



# Values & Vision

Nevada Arts Council  
Strategic Plan 2016–2020

The arts span  
generations and  
cultures, enriching  
everyone's life.





## INTRODUCTION

# Values & Vision 2016–2020

The Nevada Arts Council engages in a formal planning process to communicate with constituents, gather feedback about the agency's programs and policies, assess the needs of Nevada's arts industry, and explore the state of the arts in communities across Nevada. The outcome of this process is *Values & Vision: Nevada Arts Council's Strategic Plan*. Providing a framework for the work of the agency, *Values & Vision* is shared with constituents, stakeholders, the National Endowment for the Arts and the State of Nevada.

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During the spring of 2014, NAC staff and board traveled more than 2,600 miles to engage in a statewide conversation about the arts. Nearly 500 Nevadans gathered at thirteen Arts Town Meetings to discuss community-specific issues as well as topics that resonated across cities and towns, urban and rural, throughout the state.

Conversations at Arts Town Meetings, combined with responses from surveys, interviews and meetings, reinforced our belief that: (1) Nevadans are resilient, collaborative, curious and desirous of a collective wellbeing, and (2) community arts organizations, educators, government leaders, social service providers and residents are eager to increase opportunities for arts and cultural development in their region.

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Capturing individual and collective voices across Nevada, *Values & Vision 2016–2018* acknowledges and supports both continuity and transformation. The plan is designed to address topics and concerns that affect the state, be mindful of common goals and issues specific to our direct constituents, and reflect the Nevada Arts Council's resolve to serve the people and communities of Nevada in productive and innovative ways.

## Gratitude

We are deeply indebted to the support and guidance from an active coalition of individuals, organizations and businesses during this extensive planning process. Nevada should be proud of its many citizens who commit time and resources to improve the state's quality of life, increase access to the arts, and strengthen our education system for future generations. To all who participated in this planning process—we couldn't have succeeded without you.

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All material from the planning process, include community notes, are available on the Nevada Arts Council website at [nac.nevadaculture.org](http://nac.nevadaculture.org). Quotes in this publication are comments from Arts Town Meetings and the Survey.



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## THE PROCESS

# How We Listened

The *Values & Vision* planning process is viewed as an opportunity to strengthen relationships and develop new partnerships. With the Community Arts Development Program in the lead, the Nevada Arts Council (NAC) identified communities and organizations eager to contribute in a “statewide conversation on the arts” and participate in this round of Arts Town Meetings. Members of the NAC board and staff engaged in group and individual discussions, and a *Value of the Arts* public survey in both Spanish and English was circulated online and through print distribution.

### ✕ Arts Town Meetings

Thirteen communities in 10 of Nevada’s 17 counties emerged as Arts Town Meeting (ATM) sites, including three municipalities in the Las Vegas Valley, rural cities along the I-80 corridor, and three isolated towns in central and eastern Nevada. NAC collaborated with more than 24 co-sponsors, including Healthy Communities Coalition of Lyon and Storey Counties, Mineral County Economic Development Authority and the Nevada Indian Commission. A breadth of facilities hosted ATMs, such as the Stewart Indian School in Carson City, city halls in Winnemucca and North Las Vegas, Fernley High School and the Western Folklife Center in Elko.

ATMs were designed with three objectives: (1) evaluate the agency’s programs and policies to inform the 2016–2020 strategic plan; (2) assess the needs of Nevada’s arts industry; and (3) offer an abbreviated collective action planning exercise for host communities. The ATM process included:

- Plenary discussions about critical arts issues in the host community, and the creation of a collective vision of a culturally rich community.
- Selection of a key issue by breakout groups, and the development of a set of action steps to address that issue.
- Report-outs from breakout groups to produce a list of community issues for the plenary body to prioritize and adopt.
- Plenary sessions encouraging discussion about NAC services and programs.
- Personal Advocacy Cards completed by participants that identified a personal commitment to continue the work achieved at the meeting.

Discussions at each Arts Town Meeting were scribed and collated by NAC staff, shared with co-sponsors and meeting attendees, and posted on the NAC website at [nac.nevadaculture.org](http://nac.nevadaculture.org).

### ✕ Public Arts Surveys

The *Value of the Arts* survey attracted more than 223 contributors from 39 Nevada cities and towns. Seventy percent of survey respondents lived in Nevada from 11 to over 40 years, indicating a significant stability among artists, arts leaders and arts-based organizations. Seventy-seven percent had a bachelor’s degree or above. 51% were individual artists. Eighty-seven percent felt that the arts should be part of K-12 curriculum. 77% of artists identified “opportunities to promote their work” as a critical issue.



## VALUES & VISION

# What We Heard and Learned

Although each Arts Town Meeting presented a distinctive set of qualities and characteristics, an analysis of the collective comments from the community notes revealed a united desire—a “Nevada rich in art.” Moving forward was dependent on working together, locally and as a statewide arts community. NAC was asked to provide the leadership, technology and resources to make this possible.

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### ✕ Nevada’s Cultural Landscape

Nevada’s ecology was celebrated as the inspiration in communities large and small, urban and rural. The landscape, local flora and fauna, desert, mountains, wide-open vistas of the Basin and Range, and even the isolation, inform the work and aesthetics of Nevada artists working in all disciplines. As much as these characteristics are treasured by Nevadans, they also present challenges of access and interaction. This was a particular concern of artists and presenting organizations living and working in smaller, rural and remote communities. The impact of “metropolitan” isolation was an issue discussed by those living in the Las Vegas Valley as well.

Not surprisingly, the economy was a factor in all discussions. The effects of the recession were pervasive; some stories were personal and visceral, like this unforgettable comment from one rural community meeting, “it’s...like coming out of a bomb shelter.” Yet, readiness to move forward—employing the arts as a blueprint for recovery—was universal.

Nevada’s arts industry continues to engage residents of all ages, attract tourists and serve communities while boosting the local economy—in some cases quite significantly. Anecdotal and collective data document a strong relationship between the arts industry and the economic health of Nevada communities. Continuous investment in statewide partnerships, leadership and advocacy will maximize existing funding, leverage new state and local dollars, and strengthen private/public partnerships. NAC can lead by encouraging Nevada’s involvement in national-level efforts to generate federal and private foundation support.

Nevada and the nation are in the midst of a cultural shift. Brought about by changing demographics, fluctuating economies and modifications in lifestyle, the role of the arts for the future of the state is one that we can embrace, guide and celebrate. Interactive and sustained arts and cultural experiences will set the stage for a continuation from the historical to the vast potential of the future. The sky is the limit.

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### ✕ Cultural Infrastructure: Spaces and Places

Cultural facilities are community-building spaces, home to artists and arts organizations, and portals through which residents and visitors enter to engage with the arts. Performing arts centers, museums, galleries, music venues, and workshop and rehearsal spaces enliven neighborhoods and stimulate local businesses. Regardless of the size of the community, Nevada has a scarcity of cultural facilities in which to perform, create, display, and share artwork by professional, vocational or student artists. The establishment of both indoor and outdoor cultural facilities, as well as designated arts districts, is essential in supporting the creative community and economy.

## WHAT WE HEARD AND LEARNED CONTINUED

As a result of the conversations, participants learned about cultural asset mapping (identifying and documenting spaces, places, artists and activities) and how it strengthens the case for policies that provide stable and reliable cultural funding. Inspired and informed leadership is critical to support cultural policies to maintain enduring stewardship for future generations.

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### ✕ **Public Investment: Support for the Creative Workforce**

Financial investment in the arts was another dominant topic. After weathering the recession and consequent out migration of artists and arts administrators, those working in the arts identified the need for additional support services and advanced professional development.

The restoration of public funding for the arts in Nevada, post recession, continues to be sluggish and this significantly impacts the ability of Nevada’s arts organizations to meet audience and community needs. Emerging and ethnic arts organizations have historically suffered from limited funding opportunities. Public funds—local, state and national—generate private sector donations, corporate contributions and national investment. This mix of funding is required to ensure citizen and tourist access to a diversity of cultural programming and expand the economic impact of the arts in Nevada.

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### ✕ **Cultural Vitality: Leadership and Communications**

Enthusiasm to work more closely together to build a shared vision was evidenced, as was an appetite for information. Many admitted to feeling “perplexed” about how best to connect with their local arts community and leaders, the NAC, and the statewide arts sector. Training about and support to advance communication skills—particularly with the increased reliance on social media and rapid changes in technological platforms—would be welcomed, and could result in a robust framework for networking. Technical assistance should be designed to accommodate the many levels of “tech” experience. The feedback provided NAC with a clear message to expand its role as a convener and information clearinghouse, in partnership with our network of cultural service providers.

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### ✕ **Whole Community: Accessibility and Inclusivity**

Arts programs are successful when people feel authentically involved and connected at the community level. Strong support was voiced for NAC’s mission of ensuring accessibility to cultural programs and facilities, a mission that speaks to geographically isolated rural towns and reservations, economically challenged neighborhoods, and populations that are less likely to have access to engage in the creative process, including veterans, homeless and place-bound individuals. Increased leadership by the NAC—through continued support of folk and traditional arts, programs that are accessible to all abilities, ages, ethnicities, income levels and zip codes; as well as locally produced activities—will benefit resident engagement.

## WHAT WE HEARD AND LEARNED CONTINUED

### ✦ Lifelong Learning: Engagement, Opportunity, Education

Increased access to arts learning experiences along the lifelong-learning continuum was discussed as a valuable strategy for building audiences, developing a skilled and competitive workforce, and increasing support for the arts. Providing lifelong engagement opportunities with artists of all genres to foster an appreciation of and interest in the arts at an early age, and keeping populations engaged in the arts as they mature, may also result in personal and ongoing financial investment in a community's arts sector. People tend to support what they love.

Discussions revealed support for the personal interaction between students and professional artists. Not only are artists relevant as role models for young people, they offer students new and creative methods to explore the world around them and to express themselves. This builds confidence, provides learning opportunities, and creates a personal connection to the arts for children.

As Nevada's arts organizations increase programs to provide teacher training, residencies and out-of-school arts programs, our schools, even those committed to arts education, are constrained by limited funds and student testing expectations.

Although arts education was acknowledged as one of the most important issues during this round of Arts Town Meetings, and frustration with the lack of funding, political will, and arts learning opportunities for all ages was expressed often, advocacy on behalf of this issue appeared to be an after-thought. To attain equal access to standardized arts education for all students and support expanded lifelong learning opportunities for Nevadans of all ages and abilities in all settings, a unified advocacy message and ongoing communications with both citizens and policymakers are critical.

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### ✦ Competitive Advantage: Artists, Engagement, Excellence

Attracting and keeping a healthy, vibrant and talented base of artists in Nevada is critical to the sustainability of our arts organizations, superior arts education, programs of distinction, vibrant communities and lifelong learning for all Nevadans. Providing support for the artists' creative process, increasing artist access to and training in community- and school-based programming, and publicly celebrating artistic achievement are essential to demonstrate that Nevadans value the role of the artist in society. Artists expressed a need for increased opportunities and methods to connect with one another, and to communicate with public institutions, arts organizations and funding sources.



## WHAT WE HEARD AND LEARNED CONTINUED

### ✕ Connection: Advocacy and Public Support

Repeatedly, we heard frustration with the lack of public awareness and support for the breadth, quality and value of the arts in Nevada. Paradoxes were revealed. For example, respondents often rated “advocacy” as a low priority, but rated “developing a broad base of support for the arts” as a high priority. Clearly, broad-based support for the arts and arts education is dependent on an informed citizenry, which requires a unified and ongoing advocacy strategy. It is incumbent upon the NAC to step up its leadership role in advocacy efforts, with a focus on skills training and coordination during the next biennium to nurture the arts in Nevada’s landscape. This in turn, we believe, will lead to greater support and a higher profile for the arts industry—in Nevada and outside the state.

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### ✕ Nevada Arts Council: Insights

The strategic planning process enabled NAC staff and board to engage with constituents to discuss agency programs and services. In-depth evaluations of the NAC were provided in many surveys. Certain services and programs were meaningful to some constituents, and less important to others. Requests for increased NAC leadership and convening services were prevalent. Grants Online™, a Western States Arts Federation grants management system, seemed to generate confusion and frustration for specific constituencies. Staff was credited for its personalized assistance to help navigate the system and fix GO™ “glitches.” Most noted positive attributes:

- NAC’s agility to remain relevant and valuable “through it all”
- Preserving Poetry Out Loud as a statewide program
- Continuing the *Arts @ the Heart* gathering, and workshops such as *Brave New Boards* and *Grant Writing* in various communities
- Continued support of artists through the Artist Fellowship Program, and other funding and grant opportunities
- Providing high-quality exhibits through the Nevada Touring Initiative for all communities
- Streamlining the grants process and providing accessible staff assistance
- Sustaining and expanding the Rolling Grant categories (available throughout the year) to accommodate the needs and schedules of arts organizations, schools, educators and public institutions
- Easy access to NAC staff and program information
- Maintaining a presence in southern Nevada with the NAC Las Vegas office
- Supporting community-based creative engagement through grants and NAC staff mentoring
- Continuation of a statewide arts calendar and online resources
- Honoring diversity and inclusivity through Folklife Program activities, and staff assistance that demonstrated genuine curiosity and support
- Continuing to support organizational operations through the Partners in Excellence Grants
- Maintaining Arts Learning Component funding within the Partners in Excellence Grants, which encourages integration of arts learning into organizational planning and streamlines the grant application process



# Values & Vision 2016–2020

*Values & Vision 2016–2020: Nevada Arts Council Strategic Plan* identifies and addresses issues that affect the state as a whole, with goals and strategies intended to guide the Nevada Arts Council in its leadership role.

- Beyond its role as a funder, NAC is committed to strengthening its role as a curator of outreach programs and a clearinghouse for information.
- As a convener for dialogue and discourse, NAC will continue to promote inclusive conversations to ensure that solutions are based on serving all of Nevada. Acting in concert with artists, organizations, community leaders, and citizens, NAC can and will achieve the goals of the plan—in the short-term, and in the future.
- The Nevada Arts Council cannot, nor should not, shoulder sole responsibility for addressing these issues. However, the Nevada Arts Council can initiate and sustain inclusive conversations and partnerships to ensure statewide solutions are designed to serve all of Nevada.

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## Our Mission

To enrich the cultural life of the state through leadership that preserves, supports, and strengthens excellence in the arts and makes art accessible to all Nevadans.

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## Our Vision

A Nevada in which the arts enrich the lives of all residents, enhances the livability of communities, and contributes to the state’s economic vitality.

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## Our Values

- We believe in active arts engagement for all Nevadans, assuring that residents of all ages and abilities have access to diverse arts and cultural experiences.
- We are committed to the pursuit of excellence in the arts for all Nevadans.
- We believe in integrating the arts into the learning continuum for Nevadans of all ages.
- We appreciate, respect, and are committed to supporting Nevada’s creative workforce of artists, arts organizations, and advocates.
- We strive to cultivate long-term sustainability in our creative workforce and cultural institutions.
- We believe in partnership and collaboration in all aspects of our work, and we encourage innovation and collaboration in the creative workforce of Nevada and beyond state borders.

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## Our Desired Outcome

A culturally vibrant state, from the most isolated and small rural communities to the urban centers of Reno/Sparks and Las Vegas.

# Critical Issues

Six common themes emerged during the planning process, providing the critical issues to be addressed by the Nevada Arts Council. A seventh critical issue—funding—was woven throughout the conversations and we have added that to the list. As outlined in this document, these issues are the heart of the *Values & Vision* plan, and are priorities for the work of the agency. The goals and action steps, that follow each critical issue are delineated to inform the programs, initiatives and services designed to cultivate and sustain the arts for the people of Nevada.

*“What is my vision of a vibrant community? Where arts and artists are not separate from general society but are a seamless and integral thread in the fabric that binds a community.”*

## CRITICAL ISSUE 1 | Creative Communities

This issue addresses the statewide interest in building communities that incorporate the arts through accessibility, inclusivity, and identity. Participation and personal investment in the arts foster civic identity and a pride and sense of belonging. Every city and town in Nevada is rich in cultural and heritage assets to be inventoried and celebrated, a collective ‘place-keeping’ that builds community.

The arts allow for experimentation, risk taking and active problem solving—attributes that contribute to growth and community building. The NAC is in a unique position to provide critical community-building skills and to support access to cultural programs and facilities in all communities, including geographically isolated rural towns and reservations, special populations and economically challenged neighborhoods.

### ✕ Goals

- Cultivate understanding among community leaders, organizations and civic institutions that the arts contribute to growth, development and community identity.
- Support the development of local and state policies that integrate resources and opportunities for artists, arts and cultural organizations.
- Increase the visibility of arts and cultural programming to generate greater investment at the local level.

### ✕ Action Steps

- Promote the NAC and its role as a nexus with access to information, resources, and professional development opportunities for artists, arts and cultural organizations, administrators, and program personnel.
- Invest in a local arts agency network to anchor community arts programming, and promote communication and partnerships at the local and statewide levels.
- Provide and encourage leadership training, mentoring activities and the development of best practices.
- Support local funding efforts to build and stabilize cultural facilities.
- Encourage community-specific partnerships that enhance local livability by connecting business and government entities with resources and opportunities provided by local artists, community arts, and arts and cultural organizations.
- Recognize grantees with model programs that address accessibility, inclusivity and diversity.
- Provide support and training for public art projects and programs at the local level.

## CRITICAL ISSUE 2 | Arts Education

To foster thoughtful, creative, and productive leaders and community members, superior arts education should be available to all Nevadans. Nevada has outstanding teaching artists, classroom arts educators, and organizations committed to providing Pre K-12 and lifelong opportunities for education in the arts. However, an ongoing and unified message to Nevada’s citizens and policymakers about the critical need for arts education is crucial in order to effect significant change. Efforts at both state and local levels must focus on advocacy, communication, and commitment to equal access to quality arts education for all students. Arts education must permeate communities beyond Pre K-12 schools, and provide outlets for Nevadans of all ages and abilities, and in all settings.

### ✕ Goals

- Ensure that access to robust arts education in the Pre K-12 setting is available for all Nevadans.
- Document the significant impact of and critical need for integrated arts education to share with Nevada’s policymakers and citizens.
- Create strategies to increase arts learning experiences for Nevadans of all ages and abilities in diverse settings.

### ✕ Action Steps

- Promote arts education stories of impact and success at the local, state, and national levels by highlighting artist residencies, arts education programs, and innovative arts curriculum.
- Increase marketing efforts for the *Artists in Communities + Schools* roster and program to expand arts engagement/learning activities in schools and community settings.
- Expand the artist roster of the *Artists in Communities + Schools* to offer a diversity of high quality arts engagement/learning activities in schools and community settings.
- Partner with Arts for All Nevadans to present trainings that equip educators to provide relevant and meaningful arts education opportunities for individuals of all abilities.
- Encourage collaborations that increase arts learning engagement within traditionally underserved communities and populations.
- Provide incentives for programs that expand arts learning opportunities in community settings; connect programs to school curriculum, and support nontraditional, minority, and or underserved audiences.
- Establish a Nevada Education Leaders Institute that convenes teachers and teaching artists who model best practices in arts education while developing a statewide network of practicing professionals.
- Create a statewide Arts Learning Task Force to examine the relationship between education reform and the arts, and present compelling research to the public and decision makers to influence the educational agenda of Nevada.
- Integrate STEAM (Science, Technology, Engineering, Art and Math) in various departments, agencies and commissions that focus on education and workforce development.
- In partnership with the Nevada Department of Education (NDOE), update and adopt new Fine Arts Standards for implementation in all Nevada schools.

- Collect comprehensive data about access to arts instruction in Nevada K-12 schools that can support the inclusion of an Arts Education Specialist at NDOE.
- Develop and provide online and in-person professional development opportunities for teaching artists, arts organizations and educators on the new fine arts standards, arts integration and arts education for special needs populations.
- Provide incentives for model projects that connect arts integration and STEAM to school curriculum.
- Curate and publicize current research findings on effective arts education.

*"I support creating a more culturally rich society in Nevada that is supported by and for all residents."*

## CRITICAL ISSUE 3 | Arts Awareness/Advocacy

Building arts awareness and employing advocacy strategies go hand in hand to educate, encourage action, and advance cultural policymaking. Documenting and sharing our stories is an effective strategy to raise public awareness of the breadth, quality and importance of Nevada's arts industry. Each conversation with an individual or a group about the value of the arts and arts education is grassroots arts advocacy. Many voices speaking on an issue of mutual concern makes a difference. We serve as first-line advocates for the arts—with neighbors, co-workers, elected officials and the general public. Citizens need both supporting data and anecdotal evidence in stories and images to convey the value and the urgency of building a strong network of support for the arts.

### ✕ Goals

- Expand and enhance public awareness of arts and cultural activity in the state.
- Deepen public understanding and appreciation of the arts as integral and essential to the lives of all Nevadans.
- Generate and sustain vocal and visible public support and funding for the arts and arts education.

### ✕ Action Steps

- Create a distribution and marketing plan to promote NAC grants and activities that includes both traditional and social media outlets.
- Initiate and sustain public dialogue about the impact of the arts on Nevadans' quality of life.
- Document and share stories that illustrate personal experiences and the significant impact of the arts on individuals and communities.
- Develop a collective strategy to advance the shared goals of the arts and tourism industries.
- Build and sustain a coalition across industries (tourism, education, arts, humanities, economic development, etc.) to weave arts and culture into their policies and priorities.
- Mentor a strong arts advocacy coalition that includes a statewide network, shared strategies, and an enthusiasm for collaboration.
- Increase promotion of the Arts License Plate as an awareness tool and to supplement the NAC and Arts for All Nevadans arts education budgets.
- Revisit and redesign the Governor's Arts Awards to expand the impact by including awards for businesses, community leaders and elected officials.
- Encourage projects through the Grants Program that include arts awareness or marketing plans to promote artists and their work.
- Develop arts advocacy training opportunities and audience specific toolkits.
- Broaden the arts advocacy role of the NAC board, including legislative mentoring.

- Foster an ongoing conversation with elected officials and provide ample opportunities to engage with the cultural workforce and participate in the arts to generate first-hand experiences of the creative process.
- Strengthen the role of the Legislative Arts Caucus as an advocate on behalf of cultural policies and public funding for the arts and arts education.
- Encourage the Nevada Congressional delegation to become active members of the Congressional Arts Caucus.

*“The arts foster connections among people and across cultures by nurturing and creating opportunities that celebrate the arts and support the local artistic community.”*

## CRITICAL ISSUE 4 | Arts Organizations

Nevada’s arts organizations and cultural institutions are a reflection of our own unique culture and history, and they are the heartbeat of communities. While most have weathered the economic downturn, many are still addressing the resulting shortage of experienced leadership, degeneration of institutional memory, and inadequate capacity for growth. The stability of Nevada’s arts and cultural institutions is necessary to the health of the communities in which they’re located, and investing in the arts industry is essential for the state’s educational, economic and social prosperity.

### ✕ Goals

- Document and promote Nevada’s exceptional programs and innovative initiatives.
- Support both established and emerging arts organizations statewide through professional development, networking opportunities, funding and advocacy.
- Build a sturdy infrastructure of funding, and resources to support and ensure long-term organizational relevance, community impact, and a framework for sustainability.

### ✕ Action Steps

- Provide leadership training, succession coaching, opportunities for networking, and mentorship programs for arts administrators and governing boards, and new and emerging organizations.
- Provide leadership training for new and emerging organizations.
- Encourage development of local and regional grant programs that provide both operational and programmatic support for arts and cultural organizations.
- Encourage resource sharing between successful organizations and new or emerging organizations by facilitating partnerships.
- Provide funding incentives for grant applicants who model accessibility, inclusivity and diversity of cultures in their proposed programs and initiatives.
- Survey Nevada’s anchor arts institutions to identify unmet needs and engage their leadership in the development of strategies to create new sources for statewide partnership opportunities and for regional support.
- Expand the Nevada Circuit Rider Program to provide professional consultants for a geographically broad and culturally diverse range of community-based and emerging arts organizations.
- Restore the Locals Stabilization Assistance Program grants to increase annual funding available to local arts agencies for operational support.
- Restore the NAC Challenge Grant category to support long-term financial strategies, capital investment, and collection development for Nevada’s established arts organizations.
- Undertake a stabilization/capacity building initiative through the Nevada Cultural Trust to provide requisite investment in Nevada’s arts institutions.

*“Art is what I do. I have no choice. Art is in me and I must express it and share it for all of Nevada and the world to see and feel my passion in whatever I create.”*

## CRITICAL ISSUE 5 | Artists

Artists are at the heart of the creative sector. Artists enrich every element of Nevada’s quality of life and the vigor of Nevada’s arts industry relies on the quality of artists living and working in the state. Providing support for the artists’ creative process, increasing artists’ ability to deliver community and school-based programming, and publicly celebrating their achievements will ensure and increase the public’s understanding of the role of the artist in our society. Nevada artists seek career development opportunities, increased visibility, enhanced arts facilities and workspaces, amplified marketing efforts, and reliable local funding for exhibits, performances, residencies, and public presentations.

### ✕ Goals

- Ensure that residence in Nevada is beneficial for artists of all disciplines to live, work, and thrive.
- Offer new and ongoing sources of funding and business and career development opportunities for Nevada artists.
- Celebrate and promote the work of Nevada artists.

### ✕ Action Steps

- Promote artistic excellence and exploration across all disciplines.
- Foster engagement of artists of all disciplines in planning and programming for educational, community and cultural initiatives.
- Promote the NAC artist roster and emphasize the concept of “artist as animator” through artist residencies in communities and classrooms.
- Maintain support for folk and traditional arts by advancing partnerships to develop public programs and events that share living cultural traditions and folk arts; promoting Nevada’s folk and traditional artists to ensure the preservation of the state’s cultural heritage; increasing funding to support folk and traditional artists; and supporting folklife learning and mentoring.
- Partner with Arts for All Nevadans to support artists with different abilities.
- Encourage Nevada’s arts organizations, businesses, and cities to commission new works and support Nevada artists.
- Continue to expand online directories of performing arts presenters, visual arts presenters, and artists’ profiles.
- Connect Nevada’s artists of excellence with regional, national and global initiatives, programs and funding.
- Encourage cities to honor artists living and working in their communities.
- Develop incentive programs for Nevada presenters to book Nevada performing artists.
- Expand NAC funding for fellowship grants and other programming to support artists of all disciplines.
- Provide career advancement training and networking opportunities at conferences and workshops for artists in all career stages.
- Continue to streamline the NAC grant application processes.
- Provide assistance to Nevada artists of all disciplines to increase access to resources, navigate unfamiliar systems, and overcome geographic or social isolation.
- Explore ways to support artists that encourage resilience, experimentation and risk.
- Raise artists’ visibility in creative placemaking and economic development projects.

*“Art can be an outlet for personal exploration, and it can challenge the mind with different ways to view and approach life. The arts allow life to be seen through a bigger picture window.”*

## CRITICAL ISSUE 6 | Professional Advancement

The strategic planning process revealed an enthusiastic and collective appeal for increased professional development and communication networks to support continued investment in the arts. Artists and arts providers continuously voiced the need to be connected, informed, and prepared. Nevada’s population is growing. This influx of new residents brings new artists, new audiences, and expectations of vibrant communities filled with a variety of cultural activities. Existing arts organizations are growing and new organizations are emerging to serve the increasing population and changing demographics. It is both important and strategic for the NAC to serve as the primary source for information, communication, and professional development in the field – in order to establish the arts industry as a Nevada hallmark.

### ✕ Goals

- Position the NAC as primary curator for networking, communications, and professional development opportunities for Nevada’s arts and cultural industry.
- Identify, develop, and support new and emerging arts leaders statewide.
- Develop and implement internal and statewide accessibility and inclusivity policies to promote increased access to the arts.

### ✕ Action Steps

- Increase research and communication of trends, growth patterns and demographics to better serve the arts industry statewide.
- Enhance the *NAC Artists in Schools + Communities* roster and Nevada Presenters to include indicators of accessibility and all ability programming.
- Promote and provide incentives for organizations and artists to participate in statewide and regional networks, and initiate collaborations to increase the reach of professional development opportunities.
- Integrate new resources such as jobs, news, funding opportunities, calls for artists, and an educational database for artists and teachers in our website and social media outreach.
- Improve NAC’s internal practices and services for individuals with special needs including alternative access to agency grants and services, improved web accessibility, transcription and documents in alternative formats.
- Establish a statewide Accessibility Advisory Committee.
- Improve requirement and enforcement of ADA/504 stipulations for grantees.
- Incentivize accessibility plans with add-on or separate grant funding.
- Restore an annual statewide arts conference.
- Investigate ways to provide a Leadership Advancement program for arts administrators.



*“State and local support of the arts are critical to developing a healthy, diverse, interesting and positive community. Investing in the arts and cultural sector feeds the economy and makes Nevada an appealing and desirable area to live.”*

## CRITICAL ISSUE 7 | Funding

Arts funding in Nevada that was directly affected by the recession has not been restored, nor has arts funding increased to serve a growing and changing population. This has a significant impact on the ability of Nevada’s arts organizations to meet audience and community needs. A focus on sustainability, partnership, leadership, and advocacy will maximize state funding, leverage local funding, and strengthen private sector and national giving to our arts industry and to the arts at the community level. An increase in funding that reflects the arts industry’s quantifiable needs is essential in ensuring citizen and tourist access to diverse cultural programming, and will amplify the economic impact of the arts in Nevada.

### ✕ Goals

- Promote a culture of philanthropy and develop new public and private revenue sources to support the arts, including innovative tax measures.
- Advocate for continued increases in NAC state and federal appropriations to support grants and statewide programming.
- Expand professional development opportunities for Nevada arts organizations to better compete for arts funding locally, regionally, and nationally.

### ✕ Action Steps

- Initiate and sustain a statewide campaign for Nevada corporate and business support for the arts.
- Broaden public and private partnerships, which increase resources for the arts.
- Promote existing training opportunities, elevate the Circuit Riders program, offer supplemental training opportunities to equip the arts industry with the tools necessary for success and offer technical assistance programs that build arts organizations’ infrastructure and resilience.
- Insure that arts organizations and programs receive sufficient support to achieve high standards of excellence.
- Maintain a fair, efficient and transparent grantmaking process.
- Explore innovative funding models that encourage artistic experimentation and risk-taking.
- Convene forums to share best practices and learn from peers; and support constituent effectiveness by communicating opportunities and success stories.
- Help arts organizations understand the need to diversify and achieve balance in revenue sources beyond public funding to include private sector support and earned income.

# Arts Town Meetings

Nevada Arts Council board and staff members traveled across the state to engage in conversation and dialogue at thirteen Arts Town Meetings in 2014. Discussions at these meetings, plus information gathering through a public survey, workshops and focus groups, guided the creation of *Values & Vision: 2016–2020 Nevada Arts Council’s Strategic Plan*. The generosity of time, energy and spirit of our many hosts, co-sponsors and local volunteers made our work seem effortless. Thank you all.

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## **SILVER CITY** | Tuesday, February 11 | 6–8 p.m.

Silver City Community Center

**Co-Sponsors:** Town of Silver City, Healthy Communities Coalition of Lyon and Storey Counties, Community Chest, Inc.

**Thank You:** Erich Obermayr, Silver City Advisory Board Chair; Quest Lakes, Healthy Communities Coalition of Lyon and Storey Counties; Shaun Griffin, Community Chest, Inc.; Pat Atkinson and Ann Black, NAC staff

**Facilitators:** Susan Boskoff and Mary Works Covington

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## **HAWTHORNE** | Tuesday, February 18 | 6:30–8:30 p.m.

Mineral County Public Library

**Co-Sponsors:** Mineral County Economic Development Authority, Mineral County Council on the Arts

**Thank You:** Shelley Hartmann, Mineral County Economic Development Authority; Linda Young, Mineral County Council on the Arts; Courtney Oberhansli, Mineral County Public Library; Fran Morrow and Maryjane Dorofachuk, NAC staff

**Facilitators:** Mary Works Covington and Susan Boskoff

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## **FERNLEY** | Wednesday, February 26 | 6–7:30 p.m.

Fernley High School

**Co-Sponsors:** Fernley High School, Fernley Arts and Culture Commission

**Thank You:** Lisa Farmer, Fernley Arts and Culture Commission; Jason Smith, Principal, Fernley High School; Julia Arger, NAC Board Chair, and Ann Black, NAC staff

**Facilitators:** Mary Works Covington and Susan Boskoff

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## **CARSON CITY** | Thursday, March 13 | 5:30–7:30 p.m.

State of Nevada Stewart Facility, Building #1 (formerly the Stewart Indian School)

**Co-Sponsors:** Nevada Indian Commission, Capital City Arts Initiative, Carson City Library, Carson City Arts & Culture Coalition

**Thank You:** Sherry Rupert, Chris Gibbons, Nevada Indian Commission; Sharon Rosse, Capital City Arts Initiative; Sena Loyd, Tammy Westergard and Andrea Moore, Carson City Library; David C. Bugli and John Shelton, Carson City Arts & Culture

**Facilitators:** Mary Works Covington, Pat Atkinson and Susan Boskoff

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**RENO** | Thursday, March 20 | 9–11 a.m.

McKinley Arts & Culture Center

**Co-Sponsors:** Sierra Arts Foundation, City of Reno Arts and Culture Commission, Renown Health Foundation

**Thank You:** Stacey Spain, Sierra Arts Foundation; Christine Fey, City of Reno Arts and Culture Commission; Annie Zucker, Arts & Healing Program, Renown Health Foundation; Claudia Vecchio, Nevada Department of Tourism and Cultural Affairs; Julia Arger, NAC Board Chair; Stacy Endres, Edward Estipona, NAC Board; Fran Morrow, Patricia Atkinson, Ann Black, Alana-lynn Bergland, Shirley Richardson and Emily Rogers, NAC staff

**Facilitators:** Susan Boskoff and Mary Works Covington

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**AUSTIN** | Monday, March 24 | 6–8 p.m.

Austin Town Hall

**Sponsor:** Lander County

**Thank You:** Joy Brandt, Dee Helming, Deon Reynolds, NAC Board

**Facilitators:** Mary Works Covington and Ann L. Black

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**EUREKA** | Tuesday, March 25 | 11 a.m.–12:30 p.m.

Eureka Opera House

**Sponsor:** Eureka County

**Thank You:** Andrea Rossman, Eureka Opera House; Trish Reynolds, Wally Cuchine; Deon Reynolds, NAC Board

**Facilitators:** Mary Works Covington and Ann L. Black

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**ELY** | Tuesday, March 25 | 5:30–7:30 p.m.

The Art Bank

**Co-Sponsors:** Ely Renaissance Society, Bristlecone Arts Council

**Thank You:** Virginia Terry, Ely Renaissance Society; Annette Marshall, Bristlecone Arts Council Trish Reynolds; Deon Reynolds, NAC Board

**Facilitators:** Mary Works Covington and Ann L. Black

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**WINNEMUCCA** | Monday, April 7 | 5:30–7:30 p.m.

Winnemucca City Hall

**Co-Sponsors:** City of Winnemucca, Northern Nevada Arts Council

**Thank You:** Mayor DiAn Putnam, City Hall staff; Jean Kinney, Northern Nevada Arts Council; Bill Sims, Nevada Small Business Development Center/Great Basin Arts & Entertainment

**Facilitators:** Mary Works Covington and Susan Boskoff

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**ELKO** | Tuesday, April 8 | 5:30–7:30 p.m.

Western Folklife Center (WFC)

**Co-Sponsors:** Western Folklife Center, Northeastern Nevada Museum

**Thank You:** Charlie Seemann, Meg Glaser, Amy Mills, Lucy Miller, Western Folklife Center; Claudia Wines, Northeastern Nevada Museum

**Facilitators:** Susan Boskoff and Mary Works Covington

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**LAS VEGAS** | Tuesday, April 29 | 6–8 p.m.

Winchester Cultural Center

**Co-Sponsors:** Metro Arts Council of Southern Nevada, Clark County Parks and Recreation Department

**Thank You:** Patty Dominguez and Joan Lolmaugh, Metro Arts Council of Southern Nevada; Patrick Gaffey, Winchester Cultural Center; Bobbie Ann Howell, Nevada Humanities; Julia Arger, NAC Board Chair; Jerry Schefcik, NAC Board; Linda Ficklin, Rebecca Snetselaar, and Sharon Martel, NAC Staff

**Facilitators:** Susan Boskoff and Mary Works Covington

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**HENDERSON** | Wednesday, April 30 |

11:30 a.m.–1 p.m.

Henderson Convention Center

**Sponsor:** The City of Henderson Cultural Arts and Tourism Department

**Thank You:** Andrea Primo, Annette Mullins, and Joyce Mallari, City of Henderson Cultural Arts and Tourism Department; Julia Arger, NAC Board Chair; Linda Ficklin and Rebecca Snetselaar, NAC Staff

**Facilitators:** Susan Boskoff and Mary Works Covington

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**NORTH LAS VEGAS** | Wednesday, April 30 |

3:30–6 pm

North Las Vegas City Hall

**Sponsor:** City of North Las Vegas

**Thank You:** Kathi Thomas-Gibson, City of North Las Vegas; Julia Arger, NAC Board Chair; Linda Ficklin and Rebecca Snetselaar, NAC Staff

**Facilitators:** Susan Boskoff and Mary Works Covington

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# Nevada Arts Council

The Nevada Arts Council, a division of the Department of Tourism and Cultural Affairs, was created as a state agency in 1967. Charged with supporting Nevada's arts and cultural sectors and expanding access to and public participation in the arts, The Nevada Arts Council (NAC) receives funding from the State of Nevada, National Endowment for the Arts, and other private and public sources.

In partnership with schools, arts institutions and communities, NAC actively works to bring artists, a diversity of art forms and audiences together in Nevada's metropolitan centers and most isolated rural towns.

From folklife festivals to youth artwork projects, and concert series to visual arts exhibits, NAC's support of a breadth of public programs provides residents a rich quality of life—contributing to the health and diversity of Nevada's economy and workforce, increasing tourism, strengthening communities and fostering education through the arts.

## Carson City Office

716 North Carson Street, Suite A  
Carson City, NV 89701  
775.687.6680 | 775.687.6688 Fax

## Southern Nevada Office

4000 South Eastern Avenue, Suite 240  
Las Vegas, NV 89119  
Phone: 702.486.3700

## Website

[nac.nevadaculture.org](http://nac.nevadaculture.org)

## General Email

[Infonvartscouncil@nevadaculture.org](mailto:Infonvartscouncil@nevadaculture.org)

# Nevada Arts Council

A division of the Nevada Department of Tourism and Cultural Affairs

*Brian Sandoval*, Governor, State of Nevada

*Claudia Vecchio*, Director, Department of Tourism and Cultural Affairs

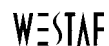
**Board** Julia Arger, Chair, Reno; Irma Varela, Vice Chair. Las Vegas; Edward Estipona, Reno; Joe O'Neill, Las Vegas; Gail Rappa, Tuscarora; Jerry Schefcik, North Las Vegas; Eric Strain, Las Vegas; Ryrie Valdez, Reno; and Annie Zucker, Reno

The Board of the Nevada Arts Council typically meets twice a year in person and throughout the year by conference calls. Meetings are held in accordance with the Nevada Open Meeting Law.

**Staff** Susan Boskoff, Executive Director; Patricia A. Atkinson, Folklife Program Coordinator; Las Vegas; Maryjane Dorofachuk, Arts Learning Program Coordinator, Las Vegas; Linda Ficklin, Administrative Services Officer; China Hudson; Arts Education Assistant\*, Fran Morrow, Artist Services Program Coordinator; Susan Raya, Account Technician; Stephen Reid, Nevada Touring Initiative Associate\*; Rebecca Snetselaar, Folklife Associate, Las Vegas; Teresa Moiola, Grants Program Coordinator; Cathleen Wyatt, Administrative Assistant III; Denise Duarte, Community Arts Development Associate; and Shoshana Zeldner, Community Arts Development Program Coordinator

The Nevada Arts Council recognizes the staff and board members who worked on this Strategic Plan and since moved on to new opportunities—Mary Works Covington, Community Arts Development Coordinator; Alana-lynn Bergland, Artist Services/NTI Associate; Ann L. Black, Grants Program Coordinator; Shirley Richardson, Community Arts Development Assistant\*; La Vonne Vasick, Administrative Assistant III; and Deon Reynolds, NAC Board Member.

*(\*These positions are supported with grants from the National Endowment for the Arts)*





NEVADA  
**arts**  
COUNCIL

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Carson City, NV 89701

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# Values & Vision: 2016–2020