

**CULTURAL COMMISSION
STAFF REPORT**

MEETING DATE: June 16, 2015

AGENDA ITEM NUMBER: 3C

STAFF: Roger Moellendorf, Parks and Recreation Director
Vern L. Krahn, Senior Park Planner

REQUEST: **For Possible Action:** To make changes to the Carson City Arts Assessment (A Current Reflection of the Arts / Dated: June, 2001) and the Creative Capital (Carson City Community Arts Plan / Dated: February, 2002) to create a Cultural Master Plan for Carson City.

GENERAL DISCUSSION:

On Thursday, May 21, 2015, the BOS approved the Commission's 2014/15 annual report and 2015/16 work plan with the caveat that the Cultural Commission return to the Board of Supervisors within six months with an updated document for their review. In order to make this time frame happen, I have attached the Carson City Arts Assessment (Exhibit A) and Creative Capital (Exhibit B) Plans. These plans will be used as "working documents" to create the Carson City Cultural Master Plan.

Please take some time prior to the meeting to review these plans and strike out any outdated information, check the spelling and grammar, and identify any new cultural facilities in town. It is important to provide any new data as it relates to the current arts and cultural community, and identify any missing aspects, topics, or community groups not mentioned in the two plans. Either mark up a hard copy of these documents and/or bring your written comments about the plans on a separate sheet of paper with you to the next Cultural Commission meeting.

Please don't interact or share your comments with each other prior to the meeting. Everyone's review comments will have the opportunity to be heard and discussed at this Cultural Commission meeting. *It is staff's assumption the Commission will use the Carson City Arts Assessment as a background resource document and only make changes to the Creative Capital Plan moving forward to create the Cultural Master Plan.*

POSSIBLE ACTION: I move to make changes to the Carson City Arts Assessment (A Current Reflection of the Arts / Dated: June, 2001) and the Creative Capital (Carson City Community Arts Plan / Dated: February, 2002) to create a Cultural Master Plan for Carson City.

ALTERNATIVE ACTION: I move to make changes to the Creative Capital (Carson City Community Arts Plan / Dated: February, 2002) to create a Cultural Master Plan for Carson City.

Carson City Arts Assessment

A Current Reflection of the Arts

Working Document

June 27, 2001

Prepared by



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1. Introduction and Observations

This assessment report is the result of four months of research and analysis carried out by more than 30 volunteers under the direction of arts consultant, Virginia Wright. The volunteers represented a cross-section of Carson City, including the schools, community college, government, business, social service agencies, tourism industry, arts and cultural organizations, artists and community activists.

The document's purpose is to provide an assessment of arts resources and needs in Carson City. After receiving public comment, the steering committee will meet to develop a vision and goals for the strengthening the arts over the next five years.

Observations

The following six observations are consolidations of the *Summary Points* from the end of each section. They are meant to initiate additional discussion in the community and further deliberation and adjustment by the steering committee. At that point, the committee will develop a vision and set goals and objectives that will become the major elements of Carson City's Arts Plan.

1. There are two theater spaces (not counting the high school's limited black-box) in Carson City. Both spaces are booked to working capacity and regularly turn away potential users. There is no midsize theater that bridges the gap between the 100 and 794 seats. An *intermediate-sized (300-450 seat) theater, appropriate for music and theater programs, is needed for audience and organizational development.*
2. For a town of its size, a number of informal places show art. For a growing state capital with aspirations of creating a rich cultural mecca, galleries are almost non-existent. *To expand quality visual-art, a nonprofit curated gallery/ museum is needed.*
3. The arts community has expressed a need for more advertising to increase audiences, and this would be helpful to some extent. *Generally, marketing needs to*

go hand and hand with organizational and artistic development so expertise and quality is increased along with advertising and promotion.

4. The Brewery Arts Center is the local arts agency and will be the City's arts agency into the foreseeable future. It has done an excellent job of keeping the arts alive. As the arts community grows, however, *BAC needs to clarify its role as a leader, supporter and coordinator of the arts community and review its role as producer of arts activities.*
5. Many Carson City residents are interested in economic and community development through arts participation in downtown rejuvenation and regional tourism. *A need exists to form stronger partnerships among the arts, government and private businesses to enliven and strengthen the community.*
6. Nationally, arts organizations operate on approximately 45 - 50% earned income. In Carson City, organizations operate on about 75% earned income. There is little contributed support from individuals, or the business or public sectors. *There is a need for increased public and private support for the arts.*

2. Planning Background

The initial inspiration for an arts plan came from a recommendation in the city's 1996 general plan, *Capital City Focus*, calling for an alliance of arts groups. The Capital Arts Coalition was formed in 1998, by Barbara Singer, Carson City Parks and Recreation; Joe McCarthy, Brewery Art Center; Karen Alcorn, Western Nevada Community College visual arts; Stephanie Arrigotti, Western Nevada Community College performing arts; David Bugli, Carson City Symphony; and Nathan Walker, arts activist.

After several meetings, the coalition developed several goals, one of which was to complete a needs assessment and cultural plan for the City. The Brewery Arts Center (BAC), Carson City's local arts agency, received a grant from the National Endowment for the Arts and matching funds from the Carson City Redevelopment Authority. After widely distributing a request for proposals, the BAC hired consultant Virginia Wright.

In February 2001, the consultant met with Joe McCarthy, planning steering committee Chair Ron Daniels, and BAC Board members John Walker and Denise Miller to discuss the roles of the BAC and CAC in the planning process. It was understood that the BAC would administer the project and the coalition would participate through the steering committee. This ad hoc committee provided the consultant with

background on Carson City, and topics to be addressed including cultural facilities, cultural tourism, sense of place, quality of life, and the effects of rapid growth and change.

With the committee's guidance, additional community members and stakeholders were invited to serve on the Carson City Arts Steering Committee.

At its first meeting, the consultant guided thirty steering committee members through the basics: the assessment and planning process. She then facilitated the process of splitting the committee into nine workgroups to research, gather information and evaluate specific assessment topics.

These workgroups provided the consultant with some of the information in this report. In addition, the consultant facilitated three focus groups and interviewed 15 leaders from business, government, education and the arts. Planning, marketing, and cultural studies were examined, and 26 individual artists, 14 organizations, 8 schools, and 17 facility surveys were completed and analyzed.

This document will be used to help solicit comments from the community before being used by the steering committee to guide them in developing an arts plan for the whole community.

3. Carson City Description

History

Carson City was founded as a community in 1858, and was named for the nearby Carson River, which explorer John Fremont named after his scout "Kit" Carson.

Pioneer Abraham Curry arrived in 1858 and soon after plotted a town site, setting aside 10 acres for the construction of a capitol. Carson City was soon designated both the territorial capital and county seat of the new Ormsby County. President Abraham Lincoln, recognizing the importance of Nevada's silver and gold to the Union's Civil War effort, signed the proclamation that ushered Nevada into statehood on October 31, 1864. Carson City was selected as the state capital at the constitutional convention.

Following the discovery of gold and silver on the nearby Comstock Lode in 1859, Carson City became a thriving commercial center. Quartz reduction mills were built along the Carson River to process the ore from Virginia City, Gold Hill and Silver City. Lumber was provided from the Sierra Nevada mountains around Lake Tahoe. The Virginia and Truckee Railroad was organized in 1868 to connect the Comstock mines with the river mills and bring lumber and supplies to the mines.¹

¹ Adapted from Carson City website.

Location, Transportation and Governance

Carson City is located at the intersection of US Highways 395 and 50, approximately 30 miles south of Reno and 14 miles east of Lake Tahoe. It is situated at an elevation of 4,675 feet and has a mild climate, with mean temperatures of 19 degrees Fahrenheit in January and 89 degrees Fahrenheit in July.

The City, and the downtown historic district, is divided by a four lane combined Highway 395/50. The Nevada Department of Transportation is in the process of purchasing land for the Carson City Bypass, with a goal to construction in 2005. *2010*

Carson City is a combined government entity that was formed on July 1, 1969. A mayor and four supervisors govern Carson City. Each is elected at large, for overlapping four-year terms. An appointed city manager performs the administrative functions for the board of supervisors.

Carson City is the state capital. The state legislature meets every two years to approve an executive budget and consider new legislation. The city houses numerous state facilities including the state legislative building, the capitol building, state supreme court, state library and archives, the state museum, and the railroad museum.

*State Arts Council
to file minutes*

Population

In 1960, Carson City's population totaled approximately 8,000. Through the 1960s to the 1970s Carson City's population nearly doubled each decade, slowing down to 25% growth rate in the 1980s and 30% growth in the 1990s. Carson City is the only combined City/County in the state and is the state's sixth largest City, with a population of 52,475.

Regionally, Carson City has grown slower than the adjoining counties of Douglas, Lyon and Washoe. Scarcity of developable land and the existence of city ordinances have limited growth in the city. Neighboring counties have experienced over 50% increase in population over the last ten years.

Carson City's largest minority is Hispanic, of any race. The City is less racially and ethnically diverse than the State, but more diverse than neighboring Douglas County (92% white and 7% Hispanic) or Lyon County (89% white and 11% Hispanic).

Carson City Race and Hispanic Populations

White	44,744	85.3
Black or African American	946	1.8
American Indian	1,259	2.4
Asian	930	1.8
Native Hawaiian Pacific Islander	76	0.1
Other	3,391	6.5
Two or more	1,111	2.1
Hispanic of any race	7,466	14.2

Carson City Age, Income and Education

National studies have found that traditional arts audiences have higher income, college education, and are older than national averages. They also are found more frequently in urban areas.²

There is a perception among Carson City professionals in real estate, government, the arts and tourism that there are many people moving into Carson City from urban areas who are "empty nesters with high disposable incomes." Looking at the numbers, it appears that this phenomenon may be overstated. The city and region's income, poverty levels, age and college education rates are similar to the rest of Nevada. The home ownership rate is higher than the state's in the two counties and Carson City.

	Measures of Individual's Income, Education		Homeownership	
	Medium household income ('97 est.)	Poverty Levels ('97 est.)	Home ownership rate 1990	College Graduates 1990
Carson City	\$40,712	10.6%	60.3%	11%
Nevada	\$39,280	10.7%	54.8%	10%
Douglas	\$46,026	7.3%	69%	10%
Lyon	\$33,684	11.4%	72%	4%

² *Age and Arts Participation 1982-1997* Research Division Report #42 and *1997 Survey of Public Participation in the Arts: National Endowment for the Arts, Washington DC.*

State Demographics

The age distribution in Carson City is about the same as it was ten years ago, with an increase in the 45 - 59 year age bracket and decrease in the 25 - 44 year age bracket that is consistent across the country as boomers age. The population under 18 (23%) has not changed significantly since 1990 (22%), and is lower than Nevada's (26%). Douglas and Lyon Counties have similar age levels. Douglas has an older population.

AGE	1990	2000	Change Numbers	Change %
Under 5 years	2,727	3,289	562	-0.5%
5 to 24 years	9,743	13,110	3,367	0.9%
25 to 44 years	13,369	15,136	1,767	-4.2%
45 to 54 years	4,627	7,724	3,097	3.3%
55 to 59 years	1,870	2,949	1,079	1.0%
60 to 64 years	2,066	2,412	346	-0.5%
65 to 74 years	3,877	4,096	219	-1.8%
75 to 84 years	1,780	2,950	1,170	1.2%
85 years and over	384	791	407	0.6%

The numbers do not show a significant increase in older, high-income individuals moving into the City from urban areas.

Employment

Because of the presence of state government and manufacturing, Carson City is not as dependent on the gaming industry as is most of Nevada. The government is the largest sector, employing 35% of the City's workers; followed by manufacturing (22%); hotel, gaming and recreation services (19%) and retail trade (14%). It is interesting to note that manufacturing contributes 15% of the

total payroll dollars. With the exception of neighboring Lyon County, no other county in the state has a manufacturing payroll that exceeds 10% of the county's total. For the entire state, manufacturing only contributes 5% of the total payroll. Overall, the employment sector for Carson City is fairly well balanced.³

A Regional Center

Carson City has a trade area of approximately 220,000,⁴ including Carson City, and portions of adjoining Washoe, Lyon, Churchill and Douglas counties.

The arts also reflect a regional draw. The Brewery Arts Center's records show 76% of its arts supporters and audiences have addresses in Carson City, with most of the balance from adjoining counties. The Symphony's mailing list shows a similar pattern of 82% of the addresses in Carson City, with the balance regional.

³ Daniel A. Leck & Associates and Carson City Chamber of Commerce

⁴ Carson City Chamber of Commerce

Downtown

In the 1980's and 1990's thousands of cities across the county experienced the deterioration of their downtown as shopping centers were developed outside city centers. In response, Carson City downtown business owners formed the Carson City Redevelopment Authority to improve the downtown area. The Authority has successfully worked to increase parking, implement a reimbursement renovation program, support a historic district, and hold events to draw people downtown. The opening of the Ormsby House Hotel & Casino and planned expansion of the Brewery Art Center will add greatly to downtown development.

Carson City Description Summary Points

1. While there may not be thousands of high income "empty nesters" from urban areas flocking to Carson City, there are certainly some moving to the Capital region. Even though the numbers are relatively small, these new comers may change the arts environment in Carson City. With higher incomes, more time and past exposure to arts activities, they may be more likely to volunteer, make contributions and become active participants in the arts. Two recent examples are the owner of Comma Coffee and the founder of the Sierra Nevada Ballet.
2. State government provides a stable employment base and may be a source of arts participants, especially for children. This should be explored in more depth.
3. Downtown improvements continue. The arts make a perfect partner with business and government to strengthen Carson City's sense of place and to bring the historic downtown alive.

add

Westside Bank
Books, Art & Pic

Back to back

Carson City is part of
which NEST region?

Tourism Summary Points

1. Tourism and leisure activities in Carson City seem to have remained relatively flat over the last few years.
2. The government and nonprofit agencies responsible for attracting visitors include arts and cultural activities in their materials. Private tourism and leisure businesses, such as golf courses, casinos, hotels and bars may hire talent, but currently have no formal relationships with the arts.
3. If there is an effort to promote tourism regionally (Lake Tahoe, Virginia City, Genoa) the arts should be a part of that effort. Other opportunities lie in developing partnerships with casinos, hotels and other private tourism businesses.
4. Conceptually, the arts could market the Capital Region as a cultural destination, but that would require development of arts activities and programs that could gain prominence. For example, producing an arts festival, highlighting a local or regional folk art, developing a regional arts center, or presenting an arts conference or awards ceremony.

4. Arts Profile

Youth and Arts

To access the situation of arts in the schools, we contacted nine schools in the district. Six surveys were returned. We also interviewed a number of school teachers and administrators.

Last year the State of Nevada passed arts education standards with specific criteria in music, theater and the visual arts. However, these standards are suggested while the standards passed over the last few years for other disciplines are mandatory.

Understandably, many teachers put a priority on teaching to new standards that must be met over those that are suggested.

The Nevada Alliance for Arts Education has been recently formed to help bring quality art programs into the schools on a statewide basis. But there is currently no active local effort to promote arts in the schools. The arts in Carson City are similar to those of the State of Nevada; they are largely dependent on the interests of individual principals, teachers and parents.

Carson City schools have a variety of arts programs. Carson High School has a strong arts program with an adequate budget, approximately 10 full-time teachers, and sufficient classroom space and equipment. After school programs are numerous and varied. It is the only school in the state with an Advanced Placement for its senior students who can earn 3-5 transferable college units.

Carson and Eagle Valley middle schools have full-time visual and performing arts teachers. They have budgets allocated for arts and a number of regular after school programs. The elementary schools have some music programs, but other arts programs are more ad hoc and vary from school to school. These programs are funded by small budgets in some schools and outside fundraising in others. Where arts programs are present, it is often because of the hard work of parents, teachers and administrators.

The arts seem to have a fairly secure, but not universal, place in the schools. The children interested in the arts also have parents active in the schools. An example of parental influence is the recent retention of 5th grade band. Conversely, it may be hard to increase programs in the elementary schools because schedules are full and funding is limited. Resources flow to improving technology and meeting the required testing standards.

The schools have good partnerships with the city, college and the Brewery Art Center. They share facilities, students, teachers and information. The only school theater in the schools is the small high school black box, therefore the school district has use-exchange arrangements with the Community Center and the BAC.

Nothing about No. 111 (Carson City)
Back to Out Loud - His

Individual Artists

To assess the needs of individual artists, most of who are visual artists, we held a visual arts focus group, interviewed people with knowledge of artists' needs, and surveyed individual artists.

Focus Group

Eight visual artists gathered at the Nevada Artists Association to discuss the visual arts with the consultant. The artists were an eclectic group: professional and avocational, from within the City and surrounding areas, both Carson City natives and relative new comers. The group included painters, sculptures, photographers and arts administrators.

The first question asked was "What are the biggest needs for visual artists in Carson City?" There was general agreement that a curated gallery or fine arts museum would do the most to help the visual arts by helping to educate residents, draw tourists, and promote regional artists. Such a space should be in a highly visible location and exhibit work of a quality that can be seen in galleries nationally. The group agreed that Carson City audiences are fairly conservative, thus any curated space should not be unusually provocative. Experienced professionals should manage the space run by a nonprofit organization for the community's benefit and not someone's personal gain. An example is the Northeast Nevada Museum in Elko run by the historical society.

The group suggested that places to house this center would be a new visitor's center downtown, BAC, or other museum.

One artist mentioned that he had been involved with the Nevada Museum of Art twenty years ago, and the BAC's situation today was similar to that time. The NMA is now one of the leading visual arts institutions in Nevada.

There was also expressions of interest in:

- Arts in the schools. Especially elementary schools.
- Training in the business of art: marketing, how to set up spaces, portfolio development, flyers, computer skills, and apprentice programs. (A note: Truckee Meadows Community College has programs, they are hard to fill.)
- Film and movies that were not mainstream, for example an "art house" or film festival.
- Public art. Get people out of their cars and into downtown.
- Good cities for art: Nevada City CA, Burlington VT.

The group named places for visual art in Carson City: King Street Gallery (not curated); Great Basin Gallery (private store, but good selection with western theme); Governor's Mansion, Bristlecone Gallery at the Community College, State Museum which is planning an art gallery, and Carson City Library.

Following are the survey questions and a summary of the responses.

What are the most pressing issues facing Carson City's arts and cultural development?

Issue	Mention
Lack of facilities	14
Public's lack of interest, awareness	5
Lack of arts for children and youth	4
Lack of activities, events	3
Lack of money	2

Single mentions: lack of professional dance companies; conflict between old and new Carson City residents; cultural conflict between professional arts managers and amateurs; downtown development; lack of acceptance of a variety of art forms; the lack of an arts support organization; and multicultural outreach.

The answers to the next three questions followed the trend of the issues identified in the first question and in all focus groups and conversations: people believe they need facilities and marketing assistance.

What, if any, professional or avocational support needs are most pressing for you?

23 respondents mentioned some type of support needs. More than 30% of these needs were directly facility or marketing related. The support most often mentioned in addition to marketing and facilities was additional and more sophisticated

Individual Artist Survey

The purpose of the survey was to gather information from a larger audience than could be reached through interviews and focus groups and to gather more in-depth and confidential information that might otherwise be missed. Approximately 141 surveys were distributed to the following lists:

- Ash Canyon Poets
- Nevada Artists Association
- Proscenium Players
- East Fork Gallery
- Lone Mountain Literary Group
- Individual artists in BAC's database
- Carson Valley Artists Association
- Western Nevada Performance Art Center
- Pinkerton Dance Company
- Nevada Arts Council's database

Although the return was not statistically significant, the insights were none the less valuable as they confirmed the needs and issues that individual interviews and focus groups had uncovered. 26 surveys were returned: 12 visual artists, 9 performing artists, 3 literary artists and two that identified as both visual and performing. 14 of the 26 self-identified as professional artists, with 11 of that group stating that they regularly earn income from selling their art. 8 of the 26 teach their art form in private homes, in the schools or at the college.

classes and workshops. Other issues mentioned were artist-in-residency, grants, nonprofit management, and artistic talent.

If facilities are one of your top needs, describe these needs in more detail:

20 people responded to this question in various levels of detail. Answers reflect their specific needs. Visual artists most often mentioned a shared work and/or classroom space. Performing artists' priority was 200 - 400 seat theater, either black box or proscenium but always with better tech capabilities, storage, and backstage space than now available.

How do you think new audiences for the arts can be developed in Carson City and the Capital Region?

24 respondents answered this question. The responses were very diverse. There is a strong perceived need for increased visibility of the arts through promotion in the media and increased quality of arts experience. Other suggestions included downtown development, expanding the BAC or creating other new arts facilities. There was also a call to increase arts for youth and schools, especially the elementary schools.

In addition to a call for increased quality, was a call for arts to be community based. There was one mention of an arts festival, for collaborations with arts organizations in Reno, and a need to reach out to Northern Lyon County, Miden and Garnerville.

A Carson City individual artist focus group defined the most pressing need for the development of the visual arts in Carson City as a curated gallery or museum. Do you think this is true? Please elaborate.

In the focus groups and in individual conversations the most stated need was for a curated museum or gallery. In the survey, 12 respondents thought it was the most pressing need for visual arts, 3 thought that it might be if managed correctly, and 4 did not comment. Of the 14 visual artists, 8 thought it was the most pressing need.

Arts Organizations

Carson City is home to a number of community-based arts organizations. The main groups are:

Ash Canyon Poets

Our mission is to demonstrate that poetry is an integral part of everyday life through a weekly workshop, regular readings, publication, mentoring, and teaching in the schools. The group is currently editing an anthology of its collected work.

Brewery Arts Center

Our mission is to enrich our community with high quality literary, visual and performing arts experiences while providing a central location for cultural events, promotions and ticketing, and access to rehearsal and performance space. We produce a full season of theatrical events; a diverse music series; and visual art exhibitions in a small hallway gallery. We house the King Street Gallery run by the Nevada Artist's Association and facilitate the Artisan's Store for local artisans. The BAC is the home of the BAC Stage Kids, Ash Canyon Poets, Early Music Society, and Carson City Writers Guild. The Brewery offers classes, workshops, and art camps to adults and children.

Carson City Symphony Association

The Association is a nonprofit educational organization that provides amateur and volunteer professional musicians of all ages and backgrounds an opportunity to learn and perform a varied musical repertoire, encourages local talent, and presents public performances. The Association sponsors the Carson City Symphony, a community orchestra of about 55 musicians and the Carson Chamber Singers, a group of about 30. The

Symphony performs five concerts a year under the direction of conductor David Bugli. The Carson Chamber Singers perform with the Symphony and separately under the direction of Judy Monson.

Carson City Writers Guild

Our mission is to gather writers' groups together to accomplish larger goals that individual groups could not, including a writers' conference, book fair, literary magazine and publishing press. Working together will foster a sense of a larger writers' community and higher visibility. Very new organization.

East Fork Artists

We are a 15-member co-op that presents fine artists and lessons to our community. Members are local artists working in different mediums. We hope to educate all types of people. We also have a number of artists who take commissions. We change shows six times a year. We pay monthly dues.

Lone Mountain Writers

We provide support for writers at any level and in all genres.

Nevada Artists Association

Our mission is to encourage local artists from beginner to professional to improve and expand their art; to show their work; and to enter juried competitions by using the King Street Gallery.

Pinkerton Dance

Offers dance instruction and the Nutcracker at the Community Center with student and professional dancers. Currently a private studio, in the process of getting their 501c3.

Proscenium Players

Our mission is to provide quality theater to Carson City and the surrounding area. Also to avail ourselves of the many talented people in the area; to stay financial sound; and to have fun.

Sierra Nevada Ballet Company

Will produce dance concerts with student and professional talent. New organization in the process of forming a Board of Directors.

Timeless Sculptures

A working studio/gallery that makes statues, castings, furnishings, and has a strong apprentice program.

Western Nevada Performing Arts Center

Offers dance instruction and student ballet productions.

Western Nevada Musical Theater Company

Produces 3 - 4 shows annually at Community Center. Managed from Western Nevada Community College.

The majority of the not for profit organizations are run with part-time or voluntary labor and have little or no organizational infrastructure. Only two organizations have any individual donations over \$750, none have endowments, and a handful have no recorded income at all. Some organizations survive only because of the support of the Brewery Art Center who provides many of the groups free meeting space; an address, inexpensive performance space and informal assistance in numerous ways.

Arts Organization Focus Group

On February 22nd, 2001, representatives of nine arts organizations met to discuss the strengths and weakness of Carson City's arts. Following is a summary:

Strengths

Consistency, groups have been around for years.
Dedication to the community.
Regular performances, good shows
Houses 80% full.
Affordable facilities
Good children's, high school, college theater programs
Appreciation for theater is higher here than in other small cities in NV
Reasonable ticket prices \$8 - 15
State capital draws educated, higher income workers and provides a base of employment that is not tied to gaming
Older audiences are common
Surrounding area populations come to Carson City. (Retail hub.)
Title conscious area; big names draw big crowds
Nevada Appeal is doing a good job
Opportunities
BAC purchase of church
New people moving in from Bay Area with interest in arts

Weakness

No 350 seat theater
Audiences not very sophisticated
No theater at high school or college
Not enough storage, rehearsal, no scene shop
Not enough men actors
Summer is dead
Can't present big names
No night life, clubs, venues
No movie art house
City support is weak
Not much arts participation from government workers

Threats

BAC not successful in building new audiences
Growth of the City outpaces growth of the theater companies

There was general agreement that the biggest need is a theater, and then audience development. The group also brainstormed the names of arts organizations in town. The information gathered was used to develop the organizational survey that was sent to all the groups. The following information was developed from the returned surveys. In the cases where a survey was not returned, the BAC staff provided basic information.

The following groups filled out an organizational survey:

Ash Canyon Poets
Brewery Arts Center
Carson City Symphony Association
Carson City Writers Guild
East Fork Artists
Lone Mountain Writers
Nevada Artists Association
Proscenium Players
Western Nevada Musical Theater Company

That group of 9 arts organizations served an estimated 52,435 audience members last year. The groups combined income is about \$403,800 thousand dollars, with assets of approximately \$1,457,800. There are 6 FTE paid staff and an estimated 365 volunteers working to produce the arts in Carson City. Note that these figures do not include the dance organizations or the K-12 schools. Nor do the figures count the economic impact of the arts in directly related economic activities such as the donated materials for sets, costumes, or the volunteer time of

friends, parents and child care providers. Nor do the figures measure the impact of increased traffic downtown and the related restaurant, bar and retail business activity.

Arts Organization Needs

The survey also questioned the groups about their needs. Following is a summary of their answers to following questions.

What are the three most pressing issues facing Carson City's arts stability and development?

Every group mentioned facilities of some type; all but one mentioned some type of audience development or marketing issue. Funding was mentioned by four of the groups, and the BAC mentioned a host of needs with an emphasis on collaborations in marketing, fundraising and program offerings.

What are the three most pressing issues facing your organization's stability and development?

The groups' answers to this question were more specific having to do with programmatic offerings and operations. The Ash Canyon Poets need access to accomplished poets, the BAC needs help managing rapid growth, the Symphony is concerned with the issue of developing artistic excellence while remaining a community based organization. More staff is needed by the BAC, Nevada Arts Association, Proscenium Players, and Western Nevada Musical Theater Company.

If facilities are one of your top needs, describe these in detail.

The seven largest groups described detailed facilities needs. All groups have outgrown their current facilities. Houses are close to sold out, storage and construction space is just not available. The primary need is for a 300-seat theater with good lighting and sound. Also needed is a smaller reading space for the literary folks. (See Facility needs below for details.)

Effective ways to reach audiences, biggest marketing problems, and new audience development.

Current effective methods of reaching audiences are flyers, newspaper articles with pictures, direct mail, word of mouth and being open when other events are happening nearby.

Biggest problems are reaching potential audiences; and good organizational support (knowledge, staff, publicists, and databases) that support effective advertising.

Audience Development: Partnerships, collaborations, and media campaign that are about raising the visibility of the arts generally and the success of local artists. Keep consistent quality in shows.

Facilities

Performing Arts Facilities

There are two theaters in Carson City, the 100-seat black box at the Brewery Art Center and the 794-seat Community Center. Both spaces are in use more than 85% of the time. The BAC black box sells out 90% of its houses. A number of other spaces are used when performers don't need lighting, sound or stage: Carson City Library Auditorium, Elks Club, and Carson Mall. The Senior Center is renovating their building beginning in September 2001. After renovation they will have a platform stage and theater to seat 285. The Upstage Center is opening a 200-seat state-of-the-art theater that will open in September. The primary focus is corporate sponsored productions featuring well-known performers; the Center will also serve local community groups and musicians with flexible pricing and other support.

The facilities listed are regularly used for the performing or literary arts and have at least basic lighting and sound equipment. A separate document will be produced as an addendum to the Art Plan that will have a complete list of all the spaces that can be used for performance, rehearsal and classes.

Brewery Art Center Theater	110-seat, 1,200 sq. ft black-box theater. Sound, lighting good for users.	In use almost continually for BAC and community shows.
Brewery Art Center Grand Ballroom	100-seat, 2, 250 square ft open space, hardwood floors, adjacent kitchen	In use about 150 days a year for poetry, meeting space, support space for black-box.
Carson City Community Center Theater	794-seat, proscenium theater with 2,090 square foot stage. Good lighting, sound. Dressing rooms.	Booked most of the year by traditional users. Almost no free multiple concurrent days. Free about 90 single dates on weekdays in summer and January and February.
Fireman's Memorial Amphitheater	Outdoor 280 stage, open seating	Good availability.
Fuji Park Exhibit Hall	Outdoor 192 sq ft stage,	Good availability
Pony Express Pavilion	Outdoor 1,500 Capacity, 2,491 sq ft stage, some lighting and sound.	Available March - October. Many open dates. A problem with wind, condensation, birds.
State Buildings and Grounds Legislative Mall	Outdoor 300 seat capacity.	Good availability

Visual Arts Facilities

Carson City has a quite a few retail-arts related business, a commercial gallery, three nonprofit galleries, and a number of government buildings that have exhibit space. It also is less than a half-hour drive from two fairly strong visual arts cities: Reno and Lake Tahoe. It has related businesses that make for a good gallery walk downtown: historic museums and homes, the Kit Carson Trail, nice restaurants, the State Legislature, a Children's Museum, a couple of cafes and many antique stores. It does not have a significant bookstore, an art museum or curated gallery, or significant commercial galleries.

Below are spaces that present visual arts on a regular basis.

Austin Arts	On walls of shop
Brewery Arts Center	Hallway Gallery
Bristlecone Gallery	Hallway Gallery at WN Community College
Comma Coffee	Throughout cafe
Carson City Community Center	Lobby
Great Basin Art Gallery	On walls of store
Eagle Valley Frames and Art Gallery	On walls of store
Java Joe's	160' ft of wall space
King Street Gallery of the Nevada Artists Association	full gallery
Mill Creek Galleries, featuring Thomas Kinkade Painter of Light	Full commercial gallery
Nevada Arts Council (state / federal funds)	Legislative Exhibit Space and office exhibit space
Nevada State Museum	Calloun Changing Gallery
State Library and Archives	40' ft wall in main library and exhibit hall for historical exhibits

*Purple Pencil
Westside Diner*

2/2000 Manual

Performing and Literary Facility Use

Group	Type of Space	Current Use per year	Place
Ash Canyon Poets	Reading space for an audience of 50 with sound.	8 evenings a year	BAC ballroom
Carson City Writers Guild	Conference room for up to 200 with sound equipment.	12 days/evenings a year	No current use
Lone Mountain Writers	Intimate space for readings and book-signings.	12 evenings a year	WNCC
BAC - BAC Stage Kids	350 seat recital hall and improved black box mix	24 eve/days performance 3 shows 8 performance each 36 days rehearsal	BAC black box
BAC - Music series	350 seat recital hall Improved black box	40 evening performance 10 evening performance	BAC black box
BAC - Theater	Improved black box	8 evening performance	BAC black box
Carson City Symphony and Carson Chamber Singers	300 - 600-seat Concert hall. Stage 35 x 50 feet, with recording system and good lighting.	6 evenings for performance	4 dates at Community Center, 2 outdoors, and 1 - 2 other dates outside City.
Proscenium Players	Rehearsal Hall 200-seat theater with lights and sound.	40 days for rehearsal 30 evening performances. 5 shows, 3-weekends, 2 each	BAC black box
Western Nevada Musical Theater Company	300 - 400-seat theater	70 rehearsal and set building 30 evening performances 54 days rehearsal unknown	Community Center Future needs depend on cost, availability of Community Center.

Total use from existing arts groups. Evening Perform: 142

Days Perform: 12

Days Rehearse: 200

Literary Space: 32 evenings

Brewery Arts Center, Proscenium players, Carson City Symphony, Western NV Musical Theater Company all need storage space; all but the Symphony needs space for set and costume design and construction.

Arts Summary Points

Facilities

1. A 350-seat theater appropriate for music and theater is necessary for the development of arts organizations and audiences. Such a space could be used for local community groups and for touring groups of high artistic quality.
2. A nonprofit curated gallery or museum, and/or a commercial gallery would greatly enhance the position of Carson City's attraction as an arts destination. It would also educate local audiences and serve regional artists.

Marketing and Artistic Development

3. The arts community has expressed a need for more advertising to increase audiences, and this would be helpful to some extent. The local paper and the tourism agencies do a good job of promoting the local talent. Community-based groups often do not draw large audiences; their value is often in the participation. Generally, marketing should go hand and hand with organizational and artistic development so expertise and quality is increased along with advertising and promotion.

Leadership and the Future

4. The Brewery Arts Center is the local arts agency and will be into the foreseeable future. The City has made generous contributions to the arts through the Center. The latest gift of \$675,000 demonstrates its ongoing commitment. The BAC currently provides a very important support role on an ad hoc basis to most of the groups in town, presents the only music series, and provides a great deal of arts for youth. As the City and the arts grow, the BAC has a responsibility to clarify its role as a supporter, and especially leader, of the arts community.
5. Partnerships and collaborations are a natural next step to strengthening the arts in Carson City. Many informal and formal agreements already exist to share space, information, mailing lists, and more. A coordinator is needed to help facilitate this work.
6. Carson City has many conditions that could lead it to become a cultural tourist destination: historic buildings, museums, activities and downtown district, State buildings, restaurants, festivals, antique stores and cafes. It is well located in a beautiful region that draws many tourists. The community needs to decide if this is a desired future and if so, work to achieve it.

BAC: Consulting by Barb in 2002 - 2003?

5. Arts Related Activities

Festivals

Event	Producer	Description
Taste of Downtown	Advocates To End Domestic Violence with support from the Redevelopment Authority	1,000 attendees. One day event and very successful.
Ghost Walk (October) and Wild West Tour (Memorial Day)	CCCVB and Carson City Redevelopment	Several thousand visitors each event. Tourism driven and employs actors, artists, musicians, etc.
Cowboy Jubilee and Poetry	Carson City Hospital Auxiliary	Once a year in March, approx. 500-1,000 attendees. Successful. Held at Community Center.
Earth Day	Carson City Environmental Health Department	Food; music; environmental exhibits; crafts
Farmers Market	Carson City Redevelopment Authority and private organizer	Once a week from June thru Sept.
Carson City Rendezvous	Carson City Convention and Visitor's Bureau and Carson & City. Produced by a private organizer, Arlington Group/Maxine & Fred Nietz	Native American and Pueblo de Nevada s Village, Civil War encampment; crafts, food, dancing, music, living history; and gunfighters. Mills Park. Thousands of visitors.
Salsa Y Salsa	Nevada Hispanic Services	September 16, large successful event, approx. 1,000 attendees at the Community Center.
Oktoberfest	Carson City Library	
Multi-cultural weekend festival	Western Nevada Community College	In April
Summer Music Series	Carson City Redevelopment	A series of popular music at the Capitol on Sundays, free, 50-100 people attend each event.

Arts activities offered by non-arts organizations

Organization	Arts Activities
Boys and Girls Clubs	Visual art classes
Carson City Library	Classes, workshops in dance, children's theater
Carson City Recreation Department	Christmas coloring contests, kiosk competition
Carson City Redevelopment	Youth arts, dance company
Nevada Hispanic Services	Senior Follies, Senior Singers
Rainbow Girls Church group	
Senior Center	
Stewart Indian Colony	

Bars and Restaurants and Cafes

Music scene is "slowly" emerging at a few bars and restaurants. The Carson Cigar Bar presents jazz Thursday evenings, and Joe Bob's Chicken Wings has contemporary music. Doug Cramer of Pops Diner has a series of evening outdoor concerts on Third Street in the summer.

Java Joe's is been around a few years. Local artwork is hung on the walls and music is presented in the evenings. Recently a new place, the Comma Coffee opened across from the Legislature. They have live folk and jazz music groups, an open mic night for teens and show art on the wall. Both Cafés offer a place for people to gather informally.

The Ormsby House is going through a \$10 million dollar renovation into a high-end hotel/casino. They will offer some of the same popular entertainment as Reno and Lake Tahoe. They will also hire local talent.

Arts Scene Summary Points.

1. Carson City does not have a thriving cultural underground, or alternative music or art community. It does have an emerging arts community that can be measured by the increase in evening arts and music activities.
2. Although some of the festivals draw large crowds, and some have art, currently there is no regional arts festival in Carson City. This is a real opportunity.

still must open
as of 1/2006 since 2001

6. Acknowledgements

Arts Assessment and Planning Steering Committee

Chair Ron Daniels

Adolfo Segura, Hispanic Services
Barbara Singer, Carson City Recreation Department
Barry Smith, Nevada Appeal
Bill Cowee, Ash Canyon Poets
Chris Bayer, artist, historian
Connie Lewis, Pinkerton Dance
Dan Mooney
David Bugli, Carson City Symphony
David Morgan, local news media
David Piel, visual artist and community activist
Denise Miller, Miller Creative Solutions
Dorrine Sadilek, King Street Gallery
Eileen Cohen, Carson City Preservation Coalition
Fred Nietz, Arlington Group & Redevelopment Advisory
Grant Mills, Carson City Symphony
Joe McCarthy, Brewery Arts Center
John Walker, BAC
Karen Chandler-Gillie, Carson High School
Karen Zeffing-Alcorn, visual artist and journalist
Kay Bennett, former city supervisor
Larry Friedman, NV Commission on Tourism
Linda Hawthorne

Maizie Harris Jesse, Proscenium Players
Mitch Ames, Carson City Community Center
Pat West, writer
Ray Maysako, Carson City Mayor
Rob Joiner, Carson City Economic Development Director
Robin Williamson, city supervisor & redevelopment chair
Ronni Hannaman, downtown business owner
Rosine Bena, dancer & artistic director for Sierra NV Ballet
Sally Mooney, writer
Stephanie Arrigotti, Western Nevada Community College,
Musical Theater Company
Suzanne Channell, Nevada Arts Council staff
Suzi Mechan, former director of the Children's Museum of
Northern Nevada

Interviews

- o Sharon Rosse. Former Nevada Arts Council Artists' Services Coordinator. Visual artist.
- o Rachel Knecht. ED of Hispanic Services in Carson City.
- o Mary Pierczynski. Director of Human Resources Carson School District. In-coming School District Superintendent.
- o Karen Alcorn. Visual artist, former curator of the community college gallery. Community College foundation board member. Writes column for *Artifacts*.
- o Marilee Swirzek. Head of the Community College English Department, writer, founder of the Lone Mountain writers group, recently awarded "teacher of the year" in the community college system.
- o John Benkich, Carson City Manager
- o Rosine Bena, Noted Dancer, choreographer
- o Kris Holt, ED Northern Nevada Development Authority
- o Helaine Jesse, Western Nevada Community College Vice-President
- o Barbara Singer, Recreation Superintendent, Carson City
- o Larry Osborne, ED Chamber of Commerce
- o Candy Duncan, ED Convention and Visitor's Bureau
- o Daniel Leck, Daniel A. Leck & Associates Real Estate Appraisers and Consultants (phone)
- o Stacey Spain, Program Director Sierra Arts Council (phone)
- o Paul Ford, Carson High School (phone)

Focus Groups

- Visual Art Focus Group
 - Jerry Franklin,
 - Bob Tompkins
 - Candice Kramer
 - Jeff Nicholson, Great Basin Gallery
 - James Weaver, WNCC
 - Noreen Humphrys, artist
 - Eric Butterworth, Timeless Sculptures
 - David Piel, artist
- Performing Arts Focus Group
 - David Bugli, CC Symphony
 - Tom Henderson Carson Chamber Singers
 - Jeffrey Scott, BAC
 - Karen Chandler, Carson High School
 - Ayako Britt, Pinkerton Dance
 - Chris Bayer
 - Stephanie Arrigotti, WNCC
 - John Hall, Sierra Tahoe Theater
 - Cathy Hearn, Douglas County Schools
 - Carol Scott, BAC
- Literary Arts Focus Group
 - Rick Bartlett
 - Joe McCarthy
 - Catherine Boederauer
 - Richard D. Hyde
 - Kevin Burns
 - Danielle Nelson
 - Chris Bayer
 - Salley Mooney

Carson City Convention and Visitors Bureau

Pat West
Ellen Hopkins
John Kauke
Barbara Wies
Marilee Swirczek

Books

Villani, John. *100 Best Small Art Towns in America*, John Muir Publications, Santa Fe, New Mexico. 1998.

Emails

Cindy Sharp, Fine and Language Arts, Department of Education

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US Census Bureau
National Endowment for the Arts

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Carson City Community Arts Plan

Creative CAPITAL

Carson City Community Arts Plan

February 2002

Carson City Arts Steering Committee

Carson City Community Arts Plan

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Carson City Community Arts Plan

VISION

Carson City — where art is a part of daily life

Carson City arts are a source of economic activity that draws visitors and new businesses, and strengthens downtown development. The arts help give Carson City a unique sense of place by offering a means of expression to those who live here. They create a strong sense of community pride and build bridges across diverse sectors of the community.

Carson City residents participate widely in the arts, playing music, acting in plays, dancing, reading, writing, painting and sculpting. Adults and children attend theater, music, dance and readings of books and poetry. Community members visit museums and galleries and enjoy quality public design and outdoor sculptures.

The arts help us learn about the world, our community and ourselves. Participating in the arts teaches valuable skills such as individual initiative, teamwork, and creativity. Through the arts we learn to express ourselves more clearly and honor the expressions of others.

Carson City Arts and Culture Steering Committee

September 2001

Carson City Community Arts Plan

PLANNING BACKGROUND

The initial inspiration for an arts plan came from a recommendation in Carson City's 1996 strategic plan, *Capital City Focus*. A group of arts leaders formed the Capital Arts Coalition¹ in 1998, to address this and other general plan recommendations.

The Coalition developed several goals, one of which was to complete a needs assessment and cultural plan for Carson City. It was decided that the Brewery Arts Center (BAC) would administer the project and the Coalition would participate through a steering committee. The BAC applied for and received a grant for an assessment and plan from the National Endowment for the Arts and matching funds from the Carson City Redevelopment Authority.

In January 2001, after a national search, Wright Consulting was contracted to develop an arts assessment and cultural plan for the City. With the Coalition's guidance, additional community members and stakeholders were invited to serve on the Arts Assessment and Planning Steering Committee.

The Steering Committee guided the development of the arts assessment and plan by identifying critical issues and research topics, clarifying the consultant's research findings, developing goals, and forming nine research workgroups. The consultant facilitated focus groups and interviewed leaders from business, government, education and the arts. Demographic, planning, marketing, and cultural studies were examined and individual artists, arts organizations, schools, and facilities were surveyed and analyzed. The outcome of the assessment phase was *Carson City Arts Assessment*, printed in June 2001.

From the Arts Assessment findings, the consultant developed six "observations" of the arts in Carson City. These were used by the Steering Committee to help articulate the vision and develop the recommendations in this plan.

This document, *Creative Capital*, contains a summary of research findings that support the recommendations. For more research detail, please see the companion to this report, the *Carson City Arts Assessment*.

¹ For the list of the Capital Arts Coalition members, and others who participated in the development of this plan, please see the *Acknowledgements* section at the end of this document.

Carson City Community Arts Plan

PLAN SUMMARY

I. Carson City Portrait

Carson City has a strong sense of place. The State Museum, Governor's Mansion, Railroad Museum, Capital Building and other historic buildings give Carson City a sense of history and authenticity. The City sits in a beautiful valley and people appreciate its mountains and open spaces.

The gaming industry does not dominate here as it does in much of Nevada. As the State Capital, it draws people who are involved in the political process. As the City with the highest concentration of manufacturing employment in the State, it is home to a large number of business owners and factory workers.

A vibrant arts community has grown around the Brewery Arts Center. Founded in the 1970s, the Center occupies an historic building which houses two theaters, classrooms, meeting rooms, offices, clay studio, art gallery and artisan's store. The BAC produces and presents music, dance and theater, and is home to a number of independent arts organizations including an artist association, poets' society and theater company.

Western Nevada Community College offers a variety of classes in many artistic genres, and houses a writer's guild, art gallery and resident musical theater company. Carson City has a number of ballet schools and art galleries, and a community symphony, big band jazz and a chorus. Many commercial businesses contribute to the cultural mix, including a quilt shop, foundry, and several frame shops and cafes that display the work of local artists.

Among artists and their supporters there is a sense that Carson City is becoming a good place for the arts. There are many forces that contribute to this impression. The City's population recently passed the 50,000 mark, a size at which many cities begin to seriously develop the arts. People relocating from the Bay Area and other metropolitan areas have increased the number of people interested in the arts. Over the last decade, the redevelopment agency has created a more welcoming downtown that can support cultural activities. The Brewery Arts Center recently purchased land and a facility adjoining its property and have plans to greatly expand programming. The College and City have plans for improving their cultural facilities, and a number of new arts organizations have formed recently, including a ballet company, jazz band, writers association, foundry and commercial arts center.

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

The recent national economic downturn may slow the momentum, but Carson City is on its way to becoming a great place for the arts.

Carson City Community Arts Plan

II. Summary of Recommendations

Performing Arts

- A. Continue collaborative efforts among BAC, the City and the College to understand and fulfill Carson City's cultural facility needs.
- B. Renovate St. Teresa's for immediate use as a recital and concert hall, and study the feasibility of additional renovations for larger theatrical productions.
- C. Upgrade the Brewery Arts Center's Donald W. Reynolds black-box theater to improve seating, support space, and technical capacity.
- D. Build a theater at Western Nevada Community College.
- E. Renovate and enlarge the Carson City Community Center Theater.
- F. Transform the Carson City Community Center into the Carson City Cultural Center.
- G. Encourage/support private theaters, clubs and cafes to work with local musicians to develop audiences for local music.

Visual Arts

- A. Establish one or more educational, professional art galleries in Carson City.
- B. Attract art galleries to downtown Carson City that deal in high quality work produced by nationally and regionally recognized artists.
- C. Establish an "Art in Public Places" program in Carson City's public buildings and retail businesses.

Development and Support

- A. Establish an Arts Commission and/or a nonprofit local arts agency that works to strengthen all arts organizations for the benefit of Carson City.
- B. Dedicate staff to the development of arts and culture.
- C. Clarify the role of The Brewery Arts Center as current local arts agency.
- D. Ensure funding for the Brewery Art Center as central to the development of arts and culture in Carson City.

Leadership and Training

- A. Reorganize the Capital Arts Coalition to establish a local arts agency and help realize the goals in this plan.
- B. Train volunteers and paid staff in nonprofit management, with a focus on fundraising, board development, volunteer management, and marketing.
- C. Work to achieve ethnic and cultural diversity in all arts and cultural programming and resource development.

Economic Development and Urban Design

- A. Continue to market downtown Carson City as a cultural and historic district.

Carson City Community Arts Plan

- B. Work with existing community festivals to increase and improve the quality of the art, and work with regional arts festivals to bring them to Carson City.
- C. Adopt a public art and historic-preservation plan and ordinance.
- D. Revitalize the Stewart Indian School as a cultural center.

Resource Development

- A. Explore the possibility of a local option tax in partnership with other agencies such as historic preservation, libraries, and tourism.
- B. Ensure that the newly created local arts agency understands that its primary charge is the development of resources for the whole arts community.

RECOMMENDATIONS

I. Performing Arts

Vision

Carson City will provide its citizens with a variety of performing arts venues. Music, dance, drama and the spoken word will be available any week of the year at small and mid-size venues. Theaters will remain friendly places where audiences and performers feel welcomed, while increasing their technical support and seating capacity. Facilities managers will work together, coordinating fundraising, marketing and booking efforts. Carson City residents and their guests will attend regularly and feel proud of and grateful for their arts spaces.

Summary Findings

This is a community in transition. When the planning process began, there were two indoor theaters in Carson City. At the final writing of this report, there are four theaters, plus one in the planning stage. The two established professional indoor theaters in Carson City are the Brewery Arts Center's 100-seat Donald W. Reynolds black-box, and the 795-seat Carson City Community Center. The Reynolds and Community Center theaters are in use more than 85% of the time. The BAC black box sells out nearly 90% of its performances. As of December 2001, the Brewery Arts Center began programming in the 400-seat St. Teresa's Church. Another new theater is The Upstage Centre, a privately owned, 200-seat theater with state-of-the-art light and sound equipment that opened in September 2001. The owners are currently working to find their "niche," and are offering the theater for rental as well as producing local performers. A number of other spaces are used when performers don't need professional lighting, sound or stage, such as the Carson City Library Auditorium, Elk's Club, and Carson Mall. Carson City High School has a small 65-seat theater, but because of its technical limitations, the school uses the Community Center for most productions. There are a number of City-owned outdoor stages that are easily accessible and available, but they are not appropriate for many theatrical productions.

Audiences in Carson City are growing and facilities are booked to capacity, whether that capacity is measured by days-in-use or percentage-of-seats-sold. Both theaters at the Brewery Arts Center need extensive renovation. The population has grown by 25% over the last decade, and new facilities are needed. In order for the performing arts to continue to grow and serve the community, a 300 to 400 seat professional theater is needed. The theater should have professional lighting, sound, and comfortable seating. The stage should be large enough for the type of work presented with adequate support space. This will allow existing arts organizations to continue to "grow" audiences and increase the professionalism of their presentation.

Carson City Community Arts Plan

Recommendations

A. Continue collaborative efforts among Brewery Arts Center, Carson City and Western Nevada Community College to understand and fulfill Carson City's cultural facility needs.

Carson City, Western Nevada Community College, and the Brewery Arts Center all have facilities plans. Informally, representatives from these organizations meet to talk about these plans and ways to work together. Although each agency has participated in this planning process, and their facility plans are outlined below and in the Assessment, a detailed facilities study for Carson City is beyond the scope of this Plan.

As further planning is implemented and consultants are hired, audience needs identified, and in-depth feasibility studies completed, these agencies and other community groups need to integrate these plans and formalize partnerships. Each agency and facility has its unique strengths and uses.

Lead Agencies: City, BAC and WNCC

Calendar Year: Ongoing

Resources: Staff time

Initial Steps

- Continue to meet informally at the Capital Arts Coalition meetings and share informal and formal plans.
- Require consultants to meet with the other agencies when developing plans and feasibility studies.
- Explore the possibility of approaching large donors as a group, stressing that each facility meets a specific community need.

B. Renovate St. Teresa's for immediate use as a recital and concert hall, and study the feasibility of additional renovations for larger theatrical productions.

C. Upgrade the Brewery Arts Center's Donald W. Reynolds black-box theater to improve seating, support space and technical capacity.

The renovation of the church into a recital hall would fulfill many needs and is the natural next step (step) for the growth of the Brewery Arts Center and Carson City audiences.

In the short-term (3 to 5 years), the church would be used as a 300-seat recital hall and the renovated Reynolds black-box would be used for theatrical productions that require more technical and support capacity. As music, literary, and simple theatrical productions are moved from the black-box theater to the church, more dates would become available at the black-box for community theater. The Community Center would remain the theater of choice for musical theater, symphony concerts, dance and other productions that need larger houses, stages and/or support space. Over the next few years, the BAC would conduct a feasibility

Carson City Community Arts Plan

study to determine the need for additional renovation of the church or need for additional facilities.

This recommendation is based in the "next step" philosophy of cultural planning, rather than the "build it and they will come" philosophy. It takes into consideration several factors in Carson City's environment that would limit support for a large, expensive theater or renovation. These include a lack of financial support for a multi-million dollar arts facility; the current downturn in the economy; Brewery Arts Center's changing role in the community; and lack of enthusiasm on the part of Nevada citizens for increased taxes. Evidence for lack of support is shown in part by the difficulties that communities in Virginia City and Reno are having raising money for their theater renovations. In addition, a major renovation of the church might change the historic character of the structure and the neighborhood.

Lead Agency: Brewery Arts Center

Calendar Years: 2002/2003/2004

Resources:

Church and Historic Property Acquisition	\$1,100,000
Facility Feasibility Study and Plan (for two-block arts campus)	\$125,000
First Phase Church Renovation	\$500,000
Black-box Upgrade	\$750,000

Note: These are consultant's estimates.

Initial Steps:

- Assess needs in partnership with WNCC, Carson City and Carson City School District.
- Continue to raise funds
- Renovate St. Teresa's Church
- Renovate Reynolds Black Box Theater
- Plan and implement additional renovations

D. Build a theater at Western Nevada Community College.

A theater at WNCC would enhance the cultural life of the Carson City region. It would help develop new audiences and arts supporters, and attract theater educators and students. A facility at the College would add an important new dimension to the arts community, and would complement theaters at the BAC and Community Center. It is important to note, however, that the first priority of a theater at an educational institution is to meet the needs of educators and students. Although a college theater would serve audiences and students well, experience has found that the ability of a college to serve community arts groups is often limited by the demands of the college's core educational mission and purpose. A nearby example is the University of Nevada at Reno, which has few dates available outside educational programming.

Carson City Community Arts Plan

Lead Agencies: Western Nevada Community College

Calendar Years: 2001/2006

Resources: Unknown

Initial Steps:

Assess needs in partnership with City of Carson City, BAC and Carson City School District.

E. Renovate and enlarge the Carson City Community Center Theater.

At approximately 1,200 seats, a theater reaches the point where shows can bring in enough revenue to make a profit. Currently Carson City has no venues this large. When the Carson City Community Center Theater was built, plans were drawn so that a balcony could be added without extensive redesign of the building. This would enlarge the theater to about the necessary 1,200 seats.

The City has been upgrading the Theater's lighting and sound systems. It is recommended that the City explore the possibility of enlarging the theater so it is able to attract larger touring shows. Audiences will be encouraged to stay in Carson City rather than travel to Reno to see popular music and theater.

WNCC has also expressed a need for a larger theater. Musical theater productions sell out the 795-seat house, and a larger house would enable WNCC to fulfill future programming needs.

F. Transform the Carson City Community Center into the Carson City Cultural Center.

A newly envisioned Cultural Center would include the Carson City Library, a larger theater and ongoing arts and humanities programming.

As the Brewery Art Center and WNCC complete their theater plans, dates will be made available at the Community Center. As dates are freed, and especially if the theater is enlarged, attention needs to be given to the City's programming goals.

One strategy currently under discussion is to develop a partnership between the City and Western Nevada Community College. In conjunction with their proposed campus theater, the College could partner with the City in the renovation and enlargement of the proposed Cultural Center Theater. The College would produce their large musicals and other programming at the renovated Cultural Center under joint usage agreements. The Library would provide its expertise by programming humanities events.

Lead Agency: City of Carson City

Calendar Year: 2002/2003 Initial Planning Stage

Resources: \$50,000 consulting fees

Initial Steps

Carson City Community Arts Plan

- Hire a consultant to assess Community Center renovation and feasibility. This should include an assessment of facilities' needs and the plans of WNCC, the Brewery Art Center, Carson City School District, and Carson City (especially the Library, Department of Parks and Recreation, and Arts Commission, if created).

G. Develop an informal network among private theaters, clubs, cafes and local musicians to cultivate audiences with a taste for local music

Carson City has few opportunities for informal performances by musicians and other independent artists. A small but growing number of venues share a need to develop audiences for local music. Comma Coffee is already working with Upstage Center to co-produce and promote shows. This activity could be expanded to include additional artists and spaces. This would benefit businesses as well as the local artists and performers.

Lead Agencies: Comma Coffee and Upstage Center

Calendar Year: 2002

Resources: Staff and volunteer time.

Initial Steps:

Contact individual performers, singers, songwriters, poets and other artists not interested in joining a group or forming an organization. Find out what everyone needs and how those needs might be easily met.

Share mailing lists.

Create and distribute flyers.

Coordinate schedules with each other and the nonprofit arts organizations in town.

Carson City Community Arts Plan

II. Visual Arts

Vision

Carson City residents will have a wide variety of places to learn, create and show their artwork. Many galleries and shops will offer art with a range of prices and styles. Classes will have diverse mediums for all ages and skill levels. Galleries will show high-quality exhibits and installations, educating the public, attracting cultural tourists and providing space for local professionals to show their work. A new public art program will provide Carson City with art incorporated into the infrastructure of the built environment.

Summary Findings

Carson City has a number of places that display art. There are a half-dozen retail arts-related business, a few commercial galleries, some nonprofit galleries, and a number of government buildings that have exhibit space for arts. Many conditions already exist to facilitate a good gallery walk downtown: an historic district, the Kit Carson Trail, nice restaurants and cafes, the State Legislature, Children's Museum, State Museum, and many antique stores.

Carson City does not have an educational, professional exhibit space, or nonprofit-curated art gallery that provides juried shows of artists recognized beyond the local region.

Recommendations

A. Establish one or more professional art galleries or museums in Carson City.

The purpose of an art museum or nonprofit-curated gallery would be to educate and build local audiences and to attract cultural tourists. A professional level gallery/museum would provide a venue for juried shows that include recognized artists from beyond the region, and a place for the work of local professional artists. Such a facility would make visual arts education a high priority. A partnership or loan arrangement with museums, such as the Nevada Museum of Art, could bring nationally recognized art works to Carson City.

Exhibiting works of established artists makes additional demands on visual arts facilities. These include insurance, security, environment, and lighting controls. In addition, publicly funded facilities and exhibits have requirements to be handicap accessible.

The Brewery Arts Center could manage a gallery in the space currently occupied by the Artisans' Store. This location would have many benefits, such as creating a high-quality visual arts space in an established arts center with experienced management, and adding an arts presence to a high-visibility corner in the downtown area. The BAC would work with the Nevada Artists Association to ensure that the new and existing galleries located at the BAC remain unique and create a synergy of arts space, not a competition.

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If the decision is made to create a professional gallery in the space currently occupied by the Artisans' Store, efforts should be made to find a new space for the Store in downtown Carson City, preferably in the historic district. In addition, a small gift shop at the Brewery could sell some of the same work now sold in the Artisans' Store.

The Western Nevada Community College would be another ideal space for a gallery. The College has experienced curators and offers the potential for high-level security, environment and lighting capabilities.

In planning these spaces, the WNCC and BAC should work together to determine the appropriate design for their facility based on potential artists' and audience needs.

Lead Agencies: Brewery Arts Center and WNCC

Calendar Year: 2005

Resources: BAC - Renovate space \$100,000
WNCC - unknown

Initial Steps:

- Assess needs and available resources. (WNCC has initial plans and architectural proposal.)
- BAC and WNCC meet to discuss needs.
- Revise proposals, plans.
- Raise funds for renovation.
- Renovate space for curated gallery.

B. Attract art galleries to downtown Carson City that offer high-quality work produced by nationally and regionally recognized artists.

The purpose of drawing high-quality galleries to Carson City is manifold: to increase the arts activity downtown, attract tourists, educate the public, and increase the allure for additional galleries. Creating a gallery scene would add to the economic and cultural development of downtown. There are many fine commercial and non-commercial art galleries in the region; establishing such galleries in Carson City brings the City into a regional arts industry. Reno is rapidly become a visual arts center. The Sierra Arts Foundation in Reno manages satellite galleries and may be interested in opening a gallery in Carson City.

Lead Agencies: Carson City Redevelopment Agency, Carson City Chamber of Commerce.

Calendar Year: 2003.

Resources: \$100,000 renovation assistance from Redevelopment Agency; staff time.

Initial Steps:

- Find likely galleries with assistance from Brewery Arts Center, the Nevada Art Museum and Sierra Arts in Reno.

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Negotiate terms.

C. Establish an "Art in Public Places" program in Carson City's public buildings and retail businesses.

The purpose of a curated and juried visual art display program is to expose local residents and visitors to the quality and availability of artwork produced in the region. Model programs are currently managed by the Sierra Arts Foundation in a number of public buildings in Reno. In Carson City the Nevada Arts Council currently places art in the State Legislature building. Potential display locations include: the Public Safety Building, the Library, and City Hall.

In addition to public city buildings, display locations could include privately owned retail businesses such as restaurants, banks, and hospitals. An "Arts in Public Places" program for businesses can be managed separately by local business support organizations.

- Lead Agencies, Public buildings: Carson City Arts Commission or Parks and Recreation Department.
- Lead Agency, Business: Chamber of Commerce.
- Calendar Year: 2003.
- Resources: Staff time, administration and overhead. Promotion.
- Initial steps: Allocate resources to project.

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III. Organizational Development and Support

Vision

Carson City supports arts and cultural activities because the arts act as economic and cultural development tools. The City will hire staff qualified to develop the arts in order to increase tourism, develop downtown, beautify the City, educate youth, and maintain a unique sense of place. Arts and cultural events will be coordinated, training and funding provided, and the people of Carson City and the region will be able to easily find information on current arts services and activities.

Summary Findings

Until recently, the Brewery Arts Center has been the principal agency supporting arts and culture in Carson City. It produces and presents many art forms. It manages a major arts facility, offers classes, and provides informal support to many arts organizations and individual artists. As the population grows, however, the City needs to ensure arts and cultural resources are evenly distributed to the entire community. This is the role of a local arts agency. Americans for the Arts defines a local arts agency (LAA) as:

A community organization or an agency of local government that supports cultural organizations, provides services to artists and arts organizations, and presents arts programming to the public. LAAs promote the arts at the local level, endeavoring to make them a part of the daily fabric of community living. Each LAA in America is unique to the community it serves, and each changes as fast as its community changes; no two are exactly alike. However, all share the goals of serving the diverse art forms in their community and making them accessible to each member of that community.

Local arts agencies do many of the activities recommended in this plan: provide administrative training, raise and distribute funds for the benefit of the entire arts community, manage facilities, and coordinate community projects that involve the arts.

Currently the Brewery is designated by City ordinance as the only Local Arts Agency. Because of the growth of Carson City, additional arts support is needed beyond that which the BAC can provide.

Recommendations

A. Establish an Arts Commission and/or a nonprofit local arts agency that works to strengthen all arts organizations for the benefit of Carson City.

An arts commission, as advisors to the Board of Supervisors, or a nonprofit arts council would help lead the cultural development of the City, supporting the City's many cultural programs and helping to raise and allocate resources for all citizens.

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During the planning process, the Steering Committee decided they did not have enough information to choose the form of a local arts agency most appropriate to Carson City. The Steering Committee decided it would meet as the Capital Arts Coalition to decide the structure and funding of this new agency. The Steering Committee also wanted to give BAC some time to decide its future role as a local arts agency.

Many resources exist to help establish a successful local arts agency. Americans for the Arts offers extensive information and management assistance. In Carson City, the Community Council on Youth (CCOY) is an excellent model on which to base a similar organization. In asking for support, CCOY approaches the Board of Supervisors with one voice. That is a strong argument on behalf of allocating annual funding for an arts council. Reno has both the nonprofit Sierra Arts Foundation and the public Reno Arts Commission to turn to for examples and advice. The Nevada Arts Council can provide funding and management assistance once the local community decides on the general local arts agency structure.

If it is decided that a nonprofit local arts agency is the appropriate form, then the Brewery needs to be consulted before a new agency is created. It would not be a good idea to have two nonprofit local arts agencies in Carson City. This recommendation is not the same for a public Arts Commission, however. Many cities have both a nonprofit and private local arts agency as they tend to have different purposes. A city agency is more constrained, but also more stable. An Arts Commission integrates arts into the government structure. A nonprofit can take more risks, both in programming and organizational structure. But a nonprofit has neither the resources of a City, nor the guaranteed attention of the Board of Supervisors.

- Lead Agencies: Capital Arts Coalition, Board of Supervisors, and City of Carson City.
- Calendar Year: 2002/2003.
- Resources: Staff support and administration (See next recommendation).

Initial Steps

- Develop a plan to create a local arts agency.
- If a public agency is the approved structure, develop and approve an ordinance for the creation of an Arts Commission.
- If a private agency is the approved structure, apply for legal nonprofit status.

B. Dedicate staff to the development of arts and culture in Carson City including staffing of the local arts agency, management of cultural events, festivals, and the public art program, and coordination of the Capital Arts Coalition.

Many activities in this plan call for a staff person dedicated to the functions of a local arts agency. These include Capital Arts Coalition staff support, promotional efforts, and developing partnerships between arts organizations and other community based groups. This staff position would also be responsible for implementing new arts and cultural programs that

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benefit the community as a whole, including coordinating arts and humanities programming at City-owned facilities.

The position would be supported by City funds currently allocated to staff for festivals, downtown events, and facilities, as well as new City monies dedicated to arts management. This City support would be matched by funds from the Nevada Arts Council. Future funding would be identified through grants and other funding sources.

Lead Agencies: Capital Arts Coalition, Board of Supervisors, and City of Carson City

Calendar Year: 2002

Resources: \$40,000 for staff and related expense

Initial Steps:

- Create arts commission or nonprofit arts council (see above).
- Allocate funds to staff whose responsibility includes the cultural development of the City.
- Work with the Nevada Arts Council and Carson City to fund staff position.

C. The Brewery Arts Center should undertake a strategic planning process to clarify its role as a local arts agency.

The Brewery Arts Center has been doing an excellent job of supporting the arts in Carson City for many years. Because of growth in the community and the arts, it now needs to clarify its mission and programs. Is its core purpose to support cultural organizations and artists, or to offer arts programs and operate an arts center? Although these activities are not mutually exclusive, one or the other must be the central mission of the organization because, in practical terms, the BAC must make choices in a world of limited time and resources.

Lead Agencies: Brewery Art Center

Calendar Year: 2003

Resources: \$10,000 in consultant fees

Initial Steps:

- Decide timeline for plan and staff required (in-house or consultant)
- Raise money for a consultant, if appropriate.
- If the BAC decides that it should remain a LAA, then local arts agency programs and staff should be developed in close consultation with the community and the City of Carson City. If the Board decides not to assume the responsibility of service provider to the arts community, the BAC should give up its LAA designation.

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D. City funding for the Brewery Arts Center should be guaranteed in recognition of the arts services the agency provides to Carson City residents.

Although another agency may assume some local arts agency functions in this plan, funding for BAC should be secured and even expanded for its role as the primary arts provider in the city. In addition to providing arts classes, performances, and visual art exhibits for the public, it provides facilities for schools and community organizations, anchors the downtown historical district, and will be key to downtown development in the coming years. These services deserve support in the form of ongoing maintenance, capital improvements, and project support.

Lead Agencies: City of Carson City
Calendar Year: 2002
Resources: As needed for BAC maintenance and capital improvements.
Initial Steps:

Put the BAC facility and land on the City's maintenance schedule.

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IV. Leadership and Training

Vision

There will be many arts leaders in Carson City. The Brewery Arts Center, the Arts Commission, small and midsize organizations, teachers, volunteers and arts staff, all contribute to a vibrant community. More people will become involved and help strengthen the community through the arts.

Findings

Most of the non-profit arts organizations are run with part-time or voluntary labor and have little organizational infrastructure. Fundraising is informal, there are no endowments, and, except for the largest organizations, no cash reserves. The smallest organizations survive only because of the support of the Brewery Arts Center, which provides many of the groups with free meeting space, an address, inexpensive performance space and informal assistance in numerous ways.

Although the arts infrastructure is minimal, the nine largest nonprofit arts organizations reported an estimated 52,435 transactions (ticket sales, visits to art galleries, attendance at classes and workshops) last year. Conservatively, this number translates into 13,108 individuals (with each individual participating five times in the arts last year). That is a significant population served by this small group of organizations. The potential for increased participation is extremely high if management systems are run effectively.

Training in all areas of arts management is needed to bring these groups to the next level of organizational development. Although many arts volunteers and staff expressed a need for additional marketing skills, the development of marketing needs to go hand-in-hand with overall artistic and organizational development in order for these organizations to grow.

Recommendations

A. Reorganize the Capital Arts Coalition to establish a local arts agency and help realize the goals in this plan.

The Capital Arts Coalition was conceived as a group of community arts leaders whose task was to follow through on the recommendations in Carson City's general plan. Many of the original goals have been met, and new goals have been set. It is appropriate to reorganize this group to address the goals in this plan, most directly to establish a local arts agency, coordinate facilities planning, increase arts management skills, and encourage collaborations and partnerships among arts organizations.

To help build organizational capacity and strengthen peer networks — both important in a growing arts city — it is highly recommended that monthly meetings of regional arts staff and board are held. Each month address a specific topic and invite an experienced speaker or facilitator. Leave time for networking and socializing. These meetings should be open to managers and board leadership from the "Capital Region" as well as the NAC staff. Good

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organizing is essential to the success of these meetings. The coalition should be led by volunteer co-chairs and coordinated by local arts agency (Arts Commission or nonprofit) staff.

At its first meeting, the CAC should address *Creative Capital*, recommendations and set implementation priorities. The Steering Committee has identified establishing a local arts agency as one of the Plan's most important recommendations; the CAC should take the lead in ensuring this recommendation's success.

Lead Agencies: Capital Arts Coalition, City of Carson City

Calendar Year: 2002

Resources: Staff, City of Carson City

Initial Steps:

- Call together interested groups and individuals.
- Decide on regular meeting day and time, and general organizing principles.
- Choose two volunteer co-chairs.
- Set priority goals for the year.

B. Train volunteers and paid staff in nonprofit management, with a focus on fundraising, board development, volunteer management, and marketing.

Training needs identified in the Assessment include Board development, fundraising, and promotion/publicity. Reno is emerging as a strong arts city. Many of the artists, managers, and organizers have a great deal of expertise to share. With help from the Sierra Arts Foundation and the Reno Arts and Cultural Commission, the Capital Arts Coalition could identify and coordinate regional experts to teach classes in organizational development for arts organizations.

In addition to classes and workshops, significant learning can happen in mentor/coaching relationships. Smaller Carson City arts organizations could develop a mentor/coach relationship with an experienced arts manager from Reno or the NAC.

Lead Agencies: Capital Arts Coalition, Nevada Arts Council

Calendar Year: 2003

Resources: Staff time, \$1,500 for workshop leaders

Initial Steps:

- Identify training needs in meetings of the CAC.
- Appoint member to research and schedule training.

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C. Work to achieve ethnic and cultural diversity in all arts and cultural programming and resource development.

Arts and cultural activities are made richer when ethnically specific groups share in the cultural development of a city. Carson City has a growing Hispanic population and an indigenous population, both of which need to be included in all cultural activities. Because these groups have been under-represented and under-funded it will take a concerted effort to ensure their participation.

In all committees and meetings, strive for broad participation. This will involve a great deal of outreach and may require extra services such as childcare, help with transportation, and holding meetings in accessible spaces and times. It may also involve including members of diverse communities who do not have a great deal of experience in the arts, but have an interest in learning. Experience shows that including more than one person of a different ability, background, ethnicity or color helps keep a diverse group serving longer.

- Lead Agencies: City of Carson City
- Calendar Year: 2003
- Resources: Volunteer time and commitment.
- Initial Steps:

- At a Capital Arts Coalition meeting, directly address the issue of inclusion with an expert or educator in the field.
 - Develop a plan to reach out to local Latino, Native American, limited mobility, and other minority populations and encourage their participation in the CAC.

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V. Economic Development and Urban Design

Vision

The arts in Carson City will be an economic force that helps build downtown into a vibrant historic and cultural district, draws tourists, and encourages business development.

Summary Findings

In the 1970s and 1980s, thousands of cities across the country experienced the deterioration of their downtown as shopping malls were developed outside city centers. In response, many cities have successfully used the arts as a tool to reinvigorate their city's core.

In 1980, the first historic district was formed in Carson City. In 1986, Carson City formed the Carson City Redevelopment Authority to improve the downtown area. The Authority has successfully worked to improve aged infrastructure, increase the number of free parking spaces, implement a business investment incentive program, create downtown cultural events, add streetscape beautification improvements, and support historic preservation efforts. Carson City Mainstreet, now the downtown merchant's association, succeeded in stimulating renewed interest and new investment in the downtown commercial business area.

Since 1993, the Carson City Redevelopment Authority has invested close to \$1.5 million dollars in grants to property owners. This investment has resulted in more than \$9.7 million dollars of private investment in property improvements. The BAC's expansion will add tremendously to this downtown activity.

Carson City's Historic District and Downtown Design Guidelines District have helped improve the area. Many cities have found that a well-conceived and implemented public art plan can greatly enhance urban design efforts, helping to personalize the streets, attracting people to both the art and adjacent businesses.

As discussed under the visual art section of this document, downtown Carson City has the nascent elements of a cultural destination. It has authenticity, a sense of history, a growing number of galleries, and an increasing number of retail businesses that support cultural and heritage tourism. Carson City's location makes it easy for a regional tourist to stop for a visit on a drive through town. It is less than a half-hour drive from Reno, which is rapidly becoming a visual arts city, and Lake Tahoe, which has a number of art galleries. Downtown Carson City has a strong potential to become a cultural destination, attracting tourists and residents alike.

Recommendations

A. Continue to market downtown as a cultural and historic district.

A recent visitor's survey by the Convention and Visitors Bureau confirms that "history" is the reason people visit Carson City. Numerous studies have shown that "cultural and heritage

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tourists" spend more money than tourists on average. Cultural and heritage tourists are looking for the elusive qualities of authenticity and history. It is ironic that the more true to itself a place is, the more it will attract the cultural tourist.

Carson City can play to that authenticity in a state that is filled with big lights of the gaming industry, and a kind of amusement park history as found in some areas. A good example of this is an ad campaign organized by Carson City museums at the Reno airport. Everywhere lights are flashing, except for the ad for Carson City. It draws the eye with its subtlety, different from every other ad and promotional activity. Carson City has history, the state capital, and strong community arts activities. All these add to a sense of place and authenticity. All are unique to place.

Agencies that promote their events, places, and activities should come to an agreement about Carson City's image. It makes sense that the Convention and Visitors Bureau and the Chamber should be champions of this shared image.

Activities that entice visitors and residents can include gallery/antique store "open-late" evenings; events at the BAC tied to business events in the downtown area; and festivals and outdoor theater and music. Other activities include joint marketing of cultural events, restaurants, bars, and antique stores.

Lead Agencies: Carson City Convention and Visitors Bureau, Chamber of Commerce, Arts Commission/local arts agency staff, Carson City Redevelopment, and the Downtown Merchants Association

Calendar Year: 2003

Resources: Staff time from the various agencies involved; promotional expense to follow through on ideas.

Initial Steps:

Meet to explore Carson City's image and identity. Develop a shared "brand" for Carson City among agencies that promote the City. A shared vision would give each agency freedom to use the brand in an individual way while communicating a clear image to the outside world as well as Carson City residents.

Meet to explore joint marketing ideas:

Explore idea of "open-late" evenings once a month with local retail businesses.

Develop a gallery brochure that includes art galleries, antique stores, quilt shop, museums, Kit Carson Trail, etc. for downtown area.

Develop a regional art and cultural heritage flyer, based on the "Quilt Shop Circle" flyer developed by the local Cloth Cottage.

Develop discount packages for downtown restaurants and arts organizations.

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Coordinate festivals and events. Meet seasonally to inform others of upcoming plans for events and promotion.
Discuss the potential of creating an entity that could apply for grants, hire promoters on behalf of the groups involved, and coordinate advertising campaigns.
Research funding for joint marketing.

B. Work with existing community festivals to increase and improve the quality of the arts, and work with regional arts festivals to bring them to Carson City.

Working in partnerships develops relationships with existing event producers, and reduces the risk for arts organizations producing an event themselves. Festivals and events that now include crafts can be approached to include fine arts. Arts groups can learn more about managing and promoting events and can help existing producers increase the local artistic component of current offerings.

If one person is hired to manage both arts programs and festivals, this merging of the fine arts into the community events would happen smoothly.

Lead Agencies: Carson City Arts Commission and staff, and Carson City Convention and Visitors Bureau

Calendar Year: 2003

Resources: City and CCCVB staff time

Initial Steps:

- Work with Nevada Hispanic Services during "Salsa Y Salsa" to provide Hispanic cultural entertainment and education in many art forms.
- Work with Advocates to end Domestic Violence or the Hospital Auxiliary to develop the "A Taste of Downtown" or "Cowboy Jubilee" into a real arts festival that draws thousands more people, including the presently untapped cultural tourist.
- Expand annual "Ghost Walk" and "Wild West Tour" into a weekend of activities.
- Work with Reno-based ArtTown to determine feasibility of a similar festival for Carson City.

C. Adopt a public art and historic-preservation plan and ordinance for Carson City.

More than 400 cities in the US have public art programs. Over 250 have a percent-for-art program that allocates a percent of a city's capital expenditures to public art. Many also have a program that allocates a percent of private industry's capital budget to the public art program.

Including historic preservation of buildings and existing artwork in Carson City's percent-for-art program would strengthen support for the ordinance and speak to what is important to

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many Carson City residents. The percent-for-art allocation pays for artwork, maintenance, and administration of the program.

Such a plan in Carson City could help revitalize, and provide a source of revenue for, the Stewart Indian School.

Lead Agencies: City of Carson City, Historic Preservation Commission, Arts Commission/local arts agency

Calendar Year: 2002/2003

Resources: \$25,000, for consultant *if needed*, or allocate staff to develop an ordinance.

Initial Steps:

Call a meeting of the Board of Supervisors, historic preservation and arts leadership to learn about percent-for-art programs and to identify appropriate Carson City strategy.

Research percent-for-art ordinances from similar size and other Nevada cities.

Hire a consultant to develop a Public Art and Historic Preservation Plan and ordinance, or allocate staff time to the development of such a plan.

Submit plan and ordinance to Board of Supervisors for approval.

D. Revitalize the Stewart Indian School as a multi-use cultural center.

The Stewart Indian School is one of the one of the most amazing sites in Carson City, and perhaps the State of Nevada. The renovation of this beautiful and stunning place could be a galvanizing force for the passage of a public art and historic preservation ordinance. The renovation of this site would make Carson City a cultural destination that would draw national, and even international, attention. If done properly, it could help empower Native Americans and build strong new bridges between local communities.

The consultant understands the difficulties of ownership, history, and leadership of this national treasure. But the beauty and interest of the place could overcome these barriers to renovation and redevelopment.

Lead Agencies: City of Carson City, historic preservation agency, Arts Commission/local arts agency, State of Nevada, Nevada Arts Council, Convention and Visitors Bureau, Bureau of Indian Affairs.

Calendar Year:

Resources:

Initial Steps:

Find leadership that is undaunted by the scope of the task.

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VI. Fundraising

Vision

Carson City arts organizations will be well-funded, with diverse sources of contributed income from individuals, businesses, corporations, foundations, and government. Earned income will be about half the budget of arts organizations, and Carson City residents will increasingly make larger contributions to the arts. Organizations will work together to increase the total giving of the region.

Summary Findings

Nationally, arts organizations operate on approximately 45-50% earned income. In Carson City organizations operate on about 75% earned income. Some organizations have almost no contributed income, and many have no donors making contributions over \$500.

Organizational development and staff training is the number one priority for increasing funding for individual arts organizations in Carson City. That recommendation is addressed in the "Leadership and Training" section of this document.

Another important strategy is ensuring City support for the arts. To state the obvious, cities that have successful arts programs fund them. Funding comes from a combination of dedicated revenue streams and general funds. Arts advocates need to work on developing support from the Supervisors for general fund allocations, and from the community for taxes allocated to the arts.

Supplemental monies can come from grant writing, but it can be difficult for public entities to raise money this way as many individuals and some funding agencies do not fund government agencies. Many communities divide arts fundraising, leaving the city and county agencies to secure public funds and nonprofit organizations to secure funds from the private sector.

Funding recommendations are made throughout this plan. Public art ordinances allocate a percent of the City's capital budgets to art. City capital support for BAC will ensure continued arts programming. Training will help individual groups raise money. The Nevada Arts Council will help fund a staff position at the City. Below are two specific funding mechanisms.

Recommendations

- A. Explore the possibility of a local option tax in partnership with other agencies such as historic preservation, libraries, and tourism.

Although the consultant did not find strong support for such an effort, it should not be ruled out. The Open Space initiative's success gives evidence that voters will support a quality-of-life issue. A joint effort of many agencies would help build support and ensure success. Taxes in the form of sales tax, a hotel/motel tax, or entertainment tax would be preferable. These taxes come from the region to support activities that serve the region, and city residents would more likely approve them.

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Lead Agencies: Volunteers from communities impacted

Calendar Year: Plan 2002/Initiative 2001 or 2002

Resources: \$25,000 campaign

Initial Steps:

Research other option tax ordinances for arts and cultural services (start at Americans for the Arts).

Call meeting of interested parties: library, historic preservation, arts supporters, and arts commission/local arts agency. Invite expert to discuss campaign.

B. Ensure that the newly created local arts agency, whether public or private, understands that its primary charge is the development of resources for the whole arts community.

One of the primary tasks for any local arts agency is to increase the resources dedicated to the arts. An arts commission works to ensure that some appropriate percent of the City's budget is allocated to the arts. A nonprofit will work to raise funds from the government, individuals, corporations, and foundations on behalf of the arts community.

Lead Agency: Capital Arts Coalition

Calendar Year: As soon as possible

Initial Steps: See "Development and Support: Recommendation to Create a Local Arts Agency"

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VII. Recommendations and Implementation Steps Matrix	Lead Agency	Budget	Calendar Year
I. Performing Arts Facilities			
A. Continue collaborative efforts among BAC, the City and the College to understand and fulfill Carson City's cultural facility needs.			
B. Renovate St. Teresa's for immediate use and conduct feasibility study.	BAC		
C. Upgrade the Brewery Arts Center's Donald W. Reynolds black-box theater.	BAC		
• Raise Funds			ongoing
• Church and Historic Property Acquisition		\$ 1,100,000	2002
• Facility Feasibility Study and Plan (church, theater and plaza)		\$ 125,000	2002/2003
• Renovate St. Teresa's Church: First Phase		\$ 500,000	2003
• Renovate Reynolds black-box Theater		\$ 750,000	2004
• Implement additional renovations		UNKNWN	2005
D. Build a theater at WNCC	WNCC	UNKNWN	2004/2006
• Assess needs in partnership with Carson City, BAC and School District			2002
E. Renovate and enlarge the Carson City Community Center Theater.	City		2003
F. Transform the Community Center into a Cultural Center	City		
• Hire consultant to assess viability, in partnership with WNCC, BAC and CCSD		\$ 50,000	2002
G. Develop an informal network among private theaters, clubs, cafes and musicians.	Upstage Center and Comma Coffee		
• Call together artists, club, theater, cafe owners to identify needs			
• Share mailing lists, distribute flyers.			
• Coordinate schedules with each other and nonprofit arts groups.			
II. Visual Arts Spaces			
A. Establish one or more professional arts galleries or museums in Carson City.	BAC & WNCC		
• Assess needs and available resources.			2002/2003
• BAC and WNCC meet to discuss needs.			2003
• Revise plans, proposals.			
• Renovate spaces for curated galleries		\$ 200,000	2004/2005
B. Attract arts galleries to downtown that display high-quality work.	Redevelopment		
• Find likely candidates.			2002

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• Negotiate terms.		\$ 100,000	2003
III. Development and Support			
A. Establish an Arts Commission and/or a nonprofit local arts agency to strengthen all arts organizations for the benefit of Carson City.	Capital Arts Coalition		
• Develop a plan to create a local arts agency.			2002
• If a public agency is the approved structure, develop and approve an ordinance for the creation of an Arts Commission.			2002/2003
• If a private agency is the approved structure, apply for legal nonprofit status.			
B. Dedicate staff to the development of arts and culture in Carson City.	City		2002
• Allocate funds to staff whose responsibility includes the cultural development of the City.		\$ 40,000	2002
• Find matching funds from the State Arts Council, Redevelopment Agency and others.			
C. The Brewery Arts Center clarifies its role as a local arts agency.	BAC		2003
• Decide timeline for plan and staff required (in-house or consultant)			
• Raise money for a consultant, if appropriate.			
• BAC carries out strategic plan.		\$ 10,000	2002/2003
D. Guarantee City funding for the Brewery Arts Center.	City		
• Put the BAC facility and land on the City's maintenance schedule.		As needed.	2002
IV. Leadership and Training			
A. Reorganize the Capital Arts Coalition.	CAC, City		
• Call together interested groups and individuals.			2002
• Decide on regular meeting day and time, and general organizing principles.			
• Choose two volunteer co-chairs.			
• Set priority goals for the year.			
B. Train volunteers and staff in nonprofit management.	CAC		
• Identify training needs in meetings of the CAC.			
• Appoint member to research and schedule training.			2003
• Hold trainings and workshops.		\$ 1,500	
C. Work to achieve ethnic and cultural diversity in all arts and cultural programming.	City		
• At a Capital Arts Coalition meeting, directly address the issue of inclusion with an expert.			2003
• Develop a plan to reach out to include local Latino, Native American, limited mobility.			

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	and other minority populations.			
V. Economic Development and Urban Design				
A. Continue to market downtown as a cultural and historic district.		CVB and Redev		
	• Explore Carson City's image and identity.			2002
	• Meet to explore joint marketing ideas:			2002
	Monthly "Late night"			
	Gallery brochure			
	Regional art and cultural heritage flyer			
	Arts/Restaurants Discount Packages			
	• Coordinate festivals and events.			seasonally
	• Discuss the creating an entity that could apply for grants, hire promoters on behalf of group, and coordinate advertising.			2003
	• Research funding for joint marketing.			2003
B. Develop an arts festival.		CVB and Redev		
	• Work with Reno-based ArtTown to determine feasibility of a similar festival for Carson City.			2002
	• Work with Nevada Hispanic Services during "Salsa Y Salsa."			2003
	• Work with Advocates to End Domestic Violence or the Hospital Auxiliary, to develop "A Taste of Downtown" or "Cowboy Jubilee" into an arts festival.			2003
	• Expand annual "Ghost Walk" and "Wild West Tour" into a weekend activity.			
C. Adopt a public art and historic-preservation plan and ordinance for Carson City.		City, hist. pres.		
	• Learn about percent-for-art programs and to identify appropriate strategy.			2002
	• Research percent-for-art ordinances from similar size and other Nevada cities.			2003
	• Develop a Public Art and Historic Preservation Plan and ordinance.		\$ 25,000	2003
	• Submit plan and ordinance to Board of Supervisors for approval			2003
D. Revitalize the Stewart Indian School as a cultural center.		Arts agency	UNKNOWN	
VI. Fundraising				
A. Explore the possibility of a local option tax in partnership with other agencies.		volunteers		
	• Research other option tax ordinances for arts and cultural services.			2002
	• Call meeting of interested parties: library, historic preservation, arts supporters, local arts agency. Invite expert to discuss campaign.		\$ 25,000	2003
	• Campaign to adopt tax.			2004

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B. Ensure that the newly created local arts agency understands its primary charge is the development of resources for the whole arts community.	City			
• See "Development and Support" above.				2003

Notes: Costs are estimates. Only direct costs are included; staff and administration are not.
City Designation includes various City Departments including Library and Parks and Recreation.

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GLOSSARY OF TERMS

Art in public places: Artwork in a public place.

Artwork: Works in a variety of media produced by professional artists.

Black-box theater: A building in which the seating and stage is not fixed and can be rearranged to suit the manager's, producer's, or artist's needs.

Capital Improvement Projects: Construction projects paid for fully or in part by a public entity.

Curated: When an exhibition, gallery or show has a specifically hired and qualified person in charge, often one who has appropriate and specific background and training.

Gallery: A place for art exhibitions.

The House: The part of a theater where the audience sits or waits, including the lobby.

Humanities: The "liberal arts" or fields of study that investigate human cultures, histories, and values. These can be distinguished from the arts, which emphasize creation and/or performance.

Installation: A term generally associated with artwork constructed for and installed in a specific site.

Juried: Reviewed by a group of people, often experts, who are selected to decide the participants in an exhibition or show.

Judged: When a qualified, appointed individual or group determines the winners of awards in an exhibition or competition.

Local arts agency: A community organization or an agency of local government that supports cultural organizations, provides services to artists and arts organizations, and presents arts programs to the public.

Percent for art program: A public program in which a certain percent of a public agency's capital budget is allocated for art works in a defined capital improvement project.

Presenting performing arts: When management hires a touring attraction to perform at a venue.

Producing performing arts: When management is involved in the creation of the presentation.

Professional artist: A person with a reputation of artistic excellence as judged by peers, through record of performances or exhibitions, sales of work, publications, educational attainment, or other means.

Public Art: Art in a public place that has been developed by an artist or group of artists, specifically for that site.

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Capital Arts Coalition

- Karen Alcorn, Western Nevada Community College visual arts
- Stephanie Arrigotti, Western Nevada Community College performing arts
- Chris Bayer, artist, historian
- David Bugli, Carson City Symphony and Mile High Jazz Band
- Joe McCarthy, Brewery Art Center
- Barbara Singer, Carson City Parks and Recreation
- Nathan Walker, arts activist

Arts Assessment and Planning Steering Committee

Chair Ron Daniels

- Mitch Ames, Carson City Community Center
- Stephanie Arrigotti, Western Nevada Community College, Musical Theater Company
- Chris Bayer, artist, historian
- Kay Bennett, former city supervisor
- David Bugli, Carson City Symphony and Mile High Jazz Band
- Karen Chandler-Gillie, Carson High School
- Suzanne Channell, Nevada Arts Council
- Eileen Cohen, Carson City Preservation Coalition
- Bill Cowee, Ash Canyon Poets
- Larry Friedman, NV Commission on Tourism
- Linda Hawthorne
- Malzie Harris Jesse, Proscenium Players
- Connie Lewis, Pinkerton Dance
- Joe McCarthy, Brewery Arts Center
- Dan Mooney
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- Grant Mills, Carson City Symphony

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Pat West, writer
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Rob Joiner, Carson City Economic Development Director
Ronni Hannaman, business owner
Rosine Bena, dancer & artistic director for Sierra NV Ballet
Sally Mooney, writer
Suzi Meahan, former director of the Children's Museum of Northern Nevada
Robin Williamson, Supervisor & Redevelopment Chair

Interviews

Karen Alcorn, Visual artist, journalist, Community College foundation board member
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Marilee Swirczek, Community College English Department, writer, founder of the Lone Mountain writers group.

Focus Groups

Visual Art Focus Group

Eric Butterworth, Timeless Sculptures

Jerry Franklin

Noreen Humphrys, artist

Candice Kramer

Jeff Nicholson, Great Basin Gallery

David Plel, artist

Bob Tompkins

James Weaver, WNCC

Performing Arts Focus Group

Stephanie Arrigotti, WNCC

Chris Bayer

Ayako Britt, Pinkerton Dance

David Bugli, CC Symphony and .MHJB

Karen Chandler, Carson High School

John Hall, Sierra Tahoe Theater

Cathy Hearn, Douglas County Schools

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