

City of Santa Clarita
Arts Commission

Arts Blueprint

Phase I



February 28, 2012

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LEADERSHIP AND DEVELOPMENT

Section V



5.1 Introduction

The Arts Commission was formed primarily to provide leadership for the arts community. For local arts groups to survive and grow, it is essential that they can build their infrastructure, be it by increasing funding opportunities, creating stronger boards of directors, or by expanding the audience base. The Leadership and Development Initiative was developed through direct conversations with the leaders of many local arts groups. These discussions included staff leaders, who have traditionally been the representatives in conversations with the City, and the boards of directors of the organizations. These meetings resulted in four areas identified as important components to raising the vitality of arts in Santa Clarita:

- 1) Professional Development / Technical Assistance
- 2) Board Development / Recruitment
- 3) Audience Development
- 4) Funding / Arts Foundation

5.2 Professional Development / Technical Assistance

One of the key elements to raising the capacity for local organizations is to offer professional development opportunities for the leaders of the groups. This can be achieved through two different approaches, either by offering sponsorship opportunities for leaders to attend technical assistance workshops or conferences that are held outside the Santa Clarita Valley, or by bringing those workshops and conferences to Santa Clarita. The ideal approach is to bring these technical assistance opportunities to the community, but due to the various types of local arts groups, this solution will not always be practical. The ideal approach is to both encourage participation in training opportunities outside of the Santa Clarita Valley, and to attract workshops and conferences to our community.

RECOMMENDATION 19 – Create a scholarship program for technical assistance workshops and conferences, and bring broad-based workshops and conferences to Santa Clarita for the benefit of the entire arts community.

5.3 Board Development / Recruitment

Many of the arts organizations that participated in the series of Leadership and Development Initiative meetings expressed a desire to increase the number and strength of their boards of directors. While existing board members are not serving their organizations with passion and expertise, but there are often key functions that are not able to be achieved with the existing board members. Many arts groups identified a need for expertise in the area of business management.

To assist the local groups in identifying and recruiting new board members from the business community, a recruitment program should be developed to reach out to the larger companies in the City and encourage mid-level managers to consider joining boards of directors of arts

organizations. This effort should actively promote the benefits of having employees offer their services to arts organizations.

RECOMMENDATION 20 – Develop a program to reach out to local businesses and individuals to encourage participation on the boards of directors of local arts organizations.

5.4 Audience Development

One of the biggest challenges facing the local arts community is that each organization must expand their audience base and earned income. While ticket sales should not be the only funding mechanism, it is an essential piece. Often, adding audience members results in an increase of other funding areas. If a new audience member enjoys what the organization is offering, they can occasionally be encouraged to make a donation or become a sponsor for the group. Also, when applying for foundation and government grants, it is very appealing to the funder if the arts organization can demonstrate that they are expanding their audience base.

The difficult part of building an organization’s number of ticket buyers is to reach new audience members in a way that is engaging and compelling. With the numerous types of activities that occur in Santa Clarita, finding a person with time and money to attend a performance or visual art show is a big challenge. The arts organizations consistently communicated that their audience base is almost entirely comprised of friends and family of the members of the organization.

To overcome this obstacle, there are two approaches which require the local arts community to work collectively. The first is to produce an event which brings the arts community together to showcase the high quality of talent in Santa Clarita. While this would not necessarily expand the number of arts patrons in total, it will potentially expose the audience members to the other arts offerings available in the community. For example the event produced at the Santa Clarita Performing Arts Center at College of the Canyons (PAC) to commemorate the tenth anniversary of 9/11 serves as a model for this type of production. This event featured sixteen local groups, both performing and visual arts, working together and was a huge success. The second approach is to create a ticket package that allows ticket buyers to attend shows of numerous groups at a discount. This method could include various different packages grouped by type, such as a package that includes a ticket to every community performance at the PAC. This model is currently offered by the College of the Canyons for their touring productions.

RECOMMENDATION 21 – Assist the arts community in producing an annual event that brings together both performing and visual arts groups to allow audiences to experience diverse arts offerings.

RECOMMENDATION 22 – Develop a discount ticket package for local art offerings to expose patrons to a greater variety of arts.

5.5 Funding / Arts Foundation

By far the biggest concern of each organization that was consulted for this section of the Blueprint was funding. With the economic difficulties of the last several years, the challenge in raising money has become the primary concern for the entire arts community. To address this challenge, a community-wide approach must be taken to help identify and implement approaches to address this need. It is important to note that the solution is not for the City of Santa Clarita to simply increase grant funding to local organizations, but rather for a larger solution to be implemented.

One way to assist local art groups is to increase their capacity to receive grants from foundations and government entities other than the City.

This effort has already begun, as the City of Santa Clarita's Arts Grants program has been altered to offer advice and honest feedback to organizations that apply through the Arts Grants program. Additionally, this year the Arts Commission required local groups to fill out their organizational budget information on the California Cultural Data Project, which is required for many regional grant opportunities, such as the Los Angeles County Arts Commission and the California Arts Council. By implementing these requirements for the City's grant program, they are better prepared for other grant opportunities.

While the above changes are a step in the right direction, they do not solve the funding issue. The best long-term solution is to complete the formation of the Santa Clarita Arts Foundation. The Arts Foundation would serve two primary purposes. The first is to provide leadership for many of the ideas contained in this section of the Blueprint, such as technical assistance programs, board development, audience development, and potentially even the management of the Arts Grant program. The Foundation would take on these programs to serve as the focal point for funding and developing arts in Santa Clarita. Additionally, in order for the Foundation to be successful in fundraising, its programs must be compelling enough to entice funders in supporting the Foundation.

The second purpose of the Santa Clarita Arts Foundation is to raise funds that can be passed on to the arts community through grants. These funds would come from local businesses and individuals as well as granting agencies. As the Foundation is developed, it is crucial that the leadership of the organization is comprised of community leaders with the power to make arts giving a part of the mindset of Santa Clarita. This leadership should not be primarily the leaders of the arts community, but rather the "movers and shakers" of the business community.

RECOMMENDATION 23 – Finalize the formation of the Santa Clarita Arts Foundation which will offer robust programs and fundraise for the entire Santa Clarita arts community.

5.6 Conclusion

The leadership and development of the arts community is one of the most vital elements to the success of each individual artist and organization in Santa Clarita. When looking at the accomplishments of other arts communities across America, the one commonality is a strong

sense of support and collaboration to achieve each artist's or group's goals. This support is not simply financial, but also includes having the opportunities to increase knowledge and expertise and to have the best board leadership each community has to offer. The Santa Clarita Arts Foundation, in conjunction with the City leadership, can build the level of support necessary for Santa Clarita to become a community that has a prosperous arts and cultural life.

5.7 Attachments

5A - Survey of 25 American Communities of Similar Size to Santa Clarita

Shreveport, Louisiana

Population:	199,311
Size:	117.8 square miles
Founded:	1836
Median Income:	\$30,526
Industries:	Service industries, tourism, health services
City Dept:	n/a
City Arts Leadership:	City outsources to Shreveport Regional Arts Council
City Arts Programs:	n/a
Community Arts Leadership:	Shreveport Regional Arts Council
Community Arts Programs:	Artspace – multi-disciplinary arts center Coolspace @ Artspace – Galleries and performance spaces for local artists Giftspace @ Artspace – Artist’s work for sale ArtBreak – student arts festival Public Art program Central Art Station – Under construction art space Shreveport Common – Arts district that is being developed Northwest Louisiana Artist Directory ShreveportBossierFunGuide.com – Regional events calendar SNAP (Shreveport Nonprofit Arts Promoters) – Monthly marketing workshops Grants – Artist fellowships and organizations Technical assistance workshops and advisory services
Arts Foundation:	n/a

Akron, Ohio

Population:	199,110
Size:	62.4 square miles
Founded:	1825
Median Income:	\$31,835
Industries:	Rubber and polymers, biomedicine, health services
City Dept:	Public Service Department
City Arts Leadership:	Recreation Bureau
City Arts Programs:	Akron Arts Expo – Arts festival Art Museum’s Downtown at Dusk Concerts Downtown Lunch Hour Concert Series Summer Concerts in the Park
Community Arts Leadership:	Akron Area Arts Alliance
Community Arts	Summit Artspace – Community arts center with studio, Programs: rehearsal, and classroom space Arts Alive! Awards – recognizing outstanding achievement in the arts Arts Calendar Quarterly membership meetings Artcetera – Art events and tours geared towards younger audiences
Arts Foundation:	Akron Community Foundation which funds the arts and social services

Tacoma, Washington

Population:	198,397
Size:	62.6 square miles
Founded:	1875
Median Income:	\$37,879
Industries:	Service industries, lumber, food processing, paper
City Dept:	Community and Economic Development Department
City Arts Leadership:	Tacoma Arts Commission – 15 members appointed by City Council
City Arts Programs:	TacomaCulture.org – website for the arts, historic preservation, and international programs Tacoma Art Listserv Art at Work – Tacoma Arts Month – Events throughout the month of November Spaceworks Tacoma – Matches artists with vacant spaces Professional Development and Trainings Grants – Individual artists, arts projects, arts anchors fund (organizations with a budget over \$200,000) AMOCAT Awards Public Art Program – 1% of civic projects Resource Library
Community Arts Leadership:	n/a
Community Arts Programs:	n/a
Arts Foundation:	Greater Tacoma Community Foundation, which supports the arts and other causes

Aurora, Illinois

Population:	197,899
Size:	39.42 square miles
Founded:	1845
Median Income:	\$54,861
Industries:	Manufacturing, tourism, transportation
City Dept:	Community Services Department
City Arts Leadership:	Public Art Commission
City Arts Programs:	Downtown Alive! / Blues on the Fox – Concert series Winter Garden of Youth – Student art exhibit Art at City Hall – Exhibit space Aurora Historical Society Exhibit ARTWorks – Fine art scholarship/apprenticeship program for high school seniors Downtown Outdoor Art and Science Walk – Series of sculptures
Community Arts Leadership:	n/a
Community Arts Programs:	n/a
Arts Foundation:	Community Foundation of the Fox River Valley, which supports the arts and social services.

Oxnard, California

Population:	197,899
Size:	39.21 square miles
Founded:	1903
Median Income:	\$48,603
Industries:	International trade, agriculture, manufacturing, defense, and tourism
City Dept:	Development Services – Planning Division
City Arts Leadership:	Art in Public Places Committee – A five member committee, appointed to review applications for public art installations.
City Arts Programs:	Very limited Public Art Program. Events including Multicultural Festival, Holiday Parade, Earth Day, and other community events. Performances, lectures, and visual art displays at Carnegie Art Museum, formerly the Oxnard Library. Owned and operated by the City. Children’s art classes through Recreation
Community Arts Leadership:	Ventura County Arts Council, which was created in 1996 primarily to administer the State/Local Partnership program of the California Arts Council and provide art services support.
Community Arts Programs:	Administers State/Local Partnership program of the California Arts Council and provides some professional development opportunities
Arts Foundation:	n/a

Fontana, California

Population:	196,069
Size:	42.43 square miles
Founded:	1952
Median Income:	\$56,380
Industries:	Distribution centers for major retailers
City Dept:	Community Services
City Arts Leadership:	Parks & Recreation Commission / City Council
City Arts Programs:	City Hall Council Foyer Exhibit Space Center Stage Theater – Recently restored theater Steelworkers Auditorium – Performing arts venue Art Depot Gallery – Space for exhibits and classes Fontana Community Senior Center Exhibit Space
Community Arts Leadership:	n/a
Community Arts Programs:	n/a
Arts Foundation:	n/a

Yonkers, New York

Population:	195,976
Size:	20.3 square miles
Founded:	1872
Median Income:	\$44,663
Industries:	Manufacturing, transportation
City Dept:	n/a
City Arts Leadership:	No arts leadership in the City
City Arts Programs:	Art Trucks Program – Artist wrapped Public Works trucks
Community Arts Leadership:	ArtsWestchester
Community Arts Programs:	Artist Residency Program Teaching Artist Directory The Big Read – Literacy program through NEA Mount Vernon Public Library Exhibit Space Folk Art Program – Documents and showcases local folk art Summer Youth Job Training Program Free Arts Weekend – First weekend in December Public Art Program – runs program for cities or businesses Arts Awards – Annual awards for artists and groups Live @ ArtsWestchester – Music, dance, and spoken word series at ArtsWestchester offices Arts Exchange – Restored bank that is a arts center including exhibit space, office space, and performance space
Arts Foundation:	ArtsWestchester – Also serves as the primary funding source. Part of the United Arts Fund

Augusta, Georgia

Population:	195,844
Size:	306.5 square miles
Founded:	1736 / 1996 (City – County consolidation)
Median Income:	\$37,231
Industries:	Medicine, biotechnology, military, energy
City Dept:	n/a
City Arts Leadership:	No City leadership
City Arts Programs:	n/a
Community Arts Leadership:	Greater Augusta Arts Council
Community Arts Programs:	Community Arts Calendar Arts Weekly Podcast Arts Ticketing – Centralized ticketing for area groups Database of Artists Arts in the Heart of Augusta Festival Arts Education Programs – Includes camps, reading programs, and education elements at festivals Regranting – Funds from the City Arts Awards – Annual gala and fundraiser First Friday events – Monthly event in the downtown area
Arts Foundation:	Greater Augusta Arts Council (regranting)

Mobile, Alabama

Population:	195,111
Size:	159.4 square miles
Founded:	1702 / 1814 (Incorporated)
Median Income:	\$37,439
Industries:	Aerospace, steel, ship building, retail, manufacturing
City Dept:	Mayor's Office
City Arts Leadership:	Cultural and Civic Development Division
City Arts Programs:	Mobile Museum of Art Mobile Film Office Historic Development Commission Mobile Public Library The Museum of Mobile – 3 sites that display historical items
Community Arts Leadership:	Mobile Arts Council
Community Arts Programs:	Arts Calendar Member Organization Directory Art Awards – annual awards for individuals, groups, and businesses ArtStart – Daily e-mail of events Professional Development Workshops – for teachers, artists, and arts organizations In School Programs – Performances and artists-in-residence Art Gallery Spaces Serves as Box Office for members Provides meeting space, bulk mail permit, post office box, and photocopy machine
Arts Foundation:	n/a

Little Rock, Arkansas

Population:	193,524
Size:	116.8 square miles
Founded:	1821
Median Income:	\$37,572
Industries:	Banking, medical services, aircraft manufacturing, and importing
City Dept:	City Manager's Office
City Arts Leadership:	Arts and Cultural Commission appointed by City Board of Directors
City Arts Programs:	Accent – Leadership program for emerging (young) leaders
Community Arts Leadership:	Arkansas Arts Council (for the entire state but located in Little Rock)
Community Arts Programs:	Arkansas Living Treasure Award- Lifetime achievement Arkansas Artist Registry Arts on Tour – List of performing and visual arts shows that tour Arts in Education Artist Roster Governor's Arts Awards – Annual event to recognize individuals and businesses that support the arts Small Works on Paper – Annual touring visual arts exhibit Granting – Arts education, mini grants, expansion grants, general operating support, individual artist fellowships, major arts partners, and collaborative project support
Arts Foundation:	Arkansas Arts Council

Moreno Valley, California

Population:	186,365
Size:	51.48 square feet
Founded:	1984
Median Income:	\$47,387
Industries:	Military, medical services, and retail
City Dept:	Parks and Community Services
City Arts Leadership:	Arts Commission
City Arts	Facilitates interaction among artists Promotes arts activities and arts education Recognizes achievement in the arts Advises on the role of the arts in economic development Supports existing organizations involved in arts Researching grants for the arts and making recommendations to the City Council Encourages service organizations and/or other governmental agencies to propose, finance, and develop public arts projects Reviewing proposed gifts as to their artistic quality, authenticity, appropriate site, and maintenance and installation costs Research and provide reports and recommendations of possible sources of funding, in addition to public funds for potential City public art projects.
Community Arts Leadership:	Diamond Valley Arts Council
Community Arts Programs:	Promotes arts-related activities, events, and programs Network of visual and performing artists, individuals, and businesses committed to nurturing the arts
Arts Foundation:	n/a

Glendale, California

Population:	191,719
Size:	30.58 square miles
Founded:	1906
Median Income:	\$41,805
Industries:	Medical services, entertainment, retail, and restaurant headquarters
City Dept:	Community Services and Parks Department
City Arts Leadership:	Arts and Culture Commission
City Arts Programs:	E-mail distribution of arts information Diamond Awards for Achievement in the Arts Annual Open Studio Tour and Gallery Exhibition Co-Production of Unity Festival – Annual cultural festival Management of public art projects Assessment and update of the Strategic Plan for the Arts Arts Mixers
Community Arts Leadership:	Glendale Arts
Community Arts Programs:	Manages Alex Theater, which is the arts center for Glendale Arts Calendar Community Box Office Reduced ad rates for local media sources
Arts Foundation:	n/a

Amarillo, Texas

Population:	190,695
Size:	90.3 square miles
Founded:	1887
Median Income:	\$34,940
Industries:	Meat packing, petroleum, helium, helicopter assembly, and food packaging
City Dept:	Civic Center Department
City Arts Leadership:	Civic Center Department
City Arts Programs:	Amarillo Civic Center Global-News Center for the Performing Arts
Community Arts Leadership:	Chamber of Commerce
Community Arts Programs:	Arts in Amarillo Calendar
Arts Foundation:	Amarillo Area Foundation, which funds various types of organizations including the arts and offers non-profit support through the Nonprofit Service Center.

Huntington Beach, California

Population:	189,992
Size:	31.88 square miles
Founded:	1909
Median Income:	\$76,527
Industries:	Oil, tourism, retail, aviation, and manufacturing
City Dept:	Community Services Department
City Arts	Recreation and Culture Division / Allied Arts Board Leadership: appointed by City Council
City Arts Programs:	Huntington Beach Arts Center – With both visual and performing arts programs for the community Advocates for the arts Identifies needs or arts organizations and encourages public support Biennial Art Awards program that recognizes individual, organizations, and corporations that support the arts Develops Art in Public Places projects
Community Arts Leadership:	No unified leadership
Community Arts Programs:	Monthly Art Walks, produced by Downtown Association
Arts Foundation:	n/a

Columbus, Georgia

Population:	189,885
Size:	220.8 square miles
Founded:	1828
Median Income:	\$34,798
Industries:	Military, insurance services, and medical services
City Dept:	Civic Center Department
City Arts Leadership:	Civic Center Department and Foundation
City Arts Programs:	Civic Center, which is not just an arts facility, but has a major focus on sporting events, including being the home to two semi-pro teams (hockey and indoor football)
Community Arts Leadership:	Columbus Cultural Arts Alliance (while each of the below operate separately)
Community Arts Programs:	Springer Opera House RiverCenter for the Performing Arts Columbus Symphony Orchestra Rankin Arts Center The Columbus Museum
Arts Foundation:	Georgia Council for the Arts, statewide organization which seems to be the primary funding agency for the area

Grand Rapids, Michigan

Population:	188,040
Size:	45.3 square miles
Founded:	1826
Median Income:	\$37,224
Industries:	Health services, furniture, automotive, aviation, Christian publishing
City Dept:	Parks and Recreation
City Arts Leadership:	Board of Arts and Museum Commissioners
City Arts Leadership:	Concerts and cultural events Outdoor public art and sculpture Grand Rapids Art Museum
Community Arts Leadership:	Arts Council Grand Rapids
Community Arts Programs:	Marketing support United Arts Fund Arts Festival – Fundraiser for arts community Arts Education Funding Pool Professional development and strategic planning services Regional administrator for State funds Operates exhibit venue Art Prize – Award program for individuals and organizations
Arts Foundation:	Arts Council Grand Rapids Grand Rapids Community Foundation – supports arts and social services

Salt Lake City, Utah

Population:	186,440
Size:	110.4 square miles
Founded:	1847
Median Income:	\$36,944
Industries:	Government, trade, transportation, utilities, and professional and business services
City Dept:	Not under City
City Arts Leadership:	Outsourced to Arts Council (see below)
City Arts Programs:	n/a
Community Arts Leadership:	Salt Lake City Arts Council
Community Arts Programs:	The Art Barn – Exhibit and classroom space Brown Bag Concert Series City Arts Grants – City funds and Council manages Finch Lane / Park Galleries Guest Writer Series Living Traditions Festival – Celebration of folk and traditional arts Public Art Program – Managed for the City by the Council Quarterly Newsletter / Arts Calendar Sidewalk Artists – Program that encourage performers and visual artists to set-up in specific areas of the City Twilight Concert Series Family and Youth Program – includes classes and events / activities for families
Arts Foundation:	Salt Lake City Arts Council

Tallahassee, Florida

Population:	181,376
Size:	103.1 square miles
Founded:	1824
Median Income:	\$30,571
Industries:	Colleges, government, trade, agriculture, manufacturing, and scientific research
City Dept:	Mayor's Office
City Arts Leadership:	No leadership, outsourced to Council on Culture and Arts
City Arts Programs:	Cultural Arts Planning
Community Arts Leadership:	Council on Culture and Arts
Community Arts Programs:	Granting – Receives funding from City and County Arts Calendar Weekly E-Newsletter Provides content for weekly magazine in local paper On-line directory of artists and organizations Arts education directory Marketing and public relations assistance Some Enchanting Evenings – Audience development program Meeting spaces Professional development workshops Art exhibit space
Art Foundation:	Council on Culture and Arts

Worcester, Massachusetts

Population:	181,045
Size:	38.6 square miles
Founded:	1673
Median Income:	\$47,415
Industries:	Transportation, textiles, shoes, clothing, and wire and machinery
City Dept:	City Manager's Office
City Arts Leadership:	Worcester Arts Council
City Arts Programs:	Grants Restoration of the Greendale Eagle Project – Which will serve as a arts center once completed Art in the Park Sculpture Exhibit Cultural Calendar
Community Arts Leadership:	Worcester Cultural Coalition
Community Arts Programs:	Advocacy and marketing efforts for member arts organizations
Arts Foundation:	Worcester Arts Council

Newport News, Virginia

Population:	180,719
Size:	119.1 square miles
Founded:	1896
Median Income:	\$36,597
Industries:	Shipbuilding, military, aerospace, railroads, and technology
City Dept:	Parks, Recreation, and Tourism Department
City Arts Leadership:	Arts Commission
City Arts Programs:	Grants Professional Development
Community Arts Leadership:	No unified community leadership other than Commission
Community Arts Programs:	Newport News Community Gallery Peninsula Fine Arts Center Ferguson Center for the Arts Public Art Program – Ran by private foundation below
Arts Foundation:	Arts Commission Newport News Public Art Foundation

Huntsville, Alabama

Population:	180,105
Size:	210 square miles
Founded:	1809
Median Income:	\$41,074
Industries:	Aerospace, military, technology and engineering research,
City Dept:	Only art events
City Arts Leadership:	Recreation
City Arts Programs:	Sidewalk Art Strolls – Art walk events Concert in the Park
Community Arts Leadership:	Huntsville Art Council
Community Arts Programs:	Events Calendar Arts Assembly – Member meetings and gatherings of over 100 arts organizations and artists Panoply Arts Festival SEAFARE – Arts Education funding program Party – Annual fundraiser event Public Art program Exhibit spaces Community Cultural Planning Grants – Very small support for organizations
Arts Foundation:	n/a

Knoxville, Tennessee

Population:	178,874
Size:	98.09 square miles
Founded:	1786
Median Income:	\$27,492
Industries:	College, entertainment, energy, research, and transportation
City Dept:	Mayor's Office
City Arts Leadership:	Public Art Committee Recreation (Arts Center)
City Arts Programs:	Public Art program Knoxville Arts and Fine Crafts Center – Exhibits, class, and workshops
Community Arts Leadership:	Arts and Culture Alliance of Greater Knoxville
Community Arts Programs:	Arts Calendar Arts & Heritage Fund Advocacy for the arts Arts in the Airport – Public art program KnoxTix – Ticketing service Education and Development workshops The Emporium Center – Visual and performing arts center, with office space for some arts groups Penny4Arts – Arts program that allows kids to attend exhibits and performances for a penny
Arts Foundation:	Arts and Culture Alliance of Greater Knoxville

Providence, Rhode Island

Population:	178,042
Size:	20.5 square miles
Founded:	1636
Median Income:	\$15,525
Industries:	Trade, transportation, utilities, educational and health services, and professional and business services,
City Dept:	Arts, Culture + Tourism Department
City Arts Leadership:	Arts, Culture + Tourism Department
City Arts Programs:	Arts Calendar Buy Art Providence – Art sales at various locations throughout the City to raise funds for the arts Artist and Arts Organization Workshops Arts Directory for individuals and groups City Hall Gallery Film Permits
Community Arts Leadership:	City serves as main leadership agency
Community Arts Programs:	Providence Performing Arts Center – run by independent non-profit Providence Art Club – Association of visual artists Museum of Art – On the campus of the Rhode Island School of Design
Arts Foundation:	n/a

Grand Prairie, Texas

Population:	175,396
Size:	81.1 square miles
Founded:	1863
Median Income:	\$46,816
Industries:	Aircraft and helicopter industries, entertainment, and energy
City Dept:	City Manager's Office
City Arts Leadership:	Special Projects Office
City Arts Programs:	Community Art program – Public art program funded by percent for arts, which is under the umbrella of Keep Grand Prairie Beautiful program
Community Arts Leadership:	Grand Prairie Arts Council
Community Arts Programs:	Concerts in the Park Annual Juried Art Show Summer in the Arts – Art camps for students Shining Star / Ruthe Awards – Awards for artists, organizations, and businesses Grants – Including funding from the City The Uptown Theater – Performance venue GPAC Studio – Exhibits, meeting rooms, storage, and workshop and classroom spaces
Arts Foundation:	Grand Prairie Arts Council

Brownsville, Texas

Population:	175,023
Size:	147.5 square miles
Founded:	1848
Median Income:	\$24,468
Industries:	Steel, international trade, manufacturing, and retail
City Dept:	City Manager's Office
City Arts Leadership:	Cultural Affairs Advisory Committee
City Arts Programs:	Cultural Planning Arts Events (through Parks and Recreation)
Community Arts Leadership:	No unified leadership
Community Arts Programs:	Brownsville Museum of Fine Art Galeria 409
Arts Foundation:	n/a