



CITY OF CARLSBAD COMPREHENSIVE PLAN UPDATE

PUBLIC INPUT RESULTS



The second public meeting for the update to the Comprehensive Plan was held on June 3, 2025, from 6:00 to 7:30 p.m. at the Council Chambers at 114 S. Halagueno Street. There were 35 people who signed their names on the sign-in sheets. The purpose of the meeting was to present a summary of the planning process, share the results of the community survey, and gather public input on the Comprehensive Plan’s draft Goals and Objectives and the Alternative Land Use Scenarios prepared by Consensus Planning. Participants were given sticky dots to place on large posters with each Plan Chapter’s draft Goals and Objectives. To prioritize both the draft Goals and Objectives, participants placed green dots on those they liked, yellow dots on those they liked but wanted to be reworded, and red dots on those they did not like. After completing the Goals and Objectives input exercise, the participants were presented with three Alternative Land Use Scenarios. Participants were asked to vote on their preferred Alternative Scenario and offer comments.

Results are outlined in three sections: Section 1, Top Goals and Objectives across all Plan chapters; Section 2, Draft Goals and Objectives Complete Results organized by Plan chapter; and Section 3, Alternative Land Use Scenarios results. The top Goals and Objectives are prioritized by the number of green dots (positive votes).

SECTION 1: TOP GOALS & OBJECTIVES

TOP 5 GOALS

1. Land Use Goal 1: Promote infill development and redevelopment of vacant, abandoned, or underutilized properties that are located throughout Carlsbad. **13**

Transportation Goal 1: Create and administer a coordinated and connected multi-modal transportation system that balances the needs of pedestrians, bicyclists, motorists, and large trucks. **13**
2. Housing and Neighborhoods Goal 1: Increase the housing supply in Carlsbad to include a diversity of housing types, unit sizes, and price ranges. **12**

Transportation Goal 3: Expand general aviation, air cargo, and air passenger facilities and services at the Cavern City Air Terminal. **12**

Community Services & Facilities Goal 4: Support equal access to high quality, public education and life-long learning opportunities. **12**
3. Economic Development Goal 1: Create a strong, balanced, and diversified local economy that fosters entrepreneurial activities and increases employment opportunities. **9**

Community Services & Facilities Goal 3: Maintain an adequate level of public safety services in Carlsbad. **9**

Community Services & Facilities Goal 5: Increase the level of health care services available to Carlsbad residents. **9**

4. Housing & Neighborhoods Goal 3: Promote the development of quality residential neighborhoods that offer a variety of housing development types. **8**
 - Land Use Goal 4: Foster historic preservation and community pride in Carlsbad’s history. **8**
 - Infrastructure Goal 1: Maintain safe and efficient municipal water production and distribution system. **8**
 - Hazard Mitigation Goal 1: Build greater resiliency and capacity to respond to natural and man-made hazard events using an all-hazards approach. **8**
5. Economic Development Goal 3: Expand and promote commercial and industrial development in appropriate areas of Carlsbad. **7**
 - Economic Development Goal 4: Promote Downtown Carlsbad as the community’s retail center and arts and cultural hub. **7**
 - Infrastructure Goal 2: Promote the sustainable management of existing water resources through effluent reuse and water conservation efforts. **7**
 - Infrastructure Goal 3: Maintain a safe and efficient municipal wastewater collection and treatment system. **7**
 - Infrastructure Goal 4: Minimize impacts and losses to public and private property through stormwater management. **7**
 - Transportation Goal 2: Maintain safe street conditions in Carlsbad. **7**

TOP 5 OBJECTIVES

1. Transportation Objective 2C: To correct unsafe traffic conditions and reduce crash incidents. **22**
2. Community Services & Facilities Objective 5C: To increase the number of health care professionals, including doctors, dentists, nurses, and behavioral health specialists, to serve existing and future residents of Carlsbad. **21**
3. Community Services & Facilities Objective 5B: To address the health care and mental/behavioral health needs of existing and future Carlsbad residents. **20**
4. Land Use Objective 5B: To remove or improve nuisance properties, dilapidated structures, and inoperable vehicles. **18**
 - Infrastructure Objective 2D: To decrease water losses caused by leaking water distribution lines. **18**
5. Infrastructure Objective 1A: To increase Carlsbad’s water supply through improvements and expansion of the Double Eagle Water System transmission lines and storage. **17**
 - Transportation Objective 1D: To allow for a safe, comfortable, and connected on- and off-street pedestrian and bicycle network. **17**
 - Community Services & Facilities Objective 4C: To ensure existing and future educators have access to affordable housing in Carlsbad. **17**

SECTION 2: DRAFT GOALS AND OBJECTIVES COMPLETE RESULTS

CHAPTER 4: HOUSING & NEIGHBORHOODS

Housing & Neighborhoods Goal 1: Increase the housing supply in Carlsbad to include a diversity of housing types, unit sizes, and price ranges. 12

Objective 1A: To encourage the development of market rate, workforce, and affordable housing to meet the needs of Carlsbad households. 15

Objective 1B: To reduce housing costs for low-income renter- and owner-occupied households. 11

Objective 1C: To ensure the housing needs of special needs populations, such the disabled, veterans, seniors, and the unhoused, can be met. 16

Housing & Neighborhoods Goal 2: Support the revitalization and stabilization of existing residential neighborhoods in Carlsbad. 5

Objective 2A: To preserve the character, identity, and integrity of established neighborhoods. 4

Objective 2B: To address the negative impact that blighted and substandard housing conditions have on the quality of life. 11

Objective 2C: To encourage the on-going maintenance of rental and owner-occupied properties. 7

Objective 2D: To ensure public reinvestment and improvements in existing neighborhoods. 6

Housing & Neighborhoods Goal 3: Promote the development of quality residential neighborhoods that offer a variety of housing development types. 8

Objective 3A: To foster new single-family and multi-family residential development. 12

Objective 3B: To ensure new residential neighborhoods have convenient access to neighborhood-scale commercial services, schools, parks, trails, and other community amenities. 8

Objective 3C: To foster healthy, social interaction between neighborhood residents. 7, 1

CHAPTER 5: LAND USE

Land Use Goal 1: Promote infill development and redevelopment of vacant, abandoned, or underutilized properties that are located throughout Carlsbad. 13

Objective 1A: To create a more compact urban form in areas appropriate for residential, commercial, or mixed-use development that currently have access to community services. 9, 1

Objective 1B: To identify alternatives to the expansion of temporary housing (RV parks and “man-camps”) in Carlsbad. 6, 2

Objective 1C: To increase the utilization and productive use of existing vacant land throughout Carlsbad, including the Carlston Ranch Master Plan area in South Carlsbad. 12

Land Use Goal 2: Manage Carlsbad’s growth through a balanced inventory of land uses. 5

Objective 2A: To increase the supply of commercial and industrial properties. 7

Objective 2B: To meet the commercial market demand and needs of existing and future Carlsbad residents. 6

Objective 2C: To encourage the location and development of commercial and industrial uses at and adjacent to the Cavern City Airport, Carlston Ranch Master Plan area, and along the West Bypass Road and George Shoup Relief Route. 10

Land Use Goal 3: Expand the City of Carlsbad through annexation of properties located adjacent to the municipal boundary and within the unincorporated area of Eddy County. 5, 2

Objective 3A: To focus new residential growth in the undeveloped area north and adjacent to the current City boundary. 10, 3

Objective 3B: To capture tax revenues on properties that are currently receiving municipal services but are not located within the municipal boundary. 12

Objective 3C: To provide municipal services to developed but underserved areas adjacent to the existing municipal boundary. 9, 1

Land Use Goal 4: Foster historic preservation and community pride in Carlsbad's history. 8

Objective 4A: To cultivate a greater appreciation for the value in preserving and restoring the history of Carlsbad and the positive aspects of historic preservation. 9

Objective 4B: To ensure the vitality and livability of Downtown Carlsbad. 14

Objective 4C: To encourage the rehabilitation and adaptive reuse of historic structures to preserve cultural resources. 8

Land Use Goal 5: Enhance the appearance of the built environment along commercial corridors, residential areas, and the Pecos River. 5

Objective 5A: To improve the visual aesthetics of Canal Street, National Parks Highway, Greene Street, Mermod/Texas Street, and other major street corridors. 12, 1

Objective 5B: To remove or improve nuisance properties, dilapidated structures, and inoperable vehicles. 18

Objective 5C: To foster community pride through participation in Keep Carlsbad Beautiful and other property clean-up efforts. 11

CHAPTER 6: ECONOMIC DEVELOPMENT

Economic Development Goal 1: Create a strong, balanced, and diversified local economy that fosters entrepreneurial activities and increases employment opportunities. 9

Objective 1A: To promote Carlsbad as a regional employment center for southeastern New Mexico. 11

Objective 1B: To position Carlsbad for target industry growth and development. 7

Objective 1C: To encourage young families to remain in or relocate to Carlsbad. 10

Objective 1D: To support locally owned, small business development and retention. 12

Economic Development Goal 2: Create a well-trained and educated local workforce to meet the needs of existing and future employers. 5

Objective 2A: To ensure the Carlsbad workforce can effectively compete for meaningful and productive employment and earn a living wage. 9

*Objective 2B: To ensure the Carlsbad workforce is adequately trained for new employment opportunities in target industries, including healthcare, energy, aviation, manufacturing, and digital and other emerging technologies. 5, 1**

*Objective 2C: To help Carlsbad households achieve economic prosperity by raising the median household income. 4, 3***

Economic Development Goal 3: Expand and promote commercial and industrial development in appropriate areas of Carlsbad. 7

Objective 3A: To strengthen and promote the Carlsbad Industrial Park located adjacent to the Cavern City Air Terminal property. 4

Objective 3B: To support new industrial development within the Carlston Ranch Master Plan area, along E. Greene Street/US 62, and along Derrick Road. 10, 4, 1

Objective 3C: To accommodate new businesses and industries that are looking to relocate or expand in Carlsbad and Eddy County. 10, 1

Economic Development Goal 4: Promote Downtown Carlsbad as the community's retail center and arts and cultural hub. 7

Objective 4A: To encourage the redevelopment of vacant and/or underutilized properties for commercial retail, food service, entertainment, and mixed-use development. 16

*Objective 4B: To pursue public/private partnerships and commit available funding to improve the aesthetics, buildings, and streets conditions within Downtown Carlsbad. 7, 1****

Objective 4C: To foster the growth of the creative economy and expand community access to arts and culture. 11

Economic Development Goal 5: Strengthen and promote Carlsbad and the surrounding area as a tourism destination. 3, 2

Objective 5A: To market and increase regional and nation-wide awareness of Carlsbad's unique attractions, events, outdoor recreation, and arts and culture offerings. 6, 5

*Objective 5B: To foster the expansion of tourism-related businesses, including restaurants, hotels****, and outdoor recreation retail and services. 9, 3*

** Participant added "literacy rate".*

***Participant added "education and training".*

**** Participant added for the objective to be "owner-driven".*

***** Participant underlined and noted "have many" hotels.*

Infrastructure Goal 1: Maintain a safe and efficient municipal water production and distribution system. 8

Objective 1A: To increase Carlsbad’s water supply through improvements and expansion of the Double Eagle Water System transmission lines and storage. 17

Objective 1B: To ensure there is adequate capacity in the City’s water production system to meet existing and future demand for potable and non-potable water resulting from future growth and industry expansion. 11

Objective 1C: To protect the water supply by eliminating household hazardous waste from the City’s water supply system. 13

Infrastructure Goal 2: Promote the sustainable management of existing water resources through effluent reuse and water conservation efforts. 7

Objective 2A: To conserve the municipal water supply for drinking purposes by reducing the City’s dependence on the Capitan Reef Aquifer. 9, 1

Objective 2B: To ensure the municipal water supply is adequate to meet the community’s existing and future water demand during drought conditions. 15

Objective 2C: To reuse water effluent generated from the wastewater treatment plant (WWTP) for irrigation of City park facilities. 10

Objective 2D: To decrease water losses caused by leaking water distribution lines. 18

Infrastructure Goal 3: Maintain a safe and efficient municipal wastewater collection and treatment system. 7

Objective 3A: To provide for the collection and treatment of wastewater and prevent the contamination of the City’s water supply. 11

Objective 3B: To ensure there is adequate capacity in the City’s wastewater system to meet existing and future demand for service resulting from future growth and development of infill properties and annexation areas. 9

Objective 3C: To protect the municipal water supply system by extending sanitary sewer services to currently unserved areas within the City limits, such as South Carlsbad, that can be served at a reasonable cost. 8

Objective 3D: To systematically plan for, fund, and replace aging sewer lines, interceptors, lift stations, and wastewater treatment plant components. 14

Infrastructure Goal 4: Minimize impacts and losses to public and private property through stormwater management. 7

Objective 4A: To ensure that the storm drainage system (e.g., stormwater conveyance lines and channels, interceptors, and detention and retention ponds) is adequately maintained and sized to handle major storm events. 13

Objective 4B: To protect critical facilities and public utility systems (e.g., hospital, public safety facilities, water and gas mains, electric, telephone, sewer lines, streets, and bridges). **10**

Objective 4C: To reduce the burden on the storm drainage system by allowing for more on-site drainage, stormwater infiltration, and water harvesting. **8**

Infrastructure Goal 5: Promote waste reduction, reuse, and recycling. **5**

Objective 5A: To reduce the solid waste stream and extend the life of the Sandpoint Landfill. **8**

Objective 5B: To expand the use of recycled tires for erosion control and bank stabilization purposes. **8, 1**

Objective 5C: To prevent hazardous materials from entering the Sandpoint Landfill. **7, 1**

CHAPTER 8: TRANSPORTATION

Transportation Goal 1: Create and administer a coordinated and connected multi-modal transportation system that balances the needs of pedestrians, bicyclists, motorists, and large trucks. **13**

Objective 1A: To allow for the safe and efficient movement of people and goods within and through Carlsbad. **9**

Objective 1B: To reduce the community's reliance on passenger vehicles and promote a healthier, more active lifestyle. **4, 7**

Objective 1C: To address the impacts of traffic congestion, safety issues, and freight traffic on the major street network. **14, 1**

Objective 1D: To allow for a safe, comfortable, and connected on- and off-street pedestrian and bicycle network. **17**

Objective 1E: To ensure that residents with mobility, medical, or financial challenges, or that prefer not to drive, have access to transit services. **16**

Transportation Goal 2: Maintain safe street conditions in Carlsbad. **7**

Objective 2A: To provide ongoing monitoring of the existing conditions of roadways, including surface condition, drainage facilities, and traffic control. **11**

Objective 2B: To ensure roadways, sidewalks, and handicap ramps are maintained, extended, or improved to meet current standards. **11**

Objective 2C: To correct unsafe traffic conditions and reduce crash incidents. **22, 1**

Transportation Goal 3: Expand general aviation, air cargo, and air passenger facilities and services at the Cavern City Air Terminal. **12, 1**

Objective 3A: To meet current FAA design regulations and respond to changes in the general aviation industry. **14**

Objective 3B: To eliminate physical constraints to commercial air service and aviation-related development in Carlsbad. **12**

Objective 3C: To foster economic growth in aviation-related industries. **6**

Objective 3D: To create a positive customer service experience through improved services. **13***, **1**

Transportation Goal 4: Improve and expand rail and transloading operations in Carlsbad. **6**

Objective 4A: To ensure rail facilities can accommodate the transport needs of the oil and gas and potash industries in Carlsbad and Eddy County. **8, 2**

Objective 4B: To ensure safe transport of hazardous waste through and around Carlsbad. **8, 5, 3**

Objective 4C: To foster economic growth opportunities in rail transport. **8**

* Participant noted “encourage new carriers” and “expand number of routes”.

CHAPTER 9: COMMUNITY SERVICES & FACILITIES

Community Services & Facilities Goal 1: Build a healthy community by providing an integrated and comprehensive system of park, open space, and recreation facilities and programming. **4**

Objective 1A: To ensure the recreation and fitness needs of existing and future residents are met through capital improvements to existing facilities, acquisition and development of new parks, and expanded programming for all ages. **8**

Objective 1B: To ensure park and recreation facilities are equitably distributed and in reasonable proximity to neighborhoods, schools, and activity areas throughout Carlsbad. **11**

Objective 1C: To collaborate and partner with Carlsbad Municipal Schools and Eddy County on the shared use of recreation facilities. **5**

Community Services & Facilities Goal 2: Increase Carlsbad residents’ access to community facilities, programs, and events. **6**

Objective 2A: To meet the multi-generational social and educational programming needs of existing and future residents through capital improvements to the existing library, senior center, and youth facilities, development of new facilities, and expanded programming for all ages. **8**

Objective 2B: To ensure seniors can remain active, age in place, and maintain meaningful social connections. **7**

Community Services & Facilities Goal 3: Maintain an adequate level of public safety services in Carlsbad. **9**

Objective 3A: To meet the public safety needs of existing and future residents through appropriate staffing levels, facilities, equipment, and ongoing training in the Carlsbad Fire and Police Departments. **12**

Objective 3B: To achieve and maintain shorter response times to calls for emergency response and services. **12**

Objective 3C: To foster positive interaction and engagement between the Carlsbad Police Department and community members. **12**

Community Services & Facilities Goal 4: Support equal access to high quality, public education and life-long learning opportunities. **12**

Objective 4A: To coordinate with Carlsbad Municipal Schools and Southeast New Mexico College on developing and maintaining an adequate level of public education programs and school facilities to serve the educational needs of existing and future residents. **14**

Objective 4B: To ensure educational and learning opportunities are available to Carlsbad residents of all ages. **6**

Objective 4C: To ensure existing and future educators have access to affordable housing in Carlsbad. **17*, 2**

Community Services & Facilities Goal 5: Increase the level of health care services available to Carlsbad residents. **9**

Objective 5A: To achieve and maintain a high ranking for health outcomes in Carlsbad. **9**

Objective 5B: To address the health care and mental/behavioral health needs of existing and future Carlsbad residents. **20**

Objective 5C: To increase the number of health care professionals, including doctors, dentists, nurses, and behavioral health specialists, to serve existing and future residents of Carlsbad. **21**

**Participant noted “all future souls”.*

CHAPTER 10: HAZARD MITIGATION

Hazard Mitigation Goal 1: Build greater resiliency and capacity to respond to natural and man-made hazard events using an all-hazards approach. **8**

Objective 1A: To increase community awareness of the risks from flooding, severe weather, dam failure, and hazardous material spills and incidents. **12**

Objective 1B: To develop greater capacity and capability to mitigate hazards and experience a shorter recover time after hazards have occurred. **5**

Objective 1C: To ensure essential and emergency services stay operational during hazard events. **12**

Hazard Mitigation Goal 2: Reduce the community’s vulnerability to flooding and dam failure. **6**

Objective 2A: To build greater capacity to mitigate flooding and reduce public and private losses from flooding events. **8**

Objective 2B: To shorten the recovery time from a flood event. **7**

Objective 2C: To provide education to the public on flooding and floodplain management practices. **3, 3**

Hazard Mitigation Goal 3: Improve Carlsbad’s capacity to respond to hazardous material spills and incidents. 3

Objective 3A: To ensure a rapid and coordinated response to hazardous material spills and incidents on the railroad and major corridors. 5

Objective 3B: To provide adequate equipment and staff trained in and prepared for specialized emergency response. 5

Objective 3C: To minimize the disruption in traffic flow caused by hazardous spills. 2

Hazard Mitigation Goal 4: Build resiliency and preparedness in responding to pandemics and infectious disease. 2

Objective 4A: To minimize the impact from pandemics and infectious disease on the community. 4, 2

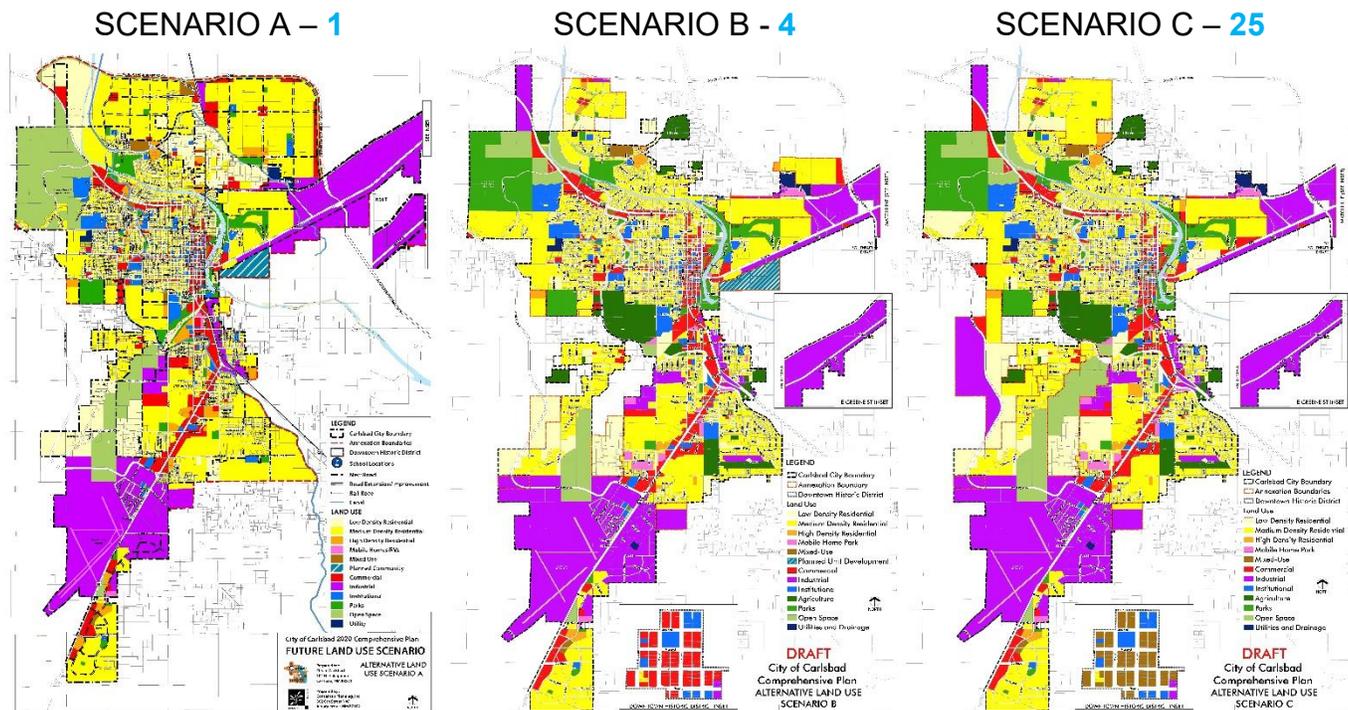
Objective 4B: To reduce vulnerability to and transmission rates of viruses amongst Carlsbad residents. 1, 3

SECTION 3: ALTERNATIVE LAND USE SCENARIOS

Consensus Planning presented three Alternative Land Use Scenarios to participants at the second public meeting. The Alternative Land Use Scenarios are designed to graphically illustrate how the City should grow over the next 20 years, primarily through infill and annexation. Participants were asked to analyze the Alternative Land Use Scenarios, shown below, and choose which Scenario they preferred. They were also given the opportunity to make comments or adjustments to the Scenarios. One participant chose both Scenario A and C*, four chose Scenario B as their preference, 25 chose Scenario C, one wrote “none”, and one left their preference blank but provided comments.

* The participant who chose both Scenario A and C adds one vote to Scenario A and one vote to Scenario C.

SCENARIOS A, B, AND C



Comments: Scenario A

- Really like having mixed-use on Canal Street.
- Like the decrease in industrial space.
- Like the Northern expansion.
- Too aggressive.
- Most aggressive annexations.
- Do not like annexations in North for medium density residential. We do need affordable housing but the market drives this, not the city.
- Annexed area – good with property tax [participant marked this comment next to Scenario A’s top right industrial strip].
- [One participant added a red sticky dot to Scenario A].

Comments: Scenario B

- We don't need to expand the city too quickly.
- Add mixed use in Downtown Area.
- Needs a little more residential.
- Amend Carlston Ranch [southwest on Scenario B] Land Use to the current ones.
- Industrial on the south side of Greene and planned unit development don't make sense.

Comments: Scenario C

- Seems to incorporate a more plausible objective that is attainable with current projects.
- Infrastructure with these plans will have to be increased.
- Like the mixed use [one participant specified the mixed use in downtown].
- Has the industrial [right amount of industrial that the participant wanted in a Future Land Use Scenario].
- Provides housing options in the downtown area.
- Very achievable.
- Maintains open space while expanding affordable housing.
- Scenario C is the best and makes the most sense. The balance of parks/open space plus industrial with a good amount of residential is perfect.
- Prefer Scenario C to B – lower density residential in north areas of Carlsbad.
- There is a great need for affordable housing for lower income and middle-income families to move here or stay here. I have become aware through C.R. [*Celebrate Recovery*] that there is a great need for more transitional homes/housing.
- C is preferred overall due to lower density residential development in existing residential areas on "C" Hill [participant circled low density residential area south of Living Desert State Park in Scenario C's top left corner].
- Schools needed on south side.
- Has the biggest grow[th] in the north side of town

Other comments

- A mixture of B and C would be good.
- A balance of Scenario B and C would work as well [participant preferred Scenario B].
- [One participant noted their preference as 75% Scenario C and 25% Scenario B].
- Like expanding affordable housing.