



STAFF REPORT

Report To: Board of Supervisors **Meeting Date:** December 2, 2021

Staff Contact: Debra Soule, CTA Arts and Culture Program Manager and Nancy Paulson, City Manager

Agenda Title: For Possible Action: Discussion and possible action regarding proposed revisions and updates to the Carson City Arts & Culture Master Plan ("Plan"). (Debra Soule, dsoule@visitcarsoncity.com and Nancy Paulson, npaulson@carson.org)

Staff Summary: Over the last several months, Carson City Culture & Tourism Authority ("CTA") staff has engaged with various stakeholder groups to develop proposed revisions and updates to the Plan. A draft plan was presented by CTA staff at a joint meeting of the CTA and the Carson City Cultural Commission ("Commission") on October 11, 2021. Both the CTA and the Commission approved recommending to the Board of Supervisors ("Board") approval of the updates and revisions to the Plan. Staff is seeking comments, direction, and approval from the Board on the final draft of the Plan. If approved, staff will initiate the Carson City Master Plan Amendment process.

Agenda Action: Formal Action / Motion **Time Requested:** 30 minutes

Proposed Motion

I move to approve the revisions and updates to the Carson City Arts and Culture Master Plan as discussed.

Board's Strategic Goal

Quality of Life

Previous Action

October 11, 2021 - At a joint meeting of the CTA and Commission both the CTA and the Commission approved recommending to the Board approval of the updates and revisions to the Plan.

March 17, 2016 - The Board approved a Master Plan Amendment request from the Carson City Parks and Recreation Department to adopt the Carson City Arts and Culture Master Plan as an element of the City's Master Plan.

Background/Issues & Analysis

At the May 21, 2015 Board meeting, the Board took action directing the Commission to prepare an Arts and Culture Master Plan for Carson City. The Plan was completed and adopted as an element of Carson City's Master Plan in March of 2016.

Given that the Plan is over 5 years old, the CTA and Commission directed staff to review the Plan and bring potential updates and revisions to the Plan back to both the CTA and Commission for discussion and input in developing an updated draft for recommendation to the Board.

Over the last several months, stakeholders from Carson City arts and culture organizations, the City's lodging properties and the community at large contributed their time and expertise in the review and update of the 2016

Plan. This process identified current priorities from the 2016 plan as well as new opportunities that have unfolded, ensuring that the updated plan reflects the 2021 context and provides a framework to achieve a vibrant arts and culture sector in the state capital.

Applicable Statute, Code, Policy, Rule or Regulation

N/A

Financial Information

Is there a fiscal impact? No

If yes, account name/number:

Is it currently budgeted?

Explanation of Fiscal Impact:

Alternatives

Do not accept proposed revisions and updates to the Carson City Arts & Culture Master Plan and provide alternative direction to staff.

Attachments:

[Arts Culture Master Plan 2021-2025.pdf](#)

[arts and culture master plan 2016.pdf](#)

Board Action Taken:

Motion: _____

- 1) _____
- 2) _____

Aye/Nay

(Vote Recorded By)



CARSON CITY ARTS AND CULTURE MASTER PLAN

2021-2025



ACKNOWLEDGEMENTS

Many thanks to everyone who contributed their time and expertise for this review and update of the Carson City Arts and Culture Master Plan. Stakeholders from Carson City arts and culture organizations, from the City's lodging properties and the community at large, all conveyed their aspirations and challenges and provided comments on the 2016 plan prepared by Kendall Hardin, Circuit Rider Consultant with the Idea Factory.

The consultation process identified current priorities from the 2016 plan as well as new opportunities that have unfolded, ensuring that the updated plan reflects the 2021 context and provides a framework to achieve a vibrant arts and culture sector in the state capital.

DEBRA SOULE
ARTS & CULTURE PROGRAM MANAGER
VISIT CARSON CITY

GLOSSARY

A&C	Arts and Culture	DBA	Downtown Business Association
A&CMP	Arts and Culture Master Plan	NAC	Nevada Arts Council
BAC	Brewery Arts Center	HRC	Historic Resources Commission
CCCC	Carson City Cultural Commission	DTCA	Department of Tourism and Cultural Affairs
CTA	Carson City Culture and Tourism Authority	RTT	Reno Tahoe Territory
DA	District Attorney	SHPO	State Historic Preservation Society



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WHAT IS CULTURE?

Culture is the combination of characteristics, traditions, activities, values and beliefs that distinguish one group of people from another. Culture is expressed through the places, buildings and things that we create, and through forms of expression such as art (i.e. music, theatre, paintings, film, literature) and it is showcased in our art galleries, theatres, museums and communities.

Culture is passed down from one generation to the next, but it is ever-changing and evolves over time. Our museums are repositories of objects and stories that were a part of culture in the past – our cultural heritage. Cultural shifts or innovations can occur when different cultures intersect, exposing people to new ideas, different beliefs or activities.





RATIONALE FOR A 2021 PLAN UPDATE

The 2021 review and update of the 2016 Carson City Arts and Culture Master plan was undertaken to address the following issues:

- a) The plan is now five years old and therefore it does not reflect the current situation, environment, and tourism / economic context in 2021.
- b) The City's 2021-2025 Strategic Plan includes IMPLEMENTATION OF THE ARTS & CULTURE MASTER PLAN as a priority. Therefore a current and clearly-focused Arts & Culture Master Plan that will advance the City's cultural sector is needed.
- c) The plan should include content regarding Carson City's existing arts and cultural strengths and assets (i.e. facilities, cultural organizations, artists, programs, events).
- d) The updated plan should be derived from consultation with the community to identify local needs, capabilities and aspirations. It is essential that our cultural organizations and community members are actively involved and that their needs and aspirations are reflected in the directions set out within the master plan.
- e) The plan should be re-structured so that it is a tool that can be used to actually guide implementation and ensure ongoing monitoring of progress.

THE CONSULTATION PROCESS

In order ensure that all interested stakeholders had the opportunity to contribute to the review and update of the plan, consultation was undertaken with three stakeholder groups: Carson City cultural organizations; community residents and businesses; and Carson City lodging properties / hotel representatives.

Members of the community were informed about the 2016 A&CMP review process through a media release, local newspaper articles, as well as through social media and information posted on the Arts & Culture page on the Visit Carson City website.

The consultation instruments took the form of the new implementation table that is included in the updated plan. All action recommendations from the 2016 plan were included, therefore the time and effort required to provide input by respondents was significant.

A total of 52 responses were received from the three stakeholder groups. Of the 16 cultural organizations that were contacted and invited to participate in the consultation process, 13 responses were received, some of which responded on behalf of multiple organizations. Another 30 responses were received from the community stakeholder group as well as 9 responses from the lodging properties stakeholder group.



ARTS AND CULTURE IN CARSON CITY

The capital city is home to a wealth of talent and cultural assets enjoyed by visitors and local residents.

Cultural organizations and arts centers include:

- The Brewery Arts Center
- The Capital City Arts Initiative
- The Nevada Artists Association
- The Carson City Arts & Culture Coalition
- Arts for Children of Nevada
- The Nevada Gourd Society

Local museums and heritage sites include:

- The Nevada State Museum
- The Stewart Indian School Cultural Center & Museum
- The Children’s Museum of Northern Nevada
- The Nevada State Railroad Museum
- Battle Born Hall
- Warren Engine Co. No. 1 Fire Museum
- Cactus Air Force Wings & Wheels Museum
- The Nevada State Prison
- Charlie B Gallery & Vasefinder Museum
- The Foreman-Roberts House Museum
- The Kit Carson Trail

Performance Organizations include:

- Proscenium Players
- Western Nevada Musical Theater Co.
- Wild Horse Theater
- Youth Theater Carson City
- Capital City Community Band



- Mile High Jazz Band Association
- Pinkerton Ballet
- Sierra Nevada Ballet
- Forever Dance
- Ayako’s Dance Studio

Art Galleries and art exhibition spaces include:

- Charlie B Gallery
- Artsy Fartsy Gallery
- Bristlecone Gallery, Western Nevada College
- Nevada Artists Association Gallery
- Brewery Arts Center Gallery
- Nevada Arts Council OXS Gallery

In addition there are many events and festivals that showcase local and regional arts and culture across a wide range of disciplines, including:

- The Silver State Art Festival
- The Jazz & Beyond Music Festival
- Open Studio Tours
- Father’s Day Pow Wow (Stewart Indian School)
- Levitt Amp Concert Series at the Brewery Arts Center
- Nevada Day Parade
- Carson City Ghost Walks



GOALS



GOALS

The following goals identify the overall objectives that are being targeted in the updated 2021-2025 Arts & Culture Master Plan. Monitoring of progress in the plan's implementation will include periodic assessment of the achievement of these overall goals.

1. Cultural facilities and public spaces enable a wide range of cultural activities and events throughout Carson City
2. A wide range of cultural programs, events, destinations and arts initiatives showcase Carson City's unique culture and talent
3. Training programs and support services are available to strengthen and advance organizational, professional, business and tourism skills of individual artists and cultural organizations
4. Cultural Planning and monitoring of A&CMP implementation are ongoing processes in Carson City





GOALS

5. There are culturally appropriate arts and culture opportunities, events, activities and materials that reflect the cultural diversity of our community and visitors, including African-American, Hispanic, Native American and other ethnic populations as well as LGBTQIA community members and special needs groups

6. Municipal government planning, decision-making and placemaking incorporates culture as a means to improve quality of life, enhance cultural tourism, economic development and community problem solving

7. Effective marketing, promotional and data tools are in place for cultural organizations, residents and visitors

8. Adequate funding and resources are available to support a well-functioning arts and culture sector

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GOAL ONE: CULTURAL FACILITIES AND PUBLIC SPACES

Cultural facilities and public spaces enable a wide range of cultural activities and events throughout Carson City.



1.1 FACILITIES INVENTORY/ DATABASE

Annually update the City's inventory of cultural and heritage facilities and city venues, including facility information (i.e. capacity, hours of operation, seating charts, architectural layout, on-site amenities and services, etc.) through digital cultural maps with direct links to each facility for this information.

1.2 FACILITIES PLANNING GROUP

Work with City departments to plan cultural facility development needs and explore public-private support and grant opportunities; identify priorities for Carson City, that consolidate vision, avoid duplication of effort, and improve cost-effectiveness.

1.3. CENTRAL ARTS DISTRICT / CULTURAL CORRIDORS

Promote the designation of an official "arts district" or "cultural corridor" within the downtown area, while addressing the needs of burgeoning suburban-rural areas.

1.4 ARTS INCUBATOR

Work with the Brewery Arts Center to support and expand BAC's current technical assistance offerings for individual artists and cultural organizations. Explore the long-term feasibility of a stand-alone arts incubator facility (i.e., shared offices, training facilities, resource library, board room, business center, studio space, exhibit gallery, etc.) through the redevelopment of facilities (i.e. the historic Nevada State Prison complex, re-purposed libraries & other suitable properties.)

1.5 MULTICULTURAL AND HERITAGE FACILITIES / VENUES

Work cooperatively with local and regional public and private heritage organizations to support facility development that showcases the rich cultural traditions that contribute to Carson City's diverse cultural traditions and rich history encompassing language, food, art, crafts, architecture, ethnic celebrations, customs, and historical events. This includes Stewart Indian School Cultural Center & Museum, Hispanic Centers, Nevada State Prison Preservation Society, Carson City Historical Society, Nevada State Museum, Nevada State Railroad Museum, State Historic Preservation Society (SHPO), and others.

1.6 CULTURAL INFRASTRUCTURE

Provide professional advice and expertise when city infrastructure is improved or introduced, to ensure that it can support a growing arts and culture program and events schedule and reflects best practice.

GOAL TWO: CULTURAL PROGRAMS, EVENTS AND DESTINATIONS

A wide range of cultural programs, events, destinations and arts initiatives showcase Carson City's unique culture and talent.

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2.1 DEVELOPMENT OF FESTIVALS AND EVENTS

Support and promote cooperation, collaboration and co-venturing among cultural organizations, private producers and the City for cultural and heritage festivals and events in the region to leverage increased cultural tourism, economic impact, and audience development, including new and existing annual events such as Nevada Day, Jazz & Beyond, and Stewart Father's Day Pow Wow festival activities. Facilitate initiatives that enable higher professional production standards, wider channels of promotion, and increased cooperation amongst festival and event organizers.

2.2 PROJECTS EXPRESSLY FOR INDIVIDUAL ARTISTS

Explore and support special project categories and encourage programs across cultural organizations that involve and employ local individual artists, such as neighborhood and city street murals, banner competitions, video documentaries, street furniture and signage, artist residencies, and community problem-solving artist teams.

2.3 ARTISTS "OPEN STUDIOS" AND TOURS

Work with local visual artists, musicians, literary artists, dancers, actors, and media/film artists to establish a network of studios/offices/exhibition spaces open to the public to visit on certain dates as an "Open Studios" community project - bringing artists and arts consumers directly in touch with each other. Participating artists' locales gain special branded signage and advertising promotion.

2.4 ARTS-RELATED BUSINESSES & CREATIVE INDUSTRIES PROFILE

Inventory arts-related and creative economy businesses in the cultural maps and local cultural tourism marketing materials (e.g., architects, graphic designers, apparel designers, publishers, film makers, printers, bands, advertising professionals, agents, etc.).



2

GOAL TWO: CULTURAL PROGRAMS, EVENTS AND DESTINATIONS

A wide range of cultural programs, events, destinations and arts initiatives showcase Carson City's unique culture and talent.



2.5 CULTURAL HERITAGE

Develop and market cultural tourism attractions that showcase Carson City's history and authentic cultural heritage in response to the number of visitors that are seeking this type of tourism offering.

2.6 ANNUAL RECOGNITION CELEBRATION

Host an annual awards celebration, to honor those who have advanced arts and culture in the city.

2.7 EXPERIENTIAL TOURISM

Encourage and assist in the development of experiential cultural tourism initiatives which reflect the authentic culture and heritage of Carson City. The demand for experiential tourism has grown exponentially worldwide as visitors seek more meaningful travel options in which they can actively participate in an activity that is engaging and insightful.

2.8 PUBLIC ART

Prepare a public art policy and oversee a public art program for the creation and inclusion of artwork in public spaces that reflects the City's unique cultural heritage and identity, to enhance our cityscape and the artistic richness of the capital city.

2.9 REGIONAL INITIATIVES

Explore regional partnerships and collaboration that will expand local opportunities and further define Carson City's culture and character.

GOAL THREE: TRAINING PROGRAMS AND SUPPORT SERVICES

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Training programs and support services are available to strengthen collaboration and advance organizational, professional, business and tourism skills of individual artists and cultural organizations.

3.1 ADVANCEMENT TRAINING AND CAPACITY-BUILDING FOR GRASSROOTS AND EMERGING ORGANIZATIONS /GROUPS

Expand a comprehensive program of technical assistance and professional development for cultural organizations in Carson City, which builds capacity, management stabilization, and business acumen in the cultural community with support from the Nevada Arts Council and foundations.

3.2 SPECIALIZED TRAINING AND NETWORKING FOR INDIVIDUAL ARTISTS

Work with cultural organizations to offer specialized programs of workshops, seminars, guest speakers, networking forums and grant opportunity announcements expressly for individual artists.

3.3 COLLABORATION AND PARTNERSHIPS

Encourage and facilitate collaboration amongst cultural organizations, artists, businesses, tourism operators and the City to reduce costs, share resources, maximize facility use and enhance program and event outcomes.



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GOAL FOUR: CULTURAL PLANNING AND MONITORING

Cultural Planning and monitoring of A&CMP implementation are ongoing processes in Carson City.



4.1 ONGOING CULTURAL PLANNING

Engage in ongoing cultural planning and involve broad-based public participation in the planning process.

4.2 EVALUATION AND ANNUAL REPORT

Monitor and evaluate the Carson City Arts and Culture Master Plan as it is implemented, noting accomplishments, revisions and updates to be summarized in the Cultural Commission's Annual Report and shared with all who are interested.

4.3 ANNUAL ARTS SUMMIT

Convene a cultural forum bi-annually involving artists and leaders from the cultural sector, business, government, the third (nonprofit) sector, and the community in a one-day forum to assess and celebrate progress and to explore needs and opportunities facing the future of arts and culture in Carson City that should be noted in the Arts and Culture Master Plan.

GOAL FIVE: CULTURAL DIVERSITY AND INCLUSIVENESS

There are culturally appropriate arts and culture opportunities, events, activities and materials that reflect the cultural diversity of our community and visitors, including African-American, Hispanic, Native American and other ethnic populations as well as LGBTQIA community members and special needs groups.

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5.1 HERITAGE ARCHIVES AND PRESERVATION CENTER(S)

Work with local Native American, Hispanic and Basque communities, as well as other ethnic/history/heritage organizations, including the State Museums and State Historic Preservation Office to ensure Carson City's cultural heritage is protected, shared and showcased for generations to come.

5.2 OUTREACH TO A VARIETY OF DIVERSE AND SPECIAL POPULATIONS

Encourage and co-sponsor opportunities to make cultural programming more accessible to individuals within diverse and special populations through new program initiatives, linkages between cultural groups and social service agencies, as well as by encouraging artists and cultural organizations to increase accessibility of their programs through outreach and targeted programs.

5.3 INITIATIVES FOR THE LOCAL NATIVE AMERICAN COMMUNITY

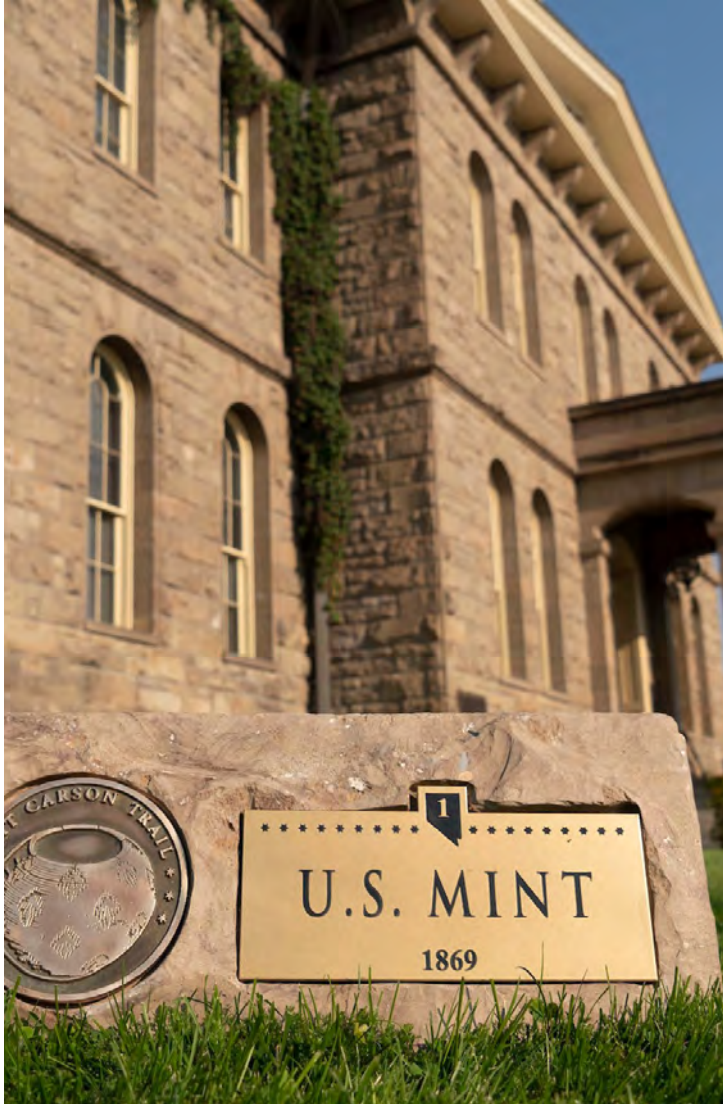
Collaborate with the local Great Basin tribal nations, in particular the Washoe Tribe of Nevada and California and their local colonies in Carson City. These initiatives could be in the form of cultural programming, art exhibits, festivals or powwows, and encouraging local youth art projects.



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GOAL SIX: MUNICIPAL PLANNING, DECISION-MAKING AND PLACEMAKING

Municipal government planning, decision-making and placemaking incorporate culture as a means to improve quality of life, enhance cultural tourism, economic development and community problem solving.



6.1 YOUTH-AT-RISK COLLABORATIONS THROUGH ARTS AND CULTURE

Encourage cultural groups and social service agencies to collaborate on projects geared to building self-esteem and multidisciplinary skills for at-risk youth and teenagers. These arts programs deter crime and drug use and offer creative alternatives during after-school hours, weekends, during holidays and summer break.

6.2 INTERGENERATIONAL PROJECTS WITH THE ARTS

Encourage cultural organizations to collaborate with current intergenerational initiatives and foster innovative project opportunities to include young people actively in Carson City arts and culture programs, to ensure a youth perspective in programming and events and to encourage young people to participate as junior board members and volunteers. Explore the establishment of a Youth Arts Council.

6.3 PUBLIC ART

Prepare a public art policy and oversee a public art program for the creation and inclusion of art-work in public spaces that reflects the City's unique cultural heritage and identity, to enhance our cityscape and the artistic richness of the capital city.

6.4 FACILITIES PLANNING GROUP

Work with City departments to plan cultural facility development needs and explore public-private support and grant opportunities; identify outline the priorities of a comprehensive 5 to 10-year facilities development plan for Carson City, that consolidates vision, avoids duplication of effort, and improves cost-effectiveness.

6.5 CENTRAL ARTS DISTRICT/CULTURAL CORRIDORS

Promote the designation of an official "arts district" or "cultural corridor" within the downtown area, while addressing the needs of burgeoning suburban-rural area.

GOAL SEVEN: MARKETING AND PROMOTION

Effective marketing, promotional and data tools are in place for cultural organizations, residents and visitors.

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7.1. CULTURAL ATTRACTIONS MAP

Prepare a cultural destinations map to promote the area's cultural assets, activities, major events and resources. Continue to update the map via print, websites, and special computer applications for mobile devices to be easily accessed by tourists, business visitors and local residents.

7.2 CULTURAL EVENTS CALENDAR

Work with the Nevada Department of Tourism and Cultural Affairs, the Nevada Arts Council and local cultural organizations to provide event calendars and joint advertising opportunities for tourism-based events.

7.3 PROMOTIONAL MATERIALS

Produce and circulate print and digital marketing and promotional materials for the arts and culture sector and provide a resource for all arts and culture organizations as well as including arts and culture content on the Visit Carson City website.



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GOAL EIGHT: FUNDING AND RESOURCES

Adequate funding and resources are available to support a well-functioning arts and culture sector.



8.1 GRANTS PROGRAM(S)

Establish a grants program to support and provide access to “all the arts for all the People,” complete with policies and procedures, grant amounts, adjudication methods and evaluation, as funding is available.

Considerations include:

- Competitive grants for arts organizations
- Competitive grants for individual artists
- Special project grants
- Diversity grants
- Neighborhood grants
- Heritage and multicultural grants
- Festival grants
- Youth grants
- Cultural tourism grants
- Innovation grants
- Health and wellness grants
- Intergenerational grants

8.2 THE PLANNING MATRIX

Evaluate the planning priorities and budget costs of each recommendation listed in the matrix of the plan’s recommendations on an ongoing basis.

8.3 MODELS RESEARCH

Investigate and identify other successful funding models created by cities and counties across the country and build criteria for the best funding models and approaches for Carson City.

8.4 DESIGNATED FUNDING SOURCE(S)

Work with the City to ensure long-term designated funding source(s) to support arts and cultural programming as the sector grows and demonstrates success.

8.5 ADVOCACY CASE FOR SUPPORT

Work with the cultural community to promote ongoing funding support for the Carson City Arts and Culture Program as its initiatives grow and demonstrate success.

8.6 REDEVELOPMENT SPECIAL EVENTS GRANTS

Work with the Carson City Cultural Commission, and the Carson City Redevelopment Authority in the administration of the Redevelopment Special Events Grants program.



PLAN IMPLEMENTATION

IMPLEMENTATION

OVERALL STRATEGIC OBJECTIVES	RECOMMENDED ACTIVITIES	SCHEDULE 21/22/23 /24/25	WHO SHOULD LEAD	OTHER RELEVANT PARTNERS	OUTPUT EVALUATION OF ACTIVITIES	OVERALL STRATEGIC OBJECTIVE OUTCOMES
<p>1. Cultural facilities and public spaces enable a wide range of cultural activities and events throughout Carson City.</p>	<p>1.1 FACILITIES INVENTORY/ DATABASE Annually update the City’s inventory of cultural and heritage facilities and city venues, including facility information (i.e. capacity, hours of operation, seating charts, architectural layout, on-site amenities and services, etc.) through digital cultural maps with direct links to each facility for this information.</p>	22 - 25	A&C / CTA staff City staff	Cultural facilities		
	<p>1.2 FACILITIES PLANNING GROUP Work with City departments to plan cultural facility development needs and explore public-private support and grant opportunities; identify priorities for Carson City, that consolidate vision, avoid duplication of effort, and improve cost-effectiveness.</p>	22 - 23	A&C / CTA staff City staff	Parks & Rec Private venues		
	<p>1.3. CENTRAL ARTS DISTRICT/CULTURAL CORRIDORS Promote the designation of an official “arts district” or “cultural corridor” within the downtown area, while addressing the needs of burgeoning suburban-rural areas.</p>	22 - 24	A&C / CTA staff City staff	DBA CC Historic Resources Commission		
	<p>1.4 ARTS INCUBATOR Work with the Brewery Arts Center to support and expand BAC’s current technical assistance offerings for individual artists and cultural organizations. Explore the long-term feasibility of a stand-alone arts incubator facility (i.e., shared offices, training facilities, resource library, board room, business center, studio space, exhibit gallery, etc.) through the redevelopment of facilities (i.e., the historic Nevada State Prison complex, re-purposed libraries & other suitable properties).</p>	22 - 25	A&C / CTA staff BAC	Cultural Organizations		
	<p>1.5 MULTICULTURAL AND HERITAGE FACILITIES / VENUES Work cooperatively with local and regional public and private heritage organizations to support facility development that showcases the rich cultural traditions that contribute to Carson City’s diverse cultural traditions and rich history encompassing language, food, art, crafts, architecture, ethnic celebrations, customs, and historical events. This includes Stewart Indian School Cultural Center and Museum, Hispanic Centers, Nevada State Prison Preservation Society, Carson City Historical Society, Nevada State Museum, Nevada State Railroad Museum, State Historic Preservation Society (SHPO), and others.</p>	21 – 25 ongoing	A&C / CTA staff State agencies	Historical Society		
	<p>1.6 CULTURAL INFRASTRUCTURE Provide professional advice and expertise when city infrastructure is improved or introduced, to ensure that it can support a growing arts and culture program and events schedule and reflects best practice.</p>	21 - 25	A&C / CTA staff	City Heritage Resource Commission		



OVERALL STRATEGIC OBJECTIVES	RECOMMENDED ACTIVITIES	SCHEDULE 21/22/23 /24/25	WHO SHOULD LEAD	OTHER RELEVANT PARTNERS	OUTPUT EVALUATION OF ACTIVITIES	OVERALL STRATEGIC OBJECTIVE OUTCOMES
2. A wide range of cultural programs, events, destinations and arts initiatives showcase Carson City's unique culture and talent.	2.1 DEVELOPMENT OF FESTIVALS AND EVENTS Support and promote cooperation, collaboration and co-venturing among cultural organizations, private producers and the City for cultural and heritage festivals and events in the region to leverage increased cultural tourism, economic impact, and audience development, including new and existing annual events such as Nevada Day, Jazz & Beyond, and Stewart Father's Day Pow Wow festival activities. Facilitate initiatives that enable higher professional production standards, wider channels of promotion, and increased cooperation amongst festival and event organizers.	22 -25 ongoing	A&C /CTA staff	Existing Festivals Cultural Organizations		
	2.2 PROJECTS EXPRESSLY FOR INDIVIDUAL ARTISTS Explore and support special project categories and encourage programs across cultural organizations that involve and employ local individual artists, such as neighborhood and city street murals, banner competitions, video documentaries, street furniture and signage, artist residencies, and community problem-solving artist teams.	22 – 25 ongoing	A&C /CTA staff Cultural Organizations	Local Artists Arts Organizations		
	2.3 ARTISTS "OPEN STUDIOS" AND TOURS Work with local visual artists, musicians, literary artists, dancers, actors, and media/film artists to establish a network of studios /offices/exhibition spaces open to the public to visit on certain dates as an "Open Studios" community project - bringing artists and arts consumers directly in touch with each other. Participating artists' locales gain special branded signage and advertising promotion.	21 – 25 ongoing	A&C /CTA staff Cultural Organizations	Artists Cultural Businesses Cultural Organizations DBA		
	2.4 ARTS-RELATED BUSINESSES & CREATIVE INDUSTRIES PROFILE Inventory arts-related and creative-economy businesses in the cultural maps and local cultural tourism marketing materials (e.g., architects, graphic designers, apparel designers, publishers, film makers, printers, bands, advertising professionals, agents, etc.).	21 - 22	A&C /CTA staff City staff	Cultural Businesses Historical Societies Cultural Orgs.		
	2.5 CULTURAL HERITAGE Develop and market cultural tourism attractions that showcase Carson City's history and authentic cultural heritage in response to the number of visitors that are seeking this type of tourism offering.	22 - 25	A&C /CTA staff	Museums, Arts orgs. Historic sites, Historical Societies		
	2.6 ANNUAL RECOGNITION CELEBRATION Host an annual awards celebration, to honor those who have advanced arts and culture in the city.	23 – 24	A&C /CTA staff	Chamber of Commerce		
	2.7 EXPERIENTIAL TOURISM Encourage and assist in the development of experiential cultural tourism initiatives which reflect the authentic culture and heritage of Carson City. The demand for experiential tourism has grown exponentially worldwide as visitors seek more meaningful travel options in which they can actively participate in an activity that is engaging and insightful.	21 - 25	A&C /CTA staff	DTCA		
	2.8 PUBLIC ART Prepare a public art policy and oversee a public art program for the creation and inclusion of artwork in public spaces that reflects the City's unique cultural heritage and identity, to enhance our cityscape and the artistic richness of the capital city.	21-25	A&C /CTA staff City staff CCCC			
	2.9 REGIONAL INITIATIVES Explore regional partnerships and collaboration that will expand local opportunities and further define Carson City's culture and character.	21 - 25	A&C /CTA staff	DTCA RTT		



IMPLEMENTATION

OVERALL STRATEGIC OBJECTIVES	RECOMMENDED ACTIVITIES	SCHEDULE 21/22/23 /24/25	WHO SHOULD LEAD	OTHER RELEVANT PARTNERS	OUTPUT EVALUATION OF ACTIVITIES	OVERALL STRATEGIC OBJECTIVE OUTCOMES
<p>3. Training programs and support services are available to strengthen collaboration and advance organizational, professional, business and tourism skills of individual artists and cultural organizations.</p>	<p>3.1 ADVANCEMENT TRAINING AND CAPACITY-BUILDING FOR GRASSROOTS AND EMERGING ORGANIZATIONS / GROUPS Expand a comprehensive program of technical assistance and professional development for cultural organizations in Carson City, which builds capacity, management stabilization, and business acumen in the cultural community with support from the Nevada Arts Council and foundations.</p>	23 - 25	A&C /CTA staff NAC Foundations	Cultural Organizations Adams Hub		
	<p>3.2 SPECIALIZED TRAINING AND NETWORKING FOR INDIVIDUAL ARTISTS Work with cultural organizations to offer specialized programs of workshops, seminars, guest speakers, networking forums and grant opportunity announcements expressly for individual artists.</p>	22 -25	A&C /CTA staff NAC	Cultural Organizations Artists Adams Hub		
	<p>3.3 COLLABORATION AND PARTNERSHIPS Encourage and facilitate collaboration amongst cultural organizations, artists, businesses, tourism operators and the City to reduce costs, share resources, maximize facility use and enhance program and event outcomes.</p>	22 -25	A&C /CTA staff City	Cultural Organizations		
<p>4. Cultural Planning and monitoring of Arts & Culture Master Plan implementation are ongoing processes in Carson City.</p>	<p>4.1 ONGOING CULTURAL PLANNING Engage in ongoing cultural planning and involve broad-based public participation in the planning process.</p>	21 - 25	A&C /CTA staff	City Cultural Organizations		
	<p>4.2 EVALUATION AND ANNUAL REPORT Monitor and evaluate the Carson City Arts and Culture Master Plan as it is implemented, noting accomplishments, revisions and updates - to be summarized in the CCC's Annual Report and shared with all who are interested.</p>	22 -25	A&C /CTA staff			
	<p>4.3 ANNUAL ARTS SUMMIT Convene a cultural forum bi-annually involving artists and leaders from the cultural sector, business, government, the third (nonprofit) sector, and the community in a one-day forum to assess and celebrate progress and to explore needs and opportunities facing the future of arts and culture in Carson City that should be noted in the Arts and Culture Master Plan.</p>	22 -25	A&C /CTA staff			



OVERALL STRATEGIC OBJECTIVES	RECOMMENDED ACTIVITIES	SCHEDULE 21/22/23 /24/25	WHO SHOULD LEAD	OTHER RELEVANT PARTNERS	OUTPUT EVALUATION OF ACTIVITIES	OVERALL STRATEGIC OBJECTIVE OUTCOMES
5. Culturally appropriate arts and culture opportunities, events, activities and materials that reflect the cultural diversity of our community and visitors, including African-American, Hispanic, Native American, other ethnic populations, the LGBTQIA community and special needs groups. <small>1</small>	5.1 HERITAGE ARCHIVES AND PRESERVATION CENTER(S) Work with local Native American, Hispanic and Basque communities, as well as other ethnic/history/heritage organizations, including the State Museums and State Historic Preservation Office to ensure Carson City’s cultural heritage is protected, shared and showcased for generations to come.	23	A&C /CTA staff	Museums, arts organizations historic sites, historical societies		
	5.2 OUTREACH TO A VARIETY OF DIVERSE AND SPECIAL POPULATIONS Encourage and co-sponsor opportunities to make cultural programming more accessible to individuals within diverse and special populations through new program initiatives, linkages between cultural groups and social service agencies, as well as by encouraging artists and cultural organizations to increase accessibility of their programs through outreach and targeted programs.	21 - 25	A&C /CTA staff Cultural Organizations			
	5.3 INITIATIVES FOR THE LOCAL NATIVE AMERICAN COMMUNITY Collaborate with the local Great Basin tribal nations, in particular the Washoe Tribe of Nevada and California and their local colonies in Carson City. These initiatives could be in the form of cultural programming, art exhibits, festivals or powwows, and encouraging local youth art projects.	21 - 25	A&C /CTA staff Washoe /Paiute/ Shoshone Tribes Cultural Organizations			
6. Municipal government planning, decision-making and placemaking incorporates culture to improve quality of life, enhance cultural tourism, economic development and community problem solving.	6.1 YOUTH-AT-RISK COLLABORATIONS THROUGH ARTS AND CULTURE Encourage cultural groups and social service agencies to collaborate on projects geared to building self-esteem and multidisciplinary skills for at-risk youth and teenagers. These arts programs deter crime and drug use and offer creative alternatives during after-school hours, weekends, during holidays and summer break.	22 - 25	Cultural Organizations Juvenile Probation	Social service agencies		
	6.2 INTERGENERATIONAL PROJECTS WITH THE ARTS Encourage cultural organizations to collaborate with current intergenerational initiatives and foster innovative project opportunities to include young people actively in Carson City arts and culture programs, to ensure a youth perspective in programming and events and to encourage young people to participate as junior board members and volunteers. Explore the establishment of a Youth Arts Council.	22 -25	Cultural Organizations A&C /CTA staff	Social service agencies Schools Nevada State College		



IMPLEMENTATION

OVERALL STRATEGIC OBJECTIVES	RECOMMENDED ACTIVITIES	SCHEDULE 21/22/23 /24/25	WHO SHOULD LEAD	OTHER RELEVANT PARTNERS	OUTPUT EVALUATION OF ACTIVITIES	OVERALL STRATEGIC OBJECTIVE OUTCOMES
<p>6. Municipal government planning, decision-making and placemaking incorporates culture to improve quality of life, enhance cultural tourism, economic development and community problem solving. (continued)</p>	<p>6.3 PUBLIC ART Prepare a public art policy and oversee a public art program for the creation and inclusion of artwork in public spaces that reflects the City's unique cultural heritage and identity, to enhance our cityscape and the artistic richness of the capital city.</p>	21 -25	A&C /CTA staff CCCC	D.A. City Staff		
	<p>6.4 FACILITIES PLANNING GROUP Work with City departments to plan cultural facility development needs and explore public-private support and grant opportunities; identify outline the priorities of a comprehensive 5-to-10 year facilities development plan for Carson City, that consolidates vision, avoids duplication of effort, and improves cost-effectiveness.</p>	22 - 23	A&C / CTA staff City	Parks & Rec Private venues		
	<p>6.5 CENTRAL ARTS DISTRICT/CULTURAL CORRIDORS Promote the designation of an official "arts district" or "cultural corridor" within the downtown area, while addressing the needs of burgeoning suburban-rural area.</p>	21 – 25	A&C / CTA staff City	DBA CC Historic Resources Commission (HRC)		
<p>7. Effective marketing, promotional and data tools are in place for cultural organizations, residents and visitors.</p>	<p>7.1 CULTURAL ATTRACTIONS MAP Prepare a cultural destinations map to promote the area's cultural assets, activities, major events and resources. Continue to update the map via print, websites, and special computer applications for mobile devices to be easily accessed by tourists, business visitors and local residents.</p>	21 - 25	A&C / CTA staff	GIS, Website developers		
	<p>7.2 CULTURAL EVENTS CALENDAR Work with the Nevada Department of Tourism and Cultural Affairs, the Nevada Arts Council and local cultural organizations to provide event calendars and joint advertising opportunities for tourism-based events.</p>	22	A&C / CTA staff NAC, NDTCA	Cultural Organizations		
	<p>7.3 PROMOTIONAL MATERIALS Produce and circulate print and digital marketing and promotional materials for the arts and culture sector and provide a resource for all arts and culture organizations as well as including arts and culture content on the Visit Carson City website.</p>	21- 25	CTA staff	Cultural Organizations		



OVERALL STRATEGIC OBJECTIVES	RECOMMENDED ACTIVITIES	SCHEDULE 21/22/23/ 24/25	WHO SHOULD LEAD	OTHER RELEVANT PARTNERS	OUTPUT EVALUATION OF ACTIVITIES	OVERALL STRATEGIC OBJECTIVE OUTCOMES
<p>8. Adequate funding and resources are available to support a well-functioning arts and culture sector.</p>	<p>8.1 GRANTS PROGRAM(S) Establish a grants program to support and provide access to “all the arts for all the people”, complete with policies and procedures, grant amounts, adjudication methods and evaluation, as funding is available. Considerations include:</p> <ul style="list-style-type: none"> • Competitive grants for arts organizations • Competitive grants for individual artists • Special project grants • Diversity grants • Neighborhood grants • Heritage and multicultural grants • Festival grants • Youth grants • Cultural tourism grants • Innovation grants • Health and wellness grants • Intergenerational grants 	22 - 25	CCCC	NAC Cultural Organizations		
	<p>8.2 THE PLANNING MATRIX Evaluate the planning priorities and budget costs of each recommendation listed in the matrix of the plan’s recommendations on an ongoing basis.</p>	22 - 25	A&C / CTA staff			
	<p>8.3 MODELS RESEARCH Investigate and identify other successful funding models created by cities and counties across the country and build criteria for the best funding models and approaches for Carson City.</p>	22 - 25	A&C / CTA staff			
	<p>8.4 DESIGNATED FUNDING SOURCE(S) Work with the City to ensure long-term designated funding source(s) to support arts and cultural programming as the sector grows and demonstrates success.</p>	22 - 25	CTA City	Foundations		
	<p>8.5 ADVOCACY CASE FOR SUPPORT Work with the cultural community to promote ongoing funding support for the Carson City Arts and Culture Program as its initiatives grow and demonstrate success.</p>	22 - 25	CCCC	Chamber of Commerce Businesses DBA Service Orgs.		
	<p>8.6 REDEVELOPMENT SPECIAL EVENTS GRANTS Work with the Carson City Cultural Commission, and the Carson City Redevelopment Authority in the administration of the Redevelopment Special Events Grants program.</p>	22 - 25	CCCC			





2021-2025
CARSON CITY ARTS & CULTURE
MASTER PLAN COMPILED BY:

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CARSON CITY ARTS AND CULTURE MASTER PLAN

1 8 F e b r u a r y 2 0 1 6

CULTURE in the broadest sense is defined by and includes everything from language, oral traditions, history, ethnic heritage, music, visual arts, folk arts, media arts, film, dance, theatre arts, design, fashion, architecture, foodways, social customs, and community rituals and celebrations.

K e n d a l l H a r d i n - I d e a F a c t o r y
C i r c u i t R i d e r C o n s u l t a n t

Key Commitments

*"Plan your next moves carefully
because every step contributes toward the goal."*

- PURPOSE -

To provide access, leadership, opportunity and support to the cultural community and promote quality, diversity and economic growth benefiting the whole community.

- KEY GOALS -

The following goals provide a solid philosophical foundation for the Carson City Cultural Commission's approach to sustainable programs, funding patterns, management operations and policies.

■ Extending and Equalizing Access

The plan must be sensitive to changing demographics, as well as to economic, physical and cultural barriers throughout the City. It should also be committed to creating a more broad-based group of arts producers and consumers through increased options, exposure and educational opportunities benefiting all residents and visitors.

■ Conducting Ongoing Cultural Planning

The CCCC should engage in ongoing cultural planning - from neighborhood initiatives to comprehensive regional planning - and involve broad-based public participation in the planning process.

■ Creating a Nurturing Cultural Environment

The plan seeks to support artists, arts organizations, arts-related businesses and audiences throughout the urban, suburban and rural communities in and around Carson City. This support includes the development of cultural facilities and artists' spaces, information resources, technical assistance and training, initiatives for "underserved" and special populations, and infrastructure for new artforms.

■ Improving Quality

At the heart of a good plan is its umbrella of programs, services and events which serve to expand and advance the artistic and administrative quality of individual artists and arts organizations in the Carson City area.

■ Preserving Cultural Pluralism and Promoting Diversity

The plan should nurture and support multicultural diversity of art, heritage and cultural traditions, which include African-American, Hispanic, Native American, Asian and other ethnic and folk expressions of culture alongside traditional Eurocentric artforms.

■ Promoting Aesthetic Considerations in Local Decision-Making

The plan focuses on the aesthetics of the built environment and urban "placemaking" as well as on the role of arts and culture in economic development, cultural tourism, and community problem-solving.

Carson City Arts and Culture Master Plan

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Carson City Arts and Culture Master Plan

27 January 2016

■ SECTION 1: Carson City Cultural Commission (CCCC)

1.1 CARSON CITY CULTURAL COMMISSION (CCCC)

The seven-member CCCC is charged with oversight for the Arts and Culture Municipal Agency, serving in an advisory role to the Board of Supervisors. Commissioners ensure that cultural policies, programs and services meet the needs of the community. They oversee that components of the Arts and Culture Master Plan are addressed and accomplished. The focus of the Commission includes ongoing cultural planning and assessment, data mining and economic impact analysis of the local cultural community, as well as updating the Master Plan.

1.2 CARSON CITY MUNICIPAL ARTS AND CULTURE AGENCY

The CCCC will work through the Carson City Board of Supervisors to establish a designated agency or office for arts and culture with funding for start-up operations - created to meet the needs of the local community and to foster an environment in which individual artists, cultural organizations and arts-related businesses can flourish. Moreover, this agency will serve as a unified voice for the arts community, demonstrating the critical role that the arts play in the economic vitality of Carson City. The agency's activities fall into four major areas: programming, services, research and grantsmanship.

1.3 DESIGNATED MUNICIPAL ARTS AGENCY RESPONSIBILITIES

1. Implement programs and services according to the priorities contained in the Carson City Arts and Culture Master Plan.
2. Be accountable to the City for record keeping, periodic progress reports, and meeting the schedule for products, programs and services required in contracts.
3. Be responsible for contracting personnel requirements, as well as organizing committees and task forces from the community.
4. Coordinate the efforts of the City with local cultural organizations, the private sector and other area nonprofit agencies.
5. Evaluate and monitor progress toward meeting the Arts and Culture Master Plan objectives and access tools to track data to measure the economic impact of arts and culture throughout the community.
6. Organize an annual public meeting to report on progress and invite ideas from the community regarding new initiatives and plan priorities.

The intent of the Arts and Cultural Master Plan is to support, encourage, expand and celebrate cultural expression in Nevada's Capital City.

We must encourage life-long participation in arts and culture and make cultural events accessible to all Carson City residents through performances, exhibits, events, and activities in neighborhoods throughout the community.

■ SECTION 2: **Facilities**

2.1 FACILITIES INVENTORY/DATABASE

Annually update the City's inventory of cultural and heritage facilities, park amenities and city venues, including facility capacity, hours of operation, seating charts, architectural layout, on-site amenities and services, rental equipment, fee schedules, etc.

2.2 FACILITIES PLANNING GROUP

Work with City departments to plan cultural facility development needs and policies in terms of public-private support; outline the priorities of a comprehensive 5-to-10-year facilities development plan for Carson City, that consolidates vision, avoids duplication of effort, and improves cost-effectiveness.

2.3 CENTRAL ARTS DISTRICT/CULTURAL CORRIDORS

Promote the designation of official "arts districts" and "cultural corridors" within the downtown community and throughout city neighborhoods, while addressing the needs of burgeoning suburban-rural areas.

2.4 ARTS SPACES AND PLACES

Compile an inventory database of potential private and public spaces for emerging arts groups and individual artists - maintained and updated by the municipal arts and culture agency - that includes information on exhibition and performance venues, landlord-tenant relationships, purchasing options, incubator space, and redevelopment grant opportunities. (Cf. *Beet Street's indoor and outdoor venues* in Ft. Collins, CO)

2.5 MULTICULTURAL AND HERITAGE FACILITIES/VENUES

Support facility development such as the Stewart Indian School Cultural Center, Hispanic Centers, and other locales that showcase the rich cultural traditions that contribute to Carson City's diverse cultural traditions and rich history encompassing language, food, art, crafts, architecture, ethnic celebrations, customs, and historical events. Work cooperatively with the Nevada State Prison Preservation Society, Carson City Historical Society, Nevada Division of Museums and History, Nevada State Museum, Nevada State Railroad Museum, State Historic Preservation Society (SHPO), NAC Folklife Program, and other public and private heritage organizations.

2.6 NMA SATELLITE MUSEUM

Work with the Nevada Museum of Art (NMA) to establish a satellite museum in Carson City's downtown area, if feasible.

2.7 ARTS INCUBATOR

Work with the Brewery Arts Center to support and expand BAC's current technical assistance offerings for individual artists and cultural organizations. Explore the long-term feasibility of a stand-alone arts incubator facility (e.g. shared offices, training facilities, resource library, board room, access to legal and financial services, business center, exhibit gallery, etc.) through the redevelopment of facilities such as the historic Nevada State Prison complex, repurposed libraries, and other suitable properties.

The most pressing needs found in the research were for cultural facilities and for additional coordination and management support from an agency other than, or in addition to, the Brewery Arts Center.

-- Creative Capital, 2002

If your dreams don't scare you, they're not big enough.

*-- Ellen Johnson Sirleaf,
2011 Nobel Prize Winner*

2.8 HERITAGE ARCHIVES AND PRESERVATION CENTER(S)

Work with local Native American, Hispanic and Basque communities, as well as other ethnic/history/heritage organizations, including the State Museums and State Historic Preservation Office (SHPO), to ensure Carson City's cultural heritage is protected, shared and showcased for generations to come.

■ SECTION 3: *Communications and Marketing*

Each of the following recommendations should build upon, cross-promote and partner with current efforts already underway in the community.

3.1 CULTURAL ATTRACTIONS MAP

Work with the Nevada Department of Tourism and Cultural Affairs, Visitors Bureau, Chamber of Commerce, and local cultural organizations on a cultural attractions map, that includes event calendars and joint advertising to promote the area's cultural activities, major events and resources. Continue to update the map via print, websites, interactive kiosks, electronic message boards, and special computer applications for mobile devices to be easily accessed by tourists, business visitors and local residents.

3.2 CULTURAL DIRECTORY

Work with the Arts and Culture Coalition to produce an updated cultural directory on an annual basis and promote it year-round to government agencies, developers, relocation businesses, travel and tourism professionals, the hospitality field, and local residents.

3.3 TICKET SAMPLER SERIES AND ONLINE TICKET OUTLET

Work with local arts groups to develop a number of "sampler" series to a variety of performances and cultural activities in the form of a downloadable cultural coupon book or passport series (offering discounts, two-fer tickets, incentives and premiums to consumers). Promote a ticket website that will become the one-stop-shopping, go-to outlet for handling ticket sales, corporate group sales, and "rush" tickets for seniors and students through downloadable vouchers. Coordinate with other organizations and agencies such as the Brewery Art Center, Western Nevada College, and Carson City Visitors Bureau which already offer ticket outlets and box office services.

3.4 ARTS AND CULTURE MASTER MAILING AND CONTACT LIST

Provide an arts and culture master mailing list for direct mail and social media contacts at low cost to users through a local list manager.

3.5 ARTS & CULTURE ADVERTISING CAMPAIGN

Organize a "Tiger Team" of advertising and design professionals to create an overarching promotional campaign for Carson City's "Capital Art Town."

3.6 HOT TIX PROGRAM

Encourage local companies and philanthropies to invest in the *Hot Tix Program*, by purchasing blocks of tickets to be dispersed free or low cost to youth, low income families, special populations, and senior citizens as an audience building tool.

If people don't know about you, they can't support you. The task is to market your heart and sell your impact to the community.

--Seth Godin, author of The Purple Cow

Every community needs to create an Arts and Culture Information and Referral Service to provide a centralized source of information and technical assistance.

-- Albuquerque Cultural Alliance

Communications and Marketing, cont'd.

3.7 KEY COLLATERAL PROMOTIONAL MATERIALS

Work with the Chamber of Commerce, Visitors Bureau, and Arts and Culture Coalition to create a platform of key promotional materials in addition to the above (e.g. festivals brochure, tourist guides, cultural passport for youth, newcomers' guide to arts and culture, family stay-cations in Carson City, etc.)

3.8 CREATIVE DIRECTIONAL SIGNAGE

Secure funding through grants and local private support to solicit competitive proposals and qualifications for design solutions to "animate creative spaces" and assist with directional signage throughout the city, employing banners, flags, markers, and street amenities (e.g. bike racks, bus stops, benches, sun shades and other street enhancements). Coordinate with local Downtown Business Association (DBA) and City departments.

■ SECTION 4: Technical Assistance, Training, Mentoring

4.1 ADVANCEMENT TRAINING AND CAPACITY-BUILDING FOR GRASSROOTS AND EMERGING ORGANIZATIONS/GROUPS*

Expand a comprehensive program of technical assistance and professional development for new and emerging cultural organizations in Carson City, which builds capacity, management stabilization, and business acumen in the cultural community (with grant support from the Nevada Arts Council, local businesses and foundations).

4.2 SPECIALIZED TRAINING AND NETWORKING FOR INDIVIDUAL ARTISTS

Offer specialized programs of workshops, seminars, guest speakers, networking forums and grant opportunity announcements expressly for individual artists.

4.3 SKILLS BANK FOR ARTS AND CULTURE

Create and promote a skills bank for the arts, including a roster of potential board members and volunteers, to strengthen and benefit arts programs and events.

4.4 BUSINESS VOLUNTEERS FOR THE ARTS/VOLUNTEER LAWYERS FOR THE ARTS

Work with the private sector to establish a BVA and/or VLA to identify, recruit and train business leadership by tapping into corporate and professional counsel and skills. For the first few years, this activity could be developed by volunteer corporate staff who coordinate the program and deliver professional assistance to select cultural clients.

4.5 CULTURAL-HERITAGE-ECO TOURISM TRAINING*

Initiate workshops for artists and cultural organizations on cultural tourism strategies, including packaging and promoting cultural products and services expressly for travelers and visitors to Carson City. Tap into training and professional development opportunities offered by the Nevada Arts Council. Cover data-tracking of cultural tourists' behaviors and spending patterns, as well as promotional strategies to attract more "experience seekers" to local events, festivals and programs. Coordinate and exchange findings with the Carson City Visitors Bureau and Chamber of Commerce on an ongoing basis.*

* Such training may be a required requisite for cultural groups and individual artists to qualify for specific grant applications (e.g. cultural tourism initiatives, emerging arts program grants, cultural diversity proposals, etc.)

Social media is a contact sport. -- Margaret Malloy, Expert in Social Media Marketing Strategy

Empowering the arts with business tools and skills leads to new ways of thinking and doing.
-- Americans for the Arts

Creativity is intelligence having fun.
-- Albert Einstein

■ SECTION 5: *Program*

5.1 ANNUAL ARTS CONGRESS

Convene a cultural forum annually - ideally with a number of co-sponsors - involving artists and leaders from the cultural field, business, government, the third (nonprofit) sector, and the community in a one-day forum to explore needs and opportunities facing the future of arts and culture in Carson City.

5.2 ARTS WAREHOUSE

Coordinate a center for nonprofit groups that offers free or low-cost furniture, equipment, supplies, and raw materials donated by business and industry.

5.3 FESTIVAL COLLABORATIONS

Promote cooperation, collaboration and co-venturing among cultural and heritage festivals in the region to leverage increased cultural tourism, economic impact, and audience development, especially with annual events such as *Nevada Day, Jazz & Beyond, and Stewart Fathers Day Pow Wow* festival activities. One option is to encourage the development of a shared festival office or network co-op that results in lower costs, higher professional production standards, wider channels of promotion, and increased cooperation among community celebrations of arts, heritage, history and food ways that are staged throughout the year.

5.4 GRANTS PROGRAM(S)

Establish a grants program to support and provide access for “all the arts for all the people”, complete with policies and procedures, grant amounts, adjudication methods and evaluation, as funding is available. Considerations include:

- Competitive grants for arts organizations
- Competitive grants for individual artists
- Special project grants
- Diversity grants
- Neighborhood grants
- Heritage and multicultural grants
- Festival grants
- * Youth grants
- Cultural tourism grants
- Innovation grants
- Health and wellness grants
- Intergenerational grants

5.5 PUBLIC ARTS GRANTS PROGRAM(S)

Work with the City to update and implement a public arts ordinance and identify appropriate funding criteria to institute a competitive program for artists to work in cooperation with developers, architects, builders, urban planners and neighborhood groups. Overarching policies, application processes, selection criteria, maintenance requirements, and other parameters are requirements for launching this important program to enhance the Capital City’s image and urban aesthetics. (Utilize best practices research and sample enabling legislation compiled by *Americans for the Arts*.)

5.6 “ZAP” PROGRAM

Develop a program in cooperation with NV Energy, Carson City Public Works, and Carson City Parks and Recreation Department to select local artists to beautify utility boxes in the City’s downtown and neighborhood areas. (Cf. Las Vegas’ *ZAP Program*, started in 2005)

It’s quite fun to do the impossible.

-- *Walt Disney*

“Imagination is more important than knowledge.”

--*Albert Einstein*

If you don’t know where you’re going, you’ll end up somewhere else.

-- *Yogi Berra*

5.7 ANNUAL RECOGNITION CELEBRATION

Host an annual awards celebration, in partnership with the private sector, to honor those who have advanced the cultural arts and City's heritage. (Cf. *Encore Awards* hosted by ArtServe for Broward County, Florida)

■ SECTION 6: Individual Artists

6.1 COMPREHENSIVE STUDY OF INDIVIDUAL ARTISTS

Include and evaluate the specialized needs of individual artists in all disciplines as part of the ongoing research regarding programs, services and facility needs of local artists.

6.2 PROJECTS EXPRESSLY FOR INDIVIDUAL ARTISTS

Consider special project categories for programs that involve and employ local individual artists, such as neighborhood and city street murals, banner competitions, video documentaries, street furniture and signage, artist residencies, and community problem-solving artist teams.

6.3 ARTISTS REGISTRY

Ensure that a roster of local artists in all disciplines, as well as arts-related industries, be included in the Cultural Directory, updated annually and accessible as an online resource. (Cf. example of *St. Augustine Arts Directory*)

6.4 ARTISTS "OPEN STUDIOS" AND TOURS

Work with local visual artists, musicians, literary artists, dancers, actors, and media/film artists to establish a network of studios/offices/exhibition spaces open to the public to visit on certain dates as an "Open Studio" community project - bringing artists and arts consumers directly in touch with each other. Participating artists' locales gain special branded signage and advertising promotion. (cf. New Orleans' *Open Studios Program*)

6.5 ARTS-RELATED BUSINESSES & CREATIVE INDUSTRIES PROFILE

Inventory arts-related businesses in the cultural registry and cultural economic impact study for Carson City (e.g. architects, graphic designers, apparel designers, publishers, film makers, printers, bands, advertising professionals, agents, etc.) Employ Americans for the Arts (AFTA) survey tools to evaluate the number and economic impact of Carson City's creative industries.

SEE ALSO :

2.6 NMA SATELLITE MUSEUM

2.7 ARTS INCUBATOR

3.4 ART PLACES AND SPACES

3.9 STREET SIGNAGE, BANNERS AND MARKERS

4.2 SPECIALIZED TRAINING AND NETWORKING FOR INDIVIDUAL ARTISTS

When members of a society wish to secure that society's rich heritage, they cherish their arts and respect their artists.

-- *Maya Angelou, writer*

Dear artists, if aliens ever landed here on earth - chances are, you'll be the first people they'll want to talk to.

-- *Kzure, visual artist*

5.5 "ZAP" PROGRAM

7.2 ARTS TEAM ON LOAN TO SCHOOLS

7.3 MUTICULTURAL ARTS ACTIVITIES

■ SECTION 7: Arts-in-Education

7.1 CARSON CITY ARTS EDUCATION INITIATIVES

Collaborate with current Arts-in-Education organizations to plan, secure resources and advocate for an integrated program of fine arts and arts enrichment in the schools and in the community - with an innovative emphasis on STEAM (science, technology, engineering, *arts* and math). Join forces with initiatives spearheaded by local cultural organizations and associations, public and private schools, Western Nevada College, community organizations, and parents in a community-wide partnership effort.

In support of the benefits of arts in education, the National Endowment for the Arts identifies four purposes served by such a curriculum.

1. To give young people a sense of civilization
2. To foster creativity
3. To teach effective communication
4. To provide tools for critical assessment of what one reads, sees and hears

7.2 ARTS TEAM ON LOAN TO SCHOOLS

Consider initiating a special "arts team on loan to the schools" program to demonstrate the evolving role of the arts in childhood and teen development, and help schools adopt effective arts education goals in the curriculum - both inside and outside of the classroom.

7.3 MULTICULTURAL ARTS ACTIVITIES

Increase multicultural arts activities in schools, recreation programs and arts organizations by offering coordination and securing financial support for successful diversity outreach programs through grants and philanthropic support. Support Western Nevada College's annual Multicultural Festival and other multicultural programs in the City.

7.4 ARTS EDUCATION EXCELLENCE

Establish an annual "Awards for Excellence in Arts Education" recognition program for local leaders and innovators in this major field.

We are raising today's children in sterile, risk-averse and highly-structured environments. In so doing, we are failing to cultivate artists, pioneers, map-makers and entrepreneurs - and instead, we are creating a generation of children who can follow the rules of organized sports games, sit for hours in front of screens and mark bubbles on standardized tests.

-- Darrell Hammond, American actor and comedian

When I went to the gallery and saw my skyscraper in the window, I felt proud - like a famous person!

-- Fourth-grade student on her experience with an architect-in-residence program at her school

Every child is an artist. The problem is how to remain an artist once he grows up. -- Picasso

Our overall goal is to provide the BEST arts education possible for young people in the Carson City community.

■ SECTION 8: *Special Populations and Diversity*

Definition: *Individuals characterized by unique traits, legal status and/or diminished environment - to include, but not be limited to age, physical and mental challenges, institutionalization, ethnic heritage, low income, geographic isolation, giftedness, and gender - all of which create special needs or inhibit their participation in the cultural arts.*

8.1 OUTREACH TO A VARIETY OF SPECIAL POPULATIONS

Encourage and co-sponsor opportunities to make cultural programming more accessible to individuals within special populations through new program initiatives, linkages between cultural groups and social service agencies, as well as by encouraging artists and culture organizations to increase accessibility of their programs through outreach and targeted programs.

8.2 INITIATIVES FOR THE LOCAL NATIVE AMERICAN COMMUNITY

Work with the Carson and Stewart colonies to create cultural enrichment opportunities, programs and marketing channels to showcase their own Washoe, Paiute and Western Shoshone culture and foster pride in their unique heritage. Focus special attention on tribal customs and festivals, Native American artists, youth collaborations and intergenerational programs with elders in both colonies. (Cf. the following *SECTION 9: Social Entrepreneurship and Community Development*)

SEE ALSO:

2.5 MULTICULTURAL AND HERITAGE FACILITIES/VENUES

2.8 HERITAGE ARCHIVAL PRESERVATION CENTER

7.3 MULTICULTURAL ARTS ACTIVITIES

■ SECTION 9: *Social Entrepreneurship and Community Development*

9.1 YOUTH-AT-RISK COLLABORATIONS THROUGH ARTS AND CULTURE

Encourage cultural groups and social service agencies to collaborate on projects geared to building self-esteem and multidisciplinary skills for at-risk youth and teenagers. These arts programs help deter crime and drug use, while offering creative alternatives during after-school hours, on weekends, during holidays and summer break.

9.2 INTERGENERATIONAL PROJECTS WITH THE ARTS

Collaborate with current intergenerational initiatives and foster innovative project opportunities to bring seniors and youngsters together around the arts, with special emphasis on media arts, oral histories, heritage events, and festival activities.

The cultural arts provide a direct route to the heart, and it is only with an open heart that prejudice can be set aside. Heritage and multicultural arts preserve and encourage open hearts in people. As a result, they enrich everyone's life.

-- Albuquerque Arts Plan

"We made quilts to keep our children from freezing - but we made them beautiful to keep our hearts from breaking."

--Elderly Quilt-Maker

9.3 ARTS & HEALING INITIATIVES

Work with area hospitals, clinics, healthcare agencies and wellness business to launch innovative arts initiatives that promote health and well-being.*

Today's research in neuroscience shows benefits not only for improved academic performance and cognitive growth in children, but also underscore that the healing arts contribute to healthy aging and provide effective treatment for wounded warriors and trauma survivors. Such programs improve medical environments (e.g. hospitals, rehabilitation centers, hospices, etc.) not only for patients, but also for caregiver professionals and families of patients.

Research demonstrates that these programs have healing benefits to patients evidenced by shorter hospital stays, better pain management and less medication. Current programs, for example, already employ the arts in programs for cancer survivors, diabetes patients, and for those who struggle with an array of mental and emotional health issues, such as depression and anxiety.

■ SECTION 10: Government

10.1 CULTURE AND ECONOMIC DEVELOPMENT TASK FORCE

Engage artists and arts management professionals with local consortiums and task forces in both the public and private sector to focus specifically on the role and impact of local arts and culture on economic development, tourism, international trade and commercial applications in Carson City. Challenge individual artists and arts professionals to be integral parts of the creative process of designing innovative solutions and successful economic outcomes.

10.2 AESTHETIC DESIGN STANDARDS AND BRANDING FOR THE ARTS DISTRICT(S)

Work with the City and design professionals to establish architectural design standards for the Carson City Arts District(s) and special branding for artists studios and other amenities in the cultural corridor(s). (See also New Orleans' *Artists District* and Seattle's *Bye Crackie Program*.)

■ SECTION 11: Funding and Resource Development

11.1 THE PLANNING MATRIX

Evaluate the planning priorities and budget costs of each recommendation listed in the matrix of the plan's recommendations on an ongoing basis.

11.2 MODELS RESEARCH

Investigate and identify other successful funding models created by cities and counties across the country, and build criteria for the best funding models and approaches for Carson City.

* Findings cited in *American Journal of Public Health*, George Washington University Center on Aging, National Center for Creative Aging/National Guild for Community Arts Education, and Americans for the Arts independent studies.

The arts generate employment, income and tax revenues in addition to their critical role of enhancing quality of life, public safety and community aesthetics - all indicators of livable cities.

- National Governors Association (NGA) Center for Best Practices

The money always follows the vision - not the other way around.

-- Timeless funding axiom

11.3 DESIGNATED FUNDING SOURCE(S)

Work with the City to secure a long-term designated funding source(s) (e.g. fixed percentage of a tax, impact fee or special tax district plan) to support the new municipal agency for arts and culture as it grows and demonstrates success.

11.4 ADVOCACY CASE FOR SUPPORT

Work with the cultural community to promote ongoing funding support for the Carson City Municipal Arts Agency as its programs and research initiatives grow and demonstrate success. (Cf. "Forty Action Strategies" on the National Association of State Arts Agencies website - nasaa-arts.org.)

11.5 PRIVATE SECTOR ENGAGEMENT

Launch an arts-specific program to increase awareness among businesses of the strategic importance of arts and culture, with partnership and funding opportunities for supporting key initiatives of the Arts and Culture Master Plan, as well as the individual artists and cultural organizations the plan serves. (Cf. Palm Beach County Cultural Council's "SmART Biz" program, which brings together leaders from cultural organizations and the business community to explore the vibrancy of business and art relationships and how these partnerships can be a driving force in the local economy.)

11.6 EVALUATION AND ANNUAL REPORT

Monitor and evaluate the Carson City Arts and Culture Master Plan as it is implemented, noting accomplishments, benchmarks, revisions and updates - to be summarized in the Commission's Annual Report and shared online with City government, Visitors Bureau, Chamber of Commerce, local businesses, social service agencies and residents (cf. San Diego's "A Measure of Our Success").

***A goal without a plan is
just a wish.***

*-- Antoine de St. Exupery,
author of The Little Prince*

***The best way to predict
the future is to invent it.***

-- Apple Computer Company

With Special Appreciation

to All Who Participated in the
Carson City Arts and Culture Master Plan

Carson City Cultural Commission (CCCC)

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Terri McBride, Vice Chair
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Americans for the Arts (AFTA)

Graciela Kahn, Research Coordinator

And All Who Contributed

at Carson City Cultural Commission Public Meetings

We are a city built on possibilities.

We are a city powered by ideas and originality.

We are a city shaped by our spirit of community.

And we are proving creativity and prosperity are one.

-- Beet Street Brochure