



Indiana First Region Arts & Culture Strategic Plan

SEPTEMBER 3, 2025





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Executive Summary



hunden partners

Project Introduction: Indiana First Region Arts & Culture Strategic Plan

The Indiana First Region Committee engaged Hunden Partners (Hunden) to complete an arts and culture venue inventory and needs assessment and strategic plan (Project) for the Indiana First Region (Region). The Indiana First Region is comprised of Knox, Pike, Spencer, Perry, and Harrison counties. The goal of the Project is to establish actionable next steps for both existing and future venues and a defined arts and culture vision for the Region. This study, made possible by the Indiana READI Grant and Lilly Endowment, will help structure the Region's entertainment, arts, and culture strategy based on existing gaps and opportunities in the market and aligns with regional growth strategies identified in the Regional Development Plan. With \$65 million in contributions to the Indiana Economic Development Corporation from the Lilly Endowment to be dedicated to arts and culture projects in the state, this study will help align priorities for future funding initiatives from these funds among other sources.



Lilly Endowment Inc.
A Private Philanthropic Foundation

Regional Development Plan

The Indiana First Region, a partnership between Knox, Pike, Spencer, Perry, and Harrison counties, is focused on leveraging the region's shared values, assets, and vision to help sustain and grow local communities. In 2024, the Region released an updated regional development plan that outlined five priority pillars that include:

- Development Viability
- Business Development
- Talent Attraction
- Housing
- **Quality of Life & Place**

Lilly Endowment Inc. (LEI) granted \$250 million to the IEDC to support investments in communities throughout the state, including **\$65 million to support arts and culture**. Arts and culture aligns with the priority of increasing quality of life and place within the Region by providing amenities and services that support well-being, culture, and entertainment, making the Region more desirable as a vibrant place to live, work, and play.

The Arts, Entertainment, and Recreation industry within the Region became weaker than the state economy at the quickest rate compared to other industries in the region, and ranked lowest of all industries, revealing the need for investment in arts and culture to accommodate needs of local residents as well as creating tourism opportunities for the Region.

Strategies within the development plan related to arts include the funding of public and private gathering spaces and amenities that promote entertainment, leisure, and tourism; supporting businesses that enhance local culture and fulfill local quality of life and place needs; and enhancing promotion of marketing of existing amenities.

Key related project types include public and private gathering spaces that support programmed events, activities, and entertainment, and projects that support nightlife and culture within local communities and downtowns.

Study Methodology & Key Questions

Study Process & Project Overview



Where are you now?

Hunden analyzed economic, demographic and tourism data along with the current supply of arts and culture assets in the Region to identify gaps in the market that should be prioritized in the future.



What are the opportunities?

Based on its market research, inventory assessment, and stakeholder engagement, Hunden formed initial recommendations for priority arts and culture projects for the Region.



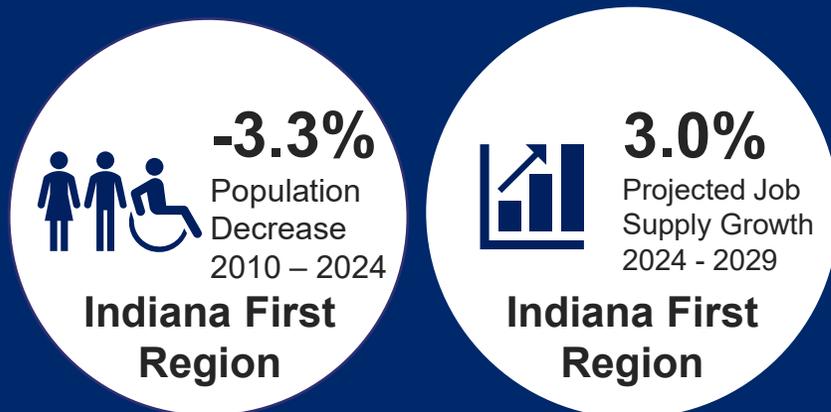
How do we get there?

To understand the potential performance of these facilities, financial and impact projections were developed for priority projects. Hunden also further defined an overall vision and strategic plan around arts and culture for the Region.

Economic, Demographic & Tourism Summary

Local market area characteristics such as population, demographics, a diversified economy, access, and attractions can influence the potential demand for new arts and culture assets as well as the overall attractiveness and quality of life for current and potential visitors and residents.

Population & Labor Trends



Labor Market Concentration

Compared to the national average, the region has a higher concentration of jobs in government, manufacturing, and mining. As the manufacturing and mining industries continue to evolve, expanding on the local employer base and enhancing quality of life will be essential for retaining residents.

Major Tourist Attractions

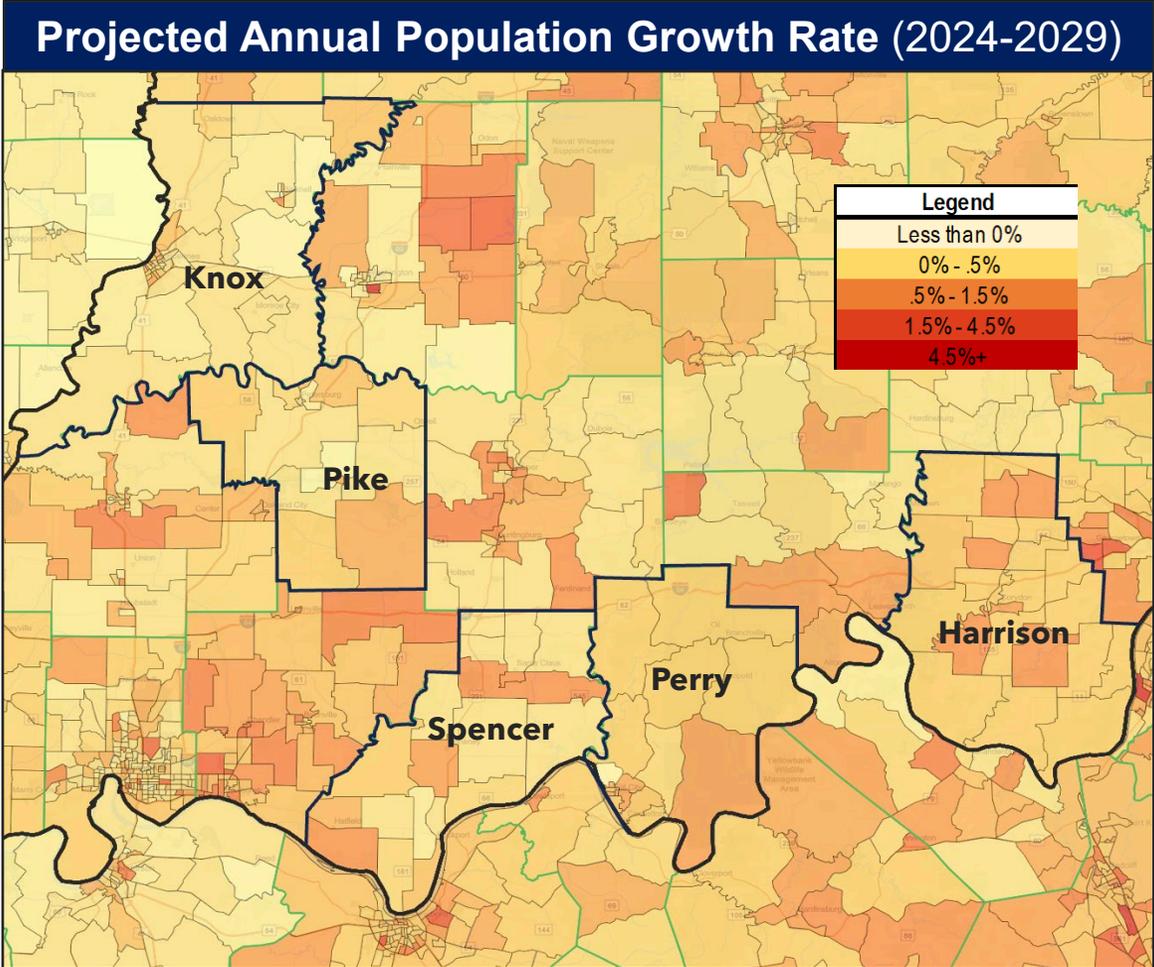
Major tourist attractions in the region include Caesars Southern Indiana Casino, which underwent a major revamp in 2019, Holiday World & Splashin' Safari, and Indiana Caverns. Combined, these assets were visited nearly 2.1 million times by approximately 850,000 individual visitors in 2024. Combined, the Region's arts and culture assets currently generate a lower amount of visitation compared to these assets.

Population Trends

The Region’s population declined by 3.3 percent from 2010 to 2024. Population in the Region is expected to decline by 0.6 percent from 2024 to 2029. Harrison County was the only county to experience population growth from 2010 to 2024, while Knox County experienced the largest decline in residents.

By implementing quality of life programs and assets and achieving its other development plan goals, the Region can work towards reversing this trend.

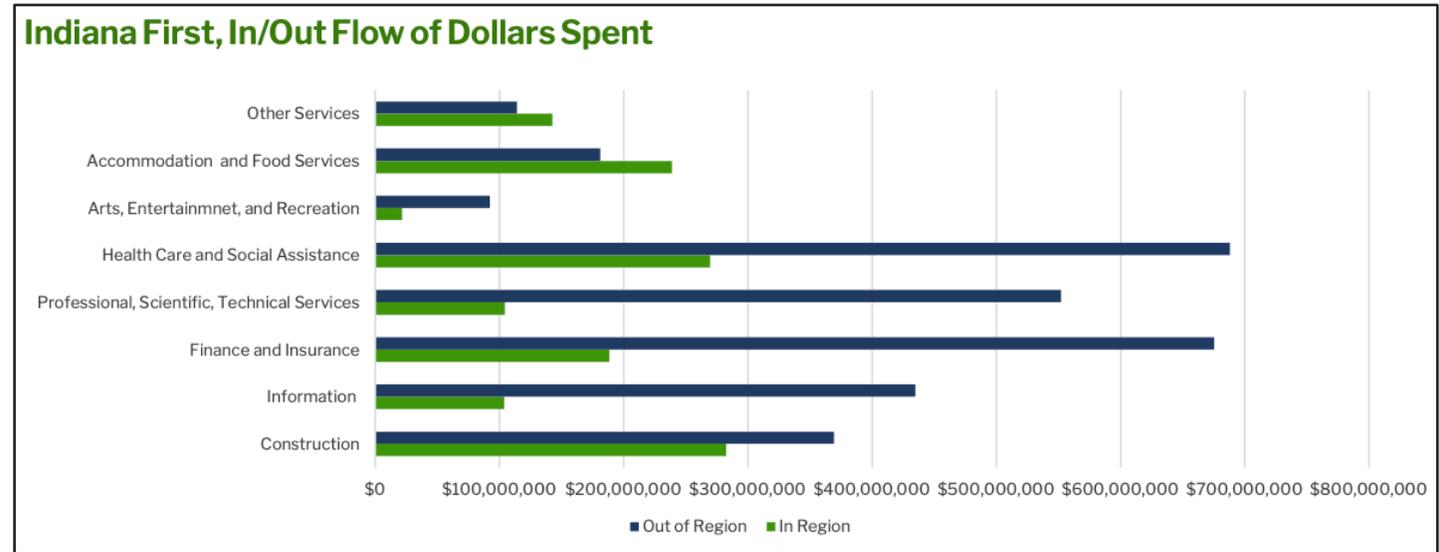
Population and Growth Rates					
	2010	2020	2024	2029 Projected	% Change 2010 - 2024
United States	308,745,538	331,449,281	338,440,954	344,873,411	9.6%
Indiana	6,483,802	6,785,528	6,907,141	6,989,187	6.5%
Region Total	130,890	127,166	126,596	125,769	-3.3%
Knox County	38,440	36,282	35,617	34,950	-7.3%
Pike County	12,845	12,250	12,033	11,857	-6.3%
Spencer County	20,952	19,810	19,676	19,565	-6.1%
Perry County	19,338	19,170	19,201	19,192	-0.7%
Harrison County	39,315	39,654	40,069	40,205	1.9%



In/Out Flow of Arts and Entertainment Dollars Spent

According to Community Foundation Alliance’s Indiana First Quality of Life Economic Impact Analysis, the region’s Arts, Entertainment, and Recreation sector sees approximately 81 percent of all spending flow out of the area, totaling nearly \$100 million annually. The following are key service sub-sectors and the correlated percent spent out-of-region:

- Music Groups & Artists (95.6 percent out-of-region)
- Independent Artists, Writers, & Performers (59.1 percent out-of-region)
- Promoters of Performing Arts, Sports, & Similar Events without Facilities (50.2 percent out-of-region)
- Dance Companies (100 percent out-of-region)
- Museums (97 percent out-of-region)
- Theater Companies & Dinner Theaters (97.6 percent out-of-region)
- All Other Amusement & Recreation Industries (57.6 percent out-of-region)



Source: Quality of Life Economic Impact Analysis

This loss of spending is likely attributed to the reduced supply of appealing arts and culture assets for residents to choose from locally rather than lack of interest in these opportunities.

Community Foundation Alliance Engagement



Community Foundation Alliance’s Resident Sentiment Survey as part of its Indiana First Quality of Life Economic Impact Report revealed insights into the needs and desires of Indiana First residents.

Within the category of Entertainment and Dining, residents highlighted the need for additional entertainment venues and programming such as an amphitheater, concerts, and outdoor events.

Within the category of Culture and Recreation, residents included art spaces, concerts and live music, festivals, indoor activity centers, and parks and trails as key needs. Overall, there are limited cultural events and unique related experiences throughout the region.

This data shows that while there is a lack of supply of these assets, there is demand for these additional opportunities from residents.

Entertainment and Dining

Current Needs: Diverse dining options, entertainment venues, and outdoor recreation opportunities.

Gaps: Limited variety of dining options, particularly for ethnic cuisines and fine dining. Lack of entertainment venues like bowling alleys, arcades, and live music venues.

Challenges: Limited options for outdoor recreation, particularly in urban areas.

What options are missing?

- **Amphitheater**
- Arcade / Gaming
- Asian Cuisine
- Batting Cages
- Bowling
- Breweries / Brew Pubs
- Chick Fil A
- **Concerts**
- Ethnic Restaurants
- Fast Food with Health Options
- Go-Karts
- Indoor Sports Facilities
- Mini Golf
- Movie Theater
- **Outdoor Events (Concerts)**
- Pickleball Courts
- Public Pool
- Seafood
- Skating Rink
- Splash Pads
- Sports Complex
- Trampoline Park
- Water Activity Rentals (Kayak and Boat)

Culture and Recreation

Current Needs: Cultural events, outdoor activities, and unique experiences.

Gaps: Limited cultural events and unique experiences, especially in rural areas.

Challenges: Lack of infrastructure to support outdoor recreation, such as bike trails and kayaking.

What would you like to see more of?

- **Art Spaces (Workshops, Galleries, Events)**
- **Concerts and Live Music**
- **Festivals**
- Go- Karts
- Ice Skating
- **Indoor Activity Centers (Sports, Swimming, Gun Range, Events for Youth and Seniors)**
- Large Sport Complexes
- **Parks and Trails**
- Pet Friendly Spots
- Pickleball
- Skate Park
- Splash Pad
- Water Park
- Wineries

Source: Quality of Life Economic Impact Analysis

Indicates Potential Arts and Culture Need

Household Spending & Consumer Behavior

Hunden performed household spending and consumer behavior analysis to determine overall expenditures and current and future demand for arts, entertainment, and culture.

The average household in the Indiana First region spends \$3,358 on entertainment and recreation annually, which is 18 percent lower than the national average. **Only 7.1 percent of adults attended live theater in the past 12 months, demonstrating the opportunity to improve access to performing arts locally.**

2024 Consumer Behavior - Indiana First Region	
Entertainment	% of Adults
Attended Movie/6 Mo	38.9%
Went to Live Theater/12 Mo	7.1%
Went to Bar or Night Club/12 Mo	16.8%
Dined Out/12 Mo	56.5%

Source: ESRI

Arts & Entertainment Assets

Summary of Key Findings

Arts and entertainment venues provide the opportunity for residents and visitors to engage in the arts in its various forms such as concerts, theater, exhibits, and workshops. These types of assets, when available, can add to the diversity that residents experience, helping to increase their quality of life.



Harrison County Arts

Performing Arts

The Region is home to the Red Skelton Performing Arts Center at Vincennes University and the Lincoln Amphitheater. Outside these major venues, the Region is still lacking in local community theater space and programs for residents.

Visual Arts

Overall the Region is also lacking in dedicated spaces for public art as well as places that provide education and programming opportunities across art forms. Public art such as murals and "Main Street" installations are also an ongoing desire from stakeholders in these communities.

Community Spaces

Community centers and event venues can often be an ideal location to showcase both performing and visual arts. Multi-functional community spaces that could offer arts and culture experiences are also lacking in the region.

Arts & Entertainment Inventory & Visitation

The table shown is a comprehensive inventory of arts and entertainment assets throughout the Indiana First region, along with associated visitation drawn from geofencing data from Placer.ai. As this data is based on cell phone tracking and many of these assets draw in a high proportion of younger children that may not carry cell phones, these total visitation numbers are likely understated. When available, estimated visitor / attendee numbers provided by facility managers are included in individual facility profiles later in this chapter.

Community centers, though not dedicated to the arts, provide multi-purpose spaces that can be used for live entertainment, exhibits, classes, and community events. When present, these facilities often draw in the highest visitation among these assets for each county.

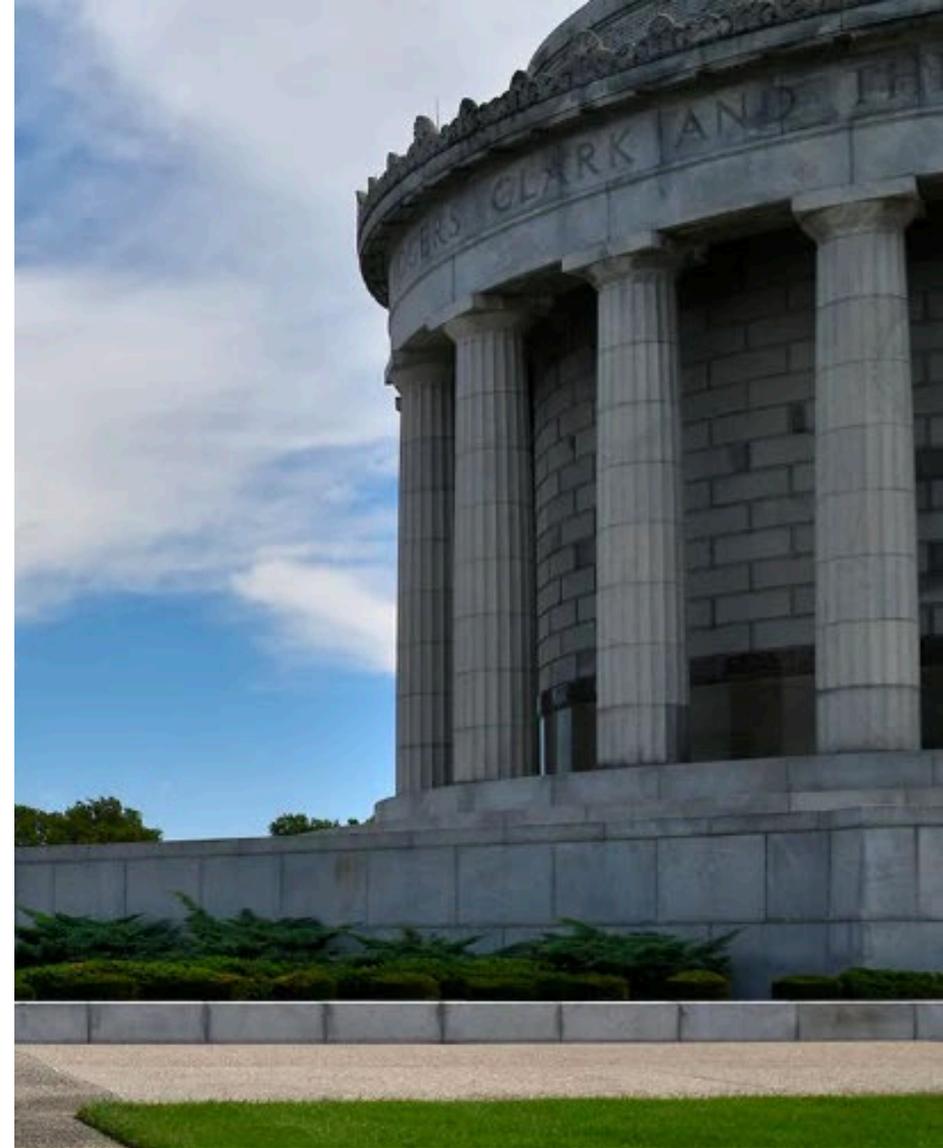
The Red Skelton Performing Arts Center drew in the highest estimated visitation across all assets profiled, while the Red Skelton Museum of American Comedy drew in the highest percentage of long-distance visitors. High visitation at the performing arts center is also likely due to university and community usage outside performance dates.

Indiana First Region - Arts & Entertainment Assets									
Asset	City	County	Type	Total 2024 Visitation	Unique Visitors	Avg. Visits	% Visits <50 Miles	% Visits 50+ Miles	
Red Skelton Performing Arts Center	Vincennes	Knox	Theater	35,200	16,400	2.1	71%	29%	
Highland Woods Community Center	Vincennes	Knox	Community Center	33,400	19,100	1.7	90%	10%	
Green Activities Center	Vincennes	Knox	Community Center	11,900	7,000	1.7	82%	18%	
Old Town Players	Vincennes	Knox	Theater	6,500	1,400	4.6	N/A	N/A	
The Grand Banquet Hall	Vincennes	Knox	Event Space	5,200	4,000	1.3	75%	25%	
Art Space Vincennes	Vincennes	Knox	Art Gallery	3,000	1,800	1.7	N/A	N/A	
Red Skelton Museum of American Comedy	Vincennes	Knox	Museum	1,800	1,500	1.2	22%	78%	
Shircliff Gallery of Art	Vincennes	Knox	Art Gallery	N/A	N/A	N/A	N/A	N/A	
Northwest Territory Art Guild	Vincennes	Knox	Art Gallery	N/A	N/A	N/A	N/A	N/A	
The Open Gallery	Vincennes	Knox	Art Gallery	N/A	N/A	N/A	N/A	N/A	
St. James Performing Arts Center	Vincennes	Knox	Theater	N/A	N/A	N/A	N/A	N/A	
Azalea Path Arboretum	Hazleton	Pike	Event Space	15,200	11,800	1.3	83%	17%	
Old Petersburg Gym	Petersburg	Pike	Event Space	6,800	2,000	3.4	N/A	N/A	
Spencer County Youth & Community Center	Chrisney	Spencer	Community Center	24,400	11,500	2.1	94%	6%	
Santa Claus Museum & Village	Santa Claus	Spencer	Museum	20,700	19,400	1.1	23%	77%	
Monkey Hollow Winery & Distillery	St Meinrad	Spencer	Winery	11,000	10,600	1.0	70%	30%	
Lincoln Amphitheatre	Lincoln City	Spencer	Amphitheatre	5,500	2,200	2.5	N/A	N/A	
Good Life Designs	Lamar	Spencer	Art Studio	N/A	N/A	N/A	N/A	N/A	
Schergens Center of Tell City	Tell City	Perry	Community Center	26,100	8,500	3.1	96%	4%	
William Tell Senior Citizen Center	Tell City	Perry	Community Center	12,900	6,900	1.9	N/A	N/A	
Tell City Depot	Tell City	Perry	Event Space	10,600	6,400	1.7	92%	8%	
Derby Community Center	Derby	Perry	Community Center	10,300	6,100	1.7	75%	25%	
Riverside Event Center	Troy	Perry	Event Space	4,700	2,500	1.9	87%	13%	
Tell City Regional Arts	Tell City	Perry	Art Gallery / Center	N/A	N/A	N/A	N/A	N/A	
Zimmerman Art Glass	Corydon	Harrison	Art Shop	6,800	5,600	1.2	78%	22%	
Hayswood Theatre	Corydon	Harrison	Theatre	6,200	2,600	2.4	N/A	N/A	
Harrison County Arts	Corydon	Harrison	Art Gallery	N/A	N/A	N/A	N/A	N/A	
Total				258,200	147,300	1.8	79%	21%	

*N/A - insufficient data available
Source: Placer.ai

Arts & Entertainment Asset Implications

- While there is a diverse set of arts and entertainment assets in the region, many communities are still in **need of dedicated spaces** that provide residents the opportunities to engage in the arts.
- Many of these existing facilities in the region exhibit low visitation, showing the **need for increased programming and support** to enhance their reach.
- **Underutilized community facilities could potentially be repurposed** for arts and entertainment spaces, helping to reduce capital costs associated with new builds.
- Overall, there is an **opportunity to invest in the arts in the Region through additional exhibit, classroom, and/or performance space**, though dedicated volunteers, staff, and funding will be needed to make these places impactful to the community and broader region.



Cultural & Heritage Assets

Summary of Key Findings

The historical significance of the region on the state is important to the ongoing education of the region's and state's youth. Many original buildings and structures dating back to the Civil War also provide unique experiences that can draw visitors to the area, which can aid in increasing spending within the Region.



Historic Buildings

Historic buildings and sites such as George Rogers Clark National Historic Park and Lincoln Boyhood National Memorial lead the region in annual visitation across all arts and culture assets in the region. These major assets, along with other historic buildings also **draw in higher percentages of visitors from longer distances.**

Museums

Museums provide residents and visitors the opportunity to be educated on the roots of its communities. Each county within the region has space dedicated to local artifacts and history. Comparatively, however, **these assets do rank lower in terms of visitation and draw.**

Other Cultural Assets

Facilities like the Indiana Military Museum, the Red Skelton Museum of American Comedy, and pioneer villages also help engage visitors in unique and interactive experiences that also increase education on vital periods and people in the state's history.

Cultural & Heritage Inventory & Visitation

The table shown is an inventory of culture and heritage assets throughout the Indiana First region, along with associated visitation drawn from geo-fencing data from Placer.ai. As this data is based on cell phone tracking and many of these assets draw in a high proportion of younger children that may not carry cell phones, the total visitation numbers are likely understated. When available, estimated visitor / attendee numbers provided by facility managers are included in individual facility profiles later in this chapter.

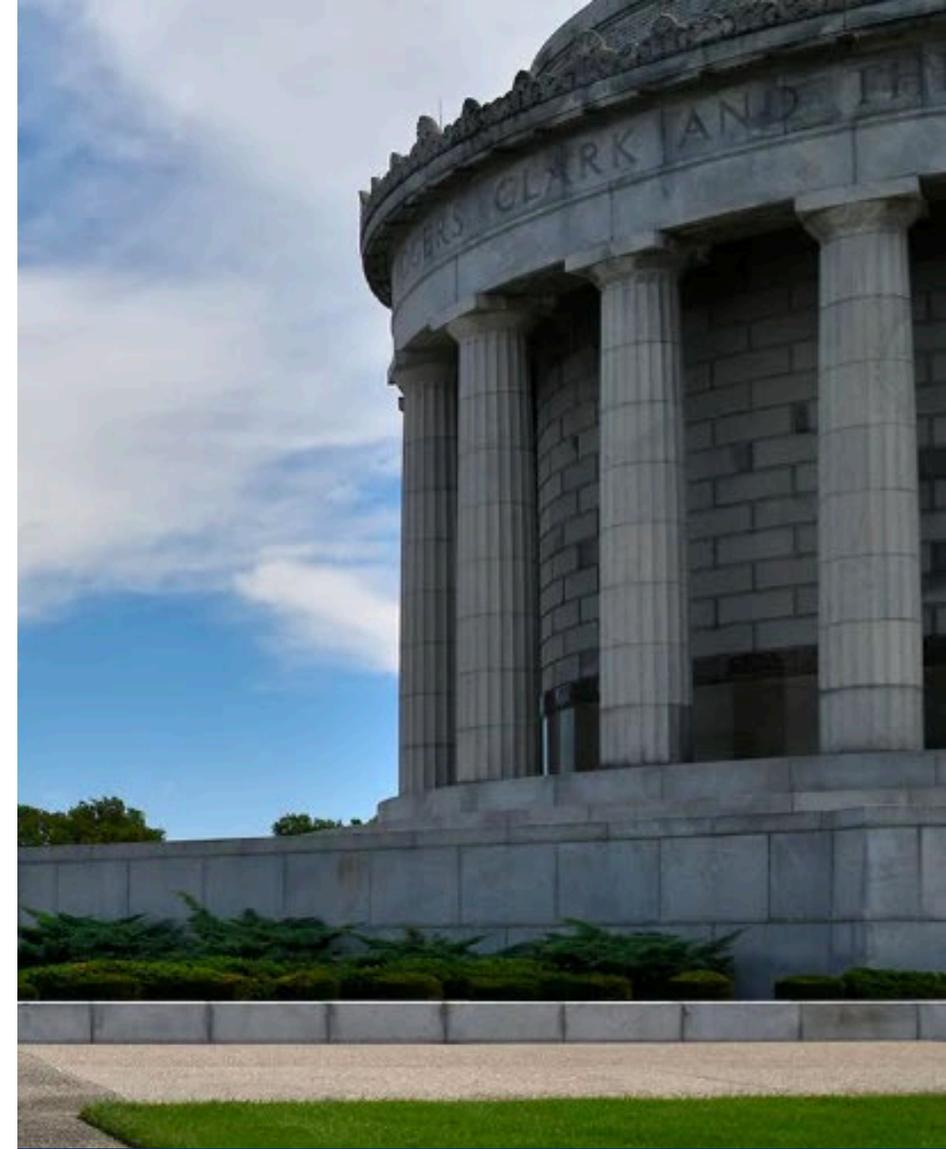
George Rogers Clark National Historic Park and Lincoln Boyhood National Memorial attracted the highest number of visitors across these assets. While most of these sites and buildings attracted lower estimated visits, they generated a higher share of long-distance visitors when compared to the region’s arts and entertainment assets.

Indiana First Region - Cultural Assets								
Asset	City	County	Type	Total 2024 Visitation	Unique Visitors	Avg. Visits	% Visits <50 Miles	% Visits 50+ Miles
George Rogers Clark National Historic Park	Vincennes	Knox	Historic Building	37,600	26,400	1.4	67%	33%
Indiana Military Museum (campus)	Vincennes	Knox	Museum	13,900	11,100	1.3	54%	46%
The Big Peach	Bruceville	Knox	Event Space	12,600	9,800	1.3	56%	44%
French Commons	Vincennes	Knox	Historic Site	11,900	7,300	1.6	77%	23%
Vincennes State Historic Sites	Vincennes	Knox	Historic Buildings	7,700	3,100	2.5	86%	14%
William Henry Harrison's Grouseland	Vincennes	Knox	Historic Building	4,000	3,200	1.3	68%	33%
Minotenei Park	Vincennes	Knox	Historic Site	2,700	1,900	1.4	N/A	N/A
Indiana Military Museum (museum only)	Vincennes	Knox	Museum	1,800	1,300	1.4	55%	45%
Sugar Loaf Mound	Vincennes	Knox	Historic Site	1,800	1,000	1.8	N/A	N/A
Fort Knox II	Vincennes	Knox	Historic Site	N/A	N/A	N/A	N/A	N/A
Knox County Veteran Memorial Park	Vincennes	Knox	Memorial	N/A	N/A	N/A	N/A	N/A
Basilica of St. Francis Xavier Proto-Cathedral	Vincennes	Knox	Historic Building	N/A	N/A	N/A	N/A	N/A
Edith Barrett Memorial History Center	Petersburg	Pike	Museum	1,600	1,100	1.5	N/A	N/A
Pike County Courthouse	Petersburg	Pike	Historic Building	N/A	N/A	N/A	N/A	N/A
Lincoln Boyhood National Memorial	Lincoln City	Spencer	Historic Site / Museum	38,200	26,700	1.4	52%	48%
Saint Meinrad Archabbey	St Meinrad	Spencer	Historic Building	29,900	8,100	3.7	48%	52%
Lincoln Pioneer Village & Museum	Rockport	Spencer	Museum / Park	17,600	9,200	1.9	93%	7%
Colonel Jones Home	Gentryville	Spencer	Historic Building	N/A	N/A	N/A	N/A	N/A
Celtic Cross / Blue Heron Winery	Cannelton	Perry	Winery	5,100	4,100	1.2	76%	24%
Schubael Little Pioneer Village	Cannelton	Perry	Historic Buildings	1,200	850	1.4	N/A	N/A
Veterans Memorial Wall / Christ of the Ohio	Troy	Perry	Memorial	1,000	860	1.2	N/A	N/A
Tell City Chair Gallery & Museum	Tell City	Perry	Museum / Store	N/A	N/A	N/A	N/A	N/A
Tell City Historical Society	Tell City	Perry	Museum	N/A	N/A	N/A	N/A	N/A
Rome Indiana Courthouse	Rome	Perry	Historic Building	N/A	N/A	N/A	N/A	N/A
Perry County Museum	Cannelton	Perry	Museum	N/A	N/A	N/A	N/A	N/A
Kiwanis Electra Memorial	Cannelton	Perry	Memorial	N/A	N/A	N/A	N/A	N/A
Indiana's First State Capital	Corydon	Harrison	Historic Building	6,800	6,200	1.1	84%	16%
Harrison County Discovery Center	Corydon	Harrison	Museum	4,500	3,400	1.3	N/A	N/A
Battle of Corydon Historic Site	Corydon	Harrison	Historic Site	1,800	1,400	1.3	53%	47%
Total				201,700	127,010	1.6	64%	36%

*N/A - insufficient data available
Source: Placer.ai

Cultural & Heritage Asset Implications

- **The Region's historical significance to the State is well-represented** through county museums, restored historic buildings, dedicated sites, monuments, and parks.
- While these opportunities are diverse, most exhibit low visitation, showing the **potential need for additional marketing and promotion to increase awareness** of these assets for both visitors and residents.
- Programs and events that utilize these facilities and outside grounds is also an **opportunity to increase utilization** and heritage education within the Region.
- **A regional cultural trail**, though it would require a significant investment over an extended period of time, could increase connectivity amongst cultural and heritage assets while also providing recreational activities important to residents.



Arts & Culture Inventory



	Performing Arts Center	Amphitheater	Community Theater	Art Gallery(s)	Art Studio	Historical Museum	Historic Buildings	Historic Site(s)	Community Event Space
Knox	●	●	●	●	●	●	●	●	●
Pike	●	●	●	●	●	●	●	●	●
Spencer	●	●	●	●	●	●	●	●	●
Perry	●	●	●	●	●	●	●	●	●
Harrison	●	●	●	●	●	●	●	●	●

The matrix above shows the supply of arts and culture assets by each county in the Region. Only Knox and Spencer counties have a major performance venue. Pike, Spencer, and Perry counties lack a dedicated community theater space.

All counties have a need for additional dedicated art studio space that could provide classes, workshops, and arts education to its residents.

Each county’s history is displayed in its own museum and the area’s rich history is represented by historic buildings and sites throughout the Region.

In addition to dedicated art gallery and studio space, counties could also benefit from multi-purpose event space (indoor and/or outdoor) that could be used for exhibits, performances, and community events.

Local and Market Engagement

Throughout the study, Hunden interviewed local arts and culture stakeholders throughout the Region. In addition to market data, interview feedback helped to gain an understanding of local needs and opportunities to ultimately determine the optimal recommendations and overall arts and culture strategy for the Region. Below shows a list of organizations and facility representatives interviewed for this study.



Local Stakeholders

- Knox County EDC
- Town of Winslow
- Mayor of Petersburg
- Pike County Chamber / EDC
- Knox County Chamber / CVB
- Perry County Development Corp
- Mayor of Tell City
- Harrison County EDC
- Spencer County EDC
- Community Foundation Alliance
- Spencer County CVB
- Rockport Assistant Mayor
- Spencer County Commissioner
- Arts Council of Southwestern Indiana

Arts Venues

- Red Skelton Performing Arts Center
- Shircliff Gallery of Art
- Northwest Territory Art Guild
- Art Space Vincennes
- The Open Gallery
- St. James Performing Arts Center
- Old Town Players
- Tell City Regional Arts
- Hayswood Theatre
- Zimmerman Art Glass
- Harrison County Arts
- Lincoln Amphitheatre

Museums

- Red Skelton American Museum of American Comedy
- Indiana Military Museum
- Tell City Historical Society & Chair Museum

Historic Sites

- George Rogers Clark National Historic Park
- William Henry Harrison’s Grouseland
- Minooteeni Park

Other Attractions

- Caesars Southern Indiana
- Holiday World

Programs / Events

- Black History Preservation Project
- Camera Club
- First City Public Sculpture Project
- Community Learning Kitchen
- Pike County Library
- Pike Central High School Swing Choir
- Wabash Valley Progressives
- Rainbow Over the Bridge
- Festival Latino
- Spirit of Vincennes Rendezvous
- Scenic Lincoln Way
- The Abraham Project
- Rockport Main Street

Regional Feedback

Below summarizes the collective feedback on arts and culture needs and opportunities from Hunden's engagement with local stakeholders throughout the Region. Common themes arose from these discussions that relate to essential quality of life needs and desires. These themes served as the basis for the overall arts and culture strategy for the Region.

- **Multi-purpose community spaces** dedicated to the arts:
 - Exhibit space
 - Classroom space
 - Workshop / studio space
 - Event space (indoor and outdoor)
- Investment in **public art**
 - Murals
 - Streetscapes
 - Sculptures
- Program and event funding and support
- Human capital (volunteer and funded)
- Regional organization / site for coordination, marketing, and promotion
- Regional cultural trail connecting historically significant assets and sites (long-term goal)



Art Space Vincennes



Recommended Priority Projects

Priority Projects

Through our analysis of arts and culture assets in the Region, and engagement with local arts and culture stakeholders, a number of priority brick and mortar projects were identified, which are outlined below.



Red Skelton Museum of American Comedy (Knox County) – The Red Skelton Performing Arts Center is undergoing a significant expansion to include an additional 7,500 square feet of new space to the Red Skelton Museum of American Comedy. This new addition will encompass a dynamic art gallery, dedicated art archival area, restrooms, and a prep kitchen. The first phase of the project, which will include the initial art gallery space, is scheduled for completion in Fall 2025. The total cost of the expansion is estimated at \$5 million, with \$4 million generously provided through a gift from Mrs. Lothian Skelton. Upon completion, anticipated in Summer 2026, the expanded museum will serve as a dynamic, community-centered arts venue, enriching both the campus and the broader region through education, engagement, and cultural programming.



Indiana Military Museum (Knox County) – The Indiana Military Museum is currently undergoing a 4,000 square-foot expansion which will allow for expanded displays of WWII and Korean War artifacts and memorabilia, and will also add a 1,200 square-foot, 50-seat theater that will feature a 10-minute newly produced orientation film to enhance the visitor experience and education opportunity. While \$150,000 has been funded from the IDDC and City of Vincennes, \$500,000 in funds are needed for theater equipment and movie production as well as costs of necessary building and structural improvements.



Petersburg Event Center (Pike County) – Pike County has planned to repurpose an existing building in downtown Petersburg into an 6,000 square foot, 200-banquet capacity event center along with second floor multi-purpose art and maker spaces. Directly outside would feature an event stage and open landscaped event space that could accommodate 200 people. The events center is intended to be an attractive quality-of-place project that brings people downtown for concerts and other events, promoting arts & culture through live music, displays of public art, and providing a gathering space for residents that does not currently exist in Pike County. The events center is expected to cost \$3.7 million, with \$1.7 million funded from tax increment financing and private donors.

Priority Projects, cont'd.



Tell City Regional Arts Center (Perry County) – The indoor space at Tell City Regional Arts Center is limited and would benefit from a larger space that could be used for live music, theater, art, and programming. Tell City Regional Arts recently developed a proposal for a new arts center located across the street from its current facility. The project would transform an existing industrial building into a facility that features a 50-person capacity blackbox theater and event / art gallery, with multi-purpose classroom, studio, and rental space along with programmable outdoor event space. Project costs are estimated at \$2 million.

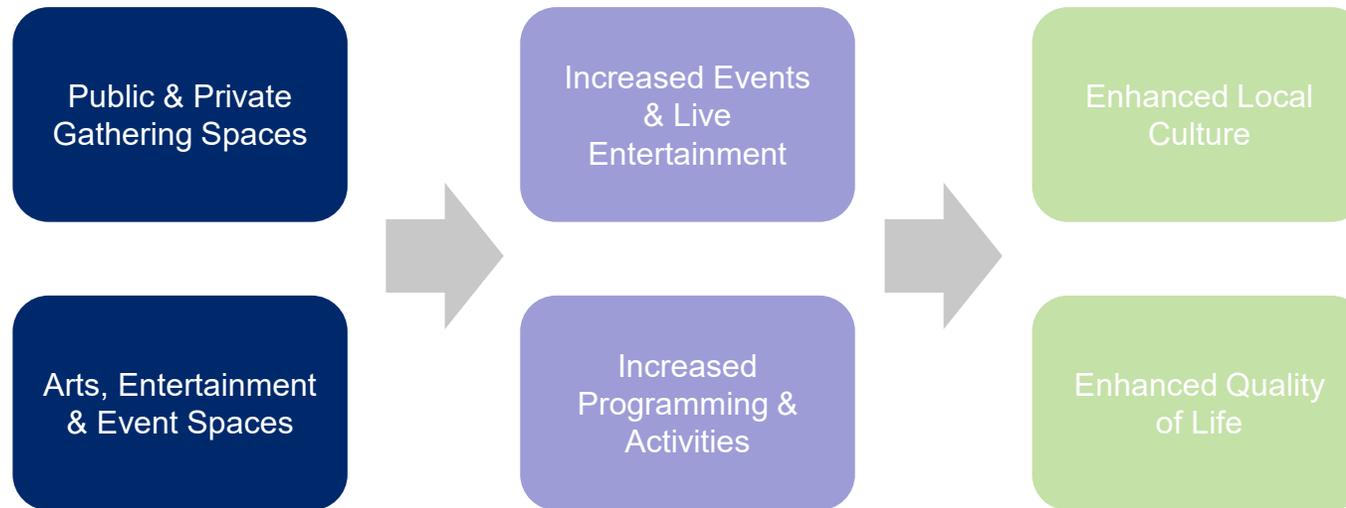


Hayswood Theatre (Harrison County) – With Hayswood Theatre’s limited capacity and support spaces, the organization is limited on the types of shows and educational opportunities it can host. The theatre has previously evaluated the reuse of a nearby facility that would allow for double its existing capacity to 150 with the flexibility for multiple theatre set-ups. However, this facility is no longer available and another site / building would need to be located for the expansion. A larger facility could also include work and backstage space that would allow sets to be built off-stage to allow for shorter run cabaret, comedy shows, and additional workshops and classes. The cost of the expansion is estimated at approximately \$1.5 million.

Additional details on these priority projects, including financial projections, are included later within this report.

Project Alignment

These projects align with the overall arts and culture and development strategy for the Region by addressing the following regional priorities:



These projects provide spaces and amenities that support additional arts and community events and arts programming and education, helping to make the Region a more desirable place to live. Programming at new indoor and outdoor stages and theater spaces will also help recapture the leakage of live entertainment spending currently occurring outside the Region. While the Region does not currently support new major tourism generating venues due to its market size, these initiatives invest in addressing priority quality of life needs evident in these communities.

While these venues do rely on the support of volunteers, the operating models structured support at least one full-time position dedicated to enhancing programming and events at these facilities. Additional strategies surrounding public art and events outlined later will also help enhance local culture and encourage visitation to the Region.



Implementation Strategy

Vision for a Thriving Arts & Culture Region

Vision:

To foster a thriving, inclusive, and vibrant arts and culture ecosystem that honors the Region's heritage, inspires creativity, and enriches the daily lives of residents and visitors.

Strategic goals to achieve this vision include:

1

Expand Community Engagement in the Arts

Create diverse, accessible opportunities for residents of all ages and backgrounds to engage with, participate in, and contribute to the arts—both as audiences and creators.

2

Celebrate and Educate Regional History and Cultural Assets

Promote assets and exhibits that illuminate the rich historical significance of the Region and elevate its unique cultural voices and narratives.

3

Drive Tourism through Signature Events

Highlight the Region as an arts and culture destination by growing / launching large-scale, recurring arts and culture events that attract local and regional visitors, utilizing historically significant assets and priority projects as host sites.

4

Enliven Downtowns and Public Spaces through Art

Transform underutilized or high-traffic public areas into creative showcases by installing murals, sculptures, interactive displays, and community-generated art.

5

Stimulate and Diversify the Local Economy

Increase consumer spending in local businesses, create new jobs in creative and supportive industries, grow local tax revenue from increased spending and visitation, and attract and retain residents through a high quality of life and vibrant arts and culture scene.

Strategic Initiatives

This study has helped identify priority projects through asset mapping and gap analysis to better understand opportunities for new development. Sourcing funding for these priority projects as well as public art and event initiatives is currently in progress. The following are key additional strategic initiatives recommended as part of the overall arts and culture strategy for the Region.

Regional Arts Collaboration

Form a regional entity to oversee and elevate arts and culture initiatives across counties.

- *Strategic marketing and cross-promotion*
- *Cultivate regional and corporate partnerships*
- *Source supportive program and event funding*
- *Drive inclusive community engagement*

Collaboration with the Arts Council of Southwestern Indiana: ARTSWIN and inter-regional partnership with the Evansville Regional Economic Partnership (E-REP) on overall arts & culture strategy and implementation.



Spencer County Arts Council

Establish a local leadership body to unify arts and culture stakeholders, identify shared goals, and coordinate / execute new programming and future development.

Annual Flagship Event

Create a Regional festival celebrating diversity, creativity, and local culture.

- *Unique branding*
- *Multi-discipline focus*
- *High community impact*

Priority Projects: From Vision to Action

The following outlines key next steps in advancing priority projects identified by this study.

1 →

Site Selection

Determine a location for the **Hayswood Theatre** expansion



2 →

Capital & Sustainability Planning

Capital Planning: Refine costs, funding sources, and strategic partnerships

Sustainability Planning: Develop long-term programming and financial models for lasting community impact



3

Funding Strategy

Prepare compelling submissions to **READI / LEI** for capital and program funding



Expert Consulting & Support

Hunden and its partners can provide customized feasibility studies and support through the project life cycle:

- Site Selection
- Building Design
- Cost Estimation
- Demand, Financial, and Impact Forecasts
- Tailored Funding Strategies
- Funding Application Development & Submission

Bringing Art to Life: Events & Public Art Implementation

The following are key next steps for implementing public art and event projects in the Region.



Petersburg, IN



Tell City, IN



Vincennes, IN

Goal Achievement

The following outlines how the implementation strategies help achieve the Region’s goals.

1 Expand Community Engagement in the Arts

- New and expanded arts and event centers will serve as hubs for expanding community participation in the arts through a broader array of events, educational programs, and experiences.
- Strategic regional arts collaborations will raise awareness of arts opportunities and deepen community connections.

2 Celebrate and Educate Regional History and Cultural Assets

- Expanded museums will create enriched opportunities for residents and visitors to engage with, celebrate, and learn from the Region and State’s historical narratives and cultural heritage.

3 Drive Tourism through Signature Events

- Creating annual signature event(s) will attract visitors to the Region while showcasing local creators and businesses, generating tourism and new economic impacts.

4 Enliven Downtowns and Public Spaces through Art

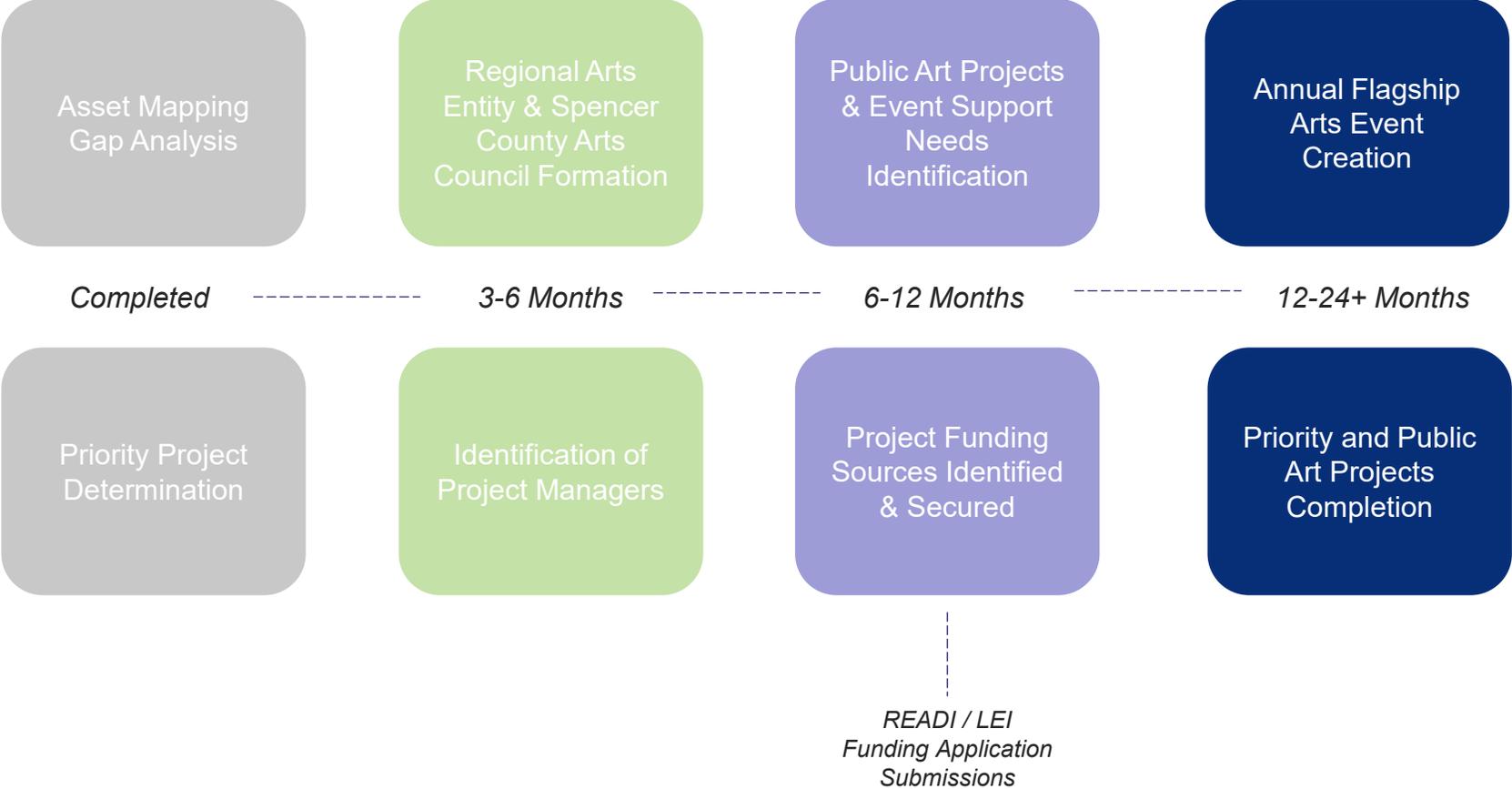
- Public art projects will help transform the Region’s downtowns and public spaces into more vibrant, engaging environments by using visual storytelling to celebrate community identity and spark cultural connection.

5 Stimulate and Diversify the Local Economy

- Proposed projects and initiatives will drive economic growth by activating facilities for broader use, expanding community events, increasing resident engagement, and boosting local spending and job creation.

Implementation Timeline

The following sequences the recommended arts and culture plan outlined prior, moving these initiatives from ideas to action and implementation.



02

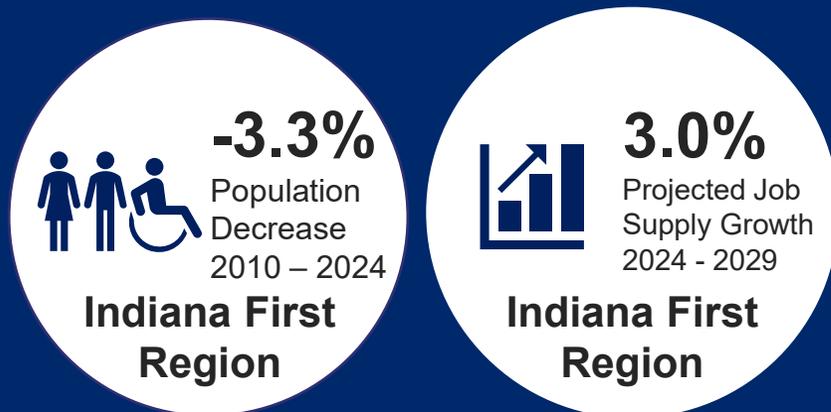
Economic, Demographic and Tourism Analysis



Economic, Demographic & Tourism Summary

Local market area characteristics such as population, demographics, a diversified economy, access, and attractions can influence the potential demand for new arts and culture assets as well as the overall attractiveness and quality of life for current and potential visitors and residents.

Population & Labor Trends



Labor Market Concentration

Compared to the national average, the region has a higher concentration of jobs in government, manufacturing, and mining. As the manufacturing and mining industries continue to evolve, expanding on the local employer base and enhancing quality of life will be essential for retaining residents.

Major Tourist Attractions

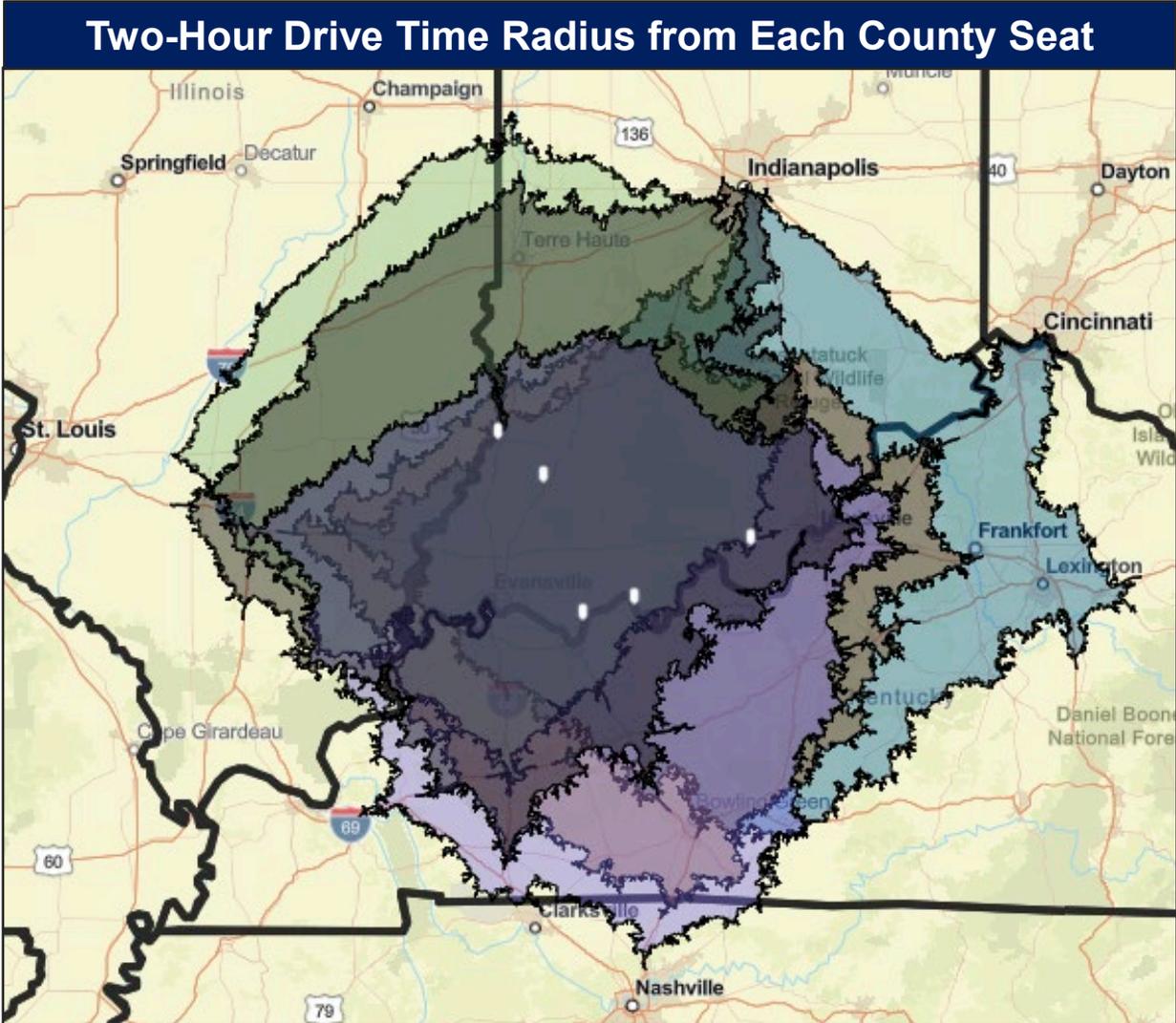
Major tourist attractions in the region include Caesars Southern Indiana Casino, which underwent a major revamp in 2019, Holiday World & Splashin' Safari, and Indiana Caverns. Combined, these assets were visited nearly 2.1 million times by approximately 850,000 individual visitors in 2024. Combined, the Region's arts and culture assets currently generate a lower amount of visitation compared to these assets.

Regional Drive Times

Applying a two-hour drive time radius from each county seat (Vincennes, Petersburg, Rockport, Tell City, and Corydon) provides valuable insight into the potential market for events, festivals, arts, cultural assets, and performances.

Harrison County benefits from its proximity to Louisville, offering access to a large visitor base of more than four million people. Spencer and Perry Counties' radii extend into Kentucky, including Bowling Green, while all counties overlap with the Evansville metropolitan area and smaller Southwest Indiana towns such as Jasper and Huntingburg.

Statistics Within Two-Hour Drive Radius		
County	Population	Median Household Income
Knox	1,809,965	\$65,446
Pike	2,910,717	\$64,246
Spencer	2,868,456	\$65,215
Perry	2,844,394	\$66,425
Harrison	4,381,988	\$68,943

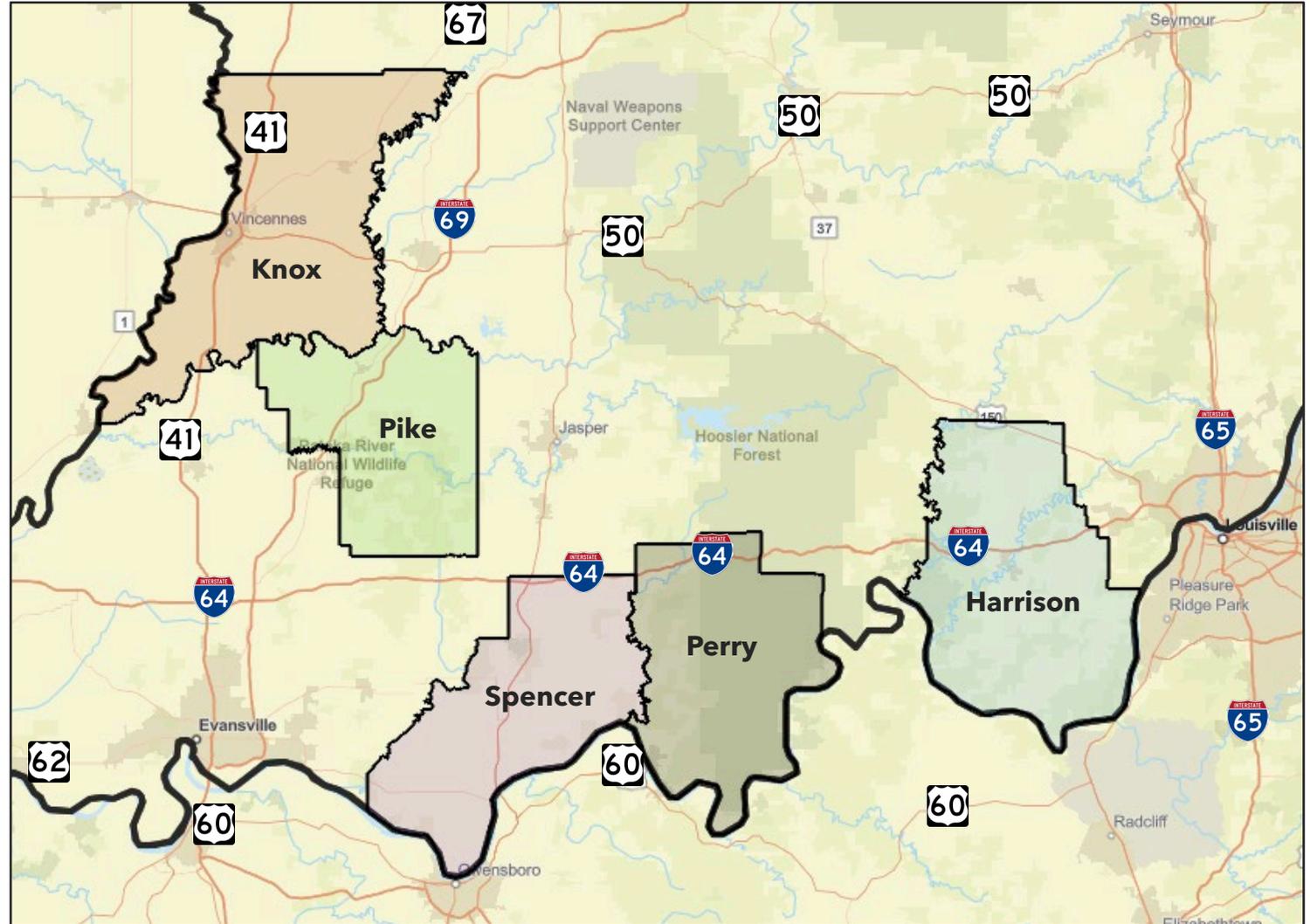


Accessibility

The Indiana First region is served by a network of interstates and state roads, providing strong connectivity. Interstate 64 runs west to east, linking Spencer, Perry, and Harrison counties to each other and to Louisville. Route 41 and I-69 run north to south, connecting Knox and Pike counties with Evansville. Additionally, I-65 and I-69 provide direct access to Indianapolis.

The region is bordered by the Wabash River to the west and the Ohio River to the south. At its center lies Hoosier National Forest, a 204,000-acre expanse that includes portions of Perry County.

For long-distance travel, major international airports in Indianapolis, Evansville, and Louisville offer convenient access.

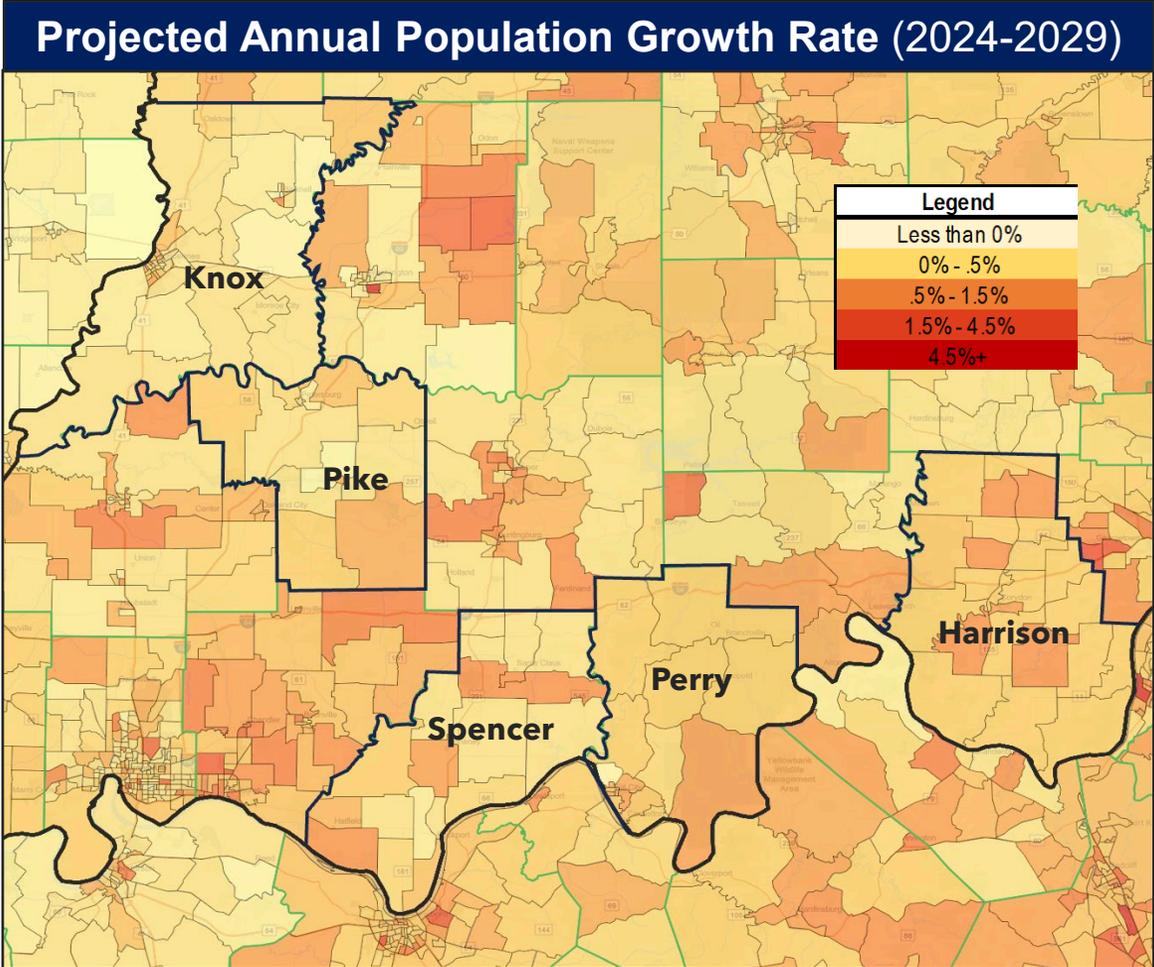


Population Trends

The Region’s population declined by 3.3 percent from 2010 to 2024. Population in the Region is expected to decline by 0.6 percent from 2024 to 2029. Harrison County was the only county to experience population growth from 2010 to 2024, while Knox County experienced the largest decline in residents.

By implementing quality of life programs and assets and achieving its other development plan goals, the Region can work towards reversing this trend.

Population and Growth Rates					
	2010	2020	2024	2029 Projected	% Change 2010 - 2024
United States	308,745,538	331,449,281	338,440,954	344,873,411	9.6%
Indiana	6,483,802	6,785,528	6,907,141	6,989,187	6.5%
Region Total	130,890	127,166	126,596	125,769	-3.3%
Knox County	38,440	36,282	35,617	34,950	-7.3%
Pike County	12,845	12,250	12,033	11,857	-6.3%
Spencer County	20,952	19,810	19,676	19,565	-6.1%
Perry County	19,338	19,170	19,201	19,192	-0.7%
Harrison County	39,315	39,654	40,069	40,205	1.9%



Income Trends

The Indiana First region outpaces the U.S. and the State of Indiana in homeownership by a significant margin, with a regional average of 78 percent. However, the median value of housing units, at approximately \$160,000, lags behind Indiana’s average of approximately \$200,000. Unlike the other counties in the region, Harrison County has a median value of housing units above the State average.

The region’s median household income of approximately \$66,000 is behind the State’s average of approximately \$70,000; however, the region’s poverty rate is slightly better than the State rate. Harrison and Spencer counties lead the region with its median household income and low poverty level.

Income, Spending and Other Demographic Data								
Category	United States	Indiana	Regional Average	Knox	Pike	Spencer	Perry	Harrison
Homeownership Rate	65%	70%	78%	66%	86%	81%	75%	84%
Median value of owner occupied housing units	\$303,400	\$201,600	\$159,460	\$123,500	\$128,400	\$180,200	\$146,000	\$219,200
Average Household Size	2.54	2.47	2.4	2.27	2.4	2.45	2.3	2.59
Median household income	\$78,538	\$70,051	\$65,914	\$58,863	\$66,250	\$70,890	\$61,099	\$72,468
Persons below poverty level	11.1%	12.3%	12%	15.7%	10.8%	8.7%	14.3%	8.6%

Employment Trends

Many of the region’s largest employers include regional hospitals, higher-ed, local government, and manufacturing firms. A few of the largest are Good Samaritan Hospital, Caesars Southern Indiana Casino, and Vincennes University, each employing over 1,000 people locally.

Holiday World & Splashin’ Safari hires more than 2,000 seasonal workers during its busy summer months. Meanwhile, Tyson Foods, which employs 368 people in Harrison County, is set to close permanently this year.

Indiana First Region Top Employers by County					
Rank	Knox	Pike	Spencer	Perry	Harrison
1	Good Samaritan Hospital	Indianapolis Power & Light Co	Holiday World-Splashin' Safari	Waupaca Foundry	Caesars Southern Indiana
2	Vincennes University	Pike County Area Rehab Center	Ak Steel	ATTC Manufacturing	North Harrison Community School Corp
3	Futaba Indiana Of America Corp	Jrv Supply Co	St Meinrad School Of Theology	Mulzer Crushed Stone	Harrison County Hospital
4	Sunrise Coal	Amber Manor Care Center	National Office Fum Santa Claus	Perry County Memorial Hospital	Walmart Supercenter
5	Walmart Supercenter	Petersburg Elementary School	Spencer Industries Inc	Wal-Mart	Harrison County Government
6	Bestway Express Inc	Pike Central High School	Aep Rockport Power Plant	Branchville Correctional Facility	Icon Metal Forming Llc
7	Schott Flat Glass	Trilogy Health Services	Thermwood	Tell City-Troy Township School Corp.	Indian Creek Healthcare Center
8	Lewis Bakeries	Beverly Living Center	North Spencer School	Perry Central Community School Corp.	Jay C Food Store
9	United Health Care	Onyett Fabricators	J Winkler & Sons Inc	Oakwood Health Campus	Fred Smith Store Fixtures Inc

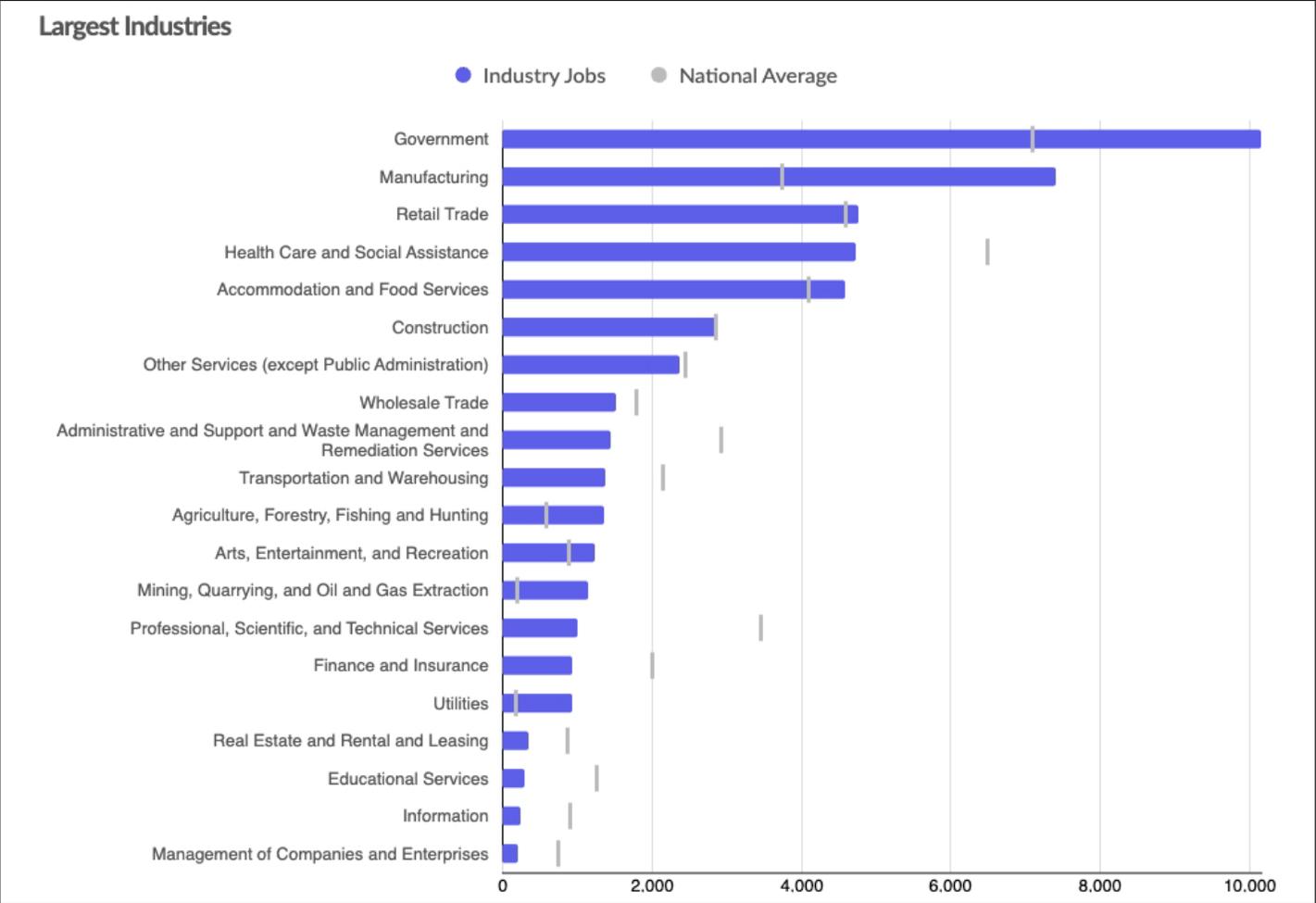
Source: Data Axle

Regional Labor Market



According to Lightcast.io, job supply growth in the Indiana First region remained stagnant from 2019 to 2024 but is projected to increase by three percent over the next five years.

Compared to the national average, the region has a higher concentration of jobs in government, manufacturing, and mining. As the manufacturing and mining industries continue to evolve, building diverse economies and enhancing quality of life will be essential for retaining residents.





Previous Job Supply Growth
-0.1%
 (2019 – 2024)



Projected Job Supply Growth
3.0%
 (2024 – 2029)

* Based on Lightcast.io data, SOC 2021 Express Professional and STEM Occupations data groups *

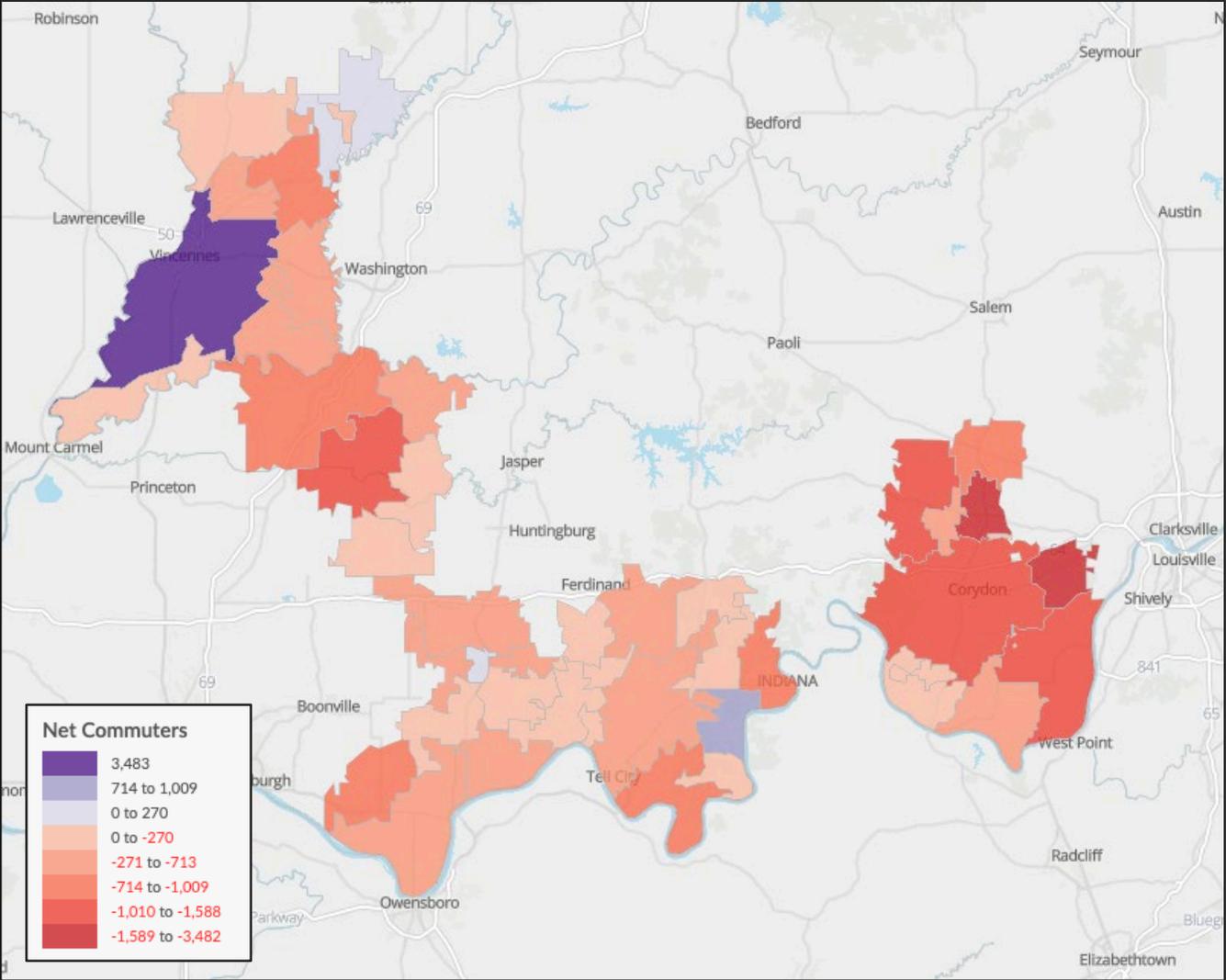
Net Migration Patterns

The map on the right illustrates the net migration of workers who reside within each ZIP code of the Indiana First region. The different shades of red indicate a loss of workers within the represented ZIP code with the opposite representing a positive migration of workers.

This map is important because it shows the difference between “Place of Work” versus “Place of Residence.” Vincennes has positive net commuters of 3,483, which is likely due to workers traveling from more rural communities in the surrounding area.

The region has a negative net commuter migration of 16,706 people. The region’s primarily rural communities are largely comprised of professionals who commute to either surrounding counties or larger metropolitan areas such as Louisville and Evansville.

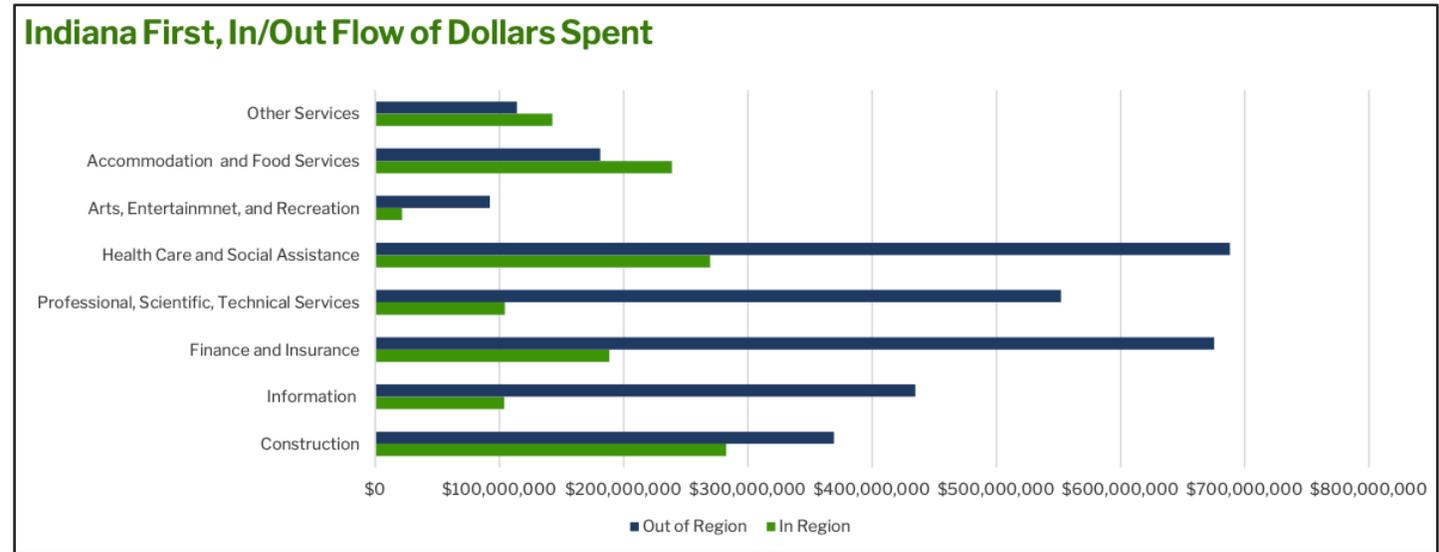
As shown on the following page, not only do residents travel outside their local area for work but also spend disposable income on arts and entertainment outside their location of residence.



In/Out Flow of Arts and Entertainment Dollars Spent

According to Community Foundation Alliance's Indiana First Quality of Life Economic Impact Analysis, the region's Arts, Entertainment, and Recreation sector sees approximately 81 percent of all spending flow out of the area, totaling nearly \$100 million annually. The following are key service sub-sectors and the correlated percent spent out-of-region:

- Music Groups & Artists (95.6 percent out-of-region)
- Independent Artists, Writers, & Performers (59.1 percent out-of-region)
- Promoters of Performing Arts, Sports, & Similar Events without Facilities (50.2 percent out-of-region)
- Dance Companies (100 percent out-of-region)
- Museums (97 percent out-of-region)
- Theater Companies & Dinner Theaters (97.6 percent out-of-region)
- All Other Amusement & Recreation Industries (57.6 percent out-of-region)



Source: Quality of Life Economic Impact Analysis

This loss of spending is likely attributed to the reduced supply of appealing arts and culture assets for residents to choose from locally rather than lack of interest in these opportunities.

Community Foundation Alliance Engagement

Community Foundation Alliance’s Resident Sentiment Survey as part of its Indiana First Quality of Life Economic Impact Report revealed insights into the needs and desires of Indiana First residents.

Within the category of Entertainment and Dining, residents highlighted the need for additional entertainment venues and programming such as an amphitheater, concerts, and outdoor events.

Within the category of Culture and Recreation, residents included art spaces, concerts and live music, festivals, indoor activity centers, and parks and trails as key needs. Overall, there are limited cultural events and unique related experiences throughout the region.

This data shows that while there is a lack of supply of these assets, there is demand for these additional opportunities from residents.

Entertainment and Dining	
Current Needs:	Diverse dining options, entertainment venues, and outdoor recreation opportunities.
Gaps:	Limited variety of dining options, particularly for ethnic cuisines and fine dining. Lack of entertainment venues like bowling alleys, arcades, and live music venues.
Challenges:	Limited options for outdoor recreation, particularly in urban areas.
What options are missing?	
<ul style="list-style-type: none"> • Amphitheater • Arcade / Gaming • Asian Cuisine • Batting Cages • Bowling • Breweries / Brew Pubs • Chick Fil A • Concerts • Ethnic Restaurants • Fast Food with Health Options • Go-Karts • Indoor Sports Facilities • Mini Golf • Movie Theater 	<ul style="list-style-type: none"> • Outdoor Events (Concerts) • Pickleball Courts • Public Pool • Seafood • Skating Rink • Splash Pads • Sports Complex • Trampoline Park • Water Activity Rentals (Kayak and Boat)

Culture and Recreation	
Current Needs:	Cultural events, outdoor activities, and unique experiences.
Gaps:	imited cultural events and unique experiences, especially in rural areas.
Challenges:	Lack of infrastructure to support outdoor recreation, such as bike trails and kayaking.
What would you like to see more of?	
<ul style="list-style-type: none"> • Art Spaces (Workshops, Galleries, Events) • Concerts and Live Music • Festivals • Go- Karts • Ice Skating • Indoor Activity Centers (Sports, Swimming, Gun Range, Events for Youth and Seniors) 	<ul style="list-style-type: none"> • Large Sport Complexes • Parks and Trails • Pet Friendly Spots • Pickleball • Skate Park • Splash Pad • Water Park • Wineries

Source: Quality of Life Economic Impact Analysis

Indicates Potential Arts and Culture Need

Household Spending & Consumer Behavior

Hunden performed household spending and consumer behavior analysis to determine overall expenditures and current and future demand for arts, entertainment, and culture.

The average household in the Indiana First region spends \$3,358 on entertainment and recreation annually, which is 18 percent lower than the national average. **Only 7.1 percent of adults attended live theater in the past 12 months, demonstrating the opportunity to improve access to performing arts locally.**

2024 Consumer Behavior - Indiana First Region	
Entertainment	% of Adults
Attended Movie/6 Mo	38.9%
Went to Live Theater/12 Mo	7.1%
Went to Bar or Night Club/12 Mo	16.8%
Dined Out/12 Mo	56.5%

Source: ESRI

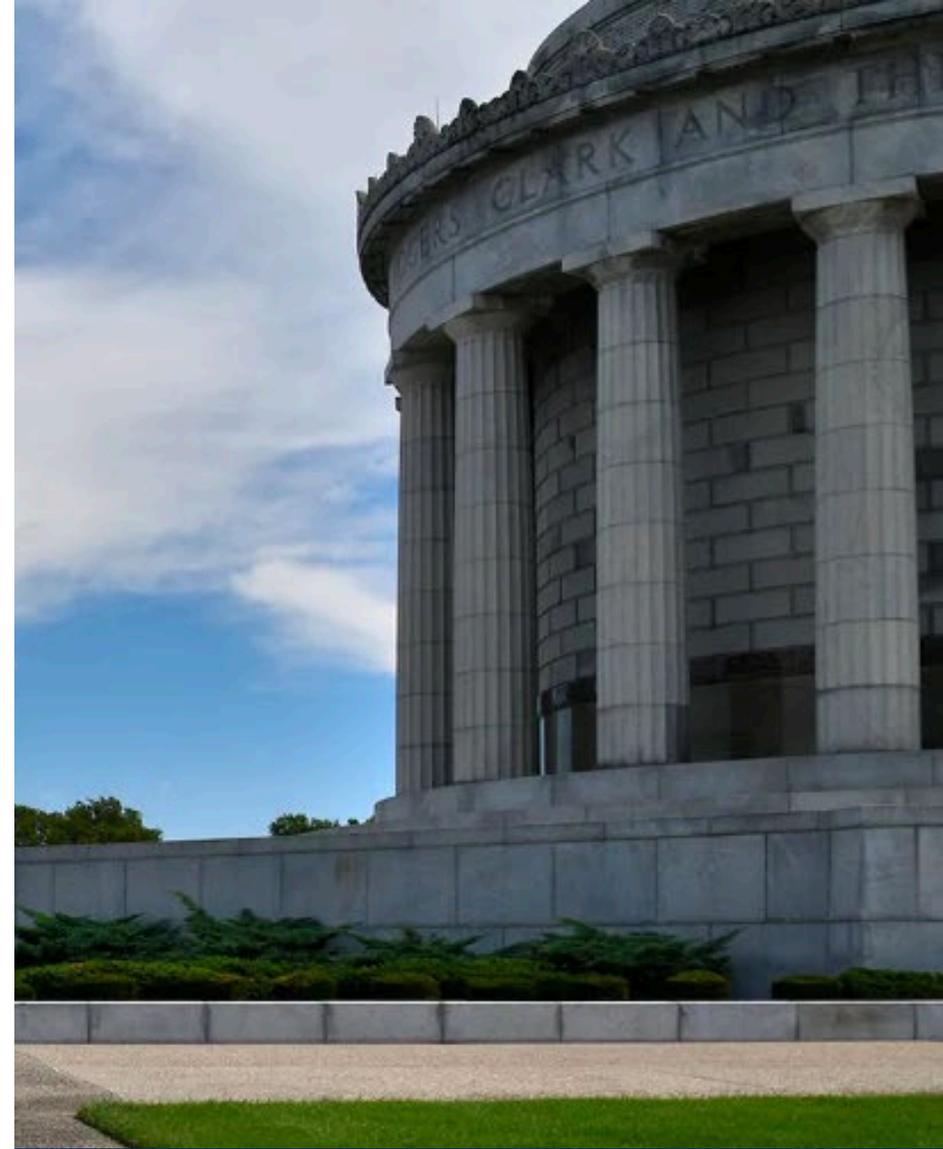


Major Tourism Assets

Overview

Outside arts and culture assets which are profiled in detail in the following chapters, the Region is also host to a number of assets that drive significant tourism to the area. A few of these top assets are profiled in the following pages and help provide a picture of what attracts outside visitors to the Region.

Additional arts and culture offerings provide an opportunity to encourage an extension of tourist or visitor stays, which in turn can increase visitor spending and local tax generation.



Holiday World & Splashin' Safari

Location: Santa Claus, Indiana (Spencer County)

Year Opened: 1946

2024 Visitation:

- 938,300 total visits
- 557,900 unique visitors
- 63% of visits from over 50 miles

Overview:

Holiday World & Splashin' Safari features 43 attractions including six roller coasters and ten water slides. Originally known as Santa Claus Land from 1946-1984, the amusement park has expanded beyond the Christmas theme with Halloween, Fourth of July, and Thanksgiving themed areas. The Splashin' Safari waterpark opened in 1993 and has added record-breaking water coasters since.



Indiana Caverns & Squire Boone Caverns

Location: Corydon, and Mauckport, Indiana (Harrison County)

Year Opened: 2013 (Indiana), 1973 (Squire Boone)

2024 Total Visits: 31,300 (Indiana), 18,900 (Squire Boone)

2024 Unique Visitors: 29,800 (Indiana), 15,300 (Squire Boone)

Visitors from Over 50 Miles: 77% (Indiana), 44% (Squire Boone)

Overview:

Indiana's topography has led to numerous breathtaking caverns throughout the state, including notable ones in Harrison County: Indiana Caverns and Squire Boone Caverns. Indiana Caverns is the 7th largest cave in the U.S, featuring walking tours and a boat ride. Squire Boone offers walking tours and other family activities.



Indiana Caverns



Squire Boone Caverns

Caesars Southern Indiana Casino

Location: Elizabeth, Indiana (Harrison County)

Year Opened: 1998

2024 Visitation:

- 1,100,000 total visits
- 244,700 unique visitors
- 32% of visits from over 50 miles

Overview:

Caesars Southern Indiana features 503 hotel rooms, 110,000 square feet of gaming space, restaurants, and a conference center. The casino is located across the Ohio River from Louisville, capturing demand from the metropolitan area. For 21 years, the casino operated out of a riverboat, which was replaced with a new \$90 million land complex in 2019.



Interview Feedback

Hunden interviewed Holiday World & Splashin' Safari and Caesars Southern Indiana to understand the regional landscape for tourism-driving attractions and arts and culture opportunities. A summary of feedback is summarized below:

- Holiday World has a seasonal operation from May through October with holiday-themed lands, attractions, and special events. They aim to expand the park and add on-site lodging in the future. Holiday World would like to see more winter-time assets that can drive overnight visitors such as an event center.
- Holiday World hosts numerous reoccurring events including: Summer Wined Down, Friday Night Live (with live bands), Happy Halloween Weekends, and a nightly drone show. Artists are hired to perform and design walk-through attractions, a 3D maze, murals, and other decorations for these events.
- Caesars features a 1,200-seat theater that often hosts classic rock acts. The casino has 24,000 square feet of convention and meeting space that is utilized for fundraisers and meetings. It is the most frequently used meeting space in Harrison County.
- Caesars Southern Indiana is focused on the nearby Louisville market. There is interest in upgrading and expanding on-site activities such as trails, biking attractions, and waterfront activation but Caesars prefers to partner on a project instead of leading.



Major Events

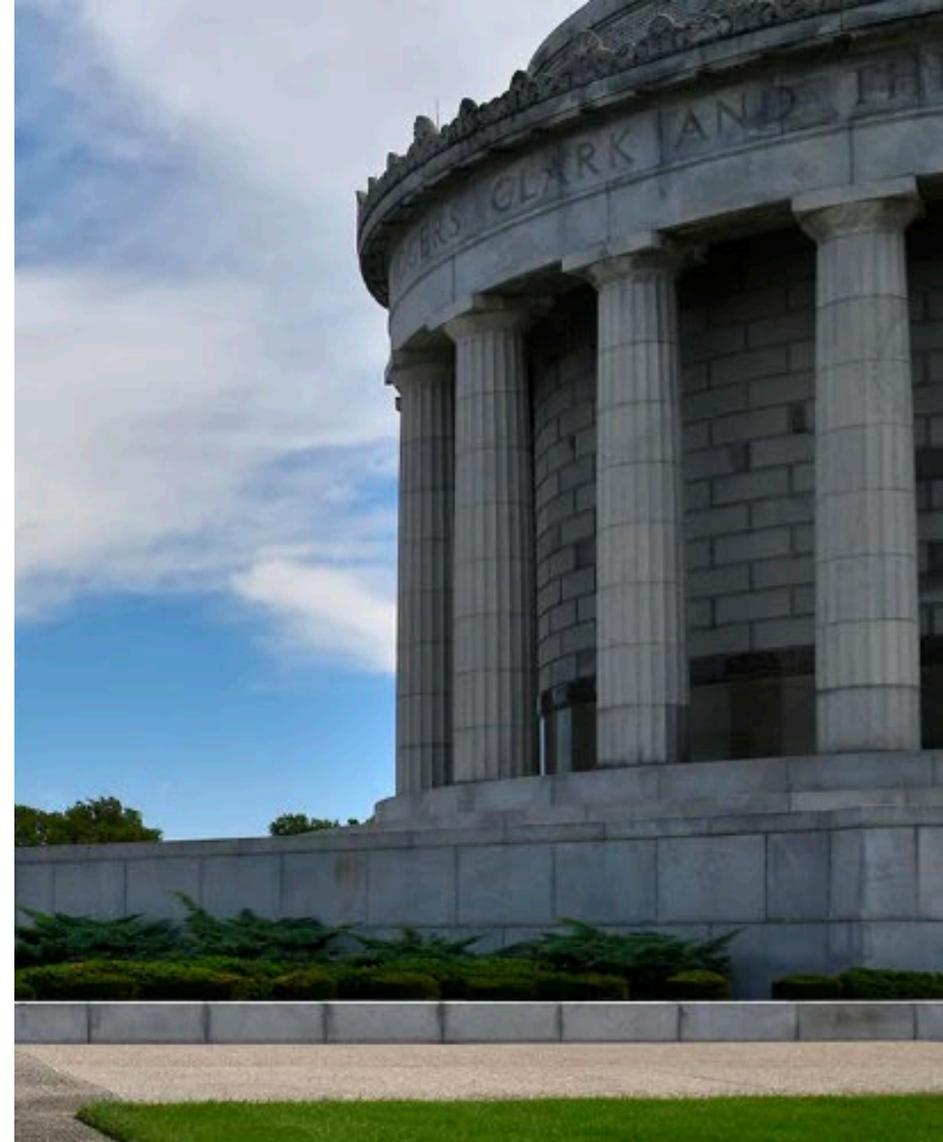


Overview

Annual events held in the Region create an atmosphere that provides exposure to residents and visitors to various forms of art.

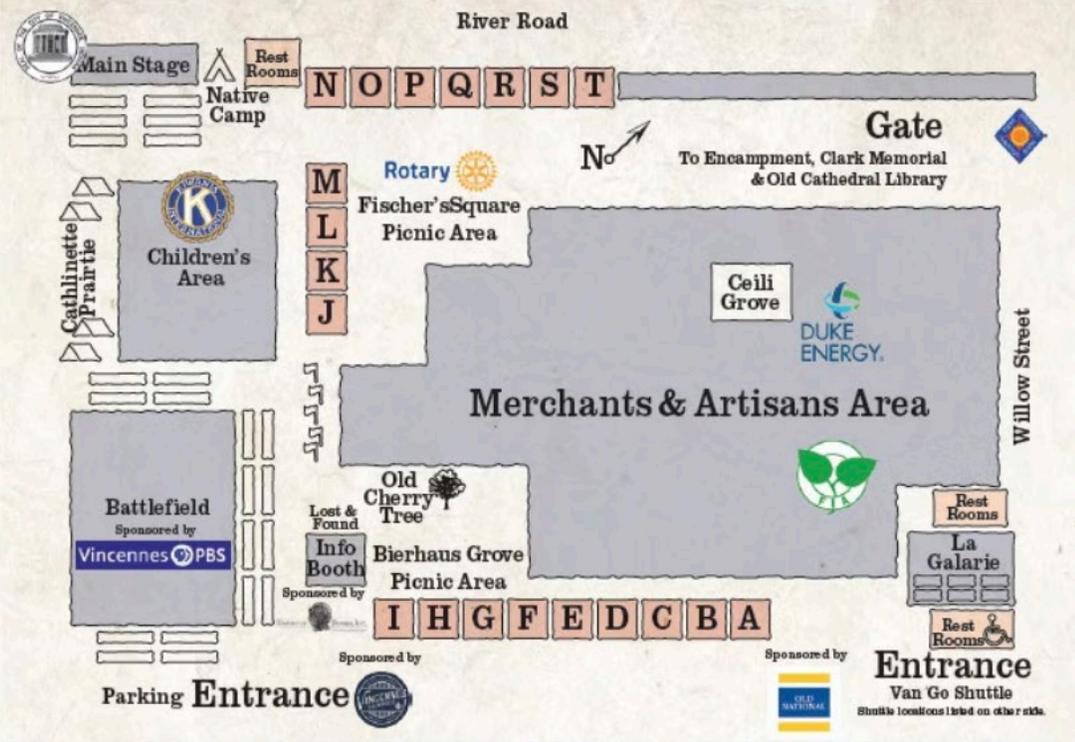
Artists, vendors, and organizations are able to showcase their work, talent, and initiatives to broad audiences that may not otherwise have that opportunity.

Examples of arts and culture-related events held in the Region are profiled on the following pages, all of which exhibit some form of the Region's history or visual and performing arts, and draw in audiences from outside the counties and overall Region, helping to impact residents, artists, and local businesses in a positive way.



Knox County – Spirit of Vincennes Rendezvous

The Spirit of Vincennes Rendezvous is an annual spring event that is held at the French Commons in Vincennes. The event features Revolutionary War reenactment battles, a trade fair with approximately 60 vendors demonstrating craftsmen skills, selling merchandise, and providing entertainment along with a children’s area, gallery, and main stage. The two-day event attracts approximately 20,000 visitors each year.



Knox County – First City Music Festival

First City Music Festival is dedicated to bringing music, arts, and culture to its community. In partnership with the Spirit of Vincennes, Inc. the 501c3 works to promote tourism in the Wabash Valley and provide scholarship opportunities for area youth. This volunteer organization seeks to bring people together through the power of music and art, increasing the quality of life within its community.

The three-day festival has been hosted for five years in Vincennes at the French Commons, and features over 20 musical acts, food and beverage vendors, craft vendors, family-friendly activities, yoga, and camping.



Knox County – Other Major Cultural Events



Festival Latino is an annual event that began in 2017 as a way to honor the local Latino community. The festival offers attendees the opportunity to enjoy traditional dance, food, music, and activities representative of Latino history and culture. The event attracts approximately 4,500 visitors each year.



Rainbow Over the Bridge is now held at the French Commons in Vincennes and features music, drag performances, vendors, and activities that celebrate the LGBTQ+ community during Pride Month each year. This event attracts approximately 3,500 attendees.



Watermelon Festival celebrates the watermelon industry in Knox County and includes live music, pageants, a 5K run & walk, and family activities. This festival attracts approximately 3,500-4,000 people over the course of the two-day event.

Pike County– Buffalo Trace Festival

Discover Downtown Petersburg's Buffalo Trace Festival is a three-day fall event held in downtown Petersburg that includes live music, carnival rides, food, beer and wine garden, vendors, a parade, pageant, 5K run/walk, and a corn hole tournament. The event draws in approximately 8,000 attendees.

Buffalo Trace was a major travel route for Native Americans and early settlers with Pike County located along this route. A \$5 million grant from LEI was awarded to fund the Buffalo Trace Trail Project, creating a 2.5-mile trail that connects to the 5-mile fitness path in Petersburg. The project will also include public art that highlights cultural and recreational features along the path. This is part of Pike County's quality of life improvement initiatives, helping to boost the area's appeal and sense of community and connection.



Spencer County – Indiana Music Fest

Spencer County Indiana Music Fest is now hosted in Grandview at City Park and features over 15 country musical acts over the two-day summer event. The festival also includes food trucks, a beer garden vendors, dry camping, and kids activities. A Nashville Talent Search also will complete preliminary competition rounds in the months prior to the event, resulting in 12 finalists that will perform main stage at the festival. Approximately 2,000 people attended last year's event. A two-day pass at this year's event costs \$25.



Perry County – Schweizer Fest

Schweizer Fest began in 1959 after Tell City's centennial celebration and has become a well-known community-wide celebration that provides free entertainment activities for all age groups. The week-long festival generates approximately 100,000 visits and features the following activities:

- Sports Tournaments
- Edelweiss Ball
- Bed Races
- Pageant & Fashion Show
- Talent Show
- Car Parade & Show
- Festival Rides
- Vesper Service
- Apple Lighting Ceremony
- Concerts
- Merchant Market
- Beer & Wine Garden
- Pie Eating Contest
- Quilt Show
- Book Sale
- Animal & Pet Show
- Walking Tours
- Road Run



Harrison County - Glasstoberfest

Zimmerman Art Glass produces Glasstoberfest each fall with the goal of providing artists the opportunity to demonstrate their skill and sell their art. The event has been hosted for 10 years and now hosts 5,000-6,000 attendees annually, believed to mostly come from within a 50-mile radius. The event features 20+ demonstrating artists, arts vendors, food trucks, kids activities, and staged live entertainment over the two-day event.





SCHEDULE OF EVENTS

FRIDAY, OCTOBER 18TH

- 4:00 PM - 10:00 PM Food Vendors on Mulberry Street
- 4:00 PM - 10:00 PM Craft & Art Vendors on Chestnut Street
- 4:00 PM - 10:00 PM Demonstrating Artist on Mulberry Street
- 4:00 PM - 10:00 PM Beer Garden on Chestnut Street
- 4:00 PM - 10:00 PM German Food at Corydon Christian Church
- 4:00 PM - 7:00 PM Kid Zone Activities in Bicentennial Park by Corydon FFA
- 6:30 PM - 7:30 PM **OPENING ACT: EKG**
- 8:00 PM - 11:00 PM **THE JUICE BOX HEROES**

SATURDAY, OCTOBER 19TH

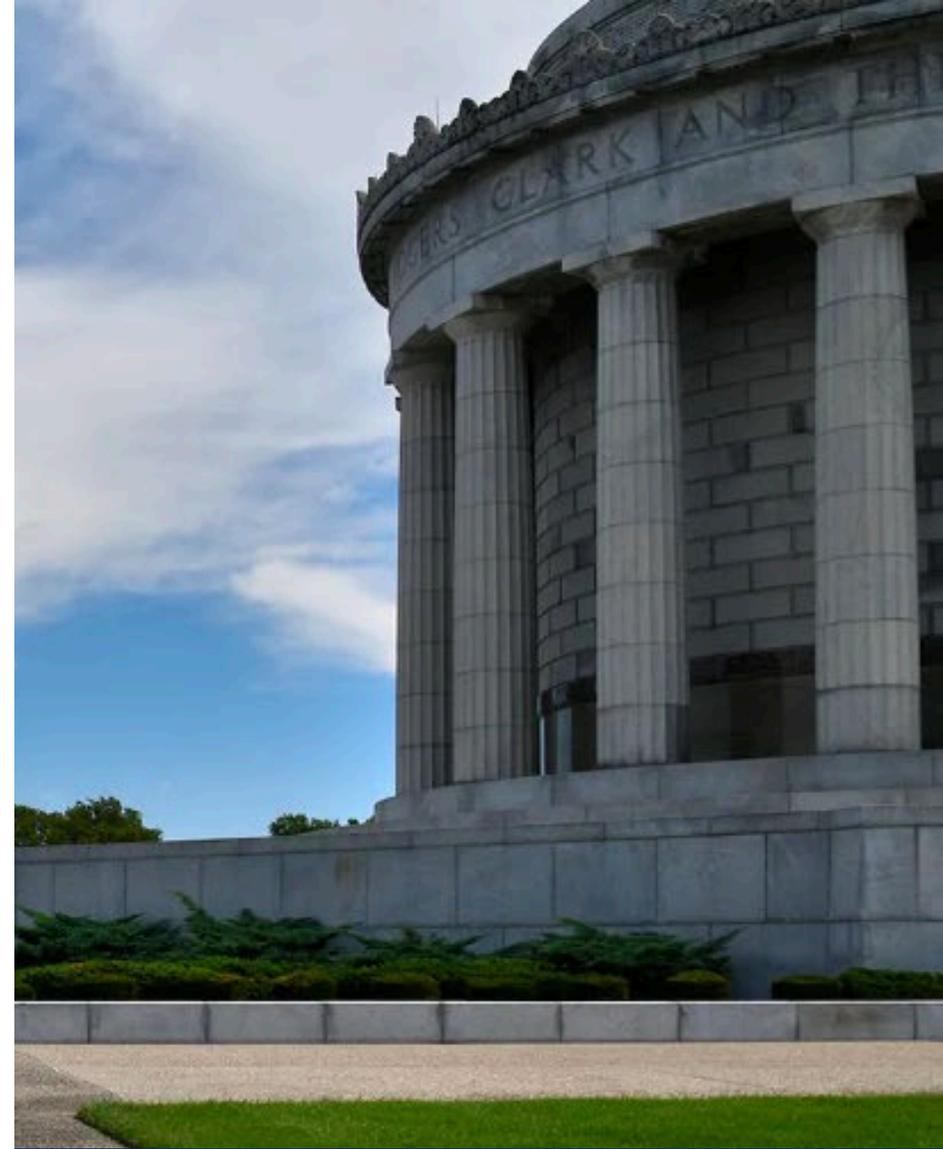
- 10:00 AM - 12:00 PM **DJ ERIC BELL**
- 11:00 AM - 10:00 PM Food Vendors on Mulberry Street
- 11:00 AM - 10:00 PM Craft & Art Vendors on Chestnut Street
- 11:00 AM - 10:00 PM Demonstrating Artist on Mulberry Street
- 11:00 AM - 10:00 PM Beer Garden on Chestnut Street
- 11:00 AM - 8:00 PM German Food at Corydon Christian Church
- 11:00 AM - 8:00 PM Kid Zone Activities in Bicentennial Park by Corydon FFA
- 12:40 PM - 1:00 PM **SISTERS OF THE DANCING MOON**
- 1:00 PM - 4:00 PM **TIN PAN ALLEY CATS**
- 3:00 PM - 5:00 PM **DJ ERIC BELL**
- 4:40 PM - 5:00 PM **SISTERS OF THE DANCING MOON**
- 5:00 PM - 7:00 PM **KIM & KEL**
- 7:00 PM - 10:00 PM **CLAYTON ANDERSON**

ADDITIONAL PARKING ON N. CAPITOL ST. & W. WALNUT ST.	PARKING	RESTROOMS	STAGE	VENDORS	DEMONSTRATIONS
BEER GARDEN	SEATING AREA	FOOD TRUCKS	GERMAN FOOD ZONE		



Implications

- The region's population has remained relatively stagnant since 2010 with more significant declines in Knox, Pike, and Spencer counties. Enhancing quality of life through the infusion of arts and culture will be essential to attract and retain residents.
- The region has limited arts and culture opportunities resulting in unmet demand and lost spending.
 - The average household in the region spends 18 percent less than the national average on entertainment and recreation. Only 7.1 percent of adults attended live theater in the past 12 months.
 - The region's arts, entertainment, and recreation sector sees approximately 81 percent of all spending flow out of the area, totaling nearly \$100 million annually.
- Residents have highlighted the need for expanded cultural programming and venues such as an amphitheater, concerts, art spaces, festivals, and indoor activity centers.





Asset Inventory



03

**Arts & Entertainment
Asset Inventory**



Arts & Entertainment Assets

Summary of Key Findings

Arts and entertainment venues provide the opportunity for residents and visitors to engage in the arts in its various forms such as concerts, theater, exhibits, and workshops. These types of assets, when available, can add to the diversity that residents experience, helping to increase their quality of life.



Performing Arts

The Region is home to the Red Skelton Performing Arts Center at Vincennes University and the Lincoln Amphitheater. Outside these major venues, the Region is still lacking in local community theater space and programs for residents.

Visual Arts

Overall the Region is also lacking in dedicated spaces for public art as well as places that provide education and programming opportunities across art forms. Public art such as murals and "Main Street" installations are also an ongoing desire from stakeholders in these communities.

Community Spaces

Community centers and event venues can often be an ideal location to showcase both performing and visual arts. Multi-functional community spaces that could offer arts and culture experiences are also lacking in the region.

Arts & Entertainment Inventory & Visitation

The table shown is a comprehensive inventory of arts and entertainment assets throughout the Indiana First region, along with associated visitation drawn from geofencing data from Placer.ai. As this data is based on cell phone tracking and many of these assets draw in a high proportion of younger children that may not carry cell phones, these total visitation numbers are likely understated. When available, estimated visitor / attendee numbers provided by facility managers are included in individual facility profiles later in this chapter.

Community centers, though not dedicated to the arts, provide multi-purpose spaces that can be used for live entertainment, exhibits, classes, and community events. When present, these facilities often draw in the highest visitation among these assets for each county.

The Red Skelton Performing Arts Center drew in the highest estimated visitation across all assets profiled, while the Red Skelton Museum of American Comedy drew in the highest percentage of long-distance visitors. High visitation at the performing arts center is also likely due to university and community usage outside performance dates.

Indiana First Region - Arts & Entertainment Assets									
Asset	City	County	Type	Total 2024 Visitation	Unique Visitors	Avg. Visits	% Visits <50 Miles	% Visits 50+ Miles	
Red Skelton Performing Arts Center	Vincennes	Knox	Theater	35,200	16,400	2.1	71%	29%	
Highland Woods Community Center	Vincennes	Knox	Community Center	33,400	19,100	1.7	90%	10%	
Green Activities Center	Vincennes	Knox	Community Center	11,900	7,000	1.7	82%	18%	
Old Town Players	Vincennes	Knox	Theater	6,500	1,400	4.6	N/A	N/A	
The Grand Banquet Hall	Vincennes	Knox	Event Space	5,200	4,000	1.3	75%	25%	
Art Space Vincennes	Vincennes	Knox	Art Gallery	3,000	1,800	1.7	N/A	N/A	
Red Skelton Museum of American Comedy	Vincennes	Knox	Museum	1,800	1,500	1.2	22%	78%	
Shircliff Gallery of Art	Vincennes	Knox	Art Gallery	N/A	N/A	N/A	N/A	N/A	
Northwest Territory Art Guild	Vincennes	Knox	Art Gallery	N/A	N/A	N/A	N/A	N/A	
The Open Gallery	Vincennes	Knox	Art Gallery	N/A	N/A	N/A	N/A	N/A	
St. James Performing Arts Center	Vincennes	Knox	Theater	N/A	N/A	N/A	N/A	N/A	
Azalea Path Arboretum	Hazleton	Pike	Event Space	15,200	11,800	1.3	83%	17%	
Old Petersburg Gym	Petersburg	Pike	Event Space	6,800	2,000	3.4	N/A	N/A	
Spencer County Youth & Community Center	Chrisney	Spencer	Community Center	24,400	11,500	2.1	94%	6%	
Santa Claus Museum & Village	Santa Claus	Spencer	Museum	20,700	19,400	1.1	23%	77%	
Monkey Hollow Winery & Distillery	St Meinrad	Spencer	Winery	11,000	10,600	1.0	70%	30%	
Lincoln Amphitheatre	Lincoln City	Spencer	Amphitheatre	5,500	2,200	2.5	N/A	N/A	
Good Life Designs	Lamar	Spencer	Art Studio	N/A	N/A	N/A	N/A	N/A	
Schergens Center of Tell City	Tell City	Perry	Community Center	26,100	8,500	3.1	96%	4%	
William Tell Senior Citizen Center	Tell City	Perry	Community Center	12,900	6,900	1.9	N/A	N/A	
Tell City Depot	Tell City	Perry	Event Space	10,600	6,400	1.7	92%	8%	
Derby Community Center	Derby	Perry	Community Center	10,300	6,100	1.7	75%	25%	
Riverside Event Center	Troy	Perry	Event Space	4,700	2,500	1.9	87%	13%	
Tell City Regional Arts	Tell City	Perry	Art Gallery / Center	N/A	N/A	N/A	N/A	N/A	
Zimmerman Art Glass	Corydon	Harrison	Art Shop	6,800	5,600	1.2	78%	22%	
Hayswood Theatre	Corydon	Harrison	Theatre	6,200	2,600	2.4	N/A	N/A	
Harrison County Arts	Corydon	Harrison	Art Gallery	N/A	N/A	N/A	N/A	N/A	
Total				258,200	147,300	1.8	79%	21%	

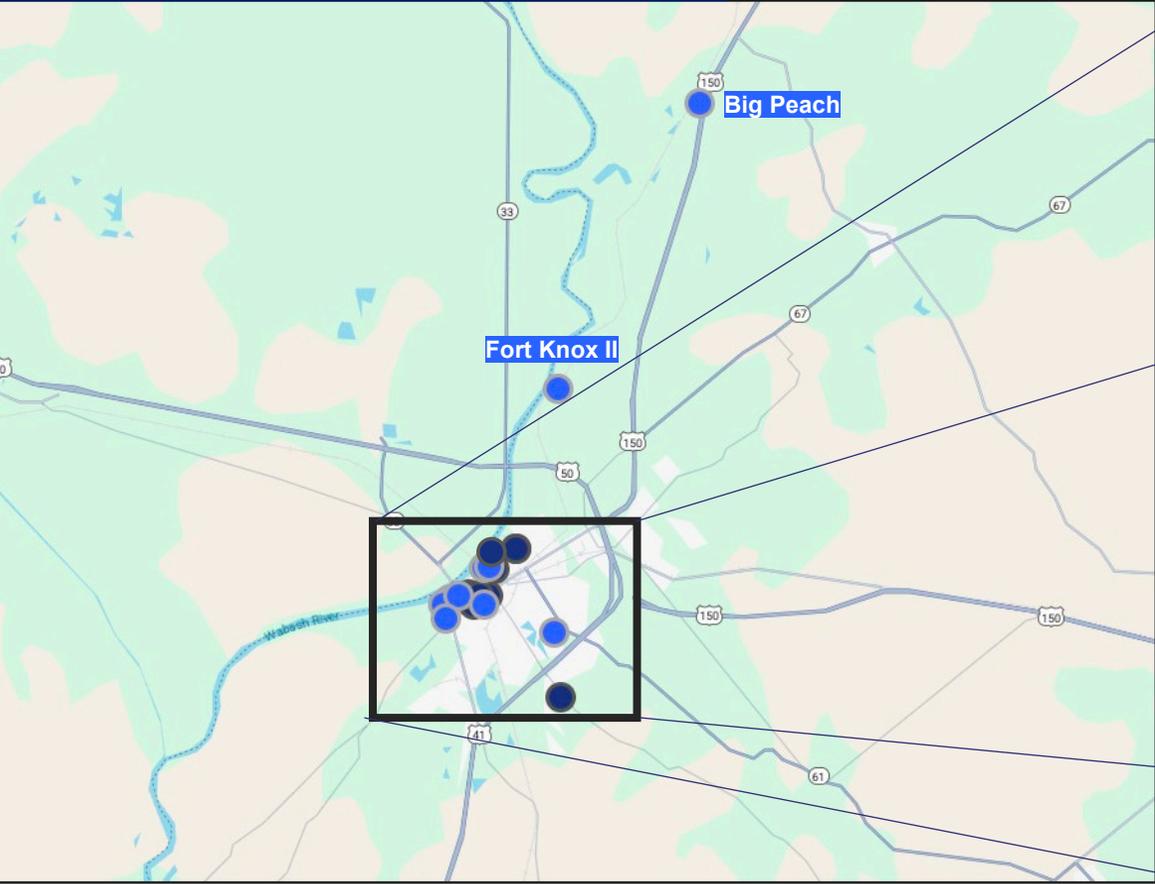
*N/A - insufficient data available
Source: Placer.ai



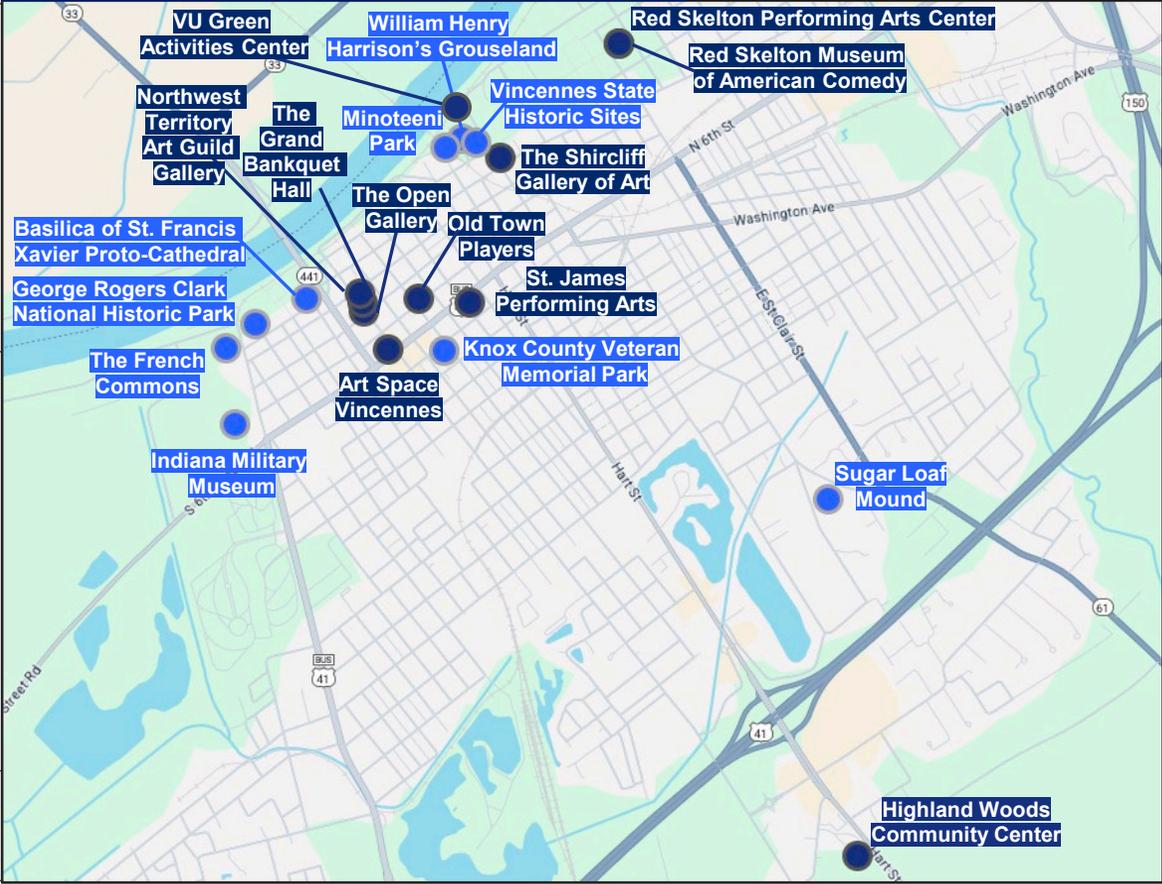
Knox County

Knox County Arts & Culture Assets

Knox County Arts & Culture Asset Map



Vincennes Arts & Culture Asset Map



Arts & Entertainment Assets
 Cultural Heritage Assets

Red Skelton Performing Arts Center

The Red Skelton Performing Arts Center is located on the campus of Vincennes University and features a state-of-the-art 800-seat proscenium theater. The 63,000-square-foot facility is home to the performing arts department at VU and includes music instructional space, drama instructional space, conference rooms, catering area, and backstage support spaces. The facility opened in 2006.

The university's theatre department puts on three shows per year with a four-night run that generate 100+ in attendance each show. There are also 4-6 other university performances each year. A community music series hosts seven shows a year that generate 600-800 in attendance each performance. Multiple dance recitals also generate similar attendance. Red Skelton Museum fundraisers generate 400-600 in attendance. In total, the center hosts approximately 30 show nights annually, generating 10,000 in attendance. Overall, there is potential to increase utilization of the facility for community groups and other events at a lower price point.



Red Skelton Museum of American Comedy

The Red Skelton Museum of American Comedy honors the legacy of comedian Red Skelton and is connected to the Red Skelton Performing Arts Center on the campus of Vincennes University. The museum features 3,500 square feet of interactive exhibit space that features interactive learning activities, memorabilia, stage set, and showcase theater. The museum opened in 2013.

The museum charges a daily admission fee that ranges from \$6 to \$9 and hosts a number of events throughout the year. The annual Red Skelton Festival attracts a couple hundred people each year.

The museum estimates that it generates 6,500 annual visitors, mostly from older demographics. 1,200 of these are from group tours, with the remainder individual visits.



Knox County – Other Performance Venues

Old Town Players Theatre & Arts Center



Old Town Players Theatre & Arts Center started in 1977 and creates volunteer-driven programs that promote education through performing arts. The community theater has a capacity of 175. The theatre features five two-week productions annually. Each production attracts 300 to 800 attendees per show run. Event admission ranges from \$5 for children to \$15 for adults.

The facility also is available for rental and is used for meetings, weddings, and other private events. The lower level of the facility is now used as a teen center for after school programming.

St. James Performing Arts Center



The St. James Performing Arts Center is located in the historic St. James Episcopal Church in Vincennes. The 200-capacity center hosts concerts, theatrical performances, and community events with the goal of providing a performance space other than bars that showcases local bands and talent. The arts center hosts one event per month on average, with attendance ranging from 50 percent of capacity to sell-out.

Knox County - Art Galleries

Northwest Territory Art Guild



Northwest Territory Art Guild is located in downtown Vincennes and focuses on contemporary and classical artwork from established and emerging talent.

Art Space Vincennes



Art Space Vincennes is a gallery and studio space that is located in a 200-year-old home. The studio is used for production, and exhibitions feature contemporary art from around the country. Art Space also established First Friday Art Walks in downtown Vincennes.

The Open Gallery



The Open Gallery is both a studio and gathering space that exists to bring community together through various forms of art.

Shircliff Gallery of Art



The Shircliff Gallery is part of the Department of Art and Design at Vincennes University and displays university and public collections and exhibitions and host special events.

Knox County – Event Venues

Highland Woods Community Center



Highland Woods Community Center is a 14,000 square-foot facility with two full-size basketball courts that can accommodate groups up to 700 seated, and 1,500 theater style. The facility has a full-service kitchen, open-air pavilion, and a 7-acre park. The facility is used for sporting events, weddings, receptions, meetings, and other private events.

The Grand Bankquet Hall



The Grand Bankquet Hall is located in the historical Old American National Bank Building and encompasses 12,000 square feet, accommodating groups of up to 400 guests across two floors. The facility features a grand staircase, a “U”-shaped balcony that overlooks the dance floor, and bank vault repurposed as a suite / dressing room.

Greene Activities Center



The Robert E. Green Activities Center is located on the campus of Vincennes University and can accommodate 400-450 people. The facility is open to the public and catering is provided through University partner Sodexo.



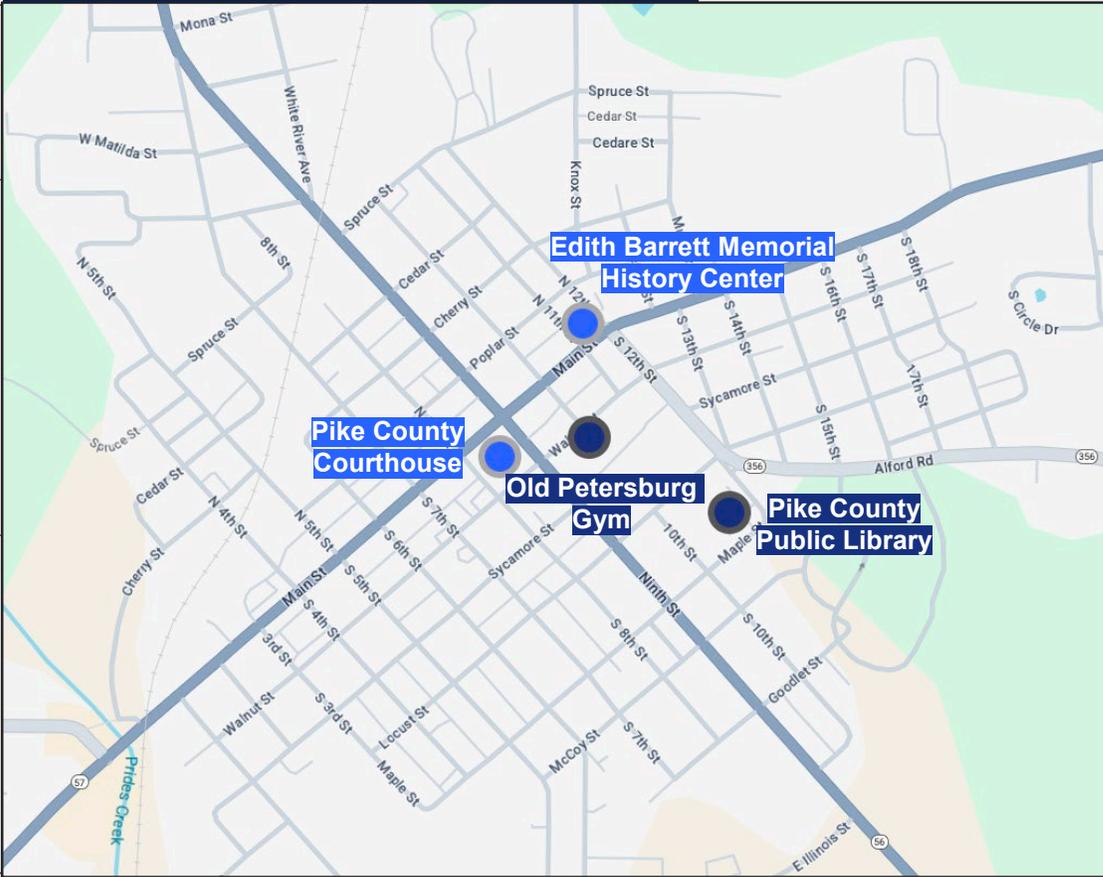
Pike County

Pike County Arts & Culture Assets

Pike County Arts & Culture Asset Map



Petersburg Arts & Culture Asset Map

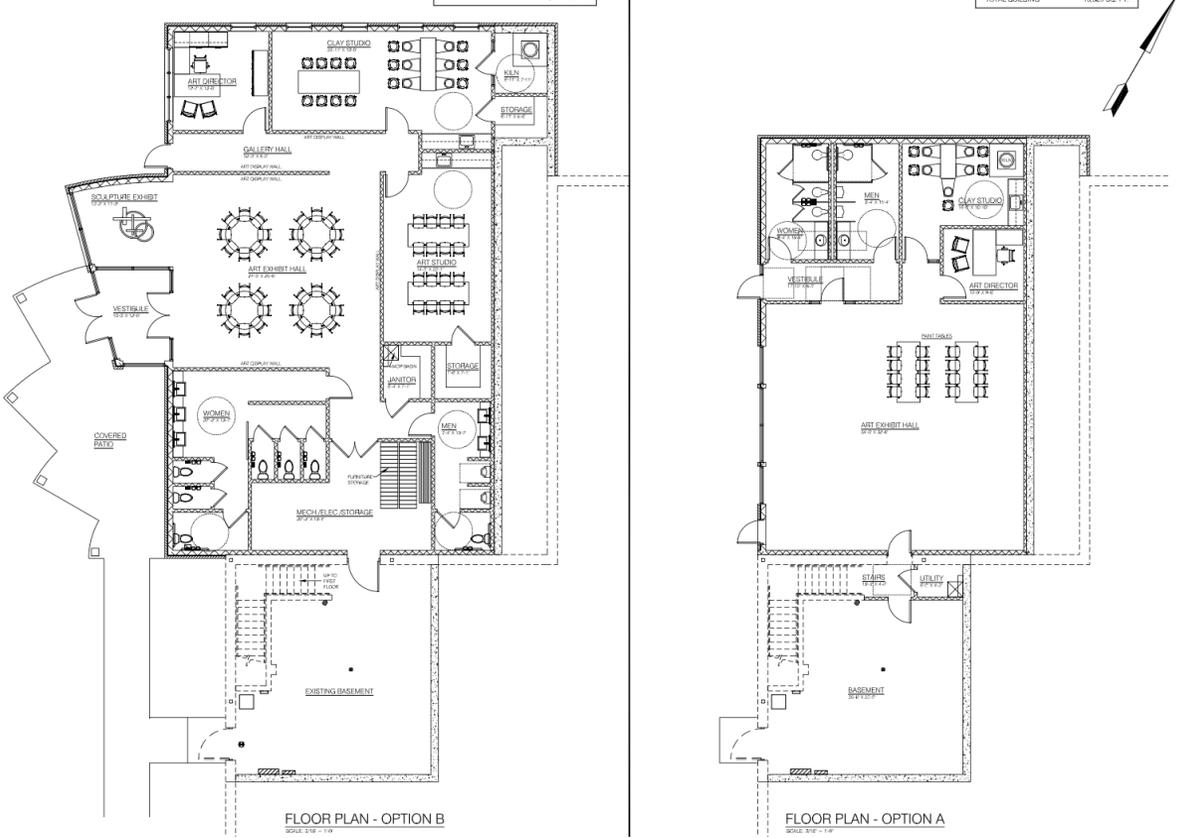


Arts & Entertainment Assets
 Cultural Heritage Assets

Pike County Public Library - Expansion

Pike County Public Library is pursuing an expansion of its Petersburg facility. As one of few spaces in the county for class and group activity, additional exhibit and studio space is proposed. Two options are being considered, one that would add approximately 3,500 square feet to the existing 11,000-square-foot facility, and another smaller expansion totaling approximately 2,000 square feet.

The larger expansion (Option B) is budgeted to cost approximately \$700,000 and is currently unfunded. It would add an art studio, clay studio, art director office, gallery hall, exhibit space, and restrooms. The smaller expansion (Option A) would have a smaller clay studio and overall reduced footprint of new spaces, and would not have a dedicated art studio.



Pike County – Event Facilities

Azalea Path Arboretum



Azalea Path Arboretum & Botanical Gardens covers over 60 acres of land and has more than 4,000 azaleas, two spring-fed lakes, a waterfall, koi pond, and three miles of trails. The arboretum also includes a 75-capacity indoor event space.

Old Petersburg Gym

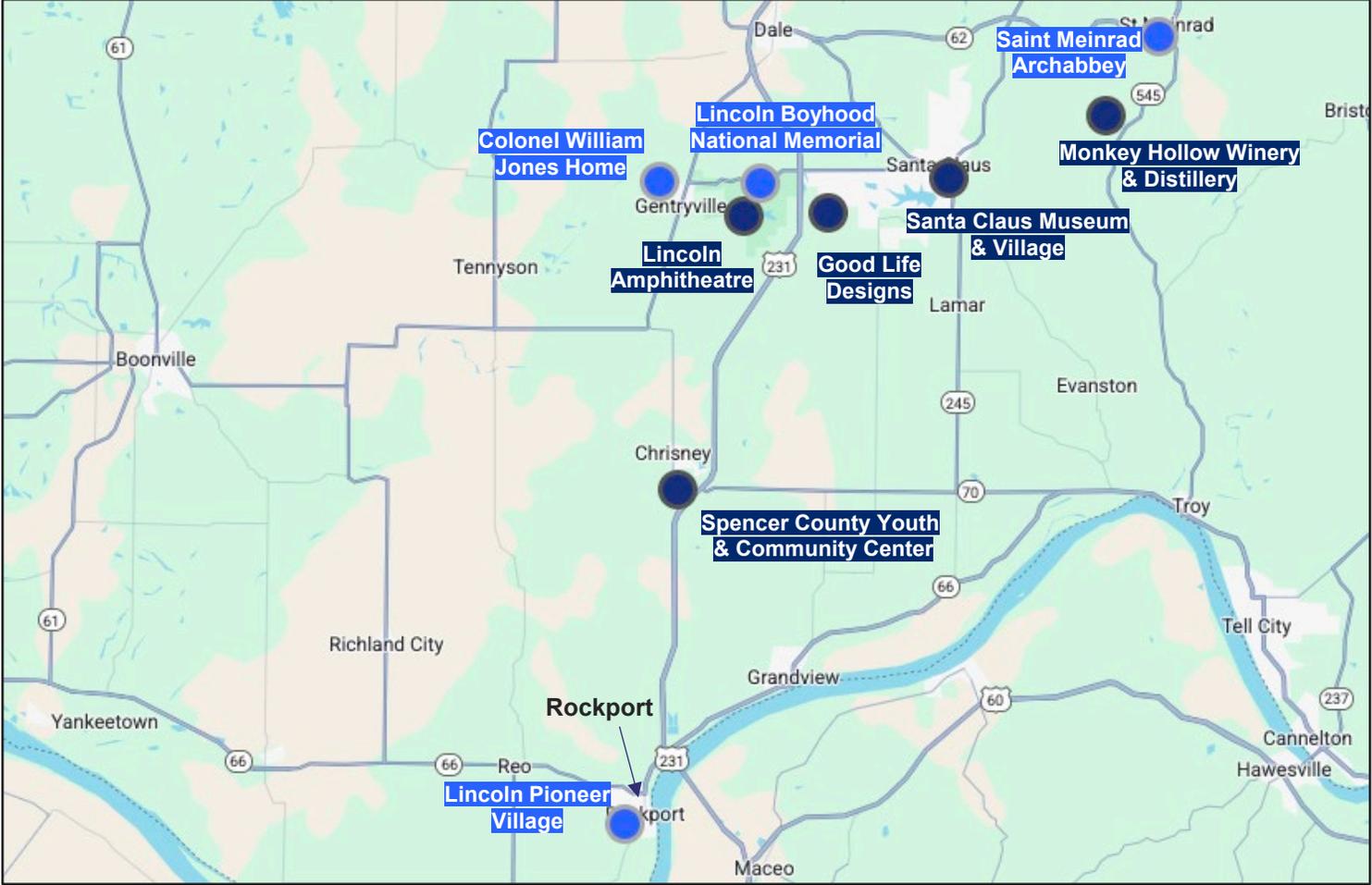


Petersburg Old Gym dates back to 1922, and continues to be a hub for local gatherings and school functions. A new mixed-use development is planned surrounding the gym that will include housing, outdoor courts, a playground, and community garden.



Spencer County

Spencer County Arts & Culture Assets



■ Arts & Entertainment Assets ■ Cultural Heritage Assets

Lincoln Amphitheatre

Lincoln Amphitheatre is a 2,200-seat venue within Lincoln State Park. This year, 700 seats were added including Patio 1816 and Patio 1830 covered seats as well as Starlight 1 and Starlight 2 open-air stadium seats. Also completed were upgrades to the concessions building and additional restroom facilities to accommodate the increased capacity.

For the 2024 season, approximately 20,300 tickets were sold, or an average of 90 percent of capacity sold. Over 500 season tickets were sold, ranging from \$200 for GA to \$260 for VIP. The over 200 sponsor season tickets range from \$500 to \$5,000. Single tickets range from \$20-\$52 per ticket depending on seat location and caliber of show.

Over 15 shows are on schedule for the 2025 season, with artists ranging from pop to country to classic rock. Even with the additional 700 seats, many shows are already sold out and a number also close to selling out pre-season, revealing continued high demand for live entertainment in the Region.



Spencer County – Community / Art Facilities

Spencer County Youth & Community Center



The Spencer County Youth & Community Center is located on the Spencer 4-H Fairgrounds. The 7,680-square-foot facility features a larger event space with seating for up to 500 people along with a meeting room with a capacity of 75. The facility is used for 4-H programs along with other private / public events such as weddings, receptions, fundraisers, meetings, and other private events. Approximately 400 students are enrolled in the 4-H program and non fair events generated approximately 8,500-10,000 attendees in 2024.

Good Life Designs



Good Life Designs offers smaller classes in painting, pottery, and crafts along with art lessons, paint your own ceramics, and printing services. The owner also offers custom artwork and ceramics.

While it is mostly used as the owner's studio space, the owner travels to other facilities in the region to host similar arts classes.

Spencer County – Attractions

Monkey Hollow Winery & Distillery



Seven-acre Monkey Hollow Winery is located in Saint Meinrad that started in 2003 and expanded into a distillery in 2011.

Outside tastings, the winery has a selection of locally made arts and crafts and hosts a spring, summer, and fall concert series.

Santa Claus Museum & Village



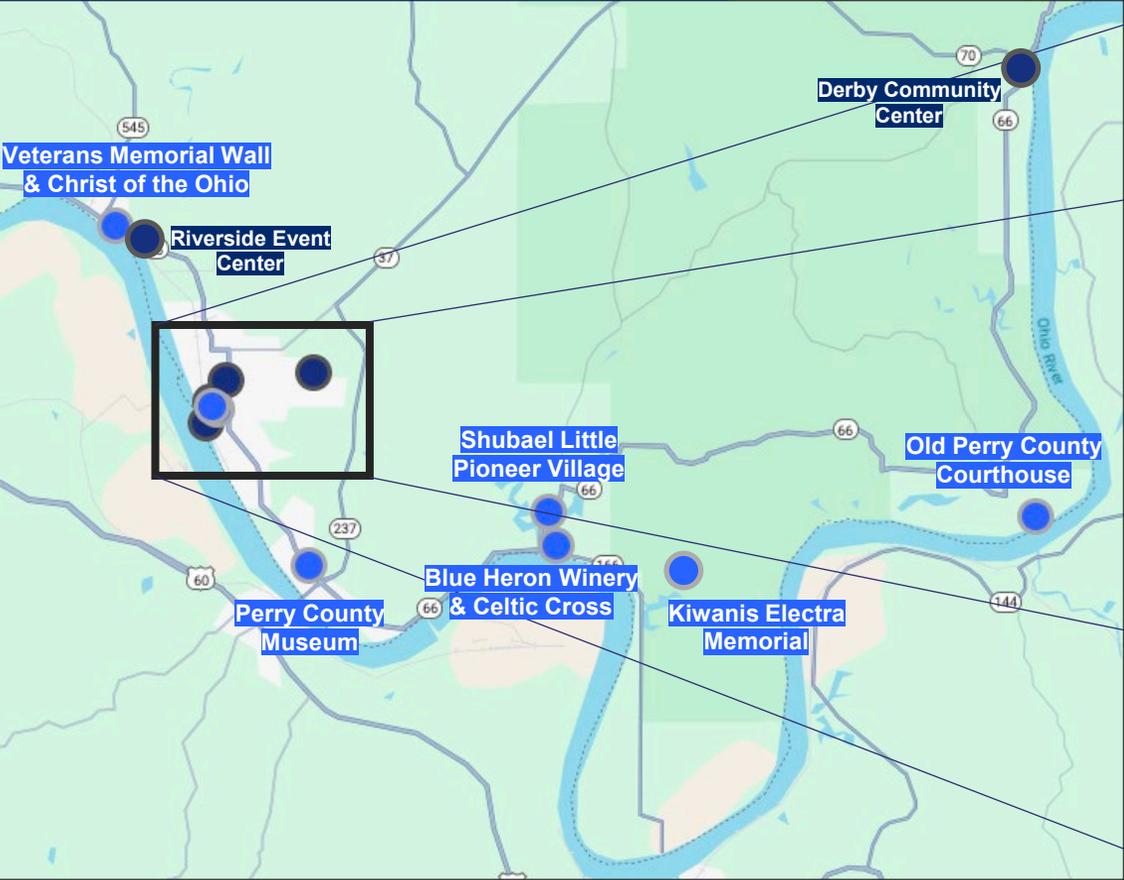
The Santa Claus Museum & Village is a collection of original town buildings that date back to 1856. Children can write a letter to Santa in the town's first post office and visitors can tour the original 1880 Santa Claus church or the museum that displays the town's history.



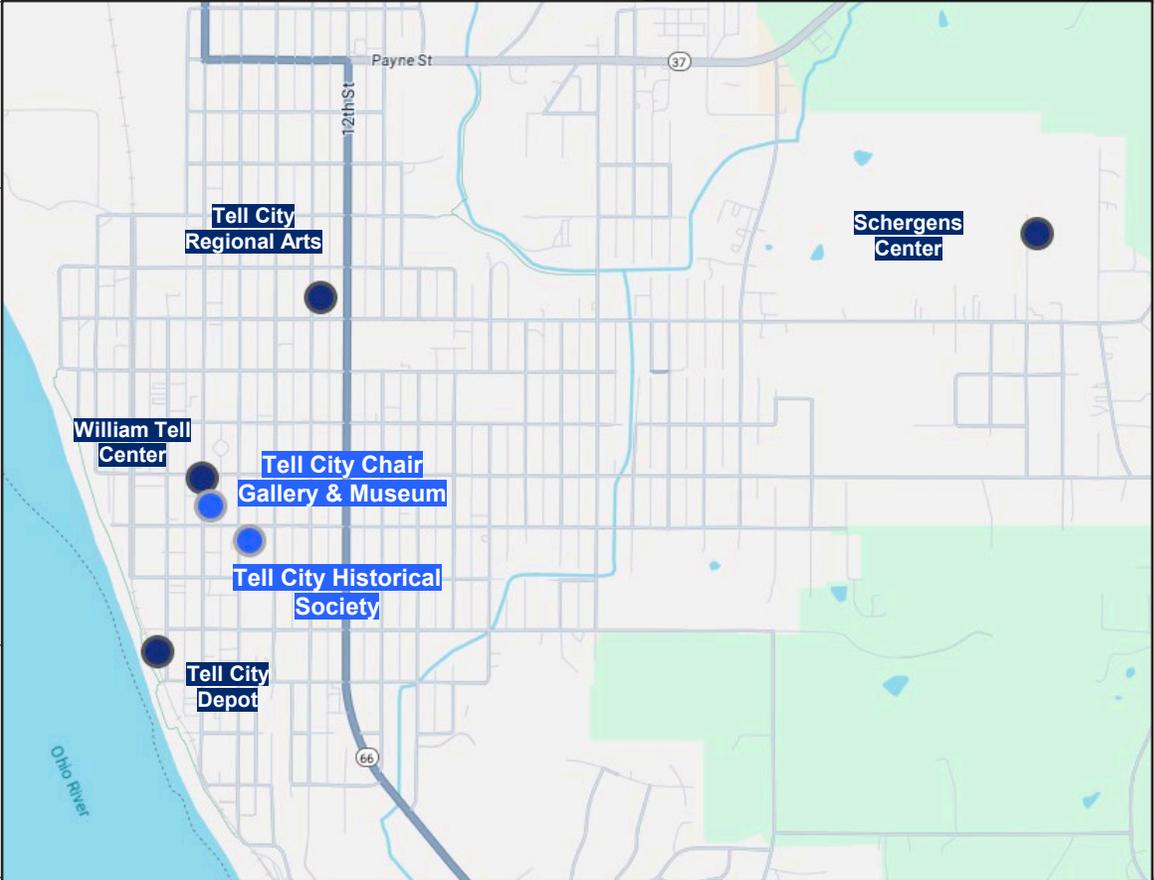
Perry County

Perry County Arts & Culture Assets

Perry County Arts & Culture Asset Map



Tell City Arts & Culture Asset Map



Arts & Entertainment Assets
 Cultural Heritage Assets

Tell City Regional Arts

Tell City Regional Arts (TCRA) exists to educate, inspire, and connect artists and audiences of all ages through a diverse range of programs, exhibitions, workshops, classes, and performing arts opportunities. The organization also plays a leading role in the creation and installation of public art throughout Tell City, enhancing community spaces and local identity.

Founded in 2005, TCRA has long been a cornerstone of the region's creative life—sponsoring and participating in visual arts, music, theater, and other cultural programming such as mural projects, live performances, movies and music in the park, and art classes. Collectively, activities hosted at the center attract roughly 4,000 attendees annually, with an additional 750 participants engaged through off-site events.

In June 2025, TCRA revitalized its outdoor patio space, transforming it into a flexible venue for monthly Open Mic Nights, outdoor concerts, and community gatherings. Two months later, in partnership with the Tell City Schweizer Fest Committee, the organization proudly revived the community's annual summer theatrical production after a ten-year hiatus. The four-night performance sold out each evening, welcoming more than 2,000 attendees in total.

With programming and participation continuing to grow, the organization needs a larger, dedicated space to accommodate live music, theater, visual arts, and multi-disciplinary events. TCRA has identified a centrally located site for its planned expansion, which would serve as a vibrant regional hub for arts and cultural engagement in Southern Indiana.



Tell City Depot

Tell City Depot is a historic train depot that showcases exhibits on the town's history and features a gift shop, a 120-person capacity event space, catering kitchen, and is also home to the Tell City Farmer's Market.

The facility is used for a range of private and public events such as banquets, receptions, meetings, and trainings. The Depot is located along the flood wall and could be a prime location for a future arts and community center.



Perry County – Event Venues

Schergens Center of Tell City



Schergens Center is an event facility that can host a wide variety of event types. The 4,500-square-foot auditorium can accommodate close to 300 people. The facility also features a 725-square-foot band and dance floor area, two smaller meeting rooms that can accommodate 40 people total, and a catering kitchen.

Schergens Center is located adjacent to William Tell Elementary and Ivy Tech Community College – Tell City and is used for a variety of public and private meetings and events.

William Tell Senior Citizen Center



The William Tell Center opened in 2023 and is housed in the renovated former German American Bank building. The center has a 150-capacity community room with a large dance area and stage, lounge area, office space, kitchen, and restrooms.

The center hosts live music on the weekends, line dancing, and game nights for all age groups.

Perry County – Event Venues, cont'd.

Riverside Event Center



Riverside Event Center is located just outside of Troy. It was previously owned by a local non-profit and during that time, it was not in-use. The facility has recently purchased by a private owner that converted it to a rental venue for weddings and other events. The event center seats 200 guests in its reception hall.

Derby Community Center



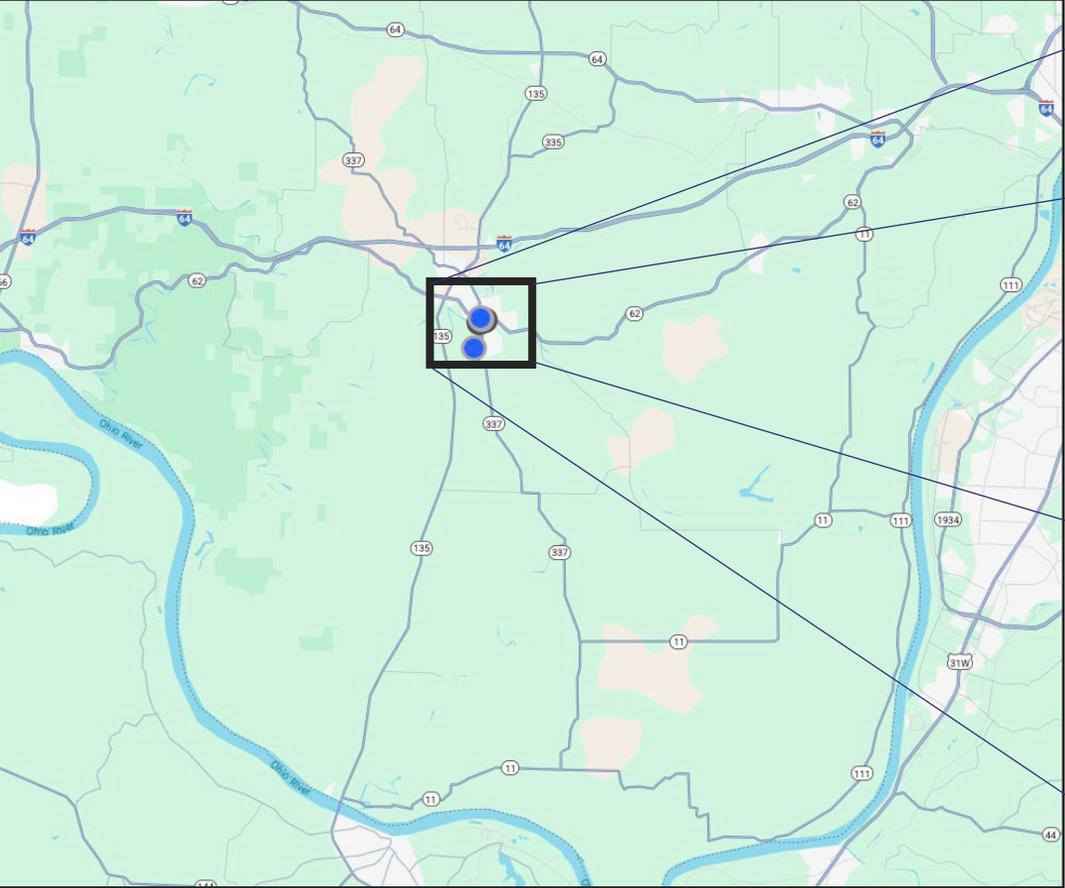
This facility is a community and event space located in Derby, Indiana. The facility has an indoor reception capacity of 200, and banquet capacity of 120. The community center also has outdoor event space that overlooks the Ohio River.



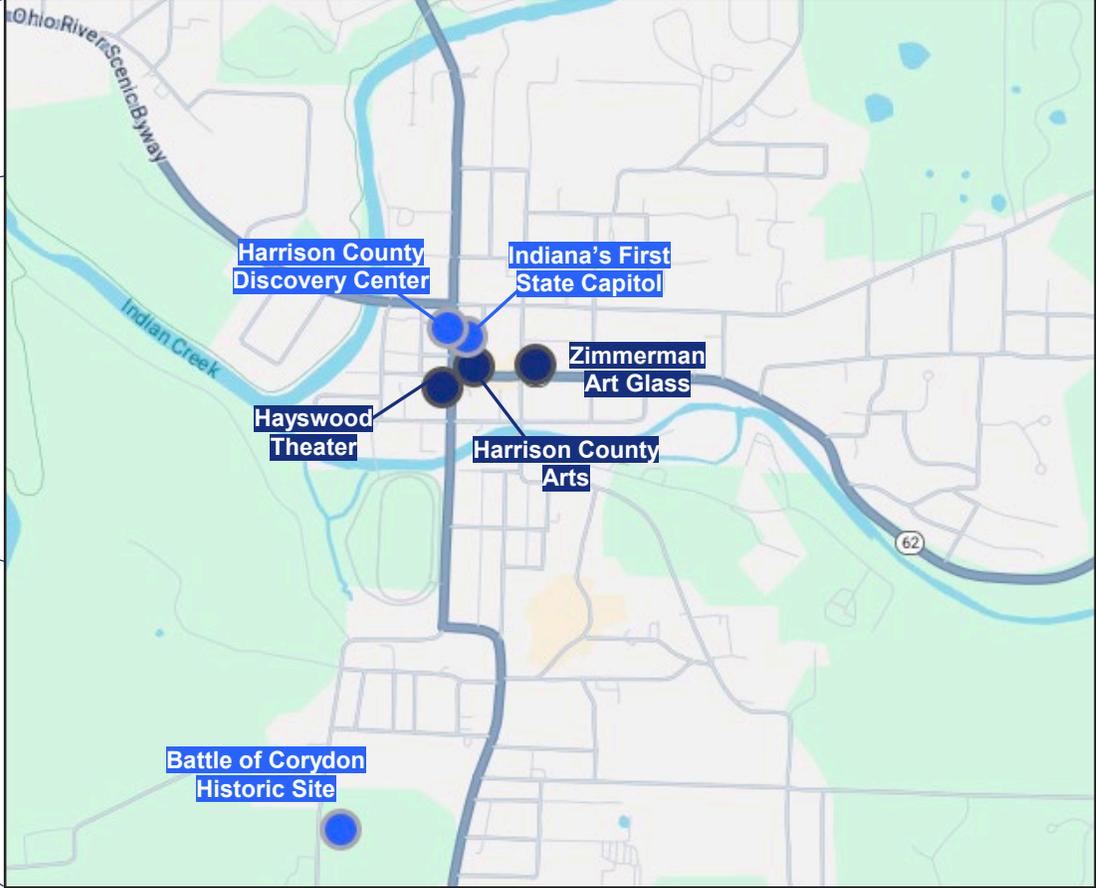
Harrison County

Harrison County Arts & Culture Assets

Harrison County Arts & Culture Asset Map



Corydon Arts & Culture Asset Map



Harrison County Arts

Harrison County Arts started in 2005 to help bring arts-centered experiences and activities to Harrison County. In 2022, it moved to the center of downtown Corydon into a larger 5,000-square-foot space that includes invitational, member, and community galleries, a gift shop, and resource center. It is estimated approximately 1,500 people visited exhibitions at the center in fiscal year 2024. Harrison County Arts also collaborates and partners on local arts and community events throughout the year.

The organization has been focusing on providing classes and programs in its resource center across media types such as woodwork, painting, and sculpting.

Its new space is also used as rentable event space, with a capacity of 110 on the first floor, and 45 in the second-floor resource center.



Hayswood Theatre

Hayswood Theatre was formed in 1969 and is a community theatre that hosts live shows, comedies, musicals, dramas, and children's workshops. The 70-seat theatre has been in business for 45 years. The theatre produces five shows a year and presents nine performances each, generating approximately 3,000 in annual attendance.

The theatre also hosts one- to two-week youth theater camps, but due to production sets and scenery, are limited in its ability to provide additional programs.

Tickets for performances are \$12 for adults and \$10 for seniors and children.



Zimmerman Art Glass

Zimmerman Art Glass, in business since 1942, is the second oldest family run studio glass factory in the United States. In 2015, the business was moved to the arts district in downtown Corydon.

Zimmerman specializes in hand-sculpted functional glass art such as glassware (bottles, bowls, vases), ornaments, and paperweights. The shop hosts 600 demonstrations annually for schools and other groups. Over the course of the year, 130 to 145 bus loads of school groups tour historic Corydon and Zimmerman Art Glass.

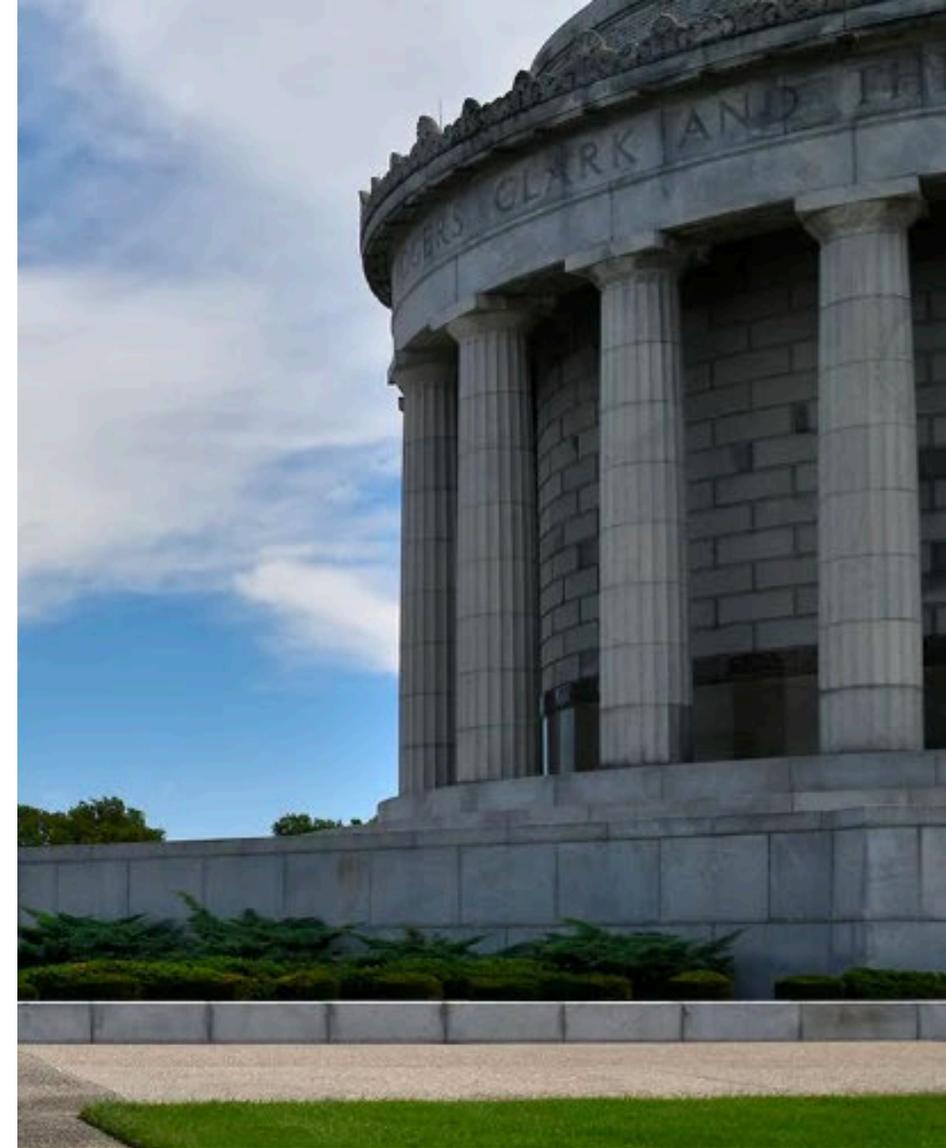
Zimmerman also offers "blow your own" opportunities during Halloween, Christmas, and Easter, which draws in an additional 1,400 people annually.

Zimmerman also produces Glasstoberfest each fall.



Arts & Entertainment Asset Implications

- While there is a diverse set of arts and entertainment assets in the region, many communities are still in **need of dedicated spaces** that provide residents the opportunities to engage in the arts.
- Many of these existing facilities in the region exhibit low visitation, showing the **need for increased programming and support** to enhance their reach.
- **Underutilized community facilities could potentially be repurposed** for arts and entertainment spaces, helping to reduce capital costs associated with new builds.
- Overall, there is an **opportunity to invest in the arts in the Region through additional exhibit, classroom, and/or performance space**, though dedicated volunteers, staff, and funding will be needed to make these places impactful to the community and broader region.



04

**Cultural & Heritage
Assets Inventory**



Cultural & Heritage Assets

Summary of Key Findings

The historical significance of the region on the state is important to the ongoing education of the region's and state's youth. Many original buildings and structures dating back to the Civil War also provide unique experiences that can draw visitors to the area, which can aid in increasing spending within the Region.



Historic Buildings

Historic buildings and sites such as George Rogers Clark National Historic Park and Lincoln Boyhood National Memorial lead the region in annual visitation across all arts and culture assets in the region. These major assets, along with other historic buildings also **draw in higher percentages of visitors from longer distances.**

Museums

Museums provide residents and visitors the opportunity to be educated on the roots of its communities. Each county within the region has space dedicated to local artifacts and history. Comparatively, however, **these assets do rank lower in terms of visitation and draw.**

Other Cultural Assets

Facilities like the Indiana Military Museum, the Red Skelton Museum of American Comedy, and pioneer villages also help engage visitors in unique and interactive experiences that also increase education on vital periods and people in the state's history.

Cultural & Heritage Inventory & Visitation

The table shown is an inventory of culture and heritage assets throughout the Indiana First region, along with associated visitation drawn from geo-fencing data from Placer.ai. As this data is based on cell phone tracking and many of these assets draw in a high proportion of younger children that may not carry cell phones, the total visitation numbers are likely understated. When available, estimated visitor / attendee numbers provided by facility managers are included in individual facility profiles later in this chapter.

George Rogers Clark National Historic Park and Lincoln Boyhood National Memorial attracted the highest number of visitors across these assets. While most of these sites and buildings attracted lower estimated visits, they generated a higher share of long-distance visitors when compared to the region’s arts and entertainment assets.

Indiana First Region - Cultural Assets									
Asset	City	County	Type	Total 2024 Visitation	Unique Visitors	Avg. Visits	% Visits		
							<50 Miles	50+ Miles	
George Rogers Clark National Historic Park	Vincennes	Knox	Historic Building	37,600	26,400	1.4	67%	33%	
Indiana Military Museum (campus)	Vincennes	Knox	Museum	13,900	11,100	1.3	54%	46%	
The Big Peach	Bruceville	Knox	Event Space	12,600	9,800	1.3	56%	44%	
French Commons	Vincennes	Knox	Historic Site	11,900	7,300	1.6	77%	23%	
Vincennes State Historic Sites	Vincennes	Knox	Historic Buildings	7,700	3,100	2.5	86%	14%	
William Henry Harrison's Grouseland	Vincennes	Knox	Historic Building	4,000	3,200	1.3	68%	33%	
Minotenei Park	Vincennes	Knox	Historic Site	2,700	1,900	1.4	N/A	N/A	
Indiana Military Museum (museum only)	Vincennes	Knox	Museum	1,800	1,300	1.4	55%	45%	
Sugar Loaf Mound	Vincennes	Knox	Historic Site	1,800	1,000	1.8	N/A	N/A	
Fort Knox II	Vincennes	Knox	Historic Site	N/A	N/A	N/A	N/A	N/A	
Knox County Veteran Memorial Park	Vincennes	Knox	Memorial	N/A	N/A	N/A	N/A	N/A	
Basilica of St. Francis Xavier Proto-Cathedral	Vincennes	Knox	Historic Building	N/A	N/A	N/A	N/A	N/A	
Edith Barrett Memorial History Center	Petersburg	Pike	Museum	1,600	1,100	1.5	N/A	N/A	
Pike County Courthouse	Petersburg	Pike	Historic Building	N/A	N/A	N/A	N/A	N/A	
Lincoln Boyhood National Memorial	Lincoln City	Spencer	Historic Site / Museum	38,200	26,700	1.4	52%	48%	
Saint Meinrad Archabbey	St Meinrad	Spencer	Historic Building	29,900	8,100	3.7	48%	52%	
Lincoln Pioneer Village & Museum	Rockport	Spencer	Museum / Park	17,600	9,200	1.9	93%	7%	
Colonel Jones Home	Gentryville	Spencer	Historic Building	N/A	N/A	N/A	N/A	N/A	
Celtic Cross / Blue Heron Winery	Cannelton	Perry	Winery	5,100	4,100	1.2	76%	24%	
Schubael Little Pioneer Village	Cannelton	Perry	Historic Buildings	1,200	850	1.4	N/A	N/A	
Veterans Memorial Wall / Christ of the Ohio	Troy	Perry	Memorial	1,000	860	1.2	N/A	N/A	
Tell City Chair Gallery & Museum	Tell City	Perry	Museum / Store	N/A	N/A	N/A	N/A	N/A	
Tell City Historical Society	Tell City	Perry	Museum	N/A	N/A	N/A	N/A	N/A	
Rome Indiana Courthouse	Rome	Perry	Historic Building	N/A	N/A	N/A	N/A	N/A	
Perry County Museum	Cannelton	Perry	Museum	N/A	N/A	N/A	N/A	N/A	
Kiwanis Electra Memorial	Cannelton	Perry	Memorial	N/A	N/A	N/A	N/A	N/A	
Indiana's First State Capital	Corydon	Harrison	Historic Building	6,800	6,200	1.1	84%	16%	
Harrison County Discovery Center	Corydon	Harrison	Museum	4,500	3,400	1.3	N/A	N/A	
Battle of Corydon Historic Site	Corydon	Harrison	Historic Site	1,800	1,400	1.3	53%	47%	
Total				201,700	127,010	1.6	64%	36%	

*N/A - insufficient data available
Source: Placer.ai



Knox County

George Rogers Clark National Historic Park

The George Rogers Clark National Historic Park is located in Vincennes, Indiana, at what is believed to be the site of Fort Sackville. In 1779, Lieutenant Colonel George Rogers Clark led the capture of Fort Sackville from British control. The structure was completed in 1936.

Patrick Henry Square is also part of the historic park, an area that used to be a major retail component of Main Street in the late 1800s.

It is estimated that the memorial and surrounding park generated over 37,000 visitors in 2024. The park system plans to complete an update to its visitors center in the next couple of years.



Indiana Military Museum

The Indiana Military Museum preserves and display artifacts from the U.S. military history including military vehicles, aircrafts, uniforms, insignia, and equipment ranging from the American Revolution to present times. The museum also hosts World War I, World War II, and Vietnam War reenactment and remembrance events annually.

The museum charges a daily admission fee that ranges from \$4 for children over five years old to \$9 for adults and hosts a wide variety of groups.

The museum estimates it generates 38,000 visitors annually, with 13,000 from walk-in paid admission, and the remainder from its five annual events and group tours. Approximately 90 percent of visitors are from outside Knox County, making it a significant tourism generator for the area.



William Henry Harrison's Grouseland

The 6,000 square-foot Grouseland was completed in 1804 and was the home of U.S. President William Henry Harrison during his tenure as the first governor of the Indiana Territory.

Grouseland was designated as a National Historic Landmark in 1960 and is operated by the Grouseland Foundation as a museum. It is estimated that Grouseland attracts 12,000 to 15,000 visitors annually. Of these visitors, 3,000 to 5,000 are school groups. The remainder comprises walk-in admissions, events, and other groups. Annual group tours include 40-50 school tours and 20-30 leisure group tours.

Recently a \$1.5 million interior restoration was completed on the historic home. Weddings and other events can be hosted outdoors at the adjacent Walnut Grove for up to 320 people.



Presidential Visitors Center

A new 15,400-square-foot visitor and event center is planned to be constructed adjacent to Grouseland. The center will include a 3,850-square-foot event hall that could host 300 people banquet-style. In addition, the center will include lobby space, 4,000 square feet of exhibit space, meeting rooms, a theatre, a café, gift shop, and kitchen. The cost of this new facility is budgeted at \$14 million. \$2 million in READI funds will be used for site development and engineering costs for the project, with the remainder planned to be funded from private foundations. This new facility is intended to increase tourism, event, employment, and education in the area.



The Big Peach

The 20-foot Big Peach is located in Bruceville and was built in 1954 as a tribute to the Trylon and Perisphere of the 1939 New York World's Fair. The Big Peach store is open from May through October each year as a family-owned farm market. The facility also features a play café for children and an event space with seating for up to 40 people.



Knox County – Military History

Fort Knox II



Fort Knox II is located north of Vincennes on a bluff overlooking the Wabash River. The site was used as a military base from 1803-1813 and is the location of the army that fought the battle of Tippecanoe in 1811. The site can be rented for events and has a 300-person capacity.

Knox County Veteran Memorial Park



The Knox County Veteran Memorial Park is a monument in downtown Vincennes that was completed in 1914 and restored in 2008. It is dedicated to all 2,000-plus Knox County veterans of the Civil War.

Knox County – Other Historic Sites

Minooteeni Park



Minooteeni (“Village”) Park honors indigenous people that lived in Vincennes. The park includes interpretive signage, native plantings, and a future planned wigwam, playground, and turtle sculpture.

Sugar Loaf Mound



Sugar Loaf Mound is a natural landform that was used by Native Americans as a burial place. It is now part of a small public park.

State Historic Sites



The Vincennes State Historic sites offer tours through the original Territorial Capital Building, Old French House, Jefferson Academy, Thompson House, and Print Shop, all built between 1800-1810.

Basilica of St. Francis Xavier



The St. Francis Xavier parish is the oldest church congregation in the state. The basilica stands on the site of three former churches, first built in 1732. The foundation of the cathedral was laid in 1826 and took 14 years to complete. Located behind the cathedral is the oldest library in Indiana.



Pike County

Historical Attractions

Pike County Courthouse



Pike County Courthouse was built in 1922 and houses the County Circuit Court. An interior rotunda is able to host smaller event under 75 people. Outside a war memorial honors veterans from Pike County.

Edith Barrett Memorial History Center



The Edith Barrett Memorial History Center (Pike County Indiana Historical Society & Museum) collects, preserves, and interprets objects and artifacts related to Pike County through exhibits, education, and research.

Peter Brenton Cabin



Peter Brenton was the founder of the City of Petersburg, and his log cabin was relocated to Hornady Park and is used for seasonal events in the fall and during Christmas. The park also features an open-air pavilion, fishing pond, and splash pad.



Spencer County

Lincoln Boyhood National Memorial

The Lincoln Boyhood National Memorial honors the time when Abraham Lincoln and his family moved from Kentucky to Indiana, from 1816 to 1830 when Lincoln was seven to 21 years of age. The memorial includes the Memorial Visitors Center and Museum, interactive Lincoln Living Historical Farm, and hiking trails.

The Memorial Visitor Center was completed in 1943 and includes two memorial halls containing artifacts and exhibits portraying the life of Abraham Lincoln. The museum has twelve exhibits showcasing the course of Lincoln's life. Facility management estimates that approximately 130,000-140,000 people visit the memorial each year, which also includes those who are visiting the park. A large portion of these visitors are school groups.

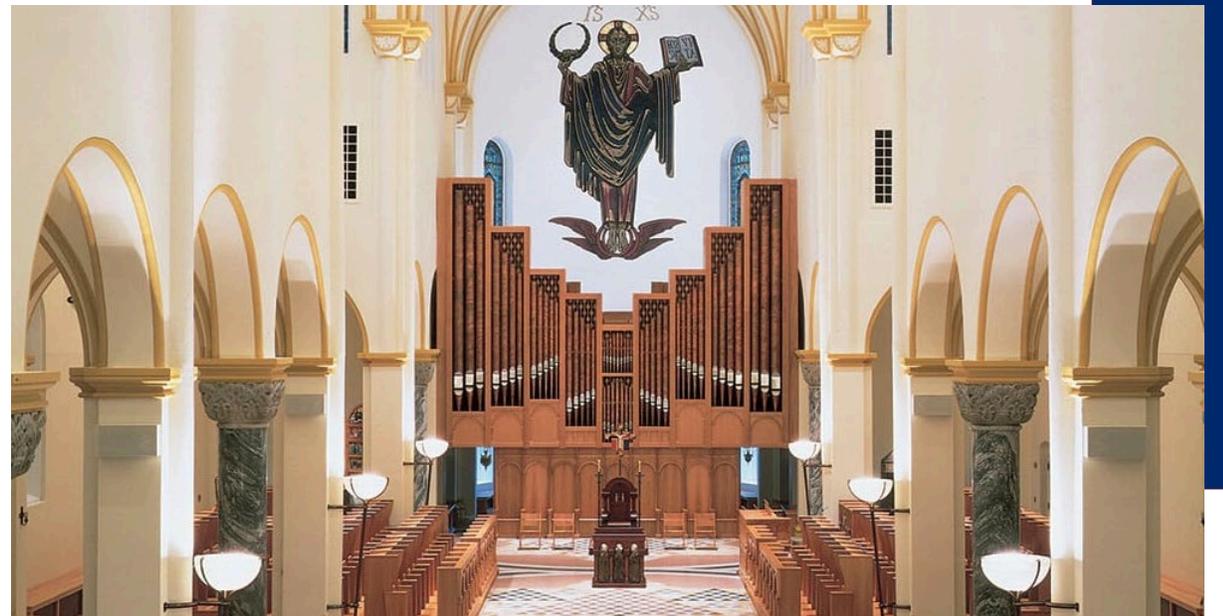
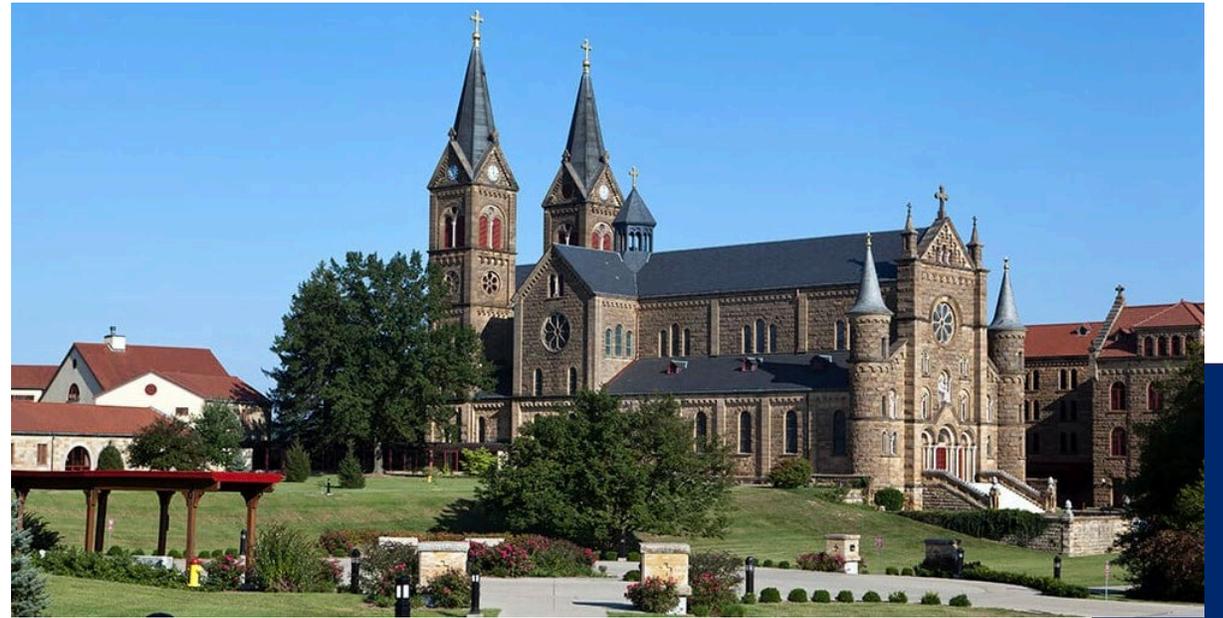
The Lincoln Living Historical Farm does not retain any original structures from Lincoln's time but depicts a typical Indiana farm from the 1820s with a log cabin, outbuildings, livestock, gardens, and field crops.



Saint Meinrad Archabbey

Saint Meinrad Archabbey was founded in 1854 and is one of only two archabbeyes in the United States and one of 11 in the world. The facility is located on a 250-acre campus with a gift shop and guest accommodations and meeting spaces on-site at the Archabbey Guest House and Retreat Center.

The archabbey is home to the Saint Meinrad Seminary and School of Theology and is home to over 60 monks. Guests are also welcome to attend ongoing Mass with the Monks.



Spencer County – Other Historical Attractions

Lincoln Pioneer Village & Museum



The seasonal Lincoln Pioneer Village and Museum contains thirteen Lincoln-era replica cabins in memorial to Lincoln's time spent in Spencer County along with hundreds of artifacts from this period. The village and museum are located at the end of Main Street in Rockport and hosts numerous annual heritage and holiday events.

The village books tour groups across all age groups. Admission ranges from \$3 for children to \$5 for adults.

Colonel Jones Home



Colonel Jones Home is a restored 1834 home of Lincoln's merchant employer and offers a look at the early development of Indiana and the life of Colonel William Jones. The home offers tours, exhibits, and a gift shop and is located on 100 acres of forest with a picnic area and restored log barn. A Pioneer Skill Series offers approximately 30 programs a year. It is estimated that the home attracts approximately 500 visitors in a given year.



Perry County

Tell City Historical Society & Museum

The Tell City Historical Society & Museum collects, preserves, and displays historical artifacts of Tell City. The museum is located in the former Tell City library building and is operated by volunteers.

The museum displays local history on the city, Ohio River, churches, businesses, military, and schools. The lower level of the facility features displays honoring historical factories, manufacturing, home living, and beauty shop. On the upper level there is a meeting room and historical records.

In the future, there is a desire to restore the upstairs for archives with new lighting and furniture, and to increase ADA accessibility.

It is estimated the facility generates 1,200 to 1,500 visitors annually.



Rome Indiana Courthouse

Old Perry County Courthouse was built in 1818 and is one of only two surviving Indiana public buildings from that era and is the second oldest public building in the state. The building was first used as a courthouse, then for education, and will in the future be used as a community center for approximately 75 people. The upstairs preserves and displays historical artifacts of Rome, Indiana, and has a small meeting room.

The Rome Community Center, Inc. sponsors the Dogwood Festival in the spring as well as a Fall Festival that draws in approximately 400 to 500 people for each event.

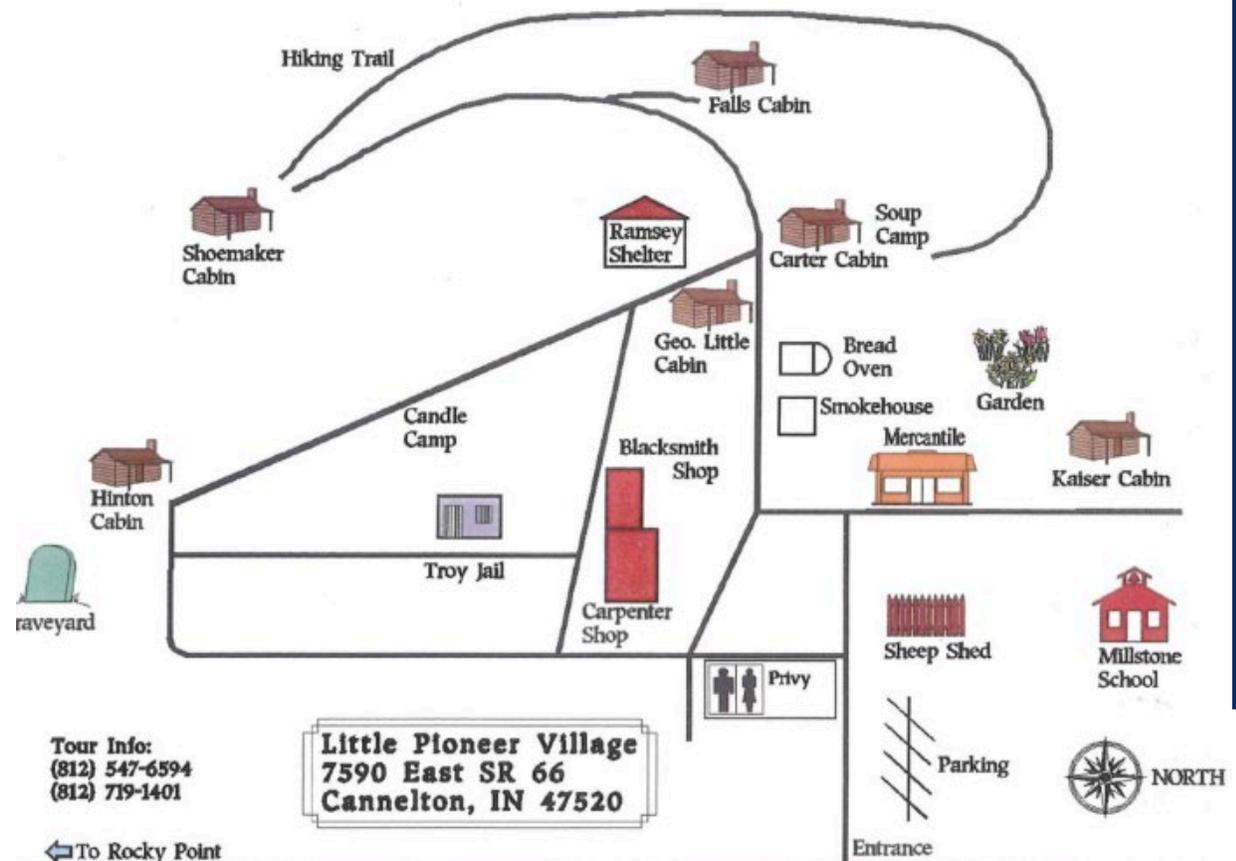
Friends of the 1818 Courthouse, Inc. is following a three-phase restoration and renovation plan that would address exterior, interior, and accessibility issues as well as a build-out of additional space for a catering kitchen. Estimated costs across all phases total approximately \$500,000 with \$200,000 raised to date.



Shubael Little Pioneer Village

Schubael Little Pioneer Village showcases preserved pioneer-era buildings including a blacksmith and carpentry shop, mercantile, smokehouse, jail and schoolhouse along with six homestead log cabins. The village provides the opportunity for hands-on activities and workshops that allow visitors to experience pioneer life firsthand.

The village was founded in 2000 and hosts private and public groups and hosts annual events. The Open House attracts approximately 1,000 to 1,200 people each year, the Candlelight event in December 300 to 500 people, and hosts a handful of school groups each year for 50 to 100 children.



Perry County – Other Historical Attractions

Perry County Museum



Perry County Museum is located in the 1896 old Perry County Courthouse building and holds a collection of local history and artifacts.

Tell City Chair Gallery & Museum



Tell City Chair Gallery & Museum opened in 2022 and is a furniture and retail store that sells Tell City Chair Company furniture along with gift shop items. The facility also includes a museum area where visitors can learn about the history of the furniture company and includes artifacts and displays. It is estimated the facility generates 1,500 to 2,500 visitors annually.

Tell City Chair Company opened in 1865, just seven years after the town was founded and was foundational to community growth. While the company closed in 2011, its furniture is still highly sought-after and highly valuable.

Perry County – Other Historical Attractions

Kiwanis Electra Memorial



On March 17, 1960, a four-engine aircraft departed Chicago-Midway bound for Miami, carrying 57 passengers and six crew members. While flying over Indiana, the plane entered a dive and crashed in a field located east of Tell City. All 63 passengers were killed. The citizens of Perry County and the Kiwanis Club raised funds for a memorial at the site of the crash. Dedicated in 1961, the Kiwanis Electra Memorial is located on Millstone Road in Tobin Township.

Troy, Indiana



Troy, Indiana is the second oldest town in Indiana after Vincennes. The city was founded in 1815, a year prior to Indiana's statehood. Serving as an early county seat of Perry County, Troy is a testament to the enduring spirit of American pioneer life, highlighted by its continuously operated post office since 1818.

Perry County – Monuments

Troy Veterans Memorial Wall / Christ of the Ohio



The Town of Troy Veterans Memorial Wall was installed in 2023 and features plaques of local veterans.

Christ of the Ohio is a statue of Christ that was erected in 1957 on the highest point of land overlooking the Ohio River in Troy.

Celtic Cross



The Celtic Cross was carved from a single 22-foot stone and is embedded in the hillside at Blue Heron Vineyards & Winery. The winery also hosts a concert series each summer and has two cottages available for overnight stays. It is estimated that the Celtic Cross alone brings in a couple of thousand people a year, and an additional 5,000-6,000 visitors to the winery.

Other Perry County Attractions

Scenic Lincoln Way – The Ohio River Scenic Railway, a 21-mile track owned by the Port Authority was an excursion train that closed in 2022. From 2020-22, the 300-capacity train attracted approximately 22,000 visitors despite the onset of the COVID-19 pandemic. Over the past two years, the Port Authority has undergone improvements to the track. Plans to offer new seasonal train rides are currently on hold.



The Abraham – From the 1780s to 1850s, flatboats were the primary mode of waterway transportation in the US. A 30' long x 12' wide replica of these boats that historically were 90-120 feet long is planned to be completed this year. The boat offers hour-long rides to groups of 12 on weekends from August to October. In 2028, a bicentennial reenactment of Lincoln's trip to New Orleans will occur, at which point, the boat is planned to be sold. Approximately \$75,000 in funds are needed for costs incurred to complete the boat. This will also be a unique historical experience in the region, though due to its size and seasonality, will only be able to reach limited audiences. A ribbon cutting for The Abraham was held at Schweizer Fest in August 2025.





Harrison County

Indiana's First State Capital

Corydon became Indiana's first state capital in 1816 when the first state constitution was drafted. It remained the state capital until it moved to Indianapolis in 1825. When the present Harrison County courthouse was completed in 1928, the capital building was restored and opened as a state memorial in 1930.

The trunk of Constitution Elm was also preserved, which is believed to be the location where the original 43 delegates gathered to draft the state's first constitution. Also preserved is the Governor's Headquarters and eight other original buildings from this period.

Admission ranges from \$5 for children to \$8 for adults. It is estimated the capital building hosts approximately 4,000 children from school groups, and at least another 3,000 in annual event attendees.



Harrison County – Other Historical Attractions

Battle of Corydon Historic Site



This five-acre park is the location of the only Civil War battle fought on Indiana soil in 1863. Morgan's Raid was the longest cavalry raid of the Civil War. Reenactments are hosted at Hayswood Park annually. Also at the site, a log cabin has been restored which represents the housing at the time of the battle.

Harrison County Discovery Center



Harrison County Discovery Center provides insight into the county's history with interactive galleries on natural history, cave systems, early county history, and Civil War history. The Archivist's Office gallery showcases historical documents and artifacts.

The center also has two smaller event spaces available for rental with a capacity of 80 or 40 guests.



Arts & Culture Programs

Arts & Culture Organizations & Programs

Public and non-profit organizations are essential to engaging residents of all ages in arts and culture. Library programs, performing arts groups, educational classes, interest groups, activists, and other programs provide opportunities to get involved, lead initiatives, and plan events. Key examples of such programs in the Region include:

Knox County

- Black History Preservation Project
- Wabash Valley Progressives
- Community Learning Kitchen
- First City Public Sculpture Project
- Knox County Public Library
- Vincennes University Humanities, Film, and Lecture Series
- Vincennes/Knox Preservation Foundation
- Camera Club

Perry County

- Tell City Regional Arts
- Rome Community Center
- Perry County Public Library

Harrison County

- Harrison County Arts! Inc
- Historical Society of Harrison County
- Blue River Services, Inc.
- Main Street Corydon IN Inc
- Boys & Girls Clubs of Harrison-Crawford Counties
- Corydon Central Vanguard Marching Band Boosters
- Corydon Dulcimer Society
- Indian Creek Trail, Inc
- Lanesville Community School Corporation
- North Harrison Band Boosters
- South Harrison Community School Corp

Spencer County

- David Turnham Education Center
- Friends of the Lincoln Pioneer Village and Museum Inc
- Lincoln Boyhood Drama Association
- The Spencer County Fair Inc.

Pike County

- Discover Downtown Petersburg
- Jefferson Township Community Center Inc.
- Pike County Commission for Arts Promotion and Education
- Pike County Public Library



Black History Preservation Project



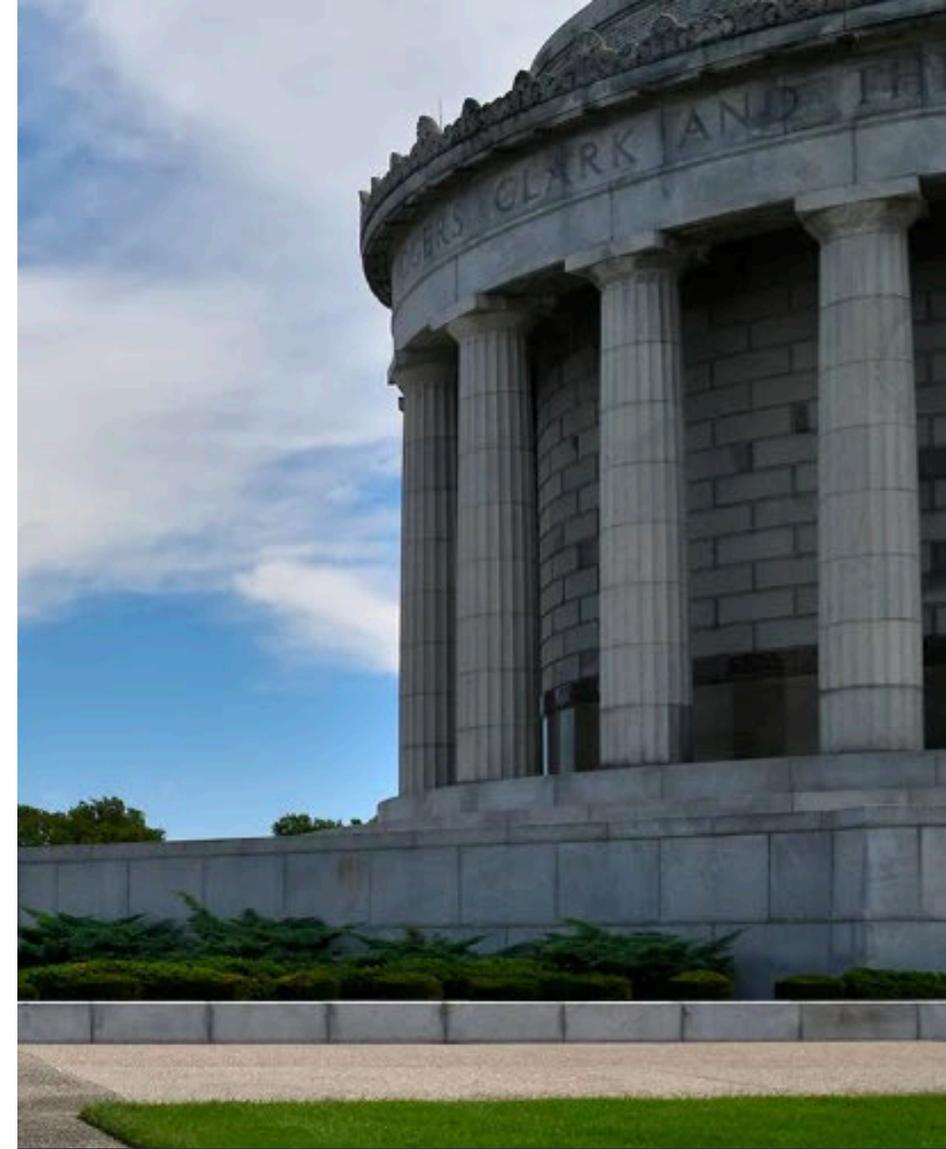
Corydon Dulcimer Society



Tell City Regional Arts

Cultural & Heritage Asset Implications

- **The Region's historical significance to the State is well-represented** through county museums, restored historic buildings, dedicated sites, monuments, and parks.
- While these opportunities are diverse, most exhibit low visitation, showing the **potential need for additional marketing and promotion to increase awareness** of these assets for both visitors and residents.
- Programs and events that utilize these facilities and outside grounds is also an **opportunity to increase utilization** and heritage education within the Region.
- **A regional cultural trail**, though it would require a significant investment over an extended period of time, could increase connectivity amongst cultural and heritage assets while also providing recreational activities important to residents.



05

Stakeholder Feedback



Local and Market Engagement

Throughout the study, Hunden interviewed local arts and culture stakeholders throughout the Region. In addition to market data, interview feedback helped to gain an understanding of local needs and opportunities to ultimately determine the optimal recommendations and overall arts and culture strategy for the Region. Below shows a list of organizations and facility representatives interviewed for this study.



Local Stakeholders

- Knox County EDC
- Town of Winslow
- Mayor of Petersburg
- Pike County Chamber / EDC
- Knox County Chamber / CVB
- Perry County Development Corp
- Mayor of Tell City
- Harrison County EDC
- Spencer County EDC
- Community Foundation Alliance
- Spencer County CVB
- Rockport Assistant Mayor
- Spencer County Commissioner
- Arts Council of Southwestern Indiana

Arts Venues

- Red Skelton Performing Arts Center
- Shircliff Gallery of Art
- Northwest Territory Art Guild
- Art Space Vincennes
- The Open Gallery
- St. James Performing Arts Center
- Old Town Players
- Tell City Regional Arts
- Hayswood Theatre
- Zimmerman Art Glass
- Harrison County Arts
- Lincoln Amphitheatre

Museums

- Red Skelton American Museum of American Comedy
- Indiana Military Museum
- Tell City Historical Society & Chair Museum

Historic Sites

- George Rogers Clark National Historic Park
- William Henry Harrison’s Grouseland
- Minooteeni Park

Other Attractions

- Caesars Southern Indiana
- Holiday World

Programs / Events

- Black History Preservation Project
- Camera Club
- First City Public Sculpture Project
- Community Learning Kitchen
- Pike County Library
- Pike Central High School Swing Choir
- Wabash Valley Progressives
- Rainbow Over the Bridge
- Festival Latino
- Spirit of Vincennes Rendezvous
- Scenic Lincoln Way
- The Abraham Project
- Rockport Main Street

Knox County Feedback

Hunden interviewed a number of county and arts and culture stakeholders during the project kickoff and during the course of the study. A summary of feedback regarding arts and culture needs and opportunities are summarized below:

- The county's visitor base currently trends towards older demographics. The tourism bureau would like to bridge that gap by building a youth sports park.
- There is a lack of things for children to do after and outside school. Additional recreational and arts / entertainment opportunities could also help attract young families to the area.
- There needs to be more black representation at historic sites and exhibits with accurate representation of the area's history. Embracing diversity could also help diversify the area's resident and visitor base.
- There is a need for increased marketing and advertising to increase awareness of historical sites and assets in the county.
- Major events such as Spirit of Vincennes Rendezvous, Watermelon Festival, First Friday Art Walks, Festival Latino, and Rainbow Over the Bridge help showcase the area's historical significance and diversity through arts and entertainment.
- The expansion of the Red Skelton Museum is a priority project for the county, as the expansion will provide additional art exhibit and multi-purpose event space to expand the facility's reach. The expansion of, and capital improvements to, the Indiana Military Museum are also of high importance to ensure the protection of historical artifacts while also providing new interactive experiences for visitors.
- More than infrastructure, there is a need for more experiences in the arts such as live entertainment that provide ease of access to the arts across all age groups. Financial and staffing support for existing and new events that provide those interactive experiences is needed.
- As current arts and entertainment opportunities are made possible through the hard work of select volunteers, there is a need for paid human capital to help manage and coordinate these ongoing opportunities for the county.
- Additional resources to help plan, support, promote, and fundraise arts and culture programs is a primary need in the region.
- A regional calendar that highlights events throughout the region is an opportunity to cross-promote and increase regional awareness of happenings across counties.
- Given the area's strong agricultural presence, agritourism such as farm tours, art installations, events and activities at local farms could help generate new visitor and resident experiences.
- An investment in additional public art such as murals, artscapes, and sculptures in downtown Vincennes can make for more of an inviting and engaging atmosphere.
- Riverfront activation is also an opportunity for increased recreational activities, signage, and public art. Currently the riverfront is underutilized.
- Though it would require a major investment over time, a cultural trail connecting the historical sites within the region is also a future recreational opportunity that could also draw attention to the area's historical significance.

Pike County Feedback

Hunden interviewed a number of county and arts and culture stakeholders during the project kickoff and during the course of the study. A summary of feedback regarding arts and culture needs and opportunities are summarized below:

- There is a major need for an events center in the county due to limited community spaces. The Petersburg Events Center has been proposed that would include both indoor and outdoor events space through a renovation of an existing downtown building.
- As the library is currently the hub for providing arts education and workshops, a library expansion that would increase art exhibit, studio, and classroom space has also been proposed.
- There is the potential to combine these ideas into one by converting the proposed second floor apartments (3) above the Petersburg Events Center into additional classroom space as well as displaying public art throughout the interior of the first-floor event space. This could potentially reduce capital costs and create a new hub for arts and entertainment in the county.
- It will be important to figure out the optimal way to manage and market the events center to maximize its utilization.
- There is also the need for funding for public art, such as the restoration of the Gil Hodges mural, school murals, and public art installations in downtown Petersburg.
- Funding for human capital, program funding, and event funding will be an ongoing need to enable the county to increase arts opportunities in the area.
- Increased indoor and outdoor recreational opportunities can help retain and attract residents to the area. The Winslow Sports Complex and Buffalo Trace Trail will help fill that gap.

Spencer County Feedback

Hunden interviewed a number of county and arts and culture stakeholders during the project kickoff and during the course of the study. A summary of feedback regarding arts and culture needs and opportunities are summarized below:

- Holiday World is a major attraction that brings in out-of-county visitors, but there is a need for additional things to do to extend the length of visitor stays and increase spending at local businesses.
- There is a strong desire amongst the community for some type of arts and culture investment. Ideas include public art investment in downtown Rockport, a multi-purpose arts center, indoor / outdoor community event space, and additional community events.
- There is a need for event funding along with advertising / promotion dollars to help increase awareness of these opportunities.
- More than infrastructure, there is a need for funding and staffing a county arts organization such as an arts council that can lead the charge in creating and enhancing local arts and culture programs and opportunities.
- While planning is needed, there is also a need for a volunteer base to take arts and culture ideas from ideas into action.
- Residents need to be educated on the positive impact of arts and culture. By creating ease of access to related opportunities, residents can start to see the value in being involved and establish buy-in for more material physical investments in the arts.
- In the long-term, there is a need for dedicated space for arts classes, workshops, exhibits, maker space, and a space for events and festivals.
- There are a number of buildings in downtown Rockport that could be repurposed for an arts and community center.
- A connected regional cultural trail could help enhance local home values and provide recreational opportunities that also expose residents to the area's history.

Perry County Feedback

Hunden interviewed a number of county and arts and culture stakeholders during the project kickoff and during the course of the study. A summary of feedback regarding arts and culture needs and opportunities are summarized below:

- The flood wall along the Ohio River in Tell City is a significant ongoing opportunity for public art through an expansion and connectivity of murals that display the area's history, the arts, and community along with increased recreational activities and activation along the riverfront in both Tell City and Troy.
- With the William Tell Senior Center, The Depot and expanded indoor/outdoor space at Pour Haus, there is not a significant need for traditional meeting space, but rather additional dedicated space for community theater and live entertainment, both indoors and outdoors.
- A site by The Depot, proposed childcare center site, or Factory 1867 is a potential location for an expanded youth and community / arts center that could provide needed performance, classroom, and exhibit space.
- Tell City Regional Arts has limited funding to be able to provide arts programs for county residents. There is a need for program funding, event funding, and ongoing funding for staff.
- Tell City Regional Arts' classroom space is also limited and is in need of more dedicated space for workshops, art exhibits, and performances. Currently the organization is limited in being able to provide music and theater opportunities.
- There is the desire to infuse additional public art into downtown Tell City such as crosswalk artscapes, murals, banners, and sculptures.
- The area's history with Tell City Chair Company and annual apple events provide an opportunity to develop large scale 3D public art related to these elements to attract outside visitation such as a giant 14-foot wooden chair that replicates the 1904 St. Louis World's Fair or fiberglass / concrete apples painted by local artists and residents.
- Projects like The Abraham and Scenic Lincoln Way would help provide experiences for residents and visitors to experience the area's history in a unique and interactive way.
- A new sports facility will help provide additional recreational activities for area youth and aid in retaining and attracting families to the area.
- The County also sees the opportunity for additional trail buildout that connects communities both within and between the region's counties.

Harrison County Feedback

Hunden interviewed a number of county and arts and culture stakeholders during the project kickoff and during the course of the study. A summary of feedback regarding arts and culture needs and opportunities are summarized below:

- There is a need for additional marketing and advertising dollars to promote county events and local arts and culture assets. Staff, program and event funding is also needed to enhance and increase these local experiences.
- Events such as Shakespeare in the Park, Glasstoberfest, and First Friday concerts provide opportunities for residents and visitors to engage in the arts, and need infrastructure support to help enhance their impact on the community.
- Hayswood Theatre is in need of a new facility with space to accommodate larger audiences as well as support space to enable the facility to provide ongoing community programming and education.
- There is also the need for additional youth programs in various art mediums, both ongoing throughout the year and through annual youth art camps. These educational programs could be provided across venues such as Harrison County Arts, Hayswood Theatre, and Harrison County Public Library.
- An arts corridor in downtown Corydon displaying artist work, sculptures, crosswalk artscapes, murals, interactive art, and signage can enhance the visibility of art in the community. This also is an opportunity to engage residents in the creation and ownership in the arts.

Arts Council of Southwestern Indiana

Hunden also spoke with the Executive Director of the Arts Council of Southwestern Indiana to get their thoughts on arts and culture needs and opportunities in the region. Key highlights from that discussion are outlined below:

- A focus in the region should be on programs that encourage residents to engage in the arts and culture of the region that also help increase quality of life.
- Arts and culture can be a tool to attract residents and appeal to businesses looking to make local investments.
- Schools and libraries often have the greatest reach in rural communities and are a jumping off point for additional arts program development.
- Trends witnessed are programs in traditional arts, crafts, and music and arts therapy programs for aging demographics.
- Counties need an arts council or organization that can lead the charge in new arts initiatives. These organizations need funding for programming and staffing support. The region is reliant upon grant applications to fund proposed programs and initiatives.
- These organizations or leaders need to establish a cohesive vision for the arts in the region to aid in storytelling on the impact of the arts to residents and visitors and to obtain buy-in for proposed initiatives.
- Overall, the region is need of fundamental investments in the arts that provide basic needs and desires of residents. In terms of impact, these investments can help retain a population base and potentially increase reinvestment in local communities, but are not major drivers for generating new economic impacts.

06

Recommended Priority Projects



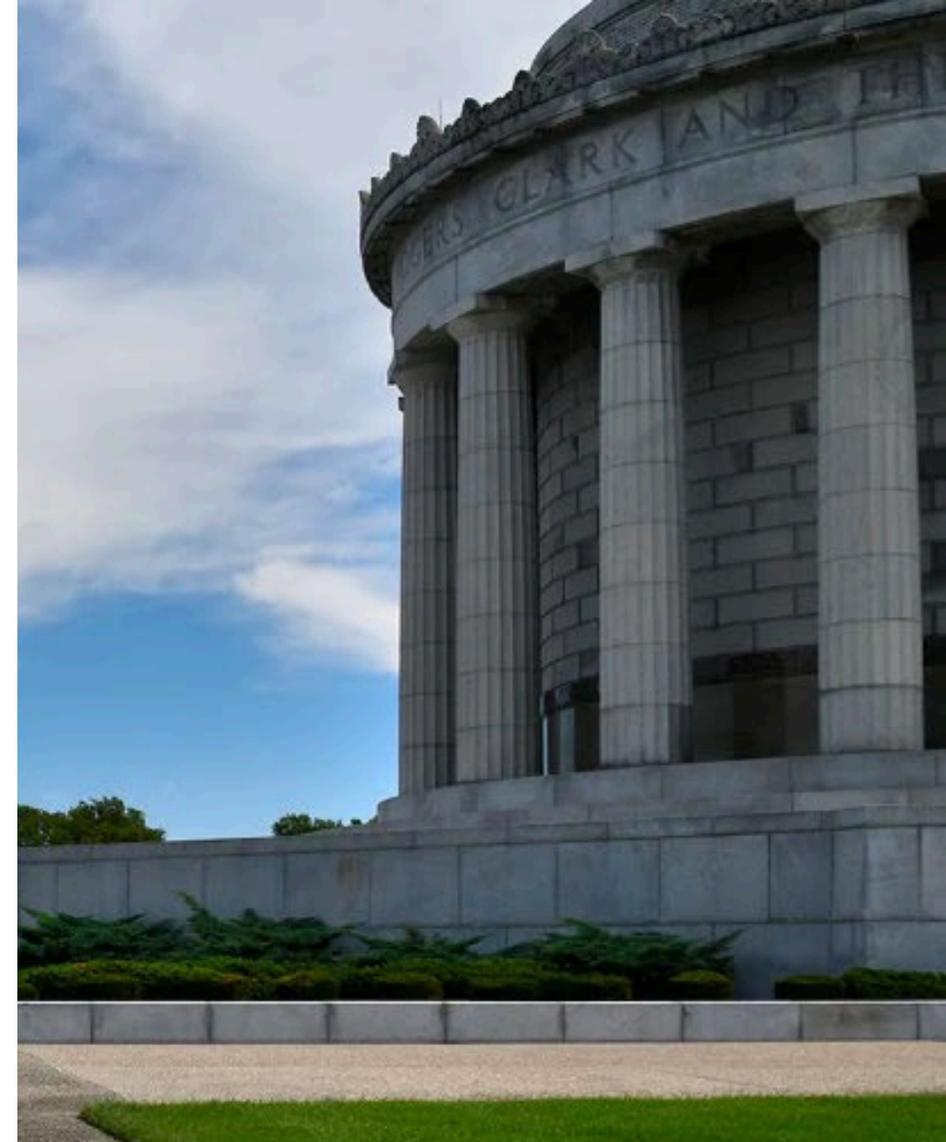


Overview

The following pages outline major projects proposed or underway in the Region. These projects align with the overall arts & culture and development strategy for the Region. Many of these projects are in need of financial support to fund these capital projects, while others have partial or full funding in place. However, **four of these five projects are projected to operate above breakeven**, emphasizing the projected sustainability of these projects after initial capital investment.

Assets recommended for the Region all have a common theme of providing counties within the Region with **community spaces that are dedicated to visual and performing arts** while also spaces that can be used for community gatherings and events.

Following these physical projects, initial recommendations for program and event funding is outlined.



Red Skelton Museum of American Comedy - Expansion

The Red Skelton Performing Arts Center is undergoing a significant expansion to include an additional 7,500 square feet of new space to the Red Skelton Museum of American Comedy. This new addition will encompass a dynamic art gallery, dedicated art archival area, restrooms, and a prep kitchen. The first phase of the project, which will include the initial art gallery space, is scheduled for completion in Fall 2025. The total cost of the expansion is estimated at \$5 million, with \$4 million generously provided through a gift from Mrs. Lothian Skelton.

To fully realize the scope and community impact of this project, Vincennes University seeks to leverage this philanthropic investment by obtaining LEI funding in the amount of \$1 million. This funding will support the final phase of development, providing the necessary resources to complete and enhance the museum's offerings. Specifically, these funds will be utilized for additional archival storage, movable art display walls, furnishings, and integrated technology, including a public address system that will benefit both VU music students and guest performers. Additionally, the second phase will include the development of a Japanese meditation garden, featuring sculptures, donated by Mrs. Skelton, and other outdoor art installations that extend the museum's mission of celebrating creativity and reflection.

Upon completion, anticipated in Summer 2026, the expanded museum will serve as a dynamic, community-centered arts venue, enriching both the campus and the broader region through education, engagement, and cultural programming.

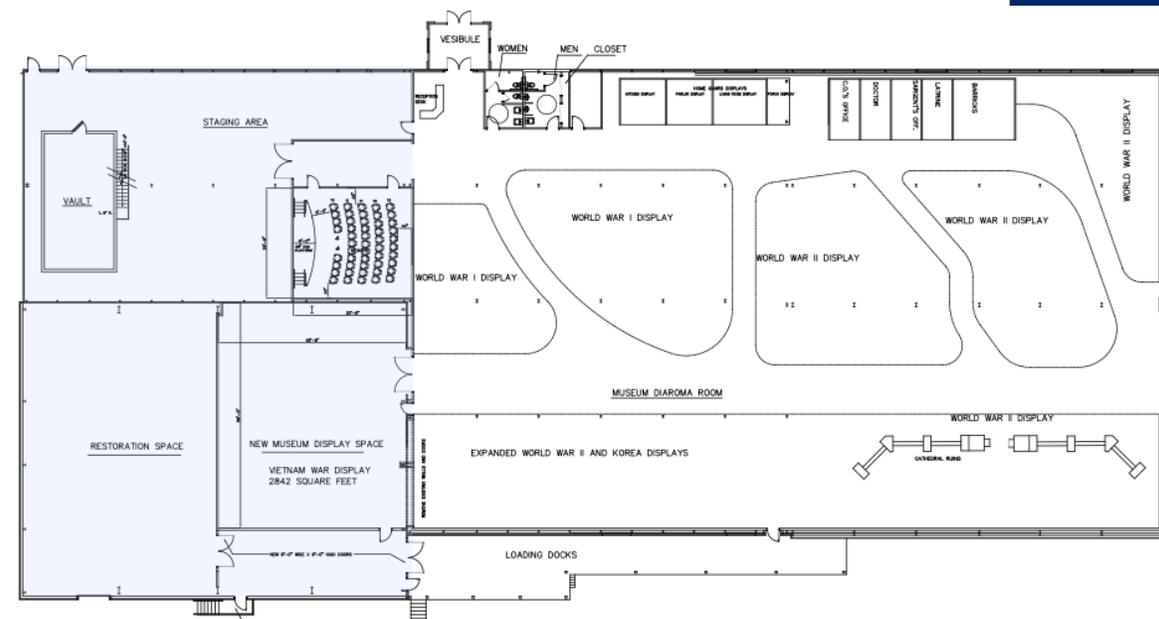


Indiana Military Museum - Expansion

The Indiana Military Museum is currently undergoing a 4,000 square-foot expansion which is the museum's third expansion since it moved to its current location in 2012. The expansion will allow for expanded displays of WWII and Korean War artifacts and memorabilia, and will also add a 1,200 square-foot, 50-seat theater that will feature a 10-minute newly produced orientation film to enhance the visitor experience and education opportunity.

Total costs for the expansion, building improvements, and theater A/V equipment and installation are estimated at approximately \$1 million. The expansion is being partially funding by a matching \$50,000 grant from the IDDC and a \$100,000 grant from the City of Vincennes.

As the facility is run completely by volunteers, its curator is also in need of a paid administrator to help with ongoing operations and succession planning.



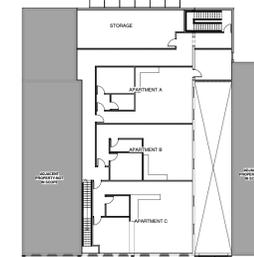
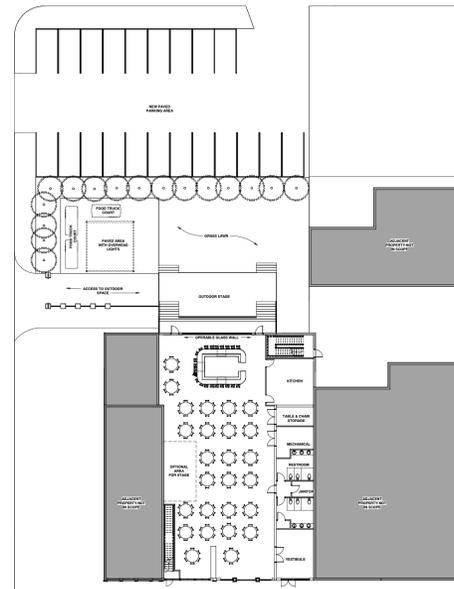
Petersburg Events Center

Pike County has planned to repurpose an existing building in downtown Petersburg into an event center along with second floor apartments. The events center is intended to be an attractive quality-of-place project that brings people downtown for concerts and other events, promoting arts and culture through live music, displays of public art, and providing a gathering space for residents that does not currently exist in Pike County.

The first floor of the event center would encompass over 6,000 square feet and feature open event space that could accommodate 200 people seated banquet-style. The space would also include a lobby vestibule, restrooms, and prep kitchen space for catered events. Directly outside would feature an event stage and open landscaped event space that could accommodate 200 people along with a paved area for food trucks.

Due to the desire for additional dedicated art / maker space, Hunden recommends that rather than repurposing the 5,000-square-foot second floor for three studio apartments, that these instead be used as multi-purpose rooms for arts classes and workshops.

The events center, at its current layout (with second floor apartments), is expected to cost approximately \$3.7 million. Applications for \$1M each from READI 2.0 and LEI funds have been applied for, with \$1.6 million expected to be publicly funded from tax increment financing (TIF), and \$100,000 from private donors. Blight elimination has already occurred, and historic facades facing Main Street will be maintained with the project.



Tell City Regional Arts Center

The indoor space at Tell City Regional Arts is currently limited, restricting opportunities for expanded programming and performances. While school auditoriums continue to serve as the primary venues for performing arts, the community lacks a dedicated public space designed specifically for arts and cultural events.

To address this need, Tell City Regional Arts (TCRA) has developed plans for a new arts center to be located on a prominent downtown corner, across from its current facility. The project would repurpose an existing industrial structure into a flexible community arts hub, featuring a 50-seat black box theater, event and gallery space, multipurpose classrooms and studios, and rentable areas to support creative entrepreneurship. Outdoor amenities would include programmable green space for performances and community gatherings.

The estimated project cost is approximately \$2 million. TCRA is currently in the design and fundraising phase, including a 2025 Patronicity campaign that will serve as a local match toward future construction and grant funding opportunities. Continued investment in organizational capacity, arts programming, and public art initiatives—such as mural development—will further strengthen Tell City’s growing cultural sector and enhance its regional visibility.

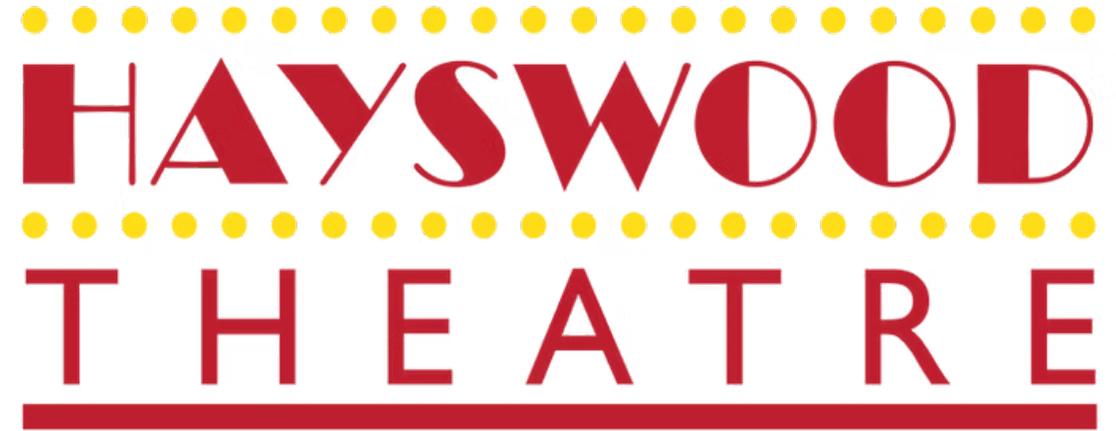


Hayswood Theatre

With Hayswood Theatre's limited capacity and support spaces, the organization is limited on the types of shows and educational opportunities it can host.

The theatre has previously evaluated the reuse of a nearby facility that would allow for double of its existing capacity to 150 with the flexibility for multiple theatre set-ups. However, this facility is no longer available, and another site / building would need to be located for the expansion. A larger facility could also include work and backstage space that would allow sets to be built off-stage to allow for shorter run cabaret, comedy shows, and additional workshops and classes.

The cost of the expansion was originally estimated to cost \$750,000 in 2014, with \$150,000 in estimated proceeds from the sale of the current theatre. Once a new site is selected, new cost estimates will need to be developed. It is assumed in today's dollars the cost of a similar existing facility renovation would cost at least double the prior estimate.



Recommended Priority Projects

	Knox County	Pike County	Spencer County	Perry County	Harrison County	Total
Arts & Culture Assets	Red Skelton Museum Expansion - \$1.0M Indiana Military Museum Expansion - \$500K	Petersburg Event Center - \$2.0M	TBD	Regional Arts Center - \$2.0M	Hayswood Theatre Expansion - \$1.5M	\$7.0M
Program / Event Support	\$30K	\$30K	\$80K	\$40K	\$20K	\$200K
Proposed LEI Funding	\$1.53M	\$2.03M	\$80K	\$2.04M	\$1.52M	\$7.2M

Based on Hunden’s inventory assessment and engagement with local stakeholders, the adjacent projects were identified as potential priority projects for the Region, which are foundational in terms of **providing residents access to the arts**.

As many of these projects have matching or contributory funds identified, these amounts represent only proposed funds to be applied for through READI / LEI.

While four of the counties have more established projects that would provide community spaces dedicated to the arts, Spencer County is in more need of foundational support to advance arts initiatives for the county. Funds for the start-up of a county arts council or organization and program funding are included in the recommendations.

Also included is funding for programs and events at these facilities as **funding in these areas is just as critical as investment in physical assets**. These funds are intended to be used for expenses such as production costs, supplies, and equipment needed to deliver on these initiatives.

Combined, **an investment in arts community spaces, programs, and events** can help engage local residents in the arts and helping to create experiences that draw in visitors from across and outside the region.

Other Potential Priority Projects



Presidential Visitor's Center (Knox County) – New \$14 million 15,400 square-foot facility adjacent to Grouseland that will include additional exhibit space, a theater, 300-person event hall, café, and gift shop. \$4 million has been earmarked for the project including \$2 million in READI funds. The remainder of capital is being sought after from private foundations.



Rome Indiana Courthouse (Perry County) – Three-phase restoration and renovation plan that will address exterior, interior, and accessibility issues and use of main floor for a 75-person capacity community center, and second level exhibit space and meeting room. Estimated costs total approximately \$500,000 with \$200,000 raised to date.



Pike County Library (Pike County) – Expansion of the library to include 2,000-3,500 square feet of studio, gallery, and exhibit space. Estimated costs of the project total \$700,000 and is currently unfunded. If the second floor of the proposed Petersburg Event Center is used for rental apartments, the library expansion could provide this dedicated arts space for the community.



The Abraham (Perry County) – A Civil War-era boat replica offers hour-long rides to groups of 12 on select weekend during the year through 2028. Approximately \$75,000 in funds are needed for costs incurred to complete the boat. This will be a unique historical experience in the region, though due to its size and seasonality, will only be able to reach limited audiences.

07

Financial Modeling and Impact Projections





Red Skelton Museum Expansion

Events & Attendance

The table to the right outlines projected events and attendance to be generated by the Red Skelton Museum expansion

At stabilization in year three, the facility is projected to host a total of 62 rental, community, and museum events, generating 6,250 in total attendance. With the expansion, the museum also intends to program arts education classes throughout the year in the new space. Combined with museum admissions, total stabilized attendance is projected at approximately 13,600.

Comparatively, the current museum generates 4,600 visitors in paid admissions only. Admissions are projected to increase to approximately 6,000 annually.

Red Skelton Museum Expansion Events & Attendance										
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
Admissions	5,570	5,803	6,035	6,035	6,035	6,035	6,035	6,035	6,035	6,035
Third-Party Events (Rentals)	20	25	30	30	30	30	30	30	30	30
University / Community Events	8	10	12	12	12	12	12	12	12	12
Total Events	28	35	42							
Avg. Attendance	125	125	125	125	125	125	125	125	125	125
Total Event Attendance	3,500	4,375	5,250							
Museum Events	20	20	20	20	20	20	20	20	20	20
Avg. Attendance	50	50	50	50	50	50	50	50	50	50
Total Museum Event Attendance	1,000									
Education Classes	48	48	48	48	48	48	48	48	48	48
Avg. Attendance	20	20	20	20	20	20	20	20	20	20
Total Education Attendance	960									
Fundraising Events (On-Site)	400									
Total Visitors	11,430	12,538	13,645							
Source: Hunden Partners										

Financial Performance

The table to the right outlines projected operating revenues and expenses for the Red Skelton Museum expansion.

Currently the museum generates approximately \$245,000 in annual revenues. New revenues projected for the facility include event rentals, event admissions, and educational program revenues, as well as increases in museum admissions revenue and store sales due to increased museum admissions.

It is assumed the university will retain any net revenues or commissions generated from food and beverage provided by Sodexo. Also, it is assumed utilities and maintenance of the facility will continue to be covered by the university.

Operating expenses include the hiring of a new art educator / event administrator to support new educational programs and assist with event services. The expanded museum is projected to operate above breakeven at stabilization, exhibiting sustainability of the project.

Red Skelton Museum Expansion Financial Performance										
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
Revenue										
Donations & Grants	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Sponsorships	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Annual Event Income	\$ 52,377	\$ 53,948	\$ 55,566	\$ 57,233	\$ 58,950	\$ 60,719	\$ 62,540	\$ 64,417	\$ 66,349	\$ 68,340
Event Rentals	\$ 21,600	\$ 27,810	\$ 34,373	\$ 35,404	\$ 36,466	\$ 37,560	\$ 38,687	\$ 39,848	\$ 41,043	\$ 42,275
Event Admissions	\$ 7,500	\$ 7,500	\$ 8,000	\$ 8,000	\$ 8,500	\$ 8,500	\$ 9,000	\$ 9,000	\$ 9,500	\$ 9,500
Museum Admissions	\$ 44,560	\$ 46,424	\$ 51,298	\$ 51,298	\$ 54,315	\$ 54,315	\$ 57,333	\$ 57,333	\$ 60,350	\$ 60,350
Memberships	\$ 23,969	\$ 25,059	\$ 26,148	\$ 26,932	\$ 27,740	\$ 28,573	\$ 29,430	\$ 30,313	\$ 31,222	\$ 32,159
Museum Store	\$ 37,121	\$ 38,808	\$ 40,495	\$ 41,710	\$ 42,961	\$ 44,250	\$ 45,578	\$ 46,945	\$ 48,353	\$ 49,804
Educational Programs	\$ 11,722	\$ 11,785	\$ 11,851	\$ 11,919	\$ 11,988	\$ 12,060	\$ 12,134	\$ 12,210	\$ 12,288	\$ 12,368
Miscellaneous Income	\$ 1,600	\$ 1,648	\$ 1,697	\$ 1,748	\$ 1,801	\$ 1,855	\$ 1,910	\$ 1,968	\$ 2,027	\$ 2,088
Investment Income	\$ 47,870	\$ 49,306	\$ 50,785	\$ 52,309	\$ 53,878	\$ 55,494	\$ 57,159	\$ 58,874	\$ 60,640	\$ 62,459
Total Revenue	\$ 323,318	\$ 337,288	\$ 355,214	\$ 361,553	\$ 371,601	\$ 378,326	\$ 388,771	\$ 395,906	\$ 406,773	\$ 414,343
Expenses										
Wages	\$ 176,640	\$ 181,939	\$ 187,397	\$ 193,019	\$ 198,810	\$ 204,774	\$ 210,917	\$ 217,245	\$ 223,762	\$ 230,475
Art Educator / Event Admin.	\$ 45,000	\$ 46,350	\$ 47,741	\$ 49,173	\$ 50,648	\$ 52,167	\$ 53,732	\$ 55,344	\$ 57,005	\$ 58,715
Event Talent / Expense	\$ 5,000	\$ 5,000	\$ 5,333	\$ 5,333	\$ 5,667	\$ 5,667	\$ 6,000	\$ 6,000	\$ 6,333	\$ 6,333
Annual Event Expenses	\$ 39,460	\$ 40,644	\$ 41,863	\$ 43,119	\$ 44,413	\$ 45,745	\$ 47,118	\$ 48,531	\$ 49,987	\$ 51,487
Museum Store COGS	\$ 15,293	\$ 15,988	\$ 16,684	\$ 17,184	\$ 17,700	\$ 18,231	\$ 18,778	\$ 19,341	\$ 19,921	\$ 20,519
Supplies	\$ 4,000	\$ 4,120	\$ 4,244	\$ 4,371	\$ 4,502	\$ 4,637	\$ 4,776	\$ 4,919	\$ 5,067	\$ 5,219
Insurance	\$ 3,778	\$ 3,891	\$ 4,008	\$ 4,128	\$ 4,252	\$ 4,380	\$ 4,511	\$ 4,647	\$ 4,786	\$ 4,929
Professional	\$ 7,501	\$ 7,726	\$ 7,957	\$ 8,196	\$ 8,442	\$ 8,695	\$ 8,956	\$ 9,225	\$ 9,501	\$ 9,787
Volunteer Program	\$ 5,773	\$ 5,947	\$ 6,125	\$ 6,309	\$ 6,498	\$ 6,693	\$ 6,894	\$ 7,101	\$ 7,314	\$ 7,533
Marketing	\$ 8,000	\$ 8,240	\$ 8,487	\$ 8,742	\$ 9,004	\$ 9,274	\$ 9,552	\$ 9,839	\$ 10,134	\$ 10,438
Travel	\$ 10,713	\$ 11,034	\$ 11,365	\$ 11,706	\$ 12,058	\$ 12,419	\$ 12,792	\$ 13,176	\$ 13,571	\$ 13,978
Miscellaneous	\$ 3,123	\$ 3,217	\$ 3,313	\$ 3,413	\$ 3,515	\$ 3,621	\$ 3,729	\$ 3,841	\$ 3,956	\$ 4,075
Total Expenses	\$ 324,282	\$ 334,096	\$ 344,518	\$ 354,694	\$ 365,508	\$ 376,303	\$ 387,755	\$ 399,208	\$ 411,338	\$ 423,488
Net Operating Income	\$ (964)	\$ 3,191	\$ 10,696	\$ 6,860	\$ 6,093	\$ 2,023	\$ 1,015	\$ (3,302)	\$ (4,565)	\$ (9,145)

Source: Hunden Partners

Economic Impacts

The table to the right outlines direct economic impacts projected for the expanded Red Skelton Museum.

Total direct taxable spending is estimated to amount to approximately \$2.1 million over the 10-year period. This spending comes from a mix of event food and beverage revenue, event rentals, museum admissions, and museum store sales.

In addition to current staff, one new full-time staff member is also assumed. Combined this totals \$2.5 million in projected earnings over a 10-year period.

Fiscal impacts projected to be generated from this spending and staff is estimated to total approximately \$228,000 over a 10-year period.

Additional off-site and indirect spending and jobs may be supported by new activity occurring at the museum.

Red Skelton Museum Expansion Impacts											
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total
Spending	\$ 160,281	\$ 182,117	\$ 208,503	\$ 212,754	\$ 220,650	\$ 225,160	\$ 233,323	\$ 238,108	\$ 246,553	\$ 251,629	\$ 2,179,077
Earnings	\$ 221,640	\$ 228,289	\$ 235,138	\$ 242,192	\$ 249,458	\$ 256,941	\$ 264,650	\$ 272,589	\$ 280,767	\$ 289,190	\$ 2,540,852
Jobs	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Fiscal Impacts											
State Sales Tax	\$ 11,220	\$ 12,748	\$ 14,595	\$ 14,893	\$ 15,445	\$ 15,761	\$ 16,333	\$ 16,668	\$ 17,259	\$ 17,614	\$ 152,535
State Income Tax	\$ 6,649	\$ 6,849	\$ 7,054	\$ 7,266	\$ 7,484	\$ 7,708	\$ 7,939	\$ 8,178	\$ 8,423	\$ 8,676	\$ 76,226
Total Fiscal Impacts	\$ 17,869	\$ 19,597	\$ 21,649	\$ 22,159	\$ 22,929	\$ 23,469	\$ 24,272	\$ 24,845	\$ 25,682	\$ 26,290	\$ 228,761

Source: Hunden Partners

Summary of Performance

The table to the right summarizes the projected demand, performance, and impacts for the expanded Red Skelton Museum.

At stabilization, the facility is projected to generate 62 rental, university, community, and museum events. Attendance from these events and educational programs is projected to generate approximately 13,600 in total annual visitation at stabilization.

At stabilization, the facility is projected to operate above breakeven, exhibiting sustainability of the project.

Over a 10-year period, direct taxable spending is estimated at \$2.1 million, supporting four jobs (one new) generating \$2.5 million in earnings and \$228,000 in state sales and income taxes.



Red Skelton Museum		
Stabilized		
Events		62
Attendance		13,645
Revenues	\$	355,214
Expenses	\$	344,518
NOI	\$	10,696
10-Years		
Spending	\$	2,179,077
Earnings	\$	2,540,852
Jobs		4.00
Taxes	\$	228,761
Source: Hunden Partners		



Indiana Military Museum Expansion

Events & Attendance

The table to the right outlines projected visitation to be generated by the expanded Indiana Military Museum.

At stabilization, the museum is projected to generate approximately 15,000 in admissions. Currently the facility brings in over 11,000 in admissions annually. Combined with annual attendance to its five major annual events, total visitation is estimated to be stabilized at approximately 42,000 people annually.

Indiana Military Museum Expansion Attendance										
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
Admissions	12,563	13,134	13,705	14,390	15,110	15,110	15,110	15,110	15,110	15,110
Event Attendees	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000
Total Visitors	39,563	40,134	40,705	41,390	42,110	42,110	42,110	42,110	42,110	42,110

Source: Hunden Partners

Financial Performance

The table to the right outlines projected operating revenues and expenses for the expanded Indiana Military Museum.

Excluding one-time grants, the current facility generates approximately \$175,000 in revenues. New revenues are based on increases in additional admissions due to the expanded exhibits and new theater.

Operating expenses include the hiring of an hourly administrator to assist with future operations and support of the facility. The expanded museum is sustainable, projected to operate above breakeven at stabilization.

Indiana Military Museum Expansion Financial Performance										
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
Revenue										
Grants & Contributions	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
Admissions	\$ 87,942	\$ 91,939	\$ 102,789	\$ 107,928	\$ 120,880	\$ 120,880	\$ 128,435	\$ 128,435	\$ 135,990	\$ 135,990
Gift Shop Revenue (Net)	\$ 21,382	\$ 22,354	\$ 23,326	\$ 24,025	\$ 24,746	\$ 25,489	\$ 26,253	\$ 27,041	\$ 27,852	\$ 28,688
Membership Dues	\$ 9,708	\$ 10,149	\$ 10,590	\$ 10,908	\$ 11,235	\$ 11,572	\$ 11,919	\$ 12,277	\$ 12,645	\$ 13,024
Event Income (Net)	\$ 2,658	\$ 2,738	\$ 2,820	\$ 2,905	\$ 2,992	\$ 3,082	\$ 3,174	\$ 3,270	\$ 3,368	\$ 3,469
Other Revenues	\$ 3,206	\$ 3,303	\$ 3,402	\$ 3,504	\$ 3,609	\$ 3,717	\$ 3,829	\$ 3,943	\$ 4,062	\$ 4,184
Total Revenue	\$ 194,896	\$ 200,482	\$ 212,927	\$ 219,270	\$ 233,462	\$ 234,739	\$ 243,610	\$ 244,965	\$ 253,916	\$ 255,354
Expenses										
Staff	\$ 31,200	\$ 32,136	\$ 33,100	\$ 34,093	\$ 35,116	\$ 36,169	\$ 37,254	\$ 38,372	\$ 39,523	\$ 40,709
Exhibit Expenses	\$ 20,535	\$ 21,151	\$ 21,785	\$ 22,439	\$ 23,112	\$ 23,805	\$ 24,520	\$ 25,255	\$ 26,013	\$ 26,793
Purchases & Acquisitions	\$ 4,832	\$ 4,977	\$ 5,126	\$ 5,280	\$ 5,438	\$ 5,601	\$ 5,769	\$ 5,943	\$ 6,121	\$ 6,304
Small Exhibits & Acquisitions	\$ 8,168	\$ 8,413	\$ 8,665	\$ 8,925	\$ 9,193	\$ 9,469	\$ 9,753	\$ 10,045	\$ 10,347	\$ 10,657
Advertising	\$ 2,200	\$ 2,266	\$ 2,334	\$ 2,404	\$ 2,476	\$ 2,550	\$ 2,627	\$ 2,706	\$ 2,787	\$ 2,871
Contract Services	\$ 6,823	\$ 7,027	\$ 7,238	\$ 7,455	\$ 7,679	\$ 7,909	\$ 8,147	\$ 8,391	\$ 8,643	\$ 8,902
Credit Card Fees	\$ 1,939	\$ 2,027	\$ 2,116	\$ 2,179	\$ 2,244	\$ 2,312	\$ 2,381	\$ 2,453	\$ 2,526	\$ 2,602
Insurance	\$ 26,000	\$ 26,780	\$ 27,583	\$ 28,411	\$ 29,263	\$ 30,141	\$ 31,045	\$ 31,977	\$ 32,936	\$ 33,924
Property Taxes	\$ 7,200	\$ 7,416	\$ 7,638	\$ 7,868	\$ 8,104	\$ 8,347	\$ 8,597	\$ 8,855	\$ 9,121	\$ 9,394
Operations	\$ 25,039	\$ 25,791	\$ 26,564	\$ 27,361	\$ 28,182	\$ 29,027	\$ 29,898	\$ 30,795	\$ 31,719	\$ 32,671
Utilities	\$ 32,000	\$ 32,960	\$ 33,949	\$ 34,967	\$ 36,016	\$ 37,097	\$ 38,210	\$ 39,356	\$ 40,537	\$ 41,753
Fuel	\$ 2,240	\$ 2,307	\$ 2,376	\$ 2,447	\$ 2,521	\$ 2,596	\$ 2,674	\$ 2,754	\$ 2,837	\$ 2,922
Maintenance & Repairs	\$ 8,217	\$ 8,463	\$ 8,717	\$ 8,979	\$ 9,248	\$ 9,525	\$ 9,811	\$ 10,105	\$ 10,409	\$ 10,721
Security	\$ 1,351	\$ 1,391	\$ 1,433	\$ 1,476	\$ 1,520	\$ 1,566	\$ 1,613	\$ 1,661	\$ 1,711	\$ 1,762
Travel & Meetings	\$ 3,517	\$ 3,622	\$ 3,731	\$ 3,843	\$ 3,958	\$ 4,077	\$ 4,199	\$ 4,325	\$ 4,455	\$ 4,589
Miscellaneous Expenses	\$ 13,295	\$ 13,694	\$ 14,105	\$ 14,528	\$ 14,964	\$ 15,413	\$ 15,875	\$ 16,351	\$ 16,842	\$ 17,347
Total Expenses	\$ 194,555	\$ 200,421	\$ 206,461	\$ 212,655	\$ 219,035	\$ 225,606	\$ 232,374	\$ 239,345	\$ 246,525	\$ 253,921
Net Operating Income	\$ 341	\$ 61	\$ 6,465	\$ 6,615	\$ 14,427	\$ 9,134	\$ 11,236	\$ 5,620	\$ 7,391	\$ 1,433

Source: Hunden Partners

Economic Impacts

The table to the right outlines direct economic impacts projected for the expanded Indiana Military Museum.

Total direct taxable spending is estimated to amount to approximately \$1.6 million over the 10-year period. This spending comes from admissions and museum store sales.

One new full-time hourly staff member is also included, totaling \$357,000 in earnings over a 10-year period.

Fiscal impacts projected to be generated from this spending and position is estimated to total approximately \$59,000 over a 10-year period.

Additional off-site and indirect spending and jobs may be supported by new visitation to the museum.

Indiana Military Museum Expansion Impacts											
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total
Spending	\$ 127,128	\$ 132,907	\$ 145,538	\$ 151,960	\$ 166,232	\$ 167,593	\$ 176,549	\$ 177,992	\$ 187,034	\$ 188,565	\$ 1,621,498
Earnings	\$ 31,200	\$ 32,136	\$ 33,100	\$ 34,093	\$ 35,116	\$ 36,169	\$ 37,254	\$ 38,372	\$ 39,523	\$ 40,709	\$ 357,673
Jobs	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Fiscal Impacts											
State Sales Tax	\$ 3,814	\$ 3,987	\$ 4,366	\$ 4,559	\$ 4,987	\$ 5,028	\$ 5,296	\$ 5,340	\$ 5,611	\$ 5,657	\$ 48,645
State Income Tax	\$ 936	\$ 964	\$ 993	\$ 1,023	\$ 1,053	\$ 1,085	\$ 1,118	\$ 1,151	\$ 1,186	\$ 1,221	\$ 10,730
Total Fiscal Impacts	\$ 4,750	\$ 4,951	\$ 5,359	\$ 5,582	\$ 6,040	\$ 6,113	\$ 6,414	\$ 6,491	\$ 6,797	\$ 6,878	\$ 59,375

Source: Hunden Partners

Summary of Performance

The table to the right summarizes the projected demand, performance, and impacts for the expanded Indiana Military Museum

At stabilization, the facility is projected to generate 42,000 in admissions and event attendance.

At stabilization the facility is sustainable, projected to operate above breakeven.

Over a 10-year period, direct taxable spending is estimated at \$1.6 million, supporting one new position generating \$357,000 in earnings and \$59,000 in state sales and income taxes.



Indiana Military Museum		
		Stabilized
Attendance		42,110
Revenues	\$	233,462
Expenses	\$	219,035
NOI	\$	14,427
		10-Years
Spending	\$	1,621,498
Earnings	\$	357,673
Jobs		1.00
Taxes	\$	59,375
Source: Hunden Partners		



Petersburg Event Center

Events & Attendance



The table to the right outlines projected events and attendance to be generated by the proposed Petersburg Events Center.

At stabilization in year three, the facility is projected to host a total of 90 rental events, generating 12,500 in total attendance. Additionally, community events and studio space rental attendance is expected to bring total visitation to approximately 17,000 annually at stabilization.

Petersburg Events Center Events & Attendance										
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
Number of Rentals										
Indoor	40	55	70	70	70	70	70	70	70	70
Outdoor	16	18	20	20	20	20	20	20	20	20
Total Events	56	73	90							
Avg. Rental Event Attendance										
Indoor	150	150	150	150	150	150	150	150	150	150
Outdoor	100	100	100	100	100	100	100	100	100	100
Total Rental Event Attendance	7,600	10,050	12,500							
Community Events (Non-Revenue)										
Number	8	10	12	12	12	12	12	12	12	12
Avg. Attendance	200	200	200	200	200	200	200	200	200	200
Total Community Event Attendance	1,600	2,000	2,400							
Studio Space Visitors	2,080	2,080	2,080	2,080	2,080	2,080	2,080	2,080	2,080	2,080
Total Visitors	11,280	14,130	16,980							
Source: Hunden Partners										

Financial Performance

The table to the right outlines projected operating revenues and expenses for the proposed Petersburg Events Center.

By stabilization in year three, events along with studio space rentals, are projected to generate over \$100,000 in revenues.

Operating expenses assumes a sales / event services staff member is put in place full-time by year three. At stabilization the facility is projected to operate just above breakeven, making it a sustainable investment opportunity.

Petersburg Events Center Financial Performance										
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
Revenue										
Rental Revenue	\$ 30,400	\$ 41,570	\$ 53,400	\$ 55,100	\$ 56,800	\$ 58,500	\$ 60,200	\$ 61,900	\$ 63,600	\$ 65,300
A/V & Equipment	\$ 6,080	\$ 8,314	\$ 10,680	\$ 11,020	\$ 11,360	\$ 11,700	\$ 12,040	\$ 12,380	\$ 12,720	\$ 13,060
Alcohol Fee	\$ 5,600	\$ 7,300	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
Catering Fees	\$ 15,960	\$ 21,809	\$ 28,000	\$ 28,875	\$ 29,750	\$ 30,625	\$ 31,500	\$ 32,375	\$ 33,250	\$ 34,125
Studio Space Rental	\$ 7,800	\$ 7,800	\$ 7,800	\$ 7,800	\$ 7,800	\$ 7,800	\$ 7,800	\$ 7,800	\$ 7,800	\$ 7,800
Total Revenue	\$ 65,840	\$ 86,793	\$ 108,880	\$ 111,795	\$ 114,710	\$ 117,625	\$ 120,540	\$ 123,455	\$ 126,370	\$ 129,285
Expenses										
Sales / Event Staff	\$ 15,600	\$ 24,102	\$ 33,100	\$ 34,093	\$ 35,116	\$ 36,169	\$ 37,254	\$ 38,372	\$ 39,523	\$ 40,709
Security	\$ 4,200	\$ 5,639	\$ 7,161	\$ 7,376	\$ 7,597	\$ 7,825	\$ 8,060	\$ 8,302	\$ 8,551	\$ 8,807
Utilities	\$ 22,000	\$ 22,660	\$ 23,340	\$ 24,040	\$ 24,761	\$ 25,504	\$ 26,269	\$ 27,057	\$ 27,869	\$ 28,705
Janitorial	\$ 8,400	\$ 11,279	\$ 14,322	\$ 14,752	\$ 15,194	\$ 15,650	\$ 16,120	\$ 16,603	\$ 17,101	\$ 17,614
Insurance	\$ 5,500	\$ 5,665	\$ 5,835	\$ 6,010	\$ 6,190	\$ 6,376	\$ 6,567	\$ 6,764	\$ 6,967	\$ 7,176
Technology	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388	\$ 2,460	\$ 2,534	\$ 2,610
Maintenance	\$ 4,500	\$ 4,635	\$ 4,774	\$ 4,917	\$ 5,065	\$ 5,217	\$ 5,373	\$ 5,534	\$ 5,700	\$ 5,871
Supplies	\$ 3,500	\$ 3,605	\$ 3,713	\$ 3,825	\$ 3,939	\$ 4,057	\$ 4,179	\$ 4,305	\$ 4,434	\$ 4,567
Marketing	\$ 8,000	\$ 8,240	\$ 8,487	\$ 8,742	\$ 9,004	\$ 9,274	\$ 9,552	\$ 9,839	\$ 10,134	\$ 10,438
Miscellaneous	\$ 3,000	\$ 3,090	\$ 3,183	\$ 3,278	\$ 3,377	\$ 3,478	\$ 3,582	\$ 3,690	\$ 3,800	\$ 3,914
Total Expenses	\$ 76,700	\$ 90,975	\$ 106,037	\$ 109,218	\$ 112,495	\$ 115,869	\$ 119,346	\$ 122,926	\$ 126,614	\$ 130,412
Net Operating Income	\$ (10,860)	\$ (4,182)	\$ 2,843	\$ 2,577	\$ 2,215	\$ 1,756	\$ 1,194	\$ 529	\$ (244)	\$ (1,127)

Source: Hunden Partners

Economic Impacts

The table to the right outlines direct economic impacts projected for the Petersburg Events Center.

Total direct taxable spending is estimated to amount to \$2.8 million over the 10-year period. Most spending comes from food and beverage purchased from third-party providers, with the remainder coming from event rental revenues.

One hourly sales / event staff member is assumed will be full-time by year three, generating \$334,000 in earnings over a 10-year period.

Fiscal impacts projected to be generated from this spending and position is estimated to total approximately \$207,000 over a 10-year period.

Additional off-site and indirect spending and jobs may be supported by new activity occurring at the events center.

Petersburg Events Center Impacts											
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total
Spending	\$ 161,880	\$ 217,025	\$ 275,361	\$ 283,505	\$ 291,833	\$ 300,349	\$ 309,059	\$ 317,970	\$ 327,087	\$ 336,415	\$ 2,820,483
Earnings	\$ 15,600	\$ 24,102	\$ 33,100	\$ 34,093	\$ 35,116	\$ 36,169	\$ 37,254	\$ 38,372	\$ 39,523	\$ 40,709	\$ 334,039
Jobs	0.50	0.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Fiscal Impacts											
State Sales Tax	\$ 11,332	\$ 15,192	\$ 19,275	\$ 19,845	\$ 20,428	\$ 21,024	\$ 21,634	\$ 22,258	\$ 22,896	\$ 23,549	\$ 197,434
State Income Tax	\$ 468	\$ 723	\$ 993	\$ 1,023	\$ 1,053	\$ 1,085	\$ 1,118	\$ 1,151	\$ 1,186	\$ 1,221	\$ 10,021
Total Fiscal Impacts	\$ 11,800	\$ 15,915	\$ 20,268	\$ 20,868	\$ 21,482	\$ 22,109	\$ 22,752	\$ 23,409	\$ 24,082	\$ 24,770	\$ 207,455
Source: Hunden Partners											

Summary of Performance

The table to the right summarizes the projected demand, performance, and impacts for the proposed Petersburg Events Center.

At stabilization, the facility is projected to generate 90 rental events and 12 community events. Attendance from these events and second-floor studio space rentals is projected to generate approximately 17,000 in total annual visitation at stabilization.

At stabilization, the facility is projected to operate above breakeven, making it a sustainable investment opportunity.

Over a 10-year period, direct taxable spending is estimated at \$2.8 million, supporting one-new full-time job generating \$334,000 in earnings and \$207,000 in state sales and income taxes.



Petersburg Events Center		
Stabilized		
Events		102
Attendance		16,980
Revenues	\$	108,880
Expenses	\$	106,037
NOI	\$	2,843
10-Years		
Spending	\$	2,820,483
Earnings	\$	334,039
Jobs		1.00
Taxes	\$	207,455
Source: Hunden Partners		



Tell City Regional Arts Expansion

Events & Attendance

The table to the right outlines projected events and attendance to be generated by the proposed expanded Tell City Regional Arts Center. At stabilization, the facility is projected to host a total of 24 ticketed theatre performances and 960 in total attendance. Private rental events are projected to generate an additional 1,200 in attendance, while other community and hosted events are estimated to generate an additional 540 in attendance. Total visitors to programs offered by Tell City Regional Arts are projected to generate an additional 4,200 in attendance, compared to an estimated 2,150 currently. Studio space rentals are projected bring in an additional 2,080 visitors. Combined these events and programming are projected to generated nearly 9,000 in annual attendance.

While these projections reflect a conservative baseline, recent experience suggests the community can support higher attendance for signature performances. In August 2025, TCRA revived the community’s annual summer theatrical production after a ten-year hiatus. The four-night performance sold out each evening, welcoming more than 2,000 attendees in total.

Tell City Regional Arts Expansion Events & Attendance										
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
Total Program Visitors	3,600	3,800	4,000	4,200	4,200	4,200	4,200	4,200	4,200	4,200
Shows	2	2	3	3	4	4	4	4	4	4
Performances	6	6	6	6	6	6	6	6	6	6
Ticketed Events	12	12	18	18	24	24	24	24	24	24
Average Tickets Sold	40	40	40	40	40	40	40	40	40	40
Capacity	50	50	50	50	50	50	50	50	50	50
% Occupancy	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
Total Tickets	480	480	720	720	960	960	960	960	960	960
Private Events										
Indoor	12	14	16	16	16	16	16	16	16	16
Outdoor	6	7	8	8	8	8	8	8	8	8
Total	18	21	24	24	24	24	24	24	24	24
Avg. Attendance	50	50	50	50	50	50	50	50	50	50
Total Attendance	900	1,050	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Non-Revenue Events										
Community	8	8	8	8	8	8	8	8	8	8
Open-Mic	5	5	5	5	5	5	5	5	5	5
Other	5	5	5	5	5	5	5	5	5	5
Total	18	18	18	18	18	18	18	18	18	18
Average Attendance	30	30	30	30	30	30	30	30	30	30
Total Attendance	540	540	540	540	540	540	540	540	540	540
Studio Space Rental										
Hourly Rentals	260	260	260	260	260	260	260	260	260	260
Avg. Attendance	8	8	8	8	8	8	8	8	8	8
Total Studio Attendance	2,080	2,080	2,080	2,080	2,080	2,080	2,080	2,080	2,080	2,080
Total Visitors	7,600	7,950	8,540	8,740	8,980	8,980	8,980	8,980	8,980	8,980

Source: Hunden Partners

Financial Performance

The table to the right outlines projected operating revenues and expenses for the proposed new Tell City Regional Arts.

By stabilization, income from events and programs at the facility are projected to generate nearly \$130,000 in annual revenues. Currently, the facility generates approximately 40 percent of this amount.

Recent performance suggests there may be upside potential beyond these baseline projections: in August 2025, TCRA's revived four-night summer production sold out each evening and welcomed more than 2,000 attendees. If replicated through one or more signature productions and related sponsorship opportunities, this level of demand could help strengthen earned revenue and improve the long-term outlook for operating sustainability.

Operating expenses do include a salary for its director to be able to dedicate resources full-time to the new facility in order to achieve projected revenues.

Estimated revenues do not fully support this new position and other estimated operating expenses. Additional grants or program support may be needed to reduce projected operating losses and increase sustainability.

Tell City Regional Arts Expansion Financial Performance

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
Revenue										
Donations / Grants / Sponsorships	\$ 40,000	\$ 45,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Program Revenue	\$ 32,400	\$ 35,226	\$ 38,192	\$ 41,305	\$ 42,544	\$ 43,821	\$ 45,135	\$ 46,489	\$ 47,884	\$ 49,320
Ticket Revenue	\$ 5,760	\$ 5,760	\$ 9,360	\$ 9,360	\$ 13,440	\$ 13,440	\$ 14,400	\$ 14,400	\$ 15,360	\$ 15,360
Concessions / Catering Revenue	\$ 2,850	\$ 3,239	\$ 4,488	\$ 4,572	\$ 5,736	\$ 5,820	\$ 6,384	\$ 6,468	\$ 7,032	\$ 7,116
Event Rental	\$ 6,480	\$ 7,812	\$ 9,216	\$ 9,504	\$ 9,792	\$ 10,080	\$ 10,368	\$ 10,656	\$ 10,944	\$ 11,232
Studio Space Rental	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200
Camp / Workshop Revenue	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800
Total Revenue	\$ 94,490	\$ 104,037	\$ 118,256	\$ 121,741	\$ 128,512	\$ 130,161	\$ 133,287	\$ 135,013	\$ 138,220	\$ 140,028
Expenses										
Staff	\$ 41,600	\$ 42,848	\$ 44,133	\$ 45,457	\$ 46,821	\$ 48,226	\$ 49,673	\$ 51,163	\$ 52,698	\$ 54,279
Production Expenses	\$ 10,000	\$ 10,300	\$ 15,914	\$ 16,391	\$ 22,510	\$ 23,185	\$ 23,881	\$ 24,597	\$ 25,335	\$ 26,095
Office Supplies & Software	\$ 600	\$ 618	\$ 637	\$ 656	\$ 675	\$ 696	\$ 716	\$ 738	\$ 760	\$ 783
Concessions Expense	\$ 480	\$ 480	\$ 900	\$ 900	\$ 1,440	\$ 1,440	\$ 1,680	\$ 1,680	\$ 1,920	\$ 1,920
Sponsorships	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239	\$ 246	\$ 253	\$ 261
Advertising	\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	\$ 5,970	\$ 6,149	\$ 6,334	\$ 6,524
Supplies	\$ 18,000	\$ 18,540	\$ 19,096	\$ 19,669	\$ 20,259	\$ 20,867	\$ 21,493	\$ 22,138	\$ 22,802	\$ 23,486
Repairs & Maintenance	\$ 2,500	\$ 2,575	\$ 2,652	\$ 2,732	\$ 2,814	\$ 2,898	\$ 2,985	\$ 3,075	\$ 3,167	\$ 3,262
Administrative	\$ 3,500	\$ 3,605	\$ 3,713	\$ 3,825	\$ 3,939	\$ 4,057	\$ 4,179	\$ 4,305	\$ 4,434	\$ 4,567
Instructor Fee	\$ 8,000	\$ 8,240	\$ 8,487	\$ 8,742	\$ 9,004	\$ 9,274	\$ 9,552	\$ 9,839	\$ 10,134	\$ 10,438
Rent Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	\$ 9,000	\$ 9,270	\$ 9,548	\$ 9,835	\$ 10,130	\$ 10,433	\$ 10,746	\$ 11,069	\$ 11,401	\$ 11,743
Construction Supplies	\$ 2,500	\$ 2,575	\$ 2,652	\$ 2,732	\$ 2,814	\$ 2,898	\$ 2,985	\$ 3,075	\$ 3,167	\$ 3,262
Art Sale	\$ 2,500	\$ 2,575	\$ 2,652	\$ 2,732	\$ 2,814	\$ 2,898	\$ 2,985	\$ 3,075	\$ 3,167	\$ 3,262
Insurance	\$ 1,600	\$ 1,648	\$ 1,697	\$ 1,748	\$ 1,801	\$ 1,855	\$ 1,910	\$ 1,968	\$ 2,027	\$ 2,088
Teach Grant	\$ 2,500	\$ 2,575	\$ 2,652	\$ 2,732	\$ 2,814	\$ 2,898	\$ 2,985	\$ 3,075	\$ 3,167	\$ 3,262
Artist Fee	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194	\$ 1,230	\$ 1,267	\$ 1,305
Miscellaneous Expenses	\$ 8,000	\$ 8,240	\$ 8,487	\$ 8,742	\$ 9,004	\$ 9,274	\$ 9,552	\$ 9,839	\$ 10,134	\$ 10,438
Total Expenses	\$ 116,980	\$ 120,475	\$ 129,799	\$ 133,666	\$ 143,817	\$ 148,088	\$ 152,728	\$ 157,259	\$ 162,166	\$ 166,974
Net Operating Income	\$ (22,490)	\$ (16,439)	\$ (11,543)	\$ (11,925)	\$ (15,305)	\$ (17,928)	\$ (19,440)	\$ (22,246)	\$ (23,947)	\$ (26,945)

Source: Hunden Partners

Economic Impacts

The table to the right outlines direct economic impacts projected for the new Tell City Regional Arts.

Total direct taxable spending is estimated to amount to \$900,000 over the 10-year period. Most spending comes from theatre ticket sales and program revenues.

One full-time director is assumed, generating \$476,000 in earnings over a 10-year period.

Fiscal impacts projected to be generated from this spending and position is estimated to total approximately \$77,000 over a 10-year period.

Additional off-site and indirect spending and jobs may be supported by new activity occurring at the arts center.

Tell City Regional Arts Impacts											
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total
Spending	\$ 63,400	\$ 70,128	\$ 81,701	\$ 85,694	\$ 93,126	\$ 95,355	\$ 99,175	\$ 101,539	\$ 105,534	\$ 108,043	\$ 903,696
Earnings	\$ 41,600	\$ 42,848	\$ 44,133	\$ 45,457	\$ 46,821	\$ 48,226	\$ 49,673	\$ 51,163	\$ 52,698	\$ 54,279	\$ 476,897
Jobs	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Fiscal Impacts											
State Sales Tax	\$ 4,438	\$ 4,909	\$ 5,719	\$ 5,999	\$ 6,519	\$ 6,675	\$ 6,942	\$ 7,108	\$ 7,387	\$ 7,563	\$ 63,259
State Income Tax	\$ 1,248	\$ 1,285	\$ 1,324	\$ 1,364	\$ 1,405	\$ 1,447	\$ 1,490	\$ 1,535	\$ 1,581	\$ 1,628	\$ 14,307
Total Fiscal Impacts	\$ 5,686	\$ 6,194	\$ 7,043	\$ 7,362	\$ 7,923	\$ 8,122	\$ 8,432	\$ 8,643	\$ 8,968	\$ 9,191	\$ 77,566

Source: Hunden Partners

Summary of Performance

The table to the right summarizes the projected demand, performance, and impacts for the expanded Tell City Regional Arts.

At stabilization, the facility is projected to generate a total of 66 theater, rental, and community events. Combined with attendees to facility programs and studio space rentals, total attendance is projected to stabilize at approximately 9,000 annually.

The facility is projected to operate at a loss. Additional grant or program funding may be needed to support operations of the facility and increase sustainability.

Over a 10-year period, direct spending is estimated at approximately \$900,000, supporting one-new full-time job generating \$476,000 in earnings, generating \$77,000 in state sales and income taxes.



Tell City Regional Arts		
Stabilized		
Events		66
Attendance		8,980
Revenues	\$	128,512
Expenses	\$	143,817
NOI	\$	(15,305)
10-Years		
Spending	\$	903,696
Earnings	\$	476,897
Jobs		1.00
Taxes	\$	77,566
Source: Hunden Partners		



Hayswood Theatre Expansion

Events & Attendance

The table to the right outlines projected events and attendance to be generated by an expanded Hayswood Theatre.

At stabilization in year three, the facility is projected to host a total of 55 ticketed events, generating 5,775 in total attendance. Combined with rental and community events, the expanded theater is projected to generate 7,275 in event attendance. Comparatively, the current theatre generates approximately 3,000 in annual attendance.

Hayswood Theatre Expansion Events & Attendance										
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
Events										
Shows	5	5	5	5	5	5	5	5	5	5
Performances	9	9	9	9	9	9	9	9	9	9
Total Shows	45									
Other Events	6	8	10	10	10	10	10	10	10	10
Total Ticketed Events	51	53	55							
Average Show Attendance	105									
Capacity	150	150	150	150	150	150	150	150	150	150
% Occupancy	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
Total Attendance	5,355	5,565	5,775							
Comps (Est.)	536	557	578	578	578	578	578	578	578	578
Tickets Sold	4,820	5,009	5,198							
Event Rentals										
Event Rentals	6	8	10	10	10	10	10	10	10	10
Avg. Attendance	60	60	60	60	60	60	60	60	60	60
Total Event Rental Attendance	360	480	600							
Community Events										
Community Events	8	10	12	12	12	12	12	12	12	12
Average Attendance	75	75	75	75	75	75	75	75	75	75
Total Community Events	600	750	900							
Total Visitors	6,315	6,795	7,275							

Source: Hunden Partners

Financial Performance

The table to the right outlines projected operating revenues and expenses for the proposed expanded Hayswood Theatre.

By stabilization in year three, ticketed events, concessions, theatre rentals, and other sources of revenues are projected to total nearly \$140,000

Operating expenses assumes a full-time hourly staff member is hired to assist with events and administration of the facility. Throughout the 10-years projected, the facility is expected to operate above breakeven, making it a sustainable venture.

Hayswood Theatre Expansion Financial Performance										
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
Revenue										
Ticket Revenue	\$ 81,932	\$ 85,145	\$ 93,555	\$ 93,555	\$ 98,753	\$ 98,753	\$ 103,950	\$ 103,950	\$ 109,148	\$ 109,148
Concession Revenue	\$ 13,388	\$ 13,913	\$ 17,325	\$ 17,325	\$ 20,213	\$ 20,213	\$ 23,100	\$ 23,100	\$ 25,988	\$ 25,988
Event Rentals	\$ 2,400	\$ 3,200	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Camp / Workshop Revenue	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600
Donations	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Other Revenue	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Total Revenue	\$ 121,819	\$ 126,357	\$ 138,980	\$ 138,980	\$ 147,065	\$ 147,065	\$ 155,150	\$ 155,150	\$ 163,235	\$ 163,235
Expenses										
Staff	\$ 31,200	\$ 32,136	\$ 33,100	\$ 34,093	\$ 35,116	\$ 36,169	\$ 37,254	\$ 38,372	\$ 39,523	\$ 40,709
Operating Expenses	\$ 15,000	\$ 15,450	\$ 15,914	\$ 16,391	\$ 16,883	\$ 17,389	\$ 17,911	\$ 18,448	\$ 19,002	\$ 19,572
Concessions Expense	\$ 6,694	\$ 6,956	\$ 8,663	\$ 8,663	\$ 10,106	\$ 10,106	\$ 11,550	\$ 11,550	\$ 12,994	\$ 12,994
Production	\$ 30,000	\$ 30,900	\$ 31,827	\$ 32,782	\$ 33,765	\$ 34,778	\$ 35,822	\$ 36,896	\$ 38,003	\$ 39,143
Utilities	\$ 14,000	\$ 14,420	\$ 14,853	\$ 15,298	\$ 15,757	\$ 16,230	\$ 16,717	\$ 17,218	\$ 17,735	\$ 18,267
Insurance	\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	\$ 5,970	\$ 6,149	\$ 6,334	\$ 6,524
Advertising	\$ 6,000	\$ 6,180	\$ 6,365	\$ 6,556	\$ 6,753	\$ 6,956	\$ 7,164	\$ 7,379	\$ 7,601	\$ 7,829
Maintenance	\$ 9,000	\$ 9,270	\$ 9,548	\$ 9,835	\$ 10,130	\$ 10,433	\$ 10,746	\$ 11,069	\$ 11,401	\$ 11,743
Total Expenses	\$ 116,894	\$ 120,462	\$ 125,574	\$ 129,081	\$ 134,137	\$ 137,858	\$ 143,135	\$ 147,082	\$ 152,592	\$ 156,780
NOI	\$ 4,925	\$ 5,895	\$ 13,406	\$ 9,899	\$ 12,928	\$ 9,207	\$ 12,015	\$ 8,068	\$ 10,643	\$ 6,455

Source: Hunden Partners

Economic Impacts

The table to the right outlines direct economic impacts projected for the expanded Hayswood Theatre.

Total direct taxable spending is estimated to amount to approximately \$1.2 million over the 10-year period. Most spending comes from ticket revenue, with the remainder coming from concessions.

One new hourly staff member is assumed will be full-time by year three, generating \$357,000 in earnings over a 10-year period.

Fiscal impacts projected to be generated from this spending and position is estimated to total approximately \$95,000 over a 10-year period.

Additional off-site and indirect spending and jobs may be supported by new activity occurring at the theatre.

Hayswood Theatre Expansion Impacts											
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total
Spending	\$ 98,919	\$ 102,657	\$ 114,480	\$ 114,480	\$ 122,565	\$ 122,565	\$ 130,650	\$ 130,650	\$ 138,735	\$ 138,735	\$ 1,214,436
Earnings	\$ 31,200	\$ 32,136	\$ 33,100	\$ 34,093	\$ 35,116	\$ 36,169	\$ 37,254	\$ 38,372	\$ 39,523	\$ 40,709	\$ 357,673
Jobs	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Fiscal Impacts											
State Sales Tax	\$ 6,924	\$ 7,186	\$ 8,014	\$ 8,014	\$ 8,580	\$ 8,580	\$ 9,146	\$ 9,146	\$ 9,711	\$ 9,711	\$ 85,011
State Income Tax	\$ 936	\$ 964	\$ 993	\$ 1,023	\$ 1,053	\$ 1,085	\$ 1,118	\$ 1,151	\$ 1,186	\$ 1,221	\$ 10,730
Total Fiscal Impacts	\$ 7,860	\$ 8,150	\$ 9,007	\$ 9,036	\$ 9,633	\$ 9,665	\$ 10,263	\$ 10,297	\$ 10,897	\$ 10,933	\$ 95,741
Source: Hunden Partners											

Summary of Performance



The table to the right summarizes the projected demand, performance, and impacts for the proposed expanded Hayswood Theatre.

At stabilization, the facility is projected to generate 55 ticketed events, 10 rental events, and 12 community events. Attendance from these events is projected to generate approximately 7,275 in total annual visitation at stabilization.

At stabilization, the facility is projected to operate above breakeven, making it a sustainable venture.

Over a 10-year period, direct taxable spending is estimated at \$1.2 million, supporting one-new full-time job generating \$357,000 in earnings and \$95,000 in state sales and income taxes.

Hayswood Theatre		
Stabilized		
Events		77
Attendance		7,275
Revenues	\$	138,980
Expenses	\$	125,574
NOI	\$	13,406
10-Years		
Spending	\$	1,214,436
Earnings	\$	357,673
Jobs		1.00
Taxes	\$	95,741
Source: Hunden Partners		

08

Implementation Strategy



Vision for a Thriving Arts & Culture Region

Vision:

To foster a thriving, inclusive, and vibrant arts and culture ecosystem that honors the Region's heritage, inspires creativity, and enriches the daily lives of residents and visitors.

Strategic goals to achieve this vision include:

1

Expand Community Engagement in the Arts

Create diverse, accessible opportunities for residents of all ages and backgrounds to engage with, participate in, and contribute to the arts—both as audiences and creators.

2

Celebrate and Educate Regional History and Cultural Assets

Promote assets and exhibits that illuminate the rich historical significance of the Region and elevate its unique cultural voices and narratives.

3

Drive Tourism through Signature Events

Highlight the Region as an arts and culture destination by growing / launching large-scale, recurring arts and culture events that attract local and regional visitors, utilizing historically significant assets and priority projects as host sites.

4

Enliven Downtowns and Public Spaces through Art

Transform underutilized or high-traffic public areas into creative showcases by installing murals, sculptures, interactive displays, and community-generated art.

5

Stimulate and Diversify the Local Economy

Increase consumer spending in local businesses, create new jobs in creative and supportive industries, grow local tax revenue from increased spending and visitation, and attract and retain residents through a high quality of life and vibrant arts and culture scene.

Strategic Initiatives

This study has helped identify priority projects through asset mapping and gap analysis to better understand opportunities for new development. Sourcing funding for these priority projects as well as public art and event initiatives is currently in progress. The following are key additional strategic initiatives recommended as part of the overall arts and culture strategy for the Region.

Regional Arts Collaboration

Form a regional entity to oversee and elevate arts and culture initiatives across counties.

- *Strategic marketing and cross-promotion*
- *Cultivate regional and corporate partnerships*
- *Source supportive program and event funding*
- *Drive inclusive community engagement*

Collaboration with the Arts Council of Southwestern Indiana: ARTSWIN and inter-regional partnership with the Evansville Regional Economic Partnership (E-REP) on overall arts & culture strategy and implementation.



Spencer County Arts Council

Establish a local leadership body to unify arts and culture stakeholders, identify shared goals, and coordinate / execute new programming and future development.

Annual Flagship Event

Create a Regional festival celebrating diversity, creativity, and local culture.

- *Unique branding*
- *Multi-discipline focus*
- *High community impact*

Priority Projects: From Vision to Action

The following outlines key next steps in advancing priority projects identified by this study.

1 

Site Selection

Determine a location for the **Hayswood Theatre** expansion



2 

Capital & Sustainability Planning

Capital Planning: Refine costs, funding sources, and strategic partnerships

Sustainability Planning: Develop long-term programming and financial models for lasting community impact



3

Funding Strategy

Prepare compelling submissions to **READI / LEI** for capital and program funding



Expert Consulting & Support

Hunden and its partners can provide customized feasibility studies and support through the project life cycle:

- Site Selection
- Building Design
- Cost Estimation
- Demand, Financial, and Impact Forecasts
- Tailored Funding Strategies
- Funding Application Development & Submission

Bringing Art to Life: Events & Public Art Implementation

The following are key next steps for implementing public art and event projects in the Region.



Goal Achievement

The following outlines how the implementation strategies help achieve the Region's goals.

1

Expand Community Engagement in the Arts

- New and expanded arts and event centers will serve as hubs for expanding community participation in the arts through a broader array of events, educational programs, and experiences.
- Strategic regional arts collaborations will raise awareness of arts opportunities and deepen community connections.

2

Celebrate and Educate Regional History and Cultural Assets

- Expanded museums will create enriched opportunities for residents and visitors to engage with, celebrate, and learn from the Region and State's historical narratives and cultural heritage.

3

Drive Tourism through Signature Events

- Creating annual signature event(s) will attract visitors to the Region while showcasing local creators and businesses, generating tourism and new economic impacts.

4

Enliven Downtowns and Public Spaces through Art

- Public art projects will help transform the Region's downtowns and public spaces into more vibrant, engaging environments by using visual storytelling to celebrate community identity and spark cultural connection.

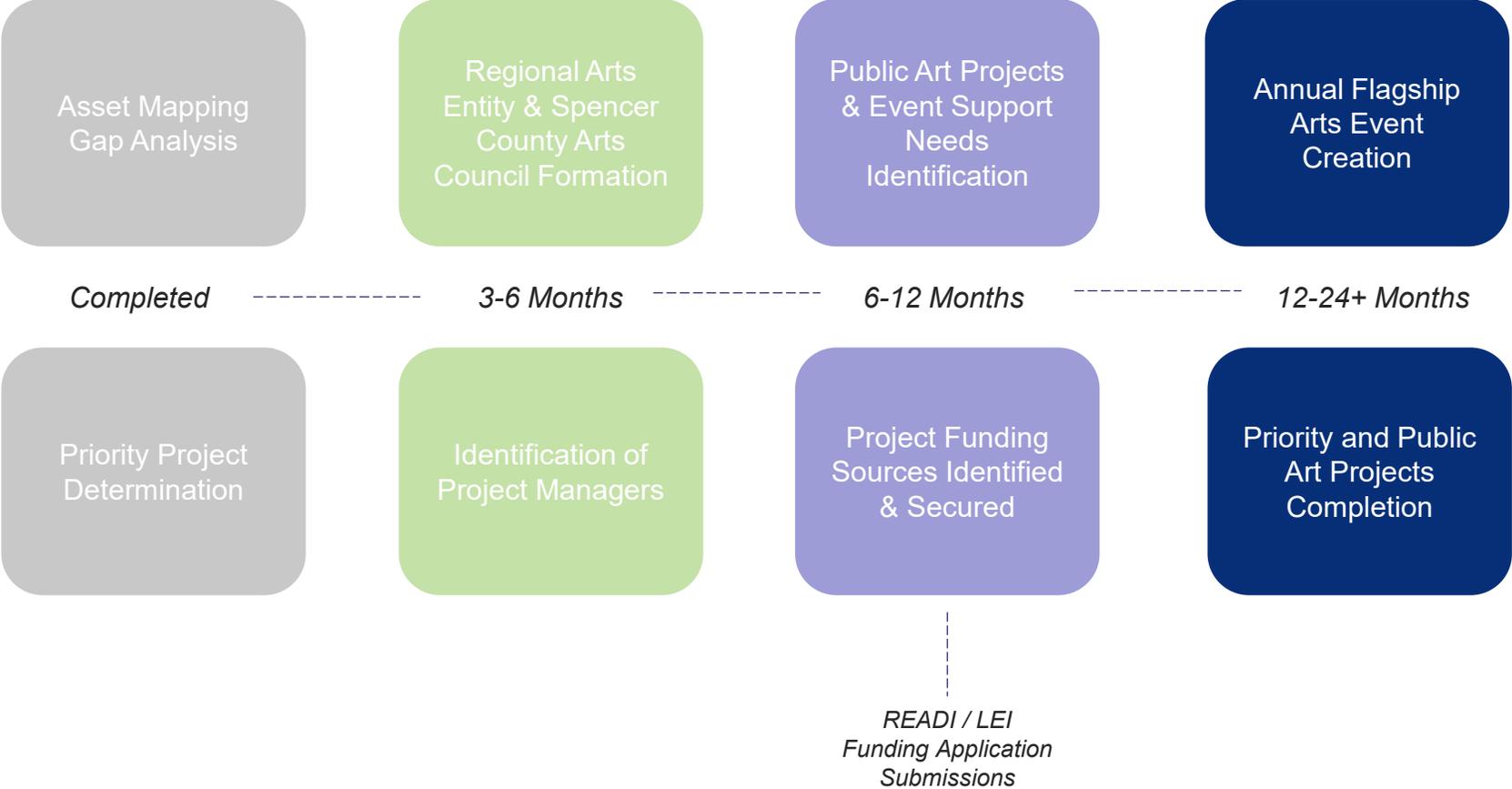
5

Stimulate and Diversify the Local Economy

- Proposed projects and initiatives will drive economic growth by activating facilities for broader use, expanding community events, increasing resident engagement, and boosting local spending and job creation.

Implementation Timeline

The following sequences the recommended arts and culture plan outlined prior, moving these initiatives from ideas to action and implementation.



hunden partners



213 W. INSTITUTE PLACE
SUITE 707
CHICAGO, IL 60610



312.643.2500



WWW.HUNDEN.COM

Hunden Partners is a full-service real estate development advisory practice specializing in destination assets.

With professionals in Chicago, New York, Dallas, and Minneapolis, Hunden provides a variety of services for all stages of destination development in:

- Placemaking Action Plans
- Tourism and Destination Strategic Plans
- Real Estate Market & Financial Feasibility
- Economic, Fiscal & Employment Impact Analysis (Cost/Benefit)
- Organizational Development
- Public Incentive Analysis
- Economic and Tourism Policy/Legislation Consulting
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- Developer Solicitation & Selection
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The firm and its principal have performed more than 1,000 studies over the past 30 years, with more than \$25 billion in built or underway projects.