

Part A – Recommended Implementation Table Content 2021 Carson City Arts and Culture Master Plan Update

This Implementation Table contains all of the recommended content for the entire 2021 Updated Plan. This content will be inserted in text format in the main section of the plan and this Implementation Table will then be inserted as Part B of the Plan in order to guide the implementation and monitoring process.

Overall Strategic Objectives	Recommended Activities from 2016 A&CMP	Schedule 21/22/23/24/25	Who Should Lead	Other Relevant Partners	Output Evaluation of Activities	Overall Strategic Objective Outcomes
1. Cultural facilities and public spaces enable a wide range of cultural activities & events and throughout Carson City	1.1 FACILITIES INVENTORY/ DATABASE Annually update the City’s inventory of cultural and heritage facilities and city venues, including facility information (i.e. capacity, hours of operation, seating charts, architectural layout, on-site amenities and services etc.) through digital cultural maps with direct links to each facility for this information.	22 - 25	City /CTA	Cultural facilities		
	1.2 FACILITIES PLANNING GROUP Work with City departments to plan cultural facility development needs and explore public-private support and grant opportunities; identify priorities for Carson City, that consolidates vision, avoids duplication of effort, and improves cost-effectiveness.	22 - 23	City / CTA	Parks & Rec Private venues		
	1.3. CENTRAL ARTS DISTRICT/CULTURAL CORRIDORS Promote the designation of an official “arts district” or “cultural corridor” within the downtown area, while addressing the needs of burgeoning suburban-rural area.	22 - 24	City / CTA			
	1.4 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 (i.e., shared offices, training facilities, resource library, board room, business center, studio space, exhibit gallery, etc.) through the redevelopment of facilities (i.e., the historic Nevada State Prison complex, re-purposed libraries & other suitable properties)	22 - 25	City and BAC			
	1.5 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.	21 – 25 ongoing	City /CTA staff and State agencies	Historical Society		
	1.6 CULTURAL INFRASTRUCTURE 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.					

A. Overall Strategic Objectives	B. Recommended Activities from 2016 A&CMP	D. Schedule 21/22/23/24/25	E. Who Should Lead Implementation	F. Other Relevant Partners in Implementation	H. Output Evaluation of Activities	I. Overall Strategic Objective Outcomes
2. A wide range of cultural programs, events, destinations and arts initiatives showcase Carson City’s unique culture and talent	2.1 DEVELOPMENT OF FESTIVALS AND EVENTS Support and promote cooperation, collaboration and co-venturing among cultural organizations, private producers and the City for cultural and heritage festivals and events in the region to leverage increased cultural tourism, economic impact, and audience development, including annual events such as Nevada Day, Jazz & Beyond, and Stewart Father’s Day Pow Wow festival activities. Facilitate initiatives that enable higher professional production standards, wider channels of promotion, and increased cooperation amongst festival and event organizers.	22 -25 ongoing	All	Existing Festivals		
	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.	22 – 25 ongoing	City /CTA and Cultural Organizations	Local Artists and 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 Studio” community project - bringing artists and arts consumers directly in touch with each other. Participating artists’ locales gain special branded signage and advertising promotion.	21 – 25 ongoing	City /CTA staff and Cultural Organizations	Artists		
	2.4 ARTS-RELATED BUSINESSES & CREATIVE INDUSTRIES PROFILE Inventory arts-related businesses in the cultural maps and local cultural tourism marketing materials (e.g., architects, graphic designers, apparel designers, publishers, film makers, printers, bands, advertising professionals, agents, etc.)	21 - 22	City / CTA staff			
	2.5 CULTURAL HERITAGE Develop and market cultural tourism attractions that showcase Carson City’s history and authentic cultural heritage in response to the number of visitors that are seeking this type of tourism offering.	22 - 25	CTA	Museums, arts organizations historic sites, historical societies		
	2.6 ANNUAL RECOGNITION CELEBRATION Host an annual awards celebration, to honor those who have advanced the cultural arts and City’s heritage.	23 – 24 Cultural Summit	City			
	2.7 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.	21 - 25	CTA	All		
	2.8 PUBLIC ART Prepare a public art ordinance and procedures 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.					

	2.9 REGIONAL INITIATIVES Explore regional partnerships and collaboration that will expand local opportunities and further define Carson City culture and character.					
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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.	3.1 ADVANCEMENT TRAINING AND CAPACITY-BUILDING FOR GRASSROOTS AND EMERGING ORGANIZATIONS /GROUPS Expand a comprehensive program of technical assistance and professional development for cultural organizations in Carson City, which builds capacity, management stabilization, and business acumen in the cultural community with support from the Nevada Arts Council and foundations.	23 - 25	City, NAC, foundations	Cultural Organizations		
	3.2 SPECIALIZED TRAINING AND NETWORKING FOR INDIVIDUAL ARTISTS Work with cultural organizations to offer specialized programs of workshops, seminars, guest speakers, networking forums and grant opportunity announcements expressly for individual artists.	22 -25	VCC, NAC	Cultural Organizations		
	3.3 COLLABORATION AND PARTNERSHIPS Encourage and 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.	22 -25	City, CTA	Cultural Orgs		
4.Cultural Planning and monitoring of A&CMP implementation are ongoing processes in Carson City	4.1 ONGOING CULTURAL PLANNING Engage in ongoing cultural planning and involve broad-based public participation in the planning process.	21 - 25	CTA			
	4.2 EVALUATION AND ANNUAL REPORT Monitor and evaluate the Carson City Arts and Culture Master Plan as it is implemented, noting accomplishments, revisions and updates - to be summarized in the Commission's Annual Report and shared with all who are interested.	22 -25	CTA. City			
	4.3 ANNUAL ARTS CONGRESS Convene a cultural forum bi-annually involving artists and leaders from the cultural sector, business, government, the third (nonprofit) sector, and the community in a one-day forum to assess and celebrate progress and to explore needs and opportunities facing the future of arts and culture in Carson City that should be noted in the Arts and Culture Master Plan.	22 -25	CTA. City			

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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 groups¹	5.1 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. This includes Stewart Indian School Cultural Center, Hispanic Centers, 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), and others.	23	CTA. City	Cultural Orgs		
	5.2 OUTREACH TO A VARIETY OF DIVERSE AND SPECIAL POPULATIONS Encourage and co-sponsor 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.		City, CTA	Cultural Orgs		
	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.					
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	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 - 25	Cultural Orgs	Social service agencies		
	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.	22 -25	Cultural Orgs CTA	Community Orgs		

¹ 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.

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	6.3 PUBLIC ART 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.	21 -25	City / CTA			
	6.4 FACILITIES PLANNING GROUP Work with City departments to plan cultural facility development needs and explore public-private support and grant opportunities; identify 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.	22 - 23	City / CTA	Parks & Rec		
	6.5 CENTRAL ARTS DISTRICT/CULTURAL CORRIDORS Promote the designation of an official "arts district" or "cultural corridor" within the downtown area, while addressing the needs of burgeoning suburban-rural area.					
7. (new) Effective marketing, promotional and data tools are in place for cultural organizations, residents and visitors	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.	21 - 25	CTA	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 joint advertising opportunities for tourism-based events.	22	CTA, NAC NDTCA			
	7.4 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.	21- 25	CTA	Cultural Orgs		
8. (new) Adequate funding and resources are available to support a well-functioning arts and culture sector	8.1 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• Inter-generational grants.	22 - 25	CCCC	NAC		
	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.	22 - 25	CTA, City			

	<p>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.</p>	22 - 25	CTA, City			
	<p>8.4 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.</p>	22 - 25	CTA, City			
	<p>8.5 ADVOCACY CASE FOR SUPPORT Work with the cultural community to promote ongoing funding support for the Carson City Arts and Culture Program as its initiatives grow and demonstrate success.</p>	22 - 25	CTA, City			
	<p>8.6 REDEVELOPMENT SPECIAL EVENTS GRANTS Work with the Carson City Cultural Commission, and the Carson City Redevelopment Authority in the administration of the Redevelopment Special Events Grants program.</p>	22 - 25	CTA, City			

The Cultural Master 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.

**Part B - Implementation Table Edited Content
for the 2021 Carson City Arts and Culture Master Plan Update**

This Implementation Table provides an explanation of all edits made to the original action items from the 2016 plan, based on the results of consultation, awareness of best practice and of the programs currently in place that were not included in the 2016 plan.

Anything that is highlighted in **blue text** identifies text that should be deleted. Anything that is highlighted in **red text** is new suggested text to be added, and all **green** text is comments that provide further explanation about the origin or rationale behind the recommended changes to each of the action items from the 2016 plan.

Implementation Table Edited Content 2021 Carson City Arts and Culture Master Plan Update

Overall Strategic Objectives	Recommended Activities from 2016 A&CMP	Schedule 21/22/23/24/25	Who Should Lead	Other Relevant Partners	Output Evaluation of Activities	Overall Strategic Objective Outcomes
1. Cultural facilities and public spaces enable a wide range of cultural activities & events and throughout Carson City	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 information (i.e., capacity, hours of operation, seating charts, architectural layout, on-site amenities and services rental equipment , fee schedules , etc.) through digital cultural maps with direct links to each facility for this information. zoning suburban-rural areas.	21 - 22	City / CTA			
	1.2 (2.2) FACILITIES PLANNING GROUP Work with City departments to plan cultural facility development needs and explore public-private support and grant opportunities ; identify 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.	22 - 23	City / CTA	Parks & Rec		
	1.3. (2.3) CENTRAL ARTS DISTRICT/CULTURAL CORRIDORS Promote the designation of an official “arts districts” and or “cultural corridors” within the downtown area community and throughout city neighborhoods , while addressing the needs of burgeoning suburban-rural area.	22 - 24	City / CTA			
	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) MODERATE-HIGH PRIORITY but the same as 1.1					
	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. LOW PRIORITY – Extract					
	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, etc.) through the redevelopment of facilities (i.e., the historic Nevada State Prison complex, re-purposed libraries & other suitable properties)	22 - 25	City and BAC			
	1.7 (5.2) ARTS WAREHOUSE Coordinate a center for nonprofit groups offering free or low-cost furniture, equipment, supplies, and raw materials donated by business and industry. LOW PRIORITY – Extract					
	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, sunshades and other street enhancements). Coordinate with local Downtown Business Association (DBA) and City departments. LOW PRIORITY – Extract					
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	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 LOW PRIORITY - extract					
	1.10 (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 to ensure Carson City’s cultural heritage is protected, shared and showcased for generations to come.	21 – 25 ongoing	City /CTA staff and State agencies	Historical Society		
	1.11 (NEW) CULTURAL INFRASTRUCTURE 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.					
2. A wide range of cultural programs, events, destinations, and arts initiatives showcase Carson City’s unique culture and talent	2.1 (5.3) DEVELOPMENT OF FESTIVALS AND EVENTS COLLABORATIONS Support and promote cooperation, collaboration and co-venturing among cultural organizations, private producers and the City for cultural and heritage festivals and events in the region to leverage increased cultural tourism, economic impact, and audience development, including especially with annual events such as Nevada Day, Jazz & Beyond, and Stewart Father’s Day Pow Wow festival activities. Facilitate initiatives that enable 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 festival and event organizers. community celebrations of arts, heritage, history and food ways that are staged throughout the year.	22 -25 ongoing	All	Existing Festivals		
	2.2 (6.1) PROJECTS EXPRESSLY FOR INDIVIDUAL ARTISTS Explore and support Consider 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.	22 – 25 ongoing	City /CTA and Cultural Organizations	Local Artists and Arts Organizations		
	2.3 (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) LOW - MODERATE PRIORITY – Extract					

	<p>2.4 (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.</p>	21 – 25 ongoing	City /CTA staff and Cultural Organizations	Artists		
	<p>2.5 (6.5) ARTS-RELATED BUSINESSES & CREATIVE INDUSTRIES PROFILE Inventory arts-related businesses in the cultural maps and local cultural tourism marketing materials registry and cultural economic impact study for Carson City (i.e., 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.</p>	21 - 22	City / CTA staff	Creative businesses		
	<p>2.6 (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 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. LOW PRIORITY – Extract</p>		- Not the City’s role WNC, School District, - teachers			
	<p>2.7 (NEW) CULTURAL HERITAGE Develop and market cultural tourism attractions that showcase Carson City’s history and authentic cultural heritage in response to the number of visitors that are seeking this type of tourism offering.</p>	22 - 25	CTA	Museums, arts organizations historic sites, historical societies		
	<p>2.8 (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. NOTED THAT THIS IS HAPPENING -THE MAYORS ARTS AWARDS / CAN BE PART OF THE CULTURAL SUMMITS</p>	23 – 24 Cultural Summit	City			
	<p>2.9 (NEW) 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.</p>	21 - 25	CTA	All		
	<p>2.10 (NEW) REGIONAL INITIATIVES Explore regional partnerships and collaboration that will expand local opportunities and further define Carson City culture and character</p>					

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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.	3.1 (8.1) 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.	23 - 25	City, NAC, foundations	Cultural Organizations		
	3.2 (8.2) SPECIALIZED TRAINING AND NETWORKING FOR INDIVIDUAL ARTISTS Work with cultural organizations to offer specialized programs of workshops, seminars, guest speakers, networking forums and grant opportunity announcements expressly for individual artists.	22 -25	VCC, NAC	Cultural Organizations		
	3.3 (8.3) 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. LOW - MODERATE PRIORITY – Extract					
	3.3 (NEW) COLLABORATION AND PARTNERSHIPS Encourage and 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. COMMENTS RECIEVED FOR 3.2 AND 3.3 ASK FOR ENHANCED COLLABORATION AND PARTNERSHIPS.	22 -25	City, CTA	Cultural Orgs		
	3.4 (8.4) 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. LOW PRIORITY - Extract					
4.Cultural Planning and monitoring of A&CMP implementation are ongoing processes in Carson City	4.1 (NEW - from the second overall Key Goal in the original A&C Master Plan - however no recommended activity for it). ONGOING CULTURAL PLANNING Engage in ongoing cultural planning and involve broad-based public participation in the planning process.	22 -25	CTA. City			
	4.2 (11.6) EVALUATION AND ANNUAL REPORT Monitor and evaluate the Carson City Arts and Culture Master Plan as it is implemented, noting accomplishments, revisions and updates - to be summarized in an Annual Report and shared with all who are interested. 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”), cultural organizations and the community.	22 -25	CTA. City			

	<p>4.3 (5.1) ANNUAL ARTS CONGRESS</p> <p>Convene a cultural forum bi-annually - ideally with a number of co-sponsors - involving artists and leaders from the cultural field sector, business, government, the third (nonprofit) sector, and the community in a one-day forum to assess and celebrate progress and to explore needs and opportunities facing the future of arts and culture in Carson City that should be noted in the Arts and Culture Master Plan.</p>	23	CTA, City	Cultural Orgs		
<p>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 groups²</p>	<p>5.1 (2.5) MULTICULTURAL AND HERITAGE FACILITIES / VENUES</p> <p>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. This includes Stewart Indian School Cultural Center, Hispanic Centers, 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 others.</p>	22-25	CTA, City	Museums, Historic Sites, Multicultural Organizations		
	<p>5.2 (8.1) OUTREACH TO A VARIETY OF DIVERSE AND SPECIAL POPULATIONS</p> <p>Encourage and co-sponsor 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. SHOULD INCLUDE - BEST PRACTICE</p>	City, CTA	Cultural Orgs	City, CTA		
	<p>5.3 (8.2) INITIATIVES FOR THE LOCAL NATIVE AMERICAN COMMUNITY</p> <p>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 inter-generational programs (Cf. the following SECTION 9: Social Entrepreneurship and Community Development) 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</p>					

² 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.

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6. Municipal government planning, decision-making and placemaking incorporate culture to improve quality of life, enhance cultural tourism, economic development and community problem solving	<p>initiatives could be in the form of cultural programming, art exhibits, festivals or powwows, and encouraging local youth art projects.</p> <p>6.1 (9.1) YOUTH-AT-RISK COLLABORATIONS THROUGH ARTS AND CULTURE Encourage cultural groups organizations 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, weekends, during holidays and summer break.</p>	22 - 25	Cultural Orgs	Social service agencies		
	<p>6.2 (9.2) 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. 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</p>	22 - 25	Cultural Orgs CTA	Community Orgs		
	<p>6.3 (9.3) ARTS & HEALING INITIATIVES Work with area hospitals, clinics, health care 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, re- habilitation 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. LOW PRIORITY – Extract</p>					
	<p>6.4 (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.) LOW PRIORITY – Extract</p>					
	<p>6.5 (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</p>					

	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. LOW PRIORITY – Extract					
	6.6 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, mapmakers 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. LOW PRIORITY – Extract					
	6.3 (NEW) PUBLIC ART 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. <i>(Not in 2016 Plan)</i>	21 -25	City / CTA			
	<i>From Goal 1 – NOTE- this also addresses Goal 6</i> 1.2 FACILITIES PLANNING GROUP Work with City departments to plan cultural facility development needs and explore public-private support and grant opportunities; identify 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.	22 - 23	City / CTA	Parks & Rec		
	<i>From Goal 1 – NOTE- this also addresses Goal 6</i> 1.3. CENTRAL ARTS DISTRICT/CULTURAL CORRIDORS Promote the designation of an official “arts district” or “cultural corridor” within the downtown area, while addressing the needs of burgeoning suburban-rural area.	22 - 23	City / CTA	DBA		

A. Overall Strategic Objectives	B. Recommended Activities from 2016 A&CMP	D. Schedule 21/22/23/24/25	E. Who Should Lead Implementation	F. Other Relevant Partners in Implementation	H. Output Evaluation of Activities	I. Overall Strategic Objective Outcomes
7. Effective marketing, promotional and data tools are in place for cultural organizations, residents, and visitors	7.1. (3.1) CULTURAL ATTRACTIONS MAP Prepare a Work with the Nevada Department of Tourism and Cultural Affairs, The Carson City Culture and Tourism Authority, Chamber of Commerce, and local cultural organizations on a cultural destinations map to promote the area’s cultural assets, 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.	21 - 25	CTA	GIS, Website developers		
	7.2 (3.1) CULTURAL EVENTS CALENDAR Work with the Nevada Department of Tourism and Cultural Affairs, The Carson City Culture and Tourism Authority, Chamber of Commerce, the Nevada Arts Council and local cultural organizations to provide event calendars and joint advertising opportunities for tourism-based events.	22	CTA. NAC NDTCA			
	7.3 (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.	22	Coalition, CTA			
	7.4 (3.3) A TICKET SAMPLER SERIES 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 down-loadable cultural coupon book or passport series (offering discounts, two-fer tickets, incentives and premiums to consumers). LOW PRIORITY – Extract					
	7.5 (3.3) ONLINE TICKET OUTLET 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 down-loadable vouchers. Coordinate with other organizations and agencies which already offer ticket outlets and box office services. LOW PRIORITY – Extract					
	7.6 (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. LOW PRIORITY – Extract					

A. Overall Strategic Objectives	B. Recommended Activities from 2016 A&CMP	D. Schedule 21/22/23/24/25	E. Who Should Lead Implementation	F. Other Relevant Partners in Implementation	H. Output Evaluation of Activities	I. Overall Strategic Objective Outcomes
	7.7 (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.” LOW PRIORITY – Extract					
	7.8 (3.6) HOT TIX PROGRAM Encourage local companies and philanthropies to invest in the Hot Tix Program, by purchasing blocks of tickets to be dispersed free or low cost to youth, low-income families, special populations, and senior citizens as an audience building tool. LOW PRIORITY – Extract					
	7.9 (3.7) KEY COLLATERAL PROMOTIONAL MATERIALS Create a platform of key promotional materials in addition to the above (i.e., festivals brochure, tourist guides, cultural passport for youth, newcomers’ guide to arts, culture, family staycations in Carson City, etc.) 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.	21- 25	CTA	Cultural Orgs		
8. (new) Adequate funding and resources are available to support a well-functioning arts and culture sector	8.1 (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: It’s quite fun to do the impossible.-- Walt Disney“ Imagination is more important than knowledge.”-- Albert Einstein • 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• Inter-generational grants.	22 - 25	CCCC	NAC		
	8.2 (5.5) PUBLIC ART GRANTS 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.)					

	<p>8.3 (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.</p>					
	<p>8.4 (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.</p>					
	<p>8.5 (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.</p>					
	<p>8.6 (11.4) ADVOCACY CASE FOR SUPPORT Work with the cultural community to promote ongoing funding support for the Carson City Municipal Arts Agency Arts and Culture Program as its programs and research initiatives grow and demonstrate success. (Cf. “Forty Action Strategies” on the National Association (ASSEMBLY) of State Arts Agencies website - nasaa-arts.org.)</p>					
	<p>8.7 (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.) LOW PRIORITY – Extract</p>					
	<p>8.7 (NEW – program activity currently being undertaken but not in 2016 plan) REDEVELOPMENT SPECIAL EVENTS GRANTS Work with the Carson City Cultural Commission, and the Carson City Redevelopment Authority in the administration of the Redevelopment Special Events Grants program.</p>					

The Cultural Master 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.