

NASHVILLE ECONOMIC DEVELOPMENT STRATEGY



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FINAL

NASHVILLE ECONOMIC DEVELOPMENT STRATEGY

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Appendix

Acknowledgments

Early in 2012, the Town of Nashville, Indiana applied for and received a planning grant from the state to create an economic development strategy for the community.

The town enlisted a broad group of stakeholders to serve as an advisory committee for the planning process. Special thanks are extended to the advisory

committee members for their engagement in the planning process and contributions to the plan. Recognition goes to Bob Kirlin, in particular, for his extraordinary commitment and tireless work on the town's behalf.

Appreciation is also expressed to the Indiana Office of Community and Rural Affairs for funding this planning project and to ARa for

Advisory Committee Members		
Name	Industry	Position
Bob Kirlin	Town of Nashville	Town Council President
Buzz King	Town of Nashville	Town Council Member
Jane Gore	Town of Nashville	Town Council Member
Arthur Omberg	Town of Nashville	Town Council Member
Roger Bush	Town of Nashville	Town Superintendent
Doug Baird	Brown County State Park	Manager
Dave Bartlett	Career Resource Center	Director
Sara Clifford	Press	Editor, <i>Brown County Democrat</i>
Nancy Coulter	Brown County Historical Society	Member
Warren Cole	Restaurants	Hobnob Corner
Jane Ellis	Brown County CVB	Executive Director
Bob Everman	Chamber of Commerce	Director
Ric Fox	Redevelopment Commission	TIF Redevelopment
Patty Frensemeier	Lodging	Hills O'Brown Vacation Rentals
Kathryn Richardson	MIBOR/Realty	Brown County Division, MIBOR
Andy Rogers	Retail	Nashville House
Cindy Steele	Arts	Publisher, Art Alliance
Suzannah Levett Zody	Economic Development	Brown County Economic Development Commission

helping the town apply for the grant.

Thanks are also given to the folks who attended the Arts Community Big Tent meeting and participated in interviews. The planning team and advisory committee greatly appreciated your comments.

Members of the team who facilitated the process are grateful for the opportunity to work with Nashville again. It is always an honor to work in such a vibrant and creative community.

NASHVILLE ECONOMIC DEVELOPMENT STRATEGY

1

Introduction

Introduction

SUMMARY

The Town of Nashville has taken a lead role in planning for its economic future.

Although local government is not a major property owner downtown and has only limited resources to direct toward new growth, it's fulfilling this role by bringing the community together to set priorities and move forward on development projects.

Events that Led to the Planning Process

The town was moved to action by a slow but steady decline in the local economy. Nashville is a place of contradictions. Its vibrant downtown – full of shops, galleries and other attractions – masks the darker side of tourism-based economies; many of Nashville's residents eke out a living at wages below the state average.

Nashville statistics reveal some troubling trends about quality of life and economic prosperity (Note: Complete information on local statistics can be found in the Demographic Profile Chapter.):

- ◆ The most recent Census estimates indicate that nearly 28 percent of Nashville's households earn less than \$15,000 in a given year.

- ◆ In 2010, the per capita personal income in Nashville was \$4,000 less than the state average.
- ◆ The percent of adults 25 and older who were high school graduates decreased by 7.5 percentage points between the 2000 Census and 2006-2010 ACS estimates.

And there are signs of weakness at the core of the town's economic engine - tourism. Many shop owners report that their customer base is aging, visits less frequently and does not spend the money locally that it used to.

Town leaders have been aware of the decline for years, and in 2011 realized that there were half-a-dozen key properties along the town's main drag that were standing empty. Some of these properties were at the main gateway to downtown.

But there was also some positive news. The effects of the recession had started to wear off, and elected officials were again hearing from developers with potential plans for new development, some of them large-scale.

The town had also created a redevelopment commission and tax increment financing district, which could produce funding for public projects.

Town leaders decided that they needed to stop and assess their options for future growth.

They also needed to get updated on the pros and cons of the proposed developments, so they could review the plans in confidence.

Purpose and Scope of the Plan

The purpose of the Nashville Economic Development Strategy is to begin an exploration of potential “game-changers,” new projects that could invigorate the local tourism industry.

The strategy followed these steps:

- ◆ Select a small group of projects that will provide the biggest return on investments for promoting tourism.
- ◆ Determine what is needed for each project (costs, acreage, infrastructure, case studies, next steps, etc.).
- ◆ Prepare materials to “sell” potential developers on each of the projects.

At the same time, consultants and the advisory committee were trying to determine what should happen next with the long-proposed Brown County Arts and Cultural Center.

Originally, research centered on the feasibility of building a new center at Brown County State Park. When that scenario proved unlikely, the group explored options with a much lower price tag, but that still held the potential to attract visitors and boost the local economy.

To avoid conducting research that had already been done, the advisory committee reviewed 10 years’ worth of local planning documents. Those findings are reviewed in the Summary of Past Reports Chapter.

The last component involved testing the idea of the new projects with visitors. Would they stay longer if the town offered these amenities? Would they come back at different times of the year? Consultants conducted “person on the street” interviews with more than 50 visitors to ask about the projects. Results from those interviews can be found at the end of the Tourism Investment Plan Chapter.

How the Plan was Developed

The Nashville Economic Development Strategy was created during a 10-month process that used extensive public input.

- ◆ The process was guided by a steering committee that included representatives of the chamber of commerce, Main Street Nashville, Convention and Visitors Bureau, local shop owners, local restaurant owners, Brown County Historical Society, artists and Brown County State Park.
- ◆ Each of the five advisory group meetings were held as publicly noticed town council sessions.
- ◆ A reporter from the *Brown County Democrat* attended and reported on the planning sessions.
- ◆ Dozens of interviews were conducted with local leaders, particularly those in the arts community.
- ◆ A “Big Tent Event” of the arts committee to discuss possible projects was held in September 2012, and drew more than 50 people.
- ◆ All notes from the meetings were posted at a public website - www.sdg.us/NashvilleED.php.

The advisory committee also took their research on the road, visiting Arts Place in Jay County, Ind., to see firsthand how a successful community arts center operates.

When reviewing possible new “game changing” projects, the committee spent a lot of time soul searching, asking such questions as “Does the project fit with Nashville’s identity?”

Not all of the proposed projects rated a “yes” answer from every advisory committee member. Some projects, such as a water park or sports bar, were opposed by some members.

But it also became clear that some of the projects, such as a water park, were already being proposed by local developers. Even if town officials did not want to actively promote them, they still wanted to understand their potential benefits and costs.

All meeting notes from the advisory committee can be found in the appendix of this report.

Summary of Findings

The core of this strategy is The Tourism Investment Plan (TIP), which is designed to widen the opportunities for economic growth in Nashville. It has two main goals:

1. Prepare for projects that would increase the amount of visitors during high season and through the less busy “shoulder months” (December-February).
2. Give local leaders the information they need when working with developers to determine a project’s feasibility, likely benefits, local impacts, etc.

Because this project seeks to determine what sort of new businesses would increase local tourism, the advisory committee reviewed and debated a long list of what draws tourists to other towns and how they might work in Nashville, including aquariums, auctions, hot air ballooning, conference center, flea markets, helicopter rides, indoor arena, motorsport racetrack, music events, spas and sports facilities.

The committee picked five projects with the greatest potential:

- ◆ Pub/ sports bar
- ◆ Amphitheater/ picnic area/playground
- ◆ Conference center
- ◆ Water park
- ◆ Brown County Arts Campus

The Tourism Investment Plan Chapter starts with a preliminary assessment of where each of these attractions might fit within Nashville’s town limits or the immediate area. Then each of the priority uses are studied in detail, including case studies of similar attractions in other communities. Each case study also provides brief recommendations for land area, zoning, water, sanitary sewer and location.

Because the nature of developing the Brown County Arts Campus is different from the other bricks and mortar proposals, it is featured in its own chapter.

Research into a decade of planning about the arts center identified two key challenges to its implementation:

1. A lack of coordination and communication

2. The very high cost of building a new arts and cultural center

At the same time that evidence against building a new center was building up, it became clear there are plenty of arts and cultural classes being offered throughout the county. For example, the Brown County Art Guild recently hired an Outreach Coordinator to assist with the development of more educational offerings.

All of this information was presented at the Arts Community Big Tent Event in September 2012. The meeting emphasized these points:

- ◆ There is not enough money available locally or otherwise to build an Arts and Cultural Center right now.
- ◆ Creating and promoting the idea of a Brown County Arts Campus – a decentralized network of existing instruction venues and providers – would be an initial lower-costing program that takes advantage of local assets.
- ◆ An arts coordinator is needed to carry the campus idea forward.

Those in attendance generally agreed with those premises, but asked, “What do we do next?”

Fortunately, the group agreed that the new Arts & Entertainment Commission – which shares overlapping membership with many people involved with the district planning group – presents an opportunity to continue developing the concept of an arts campus and establishing the position of an arts. The commission has agreed to act an incubator for the project.

With the commission undertaking the Brown County Arts Campus project, implementation

of this strategy has already begun.

What to Do Next

Tactics for making these projects into a reality can be found in the Implementation Plan Chapter, but it can be overwhelming to think about undertaking all of the recommendations.

So at a minimum, town leaders should mark their calendars now for a review session in 12 months. At that session, the group can assess what’s been done and what’s left to do. And just as important, they can use that session to ask themselves if the priorities they identified in this plan still hold, or do they need to be modified.

With this strategy, The Town of Nashville can continue building its economic future.

NASHVILLE ECONOMIC DEVELOPMENT STRATEGY

2 Demographic Profile

Demographic Profile

SUMMARY

What the Demographic Profile Tells Us

A demographic profile is a powerful tool. The raw numbers it provides enable us to compare ourselves with others and our own past.

However, those raw numbers are inadequate to fully describe the complex human interactions that make up a community. This is especially challenging in small communities. Recent U.S. Census data relies on sample data, and this can translate into large margins of error for places with small populations.

Nashville is a place of contradictions. Its vibrant downtown – full of shops, galleries, and other attractions – masks the darker side of tourism-based economies; many of Nashville's residents barely eke out a living above the poverty level. Low-paying retail and service sector jobs make up the bulk of Nashville's employment.

Income figures are higher in Brown County, in part, because a considerable portion of the county's labor force commutes to work in nearby counties.

High housing costs are another challenge for Nashville. The county's forests and natural beauty give land and homes a premium price.



Retail is a leading industry in Nashville and Brown County.

Limited sewer and water infrastructure also restrain development.

In summary, the following demographic information should be kept in context but should not be ignored. Hopefully, the data can reveal trends and add validity to the everyday challenges of making a living in Nashville. The information can be a starting point in deciding how we want to shape our future.

Population growth is important for what it reveals about a community: do a growing number of people view the area as a desirable place to live?

Additionally, a larger number of residents translates into a larger workforce and a greater pool of talent for employers.

An important consideration when looking at population is how a county compares to others in its region. Among its contiguous neighbors, Brown County has the smallest population and slowest population growth rate.

The middle chart paints a discouraging picture. Brown County's population only grew less than 1 percent from 2000-2011. The state's population grew 7.2 percent during that same time period.

The Town of Nashville is the only incorporated community in Brown County. The town's population has fluctuated but grown from 393 in 1900 to 803 in 2010. Most residents in Brown County live outside of Nashville, which accounts for only 5 percent of the county's population.

The 2010 Census counted 329 men (41 percent) and 474 women (59 percent) living in Nashville. In 2000, men accounted for 44 percent of the population.

98 percent of Nashville's population reported their race as white in the 2010 Census.

According to the 2010 Census, Nashville is no longer the most populated place in Brown County. Cordry Sweetwater Lakes CDP (Census-designated place) had a population of 1,128 in 2010.

FIGURE 1. Population (2011)

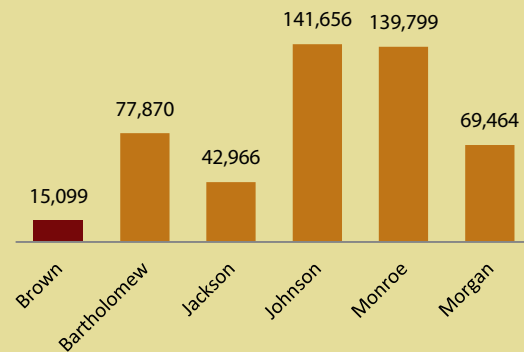


FIGURE 2. Population Growth (2000-2011)

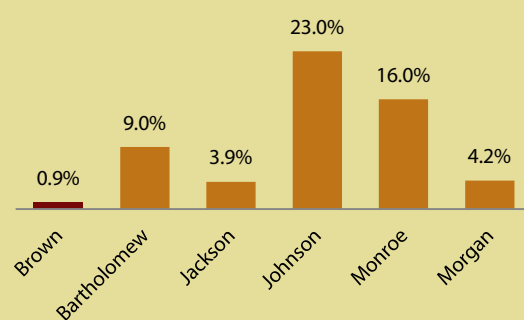


FIGURE 3. Nashville: Percent of County Population

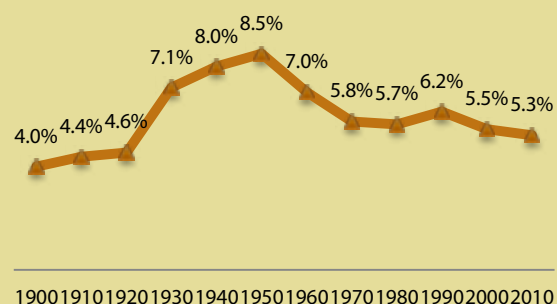


FIGURE 4. Population by Age (2010)

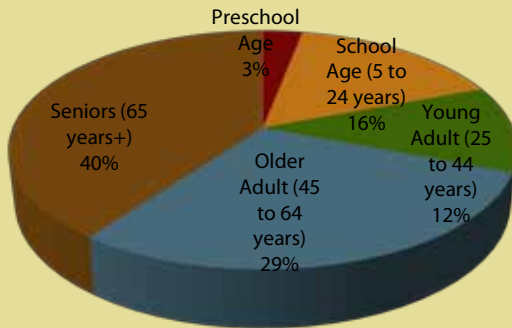


FIGURE 5. Median Age

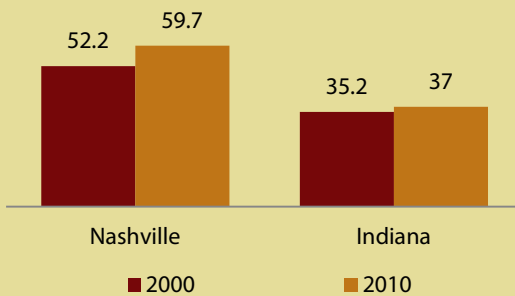


FIGURE 6. Percent of Adults 25+ with a High School Degree

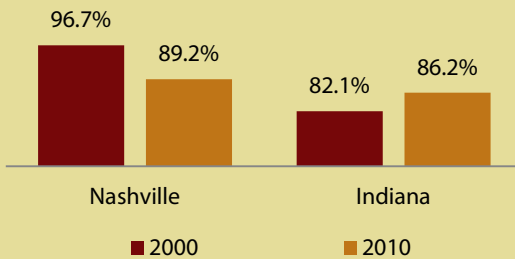
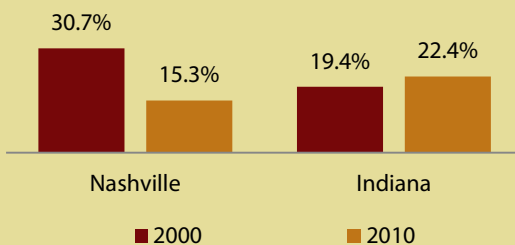


FIGURE 7. Percent of Adults 25+ with a Bachelor's Degree



In 2010, 15 percent of Nashville's population was under 18 years old, which was much lower than the state average of 25 percent for the same age range. The median age in Nashville increased from 52.2 in 2000 to 59.7 in 2010. The town's population remains considerably older than Indiana's overall median age of 37.0.

This data is not encouraging as it suggests that Nashville has an aging population. However, the area's population distribution in all of Brown County resembles the state more closely. In Brown County, 21 percent of the population is under the age of 18.

However, while the median age across the state has increased by 5.1 percent in the last decade, Nashville's median age has increased by 14.3 percent. This trend is compounded by the fact that Brown County's median age was already 17 years higher than the state's in 2000.

Nashville's educational attainment levels have tended to be higher than the state average. However, attainment levels in Nashville declined – most notably the percent of adults with a Bachelor's degree or higher – between the 2000 Census and recent estimates. The percent of adults 25 and older who were high school graduates decreased by 7.5 percentage points between the 2000 Census and 2006-2010 ACS estimates. The percent of residents with a Bachelor's degree or higher also decreased by 15.4 percentage points during that same time period.

The marked educational attainment declines could be the result of Nashville's small population size. The Census estimates use sample data, and the margin of error was +/- 8.4 for high school graduates or higher and +/- 6.0 for Bachelor's degree or higher.

According to 2006-2010 ACS estimates, Brown County ranks 25th in the state with the percent of adults with a high school diploma or more (88 percent) and 18th with a Bachelor's degree or higher (21 percent).

We also gauge a community's economic health by comparing its per capita income to others in the region. As the chart confirms, Brown County is performing relatively well in this particular benchmark. Per capita personal income is an average obtained by dividing aggregate income by the total population of an area. (Source: U.S. Bureau of Economic Analysis)

Income levels in the Town of Nashville tell a different story. In 2010, the per capita personal income in Nashville was \$4,000 less than the state average. (Source: U.S. Census Bureau; 2006-2010 American Community Survey 5-Year Estimates)

Another measure of wealth is median household income, which is a hypothetical midpoint with half the households in a community earning more and the other half earning less.

The median household income in Nashville is far below the Indiana median and the gap has increased since 2000. In 2000, the median household income in Nashville was \$27,330 which was \$14,237 less than the state median income. When the 2000 median household income is adjusted for inflation, it is equivalent to \$34,608 in 2010. This indicates that household income levels have actually declined in Nashville.

The most recent Census estimates indicate that nearly 28 percent of Nashville's households earn less than \$15,000 in a given year.

FIGURE 8. Per Capita Personal Income Regional Comparison (2010)

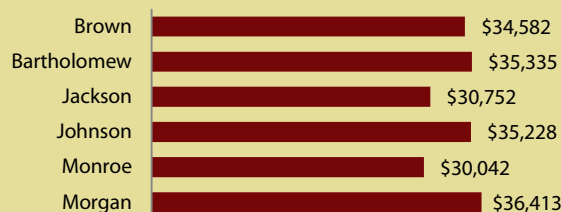


FIGURE 9. Per Capita Personal Income (2010)

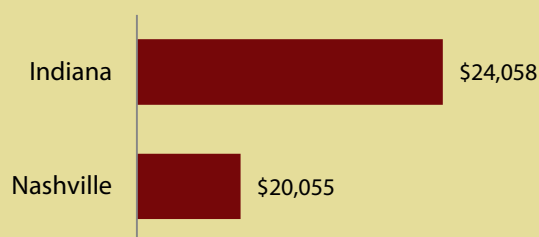


FIGURE 10. Median Household Income Regional Comparison (2010)

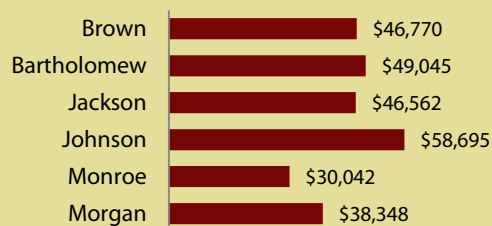


FIGURE 11. Median Household Income (2010)

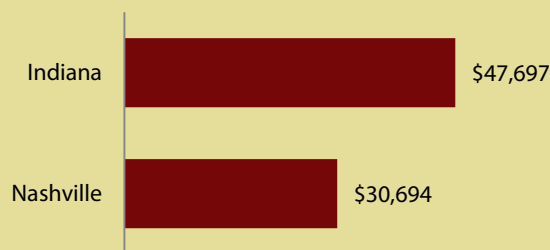
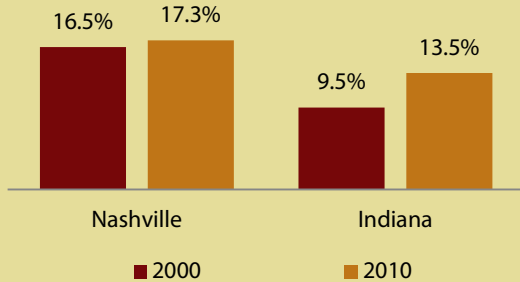


FIGURE 12. Poverty Rates**TABLE 1. Nashville: Percent of Individuals Below Poverty Level**

	2000	2010
Under 18 years	23.9%	20.3%
18 years and over	14.4%	16.7%
65 years and over	18.9%	13.0%

TABLE 2. Nashville: Largest Industries in 2010 (Percent of Civilian Employed Population)

	2000	2010
Arts, entertainment, and recreation, and accommodation and food services	16.9%	21.9%
Retail trade	18.9%	21.3%
Construction	3.4%	16.5%
Educational services, and health care and social assistance	23.5%	9.1%
Manufacturing	12.0%	8.2%

TABLE 3. Indiana: Largest Industries in 2010 (Percent of Civilian Employed Population)

	2000	2010
Educational services, and health care and social assistance	19.3%	22.0%
Manufacturing	22.9%	19.0%
Retail trade	11.8%	11.3%
Arts, entertainment, and recreation, and accommodation and food services	7.3%	8.7%
Professional, scientific, and management, and administrative and waste management services	6.3%	7.5%

Poverty rates measure the percentage of individuals living at or below the poverty threshold, which is determined at a federal level. The poverty threshold is a predetermined monetary level that takes into account the age and number of family members.

In 2000, the poverty rate for Nashville was 16.5 percent for all individuals for whom poverty status is determined. According to the most recent estimates from the 2006-2010 ACS, the poverty rate in Nashville had risen to 17.3 percent. Nashville typically has a higher poverty rate than the state, but the gap has narrowed since 2000.

Poverty rates improved between 2000 and 2010 for children under age 18 and for seniors 65 years and older.

Employment in Nashville is very different from Indiana as a whole, which continues to have a strong manufacturing industry. Nashville, in contrast, relies on the arts, entertainment, and recreation industry and retail trade. Between 2000 and 2010, Nashville's construction industry grew from 3.4 percent to 16.5 percent. For the same time period, the town's educational services, and health care and social service assistance industry declined from 23.5 percent to 9.1 percent.

In terms of actual numbers, the town's civilian employed population 16 years and over grew from 349 in 2000 to 352 in 2010 – a gain of less than one percent. The state outpaced Nashville's growth; as a whole, Indiana's civilian employed population grew 1.2 percent.

Recent estimates (from the 2006-2010 American Community Survey) for earnings by industry indicate that the median earnings for the total civilian employed population 16 and older was \$17,321 in Nashville and \$31,030 statewide. It should be noted that several industries in Nashville either had no sample observations or too few sample observations to compute an estimate. Where estimates were available, Nashville had lower median earnings for all industries except public administration.

The percent of workers (16 years and over) living in Nashville who worked outside their place of residence decreased between 2000 and 2010 (based on the 2006-2010 ACS estimates) from 47.7 to 45.5 percent.

In 2000, the mean travel time to work was 29.0 minutes for workers 16 years and older from Nashville. According to 2006-2010 ACS estimates, the average travel time to work for Nashville workers had decreased to 20.9 minutes.

33 percent of Brown County's labor force commutes to work outside of the county. The top five counties receiving workers from Brown County are shown in the graphic to the right. In 2010, 3,694 Brown County residents traveled to work outside the county, but only 777 people commuted into Brown County. (Source: STATS Indiana; Indiana Department of Revenue)

FIGURE 13. Nashville: Place of Work

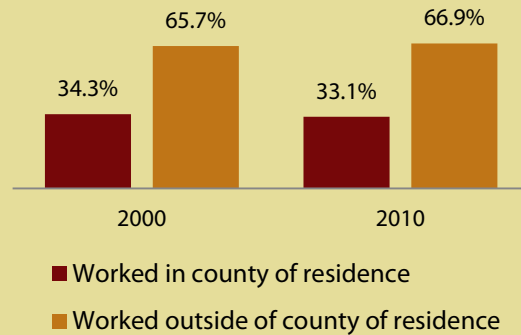


FIGURE 14.
Out of Brown

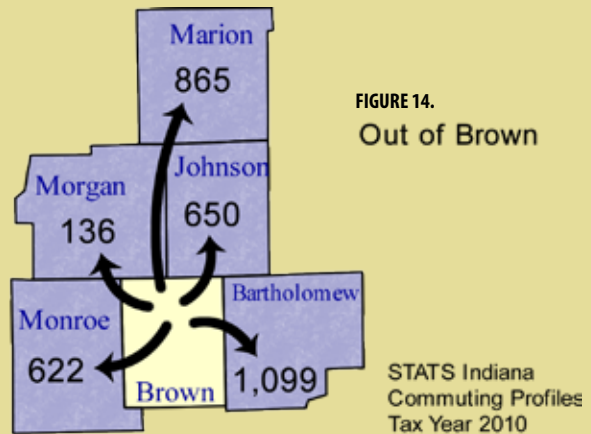
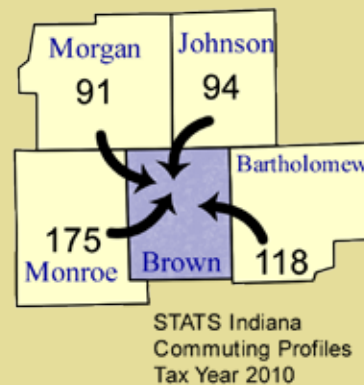
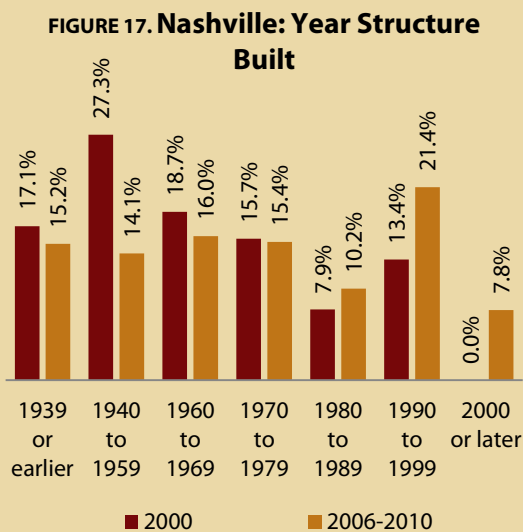
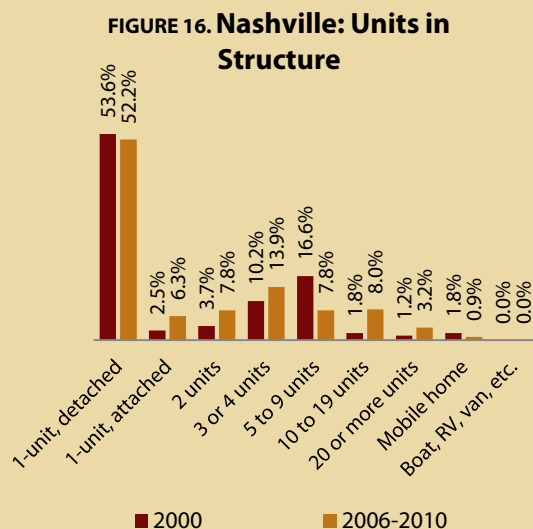


FIGURE 15.
Into Brown





Between 2000 and 2010, the state of Indiana had an increase of more than 246,000 housing units, or nearly 10 percent. The number of units in Nashville increased from 433 to 462, an increase of 7 percent. In 2010, 75 percent of the total housing units were occupied, of which 47 percent were owner-occupied. The remaining 53 percent were occupied by renters, which constitutes an increase in renters from 50 percent in 2000.

Housing structures in Nashville are primarily one-unit detached with a sizeable number of 3 or 4 units. Since 2000, there has been an increase in the number of apartment housing with 10 units or more. The number of structures with 10 to 19 units grew from 8 to 37, and the number of structures with more than 20 units increased from 5 to 15. During the same time period, however, the number of structures with 2 units and 5 to 9 units decreased.

Nashville's housing stock consists of a mix of older and newer structures. Only 15 percent of the town's housing stock was built before 1939. Older homes often require more maintenance and have higher utility costs than newer homes. There was a spike in new home construction during the 1990s – 29 percent of the homes in Nashville were built after 1990.

33 percent of owner-occupied units were in the \$150,000 to \$199,999 price range. The median home value for owner-occupied units increased from \$146,900 in 2000 to \$180,400 according to the 2006-2010 ACS estimates. The state's median home values are consistently lower than in Nashville; the state median values went from \$94,300 in 2000 to \$123,000 in 2010. During that same time period, the median gross rent for renter-occupied units rose from \$531 to \$678.

NASHVILLE ECONOMIC DEVELOPMENT STRATEGY



3 Summary of Past Reports

Summary of Past Reports

INTRODUCTION

Nashville and Brown County have undertaken many planning and research efforts over the years. This section summarizes reports that were reviewed early on in the planning process and also includes “Frequently Asked Questions” or FAQs about more recent activities. Much of this research focuses on an arts and cultural center but also addresses issues such as economic development and tourism.

SUMMARIES

Ball State Report (2005)

“An Artful Approach to Building a Better Brown County” was written by a team of six visual and performing arts professionals and an economic development practitioner from Ball State University during the summer of 2005. The report offers a series of eight recommendations for promoting economic development in Brown County in a way that is consonant with community’s image as the “Art Colony of the Midwest.” The key recommendations are (1) to define Brown County’s mission and its action plan through a professionally-facilitated process, and (2) to hire an Arts Events Director who can implement the plan, coordinate the different groups of stakeholders, and market Brown

County’s artistic offerings. The authors regard the first recommendation as essential for avoiding the duplication of efforts by different organizations within the community and as necessary for creating complementary arts development and economic development strategies. The Arts Events Director would be responsible for realizing the goals outlined in the action plan once it is in place.

In addition to the two primary recommendations, the report also recommends that the following steps be taken: enhance marketing by creating partnerships and new arts tourism events and event packages; increase the scope of artistic offerings available in Brown County; build a new Visitor’s Center near the intersection of Routes 46 and 135 in Nashville and improve the signage in town; consider building new education and performance facilities; host professional conferences in the visual and performing arts; develop new and unique promotional and educational tools (including a DVD and an interactive website). The report concludes by stressing the importance of adopting the first two recommendations, outlined above.

Arts Comparative Analysis (2006)

The “Arts Comparative Analysis” provides a critique of the 2005 Ball State University

report and summarizes the key findings of previous studies commissioned by various parties in Brown County. These studies include the following: the Brown County Chamber of Commerce's Economic Development Strategy (Strategic Development Group, 2002), the Brown County Arts & Cultural Commission's Strategic Plan Summary (Purdue University, 2003-2005), the Brown County Partnership's Community Concerns Report (SDG, 2004), and the Brown County Convention & Visitors Bureau's Destination Audit and Annual Business Plan (Purdue University, 2001 and 2005).

The central criticism of the BSU report is that it failed to offer new insights that have not already been discussed in at least one of the prior studies. Indeed, most of the report's recommendations have already been acknowledged and many are currently being implemented. The "Comparative Analysis" concludes by identifying three central challenges that need to be met moving forward. First, the roles and missions of the various arts, crafts, and cultural organizations in Brown County need to be clarified to facilitate coordination and to reinforce partnership efforts. Second, the BC Arts and Cultural Commission needs sufficient resources to implement its plans, especially the development of the BC Arts and Cultural Center. Finally, the relevant parties need to recognize that an arts destination strategy is already in place, and programs are currently being implemented by the BCACC and the BCCVB along with other county organizations.

IU SPEA Report (2008)

"Indiana Cultural Arts Center of Brown County: A Model" was written by Carolyn Dew in 2008 under the auspices of the Brown County Economic Development Commission and Indiana University's School of Public and

Environmental Affairs and Kelley School of Business. The central purpose of the report is to identify key programmatic elements of the proposed Indiana Cultural Arts Center of Brown County (ICAB), with special attention paid to feasibility and sustainability.

The report begins by noting two themes that frequently recur in discussions of the problems associated with Brown County arts and economic development. The first is that there is no central leadership to coordinate the activities of different organizations and different types of artists. As a result, many organizations fail to collaborate effectively and end up duplicating one another's efforts. The second is that many believe that Brown County has failed to live up to its image as the Art Colony of the Midwest, as the arts heritage of Brown County is not particularly noticeable to visitors. The core programming of the ICAB, the report notes, should address these two problems.

The report concludes that a key programming element of a fiscally sustainable arts center would be continuing arts education for amateur and professional artists. Other arts centers throughout the country have been able to generate up to 84% of their revenue through arts workshop programming. This sort of model could be supplemented by a number of secondary programming elements. These could include: encouraging local retailers to sell art and implementing a jurying process to help local artists develop retail-quality arts and crafts; attracting a performing-arts series of music, dance, or theater; developing an artist-in-residency program to attract artists from around the country; developing an online portal for arts marketing in Brown County; and conducting an educational outreach program in Brown County Schools. The bulk of the report elaborates on each one of these programming

elements.

Finally, the report suggests three alternatives to building an arts center. These might be worth exploring as alternative mechanisms for achieving the same goals that the arts center would seek to achieve, but without the capital-intensive planning and investment that an arts center would require. The alternatives are:

- ◆ Arts-based community development – in short, attempt to engage the community through a variety of programs that seek to foster unity and to work toward a goal of creating an “interesting and stimulating piece of public art” as the capstone for the effort
- ◆ Rebuild the arts presence downtown – incentivize businesses (particularly retailers) to feature local art, conduct market research to help local artists, conduct educational outreach, etc.
- ◆ Attract younger artists – provide various kinds of incentives to draw young artists to the community. The rationale is that younger artists can bring a sense of vitality and innovation that would benefit the community

The alternatives could also be regarded as initial steps to be taken to begin developing substantive collaboration and programming in advance of an arts center to be built at some point in the future, though not immediately. A major threat identified in the S.W.O.T. analysis is that of investing in a new facility without sufficient programming in place, which could make it difficult for the center to succeed.

Brown County Profile (2008)

This community profile report is a compilation of other studies and data from public and

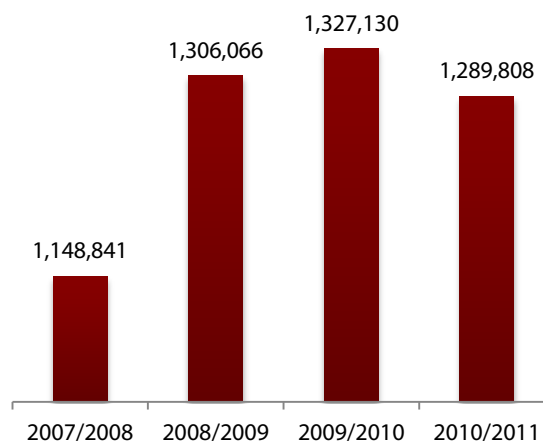
private sources. The report was prepared for the Brown County Economic Development Commission in 2008 by Doug May. It was likely intended to be given to prospective businesses interested in locating in Brown County.

The tourism profile contains information about visitation and lodging. However, most of the tourism data is not sourced and the year obtained is not given. For instance, the report lists the Brown County State Park attendance as 1,485,293 but does not indicate a year. Information from the Indiana Department of Natural Resources shows that annual visitation to the Brown County State Park tends to be somewhat lower than the number given in the report.

The report states that *no quantitative research* was used to determine the primary destination drivers (i.e. nature, arts) and trip motivators (i.e. relaxation, shopping, family).

Much of the report relies on 2005 data from Duke Energy for population, housing, business, and workforce characteristics. This information is now outdated.

Annual Estimated Visitation at Brown County State Park



Source: Indiana Department of Natural Resources

The report contains contact information for local elected officials, government departments, utility providers, schools, emergency responders, and nearby medical facilities. Property tax rates for 2005 and contact information for realtors are also listed.

FREQUENTLY ASKED QUESTIONS (FAQs)

Q: Has there been any best practices research about art centers that may be relevant to Nashville and Brown County?

A: The Brown County Vision 2020 initiative, completed in April 2009, appointed a taskforce to investigate arts centers nationwide for best practices. The taskforce used previous studies by Ball State University (2005) and IU School for Public & Environmental Affairs (2008) to guide their research and reviewed 25 arts centers from across the United States.

The taskforce presented their findings in a PowerPoint™ entitled “An Arts Center in Brown County: To Be, Or Not To Be?” The presentation highlighted four arts centers: Crooked Tree Arts Center (Petoskey, MI), John C. Campbell Folk School (Brasstown, NC), Art Sanctuary (Martinsville, IN), and Sedona Arts Center (Sedona, AZ). The taskforce reviewed how long each center had been operational, square footage, facility uses and features, class offerings, and income/expenses.

In a separate document called “Arts Center Study,” the taskforce elaborated on some of the specific operational details of some arts centers. This two-page document

Among the arts centers studied, a majority of their revenues come from education fees, grants, and fund-raising:

50-70%	Education Fees
30-40%	Grants and Fund-Raising
10-15%	Sales

Successful arts center models focus on arts education:

*Workshops
Classes
Seminars
Etc.*

provides detailed profiles of several arts centers discussed in the PowerPoint™ presentation. Both the Artcenter Traverse City in Michigan and Taos Arts Center in New Mexico are noted as struggling financially even after several decades of operation. Of the five centers highlighted, only the recently opened Arts Sanctuary in Martinsville, Indiana operates as a for-profit organization. Most of the featured arts centers are not-for-profits that generate the bulk of their income from education fees. Annual fund-raising events and endowments also provide income. Personnel costs – wages and benefits – comprise the largest expense for most centers especially those with larger staffs. None of the featured centers operate from new construction buildings; most renovated donated or reduced price existing structures.

Tom Tuley, who served as chairman of the Arts & History taskforce, explained in a conversation with consultants that a surprising number of arts centers operated out of abandoned churches. Altars can be used as stages for performing arts, while religious study classrooms can become arts classrooms. The large, open sanctuaries of former churches can be transformed into natural galleries for exhibits. Both the Crooked Tree Arts Center (Petoskey, MI) and the Arts Sanctuary (Martinsville, IN) began operations in abandoned churches.

The taskforce determined that successful centers focused on arts education, received most of their revenues from education fees, and operated as not-for-profits. Among the sample of arts centers reviewed, most started by renovating existing buildings. Financial difficulties were another common thread encountered by many arts centers.

Q: Didn't several development projects in Brown County and Nashville include plans to construct an arts center?

A: The presentation "An Arts Center in Brown County: To Be, Or Not To Be?" mentions several efforts underway in Brown County related to the creation of an arts center. In recent conversations with the consultants, Tom Tuley explained that efforts to start an arts center have been abandoned by developers at Creekside Apartments and at the former Ski World location. As noted in other interviews with representatives of the Indiana Department of Natural Resources and state government, there are no plans to establish an arts center in Brown County State Park. While an arts center was initially planned as part of the Brown County Historical Society's

expansion, there is no longer room at that location.

Q: Does the T.C. Steele Historic Site have an arts center?

A: The T.C. Steele Historic Site in Brown County offers a range of arts related programs and events, but it does not operate an arts center facility.

As of July 1, 2011 the Indiana Department of Natural Resources (DNR) ceded control of the T.C. Steele Historic Site, which now operates as a quasi-governmental organization. This operational change may open the door for the T.C. Steele site to partner with more arts organizations than in the past.

In recent years, the T.C. Steele Historic Site has collaborated with the Brown County Art Guild and the Brown County Art Gallery on the Art Renaissance Weekend that is usually held in September. The site also serves as the tour headquarters and hosts art workshops for the annual Brown County Studio and Garden Tour held every June.

Under its new management structure, the T.C. Steele site hopes to construct a modern visitors center that would provide more space for programs and events, but this project is just in the initial planning phase.

Q: What core programming has past research recommended as necessary for a fiscally sustainable arts center?

A: A 2008 report entitled "Indiana Cultural Arts Center of Brown County: A Model" concludes that a key programming element of a fiscally sustainable arts center



A rendering of the Brown County Historical Society's planned new history center.

would be continuing arts education for amateur and professional artists. Other arts centers throughout the country have been able to generate up to 84% of their revenue through arts workshop programming. This kind of model could be supplemented by a number of secondary programming elements. These could include: encouraging local retailers to sell art and implementing a jurying process to help local artists develop retail-quality arts and crafts; attracting a performing-arts series of music, dance, or theater; developing an artist-in-residency program to attract artists from around the country; developing an online portal for arts marketing in Brown County; and conducting an educational outreach program in Brown County Schools.

Q: Doesn't Brown County already have an "art center without walls"?

A: Art Alliance of Brown County is a volunteer association of artists and art organizations that was formed in 2000. Art Alliance Brown County produced a brochure in 2010 to promote art events, classes and workshops that were already scheduled for that year. The Art Alliance printed roughly 7,500 copies of the brochure and distributed them in local shops and museums, but did not conduct a mass mailing to circulate the brochure.

The Art Alliance returned to focusing on its other programs – the Second Saturday Village Art Walk and Artful Dining Galas – after the brochure. The Art Alliance currently has plans to partner with the Brown County Historical Society to produce nine art mural panels that will be featured in a new parking garage.

Q: Did the Experience the Arts in Brown County program try to create an art center?

A: Experience the Arts in Brown County was a series of classes during a 10-day period in June 2011. Most of the participants were within driving distance of Brown County. Marketing for the event was limited to regional and local publications, and turnout was not as high as anticipated. One of the challenges was finding artists to create and teach new classes.

Kathy Anderson, one of the organizers of the event, decided to change directions and focus on art classes that are already scheduled. She is currently developing an online calendar for artists to post art-related events and classes. This online calendar builds on a print brochure for an “art center without walls” that Art Alliance Brown County produced in 2010.

Anderson hopes to have the calendar online by September 2012. The calendar will feature traditional and non-traditional arts courses including health and wellness.

Q: The Brown County Historical Society had plans for an arts center at one time. Has anything happened with that project?

A: The Brown County Historical Society (BCHS) operates a history center located in downtown Nashville on Gould Street across from the Pioneer Village museum. The society’s existing history center features offices, meeting space, a small gallery for crafts and quilts, a stained glass workshop, and a large room that can be rented out for meetings and instruction. BCHS regularly offers workshops on basket making, painting, doll making,

and rose weaving. BCHS also maintains the Pioneer Village museum in downtown Nashville.

BCHS recently sold its Society building located north of Nashville along SR 135. The Society building had been home to the Bailey/Reeve Historical Archives and meeting rooms for the Pioneer Women. According to BCHS, these functions are now temporarily located at the history center.

BCHS has plans to construct a new History Center on its existing location in downtown Nashville. The designs are for a two-story building with a large exhibit room for traditional arts, a gift shop and offices, a Pioneer Women room and quilt storage space, and a museum log room on the main level. The second level features a large meeting room that can be used for art instruction and meetings. There are also plans for space for the society’s permanent archives, a reading room, and a studio space for arts instruction.

BCHS intends to build the new History Center on its existing property located at 46 E. Gould Street in Nashville. The group has launched a fundraising campaign with the goal of raising \$3,500,000 for construction.

Q: What educational offerings are available through the Brown County Art Guild?

A: The Brown County Art Guild recently hired an Administrative Assistant/Educational Outreach Coordinator. The Guild’s current educational offerings include the annual Plein Air Workshops in October and various lectures and presentations throughout the year. The Plein Air Workshops are held



Designs for the expanded Brown County Art Gallery include space for an art center studio.

at the Waycross Conference Center in Morgantown, Indiana.

The Guild regularly invites school groups to visit and tour the permanent and featured collections in the galleries. While any schools are welcome, most visits from school groups are from Brown and Monroe counties. With the addition of the new staff position, the Guild has plans to develop more educational offerings but nothing specific at this time.

Q: I've heard rumors that the Brown County Art Gallery has plans to expand and create an arts center. Is there any truth to this?

A: In 2008, the Brown County Art Gallery Foundation began planning for an extension of their existing building to create room for an art center. A local firm, Miller Architects, created initial sketches and completed a site survey. The Brown County Art Gallery Foundation

owns the property and building at their current location. Although the foundation had invested much time and effort into this process, the deepening economic recession slowed progress on the project. The foundation board of directors continued work on fundraising for the building expansion. Working with professional fundraising strategists, the board has been reticent to release details of the proposed expansion project until a certain percent of the project funding was secured.

Designs for the expanded Brown County Art Gallery building include nearly 8,000 sq. ft. of new space. The addition includes new gallery and exhibit spaces as well as a 778 sq. ft. art center studio with a catering kitchen and large storage/mechanical room. The designs would utilize the entire property owned by the foundation and expand parking.

NASHVILLE ECONOMIC DEVELOPMENT STRATEGY



4 Tourism Investment Plan

Tourism Investment Plan

INTRODUCTION

The Tourism Investment Plan (TIP) is designed to widen the opportunities for economic growth in Nashville. It has two main goals:

1. Prepare for projects that would increase the amount of visitors during high season and through the less busy “shoulder months” (December-February).
2. Give local leaders the information they need when working with developers to determine a project’s feasibility, likely benefits, local impacts, etc.

It is important to note that not all the projects are supported by local residents or visitors. Many people are highly protective of Nashville’s history and small town charm. “We like it just like it is,” was an opinion given by many visitors when they were asked about some of the new projects.

But it’s also true that Nashville’s downtown, “just like it is,” does not drive the economy the way it used to. Shop owners complain the town has been in a downward spiral for years; there are fewer visitors overall and those who do come spend less.

Evidence of this the stagnation can be seen in the empty storefronts and buildings, some of them at key intersections.

But even if those empty stores where suddenly filled – or for that matter, even if the town suddenly created a whole new block along Van Buren filled with shops just like the ones it has now – there’s no guarantee that “more of the same” would lead to an economic turnaround.

It is generally agreed by town leaders that the typical Nashville visitor:

1. Has visited before, maybe many times going back for years.
2. Is older; of retirement age or beyond.

As the town’s most loyal and longstanding visitors continue to age, the question arises: Who is going to replace them? This study was asked to begin a discussion of the types of people who *aren’t* coming to Nashville.

There are already signs of how “new blood” can invigorate downtown. The Big Woods Brewing Company, which attracts a wider audience than retirees, has been very successful. The CVB has started to market to another line of potential new visitors – outdoor adventurers – who take advantage of the area’s rugged bike trails and zip lines.

This economic strategy further explores what types of new businesses would most likely lead to expanding the base of current visitors.

The plan is both proactive and reactive. It’s

proactive because town officials are trying to reverse the long but noticeable decline in local tourism by developing new reasons to come to Nashville.

It's reactive because some of the potential projects discussed in this chapter have already been proposed to town officials. For example, two different developers have included water parks as part of their site plans. Neither of the projects has gotten much past the planning stage, but town leaders said they sometimes feel unprepared to evaluate such large-scale projects, including its likely benefits, local impacts, etc.

The Tourism Investment Plan gives town leaders the background financial data, case studies and other information needed to evaluate large-scale new developments. It also provides information on tourism-building projects the town can launch without having to wait for private developers.

How the Projects were Selected

Because the main goal of this project is to determine what sort of new businesses would increase local tourism, the committee reviewed the types of attractions found in other communities similar to Nashville.

For each attraction, the committee reviewed these questions:

- ◆ Does it fit with Nashville's identity?
- ◆ Does it contribute to off season?
- ◆ Does it promote "Made in Brown County?"
- ◆ Will it fit within the Nashville Historic District?

- ◆ Does it encourage extended stays?
- ◆ Is it a family attraction?
- ◆ Does the town's current infrastructure support it?
- ◆ Does it attract local residents and visitors?

The advisory committee reviewed and debated a long list of what draws tourists to other towns and how they might work in Nashville, including aquariums, auctions, hot air ballooning, conference center, flea markets, helicopter rides, indoor arena, motorsport racetrack, music events, spas and sports facilities.

The committee picked five projects with the greatest potential:

- ◆ Water park
- ◆ Conference center
- ◆ Pub/sports bar
- ◆ Amphitheater/picnic area/playground
- ◆ Brown County Arts Campus

Note that not all of the proposed projects rate a "yes" answer from every one of the previous questions. For example, a sports bar does not promote "Made in Brown County" and is not considered a family attraction.

But it could contribute to the off season, fit within the Nashville Historic District and attract local residents and visitors. The advisory committee also agreed that some ventures – such as the local brewery or zip-lining – which don't at first seem like a natural fit, can in fact have a positive impact.

The following sections start with a preliminary assessment of where each of these attractions might fit within Nashville's town limits

or the immediate area. Then each of the priority uses is studied in detail, including case studies of similar attractions in other communities. Each case study also provides brief recommendations for land area, zoning, water, sanitary sewer and location.

Because the nature of developing the Brown County Arts Campus is different from the other bricks and mortar proposals, it will be featured in its own section.

Site Selection and Suitability

The following sections start with a preliminary assessment of where each of these attractions might fit within Nashville's town limits or the immediate area. These sites were identified as potential future developable areas by the planning team and members of the committee through a series of site visits and discussions. This assessment is illustrated in the form of a site map that highlights each potential site along with its acreage, and can be found on page 31 of this report.

Once the potential site locations were identified, the development suitability of each site was considered. This assessment was based on weighing the importance of technical criteria such as whether or not the site is located in a floodplain and non-technical criteria such as whether or not the site has scenic views. Illustrated in the form of a matrix, the Site Suitability Assessment can be found on page 30 of this report.

In the final sections, each of the priority issues is studied in detail. Development criteria, considerations and features, and related issues and opportunities are included. Additionally, case studies of similar attractions in other communities are provided as well as brief recommendations for land area, zoning, water, sanitary sewer, and location.

Because the nature of developing the Brown County Arts Campus is different from the other bricks and mortar proposals, it will be featured in its own section.

SITE SUITABILITY MATRIX

Criteria

A number of sites within or in close proximity to the Town of Nashville were identified as having potential for future development of at least one of the priority uses. In order to assess the development suitability of each site, the following technical and non-technical criteria were considered:

- ◆ Available land area
- ◆ Vehicular access and circulation
- ◆ Location in relationship to the Village District
- ◆ Access to and capacity of utility services
- ◆ Zoning and other regulatory constraints
- ◆ Adjoining land uses
- ◆ Topography
- ◆ Flood Plain
- ◆ Scenic Views
- ◆ Other non-technical considerations

After careful consideration of the development criteria, a rating was given to each site. A site was given a rating of "High Suitability" if it met all of the requirements, and would be an ideal location to develop that particular use. A "Medium Suitability" rating was given to those sites that meet most of

the requirements, but had one or two issues. For example, it may not be walkable to the Village District, or doesn't have appropriate vehicular access. A "Low Suitability" rating was given those sites that met only a few of the requirements, and may need extensive work to create a developable site. If the site was not suitable for a particular use, it was given a "Not Recommended" rating.

WATER PARK

Intent

The intent of this project is to work with a private developer to construct an indoor water park as a regional destination to attract families to the Town of Nashville. Ideally, the water park would have an associated hotel to encourage extended stay visits, and bring more tourists to the Village District during the winter months.

Development Criteria

Key considerations for the development of the water park include:

<i>Issue</i>	<i>Recommendations</i>
Land Area	10-acre minimum
Zoning	Business
Water	100,000 gallons per day required
Sanitary Sewer	On site
Location	Adjacent to or within walking distance from the Village District

Considerations and Features

LOCATION

An optimal location for a water park would be within 200 miles of several major metro areas. The Town of Nashville is located

approximately 45 miles from Indianapolis and less than 20 miles from Bloomington and Columbus. This location positions the Town of Nashville to create a destination that has regional draw.

ATTACHMENT TO A HOTEL





Development of a water park will achieve many of the highest priority goals of this plan. Most importantly, if attached to a hotel, it will create more opportunities for extended stays. Generally, Water Parks developed in combination with a hotel draw more visitors. There are many national hotel chains that partner with water parks. Selecting a national hotel may provide additional advertising and marketing opportunities for the water park.
































This type of facility will appeal to a range of ages from grandparents with grandchildren, families with children, and young adults. The Abe Martin Lodge, located in Brown County State Park, has seen a change in their clientele since the water park was added. The facility has even modified their menus and gift shop merchandise to suit their new patrons, who are mostly school aged children.

Although the park will most likely be seen as a kids resort, it should be designed in a way to draw business during the school year when children are less likely to visit. If developed in combination with a conference center, a facility of this kind would be able to broaden its appeal during the off-season months, accommodating company retreats, annual meetings, and seminars.

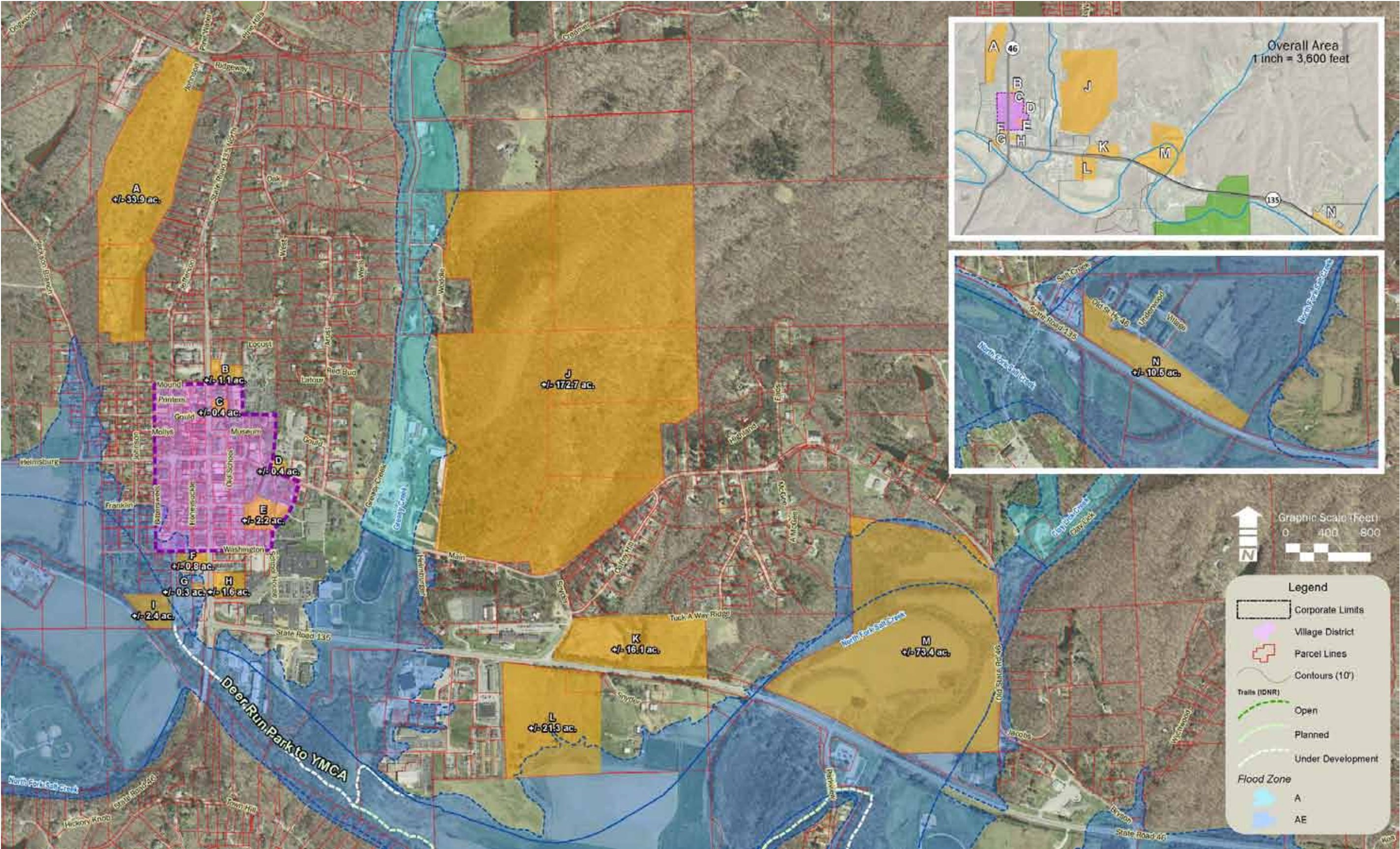
With an attached hotel, the ratio of rooms to the capacity of the water park has to be considered. The Abe Martin Lodge, located in Brown County State Park, has seen a 25-30% increase in occupancy in their hotel during the summer months and school breaks since the addition of the water park. To maximize

Site Suitability Assessment

Legend:	
	High Suitability
	Medium Suitability
	Low Suitability
	Not recommended for this priority use

Site	Retreat Hotel and Conference Center	Water Park	Sports Bar	Public Space Amenity
A				
B				
C				
D				
E				
F				
G				
H				
I				
J				
K				
L				
M				
N				

SITE SELECTION MAP



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	Economy Hotel with Indoor Water Feature	Mid-Priced Hotel with Indoor Water Park	Upscale Hotel & Resort with Indoor Water Park Destination
<i>Typical Brands</i>	<i>Days Inn, Howard Johnson, Microtel, Red Roof Inn, Super 8, Travelodge</i>	<i>Comfort Inn, Holiday Inn Express, Hampton Inn</i>	<i>Crowne Plaza, Embassy Suites, Hilton, Hyatt, Marriott, Radisson, Renaissance, and Westin</i>
Room Rate/Night	\$96	\$145	\$293
Number of Rooms	75	200	250-400
Water Park Size	10,000 SF	30,000 SF	50,000 SF
Cost to Build	\$1.5-3.5 M	\$25-30 M	\$30-55 M

the park attendance, day passes are offered when the facility is not at full occupancy.

Nearby eating and entertainment will help provide an atmosphere that encourages return trips to the water park. If the water park is located within walking distance to the Village District, there will be an increase in business for restaurants and shops in the area.

SCALE OF DEVELOPMENT

When trying to pinpoint the type of Water Park that should be developed in the Town of Nashville, the scale ranges from an economy hotel with indoor pool enhancements—the addition of a small waterslide, a water spray and some play equipment—to a 400-room resort destination. The Town of Nashville would fall somewhere in between.

If a mid-priced hotel were developed, it would need enough features to become a regional draw, but be priced appropriately. Research has shown that the majority of users will most likely be blue collar families, so the park rates would need to be economical.

There are many different categories for water parks based upon the constructed size. If the park is less than 10,000 SF it is considered a water feature. If the park is between 10,000

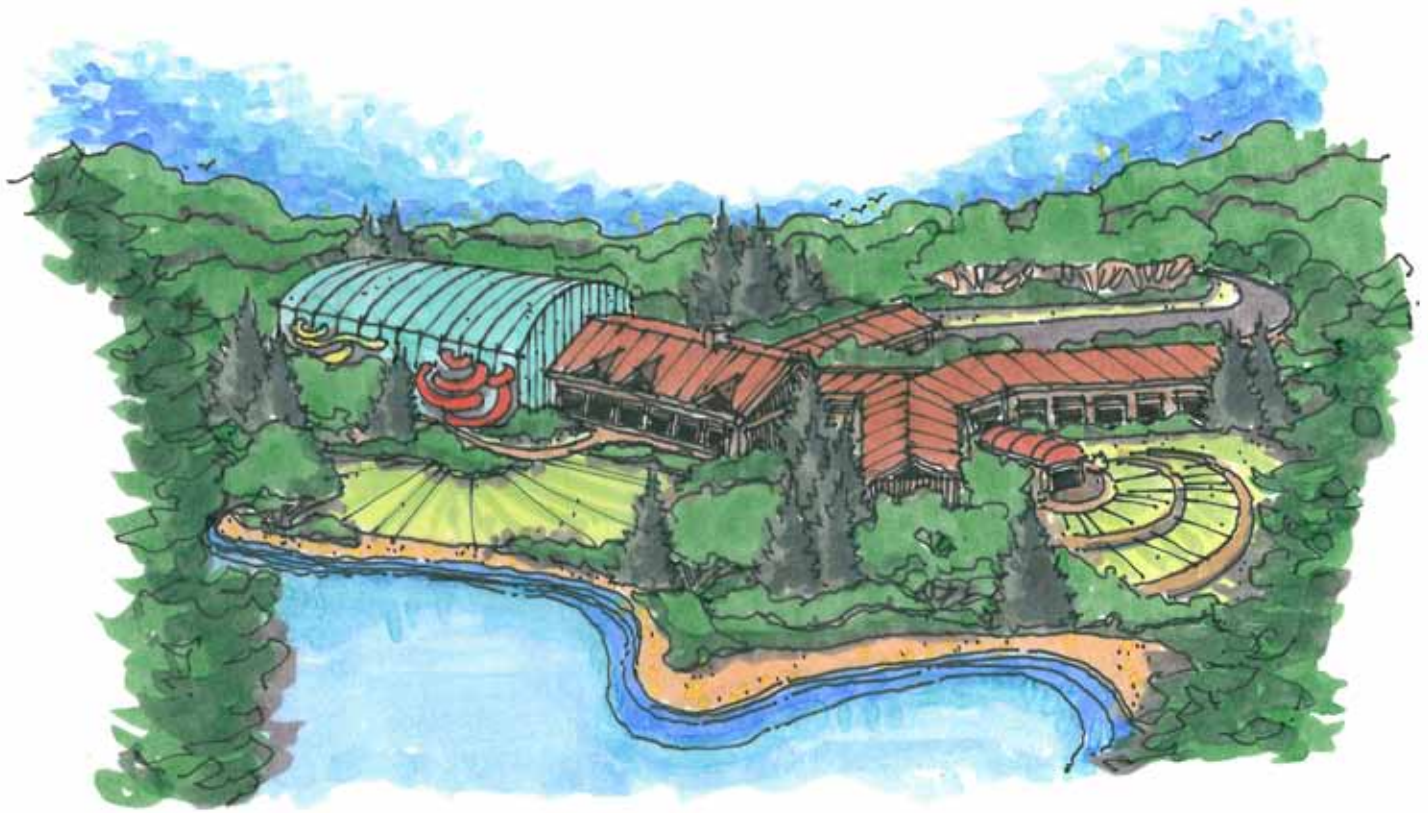
and 30,000 SF it is considered a water park. If the park is greater than 30,000 SF it can be considered a destination.

RETRACTABLE ROOF

Although seasonal outdoor water parks are considerably less expensive to construct, they have much shorter season of approximately 90 days. There will be a lot of competition and fluctuations in attendance to the water park, based on season and economy. Because of the northern location of this facility, and a plan goal to maximize tourist activity in the winter, the water park will have an indoor component during the colder months. Careful consideration will be needed to determine



The owners of the Silverleaf Resort in Tyler, Texas wanted to offer year round entertainment while maintaining views to the surrounding landscape and sky. The retractable roof over their water park accomplished exactly that.



Concept sketch for a water park in Brown County

the methods of construction and need for a retractable roof.

Indoor and retractable roof water parks have a significantly higher initial start-up cost. OpenAire has designed and installed retractable roofs for many different indoor water parks including the Big Splash Adventure Indoor Water Park & Resort in French Lick, Indiana. OpenAire quoted a retractable roof for a 20,000 square foot water park would cost upwards of 2.3 million dollars for the structure alone. Ideally, the added initial expense would be balanced out over time by year-round attendance.

Issues and Opportunities

PROXIMITY TO EXISTING WATER PARKS

The Abe Martin Lodge at Brown County State Park recently installed a 3.0 M dollar upgraded indoor pool facility. The lodge has

seen an increase in occupancy rates as a result of this investment. Residents at the lodge are allowed to use the facility with an admission price of 15\$ per person per day. Visitors not staying at the lodge are welcome if capacity has not been reached for the day.

The success at the State Park illustrates there is a base interest for a water park in the area. However, there are already four indoor water parks with attached hotels located in Indiana—Big Splash in French Lick, Buccaneer Bay at the Best Western in Lafayette, Splash Universe in Shipshewanna, and Caribbean Cove in Indianapolis. These four facilities have an average 184 guest rooms.

A new facility in Nashville would need to set itself apart from the existing water parks, and work in combination with other strong local attractions in order to draw tourists to the area.

DEVELOPMENT CHALLENGES

There is no hiding the fact that water parks are expensive to build and to maintain. The cleaning and maintenance is constant. Additionally, there are extensive liability issues with all water park developments. Strong management, continual marketing, and a solid financial plan are necessary to sustain a development like this while keeping up with outstanding balances on loans and other expenses. It will be a challenge to find a developer up to a project of this nature. Local incentives may be required to attract the right developer to get this type of project off the ground.

Site Selection

The ideal site for the water park would be a minimum of 10 acres located within walking distance of the Village District. However, a site further removed from the Village District would still provide great benefit and should be considered.

The sites that best meet the above goals are outlined below, and can be found on the site selection map on page 31 of this report:

Site A – This site offers adequate acreage and close proximity to the Village District. A long, narrow property, this location has

scenic, wooded hillsides, an existing lake, and enough flat ground for the construction of a water park, conference center, and the associated parking.

Site J – This site also has ample acreage and is located in close proximity to the Village District. The topography would allow for the facility to have incredible views of the natural beauty of the area.

Site K, L, M, and N – There are several potential sites for a water park directly off of State Road 46 east of town. These properties offer adequate acreage, and the location off of State Road 46 provides for maximum exposure and also easiest access from Interstate 65. Portions of these properties are located within the flood plain, which would limit the type of development as well as the total area that could be developed.

Case Study

BIG SPLASH ADVENTURE INDOOR WATER PARK & RESORT

Big Splash Adventure Indoor Water Park & Resort opened in French Lick in 2009. French Lick, Indiana is a town of 1,800 people. There were several southern Indiana locations that were considered for Big Splash, but the close proximity to other area attractions such as



The retractable roof over the Big Splash Adventure Indoor Water Park & Resort in French Lick, Indiana allows the facility to be used year-round.



The retractable roof allows for an outdoor experience on warm days.



Big Splash Adventure is attached to a 154-room hotel.

the French Lick Resort Casino, the West Baden Springs Hotel, Patoka Lake and Paoli Peaks fueled the decision to build in French Lick. Incentives such as tax credits and abatements were also aided in bringing the development to this location.

Big Splash was built on a unique location on top of a hill in French Lick. The scenic location offers views in all directions of the area. The hotel offers 154 rooms in configurations accommodating up to 8 guests. The indoor water park features a 40,000 square foot play area, along with 4 slides, a lazy river, a wet deck play area, activity pool, and large hot tub. The resort also includes 4 onsite dining areas and an arcade. Big Splash also features a cashless system allowing bracelets to be loaded with credit to be used throughout the resort.

Big Splash Adventure is one of the largest indoor water parks with a retractable roof in the US. This allows an outdoor experience on warm days, and allows the park to operate as an indoor facility with direct sunlight throughout the year. Depending on the season, the facility has a capacity of 1,300 people, which includes room occupancy and day passes. Currently, the peak visitation times are directly linked to the school schedule—Spring, Summer, and Winter Breaks. It has been a challenge to attract business when school is in session.



Caribbean Cove is attached to a 340-room hotel and conference center.

CARIBBEAN COVE HOTEL & WATER PARK

The Caribbean Cove Hotel & Water Park is located in off of I-465 on the west side of Indianapolis, Indiana. Just a 20 minute drive from downtown attractions such as the Indianapolis Zoo & Botanical Gardens, Victory Field, Lucas Oil Stadium, Indianapolis Children's Museum, and the Indiana State Museum, the facility is positioned perfectly for weekend getaways and family vacations.

Attached to a hotel, the facility also has a conference center. Amenities include the following: 16,000 square feet of event space, a 5,063 square foot ballroom, 12 breakout rooms, and executive board room, 3,600 square feet of pre-function space, and an onsite business center with audio visual resources. Corporate and holiday parties are often held at this hotel.

The water park includes 50,000 square feet of slides, plunge pools, and play equipment. A lazy river, multiple spas, jet sprays, and several tube and body slides make up the activity area. Additionally, caricature artists are onsite most weekends, and a large arcade with over 50 game machines is available for use.



Caribbean Cove has over 50,000 square feet of water park activity space.

Water Park Comparison				
<i>Name</i>	Big Splash Adventure	Caribbean Cove Hotel and Conference Center	Splash Universe	Buccaneer Bay
Type	Indoor/Outdoor Retractable Roof	Indoor	Indoor	Indoor
Location	French Lick, Indiana	Indianapolis, Indiana	Shipshewana, Indiana	West Lafayette, Indiana
Population	1,818 (2011)	827,609 (2011)	662 (2011)	21,921(2011)
Hotel or Stand Alone	Hotel	Hotel (formerly Holiday Inn)	Hotel	Hotel (Best Western)
Rooms	154 (some with bunk beds)	340	154	124
Packages	Start at \$139 a night	Start at \$189 a night	\$159-189 a night	\$159-\$185 a night
Water Park Size	40,000 sq ft	50,000 sq ft	25,000 sq ft	10,000 sq ft
Features	Water playground, a lazy river, a spa, outdoor pool, restaurants, arcade	Lazy river, an island called Castaway Bay, spas, and slides, restaurants, arcade	Water slides, hot springs adult hot tub, lazy river, zero entry Lil' Squirt Pool, 7 layer Barnyard Playhouse, arcade, ice cream shop, snack shop, gift shop	Zero depth entry pool, 'The Jolly Roy' pirate ship with multiple slides, dumping treasure chest, kiddie pool, 20 person hot tub, 23 ft. winding water slide, , arcade, vending machines, restaurant
Structure	Aluminum greenhouse structure with retractable roof	Coated Steel structure with large windows and solid roof	Fully indoor with no natural light	Indoor with large windows and solid roof
Employment	25 to 150	206	Unknown	Unknown
Heating/Cooling	Open roof pulls hot air out, natural air flow reduces chlorine levels, little air conditioning during summer, greenhouse effects in winter aid heating costs	Air conditioning in summer, heating in winter, and dehumidifiers year round	Air conditioning in summer, heating in winter, and dehumidifiers year round	Air conditioning in summer, heating in winter, and dehumidifiers year round
Occupancy	40-45%	Unknown but was up for sale or faced closure in fall of 2011	Not Available	Not Available

CONFERENCE CENTER

Intent

The intent of this project is to provide the means for a private developer to select a site and construct a conference center in the Nashville area.

An important goal of this plan is to increase the amount of extended stay visitors within the Town of Nashville. If paired with the right combination of other attractions, the development of a conference center will aide in accomplishing this goal. For example, a conference center could be paired with a hotel, and a water park to bring in people for several day conferences and vacations.

Nashville already has several spaces for smaller conferences, such as the rooms at Brown County Inn and The Seasons Lodge, but the town could benefit from a new facility capable of handling larger groups.

The opportunity to host events ranging from corporate conferences and retreats, workshops and wedding receptions or formal dinners and dances would provide a means to attract business people, artists, tourists, and other visitors from outside of Brown County.

Development Criteria

Key criteria for the development of the conference center include:

Issue	Recommendations
Land Area	5-10 acres
Zoning	Business
Water	4,000 gallons per day*
Sanitary Sewer	On site
Location	Within walking distance of the Village District, or within a unique setting in nearby area
Parking	350 parking spaces (approx. 2 acres)

* Based on accommodating 800 people at 5 gallons per day per person

Considerations and Features

The following features should be considered for a successful conference center facility:

FLEXIBILITY

Flexibility in room size is crucial to drawing a range of clients throughout the year. Multiple rooms that can be transformed into smaller board rooms as well as large banquet halls would accommodate a variety of events and group types.

CATERING AND TECHNOLOGY

Depending on the size of the banquet center, the catering and technology packages could

This sketch illustrates a potential layout for a Retreat Hotel Conference Center and Water Park facility on a property located northwest of the Village District. This location could accommodate a hotel, conference center, water park, and associated parking. Other amenities could include a horse stables, hiking trails, and guest cabins as an alternative lodging option. The existing lake could be maintained for fishing, canoeing, and swimming, and clearing during development should be minimized to maintain the wooded landscape.



Retreat Hotel Conference Center & Water Park

LOCATION MAP



LEGEND

- a. Retreat Entrance
- b. Indoor/Outdoor Water Park
- c. Guest Cabins
- d. Parking Lot
- e. Retreat Hotel & Conference Center
- f. Wedding/Event Lawn
- g. Existing Lake
- h. Deck Overlooking Lake
- i. Service Area
- j. Horse Stables
- k. Gazebo
- l. Existing Wooded Area (typ.)
- m. Existing Residential Lots
- n. Entrance Drive





Concept sketch for a conference center in Brown County

be developed on-site, or could be contracted out with local establishments. By including them in the initial development, costs would increase significantly. By contracting the catering and technology services out, local businesses would be supported.

Regardless of how the catering is provided, custom menu options and full event planning and service staff should be made available. A high importance would be put on a diverse menu selection with memorable, quality dishes.

In order to be competitive with other tech savvy facilities of its kind, the conference center would need to provide free wireless internet, video conferencing, and equipment rental as a minimum. Additionally, meeting space would need to provide room and power service for events requiring power for booth displays.

Keeping lighting and technology offerings up to date is necessary to hosting large corporate events. Multiple lighting options will need to accommodate screen

presentations, speakers, and group work sessions to performances, weddings, dinners, and parties. Multiple wall and floor power connections, individual climate control for rooms, and on-site technical support are also beneficial.

ATTACHMENT TO A HOTEL

Attachment to a hotel offers full service benefits to overnight guests. The convenience of this setup could attract multi-day conferences, seminars, and possibly trade shows.

UNIQUE SETTING

A unique setting with spectacular views makes a conference center more competitive. Because Indianapolis and Bloomington already have convention centers and banquet halls, the Town of Nashville has to offer something unique to draw clients. The wooded rolling hills of Brown County should offer seminar rooms and ballrooms with scenic views to enhance the experience. The option of outdoor gatherings is also appealing to certain clients.

Issues and Opportunities

PROXIMITY TO SIMILAR VENUES

Indianapolis and Bloomington both have large convention centers in fairly close proximity to the Town of Nashville. Additionally, there are already several hotels with conference space available in the community. In order to set itself apart, the Town of Nashville may consider offering a retreat hotel and conference center that emphasizes the natural beauty of the area, and uses it as a draw.

A conference center of this kind currently does not exist within walking distance of the Village District. If developed, it would create opportunities to attract conferences, corporate retreats, seminars, conventions, receptions of various kinds, parties, seminars and conferences, as well as potentially local school and community events.

Development would most likely be completed by a private developer, but local incentives may be required to attract the developer.

Site Selection

There are several possible locations for a conference center in the Town of Nashville. The sites that best meet the above goals are outlined below, and can be found on the site selection map on page 31 of this report:

Site E – This site would provide a location for a conference center within walking distance of the Village District. The site acreage would allow for a banquet center type venue without a hotel. By positioning the facility in the downtown area visitors would be able to leave the banquet center and easily explore the Village District. Additionally, the facility would be positioned in a location that would work for local school and community events.

Site A and J – These sites would allow for a larger convention center type venue that might be in combination with a hotel and water park facility. A convention center would require more acreage for the building and required parking, and would be more suited for a unique setting on a hillside in the woods. This type of location would take advantage of the fantastic views and the surrounding natural beauty of the area. Ease of access for pedestrians to the Village District would not be available. However, the facility could provide access to the Village District via a shuttle of some kind.

In order to visualize this use in this location, a conceptual sketch has been provided on page 39.

Case Study

Conference centers are developed with different capacities and uses in mind. For the purpose of this plan two types of conference centers have been studied—a banquet center without lodging and a convention center with hotel combination.

THE RIVERWALK BANQUET CENTER & LODGE

The Riverwalk Banquet Center & Lodge is located in Indianapolis, Indiana on Spirit Lake surrounded by woods. This desirable location offers water features and naturalized landscape within an urban environment full of services.

The facility attracts corporate events, wedding receptions, awards banquets, board meetings, and parties. It offers a private, rustic experience that includes views from the deck overlooking the lake.

The technology provided includes an in-



This type of Banquet Center offers flexibility in order to attract a variety of events.



The historic features of the building give this convention center interesting character.



The Riverwalk is set on Spirit Lake providing scenic views for guests.



A hotel is attached to the convention center offering convenience for overnight guests.

	Riverwalk Banquet Center & Lodge	Bloomington Monroe County Convention Center
Type	Banquet Center	Convention Center
Location	Indianapolis, Indiana	Bloomington, Indiana
Hotel or Stand Alone	Stand Alone	Hotel
Rooms	-	112 rooms
Site Requirements	15.0 acres (includes lake)	6.0 acres
Building Size	18,000 SF	24,000 SF
Guest Capacity	50-600	50-800
Parking Needed	305 spaces	435 spaces
Cost of Build	\$1.5 M	\$4.0 M

house sound system and wireless internet. Customers pay additional charges for microphones, screens, projectors, projection tables and podiums. There are not built-in computer systems in the rooms, but customers can provide their own laptops, and hook them into the system.

The Riverwalk is operated by Five Start Catering, and they have approximately 400 events per year. All food is made in the on-site kitchen, and customers are required to use the in-house catering. Only wedding cakes are allowed to be brought in outside of the designated menu. The facility can host up to 600 people. They have three separate rooms that combine to one large ballroom.

THE BLOOMINGTON MONROE COUNTY CONVENTION CENTER

The Bloomington Monroe County Convention Center is located in Bloomington, Indiana. Situated next to a Courtyard Marriott hotel, it is able to accommodate multiple day conferences.

Originally a Model T assembly plant and showroom, the convention center building was built in 1923. In 1991, the convention center was opened, and has drawn people from all over the state for events ranging from conferences and trade shows to seminars and parties.

The convention center has 24,000 total square feet, and can accommodate up to 800 people. It provides free wireless internet, video conferencing, on-site catering, on-site audio visual services, banquet facilities and private rooms, and free parking.

The hotel facility is 5 stories tall, has 112 rooms, 5 suites, 2 meeting rooms, and a fitness gym.

SPORTS BAR

Intent

The intent of this project is to provide the means for a private developer to select a site and construct a Sports Bar in the Nashville area. The addition of an establishment focused on sports entertainment and dining would fill a void for the Village District, which currently does not have a place for residents and visitors to view sporting events.

A variety of interests and activities need to be catered to in order to attract families to the area. If several individuals within a family are interested in a workshop or shopping, and others are interested in watching a football game the same day, they may leave half the family at home or not come at all. If there is an attractive Sports Bar within the Village District, they might be more likely to bring the entire family for the whole day.

Development Criteria

Key considerations for the development of the sports bar include:

Issue	Recommendations
Land Area	1/10-acre
Zoning	Business
Water	2,500 gallons per day*
Sanitary Sewer	On site
Location	Adjacent to or within walking distance from the Village District

* Based on a 2,500 SF building and 1 gallon per SF of building

Considerations and Features

The following features should be considered for planning a successful Sports Bar:

LIQUOR LICENSE AVAILABILITY AND COST

Generally, liquor licenses are limited and can be difficult to obtain. The state legislature determines the quotas and the quotas are determined by the population in each city or town. Nashville's land annexations in 2011 have potentially increased the number of licenses available. Operators may purchase an existing license but the price will vary depending on the type of license and the location of the business.

SMOKING

Indiana's new statewide smoking ban is now in effect as of July 1, 2012. Smoking is prohibited in most public places and places of employment and within 8 feet of entrances with some exceptions for free-standing bars.

ENTERTAINMENT AND DÉCOR

Television subscriptions for multiple sports leagues can be found in most sports bar

establishments. Multiple televisions that are aligned with every seat in the bar is typical as well. Additionally, a sports bar developer should expect to purchase the latest technology offered in the audio and video market—from satellites to flat-screen televisions.

Interactive sports options for customers like video slot machines and poker games at the bar, pool tables, darts, air hockey, fantasy football, sports trivia nights, host in-house sports leagues, and live music entertainment are popular options. Sports memorabilia themed around a famous athlete or team can be an added attraction for visitors.

FOOD AND BEVERAGE

A diverse and interesting menu is important to increase average guest bill. The menu should have traditional bar food, finger foods, and popular ethnic foods, but the selection needs to be limited to keep food costs low.



Concept drawing for a sports bar in downtown Nashville. The architectural design of the Sports Bar should fit with the character of the community.

Menu alternatives could be added to keep interest.

CUSTOMERS

Sports bars have a ready-made customer base and major sports leagues' seasons overlap giving year-round appeal. Trends have sports bars expanding traditional customer base beyond male customers to include women and become family friendly places or known as the neighborhood tavern. In tourism based towns like Nashville, the majority of customers will largely be locals with peaks in high tourism season.

ADVERTISING

Word-of-mouth can be the best promotion in a small town. However, strategic radio, television, internet, or print advertisements in locally-based blogs, websites and directories, newspapers, community newsletters and tourism listings can increase awareness.

By seeking out food critic reviews for local publications or placing fliers in complementary businesses, such as sports venues, pool halls,

bowling alleys, and movie theaters will help to spread the word. Loyalty or rewards cards can be used to keep customers coming back. A website could also be developed and linked via social networking accounts.

Issues and Opportunities

Development of a Sports Bar will provide an amenity to the town that is currently missing. It will create a common meeting place for many visitors looking for a friendly space to view sporting events while visiting the Nashville area.

There is not currently an attraction in the Town of Nashville for gathering to watch sporting events. Searching for information on sports bars will lead visitors outside the area, or to venues that do not provide the viewing experience of a true sports bar.

Development would most likely be completed by a private developer, but local incentives may be required to attract the developer.

If a sports bar were to be developed in the Town of Nashville, the total startup cost would be approximately 225K dollars for an existing building. If a new facility were built, \$250,000 dollars would need to be added for the building and land. Infrastructure improvements might be an additional \$100,000 dollars making the initial startup cost approximately \$575,000 dollars.

The detailed information below describes the breakdown of the initial investment for a startup within an existing building.

Site Selection

The ideal site for a Sports Bar would be within walking distance of the Village District. The size requirements are minimal and could fit

	Cost per Month	Cost per Year
Rent Security Deposit	-	\$3,250
Rent	\$1,625	\$19,500
Leasehold Improvements*	-	\$18,000
Equipment/fixtures	-	\$43,000
Licenses/permits	-	\$35,000
Beginning Inventory	-	\$22,000
Phone/utilities	\$150	\$1,800
Payroll	\$5,550	\$66,000
Grand Opening Marketing	-	\$1,000
Legal Services	-	\$450
Accounting	-	\$450
Misc. Expenses	-	\$12,900
Projected Start-up Fees for First Year		\$223,350
Projected Annual Sales		\$327,400

* heating, air conditioning, electrical, plumbing, painting, carpentry, sign, flooring, smoke detectors, etc.



The interior should provide up-to-date technology in regards to televisions and sports channel offerings.

within a small area. Generally, consideration will need to be made about the proximity to schools and churches in the town.

The sites that best meet the above goals are outlined below, and can be found on the site selection map on page 31 of this report:

Site B – This site offers a good location adjacent to the Village District. Currently it is used as a motel sight, but could be easily redeveloped as a Sports Bar or Sports Bar in combination with a small lodge.

Site C – This site is currently a parking lot on the main corridor through town. There may be an opportunity to relocate the parking further away from SR 135, and instead build a Sports Bar with good visibility.

Site G or H – South of the downtown area near the intersection of SR 46 and SR 135 there are a couple locations that provide enough space for developing this type of facility, and also allow for exposure to traffic on the major roads through town.

Case Study

33 BRICK STREET

33 Brick Street is a unique Sports Bar located in French Lick, Indiana that provides a wide variety of dining choices to go along with the one of a kind Sports Bar atmosphere.

This locally owned Bar was created by restoring an old storefront into a restaurant and built with a reference to the old cobbled street and homage to the town's basketball legacy in Larry Bird.

The Sports bar feeling is easy to identify with many large screens for viewing. The large collection of memorabilia on loan is enough to draw in many patrons for a visit.

The restaurant features mostly pub and grill foods while focusing on quality. The facilities include a private room for meetings and parties, free Wi-Fi and easy access to everything in downtown French Lick.



Sports memorabilia is an attraction to some visitors.

PUBLIC SPACE AMENITIES

Intent

The intent of this category is to provide the means for the city to select a series of sites over time that will contribute to the Nashville Village District. If developed appropriately, these public space amenities could draw more tourists for shopping, recreational activities, and spark more festivals or special events that would not have occurred without the adequate space and facilities in place.

A pedestrian plaza or market flex space would provide a location for outdoor antique and art markets, farmers markets, and festivals. Pocket parks would add to the character and charm of the area, an amphitheater would provide a venue for musical or theatrical performances, and a trailhead would encourage recreational activities and connect Brown County State Park users to the Village District. Each of these outcomes work towards encouraging more tourists to visit the area, gives them reasons to stay longer, and in turn, to spend more money.

Development Criteria

Key criteria for the development of public space amenities include:

<i>Issue</i>	<i>Recommendations</i>
Land Area	0.25-3.0 acres
Zoning	Park
Water	On site (for irrigation, drinking fountains, or water features if desired)
Sanitary Sewer	On site (for public restroom if desired)
Location	Adjacent to or within walking distance from the Village District

Considerations and Features

By funding several different types of public space amenities overtime, the Town of Nashville can improve upon and add to the existing Village District experience while complementing the intent of any future private developments, such as a conference center, water park, or sports pub.

DESIGN ELEMENTS

Because limited undeveloped land exists within the compact village, and the tourist population fluctuates depending on the day or season, it is important that the public amenity spaces are designed to accommodate a variety of uses at different times of the day. For example, an open grassy area will allow for flexibility in programming, and is aesthetically pleasing when not in use.

Design elements such as seating, public art, community gardens, and murals are low cost, high-impact projects that will help establish a sense of place, and respond to the needs, opinions, and ongoing changes of the community. Generally, design elements should be low in maintenance.

MUSIC AND PERFORMANCE VENUE

The addition of an outdoor music and performance venue could enhance festivals, encourage more programming and events, and in turn draw more visitors to the area. If designed to be multi-purpose, the venue could be an open pavilion that is capable of housing a weekly market, while also being functional for music or a performance in the evening.

Consideration should be made to lighting and power service for more technically driven performances. In order to put on ticketed events, the venue would need to be designed

Restrooms Required			
Number of People	2 HRS.	4 HRS.	8 HRS.
50	1	1	2
100	2	2	3
500	4	5	7
1,000	7	8	10
2,000	12	16	18
4,000	24	32	38

in a way that it could be easily contained by a fence or barrier of some kind. A temporary fence or barrier could be rented from a vendor for these occasions, so that circulation is controlled. Modest fees to events and performances could help recover continual maintenance and general facility costs.

RESTROOMS

Large festivals and events need to accommodate the basic needs of the crowd, such as public restrooms. It is impractical and unnecessary to permanently install the amount of toilet facilities you would need for your largest event that only occurs once a year. Instead, it is recommended that temporary restrooms be rented for events such as this. The table below shows the amount of restrooms facilities that would need to be temporarily set up for larger events.

Issues and Opportunities

A public space amenity could range from a small quarter-acre pocket park to a large three-acre civic park or festival space. There is a need for, and an opportunity to create, the following types of public space amenities within the Town of Nashville.



The Friendship Garden in Brooklyn, NY incorporates a mural, seating, and landscaping.

POCKET PARK (0.25 ACRES)

A pocket park within the Village District would be appropriate in any vacant lot or alley where adequate space isn't available for additional parking. The implementation of a pocket park is an efficient, low cost solution to eliminating unsightly, unusable vacant lots between buildings.

By creating a temporary use for a vacant lot, a placeholder is created in that location for a potential future development of a new business. Furthermore, it provides visual interest and a changing character in the urban fabric of the Village District.

A pocket park could provide comfortable seating in view of an attractive fountain or landscape area, function as a small community garden, display public art, or host an intimate game of horse shoes or bocce ball. Adjacent business owners may use the space for eating lunch, and visitors to the area might stop for a break between exploring shops or to eat an ice cream cone.

Often times a pocket park may be constructed with donations from a local business or corporate sponsor. Tasteful signage can give the company notoriety, while maintaining a



This pocket park in Detroit, MI displays public art in the center of some simple walking paths.

public space for the community to enjoy.

This type of park could cost \$80,000 for some elements such as seating areas, pathways, and landscape. For amenities such as an overhead shade structure, public art, or a small water feature, and lighting, a pocket park could cost \$250,000 dollars.

TRAILHEAD (1.0 ACRES)

A multi-use trail is in the process of being designed and constructed along the North Fork Salt Creek from Brown County State Park to the Village District. A trailhead facility located adjacent to public parking would increase visibility for the trail. It would encourage park visitors to explore the Village District, and Village District visitors to explore the park without having to use their vehicle.

The trailhead facility could also include a canoe launch, and restroom facility, which would draw tourists for outdoor recreation activities, and encourage them to potentially extend their stay for dining and shopping.

This type of trailhead might cost \$300,000 dollars depending on the size and scope of the amenities.



A trailhead with clear signage, similar to this stop along Clear Creek Trail in Colorado, will aide tourists in their visit.

CIVIC PARK/AMPHITHEATER (2.0 ACRES)

Most communities have a central gathering space that is used for festivals and community events. In some cases, that is in the form of a square. In other cases, it is a park or plaza. This type of space is lacking in Nashville—a civic park/amphitheater could fill this need.

The civic park/amphitheater concept could accommodate outdoor concerts, and be a headquarters for festivals, or provide a large playground for visiting families. This type of space could host events such as outdoor markets, festivals, provide a venue for traveling acts or artists, and in turn, draw tourists.

A park of this kind could cost between \$500,000-2.0 million dollars depending on the size of the amphitheater and stage venue as well as the scope of any other amenities. A small, slopped lawn with simple retaining wall seating and a conservative stage structure would be significantly less in cost. A performance venue designed for more professional acts with appropriate acoustics, lighting, backstage spaces, more plaza spaces, defined seating, and restrooms would be significantly more expensive.



Located in Humble, TX at Jessie Jones Park, this canoe launch allows for easy access to the water and encourages water recreation activities.

MARKET PLAZA/FESTIVAL FLEX SPACE (2.0-3.0 ACRES)

Currently, the Town of Nashville closes portions of Main Street in order to host festivals and activities. This is an effective way to create a temporary plaza, and should be encouraged.

There are also several large vacant lots within the community that could be transformed into a market plaza or multi-purpose space. If designed with flexibility, these lots could accommodate a small market, a festival, or parking lot depending on the day and need.

A permeable paving material could be implemented to allow for grass to grow, but also be durable enough for vehicular traffic. When parking cars is the priority need, the lot could become a full parking lot. When booth space is needed, half the lot could be parking, while tents could fill the remaining areas. When the lot is empty, an attractive landscape would be maintained.

Permanent booth structures could be developed on the perimeter of the space to act as incubators for small businesses via an outdoor market, while still allowing the flexibility of parking and flex space in



This sketch illustrates a potential layout for a civic park and amphitheater venue at the current school bus maintenance site in town. This location could accommodate an amphitheater and stage, covered promenade, playground, and parking. A pedestrian plaza at the terminus of Franklin Street would welcome people from the downtown to enter the plaza as well as encourage people attending a show to meander through the downtown after the performance.

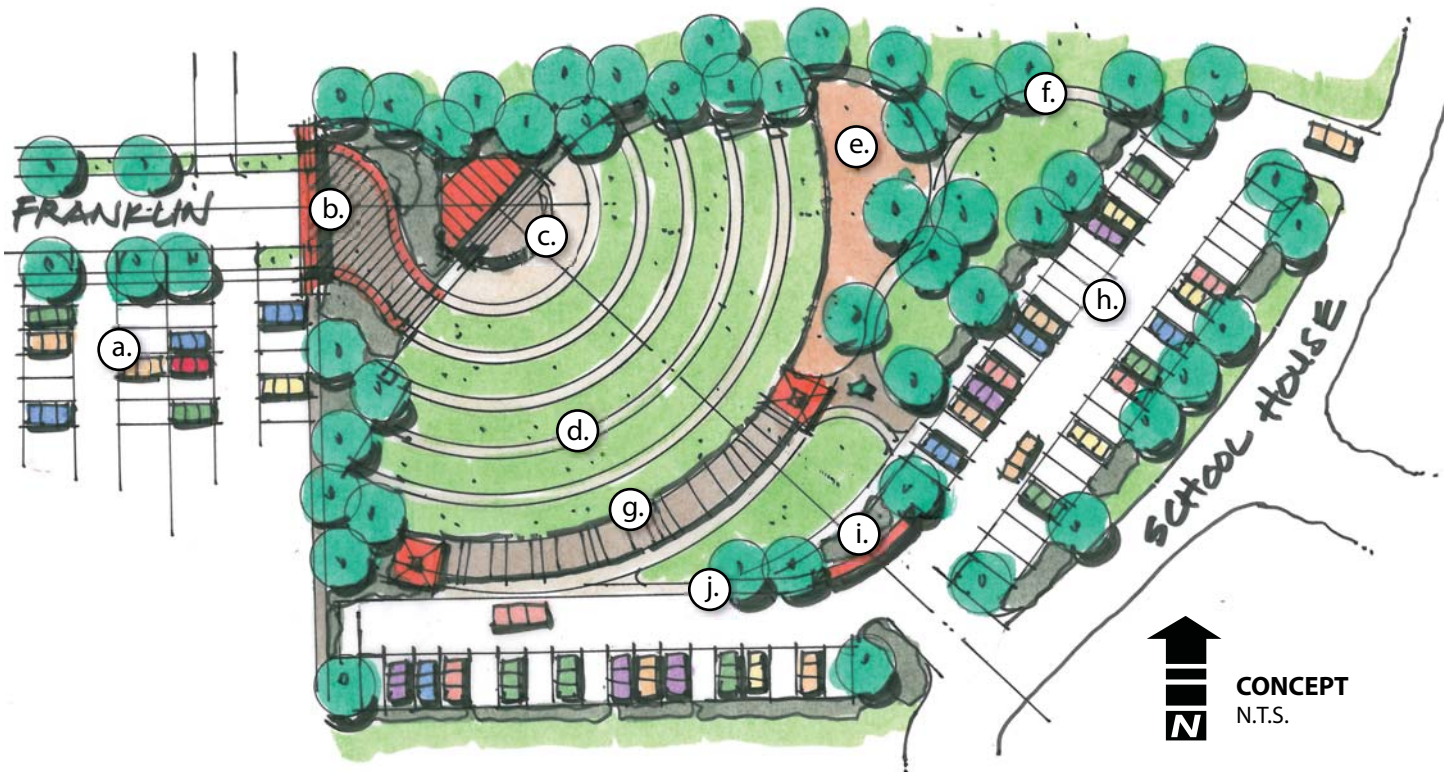
Civic Park/Amphitheater

LOCATION MAP



LEGEND

- a. Existing Parking Lot
- b. Entrance Plaza
- c. Stage/Open Pavilion
- d. Grass Amphitheater
- e. Playground
- f. Walking Paths
- g. Shade Structure/Pergola
- h. Parking Lot
- i. Entrance Sign (typ.)
- j. Shade Tree



the remaining area. Furthermore, a large open pavilion could act as a central location for regular markets during the day, while transforming to a music venue connected to an amphitheater at night. This concept could combine the civic park and market plaza in one multi-purpose space.

This type of plaza/flex space could be a multi-use parking lot that might cost roughly \$750,000 dollars. Or, it could be a more defined market space with overhead structures, signage, pedestrian plaza

Site Selection

There are many potential locations for public spaces in the Village District in downtown Nashville. The sites that best meet the above goals are outlined below, and can be found on the site selection map on page 31 of this report.

POCKET PARK

Any of the vacant lots within the Village District that are less than a quarter acre, and are not large enough to accommodate additional parking, would be suitable for a



A grass paving product, such as this product by Invisible Structures, would allow for heavy vehicular and pedestrian traffic while maintaining a softer look of landscape.

pocket park. Locations could include alleys between buildings that connect to parking, small vacant corner lots, or left over space in front of buildings. This type of amenity should be programmed specifically for passive recreation.

TRAILHEAD

Site I – West of SR 46 along the North Fort Salt Creek River, there is a property within the flood plain that would be unsuitable for building anything other than a park space. This site is adjacent to the planned multi-use trail, and is across the street from the recently installed public parking lots, so a trailhead would work well in this location. This space could accommodate bike racks, seating, wayfinding signage, and perhaps a canoe launch to encourage recreational activities such as hiking, biking, canoeing, and picnicking.



This sketch illustrates a potential layout for a market square flex space at the currently empty lot along SR 135 North and School House. This location could accommodate more than 80 permanent parking spaces in addition to a large festival flex space and gateway entrance feature for the community. The development of this site would create a more attractive entrance into the Village District, and provide a multi-use space that could provide additional parking, more event space, or both.

Market Square/Flex Parking

LOCATION MAP



LEGEND

- a. Parking Lot
- b. Gateway/Entrance Sign to Town of Nashville
- c. Temporary Festival Booth Tents
- d. Temporary Festival Event Tent
- e. Sidewalk
- f. Hedge Row
- g. Shade Tree (typ.)
- h. GrassPave* Market Plaza

*Or other pervious paving product that accommodates vehicular and heavy pedestrian traffic while allowing grass to grow.



CIVIC PARK/AMPHITHEATER

Site D or E – Because space is limited within the Town of Nashville, there may be opportunities to relocate existing uses that do not require being within walking distance of the Village District in order to create room for a civic park or other development.

For example, Franklin Street terminates at a property (Site E) that is currently being used for school bus maintenance and repair. This school-related use could also operate successfully if located several miles outside of the downtown. By relocating, it would leave an open site for a civic park/amphitheater, or other type of development, to be constructed in a walkable, centralized location.

In order to visualize this alternative use in this location, a conceptual sketch has been provided on page 51.

MARKET PLAZA/FESTIVAL FLEX SPACE

Site E or H – There are several large, potentially underutilized, parking lots within the Village District that could become multi-purpose spaces, accommodating parking on most days, and be closed as a festival or concert venue on special event days.

The lot at the corner SR 135 North and School House Road (Site H) is in an ideal position for



Bicentennial Park attracts a large crowd for programmed performances.

a gateway or defined entrance into Nashville to be created on the southwest corner of the property. An entrance at this location would add to local community pride, and welcome visitors to the Town.

If the Town of Nashville were to acquire this lot, they could create permanent market space that had flexible parking options, was attractively landscaped, and properly maintained. Because this property sits at such a prominent location at the entrance to the community, it is important for the Town to have influence over what occurs on this site.

In order to visualize this alternative use in this location, a conceptual sketch has been provided on page 53.

Case Studies

Bicentennial Park in Madison, Indiana and Waldron, Hill and Buskirk Park in Bloomington, Indiana are comparable civic parks that are great examples of central gathering places for residents that also serve as venues for festivals and events that continually draws tourists.

BICENTENNIAL PARK

Just over four acres, Bicentennial park sits



Seating, decorative railing, and ornamental trees create an aesthetically pleasing setting for the park when it is not being used for large events.

	Waldron, Hill and Buskirk Park	Bicentennial Park
Location	Bloomington, Indiana	Madison, Indiana
Size	3.5 acres	4.0 acres
Capacity	Approx. 3,000	Approx. 4,000
Parking	Street parking and 17 spaces in lot	Street parking and 26 spaces in lot
Restrooms	Yes	Yes

directly adjacent to the Ohio River offering a fantastic backdrop for festivals and events. Street parking and a parking lot with approximately 26 spots serve this park on a normal, non-event day. At full capacity, the space can host approximately 4,000 people.

Over the years, the park has been programmed with many annual festivals such as The Ohio River Valley Folk Festival, Madison Ribberfest, Madison Regatta-Hydroplane Racing, and the River City Rock & Roll Festival. Additionally, the summer months offer free movies on a big screen under the stars, and a variety of musical performances.

The city has added amenities to this space over time. Today, the park includes the following elements: a terraced, grassy lawn, a public restroom facility, a concrete plaza for the construction of temporary stages, and masonry columns with a decorative metal fence. Adjacent properties include housing, restaurants, stores, and a boat launch.



The large open space in this park encourages picnicking and other passive recreational uses.

WALDRON, HILL AND BUSKIRK PARK

The Waldron, Hill and Buskirk Park is a 3.5 acre park located in Bloomington Indiana. Serving as a multi-use space, the park has a 4,100 square foot playground, a bandstand with full canopy, picnic tables, fountain, community center with restrooms, and many walking paths.

At maximum capacity, the park can hold approximately 3,000 people, and is programmed with a variety of events including the annual Lotus in the Park festival. Theater performances, music performances, and other community festivals happen throughout the year.

A small parking lot with 17 spaces, along with street parking, services the park. Adjoining properties include a police station, Boys and Girls Club, restaurants, stores, and student and family housing.



The Lotus in the Park festival draws large crowds.

Intercept Surveys: Downtown Nashville

On Wednesday, Oct. 10, a team from SDG spent several hours at the intersection of Main and Van Buren streets stopping visitors and engaging them in a brief interview. We talked to more than 60 people and were sure to include as many age groups as we could get to talk.

SUMMARIES OF EACH QUESTION

1. Who are you/ Where are you from?

Older couples made up most of the visitors, but there were also some younger groups. Because it was fall break at some public schools, there were a fair amount of children visiting with their parents.

Most visitors were from Indiana, some as far away as Marion, but most from around Indianapolis. A few groups were from Ohio, Chicago or Kentucky, and there was a bus tour from Wisconsin.

2. Length of stay?

The vast majority of visitors were in town for a day trip. The longest was a couple spending the week at the state park.

3. How many visits to Brown County?

Most people had visited Brown County before, and some come several times a year.

4. Activities in Brown County?

Shopping was the most frequently mentioned activity. A lot of people also said they visited the state park during their trip.

5. Other Midwest areas they have visited?

There was no one place that many people mentioned, but Santa Claus and other state parks received several votes.

6. Interest in new amenities?

◆ **Sports bar:** The sports bar did not get a lot of votes, except perhaps among younger couples. It is also true that more women than men answered the questions.

◆ **Water park:** This was not a popular choice among most people questioned, although people with younger children were interested.

◆ **Arts Campus:** Many people were intrigued by the idea, but there was not enough time during the interview to sketch out the complete idea for the project.

◆ **Amphitheater/Outdoor Concerts:** This idea was well received by most of the people interviewed.

RESULTS BY QUESTION

Who are you/Where are you from?

- ◆ Older couple from Indianapolis
- ◆ Family of four from Knightstown
- ◆ Three middle-aged ladies from Chicago
- ◆ Mom and two young kids from Georgetown
- ◆ Three middle-aged ladies from Cincinnati
- ◆ Mom and two teenage daughters from Seymour
- ◆ Two middle-aged ladies from Fishers
- ◆ Older couple from Chicago

- ♦ Seven, mostly middle-aged ladies from same church in Bowling Green, Ky.
- ♦ Mom and two teenagers from Indianapolis.
- ♦ Two middle-aged ladies from Greenwood.
- ♦ Mom and two teenagers from Franklin
- ♦ 2 middle aged ladies from Marion, Indiana
- ♦ Young couple from Peru, Indiana
- ♦ Woman in her 50s-60s from Indianapolis, Indiana
- ♦ Middle aged couple from Kokomo, Indiana
- ♦ Middle aged woman from Paris, Illinois
- ♦ Middle aged couple from Bloomington, Indiana
- ♦ Older couple from Indiana
- ♦ Older couple from Tipton, Indiana
- ♦ Young couple with a baby from Indianapolis, Indiana
- ♦ Mom in her 40s with three tween-teen daughters from Spencer, Indiana
- ♦ Older woman from south side of Indianapolis, Indiana
- ♦ Young couple with child from Anderson, Indiana
- ♦ Young couple from California visiting family in Bloomington, Indiana
- ♦ Young couple from Cincinnati, Ohio
- ♦ A girl in her 20's and a middle aged woman from Wisconsin.
- ♦ Elderly lady from Illinois.
- ♦ A girl in her 20's and a middle aged woman from Greenwood, Indiana.
- ♦ Two elderly ladies from Columbus, Ohio.
- ♦ Two middle aged (40's) women from Greenwood, Indiana.
- ♦ Two elderly ladies from Chicago, Illinois

Length of Stay?

- ♦ Day trip
- ♦ Day trip
- ♦ 1 week (staying at park)

- ♦ Day trip
- ♦ Three days
- ♦ Day trip
- ♦ Two days at Comfort Inn
- ♦ Day trip
- ♦ Day trip
- ♦ Overnight at Martin Lodge
- ♦ 1 day
- ♦ Day trip
- ♦ Day trip
- ♦ Day trip
- ♦ Day trip; staying 2 days in Bloomington
- ♦ Day trip
- ♦ Staying 2 days at Abe Martin Lodge
- ♦ Day trip
- ♦ Day trip
- ♦ Day trip
- ♦ Staying a few nights at the Abe Martin Lodge because of the water park – young couple with child from Anderson, Indiana
- ♦ Overnight - staying in cabins (young couple from California)
- ♦ Day trip
- ♦ One day
- ♦ Two days at Martin Lodge
- ♦ One day
- ♦ Two days
- ♦ Couple hours
- ♦ Two nights

How many visits to Brown County?

- ♦ Coming for seven years
- ♦ Come occasionally
- ♦ Never been
- ♦ Come every year
- ♦ Twice a year
- ♦ Three times a year
- ♦ Been twice before

- ♦ Every year
- ♦ Been a couple of times
- ♦ Come all the time
- ♦ First time and one time before
- ♦ First time
- ♦ Couple times a year during all seasons
- ♦ 2nd time; drove through on Harley motorcycle
- ♦ Many times
- ♦ Every few years since the 1960s
- ♦ 2-3 times a year
- ♦ 2-3 times a year
- ♦ Several times a year; "I used to come down to the Opry and bring friends" says an older woman from the south side of Indianapolis
- ♦ 4 times a year
- ♦ First time and second time – couple from California
- ♦ First time

Activities in Brown County?

- ♦ Watch the leaves
- ♦ Shopping
- ♦ Shopping and the state park
- ♦ State park pass and water park
- ♦ Shop
- ♦ Winery
- ♦ Shop and do papercraft. The bead shop is closed!
- ♦ Shop and eat
- ♦ Browse
- ♦ Stay at the lodge. Shop.
- ♦ Driving and shopping
- ♦ Don't know
- ♦ Shopping
- ♦ Shopping and sightseeing; wants the Opry back open
- ♦ Shopping, sightseeing; bring friends from out of town. Middle aged couple from Bloomington, Indiana said they "would like to

see street musicians playing old time music" downtown. The man said, "I would come for more music events."

- ♦ Shopping
- ♦ Shopping
- ♦ Shopping and outdoor activities; "I like to eat at the Hobnob," said one teenage girl in town with her sisters and mom for the afternoon from Spencer, Indiana
- ♦ Shopping and sightseeing
- ♦ Shopping and look around

Other Midwest areas they have visited?

- ♦ Waynesville, Ohio
- ♦ The Dunes in Northern Indiana, other state parks
- ♦ Kings Island
- ♦ Indy
- ♦ St. Louis
- ♦ Gatlinburg
- ♦ Camping
- ♦ Santa Claus
- ♦ St. Louis
- ♦ Don't know
- ♦ Places to shop
- ♦ None
- ♦ Shipshewana, Indiana and Michigan's western Lakeshore.
- ♦ Lafayette, Indiana and Connersville, Indiana
- ♦ Waynesville, Ohio
- ♦ Spring Mill, Indiana
- ♦ Galena, Illinois and Long Grove, Illinois

Interest in new amenity?

SPORTS BAR

- ♦ I don't drink
- ♦ Shrug
- ♦ The town has it all now

- ♦ Jerry would love that
- ♦ Maybe
- ♦ Meh
- ♦ No
- ♦ No
- ♦ Yes (young couple with baby)
- ♦ No
- ♦ Yes (young couple from Ohio)
- ♦ “More interested in brewery than a sports bar.”

WATER PARK

- ♦ We like it the way it is, not too crowded, not too noisy
- ♦ Noooooooooo
- ♦ Yes
- ♦ I like it just the way it is. The lodge has a water park
- ♦ I wouldn’t want you taking away from the ambiance
- ♦ Absolutely, an indoor park
- ♦ Yes
- ♦ That wouldn’t interest us at all
- ♦ No
- ♦ Yes; like Holiday World (young couple from Peru, Indiana)
- ♦ “They [husband and family] can do the water park; I want to shop,” says middle aged woman from Kokomo
- ♦ No
- ♦ Yes (young couple with baby)
- ♦ Yes (young couple with child)
- ♦ Not interested
- ♦ Would be interested in water park
- ♦ Not interested
- ♦ “No, would ruin the quaintness of Nashville”
- ♦ Not interested
- ♦ “Grandkids would like a water park.”

ARTS CAMPUS

- ♦ No
- ♦ Interested in art classes
- ♦ Maybe in day or afternoon class
- ♦ Yes

OUTDOOR PARK/AMPHITHEATER

- ♦ Yes, but can’t be too expensive
- ♦ Music would be good
- ♦ “That would be lovely,” says a mom from Spencer, Indiana
- ♦ Yes

GENERAL COMMENTS

- ♦ “We like it the way it is,” says group of middle aged women from Kokomo
- ♦ “It’s perfect. Don’t change it,” says a middle aged couple from Bloomington, Indiana.
- ♦ “Nashville’s small town feel is what makes it special,” says older woman from south side of Indianapolis
- ♦ A young couple with a child from Anderson, Indiana expressed a wish to see more “things to do during the week” in Nashville
- ♦ “I like it the way it is. It’s Nashville,” says young couple from California.
- ♦ Like to see more “music themed events,” says young couple from Ohio

NASHVILLE ECONOMIC DEVELOPMENT STRATEGY

5 Brown County Arts Campus

Brown County Arts Campus

FROM CENTER TO CAMPUS

The idea of a Brown County Arts and Cultural Center is such a natural fit that visitors to town might assume one already exists, and that they just have to find it.

They might assume Nashville has one because in other towns these centers – North Carolina’s John C. Campbell Folk School or West Virginia’s Tamarack –not only help to preserve local traditions, they are economic powerhouses.

Brown County leaders have long been aware of this local gap, and over the past 10 years have commissioned both outside consultants and internal committees to fill it.

Much of the attention has settled on the idea of a new physical structure – the Brown County Arts and Cultural Center – at a place like Brown County State Park. The original scope of work for this economic development strategy was to determine the feasibility of a new center at the park or some other location.

To avoid duplicating any previous work, SDG started by reviewing all of the past research. These findings can be found in detail in the Summary of Past Reports Chapter. Research into those 10 years’ worth of studies found two key challenges standing in the way of a new center:

1. A need for coordination and communication
2. The very high cost of building a new arts and cultural center

For instance, Ball State University’s 2005 study, *“An Artful Approach to Building a Better Brown County,”* recommended that an arts events director be hired to coordinate groups of stakeholders. It said such a position was vital because there’s a need for coordination among groups and organizations, and that the Brown County Arts and Cultural Commission has insufficient resources to implement plans.

This recommendation was echoed in the 2008 IU School of Public and Environmental Affairs feasibility study, which said there was no central leadership to coordinate activities. The study recommended alternatives to building a new center, such as arts-based community development and rebuilding the arts presence downtown.

The Arts & Historical Taskforce from the Brown County Partnership’s Vision 2020 plan compiled extensive best practices research on more than 20 arts centers from across the United States. Their research revealed that most revenues come from educational fees and that renovation of existing buildings reduces initial costs.

The idea of an arts center has continued to pop up, even among private developers. Since the



More than 50 local stakeholders from the arts community attended the “big tent” meeting in September 2012 to discuss the formation of an arts campus.

Vision 2020 taskforce completed their work, several planned developments that included an arts center have not materialized.

To gain a further understanding of how an arts center might work, several members of the advisory committee during this planning process visited Arts Place in Jay County, Ind. This successful arts center has been around since 1967, but it took them 15 years before they could build their own center. The director of Arts Place warned about building too fast and of being weighed down by operating costs.

With this information in mind, SDG began to test the option of building within Brown County State Park. A meeting with Nashville’s representative in the state Capitol revealed that the Legislature is unlikely to financially support the project because of the economic downturn.

Next SDG checked on the estate of a local donor who favored the Brown County State Park as the site of an arts center, but learned the donation is unlikely to be enough to secure building at the park.

At the same time that evidence against building a new center at the park was building up, SDG learned that despite the recent economic recession, the Nashville and Brown County arts community has maintained its vibrancy and continued to innovate.

The Brown County Art Alliance’s “Art Center without Walls” brochure inspired a two-week series of classes called Experience the Arts. The group that organized Experience the Arts is now developing an online calendar for a broad array of arts events.

The Brown County Art Guild recently hired an Outreach Coordinator to assist with the development of more educational offerings.

Many local shops and retails already offer workshops, seminars and classes that are posted on their websites and/or the CVB calendar of events.

Moreover, three separate organizations have plans to expand their facilities. The T.C. Steele Historic site is developing plans for a modern visitor’s center that would provide more space for programs and events. The Brown

County Historical Society has preliminary plans to construct a new history center that would include a large meeting room and studio space. The Brown County Art Gallery Foundation is at the beginning of its capital campaign to add nearly 8,000 sq. ft. to their existing building, and designs for the addition include an art center studio.

Additionally, the newly formed Arts & Entertainment Commission has been pursuing state designation for an arts and cultural district in Nashville. The Cultural District group created a long-range plan that included development of a “center” and arts education in its application to the state, which was delivered in early October 2012. They have not heard yet if the town will be designated as a cultural district.

Based upon the research and recent activities, a new set of guiding principles became clear:

1. There is not enough money available locally or otherwise to build an Arts and Cultural Center right now.
2. There are plenty of arts and cultural classes being offered throughout the county, but there is a lack of coordination and communication between all the interested parties.
3. Creating and promoting the idea of a Brown County Arts Campus – a decentralized network of existing instruction venues and providers – would be an initial lower-costing program that takes advantage of local assets.
4. An arts coordinator is needed to carry the campus idea forward.

In September 2012, the Town of Nashville invited local artists, artisans and stakeholders to a meeting to discuss the possibility of

establishing an arts campus in Brown County. About 55 people attended the Arts Community Big Tent meeting. A questionnaire distributed at the event showed overwhelming support for the project. See Arts Community Big Tent: Discussion & Questionnaire Results at the end of this chapter.

A big question that arose at the end of the meeting was, “What do we do next?”

Fortunately, the group agreed that the new Arts & Entertainment Commission – which shares overlapping membership with many people involved with the district planning group – presents an opportunity to continue developing the concept of an arts campus and establishing the position of an arts coordinator.

Since the “big tent” meeting, the commission has met and agreed to be an incubator of the project, using the implementation plan provided in this document as an initial guide.

Finalizing plans for the Brown County Arts Campus is beyond the scope of this economic development planning grant, which expires in October 2012. And there is a lot of work and discussion needed as things move forward. For instance, there is not even widespread agreement on the word “campus.”

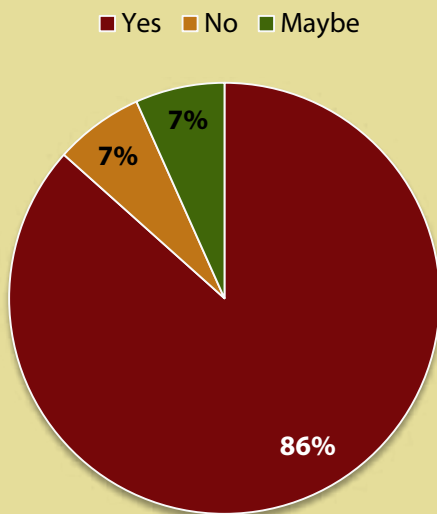
But the community now has the three most important elements needed to succeed:

- 1. A goal (hire a coordinator to organize an arts campus).**
- 2. A plan (the Implementation Plan at the end of this document) .**
- 3. People to carry it out (the Arts & Entertainment Commission as the initial group).**

Arts Community Big Tent: Discussion & Questionnaire Results

53 people signed in at the Arts Community Big Tent meeting. A total of 45 questionnaires were returned.

Would you participate in the idea of a “Brown County Arts Campus” campaign that coordinates and promotes opportunities already being offered?



If ‘no,’ why not? If ‘maybe,’ what else would you need to know to decide?

- ♦ Start where we are
- ♦ Not necessary
- ♦ Time commitment is difficult, however verbal promotion to others is a definite yes
- ♦ How might a non-arts person contribute to the campaign?

Discussion comments about arts campus concept:

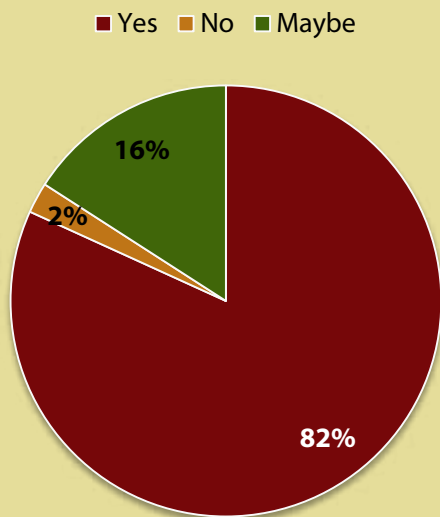
Advantages

- ♦ Minimal upfront costs
- ♦ Campus idea includes all of Brown County
- ♦ Arts Coordinator will work with available spaces
- ♦ Makes use of available resources first
- ♦ Relies on local talent
- ♦ Marketing tool for people who want to experience the arts when they come to Brown County
- ♦ The Arts Campus concept incorporates lessons learned from past experiences
- ♦ A master list will need to be developed

Disadvantages

- ♦ Artisans often require large equipment that cannot be easily moved
- ♦ Success depends on having an Arts Coordinator
- ♦ Spaces need good ventilation, lighting, etc.
- ♦ Transportation to remote locations may present challenges; arranging transportation services such as Back Roads of Brown County Studio Tour is a possible solution

Do you support the idea of a paid Arts Coordinator position to coordinate the Arts Campus campaign?



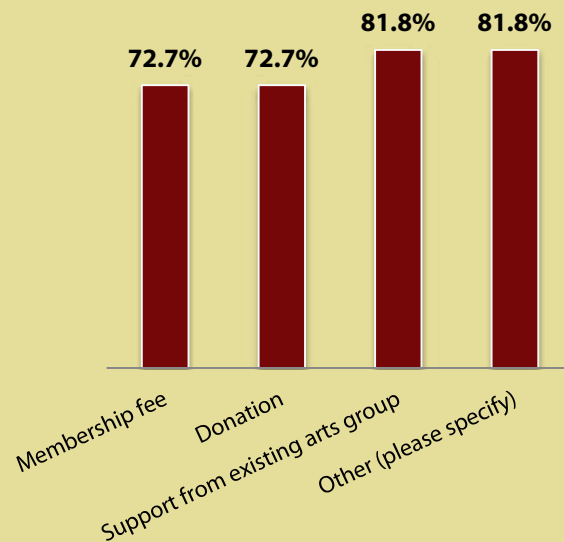
If 'no,' why not? If 'maybe,' what else would you need to know to decide?

- ◆ "We can do this"
- ◆ Not needed
- ◆ Responsibility of position
- ◆ Yes, because working artists do not have promotion skills
- ◆ How would this person accomplish this?
- ◆ Limited funding
- ◆ What would they do? Who would they promote?
- ◆ I want to see the plan & fund in needs and sources
- ◆ Part-time

Discussion comments:

- ◆ Start where we are
- ◆ Use Constant Contact or other tool to make communication easier
- ◆ The new Little Nashville Opry will have available space for classes and instruction
- ◆ Utilizes the entire community

If you support the idea of an Arts Campus and coordinator, how should it be funded?



Other (write in responses):

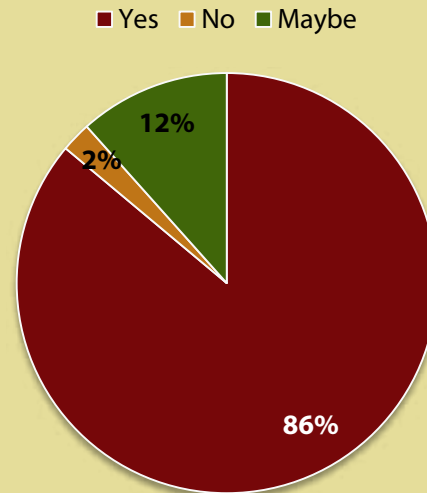
- ◆ a CVB like tax for programs
- ◆ all of the above
- ◆ all of the above/grants
- ◆ CNB & Town of Nashville budgets
- ◆ Combination of all the above plus any available grants
- ◆ CVB
- ◆ CVB & Town of Nashville
- ◆ CVB funds
- ◆ Edit Tax
- ◆ fund raising
- ◆ fund raising for endowment
- ◆ Grants
- ◆ Grants
- ◆ grants
- ◆ Grants
- ◆ grants
- ◆ grants, government support, possible tax

- ♦ grants, if they exist
- ♦ Grants/Portion of Proceeds/Sales/Edit Tax (what it was originally intended for!)
- ♦ Grants, bed tax -CVB
- ♦ Hotel-Bed Tax / Fund Raising
- ♦ Look at the Tamarak Arts Center in W.V. It is economically by state and sales.
- ♦ Money from town
- ♦ support from local business
- ♦ tax revenue
- ♦ Town/county/CVB/chamber

Discussion comments:

- ♦ What do we do now?
- ♦ Think about workshop leaders from outside?
- ♦ Who is going to carry the torch? The Arts District group?
- ♦ This can market nationally the great talent here
- ♦ Going forward – conduct an assessment of available venues/artists – create a spreadsheet
- ♦ Traditional Arts Indiana may already have a database started

As a first step, do you support the idea of the new Arts & Entertainment Commission beginning research on the Arts Campus campaign?



Discussion comments:

The cultural planning group has been meeting since early 2012. It has begun mapping assets. The district planning group could include the Arts Campus concept in its planning, which will continue through the end of the year.

“Arts” should include healing, wellness, performing, culinary, etc.

Meeting attendees expressed support for funding the Arts Campus in part through membership fees

The Community Foundation may be able to establish a pass through fund for the Arts Campus

Some attendees wanted to hear more about the other plan elements

Other thoughts about the proposed Nashville/Brown County Arts Campus:

- ♦ Assessment, who's available? level of interest?
- ♦ Build on what we have. The galleries are already enough trouble. Why more space?
- ♦ Totally behind the idea! Applied for commission
- ♦ I think I prefer the word "District" or something other than "Campus"
- ♦ I feel that any "center" or "campus" should be Brown County, as is more inclusive than Nashville.
- ♦ Need the word "craft" or "crafts" in the name as we have some very qualified people in the crafts living here.
- ♦ This should be certain to include arts in Brown County outside of Nashville.
- ♦ "Campus" term is unclear, indicates physical place
- ♦ Share our rich heritage
- ♦ Best solution, but will be highly dependent on skill of event coordinator.
- ♦ Must have central location for information.
- ♦ Would like to build on Experience Arts in B.C. calendar, with a presence (physical) in town as next step for B.C. Art Campus.
- ♦ Much better for all of Brown Co. than a single building and site.
- ♦ I don't think the campus would work without a specific Coordinator, and think it's the best idea for communication to go through one person.
- ♦ We need leadership that can positively change our culture in a positive way.
- ♦ Idea is too amorphous.
- ♦ Should have some physical presence downtown (HUB) to facilitate activities.
- ♦ Much of the arts activity takes place outside of town, research the two studio tours for locations. Research the INDIANA ARTISAN program (indianaartisan.org) who will be opening stores in the state in the next couple years.
- ♦ I sincerely hope you also tie in the "arts" with making Salt Creek canoe ready and the path from Nashville to the state park completed.

NASHVILLE ECONOMIC DEVELOPMENT STRATEGY

6 Implementation Plan

Implementation Plan

INTRODUCTION

This implementation plan is both proactive and reactive.

It's reactive because the town itself cannot build some of the projects - such as a water park - and so has to wait and work with developers.

Parts are also proactive, because there are projects - such as new a picnic area/ playground - that the town can start working on right away.

But even with the reactive elements, the town can start preparing now. It is highly likely that sooner or later – and in some cases sooner – a developer is going to ask to build a sports bar, conference center or water park. Some builders already have asked, but the projects didn't pan out.

Town leaders can start now on being prepared to evaluate such large-scale projects, including its likely benefits, local impacts, etc. One way to do this is to assign "citizen review teams."

These small groups could familiarize themselves with each of the projects in the Tourism Investment Plan and start the local groundwork and education needed to get community buy-in of the projects, when

they are proposed. The following pages give detailed descriptions for the advance work needed for each of the projects.

INTENT

Of the priority uses identified, the water park, conference center, and sports bar would rely on private developers in order to be built. The Town of Nashville should guide these types of development, and offer incentives in order for them to be successful, but would not be able to develop them independently.

In contrast, the Public Site Amenities priority use would be developed by the Town of Nashville without the aid of a private developer.

With this in consideration, the recommended next steps for the Town of Nashville are outlined below.



TOURISM INVESTMENT PLAN

PRIVATE DEVELOPMENT (WATER PARK, CONFERENCE CENTER, SPORTS PUB)

1. Secure Site

Because the Town of Nashville does not own the properties in question, they can only suggest what should be done as next steps, and can take little action. However, by communicating and coordinating with the land owners of these potential sites, the leadership in the town could be instrumental in getting the property owners to cooperate with a developer when the opportunity presents itself.

2. Update Land Use Plan

In order to guide the development of the available sites within the Town of Nashville, the local land use plan should be updated to reflect the type of development desired for each potential site. For example, Site A is currently zoned Residential, but this plan considers the property highly suitable for a water park or conference center development for which it would need to be zoned Resort Commercial.

By initiating this step, the site will be preserved for the type of development the community

desires in the future, and it will be one less issue for the developer to resolve when the time comes making the site more desirable.

3. Create Incentives for Private Developers

The Town of Nashville should consider accomplishing the following objectives in order to draw private developers to the area:

◆ *Prepare Market Feasibility Studies*

Without providing a case for why a water park, conference center, or sports bar is in demand in the Town of Nashville, it will be difficult to attract interested developers. A market feasibility study could be prepared and advertised for each priority use in order to spark enthusiasm in prospective developers. Developers typically have market studies prepared before they invest in a project. If the municipality takes that initial step, it would be one more motivation for a developer to come to the Town of Nashville instead of investigating another location.

◆ *Assist in Acquiring the Land*

Although Nashville does not own any of suitable sites in question, with the cooperation of the land owner, the town might be able to offer assistance in acquiring the property through a



favorable ground lease or favorable sale of the property. Especially in the case of the sports bar, a cheaper lease option might be just the break an investor needs in order to come up with the initial capital for development.

◆ ***Offer Tax Incentives, Low Interest Loans, or Local Grant Funding***

Tax abatements could be offered to new developments for at least the initial years. It is advantageous to the community's economic growth that these developments happen here, and not in another city or town. New jobs will be created and tourist visits to the local shops and restaurants will increase. Tax abatements, or other tax incentives, are worthwhile investments for the Town of Nashville.

◆ ***Identify Funding Source & Opportunities***

The identification of funding sources might include low-interest loans or local and federal grant opportunities. The Office of Community and Rural Affairs offers grant assistance through the Community Economic Development Fund to developers who may be creating new jobs within a community. Developers may be unaware of opportunities such as this.

◆ ***Streamline the Approval Process***

The Town of Nashville could offer cooperative assistance to interested developers through the process of permitting and approvals. Upfront assurance that they could get through the process with speed and ease would be attractive to private developers.

4. Solicit Private Developers

By creating this economic development plan, the Town of Nashville has prepared itself for how to guide a developer who may come to town with a proposal for a project. However, if it is undesirable to passively wait for developers to arrive, the leadership may also choose to actively pursue private developers by requesting proposals through advertising.

PUBLIC DEVELOPMENT (PUBLIC SPACE AMENITIES)

1. Secure Site

Although the Town of Nashville does not own any of the suitable sites in question, there may be opportunities to establish an agreement with the owner for a temporary lease. In some cases, the owner may be willing to donate the land to the town if the public amenity is named after their family in exchange. If the municipal leadership decides they want to acquire a property, there are state and federal grants that support land acquisition for park development. Another option would be to request private donations.

2. Develop Program Goals & Design Project



3. Identify Funding

Many funding opportunities exist for the development of the public space amenities. Several potential sources are described below:

◆ **Indiana Department of Natural Resources – Land and Water Conservation Fund**

The Land and Water Conservation Fund matches up to 50 percent of the cost for acquisition and/or the development of outdoor recreation sites and facilities. In order to be eligible for this grant, the Town of Nashville would need to have an updated five-year Parks & Recreation Plan approved by the Division of Outdoor Recreation, and the establishment of a Parks Board. This planning process would identify proposed future parks and public spaces that could then be acquired and developed.

◆ **Park Endowment Fund**

If the community were to set up a Park Endowment Fund, it would provide a specific location for donations to be collected and organized. Over time, as the endowment grows, the annual interest earned would be able to fund special projects, such as the public space amenities identified in this plan.



◆ **Community Foundation**

The Brown County Community Foundation has funded facilities such as the Brown County Public Library, Brown County Community YMCA, as well as the Art Gallery and Historical Society. Several of the proposed public space amenity projects would be beneficial to the entire county, and therefore might be fundable by a Brown County Community Foundation grant opportunity.

◆ **Private Donations, Partnerships, Community Foundations**

Local corporations, businesses, or hospitals might be interested in sponsoring a pocket park or trailhead. Appropriate attractive signage illustrating the logo and involvement of the organization provides positive advertising for the business and attractive public spaces for the community.

4. Design and Construction

Once a priority project is identified, a property is acquired, and the funding is secured, the town needs to advertise a request for proposals from local Local Engineers, Architects, and Landscape Architects. In order to attract talented design teams, there may be an opportunity to host a design competition for the project.

SUMMARY OF DEVELOPMENT STEPS

Although the Town of Nashville will not be able to develop a Water Park, Conference Center, or Sports Pub independently, progress steps can still be taken. The purpose of this table (p. 74) is to set up the Town Council to actively pursue developers who might be

Summary of Development Steps

Activity	Action Steps for Aggressive Pursuit of Developers	Preparation Steps for When Developers Approach
Secure Site	<ul style="list-style-type: none"> ♦ Select preferred site ♦ Appraise site ♦ Obtain option to purchase ♦ Execute development agreement with landowner 	<ul style="list-style-type: none"> ♦ Identify potential site or sites (step complete) ♦ Site acquisition would be responsibility of developer
Confirm Development Meets Land Use Controls	<ul style="list-style-type: none"> ♦ Review zoning regulations ♦ Work with plan commission to rezone property (if necessary) 	<ul style="list-style-type: none"> ♦ Be aware of zoning regulations, and process to rezone a property
Provide Infrastructure to Site	<ul style="list-style-type: none"> ♦ Develop plan and estimates to extend infrastructure to site ♦ Secure funding for site infrastructure ♦ Construct needed infrastructure (could be developed to spur developer interest – or by the developer) 	<ul style="list-style-type: none"> ♦ Develop plan and estimates to extend infrastructure to preferred site or sites ♦ Extension of infrastructure would be by the developer
Determine Incentives Package for Developers	<ul style="list-style-type: none"> ♦ Prepare market feasibility study to establish need ♦ Work with local entities to determine available incentives 	<ul style="list-style-type: none"> ♦ Work with local entities to determine available incentives
Solicit Developers	<ul style="list-style-type: none"> ♦ Retain attorney to assist in RFP development ♦ Issue RFP for specific development at a specific site ♦ Enter into development agreement with developer 	<ul style="list-style-type: none"> ♦ Share this study with prospective developers ♦ Directly or indirectly pursue developers to review sites ♦ Review development proposals as they come in to determine if they meet the goals of this plan

interested in these types of projects, as well as prepare itself to react to developers who might approach the community on their own. A series of action and preparation steps have been identified to help the Town of Nashville influence future development in the area.

BROWN COUNTY ARTS CAMPUS

Plans for a Brown County Arts Campus have already taken their first few steps. As explained in the Tourism Investment Plan Chapter, the Arts & Entertainment Commission has agreed to be a temporary incubator of the campus plans. The group has already reviewed the following implementation plan.

The following plan starts with a review of key decision points and then lists scenarios for next steps.

WHAT KEY DECISIONS HAVE BEEN MADE?

Based on the work of the advisory committee and results from the “Big Tent” gathering of the arts community, the following conclusions were supported:

- ◆ Do not attempt to build a single structure for an Arts and Cultural Center at this time. It is too expensive and more development work needs to be done first.
- ◆ There is a need for coordination and communication among local arts groups, artists, government and cultural groups.
- ◆ There is a wide variety of people who would teach classes or are already doing so. There also is classroom space either available or in the planning phase. In other words, the foundation of a Brown

County Arts Campus already exists.

- ◆ The position of “arts coordinator” should be created and funded to organize the Brown County Arts Campus. This campus network should reach throughout the county and be marketed nationally.
- ◆ The new Arts & Entertainment Commission will undertake moving the campus project to the next stage of development, even if the commission doesn’t ultimately oversee the final version.

WHAT KEY DECISIONS HAVE NOT YET BEEN MADE?

Many details have to be settled and many agreements forged before the campus becomes a reality, but the planning process should be aimed at settling these questions:

- ◆ How will the arts coordinator position be funded?
- ◆ Who will the coordinator work for?
- ◆ What is the coordinator’s job description?

WHAT HAS THE ARTS & ENTERTAINMENT COMMISSION BEEN ASKED TO DO FOR THE CAMPUS PROJECT?

Planning for the campus is at a vulnerable stage.

Although there is a lot of enthusiasm for the project, the state-funded planning process that formalized the idea will end this month (October 2012). Therefore, completion of the plan and its actualization will have to be carried out by a new group.

As detailed above, most of the “Big Questions” about the campus and its director still

require research and partnership building. For example, officials from Brown County government have not yet been heavily involved.

Fortunately, the Arts & Entertainment Commission has agreed to act as the incubator for the project. This will ensure that a local group is still moving forward on the idea even as the original planning grant expires.

The commission is also a good choice because it has many representatives (town government, CVB, artists) who would need to be engaged in order for the campus to be realized.

What should they do first?

Without doubt the commission's work will evolve according to its own pace and preferences. With so many unknowns, it's unrealistic to assume that any implementation plan written now is all they'll need to get the job done. But what follows is one scenario for moving forward.

1. Determine the "end game."

Commission members should be clear from the very start what they are *and aren't* going to tackle about the campus project. Possible questions to get the discussion started:

- ✧ Is there agreement that running the campus may eventually be the responsibility of someone besides the commission?
- ✧ How long does the commission have to work on this? What's the deadline to get something started: one year, two years?
- ✧ Because the commission's main focus right now is creation of a cultural district, will a subcommittee be needed to work on the campus?

- ✧ If so, who – *by name* – will head that subcommittee?
- ✧ Are there other people (county government, other arts groups, community foundation, Brown County Partnership, etc.) who should be invited to join the subcommittee?
- ✧ Of the following Big Questions, which should the commission tackle first?
 - ◆ How will the arts coordinator position be funded?
 - ◆ Who will the coordinator work for?
 - ◆ What is the coordinator's job description?
 - ◆ Other issues?

2. Tackle the First Big Question: Funding

Let's say the subcommittee decides to first research how the arts coordinator position will be funded. Answering this question will also settle many issues about how the campus will be organized.

It may be useful for the subcommittee to start with two assumptions:

- ◆ **No grant from outside that community will pay for a staff position.** Foundations and granting agencies avoided paying directly for staff, even back when times were good. It is even rarer now that grants are harder to come by.
- ◆ Initially, funding will have to come from inside the community, and will almost certainly require **multiple sources and partners**. Town government, county government, the CVB and other local stakeholders do not have the funds

currently to absorb the role, but that does not mean they still can't make important contributions.

Important note: If the subcommittee undertakes this question first, they may quickly realize that potential funders ask, "How the campus will be organized? Who will run it?"

They'll find themselves in a chicken-or-the-egg situation, asking people to contribute based upon how it's organized, but knowing that how it's organized will be based upon funding partners.

For that reason the subcommittee should try to move forward on both fronts, realizing each side of the equation will become clearer as both are developed. Possible questions to get the funding discussion started:

- ✧ How much money would we need, and for what?
 - ◆ Salary and benefits?
 - ◆ Full-time?
 - ◆ Part-time?
- ✧ Office space
- ✧ Office equipment
- ✧ Personnel management?
- ✧ What is the list of possible local funding partners?
- ✧ If partners cannot contribute financially right now, can they provide in-kind services: office space, etc.?
- ✧ How have other starting arts centers been funded (The Brown County Partnership's Vision 2020 Arts & History subcommittee has researched this, although, economically, times have changed since facilities such as Jay

County's Art Place got started)?

- ✧ What about membership fees, open to the entire community? How could a membership campaign be structured?

3. Tackle the Second Big Question: Organization

Problems with cooperation and communication have been cited in many Brown County development studies. The community is certainly not alone in this diagnosis, but old arguments and misgivings could be a roadblock to developing the Brown County Arts Campus.

In fact, the idea of coordinating and promoting all of the county's arts offerings makes so much sense that it's surprising it's not already in place, until one remembers the number of art-related groups, organizations, and galleries in the community. With so many diverse stakeholders, misinformation and miscommunication occurs even with the best intentions.

But enough about that. Looking ahead, it's easy to imagine the arts coordinator going about his or her job, coordinating artist and venues, promoting the "campus without walls" idea. It's easy to imagine success. The community just has to first get it organized.

Possible questions to get the organization discussion started:

- ✧ One possible scenario:
 - ◆ Create a Brown County Arts Campus Board of Directors (including major funders and other stakeholders).
 - ◆ House contributions through the community foundation or some other not-for-profit.

- ◆ Raise enough funds to pay for a one-year full-time, or two-year part-time position.
- ◆ Use the board of directors to hire and oversee the coordinator.
- ◆ House the director in donated office space (town hall, CVB, other).

4. Tackle the Third Big Question: Job Description

For this project to be a long-term success, it must lead to an increase in economic activity.

Organizing and coordinating the county's assets is good work in and of itself, but the main goal here is getting visitors to experience those assets all year long.

For that reason, the campus project needs to be part of a larger marketing strategy aimed at attracting visitors, not just from the usual Midwest locations, but from across the country.

Fortunately, the Brown County CVB has signed on as a supporter, but the new coordinator must be aware that at the heart of their job is economic growth.

Possible questions to get the job description discussion started:

- ✧ Determine how wide-ranging the campus idea will be. Does it incorporate all the arts including poetry, journaling, acting, music, etc.?
- ✧ Should the first job be to create a living inventory of all available classes, artists, offerings, etc.? This task can get off to a quick start by taking advantage of existing lists already compiled by the Arts & Entertainment Commission and Traditional Arts Indiana.

- ✧ Should the second job be to create an inventory of all existing and planned for classroom space?
- ✧ How would the campus idea work for isolated artists or those who can't move their equipment into the classrooms?
- ✧ Once the offerings and spaces are collected, how would they be organized into marketable classes?
- ✧ How should the coordinator work with the CVB on creating a marketing budget for the campus? The coordinator should probably rely on the CVB instead of undertaking a national marketing campaign alone.

WHAT TO DO NEXT

This document provides years' worth of suggestions for projects, and it can be overwhelming to think about undertaking all of the recommendations.

But at a minimum, town leaders should mark their calendars now for a review session in 12 months. At that session, the group can assess what's been done and what's left to do. And just as important, they can use that session to ask themselves if the priorities they identified in this plan still hold, or do they need to be modified.

NASHVILLE ECONOMIC DEVELOPMENT STRATEGY

Appendix

Appendix

ADVISORY COMMITTEE MEETING NOTES

- ✧ February 7, 2012
- ✧ March 27, 2012
- ✧ July 25, 2012
- ✧ August 22, 2012
- ✧ September 26, 2016

ARTS COMMUNITY BIG TENT

- ✧ September 12, 2012 Presentation
- ✧ Sign-In Sheet

Advisory COMMITTEE MEETING #1 NOTES

Nashville Economic Development Strategy • February 7, 2012

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Consultant Team: Scott Burgins (SDG), Cory Whitesell (HWC) and Abby Richards (HWC).

Project Website: www.sdg.us/NashvilleED.php

INTRODUCTIONS

Council President Bob Kirlin began the meeting with introductions. Kirlin said the town council should be more proactive with recruiting businesses.

In explaining the planning process, Kirlin said he does not want a list of common complaints (stores close too early, etc.). Instead, he wants guidance on what types of businesses and attractions the town needs.

Scott Burgins went over the scope of work said the planning process will involve site visits, focus groups, public meetings and other research. The advisory committee will help steer the process.

Who Visits Nashville Now?

The BCCVB sent an email survey to names on their database with addresses. This method may have skewed the results toward a younger audience. Some key findings about Brown County's visitors:

- A large percentage of women aged 30-45
- Includes an increasing amount of younger, outdoor enthusiasts
- Are mostly from Indiana (Indianapolis), Ohio, and Kentucky (Louisville)
- Are here for family gatherings - reunions, weddings, etc.
- Are repeat visitors

The group made other observations, including:

- Per person spending appears to be decreasing
- Summer is the busiest time for visitors and most prosperous for local businesses.
- Visitors stay for extended periods in the summer.
- The state park lodge has opened an aquatics center which is very popular.
- People visiting Nashville often visit the state park, but people visiting the park do not necessarily visit Nashville. The state is picky about promoting outside businesses and events in their parks.
- There seems to be an increase in the number of bicyclists and canoes seen around town during summer.
- People mention that they used to come to Nashville with their grandparents when they were younger, but did not return for several years or decades. Why the long gaps? How to promote intergenerational interest?
- Many of the local businesses have no business background or business plan, which makes it difficult to succeed.
- Studio and garden tours are popular because people want to see things being made.

What does Nashville want to attract?

Initial thoughts from the advisory committee included:

- "Made in Brown County" (or Indiana) - People come here for the handmade artwork. There was an initiative to create a sticker or stamp that indicates something hand made in Brown County, but that fizzled before anything was finalized.
- Outdoor outfitters and/or bicycle shop.
- Shuttles from other nearby towns so that fear of Nashville's roads does not prevent people from visiting. The wine festival at Story ran shuttles.
- Local artists need to establish a broader (regional, national) reach to attract a greater following.
- Need groups of complementary businesses and perhaps outside expertise to launch concerted efforts (example: outfitter, livery, bike shop).
- Small local businesses need to have staying power while they establish themselves and adjust their offerings.
- Some small niche offerings work. For instance, there are two beading businesses, one with late hours.

Arts Center

The group discussed the feasibility of Brown County opening a year-round arts center focusing on classes, live performances, etc. Key points of the discussion include:

- Biggest question is where to locate - in Nashville or in State Park?
- What type of programming will be offered?
- The Brown County Historical Society has plans for a history center that will provide rooms for art classes. They have a business plan to attract people in for conferences. They currently own the land but lack the funding to build.

The next meeting was scheduled for March 27.

Advisory COMMITTEE MEETING #2 NOTES

Nashville Economic Development Strategy • March 27, 2012

Town Council

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Dave Bartlett	Career Resource Center	

Consultant Team: Scott Burgins (SDG), Cory Whitesell (HWC) and Abby Richards (HWC).

Project Website: www.sdg.us/NashvilleED.php

Project Update

Town Council President Bob Kirlin and other members provided some local news, including:

- The Little Nashville Opry property is up for tax sale and developers have expressed interest.
- The House of Thunder deal fell through, so that site is back on the market.
- The business incubator is currently full with five occupants.
- There is a new mixed-use development proposed at the former Ski World site.
- The new Town Arts and Culture Commission is working with the state to establish a Cultural District in Nashville:
 - Applications are due in October
 - Benefits of establishing this district through the state include marketing, possible tax abatements and incentives, and possible reduced sales tax within the district for certain hand-made goods.
 - The town could potentially create guidelines or an ordinance for the types of businesses which could open within the district.

Burgins updated the committee on the work that's gone on since the previous meeting. Consultants have:

- Reviewed previous planning documents including studies on the arts center by Ball State, SDG and IU. Reviewed Historical Society's master plan.
- Interviewed Brown County CVB staff on topics such as:
 - New advertising campaign
 - New visitor survey
 - Customer Tracking System
- Interviewed Main Street representative on public art project.
- Interviewed Economic Development Commission representative on topics such as:
 - Business Incubator

Exercise: Prioritizing Tourism Gaps

Because the main goal of this project is to determine what sort of new businesses would increase local tourism, the committee reviewed the types of attractions found in other communities.

For each attraction, the committee reviewed these questions:

- ☐ Is it Nashville?
- ☐ Does it contribute to off season?
- ☐ Does it promote "Made in Brown County?"
- ☐ Will it fit within the Nashville Historic District?
- ☐ Does it encourage extended stays?
- ☐ Is it a family attraction?
- ☐ Does the town's current infrastructure support it?
- ☐ Does it attract local residents and visitors?

The table they reviewed is included at the end of this report. Some ideas discussed include:

- A small aquarium, serpentarium or other animal-centered, roadside attraction might work.
- ATV Rides - there may be property near town, just outside the limits.
- Birdwatching: Local resident Geoff Keller would be a good resource to start birdwatching tours.
- Circus/Carnival: The circus comes to town every 2 years - this year they are coming on May 11 to Eagle Park
- Conference Center -
 - the Blue Elk mixed use development across the street from the Mexican restaurant may include a conference center
 - Camp Atterbury just opened a nice conference center

- Breweries/Wineries: There are limited alcohol licenses within the town, which is a limitation as to these types of businesses, as well as entertainment venues. A sports bar might work.
- Dinner Theater: The Brown County Playhouse is starting a program called "A Play, a Pie, and a Pint."
- Festivals:
 - The town has begun holding street/alley festivals which appear to be popular - their second festival was this St. Patrick's Day, and there was positive feedback afterward
 - the Taste of Brown County is in its 6th year
 - the Chocolate Walk is held every November on the 2nd Saturday - very popular
- Haunted Tours:
 - The Liars Festival has Haunted Ghost Stories
 - For Halloween, the BC State Park has a haunted trail
 - Possibly change to History Tours
- Indoor Arena: There is talk of converting the old sock factory in Helmsburg to an indoor arena.
- Military Attractions:
 - The town could better take advantage of the proximity of Camp Atterbury
 - The chamber of commerce recently began offering discounts to military personnel - this could be used to market more to military families
- Racetrack: There is a drag strip in Bean Blossom.
- Museum - there are some museums in the area:
 - Bill Monroe Museum
 - TC Steel
- Observatory:
 - It could be located near Flag of the Nations
 - It was suggested that an observation platform could be used for scenic overlooks
- Paintball: Already well-represented in the county.
- Picnic Areas - the town is in need of picnic areas downtown area.
- Spa: There is one spa in town and several individual massage therapists.
- Water park:
 - The small water park at BC State Park is a popular attraction
 - Nashville wants an indoor water park
 - Don't know if it should be attached to a hotel or not
- Play areas for smaller children within town
- Sports bar
- Amphitheater

- Ice skating rink

The committee picked several ideas with the greatest potential:

- Auction house
- Pubs, wineries, sports bar
- Music venue/ amphitheater
- Conference center
- Water park
- Picnic area/playground

Next steps

- Pick five ideas to focus on
- Weigh the pros and cons of each
- Determine infrastructure needs of each
- Investigate the economic impact of each, including sales tax expected to be generated

Town of Nashville Economic Development Strategy								
<i>Tourist Activity/Event</i>	<i>Is it Nashville ?</i>	<i>Does it contribute to off season?</i>	<i>Does it promote "Made in Brown County"</i>	<i>Will it fit within the Nashville Historic District?</i>	<i>Does it encourage extended stays?</i>	<i>Is it a family attraction?</i>	<i>Does the town's current infrastructure support it?</i>	<i>Does it attract local residents and visitors?</i>
Airshows								
Aquarium/Serpentarium		X		X	X	X	X	X
Art and cultural center	X	X	X	X	X	X	X	X
ATV rides	X	X			X	X		X
Auctions		X	X			X	X	X
Hot air ballooning					X	X		X
B&Bs	X	X		X	X	X	X	X
Bird/butterfly watching	X	X			X	X	X	X
Botanical gardens								
Breweries/pubs	X	X	X	X	X		X	X
Carnivals					X	X	X	X
Conference center	X	X			X		X	
Dinner theater	X	X		X	X	X	X	X
Festivals	X	X	X	X	X	X	X	X
Haunted History tours	X	X		X		X	X	X
Helicopter rides								
Indoor arena - COMMUNITY								
Military attractions								
Motorsport racetrack - COMMUNITY								

Museums - COMMUNITY								
Music events	X	X	X	X	X	X	X	X
Observatory								
Outdoor dining	X	X		X		X	X	X
Paintball - COMMUNITY								
Picnic areas	X	X		X		X	X	X
Spas								
Sports facility								
Wineries								
Other ... Water Park	X	X			X	X	X	X

Advisory COMMITTEE MEETING #3 AGENDA

Nashville Economic Development Strategy • July 25, 2012

I. Project Update

- Review of Meeting 2 notes
- Interviews
- Site Visit
 - Arts Place, Jay County

II. Exercise: Prioritizing Tourism Gaps

- Background: How did we get here?
- Priority uses were determined during Advisory Committee Meeting 2
 - Pub, Sports Bar
 - Picnic Area, Playground, Outdoor Community Event Space
 - Water Park
 - Conference Center
 - Community Arts & Cultural Center
- Determined most uses don't fit within the "missing teeth" of downtown
- Need to locate new potential sites for the uses
- Case Studies – What do these uses require?
 - Handout
- Potential Sites – Where do viable sites exist within the community?
 - Map exhibit

III. What's Next

- SC Meeting 4 TBA

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- Project Website: www.sdg.us/NashvilleED.php

Advisory COMMITTEE MEETING #3 NOTES

Nashville Economic Development Strategy • July 25, 2012

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Consultant Team: Scott Burgins (SDG), Catie Kosinski (SDG), Catherine Puckett (HWC) and Matt Maple (HWC).

Others: Paula Hartwell (ARA) and Lyn Letsinger-Miller.

Project Website: www.sdg.us/NashvilleED.php

Project Update

Town Council President Bob Kirlin called the meeting to order and reviewed minutes from Advisory Committee meeting #2. He noted that the scope of this strategy had changed directions somewhat. He explained that the strategy will focus on 4-5 needs that would be good for Nashville's economic development in the next 15-20 years. The strategy will provide a long-term plan to show the types of amenities that Nashville would like to see developed in that time frame.

Scott Burgins added that the strategy is being framed as a tourism investment plan that looks 10-15 years into the town's future. It will explore case studies for types of tourism amenities that fit with Nashville's identity and recommend incentives and infrastructure requirements. Burgins noted that the strategy needs to be completed no later than November 2012 to meet the grant deadline.

Case Studies of Priority Uses

At Advisory Committee #2, the group prioritized potential attractions for Nashville. The committee selected five priority uses by asking the following questions:

- ☐ Is it Nashville?
- ☐ Does it contribute to off season?

- ☐ Does it promote “Made in Brown County?”
- ☐ Will it fit within the Nashville Historic District?
- ☐ Does it encourage extended stays?
- ☐ Is it a family attraction?
- ☐ Does the town’s current infrastructure support it?
- ☐ Does it attract local residents and visitors?

Catherine Puckett presented preliminary case studies of similar attractions in other communities to the committee. Each case study provides brief recommendations for land area, zoning, water, sanitary sewer and location.

Water Park

A water park is a potential year-round attraction that would create opportunities for extended stays. The case study takes the Big Splash Adventure Indoor Water Park & Resort in French Lick, Indiana as an example. Paula Hartwell, the grant administrator from ARA, asked if anyone had looked at the Schooner Valley presentation which included discussion of a water park. Plans for a water park at Schooner Valley had not been investigated.

Suzannah Zody noted that the information presented was helpful. However, she wanted to know an estimated cost for a water park, what the economic impact would be, the number of jobs created, capacity, attendance, average wages, etc.

Doug Baird said that the water park at the Abe Martin Lodge in Brown County State Park cost approximately \$3 million to construct. Access to the water park is limited to guests of the Abe Martin Lodge. The lodge charges \$15/day for guests to use the water park, which is especially busy on the weekends and holidays.

Cindy Steele noted that another issue to consider is how far people will be willing to travel. She said that Indianapolis and Cincinnati already have large water parks.

Conference Center

HWC selected the Riverwalk Banquet Center and Lodge in Broad Ripple, Indiana as a case study for a unique event center in a natural setting. The ballroom accommodates up to 650 people and the lodge up to 300. A conference center in Nashville could be stand alone or attached to a hotel.

Again, the advisory committee wanted more information about the economic impact of such an amenity. Suzannah asked about the facility’s food service requirements. If the conference center has its own kitchen and requires that events use its catering services, then local restaurants do not see much benefit. She also asked that the case study indicate the technical systems that should be included in a high tech conference center.

Andy Rogers said that The Seasons has 80 rooms with a capacity for approximately 1,000 people for conferences. Recently hosted events include conferences for rural sheriffs, rural postmasters, cloggers and toastmasters.

Picnic Area/Playground/Public Event Space

HWC recommends a multi-use outdoor space that could be used for a range of events. As an example, Bicentennial Park in Madison, Indiana was designed to accommodate outdoor music events. Although HWC suggests that development will most likely be from the town, the advisory committee noted that a large lawn – sometimes used as a parking lot – behind the Speedway is being used as a festival location this October.

The advisory committee wanted to know more about the number of people attracted at the outdoor music events and potential revenues. They commented that parking is sometimes an issue in Nashville.

Bob noted that the town already has plans to add a picnic table in a town park. Bob said that he wants to bring families into Nashville. Paula noted that there are often liability issues with playgrounds. She suggested one way to find funding for playgrounds is to work with hospitals which frequently sponsor their construction.

Sports Bar

The discussion of a sports bar in Nashville focused on liquor license considerations. Such establishments need to be a certain number of feet away from churches and schools which can be a limitation. The advisory committee was uncertain if recent land annexations – and the resulting population increase – would increase the number of liquor licenses available in town. If not, they thought it was worth exploring in the case study liquor license “loopholes” such as are available in Valparaiso and Bloomington.

Community Arts & Cultural Center

To begin discussion of the community arts and cultural center, some members of the advisory committee recounted their visit to Arts Place! in Jay County, Indiana. Bob said that the visit convinced him that “it’s not the building that will make this happen” in Brown County. Others who visited Arts Place! echoed this sentiment and felt that one element of the center’s success was having a coordination person/staff member. Arts Place! started small and its vision was led by the needs of the community. Arts Place! is very integrated with area schools and provides primarily instruction including music lessons.

Catie Kosinski shared brief summaries of previous studies on an arts and cultural center in Nashville/Brown County. Catie also highlighted some findings from recent interviews with arts community stakeholders. One thing that became apparent in these conversations is that many local organizations have their own plans for an arts center. Each of these efforts may be helped by more coordination and cooperation. The consultants plan to invite a broad range of arts community stakeholders to a “big tent” meeting to discuss possible ways of moving forward.

Lyn Letsinger-Miller, president of the Art Gallery Foundation, shared that the Brown County Art Gallery has been working toward building an art center at their facility for the past several years. Their organization has designs completed and a major portion of their fundraising

committed to the project. Their designs included expanded gallery space, an art studio, catering kitchens, and sound system for musical performances. Lyn explained that the Brown County Art Gallery has kept quiet about the planned art center until the group reached a certain level in their fundraising.

The advisory committee appreciated hearing about the Brown County Art Gallery's plans for an expanded art center. The advisory committee saw benefit in having the "big tent" meeting because arts community stakeholders have different audiences; some target fine artists, while others target tourists and visitors.

Plan Deadline and Next Meetings

Paula confirmed that the plan needs to be approved by the town in November 2012. The consultants will finalize the case studies and conduct focus groups in September.

Advisory Committee Meeting #4

- Wednesday, August 22 at 5pm at Town Hall

Advisory Committee Meeting #5

- Wednesday, September 26 at 5pm at Town Hall

Arts Community Big Tent Meeting

- Wednesday, September 12 at 5:30pm at the Brown County Inn, Woodland Room

Nashville Economic Development Strategy

Overall Goal: For the Town of Nashville to take the lead in planning for future economic development. Although local government is not a major property owner downtown, it can fulfill its leadership role by bringing the community together to set priorities and moving forward on development projects.

Tourism Investment Plan

Project Goal: Begin a 10-year plan to develop major new tourism attractions for Nashville. Steps:

- ☐ Select a small group of projects that will provide the biggest return on investments for promoting tourism.
- ☐ Determine what is needed for each project (costs, acreage, infrastructure, case studies, next steps, etc.).
- ☐ Determine local partners who would be vital for the project's success.
- ☐ Form teams to begin work on the short-, mid- and long-term tasks for each project.
- ☐ Prepare materials to "sell" potential developers on each of the projects.
- ☐ Prioritize some key projects from the following list:
 - Auction house
 - Pub, sports bar
 - Amphitheater
 - Conference center
 - Water park
 - Picnic area/playground
 - Community Arts & Cultural Center

Community Arts & Cultural Center

Project Goal: Take steps toward making the CACC a reality. Start by building consensus on how the center will initially operate and where it might originally be located. Steps:

- ☐ Review all existing reports to avoid duplicating efforts:
 - Arts Center PowerPoint
 - Ball State Report
 - IU Report 2008
 - Arts Center Study – Summary
 - An Arts Comparative Analysis
- ☐ Review all interviews with key stakeholders to determine current status of local efforts:

- Tom Tuley
- Bill Lloyd
- Rep. Eric Koch
- Other possible interviews:
 - Cindy Steele Experience Arts
 - Kathy Anderson Arts Without Walls
 - Anabel Hopkins Arts Alliance Brown County
 - County about sock factory site
- ❑ Hold a “big tent” event to present all findings to local stakeholders and seek agreement on how to get started with the center.

Testing Tourism ideas

Project Goal: Determine if the new approaches resonate with Nashville’s existing tourists. Steps:

- ❑ In the fall, hold a series of brief focus groups with downtown visitors to test ideas about the major attractions, CACC.
- ❑ Work with the CVB to include questions about their marketing efforts.

Advisory COMMITTEE MEETING #4 Agenda

Nashville Economic Development Strategy ● 5 p.m. August 22, 2012 ● Nashville Town Hall

I. Project Update

- Review of Meeting 3

II. Tourism Investment Plan

- Update on priority uses:
 - Pub/Sports Bar
 - Picnic Area/Playground/Outdoor Community Event Space
 - Water Park
 - Conference Center
- Agenda for the “Big Tent” event to discuss Community Arts & Cultural Center
 - Who has RSVP’d
 - Who else should be there
 - Possible outcomes

III. What’s Next

- Arts Community Big Tent Meeting, Wednesday, Sept. 12 at 5:30 pm at the Brown County Inn, Woodland Room
- Advisory Committee Meeting #5, Wednesday, Sept. 26 at 5 pm at Town Hall

Contact Information

- Scott Burgins, 800-939-2449, sburgins@sdg.us
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- Cory Whitesell, 317-347-3663, cwhitesell@hwcengineering.com
- Catherine Puckett, cpuckett@hwcengineering.com
- Matt Maple, mmapple@hwcengineering.com
- Project Website: www.sdg.us/NashvilleED.php

Advisory COMMITTEE MEETING #4 Notes

Nashville Economic Development Strategy • 5 p.m. August 22, 2012 • Nashville Town Hall

Town Council

Jane Gore	Council Member	jgore@townofnashville.org
Charles "Buzz" King	Council Vice-President	bking@townofnashville.org
Bob Kirlin,	Council President	bkirlin@townofnashville.org

Advisory Committee

Doug Baird	Brown County State Park, Manager	dbaird@dnr.in.gov
Dave Bartlett	CRC	dbartlett@brownco.k12.in.us
Roger Bush	Town Superintendent	rbush@townofnashville.org
Sara Clifford	<i>Brown County Democrat</i>	sclifford@bcdemocrat.com
Nancy Coulter	Brown County Historical Society	nancycoulter@prodigy.net
Jane Ellis	CVB, Exec. Director	jellis@browncounty.com
Bob Everman	Brown County Chamber	reverman@calumetcivil.com
Patty Frensemeier	Hills O' Brown	patty@browncountylogcabins.com
Kathryn Richardson	MIBOR	k.m.richardson@sbcglobal.net
Andy Rogers	Nashville House	nashvillehouse@sbcglobal.net
Cindy Steele	Our Brown County	ourbrown@bluemarble.net

Consultant Team: Scott Burgins (SDG), Catie Kosinski (SDG), and Catherine Puckett (HWC).

Others: Sara Peterson (Indiana Arts Commission).

Project Website: www.sdg.us/NashvilleED.php

Project Update

Town Council President Bob Kirlin called the meeting to order and reviewed minutes from Advisory Committee meeting #3. Bob and Doug Baird asked that the meeting minutes be corrected on pg. 3 relating to the water park at the Abe Martin Lodge. The language has been corrected as follows:

Doug Baird said that the water park at the Abe Martin Lodge in Brown County State Park cost approximately \$3 million to construct. Access to the water park is mostly limited to guests of the Abe Martin Lodge. The lodge charges \$15/day for guests to use the water park, which is especially busy on the weekends and holidays.

The corrected minutes for meeting #3 have been posted on the project website.

Scott Burgins reviewed that the economic development strategy for Nashville is being framed as a tourism investment plan (TIP) that the town can use to support Nashville's identity and

recommend incentives and infrastructure requirements. Two more planning events are on the horizon: the Arts Community Big Tent meeting in September that will be followed by focus groups. As the planning process winds down, the advisory committee will assign teams to continue supporting the plan's goals. Scott asked advisory committee members to review all meeting materials in depth. He invited each member to share input and edits with the consulting team.

Tourism Investment Plan

Catherine Puckett presented updates on the case studies and land map. The case studies are still in draft form, but she explained that they had tried to address the questions from the previous meeting.

Water Park

Following up on a comment from the previous meeting, Catherine said that HWC reviewed the master plan for the proposed Schooner Valley Village at the former Ski World site. Among other amenities, the master plan includes a waterfront and sculpture park. However, the Schooner Valley development is only a proposed project. Bob said that the developer expressed concern about finding investors at a presentation about four months ago. If the project moves forward, it will be another opportunity for Nashville and Brown County.

Catherine said that they added a second water park to the case study and estimated construction costs. Committee members still wanted to know how many people a water park will bring to the community and how it will impact area businesses. Jane Ellis expressed concern that occupancy at Big Splash Adventure was so low and that Caribbean Cove faced foreclosure. **Bob asked that the consultants look at the water park in Shipshewana as a comparison.**

Dave Bartlett said that it would be helpful to know the demographic profile of visitors to water parks and how they might interact with the arts. Scott said that it would be possible to gather anecdotal information on the multiplier effect. Catherine noted that including "conference center" in the water park name can widen the draw of potential customers.

Cindy Steele asked if the Abe Martin Lodge at the Brown County State Park has noticed a change in its visitors since the water park was added. Doug Baird responded that it seems as though more families and fewer seniors visit. **Scott said that the consulting team would follow up with the lodge about visitor counts and profiles.**

Conference Center

Catherine said that the original case study for a conference center was actually more of a banquet center. In addition to another conference center, information about catering and technology systems has been added to the case study. However, more information about the number of employees and wages is still being researched.

HWC recommends that a "retreat" conference center would be most appropriate for the Nashville/Brown County area. While measuring cross over between convention visitors and

tourists is not exact, conventions are highly desirable. Andy Rogers agreed and said that the community gets exposure from people who attend conventions; they are more likely to come back with their families.

Catherine noted that the case study provides answers to questions asked at the previous meeting regarding food, catering and technology.

HWC provided a preliminary concept drawing of a retreat conference center on the outskirts of town.

Public Space Amenity

The public space amenity is the only component in the strategy that would not necessarily involve a private developer. This amenity can take many permutations including a pocket park, trailhead, civic park, or market plaza. Such an amenity would add to the town's quality of life.

Catherine explained that the case study now looks at two community parks with stages. Bob asked if Ed Tilton is close to developing this type of outdoor event space on his property, which is adjacent to the Speedway at the SR 46/135 intersection. Jane Ellis said that he has a parking lot at this time. Cindy added that he has plans for a juried art festival at that location in October. Catherine noted that flexible spaces are important; portable stages can be rented.

Catherine showed a concept drawing of the Tilton property, which is an opportunity to provide a gateway into the community. HWC developed another concept drawing for an amphitheater at the current school bus maintenance location.

Sports Bar

Catherine said that loopholes to the town's liquor license limit may be unnecessary due to significant land annexations that have added to Nashville's population base. Catherine presented information on start-up costs for a hypothetical bar. However, Bob noted that the hypothetical costs did not differentiate between monthly, annual, and one-time expenses.

Community Arts & Cultural Center

After Catie Kosinski reviewed the draft presentation for the Big Tent meeting, the committee suggested that more plan elements need to be added to the presentation. They also suggested that the negative aspects of the presentation need to be softened with more positives.

Bob suggested that the Big Tent meeting should present a plan for the art center. He suggested that a subcommittee be formed to create a plan that addresses budget, marketing and personnel issues. This could be used to present the plan to the Lilly Foundation for needed resources.

Jane Ellis introduced Sara Peterson, a consultant for the Indiana Arts Commission who has been working with the CVB to establish an arts and cultural district in Nashville. Cindy said that the Indiana Arts Commission consultant is a resource to help the community have a conversation

and create a shared vision. Having a consultant work with the community is an opportunity to have someone with “independent eyes” look at the situation.

Sara offered that the Big Tent meeting would be best used as an opportunity to frame costs for a coordinator. The scope and scale of the art coordinator is unknown and there is no agreement on a next step. Cindy added that arts education is an element of the cultural district. However, the focus of the district is retail and exhibit oriented. There are many positive developments underway in Nashville – this economic development strategy, the newly established arts commission, and the arts and cultural district. These can put a positive spin on the Big Tent meeting and invite people to participate in each project. The Big Tent meeting can provide people with information about how they can get involved and support the various arts-related initiatives in the community.

Several members of the advisory committee felt that the Big Tent meeting provides a chance to create a shared vision with goals and to gain stakeholder buy-in for the concept. Other members of the committee thought that a two-year business plan needed to be presented. They were concerned that people will want to know where the money is going to come from to fund this initiative. Grants are not sustainable and a fee for service model may be warranted. Jane said that the CVB has set aside funds for 2012 that could be used to support an arts coordinator if other organizations are willing to chip in as well.

Dave suggested that people needed a chance to warm up to the “art campus” concept. He said that it would be a paradigm shift for many people who have concentrated on a physical art center in the community. Kathryn Richardson said that language is important in how this is framed to the community. The arts coordinator can be offered, and people can be asked if they want to join such as program. People will want to know how a coordinator will make individuals more money.

Scott wrapped up the conversation by saying that the Big Tent will compromise by providing a general budget outline and asking local artists and artisans how they would support an art campus concept in the community.

Plan Deadline and Next Meetings

The plan needs to be approved by the town in November 2012. The consultants will finalize the case studies and conduct focus groups in September.

Advisory Committee Meeting #5

- Wednesday, September 26 at 5 pm at Town Hall

Arts Community Big Tent Meeting

- Wednesday, September 12 at 5:30 pm at the Brown County Inn, Woodland Room

Advisory COMMITTEE MEETING #5 HANDOUT

Nashville Economic Development Strategy • Sept. 26, 2012 • Nashville Town Hall

I. Project Update

- Big Tent Event

II. Tourism Investment Plan: Implementation Plan

- Community Arts & Cultural Center
- Pub, Sports Bar
- Picnic Area, Playground, Outdoor Community Event Space
- Water Park
- Conference Center

III. What's Next

- Public Presentation at Town Council Meeting, Oct 18 @ 6 p.m.

Contact Information

- Scott Burgins, 800-939-2449, sburgins@sdg.us
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- Matt Maple, mmapple@hwcengineering.com
- Project Website: www.sdg.us/NashvilleED.php

ADVISORY COMMITTEE MEETING #5 Notes

Nashville Economic Development Strategy • 5 p.m. September 26, 2012 • Nashville Town Hall

Town Council

Charles "Buzz" King	Council Vice-President	bking@townofnashville.org
Bob Kirlin	Council President	bkirlin@townofnashville.org

Advisory Committee

Doug Baird	Brown County State Park, Manager	dbaird@dnr.in.gov
Dave Bartlett	CRC	dbartlett@brownco.k12.in.us
Sara Clifford	<i>Brown County Democrat</i>	sclifford@bcdemocrat.com
Nancy Coulter	Brown County Historical Society	nancycoulter@prodigy.net
Bob Everman	Brown County Chamber	reverman@calumetcivil.com
Ric Fox	Redevelopment Commission	
Kathryn Richardson	MIBOR	k.m.richardson@sbcglobal.net
Andy Rogers	Nashville House	nashvillehouse@sbcglobal.net
Cindy Steele	Our Brown County	ourbrown@bluemarble.net

Consultant Team: Scott Burgins (SDG), Catie Kosinski (SDG), and Catherine Puckett (HWC)

Others: Cathy Martin (Nashville Arts & Cultural District Planning Committee)

Project Website: www.sdg.us/NashvilleED.php

Project Update

The public meeting was originally scheduled for Thursday, October 18th at 6:30 p.m. However, that meeting will now be a presentation to the town council.

The final public hearing will be Thursday, October 25th at 6:00 p.m.

The final plan will include the summary of previous reports, a demographic profile, priorities matrix, frequently asked questions, tourism investment plan, and implementation guide. Scott will conduct "street focus groups" to gauge public response to tourism investment plan elements.

Big Tent Event

The advisory committee reviewed results discussion and questionnaire results from the Arts Community Big Tent event that was held on September 12th at the Brown County Inn. More than 50 people attended the public meeting and shared their thoughts about the arts campus concept.

There was resounding support for the idea of a "Brown County Arts Campus" and the creation of an Arts Coordinator position among event attendees. In addition, people at the meeting

expressed support for funding the arts campus through membership fees, donations, grants and other sources. Several members from Nashville's Arts & Entertainment Commission attended the meeting and suggested that the commission may be able to continue planning for the arts campus concept after this grant expires in October.

Tourism Investment Plan

Arts Campus/Community Arts & Cultural Center

One of the options discussed at the Big Tent that needs resolving is the role of the Arts & Entertainment Commission in transitioning the arts campus idea into a reality. Scott asked committee members who were present to share their thoughts.

Right now the committee is finalizing the application to establish an arts and cultural district in Nashville. At a recent meeting, the application committee worked on branding the district and outlining long-term goals. The deadline to submit the application is October 2.

If the committee's application is approved, the town's Arts & Entertainment Commission will have a defined set of responsibilities that include overseeing the district. Many of the people serving on the commission would likely be the same people involved in establishing the arts campus. The commission has the potential to help with the vision for the arts campus.

Steps to establishing the arts campus would include a membership drive and selection a board of directors. Initial financing might come from EDIT funds from the county and town.

There are three "Cs" with some degree of overlap: committee, commission, and campus.

It was suggested that the county be engaged early in the planning process for the arts campus.

Scott said that he would talk with Sara Peterson, the district planning consultant, about how the commission might play a transitional role in moving the arts campus forward. Ultimately, a staff person – a coordinator – will be needed for the arts campus.

SDG will provide an implementation plan for next steps to guide the commission.

Other Plan Elements

HWC prepared two types of implementation steps for the conference center, public space amenity, sports bar, and water park. The "active" approach presupposes that the town and a project committee would aggressively seek a developer for a given amenity. The "passive" approach provides steps for the town to take when approached by a developer without solicitation.

The town cannot dictate property use for many of the sites identified in this plan. However, the information provided will help the town respond to questions from developers and offer incentives. Hopefully, members of this planning process will want to continue investigating TIP

projects through subcommittees. In addition, the town has included an economic development staff member in next year's budget but cannot say if this position will be funded.

More information will likely be needed for the TIP projects, but a feasibility study for each is beyond the scope of this plan. Many developers will conduct their own feasibility studies before proceeding with a project.

The TIP answers some questions for each project, but there are still others that need to be answered. The hope is that the plan will create a welcoming and informed environment for economic development.

Plan Deadline and Next Meetings

Presentation to the Nashville Town Council

- Thursday, October 18 at 6:30 p.m. at Town Hall

Final Public Hearing and Resolution to Approve Plan

- Thursday, October 25 at 6:00 p.m. at Town Hall

Arts Community Big Tent



Nashville Economic Development Strategy
September 12, 2012

Prepared by SDG
www.sdg.us

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Tonight's Agenda



Time	Topic	
5:30	Introductions	Consultants Participants
5:45	Review of Planning Process	Intro to the Project Findings Possible Solutions
6:15	Small Group Discussions	Possible Next Steps
6:35	Summary & Next Steps	

2

Goals of The Big Tent



1. Share research from **almost 10 years of studies** on a Brown County Arts & Cultural Center
2. Seek agreement on the **key challenges** to moving forward on developing the arts as an economic tool
3. Test support for **possible next steps**

3

NOT...



1. Talk about parking problems
2. Discuss why shops aren't open past 6
3. Do a lot of rehashing of old grudges
4. Review other parts of the Nashville Economic Development Strategy

4

Economic Development Planning

- ❧ Indiana Office of Community & Rural Affairs grant
 - ❧ Small set of projects with **biggest potential** to boost tourism **year-round**
 - ❧ Determine what is needed for each project (cost, acreage, infrastructure, etc.)
 - ❧ Materials to **attract developers/guide** infrastructure growth
- ❧ A 20-member Advisory Committee
- ❧ Must be completed in November

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Emerging Strategy

Tourism Investment Plan

1. Sports Bar
2. Public Space Amenities
3. Water Park
4. Conference Center
5. **Community Arts & Cultural Center**

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Emerging Strategy



www.sdg.us/NashvilleED.php

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Past Arts Center Studies



Ball State University (2005)

❧ "An Artful Approach to Building a Better Brown County"

Arts Comparative Analysis (2006)

IU School for Public & Environmental Affairs (2008)

❧ "Indiana Cultural Arts Center of Brown County: A Model"

Brown County Vision 2020 (2009)

❧ Arts & Historical Taskforce

❧ "An Arts Center in Brown County: To Be, Or Not To Be?"

❧ Arts Center Study

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Study 1: Ball State



- ❧ Offered recommendations for promoting economic development in Brown County in ways consistent with its image as the “Art Colony of the Midwest.”
- ❧ **Key recommendations:**
 - ❧ **Define Brown County’s mission and action plan** through a professionally-facilitated process.
 - ❧ **Hire an Arts Events Director** who can implement the plan, coordinate groups of stakeholders, and market artistic offerings.

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Study 2: Comparative



Reviewed studies; identified three central challenges.

- ❧ **Need for coordination** among groups & organizations.
- ❧ Brown County Arts and Cultural Commission has **insufficient resources** to implement plans.
- ❧ An **arts destination strategy is already in place** and being implemented by BCACC & BCCVB.

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Study 3: SPEA



Challenges:

- ❧ **No central leadership** to coordinate activities.
- ❧ Brown County fails to live up to its image as the Art Colony of the Midwest.

Sustainable programming elements:

- ❧ Education for amateur and professional artists.
- ❧ Educational outreach to schools.
- ❧ Encouraging retailers to sell locally made art.

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Study 3: SPEA



Three alternatives to building an arts center:

- ❧ Arts-based community development.
- ❧ Rebuild the arts presence downtown.
- ❧ Attract younger artists

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Study 4: 2020 Taskforce



- ✧ Extensive best practices research showed that successful arts centers focused on **education**.
- ✧ Most revenues come from **educational fees**.
- ✧ Most centers operate as nonprofits.
- ✧ Renovation of existing building saves initial costs.

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What Happened?



Plans Didn't Materialize

Since Brown County Vision 2020, several **planned developments that included an arts center** have not materialized:

- ✧ Creekside Apartments
- ✧ Ski World
- ✧ Brown County State Park
- ✧ **State Representative** indicated that the Legislature is **unlikely to get involved** because of financial crunch.
- ✧ The **estate of a local donor** does favor the state park for the site of a center, but the donation – while generous – is unlikely to be enough to secure building at the park.

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Projects *Since* the Studies



❧ **Brown County Art Alliance**

- ❧ "Art Center without Walls" brochure (2010)

❧ **Experience the Arts in Brown County**

- ❧ Series of classes during June 2011
- ❧ developing online calendar

❧ **Brown County Art Guild**

- ❧ Continues to put on its successful Plein Air Workshops
- ❧ Recently hired an Admin. Assistant/Outreach Coordinator
- ❧ **Plans to develop more educational offerings**

❧ **Local shops/retailers offer independent workshops, seminars & classes**

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Physical Opportunities



T.C. Steele Historic Site

- ❧ No longer part of DNR
- ❧ Developing plans for a modern visitors center that **would provide more space for programs & events**

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Physical Opportunities



Brown County Historical Society has plans to construct a new history center on its existing location.

✧ Designs include:

- ✧ Two-story building
- ✧ Large exhibit space for traditional arts
- ✧ Gift shop and offices
- ✧ Pioneer Women room & quilt storage space
- ✧ Museum log room
- ✧ **Large meeting room – possible to rent for art instruction**
- ✧ **Studio space for artist in residence**
- ✧ Space for permanent archives

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History Center Rendering



The BCHS owns the site but has not secured funding for the new history center. Fundraising efforts are ongoing.

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Physical Opportunities



Brown County Art Gallery Foundation has plans to add nearly 8,000 sq. ft. to their existing building.

✧ Designs for the addition include:

- ✧ Multiple new gallery and exhibit spaces
- ✧ **778 sq. ft. art center studio** with a catering kitchen and large storage room
- ✧ Expanded on-site parking

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Art Gallery Addition



The BCAGF owns the site and has already secured a certain percent of the project funding. However, BCAGF is at the beginning of its capital campaign. 20

A Site Visit to Learn From



Arts Place in Jay County

- ☞ Started in 1967. Same director since 1976.
- ☞ 15 years went by before they build their own center.
- ☞ Comprehensive offerings, but their **biggest programs are music-based.**
- ☞ Now run three facilities in Indiana and Ohio.
- ☞ Most of its **clients are local.**
- ☞ **Warned about building too fast**, and being weighed down by operating costs.

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Key Challenges



- ☞ Coordination & communication.
- ☞ Cost & immediate need for a 'new' arts & cultural center.

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Logical Next Steps



- ❧ **Improve** coordination and communication.
- ❧ **Emphasize existing programs** instead of building new (in the mid-term); an Arts Campus.
- ❧ **Leverage three current activities...**

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1. Cultural District Planning



- ❧ A group has been meeting since early 2012 to begin development of an arts and culture district for Nashville
- ❧ **Long-range district planning could include development of a “center” and the “Nashville Arts Campus” concept**
- ❧ The group is pursuing state designation as cultural district

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Cultural District Location



2. New Commission



- ❧ Arts & Entertainment Commission established by the Town of Nashville May 17, 2012
- ❧ Responsibilities
 - ❧ Develop /maintain strong relationships in town/region art community
 - ❧ **Encourage, assist, advise and coordinate an arts, cultural and entertainment district**
 - ❧ Study and recommend guidelines and procedures to develop and encourage education, events, innovation, and public art
- ❧ First meeting scheduled for September 24, 2012

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3. Technical Assistance



The Indiana Arts Commission awarded Nashville T.A. to progress in:

- ❧ Developing **a common vision** for a district
- ❧ Defining district boundaries /mapping assets and accessibility
- ❧ **Articulating cultural needs /developing partnerships**
- ❧ Setting broad economic development, tourism, marketing, historic use, and sustainability goals for a long-range plan
- ❧ Developing a comprehensive approach for evaluation

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Possible Next Steps



- ❧ Unite the district planning group and commission into one for technical assistance and long-range planning
- ❧ **Include the arts and cultural “center” – virtual or physical – into the the district planning group / commission effort**

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Possible Next Steps



- ❧ Create the position of an **Arts Coordinator.**
- ❧ Promote **The Nashville Arts Campus.**

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Decision Points



- ❧ **Staff works for ...**
 - ❧ town ... other local group ...
- ❧ **Funding for 1 staff position**
 - ❧ membership ... grants ... contributions ...
- ❧ **Job description**
 - ❧ Coordination ... management ...

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Tonight: Determine Support for:



- ❧ Arts Campus
- ❧ Art Coordinator
- ❧ New Arts & Entertainment Commission
taking on district and Arts Campus idea

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Contact Information



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 - ❧ kosinski@sdg.us
 - ❧ (812) 331-1282

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Arts Community Big Tent

MEETING SIGN-IN SHEET

Project: Nashville Economic Development Strategy

Meeting Date: Wed., September 12, 2012

Facilitator: Scott Burgins, SDG senior project manager

Place/Room: Brown County Inn, Woodland Room

Name	Phone	E-Mail
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Arts Community Big Tent

MEETING SIGN-IN SHEET

Project: Nashville Economic Development Strategy

Meeting Date: Wed., September 12, 2012

Facilitator: Scott Burgins, SDG senior project manager

Place/Room: Brown County Inn, Woodland Room

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Place/Room: Brown County Inn, Woodland Room

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