



STAFF REPORT

Agenda Item: 5.A.

Report To: Carson City Cultural Commission

Meeting Date: December 11, 2023

Staff Contact: Anna Freeman, Arts & Culture Supervisor (afreeman@carson.org)

Agenda Title: For Discussion Only: Presentation and discussion regarding the roles and responsibilities of the Carson City Cultural Commission as defined in the Arts and Culture Strategic Plan and Carson City Municipal Code ("CCMC").

Staff Summary: The Cultural Commission acts as the primary advisory body for the Carson City Board of Supervisors for matters relating to arts and culture and serves as the coordinator and catalyst bringing government, the arts and cultural community and the public together for the cultural benefit of all Carson City's citizens.

Agenda Action: Other/Presentation

Time Requested: 15 minutes

Proposed Motion

N/A

Board's Strategic Goal

Efficient Government

Previous Action

At the Cultural Commission's September 11, 2023, meeting, Chairperson D'Anneo requested a presentation on the roles and responsibilities of the Commission.

Background/Issues & Analysis

The 2022-2026 Arts and Culture Strategic Plan serves as a guiding document for the Cultural Commission and all Arts and Culture programming. CCMC Chapter 2.41 codifies the functions of the Cultural Commission.

Applicable Statute, Code, Policy, Rule or Regulation

CCMC Chapter 2.41; 2022-2026 Arts and Culture Strategic Plan

Financial Information

Is there a fiscal impact? ☐ Yes ☒ No

If yes, account name/number:

Is it currently budgeted? ☐ Yes ☐ No

Explanation of Fiscal Impact: N/A

Alternatives

N/A

Commission Action Taken:

Motion: _____

1) _____

2) _____

Aye/Nay

(Vote Recorded By)



CARSON CITY ARTS AND CULTURE STRATEGIC PLAN

2022 - 2026



WHAT IS CULTURE?

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

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



ARTS AND CULTURE IN CARSON CITY

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

Cultural organizations and arts centers include:

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

Local museums and heritage sites include:

- The Nevada State Museum and Mint
- The Stewart Indian School and Cultural Center
- The Children's Museum of Nevada
- The Nevada State Railroad Museum
- The Nevada State Prison
- The Forman-Roberts House Museum
- The Kit Carson Trail

Performance Organizations include:

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



- Pinkerton Ballet
- Sierra Nevada Ballet
- Forever Dance
- Ayako's Dance Studio

Art Galleries and art exhibition spaces include:

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

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

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



GOALS



GOALS

The following long term goals identify the overall objectives that are being targeted in the 2022 Arts & Culture Strategic Plan.

1. Create cultural facilities and public spaces that enable a wide range of cultural activities and events throughout Carson City.
2. Introduce a broad spectrum of cultural programs, events, destinations and arts initiatives that showcase Carson City's unique culture and talent.
3. Foster effective arts administrative structures, and provide training and support to enhance organizational, professional, business and tourism skills for cultural organizations and individual artists.
4. Continue cultural planning and monitoring of the Arts and Culture Strategic Plan and implementation of the arts and culture strategies.





GOALS

5. Encourage culturally appropriate arts and culture opportunities, events, activities and materials that are inclusive and reflect the cultural diversity of our community and visitors.
6. Incorporate culture in municipal planning, decision-making and placemaking as a means to improve quality of life, enhance cultural tourism, economic development and community problem solving.
7. Encourage effective marketing and promotional practices by cultural organizations to reach and attract visitors and residents.
8. Explore a wide range of funding and grant opportunities to ensure that adequate funding and resources are available to support a well-functioning arts and culture sector.



APPENDIX: ACTION PLAN STRATEGIES AND IMPLEMENTATION

1

GOAL ONE: PLACES AND SPACES

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

STRATEGIES:**1.1 FACILITIES INVENTORY/ DATABASE**

Regularly update the City's inventory of cultural and heritage facilities and city venues, including facility information through digital cultural maps with direct links to each facility for this information.

1.2 ARTS INCUBATOR

Investigate opportunities for a stand-alone arts incubator facility (i.e., shared offices, training facilities, resource library, board room, business center, studio space, exhibit gallery, demonstration space etc.).

1.3 MULTICULTURAL, ARTS AND HERITAGE FACILITIES / VENUES

Work cooperatively with local and regional public and private organizations to support facility development that showcases the rich cultural traditions that contribute to Carson City's diverse arts and cultural traditions and rich history encompassing language, food, art, crafts, architecture, ethnic celebrations, customs, and historical events.

1.4 CULTURAL INFRASTRUCTURE

Explore options for dedicated outdoor festival and event space and provide professional advice and expertise when city infrastructure is improved or introduced, to ensure that it can support a growing arts and culture program and events schedule and reflects best practice.



GOAL TWO: CULTURAL PROGRAMS, EVENTS AND DESTINATIONS

Introduce a broad spectrum of cultural programs, events, destinations and arts initiatives that showcase Carson City's unique culture and talent.

2

STRATEGIES:

2.1 FESTIVALS AND EVENTS

Support new and existing annual festivals and events to leverage increased cultural tourism, economic impact, and audience development. Promote cooperation, collaboration and co-venturing among cultural organizations, private producers and the City for cultural and heritage festivals and events that enable higher professional production standards, wider channels of promotion, and increased cooperation amongst festival and event organizers.

2.2 PROJECTS EXPRESSLY FOR INDIVIDUAL ARTISTS

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

2.3 ARTISTS "OPEN STUDIOS" AND TOURS

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

2.4 ARTS-RELATED BUSINESSES & CREATIVE INDUSTRIES PROFILE

Inventory arts-related and creative economy businesses in the cultural maps and provide opportunities for marketing this segment of the arts and culture sector.

2.5 ARTS AND CULTURE INTEGRATION ACROSS TOURISM / LODGING BUSINESSES

Integrate Carson City arts and culture content across local tourism businesses, agencies and lodging properties to enhance authentic local visitor experiences.



2

GOAL TWO: CULTURAL PROGRAMS, EVENTS AND DESTINATIONS

Introduce a broad spectrum of cultural programs, events, destinations and arts initiatives that showcase Carson City's unique culture and talent.

**STRATEGIES:****2.6 CULTURAL HERITAGE**

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

2.7 ANNUAL RECOGNITION CELEBRATION

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

2.8 EXPERIENTIAL TOURISM

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

2.9 REGIONAL INITIATIVES

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

GOAL THREE: TRAINING PROGRAMS AND SUPPORT SERVICES

3

Foster effective arts administrative structures, and provide training and support to enhance organizational, professional, business and tourism skills for cultural organizations and individual artists.

STRATEGIES:

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

Expand technical assistance and professional development opportunities for cultural organizations in Carson City to build capacity, enhance management and business acumen with support from the Nevada Arts Council and external organizations.

3.2 SPECIALIZED TRAINING AND NETWORKING FOR INDIVIDUAL ARTISTS

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

3.3 COLLABORATION AND PARTNERSHIPS

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



4

GOAL FOUR: CULTURAL PLANNING AND MONITORING

Continue cultural planning and monitoring of the Arts and Culture Strategic Plan and implementation of the arts and culture strategies.



STRATEGIES:

4.1 ONGOING CULTURAL PLANNING

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

4.2 EVALUATION AND ANNUAL REPORT

Monitor and evaluate the Carson City Arts and Culture Strategic Plan as it is implemented, noting accomplishments, revisions and updates.

4.3 ARTS AND CULTURE SUMMIT

Convene a cultural forum every two years involving artists and leaders from the cultural sector, business, government, the non-profit sector, and the community in a one-day forum to assess and celebrate progress and to explore emerging needs and opportunities that should be noted in the Arts and Culture Strategic Plan.

GOAL FIVE: CULTURAL DIVERSITY AND INCLUSIVENESS

Encourage culturally appropriate arts and culture opportunities, events, activities and materials that are inclusive and reflect the cultural diversity of our community and visitors.

5

STRATEGIES:

5.1 HERITAGE ARCHIVES AND PRESERVATION CENTER(S)

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

5.2 OUTREACH TO A VARIETY OF DIVERSE AND SPECIAL POPULATIONS

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

5.3 INITIATIVES FOR THE LOCAL NATIVE AMERICAN COMMUNITY

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



6

GOAL SIX: MUNICIPAL PLANNING, DECISION-MAKING AND PLACEMAKING

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

STRATEGIES:**6.1 YOUTH-AT-RISK COLLABORATIONS THROUGH ARTS AND CULTURE**

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

6.2 INTERGENERATIONAL PROJECTS WITH THE ARTS

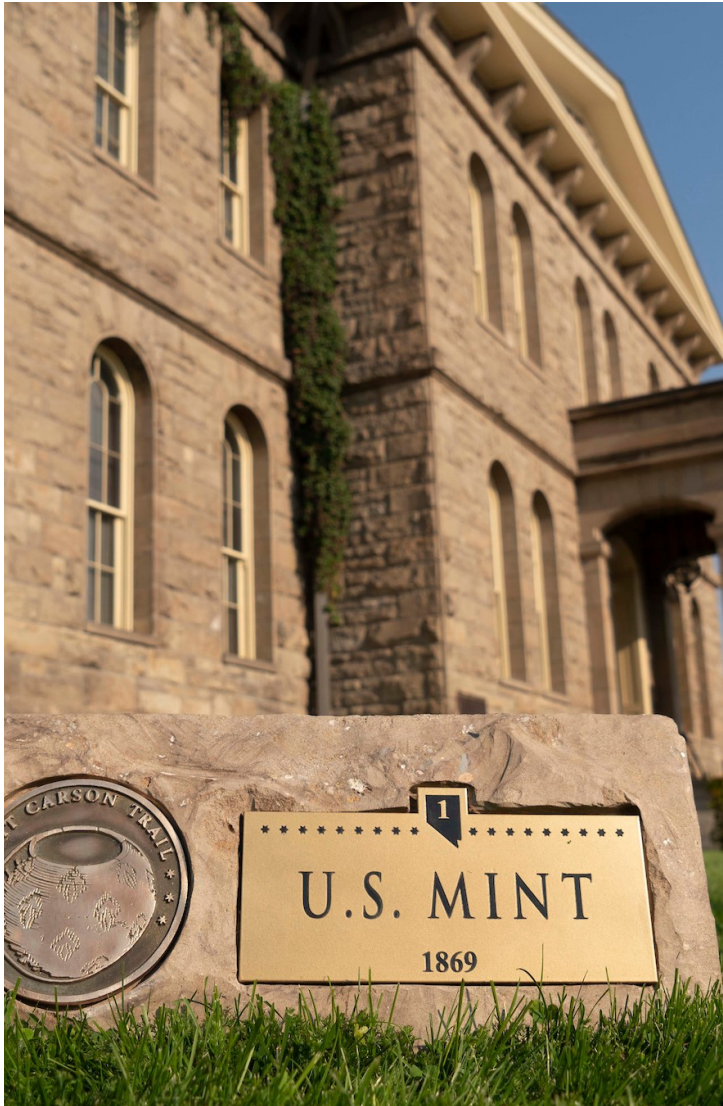
Encourage cultural organizations to collaborate with current inter-generational initiatives and foster innovative project opportunities to include young people actively in Carson City arts and culture programs, to ensure a youth perspective in programming and events and to encourage young people to participate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

6.3 PUBLIC ART

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

6.4 CENTRAL CULTURAL DISTRICT

Work with City departments to explore the creation of a "cultural district" within the downtown area, while also addressing the arts and culture needs of all city areas.



GOAL SEVEN: MARKETING AND PROMOTION

Encourage effective marketing and promotional practices by cultural organizations to reach and attract visitors and residents.

7

STRATEGIES:

7.1. CULTURAL ATTRACTIONS MAP

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

7.2 CULTURAL EVENTS CALENDAR

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

7.3 PROMOTIONAL MATERIALS

Assist in the production of print and digital marketing and promotional materials for the arts and culture sector and include arts and culture content on the Visit Carson City website.



8

GOAL EIGHT: FUNDING AND RESOURCES

Explore a wide range of funding and grant opportunities to ensure that adequate funding and resources are available to support a well-functioning arts and culture sector.

**STRATEGIES:****8.1 GRANTS PROGRAM(S)**

Explore grant program options to support arts and culture projects, events and destinations. Considerations include: competitive grants for arts organizations; competitive grants for individual artists; special project grants; festival grants; youth grants; cultural tourism grants; and innovation grants.

8.2 THE PLANNING MATRIX

Evaluate the planning priorities and budget costs of recommendations listed in the implementation tables on an ongoing basis.

8.3 MODELS RESEARCH

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

8.4 DESIGNATED FUNDING SOURCE(S)

Work with the City, the Culture and Tourism Authority, cultural organizations and foundations to facilitate long-term designated funding source(s) to support arts and culture as the sector grows and demonstrates success.

8.5 REDEVELOPMENT GRANTS

Work with Carson City Redevelopment Authority on the Redevelopment Grants program for arts and culture events and activities.

THE CONSULTATION PROCESS

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

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

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

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



GLOSSARY

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



IMPLEMENTATION

ATTACHMENT 1 OVERALL STRATEGIC OBJECTIVES		RECOMMENDED ACTIVITIES	SCHEDULE 22/23 /24/25/26	WHO SHOULD LEAD	OTHER RELEVANT PARTNERS	OUTPUT EVALUATION OF ACTIVITIES	OVERALL STRATEGIC OBJECTIVE OUTCOMES
1. Create cultural facilities and public spaces that enable a wide range of cultural activities and events	1.1 FACILITIES AND CULTURAL ASSETS INVENTORY	Regularly update the City's inventory of cultural and heritage facilities, city venues and cultural assets, including facility information through digital cultural maps with direct links to each facility for this information.	23 - 26	City staff / CTA staff	Cultural facilities		
	1.2 ARTS INCUBATOR	Investigate opportunities for a stand-alone arts incubator facility (i.e., shared offices, training facilities, resource library, board room, business center, studio space, exhibit gallery, demonstration space etc.).	23 - 26	City staff / CTA staff	Cultural Organizations		
	1.3 MULTICULTURAL AND HERITAGE FACILITIES / VENUES	Work cooperatively with local and regional public and private heritage organizations to support facility development that showcases the rich cultural traditions that contribute to Carson City's diverse cultural traditions and rich history encompassing language, food, art, crafts, architecture, ethnic celebrations, customs, and historical events.	22 – 26 ongoing	City staff / CTA staff	Historical Society State Agencies		
	1.4 CULTURAL INFRASTRUCTURE	Explore options for dedicated outdoor festival and event space and provide professional advice and expertise when city infrastructure is improved or introduced, to ensure that it can support a growing arts and culture program and events schedule and reflects best practice.	22 - 26	City staff / CTA staff	Heritage Resource Commission		



ATTACHMENT 1		SCHEDULE 22/23 /24/25/26	WHO SHOULD LEAD	OTHER RELEVANT PARTNERS	OUTPUT EVALUATION OF ACTIVITIES	OVERALL STRATEGIC OBJECTIVE OUTCOMES
OVERALL STRATEGIC OBJECTIVES	RECOMMENDED ACTIVITIES					
2. Introduce a broad spectrum of cultural programs, events, destinations and arts initiatives that showcase Carson City's unique culture and talent.	2.1 FESTIVALS AND EVENTS Support new and existing annual festivals and events to leverage increased cultural tourism, economic impact, and audience development. Promote cooperation, collaboration and co-venturing among cultural organizations, private producers and the City for cultural and heritage festivals and events that enable higher professional production standards, wider channels of promotion, and increased cooperation amongst festival and event organizers.	23 -26 ongoing	City staff / CTA staff	Existing Festivals Cultural Organizations		
	2.2 PROJECTS EXPRESSLY FOR INDIVIDUAL ARTISTS Explore and support special project categories and encourage programs across cultural organizations that involve and employ local individual artists, such as neighborhood and city street murals, banner competitions, video documentaries, street furniture and signage, artist residencies, and community problem-solving artist teams.	23 – 26 ongoing	City staff / CTA staff	Local Artists Arts Organizations		
	2.3 ARTISTS "OPEN STUDIOS" AND TOURS Work with local visual artists, musicians, literary artists, dancers, actors, and media/film artists to establish a network of studios /offices/exhibition spaces open to the public to visit on certain dates as an "Open Studios" community project - bringing artists and arts consumers directly in touch with each other.	22 – 26 ongoing	City staff / CTA staff	Artists Cultural Businesses Cultural Organizations DBA		
	2.4 ARTS-RELATED BUSINESSES & CREATIVE INDUSTRIES PROFILE Inventory arts-related and creative-economy businesses in the cultural maps and provide opportunities for marketing this segment of the arts and culture sector.	22 - 23	City staff / CTA staff	Cultural Businesses Historical Societies Cultural Orgs.		
	2.5 ARTS AND CULTURE INTEGRATION ACROSS TOURISM / LODGING BUSINESSES Integrate Carson City arts and culture content across local tourism businesses, agencies and lodging properties to enhance authentic local visitor experiences.	22 - 26	CTA Staff	Tourism Businesses & Agencies Lodging Properties		
	2.6 CULTURAL HERITAGE Develop and market cultural tourism attractions that showcase Carson City's history and authentic cultural heritage in response to visitors that are seeking this type of tourism offering.	23 - 26	CTA staff	Museums, Arts orgs. Historic sites, Historical Societies		
	2.7 ANNUAL RECOGNITION CELEBRATION Host an annual awards celebration, to honor those who have advanced arts and culture in the city.	24 – 25	City staff / CTA staff	Chamber of Commerce		
	2.8 EXPERIENTIAL TOURISM Encourage and assist in the development of experiential cultural tourism initiatives which reflect the authentic culture and heritage of Carson City. The demand for experiential tourism has grown exponentially worldwide as visitors seek more meaningful travel options in which they can actively participate in an activity that is engaging and insightful.	22 - 26	CTA staff	DTCA		
	2.9 REGIONAL INITIATIVES Explore regional partnerships and collaboration that will expand local opportunities and further define Carson City's culture and character.	22 - 26	City staff / CTA staff	DTCA RTT		



ATTACHMENT 1

Overall Strategic Objectives	Recommended Activities	Schedule 22/23 /24/25/26	Who Should Lead	Other Relevant Partners	Output Evaluation of Activities	Overall Strategic Objective Outcomes
3. Foster effective arts administrative structures and organizations with strong organizational, professional, business and tourism skills of individual artists and cultural organizations.	3.1 ADVANCE TRAINING AND CAPACITY-BUILDING FOR GRASSROOTS AND EMERGING ORGANIZATIONS / GROUPS Expand technical assistance and professional development opportunities for cultural organizations in Carson City to build capacity, enhance management and business acumen with support from the Nevada Arts Council and external organizations.	24 - 26	City staff / CTA staff	Cultural Organizations NAC Adams Hub		
	3.2 SPECIALIZED TRAINING AND NETWORKING FOR INDIVIDUAL ARTISTS Work with cultural organizations to offer specialized programs of workshops, seminars, guest speakers, and networking opportunities expressly for individual artists.	23 -26	City staff	Cultural Organizations Artists Adams Hub		
	3.3 COLLABORATION AND PARTNERSHIPS Encourage and facilitate collaboration amongst cultural organizations, artists, businesses, tourism operators and the City to improve administrative structures, reduce costs, share resources, maximize facility use and enhance program and event outcomes.	23 -26	City staff / CTA staff	Cultural Organizations		
4. Continue cultural planning and monitoring of the Arts and Culture Strategic Plan and implementation of the arts and culture strategies.	4.1 ONGOING CULTURAL PLANNING Engage in ongoing cultural planning and involve broad-based public participation in the planning process.	22 - 26	City staff / CTA staff	City Cultural Organizations		
	4.2 EVALUATION AND ANNUAL REPORT Monitor and evaluate the Carson City Arts and Culture Strategic Plan as it is implemented, noting accomplishments, revisions and updates.	23 -26	City staff / CTA staff			
	4.3 ARTS AND CULTURE SUMMIT Convene a cultural forum every two years involving artists and leaders from the cultural sector, business, government, the non-profit sector, and the community in a one-day forum to assess and celebrate progress and to explore emerging needs and opportunities that should be noted in the Arts and Culture Strategic Plan.	23 -26	City staff / CTA staff			



ATTACHMENT 1

OVERALL STRATEGIC OBJECTIVES	RECOMMENDED ACTIVITIES	SCHEDULE 22/23 /24/25/26	WHO SHOULD LEAD	OTHER RELEVANT PARTNERS	OUTPUT EVALUATION OF ACTIVITIES	OVERALL STRATEGIC OBJECTIVE OUTCOMES
5. Encourage culturally appropriate arts and culture opportunities, events, activities and materials that are inclusive and reflect the cultural diversity of our community and visitors.	5.1 HERITAGE ARCHIVES AND PRESERVATION CENTER(S) Work with local Native American, Hispanic and Basque communities, as well as other ethnic/history/heritage organizations, including the State Museums and State Historic Preservation Office to ensure Carson City's cultural heritage is protected, shared and showcased for generations to come.	22 - 26	City staff / CTA staff	Museums, arts organizations historic sites, historical societies		
	5.2 OUTREACH TO A VARIETY OF DIVERSE AND SPECIAL POPULATIONS Encourage opportunities to make cultural programming more accessible to individuals within diverse and special populations through new program initiatives, linkages between cultural groups and social service agencies, as well as by encouraging artists and cultural organizations to increase accessibility of their programs through outreach and targeted programs.	22 - 26	City staff / CTA staff	Cultural Organizations		
	5.3 INITIATIVES FOR THE LOCAL NATIVE AMERICAN COMMUNITY Collaborate with the local Great Basin tribal nations, in particular the Washoe Tribe of Nevada and California and their local colonies in Carson City. These initiatives could be in the form of cultural programming, art exhibits, festivals or powwows, and encouraging local youth art projects.	22 - 26	City staff / CTA staff	Washoe / Paiute / Shoshone Tribes Cultural Organizations		
6. Incorporate culture in municipal planning, decision-making and placemaking as a means to improve quality of life, enhance cultural tourism, economic development and community problem solving.	6.1 YOUTH-AT-RISK COLLABORATIONS THROUGH ARTS AND CULTURE Encourage cultural groups and social service agencies to collaborate on projects geared to building self-esteem and multidisciplinary skills for at-risk youth and teenagers. These arts programs deter crime and drug use and offer creative alternatives during after-school hours, weekends, during holidays and summer break.	22 - 26	City	Social service agencies School District		
	6.2 INTERGENERATIONAL PROJECTS WITH THE ARTS Encourage cultural organizations to collaborate with current intergenerational initiatives and foster innovative project opportunities to include young people actively in Carson City arts and culture programs, to ensure a youth perspective in programming and events and to encourage young people to participate as junior board members and volunteers. Explore the establishment of a Youth Arts Council.	22 -26	City	Social service agencies Schools Western Nevada College		



ATTACHMENT 1
OVERALL STRATEGIC
OBJECTIVES

	RECOMMENDED ACTIVITIES	SCHEDULE 22/23 /24/25/26	WHO SHOULD LEAD	OTHER RELEVANT PARTNERS	OUTPUT EVALUATION OF ACTIVITIES	OVERALL STRATEGIC OBJECTIVE OUTCOMES
6. Incorporate culture in municipal planning, decision-making and placemaking as a means to improve quality of life, enhance cultural tourism, economic development and community problem solving. (continued)	6.3 PUBLIC ART Prepare a public art policy and oversee a public art program for the creation and inclusion of artwork in public spaces to include contemporary art and artworks that reflect the City's unique cultural heritage and identity, to enhance our cityscape and the artistic richness of the capital city.	22 -26	City staff / CTA staff	D.A.		
	6.4 CENTRAL CULTURAL DISTRICT Work with City departments to explore the creation of a "cultural district" within the downtown area, while also addressing the arts and culture needs of all city areas.	22 – 26	City staff / CTA staff	DBA CC Historic Resources Commission {HRC}		
7. Encourage effective marketing and promotional tools for cultural organizations to reach and attract visitors and residents.	7.1 CULTURAL ATTRACTIONS MAP Prepare a cultural destinations map to promote the area's cultural assets, activities, major events and resources. Continue to update the map via print, websites, and special computer applications for mobile devices to be easily accessed by tourists, business visitors and local residents.	22 - 26	City staff / CTA staff	GIS, Website developers		
	7.2 CULTURAL EVENTS CALENDAR Work with the Nevada Department of Tourism and Cultural Affairs, the Nevada Arts Council and local cultural organizations to provide event calendars and collaborative advertising opportunities for tourism-based events.	22 - 23	City staff / CTA staff	NAC, DTCA Cultural Organizations		
	7.3 PROMOTIONAL MATERIALS Assist in the production of print and digital marketing and promotional materials for the arts and culture sector and include arts and culture content on the Visit Carson City website.	22- 26	City staff / CTA staff	Cultural Organizations		



ATTACHMENT 1		SCHEDULE 22/23 /24/25/26	WHO SHOULD LEAD	OTHER RELEVANT PARTNERS	OUTPUT EVALUATION OF ACTIVITIES	OVERALL STRATEGIC OBJECTIVE OUTCOMES
8. Explore a wide range of funding and grant opportunities to ensure that adequate funding and resources are available to support a well-functioning arts and culture sector.	8.1 GRANTS PROGRAM(S) Explore grant program options to support arts and culture projects, events and destinations. Considerations include: competitive grants for arts organizations; competitive grants for individual artists; special project grants; festival grants; youth grants; cultural tourism grants; and innovation grants.	22 - 26	City staff / CTA staff	NAC Cultural Organizations Various Agencies		
	8.2 THE PLANNING MATRIX Evaluate the planning priorities and budget costs of each recommendation listed in the matrix of the plan's recommendations on an ongoing basis.	23 - 26	City staff / CTA staff			
	8.3 MODELS RESEARCH Investigate and identify other successful funding models created by cities and counties across the country and build criteria for the best funding models and approaches for Carson City.	23 - 26	City staff / CTA staff			
	8.4 DESIGNATED FUNDING SOURCE(S) Work with the City and various cultural agencies to facilitate long-term designated funding source(s) to support arts and culture as the sector grows and demonstrates success.	22 - 26	City staff / CTA staff	Foundations		
	8.5 REDEVELOPMENT GRANTS Work with Carson City Redevelopment Authority on the Redevelopment Grants program for arts and culture events and activities.	22 - 26	City staff / CTA staff	RDA Various Agencies		

The Arts and Culture Strategic Plan is a living document that will be reviewed regularly and updated to reflect emerging challenges and opportunities, to note completion of activities, and accomplishment of objectives.



ACKNOWLEDGEMENTS

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

The consultation process identified current priorities from the 2016 plan as well as new opportunities that have unfolded, ensuring that the updated plan reflects the 2022 context and provides a framework to achieve a vibrant arts and culture sector in the state capital.

DEBRA SOULE
ARTS & CULTURE PROGRAM MANAGER
VISIT CARSON CITY



2022-2026
CARSON CITY ARTS & CULTURE
STRATEGIC PLAN COMPILED BY:

VISIT
CARSON
CITY NV
VISITCARSONCITY.COM

Chapter 2.41 CARSON CITY CULTURAL COMMISSION

2.41.010 Purpose of the Carson City cultural commission.

The Carson City cultural commission will act as the primary advisory body for the Carson City board of supervisors for matters relating to arts and culture and will serve as the coordinator and catalyst bringing government, the arts and cultural community and public together for the cultural benefit of all Carson City's citizens.

(Ord. 2008-4 § 2, 2008).

2.41.020 Findings supporting the creation of the Carson City cultural commission.

The Carson City board of supervisors finds that:

1. The creation of the Carson City cultural commission:
 - a. Is necessary to further develop our community's heritage as it relates to culture, history, the Arts and the Humanities.
 - b. Will enhance the interests of the peace, health, safety and welfare of the community.
2. The professions relating to the performing, fine arts and the humanities are essential to human needs and enhance the city's physical beauty, economic health and quality of life.
3. An increase in cultural amenities is crucial to further stimulate economic development and redevelopment.

(Ord. 2008-4 § 3, 2008).

2.41.030 Creation of the Carson City cultural commission.

1. There is hereby established the Carson City Cultural Commission.
2. The creation of the Carson City Cultural Commission is consistent with the objectives of the community at large as those objectives relate to arts and culture in Carson City.

(Ord. 2008-4 § 4, 2008).

2.41.040 Membership and terms of office of the Carson City cultural commission.

1. The Carson City cultural commission shall consist of seven members appointed by the board of supervisors.
2. Except as otherwise provided in this subsection, members shall be appointed for a term of 3 years which commence and end on January 1st and may serve for unlimited consecutive terms. For the initial terms of the members of the commission, 2 members shall be appointed to serve a term beginning on the date of appointment and ending on January 1, 2009; 3 members shall be appointed to serve a term beginning on the date of appointment and ending on January 1, 2010 and 2 members shall be appointed to serve a term beginning on the date of appointment and ending on January 1, 2011.
3. A member shall continue in office for the term for which that member was appointed or until a successor is appointed.

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4. If a member has three unexcused absences from regularly scheduled meetings of the Carson City cultural commission in a single calendar year, the office of the member shall be declared vacant. Carson City staff assigned to assist the commission shall advise the Carson City board of supervisors of any member with 3 absences from regular meetings. Attendance at meetings called outside the regular schedule, are not subject to absence quotas.
 5. The board of supervisors may remove any member of the commission for cause.
 6. Vacancies, whether scheduled or unscheduled, shall be filled, by appointment by the board of supervisors.
- (Ord. 2008-4 § 5, 2008).

2.41.050 Requirements for membership on the Carson City cultural commission.

Members of the commission must meet the following qualification criteria:

1. Be residents of Carson City;
2. Have a broad and informed perspective of the arts along with a demonstrated knowledge and responsiveness to the existing arts community and community at large;
3. Represent a cross section of the city's age, multi-cultural, socio-economic, professional, artistic and volunteer diversity;
4. Have an appreciation for Carson City's rich cultural tradition.

(Ord. 2008-4 § 6, 2008).

2.41.060 Duties and powers of the Carson City cultural commission.

1. At the first meeting of the Carson City cultural commission, and thereafter at its first meeting of each subsequent year, the members shall elect a chair and a vice chair. In the absence or disability of the chair and vice chair, the commission may designate a temporary chair.
2. The commission shall meet at least quarterly and all its meetings shall be open to the public pursuant to the Open Meeting Law.
3. The commission's chair or a majority of the commission may call special meetings.
4. A seat will be deemed filled once the city clerk has sworn in a nominee.
5. The commission shall keep minutes, which shall be available for public inspection, of all of its resolutions, proceedings, and other actions.
6. The commission shall adopt and amend, by the affirmative vote of a majority of the members, rules and regulations for the conduct of the commission's business. Such rules and regulations shall be submitted to the board of supervisors and shall not become effective until approved and ordered.
7. The commission shall submit an annual report and work-plan to the board of supervisors no later than May 1 of each year. Attendance records of members shall be included as part of the annual report.
8. Members of the commission shall be required to file annual statements of economic interest pursuant to the city's conflict of interest requirement pursuant to Nevada Revised Statutes. Members are expected to declare their conflicts of interest on associated agenda items and must abstain from any votes taken in relation to declared conflicts of interest.

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9. The commission may create committees and subcommittees to advise the commission on any of the functions, duties or responsibilities of the commission.

(Ord. 2008-4 § 7, 2008).

2.41.070 Functions of the Carson City cultural commission.

The functions of the Carson City cultural commission include, but are not limited to:

1. Advising the board of supervisors on matters pertaining to the city's arts and cultural programming.
2. Fostering public and private partnerships for providing arts and cultural programs for the citizens of Carson City, without directly engaging in program management deemed in competition with existing constituent organization programming.
3. Promoting access and awareness for the public to the highest quality arts opportunities possible.
4. Promoting an environment that supports the work and advancement of artists and arts groups and celebrate the city for its ethnic diversity, creativity and its leadership in arts and culture.
5. Making recommendations to the board of supervisors regarding grants-in-aid to individual and group of artists, cultural groups and arts organizations.
6. Encouraging the provision of cultural and artistic facilities and features in public and commercial construction.
7. Facilitating and promoting the establishment of an Art in Public places policy that supports the installation of publicly significant art installations, and encourage the inclusion of public art components in private development.
8. Helping to identify and designate cultural districts, neighborhoods and landmarks throughout the city.
9. Promoting a cultural environment that stimulates economic development, cultural tourism and enhanced public participation.
10. Promoting greater arts education in the schools and through programs accessible to the public.

(Ord. 2008-4 § 8, 2008).

2.41.080 Cooperation of Carson City cultural commission with other private and public entities.

1. The commission may act in the capacity of a peer panel:
 - a. To select public art and art in public places;
 - b. To review and evaluate requests for funding; and
 - c. To advise on the allocation of funds from a cultural trust fund and other general fund revenues appropriated to the arts.
2. From time-to-time, the commission shall make recommendations to the board of supervisors on the selection of professional management firms and staff to administer the city's arts and cultural program and initiatives.
3. The commission will work with its partners in the community including, but not limited to, the Carson City Arts & Culture Coalition, Western Nevada College, Nevada Department on Cultural Affairs, Carson City's

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Convention & Visitors Bureau, the Carson City Redevelopment Authority and Carson City's future downtown business improvement district.

(Ord. 2008-4 § 9, 2008).

2.41.090 Duties of Carson City to support the Carson City cultural commission and other arts and cultural entities.

Carson City shall provide staff support to the Carson City cultural commission, local and regional philanthropic organizations and foundations, and various partner organizations affiliated with the Carson City Arts & Cultural Coalition.

(Ord. 2008-4 § 10, 2008).