



# A Year in Review



## 2023 IMPACT REPORT







MESSAGE FROM THE CARLSBAD MAINSTREET  
EXECUTIVE DIRECTOR



Kat Davis  
*Executive Director, Carlsbad MainStreet*

To our friends and supporters of  
Carlsbad MainStreet,

It is my pleasure to share our 2023 Impact Report with you. We often get so caught up and busy in the work that we do, that we don't always take a moment to reflect on the year gone by and that is exactly what this document allows us to do.

It has been another busy year in Downtown Carlsbad, we've hosted many events, seen new businesses openings and worked on long lasting projects to better and strengthen our community. The work that we do couldn't be achieved without the support of our partners and community so I would like to thank you for taking this time to read and share in some of our organizations highlights for the year gone by.

Thank you for your continued support of Carlsbad MainStreet, we look forward to working together more in 2024!

*Kat Davis*



Carlsbad MainStreet's mission is to strengthen the MainStreet District as the center of our community through concentrated efforts in organization, promotion, design, and economic restructuring.

Carlsbad MainStreet's vision is to make Downtown Carlsbad into a lively, vibrant place where people can shop, eat, and find entertainment on weekdays, weekends and evenings.

## THE MAIN STREET APPROACH™



**The National Main Street Center (NMSC)** was established as a program of the National Trust for Historic Preservation in 1980 as a way to address the myriad issues facing older and historic downtowns, helping to restore economic vitality, while celebrating their historic character, and bringing communities together. In 2013, NMSC relaunched as an independent subsidiary of National Trust, and is now known as Main Street America.

Today, Main Street America is a network of more than 1,200 neighborhoods and communities, rural and urban, who share both a commitment to place and to building stronger communities through preservation-based economic development using The Main Street Approach™.

In New Mexico, the Main Street America partners with State Coordinating Program, New Mexico MainStreet (NM Economic Development Department) to support local programs in 30+ communities around the state.



**Economic Vitality** focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

**Design** supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart.

**Promotion** positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics.

**Organization** involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.

## TRANSFORMATION STRATEGIES & STANDARDS



**Economic Transformation Strategies** are the center of the Main Street Approach™ that articulate a focused, deliberate path to revitalizing or strengthening a downtown or commercial district's economy. Carlsbad MainStreet's Transformation Strategies are organized around the Four Points, informed by a solid understanding of local and regional market data, and sustained and inclusive community engagement.

An effective Transformation Strategy serves a particular customer segment, responds to an underserved market demand, or creates a differentiated destination. Some "ready-to-use" strategies — called Catalyst Strategies — fall into two broad categories: those that are focused on a specific customer segment and those that are focused on an industry, product, or service segment.



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### Main Street America's Six Standards:

The Six Standards are comprised 35 performance indicators and 163 elements that outline what it means to be a highly successful Main Street program. The Six Standard include:

- I. Broad-Based Community Commitment To Revitalization
- II. Inclusive Leadership And Organizational Capacity
- III. Diversified Funding And Sustainable Program Operations
- IV. Strategy-Driven Programming
- V. Preservation-Based Economic Development
- VI. Demonstrated Impact And Results



**Carlsbad MainStreet has met or exceeded all Six Standards of the Main Street America Evaluation Framework and has been designated by New Mexico MainStreet as an Accredited program for the 2024 calendar year following a comprehensive review in Fall 2023.**



# ARTS & CULTURAL DISTRICTS



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

Arts & Cultural enterprises represent the unique fusion of local cultural expressions with economic and business development. An arts and cultural economic enterprise generates economic benefit from:

- Job creation
- Sales and exports of arts and cultural products
- Enhanced taxes
- Tourism activity
- Community educational activities

The Arts & Cultural District Program is a joint effort of New Mexico MainStreet (NM Economic Development Department), New Mexico Arts and the Historic Preservation Division (NM Department of Cultural Affairs). The Arts & Cultural District is a designation attached to local MainStreet programs that have identified and incorporated arts, culture, and the creative economy as primary economic development strategies for their districts.



An Arts & Cultural District designation focuses the work of a local MainStreet program around a communities' arts and cultural economic assets to grow quality of life and tourism opportunities. The work of an Arts & Cultural District is guided by a Cultural Economic Development Plan established through a community planning process and adopted by the local government.

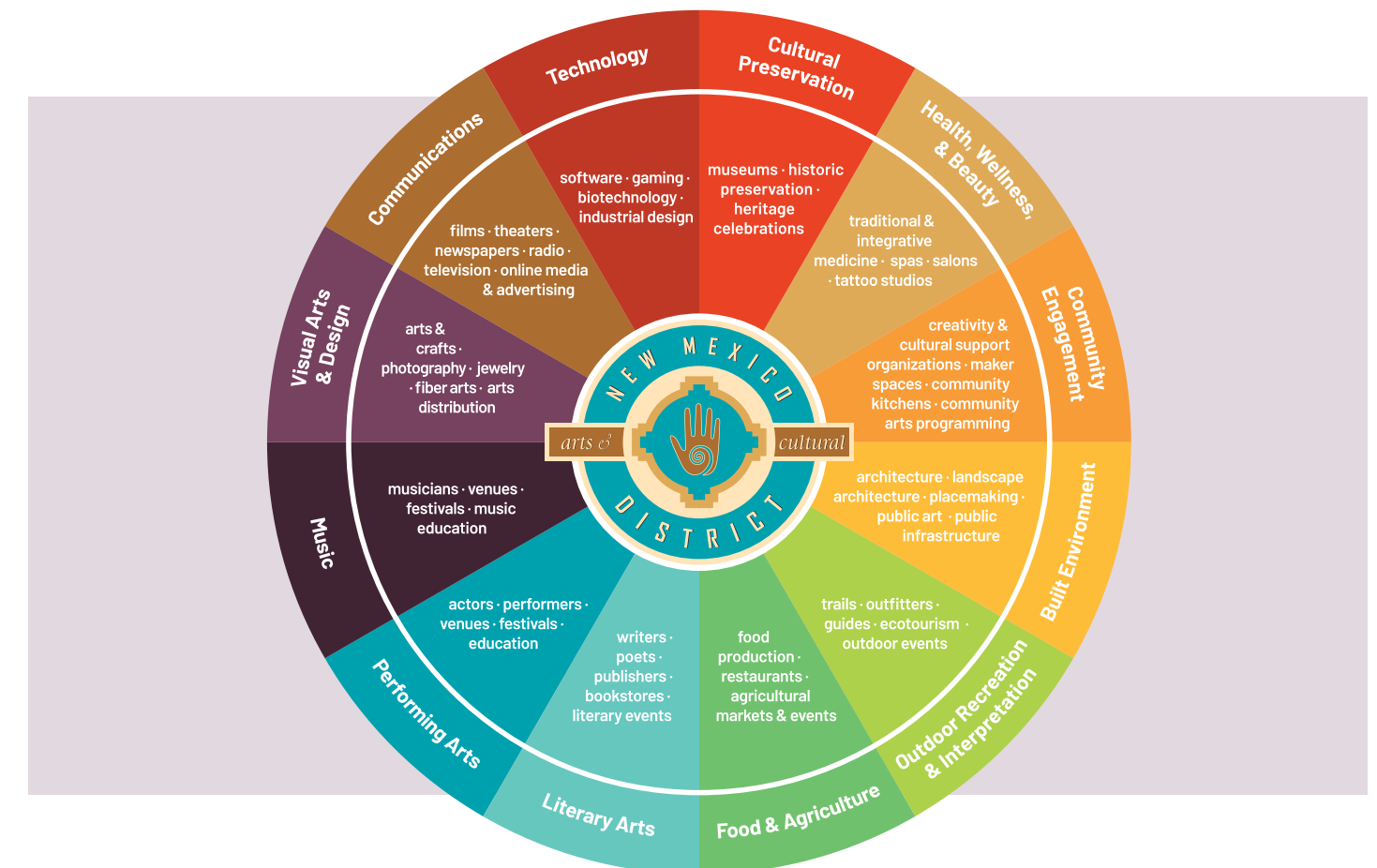
New Mexico MainStreet supports State-Authorized Arts & Cultural Districts in developing and implementing cultural economic goals based on existing arts, heritage and cultural assets, including strategies to support:

- Arts and cultural entrepreneurs
- Spaces for arts & cultural entrepreneurs to live and work in
- Cultural enterprises and cultural facilities
- Cultural institutions
- Creative placemaking and related organizations

# THE CREATIVE ECONOMY



**Building on the Creative Economy** is a unique and highly specialized approach to economic revitalization in a MainStreet/Arts & Cultural district. The Creative Economy encompasses entrepreneurs, enterprises, and industries that engage at the intersection of commerce, creativity, innovation and culture to enhance local and statewide economies.



The Creative Economy includes those who:

- Produce creative products
- Turn creations into commercial products
- Distribute or market creative projects
- Support creative endeavors and the spaces they live and work in

*Cultural and Creative Entrepreneurs cannot exist in a vacuum* — they require a rich creative and cultural environment, or ecosystem, in order to thrive. New Mexico MainStreet has identified twelve Creative Economy sectors, each of which includes a comprehensive listing of different business types and cultural/creative industries.



**Carlsbad MainStreet has met all annual performance requirements to be designated as a State-Authorized Arts & Cultural District**



## ECONOMIC TRANSFORMATION STRATEGIES



### Strategy 1

Branding of Carlsbad MainStreet as the heart of Carlsbad small business, entertainment, and community

- Engaging merchants and increasing involvement with the MainStreet district and the events we host
- Network between community partners to bring entrepreneurs, small business, entertainment, and community to the district
- Utilize our resources to advertise/highlight businesses
- CavernFest Façade Grants to assist small businesses in various design and maintenance improvements
- Visual improvements of the district

### Strategy 2

Become economic drivers that create a revenue stream and jobs

- Locate opportunities to bring awareness to Carlsbad MainStreet and the District
- Quarterly Merchant Meetings to build relationships and encourage involvement
- Utilize events and entertainment to increase revenue for the businesses
- Creating an inviting atmosphere that encourages new businesses to move downtown
- Support the Cavern Theatre Rehabilitation

### Strategy 3

*Pearl of the Pecos Arts & Culture District*

Promote and grow our diverse arts and cultural experiences for a thriving day and nighttime entertainment district.

- Develop HeritageWalks to support and develop awareness of our historical and cultural assets within the district
- Establish a makerspace to serve as a community based creative space with access to equipment, tools, skills, crafts, and trades to enhance our community's creative economy
- Assist the rehabilitation and re-opening the historic Cavern Theatre as a multi-functional performance space
- Partner with other arts organizations and local creatives to host monthly art, crafts, and tutorial classes
- Develop awareness and usage of the Halagueno Arts Park through a variety of events, branding and promotion

### Capacity Building Strategy

Continue to build organizational and operational capacity to support revitalization of the Carlsbad MainStreet district

- Establish comprehensive organizational planning activities and set specific goals that support the overall vision of the organization. Build consensus among board members, task forces, volunteers, and partners around the goals
- Build a strong volunteer base to support the implementation of MainStreet revitalization projects
- Comprehensive resource development and fundraising activities to generate adequate funds for operations and projects
- Enhance communications and public relations to the community at large as a critical strategy
- Engaging MainStreet merchants for improved collaboration

## AT A GLANCE · OUR 2023 IMPACT



**\$659,988** in Private Reinvestment

**1,236**  
Volunteer Hours



**11**  
Building Rehabs



**\$96,000**  
in Public Reinvestment



**4** New Businesses



**\$350,000** in NMMS Capital Outlay Funding (*awarded 2022*)

**\$46,850** in NMMS Technical Assistance Services

**8**

Net Jobs Added



**6**

Events Conducted



**\$12,250**  
in Grants Received



**4**  
Design/Placemaking  
Projects Completed





# 2023 Project Highlights



## Cultural Economic Development Plan

This year the Pearl of the Pecos Arts and Cultural District executed a Cultural Economic Development Plan which is one of the final steps in our district receiving our state authorization as an arts and cultural district. The plan documents the vision, mission, and goals for the Pearl of the Pecos, evaluates existing conditions, and based on thorough community engagement, provides an action plan with projects that are achievable within three-to-five years. Projects recommended by this plan will increase opportunities for local artists and creative entrepreneurs, diversify and grow Carlsbad's economy, provide excellent amenities for existing residents, highlight the unique history and beauty of Carlsbad, and make Carlsbad a more attractive place for tourists and visiting workers.

Community input has been essential in this process. The plan's foundation relies on what the community identified as its most valuable assets and seeks to address the most prominent issues affecting the ACD and growth of the creative economy in Carlsbad.

There were many project partners to help formulate this document to ensure that our communities needs were met including the City of Carlsbad, Eddy County, New Mexico MainStreet, Carlsbad Arts Council, Carlsbad Chamber of Commerce, and the Carlsbad Department of Development.

To learn more about the Pearl of the Pecos ACD and to view a copy of the Cultural Economic Development Plan, visit [pearlofthepecos.org](http://pearlofthepecos.org).





## New Mexico MainStreet Summer Institute Host

Carlsbad MainStreet was the host community for this year's New Mexico MainStreet Summer Institute. The theme for the institute was about Volunteers and how they have been powering the MainStreet Program since it began in 1984.

Throughout the conference week, we highlighted the district as much as possible and supported district businesses and partners. One of the sessions included district activation projects where conference attendees set up placemaking activities in the district during one of our Downtown Farmers

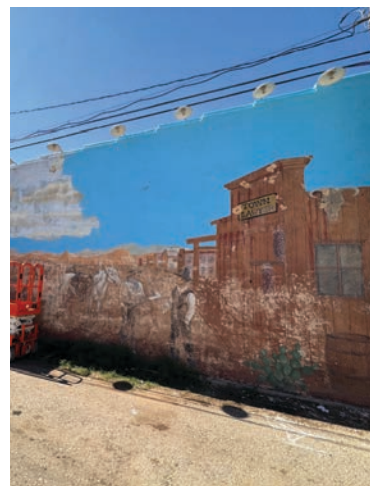
and Makers Market. There was a temporary outdoor patio set up outside Milton's Brewing, wayfinding signage throughout the district, and activities set up on the courthouse lawn for market attendees to enjoy. The conference sessions helped our organization in areas that we are already working on and projects that we would like to do in the near future.

We are thankful for all who helped us throughout this process and helped make the conference a great success.

*"Working with Kat and Carlsbad MainStreet on the 2023 NMMS Summer Institute was a dream come true! Not only was Carlsbad MainStreet an incredible logistical partner, but an amazing creative partner when it came to developing sessions and district activations. As one of the NMMS team assigned to plan and implement the Institute, I could not have asked for a better local MainStreet program to collaborate with!"*

**Amy Barnhart**

New Mexico MainStreet Revitalization Specialist in Preservation & Non-Profit Resource Development



## Downtown Murals

This year we completed two mural projects for the district. The first which was funded in part by a New Mexico Resiliency Alliance Grant and the Carlsbad Community Foundation. The *Spirit of the West* mural located at 307 W. Mermod Street, was originally done by Mark Spoore in 2003. The building the mural is located on is historically significant in our MainStreet district and it depicts the *Tansill block* as it may have been back in the early 1900s. Over the years, there has been significant sun damage and deterioration of the once vivid mural. In efforts to restore and preserve this momentous site, Carlsbad MainStreet worked with artists Kirsten Mauritsen and Mike Campos to refresh and restore the mural.

Carlsbad's *Bat Wings*, a large-scale interactive mural, was commissioned by the Carlsbad Arts Council and funded by Chevron, as a gift to the City of Carlsbad in celebration of the Carlsbad Caverns 100-year anniversary. This mural done by artist Kelsey Montague, is now part of her *#WhatLiftsYou* global mural trail. This is Montague's first piece in the state of New Mexico and we are proud to have it in the heart of our Downtown.

## CavernFest



In June we held our districts signature event and largest fundraiser, CavernFest, a family-friendly, free to all summer kick-off music festival held downtown in the heart of our community. Carlsbad MainStreet are so thankful the community rallied in support of the return of the event, from our sponsors, partners, vendors, musicians, volunteers and each attendee, this event couldn't have been a success without all of that support. Over the 2-day event, our volunteers clocked over 500 hours! We appreciate everyone who volunteered their time to help make the event the success that it was.

### CavernFest Façade Grants

Carlsbad MainStreet wanted to return some of the profit that we generate from CavernFest back to our MainStreet businesses to create façade improvements to their business. This year we were able to award over \$8,000 in matching grants funds to five merchants downtown with our CavernFest Façade Grant program. This years grants recipients were Eddy County CASA, United Way of Eddy County, Desert Daze Yoga Studio, The Outlaw Beauty Bar and The Artist Gallery.







## Carlsbad Downtown Farmers Market & Third Thursday Events

This year our Farmers & Makers Market season was from June 15th through September 30th. We held sixteen market nights including three Third Thursdays event-style markets. This season we also held some Saturday morning markets. Local farmers, crafters, artists, musicians, community organizations, and food trucks set up to sell their products and inform the community of what Carlsbad has to offer.

Our Third Thursday nights each followed a different theme, and we opened the market up for other nonprofits and community organizations to set up a booth and share their mission with the attendees. Each market night saw an average of 40+ vendors and 300-500 attendees each week and our Third Thursdays markets had 60+ vendors and over 1,500 attendees each month.



## Cavern Theatre Rehabilitation

The Historic Cavern Theatre Rehabilitation Project is a community effort to rehabilitate one of Carlsbad's most beloved downtown buildings.

The City of Carlsbad and numerous volunteers are working closely together on this remarkable project and it is one of Carlsbad MainStreet's targeted projects to promote economic development in the downtown area.

At the close of 2023, the theatre is currently gearing up for phase 5 of its rehabilitation to begin, this phase of the project is fully funded and we anticipate it to be completed by the end of 2024. Once this phase is complete, the theatre will be open and operating as a multifunctioning performing arts center that can host concerts, recitals, conferences, movies and so much more once it re-opens.



With the continued growth and success of our Downtown Farmers & Makers Market, in 2024 we plan to bring Saturday markets back on a regular basis after testing some dates in the 2023 season. We are thrilled to have the community and vendor support to be able to provide this to our growing community.

## LOOKING AHEAD



### Carlsbad MainStreet has lots to look forward to for 2024!

Along with our annual events, we will be working with the City of Carlsbad to install public restrooms in our district and assisting with the formation of a Historic Preservation Board for our City to become a Certified Local Government, which will help with our organization's historic preservation efforts.

#### Downtown Beautification Project

As an ongoing project for our district, in 2024 we look forward to getting public restrooms installed downtown in partnership with the City of Carlsbad. Public restrooms have been a priority for Carlsbad MainStreet for many years, it is included in our Cultural Economic Development Plan (2023) and our Downtown Master Plan (2010).



#### Carlsbad MainStreet Capacity Building

Work with New Mexico MainStreet to revise and update our Economic Transformation Strategies (ETS). Our ETs are what guide the work of our organization and we would like to revise ours to better guide and strengthen the work of our organization.



#### State Designation as an Arts and Cultural District

Once our Cultural Economic Development Plan is adopted by our local government, the Pearl of the Pecos will work with New Mexico MainStreet and New Mexico Arts to receive our designation as a state authorized arts and cultural district .





“One thing that people tell us is that they love how much our downtown MainStreet presence is. We are very thankful to have such a healthy downtown MainStreet district. Their dedication and involvement in the community has been exceptional. From the Farmer’s Market to CavernFest, there’s always something going on at MainStreet.

It’s very common in Carlsbad to have big events going on downtown, thanks to their heavy community involvement. Their outreach to the public has made it possible to have an actively involved community and attract visitors. Events such as Small Business Week, Fall Festival, CavernFest, passing out candy and the infamous Farmer’s Markets. MainStreet is also responsible for the annual Electric Light Parade to kick off the holiday season. This year’s was especially exceptional, with a record-setting number of entries.

Carlsbad MainStreet has also been an incredible community partner of the City of Carlsbad. Such as the development of the Cavern Theatre downtown. The City recently acquired grants for the cultural economic development plan as well as funding to complete the Cavern Theatre. This has helped in the revitalization of our downtown district. The effort to restore the Cavern Theatre has been a dream of so many residents for so long. We appreciate the support and partnership that MainStreet has provided with this process.

This year Carlsbad was able to host the annual New Mexico MainStreet Conference. The first time since 2012. It was a pleasure to share with visitors the incredible projects and events going on in Carlsbad and our own MainStreet.

It is evident that the MainStreet area has also seen remarkable improvements, thanks to MainStreet Director Kat Davis and all of the staff members, board members and volunteers who make it all possible. We are sure that MainStreet will continue to develop more events and strengthen its partnership with the City of Carlsbad.”

**Dale Janway**  
*Mayor, City of Carlsbad*





# CARLSBAD MAINSTREET: MEET OUR STAFF & BOARD

## Staff



**Kat Davis**  
Executive Director



**Shea Yturalde**  
Assistant Director



**Victoria Martinez**  
Farmers Market Manager

## Board of Directors

**Susan Crockett**  
President

**Damian Capello**  
Vice President

**Mary Garwood**  
Secretary

**Ashley Switzer**  
Treasurer

**Jason Shirley**

**Mike Hernandez**

**Gary Perkowski**

**LaWanda Scholl**

**Sarah Cordova**

**Danelle Middleton**

**Johnny Angelis**

**Caleb Cunningham**

**Cathie Head**

## Ex-Officio

**Dale Janway**  
Mayor, City of Carlsbad

**Ted Cordova**  
Deputy City Administrator

**Trent Moore**  
Eddy County

**Jeff Forrest**  
City Councilor

THANK YOU!



## Pearl of the Pecos Steering Committee

Allison Morency

Edward VanScotter

Ken Britt

Mike Campos

Ashley Walterscheid

Eyenid Manzo

Laura Whaley

Nick Walker

Carolyn Olsen

Karey Jeffres

Mary Garwood

Sarah Jones

Danelle Middleton

Kelan Netherlin

Michele Robertson

Sarah Purvis

Sky Soto

## 2023 Volunteers

“Volunteers don’t get paid, not because they’re worthless, but because they’re priceless.”

There is no better quote to describe how Carlsbad MainStreet feels about all the wonderful volunteers we have. Time and time again we get volunteer support for events, projects, clean ups and everything in between.

Thank you to each and every one of you for what you do for our organization and community!

Each year we honor a Carlsbad MainStreet board member and Pearl of the Pecos steering committee member for their dedication to our organization, for 2023 we would like to acknowledge **Ashley Switzer** from our board of directors and **Mike Campos** from our steering committee, **thank you** for your time and commitment to our mission this year.

Want to get  
involved?

Contact the Carlsbad MainStreet Executive Director at [carlsbadmainstreet@gmail.com](mailto:carlsbadmainstreet@gmail.com) or visit [carlsbadmainstreet.com](http://carlsbadmainstreet.com) for more information.





“With Carlsbad MainStreet and the Pearl of the Pecos Arts and Cultural District working in concert both the last rehabilitation phase of the Cavern Theatre and the state designation of the Pearl of the Pecos Arts and Cultural District will be achieved. Reaching these two goals will provide a positive impact making downtown Carlsbad a destination for arts and cultural experiences.”

**Ken Britt**

*Pearl of the Pecos Committee Member*

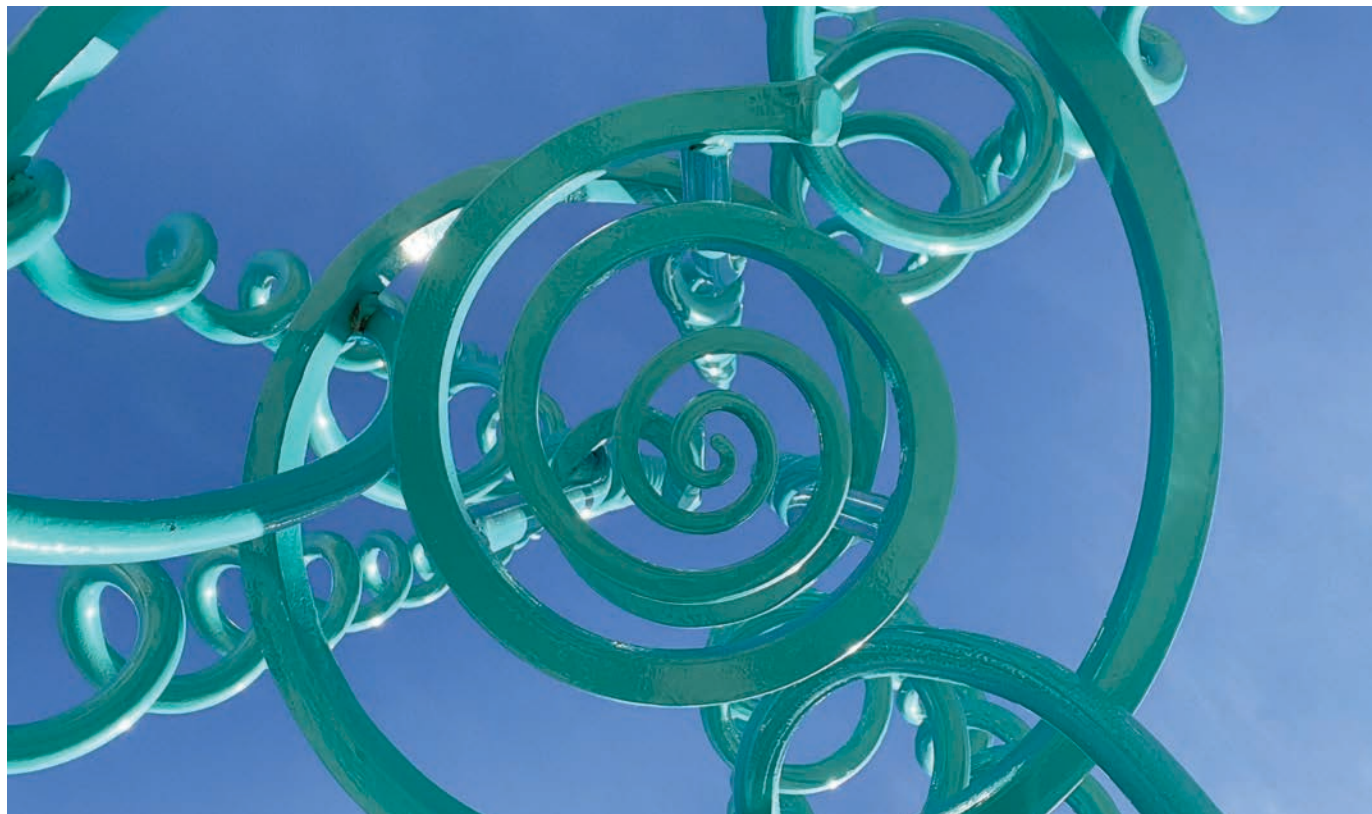


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## THANK YOU TO OUR SUPPORTERS

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KB Services, LLC

Knights of Columbus

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Mitchell & Cruse Architecture, LLC

New Mexico Gas Company

New Mexico Resiliency Alliance

Tate Branch

The Party Place

The Stevens Inn

Western Commerce Bank

Xcel Energy

### Funders & Sponsors



### Partners





## A photograph of a green building with a white tent set up outside. People are sitting under the tent, and a car is parked nearby. The Carlsbad MainStreet logo is overlaid at the bottom.





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