



CITY OF SANTA CLARITA ARTS MASTER PLAN 2035: VISION AND ACTION





Canyon Sunrise by Hiromi Takizawa and
Elijah Wolldrige
Courtesy of City of Santa Clarita

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SECTION 1

Introduction

Art exhibit on view at City Hall
Courtesy of City of Santa Clarita

Introduction

Santa Clarita is a vibrant community situated among the mountains of Los Angeles County. In addition to many grassroots arts organizations, local world-class arts institutions support emerging artists and the arts community. The City of Santa Clarita's (City) arts strategy has been guided by an Arts Master Plan, adopted by City Council in March 2016. To guide the next decade, the City partnered with Keen Independent Research to develop the Arts Master Plan 2035: Vision and Action.

What is an Arts Master Plan?

An Arts Master Plan is an action plan that will help the City of Santa Clarita make decisions related to the development of arts and culture. This plan recognizes that the City has already invested significant resources into supporting arts and culture and provides a framework for continuing that support. The City's Arts Master Plan is the result of thorough stakeholder and community engagement.

What does “arts and culture” include? The term “arts and culture” encompasses the visual arts, performing arts, museums, libraries, historical preservation efforts, City-run events, and the ways that the community gathers to celebrate its identity.

How to Use this Plan

The Arts Master Plan will be primarily utilized by the City to guide decision-making related to arts and culture over the next ten years. Arts organizations, educational institutions, and individual artists can use this document to help guide their planning efforts, as well as highlight how their goals align with the City's.

This plan is designed to be flexible for the City to set and adapt goals as appropriate with priorities and resources. Keen Independent Research provides recommended goals and actions for the City's consideration.

This plan was made possible by City leaders and Santa Clarita residents.



Introduction

Message from the Study Team

The study team thanks all who participated in the arts planning process. Your contributions have been respected and appreciated!

City leadership and staff. City leadership participated in interviews, focus groups, public engagement opportunities, and a group visioning session. The study team appreciates their valuable insight.

City Council:

- Laurene Weste, Mayor;
- Patsy Ayala, Mayor Pro Tem;
- Marsha McLean, Councilwoman;
- Jason Gibbs, Councilmember; and
- Bill Miranda, Councilmember.

Arts Commission:

- Dr. Michael Millar, Chair;
- Susan Shapiro, Vice Chair;
- Patti Rasmussen, Commissioner;
- Jeri Seratti, Commissioner; and
- Tracey Thompson, Commissioner.

City staff:

- Ken Striplin, City Manager;
- Frank Oviedo, Assistant City Manager;
- Tom Cole, Director of Economic Development;
- Phil Lantis, Arts and Events Manager;
- McKenzie Bright, Management Analyst;
- Jennifer Shadle, Arts and Events Administrator;
- Katherine Nestved, Arts Supervisor;
- Ally Phillips, Executive Administration Assistant; and
- Monica Gonzalez, Arts and Events Administrative Assistant.

Santa Clarita residents and community members. This project would not have been possible without the active participation of Santa Clarita's residents and community members, who contributed ideas through the discovery meeting, the virtual workshop survey, and the study email address and hotline.

Arts and cultural stakeholders. We thank the stakeholders from arts and cultural organizations in Santa Clarita for inviting us to their spaces and providing insight that has been instrumental to the project's success.

- California Institute of the Arts;
- College of the Canyons;
- The Master's University;
- Newhall Family Theatre for the Performing Arts; and
- Santa Clarita Valley Historical Society.

We extend a final heartfelt thank you to the representatives from community arts organizations and individual artists in the Santa Clarita Valley who participated in focus groups.

Study team. Keen Independent Research, www.keenindependent.com, conducted the study. Team members included:

- Alex Keen, Managing Principal and Co-owner;
- Nicole Yates, Ph.D., Senior Consultant and Co-owner;
- Roksana Filipowska, Ph.D., Consultant; and
- Haley Adams, Consultant.

Background

The City of Santa Clarita has made a tangible commitment to supporting arts and culture through grants, public art, venues, and events. The City hosts numerous arts and culture events throughout the year, both on its own and in collaboration with local artists and arts organizations. Additionally, Santa Clarita is home to California Institute of the Arts, The Master's University, and College of the Canyons, all of which operate robust arts programs.

This plan offers strategies for leveraging existing momentum and resources at the City and in the community to continue developing arts and culture in Santa Clarita.

Previous Arts Master Plan

The City and its consulting partner began developing a ten-year Arts Master Plan in 2014, which was adopted in 2016. Three recommendation themes appear in the 2016 Arts Master Plan:

- Enhancing cultural vitality in the community;
- Strengthening cultural support systems; and
- Fostering greater diversity and inclusion.

In 2021, the Arts Commission updated the Arts Master Plan to provide a progress update and add 20 recommendations. The City made significant progress on the focus areas associated with the recommendation themes, including Civic Art Policy, Public Art Planning and Selection Process, Old Town Newhall's Arts and Entertainment District, Arts Education Collaborative, annual Arts Commission Work Plans, facility feasibility and arts communities needs assessments, support for artists, arts organizations, and arts businesses, arts marketing enhancements, and celebrating diversity in the community. This Arts Master Plan builds on that progress, leverages existing arts infrastructure, and ensures that recommended actions are realistic, streamlined and impactful.



Methodology

The following methodology was used to develop the findings and recommendations in this Arts Master Plan.

Keen Independent conducted virtual and in-person stakeholder engagement with City leaders and staff, arts, culture, and educational leaders, and community members. More than 500 people shared their perspective on the plan through the following efforts:

- In-person discovery meeting;
- In-depth stakeholder interviews and focus groups;
- Virtual workshop survey;
- Visioning sessions with City Council, Arts Commission, and City staff; and
- Study hotline and email feedback.

Keen Independent also:

- Conducted extensive mapping of existing arts and cultural assets;
- Analyzed demographic and population trends; and
- Reviewed existing City plans and structure.



Participants at discovery meeting, located at CalArts
Photo by Keen Independent



Presentation at discovery meeting, located at CalArts
Photo by Keen Independent



SECTION 2

Key Findings



Youth Arts Showcase
Courtesy of City of Santa Clarita

Key Findings — Executive Summary



Painted rocks outside Santa Clarita Artists Association
Photo by Keen Independent

The City of Santa Clarita engaged Keen Independent Research in early 2025 to develop an Arts Master Plan. In 2016, the City adopted an Arts Master Plan, progress from which informed the research and resulting recommendations for this plan.

Methodology

Keen Independent examined demographics, population trends, demand for arts and culture, relevant assets, and related City plans. The team visited Santa Clarita during the project and toured arts and cultural assets in the community, including William S. Hart Park, The MAIN, Old Town Newhall Library, Central Park, Santa Clarita Sports Complex, Canyon Country Community Center, and Newhall Community Center.

Additionally, the study team collected input from over 500 stakeholders and community members through:

- Individual interviews;
- Focus groups and listening sessions;
- Virtual workshop survey;
- Activities at an in-person discovery meeting; and
- Group visioning sessions.

Key Findings

Select key findings from this research included the following:

- Santa Clarita has a range of arts and cultural assets.
- California Institute of the Arts, College of the Canyons, and The Master's University operate world-class arts programs.
- Local arts organizations and artists struggle to find space to perform or exhibit their work.
- Stable population growth forecasts suggest that the City should right-size existing offerings and focus on community needs.

Recommendations

Keen Independent proposes the City adopt the following goals to refine their support of arts and culture:

1. **Cultivate the arts throughout Santa Clarita;**
2. **Facilitate community arts efforts;**
3. **Support artists and arts nonprofits;**
4. **Review arts governance, policies, and procedures; and**
5. **Plan for arts venues, spaces, and resources.**

Key Findings — Stakeholder Engagement Methodology

This section describes the Arts Master Plan stakeholder and community engagement process and presents key findings.

Stakeholder and Community Engagement

Keen Independent engaged City staff, leadership, arts practitioner residents, and community members using a range of methods between April and December 2025.

Stakeholder engagement. The study included in-depth interviews, focus groups and a visioning session with the City Council and the Arts Commission. We spoke with City staff, local arts and culture leaders, business owners, and creatives. Stakeholders were asked a series of questions, including how they describe Santa Clarita’s arts and culture scene and what related needs the community has.

Community engagement. The study team invited Santa Clarita residents and community members to participate in multiple ways throughout the planning process.

Virtual workshop survey. The study team developed a virtual workshop survey that focused on the City’s role in supporting arts, events, and entertainment, as well as participant preferences regarding future arts and cultural offerings. The virtual workshop survey was live from May to June 2025.

Discovery meeting. Keen Independent hosted an in-person discovery meeting at California Institute of the Arts in May 2025. During this meeting, the team provided attendees with opportunities to give their input on arts and culture preferences via multiple interactive stations.

Study email and hotline. Residents and community members could provide feedback on arts and culture in Santa Clarita using the study email and hotline between April and December 2025.

Keen Independent hosted the study website, email, and hotline for the duration of the project.

Methodology. Analyzed together, the community engagement tools provided a breadth of community perspectives on arts and culture in Santa Clarita, while the stakeholder interviews and focus groups offered depth and information regarding developing, sustaining and supporting arts and cultural initiatives.

See Appendix D for an analysis of feedback received during stakeholder and community engagement.



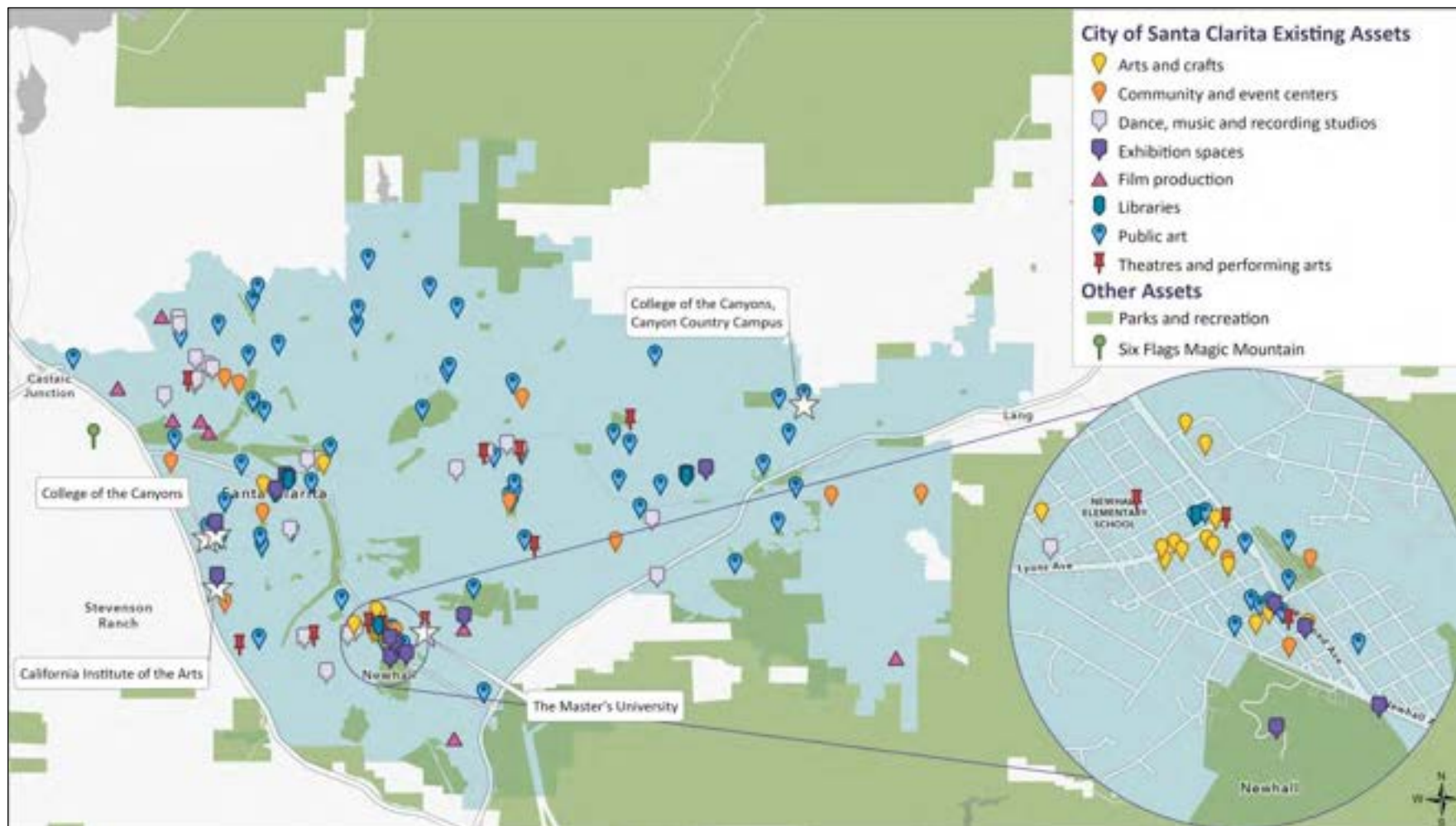
Participants at discovery meeting, located at CalArts
Photo by Keen Independent

Key Findings — Arts and Cultural Assets

Keen Independent developed and mapped inventories of existing arts and cultural assets, which we defined broadly to include arts businesses, community and event centers, libraries, public art, and parks.

In addition to owning several assets, the City has a thriving grassroots arts and culture scene. For more information on Santa Clarita's existing arts and cultural assets, see Appendix A "Market Analysis."

2-1. Map of arts and cultural assets in Santa Clarita, 2025



Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research.

Key Findings — Market Analysis

Keen Independent examined population projections, spending, and attendance trends at arts and cultural events for residents as well as data on tourism.

Population

Residents of Santa Clarita are on average more wealthy and more racially diverse compared to the United States overall. The California Department of Finance projects a slight decrease in population in Santa Clarita that is in line with the rest of Los Angeles County. However, spending on arts and cultural events and activities is higher than the national average in Santa Clarita, indicating high interest.

2-2. Per capita spending on arts and cultural events, 2024

	Santa Clarita	United States
Entertainment/recreation		
Index	132	100
Average	\$ 5,408	\$ 4,105
Entertainment/recreation fees/admissions		
Index	140	100
Average	\$ 1,158	\$ 809
Live entertainment-catered affairs		
Index	144	100
Average	\$ 29	\$ 20
Tickets to theater/operas/concerts		
Index	144	100
Average	\$ 110	\$ 74
Tickets to movies		
Index	141	100
Average	\$ 35	\$ 25
Tickets to parks or museums		
Index	146	100
Average	\$ 55	\$ 37

Source: Esri spending potential data (2024).
Statistics Consumer Expenditure

¹ Lauren Schlan Consulting, *Economic Impacts of Tourism in the Santa Clarita Region in CY 2023 for Visit Santa Clarita* (September 2024).

Tourism

According to a study conducted by Visit Santa Clarita in 2024, Santa Clarita receives about one million visitors per year in part due to its proximity to attractions like Six Flags Magic Mountain. In 2023, visitors spent \$245 million in the City of Santa Clarita. The City also saw an average spend of \$110 per visitor per day.¹



Celebrate Japan
Courtesy of City of Santa Clarita

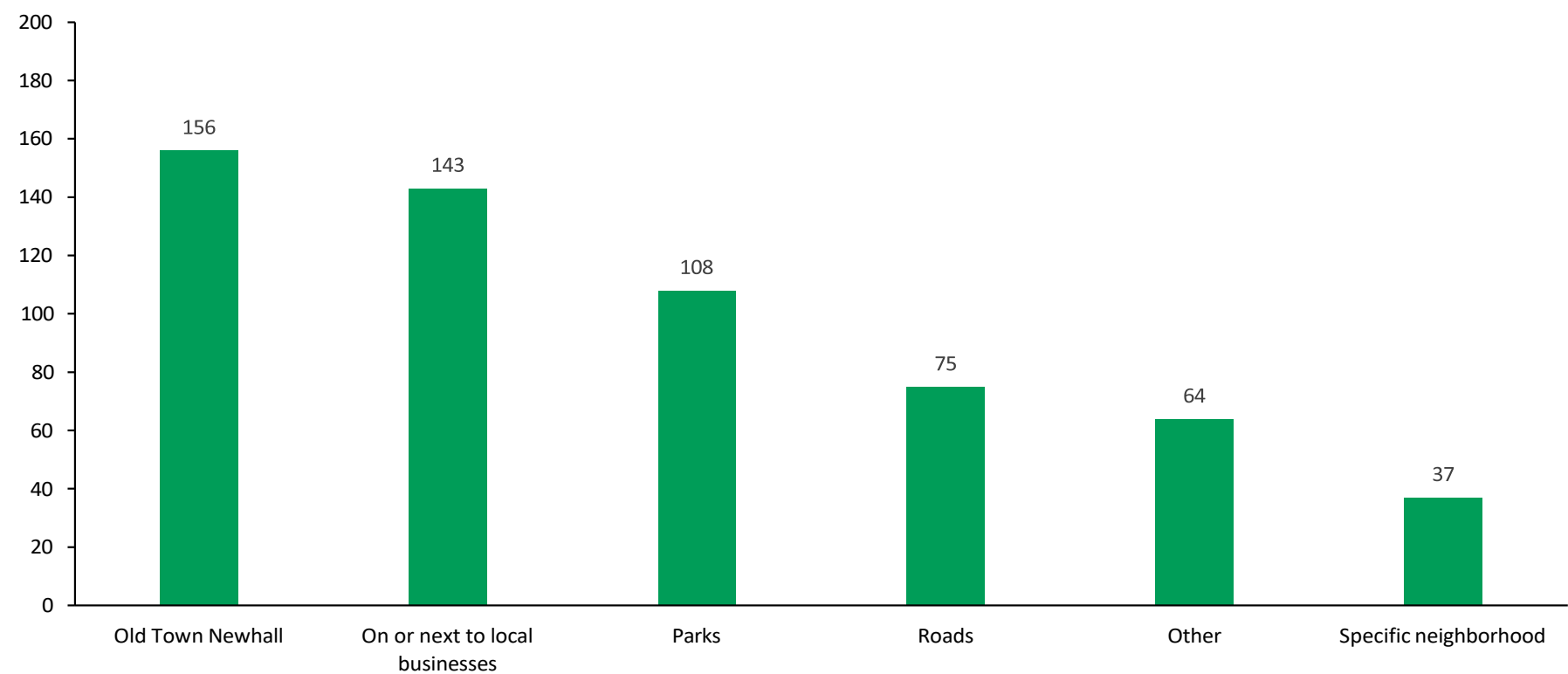
Key Findings — Stakeholder Input

Stakeholders and community members provided their thoughts on arts and culture in Santa Clarita. In general, feedback indicated high support for the arts and a desire to see more arts and culture-focused events, venues, and initiatives. Many stakeholders commented that they were interested in arts and culture that celebrates Santa Clarita’s old west and film history as well as embraces the shifting demographics of the city with cultural celebrations.

Desired Locations

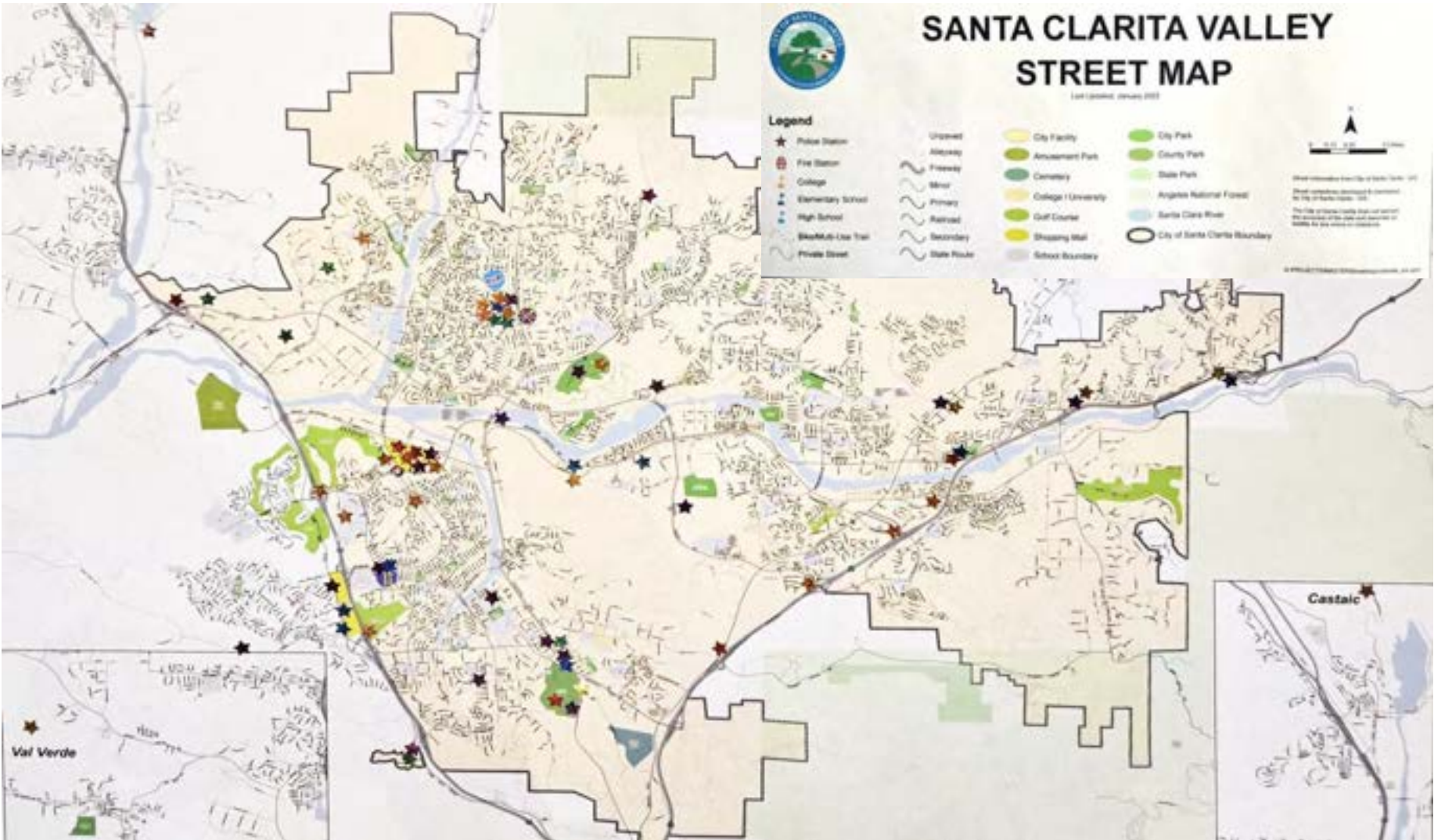
Community members supported Old Town Newhall as a location for more arts and cultural assets, as displayed in Figure 2-3. Additionally, many expressed desire to see more arts and culture throughout other neighborhoods in Santa Clarita. Figure 2-4 on the next page shows a map of locations where discovery meeting participants indicated they would like to see more arts and cultural assets.

2-3. Virtual workshop participants’ indications of where they would like to see more arts and cultural assets



Key Findings — Stakeholder Input

2-4. Map of desired locations for arts and cultural assets



Source: Keen Independent Research.

Key Findings — City’s Goals and Strategies

Challenges with Arts and Culture

The following themes provide insight into challenges stakeholders identified with arts and culture in Santa Clarita.

Funding. Many stakeholders noted the decrease in federal funding for the arts in recent years, making it difficult for local organizations to expand. Local artists and representatives from schools (K-12 and higher education) commented that funding is limited and many indicated that the funding they do receive disproportionately goes toward things like venue rental costs.

Venues. The lack of available venues for arts and culture was a theme across several focus groups and was reinforced by virtual workshop and discovery meeting participants. Theater spaces were most commonly mentioned followed by concert spaces.

Accessibility. Several stakeholders indicated that the City could be more inclusive in the types of events it hosts.

Advertising and awareness. Many comments indicated that residents were not always aware of arts and culture events or offerings in Santa Clarita.

Processes and procedures for supporting arts. Finally, a few participants in the virtual workshop and focus groups identified government processes as a potential barrier due to timing and approval requirements.

“Without consistent and adequate funding, the art sector of SCV will always struggle to thrive and provide opportunities for artists and the community.”

“The City has been a great partner, but the funding is limited — there’s so much competition for small grants, and we need larger, multi-year commitments if we’re going to build something sustainable.”

“With so many independent theatre companies expressing desire to perform in just the last three years, The MAIN, although a wonderful place to produce theatre, is just not enough.”

“I’d love us to be known for including all kinds of populations — people with special needs, diverse backgrounds — because our city has come a long way but could still work closer to inclusion.”

I wish the colleges in SCV could be more open to the community — would love to attend exhibits, speakers, galleries at CalArts for example, but they seem very closed off.”

“There definitely needs to be more marketing and advertising. Finding out what’s going on in Santa Clarita is difficult to say the least.”

Key Findings — City's Goals and Strategies



This plan organizes the City's future arts and culture efforts into realistic, achievable goals. All recommended goals are designed to align with the City's current planning documents and arts initiatives. For more information on City plans, see Appendix B and for more information on City arts and culture programs, see Appendix C.

The following goals will help the City advance its support of arts and culture, building on progress from the first Arts Master Plan:

1. **Cultivate the arts throughout Santa Clarita;**
2. **Facilitate community arts efforts;**
3. **Support artists and arts nonprofits;**
4. **Review arts governance, policies, and procedures; and**
5. **Plan for arts venues, spaces, and resources.**

These goals and associated actions are outlined in the following section of this plan (Section 3). We note that these recommendations provide a guide for the City of Santa Clarita, ensuring the plan remains effective as circumstances evolve and new challenges emerge. We recognize that the City's commitment to arts and culture comes with potential limitations due to funding, staffing, and other external factors.

Using This Plan

The recommendations in this plan were informed by all information collected during this study, including extensive stakeholder input. Many of our recommendations focus on how to leverage existing community resources and momentum around arts and culture, positioning the City as a supportive partner.

In developing an implementation plan, Keen Independent recommends the City develop a document to prioritize, plan, and track its goals. Components of an implementation plan may include the following:

- Recommended actions;
- Suggested leaders on each action;
- Core collaborators;
- Suggested start date;
- Suggested short-term goal; and
- Suggested long-term goal.

We recommend the City use this as a living plan and make adjustments accordingly to account for shifts in City priorities and resources.



SECTION 3

Recommendations



Celebrate China
Courtesy of City of Santa Clarita

Recommendations — Introduction

The recommendations in this section are designed to support the City as it continues to invest in arts and culture.

How to Use the Recommendations

This section of the Arts Master Plan is organized by the following recommendations:

1. Cultivate the arts throughout Santa Clarita;
2. Facilitate community arts efforts;
3. Support artists and arts nonprofits;
4. Review arts governance, policies, and procedures; and
5. Plan for arts venues, spaces, and resources.

Recommendations are not listed in terms of priority or start time. Instead, the City can pursue recommendations concurrently. This approach ensures that the City balances the needs of Santa Clarita residents and arts nonprofits, as well as making progress on arts strategy and preservation initiatives across the Santa Clarita Valley.

Approaching the recommendations as a road map.

The recommendations offer the City guidance on how to reach its goals. Each of the five recommendation themes includes action items that reflect findings for the planning process. This Plan is intended to be a living document, meaning the City can take the suggestions under each action item as starting points for initiatives while making adjustments that respond to stakeholder and resident feedback and needs.



Art exhibit on view in City Hall
Courtesy of City of Santa Clarita

Recommendation 1. Cultivate the Arts Throughout Santa Clarita

The first recommendation theme, “Cultivate the arts throughout Santa Clarita,” includes four action items, which are discussed below and on the next two pages.

1-1. Continue to develop Old Town Newhall as a premier Arts and Entertainment District

The City’s investment in Old Town Newhall as an Arts and Entertainment District has laid the foundation for the area to serve as Santa Clarita’s main arts and cultural hub. Stakeholders and community members who participated in this planning process continue to perceive Old Town Newhall as a key area of focus for the City. For information on stakeholder perceptions of Old Town Newhall, see Appendix D, “Analysis of Stakeholder and Community Input.”

Continuing to develop Old Town Newhall as a premier Arts and Entertainment District may include:

- Advocating for opportunities for new businesses, nonprofits, community groups and individual creatives to bring arts and culture offerings to the area;
- Promoting the district year-round and throughout the week, such as through signature annual events, ample weekday dining and activity options, and multiple ongoing arts and entertainment opportunities;
- Activating William S. Hart Park (Hart Park), which may include a future arts and culture center, as an asset for residents and visitors; and
- Meeting regularly with the Old Town Newhall Association to increase impact through public-private partnerships.



Recommendation 1. Cultivate the Arts Throughout Santa Clarita

1-2. Introduce resources in areas without arts and cultural assets

Santa Clarita residents who participated in the planning process expressed interest in seeing arts and culture resources introduced into areas of the city without such assets. For more information, see Appendix A, “Market Analysis,” and Appendix D, “Analysis of Stakeholder and Community Input.”

Introducing resources in new locations may look like:

- Working with communities across Santa Clarita, including any future annexed areas, to identify arts and cultural needs;
- Exploring opportunities to repurpose existing buildings into community arts resources;
- Supporting existing community spaces in incubating arts and culture programming;
- Ensuring that diverse and underrepresented residents are invited to provide input so that programming reflects the needs of Santa Clarita’s changing demographics; and
- Incorporating public art in parks, on City trails, or in open space areas with limited arts and cultural resources.



Recommendation 1. Cultivate the arts throughout Santa Clarita



Art Happens Here mural by the Santa Clarita Artists Association
Courtesy of City of Santa Clarita

1-3. Elevate the arts as a valued City service and key quality of life resource

The 2024 Community Opinion Survey showed an increase in residents identifying special events, promotion of arts programs, and beautification as important City services. Elevating arts and culture as central to resident quality of life offers a clarifying perspective shift on how the arts fit into City services and promotes Santa Clarita as a place where the arts are celebrated alongside natural resources and safety.

Elevating the arts as a valued City service could look like:

- Highlighting arts and culture more in City marketing, such as elevating Santa Clarita's role in the history of the film industry, western heritage, and community cultures;
- Identifying opportunities where the arts can be integrated with other City services, such as engaging artists in beautification efforts and including arts programs at City venues; and
- Conducting a study to measure how the arts impact quality of life and the economy in Santa Clarita, as well as share and act on study findings.

1-4. Explore supporting the development of additional arts and cultural hubs beyond the Old Town Newhall Arts and Entertainment District

As the City implements this ten-year plan, it may find that certain areas beyond the Old Town Newhall Arts and Entertainment District lend themselves to increased clustering of more arts and cultural resources. Additional arts and cultural hubs have the potential to provide greater access to underserved communities.

Supporting the development of additional arts and cultural hubs:

- Approaching arts development holistically and acting on opportunities as new resources, community-led efforts, and businesses emerge in an area;
- Encouraging clustering of resources, such as incentivizing local businesses to feature neighborhood creatives and community events; and
- Promoting neighborhood arts and cultural hubs in City marketing materials, as well as through themed travel itineraries for new residents and visitors.

Recommendation 2. Facilitate Community Arts Efforts

As the lead arts agency for the Santa Clarita community, the City's Arts and Events Division has an opportunity to step into the role of the facilitator of community arts efforts rather than driving all arts programming. City, County, and community arts efforts are stronger when all entities work together.

2-1. Advocate for higher education institutions to connect with Santa Clarita residents and stakeholders

Santa Clarita is home to California Institute of the Arts, College of the Canyons, and The Master's University, which each attract creatives as faculty, administrators, students, and guests. The planning process showed that there is interest among higher education arts programs and community members in forging closer connections. For more information on university arts assets, see Appendix A, "Market Analysis." For stakeholder feedback on this topic, see Appendix D, "Analysis of Stakeholder and Community Input."

Forging these connections may look like:

- Facilitating regular meetings with representatives from each university arts institution and community leaders to share information, encourage resource sharing, and spark collaboration;
- Encouraging local higher education institutions to pursue funding opportunities for faculty and student projects that have a positive impact on the Santa Clarita community; and
- Highlighting Santa Clarita as a desired place of residency for full-time and visiting university arts faculty and students to further support these institutions in attracting and retaining talent.



Music and Dance Festival at CalArts
Courtesy of Angel Origg



College of the Canyons Art Gallery
Courtesy of College of the Canyons

Recommendation 2. Facilitate Community Arts Efforts

2-2. Encourage arts education and cultural experiences in Santa Clarita Valley

In 2022, the City, in partnership with the Los Angeles County Department of Arts and Culture, established the City of Santa Clarita Regional Strategic Arts Education Plan. This initiative fosters equity and inclusion in arts education and cultural experiences for youth and community members throughout the Santa Clarita Valley. Arts education is essential for the growth of local creative expression; it provides the foundation for comprehensive, collaborative, and diverse learning while establishing clear artistic and professional career pathways.

Supporting the development of arts education and cultural experiences may include:

- Explore the development of arts education programs and reducing barriers to access;
- Continuing to facilitate collaboration in arts education across the Santa Clarita Valley, including university and community collaborators, through regular meetings to encourage local partnerships and sharing of resources;
- Adjusting City arts education programming in response to community needs; and
- Researching existing arts education programs offered by both for-profit and nonprofit organizations.



Recommendation 2. Facilitate Community Arts Efforts

2-3. Partner with local historical organizations on preservation efforts of Santa Clarita Valley cultural attractions

The City should continue developing Santa Clarita Valley historic assets in collaboration with local historical organizations. For more information regarding the City's existing efforts, see Appendix B, "Literature Review of City Plans, Policies, and Studies."

Partnering on preservation efforts may look like:

- Encouraging local nonprofit organizations to pursue grants for preservation efforts across the Santa Clarita Valley; and
- Coordinating future historical and cultural collections and programming development with local historical organizations and stakeholders.

2-4. Track the growth of creative industries

Santa Clarita's proximity to Los Angeles, its role in the film industry, and its university arts programs all attract creatives beyond the traditional fine arts. Regularly tracking the growth of creative industries will ensure that the City can plan for creative needs and economic impact.

Tracking the growth of creative industries includes:

- Conducting a study of Santa Clarita's creative industries and comparing those findings to the 2021 City of Santa Clarita Creative Economy Report; and
- Regularly revising who is included and excluded from the category of a "creative industry" to account for new media and technological innovation.



Santa Clarita
Courtesy of City of Santa Clarita

Recommendation 3. Support Artists and Arts Nonprofits

The third recommendation theme, “Support artists and arts nonprofits,” features two action items.

3-1. Promote Santa Clarita as a preferred place for creatives to live and work

Santa Clarita’s business-friendly status can be leveraged to attract more creatives to live and work in the city. See Appendix B, “Literature Review of City Plans, Policies, and Studies” for the City’s business support initiatives for creatives.

Promoting Santa Clarita to creatives may look like:

- Inviting area creatives to participate in the City’s annual Business for Artists Conference and connecting individuals with business incubation programs and resources;
- Highlighting existing business-friendly opportunities to local and regional creatives in partnership with the Santa Clarita Valley Economic Development Cooperation;
- Continuing to explore funding opportunities and resources for creatives at all stages of their career; and
- Supporting creative cradle-to-career pathway efforts.

3-2. Support the development and sustainability of local nonprofits

Santa Clarita is celebrated for its grassroots arts and culture efforts, as mentioned in Appendix D, “Analysis of Stakeholder and Community Input.”

Supporting local nonprofit development and sustainability includes:

- Convening local nonprofit leadership to encourage information and resource sharing, as well as workshopping of shared issues;
- Encouraging Arts Commissioners to actively engage with artists, arts organizations, and residents to gather feedback and strengthen community connections;
- Encouraging mentorship opportunities between prospective nonprofit leaders and established organizations;
- Highlighting existing City, County, State and National resources for nonprofit development on the Santa Clarita Arts website;
- Continuing to offer programs that support the growth of arts and cultural organizations; and
- Evaluating the City of Santa Clarita Arts Grants program to consider increasing funding levels to be on par with communities of a similar size and resources.

Recommendation 4. Review Arts Governance, Policies, and Procedures



The fourth recommendation theme, “Review arts governance, policies, and procedures,” includes four action items.

4-1. Continue to update the municipal code to reflect best practices

Chapter 2.29 of the Santa Clarita Municipal Code, which established the Arts Commission in 2009, was most recently updated in 2015. Updating the municipal code again is an opportunity to reflect up-to-date City organization (where the Arts and Events Division is now grouped with Economic Development) and national best practices. For more information, see Appendix B, “Literature Review of City Plans, Policies, and Studies.”

Updating the municipal code may include:

- Reviewing the committee structure of the Arts Commission to align with the future of arts and culture in the community; and
- Exploring expanding the Arts Commission’s scope to include culture.

4-2. Review the guiding vision statement for the arts and measure progress

Since 2016, the City plans, policies, and studies related to the arts have featured the vision statement that Santa Clarita will be recognized as a “city of the arts,” where the lives of residents, artists, and visitors are enriched through artistic and cultural experiences. This planning process showed that there is room for greater alignment with the City’s arts vision statement. For more information on community input, see Appendix D, “Analysis of Stakeholder and Community Input.”

Reviewing the guiding vision statement may include:

- Promoting the City’s vision for the arts;
- Asking residents to rate the City’s fulfillment of its vision for the arts through its Community Opinion Survey; and
- Reviewing arts-related plans and feasibility studies to evaluate their continued relevance and identify opportunities for updating.

Recommendation 4. Review Arts Governance, Policies, and Procedures

4-3. Promote opportunities for civic engagement in City arts processes to ensure diversity of input, transparency, and equity

The City already employs several practices to promote equity in arts-related decision making, including offering Artist Selection Committee members the opportunity to provide input regarding public art projects and grants. This planning process showed that Santa Clarita residents are interested in civic engagement opportunities, as well as seeing more transparency regarding the City's decisions regarding the arts. For more stakeholder and community perceptions on the topic, see Appendix D, "Analysis of Stakeholder and Community Input."

Promoting opportunities for transparent and equitable civic engagement around the arts may include:

- Conducting targeted and intentional outreach to communities who have either been underserved and/or who are not currently involved in City arts decision-making, such as developing outreach information in Spanish;
- Evaluating processes and procedures for efficiency and accessibility in civic engagement on a regular basis, including by considering resident feedback; and
- Developing clear guidelines for initiating arts and culture programming.



Recommendation 4. Review Arts Governance, Policies, and Procedures

4-4. Review public art

Reviewing all public art related processes and policies will increase efficiency and impact. For more information on the City's decision-making process regarding public art and civic art, see Appendix B, "Literature Review of City Plans, Policies, and Studies."

Reviewing public art processes and policies could look like:

- Reviewing decision-making processes related to civic art that is part of capital improvement projects;
- Developing sustainable policies around public art conservation and maintenance that will then inform contracts;
- Exploring programs that support new arts experiences, such as visual and performing pop-up experiences; and
- Expanding targeted professional development to staff to ensure the implementation of public art best practices.



The Dreams of the Golden Oak by Gail Christofferson
Courtesy of City of Santa Clarita

Recommendation 5. Plan for Arts Venues, Spaces, and Resources



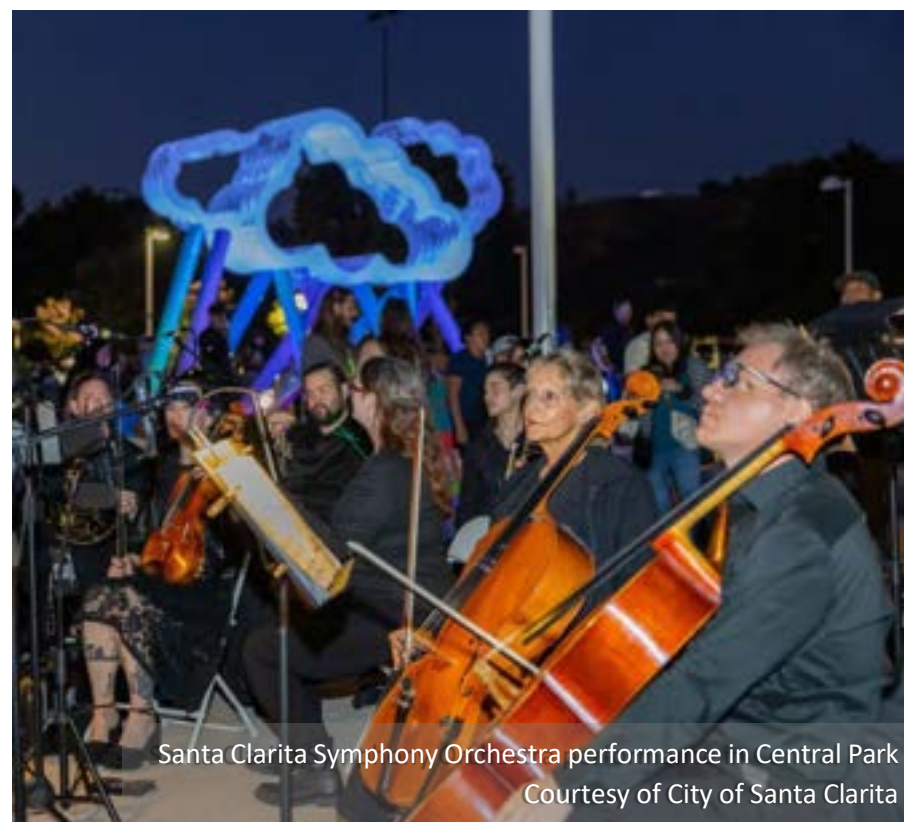
The fifth and final recommendation theme, “Plan for arts venues, spaces, and resources,” features two action items.

5-1. Integrate arts development throughout City planning

City planning initiatives that integrate the arts could create more opportunities for Santa Clarita residents to enjoy events and programming. For more information on how existing City plans already address, or impact, the arts, see Appendix B, “Literature Review of City Plans, Policies, and Studies.”

Integrating the arts into City planning may look like:

- Working with City departments to identify initiatives where the arts are especially relevant and highlight the role of arts and culture within those efforts;
- Exploring gateway projects that attract regional visitors to explore Santa Clarita;
- Using this plan to support existing and future City plans; and
- Responding to any research resulting from the implementation of this plan, such as measuring the growth of the creative industries in Santa Clarita.



Recommendation 5. Plan for Arts Venues, Spaces, and Resources

5-2. Examine the feasibility of renovating or building new arts spaces

Stakeholders and community members throughout the planning process expressed an interest in more venues dedicated to the arts in Santa Clarita. These perceptions are presented in Appendix D, “Analysis of Stakeholder and Community Input.” As the Arts and Events Division increasingly acts as a facilitator of community arts efforts, it can shift its focus from developing programming to administering resources.

Examining the feasibility of renovating or building new arts spaces might result in:

- Repurposing or developing spaces, such as the Santa Clarita Elementary School site, as multi-use community arts centers and creative hubs, such as for artist studios, rehearsal space, exhibition galleries, makerspace, and/or a coffee house;
- Activating unused storefronts through pop-up programming that introduces arts and culture to locations lacking resources;
- Encouraging the expansion of local arts organizations to better accommodate community needs, such as through mixed-use classroom and gathering spaces;
- Exploring public gathering spaces accessible to the community in new development projects;
- Involving diverse voices in programming development;
- Conducting a feasibility study for museums; and
- Exploring future development of a theatre center, including an outdoor theater venue which would be compatible with surrounding neighborhoods, oriented towards the needs of the performing arts community.



Art reception at The MAIN
Courtesy of City of Santa Clarita



Business for Artists Conference
Courtesy of City of Santa Clarita



SECTION 4

Appendices



Art reception at The MAIN
Courtesy of City of Santa Clarita

Section 4. Summary of Appendices

Keen Independent provides supporting appendices for more detailed analysis. The appendices inform the summary report.

A. Market Analysis

Appendix A provides an analysis of the demographics of Santa Clarita as they compare with national averages. This appendix also provides population forecasts, mapping of existing arts and cultural assets in Santa Clarita, and inventories of relevant arts and cultural businesses as well as tourism information.

B. Review of City Plans, Policies, and Studies

Appendix B contains an overview of City plans, policies, and studies related to arts and culture. The appendix begins with a review of the City's 2016 Arts Master Plan and includes other City planning documents, highlighting their relevance to arts and culture.

C. Overview of City Arts Programs

Appendix C provides an overview of the City's arts programs and related information on venues, events, and grants.

D. Stakeholder and Community Input

Appendix D provides an overview of themes emerging from stakeholder and community engagement conducted throughout this study, including interviews and focus groups, in-person discovery meeting, virtual workshop survey, visioning session, and feedback submitted through the study email and hotline.



Visitors outside The MAIN
Courtesy of City of Santa Clarita

APPENDIX A. Market Analysis

Keen Independent presents a market analysis examining the arts and culture landscape in Santa Clarita, California.

Introduction

For this market analysis, Keen Independent gathered demographic, spending, and market potential information about the population of Santa Clarita. Combining this information with population projections from the California Department of Finance and the U.S. Census Bureau, as well as attendance data provided by the National Endowment for the Arts, we projected potential demand for various types of arts and culture activities through 2050.

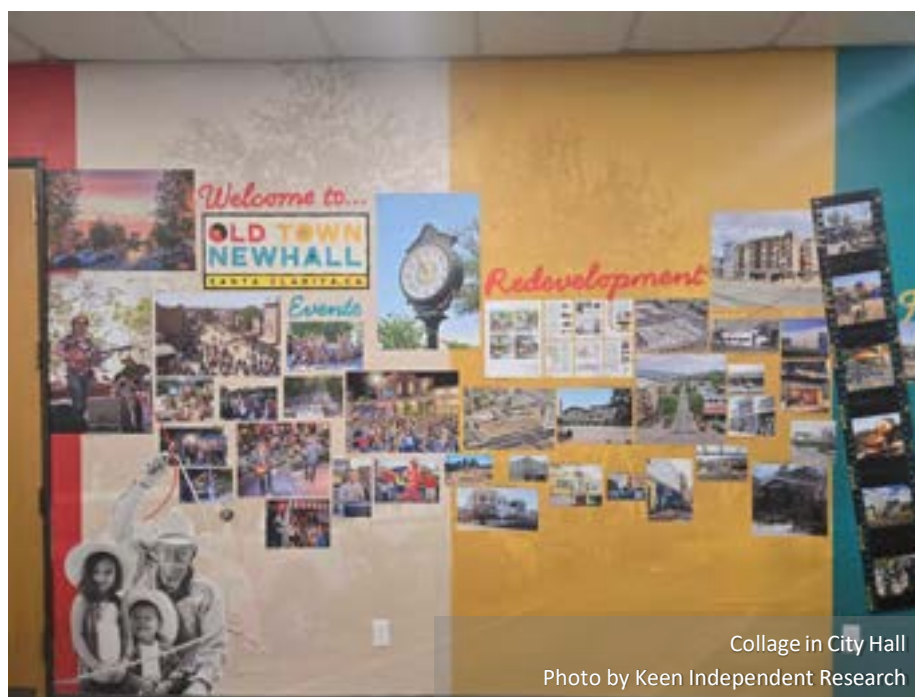
Business inventory. We inventoried relevant arts and cultural businesses in Santa Clarita. Business types include:

- Amusement parks;
- Arts and crafts vendors;
- Community and event centers;
- Dance, music, and recording studios;
- Film production;
- Libraries;
- Museums and galleries;
- Parks and recreation; and
- Theaters and performing arts venues.

University asset inventory. For the three universities located in Santa Clarita, we inventoried the types of arts and cultural assets that are associated with each institution.

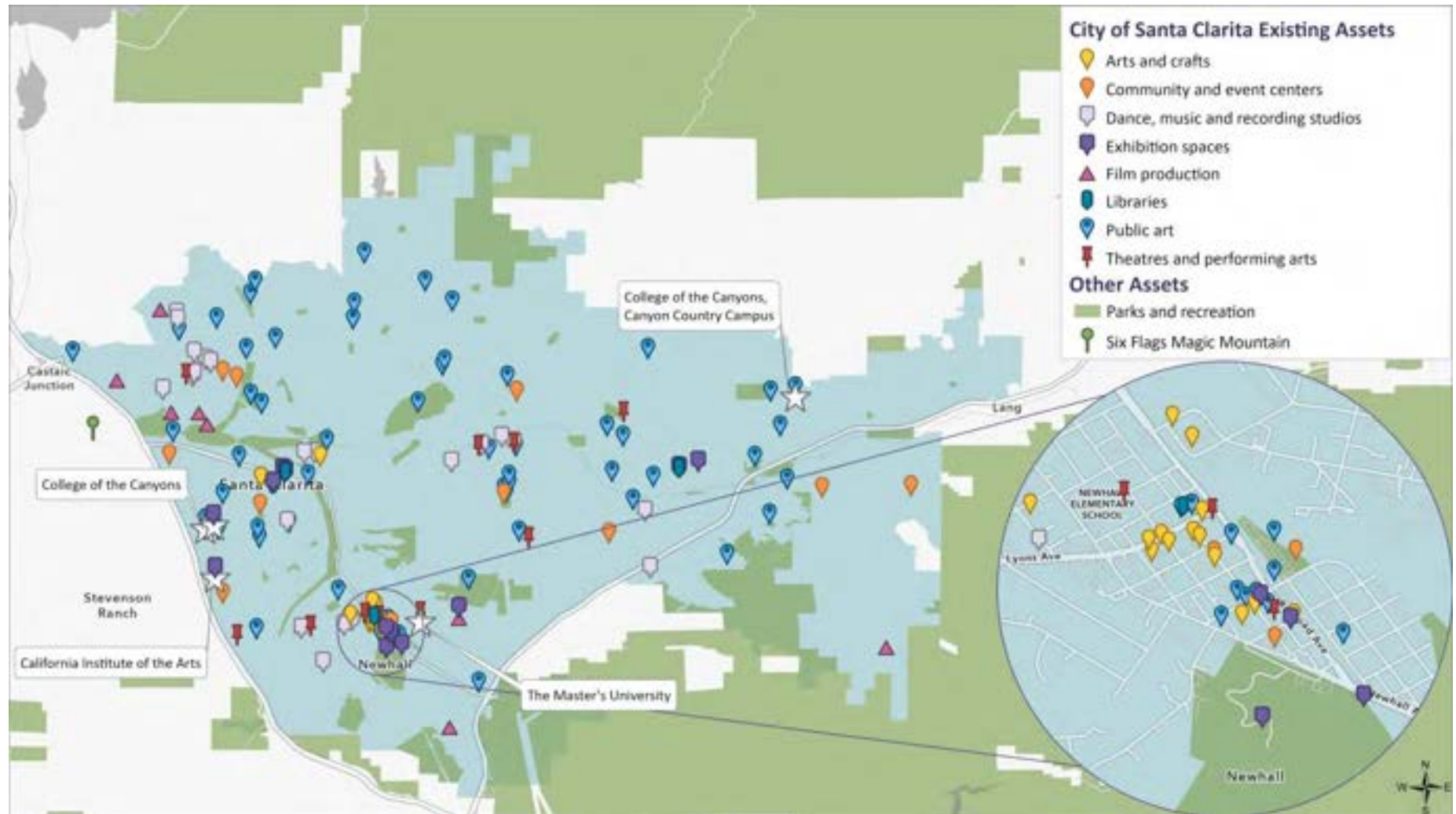
Public art inventory. We also inventoried Santa Clarita's permanent and temporary public art assets.

Inventory Map. Figure A-1 on the next page visualizes the location of inventory offerings in Santa Clarita. The type of offering is illustrated using different symbols. This map shows areas of asset saturation or potential gaps.



A. Market Analysis— Spending and Behavior

A-1. Map of Santa Clarita inventory of arts and cultural assets



Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research.

A. Market Analysis— Spending and Behavior

Keen Independent analyzed the population and consumer behaviors in Santa Clarita and compared them to national averages.

Population

Figure A-2 displays population, median age, race/ethnicity, and disability demographics for Santa Clarita compared to the United States overall.

Median age. The median age of Santa Clarita (39.6) is aligned with the national average.

Race and ethnicity. Santa Clarita has a higher percentage of residents who identify as Asian American (12.6%), two or more races (16.4%), and other races (17.1%). There are fewer residents who identify as white (48.3%) compared to the national average. There are more residents who identify as Hispanic American (36.5%) compared to the national average.

Disability. The percentage of households with one or more persons with a disability (23.5%) is slightly lower than the national average of 25.9%.

A-2. City of Santa Clarita demographics, 2024

	Santa Clarita	United States
Total population	227,948	338,273,465
Median Age	39.6	39.3
Race		
African American	4.3 %	12.5 %
Asian American	12.6	6.4
Native American	1.2	1.2
Pacific Islander	0.2	0.2
Other race	17.1	8.8
Two or more races	16.4	10.7
White	48.3	60.3
Total	100.0 %	100.0 %
Ethnicity (of any race)		
Hispanic American	36.5 %	19.6 %
Non-Hispanic	63.6	80.4
Total	100.0 %	100.0 %
Households with 1+ persons		
with a disability	23.5 %	25.9 %

Note: Numbers may not add up to 100 due to rounding.
Source: U.S. Census Bureau American Community Survey.

A. Market Analysis— Spending and Behavior

Household income. The median household income in Santa Clarita, at \$118,562, is close to \$40,000 higher than the national average. Almost 60% of Santa Clarita’s residents report an income of \$100,000 or higher, which is 20% higher than the national average for categories in that range (Figure A-3).

Education. Figure A-3 shows that residents in Santa Clarita have, on average, more formal education than residents in the United States overall. Only about 19% of Santa Clarita residents have a high school degree as their highest level of formal education compared to nearly 27% in the United States.

A-3. City of Santa Clarita demographics, 2024

	Santa Clarita	United States
Total households	78,146	130,644,648
Household income		
\$24,999 or less	8.3 %	14.9 %
\$25,000 to \$49,999	10.5	16.8
\$50,000 to \$74,999	10.7	15.7
\$75,000 to \$99,999	11.1	12.8
\$100,000 to \$199,999	35.6	27.2
\$200,000 or more	<u>23.9</u>	<u>12.6</u>
Total	100.0 %	100.0 %
Median household income	\$ 118,562	\$ 79,061
Education (population age 25+)		
Less than high school	7.8 %	9.4 %
High school	18.5	26.8
Some college	31.7	27.1
Bachelor's degree	28.6	22.5
Graduate degree	<u>13.4</u>	<u>14.3</u>
Total	100.0 %	100.0 %

Note: Numbers may not add up to 100 due to rounding.

Source: U.S. Census Bureau American Community Survey.

A. Market Analysis— Spending and Behavior

Entertainment Spending and Market Potential

Data on arts, enrichment, entertainment, and recreation-related consumer spending and behavior in Santa Clarita can help inform an understanding of potential demand for different types of experiences.

Spending potential. Figure A-4 presents selected spending potential indices (SPI) for Santa Clarita in categories such as parks and museums, movies, theater performances, and entertainment. Spending potential

indices compare the average amount spent locally for a product to the average amount spent nationally. An index of 100 reflects the U.S. average. An SPI of 70, for example, indicates that average spending by local consumers is 30% below the national average. All SPIs measure a 12-month period unless otherwise stated in the chart.

All SPIs for money spent on arts, entertainment, and recreation are higher than the national averages. Spending on live entertainment-catered affairs, tickets to theaters/operas/concerts, tickets to movies, and tickets to parks or museums are all over 40 points higher than national averages.

A-4. Spending potential indices and averages, 2024

	Santa Clarita	United States
Entertainment/recreation		
<i>Index</i>	132	100
<i>Average</i>	\$ 5,408	\$ 4,105
Entertainment/recreation fees/admissions		
<i>Index</i>	140	100
<i>Average</i>	\$ 1,158	\$ 809
Live entertainment-catered affairs		
<i>Index</i>	144	100
<i>Average</i>	\$ 29	\$ 20
Tickets to theater/operas/concerts		
<i>Index</i>	144	100
<i>Average</i>	\$ 110	\$ 74
Tickets to movies		
<i>Index</i>	141	100
<i>Average</i>	\$ 35	\$ 25
Tickets to parks or museums		
<i>Index</i>	146	100
<i>Average</i>	\$ 55	\$ 37

Source: Esri spending potential database based on U.S. Bureau of Labor Statistics Consumer Expenditure Survey (2024).

A. Market Analysis— Spending and Behavior

Market potential. Figure A-5 presents relevant market potential indices (MPI) for Santa Clarita. Market potential indices measure the relative likelihood of local consumers in the specified areas to engage in selected activities or demonstrate potentially relevant behaviors or purchasing patterns. An MPI of 100 represents the national average. This measure indicates the percentage of residents who have engaged

in an activity or behavior at least once in the given time period. All MPIs measure a 12-month period unless otherwise stated in the chart.

The study team reviewed MPIs for going to museums, art galleries, live theater, dancing, and fairgrounds, as well as attending performances of classical/opera, country music, dance, movies, and rock music.

- Santa Clarita residents are 9 to 14 points higher than the national average to have gone dancing or have visited an art gallery, live theater, or museum within the last 12 months.
- Santa Clarita residents are 11 to 12 points higher than the national average to have attended a classical/opera performance or rock performance in the last 12 months. They are ten points higher than the national average to have attended a movie within the last six months.
- Santa Clarita residents are 16 points below the national average for having attended a country music performance and 21 points below the national average for having attended a state or county fair.

Source: Esri market potential database based on MRI Simmons Survey (2024).

A-5. Market potential indices for attending certain types of events in Santa Clarita, 2024

	Santa Clarita	United States
Went ...		
Dancing <i>Index</i>	8 % 108	7 % 100
To an art gallery <i>Index</i>	10 % 113	9 % 100
To a live theater <i>Index</i>	10 % 114	9 % 100
To a museum <i>Index</i>	14 % 109	13 % 100
Attended a...		
Classical/opera performance <i>Index</i>	4 % 111	3 % 100
Country music performance <i>Index</i>	4 % 84	5 % 100
Dance performance <i>Index</i>	4 % 105	3 % 100
Movie (last 6 months) <i>Index</i>	49 % 110	44 % 100
Rock music performance <i>Index</i>	9 % 112	8 % 100
State or county fair <i>Index</i>	9 % 79	11 % 100

Note: 100 is the national average and findings are based on a 12-month period.

A. Market Analysis— Demand Projections

Population Forecasts

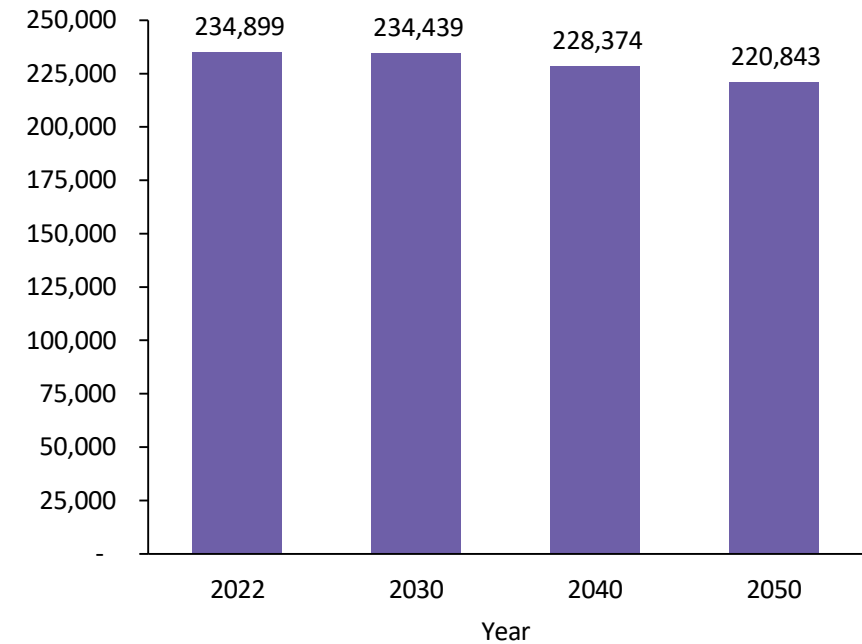
Keen Independent presents the population forecasts for the City of Santa Clarita.

Population forecasts. Figure A-6 depicts the population projections for the City of Santa Clarita based on data from the California Department of Finance and the U.S. Census Bureau. In 2022, the City population was just under 235,000 and it is projected to decrease to over 220,000 people by year 2050. We note that these projections do not account for an anticipated influx of residents due to forthcoming housing development projects in Santa Clarita and should be interpreted as part of a larger picture.

Population by age in 2022. Figure A-7 on the following page illustrates the age distribution of the City of Santa Clarita population. The graphs show the population grouped according to widely recognized generations beginning with the Silent Generation (born between 1926 and 1945) to Gen Z (born between 1996 and 2010) and the Alpha Generation (born in 2011 and later years). In 2022, most generations under 55 have populations that hover just above or below 15,000 people. The Baby Boomer generation (ages 55 to 74) has populations ranging from 8,000 to just under 14,000. The Silent Generation (70 and older) ranges from 3,000 to 5,000.

Population by age in 2050. Figure A-7 also presents the projected age distribution for the City of Santa Clarita population in 2050 based on the California Department of Finance and the U.S. Census Bureau projections for the area. In 2050, it is projected that only generations between ages 40 to 69 will have populations between 12,000 and 16,000. Overall, Figure A-7 shows that in 2050, most generations are decreasing in overall size.

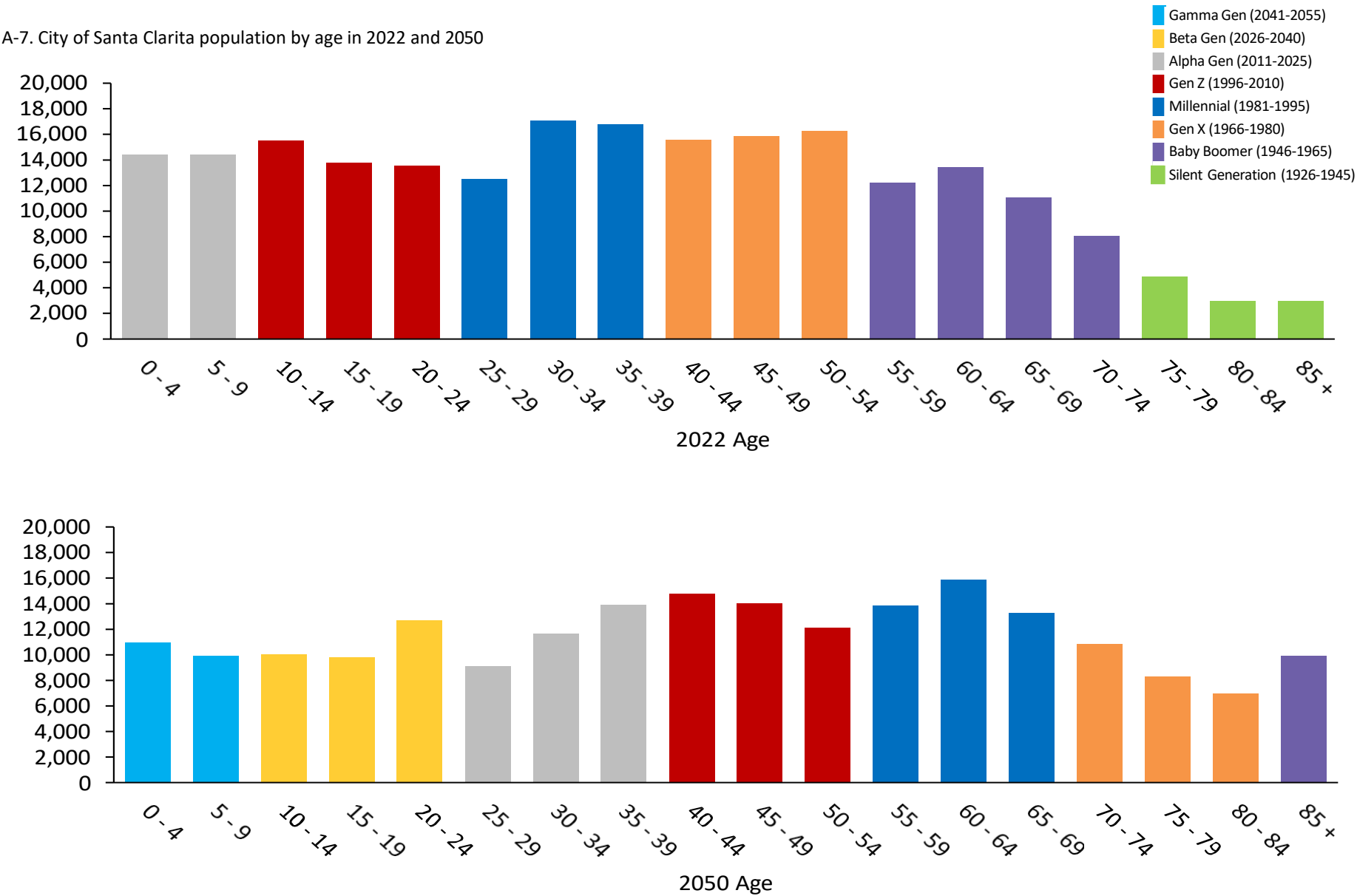
A-6. Population Projections, 2022–2050



Source: Demographic Research Unit of the California Department of Finance (2023), U.S. Census Bureau (2022), Keen Independent Research.

A. Market Analysis— Demand Projections

A-7. City of Santa Clarita population by age in 2022 and 2050



Source: Demographic Research Unit of the California Department of Finance (2023), U.S. Census Bureau (2024), Keen Independent Research.

A. Market Analysis— Demand Projections

Demand Scenario

Keen Independent developed a demand scenario for Santa Clarita from the age-specific California Department of Finance population projections and national attendance data generated by the National Endowment for the Arts (NEA) 2022 Survey of Public Participation in the Arts (SPPA).

Key assumptions. These demand projections assume that the 2022 rates for arts and culture participation do not change and that the national trends of age-specific rates of attendance are consistent with Santa Clarita's population.

Demand projections. Displayed in Figure A-8 on the next page, Keen Independent projects that unconstrained demand (not limited by inventory and capacity) for most Santa Clarita's arts and cultural activities will decrease between 2 to 15% between 2022 and 2050. For example, demand for Latin, Spanish, and Salsa music is projected to decrease by 15% over the next 25 years. Please note the following:

- Demand change is at zero percent for 2022, because that is the starting year from which change is measured;
- Projected demand is based on residents, not tourists; and
- Demand changes are relative to current attendance. Relative changes in categories with small numbers of current participants can appear to be more substantial than they are. For example, a small absolute change in the number of people interested in opera can result in a large percentage change. (See Figure A-8 for absolute demand).



Old Town Newhall Library Gallery
Photo by Keen Independent Research

A. Market Analysis— Demand Projections

Absolute demand. In Figure A-8, Keen Independent also presents unconstrained absolute demand for arts and cultural activities in Santa Clarita. Unconstrained demand is the estimated number of annual attendances of each type of event from 2022 to 2050 ordered by overall % change. Please note that demand projections are based on national attendance trends and are not necessarily reflective of local consumption behaviors.

Visits to art museums and galleries are projected to decrease by approximately 11,000 between 2022 and 2050. Visits to see ballet and musical plays are projected to decrease by around 3,000 by 2050. Attendance of all other types of arts events listed in Figure A-8 (besides opera) are also projected to decrease over time, but more models in overall attendance change.

A-8. Arts demand projections for Santa Clarita relative to 2022 demand and unconstrained number of attendances at arts events of the Santa Clarita population

	2022	2030	2030 percent change	2040	2040 percent change	2050	2050 percent change	Net change
Latin, Spanish, or salsa music	17,842	16,646	-7 %	16,198	-9 %	15,186	-15 %	-2,655
Art museums and galleries	107,911	104,575	-3	101,517	-6	96,541	-11	-11,370
Ballet	6,195	6,197	0	5,931	-4	5,622	-9	-573
Jazz music	37,767	36,208	-4	36,216	-4	34,464	-9	-3,303
Dance (other than ballet)	15,910	15,298	-4	14,791	-7	14,430	-9	-1,480
Musical plays	48,805	47,682	-2	47,099	-3	45,724	-6	-3,081
Classical music	27,747	26,764	-2	26,030	-3	25,246	-6	-2,501
Non-musical plays	15,485	15,566	1	15,363	-1	15,159	-2	-325
Opera	1,810	1,886	4	1,954	8	1,854	2	44

Source: Demographic Research Unit of the California Department of Finance (2023), U.S. Census Bureau (2022), NEA SPPA (2022) and Keen Independent Research.

A. Market Analysis— Inventory

Arts and Culture Assets in Santa Clarita

Santa Clarita has 126 arts and cultural businesses and venues within city limits, as displayed in Figure A-9. Businesses include:

- Venues for experiencing live music and theater;
- Gathering places to enjoy art and cultural activities, such as event centers, libraries, and museums;
- Parks and recreational spaces;
- Studios for creating visual, digital, musical, and performing arts; and
- One major amusement park.

Santa Clarita has many businesses that focus on creating art, including 25 dance, music, and recording studios, 12 arts and crafts businesses, and 8 film production studios. They also have 40 parks and recreation spaces spread throughout the city.

A-9. Arts and cultural businesses in Santa Clarita (1 of 4)

Cultural Assets	Type
Six Flags Magic Mountain	Amusement park
ARTree Community Arts Center	Arts and crafts
Barn & Charm	Arts and crafts
Board & Brush Creative Studio - Santa Clarita	Arts and crafts
Ceramic Artist Studio, Inc. CASI	Arts and crafts
Craftopia on Main	Arts and crafts
Drawn2Art Valencia	Arts and crafts
Lidya's Fine Art Classes	Arts and crafts
Painting with a Twist	Arts and crafts
Painting with a Twist	Arts and crafts
Picasso's Playmates Creative Center	Arts and crafts
Purple Planet	Arts and crafts
Textilepop	Arts and crafts
City of Santa Clarita Activities Center	Community and event centers
City of Santa Clarita Canyon Country Community Center	Community and event centers
City of Santa Clarita Newhall Community Center	Community and event centers
City of Santa Clarita The Cube	Community and event centers
City of Santa Clarita Valencia Community Center	Community and event centers
Hart & Main	Community and event centers
Kelly's Wedding Garden	Community and event centers
Locale Studios	Community and event centers
Rolling Hills Ranch	Community and event centers
Sand Canyon Country Club	Community and event centers
The Club at Five Knolls	Community and event centers
The Paseo Club	Community and event centers
Valencia Country Club	Community and event centers
Vista Valencia Golf Course	Community and event centers

Source: Keen Independent Research.

A. Market Analysis— Inventory

A-9. Arts and cultural businesses in Santa Clarita (2 of 4)

Cultural Assets	Type
Arthur Murray Dance Studio Valencia	Dance, music and recording studios
Command Recording Studios	Dance, music and recording studios
Dance Studio 84	Dance, music and recording studios
Dance Vibe Dance Studio	Dance, music and recording studios
Dynamic Movement LA	Dance, music and recording studios
Elite Dance Studios	Dance, music and recording studios
Golden Oak Music Lessons	Dance, music and recording studios
Ignite Studio	Dance, music and recording studios
Impulse Music Co.	Dance, music and recording studios
LA Audiobooks	Dance, music and recording studios
L'amore Dance Performing Arts Studio	Dance, music and recording studios
Little School of Music	Dance, music and recording studios
Mindful Movement Center for Dance	Dance, music and recording studios
Nathaniel Sellin at Harmony House	Dance, music and recording studios
New World Dance Academy	Dance, music and recording studios
Nick Rail Music	Dance, music and recording studios
Podcast SCV	Dance, music and recording studios
Santa Clarita Ballet Academy	Dance, music and recording studios
School of Rock	Dance, music and recording studios
Shooting Stars Dance Studios	Dance, music and recording studios
Sing, Sign and Play	Dance, music and recording studios
Star Dance Center	Dance, music and recording studios
Studio 1 Dance Academy	Dance, music and recording studios
To the Pointe Dance & Pilates Centre	Dance, music and recording studios
West Coast Music Academy	Dance, music and recording studios
LA North Studios - Rockefeller	Film production
LA North Studios - The Ranch	Film production
LA North Studios - Tibbitts	Film production
Melody Movie Ranch	Film production
Rye Canyon Studios	Film production
Sable Ranch	Film production

A-9. Arts and cultural businesses in Santa Clarita (3 of 4)

Cultural Assets	Type
Almendra Park	Parks and recreation
Begonias Lane Park	Parks and recreation
Bike Park Of Santa Clarita	Parks and recreation
Bouquet Canyon Park	Parks and recreation
Canine Country Dog Park	Parks and recreation
Canyon Country Park	Parks and recreation
Central Bark Park	Parks and recreation
Central Park Trail Head	Parks and recreation
Chesebrough Park	Parks and recreation
Circle J Ranch Park	Parks and recreation
Discovery Park	Parks and recreation
Duane R Harte Park	Parks and recreation
Fair Oaks Park	Parks and recreation
Five Barks	Parks and recreation
George A. Carvalho Santa Clarita Sports Complex Gymnasium	Parks and recreation
Golden Valley Park	Parks and recreation
Marketplace Park	Parks and recreation
Newhall Park	Parks and recreation
North Oaks Park	Parks and recreation
Pacific Crest Park	Parks and recreation
Pamplico Park	Parks and recreation
Plum Canyon Park	Parks and recreation
Santa Clarita Aquatics Center	Parks and recreation
Santa Clarita Park	Parks and recreation
Santa Clarita Skate Park	Parks and recreation
Summit Park	Parks and recreation
Todd Longshore Park	Parks and recreation
Valencia Glen Park	Parks and recreation
Valencia Heritage Park	Parks and recreation
Valencia Meadows Park	Parks and recreation
Veterans Historical Plaza	Parks and recreation

A. Market Analysis— Inventory

Santa Clarita Studios	Film production
Valencia Studios	Film production

Source: Keen Independent Research.

Vista Canyon Park	Parks and recreation
West Creek Park	Parks and recreation

Source: Keen Independent Research.

A. Market Analysis— Inventory

A-9. Arts and cultural businesses in Santa Clarita (4 of 4)

Cultural Assets	Type
Canyon Country Jo Anne Darcy Library	Libraries
Old Town Newhall Library	Libraries
Valencia Public Library	Libraries
California Institute of the Arts	Museums and galleries
Canyon Country Community Center	Museums and galleries
Canyon Country Jo Anne Darcy Library	Museums and galleries
College of the Canyons Art Gallery	Museums and galleries
Law Enforcement Hall of Fame	Museums and galleries
Melody Ranch Museum	Museums and galleries
Santa Clarita Artists Association	Museums and galleries
Santa Clarita City Hall - First Floor Gallery	Museums and galleries
Santa Clarita History Center	Museums and galleries
The MAIN	Museums and galleries
Valencia Public Library	Museums and galleries
William S Hart Museum	Museums and galleries
California Institute of the Arts (private)	Theater and performing arts
Canyon High School Performing Arts Center	Theater and performing arts
Canyon Theatre Guild	Theater and performing arts
Curtain Call Performing Arts	Theater and performing arts
ESCAPE Theatre	Theater and performing arts
Golden Valley High School Theatre	Theater and performing arts
Hart High School Auditorium	Theater and performing arts
Laemmle Newhall	Theater and performing arts
Limelight Acting Studio	Theater and performing arts
Newhall Family Theatre for the Performing Arts	Theater and performing arts
Olive Branch Theatricals	Theater and performing arts
Santa Clarita Performing Arts Center at COC	Theater and performing arts
Santa Clarita School of Performing Arts	Theater and performing arts
Saugus High School Forum Auditorium	Theater and performing arts
The MAIN	Theater and performing arts
The Master's University (private)	Theater and performing arts

Cultural Assets	Type
Valencia High School Theatre	Theatre and performing arts
Vibe Performing Arts	Theatre and performing arts

Source: Keen Independent Research.

A. Market Analysis— Inventory

College and University Arts and Cultural Assets

Figures A-10 to A-12 depict arts and cultural assets associated with three universities within the City of Santa Clarita.

Arts and cultural assets at CalArts. Figure A-10 shows that The California Institute of the Arts (CalArts) has 30 arts and cultural assets, including 7 labs for creating different types of art and 10 galleries for art exhibitions. They also have 11 venues for theater and performing arts productions.

A-10. California Institute of the Arts arts and cultural assets

CalArts	Type
Animation A-Block	Arts and crafts
Ceramics Lab	Arts and crafts
MacLab	Arts and crafts
Photo Lab	Arts and crafts
Print and Media Lab	Arts and crafts
Super Shop	Arts and crafts
Video Lab	Arts and crafts
Library	Libraries
Reading Room	Libraries
A402 Gallery	Museums and galleries
D300 Gallery	Museums and galleries
D301 Gallery	Museums and galleries
Installation Space	Museums and galleries
Lime Gallery	Museums and galleries
L-shaped Gallery	Museums and galleries
Main Gallery	Museums and galleries
Mint Gallery	Museums and galleries
Stevenson Blanche Gallery	Museums and galleries
WaveCave	Museums and galleries
Black & White Studio	Theater and performing arts
Coffeehouse Theater	Theater and performing arts
Film Directing Studio	Theater and performing arts
Lund Theater	Theater and performing arts
Permanent Set	Theater and performing arts
Roy and Edna Disney CalArts Theater (REDCAT)	Theater and performing arts
Roy O. Disney Concert Hall	Theater and performing arts
The Bijou	Theater and performing arts
The Floor	Theater and performing arts
Walt Disney Modular Theater (The MOD)	Theater and performing arts
Wild Beast	Theater and performing arts

Source: Keen Independent Research.

A. Market Analysis— Inventory

Arts and cultural assets at College of the Canyons. Figure A-11 shows that College of the Canyons has 11 arts and cultural assets. These assets include five parks and recreation fields and stadiums that have seating and/or also function as event and performance spaces, three stages or theaters for the performing arts, one gallery space, one library, and one community event space.

A-11. College of the Canyons arts and cultural assets

College of the Canyons	Type
Civic Center	Community and event spaces
Library	Libraries
Mentry Hall 108	Museums and galleries
Cougar Cage	Parks and recreation
Cougar Field	Parks and recreation
Cougar Stadium	Parks and recreation
Soccer Facility	Parks and recreation
Whitten Field	Parks and recreation
Halsey Hall 101 - Cinema Theater	Theater and performing arts
Santa Clarita Performing Arts Center - Black Box	Theater and performing arts
Santa Clarita Performing Arts Center - Main Stage	Theater and performing arts

Source: Keen Independent Research.

A. Market Analysis— Inventory

Arts and cultural assets at The Master’s University. Figure A-12 shows that The Master’s University has seven arts and cultural assets, including four parks and recreation fields and stadiums that have seating and/or also function as event and performance spaces, two theaters for the performing arts, and one library.

A-12. The Master’s University arts and cultural assets

The Master's University	Type
Powell Library/Legacy Room	Libraries
Intramural Sports Field	Parks and recreation
Lou Herwaldt Stadium	Parks and recreation
Reese Field	Parks and recreation
The MacArthur Center	Parks and recreation
Music Recital Hall	Theater and performing arts
Oaks Pavillion	Theater and performing arts

Source: Keen Independent Research.

A. Market Analysis— Inventory

Public Art

Keen Independent inventoried public art assets within Santa Clarita city limits. Santa Clarita has about 120 public assets located in indoor and outdoor spaces. These assets are organized into charts based on type: permanent public art, including murals, functional design, and sculptures, and temporary public art.

Permanent public art. Santa Clarita has 113 permanent public art assets, including murals, functional design elements, and sculptures.

Murals. Santa Clarita has 17 murals, which are installed on local businesses and community buildings throughout the city (Figure A-13). Most are outdoors, but some are also located inside public libraries.

A-13. Murals in Santa Clarita’s permanent public art collection

Title	Medium
Adventures in Fantasy	Murals
California Vaqueros	Murals
Circle Song	Murals
City of Golden Dreams	Murals
Community in Action	Murals
Community Mosaic Mural	Murals
Connecting Through the Arts	Murals
Cowboy in California/Vaquero en Alta California (Private Collection)	Murals
History of Santa Clarita's Southern Hotel	Murals
Howdy Cleaners	Murals
Imagination Tree	Murals
Inertia	Murals
Into the Blue	Murals
The Ever Changing Wall	Murals
The Final Lap	Murals
Untitled (Private Collection)	Murals
Walk of Western Stars	Murals

Source: Keen Independent Research.

A. Market Analysis— Inventory

Functional Design. Figure A-14 lists functional design assets in Santa Clarita. These assets are functional elements, such as sidewalks, bike racks, or maintenance hole covers, that are also adorned with artistic expression.

The majority of these assets are part of the Sidewalk Poetry Project and Concert Rehabilitation Program. This collaboration with the Public Works Department stamps poems into cement sidewalks during construction.

A-14. Santa Clarita’s functional design permanent public art assets (1 of 4)

Title	Design Element
Bike Book Bike Rack	Bike rack
Going on a Picnic	Bike rack
Iconic Gas Pump Bike Rack	Bike rack
On the Move	Bike rack
Trek Park Bike Rack - BMX Tribute	Bike rack
Fire Pit (Los Angeles County Collection)	Firepit
Bronco Buster (replica)	Fountain
Bronze Fountain (replica)	Fountain
Street Gates (Los Angeles County Collection)	Gate
Cloud 9	Maintenance hole cover
Golden Dream	Maintenance hole cover
H2O - Water is Life	Maintenance hole cover
Hydro-Flora	Maintenance hole cover
Koi	Maintenance hole cover
Queen Clarita	Maintenance hole cover
Santa Clarita Slider	Maintenance hole cover
Sunset Canyon	Maintenance hole cover
Tentacles	Maintenance hole cover
Three Flowers	Maintenance hole cover
Water One	Maintenance hole cover

Source: Keen Independent Research.

A. Market Analysis— Inventory

A-14. Santa Clarita’s functional design permanent public art assets (2 of 4)

Title	Design Element
A Little Night Music	Poem
A Sage Welcome	Poem
After Ginsberg	Poem
Arrival	Poem
Bison and Cowboys	Poem
Blackened Oaks	Poem
Broken Song	Poem
Buzzing Hummingbirds	Poem
Calm Riverside	Poem
Chasing Rainbows	Poem
Childhood	Poem
Climbing Trees	Poem
Cloud Spotting	Poem
Consider	Poem
Cottonwood	Poem
Cracked Pavement	Poem
Desire	Poem
Dew Drops on Sage	Poem
Drifting	Poem
Drifting in Sunlight	Poem
Elsmere Canyon	Poem
Faces Split Into Smiles	Poem
Forbes Black	Poem
Full Moon	Poem

Source: Keen Independent Research.

A-14. Santa Clarita’s functional design permanent public art assets (3 of 4)

Title	Design Element
Golden Dreams	Poem
Golden Sweet	Poem
Grandma's Marinara	Poem
Grandmother	Poem
Here the Sun	Poem
Home is Dust	Poem
Howling Winds	Poem
Inner Child	Poem
Kind Words	Poem
LA Boomer	Poem
Lucky Penny	Poem
Manzanita Me	Poem
Memories of my Childhood Home	Poem
Molly's Puddles	Poem
Monarch	Poem
My Daughters are Poems	Poem
New Roots	Poem
Once Upon a Time Stanley Glenn Jones	Poem
Paths Our Children	Poem
Rooted	Poem
Sacred River	Poem
Santa Anas	Poem
Santa Clarita Morning	Poem
Seeds without Soil	Poem

Source: Keen Independent Research.

A. Market Analysis— Inventory

A-14. Santa Clarita’s functional design permanent public art assets (4 of 4)

Title	Design Element
Shadows Cast	Poem
Small Brown House	Poem
Small Town Remembered	Poem
Song of Today	Poem
Thank You	Poem
That Guy on the Bike	Poem
The Golden Dream	Poem
The Oaks	Poem
The Park Down the Road	Poem
The Sky, So Pure	Poem
This Space Carries Life	Poem
This Valley	Poem
Thousands of Leaves	Poem
Today It May Be That All I Am	Poem
Twilight Coaster	Poem
Unfettered by Geography	Poem
Unity Rings	Poem
Unmatched is Home	Poem
Vasquez Bluffs	Poem
Walked Their Dreams to School	Poem
Walking on Tree Lined Paths	Poem
Who Says	Poem
Wild Wind	Poem
Wildflower's Reply	Poem

Source: Keen Independent Research.

A. Market Analysis— Inventory

Sculptures. The City of Santa Clarita has 26 sculptures in their permanent public art collection (Figure A-15). These sculptures are located throughout the City, with a concentration near City Hall and the Old Town Newhall Library. Sculptures are also installed throughout green spaces and around community buildings. Materials used to create these sculptures include different types of metals, fiberglass, and stone.

A-15. Sculptures in Santa Clarita’s permanent public art collection

Title	Medium
Amongst the Wildflowers	Sculpture
Archways	Sculpture
Birds of Valencia (Private Collection)	Sculpture
California Scape	Sculpture
Climbing Tree Bear	Sculpture
Communitree	Sculpture
Crossroads	Sculpture
Endangered Fossils	Sculpture
Friends	Sculpture
Full Bloom	Sculpture
Golden Valley Bear	Sculpture
IMAG_NE	Sculpture
In The Wind	Sculpture
Nexus (Private Collection)	Sculpture
Santa Clarita Cycling Bear	Sculpture
Santa Clarita History Bear	Sculpture
Santa Clarita Sunrise	Sculpture
Simi Dabah Sculpture Collection - Canyon Country (Private Collection)	Sculpture
Simi Dabah Sculpture Collection - Valencia (Private Collection)	Sculpture
The Dreams of the Golden Oak	Sculpture
The Heritage Bear	Sculpture
Transit Bear	Sculpture
Union at the End of the Tunnel	Sculpture
Western Tiger Swallowtail & Yerba Santa	Sculpture
When Cloud Met a Cloud	Sculpture
Willie Johnston	Sculpture

Source: Keen Independent Research.

A. Market Analysis— Inventory

Temporary public art. Temporary art are works of art to be exhibited on a temporary basis or for a specific occasion, time frame, or event. Santa Clarita has 11 temporary public art assets on view in 2025, which include a mix of sculptures, video projections, photography, and two augmented reality apps (Figure A-16). Many of these works were created in collaboration with CalArts and one augmented reality app was developed with a local technology company. Several of the sculptures were created as additions to City trails.

A-16. Santa Clarita’s temporary public art collection

Title	Medium
Santa Clarita Augmented Reality App	Augmented reality app
Western Stardust Augmented Reality App	Augmented reality app
Dawn/Eclipse of New Era	Photography
Astral Projection Yellow	Sculpture
Basics #56	Sculpture
Endangered Fossils	Sculpture
Idaeon Fingers	Sculpture
Joyful Rhythms	Sculpture
Link of Humanity	Sculpture
Living Quilt	Video projection
Projecting West	Video projection

Source: Keen Independent Research.

A. Market Analysis— Tourism

Keen Independent also considered Santa Clarita’s tourism market.

Location and Attractions

The Santa Clarita Region is located about 35 miles north of Central Los Angeles. The City is easily accessible by highway and is about one hour northeast of the Los Angeles International Airport.

The region attracts a mix of regional, domestic, and occasional international visitors. Common visitation motivations include family-friendly attractions (such as Six Flags Magic Mountain), outdoor recreation, film tourism, sports tournaments, and special events. Other arts and culture events, such as concerts, art exhibits, and festivals also play a role in attracting visitors.

Visitor Volume

Visit Santa Clarita conducted a tourism economic impact study in 2024 that compared visitor volume, spending, days, tax revenue, and jobs generated to their previous reporting in 2019. In 2023, visitors to the Santa Clarita region totaled five million, of which one million visited the City of Santa Clarita. The region saw a 4% increase from 2019.¹

Local Employment

Visitor activity in 2023 supported a total of 7,415 jobs in the Santa Clarita region, including 2,023 jobs in the City. The region saw a six % increase from 2019. Sectors with the highest percentage of jobs included the recreation/entertainment sector (58%) and food and beverage (20%).²

¹ Lauren Schlan Consulting, *Economic Impacts of Tourism in the Santa Clarita Region in CY 2023 for Visit Santa Clarita* (September 2024).

Visitor Spending

In 2023, visitors to the Santa Clarita region spent \$781 million, with \$245 million spent in the City. The region also saw an average spend of \$118 per-capita per day, with \$110 spent in the City.

In most cases, current visitor spending was higher in 2023 compared to 2019; however much of those increases can be attributed to inflation of goods and services (Figure A-17). On a real dollar (as opposed to current dollar) basis, spending was lower in 2023 compared to 2019.³

Figure A-17. Santa Clarita visitor spending

Indicator	Calendar Year 2023			Calendar Year 2019		
	Total Santa Clarita Region	City of Santa Clarita	Santa Clarita adjacent	Total Santa Clarita Region	City of Santa Clarita	Santa Clarita adjacent
Total visitor spending (in millions)	\$ 780.7	\$ 244.6	\$ 536.2	\$ 633.3	\$ 172	\$ 462
Per-capita visitor spending	112.84	109.95	139.09	94.00	84.00	122.00

Source: Lauren Schlan Consulting and Visit Santa Clarita.

² Ibid, 24.

³ Ibid, 7.

A. Market Analysis— Tourism

Hotels and Motels

While visitation to the Santa Clarita region comprises of mostly day visitors (92%), day visitors only consist of roughly half of the City’s overall visitation (56%). Overnight City visitors spend an average of one night and are likely to stay in hotels, private homes (with friends and family), or other paid lodging, such as short-term rentals.

In 2023, the City of Santa Clarita Tourism Marketing District reported an average hotel/motel occupancy rate of 80%, ranging from a low of 69% in January and a high of 87% in June and July. They also reported an average daily rate of \$162 and an average revenue per available room of \$130. Figure A-17 depicts an inventory of hotels in Santa Clarita, including their total guest rooms and meeting rooms.

The City of Santa Clarita has a 10% Transient Occupancy Tax (TOT) that is paid by each hotel room occupant that goes toward the City’s General Fund. In 2023, this fund generated \$5.3 million. ⁴

⁴ City of Santa Clarita, Fiscal Year 2023-2024 Annual Report (2024). chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://santaclarita.gov/engineering-services/wp-content/uploads/sites/23/2024/07/TMD-Annual-Report-2024.pdf

A-18. Santa Clarita hotels and rooms available

Hotel or Motel	Total Guest Rooms	Total Meeting Rooms
Best Western	118	1
Courtyard by Marriott	140	2
Embassy Suites	156	5
Holiday Inn Express	108	1
Homewood Suites	107	1
Hotel Lexen	43	1
Hyatt Regency	244	12
Residence Inn Santa Clarita	90	7
Residence Inn Valencia	99	2
Santa Clarita Motel	33	0
Springhill Suites	83	2
Super 8	50	0

Source: Visit Santa Clarita and Keen Independent Research.

APPENDIX B. Literature Review of City Plans, Policies, and Studies — Introduction

This appendix includes a summary of current plans, policies, and studies for the City of Santa Clarita (“City”) with specific consideration given to initiatives that include or impact arts and culture. Information for each document is represented as it was written at the time it was adopted.

Introduction

Keen Independent Research assessed many plans, policies and studies provided by the City in the development of the City of Santa Clarita Arts Master Plan 2035: Vision and Action. Note that a significant portion of the appendix is dedicated to the 2016 Arts Master Plan because it served as the City’s roadmap for subsequent arts-related planning, policy development, and research. This appendix distills the most salient document and groups them according to themes whenever possible as follows:

- City of Santa Clarita Arts Master Plan (2016);¹
- City Santa Clarita Arts Master Plan Update (2021);²
- Arts Commission:
 - Chapter 2.29 (2009; Updated 2015)³; and
 - Arts Master Plan Culmination Report (2025).⁴

List of themes and relevant City plans, policies, and studies continues on the following page.



City of Santa Clarita welcome sign
Courtesy of City of Santa Clarita

¹ City of Santa Clarita Arts Master Plan (February 2016). Supplied by City of Santa Clarita and accessed April 14, 2025.

² City of Santa Clarita Arts Master Plan Update (February 2021), 73. Supplied by City of Santa Clarita and accessed April 15, 2025.

³ Chapter 2.29 Arts Commission (2009; Updated 2015). Retrieved on April 23, 2025 from <https://www.codepublishing.com/CA/SantaClarita/html/SantaClarita02/SantaClarita0229.html>

⁴ Arts Master Plan Culmination Report. Supplied by City of Santa Clarita and accessed September 22, 2025.

B. Literature Review of City Plans, Policies, and Studies — Introduction

Relevant reviewed City plans, policies, and studies include:

- Public art:
 - City of Santa Clarita Civic Art Policy (2017);⁵
 - Public Art Planning and Selection Process (2022);⁶
 - City of Santa Clarita Arts Commission Public Art Report (2025)⁷; and
 - Santa Clarita Historical Assets Presentation (2025).⁸
- Economic development:
 - Arts and Economic Prosperity IV (2012);⁹
 - City of Santa Clarita Creative Economy Report (2021)¹⁰; and
 - City of Santa Clarita Arts and Business Leadership Council Presentation (2024).¹¹
- Arts and education:
 - Newhall Family Theater for the Performing Arts Agreement (2018)¹²; and
 - City of Santa Clarita Regional Strategic Arts Education Plan (2022).¹³
- City of Santa Clarita Arts Marketing Plan (2019);¹⁴
- City of Santa Clarita Diversity and Inclusion Assessment (2019);¹⁵
- City of Santa Clarita Community Opinion Survey (2024);¹⁶
- Museum and Cultural Center Feasibility Study (2025);¹⁷ and
- City of Santa Clarita Pathway Forward (2025).¹⁸

⁵ City of Santa Clarita Agenda Report (October 24, 2017). Provided by the City of Santa Clarita and accessed April 14, 2025. Page 1.

⁶ City of Santa Clarita Agenda Report (2022). Provided by the City of Santa Clarita and accessed April 14, 2025. Page 1.

⁷ City of Santa Clarita Arts Commission 2025 Public Art Report (2025). Provided by the City of Santa Clarita and accessed April 14, 2025. Page 18.

⁸ Santa Clarita Valley Historical Assets (November 14, 2024). Provided by the City of Santa Clarita and accessed April 28, 2025.

⁹ Arts and Economic Prosperity IV (2012). Americans for the Arts., 18. Provided by the City of Santa Clarita and accessed April 15, 2025.

¹⁰ City of Santa Clarita Creative Economy Report (September 2021). Provided by the City of Santa Clarita and accessed April 15, 2025.

¹¹ City of Santa Clarita Arts and Business Leadership Council Presentation (October 18, 2024). Provided by the City of Santa Clarita and accessed April 15, 2025.

¹² Newhall Family Theater for the Performing Arts Agreement (March 27, 2018), 1. Provided by the City of Santa Clarita and accessed April 15, 2025.

¹³ City of Santa Clarita Regional Strategic Arts Education Plan (2022), 1. Provided by the City of Santa Clarita and accessed April 15, 2025.

¹⁴ City of Santa Clarita Arts Marketing Plan (2019). Provided by the City of Santa Clarita and accessed April 15, 2025.

¹⁵ City of Santa Clarita Diversity and Inclusion Assessment (2019). Provided by the City of Santa Clarita and accessed April 15, 2025.

¹⁶ Community Opinion Survey (July 2024). Retrieved on May 8, 2025 from <https://santaclarita.gov/public-opinion-polls/>

¹⁷ Santa Clarita Museum & Cultural Center Feasibility Study (October 2025). Provided by the City of Santa Clarita and accessed January 5, 2026.

¹⁸ City of Santa Clarita Pathway Forward (2025). Provided by the City of Santa Clarita and accessed January 5, 2026.

B. Literature Review of City Plans, Policies, and Studies — Arts Master Plan (2016) Themes

We begin with a discussion of the 2016 Arts Master Plan, which outlines a roadmap for a decade of cultural development and community engagement in the arts.

Background

The City initiated this Arts Master Plan in 2014 with a goal of enhancing cultural development. At the time, the Arts & Events Office's budget increased to \$2.2 million with key initiatives including public art, arts funding and the Newhall Arts District.¹⁹ The 2016 Arts Master Plan process was facilitated by The Cultural Planning Group.²⁰

Community Engagement Overview

Approximately 1,250 residents and community members participated in the community engagement process.²¹

Vision statement. The community engagement process resulted in a vision statement, which is featured on the right. Framed as the “community’s collective definition of successful cultural development in Santa Clarita in the coming decade,” the statement was developed through several visioning exercises. City Council and the Arts Commission participated in a joint visioning workshop and the Stakeholder Committee, a group of 17 stakeholders, participated in another dedicated visioning exercise.

¹⁹ City of Santa Clarita Arts Master Plan (February 2016), 4.

²⁰ Ibid., 1.

²¹ Ibid., 4. Participants included residents, CalArts students, people who work in Santa Clarita but live elsewhere, multicultural leaders, realtors, developers, social services, the faith community and active agers.

Quotes from the 2016 Arts Master Plan

The City of Santa Clarita will be recognized as a ‘city of the arts,’ where the lives of residents, artists and visitors are enriched through artistic and cultural experiences.²²

City of Santa Clarita 2016 Arts Vision Statement

The community’s vision is not merely for more, but rather an evolution in the way arts and culture fit in the community: increasing the quality and sophistication of local offerings, enabling community creativity, celebrating diverse cultures and going beyond children and families to meet the needs of young adults.²³

Conclusion to the Arts Master Plan



²² Ibid., 6.

²³ Ibid., 32.

B. Literature Review of City Plans, Policies, and Studies — Arts Master Plan (2016) Themes

Key findings. The community engagement process identified several key findings, which are listed on this page. Relevant findings to the Arts Master Plan 2035 are listed in the order they appear in the Executive Summary of the 2016 Arts Master Plan.

- Santa Clarita residents describe themselves as “very active in their arts and cultural interests.”²⁴
- Santa Clarita “loses audiences to other cities for most types of cultural activities and has a strong demand for additional offerings provided in the city.”²⁵
- The community expressed demand for more arts festivals, live performances, museums, informal performances, and independent film to be available in Santa Clarita;²⁶
- Residents express “strong interest in celebrating history and cultural heritage as well as ... contemporary experiences;²⁷
- There is consensus that Old Town Newhall is the “cultural heart of the city” but residents also expressed interest in seeing arts amenities and programming in other areas of Santa Clarita;²⁸
- Regarding the topic of arts education, residents stated that:
 - Children are “very involved in arts activities both in and outside of school;”
 - “There is a strong desire for enhanced arts and cultural opportunities for children and youth”; and
 - There is a demand for additional class offerings for children and adults.²⁹
- Arts and culture are seen as “an excellent way to promote diversity and inclusion”;³⁰
- Community engagement showed an interest in supporting local artists and creatives, including “design professionals, film industry professionals, and owners of small businesses in the creative industries,” as a foundation for the community’s cultural development;³¹
- There is “very high support for the City taking the leadership role in arts and cultural development;”³² and
- Residents expressed interest in better access to information about arts events and having a role in providing feedback to help shape Santa Clarita’s “cultural life.”³³

²⁴ City of Santa Clarita Arts Master Plan (February 2016), 4.

²⁵ Ibid., 5.

²⁶ Ibid., 5.

²⁷ Ibid., 5.

²⁸ Ibid., 5.

²⁹ Ibid., 5.

³⁰ Ibid., 5.

³¹ Ibid., 6.

³² Ibid., 6.

³³ Ibid., 6.

B. Literature Review of City Plans, Policies, and Studies — Arts Master Plan (2016) Themes

The 2016 Arts Master Plan is organized according to three recommendation themes and accompanying focus areas, which are outlined in the purple box to the right. We discuss the recommendation themes, which have informed the City’s efforts over the last decade, below and on the following pages.

Theme 1. Enhancing Cultural Vitality

The first recommendation theme begins with public art.

Public art. By 2016, the City had commissioned 16 artworks but did not yet have a percent for art program, which allocates a portion of a construction project’s budget to fund public art.³⁴ This section of the 2016 Arts Master Plan includes the following recommended actions to enhance cultural vitality through public art:

- Implement a public art planning and selection process;
- Designate “thematic areas for public art projects” so that each neighborhood features a coherent public art theme;
- Enact a percent for art requirement for all new public capital improvement projects;
- Explore extending the percent for art requirement to new private development;
- Consider issuing a Request for Qualifications (RFQ) for pre-registered artists for small-scale public improvement; and
- Create a program of temporary public art.³⁵

Three recommendation themes and accompanying focus areas

- Theme 1. Enhancing cultural vitality in the community
 - Public art;
 - Old Town Newhall Arts and Entertainment District; and
 - Arts education.
- Theme 2. Strengthening cultural support systems
 - Governance of the arts;
 - Cultural facilities, venues, and spaces;
 - Supporting artists and arts organizations;
 - Arts funding;
 - Creative economy; and
 - Marketing the arts.
- Theme 3. Fostering greater diversity and inclusion
 - Celebrating diversity.³⁶

³⁴ City of Santa Clarita Arts Master Plan (February 2016), 4.

³⁵ Ibid., 43.

³⁶ Ibid., 7-8.

B. Literature Review of City Plans, Policies, and Studies — Arts Master Plan (2016) Themes

Theme 1 continues with a discussion of Old Town Newhall.

Old Town Newhall. At the time of the 2016 Arts Master Plan, Old Town Newhall's Arts and Entertainment district included the following assets:

- Repertory East Playhouse (currently operating at The MAIN);
- Canyon Theatre Guild;
- William S. Hart Museum; and
- The Santa Clarita Public Library's Old Town Newhall branch.³⁷

Following a review of a completed area specific plan for the Newhall District, The Cultural Planning Group made the following recommendations regarding the development of Old Town Newhall:

- Explore City management and programming of the Newhall Elementary School auditorium;
- Consider the feasibility of a museum;
- Sustain an ongoing program of public art placement;
- Begin development of a “creative live/work facility” in partnership with private and/or public developers;
- Encourage a concentration of art galleries in the district by providing incentives;
- Launch a film festival drawing on Santa Clarita's heritage and ongoing relationship with the film industry; and
- Develop historic assets as a “collection of attractions,” including Old Town Newhall, William S. Hart Park and others.³⁸



Old Town Newhall
Photo by So Cal Metro on Flickr

³⁷ City of Santa Clarita Arts Master Plan (February 2016), 44.

³⁸ Ibid., 53. In addition to Old Town Newhall and William S. Hart Park, the “other sites” listed include Mentryville, Newhall Pass, St. Francis Dam site, golden spike railroad site and old filming locations.

B. Literature Review of City Plans, Policies, and Studies — Arts Master Plan (2016) Themes

Theme 1 recommendations conclude with a focus on arts education.

Arts education. The planning processes showed that Santa Clarita residents value arts education. Study participants see the arts as contributing to children’s overall education and adult lifelong learning.³⁹

Existing arts education infrastructure. At the time of completion of the 2016 Arts Master Plan, each of the five school districts serving Santa Clarita offered some level of arts education in partial fulfillment of the California Visual and Performing Arts curriculum standards.⁴⁰ Four of the school districts are enrolled with Arts for All, a countywide agency promoting K-12 education.⁴¹

Santa Clarita is home to the following three institutions of higher education, each of which offer arts programs:

- CalArts;
- College of the Canyons; and
- The Master’s University.

Additionally, the planning process showed that many local arts organizations and other nonprofits in Santa Clarita provide arts education programs.⁴² Recommendations under the focus area of “arts education,” which are listed in the box to the right, aim to coordinate efforts across City departments, K-12 school, universities, organizations, and foundations.

Arts education recommendations

- Convene a citywide arts education collaborative to assess arts education needs in the schools and identify joint strategies, building on the College of the Canyon’s K-12 Consortium. Participants can include:
 - City;
 - School districts;
 - College of the Canyons (COC);
 - COC’S K-12 Consortium;
 - CalArts;
 - The Master’s University;
 - Arts educators;
 - Arts organizations; and
 - SCV Education Foundation.
- Align the City’s arts education programming with needs identified by the above convened collaborative.
- Expand the curriculum of classes offered for children, youth and adults through City Parks, Recreation and Community Services Department and consider developing more sequential classes that build advanced skills and communities of interest.⁴³

³⁹ City of Santa Clarita Arts Master Plan (February 2016), 54.

⁴⁰ Ibid., 54.

⁴¹ Ibid., 54.

⁴² Ibid., 54.

⁴³ Ibid., 55.

B. Literature Review of City Plans, Policies, and Studies — Arts Master Plan (2016)

We continue with a discussion of focus areas listed under Theme 2.

Theme 2. Strengthening Cultural Support Systems

The second recommendation theme includes six focus areas.

Governance of the arts. In 2016, the Arts and Events Divisions was part of the Community Services Division of the Parks, Recreation, and Community Services Department.⁴⁴ Note that the Arts and Events Division was moved to the City’s Economic Development Department before planning started for this Arts Master Plan.

The 2016 Arts Master Plan contained the following recommendations for improving governance of the arts:

- Adopt a process of developing grants and public art projects that utilizes outside peer panels;
- Designate the Arts Commission to develop an annual arts work plan and submit that plan to City Council for review;
- Conduct an annual joint workshop session between City Council and the Arts Commission to define priorities and issues in advance of the annual arts program work plan; and
- Create a standing City Council subcommittee for the arts, whose role is to provide an ongoing link between City Council and the Arts Commission.⁴⁵

Cultural facilities, venues, and spaces. According to the 2016 Arts Master Plan, “a fundamental finding of this plan in relation to cultural facilities is that the public demand for cultural programming will require additional facilities.”⁴⁶ This focus area cross-references previous discussion of developing and repurposing facilities in Old Town Newhall, as well as introduces the new recommendations listed below.

Cultural facilities, venues, and spaces recommendations

- Develop a plan for an outdoor amphitheater;
- Facilitate private investors to create arts-related businesses ... by providing assistance, such as marketing, identifying available properties, helping with permitting, and other compliance issues;
- Explore future development of a community arts center;
- Consider future development of a larger regional performing arts center; and
- Include one or more cultural spaces and uses in the planned Saugus Library.⁴⁷

⁴⁴ City of Santa Clarita Arts Master Plan (February 2016), 56.

⁴⁵ Ibid., 58.

⁴⁶ Ibid., 59.

⁴⁷ Ibid., 62.

B. Literature Review of City Plans, Policies, and Studies — Arts Master Plan (2016)

An overview of the focus areas under Theme 2, “Strengthening Cultural Support Systems,” continues on this page.

Supporting artists and arts organizations. This section of the Arts Master Plan discusses the importance of the City’s Arts and Events Division and the Arts Commission to “help build the capacity of local arts and cultural organizations.”⁴⁸ The following recommendations are identified to focus City efforts regarding capacity building:

- Increase the total Arts Grants budget incrementally to a benchmark of \$144,000 or approximately nine percent of total annual arts organization revenues;
- Create a new capacity-building category of grants for arts and cultural organizations (estimated cost of \$10,000 annually);
- Make available business and career training for individual artists (estimated cost of \$10,000 annually); and
- Explore development of leadership training and placement program for business owners and community leaders to serve on boards of arts and cultural organizations (estimated cost of \$10,000 annually).⁴⁹

Arts funding. The 2016 Arts Master Plan makes a distinction between “arts” and “culture” to say that approximately \$1.4 million annually of the \$2.2 million total Arts and Events Division budget is dedicated to the arts.⁵⁰ In this section of the Plan, Arts and Events are described as serving as “a programming and event coordination agency,”⁵¹ whose purpose is to run about 200 events per year, oversee permitting, and coordinate non-City produced events. This section mentions that Plan implementation will require additional funds to hire more arts-focused staff beyond the existing two positions within the department.⁵²

Evaluation of a prospective Arts Foundation. This section of the document also evaluates the prospect of developing an Arts Foundation, or nonprofit agency dedicated to fundraising and grant writing for the arts in Santa Clarita but ultimately concludes that it is more feasible to begin by creating an Arts and Business Leadership Council focusing on cultivation of philanthropic support.⁵³

Arts funding recommendations

- Assist in the formation of an Arts and Business Leadership Council; and
- Consider allocating a portion of the proceeds from the Transit Occupancy Tax to supplement other sources of arts funding, including the general fund and the recommended percent-for art program.⁵⁴

⁴⁸ City of Santa Clarita Arts Master Plan (February 2016), 63.

⁴⁹ Ibid., 64 – 65.

⁵⁰ Ibid., 66.

⁵¹ Ibid., 66.

⁵² Ibid., 66.

⁵³ Ibid., 68.

⁵⁴ Ibid., 69. The Arts and Business Leadership Council has since been created.

B. Literature Review of City Plans, Policies, and Studies — Arts Master Plan (2016)

Our discussion of focus areas under Theme 2 concludes below.

Creative economy. According to the 2016 Arts Master Plan, the following target industries in the Santa Clarita Valley intersect with the creative economy:

- Digital media and entertainment;
- Aerospace and defense;
- Medical devices;
- Advanced manufacturing;
- Information technology; and
- Tourism.⁵⁵

Featured on the right, the recommendations in this section address how to capture and build upon the economic impact of the creative economy.

Film. Additionally, the 2016 Arts Master Plan identifies the film industry as a major driver of economic development that employs artists and creatives. As of 2016, the Santa Clarita Valley had seven movie ranches, two film studios, and more than 20 sound stages.

Marketing the arts. This focus area features one recommendation to develop a comprehensive, communitywide arts and culture marketing program, which is estimated to cost \$25,000 annually plus potential part-time staff or contract program.⁵⁶

Creative economy recommendations

- Create periodic convenings for Santa Clarita creative industries based on shared needs;
- Adapt and provide small business development services for the formation and growth of small creative businesses;
- Develop a creative industries directory for Santa Clarita (estimated cost \$15,000);
- Consider the development of an economic development plan for Santa Clarita’s creative economy; and
- Participate in regional efforts to develop the creative economy.⁵⁷



Business for Artists Conference participants
Courtesy of City of Santa Clarita

⁵⁵ City of Santa Clarita Arts Master Plan (February 2016), 70.

⁵⁶ Ibid., 74.

⁵⁷ Ibid., 72.

B. Literature Review of City Plans, Policies, and Studies — Arts Master Plan (2016)

We conclude our review of the 2016 Arts Master Plan with a discussion of recommendation Theme 3.

Theme 3. Fostering Greater Diversity and Inclusion

The final recommendation theme includes one focus area, which is celebrating diversity.

Celebrating diversity. While the City was already approaching arts and culture as ways to celebrate diversity, bring together populations, and foster increased cultural understanding, the 2016 Arts Master Plan includes the following recommendations to further these efforts:

- Create a Diversity and Inclusion Subcommittee of the Arts Commission to promote relevant programming, awareness, and opportunities;
- Explore projects that address diversity and inclusion through the City's Arts Grants and Community Services Grants;
- Increase culturally diverse programming produced or supported by the City, such as community festivals celebrating cultural diversity; and
- Make available technical assistance services to culturally specific organizations and support their organizational development.⁵⁸



When Cloud Met a Cloud by Sujin Lim
Courtesy of City of Santa Clarita

⁵⁸ City of Santa Clarita Arts Master Plan (February 2016), 76.

B. Literature Review of City Plans, Policies, and Studies — Arts Master Plan Update (2021)

In 2021, the Arts Commission completed a five-year update to the 2016 Arts Master Plan. The 2021 Arts Master Plan Update consists of the original Plan and updates on City progress in fulfilling its recommendations, as well as 20 new recommendations to focus City arts-related efforts until the adoption of this Arts Master Plan 2035. In instances where the City passed a policy or conducted a study to fulfill a recommendation, these updates are discussed in this appendix. Keen Independent presents updates to recommendations that resulted in City programs in Appendix C, “Overview of City Arts Programs.”

Cultural Facilities, Venues, and Spaces Needs

The 2021 Arts Master Plan Update identifies the following additional needs related to cultural facilities, venues, and spaces:

- Outdoor theatre venue with a 500 to 750 attendee capacity;
- Mixed-use and storage space for the arts community; and
- Location dedicated to performance recitals and instruction.⁵⁹

Amphitheater Feasibility Study. Responding to a recommendation in the 2016 Arts Master Plan, the City commissioned an amphitheater feasibility study, which City Council reviewed in 2018. Two sites were determined to be suitable for an amphitheater with an approximately 6,000 attendee capacity. The 2021 Arts Master Plan Update mentions that “both of the sites are not currently available for development but could be reassessed.”⁶⁰

⁵⁹ City of Santa Clarita Arts Master Plan Update (February 2021), 73.

⁶⁰ Ibid., 73.

⁶¹ Ibid., 93.

Diversity and Inclusion Statement

The Arts Master Plan Update introduces a diversity and inclusion statement, which was developed by the Diversity and Inclusion Committee and is shown in excerpt below. Most of the new recommendations introduced in 2021 relate to the diversity and inclusion statement, such as launching new City events to highlight Santa Clarita’s vibrant cultural diversity.⁶¹

... Diversity, equity, accessibility, and inclusion are integral to enriching our community through arts and culture. ... The arts should play a significant role in supporting cultural representation and opening pathways to meaningful community engagement and understanding. ... we seek out opportunities, of all sorts, to support cultural equity and diverse participation.

From the grant programs to public art, to the development of our non-profits and the Old Town Newhall Arts and Entertainment District, in each area that we engage or advise, we would like to consistently strive to serve all the various communities that make up the City of Santa Clarita, invite the creation of artwork and events that are inclusive and that amplify our community’s full and diverse range of cultural assets; and prioritize engagement and strive to widen our reach to include groups and individuals who are not currently participating.

City of Santa Clarita Diversity and Inclusion Committee Statement⁶²

⁶² Ibid., 94-95. Note that the Arts Commission has had a Diversity and Inclusion Committee since 2016.

B. Literature Review of City Plans, Policies, and Studies — Arts Commission

This section of the literature review focuses on City documents specific to the Arts Commission.

Arts Commission Ordinance

Chapter 2.29 of the Santa Clarita Municipal Code establishes the Arts Commission. This chapter was first adopted on August 25, 2009, and updated on November 24, 2015.⁶³

Members. The Arts Commission consists of five members, who are residents of Santa Clarita and serve for a term of four years.⁶⁴

Duties. The column on the right lists Arts Commission duties, which are closely related to the Department of Parks, Recreation and Community Services. The ordinance has not been updated since Arts and Events Division moved to the Economic Development Department.

Arts Commission duties

- Advise City Council and the Director of Parks, Recreation, and Community Services, or City Manager, in all matters pertaining to arts programming and public art [...];
- Formulate general policies on the arts for approval by City Council;
- Advise City Council, with the Director of Parks [...], or City Manager, on the development of arts events, facilities, programs and improvement of arts services;
- Make periodic inventories of arts services that exist or may be needed; interpret and convey the needs of the public to City Council, the Director of Parks [...], or City Manager;
- Aid in coordinating arts services with programs and revenue enhancement of other governmental agencies;
- Interpret the policies and functions of the Parks, Recreation and Community Services Department for the public; and
- Advise the Director of Parks [...], or City Manager, in the preparation of the annual budget of the Department and the preparation of a long-range arts program plan.⁶⁵

⁶³ Chapter 2.29 Arts Commission (2009; Updated 2015).

⁶⁴ Ibid.

⁶⁵ Ibid.

B. Literature Review of City Plans, Policies, and Studies — Arts Commission

The Arts Commission prepared an annual Work Plans for City Council review since the adoption of the 2016 Arts Master Plan. Each Work Plan provides updates on progress with recommendations. The Arts Master Plan Culmination Report, published in September 2025, includes status updates on the recommendations in the 2016 Plan and 2021 Update.

City of Santa Clarita Arts Commission Culmination Report

The 2025 Culmination Report places all 61 recommendations into three categories based on status:

- Addressed (complete or planned);
- Continuing (in early stages of exploration); and
- Unprioritized (not recommended for further pursuit).

Overall, the Arts Commission addressed 54 recommendations. We focus on the continuing and unprioritized recommendations, as they represent opportunities for development in the 2035 Arts Master Plan.

Continuing recommendations. The following four recommendations are in progress in Santa Clarita:

- **5B.1. Explore the development of an outdoor theater venue.** The theater community is leading the conversation about an outdoor venue with a proposed theater center concept which will feature many different spaces. This concept should be further explored.

- **5B.2. Identify a shared space to support the various needs of arts community.** The theater center concept would include performance spaces as well as space for rehearsals and storage.
- **6.1. Increase the total Arts Grants budget to \$144,000.** The Arts Grants budget has increased twice since the original 2016 Plan. It is recommended that the Grants Committee discuss further increases.
- **9B.1. Increase the arts marketing budget and expand regional marketing strategies.** The marketing budget allocation of \$15,000 has been augmented by coordination with the Tourism area of the Economic Development Division. It is recommended that the City further increase this budget.⁶⁶

Unprioritized recommendations. The Arts Commission recommended not pursuing the three recommendations below:

- **4.4. Create a standing City Council subcommittee for arts,** which was not needed due to regular updates and coordination between the Arts Commission and City Council;
- **5.4. Explore development of a regional performing arts center,** because the spaces at local institutions are meeting the need for performing arts groups; and
- **5.5. Include one or more cultural spaces and uses in the Saugus Library,** due to the project being put on hold.⁶⁷

⁶⁶ Arts Master Plan Culmination Report. Supplied by City of Santa Clarita and accessed September 22, 2025.

⁶⁷ Ibid.

B. Literature Review of City Plans, Policies, and Studies — Public Art

Since the adoption of the 2016 Arts Master Plan, the City has developed several policies to address the focus area of public art. This section discusses the Public Art Planning and Selection Process and the Civic Art Policy.

Public Art Planning and Selection Process (2022)

Originally adopted in 2016, updated by the Arts Commission, and approved by City Council in 2022, the Public Art Planning and Selection Process is the Arts Commission’s “guiding document to provide arts, entertainment, and cultural development throughout the community.”⁶⁸ The goal of the document is to ensure that all public art projects go through a clear and consistent process.⁶⁹

The City’s public art planning and selection process has the following seven phases:

1. Project identification;
2. Request for Qualifications (RFQs)/
Request for Proposals (RFPs);
3. Jurying;
4. Proposed project selection;
5. Appeal period;
6. Fabrication/installation; and
7. Promotion.⁷⁰

Overview of decision making. City Council decides on whether to proceed with the project at two key junctures: at the end of phase one, after review of allocated funding streams; and at the end of phase two, once a selection has passed several rounds of review. In an instance that an appeal is filed during phase five, or the “appeal period,” City Council decides on how to proceed. Throughout the process, a Public Art Consultant, the Public Art Committee, which is a subcommittee of the Arts Commission, and City staff work to advance the project through each of the seven phases.⁷¹

Artist Selection Committee (Committee). During the second phase, which involves development of an RFQ or an RFP, a Committee is formed to comprise the following members:

- A member of the Arts Commission;
- Professional public artist or art expert;
- Professional arts administrator or art expert;
- Local professional artist; and
- Community member or representative of key stakeholder group.⁷²

The Committee reviews RFQ/RFP materials in phase two, serves as the jury to rate submissions during phase three, and selects a project proposal to recommend to the Arts Commission during phase four. If the Arts Commission approves the Committee’s selection, it notifies City Council.

⁶⁸ City of Santa Clarita November 22, 2022 Agenda Report (2022), 1.

⁶⁹ City of Santa Clarita Public Art Planning and Selection Process (2022), 9.

⁷⁰ Ibid., 3.

⁷¹ Ibid., 6.

⁷² Ibid., 5.

B. Literature Review of City Plans, Policies, and Studies — Public Art

We continue with a discussion of policies that address the 2016 Arts Master Plan focus area of public art with the Civic Art Policy.

Civic Art Policy (2017)

Adopted in 2017 and reviewed in 2024, the Civic Art Policy mandates that eligible City Capital Improvement Projects (CIPs), which are funded wholly or in part by the City, allocate one (1) percent of eligible project costs for the design, construction, integration, acquisitions, delivery, and conservation of art unless otherwise ordered by City Council.⁷³

Civic Art. The Civic Art Policy defines “civic art” as “artistic and cultural facilities, objects, and amenities, whether created before or after the adoption of this policy,”⁷⁴ such as:

- Sculpture, murals, or portable paintings;
- Artworks featuring new, non-traditional, or mixed media;
- Functional design;
- Exhibit/performance space;
- Restoration of City-owned artworks and historic landmarks;
- Performing arts;
- Literary art;
- Media art;
- Education;
- Special events; and
- Arts services as approved by City Council.⁷⁵

⁷³ City of Santa Clarita Agenda Report (October 24, 2017), 1.

⁷⁴ Ibid., 5.

Roles and responsibilities. The Civic Art Policy includes a guide for City entities involved in Civic Art. These entities include:

- City Council, who receives and approves recommendations from the Arts Commission and approves annual City budget allocation for Civic Art projects;
- Arts Commission, who recommend policy and procedure changes, select commissioners to serve on relevant subcommittees (including the Public Art Subcommittee discussed on the previous page), and develop an annual Civic Art Report as part of the Arts Commission Work Plan;
- Arts and Events staff, whose scope includes:
 - Coordinating all aspects of the program;
 - Developing budgetary recommendations;
 - Maintaining an inventory, which is accessible to City staff and the public;
 - Overseeing the maintenance and conservation of existing artworks; and
 - Determining the acceptance of gifts and coordination of loans based on recommendations of the Public Art Subcommittee; and
- The City Manager’s Office, which determines the applicability of Civic Art to proposed new and refurbishment projects.⁷⁶

⁷⁵ Ibid., 5 -6.

⁷⁶ Ibid., 8.

B. Literature Review of City Plans, Policies, and Studies — Public Art

Since 2018, the City’s Arts Commission has prepared annual Public Art Reports, which address the focus area of the public art in the 2016 Arts Master Plan. We present an overview of the most recent Public Art Report below. Each of these reports includes:

- Projects completed;
- Projects in progress;
- Projects for consideration;
- Update on temporary public art;
- Update on conservation and maintenance; and
- Update to the public art inventory.

2025 Public Art Report

Referencing the 2016 Arts Master Plan as an ongoing motivation for the document, the 2025 Public Art Report states that the City “recognizes the valuable role that public art plays in enhancing the quality of life in the community and what art contributes to the well-being of its residents.”⁷⁷ Relevant to the Arts Master Plan 2035, this annual report begins with following highlights:

- Launch of the Santa Clarita Arts app, which consists of 10 digital 3D art installations created by artist Drake Arnold and which can be used as a guide through Old Town Newhall.
- Success of the Temporary Public Art California Institute of the Arts Partnership, which is a collaboration with California Institute of the Arts’ faculty and students.⁷⁸

⁷⁷ City of Santa Clarita Arts Commission 2025 Public Art Report (2025), 18.

⁷⁸ Ibid., 3.

Public art in progress. The 2025 Public Art Report identifies the following developing public art projects, which are all connected to the City’s parks and recreation-related assets:

- Large-scale sculpture in Central Park;
- Santa Clarita Roller Skating Rink, which will feature a large-scale wall mural with interactive elements, at the Santa Clarita Sports Complex;
- Artist-designed bench at Old Orchard Park; and
- Series of themed sculptures that will line paths in David March Park.⁷⁹



⁷⁹ Ibid., 8 - 11.

B. Literature Review of City Plans, Policies, and Studies — Public Art

Overview of the 2025 Public Art Report continues below.

Public art projects for consideration. The Arts Commission identify the following projects for consideration:

- Continuation of the Sidewalk Poetry Project, which is a collaboration with the City’s Public Works Department; and
- Construction of Via Princessa Park, which would include a nature-themed playground and natural play area.⁸⁰

Temporary public art. The 2025 Public Art Report presents an update on temporary public art projects. City Council approved an annual budget of \$38,000 for temporary public art starting in fiscal year 2019-2020.⁸¹ The City’s temporary public art program has three components:

- Rotating public art installed at trailheads (current pieces are located at six major throughfares along City trails);
- Experimental Arts, which supports emerging and established artists exploring new media and formats; and
- Murals, which is a strategic initiative to reduce graffiti through the creation of temporary murals.⁸²

Conservation and maintenance. The annual reports also include a section dedicated to conservation and maintenance, which includes an up-to-date inventory of permanent and temporary public art. Based on the 2025 Public Art Report, the City’s maintenance efforts involve working directly with artists, who either perform the work themselves or provide instruction to City staff on conservation.⁸³



City staff conserve *Endangered Fossils* by Judith Modrak
Courtesy of City of Santa Clarita

⁸⁰ City of Santa Clarita Arts Commission 2025 Public Art Report (2025), 18.

⁸¹ Arts Master Plan Tracking Sheet (2025). Provided by the City of Santa Clarita and accessed April 15, 2025.

⁸² City of Santa Clarita Arts Commission 2025 Public Art Report (2025), 18.

⁸³ *Ibid.*, 14.

B. Literature Review of City Plans, Policies, and Studies — Public Art

Related to the topic of public art, the City is working on developing Santa Clarita Valley Historic Assets in response to a recommendation in the 2016 Arts Master Plan, which encourages the City to approach historic assets as cultural attractions.⁸⁴

Presentation of Santa Clarita Historic Assets

On November 14, 2024, City staff presented an overview of Santa Clarita Historical Assets to City Council. This initiative to develop historical assets across the Santa Clarita Valley involves a collaboration between City staff, the Arts District Committee, and local historical organizations.⁸⁵ Note that the presentation makes general mention of Santa Clarita Valley film sites as possible assets for development.

Identified historical assets. The presentation featured the following historical assets and suggested next steps for development:

- **Old Town Newhall**, with suggested next steps of developing walking tours. Old Town Newhall Association and the Newhall Library are identified as stakeholders.
- **William S. Hart Park**, which includes mention of a “transfer to City of Museum/Mansion, the Hart collection, former Senior Center, and multiple departments.”⁸⁶The City would work with the Friends of Hart Park on this initiative.⁸⁷

- **The History Center**, which includes historic buildings and a collection. Santa Clarita Valley Historical Society is named as a stakeholder for this asset.⁸⁸
- **Mentryville**, a historic ghost town that was established in the 1870s around the first commercially successful oil well in California, which is currently managed by the Mountains Recreation and Conservation Authority and supported by the Friends of Mentryville.⁸⁹
- **Newhall Pass**, a low mountain pass that links the San Fernando Valley main entry to the Greater Los Angeles area and includes the historic San Fernando Tunnel.⁹⁰
- **St. Francis Dam**, which is registered as a National Memorial and National Monument, managed by the U.S. Forest Service and supported by the St. Francis Dam National Memorial Foundation.⁹¹
- **Golden Spike**, which celebrates the union of train tracks that connected Los Angeles and San Francisco and includes the Vista Canyon Multi-Modal Center.⁹²

⁸⁴ Santa Clarita Valley Historical Assets (November 14, 2024).

⁸⁵ Arts Master Plan Tracking Sheet (2025).

⁸⁶ Santa Clarita Valley Historical Assets (November 14, 2024).

⁸⁷ Ibid.

⁸⁸ Ibid.

⁸⁹ Ibid.

⁹⁰ Ibid.

⁹¹ Ibid.

⁹² Ibid.

B. Literature Review of City Plans, Policies, and Studies — Economic Development

In this section, we review City plans, policies, and studies related to arts and economic development.

Arts & Economic Prosperity IV (2012)

In 2012, the City of Santa Clarita participated in Art and Economic Prosperity IV, a nationwide study conducted by the nonprofit organization Americans for the Arts. The City has not participated in an Arts & Economic Prosperity study since then.

Participation. Of the 13 eligible nonprofit arts and culture organizations identified by the City, 11 participated for an overall participation of 85%.⁹³ A total of 830 audience-intercept surveys were collected from attendees to arts and culture performances, events, and exhibits during 2011.⁹⁴

Key findings. The 2012 study estimated that the economic impact of the entire nonprofit arts and culture industry in Santa Clarita totaled \$11.4 million.⁹⁵ This calculation combines spending by both organizations and their audiences. Figure B-6 is a table from the 2012 study that shows how Santa Clarita compares to the national median.

B-1. Total economic impact of the nonprofit arts and culture industry in Santa Clarita

TOTAL Economic Impact of the Nonprofit Arts and Culture Industry in the City of Santa Clarita (Spending by Nonprofit Arts and Culture Organizations and Their Audiences)			
	City of Santa Clarita	Median of Similar Study Regions <i>Pop. = 100,000 to 249,999</i>	National Median
Direct Expenditures	\$11,371,655	\$23,879,203	\$49,081,279
Full-Time Equivalent Jobs	309	836	1,533
Resident Household Income	\$9,561,000	\$18,682,000	\$35,124,500
Local Government Revenue	\$436,000	\$1,227,000	\$1,946,500
State Government Revenue	\$673,000	\$1,223,000	\$2,498,000

Source: Arts & Economic Prosperity IV (2012).

⁹³ Arts and Economic Prosperity IV (2012). Americans for the Arts., 18.

⁹⁴ Ibid., 19.

⁹⁵ Ibid., 4.

B. Literature Review of City Plans, Policies, and Studies — Economic Development

We continue the section of the literature review dedicated to arts-related economic development with the 2021 Creative Economy Report.

City of Santa Clarita Creative Economy Report

In 2021, the City conducted research into its creative economy to fulfill several recommendations listed in the 2016 Arts Master Plan. Note that this document uses the terms “creative economy” and “creative sector,” as well as “creative industries” and “creative establishments” interchangeably.⁹⁶

Methodology. The methodology used in the report is modeled after similar studies completed by Otis College of Art and Design, Culver City, and El Segundo.⁹⁷ Data from the California Employment Development Department’s Quarterly Census of Employment and Wages (QCEW) was used to analyze the economic impact of creative industries in Santa Clarita.⁹⁸ The data set spans years 2010 to 2020, but the economic analysis component of the report focuses on data from 2019.⁹⁹

Growth of creative industries. According to the report, “creative establishments” in Santa Clarita grew an average of six per quarter between 2010 and 2021.¹⁰⁰ The highest number of creative establishments (441) was recorded during Q4 of 2020 despite the COVID-19 pandemic.¹⁰¹

⁹⁶ City of Santa Clarita Creative Economy Report (September 2021).

⁹⁷ Ibid., 11.

⁹⁸ Ibid., 11.

⁹⁹ Ibid., 12.

¹⁰⁰ Ibid., 14.

Employment and wages. The report analyzed 2019 annual average employment and wages by the following creative sectors:

- Architecture and related services;
- Creative goods and products;
- Entertainment and digital media;
- Fashion; and
- Fine arts and performing arts.¹⁰²

Overall, Santa Clarita’s creative economy was estimated to generate over \$151 million in annual wages.¹⁰³ Entertainment and digital media comprised 59% of total annual wages of the creative sector and employed significantly more workers than the fine and performing arts (1,151 compared to 176).¹⁰⁴



Presentation at the Business for Artists Conference
Courtesy of City of Santa Clarita

¹⁰¹ Ibid., 4.

¹⁰² Ibid., 4.

¹⁰³ Ibid., 4.

¹⁰⁴ Ibid., 4.

B. Literature Review of City Plans, Policies, and Studies — Economic Development

The economic development section of this appendix concludes with review of the 2024 City of Santa Clarita Arts and Business Leadership Council Presentation.

City of Santa Clarita Arts and Business Leadership Council Presentation

On October 18, 2024, City staff presented an update to City Council of internal efforts to develop the creative economy in Santa Clarita through the following goals:

- Data collection for the creative economy;
- Creative cradle-to-career pathway from youth to adulthood; and
- Business support initiatives for creative businesses.¹⁰⁵

The presentation references recommendations in the 2016 Arts Master Plan and the 2021 City of Santa Clarita Creative Economy Report. See appendix C, “Overview of City Arts Programs,” for specific programs, including the Business for Artists annual conference and “cradle-to-career” initiatives.

Next steps. The presentation identifies the following next steps to support the development of the creative economy in Santa Clarita:

- Assembling a focus group of Arts and Business Leadership Council members to provide input on the Arts Master Plan 2035;
- Gathering updated creative economy data; and
- “Collective support for creative businesses.”¹⁰⁶



Lorelle Miller at Celebrate Greece
Courtesy of City of Santa Clarita

¹⁰⁵ City of Santa Clarita Arts and Business Leadership Council Presentation (October 18, 2024).

¹⁰⁶ Ibid.

B. Literature Review of City Plans, Policies, and Studies — Arts and Education

This section focuses on plans, policies, and studies that involve local education institutions and/or arts education.

Newhall Family Theater for the Performing Arts Agreement

On March 27, 2018, City Council approved and authorized the City Manager to “execute an agreement with Newhall School District for the Newhall Family Theater for the Performing Arts, in the amount of \$75,000.”¹⁰⁷ Note that the agreement renews every three years since 2018. See the box on the right for terms of agreement.

Background. The agreement fulfills a recommendation of the 2016 Arts Master Plan and acknowledges a revitalization of a site that was closed to the public since the 1970s and impacted by an earthquake in 1994. The auditorium of the Newhall Elementary School campus was restored through efforts by community members (through a bond) and nonprofit organizations over the course of 24 years.¹⁰⁸

Community organization status and qualifications. Organizations must do the following to qualify and maintain “Community Organization” status:

- Apply through the City;
- Be a nonprofit entity;
- Have a business address within the Santa Clarita Valley; and
- “Admission fees must be expended for the welfare of the District’s students or other charitable purpose.”¹⁰⁹

Scheduling use of the theater. The agreement specifies that the District will provide a “Theatre Availability List” to the City after it has scheduled its own events, including any blackout dates for any repair, maintenance, holidays, or school closure.¹¹⁰

Terms of Agreement between the City of Santa Clarita and the Newhall School District

- City and District will enter into a three-year agreement;
- The District is responsible for coordinating and scheduling the use of the Theatre by community organizations;
- Community organizations will be entitled to the use of 70 days per year, with 30 days during the week (Monday through Thursday), and 40 days during the weekend (Friday to Sunday); and
- The City and District will work together to coordinate cross marketing efforts.¹¹¹

¹⁰⁷ Newhall Family Theater for the Performing Arts Agreement (March 27, 2018), 1.

¹⁰⁸ Ibid., 1.

¹⁰⁹ Ibid., 3.

¹¹⁰ Ibid., 3.

¹¹¹ Ibid.,

B. Literature Review of City Plans, Policies, and Studies — Arts and Education

We continue the section focused on arts education with the City of Santa Clarita’s Regional Strategic Arts Education Plan, which fulfills several recommendations in the 2016 Arts Master Plan.

City of Santa Clarita Regional Strategic Arts Education Plan

Adopted in 2022, the City of Santa Clarita Regional Strategic Arts Education Plan is a five-year plan dedicated to enhancing arts education and community engagement across the Santa Clarita Valley through collaboration and strategic initiatives.¹¹²

Arts Education Collaborative. Sparked by recommendations in the 2016 Arts Master Plan, the Arts Education Collaborative formed in 2019 to assess arts education needs.¹¹³ When the Collaborative decided to create a strategic plan for Santa Clarita Valley, the Los Angeles County Department of Arts and Culture (County) led the initiative and involved several local school districts throughout the planning process.¹¹⁴ Note that the Collaborative is ongoing whereas a Strategic Planning Committee, comprising representatives from the City, local school districts, and arts organizations, was assembled for this plan.¹¹⁵

Implementation. Phase II, which spans from 2024 to 2026, focuses on identifying new sources of funding and “amplifying community diversity [...] through civic art projects.”¹¹⁶

Identified strengths and challenges. The following strengths and challenges were identified pertaining to arts education across the Santa Clarita Valley:

- **Strengths.** Ongoing arts education programming, which reflects collaboration between the City and local schools throughout the region, a well-developed City Arts Website and procurement of arts grants.¹¹⁷
- **Challenges.** Unfocused vision, availability of funding sources, outreach efforts to engage diverse community members and clear message regarding the value of arts education.¹¹⁸

City of Santa Clarita’s “vision elements” for arts education

- A City committed to vibrant arts expression and creativity;
- Inspiring and innovative professional development for artists and teachers;
- Comprehensive, collaborative and diverse arts education;
- Dynamic and fulfilling career pathways in the arts;
- Commitment to inclusive and diverse access;
- Responsive and holistic Social Emotional Learning for all ages;
- Sustainable, diversified, and equitable community funding; and
- A central infrastructure of support.¹¹⁹

¹¹² City of Santa Clarita Regional Strategic Arts Education Plan (2022), 1.

¹¹³ Ibid., 2.

¹¹⁴ Ibid., 2.

¹¹⁵ Ibid., 14.

¹¹⁶ Ibid., 5.

¹¹⁷ Ibid., 3

¹¹⁸ Ibid., 3.

¹¹⁹ Ibid., 4.

B. Literature Review of City Plans, Policies, and Studies — Arts Marketing Plan (2019)

The City engaged Lundmark Advertising + Design, a design, brand building and marketing agency, to create the City of Santa Clarita Arts Marketing Plan, which was adopted in 2019. This plan fulfills a recommendation in the 2016 Arts Master Plan.¹²⁰

Audience Analysis

Focusing on Google Analytics of SantaClaritaArts.com and the City's social media, Lundmark found that:

- Most website visitors (64%) and Facebook followers (75%) were female.¹²¹
- Highest ranking “personas,” or consumer profiles, to visit SantaClaritaArts.com were:
 - “Music loving vacationers;”
 - “Home and garden shoppers;” and
 - “Healthy foodies.”¹²²
- “Flourishing families,” or a household with one or more children between the ages of 10 and 12, was identified as an audience segment within Los Angeles County that “indexes high for having interest in the arts.”¹²³

¹²⁰ City of Santa Clarita Arts Marketing Plan (2019).

¹²¹ Ibid., 6.

¹²² Ibid., 9.

Measurement Metrics for Success Evaluation

The Arts Marketing Plan recommended the following for the City to track progress in growing audience in 2020:

- Monitor website metrics;
- Track social media engagement; and
- Evaluate attendance at arts events for participation growth.¹²⁴



¹²³ Ibid., 11.

¹²⁴ Ibid., 37 - 40.

B. Literature Review of City Plans, Policies, and Studies — Diversity & Inclusion Assessment (2019)

In 2019, the City of Santa Clarita completed a Diversity and Inclusion Assessment to fulfill recommendations in the 2016 Arts Master Plan and the 2021 Update.¹²⁵

Methodology

To conduct the diversity and inclusion assessment, the City reviewed data regarding the following in Santa Clarita:

- Demographics;
- Businesses;
- Arts and cultural facilities;
- Events;
- Tourism and leisure; and
- Arts and culture programming.¹²⁶

The City also used organizational profiles, web-based inquiries, and telecommunications to establish an accurate City profile and to generate a directory to serve as a guide for community members who are in search of cultural arts programming.¹²⁷

Arts and Cultural Events

The assessment features a list of arts and cultural events offered in Santa Clarita in 2018 and 2019.¹²⁸ For information on events, see Appendix C, “Overview of City Programs.”

¹²⁵ City of Santa Clarita Diversity and Inclusion Assessment (2019).

¹²⁶ Ibid., 2.

¹²⁷ Ibid., 2.

¹²⁸ Ibid., 12 – 14.

Arts and Cultural Organizations Directory

Most of the Diversity and Inclusion Assessment consists of a directory that lists arts and cultural organizations in Santa Clarita. Organizations are listed according to the following categories:

- Cultural arts, which feature four organizations dedicated to Mexican, Armenian, Indian, and Pacific Islander culture, respectively;
- Dance, which includes 15 entities;
- Lingual, which offer lessons and programming in “ancient South Indian” and Chinese language, as well as American Sign Language (ASL);¹²⁹
- Music arts, which features seven organizations;
- Social, which is a category that includes five groups, including the Holistic Mom’s Network, the Italian Catholics Club, and the Santa Clarita Valley Asians;
- Theater Arts, which has seven listings; and
- Visual arts, which feature four entries.¹³⁰

In addition to serving as an inventory of arts and cultural organizations active in Santa Clarita in 2019, the directory is a starting point for the Diversity and Inclusion Subcommittee of the Arts Commission to develop a survey to identify needs, including “capacity building, leadership development and marketing plan, grant workshops, etc.”¹³¹

¹²⁹ Ibid., 8.

¹³⁰ Ibid., 5 – 11.

¹³¹ Ibid., 4.

B. Literature Review of City Plans, Policies, and Studies — Community Opinion Survey (2024)

The City works with True North Research to conduct a Community Opinion Survey (Survey) every two years.¹³² This literature review focuses on the most recent Survey, which was published in July 2024.

Methodology

The 2024 Survey features many of the same questions from those asked in 2022 to ensure that the City can assess its performance over time.¹³³ Survey results reflect a random sample of 831 registered voters who reside in the City.¹³⁴

Perceived Importance of Arts-related Services

Significant to this 2035 Arts Plan, the 2024 Survey shows an increase in residents identified the following arts-related services as important:

- Providing special events;
- Providing information on City programs; and
- Beautifying roadways, medians, etc.

See Figure B-2 for the statistically significant change in ratings.

B-2. Statistically significant change ($p < 0.05$) between 2022 and 2024 surveys

	Study Year				Change in % Extremely + Very 2022 to 2024
	2024	2022	2020	2018	
Providing sports and recreation programs	75.3	70.8	72.3	69.2	+4.5†
Providing special events like Cowboy Festival, summer concerts	57.0	53.6	54.0	49.7	+3.4
Communicating and providing information on City programs	71.7	69.6	74.4	69.1	+2.1
Beautifying roadways, medians, incl landscaping, litter, graffiti removal	79.3	77.8	76.0	75.2	+1.5
Managing traffic congestion	93.0	91.7	89.0	96.1	+1.3
Being fiscally responsible with the City's budget	91.5	90.2	91.5	93.5	+1.3
Preparing for and managing emergencies	94.4	93.2	93.8	N/A	+1.2
Providing Sheriff or police services	90.1	89.0	83.5	94.3	+1.1
Addressing youth drug use	80.3	79.4	78.3	80.1	+0.9
Protecting the environment	81.6	81.1	81.3	79.9	+0.5
Providing public transit and transportation services	70.3	69.8	70.7	69.8	+0.4
Maintaining city streets and sidewalks	92.3	91.9	91.9	94.1	+0.4
Providing fire protection and prevention services	97.0	96.9	96.5	96.5	+0.1
Providing parks and recreation facilities	85.1	85.1	85.1	81.8	-0.0
Preserving open space	79.2	80.6	82.0	81.3	-1.4
Providing trails and paseos for public use	73.7	75.2	77.4	71.6	-1.5
Providing library services	69.5	72.1	73.7	66.8	-2.6
Providing diversity and inclusion programs	52.2	55.8	60.2	N/A	-3.6
Supporting homeless services	66.0	71.6	65.8	N/A	-5.6†

Source: True North Research and City of Santa Clarita (2024), 19.

¹³² Community Opinion Survey (July 2024).

¹³³ Ibid., 44.

¹³⁴ Ibid., 2.

B. Literature Review of City Plans, Policies, and Studies — Museum and Cultural Center Feasibility

One of the priorities in the 2016 Arts Master Plan was to explore the development of a museum in Old Town Newhall. With the assistance of a consultant, the City commissioned a study to determine the feasibility of a Santa Clarita Museum and Cultural Center (M&CC) that was published in October 2025. The study included review of key City documents, input from City leadership, and community engagement.¹³⁵

Vision for the Museum and Cultural Center

A vision for what the M&CC could be was developed through community engagement. Highlights from the community survey indicated strong preferences for the M&CC to:

- Primarily serve residents, but play a role in attracting tourism;
- Offer free or low-cost entry;
- Showcase local arts, culture, and history;
- Have rotating exhibits;
- Promote hands-on experiences through classes and workshops; and
- Offer food and beverage services.¹³⁶

Key Considerations

The report provides insight into several key considerations for the City related to the feasibility of the M&CC. This literature review highlights operations, exhibits, attendance, and location considerations.

Operations. The City will own and operate the facility, with funding coming from ticketed event revenue, facility rentals, donations, and grants. The City may consider developing a “friends of” program to directly solicit donations.¹³⁷

Exhibits. The M&CC could offer both temporary and permanent exhibits on subjects that are important to Santa Clarita’s history and community. The report suggests the City hire an in-house curator to manage exhibits. Given the probable space limitations, the M&CC could serve as a connector that points visitors to other museums and historical markers in Santa Clarita, such as the Hart Museum at William S. Hart Park.¹³⁸

Attendance. Based on square footage estimates, benchmark institutions, and the increasing popularity of Santa Clarita attractions like William S. Hart Park, the M&CC may have nearly 30,000 visitors per year.¹³⁹ More than half of these visitors would be for specific programs and activities (e.g., workshops, festivals), along with rental clients.

Location. The report focuses on the former Senior Center as the proposed site for the M&CC. The former Senior Center site on Market Street poses challenges due to its accessibility, limited usable square footage, and overall building condition. However, the space does offer several different rooms for workshops, access to a parking lot, and a central atrium that make it possible for use as a museum given significant investment and a proposed expansion.¹⁴⁰

¹³⁵ Santa Clarita Museum & Cultural Center Feasibility Study (October 2025).

¹³⁶ Ibid.

¹³⁷ Ibid.

¹³⁸ Ibid.

¹³⁹ Ibid.

¹⁴⁰ Ibid.

B. Literature Review of City Plans, Policies, and Studies — Museum and Cultural Center Feasibility

Benchmarks

The M&CC study included programmatic assessments of:

- El Paso Mexican American Cultural Center (El Paso, TX);
- Muzeo Museum and Cultural Center (Anaheim, CA);
- California Indian Museum and Cultural Center (Santa Rosa, CA);
- Palo Alto Art Center (Palo Alto, CA); and
- Longmont Museum and Cultural Center (Longmont, CO).¹⁴¹

In all profiles, museums engage their visitors in experiences similar to those that the community highlighted as important to the M&CC. Additionally, profiles provided insight into public-private partnerships.

Financial Analysis

Analyses of potential expenses and revenue provide insight into the scale of the M&CC's operations.

Expenses. The annual operating budget for the M&CC is estimated to be over \$1.3 million, with nearly 50% going toward staff salaries.¹⁴²

Revenue. The City's primary source of revenue from the M&CC will be ticketed events. The City could seek a public-private partnership in the future for the organization of this center.

¹⁴¹ Santa Clarita Museum & Cultural Center Feasibility Study (October 2025).

¹⁴² Ibid.

B. Literature Review of City Plans, Policies, and Studies — Santa Clarita Path Forward

Santa Clarita Pathway Forward is the City’s 2030 strategic plan that contains six areas of focus, each with associated actions:

- Community Connections;
- Planning and Economic Vitality;
- Environmental Conservation and Beautification;
- Sustainable Public Infrastructure;
- Organizational Excellence and Innovation; and
- Public Safety and Resiliency.¹⁴³

This literature review focuses on the first four areas, as they have the most relevancy to arts and culture.

Community Connections

In this area, the strategic plan focuses on meeting community needs through access to recreational programming and outreach to underserved populations. Actions include:

- Completion and programming of new facilities, such as The Rink Sports Pavillion at the Santa Clarita Sports Complex and the Arts, Cultural, and Veterans Center;
- Development and programming of William S. Hart Park and its associated Museum;

- Reduction of barriers to participating in recreational programming and conducting a Parks Needs Assessment to inform future parks planning; and
- Developing library programming and collections.¹⁴⁴

Planning and Economic Vitality

This area of the strategic plan centers on the economic future of Santa Clarita through many initiatives like affordable housing, business support services, and tourism.¹⁴⁵ Santa Clarita is home to well over one hundred arts and culture businesses that generate economic impact for the City (see Appendix A. Market Analysis for an arts and culture business inventory). Additionally, arts and cultural attractions can drive tourism and may be incorporated into the City’s economic strategy.

Environmental Conservation and Beautification

Actions in this section focus on maintaining the City’s open spaces and supporting Citywide efforts to beautify public spaces, facilities, and the greater community.¹⁴⁶ A program focused on the removal of graffiti may have an arts education component that ties into other public art efforts.

Sustainable Public Infrastructure

Maintaining and developing parks and recreational infrastructure is the focus of this area.¹⁴⁷ In the design process for several planned projects named in this section, the City may consider including artistic elements.

¹⁴³ City of Santa Clarita Pathway Forward (2025). Provided by the City of Santa Clarita and accessed January 5, 2026.

¹⁴⁴ Ibid.

¹⁴⁵ Ibid.

¹⁴⁶ Ibid.

¹⁴⁷

Ibid.

B. Literature Review of City Plans, Policies, and Studies — Summary

Since adopting the 2016 Arts Master Plan, the City has been active in fulfilling the proposed recommendations to support the arts in Santa Clarita. Keen Independent offers a high-level summary of strengths and opportunities regarding integrating arts planning within City-wide efforts below.

Strengths of City Arts Plans, Policies, and Studies

Keen Independent identified the following as strengths of the City's arts-related plans, policies, and studies.

Dedication to the arts. The volume of City documents available for review is an indication that the City values the arts and is dedicated to supporting its residents and local creatives through planning efforts that foreground the arts.

Active collaborations. Several City programs, such as public art, The MAIN, and Arts Grants, involve collaboration across multiple City departments. Programming at the Newhall Family Theatre for the Performing Arts is a collaboration between the City and the Newhall School District. The City also works with school districts, historical societies, and businesses across the Santa Clarita Valley and Los Angeles County.

Inclusion of the creative economy in the arts. The City's arts plans, policies, and studies often consider Santa Clarita Valley's creative economy, indicating that the City sees its arts ecosystem connected to greater Los Angeles, which is a hub of filmmaking and digital innovation.

Long-standing commitment to celebrating resident diversity through the arts. The City has been committed to celebrating and supporting the diversity of its residents through the arts since the adoption of the Arts Master Plan in 2016.

Opportunities

Review of City plans, policies, and studies indicates that there are several opportunities to update policies, activate existing resources, and reduce costs by streamlining art-related processes.

Measuring progress on the City's vision for the arts. Since 2016, the City plans, policies, and studies related to the arts have featured the vision statement that Santa Clarita will be recognized as 'a city of the arts.' The planning process for this Arts Master Plan 2035 measures whether Santa Clarita is perceived as "a city of the arts" and what the idea of 'a city of the arts' looks like for stakeholders, residents, and community members.

Updating Municipal Code. Chapter 2.29 of the Santa Clarita Municipal Code, which established the Arts Commission, has not been updated since 2015. Updating the Municipal Code is an opportunity to introduce nationwide best practices related to arts commissions.

Activating local philanthropic groups. The City's recent focus on historic assets, many of which are supported by a Foundation or a Friends group, across the Santa Clarita Valley is an opportunity to explore coordinating philanthropic and grant-writing efforts.

Reviewing costs related to public art. Several components in the City's public art program, such as the role of the consultant in the public art selection process and the allocation of new budget for artists to return to conduct conservation treatment of their public artwork, can be streamlined. The City can factor in a commitment to conservation within its initial contract with an artist, for instance.

APPENDIX C. Overview of City Arts Programs — Introduction

This appendix provides an overview of arts programs offered by the City of Santa Clarita (“City”).

Introduction

The overview of the City’s arts programs is organized according to the following categories:

- Spaces and venues;
- Santa Clarita Arts website;
- Visual arts programming;
- Events;
- Youth programs;
- Grants; and
- Business development.

Arts and Events Division. The Arts and Events Division coordinates the City’s arts programs.¹ Within the City’s organizational structure, the Division is grouped within the Economic Development Department.

Arts Commission. Established in 2009, the Arts Commission provides strategic direction for the City’s support of the arts. Arts and Events Division staff work closely with the Arts Commission on several programs, such as public art and professional development opportunities for local creatives.



Detail of *Communitree* by artist C.J. Rensch
Courtesy of City of Santa Clarita

¹ Santa Clarita Public Art (2025). Accessed on May 5, 2025 and retrieved from <https://santaclaritaarts.com/publicart/>

C. Overview of City Arts Programs — Spaces and Venues

The City manages several spaces and venues dedicated to arts programming.

The MAIN

Located in Old Town Newhall, the City describes The MAIN as “the home for music, comedy, film, theatre, visual art, classes, workshops, and meetings.”² The City took over operations and management of The MAIN in February 2017. As of 2025, the over 20-year-old facilities serves multiple purposes, including as a:

- Venue for performing arts with an 81-seat theater;
- Art gallery, which is located in the lobby and showcases rotating exhibitions; and
- Rental space.

Programming. The City’s website states that, since municipal oversight began in 2017, the “theater has been transformed into a multi-use arts center including a...rotating gallery.”³

Rentals. The MAIN’s website describes the municipal asset as a “user-friendly and versatile venue” that can be rented for “corporate events, parties, meetings, film shoots, auditions, readings, plays, movies, and much more.”⁴



The MAIN in Santa Clarita
Courtesy of City of Santa Clarita

² City of Santa Clarita, The MAIN (2025). Accessed on May 5, 2025 and retrieved from <https://santaclarita.gov/arts-and-culture/events/the-main/>

³ Ibid.

⁴ The MAIN, About (2025). Accessed on May, 2025 and retrieved from <https://atthemain.org/about/>

C. Overview of City Arts Programs — Spaces and Venues

In addition to The MAIN, the City oversees several art exhibition spaces throughout Santa Clarita.

Art Exhibition Spaces

The City has seven designated gallery spaces in which juried and solo art exhibitions are showcased. These gallery spaces are located within the following buildings:

- City Hall;
- Canyon Country Community Center;
- Canyon Country Jo Anne Darcy Library;
- Newhall Community Center;
- Old Town Newhall Library;
- Valencia Library; and
- The MAIN.

See the “Visual Arts Programming” section in this appendix for more information on the City’s programming of the above art exhibition spaces.



C. Overview of City Arts Programs — Santa Clarita Arts Website

Managed by the Arts and Events Division, Santa Clarita Arts is a website dedicated to promoting City and community arts programming.⁵

Resources Available Through Website

Santa Clarita Arts organizes information according to the following tabs:

- Calendar;
- Explore, which includes:
 - Calls for artist submissions;
 - Business development opportunities;
 - Grants;
 - An inventory of regional professional development resources; and
 - Profiles of events offered by the City.
- Galleries;
- Public Art;
- Arts Education; and
- Santa Clarita Arts Commission.

Insights. At the time of review, the Santa Clarita Arts website included several features that, when engaged, resulted in an error message. In addition to maintaining the website to eliminate broken links, Keen Independent proposes developing a landing page that introduces Santa Clarita Arts to the visitor, as well as reorganizing the tabs to better highlight grants and business development opportunities.



⁵ Santa Clarita Arts (2025). Accessed on May 5, 2025 and retrieved from <https://santaclaritaarts.com/>

C. Overview of City Arts Programs — Visual Arts Programs

Related to the seven art exhibition spaces listed on the previous page, this section discusses how the City solicits artists and juries to showcase visual art in Santa Clarita.

Exhibition Proposals for Municipal Galleries

The City invites community members to submit exhibition proposals for solo or group exhibits at any of the seven previously mentioned municipal galleries. An exhibition proposal form is accessible through the Santa Clarita Arts website and submissions are accepted on a rolling basis.⁶ The exhibition proposal form specifies that the City “retains the authority to make the final decision on which artworks are accepted” and has “curatorial authority over the placement of artwork on exhibit.”⁷ Artists are responsible for the sale of their own artwork.⁸

Artist Selection Committees

The Santa Clarita Arts website also invites “art experts, professional arts administrators, local professional artists, and community members” to submit an interest form to serve on the Public Art and Selection Process's artist selection committees.⁹

Artist selection committee interest form. Accessible through the Santa Clarita Arts website, the public art interest form states that the typical commitment consists of “three Zoom meetings and scoring the submitted entries through CAFÉ, an online call for entry system.



*Full Bloom by Jessica Bell
Courtesy of City of Santa Clarita*

⁶ Call for entries (2025), Santa Clarita Arts. Accessed on May 5, 2025 and retrieved from <https://santaclaritaarts.com/galleries/callsforentries/>

⁷ Exhibition proposal form (2025). Accessed on May 5, 2025 and retrieved from <https://www.cognitofrms.com/cityofsantaclaritaartsandevents/exhibitionproposalform>

⁸ Ibid.

⁹ Call for entries (2025), Santa Clarita Arts.

C. Overview of City Arts Programs — Visual Arts Programs

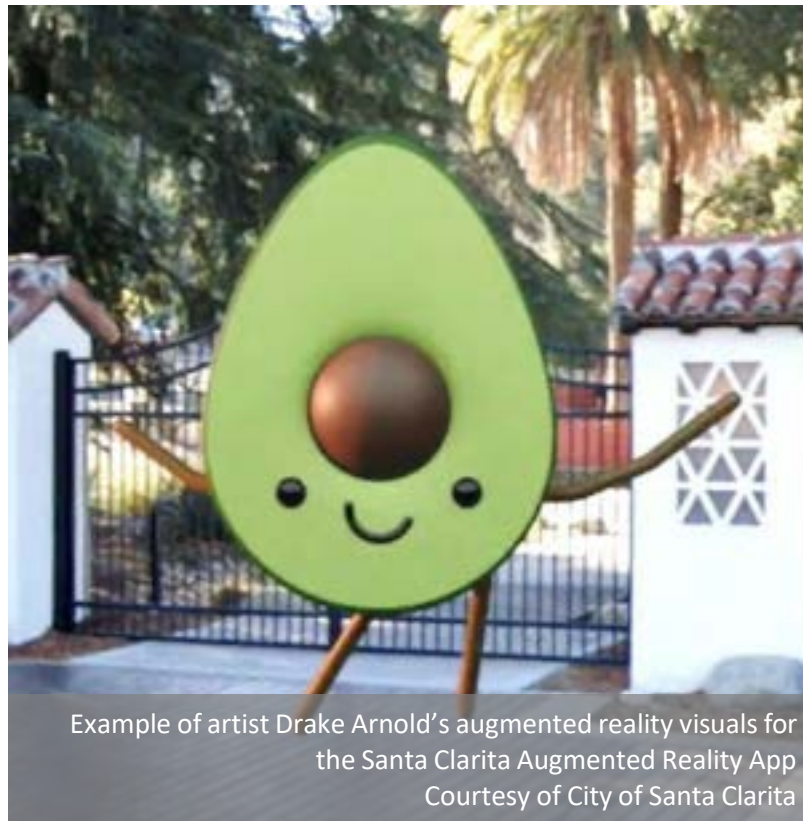
An overview of the City’s visual arts programming continues below.

Public Art

The City has a robust public art program, which includes permanent and temporary art. See Appendix A, “Market Analysis,” for an inventory of public art in Santa Clarita. For policies related to public art, see Appendix B, “Literature review of City Plans, Policies, and Studies.”

Santa Clarita Public Art Tour. The Arts and Events Division makes the City’s public art inventory accessible through a Tour, which is available through a web version and as an App for Android and iPhone users.¹⁰

Santa Clarita Augmented Reality App. Created by ADVRTAS with artwork by artist Drake Arnold, the app consists of ten unique site-specific artworks. Some in the collection connect to the historical elements of Old Town Newhall to tell stories and create a dialogue. The App is available for download for Android and iPhone.¹¹



Example of artist Drake Arnold’s augmented reality visuals for the Santa Clarita Augmented Reality App
Courtesy of City of Santa Clarita

¹⁰ Santa Clarita Public Art (2025). Santa Clarita Arts. Retrieved on May 6, 2025 from Augmented Reality App - Santa Clarita Arts

¹¹ Augmented Reality App (2025). Santa Clarita Arts. Retrieved on May 6, 2025 from Augmented Reality App - Santa Clarita Arts

C. Overview of City Arts Programs — Events

Since the early 1990s, the City has organized and hosted large-scale events including the Concerts in the Park series, weekly July and August events, and its annual Cowboy Festival.¹² City-run or community-organized events are offered year-round.¹³

City-Run Annual Arts Events

The City’s Arts and Events Division runs several annual events dedicated to the arts. These include:

- **ARTober**, which is a month-long celebration of the arts in Santa Clarita that takes place in October;¹⁴
- **Cowboy Festival**, a two-day celebration of cowboy culture that takes place in April;¹⁵
- **FestAbility**, an inclusive event designed for residents with special needs;¹⁶
- **Newhollywood Film Festival**, which highlights Santa Clarita’s “unique role in film history” and occurs in May;¹⁷ and
- **Youth Arts Showcase**, which “celebrates creativity and art of Santa Clarita’s youth” and usually takes place in March.¹⁸



Participant with artwork at the Youth Arts Showcase
Courtesy of City of Santa Clarita

¹² Santa Clarita Public Art (2025). Santa Clarita Arts. Retrieved on May 6, 2025 from <https://santaclaritaarts.com/publicart/>

¹³ Events (2025). City of Santa Clarita. Retrieved on May 6, 2025 from <https://santaclarita.gov/arts-and-culture/events/>

¹⁴ ARTober (2025). Santa Clarita Arts. Retrieved on May 6, 2025 from <https://santaclaritaarts.com/artober-2024/>

¹⁵ The City of Santa Clarita Cowboy Festival (2026). Retrieved on February 3, 2026 from <https://cowboyfestival.org/>

¹⁶ FestAbility (2025). City of Santa Clarita. Retrieved on February 3, 2026 from <https://santaclarita.gov/arts-and-culture/events/festability/>

¹⁷ Newhollywood Film Festival (2025). Santa Clarita Arts. Retrieved on May 6, 2025 from <https://santaclaritaarts.com/newhollywood/>

¹⁸ Youth Arts Showcase (2025). Santa Clarita Arts. Retrieved on May 6, 2025 from <https://santaclaritaarts.com/youth-arts-showcase/>

C. Overview of City Arts Programs — Events

City Arts Events Series

The Division also organizes the following arts-focused series:

- **Celebrate**, which highlights a different culture monthly between May and September to reflect the diversity of Santa Clarita residents;¹⁹
- **City Cinemas**, which shows a different movie at a City park on the fourth Friday from June to September;²⁰
- **SENSES Block Parties**, which take place on the Market and Main block of Old Town Newhall every third Thursday between March and October;²¹ and
- **Concerts in the Park**, which offer music and activities for families every Saturday during the summer months.²²



SENSES Block Party in Santa Clarita
Courtesy of City of Santa Clarita

¹⁹ Arts Plan Art Offerings and Events (2025). Provided by City of Santa Clarita and accessed on May 12, 2025.

²⁰ City Cinemas. (2025). City of Santa Clarita. Retrieved February 3, 2026 from <https://santaclarita.gov/arts-and-culture/events/city-cinemas-in-the-park/>

²¹ Arts Plan Art Offerings and Events (2025).

²² Concerts in the Park. (2025). Retrieved December 29, 2025 from <https://santaclarita.gov/arts-and-culture/events/concerts-in-the-park/>

C. Overview of City Arts Programs — Events

Community and Regional Events

Based on the City’s 2019 Diversity and Inclusion Assessment, which Keen Independent reviewed in Appendix B, “Review of City Plans, Policies, and Studies,” the City coordinates its events with local community groups and regional entities. Annual events in Santa Clarita that are organized by community and regional groups include but are not limited to:

- **California Institute of the Arts (CalArts)** for the World Music and Dance Festival;
- **Friends of Hart Park** for the Artisan Row Home Arts and Craft Show in May and the Silence Under the Stars, a festival highlighting silent film; and
- **Santa Clarita Artists’ Association** for Arts Classic.²³



Artists Row Home Arts and Crafts Show
Courtesy of City of Santa Clarita

C. Overview of City Arts Programs — Events

Community Participation in City Events

The City invites vendor and performer inquiries, as well as submission of community-organized arts events for City promotion through the websites below.

Vendor and performer inquiries. The “Events” tab on the City of Santa Clarita website includes vendors and performers to submit interest forms for participation in City-run events.²⁴ Note that there is a separate interest forms for food trucks.²⁵

City promotion of community arts-related events. The Santa Clarita Arts website includes a section where community members can submit events, if they are “arts related, held in the Santa Clarita Valley and open to the public. Non-profit and for-profit events are welcome.”²⁶



The image shows a screenshot of the "Performer Interest" form from the City of Santa Clarita. The form has a green header with the title "Performer Interest" and the City of Santa Clarita logo. Below the header, there is a thank-you message and a "PLEASE NOTE" section. The form is divided into two main sections: "Contact Information" and "Performer Information". The "Contact Information" section includes fields for First Name, Last Name, City, State, Zip Code, Website, Facebook, and Instagram. The "Performer Information" section includes fields for Performer/Band Name, Phone, and E-mail. A date field is also present, with a note that the date will be captured on form submission. At the bottom of the form, there is a grey box with the text "City of Santa Clarita's Performer Interest Form" and "Courtesy of City of Santa Clarita".

Performer Interest

Thank you for your interest in participating at City of Santa Clarita events. In order to be considered, you must first fill out this interest form. If opportunities arise, we will send you information on upcoming events.

PLEASE NOTE: this is not an official vendor application for any events below. This vendor interest form is intended for vendors and performers to submit interest to participate at our events.

Date:
Date will be captured on form submission

Contact Information

First Name:* Last Name:*
City:* State:* Zip Code:*
Website:* Facebook:* Instagram:*

Performer/Band Name:* Phone:* E-mail:*
City:* State:* Zip Code:*
Website:* Facebook:* Instagram:*

City of Santa Clarita's Performer Interest Form
Courtesy of City of Santa Clarita

²⁴ Events (2025). City of Santa Clarita. Retrieved on May 6, 2025 from <https://santaclarita.gov/arts-and-culture/events/>

²⁵ Ibid.

²⁶ Santa Clarita Arts (2025). <https://santaclaritaarts.com/calendar/submit-an-event/> Keen Independent is not linking the website submission section to this appendix in case the website is updated.

C. Overview of City Arts Programs — Grants

According to the City of Santa Clarita website, the Community Services and Arts Grants Programs are “designed to assist community-based, nonprofit organizations with providing community services and art activities, programs, and events for Santa Clarita residents.”²⁷

Arts Grants

The Arts Grants Programs is designated to assist community-based, nonprofit organizations with providing art activities, programs and events for Santa Clarita residents.

Grant categories. Arts Grants are divided into the following three categories:

- **Community Arts Grants**, dedicated to community arts programming.²⁸
- **Arts Organization Capacity Grant**. dedicated to addressing specific infrastructure needs, such as support for technology upgrades, storage or project-based staffing; and
- **Santa Clarita Presents**, designed to support specific performing arts and theatre productions.²⁹

Selection process. The City's grant process starts with the Grant Committee, which meets annually to decide on funding categories and the theme of the grant cycle. From there, a peer review panel is assembled to carefully review and rate art grant applications. The peer review panel's recommendations are presented to the Arts Commission to be finalized by the City Council.³⁰



Participants at a craft station at the Youth Arts Showcase
Courtesy of City of Santa Clarita

²⁷ Community Services and Arts Grants (2025). City of Santa Clarita. Retrieved on May 6, 2025 from <https://santaclarita.gov/arts-and-culture/grants/> In 2025, the City awarded 22 applicants with Community Services Grants for a total grant allocation of \$100,000.

²⁸ Ibid.

²⁹ Ibid.

³⁰ Ibid.

C. Overview of City Arts Programs — Business Development Opportunities

The City offers several arts programs focused on business development of local creatives.

Business for Artists Conference

Since 2022, the City holds an annual Business for Artists Conference in October as part of the previously discussed month-long ARTober event.³¹ According to the “Save the Date” for the 2025 iteration of the conference, the annual gathering offers “expert insights, practical workshops, networking opportunities, inspirational talks, and resources and tools.”³²

“PLACES with SPACES” Arts and Business Program

The City manages “PLACES with SPACES,” a program that “welcomes businesses across all industries to find their perfect artist match (or matches) to exhibit artwork in their establishment for a set period.”³³ Visual artists can register for free to express intent in showing their artwork at a local establishment or search for an already listed available business. Businesses, meanwhile, can register as a potential “place” for exhibiting art for sale or search for already registered artists.³⁴

According to the Santa Clarita Arts website, where the inventory is stored, the City serves as a “liaison (or matchmaker) for businesses and artists.”³⁵ The program has been active since 2022.³⁶

Attendance and growth. The PLACES with SPACES program has grown in attendance each year of its existence. In 2025, over 150 student and professional artists attended.

Insights. Keen Independent suggests that the City review the business inventory in the PLACES with SPACES program annually to ensure all data is up to date. The City can also conduct outreach to recruit new businesses, including spas and salons, to partner with artists.



Business for Artists Conference workshop
Courtesy of City of Santa Clarita

³¹ Arts Plan Art Offerings and Events (2025). Provided by City of Santa Clarita and accessed on May 12, 2025.

³² Business for Artists Conference 2025 (2025) Santa Clarita Arts. Retrieved on May 7, 2025 from <https://santaclaritaarts.com/business-for-artists-conference-2025/>

³³ PLACES with SPACES (2025) Santa Clarita Arts. Retrieved on May 7, 2025 from <https://santaclaritaarts.com/galleries/pws/>

³⁴ Ibid.

³⁵ Ibid.

³⁶ Ibid.

APPENDIX D. Analysis of Stakeholder and Community Input — Introduction

Keen Independent gathered input from stakeholders, including City leaders and staff, local arts and cultural leaders, educators, creatives, and Santa Clarita residents.

Qualitative analysis integrates results from:

- A virtual workshop survey;
- In-depth interviews and focus groups;
- An in-person discovery meeting; and
- Study hotline and email feedback.

The analysis in this appendix reflects the perspectives of nearly 500 respondents. Analysis is organized by the following topics:

- Methodology and participation;
- Demographics;
- City's role regarding arts and culture;
- Strengths;
- Areas for improvement;
- Perceptions of arts and culture; and
- Preferences.

Throughout this appendix, sample quotes illustrate themes the study team identified when analyzing stakeholder and community input.



D. Analysis of Stakeholder and Community Input — Methodology and Participation

Virtual Workshop

Keen Independent invited Santa Clarita residents and community members to participate in a virtual workshop related to arts and culture. A virtual workshop is an online, asynchronous instrument, similar to a survey in format, but containing more open-ended questions which encourage deep, thoughtful responses. The virtual workshop was live for about six weeks, from mid-May 2025 to the end of June 2025.

Questions. Survey participants responded to two primary question types: Likert scales (where respondents ranked their agreement with different statements on a scale from 1 to 7) and open-ended responses. The questions covered a range of topics related to Santa Clarita arts and culture engagement, including:

- Demographics;
- The City's role regarding the cultural arts;
- What makes Santa Clarita unique;
- Perceptions on existing cultural arts; and
- Fostering arts and culture in Santa Clarita.

Distribution. Keen Independent posted the virtual workshop to the study website and the City of Santa Clarita shared it digitally through their networks, social media, press releases, direct contacts with community organizations, and other means.

Participation. The survey gathered 379 total responses used in this analysis.

Of total responses, 306 are classified as “complete” meaning that participants progressed all the way through the survey instrument and clicked “submit” at the end. Another 73 responses are classified as “partial” in that respondents did not click “submit” at the end of the survey instrument. Nearly all questions in the survey were optional. As a result, “partial” responses may in some cases have included answers to more questions than “complete” responses. Individual “N” totals are provided with data tables for each question throughout this appendix.



D. Analysis of Stakeholder and Community Input — Methodology and Participation

In-depth Interviews and Focus Groups

This appendix presents qualitative information that Keen Independent collected and analyzed as part of its facilitation of in-depth interviews and focus groups with community stakeholders including City leadership and staff and municipally affiliated nonprofits, as well as local arts and cultural leaders, business owners, artists, and educators.

Interviews and focus groups covered many topics including Santa Clarita's existing cultural arts, the City's role in supporting arts and culture, and opportunities for increased collaboration.

Some comments are directly quoted, while others are summarized and condensed. Comments have been intentionally anonymized to maintain confidentiality and are organized by subject matter as detailed below.

Study team members used interview guides to facilitate semi-structured conversations, meaning that predetermined questions guided the discussion, but facilitators asked follow-up questions and probed when necessary to deepen understanding or clarify comments.

Facilitators informed participants that their comments would be used in aggregate and would not be attributed to individuals by name.

Questions. Questions explored the following topics in relation to arts and culture:

- Strengths and areas for improvement;
- Vision for long-term success; and
- Most important future priorities.

Participation. In total, about 70 stakeholders provided input to the planning process through in-depth interviews or focus groups. Participants included representatives from:

- City Council;
- Santa Clarita Arts Commission;
- City staff;
- Santa Clarita Valley Historical Society;
- California Institute of the Arts;
- College of the Canyons;
- K-12 administration; and
- Local artisans and performing arts groups.



D. Analysis of Stakeholder and Community Input — Methodology and Participation

In-person Discovery Meeting

Study team members facilitated an in-person discovery meeting on May 20, 2025. The discovery meeting took place at the California Institute of the Arts and was open to all Santa Clarita residents and community members. This public meeting was an opportunity for Santa Clarita residents and community members to learn about the study and to provide feedback regarding arts and culture in Santa Clarita. The discovery meeting was advertised widely by the City and attended by 75 participants.

Each of the five stations described below were designed to capture different arts and culture information about Santa Clarita.

- **Mapping arts and culture.** Community members reviewed a map of Santa Clarita’s city limits and placed stickers to indicate where they would like to see more public art assets.
- **Cultivating change.** Community members identified aspects of Santa Clarita’s culture that they wanted to keep intact and what aspects of Santa Clarita they would like to see change.
- **Drawing corner.** Community members drew in response to the prompt, “My favorite thing to do in Santa Clarita is...”
- **Big ideas.** Community members used sticky notes to suggest and endorse arts and culture-related infrastructure or programming they would like to see in Santa Clarita. The “big ideas” station generated 50 ideas and 115 endorsements.
- **Benchmark cities.** Community members identified cities that could serve as references for the big ideas or changes that they would like to see represented in Santa Clarita.



“Mapping arts and culture” station at the Discovery Meeting
Photo by Keen Independent

Public Communication Portals

The study team hosted a dedicated hotline and study email address to invite comments and questions about the project. All stakeholders and community members could use the hotline and study email to provide anonymous feedback. Feedback received through those channels is analyzed as part of this appendix. Santa Clarita residents and community members had access to the study hotline and email as a resource beginning in May 2025.

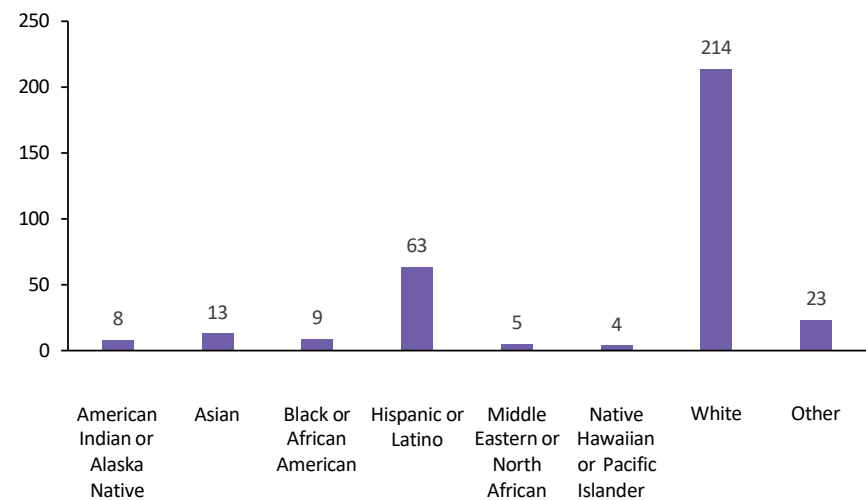
D. Analysis of Stakeholder and Community Input — Demographics

Keen Independent examined the demographics of virtual workshop participants, including their race, ethnicity, gender, age, and residency in Santa Clarita, in addition to analyzing respondents’ attitudes towards arts and culture.

Race and Ethnicity

Most virtual workshop respondents (72%) identified as white, with the next largest group identifying as Hispanic or Latino (21%). White participants are overrepresented in the virtual workshop compared to the population overall in Santa Clarita (more detailed demographics can be found in Appendix A. Market Analysis).

D-1. Race and ethnicity of virtual workshop participants



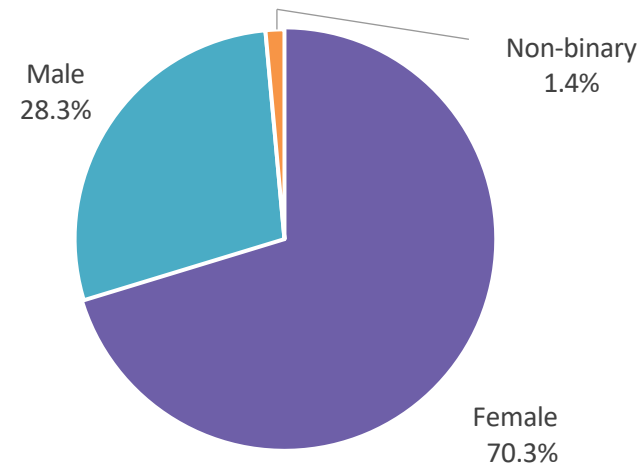
Note: N=294. Participants could select more than one answer for race/ethnicity.
Source: City of Santa Clarita Virtual Workshop, Keen Independent Research.

D. Analysis of Stakeholder and Community Input — Demographics

Gender

Figure D-2 shows how virtual workshop participants identified their gender. The majority of workshop participants identified as female (70%), followed by male (23%). Gender demographics of virtual workshop participation are consistent with what the study team sees in responses across arts and culture planning research.

D-2. Gender of virtual workshop participants



Note: N = 276.
Source: City of Santa Clarita Virtual Workshop, Keen Independent Research.

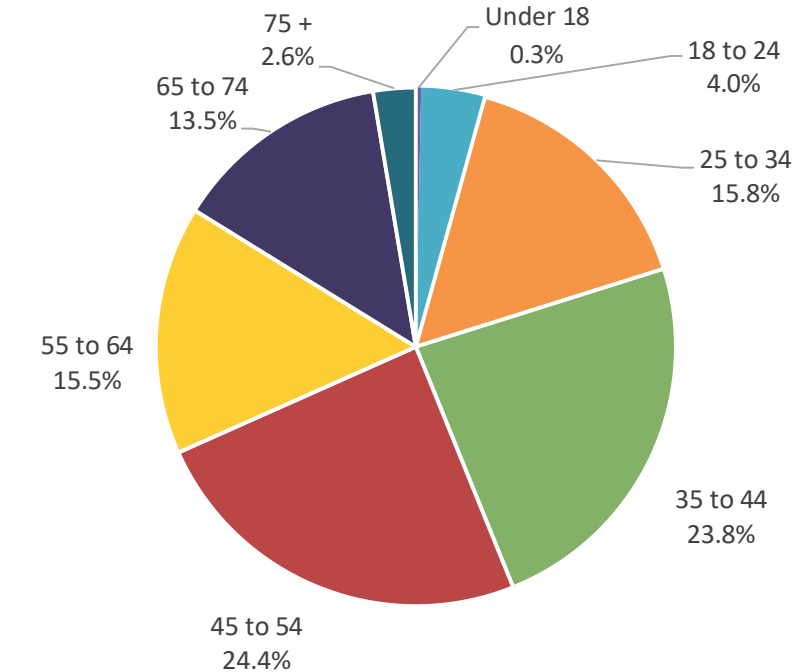
D. Analysis of Stakeholder and Community Input — Demographics

Age

The virtual workshop attracted participation from a wide range of ages. Figure D-3 shows the age distribution of virtual workshop participants.

Nearly 64% of respondents were 35 to 64 years old. About 16% of respondents were ages 65 and older and about 20% were ages 34 and younger.

D-3. Age of virtual workshop participants



Note: N = 303.

Source: City of Santa Clarita Virtual Workshop, Keen Independent Research.

D. Analysis of Stakeholder and Community Input — Demographics

Other Demographic Identifiers

Keen Independent invited virtual workshop participants to comment on any additional demographic identifiers they would like to share to help the study team understand their experiences or the experiences of other members of their household. A total of 99 participants elected to provide additional identifiers reflecting persons with disabilities, veteran/military, LGBTQ+, bilingual/multilingual, or other. Respondents could select multiple options. Figure D-4 shows the demographic self-identification of respondents.

D-4. Demographic self-identification of virtual workshop participants or their household members

Other Demographic Identifiers	Count
LGBTQ+	36
Person(s) with disability	21
Bilingual/multilingual	36
Veteran/military	23
Other	8

Note: N = 99. Note that participants had the option to select as many of these identifiers as they wished.

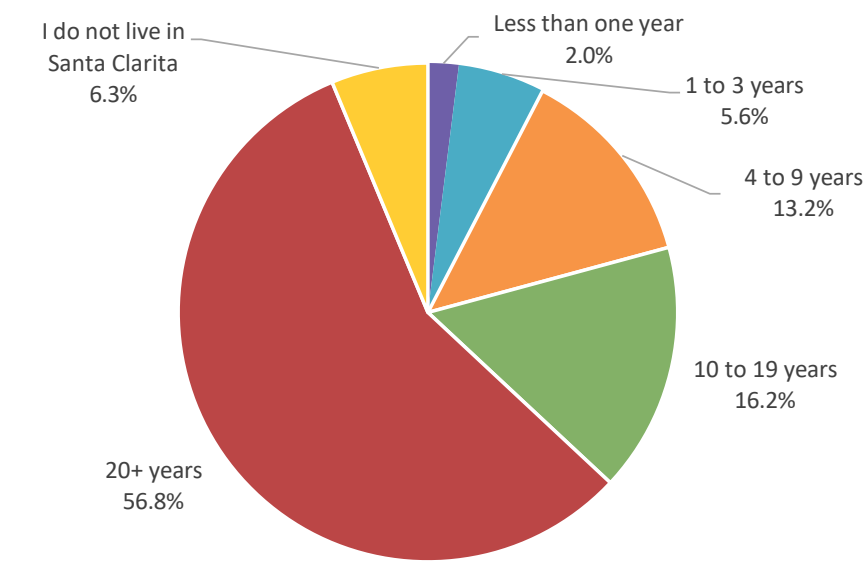
Source: City of Santa Clarita Virtual Workshop, Keen Independent Research.

D. Analysis of Stakeholder and Community Input — Demographics

Residency in Santa Clarita

Nearly three quarters of virtual workshop respondents indicated that they have lived in Santa Clarita for ten or more years with over 56% of participants living in the City for 20 or more years. Figure D-5 shows the length of time that virtual workshop participants have lived in Santa Clarita.

D-5. Length of residency of virtual workshop participants



Note: N = 205.
Source: City of Santa Clarita Virtual Workshop, Keen Independent Research.

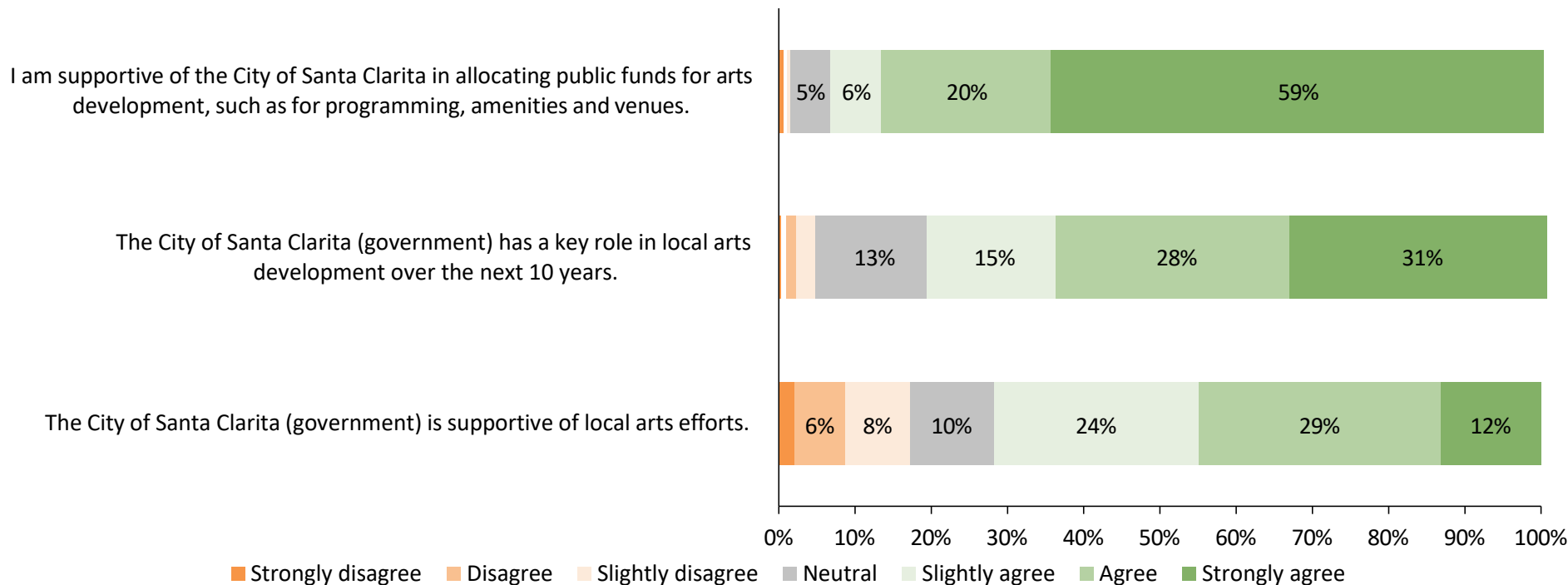
D. Analysis of Stakeholder and Community Input — City’s Role Regarding Arts and Culture

Perceptions of the City’s Role

Virtual workshop participants provided their perceptions of the City's role in arts and culture. Figure D-6 shows all responses along a seven-point agreement scale ranging from “strongly disagree” to “strongly agree.”

Nearly 90% of participants were “supportive of the City of Santa Clarita allocating public funds for arts and culture.” Many participants also agreed (slightly to strongly) that the “City has a key role in supporting arts and cultural offerings” (74%). Most participants agreed (slightly to strongly) that “City (government) is supportive of local arts and cultural offerings.” About 65% of participants agreed that the City of Santa Clarita is supportive of local arts efforts.

D-6. Perceptions of the City’s role in arts and culture



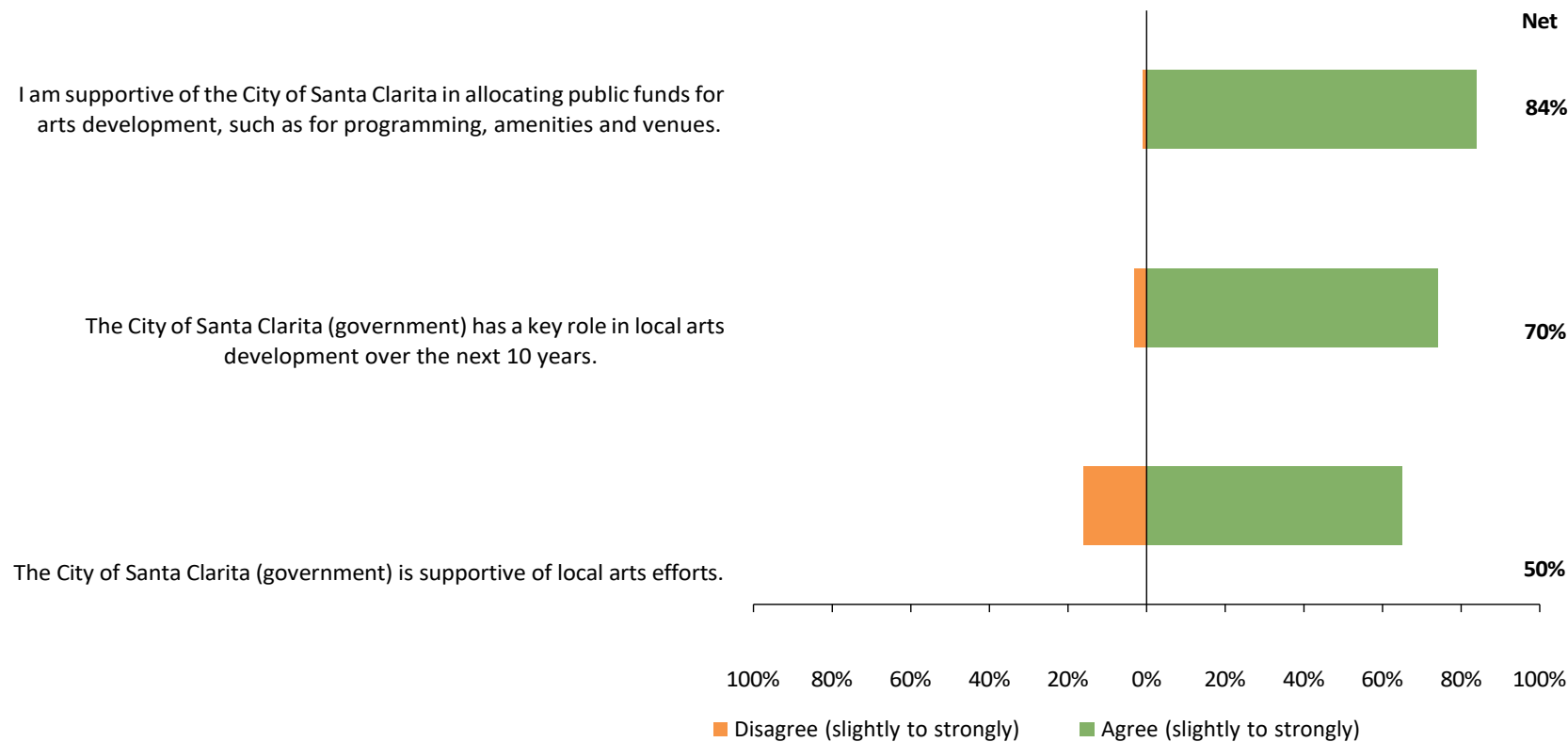
Note: N = 342-343.
Source: City of Santa Clarita Virtual Workshop, Keen Independent Research.

D. Analysis of Stakeholder and Community Input — City’s Role Regarding Arts and Culture

Net rating. Net rating provides a simple representation of the overall slant of participants toward agreement or disagreement. The net rating is calculated by subtracting the sum of the “strongly disagree,” “disagree,” and “slightly disagree” responses from the sum of the participants who “strongly agree,” “agree,” and “slightly agree.”

Figure D-7 displays the net ratings for questions related to the City’s role in arts and culture. With a net rating of 84%, almost all respondents were “supportive of the City of Santa Clarita allocating public funds for arts and culture.” With a net rating of 70%, most respondents agreed that the City has a key role in arts development. The net rating of 50% for the question regarding the City’s support of local arts efforts indicates that there may be room for growth in perceptions of the City’s arts support.

D-7. Perceptions of the City’s role in arts and culture net rating



Note: N = 342-343. The net rating is calculated by subtracting the sum of the “strongly disagree,” “disagree,” and “slightly disagree” responses from the sum of the participants who “strongly agree,” “agree,” and “slightly agree.”
Source: City of Santa Clarita Virtual Workshop, Keen Independent Research.

D. Analysis of Stakeholder and Community Input — Strengths

This section discusses perceptions of Santa Clarita’s cultural strengths.

What Makes Santa Clarita Unique

Figure D-8 is a word cloud that illustrates the range and frequency of characteristics that virtual workshop respondents identified as unique to Santa Clarita.

D-8. What makes Santa Clarita unique

The descriptors “family,” “history,” “safe,” “friendly,” and “community” appear largest in the image, indicating that these words and phrases were mentioned most frequently. These words and phrases were also echoed by stakeholders and discovery meeting participants.



Note: N = 232. Respondents were asked to share up to five words or short phrases.

Source: City of Santa Clarita Virtual Workshop, Keen Independent Research.

D. Analysis of Stakeholder and Community Input — Strengths

Arts and Culture Strengths of Santa Clarita

Virtual workshop participants could choose up to three words to describe the arts and culture strengths of Santa Clarita. Figure D-9 is a word cloud that illustrates the range and frequency of characteristics virtual workshop respondents identified as strengths of Santa Clarita.

Participants indicated that Santa Clarita's community of artists and arts institutions is a significant strength. Many also mentioned support for the arts as a strength and several mentioned specific arts events, including theatre, concerts, and other performance-based arts.

D-9. Strengths of Santa Clarita



Note: N = 232. Respondents were asked to share up to five words or short phrases.

Source: City of Santa Clarita Virtual Workshop, Keen Independent Research.

D. Analysis of Stakeholder and Community Input — Strengths

Residents and stakeholders provided additional comments relating to strengths of the arts in Santa Clarita. We outline themes from stakeholders discussing strengths below with relevant quotes from the virtual workshop, discovery meeting, and in-depth interviews, and focus groups listed on the right.

Grassroots arts scene. Many stakeholders commented on the sense of community in Santa Clarita, pointing to the vibrant grassroots arts scene and engaged community organizations. The family-friendly nature of the city was often discussed, as was the collaborative arts pipeline between schools and community arts groups. Several individuals noted the growing diversity of the city and cited this as a strength to be celebrated with more diverse art.

Old Town Newhall. Stakeholders frequently discussed existing arts and cultural offerings in Old Town Newhall (also referred to as downtown), including a vibrant theatre scene and varied arts events.

Old Town Newhall was described as the arts hub of Santa Clarita by many stakeholders, with several highlighting the intentionality of building an arts district.

Strong university art programs. The Master’s University, College of the Canyons, and CalArts were mentioned as significant assets to the Santa Clarita community due to the strength of their arts programming. All institutions produce quality artists, some of which go on to have flourishing careers.

We have a strong network of arts nonprofits and volunteers — from the Canyon Theatre Guild to the Santa Clarita Artists Association — who give this city its cultural backbone.

Focus group participant

Our community is really behind the things that we do... faithful in returning to events.

Focus group participant

The partnerships between schools, CalArts and community groups make Santa Clarita feel like a small city with big-city culture.

Focus group participant

I think it's wonderful the ... growing diversity that we have in our community.

Focus group participant

Old Town Newhall has become such an arts district... the galleries, The MAIN, and the outdoor events make it really vibrant.

Focus group participant

I think [downtown] Santa Clarita has done an amazing job of becoming a destination for art, theater and food.

Virtual workshop participant

Santa Clarita is very lucky to have three colleges—CalArts, College of the Canyons, and The Master’s University—all with strong arts programs.

Focus group participant

D. Analysis of Stakeholder and Community Input — Strengths

History. Stakeholders and community members highlighted the rich history of the Santa Clarita Valley (SCV) as a major strength of the area. Silent film and western film history were often mentioned as points of pride to the community that have been highlighted through art, though many stakeholders commented that others outside SCV may not be aware of this history.

Arts Commission. Many stakeholders acknowledged and appreciated the work the Arts Commission has done to infuse arts and culture into Santa Clarita. Comments mentioned some events the Arts Commission has sponsored with the City as successful.

Partnership between City and other arts groups. Several participants indicated that they appreciate the City's support of arts and culture in addition to other groups like the Arts Commission. Many stakeholders remarked that coordination between the City, schools, community arts organizations, and individual artists has enriched the arts scene in Santa Clarita.

This was the old west. Everything happened here. This is such a, you know, nexus of history.

Focus group participant

There is no place better on planet earth ... for silent film [history] than right here!

Focus group participant

The Arts Commission has done a great job in making Santa Clarita visible as an arts destination.

Focus group participant

The City of Santa Clarita has done a good job with programming through the Arts Commission — things like Art Slam, Cowboy Festival, and the events downtown.

Focus group participant

We've had successful collaborations between CalArts and the City.

Focus group participant

I think the City has been a great partner. They've done a lot of work with the Arts Commission in terms of funding and highlighting events... and I think there's been a real shift to thinking about how to support artists, not just institutions.

Focus group participant

D. Analysis of Stakeholder and Community Input — Strengths

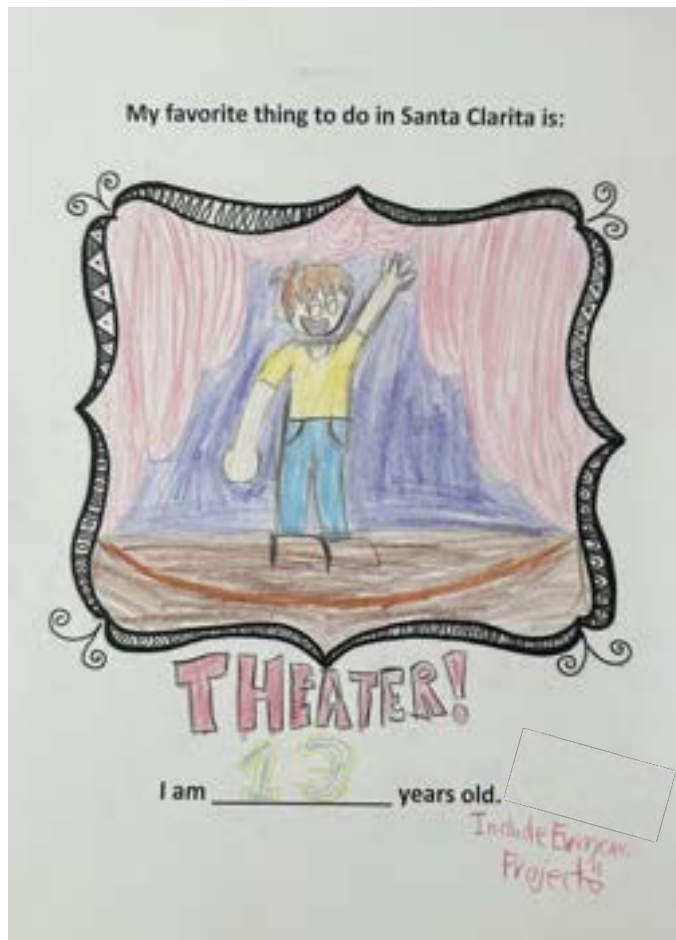
Favorite thing to do in Santa Clarita

As part of the discovery meeting, residents used colored pencils and stickers to create drawings in response to the prompt, “My favorite thing to do in Santa Clarita is...” Figure D-10 highlights one example drawing from this station.

Participants’ drawings illustrated their affinity for:

- Performing (theater and singing);
- Painting;
- Teaching;
- Hiking; and
- Playing outdoor sports.

D-10. One example of feedback gathered through the drawing corner activity station at the discovery meeting



Source: City of Santa Clarita Virtual Workshop, Keen Independent Research.

D. Analysis of Stakeholder and Community Input — Areas for Improvement

This section addresses perceived areas for improvement as they relate to arts and culture for Santa Clarita.

Challenges to Supporting Arts and Culture

In the virtual workshop, participants could list up to three words or phrases to identify the biggest challenges to supporting or developing arts and culture in Santa Clarita.

D-11. Challenges to arts and culture in the City of Santa Clarita

Figure D-11 is a word cloud that illustrates the range and frequency of challenges identified by survey respondents. Participants most frequently identified funding, lack of venues/space, limited advertisement, accessibility, and City government politics as key challenges to supporting arts.



Note: N = 232. Respondents were asked to share up to five words or short phrases.

Source: City of Santa Clarita Virtual Workshop, Keen Independent Research.

D. Analysis of Stakeholder and Community Input — Areas for improvement

This section elaborates on themes displayed in the word cloud and incorporates perspectives from the virtual workshop and discovery meeting, as well as interviews and focus groups.

Arts and Culture Challenges and Requests

Santa Clarita residents and stakeholders provided additional comments about the following challenges to developing local arts and culture:

- Funding;
- Venues;
- Accessibility;
- Advertising and awareness;
- Vision; and
- City politics.

Funding. Many stakeholders indicated that funding was a significant barrier to the expansion of arts and culture in Santa Clarita. Local artists and representatives from schools (K-12 and higher education) commented that funding is limited and many indicated that the funding they do receive disproportionately goes toward things like venue rental costs. Some stakeholders also noted that federal funding for arts has decreased in recent years, posing a challenge for organizations that previously relied on those funds for survival.

Venues. The lack of available venues for arts and culture was a theme across several focus groups and was reinforced by virtual workshop and discovery meeting participants. Theater spaces were most commonly mentioned but other comments indicated a lack of concert space as well. A few individuals also mentioned that storage space was an issue, particularly for theater companies.

Without consistent and adequate funding, the art sector of SCV will always struggle to thrive and provide opportunities for artists and the community.

Virtual workshop participant

Scarce funds should be spent on our programs, improving the quality of instruction and performance opportunities for our students, not on price-gouging rental fees.

Virtual workshop participant

The city has been a great partner, but the funding is limited — there's so much competition for small grants, and we need larger, multi-year commitments if we're going to build something sustainable.

Focus group participant

We had worked really hard on a grant application that was gonna be for like a million dollars... and then federal funding went away that meant that whole grant process went away.

Focus group participant

With so many independent theatre companies expressing desire to perform in just the last three years, the MAIN, although a wonderful place to produce theatre, is just not enough.

Virtual workshop participant

We occasionally produce performances outside Santa Clarita... it's hard to find local venues that fit our programs.

Focus group participant

We have multiple theatre companies with only two locations to work.

Virtual workshop participant

D. Analysis of Stakeholder and Community Input — Areas for improvement

Accessibility. Several stakeholders indicated that accessibility is a barrier to supporting arts. Some discussed their impressions of the local colleges as closed off, making art occurring there inaccessible to the community. Others commented that the City could be more inclusive with its arts and culture events to embrace the diversity of its residents and welcome new people.

Advertising and awareness. Many comments indicated that residents were not always aware of arts and culture events or offerings in

Santa Clarita. Several mentioned that they followed the City's social media pages or subscribed to a City newsletter but still miss out on events that are not adequately highlighted.

Vision. A few stakeholders highlighted the lack of vision Santa Clarita has in terms of its arts and culture identity, with a few indicating the City lacks an identity altogether.

City processes and procedures for supporting arts. Finally, a few participants in the virtual workshop and focus groups identified the City government as a potential barrier to expanding arts and culture. A few

noted that projects can be slow to go through government approval.

I'd love us to be known for including all kinds of populations — people with special needs, diverse backgrounds — because our city has come a long way but could still work closer to inclusion.

Focus group participant

I wish the colleges in SCV could be more open to the community — would love to attend exhibits, speakers, galleries at CalArts for example, but they seem very closed off.

Virtual workshop participant

There definitely needs to be more marketing and advertising. Finding out what's going on in Santa Clarita is difficult to say the least. I even get emails from the City and Art walk was not one of them.

Virtual workshop participant

I follow the City's [Facebook] page, but I feel like I miss out on a lot of art events until after it's over.

Virtual workshop participant

There is nothing innovative, visionary, world class, or youthful on display in Santa Clarita... Santa Clarita is fighting desperately to maintain an identity that doesn't exist.

Focus group participant

SCV feels like it wants to be viewed as an art community but does not fully commit to it.

Virtual workshop participant

D. Analysis of Stakeholder and Community Input — Perceptions of Arts and Culture

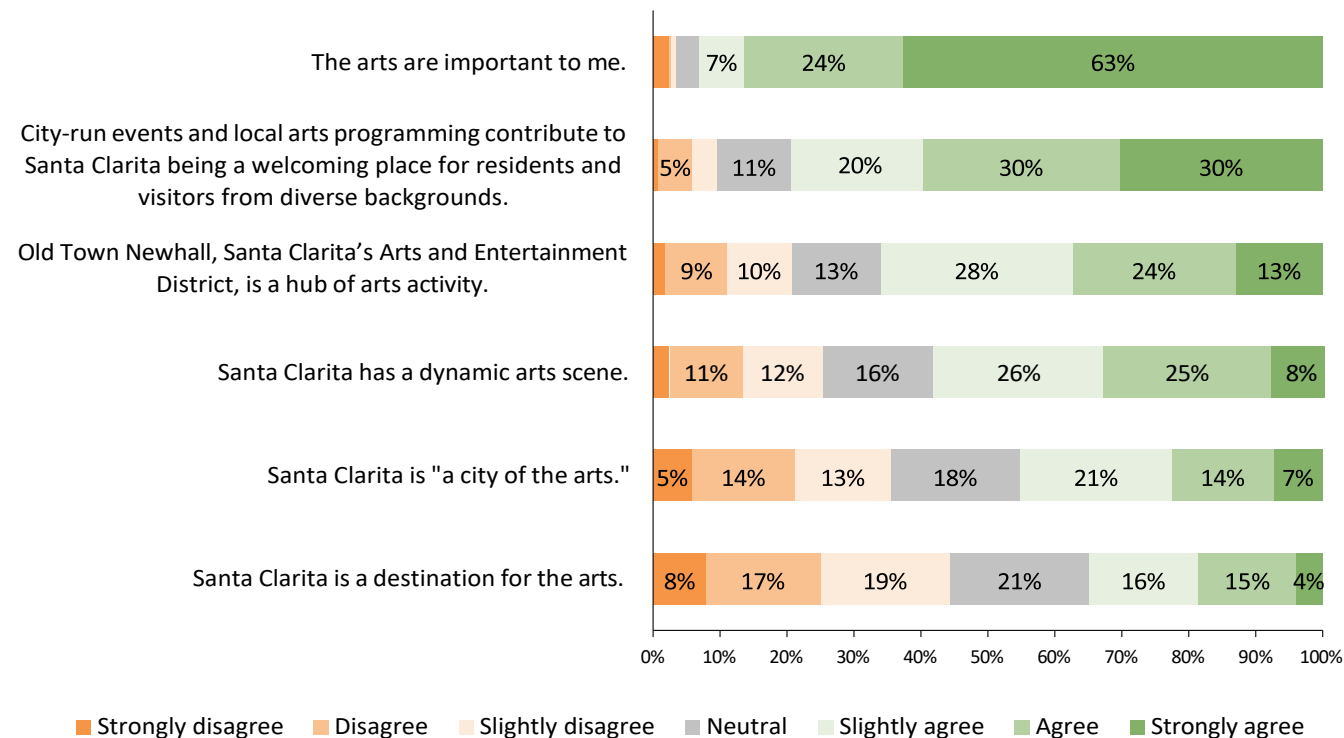
In this section, we discuss stakeholders' perceptions of arts and culture, both generally and as it relates to City involvement.

Arts and Culture Scene

Virtual workshop participants provided their perceptions of Santa Clarita's arts and culture scene. Figure D-12 shows all responses along a seven-point agreement scale ranging from "strongly disagree" to "strongly agree." Almost all participants (95%) indicated that arts and

culture are important to them and that local arts programming makes Santa Clarita a welcoming place to live and visit (80%). More than half of participants agree that Old Town Newhall is a hub of arts activity (65%) and that Santa Clarita has a dynamic arts scene (59%). Participants indicated mixed agreement to the statements that "Santa Clarita is a 'city of the arts'" and "Santa Clarita is a destination for the arts." These data suggest that that arts and culture is important to participants but that more could be done to support Santa Clarita as it lives up to its vision as a "city of the arts."

D-12. Virtual workshop respondents' perceptions of arts and culture



Note: N = 343-377.

Source: City of Santa Clarita Virtual Workshop, Keen Independent Research.

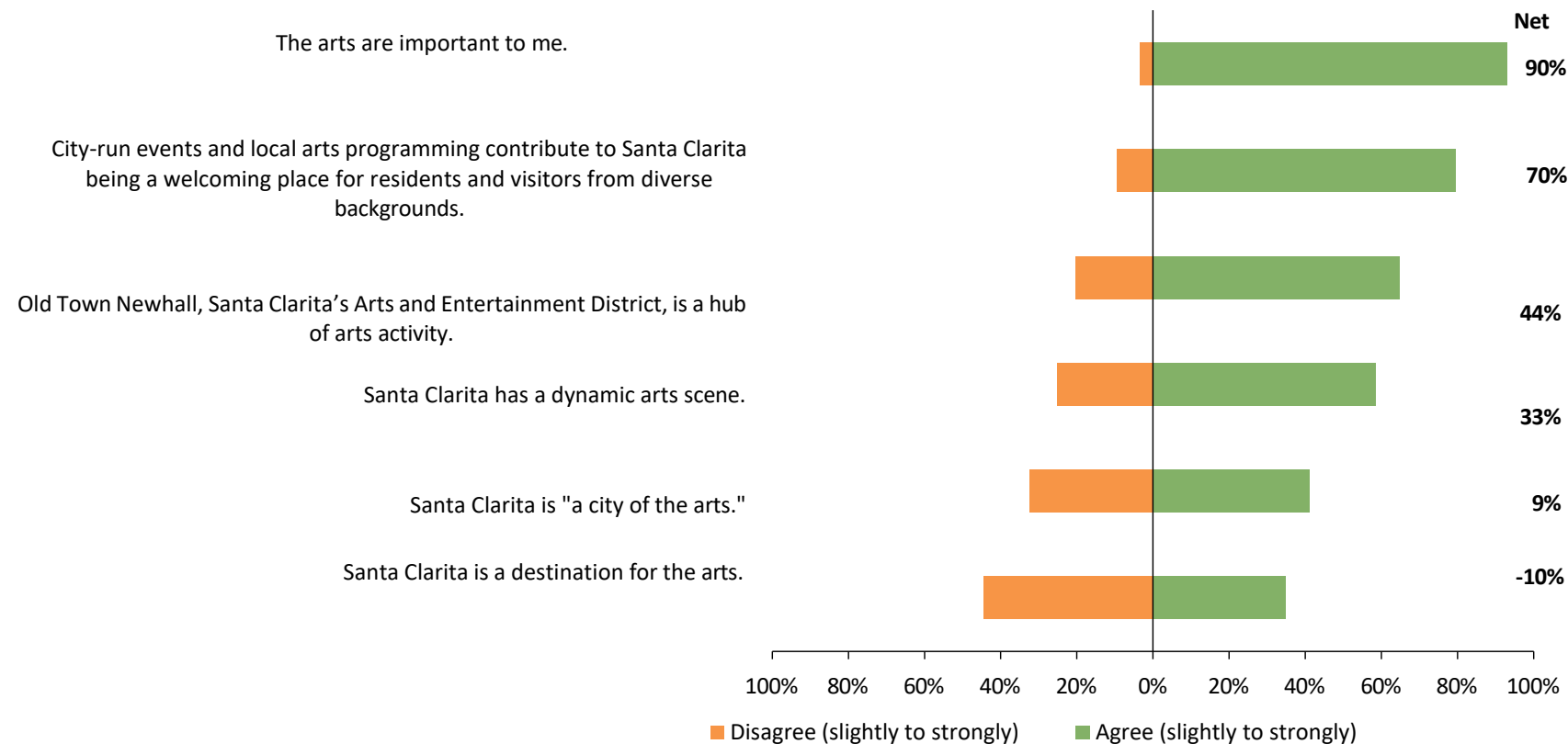
D. Analysis of Stakeholder and Community Input — Perceptions of Arts and Culture

Perceptions of Arts and Culture Scene Net Rating

Figure D-13 highlights the net rating for the same perception of arts and culture statements discussed in Figure D-12.

Arts and culture are “important to me” and City-run arts events “contribute to Santa Clarita being a welcoming place” have the highest ratings of 70% and above. “Santa Clarita is a destination for the arts” has a negative net rating, with more respondents disagreeing with the statement than agreeing.

D-13. Virtual workshop respondents’ perceptions of arts and culture net rating



Note: N = 343-377. The net rating is calculated by subtracting the sum of the “strongly disagree,” “disagree,” and “slightly disagree” responses from the sum of the participants who “strongly agree,” “agree” and “slightly agree.”

Source: City of Santa Clarita Virtual Workshop, Keen Independent Research .

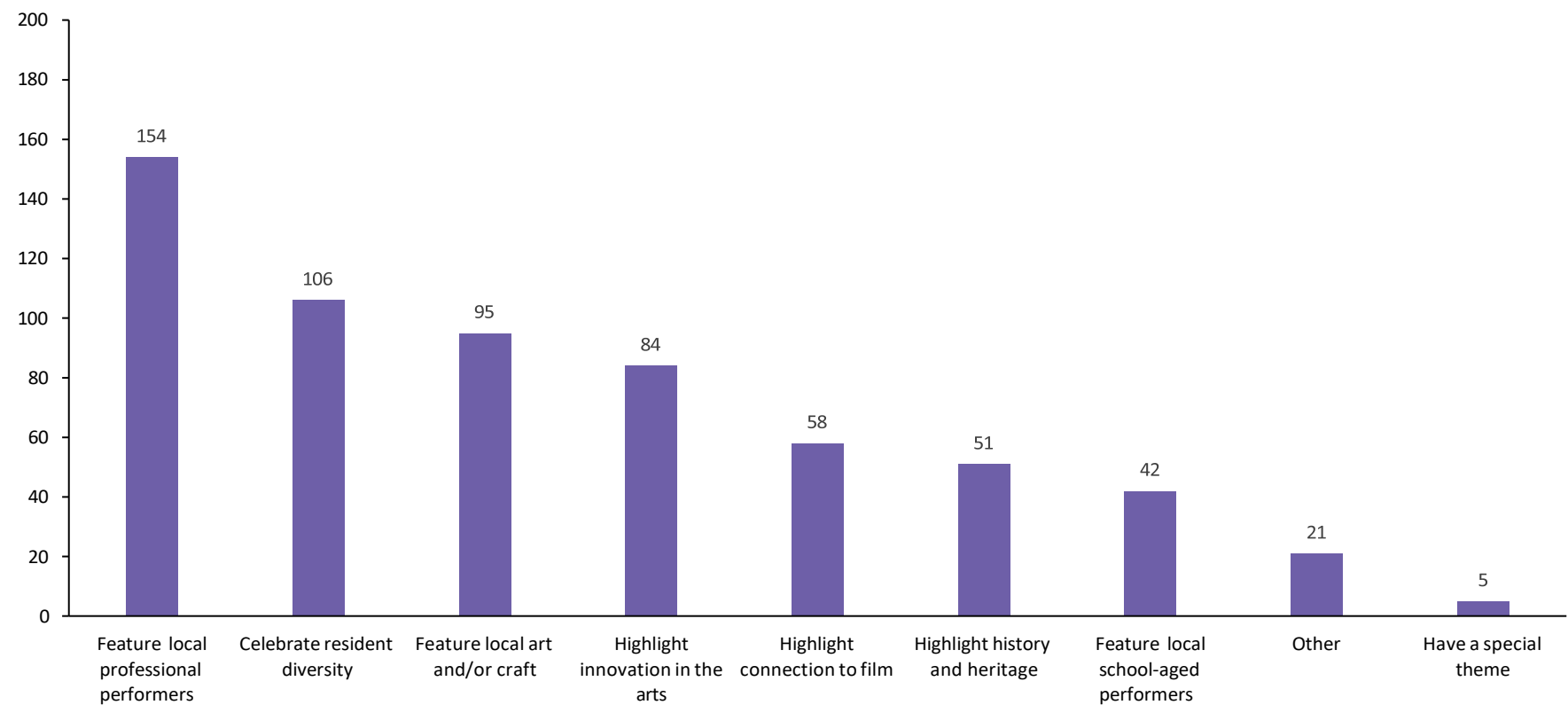
D. Analysis of Stakeholder and Community Input — Preferences

Keen Independent asked virtual workshop, discovery meeting and interview and focus group participants to identify their preferences regarding potential future arts and cultural priorities for the City.

City-Organized Event Preferences

Figure D-14 shows virtual workshop participants’ responses about potential City-organized events. Virtual workshop participants shared a preference for City-organized events that feature local professional performers, celebrate resident diversity, feature local art and/or craft and highlight innovation in the arts.

D-14. Virtual workshop participants responses to, “The City should offer more events that...”



Note: N = 232. Respondents could select up to two responses.

Source: City of Santa Clarita Virtual Workshop, Keen Independent Research.

D. Analysis of Stakeholder and Community Input — Preferences

Public Art and Placemaking

When asked about public art and placemaking preferences, participants most often stated they were interested in seeing more public art made by local or regional artists. (Figure D-15). The next most popular response was art that is made collaboratively with the community. A few virtual workshop participants provided comments about public involvement in the City’s decisions regarding arts and culture.

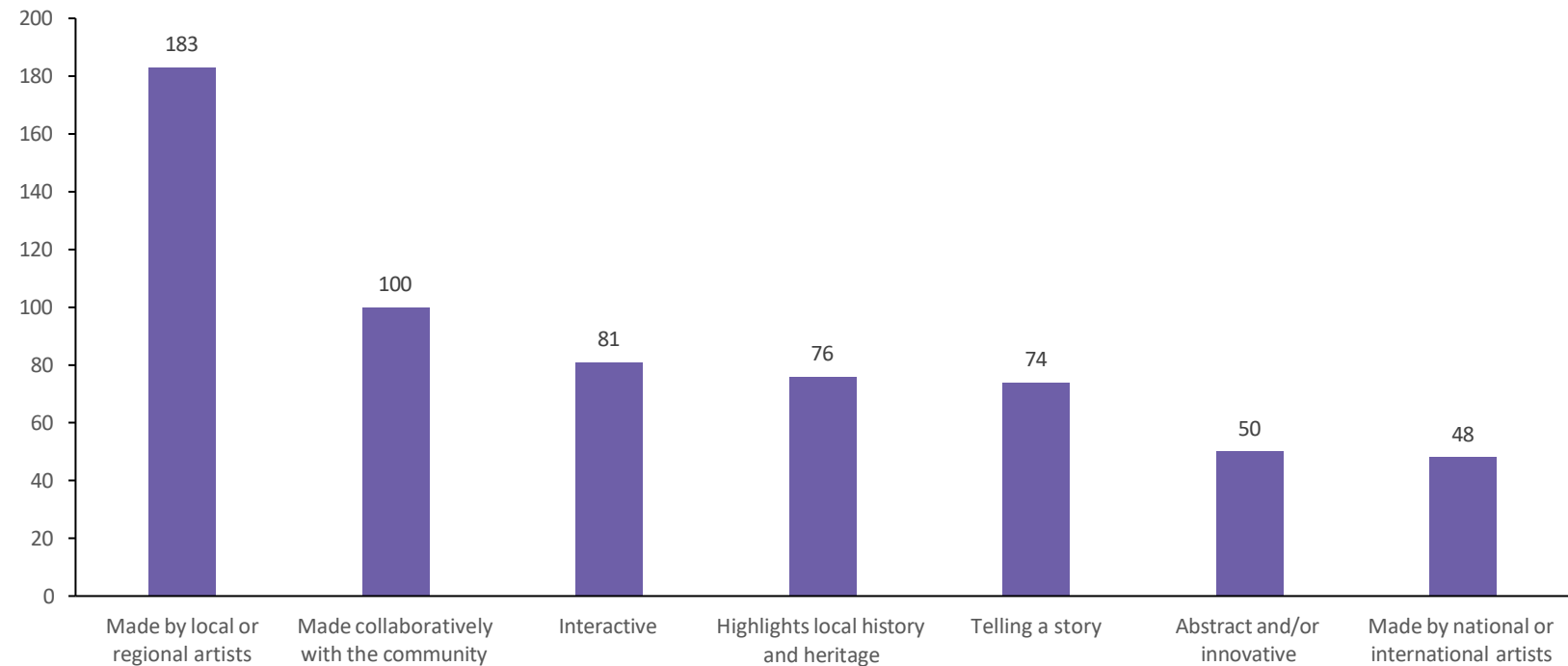
Please make sure to include the Santa Clarita community in all aspects of decision making about art in our city. These decisions should be made and voted on by the public instead of a select committee of a few people.

Virtual workshop participant

Being included [in the decision-making process] has really helped me feel like a part of the community.

Virtual workshop participant

D-15. Virtual Workshop participant responses to, “I would like to see more public art and placemaking that is...”



Note: N = 232. Respondents could select more than one answer.

Source: City of Santa Clarita Virtual Workshop, Keen Independent Research.

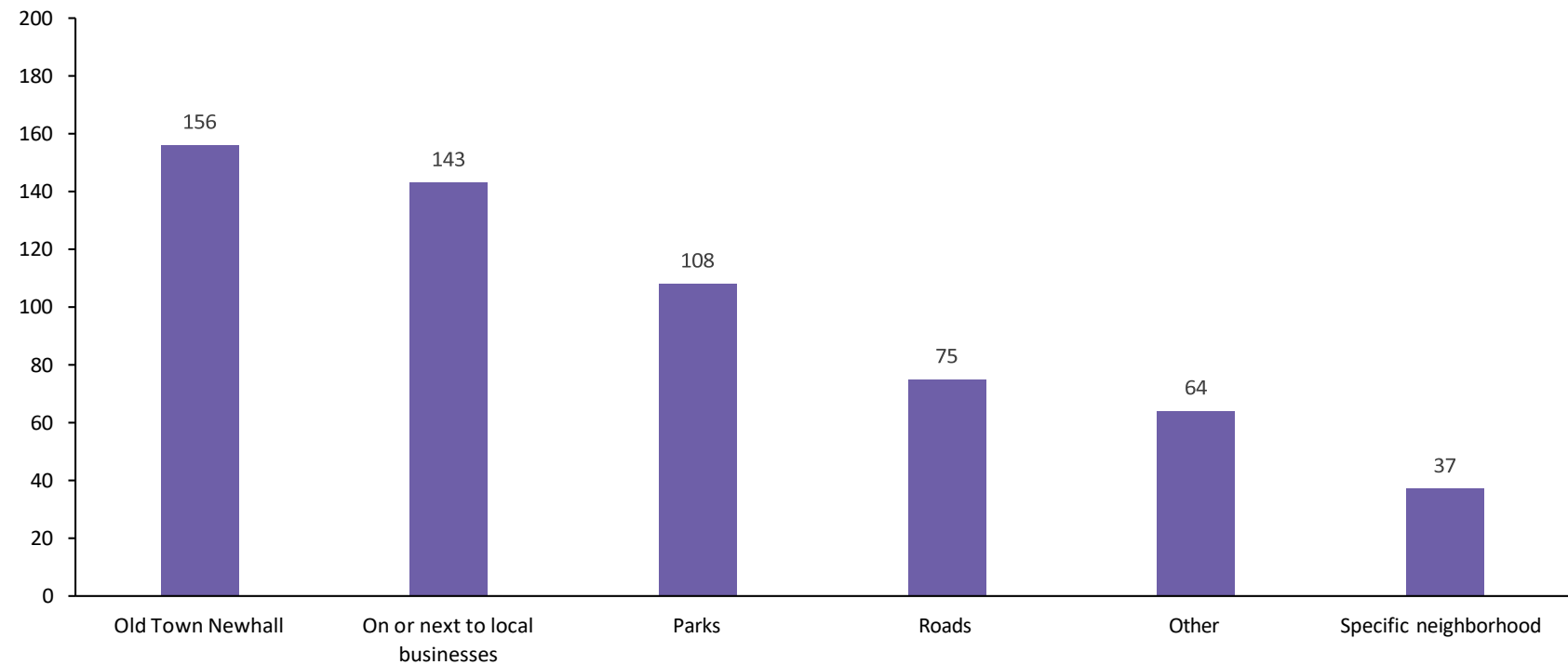
D. Analysis of Stakeholder and Community Input — Preferences

Desired Locations for Arts and Culture Assets

When asked where they would like to see more arts and culture, most virtual workshop participants suggested Old Town Newhall and near to local businesses (Figure D-16). Many participants also indicated they would like to see more art in parks and on roads. A few participants indicated that they would like to see more art throughout Saugus, Canyon Country and Valencia.

Mapping future public art assets. During the discovery meeting, participants were invited to place stickers on a map to indicate where they would like to see more arts and culture assets. Concentrations of stickers appeared in all neighborhoods of Santa Clarita, reflecting the desire to have more art throughout the community. Figure D-17 on the next page displays the map from the discovery meeting.

D-16. Desired locations for arts and culture assets



Note: N = 232. Respondents could select more than one answer.
Source: City of Santa Clarita Virtual Workshop, Keen Independent Research.

D. Analysis of Stakeholder and Community Input — Preferences

D-17. Desired locations for arts and culture assets



Source: Santa Clarita Discovery Meeting, Keen Independent Research.

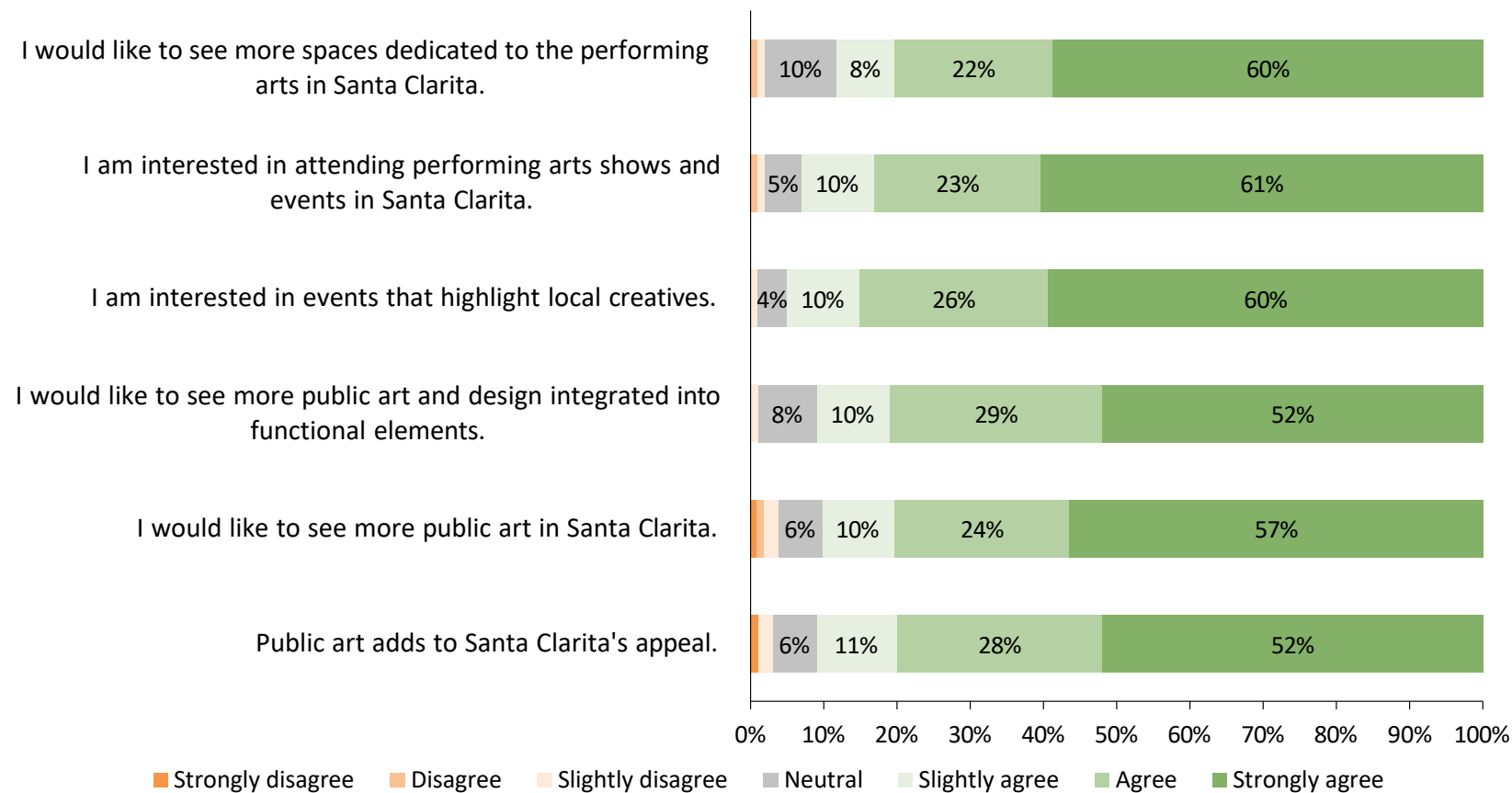
D. Analysis of Stakeholder and Community Input — Preferences

Arts-related Interests

Virtual workshop participants indicated their level of interest for different types of art. Figure D-18 shows all responses along a seven-point agreement scale ranging from “strongly disagree” to “strongly agree.”

D-18. Virtual workshop participant art-related interests

For all interest statements, virtual workshop participants generally agreed (slightly to strongly) that they would like to see more art of varying types in Santa Clarita. Attending performing arts shows and events highlighting local creatives had the highest levels of agreement among respondents.



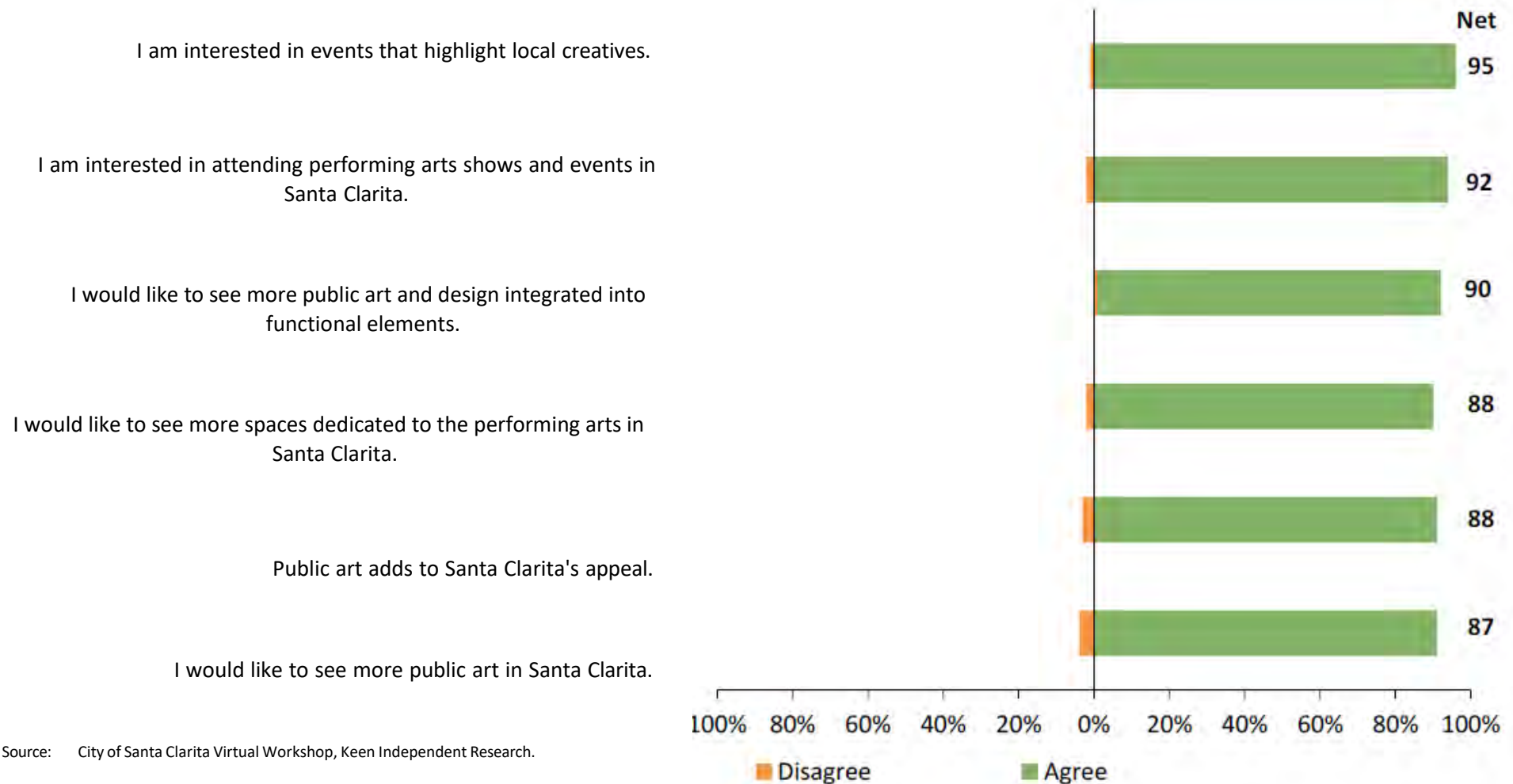
Note: N = 236-242.
Source: City of Santa Clarita Virtual Workshop, Keen Independent Research.

D. Analysis of Stakeholder and Community Input — Preferences

Net rating. Figure D-19 highlights the net rating for statements discussed in Figure D-18. All statements have a net score of 87% or higher.

D-19. Virtual workshop participant art-related interests net rating

Attending performing arts shows and events highlighting local creatives had the highest net scores at 95% and 92%. These data further support that Santa Clarita residents are highly interested in art and want to see more arts and cultural offerings.



Source: City of Santa Clarita Virtual Workshop, Keen Independent Research.

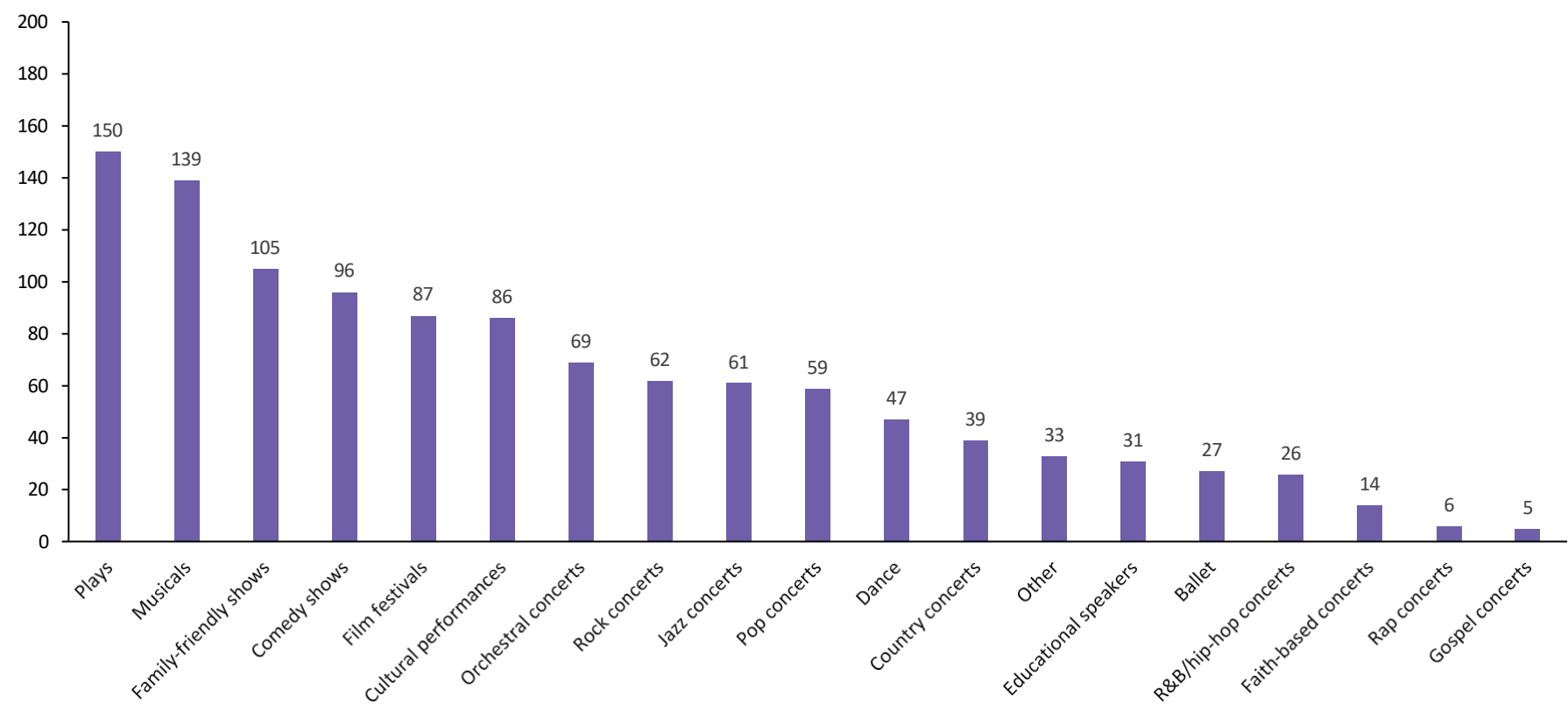
D. Analysis of Stakeholder and Community Input — Preferences

Favorite Types of Live Entertainment

Virtual workshop participants were asked to select up to four types of performances or live entertainment that they enjoy. Figure D-20 shows that respondents indicated an affinity for a broad range of show types.

Plays and musicals were the more frequently selected types of entertainment (150 and 139 selections, respectively). Next most popular responses were family-friendly shows, comedy shows, film festivals, and cultural performances.

D-20. Favorite types of performances and live entertainment



Note: N = 220. Respondents could select up to four responses.

Source: City of Santa Clarita Virtual Workshop, Keen Independent Research

D. Analysis of Stakeholder and Community Input — Preferences

Infrastructure Preferences

Residents and stakeholders shared their ideas for future arts infrastructure through in-depth interviews and focus groups, the virtual

workshop and discovery meeting.

Arts and culture infrastructure. Most infrastructure comments focused on new arts and culture venues, such as:

- Amphitheater;
- Community performing arts center;
- Museum (children’s museum was specifically mentioned a few times); and
- Art gallery/exhibition space.

Multipurpose infrastructure. Additionally, many members of the business community indicated that Santa Clarita needs conference and meeting spaces. When a focus group participant suggested developing a multipurpose convention center, several others agreed that there’s a need for such infrastructure.

Santa Clarita Theatre Center.

Discovery meeting participant

The MAIN is an essential resource for theatre and performance in SCV, but we also need a Santa Clarita Theatre Center to provide the resources The MAIN lacks: rehearsal space, storage space, set build space, meeting space, and a variety of performance spaces.

Virtual workshop participant

We have The MAIN and the PAC, but they serve specific audiences — we could use a mid-sized, flexible community arts center.

Focus group participant

Outdoor amphitheater.

Discovery meeting participant

Activate empty spaces (indoor and outdoor) for arts.

Discovery meeting participant

We do have a lot of local professional artists, and they need spaces to exhibit — affordable, accessible places.

Focus group participant

[We’ve] been advocating for a conference center for many, many years.

Focus group participant

D. Analysis of Stakeholder and Community Input — Preferences

Benchmark Cities

Participants in the discovery meeting were invited to identify other cities that might serve as a reference for the kind of change they’d like to see in Santa Clarita regarding arts and culture. Participants used index cards to respond to the following prompt:

- “Which cities would you like Santa Clarita to look to as it develops its support for the arts? Why?”

Several participants in interviews, focus groups, and the virtual workshop survey also provided examples of cities they would like Santa Clarita to look into (though they were not explicitly prompted to do so).

Most cities participants listed as their exemplars are in California, and some of the most commonly mentioned were Lancaster, Irvine, and Long Beach. Several participants across engagement methods (discovery meeting, focus groups, and interviews) pointed to Lancaster’s City-run museum as a significant arts asset to the community that they would like to see in Santa Clarita. Several participants mentioned Culver City as a place that has cultivated a strong identity based on its film and television history that sets it apart from greater Los Angeles. Participants who named Santa Barbara as an example praised the city’s arts venues and investment in arts.

Community Recommended Benchmark Cities

- Claremont, CA
- Culver City, CA
- Irvine, CA
- Lancaster, CA
- Long Beach, CA
- Ojai, CA
- Paso Robles, CA
- Pomona, CA
- Santa Barbara, CA
- Thousand Oaks, CA
- Ventura, CA