NASHVILLE, INDIANA
STRATEGIC PLAN

Indiana University
MA Arts Administration
Fall 2018 Capstone

Center for Rural Engagement
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EXECUTIVE SUMMARY

The Indiana University Bloomington (IUB) Masters of Arts in Arts Administration 2018 Capstone Cohort was challenged by the Center for Rural Engagement at IUB to develop a strategic plan for engaging younger generations in community programs and cultivating possibilities for succession in Nashville, Indiana.

The following strategic plan is based off of collective insight, extensive research, and interaction with the Brown County Community. In order to address the challenges facing the Nashville community, three goals will be used to outline the strategic plan: Foster Youth Ownership, Increase Engagement, and Enable Leadership.
These three goals are informed by the six areas of focus of the CRE, which are listed below. In this case, engagement is defined as:

“active involvement, commitment, and concentrated attention, in contrast to superficial participation, apathy or lack of interest” (Newman, 1992). Effective programs engage young people in a variety of ways, so that they are not just physically present, but intellectually immersed, socially connected, and emotionally centered. Above all, they help them gain a sense of control over their own lives and take an active role in shaping the programs and activities around them through their words and actions.” The Youth Development Institute (2007) (Academy 5).

Furthermore, the definition of youth must be considered more broadly than simply those of minority. Here, youth are those persons below the age of 35. The average age of Nashville is 54.5 years, which comprises about 56% of the total population of the town.

**NASHVILLE AND BROWN COUNTY, INDIANA**

Nashville, Indiana is a small rural town located in Brown County with a large community of retirees and artists. The community has a rich cultural and artistic heritage exemplified by the natural rolling hills preserved in the Brown County State Park, Yellowwood State Forest, and Hoosier National Forest. Brown County is renowned for the beauty of its wildlife of which many famous local artists have captured through fine, folk, and craft art.

Despite these assets, a common issue brought up by community members is the lack of collaborators to expand various initiatives within Nashville. In particular, the youth of the community appear to be all but absent, which proves to be problematic as the principal agents in the arts community age out of their positions.

A fundamental lack of various assets, such as youth ownership (i.e. a lack space for the youth), direction, accountability, collaboration, or a succession plan have impeded Nashville’s ability to engage youth.

Though the CRE inquired specifically in regard to Nashville, IN, it became apparent through conversations with community members that looking at Brown County as a whole would be the best approach to understanding the issues found within Nashville. While Nashville is the only official town in Brown County, there are four townships (Hamblen, Jackson, Van Buren and Washington), and 22 unincorporated communities, all of which rely on Nashville in some regard as the larger community setting.

**MASTER OF ARTS IN ARTS ADMINISTRATION**

Housed in the School of Public and Environmental Affairs (SPEA), the Master of Arts in Arts Administration (MAAA) program strives to empower the next generation of arts professionals with the skills needed to address issues related to arts and culture. Each graduating class must complete the Capstone requirement, which capitalizes on the skills and knowledge gained within the masters program.

By connecting students to actual clients, students are able to solve real issues, which also gives them professional experience. In Fall 2018, the cohort was partnered with the Center for Rural Engagement (CRE) to develop strategic plans related to three rural towns in Indiana: Nashville, Salem, and Huntingburg. This paper examines Nashville, IN in order to give the CRE a better understanding of the town and potential ideas for implementing cultural development projects.

**CENTER FOR RURAL ENGAGEMENT (CRE)**

The Center for Rural Engagement was founded in 2018 on the Indiana University Bloomington campus. “[Their] mission is to improve Hoosier lives and rural communities,” which is completed through six focus areas:

- Resilient Hoosier Communities
- Healthy Hoosier Communities
- Hoosier Quality of Place
- Hoosier Educational Attainment
- Thriving Hoosier Communities
- Capacity Building and Leadership Development

The CRE currently engages with various rural towns in Indiana by dispatching programs from the Indiana University Bloomington campus. These programs create new partnerships between the campus and rural communities in the pursuit of spreading the many assets the University has to offer. Such programs include Jazz in the Schools and Reimagining Opera, which are created through partnerships with the Brown County elementary schools and the Jacob’s School of Music.
EXAMINING NASHVILLE, INDIANA & BROWN COUNTY

Founded in the early 1870’s as a destination for artists, Nashville, Indiana is sometimes referred to as the Art Colony of the Midwest. Nashville has held tightly to these roots as a community with a strong love of the arts, which can be seen by the visceral arts presence within the town. Today, Nashville is a popular destination and is well known for its scenic beauty, rolling hills, and brightly colored autumn leaves.
Nashville, Indiana is a small town with a population of 1,072, nestled within the Brown County population of 14,965. As a demonstration of its unofficial status as a retirement community, Nashville has a median age of 54.5, which is 17 years higher than the national median age of 37.7. This heightened median age is also seen throughout Brown County at a median age of 48.3 years, or 11.4 years higher than the national median age.

Nashville’s retirement community makes up approximately 32 percent of its entire population, while Brown County is at 20.9 percent, and the national average is 14.5 percent. Of its households, 52.5 percent have a member over the age of 60, compared to the national average of 37.2 percent. Of the households in Nashville, 18.5 percent have a child under the age of 18 years, compared to the national 32 percent. Of the 573 reported households in Nashville, only 80 house children. (See Appendix A, Figures A1 and A2)

As witnessed in many parts of the rural US, there has been a steady population decline in recent years. This threatens the Brown County school system to further consolidate the student population by potential closure of an elementary school.

Various other interesting and important aspects of the community makeup exist, such as a lack of ethnic diversity, a high proportion of women to men in certain age groups, and a high rate of individuals that have never been married. These aspects will be mentioned in detail as they pertain to specific goals or objectives, but should otherwise be expanded upon in future research.

**INCOME AND EMPLOYMENT**

While the Brown County statistics for income tend to be better than the national averages, Nashville drops just below national statistics. With that said, there is a low unemployment rate. While this is promising at first glance, a low unemployment rate can be alarming as it could indicate a lack of job opportunities compared to a community with a higher unemployment rate. (See Appendix A, Figure A3)

**HOUSING**

Nashville is surrounded by the Brown County State Park, leaving the town bounded in respect to its land development opportunities. Of the houses available for occupancy, 59.9 percent are rental properties as compared to the national 36.4 percent. In total, there are 657 housing units, leaving 84 vacant housing units (12.79 percent), which is comparable to the US 12.19 percent.

In interviews with community members, it was often said that more opportunities for housing were needed to entice youth to stay in the community. However, very few acres of land are left for development within the town of Nashville, leaving little opportunity for housing market expansion. Furthermore, the issue appears to be less about housing availability given that vacant housing rates are comparable to that of the US. In this case, the issue may be that of lacking opportunities to purchase housing, or in having affordable rental options rather than the need for housing in general. (See Appendix A, Figure A4)

Due to the large tourism industry in Nashville, it is possible that the high percentage of rental properties is a reflection of the need for vacation housing, which would explain the expressed desire for more appropriate housing for the local population. Brown County housing options are more promising, with 30.1% of the 8,512 units vacant.

However, it has been stated by multiple interviewees that much of the housing in Brown County is in poor repair, which may account for the high vacancy rate and stated need for more housing despite available units. This is also reflected in US Census data, which suggests a higher portion of home repair issues than the national average.

Furthermore, in Brown County, 44% of renters pay 35% or more of their monthly income on their rent, which is higher than the traditionally recommended 30% or less for financial stability, indicating a need for lower rental prices or more affordable housing options.
HEALTH AND THE OPIOID EPIDEMIC
As a town with a largely aging population, Nashville has few spaces for healthcare, and even less now that one of the only physicians in town is retiring this year (Couch “The Doctor”). Other healthcare related options include less than a dozen offices of a variety of medical professions, the CVS pharmacy, and the Centerstone Brown County therapy services.

The lack of healthcare access was a frequently mentioned concern amongst interviewed community members and leaders in regard to both the elderly and youth; a school official expressed the need for more care access to address the opioid crisis in the community, while another leader bemoaned the need to use vans to transport the elderly to care in nearby cities such as Columbus, IN.

This issue does not escape the youth either; when asked about medical care in Brown County, a high school student jokingly responded, “Jesus is our medicine,” in recognition that more churches exist in their home than medical professionals. (Kharlampovich, Ekaterina, et al.).

Given the large senior population in Brown County and Nashville, it is important to consider the options for care pertaining to this period of life, in which mobility, self-care, and physical or mental capabilities begin to deteriorate. These resources are lacking though, with the only community for the aged in Brown County being the Brown County Health and Living Community, which has a capacity of “117-120” (as stated by an employee over the telephone). This aged community does provide 24 hour memory care, but does not appear to allow all individuals to age in place, especially considering its distance to a hospital.

To illustrate this lack of care, a flyer for the Southern Indiana Center for Independent Living was found in the Brown County Public Library. The Center is located in Columbus, IN, which is outside of Brown County. According to County Health Rankings and Roadmaps, Brown County ranks better than the Indiana average number of reported poor mental health days, rates of poor or fair health, and rates of poor physical health. One of the more startling statistics is that 31 percent of alcohol impaired accidents result in death, compared to Indiana (22 percent).

One of the more glaring issues in Brown County is the nationally recognized Opioid Epidemic, which is claiming the lives of many throughout the US. Even this small county in Indiana is not immune to the impact of this crisis, with a reported rate of nonmedical use of pain relievers in people 12 years and older higher than the US average.

Even more telling is the silence that fell over a focus group of youth when drug and alcohol usage was mentioned; a 23 year old participant shared having lost three friends from overdoses, while a school official lamented attending seven funerals in the prior year for substance abuse related death. A detailed article reporting the impact on Brown County can be read at the Brown County Democrat, in which Chief Probation Officer Jennifer Action states that the problem is so severe that entire days and a large portion of resources are going toward opioid abuse, particularly in finding the resources to help individuals (Couch “Addicted”).

To combat these growing concerns, the Brown County Public School District applied for and has been fortunate enough to have the addition of the Centerstone Counseling Services, which provides counseling and mental healthcare to students during school hours and for free. Centerstone also provides services outside of the school district, including to individuals in the Silver Linings women’s shelter.

Beyond this, several different resources and entities exist to aid and combat substance abuse, such as an Alcoholics Anonymous group, an Al-Anon/Alateen group, an adult education program through The Brown County Career Resource Center, a focus on substance abuse education in the Brown County Public School District (Botvin LifeSkills), the Intensive Outpatient Program group at Centerstone Brown County, the BETA Center (a safe space for teens), the Brown County Substance Abuse Council, and the START program (Couch “Addicted,” Wright).

(See Appendix A, Figure A5, A6, A7)
**EDUCATION SYSTEM**

Brown County holds six local schools: Helmsburg Elementary School, Spurnica Elementary School, Van Buren Elementary School, Brown County Intermediate School, Brown County Junior High School and Brown County High School. The local schools make great efforts to integrate arts education in their curriculums. “We go with STEAM,” said Laura Hammack, the Brown County Schools Superintendent, “We make sure arts are not just an event but an embedded part of what we do.” (Frawley, Payton, et al.).

Each school participates individually or collectively in a variety of arts education programs. Notable programs include a) Lotus Blossoms, an annual performance tour among the schools by a world musician; b) Jazz in the Schools, an after school collaboration with Indiana University; c) Reimagining Opera for Kids, where Bloomington based young musicians volunteer to perform operatic performances in Nashville; d) Master classes made possible by Jacobs School of Music; and e) other opportunities of master classes and performances made possible by a specific grant for the Brown County school system.

The Bloomington based Lotus Education & Arts Foundation is an important agency that fuels arts education programs in Nashville, producing year-round volunteer-driven activities as well as major programs including Lotus World Music & Arts Festival, Lotus Visual Arts, and the aforementioned Lotus Blossoms that either directly enrich the local cultural landscape of Nashville or provide high-quality arts resources in its close vicinity.

**RESOURCES**

An issue identified in Brown County and Nashville is the lack of basic infrastructure and services: few childcare options, a lack of large grocery stores, few medical facilities, and limited transportation options are just a few. It should be noted that while some of these opportunities do exist, they are underutilized or poorly managed. For example, Access Brown County offers “low-cost” public transportation (Access). This is an invaluable program, since the proximity to other cities and their services (18 miles to Columbus, 15 miles to Bloomington, and 39 miles to Indianapolis) may be problematic for those residents who do not have a vehicle, which comprises approximately 11% of households in Nashville.

Jennifer Bube of the Brown County Community Foundation says however great this program is, it is underutilized. A reason for its disuse may be the target demographic. Although anyone can use this system, it most benefits senior citizens, since they are able to ride for free. However, it is likely that retirees are less to want transportation than students waiting in the town to be picked up by their parents after school.
STRENGTHS, WEAKNESSES, OPPORTUNITIES, & THREATS

S
- Strong arts presence
- Brown County State Park
- Natural surroundings
- Experienced arts agents
- Strong tourist industry
- Long cultural heritage
- Unified visual presence (sense of place)
- Centralization of tourist attractions
- Strong small local business community
- Location between major cities
- Brown County Visitors Bureau marketing resources
- Retiree population
- Great amount of skill and expertise
- Great public spaces, e.g. public library
- Sense of nostalgia

W
- Homogeneity of population
- Small Population
- Lack of big commercial retailers
- Lack of town government and cohesive leadership (no mayor)
- Lack of nightlife
- Lack of job opportunities
- Lack of housing/residential housing land
- Lack of ownership
- Few spaces for youth
- Lack of resources for small business marketing
- Topography
- Lack of other industries except tourism
- Declining infrastructure
- No current broadband
- Lack of public transportation
- Poor website design
- Lack of unity in marketing messages between the county and the town

O
- Utilize existing arts and cultural assets to create new economic opportunities
- Utilize existing resources to foster cooperation between local generations
- Create new jobs for youth, young adults by building new amenities in town
- Partnerships (State Park, IUB, Indianapolis, neighboring cultural districts)
- Open source marketing materials
- Marketing to retirees: capitalizing on an existing market
- Youth-Retiree connections
- Promote tourism to Nashville more extensively around Indiana
- Bike Trail from other cities
- Creation of retirement centers
- Art therapy programs for youth and retirees
- Attract freelance professionals
- Create health & wellness centers (massage, yoga, art therapy, etc.)
- Further the strategic plan between Bloomington and Columbus (Arts Road 46)

T
- Competitive arts and cultural programs from outside (IUB, BEAD, Maple Leaf, Columbus)
- Dying popularity of traditional arts and crafts
- Aging Population
- Lack of health facilities nearby so residents may move out
- Gentrification to cause low income families to move out
- Lack of management and funding to support development efforts
- Brown County State Park
Homogeneity of population

Small Population

Lack of big commercial retailers

Lack of town government and cohesive leadership (no mayor)

Lack of nightlife

Lack of job opportunities

Lack of housing/residential housing land

Lack of ownership

Few spaces for youth

Lack of resources for small business marketing

Lack of other industries except tourism

Declining infrastructure

No current broadband

Lack of public transportation

Poor website design

Lack of unity in marketing messages between the county and the town

Competitive arts and cultural programs from outside (IUB, BEAD, Maple Leaf, Columbus)

Dying popularity of traditional arts and crafts

Aging Population

Lack of health facilities nearby so residents may move out

Gentrification to cause low income families to move out

Lack of management and funding to support development efforts

Brown County State Park
Nashville has a history of commissioning various analyses of the community. These reports range from extensive strategic plans conducted by professional consultants to development plans and reports managed by SPEA PH.D students. While all the plans and reports were extensive and covered a wide range of possibilities for Nashville’s economic development, as of today the majority of proposed programs have not been implemented.

“The town has paid for numerous strategic plans, then we take it to the county, and they throw it out. They’re in the process of paying $30,000 for another economic development study. They’ll probably throw that one out, too.”

– Community Member
Not only has Nashville commissioned outside parties to develop strategic plans, but they have also taken it upon themselves to continue this type of work for the betterment of their town. However, these plans have been stalled due to a lack of time and resources. Evidence of this can be seen on the Town of Nashville Redevelopment Commission website, which shows that five of the eleven scheduled meetings for 2018 were canceled as of early November. Such planning committees include the Brown County Redevelopment Commission, strengthening the fact that these individuals do not need ideas so much as help in implementing the ones they already have at hand.

When asked what would be needed from the CRE, Nashville respondents were adamant that another strategic plan telling them how to expand the list of work they need to get done would not work. Due to the multitude of previous attempts at implementing various strategic plans, members of the Nashville community are hesitant to accept any future plans.

They are also wary of “outsiders” and do not have faith in the success of future strategies. As a result, the recommendations below have been written with the idea of improving the current offerings in Nashville, as opposed to adding completely new programs, buildings, and so on. Great consideration has also been given to the comments, suggestions, and feelings of Nashville residents, and with respect to the goals of the CRE.

**PREVIOUS KNOWN STRATEGIC PLANS**
- 2012 Nashville Tourism Development Plan (NED)
- 2008 IU SPEA Report
- 2008 Brown County Profile
- 2006 Arts Comparative Analysis
- 2005 Ball State Report

**PREPARATION AND METHODS**
In order to gain an understanding of how the community of Nashville relates to their town, several individual trips were taken to Nashville to speak to various people of interest and community partners. Such figures include Peggy Melchior Pearson, the Visitors Center, and Dr. Laura Hammack. Meetings were also conducted with a core group of leaders in the community with Larry Pejeau, Lyn Letsinger-Miller, and Jennifer Bube. Furthermore, a focus group was conducted with eight members of the community, of which two were high school aged youth. For those, who couldn’t participate in this meeting, we designed an online survey, which was sent to Nashville residents.

Interviews were also conducted via phone and email in order to connect to those that were not reached during scheduled visits. Great lengths were taken to connect and gain insight from various members of the community. Any persons not connected with or reached out to were not due to our intentions, but were a result of a lack of time and resources.

Beyond interviews, research was conducted through official and unofficial Brown County websites, viewing informational brochures provided in town, analyzing rural community resources, reading case studies, and by combing through databases such as American Factfinder, library catalogues, and internet searches. Additional resources consulted can be found in the appendices and bibliography.

**LIMITATIONS**
Though Nashville is not far in proximity to Indiana University Bloomington, it is not possible for the students to truly come to know Nashville in the limited time frame of a semester. Even if the students were able to visit the town on a weekly basis, this is not the same as living in the community.

As a result, this plan does its best to consider the community at large, but recognizes that the limitation of a sixteen week semester and distance from the town create an incomplete understanding of what the Nashville community experiences on a day to day basis and over a long period of time. There are also cultural limitations with respect to age, generation, ethnic demographics, political ideologies, and other community characteristics. The utmost was done to exhibit professionalism and a high degree of cultural competence when engaging with local residents, community members, and other stakeholders. As such, due diligence was done to minimize any limitations with respect to recommendations. We are confident that this report reflects our best efforts.
GOALS, OBJECTIVES, & STRATEGIES

In order to increase engagement and encourage leadership succession from the youth of Nashville, we have developed three goals: Foster Youth Ownership, Increase Engagement, and Enable Leadership. We have also compiled recommendations to support these goals under Resource Management.

Our first goal, Foster Youth Ownership, aims to foster and increase the “youth” of Nashville’s sense of belonging, connectedness, and social capital within the community. For our purposes, we defined “youth” as those between the ages of 16–35 based on Nashville’s current demographics.

Increase Engagement, our second goal, focuses on increasing and developing new strategies for engaging various demographics within and surrounding Nashville.

Our third goal, Enable Leadership, focuses on the need for leadership development and collaboration between various stakeholders within the Nashville community.

Lastly, Resource Management provides recommendations that aim to raise awareness of resources that aren’t available to the community, or ones that are but are underutilized. We believe that these components are integral for Nashville to support its residents, and subsequently, arts and culture.
CORE GOALS & RECOMMENDATIONS

1. FOSTER YOUTH OWNERSHIP
2. INCREASE ENGAGEMENT
3. ENABLE LEADERSHIP
4. RESOURCE MANAGEMENT
CORE GOAL ONE
FOSTER YOUTH OWNERSHIP

The declining youth population is an apparent problem in Nashville. Thus, this goal seeks to foster and increase a sense of belonging, connectedness, and social capital within the community for area youth.

The following objectives and strategies are possible means to engage youth in activities in collaboration with various town constituencies, increase opportunities for youth to create viable futures in Nashville, and encourage local youths’ commitment to their community.
Objective 1A
Utilize existing community spaces to engage local youth

Objective 1B
Design and facilitate educational and cultural programs specifically for youth

Objective 1C
Encourage student-led cultural activities in the community

Objective 1D
Enhance collaborations between area youth and local artists
OBJECTIVE 1A
UTILIZE EXISTING COMMUNITY SPACES TO ENGAGE LOCAL YOUTH

Strategy: Encourage galleries, art guilds, and other art based spaces to host visiting artists to teach interact with after school (see Objective 1E)

Example: Existing art spaces should utilize their current artists on a frequent basis to provide ways for youth to learn art forms, as well as create positive, safe spaces to reside in after school. For special occasions, several gallery spaces might come together to bring in an artist of high caliber to teach classes to the general public, with particular insurance to having programing geared toward youth. Furthermore, artists from neighboring towns might come in to teach for one day. In this case, the goal would be to have many individuals teaching one or few classes per year, rather than a few artists teaching many classes. It is important that individuals do not feel a large commitment in this undertaking, since many of the leaders in the community expressed feeling overworked already, which is another reason partnership amongst such arts spaces should be considered in order to further lighten the load in this new project.

People to speak to: Sharon and Jessica Bussert at B3 Gallery, Lyn Letsinger-Miller at Brown County Art Gallery, Pam Raider at Writers, Readers, and Poets Society, Anne Miller at Hoosier Artist Gallery, Bob Kirlin at Brown County Playhouse

Inspiration: Amanda Mathis, a Brown County artist participant in the arts installation project at Van Buren once every other week. She works with the kids and they tie the work into the curriculum.

Strategy: Identify existing spaces (such as the library or YMCA) for new youth based programming (see Objective 1B)

Examples: Brown County Public Library should create a space for teens that is easily monitored, yet private enough for louder engagement than the library typically allows (there is currently a clear lack of space, and even a sense of tension from the library staff.)

Brown County Playhouse currently only offers a youth community based production in the summer, but this could be expanded to the school year as well

Galleries could provide maker’s tables for youth to tinker in after school, allowing them to be creative

People to speak to: Stori Snyder at the Brown County Public Library, Jennifer Bube at the Brown County Community Foundation, Brown County Community YMCA, BC Enrichment for Teens Association (BETA), Sweetea’s, Bob Kirlin at Brown County Playhouse, the above mentioned galleries and performance spaces
OBJECTIVE 1B
DESIGN AND FACILITATE EDUCATIONAL AND CULTURAL PROGRAMS SPECIFICALLY FOR YOUTH

Strategy: Create a year-round cultural incubator, a space that encourages teen involvement in creative practice and cultural programming and innovation (see Objective 1A)

Inspiration: Whitney Museum’s “Room to Rise” Program

People to speak to: S3, Shared Studio & Maker Space, BC Enrichment for Teens Association (BETA)

Strategy: Increase support for the Brown County Playhouse to enable them to hold more youth productions

Strategy: Create intergenerational programing to increase interaction between age groups

Example: Create a peer counseling program for senior citizens to pair up with youth.

People to speak to: Stori Snyder at the Brown County Public Library, BC Enrichment for Teens Association (BETA), Jennifer Bube at the Brown County Community Foundation

Inspiration: Peer Counseling and Support Program in Bucyrus, OH (National 13)
The Foster Grandparent program in the Brown County schools
OBJECTIVE 1C
ENCOURAGE STUDENT-LED CULTURAL ACTIVITIES IN THE COMMUNITY

Strategy: Target students for leadership roles that need encouragement or show promise in the community

Examples: Host a student-led annual arts festival or competition at the fair
          A student led portion of the town council, or any governing group
          A high school intern that assists practicum students at IU as pertains to Nashville, IN

Strategy: Support local cultural businesses and organizations in hiring interns and showcasing their work

Example: IU provides business with resources to find, hire, and train student interns.

OBJECTIVE 1D
ENHANCE COLLABORATIONS BETWEEN AREA YOUTH AND LOCAL ARTISTS

Strategy: Host more local artists to work with students during and outside of school (see Objective 1A)

Strategy: Bring artists and performances from Indiana University to the Nashville schools by expanding such programs as Jazz in the Schools and Reimagining Opera in the Schools

Strategy: Expand the artist mentorship program held by Jennifer Bube at the Brown County Community Foundation

Strategy: Create an artists’ school for year-round learning (which may serve as a charter school, schooling that furthers education, or serves as an alternative to college)

People to Speak To: Brown County State Park (cabin availability)

Inspiration: Penland School of Craft, Arrowmont School of Arts and Crafts, South Carolina Governor’s School for the Arts and Humanities
OUTCOMES

SHORT-TERM OUTCOMES
· Suitable programs for diverse age groups
· Mentorship of younger generations

MIDDLE-TERM OUTCOMES
· Continued youth programming efforts
· Ensured career options for area youth

LONG-TERM OUTCOMES
· Positive civic engagement of youth and economic growth stemming from that effort
CORE GOAL TWO
INCREASE ENGAGEMENT

Nashville is rich in cultural assets and human capital – but it seems that there are gaps in the way that talent and skills are identified and harnessed within the community. Steps need to be taken in order to capitalize on existing community strengths to grow Nashville.

The objectives that follow utilize and engage those with skills and energy, maximize human capital and individual talents, and activate space and generate partnerships.
Objective 2A
Activate community spaces for multi-purpose cultural engagement

Objective 2B
Encourage partnerships/programming targeting the intersection of public health and the arts

Objective 2C
Enhance cultural connections between Brown County State Park and Nashville

Objective 2D
Market Nashville in an authentic and engaging way

Objective 2E
Create regional partnerships to maximize cultural and economic benefit
OBJECTIVE 2A
ACTIVATE COMMUNITY SPACES FOR MULTI-PURPOSE CULTURAL ENGAGEMENT

Strategy: Identify vacant buildings to use as live/work spaces for artists (also see Objective 1D, strategy 4)

Strategy: Create arts programming for seniors at spaces such as the library or schools (also see Objective 2B)

Inspiration: Penland School of Craft

Strategy: Encourage street busking and live music in small venues such as bars, restaurants, shops, etc.

Strategy: Utilize the existing, retired Melchior Marionette stage into a free community stage

People to speak to: Andy Roger’s Estate, Jane Ellis with the Convention and Visitors Bureau, Nashville Arts and Entertainment Commission, Peggy Melchior Pearson

OBJECTIVE 2B
ENCOURAGE PARTNERSHIPS/PROGRAMMING TARGETING THE INTERSECTION OF PUBLIC HEALTH AND THE ARTS

Strategy: Host physical activities for tourists, such as yoga, and running programs in town

Strategy: Establish programming that uses art therapy towards community interests and issues

Examples: Bring more outpatient therapists to Nashville who utilize art therapy in their practice
Bring art therapists to Nashville who can provide services in seniors’ homes
Partner with Eskenazi Museum of Art’s Art Therapy Program

Strategy: Partner with the Brown County Health & Living Community to provide programming
Strategy: Create an arts based program that gives recovering addicts a trade and purpose

**Inspiration:** Appalachian Artisan Center’s Culture of Recovery (Evans)

Strategy: Reserve a space in the library for social workers, counselors, and other trauma specialists to work within the library on a daily basis

**People to speak to:** Stori Snyder at the Brown County Public Library, Centerstone Brown County, the Brown County Substance Abuse Council, Superintendent of Brown County School District Laura Hammack

**Inspiration:** Centerstone Brown County in the Brown County Public Schools

**OBJECTIVE 2C**

**ENHANCE CULTURAL CONNECTIONS BETWEEN THE STATE PARK AND NASHVILLE**

Strategy: Establish the State Park as a site for public art and expanded, innovative arts programming

**Inspiration:** 100 Acres at Newfields Campus, Frederick Meijer Sculpture Gardens, Arts in the Parks (U.S. National Park Service)

Strategy: Encourage fitness programs in conjunction with the Brown County State Park

Strategy: Create a biking trail that connects Brown County to cities like Indianapolis, Columbus, and Bloomington

**Inspiration:** Rails-to-Trails Conservancy, International Mountain Biking Association (IMBA), Recreational Trails Program (RTP) funding
OBJECTIVE 2D
MARKET NASHVILLE IN AN AUTHENTIC AND ENGAGING WAY

Strategy: Develop open-format marketing materials to support shopkeepers & small businesses

   Inspiration: Interviewees expressed frustration with the fees for utilizing current advertisement opportunities through the Nashville Visitor’s Center

Strategy: Create internal marketing that targets local residents and creates a sense of place

Strategy: Encourage partnerships between businesses to offer promotions for local customers

Strategy: Create a desire for people to visit Nashville outside of the fall season

Strategy: Lean into Nashville’s reputation as a retirement community and build that existing audience

Strategy: Market to retirees with skills and promote how Nashville harnesses the skills of existing retirees

OBJECTIVE 2E
CREATE REGIONAL PARTNERSHIPS TO MAXIMIZE CULTURAL AND ECONOMIC BENEFIT

Strategy: Reach out to neighboring towns to establish and enhance partnerships with their arts and cultural organizations

   Example: Redirect “Arts Road 46” resources and organization to create actionable programs under this initiative.

Strategy: Provide support to expand the reach of the Nashville Studio Tour to attract more regional participation
OUTCOMES

SHORT-TERM OUTCOMES
· Identification of opportunities for Nashville community via new programming, outreach, and partnerships

MIDDLE-TERM OUTCOMES
· Furthered partnerships between local businesses, schools and regional arts organizations
· Strengthened cultural identity and economic status

LONG-TERM OUTCOMES
· Increased cultural network and engagement both within Nashville and between the town and the region
CORE GOAL THREE
ENABLE LEADERSHIP

We heard from community leaders about fractured leadership in the town – there is no mayor, and in that vacuum of structure, factions form around differing interests.

Thus, it was identified as a priority to support the people already working as leaders and create opportunities for involvement, specifically youth involvement, in leadership. By addressing current challenges, this goal seeks to create new collaborative structures to work within and across existing constituencies.
Objective 3A
Strengthen and organize the town’s central leadership

Objective 3B
Increase volunteer opportunities within cultural and business communities

Objective 3C
Gain an understanding of current local participation in the arts so that appropriate leadership opportunities can be created
OBJECTIVE 3A
STRENGTHEN AND ORGANIZE TOWN’S CENTRAL LEADERSHIP

Strategy: Expand and reorganize the town council’s functions and jurisdiction

Strategy: Create a service learning class through IU Bloomington

Strategy: Collaborate with Kelley School of Business Board Fellows program

Strategy: Invite local high school students to help the town council in leadership to encourage collaborative problem-solving

Example: Create a “Mayoral Leadership Team” comprised of local high school students to cohesively lead town development and encourage collaborative problem-solving. (See Appendix B)

OBJECTIVE 3B
INCREASE VOLUNTEER OPPORTUNITIES WITHIN THE CULTURAL AND BUSINESS COMMUNITY

Strategy: Train and invite volunteers into various cultural facilities to ensure enough manpower for future cultural collaborations in the community

People to speak to: Nashville BETA teen group, 4-H program, Brown County Schools, Artist Alliance Brown County, shops and galleries

Strategy: Support the creation of student internships, practica, projects, or apprenticeships at local arts shops and cultural organizations

OBJECTIVE 3C
GAIN AN UNDERSTANDING OF CURRENT LOCAL PARTICIPATION IN THE ARTS SO THAT APPROPRIATE LEADERSHIP OPPORTUNITIES CAN BE CREATED

Strategy: Conduct surveys across Nashville and Brown County

Strategy: Conduct focus groups consisting of local residents of different age groups and social statuses
OUTCOMES

SHORT-TERM OUTCOMES
· Increased social and leadership participation from local residents, especially from students

MIDDLE-TERM OUTCOMES
· Shift in economic and social structure of Nashville and its leadership function
· Functional leadership culturally and socially engaging local residents

LONG-TERM OUTCOMES
· Transformed quality of life for the local residents, attracting more people to Nashville as a permanent home
RESOURCE MANAGEMENT

Arts and culture and the basic needs of a community are not mutually exclusive. The following objectives are comprised of additional recommendations that should be considered in order to build a healthy and culturally supportive community.
Objective 4A
Improve social facilities and create new amenities for the residents

Objective 4B
Increase funding opportunities

Objective 4C
Create more resources for career advancement and skill-building
OBJECTIVE 4A
IMPROVE SOCIAL FACILITIES AND CREATE NEW AMENITIES FOR RESIDENTS

Strategy: Increase medical resources and facilities

Examples: Maintain a supply of Narcan for overdoses in the community
Host group sessions for survivors of lost loved ones from drug and alcohol use or suicide
Provide classes on Narcan use for overdose, as well as training on handling alcohol poisoning
Create more services to assist and care for the aging population

Strategy: Facilitate more childcare opportunities at school, the library, the YMCA, etc.

Strategy: Expand the function and services of the library to the community

Strategy: Increase public transportation options

Examples: Add a late school bus
Have a library van that picks up individuals
Maintain a public bus that goes to nearby large cities, such as Bloomington
Library book mobile

Inspiration: Access Brown County

OBJECTIVE 4B
INCREASE FUNDING OPPORTUNITIES

Strategy: Explore funding options through the Indiana Arts Commission and/or the Indiana State government

Strategy: Establish initiative fundraisers to generate funding

Strategy: Research funding opportunities generated from local taxation strategies

Strategy: Create a practicum opportunity to compile a list of funding opportunities for Nashville
OBJECTIVE 4C
CREATE MORE RESOURCES FOR CAREER ADVANCEMENT & SKILL-BUILDING

Strategy: Offer more options for career advancement at The Career Resource Center that will be usable within Brown County, including areas of mental health, nonprofit, business, etc.

Example: IU should offer classes, certificates, or programs at the CRC to encourage youth to stay in Nashville and develop skills to aid the community

Strategy: Partner with Indiana University on various initiatives

Examples: Partner with the Maurer School of Law at IU Bloomington create a law clinic for businesses and individuals
Partner with financial professors and health professors at Indiana University and the Brown County Public Library (an expressed want) to offer workshops related to their fields
RECOMMENDED FIRST STEPS

Of the utmost importance in considering the first move to invigorate Nashville, IN would be to conduct research to understand the current programs the citizens of Nashville are currently dreaming of and working toward. The CRE should work to empower these individuals and groups, rather than to come in and create work that is not wanted and eventually leave. This is especially important since many of the interviewed participants expressed how they were concerned this was the goal of the CRE.

Such examples of programs to aid are the arts mentoring and the graffiti trail clean up programs Jennifer Bube is currently working on. The CRE might seek to work with companies like Sweetea’s, where youth are actively encouraged to hang out after school, or the Brown County Public Library, which is aiming to encourage and enliven teen participation.

A viable first step would be having a practicum student reach out to all organizations and businesses in Nashville (approximately 200), to see what types of projects they would like to incorporate into their work to meet the needs of youth engagement and succession (Shop). Considering the large number of participants that expressed a need for funding or help, it may be as simple as the CRE putting out a call for simple applications of small projects to help create, renew, or continue.

FURTHER RESEARCH

For a larger understanding of Nashville, IN, Brown County, and how to increase youth retention and engagement in these spaces, the CRE should conduct further research regarding, but not limited to:

- The work of churches in the community; housing; increasing youth entrepreneurship; tourist impact on youth; and the rate of return to the community by youth as they grow older.
CONCLUSION

Nashville, Indiana has a distinct artistic history that sets it apart from other small Midwestern towns. With an abundance of creativity, unique resources, and highly motivated individuals, it is easy to envision even greater things for this little town than already exists.

We believe that by focusing on opportunities to foster youth ownership, increase engagement, and enable leadership, Nashville can truly transform into a flourishing community that has much to offer its residents, in addition to the numerous tourists who visit the vibrant area each year.

The Center for Rural Engagement should do its best to aid in what Nashville has to offer, rather than create completely new programming. The CRE has a lot to offer in order to help the visions of the residents come to fruition, and we believe that through the work of the CRE, and the passion and commitment of local leaders, Nashville’s arts and culture will thrive.
### GENERAL POPULATION

<table>
<thead>
<tr>
<th>Age Ranges</th>
<th>Nashville, IN</th>
<th>Brown County</th>
<th>USA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent</td>
<td>Number</td>
</tr>
<tr>
<td>Under 18</td>
<td>209</td>
<td>16.59%</td>
<td>3,322</td>
</tr>
<tr>
<td>18-24</td>
<td>48</td>
<td>3.80%</td>
<td>629</td>
</tr>
<tr>
<td>25-44</td>
<td>236</td>
<td>18.70%</td>
<td>2,903</td>
</tr>
<tr>
<td>45-64</td>
<td>363</td>
<td>28.80%</td>
<td>4,983</td>
</tr>
<tr>
<td>65+</td>
<td>405</td>
<td>32.11%</td>
<td>3,128</td>
</tr>
<tr>
<td>Total Population</td>
<td>1,260</td>
<td>100.00%</td>
<td>14965</td>
</tr>
</tbody>
</table>

Source: 2016 ACS 5-Year Estimates for Nashville, IN, Brown County, IN, and the USA. Table: Age and Sex, Population Under 18 Years By Age.

**Figure A1**

### Median Age

<table>
<thead>
<tr>
<th></th>
<th>Nashville, IN</th>
<th>Brown County</th>
<th>USA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>54.5</td>
<td>48.3</td>
<td>37.7</td>
</tr>
</tbody>
</table>

Source: 2016 ACS 5-Year Estimates for Nashville, IN, Brown County, IN, and the USA. Table: Age and Sex

**Figure A2**
### Selected Economic Data

<table>
<thead>
<tr>
<th></th>
<th>Nashville, IN</th>
<th>Brown County</th>
<th>USA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent</td>
<td>Number</td>
</tr>
<tr>
<td>Pop. Below Poverty**</td>
<td>109</td>
<td>66.1%</td>
<td>1,124</td>
</tr>
<tr>
<td>Pop. At or Above Poverty**</td>
<td>514</td>
<td>92.8%</td>
<td>7,357</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$38,427</td>
<td>-</td>
<td>$56,323</td>
</tr>
<tr>
<td>Unemployment Rate*</td>
<td>-</td>
<td>2.3%</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: 2016 ACS 5-Year Estimates for Nashville, IN, Brown County, IN, and the USA. Table: Employment Status, Selected Economic Status, and General Economic Characteristics.

*Civilian Labor Force

**Labor Force Participation Rate

---

### Housing

<table>
<thead>
<tr>
<th></th>
<th>Nashville, IN</th>
<th>Brown County</th>
<th>USA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent</td>
<td>Number</td>
</tr>
<tr>
<td>Owner Occupied</td>
<td>230</td>
<td>40.14%</td>
<td>4751</td>
</tr>
<tr>
<td>Units w/ Mortgage</td>
<td>136</td>
<td>23.73%</td>
<td>3008</td>
</tr>
<tr>
<td>Units w/o Mortgage</td>
<td>94</td>
<td>16.40%</td>
<td>1743</td>
</tr>
<tr>
<td>Renter Occupied</td>
<td>343</td>
<td>59.86%</td>
<td>1202</td>
</tr>
<tr>
<td>Occupied Total</td>
<td>573</td>
<td>87.21%</td>
<td>5953</td>
</tr>
<tr>
<td>Vacant Total</td>
<td>84</td>
<td>12.79%</td>
<td>2559</td>
</tr>
<tr>
<td>Total Housing</td>
<td>657</td>
<td>100.00%</td>
<td>8512</td>
</tr>
</tbody>
</table>

Source: 2016 ACS 5-Year Estimates for Nashville, IN, Brown County, IN, and the USA. Table: Selected Housing Characteristics, Housing Problems - All Occupied Units

---

Figure A3

Figure A4
## APPENDIX A CONT’D

<table>
<thead>
<tr>
<th>Place</th>
<th>Primary Care Physicians</th>
<th>Dentists</th>
<th>Mental Health Providers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top US Performers</td>
<td>1,030:1</td>
<td>1,280:1</td>
<td>330:1</td>
</tr>
<tr>
<td>Indiana</td>
<td>1,500:1</td>
<td>1,850:1</td>
<td>700:1</td>
</tr>
<tr>
<td>Brown County</td>
<td>2,500:1</td>
<td>7,460:1</td>
<td>1,860:1</td>
</tr>
</tbody>
</table>

Source: [http://www.countyhealthrankings.org](http://www.countyhealthrankings.org)

### Figure A5

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>2.7</td>
<td>4.31</td>
<td>19.69</td>
<td>63,632</td>
</tr>
<tr>
<td>Indiana</td>
<td>2.98</td>
<td>4.98</td>
<td>23</td>
<td>1,526</td>
</tr>
<tr>
<td>Brown County</td>
<td>2.68</td>
<td>4.91</td>
<td>*</td>
<td>*</td>
</tr>
</tbody>
</table>

Source: [http://opioid.amfar.org/IN](http://opioid.amfar.org/IN)

*Small values are suppressed to preserve confidentiality. State-level data include the suppressed estimates so county rows will not sum to state totals.

### Figure A6

<table>
<thead>
<tr>
<th>Health</th>
<th>Nashville, IN</th>
<th>Brown County</th>
<th>USA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent</td>
<td>Number</td>
</tr>
<tr>
<td>With a Disability</td>
<td>124</td>
<td>11.0%</td>
<td>1,808</td>
</tr>
<tr>
<td>With an Ambulatory Difficulty</td>
<td>67</td>
<td>6.2%</td>
<td>1,006</td>
</tr>
<tr>
<td>With a Self Care Difficulty</td>
<td>10</td>
<td>0.9%</td>
<td>241</td>
</tr>
<tr>
<td>With an Independent Living Difficulty</td>
<td>42</td>
<td>4.5%</td>
<td>593</td>
</tr>
<tr>
<td>No Health Insurance Coverage</td>
<td>-</td>
<td>13.4%</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: 2016 ACS 5-Year Estimates for Nashville, IN, Brown County, IN, and the USA. Table: Selected Economic Characteristics, Disability Characteristics

### Figure A7
APPENDIX B: YOUTH MAYORAL LEADERSHIP TEAM

AREAS OF FOCUS
· Capacity Building and Leadership Development
· Youth Ownership of Nashville

We heard from the representatives from Nashville about the lack of cohesive town leadership, in light of the absence of a town Mayor. We felt, from their feedback, that some issues in the town could be better addressed by organized leadership that already exists in the town.

This issue was also mentioned in our community listening session, when a resident lauded the town council and pointed to its benefits. By adding a mentorship program to the town council duties, we hope to further encourage cooperative leadership and learning as well as foster a sense of ownership and pride in Nashville’s youth.

OBJECTIVES
· Encourage collaboration and cooperation among various and disparate community groups and leadership representatives
· Provide opportunities for leadership and involvement for area high schoolers.

STRATEGY
Create a “Mayoral Leadership Team” comprised of local high school students to cohesively lead town development and encourage collaborative problem-solving.

METHOD
· High school students (Juniors?) would be paired with each member of the existing Nashville town council for mentorship and leadership education
· Team membership lasts for one year
· Annually, through community meetings, one solvable problem would be identified and, subsequently through their term, tackled by the team
· High schoolers would be invited to submit short essays to apply for team membership
· Selections would be made by the town council in cooperation with teachers from the students’ school

POSSIBLE OUTCOMES
· Local youth invest energy in solving problems in their town
· Leaders on the town council connect more fully with their community
· High school students build skills and knowledge about local government
· Nashville residents take part in identifying issues they deem important and suggesting solutions to problems
· Local constituencies see further evidence of cooperative and collaborative leadership
· Youth feel invited to take part in local decision-making

SOURCES


EXISTING EXAMPLES
· Mooresville Youth Leadership Council
https://www.townofmorrisville.org/government/departments-services/parks-recreation-cultural-resources/morrisville-youth-leadership-council
· Lake Oswego Youth Leadership Council
https://www.ci.oswego.or.us/ylc/about-youth-leadership-council
· Winnebago County Youth Leadership Council
https://wincoil.us/departments/county-board-office/county-board-chairman/chairman-mayors-youth-leadership-council/


For lists of people, groups, and businesses consulted, please refer to the individual papers.

1. 2016 American Community Survey 5-Year Estimates for Nashville, IN
2. “Access Brown County.” BROWN COUNTY COMMUNITY YMCA, BROWN COUNTY COMMUNITY YMCA, browncountymc.org/access-brown-county/.
7. Evans, Jessica. “AAC Project ‘Culture of Recovery’ Receives Funding from ArtPlace America.” Appalachian Artisan Center, Appalachian Artisan Center, 5 Dec. 2017, artisancenter.net/tag/luthery/.

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