IMAGINE GREATER LOUISVILLE 2020

An Arts and Culture Vision to Transform the Region

April 2017

www.ImagineGreaterLou.org
CONTENTS

FOREWORD .......................................................................................................................... 6

EXECUTIVE SUMMARY ..................................................................................................... 9

1 Vision for Arts and Culture in Greater Louisville .................................................... 15
   A Culturally Vibrant Region ....................................................................................... 16
   A Plan for the Entire Region ..................................................................................... 18
   The Time is Now ....................................................................................................... 19
   An Inclusive Process .................................................................................................. 20

2 Our Priorities .................................................................................................................. 26

3 Implementation and Measuring Success ................................................................. 43

APPENDIX A: Acknowledgements ............................................................................. A-1

APPENDIX B: Community Engagement Report ....................................................... B-1

APPENDIX C: Cultural Asset Inventory ....................................................................... C-1
As the Steering Committee for the Greater Louisville Arts Plan development process we are pleased to present: Imagine Greater Louisville 2020 — An Arts and Culture Vision to Transform the Region.

Arts and culture help to define our community and region. And perhaps most importantly, arts and culture can play a central role in moving our community and region forward, helping to address critical issues and creating a place where people want to visit, live, work, play and learn.

It is important to consider what is meant by “arts and culture” throughout this document. As this work got underway, the priority was to create an “arts plan” that was inclusive and aspirational. Through the process, the public was invited to talk about what arts means to them. It became clear from that input that the broadest definition was required — of arts AND culture. So this document reflects arts and culture that encompasses the region’s customs and traditions. It includes arts like opera and ballet, but steps beyond them to such cultural and creative expressions as ethnic dance, local music, cultural festivals, history and heritage. It is about what is happening on stages and in museums, but also what is happening in neighborhoods, schools and community centers.

This Plan did not start with a blank slate. Far from it. There is already more extraordinary work happening throughout the arts and cultural sector than can be included here. The promise of this Plan is to recognize and celebrate what is already happening. Then, the opportunity is to connect and build upon it for the benefit of the community and the region. A collective voice and a shared vision for the arts and cultural sector will maximize and accelerate the impact on the vibrancy, strength and growth of our entire region.

We invite you to participate.
Imagine Greater Louisville 2020 Steering Committee

Kim Baker
Kentucky Center for the Performing Arts

Susan Barry
Community Foundation of Louisville

Christen Boone
Fund for the Arts

Dior Cotten
Humana, NeXt

Roger Cude
Humana

Wendy Dant Chesser
One Southern Indiana

Theo Edmonds
IDEAS xLab

Kevin Fields
Louisville Central Community Centers

Brian Fitzgerald
Brown-Forman

Gill Holland
The Group Entertainment

Stephanie Horne
Jefferson County Board of Education

Alison Huff
Arts & Culture Alliance, Commonwealth Theatre Center

Gwendolyn Kelly
Artist, Curious Citizen

Kimberly Kempf-Leonard
University of Louisville

Andrew Kipe
Louisville Orchestra

Todd Lowe
Parthenon LLC

Luanne Mattson
Southern Indiana Convention & Tourism Bureau

Mo McKnight Howe
Revelry Gallery

Joyce Ogden
Spalding University

Kent Oyler
Greater Louisville Inc.

Chris Radtke
Artist

Sadiqa Reynolds
Louisville Urban League

Alice Stites
21c Museum Hotel

Nicole Twigg
Louisville Convention & Visitors Bureau

Don Wenzel
JP Morgan Chase

Mary Ellen Wiederwohl
Louisville Metro Government

Karen Williams
Louisville Convention & Visitors Bureau

Suzanne Wright
Jefferson County Public Schools
Arts, culture and creativity are essential components to Greater Louisville’s authentic and distinctive identity. Greater Louisville is a vibrant and livable community with countless cultural assets and creative professionals. Louisville is one of the only cities its size to boast a resident orchestra, ballet, opera, regional theatre, children’s theatre and fine arts museum. The region is known for its museum row, numerous historical sites, gallery districts, the creation of new work and its rich live music scene. Arts and culture are alive across the region, from downtown venues to neighborhood parks, libraries, schools and community centers.

This plan was created to answer one question — how can arts and culture best serve this community?

Arts and culture have the power to transform the region, to help advance a more competitive, economically stronger, more educated, creative and compassionate Greater Louisville. Imagine Greater Louisville 2020 provides a shared vision for the role arts, culture and creativity can play in this stronger future. Imagine Greater Louisville 2020 is a call to action for all of us — across our community’s sectors — public, corporate, philanthropic, education, and cultural — to leverage our creative resources to address our community’s greatest challenges and opportunities.
CREATED FOR GREATER LOUISVILLE, BY GREATER LOUISVILLE

Over the course of 18 months, this community-based plan was created under the leadership of a cross-sector steering committee. Nearly 5,000 people brought their voices to its creation and their voices are reflected throughout this Plan.

Imagine Greater Louisville 2020 is grounded in the work of the Greater Louisville Project and its deep drivers of change — Economic Growth, Educational Attainment, Health, and Quality of Place — and supports community-wide plans from other sectors such as Vision Louisville 2020, Greater Louisville Inc.’s (GLI) regional Advantage Louisville, and the strategic plans of major educational, tourism and philanthropic partners. The plan that follows and the priorities that emerged through the planning process connect the dots to these community initiatives and provide a blueprint for the ways arts and culture can help transform our region for the future.

The Five Priorities in this Plan are:

ACCESS

Arts, culture and creativity are fully integrated into daily life and accessible to everyone in every neighborhood, every day. More art for more people in more places.

CULTIVATION

Greater Louisville is a magnet for artists and creative professionals, where arts and culture organizations and creative industries, both institutional and emerging, are thriving.

EDUCATION

Every child in our community has the opportunity to experience and participate in arts and culture through experiences in their schools, out-of-school programs and with their families.

EQUITY, DIVERSITY, & INCLUSION

Cultural equity is leading the way to a more equitable, diverse and inclusive community improving the social equity and cultural vitality of the region.

PROMOTION

Greater Louisville is recognized nationally and internationally as a leading city of arts and culture attracting talent to live and work here and tourists to stay and play.
STEWARDSHIP AND IMPLEMENTATION

This document is the beginning of the process of transformation. But it is only words on a page. To fully realize the collective vision laid out here, many organizations, individuals and partners will need to play roles. Imagine Greater Louisville 2020 will be led by a steering committee of arts and culture and cross-sector individuals. This committee will have governance responsibility, provide feedback, direction, and oversight and report, at least annually, to the community. The Arts & Culture Alliance will serve as a primary liaison to engage arts and culture organizations in all aspects of the Plan implementation and the Fund for the Arts will provide administrative support to the Steering Committee.

The responsibility for the implementation of the plan is a shared responsibility and it is expected that arts and culture organizations, artists and creative professionals will see their roles in the collective action of the plan. No one organization or individual can fulfill the vision for the region on their own. Nor can the vision be fulfilled without the leadership and alignment of many. The vision statements here are meant to be aspirational and evergreen, but the strategies and actions laid out in the Plan are meant to be executed by 2020. It is imperative that the Steering Committee and the community have the flexibility to explore and evaluate the recommended strategies and actions, and to pursue those with the greatest impact on the region and the future.
GREATER LOUISVILLE

BY THE NUMBERS

- $326 million in economic activity generated by the arts and culture sector in 2016
- 6,000,000 estimated attendance at arts and culture venues
- 1,800+ artists living and working in our community
- 1,700 creative businesses
- 459 historical sites
- 78 museums
- 472 arts and culture venues and establishments both nonprofit and for-profit
- Participation from every zip code in the region nearly every state in the US and dozens of countries

Louisville Ballet
ADVOCATING FOR ARTS & CULTURE

In addition to the implementation of the strategies and actions outlined in the Plan, it is also critically important to advance clear and coordinated arts and cultural advocacy that informs, raises awareness of and lobbies for issues and actions important to the health of the region’s arts and culture — for the good of the sector and for the good that the sector can do.

Priorities in this area include mobilizing a sector-wide shared advocacy agenda through the Arts & Culture Alliance and developing legislative, policy and funding priorities, working with regional and statewide partner organizations such as Greater Louisville Inc. and One Southern IN to coordinate lobbying and advocacy efforts.

Imagine Greater Louisville 2020 connects arts and culture with critical community issues and positions the cultural sector as a problem-solving partner, with consequent increases in funding, influence and capacity.

ALREADY NATIONALLY RECOGNIZED, IMAGINE GREATER LOUISVILLE BUILDS ON WHAT IS WORKING

- “America’s 20 Most Cultured Cities”, Travel & Leisure
- “Top Music Scene in America”, Time Magazine
- “Top World Festival & Events City”, International Festival & Events Association
- “10 Cities that Creatives Should Move to", Complex Magazine
- “14 Most Underrated Cities in America”, PureWow
- “Best Places to Travel in 2016”, Refinery 29
- “48 Hours in Louisville”, Southern Living
- “Top 14 Places to Visit in 2016”, USA Today
- “10 Up-and-Coming U.S. Cities to Visit NOW”, The Huffington Post
- “Top Destinations on the Rise”, Trip Advisor
- “The 14 Places in America You Have to Visit”, SmarterTravel.com

Louisville Visual Art
VISION FOR ARTS AND CULTURE IN GREATER LOUISVILLE

IMAGINE IF...

Arts, culture and creativity are fully integrated into daily life and accessible to everyone in every neighborhood, every day. More art for more people in more places.

Greater Louisville is a magnet for artists and creative professionals, where arts and culture organizations and creative industries, both institutional and emerging, are thriving.
Every child in our community has the opportunity to experience and participate in arts and culture through experiences in their schools, out-of-school programs and with their families.

Cultural equity is leading the way to a more equitable, diverse and inclusive community improving the social equity and cultural vitality of the region.

Greater Louisville is recognized nationally and internationally as a leading city of arts and culture attracting talent to live and work here and tourists to stay and play.
A CULTURALLY VIBRANT REGION

The Greater Louisville region has a rich legacy and a vibrant contemporary spectrum of performing, visual and community arts and culture. It boasts a long history with anchor institutions of national and international acclaim, including theatre, orchestra, ballet, opera, museums, a performing arts center, and more. There is an increasingly dynamic landscape of mid-size, new and emerging organizations and festivals, and local and nationally renowned youth arts organizations. The visual arts community continues to thrive and evolve. The local music scene has long nurtured top talent in a collaborative, livable environment. And, the region already has in place a strong network of over 100 organizations, through the Arts & Culture Alliance, that exists to leverage the collaborative power of the region’s arts and culture sector.

Arts and culture are part of this area’s authentic character, defining quality of place and global competitiveness. But, the city and region face difficult challenges in a changing world. Arts and culture have the potential to be key partners in addressing these challenges and Imagine Greater Louisville 2020 is an important step.

Using cultural planning as a tool, cities across the country are identifying and celebrating their unique cultures and building upon the arts and culture to shape and create more livable communities. There is a changing paradigm that asks not, “How can the community support arts and culture?” but rather “How can arts and culture best serve the community?” The legacy is rich but as the world and region change rapidly, an important question emerges:

Imagine Greater Louisville 2020 asks how can arts and culture best serve this community?

There is much to build upon, and together, we can help drive the short-term success and the long-term sustainable prosperity of this community through the arts and culture assets and creative individuals that live here. In addition, arts and culture can serve as an important component of the solution to the region’s most pressing social problems.
What will the arts and culture legacy be in the future? And how will that new vision be achieved? Most importantly, how can arts and culture play a central role in the Greater Louisville of 10, 20 and 30 years from today?

The key objective for Imagine Greater Louisville 2020 is to mobilize the arts and culture community as a force for a stronger Greater Louisville — more compassionate, more vibrant, more educated, more creative, more competitive. In turn, the region will nurture an even more fertile environment in which artistic and cultural organizations, artists and creative individuals can thrive, for themselves and for the common good.

For more than a decade, the Greater Louisville Project (GLP), an independent, non-partisan civic initiative, has provided research and data to catalyze civic action. By highlighting challenges in the four Deep Drivers of Change, the GLP engages the community in a shared agenda for long-term progress. GLP has identified the four key deep drivers of change for our region — Economic Development and Workforce, Educational Attainment, Quality of Life and Place, and Healthy Individuals and Communities. This plan has identified ways to encourage artists, strengthen cultural organizations and develop new creative solutions to problems in our community that align with and support the GLP deep drivers.

- **Economic Development and Workforce** — Tap the full economic development potential of local artists and cultural organizations driving cultural tourism, talent attraction, retention and employee engagement
- **Educational Attainment** — Cradle to Career — Leverage arts and culture to further accelerate the number of students that graduate from high school who are college and career ready
- **Quality of Life and Place** — Arts and culture are a defining part of our quality of place but access for everyone is key to increased quality of life
- **Healthy Individuals and Communities** — Engage everyone across the community in arts and culture for their individual wellbeing and integrate arts and culture as drivers for safe and healthy neighborhoods

Imagine Greater Louisville 2020 will encourage a redefinition of the role of arts and culture in the community and the relationship among all organizations involved in community development. It will connect arts and culture with other critical community assets and issues and position the sector as a problem-solving partner, with consequent increases in funding, influence and capacity.

“To realize the potential of the Arts as an active player in economic development. To recognize the Arts as a catalyst for community development, creative place-making and urban revitalization. And, to utilize the power of the Arts in the educational success of our children and their children.”

— Request For Proposal seeking consultant team for Master Plan for the Arts for Greater Louisville
A PLAN FOR THE ENTIRE REGION

Many municipal plans focus only on the geographic boundaries of the largest urban center. Imagine Greater Louisville 2020 focuses on the power of the region. It serves residents of the entire 12-county Greater Louisville region. Additionally, it will benefit visitors, organizations and businesses throughout the area.

The geographic region addressed by this plan includes the 12 counties of the Greater Louisville Metropolitan Statistical Area (MSA). These counties constitute the regional economy and labor force. They are Bullitt, Henry, Jefferson, Oldham, Shelby, Spencer and Trimble in Kentucky; and Clark, Floyd, Harrison, Scott and Washington in Southern Indiana. The counties of the Greater Louisville MSA have strong social and economic relationships. Today’s successful economic development efforts are viewed through a regional lens that recognizes the strength of working together. The MSA represents the region across which arts and culture are made and enjoyed—where artists live, work and create; where talent of all kinds is nurtured and developed; and where the products of this talent are appreciated.
Master planning, the implementation of the Plan's initially identified strategies and the evolution of those strategies and priorities over time will enable Greater Louisville to look at the whole cultural ecosystem. Good stewardship requires focus in many places—on the big picture and the future, but also on the continuing health of the interrelated parts of the cultural ecosystem and its integration within the larger community. For the community to really thrive, arts and culture must be fully integrated into the underlying fabric and lives of all of the residents. The last Cultural Plan for Louisville, the “Cultural Blueprint,” was developed in 2004. Some of the objectives from that blueprint have been pursued, but many have not. Since 2004, Louisville and the nation have emerged from the Great Recession and are now being led by a new generation of arts and civic leaders.

Following on the heels of Mayor Fischer’s Vision Louisville 2020 plan, GLI’s Advantage Louisville, Community Foundation of Southern Indiana’s Needs Assessment and other community initiatives the time is right for the city and the region, to imagine a new future for how arts and culture can help us to grow, compete, thrive and solve community problems.

In the 21st Century, the Louisville region and other mid-size cities must create a new vision for the role of the arts and culture in building a stronger region. This vision must leverage the resources of the entire community, across organizational silos, public and private sectors and cultural and neighborhood boundaries. Only through comprehensive community engagement and planning can Louisville region truly harness the power of arts and culture to create a more vibrant and competitive future.
AN INCLUSIVE PROCESS

This plan is the culmination of over a year of research, public engagement and community discussions. Each major step is briefly summarized below.

**Background Research**: The consultant team began by conducting background research in a variety of forms—from touring Greater Louisville and visiting various neighborhoods, arts and culture organizations and venues, to reading existing, relevant plans and studies and researching demographics of the 12-county area.

**Public Engagement**: Critical to the planning process was extensive public engagement to ensure this Plan truly serves the entire regional community. The consultant team conducted an initial phase of engagement, from fall 2015 through spring 2016, hearing from Greater Louisville residents through interviews, public workshops and an online survey. Participants discussed what makes their communities vibrant, the challenges and opportunities facing the region’s arts and culture practitioners and organizations, and the ways a Master Plan could help enhance quality of life, spur economic development, and advance cultural tourism, in turn helping retain and attract talent, businesses, and visitors.

While these endeavors were highly informative, after the initial phase of engagement the planners found that they had not reached the full breadth of the Greater Louisville community in terms of diversity, gender or geographic composition. The steering committee reiterated the importance of the plan as a regional community plan—one that must reflect the rich diversity of the Greater Louisville population. This prompted a second
phase of public engagement, including more workshops and informal drop-in activities around the region, as well as a region-wide phone survey which resulted in a much broader reach and input from a more representative cross-section of the Greater Louisville public.

Input gathered through these multiple formats was analyzed to identify key findings which then pointed to public priorities—ideas that were emphasized by the public throughout the process. The Community Engagement Report is available in Appendix B of this plan and presents the results of the consolidated findings, integrating both phases of public engagement, as well as the public priorities.
Cultural Asset Inventory: The concept of culture is fluid and subjective, meaning different things to different people. In Greater Louisville, arts and culture are often understood as “fine arts.” However, to truly harness the power of arts and culture in the city—and region—it is important to embrace a broad definition of culture. The diagram on the following page illustrates the multifaceted elements that make up the arts and culture assets in Greater Louisville.

The consultant team used a survey distributed to individuals and cultural organizations to identify the assets across the region and to map these assets. The results allow for better analysis regarding available resources and offerings, and they also present the opportunity to identify networks and links between them as well as patterns of usage of a given community. The results of the Cultural Asset Inventory are presented in a report in Appendix C of this document.

“Culture is the water in which we swim.”

—Community meeting participant, Indiana University Southeast

NEARLY 5,000 PEOPLE ENGAGED!

There is Love in Louisville by Artist Braylyn Stewart in memory of Fran Huettig with support from Fund for the Arts, 1619 Flux Art + Activism, and Louisville Metro Government
Strategy Development: Using the public priorities and the Community Engagement report along with findings of the Cultural Asset Inventory, the Steering Committee and consultant team uncovered priorities of the community then summarized them in the Plan. These priorities and potential strategies appear in Chapter 2 of this document, along with specific actions that can be taken to accomplish each.

“Engage in fusion — if there’s a concert on the river, figure out ways for other kinds of art to be involved.

If there’s a sporting event, have a performance there. Put the arts where people are, even if that’s in a bank.”

—Community meeting participant, Actors Theatre
OUR PRIORITIES
Greater Louisville has a strong foundation of arts and culture. With more than 400 arts and culture organizations, clubs, festivals and many more individual artists and creative professionals, the region is alive with creativity. The arts and culture activities continue to contribute to the economic success of the region. Using the Americans for the Arts Calculator, total impact by non-profit arts and culture on Jefferson County alone is estimated to be $326 million.

Participation in arts and culture has a strong connection with better health, more volunteering and greater satisfaction with life! Last year attendance at arts and culture organizations and events conservatively hit 6,000,000 across all counties and nearly every zip code of the region.
The arts have the power to enrich our lives, across our broad and diverse communities. But this is only true if everyone has access to them—create community connections and roles within the arts ecosystem.

FIVE PRIORITIES AROSE:

**ACCESS:** Arts, culture and creativity are fully integrated into daily life and accessible to everyone in every neighborhood, every day. More art for more people in more places.

**CULTIVATION:** Greater Louisville is a magnet for artists and creative professionals, where arts and culture organizations and creative industries, both institutional and emerging, are thriving.

**EDUCATION:** Every child in our community has the opportunity to experience and participate in arts and culture through experiences in their schools, out-of-school programs and with their families.

**EQUITY, DIVERSITY, AND INCLUSION:** Cultural equity is leading the way to a more equitable, diverse and inclusive community improving the social equity and cultural vitality of the region.

**PROMOTION:** Greater Louisville is recognized nationally and internationally as a leading city of arts and culture attracting talent to live and work here and tourists to stay and play.

The priorities illustrate how arts and culture can help to transform the region for a stronger future.
ACCESS

ARTS, CULTURE AND CREATIVITY ARE FULLY INTEGRATED INTO DAILY LIFE AND ACCESSIBLE TO EVERYONE IN EVERY NEIGHBORHOOD, EVERY DAY. MORE ART FOR MORE PEOPLE IN MORE PLACES.

Access to arts and culture across neighborhoods and communities build more connected and engaged citizens, bringing people together from across the region, creating safer, healthier people and neighborhoods. Arts and culture have the power to enrich lives, create connections and revitalize communities. But this is only true if everyone across broad and diverse communities has access to them. To ensure this is so, neighborhoods must be connected, arts hubs and creative districts must be woven together, celebrating and building on what exists, creating an accessible and open fabric of opportunities to experience and participate in arts and culture.

THIS PRIORITY ALREADY IN ACTION

Kentucky Shakespeare
Kentucky Shakespeare is committed to connecting with the community and bringing Shakespeare to the places people live and gather. Examples include “Shakespeare in the Library” touring all 18 Louisville Free Public Libraries, “Shakespeare in the Parks” in 23 neighborhoods across the community, and the multiple productions — all free — of the annual “Kentucky Shakespeare Festival in Central Park”.

Louisville Orchestra at Iroquois Amphitheatre
STRATEGY 1:

Infuse arts and culture programming into libraries, parks and other neighborhood resources to provide programming in neighborhoods — every neighborhood, every week

ACTION A: Map the existing programs in community centers, libraries, and other neighborhood spaces — identify where programming is happening to determine where there are accessibility and participation gaps.

ACTION B: Expand arts and culture programming in neighborhoods when and where needed, leveraging neighborhood venues such as libraries, community centers, parks, etc.

ACTION C: Develop a network of artists and arts providers, as well as activities in venues and artist galleries and across all neighborhoods.

ACTION D: Identify current and new funding opportunities to support current and expanded neighborhood arts and culture programming.

STRATEGY 2:

Make access to information about arts and culture experiences, programs and events easy and available to everyone

ACTION A: Identify and leverage an existing resource such as the ArtsLink app to create a singular regional place to access information about arts and culture events and activities in region-wide venues as well as artist galleries and neighborhood spaces.

ACTION B: Using the Cultural Asset Inventory as a basis, create a comprehensive, continuously updating map of all of the arts and culture assets and programs across the region. (See strategy 1, action A).

ACTION C: Work with community partners such as the Convention and Visitors Bureaus, Greater Louisville Inc., the Arts & Culture Alliance and One Southern Indiana, along with regional media outlets to utilize one comprehensive platform for arts and culture groups and organizations to upload their event information. Include a joint promotional plan for its use.

STRATEGY 3:

Integrate public art into every community and neighborhood development project

ACTION A: Work with local governments to examine national policies and models in order to establish local policy that ensures that arts and cultural impact are considered in all local development and other decisions.

ACTION B: Advocate within the private development sector for arts and culture to be integrated into the built environment.

ACTION C: Support the continued enhancement and expansion of the current “fee in lieu” program that supports the Louisville Public Space Art Fund; and, work with regional communities to develop similar programs.
### STRATEGY 4:

Create arts events and opportunities across the community that are open and accessible

**ACTION A:** Build an army of arts and culture ambassadors or liaisons in each neighborhood.

**ACTION B:** Identify, celebrate and connect current “cultural districts” and advocate for the creation of new districts, i.e. the Russell plan.

**ACTION C:** Build up and upon the Cultural Pass. Explore the inclusion of bus transportation and consider expanding to year-round opportunities beyond just summer.

### STRATEGY 5:

Develop interdisciplinary operating models for using arts and culture to support community health development

**ACTION A:** Create a task force to explore how this region can support and encourage the implementation and evaluation of evidence-based practices at the intersection of art and health.

**ACTION B:** Establish Greater Louisville as the national thought leader of arts + health through development of a formal research strategy for disseminating core learnings to a national audience.

### STRATEGY 6:

Advocate for public support of art

**ACTION A:** Support the passage of statewide legislation to allow local communities to increase revenues through a vote of its citizens and utilize at least a portion of those dollars to support arts and culture.

**ACTION B:** Encourage the implementation of a “Percent for Art” program: in projects where public monies are at least 25% of the total project cost; 1% of those dollars must be used for art in the project.

**ACTION C:** Support the continued enhancement and expansion of the current ‘fee in lieu’ program that supports the Louisville Public Space Art Fund; and, work with regional communities to develop similar programs.
GREATER LOUISVILLE IS A MAGNET FOR ARTISTS AND CREATIVE PROFESSIONALS, WHERE ARTS AND CULTURE ORGANIZATIONS AND CREATIVE INDUSTRIES, BOTH INSTITUTIONAL AND EMERGING, ARE THRIVING.

Imagine if Greater Louisville were a magnet for artists and creative professionals with thriving arts and culture organizations and booming creative industries. A place where creativity is nurtured and valued as essential to the success of the community.

The artists, creative professionals, and arts and culture organizations are the foundation of the cultural community. Creative industries employ a large number of people, and jobs in creative industries often require bachelors and masters level degrees and have higher incomes. Solo artists are entrepreneurs and small business owners and help to drive the economy. The number of arts and culture organizations is one measure of the community’s assets, but also the diversity of the type of organization — whether performing arts theatre or visual arts gallery, museum or other cultural site.

Cultivating artists, creative professionals and, arts and culture organizations, at all stages of development is critical to a thriving ecosystem. Exposing young people to various art forms and avenues for creative expression, fostering meaningful dialogue around artistic practice and supporting creative businesses to establish a robust arts career pipeline in Greater Louisville are all important aspects of cultivating the creative sector.

By promoting the engagement of all sectors of Greater Louisville—government, funders, foundations, corporations, educational institutions and even social service organizations, art producers and supporters—we will elevate the overall caliber and develop a highly skilled and well-rounded creative community.
**THIS PRIORITY ALREADY IN ACTION**

**Kentucky College of Art & Design (KyCAD)**

*Established in 2011 the KyCAD curriculum is designed to prepare students for the workforce. KyCAD graduates will become artists, designers and creative thinkers who will be business and cultural contributors to our community. With an immersive art program and outstanding faculty KyCAD plays an integral role in attracting and retaining creative talent — and industry — in Louisville.*

---

**STRATEGY 1:**

Create resources, programs and connection points to support the individual artist community

**ACTION A:** Build a cross-disciplinary independent artist network.

**ACTION B:** Explore a business services support hub for artists.

**ACTION C:** Provide opportunities for professional development for individual artists.

---

**STRATEGY 2:**

Promote local art and artists

**ACTION A:** Publish a recommended artist pay scale that provides guidelines for individuals or corporations who want to hire artists.

**ACTION B:** Develop a discount program for artists that lowers the barrier to their entry to arts and culture events while simultaneously broadening and diversifying audiences.

**ACTION C:** Explore a partnership with Louisville Independent Business Alliance to develop a focus on local art as has been done with local business and local food. Identify and partner with regional organizations to move toward the same objective.

**ACTION D:** Establish pathways to engage artists in other community sectors; i.e. on boards and commissions.

**ACTION E:** Work with the business community on ways to buy local art and engage local artists in their workplaces.
## STRATEGY 3:

Attract, retain and sustain emerging artistic talent for the Greater Louisville community

**ACTION A:** Create an Artist Internship program that provides opportunities for local talent to connect to experiential learning and to increase their community engagement.

**ACTION B:** Explore an arts business accelerator.

**ACTION C:** Identify current and new mentor, fellowship and grant opportunities.

**ACTION D:** Explore strategies that establish this region as an incubator where early emerging high talent professionals in the visual and performing arts gravitate to develop their careers.

## STRATEGY 4:

Support and cultivate arts and culture organizations to ensure a vibrant and sustainable ecosystem

**ACTION A:** Invest in the growth and stability of organizations at all levels through general operating support.

**ACTION B:** Invest in professional development and capacity building for arts organizations and artists.

**ACTION C:** Explore shared facilities for rehearsal, performance and administrative offices.

**ACTION D:** Explore providing an automatic membership to regional chambers of commerce, convention and visitors bureaus and other community organizations for Arts & Culture Alliance members.

“The arts exist because of human capital, so we should put more effort into growing the human capital element than the organizational.”

—Community meeting participant, Kentucky Center for the Performing Arts
EDUCATION

EVERY CHILD IN OUR COMMUNITY HAS THE OPPORTUNITY TO EXPERIENCE AND PARTICIPATE IN ARTS AND CULTURE THROUGH EXPERIENCES IN THEIR SCHOOLS, OUT-OF-SCHOOL PROGRAMS AND WITH THEIR FAMILIES.

Every child must have the opportunity to experience arts and culture — in classes, through professional arts or cultural experiences or by participating in lessons and training. The community must provide robust arts and culture education opportunities to students of all ages, both in school and out of school; coordinate efforts among arts and cultural organizations, education providers, government and others to advocate for restored arts education, while closing gaps in educational programming through a unified initiative. Arts education and cultural experiences must be connected to curricula from pre-kindergarten through post-secondary, creating “cradle to career” opportunities and pathways for young Greater Louisvillians.

Students with high participation in the arts have higher test scores and graduation rates. Arts in education, developing creativity and critical thinking, grows a more innovative and competitive workforce. Students highly involved in the arts are three times more likely to graduate high school and have higher test scores than their peers with no arts involvement. These outcomes are even more pronounced for low-income students. Arts and culture can play a critical role to reach the community-wide goal of 55,000 Degrees.

Schools remain critical to a young person’s education, but so too is the learning happening in arts and culture spaces such as museums, libraries, afterschool sites, community centers, at home, and online. In today’s fast-paced environment, a new model is necessary to provide children and families with easy access to meaningful and rewarding experiences wherever they are, especially in marginalized communities.
**ACTION A:** Develop a pilot program focusing on low-performing schools or GLP neighborhoods of concentrated poverty that will track student arts and culture participation alongside academic performance and personal development.

**ACTION B:** Create a “youth arts and culture council” to advise and engage on the development of youth-centric arts and educational activities to build out and scale the opportunities for youth arts training across the community.

**ACTION C:** Enhance and expand the Cultural Pass to provide more opportunities for young people to participate.

1. Partner with school systems to integrate the Pass into classroom activities.
2. Measure impact on student summer learning loss.
3. Explore expansion to year-round.

**STRATEGY 2:**

Expand arts and culture in schools and classrooms

**ACTION A:** To facilitate deeper learning outcomes, advocate to have art teachers in every school.

**ACTION B:** Ensure every child has field trip opportunities to area arts and culture activities and institutions as well as opportunities for in-classroom workshops and residencies.

**ACTION C:** Help teachers integrate art into the classroom.
CULTURAL EQUITY IS LEADING THE WAY TO A MORE EQUITABLE, DIVERSE AND INCLUSIVE COMMUNITY IMPROVING THE SOCIAL EQUITY AND CULTURAL VITALITY OF THE REGION.

Arts break down cultural barriers and build community bonds through better understanding of diverse cultures. Diversity and inclusion make the Greater Louisville region a welcoming place for residents and newcomers of all backgrounds. Diversity and inclusion increase equity of access, opportunity and prosperity. Arts events and activities in neighborhoods and creative place-making initiatives such as public art and community art gardens increases community engagement and ownership, which is correlated to lower crime rates and safer neighborhoods.

Arts and culture must be welcoming, available and accessible for all Greater Louisvillians, regardless of race, class, age, sex, sexual orientation, immigrant status, or geographic location. Arts and culture assets can play a key role in improving the social equity and cultural vitality of the region helping to solve the region’s most urgent social problems. Inclusion and community cohesion are important issues across the Greater Louisville area, and a number of underserved communities exist, particularly in the west end of Louisville, the city’s southwest quadrant and in the outlying counties beyond Jefferson County.

The Steering Committee has developed and adopted the following statement of cultural equity to guide the activities of Imagine Greater Louisville 2020 as the outlined strategies and actions are implemented.

Imagine Greater Louisville 2020 Cultural Equity Statement:

To support a full creative life for all, the Imagine Greater Louisville Steering Committee commits to championing policies and practices of cultural equity that empower a just, inclusive and equitable society where people from every segment of our community feel empowered because they have access and opportunity to work, play, learn and participate.
THIS PRIORITY ALREADY IN ACTION

Telling our Tales: Plays from West Louisville

* A partnership of the Kentucky Center for African American Heritage, the Black Media Collaborative and the African American Theatre Program at the University of Louisville, this program will offer playwriting workshops to West Louisville community members as a tool for exploring critical issues and as a means of celebrating the successes and achievements of West Louisvillians.

STRATEGY 1:

Promote cultural equity among arts and culture organizations, artists and funders

**ACTION A:** Encourage all arts and culture organizations, artists and funders to adopt or adapt the Cultural Equity Statement endorsed by the Steering Committee.

**ACTION B:** Help arts and culture organizations and their leadership understand the value and opportunity presented by board, staff and programming diversity through training and development initiatives.

1. Develop an Equity, Diversity and Inclusion “bootcamp” for arts and culture leaders, board members and funders—an intensive course to help existing and potential leaders, funders, and the community to understand the benefits of diversity, help them become more comfortable in the appropriate language to use when talking about diversity, and recognize and address barriers.

2. Create a menu of professional development opportunities on this topic for arts and culture leaders, staff and volunteers.

**ACTION C:** Increase diversity of board leadership by developing a pipeline of candidates interested in serving on arts and culture boards representing diverse cultural backgrounds.

**ACTION D:** Increase and support diverse artists and grassroots organizations

1. Build networks for grassroots arts and culture organizations and individual artists.

2. Develop grant opportunities for small or informal grassroots arts and culture providers representing culturally specific groups.

**ACTION E:** Increase diversity of patrons and programming by developing grant opportunities for diverse and/or non-traditional audiences and/or in non-traditional venues.

**ACTION F:** Develop an arts engagement program to be included in English as a Second Language (ESL) classes.
PROMOTION

GREATER LOUISVILLE IS RECOGNIZED NATIONALLY AND INTERNATIONALLY AS A LEADING CITY OF ARTS AND CULTURE ATTRACTING TALENT TO LIVE AND WORK AND TOURISTS TO PLAY AND STAY.

Talent Attraction & Retention

Attracting and retaining talent are key priorities to promote growth and prosperity for the entire community. People are attracted to places with a wide range of arts and culture opportunities—this is true for millennials, creatives, entrepreneurs, makers and for families of all shapes and sizes. Arts and culture fuel vibrancy and bring the community to life. World-class arts institutions and a range of cultural offerings attract talent, engage employees and fuel the creative class. Arts and culture contribute to a unique and authentic quality of place.

The Greater Louisville region recognizes that prosperity and sustained economic growth are dependent upon the ability to attract and retain skilled and talented individuals of all kinds. The ability to retain the skilled and talented individuals already living here, while attracting new talent to the region is critical. In order to compete for new business, encourage existing businesses to invest in local growth and spur the start-up of new enterprises, Greater Louisville must be a place where people want to be. And arts and culture can be central to that message and that reality.
Strategies such as engaging and connecting new residents to arts organizations and activities, showcasing arts and culture activities in employee recruitment as a reason to relocate, and highlighting the arts and culture regionally and nationally, will significantly support the effort to make Greater Louisville both a magnet for new talent and a place that existing talent finds hard to leave.

**Culture Tourism**

In Greater Louisville, tourism is big business with measurable economic impact. According to the Louisville Convention and Visitors Bureau, about 24.2 million visitors come each year spending more than $1.6 billion and generating about $155 million in local and state tax revenues. A portion of those visitors and their dollars are drawn to the area by arts and culture attractions, activities and performances, but there is an opportunity to significantly increase those numbers. By shining a light on lesser known experiences and telling the story of all of the available arts and culture activities to a national and international audience in a consistent and compelling way, arts and culture can help to drive the growth in the economically important “cultural tourism” sector.
Humana Festival of New American Plays

Now celebrating its 41st season, the Humana Festival is a world-renowned event that has introduced 450 plays into the American and international theatre’s repertoire, representing the work of more than 370 playwrights. The Humana Festival is the premier event of its kind in the nation, drawing theatre lovers, journalists, and film and stage producers from around the country and the world. About 34,000 patrons attend the six weeks of plays and associated events, including students from more than 60 colleges and universities, and attendees hailing from 41 states and Canada and the United Kingdom.

Forecastle Festival

Forecastle Festival unites world-class musicians, visual artists, environmental activists, outdoor enthusiasts, and music fans for one spectacular weekend in downtown Louisville. Forecastle Festival generates $15 million in annual economic impact. Each year, more than 60,000 attendees attend Forecastle. An estimated 46% of the annual attendees are from out of this region, and in 2016 attendees came to Forecastle from all 50 states and Canada, representing more than 1,470 cities.
**STRATEGY 1:**

Create a regional culture tourism initiative to tell the story of the region’s arts and culture offerings in the context of attracting visitors

**ACTION A:** Encourage more arts and culture organizations to become involved with the Convention & Visitors Bureau Attractions Committee to better leverage tourism promotion opportunities.

**ACTION B:** Provide training opportunities for tourism Ambassadors about arts and culture activities.

**ACTION C:** Develop a comprehensive culture tourism campaign.

**ACTION D:** Create a training program that provides opportunities for smaller arts and culture groups to learn how to better promote their offerings.

**ACTION E:** Explore the creation of additional authentic, national/international arts and culture events that will draw people to the region.

**ACTION F:** Establish a taskforce to explore the development of a “Greater Louisville Cultural Trail.”

**ACTION G:** Explore development of a “tour bus” for visitors focusing on regional arts and culture assets.

**ACTION H:** Create content for multiple media that tells the regional arts and culture story targeting the visitor and talent audiences.

1. Identify a ‘content’ partner to curate information, draft talking points, write articles, etc.

2. Pitch and promote arts and culture news through convention and visitor bureaus in Louisville and Southern Indiana, and other partners.

**STRATEGY 2:**

Position the arts and culture assets of our community to attract and retain businesses and talent

**ACTION A:** Integrate the arts into Greater Louisville Inc.’s regional Talent Ambassador program and work with other regional organizations focusing on talent attraction to identify additional ways to partner.

**ACTION B:** Further develop the ArtsLou 101 bus tour of arts and culture assets for visiting and new executives.

**ACTION C:** Create content for multiple media that tells the regional arts and culture story targeting the visitor and talent audiences.

1. Identify a ‘content’ partner to curate information, draft talking points, write articles, etc.

2. Pitch and promote arts and culture news through economic development and talent initiatives.

**ACTION D:** Develop an arts and culture new resident/new employee orientation program in partnership with arts and culture organizations and regional businesses. Include engagement opportunities for employees and families.
IMPLEMENTATION AND MEASURING SUCCESS

To realize all that this plan has envisioned for our region, it is imperative that leaders, individuals and organizations from various sectors play a role in the implementation of these five priorities, recommended strategies and actions.
The leadership and oversight of the priorities will be led by a reconstituted Steering Committee. This new Steering Committee will have governance responsibility and will provide feedback, direction and oversight to the management of the Plan. The Steering Committee will report, at least annually, to the community on the progress of the Plan’s strategies and actions. This Steering Committee will be comprised half of arts and culture leaders, artists and creative professionals, and the other half from other sectors in the community, including government, business, education and community representatives.

The Steering Committee will be co-chaired by an arts and culture leader paired with a non-arts and culture leader. Each priority will be co-chaired by leaders and championed by a committee in the same way. This balance will insure that the plan moves forward with the goal of best serving, as well as, strengthening the arts and culture ecosystem. The Steering Committee will always include a representative from two key partners — Arts & Culture Alliance and the Fund for the Arts. The steering committee will be responsible for recruiting committee members and reporting to the community on an annual basis.

The Steering Committee has determined that for the Plan to be operationalized, there must be a single party to administer the implementation process. Through discussion and review of various models across the country, the Steering Committee has concluded that this could best be handled by Fund for the Arts. At the request of the Steering Committee, the Board of the Fund for the Arts approved this additional responsibility to coordinate the Plan’s overall implementation process. This will include the responsibility to promote, engage and advocate for the arts and culture sector so that the strategies and actions outlined in the plan have the deepest and most impactful outcomes possible. The Fund for the Arts will provide administrative coordination for the Steering Committee and communications and marketing of the Plan to the community.
It will be important to track and report on the progress of each of the priorities laid out in this Plan. Below are the examples of the collective impact and measurement that may be aggregated to track progress and report to the community.

**ACCESS**

**IMPACT:** The more accessible arts and culture, the more likely people are to participate. Participation in arts and culture enriches individual lives and provides the opportunity to connect with others around you. Stronger social bonds and community engagement foster a sense of community ownership, leading to safer, healthier communities and neighborhood investment.

**METRICS TO EVALUATE:**
- Arts and culture experiences offered by zip code
- Participation in arts and culture by demographics
- Location of arts and culture organizations and artists by zip code
- Types of locations (libraries, community centers, parks, etc.) served by arts and culture organizations and artists

**CULTIVATION**

**IMPACT:** Cultivating artists, creative professionals, arts and culture organizations, at all stages of development is critical to a thriving local economy. Artists, arts and culture organizations, and creative industries significantly contribute to Greater Louisville’s economic activity and growth, employing thousands of highly skilled professionals and producing a financial ripple effect.

**METRICS TO EVALUATE:**
- Number and location of creative industry businesses, arts & culture establishments, nonprofit arts and culture organizations, and artists
- Revenue generated by arts and culture organizations and artists
- Number of jobs in creative industries
- Sources of support for arts and culture organizations and artists
**IMPACT:** An education rich in arts and culture prepares students for college and career. Students highly engaged in the arts are more likely to graduate high school and college. Arts and culture participation facilitates the development of 21st century skills like creativity and critical thinking — the skills most in demand for today’s workforce.

**METRICS TO EVALUATE:**
- Arts and culture experiences offered in school and out-of-school by zip code
- Number of students participating in arts and culture experiences in school and out-of-school
- Academic success and social/emotional development of youth participating in arts and culture experiences and training

---

**IMPACT:** Arts and culture provide opportunities for shared experiences and exploration of differing perspectives. Arts and culture build understanding and break down cultural barriers, leading to more inclusive and equitable communities, and safer and healthier neighborhoods.

**METRICS TO EVALUATE:**
- National and international recognition of arts and culture organizations and artists
- Types of participation (attending experiences, donating, volunteering, etc.) in arts & culture
- Diversity of arts and culture offerings (types of organizations and disciplines)
- Geographic distribution of arts and culture patrons by zip code

---

**IMPACT:** Communities with a wide range of arts and culture opportunities have a competitive advantage in attracting tourism and talent, retaining business and professionals, and fueling economic growth and innovation.

**METRICS TO EVALUATE:**
- Demographics and geographic distribution of arts and culture patrons, staff and boards
- Arts and culture experiences offered by zip code
- Participation in arts and culture by demographics
- Location of arts and culture organizations and artists by zip code
- Net new visitors
ACKNOWLEDGEMENTS

KMAC Museum
WE ACKNOWLEDGE HERE ALL OF THOSE WHO MADE THIS PLANNING PROCESS A SUCCESS.

The work to develop *Imagine Greater Louisville 2020* was made possible by the generous support of:

- Owsley Brown III
- JP Morgan Chase Foundation
- Humana Foundation
- Kentucky Center for the Performing Arts
- Greater Louisville Convention & Visitors Bureau
- Louisville Downtown Partnership
- Austin and Janie Musselman
- Jim and Marianne Welch

Lord Cultural Resources in partnership with M2 Maximum Media are proud to have been consultants on this process. Thanks also to Eileen Pickett, epconsulting, who served as the Project Manager for both the master planning process and this final report.

**INTERVIEWEES**

- Teddy Abrams
- Jim Allen
- Jecorey Arthur
- Kim Baker
- Cheryl Boyd
- Roger Cude
- Robert Curran
- Beth Davis
- Theo Edmonds
- Mayor Greg Fischer
- Ghislain d’Humieres
- Kirsten Hawley
- Gill Holland
- Virginia Judd
- Alecia Kennedy
- JK McKnight
- Lori Meadows
- Bruce Merrick
- Josh Miller
- Paul Paletti
- Stephen Reily
- Sadiqa Reynolds
- Julien Robson
- Al Shands
- Doris Sims
- Kelsie Smithson
- Alice Gray Stites
- Bryan Warren
- Jim Welch
- Debbie Wexler
# FEBRUARY WORKSHOP REGISTRANTS

<table>
<thead>
<tr>
<th>Name</th>
<th>Name</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abbie Springer</td>
<td>Carrie Neumayer</td>
<td>Frances Skolnik</td>
</tr>
<tr>
<td>Abby Terranova</td>
<td>Cary Thale</td>
<td>Francis Ward Simmons</td>
</tr>
<tr>
<td>Al Gorman</td>
<td>Casey Clark</td>
<td>Garrett Tellman</td>
</tr>
<tr>
<td>Aldy Milliken</td>
<td>Ceci Conway</td>
<td>Gary Owens</td>
</tr>
<tr>
<td>Alexis Guzman</td>
<td>Charita Sweeney</td>
<td>Geraldine Kelly</td>
</tr>
<tr>
<td>Allan Weiss</td>
<td>Charles Callihan</td>
<td>Gil Reyes</td>
</tr>
<tr>
<td>Allison Delande</td>
<td>Charlie Sexton</td>
<td>Gregory Roberts</td>
</tr>
<tr>
<td>Alma Woods</td>
<td>Chenoweth Allen</td>
<td>Hannah Drake</td>
</tr>
<tr>
<td>Althea Jackson</td>
<td>Chris Radtke</td>
<td>Hannah Pruitt</td>
</tr>
<tr>
<td>Alyson Klinglesmith</td>
<td>Christine Payne</td>
<td>Harlina Churn-Diall</td>
</tr>
<tr>
<td>Amanda Whitmer</td>
<td>Chuck Schmidt</td>
<td>Heather Burns</td>
</tr>
<tr>
<td>Amy Attaway</td>
<td>Churchill Davenport</td>
<td>Heather Weston Bell</td>
</tr>
<tr>
<td>Amy Chase</td>
<td>Cindy Nevitt</td>
<td>Jack Francis</td>
</tr>
<tr>
<td>Amy Cuenga</td>
<td>Clare Rutz</td>
<td>Jackie Pallesen</td>
</tr>
<tr>
<td>Andrea Diggs</td>
<td>Claude Stephens</td>
<td>James Voyles</td>
</tr>
<tr>
<td>Andrew Harris</td>
<td>Daniel Pfalzgraf</td>
<td>Jane B. Jones</td>
</tr>
<tr>
<td>Anita Streeter</td>
<td>Daniel Strauss</td>
<td>Jeanne-Marie Rogers</td>
</tr>
<tr>
<td>Ann Marie Grisanti</td>
<td>Danika Isdahl</td>
<td>Jeff Rodgers</td>
</tr>
<tr>
<td>Ann Niren</td>
<td>Danny Flanigan</td>
<td>Jen Grove</td>
</tr>
<tr>
<td>Ann Stroth</td>
<td>Dawn Spyker</td>
<td>Jessica Stavros</td>
</tr>
<tr>
<td>Anna Tatman</td>
<td>Dean Otto</td>
<td>Joey Yates</td>
</tr>
<tr>
<td>Annette Skaggs</td>
<td>Deana Lockman</td>
<td>John Hawkins</td>
</tr>
<tr>
<td>Ashley Smith</td>
<td>Deanne Hoyer</td>
<td>John Rooney</td>
</tr>
<tr>
<td>Ashley Stallings</td>
<td>Deb DeLor</td>
<td>Joy Collins</td>
</tr>
<tr>
<td>Barbara Nichols</td>
<td>Debbie Jankoski</td>
<td>Joyce Ogden</td>
</tr>
<tr>
<td>Becky Morris</td>
<td>Delanor Manson</td>
<td>Judy Jennings</td>
</tr>
<tr>
<td>Bekki Jo Schneider</td>
<td>Denise Sears</td>
<td>Julie Gross</td>
</tr>
<tr>
<td>Betsy Huggins</td>
<td>Diana Dinicola</td>
<td>Julie Purcell</td>
</tr>
<tr>
<td>Billy Bass</td>
<td>Donovan Fornwalt</td>
<td>Julie Schmuckie</td>
</tr>
<tr>
<td>Bonny Wise</td>
<td>Dot King</td>
<td>Julie Schweitzer</td>
</tr>
<tr>
<td>Brenda Marks</td>
<td>Ehren Reed</td>
<td>Karly Happel</td>
</tr>
<tr>
<td>Brent Braun</td>
<td>Elisha Wimsatt</td>
<td>Kasey Maier</td>
</tr>
<tr>
<td>Brian Fitzgerald</td>
<td>Elizabeth Hertle</td>
<td>Kat Abner</td>
</tr>
<tr>
<td>Caitlin Sollee</td>
<td>Ellen Yunker</td>
<td>Kathi Ellis</td>
</tr>
<tr>
<td>Cameron Kurz</td>
<td>Elmer Lucille Allen</td>
<td>Kathleen Kronauer</td>
</tr>
<tr>
<td>Candace Weber</td>
<td>Emily Miles</td>
<td>Kathy DeLozier</td>
</tr>
<tr>
<td>Carmen Hickerson</td>
<td>Emily Nash</td>
<td>Kathy Raymond</td>
</tr>
<tr>
<td>Carol Ely</td>
<td>Erica Bledsaw</td>
<td>Kathy Weisbach</td>
</tr>
<tr>
<td>Carol Willman</td>
<td>Erin Quinlan</td>
<td>Kelly Jarboe</td>
</tr>
<tr>
<td>Caroline Bruenderman</td>
<td>Flora Williams</td>
<td>Kelly Ramsey</td>
</tr>
<tr>
<td>Caron Fausel</td>
<td>Forest Ramsey</td>
<td>Kelsie Smithson</td>
</tr>
</tbody>
</table>
Ken Atkins
Kenneth Williams
Kevin Gibson
Kimberly Crum
Kimberly McCarthy
Kirk Randolph
Kirsten Pfalzgraf
Kristen Miller
Kristin Wingfeld
Kyle Hatfield
Kyle Ware
Lance Newman
Larry Muhammad
Laurie Blayney
Leigh Ann Yost
Leotress Hendricks
Linda Kuszynski
Lindy Casebier
Lisa Haller
Lisa Huber
Logan Leet
Luanne Mattson
Lucas Adams
Lynn Quire
Marguerite
Marian Taylor
Mark Hamilton
Martha Goode
Martha Slaughter
Martin French
Mary Arnold
Mary Beth Williams
Mary Yates
Maryam MirRiahi
Matt Wallace
Maurice Hamilton
Meghan Greenwell
Melanie Van Houten
Melissa Hines
Melvin Ewing
Meredith Erickson
Michael Drury
Michael Hallett
Michael Hill
Michael Whatley
Michael Wimmer
Michelle Stags
Mo McKnight Howe
Morgan Eklund
Nalia Bauer
Natalie Harris
Nathalie Andrews
Nefertiti Burton
Nevia Greenwell
Nick Covault
Nick Peay
Nicole Twigg
Patsy Medley
Paul Lenzi
Paul Paletti
Paul T Carney
Paul Werner
Penny Leach
Peter Holloway
Rae Ann Sauer
Ramona Lindsey
Randy Gray
Rebecca Norton
Regina Tate
Riece Hamilton
Roanne Victor
Rob Silverthorn III
Rob Thomas
Robert Thompson
Robin Garner
Robin Miller
Romilita Prince
Ron McKulick
Sally Newkirk
Sam Watkins
Sara Soltau
Sarah Bordeaux
Sarah Davis
Sarah Lindgren
Sarah Peters
Sarah Stalker
Scott Davis
Shannon Kiselbaugh
Shannon Siders
Shannon Westerman
Shannon Woolley
Sharon LaRue
Sharon Martin
Sharon Scott
Shawn Hennessey
Skylar Smith
Sonia Diaz
Stacey Blakman
Stacy Duncan
Stephanie Horne
Stephanie Smith
Steven Rahe
Stevon Edwards
Susan Barry
Susan Cohen
Susan Dallas
Susan Stewart
Susan Zepeda
Suzanne Wright
Terry Tyler
Theo Edmonds
Tim Barnes
Tim Holz
Todd Hildreth
Tom Rose
Tracie Catlett
Tracy Ingram
Valerie Fuchs
William Benton
Yalonda Green
Zachary Meicher-Buzzi
Zan Sawyer-Dailey
CULTURAL ASSET INVENTORY

Historic Locust Grove.