



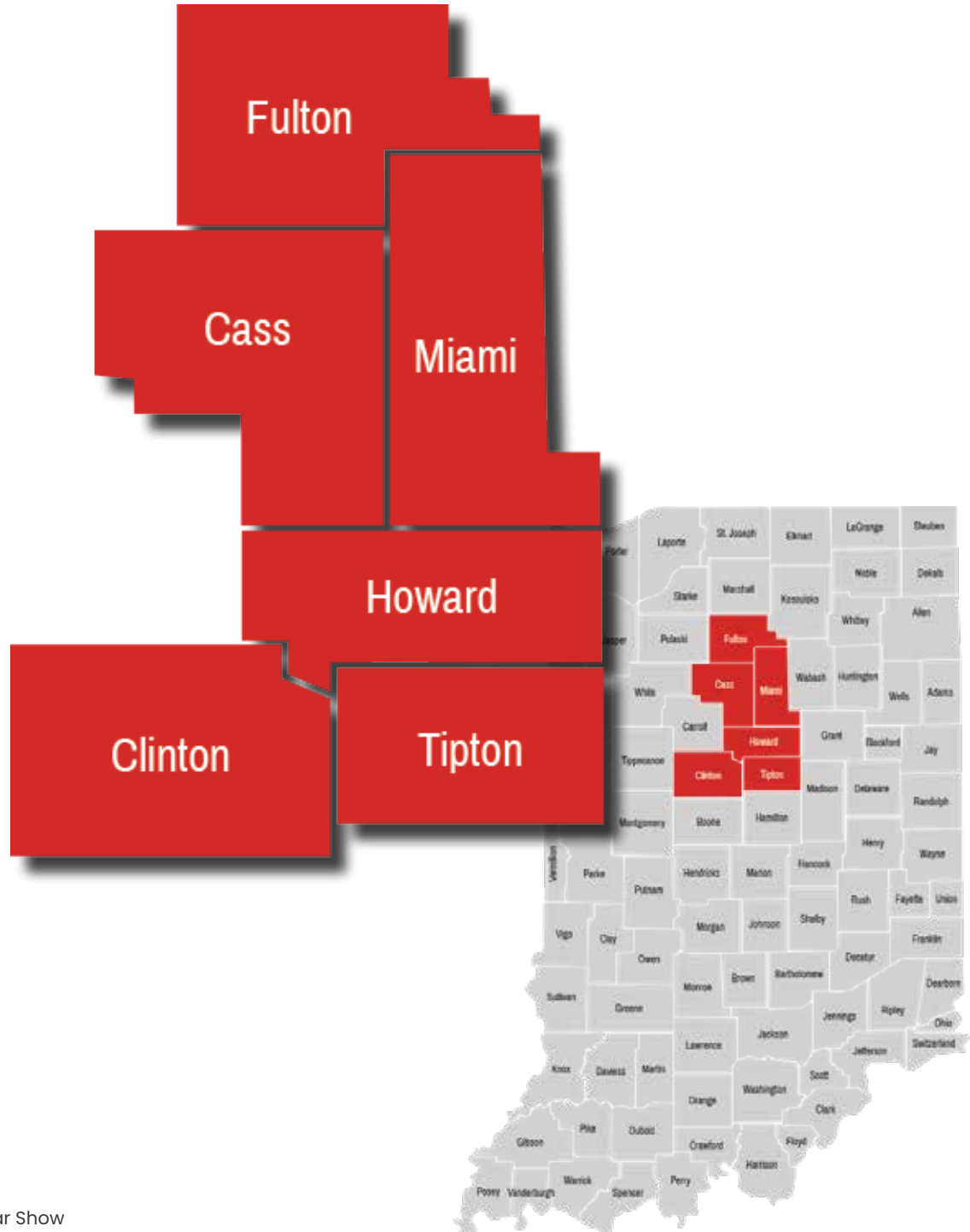
October, 2025



# NCIRPC

## Strategic Arts Plan

THE NORTH CENTRAL INDIANA REGION



Cover: Rochester Car Show

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Kati Roberts

Brooke Robertson

Rob Rupe

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The North Central Indiana Community and everyone who participated in this process!

## EXECUTIVE SUMMARY

### Why this Plan?

The North Central Indiana Regional Planning Council (NCIRPC) together with its partners has developed a comprehensive, collaborative strategic plan to support and expand arts and cultural initiatives across the six-county region. With a strong focus on building communities and a thriving creative economy, the plan seeks to provide greater accessibility to the arts, retain and attract artisans and creatives, while strengthening and supporting our cultural amenities. With more than 226,000 people living in its 2,100 square miles of land area, as well as a wealth of development along the corridors across the region, including Route 31, US 24, and I65, there are many opportunities for increased investment in arts and culture to improve quality of life for residents and increase the reach of recreational tourism opportunities.

### Vision

The North Central Indiana region is a vibrant destination for arts and culture that encourages community building and inclusivity. Its diverse and exciting artistic landscape attracts creatives and cultural consumers to visit its amenities and invest in its communities.

### Goals

- » Increase accessibility and visibility of the arts.
- » Foster and capitalize on existing resources and amenities.
- » Invigorate the local economies.
- » Create a sense of pride in local experiences.

### Public Engagement Efforts

Engagement with both the public and local professionals was vital to the success of this process. There were two ways to engage with this planning process: a digital community survey and virtual conversations with the planning team. A collection of business owners, arts organizations, elected officials, and the public were engaged across a series of focus groups and 1-on-1 conversations that revealed priorities that were developed into a vision for the community, goals for projects, and a prioritization of efforts to pursue.

### Regional Priorities

The flexibility provided in this long-term cultural planning framework creates opportunities for decision-makers to pursue diverse funding sources and pivot implementation priorities to leverage changes and growth in the local cultural ecosystem. The nimble approach also allows the community to continue to dream big, yet places emphasis on actionable, momentum-building steps for growing local arts and culture assets and tackle them as additional funding and capacity become available.

### Objectives

- » Develop state of the art arts and cultural facilities that engage residents and create new opportunities for tourism.
- » Develop engaging and exciting public art throughout the region.
- » Encourage and develop programming in North Central Indiana communities that increases quality of life through access to arts experiences.







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**NORTH CENTRAL  
IDENTITY**

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# WHY THIS PLAN?



Mural of Sarah Siders Bitzel of the Miami Nation of Indiana,  
Thomas Evans aka "Detour", Kokomo, IN



## An Introduction from the NCIRPC

North Central Indiana Regional Planning Council (NCIRPC) together with its partners have developed a comprehensive, collaborative strategic plan to support and expand arts & cultural initiatives across the six-county region (Cass, Clinton, Fulton, Howard, Miami and Tipton counties). North Central Indiana is home to numerous public and non-profit cultural amenities and organizations to include: performing arts, artist galleries and communities, cultural museums, live performance venues and public art displays. With a strong focus on building communities and a thriving creative economy, the plan seeks to provide greater accessibility to the arts, retaining and attracting artisans, while strengthen and supporting our cultural amenities.

During the planning process, a community survey and public forums engaged local officials, residents, and artisans from the six counties. The conversations revealed regional strengths, weaknesses and ways to create a transformational strategic plan around the arts and culture sector. The ideas from these conversations are the basis for the plan. And while we are come to the end of the planning process, this is only the beginning, and we are looking look forward to the future of arts and culture in our region and enhancing the quality of place and life in our region, making North Central Indiana the place to live, work, learn and play.

Thank you to all who participated in the process. Thank you to the Indiana Arts Commission for its technical support and guidance. Thank you to the Lily Endowment Inc. and the Indiana Economic Development Corporation for investing in the arts.

## Who is North Central Indiana?

Region Population

**226,519**

Land Area (m<sup>2</sup>)

**2,113**

North Central Indiana encompasses the counties of Cass, Clinton, Fulton, Howard, Miami, and Tipton. Much of the region's land is dedicated to agricultural uses, but it also has many artistic and cultural organizations and festivals, mostly concentrated in downtown areas.

### Recreational Tourism

North Central Indiana is uniquely positioned to attract tourists from around the Midwest. Large, out-of-state cities like Detroit and Grand Rapids, Michigan; Cincinnati and Columbus, Ohio; Louisville and Frankfort, Kentucky; Springfield and Chicago, Illinois; Milwaukee, Wisconsin are all within a four hour drive from many parts of the region. The southern part of the region is within an hour of Indianapolis, which is home to 887,642 people, many of whom seek unique and exciting arts and culture experiences.

Many of North Central Indiana's festivals and experiences already attract tourists, but through enhanced public art and cultural experiences, the region can capitalize on this market in the wider drive sheds (see pg. 18) to attract visitors and artists and boost the economic vitality of the region.



### CASS COUNTY

#### Community Profile

- » 412.1 m<sup>2</sup> Land Area
- » -.34% Population Growth
- » 2.47 Average Household Size
- » \$152,803 Median Home Value
- » 1,183 Businesses
- » 16,958 Jobs

Cass County sits near the center of the North Central Indiana region, next to Fulton County and Miami County, and above Howard County. It is the second largest county in the North Cental region by population and the largest by land area. About half of its residents live in the city of Logansport, which is 10.5 square miles and the county seat. Logansport has a vibrant arts and culture scene with many new and existing opportunities for visual and performing artists to share their work with the community.

#### Opportunities & Challenges

- » Marketing Efforts
- » Community Engagement with arts and cultural experiences
- » Attracting new visitors
- » Embracing the new immigrant populations
- » More activation, exhibits, festivals, opportunities to interact with the arts



State Theater



Logansport Mural

U.S. Census Bureau, ACS 5-Year Estimates Data Profiles, 2023



## Community Assets

- » Artist Alley
- » Black Dog Coffee
- » Bonus Pints
- » Cass County Arts Alliance
- » Cass County Dentzel Carousel
- » Cass County Museum
- » Cass County Visitors Bureau
- » Cole Clothing Museum
- » Ember Wood Events
- » Fiberglass Freaks' Batman Museum
- » France Park Waterfall
- » Iron House Depot Museum
- » Logan's Landing
- » Logansport Art Association
- » Logansport Community School Corporation
- » Logansport Farmer's Market
- » Logansport Junior Civic Theater
- » Logansport-Cass County Public Library
- » Logansport-Cass County Public Library Branch
- » Long Home Museum
- » McHale Performing Arts Center
- » Museum of American Political Communication
- » Old Style Lounge
- » Pear Tree Gallery
- » Peoples Social
- » Science Project
- » The Lantern Gift and Art Gallery
- » The Record Farm
- » The State Theater
- » US 24 Speedway
- » Vibrant Event Center

## Arts-Supporting Organizations

- » Cass County Community Foundation
- » Cass County Economic Development
- » Logansport Historic Preservation Commission
- » Cass County Visitors Bureau
- » The Arts Federation

County Population

**37,703**

County Median HHI

**\$56,525**

State Median: \$70,051

County Median Age

**41.1**

State Median: 38.0



*U.S. Census Bureau, ACS 5-Year Estimates Data Profiles, 2023*

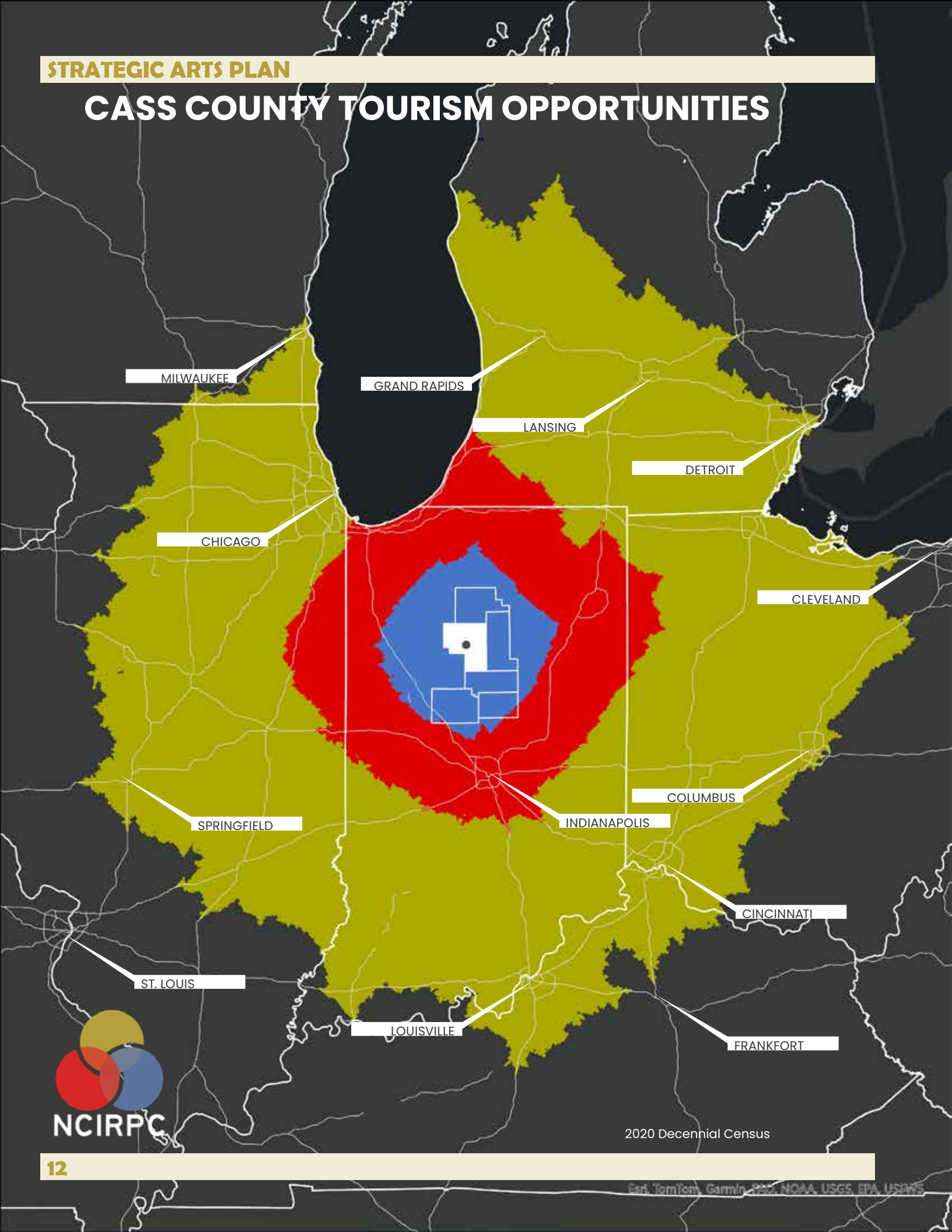
## Festivals

- » Renapalooza
- » Cass County Oktoberfest
- » Squeal on the Eel
- » Art on the Avenue
- » Two Rivers Arts & Music Festival
- » Summer Sundown Series
- » Black & White Show
- » Youth/High School Art Shows
- » Summer Youth Art Camp
- » Fine Arts Show
- » Legacy Show
- » Photography Show
- » Diversity Show
- » Taste of Cass County
- » Songwriters Roundtable
- » Acoustic Round Robin
- » Free Concert Series
- » McTaggart Writing Contest
- » Midsommar Goblin Market

## Arts & Cultural Organizations

- » Cass County Arts Alliance
- » Logansport Art Association
- » Logansport Civic Players

# CASS COUNTY TOURISM OPPORTUNITIES





# 1 HOUR DRIVE

## Population:

**591,000+**

**37.6**

Median Age

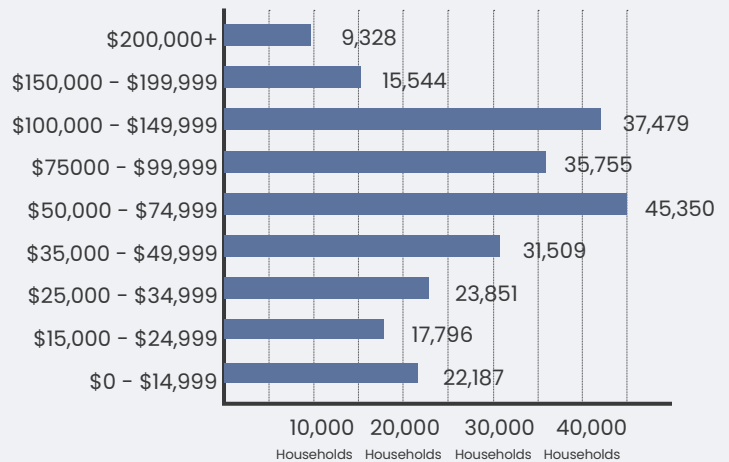
**234,000+**

Total Households

**\$60,818**

Median Household Income

## Household Income Distribution



# 2 HOUR DRIVE

## Population:

**5,201,000+**

**37.9**

Median Age

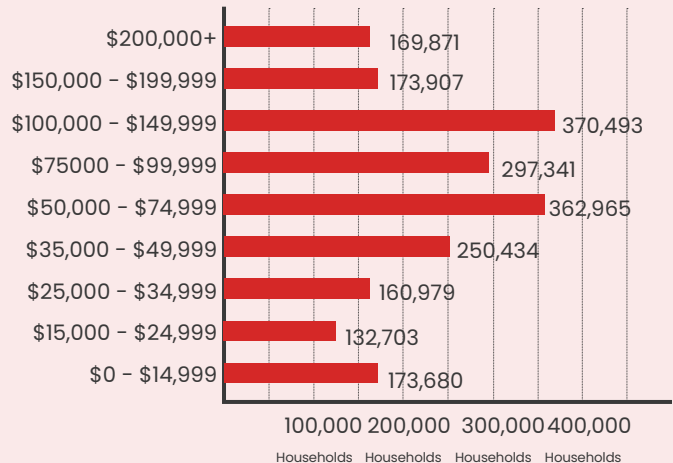
**2,037,000+**

Total Households

**\$71,740**

Median Household Income

## Household Income Distribution



# 4 HOUR DRIVE

## Population:

**31,554,000+**

**38.3**

Median Age

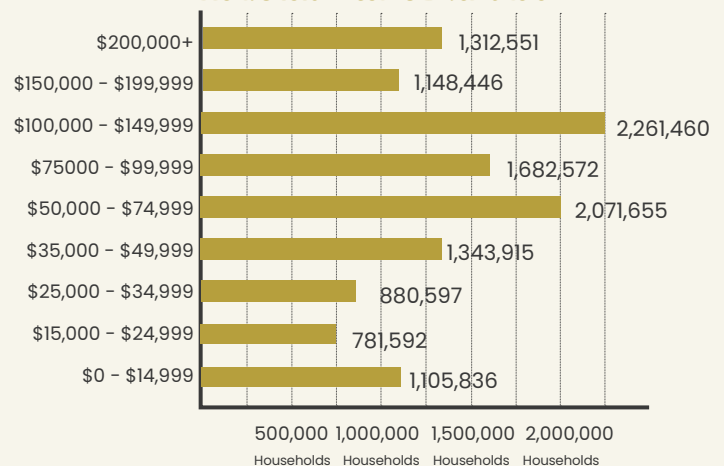
**12,418,000+**

Total Households

**\$76,245**

Median Household Income

## Household Income Distribution





### CLINTON COUNTY

#### Community Profile

- » 405.1 m<sup>2</sup> Land Area
- » -0.08% Population Growth
- » 2.59 Average Household Size
- » \$179,563 Median Home Value
- » 1,037 Businesses
- » 13,250 Jobs

Clinton County is the southwesternmost county in the North Central Indiana region, bordered by Tipton County to the east, and Howard county to the northeast. Its county seat of Frankfort houses half of the county's population. Clinton County and Frankfort are home to many local festivals and events that attract residents and visitors. The Frankfort Community Public Library is a pillar of the community offering community members unique experiences such as the check out a ticket program for the Clinton County Civic Theater, and art on loan.

#### Opportunities & Challenges

- » Attracting community participation within the County
- » Utilization of the Public Library as the main cultural facility
- » Structural updates and consistent maintenance to arts and cultural facilities
- » Marketing and Promotion difficulties make attendance unpredictable



Civic Theater, Clinton County Library

*U.S. Census Bureau, ACS 5-Year Estimates Data Profiles, 2023*



## Community Assets

- » 51 West Event Center
- » Camp Cullom
- » Clinton County Chamber of Commerce
- » Clinton County Civic Theater
- » Clinton County Historical Society & Museum
- » CORE Community Center
- » Discover Clinton County
- » Frankfort Community Public Library
- » Frankfort Main Street
- » Hoosierland Roller Rink
- » Mulberry Community Library
- » Red Barn Summer Theatre
- » Silver Coin Wedding & Event Manor
- » The Farmers Bank Performance Center Stage
- » The Old Gray Barn

## Festivals

- » Clinton County & 4-H Fair
- » Downtown Frankfort Movie Nights
- » Downtown Spring Shopping Event
- » Downtown Tune Nights
- » Fall Festival
- » Fire & Ice Festival
- » Frankfort Christmas Parade
- » Hot Dog Festival
- » Kirk's Crossing Festival
- » Legislative Breakfast
- » Ole Hickory Days
- » Prairie Creek Park Concerts
- » Raices Festival
- » Rossville Summer Festival
- » Shop Small Saturday
- » State of the City
- » Summer Concert Series
- » Summer's End Festival

County Population

**32,967**

County Median HHI

**\$63,690**

State Median: \$70,051

County Median Age

**36.5**

State Median: 38.0



*U.S. Census Bureau, ACS 5-Year Estimates Data Profiles, 2023*

## Arts & Cultural Organizations

- » Clinton County Arts Guild
- » Clinton County Orchestra

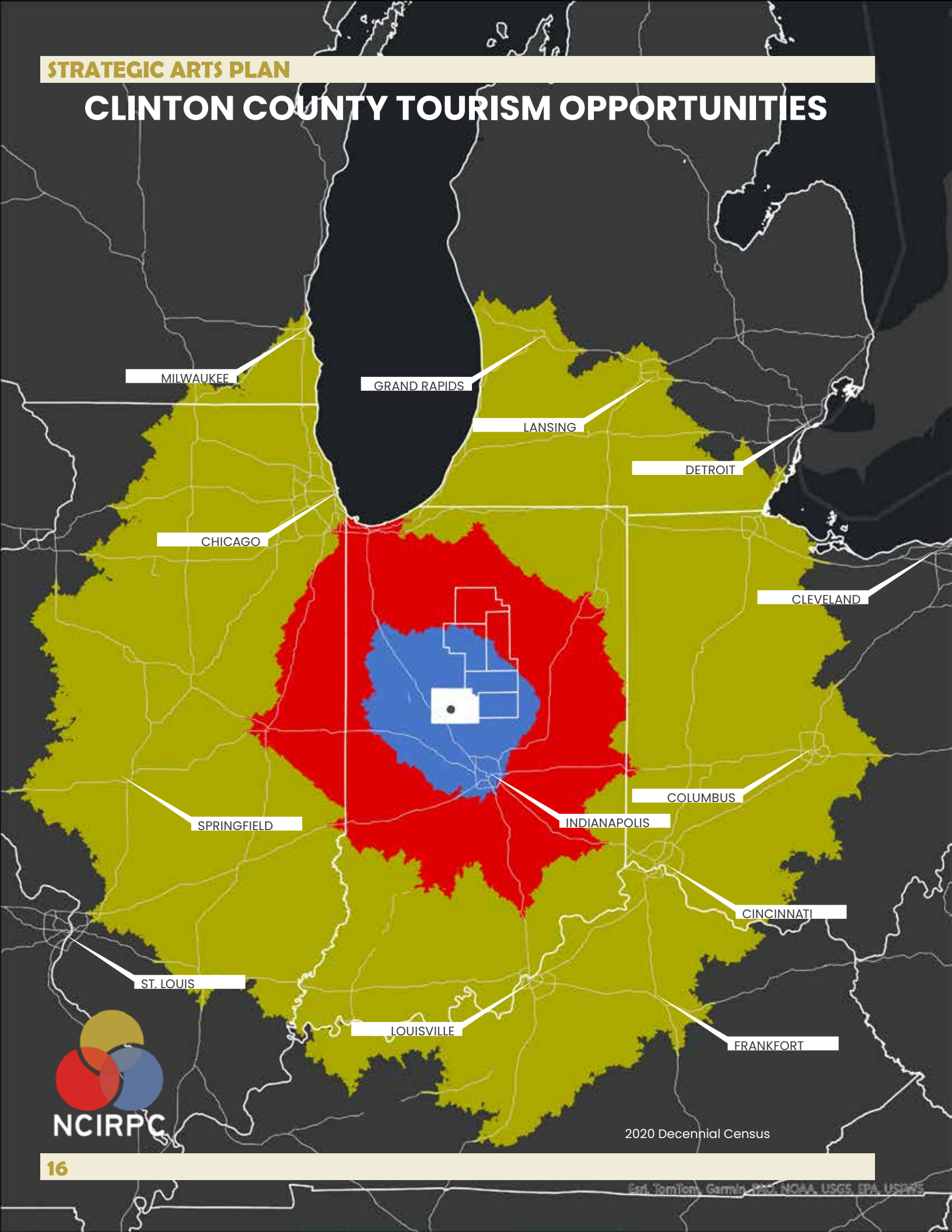
## Arts-Supporting Organizations

- » Community Foundation of Clinton County
- » Frankfort Unified Neighborhood
- » Clinton County Tourism
- » Clinton County Chamber of Commerce
- » Kirklin Main Street
- » Clinton County Historical Society
- » Frankfort Main Street
- » Discover Clinton County
- » The Arts Federation



Red Barn Summer Theater

# CLINTON COUNTY TOURISM OPPORTUNITIES





# 1 HOUR DRIVE

## Population:

**1,753,000+**

**36.0**

Median Age

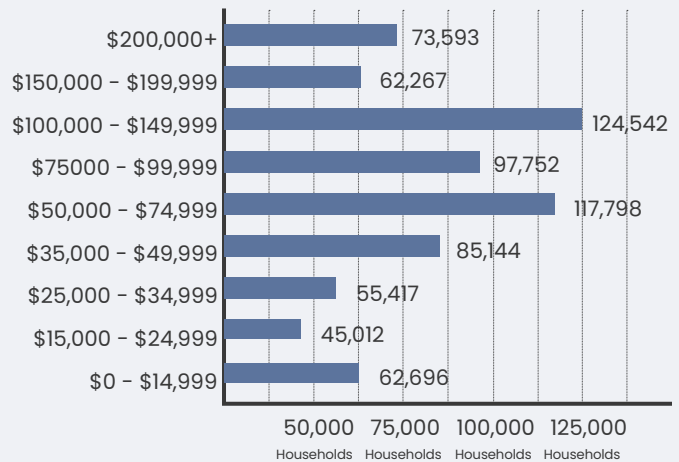
**697,000+**

Total Households

**\$73,834**

Median Household Income

## Household Income Distribution



# 2 HOUR DRIVE

## Population:

**5,016,000+**

**37.8**

Median Age

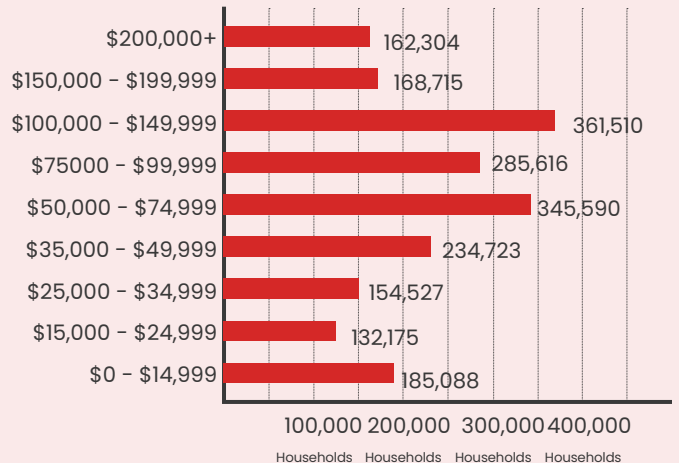
**1,980,000+**

Total Households

**\$71,361**

Median Household Income

## Household Income Distribution



# 4 HOUR DRIVE

## Population:

**31,186,000+**

**38.3**

Median Age

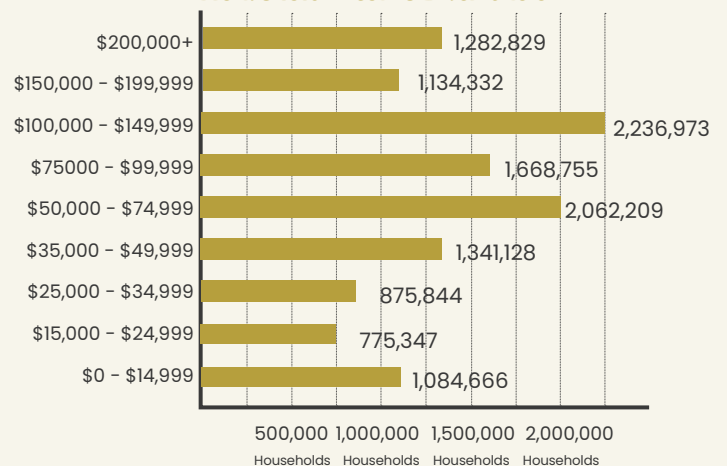
**12,283,000+**

Total Households

**\$76,037**

Median Household Income

## Household Income Distribution





Rochester, Indiana

### FULTON COUNTY

#### Community Profile

- » 368.4 m<sup>2</sup> Land Area
- » -0.23% Population Growth
- » 2.46 Average Household Size
- » \$203,773 Median Home Value
- » 841 Businesses
- » 7,959 Jobs

Fulton County is the northernmost county in the North Central Indiana region. Roughly a quarter of its population resides in the county seat of Rochester, which is its largest and most central downtown area. Rochester is rich with local festivals and arts opportunities. Another important cultural area in Fulton County is the town of Kewanna, located in the western portion of the county. Kewanna's Main Street and surrounding areas offer a vibrant visual arts scene, ripe with talent and creativity.

#### Opportunities & Challenges

- » Loss of prominent local artists
- » Maintaining cultural investments
- » Coordination of arts efforts across municipalities
- » Proximity to popular vacation spots, i.e., Lake Manitou



The Times Theater



Kewanna Public Library



## Community Assets

- » Akron Community Center
- » Aubbee Public Library
- » Elemental Art Studio
- » Empeiria 110
- » Fulton County Historical Society
- » Fulton Public Library
- » Kewanna-Union Township Public Library
- » Rochester Public Library
- » The HeARTey, Inc.
- » The Jackson Estate
- » The Times Theater, Inc.

## Festivals

- » Akron 4th of July Celebration
- » Akron Car Show
- » Antiques & Collectibles Show & Sale
- » Aubbee Township/Leiters Ford Fire Department Fish Fry
- » Autumn in Akron Charity Car, Truck & Bike Show
- » Benefit Fish Fry
- » Boofest Downtown Rochester
- » Breakfast with Santa
- » Chili Cookoff/Red Hot Car Show
- » Farmer's Market
- » Fulton County Crafters Craft Show
- » Fulton County Extension Homemakers Craft Show at 4-H grounds
- » FOP Gun Show
- » Friday Night Live Music in the Park
- » Fulton County Animal & Adoption Center Craft Show
- » Fulton County Antique Shop Hop
- » Fulton County Historical Society Breakfast Buffet
- » Fulton County 4-H Fair
- » Fulton County Historical Society Chicken & Noodle Supper
- » Fulton Fun Day

County Population

**20,411**

County Median HHI

**\$62,878**

State Median: \$70,051

County Median Age

**42.2**

State Median: 38.0



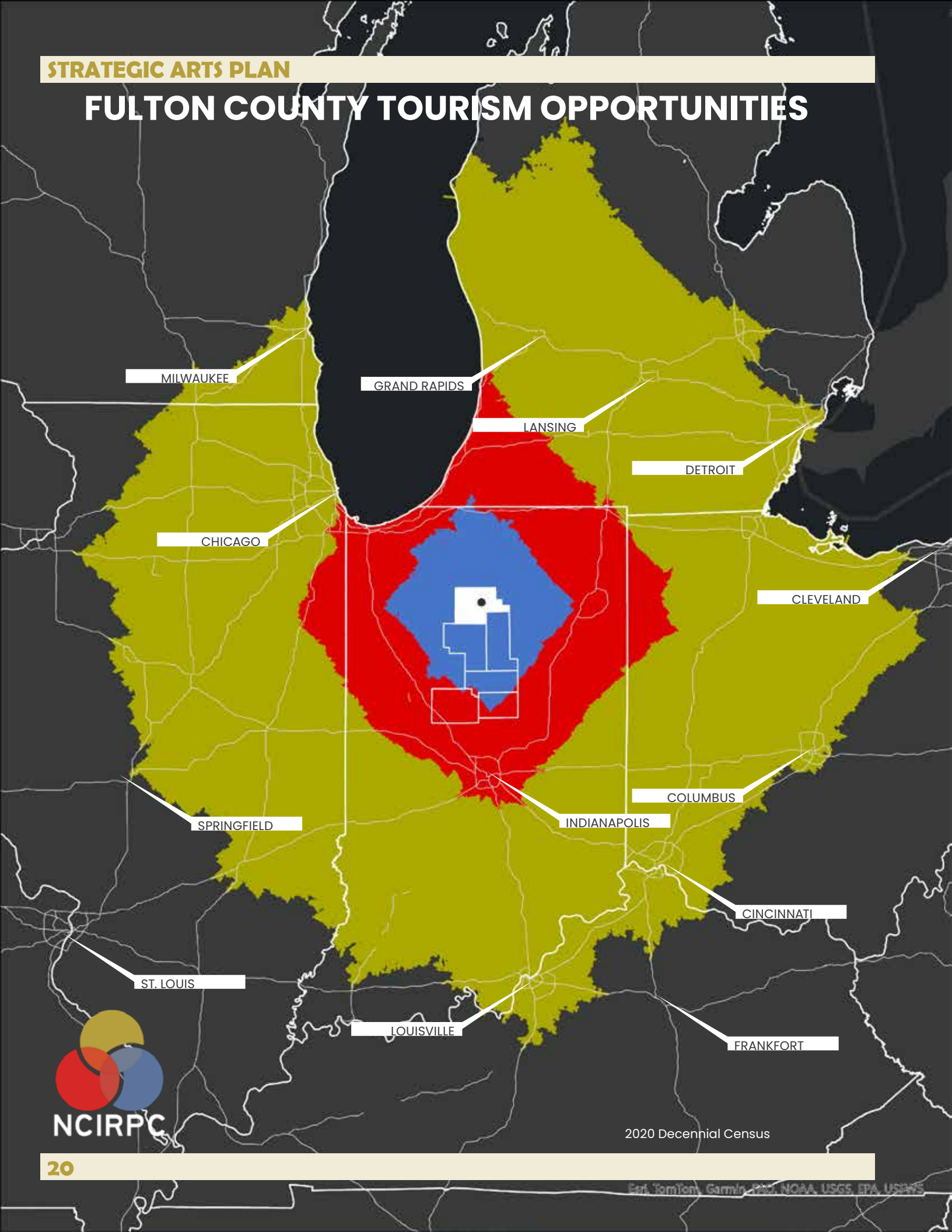
*U.S. Census Bureau, ACS 5-Year Estimates Data Profiles, 2023*

- » Haunted Woods Trail
- » Historical Power Show & Toy Show
- » Holiday Stroll
- » Horse & Pony Fish Fry
- » Kewanna Art Weekend
- » Kewanna Fall Fest
- » Kiwanis Chicken & Noodle Dinner
- » Kiwanis Turkey Dinner
- » Legislative Breakfast
- » Lutheran Church Fish Fry
- » Lutheran Church Ladies Breakfast at Museum
- » Nickel Plate Music & Arts Festival
- » Optimist Pancake & Sausage Breakfast at 4-H Grounds
- » Power Association Fish & Chicken Fry
- » Redbud Trail Rendezvous
- » Round Barn Car-Bike-Truck Show & Breakfast
- » Small Business Saturday
- » Toy Show by Power Association
- » Trail of Courage

## Arts-Supporting Organizations

- » Fulton County Historical Society
- » Fulton Economic Development Corp

# FULTON COUNTY TOURISM OPPORTUNITIES



# 1 HOUR DRIVE

Population:

**664,000+**

**39.2**

Median Age

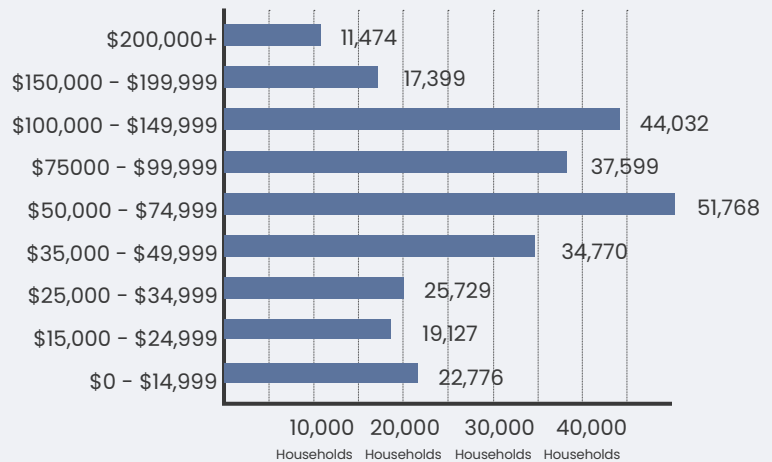
**262,000+**

Total Households

**\$62,005**

Median Household Income

Household Income Distribution



# 2 HOUR DRIVE

Population:

**5,478,000+**

**37.9**

Median Age

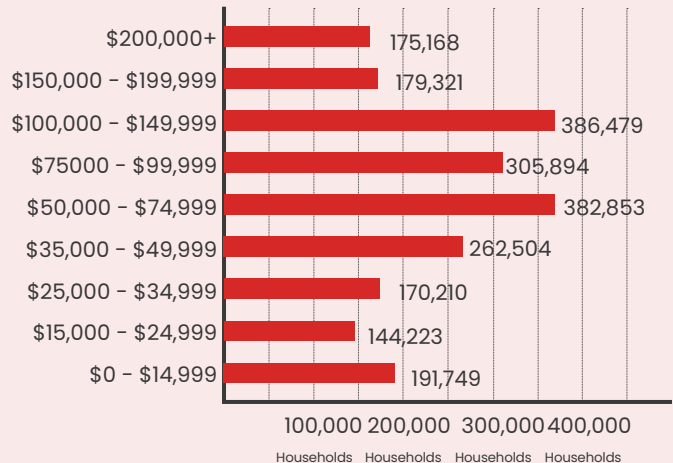
**2,148,000+**

Total Households

**\$70,388**

Median Household Income

Household Income Distribution



# 4 HOUR DRIVE

Population:

**33,001,000+**

**38.4**

Median Age

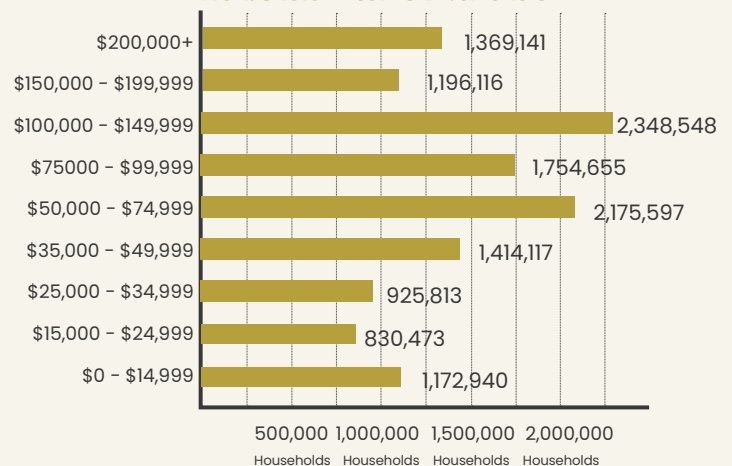
**13,013,000+**

Total Households

**\$75,801**

Median Household Income

Household Income Distribution







### HOWARD COUNTY

#### Community Profile

- » 293.1 m<sup>2</sup> Land Area
- » .11% Population Growth
- » 2.29 Average Household Size
- » \$177,822 Median Home Value
- » 3,010 Businesses
- » 39,308 Jobs

Howard County sits in the center of the North Central Indiana region, below Cass and Miami counties and above Tipton and Clinton counties. It is one of the smallest counties by land area but the largest by population. Three quarters of this population live in the city of Kokomo, which is the largest city in the region, and is home to Indiana University Kokomo. Kokomo is home to several performing arts groups, including Kokomo Area Performing Arts League (KAPAL), which is comprised of Kokomo Symphony Orchestra, Kokomo Civic Theatre, Kokomo Curtain Call Theatre for Children, and Kokomo Park Band.

#### Opportunities & Challenges

- » Space for performing arts rehearsals
- » Performance spaces
- » Marketing and Promotion difficulties
- » Proximity to IU Kokomo and young arts professionals



Kokomo Arts Pavilion, Kokomo Tribune

U.S. Census Bureau, ACS 5-Year Estimates Data Profiles, 2023

## Community Assets

- » Artist Alley
- » Artworks Gallery
- » Bohemian Tattoo Club & Gallery
- » Bona Vista
- » Carver Community Center
- » Central Middle International School Auditorium
- » Elwood Haynes Museum
- » Fired Arts Studio
- » Foster Park Performing Arts Pavilion
- » Frances Slocum
- » Geek Alley
- » Greater Kokomo EDA
- » Greentown Glass Museum
- » Highland Stage
- » Howard County Community Foundation
- » Howard County Historical Society
- » Indiana University Havens Auditorium
- » Indiana University Kokomo Art Gallery
- » Kokomo Art Association Art Center
- » Kokomo Automotive Museum
- » Kokomo Civic Theatre
- » Kokomo Family YMCA
- » Kokomo High School Auditorium
- » Kokomo Indiana Visitors Bureau
- » Kokomo Municipal Stadium
- » Kokomo Opalescent Glass Co.
- » Kokomo Speedway
- » Kokomo-Howard County Public Library Main
- » Kokomo-Howard County Public Library Russiaville
- » Kokomo-Howard County Public Library South
- » MLK Memorial
- » Rain Garden Plaza
- » Rhine Hall Events
- » Rhum Academy of Music
- » Riverwalk Ampitheater
- » Riverwalk Observation Area
- » SHAK Makerspace
- » Sound of Music
- » The Coterie
- » The Hobson
- » The Howard County Museum & Seiberling Mansion

County Population

**83,610**

County Median HHI

**\$62,496**

State Median: \$70,051

County Median Age

**41.0**

State Median: 38.0



*U.S. Census Bureau, ACS 5-Year Estimates Data Profiles, 2023*

## Festivals

- » Brews on Buckeye
- » Chocolate Celebration
- » Christmas at the Sieberling
- » City of Kokomo Christmas Parade
- » First Fridays
- » Haynes Apperson Festival
- » Howard 4-H Fair
- » Kokomo Farmers Market
- » Kokomo Summer Concert Series
- » Riverwalk Concert Series
- » Strawberry Festival
- » Winding Creek Music Festival

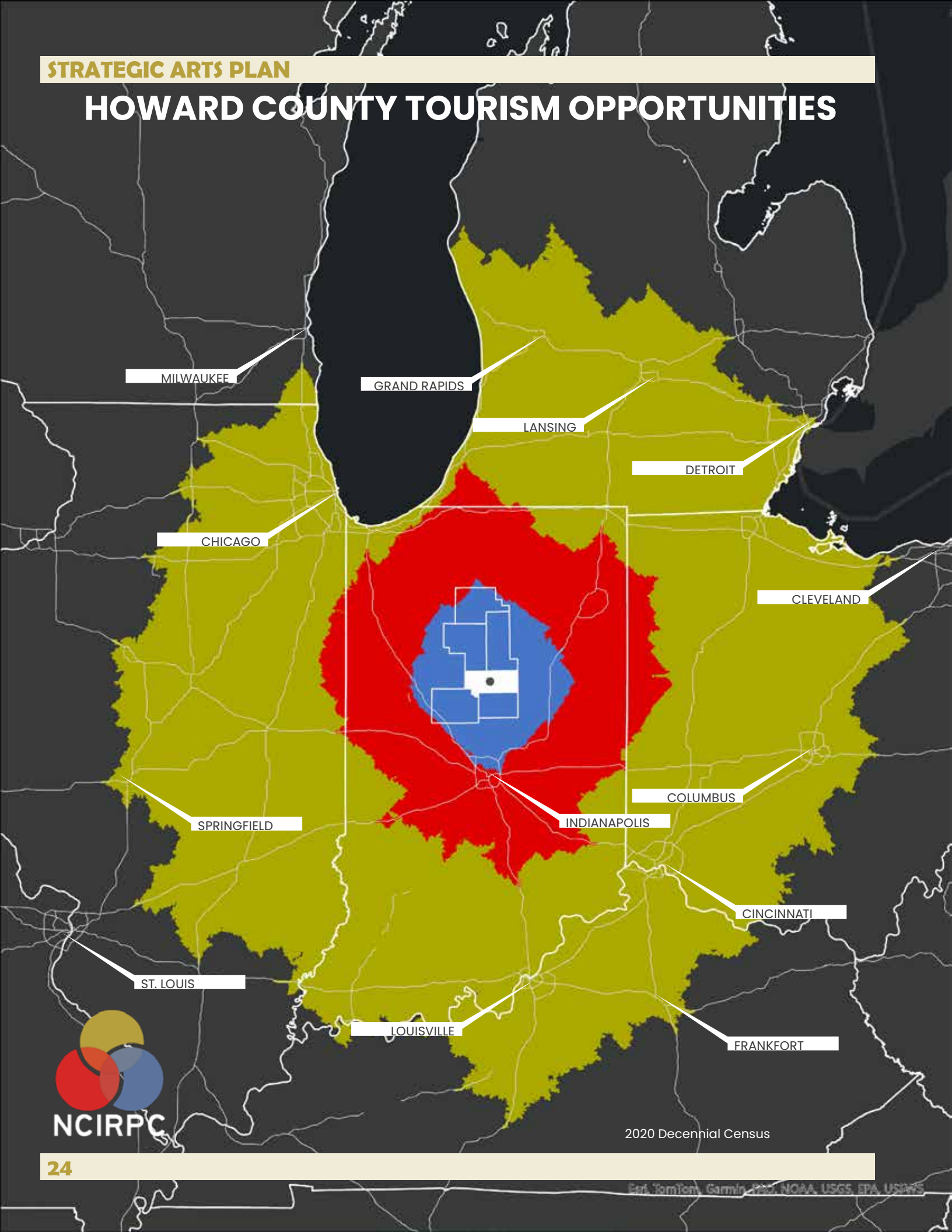
## Arts & Cultural Organizations

- » Kokomo Symphony
- » Kokomo Civic Theatre
- » Kokomo Park Band
- » Kokomo Men of Note
- » NOLA WORLD Music & Artwerks
- » Curtain Call Inc.
- » Greater Kokomo Public Arts Committee

## Arts-Supporting Organizations

- » Howard County Community Foundation
- » Greater Kokomo Economic Development Alliance
- » Howard County Historical Society
- » Greater Kokomo Visitors Bureau
- » Kokomo Art Association
- » The Arts Federation

# HOWARD COUNTY TOURISM OPPORTUNITIES





# 1 HOUR DRIVE

## Population:

**918,000+**

**39.3**

Median Age

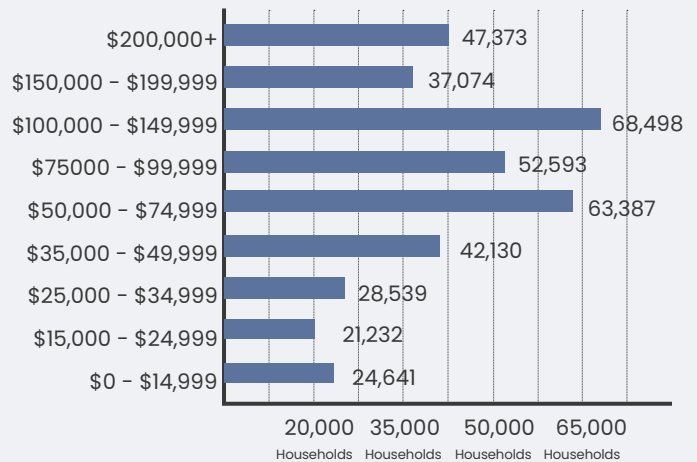
**371,000+**

Total Households

**\$79,846**

Median Household Income

## Household Income Distribution



# 2 HOUR DRIVE

## Population:

**4,649,000+**

**37.6**

Median Age

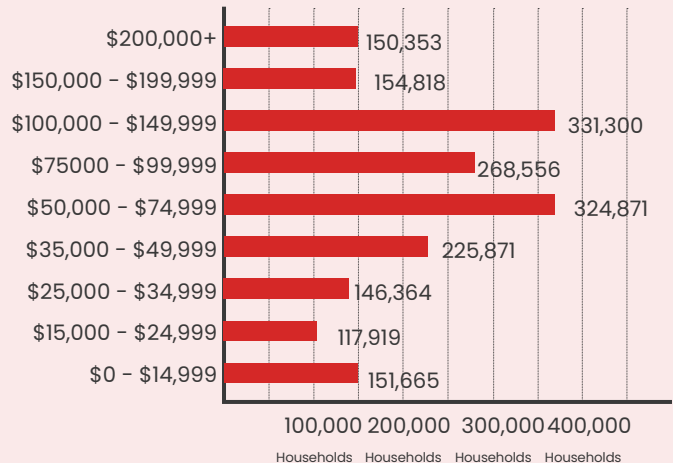
**1,819,000+**

Total Households

**\$71,751**

Median Household Income

## Household Income Distribution



# 4 HOUR DRIVE

## Population:

**31,505,000+**

**38.3**

Median Age

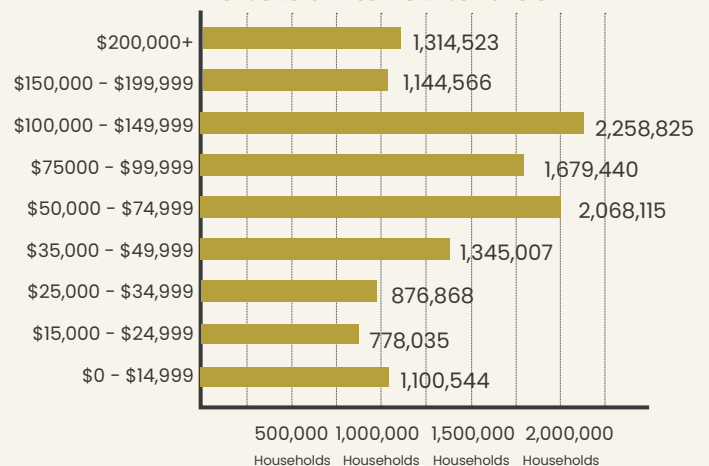
**12,381,000+**

Total Households

**\$76,289**

Median Household Income

## Household Income Distribution





Peru, Indiana

### MIAMI COUNTY

#### Community Profile

- » 373.8 m<sup>2</sup> Land Area
- » -0.23% Population Growth
- » 2.42 Average Household Size
- » \$152,912 Median Home Value
- » 1,022 Businesses
- » 10,350 Jobs

Miami County sits next to Cass County and above Howard County, and a third of its residents live in the city of Peru. Peru is home to the Amateur Circus and the Circus City Festival, and is known as the Circus Capital of the World. The Circus Hall of Fame is also located in Miami County, just outside of the city, and is registered as a National Historic Landmark, bringing in additional recognition and tourism. Peru is home to many other artistic and cultural organizations and is the hometown of Cole Porter, housing an annual Cole Porter festival in its downtown.

#### Opportunities & Challenges

- » Marketing and Promotion
- » Continuous engagement of community members
- » Circus Capital of the World
- » Better collaboration between major circus institutions for a unique tourist destination



Circus City Center

### Community Assets

- » 7 South
- » Circus City Festival, Inc.
- » Circus Hall of Fame
- » Frances Slocum
- » Gallery 15
- » Grissom Air Museum
- » Miami County Artisan Gallery
- » Miami County Museum
- » Miami Nation of Indians
- » Ole Olson Theatre
- » Peru Community Schools Fine Art Gallery
- » Seven Pillars of Mississinewa Reservoir
- » The Potter's Bench
- » The Silo Concert Center

### Festivals

- » 5k Firecracker Run/Walk
- » Boo Bash / Trunk n Treat
- » Bunker Hill Festival
- » Christmas in Converse
- » Circus City Festival & Parade
- » Circus Hall of Fame Fun Fair
- » Cole Porter Classic 5k
- » Cole Porter Festival
- » Converse Fair
- » Days at the Pillars
- » Denver Days Festival
- » Downtown Christmas Open House
- » Farmer's Market
- » Grissom Air Museum Memorial Day
- » Hoosier Heritage Festival
- » July Fourth Hometown Celebration
- » Labor Day at Grissom Air Museum
- » Lights in the Airpark
- » Memorial Day Event
- » Miami County 4-H Fair

County Population

**35,772**

County Median HHI

**\$61,130**

State Median: \$70,051

County Median Age

**41.0**

State Median: 38.0



*U.S. Census Bureau, ACS 5-Year Estimates Data Profiles, 2023*

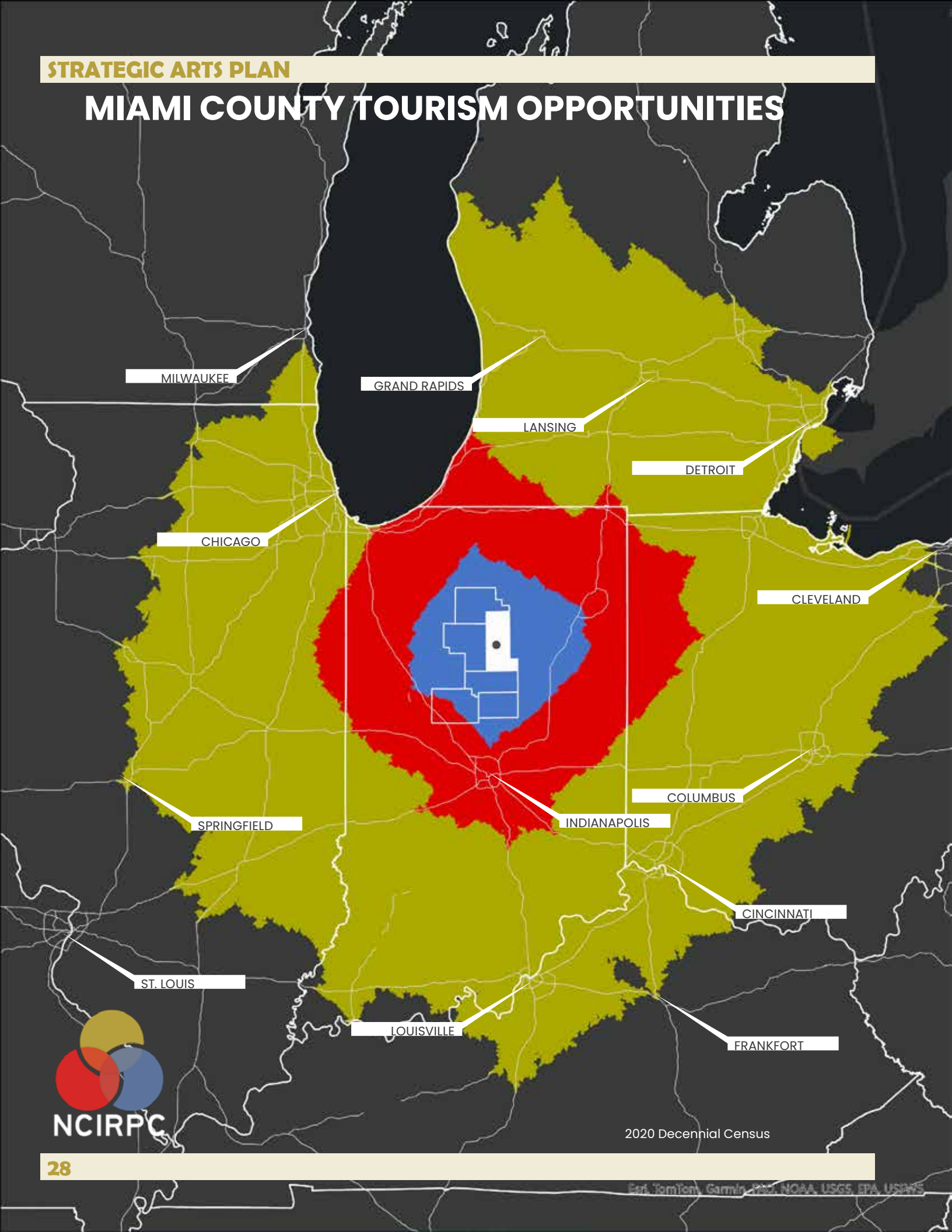
- » Miami County 4-H Pancake & Whole Hog Sausage Day
- » Miami County Easter Egg Hunt
- » Mississinewa Annual Fireworks Celebration
- » Peru Visual Arts Festival
- » Peru's Oktoberfest
- » Peru/Miami County Community Garage Sale
- » Pets of Peru
- » Quigley Music Festival
- » Relay for Life
- » Spring through Downtown Peru
- » Taste of Miami County
- » Warbird Cruise In Car Show
- » YMCA Kids Fair

### Arts-Supporting Organizations

- » Miami Nation of Indians
- » Miami County Visitors Bureau
- » Rediscover Downtown Peru



# MIAMI COUNTY TOURISM OPPORTUNITIES



# 1 HOUR DRIVE

Population:

**541,000+**

**41.3**

Median Age

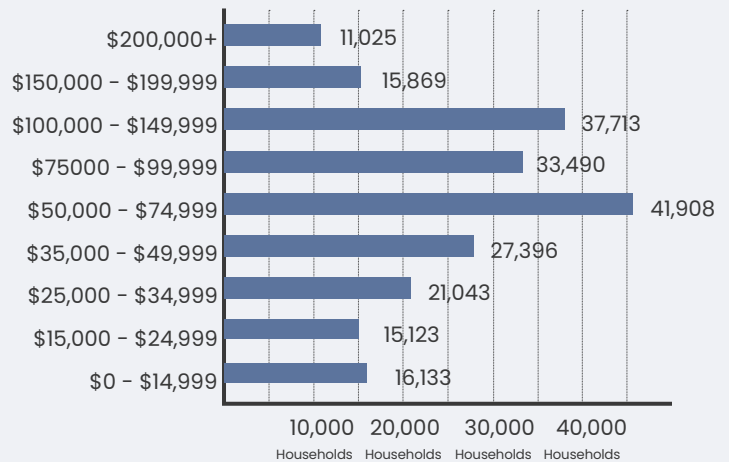
**215,000+**

Total Households

**\$65,924**

Median Household Income

Household Income Distribution



# 2 HOUR DRIVE

Population:

**4,999,000+**

**37.9**

Median Age

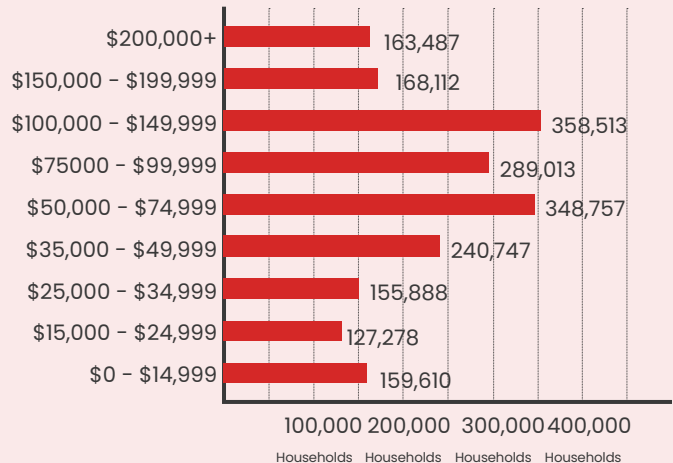
**1,958,000+**

Total Households

**\$72,374**

Median Household Income

Household Income Distribution



# 4 HOUR DRIVE

Population:

**33,617,000+**

**38.5**

Median Age

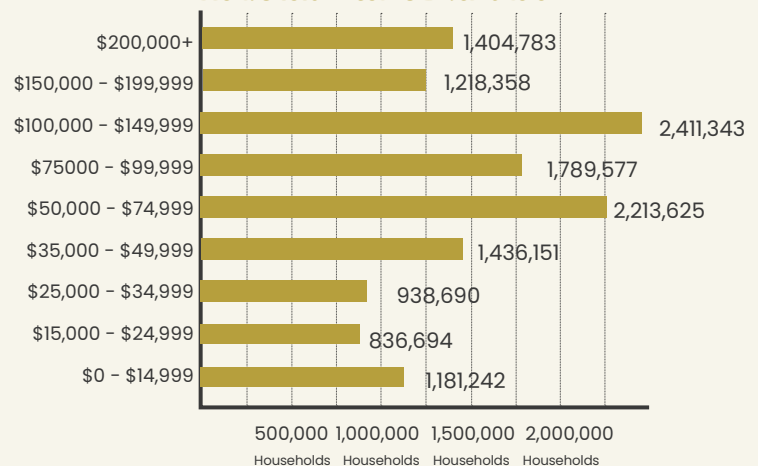
**13,237,000+**

Total Households

**\$76,149**

Median Household Income

Household Income Distribution





### TIPTON COUNTY

#### Community Profile

- » 260.5 m<sup>2</sup> Land Area
- » -0.07% Population Growth
- » 2.41 Average Household Size
- » \$187,376 Median Home Value
- » 602 Businesses
- » 5,469 Jobs

Tipton County is one of the southernmost counties in the North Central Indiana region, bordered to the west by Clinton County and Howard County to the North. Tipton is the smallest county in the region, both by land area and population. The City of Tipton sits in the center of the county and is home to a third of its residents. Tipton has many seasonal festivals and local organizations that work together to bring arts and culture to the community. Tipton County is one of the first communities in the region to have a city-run public art program, starting in July of 2024.

#### Opportunities & Challenges

- » Marketing and Promotion, especially in rural areas
- » Keeping community members engaged



Tipton Mural, *Franklin Focus*

U.S. Census Bureau, ACS 5-Year Estimates Data Profiles, 2023



### Community Assets

- » Diana Theatre
- » Kelley Agricultural Historical Museum
- » Tipton Community Theatre
- » Tipton County Event Center
- » Tipton County Farmers' & Artisans' Market
- » Tipton County Historical Society
- » Tipton County Public Library
- » Windfall Library

### Festivals

- » Breakfast with Santa
- » Farmer's Market
- » First Fridays
- » French Market
- » Hippie Fest
- » Pilgrim Cup
- » PowWow
- » Spooktacular
- » Summer Concert Series
- » Threshers Show
- » Tipton County 4-H Fair
- » Tipton County Pork Festival
- » Tipton on Tap Beer Festival
- » Tis the Season
- » Winter Reading Program

County Population

**15,329**

County Median HHI

**\$78,309**

State Median: \$70,051

County Median Age

**44.5**

State Median: 38.0



*U.S. Census Bureau, ACS 5-Year Estimates Data Profiles, 2023*

### Arts-Supporting Organizations

- » Main Street Association
- » Tipton Chamber of Commerce
- » Tipton County Foundation
- » Tipton County Community Development
- » The Arts Federation

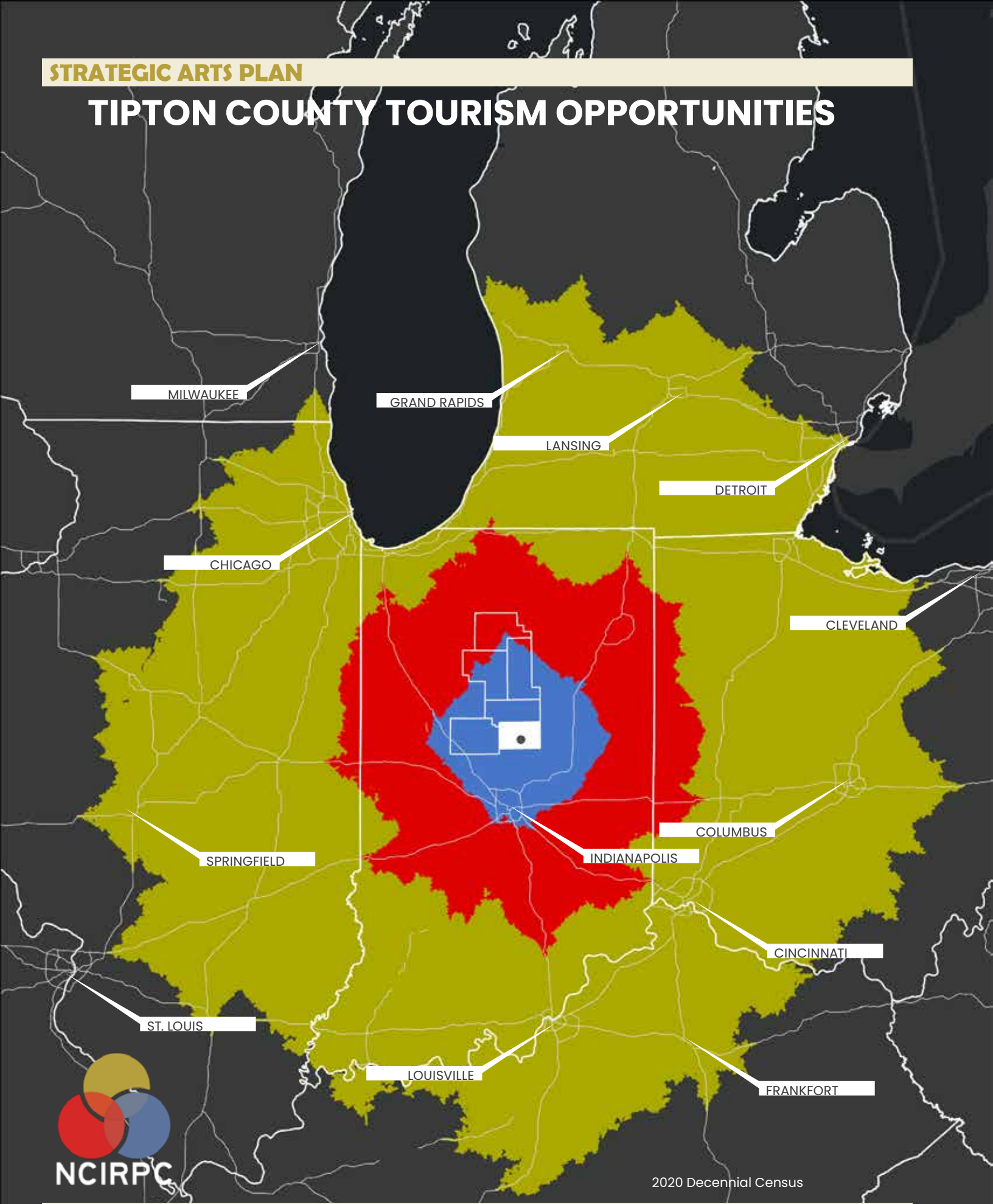
### Arts & Cultural Organizations

- » Tipton Art Guild
- » Tipton Public Arts Commission



Sharpsville, Franklin Focus

# TIPTON COUNTY TOURISM OPPORTUNITIES



# 1 HOUR DRIVE

## Population:

**1,837,000+**

**37.1**

Median Age

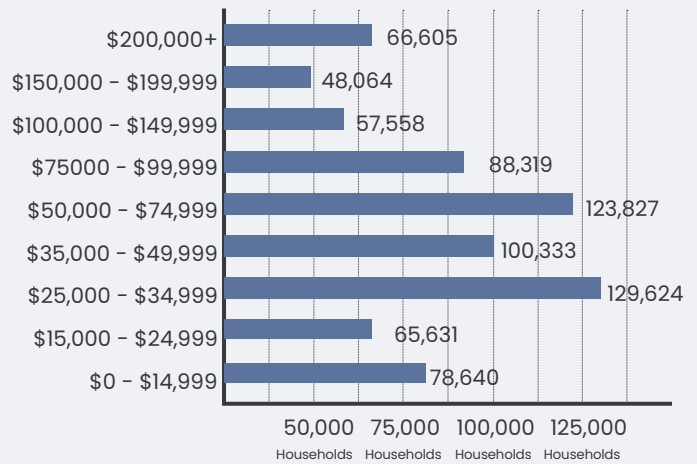
**734,000+**

Total Households

**\$73,581**

Median Household Income

## Household Income Distribution



# 2 HOUR DRIVE

## Population:

**4,675,000+**

**37.6**

Median Age

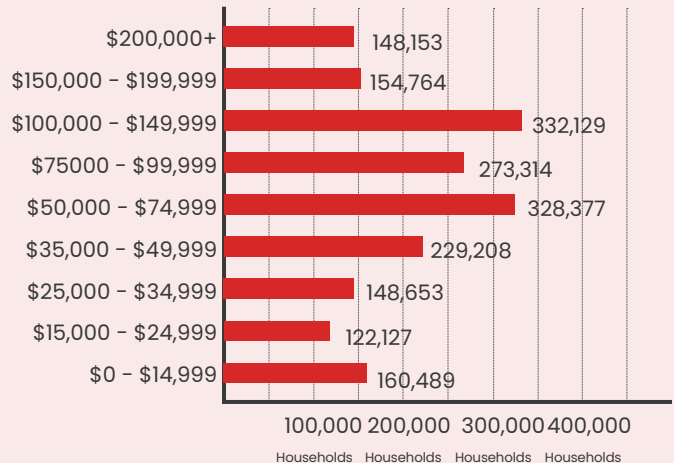
**1,846,000+**

Total Households

**\$70,847**

Median Household Income

## Household Income Distribution



# 4 HOUR DRIVE

## Population:

**31,961,000+**

**38.3**

Median Age

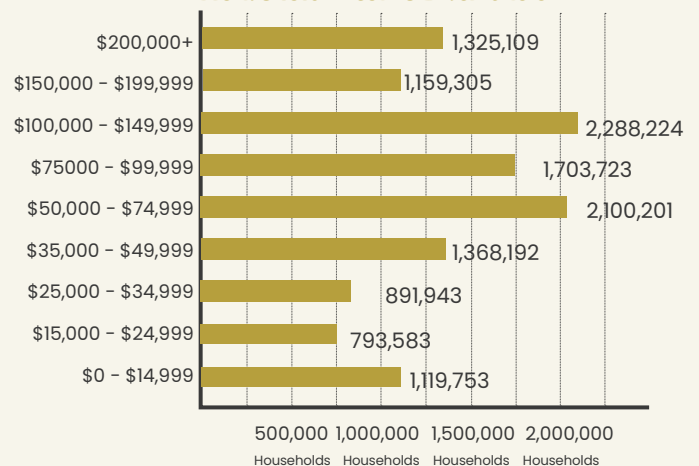
**12,564,000+**

Total Households

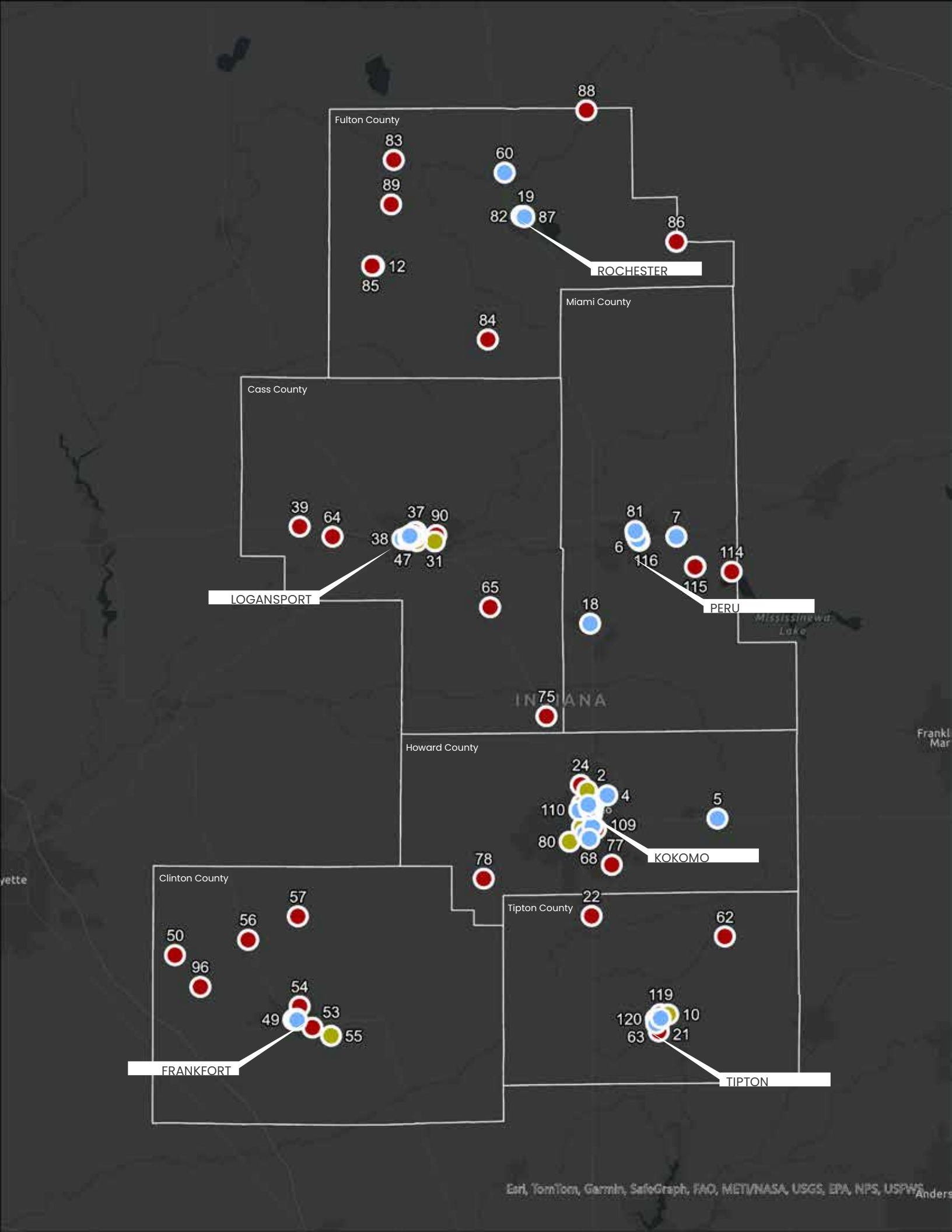
**\$76,123**

Median Household Income

## Household Income Distribution







## Regional Assets

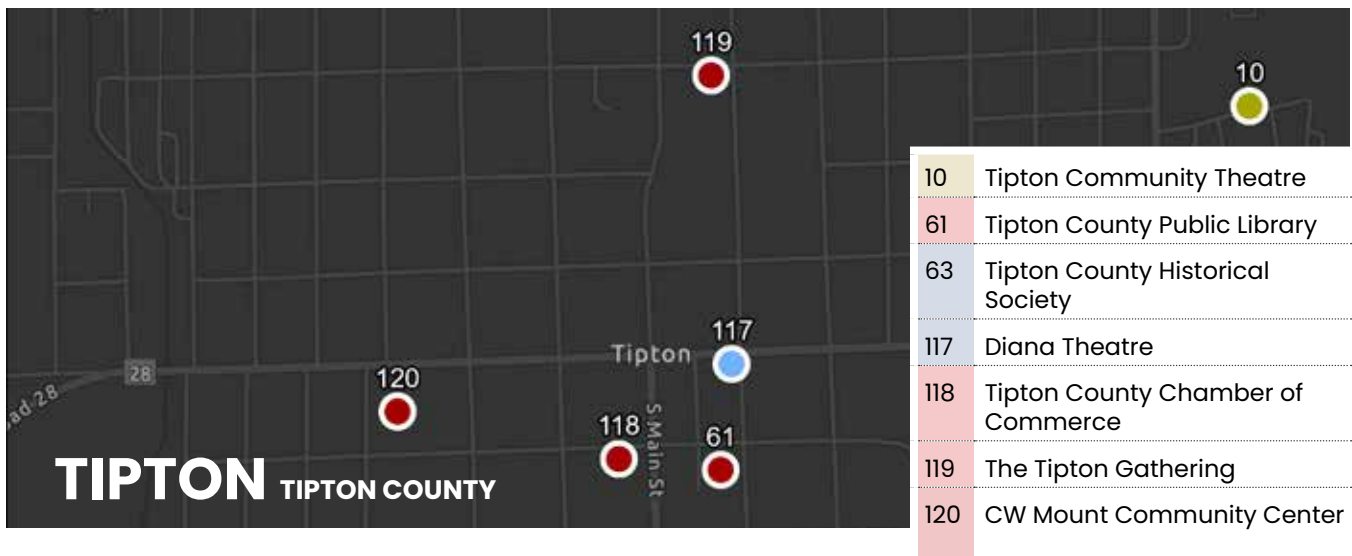
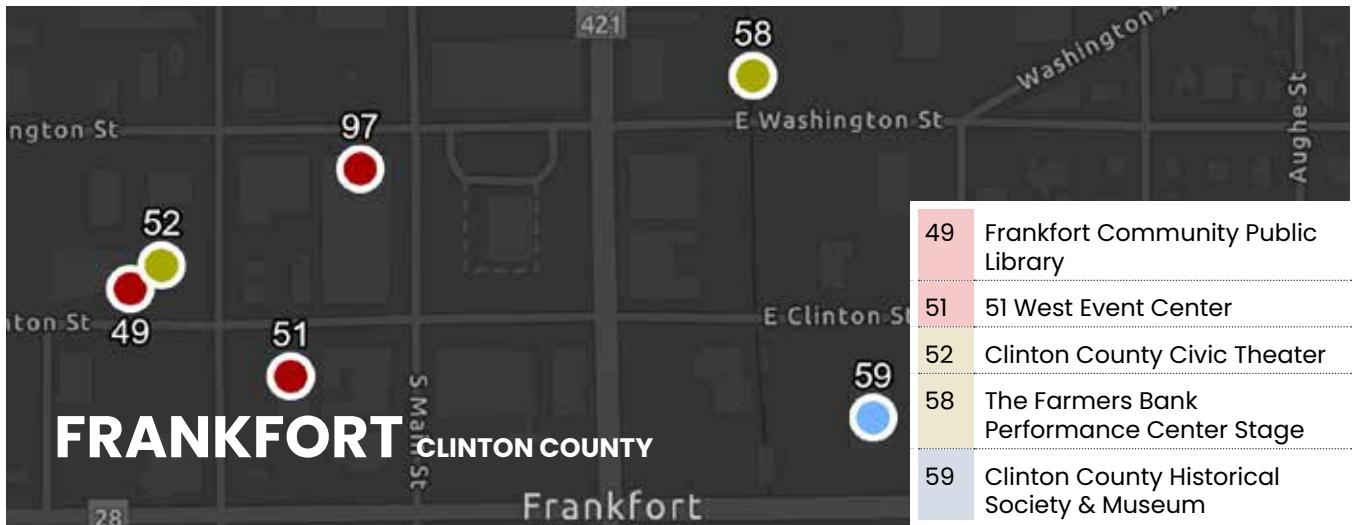
### Map Legend

Performing Arts		Visual Arts		Cultural Amenities	
1	Kokomo Civic Theater	4	Kokomo Automotive Museum	87	Elemental Art Studio
2	Curtain Call, Inc.	5	Greentown Glass Museum	94	Indiana Museum of Art
3	Rhum Academy of Music	7	Circus Hall of Fame	100	Artworks Gallery
6	Circus City Festival Inc.	8	Gallery 15 & Studios	101	Bohemian Tattoo Club & Gallery
10	Tipton Community Theatre	9	Miami County Museum	102	Fired Arts Studio
19	The Times Theater Inc.	11	Fiberglass Freaks' Batman Museum	107	SHAK Makerspace
28	Indiana University Kokomo Havens Auditorium	13	Elwood Hayes Museum	117	Diana Theatre
29	Highland Stage	14	Kokomo Art Association Art Center		
30	Sound of Music	15	Kokomo Art Association Artworks Gallery	12	The HeARTery Inc.
31	McHale Performing Arts Center	16	Cass County Museum	21	Tipton County Farmer's & Artisans' Market
32	The Record Farm	17	Long Home Museum	22	Kelley Agricultural Historical Museum
33	Bonus Pints	18	Grissom Air Museum	23	Rhine Hall Events
34	The State Theater	20	MLK Memorial	24	Kokomo Speedway
47	Logansport Civic Players	25	The Howard County Museum & Seiberling Mansion	35	Logansport Farmer's Market
48	Logansport Junior Civic Theater	26	Kokomo Opalescent Glass Co.	37	Dentzel Carousel
52	Clinton County Civic Theater	27	Kokomo Artist Alley	39	US 24 Speedway
55	Red Barn Summer Theatre	36	Cole Clothing Museum	44	Iron Horse Depot Park
58	The Farmers Bank Performance Center Stage	38	Logansport Art Association	46	The Hobson
67	Black Dog Coffee	40	Museum of American Political Communication	49	Frankfort Community Public Library
70	Science Project Brewing Company	41	Miami County Artisan Gallery	50	Mulberry Community Library
73	Old Style 6th Street Lounge	42	7 South	51	51 West Event Center
79	Central Middle School Auditorium	43	The Potter's Bench	53	CORE Community Center
80	Kokomo High School Auditorium	45	The Lantern	54	Hoosierland Roller Rink
99	The Coterie	59	Clinton County Historical Society & Museum	56	Silver Coin Wedding and Event Manor
106	Riverwalk Stage	60	Fulton County Historical Society	57	The Old Gray Barn
111	Foster Park Performing Arts Pavilion	63	Tipton County Historical Society	61	Tipton County Public Library
116	Ole Olson Theatre	68	Indiana University Kokomo Art Gallery	62	Windfall Library
121	The Silo Concert Center	71	Pear Tree Gallery	64	France Park Waterfall
		81	Peru Community Schools Art Gallery	65	Ember Wood Events
				66	Vibrant Event Center
				69	Cass County Arts Alliance
				72	The People's Social
				74	Logansport-Cass County Public Library
				75	Logansport-Cass County Public Library Branch
				76	Kokomo-Howard County Public Library Main
				77	Kokomo-Howard County Public Library South
				78	Kokomo-Howard County Public Library Russiaville
				82	Rochester Public Library
				83	Aubree Public Library
				84	Fulton Public Library
				85	Kewanna-Union Township Public Library
				86	Akron Community Center
				88	Empeiria 110
				89	The Jackson Estate
				90	Logansport Community School Corporation
				93	Cass County Visitors Bureau
				95	Cass County Community Foundation
				96	Camp Cullom
				97	Clinton County Chamber of Commerce
				98	Community Foundation
				103	Geek Alley
				104	Kokomo Family YMCA
				105	Kokomo Municipal Stadium
				108	Carver Community Center
				109	Greater Kokomo EDA
				110	Howard County Historical Society
				112	Bona Vista Programs
				113	Miami Nation of Indians
				114	Frances Slocum State Recreation Area
				115	Seven Pillars of Mississnawa Reservoir
				118	Tipton County Chamber of Commerce
				119	The Tipton Gathering
				120	CW Mount Community Center



11	Fiberglass Freaks' Batman Museum	48	Logansport Junior Civic Theater
16	Cass County Museum	66	Vibrant Event Center
17	Long Home Museum	67	Black Dog Coffee
32	The Record Farm	69	Cass County Arts Alliance
33	Bonus Pints	70	Science Project Brewing Company
34	The State Theater	71	Pear Tree Gallery
35	Logansport Farmer's Market	72	The People's Social
36	Cole Clothing Museum	73	Old Style 6th Street Lounge
37	Dentzel Carousel	74	Logansport-Cass County Public Library
38	Logansport Art Association	93	Cass County Visitors Bureau
40	Museum of American Political Communication	94	Indiana Museum of Art
44	Iron Horse Depot Park	95	Cass County Community Foundation
47	Logansport Civic Players		

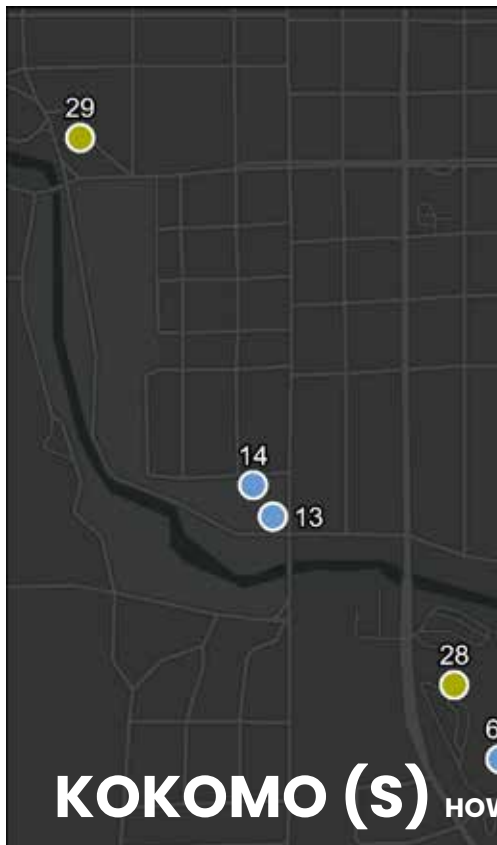




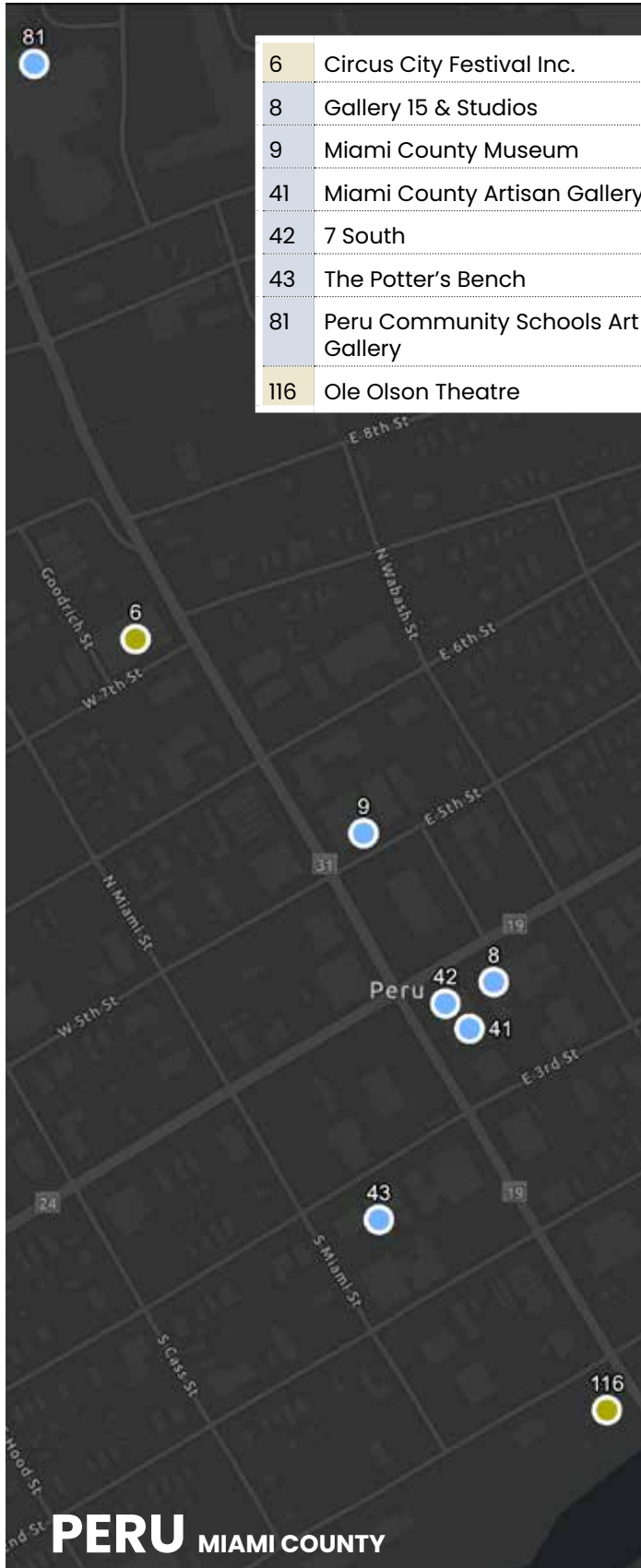
- |    |                          |
|----|--------------------------|
| 19 | The Times Theater Inc.   |
| 82 | Rochester Public Library |
| 87 | Elemental Art Studio     |



- |    |                                       |
|----|---------------------------------------|
| 12 | The HeARTery Inc.                     |
| 85 | Kewanna-Union Township Public Library |



1	Kokomo Civic Theater	68	Indiana University Kokomo Art Gallery
3	Rhum Academy of Music	76	Kokomo-Howard County Public Library Main
13	Elwood Hayes Museum	79	Central Middle School Auditorium
14	Kokomo Art Association Art Center	98	Community Foundation
15	Kokomo Art Association Artworks Gallery	99	The Coterie
20	MLK Memorial	100	Artworks Gallery
23	Rhine Hall Events	101	Bohemian Tattoo Club & Gallery
25	The Howard County Museum & Seiberling Mansion	102	Fired Arts Studio
27	Kokomo Artist Alley	103	Geek Alley
28	Indiana University Kokomo Havens Auditorium	104	Kokomo Family YMCA
29	Highland Stage	106	Riverwalk Stage
30	Sound of Music	111	Foster Park Performing Arts Pavilion
46	The Hobson	112	Bona Vista Programs



## Regional Amenities

Organizations without permanent residence

### Cass

- » Cass County Arts Alliance
- » Logansport Art Association

### Clinton

- » Clinton County Arts Guild
- » Clinton County Orchestra

### Howard

- » Kokomo Symphony
- » Kokomo Civic Theatre
- » Kokomo Park Band
- » Kokomo Men of Note
- » NOLA WORLD Music & Artwerks

### Tipton

- » Tipton Art Guild
- » Tipton Public Arts Commission



### Regional Festivals

#### Cass

- » Acoustic Round Robin
- » Art on the Avenue
- » Black & White Show
- » Cass County Oktoberfest
- » Diversity Show
- » Fine Arts Show
- » Free Concert Series
- » Legacy Show
- » McTaggart Writing Contest
- » Midsommar Goblin Market
- » Photography Show
- » Renapalooza
- » Songwriters Roundtable
- » Squeal on the Eel
- » Summer Sundown Series
- » Summer Youth Art Camp
- » Taste of Cass County
- » Two Rivers Arts & Music Festival
- » Youth/High School Art Shows

#### Clinton

- » Clinton County & 4-H Fair
- » Downtown Frankfort Movie Nights
- » Downtown Spring Shopping Event
- » Downtown Tune Nights
- » Fall Festival
- » Fire & Ice Festival
- » Frankfort Christmas Parade
- » Hot Dog Festival
- » Kirk's Crossing Festival
- » Legislative Breakfast
- » Ole Hickory Days
- » Prairie Creek Park Concerts
- » Raices Festival
- » Rossville Summer Festival
- » Shop Small Saturday

- » State of the City
- » Summer Concert Series
- » Summer's End Festival

#### Fulton

- » Akron 4th of July Celebration
- » Akron Car Show
- » Antiques & Collectibles Show & Sale
- » Aubbee Township/Leiters Ford Fire Department Fish Fry
- » Autumn in Akron Charity Car, Truck & Bike Show
- » Benefit Fish Fry
- » Boofest Downtown Rochester
- » Breakfast with Santa
- » Chili Cookoff/Red Hot Car Show
- » Farmer's Market
- » Fulton County Crafters Craft Show
- » Fulton County Extension Homemakers Craft Show at 4-H grounds
- » FOP Gun Show
- » Friday Night Live Music in the Park
- » Fulton County Animal & Adoption Center Craft Show
- » Fulton County Antique Shop Hop
- » Fulton County Historical Society Breakfast Buffet
- » Fulton County 4-H Fair
- » Fulton County Historical Society Chicken & Noodle Supper
- » Fulton Fun Day
- » Haunted Woods Trail
- » Historical Power Show & Toy Show
- » Holiday Stroll
- » Horse & Pony Fish Fry
- » Kewanna Art Weekend
- » Kewanna Fall Fest
- » Kiwanis Chicken & Noodle Dinner
- » Kiwanis Turkey Dinner
- » Legislative Breakfast

- » Lutheran Church Fish Fry
- » Lutheran Church Ladies Breakfast at Museum
- » Nickel Plate Music & Arts Festival
- » Optimist Pancake & Sausage Breakfast at 4-H Grounds
- » Power Association Fish & Chicken Fry
- » Redbud Trail Rendezvous
- » Round Barn Car-Bike-Truck Show & Breakfast
- » Small Business Saturday
- » Toy Show by Power Association
- » Trail of Courage

### **Howard**

- » Brews on Buckeye
- » Chocolate Celebration
- » Christmas at the Sieberling
- » City of Kokomo Christmas Parade
- » First Fridays
- » Haynes Apperson Festival
- » Howard 4-H Fair
- » Kokomo Farmers Market
- » Kokomo Summer Concert Series
- » Riverwa Concert Series
- » Strawberry Festival
- » Winding Creek Music Festival

### **Miami**

- » 5k Firecracker Run/Walk
- » Boo Bash / Trunk n Treat
- » Bunker Hill Festival
- » Christmas in Converse
- » Circus City Festival & Parade
- » Circus Hall of Fame Fun Fair
- » Cole Porter Classic 5k
- » Cole Porter Festival
- » Converse Fair
- » Days at the Pillars
- » Denver Days Festival
- » Downtown Christmas Open House

- » Farmer's Market
- » Grissom Air Museum Memorial Day
- » Hoosier Heritage Festival
- » July Fourth Hometown Celebration
- » Labor Day at Grissom Air Museum
- » Lights in the Airpark
- » Memorial Day Event
- » Miami County 4-H Fair
- » Miami County 4-H Pancake & While Hog Sausage Day
- » Miami County Easter Egg Hunt
- » Mississinewa Annual Fireworks Celebration
- » Peru Visual Arts Festival
- » Peru's Oktoberfest
- » Peru/Miami County Community Garage Sale
- » Pets of Peru
- » Quigley Music Festival
- » Relay for Life
- » Spring through Downtown Peru
- » Taste of Miami County
- » Warbird Cruise In Car Show
- » YMCA Kids Fair

### **Tipton**

- » Breakfast with Santa
- » Farmer's Market
- » First Fridays
- » French Market
- » Hippie Fest
- » Pilgrim Cup
- » PowWow
- » Spooktacular
- » Summer Concert Series
- » Threshers
- » Tipton County 4-H Fair
- » Tipton County Pork Festival
- » Tipton on Tap Beer Festival
- » Tis the Season
- » Winter Reading Program

### Arts and Culture Successes with READI 1.0

North Central Indiana's READI 1.0 plan included intentional and strategic investments in place-based quality of life improvements to attract and retain talent and grow the population. These investments in new and existing community assets and attractions serve current residents and create regional destinations for visitors.



#### Kokomo Speedway Upgrade

The Kokomo Speedway is ¼ mile dirt oval sprint-car race track located in Kokomo, IN. The track first opened in 1947. The READI 1.0 project included improvements to this regional attraction's infrastructure and facilities.



#### The Silo Concert Center

The Silo Concert Center is a previously-abandoned farm, located in Miami County, re-envisioned as a concert venue that will become a regional entertainment destination and host events for up to 25,000 spectators. The READI 1.0 project included the extension of infrastructure to activate the site.





### **Regional Cultural Center**

The Regional Cultural Center emerged from the redevelopment of the Douglass School Building in Kokomo, IN. The Cultural Center will serve as a museum and community center to preserve the City's cultural history. The READI 1.0 project includes structural improvements to rehabilitate the 100-year facility.



### **Urban Park**

The Urban Park, located in Logansport, IN, is the redevelopment of a downtown community greenspace. Urban Park is a dynamic flexible gathering space which supports the community Farmer's Market, downtown housing and economic development. The READI 1.0 project includes public facilities, sidewalks, walking paths and parking.



Tipton County Pork Festival





2

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**NORTH CENTRAL  
VISION**

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# ENGAGEMENT AND ANALYSIS

A night scene at a fair or festival. In the foreground, a booth is brightly lit with numerous colorful stuffed animals displayed on shelves. Several people are standing near the booth, including a man in a blue shirt and a woman in a white shirt. In the background, there are other festival structures, including one with a large, illuminated, colorful cone-shaped roof. The scene is illuminated by streetlights and the festival's own lighting.

Engagement with the public and with local professionals was vital to the success of this process. The planning team leveraged two engagement methods: a community survey, and virtual conversations.

## Stakeholders and Focus Groups

The NCIRPC identified a collection of business owners, arts organizations, and elected officials whose input and perspective on arts and culture would shape this plan's recommendations. The planning team spoke with 80+ people throughout the engagement phase of this process, distributed across 20 focus group opportunities and many 1-on-1 conversations.

The Planning team hosted a focus group in each of the region's six counties, in addition to topic specific focus groups including visual arts, performing arts, and cultural amenities/events. Engaged stakeholders included library representatives, local artists, community economic development organizations, visual and performing arts organizations, and interested community members.

The following questions were asked during each engagement opportunity, where stakeholders revealed their wishes for arts and culture in the region.

### What are your favorite arts experiences in the region?

Favorite arts and cultural experiences throughout the region include opportunities where community members can interact with each other and share moments of creative appreciation. Public art, live music, community theater, festivals, youth programming, and events centered around downtown areas were highlighted.

Specific experiences that were repeatedly mentioned are listed:

- *Summer Concert Series*
- *Artist Alleys*
- *Civic Theaters*
- *First Fridays*
- *Public Library Programs*

### What have you heard people get excited about?

Throughout the North Central Indiana region, excitement builds around access to a variety of events and activities, from annual festivals and live performances, to public art and family-focused programming. People feel optimistic about revitalization and redevelopment efforts taking place in the region.

Specific efforts noted in focus group and stakeholder conversations include:

- *Reopening of Times Theater in Rochester*
- *Future Indiana Museum of Art in Logansport*
- *Riverfront Redevelopment in Cass County*
- *Revitalization of art community in Fulton County*
- *Spooktacular and other recurring festivals in Tipton County*
- *The Circus City Festival in Miami County*

### What are the big challenges that come with bringing arts to the people?

Recurring themes emerged during the various focus group and stakeholder conversations, in regards to challenges facing the desire for more arts and culture opportunities in the region, including:

- **Funding:** consistent funding streams; public support; grant writing assistance; limited resources for renovations and expansion of programming
- **Marketing:** promotion of events; visibility in the communities; centralized calendar to coordinate events across different organizations; ways to reach rural communities; attracting talent; finding quality/skilled arts instructors; using joint publicity; existing visitors bureau limited



- **Engagement:** getting the community involved and willing to show up; engaging communities to see the importance and value of arts and culture; attracting volunteers; improving accessibility of events; changing community perceptions
- **Adequate Venue Space:** Kokomo's performing arts organizations struggle to find venues that are affordable, accessible, meet their capacity and acoustic needs, and have adequate storage space; there is no face or home for performing arts; limited rehearsal space

### What are the big opportunities that come with bringing arts and culture to the people?

Big opportunities that come with bringing arts and culture to the people include:

- *New public and private partnerships*
- *Reactivation and revitalization of downtown areas*
- *More community events*
- *Consistent performing arts*
- *Economic development*
- *Creating a more friendly, inviting environment*

Arts and culture have the ability to change the trajectory of a town, and artists can become pillars and stewards of the community when arts and culture are embraced.

### What should arts and culture do for the region?

Arts and cultural amenities should:


- *Act as an economic driver attracting visitors, residents, and businesses to the region*
- *Broaden horizons, create conversation, and celebrate cultural diversity*

- *Increase quality of life and create vibrant communities*
- *Foster a sense of place, identity and pride*
- *Serve as an educational tool, exposing people to new ideas, ways of expression, and bring generations together*
- *Reflect and highlight the local community*

### What would you like to see change?

Arts and culture changes that people would like to see include:

- *A broadened engagement level and more collaboration within the region*
- *Assistance from municipalities or visitor bureaus with a marketing plan*
- *Longevity and sustainability of public art/public art programs*
- *Partnerships between for-profit organizations and arts organizations*
- *Better performing arts spaces*



**“Art is the cultural glue that holds us together”**

– Stakeholder Conversation



## TAKEAWAYS

**1**

*Increasing visibility of arts in downtown areas*

**2**

*Increasing the accessibility to the arts*

**3**

*Providing local experiences*

**4**

*Creating a sense of pride*

**5**

*Capitalizing on opportunities for tourism*

**6**

*Drawing in artists and creatives*

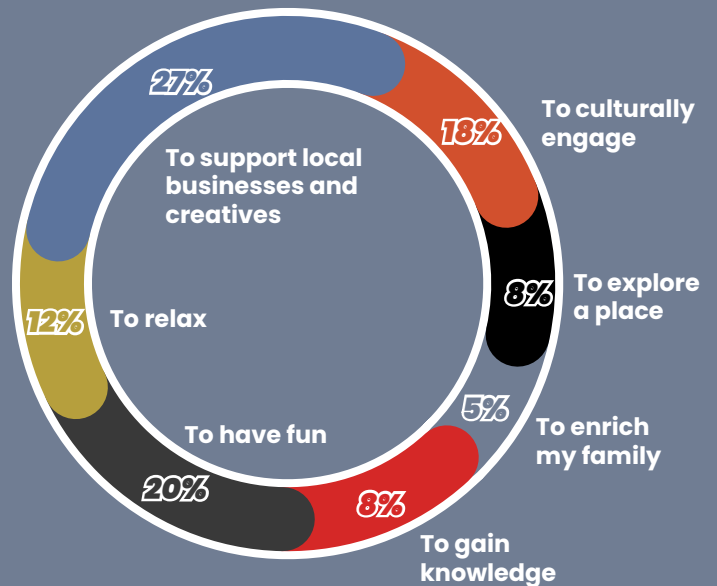
# SURVEY RESULTS

The NCIRPC Strategic Arts Plan survey was live January 6, 2025 – February 17, 2025. There were 335 survey respondents.

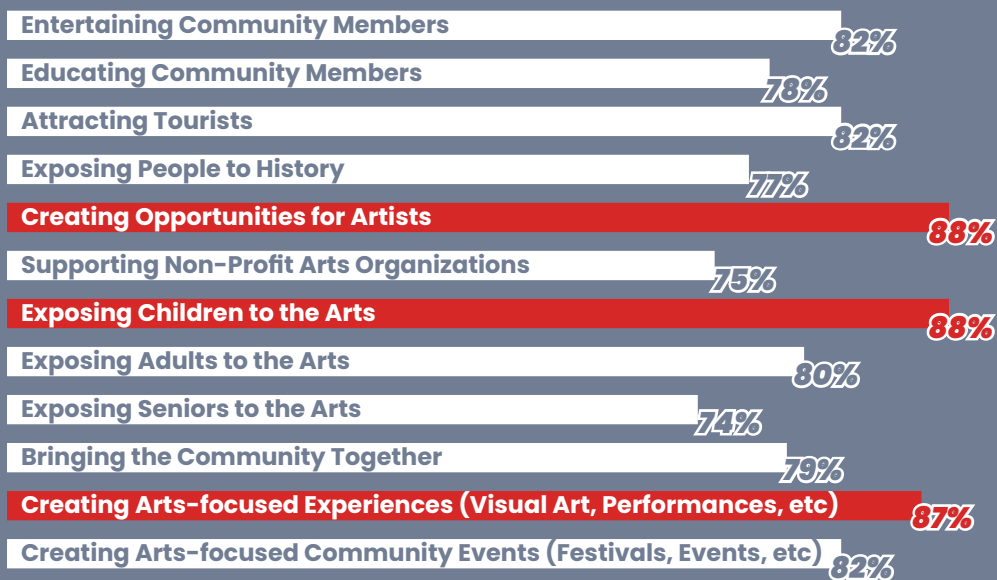
Arts and Culture in North Central Indiana should feel:



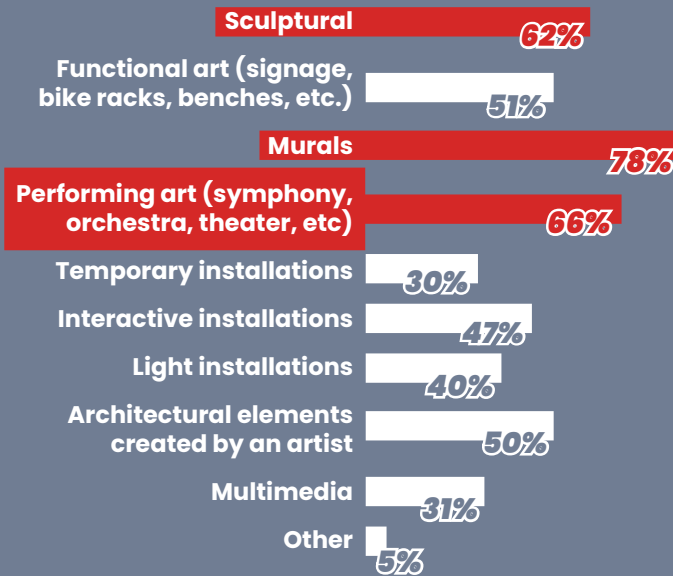
Which of these motivations for experiencing the arts do you most strongly align with?



Arts and Culture in North Central Indiana should accomplish the goal of:



What types of public art would you like to see more of in North Central Indiana?



What impact should public art have throughout North Central Indiana?



What three words or phrases would you use to describe North Central Indiana?



What big ideas do you have for North Central Indiana Arts and Culture?

- » **Batman Museum Expansion**
- » **Contemporary Art Museum**
- » **Cultural Centers/Maker Spaces**
- » **Iron Horse Festival Revival**
- » **Outdoor Amphitheater**
- Other Big Ideas included:*
  - » **Trails: Interactive Arts, Cultural Heritage, Wine**
  - » **Railroad Heritage Festival**
  - » **Farm-to-Table Culinary Arts Week**
  - » **Veteran Programming**
  - » **North Central Indiana Music Collective**
  - » **Native and Pioneer Art Showcase**
  - » **Seasonal Arts & Craft Market**
  - » **Compelling Storytelling Projects**
  - » **Historic Theater Revitalizations**



A photograph of a music classroom with students and a teacher, overlaid with a red tint. The text is white and bold, positioned in the upper half of the image.

**The North Central Indiana region is a vibrant destination for arts and culture that encourages community building and inclusivity. Its diverse and exciting artistic landscape attracts creatives and cultural consumers to visit its amenities and invest in its communities.**

A large circle with an orange top half and a green bottom half, containing the word VISION in white.

**VISION**



**Increase access to and visibility of the arts.**



**Foster and leverage existing resources and amenities.**



**Invigorate local economies.**



**Create a sense of pride in local experiences.**

**GOALS**



## Increase access to and visibility of the arts.



There are many opportunities to experience arts and culture across the North Central Indiana region; however, many people are not aware of the events and programs offered in their own communities. Strategies should be considered that help both locals and tourists learn about and partake in regional arts and culture experiences.



Mantra, Greater Kokomo Economic Development Alliance

**Visibility.** It can be difficult for organizations to know the best way to reach potential consumers; similarly, it can be difficult for the community to know how to find out about potential experiences. There is a need for more focused and intentional physical and virtual marketing efforts across the region. In addition, the public is more likely to recognize their community as a place with artistic opportunities when they can see art in their daily lives. Making this possible could involve increasing public art or structures dedicated to the arts that residents and visitors can point to.

**Cultural Accessibility.** In North Central Indiana, there has been an increasingly diverse population, and with that has come interest in widening cultural experiences. Engagement during the planning process revealed a widespread desire for greater opportunities for cultural exchange and celebration, as the region's identity evolves. The arts should be an empowering mechanism for such experiences going forward.

**Physical Accessibility.** The arts should be something that all people can enjoy. This implies that there should be a wide variety of programming and experiences that can be enjoyed by all ages and physical abilities, for example through opportunities offered at different times and at ADA-accessible venues and spaces.



## Foster and leverage existing resources and amenities.



With numerous arts and culture organizations and experiences available in North Central Indiana, it is important to foster what already exists to help communities reach their full potential. Celebrating what makes these communities unique can help draw in people from around the Midwest and beyond, while enriching the local landscape.



Times Theater Marquis, Jim Grey

**Technical Assistance.** Many groups do not have the audience they need to be sustainable, and ensuring the community knows of their existence is a big step to rectifying this. Government assistance to help with other important aspects of running arts and cultural organizations, including funding, grant writing, and repairs, can help existing amenities flourish. Additionally, many organizations are new or up-and-coming, with limited past experience with arts administration in a professional-sector capacity. Technical assistance will be needed to ensure arts and culture is able to continue to grow throughout the region.

**Resource Management.** There are many resources available to organizations in North Central Indiana that are unknown and underutilized. A centralization of resource information or clear explanation of what these resources are and can be used for is vital to organizations' ability to succeed.

**Youth Engagement/Education.** Engaging local youth can help encourage people to see the importance of the arts across a lifetime. This can instill a life-long investment in arts and culture that lets young creatives know they can stay put and invest in their community.

# Invigorate local economies.



Arts and culture is a recognized staple of economic vitality for both local and tourism economies. New and existing programming benefits and boosts these economies, which will bring in money for more and improved experiences, as well as other social and community benefits



The Bohemian Tattoo Club and Art Gallery

**Attracting Visitors.** Investing in tourism opportunities will increase the draw of local programs and organizations, such as performances, museums, and festivals. This will not only offer more patronage to local arts and culture entities, but also restaurants, hotels, and other related industries.

**Attracting Talent.** With a wider reach of events and organizations, the region can be positioned to attract new arts professionals who want to live and work in the area. If the opportunities are interesting and sustainable, more artists can diversify the artistic economy and offer new experiences and expertise.

**Local Investments.** More arts and culture experiences have been proven to enrich and spur local economies. Local events and festivals encourage people to leave their homes, buy food and local art, and generally invest more in their communities.



# Create a sense of pride in local experiences.



The communities of North Central Indiana are unique and exciting, with different opportunities, characteristics, and strengths. The arts should accentuate what makes these communities unique and be a point of hometown pride for residents.



Vibrant Event Center

**Local Histories.** The arts offer unique opportunities to explore and explain local histories to both residents and visitors. By creating something people can understand and relate to, local residents can internalize a sense of history and pride in their communities that will help to keep people engaged.

**Health Benefits.** There are many benefits to having local access to arts and culture. Artistic opportunities offer countless mental health benefits, both for those who create and those who encounter the arts. Arts and culture activities can lower stress and offer much needed outlets that people might not otherwise be able to access.

**Quality of Life.** Arts and culture beautify communities and make residents and visitors alike happy to be there. Enjoyable experiences help people fall in love with their communities and live fuller lives.





Artist Alley, Kokomo

Kokomo, Indiana  
Home of America's First Car  
**1894 Pioneer**  
Invented by  
Elwood Haynes





3

# NORTH CENTRAL STRATEGIES



Long-range planning for cultural investment has historically coincided with an outcome that may feel shaped by certain financial conditions or structures; but as time goes on, such plans may no longer feel as relevant or as visionary as they once were. The flexibility provided in this proactive framework creates opportunities for decision-makers to pursue diverse funding sources and pivot implementation priorities to take advantage of changes and growth in the local cultural ecosystem. It also allows the community to continue to dream big, yet places emphasis on actionable, momentum-building steps for growing local arts and culture assets and tackle them as additional funding and capacity becomes available.

**The timing for each strategy has been defined as:**

**Now:** 0 to 3 years

**Soon:** 3 to 5 years

**Later:** 5+ years

**Ongoing**

**The scale for each strategy has been defined as:**

**Local:** Local strategies are focused on municipality-level development and improvement of quality of place at the individual scale.

**Regional:** Regional strategies have the potential to effect the entire North Central Indiana region.

**Relative impact for each strategy has been defined as:**

**Low:** Low impact strategies are essential to the long-term health and sustainability of the region's cultural sector but may go unnoticed by the community-at-large.

**Medium:** Medium impact strategies will improve the resident experience at the individual level.

**High:** High impact strategies will fill a significant gap in the market; set the foundation for new programs, projects, or practices; or directly shift the general perception of the region as an arts and cultural community (e.g. through visible interventions like placemaking and public art).



Circus Hall of Fame



## REGIONAL OBJECTIVES

### *Objective 1*

***Develop state of the art arts and cultural facilities that engage residents and create new opportunities for tourism.***

### *Objective 2*

***Develop engaging and exciting public art throughout the region.***

### *Objective 3*

***Encourage and develop programming in North Central Indiana communities that increases quality of life through access to arts experiences.***

### TYPES OF VISITORS



#### The Creative

The Creative, whether an artist, artisan, musician, performer or a little of everything, would be pleased to see the opportunities available to them by living or working in their community as the region builds its support of the local arts and culture identity. With access to affordable rents for properties to both live and work centralized within a regional economy of over 10 million, refining their practice in their community yields many benefits.



#### The Weekender

Weekenders throughout the region who love to get away would find that North Central Indiana is great region for fun, adventure, and beyond. They might initially come for a child's sports event but stay for the local cuisine or a museum, discovering along the way arts and culture experiences such as the Amateur Circus Performers or a community festival. If they're lucky, they will also be able to experience all the new arts and culture experiences that enrich their community as part of this plan.



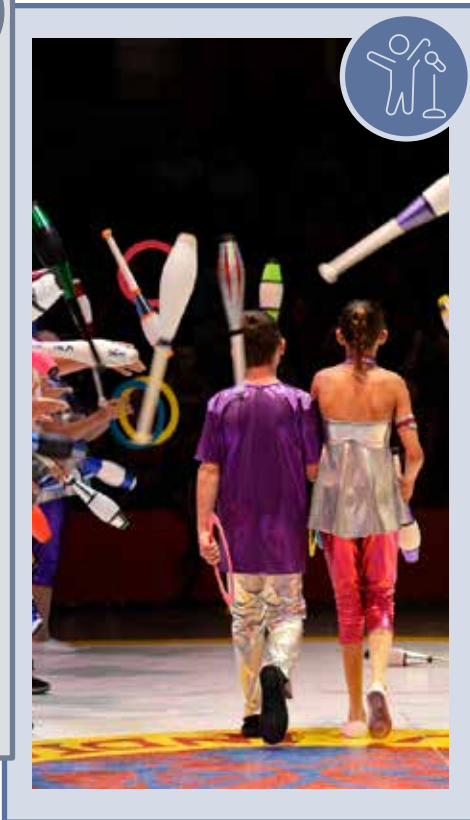
#### The Explorer

The Explorer might be first coming to the community for the circus, a festival, the burgeoning food scene, or the growing arts identity. The Explorer knows about arts and culture in the region, and is looking to find more. Distinct buildings and the expectation of unique experiences would invite this exploration further into the North Central Indiana communities and create paths to and around arts and culture in the region.



### The Local

The Local is a resident who has always seen the potential in their community. Through the implementation of this plan, they will see their local arts and culture identity underscored with funding, transformed spaces, and support directed to areas in their community that promote cultural experiences. What should unfold is the physical representation of shared community ideals and themes.



### The Arts Advocate

The Arts Advocate is someone who sees the wealth of connections available locally and regionally and looks to reach across organizations and interests to facilitate excellent and compelling arts and culture experiences for residents and visitors alike. These individuals would look to utilize the strength of a growing local arts economy and network to achieve their own organizations' goals, while lending their own insights to strengthen neighboring organizations and interest groups.





**DEVELOP STATE OF THE  
ART ARTS AND CULTURAL  
FACILITIES THAT ENGAGE  
RESIDENTS AND CREATE  
NEW OPPORTUNITIES  
FOR TOURISM.**

## OBJECTIVE 1: DEVELOP STATE OF THE ART ARTS AND CULTURAL FACILITIES THAT ENGAGE RESIDENTS AND CREATE NEW OPPORTUNITIES FOR TOURISM.

Objective 1 surrounds developing new and updating existing facilities where arts and culture takes place in North Central Indiana. These locations are home to established local arts organizations and many cherished programs and opportunities. Many have regional audiences and are frequented by tourists, who in turn often support local restaurants and hotels. It was important to consider local heritage and cultural institutions that are representative of current and historic populations. Local arts and culture facilities should provide opportunities for underrepresented cultural groups (i.e. Native American & Indigenous, Latino, Korean, and Haitian) to see their own experiences reflected in local programming. Investment in these arts and cultural facilities would improve the local arts economy and invigorate their communities.

The following arts and cultural facilities (presented in alphabetical order) were considered. Projects identified by the public and stakeholders as a part of this planning process are detailed on the following pages and presented in bold.

- » Banderas Point, *Clinton County*
- » **Campbell Family Foundation Stage**, *Tipton County*
- » Cass County Museum, *Cass County*
- » Cass County Museum Phase 1 and ReVeré Automobile Display, *Cass County*
- » **Fiberglass Freaks' Batman Museum**, *Cass County*
- » **Frankfort Arts District**, *Clinton County*
- » Frankfort Library Theatre, *Clinton County*
- » Grissom Air Museum, *Miami County*
- » **Indiana Museum of Art**, *Cass County*
- » Kokomo Art Association, *Howard County*
- » **Kokomo Center for the Arts**, *Howard County*
- » **Miami County Circus City & Hall of Fame**, *Miami County*
- » Miami County Artisan Gallery, *Miami County*
- » Miami Nation of Indians of Indiana Museum Phase 2, *Miami County*
- » PCS Fine Art Gallery, *Miami County*
- » Peru Amphitheater, *Miami County*
- » **Red Barn Summer Theater**, *Clinton County*
- » **The Times Theater**, *Fulton County*
- » Tipton Community Arts Center, *Tipton County*
- » Train Excursions, *Cass County*

For more information on all projects, see Appendix C.

# Campbell Family Foundation Stage

Tipton County, Indiana



The new park space on the corner of Jefferson St and Court St in the city of Tipton has already emerged as a thriving community meeting space. The park hosts community festivals and events, including the local farmer’s market. The park could be updated to include a community stage in the southeastern corner. This stage could be used during these community events to highlight local music, and could be used for other local theater and musical experiences.

The Tipton Main Street Community Stage would act as a catalyst for additional arts and culture innovations in the main square of the city. Some additional innovations could include:

- » A mural on the east wall overlooking the park
- » Sculptures as part of a local trail

GOALS



VISITORS



TIMING	SCALE	IMPACT
NOW 1-3 YEARS	LOCAL	MEDIUM



# Fiberglass Freaks’ Batman Museum

Cass County, Indiana



The Batman Museum in Logansport, Indiana, opened in October 2024. It is reminiscent of the popular Hollywood Museum exhibit from several years ago, and is operated by Fiberglass Freaks, Mark Racop’s company that builds the only officially licensed full-scale Batmobile replicas. Among the museum’s experiences are a replica of the Wayne Manor study; screen-used and replica Batman costumes and props; a replica of the Batcave with Racop’s first Batmobile; and hundreds of pieces of Batman memorabilia from Racop’s collection.

The Batman Museum offers many new and exciting opportunities for Cass County and the region at large. This unique attraction has the potential to bring in tourism from around the region to see a museum unlike any other. Being the only company with officially licensed Batmobiles, the experiences this facility provides offer a massive economic boost to Logansport, Cass County, and North Central Indiana at large. Already, the museum sees 90% of its visitors from out of the region.

A feasibility study should be conducted to better understand organizational capacity and expansion potential.

GOALS			
			
VISITORS			
			
TIMING	SCALE	IMPACT	
NOW 1-3 YEARS	REGIONAL	MEDIUM	

## Support Needed

In order to continue to deliver high-quality experiences to visitors, there are some resources that the museum needs. Given that it is retrofitted into an older building, there are several structural supports required, including:

- » Structural Improvements to the East Wall
- » Improvements to Heating/AC unit
- » 46 new preferably historic-style windows

Funding support could also be used for building the museum’s collection, which would help to increase the draw for visitors.

## Frankfort Arts District

Clinton County, Indiana



The relocation of the Frankfort police station presents the opportunity to develop to the Frankfort Arts District. The old police station is a prime building for creating a Frankfort Cultural Center. Already City-owned property, the building's proximity and visual similarity to the Frankfort Public Library and its Civic Theater Stage would help to invest in Frankfort as a thriving arts community with an identifiable arts district.

The three-story building, built in 1900, offers adequate space for many different types of arts programming. The ground floor is ideal for museum/display space for art and artifacts. The lower level has potential to be transformed into studio, classroom, and office space, as well as living space for traveling artists to stay while teaching or sharing work. The upper level would offer much-needed storage space and could later be developed into additional studio and creation space. The diversity of offerings would make it a sustainable venture that would attract many types of visitors from all over and outside the region.

A feasibility study is being conducted on the viability of this location as a cultural center and the City is looking into operational and overhead costs to get the building renovated and open to the public.

### GOALS



### VISITORS



### TIMING

**SOON**  
3-5 YEARS

### SCALE

**REGIONAL**

### IMPACT

**MEDIUM**

### Programming Available

1. Art/History Museum
2. Art shows
3. Studio spaces
4. Artist Live/Work space
5. Classroom space
6. Office space

## CASE STUDY

**Jasper Community Arts Commission**

Jasper, Indiana

**About the Program**

Founded in 1975 as part of the City of Jasper, the Jasper Community Arts Commission became the only arts commission in the state recognized as a department of the City and under the authority of City Council. The purpose of the commission is to bring arts experiences and opportunities to the community that foster an appreciation, participation, and enjoyment of the arts. The Commission manages and directs the policies, programs, and activities for the department.

**Arts Commission Structure**

The Jasper Community Arts Commission consists of 11 government-appointed members who must reside within the City of Jasper. Four members of the Commission are appointed by the Mayor, five by the Jasper City Council, one by the Jasper Parks and Recreation Board and one by the Greater Jasper Consolidated School Board. In addition to the Commission, Jasper Arts has six full-time and four part-time staff members to run its day-to-day operations and programs. The Commission meets every first Tuesday of each month in the City Hall Council Chambers.

**Facilities and Programming**

Jasper Arts is responsible for managing the Jasper Arts Center and the Atrium and Arts Wing of the Thyen-Clark Cultural Center. The Jasper Arts Center includes a 675-seat auditorium, dressing rooms, a green room, a community room/dance studio, and an art gallery. The Thyen-Clark Cultural Center Arts Wing includes the Jasper Community Arts' staff offices, multiple galleries, workshops, private studios, and a 100-seat Black Box Theatre.

The Jasper Arts Center is closed to the public except on days of performances. Jasper Arts oversees rentals of spaces in both the Jasper Arts Center and the Atrium and Arts Wing of the Thyen-Clark Cultural Center. The Jasper Community Arts Commission provides a wide array of outreach from kindergarten to senior programming, and annual events such as the Jasper Arts Chalk Walk. The galleries feature local, regional, and nationally recognized visual artists in all mediums. There are new shows each month, as well as recurring exhibits which include Youth Art Month, the annual Juried Exhibit, and the Visual Arts Committee Exhibit.





## Indiana Museum of Art

Cass County, Indiana



The Indiana Museum of Art's (IMA) primary objectives are: to celebrate cultural diversity through art created by and reflective of Logansport and the surrounding communities of North Central Indiana's past and current immigrants; offer North Central Indiana residents a convenient and approachable opportunity to experience internationally recognized artists for exhibitions, interactive teaching, and films; and, to leverage fine art as an economic development tool to effect North Central Indiana's trajectory for the next generation.

The Indiana Museum of Art and subsequent revitalization projects offer many new and exciting opportunities for artists in and around the community. The new facilities will bring a new face to the artistic landscape of North Central Indiana, broadly, and Logansport, specifically, and bring a national draw to the area. By promoting local artists, and artists representative of the community, the museum seeks to create a sense of pride in what they can see and accomplish. It also has the potential to make Logansport a center for visual arts in the region and attract artists to live and work in the community, as well to increase tourism and support local businesses.

A feasibility study should be conducted to better understand organizational capacity and expansion potential.

### GOALS



### VISITORS



### TIMING

**NOW**  
1-3 YEARS

### SCALE

**REGIONAL**

### IMPACT

**HIGH**

### Upcoming Projects and Programming

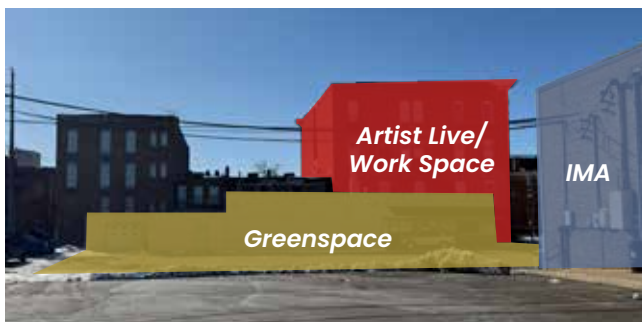
To bring this museum to life, the purchased building needs to be fully renovated and updated so that the space can be used effectively. Additional projects for the IMA include:

- » Artist Live/Work Space
- » Greenspace development between buildings
- » Rotating exhibits

## Developing the IMA Campus

In order to begin developing the IMA campus, the project will revitalize two of the largest and most prominent blighted buildings in downtown Logansport. These buildings will be developed into gathering spot for visitors and residents. The first will be used to house the IMA itself, while the other, sitting at the opposite end of the block, will be used to develop artist live/work space. Between the two buildings, it is recommended that the existing asphalt be redeveloped into a community greenspace.

Artists have already expressed interest in occupying this new live/work space and the additional building is ready to be purchased. The IMA campus would establish downtown Logansport as a hub for artists and attract talent to visit and live in the region.



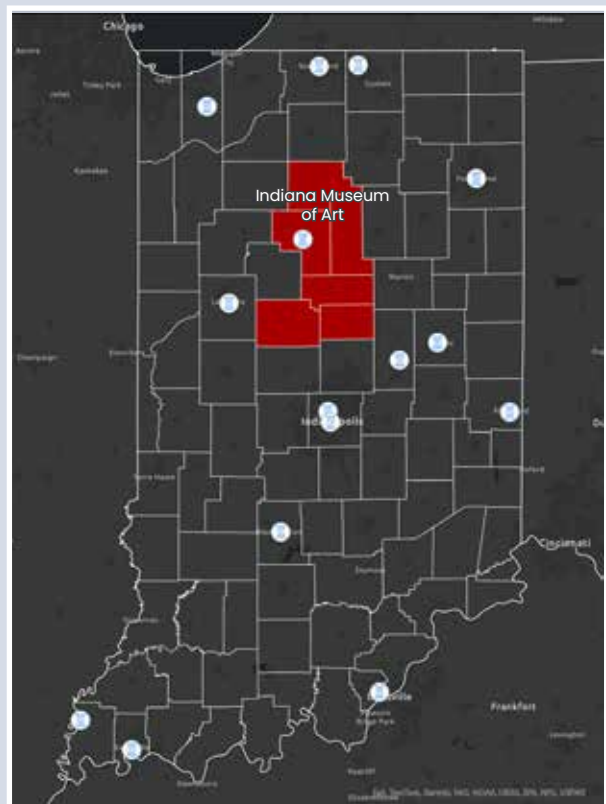
Site of Proposed Greenspace and Artist Live/Work Space

## Curating the IMA

The IMA's exhibits has the potential to celebrate the rich cultural heritage its growing immigrant population brings to North Central Indiana through direct international cultural exhibition exchanges that reflect the region's diversity, including the significant Haitian population.. These exhibitions will rotate to allow for consistent high-quality experiences and opportunities for cultural education for its visitors.

## Art Museums in Indiana

Although there are 14 art museums of varying scopes and sizes across the state of Indiana, none are in the North Central Region. This museum offers unique experiences for both people living in the region and has the opportunity to draw in people from all over the state and beyond.



Indiana Museum of Art

### CASE STUDY

## Arts and Culture Development

Paducah, Kentucky

Paducah, Kentucky is widely recognized as a model for how arts and culture can drive economic revitalization and community development in small towns. Its transformation into a creative hub has had a profound impact on the city's economy, identity, and appeal.

### Impacts of Paducah's Arts and Culture Development

Paducah has an Artist Relocation Program (ARP) that offers financial incentives to artists willing to relocate to the historic but blighted Lower Town Arts District. ARP attracted creatives from across the country and revitalized the neighborhood, becoming a national model for arts-based development. Because of this investment, the Lower Town Arts District has evolved into a vibrant cultural hub and tourist destination that showed increased spending at local restaurants, hotels and businesses. Paducah has since been designated as a UNESCO Creative City of Crafts and Folk Art (2013), with new businesses opening up, new jobs being created, and more people moving to the area.

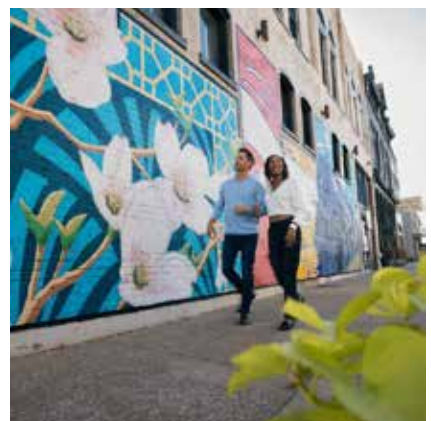
Paducah's intentional investment in arts and culture:

- » Revitalized neighborhoods.
- » Attracted creative talent.
- » Boosted tourism revenue.
- » Fostered a resilient, diversified economy.
- » Positioned Paducah as a national leader in creative placemaking for small towns.

It is a small community that, through intentional local government interventions and investment, was able to leverage the arts to create sustainable economic and cultural growth.

### Takeaways for North Central Indiana

Paducah's deliberate integration of arts and culture into its economic development strategy has yielded measurable benefits, including increased tourism revenue, job creation, and enhanced property values. The museum and its effect on the community was supported and made possible through local government investment and prioritization. These outcomes demonstrate the potential for arts and culture to serve as catalysts for economic growth and development.





## CASE STUDY

**MASS MoCA**

North Adams, Massachusetts

The Massachusetts Museum of Contemporary Art (MASS MoCA) is located in North Adams, a former mill and factory town in western Massachusetts that had been experiencing population loss and economic decline since 1985. MASS MoCA was proposed to leverage the newly unused industrial space and transform the property into one of the largest contemporary art centers in the world, emphasizing large-scale, immersive contemporary art installations that few other institutions could accommodate.

**Cultural and Economic Impact**

MASS MoCA quickly established itself as a leading venue for cutting-edge, large-scale contemporary art exhibitions, performance art, and music festivals, offering artists space and freedom they couldn't find elsewhere. The museum developed a reputation for ambitious installations, often collaborating directly with artists to create work on-site.

It also transformed the community's economy. MASS MoCA draws in over 160,000 visitors a year and has spurred the creation of hotels, restaurants, cafes, galleries, and small businesses. It has increased property values as artists and creatives moved into the community and created jobs both in the museum itself (100+ full-time staff) and in the surrounding community to support hospitality and retail.

The museum has been credited with contributing over \$50 million per year in economic impact, the number of hotel rooms and restaurants in North Adams has more than doubled, tourism spending linked to cultural visitors now represents a significant share of the town's economic base, and its population decline has stabilized, now increasingly seen as a destination for creative economy workers, including artists, musicians, and designers.

**Takeaways for North Central Indiana**

MASS MoCA is a unique, 250,000 square-foot complex for art installations in a rural setting far removed from any major urban centers. It hosts a combination of contemporary art, community programming, festivals, and economic development. Its success demonstrates that contemporary art isn't confined to major cities — it can reshape economies and identities in smaller communities.



## Kokomo Center for the Arts

Howard County, Indiana



Though Kokomo Area Performing Arts League (KAPAL) is just beginning its planning stages for the construction renovation of an all-purpose performing arts facility, the need is obvious: to provide adequate space for cultural enrichment programs by exposing Kokomo and surrounding communities to new ideas, art forms, storytelling, and creative expressions that they may not otherwise experience. Beyond that, the impact of such a facility will boost the local economy, attracting tourists and providing jobs in related industries such as hospitality and retail. Furthermore, such a space provides opportunities for education and community development, such as drama classes or workshops.

The organizations that make up KAPAL are all long-standing staples of their community with performances that audiences look forward to seeing and artists look forward to participating in. Currently, none of these organizations have adequate performance spaces, working with schools and churches to share their craft with the community. Having a specific space for these performances would make it easier for interested people to know where and performances are happening, help these organizations strengthen their reach, draw in more performers and visitors, and give the community a space to be proud of.

### GOALS



### VISITORS



### TIMING

**NOW**  
1-3 YEARS

### SCALE

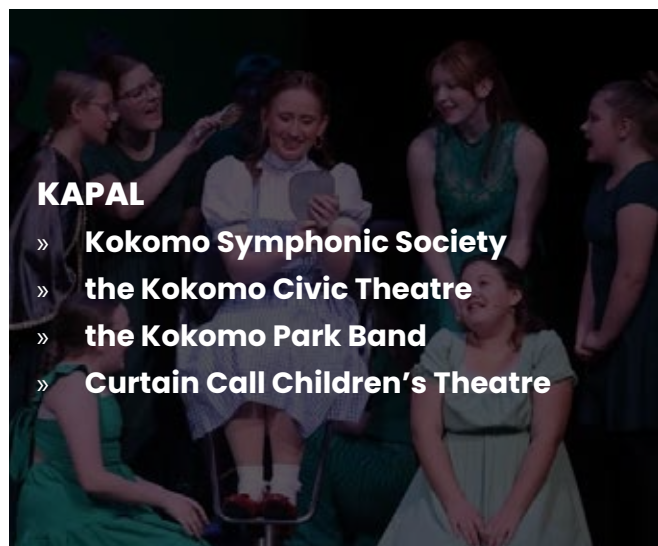
**REGIONAL**

### IMPACT

**HIGH**

### KAPAL

- » Kokomo Symphonic Society
- » the Kokomo Civic Theatre
- » the Kokomo Park Band
- » Curtain Call Children's Theatre



## Steps for Development

Before a facility would be designed, a facility feasibility study should be conducted to understand organizational programming capacity and expansion potential. Operational needs have to be understood so that the Center is sustainable and well-run. Only then should locations and designs be considered.

## Recommended Amenities

- » 300–600 seats
- » 40-ft proscenium stage
- » Wing space
- » Full fly-house
- » Orchestra pit
- » Dressing rooms
- » Loading dock
- » Adequate sound/lighting capabilities
- » Equipment storage space
- » Rehearsal space

## Running A Facility

To run a facility like this, at least one staff person would need to be hired to work there full time. This staff person will be in charge of scheduling talent, managing ticket sales, marketing for the Center, and general building management. Other part time staff or volunteers could include House managers, ticket takers, security, lighting and sound designers, and custodians.

## Constructing A Facility

It must be decided if the Center for the Arts should be a new build or retrofitting of an existing building. While retrofitting can get better locations in the downtown area and is often cheaper than new builds, sacrifices have to be made based on the limitations of the existing structure. New builds are expensive, and can have more zoning and accessibility issues, but it can be built much more closely to how it is envisioned.

## Programming

### *Capacity.*

To keep the Center for the Arts performance space sustainable, capacity needs have to be understood. The Center must understand how often it needs to be programed in order to stay profitable, which starts with understanding how often KAPAL expects to be using the space.

### *Pricing.*

The Kokomo Center for the Arts is intended to be a resource that supports local talent. It is recommended that the center have scales for pricing that are different between local and visiting artists, offering locals the space at a lower cost.

Ticket costs for events at this center will vary performance-to-performance, but should remain affordable. Surrounding venues and comparable prices should be used in determining these costs.

## Diverse Revenue Sources

### *Gallery Space.*

Putting gallery and other spaces dedicated to visual arts celebrates local arts more comprehensively and would solidify the Center as a hub for arts in the community. Gallery space like this would allow for additional revenue streams for the Center when there is not a performance happening and also for the local artists able to display and sell their work.

### *Event Space.*

In addition to the gallery and performance space, a flexible event space that allows for parties, receptions, galas, etc., would establish the Center as a cultural hub and meeting space in the community.



### CASE STUDY

## Hendricks Live!

Plainfield, Indiana

Hendricks Live! is a state-of-the-art performing arts, gallery, and event space in West Central Indiana created as a result of the Town of Plainfield's Downtown Redevelopment Plan. In partnership with the Hendricks County Community Foundation and the Hendricks County Arts Council, the Town of Plainfield Indiana developed this facility to achieve its long-term, strategic goals of promoting tourism, enhancing the quality of life for residents, providing a professional home for local artists, and generating economic impact for the region. Hendricks Live! is managed and operated by Hendricks Live! a 501(c)(3) organization.

### Theater Specifications

The 606-seat proscenium theater hosts year-round local, regional, and national acts from concerts and comedians to family shows and films. The theater is equipped with a full lighting and audio package, two stage-level star dressing rooms with full bathrooms, two basement level group dressing rooms with full bathrooms, a tour and production office and a green room. Additionally, the theater has loading dock access, on-site trailer and truck parking, a fly tower, an acoustical shell, motorized orchestra pit, motorized rigging system, motorized acoustical banners, and a laundry room. Hendrick's Live! offers concessions including theater snacks, drinks, homemade cookies by Momma Shell's Cookies, and an independent cafe opening in the theater space in 2025.

### Visual Arts & Flex Space Component

An art showcase is included within Hendrick's Live! featuring local artists of all ages and art disciplines to display and celebrate the artistic talents of the community. Hendrick's Live! includes a 130-seat multipurpose event space equipped to host various events such as weddings, corporate meetings and large gatherings. The event space has an outdoor terrace, an HD video monitor, a portable wet bar, and a catering kitchen/prep area.

### Rental Fees

Rental fees vary depending on the space, organization, and catering choice. Total rental costs consist of a flat rate rental fee, in addition to an audio and visual fee, a service package fee, and catering costs per guest, if applicable. The theater and event space differ in rental costs, and for non-profits, the theater rental fee is halved.



## CASE STUDY

**Savannah Cultural Arts Center**

Savannah, Georgia

Opened in 2019, The Savannah Cultural Arts Center is a premiere venue for the performing arts, visual arts, and serves as a community gathering place in celebration of the arts for all ages. SCAC consists of a performing arts wing housing two theaters and a visual arts wing housing a gallery space and working studios for local artists. The Savannah Cultural Arts Center is owned and operated by the City of Savannah, and the project was funded through The Special Purpose Local Option Sales Tax (SPLOST). A rental inquiry form is available on the City of Savannah's website.

**Theater Specifications**

The Ben Tucker Theater is equipped with full lighting and sound capabilities, and holds a capacity of 338 attendees. This auditorium creates a state-of-the-art opportunity for film screenings, plays, musicals, and recitals. This non-proscenium theater includes access to two stage level dressing rooms, a small wardrobe room, a production office/green room and a control booth.

The Studio Theater is a smaller, fully flexible black box theater with a capacity of 60 attendees. Access to a control booth is included in this rental, however there are no dedicated dressing rooms. A variety of events can be held here such as art lectures, dances classes, and more intimate live performances.

**Visual Arts Component**

The visual arts wing includes five studio classrooms set up for a variety of art mediums and experiences, such as metal work, glass work, and wheel throwing. The Savannah Cultural Arts Center offers specialized art classes, workshops and programs aimed at enhancing the artistic skills of the individuals who create there and the greater community at large. Discounted class pricing is available for qualifying City of Savannah residents.

**Rental Amenities**

Renters are granted access to a lobby atrium with access to restrooms, water fountains and space for ticketing and merchandise tables. Renters are responsible for their own ticket sales and distribution. A first-floor kitchen is available equipped with a service window, commercial refrigerators, an ice machine, and a commercial coffee maker. The SCAC does not provide any food or drink services.





## Miami County Circus City & Hall of Fame

Miami County, Indiana



The Circus City Festival Inc. and Circus Hall of Fame Inc. in Miami County are constructing a new museum, a conference center, revitalizing structures and installing public art to celebrate the community's circus heritage. The proposed projects will strengthen Miami County and the City of Peru as a circus destination location by providing year-round opportunities for visitors to experience circus history in the "Circus Capital of World".

There are two distinct circus organizations in Peru, each with their own needs and programming, but with the unique opportunity to work together. Improvements to these institutions, including both beautification/repairs and programming assistance, would help Peru live up to its title as the Circus Capital of the World and drive tourism into the area. Much of the community participates in the circus, with many generations and families of performers, and assistance to these staples of the community would provide a great sense of pride. Additionally, the Circus Hall of Fame is registered as a National Historic Landmark, bringing in further recognition and tourism.

A feasibility study should be conducted to better understand organizational capacity and expansion potential.

### GOALS



### VISITORS



### TIMING

**NOW**  
1-3 YEARS

### SCALE

**REGIONAL**

### IMPACT

**HIGH**

### Included Projects

- » Construct an annex on the north side of the permanent big-top in downtown Peru to house a state-of-the-art circus museum and display area.
- » Repair and rebuild the buildings on the Circus Hall of Fame, all of which are on the Nation Historic Landmark registry.
- » Commission three public art sculptures of prominent, historic circus performers to be displayed throughout the City of Peru.



### Circus City Festival Inc. Museum

CCFI is encouraged to construct an annex on the north side of the permanent big-top in downtown Peru. This space could be used to build a state-of-the-art circus museum and display area with a second-floor conference room. The annex will allow for artifacts, documents, circus wagons and memorabilia to be displayed and serve as a destination year-round. It could also host interactive activities that bring the circus to life outside of the scope of the Festival performances.

Allowing for these exhibits to rotate would ensure that interested consumers have a reason to return to the region again and again.

Additionally, the conference room could be used as event space for hosting receptions, graduations, and other community events. This would re-solidify the CCFI as a community resource.

### Circus City Campus Site Plan



Circus City Museum Rendering

### Circus Hall of Fame Rehabilitation

The Circus Hall of Fame requires rehabilitation of the north barn, elephant barn, corn crib, wagon shed and gatehouse located on the former American Circus Corp winter headquarters just outside the City of Peru. Funding is needed to repair and rebuild these buildings that are all on the National Register of Historic Places.



Circus Hall of Fame Wagon Barn

### Circus Sculptures and Placemaking

CCFI is considering commissioning three public art sculptures of prominent, historic circus performers to be displayed throughout the City of Peru.

These sculptures would support an effort to include more circus-related placemaking, including benches, trashcans, light-post banners, and more that visibly mark Peru as the Circus Capital of the World, even to those just passing through.



Circus City Festival Inc. Mural Wall

Red Barn Summer Theater

Clinton County, Indiana



The Red Barn Summer Theater is a 168-seat theater that supports high-quality local theater intensives in the summer and provides a unique community meeting place. The company moved into its current building in 1973. Since then, several additions and renovations have taken place, but more renovations are needed to maintain the building and retain the company’s position as a staple of their community. These renovations include:

- » ADA Bathrooms
- » Four-seasons storage space
- » Rehearsal rooms
- » Updated lighting systems
- » Structural improvements to east wall

GOALS

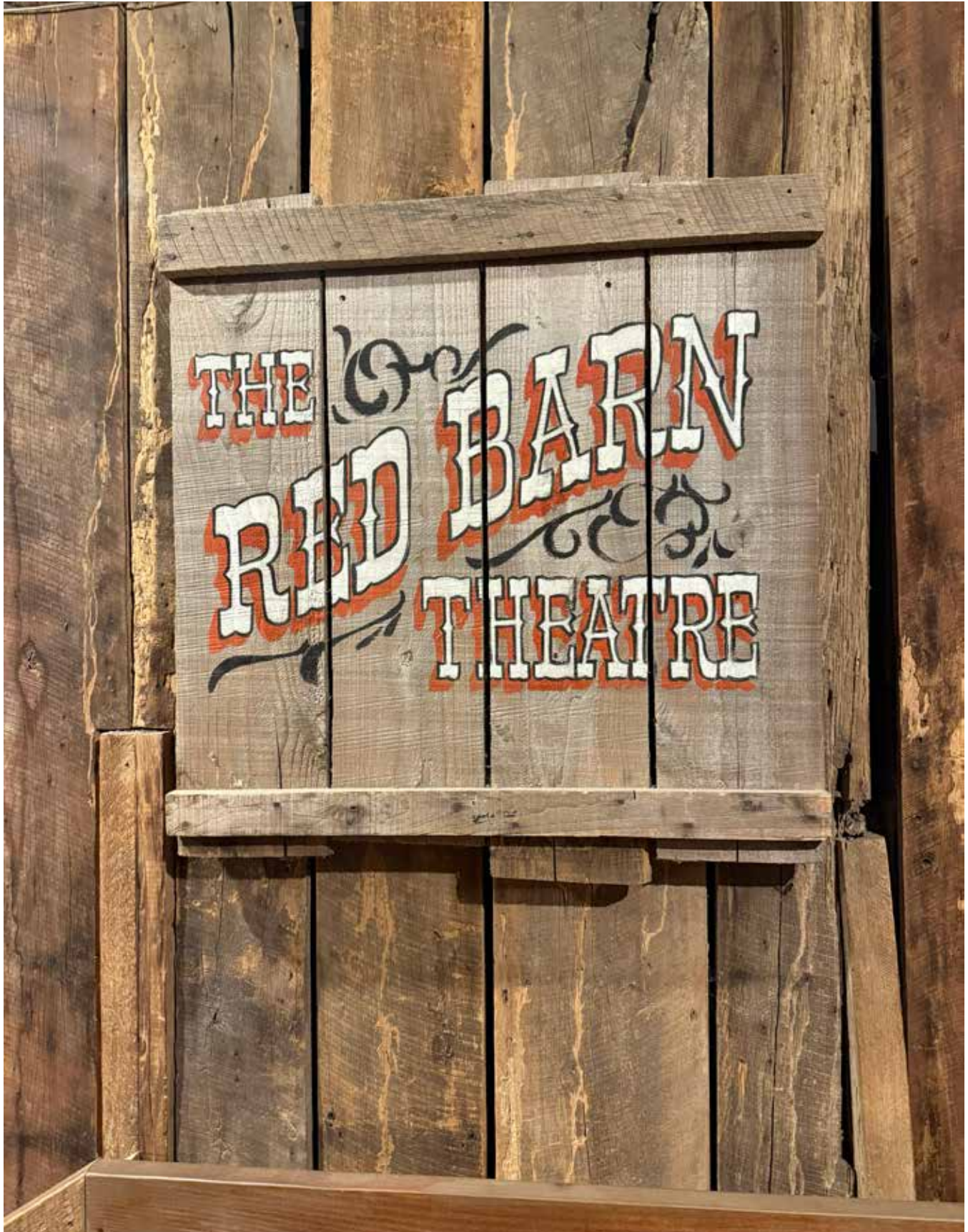


VISITORS



TIMING	SCALE	IMPACT
NOW 1-3 YEARS	LOCAL	MEDIUM







# The Times Theater

Fulton County, Indiana



Since reopening on February 14, 2023, The Times Theater has welcomed over 14,500 attendees back through its doors, revitalizing the local arts and entertainment scene. They have hosted 12 live music events with more than 300 attendees, and the monthly senior movie days and family matinees have become key community events. Local movies like *Best Man of Grass Creek* have attracted over 200 attendees, showing strong county wide interest. Additionally, they have expanded theater tours to occur monthly, further fostering community connection.

These community building efforts have not only energized the cultural life of the area but have also had a tangible economic impact with local businesses reporting increases in revenue on event days.

The Times Theater was a staple of Fulton County for many years, and the redevelopment efforts leading up to and since its reopening have been enthusiastically supported by its community. Additional improvements, such as continuing to expand its scope of redevelopment, would continue to be transformational to both Rochester’s local arts scene and the region at large. The redevelopment and expansion into the currently blighted properties, which include visual arts spaces and ADA compliance, would make the facility more visible and accessible, and allow for more programming and bigger audiences.

A feasibility study should be conducted to better understand organizational capacity and expansion potential.

TIMING	SCALE	IMPACT
NOW 1-3 YEARS	REGIONAL	HIGH

GOALS

## Included Projects

- » Develop a proper backstage area and ADA compliant facilities for the Times Theater
- » Develop the Times Community Art Center
- » Develop the Outdoor Ampitheater

VISITORS

## Amphitheater and Alley Activation

The lot to the north of the Times Theater is currently occupied by a blighted building. It is recommended that this building be demolished and that the lot be developed into an outdoor amphitheater and artist alley. The exterior wall of the Times Theater has “frames” built into the structure already from windows that have been bricked over, and it would be perfect for displaying local artists’ work.

The amphitheater will provide summertime entertainment and support downtown restaurants while showcasing the downtown to lake visitors.



## Times Community Art Center

The existing property to the south of the Times Theater has the capacity to be renovated to include three multi-use spaces that enrich visitors, provide space for learning programs, and generate income.

**Gallery Space.** This simple, open, and well-lit space will allow for a visual art gallery; space for events like meet-and-greets; and retail space for theater merchandise and art and music supplies. There will be an interior entrance through the Times Theater and movable doors into the studio space.

**Studio/Learning Space.** This flexible space will serve as a work and meeting space for visual artists and musicians. It will hold activities such as art classes, music lessons, and other community enrichment.

**Dressing and Utility Space.** This space will include dressing rooms for performers, facilities for event catering, and storage space for theater props and equipment.

## Times Theater Campus Site Plan



Times Community Art Center Rendering



Times Theater Mural Wall



**DEVELOP ENGAGING  
AND EXCITING PUBLIC  
ART THROUGHOUT  
THE REGION.**

*Tipton Mural, Franklin Focus*



## OBJECTIVE 2: DEVELOP ENGAGING AND EXCITING PUBLIC ART THROUGHOUT THE REGION.

Objective 2 looks at opportunities for public art from a regional point of view. Public art is a powerful tool to integrate art into residents' daily lives and make art more equitable. Public art can include traditional art like murals and statutes, larger programming such as trails, or general beautification of downtown areas.

The following public art opportunities (presented in alphabetical order) were considered. Projects were grouped into strategies that can apply across the entire region, and these overall strategies are detailed on the following pages.

- » Art on the Banks, *Cass County*
- » Kelley Agricultural Historical Museum Mural, *Tipton County*
- » Kewanna Downtown Beautification, *Fulton County*
- » Kokomo Sculpture Walk, *Howard County*
- » Musical Sidewalk, *Cass County*
- » Peru, IN, Visual Arts Gallery, *Miami County*
- » Reach for the Lights, *Miami County*
- » Regional Downtown Murals and Arts Program, *Regional*

For more information on all projects, see Appendix C.

## Public Art Implementation



Public art can enliven downtown and other pedestrian-focused areas. This can be done on an individual project basis, but it is advised that municipalities establish a **public art program**. Public art is a way to make the arts more visible and accessible to the community and encourage community exploration. By definition, public art is paid for and maintained by a governing municipality (County, City, Town, etc.), and should be regulated by a series of ordinances or policies. Interested communities should establish public committees to oversee public art development, if they have not already done so.

### Action Steps

- » Adopt policy to govern a Public Art Program.
- » Evaluate the effectiveness of the adopted policy in 5 years to understand if any changes should be made.
- » Utilize the NCIRPC, The Arts Federation (TAF), and other regional entities as a resource for information on recommended local public art policy, funding, commission structure, etcetera.

### GOALS



### VISITORS



### TIMING

**ONGOING**

### SCALE

**VARIES**

### IMPACT

**HIGH**

### Most Desired Forms of Public Art

#### Survey Results

1. Murals
2. Performance Art
3. Sculptural

## **Imagine Public Art in North Central Indiana**



Sculpture Trail in a Local Park



Artist Alleys in Local Downtowns



Downtown Revitalization and Placemaking



Sculpture in Urban Community Spaces



Sculpture in Local Parks



Placemaking along Waterfronts



### Sample Public Art Program

**Counties/municipalities should adopt the following policies to govern Public Art Programs (if they do not yet have a public art program established): Maintenance, Collection Management, Donation, and Mural Guidelines.**

In order to establish a successful Public Art Program, the municipality will adopt a number of policies. The policies include a Collection Management Policy, Donation Policy, Maintenance Policy and Mural Guidelines. The aforementioned policies and guidelines will do the following:

- » Establish a definition for public art;
- » Develop a process for public art to be commissioned; and
- » Establish a Public Art Committee to oversee Program duties and responsibilities.

Each policy directs a specific aspect of the Program and ensures the municipality is following consistent procurement practices, maintaining its commissions through long-term planning and maintenance, governing the Program with strong public trust, and providing clear direction for artists, private developers, and donors to follow when participating in the Program.

#### Public Art Program Introduction

This policy establishes the overall definitions contained within the policy.

#### Collection Management Policy

This policy establishes the management practices of artworks acquired through the solicitation and donation processes. These pieces are considered part of the municipality's Permanent Collection and must be cared for in accordance with the Policy and Procedure for Maintenance and the Collection Management Policy. The Collection Management Policy is intended to maintain the value of the Municipality's Permanent Collection and guard against inappropriate disposal of any of its pieces.

#### Donation Policy

This policy establishes the donation process for artworks not commissioned by the municipality. Each proposed donation must come with a plan to fund and deliver ongoing maintenance, or the resolution accepting the public art must identify how maintenance of the donated public art will be funded. Donation requirements, responsibilities of the donating party, and the process for donating a piece of public art are outlined in this policy.

#### Maintenance Policy

This policy establishes the procedure for maintenance of the future art collection. Direction for surveying the collection, working with future artists to establish a maintenance plan for any commissioned work, and inspection guidelines are included.

**In order to achieve the community's vision for public art, sustainable funding is a necessary first step. There are many options for funding a municipal Public Art Program and several factors are considered when determining the best mechanism for a municipality.**

The municipality should allocate 1% of its capital improvement budget to public art. This funding stream will guarantee funding for public art projects regardless of economic events that cause constrictions in funding projects. This policy also guarantees that public art projects are planned for and executed annually as long as Capital Improvement Projects (CIP) are underway and municipal construction continues.

The allocation for all projects should be calculated based on the total construction costs, excluding all costs for demolition and real property acquisition for any given capital project. In addition, the appropriation for public art should be calculated only on the original appropriation for design and construction services, excluding any amounts appropriated for change orders.

A public art allocation should not be made for road maintenance, underground infrastructure and underground utility projects with no above ground components other than roads. When there are utility projects with above ground components that are visible, a donation toward public art should be considered.



Bohemian Tattoo Club, Kokomo

### CASE STUDY

## Arts & Science Council

Charlotte, North Carolina

### What is the Arts & Science Council?

The Arts & Science Council (ASC) is the managing body of the public art programs for the City and County of Charlotte and Mecklenburg, North Carolina. The Public Art Commission is responsible for the community-based artist selection and design review process for each public artwork. The commission is an appointed board of volunteer citizens from the arts, education and business sectors. ASC acts as a resource hub for arts, science, history, and heritage organizations; a lead advocate for the regional cultural community; and a funder and investor in cultural experiences, ensuring Culture for All in the region. (artsandscience.org)

### What are their most successful / popular initiatives?

**Culture Blocks.** Free events and programs in the county that connect communities with cultural experiences close to where they live. These programs include art and movement classes, workshops, such as dance, painting, clay, and more.

**Midnight Marathon.** A 7-hour fundraiser that showcases local artists, singers, dancers, comedians, actors, and filmmakers.

**Public Art.** ASC manages 80+ pieces of public art in the city and county, funded by a 1% ordinance on capital improvement projects. These include artworks owned by ASC itself, the City of Charlotte, Mecklenburg County, Central Piedmont Community College, and many private pieces.

### What are key takeaways for North Central Indiana?

ASC takes a regional approach to public art management and development that encourages community-based development and investment. The regional entity is able to assist in the inception of these artworks in a way that keeps a unifying feel of the art across the city and the county.



Matthews Sportsplex, Time Further Out



First Ward Park, Balancing Act



Little Sugar Creek Greenway, Aquifer



## CASE STUDY

**Shiftworks Community + Public Arts**

Pittsburgh, Pennsylvania

**What is the Shiftworks?**

Shiftworks Community + Public Arts is a Pittsburgh-based 501(c)(3) nonprofit organization working across southwestern Pennsylvania to collaboratively shape the public realm and catalyze community-led change. Through community-engaged artist projects, Shiftworks supports the growth of social, cultural, and neighborhood assets. Shiftworks achieves this by delivering civically engaged public art, artist services, public programming, and client services.

In 2024, the Office of Public Art (OPA) relaunched as a nonprofit and adopted the name Shiftworks Community + Public Arts. This change signaled a years-long shift for the organization, which had moved away from the role of a behind-the-scenes collaborator into that of a leading agency. Today, Shiftworks pursues new initiatives, builds systems, and develops the resources necessary to create a sustainable and diverse ecosystem for public art for southwestern Pennsylvania. ([shiftworkspgh.org](https://shiftworkspgh.org), 2024)

**What are their most successful / popular initiatives?**

Shiftworks's body of work includes Artist Residencies, Client Projects, Public Programming, and Civic Engagement. The Public Art and Communities program was one such program that helped to implement works of temporary public art that addressed community issues, including COVID-19, food insecurity, racism, and mental health.

**What are key takeaways for North Central Indiana?**

Shiftworks is a regional force for public art. Through quarterly meetings of a Board of Directors and Advisory Committee, the non-profit organization is able to establish public art opportunities around southwest Pennsylvania. They are a resource for both artists and the general public when it comes to understanding the history of public art, the public art process, and its development in their community.



Njaimeh Njie, *The Village*, part of *Homecoming*: Hill District, USA, 2016–2019



*Our Vibrant Future* by artist Leslie Ansley, photo by OPA



*Meet Me in the Square* by artist David Pohl, photo courtesy Pittsburgh Downtown Partnership

## Arts and Heritage Public Pedestrian and Bike Paths



A dedicated outdoor path that links communities and showcases regional heritage can give an identity to the region and offer more opportunities for outdoor art. Such a trail would be an ideal way for hikers and bikers, as well as casual nature enthusiasts, to explore the region and its art.

### Action Steps

- » Determine public art opportunities throughout the region and understand which routes and localities have upcoming capital investments within them.
- » Determine a budget and funding for public art projects along these routes.
- » Implement the public art process.
- » Understand the route's capacity for regular cultural programming in response to the public art installation.
- » Maintain the routes in accordance with adopted public art policies.

### GOALS



### VISITORS



### TIMING

**LATER**  
5+ YEARS

### SCALE

**REGIONAL**

### IMPACT

**LOW**

### Supporting or Included Initiatives

- » Public art/sculpture trail
- » Wayfinding/artist designed trail heads
- » Downtown Revitalization



## Common Public Art Typologies



**sculpture**

Whether contemporary, whimsical, traditional or something more, sculptures are often the focal points of civic art. They may commemorate and celebrate our history, express civic pride, or be established as culturally-defining showpieces for the community.



**functional art**

There is a unique opportunity to implement designs in place of otherwise ordinary pieces of infrastructure. Integrating unique designs into infrastructure may be an affordable and efficient way to create a major visual impact.



**murals**

While curating permanent works of art as part of the collection is important, ephemeral works such as murals allow for the exposure of many artists over a short period of time rather than a few artists over a long period of time.



**performance arts**

Dance, theater, spoken word, or another type of public performance is an ideal opportunity to be staged in public space or alongside public art. These displays have a particular relevance when staged at the unveiling of public artworks.



**temporary**

Art can be long-lasting, or it can be something experienced for a short period of time. Though temporary art is not intended to live for a generation, it can have a lasting impact on a community by creating a sense of surprise and joy in unexpected places.



**interactive**

Interactive art allows the public to be a part of the art in their community. Whether they are creating art or simply able to touch and move what is created, interactive art has the potential to give life to new spaces with a community-centered mindset.



**light installations**

Many artists use lighting in creative and interesting ways in order to manipulate the built environment with limited physical impacts. Light installations may be used on existing buildings or in parks on substantial landscape features.



**architectural**

While curating permanent works of art as part of the collection is important, ephemeral works such as murals allow for the exposure of many artists over a short period of time rather than a few artists over a long period of time.



**multimedia**

Textiles span the gauntlet from wall hangings to giant masterpieces that visually impact public spaces. This form of art can be used to add interest to new spaces or existing spaces within our public buildings.



## Downtown Placemaking Improvements



Downtowns across the region are hubs for arts and culture in their communities. General placemaking efforts in these areas provide more user-friendly experiences that invite people to spend more time in their communities.

### Action Steps

- » Identify a funding source for art investments in downtowns throughout the region. The NCIRPC could invest in a pilot project in which the execution of one round of temporary projects was funded to gauge the success of the investment.
- » Develop a plan for executing the temporary public art investment including a timeline for an RFQ release, allowable locations for placement of art, duration of installation, maintenance guidelines for work, and any additional programming surrounding the installation.
- » Execute the installation of the artwork.

#### GOALS



#### VISITORS



#### TIMING

**NOW**  
1-3 YEARS

#### SCALE

**LOCAL**

#### IMPACT

**MEDIUM**

### Examples of Placemaking Improvements

- » Benches
- » Trashcans
- » Lighting
- » Planters
- » Parkspace
- » Wayfinding
- » Artist Alleys/Alley Activation

## Artist Alleys

Many downtowns in the region already feature Artist Alleys that display local art and provide exciting instances of placemaking. This initiative should be expanded across the region, making downtowns unique and instilling community pride.



Artist Alley: Right: Kokomo, Top: Frankfort, Bottom: Kokomo



**ENCOURAGE AND  
DEVELOP PROGRAMMING  
IN NORTH CENTRAL  
INDIANA COMMUNITIES  
THAT INCREASES QUALITY  
OF LIFE THROUGH ACCESS  
TO ARTS EXPERIENCES.**



### **OBJECTIVE 3: ENCOURAGE AND DEVELOP PROGRAMMING IN NORTH CENTRAL INDIANA COMMUNITIES THAT INCREASES QUALITY OF LIFE THROUGH ACCESS TO ARTS EXPERIENCES.**

Objective 3 describes programs that aim to strengthen the arts and culture community in North Central Indiana through collaboration, access, and organization. While region-wide implementation would yield the best results, many presented strategies will require local municipalities and organizations to manage them with guidance and resources at a regional level.

The following arts and culture program opportunities (listed alphabetically) are regional strategies that can benefit residents, artists, and organizations throughout North Central Indiana. This list was developed based on conversations with stakeholders and the community throughout this process.

- » Identification and Organization of Marketing Strategies
- » Local Arts and Culture Planning Efforts
- » North Central Regional Arts Council
- » (Re)Develop Community Spaces for Artists/Arts Programming
- » Region-Sponsored Artist Meetups
- » Utilize Emerging Technologies
- » Youth Arts Education Programs

For more information on all projects, see Appendix C.

## Identification and Organization of Marketing Strategies



Marketing is a necessary and time-consuming process that arts and culture organizations need to do successfully if they want to be sustainable. There are many channels of communication that people can use, and it is difficult to know what is best, either for promoting or discovering experiences. Creating an intentional, comprehensive, and easy-to-navigate method of marketing and communication at the regional level could help ease these struggles for both organizations and residents.

### Action Steps

- » Consolidate current iterations of event promoters and marketers and audit how they are contributed to.
- » Promote event and region-wide marketing platforms and organize how cultural organizations can ensure their promotion on the platforms.

#### GOALS



#### VISITORS



#### TIMING

**NOW**  
1-3 YEARS

#### SCALE

**VARIES**

#### IMPACT

**HIGH**

Local Arts and Culture Planning Efforts



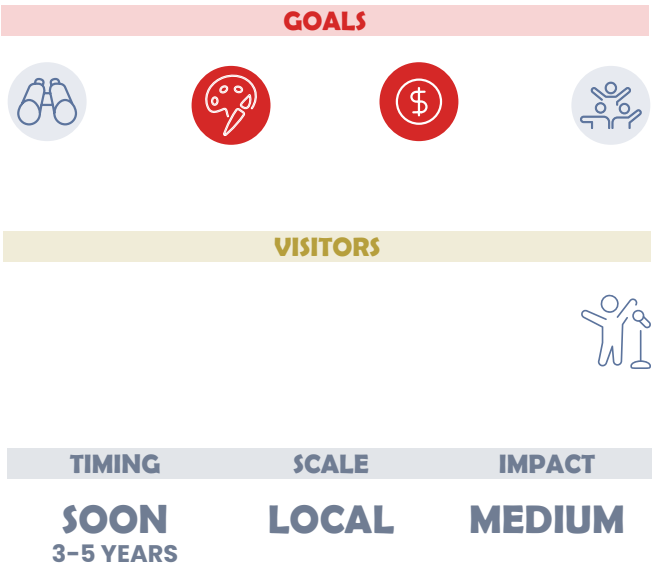
When looking to develop specific recommendations for funding options, public art ideas, or programming, a more concentrated planning effort may need to be conducted.

Types of Planning Efforts to Support

- » County-level Arts and Culture plans
- » City/Town-level Arts and Culture plans
- » County-level Public Art plans
- » City/Town-level Public Art plans
- » Venue/Programming Capacity studies
- » Venue/Programming Economic Vitality studies

Action Steps

- » Provide information on planning types that encourage the development of arts and culture to interested communities.
- » Promote local planning efforts at a regional scale to showcase what is happening and successful in North Central's communities.





## North Central Regional Arts Council



Cities and regions throughout Indiana have local arts councils that often provide direct funding, resources, and support for artists and arts organizations within their communities. North Central should explore the creation of a regional arts council that could act as a financial and operational support for municipal partners, local arts organizations, and artists. The Arts Council would be an invaluable resource for the local sector.

To establish the formal organizational and governance structures that will provide the framework for the regional arts councils operations, deep conversations will need to be conducted with stakeholders. Considerations should be made for the following types of governance structures:

- » Nonprofit 501(c)(3)
- » Local Arts Agency
- » Fiscal Sponsorship Organization

Following the structural decision, a governance structure will need to be created creating distinct roles and responsibilities for the board of directors and any staff. The Arts Council should then create a strategic framework with which to work from that includes a mission, vision, core values, and strategic goals.

### GOALS



### VISITORS



### TIMING

**NOW**  
1-3 YEARS

### SCALE

**REGIONAL**

### IMPACT

**MEDIUM**

STRUCTURE TYPE	KEY CHARACTERISTICS	PROS	CONS
<b>Non-Profit 501(c)(3) (Company Limited by Guarantee)</b>	Legal identity, non-profit distributing, governed by board, public accounts	Enhanced credibility, broad funding access (grants, tax-exempt gifts,), tax exemptions	Compliance burden (records, returns, disclosure), restrictions on political activity, “excess benefits” avoidance
<b>Public Entity/Local Arts Agency</b>	Department of local government or public-private partnership, integrated into civic planning	Direct municipal support, vital for extending federal funds (especially rural), inherent stability	Subject to government bureaucracy, political shifts, potentially less flexible
<b>Fiscal Partnership Organization</b>	Project operates under an existing non-profit’s legal/financial umbrella	Access to non-profit benefits without full incorporation, administrative support, capacity building	Dependent on sponsor, potential for less autonomy, sponsor is legal applicant
<b>Unincorporated Association</b>	Constitution and board, no separate legal identity	Simple to set up, minimal formalities	Personal liability for individuals, limited credibility, restricted funding access

## (Re)Develop Community Spaces for Artists/Arts Programming



Throughout the region there are many opportunities for developing and redeveloping community spaces for artists. These efforts can bring new life to unused spaces and give artists places to share their work and ideas with one another.

### Local (Re)Development Opportunities

- » Regional Riverfronts
- » Community Centers
- » Local Libraries
- » Museums and Galleries
- » Studio and Makerspaces

### Action Steps

- » Identify vacant / underutilized storefronts in the region that could temporarily or permanently be converted to arts-centered community spaces, including galleries, studios, and performance spaces.
- » Identify a structure or structures that are available and ideal to have a community space.
- » Retain an architect and/or individual with expertise in arts programming operations to complete a building conditions assessment to determine the identified structure (or structures') suitability for this use. The assessment should consider changing options / capabilities, ADA access, amenities like restrooms and running water, electrical systems, security, and storage, amongst other things.
- » Secure potential arts spaces and implement the operating plan. Depending on circumstances like ownership, building characteristics (is the identified community space an entire structure, or one piece of a larger structure?), and adjacencies, spaces may be rented or purchased. If a space is identified for inclusion in a new development, the municipality may choose to purpose-build such a space.
- » Based on the outcomes of the space, consider the viability of additional community space in the future.

### GOALS



### VISITORS



### TIMING

**SOON**  
3-5 YEARS

### SCALE

**REGIONAL**

### IMPACT

**HIGH**









Region-Sponsored Artist Meetups



North Central Indiana is home to many arts and cultural organizations across all sectors. With limited resources for arts and culture, these organizations do not have many opportunities to collaborate. The exchange of ideas and programming will allow for businesses to strengthen relationships and therefore longevity and impact on the community. Counties are encouraged to host quarterly gatherings that all arts organizations in the county are invited to.

Action Steps

- » Develop a list of all arts organizations in the region.
- » Create a set schedule for region-sponsored and hosted gatherings of the organizations on this list.
- » Encourage similar events at the County level where possible.
- » Host the gatherings.

GOALS			
			
VISITORS			
			
TIMING	SCALE	IMPACT	
SOON 3-5 YEARS	REGIONAL	LOW	

## Utilize Emerging Technologies



As technologies continue to evolve, it is important that arts and culture organizations are able to evolve with it. There are many opportunities to use technology to make arts and culture experiences more widely accessible and immersive, both online and in-person. As new technologies appear, arts and culture organizations can find new ways to engage the community and realize their potential.

### Action Steps

- » Assess current uses of technology in the arts in benchmark communities and organizations.

### GOALS



### VISITORS



### TIMING

**SOON**  
3-5 YEARS

### SCALE

**LOCAL**

### IMPACT

**LOW**

### Uses of Immersive Technologies to Consider

- » Marketing and promotion
- » Immersive exhibits that provide otherwise impossible experiences
- » Virtual experiences of past exhibits and displays

## CASE STUDY

**National Comedy Center**

Jamestown, New York

**What is the National Comedy Center?**

The National Comedy Center is an award-winning cultural institution and museum dedicated to showcasing the history and heritage of comedy in the United States. Opened in 2018, the National Comedy Center utilizes state-of-the-art technology, interactive exhibits, and unique experiences to entertain and educate visitors on the world of comedy. The museum provides over 50 immersive exhibits with tailored guest experiences, including touchscreen monitors, virtual writer's desks, green screens, facial recognition technology, a digital touch screen wall, and personalized content through a customized Sense of Humor profile stored on a scanned "laughband".

**Expanded Offerings**

In addition to the Comedy Center, NCC hosts workshops, brings in famous guest comedians and speakers, and holds an annual Comedy Festival. The NCC also has multiple spaces for rent, including The George and Jolene Brand Schlatter Theater, a Tent and Patio Bar and numerous event spaces able to accommodate a wide range of group sizes.

**Funding Background**

The Center serves as an economic catalyst for the local community and region as a whole, attracting visitors to Western New York, achieving the state's goal of bolstering the tourism industry. The National Comedy Center was funded through a combination of federal, state, and private philanthropic support. The National Comedy Center is a 501(c)(3) non-profit organization. Major private funders included The Gebbie Foundation, John R. Oishei Foundation, Chautauqua Region Community Foundation, Lenna Foundation among others. Public funders included the Empire State Development, I LOVE NY, New York State Office of Parks, Recreation and Historic Preservation, State of New York, US Department of Commerce.

**Technology Use**

Electrosonic and Adirondack Studios, leading experts in the entertainment technology industry, fabricated and installed the interactive, immersive exhibit components. The use of emerging technologies equips the National Comedy with a unique, cultural experience for visitors to enjoy.





Expanded Arts Education Programs



Exposure to arts and culture of all kinds is beneficial to all members of a community. Opportunities for engagement in the arts are invaluable to everyone from youth during their formative years to older adults looking for enrichment and community. These kinds of programs could emerge through strategic partnerships between regional or local agencies and arts and culture organizations around the region.

Action Steps

- » Identify organizations that are able to partner with Regional and County entities for arts education opportunities.
- » Assess capacity for operating educational arts and culture programs at the municipal level.
- » Establish a consistent schedule of classes for the community.

GOALS



VISITORS



TIMING

NOW  
1-3 YEARS

SCALE

LOCAL

IMPACT

HIGH

Programming Partners

- » Local Museums
- » Community Centers
- » Galleries
- » Schools
- » Event Centers

Topics

- » Crafting
- » Painting
- » Pottery
- » Music
- » Theater
- » History

## Youth Education

There is currently a lack of opportunities for the youth to connect with the arts in their community. Youth education instills a connection to the arts and an understanding of the importance of arts and culture at a young age. Creating youth arts education programs at a regional scale with local partners ensures that the community will be equitably served while allowing utilization of local assets and resources. For example, programs for school-aged children can emphasize opportunities around discovering various art forms and connecting with other cultures, while experiences for young adults can offer young career readiness or extracurricular engagement.

## Older Adult Engagement

Many arts and culture offerings are geared towards professionals and inaccessible to older adults, who may struggle to get transportation to, afford, or comfortably participate in them. However, consistent engagement in the arts and enrichment through creative expression improves quality of life and brain function. Creating opportunities for older adults to engage in arts and culture learning opportunities should be done intentionally through utilization of existing resources.

## Cultural Learning

The North Central region of Indiana is home to many different cultures and experiences. Opportunities to learn about local cultures through the arts would allow for sharing ideas, meeting neighbors, and participating in new experiences. Many local cultural institutions are looking to expand audiences, and cultural learning is a great way to get communities to experience their home in a way they might not expect.



Images from Howard County Arts Council







A photograph of a winter scene. In the foreground, there are two parallel strings of outdoor string lights with clear glass bulbs hanging against a clear blue sky. Below the lights, a white horizontal line spans the width of the page. In the background, there is a wooden building with vertical siding on the right and a smaller log cabin-like structure on the left. Bare trees and evergreens are visible behind the building. The ground is covered in snow.

# APPENDICES

Appendix A: Implementation Matrix

Appendix B: Funding and Technical Assistance

Appendix C: Regional Arts and Culture Projects

# APPENDIX A: IMPLEMENTATION MATRIX

## Using the Implementation Matrix

The following table offers detailed information on the outlined strategies and recommendations. The definitions below explain the terms used in the table.

### The timing for each strategy has been defined as:

**Now:** 0 to 3 years

**Soon:** 3 to 5 years

**Later:** 5+ years

**Ongoing**

### The scale for each strategy has been defined as:

**Local:** Local strategies are focused on municipality-level development and improvement of quality of place at the individual scale.

**Regional:** Regional strategies have the potential to effect the entire North Central Indiana region.

### Relative impact for each strategy has been defined as:

**Low:** Low impact strategies are essential to the long-term health and sustainability of the region's cultural sector but may go unnoticed by the community-at-large.

**Medium:** Medium impact strategies will improve the resident experience at the individual level.

**High:** High impact strategies will fill a significant gap in the market; set the foundation for new programs, projects, or practices; or directly shift the general perception of the region as an arts and cultural community (e.g. through visible interventions like placemaking and public art).

### Visitors attracted to each strategy have been defined as:



**The Creative:** including local artists, artisans, musicians, and performers



**The Weekender:** including those who came to the region for one thing, but found an arts & culture experience along the way



**The Explorer:** including visitors who travel to the region for a specific arts & culture experience



**The Local:** including residents who are looking to see arts & culture in their community, reflective of its identity



**The Arts Advocate:** including those who have deep arts & cultural connections, both locally and regionally, looking to facilitate arts & culture experiences for residents and visitors alike

### Responsibility for implementation and ownership of each strategy has been defined as:

**Private.** Strategies are owned at an individual or organizational level








**Public.** Strategies are owned by a municipal government. Identified levels of municipal government include:

**Local.** Local municipalities include villages, towns, cities, and counties.




**Regional.** Regional responsibility includes collaboration between multiple counties and/or ownership by the NCIRPC.



## 1 DEVELOP STATE OF THE ART ARTS AND CULTURAL FACILITIES THAT ENGAGE RESIDENTS AND CREATE NEW OPPORTUNITIES FOR TOURISM.

STRATEGY	TIMING	SCALE	IMPACT	VISITORS	RESPONSIBILITY
1.1 Campbell Family Foundation Stage	Now	Local	Medium		Local
1.2 Fiberglass Freaks' Batman Museum	Now	Regional	Medium		Private
1.3 Frankfort Arts District	Soon	Regional	High		Local
1.4 Indiana Museum of Art	Now	Regional	High		Private
1.5 Kokomo Center for the Arts	Now	Regional	High		Public/Private
1.6 Miami County Circus City & Hall of Fame	Now	Regional	High		Private
1.7 Red Barn Summer Theater	Now	Local	Medium		Private
1.8 The Times Theater	Now	Regional	High		Private

## 2 DEVELOP ENGAGING AND EXCITING PUBLIC ART THROUGHOUT THE REGION.

STRATEGY	TIMING	SCALE	IMPACT	VISITORS	RESPONSIBILITY
2.1 Public Art Implementation	Ongoing	Varies	High		Local with Regional Partners
2.2 Arts and Heritage Public Pedestrian and Bike Paths	Later	Regional	Low		Local with Regional Partners
2.3 Downtown Placemaking Improvements	Now	Local	Medium		Local

### 3 ENCOURAGE AND DEVELOP PROGRAMMING IN NORTH CENTRAL INDIANA COMMUNITIES THAT INCREASES QUALITY OF LIFE THROUGH ACCESS TO ARTS EXPERIENCES.

STRATEGY	TIMING	SCALE	IMPACT	VISITORS	RESPONSIBILITY
3.1 Identification and Organization of Marketing Strategies	Now	Varies	High		Private with Regional Partners
3.2 Local Arts and Culture Planning Efforts	Soon	Local	Medium		Local
3.3 North Central Regional Arts Council	Now	Regional	Medium		Regional
3.4 (Re)Develop Community Spaces for Artists/Arts Programming	Soon	Regional	High		Public/Private
3.4 Region-Sponsored Artist Meetups	Soon	Regional	Low		Regional
3.6 Utilize Emerging Technologies	Soon	Local	Low		Private
3.7 Expanded Arts Education Programs	Now	Local	High		Regional with Local Partners

# **APPENDIX B: FUNDING AND TECHNICAL ASSISTANCE**



## Funding Entities/Mechanisms

Securing financial support for arts and culture initiatives in the North Central Region requires a multi-pronged approach, exploring opportunities at the state, regional, and local levels, as well as from private sources. It should be noted that as national and state funding cuts impact available funding, local tools should be explored in the short term as the most viable solution for funding arts and culture initiatives.

### State and Regional Funding:

**The Indiana Arts Commission** is the primary state agency for arts funding and they offer several grant programs. The IAC works through Regional Arts Partners across the state to administer some of its programs and provide local guidance. Key opportunities include:

- » Arts Organization Support: This opportunity provides annual operating support to eligible arts non-profits.
- » Arts Project Support: This opportunity provides funding to non-profits, governments and schools for specific arts related projects, events, exhibitions, or workshops.

**Arts Midwest** is a regional organization that serves Indiana and other Midwestern states, offering grants and programs that support touring artists, creative projects, and community engagement with the arts.

**Indiana Humanities** often supports cultural programs with a humanities focus including those that intersect with artistic expression and storytelling.

### Local Arts Councils:

The Indiana Arts Commission has several regional partners that promote and expand participation in the arts in Indiana. The partners provide broad local access to arts services and funding opportunities and provide services that include, but are not limited to, grants making and information and referral.

**Community Foundation of St. Joseph County:** Greater South Bend Area, including Fulton County

**Arts United of Greater Fort Wayne:** Greater Fort Wayne Area, including Miami County

**The Arts Federation (TAF):** Greater Lafayette Area, including Cass, Clinton, Howard, and Tipton Counties

### Local Tools to be Implemented by Local Government Partners

Local municipal investment in arts and culture is crucial to realizing the community's vision for the future. A diverse range of options is outlined below and should be considered by each municipal partner as each proposed solution will not be a fit for every community. By leveraging direct appropriations, dedicated revenue streams, policy frameworks, and public private partnerships, municipalities can generate substantial measurable funding streams and high impact economic benefits.

### **General Fund Allocations and Direct Grants**

One of the most common and fundamental ways municipalities participate in arts and culture funding is through direct allocations from their general operating budgets, which are then distributed as grants to support arts organizations and cultural programs. This approach typically involves a dedicated local arts agency or a specific department responsible for administering these funds. Local Arts Agencies generally receive funds directly from local government expenditures and are tasked with distributing these grants to artists and cultural organizations across their jurisdictions.

### **Special Tax Districts**

The establishment of special tax districts represents a highly effective strategy for generating substantial and consistent funding for arts and culture. These districts typically impose a specified tax level, often for a fixed period, on particular goods and services within a defined geographic area. Such initiatives generally require authorization at the state level and, crucially, voter approval, which lends them significant public legitimacy and long-term stability. Once established, these districts are often administered by independent governing bodies, ensuring dedicated oversight and allocation of funds. Exploring the idea of special tax districts where there is significant community buy in to the projects within each district and where there is economic advantage to a large number of small businesses and local partners could create sustainable arts & culture funding.

### **Tourism-Related Taxes (Hotel-Motel Taxes)**

Tourism-related taxes or hotel-motel taxes, represent a popular and effective form of local option taxation used to fund arts and culture. These taxes primarily target visitors, thereby reducing the direct financial burden on local residents while leveraging economic activity generated by tourism. While the rate can vary by county, Indiana allows a maximum of 10% for this county-level tax.

### **Percent for Art Ordinances**

Percent for Art ordinances are municipal policies that legally mandate a specific percentage of the total budget for capital improvement projects to be set aside for public art. These policies ensure that art is integrated into the urban fabric and public spaces as a consistent feature of civic development.

## **Taxes**

Taxes are the primary revenue sources for local governments. The two largest tax types by revenue are property taxes and local income taxes. Although Indiana is a home rule state for ordinance enforcement, it is not a home rule state for taxation. Only taxes explicitly authorized by statute may be implemented by local governments.

### ***Property Taxes***

Property taxes are the largest revenue source for municipalities. Indiana's property tax system is controlled by property tax levy. Each unit has a maximum permissible tax levy, set by a statutory formula, that they may levy on property in their jurisdiction. The levy is the amount of money to be collected and it creates the tax rate. The normal property tax rate formula is  $(\text{Property Tax Levy})/(\text{Net Assessed Value}) \times 100$ . This amount will be reduced by applicable tax credits, especially the property tax caps and the supplemental homestead tax credit.

### ***Local Income Taxes***

Indiana currently sets local income taxes at the county level. A single county adopting body, either the county council or a local income tax council made of the county government and all of the municipalities in the county, determine the tax rate. The rate can be set up to 2.5% for expenditure rate, which generates additional revenue, and up to 1.25% for property tax relief, which funds property tax credits in the county. Expenditure rate revenue is usually distributed to all of the taxing units in the county that levy property taxes other than schools proportionally based on each unit's share of the tax levy. The exception to this is the public safety rate, which is distributed only to units that provide police or fire protection, and the county carveout rates for specific purposes like the 911 system, county hospitals, county jails, or county court services.

Starting in 2028, the Indiana local income tax system is changing so that all cities and towns with a population of 3,500 or higher can adopt their own local income tax rate only on their own citizens without county approval with the county council remaining the adopting body for the income tax rate for all other units in the county, including the municipalities with populations under 3,500.

### ***Tax Increment Financing (TIF)***

TIF is an economic development financing tool that allows municipalities to capture incremental property tax revenue generated by economic development projects to finance the debt that paid for those projects and to reinvest in new economic development projects. If an area is designated as a TIF allocation area, the existing property tax base continues to be allocated to all taxing units but all assessed value growth attributable to physical improvements or new personal property is only taxed by the municipality that created the TIF to finance the public improvements that made the development possible.

TIF is the most effective and flexible economic development tool for local governments and is used on most significant new developments you see throughout the state.



### ***General Obligation Bonds***

Municipalities can issue general obligation bonds, debt backed by property taxes, to finance public projects. Units may levy additional property taxes outside of the normal levy limits to support their general obligation debt. The constitution and state statute limit the total amount of general obligation debt to 1/3 of 2% of the net assessed value in your jurisdiction.

### ***Wheel and Vehicle Excise Tax***

Counties and municipalities can adopt wheel and vehicle excise taxes to fund road projects in their jurisdictions. These taxes are collected on annual vehicle registration as renewal fees. The wheel tax is charged on commercial vehicles while the Vehicle Excise Tax is charged on passenger vehicles, but they must be adopted concurrently.

The wheel tax can be set at between \$5 and \$40 for each different commercial vehicle class while the Vehicle Excise Tax can be set at between \$7.50 and \$25 dollars for each passenger vehicle class.

### ***Innkeepers Taxes***

Indiana code allows any county to adopt a lodging tax of up to 5 percent, with the tax being used for local tourism development and promotions. Some counties have a higher percent and they are either under their own legislation or have sought special dispensation from the Indiana General Assembly.

Authorized by a County Council, the Uniform Innkeepers Tax code establishes a local tourism authority appointed by various entities within the county to oversee its usage. These tourism commissions are sworn representatives of the community and must act in good faith to use these appropriations as stipulated in the tax code.

### ***Food and Beverage Taxes***

There is no general statutory authority for food and beverage taxes. Each is created by a specific state statute for a specific county or municipality. They are usually set at 1% but there are some as high as 2%. They are charged on restaurants and collected as sales taxes. They are dedicated to specific projects or uses designated by the enabling statute, usually for specific economic development projects. All food and beverage taxes have a sunset of no more than 25 years.

### ***Payments in Lieu of Taxes (PILOT)***

There are several statutes where municipalities can collect payments in Lieu of Taxes, or PILOTs, as an additional revenue source. These are payments that are voluntarily agreed to by otherwise tax exempt property owners for up to what their property tax liability would have been but for their tax exempt status. The most common form of PILOT is on tax exempt municipal utility property, but other forms exist.

**Fees**

Municipalities have home rule authority to charge many different fees for the services they provide and penalties for violating local ordinances.

***Permit and Ordinance Violation Fees***

Municipalities may charge reasonable permit fees for municipally controlled permitted activities, like building permits or right-of-way access. They can also charge reasonable fees (with statutory maximums) for ordinance violations.

***User Fees***

There are many user fees that can be charged for municipal services including trash fees, stormwater fees, park fees, etc. Municipalities have broad home rule authority over user fee rates.

***Impact Fees***

Impact fees are charged on new development to help defray the cost of necessary public improvements, like road or parks, necessitated by the new development. Municipalities have broad home rule authority over the impact fee rates.

***Transfers***

The state government provides many transfers of funding from various revenue sources to local governments for specific purposes.

***Commercial Vehicle Excise Tax (CVET)***

The commercial vehicle excise tax was taken over by the state many years ago and a portion of the revenue is still transferred to local governments.

***Financial Institutions Tax (FIT)***

Financial institutions are exempt from ordinary business taxation and instead pay the financial institutions tax. Local governments receive a portion of the revenue.

***Motor Vehicle Highway (MVH) and Local Road and Street (LRS)***

The Motor Vehicle Highway (MVH) and Local Road and Street (LRS) funds are statewide road funding sources funded primarily by the gas tax and gas sales tax. Local units receive distributions from both of these funds earmarked specifically for road funding based on a combination of their population and center lane road miles.

### ***Community Crossings***

The community crossings matching grant program is funded by gas sales taxes and supplemental vehicle registration fees. This is a matching grant program for specific road projects that can be applied for annually, up to \$1M, with local matching requirements of between 20%-50% based on community size.

### ***Other Transfers***

There are other state grant programs and transfers available to local governments, but the major revenue sources are described above.



## Technical Assistance

Despite the recognized value, communities often struggle to translate arts and culture plans into actionable initiatives due to inherent resource limitations. Underserved areas frequently lack dedicated economic development organizations, cannot afford professional grant writers or lobbyists, and are disproportionately underserved by philanthropy. Technical assistance is therefore essential to bridge this implementation gap, providing the expertise, tools, and networks necessary for constituents to effectively execute their plans and access available resources.

Despite the challenges, North Central Indiana communities possess inherent strengths that can be leveraged to foster vibrant arts and culture sectors.

***Community Cohesion and Tight-Knit Networks:*** Rural communities are often characterized by strong social capital and tight-knit relationships. This inherent characteristic can be a powerful tool for increasing access to arts and arts education by fostering collaboration and shared purpose, as seen in successful community-focused practices.

***Unique Cultural Assets and Identity:*** North Central Indiana boasts distinct cultural heritage, traditions, and local stories. These unique assets can be celebrated and leveraged through arts initiatives, fostering a strong sense of pride of place and attracting visitors seeking authentic cultural experiences.

***Entrepreneurial Spirit:*** Arts and creativity foster the entrepreneurial spirit, which is crucial for these communities to survive and thrive. Many small businesses are based on the arts, and many others rely upon the creative skills honed by arts and creativity, contributing to local economic diversification.

### Direct Capacity Building

Direct capacity building focuses on equipping constituents with specific skills and knowledge needed to plan, fund, and implement arts and culture initiatives.

***Mentorship and One on One Consulting:*** Providing tailored, individualized support is crucial for organizations that may lack in-house expertise or face unique, context-specific challenges. This direct, bespoke approach effectively addresses the identified capacity gap, offering practical solutions that are difficult to achieve through generalized resources. Examples include the Indiana Arts Commission's "Open Scene Consultancy," which offers 50 hours of consulting support to rural communities for developing creative placemaking strategies.

***Specialized Workshops and Training:*** Offering structured learning opportunities in critical areas will help build fundamental skills. The following key topics should be considered:

- » ***Grant Writing and Fundraising:*** Essential for navigating the complex funding landscape and overcoming rural funding disparities.
- » ***Financial Management and Diversifying Revenue:*** Training on earned income strategies, modern membership models, and building sustainable endowments, moving beyond sole reliance on traditional grants.
- » ***Legal Matters:*** Understanding business structures, contracts, copyright, and navigating municipal regulations specific to arts projects.
- » ***Marketing and Audience Development:*** Building brand identity, leveraging digital marketing tools, and effective community engagement strategies.
- » ***Project Management:*** Practical steps for defining, planning, organizing, and completing creative projects efficiently.
- » ***Impact Measurement and Evaluation:*** Developing frameworks to quantify social, educational, and economic contributions to strengthen funding cases and demonstrate value. Workshops should be designed for maximum accessibility, utilizing virtual formats where appropriate, offering sliding scale fees, and using clear, actionable language.

**Network and Peer Learning**

Fostering networks and peer learning environments is essential for sharing knowledge, building collective capacity, and addressing the isolation often experienced in more rural places.

***Facilitating Regional Collaboratives and Peer Exchanges:*** Connecting leaders in creative communities enables them to learn from one another and leverage collective resources. This approach promotes sustainable growth by empowering local leaders to learn from and support one another.

***Cross sector Convenings:*** Bringing together diverse stakeholders– including artists, arts organizations, community and economic development leaders, government officials, mental health professionals, and social service providers is vital. This approach considers how the arts can be strategically leveraged as an interdisciplinary tool for broader community development. This meetup will also allow the identification, building and sustaining of these cross– sector partnerships, aligning arts goals with other critical municipal and community priorities to achieve synergistic outcomes and unlock new resources.



# APPENDIX C: REGIONAL ARTS AND CULTURE PROJECTS

## REGIONAL ARTS AND CULTURE PROJECTS

North Central Indiana identified the included arts & culture projects through several county and regional level public input meetings, one-on-one interviews and an online survey. Projects were reviewed and selected to be highlighted (📌) in this plan by considering the level of readiness, regional impact and alignment with the overall objectives of the plan. All projects support and expand the arts and culture initiatives across the six-county North Central region.

### Art on the Banks

Logansport, Cass County  
Objective 2: Public Art

As a result of formerly being used as a coal and water plant, the proposed property has issues with piping and foundations left in the ground, making construction and soil stabilization a challenge. Funding would be used to make 4 acres +/- shovel ready for redevelopment. This project presents an opportunity to capitalize on the rivers in Logansport and create a unique mixed use area between Downtown and one of the major city parks, while remediating a brownfield site.

### Arts and Heritage Public Pedestrian and Bike Paths

Regional  
Objective 2: Public Art  
📖 92

A dedicated outdoor path that links communities and showcases regional heritage can give an identity to the region and offer more opportunities for outdoor art. Such a trail would be an ideal way for hikers and bikers, as well as casual nature enthusiasts, to explore the region and its art.

### 📌 Banderas Point

Frankfort, Clinton County  
Objective 1: Facilities

Banderas Point is a 55-acre site that includes an indoor/outdoor event center focused on equestrian activities, a 250-site RV park, and sites for retail, restaurants and hotels. Development of the site began in late spring of 2023 and is expected to be completed by quarter 2 of 2027. Banderas Point will be home to a 5,000 seat outdoor equestrian center which will host activities from rodeos to charrería (the national sport of Mexico). The facility is projected to draw 400,000 people annually by 2030. In addition to the equestrian center, a 10,000 sq ft event center is planned to host community events, exhibitions and conferences. The \$1.5m READI/LEI funds will be used to construct the water, wastewater and stormwater utilities throughout the site. Clinton County has invested \$3.75m in a "round-about" to improve traffic at the location. The Good to Go team will invest \$8.1m in infrastructure and construction of the two facilities. Negotiations are ongoing with hotel developers to build at the site. This project will draw people from all ages and demographics to enjoy equestrian events as well as multi-cultural opportunities with concerts, conferences and other entertainment.

### Campbell Family Foundation Stage

Tipton, Tipton County

Objective 1: Facilities

 66

The new park space on the corner of Jefferson St and Court St in the city of Tipton has already emerged as a thriving community meeting space. The park hosts community festivals and events, including the local farmer's market. The park could be updated to include a community stage in the southeastern corner. This stage could be used during these community events to highlight local music, and could be used for other local theater and musical experiences. Some additional innovations could include a mural on the east wall overlooking the park and sculptures as part of a local trail.

### Cass County Museum Elevator

Logansport, Cass County

Objective 1: Facilities

The Cass County Museum (CCM) is actively remodeling their building space into the new county museum. History education exhibits to be featured at CCM include: The ReVere automobile, a family of American Mastodons, county railroad history, county military history and history of local farms & businesses. CCM also houses a free research library, collections archive, staff offices, and the Cass County Visitor's Bureau. In 2025-26, CCM will have remodeling completed and experiences provided on the first floor. New exterior signage will also be installed. In 2026-28, CCM plans to remodel and provide experiences on the second floor. Currently there is no elevator. The existing elevator has been decommissioned and will be removed during the remodel. CCM's architects have planned for construction of a new elevator on the south side of the building. Construction and provision of a working elevator will expedite remodeling efforts and experience provision on the second floor. It also provides ADA accessibility to the second floor for museum guests.

### Cass County Museum Phase 1 and ReVere Automobile Display

Logansport, Cass County

Objective 1: Facilities

The Cass County Historical Society is preparing for renovations of their recently purchased historic bank building into the new Cass County Museum in Downtown Logansport. The museum will include displays such as an interactive "Main Street" streetscape exhibit, Cass County Military History, Railroad exhibits from the former Iron Horse Museum, Clothing exhibits from the Cole Clothing Museum, the Castaldi Family History Center and Grocery Store exhibit, and Natural History exhibits that include American Mastodon bones found in Cass County. The most exciting display planned for the museum is for the return of the 1920 ReVere tourer automobile that is currently on loan to the Auburn Cord Duesenberg Automobile Museum through April of 2025. Plans are underway to renovate the South Gallery of the new Cass County Museum starting in 2024 and to have the ReVere back on display in Logansport in 2025. The car was purchased by the Cass County Historical Society for \$50,000 in 1998 and has been maintained ever since. This particular vehicle is one of very few that have survived intact and is one of only two that are still known to be operable.





## Community Arts Center

Tipton, Tipton County

Objective 1: Facilities

The Tipton Community Arts Center aims to transform a historic church into a vibrant and versatile community theater, fostering creativity and cultural engagement. This adaptive reuse project will preserve the architectural heritage while repurposing the space to accommodate various artistic endeavors. With state-of-the-art equipment and adaptable layouts, the center will serve as a hub for theatrical performances, art exhibitions, workshops, and educational programs for local arts groups, schools, and the wider public. By providing a platform for diverse artistic expressions, the Tipton Community Arts Center will enrich the cultural landscape of the region, promoting inclusivity and collaboration. It will serve as a catalyst for community development, attracting visitors and fostering a sense of pride among residents. Through partnerships with local organizations and stakeholders, the center will ensure accessibility and sustainability, fostering a dynamic and inclusive arts scene for generations to come.

## Downtown Placemaking Improvements

Regional

Objective 2: Public Art

 94

Downtowns across the region are hubs for arts and culture in their communities. General placemaking efforts in these areas provide more user-friendly experiences that invite people to spend more time in their communities.

## Expanded Arts Education Programs

Regional

Objective 3: Programming

 106

Downtowns across the region are hubs for arts and culture in their communities. General placemaking efforts in these areas provide more user-friendly experiences that invite people to spend more time in their communities.

### **Fiberglass Freaks' Batmobile Museum**

Logansport, Cass County

Objective 1: Facilities

 67

The Batman Museum in Logansport, Indiana, opened in October 2024. It is operated by Fiberglass Freaks, Mark Racop's company that builds the only officially licensed full-scale Batmobile replicas. The Batman Museum offers many new and exciting opportunities for Cass County and the region at large. This unique attraction has the potential to bring in tourism from around the region to see a museum unlike any other. Being the only company with officially licensed Batmobiles, the experiences this facility provides offer a massive economic boost to Logansport, Cass County, and North Central Indiana at large. Already, the museum sees 90% of its visitors from out of the region. In order to continue to deliver high-quality experiences to visitors, there are some supports that the museum needs. Given that it is retrofitted into an older building, there are several structural supports required, including structural improvements to the east wall, improvements to heating/AC unit, and 46 new preferably historic style windows. Funding support could also be used for purchasing additional screen-used exhibits, which would help to increase the draw for visitors.

### **Frankfort Arts District**

Frankfort, Clinton County

Objective 1: Facilities

 68

The relocation of the Frankfort police station presents the opportunity to develop the Frankfort Arts District. The old police station is a prime building for creating a Frankfort Cultural Center. Already City-owned property, the building's proximity and visual similarity to the Frankfort Public Library and its Civic Theater Stage would help to invest in Frankfort as a thriving arts community with an identifiable arts district.

### **Frankfort Library Theatre Upgrades**

Frankfort, Clinton County

Objective 1: Facilities

The Frankfort Library is gathering quotes and exploring grant opportunities to update several aspects of their 200 seat theatre. Updates to the theatre include improved drapery, rigging, and lighting systems. The theatre is used by the Clinton County Civic Theatre, Youth Theatre, Hoosier Storyteller program, free community nights, a concert series, and other various library events. These updates will ensure the theatre remains up-to-date and efficient in order to provide the community with an enjoyable place to gather for programming and events.




## Grissom Air Museum Upgrades

Peru, Miami County  
Objective 1: Facilities

The Grissom Air Museum would like to reuse and rehabilitate a former Department of Defense property abandoned by the Air Force in 1991 as part of Base Realignment and Closure (BRAC). The proposed project would use 23 acres of the property to accommodate a campground for pull behind trailers and motorhomes for visitors and travelers visiting the museum, such as Air Force Reservists and their families during training weekends at Grissom Air Reserve Base, with easy access from US 31. The site for the campground offers a walking and biking connection to the Nickel Plate Trail.


## Identification and Organization of Marketing Strategies

Regional  
Objective 3: Programming  
 98

Marketing is a necessary and time-consuming process that arts and culture organizations need to do successfully if they want to be sustainable. There are many channels of communication that people can use, and it is difficult to know what is best, either for promoting or discovering experiences. Creating an intentional, comprehensive, and easy-to-navigate method of marketing and communication at the regional level could help ease these struggles for both organizations and residents.



## Indiana Museum of Art

Logansport, Cass County  
Objective 1: Facilities  
 70

The Indiana Museum of Art's (IMA) primary objectives are: to celebrate cultural diversity through art created by and reflective of Logansport and the surrounding communities of North Central Indiana's past and current immigrants; offer North Central Indiana residents a convenient and approachable opportunity to experience internationally recognized artists for exhibitions, interactive teaching, and films; and, to leverage fine art as an economic development tool to effect North Central Indiana's trajectory for the next generation. The Indiana Museum of Art and subsequent revitalization projects offer many new and exciting opportunities for artists in and around the community. The new facilities will bring a new face to the artistic landscape of North Central Indiana, broadly, and Logansport, specifically, and bring a national draw to the area. By promoting local artists, and artists representative of the community, the museum seeks to create a sense of pride in what they can see and accomplish. It also has the potential to make Logansport a center for visual arts in the region and attract artists to live and work in the community, as well to increase tourism and support local businesses. To bring this museum to life, the purchased building needs to be gutted and updated so that the space can be used effectively. Additional projects for the IMA include: artist live/work space, greenspace development between buildings, and rotating exhibits.



### **Kelley Agricultural Historical Museum (KAHM) Mural**

Sharpsville, Tipton County  
Objective 2: Public Art

The Kelley Agricultural Historical Museum would like to contract with a local artist to add a mural on one of their barns that represents the local agricultural heritage and culture. The mural would increase visibility and accessibility of the arts by being placed prominently on the property and seen by anyone visiting KAHM, renting the venue spaces, or touring the historic grounds, as well as seen by those driving on 550 North. An additional project is a potential art museum or rotating gallery in the School House. Local artists, arts organizations, and school art teachers could collaborate with KAHM on developing gallery shows and showcasing local artwork.



### **Kewanna Downtown Beautification**

Kewanna, Fulton County  
Objective 2: Public Art

The Town of Kewanna is taking steps to revitalize and beautify its Downtown through a Downtown Revitalization Plan. The plan intends to revitalize local buildings such as the post office and old general store, and redevelop and create parks, rain gardens, and a plein air festival. Beautification efforts have begun and the community has been supportive, engaging and excited to see them continue.

### **Kokomo Art Association: Building Renovation & Accessibility Initiative**

Kokomo, Howard County  
Objective 1: Facilities

While the Kokomo Art Association's historic building has served the community well for decades, it is in urgent need of renovation to ensure it remains safe, welcoming, and accessible for future generations. The most pressing needs include exterior repairs & beautification to address cracked masonry, worn paint, and aged signage that detracts from the vibrancy of the block and presents safety risks, as well as accessibility improvements. As a three-story building with no elevator, access is currently limited for people with disabilities, seniors, and families with strollers. Without an elevator, key portions of the building—including the new third-floor artist spaces—are inaccessible to a significant portion of the community. These upgrades are essential to fulfilling Kokomo Art Association's mission and ensuring that all community members can participate in and benefit from the arts.

**Kokomo Center for the Arts**

Kokomo, Howard County

Objective 1: Facilities

74

Though Kokomo Area Performing Arts League (KAPAL) is just beginning its planning stages for the construction renovation of an all-purpose performing arts facility, the need is obvious: to provide adequate space for cultural enrichment programs by exposing Kokomo and surrounding communities to new ideas, art forms, storytelling, and creative expressions that they may not otherwise experience. Beyond that, the impact of such a facility will boost the local economy, attracting tourists and providing jobs in related industries such as hospitality and retail. Furthermore, such a space provides opportunities for education and community development, such as drama classes or workshops. The organizations that make up KAPAL are all long-standing staples of their community with performances that audiences look forward to seeing and artists look forward to participating in. Currently, none of these organizations have adequate performance spaces, working with schools and churches to share their craft with the community. Having a specific space for these performances would make it easier for interested people to know where and when performances are happening, help these organizations strengthen their reach, draw in more performers and visitors, and give the community a space to be proud of.

**Kokomo Sculpture Walk (2 year large-format sculpture exhibit along trails)**

Kokomo, Howard County

Objective 2: Public Art

The Kokomo Sculpture walk is an outdoor public art exhibit featuring nine sculptures along beautiful downtown trails and waterways. These nine pieces are juried from Midwest artist submissions and will be displayed to the public on concrete bases, located in downtown Kokomo from Madison Street to the Wildcat Creek along the Industrial Heritage Trail, and from 306 Riverfront District to Apperson Way along the Walk of Excellence Trail.

**Local Arts and Culture Planning Efforts**

Regional

Objective 3: Programming

99

When looking to develop specific recommendations for funding options, public art ideas, or programming, a more concentrated planning effort may need to be conducted. Types of planning efforts that should be supported include County-level Arts and Culture plans, City/Town-level Arts and Culture plans, County-level Public Art plans, City/Town-level Public Art plans, Venue/Programming Capacity studies, and Venue/Programming Economic Vitality studies.



### **Miami County Circus City & Hall of Fame**

Peru, Miami County  
Objective 1: Facilities

The Circus City Festival Inc. and Circus Hall of Fame Inc. in Miami County are constructing a new museum, a conference center, revitalizing structures and installing public art to celebrate the community's circus heritage. The proposed projects will strengthen Miami County and the City of Peru as a circus destination location by providing year-round opportunities for visitors to experience circus history in the "Circus Capital of World". Improvements to these institutions, including both beautification/repairs and programming assistance, would help Peru live up to its title as the Circus Capital of the World and drive tourism into the area. Much of the community participates in the circus, with many generations and families of performers, and assistance to these staples of the community would provide a great sense of pride. Additionally, the Circus Hall of Fame is on the National Register of Historic Places, bringing in further recognition and tourism. Projects include constructing an annex on the north side of the permanent big-top in downtown Peru to house a state-of-the-art circus museum and display area, repairing and rebuilding the buildings on the Circus Hall of Fame, and to commissioning three public art sculptures of prominent, historic circus performers to be displayed throughout the City of Peru.

### **Musical Sidewalk**

Logansport, Cass County  
Objective 2: Public Art

As the oldest art association in Indiana, the Logansport Art Association (LAA)'s mission is to provide supportive and innovative visual arts programs available to all, thus enriching the quality of life for the residents of Logansport and its surrounding counties. The LAA plans to collaborate with Daily Tous Les Jours on creating a unique, interactive, musical sidewalk for Logansport, aimed at bringing strangers together in the spirit of play, cooperation, and creativity. With over 23 different languages spoken within the local Logansport schools, LAA believes the addition of a musical sidewalk would greatly enrich the community and provide a space where everyone can create collective human experiences in public spaces.

### **North Central Regional Arts Council**

Regional  
Objective 3: Programming

 100

Cities and regions throughout Indiana have local arts councils that often provide direct funding, resources, and support for artists and arts organizations within their communities. North Central should explore the creation of a regional arts council that could act as a financial and operational support for municipal partners, local arts organizations, and artists. The Arts Council would be an invaluable resource for the local sector. To establish the formal organizational and governance structures that will provide the framework for the regional arts councils operations, deep conversations will need to be conducted with stakeholders.



## PCS Fine Art Gallery

Peru, Miami County  
Objective 1: Facilities

The PCS Fine Art Gallery is a world-class art gallery housed in the Peru Junior Senior High School Building. Given its location in the school, there are major limitations which make it difficult for the community to visit and enjoy the gallery. The lack of adequate signage, dedicated parking, and difficult entry to the gallery has attracted very few non-student visitors. Many community members are unaware that the gallery even exists. Improvements include infrastructure projects such as a dedicated parking lot and accessible entry, expanding programming and education such as field trips and an interactive programmable headset, and art acquisition such as an appropriate outdoor sculpture, expanding the revolving loan program with other galleries, and a rotating exhibit. A restroom and hospitality kitchenette could be included for venues, as well as more storage for future art acquisitions. Partners in this project to complete funding outside of a grant would be the school system and potential county funding.

## Peru Amphitheater Restrooms

Peru, Miami County  
Objective 1: Facilities

In November 2023, the City of Peru completed an assessment of its public restroom facilities within its six parks. Consistent with the assessment, a new public restroom facility was identified to support local concerts, various festivals, and events that utilize the existing amphitheater located in Maconaquah Park. The current facilities are not adequate to meet demand and the use of porta-pots is not feasible based on frequency and attendance.

## Peru, IN Visual Art Mural

Peru, Miami County  
Objective 2: Public Art

The Miami County Artisan Gallery (MCAG), a non-profit, charity art gallery, focused on providing art, art education, and events for the local, state, and national communities to increase art awareness, is coordinating a Peru, Indiana mural project. MCAG has chosen an artist to work with the Executive Director, City Mayor, and County Commissioner on the final mural design, capturing the history and future of the city to inspire creativity and promote tourism. The proposed project requires funding for contracting the artist, cost of materials, permits, all labors, and any other aspects required to complete the mural project.

## Public Art Implementation

Regional  
Objective 2: Public Art

 86

Public art can enliven downtown and other pedestrian-focused areas. This can be done on an individual project basis, but it is advised that municipalities establish a public art program. Public art is a way to make the arts more visible and accessible to the community and encourage community exploration. By definition, public art is paid for and maintained by a governing municipality (County, City, Town, etc.), and should be regulated by a series of ordinances or policies. Interested communities should establish public committees to oversee public art development, if they have not already done so.


### Reach for the Lights

Miami County  
Objective 1: Facilities

The Ole Olsen Theatre seeks to expand their reach with a one-sided, full color, digital marquee on a dual LED mount pedestal, seven feet high. The marquee will highlight donors, sponsors, fellow nonprofits, and volunteers. To support the marquee's electrical needs, the Ole Olsen Theatre needs to update and run a 20-amp electrical circuit to the marquee, which will also allow use of the existing globe lights at the entrance of the theatre.




### Red Barn Summer Theater

Clinton County  
Objective 1: Facilities  
 80


The Red Barn Summer Theater is a 168-seat theater that supports high-quality local theater intensives in the summer and provides a unique community meeting place. The company moved into its current building in 1973. Since then, several additions and renovations have taken place, but more renovations are needed to maintain the building and retain the company's position as a staple of their community. These renovations include ADA Bathrooms, four-season storage space, rehearsal rooms, updated lighting systems, and structural improvements to the east wall.

### (Re)Develop Community Spaces for Artists/Arts Programming

Regional  
Objective 3: Programming  
 102

Throughout the region there are many opportunities for developing and redeveloping community spaces for artists. These efforts can bring new life to unused spaces and give artists places to share their work and ideas with one another. Local re(development) opportunities include regional riverfronts, community centers, local libraries, museums and galleries, and studio and makerspaces.

### Region-Sponsored Artist Meetups

Regional  
Objective 3: Programming  
 103

North Central Indiana is home to many arts and cultural organizations across all sectors. With limited resources for arts and culture, these organizations do not have many opportunities to collaborate. The exchange of ideas and programming will allow for businesses to strengthen relationships and therefore longevity and impact on the community. Counties are encouraged to host quarterly gatherings that all arts organizations in the county are invited to.

## Second Phase of Miami Nation of Indians of Indiana Museum within their Tribal Complex

Miami County

Objective 1: Facilities

The Miami Nation of Indians of Indiana is continuing their work on the museum within their Tribal Complex. The second phase of their renovation involves refurbishing two classrooms for the museum and archives. It also looks to stabilize and repair masonry on the outside wall where the museum rooms are located within the Complex. These renovations will strengthen the ability of the Miami Nation of Indians of Indiana to connect with their community and create a dedicated space to learn and connect with one another and others.

## The Times Theater

Rochester, Fulton County

Objective 1: Facilities

 82

The Times Theater was a staple of Fulton County for many years, and the redevelopment efforts leading up to and since its reopening have been enthusiastically supported by its community. Additional improvements, such as continuing to expand its scope of redevelopment, would continue to be transformational to both Rochester's local arts scene and the region at large. The redevelopment and expansion into the currently blighted properties, which include visual arts spaces and ADA compliances, would make the facility more visible and accessible, and allow for more programming and bigger audiences. Potential projects include developing a proper backstage area and ADA compliant facilities for the Times Theater, developing the Times Community Art Center, and developing the outdoor amphitheater.

## Train Excursions

Logansport, Cass County

Objective 1: Facilities

After the loss of the locomotive used by the community in festivals, and the Carousel train in Riverside Park falling into disrepair, the long standing history of trains within Cass County is fading. To keep the train experience alive in the community, [project owner] seeks funding for one locomotive, one coal tender, four passenger cars, and a tunnel for train storage. The trains will provide rides for adults and children, without being confined by the tracks, as well as be used in parades, transportation for events, and rides to and from nearby destinations.

## Utilize Emerging Technologies

Regional

Objective 3: Programming

 104

As technologies continue to evolve, it is important that arts and culture organizations are able to evolve with it. There are many opportunities to use technology to make arts and culture experiences more widely accessible and immersive, both online and in-person. As new technologies appear, arts and culture organizations can find new ways to engage the community and realize their potential.



