



City of Lancaster ENTERTAINMENT AND EVENTS PLAN 2025



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SECTION 1

Introduction



Mascots at the California Poppy Festival
Courtesy of City of Lancaster

Introduction

Lancaster, CA boasts a revitalized Downtown, proximity to a regional poppy reserve, and a vibrant ecosystem of entertainment organizations. The City of Lancaster (“City”) engaged Keen Independent Research in May 2024 to assess the local events and entertainment market, resulting in the development of the Entertainment and Events Plan.

What is an Entertainment and Events Plan?

An Entertainment and Events Plan is an action plan that will help the City of Lancaster make decisions related to adjusting, adding or removing events. This plan recognizes that Lancaster hosts dozens of events each year and provides structure around how to evaluate event success. Intended as a living document that will adapt to Lancaster’s changing needs, this plan empowers the City with concrete strategies for strengthening the events it offers.

The City’s Entertainment and Events Plan is the result of thorough stakeholder and community engagement.

What does “entertainment” include? In this study, we defined the term “entertainment” broadly to encompass City-run events, sports, performing arts, amusement parks, museums and cultural sites.

How to Use this Plan

The Entertainment and Events Plan will be primarily utilized by the City to guide decision-making related to events over the next several years. Individuals and entertainment organizations 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 not designed to develop specific events or programs. Instead, it serves as a framework for the City as it seeks maximize the impact of City events.



California Poppy Festival activities
Courtesy of City of Lancaster



Field of Drafts participants
Courtesy of City of Lancaster

Introduction

This plan was made possible by City Leaders and Lancaster residents.

Message from the Study Team

The study team thanks the following groups and individuals.

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.

We especially thank City Manager Trolis Niebla for his involvement throughout the planning process.

- Patti Garibay, Community Development Director;
- Rodrick Armalin, Chief of Police;
- George Harris, Director of Finance;
- Sonya Patterson, PARCS Director;
- Marissa Diaz, Public Works Director;
- Larissa De La Cruz, Assistant City Manager;
- Alexis Merino, Assistant Director;
- Victoria Reyna, PARCS Assistant Director;
- Jennifer Seguin, Communications Manager; and
- Efrain Carrera, PARCS Manager.

Additionally, Tamara Gonzalez, Coordinator I in the City Manager's Office, provided a tremendous amount of administrative support on this project, from scheduling to procuring documents.

Lancaster residents and community members. This project would not have been possible without the active participation of Lancaster's residents and community members, who contributed ideas through BLVD Market participation, the virtual workshop survey and the email and hotline.

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

- John Smelzer, President and Founder, AV Alta FC;
- Drew Mercy, Executive Director, AV Edge;
- Dan Jacobs, Chief Executive Officer, AV Fair and Events Center;
- Mark Hemstreet, President, Destination Lancaster;
- Julie Secory, Assistant Manager, Lancaster Performing Arts Center; and
- Lauren Weiss, Senior Art Program Leader, Museum of Art and History.

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; and
- Haley Adams, Consultant.

Background

The City of Lancaster hosts dozens of diverse events each year, from the California Poppy Festival that draws regional crowds of over 50,000 to the BLVD Market, a Thursday night market featuring local restaurants and creatives downtown. The City owns and operates the Lancaster Performing Arts Center (LPAC) and the Museum of Art and History (MOAH). Additionally, the City collaborates with many local venues, including the AV Fair and Events Center, to put on events.

This plan offers strategies for leveraging the existing events and entertainment infrastructure in Lancaster and developing a cohesive strategy around events that supports their success.

City Plans

A few of the City's existing planning documents contain goals relevant to entertainment and events, including the General Plan 2030 and the Public Arts Master Plan (reviewed in more detail in Appendix B).

- As part of the goal to support economic development, the City wanted to consider developing a facility for indoor sports and live entertainment events.
- Many of the objectives under the goal to support active living are designed to encourage social interaction between community members via participation in arts and cultural events and activities.
- The public arts plan discusses how art on the BLVD enhances overall experience of events and activities held downtown.

The City has already made significant progress on many of these goals and others. This Entertainment and Events Plan builds on that progress, leverages existing entertainment 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 Entertainment and Events Strategic Plan.

Keen Independent conducted virtual and in-person stakeholder engagement with City leaders and staff, arts, culture entertainment and business leaders and community members. Nearly 300 people shared their perspective on the plan through the following efforts:

- In-person site visits;
- In-depth stakeholder interviews and focus groups;
- Virtual workshop survey;
- Tabling at City events (BLVD Market);
- Group visioning session; and
- Study hotline and email feedback.

Keen Independent also:

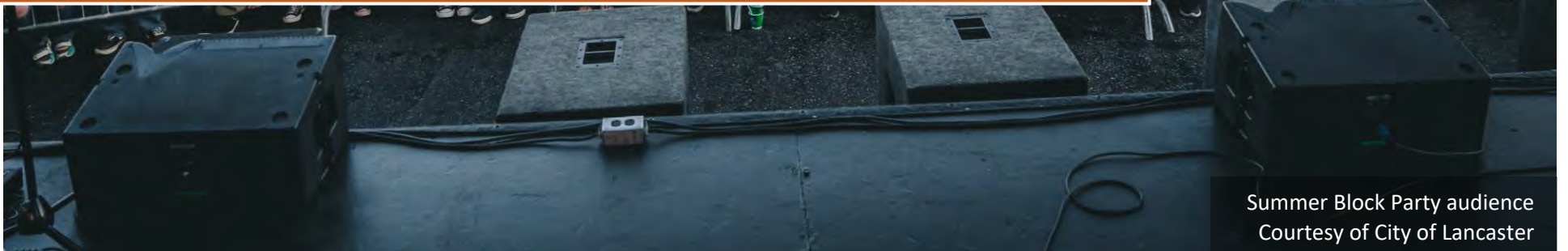
- Conducted extensive mapping of existing arts and entertainment assets;
- Analyzed demographic and population trends; and
- Reviewed existing City plans and structure.





SECTION 2

Key Findings



Summer Block Party audience
Courtesy of City of Lancaster

Key Findings — Executive summary



The City of Lancaster engaged Keen Independent Research in April 2024 to conduct a market analysis of events and entertainment. As a result of the market analysis study, Keen Independent developed an Entertainment and Events Plan to help guide the City in producing successful events.

Methodology

Keen Independent examined demographics, population trends, demand for arts and entertainment events, relevant businesses and related City plans. Early in the project, the team visited arts and entertainment assets in the community, including the Lancaster Performing Arts Center (LPAC) and Museum of Art and History (MOAH).

Additionally, the study team collected input from nearly 300 stakeholders and community members through:

- Individual interviews;
- Focus groups and listening sessions;
- Virtual workshop surveys;
- Activities at a BLVD Market table; and
- Group visioning sessions.

Key Findings

Key findings from this research included the following:

- City of Lancaster has a wide-ranging portfolio of events, entertainment offerings and cultural venues (LPAC, MOAH).
- Many City events show strong attendance numbers and positive feedback from residents.
- City events and cultural venues can be further improved by defining and measuring what makes them successful.
- Stable population growth forecasts suggest that the City should right-size existing events rather than expanding offerings.

Recommendations

Keen Independent proposes the City adopt the following goals to refine their events and entertainment program:

1. **Define and measure success for events;**
2. **Promote events early and often;**
3. **Leverage existing resources to build community; and**
4. **Develop an arts and culture strategic plan.**

Key Findings — Stakeholder engagement methodology

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

Stakeholder and Community Engagement

Keen Independent engaged Lancaster residents and community members using a range of methods between July and October 2024.

Stakeholder engagement. The study included in-depth interviews, focus groups and a visioning session with nearly 20 individuals, including City staff, local community leaders, business owners and creatives. Stakeholders were asked a series of questions, including how they describe Lancaster’s culture and markers of success regarding the City’s support of entertainment and events.

Community engagement. The study team invited Lancaster 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 events and entertainment, as well as participant preferences regarding future entertainment offerings. The virtual workshop survey was live from July 2024 to October 2024.

BLVD Market tabling. Keen Independent promoted the virtual workshop in person during two BLVD Market evenings in September 2024. Additionally, we provided attendees with opportunities to indicate what kinds of entertainment options they would like to see in Lancaster.

Study email and hotline. Residents and community members could provide feedback on entertainment and events in Lancaster using the study email and hotline between May 2024 and April 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 entertainment and events in Lancaster, 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.



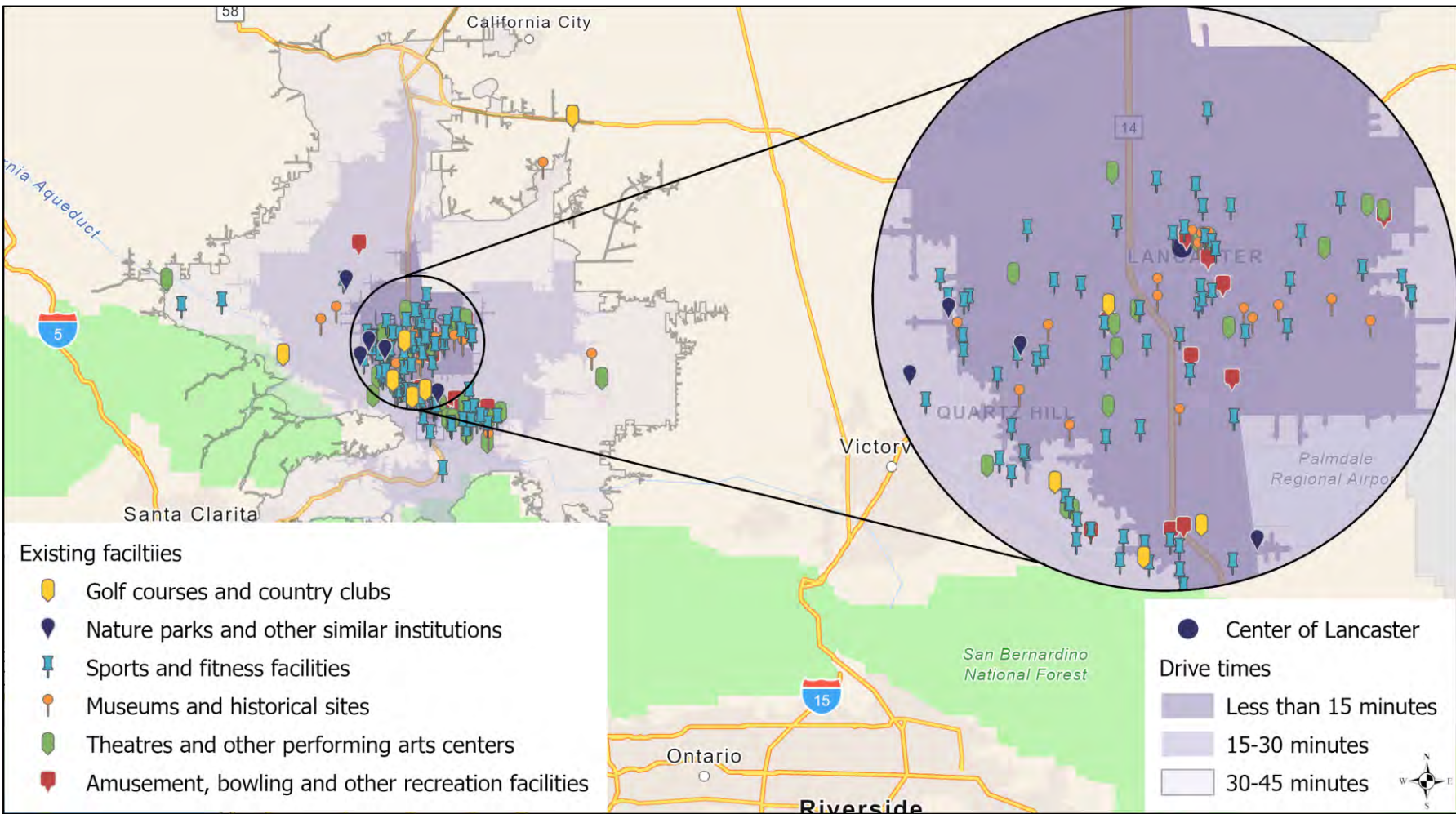
Face painting at Summer Block Party
Courtesy of City of Lancaster

Key Findings — Entertainment assets

Keen Independent developed and mapped inventories of existing entertainment businesses, which we defined broadly to include arts, recreation, sports and amusement categories.

The City has ample opportunity to partner with local entertainment businesses on events. For more information on Lancaster’s existing entertainment assets, see Appendix A “Market Analysis.”

2-1. Map of arts and entertainment businesses in Lancaster, 2024



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

Key Findings — Events

Keen Independent examined attendance at City events as well as how events are promoted. For more information on event attendance, see Appendix B, “Existing Conditions” and for more information on the City’s social media and other methods of promotion of events, see Appendix C, “Social Media Review.”

Event Attendance

Figure 2-2 displays total attendance numbers at events the City sponsored in 2024. In terms of single-day attendance, the Poppy Festival has drawn an average of nearly 18,000 visitors per day for the last five years and BLVD Market draws an average of around 600.

2-2. Estimated total attendance for City of Lancaster events in 2024

California Poppy Festival	50,000
Monday Night Bites (Mondays: May-October)	14,900
BLVD Market (Thursdays: April-October)	11,600
Magical Boulevard Christmas	9,400
Halloween Haunt	6,400
Fourth of July	6,200
Summer Block Party	5,200
Bark at the Park	3,800
Juneteenth	3,200
Field of Drafts	2,200
Cool Summer Nights (Wednesdays: June/July)	1,000
Justice Sunday	800
Earth Day	500
Coffee with a Deputy	370

Source: City of Lancaster, Keen Independent Research.

Event Promotion

The City has a robust social media presence and uses its accounts to promote events. Several events, such as the California Poppy Festival, receive considerable social media attention both from the City and from other social media users sharing content. Additionally, the City hosts a special events calendar and an event listing on its website.

2-3. Poster-style social media post



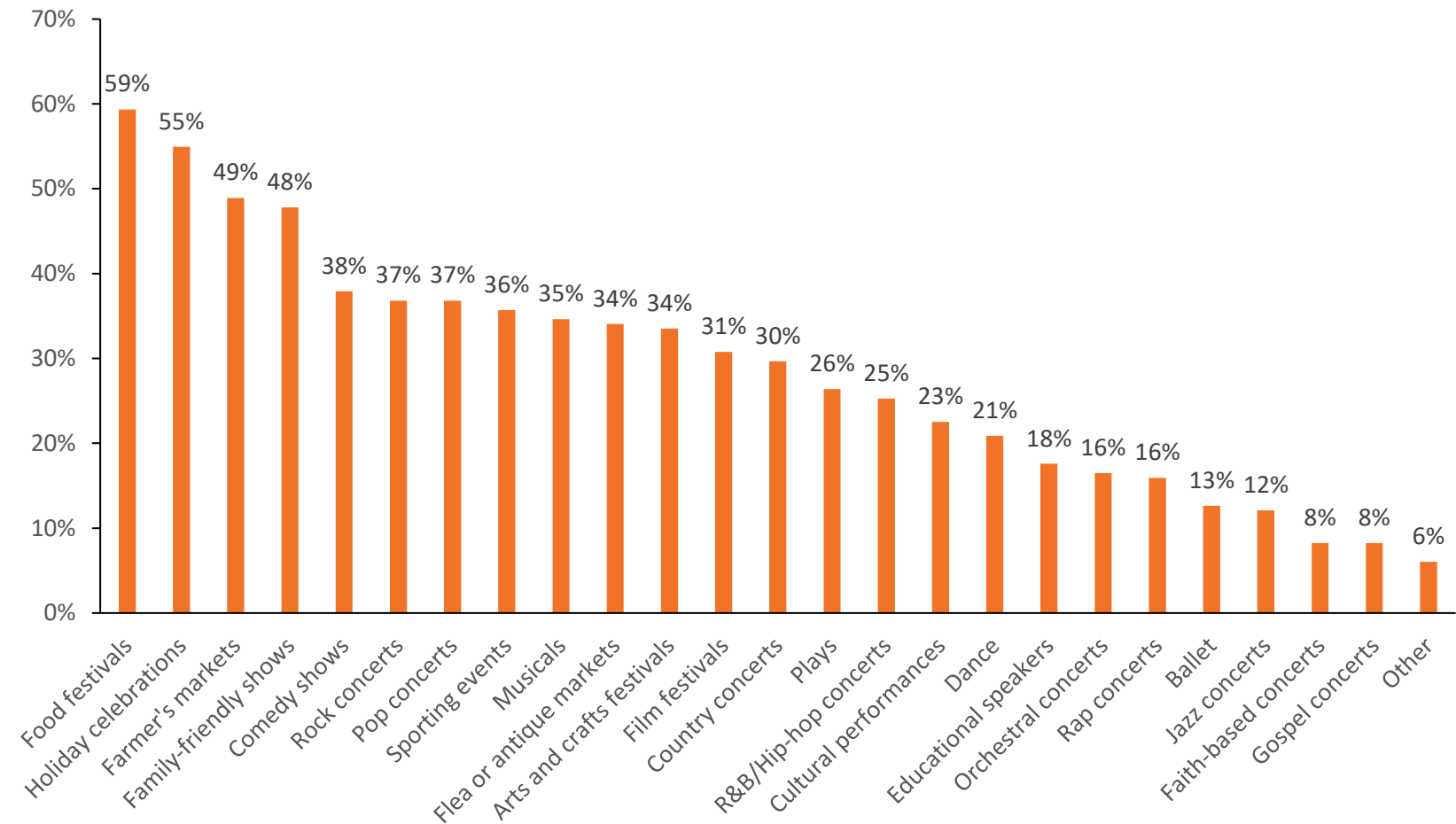
Source: City of Lancaster X.

Key Findings — Stakeholder input

Stakeholders and community members provided their thoughts on how the City can support entertainment. In general, feedback on the City’s existing efforts with its events was positive and suggestions for how to improve focused on fine-tuning those efforts.

Desired Event Types

Community members indicated the types of events they would most like to see in Lancaster. The top responses (food festivals, holiday celebrations, farmer’s markets and family-friendly shows) are types of events the City already hosts.



Source: Keen Independent Research.

Key Findings — Stakeholder input

City Role in Events

The following themes provide insight into how the City may improve its support of events and entertainment while the box on the right features quotes from stakeholders and community members. For more information, see Appendix D, “Stakeholder Input.”

Support of local artists. Stakeholders and residents enjoy the variety of local events but want to see the City doing more to support local artists, creatives and businesses. Supporting local artists and businesses can look like promoting Lancaster-based initiatives and creatives, creating a schedule at LPAC that makes the space more accessible to local performing arts groups, highlighting local talent during City events and introducing funding sources that aid in operating expenses of arts and entertainment organizations.

Collaboration with the community. Stakeholders and community members appreciated the City soliciting their opinions on entertainment and events and hope for future opportunities to continuously provide input. Many also highlighted that the City can collaborate with other partners in the community to host events that attract more people.

Advertisement of events. When discussing how they hear about events, stakeholders often commented that they do not always know what the City is offering. Most stakeholders and community members the study team interacted with indicated that when they do hear about events, it is through social media. Several mentioned wanting to hear about events through other means of communication and in languages other than English.

“I would like the city of Lancaster to support events by allowing more homegrown vendors to sell with street food vendor licenses, access to community grants to build your own businesses, and support with more community vending events outside of Lancaster Blvd.”

“I do not feel that we use our LPAC well. It become[s] financially impossible for the local dance studios and other local theater groups to do shows there. It should be used ... as an opportunity for our local folks to get to perform in our downtown.”

“Definitely giving opportunities to smaller artists and creators within Lancaster because there’s a lot of youth and young adults, wanting to have the opportunity to be able to participate in any music festivals to showcase their talents.”

“It is nice to really look into and gauge what the people of the community want. By doing surveys, holding conferences, and continuing to allow the people of the community to have a voice and opinion on what occurs is the best way to really tailor the offerings to our desire.”

“Continue to evolve and adapt to the wants and needs of all residents, continue to expand on opportunities and use other venues around our city to host inclusive events. And really expand on the events and entertainment offered to draw others beyond our community into it.”

“There are so many events that we don’t attend because I never receive emails or get to know about them.”

“Promote [events] in different languages in social media so other cultures can be integrated.”

Key Findings — City’s goals and strategies



This plan assists the City in realizing several of the City-wide goals outlined in the General Plan 2030, including supporting active living through arts, culture and entertainment and economic development through promotion of more entertainment-focused businesses. For more information, see Appendix B, “Review of Existing Conditions.”

The following goals will help focus the City’s support of events in a way that is aligned with City-wide planning:

- 1. Define and measure success for events;**
- 2. Promote events early and often;**
- 3. Leverage existing resources to build community; and**
- 4. Develop an arts and culture strategic plan.**

These goals and associated actions are outlined in the implementation plan in the following two sections of this document. We recommend the City use this as a living plan and adjust the suggested actions, responsible parties and short- and long-term measures of progress accordingly.

For the City to better tailor its events to the community, it must first develop a culture of evaluating its events and entertainment institutions (LPAC and MOAH). To develop evaluation criteria, it is critical to understand what success means. Broadly, success for events and entertainment can be driven by:

- Bottom line (e.g., “We only host this event if it is profitable or if it requires minimal City subsidy.”);
- Economic impact (e.g., “We only host this event if it generates income for local businesses.”);
- Community impact (e.g., “We only host this event if it is accessible for the local community.”); and
- Civic engagement (e.g., “We only host this event if it strengthens connections to civically engaged groups.”).

Some rare events like the California Poppy Festival may be driven by all categories of success, but in general, the City should pick one or two for each event or institution. This plan is accompanied by a matrix that places each of the City’s recent events into success categories and provides suggested evaluation criteria.



SECTION 3

Recommendations



Museum of Art and History
Courtesy of City of Lancaster

Recommendations — Introduction

The recommendations in this section support the City of Lancaster as it moves toward a more unified approach to its arts and entertainment offerings.

How to Use the Recommendations

This section of the Entertainment and Events Plan is organized by the following recommendations:

1. **Define and evaluate success for events;**
2. **Promote events early and often;**
3. **Leverage existing resources to build community; and**
4. **Develop an arts and culture strategic plan.**

Recommendations are not listed in terms of priority or start time. Instead, the City can pursue recommendations concurrently. This approach can ensure that the City balances the needs of Lancaster residents and organizations while also considering how events and entertainment in Lancaster relate to broader community efforts.

Approaching the recommendations as a road map.

The recommendations offer the City guidance on how to reach its goals. Each of the four recommendation themes includes action items that reflect findings for the market analysis and assessment 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.



Monday Night Bites
Courtesy of City of Lancaster

Implementing the recommendations. For a detailed implementation matrix, which includes suggested lead, who will drive the initiative, collaborators and start date, as well as suggested interim and stretch goals to measure progress, see the “Implementation Plan” in the next section.

Applicability to LPAC and MOAH. Although these recommendations are designed to broadly address entertainment and events in Lancaster, we recommend the City apply the same logic to the Lancaster Performing Arts Center (LPAC) and the Museum of Art and History (MOAH). Both institutions will also benefit from clearly defined success metrics, increased event promotion, use of existing resources and a unifying strategic arts and entertainment plan

Recommendation 1. Define and evaluate success for events

The first recommendation theme, “Define and evaluate success for events,” includes three action items, which are discussed below and on the next two pages.

1-1. Set metrics for events that correspond with event goals

The City of Lancaster hosts dozens of events each year, many of which City staff described as successful (see Appendix D for stakeholder feedback). Although there are examples of anecdotal success within events, the City lacks a systematic method of deciding what success means for each event and evaluating events accordingly.

During the visioning session with the City’s leadership, the study team defined four types of success:

- **Bottom line** (the event is successful if it makes a profit or minimizes losses);
- **Economic impact** (the event is successful if it brings in dollars to the local economy);
- **Community benefit** (the event is successful if it is approachable and accessible to the local community); and
- **Civic engagement** (the event is successful if it generates connections with community groups that participate in City-sponsored community engagement efforts).

Keen Independent developed a matrix (appended to this report as an Excel document) containing suggested key performance indicators (KPIs) for City-sponsored events that occurred in 2024 as a starting point. The City should assess these KPIs, edit them as they see fit, and develop a practice of establishing KPIs for future events.

Type of success	Common KPIs	Applicable events
Bottom line	Net profit Cost recovery City subsidy required	California Poppy Festival, Field of Drafts
Economic impact	Local spending Hotel stays Ticket sales (if applicable)	The BLVD Market, California Poppy Festival, Field of Drafts, Monday Night Bites, Summer Block Party
Community benefit	Local attendees Attendee satisfaction Average ticket cost	Antelope Valley Walls, Bark at the Park, The BLVD Market, The Bunny Hop, California Poppy Festival, Coffee with a Deputy, Earth Day, Fourth of July Fireworks Extravaganza, Halloween Haunt, Juneteenth, Justice Sunday, A Magical BLVD Christmas, MLK Day of Celebration, Monday Night Bites, Summer Block Party, Tour de Luke, Walk 'n' Roll Fest
Civic engagement	Presence of community organizations Number of organizations represented at yearly City engagements	Earth Day, Juneteenth, Justice Sunday, MLK Day of Celebration

Recommendation 1. Define and evaluate success for events

1-2. Implement surveys during and after each event to capture attendee feedback

The City has historically conducted a handful of surveys during and after events (Keen Independent reviewed survey input collected from the Walk 'n' Roll Fest; see Appendix B for a review). However, no systematic efforts to collect event feedback have been made. Because the City hosts so many events designed to benefit the community, it is critical to continuously collect attendee feedback such that events can respond to community needs. In the community virtual workshop survey conducted by the study team, participants indicated that they would appreciate having regular opportunities to provide feedback on events.

Future surveys could ask the following questions (several of which were included in the Walk 'n' Roll Fest survey):

- Perceptions of the event (e.g., how much they enjoyed it, how likely they are to attend in the future);
- How many time attendees have participated in the event or in other City-sponsored events;
- How attendees arrived at the event (e.g., on foot, by car, public transportation);
- Challenges experienced at the event (e.g., not enough parking, didn't like the venue); and
- General comments on the event (allowing participants to give open-ended responses).

Many events may require specific questions that would not apply to other events, depending on event goals. However, using a standard survey as a starting point can help the City adopt the habit of surveying participants during and after events.



Halloween Haunt attendees
Courtesy of City of Lancaster

Recommendation 1. Define and evaluate success for events

1-3. Evaluate events against success metrics to determine how to continue

In conversations with City staff, the study team heard that the City sometimes continues events that may be considered anecdotally unsuccessful for a variety of reasons. However, no systematic method of discontinuing or adjusting events existed at the time of the study team's discussions. Having a data-driven strategy to evaluate and adjust events will benefit the City by providing concrete evidence to support necessary changes. Once the City has set agreed-upon metrics for all events, metrics can be used to streamline decision-making.

When events are not meeting established metrics, the City can take one of several approaches:

- Re-evaluate the event metrics to ensure they are realistic given resources and circumstances surrounding the event (e.g., anticipated weather);
- Adjust event promotion to ensure that it can meet metrics the next time it occurs (e.g., if attendance is not meeting established benchmarks, increase event marketing);
- Adjust the event itself to ensure that it can meet metrics the next time it occurs (e.g., if attendance is not meeting established benchmarks, consider hosting the event in a smaller venue or devoting fewer resources to it); or
- Discontinue the event.

The City may consider developing post-event reports that briefly summarize the event and provide benchmarks against actual metrics, along with recommendations for future iterations of the event.



LPAC ticket holders
Courtesy of City of Lancaster

Recommendation 2. Promote events early and often



The second recommendation theme, “Promote events early and often,” features three action items and considers how the City can work with its existing resources to raise the profile of City-sponsored events.

2-1. Revisit City events page design to ensure user friendliness

The City’s calendar and special events pages on the website are not always updated with the same information and could be easier to navigate (see Appendix D for a review of the City’s social media, including its website).

A redesigned website may include the following:

- All events are reflected on both the City calendar page and special events page;
- Both pages are streamlined to only include event name, date and time; and
- Other information, including an event description, fees, parking info, etc. is included in each event link.

The City may also consider developing a unified events page containing a list and calendar view to eliminate the need for two separate pages for special events and the events calendar.

2-2. Develop engaging content that social media users can interact with

As of the finalization of this report, the City has turned the commenting feature off on its social media posts following some unrelated contributions. The City may consider using content moderation so it can still engage and interact with its online community.

Ways the City may encourage comments and other interactions with its social media posts could include:

- Adding a poll to an Instagram reel (e.g., ask viewers, “What is your favorite part of the Poppy Festival?” and provide options like “poppies,” “music” and “food,” then post the results);
- Asking viewers to vote using emojis in the comments (e.g., “Lola is going to wear a new leash at Bark in the Park, should it be green, pink or blue? Comment with a heart emoji of the color leash she should wear!); and
- Hold a raffle for users who comment and tag a friend.

Recommendation 2. Promote events early and often

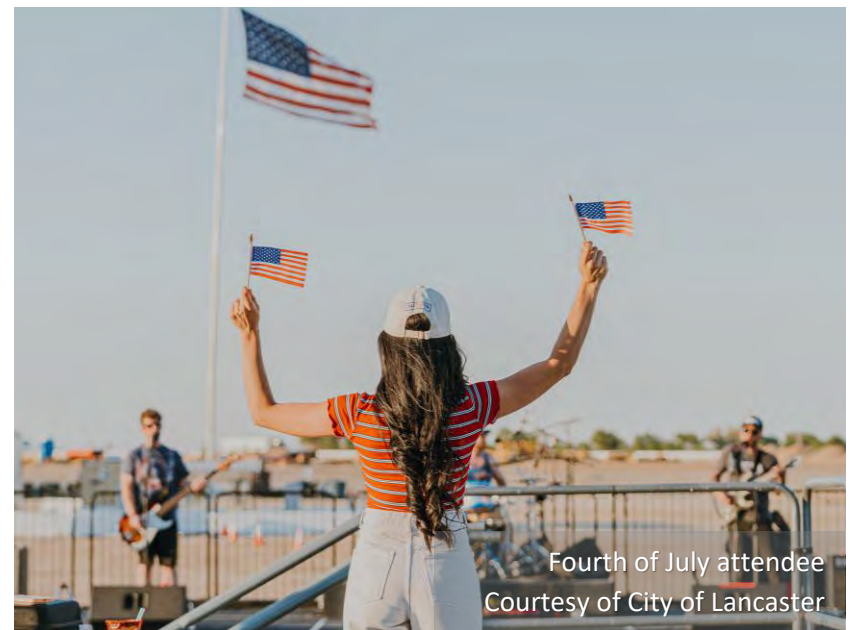
2-3. Utilize other methods of promotion outside of social media

Lancaster residents who participated in the virtual workshop and visited the Keen Independent table during the BLVD Market indicated that they often did not know about events occurring in their community (see Appendix C for stakeholder input). Although most respondents said that when they do see event information, it is on social media, many commented that they would like to see the City promote its events using other platforms and in languages other than English.

Other places the City may advertise its upcoming events include:

- Billboards and bus boards;
- Newspaper;
- Local news;
- Radio stations (particularly Spanish radio);
- Schools and community centers; and
- Local businesses.

The City already does some promotion of upcoming events at current events but could ramp up this promotion significantly. Events held on the BLVD can drive traffic to events at MOAH and LPAC if the City consistently features artists at these events and provides event flyers with upcoming event logistics.



Recommendation 3. Leverage existing resources to build community



The third recommendation theme, “Leverage existing resources to build community,” includes three action items designed to maximize the impact of arts and entertainment assets already in the Lancaster inventory.

3-1. Increase promotion of events and programming occurring at LPAC and MOAH

Very few Lancaster residents who participated in the virtual workshop mentioned LPAC or MOAH in their comments about arts and entertainment (see Appendix C for stakeholder input). Both of these City-run venues offer excellent programming, much of which highlights local history and local artists. Additionally, MOAH offers several innovative programs for teens, an age demographic Lancaster residents said have few entertainment options.

Targeted campaigns designed to drive traffic to LPAC and MOAH may include the following:

- Social media posts that highlight the unique offerings at LPAC and MOAH (e.g., an Instagram story with the theme, “Come with me to record a podcast at MOAH!”)
- Artist talks at local middle and high schools; and
- Performances/showcases at ongoing local events (e.g., the BLVD Market).

3-2. Develop formalized partnerships between City, AV Fair and Event Center and AV Alta FC

The City already works with the AV Fair and Event Center and AV Alta FC (operators of the Lancaster Municipal Stadium) to host events throughout the year. Although the venues are not operated by the City, they play an important role in the entertainment ecosystem. Other non-City-sponsored events occur at both venues that bring visitors and tourism dollars to the Lancaster economy.

We recommend developing MOUs with AV Fair and Event Center and AV Alta FC to clarify their role in the arts and entertainment scene in Lancaster. Agreements should be revisited periodically and may include:

- Schedule of dedicated dates for City-sponsored events;
- Outline of revenue sharing models for future events;
- Commitment of City funds to assist with renovations; and
- Co-promotion of events (e.g., the City promotes non-City-sponsored events at the fairgrounds and stadium).

Recommendation 3. Leverage existing resources to build community

3-3. Highlight local creatives

Lancaster residents and community members who participated in the virtual workshop are particularly favorable towards the City supporting local creatives (see Appendix C for an analysis of stakeholder input). The City already provides opportunities to showcase local talent, but increasing the visibility of local artists and creatives can help both raise their profile and build Lancaster’s reputation as a destination for arts, culture and entertainment in the Antelope Valley.

Highlighting local creatives might include:

- Featuring local talent on the Lancaster website and/or its social media pages;
- Ensuring that LPAC has space in its programming and budget to include lower-cost rentals for community and regional performance groups;
- Designing City-run festivals to include a designed stage, booth and/or market specifically to showcase local creatives;
- Developing a City-run directory of local talent; and
- Introducing an annual art prize designated for Lancaster residents and community members.



MOAH visitor
Courtesy of City of Lancaster

Recommendation 4. Develop an arts and culture strategic plan

“Develop an arts and culture strategic plan” is the fourth and final recommendation theme and includes three action items.

4-1. Create a unified vision for arts and culture in Lancaster

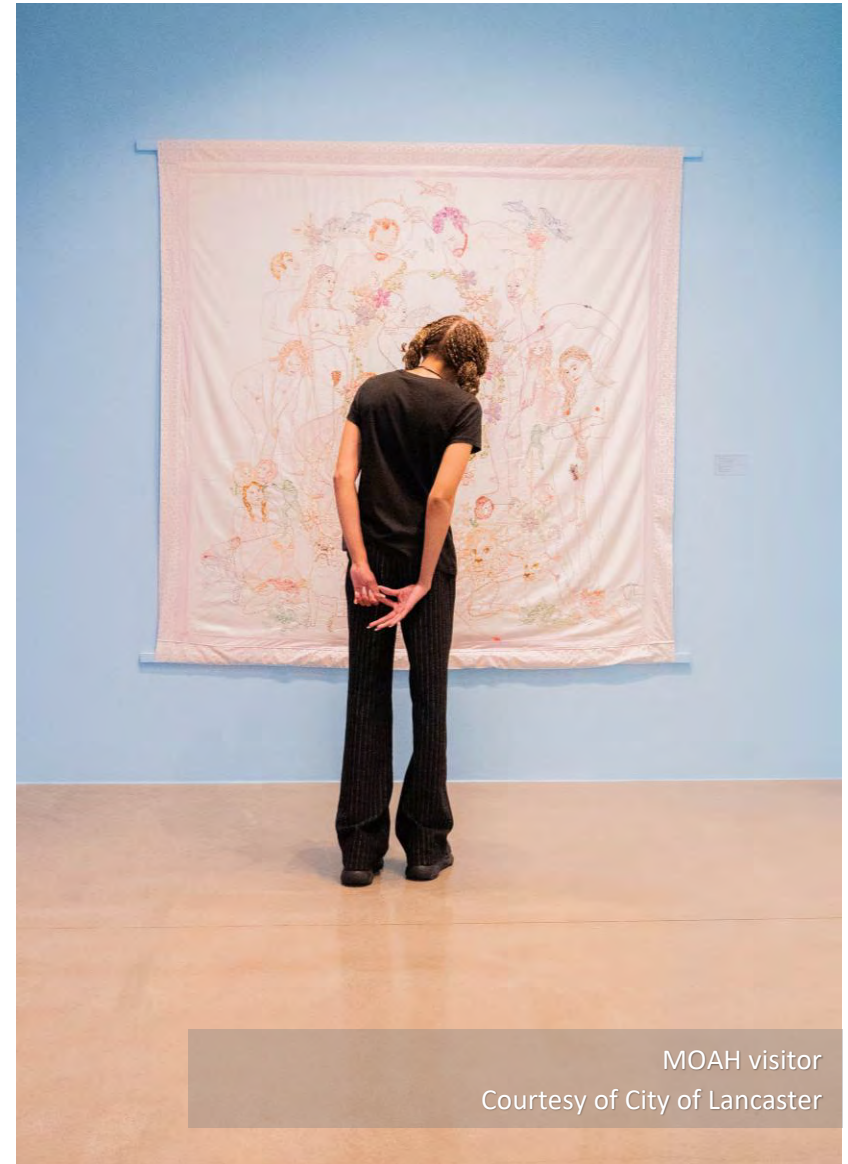
The City of Lancaster has a diversity of arts, culture and entertainment offerings for residents and visitors. Although the City hosts many events and runs some of the arts and cultural institutions, it does not have a unified vision for arts and culture. This Entertainment and Events Plan represents a piece of an overall plan that would help bring the City’s arts and culture efforts together. The City may consider hosting (or hiring an outside consultant to host) an internal visioning session with leaders of each department to discuss a vision for the future of arts and culture in Lancaster

Below, we have two examples of vision statements from other Cities’ arts and culture strategic plans.

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.

The City of Costa Mesa rededicates itself to the distinction of being a “City of the Arts,” a place where:

- *creativity and creative people can flourish*
- *imagination, inspiration and innovation are held in high regard*
- *the arts are agreed to be essential to everyone’s education*
- *arts and culture enrich lives and uplift the human spirit*
- *arts and culture promote civic pride*



Recommendation 4. Develop an arts and culture strategic plan

4-2. Collect initial stakeholder input

Lancaster has many arts and cultural resources at its disposal that cities of similar size do not, including the Lancaster Center for the Performing Arts (LPAC) and the Museum of Art and History (MOAH). These assets certainly enrich the City's arts and culture scene but may not be leveraged to their full potential. Additionally, Lancaster has a community of artists and creatives that participate in some events (e.g., AV Walls) but may not have a permanent presence in Lancaster. In the initial stages of developing an arts and culture strategic plan, the City may want to talk to knowledgeable stakeholders (e.g., at LPAC and MOAH) and local artists about their vision for a unified arts and culture strategy in Lancaster.

The City may ask:

- What stakeholders would ideally like to be able to say about arts, culture and entertainment in Lancaster;
- How arts, culture and entertainment in Lancaster enrich residents' lives and improve quality of life;
- Barriers stakeholders have faced in Lancaster within their own arts, culture and entertainment organizations; and
- How the City may best support arts, culture and entertainment in the future.

As with the prior recommendation, the City may opt to have an outside consultant collect this input. Such input may be helpful to building the case for why Lancaster needs to invest in developing an arts and culture strategic plan.



Summer Block Party attendees
Courtesy of City of Lancaster

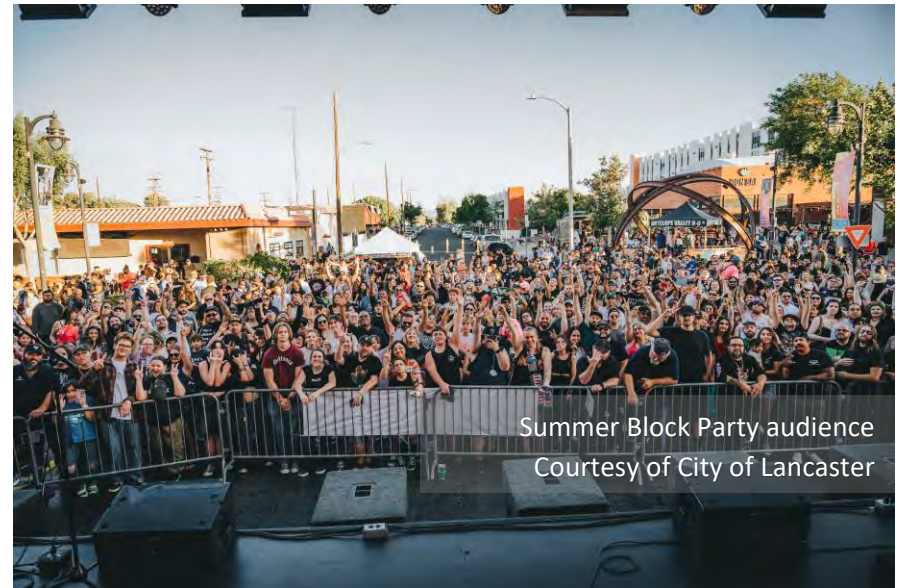
Recommendation 4. Develop an arts and culture strategic plan

4-3. Draft an arts and culture strategic plan that is informed by community input

Although the City of Lancaster has a General Plan and a Public Art Master Plan, the City lacks a plan to unite its arts and culture strategy. Such a plan would begin with the City's vision for arts and culture and would provide structure around what may otherwise be disjointed, albeit well-intentioned, efforts.

After getting clear on its vision for arts and culture and collecting initial stakeholder input, the City may consider the following steps to develop a draft arts and culture strategic plan (or hire a consultant to do so):

- Begin conversations about the importance of having an arts and culture strategic plan with City Council members. Having their buy-in can help the effort progress.
- Look at other cities' arts and culture plans for guidance. For example, the City of Santa Clarita developed an [Arts Master Plan](#) in 2014 that includes recommendations related to public art, arts education, cultural facilities, arts funding and the creative economy.
- Give the community ample opportunity to provide input. Conduct public meetings, send out a community survey and host discussion sessions at events at multiple junctures of the Plan's development.
- Consider how the City's investment in arts and culture can help its overall plans. With 2030 approaching, the City's General Plan 2030 is likely already being updated. An arts and culture plan must integrate with the new General Plan and can build upon initiatives outlined in the current version.



Summer Block Party audience
Courtesy of City of Lancaster



LPAC audience
Courtesy of City of Lancaster



SECTION 4

Implementation Plan



Magical BLVD Christmas
Courtesy of City of Lancaster

4. Implementation Plan

The following matrix provides guidance for implementing each recommendation along with a timeline and suggested three- and five-year goals. In the matrix, the “suggested lead” column identifies the City department or position responsible for driving the initiative.

Recommendation	Suggested Lead	Core Collaborators	Start By	Interim Goal (by 2028)	Stretch Goal (by 2030)
1. Define and evaluate success for events					
1-1. Set metrics for events that correspond with event goals	PARCS	City Manager's Office, other department heads	2025	City develops and refines metrics for events for all 2026 events before they occur; mechanisms for collecting data are established	City revisits success definitions and metrics for all events twice annually and routinely aggregates data from regular sources to track all event metrics
1-2. Implement surveys during and after each event to capture attendee feedback	PARCS	Communications	2025	City develops a standard event survey and deploys it at 3 or more events in 2026	City refines the event survey and develops specialized versions for appropriate events; event survey is deployed at every City-sponsored event by 2030
1-3. Evaluate events against success metrics to determine how to continue	PARCS	City Manager's Office, other department heads	2026	City develops preliminary benchmarks for at least half of 2026 events to meet	City regularly sets benchmarks for each event and evaluates event success based on the established benchmarks; events that fall short are reworked or dropped from the City's program

4. Implementation Plan

Recommendation	Suggested Lead	Core Collaborators	Start By	Interim Goal (by 2028)	Stretch Goal (by 2030)
2. Promote events early and often					
2-1. Revisit City events page design to ensure user-friendliness	Communications	PARCS	2026	All events are reflected on the City calendar and special events page; pages are streamlined to only include event name, date and time (other information is included on the linked individual event pages)	City designs a unified events page that includes a calendar and list view of all events that appeared on the City calendar and special events page
2-2. Develop engaging content that social media users can interact with	Communications	PARCS, other department heads	2025	City monitors its social media engagement and includes polls and questions prompts in at least a third of its posts; City sets benchmark goals for engagement in 2026	Engagement with social media posts (combined likes, shares and comments) increases by 10 percent from 2026 benchmark
2-3. Utilize other methods of event promotion outside social media	Communications	PARCS, other department heads	2026	City increases promotion of upcoming events at current events, including those occurring at LPAC and MOAH	City refines its communication strategy to include increased frequency of print ads, e-newsletters, flyers in/around local businesses, local news spots and promotion at community events

4. Implementation Plan

Recommendation	Suggested Lead	Core Collaborators	Start By	Interim Goal (by 2028)	Stretch Goal (by 2030)
3. Leverage existing resources to build community					
3-1. Increase promotion of events and programming occurring at LPAC and MOAH	LPAC, MOAH	Communications	2025	City develops campaigns to 1) promote MOAH programs geared toward teens, and 2) promote LPAC performers and shows	MOAH and LPAC have regular presence at City events; increase in foot traffic to MOAH by 5% and increase in ticket sales to LPAC events by 5%
3-2. Develop formalized partnerships between City, AV Fair and Event Center and AV Alta FC	City Manager's Office	PARCS, AV Fair and Event Center, AV Alta FC	2027	City develops a Memorandum of Understanding with AV Fair and Events Center and with AV Alta FC outlining expectations and benefits to each party	AV Fair and Event Center and AV Alta FC have clarified roles in supporting City events; City mutually promotes other local events occurring at the fairgrounds and stadium
3-3. Highlight local creatives	MOAH, LPAC	PARCS	2026	City-organized events and festivals feature a platform to showcase local talent, such as a designated stage, booth and/or market	City conducts survey to assess rating of its support for local creatives; survey shows at least 80 percent favorability rating regarding City support for local creatives

4. Implementation Plan

Recommendation	Suggested Lead	Core Collaborators	Start By	Interim Goal (by 2028)	Stretch Goal (by 2030)
4. Develop an arts and culture strategic plan					
4-1. Create a unified vision for arts and entertainment in Lancaster	City Manager's Office	PARCS, other department heads	2027	City Manager hosts a visioning session that includes all department heads as well as leadership from LPAC, MOAH, AV Fair and Events Center and AV Alta FC to discuss a vision for arts and entertainment	City develops a vision statement that will guide its future arts and entertainment planning
4-2. Collect initial stakeholder input	PARCS	Communications, LPAC, MOAH, AV Fair and Event Center, AV Alta FC	2026	City begins conversations with local arts and entertainment stakeholders to generate initial ideas relating to an arts and culture strategic plan	City compiles initial stakeholder input and uses findings to make a case for creating an arts and entertainment strategic plan
4-3. Draft an arts and culture strategic plan that is informed by community input	City Manager's Office	PARCS, Finance, department heads	2027	City begins conversations between City Councilmembers, reviews other Cities' arts and culture strategic plans, provides initial opportunities for community input and considers integration with other City plans	City develops a draft arts and culture strategic plan and holds community events to receive public input



SECTION 5

Appendices



BLVD Market participants
Photo by Keen Independent

Section 5. 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 Lancaster as they compare with national averages. This appendix also provides population forecasts, mapping of existing entertainment assets in Lancaster and inventories of relevant arts and entertainment businesses as well as hotels.

B. Existing Conditions

Appendix B contains an overview of City event attendance, relevant department budgets and relevant planning documents to contextualize how events are planned and supported. The City can use this appendix as a background information summary for a future study designed to unify arts, culture and entertainment.

C. Social Media Review

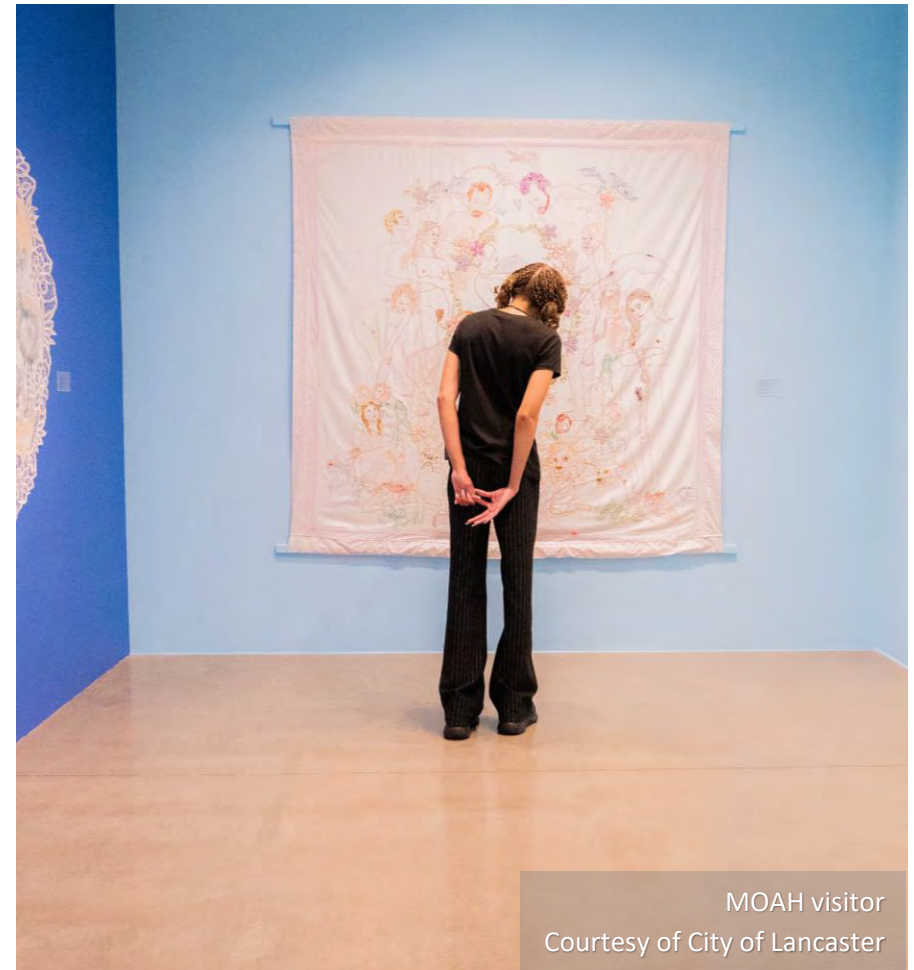
Appendix C provides an overview of the City's social media accounts and their promotion of events, as well as the City's special events and event calendar webpages.

D. Stakeholder Input

Appendix D provides an overview of themes emerging from stakeholder and community engagement conducted throughout this study, including interviews and focus groups, public engagement at the BLVD Market, a virtual workshop survey and feedback submitted through the study email and hotline.

E. Economic Impact

Appendix E contains estimates of the economic impact of arts and entertainment in Lancaster and Los Angeles County. The City can use this analysis to build the case for developing a unified arts, culture and entertainment strategic plan in the future.



APPENDIX A. Market Analysis

Keen Independent presents a market analysis examining the arts and entertainment landscape in Lancaster. This information supports the recommendations we make to the City.

Methodology

For this market analysis, Keen Independent gathered demographic, spending and market potential information about the population of Lancaster. Combining this information with population projections from the California Department of Finance and attendance data provided by the National Endowment for the Arts, we projected potential demand for various types of arts and culture activities out to 2040.

Additionally, we inventoried relevant arts and entertainment businesses in Lancaster. Business types include:

- Amusement parks;
- Golf courses and country clubs;
- Museums and historical sites;
- Performing arts organizations; and
- Spectator sports organizations.

Finally, the study team examined the capacity of hotels in and near Lancaster, given that some of the City's events draw crowds that may stay overnight.

Market areas. Keen Independent identified the relevant geographic market areas based on drive time to the city center of Lancaster near the BLVD.

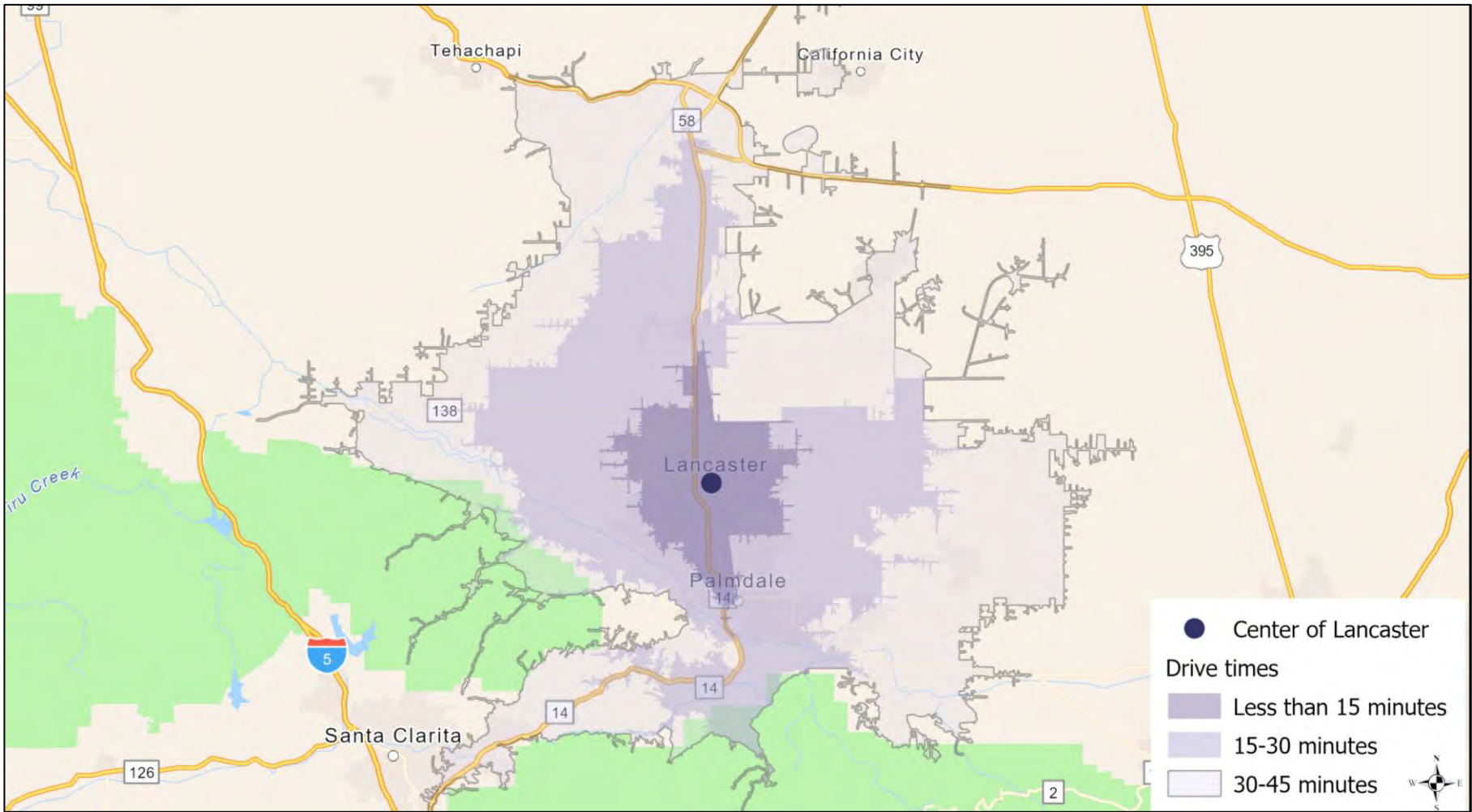
These market areas are:

- Primary market (within approximately 15 minutes of drive time);
- Secondary market (within approximately 30 minutes of drive time); and
- Tertiary market (within approximately 45 minutes of drive time).

We capped the drive time at 45 minutes to avoid including the Los Angeles metropolitan area. Figure A-1 on the following page is a map illustrating these market areas.

A. Market Analysis — Market area map

A-1. Lancaster market area map



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

A. Market Analysis — Demographics

Keen Independent analyzed the population and consumer behaviors in Lancaster market areas and compared them to national averages.

Population

Figures A-2 and A-3 display income, education, age and race/ethnicity for the Lancaster market areas compared to the United States overall. Compared to the US overall, Lancaster market areas have less formal education and are less wealthy, younger and more racially and ethnically diverse.

A-2. Household income and education for Lancaster market areas, 2024

	Primary Market	Secondary Market	Tertiary Market	United States
Total population	189,297	403,057	515,597	338,273,465
Median age	34.5	35.1	35.7	39.3
Race				
African American	19.9 %	15.5 %	13.6 %	12.5 %
Asian American	4.7	4.4	5.1	6.4
Native American	1.8	1.9	1.9	1.2
Pacific Islander	0.2	0.2	0.2	0.2
Other race	26.1	29.4	28.4	8.8
Two or more races	16.2	16.8	16.9	10.7
White	31.2	31.7	33.9	60.3
Total	100.0 %	100.0 %	100.0 %	100.0 %
Ethnicity (of any race)				
Hispanic American	48.4 %	53.3 %	52.3 %	19.6 %
Non-Hispanic	51.6	46.7	47.8	80.4
Total	100.0 %	100.0 %	100.0 %	100.0 %

Source: U.S. Census Bureau American Community Survey, Keen Independent Research.

A-3. Age, race and ethnicity of Lancaster market areas, 2024

	Primary Market	Secondary Market	Tertiary Market	United States
Total households	60,089	125,346	162,683	130,644,648
Household income				
\$24,999 or less	20.0 %	17.3 %	16.3 %	14.9 %
\$25,000 to \$49,999	17.7	16.5	16.1	16.8
\$50,000 to \$74,999	15.5	15.6	15.3	15.7
\$75,000 to \$99,999	13.4	13.9	13.7	12.8
\$100,000 to \$199,999	25.2	27.2	28.0	27.2
\$200,000 or more	8.3	9.6	10.8	12.6
Total	100.0 %	100.0 %	100.0 %	100.0 %
Median household income	\$ 68,412	\$ 75,837	\$ 78,406	\$ 79,061
Education (population age 25+)				
Less than high school	17.1 %	18.0 %	17.1 %	9.4 %
High school	31.4	31.4	30.2	26.8
Some college	30.2	29.9	30.1	27.1
Bachelor's degree	13.4	13.4	15.0	22.5
Graduate degree	8.0	7.3	7.6	14.3
Total	100.0 %	100.0 %	100.0 %	100.0 %

Source: U.S. Census Bureau American Community Survey, Keen Independent Research.

A. Market Analysis — Spending and behavior

Data on arts and culture-related consumer behavior in Lancaster can help inform the type of entertainment offerings that the City and other organizations offer to patrons.

Entertainment Spending and Market Potential

The spending and market potential for given market areas can help contextualize consumer behavior related to consumption of arts and entertainment events.

Spending potential. Figure A-4 illustrates spending potential indices (SPI) of the market areas we defined for Lancaster. The SPI compares 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 percent below the national average.

In all market areas, the spending potential indices are lower than or on par with the national averages across categories. This indicates that Lancaster residents and residents of surrounding areas could be more budget-conscious when determining whether to spend their money on those forms of entertainment. The City may consider ways to make arts and entertainment programming more affordable such that residents with less disposable income have more access.

A-4. SPI for certain types of entertainment spending in Lancaster, 2024

	Primary Market	Secondary Market	Tertiary Market	United States
Entertainment/recreation				
Index	81	86	90	100
Average	\$ 3,305	\$ 3,536	\$ 3,700	\$ 4,105
Entertainment/recreation fees/admissions				
Index	78	85	89	100
Average	\$ 646	\$ 699	\$ 734	\$ 809
Tickets to theater/operas/concerts				
Index	80	87	91	100
Average	\$ 61	\$ 66	\$ 69	\$ 74
Tickets to movies				
Index	91	96	100	100
Average	\$ 22	\$ 24	\$ 25	\$ 25
Live entertainment/catered affairs				
Index	86	92	97	100
Average	\$ 17	\$ 18	\$ 19	\$ 20
Admission to sporting events				
Index	69	72	75	100
Average	\$ 55	\$ 57	\$ 59	\$ 79
Sports participant fees				
Index	77	83	87	100
Average	\$ 103	\$ 111	\$ 116	\$ 134

Source: Esri's U.S. Consumer spending data based on the 2024 Consumer Expenditure Survey (CEX) from the U.S. Bureau of Labor Statistics, U.S., Keen Independent Research.

A. Market Analysis — Spending and behavior

Market potential. MPI (illustrated in Figure A-5) measures the relative likelihood of adults in the specified area to exhibit certain potential behaviors or purchasing patterns. An MPI of 100 represents the U.S. average.

Across market areas, MPI is higher than the national average for having danced or gone dancing and having attended a movie. The MPI for attending all other types of events is lower than the national average.

The City of Lancaster has many diverse entertainment offerings, including performing arts, museums, sporting events and outdoor markets. Given that Lancaster's market potential for going dancing and attending movies is higher than average, the City may consider ways to highlight events that allow patrons to dance or show movies.

A-5. MPI for attending certain types of behaviors in Lancaster, 2024

	Primary Market	Secondary Market	Tertiary Market	United States
Went to a museum <i>Index</i>	11.3 % 84	11.6 % 87	11.9 % 89	13.3 % 100
Went to a live theater <i>Index</i>	6.9 % 80	7.3 % 84	7.6 % 87	8.7 % 100
Danced or went dancing <i>Index</i>	7.6 % 116	7.7 % 117	7.6 % 117	6.5 % 100
Attended a...				
Classical/opera performance <i>Index</i>	2.9 % 88	3.0 % 93	3.1 % 94	3.3 % 100
Country music performance <i>Index</i>	4.0 % 85	4.0 % 84	4.0 % 84	4.7 % 100
Dance performance <i>Index</i>	3.0 % 96	3.0 % 94	3.0 % 94	3.2 % 100
Movie (last 6 months) <i>Index</i>	45.0 % 102	46.2 % 105	46.5 % 105	44.1 % 100
Rock music performance <i>Index</i>	7.3 % 90	7.4 % 91	7.6 % 93	8.1 % 100

Note: 100 is the national average.

Source: Esri's market potential database based on MRI Simmons Survey (2024), Keen Independent Research.

A. Market Analysis — Demand projections

Methodology

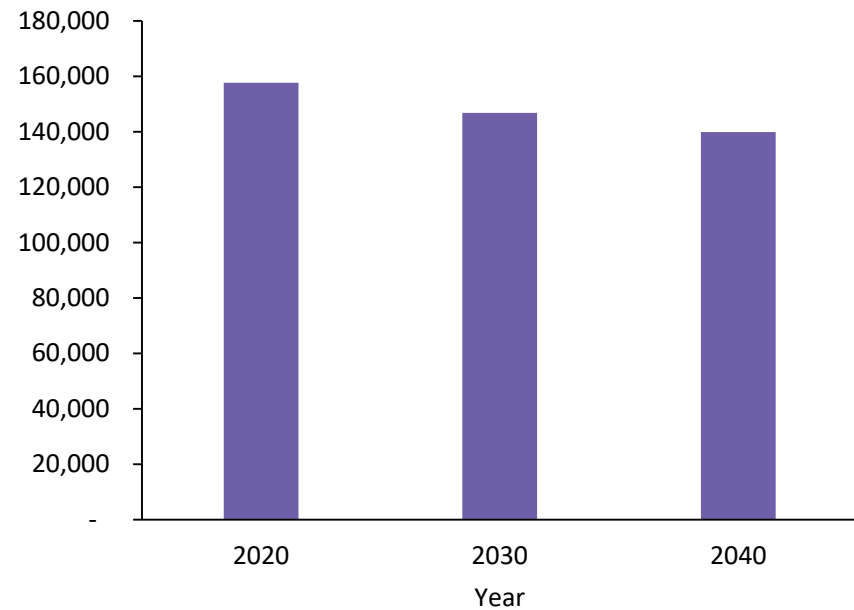
Although local demand for arts and entertainment activities could change with changes in the size of the Lancaster population, the aging of Lancaster’s population can serve as an indicator of future demand for arts and entertainment. Participation in events of different types varies by age group. For instance, more than a third of U.S. adults aged 18 to 44 attended a live music, theater or dance event and attendance rate of those events fluctuates with age.¹

Population forecasts. The California Department of Finance forecasts the Lancaster population will decrease from nearly 160,000 residents in 2020 to just under 140,000 residents in 2040, about an 11 percent decrease in total residents (see Figure A-6).

Population by age in 2020. Figure A-7 on the following page illustrates the age distribution of Lancaster’s population. The graph shows the population grouped according to widely recognized generations beginning with the Silent Generation (born between 1926 and 1945) to Gen Z (born between 1996 and 2010) and the Alpha Generation (born in 2011 and later years).

Population by age in 2040. Figure A-7 also presents the projected age distribution for the Lancaster population in 2040 based on the California Department of Finance projections for the area. Although the population ages slightly between 2020 and 2040, the proportion of residents under 40 declines. This indicates that fewer young people are establishing their families in Lancaster.

A-6. Projected population change, Lancaster, 2020 to 2040

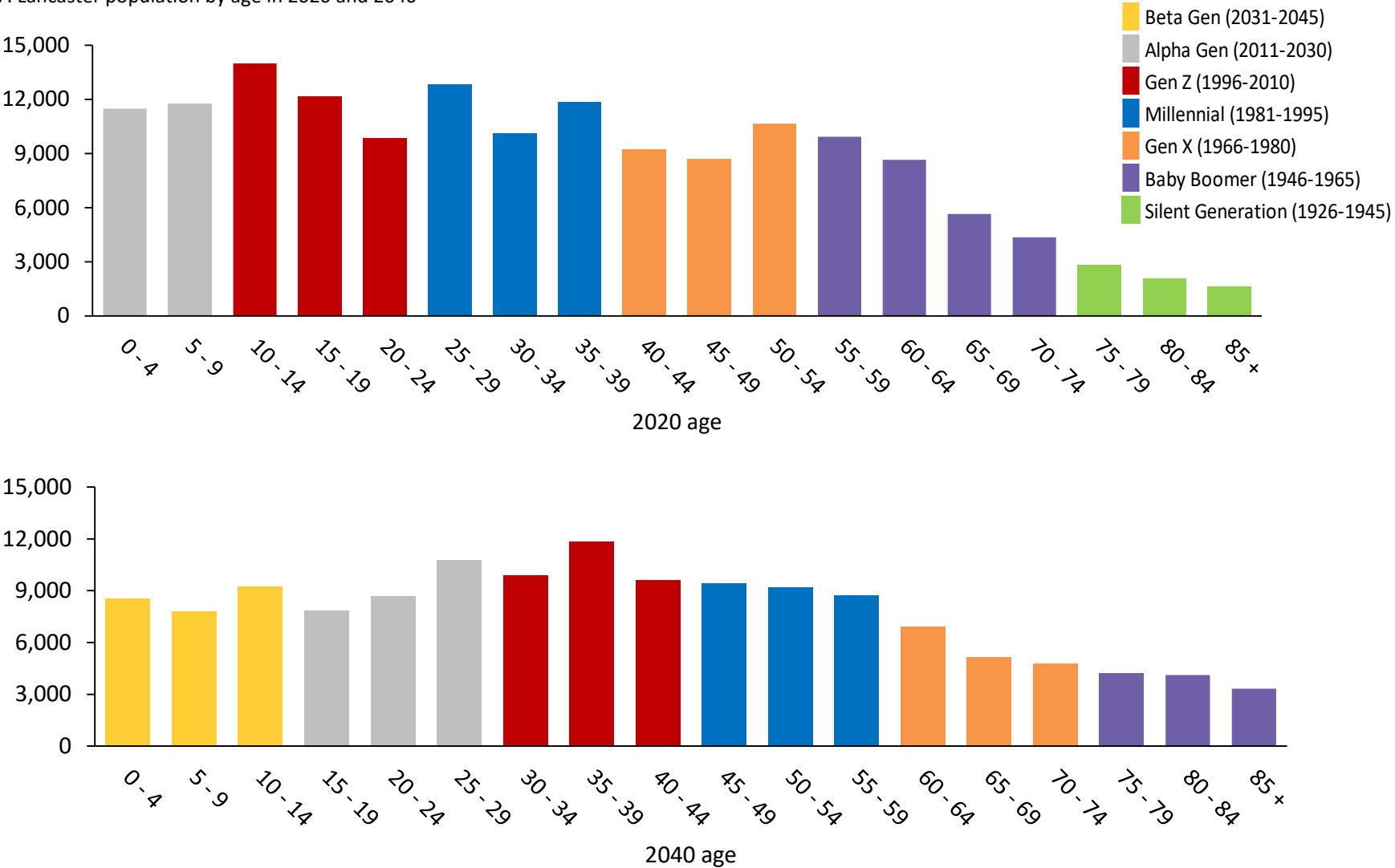


Source: California Department of Finance, Keen Independent Research.

¹ <https://www.arts.gov/impact/research/arts-data-profile-series/adp-32>

A. Market Analysis — Demand projections

A-7. Lancaster population by age in 2020 and 2040



Source: California Department of Finance, Keen Independent Research.

A. Market Analysis — Demand projections

Demand Scenario

Keen Independent developed a demand scenario for Lancaster 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 Lancaster’s population.

Demand projections. Displayed in Figure A-8, Keen Independent projects that unconstrained demand (not limited by inventory and capacity) for Lancaster arts and entertainment activities will decrease by about 5 to 15 percent between 2020 and 2040. For example, demand for attending ballet performances is projected to decrease by 5 percent over the next 20 years. Please note the following:

- Demand change is at 0 percent for 2020, 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-9 for absolute demand).

A-8. Arts and entertainment demand projections for Lancaster relative to 2020 demand

	2020	2030	2040
Art museums and galleries	0 %	-2 %	-4 %
Ballet	0	-3	-5
Classical music	0	0	-0
Dance (other than ballet)	0	-2	-2
Jazz music	0	-2	-4
Latin, Spanish or salsa music	0	-3	-6
Musical plays	0	-1	-2
Non-musical plays	0	-1	-2
Opera	0	-1	-2

Source: National Endowment for the Arts 2022 Survey of Public Participation in the Arts, California Department of Finance, Keen Independent Research.

A. Market Analysis — Demand projections

Absolute demand. Keen Independent presents unconstrained absolute demand (not limited by inventory and capacity) for Lancaster arts and entertainment activities in Figure A-9, which displays the estimated number of annual attendances of each type of event in 2020, 2030 and 2040 ordered by popularity. Please note that demand projections are based on national attendance trends and are not necessarily reflective of local consumption behaviors.

Attendance decline projections are in line with population decline projections for Los Angeles County overall. Although fewer residents in Lancaster may mean slightly less attendance at events, the City has an opportunity to tailor its events to the resident population so they have more viable options nearby and do not need to leave the City. The City can focus on right-sizing events to meet current demand rather than expanding events to meet future demand.

A-9. Unconstrained number of attendances at arts and entertainment events of Lancaster population

	2020	2030	2030	2040	2040	Net change
Art museums and galleries	59,937	58,519	-2 %	57,413	-4 %	-2,524
Musical plays	26,552	26,177	-1	25,968	-2	-584
Jazz music	21,793	21,286	-2	20,900	-4	-893
Classical music	10,972	10,960	-1	10,965	-2	-6
Latin, Spanish or salsa music	9,983	9,653	-3	9,394	-6	-589
Non-musical plays	9,337	9,220	-1	9,135	-2	-203
Dance (other than ballet)	7,328	7,185	-2	7,190	-2	-138
Ballet	3,647	3,521	-3	3,456	-5	-191
Opera	1,177	1,160	-1	1,159	-2	-18

Source: National Endowment for the Arts 2017 Survey of Public Participation in the Arts, California Department of Finance, Keen Independent Research.

A. Market Analysis — Business inventory

The study team compiled an inventory of arts and entertainment businesses and hotels. Review of these inventories may help the City identify potential partnerships, areas of focus and areas of saturation.

Entertainment Businesses

Keen Independent identified businesses relevant to arts and entertainment in the Lancaster market areas. Figure A-10 shows the types of businesses inventoried (based on 2022 NAICS codes) and number of businesses associated with each type. Figure A-11 on the following page is a map that displays all businesses by type.

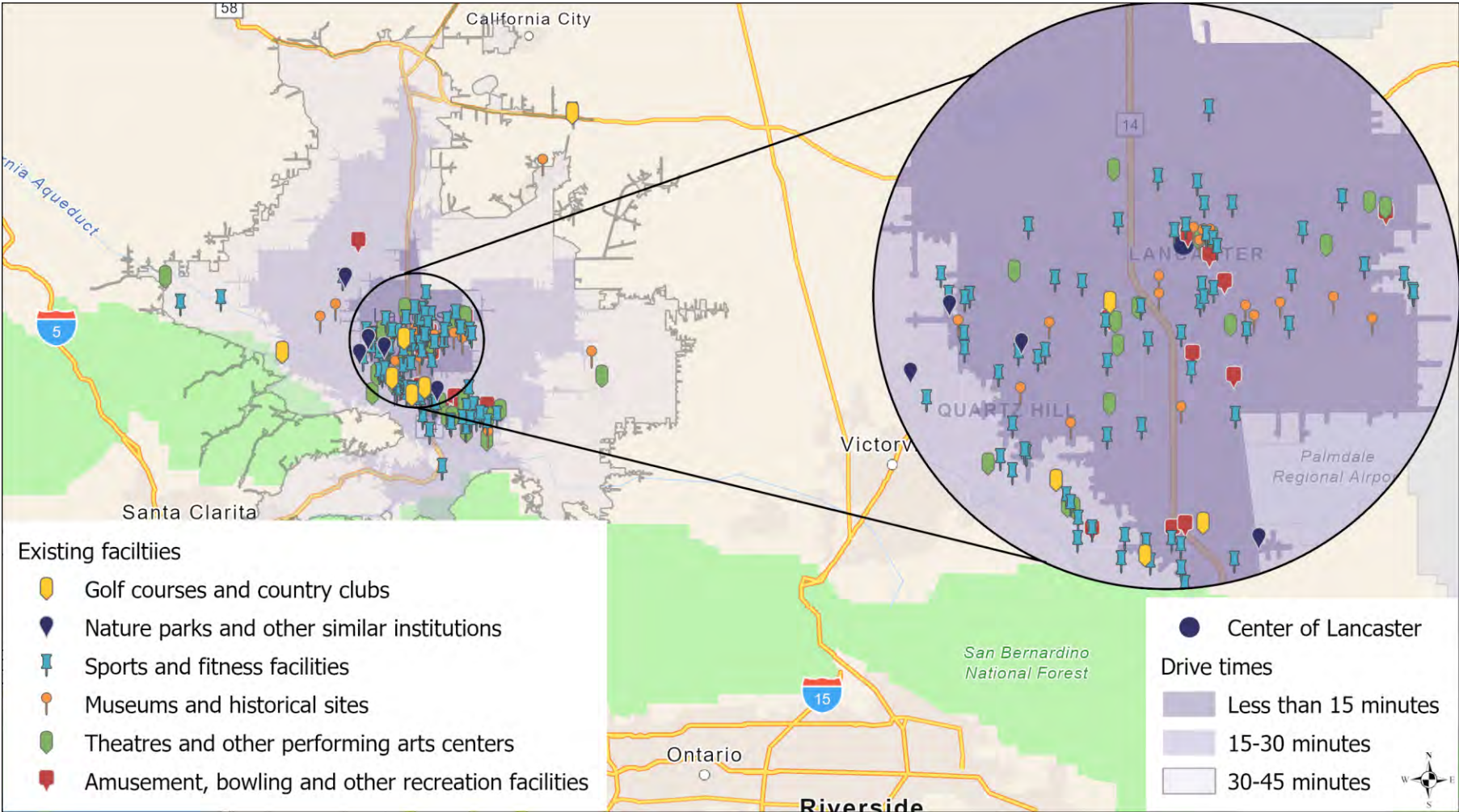
A-10. Arts and entertainment business types in Lancaster

Business type	
Fitness and recreational sports centers	67
Museums	26
Other performing arts companies	18
Sports teams and clubs	15
All other amusement and recreation industries	14
Other spectator sports	14
Musical groups and artists	11
Golf courses and country clubs	7
Racetracks	6
Nature parks and other similar institutions	5
Bowling centers	3
Theater companies and dinner theaters	3
Amusement arcades	2
Historical sites	1

Source: Dun & Bradstreet, Keen Independent Research.

A. Market Analysis — Business inventory

A-11. Arts and entertainment businesses in Lancaster



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

A. Market Analysis — Business inventory

Hotel Inventory

Since Lancaster hosts events like the Poppy Festival that draw regional crowds, the study team inventoried hotels in and near the city. The study team identified 15 hotels in Lancaster, 11 in Mojave and 15 in Palmdale. Table A-12 displays the location and total number of rooms in each hotel.

A-12. Capacity of hotels near Lancaster

Name	Location	Rooms
Oxford Suites	Lancaster	172
Best Western	Lancaster	144
Shadow Park Inn	Lancaster	144
Residence Inn Palmdale Lancaster	Lancaster	107
Marriott Spring Hill	Lancaster	94
Townplace Suites	Lancaster	92
Holiday Inn Express	Lancaster	73
Motel 6 Lancaster	Lancaster	73
Town House Motel	Lancaster	70
Hampton Inn and Suites	Lancaster	62
Comfort Inn and Suites	Lancaster	58
Sands Motel	Lancaster	38
Sahara Motel	Lancaster	<20*
Valley Motel	Lancaster	<15*
Aloha Motel	Lancaster	11
Motel 6 Mojave Airport	Mojave	121
Best Western Desert Winds	Mojave	59
Comfort Inn and Suites	Mojave	50

Note: Asterisk denotes an estimation in cases where exact numbers could not be located nor confirmed by hotel staff.

Source: Keen Independent Research.

A-12 (continued). Capacity of hotels near Lancaster

Name	Location	Rooms
Motel 6 Mojave	Mojave	50
Executive Inn	Mojave	35
Sierra Motor Lodge	Mojave	35
Erth Inn Mojave	Mojave	30
Desert Inn Mojave	Mojave	<30
America's Best Value Inn	Mojave	24
Budget Inn	Mojave	16
Palm Inn	Mojave	15
Embassy Suites Palmdale	Palmdale	156
Holiday Inn Palmdale-Lancaster	Palmdale	148
Doubletree by Hilton	Palmdale	134
Element Palmdale	Palmdale	123
Palms Inn and Suites	Palmdale	112
Hilton Garden Inn	Palmdale	107
Motel 6 Palmdale	Palmdale	105
Staybridge Suites Palmdale	Palmdale	99
Residence Inn Palmdale Lancaster	Palmdale	90
Courtyard by Marriott	Palmdale	90
Knights Inn Hotel	Palmdale	88
Hampton Inn and Suites Palmdale	Palmdale	85
Red Roof Inn	Palmdale	84
Oyo Hotel	Palmdale	49
Sherwood Motel	Palmdale	21

Note: Asterisk denotes an estimation in cases where exact numbers could not be located nor confirmed by hotel staff.

Source: Keen Independent Research

APPENDIX B. Existing Conditions — Introduction

Keen Independent analyzed Lancaster’s existing entertainment market based on information provided by the City. Analysis of materials that provide insight into current conditions supports Keen Independent’s recommendations on right-sizing events and entertainment programming for the community.

Methodology

The City of Lancaster provided Keen Independent with documentation and data related to events and entertainment. The study team examined:

- City organizational charts;
- City budgets;
- Events attendance data;
- Event survey; and
- Relevant City plans.



Lancaster Performing Arts Center
Courtesy of City of Lancaster

B. Existing Conditions — City organizational chart

This section provides an overview of City staff that support events and entertainment in Lancaster.

Parks, Arts, Recreation and Community Services

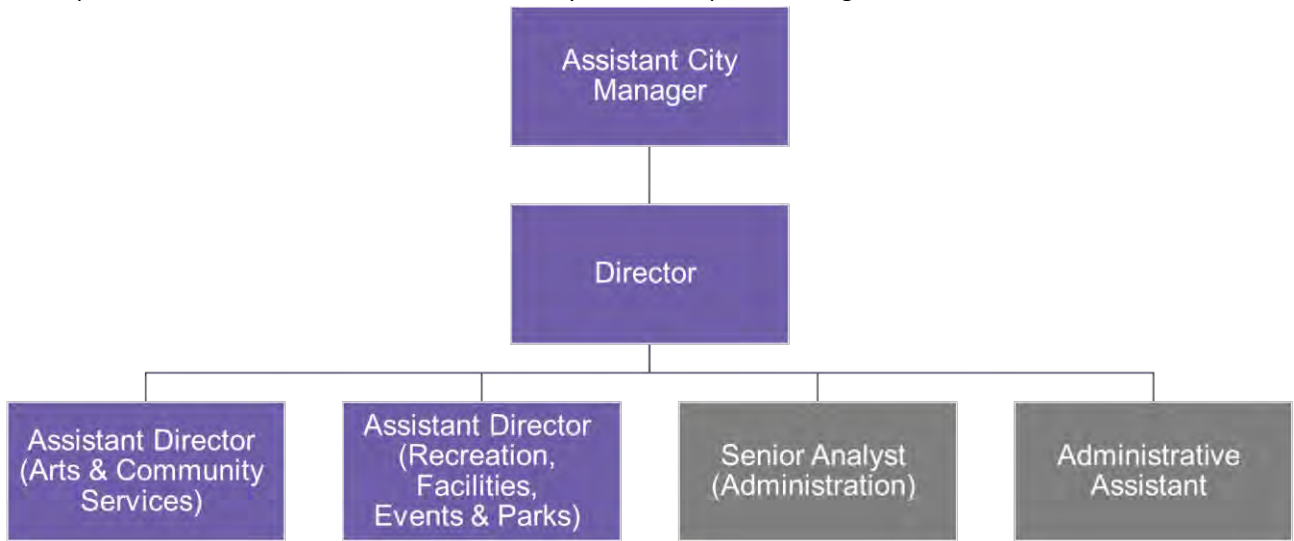
The City’s Parks, Arts, Recreation and Community Services (PARCS) Department oversees the City’s events and recreational facilities, including the Lancaster Performing Arts Center (LPAC) and the Museum of Art and History (MOAH). PARCS has three divisions:

- Administration;
- Recreation, Facilities, Events and Parks; and
- Arts and Community Services.

The latter two divisions (Recreation, Facilities, Events and Parks and Arts and Community Services) employ staff with the most involvement in events and entertainment. Figure B-1 below shows the top-level organization for PARCS, which is overseen by a director who reports to the Assistant City Manager.

The following pages provide details on staffing in the Recreation, Facilities, Events and Parks and Arts and Community Services divisions. We do not go into detail about the Administration division, as it is less relevant to this study (it appears in Figure B-1 in a gray box, along with an Administrative Assistant to the Director).

B-1. Top-level Parks, Arts, Recreation and Community Services Department organizational chart



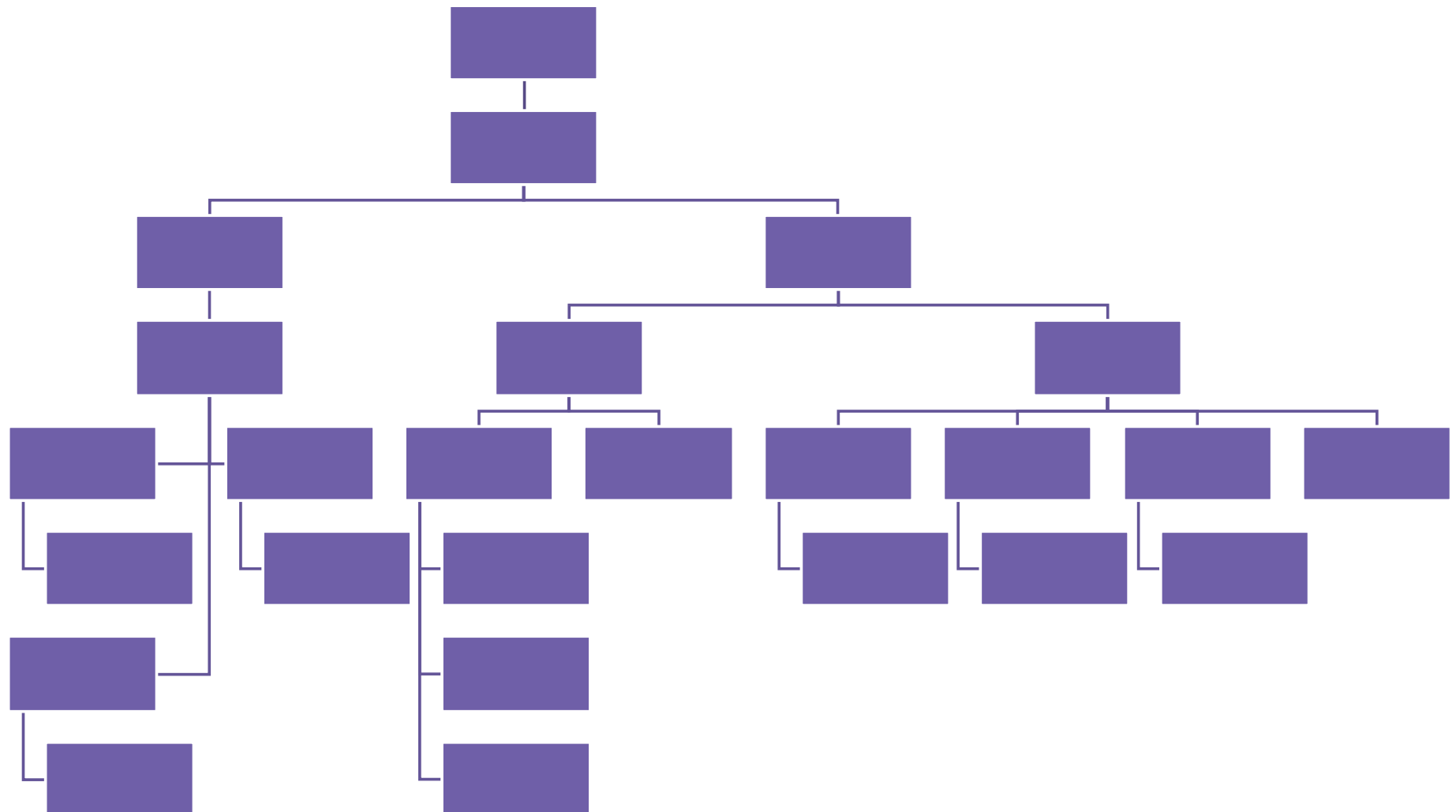
Source: City of Lancaster, Keen Independent.

B. Existing Conditions — City organizational chart

Recreation, Facilities, Events and Parks. The Recreation, Facilities, Events and Parks division is primarily responsible for putting on the

City's major events, including the California Poppy Festival. This division works closely with the City's Communications department to promote its events.

B-2. Recreation, Facilities, Events and Parks organizational chart



Source: City of Lancaster, Keen Independent.

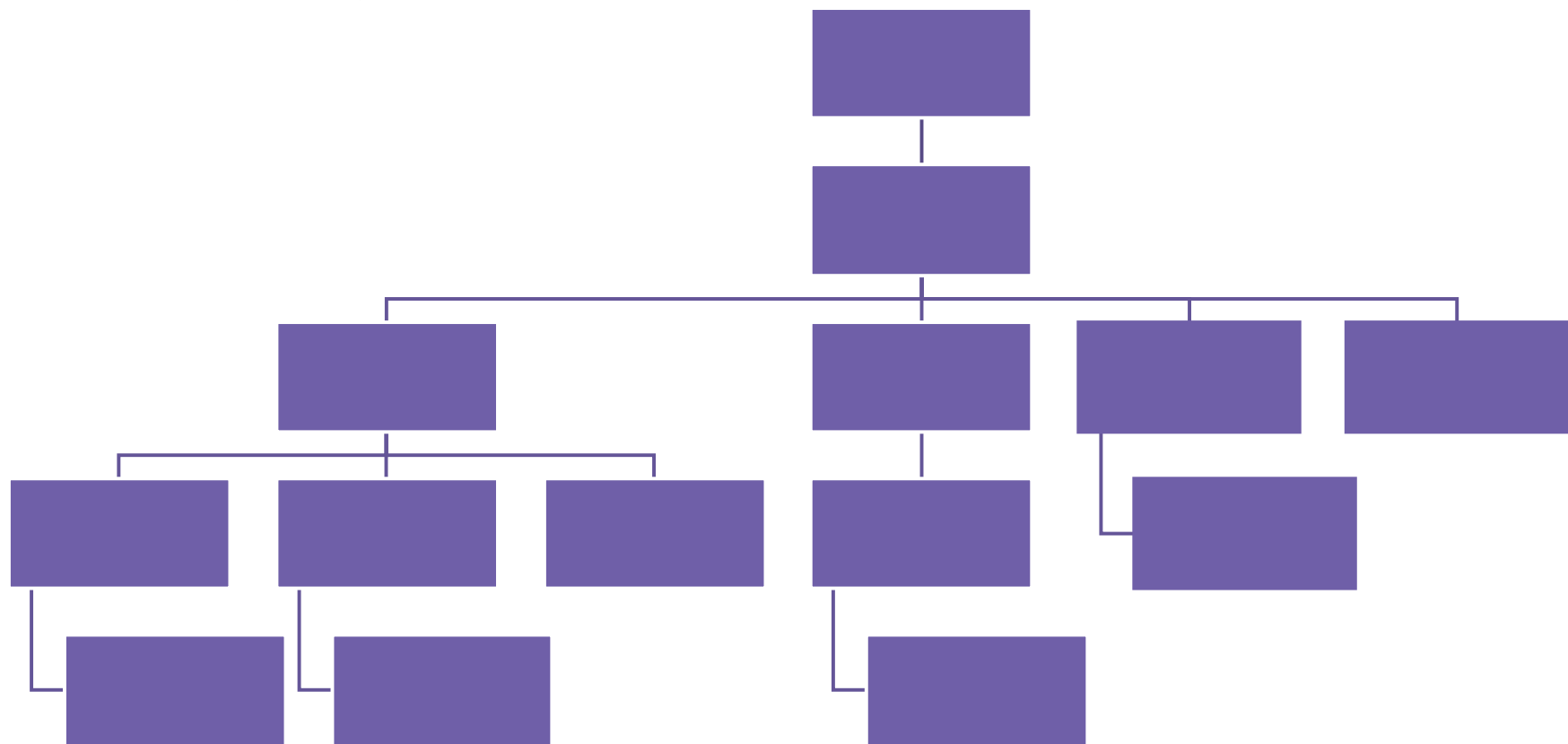
B. Existing Conditions — City organizational chart

Arts and Community Services. The City’s Arts and Community Services division houses staff who work in LPAC, MOAH, Community Services and Marketing. In addition to the staff listed in Figure B-3 below, LPAC is operated by the following staff members:

- Operations Supervisor;
- Technical Director; and
- Marketing Coordinator.

MOAH has a Senior Art Program Leader and runs with the help of museum volunteers.

B-3. Arts and Community Services organizational chart



Source: City of Lancaster, Keen Independent.

B. Existing Conditions — City budgets

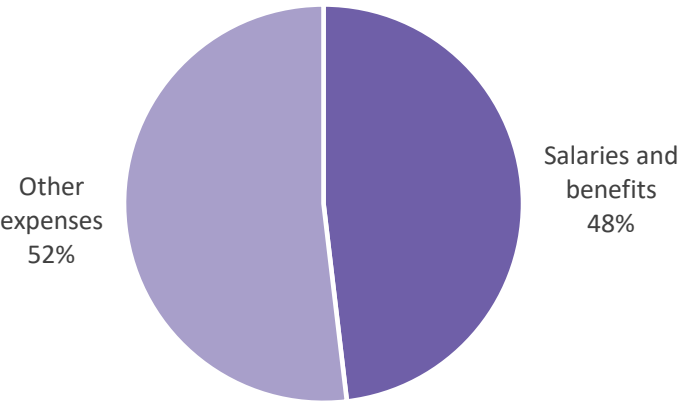
The City of Lancaster provided Keen Independent with budget details for fiscal years 2022, 2023 and 2024.

Expenses

Events and entertainment spending falls under the Parks, Arts, Recreation and Community Services department in the Recreation & Events and Arts, Museums and Performing Arts Center divisions.

Recreation and Events. In total, the City budgeted for \$4.7 million in the Recreation & Events division. This amount is close to expenses from 2023 but represents about a 75 percent increase from 2022. About 48 percent of this division’s expenses are personnel costs (e.g., salaries, benefits, etc.). Figure B-4 below displays the personnel cost ratio for FY2024 and Figure B-5 to the right displays major categories and total expenses for FY2022, 2023 and 2024.

B-4. Recreation and Events division personnel cost ratio, FY2024



Source: City of Lancaster, Keen Independent Research.

B-5. Recreation and Events division expenses, 2022 – 2024

Budget category	FY2022	FY2023	FY2024
Personnel costs			
Full-time salaries	\$ 351,871	\$ 389,590	\$ 891,286
Parti-time/temporary salaries	606,017	1,043,822	823,677
Benefits	130,872	100,531	226,395
Retirement	132,828	127,064	261,652
Personnel total	1,345,238	1,867,714	2,267,691
Operating expenses			
Advertising	\$ 2,480	\$ 21,500	\$ 95,000
Computers/hardware	75,290	112,016	95,930
General liability	45,498	95,629	142,482
Special activity supplies	1,000,147	2,186,334	1,240,170
Operating total	1,319,773	2,859,610	2,443,996
Grand total	\$ 2,665,011	\$ 4,727,324	\$ 4,711,687

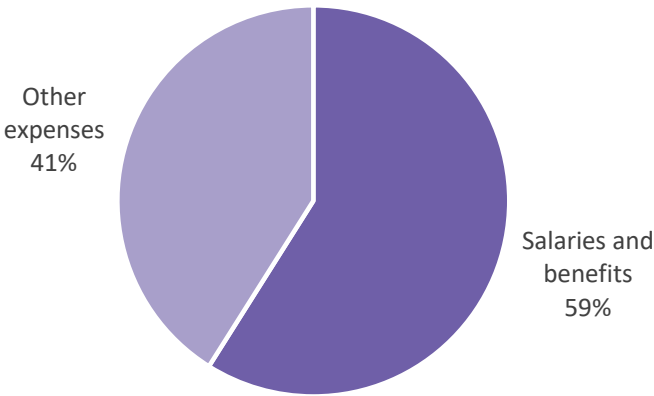
Note: FY2024 amounts reflect the approved budget, not actuals. FY2022 and FY2023 reflect budget actuals.

Source: City of Lancaster, Keen Independent Research.

B. Existing Conditions — City budgets

Arts, Museums & Performing Arts Center. The Arts, Museum and Performing Arts Center expenses for FY2024 are about \$4.3 million. This is an increase of more than 80 percent over FY2023 and more than 130 percent over FY2022. Personnel costs have been closer to 65 percent of this division’s expenses in prior years and have increased as a proportion of total expenses in FY2024. Figure B-6 below displays the personnel cost ratio for FY2024 and Figure B-7 to the right displays major categories and total expenses for FY2022, 2023 and 2024.

B-6. Arts, Museums and Performing Arts Center division personnel cost ratio, FY2024



Source: City of Lancaster, Keen Independent Research.

B-7. Arts, Museums and Performing Arts Center division expenses, 2022 – 2024

Budget category	FY2022	FY2023	FY2024
Personnel costs			
Full-time salaries	\$ 336,848	\$ 438,477	\$ 951,326
Parti-time/temporary salaries	663,390	767,569	996,040
Benefits	96,396	102,890	229,966
Retirement	117,233	143,010	279,278
Personnel total	<u>1,229,780</u>	<u>1,505,084</u>	<u>2,524,797</u>
Operating expenses			
Advertising	\$ 18,411	\$ 26,787	\$ 73,415
Computers/hardware	82,745	197,430	123,724
General liability	32,265	76,503	141,369
Professional/technical services	16,103	4,350	248,600
Services	82,179	51,000	705,500
Special activity supplies	229,958	267,195	134,225
Operating total	<u>618,711</u>	<u>847,340</u>	<u>1,758,279</u>
Grand total	\$ 1,848,491	\$ 2,352,424	\$ 4,283,076

Note: FY2024 amounts reflect the approved budget, not actuals. FY2022 and FY2023 reflect budget actuals.

Source: City of Lancaster, Keen Independent Research.

B. Existing Conditions — Event attendance

The City of Lancaster sponsors dozens of events per year. The study team received event attendance data for select events and presents our findings in this section.

2024 Events

The virtual workshop (described in detail in Appendix D) presented participants with 22 City-sponsored events that occurred in 2024 and asked if they had attended. The City collected Placer.ai data on attendance at most of the 2024 events. Figure B-8 to the right displays estimated total attendance for the City’s 2024 events. The California Poppy Festival is the event with the highest total attendance at approximately 50,000. Two of the City’s recurring events (Monday Night Bites and BLVD Market) had more than 10,000 total attendees and the single-day Magical BLVD Christmas had just under 10,000 estimated total attendees.

Note that many of these events are single-day or weekend events whereas a few are recurring events (e.g., Monday Night Bites, BLVD Market, Cool Summer Nights).

B-8. Estimated total attendance at 2024 City of Lancaster events

California Poppy Festival	50,000
Monday Night Bites (Mondays: May-October)	14,900
BLVD Market (Thursdays: April-October)	11,600
Magical Boulevard Christmas	9,400
Halloween Haunt	6,400
Fourth of July	6,200
Summer Block Party	5,200
Bark at the Park	3,800
Juneteenth	3,200
Field of Drafts	2,200
Cool Summer Nights (Wednesdays: June/July)	1,000
Justice Sunday	800
Earth Day	500
Coffee with a Deputy	370

B. Existing Conditions — Event attendance

Event Trends

The City provided Keen Independent with attendance data dating back to 2019 for select events, excluding 2020, as the City did not host any events due to COVID-19. The California Poppy Festival has consistently

been the most attended event in the City’s program, drawing in locals and visitors throughout the region. The City’s holiday celebrations for Christmas, Fourth of July and Halloween have the next highest single-day attendance at well over 5,000 attendees. In general, attendance at events in 2024 has dropped compared to 2022 and 2023.

B-9. Event attendance for 2020 to 2024 of select City of Lancaster events

Event	Date(s)	2019	2021	2022	2023	2024	Average single day attendance
California Poppy Festival	End of April (one weekend)	48,000	-	58,600	53,000	50,000	17,467
Magical BLVD Christmas	Mid-December (single day)	13,700	14,000	11,700	16,200	9,400	13,000
4th of July Extravaganza	July 4 (single day)	13,200	6,500	-	8,900	6,200	8,700
Haunt at the Hangar	End of October (single day)	10,600	3,000	4,000	8,500	6,400	6,500
Field of Drafts	Start of October (single day)	4,100	4,000	3,600	4,000	2,200	3,580
AV Walls Fest	September 17 (single day)	-	-	2,500	-	-	2,500
The Bunny Hop	Mid-April (single day)	-	-	2,300	2,000	-	2,150
Monday Night Bites	May - October (Mondays)	13,300	6,500	15,300	16,000	14,900	629
BLVD Market	April - October (Thursdays)	-	15,300	12,400	16,300	11,600	567

B. Existing Conditions — Event survey

The City of Lancaster hosted Walk ‘n’ Roll Fest, an Open Streets Lancaster event in partnership with Lancaster Metro, in 2023. The event closed all eight blocks of the BLVD to car traffic to encourage residents to walk, bike or otherwise wheel down the BLVD. Booths were set up with food, music and other entertainment. The City conducted a survey of individuals on the BLVD during Walk ‘n’ Roll Fest.

Survey Questions

The survey included questions related to the following topics:

- Prior participation in City events;
- Event quality and impact;
- Transportation to event;
- Likelihood to use modes of transportation other than cars; and
- Demographics.

Given that the mission of Lancaster Metro Open Streets event is to replace car traffic with foot traffic and encourage residents to explore their neighborhoods, many of the questions in the event survey are focused on transportation.

Survey Results

We highlight a few results from the survey that could be instructive to the City as it plans future events.

Event participation. The survey had 175 responses, 87 percent of whom attended the event. For nearly two-thirds of respondents, this was the first time they had attended an Open Streets event and most said they would attend another event. Comments on how the event could be improved included:

- Holding it at a time when the temperature is lower (e.g., earlier in the morning, later in the evening);
- Having more vendors on the street; and
- Concentrating the event activities such that they feel less spread out.

Event quality and impact. More than 70 percent of respondents indicated that they “loved” the event. When asked to provide comments on how the event impacted the community, respondents mentioned the following:

- The event “brought so many people together”;
- Free admission made the event accessible to all; and
- The community appreciated the family-focused nature of the event and its activities.

Demographics. Three-quarters of respondents to this survey identified themselves as female. More than a third of respondents were in the 30 to 39 age group.

Future Event Surveys

When developing future event surveys, we recommend the City develop a standard survey to start. Such a survey would collect robust demographic information and ask questions that speak to the event’s key performance indicators. The City may eventually consider how to tailor each survey to the specific event. This survey does well at capturing feedback that relates to the event’s purpose (to reduce auto traffic and encourage people to explore their neighborhoods).

B. Existing Conditions — Relevant City plans

The City of Lancaster discusses arts and entertainment in its General Plan 2030 and has a Public Arts Master Plan that was drafted in 2024.

General Plan 2030

In 2009, the City adopted its General Plan 2030. The General Plan has seven subdivisions for different areas and the “Plan for Active Living” and “Plan for Economic Development” subdivisions have several actions relating to events and entertainment.

Quality of life. Goal 11 in the General Plan is, “To enhance the quality of life for Lancaster residents by providing opportunities for social interaction and participation in a wide range of cultural activities.” Policies and actions related to this goal include:

- Maintaining and expanding existing cultural facilities;
- Encouraging a variety of performing arts and visual arts programs; and
- Providing a list or calendar of City-sponsored activities.

Economic development. The City also has a subdivision for economic vitality that mentions revitalizing Downtown Lancaster to be a social and recreational hub. Other policies and actions that relate to events and entertainment in this section include:

- Encouraging the development of museums and public art spaces downtown;
- Promoting Lancaster’s entertainment and recreational facilities throughout the region;
- Pursuing entertainment offerings like professional sports teams, public golf courses, racing tracks and others; and
- Promoting development of a conference center and co-located hotel.

Progress. Since the publication of the General Plan, the City has transformed Downtown Lancaster into the BLVD, which hosts dozens of events throughout the year and boasts many local businesses and cultural attractions. Future iterations of the General Plan may consider in more depth how events and entertainment can drive economic growth and could integrate with an arts and culture strategic plan.

Public Arts Master Plan

The City published a Public Arts Master Plan in 2025 that highlights existing art throughout the community and provides guidelines around the criteria for adding public art. This plan was informed by extensive community engagement, including a survey and presence at the Summer Block Party.

Implementation. The plan identifies ten objectives designed to enhance the City’s public art. These objectives are identified as short-, medium- and long-term and they cover topics like recruiting new artists, updating City ordinances to be more public art-friendly and increasing the visibility of public art in the community. As the City progresses, it may consider how to measure and report progress on each of these listed objectives.

Precursor to arts and culture strategic plan. The Public Arts Master Plan provides an excellent foundation for the City to develop an arts and culture strategic plan. An arts and culture strategic plan would unite the City’s events program, public arts program, arts education efforts and more to provide a cohesive, holistic picture of Lancaster as a regional arts and culture hub.

APPENDIX C. Social Media — Introduction

As part of the City of Lancaster, CA Market Research project, Keen Independent conducted a review of the City's current online presence.

Methodology

We reviewed how the City of Lancaster posts and promotes entertainment and arts-related events and activities across their social media platforms. Below are the platforms we analyzed and the number of followers that each social media account currently has to date:

- Facebook: 48,000;
- Instagram: 30,900;
- X (formerly known as Twitter): 5,074;
- LinkedIn: 3,494; and
- TikTok: 1,525.

Event selection. Our analysis focused on three specific events of varying audience, scale and frequency. The events studied in this appendix include:

- California Poppy Festival (large annual event);
- The Bunny Hop (small annual event); and
- Recurring events such as The BLVD Farmers Market and Summer Concert Series.

Engagement. Our analysis highlights engagement in which content viewers interacted with City-initiated posts, such as giving likes, shares, saves or comments. The number of post views was not available for all social media platforms and views are a measure of passive rather than active interaction.

This appendix includes information and insights guided by a careful examination of the public-facing view of the City's social media accounts. All results and observations were collected as of November 25, 2024. Although we looked into the City's LinkedIn page as part of this analysis, the platform was not used to promote any of the three events discussed in this appendix.

C-1. City of Lancaster mascots Princess Poppy and Andy at the annual Bunny Hop event



Source: City of Lancaster Facebook page.

C. Social Media — California Poppy Festival

The California Poppy Festival is a large, annual event hosted by the City of Lancaster, CA. In 2024, this festival was held from April 19th through 21st at the Antelope Valley Fair & Event Center. This Festival attracts approximately 40,000 people of all ages in a single weekend and showcases over 200 vendors.¹ Festival activities include live entertainment, live animals, carnival rides, a beer garden and food vendors.

Post Descriptions

Social media promotion for the California Poppy Festival entailed cross-posting identical posts on Facebook, Instagram and X between the dates of February 9th through May 1st, 2024. The City also posted event information on their website's Special Events section and City events calendar.

Social media post content included a combination of still photos and video reels with people and activities associated with the festival, as well as virtual posters with background information about the festival (Figure C-2). Some posts that mentioned this event also included promotion of other upcoming City-sponsored events.

Prior to the event, the City posted about saving the date, purchasing tickets and a preview of festival activities. During the event weekend, the City posted admission information, such as dates, times, price and parking, along with stage and event schedules. On the last day of the festival, the City posted a thank you reel. The tone of all posts was playful and conversational, often using emojis in the text.

¹Sponsorship Information: Facts, Benefits & Demographics. 2024. Accessed November 26, 2024.

C-2. Poster-style social media posts



Source: City of Lancaster X.

<https://www.cityoflanasterca.org/home/showpublisheddocument/45909/638433369901300000>

C. Social Media — California Poppy Festival

Figure C-3 shows the frequency and level of viewer engagement with the City’s California Poppy Festival posts.

Engagement

Across social media platforms, the City’s festival-related Instagram posts received the most engagement, with an average of 176 and median of 117 likes, as well as an average of 36 and median of 19 shares. Figure C-3 displays total posts and associated engagement statistics related to this event on the City’s social media accounts.

Tagged posts. A variety of festival vendors and travel influencers posting about their presence at the California Poppy Festival also tagged the City in those posts. This resulted in an additional 46 Instagram posts related to the Festival beyond what the City shared.

Hashtags. Some social media posts included hashtags related to the festival, such as #CAPoppyFestival or #LancasterEvents, but these were not consistently worded or included on all promotional posts.

Sponsorship. Some posts tagged festival sponsors in the event description, but this was not consistently applied to all posts.

Comments. Viewers were not able to engage with posts through the Facebook or Instagram commenting feature, as this functionality was not available. A couple of posts asked questions to viewers, such as “What’s your favorite attraction at the California Poppy Festival?” but viewers could not use the post to respond to the City.

Accessibility. When using VoiceOver on event posts, images accompanying event captions were not verbally described and emoji descriptions were read interspersed between the caption text. For example, one festival post read aloud said, “Join us for an unforgettable festival weekend Flower Ferris Wheel Snag your presale tickets.”

C-3. Viewer engagement with California Poppy Festival posts on City of Lancaster social media

	Instagram	Facebook	X
Total posts	26	25	3
Likes			
Average	176	24	2
Median	117	15	2
Minimum	45	3	1
Maximum	587	95	4
Shares or reposts			
Average	36	4	1
Median	19	1	1
Minimum	0	0	1
Maximum	261	22	2

Note: Comment functionality was not available for most event posts.

Source: Keen Independent Research.

C. Social Media — Bunny Hop

The Bunny Hop is a small, annual event hosted by the City of Lancaster. In 2024, this free event was held on Saturday, March 30th from 9am to 12pm at Sgt. Steve Owen Memorial Park. The Bunny Hop is geared toward children ages 11 years and younger but is open to all.

Typical activities at this event include a bunny trail with Easter eggs, face painting, magicians, bounce houses, photo opportunities, music, vendors, food trucks and a city-wide giant egg hunt.

Post Descriptions

Social Media promotion for this event entailed cross-posting identical posts on Facebook, Instagram and once on X between the dates of February 14th through March 31st, 2024. Figure C-4 exemplifies the type of posts used to promote this event. The City also posted event information on their website’s Special Events section and City events calendar.

Social media post content included one save-the-date video reel and still photos of kids and activities associated with the event. The City used one post to announce vendor applications. Posts highlighting the city-wide, giant egg hunt promoted a contest that encouraged viewers to photograph the giant eggs around town and tag the City in their posts to social media for tickets to the California Poppy Festival or a show at the Lancaster Performing Arts Center. The tone of all posts was playful and conversational, often using emojis in the text.

C-4. Example Bunny Hop Instagram post from City of Lancaster



C. Social Media — Bunny Hop

Figure C-5 shows the frequency and level of viewer engagement with the City’s Bunny Hop posts.

Engagement

Across social media platforms, the City’s Bunny Hop posts on Instagram received the most engagement, with an average of 121 and median of 91 likes, as well as an average of 41 and median of 33 shares. Figure C-5 displays total posts and associated engagement statistics related to this event on the City’s social media accounts.

Tagged posts. A few Bunny Hop vendors tagged the City in their Instagram posts about their presence at the Bunny Hop, which resulted in an additional four Instagram posts about the event.

Hashtags. Bunny Hop posts used hashtags such as #HoppyPoppy or #LancasterEggHunt, but these were not consistently worded or included on all posts.

Comments. Viewers were not able to engage with posts through the Facebook or Instagram commenting feature, as this functionality was not available during this period.

Accessibility. When using VoiceOver on event posts, images accompanying event captions were not verbally described. Often, emojis were used as an introductory bullets to event activities, such as a paint palette emoji followed by the text “face painting” or a camera emoji followed by the text “photo opportunities” (Figure B-4). Emojis were also inserted mid-sentence, such as one post read aloud that said, “explore shopping bags vendors.”

C-5. Viewer engagement with The Bunny Hop posts on City of Lancaster social media

	Instagram	Facebook	X
Total posts	13	12	1
Likes			
Average	121	33	0
Median	91	20	0
Minimum	41	5	0
Maximum	272	164	0
Shares or reposts			
Average	41	10	0
Median	33	4	0
Minimum	0	0	0
Maximum	139	60	0

Note: Comment functionality was not available for most event posts.

Source: Keen Independent Research.

C. Social Media — The BLVD Market and Summer Concert Series

The BLVD is a location for many of the City’s special events, including a weekly Farmers Market that runs from April through October and a Summer Concert Series from June through September.

Social media promotion for this ongoing event entailed cross-posting identical posts on Facebook and Instagram, as well as several reels posted to TikTok and X, between the dates of April 4th through September 23rd, 2024. The City posted additional event information on their website’s Special Events section and City events calendar.

Post Descriptions

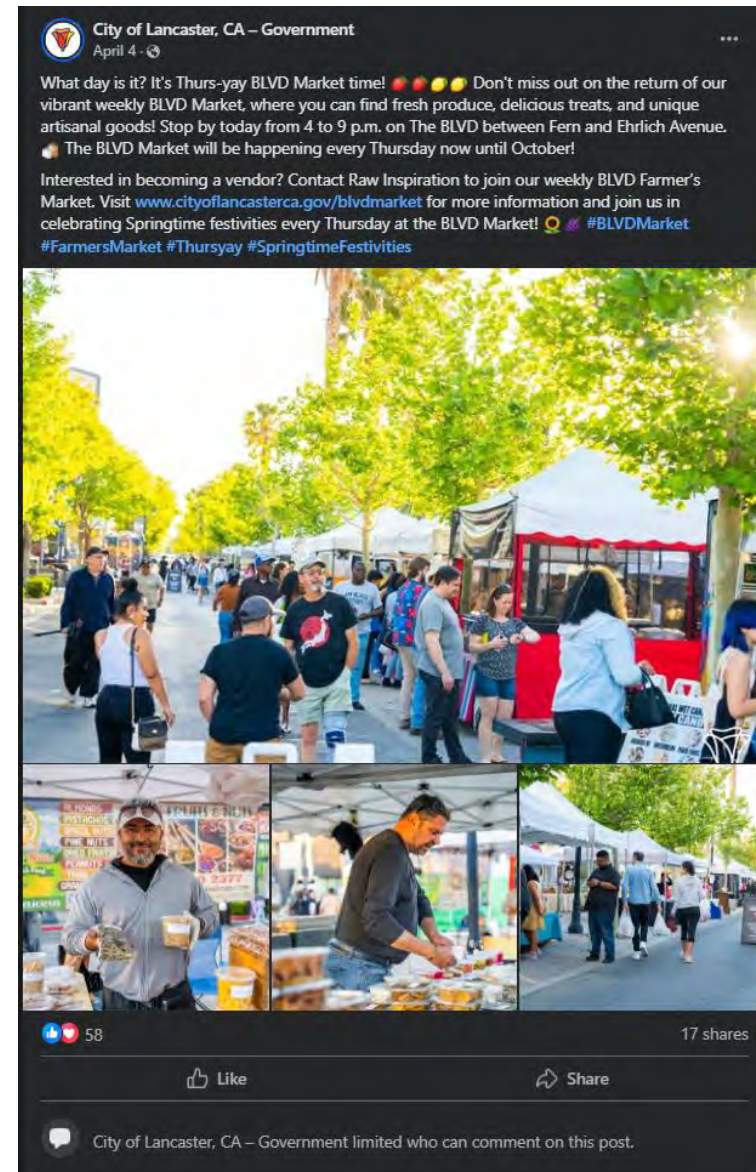
The City shared a variety of posts to promote these events.

The Farmers Market. This event held on Thursday nights from 4 p.m. to 9 p.m., showcases a variety of vendors with fresh produce, treats and artisanal goods from local businesses. Most posts promoting this ongoing event included still photos of products for purchase in the market or people shopping on The BLVD (Figure C-6). Some of these photos were used more than once throughout the event promotion period. The City also created seven promotional video reels that coupled shopping in the market with popular online video trends.

The Summer Concert Series. This activity took place on The BLVD’s Bandstand Stage every Thursday evening from June through September. Featured artists represented a variety of genres and decades, including pop, rock, dance, country, indie, Jazz and Latin music. The first social media post about the Summer Concert Series provided a link to the City’s website promoting this event and its full line-up. Later social media posts that mentioned the Summer Concert Series were often noted at the end of a BLVD farmers market-related post.

The tone of BLVD posts was playful and conversational, often using emojis and exclamation points in the text.

C-6. Example BLVD Facebook post



Source: City of Lancaster Facebook.

C. Social Media — The BLVD Market and Summer Concert Series

Figure C-7 shows the frequency and level of viewer engagement with the City’s BLVD Farmers Market and Summer Concert Series posts.

Engagement

Across social media platforms, the City’s BLVD-related Instagram posts received the most engagement, with an average of 192 and median of 106 likes, as well as an average of 39 and median of 5 shares.

Tagged posts. The City was tagged in an additional 20 posts about The BLVD market, but most of these posts were from one vendor and one travel account. A reel from L28 news that promoted multiple City-hosted events, including The BLVD Farmers Market, received nearly 2,000 likes.

Hashtags. The BLVD posts sporadically used hashtags related to the event, including #BLVDMarket or #SummerConcertSeries to promote this event, but each hashtag was worded differently and not included on all posts.

Comments. Viewers were able to comment on social media posts starting in May 2024, but most posts received less than five comments. The posts that received the greatest number of comments were two pertaining to the City being present at the BLVD Farmers Market to hear the public’s views on how to shape the future of entertainment in Lancaster.

Accessibility. When using VoiceOver on event posts, images accompanying event captions were not verbally described. Because no alt-text was present, VoiceOver described some images as “photo by @cityofclancasterca” while other images with text visible in the photo background were read aloud. For example, an image with a BLVD vendor in a booth of packaged nuts read aloud the list of nuts on a banner in the background and their prices. At times, emoji descriptions

were read interspersed between the caption text. For example, the post in Figure C-6 read aloud says, “Strawberry Strawberry Lemon Lemon Don’t miss out on the return of our vibrant weekly BLVD Market...”

C-7. Viewer engagement with The BLVD social media posts

	Instagram	Facebook	X	TikTok
Total posts	28	30	4	3
Total saves	NA	NA	NA	5
Likes				
Average	192	15	0	25
Median	106	12	0	28
Minimum	0	2	0	18
Maximum	1,939	58	0	30
Shares or reposts				
Average	39	3	1	NA
Median	5	2	1	NA
Minimum	0	0	0	NA
Maximum	740	17	1	NA

Note: “NA” indicates data not available for a given platform.
Source: Keen Independent Research.

C. Social Media — Special events and calendar pages

The City of Lancaster, CA posts information about entertainment and arts-related events and activities on their website. Most event information can be found by selecting the “City” tab along the top of the website, then the “Special Events” or “Calendar” links.

Special Events

The “Special Events” link provides viewers, alongside the left side of the page, with a menu of City-sponsored events (Figure C-8). Viewers can select the individual event names to learn key details, such as event descriptions, anticipated activities, important dates and times and other logistical information about attending or sponsoring the event.

Aesthetic. The “Special Events” pages are designed like other pages on the City’s website. The page is not overly stylized or crowded with text. The font is easy to read, appropriately sized and well contrasted against a blue and white background. Most individual event pages include eye-catching photos and basic event information.

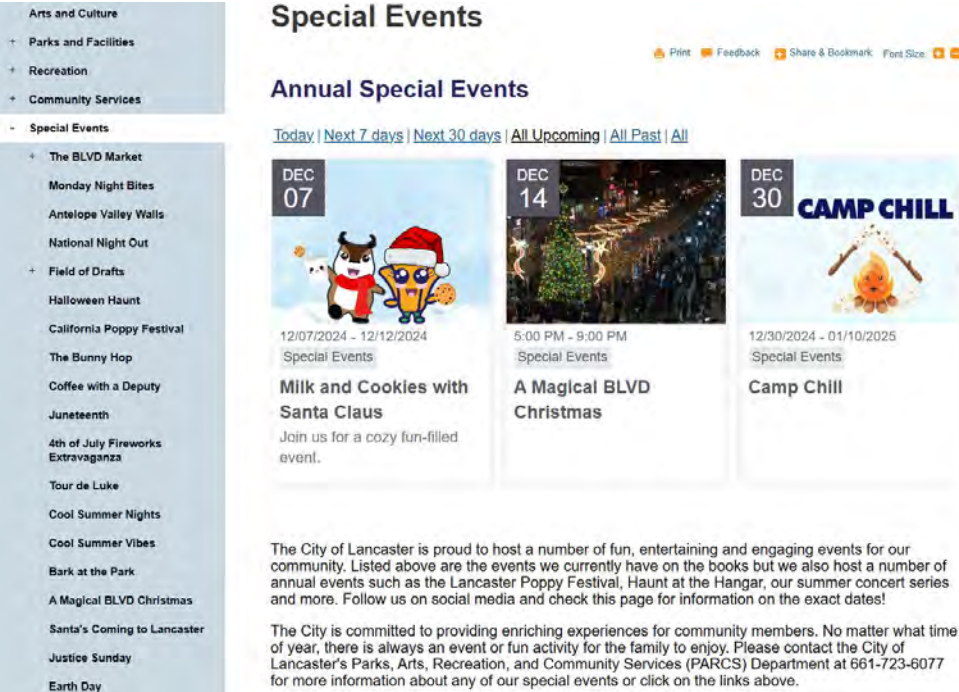
Order. The individual event names are not listed alphabetically or chronologically. For example, the upcoming event “A Magical BLVD Christmas” is positioned toward the end of the list between events that have already happened. Some upcoming events are only mentioned via colorful tiles on the “Special Events” parent page and are not listed individually in the left side menu.

Updates. Most individual event pages are updated with a thank you message after the event has passed. However, there are previously held events such as “Santa’s Coming to Lancaster,” that are thanking attendees from 2022. It is not clear if this event will be updated for 2024 or if this event is no longer hosted by the City.

Predictability. When selected, most individual event names populate event content to the right of the blue menu. However, names such as “Coffee with a Deputy” link the viewer to a different section and menu on the City’s website. Names such as “Bark at the Park” take the viewer to a third-party event website. All event names look aesthetically the same to site viewers regardless of how they present event content.

Accessibility. Viewers can adjust a page’s font size to better meet their needs. Some images on special events pages included an alt-text description, but not all images. Several pages also included a carousel of rotating images that could not be paused and did not include alt-text.

C-8. Special events page



Source: City of Lancaster.

C. Social Media — Special events and calendar pages

The “Calendar” link is another way for viewers to learn about City-hosted special events.

Calendar

The “Calendar” link takes viewers to a page with all City-run activities, including public special events and City meetings. This “Calendar” view defaults to “All Upcoming,” but other calendar views include “Today,” “Next 7 days,” “Next 30 days,” “All Past” and “All” (Figure C-9).

The calendar lists activities in a line-item format, with the following categories: Event name; Date/time; Agenda; and Other.

The calendar can also be sorted by category type, such as “Special Events,” “Community Classes” or “Planning Commission Meetings,” as well as by the department hosting the event.

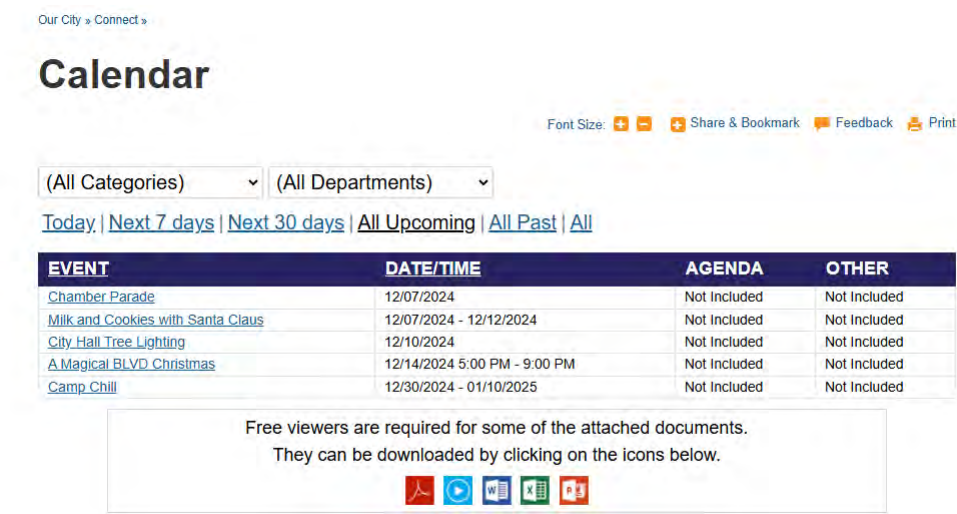
Aesthetics. The “Calendar” pages are designed like other pages on the City’s website. The page is not overly stylized or crowded with text. The font is easy to read and well contrasted against a white background. Event names are formatted as blue hyperlinks so it is clear to the viewer that selecting the name will navigate to a different page. Overall, the calendar is not visually elaborate but conveys basic event information.

Order. Upcoming events are listed in chronological order so viewers can easily scan the list by date.

Uniformity. Having multiple paths to access similar information is useful for website viewers. However, special events listed in the “Calendar” do not completely align with events listed on the “Special Events” pages. For example, the “Chamber Parade” and “City Hall Tree Lighting” are listed in the “Calendar” but there is no mention of these events in the “Special Events” menu. Event hyperlinks, like A Magical BLVD Christmas, navigate to content on the individual “Special Events” pages, while other event hyperlinks show event details without navigating away from the Calendar section of the website.

Accessibility. Viewers can adjust the calendar page’s font size to better meet their needs. VoiceOver read the calendar table in an organized manner and identified selectable links.

C-9. Calendar landing page



Source: City of Lancaster.

C. Social Media — Summary and recommendations

Below is a summary of findings and recommendations for the City of Lancaster's social media presence.

City Social Media

The City's social media presence has the following characteristics:

- **Followers and engagement.** Facebook has the largest number of followers, but Instagram followers engage the most with City event posts.
- **Cross-posting.** Most event content is posted across Instagram and Facebook, and occasionally to X and TikTok.
- **Tone.** Event posts are informative, conversational and playful.
- **Hashtags and tagging.** Event hashtags and sponsorship tags are not consistently worded or included on posts. At times, the City was tagged in vendor-created event posts, but the extent varied across the events studied in this appendix.
- **Commenting.** Comments were not always available for viewers, yet some event posts were phrased to encourage comments while this function was off. When commenting was available, it did not garner much engagement.
- **Accessibility.** Event post images did not include alt-text and often emoji placement broke up the post content when read aloud by VoiceOver.

Recommendations for the City's social media strategy include:

- **Keep this going.** Maintain the overall post content and tone, which provides viewers with key event information while embodying a fun and welcoming event vibe. Cross-posting event content ensures that viewers receive identical information across sites.
- **Hashtag uniformity.** Identify the City and event's primary hashtags, and decide on specific spelling, at the start of event promotion so viewers can follow them throughout promotion. Apply them to all relevant event posts.
- **Tagging coordination.** When relevant, tag event sponsors and vendors in City-created event posts. Encourage vendors to tag the City in their own event posts. Cross-promoting leverages the broader network of viewers across handles to expand the marketing reach and support local businesses.
- **Content suitability.** Ensure post content is fitting for viewer interaction opportunities. For example, asking viewers an interactive question when commenting is unavailable could lead to viewer frustration or disengagement. The City may also consider allowing comments and monitoring their content to keep it relevant.
- **Accessibility.** Consider adding alt-text to images in City posts that verbally describe what is happening in photos and their relation to the event text. Consider eliminating emoji placement mid-sentence and mid-paragraph so screen readers do not interrupt the event text with emoji image descriptions. This can make posts more understandable to viewers using assistive technology.

C. Social Media — Summary and recommendations

Below is a summary of findings and recommendations for the City of Lancaster's special events and calendar website pages.

City Website Special Events and Calendar Pages

The following bullets summarize our assessment of the characteristics of the City's special events and calendar pages.

- **Minimalist design.** The City's special events pages and calendar are aesthetically basic but informative.
- **Order.** The calendar page orders events chronologically and has filters for sorting. Special event listings are not conventionally ordered.
- **Uniformity.** The special events section and calendar include most events, but not all events are listed in both places.
- **Post-event updates.** The City often updates past events with a thank you message, although several active event pages from previous events still appear.
- **Predictability.** Selectable special event titles link to event specific pages, however they aesthetically look the same regardless of whether they navigate the viewer to different page on the City's website or a third-party event page.
- **Accessibility.** Some, but not all images, include alt-text with verbal descriptions. Some event pages include a carousel of images that a viewer cannot pause.

Recommendations for the City's website strategy include:

- **Consider user experience.** Maintain a design that does not distract from the basic information that viewers are seeking when they go to special events pages and the City's calendar. Keep listing calendar events in chronological order so viewers can grasp the sequence of events.
- **Order and alignment matters.** Aligning event listings across the special events section and calendar views can provide viewers with multiple pathways to access similar information. Listing special event pages in a conventional order, such as alphabetically or chronologically, can help viewers easily locate event information.
- **Predictability.** Providing visual and heading hierarchies to the event titles on the left side of the special events page can make it clear to viewers where they are navigating when selecting a link. Visual cues can help viewers move through this section in a predictable and purposeful manner.
- **Accessibility.** Event photos should be accessible to all viewers. Consider adding alt-text to images in City posts that verbally describe what is happening in photos and their relation to the event text. Adding a pause button to photo carousels gives viewers control to stop the rotation while reviewing event information.

D. Stakeholder Input — Introduction

To shape initial recommendations, the study team interviewed local events and entertainment stakeholders, talked to attendees at the BLVD Market and conducted a public virtual workshop survey in which participants could share their impressions of the Lancaster events and entertainment market.

Methodology

Keen Independent collected stakeholder feedback on Lancaster’s events and entertainment through the following methods:

- Individual interviews;
- Virtual workshop; and
- BLVD Market tabling.

Interviews. At the beginning of this assignment, Keen Independent study team members conducted interviews with entertainment stakeholders and visited arts and entertainment assets in the community. In addition to those working within PARCS, Communications and the City Manager’s Office for the City, we spoke with individuals representing:

- AV Alta FC;
- AV Fair and Events Center;
- Destination: Lancaster;
- Lancaster Performing Arts Center (LPAC); and
- Museum of Art and History (MOAH).

Virtual workshop. To efficiently gather qualitative feedback from diverse individuals within a community, Keen Independent uses a virtual workshop, which is delivered online and contains several thoughtful open-ended questions.

Distribution. The study team launched the virtual workshop during a September visit to Lancaster. The City distributed a link to the virtual workshop via their social media channels and email lists. The study team also promoted the virtual workshop at the BLVD Market in July. A Spanish language version of the virtual workshop was also developed and available alongside the English version.

We received 182 responses with enough information to include in the analysis. Over 75 percent of participants provided a complete response to every question.

Questions. The virtual workshop asked participants to provide their input on the following topics:

- Lancaster’s unique culture;
- Broad opinions on entertainment options in Lancaster;
- Opinions on City-sponsored events; and
- Opinions on the City’s role in supporting entertainment.

We asked similar questions during our interviews. This appendix is organized by each of these categories. In addition, the virtual workshop collected demographic data that we report at the end of the appendix.

BLVD Market tabling. The study team attended BLVD Market for two days in the fall of 2024. In addition to promoting the virtual workshop, the study team asked visitors to the Keen Independent booth to comment on what entertainment offerings they would like to see in Lancaster by leaving suggestions on a sticky note and affixing them to a chart. Participants also “upvoted” suggestions they liked by placing star stickers next to suggestions on the chart that they liked.

D. Stakeholder Input — Introduction

Analysis

We obtained qualitative information from the interviews and BLVD Market tabling. Questions on the virtual workshop were a mix between open-ended and multiple-choice response.

Qualitative analysis. For the open-ended responses to the virtual workshop, we reviewed each comment and noted common themes. We then selected a few representative and constructive comments pertinent to each theme to include in this appendix. We provide relevant commentary from interviews along with this analysis.

Quantitative analysis. Keen Independent reports averages and frequencies for the rating scale and demographic questions on the virtual workshop throughout this appendix.

Net score. For the Likert scale rating questions, Keen Independent calculated a net rating score by subtracting the sum of the “disagree” ratings from the sum of the “agree” ratings. Our Likert scales ranged from 1 to 7, so disagree scores are 1, 2 and 3 whereas agree scores are 5, 6, and 7 (a score of 4 is neutral and not included in the calculation for net score). A net score of 0 indicates perfectly balanced agreement and disagreement whereas a score of 100 or -100 indicates total agreement or disagreement, respectively.

Demographics. More than half of virtual workshop participants self-identified as Hispanic or Latino. Because of the limited number of participants who self-identified as belonging to other non-white racial groups like Black or African American, Asian or Asian American, Native Hawaiian or Pacific Islander, Native American or Middle Eastern/North African, we combined these non-white, non-Hispanic groups into one “other non-white” group.



BLVD Market tabling
Photo by Keen Independent

D. Stakeholder Input — Lancaster’s unique identity

The virtual workshop included quantitative and qualitative measures relating to Lancaster’s identity.

City Uniqueness

The study team prompted stakeholders to reflect on the uniqueness of Lancaster and its entertainment offerings.

Ratings. Participants were asked several ratings questions where they could indicate their agreement with statements on a 1 (strongly disagree) to 7 (strongly agree) scale. When asked how much they agree with the statement that Lancaster has a unique identity that sets it apart from other California cities, participants expressed a range of responses. The net score for this question was 11, indicating slightly more agreement with this statement than disagreement.

D-1. Participants’ ratings of agreement with the statement, “Lancaster has a unique identity that sets it apart from other California cities.”



Note: n = 166.

Source: Keen Independent Research, City of Lancaster Public Virtual Workshop.

D. Stakeholder Input — Lancaster’s unique identity

Open-ended comments. Participants provided comments on what they thought made Lancaster unique.

Unique factors. Many comments reflected on the natural beauty of the surrounding region while others focused on the community and events. Common themes are noted below:

- Natural beauty (specifically, poppies and Joshua trees);
- Local arts and entertainment options;
- Sense of community among residents;
- Presence of aerospace industry; and
- Small-town feel.

Interview participants echoed these sentiments, focusing on the unique offerings of Lancaster entertainment options.

Unclear identity. Several comments indicated that respondents felt that Lancaster has potential but either struggles with its identity or does not have a unique identity that sets it apart from other cities in California. A few comments brought up that Lancaster does not provide enough entertainment options for young adults.

Representative quotes containing respondents’ thoughts on Lancaster’s unique identity appear to the right.

Lancaster has always been the entertainment center of the Antelope Valley. The city is home to the Antelope Valley Fair and Poppy Festival, the Blvd Christmas an event my family attended every year going all the way back to the Hospitality Walk days some 20+ years ago.

White non-binary virtual workshop participant

Our beautiful sunsets, Joshua trees, and aerospace make it all unique.

White female virtual workshop participant

A lot of the programs you find here in the city [you] won't find anywhere else, also the crafts and activities that get put on here in the AV you will only find here in the AV.

Hispanic female virtual workshop participant

It seems like a small city, but it had a huge community of residents that are very supportive to the city.

Black female virtual workshop participant

It has so much potential as a city, but hasn't quite figured out how to use it. There's plenty of space for development, and it's diverse but could still work on attracting other cultures. It comes across as a small town at times, yet everything seems very far apart...

Hispanic female virtual workshop participant

We try to host events but we need things aimed more towards young adults. So many of us are still here after high school and would be nice to see events keep up with times.

Gen Z virtual workshop participant

D. Stakeholder Input — Lancaster’s unique identity

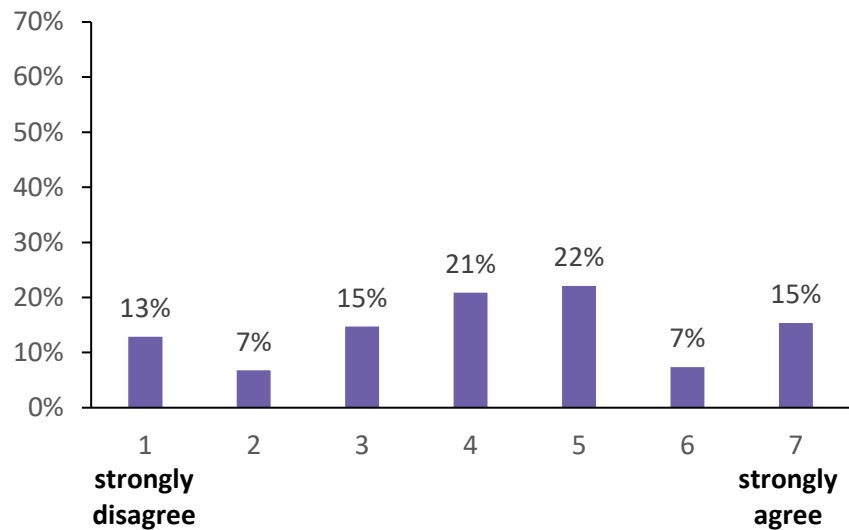
Connectedness

Stakeholders were prompted to share if and how they feel connected to Lancaster as a community.

Ratings. Participants were asked how much they agree with the statement that they feel connected to Lancaster as a community. Responses were not as evenly distributed as for the prior rating question but still displayed substantial variability. The net score for this question was 3, indicating very slightly more positive than negative sentiment for the statement.

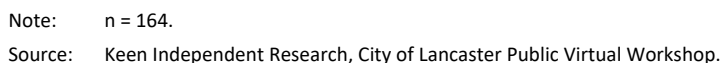
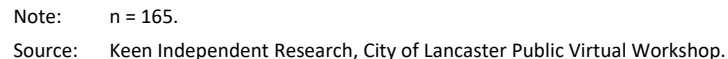
Interview participants indicated that the City “lacks an identity” as it is often competing with Los Angeles for entertainment dollars.

D-2. Participants’ ratings of agreement with the statement, “I feel connected to Lancaster as a community.”



Note: n = 166.

Source: Keen Independent Research, City of Lancaster Public Virtual Workshop.

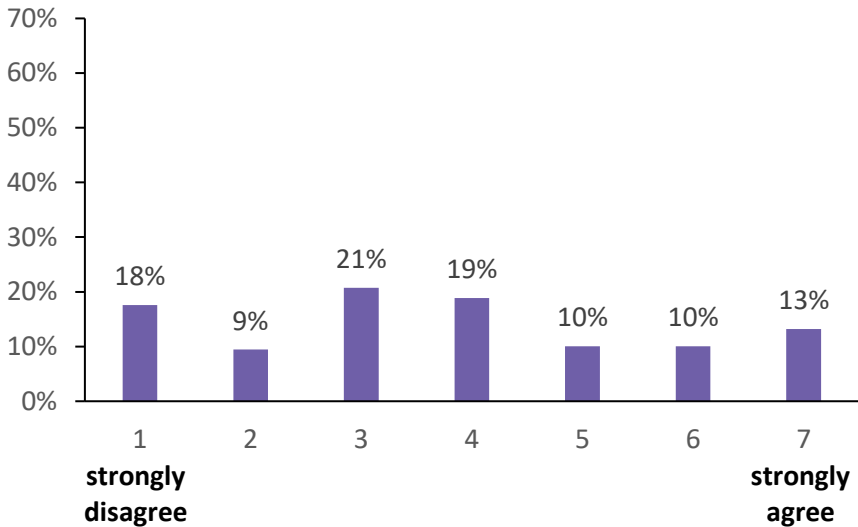


D. Stakeholder Input — General entertainment opinions

Lancaster as a Destination

When asked how much they agree with the statement that Lancaster is a destination for arts, culture and events, virtual workshop participants had fairly evenly distributed responses. The net score on this item was -15, indicating slightly more disagreement than agreement.

D-5. Participants' ratings of agreement with the statement, "Lancaster is a destination for arts, culture and events."



Note: n = 165.

Source: Keen Independent Research, City of Lancaster Public Virtual Workshop.

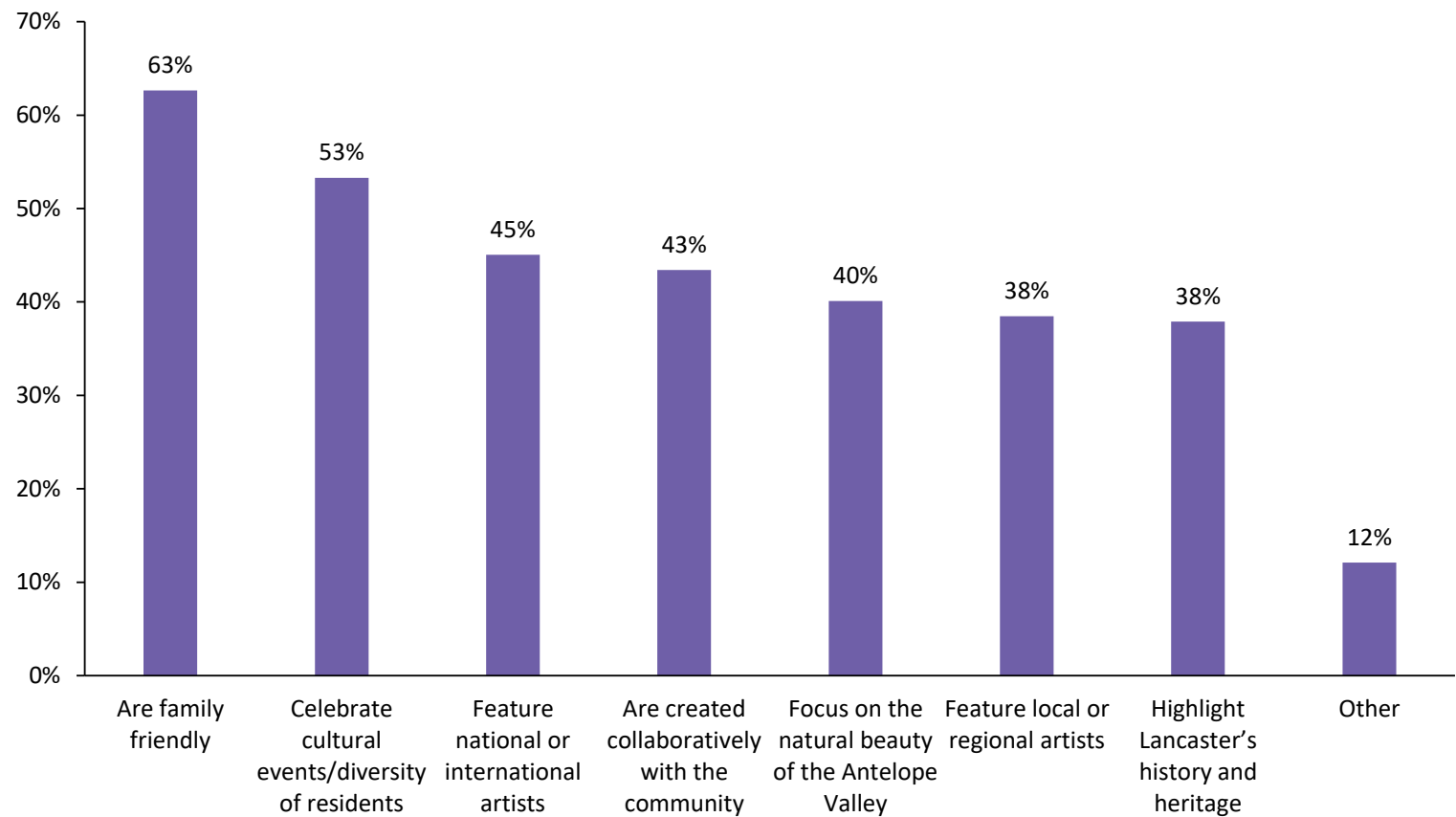
D. Stakeholder Input — General entertainment opinions

Interest in Events

Virtual workshop participants were asked to indicate the types of events they are most interested in attending. A majority of participants indicated they were interested in family-friendly events. Over half of participants indicated they were interested in events that celebrate cultural holidays and the diversity of Lancaster residents. Similar

percentages of participants reflected interest in events with national or regional artists, events that are created in collaboration with the community, initiatives that focus on the natural beauty of the Antelope Valley, offerings that feature local or regional artists and programming that highlights Lancaster’s history and heritage. Participants at the BLVD Market also indicated that family-friendly options were of interest.

D6. Participants’ indications of the types of events they are most interested in



Note: n = 182. Participants were allowed to select more than one type of performing arts event, so numbers do not add to 100.

Source: Keen Independent Research, City of Lancaster Public Virtual Workshop.

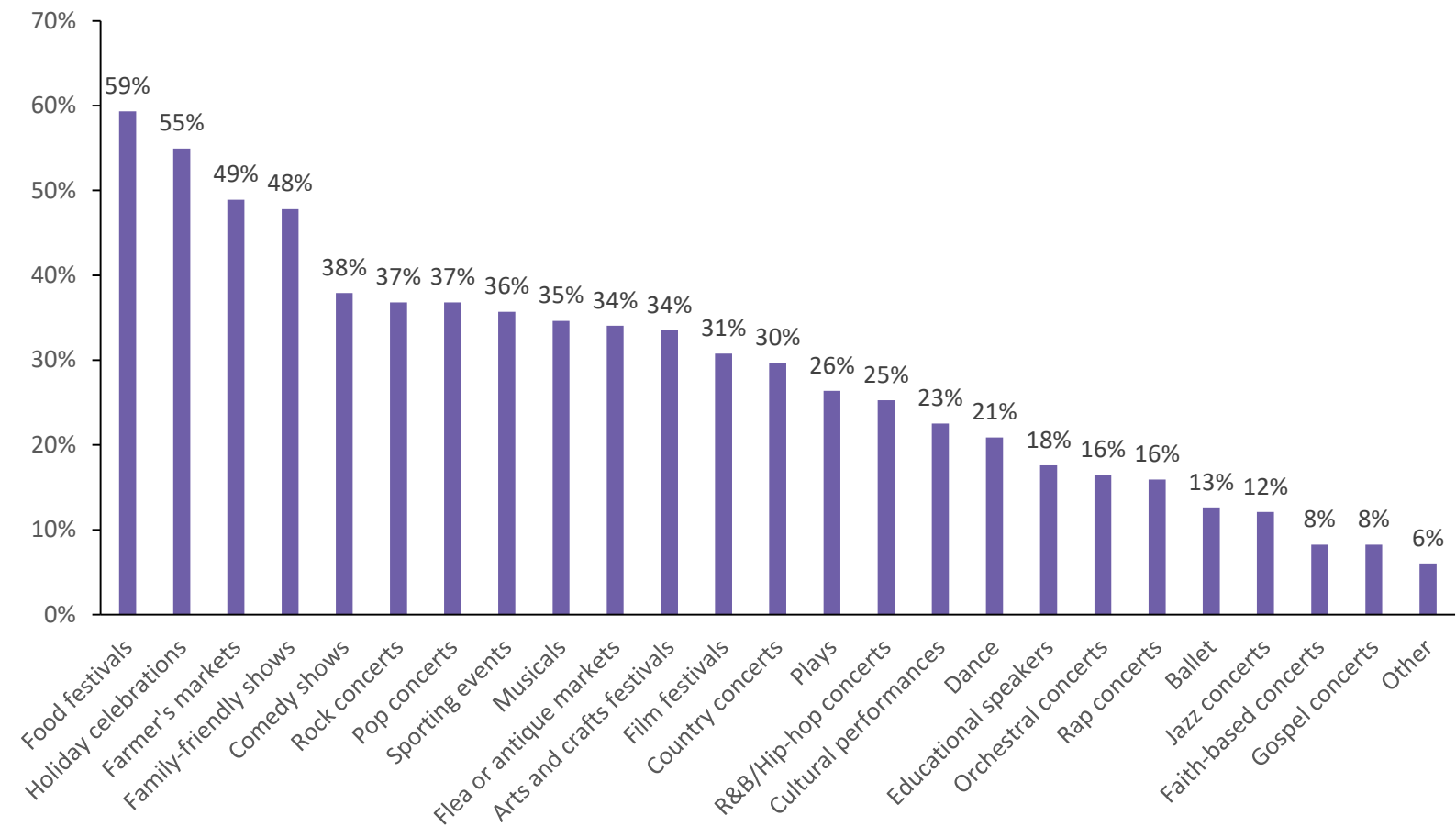
D. Stakeholder Input — General entertainment opinions

Desired Event Genres

The virtual workshop prompted participants to select event genres in which they would be interested. More than half of respondents indicated they were interested in food festivals and holiday celebrations

and just under half said they were interested in farmer’s markets and family-friendly events. The City already regularly hosts many events in the most popular genres listed. One of the top-liked suggestions among participants in the BLVD Market was a BLVD New Year’s Eve party.

D7. Participants’ indications of the genres of events they would like to attend in Lancaster



Note: n = 182. Participants were allowed to select more than one type of performing arts event, so numbers do not add to 100.

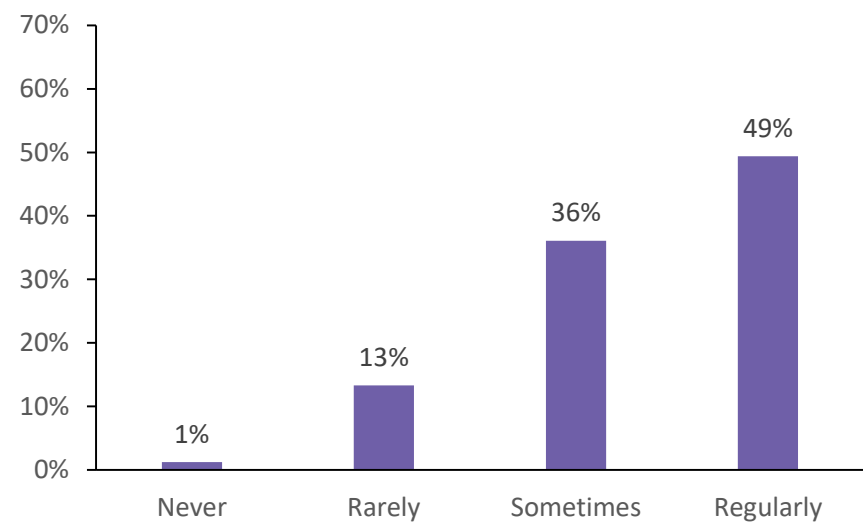
Source: Keen Independent Research, City of Lancaster Public Virtual Workshop.

D. Stakeholder Input — General entertainment opinions

Seeking Entertainment Elsewhere

When asked to indicate how often they leave Lancaster to participate in entertainment options elsewhere, nearly half of participants responded that they regularly leave. Over a third indicated they sometimes leave Lancaster for entertainment. A few interview participants indicated that they anecdotally observed residents frequently leaving Lancaster for entertainment in Los Angeles.

D-8. Participants’ indication of how often they leave Lancaster for entertainment options elsewhere



Note: n = 158.

Source: Keen Independent Research, City of Lancaster Public Virtual Workshop.

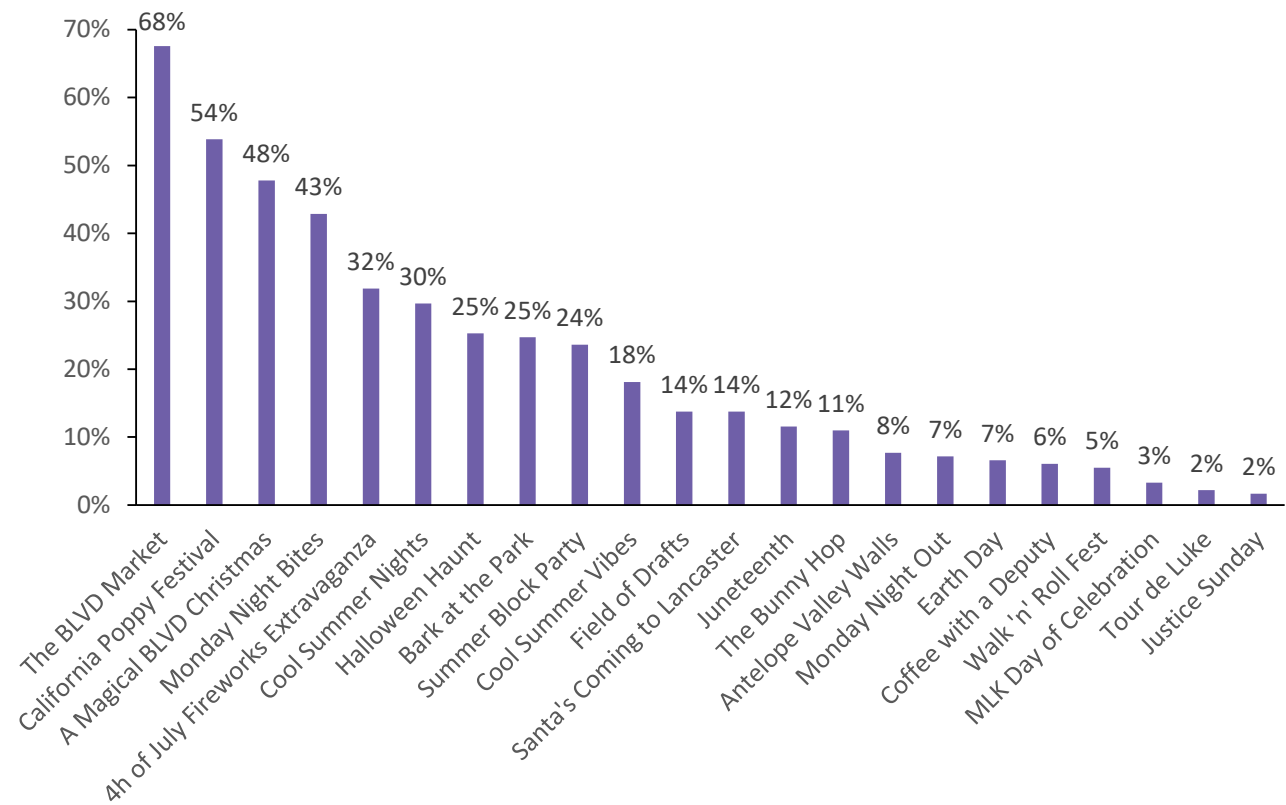
D. Stakeholder Input — City-sponsored events

We asked virtual workshop participants to provide insights into City-sponsored events to gauge how well current offerings are meeting community need. Participants provided input on event attendance and communications about events.

Event Attendance

The virtual workshop presented participants with a list of 22 City-sponsored events in Lancaster and asked which they have attended. Almost 70 percent had attended the BLVD Market and more than half had attended the Poppy Festival. Less popular events included Walk ‘n’ Roll Fest, MLK Day Celebration, Tour de Luke and Justice Sunday.

D9. Participants’ indications of events they have attended in Lancaster



Note: n = 182. Participants were allowed to select more than one type of performing arts event, so numbers do not add to 100.

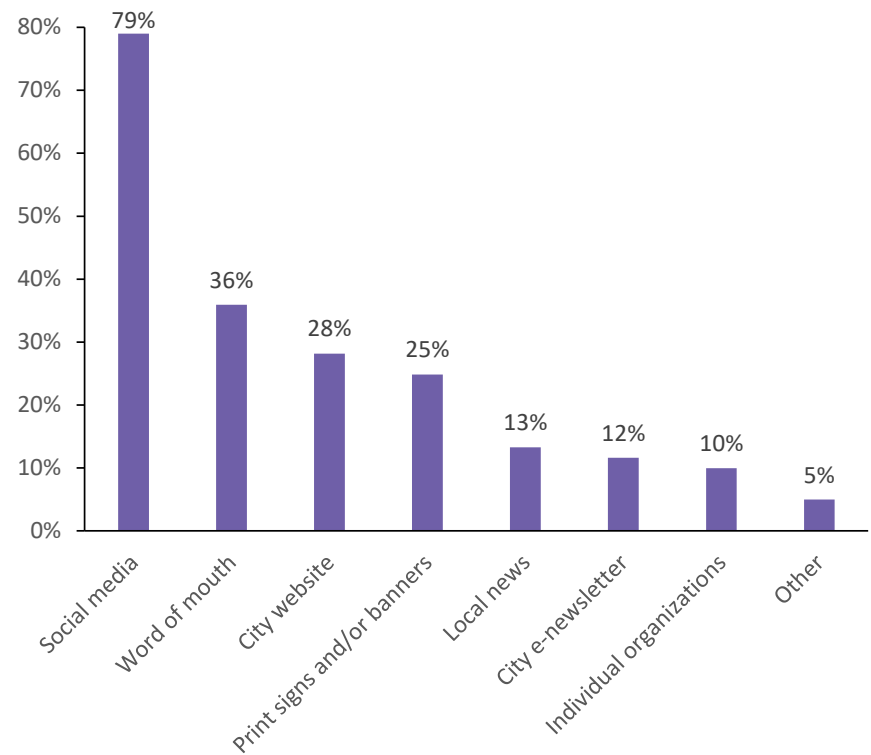
Source: Keen Independent Research, City of Lancaster Public Virtual Workshop.

D. Stakeholder Input — City-sponsored events

Communication About Events

When asked how they hear about events happening in Lancaster, nearly 80 percent indicated social media is a primary source of information. Word of mouth was the next most popular method of communication at 36 percent and about a quarter heard of events from the City website and print signs or banners.

D-10. Participants’ indication of how they find out about events happening in Lancaster



Note: n = 181. Participants were allowed to select more than one mode of communication, so numbers do not add to 100.

Source: Keen Independent Research, City of Lancaster Public Virtual Workshop.

D. Stakeholder Input — City role in entertainment

We presented the virtual workshop participants with several open-ended questions relating to the City’s role in entertainment.

Tailoring Entertainment Options

Virtual workshop participants were asked to provide their input on how the City may tailor its entertainment options to residents’ needs.

Seeking community input. Many virtual workshop participants indicated that having regular opportunities to provide feedback to the City, such as this virtual workshop survey, are critical.

Celebrating the diversity of residents. Another common comment was that the City could better tailor its entertainment options by continuing to celebrate the diversity of its residents in events. A few comments mentioned moving some cultural celebrations to more prominent locations like the BLVD and adding new cultural celebrations like a Pride Parade or a Mexican American Festival.

Advertisement. A few virtual workshop participants indicated that they did not see much advertisement for events in Lancaster and would like to see more. One respondent commented that many of the recurring events in Lancaster seem to be primarily focused on advertising other businesses rather than providing activities for attendees.

Events for young adults. Several virtual workshop participants commented that the area is lacking in events for youth and young adults (not an uncommon issue in communities like Lancaster). Some comments indicated that teenagers have nothing to do in Lancaster and a few expressed that young adults under the age of 30 do not have many opportunities to mingle.

It is nice to really look into and gauge what the people of the community want. By doing surveys, holding conferences, and continuing to allow the people of the community to have a voice and opinion on what occurs is the best way to really tailor the offerings to our desire.

Multiracial male virtual workshop participant

Lancaster needs to work more to celebrate the diversity and cultural community makeup on a larger scale, maybe moving the Juneteenth event to the BLVD, creating a Mexican American Festival ... [or putting] on a Pride Parade and evening festival on the BLVD.

White nonbinary virtual workshop participant

I would continue to make it diverse to extend to all cultures and preferences.

Black female virtual workshop participant

Better advertised events, make more free/low cost events. Events seem lack luster and all the same. Right now, there's more advertisement booths than actual things to do at events.

White female virtual workshop participant

More activities for teenagers. More places for them to safely have fun. There are many things for families and younger children. Not much for teens.

White female virtual workshop participant

To get people more active you need to target the younger age groups. Aim for the 18 to 25 age groups.

Hispanic female virtual workshop participant

D. Stakeholder Input — City role in entertainment

Barriers and Challenges

Virtual workshop participants were asked to reflect on barriers the City may face to expanding events and entertainment offerings in Lancaster. Responses focused on safety, cost, weather, advertising and business infrastructure.

Perceptions of safety. The most common response to this question among virtual workshop participants was that safety is the biggest barrier to expanding events in Lancaster. Responses pointed to perceptions of rising crime and need for more security presence at events to encourage feelings of safety.

Cost. Another commonly mentioned barrier to expanding events was cost. Respondents acknowledged the cost to the City for putting on events but also indicated that free or low-cost events are more accessible to the community.

Advertisement. Many comments indicated that events are not well-advertised, especially in Spanish.

Weather. A few comments mentioned that the weather can be a barrier in expanding events. The summers in Lancaster can get extremely hot, preventing many people from attending outdoor events.

Infrastructure. One virtual workshop participant highlighted that Lancaster does not have the infrastructure to support expanding events because there are not as many businesses to attract new residents.

Safety is a barrier that affects how individuals feel in the city. [This] is why I do not go out to any events.

Hispanic male virtual workshop participant

Safety and crowd control. You want to make it safe and memorable for all families.

White female virtual workshop participant

I believe cost is the biggest barrier, I understand that hosting events isn't cheap but also making entertainment accessible is important.

Hispanic female virtual workshop participant

...advertise in Spanish or other languages so other people are aware of these events going on. A big part of it would be the language barrier because not everyone has had the opportunity to know about these events due to that.

Hispanic female virtual workshop participant

The weather sometimes would make it hard for families to come out and enjoy certain events.

Hispanic female virtual workshop participant

The lack of infrastructure. There is nothing attracting and keeping businesses here. We need long-term business, such as when the Space Force was looking for a city to build their new Spaceport. Things like this bring jobs and bring families to our area who will live, work, and spend their money and lives here.

Native Hawaiian male virtual workshop participant

D. Stakeholder Input — City role in entertainment

City Role in Events

When asked how the City could best support events and entertainment in Lancaster, virtual workshop participants discussed the following topics.

Support local businesses. Many virtual workshop participants suggested that the City could better support and partner with local businesses. A few comments indicated that participants would like to see more financial investment in businesses outside of the BLVD.

Support local artists. Along the same lines, many virtual workshop participants indicated they would like to see the City providing opportunities to small artists and creators in the community. Comments pointed to several opportunities to showcase local talent, including music festivals and arts and crafts fairs.

More advertisement. Several comments indicated that virtual workshop participants were unaware of events occurring in Lancaster and would like the City to advertise more. A few comments specifically mentioned email and social media as methods of communication about events they would appreciate. Entertainment stakeholders that participated in interviews indicated that they would like to see the City promote more of their events.

Expand the impact of events. A few comments prompted the City to consider expanding the impact and reach of its events to draw in non-local visitors.

Support. Local. Small. Businesses. NOT The Blvd businesses, it needs to be other businesses. The lack of support and financial help for businesses outside of the Blvd is abysmal, they're desperate and begging for help.

White virtual workshop participant

I would like the city of Lancaster to support events by allowing more homegrown vendors to sell with street food vendor licenses, access to community grants to build your own businesses, and support with more community vending events outside of Lancaster Blvd.

Hispanic female virtual workshop participant

Definitely giving opportunities to smaller artists and creators within Lancaster because there's a lot of youth and young adults, wanting to have the opportunity to be able to participate in any music festivals to showcase their talents.

Hispanic female virtual workshop participant

More advertising. There are so many events that we don't attend because I never receive emails or get to know about them.

North African female virtual workshop participant

Continue to evolve and adapt to the wants and needs of all residents, continue to expand on opportunities and use other venues around our city to host inclusive events. And really expand on the events and entertainment offered to draw others beyond our community into it.

Multiracial male virtual workshop participant

D. Stakeholder Input — City role in entertainment

Additional Comments

The virtual workshop allowed space for participants to provide any additional feedback they had related to events and entertainment in Lancaster. Comments primarily acknowledged the City's current efforts, highlighted needs for better communication and reiterated concerns about safety.

Acknowledgement of current efforts. Many comments expressed gratitude to the City for its existing efforts to host and promote events for the community. Several virtual workshop participants said they were looking forward to the City's future efforts.

Communication. Several virtual workshop participants indicated that they would like to see more communications and advertisement about events occurring locally. Email, social media and print flyers were mentioned as options.

Utilization of existing assets. A couple of comments indicated that respondents would like to see existing assets in the community made more available to local groups, such as the Lancaster Performing Arts Center (LPAC).

Multilingual communications. A few comments expressed that communications related to events should be distributed in different languages (particularly social media content) to be inclusive of other cultures in the community.

Safety. Finally, several of the additional comments reiterated the need for Lancaster residents to feel safe in their communities. A few mentioned that they are concerned about the safety of their children in Lancaster and Antelope Valley more broadly.

I think the City of Lancaster has recently been more proactive in hosting events and creating a close-knit community. I like that. Good job!

Hispanic female virtual workshop participant

How can we find out what's going on? I miss finding out about events from social media. Maybe email newsletter would be more reliable? Is there such a thing? Facebook doesn't always show me things.

White virtual workshop participant

Promote [events] in different languages in social media so other cultures can be integrated.

Hispanic female virtual workshop participant

I do not feel that we use our LPAC well. It become[s] financially impossible for the local dance studios and other local theater groups to do shows there. It should be used ... as an opportunity for our local folks to get to perform in our downtown.

White female virtual workshop participant

Make it safe. The Antelope Valley is notorious for being a scary place to raise kids.

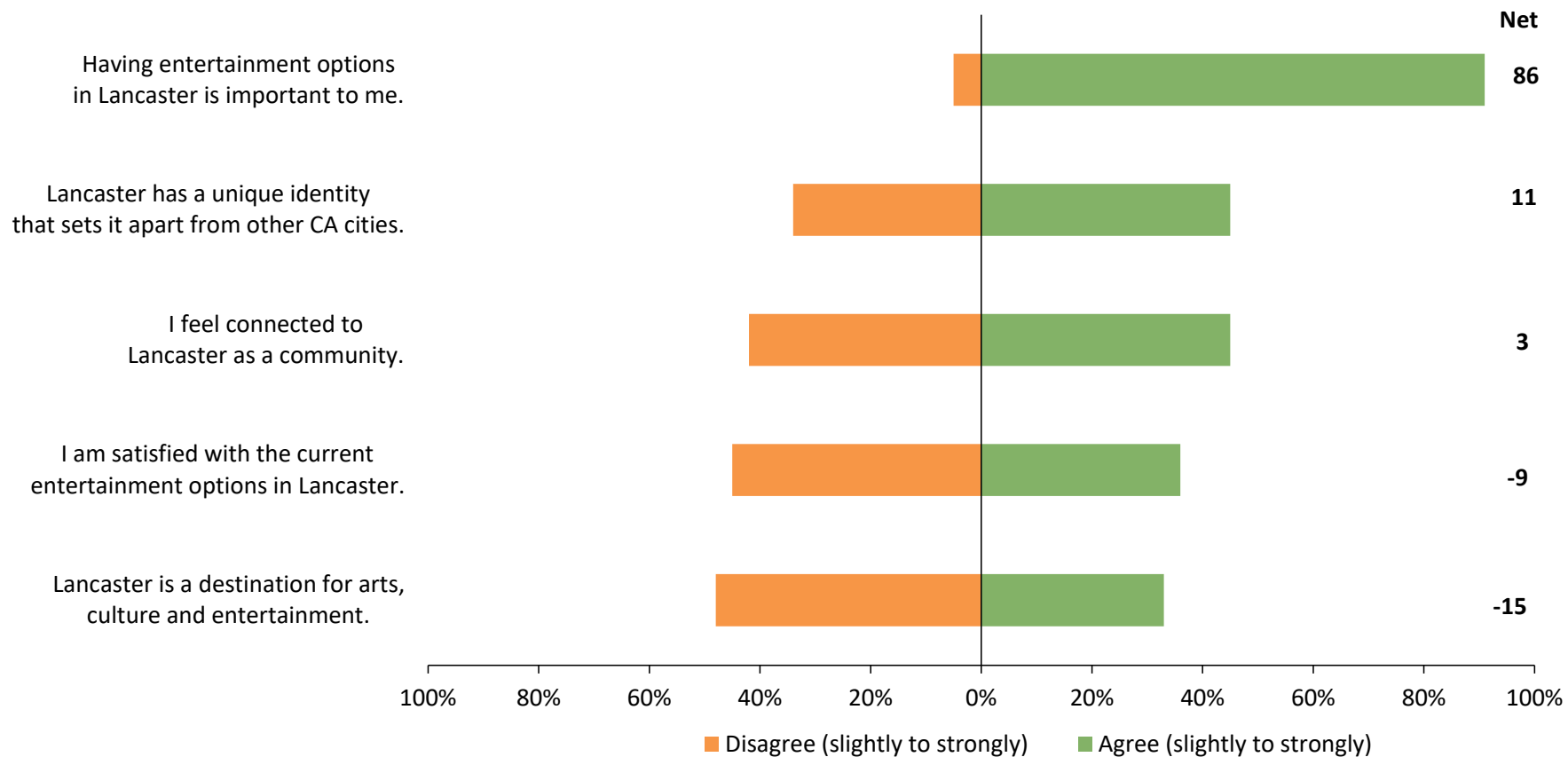
White virtual workshop participant

D. Stakeholder Input — Summary

The City of Lancaster hosts a wide variety of events, several of which are well-attended and meet community needs. However, many City-sponsored events may not be capturing as much of the local

audience and residents may not feel that Lancaster has what they want for entertainment. The community has a desire for events that celebrate special occurrences as well as create special moments on regular days.

D-11. Net scores for virtual workshop ratings questions



Note. N ranges from 164 to 166.
Source: Keen Independent Research City of Lancaster Public Virtual Workshop.

D. Stakeholder Input — Virtual workshop participant demographics

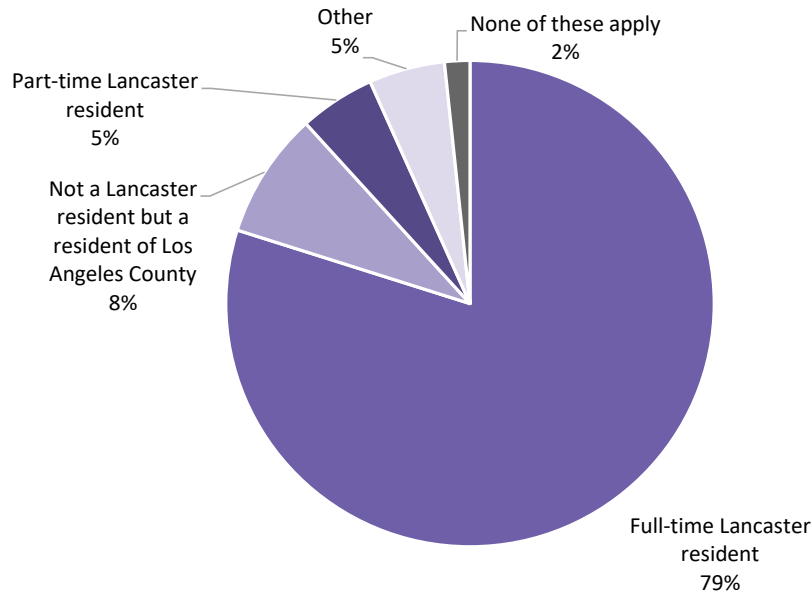
Finally, we describe the demographic characteristics of public virtual workshop participants.

Residency Demographics

Participants were asked to describe their relationship to Lancaster and how long they have lived in Lancaster, if applicable.

Relationship Lancaster. The overwhelming majority (79%) of virtual workshop participants indicated that they are full-time residents of Lancaster. Several participants indicated that they lived in Los Angeles County. Participants in the “other” category indicated they worked in Lancaster, were military or were students.

D-12. Virtual workshop participants’ relationship to Lancaster

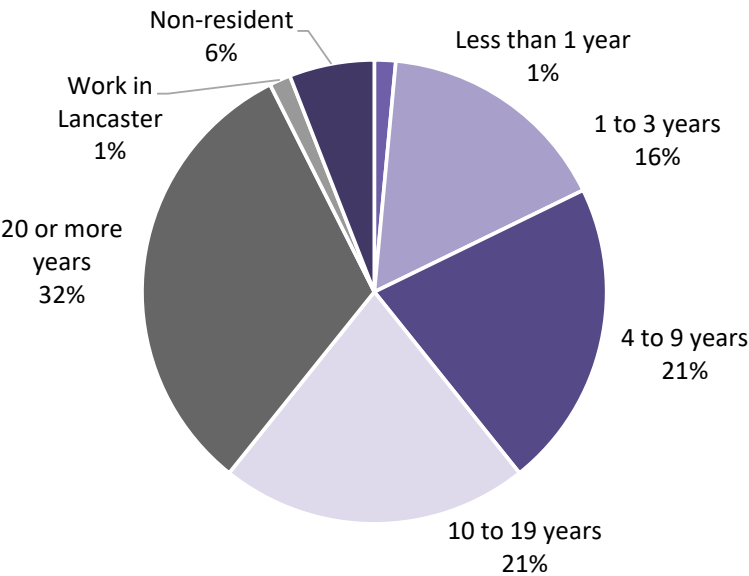


Note: n = 135.
Source: Keen Independent Research, City of Lancaster Public Virtual Workshop.

D. Stakeholder Input — Virtual workshop participant demographics

Living in Lancaster. A majority (74%) of virtual workshop participants indicated that they have lived in Lancaster for five or more years with nearly a third of respondents reporting 20 or more years of residency. About 17 percent of respondents indicated they have lived in Lancaster for three or fewer years and one percent indicated they work in Lancaster but do not live there.

D-13. Residency status of virtual workshop participants



Note: n = 135.
Source: Keen Independent Research, City of Lancaster Public Virtual Workshop.

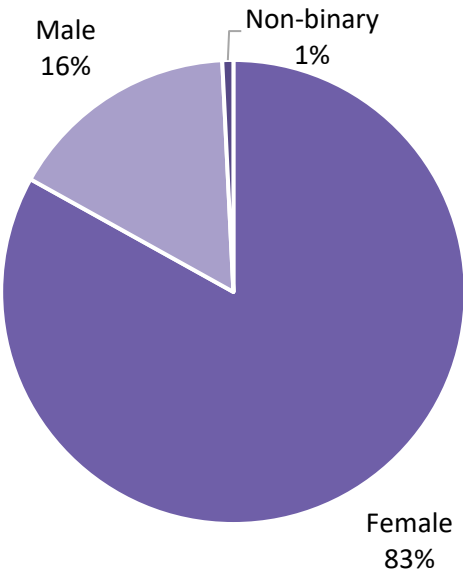
D. Stakeholder Input — Virtual workshop participant demographics

Personal Demographics

The virtual workshop promoted participants to provide information on their gender identity, race/ethnicity, disability status and age.

Gender identity. Women were more likely than men to participate in the virtual workshop. More than eight in ten participants identified as female (compared to just under 50% of the total Lancaster population¹) and 16 percent identified as male. A few participants indicated that they were nonbinary.

D-14. Gender identity of virtual workshop participants



Note: n = 130.

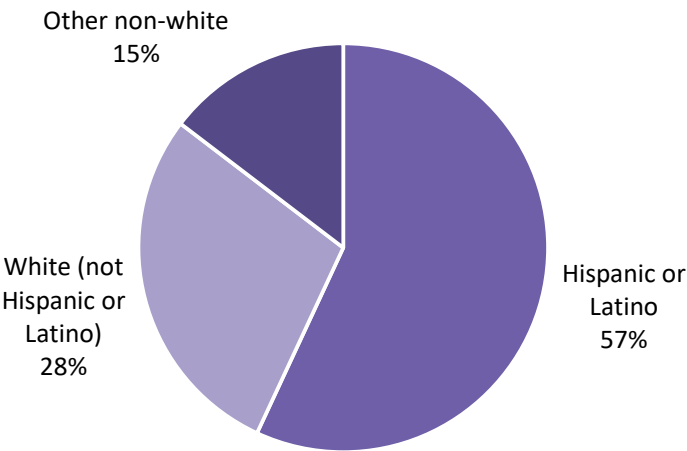
Source: Keen Independent Research, City of Lancaster Public Virtual Workshop.

¹ U.S. Census Bureau (2022). Population Estimates Program.
<https://www.census.gov/quickfacts/fact/table/Lancastercitycalifornia/PST045222>

D. Stakeholder Input — Virtual workshop participant demographics

Race and ethnicity. Nearly 70 percent of participants identified as members of racially minoritized groups with Hispanic/Latino being the largest minoritized group. Persons identifying as African American or Black are underrepresented in the virtual workshop demographics compared to the populations overall in Lancaster whereas Hispanic/Latino persons are slightly overrepresented.²

D-15. Race and ethnicity of virtual workshop participants



Note: n = 130. A few participants selected “white” along with a racially minoritized identity, so they are included in the percentages for other non-white participants.

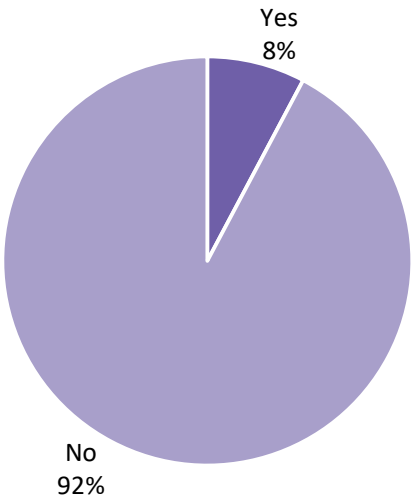
Source: Keen Independent Research, City of Lancaster Public Virtual Workshop.

² U.S. Census Bureau (2022). Population Estimates Program.
<https://www.census.gov/quickfacts/fact/table/Lancastercitycalifornia/PST045222>

D. Stakeholder Input — Virtual workshop participant demographics

Disability status. A small share of virtual workshop participants (8%) indicated that they have a disability. This rate is on par with the percentage of persons with disabilities in the overall Lancaster population as reported in 2022.³

D-16. Disability status of virtual workshop participants



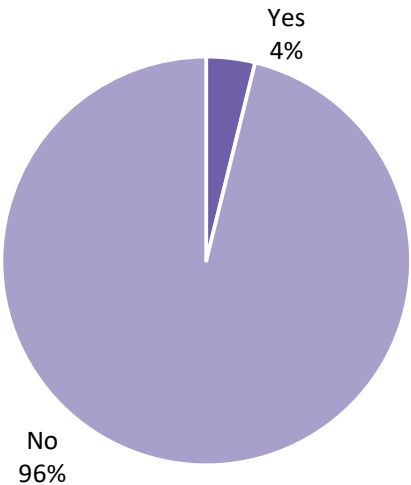
Note: n = 129.
Source: Keen Independent Research, City of Lancaster Public Virtual Workshop.

³ U.S. Census Bureau (2022). Population Estimates Program.
<https://www.census.gov/quickfacts/fact/table/Lancastercitycalifornia/PST045222>

D. Stakeholder Input — Virtual workshop participant demographics

LGBTQ+ status. Several participants in the virtual workshop indicated that they identified as LGBTQ+.

D-17. LGBTQ+ status of virtual workshop participants

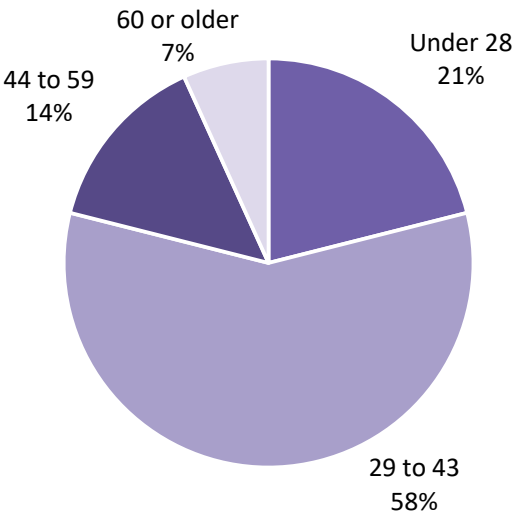


Note: n = 130.
Source: Keen Independent Research, City of Lancaster Public Virtual Workshop.

D. Stakeholder Input — Virtual workshop participant demographics

Age. The largest share of virtual workshop participants fell into the 29 to 43 age group at 58 percent, which is more than double the proportion of people in this age range in Lancaster overall.⁴ About seven percent of respondents indicated they were 60 years old or older, which is about half the rate of the general population in Lancaster.⁵ The virtual workshop participants skewed younger than the overall population of Lancaster residents.

D-18. Age of virtual workshop participants



Note: n = 133.
Source: Keen Independent Research, City of Lancaster Public Virtual Workshop.

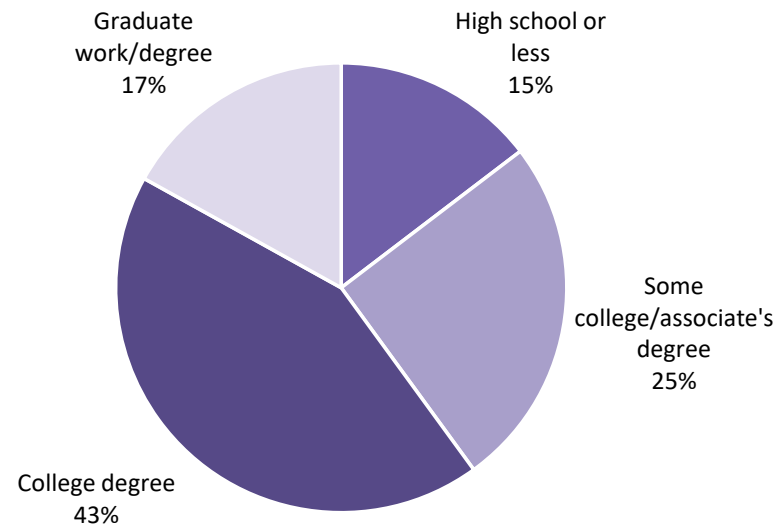
⁴ U.S. Census Bureau (2021). American Community Survey.
<https://data.census.gov/table?q=Lancaster+city&tid=ACSST5Y2021.S0101>

⁵ Ibid.

D. Stakeholder Input — Virtual workshop participant demographics

Educational attainment. Most virtual workshop participants (85%) indicated that they had a bachelor’s degree or higher. This is much higher than the percentage of Lancaster residents overall with a bachelor's degree or higher (about 20%).⁶

D-19. Virtual workshop participants’ highest level of education



Note: n = 130.
Source: Keen Independent Research, City of Lancaster Public Virtual Workshop.

⁶ U. S. Census Bureau (2022). Population Estimates Program.
<https://www.census.gov/quickfacts/fact/table/Lancastercitycalifornia/PST045222>

APPENDIX E. Economic Impact Estimates

Keen Independent used attendance data from the City, national audience spending data from the Arts and Economic Prosperity 6 (AEP6) report provided by Americans for the Arts, and IMPLAN, a platform that combines a set of extensive databases, economic factors, multipliers and demographic statistics with a highly refined modeling system that is fully customizable to develop estimates of the economic impact of City of Lancaster events in 2024.

Model

The economic impact model generated by IMPLAN uses direct spending inputs provided by Keen Independent and Arts and Economic Prosperity 6 to calculate indirect and induced impacts.

Indirect impact. Indirect impacts stem from business-to-business purchases. These purchases are also known as intermediate expenditures. Note that IMPLAN does not assume that all input purchases are made from local businesses; the proportion of local vs. non-local purchases varies by commodity and is built into the IMPLAN system.

Induced impact. Induced impact is from spending from household income paid to residents. Note that IMPLAN does not assume that all household income paid to residents is spent, nor that it is spent locally. IMPLAN removes payroll taxes, personal income taxes, savings, in-commuter income and non-local purchases before calculating induced impact.

Disclaimer

IMPLAN is a regional economic analysis software application that is designed to estimate the impact or ripple effect (specifically backward linkages, or interconnections between output and intermediate inputs) of a given economic activity within a specific geographic area through the implementation of its Input-Output and Social Accounting Matrix model. IMPLAN estimates of indirect and induced economic effects rely on IMPLAN data and applications as well as Keen Independent's inputs based on industry research and data provided by the City of Lancaster.

IMPLAN provides the estimated indirect and induced effects of the given economic activity as defined by the user's inputs. Some direct effects may be estimated by IMPLAN when such information is not specified. While IMPLAN is an excellent tool for its designed purposes, models are affected by the assumptions and inputs provided by users and the assumptions within any Input-Output and Social Accounting Matrix Model such as:

- Constant returns to scale;
- No supply constraints;
- Fixed input structure;
- Industry technology assumption;
- Constant byproducts coefficients;
- The model is static;
- Backward linked; and
- Time Delineated.

Note that Keen Independent economic impact estimates were developed using data provided by the City of Lancaster and Americans for the Arts. Studies such as this one, which rely on user inputs, are not endorsed or verified by IMPLAN Group, LLC.

E. Economic Impact Estimates — Attendee spending

Keen Independent used event attendance data to estimate 2024 spending in Lancaster by event attendees.

Attendance data. The City of Lancaster provided Keen Independent with 2024 attendance numbers for the events listed in Figure E-1. Events include both one-day engagements, such as the California Poppy Festival, and multi-day engagements, like the BLVD Market that occurred every Thursday between April and October.

We note that the City indicated that attendance numbers were not available for the following events (which are excluded from the table):

- Bunny Hop;
- Coffee with a Deputy;
- National Night Out;
- Santa’s Coming to Lancaster; and
- Tour de Luke.

E-1. Attendance for City of Lancaster events in 2024

California Poppy Festival	50,000
Monday Night Bites (Mondays: May-October)	14,900
BLVD Market (Thursdays: April-October)	11,600
Magical Boulevard Christmas	9,400
Halloween Haunt	6,400
Fourth of July	6,200
Summer Block Party	5,200
Bark at the Park	3,800
Juneteenth	3,200
Field of Drafts	2,200
Cool Summer Nights (Wednesdays: June/July)	1,000
Justice Sunday	800
Earth Day	500
Coffee with a Deputy	370

Source: City of Lancaster, Keen Independent Research.

E. Economic Impact Estimates — Attendee spending

Estimating annual audience expenditures. Using the AEP6 report for national audiences, Keen Independent estimated annual audience expenditures when attending events sponsored by the City of Lancaster. We estimate that local attendees attending City-sponsored events spent an average of about \$30 and non-local attendees are estimated to have spent about twice that amount.

The AEP6 report breaks down average spending per person by type. Keen Independent incorporated these averages with the estimated annual attendance to calculate the spending data provided in Figure E-2. Note that food and drink spending does not consider spending with local vendors, as the costs of vendor supplies are not included in the City’s operational expenses.

Note that average audience expenditures are in today’s dollars as reported in AEP 6.

E-2. Estimated audience expenditures for events the City of Lancaster sponsored in 2024

	Total estimated attendee spending
Food and drink	\$ 1,483,503
Retail shopping	632,276
Overnight lodging	125,022
Local transportation	342,916
Clothing and accessories	343,676
Supplies and groceries	296,507
Childcare	70,346
Other/Misc	141,931
Total	\$ 3,436,177

Note: Average audience expenditures are in today’s dollars as reported in AEP6.
Source: Americans for the Arts Arts and Economic Prosperity 6 The Economic & Social Impact Study of Nonprofit Arts & Culture Organizations & Their Audiences, Keen Independent Research.

E. Economic Impact Estimates — Economic and social impact

We discuss the economic and social impact of events in Lancaster.

Impact Estimates

Figure E-3 illustrates the estimated economic impact of City-sponsored events held in 2024 on the City of Lancaster and the rest of Los Angeles County.

Expenditures. Total expenditures include the estimated expenses of City’s Parks Department as well as the annual audience spending illustrated in Figure E-2. Keen Independent estimates that annual expenditures within the community were just under \$5 million in 2024.

Jobs supported. City spending on events in Lancaster are estimated to have supported one job and audience spending is estimated to have supported 31 jobs in Lancaster and about 15 in other parts of Los Angeles County.

Household income. We estimate that about \$1.2 million was paid to Lancaster residents and about \$1 million to other Los Angeles County residents in 2024 due to the local events hosted by the City.

Government revenue. We estimate that about \$762,000 went back to local government entities in taxes in 2024.

Total output. Keen Independent estimates that about \$4 million in economic impact in Lancaster and \$3 million in economic impact in the Rest of Los Angeles County was generated as a result of City events.

E-3. Estimated economic impact of events sponsored by the City of Lancaster in 2024

	City of Lancaster	Rest of LA County
Direct activity	Total expenditures	
	City	\$ 1,488,237
	Attendees	3,436,177
	Total	\$ 4,924,414
Impact	Jobs supported	
	City	1
	Attendees	30
	Total	31
	Household income paid to residents	
	City	\$ 202,810
	Attendees	1,021,318
	Total	\$ 1,224,128
	Local government revenue	
	City	\$ 5,648
	Attendees	111,913
	Total	\$ 117,561
	Other government revenue	
	City	\$ 78,158
	Attendees	266,862
	Total	\$ 345,020
	Total output	
	City	\$ 1,515,726
	Attendees	2,480,097
	Total	\$ 3,995,823
		\$ 3,031,115

Source: Americans for the Arts Arts and Economic Prosperity 6 The Economic & Social Impact Study of Nonprofit Arts & Culture Organizations & Their Audiences, IMPLAN® model, 2022 Data, using inputs provided by Keen Independent user and IMPLAN Group LLC, IMPLAN System (data and software), 16905 Northcross Dr., Suite 120, Huntersville, NC 28078 www.IMPLAN.com, Keen Independent Research.

E. Economic Impact Estimates — Economic and social impact

Social Impact

The AEP6 report also studied the social impact of arts and culture across the country. About 88 percent of attendees indicated that the activity or venue they were attending was a source of neighborhood pride.¹ Findings from “Americans Speak Out About the Arts in 2023,” a national public opinion poll also reported that 86 percent of respondents indicated that arts and culture “is important to their community’s quality of life and livability.”² With a positive social impact, individuals and businesses may be more willing to move to the City.



Halloween Haunt attendees
Courtesy of City of Lancaster




Field of Drafts attendees
Courtesy of City of Lancaster

¹ Americans for the Arts. (2024). Arts & Economic Prosperity 6: The Economic & Social Impact Study of Nonprofit Arts and Culture Organizations & Their Audiences.

https://aep6.americansforthearts.org/resources/media/user/1696872054-AEP6_National_Findings_Full_Report-Proof_final-web.pdf

² Ibid.



Summer Block Party
Courtesy of City of Lancaster

**KEEN
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