

## **Review of the 2016 Carson City Arts & Culture Master Plan (A&CMP)**

This report provides an overview of the processes that have been utilized in the review and updating of the Carson City 2016 Arts and Culture Master Plan. It includes:

- 1) An explanation of the rationale for the review and update of the plan and the analytic process that was used.
- 2) An updated format for Part B of the plan which takes the form of an Implementation Table that will guide its implementation and monitoring.
- 3) A summary of the results of the consultation that I have undertaken with three stakeholder groups to inform this update.
- 4) The recommended content for the updated version of the plan.
- 5) An invitation for your comments and suggestions in terms of anything that is missing from a 2021 update of the plan.

## **Review of the 2016 Carson City Arts & Culture Master Plan (A&CMP)**

### 1. Rationale for the current review and updating of the plan that is being undertaken

1. The plan is now five years old -and therefore does not reflect the current situation, environment, and tourism / economic context.
2. The City's recently adopted Strategic Plan includes IMPLEMENTATION OF THE ARTS & CULTURE MASTER PLAN as one of its priorities – therefore it would be strategic for us to have a current focused plan that we can realistically implement in five years and that will advance the cultural tourism sector
3. The plan does not include any content about the Carson City's existing arts and cultural strengths and assets (facilities, cultural organizations, artists, programs, events). *There is limited content about consultation with the community to identify local needs, capabilities and aspirations.* It is essential that our cultural organizations and lodging properties are actively involved and that their needs and aspirations are reflected in the directions that we take moving forward – they are the arms and legs of arts and culture in Carson City and will be central in its implementation.
4. The plan needs to be re-structured the so that it is a tool that can be used to actually guide implementation and ensure ongoing evaluation of progress.

## 2. Analysis of the 2016 Plan Content

The 2016 plan commences by identifying the responsibilities of the city's arts agency or department – in this case the staff position. These responsibilities include:

["Implement programs and services according to the priorities contained in the Carson City Arts and Culture Master Plan."](#)<sup>1</sup>

To do this, we need to prioritize the content of the CMP that has already been adopted by the municipality- this should involve the City, CCCC, CTA and the community (Cultural organizations, lodging establishments, creative economy businesses and the broader community) to ensure agreement, ownership, and participation by everyone in the plan's implementation. We also need to identify the lead and any relevant partners with operations that directly impact the desired outcomes and assign a schedule to when each activity should be carried out.

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["Be accountable to the City for record keeping, periodic progress reports, and meeting the schedule for products, programs and services required in contracts."](#)

Reporting and assessing progress should be based on the priorities and the implementation schedule of the plan. This should include monitoring progress on the individual actions that have been undertaken as well as the longer-term goals or objectives.

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["Be responsible for contracting personnel requirements, as well as organizing committees and task forces from the community."](#)

These responsibilities should be linked to the specific goals and recommended actions being undertaken from the Master Plan.

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["Coordinate the efforts of the City with local cultural organizations, the private sector and other area nonprofit agencies."](#)

Cultural sector organizations, the private sector and non-profit agencies should be a part of the A&CMP review and update process, since they will be participants in the implementation process.

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“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.”

The current CMP is not structured in a manner that enables ongoing evaluation. It does not differentiate between overall strategic objectives (What are we trying to achieve in the long term) and what are the recommended activities to achieve these objectives. This makes it difficult to monitor progress since many of the activities in the plan are long term initiatives that will require many steps to achieve.

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*Given these responsibilities, I am recommending that we re-structure the plan around an implementation table in the following diagram, that clearly lays out these elements.*

<sup>1</sup> All blue text in this document represent text extracted from the 2016 Carson City Arts & Culture Master Plan

### Implementation Table - Carson City Arts & Culture Master Plan Proposed 2021 Update

The following Implementation Table includes all 2016 A&CMP content presented in a new order under eight new overall strategic objectives. It provides columns for you to select priorities (High, Moderate, or Low) and for you to offer scheduling suggestions (In what year implementation should take place). It also provides columns for you to identify the lead and relevant partners to be involved in implementation, and space for you to provide any comments on the activity that was included in the 2016 plan.

PLEASE FILL IN YOUR SUGGESTIONS FOR COLUMNS C, D, E, and F USE COLUMN G IF YOU WOULD LIKE TO COMMENT ON THE RECOMMENDED ACTIVITIES FROM 2016.

A. Overall Strategic Objectives	B. Recommended Activities from 2016 A&CMP	C. Priority H M L	D. Schedule 21/22/23/24/25	E. Who Should Lead Implementation	F. Other Relevant Partners in Implementation	G. Do you have any comments on the Recommended Activity in column B	H. Output Evaluation of Activities	I. Overall Strategic Objective Outcomes
<p style="color: red; font-size: small;">New Long Term Strategic Objectives - What are we trying to achieve? (derived from the evaluation and categorization of the existing 2016 recommendations)</p> <p>1. Cultural facilities and public spaces enable a wide range of cultural activities &amp; events and throughout Carson City</p> <p style="color: red; font-size: small;">Original numbering from 2016 A&amp;CMP (where this came from)</p>	<p>1.1 (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. <u>zoning</u> suburban-rural areas.</p>						Evaluation of each of the Recommended Activities	Evaluation of the Overall Strategic Objectives
	<p>1.2 (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 <u>comprehensive 5-to-10-year facilities development plan</u> for Carson City, that consolidates vision, avoids duplication of effort, and improves cost-effectiveness.</p>							
	<p>1.3 (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 area</p>							
	<p>1.4 (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, land- lord-tenant relationships, purchasing options, incubator space, and redevelopment grant opportunities. (Cf. <u>Beet Street's</u> indoor and outdoor <u>venues</u> in Ft. Collins, CO)</p>							

## 2. Analysis of the 2016 Plan Content (continued)

Ongoing monitoring of progress can then be carried out in term of the outputs which are the immediate effects of each activity that is undertaken (i.e., the number of people who attend an event or participate in a new program). We can then annually or periodically assess the longer-term outcomes of the overall strategic goals or objectives and determine whether any additional activities or steps are needed to successfully achieve these objectives.

The plan needs to be reviewed periodically to consider external or sector-wide changes, and to incorporate new opportunities as they emerge. I recommend that we hold a semi-annual Cultural Summit to celebrate and assess progress and to update the A&CMP.

### Assessment of Existing Cultural Assets

It is also customary for a Cultural Master Plan to provide background content about the municipality and its existing assets including facilities, organizations, events and programs. Cultural maps are being prepared that will accomplish this and that will provide the opportunity to address some the other aspects of this plan.

### **2016 Plan Goals**

Goals are the most important components of any plan. They identify the overall objectives that are being targeted. When considering all of the actions that have been recommended in the 2016 plan, they answer the question "WHY?" we have been undertaking all of the activities that are underway. (i.e., We create an inventory of our cultural facilities and venues WHY? Because this is a necessary step in order to achieve the goal - *that our cultural facilities and public spaces enable a wide range of cultural activities and events throughout Carson City.*

The 2016 plan provides the following 6 overarching goals in its introduction:

#### **1. 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.

#### **2. Conducting Ongoing Cultural Planning**

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

### **3. 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 art forms.

### **4. 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.

### **5. 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 art forms.

### **6. 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"

Based on a review of all 49 recommended actions in the 2016 plan, it is apparent that there are several actions that are not linked to any of the six stated goals. Additionally, some of the goal statements are clearly stated not as long-term objectives and are not as succinct as they could be for goal statements.

Therefore, I would propose the following re-wording of some of these statements to make them clearer and to capture all of the recommended action content currently in the plan.

## PROPOSED AMENDMENTS OF THE GOAL STATEMENTS

(Blue text are the goals from the 2016 Plan and black text is the proposed changes and rationale for the changes)

COMBINE GOALS 1 and 5 – THEY ARE VERY SIMILAR

1. **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.

5. **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.

1. **There are culturally appropriate arts and culture opportunities, events, activities and materials that reflect the cultural diversity of our community and visitors, including African American, Hispanic, Native American and other ethnic populations as well as LGBTQIA community members and special needs groups<sup>2</sup>**

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2. **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.

2. **Cultural Planning and monitoring of A&CMP implementation are ongoing processes with broad-based public participation.**

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### 3. 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.

THIS SHOULD BE SPLIT INTO TWO GOALS to separate physical spaces goals from program goals.

3. **Cultural facilities and public spaces support a vibrant range of cultural activities throughout Carson City.**

4. **A wide range of cultural programs, events, destinations and arts initiatives showcase Carson City's unique culture and talent.**

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### 5. 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.

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<sup>2</sup> 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.



This goal refers to programs and events but seems to be alluding to support and training to continue to advance the capacity of the overall sector. Programs and events are in #4. This goal should focus on training and support.

**5. Training programs and support services are available to strengthen and advance organizational, professional, business and tourism skills of individual artists and cultural organizations.**

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**6. 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.

**6. Municipal government planning, decision-making and placemaking incorporates culture as a means to improve quality of life, enhance cultural tourism, economic development & community problem solving.**

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TWO NEW GOALS ALSO NEED TO BE ADDED:

There is no stated objective that deals with marketing and communications tools although there are several actions that target this outcome; therefore, the following goal should be added.

**7. Effective marketing, promotional and data tools are in place for cultural organizations, residents, and visitors.**

There is no stated objective regarding funding but there are several recommended actions on this, therefore the following goal should be added.

**8. Adequate funding and resources are available to support a well-functioning arts and culture sector.**

## REVISED GOALS STATEMENTS

1. **Cultural facilities and public spaces enable a wide range of cultural activities and events throughout Carson City**
2. **A wide range of cultural programs, events, destinations and arts initiatives showcase Carson City's unique culture and talent**
3. **Training programs and support services are available to strengthen and advance organizational, professional, business and tourism skills of individual artists and cultural organizations**
4. **Cultural Planning and monitoring of A&CMP implementation are ongoing processes in Carson City**
5. **There are culturally appropriate arts and culture opportunities, events, activities and materials that reflect the cultural diversity of our community and visitors, including African American, Hispanic, Native American and other ethnic populations as well as LGBTQIA community members and special needs groups <sup>3</sup>**
6. **Municipal government planning, decision-making and placemaking incorporates culture as a means to improve quality of life, enhance cultural tourism, economic development and community problem solving**
7. **(new) Effective marketing, promotional and data tools are in place for cultural organizations, residents and visitors**
8. **(new) Adequate funding and resources are available to support a well-functioning arts and culture sector**

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<sup>3</sup> 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.

### 3. 2021 Consultation with the Carson City Community

In order ensure that all interested stakeholders had the opportunity to contribute to the review and updating of the plan, consultation was undertaken with three stakeholder groups:

- Carson City cultural organizations
- the community at large
- Carson City lodging properties

All of the content from the 2016 plan was included in the consultation process. The consultation instruments took the form of the implementation table I am recommending that we add to the plan. Three versions of "input forms" were prepared:

1. Cultural organizations had the most detailed form that provided the opportunity for them to assign a level of priority to each action (high, moderate or low priority) as well as identifying the year it should be acted upon within a 5-year timeframe, who should lead the process and anyone else that should be involved, and finally a space for any comments they might want to offer.

**Implementation Table - Carson City Arts & Culture Master Plan Proposed 2021 Update**

*The following Implementation Table includes all 2016 A&CMP content presented in a new order under eight new overall strategic objectives. It provides columns for you to select priorities (High, Moderate, or Low) and for you to offer scheduling suggestions (In what year implementation should take place). It also provides columns for you to identify the lead and relevant partners to be involved in implementation, and space for you to provide any comments on the activity that was included in the 2016 plan.*

**PLEASE FILL IN YOUR SUGGESTIONS FOR COLUMNS C, D, E, and F USE COLUMN G IF YOU WOULD LIKE TO COMMENT ON THE RECOMMENDED ACTIVITIES FROM 2016.**

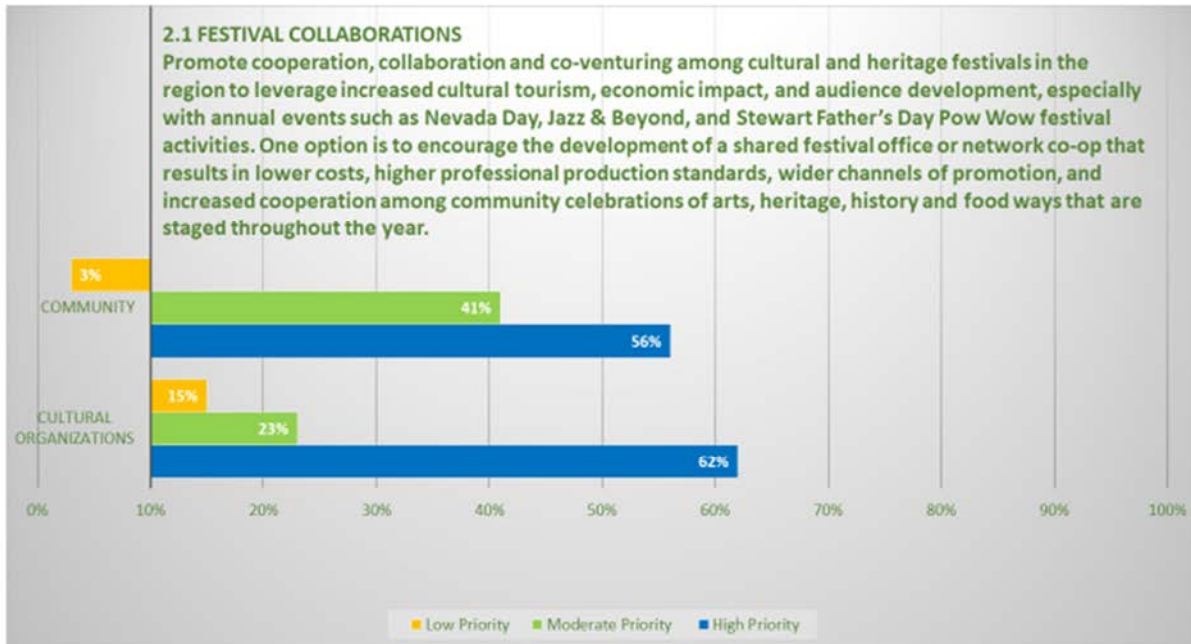
A. Overall Strategic Objectives	B. Recommended Activities from 2016 A&CMP	C. Priority H M L	D. Schedule 21/22/23/24/25	E. Who Should Lead Implementation	F. Other Relevant Partners in Implementation	G. Do you have any comments on the Recommended Activity in column B	H. Output Evaluation of Activities	I. Overall Strategic Objective Outcomes
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	<p>1.2 (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.</p>							
	<p>1.3 (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 area</p>							
	<p>1.4 (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, land- lord-tenant relationships, purchasing options, incubator space, and redevelopment grant opportunities. (Cf. Beet Street's indoor and outdoor venues in Ft. Collins, CO)</p>							

2. A simpler version of the input form was provided to interested stakeholders from the community at large. It asked for their prioritized rating of each action from the 2016 plan and any comments they wished to offer on each.

**Carson City Arts & Culture Master Plan 2021 Update**

A. Recommended Activities from 2016 A&CMP	B. How important is this?			C. Do you have any comments on the Recommended Activity in column A
	High	Moderate	Low	
1.1 (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. zoning suburban-rural areas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.2 (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 <u>a comprehensive 5-to-10-year facilities development plan</u> for Carson City, that consolidates vision, avoids duplication of effort, and improves cost-effectiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.3. (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 area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.4 (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, land- lord-tenant relationships, purchasing options, incubator space, and redevelopment grant opportunities. (Cf.Beet Street's indoor and outdoor venues in Ft. Collins, CO)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.5 (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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.6 (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) through the redevelopment of facilities i.e. historic Nevada State Prison complex, re-purposed libraries & other suitable properties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.7 (5.2) ARTSWAREHOUSE Coordinate a center for nonprofit groups that offers free or low-cost furniture, equipment, supplies, and raw materials donated by business and industry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.8 (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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.9 (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, in 2005) Yogi Berra	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

- Lodging Property participants were provided with a hard copy document containing bar graphs depicting the number of respondents from the first 2 stakeholder groups who considered each recommended action from the 2016 plan as high, moderate or low priority. They wrote their priority rating and any comments beside each bar graph.



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

**Results of the Consultation Process**

Response from local cultural organizations was impressive. Of the 16 organizations that are currently active in delivering arts and culture programs and events in the city, we received 13 responses – some of these were from individuals who were responding on behalf of multiple organizations or performance groups, and another 30 from the community at large which included private galleries, arts-based businesses and individual artists. Eight stakeholders from Carson City lodging properties attended a meeting that was run as a live meeting with a ZOOM option and provided their input for the review and update of the plan and one submitted following the meeting.

A detailed summary of the results has been provided in the form of bar charts located in Appendix A. These depict the evaluations of all 3 stakeholder groups for each of the action items in the 2016 plan. Those that considered the 2016 action item to be HIGH priority are



presented in the dark blue bars, MODERATE priority ratings in the green bars and LOW priority items in the amber bars. The actual percentage of respondents for each level of priority from each stakeholder group is provided in the number in white font at the top of each bar.

A summary of the comments that were received from all stakeholder groups during the consultation process is also included in Part B of the Supporting Materials Document.

### **New Action Items Recommended**

Drawing upon comments and suggestions that were provided as part of the consultation process with the three stakeholder groups, as well a knowledge of current best practice and of the activities that are already being carried out under the current arts and culture program, the following new actions are proposed to be added to the revised Arts & Culture Master Plan.

New Action under Goal 1 "Cultural facilities and public spaces enable a wide range of cultural activities and events throughout Carson City\_" (*drawing upon best practice*)

**CULTURAL SECTOR INFRASTRUCTURE Provide professional cultural 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.**

New Action Item under Goal 2 "A wide range of cultural programs, activities, events and destinations showcase Carson City's unique culture and talent" (*derived from consultation and from existing Culture and Tourism Activities*)

**CULTURAL HERITAGE Continue to develop, support and market events, activities and programs that showcase Carson City's unique history and cultural heritage.**

New Action under Goal 2 "A wide range of cultural programs, activities, events and attractions showcase Carson City's unique culture and talent" (*drawing upon best practice*)

**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.**

New Action under Goal 3 "Training programs and support services are available to strengthen collaboration and advance organizational, professional, business and tourism skills of individual artists and cultural organizations." (*derived from consultation*)

**COLLABORATION AND PARTNERSHIPS Facilitate collaboration amongst cultural organizations, artists, businesses, tourism operators and the City to reduce costs, share resources, maximize facility use and enhance program and event outcomes.**

New Action under Goal 4 "Cultural Planning and monitoring of A&CMP implementation are ongoing processes in Carson City" *(there is no action from the 2016 plan to state how to achieve this goal)*

**ONGOING CULTURAL PLANNING AND MONITORING** Engage in ongoing cultural planning and involve broad-based public participation in the planning process.

New Action under Goal 6 "Municipal government planning, decision-making and placemaking incorporate culture as a means to improve quality of life, enhance cultural tourism, economic development and community problem solving" *(to include current arts and culture program activities being carried out that were not in 2016 plan)*

**PUBLIC ART POLICY AND PROCEDURES** Prepare a public art policy and procedures to guide and implement the City's Public Art Program. Public art is a key element in Carson City's placemaking toolbox that will provide access for "all the arts for all the people", that reflects the culture of Carson City and enlivens our public spaces.

New Action under Goal 7 "Effective marketing, promotional and data tools are in place for cultural organizations, residents and visitors" *(to include current culture and tourism program activities being carried out that were not in 2016 plan)*

**PROMOTIONAL MATERIALS** Produce and circulate print and digital marketing and promotional materials for the arts and culture sector and provide a resource for all arts and culture organizations as well as including arts and culture content on the Visit Carson City website.

New Action under Goal 8 "Effective marketing, promotional and data tools are in place for cultural organizations, residents and visitors." *(to include current arts and culture program activities being carried out that were not in 2016 plan)*

**REDEVELOPMENT SPECIAL EVENTS GRANTS** Work with the Carson City Cultural Commission, the Carson City Culture and Tourism Authority and the Carson City Redevelopment Authority in the administration of the Redevelopment Special Events Grants program.

## **Interpretation of Consultation Results and Recommendations for Plan Revision**

In order to achieve a meaningful and effective outcome in this review and update of the Carson City 2016 Arts and Culture Master Plan, the following recommendations are offered to guide the revision process:

1. Incorporate the high priority input from the 3 stakeholder groups. This means that some of the low and moderate action items from 2016 should be excluded and “parked” for consideration when a new Master Plan is prepared.
2. Include the 2 new recommended activities that were identified from consultation and those that reflect arts & cultural best practice in 2021.
3. Incorporate activities that are currently being undertaken under the Arts and Culture program, that were not identified in 2016.

## 4. 2021 Carson City Arts & Culture Master Plan Update Recommendations

The recommended content for the Update 2021 Carson City Arts and Culture Master Plan is presented in Part A of the Implementation Tables document. It takes the form of a new Implementation Table that will be included as Part B of the revised master plan. The Implementation Table includes all Goals and Action Items that will be included in the full plan, in a format that is easy to utilize in the implementation of the plan.

**Based upon the input that we have received from the consultation process, the following recommendations are offered:**

- 1. That we adopt the new format for the plan which will include the text for all goals and recommended actions in section A, and the Implementation Table in section B that set out a 5-year implementation period**
- 2. That we amend the Goals as recommended**
- 3. That we include the action items that have been identified as High Priority from the consultation process, as well as the new suggested action items that have been identified during the consultation and review process.**

## **5. Your Comments and Suggestions**

Input from the Cultural Commission and the Culture and Tourism Board is an important part in of the master plan review and update process.

Please consider whether any actions are missing from this 2021 master plan update, beyond the priorities that have been identified as most relevant at the present time and the suggestions that have already been offered and incorporated.

Your questions, comments and any suggestions are invited, regarding what has been recommended, or what should be added.