dogs might be.		Yes, in communities all across America.	INF	QOL
0069	Create a micro hydro-electric plant near the riverwalk rec center. Small water turbines now are compact, efficient, and cost-effective	Hydro-electric turbines generate clean, low-cost electricity. Also a way for the city to promote itself in the news and to tourists. =publicity	Need to apply for grants and funding. Bureau of Reclamation offers funding for these sorts of projects. state and federal grants	People aren't familiar with the concept	Funding, public education	Cortez, Colorado received \$500,000 New Energy Communities Initiative to build a micro hydro-electric plant. People travel to the city to see it and learn about it.	ENS	ECD
0070	Replace street lights with solar-powered lights, preferably LED lights. Save electricity, reduce light pollution so people can see the stars.	Besides saving money on electricity, the city would get publicity for doing this. Tourists driving through would notice that Carlsbad is helping the environment.	Need to apply for grants and funding. Research products and companies.			Deming, New Mexico is installing solar street lights and received grants. Roswell is working on getting some.	ENS	
0071	Implement a "local living economy" in Carlsbad. This takes "buy local" a step further and creates networks. Restaurants buy food from local farmers, etc.	Living economy communities produce and exchange locally as many products needed by their citizens as they reasonably can. The goal of a LLE is to create a healthy local economy while ensuring that economic power resides locally and sustains vibrant, livable communities and healthy ecosystems.	City leaders need to set this as a priority. Bring experts in to help us set up a program. Have meetings where businesses make their needs for products and services known, so that people can step up and provide these things.	City focus currently seems to be on bringing in "big box" stores. The city needs to change its priorities from big box to small and sustainable.	Asking: what do local people and businesses regularly buy that is or could be supplied locally by socially and environmentally responsible independent enterprises? Food is often a logical place to start. Everyone needs and cares about food, and food can be grown almost everywhere, is freshest and most wholesome when local, and is our most intimate connection to the land.	Santa Fe and Silver City have implemented local living economies. for more information: www.livingeconomies.org or www.santafealliance.com	ECD	
0072	YMCA built down by the river in place of the third senior center.	everyone would get to use the facility instead of just the seniors.	Fundraising, buy-ins from young and old and families	Special interest groups in and out of city government.	Promote benefits, a good pool, a good gym, recreation for all	Proposals have been made but all shot down	INF	GOV
0073	Lighted sidewalks and areas for bike and skate transportation.	Healthy residents, safe travels on streets and roads.	Funding and architect or city planning office develop a trail from north-south-east-west coming together in downtown Carlsbad.	Yes, Few places to visit by bike! Need more grocery stores.		Most cities are looking to increase physical activity of residents. Residents are looking for ways to decrease car transportation.	INF	GOV

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0074	Install footbridge across river near railroad bridge.	Complete loop around Pecos for walking, running, cycling, etc. Great for promoting the river, can extend rates	Raise funds for bridge, grants may be available. Need to address any right away issues if near railroad trestle.	Needs to be high enough for boating uses. Over building!	Community efforts for installation.	I know other communities have successfully installed bridges for paths that needed to cross ravines, waterways, and human obstacles to provide paths to meet.	INF	GOV
0075	To build a dog park in Carlsbad.	People would enjoy outdoor space with their pets and strengthen community ties with other pet owners.	Space for the park needs to be established. Fencing needs to be put up. The park would also need water, signage, and bags to pick up dog waste.	Finding an appropriate space for the park. Ensuring that people do not bring aggressive dogs to the park.	It would be important to educate Carlsbad residents about how to use the park.	Dog parks have been established in may cities and towns across the country.	INF	QOL
0076	Establish an adult life skills educational effort to be taught on Saturdays by an entirely volunteer faculty.	Improve financial skills, consumer spending skills, parenting skills etc, to ultimately help our community improve family life and effectiveness	Form a guidance and selection group of qualified educators, professionals and retired persons to recruit and select a qualified faculty of volunteers.	Obtaining locations for the classes and enough volunteers that are qualified to develop a curriculum and teach.	Personal commitment to organize and develop the plan.	NMSU has an adult basic education department but I envision a different kind of effort that is not entirely academic.	EDU	QOL
0077	Have the schools and senior centers serve fresh, local food. Healthy food improves health, concentration, and functioning, while supporting local farmers.	There are many, many examples of schools, hospitals, jails, and other institutions that have markedly improved behavior and performance after implementing fresh, local food in the cafeteria.	City leaders need to set this as a priority. Bring experts in to help us set up a program. Work with the school district and other institutions. Work with cooperative extension.	City currently imports nearly all of its food. The city needs to change its priorities to become more self-reliant.	Make sure new cafeteria of adult day care and combined senior center utilizes local, fresh foods.	Farm to school program has been very successful in Santa Fe. http://www.farmtoschool.org/NM/programs.htm	GOV	ECD
0078	Create incentives for people to start small businesses. Strengthen the assistance/mentoring for small business. Provide tax breaks, rebates, or other funds to help small businesses.	Small business is the backbone of any strong community. Profits from the business stay in Carlsbad. Business owners live here and are part of the community. Business owners work together.	Either improve the NMSU small business development office, or start a new agency. "When people go in to ask for help in starting a business, they are given a piece of paper. That's it."	NMSU small business development office is supposed to be the "expert." "People come away from the office more confused then when they went in."	Department of Development focus should be on small business, not large store chains.	Small towns such as Riverdale Park, Maryland, have "small business assistance" links on their city websites to provide information and resources. In Paducah, Kentucky, qualifying small businesses can receive up to \$2500 in start-up assistance.	ECD	GOV
0079	Give tax breaks to people to fix up old buildings. Make the permit process easier to remodel homes and offices. Give rebates to people who do this.	Experts say the way to revitalize a city is to create a strong downtown, especially turning the second story of old buildings into apartments or condominiums.	City council provide tax breaks or other incentives	City manager says this can't be done under current policy	Change the policy to make it work	Many cities do this. Paducah, Kentucky offers façade Loans up to \$30,000. Term: 7 years at 2%, up to 25% of loan may be forgivable. They also offer forgivable loans up to \$50,000 scaled with investment	GOV	INF
0080	Give tax breaks or rebates to people to buy vacant city-owned property.	The city condemns old buildings and pays to have them torn down, then the property sits there, collecting debris.	City council provide tax breaks or rebates.			Baltimore does this, especially targeting teachers, police officers, and fire fighters	GOV	INF
0081	Turn vacant city-owned property into parks or community gardens. Make sure water is accessible.	Community gardens bring people together and provide fresh, nutritious food. Gardens and parks make the city look better and help people take pride in their neighborhoods.	City-- provide water access for gardens and parks to water plants. City-- control weeds and pick up debris on all city property.			Cleveland, Detroit, and other cities are using vacant land to develop urban agriculture and parks.	GOV	ECD
0082	City of Catskill, NY has hundreds of cat sculptures. We could do this with bats. The sculptures attract tourists, are the basis of a festival, and are auctioned off to raise money for the community each year.	Public art gets people out walking to see the art. Increases aesthetics and vitality, attracts tourists, supports local artists, and creates pride.	City-- permission for art, sponsor "competition," call for artists, police surveillance/protection of sculptures.	Currently, the mural group is struggling to get business support for murals. Needs to be more education and emphasis on how public art benefits the city.	More city leader enthusiasm for public art. Create a public art commission.	Catskills, NY does sculptures, Silver City, NM does murals	ECD	GOV
0083	Amusement for kids - we need better entertainment. Bowling alley is falling apart.	Keep kids off the street.	\$\$ or grant to do an expanded game area and recreational park.	Money	Used to have President's Park. We need more than Project Playground and rec center.	Some cities have big games - recreation areas.	GOV	QOL
0084	Make entrance to town look neat appearing - put up welcome signs!	People would like to come if you feel like it is inviting.	Set up organizations to take on the entrance. Do town fundraiser efforts.	None. Get on it. We have too much going but no nice welcome is a turn off.	Look s are first impression. Flume is only nice welcome area.	No. Entrance looks same as years ago.	GOV	INF
0085	Abandoned property needs to go!	Fine empty property owners.	Set guidelines - town should look alive - not old.	Lack of motivation. If you own property - maintain it!	Enforce a law.	Obviously not!	GOV	INF

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0086	Cleanup property in town.	Better image. Stop vehicles on curbs over midnight and boats, SUV, etc. on lawns.	Enforce a code or obtain stricter image of city property.	Lack of enforcement.	Stop the slop - make people clean up trash.	No or we would have clean yards.	GOV	INF
0087	Empty stores need windows with display. Look horrible seeing board up windows.	Making our town look better.	Enforce an ordinance.	No buy-in (in the community).	Enforce owners of buildings to make them look presentable - paper windows look horrible.	No - never!!!	GOV	QOL
0088	Clean up residential areas. Trash - falling down structures - cars/boats on lawn.	Better community vision.	Make and set rules.	None - set a goal - set a rule. Enforce it by fines.	Ordinances with liens if not done.	Probably not - look around at some of the tacky building and <u>homes!</u>	GOV	QOL
0089	More late shopping - or a big sale one time a month - have stores open on a Friday night - once a month.	More local sales! Keep business in town.	Get local business to buy in. Have vendors and local companies promote food and drinks in event based lawns.	None. Do it!	Have a theme a month.	No	QOL	ECD
0090	Improve and expand Christmas on the Pecos.	Promote local business. People who come each year bring in different ideas so they come more often.	Street stroll - more businesses set up shop. More food vendors, dinner menu.	Lack of support.	Assist home owner with decorations. Set up - take down - help with electric bill.	No. Same old, same old each year. So do street of strolls - more home town.	ECD	QOL
0091	Amusement park and teenage entertainment beside rec center.	Keep kids occupied.	A group of teenagers and someone with investment or grant capability to come up with plan and idea.	Lack of teenagers.	Get a think tank of teenagers. Need more.	Yes - rec center.	GOV	INF
0092	River development.	Increase of community use! Improve feeling of city. Attract more tourist money. Notoriety of city in region.	City policies change from council/\$ people.	No. Maybe challenge from restaurants or stores.	Involvement of businesses, politics, foundations.	Close to "the ditch" project.	GOV	ECD
0093	Tidy the streets of Carlsbad. i.e. clean yards, residential and commercial dilapidated buildings/properties.	At minimum, erasing the "idea" that Carlsbad is an "eyesore". Bringing dignity back to the city itself.	Removal of "broken-down" cars, trash, kempt lawns, making a viable standard.	Private property laws/bi-laws? Implementing a "clean-up" plan which is cost-effective and appropriate.		I haven't the faintest.	GOV	INF
0094	River development - increase the recreation on the river for <u>children</u> (ride park?) <u>activities</u> .	Get community involved. Keep people in town. Bring more families because this is offered.	City policies - loosen rules.	Insurance, investments.	Go to city council. Look for investors, communicate with insurance.	Yes! We need to have a ride park.	GOV	ECD
0095	River development/usage. Activities for community. E.g. Fishing tourneys, water races, fairs, kite flying, golf (more), more tennis, more parades.	Notoriety of town in region, state.	Leadership with committees and energizing of groups to get things <u>done</u> .	Naysayers	Community input, organizing, search for <u>energetic people</u> .	Some (2000)	GOV	INF
0096	Get <u>leaders</u> for <u>projects</u> - energetic, fresh ideas, money people.	Community <u>effectiveness</u> and <u>pride</u> .	Communication from above to find Carlsbad talent.	None but naysayers.	Brainstorming.		QOL	ECD
0097	Reconfigure the entrance/parking at Forrest Tire on Canal Street.	Improve safety and the appearance of the downtown area.	Get cooperation of Forrest family. May need to acquire adjoining property. Design new entrance.	Don't know.	Community leaders and private property owners would need to work together to make this happen.	No - I would have no influence in this matter.	GOV	INF
0098	Improve accessibility of sidewalks and streets for disabled individuals. provide more audible crosswalks at all major intersections	This would provide a safer community for all pedestrians and drivers.	Cooperation from city officials and grant money.	Money	Apply for Federal grants.	no	GOV	INF
0099	Restructure schools to have all 1st/2nd graders at one school, all 3rd/4th at one school, all 5th/6th at one, and 7th/8th at one. Similar to all K students at E.C.E.C.	This would cause there to be consistency in all grades and not have one elementary school be better than another in that grade. This would also help with the A.V./P.R rivalries and gangs once students are in High School and would help break down "class" barriers.	The school board, teachers, and parents would have to agree that this is a good idea. Bus routes would need to be changed. School buildings would have to be evaluated for size, capacity for grades, and any changes needed.	Parents may not like having their children in the same school as all children that age from all areas of the community. The school board may feel it is too much work to make this happen. I have lived in a community where this was done and I thought it was great.	We would need to convince the community that it may be in the best interest of all students if they were given the opportunity to be in a school with all peers their age.	It is being done in other states and communities, but I do not know if it has been done here in Carlsbad.	EDU	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0100	Expand senior services at both centers. More square footage needed.	Activities and programs attract retirees. These programs in turn help members to stay active and engage socially.	More dollars needed to look at expansion. Raise dues at centers to \$25 per person per year. That is \$2 per month. A bargain when you think of programs already available.	Yes - when seniors complain and they complain loudly there is a reluctance to proceed.	City and advisory board need to make this happen so there can be growth.	Do not know.	QOL	GOV
0101	To have at least quarterly open forum meetings with the public, with Department heads and council members in attendance.	It would be great for communication and would give the public an additional way to meet and get to know the departments and the council that would not be as formal and time consuming as the monthly council meeting.	For the city council and mayor to agree with this idea	The mayor or council might think that this idea would not be beneficial to the community.	Just ask the mayor and council. Submit the idea to the government committee.	I don't think this was ever tried, not on this large of scale.	GOV	
0102	Attract more artists and entrepreneurs to move to Carlsbad, not just retirees.	Artists and creative types can open galleries, businesses, restaurants, and services. This improves quality of life, attracts tourists. We need young people.	City could follow model of Paducah, KY, which provides qualifying artists and businesses with moving assistance up to \$2500. Downtown buildings zoned for live/work spaces. This enables residents to have gallery/studio, restaurant/café, living, and other mixed uses.	Chamber of commerce needs to widen its marketing strategy beyond retirees.	More city leader enthusiasm for public art. Create a public art commission.	Paducah, KY has a very successful "artist relocation" program. Braddock, PA is also targeting artists to come move there and help fix up the city.	GOV	ECD
0103	Strengthen noise ordinance to include barking dogs. Barking dogs make neighbors mad at each other and they make it difficult to sell some homes.	"Currently, people are harming other people's dogs or letting them loose because they bark." Then animal control has to deal with them, and the dog may go to Noah's Ark.	Establish criteria that barking for more than three consecutive hours, or after 10pm is not acceptable.		Teach people that dogs often bark because they are bored or lonely. Encourage people to go walk their dogs even if the dogs have a yard. Dogs need exercise and activity.	Most cities have ordinances about barking dogs.	GOV	EDU
0104	Develop a program to deliver restaurant left-over food to the soup kitchen.	Food goes to the hungry instead of in the dumpster.	Someone needs to coordinate this. If city set aside money, someone could do this as a job.			Many cities have programs like this.	GOV	QOL
0105	City councilors should have ward meetings.	City councilors talk to and listen to their constituents.				Yes. Many cities.	GOV	
0106	Allow goats inside city limits	People should be able to have one or two goats for milk, fertilizer, and weed control. Maybe yards would look better people borrowed someone's goat to eat grass/weeds.	Change city ordinance	Some people will complain about noise	Goats aren't any noisier than dogs barking.	Yes. Seattle allows small goats. Many other towns are considering the measure.	GOV	
0107	Solar panels on city hall.	Provide electricity, reduce energy costs, role model for community.	Talk to Constructors, Inc and find out how they did it. Maybe they would even sponsor, assist, or help fund. Living Desert is getting solar panels.			Ypsilanti, MI, NYC, Miami, and other cities have solar panels on city hall.	GOV	ENS
0108	Education must be sufficient for desired work force. Should be independent of both Federal and State funding.						EDU	
0109	Establish committee to communicate with NMSU so they understand community needs.						EDU	
0110	Church and community groups establish tutoring programs to help all who desire it.						EDU	QOL
0111	Infrastructure (independent from grid) i. water, ii. energy 1. electricity, 2. gas						ENS	INF
0112	Energy conservation for structures- solar heat and cooling, R-20 Walls and R-40 Roofs, for example						ENS	INF
0113	Waste - sanitary sewer recycle all effluent, compost						GOV	

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary GOV	Secondary ENS
0114	Waste - solid waste and recycling (burn for energy? there are at least 100 plants in the US that do this)							
0115	Waste - gray water recycle						GOV	ENS
0116	Adequate roads and highways (loop) Housing developments required to build sidewalks, sewage, roads, and power to city and state specifications.						INF	ECD
0117	Land use plan- must fit with county. Should be mutually constructive. Vacant land to indigenous plant species within city limits.						GOV	INF
0118	Banking -- Money, preferably local, for projects. Municipal bonds						ECD	
0119	Law enforcement, courts, jails of sufficient size for anticipated population.						ECD	INF
0120	Federal and state projects such as FLETC and WIPP						GOV	ECD
0121	Recycle the large green building at the corner of Canal and Mermod to provide additional parking in the downtown area. Roswell has kept the facade of buildings along Main Street but opened the building up for parking.	Additional parking in the downtown area.	The City needs to purchase the building and rehab it to a public parking area.	Money, environmental concerns with the buried gas tanks beneath the building.	Ask Roswell how they did it. What worked for them should work for us.	I don't know.	INF	ECD
0122	Recycle the Best Cleaner's building on Mermod into downtown parking. Roswell has kept the facade of buildings along Main Street but opened the building up for parking.	Additional parking in the downtown area. Beneficial use of an abandoned building.	The City needs to purchase the building and rehab it to a public parking area.	Money.	Ask Roswell how they did it. What worked for them should work for us.	I don't know.	INF	ECD
0123	Re-engineer the off-street parking south of Grigg's flower shop to provide more parking spaces and resurface the area.	Additional parking in the downtown area.	The City needs to maintain the public parking area.	Money.	Plan regular maintenance of the parking area.	I don't know.	INF	ECD
0124	Much more intriguing entrance to our town. Make it a welcome site.	Cleaner, weed free entrance with a nice landscaped area.	Make the city workers take pride or contract out the job.	Lack of motivation.	What is wrong with community service?	I think city is doing it but a lousy and sloppy job.	GOV	INF
0125	A nice new apartment complex or gated condo area for the retired community.	Entice the retirees to come to Carlsbad.	Recruit land - investors and get the project moving. We need progress, need positive investors.	No money possibly?	Seek money via grants, investors such as oil and gas or potash mines.	Obviously not!	ECD	INF
0126	Build or renovate a larger recycling center with more bins for individuals.	More people would be able to recycle and there would be less trash and contamination with individual bins.	The city officials need to make it a priority on their agenda.	Obstacles might be lack of money and some people who oppose change.	Money might come from a grant or stimulus money for energy saving ideas. There should be an informative campaign to help the public awareness of the problems and the need for this solution.	No	INF	
0127	We've been wishing for curb service recycle . . . City-wide. We live at Riverbend (Lakeview). We recycle - and wish everyone could have curbside pick up.						GOV	INF

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0128	Traffic flow on Canal Street. Stop light at Blodgett and Canal should not turn red unless there is traffic on Blodgett. At times, there are cars backed up to Food Jet and Albertsons. This is ridiculous and easily fixable.	Also, quit putting 4 way stop signs at intersections that don't require them. If there is a speeding problem, patrol the area. Stop signs are for dangerous intersections. Not speed control. Not having to stop for no reason as you travel through town because our traffic light have no logic. Save gas, tire wear, and time.	Easily implemented, re-time the stop lights, remove unnecessary 4 way stop signs (Richard and Blodgett, Francis and Main, Pierce and Main, Riverside and Mesa).	No		This is easy to repair, and it is a quality of life issue. We can't jump through hoops due to a small number of people complaining. Our population has not grown therefore there is no justification, i.e. increased traffic that warrants the additional stop signs.	GOV	
0129	Build new apartment complexes that are affordable, not low income.	People want to live in a place that is a sanctuary. Old dilapidated apartment buildings will not attract people to Carlsbad. The apartments Carlsbad does have are filled up or run down.	Funding, Contractor, and land that is available.	I think finding the land will be the most difficult and expensive. I know making money is a goal for everyone, but I would like to see the wealthy invest in Carlsbad's future by discounting the land or reducing the profit from the sale.	Communicate, offer a trade to the seller such as discounted apartment for family members. Offer a profit share possibly.	I don't know	ECD	INF
0130	Carlsbad needs a well publicized list of events for people to attend. There have been attempts in the past and there is a partial list that I found from time to time.	Benefits are that people will know there are things to do in Carlsbad and will be willing to stay longer and come back next year. Events in Hobbs, Artesia, and Roswell are secret.	A Champion needs to take responsibility to gather the information and put it up on a web site and send it to motels and RV parks to post for their visitor's information. Tent cards showing local events on the tables of local restaurants that are frequented by visitors would let visitors know why they should stay an extra day.	If the Champion doesn't actively seek out activities, the Champion will only learn of an activity when it shows up in the Little Argus.	Get an aggressive Champion to work part-time on this. include all the normal things (Caverns, Living Desert, Guadalupe), but also events at Lake Carlsbad, paddle boats, concerts, theater, Walter Gerrell's, Living Desert events, Caverns events, etc. Artesia, Hobbs, Loving, and Roswell events should be included because short-term visitors might be going that way and long-term visitors might be willing to drive to an event.	I did this unofficially for several years (7 pages of things to do in the Carlsbad area), but burned out eventually because I had to actively seek out and find the events going on. This entailed multiple phone calls to groups and city chambers and subscriptions to all the area newspapers to learn the events.	ECD	QOL
0131	Stop Drugs in Carlsbad!!	Lower Crime, better place to live	Community leaders to support the Anti drug and Gang coalition; School Superintendent. The Mayor should show up at least 1/4; Chief of police should be there every month.	Apathy	Mayor to tell the Chief to show up and set an example by showing up every once in awhile. Hold mayor town hall meetings	Yes, in the previous administration.	GOV	QOL
0132	Need North and South sidewalks in Beach area. Currently have only East and West sidewalks. Enforce current regulations about parking blocking walkways. It's ridiculous to have to get in the car and <u>drive</u> somewhere to walk safely.	See above - sure will save gasoline. About the sidewalks - people who are trying to walk won't have to walk in the street to go North or South.	About the enforcing regulations on the books - a visit to the places where cars and trucks block walkways by policemen to inform of this law.	Time of police person. Money and time expenditure of city workmen.	N/A	N/A	GOV	QOL
0133	1. Put the lights back on Canal Street or 2. Put CPD on Main Street.	1. Fewer accidents - 2. Police can monitor the speeders.	Police officer located on Main Street.	1. DOT 2. Police Chief	Traffic on main Street has increased and a radar spot and a "speed trap" will slow down traffic.	No, has not been tried before.	GOV	QOL
0134	To provide city support of a Triathlon Event to be held in Carlsbad. This event would include the Pecos River Beach area for swimming and running, the city of Carlsbad for biking	This event has the potential to make Carlsbad the outdoor sports capital of NM and give us much needed exposure	Strong advertising and event staffing	city permission to close the upper river to boating and fishing during the swimming portion of the triathlon event	The event could be paired with an ongoing event such as the relay for life or the chili cook-off	this event has not been tried in Carlsbad. most events in areas with little or no nearby natural water have held the swimming portion of their event in a swimming pool	ECD	GOV
0135	Join EPA landfill gas project. Creative use of landfill gas (LFG) includes heating greenhouses, producing electricity and heat in cogeneration applications, firing brick kilns, supplying high-Btu pipeline-quality gas, fueling garbage trucks, and providing fuel to chemical and automobile manufacturing.	Provide electricity. Using LFG helps to reduce odors and other hazards associated with LFG emissions, and it helps prevent methane from migrating into the atmosphere and contributing to local smog and global climate change.	LMOP defines a candidate landfill as one that is accepting waste or has been closed for five years or less, has at least one million tons of waste, and does not have an operational or under-construction project; candidate landfills are also designated based on actual interest or planning.		When you become an LMOP Partner, you will join a vast network of industry experts and practitioners, and gain access to various technical and marketing resources. LMOP's host of tools can help you identify, develop, and promote the benefits of your landfill gas (LFG) energy project.	Over 500 landfills are partnered with the EPA currently across the nation.	ENS	GOV

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0136	Become a zero-waste community. Zero Waste maximizes recycling, minimizes waste, reduces consumption and ensures that products are made to be reused, repaired or recycled back into nature or the marketplace.	Reduces landfills. The poisons from a landfill leak out from the sides in the form of a black, smelly toxic liquid which eventually escapes into the ground surrounding the landfills and contaminate the nearby and underground water sources.	city joins and organization such as GrassRoots Recycling Network (GRRN) is a North American network of waste reduction activists and professionals	The whole concept and approach to waste problems should be changed. The amount of waste is very little if we are careful and sensible enough when we discard things as useless.	Landfills also lend to air pollution and attract vermin and other disease causing germs. Landfill fires, a common incident, releases heavy metals and other toxic substances such as dioxins and furans into the atmosphere.	yes. Boulder and other cities are designated "zero-waste" communities.	ENS	GOV
0137	Develop a comprehensive urban agriculture program. Urban agriculture is the practice of cultivating, processing and distributing food in, or around , a village, town or city	Urban agriculture contributes to food security and food safety in two ways: first, it increases the amount of food available to people living in cities, and, second, it allows fresh vegetables and fruits and meat products to be made available to urban consumers.	City set priority and implement program. Farmers and gardeners need assistance with regard to technical, organizational, marketing and other matters. Municipalities should, as a priority, support the foundation and development of these associations, and provide services not offered by farmers' associations themselves.	Public awareness and involvement. Getting the word out and showing people the benefits.	Food prices are expected to rise over the next few years. Urban agriculture can help people have access to fresh food, and some people can make money selling produce.	yes. Many cities promote urban agriculture to reduce reliance on imported food. Low income urban dwellers spend between 40% and 60% of their income on food each year	ENS	GOV
0138	To build a pedestrian bridge over the railroad track that intersects between the 100 block of East Hagerman St. and the Cascades business complex	this bridge will provide direct walking access for the public to the Cascades facilities and the Adult day care/recreation center	strong cooperation between the owners of the rail lines and the city of Carlsbad council and mayor will be necessary to make this work	territorial pride will be the biggest obstacle	direct ownership and responsibility for this bridge by the city of Carlsbad a liability waiver for the rail line owners would go a long way	there are many pedestrian bridges that cross over freeways. there is an example in Roswell this bridge connects NMMI and their activity fields	INF	GOV
0139	shops(Kohls, Mardels, Cabelles, etc.),special needs schools(major reason we moved here) clean up Pecos river so kids can swim, don't center town around retirement only,	more jobs (we travel out of Carlsbad to shop for clothes).Parents with special needs children are always looking for a way to meet that need, make Pecos river clean for kids and adults, advertise this as a place for younger families	advertise and offer, to advertise the Pecos river on the website looks amazing yet when we came here we were turned off by the pollution in it. Carlsbad needs to be cleaned up. Wonder is a no loitering law could be passed?	money.	Tax breaks for new businesses moving in, get grants to clean up Pecos. Out town is centered around that Pecos and that needs to be our start	Give the people what they leave Carlsbad for...The famous saying "if you build it they will come".	ENS	ECD
0140	Clean up recycling areas.* I have been told that all recycling bins are comingled at the recycle center and then sorted by the CARC Farm staff*	Overflowing bins - usually plastic and paper, can be redistributed reducing the mess from the overflow on the ground.	*If this is true, then paint all bins the same color and mark them "recycle here". Do not ask folks to sort what is going to be co-mingled and resorted.	Verify that comingling and resorting does occur.	Paint and mark bins all the same	Don't know	ENS	QOL
0141	Clean up recycling areas. If the waste does in fact get recycled as labeled on the dumpsters, then a more even distribution of dumpsters is needed.	Clean recycling areas.	My recycling area has 7 drums for cardboard, 2 for paper, 2 for plastic and 1 for cans. Paper blows everywhere. Have sufficient drums to prevent overflow.	No	See above	No	ENS	QOL
0142	Organize a "Canal Blitz".	The garbage - plastic bags, empty containers, etc. behind the mall alongside the Canal - is horrific. From the Flumes to Pierce Street.	Organize volunteers to clean this up.	Getting the volunteers.	Get the volunteers		ENS	QOL
0143	Clean up City	Adds to the Quality of Life	Organize clean up crews	Finding workers	Provide prizes		ENS	QOL
0144	Put the closed schools to use.	Playgrounds and jobs.	Get grant money.		Get Carlsbad and Eddy County involved	Other places	GOV	QOL
0145	Repair or resurface the street on the south side of Monterrey Elementary School. (This is on school property.)	Convenience and safety to drivers with students.	Notify the Superintendent of Schools.		Use 2 mil money.		EDU	GOV
0146	Beautify Carlsbad, update buildings. It looks dirty and run down.	Brings in more tourists and more retirees to Carlsbad.	Enforcement on community laws. Individuals taking pride.	Community apathy.	Speak with business owners first, get them to clean up their buildings with new paint then move to residents.	I do not know.	GOV	QOL
0147	Balance screening for the community.	Reduced falls with earlier (prefall) diagnosis of fall risk with appropriate referral or recommendation for available services.	A time (Saturday once a month). A place (Senior Center or clinic such as Tory Smith's), staff (various volunteer therapists.	Sufficient staffing.	Cheer lead like gangbusters.	Never been tried that I know of in Carlsbad.	QOL	EDU

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0148	Upscale trailer/mobile home park/safe an secure for all retirees.	Recruit and retain retired individuals with a nice place to com. Snowbirds would love it!	Money/incentive/possible DOE/infrastructure money.	No investment individual or company.	Determination.	None in Carlsbad. Many retired places have this.	INF	GOV
0149	A place for the homeless.	Get them off street/horrible sight to see by the divide/Afro-American lady with all her trash needs to go.	Community coming together.	Lack of place to go/cleans up mess.	Get home donated/have kids do a remodel as school project/class.	Yes on Mermod.	QOL	
0150	Take out the palm trees on island - put more native plants.	We look more like a desert.	Money	Lack of support.	Get memorials.	No	GOV	ENS
0151	Nature trail down Riverwalk and end up with aquarium.	Draws outsiders.	Get grants.	Money. Lack of support.	Get a civic organization involved and team with research at NMSU plant life.	No	QOL	GOV
0152	Bike trail down by river.	Time and effort to do it. Keeps bike separate from walkers.	Set aside land.	Hard work and land.	Already a trail for walkers, need bike riders separate.	Not sure.	QOL	GOV
0153	Expand Riverwalk to wild cat bluff to the north.	Nice trail. Enhance our town, we have a hidden oasis.	Expand lighting.	Lack of money.	More walks, more lighting.	Already in works.	QOL	GOV
0154	Dog park to walk dogs.	Area to allow dogs to be.	Designated land.	The willingness to proceed ahead.	Lack of land.	None that I'm aware.	INF	QOL
0155	Stop so many mobile homes.	Better zoning.	Stop them by making an ordinance - put in one area and out of town - mobile home park.	Ordinance - diminishes property value having a trailer by your home.	Enforce a law.	No - they are all over town.	GOV	INF
0156	Expand city limits.	Area would be city not county.	City council.	Maybe lack of water.	We would have more residents.	No/not in years.	GOV	ENS
0157	A bicycle/walking path connecting the city areas to downtown/etc.	Health benefits, save gas and more walking in Carlsbad.	Path needs to be added along existing sidewalks for bicycles and walking.	Traffic is not conducive as it exists now.	Assign a committee to work out details.	Never been tried before that I know of.	GOV	INF
0158	Expand the river area for recreation and go further down the river - go further now.	Draws all shorts of people. Great nature hike. Good community. We have one asset that no other community has.	Sippin dots/permanent vendors. Need positive vendors. Plant more trees, do as a living memorial and add plaques.	Lack of participation. Expand tennis courts - bring in more tournaments.	People like the beach and Riverwalk. Needs to expand to draw more into community.	Already in works.	QOL	GOV
0159	More trees on Riverwalk.	Nice shaded area.	Get memorial donors and add plaques.	None.	Publicity and service organizations to do as project.	Yes - I know Rotary did trees years ago.	QOL	GOV
0160	Better entrance and welcome to Carlsbad. Flume is only big welcome.	A better welcome when you arrive into town.	Community and civic organization support.	Lack of city employees clean up the weeds.	The determination to get it done.	The flume and a sign - need more - look at Artesia.	GOV	INF
0161	Move railway switch yards far out of town.	With the current location, there is no opportunity for expansion of the city to the east.	Considerable negotiations with city and railroads. Money to make it happen.	Change is difficult, especially if money is concerned.		No	INF	GOV
0162	Develop a free training course for all service workers (waiters, waitresses, cashiers, shop clerks, etc.) to teach them how to interact with customers without patronizing the customers.	Impress visitors to Carlsbad with the friendliness and helpfulness of service personnel and with their knowledge of Carlsbad attractions. Teach service personnel to be friendly without being familiar.	Chamber of Commerce or Carlsbad Department of Development should develop training for service personnel that teaches the service personnel how to interact with customers/tourists. The training should also cover how service personnel can direct visitors to Carlsbad attractions.	Time and money.	Volunteers to assist in developing the training.	Yes, when I moved here 26 years ago the City had training courses for service personnel.	QOL	ECD
0163	Reduce radio bass noise level, have decent dress code rule, wear pants or clothes at waist, not down almost to knees.	Bass) This noise is deterrent to destruction of structural buildings and harmful to public health, Dress Code) This is considered indecent exposure.	Enforcement, warning #1 \$500.00 fine #2 Confiscation 6 months, #3 Driver's license, #4 For 6 months. (Bass) (Dress Code, \$50.00 fine, class on how to dress in public.	Should be no obstacles, just to have common sense and self respect, and respect for others.		This has been done in some other cities and states. Announcement, newspaper, radio, TV. Has been a success in most cases.	QOL	GOV
0164	Replace concrete benches on the Riverwalk with contoured wood or recycled material benches.	The concrete benches are very uncomfortable and seldom used. They should encourage people to sit and enjoy the park and the river.	Approval of City Council. There should be no cost as they are donated.	Resistance to change, more maintenance but well worth the effort.	Allow public to donate the benches with plaque in their name or in memory of someone.	Every public that I have enjoyed has places for people to sit and relax and enjoy the natural beauty of the park.	QOL	GOV
0165	Dog park by the Pecos River supported by the city of Carlsbad.	Need a place for dogs to play by the Pecos River legally.	There is a park already at the Flume that would make a great dog park.	It just needs to be designated a dog park and advertised as such.		I don't know.	INF	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0166	Add a night driving range (golf) and an <u>upscale</u> miniature golf course close to the existing municipal course.	This would be a great recreation draw for all ages; also locals and tourists and the surrounding communities.	Purchase land close to existing golf course and get the city and private investors to work together. Not sure this idea could be done by the city. Perhaps partner with private business?	Financial backing and acquisition of the land.	See what interest is out there and brainstorm with others to get it done.	No.	INF	QOL
0167	Build a second story on the golf course pro shop for a restaurant overlooking the river.	A unique place to dine with a view of the river. It would draw locals, tourists and surrounding communities.	Financial backing and cooperation with the city.	Cost.		No	INF	QOL
0168	Work with railroad and put enclosed cage on walkway across trestle.	Connect the walkway - enjoyable walk over the river.	Permission from the railroad and funds to build it.	See above.		No	INF	GOV
0169	Bring back the rocket slide.	The rocket slide was a great place and I think everyone has memories of it.	We need to find a safer way to bring it back.	Yes, making the playground safe.	We have to shop around.	Maybe, but we can try again.	INF	GOV
0170	My improvement idea is: Community Emergency Planning that can be used to increase a community level of preparedness.–Address all hazards to which the community is exposed. Plans for floods, tornado toxic chemical etc.– Seek participation from different organization.– I feel the city, county, state and schools should have training for their employees in case of a disaster. Especially since they deal with the public.– We need a siren or something to warn the community in case of a natural disaster.	Safety and could save lives.	Get the community involved.	No.	Get organization involved to help with the funding.	Unknown.	GOV	
0171	Hopefully, the city fathers will make a project of the installation of street signs so people who aren't natives can find out how to know where they are and where they are going. A regulation to make house and business numbers be installed. Street cameras installed at Riverside and Canal to discourage the running of lights and thus reduce casualties.	People will be able to more successfully use the streets.	City needs to provide signage and installation of street signs.	None that I know of, but I'm sure someone or ones will object.	A little publicity pointing out that new ways of locating places will be more useful.	If so, some group must have stolen or removed street signs.	INF	GOV
0172	We need to advertise more.	If we don't advertise that Carlsbad is getting better, how will people know to join our community.	Advertise!	Maybe hire someone to do this.	The city is going to have make an opportunity and a position for someone can perform this duty.	Don't think so, but we have to try.	ECD	
0173	Somewhere we can take our kids; as in a family. Maybe an arcade or a Chunky Cheese like business.	It will give parents in the community opportunity to do things with the youth.	Someone needs to ask different companies to come to town.	Yes, city council has to approve it. Either build or remodel a place, prefer to remodel.	If we can remodel a building it will be cheaper and make use of a building that is taking up space.	Not to my knowledge.	QOL	ECD
0174	Use the old walking bridge to go from the island to the east side of the river.	Excellent for walkers and open both up for various activities.	City workers take old bridge and put it in place.	Possibly with paddleboats or boat tours.		Yes, in the past the old bridge went from east bank to west bank at a location north of the island.	QOL	GOV
0175	Make everyone keep yards clean. Drive around town and see weeds and even on Canal St terrible!!!	We (tourists) would enjoy coming to a beautiful town but right now Artesia and Roswell are cleaner than we are.	You all need to get stricter rules. Pass by Alvarado St. And see a vacant lot. A fire could start and burn houses by it!	Should not be if you do your part.	Enforce a law to make people clean or pay city to do for a fee.	Don't know. We also need a beautiful sign like Hobbs has - ours is dinky.	GOV	QOL
0176	Work with the people with their properties; like cleaning their yards or fixing fences or just help out.	Will make the people of our town happier and give them something to be proud of.	Need to sit down and figure out what kind of jobs the city will help with and not help with.	Yes, the city has limited staff.	To make this work the city can work with local handymen around town and help pay to make the community better.	No clue.	GOV	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0177	First Issue - Make the town clean up trash. Old, vacant buildings and debris. We are a tourist town and it must look good enough for tourists to stop and stay awhile. To add more entertainment at the beach area, like a water park, craft fair. Art fair in front of library annex.	To draw tourists to come and stay. More citizens to come out to events. The Farmer's Market is an ideal event.	Bring together the arts, music, photos/paintings, activities by teens for teens. Neighborhood fairs or competition in the surrounding parks.	People to make the decisions and getting the enthusiasm to make it happen. Must first clean up the south end of town.	Make volunteering more attractive with rewards such as pins, certificates, etc.	No have only resided here four years. With centennial coming up next year we need to showcase Carlsbad and that requires physical work and lots of paint. It must <u>be done!!</u> We are not a clean and neat community.	GOV	QOL
0178	To add more entertainment at the beach area, like a water park, craft fair. Art fair in front of library annex.	To draw tourists to come and stay. More citizens to come out to events. The Farmer's Market is an ideal event.	Bring together the arts, music, photos/paintings, activities by teens for teens. Neighborhood fairs or competition in the surrounding parks.	People to make the decisions and getting the enthusiasm to make it happen.	Make volunteering more attractive with rewards such as pins, certificates, etc.	No have only resided here four years. With centennial coming up next year we need to showcase Carlsbad and that requires physical work and lots of paint. It must <u>be done!!</u> We are not a clean and neat community.	GOV	QOL
0179	Re-vitalize Canyon Street.	Shopping district downtown could be a "destination" for tourists - economic development.	A lot of dedicated people, coordinated effort. This would be a private/public partnership. The goal might be more foot traffic between Greene and Mermod.	Yes, \$		Silver City downtown is a good model. They (the city?) offered "consulting" about how to redesign (shape, color, function) streetfront/storefront to make a colorful cohesive street.	ECD	GOV

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary ENS	Secondary GOV
0180	Complete study of what population, industry numbers and types our available natural resources will reasonably accommodate in the future instead of targeting 50,000.	Knowledge of potable water availability in the foreseeable future will allow us to plan for achievable and supportable population numbers, and the types of business or industry, recreation or retirement interests to seek for the SE Eddy County, Carlsbad areas.	Evaluation of potable aquifer volumes in both the Capitan and Double Eagle systems and potential aquifer in Hope area, to determine what population and business types they can support in the foreseeable future, under existing drought conditions, as they are the conditions most prevalent in the historic past. Evaluate what types of businesses and industry we want in this area in the future, and their water, power and land base needs will be. Determine whether we wish to have some of our regional land base used for renewable energy production sources such as Solar Arrays or Wind Generator Farms. Determine how our existing recreational land base, for hunting, fishing, tourism, winter visitors, golfing, mild climate in winter, wildlife watching, caving, hiking etc. and how much of this land base we are willing to dedicate to future developmental and population needs land base we are willing to dedicate to future developmental and population needs	We have already exceeded our allowable potable water rights in the Capitan aquifer on at least two occasions, and we do not know how much water can be reasonably produced from the Double Eagle field and potentially other rights we own in the Ogallala aquifer, likely not enough to serve a population of 50,000 and extensive new businesses without acquiring substantial additional rights. Test wells need to be drilled on our rights in the Ogallala to see what capacity is available. Bringing in new, larger business for the populous is in part due to our higher earning power in Eddy County, mostly as a result of WIPP and Oil and Gas businesses. Currently WIPP has a shortened lifespan with no promise of extension due to an increased nuclear energy mission, while Oil and Gas production also has a finite lifespan based on public consumption and exhaustion of available mineable resources.				
0181	To assist in tourism and winter visitation and possibly even summer visitation - A fully equipped up scale RV and Mobile Home park	Many people are full time RV'ers with very expensive rigs and expansive pocket books, and they like to travel to places where they can have a safe, enjoyable and full service park, attractive and with amenities like pool, indoor and outdoor, spa, recreation facility, exercise room, controlled access to spend several weeks or months a year. They would bring their assets, including possible volunteer time, to our community.					ECD	

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0182	Examine our streets and determine which could safely handle bike lanes, possibly Riverside, Orchard Lane, Guadalupe as examples to encourage more safe biking routes within Carlsbad						QOL	
0183	Implement year round water conservation practices and codes for the city and the county so that people develop better water utilization policies within their homes and businesses. We have only so much water and we should not allow the maximum utilization of available water if it is unnecessary.		Do not use potable water from our systems for saline water production, instead require industries to utilize the extensive saline aquifers available for this purposes and process that water to reach the desired salinity for their purposes. Implement and enforce reasonable ordinances that would require water saving devices in all new and retrofitted facilities and homes, efficient lawn and garden watering programs, encourage water efficient businesses to come, enforce these practices. Move forward with planning and implementation of maximum utilization of our processed/reclaimed sewage water for cemeteries, additional parks, non potable water business water needs, etc.				ENS	GOV
0184	Examine our Airport facilities and determine how we might better fully utilize, encourage more travel in and out, and provide other air related business opportunities on the property.						GOV	ECD
0185	Focus more attention on development of the north side of town. Build upon the location of Lowes to spin off restaurants and other businesses.	Would help bring in visitors from Artesia and surrounding towns to promote economic growth.	Change in focus areas for development.	Current focus seems to be based on Walmart and surroundings.			ECD	INF
0186	Build a water park in or close to the Cascades or river.	Help draw attention to our beautiful river and natural resources.	City and private investor co-operation.	\$			ECD	QOL
0187	Clean all the gum up from the sidewalks and parking lots on a regular basis. Studies have shown that people are less likely to litter if an area is clean.	An appealing, clean community.	Business owners need to take responsibility for the exterior of their store and not just the interior. They would never tolerate gum on the floors why do they tolerate gum and trash on the sidewalks outside the store.	Changing peoples attitudes toward ownership of the parking lots and sidewalks.	Advertising campaigns such as the "Toss no Mas" campaign to stop people from littering.	No.	QOL	
0188	To install outdoor lighting at the hockey rink/indoor soccer facility at the recreation center near the skate park.	This will benefit the community by improving the quality of life of sports enthusiasts by allowing games after dark (winter short days & summer during reasonable temperatures).	The procurement and installation of outdoor lighting at the facility.	Funding for both the initial installation and electrical use of the facility may be obstacles.	Fundraising, budgeting, and possibly looking at other alternatives like using old baseball field lights that are not longer in use.	I believe this was/may still be in works during the initial construction of the facility. It has not been successful to this point.	INF	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0189	Add an interactive map similar to the one for the Brine Well to the city's website to show alternative routes around the construction zones.	Visitors and residents could consult the map before traveling through the city to avoid construction areas and traffic jams.	City webmaster needs to develop a construction page with an interactive map and keep it updated as construction zones change.	Webmaster's time to develop and maintain the webpage.	City administrator making time available for the webmaster to do the work.	Yes, the website has a current construction report but it does not appear to be current and there are no maps.	INF	QOL
0190	Repair the many "bumps" in our streets.	Easier driving for our citizens and more appealing to visitors.	The city needs to "get on the ball".	Getting the city to take action.	Pressure the mayor and the city council members.	Unknown.	INF	GOV
0191	More entry level jobs for college graduates.	Young families return to Carlsbad.	Recruit more businesses/industry to Carlsbad.	Not having an established workforce.			ECD	
0192	Have some version of a coherent plan for road construction in the city.	Local businesses would not be damaged or destroyed by the completely irresponsible tearing up of streets.	A new city manager who will give some thought to construction projects and their effects.	Current city planners.	Make changes in the management of the city planning.	It is only logical.	INF	GOV
0193	Promote a variety of restaurants.	More choices for residents as well as visitors.	Committee to contact franchises about the possibility of coming to Carlsbad.	Population - some restaurants that are desirable do not want to come to a town under 50,000.	?	I don't know.	QOL	ECD
0194	Beautify the city.		Paint houses in need. Clean the many empty parcels (lots) and get people to clean their yards, driveways, etc.		Motivate our citizens to take pride of their surroundings.	Yes - not successful.	QOL	GOV
0195	Activate the senior citizens at the community center with events such as chess, pool, games, bingo, etc.	There will be a better relationship amongst senior citizens.	Encouragement by senior citizen memberships.	None.	See above.	Unknown.	QOL	GOV
0196	Bring back Blades skating rink. Many teens and adults want it back or something like it.	Provide a clean, safe, drug-free zone for children and young adults to have fun. Also in the winter it provides a place indoors to play.	Clean up the building, and get community support.	Lack of fund and interest from the community.	Advertisements, fund raisers.	Do not know.	QOL	ECD
0197	Gas in Carlsbad is a rip-off. Tourists stay away. <u>Need competition</u> . Bring prices down.	Prices and service improve - tourists stay longer, natives save money - happier.	More competitive businesses. Drop the good ol boy syndrome.	Yeah! Greed.	Gas war, invite other companies to sell gas here.	Not really. Too tight knit greedy people	ECD	QOL
0198	Have restaurants stay open past 8 p.m. especially during hot weather and weekends.	Tourists and natives would feel better about town.	People who manage restaurants need to realize benefits.	Mindset.	Encourage restaurants to stay open.	No.	QOL	
0199	Improve children's park safety, lighting, signs, police patrol.	Kids (little ones) would be protected from teenagers who use park for sexual recreation.	(See above.) Quality of life improvement.	Teenagers could sabotage park usage further.	See above.	New problem.	QOL	GOV
0200	Regulate parking better along Johnson Street in front of Riverside school.	Primary, improve safety of the children attending Riverside school. Secondary, improve traffic flow.	Paint curbs, put in more signs, enforce current traffic laws.	Someone taking the initiative to get it done.	Paint curbs, put in more signs, enforce current traffic laws.	Do not know.	QOL	GOV
0201	Make an underpass for the railroad problem that is caused on a daily basis, traffic stoppage.	Better traffic movement, less emergency causing stoppage.	Dig a ditch and pave it at strategic crossings.	\$, railroad needs to put some \$ into this.	\$, railroad needs to put some \$ into this.	Money was used elsewhere, legal?	INF	QOL
0202	Signs for city - tourist going through Carlsbad don't know we have a river park and a beach area.	Tourists touring the town and spending \$ - staying longer and quality of life.	City investment and city requirements of businesses.	\$(cost) attitude. There is no master plan.	Study the signage in progressive cities (California?).	No. Covenants need to be changed and enforced.	ECD	INF
0203	City landscaping - cityscape is boring, uninviting, dreary, (River and businesses) especially entrances to city, looks like strip town.	Community pride, tourist traffic, jobs, \$, better quality of life.	Investment by city, convincing businesses.	\$ and mindset - lack of creativity and energy.	Convince businesses. Have businessmen visit other cities, have civil engineers make landscaping presentations.	Very little, towns looks barren not organic. Cottonwoods have not been replaced, too much concrete.	INF	ECD
0204	Put turn lanes where there is turn lights up; ADA compatible.	More ADA compatibility for handicapped and everyone.	Put turn lanes where there is turn lights up; ADA compatible.				INF	GOV
0205	My improvement idea is to have more family friendly activities, i.e. restaurants, amusement parks, the drive-in, etc.	So our next generation will have pride in our community and not want to get out of town as soon as graduation.	More investment and pride in our community.	Investors.	Make the city more inviting to new businesses, don't be afraid of competition.		ECD	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0206	Get a newspaper that is good and less expensive ads. It's a shameful rag.	Informed, objective citizens!	"Replace" admin. who knows what an objective paper is composed of. I know it's not possible.				ECD	
0207	Greenery and plantings around town, trash pick up i.e.. Make the town "pritty"! Vibrant, healthy-looking.	Retirees and residents alike will want to be and stay in this town. If it is drab and dirty who wants to be in a weed filled town.	City communication to citizens, businesses and their own planning committees.	Mostly \$ and attitudes.	Legal enforcement of trash laws. New funding for landscaping. Flowers at river??	Some benches at river. Still going?	QOL	
0208	A city swimming pool. The beach is not the same or adequate.	Obvious.	Capital development.	Money/no desire to help kids in our town.	Partner and civic groups.	It has not.	QOL	INF
0209	Eliminate the ground squirrels at the beach. They carry diseases and may bite kids. Enforce "no dogs" rules.	Cleaner and more secure town/tourist attractions.	Not much. Get city crews working.				GOV	QOL
0210	Curtail the loose and blowing trash - plastic bags.	A cleaner look to the city.	More trash containers which will hold loose trash not bothered by winds. Education of people who are too lazy to properly dispose garbage.	Locations must be such as not to show garbage dumps.	Seek appropriate locations for collection. Enforce ordinances for illegal/careless dumping.	Unknown.	QOL	EDU
0211	Brighter lighting along river park. People get scared after sunset (go home). We need more activity at river after dark.	Community cohesiveness, activity for tourists and citizens, cut down on crime - improve quality of life.	More lights installation.	\$	Suggest to city to increase wiring and lights in certain areas.	No enough.	INF	QOL
0212	Trash receptacles and more clean up campaigns. (Probably sponsored by big box stores!)	Cleaner community. People coming into city constantly complain that the whole city is trashy. Improve quality of life.	Law enforcement increase of trash laws.	The usual community reticence.	Public campaign.	Some.	QOL	GOV
0213	More art displays in city streets and parks.	Quality of life; attractive city brings more tourists, more motel/restaurant income, jobs.	Grants, benefactors for art patronage.	Lack of people who see the value of art in public places.	Public education. Grant writing.	Sporadically.	QOL	INF
0214	Find jobs for unemployed; create jobs with city projects.	Get people off welfare, less crime, attract people from other cities.	Grant writers, find investors.	\$, naysayers.	Even at minimum wage, people need jobs.		ECD	QOL
0215	Develop the river more! We need more restaurants, park, shops, etc. along the river.	Economic development and improved quality of life.	Money!	Zoning, property, development.	City must get behind it and provide funding and zoning changing.	Never been tried.	ECD	
0216	Prescription Trails Project (prescriptiontrails.nm.org)	Promote use of community resources, promote healthy living and active lifestyle.	- Community support - Volunteers to find trails suited for program/evaluate those trails - Funds to print materials - Coordination with other successful communities where this is implemented - Las Cruces, Roswell	- Funds to print materials - Community support to make use of project - Volunteers	Financial support from stakeholders - hospitals, gym/fitness centers, doctor's offices	Unknown.	QOL	
0217	A dog park.	Improve health for both dog and owner, social networking, meet others who share same interests.	Use the old school yard on Halagueno - it's already fenced in; or find another location with ample space to fence in.	Will the school be used in the future? What other areas in Carlsbad are there that can be fenced in and converted to a dog park?	Meet with the school district an/or city about land area and if the city would be able to maintain it; water grass, mow the lawn, etc.	I don't know.	INF	QOL
0218	Consciously plan to move industry away from the river (to airport park) to open up prime real estate for restaurants, shopping, etc.	Tourism, pretty location for desired businesses, more environmentally friendly businesses near one of Carlsbad's best resources.	City has to make moving feasible and desirable to businesses by offering alternate land, fund, etc.	Change in future master planning ideas, funds for alternative land, marketing of river area, (like Cascades but on a larger scale), grand scale.	A master planning conceptual model, buy in from CDOD and city.	Not sure - don't think it has been tried.	ECD	INF
0219	Be responsible to clean and improve your individual businesses - grounds and buildings. Work together like everyone does on the river playground.	A combined effort improves the whole.	Everyone being on board - helping each other?		Advertise. Ask for help. Coordinate.		QOL	

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0220	Put in sidewalks on Center Avenue in Hall Addition from Canal to Courtline.	Primarily safety, pedestrians must walk on the street or in the rocks and weeds on the side. Create sense of community. Are able to easily walk in their neighborhood, to visit neighbors, do business on Canal St. many elderly are restricted to their homes because it limits. It is an accident waiting to happen.	Funding and approval by city council.	Should be none except being a top priority.	Community support in cooperation with city.	Sidewalks contribute to safety and a sense of community and civic pride.	INF	GOV
0221	River usage - Recreation - Group activities - Boat races - Radio controlled planes - Raft races - Fishing derbies Swim races - Kit flying contests - Family activities, potato races, face painting, athletic contests - Art shows - Craft shows - Car, motorcycles show - Cooking contest - Concerts and bandshells - Golf tourneys - Tennis tourneys - Cultural presentations - Animal shows - Cross-country races - Triathlon - More national celebrations at beach park, X-mas, Easter, Veterans, memorial, July 4, etc.	Bring community together; community pride, tourist attractions = \$, hotel rental increase :)	Planning, coordination (city-employed); help by hotels.	Mindset of community.	Propaganda.	To some degree but needs energizing and coordination from recreation coordinator.	QOL	ECD
0222	River usage - development: restaurants, kiosks for food and drink at beach or along river (examples) ice cream stand, hot dog stand, burger stand, sandwich stand, yogurt stand, fry bread stand, funnel cake, stand, vending machines kiddie rides civic celebrations like: firemen, soldiers, medics, vets, police	Community inspiration, tourist attractions, quality of life.	City officials buy-in.	Finances, coordination.	Hire city activity/recreation coordinator.	In prices	ECD	QOL
0223	Ensure that the goal of the Mayor (50,000) by 2035 is shared by other economic development organizations in Carlsbad - Align everyone's goals and expectations.	Alignment of economic development organizations with the published and advertised goal of the Mayor's initiative is essential to success.	Training and buy in to the goal.	The Director of the Small Business Development Center for Carlsbad was quoted in the Current Argus as being satisfied with a 0.2% annual population growth, and "we cannot handle a lot more, really". This appears to contradict the Mayor's stated goal.	Training and buy in of all city organizations.		GOV	ECD
0224	Hire a Public Information Officer (PIO)	Better Communications between the City and its citizens.	Set a job description and scope of work. Hire a trained and qualified candidate.	No.		Everywhere else, but not here in Carlsbad. Major cities have them.	GOV	
0225	An overpass to prevent people from being stuck behind a train on Muscatel street. Or an ordinance to move the train yard outside of town, where it will drivers will not be affected.	It will allow citizens and visitors an opportunity to get to places such as the municipal golf course, rec center and project playground. The train also prevents residents from getting to their homes.	Either move the train yard outside of town, where they can switch train cars at their own leisure, preventing drivers from getting places. Or build an overpass on top of the railway crossing.	An overpass would be expensive. But an ordinance that moves the yard outside of town would not cost anything.	Moving the train car switching out of town.	I don't know.	INF	GOV
0226	Tear down and remove the abandoned buildings in town thus making land available for commercial/housing development.	The benefit is to sell such land to new developers and commercial enterprises (businesses.)	Owners of land on which abandoned buildings exist will need to agree and funding is needed to tear down and remove the abandoned buildings.	Yes - owners may not agree and, a due diligence is needed to identify and safety remove hazardous materials which may be on or under the land.	The city should use the \$8M of DOE (taxpayer) money which it receives yearly to carry out this cleanup work. The buildings do not meet current codes.	The Beautification Committee has had some abandoned buildings torn down and removed but they had little funding with which to work.	INF	GOV

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0227	To bring new and different types of businesses into town.	Bring in income for both the employees and the businesses. Maybe more people would be willing to spend their money in the community.	A mayor and city council willing to bring new business and will to take a chance on them.	Only certain people in Carlsbad bring in new business if they compete with their own business then they don't let them in. A little competition is good for the community.	Business that deal with having more of our youths working and being successful .	Probably not, it is a good old boy mentality in this town.	ECD	GOV
0228	Establish a littering officer within the Carlsbad Police Department dedicated to citing litterers.	A cleaner community.	Fines go directly to the CPD litter fund to support the officer.	Initial funding to hire an officer and purchase a vehicle to get the program started.	Grants?	I don't know.	GOV	
0229	The City of Carlsbad needs to begin working with the Bureau of Land Management (BLM) to acquire some additional land on the north/northwest side of the city. As things currently sit, there is not much land available to allow for additional growth and economic development in that direction.	This would benefit the community by allowing for additional growth and economic development activities at both ends of town. Additionally, it has the potential to attract some business from nearby Artesia. While Roswell takes advantage of Artesia's population base, it is conceivable that if a company was not already located in Roswell, Carlsbad could use Artesia's population. This would aid the city in attracting additional restaurants and retail business to the area.	The city needs to begin discussions with BLM regarding the potential for acquiring additional land north/northwest of Carlsbad. This could also require the city identifying some potential land that could be offered in a land swap or identifying other mechanisms to accomplish this task.	The obstacles associated with this project could include the potential for local farmers/ranchers to object to the loss of grazing land. Additionally some individuals may not like the idea of being annexed into the city.	It would be important to begin communicating this concept to the public at an early stage. It is also important to get local elected officials (representatives/senators) involved early. This idea has the potential to become extremely political and it might be necessary to involve these individuals in discussions with the BLM.	It is my understanding that Farmington, NM has been successful at accomplishing this for expansion and economic development.	GOV	ECD
0230	Have more department stores in the Carlsbad Mall. Keep our money in Carlsbad, rather than giving it to other states.	More money; more jobs; population growth; Carlsbad will again become an attraction to tourists.	Stop letting our local business makers put a block on bringing more businesses to our town and keeping our economy from growing.	Not really. The community just needs to ban together and decide whether we want our community/economy to grow or not - like it used to be.	Bring in popular department stores and restaurants to our mall. (We have a start with the two new hotels built and the IHops being built right now.)	Some new businesses have been proposed, but because of some local business men blocking them from coming here, the plan has failed.	ECD	
0231	Clean-up Carlsbad with nice walkways along the major streets like they have done in Hobbs, NM.	Make the city of thing of practical low-maintenance beauty along the major through streets.	Create a future vision, determine the most travelled pathways through town, allot a budget, project a schedule for improvements over 5, 10 & 20 years.	A culture of "just good enough," and budget.	Market it. Make Carlsbad more walkable, bikeable, and likeable.	Look at the main thoroughfares in Hobbs. They were ugly twenty years ago. Now they are nice!	GOV	ECD
0232	More stores for jobs, more entertainment for adults and young people and more places to eat not fast food. Need a casino. The city should have a list of honest contractors or handy men that they know will do a good job and not take advantage of the elderly or single women or people who are illiterate. Also have someone over this. Everyone trusts Jim Granter and I feel he will be perfect for the job. I'm tired of being taken advantage of.	Bring more jobs, more money for the city. Will keep people from going to Hobbs and Ruidoso to gamble.	Cooperation from the city council, mayor.	Try - call Hobbs city mayor check how the casino has helped the city.	See above.	No	GOV	ECD
0233	Can you put a map in the paper showing where the orange barrels are? So people can see what route to go and when orange barrels are removed.	Make route easier to a certain destination.	Map in paper.	Put map in paper.	No		GOV	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0234	I suggest the dumpsters need to be either replaced or retro-fitted with lids designed to stay closed in high winds.	Carlsbad offers excellent trash pick up services, but I've noticed that in the (many) strong winds we have here, the lids of most dumpsters blow open and trash blows out. Even though most people are conscientious about putting their trash into the available dumpsters, high winds defeat that mark of good citizenship.	It's discouraging to see all the plastic bags and other trash blowing. It blows into the park and the Pecos River, both otherwise beautiful attractions for Carlsbad.				GOV	ENS
0235	Invite a quality Italian restaurant to locate here (like Olive Garden) (or even Piccolinos) (or Macaroni Grill).	Even though Carlsbad is a "destination" city for tourists from all over the world, we don't have many quality (or affordable) restaurants, and many are not open on weekends.	The Chamber of Commerce or city officials need to contact the national offices.	We may seem too remotely located for corporate offices to consider because they many not know how many tourists come.	The former Miller and Sons (former Pasta Café) building is for sale and would be ideal for a well managed Italian restaurant.	The Pasta Café was superb and popular at first, but management failed. Miller and Sons wasn't quality from the start, and too costly.	ECD	QOL
0236	Have owners of derelict buildings improve them or tear them down.	These are unsightly and fire hazards.	If the owners refuse to renovate or clean up their property, the city should tear down the buildings and confiscate the land.	Lethargy, or lack of vision.	Creating eyesores or causing messes should be made public, and meet with strong disapproval.	Switzerland is a good example.	INF	GOV
0237	Create an anti-billboard ordinance along the approaches to Carlsbad.	An attractive and beautiful city welcomes tourists and new residents.	People need to be more aware that making a mess is unhealthy and unpopular.		Maybe publishing names of offenders.		GOV	
0238	Better street signs, weed control, trash control.	Looking good clean friendly, homey. People will like to visit or stay.	Put the highway beautification program back on streets of Carlsbad. Public works.	Make it work. We used to have it, get it back. Crew would pick up trash on main roads, cut grass, weeds.	Make a crew of maybe eight employees and one supervisor. Use them like seasonal labor with chances to move up.	Yes, I was one of them. I started as seasonal, moved up, been with city for 20 years.	GOV	INF
0239	City landscaping (especially medians and roadsides) should be low-water desert-friendly (hopefully native) plants.	Less water usage, less loss due to frost/heat. More "in tune" with our surroundings.	Don't tear anything living out but do new landscaping or plant replacement in a xeriscape style.	Palm trees, Kentucky bluegrass.		Tucson, AZ did the switch over in the 1990s - it is one of the lowest per capita water usage town in USA.	ENS	GOV
0240	Carlsbad needs more industry brought in.	More employment.					ECD	
0241	More restaurant chains allowed to come to our city. More entertainment for seniors, teens, and all ages.	Would mean more jobs for all ages that are looking for work. Also we wouldn't go out of town for entertainment and different places to eat.	City to allow it to happen.	I don't know who in the city won't allow this to happen.			ECD	QOL
0242	Need water park, public swimming pool.	People from out of town that go to Caverns, softball games will stay longer and enjoy water park.	Fine investors.	Unknown.	Try hard.	No, just talk about it.	INF	ECD
0243	Building code enforcement. There is no modern cohesive plan to buildings in Carlsbad.	Looks like a strip town. We need a more neighborly looking town.	More activities at parks; more requirements of business to develop decorative fronts, ugly downtown and main thoroughfares.	Businesses who can't/won't change.	Educate the townspeople, businesses. Code enforcement. Communicate with city government re. ideas.	Limited with obvious few changes.	GOV	INF
0244	City entrances improvement, plantings, greenery (no more cacti!!).	Quality of life. Welcome visitors, less trash, cooler temperatures.	Plant tree and green lawns along entries to city. Volunteers.	Water, use effluent water.	Recruit organizations to help. Coordination by city planners, get a planning committee!	Small scale. No more palms! They're not hardy and freeze.	QOL	
0245	Bring more restaurants that stay open past eight p.m., are open on weekends; serve "slow" food, quality.	Improve tourism criticism, improve quality of life.	Disband gas price gouging; loosen zoning, recruit investors, limit local \$ monopolies on tourist places.	See above, "good ole boy" system.	See above.	Nope.	ECD	QOL
0246	Less stop signs for control of neighborhood speeders - give more speeding tickets in residential areas.	More money in coffers, easier traffic flow.	Very little.	City Hall.	See above.	?	GOV	INF

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0247	Stop unlawful, unethical activities by city government. X-mas on courthouse lawn and prayer at city council meetings!	Unification of city residents. Keep law suit money for city government activities.	People get educated. Lawsuit?	Closed minds.	Approach city attorney with request for ACLU action.	Yes, they put Mickey Mouse in nativity scene. Not right spirit - either of constitution or Christmas.	GOV	
0248	Clean trash (lots, streets, etc.).	Community pride, energize, retain tourists, grow city.	Plan, fund, critique, refine - Communicate!	Mentality of citizens, politicians, priorities, economy.	Code enforcement - Fines! Community participation/involvement, commitment from "doers".	Partly - but projects languish because process has stopped.	QOL	
0249	Greenscape on major streets.	Community pride, energize, retain tourists, grow city.	Plan, fund, critique, refine - Communicate!	Mentality of citizens, politicians, priorities, economy.	Code enforcement - Fines! Community participation/involvement, commitment from "doers".	Partly - but projects languish because process has stopped.	ENS	QOL
0250	Increase parks/beach usage.	Community pride, energize, retain tourists, grow city.	Plan, fund, critique, refine - Communicate!	Mentality of citizens, politicians, priorities, economy.	Code enforcement - Fines! Community participation/involvement, commitment from "doers".	Partly - but projects languish because process has stopped.	ECD	
0251	Infill empty lots - downtown revitalize.	Community pride, energize, retain tourists, grow city.	Plan, fund, critique, refine - Communicate!	Mentality of citizens, politicians, priorities, economy.	Code enforcement - Fines! Community participation/involvement, commitment from "doers".	Partly - but projects languish because process has stopped.	ECD	INF
0252	Emergency or early warning system sirens; akin to tornado sirens in Texas.	Emergency preparedness - Early warning for fires, flooding, natural disasters or other emergencies, increased awareness, less panic.	Needs to be an agreement between city/county for who has authority to use and when. Poles with sirens need to be erected throughout town and surrounding areas. Would be even nicer if towers were made to look like objects/sculpture/art.	Town decides idea is no good. Funding and resources for sirens, etc. Deciding how far apart (every two miles or so) to place poles. Also since there are deaf people in town - towers should have flashing lights also.	Fundraising and increased community support. Grantwriting for funding from Homeland Security. Recycling old telephone poles, concrete products donated by businesses.	Don't know	GOV	
0253	A dog park.	A dog park gives people and their dogs a place to relax, play, interact with others and have fun.	Identify a location, set aside money, develop the park, and advertise its operation.	Finances.	Plan ahead, enlist volunteers, dedicate funds for construction and operation.	It has never been tried in Carlsbad. Dog parks are very successful in other communities.	INF	QOL
0254	Use the bat theme everywhere in Carlsbad like Roswell uses the alien theme. Why not put bats on Walmart?						ECD	QOL
0255	We need some new sit down restaurants here. Open weekends, also.	People get tired of all the fast food places. Also, people would have to go to Artesia, Diamond Steakhouse or Chaos.					GOV	INF
0256	To establish/enforce ordinances regarding overall appearance and status of property.	Overall pleasing aesthetics throughout entire community, decrease in abandoned/dilapidated properties (which can facilitate criminal activity), and possible increase in desirable business space - encouraging local growth.	Establish guidelines for what is considered acceptable, notify owners who are outside guidelines, provide acceptable and reasonable timeline for compliance and consequences for noncompliance.	Many. Manhours, enforcement, etc.	Offer programs to help owners meet criteria and when necessary propose demolition at little to no-cost for abandoned/non-residential properties.	No.	GOV	INF
0257	Provide/seek funding to increase work/school programs, i.e., homebuilding, and other trades.	Keeps kids involved in real world experience and they learn trades to use.	Enhancement of current programs.	Funding.	Fundraising - public/private.	Yes.	EDU	
0258	I think there should be flights from El Paso and Albuquerque to Carlsbad. Tourists can then rent vehicles (Enterprise) to the Caverns.	Tourists come from all over the world and the USA to visit the Caverns. Surely the can spend more money in the local economy; hotels, car rentals, food.	1. NM Airlines has to resume flights from El Paso to Carlsbad. 2. NM Airlines has to market this route to tourists. 3. Enterprise has to market and provide a package with NM Airlines (Caverns package).	1. The city's inability to bring Enterprise and NM Airlines to the table. 2. The profitability of the venture.	1. Conduct a feasibility study; How many tourists come to the Caverns yearly? How many fly into El Paso to drive to the Caverns? How many drive and fly from Albuquerque?	No.	QOL	ECD
0259	Develop a relational committee type function to interface educators with business representatives to assist both parties understand impact of education in the workplace.	Develop students and teachers understanding of the general business attributes that make better employees.	Interfacing of classroom educators with business representatives.	Volunteer time, cooperation, clarity of expectations.		Only to the level of superintendent attending Chamber of Commerce meetings. This does not address student development.	EDU	ECD
0260	More restaurants - not fast food.	Keep dollars in Carlsbad.					GOV	INF

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
							ECD	EDU
0261	More stores in the area and larger clothing sizes for the bigger people. After school education programs at no cost.	No out of town shopping for larger sizes.		Yes, other stores may not want them to come in.				
0262	More places for kids to go and do things. More, better restaurants. Another movie theater - drive-in.	Yes, doing more and staying out of trouble, more kids to do than drugs.	No, the things that we want, listen to us and do it.	No.	Just get it done.	I don't think so.	ECD	QOL
0263	A program for middle or high school students that are having difficulty with school or home. Example: Big Brother, Big Sister program.	To help children with difficulties to be mentored to.	A program to be established through volunteers.	No.		I don't know.	EDU	GOV
0264	Education: summer school should be free to the students.						EDU	
0265	An adult education program geared towards people out of school 2-3 years.	More well educated adults.	Good program to attract adults back to education.	Good eye-catching advertising.			EDU	
0266	Bring in a Starbucks Coffee.	A place to get alone with a good cup of coffee.	Pitch the idea to Starbucks, show them that a store here can make a profit.	I suppose the couple of other coffee shops in town won't like it, but we've been too protective for too long.	I'll be a customer!	I don't know, but there has been a rumor that a Starbucks is coming to town for several years now.	ECD	
0267	Institute water rationing for lawns <u>before we need to</u> due to low water wells. We are nearly always in a drought.	If people water lawns twice a week for a set time it would be less wasteful. I have seen places where lawns are watered everyday!!	Educate people to be less wasteful of all our resources especially clean water. Also using recycled water for all city, county and state places, parks, and golf courses etc. would be good too!	Primarily public indifference or carelessness. Encourage xeriscape - use of desert plants and grasses that do not need water.	Attend xeriscape workshop at Living Desert State Park Saturday March 26 9:00 a.m. - 3:30 p.m. \$30 includes lunch. Attend spring plant sale at park Saturday and Sunday April 2-3, 2011 9:00 a.m. - 3:30 p.m..		ENS	
0268	Large visible signs on not being careless with flammable objects - a city fire would be a disaster!! Make it a crime to throw anything out a vehicle window!						GOV	
0269	Lights on streets, trash use trash cans (get the dump out of town).	Better place to live.	Coming together as a community.	No.		No.	QOL	
0270	Bigger fines if caught using your cell phones while driving through school zones.						GOV	
0271	Improving the recreational center.	If you improve the area and consider holding scheduled activities you can draw the youth of Carlsbad in keeping them off the street and out of trouble.	General improvements on the building, possibly more staff to coach an/or schedule activities.	There is the issue of funds for improving the building.	Fundraisers are an option.	I'm not sure if this has been tried, but seeing as there isn't much to do in town I'm sure it will be successful.	INF	QOL
0272	Make WIPP a national nuclear waste site for private and medical radioactive waste.	Long term, high paying jobs.	Cooperation from Santa Fe, city, county, and state offices and other organizations.	Santa Fe, Fed. Govt.	To make a national waste site that has already so well researched and the remoteness of the area. The gas, oil, and mineral reserves are minimal compare to the long term of jobs and revenue this could create.	No.	GOV	ENS
0273	Establish a "water park" presence in Carlsbad. There is overwhelming public support for this. It doesn't have to be an uninsurable risk type of water park setup, just something to get the ball rolling.	Having "anything waterpark" is going to spread the word, and bring parents and grandparents of bored children from surrounding areas to Carlsbad, NM. The city needs to consider subsidizing or severely offering concessions in this area.	The city can purchase some water gardens and such that shoot water into the air and have various other water features to engage the youth. These water features can be installed at the municipal park beach area and on the south part of town near Walmart.	Insurability and funds to purchase and maintain the water features could be an obstacle. Private donations could work. Also a lack of "risk taking" by city leaders without the appropriate vision could hamper this business generating activity.	Work with insurers to get the price in line with the risk. Increase the knowledge of city leaders so that they understand the revenue generation potential that a few water features would enable. Encourage private investment in water park enterprises.	"Whites city" has some water slides and such, but it is severely unadvertised and I think the owners like it that way. The city should not be in competition with private industry, but something has got to get the ball rolling. Dunagan Associates, Dept. of Dev. had something on paper.	ECD	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0274	Attract businesses to Carlsbad. We thus far just have mainly Walmart, Cato's, and Beall's for shopping and are lacking on restaurants for eating. We need more retail stores.	If you want to draw in tourists you have to give them a reason to want to stay here. And if you want to draw in people to live here you have to give them a reason to stay.	The mall owners need to work with business to rebuild the mall area with "good stores". We once had a decent mall. City council needs to work on drawing in some big restaurants, not fast food.	I am not familiar with the business aspect of it. I know that in the past it has been difficult to get business to move into this area because of the price of rent in the mall area, and I guess demand has been a concern.	Bring back in bigger stores such as Target, Penny's, some clothing stores. Try to bring in restaurants like a steak house, Red Lobster etc.	No not sure.	ECD	
0275	Require garage sale signs to be removed timely, i.e. weekend sales signs must be removed by Monday morning.	Only current info displayed to benefit garage sale shopper. Reduced litter from abandoned signs.	Cooperation from public, perhaps enforcement by city officials.	Lazy people who expect others to clean up behind them. Cost of enforcement.	Volunteers to police neighborhoods and turn in offender addresses.	Don't know	GOV	
0276	Repave N. Canyon St. and N. Halagueno St. ASAP	Much needed improvement to two of the most heavily traveled streets in town	Get after it	Probably the fact that almost all the other streets in town are presently under construction	Kepp after it, hopefully soon those streets will be slated to be improved		INF	GOV
0277	Require removal or opaque covering of all signs still posted at closed businesses.	Cleans up the overall look of the city. Currently, as-is, these signs make our town seem unkempt.	Pass City Ordinance.	No.	None.	No.	QOL	
0278	To make Carlsbad more pedestrian and bicycle friendly.	Safety; improved recreation; less motor traffic; match what other cities are offering.	More than just signage on the roads. Effort to keep cars and dumpsters, e.g., from obstructing sidewalk.	Outdated road/byway designs, e.g. no sidewalks on Orchard Lane.	Requiring builders to provide sidewalks. Need to look at other opportunities to provide walkways.	There have been signs posted - but that's all.	INF	QOL
0279	Redesign Carlsbad as a "model city" for alternative energy. That is, as much as practicable, all electrical consumption in Carlsbad is powered by local alternative energy.	Carlsbad would become independent of the commercial grid. Carlsbad would receive national attention. Energy-related companies would be attracted to Carlsbad.	Designs would have to be completed. Infrastructure would have to be installed. Building-specific solar panels and wind turbines for general use.	Significant up-front expenses.	May want to form a Carlsbad electric cooperative. Maybe electric power could be sold back to the grid.	Maybe in other communities.	ENS	INF
0280	Refurbish the fading C-DOD billboard near Walmart.	The community would have a greater regard for the C-DOD. How can we recruit business to the community with obviously worn advertisement?	Replace the billboard on a regular basis to ensure it look inviting or take it down.	No.	N/A	I don't know.	ECD	
0281	Start a program within the traffic control officers to stop people who are exhibiting safe driving habits (driving at posted speed limits, wearing seat belts, etc.) and give them a certificate or a bumper sticker for making Carlsbad a safer community.	People would have a more positive impression of the Carlsbad police department. Citizens would feel appreciated for complying with the regulations.	Certificates and bumper stickers need to be prepared and given to the traffic control officers.	Police chief, traffic control officers do not agree that this would be a productive use of officer's time.	Buy-in from the police chief and traffic control officers is key to the program being successful.	No, I don't know.	GOV	QOL
0282	Advertise Carlsbad as a "dog-friendly community"	Increased visitation and travel money into the community. Also encourages more retirees to settle in the community.	Off-leash dog park; more walking trails where dogs are allowed; hotels that offer options for overnight stays with dogs; restaurants & cafes with dog-friendly patios.	Encouraging all to clean up after their animals and keep them well-behaved.	Dispensers for "poop-bags" and disposal containers, especially along the river walk.	Successful in other communities	INF	QOL
0283	Homeless shelter primarily for families and individuals new to the area unable to find affordable housing and/or emergency housing for those affected by fire, personal disaster, economic reversal.	Currently, no temporary shelter in our community. Churches have more requests for emergency housing money than we have funds. Studies show shelters cut down on crime and emergency room visits. It is the compassionate thing to do.	Community support for proposal for a temporary shelter, finding a facility, funding, staffing.	Biggest obstacle is funding.	Carlsbad Transitional Housing and Homeless Shelter, Inc. -- a non-profit supported by local churches -is looking at a facility that could be remodeled into a six-room shelter.	Unaware of any attempts in Carlsbad; but a shelter of this kind in Hobbs is working successfully.	QOL	GOV
0284	"First Friday" art, shopping and dining in the downtown area.	Spending more money on local business, building community awareness.	Encouraging downtown shops, restaurants, galleries, Carlsbad Art Museum, etc. to stay open on one Friday evening a month.	Getting people into the downtown area.	Have music or other entertainment on the courthouse lawn. Encourage chamber of commerce business to schedule grand openings or other celebrations on these Friday evenings instead of Friday mornings.	Successful in other communities.	ECD	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary QOL	Secondary ECD
0285	What is the basis for the 50,000 population goal? Has it considered its impacts? We would need to essentially double our roads, utilities, etc. Is the money in place for this? What will it take to get it? More critically, there may not be enough water in the region for that population (more on that in a separate comment).	Establishing that the community can support 50,000 before setting it as a true goal is economically wise, resource prudent, and also considers the quality of life impacts that population doubling would have.	A detailed infrastructure and resource study to determine the true costs and feasibility of such growth. The community also needs to be polled to see if they support this goal and paying for the growth.	Yes, if people reading this think I am against growth. I am against growth that causes more harm than good.	Assuming such growth proves problematic as I suspect, the city should work on growing the quality of the community. I-Hop was recently quoted as moving to Carlsbad, even though the population is lower than they like but because of the higher than normal income. Let's continue to grow economic and life quality.			
0286	Expand effluent water project to all public parks. If the population of this place is to expand to 50K, we will have a severe water shortage. Offer tax incentives for xeriscaping and implement gradual penalties for watered lawns. Also, rather than shooting for growth, let's take care of what we have.	Water conservation benefits should be obvious. The value of doing a better job of maintaining existing facilities and embracing the positive quality of life traits here (low commute times, relatively low cost of living) should also be obvious. There are many ways to continue enjoying a great or better quality of life without filling our town with generic chain outlets.	Offer tax incentives to mom & pop operations that don't exist anywhere else. Teach people entrepreneurial skills and financial literacy beginning in high school so they can make money from other places that comes into our city. Educated people need to lose the "that's below my pay grade" attitude in order to have people in the service industry behave better. Respect breeds respect.	Most would disagree with me that we don't need population growth to improve economic standing or quality of life. We need to change attitudes around xeriscaping.	More outdoor education for children/teens of the rich outdoor resources and experiences available here. Many teens aren't even aware that there are two national parks in close proximity to our town. Many teens aren't aware that there is a waterfall near our town at Sitting Bull Falls.	I don't know	ENS	ECD
0287	Before Carlsbad can plan to grow its population to 50,000, it must demonstrate that its water supplies will be able to feed that population in perpetuity, including during periods at least equal to the most severe drought on record.	The need for a perpetually adequate water supply is obvious. There has been talk that Carlsbad has adequate water, but I've seen no proof. Pump tests in the Capitan and Ogallala aquifers are not proof. They show well productivity but do not measure overall impact on the aquifers.	A groundwater availability model (GAM) is needed for each aquifer. This extensive series of measurements, tests, and modeling of results is necessary to accurately understand the limits of water available in each aquifer so Carlsbad does not demand more water than what is available.	To the best of my knowledge, neither aquifer has no where near the number and distribution of monitoring wells to create an accurate GAM. Substantial funds will be needed to drill, monitor, and study those wells. This is a good thing to do even if the population doesn't grow to 50K for sound knowledge of our water limits.	As the Executive Director of the National Cave and Karst Research Institute, I have the technical resources to develop monitoring wells, an effective GAM, and successful interpretation of the GAM, especially for the complex karst Capitan Aquifer. NCKRI can assist in finding funds to pay for the project.	Yes. GAMs are standard in evaluating groundwater availability in arid and semi-arid areas.	ENS	QOL
0288	Canal south of Mermod looks run down and trashy in several places. In the tradition of community barn-raising, community events can help businesses in that area spruce up their storefronts.	Much of the traffic into Carlsbad is from the caverns, yet visitors are greeted by a trashy and industrial looking area. A community effort to clean-up business store-fronts would make our southern gateway more attractive and welcoming.	The City, Chamber, and/or CDOD should sponsor a series of quarterly events where a business is selected for a spruce-up. The business would provide the supplies and equipment, and the community would provide free labor to clean, paint, repair, etc.	Community willingness and perception of need.	A PR campaign to educate people about the need and excite people to participate. Businesses that want to qualify for sprucing up would need to commit to participate in sprucing up other businesses too.		QOL	INF
0289	Consolidate and/or buried the overhead power and telephone lines along south Canal.	The spiderweb of overhead lines along the south stretch of Canal add to the trashy and industrial look in that area. Reducing or eliminating the number of lines would make our southern gateway more attractive and welcoming.	A plan to consolidate or bury the lines.	Funding is needed.	Businesses in that area may sponsor the project help defray some costs.		INF	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0290	Add trees along the rest of the railway on the east side of Canal. Carlsbad has been identified as an official "Tree City" so this is consistent with that designation.	That south stretch of Canal is trashy and industrial looking on that side of the road. Continuing the line of trees from where they now end near the Stevens Inn would make our southern gateway more attractive and welcoming.	A plan to gather and plant the trees.	Funding is needed.	Volunteers may be willing to help and sponsors may help defray some of the costs.		QOL	
0291	What happened to the city-wide Wi-Fi network that was supposed to be installed in the downtown area several years ago? Did that happen?	Greater ability to connect via laptop or smartphone to the internet in the downtown area.	The network needs to be completed.	Not that I know of.	N/A	It was started but was it ever completed?	INF	QOL
0292	On beautification - There are areas of the city that look "seedy" and part of the problem is over-grown grass, etc.	I think we need a "wow!" factor somewhere in the center of town and/or as you enter the city. Artesia has statues, Roswell has everything referencing the aliens, etc. and we don't capitalize on the Caverns or the river or other assets.	I think the city could do a better job of keeping areas trimmed, etc. Maybe some attractive signs that aren't blocked by weeds or some year-long decorations on Canal St. (I know flower baskets are not too practical for the desert!) like the ones put up for the holidays. Maybe a contest for the most improved business facade on Canal and/or Canyon?	No	N/A	No	QOL	
0293	Shopping- Obviously, a couple nice department stores would be terrific, but I think we could capitalize on the multitude of small gift shops we have.	Canyon St. has all kinds of antique shops, the Artists' Gallery, 'Round the Corner Shoppe (Mermod), etc. and they could become a real tourist attraction if advertised.	Advertisement	No	Advertisement	No	ECD	QOL
0294	Dining - Again, some good restaurants would be great, but we have definitely improved with the addition of Trinity and Stock Exchange! One thing that I don't understand is the fact that most of our restaurants (and many stores) close on weekends - that seems unproductive for a tourist town!						QOL	ECD
0295	I think we could use a nice, classy bar. This will not go over with the Bible-belt, but if we had a place other than the hotels, where people could go after a movie or a concert to have a glass of wine or a drink (or a coke), maybe with light entertainment even,(and folks wouldn't have to worry about a fight breaking out), it could be an attraction for couples and young twenty-types.						QOL	ECD

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0296	Community activities- I'd love to see some community activities that are not red-neck orientated. I know we have to appeal to all, but I think we can spread it out.	This is going to sound elitist and I don't want to, but when a community is known for these activities, then you can't really attract more professional people to the city.	Events such as "Taste of Carlsbad", "Artists in the Park", etc. rather than "Hogfests" and "Tractor Pulls" getting publicity would help.	No.	We need to get some activities that will soften the "North side/South side" attitude that still prevails and divides the city.	N/A	QOL	ECD
0297	Newspaper! - I honestly think that the Current Argus is a detriment to the city. Their constant emphasis on crime makes us look like the Crime Capital of the Southwest.	I really believe that this affects businesses and others from settling in Carlsbad instead of the other area communities.					QOL	ECD
0298	For the city to <u>actually</u> work to bring in new businesses.	Carlsbad needs to grow! Shopping here is a joke!	The DOD to encourage new growth.	The DOD! Lack of follow up by DOD.	Perhaps quarterly meetings for a report on all new business and interested businesses.	In Carlsbad - we do not know. In other states it has worked - along with community organizations.	ECD	
0299	For both parties to be able to vote. Not have to change our party every time.	More Republican votes.	We all need to stand together.	Yes, too many Democrats want it to stay this way.	Get the word out by e-mail, letters, etc.	Not to my knowledge.	GOV	
0300	To bring more businesses to Carlsbad (Hobby Lobby).	The town will grow.	Give an incentive to the companies.	Only monetary.	Perhaps raising money from the town.	No	ECD	
0301	Less government - more private enterprise!!						ECD	GOV
0302	Think before you act!						GOV	ECD
0303	Cleaning Carlsbad/Educated.	Making Carlsbad a better place to live and increase population and to act like humans - treating people like people.	City workers to actually work, not just stand around and act like they are busy; for our police to not abuse their authority.	Not enough hours, and people committed to cleaning our city, tutoring.	I participated in a tutoring program. I volunteer. I clean up all the time. I help anyone who needs help.	No!	QOL	GOV
0304	Replace water lines Ward #2.	Better quality of live property improvement owner can install sprinkler systems, beautify lots.	City has installed new pumps for pressure on 8th but can't turn pressure up because of the old city water line. We need the same service of H ₂ O the rest of the city gets.	Again, money? Planning, wants.	City planning.	City installed booster pump but line wouldn't hold.	INF	QOL
0305	Widen 5th street.	Safety to drivers and students.	Money and city official to place priority on safety.	Money.	City gets money to improve streets, check on safety than priorities.	No	INF	GOV
0306	Sidewalks and curbs.	Property improvement and city along with better looking city.	Money, grant whatever it takes.	Moneys and where you put your money to work.	Check which ward needs the most than primitive. Finish one ward, start on another.	No	INF	GOV
0307	Clean lots. Remove vehicle not working, mail boxes not in cement cans, shade structures not in front of property.	Cleanliness, city pride and owners.	City works to enforce city ordinances.	Just workers doing their jobs.	If some people can't clean up there needs city workers can tag the property. Volunteers can get involved.	I believe they have, they just need to keep it up.	QOL	GOV
0308	Solar lights.	Save electric/maybe someday sell back to electric company.	Don't know, maybe start in one ward and try or baseball fields, or new city streets that's being rebuilt.	Again money?	Don't know.	No.	INF	GOV
0309	Detectors arms machines at Carlsbad Municipal schools.	Our children to be protectors and save.	Write or request form to the Governor of New Mexico.	Maybe so, but we can work together to support our community.	Work to make extra money for any activities.	Of course I think every parent will be much better in the future.	EDU	GOV
0310	More street lights on 1st street. Peter Piper Pizza, Chucky Cheese of some sort for children and families that are vacationing as well as hometown people.	Better for community, less theft and less accidents (hit and runs in parked cars in street).	More franchises allowed.	Yes.	Get some of the old larger buildings rented and up to code for rental or lease.	No.	INF	ECD
0311	I think some speed bumps around some parks and rural areas. Leaving some responsible individual in charge of a neighborhood.	Keeping our kids safe!	Not letting them put the speed bumps.	If our city can't do this let the community do it.	Yes or no. A community is allowed to do on their own.	Not to my knowledge.	INF	GOV

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
							INF	GOV
0312	To add speed bumps on a few streets here in Carlsbad, for example: Curry St.	The benefits of any idea is safety to the community.	The city needs to step in and add these speed bumps.					
0313	Clean up neighborhoods. Follow and enforce the existing covenants/rules for trailers. Storage. Number of cars, weeds.	Increased pride. Visitors would want to return.					QOL	
0314	Enhance all roads in appearance so that people entering Carlsbad will be impressed with the city's beauty.						QOL	ECD
0315	Encourage people to clean their yards, paint their houses (if needed), etc. to improve the town's looks.						QOL	
0316	Better transit system with a reasonable ticket price and stops.	1. Save energy (gasoline) and roads. 2. Elderly or people without a car can go places.	Comprehensive route design.	-Find or train drivers -Educate our citizens	-Free ride for once or twice -Advertise it through newspapers, TV or radio, schools, doctor's offices, hospital.	Not sure.	QOL	
0317	Curbs and sidewalks for all streets. Start with 2300 block of Monte Vista (between 6th and 8th street) One side is curbed; the other isn't.	It improves the appearance of the neighborhood. Rocks and dirt don't get driven into street, so streets even look better.	Inventory of uncurbed streets. Or just start curbing them and putting in sidewalks. They're everywhere.				QOL	INF
0318	A new facility for Municipal Court.	Better efficiency and safer environment for the court staff and the public, complete ADA compliance.	Either a complete renovation of the present court location or a new building.	Yes, money.	Possibly obtaining federal capital monies.	Changes have been made with limited success.	GOV	INF
0319	Require removal or opaque covering of all signs still posted at closed businesses.	Cleans up the overall look of the city. Currently, as-is, these signs make our town seem unkempt.	Pass City Ordinance.	No.	None.	No.	QOL	GOV
0320	Roller skate rink, improve skateboard park, larger loop, etc. Place for kids to go to dances, play pool, etc.	Keep children off streets at night, a place that's safe.	Community needs to pull together.	There are none.	Community effort!!!	Not sure.	QOL	GOV
0321	Fix what's broken and maintain what we have - make community areas like parks and centers more livable.	Quality of life.	Take a hard look at why not done in the past. Shift in thinking - stop letting stuff go until it breaks down completely, look to future.	Hire city people with this view at management level and hire people willing to work to get the job done, get rid of those just marking time until retirement.			INF	GOV
0322	A bigger mall.	More entertainment.	More rooms in mall.	?	Starbucks, Hot topic, Candy Store.	No	ECD	QOL
0323	This town needs more restaurants, shopping centers besides Walmart, more food stores (Albertsons/La Tienda is all that is available).	The more shopping/food stores we have, that means more people employed and not an unemployment.		Not enough money or people in Carlsbad that want improvements for the town.			ECD	QOL
0324	Finish the sports complex, making it the best facility in the state of New Mexico! The increased tourism dollars will be HUGE!	(1) The many people that frequent the complex want it completed. Scoreboards, trees, awnings for shade, etc. Let's make it first class, not just a work-in-progress. (2) Out-of-town teams and other visitors need to be able to hook up RVs and stay on premises during tournaments. This would be a big draw and a boost to the local economy.	A determination by the City to make it a priority,	Finances perhaps. I believe there is a long-range plan, but the timetable needs to be accelerated.		What has been done so far at the Complex is great. It just needs to be completed.	ECD	QOL
0325	Better eating out place and bigger mall for shopping.	Olive Garden, CiCi Pizza.	Contact them and see if they will build here.	None.		No	ECD	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0326	Establish a Potash Heritage Center at the library/museum. Collect and display memorabilia connected with the potash mines. Oral history of miners, a map of a walking/driving tour of buildings, businesses, etc. with historic connection to the mines.	Preserve potash heritage.	Cooperation between library, active mining companies, interested miners.	Possible lack of cooperation, not enough general interest.	Start with a map/brochure (little cost), expand to oral history (use talents of Channel 23). Donations of mine equipment.	There is a locomotive at the beach. Some memorabilia in museum. No coordinated effort to my knowledge.	QOL	GOV
0327	More lighting on some streets. Sometimes so dark, one cannot see cars parked in front of houses or pedestrians. Also, we need a Kohls Dept. store, or bring back Penneys. There is no place to buy clothes except Walmart or Bealls! Which is not geared for older people.	Less chance for accidents. Also more stop lights instead of four-way stop signs which a lot of people completely ignore.	Don't know the answer.	Probably financial and someone decided we did not need lights or stop lights.	Maybe more tickets written for ignoring the four-way stop signs. I think it is a real problem. I have watched people go right through the four-way stop signs with no regard for anyone.	Don't know.	ECD	INF
0328	I'd like to see the city take advantage of the heritage of our area . . . Namely the "Goodnight-Loving Trail" and the "Buffalo Soldiers".	I believe very few people locally much less nationally realize these historical events occurred here.					QOL	
0329	A real water park. Not just a slide, a really nice large water park. A good miniature golf course. Not a dilapidated one like we have now. We need better medical facilities. CMC is a joke. We also need better doctors not hospitalists, or students working in a poverty area to work off a medical school debt. <u>WHY</u> do people go out of town? "Get outta Dodge if you want to live"!!	With not much to do for families and kids and two big conference centers you need kid things. Plus bring in folks from surrounding areas. People have to eat, sleep and put gas in their vehicles. \$\$\$\$	City needs to get off their "butts". Find land, find funding, and DO IT!!	Of course are there not obstacles to overcome in everything. The "BIGGEST" obstacle is not doing anything so that the nearby cities can keep growing, while we sit and watch.	Gotta build it, then it will work. It does in other areas. People will stay overnight and spend \$\$\$.	No, I don't know. But the Cascades was the "BIGGEST" failure of all. So why not do it and make \$\$\$\$.	QOL	
0330	A Discoveryland for youth. Youth of all ages can participate in science experiments. Have you ever stood inside of a bubble? I have!! A Mexican restaurant on every block and a coffee shop on every corner is a no win brainer! Nobody makes \$\$\$\$. Do I want to be proud of Carlsbad? YES! Can I be proud of Carlsbad? NOT YET! Some people doing good jobs are the Mayor and Chief of Police.	Everyone goes to El Paso or Lubbock to them. I've gone with kids and they love it. Schools in S.E. NM will bring their kids here and eat, sleep, and put gas in buses. \$\$\$\$	City needs to get off their "butts". Find land, find funding, and do it!! Use our resources to the fullest.	Of course there are obstacles. As with everything land and money is needed.	We have WIPP, we have Sandia Labs, we have a branch of NMSU and there are many more. Get them involved.	Not here in Carlsbad. If it works in other areas it will work here.	QOL	ECD
0331	El Paso newspaper article titled "Something to wag about East Side gets 2nd dog park".						INF	QOL
0332	To finally see Carlsbad use the Caverns to attract tourists.	More income for local businesses.	More cave related advertisements. Cave museum on <u>main drag</u> /like Roswell minus the aliens.	Not sure why Carlsbad ignores it has a <u>national</u> , <u>NO</u> , <u>international</u> draw right at it's back door named after it even!	Have a stalagmite statue <u>anywhere</u> in town. <u>Artesia</u> is visually more appealing than our town. That's sad.	I've lived here for 40 years and I've never seen anything tied with the Caverns decoratively in our town.	ECD	QOL
0333	Kids service hours to assist with cleanup.						EDU	QOL
0334	City dump trucks need tarps on back.						GOV	QOL
0335	Nevada street (?)						GOV	
0336	Need street lighting.						INF	GOV
0337	Change from dumpsters to cans.						GOV	
0338	Teach recycling all through school.						EDU	
0339	State law for recycling.						GOV	
0340	Master plan for parks along river.						INF	GOV
0341	Community tutoring program.						EDU	
0342	Homeless shelter.						QOL	

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
							GOV	QOL
0343	City building by Hillcrest - old shelter - needs to be knocked down.						GOV	
0344	Enforce ordinances - selling animals, garage sale signs, citations for littering, vendors come to town and sell without a license, obsolete signs, unsecured signs.						GOV	
0345	Accountability for city employees.						GOV	
0346	Home rule form of government.						GOV	
0347	CSO - address enforcement issues.						GOV	
0348	Restaurants.						QOL	
0349	Mini-golf.						QOL	
0350	Go-carts.						QOL	
0351	Large indoor playland.						QOL	
0352	Summer Pecos River cruises.						ECD	QOL
0353	Star-gazing.						QOL	
0354	Off-leash dog park.						INF	QOL
0355	More gyms.						ECD	QOL
0356	More walking/biking trails.						ENS	
0357	Shopping centers.						ECD	
0358	An annual frontier days like in Cheyenne. Tie it to the mesal roast and get something going with NPS and the Caverns, advertise nationally and make a big deal like we do Christmas on the Pecos.						ECD	
0359	Rue 21 - bring it to town - teenagers love it.						ECD	QOL
0360	Sam's Club - bring it to town.						ECD	
0361	Infrastructure and restaurants - more variety.						ECD	
0362	Limited on where to build houses.						INF	GOV
0363	Better landscaping, signage, decorations entering city and inside city, e.g. Lubbock.						GOV	
0364	Open drive-in - many people miss it.						ECD	QOL
0365	More things for teenagers to do - wouldn't be out drinking.						ECD	QOL
0366	Water park for tourists and citizens.						ECD	QOL
0367	Reopen the President's Park or something similar for tourists, children.						ECD	QOL
0368	Need a Target - Walmart competition.						ECD	QOL
0369	Manage upper and lower lake as fishery - not draining so often. Stock and habitat, feed. Everybody loves to fish, promote it.						GOV	ECD
0370	Need a steakhouse - reestablish a Golden Corral (Roswell's is open).						ECD	QOL
0371	Get the loop around city completed - top priority - save roads, improve traffic. Do not connect Ferguson Road to Porter Road!						INF	GOV
0372	Need Ward meetings or Ward council person out in Ward more.						GOV	
0373	Keeping neighborhood clean, tidy, grass cut.						QOL	

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0374	Controlling number of dogs.						GOV	
0375	Put trails in for Frisbee, golf area and eliminate stickers (plants-bushes).						GOV	QOL
0376	Need more clothing shopping.						ECD	QOL
0377	More things for children to do - stops drugs, e.g. put-put, roller skating. That's why events are so attended. The Fun City needs more advertising.						ECD	QOL
0378	Focus on being logical on all matters - use the wind - windfarm - use the sun - solar.						ECD	ENS
0379	More things for kids to do.						ECD	QOL
0380	Explore tunnels - tourist attraction, explore multi caverns.						ECD	
0381	More family restaurants.						ECD	QOL
0382	Help homeless people - home, job help (even P/T).						QOL	
0383	Clean river water - rainbow, oil contamination.						ENS	
0384	Make Carlsbad a clean town - City Blitz to match River Blitz.						QOL	
0385	Better communication of events will increase participation.						QOL	
0386	More restaurants needed.						ECD	QOL
0387	Beach area - need electrical outlets (radio, etc.) periodically. Driveway along beach area for unloading versus having to walk unloaded goods from parking area.						INF	QOL
0388	Work with Mission Carlsbad to expand their scope - add contractors, construction trades students to do some renovation if not construction.						INF	QOL
0389	Keep Carlsbad clean, enforce ordinances.						QOL	
0390	Roll out containers - put heavier base in to prevent wind blowing over and trash everywhere or bag all trash to prevent blowing around individual trash articles.						ENS	QOL
0391	Make sure road construction is adequate to prevent breakdown, potholes.						INF	GOV
0392	City entrance - need sufficient highway and road marking.						INF	GOV
0393	Reopen drive-in - prevents kids from mischief, drugs, drugs.						ECD	QOL
0394	Keep working with mines and oilfield to safely allow continued operation and expansion.						ECD	INF

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary ECD	Secondary QOL
0395	Need more mall stores especially for teens, more dollars will stay here. Rue 21, Hot Topics. Teenager stores are definitely needed, people going to Hobbs and Roswell and teenager would want to work there. Introduce one at a time to prevent excess competition.							
0396	Need vegetarian restaurant.						ECD	QOL
0397	Housing shortage and trashiness of city are two biggest items.						ECD	QOL
0398	More community gardens citywide. Expand, this has many benefits: therapy, beautifying, plants production. Get Living Desert involved as well as Extension office.						ENS	QOL
0399	Get real help for drug users, have means to locate and eliminate drug marketers.	Crime rate and cost of crime, welfare, poverty, school issues & quality of graduates, family issues, cost of detention center and court and attorneys would all greatly improve.	Acknowledge the degree of problem Carlsbad has, come to agreement on the best long term solution for community and offenders	Too much help offered today is in the hands of those trying to make big money off of government versus being held accountable for real results. Our perception of our laws ignore the true benefit of spiritual help versus just education.	Define degree of problem, start true and sufficient random drug tests in schools and encourage businesses to do like wise, offer help not just punishment for positive drug results, involve families in the solutions and treat people like human beings.	Not on a community wide basis, but yes there have been drug user programs that have statistical data to back up their results, the highest results occur when spiritual help is also part of the help provided and with family support.	QOL	GOV
0400	Develop a local, community health program in which health care providers are united in a community outreach to our citizens. Rather than waiting for our citizens to come to their health care providers seeking medical help, the providers reach out with prevention initiatives that involve home assessment, treatment, and care initiatives.	Improved health for all citizens of our community and decreased health care costs. All health care, regardless of whether it is work related care or otherwise, would be covered by the community health care plan.	We must develop a community health self-insurance program similar to the City of Carlsbad program, in which all citizens are enrolled. This would require a deduction from wages (using a local tax), a deduction from welfare funds, and the elimination of the Federal Medicare deduction and elimination of the Workers' Compensation tax from payroll of the citizens enrolled in the program. Other novel and out-of-the-box methods of funding the plan will be required. Those already enrolled in a health care plan could be exempt; however, negotiations with their plan must include coverage for community health care services, such as home assessment, treatment, and care by EMS personnel and nurses, regardless of whether the patient goes to a provider's office or a hospital or clinic, or the services go to the patient at their home.	Naturally, and obviously. The most difficult obstacle to overcome is going to be public involvement. Without that, political and bureaucratic mud will grind the movement to a halt. Mobilizing the citizenry in large numbers to force local ordinances and state legislation into effect is the surest way to make landmark changes, regardless of the type of change. Current insurers would be difficult to negotiate with regarding coverage of some of the services that community health outreach would provide. Funding the plan realistically is another challenge that will require radical, but not impossible, changes at the local and state levels.	Start small. Public forums, focus groups, citizen involvement. High profile meetings of energetic small groups in neighborhoods, rather than trying to get large groups together in one place. Once this is under way, the small groups can combine into larger groups and strengthen their impact.	The Declaration of Independence was written and implemented by a small group of persons, many of whom had no formal education beyond 5th grade.	ECD	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0401	I also have a plan to help the national debt. This is not a joke, but a real idea that makes very much sense to me. There are 40,000,000 people over the age of 50 whom are currently working. Give each person that is over 50 yrs of age 1 million dollars to retire, with the condition that they must buy a house or pay off their mortgage, and they must buy a new car as part of this plan.	This will clear up 40,000,000 jobs for the younger generation, thereby lowering the unemployment status. There will be 40,000,000 homes sold thereby fixing the housing problem and well as the mortgage industry and finally there will be 40,000,000 automobiles sold thereby fixing the auto industry. Not only that but these families will share their wealth with their children thereby helping the economy.	Give all persons over 50 years of age one-million dollars. This will be the lowest amount of money that the government has ever spent that will have the biggest positive impact on our nation.	No obstacles only a positive affect.	Send a copy of this survey to President Barack Obama.	No but there is a first time for everything.	GOV	QOL
0402	Open a Restaurant district up ON the river. 2) Stop installing stop signs where they are not needed. These stop signs interfere with traffic flow and create a larger hazard when one is forced to pull out in front of someone because they have been sitting in place for 3 minutes. What happened to signal lights?	Restaurants on the river, not the cascades, would open the river up to more business, tourist and over all Gross receipts for Carlsbad. Removal of certain stop signs allows traffic to flow properly, or fluidly.	The Zoning laws need to be changed so that structures can be built in the flood zone. Need to study traffic flows and traffic incidents to find the appropriate solution				QOL	GOV
0403	Removal of vacant buildings and overall beautification of our city.	Cleaning up the city would make it safer, cleaner, and a more appealing place to live.	Removal of vacant buildings, such as that big old vacant ugly thing next to Lucy's restaurant.	Acquiring the property and hiring laborers to do the work.	Look for volunteers to do the work.	I'm not sure.	INF	GOV
0404	I believe there needs to be an evaluation and restructuring of the Walter Gerrell's Performing Arts Center and all of it's uses. I believe it needs to have more family friendly events.	With the right leadership the civic center has the potential to offer educational experiences to the youth of Carlsbad as well as building an appreciation for the fine arts. I also believe it could build community among our residents and create a positive environment for family friendly entertainment.	There needs to be a new approach to booking shows at the civic center. Over the past few years there have been music and comedy shows with very negative material being presented. If we want our youth to succeed in this town we need to give them a positive outlet. They need wholesome entertainment with high moral standards and educational values.	Finances would definitely be an obstacle when restructuring the civic center.	There are non profit organizations in town that are willing to front the money to book music, theater, comedy, and other acts if it will benefit our community in a positive way. By teaming with these organizations, such as Fireproof Ministries, Otis Baptist Church, and many others, we could easily have funds in advance and advertise to get a crowd there.	This has been tried in the past. Fireproof Ministries brought 5 concerts that consisted of family friendly positive music. There were over 1,000 people there for every show and was a huge success. One thing that would be more beneficial would be to expand the horizons beyond concerts. We should also look at booking theatrical performances, comedy acts, and family fun events, and anything that would be profitable and beneficial for the community.	GOV	QOL
0405	To clean up our streets and highways. Make homeowners or renters accountable in keeping their yards and area clean.	With Carlsbad being a tourist town and a beautiful city, the condition and appearance of the city as tourist drive through may have a negative affect on word of mouth advertisement. If we beautify the city and clean it up it would only make common sense that people will visit more often thereby increasing revenue to our city.	I believe we should have a protocol for businesses on Canal street as well as Pierce and Greene Street, that require businesses to maintain a nice appearance. Make homeowners and renters accountable for keeping the outside of their homes clean. Impose fines for those who do not comply.	The only obstacle I see is the resources available to fulfill and enforce regulations regarding the initiative to maintain a nice appearance for businesses and homeowners.	To create a new position with staff, within the city government that is strictly dedicated to cleanup, maintenance, and appearance; as the city regains it beautiful appearance, it will attract more visitors, thereby increasing revenue. Two things will happen. You will create more jobs, create more revenue, thereby the positions created will pay for themselves.	No I do not know if this has been tried before, but it just makes sense to me.	QOL	GOV
0406	Implement a commercial and residential landscape ordinance along major corridors through town.	Improve/Increase community pride. Increase positive talk about how Carlsbad is growing and keeping up with the times.	Code enforcement penalty increase, raise fines for repeat offenses.	Personnel to enforce.	Commitment by Code Enforcement to weekly patrol major corridors and make time to site offenders per new ordinance.	Beautification Committee has done some but needs the support that the ordinance could provide.	QOL	GOV
0407	Purchase Industrial Property south of Cascades for more eye pleasing development.	This is part of the port of entry into Carlsbad from the East and the first view of the river seen from the South. This needs to be a good first impression.	Move Hall Machine and other businesses to the Industrial Park.	Cost of property, relocations could be prohibitive.	CDOD to donate industrial park land.	Unknown	QOL	ECD
0408	Implement at Local (Carlsbad & Eddy Co) Contractor Preference bidding process similar to the State's criteria.	Increase local fund turn-over, keeps City money in Carlsbad.	Ordinance and City Council approval.	City Council, may increase price City pays but the local financial turn-over impact is worth it to the community.	City ordinance change, City Council approval.	Unknown	GOV	

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0409	City to waive/reimburse residential builder's payment of GRT above nominal State allotted percentage.	Increase house building by adding another 2+% margin for builders and saving future homeowners on the cost of purchase.	Ordinance and City Council approval.	City Council, loss of City revenue but this will be made up with increased population spending.	City ordinance change, City Council approval.	Discussed with past councilmen about 3 yrs ago and left hanging.	GOV	
0410	Relocate industrial businesses (Hall Machine, Joy etc.) along Park Dr to allow commercial development (restaurants, hotels, bars etc.) and housing development.	The subject real estate would be an enticing lure to businesses considering moving to Carlsbad. This would also further beautify the river park area and draw more people to experience one of Carlsbad's great assets.	acquisition of properties and re-zoning of the area.	Persuading the existing businesses to change locations will be an obstacle.	Use eminent domain while citing economic development to acquire the property. Offer property for sale or long term lease.	No	INF	GOV
0411	Build a waterpark or outside swim area for kids.	This will give the kids in Carlsbad something to do, esp. in the Summer when they are out of school. This will also bring in out of town visitors, meaning more spending in C-Bad.	I am unsure if the water from the Pecos river could be used and then placed back in the river. Maybe this would clean the water up and kill some of the bacteria, etc. in the water. I am unsure what would need have to happen to the water before pumping the water back in the river.(removing the chlorine etc.)	I am sure there will be obstacles but every idea will have obstacles. We need to find some activities that families and children can all enjoy.	Like I said early, maybe something could work out to use the river water and put in back in . I know a lot of communities have an outdoor pool with a few slides and fun areas for kids. We live in the desert it is hot in the summer! This is a money maker!!	We have had a water slide at Fun City in the past on the National Parks Highway. I know as a kid that is where we wanted to be. The natatorium is nice but it is inside. In the summer an outside waterpark would be much better.	QOL	ENS
0412	Teach high school students how to do desert landscaping which would result in a much improved appearance of Carlsbad (same concept as the program already in place that teaches high school students how to build houses)	This program would provide the students with a valuable skill; it would also enable businesses to inexpensively improve the appearance of their property; this is particularly important for the businesses along the main streets in town (Pierce & Canal)	Funding for the training program; buy-in from businesses who want to participate, or grants facilitated by the city (could probably apply for a federal grant for this); perhaps some businesses (Walmart, Lowes, Garden Mart, etc.) would match whatever landscaping products were purchased from them	Funding; buy-in from businesses; maintenance of landscaping; equipment for breaking up concrete in any areas that need it.	We as a community need to realize that even though we have a river, we are still located in the desert!! We need landscaping that reflects that. We need desert plants that will (for the most part) thrive on their own with little to no maintenance. Also, to encourage buy-in from businesses, is there any way of giving a local tax credit?	No idea.	EDU	QOL
0413	Water the parks along the river with effluent water and cemeteries if possible.	Save millions of gallons of potable water each year.	Planning and funding of the plan.	Funding	Get all the governmental agencies working together to save the water.	Yes the golf courses and Riverview Park are being watered with effluent water.	ENS	GOV
0414	Stricter Code enforcement. - Drive any street around 84th in Lubbock - there are no junk cars visible.	Pride in community, safety, increased property values.	Education about laws already in effect, resources to inspect and enforce.	Public acceptance	Media blitz - education - finally, laws that have consequences for failing to meet the criteria.	Limited resources	GOV	
0415	IT Development of applications, bill payment options and account setup options for city related activities. This would include a permitting (i.e.: dog tags), water/sewer/garbage applications, building permits, etc	Increased ease, increased compliance by making it easier to obtain needed permits.	IT development, a standard operating procedure.	Getting the infrastructure in place.	Start slow and work on increasing IT capability.	Unknown.	GOV	QOL
0416	Put the position of golf pro at the municipal golf course up for bid.	The incumbent has been in this position for about 25 years. Customer service is poor. There is no incentive to improve as long as there is no competition.					GOV	QOL
0417	Replace the golf pro at the municipal golf course with someone who appreciates the value of good customer service.	The person in this position represents the city in meeting with locals and visitors alike. This position represents the city. The current employee in this position frequently displays a negative attitude that can damage the city's image.	Seek input from customers.				GOV	QOL
0418	To have the parking situation at the complex rethought out. The parking for Handicap especially if far away from boys fields, especially the Senior Leagues.	Many elderly or disabled parents and grandparents are unable to attend games that would be high light of their day. Make life more enjoyable for them.	There is massive spacing between the fields. At least on they boy's side. Parking could be allowed there.	The City may not have money to pave at this time, but if people were willing to park on dirt, would be better for retirement community.	It would not take much. Just rethinking of whatever plan was set up in first place. Go to the baseball fields, think 100 degree weather, and the few handicap spaces even available far off.	No, but I hear complaints about this at every game I attend that someone was not able to attend due to this or had to struggle to get there.	GOV	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary QOL	Secondary INF
0419	Get rid of/repair old/obsolete buildings in the downtown and along the Canal Street. If we want to bring more people here, we need to improve how our city looks like. It doesn't look attractive as of now.	Better appearance and attraction to visitors = more visitors, and potentially more people willing to move and live here.	Good planning and (good) budget. Do we have a city architect?	Money?				
0420	We increase and diversify the industry in Carlsbad. We need to move from manual labor jobs to industries that bring in technology and maintain government jobs. We need to market energy and allow that to help create jobs for the community.	Jobs, economic stability, less reliance on natural resource jobs that could stop producing, and keep people attracted and coming to Carlsbad, we have the land and resources just no real attraction.	Tax advantages, marketing a workforce and resources to support the community, marketing the community, setup job training for the companies that are willing to make Carlsbad home, that would increase the use of our local college.	Financial, people willing to allow industry in, growth of the community, traditional communities do not always like growth, keeping talent in the area, infrastructure (Telephone, Internet, power, water).	Market Carlsbad as wanting industry and wanting to meet the needs and challenges of new growth and business, remove red tape, but not necessarily zoning and land restrictions, our beauty is our land.	I am sure every city is jockeying for that one company and looking at ideas and I am sure many have failed. OTHER AREAS: Economic Development, Education, Energy and Natural Resources, Government, Infrastructure, Quality of Life, and TOURISM MAKE CARLSBAD A DESTINATION .	ECD	ENS
0421	A park between Pierce St., the river, and Canal St.	Currently there are many children in this area, but no playground or parks are available, without crossing a major street.	Locate a section of land and construct a park with playground equipment. Possibly across from Landsun Homes.	Obtaining the land could be an obstacle, if it is privately owned.	Purchase the land from the landowner.	Unknown.	QOL	INF
0422	Lengthen the current bike lane.	The currently bike lane is the only opportunity to ride or walk, without traffic. There have been an increase of incidents of bikers being hit by cars. It would increase the safety of citizens and decrease the liability of the city when used.	Scope of bike lane around the city. Determine highly traveled routes by bikers, and identify any areas that are not currently addressed.	Money to create the path.	Grants through the state.	Unknown.	GOV	INF
0423	Move railroad switching operation away from city. This is a major safety and noise problem.	Access to the areas East of the Pecos for fire and emergency responses.	Full cooperation from City, County, State and Federal agencies as well as the railroad.	Lack of concern from the railroad.		Unknown.	INF	QOL
0424	Make this survey a 'rolling survey' with annual updates and new ideas rather than just every 5 years. Give community an annual update of progress	Keep up with ever changing conditions and new challenges for the city.	City council and community cooperation.	Lack of community involvement.	Use same techniques being used for this initial survey.		GOV	QOL
0425	Update and revise sign ordinance.	Improve the appearance and attractiveness of our city. Make city more appealing to tourists and future business developers.	Ordinance committee and city council.	None, just need to be a priority.	Survey the city for examples of problem signs. (In progress by myself).	Unknown, ordinance is old and outdated.	GOV	INF
0426	Update and revise abandoned/junk vehicle ordinance.	Improve appearance and safety of community.	Make this a priority for ordinance committee and city council.	None.		Unknown, current ordinance vague and outdated.	GOV	QOL
0427	Road/street improvements to Callaway Drive from Flume crossing East to Cherry Lane.	Improved traffic flow and safety in a rapidly growing area of the city.	It is understood this is in the overall city plan for sometime in the future.	If not a priority, it needs to be moved up on the city plan schedule.	Work with CID and power company to make it happen.		INF	GOV
0428	shopping center or store (Burlington, Ross, Marshall's, TJMaxx); park south of town perhaps off Forrest drive; roads w/ curbs; (i.e., Carver, Sunnyview, off Standpipe all those roads, Florida St, etc; Affordable living apts bldgs; out of control weeds in all areas of town as well as owners of properties to clean up.	No out of town shopping so much, need park on south end of town for future play, practice and yearly cookouts city has to know neighbors, curbs are to serve the purpose of either people running over property as well as beautification; clean up weeds off empty lots and even some people have to clean their yards if they can't or don't have time to clean - pay.	Start looking for out of state people who want to come in and run a business, quit running them out because only certain people disagree. Weed control/beautification for the city if we want to attract tourist; fines for cleanup-Weeds, dog pooping in parks.	Yes, cash flow. Elder city folk that wanted to have Carlsbad a Retirement city need to let that idea go and bring in more jobs for the city residents now and the future, community involvement and not just this one time survey.	People who don't clean up an city has to clean-pay a fee. Advertise Carlsbad out to prospective business cliental, SELL SELL SELL. City people of Carlsbad, Loving, Otis, Malaga, and even outsiders will purchase if new stores come in and more money will stay in Carlsbad to advance us.	The Fifth; due to not knowing exactly.	ECD	QOL
0429	Get more homes started on the south side of Carlsbad. Get more business to come to Carlsbad	More employment in Carlsbad, Get better jobs in Carlsbad so our Kids can stay here.	The city to get off their back sides and start beating the pavement.	Yes the city fathers buy in.	Tax cuts for businesses so that they can do business in Carlsbad.	No	INF	ECD

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0430	Provide more resources for downtown improvements and revitalization and provide more support for Carlsbad MainStreet .	Improved aesthetics, strong locally owned businesses, family friendly events and a lively atmosphere all contribute to a better quality of life for residents, and make Carlsbad more appealing to visitors as well.	Carlsbad MainStreet needs support from the City to implement its recently completed Downtown Master Plan. More funding and volunteers are needed as well. More interaction with City leadership would be helpful also.	Challenges, but not obstacles.	We have many ideas that we would like to share. Many of these ideas are included in the Downtown Master Plan. We would like for the City to take a more active role in helping us begin the implementation of that plan and help us get other citizens involved.	Carlsbad MainStreet has a track record of successful projects over the past 15 years, and has worked to keep the downtown thriving through good times and bad. Some successful efforts: facade renovations for 10 downtown properties; assistance in the preservation of the historic CID Bldg; streetscape improvements; Farmers Market	GOV	QOL
0431	Develop the paths below Upper Tansill Dam along the Pecos River for recreational purposes.	This will provide another recreational venue and utilize some beautiful property currently used by the homeless and covered with trash.	Ensure right-of-way, clean area and mark trails. I would recommend getting a community group together to improve this trail and other trails in the area.	Right-of-way for access to the area.	Verify public access to area....move homeless.	Unknown.	QOL	INF
0432	Focus on the expansion of the university to include dorms and programs where Carlsbad has an advantage geographically and/or economically. Such programs could include geology (focus on speleology), nuclear science, mining, etc.	Expanding the university provides (1) venue for population growth (2) development of community workforce (3) increase in 18-24 demographic (4) student workforce bolstering existing business (5) development of spin-off companies through research (6) positive economic value for Carlsbad.	Negotiation with NMSU to support the development of these programs or the willingness to replace NMSU as the University that supports this community. Funds would need to be obtained and degree programs developed. Further research would be needed to fully develop this possibility.	This concept will require adequate capital, buy-in from community, state, and academic leaders. Land for the campus will need to be sufficient; this may require the purchase of additional land or a land grant from the state.	An exploratory committee could be formed to address this opportunity. Depending on the results found with the committee, further progress could be made by hiring a firm/lobbyists working to secure the necessary support and funds required for this work.	Unknown.	EDU	INF
0433	Complete the next phase of the master plan for the Youth Sports Complex by constructing 4 more little league baseball fields, 2 more softball fields and 1 more full-size soccer field. In addition, the next phase needs to include landscaping near the existing fields (trees, grass, etc.) and a decorative sign at the entrance to the park.	As the new complex has shown for several years now, the community has a new, central location, with quality facilities for youth sports. More fields are needed to complete the original plan and landscaping is needed to make the facility more comfortable on hot summer days.	The plan is in place, it just needs to be funded. In the past, the city has relied upon gross receipts tax, state funding, private donations, and grants to fund the existing facilities. All of those options should be pursued. The single option would be the use of lodger's tax and a new gross receipts tax with a sunset clause.	Funding, rising construction prices, economy, and complacency. If the population grows, even if it is not double, more kids will need a place to play youth sports. We need to add baseball parking to the master plan and scoreboards on all fields. Without continued improvements, tournament patrons will discontinue coming to Carlsbad.	Gross receipts tax with a sunset clause. Use of lodger's tax - since local business have benefited from tournament patrons at the new complex. Make it a top 3 priority for the Bat Brigade and any community visit to Santa Fe to request funding. Private contributions as memorials would help.	All of the above were successful in the past. We have not tapped in to the lodger's tax to my knowledge. Need to pursue federal funding. We discussed the memorial donations before, and received some corporate donations, but did not pursue it to the fullest. Need a knowledgeable salesman to lead the charge.	INF	GOV
0434	Connect the sidewalks that circle the Lower Tansill dam.	It would prevent pedestrians from having to walk on the road around a narrow, sharp corner. It would improve safety for all park visitors as well as drivers on the park road.	A sidewalk needs to be poured between the road and the water.	It may be too narrow at the sharpest point on the curve for a sidewalk to fit. A retaining wall may be necessary to support the sidewalk in this location.	Another option could be a raised walkway or dock that begins at the dam and crosses the marsh to connect to the sidewalk below the dam.	I would assume it has not been tried, or the structures would already be in place.	INF	QOL
0435	Build a bridge across the lake at the railroad trestle to connect the parks on either side of the river.	It would be a safer way for people to access the parks. Currently, youth walk across the railroad tracks to make a connection between the paths. Providing a safe connection would enable the entire community to create longer loops for exercising and it would provide more options for people who use the parks.	The railroad needs to grant permission for a bridge on their right of way.	Obtaining railroad permission. The bridge needs to be elevated so that boats can pass below it.	Perhaps the bridge could be anchored to the existing trestle for support. A wire safety cage could cover the portion of the bridge that is adjacent to the railroad for safety.	I do not know. I am new to town.	INF	QOL
0436	Provide dog waste clean-up bags along the riverfront path and educate the public about cleaning up after their pets.	Reduction in dog feces along the trail and beach area, which results in a more appealing park environment. Cleaner parks would make Carlsbad more appealing for people considering relocation.	Signs need to be installed at intervals along the trail with an attached container full of small plastic bags. The signs should indicate the environmental benefits of cleaning up after pets. Garbage cans also need to be set out for people to dispose of the used bags.	The bags would need to be refilled periodically.	Place the signs and bag containers next to garbage cans. Whoever is in charge of emptying the trash could also be in charge of restocking the bags.	don't know. I am new to town. However, I have noticed that there are several empty concrete slabs with metal rings that used to hold garbage cans along the trail. Replacing these garbage cans would reduce the amount of trash along the trail, as well as encourage people to clean up after their dog. People will only carry a bag of dog waste so far. Without trash cans, this idea will not be successful.	QOL	

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0437	Improve recycling in Carlsbad. Provide recycling containers in the parks. Include glass in the recycling program. Begin a curbside recycling program.	Curbside recycling and the presence of recycling cans in public places would make Carlsbad a more desirable place to live. It would enable Carlsbad to compete with larger cities that have sustainability and "green living" as a city-wide focus. Curbside recycling is a service provided in most cities nationwide.	The city needs to provide recycling containers to households or add a recycling dumpster next to each trash dumpster in the neighborhoods. The city also needs to place recycling cans in public areas and empty them when full.	Cost of containers. Increase in trash collection time if recycling is added.	Change the trash collection schedule so that dumpsters are only emptied once a week. Workers could use the time they would have spent collecting trash a second time to empty recycling instead. (I've never lived in a town that empties the trash twice a week and I've never seen our dumpster even close to full.)	It is successful in thousands of cities nationwide. I do not know if Carlsbad has ever attempted a curbside recycling program or provided recycling in the park.	ENS	GOV
0438	To buy the land around Avalon. Dredge the lake when its drained. Use the silt for rich soil and sell the rest. Turn the land around Avalon into a nice lake front properties. Also to turn Avalon into a winter trout lake.	Nice housing. Outdoor recreation. This would expand business to the north side of town. The city could benefit from the expansion of the sown and money from utilities. Lots of Job opportunities. For individuals and businesses.	Purchase the land around the lake. Either the city could this or a private party.	Buying the land I believe would be the biggest obstacle. Then the dredging process.	I would love to be financed to take this job on. The silt could be built up to improve against flood damage. Dredge equipment can be rented by a local vender or out of Odessa by United rentals. local jobs can be made for dredging and construction. The city can run water and utilities.	I do not believe so.	ENS	ECD
0439	Organize and help fund a volunteer based city beautification committee. Funds would be for materials costs for volunteer work.	More attractive communities attract people and businesses.	City could allow for business or other affluent people to contribute \$\$\$ so that volunteers are able to do improvement work.	Yes. Actually getting money and getting volunteers.	Just give it a shot.		QOL	
0440	Small business incubator program, based on city partnering with high school or college trade programs and local property owners, to fix up empty or older buildings to use them for new start-up businesses.	Owners see improved property and income potential; trade programs get good projects for students to use their skills on; new business owners get affordable place to start their business; city gets increased tax revenue; residents get more goods and/or services.	There needs to be an incentive that can legally be offered to business owners and they have to sign up to offer something to the start-up businesses so it's not just a free-handout with no benefit to residents.	Public support of private businesses could provide some legal and perception challenges. Who would decide which property owners could participate? Would it be based on need or the ability of the property to spur economic growth?	Would be glad to brainstorm, but really do not have much time to work on a project right now. I think someone in business development may be able to make this work.	Do not know.	ECD	QOL
0441	Let people know they are needed and are important to our community. New people are very aware how good our businesses serve and want a good report. Some businesses in Carlsbad don't care.	The Chamber of Commerce needs to enlist as many businesses in Carlsbad as possible to join and be the best. People in our city will recognize the good services and the businesses that are really trying to give our city a good name.	Tradition is the key. Everyone in Carlsbad giving 100% to whatever they are doing. Catch people trying to do good. Timely recognition is imperative. Don't wait until the end of the year. Have forms people can fill out online or in a business.	Yes, people do not want to fill out forms like this one. When it starts working, then people will catch on and buy in.	Keep surveys and forms like this going all the time. Soon people will get in the habit of filling out the evaluation. Don't give up. If our town is worth it we must continue to work hard for new people and businesses. Brag about the good things.	Data proves surveys are good. People begin to realize their opinion really matters. The more people involved in Carlsbad the better. Make Carlsbad beautiful involves change on the inside of all of us. The same recognition the student gets at school needs to be everywhere.	QOL	ECD
0442	Open the position of Lake Carlsbad Golf Course head professional up for bid.	Having a more professional, customer friendly head pro in a very important city job because it deals with many people from out of town, which is important for a golf course. If any resident or out of town person has one bad experience (which most have had) at this place of business, why would they want to come back and spend their money, which benefits the local economy?	Post the job as open or up for bid. Allow a process where citizens can vote on who gets the job, whether it be retained by the incumbent or having someone new.	Some people might not turn out to vote and a new head professional may have to come from out of town.	Post the job statewide or nationwide. Business golf is a popular career choice these days. Advertise for citizens to vote or support the re-bid .	I am unsure.	QOL	
0443	Parque en el rio para que los ninos se mojen cercade el area del rio.	Para los ninos entretenimiento y refrescarse en tiempo de calor.	Espacio en el parque, fuentes de agua (anesco fotos).	El agua puede ser usada para regar el zacate atravez del drenaje a una parte mas baja.	No debe haber obstaculos creo que es una idea fabolosa. La vi en Tempe, Arizona.	Muy bien solo se prende una o dos horas en la tarde sistema automatico.	ECD	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary GOV	Secondary QOL
0444	I believe there are two code enforcement employees on staff for the City. Establish a phone number to permit calls to report situations that need to be addressed , i.e., too many cars , accumulation of "stuff" at the front of a property, weeds, pets, vacated property. No name of reporting person to be required. Publish and distribute ordinances outlining acceptable limits of parking of trailers, number of vehicles allowed at a residence, height of weeds, etc. This could be distributed via: a. Water bills. b. Bank statements (three banks). c. Newspaper ad or letter to editor from a citizen. Pride is not an attribute that can be legislated. Carlsbad needs a serious dose of pride to be instilled. a. No dress code is going to be enforced, but leaders in the community, schools, businesses could improve attire to demonstrate pride in who they are and what they do. b . I would encourage uniforms for schools. Students attending classes in inappropriate attire depreciates any learning experience.	Driving into Carlsbad from any direction you are confronted with trash, unkempt property, abandoned property. This is not a good impression for visitors and does not inspire residents to be diligent about maintenance of their property. We all work better and are more productive if we are appropriately attired. Pants that fit and cover the entire buttocks, tops that cover the coveted cleavage are no more difficult to put on in the morning that the more disgraceful "pants on the ground" (requiring the person to work with only one hand - the other is required to hold up the pants) and too revealing tops that cause one to worry if one of the "girls" is going to fallout! These issues are not limited to school.	The reported situations could be checked by: a . Code enforcement staff. b. Police officers who drive on regular routes through the neighborhoods. c. Animal control personnel who go into neighborhoods. After evaluation by one of the staff as outlined above notice could be mailed to the residence stating number of days allowed to correct the situation. Follow-up will be critical in order to achieve compliance. Failure to comply could result in fines, correction of problem by City with charges for that to the resident. I believe the ordinance for this is already in place.					
0445	We need a Target, Super Target or K-Mart on the North end of town.	Additional shopping in addition to Walmart. We are extremely limited in our shopping here in Carlsbad.				When I was younger we had a full-size Sears, J.C. Penney, several drug stores, dress shops, etc. here in Carlsbad and <u>all</u> were successful. Walmart has taken over much of that. They need some healthy competition and we need <u>more</u> choices.	ECD	QOL
0446	Statutes concerning noise abatement - i.e. loud motorcycles, vehicles, stereos and animal protection.	Noise causes stress and makes the community seem uncivilized. Animal protection brings the area into the 21st century.	Need new statues concerning allowable noise levels and standards for humane treatment of animals.	Probably enforcement - enough officers to enforce the law.	Check community statues where they do have noise abatement laws and adopt them.	I don't know.	GOV	QOL
0447	City wide free broadband.	It would give everyone access to the internet which may be an even more important resource in the future.	O don't know the technicalities at this point.	The present providers - Windstream, cable TV, etc.	Need to do more research.	I believe the city of Philadelphia instituted free broadband.	INF	GOV
0448	Strict ordinance and enforcement to eliminate vacant and abandoned property. If a building is empty. it needs to be kept clean, weed free. and well-kept or the owner fined to pay City for cleanup						GOV	QOL
0449	Passenger Rail Service to Albuquerque (Perhaps a line from Albuquerque to Alpine, TX. Effective stops would include Vaughn, Clovis, Portales, Roswell, Artesia, Carlsbad, Pecos, Ft. Stockton.						INF	ECD

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary GOV	Secondary QOL
0450	Have Carlsbad Police Department develop a Mounted Patrol and have several riders. That can assist in special events, parades, patrols in Main Street area and along beach.							
0451	Create an "Industries Museum" at the Cascades that features Oil and Gas, Potash, WIPP, National Parks, Agriculture, and Tourism exhibits to both promote and educate on Carlsbad's economy.						QOL	EDU
0452	Develop a city-wide wifi hotspot coverage similar to the one that was installed in Rio Rancho.						INF	GOV
0453	Add a Rail Crossing around Hagerman that provides additional access to the Cascades development.						INF	GOV
0454	Build a bridge over the Rail Road at Muscatel.						INF	GOV
0455	Extend Ligon Road from behind the CARC Farm, north of the Quail Hollow Subdivision, and then south to connect with Skyline at 285 to take the load off of Callaway.						INF	GOV
0456	Create a Hospital Authority similar to Artesia and purchase the local hospital so we can have a good hospital again.	No more brainless corporate ownership that could care less about the citizens of this city or our good health.					GOV	QOL
0457	Have the School Board find out what their internal problems are before they hire yet another superintendent that will only get fired in a couple of years.						EDU	GOV
0458	Signage like they have in Hobbs.						QOL	
0459	Pass a strict law prohibiting unnecessary noise from car stereos, motorcycles, and other excessively loud vehicles AND STRICTLY ENFORCE IT!.						GOV	QOL
0460	Have the State place Traffic Lights on Pierce Street that can service and access road and intersection serving Lowes, the College, Callaway Drive, 8th Street, and the Hospital Entrance.						INF	GOV
0461	Increase CARC's Recycling Ability so that there can be more recycling.	Least cost in landfill maintenance. Environmentally friendly.					ENS	GOV
0462	Get rid of all those 4-way stop signs cluttering up our city.						GOV	
0463	Finance the purchase and City ownership/operation of the Cavern Theatre as a Stage theatre and arts hub for Downtown.						GOV	QOL
0464	Develop a 501 (c)(3) corporation to purchase and operate the Carlsbad Current Argus.	Local Control, no more outsourced jobs, advertising revenue stays in Carlsbad, Opportunity for genuine community focus,	Paper has to want to be bought; Money needs to be raised;				ECD	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
							ENS	GOV
0465	As the palm trees die replace them with the large yuccas like those at the hospital.	Yuccas are native to the area, do not have to be wrapped in the winter, do not turn brown for half the year, require less water and care, and have beautiful blossoms in the spring	We need to put more emphasis on the natural beauties of our area that are less expensive to maintain.	None that I know of. We should stop requiring water features on new structures in this area where water sources are already in short supply.				
0466	Better use of the grappler truck. Charge \$10.00 every time the grappler truck is used. It is totally abused now because of our city's guidelines for use. Our residents aren't contributing to better facilitate our trash and rubbish.	Creates revenue for the city and makes everybody use our dumpsters for rubbish and downed timer, prunings, etc.	<u>Create a law</u> and charge everyone 10.00 who uses the grappler truck. Charge \$10.00 to every resident, apartment complex who just stacks or piles rubbish, trash, wood, any kind trash behind their fence.	Pass my ideas in the council and we all won't have to face any increases in trash etc. This could subsidize other expenses also.	Let your grappler driver issue a charge to that residence every time and pile is stacked up. Even on Riverside Dr.	No. There's nobody bright enough to oversee this idea right now in the council but me.	GOV	
0467	Return three city residential areas back to residential areas instead of being alternate traffic routes to Canal and Pierce Streets, (1) Main street north of Blodgett Street; (2) Halogen north of McKay; and (3) Riverside Dr west of Canal street.	Reducing the traffic on these streets allows the residents of these streets to enjoy the benefits of a quiet neighborhood i.e. safer place for the children to play; less noise and less trash thrown from vehicles. The value of the property in the area would increase and as well as the tax base. The City would benefit by being a prettier place to live.	Create a clear traffic flow on Canal and Pierce Streets.	Yes, the public has been allowed to use these streets as alternative routes to Canal and Pierce Streets. The city has done nothing to discourage it. If fact since the construction on Canal has begun, the public has turn these streets into though fares.	(1) Block traffic on Main Street at Riverside Dr.; (2) Block traffic on Halagueno Street at Pierce Street; and (3) Block traffic on Riverside Dr. at Canal Street.	No, in fact the city has encouraged the use of these streets and of course, now that the construction on Canal the problem has exacerbated. However, my plan can be tried without a lot of cost. Temporary barriers can be installed to test the feasibility of my plan.	GOV	QOL
0468	Better facilitate the use of stop signs and lights where they should be and where they shouldn't be.	Gas is sky high! We need to open up our traffic with fewer stops. Allow traffic to flow at a even pace. We don't need to <u>stop and go</u> .	Listen and see my map of useless stop signs. Places where there <u>should be stop signs</u> . Traffic <u>problems</u> .	No. Just an open mind from the council and police department and placement and removal of signs that inhibits our safety and economy.	Listen and visualize the safety and benefits of <u>replacing</u> and <u>removing</u> certain "traffic stoppers".	The P.D. is trying but no. We need to see my city stop sign structure to help us economize our fuel costs.	GOV	
0469	To improve and expand parking facilities for the courthouse and <u>surrounding businesses</u> take away by the wonderful improvements on Canal Street.	To facilitate parking for all court, jury, law personnel, and most importantly parking for consumers in the downtown area. Benefits include space and a safe flow of traffic for vehicles.	Entry/exit in the middle of Mermod Street in the front of courthouse connecting with the entry/exit on Canal Street already existing. Parking would be from the front of courthouse to the west and out on Canal Street. Want to go bigger use the east side also.	Yes. Removing some trees, paving, and creating entry (Mermod). This will not jeopardize the beauty of the courthouse.	Lets do a few concert benefits for this. Maybe the city will get behind it.	<u>(Yes)</u> the courthouse now has the same thing I'm talking about <u>in the back</u> . <u>That parking was created</u> in the early 70s.	INF	GOV
0470	<u>Ban</u> all <u>hand held</u> cell phone use in all of Carlsbad and Loving or Eddy County <u>NOW!</u>	Safer community. Safer drivers. It will help protect other drivers as well as yourself. Look at the statistics. <u>We had a fatality this year because of texting</u> .	Mayor, city council and all must immediately enforce this. For the safety of all.	No - only an immediate LAW!	All law enforcement must enforce this and get behind it and set a fine example.	Yes, in Santa Fe, Albuquerque and many other wise city governments.	GOV	
0471	To better the efficiency of all the labor at Lake Carlsbad Golf Course. <u>To better align</u> fairways, rough and fringes.	To have a better and more sensible golf course that's aligned more properly.	Gopher mounds have to be knocked down level so the mowers can mow the grass. They keep moving the fairways in to keep from ruining the bowers.	The mounds have to be bladed so the grass will grow and the mowers will cut. The <u>superintendant</u> is doing things to go around and omit fixing the problem.	Right now there is <u>not even 1 hand</u> mower in their shop. Instead they waste a lot of labor trying to do the mowing with a hand pushed mower. Why??	I want to improve our golf course. I <u>know how to fix it with a lot less labor creating more beauty and sense</u> .	GOV	QOL
0472	To bring more restaurants like Outback Steakhouse, Applebees, etc.	This will bring multiple new jobs to our community and better food!	Restaurants need to come down here and people around town need to invest.			No.	ECD	QOL
0473	Shopping center with clothing stores, restaurants, and entertainment.	The community won't have to travel out of town for shopping needs and more tourists will visit.	Get name brand stores to open business in Carlsbad and same with restaurants.	Yes, the locals might not want this, since it will take over the local businesses.	The community needs to know that in order for Carlsbad to grow clothes, restaurants and entertainment will attract more to Carlsbad.	Not sure but know that some other restaurants were interested and city didn't pass the vote (for alcohol license)!	ECD	QOL
0474	To have more enclosed areas for children. Place for children when the weather isn't nice. Play AREA.	More family involvement, less children in the streets.	More community help and money.	Yes, no funds.	Fundraisers or donations.	No, it hasn't.	ECD	QOL
0475	Recycle bins for homes. Individual use.	Reduce trash that is being thrown into landfills.	Provide recycle bins around trash bins.	No.		No.	ENS	GOV
0476	Bring a combination federal and state prison to our town.	Jobs, a massive influx of people. Federal and state support people, a place so criminals get off our streets.	Petitions to state and federal officials for funding the building and maintenance of this facility.	Community opposition to bringing a prison here.	Use the bully pulpit of CDOD, chamber and city officials to push hundreds of new jobs.	Are you kidding? Major prison towns have gone from little populations to major growth.	ECD	GOV

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0477	A plaza type park at the N.E. corner of Greene and Canal.	Remove an eyesore. Improve impression of city by travelers.	Acquire the property.	Money to buy lot.	Private fundraising efforts to raise money.		QOL	
0478	Put traffic lights back. All with protected turn feature.	Easier and safety traffic flow. A few have protected turn, but not always on (?).	Put Carlsbad back into the current century. We are regressing!	Evidently or we would still have traffic lights.			INF	GOV
0479	Better air service. Leave air terminal open at night before plane arrives. Plus: traffic light at hospital.						ECD	GOV
0480	Non-emergency health care 24/7. More housing for seniors who are low income without or with minimal health problems based on income.						ECD	QOL
0481	Water is the main and only need for growth and expansion. The city must plan ahead and make sure there is enough water for residential and commercial use. DO NOT start any new projects - finish the ones already started but not completed or 1/2 done. The taxpayers cannot afford new projects at the present time. Clean up the downtown and residential area - weeds and trash are not attractive to visitors or those of us already here and paying taxes. Enforce city codes already in place. Take care of the taxpayers already here with the taxes and rate being paid at the present time.				Nothing will work without water and a lean tax base. Take care of what we have.	NO NEW projects at the present time - Carlsbad is famous for starting a project and only getting it started and quitting and/or running out of funds.	ENS	GOV
0482	Better roads, lower tax rates. Better medical care, new modern hospital, better trained doctors, 4 year university, department stores with up to date fashions, shopping malls, movie theater with more movies (cleaner, larger) restaurants that stay open past 2:00 p.m. and are open on weekends, greater variety of restaurants, sidewalks, bike trails, craft stores, material stores that sell patterns. Target, college classes offered to Sr. citizens, newspaper with world new. Better education for children, more activities for teens to keep them off drugs.		For us to move. There is poor medical care here.	The rich people have a strangle hold on this town.	Move.	Yes, many of my friends have escaped and more are in the process.	ECD	QOL
0483	Build nice waterpark at beach.	Bring tourists from surrounding communities in NM and Texas.	Support and funding from city, county and state.	Probably.		Columbia Falls, Montana population 5,000 has lovely waterpark with grass - similar to a location like our beach.	ECD	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0484	Removal of all palm trees on city property including Cascades and replace with Spanish Daggers.	Beautification of the community, conservancy of water, and the use of native plants.	Cut down existing palm trees dead or alive, probably mostly dead. Place a native dessert plant like a Spanish Dagger, which compares to a palm tree In looks, and will with stand the temperature in this area.	Getting others to understand we do not live in an area that has palm trees nor do we offer a tropical resort.	Promote native plants and plants that do not use a lot of water, like salt cedars do. Pray for cold enough weather to kill the palm trees.	I have no idea, but do know that others in the community have the same feelings.	ENS	
0485	A windbreak needs to be built at the south door of the San Jose Senior Center like the one at the west entrance.	Would lower heating and cooling costs of the center.					ENS	GOV
0486	We need a Hobby Lobby store.	This will benefit schools, Boys Club, Senior Center, community for craft projects or to decorate.	Bring Hobby Lobby to Carlsbad.			No.	ECD	QOL
0487	Remove old junky buildings around town.	Less trash, more pride.	Condemn what doesn't meet code and take down.	No city crews to do the jobs.	Hire more people for public works and get rid of union to eliminate slackers.		INF	QOL
0488	Noise abatement, loud motorcycles especially Harleys, loud cars and trucks, booming car stereos, barking dogs.	Peace and quiet ex Gov. Schwarzenegger signed into law senate bill 435 (motorcycle anti tampering act) in other words leave the stock quiet alone.	If noise laws are not on the books already enact a law and enforce it!	The attitude that this is the wild wild west and we don't care about anyone but ourselves.	Enact and enforce the law.	All over the USA. By the way I am not anti motorcycle. I've ridden since 1954.	GOV	QOL
0489	Sidewalks - repair and make accessible for all.	Town won't look like it doesn't care.	\$ for crews to do work. City not contractors.	Not enough city crews to keep up with maintaining stuff like parks and things around town.			INF	GOV
0490	1) City drivers education program for teens 2) Red light cameras or stepped up enforcement of red light and stop sign violators.	Safety! Traffic violations in Carlsbad are a huge problem. People don't know or care how to drive right. Stop lights are seen as optional. Every day I see it.	Budgeting for driving, red light enforcement programs.	Money and driver apathy. People don't know how to drive here.	Find the funding and make a visible effort to enforce stop signs and red lights.	No.	EDU	GOV
0491	No parking of cars, trucks on curbs - front lawns. Police to enforce wrong way parking on streets. Go after junk cars.	Look like a decent town to retire in and spend a winter.	City council to clean up this town. Police are afraid, too.	Police do not enforce city codes. No city code about parking of front lawns?	Get the police to open up their eyes! Maybe if they walked a beat they'd see things!	I've called police - code enforcer many times - some results.	GOV	QOL
0492	To ask if the city of Carlsbad can have two 311 operators.	One of them can answer the phones and the second one can drive out to the location and research the problem.	Make a position open, maybe have to get a car or truck so they don't have to use personal vehicle.	There is only one position and they have to stay at city hall.	The second driver can give the community answer and see first hand what the problem is.	No.	GOV	QOL
0493	I have lived In Carlsbad all of my life and have enjoyed the relaxing, enjoyable times I have spent at theBeach /River area. I can remember when there were little rides for the children of Carlsbad, a SnowCone stand a little train to ride as well as a little photo booth and putt putt golf course for adults andchildren to enjoy while visiting the park.	As Carlsbad is so blessed to have the beautiful Pecos River flowing through the community, I would like to see more care In these areas. Summer is almost here, and as Carlsbad spends a lot of money to promote tourism, and our river is certainly the focus of much of our advertising, It Is important to preserve the safety and beautification of the area. The sidewalks that line the river are wonderful as well as the street lights along the pathway. What a change there has been in the River/Beach area since I was a child enjoying the assets Carlsbad residents hold most dear.	I was thrilled when Project Playground was constructed, as by that time the little park rides were no longer there and the children of Carlsbad needed a place to go. When the Playground was first built, it was beautiful and so well maintained (grass was mowed and trimmed, trash receptacles were always clean and emptied). I recently attended my granddaughter's birthday at the Playground and was surprised to see how the maintenance had gone down. Some of the swings were not in good working order, the grass and weeds needed to be mowed and trimmed and there was an infestation of bees around the picnic tables. The trash cans were running over, in places, and the picnic tables had not been cleaned for some time. Recently, one of my other granddaughters was at the park playing and fell in a pot hole that had not been taken care of and sprained her ankle as a result of her fall.	(Needs continued) On the other side of the river the trees are so beautiful and it is a fun place to go to relax, attend art shows, car shows, concerts, or whatever may be going on down there at any given time. Some of the cement slabs under the cement picnic tables have come up out of the ground because of tree roots causing a very dangerous situation for the young and old alike. The slabs that are protruding out of the ground expose an area that visitors can catch their feet under and possibly fall. I know, I fell at the last car show, because of one of the cement slabs, and It has taken me a year of massage therapy and physical therapy to get my leg partially back to normal. There are many pot holes in the area around the band shell that need to be filled in to prevent falls as well.			GOV	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0494	Bat silhouettes on city lights as if bats are eating bugs off the city lights!	Whimsical idea for our town - promotes bats/caverns = increased tourism revenue. Conversational item as you drive through town. Increased tourism to stay in town for awhile. Wonder about bats and habitat.	Artistic design for silhouettes on city lights. Use reflectors or reflector tape to enhance design so that street light captivates bat image. Use bat silhouettes in downtown area - street lights!	No obstacle - only creativity.		Roswell has "alien" lights on city lights downtown. Why can't we promote bats/caves in our town?	ECD	QOL
0495	To have Walmart advertise the Caverns by painting caves and bats on the outside of store including windows - Roswell's Walmart helps the "aliens" - lets help our "bats/caves" and cavern. Bats/caves painted on outside of Walmart store.	Benefit = more tourism = more revenue for the city.	Lots of paint. Welcome new artists to town and get busy painting.	Lack of creativity only obstacle.		Most definitely. Roswell's Walmart helps advertise the "aliens" by having painted aliens outside. Let's do the same to ours.	ECD	QOL
0496	Neon signs within city to display location to Beach area, Caverns, and Living Desert.	Increased tourism = increased revenue to Carlsbad.	Create neon signs to display beach area, Caverns, and Living Desert.	None.	?	Never.	ECD	QOL
0497	24/7 pharmacy opened instead of going to ER for meds.	Increased health less \$ spent at ER.	Pharmacists 24/7.	No.	?	Never.	ECD	QOL
0498	Local stores (in town) to sell bat/Pecos River and Cave memorabilia including Walmart and Walgreens.	Benefits = more tourism = more revenue for city.	Make room for items at stores.	Unknown.		Never tried. Tourist have to drive out to Caverns in order to buy memorabilia items.	ECD	
0499	"Cavemen footprints" in "Pecos River" area and downtown area - including Cavern entrance.	Curiosity - "whimsical idea" for town.	Paint and kids to help with footprint design.	Paint.		? Cavemen non-existent yet.	ECD	
0500	"Cavemen welcomed" with picture of cavemen on local business marquee. "Taco Bell, Wendy, McDonalds, Stevens" on marquees.	Whimsical idea for town, proud to be a caveman.	Use a tall ladder to add letters to signs!	(none)		(never seen in town) - ever!	ECD	
0501	"Welcome to Carlsbad" made of metal signs entering city on <u>all</u> highways - including Loving, El Paso, Hobbs highways.	Tourists know what city they drive into and signs welcome visitors.	Contract and contact welders who could build a Carlsbad sign just like Hobbs has upon entering city.	Welders and ladders and lots of labor.	Contact welders who have creative ideas to create a "Carlsbad" sign made of metal to prevent damage during inclement weather.		QOL	
0502	Replace palm trees around city - trees not "zoned" for the area.	Palm trees out of natural habitat - we live desert area!	Pull palm trees out - replace with suitable trees "zoned" for area.	Ideas to pull palm trees - replant elsewhere.	Replant palm trees "elsewhere" - replace trees with trees "zoned" for area.	?	GOV	ENS
0503	Privacy fence - Hall Machine (near beach).	Beach beautification.	Ask Hall Machine to build a privacy fence to help beautify the Pecos River area.	Whether Hall Machine agrees.	Build privacy fence ASAP.	?	ENS	QOL
0504	Church's Chicken - business to town.	Increased fast food areas = increased choices to eat out.	Ask Church's Chicken franchise to come to town.	None		Never.	ECD	
0505	Public library opened on Sundays and keep library opened until 8:00 p.m. on Friday.	Increased knowledge and reading time while having family time.	Ask employees "Who'll stay late on Fridays" and open on "Sundays?".				GOV	QOL
0506	Sam's Club.	Increase local shopping.	Ask Sam's to open business in town.	None	?	Never.	ECD	
0507	Olive Garden - (restaurant).	Increased tourism = increased choices to eat = increased revenue.	Ask Olive Garden to come open business in town.	None.	?	NEVER!	ECD	
0508	Build more seats around public play areas - one bench is not enough for parents/guardians to watch their children play.	Increased tourism to beach area.	Build benches and keep parents happy.	None.		NEVER.	ECD	QOL
0509	Show/display public bus stops in bright colors, include benches while customers/passengers wait for transit. Also cover area during inclement weather.	Increased business = increased revenue for town.	Create signs/covered passenger benches.	None - (taxpayers have paid for materials).		NEVER.	INF	QOL
0510	Car bridge over the Pecos River at Mesa Street.	Additional access to La Huerta.		Right-of-way on north side of river.			INF	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0511	Car bridge over the Pecos River at Guadalupe Street.	Additional access to La Huerta, relieving traffic congestion on Canal.		Money.		?	INF	QOL
0512	Have jail trustees pick up trash around our city and outskirts <u>everyday</u> . Have distinct signs directing people to the river, Ocotilla Trail, and other places around C-Bad! The new patio at the library would be a good place for summer concerts! There is lots of talent here, people would enjoy being out in the open listening to various different programs. The band shell at the river is a good place, also at the island at the beach. people could sit on both sides of the river and enjoy music.	Would show a clean community.	There are still large weeds on vacant lots that were not taken care of from last summer. Someone needs to go around and report back, so this problem could be take care of.	Would look better for retirees who might be looking for a weed free (?) community.	Enforce rules for people who own these lots to get rid of weeds and junk. Don't keep putting them off.		QOL	
0513	Get rid of the eyesores on Canal St especially South. Have buildings that need painting, all paint with an attractive color - the same. It would be good if lawn and leaf bags were picked up once a week. The longer they stay on the ground, the more the wind deteriorates them and then they begin to blow everywhere. It seems to me that when the garbage trucks come around the driver should report where these lawn and leaf bags are so they can be picked up quickly.	It would look better for our visitors.	Enforcement of zoning laws.				QOL	
0514	1. Remove railroad track from the north end of railroad bridge over Lake Carlsbad to present track at city of Loving NM.	2. Would eliminate approximately 20 hazardous railroad crossings (about 17 miles of track) and the upkeep thereof. Would open up the entire north to south heart of the city for future businesses, residential and whatever. Would stop traffic tie-ups from switching trains. Would ease flood problems like we had in early 1940s caused by trash hanging up on the railroad bridges over Hackberry Draw and Dark Canyon crossings.	3. Install approximately 9 miles of track from the present track on north side of Hobbs highway that serves the plants of Mosaic north (Duval), Intrepid north and east to present track at Mosaic main plant on C.R. 31 that serves the Mosaic Nash Draw plant, the United Salt plant at old U.S. Refinery and the city of Loving NM. This change would make approximately a 70 mile haul for Nash Draw ore to its processing plant approximately a 15 mile haul. See #5 for another option.	4. Yes.	5. Extend present track from east Intrepid plant, that crosses the Hobbs highway on to the new Intercontinental potash mine, and could even take in the WIPP plant, before tying into present track at Mosaic Nash Draw plant. This would mean one track from the La Huerta switching yard servicing all the potash mines, the WIPP site, United Salt plant, and the city of Loving NM.		INF	
0515	Whatever it takes to keep families of medical and other professional personnel happy Carlsbad seems to have enough activities to keep children happy. The schools are good. Shopping at Walmart and with catalogs just doesn't do it. One needs to go out of town and the distance to shopping center is too great. Going out of state for medical services is the pits. Why?	Keep hospital staffed with those who know how to use the fine equipment.	Eat-in restaurants open on Sunday, quality shopping. How about a Welcome Basket for newcomers with Carlsbad info.	Too many people can't pass drug screening. Unhappy newcomers.	Equally HARSH treatment for drug pushers and users.	As a newcomer, I don't.	QOL	

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary ECD	Secondary QOL
0516	Dear Mayor, Me and my sisters were talking the other day and thought that if Carlsbad had a shopping store like Burlington Coat Factory or a Hobby Lobby we and other would not have to go to El Paso to shop for school or Christmas. Just an idea to make Carlsbad better. Add shopping outlets!! Keep the money in Carlsbad and bring others like from Artesia, Roswell, Hobbs, and Loving to shop here.							
0517	Save this Spanish Villa and turn it into an "Art Incubator". Why it's important to save it. This building, located at the corner of S. Halagueno and Greene streets, is virtually unique in our downtown area. It has enormous potential and in my opinion is as important to save as was the Trinity Hotel. It's just as much of an architectural treasure. Saving and restoring it should be a priority. (Seven pages of photos of the building.)	What to do with the building. There are many possibilities. If it is purchased by a private individual as a commercial enterprise, it could be used to house a series of boutiques, an art gallery, an outdoor-style cafe, or made into a bed-and-breakfast or a hotel. My favorite idea: Turn it into an "Art Incubator". If the building could be acquired by the city or by a non-profit organization, it could be used to drive economic development. It would provide a unique way to attract new residents to our community, who would in turn attract visitors. (Explanation of Art Incubator 10 pages including photos and artwork.)	Whatever you do, don't let anyone touch the tree. Not even to trim it. This is a record-sized historic Vitex tree and gives as much character to the courtyard-style villa as do the tiles on the roof. The place wouldn't be the same without it. Most of our local tree-trimmers are actually tree mutilators- after they're done trimming a tree, it typically looks so bad you might as well cut it down. Don't let them near this tree. (Two pages of photos of the vitrex tree.)			(Photos of the Old Pecos Gallery.) This building could have been allowed to deteriorate until it had to be demolished, but instead it was preserved and repurposed. It now houses the Old Pecos Gallery.	ECD	QOL
0518	Build a hiking/biking trail in the canyon on the north side of Skyline Drive. Pave the parking lot and install a trail map. (Eight additional pages with maps and photos illustrating Mr. Pierce's idea.)	There are two good reasons to do this. One is quality of life, the other is public safety.	First, the public safety. People really like to climb the hill on Skyline Drive. Some like the challenge of a steeper climb than the Ocotillo Trail, others like to connect with Ocotillo for a 3.5-mile loop. A few days ago I counted 17 cars in and around the parking lot at the bottom. But the problems is, they like to walk in the middle of the road. You drive around a blind curve and suddenly in front of you there are 3 people walking abreast in your lane, with a vehicle coming toward you in the other. Most of the walkers won't even notice you, they're too busy talking. But even those who see you coming and try to move out of the way ... (two photos of the road illustrate how narrow the road is). We'll never get all those people off the road. Some will insist on walking there, no matter what. But we need to offer an alternative for those who are interested. The simplest thing would be to run a path right along Skyline. Hopefully a paved path, but if that's not possible, unpaved would be ok.				QOL	

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0519	Improve the Riverwalk in three places. The Riverwalk is one of the great things about this community, but there are a few places where it needs work. I think these three projects are very doable: 1. Connect the two sidewalks at the north end, near the railroad bridge. 2. Build a walkway under the west side of the Bataan bridge. 3. Connect the sidewalks at Lower Tansill dam.	Once these are completed, the riverwalk will be connected in one continuous loop.	Mr. Pierce used photos and illustrations on eight pages to show and explain his ideas and their positive impact on the community.				QOL	
0520	Build 20 more soccer fields so we can host bigger tournaments. Acquire land next to the Sports Complex before it disappears for other development.		Mr. Pierce used photos and illustrations on ten pages to show and explain his idea, how to implement his idea, and the positive impact on the community.				QOL	ECD
0521	Expand the Flume Park to the east. Four things that would need to be done: 1. Continue the waters' -edge sidewalk that ends at the spring. Have it go through the undeveloped area to the east 2. Connect it to the existing Landsun sidewalk, then loop it around on higher ground back to the spring 3. Plant more trees and wildflowers to restore the natural area 4. Add benches so people can rest and enjoy the view		Mr. Pierce used photos and illustrations on fifteen pages to show and explain his idea, how to implement his idea, and the positive impact on the community.				QOL	ENS
0522	Save and Restore the buildings behind the Rec Center.		Mr. Pierce used photos and illustrations on two pages to show and explain his idea, how to implement his idea, and the positive impact on the community.				QOL	ENS
0523	Build more picnic shelters at Playground on the Pecos, and schedule semi-annual volunteer maintenance days.		Mr. Pierce used photos and illustrations on three pages to show and explain his idea, how to implement his idea, and the positive impact on the community.				QOL	
0524	Relocate the Lamont St. recycling drop-off. This Is a traffic hazard that needs to be dealt with sooner rather than later.		Mr. Pierce used photos and illustrations on three pages to show and explain his idea, how to implement his idea, and the positive impact on the community.				INF	ENS
0525	Increase attendance at 'Christmas on the Pecos' by adding weekend performances of 'Scrooge - The Musical'.		Mr. Pierce used photos and illustrations on seven pages to show and explain his idea, how to implement his idea, and the positive impact on the community.				QOL	
0526	Extend the CID canal bike trail north to Lake Avalon and south to Loving.	We would benefit In three ways: 1. Increased quality of life 2. Attraction/retention of skilled personnel 3. Improved public safety	Mr. Pierce used photos and illustrations on six pages to show and explain his idea, how to implement his idea, and the positive impact on the community.				INF	QOL
0527	El Paso Times newspaper article: Dog park progress in city encourages West Side advocate.						INF	QOL
0528	Maintenance "Keep up" all existing city properties - Routine evaluations and care. Need employment to bring in young people.						QOL	ECD

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0529	Public transportation to other cities - El Paso, Hobbs, Lubbock, Midland, Albuquerque as examples.	As a retired newcomer I flew into El Paso and then to Carlsbad - that service (from El Paso) no longer exists. There IS shuttle service from El Paso to Las Cruces - even Silver City and perhaps Alamogordo.	It doesn't have to be daily service.	Cost and scheduling - and time for the program to work.	Perhaps the service <u>already</u> in El Paso airport could offer a route to Carlsbad with scheduled reservations.	No idea as I'm new to this area. Perhaps a round trip service to Hobbs - Roswell as starters.	QOL	ECD
0530	Encourage bicycle use for folks of <u>all</u> ages: Install bicycle locking posts all over town.	Fewer cars; increased fitness; happier and more mutually cooperative and respectful populace.	Install bicycle locking posts: (diagram of locking post 1'x3'). Hipper cities have 'em everywhere (Davis, CA).	Yes. Some city officials - like Cassandra Arnold at the public library - are hostile toward bicyclists and bikes.	Ignore such hostility.	Check out bicycle friendly cities like Davis, California. They did all their modifications with federal Department of Transportation grants beginning with the 1973 oil crunch.	INF	QOL
0531	Some kind of family fun center. A place families can go and enjoy themselves.	It would provide a family atmosphere, give children and teen something to do with their time and provide jobs.	The city, citizens of Carlsbad and possibly business would need to come up with funding for the project or an outside agency or business.	The only obstacle would be funding.	We would need to find people who believe in Carlsbad and prove to them we are growing and will continue to do so and a business such as this could make a big profit.	There have been arcades, bumper cars, etc. but all have been unsuccessful because they don't have a vision for what children and teens need to keep them entertained in today's day and age.	ECD	QOL
0532	More activities for college age people and more acceptance of employment of college students.	Higher college attendance and less college age crime.	More accepting companies allowed to set up business in Carlsbad.	Allowing.	Communication with towns and cities to see how they work.	It has <u>never</u> been addressed.	ECD	QOL
0533	Activities aimed towards the arts {music, theatre, painting, etc.}.						QOL	
0534	Get more shopping stores; bigger and better mall.						ECD	QOL
0535	More activities for college age students.	People would have more to keep them occupied and stay out of trouble.	Get rid of Bob Forrest.	Bob Forrest.	Get rid of Bob Forrest's monopoly.	Before Bob Forrest was born it worked.	ECD	QOL
0536	Laser tag/put-put golf/go-carts facilities.	Gives the youth fun and safe activities to participate in.	Funding.	?There are obstacles to everything.			ECD	QOL
0537	More bike paths.	Reduce congestion.	Paint lines on streets.				QOL	
0538	Fix the potholes in parking lots.	Make people not have to replace their tires as frequently.	Funding?	Businesses?	Go through the legal steps necessary to make it happen.	Not sure	INF	QOL
0539	Better advertising of businesses and events.	More community interaction and involvement.	Placing business signs in a readable location, and having flyers of posters advertise, not just our newspaper.	Business cooperation.			QOL	
0540	To work with the community to have nice facility for our kids.	Keep our community safe and clean more activity for the youth and older kids. Ideas have more activity for our kids to keep them safe and busy.	Make board meeting with parents and the activity associates.	Board meeting with parents and city council.	No, not to my knowledge.		QOL	
0541	Walkways on Pierce and Callaway Drive. Folks like to walk and run in the area and it will be dangerous with new store and increased traffic.	Build sidewalks and areas for scooters.	Funding?				INF	QOL
0542	Being a quadriplegic, it would be nice if all restaurants and tourist sites were easily accessible for the handicapped.	More handicap visitors and their families.	Cooperation, businesses getting involved and restaurants.	Only that making an existing building accessible.	Making the doors easier to open. Doorbells.	The handicap parking is great but parking is only the start because you need access to the business entrance.	INF	QOL
0543	We need more restaurants in town. We currently do not have a steak house. Cattle Baron's would be great.	Provide jobs and keep people in Carlsbad.	Lower taxes for new businesses, Maybe form a committee to work on getting new businesses in Carlsbad.	I can't think of any.	Committee's to work on helping Carlsbad grow.	I am not sure.	ECD	
0544	Carlsbad should bring in a Casino or an Amusement Park.	They will bring in more revenue and more people in the coming future.	Need to get plans and obtain ownership of land to build the casino or amusement park.	Getting funding, manpower and design plans.	I have some good ideas for rollercoasters and other rides. The casino would also be a hotel too.	I know the casino has been tried before and failed, however I am not sure the amusement park has been tried yet.	ECD	QOL

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0545	Tear down houses that are not in use and look as though they should be condemned throughout town and sell the land for a very discounted price with the exception that a new house must be built on the land within two years.	This would be huge in cleaning up the community, getting rid of unsightly housing which is accessed by our town's homeless, drug-users, or kids. It would also aid in creating affordable housing and jobs.	Evaluations of vacant, run-down homes which have been left unoccupied.	Funding?	Creating a volunteer committee to assist with evaluations, tear-down, investigations of legalities, equipment, identification of funding sources, benchmark (I believe this was done in Kansas).	I do not know if this has ever been attempted in Carlsbad.	INF	QOL
0546	To improve the area around the Flume and Carlsbad Springs and Heritage Park.	This area is where a lot of Carlsbad history started.	More publicity and area signs, trails, etc.				INF	QOL
0547	On all highways leading out of Carlsbad come "Bat" soon sign.	Increased tourism, gratitude to tourist increased revenue.	Sign made in large print - whimsical bat that thanks tourist for coming to town.	No.	N/A	Never.	INF	QOL
0548	A dog park down by the river.	Lots of people have dogs and I believe would use a park especially for dogs.	Fence off an area on east side of river for Lower Tansill.	No.		Not to my knowledge.	INF	QOL
0549	1. A dog park 2. Better signs indicating business on Canyon.	1. Place for people to bring their dogs to run free 2. Bring more business to the small businesses in that area	1. Someone needs to donate the land, town fix and maintain it 2. Signs purchased by town				INF	QOL
0550	Replace or/and increase number of dumpsters to accommodate trash. Prevents trash from blowing around town.	Improve initial impressions of city. Both north and south ends have constant trash in the area. Blows into residential areas as well.	Replace broken dumpsters in alleys. Add additional dumpster in business at both ends of city. Have sanitation inform which areas have overflowing dumpsters. Add additional dumpsters to these areas.	Cost of dumpsters.	Have additional cleanup times completed by city and/or resident volunteers.	Don't know.	GOV	QOL
0551	Keep weeds under control. Carlsbad has an ordinance, all land owners need to be notified and enforced. This would improve looks of town. Too many tall weeds all over town. Encourage all merchants - Canal and Canyon especially - to have some lights up during Christmas on the Pecos. We invite tourist to town and the streets look drab! Have you ever seen Madrid, NM at Christmas? People made a yearly drive to see it. Use Eddy school for a senior center. Central location - building has a large multi-purpose room, kitchen, and more rooms that could be used. Some parking - a good neighborhood location.						QOL	GOV
0552	More trash containers along Riverwalk.	A Riverwalk that can be enjoyed by both locals and tourists.	Trash containers designed so that they cannot be knocked over and dumped in river.	Cost of designing and installing new containers.		Unknown	GOV	QOL
0553	To refurbish the flumes and make sure it will be effective for future generations. Run lights over each archway; would make it more picturesque at nighttime.	If the flume were to fail or collapse irrigation would be interrupted for most of south Carlsbad.	I'm not sure.	Possible interruption of irrigation while work is in progress as well as people that will claim refurbishing will take away from the historical significance.	Do the work in the winter when less irrigation water is needed.	Do not know.	INF	GOV
0554	1. No loose dogs on Riverwalk. 2. Curfew for teens (young people). 3. Railroad crossings. 4. Fines for trashing our Riverwalk.	A cleaner town, less crime, easier access across railroad tracks.	Parents need to cooperate. Railroad needs to be more cognizant of emergency vehicles.	I'm sure many parents are not interested.	As above.	I have been here eight years and the "cleanup" times are <u>GREAT!</u> Perhaps we need more of them?	INF	QOL
0555	Eliminate colonies of stinging red and black ants (carpenter, harvester ants) in all parks and public areas, such as along sidewalk in front of museum (2010).	Prevents people from getting very painful stings. Some people are dangerously allergic to the stings of these insects.	Establish a program to poison these colonies annually until gone. Sites can be mapped and monitored.	Labor intensive. Must be persistent. Sites must be revisited very frequently for re-treatment until eliminated.	Have a map of sites to be eliminated. Volunteers (scouts, inmates, etc.) can locate and report colonies to city. City workers would apply the treatments with needed pesticides.	Do not know. But area residents do this successfully in their own yards locally.	QOL	GOV
0556	Remove and eliminate burr grass in city parks, library lawn, and playground areas used by children, "picnickers".	Makes a much more pleasant park experience for children and anyone wearing sandals.	Establish an elimination goal to be pursued annually during summer months. Start with areas used by children, expand areas.	Labor intensive if done by hand (digging, using special tool). Expensive if sprays are used. Is it safe to use pesticides on grass around children, pets?	Have volunteers do the work, especially around areas with playground equipment. (Local citizens, parents, scout troops, garden clubs, prison inmates).	People eliminate these dreadful grasses (sand burrs, sticker burrs) in their own yards. Can take 2-3 years but can be done and is done with persistence.	QOL	GOV

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0557	Refund security deposit that is required for city water service after one year of good payment history.	Good community relations between city and population of city who need water utilities. Friendly policy. Rewards good payment history.	Change the current policy which refunds the security deposit <u>only</u> when you sell the property or die.	Nothing that can't be addressed. The occasional customer who violates the payment policy could be required to pay another non-refundable deposit which would not be refunded until termination of service when they move.		Man (most) utilities have a policy in place which refunds or credits account after a period of time with good payment history. Bad payment history results in non-refunding of deposit.	GOV	
0558	Repaint information sign at Eddy House site near flume. Has faded and is becoming hard to read.	Provides interesting historic information to tourists, city residents, children. Looks friendly and inviting to tourists.	Possible replace sign with plexiglass panel which could include photographs and historic information.	Cost. Maintenance.	Perhaps a civic group would donate such a historic panel(s). Maintenance could be done by civic groups, scouts, volunteers.	These panels are used at Sitting Bull Falls visitor center, may refuges etc. Artesia is planning to install them soon for the historic progression project.	INF	GOV
0559	Have an attractive bench or two at public library next to building under north "porch" next to Mermod street.	Provides a place for persons waiting for a ride to wait in comfort protected from weather, sun, wind while sitting.	Placement of one or two attractive benches under each of the two porches outside of the library.	Cost of benches.	Seek benches made of recycled materials or other less expensive but durable materials.	Numerous locations in many towns and cities. Makes town appear more friendly and welcoming.	QOL	GOV
0560	Covered metal bus stop benches along route along streets etc. near businesses, at mall.	Provides riders a place to sit while waiting for bus. Riders would be protected from intense sun, rain, wind, etc.	City needs to determine stops where this would be a nice service to riders. Not needed at all stops. (Albertsons has a bench already).	Cost. Maintenance.	Use sturdy materials. El Paso uses <u>metal structures</u> which have seats, roofs, backs, and sides. These structures are virtually maintenance free.	El Paso. Structures can be seen in many locations. Good places to see them are in front of Sierra Medical Center and Providence Memorial Hospital.	INF	QOL
0561	Placement of a bench at bus stops outside of businesses and along streets for street-side stops.	Makes town look friendly, neighborly, appealing. Provides a place for riders to wait in comfort.	Placement of sturdy benches along route.	Vandalism. Cost. If outside a business, maybe the business, mall, etc. would "sponsor" the bench as a form of customer service/advertising.	Vandalism could be prevented by using sturdy materials. El Paso uses <u>roofed</u> metal structures with seats. Can be seen outside of Sierra Medical Center, Providence Hospital, etc. etc.	Many cities and towns do this. El Paso is an excellent example. Helps riders know <u>exactly</u> where bus stops.	INF	QOL
0562	Eventually expand bus routes into various residential neighborhoods.	Expanded service area providing service availability to riders who are now unable to get to current route due to distance.	City needs to decide to expand bus service, study routes, needs, and patterns of use, etc.	Possibly longer wait times on route, fewer pick-up times, need for extra drivers. Determining areas needing service.	Overlap routes in some cases, have every two hour route stops in some neighborhoods instead of hourly.	Many area towns and cities have local bus service which has been available for decades.	INF	QOL
0563	Provide weekend bus service eventually. Provide on-call reserved bus service on weekends also.	Allows increased mobility to those who must ride buses to go someplace. Many elderly people or people with disabilities depend on this service.	Provide added service to make bus service available seven days a week, including holiday service.	Cost. Need for staff on weekends and holidays.	Use part-time staff on weekends. The staff for reserved ride service could be "on call" staff on weekends.	Many cities and towns offer weekend and holiday bus service. Some may use reduced schedules on weekends, holidays.	INF	QOL
0564	A true community center where people with similar interests can come together to play games, cards, dance, and socialize regardless of age.	Young and old alike can enjoy interaction with other adults while sharing common interests.	A large facility either remodeled or purchased to accommodate these activities.	Yes.	Since both senior centers are opposed to combining use that site and that proposed building for the program.	No.	QOL	GOV
0565	A community based group of reliable and knowledgeable volunteers to provide repair services, shopping, sewing, information, etc. for exchange, barter, trade.	Shut-ins. Those on fixed incomes, or disabled could have one resource location to seek help/give help.	A dedicated individual to put people together. Lots of volunteers.	Yes, some people are takers only.	Develop a point system to assure each person gives as well as gets.	Some churches do this within their congregations.	QOL	
0566	More places for teens to hang out. For ages 15-21.	Keep kids out of trouble, give them something more interesting to do.	People volunteering, a place to have it at, money.	Yes.	Finding other people in the community to help and trying to advertise it.	Yes it has been tried but not successful.	QOL	
0567	More places for young adults to hangout and spend time with friends.	Keeps them out of trouble and gives them something to do other than drugs, alcohol and sex.	Need to have the community find a location that would be suitable for gatherings and special wants.	Location. Location. Location.	Using abandoned building or empty building instead of just letting them sit there empty.	No.	QOL	
0568	To expand our recycling, glass and steel with residential pickup!	It makes us a "greener" city, it makes the area cleaner.	We need a new recycling center.	Probably the money needed to create a new facility.	The city, county, state and possibly the National Park Service could work to get grants/funding.	I don't believe this has happened in Carlsbad, but I know recycling works in most cities.	ENS	QOL

0569	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary ECD	Secondary QOL
	Sunset Gardens Cemetery: 1. Market the availability of existing crypts and cremains niches for above ground burial. 2. Market and utilize the rocky area around the entry area flagpole as a scattering garden for cremains with name markers or a wall with name placques of those so interred in the garden. 3. Designate a section of the cemetery for pets and or pets and their owners cremains as is currently successfully marketed at the privately owned Sunset Cemetery in Albuquerque. 4. Remove old house and office/embalming building as they are in poor condition, hazardous to visitors and not properly secured. 5. Until unused properties in cemetery are needed, reinstitute lease of those properties to farmers for crop growing and income to the city of Carlsbad utilizing cemetery water rights for irrigation. 6. Ensure that costs for burial plots in this and Carlsbad Cemetery are priced to cover the costs of maintaining the cemeteries. These should not be an uncovered expense to the City of Carlsbad but at least a break even or even profitable operation.							
0570	Carlsbad Cemetery 1. Initiate planning and installation of tree planting and irrigation systems in the undeveloped New Section of the cemetery as the existing areas are filling rapidly and this would allow for the proper layout and establishment of the cemetery burial grid and growth of trees before we have to move into the area for burials. 2. Implement the purchase of cremain niches for installation under the new roofed pavilion in the cemetery New Section. 3. Install piping system from treatment plant for use of recycled water for irrigation of all sections of Carlsbad Cemetery and the saving of existing potable water from the city water rights.						QOL	
0571	Carlsbad Airport has the potential for further expansion of services because of our mild climate, long runways, and higher quality available services. Suggest that we look into airplane storage and perhaps renovations and perhaps even a Regional aircraft service facility.						ECD	

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
							ECD	QOL
0572	Carlsbad could be a destination for large RV group gatherings throughout the year if adequate facilities were available. Suggest that the Sheriff's Posse Arena and facilities be developed with hook ups and a dump station for up to 50 rigs. It has a meeting facility and kitchen and this would be rented by the RV Samborees and other group gatherings. RV travelers generally have above average incomes and spend money on restaurants, services and tourism facilities so the closer into town they are the better for the community.							
0573	With our golfing facilities and mild winters, Carlsbad should be able to provide an upper scale, secured access RV and Modular Home facility with indoor and outdoor pool, meeting facilities, craft facilities, spa, tennis courts, and other quality of life services that would attract winter visitors and other retirees, many of whom would become permanent residents. The KOA north of town would come the closest to meeting these qualifications but it would be nice to have an even more enhanced facility here in town.						ECD	QOL
0574	The county needs to expedite the long drug out process of completing the loop road around Carlsbad and get more of the truck traffic off of Lea Street and downtown, before our new roads are destroyed again.						INF	
0575	Eddy County is a world class location for visiting caves, and the community, in conjunction with the BLM, USFS, NCKRI and NPS should encourage cave entrepreneurs to form a cave guide service for visitors from around the world who would like to have true caving experiences in some of our caves while experiencing the wonderful backcountry of the Guadalupe Mountains and the Chihuahuan Desert.						GOV	ECD
0576	Carlsbad's parks, golf courses, cemeteries and public green spaces should all be connected to a separate recycled water system to reduce the demand on our potable water supplies.						ENS	INF
0577	Require commercial property owners to abide by city ordinance chapter 22, article III, section 22-63. Weeds	Beautification, fire hazards.	Contact the railroad, state highway dept., CID, and others who maintain property within the city limits of Carlsbad.	City leaders are afraid to confront state departments and large corporations.	Make photos of this property and present it to them with a copy of the city ordinance.	Look at property next to Pizza Inn south and property between Loving Highway 285 and the railroad at the city limits.	GOV	

	Idea	Benefits	Needs	Obstacles	Implementation	Past	Primary	Secondary
0578	More bicycle paths for the city of Carlsbad.	Save gas, insurance, good exercise, less pollution, cheaper	To put bicycle lanes on Pearce, Canal, Church, Mermod and Lea, also Mesa, Boyd Drive and others as needed (Canyon and Main)	Parking places, painting the strips	Educate the public on the benefits	It is being done now on a small scale	QOL	

Legend		Primary	Secondary	Total
ECD	Economic Development	128	52	180
EDU	Education	22	6	28
ENS	Energy and Natural Resources	38	17	55
GOV	Government	133	106	239
INF	Infrastructure	122	58	180
QOL	Quality of Life	135	195	330
N/A	Not Applicable		144	144
		578	578	1156

1012

29%
21%
16%
16%
5%
2%
12%
100%