

CULTURAL COMMISSION STAFF REPORT

Meeting Date: October 26, 2015

Agenda Item Number: 3B

Applicant: Roger Moellendorf, Parks and Recreation Director
Vern L. Krahn, Senior Park Planner
Kendall Hardin, Idea Factory (Via Telephone Call)

Request: **For Possible Action:** To recommend to the Planning Commission and Board of Supervisors approval of an Arts and Culture Master Plan for Carson City.

General Discussion:

On September 24, 2015 the Cultural Commission had a workshop with City staff and Ms. Kendall Hardin, Idea Factory, to develop an Arts and Culture Master Plan for Carson City. This workshop assisted the Commission in consensus building, developing Master Plan policies, implementation strategies, and to identify areas that the Commission wanted Ms. Hardin to further explore and/or expand upon prior to the release of the DRAFT Arts and Culture Master Plan at this meeting. Ms. Hardin will be present via a telephone conference call to formally review the DRAFT Arts and Culture Master Plan with the Commission and the public (Exhibit A).

As the Commission will recall, our department was able to acquire a Nevada Arts Council \$4,000 Circuit Rider Grant to hire Ms. Hardin as a consultant to write the DRAFT Master Plan. City staff feels fortunate to have her assistance with this planning effort and continue to find her very knowledgeable in these matters.

Recommended Action: I move to recommend to the Planning Commission and Board of Supervisors approval of an Arts and Culture Master Plan for Carson City.

Exhibit A

Carson City Arts and Culture Master Plan

October 2015

■ SECTION 1: **Carson City Cultural Commission (CCCC)**

1.1 CARSON CITY CULTURAL COMMISSION (CCCC)

The CCCC, comprised of seven members, functions as the “board of directors” charged with oversight for the municipal agency, serving in an advisory role to the Board of Supervisors. Commissioners ensure that the policies, programs and services of the agency meet the needs of the community. They oversee that components of the Arts and Culture Master Plan are addressed and accomplished. The focus of the Commission includes ongoing cultural planning and assessment, data mining and economic impact analysis of the local cultural community, and annual updating of the Master Plan.

1.2 CARSON CITY ARTS AND CULTURE AGENCY

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

1.3 DESIGNATED MUNICIPAL ARTS AGENCY RESPONSIBILITIES

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

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

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

A goal without a plan is just a wish.

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

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■ **SECTION 2: Facilities**

2.1 FACILITIES INVENTORY/DATABASE

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

2.2 FACILITIES PLANNING GROUP

Create a *Cultural Facilities Planning Group* to project facility development needs and policies in terms of public-private support and outline the priorities of a comprehensive facilities development plan for Carson City, which serves to consolidate vision, avoid duplication of effort, and improve cost-effectiveness.

2.3 CENTRAL ARTS DISTRICT/CULTURAL CORRIDOR

Promote the designation of an official "arts district" or "cultural corridor" within the downtown community, while addressing the burgeoning needs of suburban and rural areas, which can tap into Carson City's centralized resource.

2.4 ARTS SPACES AND PLACES

Provide an inventory database of available private and public spaces for emerging arts groups and individual artists, which includes information on exhibition and performance venues, landlord-tenant relationships, purchasing options, business incubators, and redevelopment grant opportunities. (Cf. *The Torpedo Factory* in Alexandria, VA and *Beet Street's Culture Cafe, Outdoor Streetmosphere and Bohemian Nights* in Ft. Collins, CO)

2.5 MULTICULTURAL AND HERITAGE FACILITIES/VENUES

Support facility development - such as the Stewart Indian School Cultural Center, Hispanic Centers, and other facilities that showcase the rich cultural traditions that contribute to Carson City's diverse cultural traditions and rich history . . . encompassing language, food, art, crafts, architecture, ethnic celebrations, customs, historical and religious events. Work cooperatively with the Nevada State Prison Preservation Society and other public and private heritage organizations.

2.6 NMA SATELLITE MUSEUM

Co-venture with the Nevada Museum of Art (NMA) to establish a satellite museum in Carson City's downtown area.

2.7 ARTS INCUBATOR

Explore the feasibility of an Arts Incubator facility (e.g. shared offices, training facilities, resource library, board room, access to legal and financial services, business center, exhibit gallery, etc.) through the redevelopment of facilities such as the historic Nevada State Prison complex.

2.8 HERITAGE ARCHIVAL CENTER

Work with local Native Americans, ethnic groups and history/heritage organizations, including the State Museums operations, to ensure Carson City's cultural heritage is protected, shared and showcased for generations to come.

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.

-- Creative Capital, 2002

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

-- Ellen Johnson Sirleaf, 2011 Nobel Prize Winner

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■ SECTION 3: *Communications and Marketing*

3.1 CULTURAL ATTRACTIONS MAP

Work with the Visitor Bureau, Chamber of Commerce and cultural organizations on a cultural attractions map, which could include quarterly calendars of events and joint advertising, which promotes the area's cultural activities, major events and resources.

3.2 CULTURAL DIRECTORY

Update and produce a cultural directory on an annual basis and promote it year-round to government agencies, developers, relocation businesses, travel and tourism professionals and hospitality field, as well as to local residents.

3.3 TICKET SAMPLER SERIES AND ONLINE TICKET OUTLET

Work with local arts groups to develop a number of "sampler" series to a variety of performances and cultural activities in the form of a downloadable cultural coupon book (offering discounts, Two-fer tickets, incentives and premiums to consumers); and that the ticket website becomes the one-stop-shopping, go-to outlet for handling ticket sales, corporate group sales, and "rush" tickets for seniors and students through downloadable vouchers.

3.4 ARTS AND CULTURE WEBSITE PORTAL

Ensure that a centralized website be designed and maintained to promote arts and culture in Carson City, which can include the cultural attractions map, cultural directory (with e-links), ticket outlet, and short promotional video (5 to 7 minutes) - with follow-up contact info for complete details. (Cf. Palm Beach County's "Got Art?" campaign).

3.5 ARTS AND CULTURE MASTER MAILING LIST

Solicit, update and provide an arts and culture master mailing list - at low cost to users - through a local mailing bureau.

3.6 ARTS & CULTURE ADVERTISING CAMPAIGN

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

3.7 HOT TIX PROGRAM

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

3.8 KEY COLLATERAL PROMOTIONAL MATERIALS

Create a platform of key promotional materials in addition to the above (e.g. festivals brochure, tourist guides, cultural passport for kids, newcomers' guide to arts and culture, family stay-cations in Carson City, etc.)

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

--Seth Godin, author of The Purple Cow

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

-- Albuquerque Cultural Alliance

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Communications and Marketing, cont'd.

3.9 CREATIVE DIRECTIONAL SIGNAGE

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

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

SECTION 4: Technical Assistance, Training, Mentoring

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

Expand a comprehensive umbrella of technical assistance and professional development for new and emerging cultural organizations in Carson City, which builds capacity, management stabilization and business acumen in the cultural community.

4.2 SPECIALIZED TRAINING AND NETWORKING FOR INDIVIDUAL ARTISTS

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

4.3 SKILLS BANK FOR ARTS AND CULTURE

Create and promote a skills bank for the arts, including a roster of potential board members and volunteers.

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

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

4.5 CULTURAL-HERITAGE-ECO TOURISM TRAINING*

Initiate workshops for artists and cultural organizations on cultural tourism strategies, including packaging and promoting cultural products and services expressly for travelers and visitors to Carson City. Cover data-tracking of cultural tourists' behaviors and spending patterns, as well as promotional strategies to attract more “experience seekers” to local events, festivals and programs. Coordinate and share findings with the Carson City Visitors Bureau and local Chamber of Commerce on an ongoing basis.*

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

Creativity is intelligence having fun. -- Albert Einstein

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

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■ SECTION 5: *Program*

5.1 ANNUAL ARTS CONGRESS

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

5.2 ARTS WAREHOUSE

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

5.3 FESTIVAL COLLABORATIONS

Promote cooperation, collaboration and co-venturing among cultural and heritage festivals in the region to leverage increased cultural tourism, economic impact, and audience development, with special emphasis on local Nevada Day festivities and the Mile High Band/Jazz & Beyond Festival activities. One option is to encourage the development of a shared festival office or network co-op that results in better economies of scale, higher professional production standards, wider channels of promotion, and increased cooperation among community celebrations of arts, heritage, history and food ways that are staged throughout the year.

5.4 GRANTS PROGRAM(S)

Establish a grants program which serves to support and provide access for "all the arts for all the people" - complete with policies and procedures, grant amounts, adjudication methods and evaluation. Considerations include:

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

5.5 PUBLIC ARTS GRANTS PROGRAM(S)

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

5.6 "ZAP" PROGRAM

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

It's quite fun to do the impossible.

-- Walt Disney

"Imagination is more important than knowledge."

--Albert Einstein

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

-- Yogi Berra

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5.7 ANNUAL RECOGNITION CELEBRATION

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

SECTION 6: Individual Artists

6.1 COMPREHENSIVE STUDY OF INDIVIDUAL ARTISTS

Include and evaluate the needs of individual artists in all disciplines as part of its annual data collection and program development and evaluation.

6.2 PROJECTS EXPRESSLY FOR INDIVIDUAL ARTISTS

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

6.3 ARTIST REGISTRY

Ensure that a roster of local artists in all disciplines, as well as arts-related industries, be included in the Cultural Directory (also posted as a resource registry on the central website. (Cf. example of *St. Augustine Arts Directory*).

6.4 ARTISTS "OPEN STUDIOS" AND TOURS

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

6.5 ARTS-RELATED BUSINESSES & CREATIVE INDUSTRIES PROFILE

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

SEE ALSO:

2.6 NMA SATELLITE MUSEUM

2.7 ARTS INCUBATOR

3.4 ART PLACES AND SPACES

3.9 STREET SIGNAGE, BANNERS AND MARKERS

4.2 SPECIALIZED TRAINING AND NETWORKING FOR INDIVIDUAL ARTISTS

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

-- Maya Angelou, writer

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

-- Kzure, visual artist

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5.5 "ZAP" PROGRAM

7.2 ARTS TEAM ON LOAN TO SCHOOLS

7.3 AESTHETIC DESIGN STANDARDS AND BRANDING FOR THE ARTS DISTRICT

SECTION 7: Arts-in-Education

7.1 CARSON CITY EDUCATION TASKFORCE

Collaborate with the current Arts-in-Education Taskforce to plan, secure resources and advocate for an integrated program of arts and arts education in the school and in the community - with an innovative emphasis on STEAM (science, technology, engineering, arts and math). Initiatives should join forces with public and private schools, colleges, cultural organizations, parents, and community organizations in a community partnership effort.

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

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

7.2 ARTS TEAM ON LOAN TO SCHOOLS

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

7.3 MULTICULTURAL ARTS ACTIVITIES

Increase Multicultural arts activities in schools, recreation programs and arts organizations by offering coordination and securing local financial support for successful diversity outreach programs.

7.4 ARTS EDUCATION EXCELLENCE

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

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

-- Darrell Hammond, American actor and comedian

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

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

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

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

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■ SECTION 8: *Special Populations and Diversity*

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

8.1 INITIATIVES FOR A VARIETY OF SPECIAL POPULATIONS

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

8.2 INITIATIVES FOR THE LOCAL NATIVE AMERICAN COMMUNITY

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

SEE ALSO:

2.5 MULTICULTURAL AND HERITAGE FACILITIES/VENUES

2.8 HERITAGE ARCHIVAL CENTER

7.3 MULTICULTURAL ARTS ACTIVITIES

■ SECTION 9: *Social Entrepreneurship and Community Development*

9.1 YOUTH-AT-RISK COLLABORATIONS THROUGH ARTS AND CULTURE

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

9.2 INTERGENERATIONAL PROJECTS WITH THE ARTS

Foster future project opportunities to being seniors and youngsters together around the arts, with special emphasis on media arts, oral histories, heritage events, and festival activities.

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

-- Albuquerque Arts Plan

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

--Elderly Quilt-Maker

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■ **SECTION 10: Government**

10.1 CULTURE AND ECONOMIC DEVELOPMENT TASK FORCE

Initiate a consortium or task force of arts professional and business leaders to focus specifically on the role and impact of local arts and culture on economic development, tourism, international trade and commercial applications in Carson City.

10.2 AESTHETIC DESIGN STANDARDS AND BRANDING FOR THE ARTS DISTRICT

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

■ **SECTION 11: Funding and Resource Development**

11.1 THE PLANNING MATRIX

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

11.2 MODELS RESEARCH

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

11.3 DESIGNATED FUNDING SOURCE(S)

Work with the City to secure a long-term designated funding source(s) for funding (e.g. fixed percentage of a tax, impact fee or special tax district plan).

11.4 ADVOCACY CASE FOR SUPPORT

Work with the cultural community to secure the acceptance of and funding support for the Carson City Arts and Culture Master Plan.

11.5 PRIVATE SECTOR ENGAGEMENT

Launch a "SmART Biz" Program of quarterly gatherings to engage the business community in supporting key initiatives of the Arts and Culture Master Plan (cf. Palm Beach County Cultural Council's programs for local businesses).

11.6 EVALUATION AND ANNUAL REPORT

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

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

- National Governors Association (NGA) Center for Best Practices

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

The best way to predict the future is to invent it.
-- Apple Computer Company