



City of Flagstaff Curbside Management Action Plan

Prepared for the City of Flagstaff

By Dixon Resources Unlimited

August 27, 2026

Table of Contents

I. Executive Summary	1
II. Introduction.....	2
III. Stakeholder Engagement.....	4
IV. Parking Utilization Study	7
V. Technology Assessment.....	8
VI. Implementation Plan Overview.....	9
VII. Near-Term Strategies - Implementation Quick Guide	11
VIII. Mid-Term Strategies - Implementation Quick Guide	17

Appendices

Appendix A: Curbside Management Assessment

Appendix B: Downtown Flagstaff Parking Questionnaire Results

Appendix C: Parking Utilization Study

Appendix D: Near-Term Strategies

Appendix E: Mid-Term Strategies

I. Executive Summary

The City of Flagstaff's (City) Parking Program, ParkFlag, engaged Dixon Resources Unlimited (DIXON) to evaluate curbside conditions, technologies, operations, and policies in Flagstaff to identify opportunities for improved management and long-term program sustainability in the Downtown and Southside parking areas managed by the City ParkFlag program.

The engagement included review of the Comprehensive Parking Management Program and the Administrative Guidelines, on-site field reviews, coordination with City staff, and data collection to document parking utilization, turnover, and compliance. These efforts were supported by stakeholder engagement activities and an operational review of enforcement, use of technology, customer service orientation, and current municipal policies influencing parking and curbside management program performance.

This Curbside Management Action Plan (Plan) consolidates findings from those efforts and presents focused strategies to guide the City's management of downtown parking and curbside access for the next three to five years. This Plan's recommendations are supported by industry best practices, local context, and community input to create an equitable, data-driven, and adaptable framework for future investment in the ParkFlag program as a vital part of the downtown ecosystem.

Plan recommendations are organized by the following categories:

Table 1. Strategy Category

Strategy Category		Description
 A. Operational Enhancements and Personnel Development	Build on and refine field operation practices, ensuring continued investment in office and field personnel training and support.	
 B. Technology and Equipment	Optimize existing resources and implement efficient, streamlined technology solutions.	
 C. Accessibility and Infrastructure	Confirm Americans with Disabilities (ADA) compliance and improve curb accessibility for all users.	
 D. Customer Experience	Strengthen public engagement and improve understanding of parking policies and programs.	
 E. Signage, Wayfinding, and Branding	Enhance signage, improve wayfinding, and create a cohesive Downtown Flagstaff identity.	



F. Policy and Program Development

Develop and refine ParkFlag's service delivery and program offerings.



A. Curb Management

Expand loading zone availability and improve overall curb space utilization.

This Plan is organized into two implementation phases based on the consultant's experience building and managing municipal parking operations: **Near-Term Strategies** (12-24 months) and **Mid-Term Strategies** (3-5 years). Each Strategy will identify implementation Champions (Partners), a high-level magnitude of cost, urgency and implementation steps.

Implementation timing will depend on Flagstaff prioritization, staff bandwidth, stakeholder input, funding availability, and the ongoing evaluation of initial implementation steps.

II. Introduction

Background

Launched in 2017, ParkFlag is a program of the City of Flagstaff, responsible for managing 1,907 public parking spaces. ParkFlag's service area stretches across on-street and off-street locations in Downtown Flagstaff, the Southside, and nearby neighborhoods. ParkFlag manages 18 off-street lots, 13 residential zones with permit requirements, and a robust set of permit offerings. ParkFlag's mission is "to provide fair and efficient customer-focused parking management that supports downtown vitality, ensures equitable access, and improves the parking experience for employees, residents, and visitors."

Figure 1. ParkFlag Service Area



Existing Conditions

In December 2025, DIXON conducted a comprehensive onsite assessment (Assessment) to evaluate existing curbside conditions and guide development of this Plan.

The Assessment was informed by materials provided by the City, including current parking and curbside programs, policy information, vendor agreements, development plans, previous consultant reports, and other relevant operational documentation.

Assessment goals included:

1. Document ParkFlag's current operation, including key programs, use of technology, policies, assets, and customer service orientation.
2. Identify areas for potential program refinement and/or growth to ensure that ParkFlag is well-positioned to meet the parking and curbside access needs of residents, visitors, and the business community – not only today but over the next five years.

Over the course of a two-day site visit, DIXON engaged in multiple activities to verify and deepen understanding of curbside operations in Flagstaff, including:

- **Small group meetings with City and ParkFlag staff** to confirm findings from background documentation, review daily operations, understand program strengths and pain points, and learn about upcoming parking and curbside initiatives.
- **Study Area tour**, during which DIXON covered the entire ParkFlag service area by foot and/or by vehicle.
- **Job shadowing and ride-alongs** with ParkFlag frontline team members, to observe and discuss curbside management practices, customer behavior, service orientation, and operational challenges.
- **Stakeholder engagement activities**, including in-person interviews with other city departments, Downtown Business Alliance (DBA) staff, presentation to the City's Community Enhancement Committee, and an open house for several City Commissions, were all leveraged to gather feedback on curb use, future land use changes, and improvement opportunities.

Onsite Assessment - Key Insights



As an organization, ParkFlag stood out in terms of:

- ✔ Customer service orientation
- ✔ Organizational transparency, communication, and collaboration
- ✔ Mission and service delivery alignment

DIXON also noted opportunities for continued organizational growth:

- ✔ Increased operational efficiency
- ✔ Enhanced use of technology tools
- ✔ Commitment to data-driven decision making

For detailed insight on the current state of parking and curbside operations in Flagstaff, see **Appendix A: Curbside Management Assessment**.

III. Stakeholder Engagement

The stakeholder engagement plan for this project was designed to provide valuable insight into the current experience of parking and curbside access in downtown Flagstaff. Feedback from stakeholders was used to form the recommended strategies outlined in Appendix D and Appendix E.

Stakeholder engagement strategies were selected in coordination with City staff.

Table 2. Stakeholder Engagement Strategies

Stakeholder Engagement Strategies	
In-Person	Virtual
 Small group meetings and/or presentations	 Focus group sessions
 City Council presentation	 Online survey
 Program Assessment & Job Shadowing	 Project Steering Committee

Project Steering Committee

A Project Steering Committee was assembled early in the planning process and included the City's Community Investment Director, ParkFlag Parking Program Manager, and the Executive Director of the Downtown Business Alliance. The Steering Committee met on a bi-weekly basis throughout the duration of the project and played a pivotal role in determining how community, business, and City stakeholder interests should be represented in the strategies set forth in the Curbside Management Action Plan.

Downtown Business Alliance Engagement

In addition to the participation of the Flagstaff DBA's Executive Director on the Project Steering Committee, DIXON joined ParkFlag staff for presentations at a DBA membership meeting on February 25, 2026, and presented to the DBA Board of Directors on June 25, 2026. Comments or opinions of DBA members in attendance at those two meetings include the following:

- Food delivery service providers (e.g. DoorDash, UberEats) find it difficult to park; improved communication about when/how to park would be helpful.
- Interest in adding more short-term (15-minute) parking zones.
- Strong interest in adding new parking supply paired with a request to not remove any parking for other curbside uses.
- Pay stations are sometimes unreliable and sometimes cause user frustration.

- Interest in motorcycle parking information and improved communication.
- Request for a current record of total public parking spaces – existing inventory, anticipated supply additions, etc.
- Interest in plans for alleyway activation, such as increased pedestrian and café use.

These items are addressed in the recommended strategies outlined in Appendix D and Appendix E.

Figure 2. DBA Handout



Interdepartmental Coordination

Over the course of the project, DIXON engaged with several City departments, including:

- **Community Enhancements Committee**, which includes representatives from multiple City departments focused on right-of-way use and downtown needs. The Committee raised concerns about accessibility impacts from the growing number of curbside cafés and emphasized the need to support multimodal transportation downtown, including e-scooters and bikeshare. The group also expressed support for the mobile payment platform.
- **Finance Department**, who provided insight into how recent rate increases are funding enhanced services, as well as an overview of the program’s financial stability and current financial procedures.
- **Planning, Engineering & Traffic**, who highlighted the need for a parklet policy for use of parking spaces and updating City Code provisions (City Code Division 8-03-002) for sidewalk café permitting. They noted community support for removing parking minimums, transitioning to parking maximums, and strategically adding parking downtown, as there is a perception that supply is insufficient. They also identified an

opportunity to explore a fee-in-lieu program and expressed interest in expanding micromobility infrastructure to better support public transit.

- **Sustainability and Code Enforcement**, who expressed interest in improving parking management on the south side of Flagstaff and noted ongoing efforts to expand micromobility options, including shared bikes and scooters. They emphasized the importance of public engagement and transparent communication about the costs of parking. Code Enforcement highlighted the need to improve accessibility and ensure compliance along downtown curbs. They raised concerns about sidewalk cafés encroaching on limited pedestrian space, particularly for wheelchair access, noting that Flagstaff’s narrow sidewalks are a challenge for accommodating pedestrians, wheelchair access, and café seating.

Commercial Delivery Vendor Outreach

DIXON and the City met with representatives from Nackard Pepsi to better understand delivery operations in Downtown Flagstaff. Representatives emphasized that alleyways are essential for deliveries, particularly during the snowy season. Deliveries are scheduled twice weekly, on Tuesdays and Fridays, typically beginning between 6:00 and 7:00 a.m. However, street closures, especially along Aspen Avenue between N. Leroux Street and San Francisco Street, disrupt planned routes and often require drivers to remain on-site longer than anticipated. They noted that increased enforcement of loading zones during early morning hours could help improve efficiency. Representatives also shared positive feedback, highlighting that ParkFlag Parking Aides are consistently helpful and courteous.

Online Questionnaire

In coordination with the Project Steering Committee, DIXON prepared the City’s first parking questionnaire. The questionnaire was designed to gather information on the downtown parking experience, including parking permits, paid parking technology, and curbside/loading zone access. The questionnaire was posted on the ParkFlag website and shared through various City and partner channels.

The online questionnaire was open for 32 days starting on February 10, 2026, and closing on March 13, 2026. A total of 451 responses were received from Flagstaff’s residents, business owners, employees, and visitors regarding their parking experience.

Stakeholder Engagement - Key Insights



- ✔ Both in-person and online outreach indicated a positive to very positive experience with ParkFlag
- ✔ Majority of questionnaire participants indicated difficulty finding a parking space downtown
- ✔ Challenges using the pay stations and mobile app were expressed, however 40% of questionnaire respondents have never used the app
- ✔ Delivery vehicles blocking roads and lack of short-term spaces were highlighted
- ✔ Interest in return of 15-minute parking spaces

For full questionnaire results, see **Appendix B: Downtown Flagstaff Parking Questionnaire Results**.

City Council Check-In

On May 26, 2026, DIXON and the City presented the assessment process, key findings, and draft recommendations to the Flagstaff City Council. In response, the Council provided the following feedback on the initial recommendations:

- Loading zones: Support for expanding 15-minute loading zones.
- Alleyway enforcement: Interest in increasing enforcement of alleyways used for loading.
- Staffing: Desire to ensure adequate Parking Aide staffing levels was noted, along with acknowledgement that recruitment/retention can be challenging.
- Signage and wayfinding: Interest in partnering with Discover Flagstaff to improve and beautify existing signage and wayfinding.
- Signage clarity: Support for reducing visual clutter from excess signage.
- Special events: Ensure consistent enforcement of parking during special events.

City Commission Open House

On June 24, 2026, the City and DIXON met with representatives from multiple commissions and interest groups to discuss the proposed Curbside Management Action Plan draft recommendations. Attendees included representatives from Barrier Free Flagstaff, Commission for Inclusion and Adaptive Living, and Strong Towns. Key items raised during the discussion included:

- ADA accessibility: Interest in additional ADA parking, occupancy data, and wayfinding.
- ADA Transition Plan: Support for completing an ADA Transition Plan.
- Dynamic pricing: Requests for consideration of dynamic or demand/zone-based pricing strategies.
- Alternative transportation: Support for promotion of public transit and micromobility options.
- Shared parking: Support for pursuing additional shared parking agreements.
- ParkFlag district boundaries: Interest in the expansion of the ParkFlag service area to adjacent residential neighborhoods
- Explore the feasibility of parking benefit districts.

IV. Parking Utilization Study

Dixon Resources Unlimited (DIXON) conducted a parking utilization study to inform the City of Flagstaff's 2026 Curbside Management Action Plan. The study evaluated on- and off-street parking occupancy and length of stay throughout Downtown Flagstaff and the Southside Neighborhood using vehicle-mounted license plate recognition (LPR) data collected during both winter (non-peak) and summer (peak) conditions. Collection coverage and schedules were similar across the two seasons, however due to high demand observed during DIXON's June 2026 site visit, summer collection was expanded to include early evening.

As anticipated in a seasonal community like Flagstaff, parking demand increased from winter to summer (Figure 3). Although most of the Study Area remained below the industry-recognized 85% utilization threshold, summer conditions showed heavier demand across both on- and off-street parking areas with on-street locations regularly experiencing constrained

parking availability, most notably during the 6 p.m. (evening) collection period. Additionally, parking utilization was also generally higher in areas closer to the downtown core, tapering off in locations farther from downtown.

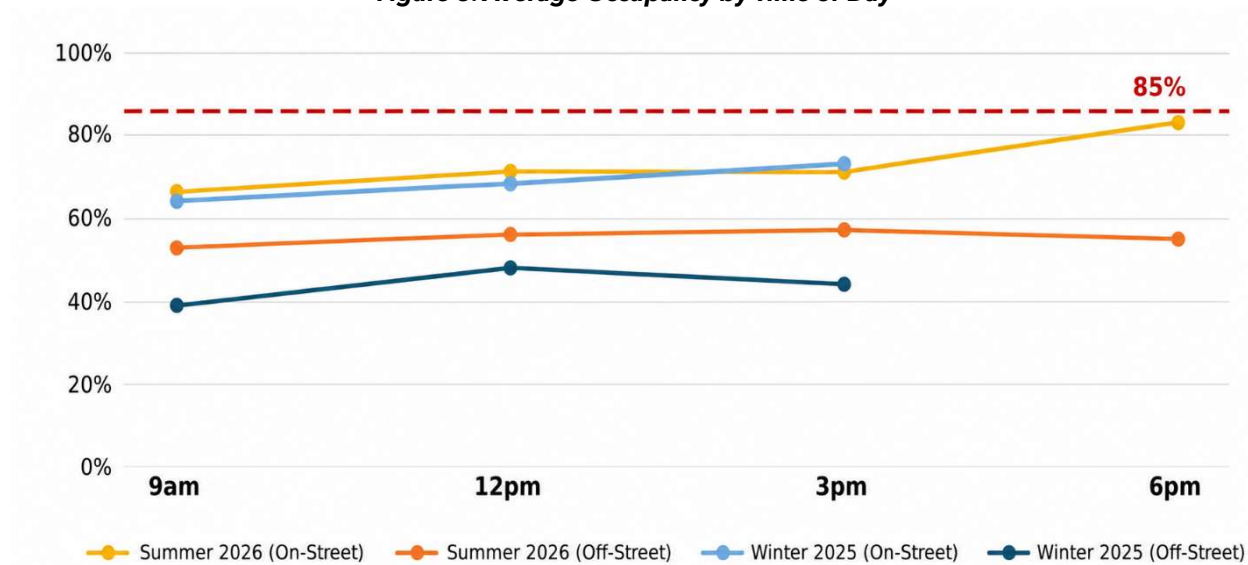
Parking demand was consistently strongest north of Route 66, where several Downtown Flagstaff streets experienced high utilization. The Southside Neighborhood was generally underutilized during winter, although E Ellery Avenue remained a consistent hotspot, in part due to its free time-limited parking. By summer evenings, overutilization had expanded along portions of the W Phoenix Avenue/W Cottage Avenue/W Benton Avenue corridor, indicating that peak-period parking pressure extended beyond the downtown core.

Parking Utilization Study - Key Insights



- ✓ Overall demand grew significantly from winter to summer. Average on-street occupancy rose from 67% to 74%.
- ✓ During the summer collection, on-street occupancy peaked at 83% at 6 p.m. Off-street occupancy was 55% at 6 p.m.
- ✓ Most vehicles were parked for three hours or less during both the winter and summer collection periods.

Figure 3. Average Occupancy by Time of Day



For more information, see **Appendix C: Parking Utilization Study**.

V. Technology Assessment

In January 2026, DIXON held two technology working sessions with the Project Steering Committee. The sessions explored current use of technology, areas of staff and reported user concern and upcoming technology projects, including:

- Pay stations, including user issues and desired hardware upgrades and software updates
- Mobile payment adoption; feasibility of a multi-app environment

- Use of License Plate Recognition for citation and parking data collection
- Permit Management System, including planned software updates and new service offerings
- Revenue reporting tools
- Sensor and camera-based occupancy solutions
- Parking guidance systems

With the ParkFlag program nearing its 10-year anniversary, the technology assessment highlighted a need to modernize the City's parking system by improving both customer-facing tools and back-end operations. A key priority is upgrading existing infrastructure, particularly pay stations, to enhance usability and overall customer experience.

These improvements, along with clearer communication and branding, are intended to make the system more intuitive and encourage greater use of mobile payment options. Equally important is expanding the use of LPR to support enforcement, improve data collection, and provide insights to guide future decision-making. Specific recommendations from the Technology Assessment can be found in the next section (Implementation Plan) under Category B: Technology and Equipment.

Technology Assessment - Key Insights



- ✔ Need for upgraded pay stations to improve user experience and payment options
- ✔ Increase use of LPR for utilization data and enforcement efficiency
- ✔ Explore possibility of a Parking Guidance System to improve wayfinding

VI. Implementation Plan Overview

The City of Flagstaff, through its parking program, ParkFlag, has built something notable among municipal parking programs of their size: an organization defined by a demonstrable commitment to customer service and a deliberate, right-sized approach to technology and infrastructure. The result is a downtown parking operation that reflects both operational integrity and a clear sense of public purpose – one that serves residents, visitors, and businesses with genuine care. The recommendations that follow are offered in that same spirit, as tools to build on and refine an already strong foundation rather than to redirect or reimagine it.

The strategies presented in this section reflect eight months of collaboration between DIXON and the City with support from the Downtown Business Alliance. They take findings from a robust operational analysis, parking data collection, and stakeholder input and translate them into a clear roadmap for advancing downtown parking and curbside management over the next three to five years.

Organized across seven Focus Areas, each recommendation is designed to strengthen ParkFlag's role as an integral part of the broader downtown experience:

A. Operational Enhancements and Personnel Development

B. Technology and Equipment

- C. Accessibility and Infrastructure**
- D. Customer Experience**
- E. Signage, Wayfinding, and Branding**
- F. Policy and Program Development**
- G. Curb Management**

Near-Term Implementation Guide

Implementation is sequenced into two phases: **Near-Term** (12-24 months) and **Mid-Term** (3-5 years), drawing on DIXON's experience building and managing municipal parking programs.

Beginning with the Near-Term Strategies, each phase includes an Implementation Quick Guide - designed to be an "At-A-Glance" tool for recommended Strategies within each Focus Area - followed by more narrative detail sharing specific implementation steps. Each Strategy is also accompanied by suggested Champions (Partners), a high-level magnitude of cost, urgency, and defined implementation steps.

DIXON has identified priorities, sequencing, and timing, however, the Parking Manager, in consultation with City leadership and the ParkFlag team, will decide how to implement based on available resources, program staff capacity, and lessons learned as early actions move forward.

The Implementation Quick Guide for both Near-Term and Mid-Term Strategies are included below. A detailed description of each strategy included in the Implementation Plan can be found in **Appendix D: Near-Term Strategies** and **Appendix E. Mid-Term Strategies, respectively.**

Table 3. Estimated Cost Key

Estimated Cost Key				
N/A	\$	\$ \$	\$ \$ \$	\$ \$ \$ \$
No new cost anticipated	Less than \$10,000	\$10,000-\$25,000	\$25,000 - \$50,000	Over \$50,000

VII. Near-Term Strategies – Implementation Quick Guide

Strategy	Champions (Partners)	Cost	Urgency	Implementation Steps
A. Operational Enhancement and Personnel Development				
A-1. Budget for and begin annual data collection - during peak and off-peak seasons.	Parking Program Manager (Lead Parking Aide)			☐ Determine if annual data collection will be done in-house, outsourced or hybrid. ☐ If hybrid/outsourced, develop a budget for annual data collection. ☐ If in-house/hybrid: ○ Develop weekday and weekend collection dates, collection hours, and preferred routes. ○ Identify collection periods to accommodate seasonality (e.g., summer, spring/fall, and winter). ○ Collect parking data across all off- and on-street parking locations, paid and free. ○ Identify a process (or partner) for data processing and presentation. ☐ Publish data reports quarterly or bi-annually to facilitate data-driven policy decisions and ensure transparency with the community. ☐ Actively monitor occupancy trends over time.
A-2. Refresh and optimize Parking Aide coverage.	Parking Program Manager (Lead Parking Aide)			☐ Evaluate current coverage routes to assess their effectiveness and identify any gaps in enforcement coverage. ☐ Increase LPR use to address gaps in current routes.

				☐ Define routes based on collected data, Parking Aide availability/shifts and enforcement needs.
A-3. Increase consistency and regularity of Southside area time limited parking.	Parking Program Manager (Lead Parking Aide)	N/A	High	☐ Refresh the enforcement coverage plan for Southside time-limited parking. ☐ Utilize LPR to track turnover and noncompliance. ☐ Proactively communicate with the Southside Neighborhood Association and Northern Arizona University (NAU) about increased monitoring, including areas of concern and/or ideas for increasing compliance.
A-4. Conduct a Parking Aide wage evaluation and explore options for increasing the applicant pool.	Parking Program Manager (Community Investment Director, Finance, Human Resources, HR)	\$-\$-\$	High	☐ Engage HR to conduct a wage evaluation and to define options for increasing applicant eligibility and/or expansion of the applicant pool. ☐ Continue to develop compensation adjustment budget proposals in partnership with Finance. ☐ Discuss with City Council and seek approval for inclusion in the upcoming Fiscal Year budget (or as a budget amendment if timing for budget inclusion is not achievable).
A-5. Continue documenting current business practices in the ParkFlag Standard Operating Procedures, adding new	Parking Program Manager (Lead Parking Aide, Human Resources)	\$	High	☐ Identify and document investment in annual staff development. ☐ Add a new Onboarding & Training section to the Parking Enforcement Standard Operating Procedures.

content/organizational artifacts as appropriate.				
B. Technology and Equipment				
B-1. Combine required bank card payment acceptance updates to the pay stations with investment in upgraded pay station technology.	Parking Program Manager, Community Investment Director (Finance, Flowbird)	\$\$\$\$	High	☐ Conduct vendor demonstrations. ☐ Discuss upgrade "needs, wants and nice to haves." ☐ Explore the feasibility of a full replacement/upgrade or a phased approach that prioritizes upgrades to pay stations in key (high traffic) locations. ☐ Budget for planned pay station technology updates. ☐ Develop an implementation plan for upgrades that includes lead time (ordering), installation, staff training, and customer communication.
B-2. Continue to address License Plate Recognition system gaps.	Parking Program Manager (Parking Aides, Passport, MinuteMan)	N/A	High	☐ Set up regular meetings to discuss system gaps with Passport, MinuteMan, and Genetec.
C. Accessibility and Infrastructure				
C-1. Complete an American with Disabilities Act (ADA) Transition Plan	Community Investment Director (Parking Program Manager, Code Enforcement, City Attorney, ADA Coordinator, City Accessibility Office, Commission on Inclusion and Adaptive Living)	\$\$	High	☐ Conduct a comprehensive ADA transition plan, including all on- and off-street parking assets, technology, programming, and communication channels. ☐ Create an annual budget for implementation of plan results.
D. Customer Experience				

D-1. Develop a marketing and/or promotional plan to increase mobile app adoption	ParkFlag (ParkMobile, Communications, local marketing partners)		Medium	☐ Identify current mobile app adoption percentage as the baseline for the campaign. ☐ Create digital graphics and/or flyers that provide step by step instructions on how to use the mobile app and the benefits of paying by mobile app. ☐ Create a video tutorial for the ParkFlag website on how to navigate the mobile app and pay successfully. ☐ Partner with local marketing partners to promote app use as the fastest, and most convenient, way to pay. ☐ Review the adoption percentage at least annually to gauge the efficacy of promotional strategies.
D-2. Implement an annual customer experience survey.	Community Investment Director (Parking Program Manager)		Medium	☐ Conduct an online survey each year to solicit feedback from the public and confirm program and budget priorities. ☐ Analyze results and share feedback on the ParkFlag website, with the DBA and in ParkFlag's Annual Report. ☐ Use community input to identify and/or adjust annual ParkFlag workplan priorities.
D-3. Promote ParkFlag's contribution to planned parking and traffic-related Community Enhancements.	Community Investment Director, (Parking Program Manager)		Medium	☐ Encourage the City and/or Contractor to provide details on where parking revenues will be reinvested into the downtown parking and traffic-related community enhancements, including specific projects and timing. ☐ Utilize approved City press and social media channels to promote the investments and include them in ParkFlag's Annual Report.

D-4. Partner with local marketing resources to create a public awareness campaign about downtown parking options - with a special focus on seasonal visitors. Leverage the DBA to amplify messaging through its membership.	ParkFlag, local marketing resources/partners (Communications, DBA)	\$	Medium	❑ Building off ParkFlag's investment in brand awareness, utilize local marketing resources to identify key messaging for visitor engagement. ❑ Create digital promotional materials. ❑ Distribute materials via social media, partner communication channels, and DBA membership
E. Signage, Wayfinding, and Branding				
E-1. Reduce regulatory and informational sign stacking	ParkFlag (Public Works)	\$	High	❑ Document all existing physical ParkFlag regulatory and informational signage. ❑ Assess which signage needs to be retained, which signage is seasonal and should be covered for part of the year, and which signage can be consolidated. ❑ Create and order magnetic covers or vinyl decals for seasonal signage. ❑ Consolidate signage where possible across the ParkFlag service area.
F. Policy and Program Development				
F-1. Pursue additional opportunities for Shared Parking.	Community Investment Director (City Attorney, Risk Manager, ParkFlag)	\$	Low	❑ Identify a list/map of desired shared parking locations based on parking utilization data and known supply needs. ❑ Develop a Shared Parking Agreement policy and template that identifies responsibilities for each party (private lot owner and City), including maintenance, enforcement, liability, and insurance requirements.

				☐ Seek City Attorney and Risk Manager approval of Shared Parking Agreement policy and template. ☐ Reach out to property owners and garner interest in a potential shared parking agreement.
F-2. Explore a Parking Fee-in-Lieu Program (Fee in lieu of onsite parking).	Planning and Development Services, Community Investment Director (ParkFlag)	N/A	Low	☐ Assess the City's policy and regulatory foundation (Zoning code). ☐ Leverage annual data collection efforts to confirm program viability. ☐ Outline a potential fee structure. ☐ Gather input from the development community.
G. Curb Management				
G-1. Increase 15-minute "flex zones" in high-demand locations.	Parking Program Manager, Lead Parking Aide (Public Works/Streets, DBA, commercial delivery vendors)	\$-\$\$	High	☐ Use parking utilization data and DBA/vendor input to identify locations. ☐ Work with the DBA to communicate preferred locations with business and property owners to gather feedback and/or concerns. ☐ Identify impacts on enforcement and/or monitoring feasibility. ☐ Identify signage and/or curb painting needs. ☐ Actively communicate the coming change to downtown stakeholders and the public. ☐ Include new spaces in annual data collection and user surveys to gauge efficacy and impact.
G-2. Increase monitoring and enforcement of loading zones, ADA spaces, and drive aisle infractions.	Parking Program Manager, Lead Parking Aide (commercial delivery)	\$	High	☐ Map hot spots and incorporate active monitoring into daily enforcement rounds. ☐ Refresh ADA training and documentation.

	drivers, Transportation Network Companies)			☐ Use LPR and business outreach to enhance coverage.
G-3. Continue positioning ParkFlag as an active participant and Subject Matter Expert (SME) in City planning discussions about curbside programming.	ParkFlag (Community Investment, Planning, Traffic, Engineering, Sustainability, Downtown Business Alliance)	N/A	Medium	☐ Continue participation in the Community Enhancements Committee. ☐ Work with the Community Investment Director to identify opportunities to partner with/support City departments on current and upcoming projects that pertain to curb use or parking. ☐ Implement a regular meeting cadence with the DBA Executive Director (and Board, if appropriate) to ensure open and active dialogue about parking projects, needs and/or concerns.

VIII. Mid-Term Strategies - Implementation Quick Guide

Strategy	Champions (Partners)	Cost	Urgency	Implementation Steps
B. Technology and Equipment				
B-3. Strategically expand ParkFlag's use of LPR.	Parking Program Manager, Lead Parking Aide (Community Investment Director, Finance)	\$\$\$\$	High	☐ Identify priority deployment location(s) and unit type. ☐ Identify available budget and preferred implementation timing. ☐ Develop an RFP and select a vendor. ☐ Install, test and accept new system(s).

B-4. Implement gateless Parking Access and Revenue Control (PARCS) in future structured parking assets.	Community Investment Director (Parking Program Manager, City Information Technology, mobile payment vendor(s), Flowbird)	\$\$	Low	☐ Adopt gateless access as the preferred management approach for off-street facilities. ☐ Establish new mobile payment zone(s). ☐ Configure LPR for off-street enforcement. ☐ Install Flowbird pay stations and signage. ☐ Install mobile app signage.
B-5. Explore customer-facing parking availability information.	Parking Program Manager, Community Investment Director (Information Technology, Procurement, Selected Vendor)	\$\$\$\$	Low	☐ Conduct vendor demonstrations. ☐ If demonstrated systems align with ParkFlag's goals, develop RFP requirements for a parking availability system. ☐ Evaluate and select one or more vendors. ☐ Implement the parking availability system.
C. Accessibility and Infrastructure				
C-2. Identify opportunities for additional bike racks in underutilized and/or difficult to program areas.	Community Investment Director, ParkFlag (Sustainability, Downtown Business Alliance)	\$\$\$	Low	☐ Identify high-demand locations in partnership with Sustainability, DBA, and/or the appropriate bicycle advocacy group. ☐ Identify implementation steps, required permitting, and project budget. ☐ Install bike racks, prioritizing high-demand locations. ☐ Promote availability and community benefit as part of ParkFlag's commitment to demand management alternatives.
E. Signage, Wayfinding, and Branding				
E-2. Expand ParkFlag's colorful and clever brand work.	ParkFlag (Discover Flagstaff)	\$\$	Medium	☐ Create a ParkFlag brand guide/book. ☐ Develop an annual budget for brand implementation and expansion. ☐ Prioritize creation of branded decals for parking equipment (e.g., pay stations, informational signage, vehicles).

				☐ Include ParkFlag branding whenever possible online, including special event parking materials and social media posts. ☐ Carry the ParkFlag brand through apparel worn by front line staff, including shirts, hats and outerwear. ☐ Place ParkFlag branding and mobile payment stickers on the pay stations where deemed appropriate.
E-3. Expand auto-directional and destination parking signage.	Parking Program Manager (Community Investment Director, City Public Works)	\$\$\$	Medium	☐ Confirm current signage inventory. ☐ Assess MUTCD compliance and ParkFlag brand alignment. ☐ Develop a prioritized replacement and gap-fill plan.
F. Policy and Program Development				
F-3. Identify a predictable, documented process and cadence for parking fee adjustments.	Community Investment Director, Parking Program Manager (City Council, Finance)	N/A	Medium/Low	☐ Establish a preferred cadence for parking fee review and adjustment. ☐ Define occupancy-based adjustment thresholds and strategies. ☐ Explore a more diverse Pay-to-Park rate structure. ☐ Commit to a transparent process.
F-4. Complete a municipal code review to ensure alignment with existing parking and curbside management practices.	ParkFlag, Community Investment Director (City Attorney)	N/A - \$	Medium	☐ Review municipal code to ensure all parking and curbside policies and regulations are up to date and appropriately documented. This work can be done in-house or outsourced. ☐ Where appropriate, future-proof the municipal code to allow for changes to parking rates, regulations and technology. ☐ Review code with City Attorney.

				☐ Bring code updates to City Council for review and approval.
F-5. Conduct a comprehensive review of ParkFlag's parking permit offerings, to ensure program regulations are meeting customer needs.	Parking Program Manager, Community Investment Director, Parking Aides (DBA, Southside Neighborhood Association, NAU)	\$	Medium	☐ Convene an ad-hoc stakeholder committee to evaluate current offerings. ☐ Seek City Council approval. ☐ Review and update permit policies. ☐ Utilize the annual survey to track results over time and adjust as needed.
G. Curb Management				
G-4. Conduct a new Curbside Management Study.	Parking Program Manager, Community Investment Director	\$	Low	☐ Plan and budget for a future Curbside Management Study.