



Arts & Culture Plan

2025 – 2035

We Grow from Deep Roots | The Toolkit

TRANSFORMING
COMMUNITIES. ART
through the power of arts and culture

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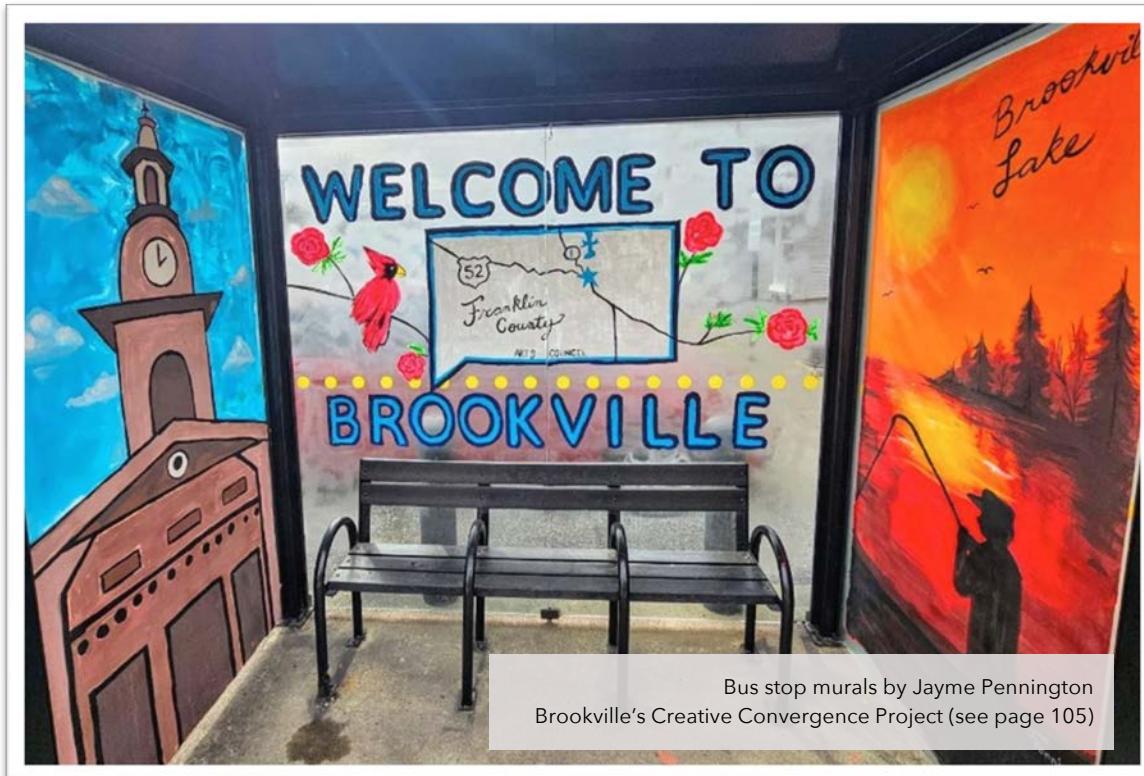
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Still Pointe Art Studio & Gallery, Rising Sun

Introduction

This plan also includes a toolkit of ideas and inspiration drawn from national and local examples to spark creativity and show what's possible. These resources align directly with goals and are designed to deepen understanding, build confidence, and equip leaders with the tools they need to translate ideas into action. Not every idea or resource will fit every community, but all can inform new approaches.



This section is full of hyperlinks (as is the document overall). All were working when this document was completed. We know that those change with time and hope you will search for the resources if you find a dead link sometime in the future.

Toolkit Contents



- A. Ideas & Inspiration
 - 1. Collections of Ideas
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A. Ideas & Inspiration



Overview

This section provides ideas, tools, guides, and resources from the region, state, and across the country. These should both provide source for inspiration and reduce the learning curve for communities and local leaders.

Collections of Ideas

- Arts Midwest [Ideas Hub](#)
- Indiana Arts Commission list of [Ideas](#)
- Lighter, Quicker, Cheaper [examples](#)
- NEA Our Town [past projects](#) from across the country
- Americans for the Arts [database of projects](#) from across the country
- Better Blocks [free open-source designs](#)
- [10 Alleys & Streetscapes](#) from 10 Years of Patronicity
- [Social Life Project](#) of the Placemaking Fund
- Explore [CODAworx](#) and [Public Art Archive](#) for public art inspiration
- [1,205 Ways to Improve Your Hometown](#), (number changes every time and idea is added) a search for “art” brings up over 690 results, and the numbers keep growing
- [99% of the best things you can do for your town don't require anyone's permission](#)

Recommended Reading

- [From Possibilities to Reality: Save Your Small Town with these Uniquely Do-Able Ideas...](#) (2024) from Debra Brown (Biloxi, MS) & Becky McCray (Alva, OK) of [SaveYourTown](#)
- Phil Eich & the [Storyville Substack](#) (Bay City, MI)
- [John Shepard](#) (David City, NE)
- [Walkable City](#) (2013)
- All the books and toolkits [here](#)

Recommended Tool

Capacity Assistance Program

Two SEI READI communities have completed Indiana Arts Commission's [Creative Convergence](#) program.

Links to their projects:

- **Dillsboro** created its "[Arts Creator Space](#)"
- **Brookville** implemented "[Small Town Pics](#)"

This is a team-based workshop and funding program aimed at creative community development. Community Teams that participate will learn how to work together to advance arts and creativity in their community through training and a funded project.

It equips community leaders, organizational representatives, and creatives to:

- Embed arts and creativity into community and economic development strategies
- Collaborate effectively across sectors
- Engage residents in meaningful, inclusive ways

The Recommendation

Contact IAC to find out when applications will reopen.

Anne Johansson, Community Services Program Manager, AJohansson@iac.IN.gov



This program is a partnership between the [Indiana Arts Commission](#) and the [Indiana Communities Institute at Ball State University](#)

Place & Identity

Start Here

- Project for Public Spaces [definition](#) and [deeper resources](#)
- [Creative Placemaking Technical Assistance](#), Tools & Resource Library (NEA)

Then Check these How-to Resources

- National Association of Counties: [Creative County Placemaking Initiative](#) with resources
- National League of Cities
 - [Put Your City's Public Art on the Map with the Public Art Archive](#)
 - [Activating Civic Infrastructure through the Arts](#)
 - [Arts Help Rural Cities Creatively Support Community Mental Health](#)
 - [Improving Community Health and Resilience through the Arts](#)
 - [How Cities Use the Arts to Promote Youth and Community Development](#)
- And for development projects: [Indiana Community Development Toolkit](#) (READI)

Then Check Rural Specific Guidance

- [Community Arts & Culture Guide](#) (<https://rural.indiana.edu/>)
- [Thriving Downtowns: an investment playbook for rural Appalachia](#) (2023)
- National Governor's Association's [Rural Prosperity through the Arts...](#) & [Action Guide](#)
- USDA: "[Rural America Placemaking Toolkit](#)"

Examples of Streetscape & Façade Programs

- Main Street Streetscape Beautification (Rushville, IN)
- [Building Renovation Assistance Program – BRAP](#) (New Castle, IN)

And Examples of Alley & Underused Space Activations

- [6th Street Arts Alley & Parklet](#) (Columbus, IN) and [Pocket Park](#) (Versailles, IN)

| Location | Resources |
|--|--|
| 411 6th Street, Columbus, IN 47201 www.artscolumbus.org/arts-alley | 6th Street Arts Alley Closure Process.pdf Find an Artist Toolkit and Street Art List Indiana Arts Commission Artist Services Hub More under Public Art |
| Contact Organization | Columbus Area Arts Council |

- [Cartoon Alley](#) (Nappanee, IN)
- [SEI Community Gardens](#) (Multiple in Region)



AIB promotes and builds vibrant and sustainable communities through volunteerism and education emphasizing flowers, plants, trees, heritage, and environmental and lifestyle enhancements.

THE MODEL has been successful in the hundreds of cities of all sizes (*including Rising Sun, Greendale*) with a sweet spot capping around 20,000 population.

- 40+ page assessments with detailed short- and long-term recommendations (\$10,000s FMV)
- Other Program Elements: annual symposium, national awards, webinars, and resources

COST & FUNDING

- Subscription starts at \$1,700/year (*by pop.*)
- Cities pay for lodging (AIB covers other travel)
- Convening registration (*if applicable*)
- After that it is all about how much a city does on the ground to implement recommendations,

Some communities recruit garden centers as committee members and sponsors. There is also a grant program for towns along CN Railroad lines.

CHAPTER BENEFITS

Created when 3+ cities in an area participate, these come with a 25% discount and quarterly check-ins.

The Recommendation

We recommend that communities join America in Bloom to provide a structure to their work, particularly related to Goal 1 – and join as a group to become a chapter. Contact <https://americainbloom.org/>.

Public Art

Start Here

- [Strategies for Public Art: A Guide to Creating Engaging Public Art with your Indiana Community](#) by the Putnam County Mural Project folks

Then Check Topical Guides

- Places of Possibility (POP) Public ART & Placemaking: [Toolkit for Rural Communities](#)
- From Bloomberg Associates:
 - [Asphalt Art Guide & Safety Study](#)
 - [Baltimore Toolkit](#)

And Examples of Public Art that is More than Murals

- [ARTsy Switchboxes](#) (Madison, IN) and [BoxBox](#) (Muncie, IN)
- ["C" Bike Racks](#) (Columbus, IN)
- [Sidewalk Poetry](#) (Multiple) and Iowa City's [Lit Walk](#)

Jumpstart Public Art Marketing

- Host a volunteer weekend to upload your inventory to PAA over pizza!

“ Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired.

[Creative Placemaking.](#)

Ann Markusen & Anne Gadwa for National Endowment for the Art, 2010



About

The [Public Art Archive™](#) (PAA) is a **free, continually growing online database of public artworks throughout the U.S. and abroad**. Artists and organizations contribute completed projects to the portal at **NO COST**.

By **making all projects discoverable on the world's largest centralized source of public art information**, artists and organizations can increase the accessibility and visibility of public art in every community.

The Recommendation

This project made clear how **little of the region's public art is accessible online** – on digital maps, in news articles, on websites. Even then, information about the work or its artist is limited. Some places have custom map sites that are difficult to maintain or to connect with intended audiences.

This is a **missed opportunity of spectacular proportions** that doesn't need to be.

We recommend that every community, county, and the region overall focus on PAA first for all of its public art. Everything in a one place is regionalism in practice.

- [Explore art](#) and their [featured collections](#).
- Request a [Demo](#), PAArchive@WeAreCreativeWest.org
- If you want a custom look, they work at low cost (e.g., \$500/yr to embed in your site).

The National League of Cities agrees with us!
[Put Your City's Public Art on the Map with the Public Art Archive](#)

Templates for Implementing a Public Art Program

- Sample Public Art Guidelines from [Madison](#) and Fort Wayne [Fort Wayne](#)
- Sample Public Art Master Plans from [Bloomington](#) and [Plainfield](#)
- [Templates](#) from the Public Art Archive for almost every part of a public art program and its implementation

Sample Ordinances

- Mural Permitting – [Bloomington, MN](#)
- Overlay Zones & Districts (Gateway or Design)
- [Franklin, IN](#)
- [Rushville, IN](#) (starting on page 65 of *linked* document)
- [Portland OR](#)

Sample Public Art Grant Programs

These are programs created within cities versus external funders of public art.

- [Montrose, CO](#)
- [Stuart, FL](#)
- [Iowa City, IA](#)
- [Indianapolis, IN](#)
- [West Columbia, SC](#)
- [Amarillo, TX](#)
- Chicago, San Francisco, and Nashville also have nice public-facing guides

Other Resources

- ABA: [1st Amendment Limitations on Government Regulation of Artwork](#)
- Americans for the Arts [Public Art Network](#) (professional development, resources, etc.)
- Online collections and artist connections: [CODAworx](#) and [Public Art Archive](#)



Looking for Data on Economic Impact of Public Art?

Take a look at [CODAreview The Power of Public Art](#) volumes 1 and 2 (2024-2025)

Then Join the Public Art Network! Anyone thinking about or managing a public art program should be signed up to the [Americans for the Arts Public Art Network](#) newsletter and list serv.

Digging Deeper into Case Example PUBLIC ART IN EDMOND, OK pop ~94,000

[Edmond's Public Art Program](#) has helped fill the city with a sense of community and culture. The Edmond Visual Arts Commission is responsible for all of the public art around the city, and is in charge of expanding the art collection, promoting the public art program, and maintaining the pieces. **These pieces are funded through donations, partnerships, and construction project 1% set aside funds.**

The public art program **began in 2001, with 13 pieces** in the inventory. Now, **there are over 300 pieces** with many installations from Oklahoma natives and other artists who are known and admired throughout the world. The City's art program has created a great attraction for tourists and given Edmond residents something to be proud of.

You can view all of the beautiful murals and sculptures [on the public art website](#), during the guided Art in Public Places Tour or on your own self-guided tour by foot or bicycle:

- [Bicycle Art Tour](#): Scenic ride with over 20 pieces
- [Downtown Art Tour](#): More than 30 art pieces
- [BoulevART Art Tour](#): More than 20, min. 1/block
- [UCO Art Tour](#): More than 15 sculptures
- [Historic Art Tour](#): More than 20 sculptures



Artists & Creative Businesses

- Join/Learn: Chamber of Commerce, Main Street, Ivy Tech, Extension, Local Arts Council
- Check out
 - [Artists Thrive](#), which aims to raise the value of artists in every community (especially its [National Resource Hub](#))
 - [Springboard for the Arts](#), which supports artists with the tools to make a living (especially [Work of Art](#))

Other Funds, Ideas & Opportunities

- Arts Midwest [Ideas Hub](#) and [Gig Fund](#)
- Center for Cultural Innovation [Investing in Artists](#) (funding), [resources](#), labs, programs
- [CERF+ \(Craft Emergency Relief Fund\)](#)
- [Indiana Artisan](#)
- [Traditional Arts Indiana](#)
- [Vore](#) – arts fund (great idea to copy)
- Marion Design Co. – [10 years of intern cohorts](#) (another idea to copy)
- List of funding [opportunities for musicians](#) (entrepreneurship resources listed as well)

Indiana Arts Commission Programs for Artists

- [Vision & Venture](#) – program for creatives with <1 year of business experience
- [On-Ramp Creative Accelerator](#) – 3-day intensive workshop, [decentralizing in 2027](#)
- [The Creative Leap](#) – 6-week virtual workshop series
- [Work in Progress Exchange](#) – 2025 pilot now an example for local endeavors

Teaching Artist Opportunities

- [Teaching Artist Guild](#)
- [Arts for Learning](#)

Working with Specific Populations

- Indiana Arts Commission [Lifelong Arts Indiana](#)
- IU Center for Rural Engagement [Creative Arts for Vets](#)



See also the Ewing Marion Kauffman Foundation's [Entrepreneurial Ecosystem Playbook 3.0](#).



Recommended Tool

Indiana Arts Commission's Artist Services Hub

The Indiana Arts Commission's [Artist Services Hub](#), provides resources for artists, communities, and organizations to support your creative community.

- Are You An Artist? [Help your career thrive](#).
- Are you an arts administrator, arts programmer, or agent who wants to support artists in your community? [Connect with Creatives](#)
- Looking to bring arts to your local community but don't know where to start? [Engage Community](#)

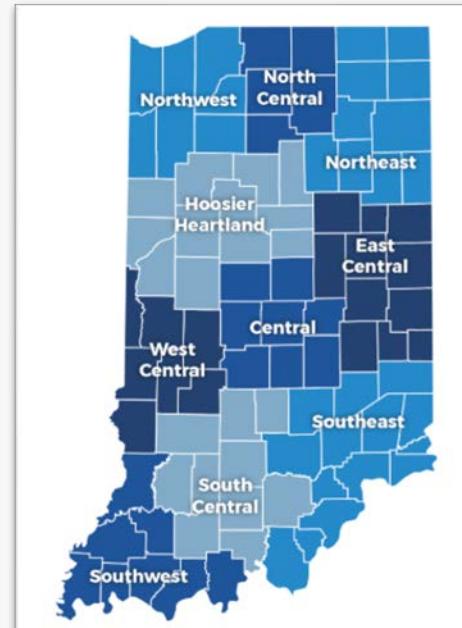
The Recommendation

Contact IAC to find out more.

Jordan Adams, Artist Services Program Manager, joadams1@iac.in.gov



Find your local [Small Business Development Center](#) regional office entrepreneurial support





Entrepreneurship & Business Assistance

- Indiana [SBA](#) provides FREE business technical assistance
- [Lawyers for the Arts](#) provides FREE to artists and small nonprofits in Indiana
- [Freelancers Union](#) provides support systems for independent workers
- Universities in the region have programs to partner with such as:
 - IU [Innovates](#) and IU Jacobs School of Music [Innovation](#)
 - IU East [Center for Entrepreneurship and Business Opportunities for Self-Starters \(BOSS\) Program](#)
- Minerva Financial Arts – [Financial Education](#)



[Indiana Arts Commission On-Ramp creative entrepreneur accelerator program, decentralizing in 2027](#)

Recommended Tool [IEDC Entrepreneur Support](#)

- ConnectIND: Hub for Indiana Entrepreneurs
- Indiana Small Business Development Center
- Innovate WithIN (high school pitch competition)
- gener8tor (early-stage startup accelerator)
- Ecosystem Navigator
- Indiana Technical Assistance Program
- Indiana Procurement Assistance & Certification Training Initiative

The Recommendation

[Contact IEDC](#) to find out more.



Check out your county's
[Indiana Entrepreneurship Scorecard](#).



Model in the Field [ARTrepreneurship](#)

An 8-week, cohort educational program for artists in that region who wish to establish their own businesses and generate revenue from their work



A collaboration among Heartland Art Center, Marshall County Economic Development Center, and the North Central Indiana Small Business Development Center

Your Input

Leveling Up Marketing

In focus groups, we asked arts, culture, and history leaders how tourism can help them do their job better. We asked the same in reverse of tourism leaders. Here is some of what you suggested.

Marketing Arts & Culture

To successfully market and promote events, Tourism shared that they need event information:

- At least 6 weeks in advance (one year in advance for reoccurring events), and
- In text along with a high-resolution photo. This helps with storytelling and quality promotional efforts (e.g., print).

It's also recommended that events always be created as a Facebook "event" so it's easier to promote and for online aggregators like Yodel to capture and market events. (It can't grab text from a photo, which means the opportunity is lost.)

Looking more broadly, folks identified the need for Tourism to evolve from a "heads-in-beds" mindset to today's best practice focusing on local and personalized experiences. This still means marketing outside the county and regional boundaries but focusing on the overall experience. To learn more and strengthen, Tourism encouraged others in their sector to join the Indiana Tourism Association.

In general, Tourism sector websites need to be modernized, interactive, and searchable, and the sector would be better served to collaborate across county lines to benefit all involved.

History, Heritage, & the Arts

Both arts and history organizations realized they are better served to work across the region within their peer groups and each other. In addition to identifying cross-promotional marketing and collaborative opportunities, they want to learn from one another and resource share.

And More from Us...

Here's an event to try: "[Be a Tourist in Your Own Hometown](#)" (Fort Wayne, IN)

And an interesting grant program idea: [Digital Storefront Program](#) (South Bend, IN)



Recommended Tool

CALENDAR AGGREGATOR

One of the longest standing difficulties in this work, regardless of community size or location, is how to compile and manage a community events calendar. They are notoriously time consuming, incomplete, and underperforming.

However, options now exist that aggregate information instead of requiring data entry. Even better, those options are relatively low cost and easy to set up.



Example: <https://yodelevents.com>

Yodel collects and categorizes everything that is collectable according to filters the subscriber sets.

| Population | Fees |
|---------------|---------------------------------|
| Up to 15,000 | \$1,000 set up + \$1,560 / year |
| 15,000-60,000 | \$1,200 set up + \$2,220 / year |

But, it is only \$250 to add a widget to a partner's website. This mean organizations and communities can mirror each other's content at a low cost. In addition, communities can sell ad space on their yodel app to cover costs

The Recommendation

Get started today. The region only needs to:

- Agree to work together and share cost fairly
- Educate event entities on how to ensure their information is imported (e.g., "events" with details vs images on social media)
- Work with Yodel to set it up
- More at [//yodelevents.com/category/blog/](https://yodelevents.com/category/blog/)

B. Project Funding

National

- AARP Community Challenge and its [Quick Action Livability Grants](#)
- Bloomberg Philanthropy's [Arts Programs](#) especially its [Asphalt Art Grant Program](#)
- Literary Arts Fund's [General Operating and Innovation Project Grants](#)
- Levitt Foundation's [Venue & Music Grants](#)
- Main Street America [Funding Opportunities Resource](#)
- National Endowment for the Arts' [Grant Programs](#) especially [Our Town](#)
- National Endowment for the Humanities' [Grant Programs](#)

Indiana & Midwest

- Arts Midwest [Grant Programs](#) (More at [US Regional Arts Organizations](#))
- Center for Rural Engagement's [Arts & Culture Programs](#)
- Indiana Humanities' [Grant Programs](#)

Indiana Agencies

- Arts Commission
 - [Grant Programs](#)
 - [Training Programs](#) (some include project funding)
 - [Artist Services](#) (includes a list of grant sources)
- Destination Development Corp. [Partner Resources](#) (grants eliminated in 2025 budget)
- Housing & Community Development Authority (partnerships with [Patronicity](#))
 - [CreatINg Places Crowdgranting](#) & [CreatINg Livable Communities](#) (box right)
 - [My Community My Vision](#)
- Office of Community & Rural Affairs [Grant Programs, Main Street, and Other Initiatives](#)
- State Library [Services & Technology Act Grants](#)



How to use this page? Grant programs change over time, but these are some of the top funds to look at when implementing Goal 6.



Find Your Region-Specific Funds

[Community Foundation Lookup Tool](#)

Façade & Beautification Grant Programs

- Brookville's [Façade Grant](#)
- Lawrenceburg's
 - [Looking Up](#) and
 - [Property Improvement](#) Grants

Local Tourism Marketing Grants

Contact your tourism bureau for information.

- [Experience Franklin County](#)
- [Ohio County Tourism](#)
- [Vevay Switzerland County](#)

Southeast Indiana has already made good use of this program that matches crowdfunding projects and should continue to leverage it going forward.

Completed Projects, Crowdfunding & Matches

| | # | \$ Goal (Match) | \$ Crowd-Raised |
|---------------------|---|-----------------|-----------------|
| Dearborn | | | |
| Dillsboro | 1 | 6,000 | 6,000 |
| Franklin | | | |
| Brookville | 2 | 89,551 | 94,985 |
| Metamora | 1 | 10,000 | 6,460 |
| Oldenburg | 1 | 25,000 | 30,405 |
| Ripley | | | |
| Batesville | 3 | 125,000 | 168,600 |
| Milan | 1 | 10,000 | 10,306 |
| Osgood | 1 | 35,000 | 48,182 |
| Versailles | 1 | 50,000 | 60,168 |
| Union | | | |
| Liberty | 1 | 50,000 | 57,180 |
| West College Corner | 1 | 50,000 | 56,082 |

C. Data & Advocacy

Arts Impact Data Sources

Start Here

- [Arts & Economic Prosperity](#) and [Arts Impact Explorer](#) (Americans for the Arts)

Indiana Specific

- [Embracing ... Indiana's Overlooked Economic Engine](#) (Pattern & Pathway Strategies)
- [How Indiana Municipalities are Utilizing Local Arts...](#) (Indiana Communities Institute)
- [Impact Points for Indiana's Cultural Districts](#) (Indiana Arts Commission)
- [Grants Dashboard](#) (Indiana Arts Commission)
- [Creative Economy State Profiles](#) (National Assembly of State Arts Agencies)
- [Arts Vibrancy 2024](#) Interactive Map, includes county-level (SMU DataArts)

Interactive National Sources

- [Research & Datasets](#) (National Assembly of State Arts Agencies)
- [Arts & Culture Data](#) (US Bureau of Economic Analysis)
- A [treasure trove of resources](#) from the National Endowment for the Arts
- Emerging Data Dashboard – [Wesley's Project](#)

Industry or Art Form-Specific

- [National Independent Venue Association: State of Live](#)
- [Why Making Music Matters](#)
- There are plenty more like these for every form of art or art activity if you search.

Quality of Life, Place & Health Data Sources

- [Indiana Communities Institute](#) (Ball State University)
- [Livability Index](#) and [Livability Data](#) (AARP)
- [County Health Rankings & Roadmaps](#) (UW-Madison Population Health Institute)

Digging Deeper into Related Data

ECONOMIC & DEMOGRAPHIC

- [Center for Business & Economic Research \(BSU\)](#)
- [Indiana Business Research Center](#) (IU Kelley)
- Kauffman [Indicators of Entrepreneurship](#)
- [Center for Regional Development](#) (Purdue)
- [Indiana's Public Data](#) (STATS Indiana)
- [The Regionizer](#) (Stats America)

NONPROFITS & FOUNDATIONS

- ProPublica: [Nonprofit Explorer](#)
- [Guidestar](#) and [Foundation Directory](#) (Candid)
- [Tax Exempt Organization Search](#) (IRS)
- [Business Search](#) (Indiana Secretary of State)

OTHER INDIANA-SPECIFIC

- [State Data Center](#) (Indiana State Library)
 - [A-Z Statistics by Topic](#)
 - And [by County](#)
- Other IN.gov:
 - [IndianaMap](#)
 - [Indiana State Library](#)
 - [Indiana Gateway](#) (access to local tax and finance dashboard and reports)

TOURISM

- [Indiana Tourism Industry Research](#) (IDDC)
- Contact [Indiana Tourism Association](#) for more

MISCELLANEOUS

- [Community Commons](#)

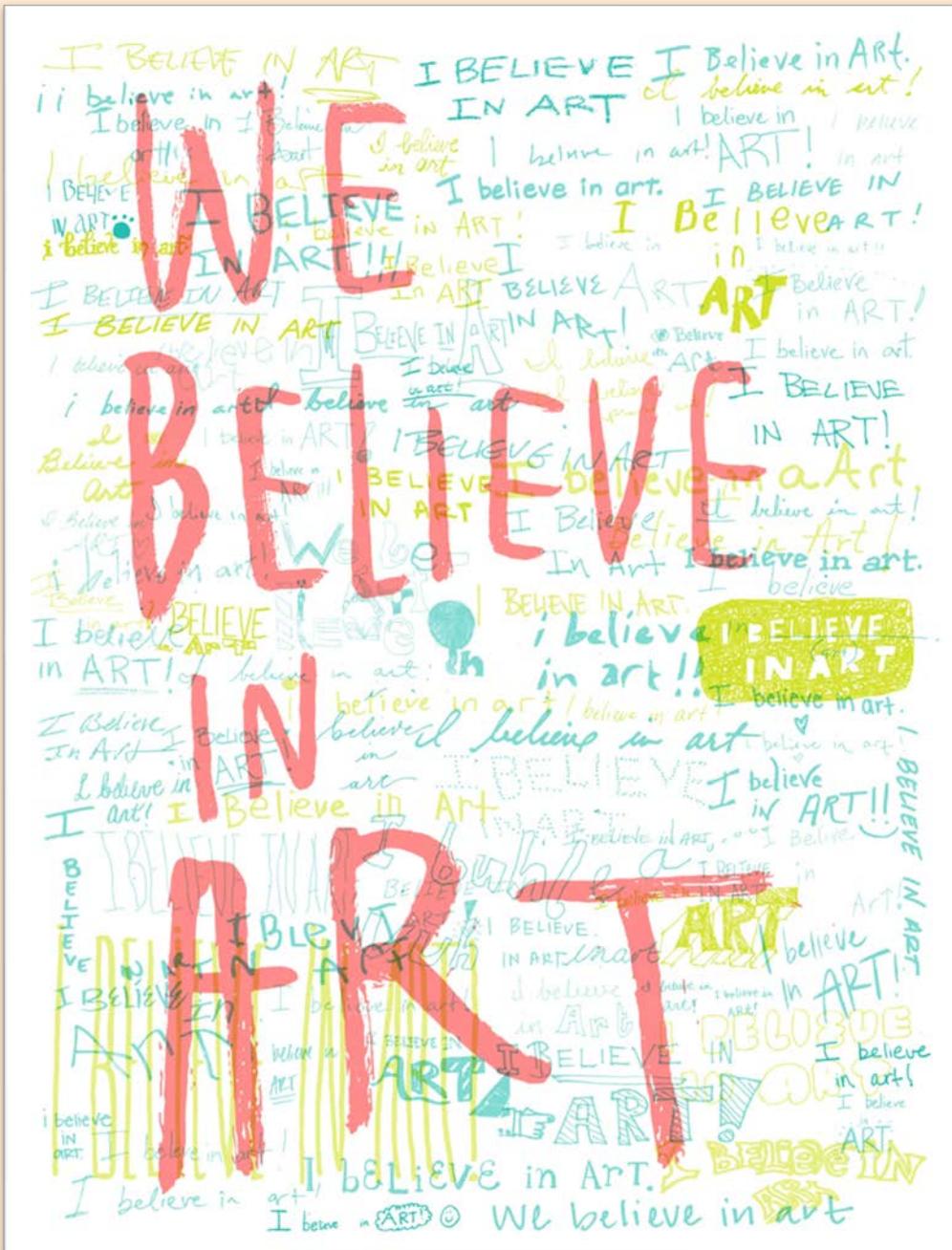
Advocacy Tools

- [The Arts as Public Good](#) (research and resources from The Topos Partnership)
- [Americans for the Arts](#) has a plethora of tools for arts advocacy as well. [Start here.](#)



Recommended Reading

Art as Community Change-Maker



Now is the time to learn more about how the creative sector can engage in community life and how community can benefit from arts and culture partnerships.

Here are just a few sources to empower your journey:

[Transforming the Workforce Development Sector through Arts...](#) (2020)

[Centering Creative Youth In Community Development](#) (2020)

[Creative Placemaking & Community Safety](#) (2018)

More of ArtsPlace America's Field Scans [here...](#)

And a few more that speak directly to artists and arts organizations:

[How to Partner with Your Chambers of Commerce: Connecting Community Impact to Arts & Chamber Partnerships](#) (2022)

[Handbook for Artists Working in Community](#) (2020)

[Artists at the Community Development Table](#) (2019)

Each of these sources supports implementation of one or more of the goals in this plan.

“ Arts bind people to place and each other.”

Alberto Ibarguen, Former President
The John S. and James L. Knight Foundation, 2018

Poster Image from
THE I / WE BELIEVE IN ART PROJECT
<https://www.publicspaceone.com>
[Sayuri's World](#) (2019)

D. Glossary

This process brought together arts organizations and professionals, civic and elected leaders, economic development, and community. This was a new combination for most participants – one that led each to share new concepts with the others. We carried the following into this plan:

Placemaking is a collaborative process that strengthens the bond between people and shared spaces. It goes beyond urban design by fostering creative uses of public spaces and honoring their physical and cultural identities.

Creative Placemaking focuses on strengthening communities with arts at the core.

Activating/Activation a creative event, installation, or project that is designed to bring an area to life and increase its visibility through the use of art

Creative Economy is the crossroads of creativity, culture, and commerce – workers in arts occupations, creative industries, and places. Creative economies thrive when a wide array of industries and workers are treated as active participants in it.

Hyperlocal is relating to or focusing on a small community or geographical area.

Philanthropy is the voluntary giving by individuals or groups to promote the common good, often through financial donations or time, with the aim of benefiting others and fostering a more civil and just society.

Quality of Place the characteristics of a community or region that make it attractive and desirable to live, work, and visit, including both tangible and intangible factors like environment, culture, and social connections.

Stakeholders are those who may benefit or be affected by a project. They may or may not take part directly in the decision-making process of that project.



Looking for more?

See [Key Concepts : Community Arts & Culture Guide](https://rural.indiana.edu/) (<https://rural.indiana.edu/>) and [Glossary : Arts & Planning Toolkit](https://www.mapc.org/) (a project of <https://www.mapc.org/>)

Definitions adapted from: <https://www.pps.org>, <https://www.creativeplacemaking.us>, <https://patternindy.com>, <https://rural.indiana.edu/>, and <https://artsandplanning.mapc.org/glossary-of-terms/> and <https://www.cultivategrandrapids.org/post/creative-placemaking-activating-art-in-public-spaces>

Abbreviations

| | |
|--------------|---|
| AIB | America in Bloom <i>subscription-based technical assistance program</i> |
| ARPA | American Rescue Plan <i>federal COVID-relief program</i> |
| CARES | Coronavirus Aid, Relief, & Economic Security <i>federal COVID-relief program</i> |
| CCC | College and Community Collaboration <i>grant program of the Lilly Endowment Inc.</i> |
| CSA | Combined Statistical Area <i>defined by the U.S. Office of Management and Budget</i> |
| CVB | Convention & Visitors Bureau |
| FMV | Fair Market Value <i>approximate commercial cost</i> |
| GIFT | Giving Indiana Funds for Tomorrow <i>grant program of the Lilly Endowment Inc.</i> |
| IAC | Indiana Arts Commission <i>state agency</i> |
| IEDC | Indiana Economic Development Corporation <i>state agency</i> |
| ISBDC | Indiana Small Business Development Center <i>program of IEDC</i> |
| IMLS | Institute of Museum and Library Services <i>federal agency</i> |
| LEDO | Local Economic Development Organization |
| LEI | Lilly Endowment Inc. <i>private foundation, distinct from the Lilly Foundation</i> |
| NASAA | National Assembly of State Arts Agencies <i>NEA-funded association</i> |
| NEA | National Endowment for the Arts <i>federal agency</i> |
| NEH | National Endowment for the Humanities <i>federal agency</i> |
| OCRA | Indiana Office of Community & Rural Affairs <i>state agency</i> |
| REDO | Regional Economic Development Organization <i>SEI READI is one of these</i> |
| READI | Regional Economic Acceleration & Development Initiative <i>a program of IEDC</i> |
| SEI | Southeast Indiana |
| SVOG | Shuttered Venue Operators Grant <i>federal COVID-relief program</i> |
| USRAO | US Regional Arts Organizations <i>NEA-funded association</i> |

