

CARSON CITY ARTS AND CULTURE MASTER PLAN

18 February 2016

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

Kendall Hardin - Idea Factory
Circuit Rider Consultant

Key Commitments

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

- PURPOSE -

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

- KEY GOALS -

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

■ *Extending and Equalizing Access*

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

■ *Conducting Ongoing Cultural Planning*

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

■ *Creating a Nurturing Cultural Environment*

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

■ *Improving Quality*

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

■ *Preserving Cultural Pluralism and Promoting Diversity*

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

■ *Promoting Aesthetic Considerations in Local Decision-Making*

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

Carson City Arts and Culture Master Plan

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27 January 2016

■ SECTION 1: Carson City Cultural Commission (CCCC)

1.1 CARSON CITY CULTURAL COMMISSION (CCCC)

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

1.2 CARSON CITY MUNICIPAL ARTS AND CULTURE AGENCY

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

1.3 DESIGNATED MUNICIPAL ARTS AGENCY RESPONSIBILITIES

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

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

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

■ SECTION 2: *Facilities*

2.1 *FACILITIES INVENTORY/DATABASE*

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

2.2 *FACILITIES PLANNING GROUP*

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

2.3 *CENTRAL ARTS DISTRICT/CULTURAL CORRIDORS*

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

2.4 *ARTS SPACES AND PLACES*

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

2.5 *MULTICULTURAL AND HERITAGE FACILITIES/VENUES*

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

2.6 *NMA SATELLITE MUSEUM*

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

2.7 *ARTS INCUBATOR*

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

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

-- Creative Capital, 2002

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

-- Ellen Johnson Sirleaf, 2011 Nobel Prize Winner

2.8 HERITAGE ARCHIVES AND PRESERVATION CENTER(S)

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

■ SECTION 3: *Communications and Marketing*

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

3.1 CULTURAL ATTRACTIONS MAP

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

3.2 CULTURAL DIRECTORY

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

3.3 TICKET SAMPLER SERIES AND ONLINE TICKET OUTLET

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

3.4 ARTS AND CULTURE MASTER MAILING AND CONTACT LIST

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

3.5 ARTS & CULTURE ADVERTISING CAMPAIGN

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

3.6 HOTTIX PROGRAM

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

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

--Seth Godin, author of The Purple Cow

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

-- Albuquerque Cultural Alliance

Communications and Marketing, cont'd.

3.7 KEY COLLATERAL PROMOTIONAL MATERIALS

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

3.8 CREATIVE DIRECTIONAL SIGNAGE

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

■ SECTION 4: Technical Assistance, Training, Mentoring

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

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

4.2 SPECIALIZED TRAINING AND NETWORKING FOR INDIVIDUAL ARTISTS

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

4.3 SKILLS BANK FOR ARTS AND CULTURE

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

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

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

4.5 CULTURAL-HERITAGE-ECO TOURISM TRAINING*

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

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

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

Creativity is intelligence having fun. -- Albert Einstein

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

■ SECTION 5: *Program*

5.1 ANNUAL ARTS CONGRESS

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

5.2 ARTS WAREHOUSE

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

5.3 FESTIVAL COLLABORATIONS

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

5.4 GRANTS PROGRAM(S)

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

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

5.5 PUBLIC ARTS GRANTS PROGRAM(S)

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

5.6 “ZAP” PROGRAM

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

It’s quite fun to do the impossible.

-- Walt Disney

“Imagination is more important than knowledge.”

--Albert Einstein

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

--Yogi Berra

5.7 ANNUAL RECOGNITION CELEBRATION

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

■ SECTION 6: Individual Artists

6.1 COMPREHENSIVE STUDY OF INDIVIDUAL ARTISTS

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

6.2 PROJECTS EXPRESSLY FOR INDIVIDUAL ARTISTS

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

6.3 ARTISTS REGISTRY

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

6.4 ARTISTS "OPEN STUDIOS" AND TOURS

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

6.5 ARTS-RELATED BUSINESSES & CREATIVE INDUSTRIES PROFILE

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

SEE ALSO:

2.6 NMA SATELLITE MUSEUM

2.7 ARTS INCUBATOR

3.4 ART PLACES AND SPACES

3.9 STREET SIGNAGE, BANNERS AND MARKERS

4.2 SPECIALIZED TRAINING AND NETWORKING FOR INDIVIDUAL ARTISTS

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

-- Maya Angelou, writer

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

-- Kzure, visual artist

5.5 "ZAP" PROGRAM

7.2 ARTS TEAM ON LOAN TO SCHOOLS

7.3 MUTICULTURAL ARTS ACTIVITIES

■ SECTION 7: Arts-in-Education

7.1 CARSON CITY ARTS EDUCATION INITIATIVES

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

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

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

7.2 ARTS TEAM ON LOAN TO SCHOOLS

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

7.3 MULTICULTURAL ARTS ACTIVITIES

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

7.4 ARTS EDUCATION EXCELLENCE

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

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

-- Darrell Hammond, American actor and comedian

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

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

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

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

■ SECTION 8: *Special Populations and Diversity*

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

8.1 OUTREACH TO A VARIETY OF SPECIAL POPULATIONS

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

8.2 INITIATIVES FOR THE LOCAL NATIVE AMERICAN COMMUNITY

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

SEE ALSO:

2.5 MULTICULTURAL AND HERITAGE FACILITIES/VENUES

2.8 HERITAGE ARCHIVAL PRESERVATION CENTER

7.3 MULTICULTURAL ARTS ACTIVITIES

■ SECTION 9: *Social Entrepreneurship and Community Development*

9.1 YOUTH-AT-RISK COLLABORATIONS THROUGH ARTS AND CULTURE

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

9.2 INTERGENERATIONAL PROJECTS WITH THE ARTS

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

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

-- Albuquerque Arts Plan

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

-- Elderly Quilt-Maker

9.3 ARTS & HEALING INITIATIVES

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

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

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

■ SECTION 10: *Government*

10.1 CULTURE AND ECONOMIC DEVELOPMENT TASK FORCE

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

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

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

■ SECTION 11: *Funding and Resource Development*

11.1 THE PLANNING MATRIX

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

11.2 MODELS RESEARCH

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

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

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

- National Governors Association (NGA) Center for Best Practices

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

-- Timeless funding axiom

11.3 DESIGNATED FUNDING SOURCE(S)

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

11.4 ADVOCACY CASE FOR SUPPORT

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

11.5 PRIVATE SECTOR ENGAGEMENT

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

11.6 EVALUATION AND ANNUAL REPORT

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

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

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

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

-- Apple Computer Company

With Special Appreciation

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

Carson City Cultural Commission (CCCC)

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at Carson City Cultural Commission Public Meetings

We are a city built on possibilities.

We are a city powered by ideas and originality.

We are a city shaped by our spirit of community.

And we are proving creativity and prosperity are one.

-- Beet Street Brochure