

CULTURAL COMMISSION SUBCOMMITTEE STAFF REPORT

Meeting Date: August 12, 2015

Agenda Item Number: 3B

Applicant: Subcommittee Committee Members
Roger Moellendorf, Parks and Recreation Director
Vern L. Krahn, Senior Park Planner

Request: **For Possible Action:** To develop a Carson City Arts and Culture Master Plan.

General Discussion:

On June 16, 2015 the Cultural Commission voted to create a three member subcommittee for the purpose of developing an Arts and Culture Master Plan for Carson City. It is the subcommittee's task to create a DRAFT document using the **Creative Capital (Carson City Community Arts Plan / Dated: February, 2002)** as a guide and return to the Cultural Commission at their regularly scheduled meeting in September to review their DRAFT Master Plan. This meeting will be for the subcommittee members to continue developing the plan, reviewing their comments on the plan, assign tasks, identify missing information, take public comment, and discuss the overall framework of the Arts and Culture Master Plan.

One of the subcommittee member's assignments from the last meeting was to revise and update their assigned sections within the Master Plan based on the public testimony taken at the July 29, 2015 meeting. Each member's updated sections are identified below:

Terri McBride, Subcommittee Chairperson - Visual Arts and Fund Raising (Exhibit A)
Barbara D'Anneo - Economic Development/Urban Design and Organizational
Development/Support (Exhibit B)
Danielle Cook – Performing Arts and Leadership/Training (Exhibit C)

At the July 29, 2015 subcommittee meeting, the members voted to cancel the Wednesday, August 26, 2015 subcommittee meeting and talked about having a workshop to discuss their progress on the Arts and Cultural Master Plan with the entire Cultural Commission.

As like before, this subcommittee meeting will be held to the same Nevada Open Meeting law requirements as the Cultural Commission.

Recommended Action: I move to develop a Carson City Arts and Culture Master Plan.

Exhibit A

(T. McBride)

Visual Arts

Creative Capital identified the following key points on the visual arts in Carson City (CC Arts Steering Committee 2002:13-15):

1. Establish one or more professional art galleries/museums in Carson City.
2. Attract art galleries to the downtown area which showcase "high-quality" works of art by widely-recognized artists.
3. Create an 'Arts in Public Places' program throughout public and private spaces in Carson City.

2015 UPDATE:

A nascent 'Arts in Public Places' program has been established along the east Hwy 50 and I-580 corridors through transportation projects, and the Downtown Carson Street Corridor/Third St. Plaza re-design will include public art. Therefore one identified goal for encouraging visual arts (#3 above) has been partially met; it is a work in progress. Another stated goal in *Creative Capital* was the establishment of a gallery at WNC; WNC has a gallery and has recently exhibited a national traveling exhibit "Always Lost" made possible through private donations.

The Courthouse Gallery, through CCAI, shows works by artists that are widely recognized, and is filling the role as a facility that has insurance, security, and lighting controls. In addition to Courthouse Gallery, the Library, Legislative Building and the Community Center (Sierra Room) are public art spaces. Other exhibit spaces include OXS Gallery at NAC, the Nevada Artists' Association exhibit at BAC, and soon, the lobby of the Community Center will be used for larger installations. City Hall is not practical because there is not adequate wall space.

Ideally, a Carson City art museum in the area of downtown would anchor the visual arts for the community; perhaps with cooperation with the Nevada Museum of Art in Reno, a satellite location could be supported. Until then, multiple and varied exhibit spaces can fill some of that void:

- Carson City Chamber office and Carson City Visitors Bureau feature local artisan crafts for sale
- Artsy Fartsy is a new gallery addition to downtown area
- Artisan's Store at BAC sells local artists' work
- Comma Coffee continues to exhibit rotating shows of local artists
- There are additional small exhibits appearing in business and restaurants around town (L.A. Bakery, Café at Adele's, etc.), too many to list here

Carson City Cultural Commissioners have suggested that the arts community and the City consider adding a "pop-up" exhibit space that a landlord could offer for intermittent regional/local artists to exhibit for one night or weekend only. The BAC Ballroom may be available for very-temporary exhibits. **Shipping containers** might also be an option. Reno occasionally enjoys these very-temporary shows in vacant retail spaces with the landowner's permission. Another suggestion for temporary visual displays is the "arts on the corner" program, based on Grand Junction, Colorado's model. "Moveable art" to be placed on sidewalks in front of businesses is another temporary installation idea.

The drab green utility boxes and traffic control units in the downtown core area should all be painted by local artists, with the program eventually expanding outward throughout the main corridors in Carson City. The artists should be allowed to clearly include their name and contact information to give them extra exposure to the public-at-large. Public waste containers, especially the barrels in Mills Park, could be "beautified" by youth volunteers or student artists from CCHS or WNC.

A centralized informational portal needs to be established for various visual arts exhibits and happenings (see "Development and Support").

Carson City public schools could become an outlet for giving arts experiences to young people and budding artists in schoolchildren. In 2015, the BAC is sponsoring summer art programming in one neighborhood three times a week, through the free lunch program provided during the summer break. This innovative idea should serve as a model and be expanded throughout Carson City, with monetary support. This is how the local art community grows, through exposure and support to the arts. Further, schools are located in every neighborhood in our city, so kids of all types and backgrounds could attend art lessons. Some City support would be needed to operate art classes (on weekends, for example) but these classes could be held by volunteer artists.

A large fine arts festival should be established in the summer months, coordinated to not overlap with other art festivals in the Reno-Carson City-Tahoe region; Jazz and Beyond in August may be expanded to fill this need but the organizers would need support. This would foster development of our local artists and Carson City as an arts destination (at least, once annually). Finally, the Stewart Cultural Center should be considered as a potential additional space for high quality exhibits. The Great Basin Native Artists group has exhibited there twice, and the space is not even renovated yet.

Fundraising

Creative Capital identified the following key points on the visual arts in Carson City (CC Arts Steering Committee 2002:27-28):

1. Examine the potential of a "local options tax" to provide a consistent revenue stream, in coordination with other entities, such as Historic Resources Commission, libraries and tourism.
2. If a local arts agency for Carson City is established and identified, ensure that its role is to develop support and resources for the entire arts community.

UPDATE

An arts ordinance for Carson City is currently drafted and awaiting approval by the Board of Supervisors. This would add much-needed funding for arts and culture in our city. First however, adoption of an arts and culture master plan needs to precede the ordinance. Another potential funding source is the V & T bond account; it is unclear what the Board of Supervisors will do when the debt is retired, but they may elect to renew it.

Another recommendation is to include an optional "\$1 for the arts" box to check on citizens' utility bills. Private donors, successful Carson City-based business owners, for example, should be solicited for special projects or on-going support. A portion of room tax may be another source of funds from the City. Membership dues for the local arts agency may also fill the need for funds.

A full-time staff member with additional administrative assistance who is dedicated to promotion of arts and culture in Carson City would be the ideal, eventual outcome of dedicated funds. This individual would be charged with applying for arts and culture grants, distributing calls for proposals to artists and arts groups, and planning city-wide events and installations, among other duties. There have been multiple discussions about where this position would be located: within the local arts agency, or City offices? That decision will have to be carefully deliberated when the funds are available. As noted in *Creative Capital*, the art community would need absolute assurance that if a local arts agency housed a full-time staff member paid for by City funds, that that person would be available to all arts community members. It may be decided the arts and culture staff member should be housed within City offices to avoid perceptions of conflict of interest.

Potential additional governmental funding sources include NAC, National Endowment of the Arts, and National Endowment for the Humanities.

Exhibit B

Barbara D'Anneo (Da-nay-o)

Comments July 29, 2015

The 2 points from the 2002 Creative Plan assigned to me are:

III. Organizational Development and Support

- Establish an Arts Commission (CCC) Accomplished in 2008 (done)
- Develop a funded, fully staffed Arts and Culture Department (City or NP)
- Identify all needed components to build a strategic Plan – 3 year and 5-year
- Funding – Local Gov't and State support (1/3), Business community – 1/3 and Individual and Foundation grants – 1/3. A working partnership.
- Determination of role from Brewery Arts Center – clarification of City's role with BAC
- Investigate development of an Art Museum
- CCAI – Arts in the Schools (done)
- Create a Multi-generational development with Youth Outreach
- Investigate the Prison for space to have for artists to produce large and needed projects an “ Incubator for Artists” all sectors
- Seek Funding

V. Economic Development and Urban Design

A comprehensive and inclusive definition of “artists and art”, coordinated into a superior Arts and Culture plan, will encourage City support, community and broad based business support. drawing artists, visitors, local public and Nevadans from surrounding areas. Businesses are now including Culture and Art as one of their top criteria for bringing their employees to Carson City.

Identify all current types of art; art locations and organizations

- One centralized, coordinated impartial Local Arts Agency (CCCC) see Plan of 2011
- Provide marketing, PR, speaker ability and to rally all the various arts community players
- Improve aged infractures – city-wide – coordinated designs
- Case to be made to Bd. of Sups re: Public and Business benefits
- Arts and Cultural development is vital to our community- positive for employees
- Dedicated full staff or City department – fully funded
- Professional fundraiser to support Arts and Culture
- Commitment of funds – over 5 years
- Seek warehouse space for artists to create works
- Public art displays in seating areas
- Artistic design of and for buildings and office spaces
- Historic preservation and capitalization

D'Anneo, B.

Page 2.

2002 Creative Plan

Economic Dev. Continued:

- Stewart Indian Complex Preservation -- (in the works- State funded), tours, events, fundraisers
- Downtown beautification improvements (in the works)
- III. Organizational development and Support
- CVB coordination with Arts/marketing, brochures, maps, etc.
- Commitment of: funds, artistic groups, locations, information, marketing, fund development
-

** No theatre at WNC for many years

Exhibit C

Introduction

In 2002, the Carson City Arts Steering Committee produced a report, *Creative Capital: Carson City Community Arts Plan*, to be used as a cultural planning document for the City. This cultural plan was based on findings reported on in *Carson City Arts Assessment* by Wright Consulting (2001). The *Arts Assessment* was a cultural survey of arts and cultural organizations in Carson City, paid for with City funds and National Endowment of the Arts grant funds.

The 2001 *Arts Assessment* developed six “summary points” (Wright Consulting 2001:4), including:

- Two venues in Carson City for performing arts, the Black Box Theater at the Brewery Arts Center (seats 100) and the Carson City Community Center theater (seats 794). The recommendation was to develop a mid-sized venue for performances.

- Art galleries are “almost non-existent” and a non-profit art gallery was suggested to fill in this niche.

- Marketing was identified as an important need for the arts community in Carson City to thrive and grow.

- The Brewery Arts Center (BAC) was identified as Carson City’s “local arts agency” a central point of contact for the arts in the City, but as arts develops and grows here, the BAC needs to update and clarify what its role is for artists of all types.

- Strong partnerships between the arts, government and businesses were recommended. The development of these partnerships among the different stakeholders will in turn produce economic development and redevelopment of the downtown corridor.

- More funding through government support, grants and private donations is needed for a vibrant arts community in Carson City.

In *Creative Capital*, the Arts Steering Committee took the above summary points and explored them by various aspects of the arts in Carson City. These aspects include the performing arts, visual arts, organizational development and support, leadership and training, economic development and urban design, and fundraising (CC Arts Steering Committee 2002).

This current document is a result of the May 2015 request by the City Board of Supervisors to update the 2001 and 2002 documents in order to create a current, working cultural plan for the City. This report uses the findings of the 2002 *Creative Capital* study and updates some recommendations within that study, where needed, along with new recommendations on cultural issues that are applicable in Carson City in 2015.

Note that the points summarized below are elaborated on in the 2002 *Creative Capital* document. The document is attached (“Attachment A”) for additional details and easy reference for readers.

Arts and Culture in Carson City

Performing Arts

The following points were made regarding performing arts in Carson City in Creative Capital (2002:9-12):

1. Collaboration between BAC, Western Nevada College and the City to fulfill our community's cultural needs through cultural events should continue.
 2. Develop St. Teresa's (now part of the BAC "campus") as venue for recitals and concerts, as well as a larger facility for full-scale theatrical productions
 3. Upgrade BAC's black box theater with new seats, backstage area and new technical capacity.
 4. Build a theater at Western Nevada College.
 5. Enlarge the Carson City Community Center theater to seat 1,200.
 6. Transform the Community Center into the Carson City Cultural Center with on-going artistic and cultural activities.
 7. Create a community network of theaters, clubs, cafes and local musicians to foster audiences for local musical acts.

In 2015, the following items have been accomplished or need to be explored:

- The Brewery Arts Center has converted the former St. Theresa Church into a 287 seat Performance Hall. It has just received a new sound system, renovated the lobby with murals, and has finished its first phase of lighting upgrades. The BAC is adding an outdoor amphitheater. The Maizie Jesse Black Box Theater will be acquiring new signage. The 100 seat Black Box Theater has an upgraded sound system, but is in need of additional upgrades.
- The WNC Theater is shelved for the time being. Questions of funding and parking. Evaluate the feasibility of Marlette Hall and Nugget Hall as venues.
- Upstage Theater is now Silver State Charter School's Performance Hall.
- A city-state usage agreement for the Legislative Amphitheater should be explored.
- The Bob Boldrick Theater is in need of upgrades, some of which are covered under the 1/8 cent capital improvement tax. More space is needed for staging performances. Funding needs to be acquired beyond the 1/8 cent tax.
- An educational component needs to be included; the School Board has already made S.T.E.M. (Science, Technology, Engineering, and Math) a priority. The Commission should encourage it be expanded to 'S.T.E.A.M.' which includes the Arts.
- Public venues include: Bob Boldrick Theater, Texiera Pavilion, Fuji Park, the Legislative Amphitheater. Third Street at Carson St. will be turned into a pedestrian pavilion soon and will be an outdoor staging option. The Nevada State Prison has a lot of potential and should be encouraged as an outdoor venue. The Stewart Indian School Gym has a large capacity and should be encouraged as an indoor venue.
- Commercial music/dance venues include multiple businesses: restaurants, bars, retail stores, dance studios, etc. The Downtown Business Association holds a monthly wine walk that has encouraged performers in the past.

- Jazz and Beyond plans to introduce more cultural components to the festival. Participation numbers are needed to encourage investment.
- Assess usage agreements for venues with schools.
- Encourage community participation as performers, audience, and sponsors.
- Community Center as Cultural Center? If not, where else would be appropriate?
- Better communication is needed in planning events. What is scheduled when? Who is the steering group behind major events?

Visual Arts

Creative Capital identified the following key points on the visual arts in Carson City (CC Arts Steering Committee 2002:13-15):

1. Establish one or more professional art galleries/museums in Carson City.
2. Attract art galleries to the downtown area which showcase "high-quality" works of art by widely-recognized artists.
3. Create an 'Arts in Public Places' program throughout public and private spaces in Carson City.

ADD UPDATES FROM CCCC HERE: (e.g., "In 2015 . . .)

Organizational Development and Support

The following recommendations were made on organizational development and support of the arts in Carson City in *Creative Capital* (2002:16-19):

1. Establish an arts commission and/or a non-profit arts agency to strengthen all arts organizations and individuals in our community.
2. Dedicate staff to the development of arts and culture in the City, including support for cultural events, festivals, a public art program (see #3 above, under "Visual Arts") and coordination with the Capital Arts Coalition.
3. Develop a strategic plan for the vision of BAC to act as the local arts agency.
4. Commit city funding to BAC to ensure its ongoing role to serve the needs of community artists.

ADD UPDATES FROM CCCC HERE: (e.g., "In 2015 . . .)

Leadership and Training

Creative Capital suggested the following recommendations for leadership and training of members of the arts community in Carson City (CC Arts Steering Committee 2002:20-22):

1. Reorganize the Capital Arts Coalition to function as a local arts agency and work to meet the goals laid out in *Creative Capital*.

2. Provide training to arts organization staff and volunteers in areas of nonprofit management, such as fundraising, board development, coordination of volunteers and marketing.

3. Coordinate efforts to achieve cultural and ethnic diversity in all cultural and arts programming and resource development.

In 2015, the following items have been accomplished or need to be explored:

- The Arts and Culture in Carson City need to develop a cohesive, centralized marketing effort in order to bring attention to what makes us unique and what we can offer businesses and people looking to relocate to Northern Nevada.
- CCACC needs to define role. Is a 501c3 feasible? Brewery Arts Center needs to define role. A Local Arts Agency needs to be designated.
- Obtain mentoring from Reno Arts and Culture manager; obtain mentoring from NAC. Take advantage of web-based training, videos, and 'webinars.' Western Nevada College and the Carson City Library can be utilized as resources for information and training.
- Cultural activities need to better track participation numbers in order to be eligible for grants: Performers, audience, students, teachers, support services, volunteers, etc.
- Nevada Day expects to expand cultural offerings.
- The City needs to encourage the Nevada State Museum to be open seven days a week.
- Stewart Indian School expects to expand cultural offerings and has recently received state funding to create a cultural center.
- Who is responsible for funding and organizing training? Training in grant writing and marketing is needed for arts/culture groups and individual artists.
- CCACC needs active participation by member groups.
- Identify who are the underserved groups and what is limiting participation: location of arts and cultural programs, cost, transportation, language barriers, interest
- Need outreach to make community aware of available programs; to attract new participants; to attract new sponsors; to encourage a sense of cultural community.

Economic Development and Urban Design

In 2002, *Creative Capital* made the following recommendations for economic development and urban design as they pertain the arts in Carson City (CC Arts Steering Committee 2002:22-26):

1. Continue to promote downtown Carson City as a cultural and historic designation.
2. Coordinate existing cultural events to expand and improve the quality of arts offered here and coordinate with regional cultural events (e.g., "Reno is Artown") to bring more events to Carson City.
3. Adopt public arts and historic preservation plans and ordinances.
4. "Revitalize" the Stewart Indian School campus as a multi-use cultural facility.

ADD UPDATES FROM CCCC HERE: (e.g., "In 2015 . . .)

Fundraising

Creative Capital identified the following key points on the visual arts in Carson City (CC Arts Steering Committee 2002:27-28):

1. Examine the potential of a “local options tax” to provide a consistent revenue stream, in coordination with other entities, such as Historic Resources Commission, libraries and tourism.
2. If a local arts agency for Carson City is established and identified, ensure that its role is to develop support and resources for the entire arts community.

ADD UPDATES FROM CCCC HERE: (e.g., “In 2015 . . .)

[Final section: Summary of Recommendations . . . ??]

References:

Carson City Arts Steering Committee

2002 *Creative Capital: Carson City Community Arts Plan*. Submitted to ??? Carson City Board of Supervisors??. On file at Carson City Parks and Recreation Department.

Wright Consulting

2001 Carson City Arts Assessment. Submitted to ??? Carson City Board of Supervisors??. On file at Carson City Parks and Recreation Department.



CARSON CITY, NEVADA

CONSOLIDATED MUNICIPALITY AND STATE CAPITAL

MEMORANDUM

To: Cultural Commission Subcommittee Members

From: Vern L. Krahn, Senior Park Planner 

Date: August 6, 2015

Subject: Agenda Item 3B – FYI
Subcommittee Member's Request for Information

At the July 29, 2015 Subcommittee meeting, the members asked Gina Hill, Executive Director of the Brewery Arts Center to provide City staff with the Brewery Arts Center's Strategic Plan for the Subcommittee's reference (Exhibit #1). Also, the Subcommittee asked Sharon Rosse, Executive Director of the Carson City Arts Initiative to provide them with the Carson City Arts Initiative's Mission Statement and Strategic Plan for the members to review and have as resource information (Exhibit #2).

Both Ms. Hill and Ms. Rosse have graciously provided this information to staff and these documents are included in the member's agenda packets for agenda item 3B.

If you have any questions about the attached documents, please feel free to contact me at (775) 887-2262 Ext. 7343 or VKrahn@carson.org



**Brewery Arts Center
STRATEGIC PLAN 2015-2017**

VISION

The future we truly desire

The vision of the Brewery Arts Center is to embrace and grow artists and the artistic community in Carson City, recognizing our responsibility to be a catalyst for economic and educational growth and community collaborations by developing a creative, active and engaged community.

MISSION

Our purpose

We are a non-profit organization that enriches the quality of life by cultivating arts and culture for all.

VALUES AND BELIEFS

We believe that:

- ⌘ The arts inspire the human spirit.
- ⌘ Arts and cultural experiences expand horizons, bring people together in ways that create opportunities for meaningful conversation, challenge assumptions, and ultimately, enrich our daily lives.
- ⌘ An artistically creative, active and culturally engaged community is essential for the economic growth of any community.
- ⌘ As the capital city's arts council, we should be the hub of activity and collaboration.
- ⌘ Everyone has artistic ability and provide an open and friendly atmosphere from children to professionals to explore that ability.

CORE COMMITMENTS

How we act in alignment with our Values and Beliefs

CUSTOMER FOCUS

We are dedicated to exceeding our customers' expectations. We request and welcome feedback. We provide programs and events based on community needs and desires. We work to establish and maintain positive relationships with our customers and fellow artists and arts organizations, based on mutual trust, professionalism and respect.

COMMUNITY FIRST

We encourage and support local artists and presenters. In that spirit, we strive to *never* undermine the efforts of other local arts and cultural groups in the community but rather look together to further a positive arts and culture initiative in our community.

Brewery Arts Center
STRATEGIC PLAN 2015-2017

ACCESSIBILITY AND PARTICIPATION

We ensure physical accessibility to all events for people with disabilities. We provide informational programming for the awareness of mental health issues through our community access station. We ensure accessibility to programs and events through diverse programs, events, scholarships and pricing. No person is denied the arts due to inability to pay.

INTEGRITY AND COMPASSION

We adhere to our values and beliefs in both good and bad times. We are professional, direct, and ethical in all interactions. No one associated with Brewery Arts Center uses his or her position for personal gain. We genuinely care about each other and our artistic community and work to create an open environment for meaningful conversation and dialogue.

DIVERSITY AND INCLUSIVENESS

We welcome participation from all people. We recognize and appreciate the value of multicultural events and presentations. We offer diverse pricing and programming.

INNOVATION AND BALANCED JUDGMENT

We are open to new ideas. We exercise balanced judgment to decide which creative ideas to pursue.

STEWARDSHIP

Our Vision and Mission inspire and guide our actions. As stewards of the mission, we exercise fiscal responsibility and due diligence in all matters involving Brewery Arts Center.

NEUTRALITY

We practice neutrality and refrain from espousing political or religious positions related to issues confronting the community we serve.

**Brewery Arts Center
STRATEGIC PLAN 2015-2017**

GOALS

Major direction for the next five years

- 1. Extraordinary Mission Delivery**
Provide an excellent year-round programming, community partnerships and become a catalyst for cultivating arts and culture for all.
- 2. Strategic Resource Development for Sustainability and Growth**
Acquire the financial resources to ensure a sustainable future to deliver our Mission and realize our Vision
- 3. Become the first choice for artist**
Become a top-tier choice for artists of all mediums to show their work.
- 4. Best-in-Class Facility**
Construct a facility that is home to the region's cultural organizations and recognized as "best-in-class" among community arts centers.
- 5. Grow our membership**
Grow our current membership of roughly 300 to over 1000 by December 2015 and 2000 by December 2016.

**Brewery Arts Center
STRATEGIC PLAN 2015-2017**

OBJECTIVES

Specific results anticipated in the two years

Extraordinary Mission Delivery

1. By June 30, 2015, participation in all classes, events and programs will have expanded to generate enough revenue to support all related expenditures.
2. By June 30, 2015, the BAC will have articulated shared interest statements with its various stakeholders and collaborators to collectively evangelize the economic worth of the arts in the community.
3. By December 31, 2015, the Brewery Arts Center will have expanded programs specifically designed for children and families in collaboration with the Carson City School District, Carson City Recreation and Parks Department and Wild Horse Children’s Theater.
4. By June 30, 2015, the number of attendees at of all community concerts and events will have increased by ten percent (20%) annually from each prior year, beginning with 2013 figures.
5. By December 31 of each year, surveys completed by all arts participants will have indicated a rating of “high satisfaction” with programs and services offered by the BAC, either on campus or at various locations.

Strategic Resource Development for Sustainability and Growth

6. By December 31, 2015, the BAC Board of Directors will have established a planned giving program.
7. By December 31, 2016, and each year thereafter, the BAC Board of Directors will have generated revenue from a board giving plan to support annual operating expenses, based on a level established in fiscal year 2014.
8. By December 31, 2016, and each year thereafter, revenue from special fundraising events will have generated at least \$25,000 annually.

**Brewery Arts Center
STRATEGIC PLAN 2015-2017**

Become the First Choice for Artists

9. By June 30, 2015, the BAC Board of Directors will have updated the Policy Manual with systems in place for employees, volunteers, collaborators, and contract artists.
10. By March 31, 2015, an active volunteer program will have been established that clearly articulates the following processes: identification, cultivation, recruitment, orientation, development/training, and evaluation.

Best in Class Facility

11. By June 30, 2015 the Minnesota street road closure will be complete.
12. By December 31, 2015, the Board of Directors will have established an endowment fund to support operations of a new facility.
13. By June 30, 2016, construction of a new outdoor facility will have been completed and deemed ready for use.

**Brewery Arts Center
STRATEGIC PLAN 2015-2017**

STRATEGIES

How we will deploy our resources (financial, human, material, and reputational) to achieve OBJECTIVES

- I. Demonstrate a positive return-on-investment (ROI) to sponsors, donors, volunteers and community
- II. Engage board, staff, volunteers, and community in a collaborative process to construct a new outdoor facility and promote road closure
- III. Establish and implement a doable plan to construct a new plan for growth while ensuring continued access to high quality, additional programming for all age groups and families
- IV. Develop and implement policies, procedures, and practices that define and clarify relationships, roles, and accountabilities of board, staff, collaborators, contract artist and volunteers.
- V. Engage the board, staff, volunteers and the community in a collaborative process to ensure adequate resources to deliver the mission.

**Brewery Arts Center
STRATEGIC PLAN 2015-2017**

**Proposed Alignment of Strategies to Resources
(Board, Committees, Staff and Community Volunteers)**

Note: Following chart reflects a simplification of structure for Strategy Implementation.

| Strategy Team | Function | Strategy Team Leader | Strategy Team Members |
|---|---|-----------------------------|------------------------------|
| I. Extraordinary Mission Delivery (Strategy I) | Program evaluation; determine ROI to sponsors, donors, volunteers and community | | |
| II. Best-in-Class Facility (Strategies II and III) | Design and implement collaborative process and do-able plan to construct new facility by 2017 | | |
| | II.1. Facility Design | | |
| | II.2. Capital Funding | | |
| | II.3. Operations | | |
| | II.4. Relationships | | |
| III. First choice for Artists (Strategy IV) | Review and update Organizational Policies and Procedures consistent with best practices as well as innovative ideas | | |
| IV. Sustainability and Growth (Strategy V) | Ensure adequate resources to deliver mission and achieve goals | | |

Capital City Arts Initiative Three – Year Plan

Overview

- **Mission Statement:** The Capital City Arts Initiative [CCAI] is an artist-centered organization committed to the encouragement and support of artists and the arts and culture of Carson City and the surrounding region. The Initiative is committed to community planning and building for the area's diverse adult and youth populations through art projects and exhibitions, live events, arts education programs, artist residencies, and online projects.
- **History:** CCAI began presenting arts events in Carson City in 2003 with the Nevada Neighbors series at the Carson City Library. Exhibitions in the CCAI Courthouse Gallery [since 2004] present local, regional, and national artists. Exhibitions at the City's BRIC [since 2010] and at the Sierra Room [since 2015] feature art by northern Nevada artists. CCAI has collaborated with St. Mary's Art Center for seven artist residencies/exhibitions [since 2008]. The Artists In Education program [since 2004] takes place at area schools.
- **Curatorial Objectives:** CCAI curates each season's exhibitions to achieve balance between shows by local artists with regional and out-of-state artists and contrasts cutting edge exhibitions and those with more accessible content.
- **Community Needs:** CCAI seeks to continually enhance community conversations about the arts and to promote life-long learning in arts and culture.

Current Year: 2015 - 2016

In addition to presenting Exhibitions, Nevada Neighbors, and Artists In Education events and activities, this year CCAI will:

- continue the campaign for business memberships to increase community awareness/connections and increase local support. CCAI features business members' logos on the website's scrolling ribbon.
- continue marketing efforts to improve community recognition including the "stepping up" campaign with community members' photos on the website and Facebook.
- continue active social media/Facebook postings
- maintain reserve/savings account at 5% of the current budget

CCAI 3 - Year Plan

Goal: to continue improving sustainability with a strong focus on fundraising and community development

Goal: to serve the local demographics with diverse programming

Goal: to provide life-long learning opportunities for the general population through exhibitions in public venues and public talks/events.

Year One: 2016 - 2017

Goal: evaluate administration, staff, and procedures

Task: evaluate program partnerships. Review partnerships for community recognition, memberships, and financial support to CCAI. Re-confirm the program esthetics and curatorial objectives.

Task: with two part-time staff members and a working board, evaluate CCAI administration procedures.

Task: expand/strengthen board of directors' memberships

Goal: review marketing efforts

Task: expand marketing efforts through website and social media

Goal: improve fundraising

Task: continue campaign to gather local business memberships

Task: increase reserve/savings account

Year Two: 2017 - 2018

Goal: address administrative and board needs

Task: evaluate programs as to community needs, community recognition, memberships, and financial support.

Task: explore additional venues for CCAI program activities

Task: explore additional venues for community partnerships

Goal: improve marketing

Task: gather additional local business memberships

Task: expand marketing efforts

Goal: improve sustainability through fundraising

Task: secure local underwriting for each exhibition

Task: increase reserve/savings account

Year Three: 2018 - 2019

Goal: address administrative and board needs

Task: review programming changes and consider new directions

Task: expand marketing efforts

Goal: improve sustainability through fundraising

Task: gather additional local business memberships

Task: secure local underwriting for each exhibition

Task: increase reserve/savings account