City of Bloomington
Arts Feasibility Study

October 31, 2022

Hello...

Dear Ms. Warren,

On behalf of the Study Team, Trahan Architects is pleased to submit the City of Bloomington Arts Feasibility Study report for your review. This report is the result of an intensive collaborative effort by the Study Team, the City of Bloomington, and the local Bloomington community beginning in February 2022.

Bloomington is already well-known for its arts and culture sector. The Study Team explored how Bloomington can amplify its identity as a purpose-built arts community and an arts and culture destination. Bloomington's history of making artisan goods for trade at a national level is unique to its character. The City can lean into this character to advance its goal of becoming a national and international destination for arts and culture.

This report is the culmination of the Study Team's findings developed from data collection, analysis, and rigorous stakeholder and public engagement sessions. Careful consideration was given to provide the City of Bloomington with cultural development guidance that will support Bloomington's continued success.

The Bloomington Arts Feasibility Study report includes an inventory of Bloomington's current cultural assets; opportunities to address gaps in the inventory; community engagement feedback and metrics; site analyses; a proposal for a new arts and culture incubator tailored to the needs of Bloomington's artists; including a financial operational pro forma for the proposed new arts and culture incubator.

Respectfully,

Victor F. "Trey" Trahan, III, FAIA
Founder & CEO | Trahan Architects

Kevin Thomas, OAA, MRAIC
Managing Principal | Trahan Architects

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Acknowledgements

Trahan Architects would like to thank…

…the entire Study Team, Advisory Committee, stakeholder groups, and residents of Bloomington for generously sharing their time, perspective, expertise, and inspiration throughout the City of Bloomington Arts Feasibility Study report process. Time and energy from these groups were vital to the study's success in crafting a vision to make Bloomington a national and international hub for creativity and cultivate the next generation of cultural leaders.

The information in this report is based on estimates, assumptions, and information developed from market research, knowledge of the arts and culture industry, and additional factors, including specific information provided by other parties. All information provided has not been audited and verified, and is assumed to be correct.

Due to limited procedures, the Study Team expresses no opinion or assurances to achieve any projected information contained herein. Consequently, this report should not be relied upon for that purpose. Furthermore, there will be differences between projected and actual results. This is because events and circumstances frequently do not occur as expected, and those differences may be material. The Study Team has no responsibility to update this report for events and circumstances occurring after the date this report is submitted and received.

Advisory Committee

Members of the Advisory Committee met twice, (March 24 and July 12, 2022) to share insight Bloomington's arts community and to provide feedback on the Study Team's initial suite of recommendations.

John Hamilton
Mayor

Don Griffin, Jr.
Deputy Mayor

Alex Crowley
Department of Economic and Sustainable Development,
Director

Holly Warren
Department of Economic and Sustainable Development,
Assistant Director

Bryony Gomez-Palacio
Bloomington Arts Commission,
Chair

Ed Commentale
Indiana University,
Associate Vice Provost, Arts and Humanities

Talisha Coppick
Downtown Bloomington, Inc.
Executive Director

Miah Michaelsen
Indiana Arts Commission,
Executive Director

Erin White
Visit Bloomington,
Director of Leisure Marketing and Media Relations

Kate Galvin
Constellation Stage and Screen,
Artistic Director

Dan Peterson
Cook Group Inc.,
Vice President of Government Affairs

Jonah Crismore
Buskirk Chumley Theater,
Executive Director

Martha Moore
Pictura Gallery of Fine Art Photography,
Owner

Study Team

Trahan Architects

Victor F. "Trey" Trahan, III
Founder and CEO, FAIA

Kevin Thomas
Managing Principal, AIA, OAA, MRAIC

Matthew Rivera
Designer, Associate AIA

Springpoint Architects

Barre Klapper
Principal Architect, AIA

Keen Independent Research

Alex Keen
CEO

Jennifer Tuchband
Consultant and Business Services Manager

Nicole Yates, PhD
Consultant

Designing for Democracy

April De Simone
Principal
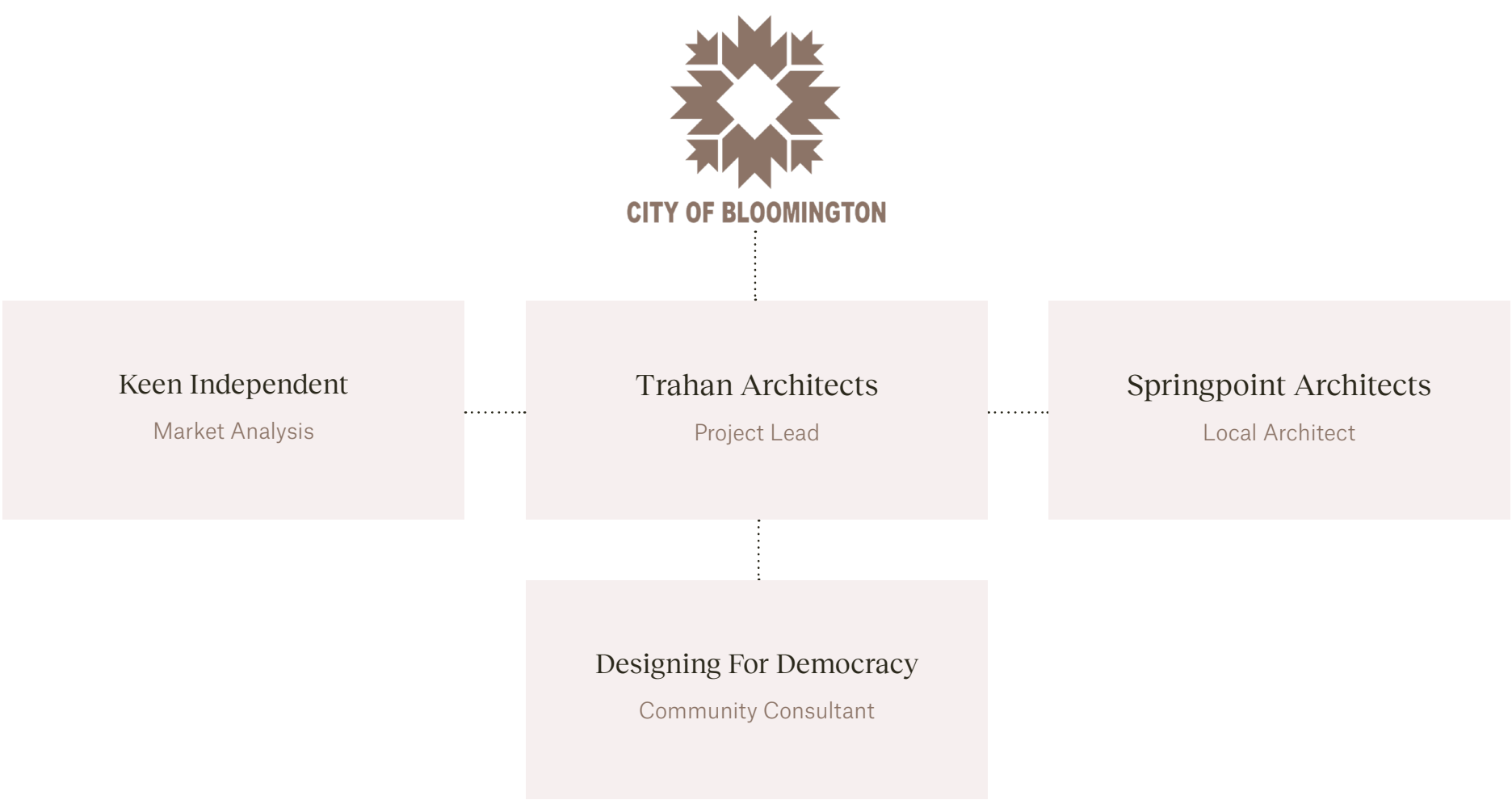
Alp Bozkurt
Design Director, TMMOB, LEED GA

Charles Chawalko
Socio-Spatial Researcher

Study Team

The City of Bloomington retained **Trahan Architects** to conduct an Arts Feasibility Study to investigate the need for a new arts facility; an expanded convention center in Bloomington; and potential programming initiatives to develop Bloomington as a purpose-built arts community. A significant component of the feasibility study consisted of stakeholder and community engagement sessions. Trahan Architects teamed with Bloomington-based **Springpoint Architects** as part of a world-class consulting team to deliver this project, as outlined on this page.

Keen Independent specializes in arts, disparity, and equity studies for public, private, nonprofit, state, and city agencies. With offices in Phoenix, Arizona, and Denver, Colorado, as well as staff throughout the country, Keen Independent combines economic and market research experience with specialized expertise in performing arts feasibility studies.

Designing For Democracy (DFD) is an interdisciplinary consortium of practitioners investigating the implicit relationship between systems of the built environment and society's most pressing challenges. The team's diverse upbringings, skill sets, and lived experiences empower DFD to connect how the nodes of inequity, cultural hierarchy, and dehumanization become spatialized and proliferated— all facets of a growing existential threat to the full potential of democracy.

CITY OF BLOOMINGTON

Keen Independent	Trahan Architects	Springpoint Architects
Market Analysis	Project Lead	Local Architect

Designing For Democracy
Community Consultant

Overview

Study Background

In November 2020, the Waldron Recommendation Task Force was established ahead of the imminent management reversion of the Waldron Arts Center building from Ivy Tech to the City of Bloomington. The task force's mandate was to determine what Bloomington should do with the Waldron Arts Center. Ultimately, the task force recommended that the City of Bloomington maintain ownership and allow management by an independent entity (Constellation Stage & Screen). While the Waldron Arts Center remains open to the public as an arts facility, art opportunities are more limited than they were under Ivy Tech's management—including workshops, classes, gallery exhibitions, and community groups who use the theater for performances. With this change in community access, the City of Bloomington is seeking to cultivate additional measures to foster arts and culture.

Several questions arose: What is needed to propel arts in Bloomington? Does Bloomington need a new arts facility to support its increasing number of artists, and artists who are outgrowing the current facilities? Can an expanded convention center use the existing cultural capital of Bloomington to create a competitive advantage over other venues in the region? What community programming initiatives can Bloomington provide to increase access to the arts?

Participation

The feasibility study required broad involvement from the Bloomington community. The Study Team engaged the following groups:

- Residents
- Advisory Committee
- Indiana University faculty, administrators, and students
- Arts and culture community members
- Local business community leaders
- Local venue operators
- Other key stakeholders

Overview

This report provides an overview of the study process and presents conclusions and recommendations.

Key Questions

The Study Team identified key questions relevant to the feasibility of new community programming initiatives; a new arts facility; and an expanded convention center in Bloomington. The following key questions are addressed throughout this summary report and supporting documentation:

- What areas of the arts do Bloomington residents and artists perceive as the best areas for investment?
- How would a new arts and culture incubator fit within the Bloomington arts marketplace?
- How would an expanded convention center fit within the Bloomington arts marketplace and incorporate arts and culture in the programming?
- How does the Bloomington community feel about arts and culture investment including community arts initiatives?
- Who would utilize a new arts and culture incubator in downtown Bloomington?
- What are the ideal components of a new arts and culture incubator in Bloomington?
- How would an operational pro forma for a new arts and culture incubator in Bloomington be funded?
- How would a new arts and culture incubator be operated?

These questions are followed by implementation recommendations.

Process

The City of Bloomington commissioned an arts feasibility study to examine the prospects of bringing a new arts facility; an expanded convention center; and community programming initiatives to Bloomington. The feasibility study ascertained the potential for Bloomington to strengthen its presence as a cultural destination and to provide a new economic generator within the city and region.

The feasibility process included the following three deliverable tasks with several opportunities for community collaboration and feedback:

- Task I | Inventory & Market Analysis | February '22 - March '22
- Task II | Needs Assessment | March '22 - June '22
- Task III | Operational Pro Forma Budget & Business Plan | June '22 - Aug '22

As a basis of evaluation, the Study Team assessed existing cultural assets and whether they meet the current needs of the Bloomington community. The Study Team evaluated the Waldron Arts Center and the Buskirk-Chumley Theater as touchstones.

The Study Team conducted a comprehensive inventory and market analysis of the existing cultural assets in Bloomington. This analysis included neighborhoods, environmental considerations, demographics, accessibility, planning, and zoning regulations, which provided a thorough understanding of economic, environmental, ecological, and cultural contexts.

The second task was a needs assessment, which included community engagement sessions with stakeholders, residents, and Bloomington's Advisory Committee, among other groups. The Study Team implemented an online public survey that ensured accessibility for a diverse representation of the Bloomington community. The aggregated feedback was essential to build a holistic understanding of the community's desires and needs for a new arts facility and new community programming initiatives. These sessions also led to recommendations for specific community programs.

In the third component of the study, the Study Team considered initiatives that the City of Bloomington could implement to increase access to arts and culture in the near term. The Study Team suggests Bloomington enhance programming by promoting existing events and specific community programs. New programming should focus on neighborhood activation, especially in underserved areas of Bloomington, where few arts and cultural spaces exist.

The fourth task determined whether a new arts facility was advisable for the City of Bloomington. The Study Team identified facility benchmarks, which analyzed four comparable multipurpose arts facilities in similar communities. These benchmarks formed the basis for developing an operational pro forma budget and business plan. The first part of the analysis included a business plan and a detailed operating pro forma budget that identified sources of revenue. The second part of the analysis consisted of potential organizational structures, staffing, operations, and building expenses.

In the final component, the Study Team investigated the feasibility of leveraging and fusing arts and culture within an expanded convention center. Interlacing the expanded convention center with culture could give Bloomington a competitive advantage amongst other regional centers while becoming a catalyst for continued economic growth.

Goals

"A thriving arts community is essential to the quality of life and our local economy"
-Mayor John Hamilton

GOALS

Gain a better understanding of the City of Bloomington: its history, current infrastructure, sense of place, and culture.

Evaluate the inventory of performing and visual arts facilities and facilities that could potentially accommodate the growing arts community in Bloomington and the surrounding areas.

Investigate how to invest in and enhance the health and equity of Bloomington's arts community, such as emerging artists, audiences, and other stakeholders.

Discover areas where Bloomington's cultural resources can enrich the economic and cultural vitality of the community.

Conclude on the necessity and feasibility of a new arts and culture incubator.

Executive Summary

Executive Summary
Inventory and Market Analysis

Inventory and Market Analysis

The first step in the feasibility study process was to conduct an in-depth cultural asset inventory of Bloomington and the surrounding area. The inventory gave the Study Team an understanding of the existing facilities and their capacities. It also provided insight into the area's history, economic, ecological, environmental, and social drivers.

The inventory investigated zoning and permitted uses, significant cultural space inventory; a market analysis; demographic analysis; demand projections; and environmental considerations. The Study Team reviewed the following:

- Neighborhood Analysis
- Zoning & Permitted Uses
- Transportation Flows - Bike Lanes
- Transportation Flows - Bus Routes
- Transportation Flows - Parking
- Environmental Considerations
- Climate Action Plan
- Sustainability Action Plan
- Cultural Inventory
- Gallery Walk
- BEAD District
- Historical Context - Waldron Arts Center
- Historical Context - Buskirk-Chumley Theater
- Market Analysis
- Catchment Area
- Population Projections
- Demand Projections

Summary of Key Findings (Market Analysis)

The Study Team performed a comprehensive market analysis to codify Bloomington's cultural arts' economic opportunities and barriers. This analysis included the following study scopes:

- Catchment Area
- Population Projections
- Demand Projections

New Performing Arts Center. Based on the extensive inventory identified in Bloomington and surrounding areas, the Study Team does not recommend a new standalone performing arts center. Bloomington has venues of varying sizes to accommodate most activities and audience capacities. Bloomington does not have the population size or expected growth to support adding another standalone performing arts center at this time. However, the inventory review identifies a need for a small arts facility with 100 seating to 200 standing capacity. A venue of this size is ideal for supporting smaller performances and would also be suitable for rehearsing and recording studio uses. At the time of this report, the cost for a new performing arts center ranges from $850 sf to $1,200 sf and does not address any future needs in the Bloomington area.

Waldron Arts Center. The City of Bloomington recently reopened the Waldron Arts Center in 2022. The community dialogue provided by the stakeholder and advisory committee engagement sessions indicates that the Waldron Arts Center does not offer the flexibility or capacity to support Bloomington's burgeoning arts community. Due to the size of the theater, the Waldron Arts Center provides a niche for the Bloomington market. Supporting gallery spaces should remain open and operated by Constellation Stage & Screen as long as it remains of value to the community.

Buskirk-Chumley Theater. The Study Team recommends further assessment of the Buskirk-Chumley Theater to investigate the potential of incorporating flexible seating configurations; enhancing the backstage area and support spaces; and generating additional sources of revenue.

Indiana University Collaboration. Bloomington has a wealth of venues for cultural events and performances. Although plentiful for the size of Bloomington, many of these venues are part of Indiana University and, therefore, not readily available to the local Bloomington community. The Study Team recommends deeper collaboration between the City of Bloomington and Indiana University to find a mutually beneficial arrangement to expand arts and culture in the region.

Lack of Accessible, Flexible, and Affordable Space. Stakeholder and advisory committee engagement sessions revealed that the public believes there is a lack of accessible, flexible, and affordable space available to the local arts community.

Resources. Despite large venues for art displays and performances, Bloomington does not provide many resources for artists to create work or music. I Fell Bloomington is an artist and co-maker facility where artists and makers can rent space. At the time of this study, I Fell Bloomington and Artisan Alley remain the only artists-focused maker spaces of their kind in Bloomington; I Fell Bloomington's and Artisan Alley's rooms are currently fully leased.

Executive Summary
Community Engagement

Community Engagement

The Study Team facilitated eight community engagement sessions to learn about the array of stories, concerns, and aspirations of the Bloomington community. These sessions sparked meaningful conversations about the successes and improvement opportunities in Bloomington's existing arts and culture inventory. The focus of these community engagement sessions was to gain a complete picture of arts and culture in Bloomington. The sessions included presentations, discussions, mapping, written responses, and a virtual online survey.

The Study Team held community engagement sessions with the following groups:

- Arts Community Stakeholders (26 participants)
- Advisory Committee (13 participants)
- Indiana University Stakeholders (15 participants)
- Social Equity Engagement (30 participants)
- Emerging Artist Round Table (15 participants)
- Online Virtual Workshop (471 participants)

The community engagement sessions involved 570 participants, allowing the Study Team to analyze feedback from various perspectives. Due to ongoing COVID-19 and universal accessibility concerns, participants attended in-person and online sessions. Participants represented the public, Indiana University, venue operators, program directors, artists of different media, emerging artists, and more.

Summary of Key Findings

- The need for more collaborative and flexible space was a common concern among the arts community stakeholders, Advisory Committee, and social equity engagement participants.

- Several participants in the arts community stakeholder sessions expressed concerns that existing available facilities were too small and inflexible to accommodate performances of varying sizes.

- Many participants noted that Indiana University's facilities were excellent for attending shows and performances. However, they were primarily unavailable to local artists and performance groups for use.

- Diversity and representation were paramount goals of the arts community stakeholders. Community engagement sessions embraced the richness of Bloomington's history to understand what a new arts and culture incubator would entail. At the core of the social capital discussions stood trust and reciprocity.

- Individuals expressed the need to increase the diversity of artists and patrons. In addition to ethnic diversity, participants wanted arts and culture opportunities in Bloomington to include all ages, income levels, urban and rural communities, political ideologies, and partnerships between Indiana University and other Bloomington residents.

- Many stakeholders and user groups noted a scarcity of availability amongst existing venues.

- Findings from the virtual workshop revealed that the majority of people attend arts and culture events at the following venues:

  - Buskirk-Chumley Theater
  - Ted Jones Playhouse
  - Indiana University Auditorium
  - Waldron Arts Center
  - Eskenazi Museum of Art
  - Switchyard Park

- Most survey participants (55%) reported paying $25 or less to attend arts and culture events.

- The lack of creative and affordable workspaces for artists is one reason why local artists leave Bloomington.

- With the Waldron Arts Center offering limited art classes, many participants and survey respondents noted the desire to have access to classes again (i.e., in pottery, glass-blowing, painting, sketching, metal smithing).

- Participants expressed interest in arts programming for K-12 students to expose children to the arts at a younger age since all-ages venues, such as The Void and Rhinos, are closed.

- Participants expressed interest in Indiana University, Ivy Tech and the City of Bloomington collaborating to offer spaces, resources, and education.

- Commonly mentioned barriers amongst participants included inaccessible price points and unavailable studio, exhibition, and performance space.

- Some participants were satisfied with Bloomington's arts and culture offerings, while others wanted additional programming. The specific spaces requested were:

  - Makerspace
  - Ceramics studio
  - Cinema
  - Dance studios with sprung floors
  - Aerial and circus arts studio
  - Sound engineering studio
  - Photography dark rooms
  - Open-air outdoor stages at existing parks

- Many individuals requested a centralized calendar of events in Bloomington, unifying Indiana University campus events with non-campus events. Many artists have lost revenue opportunities due to a lack of coordinated scheduling and advertising.

- Participants expressed an interest in wanting artists and arts organizations to have sustainable business models that include viable incomes and financial support from Bloomington's government.

Executive Summary

Programming - Arts and Culture Incubator

Programming

After completing the inventory and community engagement components, the Study Team distilled the findings and feedback to create a cohesive program that satisfied the stated and found needs of the Bloomington community.

The Study Team proposes an arts and culture incubator as a place for convening and community building that reshapes the cultural landscape of Bloomington. The project serves as a platform for experimentation and developing innovative ideas. The space encourages artists to explore new facets of their practice and exploration. It fosters new models for social interaction with the community that transcend the traditional boundaries of art, performance, and social practice. The facility will serve as a center for experimentation, and education opportunities and offering an accessible and innovative exhibition program to Bloomington.

The Study Team recommends the following building scope to address the arts community's and audience needs. The new arts and culture incubator would include a flexible, multiuse black box that can accommodate approximately 100 seats (200 standing).

Summary of Key Findings

- The Study Team arrived at a new arts and culture incubator by implementing a space program model (a tool used to calculate a new facility's estimated size and configuration) that synthesized the information from the inventory and community engagement efforts. The Study Team developed a space program for the incubator with administrative, educational, technical, and gallery spaces.

- Multidisciplinary performance spaces are appropriate for events such as live music, concerts, dance performances, lectures, film screenings, live-streaming, and other live performances.

- The space program yields a new arts and culture incubator of approximately 52,410 gross square feet.

- The Study Team prepared a case study as part of the Hopewell Redevelopment site and is one example of how a new arts and culture incubator could be realized. The City of Bloomington proposed the location of 714. S Rogers Street, which holds an existing brutalist-style building, for the building case study.

- An adaptive reuse strategy could transform the existing structure into the Hopewell Redevelopment Arts and Culture Incubator (Case Study). Adaptive reuse is a sustainable strategy for construction. In many cases, adaptive reuse reduces the amount of construction necessary and diverts building waste from landfills. The Study Team recommends repurposing the existing structure to accommodate the proposed maker spaces for this case study.

- The Study Team proposes an addition north of the existing building that will include a 100-200 seat black box theater, and education and multipurpose rooms.

- The City of Bloomington and the Study Team investigated the potential of the Hopewell Redevelopment site due to the site's capacity to be a cultural anchor in an otherwise underserved area. At the core of this vision, culture and accessibility drive collaboration in Bloomington. As the cultural heart of the Hopewell Redevelopment District, the project would create a focal point in the neighborhood and the city. The project's sphere of influence could extend beyond the Hopewell Redevelopment to the rest of Bloomington by curating with programmatic diversity.

- The project aims to provide a facility that showcases contemporary creative and cultural experiences, acting as a connective bridge linking downtown Bloomington to neighborhood communities and Indiana University, among other areas. The project makes it possible for Bloomington to create a more meaningful connection with the local artist community and continue to offer diverse cultural programming.

Executive Summary
New Arts Facility - Arts and Culture Incubator

Benchmarking, Business Plan, and Pro Forma

To determine whether a new arts and culture incubator is advisable for the City of Bloomington, the Study Team developed a business plan and a detailed operating pro forma budget. The business plan and pro forma identify sources of revenue and potential organizational structures, staffing, operations, and building expenses.

Understanding ongoing operational costs is a crucial step in assessing the feasibility of a new arts and culture incubator. A new arts and culture incubator is a dynamic entity connected with the community by facilitating many different types of events. The Study Team evaluated and recommended creative opportunities for facility utilization that offer additional revenue streams and community engagement. The evaluation combined the assessment of similar facilities around the United States with community outreach in workshops and a review of industry best practices.

The Study Team examined four comparable arts facilities in similar communities to help guide the pro forma and business plan; ascertain best practices and partnerships; and guide recommendations. The Study Team reviewed the funding and management structures of the benchmark facilities and ongoing maintenance and operations such as annual attendance, budget, earned and contributed revenues, and other items as available.

Summary of Key Findings

As part of the facility benchmarking exercise, the Study Team developed a list of lessons learned from conversations with leaders of the benchmark venues. These lessons should be considered best practices for a new arts and culture incubator :

- Ensure affordability
- Foster partnerships
- Simplify the model
- Establish anchor tenants
- Maintain financial stability

Ensure affordability. Affordability is always a concern, particularly when neighborhoods are developed. Gentrification often pushes local artists out of their communities. A new arts and culture incubator should ensure that its rentable studios remain affordable.

Foster partnerships. Partnerships between organizations ensure diverse artists have access to the incubator. A new arts and culture incubator could partner with organizations to serve vulnerable populations.

Simplify the model. Maintaining a simple operating structure of the new arts and culture incubator is essential to streamlining processes. Benchmark representatives cautioned against having multiple owners and operators, stating that it confuses tenants.

Establish anchor tenants. Developers of a new arts and culture incubator might consider having one or more "anchor tenants" to attract community interest. These anchor tenants can include established artists or other arts organizations that may benefit from having space in the building.

Maintain financial sustainability. Carefully consider the economic sustainability of the business model to protect future organizational success. As part of the pro forma, the Study Team suggests the following potential revenue sources and cost-saving measures in addition to the standard space rentals:

- A membership program offers a list of benefits for a monthly price at various tiers. It can simplify the rental process to be more all-inclusive. Memberships could include entry to several artistic spaces, free or reduced-fee equipment rentals, and after-hours access.

- If maintaining the affordability of space rentals remains a high priority, renting equipment separately from spaces could help deliver additional revenue sources.

- For gallery and retail items sold on-site, the incubator could take a portion of the sales percentage as a commission.

- A new arts and culture incubator could offer classroom space for free or discounted for a certain number of hours by users every month. These measures could incentivize volunteers and reduce operating costs.

The pro forma in this study does not account for the economic impacts a new arts and culture incubator could have on the surrounding community. In general, art facilities raise capital flows and spending in the surrounding areas. The Study Team recommends performing an economic impact study to gain better insight and to verify the positive economic impacts a new facility would have on the surrounding businesses and neighborhood.

To fulfill the operational obligations of the proposed new arts and culture incubator, the Study Team developed an organizational chart with the following positions:

- Director (full-time position)
- Studio Manager (full-time position)
- Program and Event Manager (full-time position)
- Facilities Manager (full-time position)
- AV/Production (overseen by Program and Event Manager)
- Volunteer Support (3 positions)
- Security (Contracted)
- Custodial Services (Contracted)

Executive Summary
Community Programming (non-facility)

Community Programming (non-facility)

In addition to a new arts and culture incubator, the Study Team recommends implementing initiatives that immediately expand the arts offerings in Bloomington. The Team suggests that the City of Bloomington enhance programming by promoting existing events and developing new programming. New programming should focus on neighborhood activation, especially in underserved locations in Bloomington where few arts and culture spaces exist.

The Study Team recommends that the City of Bloomington consider the following:

- Youth K-12 programs
- Neighborhood specific programs
- Funding programs
- Community arts programs
- Parnterships between Indiana University and the City of Bloomington
- Creating a unified communications platform
- Creating more arts spaces around town

Summary of Key Findings

- The Bloomington community desires arts education with a focus on youth programs for children and teens with activities, classes, and mentorship opportunities. Programming could be similar to The Void (now closed), Rhino's Youth Center (now closed), The Banneker Center, or the Waldron Arts Center (limited). The City of Bloomington could engage with Indiana University during the summer for potential teaching facilities and use of spaces. Indiana University faculty members have expressed an interest in working together to facilitate these programs. Youth programs can include opportunities for mentorship and internships for teens interested in pursuing the arts.

- Expanding public art programs and grants for concerts, public art commissions, and murals would increase financial access for artists.

- With support from Bloomington Arts Commission, neighborhood festivals would foster relationships between local artists and their immediate community and allow neighborhood space to enhance their identity.

- A muralist program where local artists are paired with interested neighborhoods would facilitate artist commissions and community vibrancy.

- An artist exchange component would increase artist exposure and cross-pollination across neighborhoods, and also include cultural districts of Indiana, the larger Midwest and the nation, including sibling city Palo Alto.

- Accessibility for emerging and next-generation (K-12) artists would expose younger residents to the arts earlier.

- With increased funding, a transit/shuttle program would bolster accessibility to local arts programs and events.

- An Arts Pass program with discounted rates would increase access to arts and culture events for individuals and artists who may not otherwise be able to attend.

- Launching a 2023 Artist Focus Group series on developing collaborations with artists and arts group leaders in neighborhood venues would increase local partnerships.

- A centralized communication platform for Bloomington artists would bring awareness of what is happening around the city. There is potential for collaboration or partnerships on artist and space directories with organizations like the Arts Alliance of Greater Bloomington and Arts Forward Bloomington. The platform could allow artists to show and sell work and teach classes.

- Internship pipeline programs developed in collaboration between the City of Bloomington and Indiana University would give students tangible opportunities to pursue a career in the arts and facilitate mentorships and internships. These opportunities could manifest in programs like a storefront curatorial program across Indiana University's humanities or Indiana University students teaching within the community.

- Use existing spaces. Creating more public art displays and spaces would simultaneously enhance Bloomington's cultural vibrancy and increase artists' exposure. Bloomington could use areas such as storefronts, Fountain Square, and the southern B-Line as opportunities for art installations.

- Amplify Bloomington's long history of making. Bloomington is already well-known for its arts and culture sector. How can Bloomington amplify its branding as an arts and culture destination? Bloomington's history of making artisan goods for trade at a national level is unique to its character. The City of Bloomington could lean into this character to advance its goal of becoming a national and international destination for arts and culture. Bloomington should continue to market itself as a cultural hub by facilitating artistic installations and events, including murals, festivals, and live music.

Executive Summary
Expanded Convention Center

Expanded Convention Center

As part of the study, the City of Bloomington requested the Study Team investigate the opportunity to expand arts and culture into an expanded convention center project. A downtown convention center could showcase local artists to a broader audience visiting Bloomington and could expand the reach and influence of the city. The City also asked the Study Team to consider how including arts assets in an expanded convention center might bolster Bloomington's reputation as an arts destination. The Study Team recommends that future development of the expanded convention center project should investigate opportunities to maximize performance, flexibility, and display of local arts and culture.

The Study Team recommends that the expanded convention center be considered as another asset to showcase local artists. Murals, sculptures, performance venues, and galleries could easily be incorporated into the program to showcase Bloomington artists' talent to a broader audience. The expanded convention center could catalyze experimentation within and across artistic disciplines and foster cross-cultural collaborations among artists. A series of flexible spaces formed by interlocking and expandable volumes could accommodate various projects, commissions, performances, and events. The expanded convention center would act as a polyphonic space to connect the experimental with the popular and allow for a range of voices and visions to take form and, in turn, inform new dialogues within Bloomington.

Summary of Key Findings

- The potential of an expanded convention center located adjacent to the existing convention center offers a unique opportunity to capitalize on tourism and guide tourists to Bloomington's various arts and culture offerings.

- An expanded convention center could be an economic catalyst for Bloomington to attract more regional and national events and conferences. It would bolster revenues across Bloomington and provide an infusion of tourism spending.

- Given the proximity of the convention center site to many of Bloomington's galleries and theaters, there is a prolific opportunity to integrate an art component into the expanded convention center program to facilitate tourism foot traffic to Bloomington's local arts community. An arts program in the convention center could expand the market for local artists and raise the profile of individual artists and Bloomington's arts community.

- The art component of the expanded convention center could take many forms as a display space, informational area, an indoor or outdoor curated experience, or a combination of programming and spaces to convey and elevate Bloomington's artistic narrative that may be unfamiliar to tourists.

The expanded convention center provides and opportunity to highlight Bloomington's wealth of arts and culture offerings. If the facility includes arts and culture offerings, the result could be a uniquely dynamic building. Providing opportunities in public zones of the building and flexible infrastructure would allow the traditional convention center program to integrate the arts. There is significant potential for a facility of this caliber to create a competitive advantage within the larger Midwest region.

- Performance spaces should be integrated into the public zones of the building. Locations of performance spaces can be strategically used for breakout spaces from the exhibition rooms and ballrooms. This type of dynamic programming can help Bloomington distinguish its expanded convention center from other national competitors.

Flexibility is an essential consideration for a future expanded convention center's ability to accommodate events and performances of varying scales, allowing for more dynamic and indoor/outdoor programming. The exhibition halls or ballrooms can include technology, lighting, and AV infrastructure to support performances. The use of movable wall systems can adjust the size and acoustics of space allowing a variety of performances to take place.

- By creating integrated art displays, the expanded convention center can provide an immersive experience for conference attendees to engage with Bloomington's local craftspeople and artisans.

- It will be important that the expanded convention center be accessible and inclusive. The City of Bloomington has the opportunity to create a portion of the program dedicated to showcasing work by local artists to a broader national audience. To maximize this opportunity, the City of Bloomington should consider additional staffing or dedicated sections of the building should be staffed to allow art to be publicly accessible at all times and not reliant on convention center booking schedules.

Task I | Market Analysis

Task I | Market Analysis
Summary

Task I | Inventory and Market Analysis

The first step in the feasibility study process was to conduct an in-depth inventory of cultural assets in Bloomington and the surrounding area, which gave the Study Team an understanding of the existing facilities and their capacities. The feasibility of a new arts facility is to determine whether there is a market for one. Will there be community interest in utilizing a newly constructed facility and attending events? To answer this question and others like it, this following market analysis includes the following considerations: insight into the area's history, economic, ecological, environmental, and social drivers:

- Neighborhood Analysis
- Zoning & Permitted Uses
- Transportation Flows - Bike Lanes
- Transportation Flows - Bus Routes
- Transportation Flows - Parking
- Environmental Considerations
- Climate Action Plan
- Sustainability Action Plan
- Cultural Inventory
- Gallery Walk
- BEAD District
- Historical Context - Waldron Arts Center
- Historical Context - Buskirk-Chumley Theater
- Market Analysis
- Catchment Area
- Population Projections
- Demand Projections

Summary of Key Findings (Infrastructure)

- The downtown core can support new construction between 3 and 4 stories. An additional story is available upon fulfilling the UDO's Sustainable Development Bonus and Affordable Housing Incentives (20.04.110). This bonus also provides the following:

  - Ensure affordability
  - A streamlined review process
  - Waived fees for zoning
  - Waived fees for right-of-way excavation
  - Waived fees for sewer hookup
  - Increased building height limit up to one floor (12' -0) for a Tier 1 project and up to two floors (24' -0") for a Tier 2 project

- Bloomington is rated as a gold-level bicycle-friendly city with accessible bike lanes throughout the city and the B-Line Trail. The areas offering the most access run north-south through the downtown core.

- Public transportation with Bloomington Transit is plentiful in the downtown core, especially in the north-south directions, but only serves arterial roads towards the eastern and western borders of the city.

- Parking is abundant in the downtown area of Bloomington. Consequently, dedicated parking for a new arts facility in the downtown location may not be required. A traffic analysis could confirm.

- A new arts and culture facility located in neighborhoods throughout the city may benefit from dedicated parking due to the lack of public parking.

Summary of Key Findings (Inventory)

- **Waldron Arts Center:** The City of Bloomington recently reopened the Waldron Arts Center in 2022. The community dialogue provided by the stakeholder and advisory committee engagement sessions indicates that the Waldron Arts Center does not offer the flexibility or capacity to support Bloomington's burgeoning arts community.

- Due to the size of the theater, the Waldron Arts Center provides a niche for the Bloomington market. The facility should remain open and operated by Constellation Stage & Screen as long as it remains of value to the community.

- **Buskirk-Chumley Theater:** The Study Team recommends further assessment of the Buskirk-Chumley Theater to investigate the potential of incorporating flexible seating configurations; enhancing the backstage area and support spaces; and generating additional sources of revenue. Note: This study does not include a facility assessment or market analysis for the Burskirk-Chumley Theater.

- Bloomington has a wealth of venues for cultural events and performances. Although plentiful for the size of Bloomington, many of these venues are part of Indiana University and, therefore, not readily available to the local Bloomington community. The Study Team recommends deeper collaboration between the City of Bloomington and Indiana University to find a mutually beneficial arrangement to expand arts and culture in the region.

- Gallery Walk is a successful example of arts and culture programming in Bloomington.

- Through arts community stakeholder and advisory committee engagement sessions, public sentiment displays a belief that there is a lack of accessible, flexible, affordable, and all age space available to the local artist and performance community.

Task I | Market Analysis
Summary

Summary of Key Findings (Market Analysis)

The Study Team performed a comprehensive market analysis to codify Bloomington's cultural arts' economic opportunities and barriers. The market analysis included the following study scopes:

- Catchment area
- Population projections
- Demand projections

New Performing Arts Center. Based on the extensive inventory identified in Bloomington and surrounding areas, the Study Team does not recommend a new standalone performing arts center. Bloomington has venues of varying sizes to accommodate most activities and audience capacities. Bloomington does not have the population size or expected growth to support adding another standalone performing arts center at this time. However, the inventory review identifies a need for a small arts facility with 100 seating to 200 standing capacity. A venue of this size is ideal for supporting smaller performances and would also be suitable for rehearsing and recording studio uses. At the time of this report, the cost for a new performing arts center ranges from $850 sf to $1,200 sf and does not address any future needs in the Bloomington area.

Summary of Key Findings (Sustainability)

Environmental considerations are vital to the success of any future development in Bloomington. Bloomington's 2018 Comprehensive Plan includes specific policies to improve Bloomington's ecological and environmental health related to the following areas:

- Energy
- Built environment and green space
- Water management
- Urban ecology
- Solid waste
- Air quality and emissions
- Food and agriculture

Bloomington's Unified Development Ordinance (UDO) also provides incentives to encourage sustainably responsible development. The UDO has benchmarks for the following categories:

- Storm-water management
- Light colored hardscaping
- Covered parking
- Vegetated or cool roof strategy
- Solar energy
- Building efficiency

The Study Team recommends that the Bloomington Environmental Commission's native flora and fauna list be considered when developing any site to ensure healthy, sustainable ecological growth.

The 2018 Sustainability Action Plan (SAP) is a living document that was the first formal sustainability planning effort for the City of Bloomington. The document includes specific goals for the built environment. The UDO and 2018 Comprehensive plan codified many SAP goals. However, it is important to reference this document when exploring development to align with the city's sustainability intentions.

The Climate Action Plan sets proposed goals to increase the resilience of Bloomington and reduce its emissions to achieve climate change mitigation. As with the Sustainability Action Plan, the UDO and 2018 Comprehensive plan codified many of the Climate Action Plan goals.

Place

Task I | Market Analysis

Place | Site - Regional Scale

Bloomington is located west of the Yellowwood State Forest, amongst the rolling hills of southern Indiana, otherwise known as "the gateway to Scenic Southern Indiana." Bloomington is approximately one hour drive south of the Indianapolis International Airport.
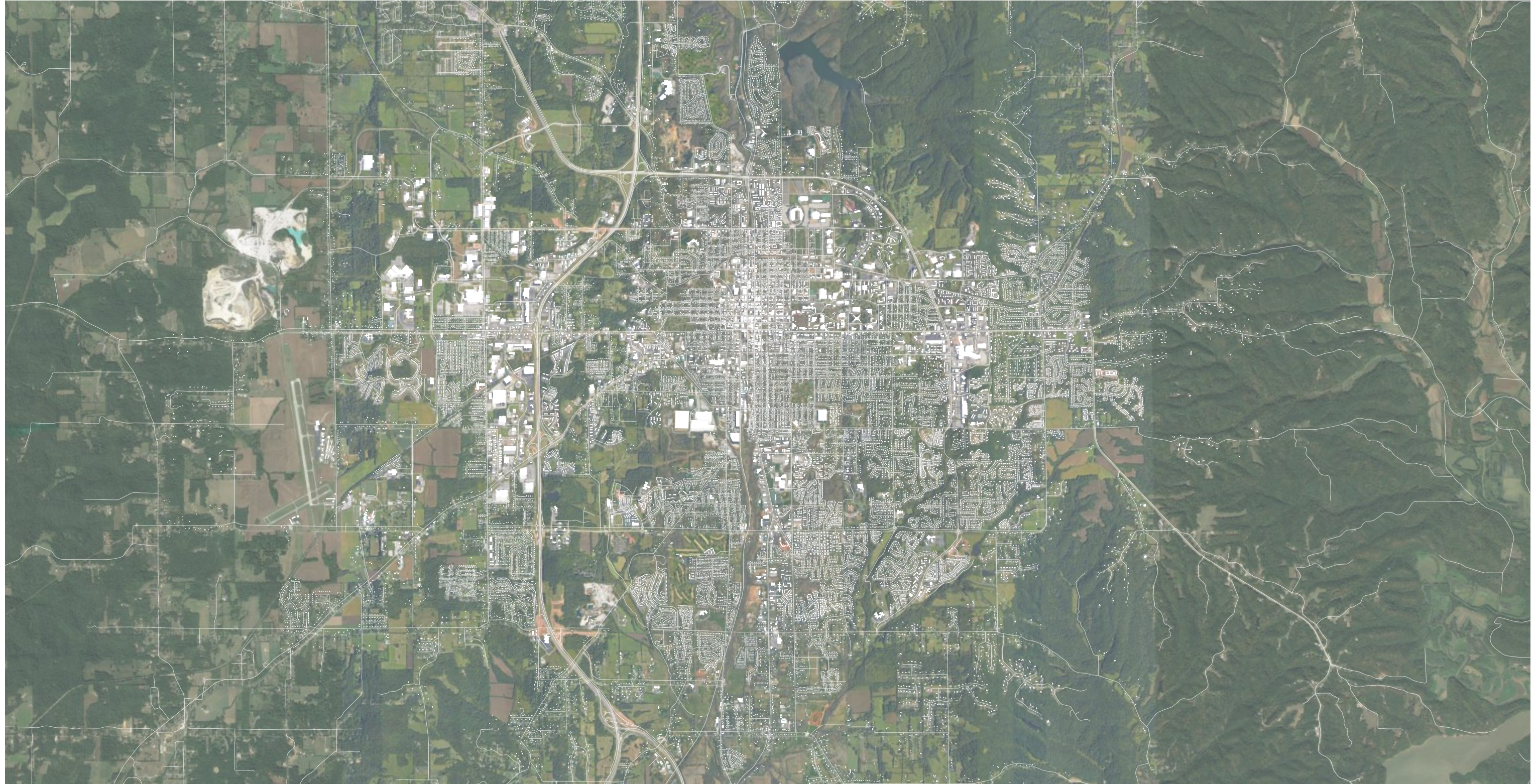
Figure 01 - Aerial Map of Bloomington, IN   Scale 1 : 60000

Task I | Market Analysis
Place | Bloomington Community

Historic Center

Figure 02 - Monroe County Courthouse

Sustainability

Figure 03 - B-Line Trail

Performances

Figure 04 - Performance at Switchyard Park

Activity

Figure 05 - Bryan Park

Community
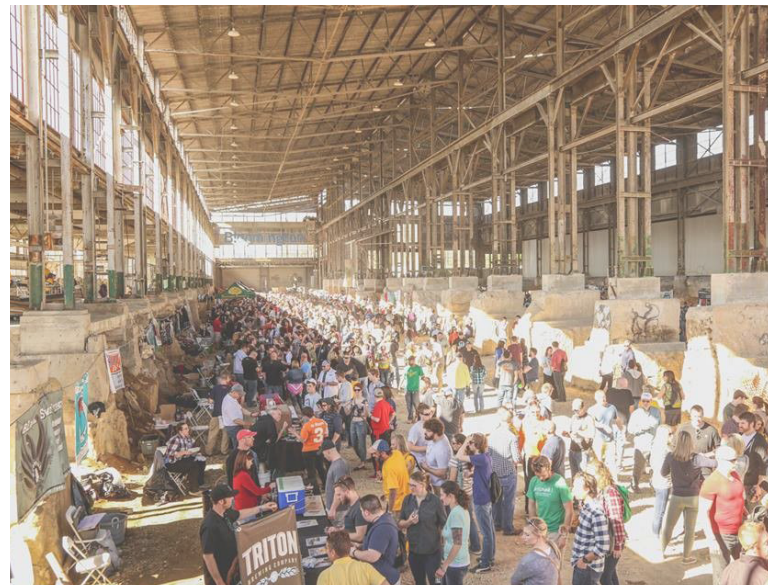
Figure 06 - Beer Festival at the Woolery Mill

Higher Learning

Figure 07 - Indiana University Auditorium

Task I | Market Analysis
Place | Bloomington Community

Gathering

Figure 08 - Lotus World Music & Arts Festival

Community

Figure 09 - Movie Night at Bryan Park

Cultural Vitality

Figure 10 - Winter Dance

Economic Prosperity

Figure 11 - Buskirk-Chumley Theater

Exploration

Figure 12 - FAR Contemporary Arts

Inclusion

Figure 13 - Indiana University Memorial Stadium

Task I | Market Analysis

Place | Historical Context: Early Downtown Bloomington

The Historical Grid

In 1815, the U.S. government commissioned an official survey of the Indiana Territory between the East and West Forks of the White River. This land became what is now Monroe County in 1818. Surveyor Arthur Henrie divided the land into parcels to form legal boundaries to facilitate public property possession, privatization, sale, and resale.

The Louisville, New Albany & Chicago Railroad was a critical mode of cargo transport through much of Indiana. Today, the tracks from that railroad are now The B-Line Trail. The trail is a significant pedestrian and bicycle connector running north-south to join the Trades District to Switchyard Park.

Historical photos of the Waldron Arts Center and the Buskirk-Chumley Theater are shown in Fig. 15 and Fig. 16 in addition to locations of the buildings within the historic grid of the city.

B-Line Trail
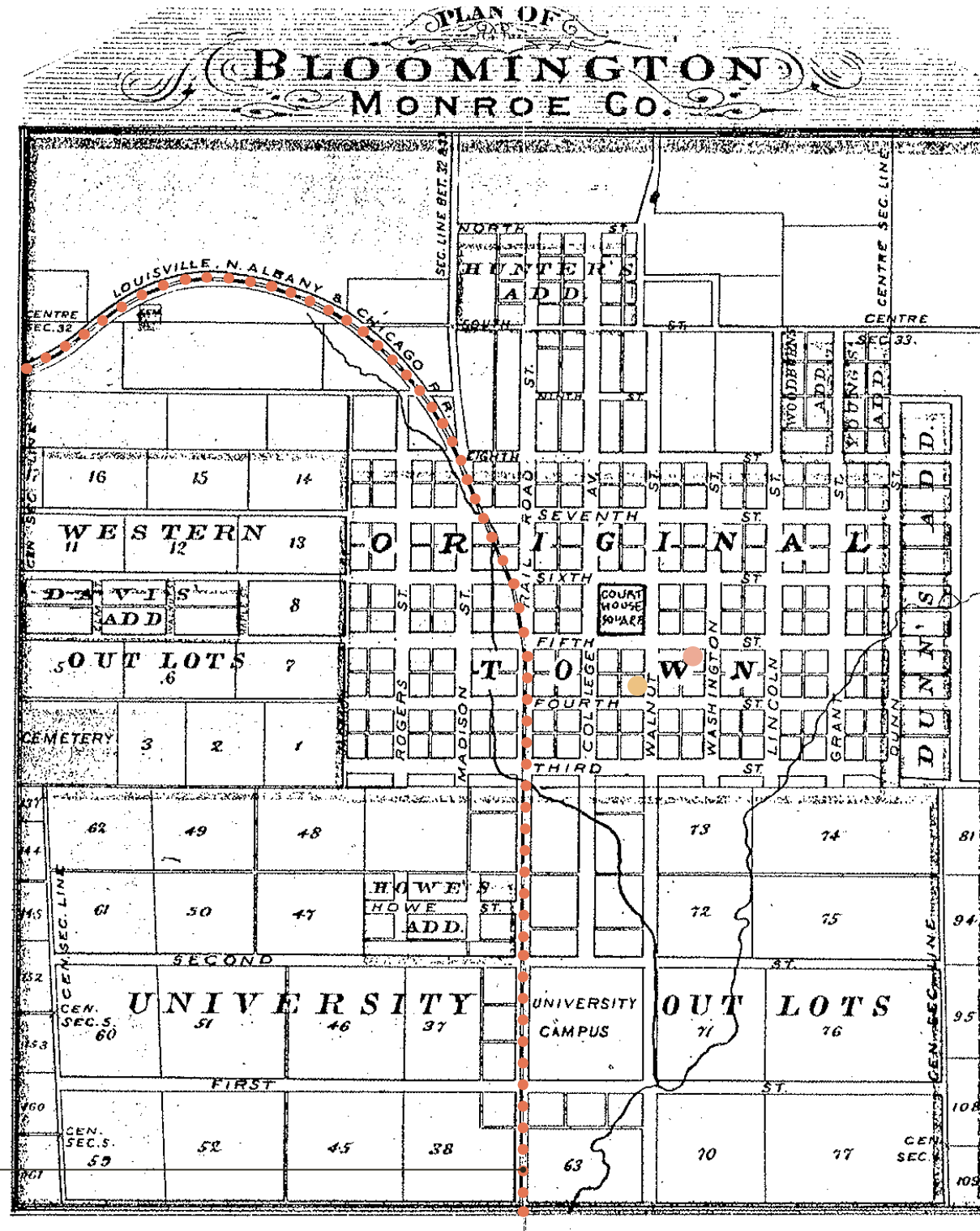
Figure 14 - 1883 Map of Bloomington

● Waldron Arts Center | circa 1915

Figure 15 - Constructed as Bloomington's City Hall, now the Waldron Arts Center

● Buskirk-Chumley Theater | circa 1922

Figure 16 - The Buskirk-Chumley Theater

Task I | Market Analysis
Place | Regional Scale: Ecologies

Counties

Monroe County

Bloomington

Figure 17 - Indiana State Map - Counties

Interstate and Railroads

Interstate Highway

Railroad
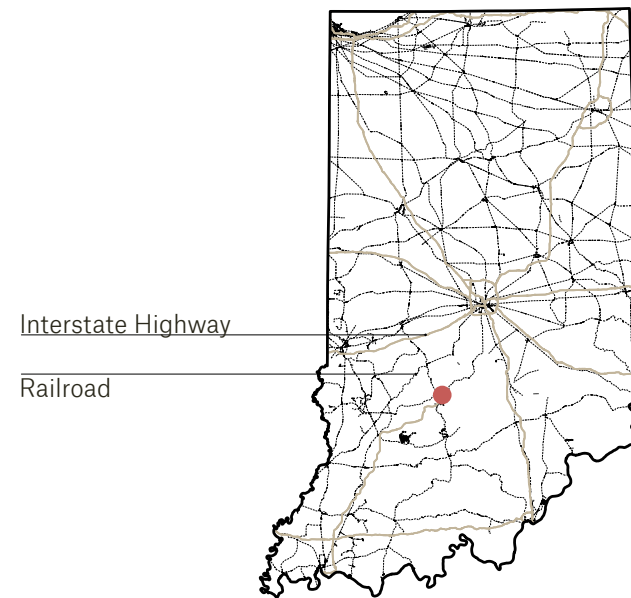
Figure 18 - Indiana State Map - Travel Infrastructure

Contours
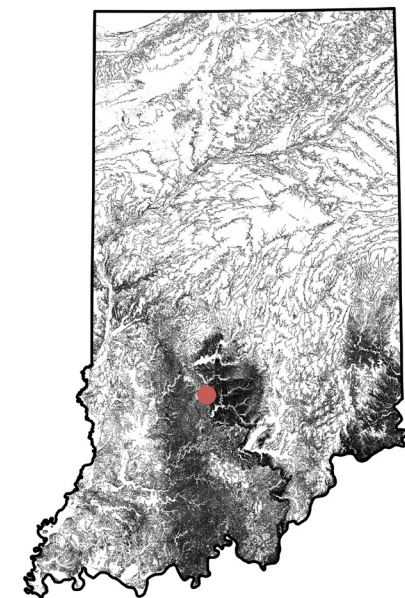
Figure 19 - Indiana State Map - Topography

Watershed and Rivers

Figure 20 - Indiana State Map - Watershed

Ecological Regions

- Cental Corn Belt Plains
- Eastern Corn Belt Plains
- Huron/Erie Lake Plains
- Interior Plateau
- Interior River Valleys and Hills
- Southern Michigan/Northern Indiana Drift
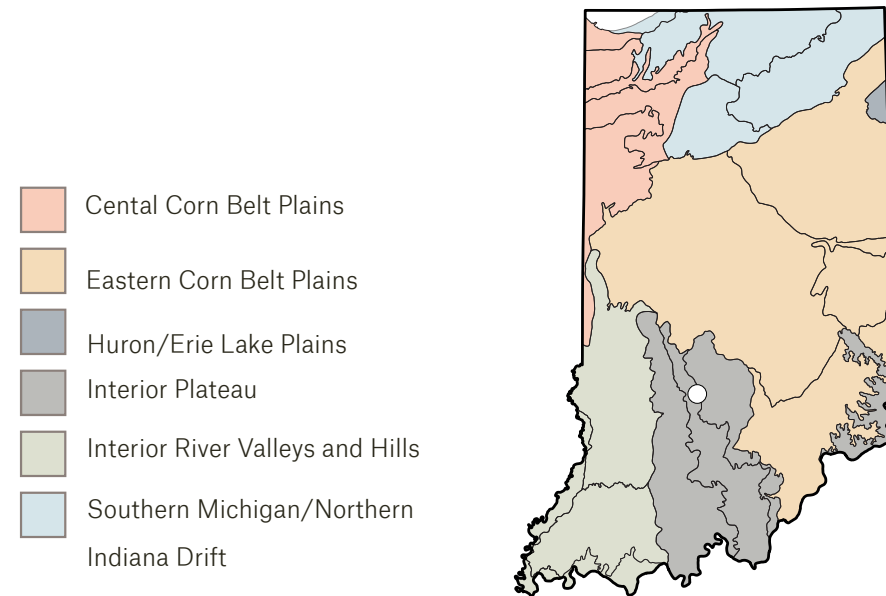
Figure 21 - Indiana State Map - Ecology

Physiographic Regions

- Cental Till Plain
- Maumee Lake Plain
- Northern Moraine and Lake
- Southern Hills and Lowlands
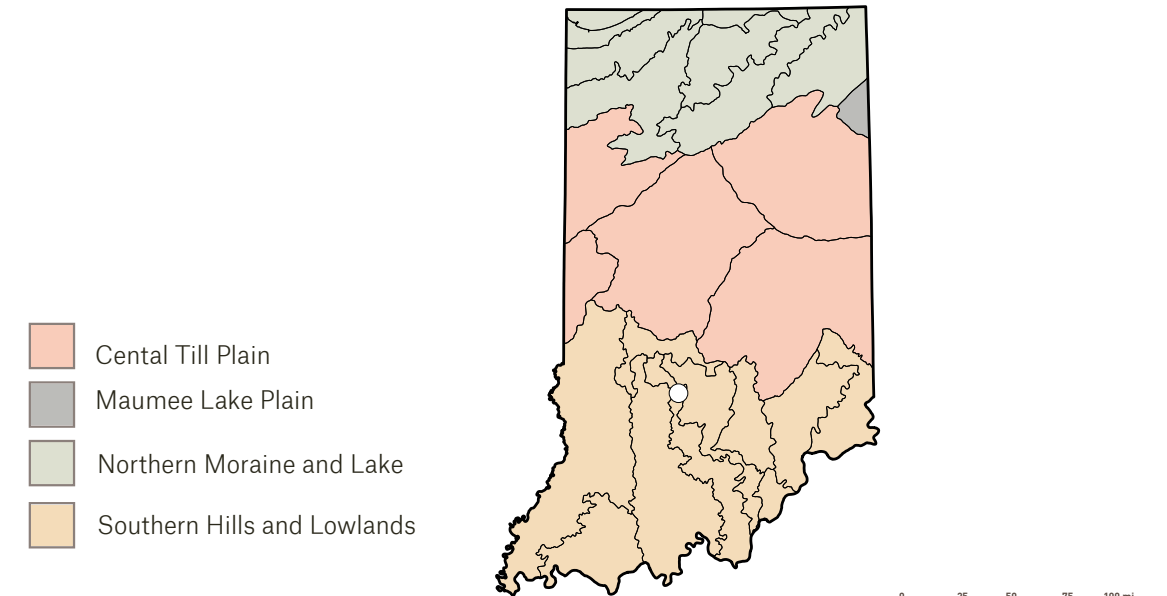
Figure 22 - Indiana State Map - Physiography

Task I | Market Analysis

Place | Local Scale: Green Spaces

Figure 23 illustrates the location of green space and parks in downtown Bloomington. Significant green space is located on the Indiana University campus and is used frequently by residents. Green spaces are opportunities for additional public art and programming due to the fully accessible nature of these spaces.

Legend:
- Stadia / Arenas
- Performance Venues
- Museums
- Amphitheaters / Outdoor Performance Venues
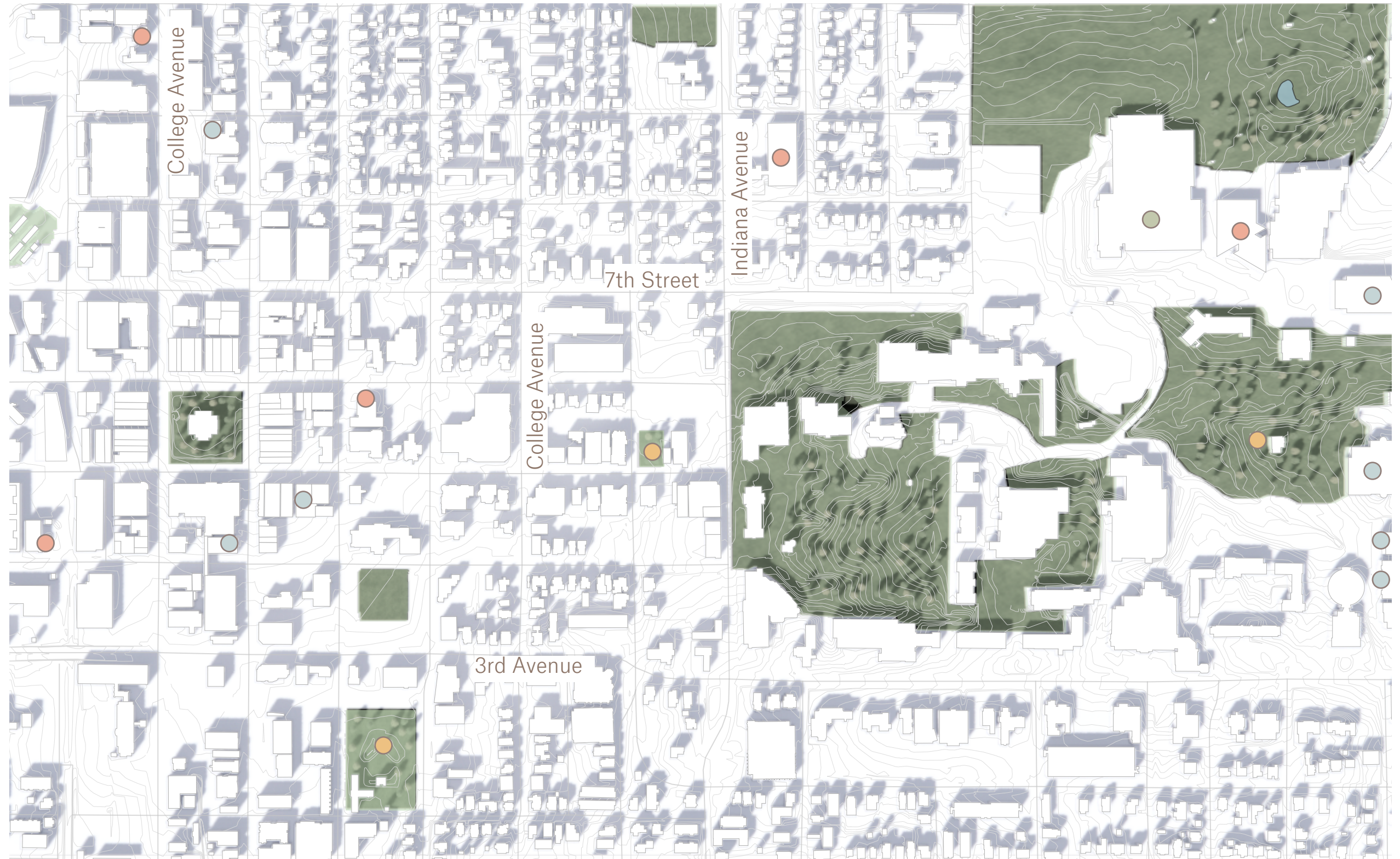
Figure 23 - Map of Local Green Spaces

Scale 1 : 5000

Task I | Market Analysis

Place | Urban Scale: Neighborhoods

Figure 24 illustrates Bloomington's neighborhoods, which have distinctive characteristics and boundaries. The Study Team reviewed these areas for socioeconomic factors and access to arts and culture venues and programming, which revealed unequal access to arts and culture across the city.

Arlington Valley

Crescent Bend

Maple Heights

Garden Hill

High Point

Crestmont

Pigeon Hill

Trail View

Old Northeast

Old Northeast

Waterman

Downtown

Near West Side

Grandview Hills

6th & Ritter

Green Acres

Park Ridge

Prospect Hill

Elm Heights

Eastside

Hoosier Acres

West Pointe

McDoel Gardens

SoMax

Bryan Park

Covenanter

Longwood-Devon

Shadow Creek

Saint James Woods

Pinestone

Barclay Gardens

Sycamore Hill

Bittner Woods

Indiana University

Figure 24 - Map of Bloomington Neighborhoods

Scale 1 : 15000

Task I | Market Analysis

Place | Urban Scale: Zoning

Figure 25 illustrates current zoning across the city at the time of this study. A zoning map is subject to change, and the latest City of Bloomington zoning information should be reviewed for site-specific development.

MI Institutional
4 Stories | 50' Maximum

MM Medium Scale
4 Stories | 50' Maximum

MC Corridor
4 Stories | 50' Maximum

MD-DC Downtown Core
4 Stories | 50' Maximum

MD-DE Downtown Edges
3 Stories | 40' Maximum

MD-CS Court Sq.
3 Stories | 40' Maximum

MD-UV Downtown University Village
3 Stories | 40' Maximum

MS Student Housing
6 Stories | 75' Maximum

MN Neighborhood Scale
3 Stories | 40' Maximum

MD-DG Downtown Gateway
3 Stories | 40' Maximum

MD-ST Showers Technology
4 Stories | 50' Maximum

MD-ST Showers Technology
4 Stories | 50' Maximum

ME Employment
5 Stories | 63' Maximum

RH Residential High Density
5 Stories | 63' Maximum

RH Residential Multifamily
3 Stories | 40' Maximum

R1 Residential Large Lot
40' Maximum

R2 Residential Medium Lot
40' Maximum

R3 Residential Small Lot
35' Maximum

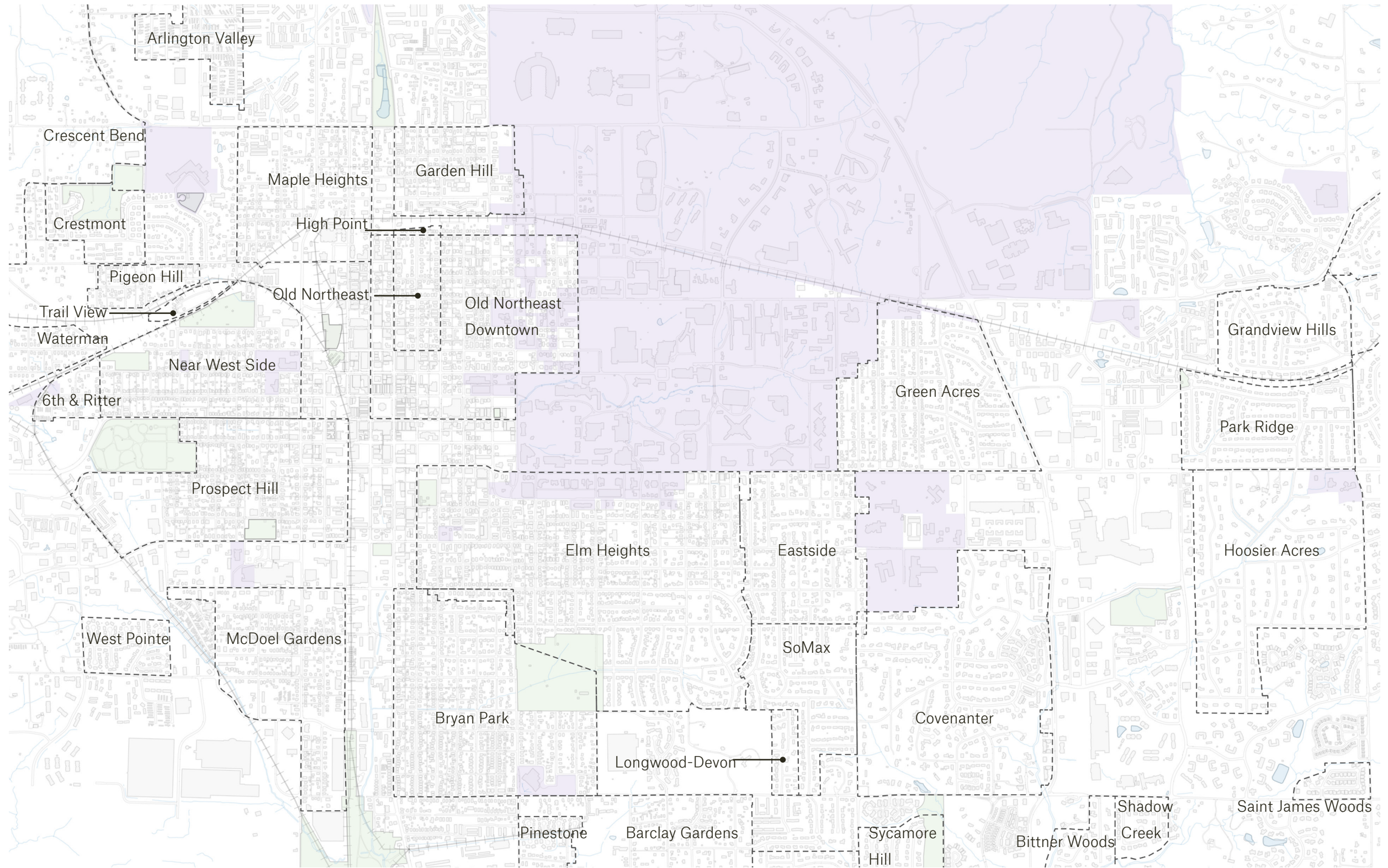**R4 Residential Urban**
40' Maximum

PO Parks and Open Space
20' Maximum
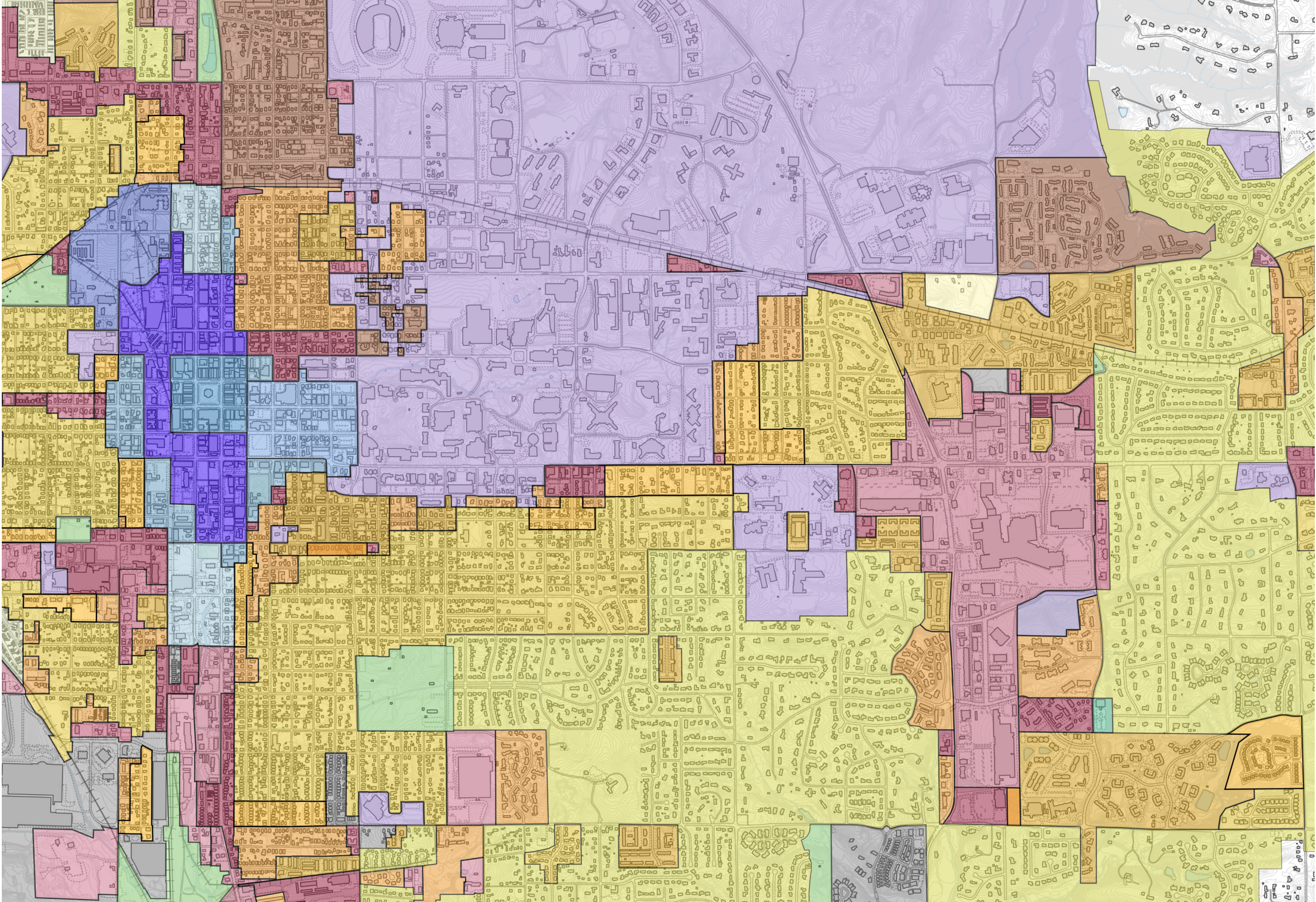
Figure 25 - Map of Bloomington Zoning

Scale 1 : 15000

Task I | Market Analysis

Place | Urban Scale: Bicycle Lanes

Bloomington is rated as a gold-level bicycle-friendly city with accessible bike lanes and the B-Line Trail, making it an excellent city to travel by bicycle.

Biking and walking trails, especially the B-line Trail, could offer access to public art in places not easily accessed by motor vehicles. Additional public art in these locations would promote healthy and sustainable activities within Bloomington.
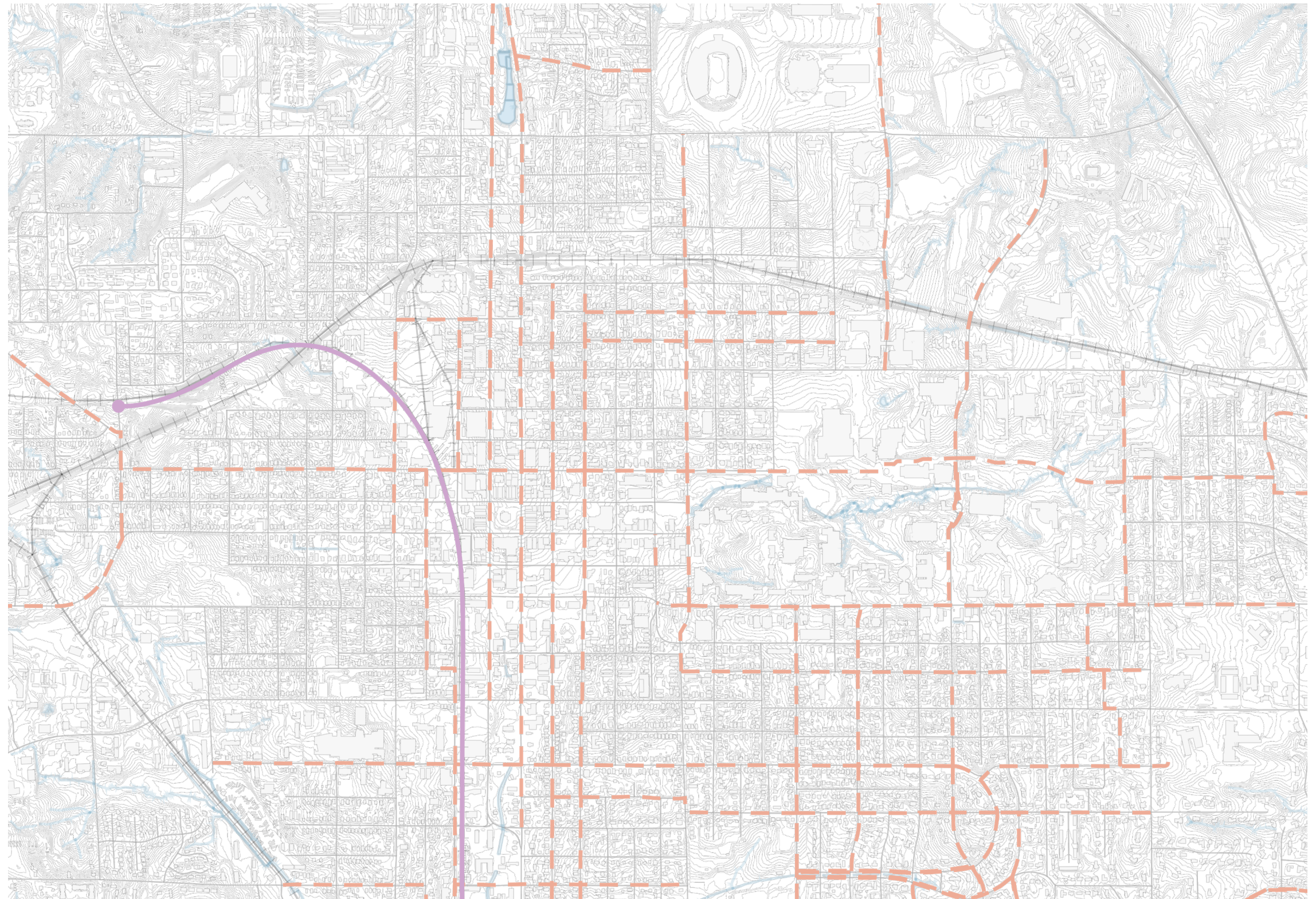
Figure 26 - Map of Bicycle Lanes   Scale 1 : 15000

■ Bicycle Lanes

■ B-Line Trail

Task I | Market Analysis

Place | Urban Scale: Bus Routes

Figure 27 illustrates bus routes throughout Bloomington. Public transportation with Bloomington Transit is plentiful in the downtown core, especially in the north-south directions, but only serves arterial roads towards the eastern ad western borders of the city.

As part of a climate change preparedness proposal to better serve Bloomington residents, the city has proposed an east and west express transit line and bus service on Sundays.

Accessibility to a new arts and culture incubator, events, and programming should be considered in proximity to public transportation to promote equity and accessibility for the population of Bloomington.

● Bus Stop
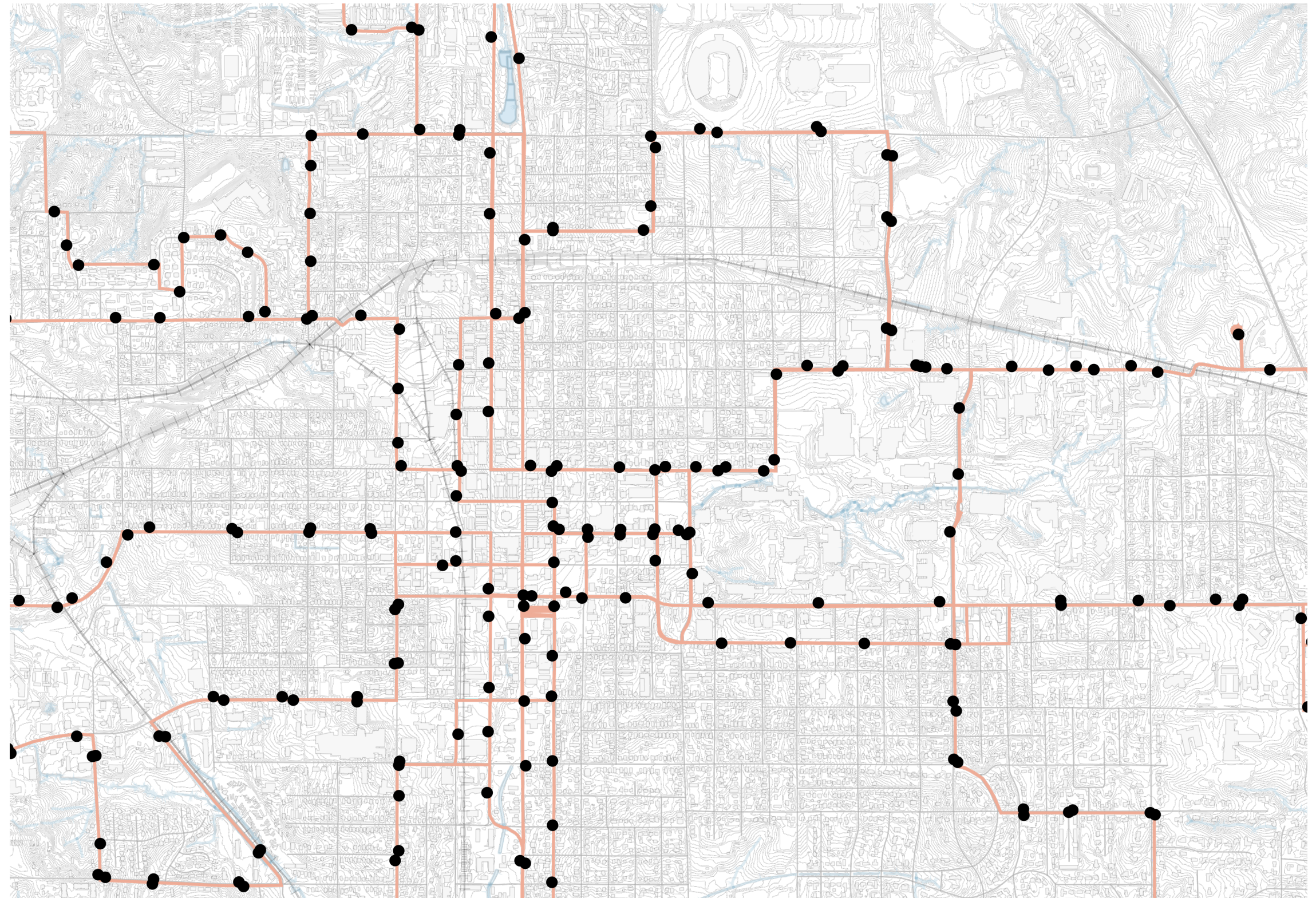
▮ Bus Routes

Figure 27 - Map of Bus Routes

Scale 1 : 15000

Task I | Market Analysis

Place | Local Scale: Parking

According to a parking study performed by Desman Design Group in 2018, Bloomington offers an abundance of parking. Those inventories include:

- Garage Spaces: 1,219*
- Surface Lot Spaces: 1,413*
- Metered Spaces: 1,495*

Since the 2018 parking study, the new 4th Street parking garage and the Trades District parking garage have come online.

Parking is plentiful in downtown Bloomington, and dedicated parking for a new arts and culture incubator downtown may not be required. An in-depth traffic analysis should be conducted during the facility programming exercise to confirm whether this is valid.

A new arts and culture incubator located in neighborhoods other than downtown may benefit from dedicated parking.

Legend:
- 🟦 Performance Venues
- 🟧 Museums
- 🟨 Parking
- 🟧 Amphitheaters / Outdoor Performance Venues

* Source: Desman Design Group | *Bloomington Downtown Parking Study*

Figure 28 - Map of Parking   Scale 1 : 5000

Environmental Considerations

Task I | Market Analysis
Environmental Considerations

The City of Bloomington is an example of a forward-thinking community regarding sustainable initiatives that complement and inform the city's development and building practices. The Unified Development Ordinance (UDO) and the 2018 Comprehensive Plan primarily guide Bloomington's ecological principles, motivations, and incentives.

The UDO regulates land use and development throughout the City of Bloomington planning jurisdiction, including zoning and subdivision control ordinances. Proposals for new build and renovation work go through Bloomington's Planning and Transportation Department.
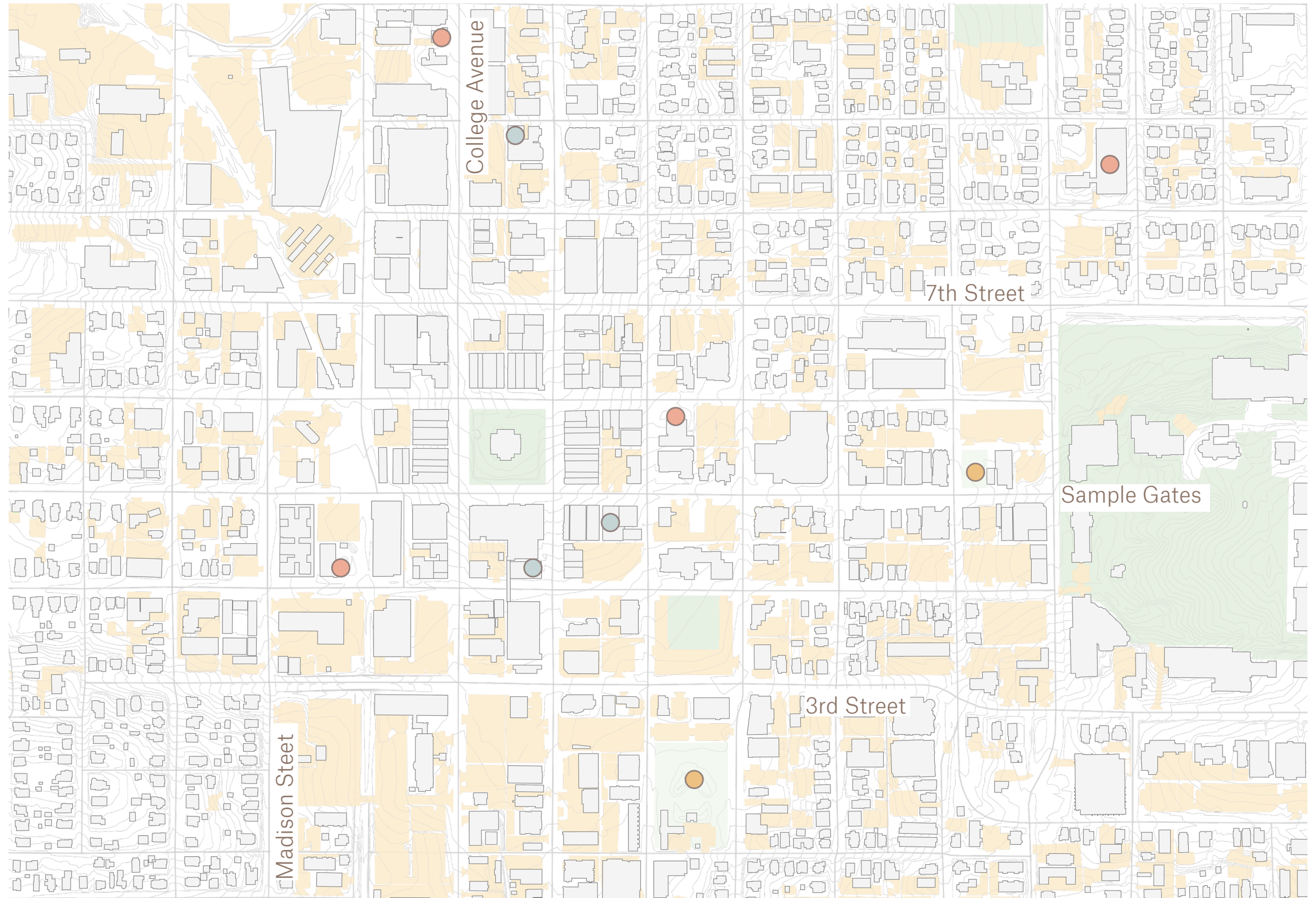
The 2018 Comprehensive Plan replaced Bloomington's Growth Policies Plan of 2002; the new plan serves as a set of goals and policies illustrating how the City of Bloomington should pursue development "physically, socially, and economically."

In addition to the UDO and Comprehensive Plan, this section analyses the ecological conditions in Bloomington and surrounding areas. To inform any recommendations, the Study Team took time to investigate and understand local ecological conditions (soils, watersheds, and local flora and fauna).

2018 Comprehensive Plan

The 2018 Comprehensive Plan addresses seven major components aimed at improving development in Bloomington:

Energy. Increase renewable energy sources and reduce community-wide fossil fuel consumption.

Built Environment and Green Space. Drive increased efficiency and reduced environmental impacts in the built environment.

Water. Conserve water resources and protect water quality to support the natural environment, public health and safety, plant and animal life, and urban activities.

Urban Ecology. Increase the areas of native shrubs, trees, and herbaceous plants to increase ecosystem services associated with green infrastructure, including improved soil, air, and water quality; and increased carrying capacity of pollinators, birds, and other wildlife.

Solid Waste. Increase the amount of solid waste diverted from landfills.

Air Quality and Emissions. Protect local air quality from pollutants.

Food and Agriculture. Promote and protect local food culture and Bloomington's food system.

Unified Development Ordinance

The Unified Development Ordinance focuses on creating a framework for responsible and sustainable Bloomington development. The UDO includes provisions that regulate the major design criteria at an urban and individual scale. The UDO addresses:

- Comprehensive Plan
- Sustainability Action Plan
- Climate Action Plan
- Zoning districts
- Mixed-use zoning districts
- Non-residential zoning districts
- Planned unit development (PUD)
- Overlay districts
- Building setbacks
- Building height regulations
- Environment
- Floodplains
- Access & connectivity
- Parking and loading requirements
- Site and building design
- Landscaping, buffering, and fences
- Outdoor lighting
- Signs
- Incentives
- Operation and maintenance
- Subdivisions
- Easements
- Review and decision making bodies
- Summary table of review procedures
- Development permits and procedures

Task I | Market Analysis
Environmental Considerations

Unified Development Ordinance (cont.)

The Unified Development Ordinance (UDO) includes provisions to increase allowable building heights when a project complies with the sustainable development incentives outlined in section 20.04.110.D. The list below contains examples of the incentive criteria. The UDO is subject to change, and the latest version should be reviewed for site-specific development.

Projects that satisfy the sustainable development incentive are eligible for additional primary structure height of one floor up to 12' – 0".

Storm Water Management

• Must retain 100% of the runoff from a 95th percentile of regional rainfall events

Light Colored Hardscaping

• 80% of horizontal hardscaping must have a Solar Reflectance Index (SRI) of 29% or greater

Covered Parking

• A minimum of 90% of parking spaces shall be provided under cover. Any roof used to shade or cover parking shall:
  • Have a three-year aged SRI of at least 78 or be 75% covered by energy generation systems, such as solar thermal collectors or photovoltaics

Vegetated or Cool Roof Strategy

• 70% of roof area must be either vegetated or cool roof

Solar Energy

• 35% of roof area must utilize photovoltaics or an area required to provide 40% of annual average electricity used in primary buildings

Building Efficiency

• Qualify for 15 points toward
• LEED v4.1 BD+C Performance Credit

In addition to the provisions given within the UDO, a project may also receive credit if the project expects to receive certification from any of the following verified third-party sustainability programs:

• Silver certification by Leadership in Energy and Environmental Design (LEED)
• Silver certification by Home Innovation National Green Building Standard (NGBS)
• Petal certifications by International Living Future Institute Living Building Challenge (LBC)
• Three Green Globes Certification by the Green Building Initiatives (GBI)

Vegetated Roof | Evansville, IN

Figure 29 - Oaklyn Branch Library - Vegetated Roof

Building Efficiency

Figure 30 - Solar Array

Task I | Market Analysis

Environmental Considerations | Native Flora and Fauna

City of Bloomington Environmental Commission

The mission of the Environmental Commission is to advise the City of Bloomington on how its actions and policies preserve and enhance the quality of Bloomington's environment. This includes the life-supporting processes that natural ecological systems provide to humans and other organisms.

As the City of Bloomington looks to the future, sustainability, climate change mitigation, and the preservation of native plant species are a focus. The following list includes plantings that can positively benefit Bloomington's local ecology:

Native Prairie Garden

- Big Bluestem
- Prairie Blazing Star
- Butterflyweed
- Indian Grass
- Purple Coneflower
- Purple Prairie Clover
- Side-Oats Grama
- Stiff Goldenrod
- Switch Grass

Native Woodland Garden

- Blue Phlox
- Christmas Fern
- Celandine Poppy
- Columbine
- Ostrich Fern
- Coralberry

For Shady Sites

- Arrowwood Viburnum
- Larkspur
- Gray Dogwood
- New England Aster
- Virginia Bluebells
- Wild Bergamot

For Wet Sites

- American Highbush Cranberry
- Buttonbush
- Great Blue Lobelia
- Queen-of-the-prairie
- Swamp Milkweed
- Sweet Joe-Pye Weed
- Turtlehead

Pond or Stream Side

- Broadleaf Arrowhead
- White Waterlily
- American Lotus
- Pickerel Weed
- Monkey Flower
- Blue Flag Iris
- Water-shield
- Bottlebrush Sedge
- Soft Rush
- Scouring Rush

Native Trees

- River Birch
- American Elm
- Flowering Dogwood
- Canadian Hemlock
- Honeylocust
- Red Maple
- Sugar Maple
- Northern Oak

Big Bluestem

Figure 31 - Big Bluestem

Figure 32 - Dogwood Tree

Figure 32 - Dogwood Tree

Cultural Inventory

Task I | Market Analysis

Cultural Inventory | Map - Venues by Typology

Figure 33 illustrates various arts and culture venues in Bloomington. This list includes multiple typologies but aims to quantify the number of facilities that could accommodate arts and culture events.

The inventory of these facilities organizes into four discrete typologies:

- Stadia/arenas
- Performance venues
- Museums
- Amphitheaters/outdoor performance spaces

Some of these venues do not typically serve the performing arts. However, this list intends to document the existing facilities that have the capacity to do so.

Stadia / Arenas

Performance Venues

Museums

Amphitheaters / Outdoor Performance Spaces

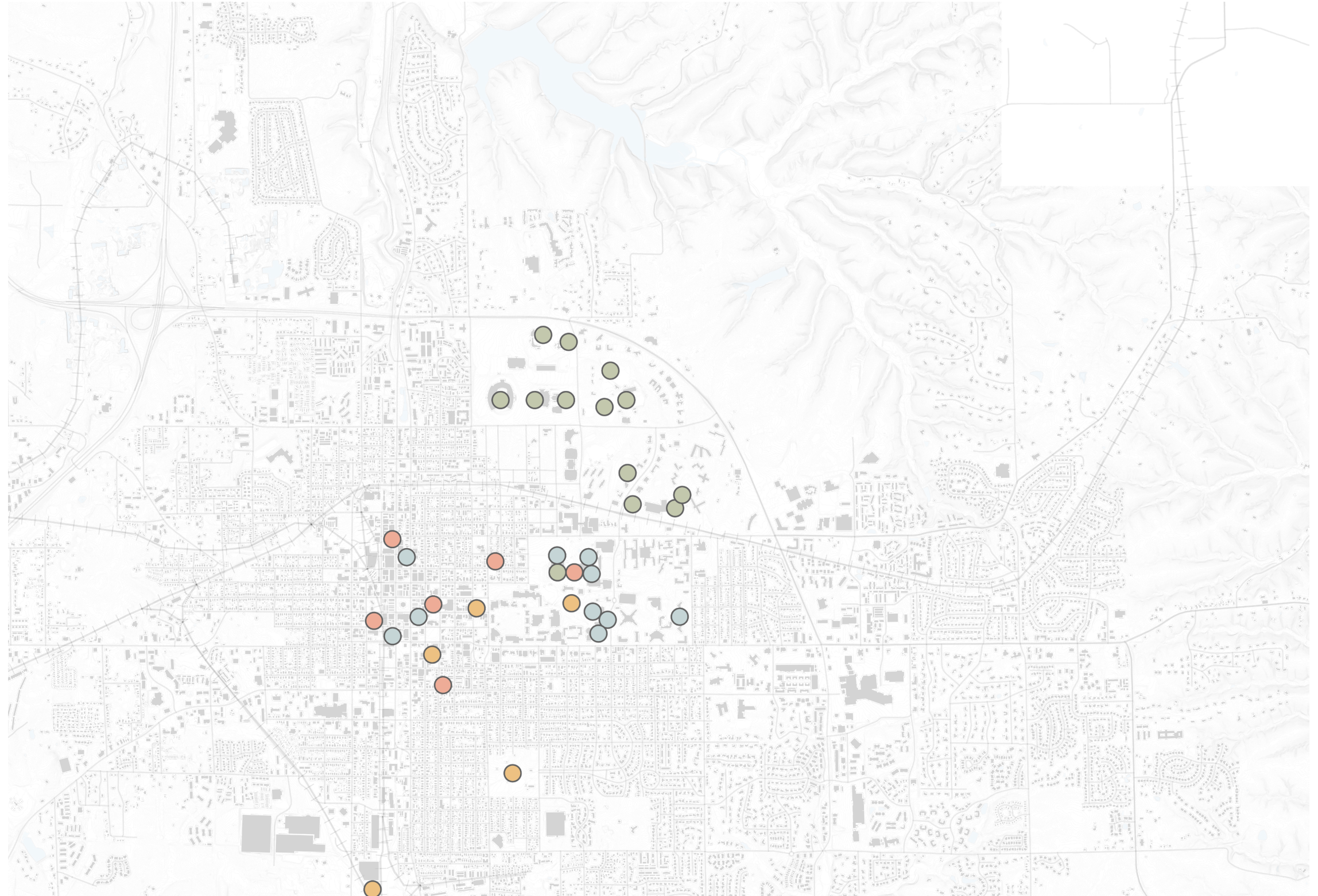Figure 33 - Map of Venues by Typology   Scale 1 : 30000

Task I | Market Analysis

Cultural Inventory | Map - Venue Tour Sites

The Study Team toured a number of venues and arts facilities in Bloomington and met with venue operators and facilities teams. The list of sites visited is indicated in Figure 34.

The Study Team analyzed the Bloomington arts and culture market through an inventory of venues, galleries, and museums throughout the city, as well as an analysis of the demographics within a determined primary, secondary, and tertiary market area.

Figure 34 shows the facilities visited by the Study Team. The tours provided an understanding of local communities, existing culture, available resources, arts facilities, and venue capacities and assessed the needs and aspirations of the Bloomington community.
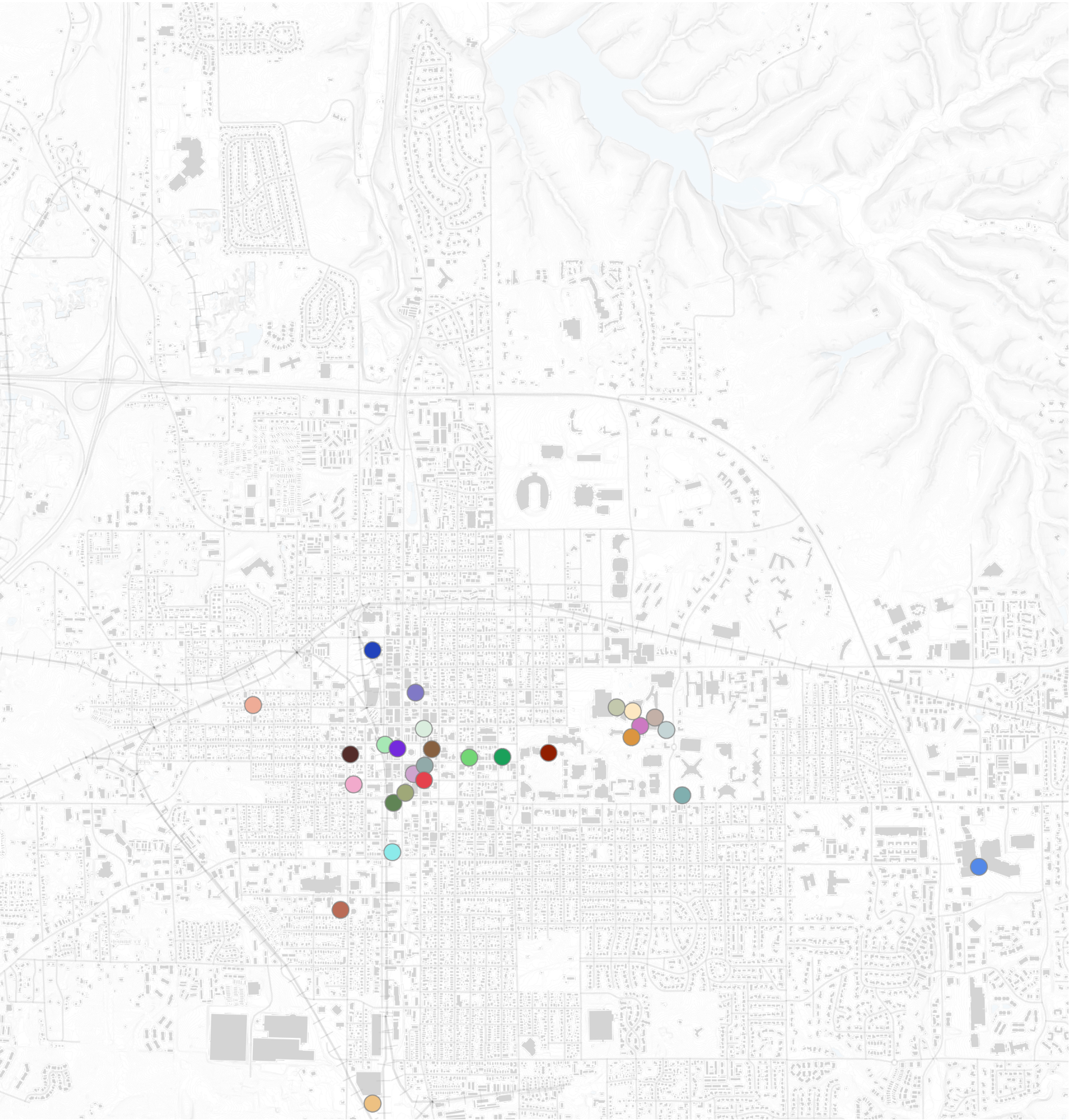
Figure 34 - Map of Sites Toured by the Feasibility Team   Scale 1 : 30000

Legend:
- Waldron Arts Center
- Buskirk-Chumley Theater
- Banneker Center
- Switchyard Park
- Gallery Walk (First Friday)
- Ted Jones Play House
- Jacobs School of Music
- Indiana University Auditorium
- Indiana University Cinema
- Indiana University New Arts Building
- Neal-Marshall Culture Center
- Eskenazi Museum of Art
- Cook Center
- Artisan Alley
- Monroe County Convention Center
- Downtown Library Branch
- Arts Alliance Center
- Grunwald Art Gallery
- The Lilly Library
- The Comedy Attic
- The Mill
- The Bluebird
- Orbit Room
- Blockhouse
- Fountain Square
- I Fell Bloomington
- Lotus Firebay
- People's Park
- 714 S. Rogers (Location of the Hopewell Redevelopment Arts and Culture Incubator case study)
- Woolery Mill (Not shown)

Task I | Market Analysis
Cultural Inventory | Map: Galleries

Bloomington is well known in the region for its contribution to visual arts. The map to the right is a gallery inventory and identifies where artists can exhibit their work in the community. It is important to identify adjacencies and corridors where creative work is displayed. Building upon existing frameworks to maximize foot traffic for any new potential facility is prudent.

Figure 35 shows a strong presence of galleries south and west of the downtown Bloomington. Indiana University covers the eastern end of the city. The general proximity of local galleries makes events like Gallery Walk possible. Gallery Walk (Figure 38) is a community event on the first Friday of every month. Participating galleries keep their doors open to the public into the evening.

By Hand Gallery

Clash Gallery

Backspace Gallery

Pictura Gallery - FAR Center for Contemporary Arts

Roses Midwest Art Gallery

Spectrum Creative Group Gallery

The Venue Fine Art & Gifts

Arts Alliance of Greater Bloomington

Engraving and Stamp Center

Gallery B at Bloomingfoods

Gretchen's Gallery at Bloomington Rentals + Realty

Lotus Firebay

Monroe Convention Center Art Gallery

Rainbow Bakery

I Fell Bloomington

Viridian Moon Art Gallery

The Vault at Gallery Mortgage

Gayle Karch Cook Center for Public Arts & Humanities, Process Gallery

Dimensions Gallery

Grunwald Gallery of Art at Indiana University

Figure 35 - Map of Galleries   Scale 1 : 30000

Task I | Market Analysis
Cultural Inventory: Live Music

Bloomington is well known in the region for its access to live music. A large university population makes the city ideal for locally based record labels, music promoters, and recording studios that contribute to a rich environment and a vibrant music sector.

The Lotus Foundation holds an annual world music festival, and Indiana University's Jacobs School of Music hosts over 1,300 events annually. With so many occasions, the music industry is fertile in Bloomington.

Figure 36 illustrates venues that offer live music every week.

Several of these venues sell alcohol, which makes it difficult for underage performers to get stage space and for underage residents to attend live music events. At the time of this study, Bloomington has no all-ages live music venues.

Legend:
- The Orbit Room
- The Bishop
- Blockhouse Bar
- Peoples Park
- The Bluebird
- Switchyard Brewing Co.
- Root Cellar
- Switchyard Park
- Buskirk-Chumley Theater
- I Fell Bloomington
- Waldron Arts Center
- FAR Center for Contemporary Art
- The Back Door

Figure 36 - Map of Live Music Venues

Scale 1 : 30000
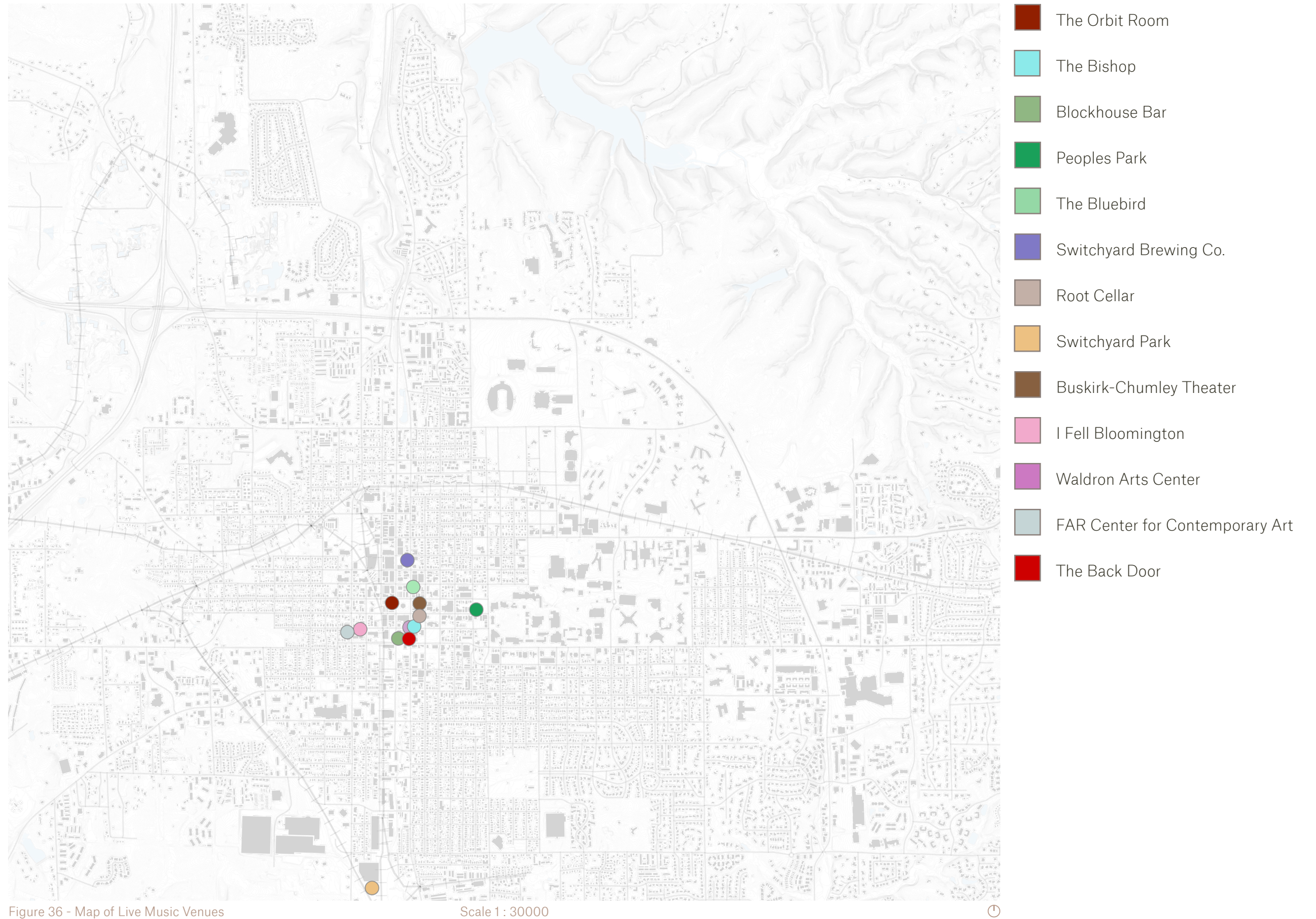
Task I | Market Analysis

Cultural Inventory | Map: Public Art

Public Art

The City of Bloomington is an active participant in promoting and funding public art and is an integral part of the cultural landscape. As shown in Figure 37, public art installations are located throughout Bloomington, from Artisan Alley, Indiana University, downtown, and even City Hall.

Bloomington has a 1% for the arts ordinance that stipulates 1% of the construction cost for selected capital municipal projects for public art, administered through the Bloomington Arts Commission.

Murals

Dozens of murals are located throughout Bloomington along the B-Line Trail and Artisan Alley. The amount and quality of murals in Bloomington reveal residents desire to live in a burgeoning arts and culture community.

Sculptures

Bloomington has a wealth of large public sculptures, such as iconic pieces like Charles O Perry's *Indiana Arc* and Dale Enochs' *Stride*. The city is home to great works of art that inspires and promotes Bloomington as a cultural destination. Recent installations include the *Aurora Almanac II* at the 4th Street Garage and *Hoosier Line/North Star* at Switchyard Park, supported by the city's 1% for the arts ordinance.
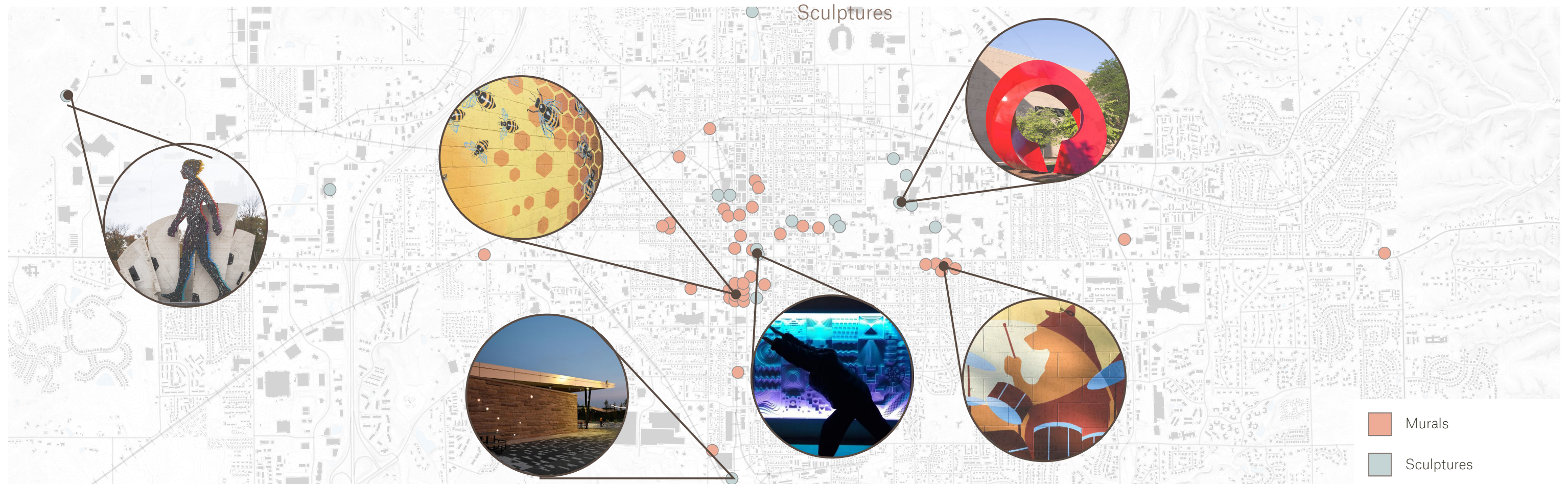
Figure 37 - Map of Public Art

Task I | Market Analysis
Cultural Inventory | Map: Gallery Walk

Gallery Walk occurs on the first Friday of every month. Participating art galleries in Bloomington keep their doors open to the public into the evening. Gallery Walk is essential for artists and cultural stakeholders to have space to collaborate. It is an excellent opportunity for the general public to engage with work by local artists.

Gallery Walk is primarily oriented east to west, from Rogers Street to Indiana Ave. It cuts through the downtown core of Bloomington, traversing the historic Courthouse Square.

Gallery Walk is more than a social event; it drives traffic through Bloomington's downtown corridor, which is filled with restaurants, bars, and shops. This route creates a driver of economic activity where people choose to spend for entertainment.

Indiana University's Sample Gates also make the Gallery Walk easily accessible from Indiana University's campus.
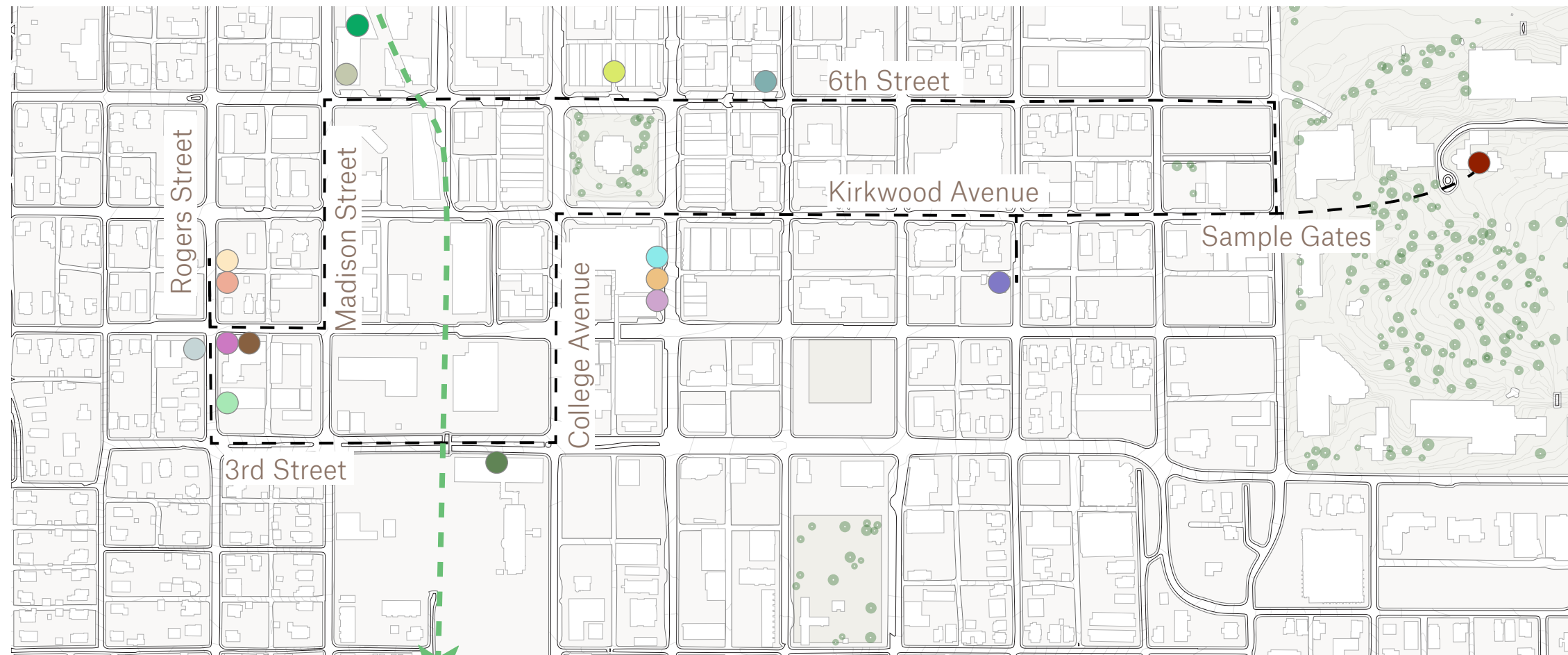
Figure 38 - Map of Gallery Walk

Legend:
- Gallery B at Bloomingfoods
- Lotus Firebay
- Roses Midwest Art Gallery
- Pictura Gallery - FAR Center for Contemporary Art
- Rainbow Bakery
- I Fell Bloomington
- Gretchen's Gallery at Bloomington Rentals + Realty
- Monroe Convention Center
- Waldron Arts Center
- By Hand Gallery
- Spectrum Creative Group
- The Venue Fine Arts & Gifts
- Gayle Karch Cook Center for Public Arts & Humanities, Process Gallery
- Backspace Gallery
- Engraving and Stamp Center

Task I | Market Analysis
Cultural Inventory | Local Scale: BEAD District

The Bloomington Entertainment and Arts District (BEAD) aims to unite the creative and business sectors. It was the first of its kind in Indiana. The desired outcome is cultivating a mutually beneficial, sustainable economic development and raising the living quality in Bloomington. BEAD is the arts and culture district that encompasses a concentration of cultural assets.

The current BEAD plan is the sum of the discrete zones highlighted in Figure 39.

Market

Kirkwood Ave

Restaurant Row

Arbor

Center Corner

Courthouse

Waldron Arts Center

Buskirk-Chumley Theater

Wonderlab Museum

Bloomington Playwrights Project

Arts Row

Youth Area

City Commons

Shows

Figure 39 - Map of the BEAD District

Task I | Market Analysis

Cultural Inventory | Significant Cultural Spaces

Environmental Scan Venue Inventory: Community Venues

Figures 40, 41, and 42 present an inventory of venues in Bloomington, including venue capacities. The Bloomington area has venues of varying sizes within just a few miles of downtown. The large indoor performance venues are located on Indiana University's campus.

Distances in Figure 40 are relative to the Waldron Arts Center.

Community Venues	Capacity	Venue Type	Distance from downtown (mi.)
Arts/Assembly			
Auditorium at Waldron Arts Center	170	Performance Venue	0.0
Rose Firebay at Waldron Arts Center	70	Performance Venue	0.0
Buskirk-Chumley Theater	550	Performance Venue	0.2
Monroe County Downtown Public Library Auditorium	144	Performance Venue	0.3
505 Theater at FAR Center for Contemporary Arts	200	Performance Venue	0.4
Pictura Gallery at FAR Center for Contemporary Arts	70	Performance Venue	0.4
The Library at FAR Center for Contemporary Arts	45	Performance Venue	0.4
Ted Jones Playhouse	85	Performance Venue	0.5
Brown County Music Center	2,000	Performance Venue	19.4
Merry MAC Players	75	Performance Venue	20.8
Franklin Performing Arts Center	927	Performance Venue	42.5
Kresge Auditorium at Green Center for the Performing Arts	1,400	Performance Venue	43.6
Moore Theater at Green Center for the Performing Arts	400	Performance Venue	43.6
Thompson Recital Hall at Green Center for the Performing Arts	220	Performance Venue	43.6
Athletic/Recreational			
William Leon Garrett Fieldhouse at Intramural Center	8,000	Stadium/Arena	0.9
Bloomington HS South Panthers Stadium	4,200	Stadium/Arena	1.8
Outdoor/Multipurpose			
Waldron Hill Buskirk Park*	2,000	Amphitheater	0.3
Peoples Park*	100	Outdoor Venue	0.4
The Garden at FAR Center for Contemporary Arts	115	Outdoor Venue	0.4
Bryan Park*	2,000	Outdoor Venue	1.1
Main Performance Stage at Switchyard Park*	4,000	Amphitheater	1.5
Secondary Performance Lawn at Switchyard Park*	3,500	Outdoor Venue	1.5
Pavilion Lawn at Switchyard Park*	400	Outdoor Venue	1.5
Indoor Event Center at Switchyard Park*	400	Performance Venue	1.5
SpringHill Amphitheater	225	Outdoor Venue	40.9
Greenwood Amphitheater	1,215	Outdoor Venue	44.0
Johnson County Park Amphitheater	10,000	Outdoor Venue	45.6

Figure 40 - Table of Venue in the Bloomington Area

* Estimates provided by Bloomington Parks and Recreation Department. Capacities are rough and dependant on the configuration of the stage and event.

Task I | Market Analysis

Cultural Inventory | Significant Cultural Spaces

Environmental Scan Venue Inventory:

Indiana University Venues

Figure 41 illustrates the inventory of art/assembly and athletic/recreatonal facilities on Indiana Universtiy's campus relative to downtown Bloomington.

Indiana University Venues	Capacity	Venue Type	Distance from downtown (mi.)
Arts/Assembly			
Recital Hall	500	Performance Venue	1.1
Ford-Crawford Hall	100	Performance Venue	1.1
Indiana University Auditorium	2,170	Performance Venue	1.1
Whittenberger Auditorium	400	Performance Venue	1.1
Musical Arts Center	1,460	Performance Venue	1.2
Auer Hall	400	Performance Venue	1.2
Conrad Prebys Amphitheater	275	Amphitheater	1.2
Lee Norvelle Theater	60	Performance Venue	1.3
Willkie Auditorium	N/A	Performance Venue	1.4
Ruth N. Halls Theater	439	Performance Venue	1.4
Wells-Metz Theater	236	Performance Venue	1.4
Simon Skjodt Assembly Hall	17,466	Stadium/Arena	1.6
Athletic/Recreational			
Indiana University Memorial Stadium	52,929	Stadium/Arena	1.6
Indiana Unviersity North Jordan Tennis Courts	600	Stadium/Arena	1.7
Gladstein Fieldhouse	9,000	Stadium/Arena	1.8
Indiana Unviersity Field Hockey Complex	500	Stadium/Arena	1.9
Armstrong Stadium	6,500	Stadium/Arena	2.0
Counsilman Billingsley Aquatic Center	4,700	Stadium/Arena	2.0
Robert C. Haugh Complex	3,200	Stadium/Arena	2.1
Bart Kaufman Field	2,500	Stadium/Arena	2.1
Andy Mohr Field	500	Stadium/Arena	2.4

Figure 41 - Table of Venues in the Bloomington Area

Task I | Market Analysis

Cultural Inventory | Significant Cultural Spaces

Environmental Scan Venue Inventory:

Museums

Figure 42 illustrates the inventory of museums in the Bloomington area by distance from downtown Bloomington and the Waldron Arts Center.

Museum Name	Distance from downtown (mi.)
Monroe County History Center	0.2
Wonderlab Science Museum	0.2
The Farmer House Museum	0.5
Wylie House Museum	0.5
Indiana University Museum of Archaeology and Anthropology	0.8
Eskenazi Museum of Art	1.0
Elletsville Old Town Hall History Center	7.9
Southern Indiana Center for the Arts	51.2
Seymour Museum Center	52.5

Figure 42 - Table of Museums in the Bloomington Area

Waldron Arts Center and Buskirk-Chumley Theater Considerations

Task I | Market Analysis
Waldron Arts Center | Historical Context

The Waldron Arts Center has a storied history as a part of the Bloomington community fabric. It first served as City Hall before eventually housing the fire and police departments. The City of Bloomington transferred the Waldron Arts Center to the Bloomington Area Arts Council in 1994 for management. It began as a community arts facility offering theater, gallery space, and community classes.

In July 2022, the City of Bloomington handed Constellation Stage & Screen, a newly formed non-profit, the operational reins. Constellation Stage & Screen aims to produce theater and film that impacts the national performing arts industry through its work.

Under Constellation Stage & Screen, the Waldron Arts Center still offers performances and visual arts displays. Although it is still open to the public as an arts venue, the Waldron Arts Center was initially designed as a municipal building. Due to its original design, the building is not an ideal arts facility. However, the Waldron Arts Center still offers limited community programming and remains a mainstay within the local Bloomington community.

Art classes were one of the most significant community assets the Waldron Arts Center offered. However, the new operators are offering limited classes in the updated program.

The Study Team acknowledges the limitations of the Waldron Arts Center due to the loss of community classes, lack of universal accessibility, lack of availability, and no current studio spaces.

Figure 43 - Waldron Arts Center

Task I | Market Analysis
Waldron Arts Center | Historical Context

The Waldron Arts Center is zoned Mixed-use Downtown (MD) and is subject to the Downtown Core Downtown Character Overlay, according to the City of Bloomington Planning and Transportation Department. The zoning requirements are described in Chapter 20.02.030 of Bloomington's Unified Development Ordinance.

With its century-old history, the Waldron Arts Center is part of the Courthouse Square Historic District and is a significant architectural asset. The Waldron Arts Center is on the National Register of Historic Places and is an important building in Bloomington's history and local fabric. Community engagement conversations indicated the Waldron Arts Center lacks flexibility in space and capacity to meet the needs of Bloomington's art community as a whole.

The Study Team recommends that the Waldron Arts Center remain open as it is a vital asset to the community. Constellation Stage & Screen should continue to operate the Waldron Arts Center for as long as it remains of value to the community. Note: This study included a visual assessment of the existing building, but did not include a full program or market analysis for the Waldron Arts Center.
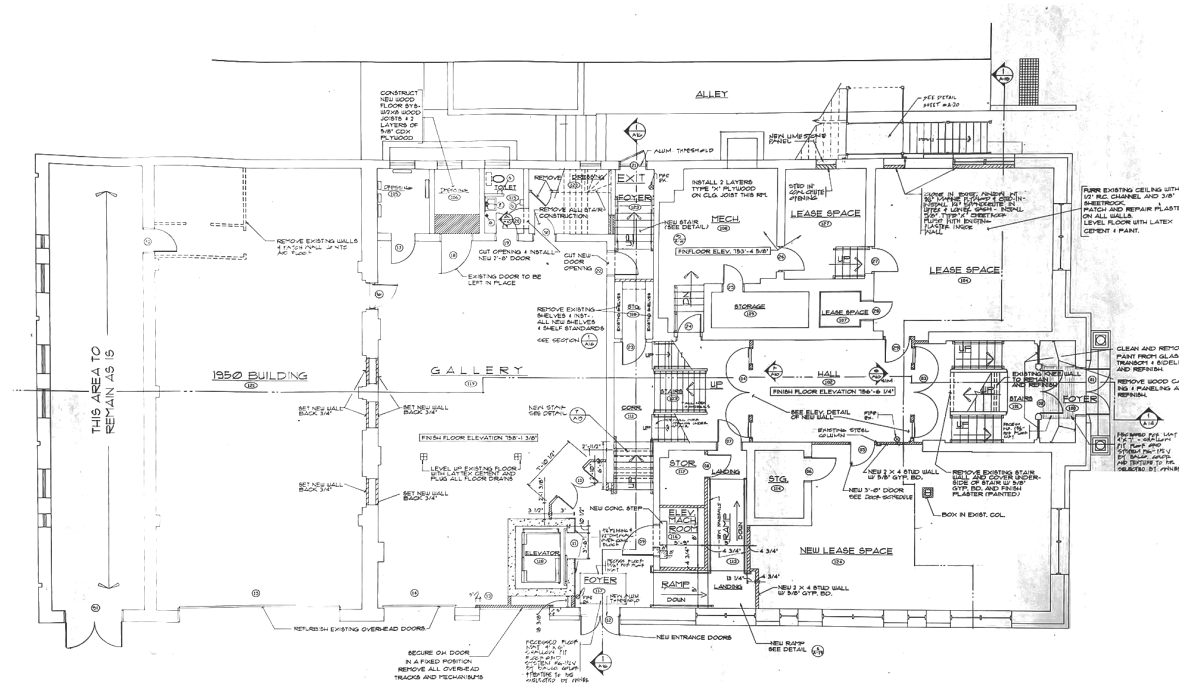

Figure 44 - Photograph of the Waldron Arts Center

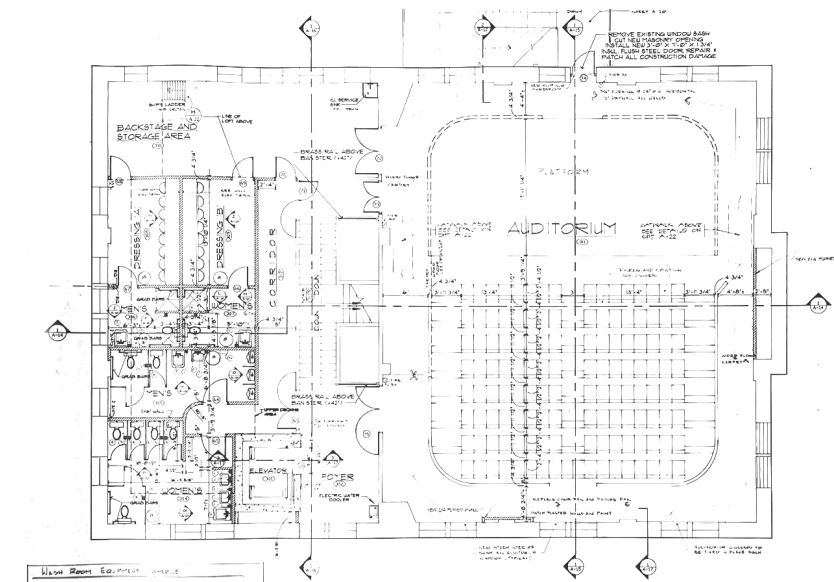Figure 45 - First Floor Plan of the Waldron Arts Center, 1991

Figure 46 - Third Floor Floor Plan of the Waldron Arts Center, 1991

Task I | Market Analysis
Buskirk-Chumley Theater | Historical Context

The Buskirk-Chumley Theater (BCT) is a performing arts center and cultural anchor located in Bloomington's downtown corridor. The stage hosts nationally recognized artists and burgeoning local talent across all disciplines.

The center opened in 1922 as Bloomington's first movie theater, the Indiana Theater. The theater was the vision of Harry P. Vonderschmitt to capitalize on the national maturation of vaudeville and, eventually,

the movie industry. Open for nine years, the theater burned down due to suspected arson. It was rebuilt and in use until it underwent a period of decline and eventually closed in 1995.

In December 1995, the theater was donated to the Bloomington Area Arts Council (BAAC) to use as a performing arts center. The theater was restored and outfitted with a state-of-the-art stage and equipment through private funding from local

donors, and subsequently renamed the Buskirk-Chumley Theater.

The Buskirk-Chumley Theater is a city-owned facility and receives $50,000 per annum in city funding in addition to the $250,000 it received in American Rescue Act funds.

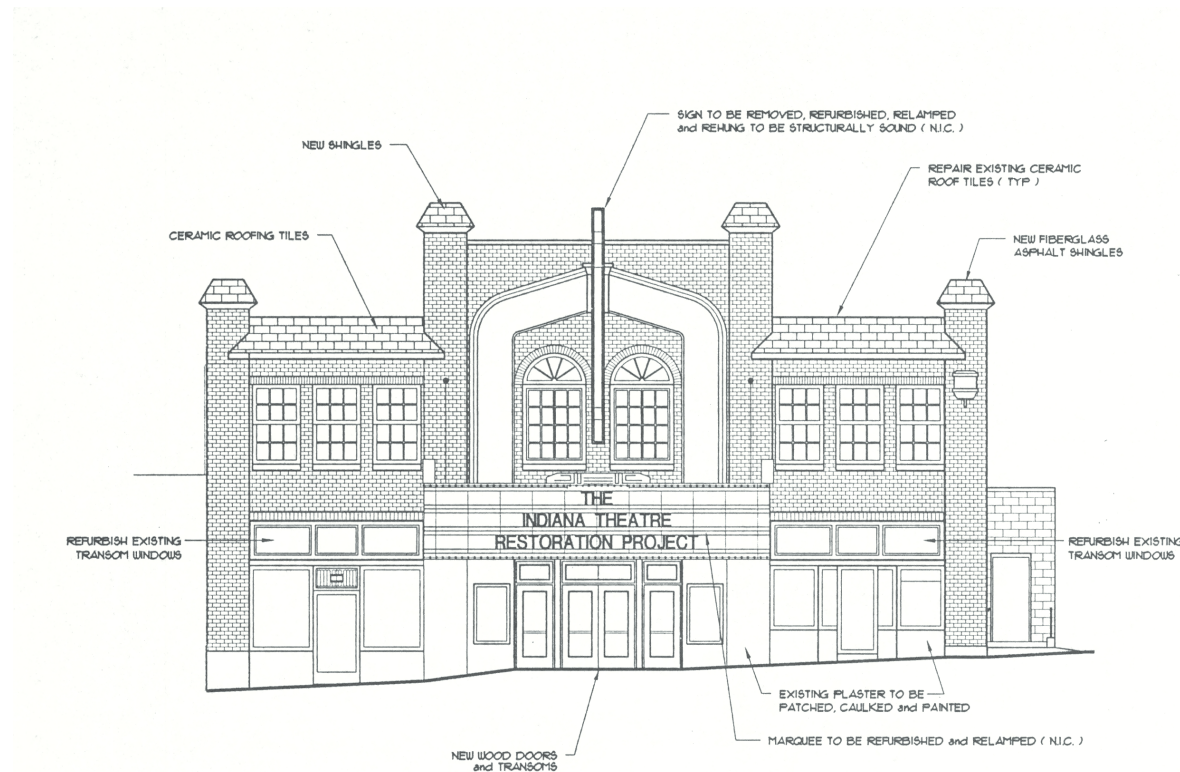Figure 47 - Photograph from the stage of the Buskirk-Chumley Theater

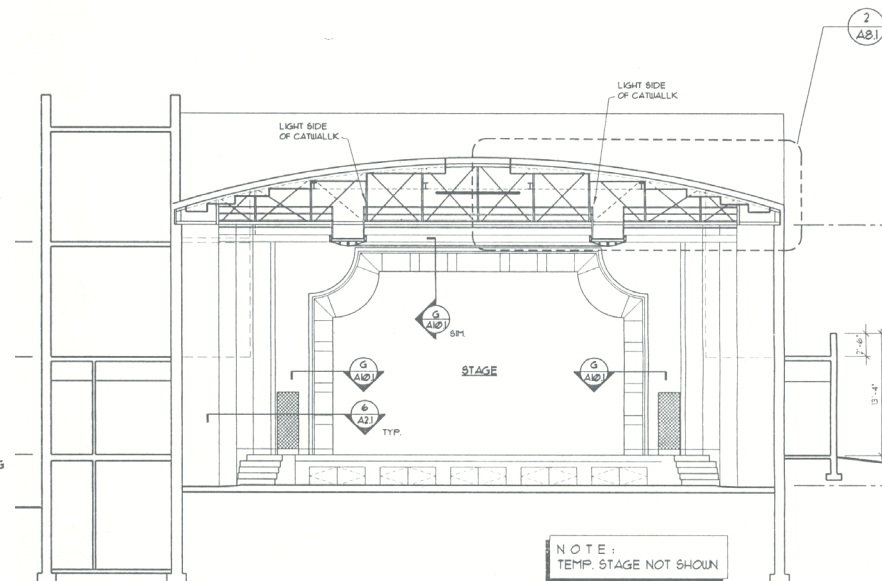Figure 48 - Elevation Drawing of the Buskirk-Chumley Theater

Figure 49 - Section Drawing of the Buskirk-Chumley Theater

Figure 50 - Floor Plan of the Buskirk-Chumley Theater

Task I | Market Analysis
Buskirk-Chumley Theater | Historical Context

Today, the Buskirk-Chumley Theater is a primary cultural venue in Bloomington that hosts 550 people at capacity. The Theater features a variety of shows, including Lotus World Music & Arts Festival, PRIDE Film Festival, Indiana University's African American Arts Institute, concerts, and performances.

The proscenium style and fixed seating nature of the theater make it an excellent choice for performing arts groups that wish to act within the "window" of the proscenium theater. However, for artists who want to present their work in a non-traditional fashion, the spatial organization can be rigid and difficult to adapt.

The Study Team recommends further assessment of the Buskirk-Chumley Theater to investigate the potential flexibility of the seating configurations, backstage areas; support spaces; rehearsal spaces; and additional sources of revenue generation. Note: This study included a visual assessment of the existing building, but did not include a full program or market analysis for the Buskirk-Chumley Theater.

Figure 51 - 1915 Photograph of the Buskirk-Chumley Theater
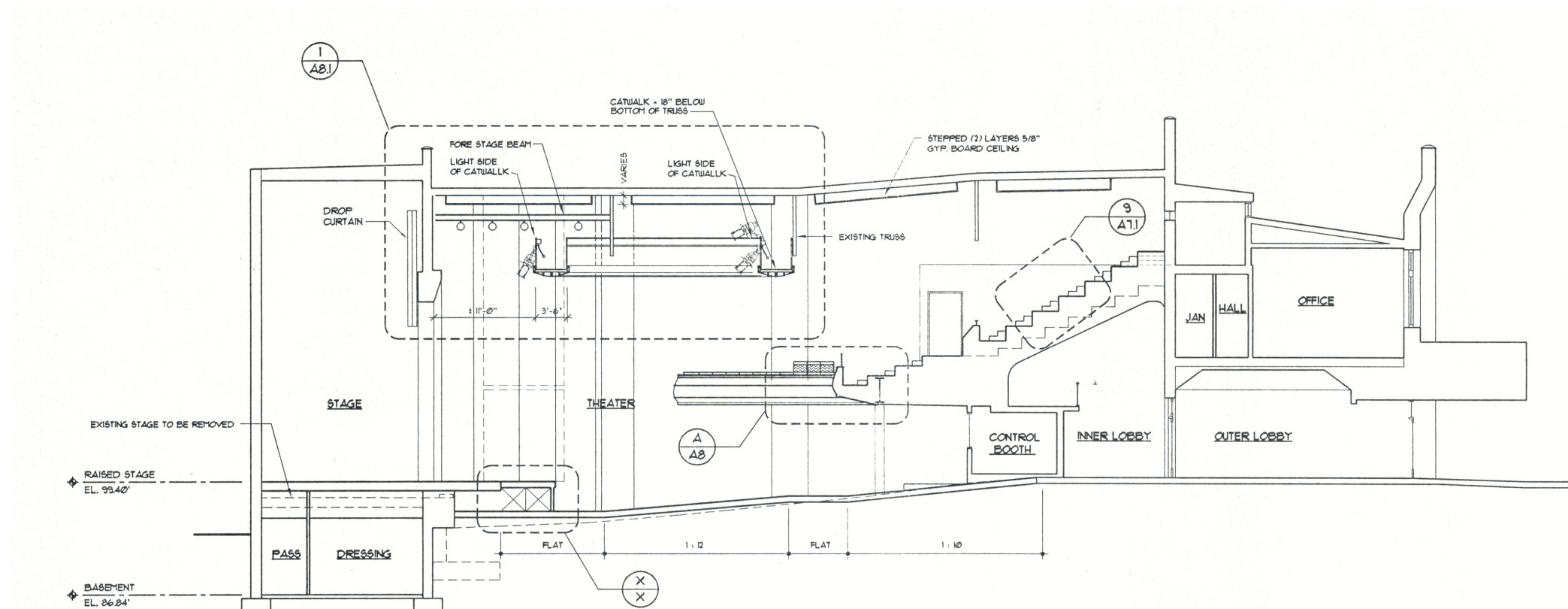
Figure 52 - Section Drawing of the Buskirk-Chumley Theater

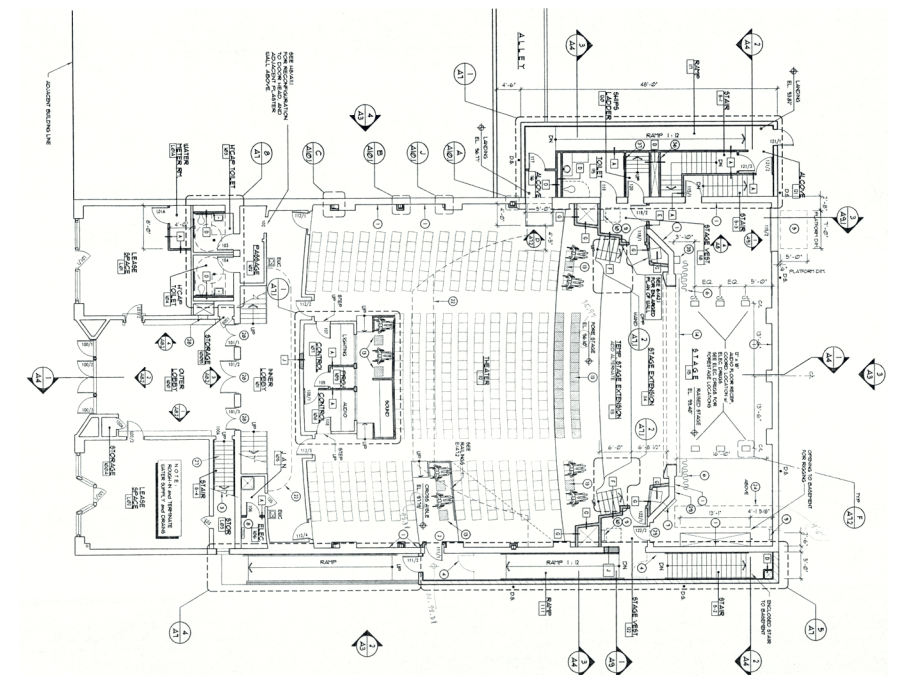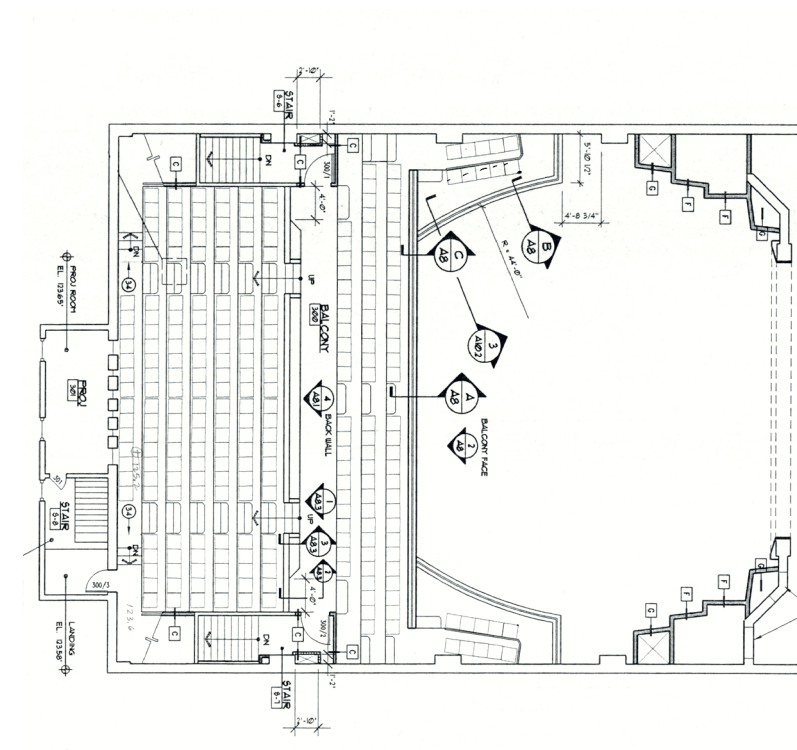Figure 53 - Second Floor Plan of the Buskirk-Chumley Theater

Market Analysis

Task I | Market Analysis

Catchment Area Drive Times

The Study Team developed three market areas based on drive time to downtown Bloomington. These drive times will be validated or adjusted based on community input:

- Primary market area (within about 15 minutes of driving)

- Secondary market area (within about 45 minutes of driving)

- Tertiary market area (within about 90 minutes of driving)

Figure 54 illustrates these market areas, which is based on GIS data with drive times that assume traffic congestion.

Figures 55, 56, 57, and 58 provide the population demographics within these market areas.

Source: Esri, CGIAR, USGS, HERE, Garmin FAO, NOAA, EPA, NPS, SafeGraph, METI/NASA
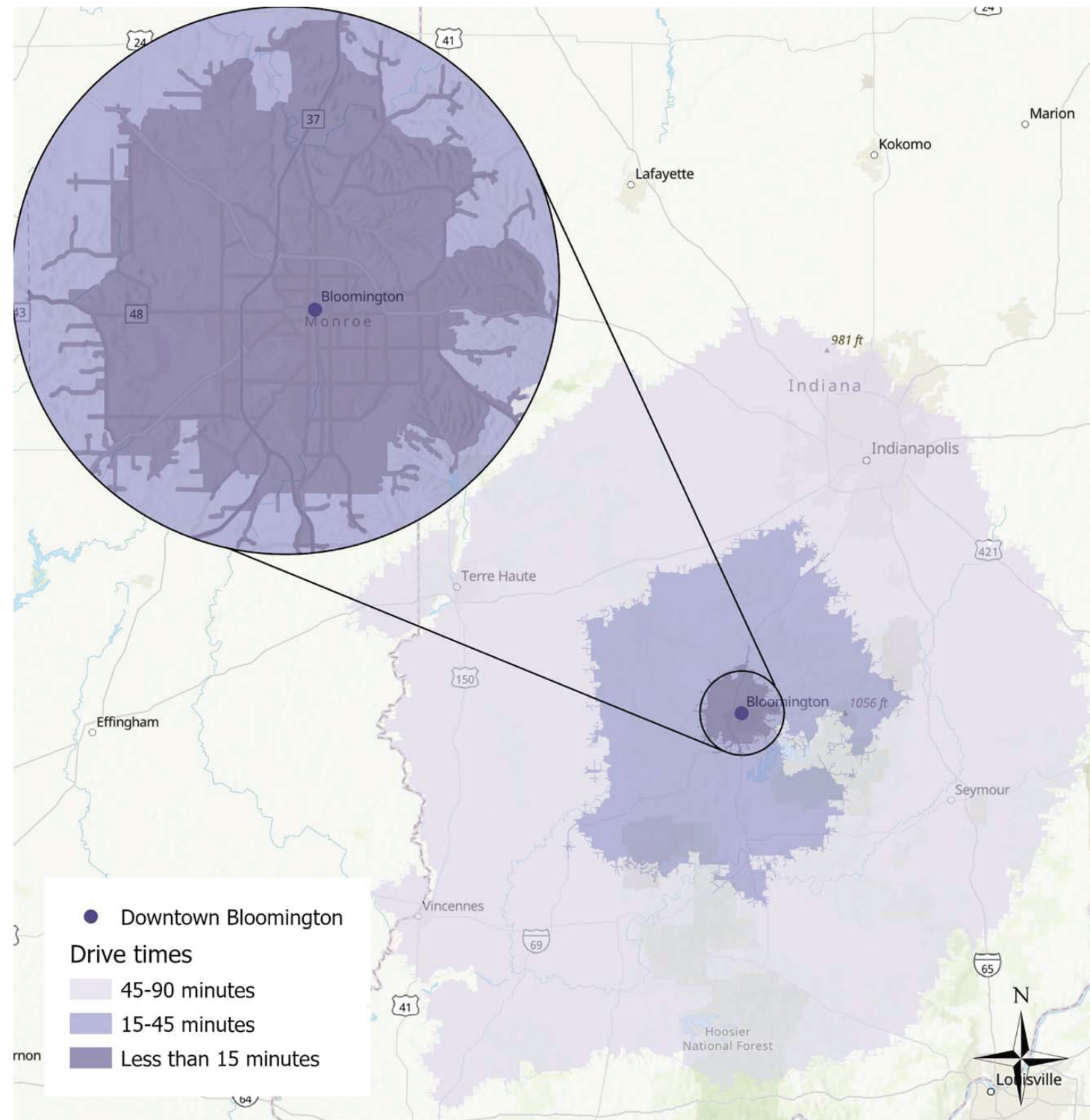
Figure 54 - Map Illustrating Bloomington's Market Catchment Area

Task I | Market Analysis
Spending and Market Potential

Entertainment Spending

Figure 55 shows annual household entertainment spending for specific categories by market area. Average annual household entertainment spending is generally higher in the secondary and tertiary markets than in the primary market. Residents of the secondary and tertiary market areas might be more willing to pay higher prices for entertainment activities.

Spending Potential

Figure 55 illustrates each market area's spending potential indices (SPI). Note: SPI compares the average amount spent locally for a product to the average amount spent nationally. An index of 100 reflects the average; an SPI of 70, for example, indicates that average spending by local consumers is 30% below the national average.

Spending potential for various types of entertainment spending is lower than the national average. This could be due to less demand or supply for arts activities or a generally lower cost of living, thus contributing to lower entertainment spending and could indicate that ticket pricing might be relatively sensitive.

Market Potential

Figure 55 also illustrates the market potential indices of each market area. A market potential index (MPI) measures the relative likelihood of adults in the specified trade area to exhibit specific consumer behavior or purchasing patterns compared to the U.S. A MPI of 100 represents the U.S. average.

The market potential for country music performances is higher than the national average in all market areas. Country music may have a higher demand than other types of events.

Average Annual Spending per Household by Art Type, 2021*

	Primary Market	Secondary Market	Tertiary Market
Entertainment/Recreation	$2,522	$2,750	$2,848
Live entertainment for catered affairs	10	9	10
Entertainment/recreation fees and admissions	553	564	608
Tickets to theater, opera and concerts	63	63	67
Ticket to movies	47	44	47
Tickets to parks or museum	26	27	29

Figure 55 - Table of Spending and Market Potential

Spending and Market Potential Indices, 2021**

	Primary Market	Secondary Market	Tertiary Market
Entertainment/Recreation			
Entertainment/Recreation	78	85	88
Live entertainment for catered affairs	75	70	74
Entertainment/recreation fees and admissions	75	76	82
Tickets to theater, opera and concerts	78	78	82
Ticket to movies	85	78	84
Tickets to parks or museum	76	79	84
Market potential (attendance in last 12 months)			
Rock music performance	94	94	97
Country music performance	109	122	109
Classical music or opera performance	100	80	87
Dance performance	96	86	95
Movie (last 6 months)	110	98	97

*Source: Esri's U.S. Consumer spending data based on the Consumer Expenditure Survey (CEX) from the U.S. Bureau of Labor Statistics

** Source: Esri's U.S. Consumer spending data based on the Consumer Expenditure Survey (CEX) from the U.S. Bureau of Labor Statistics and Esri's U.S. market potential data based on survey data from MRI-Simmons

Note: Indices are based on the national average as 100

Demographic Analysis and Demand Projections

Task I | Market Analysis
Demographic Analysis and Demand Projections

Demographics

Figures 56 and 57 present the demographics of each market area in 2021. The primary market area population is lower income and younger (likely due to Indiana University's student population) but more educated than the secondary and tertiary market areas, as well as the national average.

The population of all market areas is less diverse than the national average. However, there is a notably higher portion of Asian American individuals in the primary market.

	Primary Market	Secondary Market	Tertiary Market	United States
Total Population	127,279	295,203	2,441,426	328,239,523
Age				
Up to 10 years old	8.1 %	9.6 %	12.3 %	12.1 %
10 to 19 years old	14.9 %	12.9 %	12.7 %	12.8 %
20 to 29 years old	29.9 %	19.1 %	14.3 %	13.8 %
30 to 39 years old	12.4 %	12.0 %	13.5 %	13.5 %
40 to 54 years old	13.0 %	16.3 %	18.3 %	18.5 %
55 to 69 years old	12.7 %	18.3 %	18.2 %	18.2 %
70 or more years old	9.0 %	11.7 %	10.8 %	11.2 %
Total	100.0%	100.0%	100.0%	100.0%
Median Age	28.3	36.8	38.0	38.4
Race				
African American	4.3 %	2.1 %	13.3 %	13.4 %
Asian American	9.0 %	4.3 %	3.7 %	5.9 %
Native American	0.3 %	0.4 %	0.3 %	1.3 %
Pacific Islander	0.1 %	0.1 %	0.1 %	0.2 %
Other race	1.3 %	0.8 %	3.4 %	–
Two or more races	3.2 %	2.3 %	2.7 %	2.8 %
White	81.9 %	90.1 %	76.5 %	76.3 %
Total	100.0%	100.0%	100.0%	100.0%
Race				
Hispanic American	4.0 %	2.7 %	6.7 %	18.5 %
Non-Hispanic	96.0 %	97.3 %	93.3 %	81.5 %
Total	100.0%	100.0%	100.0%	100.0%

Figure 56 - Table of Population Demographic Statistics

Source: U.S. Census Bureau via Esri

Task I | Market Analysis
Demographic Analysis and Demand Projections

	Primary Market	Secondary Market	Tertiary Market	United States
Total Households	51,046	118,024	957,646	128,451,000
Household Income				
$24,999 or less	29.5 %	22.7 %	19.9 %	7.1 %
$25,000 to $49,999	20.4 %	21.4 %	22.9 %	20.0 %
$50,000 to $74,999	16.3 %	19.3 %	18.7 %	16.5 %
$75,000 to $99,999	11.5 %	12.9 %	12.9 %	12.3 %
$100,000 to $199,999	17.1 %	18.7 %	20.1 %	23.8 %
$200,000 or more	5.2 %	4.9 %	5.4 %	10.3 %
Total	100.0%	100.0%	100.0%	100.0%
Median Household Income	$50,149	$55,580	$57,336	$68,703
Education (population age 25+)				
Less than high school	6.1 %	8.9 %	10.2 %	9.9 %
High school	20.8 %	33.1 %	31.6 %	28.1 %
Some college	23.4 %	27.7 %	27.6 %	25.9 %
Bachelor's degree	26.2 %	17.2 %	19.5 %	22.5 %
Graduate degree	23.4 %	13.2 %	11.1 %	13.5 %
Total	100.0%	100.0%	100.0%	100.0%

Figure 57 - Table of Population Income & Education Statistics

Source: U.S. Census Bureau via Esri

Task I | Market Analysis

Demographic Analysis and Demand Projections | Bloomington Metro Area

Methodology

Local demand for arts activities will continue to grow as the Bloomington Metro Area population increases. The Study Team examined population forecasts for the Bloomington Metro Area developed by STATS Indiana.

Population Forecast. STATS Indiana forecasts the Bloomington Metro Area to grow from approximately 171,000 residents in 2020 to 196,000 in 2050, roughly a 15% increase in total residents (refer to Figure 58). According to this data, the Bloomington Metro Area population will continue to increase by approximately 0.47% annually.

The City of Bloomington is offering significant tax abatements to entice companies to the area while continuing its annexation effort. These initiatives can potentially grow Bloomington's population beyond the current STATS Indiana forecast.

While every community is different, it is important to note that the positive projected total population growth of Bloomington helps support a case for continued cultural and performing arts investment.

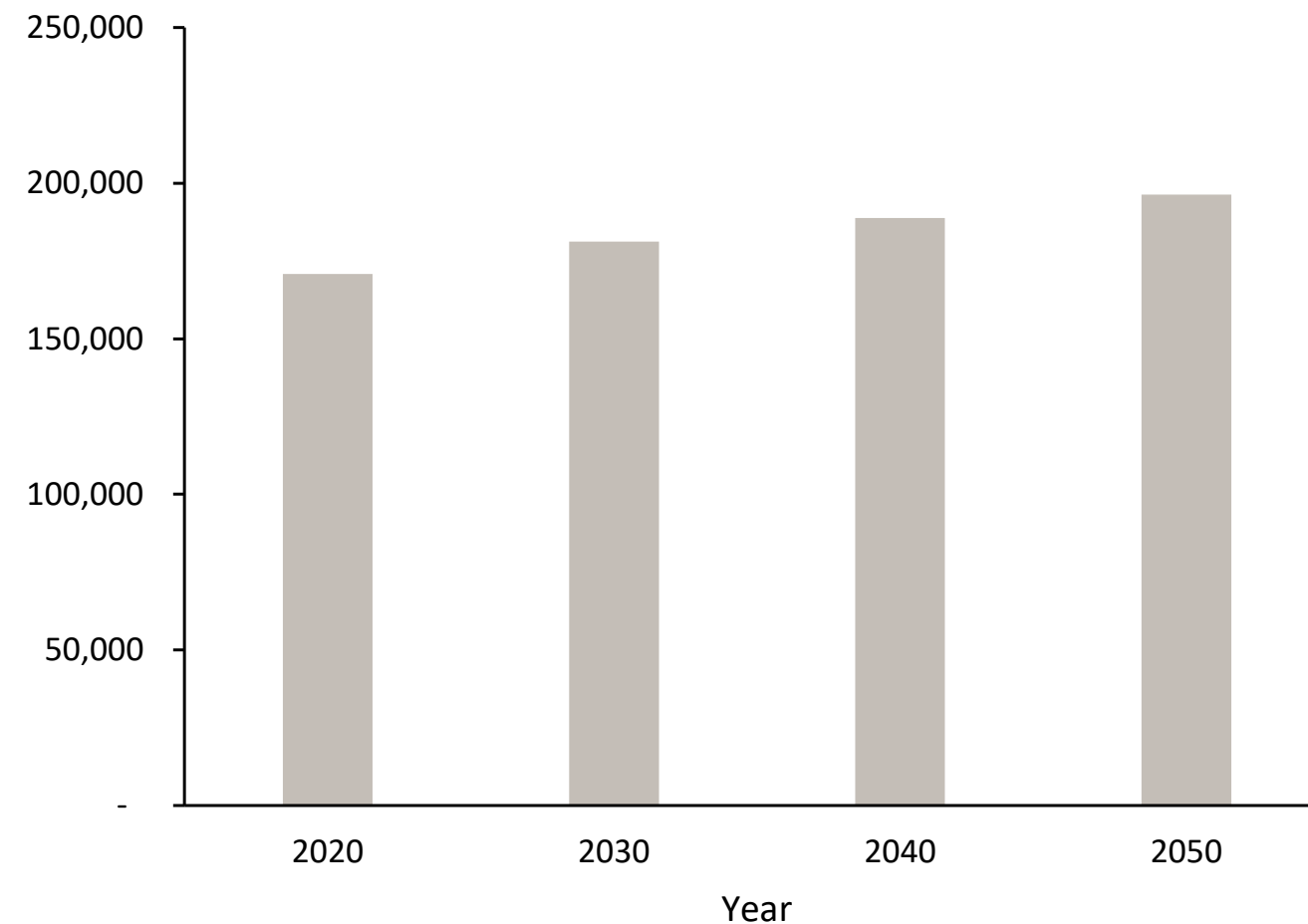### Projected Total Population Growth

Figure 58 - Graph of Projected Population Growth from 2020-2050   Source: STATS Indiana

Task I | Market Analysis

Demographic Analysis and Demand Projections | Bloomington Metro Area Projections by Age

Methodology

Population by Age in 2020. The age profile of residents affects the demand for local arts activities. Figure 59 illustrates the age distribution of residents in the Bloomington Metro Area. The graph shows the population grouped according to widely recognized generations beginning with the Silent Generation (born between 1926 and 1945) to Gen Z (born between 1996 and 2010) and the Alpha Generation (born in 2011 and later years).

Population by Age in 2050. Figure 60 represents the projected age distribution for the Bloomington Metro Area in 2050 based on the STATS Indiana projections. Note: the Study Team shows a cohort of people who will be born between 2031 and 2045 as "Beta Gen" (a name invented to follow the "Alpha Gen" generation currently being born). The correlation between age and demand for arts and culture is discussed on the following page.

The population of all age groups will increase by 2050. STATS Indiana projects a higher portion of individuals over age 85 in 2050 and for individuals aged 15 to 24 to maintain a high percentage of the Bloomington Metro Area population.

Population by Age Group | 2020

Legend:
- Beta Gen (2031-2045)
- Alpha Gen (2011-2030)
- Gen Z (1996-2010)
- Millennial (1981-1995)
- Gen X (1966-1980)
- Baby Boomer (1946-1965)
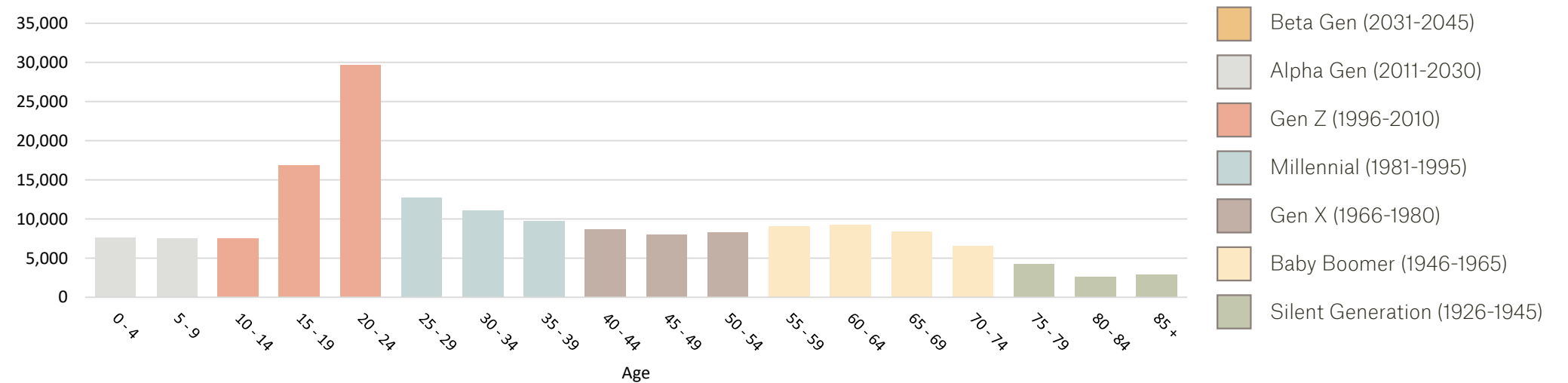- Silent Generation (1926-1945)

Figure 59 - Graph Illustrating Population Growth by Age Group
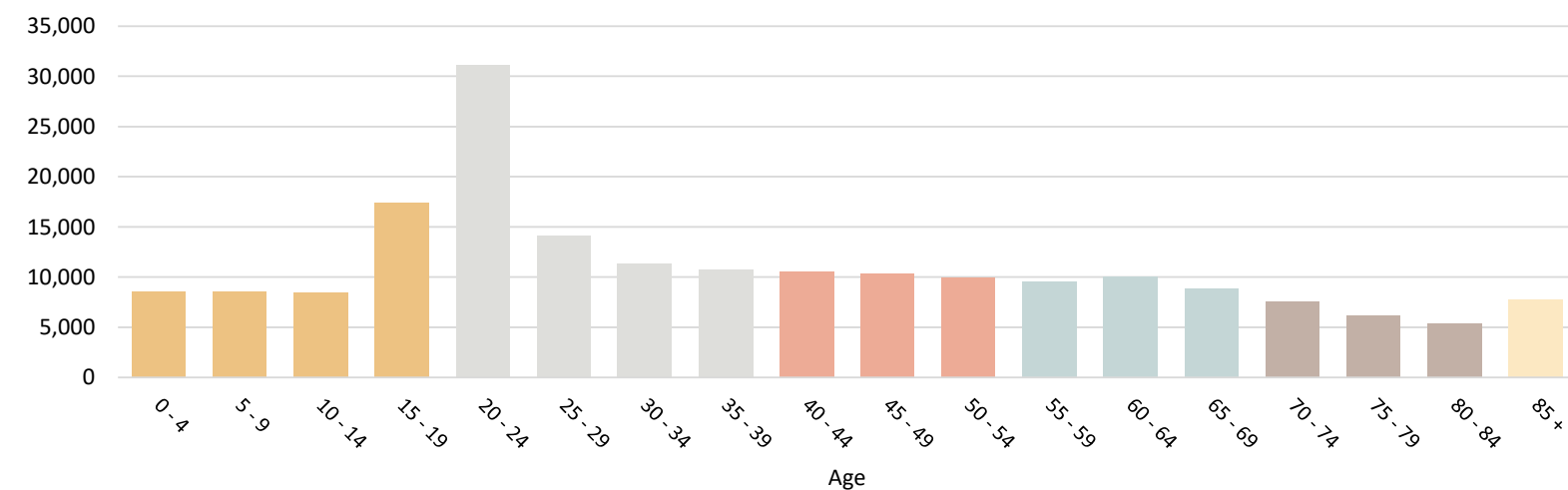
Population by Age Group | 2050

Figure 60 - Graph Illustrating Population Growth by Age Group

Source: STATS Indiana

Task I | Market Analysis
Demographic Analysis and Demand Projections

The Study Team developed a demand scenario for the Bloomington Metro Area from the STATS Indiana population projections and national attendance data generated by the National Endowment for the Arts (NEA) 2017 Survey of Public Participation in the Arts (SPPA).

Key assumptions. The demand projections assume that the 2017 rate for arts participation does not change. The projections assume that the national trends of age-specific attendance rates remain consistent with the Bloomington Metro Area population. Although COVID-19 has significantly impacted arts attendance across the country, the projections assume this is a temporary phenomenon.

Demand projections. The Study Team projects that unconstrained demand for the Bloomington Metro Area will increase roughly 13 to 24% between 2020 and 2050. For example, the need to attend musicals will increase by 17% over the next 30 years.

The demand is "unconstrained" as it does not include any reductions or limitations of venues or their size. Figure 61 summarizes projected percentage increases in unconstrained demand.

Please note the following:

- Demand change is at 0% for 2020 (the starting year from which change is measured from);
- These demand changes are based on pre-pandemic demand; and,
- Projections reflect the anticipated demand of the residents of the Bloomington Metro Area, not tourists.

New Performing Arts Facility

Based on the extensive inventory identified in Bloomington and surrounding areas, the Study Team does not recommend a new standalone performing arts center. There is not enough demand to support a new large auditorium. The costs for a new performing arts center (at the time of this report) ranges from $850 sf to $1,200 sf and will not address any needs in the Bloomington area.

	2020	2030	2040	2050
Jazz music	0 %	6 %	10 %	15 %
Latin, Spanish or salsa music	0 %	5 %	8 %	13 %
Classical music	0 %	10 %	16 %	21 %
Opera	0 %	12 %	18 %	24 %
Musical plays	0 %	7 %	11 %	17 %
Non-musical plays	0 %	8 %	12 %	18 %
Ballet	0 %	9 %	14 %	18 %
Dance (other than ballet)	0 %	7 %	11 %	16 %
Film	0 %	6 %	9 %	13 %
Art Museums and galleries	0 %	6 %	9 %	14 %
Craft/visual arts festivals	0 %	6 %	11 %	16 %
Outdoor festivals	0 %	6 %	11 %	16 %
Art exhibits	0 %	5 %	9 %	14 %
Live music performances	0 %	6 %	10 %	14 %

Figure 61 - Table of Demand Projections

Source: STATS Indiana, National Endowments for the Arts 2017 Survey of Public Parti

Task I | Market Analysis
Demographic Analysis and Demand Projections

According to the U.S. Census, Figure 62 illustrates the geographic location of Bloomington residents identifying as Black or African American. This map identifies areas recommendeded for additional engagement and feedback for future arts studies.

Percentage of population that identify as Black or African American

☐ Less than 5%

▨ 5.0 - 9.9%
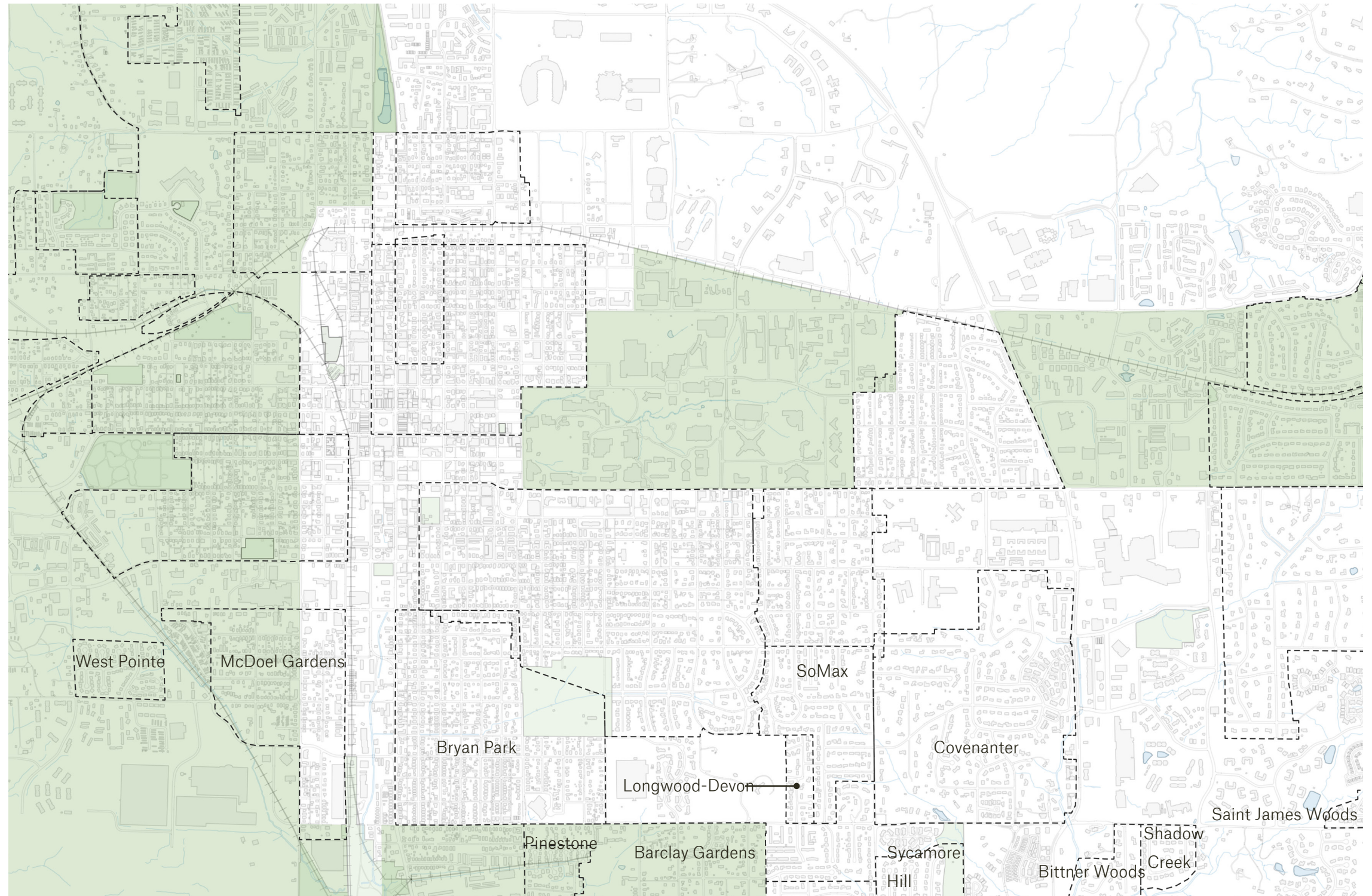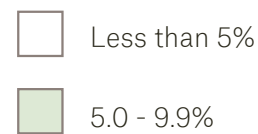
Source: U.S. Census

Figure 62 - Heat Map of Bloomington residents that Identified as Black or African American

Task I | Market Analysis
Demographic Analysis and Demand Projections

According to the U.S. Census, Figure 63 illustrates the geographic location of Bloomington residents identifying as Asian. This map identifies areas recommendeded for additional engagement and feedback for future arts studies.

Figure 63 - Heat Map of Bloomington residents that Identified as Asian

Percentage of population that identify as Asian

- Less than 2.5%
- 2.5 - 4.9%
- 5.0 - 9.9%
- 10.0 - 19.9%

Source: U.S. Census

Task II │ Needs Assessment - Engagement

Task II | Needs Assessment - Engagement
Summary

Task II | Needs Assessment

The Study Team facilitated eight community engagement sessions to learn about the array of stories, concerns, and aspirations of the Bloomington community. These sessions sparked meaningful conversations about the successes and improvement opportunities in Bloomington's existing arts and culture inventory. The focus of these community engagement sessions was to gain a complete picture of the arts and culture in Bloomington. The sessions included presentations; discussions; mapping; written responses; and a virtual online survey.

Community engagement sessions involved the following groups:

- Arts Community Stakeholders (26 participants)
- Advisory Committee (13 participants)
- Indiana University Stakeholders (15 participants)
- Social Equity Engagement (30 participants)
- Emerging Artist Round Table (15 participants)
- Online Virtual Workshop (470 participants)

The community engagement sessions involved 659 participants, allowing the Study Team to analyze feedback from diverse perspectives. Due to ongoing COVID-19 and universal accessibility concerns, participants attended in-person and online sessions. Participants represented the public, Indiana University, venue operators, program directors, artists, emerging artists, and more.

Summary of Key Findings

- The need for more collaborative and flexible space was a common concern among the arts community stakeholders, Advisory Committee, and social equity engagement participants.
- Several participants in the arts community stakeholder session expressed concerns that existing available facilities are too small and inflexible to accommodate performances of varying sizes.

- Many participants noted that Indiana University's facilities are excellent for attending shows and performances. However, they are primarily unavailable to local artists and performance groups for use.

- Diversity and representation was a paramount goal of the arts community stakeholders. Community engagement sessions embraced the richness of Bloomington's history to understand what a new arts and culture incubator could entail. At the core of the social capital discussions stood trust and reciprocity.

- Individuals expressed the need to increase the diversity of artists and patrons. In addition to ethnic diversity, participants want arts and culture opportunities in Bloomington to include all ages; income levels; urban and rural communities; political ideologies; and partnerships between Indiana University and other Bloomington residents.

- Many stakeholders and user groups noted a scarcity of availability amongst existing venues.

- Findings from the virtual workshop revealed that the majority of people attend arts and culture events at the following venues:
  - Buskirk-Chumley Theater
  - Indiana University Auditorium
  - Waldron Arts Center
  - Eskenazi Museum of Art
  - Switchyard Park
  - Ted Jones Playhouse

- Most survey participants (55%) reported paying $25 or less to attend arts and culture events.

- The lack of creative and affordable workspaces for artists is one reason why local artists leave Bloomington.

- With the Waldron Arts Center offering limited art classes, many participants and survey respondents noted the desire to have access to classes again (i.e., pottery, glass-blowing, painting, sketching, metal smithing).

- Participants expressed interest in arts programming for K-12 students to expose children to the arts at a younger age since all-ages venues, such as The Void, are closed.

- Participants expressed interest in Indiana University and the City collaborating to offer spaces, resources, and education.

- Commonly mentioned barriers amongst participants included inaccessible price points and unavailable studio, exhibition, and performance space.

- Some participants were satisfied with Bloomington's arts and culture offerings.

- Some participants wanted additional programming, including the following space types: Makerspace; Ceramics studio; Cinema; Dance studios with sprung floors; Aerial and circus arts studio; Sound engineering studio; Photography dark rooms; Outdoor stages

- Many individuals requested a centralized calendar of events in Bloomington, unifying Indiana University campus events with non-campus events. Many artists have lost revenue opportunities due to a lack of coordinated scheduling and advertising.

- Participants expressed an interest in wanting artists and arts organizations to have sustainable business models that include viable incomes and financial support from Bloomington's government.

Community Engagement Sessions

Task II | Needs Assessment - Engagement

Community Engagement Sessions | Participating Groups

Arts Community Stakeholders

The arts community stakeholders involved 26 participants, including community representatives; local leaders; business owners; Indiana University representatives; and members of various public advisory commissions and councils.

- 26 Participants

Advisory Committee

The Advisory Committee included elected officials, Indiana University representatives; members of various commissions and councils; and stakeholders of local cultural theaters and performance organizations.

Members of this group met twice to share insight Bloomington's arts community and to provide feedback on the Study Team's initial suite of recommendations.

- John Hamilton
- Don Griffin, Jr.
- Alex Crowley
- Holly Warren
- Bryony Gomez-Palacio
- Ed Commentale
- Talisha Coppick
- Miah Michaelsen
- Erin White
- Kate Galvin
- Dan Peterson
- Jonah Crismore
- Martha Moore

Indiana University Stakeholders

The Indiana University stakeholder session was comprised of Indiana University faculty and students from a range of disciplines.

- 15 Participants

Social Equity Engagement Sessions

Social equity engagement sessions were held at the Waldron Arts Center and included a presentation and an anonymous participation component.

- 30 Participants

Emerging Artist Round Table

Round table discussion with an emerging artist group were held on July 12, 2022 on the Indiana University campus.

- 15 Participants

Online Virtual Workshop

The virtual workshop survey, conducted by the Study Team, was conducted over four weeks, from March 21 to April 17, 2022.

- 470 Participants

Task II | Needs Assessment - Engagement

Community Engagement Sessions | Participating Groups

Arts Community Stakeholders Session | March 23, 2022

Figure 64 - Community Engagement at the Convention Center

Indiana University Stakeholders Session | April 26, 2022
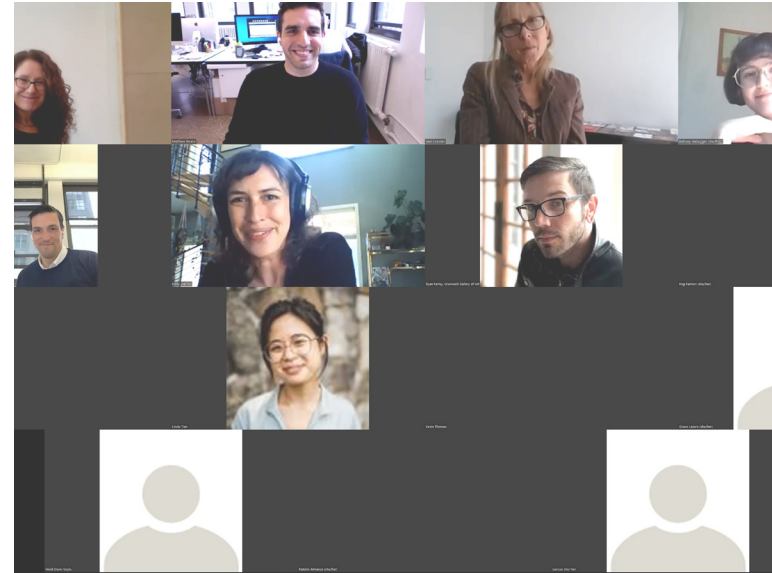
Figure 65 - Community Engagement hosted Virtually

Social Equity Engagement Session | May 3, 2022

Figure 66 - Social Equity Engagement Session at the Waldron Arts Center

Social Equity Mapping Session | May 3, 2022

Figure 67 - Social Equity Engagement Session at the Waldron Arts Center

Arts Community Stakeholders Session | July 11, 2022

Figure 68 - Community Engagement at Bloomington Public Library

Emerging Artists Round Table | July 12, 2022

Figure 69 - Community Engagement at Indiana University

Community Engagement: Stakeholder and Advisory Sessions

Task II | Needs Assessment - Engagement

Community Engagement Sessions | Stakeholder and Advisory Sessions

The engagement sessions included the following groups:

Arts Community Stakeholders	Advisory Committee	Indiana University Stakeholders	Social Equity Engagement Sessions	Online Survey Workshop	Emerging Artist Round Table

Most Frequently Discussed Topics

Representation: Need for diverse representation (age, race, socioeconomic, geographic)

Affordability: Need for affordable spaces

Collaborative: Need for collaborative spaces

Flexibility: Need for flexible spaces

Availability: Scarcity of available spaces amongst existing venues - Indiana University venues are great for attending performances but unavailable to local artists

Community Awareness: Lack of community awareness around existing programming

Talent Retention: Desire to foster population retention

Task II | Needs Assessment - Engagement

Community Engagement Sessions | Stakeholder and Advisory Sessions

Frequently Discussed Topics

The engagement sessions established a list of topics frequently discussed. Figure 70 indicates the subjects mentioned and how often they were noted in each session. The items in bold located in the right column show the three issues most frequently cited.

Topics	Arts Community Stakeholders # of mentions	Advisory Committee # of mentions	Indiana University Stakeholders # of mentions	Social Equity Engagement Sessions # of mentions	Total # of mentions
Diverse Representation					
Age/Race	5	2	1	12	20
Geographic	2	-	-	13	15
Existing Facilities (Waldron, Buskirk-Chumley Theater, Switchyard Park)					
Capacity is too small	4	1	2	3	10
Inflexible configurations	2	1	3	6	12
Difficulty finding availability	6	2	4	7	19
Communication					
Lack of community awareness	**2**	**4**	**8**	**14**	**28**
Collaborative Spaces	5	6	2	-	13
Affordable spaces	**3**	**2**	**5**	**13**	**26**
Flexible spaces	**5**	**4**	**5**	**17**	**31**
Indiana University Collaboration	4	6	8	5	23
Population Retention	2	2	4	7	15
Funding Programs	2	1	3	12	18

Figure 70 - Table of Topics Important to Community Stakeholders

Task II | Needs Assessment - Engagement

Community Engagement Sessions | Stakeholder and Advisory Sessions

New and Existing Facilities Feedback

Figure 71 represents Bloomington's most commonly voiced concerns and needs within the arts and culture community. The three columns on the left represent a desire for more affordable, flexible, and collaborative spaces. The three columns on the right concern Bloomington's existing cultural assets.

Each box represents the number of times an issue was mentioned during all stakeholder, advisory, and community engagement sessions.

■	Arts Community Stakeholders	March 23, 2022
■	Bloomington Advisory Committee	March 24, 2022
■	Indiana University Stakeholder Committee	April 26, 2022
■	Social Equity Engagement Sessions	May 3, 2022
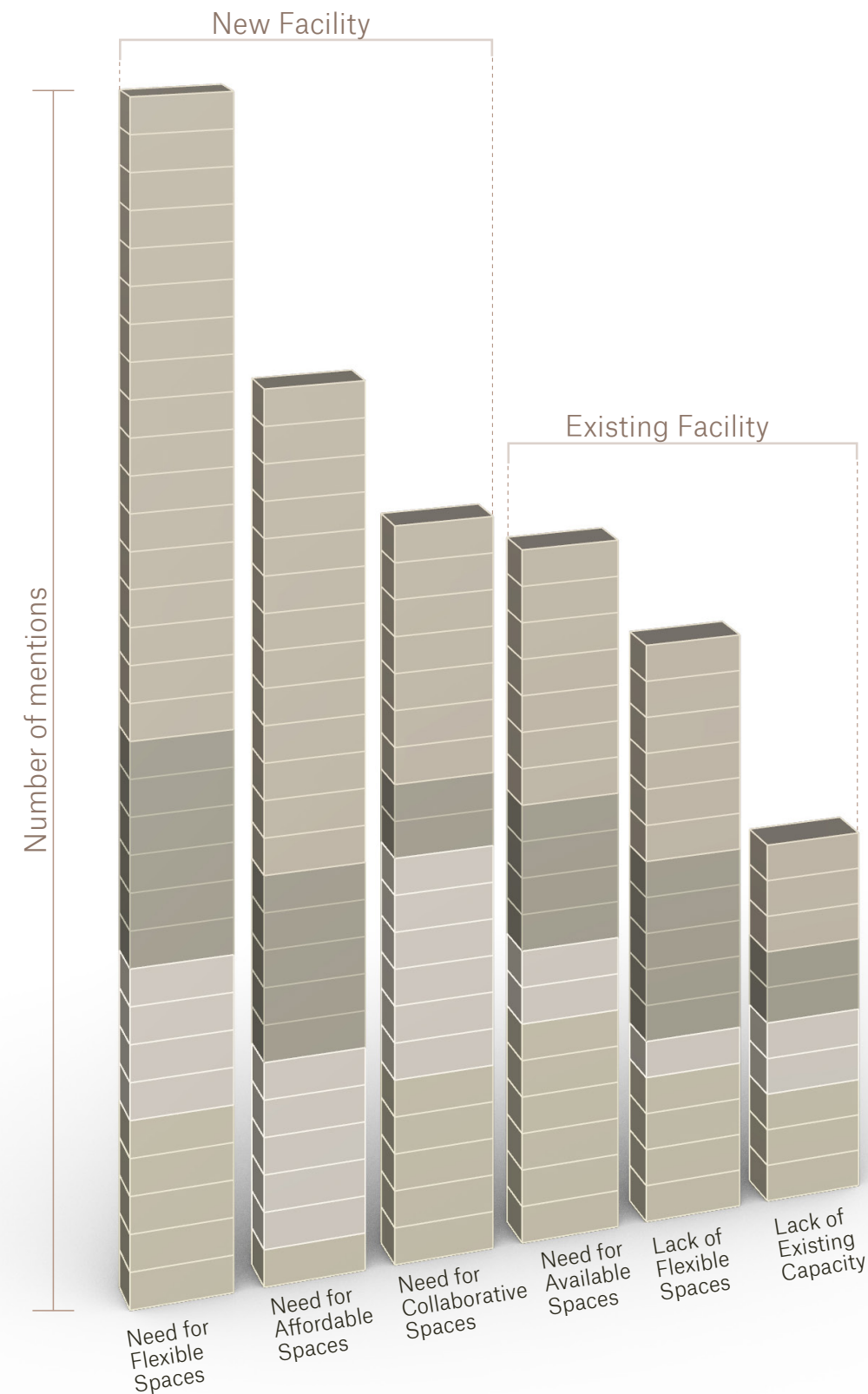
Figure 71 - Graph of Facility Needs Mentioned by Community Stakeholders

Task II | Needs Assessment - Engagement

Community Engagement Sessions | Stakeholder and Advisory Sessions

Non-Spatial Feedback

Figure 72 graphically represents non-spatial issues identified as being vital to Bloomington's arts and culture community. Each box represents the number of times a subject was mentioned during all stakeholder, advisory, and community engagement sessions.

Figure 72 - Graph of Non-Spatial Needs Mentioned by Community Stakeholders

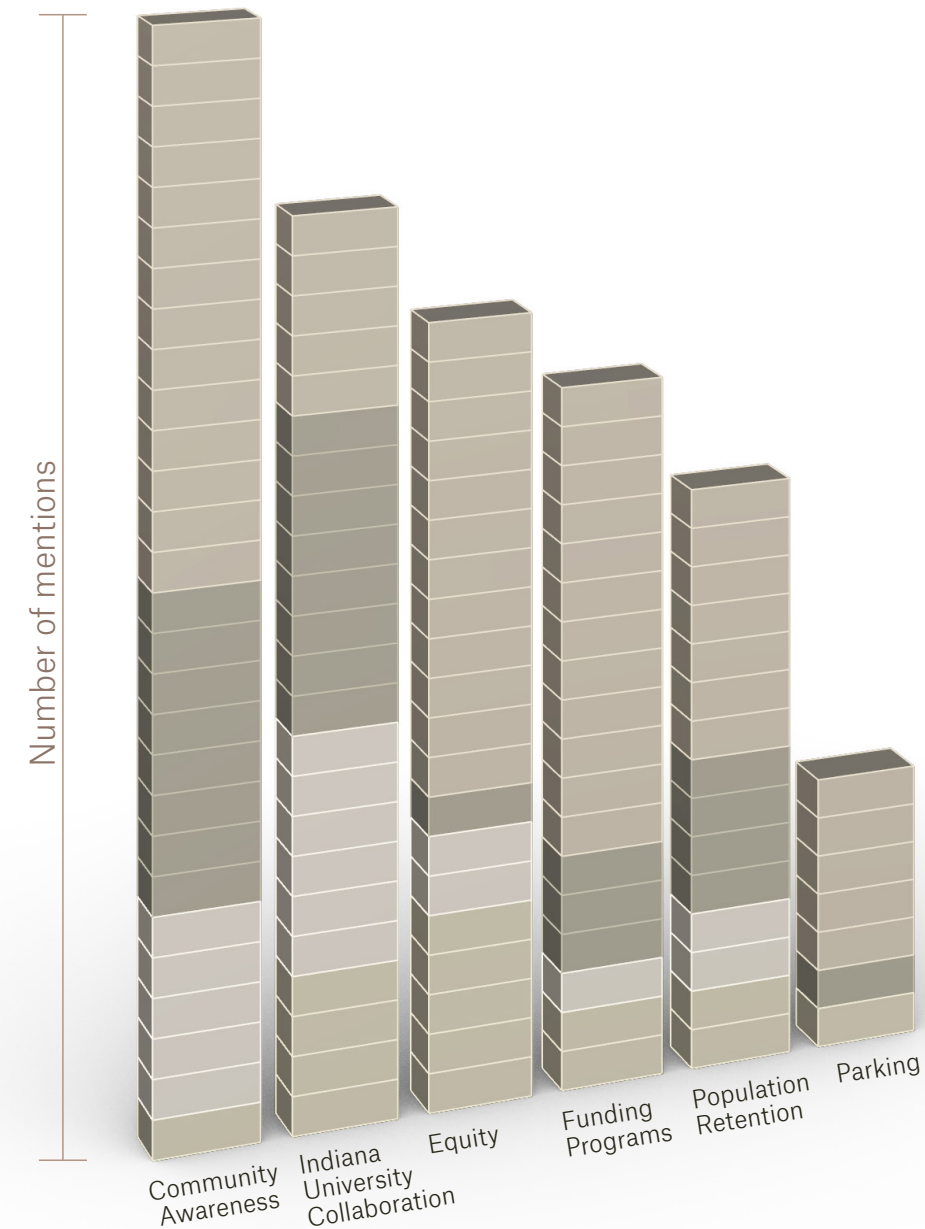|		
▢ Arts Community Stakeholders	March 23, 2022	
▢ Bloomington Advisory Committee	March 24, 2022	
▢ Indiana University Stakeholder Committee	April 26th, 2022	
▢ Social Equity Engagement Sessions	May 3, 2022	

Community Engagement: Virtual Workshop Analysis

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Virtual Workshop Analysis

The virtual workshop received 471 respondents. Seventy percent reported they are part of the arts and culture sector. The most common occupations among participants were attendee/patron; visual artist; and event producer/community organizer.

Overall the participants were satisfied with Bloomington's arts and culture sector, with 76% rating the sector a 4 or 5 on a scale of 1-5. The findings show that while most participants gave a favorable rating to the arts and culture sector, there is an appetite for continued growth.

Forty-two percent of participants reported attending 1-2 events per month, and 31% reported attending 3-5 events per month. Generally, participants are engaged with the arts in Bloomington.

The Study Team conducted a virtual workshop to collect additional community feedback about Bloomington's arts and culture. This analysis summarizes the virtual workshop and includes the following:

- Questions included in the virtual workshop
- Demographics of workshop participants
- Involvement in the arts and culture sector
- Cost of attendance
- Travel for arts and culture events
- Recommended cultural experiences for visiting friends or family
- Suggestions for more arts and culture activities and venues in Bloomington
- Success and barriers for arts and culture offerings in Bloomington
- Use of the Waldron Arts Center
- Other input

Questions Included in the Virtual Workshop

The workshop asked participants to provide contact information; organizational affiliation and position title (if applicable); and basic demographic information, including age, race, ethnicity, gender, and ZIP code.

The virtual workshop invited individuals to discuss their involvement with arts and culture and whether they participated as attendees; event promoters; producers; administrators; or educators. The workshop also asked questions about the frequency of individual participation and rating for Bloomington's overall quality of arts and culture.

Questions asked how much participants usually pay for tickets, parking, concessions, and merchandise while attending arts and culture events. The workshop prompted respondents to describe the art and cultural events they attend outside of Bloomington and how far they travel.

Next, the workshop asked participants questions to understand Bloomington's current state of arts and culture: Where do individuals take visiting friends and family for cultural events? What arts and culture activities and facilities would they like to see in Bloomington? The workshop asked individuals to describe what success looks like and what barriers to participation exist.

Finally, participants described their experience with the Waldron Arts Center and what programming they would be interested in attending at the Center.

The virtual workshop was held across four weeks, from March 21 to April 17, 2022.

471 unique participants completed the workshop.

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Demographics of Workshop Participants

The virtual workshop survey conducted by the Study Team included several questions about participants' demographic information. The pages that follow summarize the responses.

Figure 73 illustrates more than 50% of workshop participants resided in ZIP code 47401 which is the southeastern core of Bloomington. The remaining participants were located in other ZIP codes within the Bloomington market area.
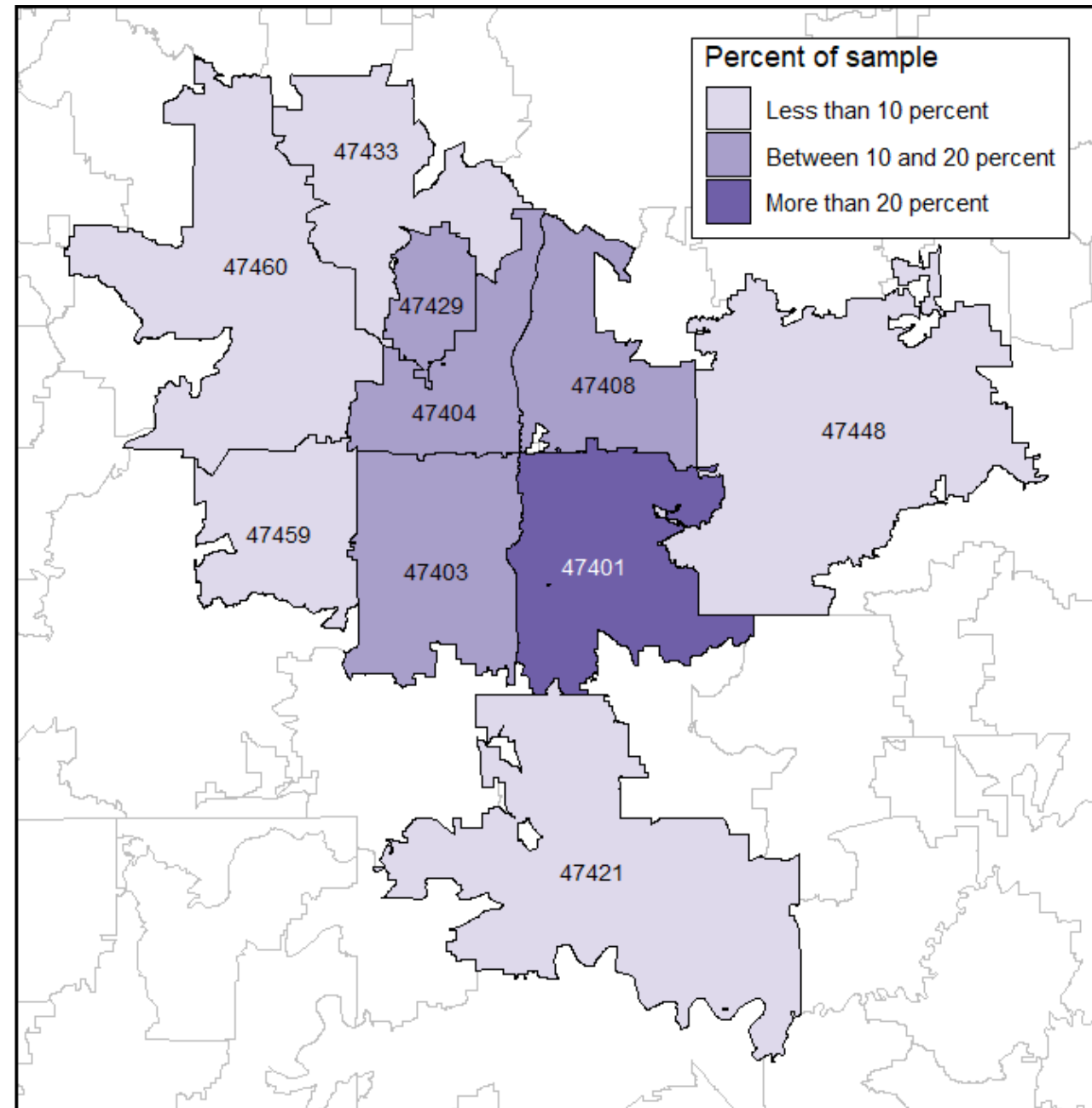
Figure 73 - Map of ZIP Codes represented in the Virtual Workshop

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Demographics of Workshop Participants: Age, Race, Ethnicity

The majority of respondents were 45 years old or older. Figure 74 presents these results.

Most respondents were white. Approximately 1% of respondents also selected "other" and then self-described their race/ethnicity. An additional 2% of participants described themselves as biracial or of mixed race, and roughly 6% preferred not to disclose their race or ethnicity. Figure 75 presents these results.
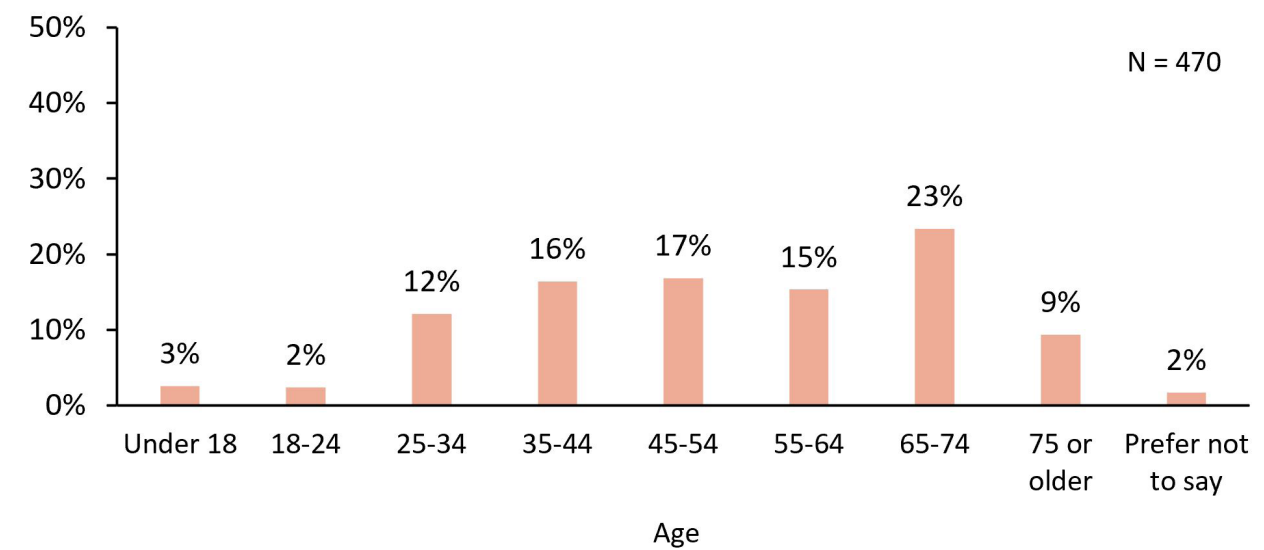
Figure 74 - Respondent age distribution, 2022
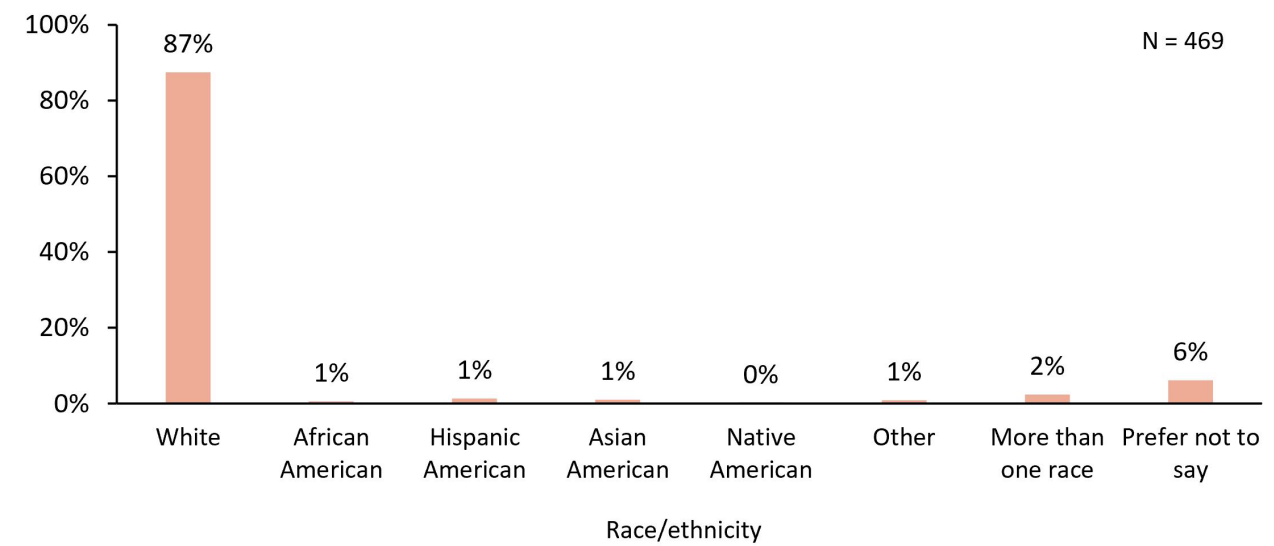
Figure 75 - Respondent race and ethnicity distribution, 2022

Note: Percentages might not add to 100 due to rounding

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Demographics of Workshop Participants: Gender

Most of the respondents who completed the survey were female. Figure 76 presents these results.
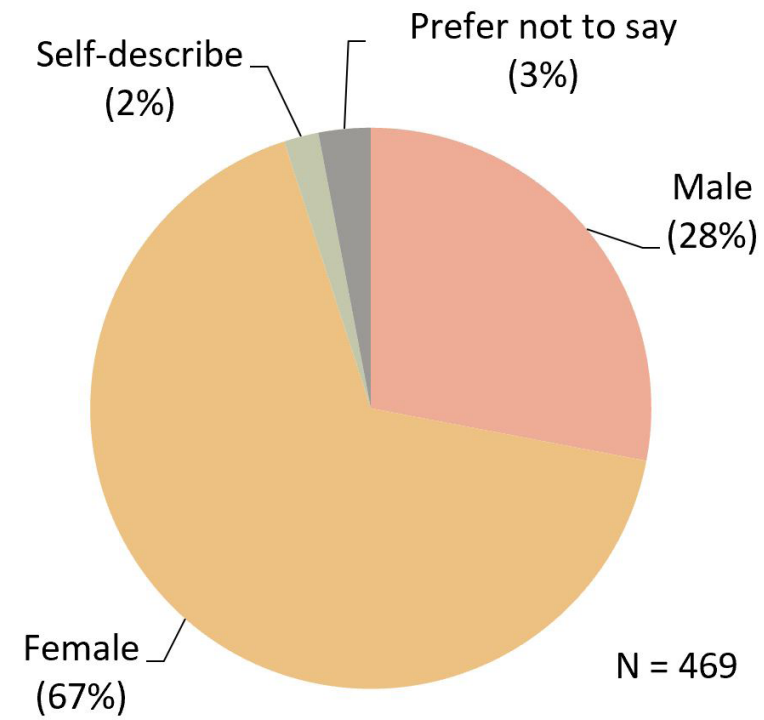
Figure 76 - Respondent gender distribution, 2022

Involvement in the Arts and Culture Sector

Almost 75% of participants reported being involved in the arts and culture sector. Figure 77 presents these results.
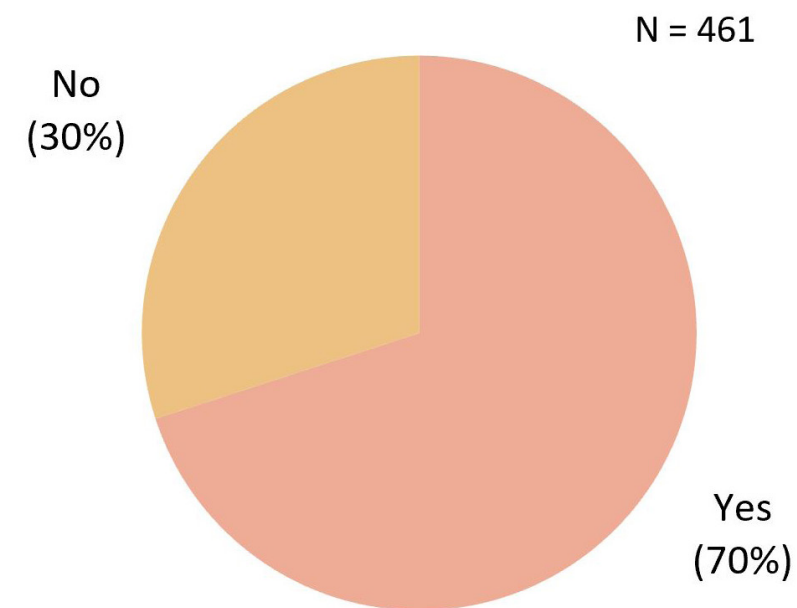
Figure 77 - Respondents' responses on whether they are involved in the arts and culture sector, 2022

Note: Percentages might not add to 100 due to rounding

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

What Forms of Arts and Culture Respondents are Involved In

Participants are involved in the following three most widely chosen forms of arts and culture:

• Attendee/patron
• Visual artist
• Event producer/community organizer

Figure 78 presents these results.
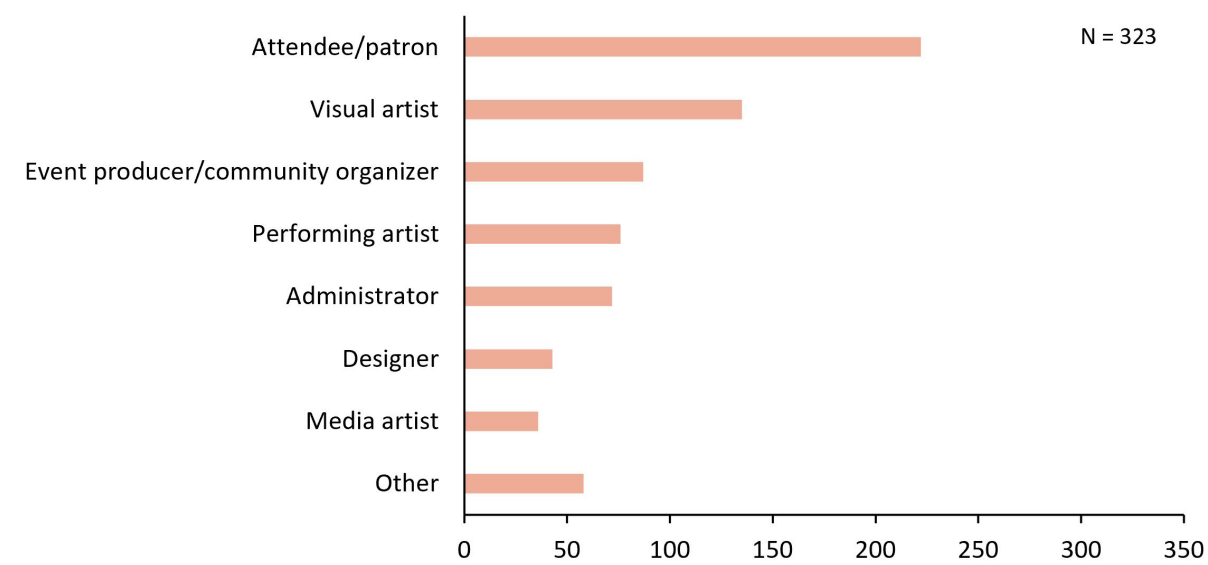
Figure 78 - Respondents' responses on what forms of arts and culture they are involved in, 2022

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Where Participants Typically Attend Arts and Culture Events in Bloomington

Participants attend arts and culture events in Bloomington at a variety of venues. Below are the three most widely chosen options:

- Buskirk-Chumley Theater
- Indiana University Auditorium
- Waldron Arts Center

Figure 79 presents these results.
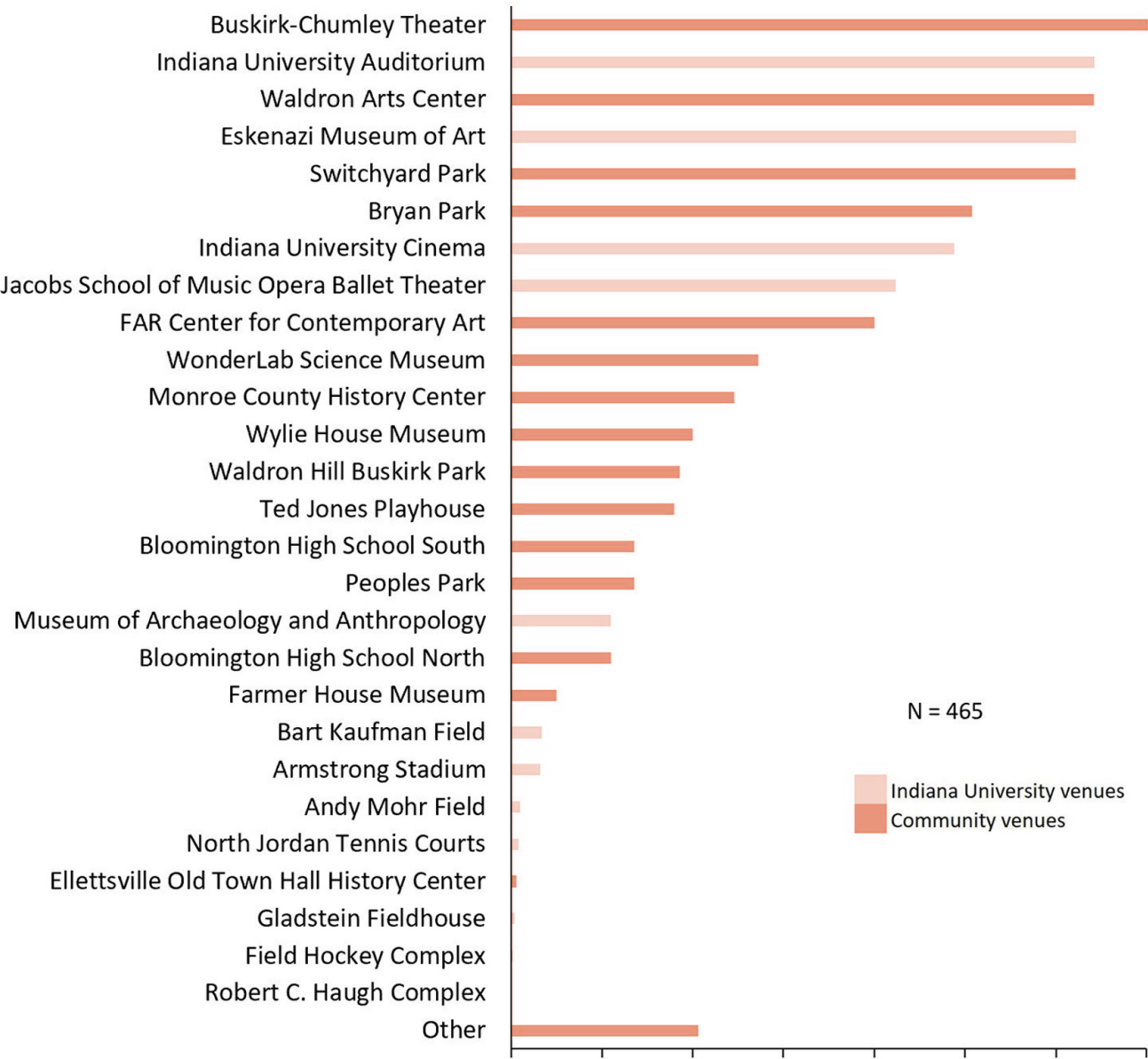
Figure 79 - Locations where participants typically attend arts and culture events in Bloomington, 2022

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Participant Rating of Arts and Culture in Bloomington

Workshop participants were asked to rate the overally quality of arts and culture in Bloomington.

Approximately 75% of those surveyed rated Bloomington's quality of arts and culture as a four or five out of five. Only 2% gave the lowest rating possible (one). The response distribution is presented in Figure 80.
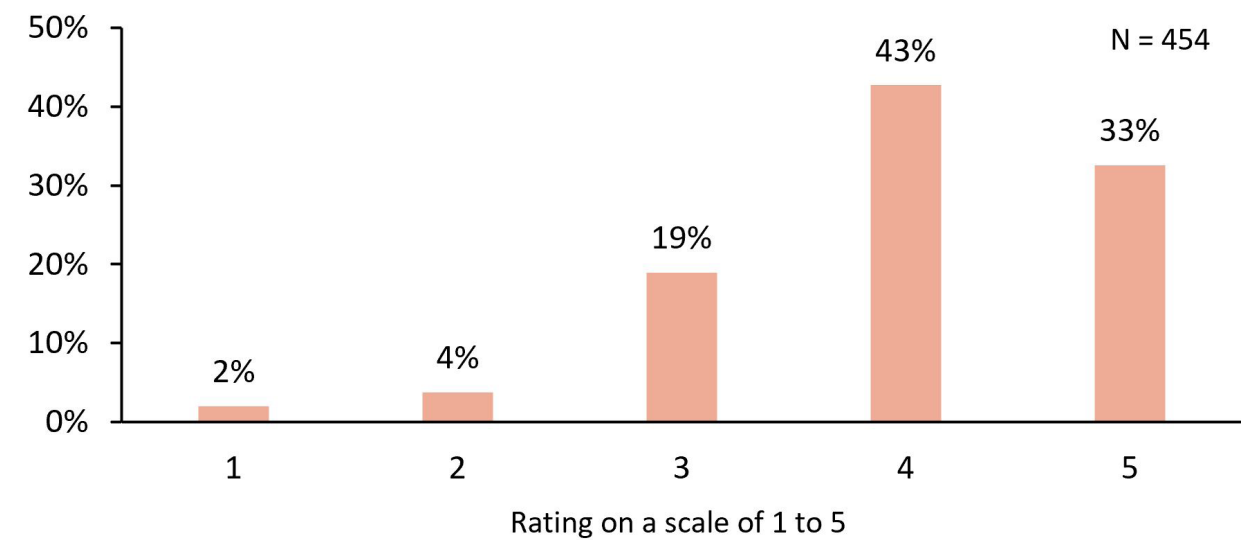
Figure 80 - Respondents' opinion on the overall quality of arts and culture in Bloomington, 2022

Arts and Culture Events or Activities Attendance in Bloomington

Most of those surveyed (59%) reported that they attend arts and culture events in Bloomington two times a month or less. The response distribution is presented in Figure 81.
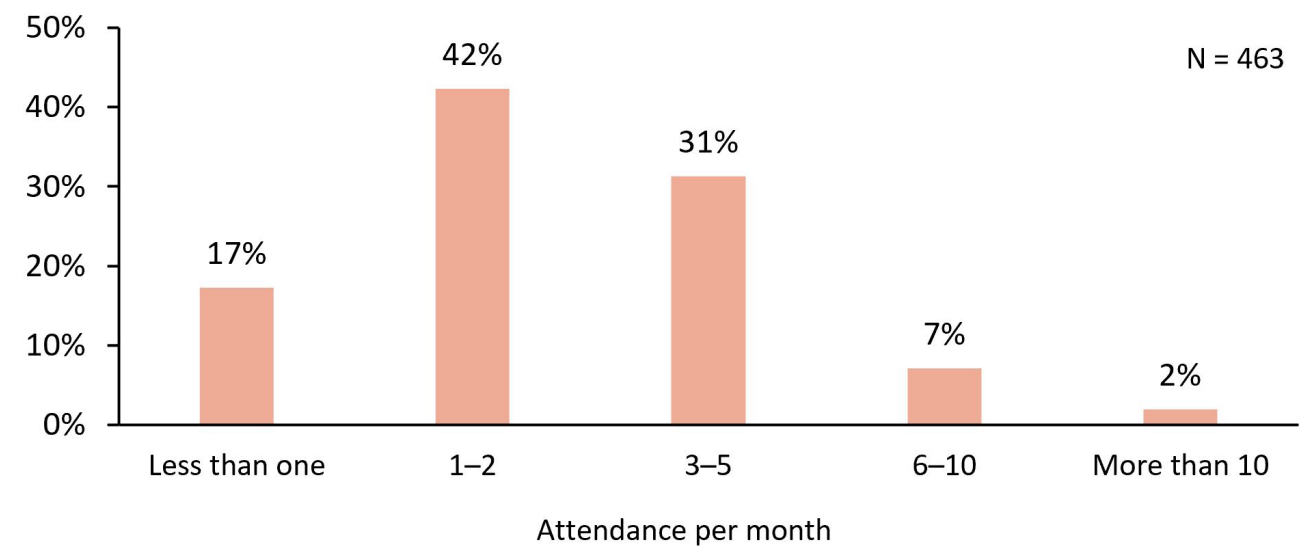
Figure 81 - Respondents' attendance of arts and culture events or activities in Bloomington, 2022

Note: Percentages might not add to 100 due to rounding

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Arts and Culture Events Attendance Outside of Bloomington

Workshop participants were asked if they frequently attend arts and culture events outside Bloomington.

A majority of those surveyed (52%) reported that they typically attend arts and culture events outside of Bloomington.

Response distribution is presented in Figure 82.

N = 463

No (48%)

Yes (52%)
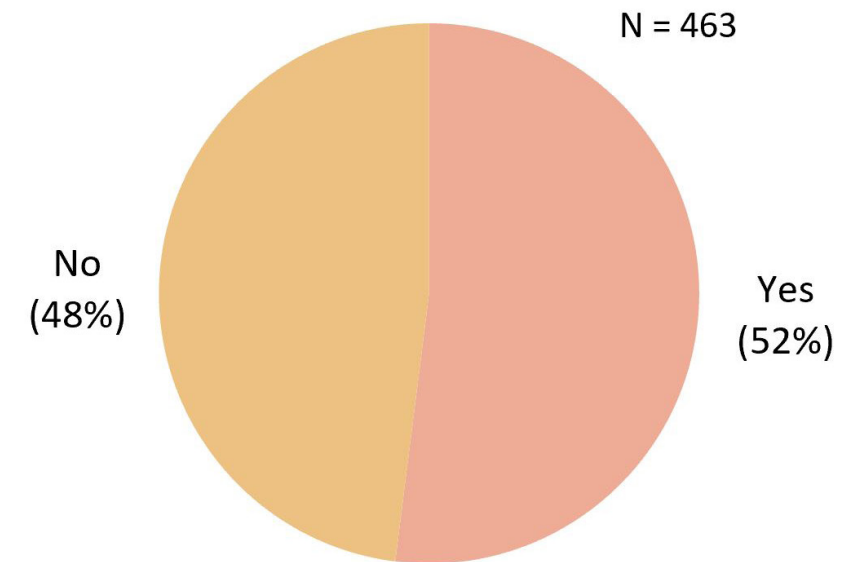
Figure 82 - Respondents' responses to whether they typically attend arts and cultural events outside of Bloomington, 2022

Note: Percentages might not add to 100 due to rounding

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Suggestions for Additional Arts and Culture Facilities

Respondents specified that arts and culture facilities need to be affordable; have regular operating hours; have sufficient water and electricity; be accessible; and have adequate parking.

- "Community spaces where it is possible to host music/art shows without breaking the bank (most of us don't have any money and the communities we often try to raise from don't have much either!)."

- "A city-run art museum with regular visiting hours."

- "Better utilization and support in the spaces we currently have - more accessible parking options."

Suggestions from Other Cities

The virtual workshop asked participants if there were any artistic or cultural activities or facilities in other cities that they would like to see in Bloomington. Among the many cities participants cited, Indianapolis, Chicago, and Carmel had representative offerings.

Indianapolis. The city was appreciated for how well it encouraged local participation in the arts.

- "Indianapolis has more artist fairs/markets, performance art, music organizations, and spaces for artists on all career levels."

- "The Indianapolis Heart Center has a lot of wonderful hands-on art opportunities for people."

- "I would like to see an arboretum like the one in Garfield Park in Indianapolis. Would love to see a combination of park and restaurant with outdoor dining."

- "Bottleworks District in Indianapolis - I would like to see the Trades District become a destination for both arts and business, the completion of architecturally consistent buildings, etc."

Chicago. The city was recognized for engaging in activities at parks and for educational opportunities.

- "Chicago used to at least put on a series of free concerts in the summer/fall, mostly I think at Grant Park."

- "Chicago has dance in the parks in the summers. It's terrific and attracts a diverse crowd in multiple parks."

- "The Chicago Mosaic School hosts visiting artists from around the world to teach workshops, has a fantastic gallery on the ground level with a large open teaching facility and art studios on the upper level. I think something of this nature but maybe for a broader visual arts audience would be fantastic in Bloomington."

- "Chicago [has] Black operated and oriented theater and art galleries, theater of the Deaf, Hispanic oriented theater [and] ethnic festivals."

- "Chicago Public library has great exhibitions."

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Suggestions from Other Cities (cont.)

Carmel. The city has enjoyable venues, outside artwork and festivals.

- "Palladium in Carmel, a multi venue complex for the arts and events."

- "We also enjoyed the activities in Midtown Plaza of Carmel, IN, that encouraged gathering and walking along the art strewn trails and streets in downtown Carmel."

- "Carmel Christkindlmarkt [has] ice skating, unique foods, and warm wines and cocoa."

In addition to the above mentioned features, virtual workshop participants also provided other items they desired in Bloomington. These included:

- Murals
- Makerspaces
- Fountains
- Busking
- Engaging more with student talent from Indiana University

The quotes below provide more details on these ideas:

- "I would say more local artists come in and paint murals on side of buildings and or under bridges, more beautiful art that will make Bloomington more colorful."

- "As I think about our other favorite places to see theater, I think one of the most important things is proximity to such things as good restaurants. Bloomington is doing pretty well with this."

- "Encouragement of a busking atmosphere - Bloomington has a deep reservoir of talent in the theater and music schools, and street performance is a staple in other cities like Asheville or Chicago. While there are certainly varying degrees of talent, live performers scattered around downtown can add a very homey feel."

- "We have this amazing school of music with some of the best cellist, violinists, and orchestral musicians in the country, yet a very large percentage of Bloomgtonians never hear or see them play. I would love to see them playing in our public parks and spaces more often. Truly a unique resource and would be a smart strategy."

- "We have the great Lotus Music Festival, but what about a jazz music festival? Or early music convention? Dance companies, small theater groups. Celebrate the young theater pre-professionals coming through Indiana University musical theater, drama, dance, and ballet."

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Travel for Arts and Culture Events

Virtual workshop participants explained that they travel to many nearby and some further away cities to attend arts and culture events. Of the 228 responses to this question, Figure 83 lists the most popular locations.

Other locations mentioned less frequently were:

- Spencer, Indiana
- Various locations in California
- St. Louis, Missouri
- Various locations in Europe (including London and Germany)

Popular Places for Cultural Events Outside of Bloomington	Number of Mentions
Indianapolis	107
Chicago	56
Louisville	31
New York City	24
Nashville, IN	17
Brown County	17

Figure 83 - Popular places to travel for arts and culture events outside of Bloomington

Arts and culture events as the primary or secondary reason for travel. Some participants specified that attending arts and culture events was only secondary to their travel plans, while others explained that attending these events was a primary reason for travel. Comments include:

- "Occasional travel, especially to major cities, offers the opportunity to attend art and culture museums, musical and theatrical performances, lectures, and art galleries. [These are] rarely the purpose of the travel, but often a complement to it."

- "It's more that as I travel, I look for opportunities. Many towns have repertory theaters, art museums, and archeology museums."

- "Whenever we travel, we visit museums or various music events. We sometimes go to Indianapolis or Chicago when an event interests us."

- "I travel to other U.S. cities for art shows and exhibitions."

- "Usually [I will travel] to Indianapolis to see a movie that is not showing in Bloomington, or to attend a concert or art show."

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Travel for Arts and Culture Events

Type of events attended during travel. Approximately 100 respondents mentioned visiting museums and galleries, with another 60 seeing concerts, and 50 attending live theater productions. Other arts and culture events mentioned less frequently include:

- Broadway shows
- Sporting events
- Dance and ballet
- Opera and symphonies
- Movies and cinemas

Several respondents mentioned traveling outside Bloomington to attend events such as Broadway and off-Broadway theater productions; a recent Van Gogh exhibition in Columbus, Ohio; state parks (McCormick, T.C. Steele, and the Plein Air Association); and gallery walks in Indianapolis.

Cost to Attend Arts and Culture Events

Workshop participants were asked how much they pay on average for admission to attend arts and culture events.

Most of those surveyed (55%) reported paying $25 or less.

Response distribution is presented in Figure 84.

N = 460

Average cost of admission	Percentage
$0–10	21%
$11–25	34%
$26–40	28%
$41–60	11%
$61–75	3%
More than $75	3%

Figure 84 - Average cost of admission when attending arts and culture activities, 2022

Note: Percentages might not add to 100 due to rounding

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Total Cost of Parking, Concessions, and Merchandise When Attending Arts and Culture Events

Workshop participants were asked, on average, how much they paid for parking, concessions, and merchandise when attending arts and culture events.

Most of those surveyed (68%) reported paying $20 or less.
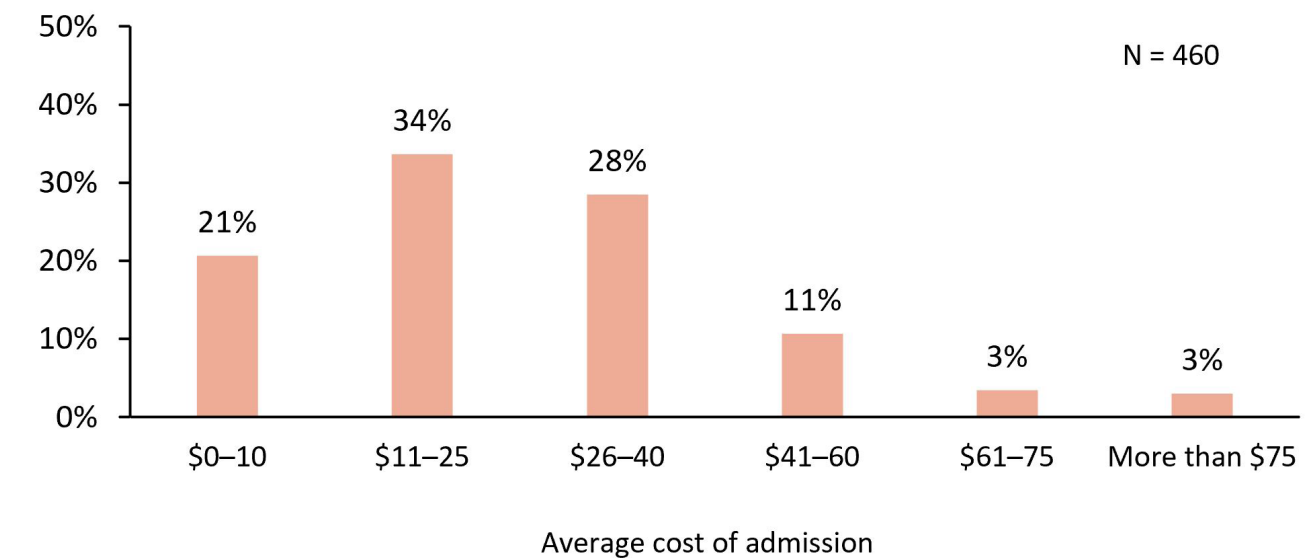
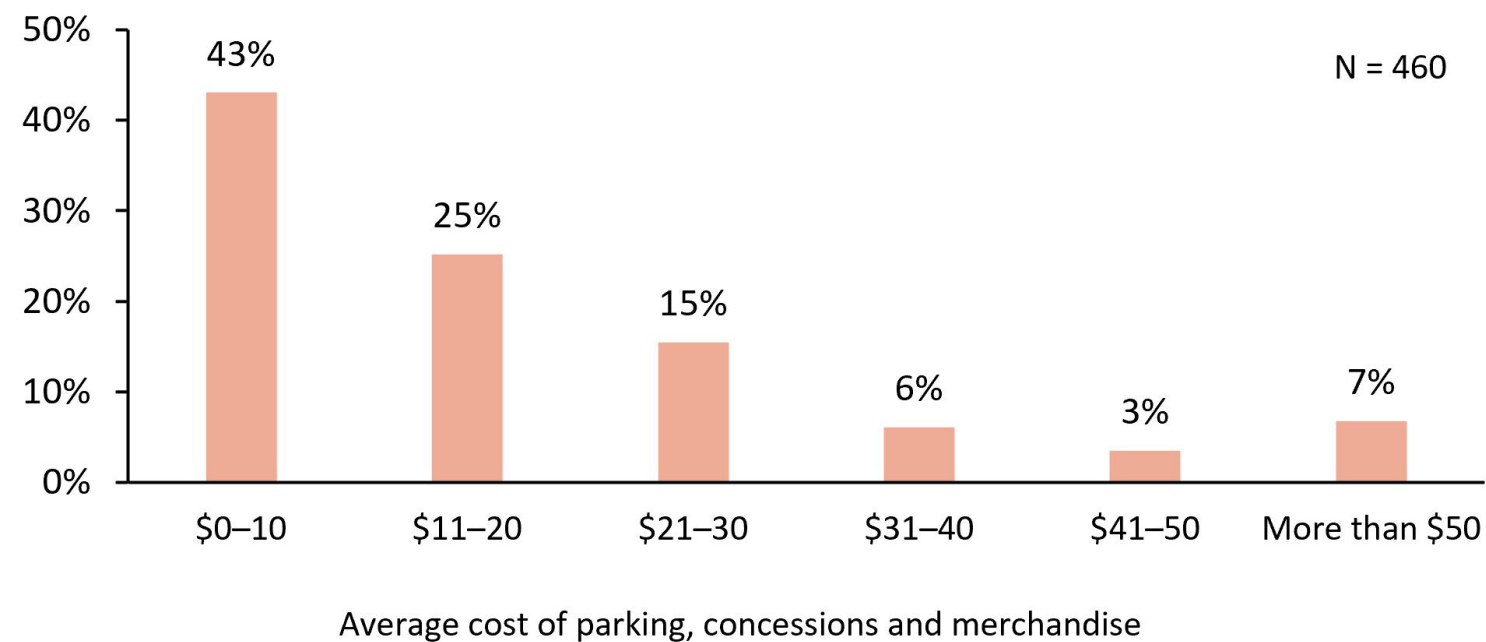Response distribution is presented in Figure 85.

Figure 85 - Average total cost of parking, concessions and merchandise when attending arts and culture activities, 2022

Note: Percentages might not add to 100 due to rounding

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Recommended Cultural Experiences for Visiting Friends or Family

To better understand current gathering spots in Bloomington, the virtual workshop asked participants where they take visitors and meet with locals.

Venue suggestions. Respondents mentioned taking visiting friends and family to arts and culture venues, regular community events, spaces for children, and outdoor areas.

Art and culture venues. Over 200 respondents mentioned Indiana University's campus and the Buskirk-Chumley Theater. The most frequently mentioned places to take visiting friends and family are shown in Figure 86.

	Number of Mentions
Indiana University	238
Buskirk-Chumley Theater	206
Eskenazi Museum of Art	88
Parks	72
Waldron Arts Center	51
Lotus Festival	50

Figure 86 - Popular places to take friends and family visiting Bloomington for a cultural experience

Participants mentioned taking friends and family to tour Indiana University's campus and to attend events at the Auditorium and Auer Hall. They also visit the art museum, cinema, opera, ballet, Musical Arts Center, and the Jacobs School of Music.

In addition to frequent mentions of the Buskirk-Chumley Theater, participants also mentioned taking visitors to the following venues:

• Eskenazi Museum of Art
• Waldron Arts Center
• FAR Center for Contemporary Arts
• WonderLab Museum of Science, Heath, and Technology

Less frequently mentioned cultural locations include the following:

• Lilly Library
• Tibetan Mongolian Buddhist Cultural Center
• Monroe County History Center

Participants also mentioned other artistic centers, such as:

• Comedy Attic
• Cardinal Stage
• Bloomington Playwrights Project
• I Fell Bloomington

Some examples of individual responses are listed below:

• "Maybe the Eskenazi Museum since I've been wanting to go as well. Live music at the [Buskirk Chumley Theater] or one of the bars. Walk around Downtown or on campus."

• "Anywhere Cardinal [Theater Company] is presenting. Buskirk-Chumley [Theater] depending on what is being presented. Auer Hall and the [Musical Arts Center at Indiana University] depending on what is being presented. The downtown and Kirkwood art galleries. Monroe County History Center. Any of the many ethnic restaurants in Bloomington. Tour Indiana University campus architecture. Tour Courthouse Square and a trip down Kirkwood."

• "The Pottery House for creating clay works. The Bloominglabs Makerspace or Brown County Forge if the dates line up with workshops. I've 'dragged' family along to drag shows as well."

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Recommended Cultural Experiences for Visiting Friends or Family (cont.)

Other community events. Next to arts and culture venues, participants mentioned wanting to share regular community events with visitors. Approximately 50 people said they have taken visitors to the Lotus Festival. Participants also wanted to bring friends and family to the following recurring events:

- First Thursdays at Indiana University
- Gallery Walk in downtown Bloomington
- Fourth Street Arts Festival

Virtual workshop participants also mentioned several restaurants, bars and galleries on Fourth Street and Kirkwood Avenue.

- "If I were trying to get friends and family to Bloomington for one event, it would be the Lotus Festival."

- "Art gallery walk, Art on the Square, Fourth Street Arts Festival, Lotus Festival, the Indiana University Auditorium, or events at the farmers market area."

- "First and foremost, Honky Tonk night at the Blockhouse Bar (favorite event so far)."

- "I enjoy outdoor venues that serve the arts. For example, Lotus World Music Festival and Fourth Street Festival of the Arts."

Children. Some participants sought out spaces to bring children.

- "WonderLab and Monroe County History Center if with kids."

- "[I] love doing free music in the park. I have little kids and they need space to roam."

Other outside spaces. Finally, over 70 participants mentioned taking visitors to the parks in and around Bloomington, notably Switchyard Park and Bryan Park. Participants spoke of enjoying outdoor movies, plays, and music, and some participants said they enjoy state parks and Lake Monroe for hiking. In addition, participants enjoyed the B-Line Trail and the Farmers' Markets.

- "[I take visitors to] state parks within an hour's drive."

- "Concerts at Switchyard Park, Bryan Park, or Third Street Park."

Current gathering spaces. When asked where people currently gather in Bloomington, over 200 people mentioned parks, and over 150 mentioned restaurants and bars in downtown Bloomington.

Parks. Sixty people recommended Switchyard Park, and 30 people suggested Bryan Park. These were the two most popular parks mentioned, but other outdoor spaces were:

- Dunn Meadow
- Third Street Park
- People's Park
- Seminary Park
- Butler Park
- Upper and Lower Cascades Parks

Participants also mentioned sport complexes such as:

- Simon Skjodt Assembly Hall
- Memorial Stadium
- Karst Farm soccer fields

Some examples of individual comments are below:

- "Parks and outdoor venues that do not charge admission."

- "Switchyard Park … [is one of] the best 'community' space[s] that opens the opportunity to make eye contact and start a conversation. Benches are in close proximity to each other and [there are] tables. Farmers' market space along B-Line is under used."

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Recommended Cultural Experiences for Visiting Friends or Family (cont.)

Downtown. Many participants mentioned attending Indiana University events such as music and sports. Others mentioned gathering in downtown Bloomington in the following areas:

• Courthouse Square
• Kirkwood Avenue
• Fourth Street

These downtown Bloomington locations had farmers' markets, festivals, and Gallery Walk venues. Favorite restaurants and bars for gatherings were Blockhouse Bar and The Bishop Bar, as well as various breweries, clubs, and coffeehouses.

• "Mostly downtown because that is where most arts and culture venues are located."

• "Various places on the square, honestly restaurants and bars have a stronger gathering pull."

• "Everywhere, especially coffee shops and restaurants. [The] library is popular as are the bars. Sporting events attract a huge crowd."

Walkways and parking. Some participants said they prefer to gather in more pedestrian-friendly places or have easy parking.

• "Downtown, especially off of Kirkwood when it was more pedestrian friendly with limited car access…. I've noticed increased foot traffic in places connected to the B-Line trail."

• "The Courthouse Square is nice when roads are closed for events (Lighting of the Square, Lotus Festival, etc.) but otherwise is unappealing. Kirkwood is nicer now that the road is regularly closed. Bryan Park is great. Switchyard Park is great. I wouldn't say that Bloomington has one central gathering spot and it's getting large enough that might not be an appropriate goal."

Concerns. Some participants also had complaints about or suggestions to improve outside gathering places.

• "We need more gathering places and parks on the east side of town."

• "Homeless gather in the parks so they are unappealing to a lot of residents. College students gather in bars or wherever the party is so really the locals gather nowhere."

• "That's the thing. There aren't a lot of places to hang out with adults (non Indiana University related). It would be great to see more spaces to do things in the winter (the kids have the library and WonderLab but there are limited spaces for adults to be indoors together)."

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Suggestions for Additional Arts and Culture Activities

After asking virtual workshop participants where they currently gather and take visitors, the Study Team asked respondents what additional events and venues they would like to have in Bloomington. Some individuals explained why they felt Bloomington did not need different activities or spaces. In contrast, others made specific requests to increase offerings. These requests included particular art forms, audiences, and event structures.

No additional activities wanted. Some participants did not wish for additional events. Approximately 20 respondents mentioned being already satisfied with arts and culture activities currently available in Bloomington.

- "Already have everything anyone could ask for."

- "I think the offerings are adequate for the size of the city."

- "I think the balance is quite good just as it is."

Approximately 10 participants specifically requested no more additional activities. They voiced concerns about reserving resources to help the viability of current artists and venues, oversaturation of the market, and duplication of offerings at Indiana University.

- "We have enough arts and culture activities. The audience is fairly limited and adding more activities would not help."

- "I'm not sure that there's a specific void in terms of discipline or medium. But there are barriers to entry (expense, relationship access, general awareness of resources)

for emerging artists, independent promoters, and arts organizations operating without permanent facilities."

- "On any given day, I could experience a local film festival, live music, arts and craft fairs, operas, art and historical museums, opera, theater, comedy, etc. I don't think Bloomington is lacking any kind of event; they may just need more support with continual visibility on all the wonderful things that are happening."

- "We don't need more activities- We need a center to house them. Sure, I would like bigger name artists to appear here occasionally– but that is what Indiana University Auditorium does."

- "I'm not very interested in the arts. I decided to fill out this questionnaire because I think the whole idea is misguided. There are many things that need worked on after the pandemic, but the arts are not one of them."

More additional activities wanted. Many respondents requested adding specific arts and culture events. Responses also detailed specific art forms, audiences, and event structures for delivering these activities.

Art forms. When discussing other arts and culture activities in Bloomington, virtual workshop participants expressed a desire to see more live music; visual and material art; dance; movies; live theater; lectures; and open-mic events.

Music. Several individuals reported enjoying the Lotus Festival and requested more yearly musical festivals. Others asked for various music genres, including rock and roll; hip hop; R&B; soul; rap; pop; punk; electronica; Indie rock; metal; and contemporary jazz. A few people requested more buskers and street musicians.

- "Music festivals. Lotus is nice, but it's one weekend."

- "Live music - genres beyond what Indiana University offers - blues, world music, rock, indie, Latin."

- "Music events highlighting, R&B, Soul, or Jazz."

- "I would like to see more venues to present the many superb local musicians, who are celebrated nationwide yet can't get a gig at home."

- "Gathering places for mature folk who still like original and dance music, like Player's Pub."

- "Public outdoor stages with electric outlets for local musicians to put on performances. Stages near food vendors to share the crowd. Food and drinks paired with live music and dance."

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Suggestions for Additional Arts and Culture Activities (cont.)

Art. Many participants requested additional visual art offerings in Bloomington. There were several requests to have more murals throughout the city. There were also requests for other art mediums, such as ceramics; pottery; cooking; and painting.

- "I'd like there to be more visual art shows and opportunities."

- "More mural work, I think bringing art outside would be cool."

- "More public art - murals made by community members working together."

- "[I] would love to see a cooperative clay studio (I believe there used to be one) and more teaching facilities (like woodworking and ceramics and painting/drawing)."

- "More workshops hosted by makers (metal smithing classes, glass blowing classes, pottery classes)."

Dance. Some people asked for more music and street festivals with live music for dancing and places to dance at the parks. Six participants specifically asked for dance spaces with sprung floors to be safer for dancers.

- "More Festivals like the Bloomington Jazz where the audience can dance."

- "More dance!! Performance by Indiana University students or professional companies. We don't get enough dance. Lots of music and theater, too little dance."

- "A large dance venue with an actual sprung wood floor and stage for live music."

- "Dance venues for adult lessons and open dances"

Movies. A few individuals requested more film festivals; foreign and independent films; specialty cinemas; and summertime movies in the parks.

- "More film (shout out to Cicada Cinema)."

- "Better movie theaters, showing a more diverse selection of titles."

- "A real indie movie theater would be great!"

- "More good local restaurants tied to arts/culture amenities. [I] would love to see a downtown multipurpose movie theater with food/ drinks, comfy seats, etc. and hands on fun like duckpin bowling, etc. Perhaps like the living room/PINS in Bottleworks in [Indianapolis] but more tied to the arts amenities."

- "... I don't know if there is any hope left for the east side cinema but going to the movies is such a wonderful American tradition that's affordable (and for the most part wholesome) for families and folks of all income levels."

- "Combination restaurant & movie theater."

Live theater. Some respondents requested more theater performances in Bloomington.

- "More plays and productions at the Waldron and more outside concerts and plays."

- "More plays at an affordable venue."

- "Live theater Broadway tours."

- "Musical theater."

- "A medium-sized theater [with] a flexible space that can showcase various disciplines at once or in turn."

- "Theater with 21st century technology, rehearsal space, concessions area, lobby, meeting rooms and reception areas, kitchen."

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Suggestions for Additional Arts and Culture Activities (cont.)

Spoken word. Several people asked for speakers; lectures; comedy events; and open-mic poetry.

- "More actual open mic nights. If someone wanted to practice performing for smaller crowds, get over performance jitters … there are almost no places for that to happen."

- "I really don't need or want anything more except opportunities for more educational opportunities - lectures and stuff."

- "Wine tastings, art shows, authors and speakers. Why are we not on the route for cookbook authors or novelists?"

Audiences. In addition to specific art mediums, virtual workshop participants identified specific audiences that wanted to be reached by arts and culture offerings in Bloomington.

Children. Some participants asked for more activities for children.

- "Circus acts (human acrobats, not animals). Children-friendly activities."

- "Art installations and other public programs that are accessible for children and families."

- "Theater and performance for kids (early hours, accessible venue, outdoor preference)."

- "More activities programmed by and for younger creatives."

Teenagers. Several individuals requested more spaces for teenagers to gather.

- "More interactive options for teens."

- "[There are] too few [places] where teenagers could get together."

- "Make it more amenable to meet up with teenagers at an event or venue, to incentivize them to attend as well."

Adults and senior citizens. Some participants asked for more activities geared toward adult education and senior citizens.

- "More continuing arts education for adults - fine arts, performing arts, fiber arts, ceramics, etc. Opportunities to learn new things!"

- "More arts activities for low income children and retirees."

- "More dance! All ages, with an outreach to senior citizen performances."

Underrepresented groups. Several participants requested more activities for the LGBTQ community; women; and people of color. These participants stressed that more representation would help them feel comfortable and welcomed in Bloomington's arts and culture scene.

- "More dance parties geared toward younger LGBTQ, more black & brown artists across the board."

- "More queer creative spaces and creative spaces run by [people of color]."

- "More queer, disabled, and [people of color] spaces."

- "More focus on LGBTQ+, BIPOC, Native, etc art/culture events."

- "More Native American and Black American themed art exhibitions, plays, dances."

- "More events to uplift people of color, queer and trans folks and under served populations."

Event structure. In addition to the types of arts and culture activities in Bloomington, participants also suggested specific logistical changes that would make these activities accessible to wider audiences.

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Suggestions for Additional Arts and Culture Activities (cont.)

Interactive. Respondents described specific ways in which they wanted additional activities to be interactive.

- "I would like more arts and culture activities focused on instruction or creation, rather than observation or purchase. It's possible these already exist but I am simply unaware of them."

- "More music with dance space. More opportunities for community music making and dancing, i.e. less performance and more participation."

- "More visual art. More hands-on art. More interactive art. More public visual art."

- "Spaces for visual artists and patrons to interact."

Family friendly. Several participants provided specific suggestions for making activities accessible and welcoming to families with children.

- "More child-focused programming earlier in the day; matinee films or concerts that start before 7pm."

- "Arts and culture activities readily available to kids at the Boys & Girls Clubs and the Banneker Center; really accessible arts classes for children (low cost) that art and music teachers promote at the schools; participatory parades; B-line activities; farmers market activities at the different sites."

- "Free, alcohol-free, outdoor dance parties. Community-led parades with skates and bikes and mini floats made by neighbors."

Cost. Some participants explained that cost can be a barrier to participation.

- "I love the events here, but it can often feel exclusionary or elitist when there's a barrier to entry either as a guest or a booth (high entrance ticket fees, high booth rental, or wares at high price points)."

- "Small pop-up street festivals with local artists and musicians–low barrier to organize."

- "Arts education...art and theater summer camps that are affordable."

Streets, trails and parks. Many individuals noted that outside art allowed for more participation and enjoyment and removed associated cost barriers.

- "I really love seeing the murals in town, even if I don't have time to slow down and appreciate them, they definitely add some life to an otherwise boring walk around."

- "Street performers like Asheville NC ... great performers every few blocks."

- "We would like to see art along the trails in town. Ultimately it could have outdoor art installations made of natural materials to increase appreciation for the art of nature."

- "I'd like to see more musical or theater performances at all of the park stages. I'd also like to see Switchyard being used more. It would be nice if there were some commercial businesses there to offer food, drinks, crafts, art, etc."

- "The summer concerts and movies in the parks are great but for much of the year, these are not available. I'd like more music and art in the winter months."

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Suggestions for Additional Arts and Culture Activities (cont.)

The workshop asked participants what new facilities they might recommend for arts and culture activities in Bloomington. Some participants did not see a need for new facilities, and others felt the need for specific new or renovated spaces. The virtual workshop also asked respondents to describe any activities or venues available in other cities they would like to see in Bloomington.

No need for additional facilities. Many respondents did not see a need for additional facilities. They cited an already saturated market; irresponsible use of tax dollars; and existing facilities that could be better maintained. Several people specifically noted that the Waldron Arts Center or the Buskirk-Chumley Theater, if adequately funded and managed, could meet the needs of arts and culture activities.

- "Invest in the facilities we have … Waldron Theater [is] decades behind in resources used in contemporary theater, [Buskirk-Chumley Theater] hasn't been upgraded since its opening in the early 90's, [Ted Jones Playhouse] needs a renovation that makes it safer for technicians to service a production. Seating is cramped with limited accessibility."

- "I would really like to see the Waldron Arts Center fully up and running with classes, music, theater, and art exhibits!"

- "[I] would love a big museum, but Bloomington isn't big enough."

- "I think Bloomington is adequately saturated. I'd love to see more live music/theater venues in town, but I don't think the local economy could support it."

- "I think Bloomington has many already. The new Switchyard Park venues seem wonderful."

Suggestions for additional facilities. Many participants suggested a need for new facilities. Mostly, individuals requested new classroom space and studio space. Some also asked for new performance and display venues.

Many participants asked for an arts center that included low-rent studio spaces; classrooms; galleries; art supply stores; storage; and various-sized performance spaces. Several individuals asked for these performance spaces to seat between 200 and 400 people. However, a few respondents noted that the Waldron Arts Center could meet this need.

- "We need a good mid-size (200-400) audience venue for musical performances. The Waldron auditorium is a prime example. Open it back up."

- "Medium-size performance venue (200-400 seats), available to community groups at reasonable rental rates. The [Buskirk-Chumley Theater] does not meet this need."

- "I believe we have sufficient space if Waldron is supported long-term."

Other participants asked for specific creative spaces. These requests included spaces for:

- Makerspace
- Ceramic studio
- Cinema
- Dance studios with sprung floors
- Aerial and circus arts studio
- Sound and video engineering studio
- Photography dark rooms
- Open air outdoor stages at existing parks

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Definitions of Success for Arts and Culture Offerings in Bloomington

The virtual workshop asked participants to describe the success of arts and culture offerings in Bloomington. Individuals responded that deliberate efforts to increase funding; diversity; marketing; and facilities would bring about success.

Funding. Respondents explained that they wanted artists and art organizations to have sustainable business models that included viable incomes and financial support from the government.

- "Sufficient attendance to support the organization and sufficient public and government support to sustain the organization."

- "Organizations without financial worries that are able to use their energies on creative activities."

- "Creating an environment in which a career as a fine or performing artist is economically viable and respected as a valuable contribution to society."

Diversity. Individuals expressed the need to increase the diversity of artists and patrons. In addition to ethnic diversity, participants wanted arts and culture opportunities in Bloomington to include all ages; income levels; urban and rural communities; political ideologies; and more partnerships between Indiana University and other Bloomington residents.

- "Inviting marginalized people inn—as audiences and as artists—will do wonders for the community."

- "There needs to be much more diversity in the art that is shown throughout galleries and cafes in Bloomington."

- "… a definition of diversity that includes the whole of our community on both sides of the political spectrum …."

- "Success would be a thriving arts scene, celebrating all demographic groups within the city."

Marketing and facilities. Respondents explained that gathering a more diverse audience required improvements to communication efforts to promote and raise awareness of events.

- "Success would include a schedule of affordable events for various audiences, including: families, seniors, students, young singles/couples, middle aged adults, various cultural exchanges, etc. Everyone should feel like our city's venues have something for them - to maximize use and participation."

- For me, success would be having facilities available to accommodate all the arts so that the community can enjoy what this town has to offer. But also, the community needs to better serve the many artists that live and work here. Success would be venues to support their work."

- "… success can be gauged by how many new people and young artists are involved in the arts."

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Current Barriers for Arts and Culture Offerings in Bloomington

The workshop asked participants about barriers to participate in arts and culture activities in Bloomington. Respondents noted possible solutions regarding transportation issues; marketing issues; and venue issues.

Parking and public transportation. Many individuals mentioned parking downtown and on Indiana University's campus was challenging to navigate and expensive. Others noted that a downtown shuttle service would make events more accessible to senior citizens and those unwilling or unable to drive.

- "You seem to be making it hard for the seniors in the town to be able to attend because of the walking & not convenient parking. It would be nice to have shuttles downtown."

- "When there are big events and festivals, I would love to see a hop on hop off shuttle operating around the downtown area and out to lots/garages that may be a little further out. This could reduce traffic in the area and increase access."

- "Travel is hard for some folks, especially parking downtown."

- "Even if you offer free events in this town, parking is an issue if people have to pay or have to park far away from the venue."

- "Limited and expensive parking."

- "Lack of access to public transportation."

- "I know not everyone can bike/walk to arts facilities, but many more could. I hope things going forward focus on the land use and transportation connection (urban planning) to the arts rather than a focus on car parking."

Marketing. Several individuals requested a centralized calendar of events in Bloomington. They asked for a calendar that unifies campus and non-campus events. Many artists lose revenue opportunities due to a lack of coordinated scheduling and advertising.

- "Lack of centralized ticketing and promotion."

- "Communication... even as a person who is fairly online, it is often hard to find out about events until just before they happen."

- "Most people just don't seem to know about events! I've brought people (who have been here for years) to gallery walks and had no idea about them! The main thing is outreach it seems."

- "Strictly from the consumer's viewpoint, parking, and lack of reliable advance notice."

- "Honestly, sometimes it seems like there is so much going on that it can feel overwhelming to try to keep up with it all, so I just don't do any of it."

Venues. Commonly mentioned barriers to access included inaccessible price points and the lack of availability of studio, exhibition, and performance space.

- "Available workspace and collaborative spaces."

- "Limited workspace and workshops in town due to high rent."

- "Not enough venues for visual arts shows."

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Current Barriers for Art and Cultural Offerings in Bloomington

Elitism. Some participants noted that Bloomington's arts and culture offerings are perceived as being exclusive to specific societal sectors. For example, rural and low-income community members and emerging artists sometimes struggle to feel welcome.

- "There's this idea that only arts & culture are in the 'urban' or city part of Bloomington. We need to do more to connect our rural neighbors with opportunities…"

- "Stereotype that arts and cultural activities are just for upper middle and higher income people."

- "People not feeling like it's 'their' kind of place or like the event is welcoming to their demographic (attitudes of event organizers can feel very exclusionary)."

- "[As a beginner artist] I don't feel comfortable trying to participate in the art scene …. Something more low-key and easier to get involved in would give me more incentive to see if there was any public interest in what I was doing."

Coordination with Indiana University. Several respondents expressed the desire for more integration between the City of Bloomington and Indiana University for parking and art and cultural events.

- "Success here is a racially and socioeconomically diverse range of art communities that excel in their specialties, operate independently, but collaborate willingly. The Indiana University -Bloomington gap needs to be bridged by the arts to make this happen too!"

- "Integration of Indiana University events and programs with community involvement."

- "Need better coordination with Indiana University."

- "Events that attract both Bloomington residents and Indiana University students equally."

- "As an Indiana University student, I feel as though many of the things I hear about are isolated to certain groups or those who are in the know …. Social media could be a good remedy for this."

- "Parking, maybe especially on Indiana University campus, totally confusing (I have a parking pass, but can't imagine negotiating parking as a civilian)."

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Attendance of Events or Activities at the Waldron Arts Center

The workshop asked participants if they had attended an event or activity at the Waldron Arts Center.

A majority of those surveyed (87%) reported yes.

Response distribution is presented in Figure 87.

Figure 87 - Response to whether participants have attended events or activities at the Waldron Arts Center, 2022

Types of Arts and Culture Programming Participants Have Attended at the Waldron Arts Center

Workshop participants were asked: "What arts and culture programming have you attended at the Waldron Arts Center?"

The three most widely chosen options included the following:

• Theater performances
• Art gallery openings
• Established artist performances or gallery shows
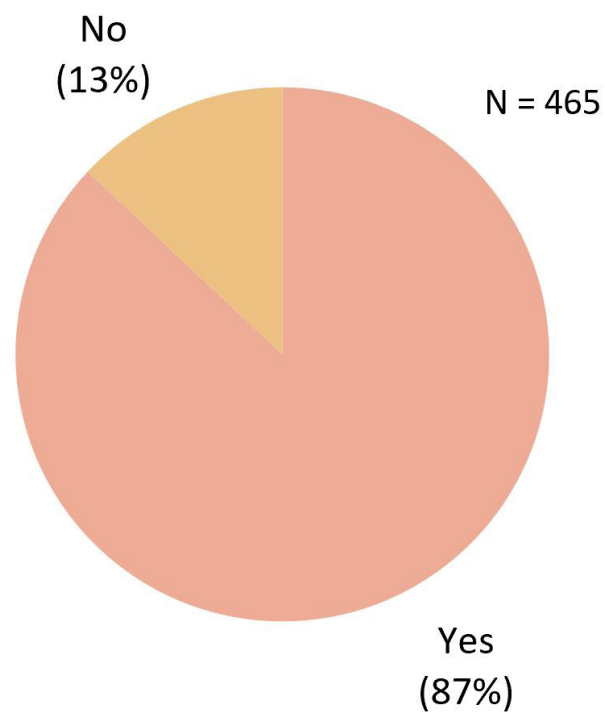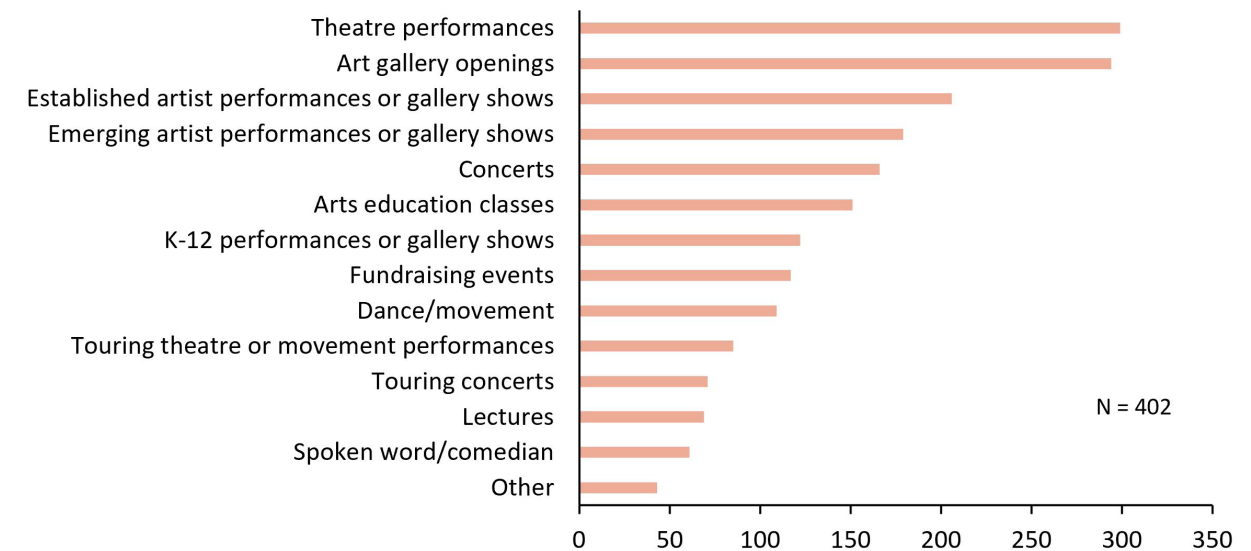
Figure 88 presents these results.

Figure 88 - Response to whether participants have attended events or activities at the Waldron Arts Center, 2022

Note: Percentages might not add to 100 due to rounding

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Types of Arts and Culture Programming Participants Would Like to See Offered at the Waldron Arts Center

Workshop participants were asked: "What arts and culture programming would you like to see offered at the Waldron Arts Center?"

The three most widely chosen options included the following:

- Theater performances
- Art gallery openings
- Emerging artist performances or gallery shows

Figure 89 presents the results.

Additional Input

The virtual workshop concluded by asking participants if they had any additional input regarding the arts and culture in Bloomington. Some frequent suggestions were centralized planning; more involvement by the city government; and revitalizing the Waldron Arts Center.

Centralized resources. Some people asked for an arts council or central place for arts activities.

- "There are countless artists and performers doing great work in Bloomington, but a recurring theme is their inability to market themselves effectively and grow an audience. There are many barriers to getting financial backing and administrative support. An umbrella arts organization would be helpful in that regard. A central "home," i.e., an arts center with space for a variety of exhibits, performances, and educational opportunities, would be wonderful."

- "There seem to be many groups that don't interact with one another and counter-schedule."

- "Better communication among all the organizations. Also needed is a centralized affordable space for the many arts organizations to have an office and presence in a general area to continue to promote communication and collaboration."
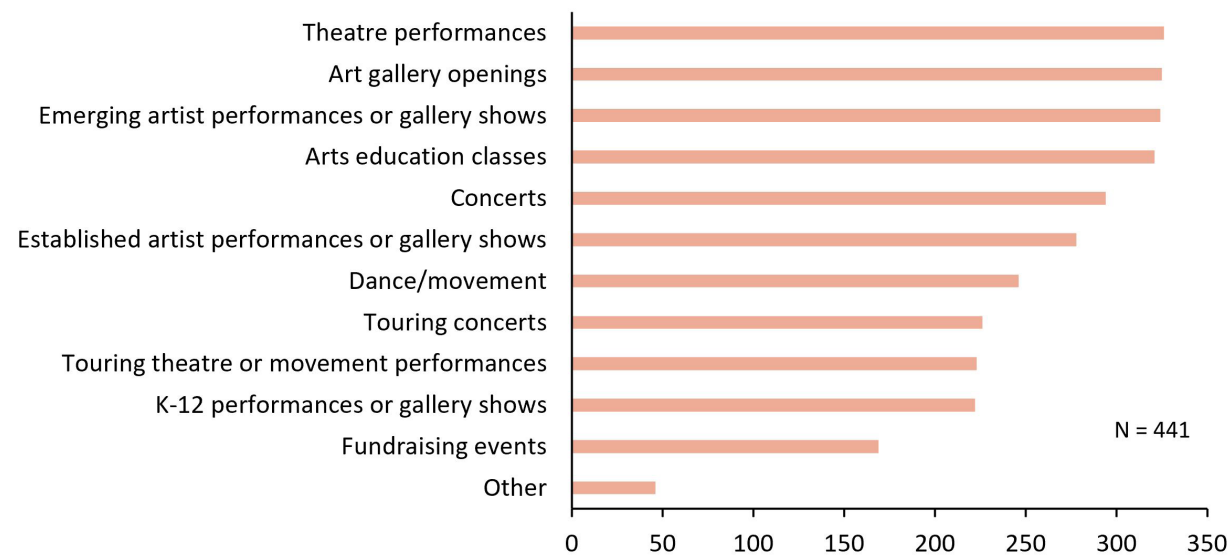

Figure 89 - Types of arts and culture programming participants would like to see offered at the Waldron Arts Center, 2022

Task II | Needs Assessment - Engagement

Community Engagement | Virtual Workshop Analysis

Additional Input (cont.)

City government role. Several individuals expressed how they wanted the city government to be involved in funding and organizing support for arts and culture opportunities.

• "The city needs to take a much higher leadership position in promoting, especially the visual arts."

• "Do more to foster the visual arts in Bloomington. Visual artists are here, but there is no public infrastructure apart from public art commissions."

• "Bloomington's reputation as an arts destination is deserved to a point, but we could do much more instead of resting on the reputation. I'd like to see the city show its commitment more actively."

• "Looking forward to the city investing in arts and culture in a permanent, long-lasting way."

Waldron Arts Center. Many participants expressed interest in revitalizing the building and class program at the Waldron Arts Center.

• "It would be a great asset to our community if the Waldron can be resurrected as a viable arts center."

• "I would love to see the Waldron have classes like it used to. When IVY Tech took over, the classes were sorely missed by some of us!"

• "I hope the city does everything I can to keep the Waldron open. It's such a vital part of our arts community."

• "Don't miss the opportunity to make the Waldron Arts Center a real City of Bloomington community arts facility for all arts and all people."

• "I am not sure that the Waldron should be a space for touring companies; there is the Indiana University Auditorium for big events, and the BCT for smaller ones. Maybe the Waldron should be only for community events, for children and adults."

• "The city would really benefit from having a comprehensive arts center downtown. Most of the community supports the arts but often spends their entertainment dollars elsewhere. A dedicated, appropriate space would provide the community space to enjoy the arts and support local artists."

Community Engagement:
Social Equity Engagement Sessions

Task II | Needs Assessment - Engagement

Community Engagement | Social Equity Engagement Sessions: Situational Analysis and Creating Context

Social Equity Engagement Sessions

The Study Team held the social equity engagement sessions at the Waldron Arts Center. The sessions included a presentation and an anonymous participation component.

The goal of the social equity engagement sessions was to investigate and enter into community discussions surrounding issues of equity, geography, and history to create a more inclusive and robust citizenry.

The Study Team introduced both social equity engagement sessions with a contextual and situational analysis of historical events to encourage the participants to speak and interact with one another at their tables.

The Historical Eras of Bloomington

As settlers from the East and South searched for economic opportunities in the West, Bloomington was founded on the heels of displacement and genocide of the First Nations. Displacement and genocide was the first of many intergenerational struggles that stoked challenges, maladies, and poverty.

In the second era, education and industry moved the flows of immigration into Bloomington, and the economic trades became traditions and crafts that created cross-cultural exchanges and opportunities. With the power of neighborhoods and collaborative ingenuity, gains were made by these new communities calling Bloomington home.

In the third era, individuals in power stoked fear and insecurity, which drove reactionary movements, like the KKK against nonwhites or Temperance against immigrants. However, with these movements, activism and mobilization made way for alternative spaces and advancing one's place in society.

In the current era, Bloomington experienced deindustrialization and growth in information technologies, education, and professional services. Consequently, it created a contentious space where precarious populations and youth encounter spatial infractions and disparate outcomes based on their geographies. To counteract these narratives, it becomes imperative to empower local neighborhoods with the agency to guide their futures by supporting innovative local groups and leaders.

The history unlocks an understanding of how arts and culture today can harvest the power of social capital, much like faith or organized labor in past centuries. Society can embrace the richness of history to open opportunities for all communities to obtain positive growth. At the core of social capital is trust and reciprocity. The cycles of poverty and negative reinforcement can be broken through the holistic and regenerative power of relationship-building.

Task II | Needs Assessment - Engagement

Community Engagement | Social Equity Engagement Sessions: Situational Analysis and Creating Context

The Historical Eras of Bloomington

1803 Treaty of Vincennes
1805 Treaty of Grouseland
1809 Treaty of Ft Wayne

1818 Treaty of St. Mary's
US Federal Government Purchasing Land from:
· Wyandot
· Potawatomi
· Wea
· Delaware
· Miami

Removal of First Nations from Indiana

"During the 1870s, African Americans moved to town-owned houses in the neighborhoods between 7th & 10th Streets and Lincoln & Grant Streets."

Sanborn, 1887

First Racial Covenant recorded in 1917:
"...no slaughter house or nuisance of any kind or anything obnoxious to a good residence neighborhood shall ever be allowed on said real estate, and the same shall never be rented to a colored person, or sold to a colored person."

1968 Black Market Firebombed

1970s People's Park Founded

The Black Market was an African-American owned countercultural space that sold literature, music, and a gathering space. It was firebombed by the KKK three months after opening.

RCA Plant closes in 1998 after 47 years of operation, those factory jobs were exported overseas

Indigenous Plains
Pawnee, Ponca, Omaha, Ote, & Sioux

1763 Treaty of Paris
End of the French And Indian Wars

1795 Treaty of Greenville

City's Official Establishment 1818

Indiana Seminary 1825 → **Becomes a College 1829** → **Becomes a University 1841**

New Albany & Salem Railroad 1854

City Formally Incorporated 1864

Limestone Industry & Industrial Manufacturing

Benjamin Banneker School Opens 1915

Great Depression, but IUB in a Building Boom 1930s

Redlining Late 1930s

IUB Campus Housing Desegregated Early 1940s

Deindustrialization

Displacement, Gentrification, Rezoning

1600s - 1820 First Nations & Colonialism

1820 - 1900 Seminary To Industry

1900 - 1970 Prosperity, Growth, and Division
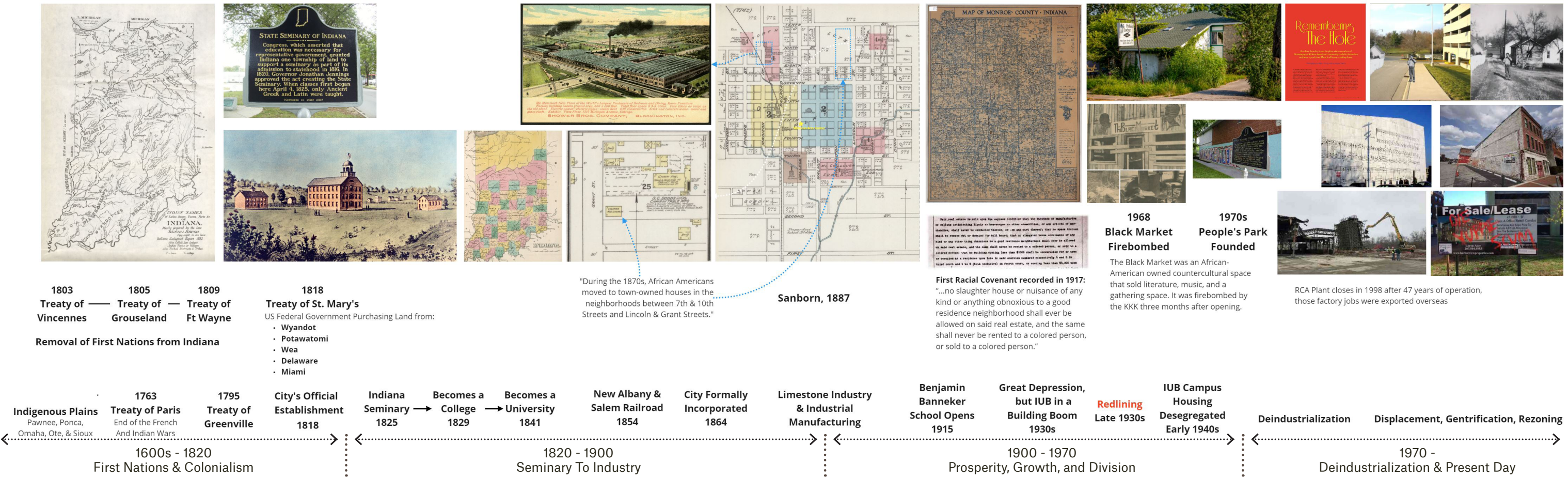
1970 - Deindustrialization & Present Day

Figure 89 - Bloomington Historical Timeline

Task II | Needs Assessment - Engagement

Community Engagement | Social Equity Engagement Sessions: Situational Analysis and Creating Context

Summary of Key Findings

- There is consensus in the surveys that identify downtown Bloomington and Indiana University's campus as the focus of the arts and culture community.

- According to surveys, Switchyard Park seems to be a successful arts and culture space, and there is a comment about replicating the cultural programming model throughout the city.

- In several surveys, North, Northwest, and West Bloomington areas were noted as areas devoid of arts and culture or programming. Named communities include the geographic areas of Pigeon Hill to Crestmont, and areas west of Prospect Hill and south of 6th and Ritter.

- The B-Line Trail has been mentioned numerous times in conversation as an ideal conduit for arts and events, access, and pedestrian flow.

Objective

Participants have an understanding of the greater ecology where a new arts and culture incubator could be located.

Prompts For Discussion

- Are these histories being captured in arts programming today?

- Are these historical narratives still relevant to issues facing Bloomington today?

- How is this history being commemorated or represented today?

- Are there markers or plaques at relevant sites?

- With this community melting pot, we learn about others' cultures and recognize similarities and differences with our own experiences. In what ways can this be captured to produce spaces of opportunity?

- What are sundown towns? Who has historically been excluded?

- When communities face dehumanization, how do they respond to these forces?

- As we look forward, how do we embrace the community's richness as a mode for participatory growth and development?

- Tying back to the opportunities of a purpose-built space, how can community-focused, community-led efforts create positive growth?

- How can we build and cross-pollinate equity through place-based narratives?

There is a common thread across surveys that Bloomington's community is divided throughout history, and there is a firm belief that arts and culture can be an instrument to re-stitch the city. Although some participants acknowledged the different ways these divisions have taken shape, economic stratification should be addressed contextually. It was revealed in conversation at the tables and in surveys that the working class community is one whose contributions are not incorporated within arts and culture, and efforts should be made to include them.

Task II | Needs Assessment - Engagement

Community Engagement | Social Equity Engagement Sessions: Summary of Participant Survey Results

30 Total Participants

- 18 in the afternoon, 12 in the evening.

What is the geographic extent of Bloomington's arts and culture venues?

- Downtown x 7
- City-wide x 7

What forms of social division are present in Bloomington?

- Class x 9
- Academic x 5
- Cultural x 3
- Age x 3
- Geographic x 1
- Political x 1

What part of the city is ideal for a new arts and culture incubator?

- Study Area: Hopewell x 7
- Study Area: Downtown x 4
- Study Area: Switchyard x 4
- Crestmont x 3
- Near West Side x 2
- Pigeon Hill x 2
- Scattered / Decentralized x 2
- Southside x 2
- Garden Hill x 1
- Maple Heights x 1
- Pinestone x 1
- Prospect Hill x 1

Participant Common Threads

- Additional / More Accessible Funding x 12
  Access or Support for New / Emerging Artists x 7
- Retention of Population in Bloomington x 7
- Art Classes & Continuing Education x 4
- Centralized Space for Arts Information / News x 3
- Musical / Performing Arts Space Needed x 3
- Pop-Ups / DIY Spaces x 3
- Venues are Financially Strained x 3
- Collaborative Workspace x 3
- Scatter-Site / Decentralized Approach x 3
- Build Adjacent to the Waldron x 2
- Dedicated Arts District x 2
- Accessible By Multiple Transportation x 2

Arts Venues Mentioned

- Buskirk-Chumley Theater x 6
- Switchyard x6
- Waldron Arts Center x 6
- Banneker Center x3
- Bluebird x 3
- B-Line x 3
- Comedy Attic x 3
- Eskenazi Museum X3
- FAR Gallery x 3
- I Fell Bloomington x 3
- Lotus Festival x 3
- AMC Movie Theater x 2
- Bishop Bar x 2
- Blockhouse Bar x 2
- Indiana University Cinema x 2
- Orbit Room x 2

- The Mill x 2
- Woolery x 2
- 2nd Baptist Church x 1
- 9th Street Park x 1
- Backdoor x 1
- BEAD x 1
- BHS Auditorium x 1
- Boys and Girls Club
- Children's Museum x 1
- Grunwald Gallery x 1
- Kirkwood Library x 1
- Musical Arts Center x1
- Viridian Gallery x 1

Existing Facilities

- Difficulty Finding Availability x 7
- Inflexible Configurations x 6
- Capacity is Too Small x 3

Communication

- Lack of Community Awareness x 14

Comments on Collaborative Spaces

- Flexible Spaces x 17
- Affordable Spaces x 13
- Indiana University Collaboration x 5

Task II | Needs Assessment - Engagement

Community Engagement | Social Equity Engagement Sessions: Situational Analysis and Creating Context

Below are the thoughts and comments made by participants during the social equity engagement sessions. The findings were scanned and reviewed by the Study Team. These surveys include the following insights:

• The historical Bloomington divide is socioeconomic

• The desire for a new arts and culture incubator

• Suggestions for potential sites for a new arts and culture incubator

Figures 90 and 91 are examples of participant contributions during the social equity engagement sessions.
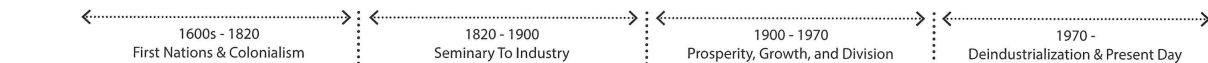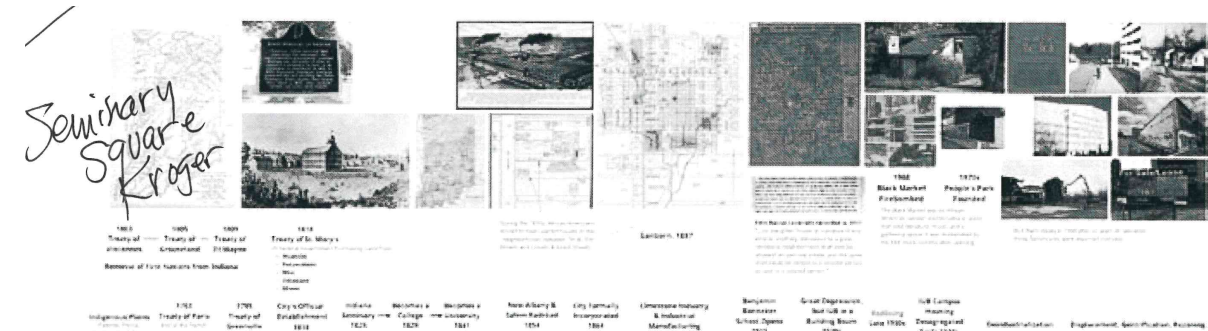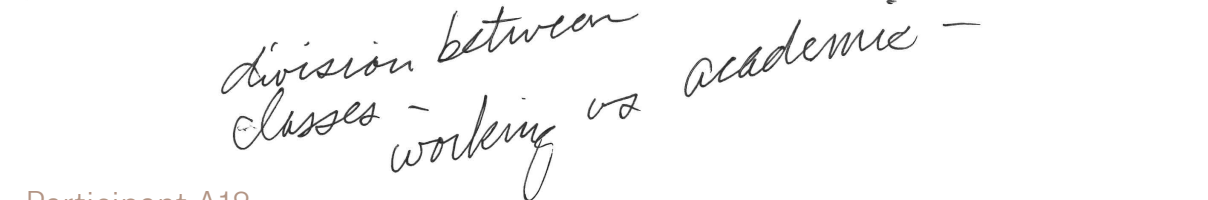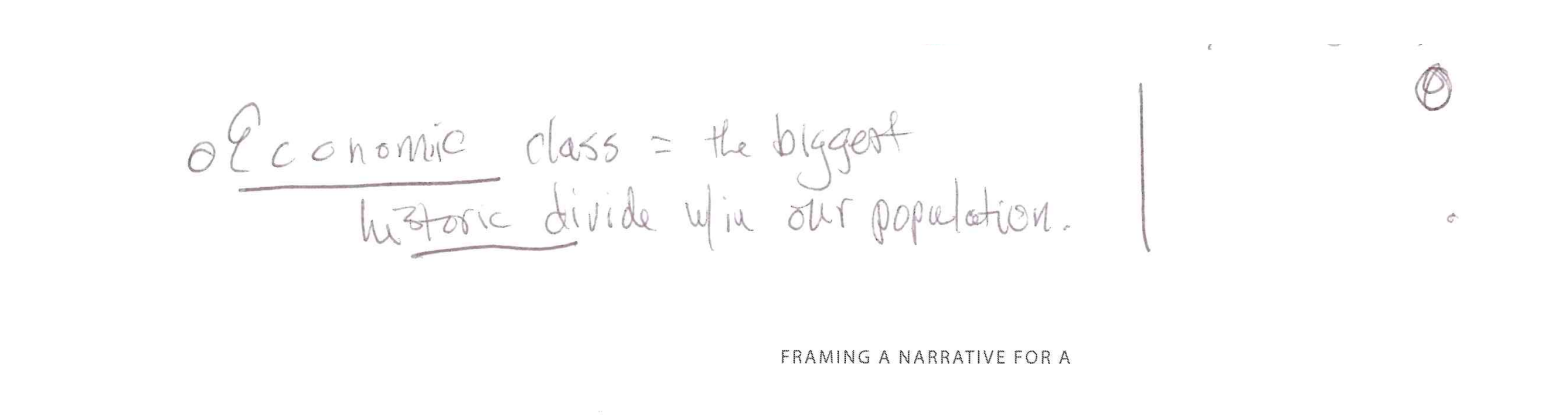

Participant A18

Figure 90 - Scanned Community Engagement Comments

Participant E01

Figure 91 - Scanned Community Engagement Comments

Task II | Needs Assessment - Engagement

Community Engagement | Social Equity Engagement Sessions: Collective Mapping Sessions

The social equity engagement sessions included a mapping component. With a focus on accessibility and equity, participants identified areas on enlarged maps of Bloomington where they believed a new arts and culture incubator could be located.

Individuals were encouraged to leave notes about their selections to gain a better understanding of their selections (shown in Figures 92 and 93).

Objective

- Participants will investigate existing arts and culture assets within the Bloomington community.

- How do those assets currently contribute to the concept of a new arts and culture incubator?

- Develop terminology and a guiding framework for visioning a new arts and culture incubator.

- Map oral stories of attendees.

- Find gaps in the arts community on the map within a certain radius: Identify geographic boundaries between communities.
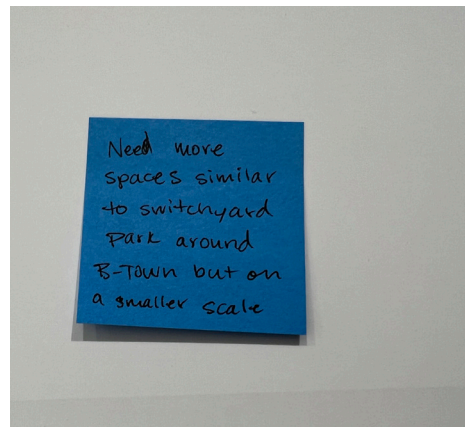
- Identify informal and independent performance spaces.

Prompts For Discussion

- What is the geographic reach of Bloomington's arts and culture community?

- Does this include rural Bloomington?

- Is there one unified arts and culture community? Are there multiple communities? If there are numerous, can you identify any dividing lines?

- Between Northeast Downtown, McDoel Gardens, and Switchyard Park, which area would benefit most from a new arts and culture incubator? Can you identify a neighborhood or community that would help more than the three mentioned?

- Can you identify on the map performing and visual arts facilities in Northeast Downtown, McDoel Gardens, and Switchyard Park?

- Which visual or arts facility in Bloomington means the most to you?

Sample Responses

- "I am not sure that the Waldron should be a space for touring companies; there is the Indiana University Auditorium for big events, and the BCT for smaller ones. Maybe the Waldron should be only for community events, for children and adults."

- "The city would really benefit from having a comprehensive arts center downtown. Most of the community supports the arts but often spends their entertainment dollars elsewhere. A dedicated, appropriate space would provide the community space to enjoy the arts and support local artists."

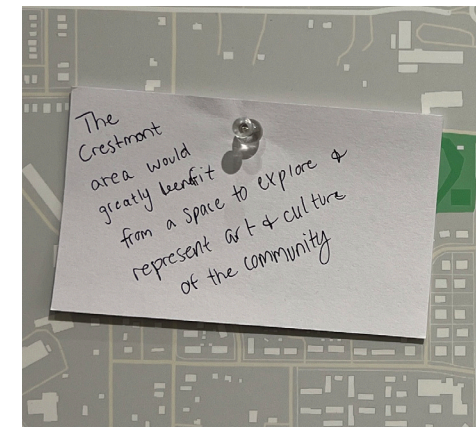Figure 92 - Participant Note from Mapping Session

Figure 93 - Participant Notes from Mapping Session

Task II | Needs Assessment - Engagement

Community Engagement | Social Equity Engagement Sessions | Heat Map: Venues By Number of Mentions

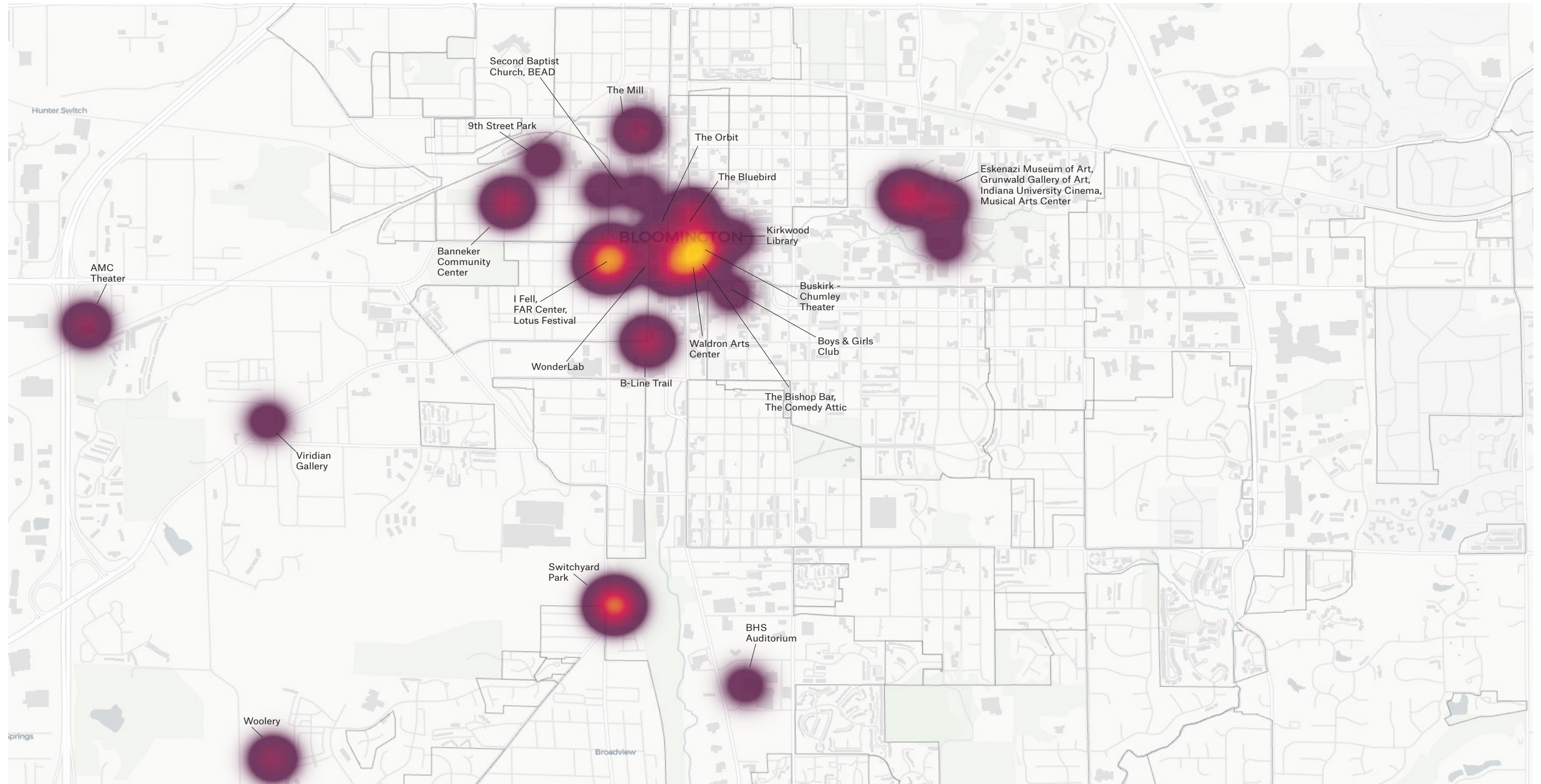Figure 94 presents the locations that were most talked about during the social equity engagement sessions.

Figure 94 - Heat Map of Mentioned Venues

Task II | Needs Assessment - Engagement

Community Engagement | Social Equity Engagement Sessions: Precedents

Objective

• Participants will learn from existing precedents around the world

• Begin to form their vision based on precedents and research

Prompts For Discussion

• What are some challenges facing the arts and culture community in Bloomington? What could the City of Bloomington do to address these challenges?

• What untapped opportunities exist for the arts and culture community in Bloomington? What could the City of Bloomington do to take advantage of these opportunities?

• In addition to performing and visual arts studios, what other uses would you like to see at an arts venue in Bloomington?

There is a common belief among some surveyed that Bloomington needs a centralized space for curatorial and programming announcements. This might also be a source of collaboration with Indiana University.

"There are so many arts organizations and artists of all genres needing a facility to perform, rehearse, to have meetings, workshops and to display art. Has anyone collected data on the number of organizations and artists in town? Without cultivating this potential arts organizations fold and artists leave town. The city needs to assess the needs of the artists to cultivate this treasure of talent. The challenge is that there are so many artists and not a central location or means of accessing everything that is going on. The city needs to support and encourage their arts population so that Bloomington can continue to be an Arts Destination which will help to bolster the economy. A central arts facility to accommodate the arts of different genres is what Bloomington needs and deserves for all the excellent talent that is blooming here."
— Participant E07, post focus group follow-up

Participants wanted more opportunities for artists who presently call Bloomington home, i.e., through affordable housing, economic support, or affordable studio space.

"The closing of the Waldron as a public space for adult continuing education is a huge loss. There is no children's program as well. There is no arts council which co-ordinates a calendar and web site and mailing lists for artists and their support systems."
— Participant E05, post focus group follow-up

Loss of art classes and continuing education have made repeated mentions in the precedents section.

Simplification in grants and permit processing at the city government level was expressed as a desire.

Task II | Needs Assessment - Engagement

Community Engagement | Social Equity Engagement Sessions: Precedents

As part of the social equity engagement sessions, participants were shown the film Home, a documentary of Theater Gates' revitalization of arts and culture in his Chicago hometown. The following is a sample of ideas in reaction to the film on Theater Gates' foundation in Chicago, expressing a need for a multiplicity of arts and culture spaces in Bloomington:

- "Interactive museums/archives like the one in the film based around the history and culture of Bloomington would be amazing to see and a good resource for youth in the community to really investigate and learn about where they live." - A07

- Young and emerging artists struggle to access spaces they can call their own, practice their craft, and exhibit their works.

- "There are NO affordable artist workspaces here in town. If the city wants to create a successful arts district there needs to be more things like arts education, arts supply, and more spaces for display and performance such as galleries or theaters." - A09

- Spaces should be physical, economical, and social in their offerings. Repurposing space can be a potential avenue, but they have to have access to funding and support.

- "The old Black Elks Club on West 7th Street sits empty. I'd like to see it runed into something—a community center / art center / history of Black people in Bloomington." - A16

- Public art should be connected to and informed by histories that locals can gain meaning from. Stories need to highlight the events that make Bloomington what it is. Commemorations can't just be a celebration; there's a critical need for education.

- "Bloomington is growing and has outgrown its downtown. I would like to see a variety of cultural centers in more places, more neighborhoods. Density of this downtown is limiting who feels they are welcome or represented in what is offered." - A08

- Planning is focused on downtown development, while there are neighborhoods in Bloomington void of arts and cultural spaces.
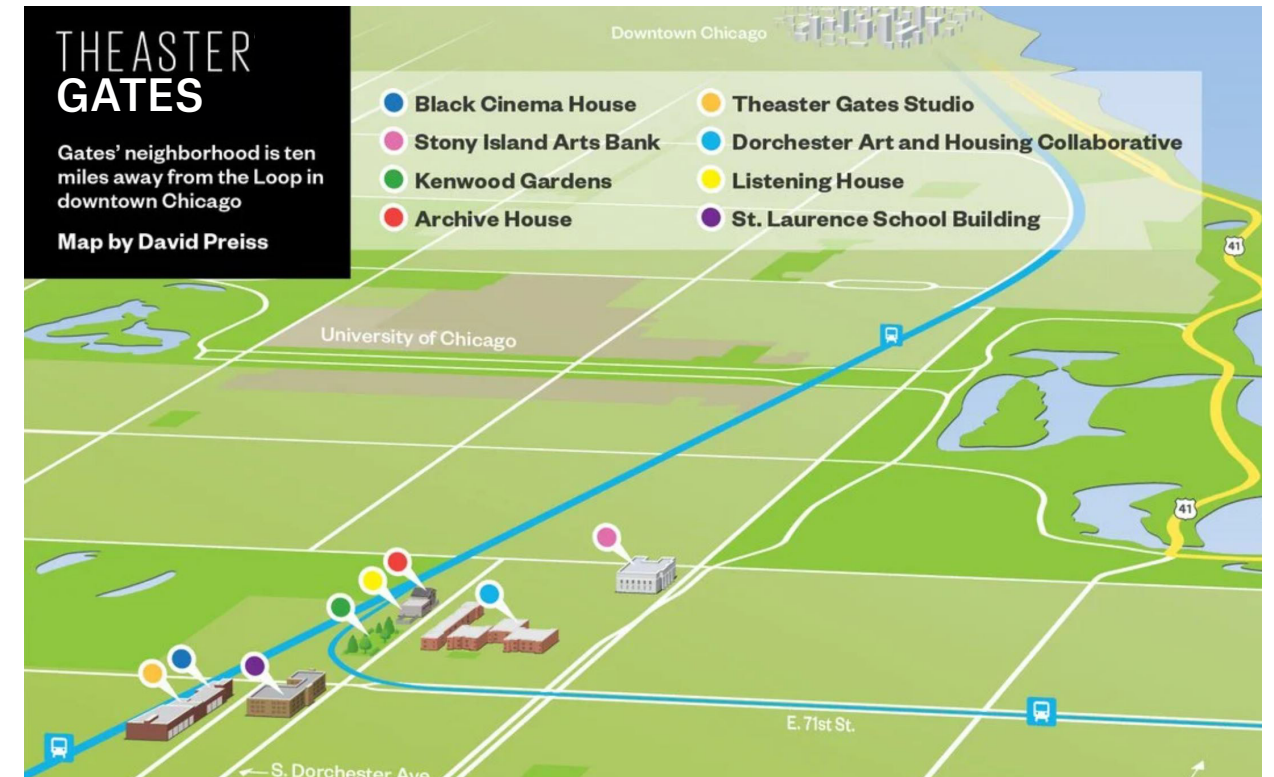

Figure 95 - Theater Gates' projects, Chicago, IL

Figure 96 - Stoney Island Arts Bank, Chicago, IL

Task II | Needs Assessment - Engagement

Community Engagement | Social Equity Engagement Sessions: Visioning and Reporting

Participant Contributions

Figures 97 and 98 are examples of participant contributions during the social equity engagement sessions.

Based on selected precedents serving as an example, participants will collectively take part in an exercise identifying challenges and opportunities facing the arts community in Bloomington, and brainstrom actions related to those items.

Prompts For Discussion:

- What are some challenges facing the arts and culture community in Bloomington? What could the City of Bloomington do to address these challenges?
- What untapped opportunities exist for the arts and culture community in Bloomington? What could the City of Bloomington do to take advantage of these opportunities?
- In addition to performing and visual arts and studios, what other uses would you like to see at an arts venue in Bloomington?

Participant A14

Figure 97 - Scanned Community Engagement Comments

Participant A07

Figure 98 - Scanned Community Engagement Comments

Task II | Needs Assessment - Engagement

Community Engagement | Social Equity Engagement Sessions: Visioning and Reporting

After the presentation, the Study Team asked participants the following question:

"From what we shared today, let us explore how you would define or envision an arts and culture community."

Prompts For Discussion

- How do you define an arts and culture community?

- In what ways does what you define or envision for an arts and culture community show up? Structures? Programming? Throughout the community?

- What are some challenges facing the arts and culture community in Bloomington? What could the City of Bloomington do to address these challenges?

- What untapped opportunities exist for the arts and culture community in Bloomington? What could the City of Bloomington do to take advantage of these opportunities?

- In addition to performing and visual arts and studios, what other uses would you like to see at an arts venue in Bloomington?

- What embodies the arts and culture community in Bloomington?

- Do you feel a personal connection to Bloomington's arts and culture community?

- Do you have a personal connection to any of the events presented in the historical timeline of Bloomington?

- How would you define 'communal space'?

- How would you define 'inclusion' and 'exclusion'?

The ideal conveyed by participants leans towards the vision of a space that is open and accessible by the public and not cordoned off by barriers, similar to how Indiana University spaces are felt and perceived.

DIY spaces were mentioned in collective mapping and precedent sessions, and participants recognize the value of embracing DIY and pop-ups as a potential stopgap for issues of affordability and accessibility.

There is a view that Bloomington could be an effective arts and culture incubator if an investment is made in providing for the community and physical assets. The reach of Bloomington's arts and culture seems to extend towards Indianapolis, according to a few participants, and others see this as a key to the city's future fortunes.

Example of participant contribution during social equity engagement sessions:
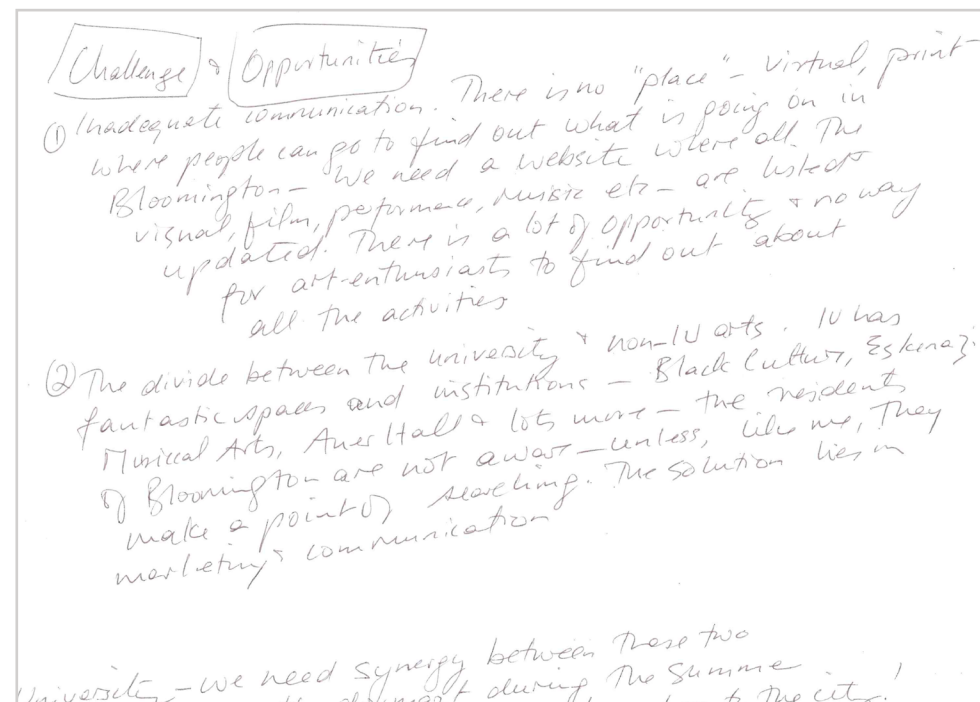
Participant E04

Figure 99 - Scanned Community Engagement Comments
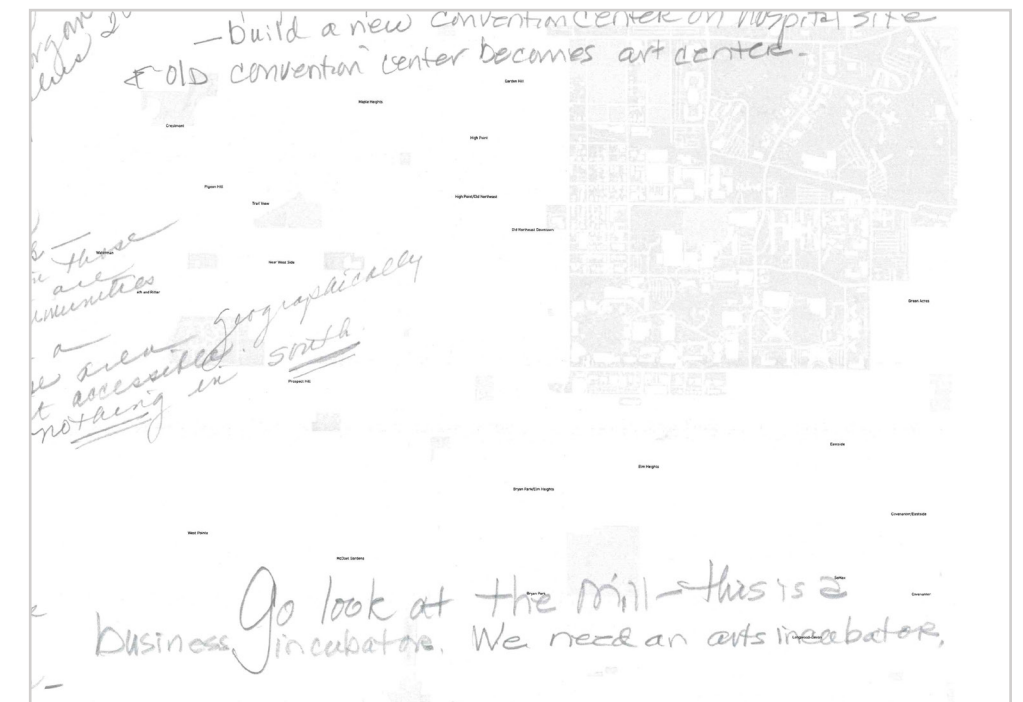
Participant E05

Figure 100 - Scanned Community Engagement Comments

Task II | Needs Assessment - Engagement
Community Engagement | Social Equity Engagement Sessions: Center for Rural Engagement (CRE)

The Study Team engaged the Center for Rural Engagement (CRE), and below is a summary of information gathered from a conversation with the organization.

Rural Engagement. Maximizing inclusivity is an essential objective of a new arts and culture incubator. The Center for Rural Engagement (CRE) is an entity that operates as a bridge between the City of Bloomington, Indiana University, and rural Indiana. The CRE works on community projects statewide but has most of its work in southern Indiana. Examples of programs and initiatives that could benefit a new arts and culture incubator include:

• Transportation initiatives would enhance the rural community's access to arts and culture in Bloomington.

• Potential collaboration with entities like the Traditional Arts Indiana Program focuses on education and mentorship in traditional crafts such as stone carving, fiber arts, and woodwork.

• Bloomington could create an ease/funding table to assist in the arts grant funding decisions.

• Collaborate with entities such as On-Ramp Creative Entrepreneur Accelerator, which teaches entrepreneurship to artists by focusing on a career portfolio, a community-engaged artistic practice, and key business concepts.

• Focus on creating an arts infrastructure that facilitates a robust local culture.

Community Programming (non-facility)

Community Programming (non-facility)
Summary

Arts Education with a focus on Youth Arts Programming | K-12

The Bloomington community desires youth programs for children and teens with activities, classes, internships, and mentorship opportunities to promote earlier exposure and access to the arts. Programming could be similar to The Void (now closed), Rhino's Youth Center (now closed), The Banneker Center, or the Waldron Arts Center. The City of Bloomington could engage with Indiana University during the summer for potential teaching facilities and use of spaces. Indiana University faculty members have expressed an interest in working together to facilitate these programs.

The Banneker Center is an example of a thriving youth center, but more is needed. Rhino's Youth Center, now closed, was an all-ages gathering space. The Harmony School owned and operated the venue, providing a safe atmosphere and teen programming. The Void, a small venue owned by Bloomington Parks and Recreation, was demolished to make way for Switchyard Park. The venue was an example of what future youth programming could entail. The programming at The Void and Rhino's included:

- Performances
- Game nights
- Art classes
- Spoken word

Figure 101 - Banneker Center

Figure 102- Rhino's Youth Center

Figure 103 - The Void

Funding Programs

Creating accessibility for emerging artists and next-generation (K-12) artists would expose younger residents to the arts at an earlier age. One way to accomplish this is by funding a transit/shuttle program to increase accessibility to local arts programs and events. The City of Bloomington should also consider implementing an Arts Pass program, with discounted rates for individuals and artists who may not otherwise be able to attend arts and culture events. Additionally, there is potential to increase local partnerships by creating a 2023 Artist Focus Group series that focuses on creating a partnership with artists and art group leaders in neighborhood-specific venues.

Indiana University/City Partnership

Collaboration between the City of Bloomington and Indiana University to create an internship pipeline program would give students tangible opportunities to pursue a career in the arts and facilitate mentorships and internships. These opportunities could manifest in programs like a storefront curatorial program across Indiana University's humanities or Indiana University students teaching within the community.

Creating More Space Around Town

Creating more public art displays and spaces would simultaneously enhance Bloomington's cultural vibrancy and increase artists' exposure. The City of Bloomington could facilitate the use of existing spaces such as storefronts, Fountain Square, and the southern B-Line as opportunities for artist installations.

Creating a United Communication Front

Many of the community engagement responses expressed the desire for a more cohesive communication platform for Bloomington artists, residents, and visitors to bring awareness of local arts events, resources, and opportunities. There is potential for collaboration or partnership with organizations like the Arts Alliance of Greater Bloomington and Arts Forward Bloomington on their artist and space directories.

Community Programming (non-facility)
Summary

Public Art and Neighborhood Programs

The City of Bloomington should consider expanding its public art programs and funding opportunities to support murals, performances, and other public art commissions in downtown Bloomington; as well as in neighborhoods where arts resources are currently lacking. Implementing public art programs will provide increased financial opportunities for local artists; foster relationships between local artists and their immediate community; and give neighborhoods and the downtown area the ability to enhance their identities. A public art program where local artists are paired with interested neighborhoods would facilitate artist commissions and community vibrancy.

An opportunity to expand the arts in Bloomington will come from creating programs that promote and facilitate artists to create work, experiences, and concerts in their local neighborhoods for a neighborhood showcase. Neighborhood showcases and community programming can take many forms, including concerts; public art commissions; murals; public art stewardship programs; or festivals. Each of these programs can be a successful tool to enhance connection, commerce, and vitality at the neighborhood scale. While most of Bloomington's arts and culture assets are focused within the downtown neighborhood and Indiana University's campus, expanding the arts into the neighborhoods of Bloomington could drive more tight-knit and expressive communities.

Empty Storefronts

Downtown Bloomington is the center of arts programming, with the majority of venues in the city. However, most of these spaces are not accessible for local artists due to a lack of availability and/or cost to use facilities. A low-cost opportunity would be the utilization of empty storefronts in downtown Bloomington. In collaboration with local building owners, the City of Bloomington could offer spaces currently sitting empty for local artists to display work close to adjacent cultural assets. The use of the storefront spaces can mutually benefit building owners and Bloomington by activating streets and promoting more visitors to downtown spaces.

The City of Bloomington would need to consider supporting building owners to secure temporary occupancy, insurance, risk mitigation, and repair costs to property from excessive or invasive use. This could happen with the use of tax incentives or subsidies to landlords. The storefronts would need to be audited by local code officials for any life safety issues before occupancy of these spaces, even temporarily.

A centralized system (online) would be a beneficial resource for local artists and building owners to coordinate schedules, bookings, and promotions. The expanded convention center and a new arts and culture incubator should incorporate a place to promote the storefront programming in downtown locations to maximize attendance and outreach for the artist.

This opportunity will allow Bloomington to continue supporting and promoting arts that can be realized in a shorter time frame than the new arts and culture incubator.

Promotion

Bloomington is already well-known for its arts and culture sector. How can Bloomington amplify its branding as an arts and culture destination? Bloomington's long history of making artisan goods for trade at a national level is unique to its character. The City of Bloomington would be well-served to lean into this character to advance its goal of becoming a national and international destination for arts and culture. Bloomington can continue to market itself as a cultural hub by strategically curating and facilitating cultural installations and events, including:
- Murals
- Festivals
- Music

Community Programming (non-facility)

Monthly Showcases

Neighborhoods highlighted in Figure 104 have been identified as priorities to receive arts and culture community programming.

Figure 104 - Map Illustrating Neighborhoods recommended to host Monthly Showcases

Scale 1 : 15000

Legend:
- Community Programming Neighborhoods
- Indiana University
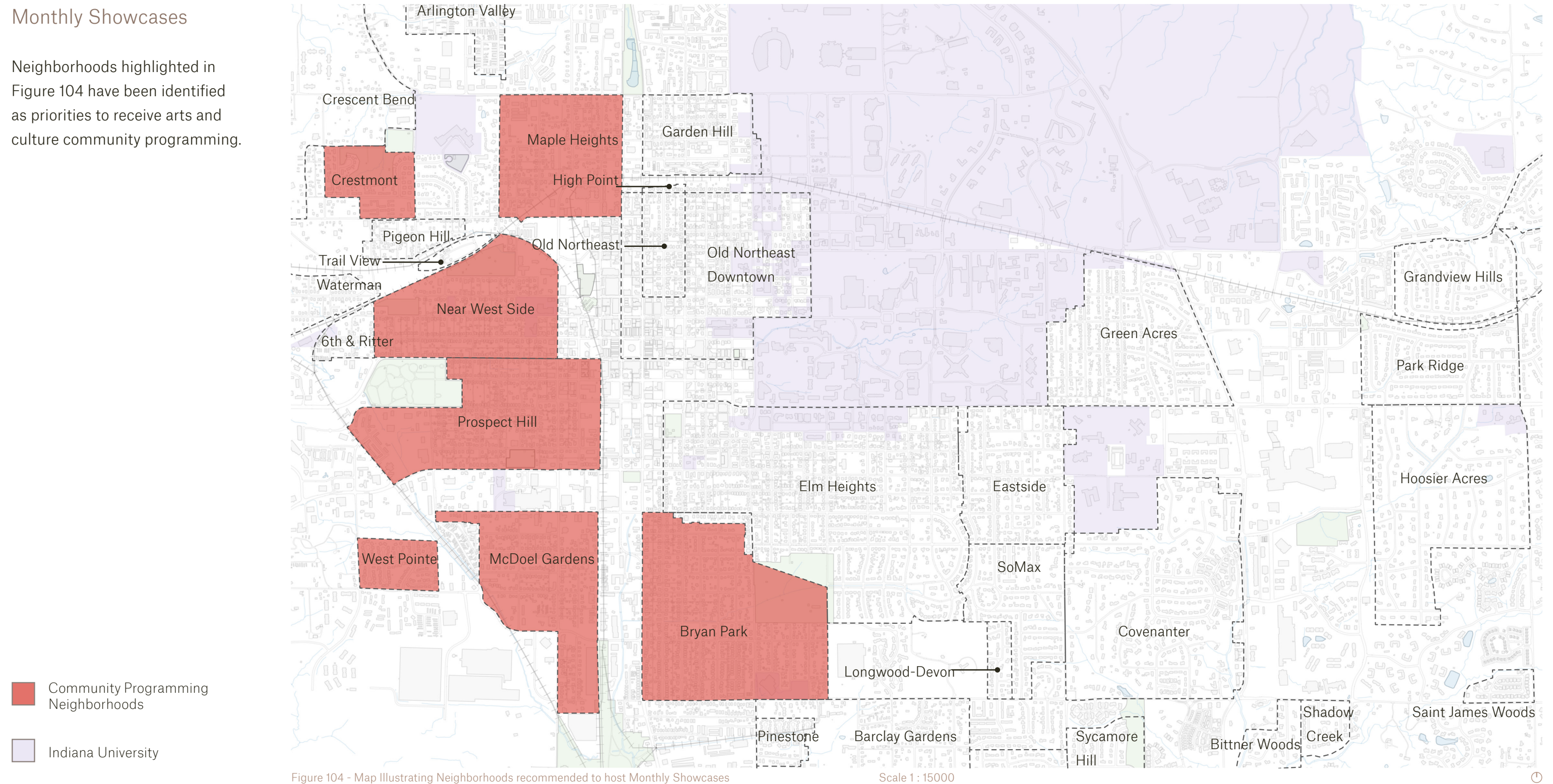
Task II │ Needs Assessment - Arts and Culture Incubator

Site Evaluations

Task II | Needs Assessment - New Arts and Culture Incubator

Site Evaluations

Site Opportunities

The following section evaluates potential sites that could benefit from a new arts and culture incubator. Using feedback from the community engagement sessions and the existing inventory analysis, the Study Team identified three sites (Downtown, Hopewell Redevelopment, and the Maple Heights/Crestmont neighborhood) owned by the City of Bloomington with promising development potential. Potential sites owned by the City of Bloomington will keep capital costs down.

The site analysis process provided a qualitative and quantitative understanding of the advantages and disadvantages of each site by cataloging inventories of varying types of urban infrastructure that influence the success of a new arts and culture incubator. The Study Team considered the following factors:

- Connectivity
- Economic Drivers
- Arts Infrastructure
- Character

Connectivity

Connectivity analysis evaluates a site's ability to be a central gathering place for facility users. Proximity to transportation assets like bus stops, bike paths, or parking are indicators of a facility's ability to be successful. Foot traffic and connectivity are vital for an arts and culture incubator to contribute to the community.

Character

Each neighborhood in Bloomington comes with its own history and feeling. Character is a qualitative analysis that can assist in understanding where an arts and culture incubator might have value against where it might be inappropriate. From an urban perspective, a facility should be part of the community and become part of the urban fabric.

Economic Drivers

Economic drivers are assets like restaurants, bars, live music venues, and movie theaters. They are assets that attract the population and create economic activity and growth. Proximity to economic drivers is not the sole measure of a good location, but it is essential to understand the immediate business environment when selecting a site.

Task II | Needs Assessment - New Arts and Culture Incubator
Site Evaluations | Potential Sites

The following three neighborhoods are potential locations for a new arts and culture incubator. The three sites were identified through analysis and input from the community engagement mapping sessions.

1 Downtown

The downtown core includes the current Monroe County Convention Center. The downtown core is zoned as MD-DC (Downtown Core), allowing for four stories and a 50'-0" height maximum.

2 Maple Heights / Crestmont

The Maple Heights and Crestmont neighborhoods are currently under-served in arts and culture facilities. Despite the proximity to downtown Bloomington, the train tracks (identified in yellow) serve as a physical barrier.

3 Hopewell Redevelopment`

The Hopewell Redevelopment, located at the former Indiana University Health Bloomington Hospital site, is planned with affordable residential and retail, including an ample community-focused green space that traverses the development. Zoned for MM (Medium Scale), the site allows for four stories and a 50'-0" height maximum.
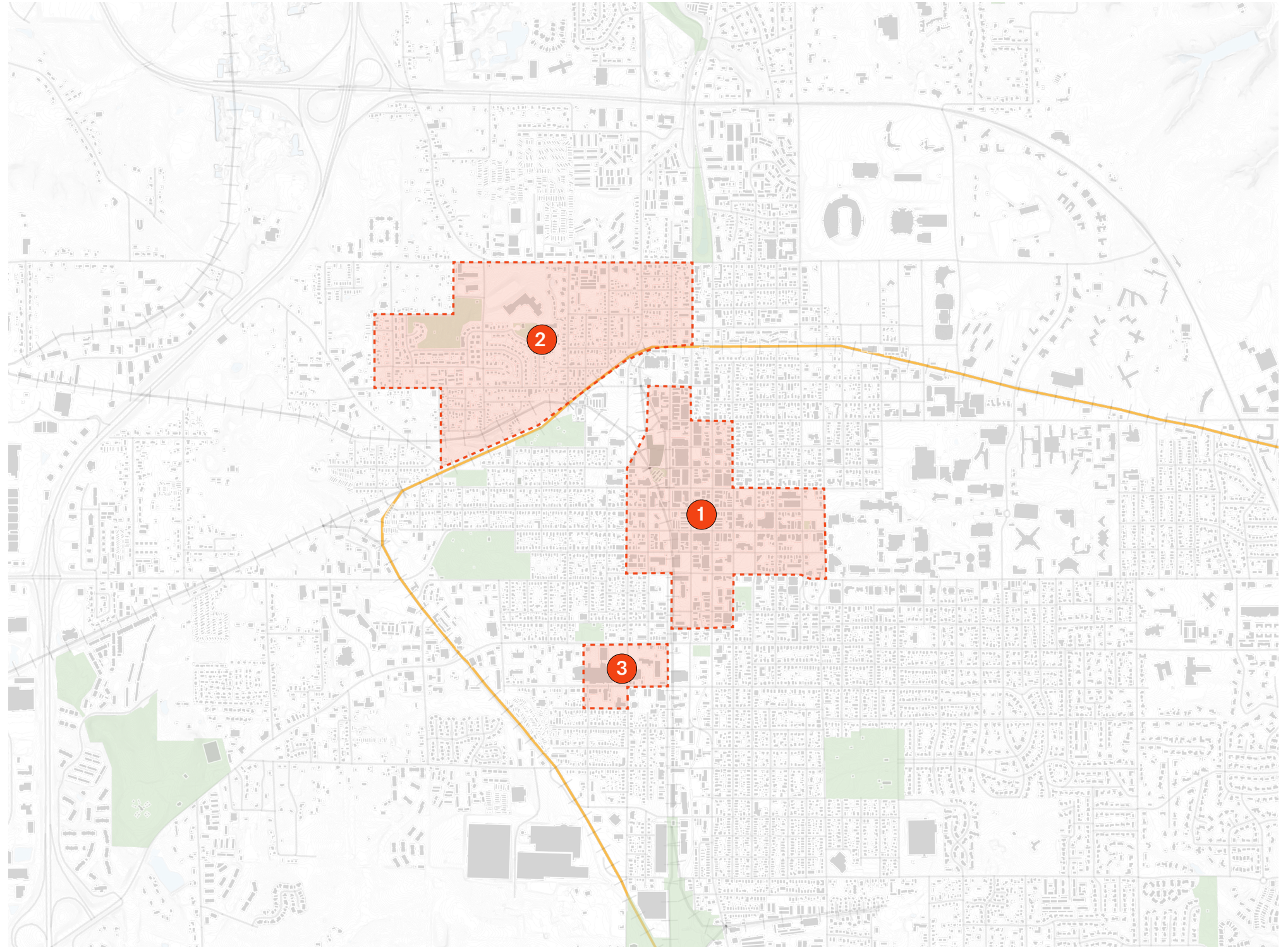
Figure 105 - Map of Bloomington

Task II | Needs Assessment - New Arts and Culture Incubator

Site Evaluations | Potential Site: Downtown

Site Analysis

The downtown core's density, proximity to Indiana University's campus, access to existing arts and culture programming, and excellent pedestrian transportation make this corridor ideal for a potential new arts and culture incubator.

Downtown Bloomington is zoned favorably for a new arts and culture incubator. The Downtown Core is classified as MD-DC, which allows for four stories with a maximum of 50'-0" in building height.

Locating a new incubator around the downtown core would foster venue availability and public exposure to benefit local artisans and performers.

Buskirk-Chumley Theater
Waldron Arts Center
Monroe County Convention Center
Monroe County Courthouse
The B-Line Trail
Cook Center
Jacobs School of Music

Figure 106 - Axonometric Drawing

Task II | Needs Assessment - New Arts and Culture Incubator

Site Evaluations | Potential Site: Downtown

Connectivity

Downtown Bloomington is well equipped for travel by bike in terms of safety, accessibility, and urban corridors of public art. Bloomington is rated as a gold-level bicycle-friendly city by the League of American Bicyclists, with accessible bike lanes throughout Bloomington and the B-Line Trail.

There is sufficient parking, and the bus routes service the downtown area well. With expanding Sunday service, the bus can be a tool for residents to explore on the weekends.

Economic Drivers

Bloomington's downtown is teeming with restaurants, music venues, and public assets. It is the central hub of economic activity in the area. Arts and culture facilities tend to receive more foot traffic near other economic drivers like food and beverage and civic institutions.

The downtown location benefits from the density of economic activity and arts and culture programming in this area.

Arts Infrastructure

Of the three potential sites highlighted in this study, the downtown site has the greatest proximity to other arts and culture institutions and facilities. The presence of nearby arts infrastructure can allow for easier collaboration between entities and foster cross-pollination of artistic disciplines.
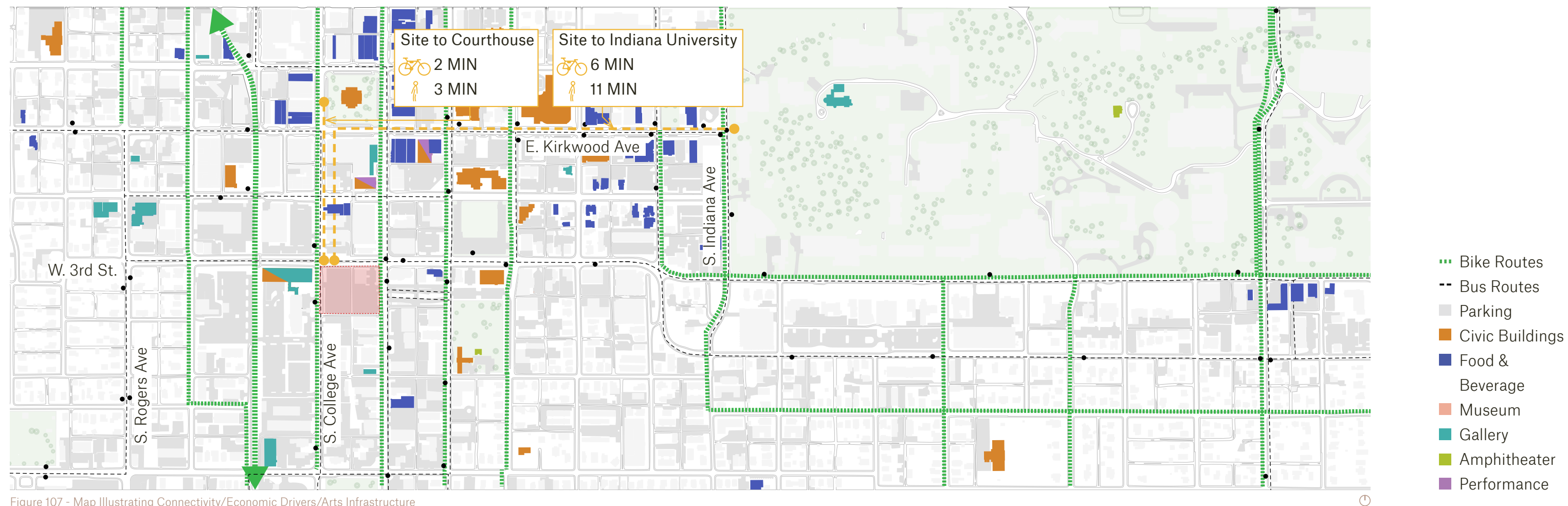
Site to Courthouse
🚲 2 MIN
🚶 3 MIN

Site to Indiana University
🚲 6 MIN
🚶 11 MIN

E. Kirkwood Ave
S. Indiana Ave
W. 3rd St.
S. Rogers Ave
S. College Ave

Legend:
- Bike Routes
- Bus Routes
- Parking
- Civic Buildings
- Food & Beverage
- Museum
- Gallery
- Amphitheater
- Performance

Figure 107 - Map Illustrating Connectivity/Economic Drivers/Arts Infrastructure

Task II | Needs Assessment - New Arts and Culture Incubator

Site Evaluations | Potential Site: Maple Heights/Crestmont

Site Analysis

Maple Heights is a neighborhood located a half mile north of the Showers Brothers' Furniture Factory Complex in downtown Bloomington. The area began as Blair Farms but was eventually subdivided as the family sold off portions of land.

Crestmont is located to the west of Maple Heights and Tri-North Middle School. It is a small residential neighborhood and tends to be home to lower-income families. Crestmont sees increased investment from a 2021 bond issue aimed at modernizing the Bloomington Housing Authority's Crestmont and Reverend Butler complexes.

Maple Heights and Crestmont are not currently connected with the arts and culture community of downtown Bloomington and Indiana University. While relatively close to the Trades District, they are not well connected for pedestrians.

A new arts and culture incubator would positively impact Maple Heights / Crestmont area because there are few options currently available. Locating arts and culture programming in affordable neighborhoods only increases the likelihood that local artists will be able to live and work in their immediate community.

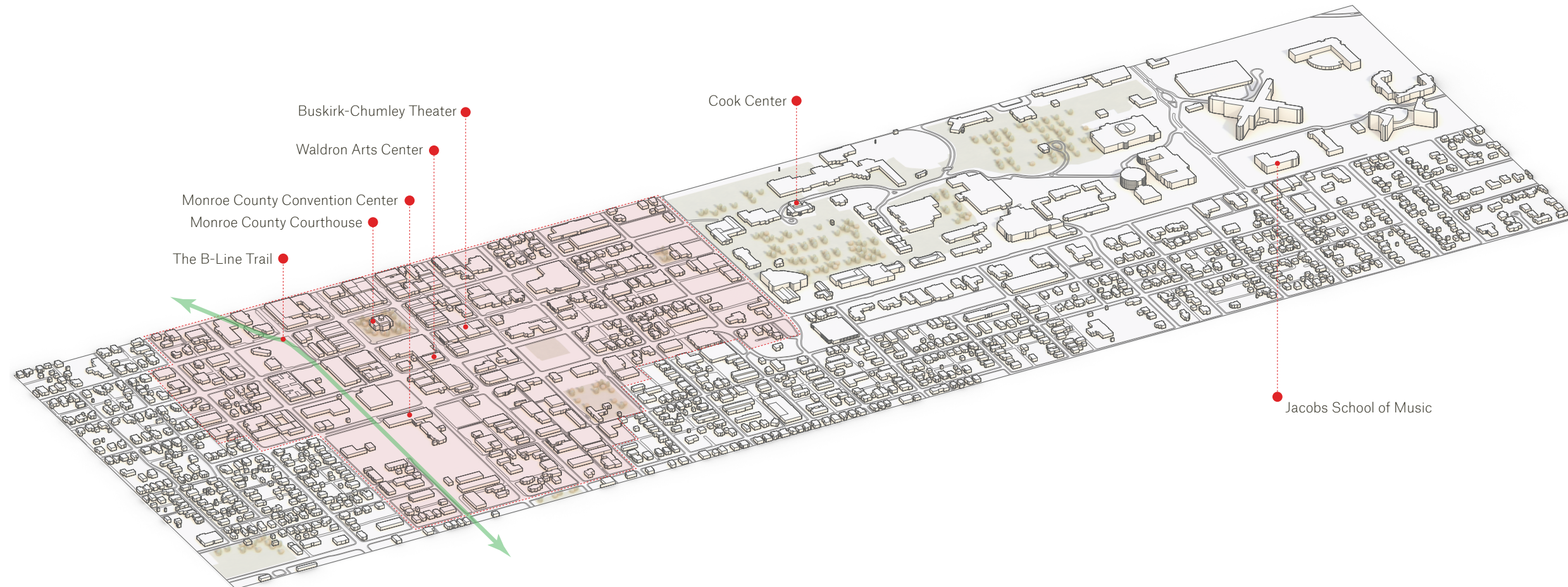Figure 108 - Axonometric Drawing

Task II | Needs Assessment - New Arts and Culture Incubator

Site Evaluations | Potential Site: Maple Heights/Crestmont

Connectivity

The Maple Heights and Crestmont neighborhoods are relatively close to downtown, but the public transit is less effective than in other areas of Bloomington. The number of bicycle lanes is largely reduced to the higher traffic arterial streets N. College Ave and N Walnut St.

There are a moderate number of bus stops, but the lines are not necessarily adequate for traveling north and south through Bloomington.

Economic Drivers

The Maple Heights and Crestmont neighborhoods have fewer economic drivers than other areas of Bloomington. The civic and cultural assets are primarily comprised of the middle school, churches, and the Bloomington Housing Authority - which generate lower revenues than other building typologies.

Most nearby food and beverage options are downtown, further east toward Indiana University's campus.

Arts Infrastructure

These neighborhoods' arts and culture assets are primarily relegated to murals and small installations.

No museums, galleries, amphitheaters, or performance venues exist in Maple Heights and Crestmont. The Study Team identified this neighborhood because a new arts and culture incubator could be an economic catalyst for a community that has not seen the same levels of investment as neighboring areas.

Figure 109 - Map Illustrating Connectivity/Economic Drivers/Arts Infrastructure

Task II | Needs Assessment - New Arts and Culture Incubator

Site Evaluations | Potential Site: Hopewell Redevelopment

Site Analysis

As part of the redevelopment strategy, the Hopewell Redevelopment Master Plan looks to reinvigorate the area with a new greenway thoroughfare and affordable residential units. The master plan creates an active community with added focus on the pedestrian, bicycle, and public transit experience.

The master plan also aims to create a diverse and inclusive community by providing various housing typologies for different income levels and ages.

The 24-acre redevelopment presents an opportunity to leverage economies of scale in construction. It offers a chance to build as part of a reimagined community with Bloomington.

Locating a new arts and culture incubator around the new Hopewell Redevelopment would foster arts and culture in an underserved area with arts and culture assets.

Hopewell Redevelopment

The Warehouse

Switchyard Park

The B-Line Trail

Downtown Convention Center

Courthouse Square

Waldron Arts Center
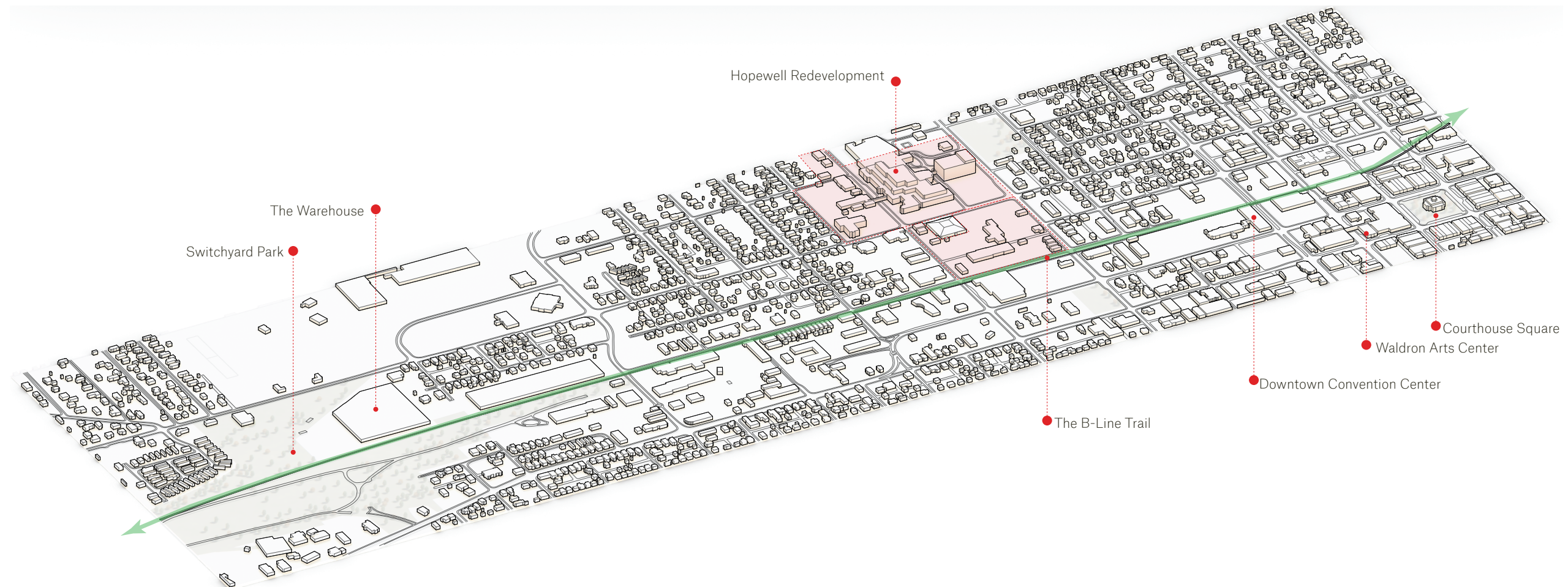
Figure 110 - Axonometric Drawing

Task II | Needs Assessment - New Arts and Culture Incubator

Site Evaluations | Potential Site: Hopewell Redevelopment

Connectivity

The Hopewell Redevelopment site boasts three bus stops and proximity to the B-Line. The public transit and B-Line offer excellent accessibility from downtown and Switchyard Park. The planned pedestrian greenway for the Hopewell Redevelopment will give the site additional accessibility and pedestrian foot traffic.

The bicycle times are 3 minutes and 6 minutes to Switchyard and Courthouse Square, respectively.

Economic Drivers

The redevelopment will serve as an economic driver for the site and some needed mixed-use and access to culture for a section of the city that does not have much inventory.

Arts Infrastructure

Artisan Alley is the closest arts and culture asset to the Hopewell Redevelopment site. A void of arts and culture will need to be filled at this location to bridge the gap between Switchyard Park and downtown Bloomington.

The redevelopment will serve as an economic driver for this part of the city. It will add some needed mixed-use and cultural assets to this area.

Legend:
- Identified Site
- Bike Routes
- Bus Routes
- Parking
- Hopewell Development Site
- Civic Buildings
- Food & Beverage
- Hospital
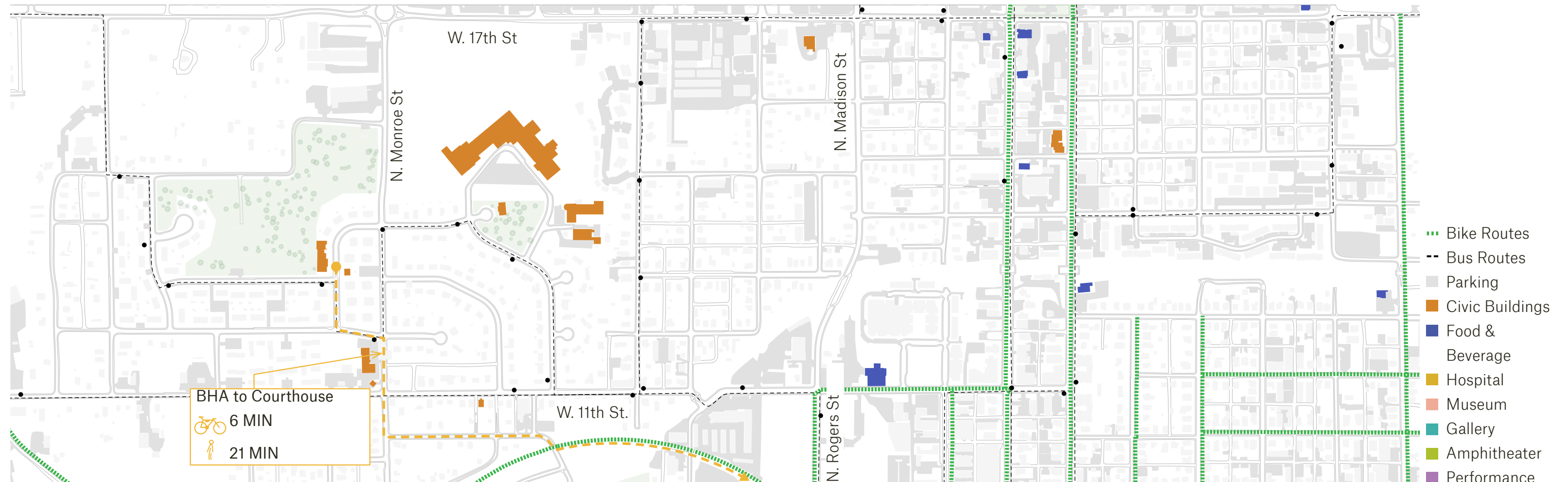- Museum
- Gallery
- Amphitheater
- Performance
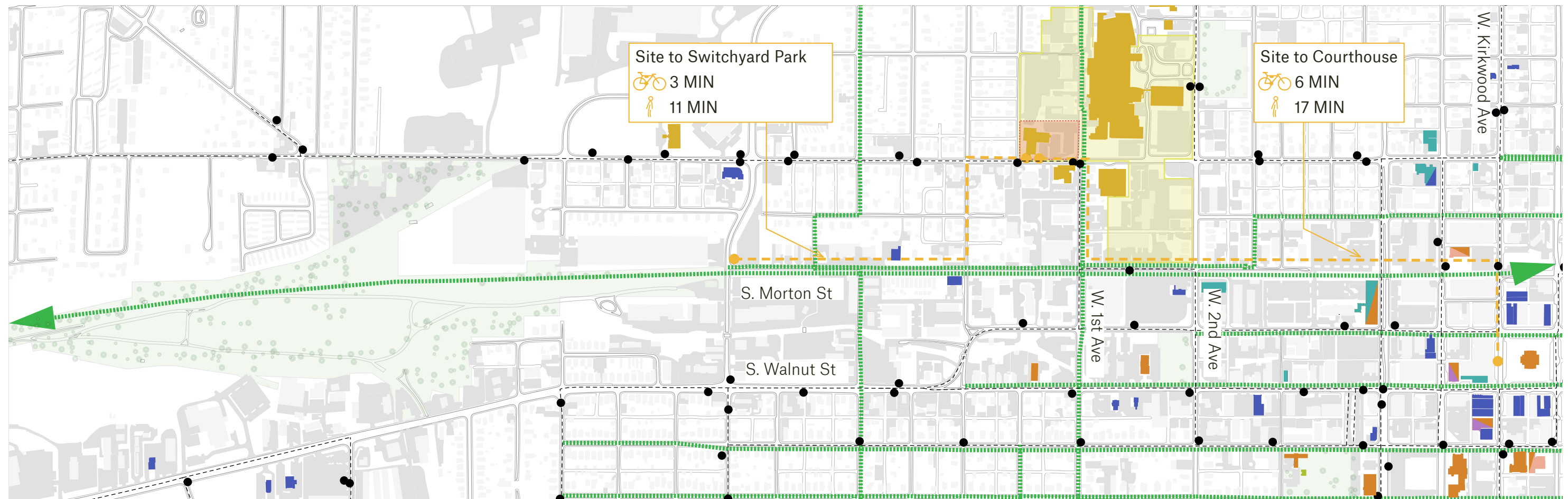
Figure 111 - Map Illustrating Connectivity/Economic Drivers/Arts Infrastructure

Task II | Needs Assessment - New Arts and Culture Incubator

Site Evaluations | Potential Site: Hopewell Redevelopment

Hopewell Redevelopment Master Plan

The Hopewell Redevelopment Master Plan looks to re-vision the former Indiana University Health campus. The plan transforms it into a new entity called Hopewell. The redevelopment aims to include a green thoroughfare, mixed-income housing, cultural, and retail.

Figure 112 - Parcels Identified as Part of Hopewell Masterplan

Figure 113 - Hopewell Redevelopment Proposal, as proposed by SOM

Source: Skidmore, Owings, & Merrill (SOM), *"Bloomington Hospital Site Redevelopment - Master Plan Report"*, January 2021

Task II | Needs Assessment - New Arts and Culture Incubator

Site Evaluations | Pros and Cons

Pros

Downtown

- City-owned property
- Vibrant downtown offers easy access to a potential new arts and culture incubator
- Many existing arts and culture accesses could foster greater collaboration due to proximity
- Highest foot traffic area in Bloomington
- Highest density of economic drivers such as food and beverage
- Close proximity to Indiana University's campus
- Opportunity to use empty storefronts with building owners to showcase artist work
- Most prominent location for artist exposure

Maple Heights/Crestmont

- Bring a new arts and culture incubator to an area that otherwise does not have any
- Site can serve both downtown and Maple Heights
- Excellent access from the B-Line Trail and close proximity to City Hall, the farmers' market, Upland Brewing Co., and the Mill to help drive foot traffic
- Adjacent to the B-Line Trail for easy pedestrian access
- Bus stop located in close proximity to the site
- Large lot could allow for an outdoor market, art festivals, and shows
- The area can accommodate on-site parking

Hopewell Redevelopment

- City-owned property
- Planned development underway with the Hopewell Redevelopment Master Plan
- A new arts and culture incubator would be the only one of its kind in the area
- Close proximity to downtown Bloomington
- Location does not have art or culture assets and could benefit from adding a new arts and culture incubator
- Easily accessible from B-Line

Cons

- Locating a new arts and culture incubator downtown could miss an opportunity to bring access to arts and culture to other neighborhoods in Bloomington
- Rents would be higher and would limit access for emerging artists
- Competition between existing venues for space

- No city-owned property is currently available
- Only a few restaurants are located in proximity to the site
- Longest travel times from downtown: 4-minute bicycle travel time and 13-minute walk time from Courthouse Square
- Limited public transportation

- The Hopewell Redevelopment neighborhood currently lacks other supportive economic drivers with minimal food and beverage options
- This site likely has the longest construction timeline due to the phased construction of the master plan
- Site is likely to receive the least foot traffic of the three proposed locations, however, foot traffic and economic drivers will likely increase over time as the area develops

Programming and Project Vision
New Arts and Culture Incubator

Task II | Needs Assessment - New Arts and Culture Incubator

Programming and Project Vision | New Arts and Culture Incubator

Recommended Building Scope

The Study Team recommends the following building scope to address the needs of the arts community and audiences in addition to the recommendations for community programming and the expanded convention center:

Create a new arts and culture incubator with a flexible, multi-use black box room that can accommodate approximately 100 seats and 200 standing capacity, in addition to the recommendations for community programming and the expanded convention center.

Who will utilize a new arts and education facility in Bloomington?

If a new arts and culture incubator is constructed in Bloomington, its programming would likely include a combination of local and regional artists, performances by local art organizations, community and cultural events, festivals, weddings, educational seminars, public meetings, and other types of public assemblies. This incubator would economically invigorate Bloomington and can be used to market the City of Bloomington on a regional and national scale.

The project will serve as an incubator for cultural expression and a place for convening. Through community-building efforts, the project will reshape the cultural landscape of Bloomington. The project will serve as a platform for experimentation and developing innovative ideas. The space will encourage artists to explore new facets of their practice and exploration. The project can foster new models for social interaction with the community that transcend the traditional boundaries of art, performance, and social practice.

Space Programming

A space program is a tool used to calculate a new facility's estimated size and configuration. The Study Team developed a space program for a new arts and culture incubator with administrative, technical, educational, and gallery spaces. The performance spaces would be multidisciplinary and appropriate for events such as productions, instrumental concerts, dance performances, live speakers, film screenings, live-streaming, and other live performances. The following pages summarize the estimated square footage for each space.

Performance and Rehearsal. Many stakeholders were interested in a smaller black box performing arts space and multipurpose rooms. These flexible, multiuse rooms would serve as primary performance spaces for rehearsals or smaller productions, such as staged readings, speakers, or meetings. They can also serve as teaching spaces for art classes, dance rehearsals/performances, and workshops.

What are the key factors for a new performance space in a new arts and culture incubator?

Seat Count. Many factors are analyzed to determine an appropriate performance facility seat count. The Study Team examined the following:

• Existing Bloomington inventory and map of cultural assets

• Bloomington arts organizations' historical and anticipated future attendance through in-depth interviews

• Bloomington arts demand projections, and national performing arts trends review

• Bloomington arts organizations' current and future facility needs

• Reported community seat count preference

• A new arts and culture incubator space program that maintains appropriate amenities and acoustics

Task II | Needs Assessment - New Arts and Culture Incubator

Programming and Project Vision | New Arts and Culture Incubator

The Study Team recommends that a new black box facility in Bloomington have a 100-seat, 200-standing capacity for several reasons:

- No existing Bloomington inventory is replaced
- A black box theater is a workhorse space that can work well for artist experimentation and rehearsal space, and still accommodate established artists or touring acts
- A black box theater can be used for a recording space for larger ensembles
- A black box theater can be organized in many different ways to suit a variety of artists and cultural acts
- A black box theater would be acoustically appropriate for a wide range of diverse arts and culture groups
- A black box theater can accommodate lower rents making the space more accessible and usable for artists and community members

Education. A new arts and culture incubator would allow local artists to have access to produce on new equipment that may have otherwise been unavailable. The center could also provide Indiana University students with experiences operating the technical and performing spaces. The incubator could accommodate classes for artists to hold business classes such as marketing. Indiana University faculty could use the facility for teaching and also offer youth and K-12 educational opportunities.

Fabrication. Many stakeholders expressed interest in spaces where they could create works. These spaces could include a ceramics studio, a digital lab, a video shoot and editing bay, a woodshop, and rentable studios.

Media/Broadcast Studio. Some stakeholders indicated an interest in including a media studio in the arts and culture incubator to foster Bloomington's emerging film and digital media industry. This could be utilized for recording, presenting, and editing original content for media, streaming services, training, conferences, and filmmaking. The studio could also serve as a rehearsal space and a training facility for media technicians and professionals.

Cultural Showcase. A new arts and culture incubator that showcases contemporary creative and cultural experiences will act as a transformative bridge, linking downtown Bloomington and Indiana University to the community. The project will make it possible for Bloomington to contribute to creating an even more meaningful connection with the local artist community and continue to offer diverse cultural programming.

Community. If a new arts and culture incubator is programmed effectively and rental rates are accessible for local organizations and artists, attendees of events will likely witness a diverse array of individuals—including community members of various ethnicities and income levels, Indiana University students, tourists, nearby communities, and others.

Economic Growth. The project will create jobs to operate the facility. The project will be a catalyst for retaining groups of emerging artistic leaders. The economic benefits to the local community from increased arts and culture events will increase revenue in the local neighborhood, strengthen the economy, and promote the overall welfare of the population.

Task II | Needs Assessment - New Arts and Culture Incubator

Programming and Project Vision | New Arts and Culture Incubator

Program	Program Spaces (sf)	Revenue Generating Opportunity	Net Area (sf)
Fabrication	Digital Lab	Y	1200 sf
	Print Lab	Y	300 sf
	Editing Bay	Y	250 sf
	Video Shooting Room	Y	800 sf
	Woodshop	Y	2700 sf
	Ceramics Studio	Y	1000 sf
	Maker Spaces / Studios	Y	S: 250 sf x 15 (3750sf) | M: 375 sf x 10 (3750sf)
	Long term 6-12 mo rental		L: 500 sf x 5 (2500sf)
	Short term 1 wk rental		
	Music rehearsal solo (hourly rental)	Y	64 sf x 4 (256sf)
	Music rehearsal ensemble, 6-8 ppl, recording capabilities (hourly rental)	Y	300sf x 2 (600sf)
	Community Studio/Progressive Art Studios	Y	2000 sf
	Lockable Storage	Y	150 sf
Education	Seminar / Classroom	Y	800 sf x 2 (1600sf)
	Multi-Purpose Room / Rehearsal	Y	1000 sf
	Youth Classroom K-12	Y	800 sf
Performance	Black Box (Capacity: 100 seated 10 sf pp, 200 standing), recording studio	Y	1500 sf
	Sound Studio	Y	100 sf
	Support Spaces		750 sf
Display	Gallery	Y	1600 sf
	Retail	Y	500 sf
Administrative	Office		150 sf/office x 4 (600sf)
	Loading/Storage		750 sf
	BOH		600 sf
Gather	Reception	Y	200 sf
	Outdoor Arts Courtyard (Not included in gross area)	Y	2000 sf
	Cafe / F&B w/ Stage	Y	1000 sf
	Catering Kitchen	Y	500 sf
	Artist Commons	Y	2000 sf
		Total Net Area	**32,756 sf**
		Gross Net Area (Net*1.6)	**52,410 sf**

Fig 114 - The chart below indicated programmatic opportunities to be considered in the Arts and Culture Incubator

* 1.6 grossing factor has been estimated. If the program spaces are allocated to an existing building this factor may change

Task II | Needs Assessment - New Arts and Culture Incubator

Programming and Project Vision | New Arts and Culture Incubator | Proposed Program: Preliminary Sizing

#	Program Space	Unit x (ft)	Unit y (ft)	Qty	Est. NSF	Ceiling Height (ft)	Capacity
A	Fabrication						
1a	Digital Lab			1	1200		
2a	Print Lab			1	300		
3a	Sound Studio			1	100		
4a	Editing Bay			1	250		
5a	Video Shooting Room			1	800		
6a	Woodshop			1	2700		
7a	Ceramics Studio			1	1000		
8a	Maker Space / Studios - Small			15	3750		
9a	Maker Spaces / Studios - Medium			10	3750		
10a	Maker Spaces / Studios - Large			5	2500		
11a	Music Rehearsal Studio Solo			4	256		
12a	Music Rehearsal Ensemble			2	600		
13a	Community / Progressive Art Sutdios			1	2000		
14a	Lockable Storage			1	150		
	Total NSF				19356		

#	Program Space	Unit x (ft)	Unit y (ft)	Qty	Est. NSF	Ceiling Height (ft)	Capacity
B	Education						
1b	Seminar / Classroom			2	1600		
2b	Multi-Purpose			1	1000		
3b	Youth Classroom K-12			1	800		
	Total NSF				3400		

#	Program Space	Unit x (ft)	Unit y (ft)	Qty	Est. NSF	Ceiling Height (ft)	Capacity
C	Performing Arts Spaces						
1c	Black Box Theatre	37.5	40	1	1500		100
3c	Control Booth			1	150		
4c	Sound & Light Lock			1	200		
2c	Green Room			1	150		
5c	Dressing Room (S)			1	80		
6c	Dressing Room (M)			1	170		
	Total NSF				2250		

#	Program Space	Unit x (ft)	Unit y (ft)	Qty	Est. NSF	Ceiling Height (ft)	Capacity	Special
D	Display							
1d	Gallery			1	1600			
2d	Retail			1	500			
	Total NSF				2100			

#	Program Space	Unit x (ft)	Unit y (ft)	Qty	Est. NSF	Ceiling Height (ft)	Capacity	Special
E	Offices/Multipurpose Space							
e1	Offices	10	15	4	600			
e2	Loading / Storage			1	750			
e3	BOH			1	600			
	Total NSF				1950			

#	Program Space	Unit x (ft)	Unit y (ft)	Qty	Est. NSF	Ceiling Height (ft)	Capacity
F	Gather						
1f	Reception			1	200		
2f	Outdoor Arts Courtyard			1	0		
3f	Café / F&B			1	1000		
4f	Catering Kitchen			1	500		
5f	Artist Commons			1	2000		
	Total NSF				3700		

Total NSF		32756	
Grossing Factor		1.6	
Total GSF		52410	

Figure 115 - Table of Proposed Program and Corresponding Area Allotment

Definitions of Technical Theater Terms

Audio: Relating to sound and its amplification.

Black Box: A flexible indoor performance or rehearsal space with a flat floor and entirely black structural interior.

Control Booth: Area designated for operation of technical equipment as well as lighting controls and sound board.

Green Room: A room in a theater or studio in which performers can relax when they are not performing.

Sound and Light Lock: Spaces separate the sound and light of the public spaces from the controlled audience.

Task II | Needs Assessment - New Arts and Culture Incubator

Programming and Project Vision | New Arts and Culture Incubator | Building Program Adjacency Diagram

An adjacency diagram is a tool for understanding the relationship between spaces with different programmatic functions. The diagram's purpose is to find programs that either share common requirements or the need to operate as discrete spaces. The goal is to optimize the program's organization into a layout that best serves the programs individually and the sum of the program as a whole.
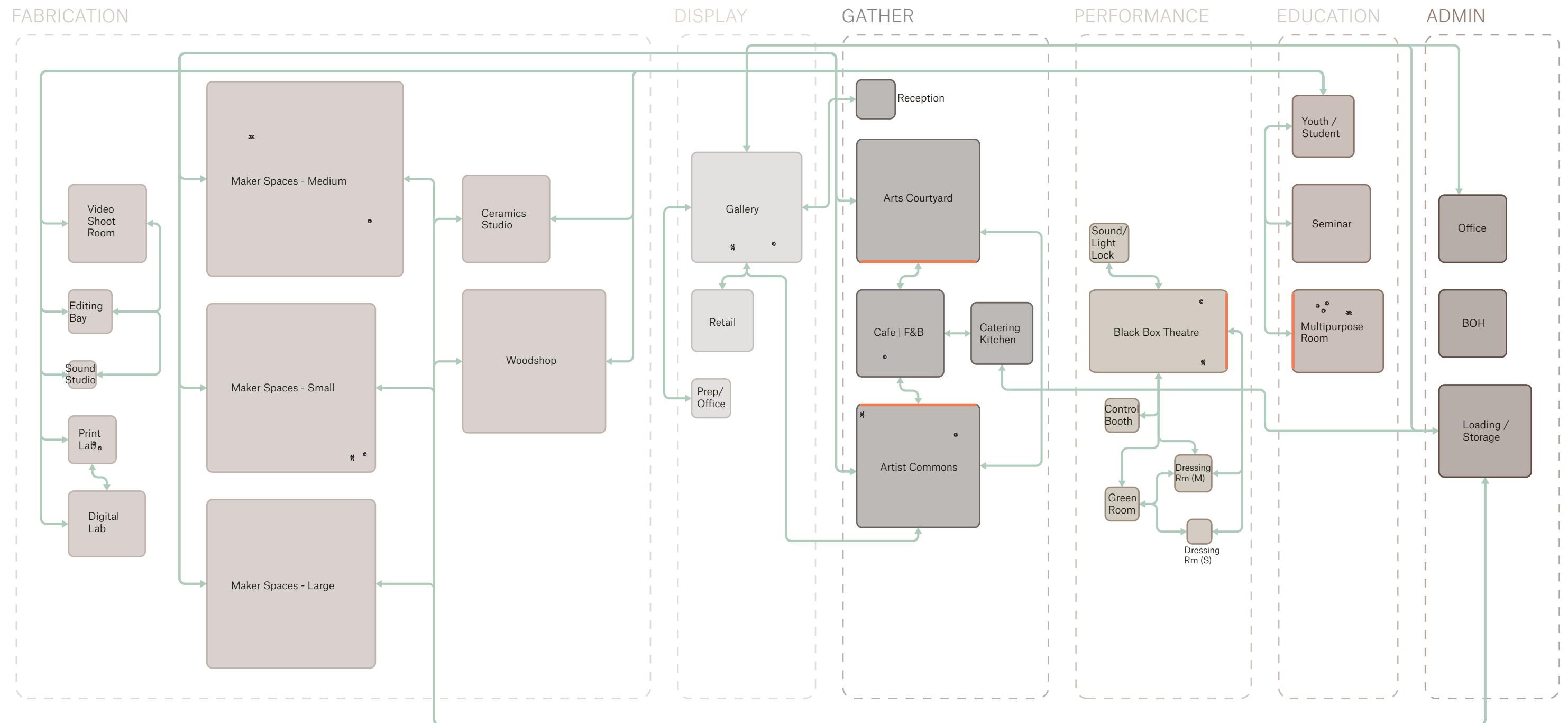

Figure 116 - Adjacency Diagram

Case Study: Hopewell Redevelopment New Arts and Culture Incubator

Task II | Needs Assessment - New Arts and Culture Incubator

Hopewell Redevelopment New Arts and Culture Incubator | 714 S. Rogers Street

The Study Team and the City of Bloomington reviewed 714 S. Rogers Street as a potential site for the Hopewell Redevelopment New Arts and Culture Incubator. An existing brutalist-style building on the site served as an Indiana University Health building until Indiana University transferred the property to the City of Bloomington as part of the Hopewell Redevelopment in July 2022.

The site is two blocks west of the B-Line and a 15-minute walk from downtown Bloomington. This site has the potential to be an active artist hub and to serve as a cultural catalyst for the Hopewell Redevelopment.

The Study Team recommends utilizing an adaptive reuse strategy to integrate the existing structure into the Hopewell Redevelopment New Arts and Culture Incubator. Adaptive reuse is a sustainable strategy in building methods. In many cases, adaptive reuse reduces the amount of construction necessary and diverts building waste from landfills. The Study Team recommends repurposing the existing structure to accommodate the proposed maker spaces and a new volume to the North to house a 100-seat black box theater and educational and multipurpose rooms.

The larger program spaces that require height and volume are allocated for new construction close to the existing building. Existing structure modifications required to accommodate the larger program would be cost-prohibitive and require extensive structural and systems redesign.

Figure 117 - S. Rogers Street

Figure 118 - W. 1st Avenue

Figure 119 - Wylie Street

Task II | Needs Assessment - New Arts and Culture Incubator

Hopewell Redevelopment New Arts and Culture Incubator | 714 S. Rogers Street: Existing Structure

Hopewell District

Culture and accessibility are at the core of this vision. They have been the driving force for the Study Team's collaboration in Bloomington. At the cultural center of the Hopewell District, the project provides a focal point for the neighborhood and Bloomington. The project's sphere of influence will extend beyond the Hopewell Redevelopment to the rest of Bloomington by curating with programmatic diversity.

Address: 714 S. Rogers Street | (City-owned property)

Zoning: MM
Lot Area: 5,000 min lot size (for lots created after UDO effective date, Apirl 18, 2020)
Lot Width: 50' min

Setbacks
- Front Build-to range: 15-25'
- Building Facade at build-to range (min): 70%
- Side: 7'
- Rear: 7'
- Primary Structure Height (max): 4 stories, not to exceed 50'
- Accessory Structure Height (max): 30'
- Front parking setback (min): 20' behind the primary structure's front building wall
- Impervious surface coverage (max): 60%
- Landscape area (min): 40%

Figure 120 - Map Illustrating UDO Requirements

Task II | Needs Assessment - New Arts and Culture Incubator

Hopewell Redevelopment New Arts and Culture Incubator | 714 S. Rogers Street

Traffic

The site, located on S. Rogers Street between W. Wylie Street and W. 1st Street, is a relatively busy street with medium-speed traffic. For that reason, the Study Team recommends the vehicular entrance to the site be located on W. 1st Street to minimize the potential for traffic congestion.

Legend:
- Existing Structure
- Bike Lanes
- Bus Routes
- Bus Stops
- 30 MPH Speed Limit
- 25 MPH Speed Limit
- 20 MPH Speed Limit
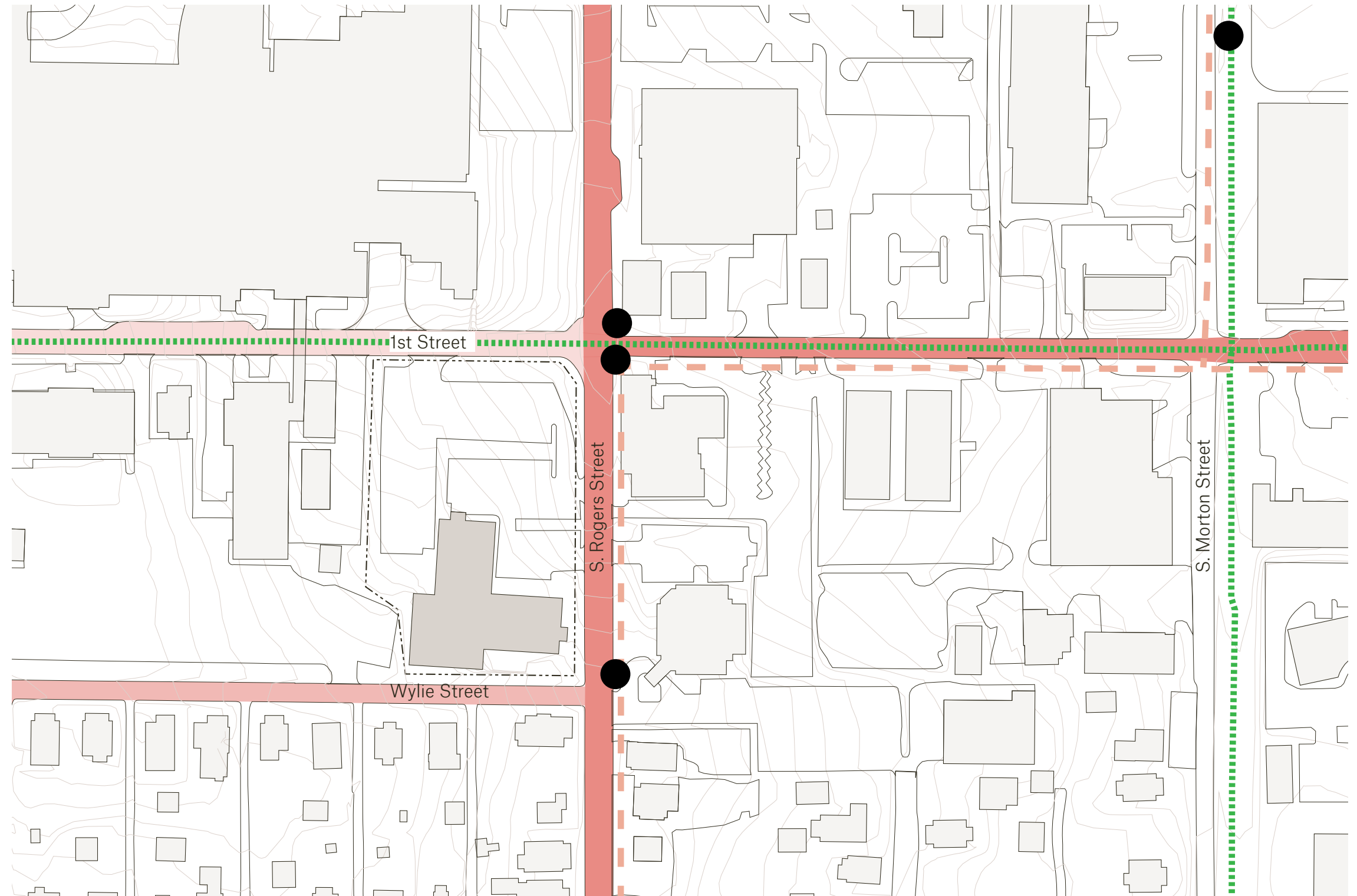
Figure 121 - Map Illustrating Traffic Speeds, Bus Routes/Stop, and Bicycle Lanes

Task II | Needs Assessment - New Arts and Culture Incubator

Hopewell Redevelopment New Arts and Culture Incubator | 714 S. Rogers Street: Planning Diagram
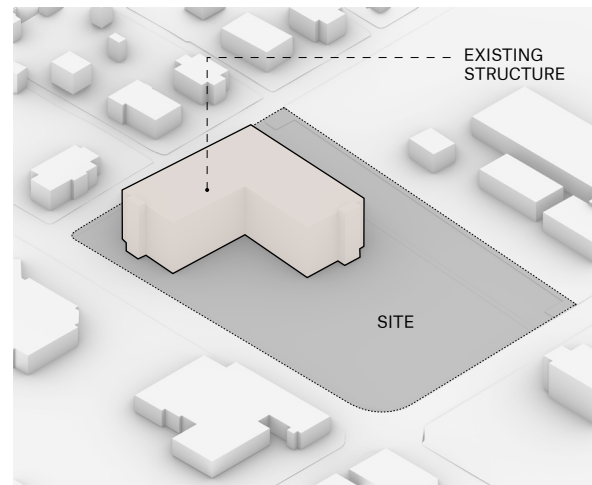
1

Maximize the existing building for program integration.

2

Spaces that are larger in volume would be more suitable in a new structure to minimize impact and changes to the existing building.

3

Create a central outdoor public gathering space for performances and art displays.
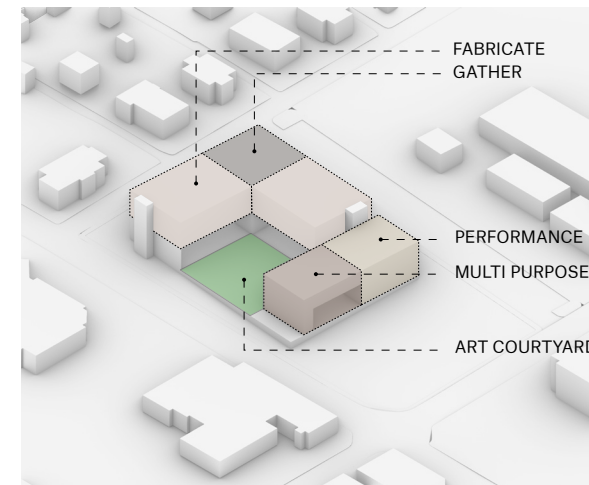
4

Polycentric creative spaces radially organized the around the art courtyard.
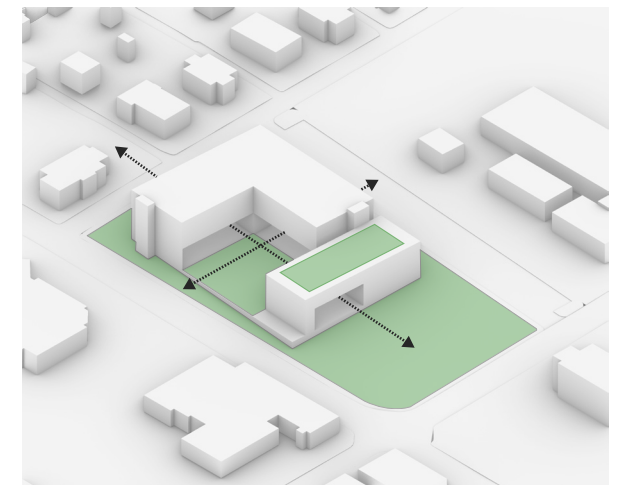
5

Interweave programming, circulation, green space, and access to encourage cross-pollination.

Figure 122 - Planning Diagram

Task II | Needs Assessment - New Arts and Culture Incubator

Hopewell Redevelopment New Arts and Culture Incubator | 714 S. Rogers Street: Revenue Generating Opportunities

The project is divided into two volumes: an existing four-story building that accommodates gathering spaces, maker spaces, and fabrication studios, and a new structure that houses the assembly program. The ensemble of two buildings provides a dynamic synergy between Bloomington's cultural and residential areas across the main thoroughfare. Each volume has a distinct form and character, and the two halves can be used separately or in combination for various uses.

Combining the existing building's regular structure with a new black box theater and main assembly space provides the ultimate flexibility for the diverse programming of Bloomington's multifaceted ambitions. When combined, the full layout has the capacity for large-scale events. Independently, the spaces can be divided to host distinct events with dedicated acoustics. Liberated from obligations to operate as a strict institutional or a strictly civic entity, the project presents a new typology for interaction, leveraging the ambiguous advantage of Bloomington's redefinition of culture.
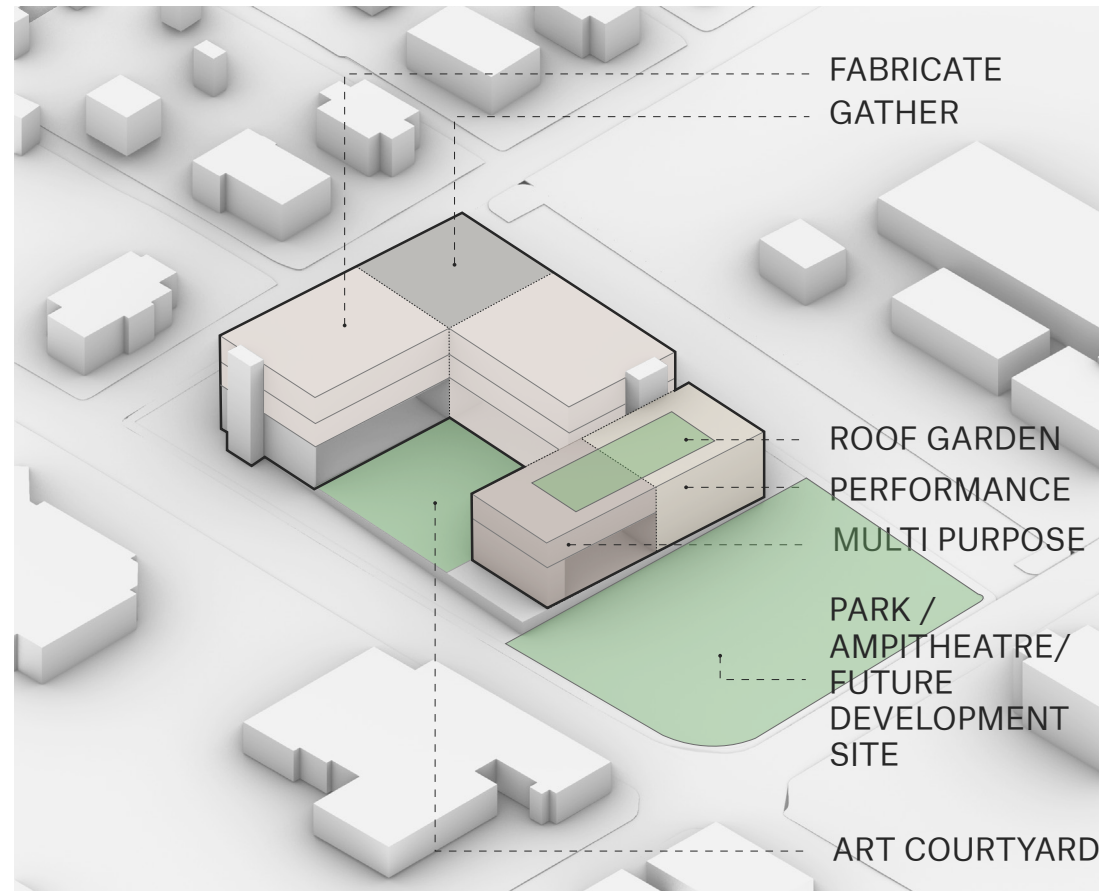
Figure 123 - Diagram of Proposed Building Program

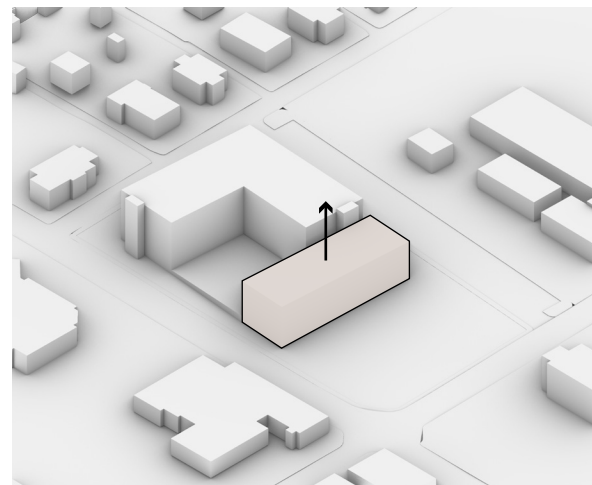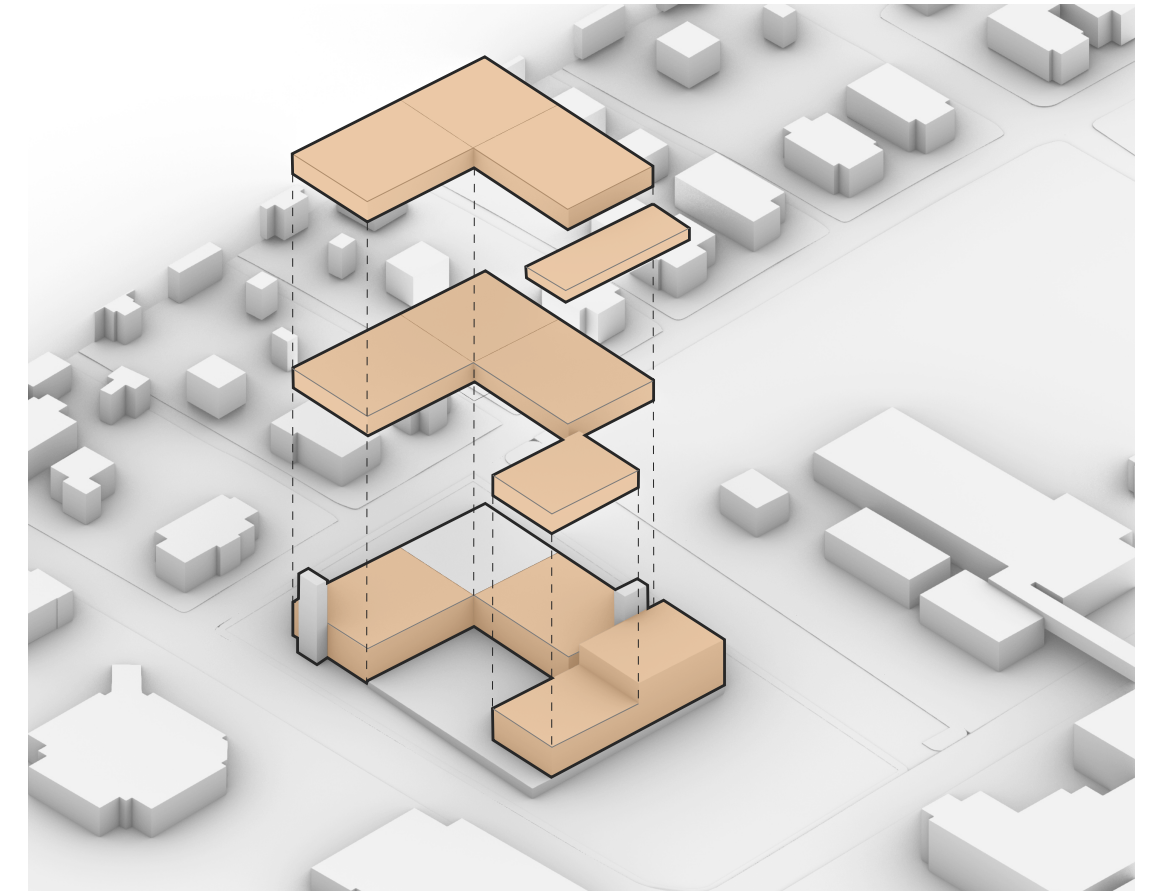Figure 124 - Diagram of Revenue Generating Spaces

Revenue Generating Spaces

Task II | Needs Assessment - New Arts and Culture Incubator

Hopewell Redevelopment New Arts and Culture Incubator | 714 S. Rogers Street: Organizational Diagram

Organization of the program at the 714 S. Rogers Street site.
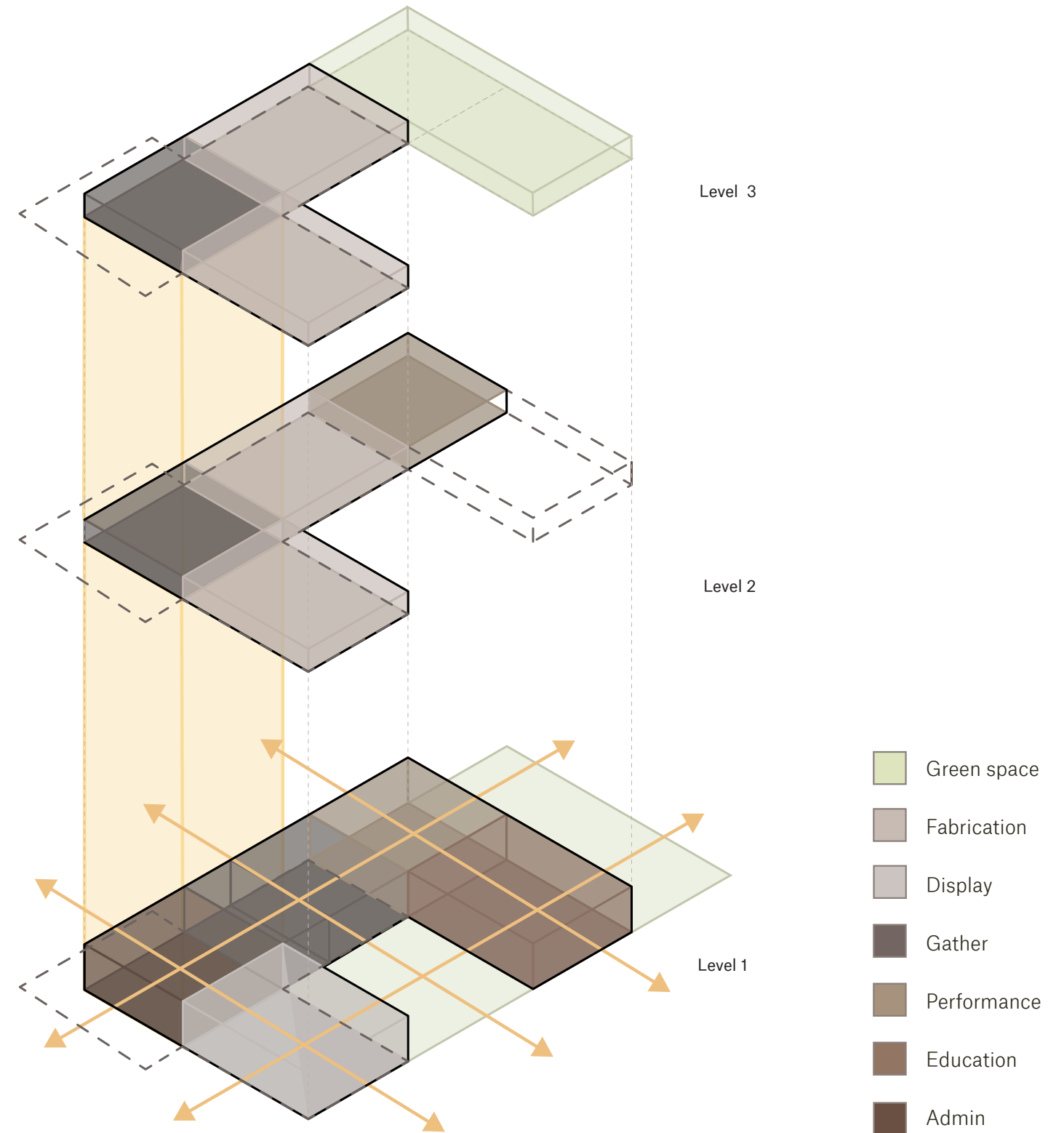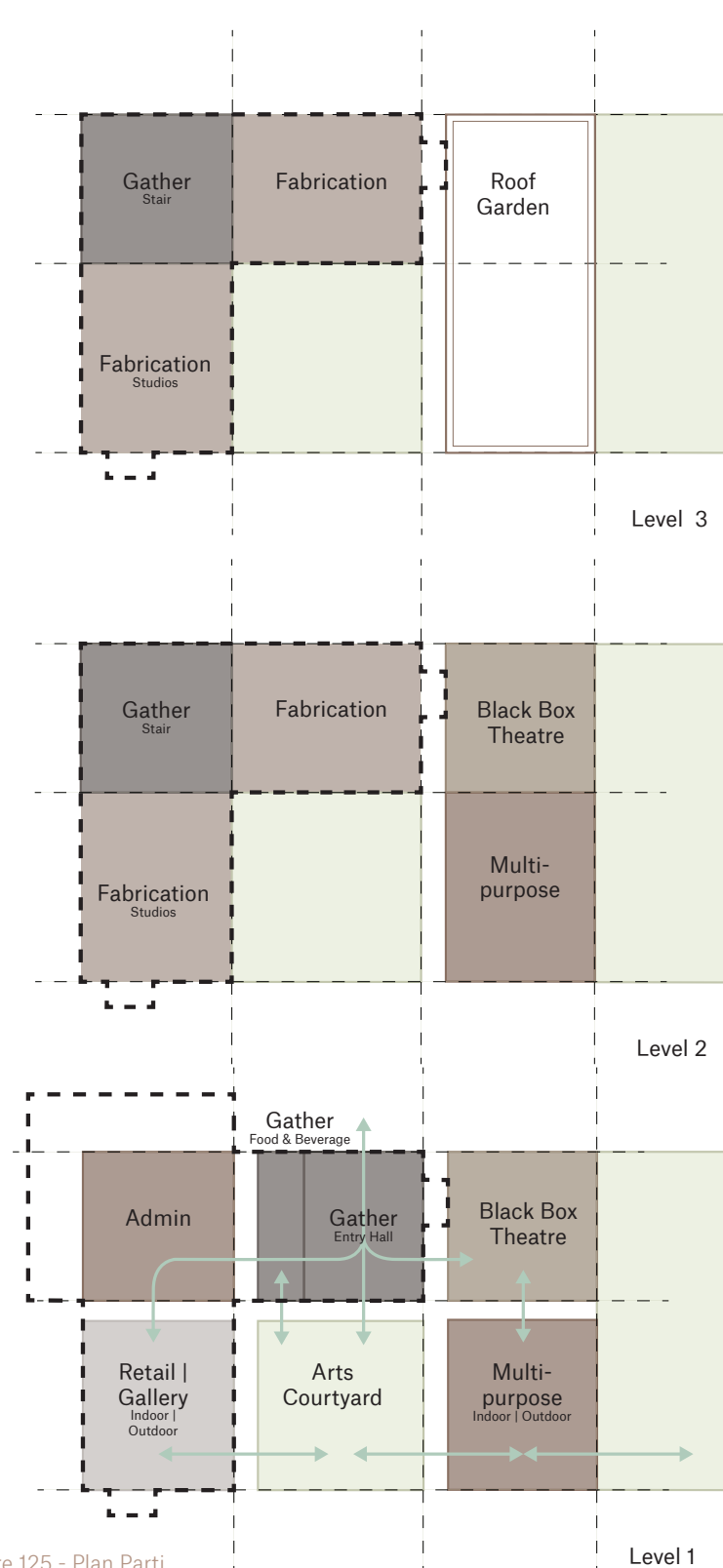
Figure 125 - Plan Parti

Figure 126 - Exploded Axonometric Drawing

Legend:
- Green space
- Fabrication
- Display
- Gather
- Performance
- Education
- Admin

Task II | Needs Assessment - New Arts and Culture Incubator

Hopewell Redevelopment New Arts and Culture Incubator | 714 S. Rogers Street: Organizational Diagram

Option for the organization of a new arts and culture incubator on the 714 S. Rogers Street site. The plan considers pedestrian and traffic flow to the site to encourage the public to visit and engage with the program.

····· Bike Lanes

····· Vehicular Entrances

----- Pedestrian Entrances

Figure 127 - Site Plan Parti

Task II | Needs Assessment - New Arts and Culture Incubator

Hopewell Redevelopment New Arts and Culture Incubator | 714 S. Rogers Street: Massing

A conceptual massing of a new arts and culture incubator located at the 714 S. Rogers Street site based on the program developed in the feasibility study.

Figure 128 - Conceptual Massing

Task III │ New Arts and Culture Incubator Operational Pro Forma Budget and Business Plan

Task III | New Arts and Culture Incubator Operational Pro Forma Budget and Business Plan
Task III Summary

Task III | New Arts and Culture Incubator Operational Pro Forma Budget/Business Plan

In the third step of the feasibility study, the Study Team analyzed data provided by the existing facility inventory and the feedback received through community engagement sessions to develop a list of the types of spaces (known as a program) needed in Bloomington. The Study Team then used that program to understand the financial feasibility of a potential new arts and culture incubator. The tools used to evaluate this included an operational pro forma and business plan, utilizing benchmark values set by national precedents of arts and culture incubators.

Study Assessments | see pages 148-167

- Benchmark Venues
- Business Plan
- Operational Pro Forma

Summary of Key Findings (Facility Benchmarks)

The Study Team profiled four arts and culture incubators throughout the country with offerings similar to the proposed new arts and culture incubator in Bloomington. From interviews and financial analysis of these benchmarks, the Study Team has the following recommendations:

- **Ensure Affordability.** Affordability is always a concern, particularly when areas begin to develop. Gentrification often pushes local artists out of their communities. When developing an arts and culture incubator, consideration should ensure rentable studios remain affordable.

- **Foster Partnerships.** Partnerships between organizations can be a great way to ensure that a diversity of artists have access to the incubator. Arts and culture incubators may want to consider partnering with organizations serving vulnerable populations.

- **Simplify the Model.** Maintaining a simple operating structure of the new arts and culture incubator is important to streamlining processes. Benchmark representatives cautioned against having multiple owners and operators, stating that it confuses the tenants.

- **Establish Anchor Tenants.** Developers of new a new arts and culture incubator may want to consider having one or more "anchor tenants" to attract attention. Tenants can be established artists or other arts organizations that may benefit from having space in the building.

- **Maintain Financial Sustainability.** Carefully consider the financial sustainability of the business model to protect future organizational success.

Summary of Key Findings (Business Plan)

The Study Team developed an organizational chart of staff that would be required to fulfill the operational obligations of a proposed new arts and culture incubator:

- Director (full-time position)

- Studio Manager (full-time position)

- Program and Event Manager (full-time position)

- Facilities Manager (full-time position)

- AV/Production (overseen by Program and Event Manager) supplemented with contracted support (outside professionals)

- Volunteer Support (3 positions)

- Security (contracted)

- Custodial Services (contracted)

Task III | New Arts and Culture Incubator Operational Pro Forma Budget and Business Plan

Task III Summary

Summary of Key Findings (Operational Pro Forma)

In addition to the standard model of rental spaces, the following income generation and cost-saving measures should be considered:

Membership program. Offering a list of benefits for a monthly price at various tiers can simplify the rental process and be more all-inclusive. Memberships could include entry to several artistic spaces, free or reduced-fee equipment rentals, and after-hours facility access.

Equipment rentals. If maintaining the affordability of space rentals remains a high priority, renting equipment separately from spaces could help deliver additional revenue sources.

Gallery commissions. For gallery and/or retail items sold onsite, the incubator could take a portion of the sales percentage as a commission.

Volunteer incentives. The new arts and culture incubator could offer classroom space for free or at a discounted rate for a certain number of volunteered hours every month to incentivize volunteers and reduce operating costs.

The Study Team developed three scenarios for the new arts and culture incubator operational pro forma that estimate total revenue, expenses, and net income. The three scenarios include projections for the following:

Year 2
- Gross income: $968,735
- Total expenses: $957,904
- Net income: $10,832

Year 7 Low
- Gross income: $980,064
- Total expenses: $968,450
- Net income: $11,614

Year 7 High
- Gross income: $1,152,629
- Total expenses: $1,136,030
- Net income: $16,599

These scenarios include assumptions using estimated paid occupancy per use type for each proposed program.

Summary of Key Findings (Capital Expenditure)

The Study Team generated an estimated capital expenditure for the new arts and culture incubator based on unit costs in the Bloomington area at the time of the study.

The capital expenditure analysis was broken down into three categories: new construction, existing building renovation, and landscape and parking. The following is a schedule of estimated values:

New Construction* (11,545 sf)
- Low range: $3.75M
- High range: $4.9M

Existing Building Renovation* (40,880 sf)
- Low range: $6.1M
- High range: $8.1M

Total Building Construction Range*
- $9.85M - $13M

Landscape & Parking Areas* (61,093 sf)
- Low range: $1.35M
- High range: $2.45M

*Estimate Methodology

The estimate provided in this report is an order of magnitude for the new arts and culture incubator. The estimate was prepared using market conditions of the Bloomington area, and the program's size with an assumed grossing factor to utilize cost. These numbers are from August 2022 and are subject to change. We cannot warrant the numbers used in this estimate.

The cost estimate was developed based on the gross floor area program, performance equipment, and site development. It should be noted that this is a program-driven budget principally based on suggested areas. It is not meant to reflect any particular design. Existing site and building conditions have not been considered.

The Study Team has no control over the costs of construction, cost of labor, materials, or equipment.

Benchmark Venues

Task III | New Arts and Culture Incubator Operational Pro Forma Budget and Business Plan

Benchmark Values | Arts and Culture Incubator

Benchmark Venues

The Study Team presents benchmark profiles of arts and culture incubators throughout the country with offerings similar to a proposed new arts and culture incubator in Bloomington. Comparable arts centers in similar communities to Bloomington are rare and have unique offerings. Benchmark facilities were selected based on meeting as many of the following criteria as possible:

- Located within a city with a similar population to Bloomington

- Located within a city that is approximately an hour's drive from a major metropolitan area

- Owned and/or operated by a government entity

- Has a black box theater space with no more than a 300-seat capacity

- Has a lecture or multipurpose room

- Supports various types of fabrication

- Includes 10-30 individual maker-space studios

- Has a café and/or catering capabilities

Using these criteria, the Study Team developed benchmark profiles for the following arts and culture incubators:

- Tannery Arts Campus in Santa Cruz, CA

- Union Contemporary Arts in Omaha, NE

- Lowe Mill ARTS & Entertainment in Huntsville, AL

- LANTERN in Detroit, MI

Lessons Learned

Based on conversations with leaders of the benchmark venues, the Study Team developed the following list of "lessons learned" recommendations to consider for a new arts and culture incubator:

- **Ensure Affordability.** Affordability is always a concern, particularly when areas start to develop. Gentrification often pushes local artists out of communities. Developing arts and culture incubators should consider ways to ensure rentable studios remain affordable.

- **Foster Partnerships.** Partnerships between organizations can be a great way to ensure that a diversity of artists have access to the facility. Arts and culture incubators may want to consider partnering with organizations serving vulnerable populations.

- **Simplify the Model.** Maintaining a simple operating structure of the new arts and culture incubator is vital to streamlining processes. Benchmark representatives cautioned against having multiple owners and operators, stating that it confuses the tenants.

- **Establish Anchor Tenants.** Developers of new art and culture incubators may want to consider having one or more "anchor tenants" to attract attention. These can be established artists or other arts organizations that may benefit from having space in the building.

- **Maintain Financial Sustainability.** Carefully consider the economic sustainability of the business model to protect future organizational success.

Task III | New Arts and Culture Incubator Operational Pro Forma Budget and Business Plan

Benchmark Values | Arts and Culture Incubator | Tannery Arts Campus | Santa Cruz, CA

The nearly 24,000-square-foot Tannery Arts Campus opened in 2009. The facility was designed as a sustainable, accessible addition to the thriving arts community of Santa Cruz. Tannery is open to the public, and its artists host individual events that can generate revenue, boost their profile and assist with networking. Most artists who rent out Tannery studios are long-term tenants working in various mediums including ceramics, sculpture, painting, jewelry, music, fashion, and photography.

Community Profile. Santa Cruz is a wealthy coastal town with a strong arts community and an orientation toward small businesses. According to the 2020 Census, the estimated population of 61,950 is 62% White, 21% Hispanic or Latino, 10% Asian, 8% multiracial, and 2% African American with smaller percentages of other groups. The median household income in Santa Cruz from 2016 to 2020 was $86,618, which is more than $20,000 more than the national median during this period. The poverty rate is over 20% (11% is the national average), which may indicate a substantial wealth gap among residents.

Creative Spaces. Tannery has the following creative spaces:

- 28 individual rentable artist studios ranging from 199 to 2,000 square feet
- Colligan Theater (182 seats)
- Dance studio
- Kiln room
- Café space (currently unoccupied but is considered a studio that can be rented)

Support Spaces. Tannery has the following support spaces:

- Arts Council of Santa Cruz office space
- 100 residential lofts
- Community garden
- Outdoor recreational areas (dog park, playground, basketball court)

Programming. Tannery is open to the public at no cost. Individual studio tenants can host events, and the admission fees they charge are entirely up to the artists themselves. While Tannery emphasizes artist-led initiatives, they provide support to their artists in several ways, including one-on-one coaching (as opposed to one-size-fits-all professional development); marketing toolkits; grant programs for creative placemaking projects; subsidized classes and/or supplies; and support getting artists into citywide events that can help raise their profiles.

Figure 129 - Outside the Tannery Arts Campus

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Benchmark Values | Arts and Culture Incubator | Tannery Arts Campus | Santa Cruz, CA

Ownership and Operational Structure. The City of Santa Cruz owns two of the buildings on the campus (the theater and the Arts Council office building), and Artspace leases those buildings from the City. The Arts Council of Santa Cruz operates the programming for Tannery, and the John Stewart Company manages the artist studio rentals. The live-in artist lofts are owned and operated by Artspace.

Staffing Structure. There are four full-time employees managing the 28 artist studios. One dedicated staff member from the Arts Council manages the programming at Tannery with support from independent contractors (usually artists). Tannery has an arts education program that volunteers primarily run. However, the volunteer model is not used widely on Tannery's campus, as it clashes with its mission to provide funding for its artists.

Financial Information. A representative from the Arts Council of Santa Cruz explained that they raised $2.5 million over five years to support the programming and development of Tannery. Although the Arts Council of Santa Cruz is a non-profit entity, other entities that operate Tannery Arts Center are for-profit, thus limiting the availability of their financial information. A representative from the company that manages the artist studios said roughly $30,000 in rental fees is generated on an annual basis. However, the rent primarily supports the campus' operations from the 100 residential lofts managed by Artspace (which leverages an affordable housing tax credit to ensure their units are accessible to their community).

Rental information. On average, the artist studios are available for rent for approximately $2 per square foot per month. Tannery has 100 residential lofts that are rentable through Artspace. The Colligan Theater is available for rent but not rented often due to the year-round programming organized by the resident theater company. Tannery also has an outdoor events space not frequently rented due to coordination challenges and lean staff (plus, there is a lot of existing event space for rent in Santa Cruz). When the theater and/or outdoor spaces are rented, the rates vary depending on the type of event and entity.

Figure 130 - Corridor of Tannery Arts Center with artist lofts on either side

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Benchmark Values | Arts and Culture Incubator | Union Contemporary Arts | Omaha, NE

Union Contemporary Arts (UCA) is a founder-led organization that opened its arts campus in 2017. Its mission centers around providing paid opportunities for artists and engaging in social justice through art. Currently 20,000 square feet, UCA has an expansion planned to bring the total square footage to roughly 30,000.

Community Profile. While the City of Omaha provides many opportunities for the consumption of art, Omaha is not a particularly supportive environment for artists, according to a representative from UCA. One reason may be that the arts are highly institutionalized in Omaha, with a handful of more significant operations receiving generous funding and providing fewer opportunities for non-affiliated individual artists. The estimated population of 487,300 is 66% White, 14% Hispanic or Latino, and 12% African American with smaller percentages of other groups, according to the 2020 Census. The median household income in Omaha from 2016 to 2020 was $62,213, a little over $2,000 less than the national median. The poverty rate in Omaha is 12%, relatively on par with the national average.

Creative Spaces. Union Contemporary Arts has the following creative spaces:

- Five co-op studios (ceramics, fiber arts, printing, digital media, photo darkroom)
- Five individual artist studios provided via fellowship
- Shirley Tyree Theater (in progress; 90 seats planned)
- Multipurpose space used as a 45-seat theater
- Art gallery

Support Spaces. Union Contemporary Arts has the following support spaces:

- UCA office space
- Multipurpose community room
- Greenhouse garden

Figure 131 - Outside Union Contemporary Arts

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Benchmark Values | Arts and Culture Incubator | Union Contemporary Arts | Omaha, NE

Programming. UCA hosts workshops and theatrical performances using a sliding scale for tickets. Prices range from $25 to $30 on the higher end, and each event ticket has an option for patrons with more means to contribute what they can. One workshop per week is generally the current schedule, and an average of five participants attend (to allow for appropriate physical distancing). The resident theater company's productions, three per year with about ten performances each, usually sell out. Once the new theater space opens, the theater program will likely expand.

Ownership and Operational Structure. Union Contemporary Arts, a non-profit organization, operates this facility. The building is owned by RH Land Management, purchased from the City of Omaha, and renovated as a philanthropic venture. UCA does not pay rent.

Staffing Structure. There are 15 full-time employees, the majority of whom work in programs. Additionally, UCA programs in the co-op studios are supported by 20 to 60 teaching artists annually who work as contractors. UCA has a list of about 50 volunteers (five of whom are long-term volunteers) but does not lean on volunteer support, as their mission centers on providing paid opportunities.

Financial Information. The UCA facility is supported almost entirely by grant funding and individual donors, with smaller amounts coming from events and co-op access fees. In 2019, UCA had approximately $1.3 million in expenses, with more than 70% covering programming. Revenue in 2019 was closer to $1.1 million. In the past year, estimated expenses were approximately $2 million.

Rental Information. UCA offers access to their co-op studios for $15 per month and currently has about 100 pass holders (this number was closer to 200 before the COVID-19 pandemic). Artists can apply for one of the five individual studios that are available for 10 months and receive a fellowship stipend of $2,500 for the duration of their tenure. UCA also has on community room that can be rented for $25 per hour but is often offered to non-profits for no charge.

Figure 132 - Print Shop Co-Op Studio

Figure 133 - Ceramics Co-Op Studio

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Benchmark Values | Arts and Culture Incubator | Lowe Mill ARTS & Entertainment | Huntsville, AL

In Huntsville, Alabama, Lowe Mill ARTS & Entertainment is a 190,000 square foot arts and events space that opened in 2001 in a former textile mill. Lowe Mill aims to provide creative space for artists and allow the public to interface with them at various events and expositions.

Community Profile. Huntsville, Alabama is a community of approximately 216,963 people, 57% identifying as White, 32% African American, 6% Hispanic or Latino, and other groups represented in smaller percentages. The median household income in Huntsville is less than the national median at $56,758, and the poverty rate is just above the national average at 15%.

Creative Spaces. Lowe Mill has the following creative spaces:

* 152 artist studios that can be strictly studio space or retail/food service space
* 7 art galleries
* 3,000 square foot black box studio/theater with flexible seating capacity

Support Spaces. Tannery has the following support spaces:

* Community garden
* Multipurpose indoor ballroom
* Multipurpose outdoor pavilion
* Outdoor concert/event space
* Outdoor classroom

Programming. In addition to regular exhibitions in art galleries, Lowe Mill offers art classes, an outdoor farmer's market, and open studio nights where public members can meet the more than 200 artists who rent studio space there.

Ownership and Operational Structure. Lowe Mill is privately owned and operated by Jim Hudson, founder of a Huntsville-based biotech company called Research Genetics.

Staffing Structure. The Lowe Mill website lists three employees: an executive director, a gallery coordinator, and an administrative executive assistant.

Figure 134 - Outside Lowe Mill ARTS & Entertainment

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Benchmark Values | Arts and Culture Incubator | Lowe Mill ARTS & Entertainment | Huntsville, AL

Financial Information. The operating budget for Lowe Mill is not publicly available. However, considering the facility's rental rates and that the venue often hosts weddings, it would appear that a substantial portion of its revenue comes from rental fees (both from the artist studios and other events).

Rental Information. Lowe Mill offers individual artist studios that range from $170 to over $6,000 per month. Its indoor multipurpose room is available for rent for $695 for a 12-hour day. The multipurpose outdoor space is available for $375, and the lawn is available for $4,000, each for a 12-hour rental.

Figure 135 - Studio inside Lowe Mill ARTS & Entertainment

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Benchmark Values | Arts and Culture Incubator | LANTERN | Detroit, MI

Planned for the summer of 2023, LANTERN is a partnership between Library Street Group Collective (a for-profit art gallery), Signal-Return (a non-profit letterpress printing organization), and the Progressive Art Studio Collective (PASC; a non-profit arts organization), which serves developmentally disabled adult artists. The creators of this 22,300 square foot facility, formerly a large bakery, aim to provide an affordable community space to showcase art while revitalizing the East Village district of Detroit. LANTERN will be a centralized one-stop shop for East Village's artists and art collectors.

Community Profile. Detroit's population demographics are the most dissimilar from Bloomington's and the other locations of arts facilities used for benchmarks in this report. The estimated population of 632,464 is 77% African American, 11% White, and 8% Hispanic or Latino, with smaller percentages of other groups, according to the 2020 Census. However, the median income is $34,498, and the poverty rate is 33% which is the most similar to Bloomington (which has a $41,354 median income and a 34% poverty rate). According to a representative from PASC, the Detroit art market is relatively small. However, there are pockets of artist networks that exist.

Creative Spaces. LANTERN has plans for the following creative spaces:

* 20-25 rentable artist studios
* Communal arts workshop space
* Art gallery
* Multipurpose space
* Art gallery

Support Spaces. LANTERN has plans for the following support spaces:

* Creative retail (5,000 square feet)
* Café
* Restaurant
* Outdoor courtyard

Programming. In addition to gallery exhibitions, LANTERN will also host art workshops and other community-facing events designed to connect artists with residents. Currently, there are no plans to host ticketed events. All events will be free and open to the public as part of LANTERN's mission to connect artists to their local community.

Ownership and Operational Structure. LANTERN will be owned and operated by the Library Street Collective in partnership with the Progressive Arts Studio Collective and Signal-Return.
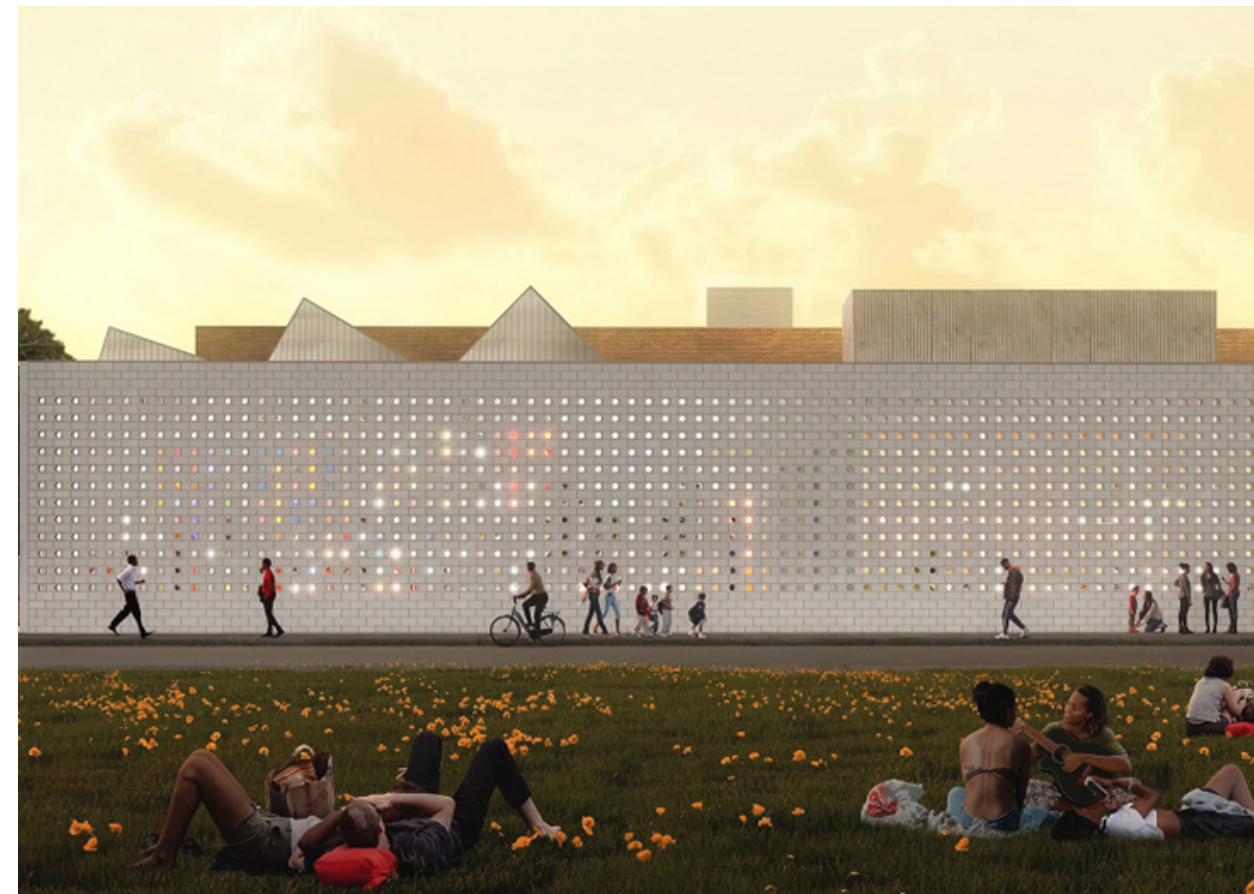
Figure 136 - Mock-up of LATERN's Facade

Task III | New Arts and Culture Incubator Operational Pro Forma Budget and Business Plan

Benchmark Values | Arts and Culture Incubator | LANTERN | Detroit, MI

Staffing Structure. LANTERN plans to have four full-time staff members. Two staff members will be responsible for managing the studios, one will run the gallery, and one will be a floater with varied responsibilities depending on facility needs. LANTERN developers also plan to have several (part-time or full-time) project managers who will work closely with the resident artists in the studios.

Financial Information. The development of LANTERN is funded entirely by private contributions that have come through the Library Street Collective. A representative from LSC indicated that LANTERN would operate as a for-profit entity that relies on rentals as the primary source of revenue.

Rental Information. LANTERN will have affordable rental space for 20 to 25 artists, but rates have not been publicized yet. A representative from LSC underscored the importance of ensuring that the rental rates are affordable to artists in the area and hopes to balance affordability with overall profit and long-term stability for LANTERN.

Figure 137 - Aerial View of LATERN

New Arts and Culture Incubator Operational Pro Forma and Business Plan

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New Arts and Culture Incubator | Operational Pro Formal and Business Plan

Benchmark Venues

The Study Team presents the following business plan elements:

- Organizational chart
- Overview of job descriptions
- Potential revenue sources

Organizational Chart

Figure 138 presents the recommended organizational chart for a new arts and culture incubator in Bloomington. This model includes four full-time positions along with part-time and contract labor. There could also be opportunities to utilize volunteers in various capacities.

Overview of Job Descriptions

Here is a brief overview of all full-time positions illustrated in the organizational chart in Figure 138.

Director. The Director will be responsible for the overall visioning and strategy for the new arts and culture incubator and how it serves the community through its activation. Responsibilities also include fundraising, marketing, and facilitating strategic partnerships.

Studio Manager. The Studio Manager is responsible for the sale and calendar coordination of maker spaces, studios, classrooms, retail, and café. This person will also oversee front desk part-time staff and volunteers and track finances related to each of these spaces and the technical equipment within them.

Program and Event Manager. The Program and Event Manager will focus on programming events and managing rentals for the black box, gallery, and multipurpose spaces. This person will also track finances and the technical equipment within them, oversee part-time and volunteer event staff and coordinate audio/visual production needs.

Facilities Manager. The facilities manager will oversee general building, custodial, and security needs. Responsibilities also include coordinating access control.

Figure 138 - Recommended organizational chart for the New Arts and Culture Incubator in Bloomington

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Potential Revenue Sources and Cost Saving Measures

In addition to standard space rentals, potential revenue sources and cost-saving measures include the following:

- **Membership Program.** Offering a list of benefits for a monthly price at various tiers can simplify the rental process and be more all-inclusive. Memberships could include entry to several artistic spaces, free or reduced-fee equipment rentals, and after-hours facility access.

- **Equipment Rentals.** If maintaining the affordability of space rentals remains a high priority, renting equipment separately from spaces could help deliver additional revenue sources.

- **Gallery Commissions.** For gallery and/or retail items that are sold onsite, the new arts and culture incubator could take a portion of the sales percentage as a commission.

- **Volunteer Incentives.** To incentivize volunteers and reduce operating costs, the new arts and culture incubator could offer free rental of classroom space or discounts for a certain number of hours volunteered by users every month.
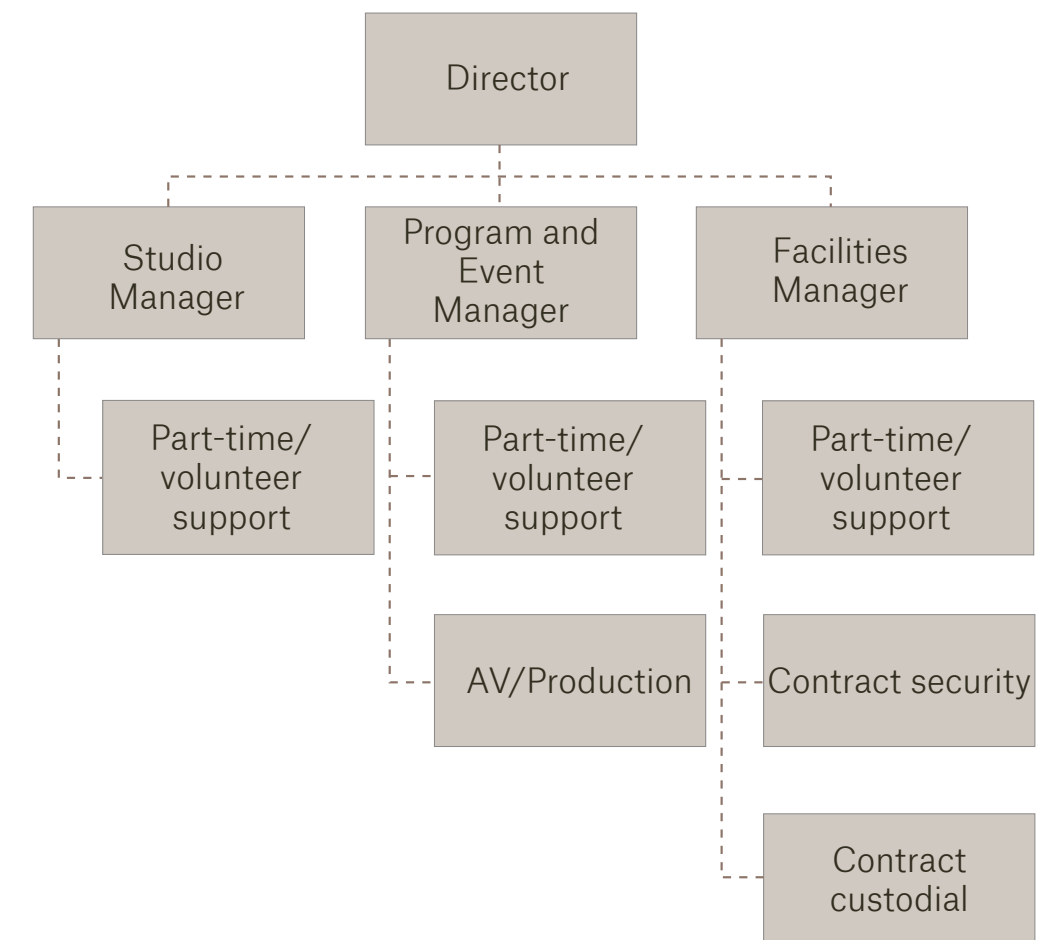

Figure 139 - A proposed location for the New Arts and Culture Incubator in Bloomington

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New Arts and Culture Incubator | Operational Pro Formal and Business Plan

The Study Team developed three scenarios for the new arts and culture incubator pro forma:

- **Year 2.** This scenario reflects an early snapshot of the new arts and culture incubator with moderate utilization.

- **Year 7 low.** This scenario contemplates very conservative facility utilization and assumes that the new arts and culture incubator space underperforms expectations.

- **Year 7 high.** This scenario contemplates relatively high facility utilization and assumes that the new arts and culture incubator space meet or exceeds expectations.

Note that all pro forma scenarios maintain space affordability by:

- Reducing rent for all users by 25% for monthly leases

- Granting 25% of rental revenue back to non-profit and individual facility users

- Assuming many studio spaces (such as the community art studio) will be shared by several users at a time

Utilization Projections

Figure 140 illustrates the estimated paid occupancy of each space in the new arts and culture incubator by scenario.

Estimated Paid Occupancy			
	Year 2	Year 7 Low	Year 7 High
Digital Lab	50 %	35 %	75 %
Print Lab	50 %	35 %	75 %
Editing Bay	25 %	25 %	50 %
Video Shooting Room	25 %	25 %	50 %
Woodshop	50 %	35 %	65 %
Ceramics Studio	50 %	35 %	65 %
Makerspace (small) - 15 rooms	50 %	35 %	75 %
Makerspace (medium) - 10 rooms	50 %	35 %	75 %
Makerspace (large) - 5 rooms	50 %	35 %	75 %
Music Rehearsal Studio Solo - 4 rooms	25 %	15 %	35 %
Music Rehearsal Ensemble - 2 rooms	25 %	15 %	35 %
Community Art Studio	50 %	40 %	65 %
Classroom - 2 rooms	10 %	10 %	10 %
Multi-purpose room	25 %	15 %	55 %
Youth classroom K-12	10 %	10 %	10 %
Gallery	5 %	3 %	10 %
Retail	75 %	60 %	95 %
Cafe	75 %	60 %	95 %
Black Box Theater	45 %	35 %	55 %

Figure 140 - Estimated paid occupancy of rental spaces within Bloomington Arts and Culture Incubator by Scenario

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New Arts and Culture Incubator | Operational Pro Formal and Business Plan

Year 2

Figures 141 and Figure 142 show the estimated Year 2 revenues and expenses for the new arts and culture incubator in Bloomington.

Note the new arts and culture incubator is likely to operate at a loss in Year 1 as it ramps up operations.

New Arts and Culture Incubator Pro Forma Year 2		
Earned Income	Total Per Year	Notes
Studio rentals	$ 279,000	
Classroom rentals	4,320	Rented rarely, typically offered in-kind
Performance and gallery rentals	38,520	
Retail rentals	8,100	Assumes $21.5 PSF lease
Cafe rentals	21,600	Assumes $29 PSF lease
Labor and equipment	52,192	
Total Earned Income	$ 403,735	
Contributed Income		
Charitable contributions	65,000	
Sponsorships	25,000	
Local subsidy	450,000	
Other grants	25,000	
Total Contributed Income	$ 565,000	
Gross Income	**$ 968,735**	

Figure 141 - Estimated Year 2 revenue for the New Arts and Culture Incubator in Bloomington

New Arts amd Culture Incubator Pro Forma Year 2		
Earned Income	Total Per Year	Notes
Director	$ 85,000	
Studio Manager	65,000	
Program and Event Manager	65,000	
Facilities Manager	60,000	
Part-time support	40,000	
AV/Production	12,410	Contracted support
Benefits, taxes & WC	98,223	
Total Employee Expenses	$ 425,633	
Variable Expenses		
Credit card fees	$ 4,185	
Custodial	60,666	Contracted
Security	141,960	Contracted
Equipment repair	7,500	
Equipment rental	2,500	
Supplies	10,000	
Grants	80,460	Rental fee grants for non-profits and individual artists (25% of projected)
Program expenses	20,000	
Professional development	5,000	
Marketing	20,000	
Utilities	85,000	
Total Variable Expenses	$ 437,271	
Fixed Expenses		
Cap projects/maintenance	200,000	0.5% of building value per year (excluded from total expenses)
Insurance	50,000	Self insured?
IT	25,000	In-kind from City?
Accounting and legal	20,000	In-kind from City?
Total Fixed Expenses	95,000	
Total Expenses	$ 957,904	
Net Income	**$ 10,832**	

Figure 142 - Estimated Year 2 expenses for the New Arts and Culture Incubator in Bloomington

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Year 7 Low

Figure 143 and Figure 144 show the estimated Year 7 low revenues and expenses for the new arts and culture incubator in Bloomington.

New Arts and Culture Incubator Pro Forma Year 7 Low

Earned Income	Total Per Year	Notes
Studio rentals	$ 220,572	
Classroom rentals	4,752	Rented rarely, typically offered in-kind
Performance and gallery rentals	30,096	
Retail rentals	7,128	Assumes $21.5 PSF lease
Cafe rentals	19,008	Assumes $29 PSF lease
Labor and equipment	38,508	
Total Earned Income	$ 320,064	
Contributed Income		
Charitable contributions	50,000	
Sponsorships	20,000	
Local subsidy	575,000	
Other grants	15,000	
Total Contributed Income	$ 660,000	
Gross Income	**$ 980,064**	

Figure 143 - Estimated Year 7 low revenue for the New Arts and Culture Incubator in Bloomington

New Arts and Culture Incubator Pro Forma Year 7 Low

Earned Income	Total Per Year	Notes
Director	$ 87,500	
Studio Manager	67,500	
Program and Event Manager	67,500	
Facilities Manager	67,500	
Part-time support	35,000	
AV/Production	8,943	Contracted support
Benefits, taxes & WC	100,183	
Total Employee Expenses	$ 434,125	
Variable Expenses		
Credit card fees	$ 3,309	
Custodial	60,666	Contracted
Security	158,995	Contracted
Equipment repair	15,000	
Equipment rental	2,500	
Supplies	10,000	
Grants	63,855	Rental fee grants for non-profits and individual artists (25% of projected)
Program expenses	15,000	
Professional development	5,000	
Marketing	20,000	
Utilities	85,000	
Total Variable Expenses	$ 439,324	
Fixed Expenses		
Cap projects/maintenance	$ 200,000	0.5% of building value per year (excluded from total expenses)
Insurance	50,000	Self insured?
IT	25,000	In-kind from City?
Accounting and legal	20,000	In-kind from City?
Total Fixed Expenses	95,000	
Total Expenses	**$ 968,450**	
Net Income	**$ 11,614**	

Figure 144 - Estimated Year 2 expenses for the New Arts and Culture Incubator in Bloomington

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Year 7 High

Figure 145 and Figure 146 show the estimated Year 7 high revenues and expenses for the new arts and culture incubator in Bloomington.

New Arts and Culture Incubator Pro Forma Year 7 High		
Earned Income	Total Per Year	Notes
Studio rentals	$ 444,312	
Classroom rentals	4,752	Rented rarely, typically offered in-kind
Performance and gallery rentals	64,548	
Retail rentals	11,286	Assumes $21.5 PSF lease
Cafe rentals	30,096	Assumes $29 PSF lease
Labor and equipment	72,635	
Total Earned Income	$ 627,629	
Contributed Income		
Charitable contributions	90,000	
Sponsorships	55,000	
Local subsidy	350,000	
Other grants	30,000	
Total Contributed Income	$ 525,000	
Gross Income	**$ 1,152,629**	

Figure 145 - Estimated Year 7 high revenue for the New Arts and Culture Incubator in Bloomington

New Arts and Culture Incubator Pro Forma Year 7 High		
Earned Income	Total Per Year	Notes
Director	$ 90,000	
Studio Manager	70,000	
Program and Event Manager	70,000	
Facilities Manager	65,000	
Part-time support	85,000	
AV/Production	17,155	Contracted support
Benefits, taxes & WC	119,147	
Total Employee Expenses	$ 516,302	
Variable Expenses		
Credit card fees	$ 6,665	
Custodial	60,666	Contracted
Security	158,995	Contracted
Equipment repair	15,000	
Equipment rental	2,500	
Supplies	10,000	
Grants	128,403	Rental fee grants for non-profits and individual artists (25% of projected)
Program expenses	25,000	
Professional development	5,000	
Marketing	22,500	
Utilities	90,000	
Total Variable Expenses	$ 524,728	
Fixed Expenses		
Cap projects/maintenance	$ 200,000	0.5% of building value per year (excluded from total expenses)
Insurance	50,000	Self insured?
IT	25,000	In-kind from City?
Accounting and legal	20,000	In-kind from City?
Total Fixed Expenses	$ 95,000	
Total Expenses	$ 1,136,030	
Net Income	**$ 16,599**	

Figure 146 - Estimated Year 2 expenses for the New Arts and Culture Incubator in Bloomington

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Comparison of Financial Scenarios

Figure 147 and Figure 148 provide a side-by-side comparison of all financial scenarios developed for the new arts and culture incubator in Bloomington.

	Year 2	Year 7 Low	Year 7 High
Earned Income	Total Per Year	Total Per Year	Total Per Year
Studio rentals	$ 279,000	$ 220,572	$ 444,312
Classroom rentals	4,320	4,752	4,752
Performance and gallery rentals	38,520	30,095	64,548
Retail rental	8,100	7,128	11,286
Cafe rental	21,600	19,008	30,000
Labor and equipment	52,195	38,508	72,635
Total Earned Income	$ 403,735	$ 320,064	$ 627,629
Contributed Income			
Charitable contributions	$ 65,000	$ 50,000	$ 90,000
Sponsorships	25,000	20,000	55,000
Local subsidy	450,000	575,000	350,000
Other grants	25,000	15,000	30,000
Total Contributed Income	$ 565,000	$ 660,000	$ 525,000
Gross Income	$ 968,735	$ 980,064	$ 1,152,629

Figure 147 - Comparison of income scenarios for the New Arts and Culture Incubator in Bloomington

	Year 2	Year 7 Low	Year 7 High
Earned Income	Total Per Year	Total Per Year	Total Per Year
Director	$ 85,000	$ 87,500	$ 90,000
Studio Manager	65,000	67,500	70,000
Program and Event Manager	65,000	67,500	70,000
Facilities Manager	60,000	67,500	65,000
Part-time support	40,000	35,000	85,000
AV/Production	12,410	8,943	17,155
Benefits, taxes & WC	98,223	100,183	119,147
Total Employee Expenses	$ 425,633	$ 434,125	$ 516,302
Variable Expenses			
Credit card fees	$ 4,185	$ 3,309	$ 6,665
Custodial	60,666	60,666	60,666
Security	141,960	158,995	158,995
Equiptment repair	7,500	15,000	15,000
Equipment rental	2,500	2,500	2,500
Supplies	10,000	10,000	10,000
Grants	80,460	63,855	128,403
Program expenses	20,000	15,000	25,000
Professional development	5,000	5,000	5,000
Marketing	20,000	20,000	22,500
Utilities	85,000	85,000	90,000
Total Variable Expenses	$ 437,271	$ 439,324	$ 524,728
Fixed Expenses			
Cap projects/maintenance	$ 200,000	$ 200,000	$ 200,000
Insurance	50,000	50,000	50,000
IT	25,000	25,000	25,000
Accounting and legal	20,000	20,000	20,000
Total Fixed Expenses	95,000	95,000	$ 95,000
Total Expenses	$ 957,904	$ 968,450	$ 1,136,030
Net Income	$ 10,832	$ 11,614	$ 16,599

Figure 148 - Comparison of expense scenarios for the New Arts and Culture Incubator in Bloomington

Note: * Cap projects/maintenance is an optional (but recommended) item and was not included in the total fixed expenses

Expanded Convention Center

Expanded Convention Center
Summary

Downtown Arts Programming

A downtown convention center can showcase local artists to a broader audience who are visiting the city and can expand the reach and influence of Bloomington. The potential of an expanded convention center located on the same site as the existing convention center, offers Bloomington a unique opportunity to capitalize on tourism and guide tourists to Bloomington's various arts and culture offerings.

Accessibility

It will be important that the expanded convention center be accessible and inclusive. The City of Bloomington has the opportunity to create a portion of the program dedicated to showcasing art by local artists to a broader national audience. To maximize this opportunity, the building should be staffed to allow art to be publicly accessible at all times and not reliant on convention center booking schedules.

Performance Spaces

Performance spaces should be integrated into the public zones of the building. Locations of performance spaces can be strategically used for breakout spaces from exhibition rooms and ballrooms. This type of dynamic programming can help Bloomington distinguish its expanded convention center from other national competitors.

A Venue for Art

The expanded convention center should be considered another asset in Bloomington for showcasing work by local artists. Murals, sculptures, and galleries can be incorporated into the program and showcase the talent of local Bloomington artists to a broader audience. A dynamic, creative identity would bolster the City of Bloomington's ambition to become a nationally recognized arts and culture hub.

Spatial Organization

The spatial organization allows for diverse programming when faced with multifaceted aspirations. The union of these spaces can accommodate large events, with the option to use the areas independently with dedicated acoustics and patron arrival sequences. This organization allows the venue to be free from the traditional commitment to operate as a strictly institutional or commercial entity and provides the option to host a multitude of discrete event types in a single day.

Performance

The ability for an expanded convention center to accommodate events and performances of varying scales allows for more dynamic programming.

The exhibition halls or ballrooms can be configured with technology, lighting and AV infrastructure to support performances. The use of movable wall systems can adjust the size and acoustics of the room, allowing various performances to take place.

Display

The expanded convention center can create an immersive experience for conference-goers to engage with Bloomington's local artists by creating integrated art displays.

Gather

Convention centers are places of congregation. The expanded convention center should consider spaces that promote socializing and gatherings, impromptu meetings, and performances. By infusing these spaces with arts and culture programming, it is possible to deliver a more dynamic and immersive experience to convention patrons and for local artists to reach new audiences.

Expanded Convention Center
Programming | Connecting the Downtown Arts

As part of the study, the City of Bloomington requested the Study Team to investigate the opportunity to extend arts and culture into an expanded convention center project. The City also asked the Study Team to consider how including arts assets in an expanded convention center might bolster Bloomington's reputation as an arts destination. The following pages outline ideas of programming and connections to existing sites:

The potential of an expanded convention center located adjacent to the existing center offers a unique opportunity to capitalize on tourism and guide tourists to Bloomington's various arts and culture offerings. An expanded convention center could be an economic catalyst for Bloomington to garner more regional and national events and conferences to bolster revenues across the city and provide an infusion of tourism spending in Bloomington.

Given the proximity of the convention center site to many of Bloomington's galleries and theaters, there is a prolific opportunity to integrate an art component into the expanded convention center programming to facilitate tourism foot traffic to Bloomington's local art community. Not only could this expand the market for local artists, but it could also raise the profile of individual artists and Bloomington's arts community as a whole.

The art component of the expanded convention center can take many forms as a display space, informational area, an indoor/outdoor curated experience, or a combination of programming and spaces to convey and elevate Bloomington's artistic narrative that may be unfamiliar to tourists.
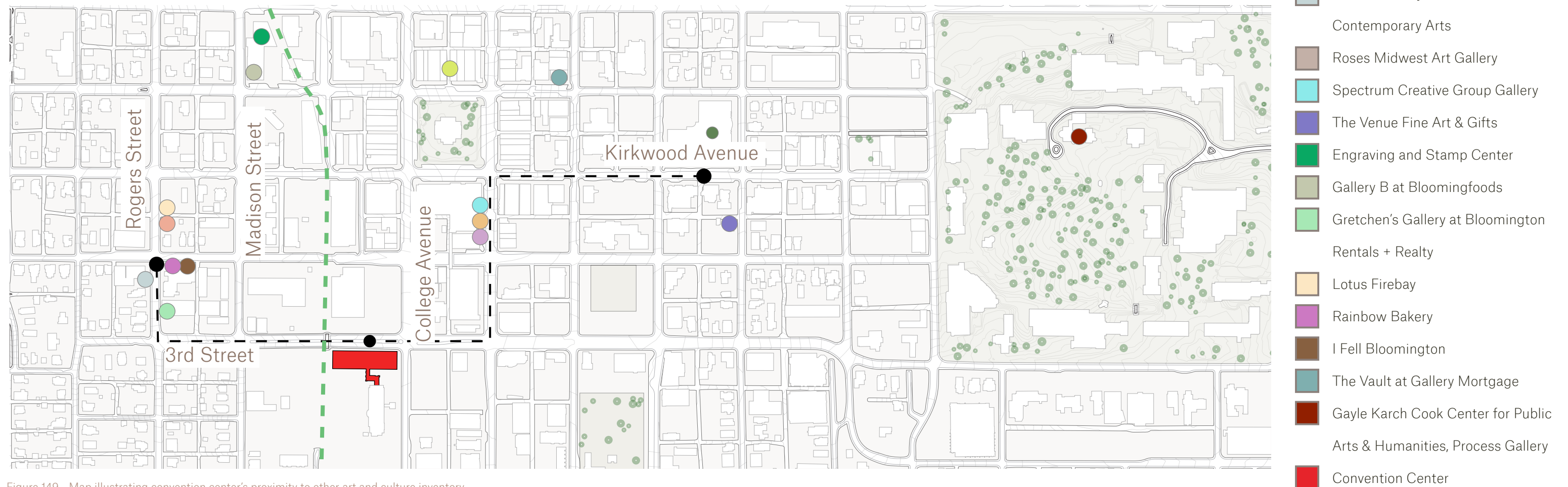

By Hand Gallery
Backspace Gallery
Pictura Gallery - FAR Center for Contemporary Arts
Roses Midwest Art Gallery
Spectrum Creative Group Gallery
The Venue Fine Art & Gifts
Engraving and Stamp Center
Gallery B at Bloomingfoods
Gretchen's Gallery at Bloomington Rentals + Realty
Lotus Firebay
Rainbow Bakery
I Fell Bloomington
The Vault at Gallery Mortgage
Gayle Karch Cook Center for Public Arts & Humanities, Process Gallery
Convention Center

Figure 149 - Map illustrating convention center's proximity to other art and culture inventory

Expanded Convention Center

Expanded Convention Center

The expanded convention center provides an opportunity to highlight Bloomington's wealth of arts and culture offerings. If the facility's traditional program includes arts and culture offerings, the result could be a uniquely dynamic and unconventional building. Providing opportunities in public zones of the building and flexible infrastructure would allow the traditional convention center program to integrate the arts.

The convention center can catalyze experimentation within and across artistic disciplines and foster cross-cultural collaborations among artists. A series of flexible spaces formed by interlocking and expandable volumes will provide for various projects, commissions, performances, and events.

Convention centers in the 21st century need to serve as catalysts that spark new forms of cultural production that transcend artistic mediums and disciplines. The convention center can be conceived as a polyphonic space that will connect the experimental and the popular and allow for a range of voices and visions to take form and, in turn, inform new dialogues within Bloomington.

Key Challenges and Considerations

Although the convention center and a new arts and culture incubator can benefit each other, the venues should be mutually exclusive. The buildings would have very different operating models and needs.

Accessibility

It will be important that the convention center (or portions of it) be accessible and independent of programming and booking for the convention center. Additional staffing or dedicated sections of the building should be staffed to allow the art to be publicly accessible at all times and not reliant on convention center booking schedules.

Performance Spaces

Performance spaces should be considered and integrated into the public zones of the building. Locations can be used for breakout spaces from the convention center rooms but also provide impromptu or scheduled artistic performances for guests to the center.

A Venue for Art

The convention center should be considered another asset in Bloomington for showcasing local artists. Murals, sculptures, and galleries can be incorporated into the program easily and showcase the talent of local Bloomington artists to a broader audience.

Expanded Convention Center

Programming | Benchmark

Benchmarking

The convention center benchmarking study was to understand how arts and culture can be incorporated into an events building. The study's focus is on an individual facility that addresses diversity while increasing its overall performance and range of programming. We have gathered this information with the intention of sharing informed practices and understanding the influence of arts incorporated in decision-making at the facility level.

Arts and culture integration can become a marketing point for event and convention centers. This is an inspiring trend, but often the convention centers are focused on meeting pro forma thresholds for convention programming without understanding the full business case or how to sustain the arts and culture integration in the long run. This is where the sustainable value of a multi-functional events building needs to be realized. The benchmark exemplifies the ability to have spontaneous performances and art integration in primary circulation and main public spaces. The event rooms are designed for a variety of cultural performances and event options. The building embeds the visitor into a cultural ecosystem and blurs the line between the convention center and the performing arts.

With evidence showing that convention planners are increasingly demanding multifunctional facilities, the benchmark demonstrates how to improve arts and culture opportunities, leverage diversity in event programming, and attract more events. The planning needs to be programmed and integrated from the beginning of the project.

Expanded Convention Center
Programming | Benchmark

Faena Forum | Miami, FL

Faena Forum is an event center that consists of three buildings between Indian Creek and the Atlantic beachfront in Miami Beach, Florida. The three buildings include an arts center, a retail bazaar, and a parking garage. This project is unique because the discrete functions connect through a succession of public realms, including the central plaza, courtyard, and marina dock.

Faena Forum boasts an excellent range of flexibility by including both a dome space and locating a black box theater in the main assembly space. This spatial organization allows for diverse programming when faced with multifaceted aspirations. The union of these spaces can accommodate large events, with the option to use the areas independently with dedicated acoustics and patron arrival sequences. This organization allows the venue to be free from the traditional commitment to operate as a strictly institutional or commercial entity and provides the option to host a multitude of discrete event types in a single day.
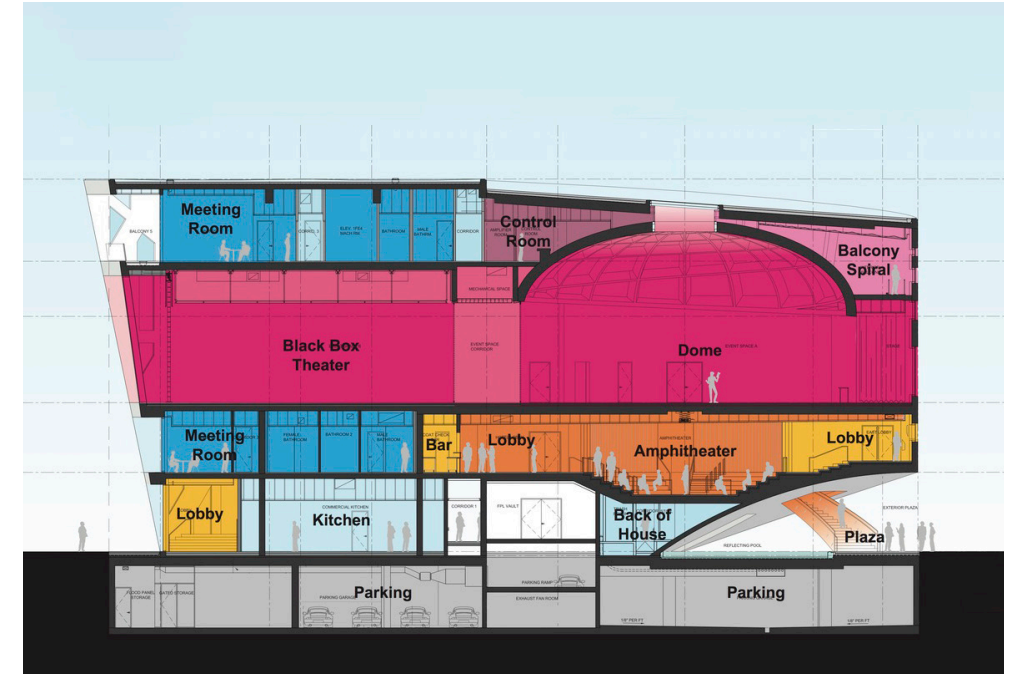

Figure 150 - Outside View of Faena Forum

Figure 151 - Section Diagram of Faena Forum

Figure 152 - Aerial View of Faena Forum

Figure 153 - Amphitheater inside of Faena Forum
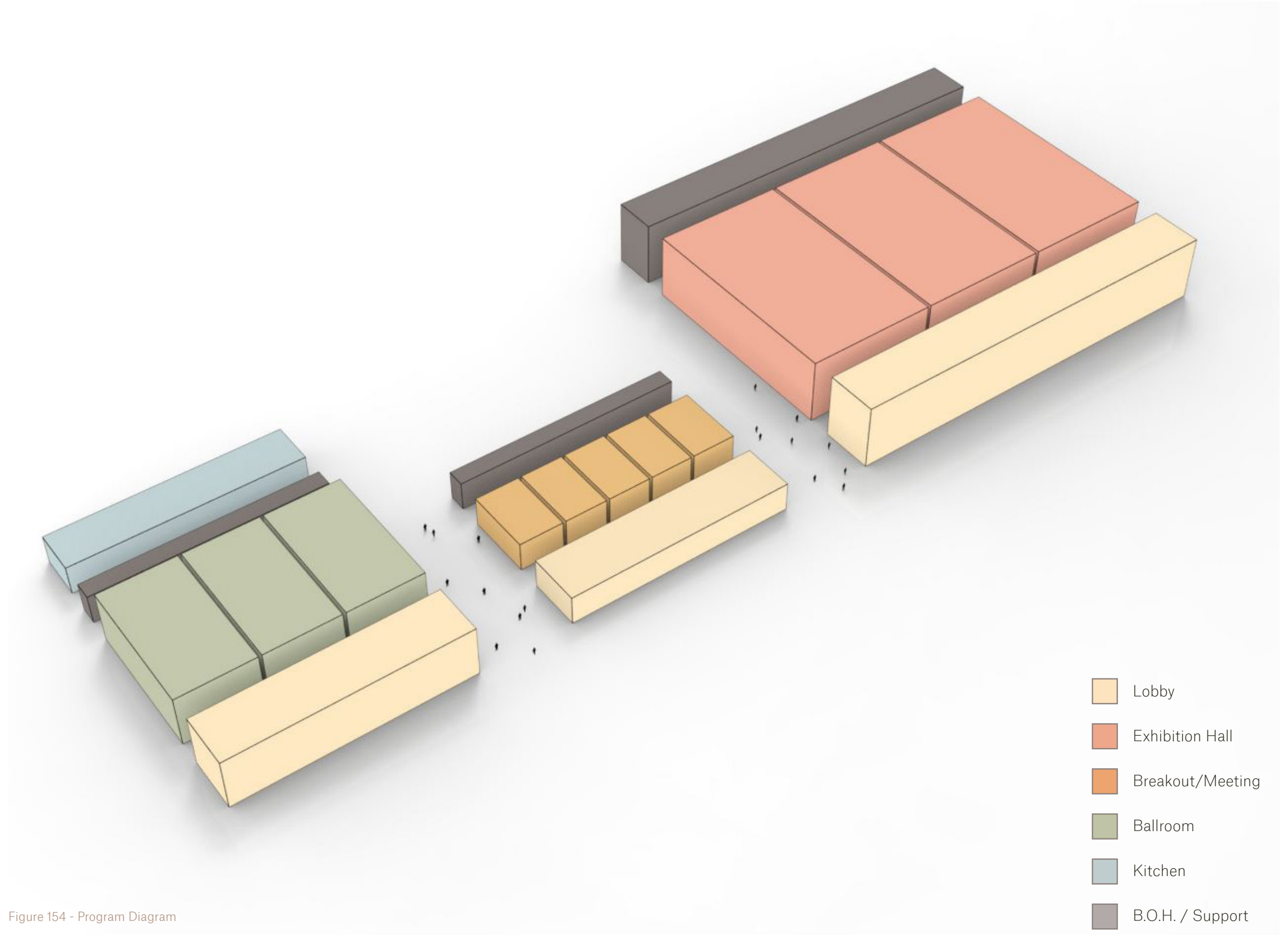
Expanded Convention Center
Programming

Figure 150 provides a traditional approach to convention center programming organization. A long public circulation corridor extends across the entire building, providing access to various exhibition halls, ballrooms, and breakout rooms. The service and back-of-house functions are aligned on the opposite side of the exhibition halls and ballrooms. This arrangement sets up an efficient, practical convention center plan.

How can the functional organization of the traditional convention center be infused with arts and culture programming?

Arts and culture programming should happen in the public zones, providing opportunities for artists to showcase their work in a very public and accessible setting.

A black box theater would not be an ideal addition to the convention center program. The black box is an inward-facing room and would not invite the visiting public to explore the program contained within.

Figure 154 - Program Diagram

Lobby

Exhibition Hall

Breakout/Meeting

Ballroom

Kitchen

B.O.H. / Support

Expanded Convention Center
Programming

The expanded convention center can be infused with arts and culture programming that makes it possible to deliver a more dynamic and immersive experience to convention patrons and for local artists to reach new audiences.

Program	Program Spaces
Performance	Multi-purpose Room
	Lounge
	Amphitheater Seating in Public Space
	Control Booth
	Green Room
	Dressing Room
Display	Gallery
	Retail
	Display Cabinets
Gather	Reception
	Outdoor (Art Courtyard)
	Performance Lobby
	Outdoor Amphitheater
	Food and Beverage Spaces

Figure 155 - Chart indicating programmatic opportunities to be considered in the expanded convention center.

Expanded Convention Center
Programming

Scalable and Flexible Spaces

Combining the convention center's traditional arrangement with an expandable theater in the exhibition hall space provides the ultimate flexibility for the diverse programming of Bloomington's multifaceted ambitions. When combined, the entire layout has the capacity for large-scale events. Independently, the spaces can be divided to host distinct events with dedicated acoustics and arrival. This approach provides endless possibilities to host various events - from concerts to conventions; roundtable discussions to banquets; intimate exhibitions to art fairs- all within a single evening. Liberated from obligations to operate as a strictly institutional or a purely commercial entity, the convention center presents a new typology for interaction, leveraging the advantage of Bloomington's culture.

The ability of a convention center to accommodate events and performances of varying scales allows for more dynamic programming. It would allow for indoor/outdoor programming if desired. The exhibition halls or ballrooms can be configured with technology, lighting, and AV infrastructure to support performances. The opportunity to use movable, multiform wall systems that can adjust the size and acoustics of the room, allowing flexibility in occupancy and a variety of performances to take place.
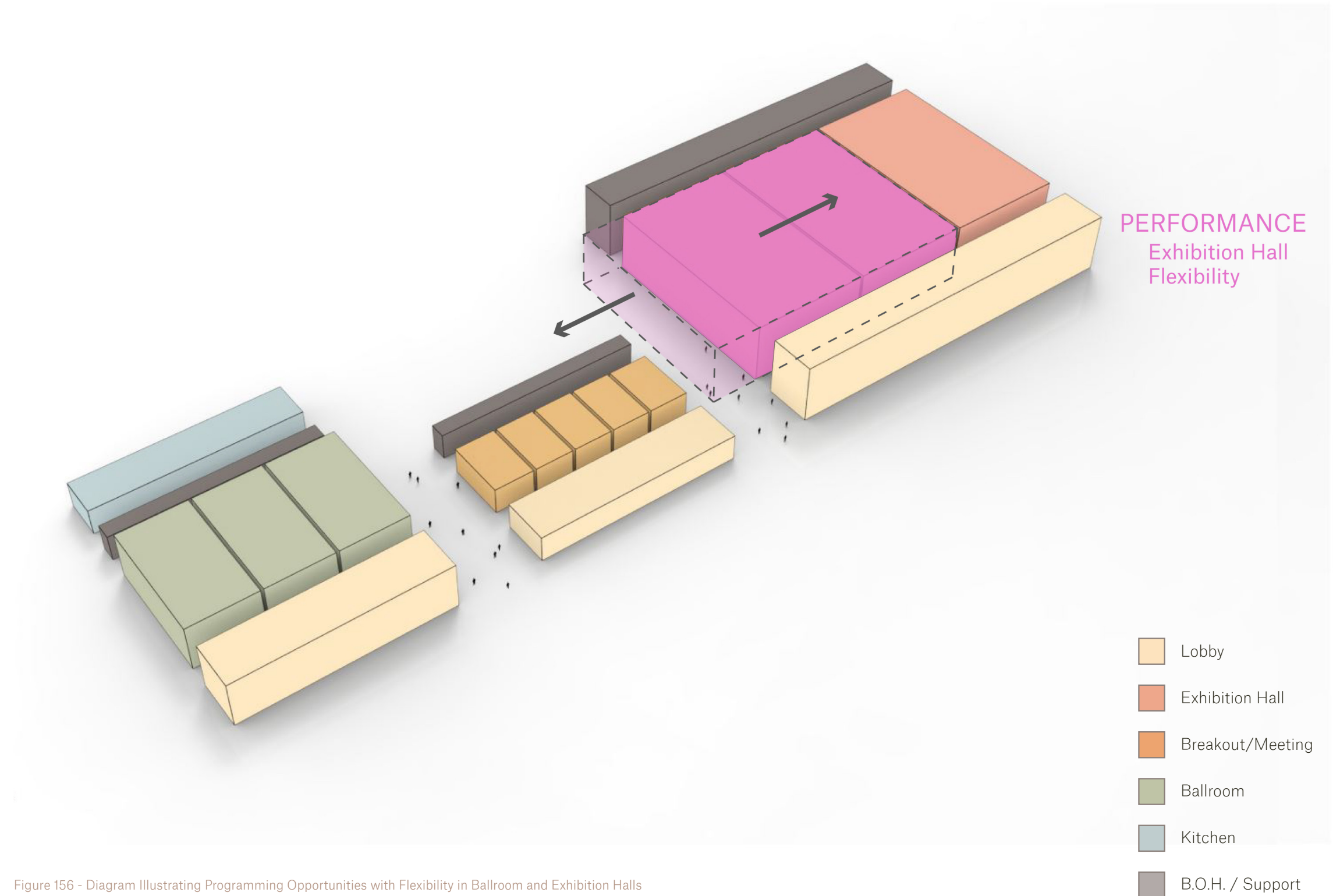

PERFORMANCE
Exhibition Hall
Flexibility

Lobby

Exhibition Hall

Breakout/Meeting

Ballroom

Kitchen

B.O.H. / Support

Figure 156 - Diagram Illustrating Programming Opportunities with Flexibility in Ballroom and Exhibition Halls

Expanded Convention Center
Programming

Integrated Art Displays

Conferences and conventions provide a unique opportunity for local Bloomington artists and performers to gain exposure with a regional, national, and international audience.

By creating integrated art displays, the convention center can provide an immersive experience for conference goers to engage with Bloomington's local artists.

Publicly Accessible Spaces

Participants from the community engagement sessions reported that the existing convention center art display space lacks adequate security, staffing, accessibility, and open hours. As a result, art is only available when the convention center is in use.

A convention center could be programmed to have a public-facing gallery that keeps longer hours of operation than the rest of the convention center. This would allow for a publicly accessible space to accommodate a range of arts and culture programming. Operating a portion of a convention center in this manner could drive foot traffic and offer another opportunity for artists to showcase their work to the local community and tourism traffic. Having a publicly accessible space would require extended hours for additional staffing, security, and dedicated storage.
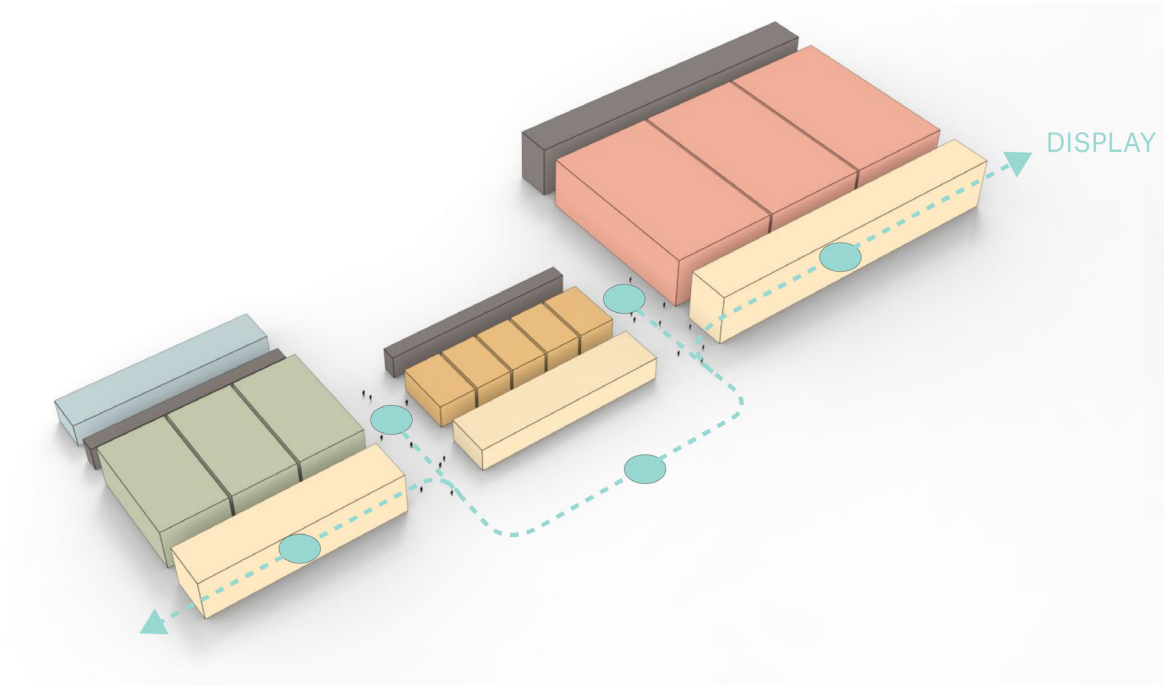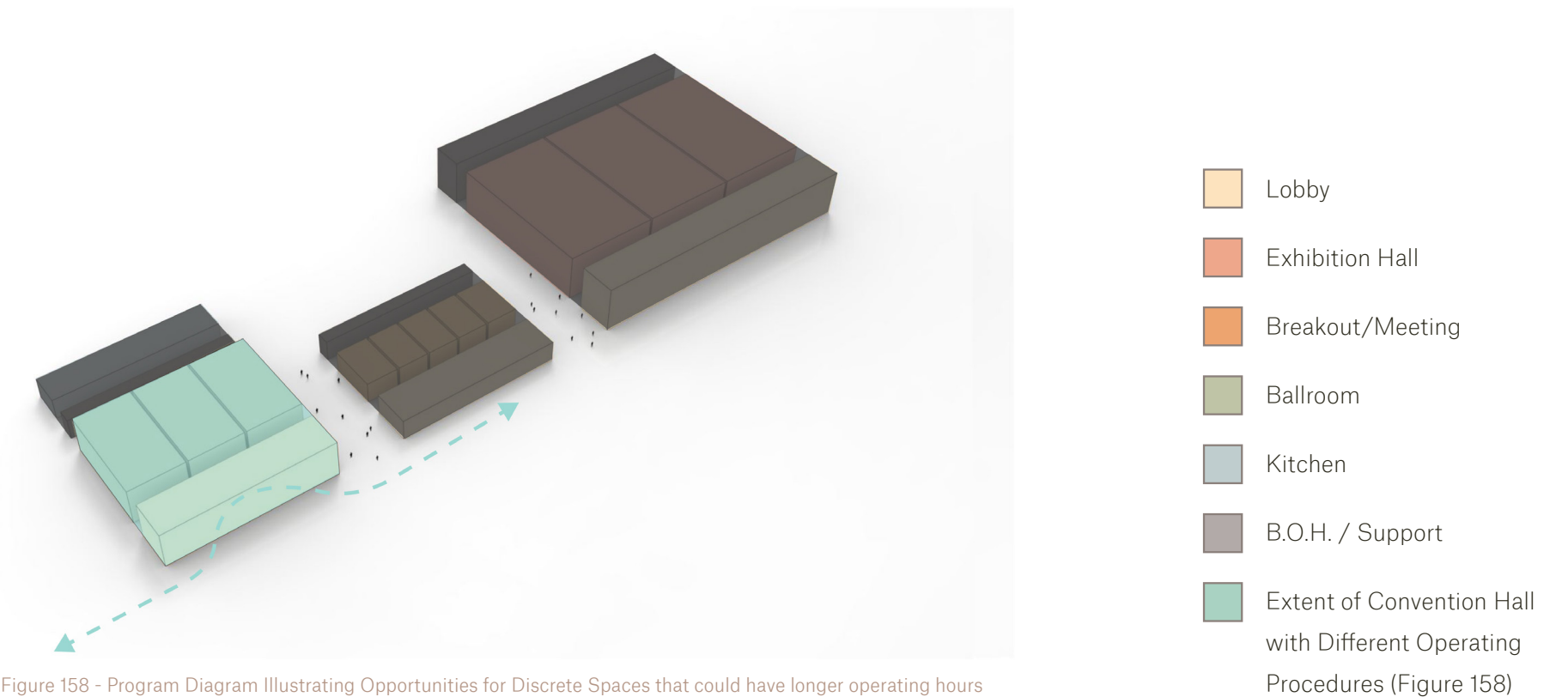

DISPLAY

Figure 157 - Program Diagram Illustrating Opportunities for Art Displays

Figure 158 - Program Diagram Illustrating Opportunities for Discrete Spaces that could have longer operating hours

Lobby

Exhibition Hall

Breakout/Meeting

Ballroom

Kitchen

B.O.H. / Support

Extent of Convention Hall with Different Operating Procedures (Figure 158)

Expanded Convention Center
Programming

Gathering Spaces

Convention centers have natural places of congregation (i.e., public circulation zones). Traditionally, convention centers are organized along a long linear corridor provided access to each exhibition hall or ballroom. The convention center should consider the centralized public spaces for gatherings, impromptu meetings, and performances (Figure 159). By leveraging these spaces with arts and culture programming, it is possible to deliver a more dynamic and immersive experience to convention patrons and for local artists to reach new audiences.

GATHER
Connection

Public Circulation Zones

Exhibition Hall

Breakout/Meeting

Ballroom

Kitchen

B.O.H. / Support

Purple zones indicates where arts and culture programming spaces could be integrated for guests.
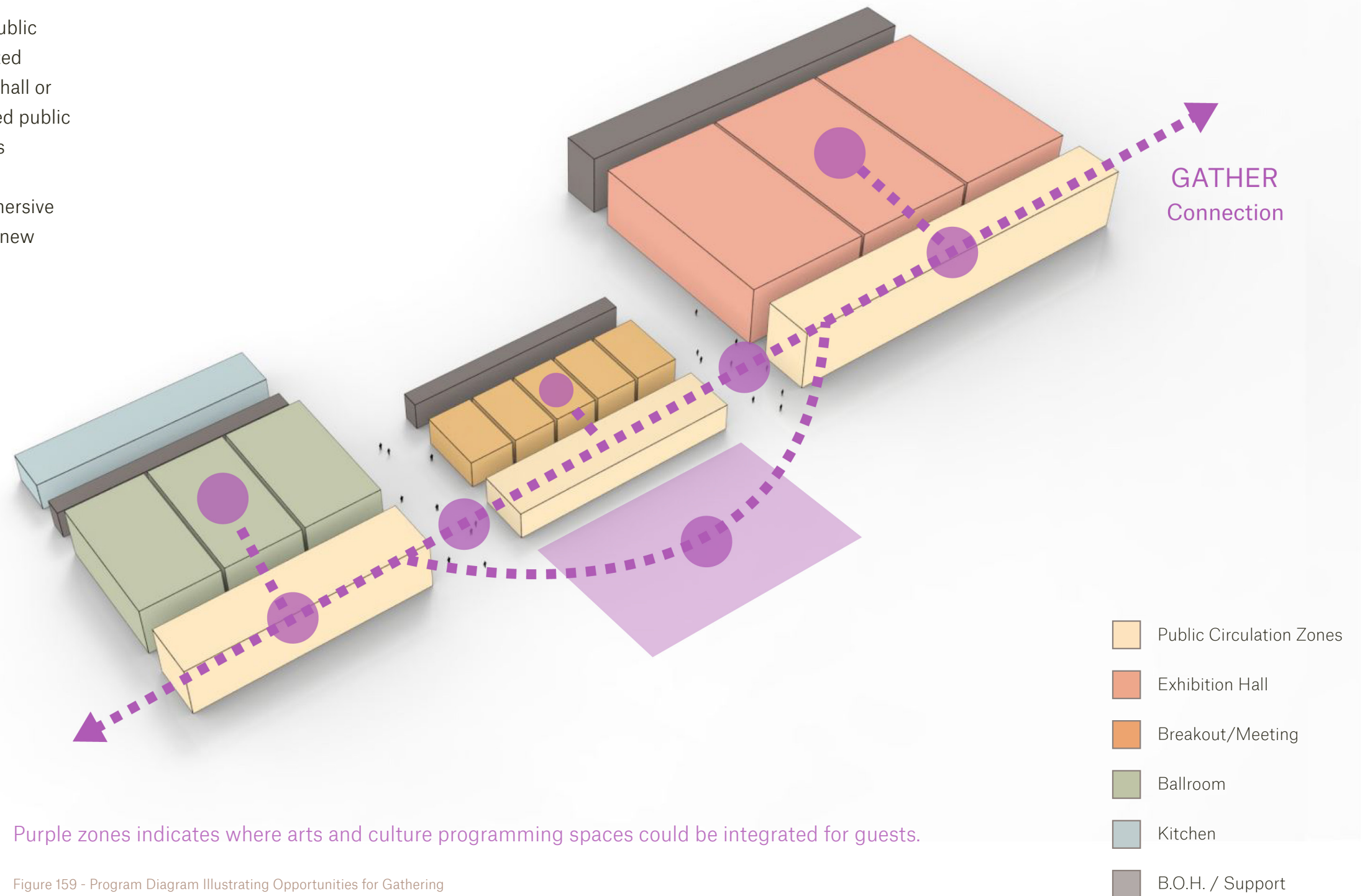
Figure 159 - Program Diagram Illustrating Opportunities for Gathering

Recommendation Summary
and Next Steps

Recommendation Summary and Next Steps

Summary | New Arts and Culture Incubator

The following section summarizes the Study Team's recommendations and provides a framework for the City of Bloomington. This section outlines the efforts necessary for Bloomington to build momentum to enhance its arts and culture offerings. It will advance Bloomington's identity as a national leader in arts and culture.

- **Waldron Arts Center.** The Waldron Arts Center offers a niche for the Bloomington market for the size of theater space and supporting gallery spaces. It should remain open and operated by Constellation Stage & Screen as long as it remains of value to the community.

- **New Performing Arts Center.** Based on the extensive inventory identified in the City of Bloomington and surrounding areas, a new standalone performing arts center is not recommended.

- **New Arts and Culture Incubator.** Bloomington would benefit from a new arts and culture incubator that offers creative spaces to artists at an affordable price point. The Study Team identified three sites (Downtown, Hopewell Redevelopment, and Maple Heights/Crestmont) owned by the City of Bloomington with promising development potential and the Maple Heights/Crestmont neighborhoods. Potential sites that the City of Bloomington owns will keep capital costs down.

- **Buskirk-Chumley Theater.** The Study Team recommends further assessment of the Buskirk-Chumley Theater to investigate the potential flexibility of the seating configurations, backstage areas, support spaces, and rehearsal spaces, and look for additional sources of revenue generation. Note: This study does not include assessments of the Burskirk-Chumley Theater building.

- **Representation and Equity.** All recommendations in this report should consider equity, including ways to optimize cultural, financial, and physical accessibility.

- **Youth Programming.** Bloomington should invest in all-ages spaces and programming. There is a need for expanded youth arts programming that serves K-12 students that allows access and participation in the arts.

- **Community Programming.** The Study Team recommends additional community programming such as neighborhood showcases, concerts, public art commissions, murals, neighborhood public art stewardship programs, or neighborhood festivals. Each of these programs can be a successful tool to enhance the connection, commerce, and vitality of neighborhoods underserved by the arts.

- **Expanded Convention Center.** As the City of Bloomington continues to explore an expanded convention center in the downtown district, the City should consider the facility as another asset to showcase local artists. Murals, sculptures, performance venues, and galleries can be incorporated into the program easily to showcase the talent of Bloomington artists to a broader audience.

- **Non-spatial Programming.** The Study Team also recommends the City of Bloomington invest in non-spatial, operational programming to enhance Bloomington's arts and culture sector.

- **Better Marketing Strategy.** Bloomington is a regional leader in the creation of arts and culture, and an improved marketing strategy should be developed that better reflects Bloomington's identity.

- **Communication.** Informing artists and the general public about opportunities, show openings, performances, and studios for rent through a centralized communication platform (online) would significantly improve the local arts community by driving increased participation. A centralized communication platform (online) to host an arts and culture calendar would make the arts more accessible and easier for the public to access.

- **Staffing.** A dedicated project manager would be required for the new arts and culture incubator, expanded convention center, and community programming projects. The individual in charge of running, organizing and overseeing the initiatives in this report will require staff support who could focus on specific parts of these initiatives, i.e., communications person, education person, and public art person. This study does not recommend the creation of an arts council to initiate the recommendations.

Recommendation Summary and Next Steps

Arts and Culture Incubator

Site Selection and Site Validation

Selecting a site and proving its viability to the community and stakeholders is a crucial next step for the new arts and culture incubator. With several exciting site opportunities on the table, a site selection process should be reviewed. If the City of Bloomington selects a site outright, a rigorous process of validating that decision through a broad set of analytical factors and principles needs to be undertaken. A study can be completed to assist the City of Bloomington in making an informed decision on where to place the new arts and culture incubator.

- Evaluation matrices to document critical factors

- Planning, zoning, and site usage diagrams to confirm site use

- Infrastructure review to confirm critical services

- Test fitting to evaluate lot

- Context analysis to evaluate site suitability amidst the broader city and neighborhood context (connectivity, open space, arts, education, and ecology diagrams)

- Socio-spatial research to better understand existing and historical social and spatial conditions

Master Planning and Market Analysis

The new arts and culture incubator will exist within a specific ecosystem within the Midwest—the growing Bloomington region. An investigation will unravel the complex, interrelated forces of physical location and financial viability through the master planning process. Using expertise in urban design, ecology, and economics can ensure that the fundamentals of the new arts and culture incubator are explored before heavy investment in a permanent physical location, providing the investment is set up for long-term success.

- Establish guiding principles for site and building planning

- Confirm building program with an eye toward creating a place where curious minds can explore and engage in arts, culture, and education

- Consider a multifunctionality approach to the new arts and culture incubator's spatial needs

- Develop frameworks for overall project sustainability, ecology, open space, mobility/circulation (including parking), water management, proposed new buildings and massing, phasing, and operations, and maintenance planning (specific needed frameworks to be identified through the master planning process)

- Create a narrative of place and materials, rooted in Bloomington's history, culture, and ecology

- Impact planning to establish an equitable approach to siting, phasing, and development

- Cost estimates

Stakeholder and Community Engagement

The new arts and culture incubator must deeply engage with the local and regional community and the institutions, non-profits, and marquee donors that will make this project impactful now and in the future. It must tap into the myriad of voices that want to offer their perspectives on creating the new arts and culture incubator. It should also take this feedback and synthesize it into actionable items and goals that the City of Bloomington can use to guide the process. Deep engagement can create a culture of buy-in for the new arts incubator that ensures the incubator will be beloved by the community and seen as a viable investment by funders.

- Detailed surveys and analysis

- Community engagement, including live events with interactive boards

- Identification of potential stakeholders

- Spatial equity—using processes and tools that will speak to the broad community of users regardless of race, gender expression, language, or ability status

Recommendation Summary and Next Steps

Arts and Culture Incubator

Programming and Concept Design

A successful arts and culture incubator space is a marriage of poetry and pragmatism. An overall programming and concept design will begin the process of making the vision for the new arts and culture incubator a reality. A successful programming and concept design phase will help develop a fundraising target based on practical physical needs while also giving shape to all aspects of the project so that it can become real for stakeholders.

- Overall conceptual direction for the project design

- Programming analysis to "right size" the building needs

- Multiple design ideas to explore what can work on the site

- 3D views, sketches, plans, and models to communicate ideas

Vision Book and Fundraising Collateral

The City of Bloomington will need to generate interest in the project: define its overall mission and goals, identify seed fundraising, and establish a bonafide institution by recruiting a Director. To make the dream of the new arts and culture incubator real for the people, the City of Bloomington will need to connect with a compelling story packaged in a manner that will have an impact. A vision book can integrate the complete picture of the new arts and culture incubator into a tangible set of documents that tells a compelling story and instill confidence in the project with potential donors.

- Digital and physical books tailored for use with donors

- Renderings of conceptual designs so that the project comes alive

- Storytelling and narratives to weave together the mission and concept

- Physical model set on movable podiums showcasing the building on the site

Project Management and Full Architectural Services

Once the pre-design work is completed, that work will chart the course for the arts and culture incubator. The City of Bloomington will embark upon a multiyear design and construction project that will culminate in a ribbon cutting for the new arts and culture incubator. Hiring a team specializing in managing and designing facilities rooted in their context, authentic in expression, and feasible within the City of Bloomington's budget. A successful new arts and culture incubator requires a multidisciplinary approach where creation, exhibition, design, structure, mechanical/electrical/plumbing systems, sustainability, landscape, and lighting are all carefully choreographed into a singular whole. The team will manage and contract with the various specialist consultants required to design the incubator and act as the board's project manager to oversee the entire design team.

- Design architect and architect of record will provide a fully code compliant and constructable building with a complete set of drawings that are stamped and ready for construction

- Project management of the entire design and client team— scheduling, meeting minutes, and presentations all in service of adhering to project benchmarks and budget

- Identification and management of all necessary consultants

Recommendation Summary and Next Steps

Expanded Convention Center

Master Planning and Market Analysis

The expanded convention center will exist within a specific ecosystem within the Midwest—the growing Bloomington region. An investigation will unravel the complex, interrelated forces of physical location and financial viability through the master planning process. Using expertise in urban design, ecology, and economics will ensure that the fundamentals of the expanded convention center are explored before heavy investment in a permanent physical location, ensuring the investment is set up for long-term success. The expanded convention center will be examined to blur the lines between a convention center facility and a new arts and culture incubator.

- Establish guiding principles for site and building planning

- Confirm building program with an eye toward creating a place where curious minds can congregate and engage in arts, culture, and education

- Consider a multifunctionality approach to the expanded convention center spatial needs

- Develop frameworks for overall project sustainability, ecology, open space, mobility/circulation (including parking), water management, proposed new buildings and massing, phasing, and operations, and maintenance planning (specific needed frameworks to be identified through the master planning process)

- Create a narrative of place and materials, rooted in Bloomington's history, culture, and ecology

- Impact planning to establish an equitable approach to siting, phasing, and development

- Cost estimates

Stakeholder and Community Engagement

The expanded convention center needs to deeply engage with the local and regional community. Meeting the institutions, non-profits, and the community will make this project impactful now and into the future. It must tap into the myriad of voices that want to offer their perspectives on creating the new arts and culture incubator. It should also take this feedback and synthesize it into actionable items and goals that the City of Bloomington can use to guide the process. Deep engagement can create a culture of buy-in for the expanded convention center that ensures the facility will be beloved by the community and seen as a viable investment by funders.

- Detailed surveys and analysis

- Community engagement, including live events with interactive boards

- Identification of potential stakeholders

- Spatial equity — using processes and tools that will speak to the broad community of users regardless of race, gender expression, language, or ability status

Programming and Concept Design

An overall facility programming and concept design will begin to make the vision for the expanded convention center with arts and culture integration a reality. A successful programming and concept design phase will help develop a project based on practical physical needs while giving shape to all aspects of the project so that it can become real for stakeholders.

- Overall conceptual direction for the project design

- Programming analysis to "right size" the building needs

- Multiple design Ideas to explore what can work on the site

- 3D views, sketches, plans, and models to communicate ideas

- Arts and culture infused into the building programming

Recommendation Summary and Next Steps

Expanded Convention Center

Vision Book and Fundraising Collateral

The City of Bloomington will need to generate interest in the project and define its overall mission and goals. To make the expanded convention center dream real and to create broad endorsement, it will need to connect with a compelling story packaged in a manner that will have an impact. A vision book can integrate the complete picture of the expanded convention center into a tangible set of documents that tells a compelling story and instill confidence in the project.

- Digital and physical books tailored for use of the community and media

- Renderings of conceptual designs so that the project comes alive

- Storytelling and narratives to weave together the mission and concept

Operational Pro Forma, Budget, and Business Plan

Develop a business plan and provide a detailed operating pro forma budget that will identify sources of revenue and consider organizational structure, staffing, operations, and building expenses. Understanding ongoing operational costs is a crucial step in assessing the feasibility of an expanded convention center infused with arts and culture. A study will be needed to evaluate and recommend creative opportunities that offer additional revenue streams.. This will be achieved through a combination of assessment of similar facilities, community outreach in workshops, public engagement and a review of industry best practice.

Facility Benchmarking

To help guide details of the pro forma and business plan, ascertain best practices and partnerships, and guide recommendations, the Study Team recommends an examination of three to five comparable multipurpose convention facilities. The study should review the funding and management structure of the benchmark facilities and ongoing maintenance and operations such as annual attendance, budget, earned and contributed revenues, and other items as available. For a more in-depth assessment of each facility, we will also invite leaders of these benchmark facilities to be interviewed by the team.

Project Management and Full Architectural Services

Once the pre-design work is completed, that work will chart the course for the expanded convention center. The City of Bloomington will embark upon a multiyear design and construction project that will culminate in a ribbon cutting for the expanded convention center. The City of Bloomington will hire a team specializing in managing and designing facilities rooted in their context, authentic in expression, and feasible within Bloomington's budget. A successful convention center requires a multidisciplinary approach where creation, exhibition, design, structure, mechanical/electrical/plumbing systems, sustainability, landscape, and lighting are all carefully choreographed into a singular whole.

- Design architect and architect of record will provide a fully code compliant and constructable building with a complete set of drawings that are stamped and ready for construction

- Project management of the entire design and client team— scheduling, meeting minutes, and presentations all in service of adhering to project benchmarks and budget

- Identification and management of all necessary consultants

Recommendation Summary and Next Steps

Bloomington Arts and Culture Ecosystem

Figure 160 illustrates the ecosystem that can be created from each recommendation in this report. The ecosystem would allow artists to share resources and information more easily. The ecosystem also expands the reach of arts and culture to all areas of Bloomington, making it more accessible to all residents and visitors.
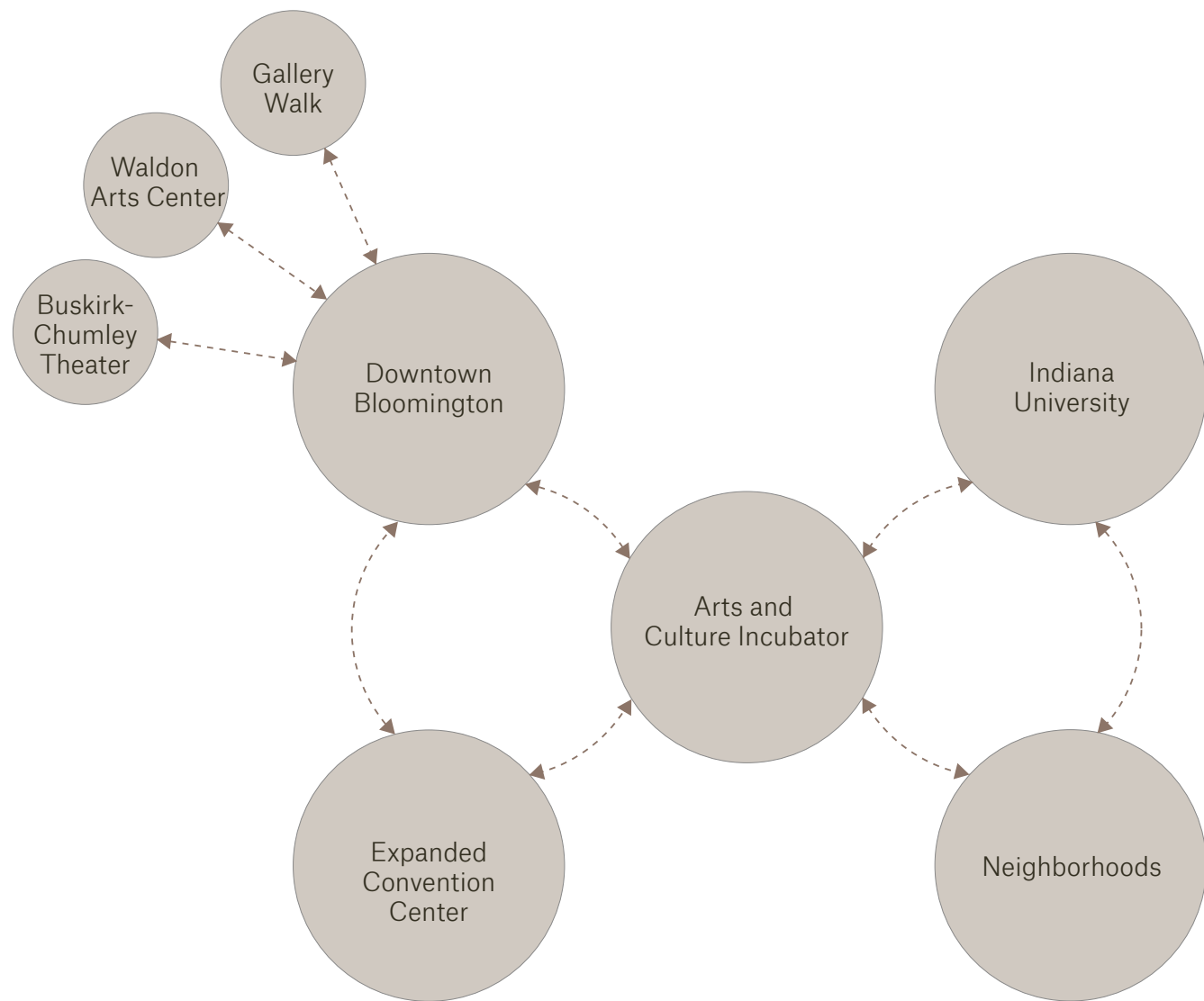

Figure 160 - Connection Diagram

springpoint
ARCHITECTSPC

TRAHAN ARCHITECTS

KEEN
INDEPENDENT
RESEARCH

CONTACT

Kevin Thomas
Managing Principal, New York Studio
kthomas@trahanarchitects.com
646 661 6633