

WORK SESSION AGENDA

CITY COUNCIL WORK SESSION
TUESDAY
MARCH 10, 2026

COUNCIL CHAMBERS
211 WEST ASPEN AVENUE
3:00 P.M.

All City Council Meetings are live streamed on the city's YouTube page
(<https://www.youtube.com/@FlagstaffCityGovernment>)

PUBLIC COMMENT

Verbal public comments not related to items appearing on the posted agenda may be provided during the "Open Call to the Public" at the beginning and end of the meeting and may only be provided in person.

Verbal public comments related to items appearing on the posted agenda may be given in person or online and will be taken at the time the item is discussed.

To provide online verbal comment on an item that appears on the posted agenda, use the link below.

[ONLINE VERBAL PUBLIC COMMENT](#)

Written comments may be submitted to publiccomment@flagstaffaz.gov. All comments submitted via email will be considered written comments and will be documented in the record as such.

1. Call to Order

NOTICE OF OPTION TO RECESS INTO EXECUTIVE SESSION

Pursuant to A.R.S. §38-431.02, notice is hereby given to the members of the City Council and to the general public that, at this work session, the City Council may vote to go into executive session, which will not be open to the public, for discussion and consultation with the City's attorneys for legal advice on any item listed on the following agenda, pursuant to A.R.S. §38-431.03(A)(3).

2. Roll Call

NOTE: One or more Councilmembers may be in attendance through other technological means.

MAYOR DAGGETT

VICE MAYOR SWEET

COUNCILMEMBER ASLAN

COUNCILMEMBER GARCIA

COUNCILMEMBER HOUSE

COUNCILMEMBER MATTHEWS

COUNCILMEMBER SPENCE

3. Pledge of Allegiance, Mission Statement, and Land Acknowledgement

MISSION STATEMENT

The mission of the City of Flagstaff is to protect and enhance the quality of life for all.

LAND ACKNOWLEDGEMENT

The Flagstaff City Council humbly acknowledges the ancestral homelands of this area's Indigenous nations and original stewards. These lands, still inhabited by Native descendants, border mountains sacred to Indigenous peoples. We honor them, their legacies, their traditions, and their continued contributions. We celebrate their past, present, and future generations who will forever know this place as home.

4. Open Call to the Public

Open Call to the Public enables the public to address the Council about an item that is not on the prepared agenda. Comments relating to items that are on the agenda will be taken at the time that the item is discussed. Open Call to the Public appears on the agenda twice, at the beginning and at the end. The total time allotted for the first Open Call to the Public is 30 minutes; any additional comments will be held until the second Open Call to the Public.

If you wish to address the Council in person at today's meeting, please complete a comment card and submit it to the recording clerk as soon as possible. Your name will be called when it is your turn to speak. You may address the Council up to three times throughout the meeting, including comments made during Open Call to the Public and Public Comment. Please limit your remarks to three minutes per item to allow everyone an opportunity to speak. At the discretion of the Chair, ten or more persons present at the meeting and wishing to speak may appoint a representative who may have no more than fifteen minutes to speak.

5. Review of Draft Agenda for the March 17, 2026 City Council Meeting

Citizens wishing to speak on agenda items not specifically called out by the City Council may submit a speaker card for their items of interest to the recording clerk.

6. Presentation on the Mountain Rose and Mountain Arts Conservatory

Council will hear a presentation on an effort led by Dawn Tucker and others to develop The Mountain Rose Theater and the Mountain Arts Conservatory here in Flagstaff to support the performing arts.

7. Open Call to the Public

8. Informational Items To/From Mayor, Council, and City Manager; future agenda item requests

9. Adjournment

CERTIFICATE OF POSTING OF NOTICE

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at Flagstaff City Hall on _____, at _____ a.m./p.m. in accordance with the statement filed by the City Council with the City Clerk.

Dated this _____ day of _____, 2026.

Stacy Saltzburg, MMC, City Clerk

THE CITY OF FLAGSTAFF ENDEAVORS TO MAKE ALL PUBLIC MEETINGS ACCESSIBLE TO PERSONS WITH DISABILITIES. With 48-hour advance notice, reasonable accommodations will be made upon request for persons with disabilities or non-English speaking residents. Please call the City Clerk (928) 213-2076 or email at stacy.saltzburg@flagstaffaz.gov to request an accommodation to participate in this public meeting.

NOTICE TO PARENTS AND LEGAL GUARDIANS: Parents and legal guardians have the right to consent before the City of Flagstaff makes a video or voice recording of a minor child, pursuant to A.R.S. § 1-602(A)(9). The Flagstaff City Council meetings are live-streamed and recorded and may be viewed on the City of Flagstaff's website. If you permit your child to attend/participate in a televised Council meeting, a recording will be made. You may exercise your right not to consent by not allowing your child to attend/participate in the meeting.

**CITY OF FLAGSTAFF
STAFF SUMMARY REPORT**

To: The Honorable Mayor and Council
From: David McIntire, Community Investment Director
Date: 02/26/2026
Meeting Date: 03/10/2026



TITLE:**Presentation on the Mountain Rose and Mountain Arts Conservatory****DESIRED OUTCOME:**

Council will hear a presentation on an effort led by Dawn Tucker and others to develop The Mountain Rose Theater and the Mountain Arts Conservatory here in Flagstaff to support the performing arts.

Executive Summary:

Dawn Tucker, the Director of Vision and Impact for the Flagstaff Shakespeare Festival, will present on community efforts to create an open air theater and conservatory which will help address the need for additional performing arts venues and spaces here in Flagstaff. She will discuss a potential multi-phase project intended to provide needed and sophisticated venue space for Flagstaff Shakespeare Festival and numerous other performing arts groups in the community.

Information:

The City's 2025 community input process and report, "Art, Culture, Science and the Future in Flagstaff", identified the lack of available and cost-effective performing art space as a key issue for the creative community. This echoed previous studies which identified the lack of sophisticated and available space as a challenge to Flagstaff and as less present here than in other communities of similar size. Using Bed, Board, and Beverage -- Arts and Science funding, the City currently supports multiple arts focused non-profits and venues and continues to seek ways to further enhance the community's arts and science infrastructure.

The presentation will be focused on a specific project currently being envisioned and advanced which would assist in addressing this issue.

Attachments: [Mountain Rose Presentation](#)
[Arts Sciences Culture Report](#)

The Mountain Rose & Mountain Arts Conservatory

A vision for the future of performing arts
in Flagstaff



Dawn Tucker
Director of Vision and Impact

FLAGSTAFF
SHAKESPEARE
FESTIVAL



Journey Through the Mountain Rose and Mountain Arts Conservatory

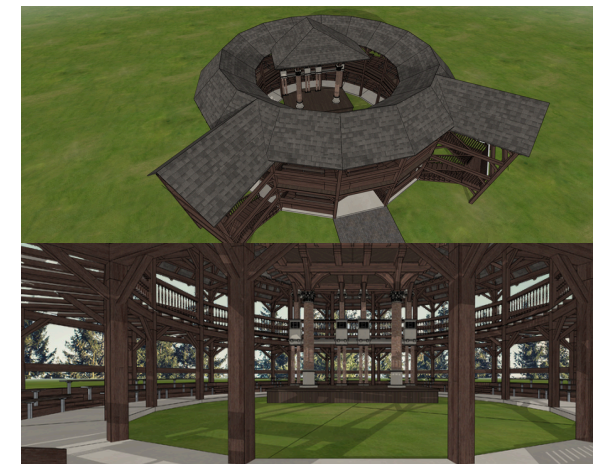
A vision for the future of performing arts in Flagstaff



About
FlagShakes



Impact
and Need



The Mountain
Rose Theatre



The Mountain
Arts Conservatory



ABOUT FLAGSHAKES

Flagstaff Shakespeare Festival, affectionately known as FlagShakes, is the only year-round professional theatre company in Northern Arizona.



About
FlagShakes

- Over a decade of financial stability
- A cornerstone of Flagstaff's cultural landscape



STAGING PRACTICES



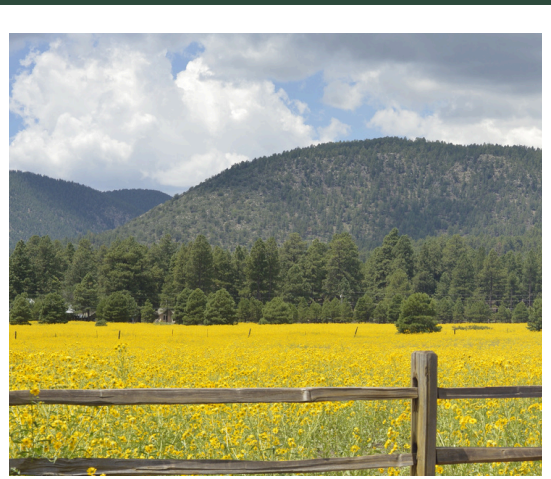
- Live music
- Actor-driven
- Outdoor settings
- Diverse casts
- Low tech

EDUCATION & OUTREACH



- Theatre for Young Audiences
- Theatre for Aging Audiences
- **Pay-what-you-can ticketing**

**Viola Awards for Excellence
in Performing Arts and
Community Impact**

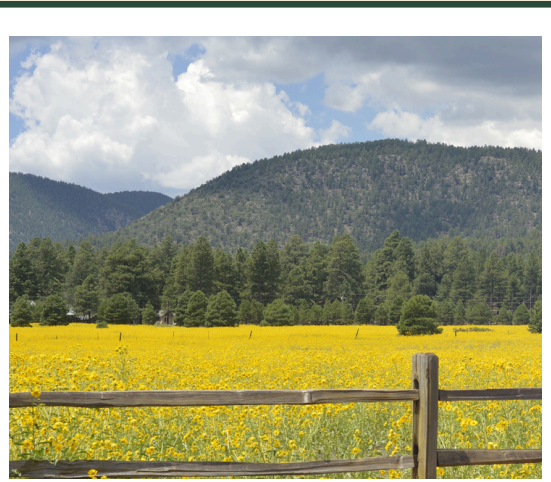


Impact
and Need

A 2018 FEASIBILITY STUDY FOUND THAT:

- **Flagstaff lacks sufficient performance venues.**
- **Arts organizations face increasing barriers** to scheduling, affordability, and accessibility.
- **Demand far exceeds current capacity** for arts education and participatory programming.
- **Existing venues are overextended**, technically limited, or unavailable due to competing priorities.
- Arts and cultural engagement plays a significant role in **economic vitality, health, education, and social connection.**

“This is a cultural issue, quality of life issue, and economic issue.”



Impact
and Need

\$5-7 million in
annual economic
impact*

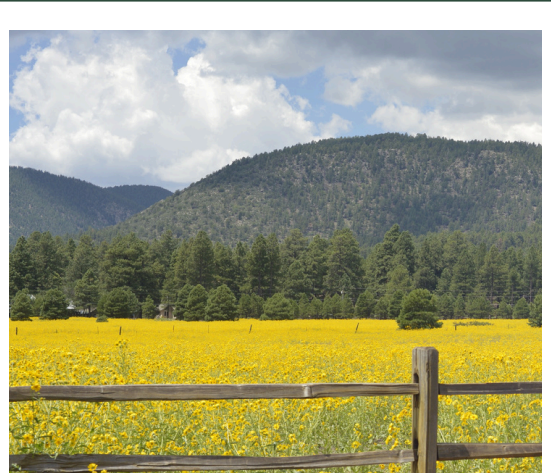


	<p>\$31-38 per person beyond admission***</p>
	<p>\$623 per trip spent by cultural tourists**</p>
	<p>5.2 night average stay**</p>

*2018 ArtsMarket

**American Tourism Board

***Americans for the Arts



Impact
and Need

JANUARY

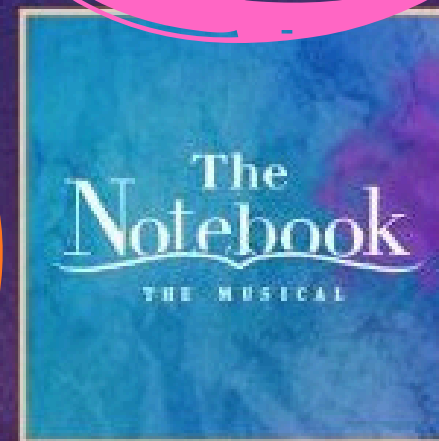
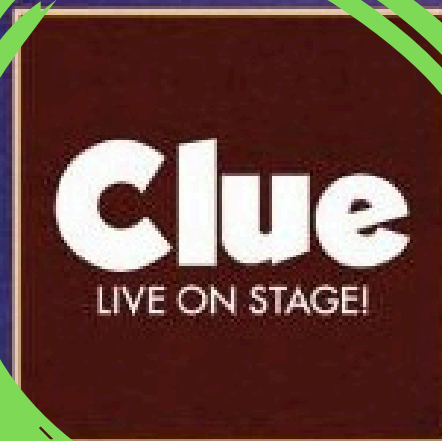
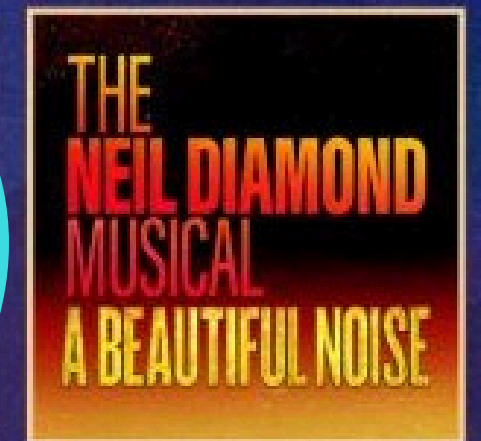
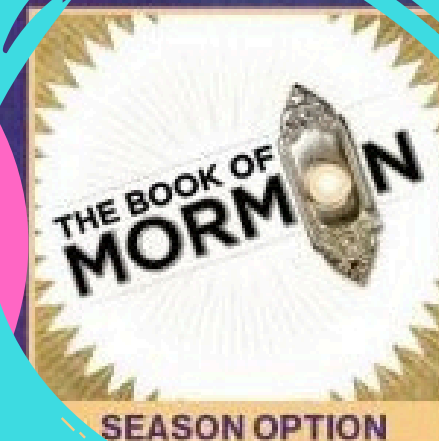
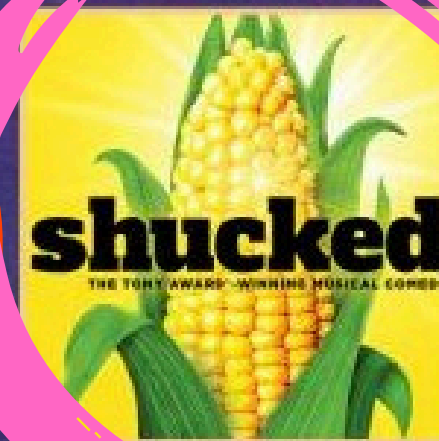
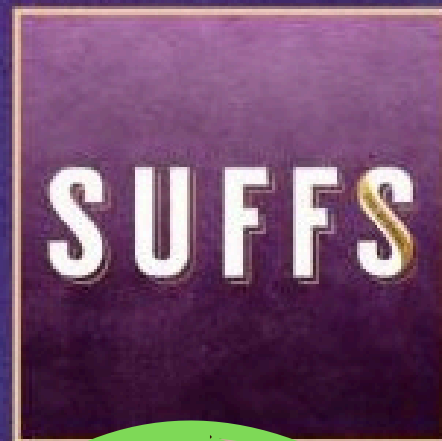
FEBRUARY

NOVEMBER

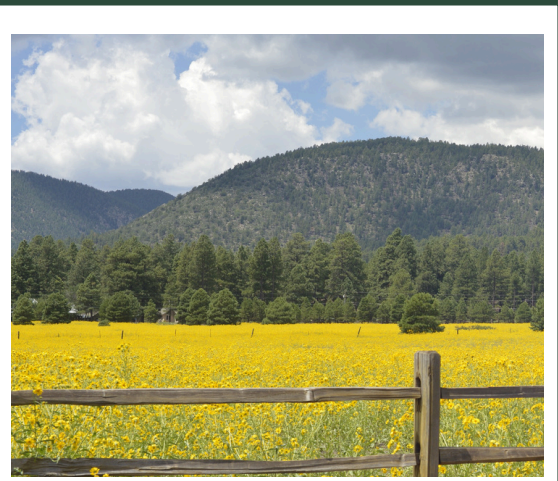
DECEMBER

MARCH

BE OUR GUEST 2025-2026 BROADWAY SEASON



ASU Gammage



Impact
and Need

“ Whether a resident is young or old, wealthy or poor, or black, white, or Hispanic matters less than his or her perceptions of the community.

This reality gives community leaders a powerful tool to influence residents’ attachment to the community, no matter who they are.

[...]

Residents rate their communities’ availability of arts and cultural opportunities highest among social offerings.

Adults who attend
arts events are
2.6x
more likely to
volunteer.

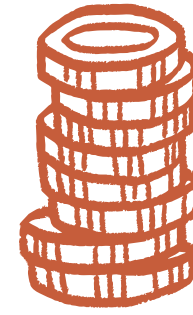
KNIGHT



in partnership with GALLUP



Impact
and Need



Higher
Income
for artists*



Home
for artists*

All flourishing is mutual.

—Robin Wall Kimmerer

*National Endowment for the Arts



Reduce

ticket prices***



Double

audience*/**



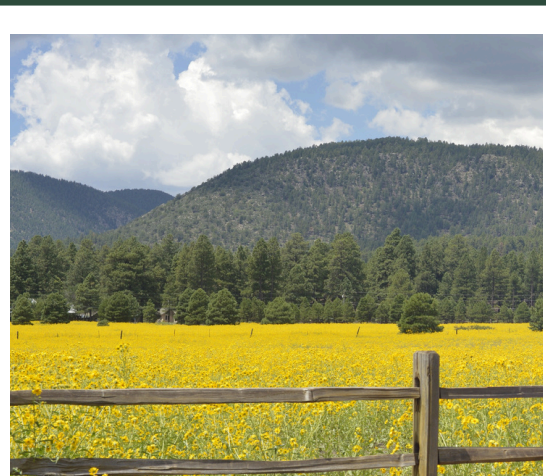
4X
more
academically
successful***



3X
more likely to get
a bachelor's
degree***



Increased
critical thinking,
social-emotional
learning, problem
solving**

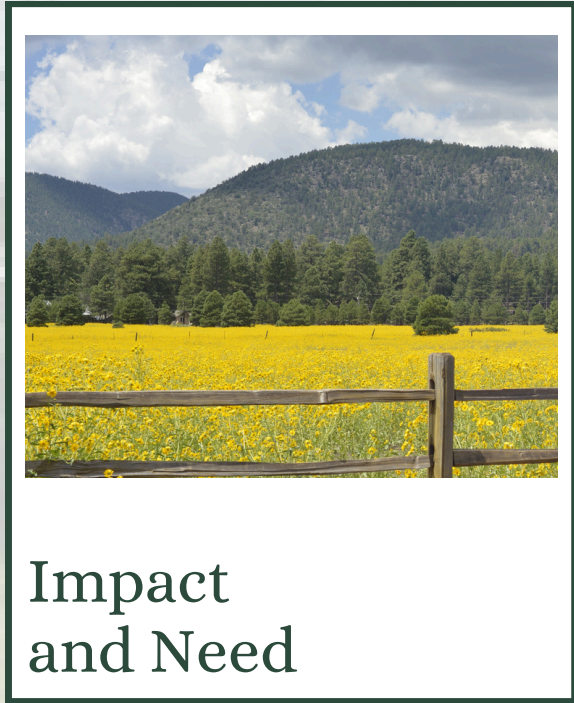


Impact
and Need

*2018 ArtsMarket

**National Endowment for the Arts

***Americans for the Arts



Impact
and Need

The Coalition

PERFORMING ARTS



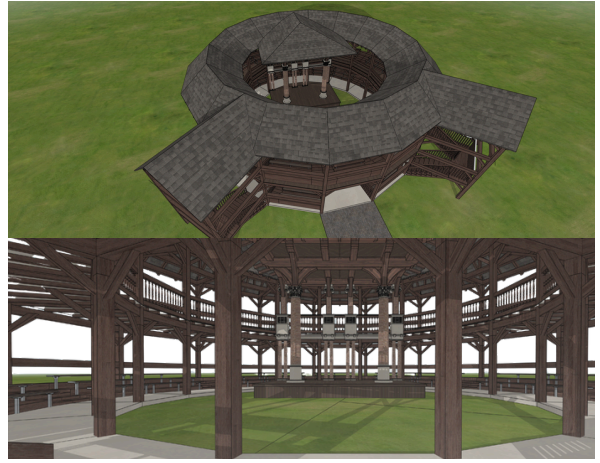
COMMUNITY & EDUCATION



Flagstaff Arts &
Leadership Academy

PLACE & ENVIRONMENT



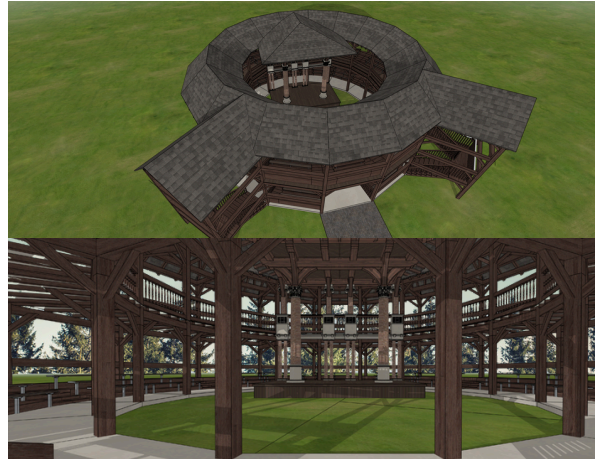


The Mountain
Rose Theatre



You're watching "A Midsummer Night's Dream" under a canopy of stars, the Milky Way sparkling above, as laughter and poetry echo through a magical open-air theatre nestled in the pines.

◆ You're at the Mountain Rose. ◆

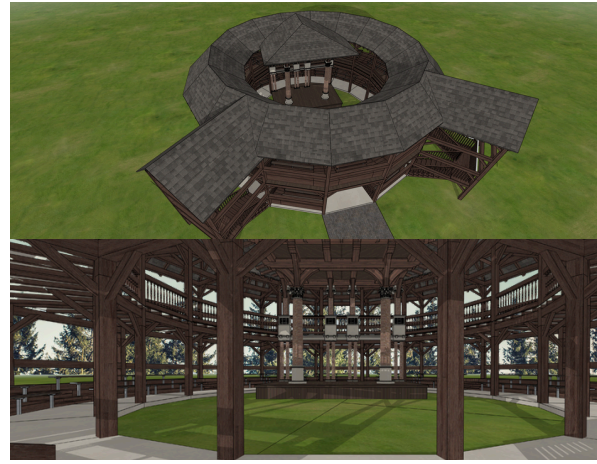


The Mountain
Rose Theatre

The Mountain Rose will be a bold fusion
of Shakespearean tradition,
environmental sustainability, and the
creative spirit of Northern Arizona.

VISION

*The Mountain Rose will inspire lasting joy across generations
through art that thrives in harmony with the natural world.*



The Mountain
Rose Theatre



DESIGN

The theatre will be a state-of-the-art timber frame structure, serving as a showcase for high-quality wood architecture.



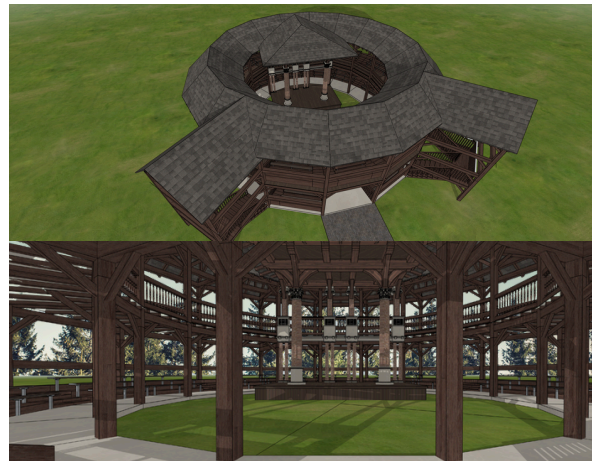
EXPERIENCE

Patrons will experience the intimacy that Elizabethan audiences enjoyed, without layers of technology between audience and performer.



FIREWISE PRINCIPLES

Development will follow Firewise Principles in accordance with the U.S. Forest Service's guidelines.

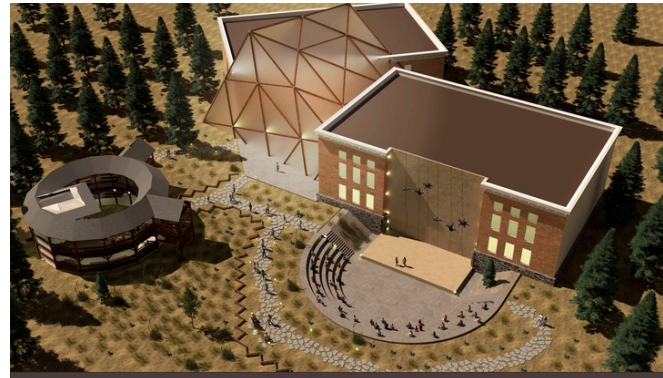


The Mountain
Rose Theatre

“All the world be will be in
love with night.” — Romeo and Juliet

- ☾ Shielded amber lighting minimizes skyglow
- 🌲 Warm fixtures invite eyes from stage to stars
- 🦉 A chorus of wildlife enriches the textures of the performance

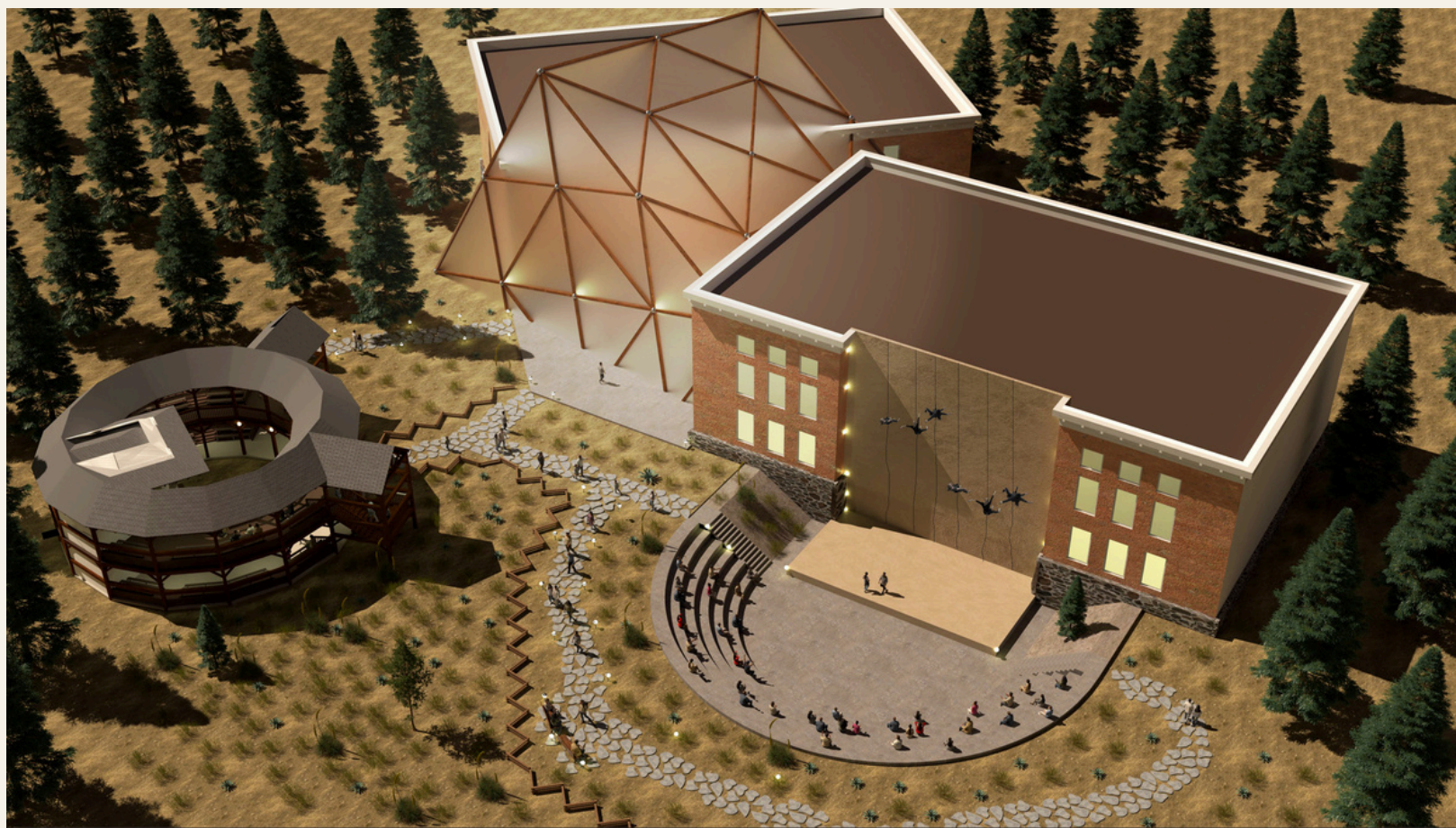
The unique-in-the-world design of the Mountain Rose will blend the ephemeral beauty of performance and the starlit sky to deepen our relationship to the stars, the cosmos, and the quiet wonder of nature.



The Mountain Arts Conservatory

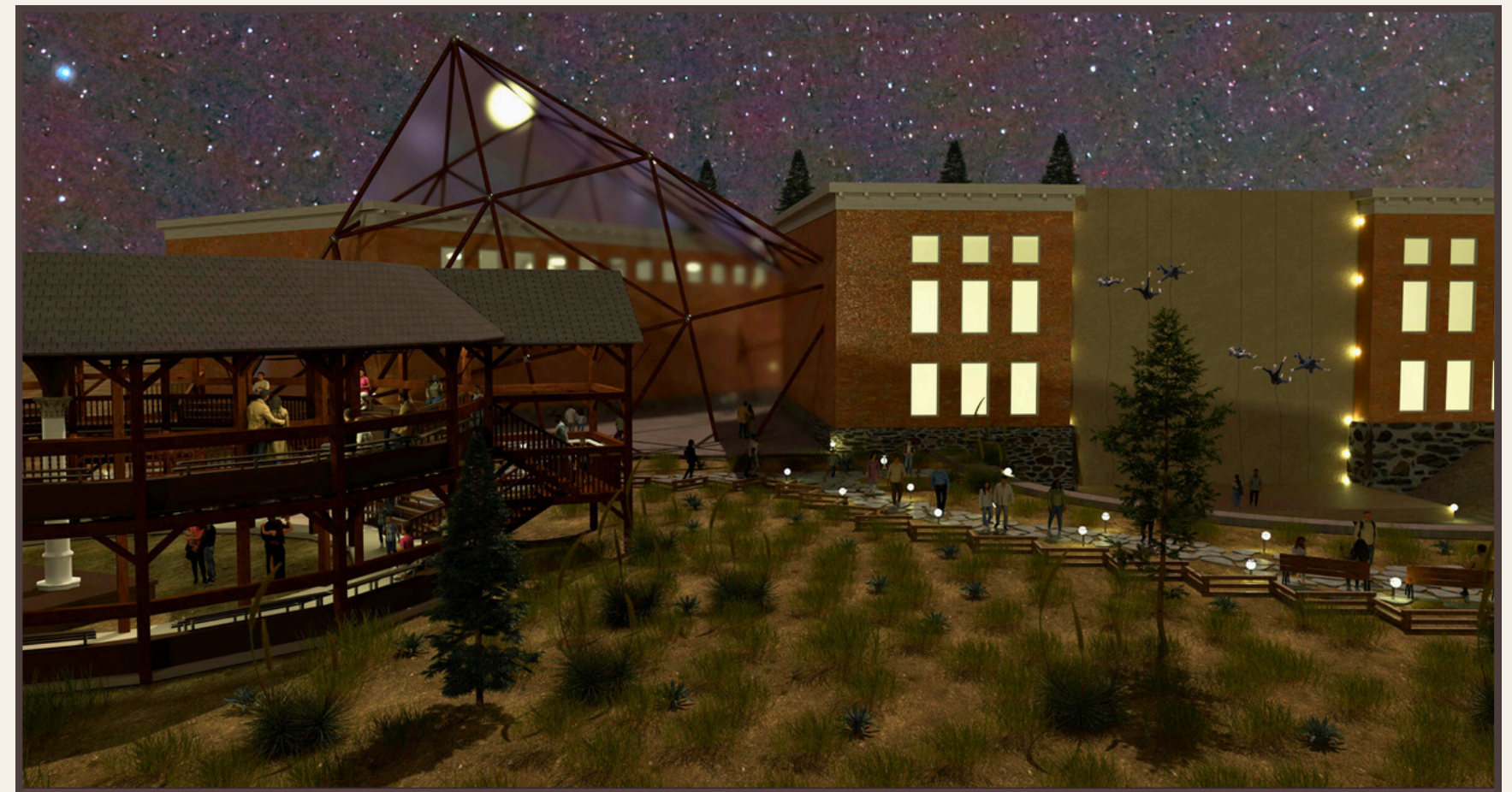
THE MOUNTAIN ARTS CONSERVATORY

Northern Arizona's premier hub for creativity, collaboration, and cultural exchange



Mountain Arts Conservatory and Mountain Rose Theatre

Created by: Brady Geisler



Mountain Arts Conservatory and Mountain Rose Theatre

Created by: Brady Geisler





The Mountain Arts Conservatory

A PERMANENT HOME FOR THE PERFORMING ARTS IN FLAGSTAFF

*Where artists and audiences meet—
and all leave changed.*



Professional Performances



Arts Education



Community Collaborations



Cultural Exchange

At full operations, the Center will be home to between 8 and 10 resident organizations, serve as an incubator for as many as 4 additional organizations, and provide as many as 302 performance events a year. It will serve as many as 190,000 people per year. -ArtsMarket



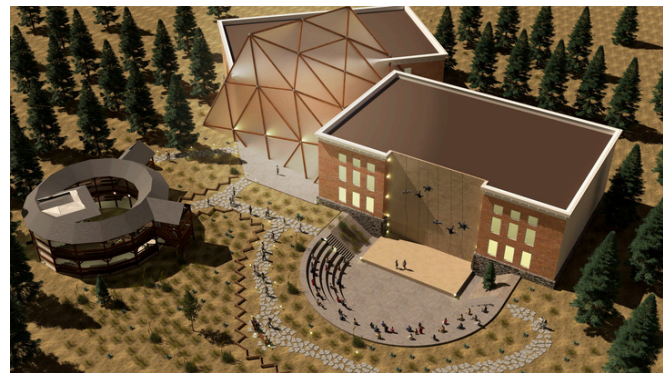
The Mountain
Arts Conservatory

The Architectural Vision for the Mountain Arts Conservatory

A landscape-responsive , multi-venue campus
rooted in flourishing open space across 15 acres



*The Mountain Arts
Conservatory is not a single
building—it is a journey
through the natural systems
that define Northern Arizona.*



The Mountain Arts Conservatory

The Lobby
From Canyon to Cosmos

*The lobby is a threshold experience,
not merely a gathering space.*

WHAT'S INSIDE



The Mountain
Arts Conservatory

- Lobby with grand piano, cocktail tables, and comfortable seating
- Box office with multiple windows
- Concessions area for preshow refreshments
- Patron restrooms
- Coat check

The Lobby
From Canyon to Cosmos

Mountain Rose Theatre

The Pine Forest

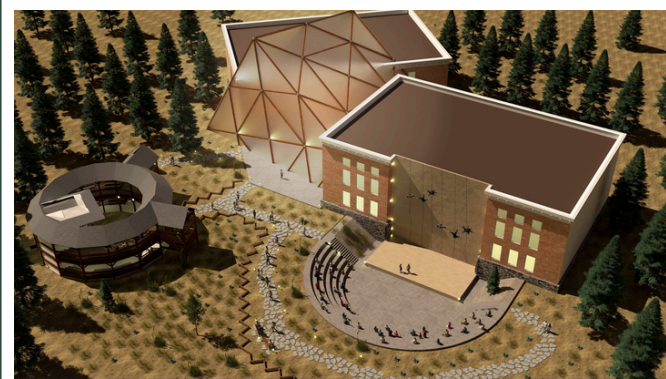


The Mountain Arts Conservatory

The Mountain Rose Theatre itself is inspired by the ponderosa pine—resilient, communal, and expansive.

Mountain Rose Theatre

The Forest Form



PWMA
AUTHENTIC ARCHITECTURE

The Mountain
Arts Conservatory

WHAT'S INSIDE

- Stage: 1,500 sq ft, covered

- Audience, seated: 400 covered, heated seats

- Audience, standing: room for 200

- Patron restrooms on each level

- Backstage: dressing rooms, greenroom, storage



The Mountain
Arts Conservatory

In contrast to the warmth of the forest, the Black Box draws from basalt, lava flows, and volcanic caves—the deep geological forces beneath Flagstaff.

The Black Box

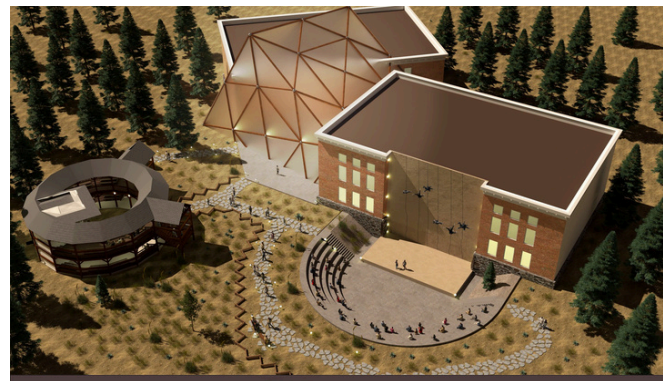
The Basalt Chamber



THEATRIKIDS



FLAGSTAFF MOUNTAIN
FILM FESTIVAL



The Mountain
Arts Conservatory

WHAT'S INSIDE

- Flexible performance space, up to 150 seats

- Overhead: fully adjustable lighting

- Dedicated lobby with restrooms, bar cart, seating

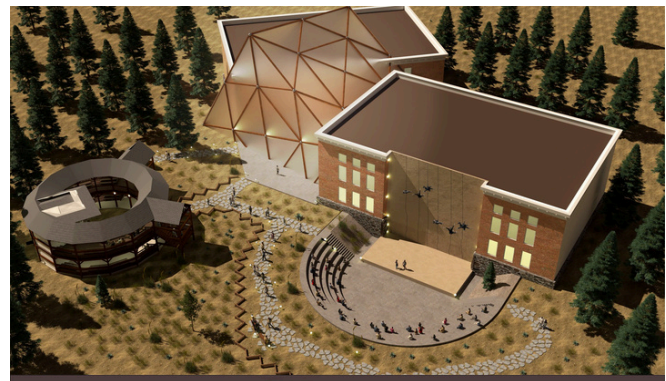
- Backstage: actor greenroom, restrooms, dressing rooms

- Well-padded movable chairs

- Storage space for costumes, props, and sets

The Black Box

The Basalt Chamber



The Mountain Arts Conservatory



NAU COMMUNITY
MUSIC AND DANCE
ACADEMY

The Aerial Dance Studio

Wind, Breath, Aquarius

The aerial studio is shaped by the element of air.



The Mountain Arts Conservatory

The Aerial Dance Studio

Wind, Breath, Aquarius

WHAT'S INSIDE

- 3 primary training spaces (silks, lyra, hammock)
- Dedicated dance studio
- Pole training space
- 1 trapeze training space
- Studio for private lessons, open practice, workshops
- Dressing rooms and restrooms
- Office and janitorial space



The Mountain Arts Conservatory



FLAGSTAFF SYMPHONY
ORCHESTRA



STARGAZER
COLLABORATIVE THEATRE

The Peaks Playhouse

The Stratified Horizon

The Peaks Playhouse celebrates elevation and perspective—where earth meets sky.



The Mountain Arts Conservatory

WHAT'S INSIDE

- 1,600 sq ft stage with fly systems, wings, full lighting truss
- Audience main floor: 500 seats
- Audience balcony: 300 seats
- Orchestral pit or optional thrust
- Backstage: dressing rooms and green room
- Lobby and reception space
- State-of-the-art accessibility

The Peaks Playhouse

The Stratified Horizon



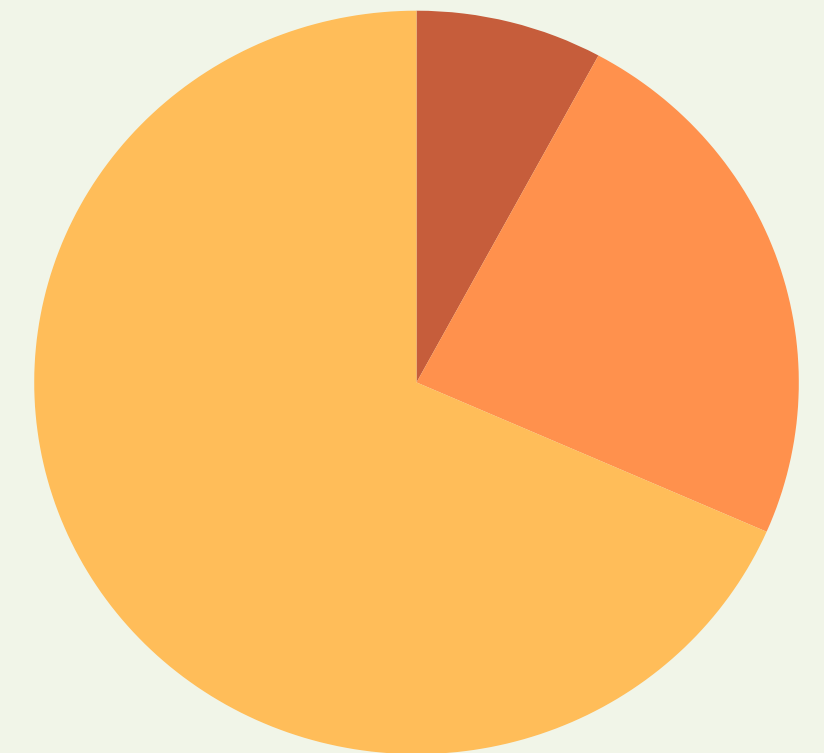
The Mountain Arts Conservatory

\$ 31,071,936*

to complete the Mountain Rose and Mountain Arts Conservatory

Phase 1	Mountain Rose Theatre, Lobby <ul style="list-style-type: none">• Break ground at 3 million raised
Phase 2	Aerial Studio <ul style="list-style-type: none">• Break ground at 9 million raised
Phase 3	Playhouse, Black Box, Classrooms and Rehearsal Hall <ul style="list-style-type: none">• Break ground at 26 million raised

- Phase 1
- Phase 2
- Phase 3

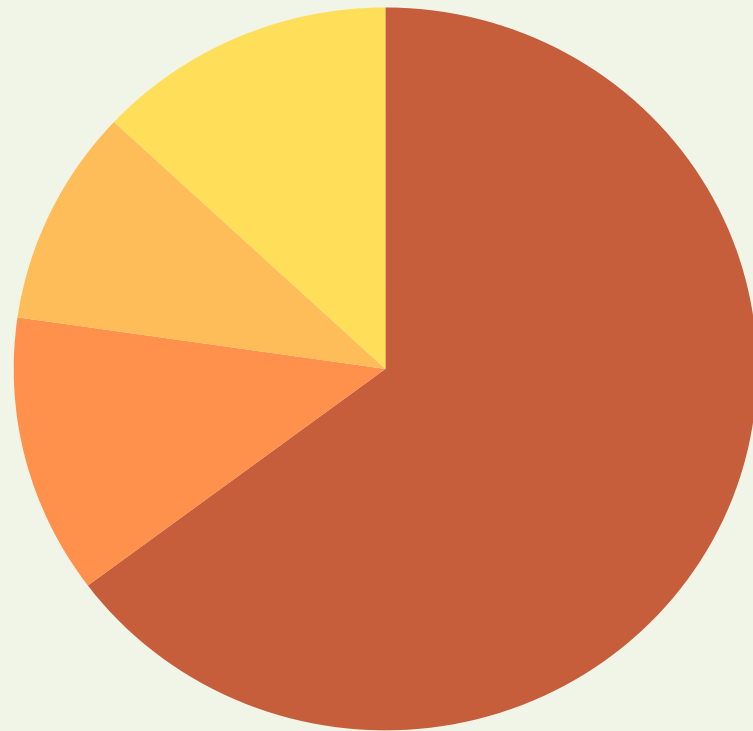


*See handout for detail



The Mountain Arts Conservatory

- Construction
- FF&E
- Endowment
- Contingency



\$ 48,000,000

full fundraising campaign goal

Furniture, Fixtures, and Equipment

- \$5.5M – \$6.7M

Endowment

- \$4,650,000

Contingency and Escalation

- \$6,250,000*

FUNDRAISING STRATEGY

Fundraising is already underway, with over \$550,000 raised in seven months for campaign underwriting.

The team of dedicated professionals behind the MAC:



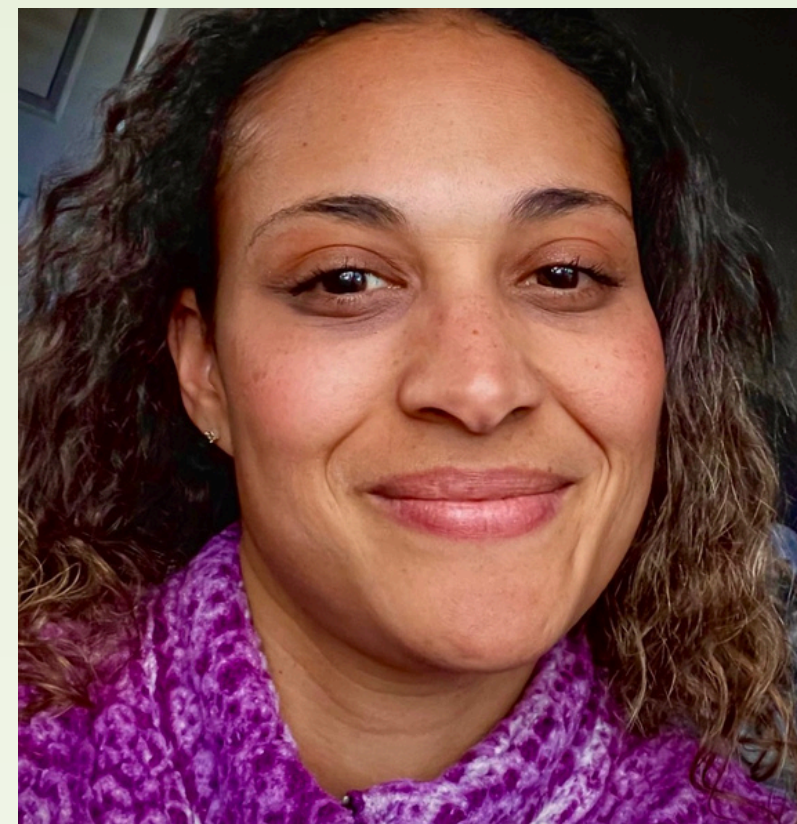
The Mountain
Arts Conservatory



Lisa Actor



Ann Scheflen



Elizabeth Wallace



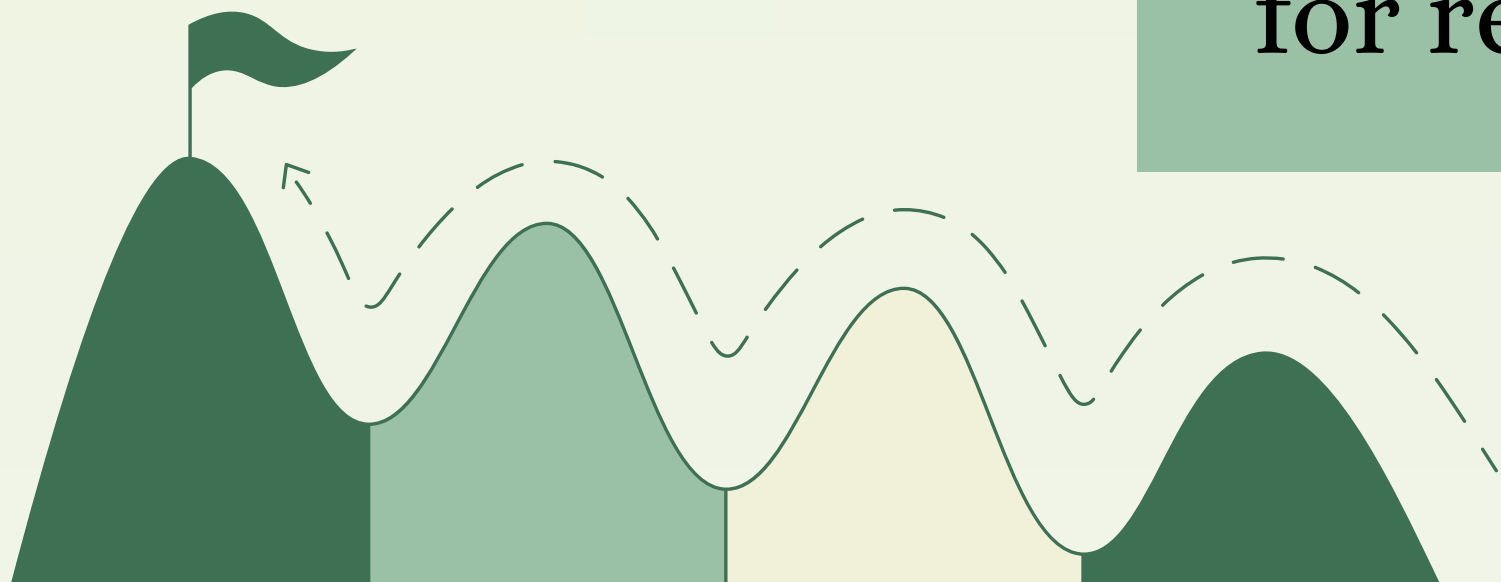
Dawn Tucker

FUNDRAISING STRATEGY



The Mountain
Arts Conservatory

- Cultivate trusting donor relationships with local philanthropists capable of seeing this project through to completion.
- Build grassroots support from local artists and residents to sustain the project after completion.
- Contribute 15% of capital gifts to an endowment for repairs, maintenance, and emergency funds.



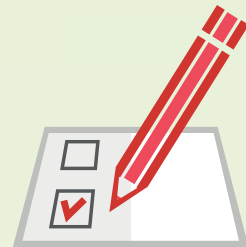


The Mountain
Arts Conservatory

CAMPAIGN REVENUE SOURCES



New Market Tax Credits (location-dependent)



Public bond



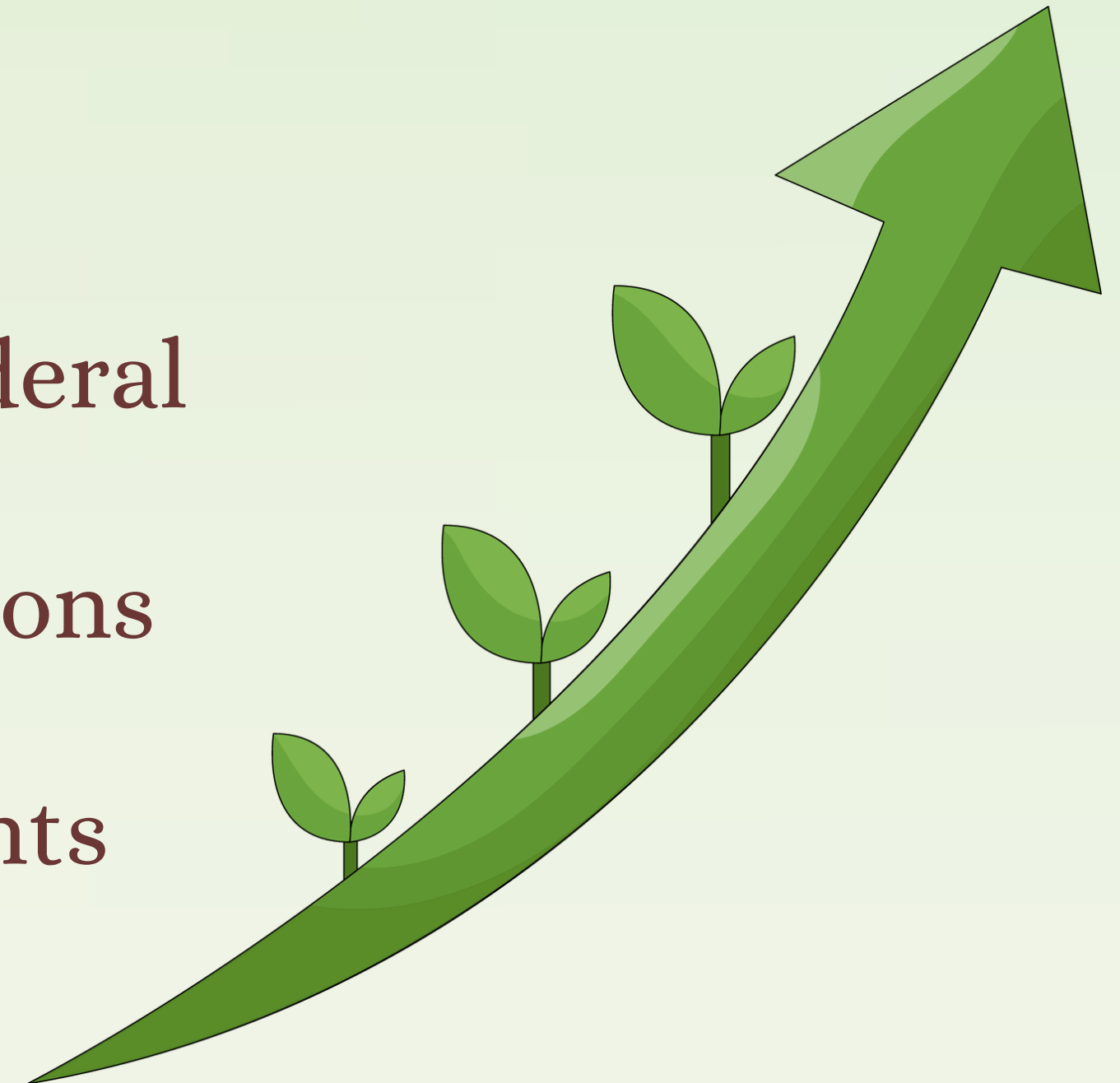
Grants: local, state, federal



Foundation contributions



Corporate naming rights

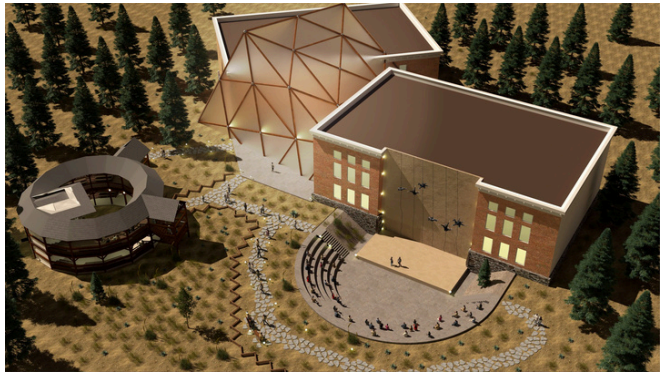


COMPARABLE MID-SIZE PERFORMING ARTS CENTERS

Name	Location	Size	Seats (est.)	Fiscal Year	Total Revenue	Total Expenses	Net Income	Earned Rev %	Contributed Rev %
State Theatre Ctr for the Arts	Easton, PA	Mid	~1,100	FY2025	\$5,130,655	\$5,518,365	(\$387,710)	69.40%	18.10%
The Center for the Performing Arts	Carmel, IN	Mid-Large	~1,600	FY2024	\$9,482,568	\$8,884,489	\$598,079	54.20%	41.70%
Garde Arts Center	New London, CT	Mid	~1,400	FY2024	\$4,412,695	\$4,027,779	\$384,916	59.40%	36.00%
AVERAGES					\$6,341,973	\$6,143,544	\$198,428	61.00%	31.93%

ACTUAL FINANCIALS FORM 990 DATA

ANTICIPATED OPERATIONAL INCOME SOURCES



The Mountain
Arts Conservatory

Government Funding

10%

Private Sector
Contributions

30%

Earned Revenue

60%





“It is not in the stars to hold our destiny but in ourselves.”

-William Shakespeare

**FEASIBILITY STUDY
FINDINGS:**

Insufficient performance venues

Barriers to scheduling &
affordability

Demand exceeds capacity

Overextended existing venues

Need for economic vitality
& community connection

**THE MOUNTAIN ARTS
CONSERVATORY SOLUTIONS:**

✓ Multiple purpose-built venues

✓ Predictable, affordable access

✓ Expanded capacity & programming

✓ Relief for overtaxed existing
community spaces

✓ \$5-7 million in economic impact, 88
jobs

Art, Culture, Science, and the Future in Flagstaff

Engagement and
Survey Results

+ Peer City Research

**Executive
Summary
Report**



Introduction & Background

Flagstaff, Arizona, is a culturally rich and creative mountain town known for its artistic expression, festivals, and scientific innovation, attracting nearly **6 million visitors** annually and generating over **\$930 million** in annual earnings from arts, retail, and tourism-related activities. The city supports a thriving arts, culture, and science community with significant financial backing through the Bed, Board, and Beverage (BBB) City of Flagstaff tax fund. This tax helps finance initiatives like the "Beautification, Arts, and Sciences" program, public art, and provides substantial annual grants to the sector through Creative Flagstaff, the current contracted sector leader, supporting various projects and activities that enrich the city's cultural landscape. Currently, Flagstaff has over **40 diverse nonprofits** in the art, culture, and science sectors who receive grant funding. Creative Flagstaff distributes between **\$400,000 and \$600,000 annually** (depending on budget availability) to nonprofits in the sectors. This level of giving to local nonprofits is a higher percentage of the City's funding for arts, culture and sciences than most of the peer cities we looked at, and higher than any other cities in Arizona that were assessed.

Flagstaff is at a pivotal moment, emerging from the pandemic with new opportunities for growth in the arts, culture and sciences. This includes innovative projects like artists collaborating on City infrastructure projects and the rotating sculpture exhibit at **Liz C. Archuleta County Park**. Public art and initiatives like the **ARTx Festival** and **Beautification in Action** grants have become more integrated into the community's fabric, reflecting a shift toward richer, more collaborative cultural offerings. This report addresses core questions about how well current programs serve the community, the effectiveness of BBB tax funding use, resource needs, and the community's vision for the future. Key overarching questions included:

- How are recent programs, projects, and offerings serving the community?
- How is current funding supporting the sectors?
- What resources are needed for the sectors to thrive?
- How does the community want future funding used?
- What is the vision for Flagstaff's future in arts, culture, and science?



Key Findings

The study highlighted several successes within Flagstaff's arts, culture, and science sectors, alongside areas requiring improvement and strategic focus. The findings reflect community pride in existing achievements and a powerful desire to support sustainable growth in these sectors.



Key Findings

1. Successful Programs and Initiatives

The report identified a number of standout projects that exemplify the creative energy in Flagstaff, as well as the community's desire for continued innovation. Specific examples of projects and programs that are seen as successful by multiple respondents include:

- **ARTx Festival:** This new festival was mentioned as a recent success by many respondents, celebrated for fostering new collaborations and showcasing diverse art forms. It also drew strong community engagement, providing a platform for local artists. Interestingly this festival was also mentioned often as needing improvement (some felt it duplicates existing efforts and needs to be more clearly advertised, for example), illustrating that it is soliciting strong feedback from the community as a new initiative.
- **Flagstaff Festival of Science:** This event is celebrated for its ability to bring together the local community, schools, and scientific institutions in a shared celebration of STEM (science, technology, engineering, and math). Participants lauded the festival for its engaging programming, which spans both arts and sciences, and for its capacity to reach broad audiences and youth.
- **Public Art Projects:** Flagstaff's commitment to public art is visible in projects like the art-wrapped traffic signal cabinets. These installations have added "unexpected moments of joy" and color throughout the city, making art a part of everyday experiences. The project was noted for its accessibility and for highlighting local artists. Similarly, the new Multicultural County Park Sculpture Exhibition at Liz C. Archuleta County Park was praised for its inclusive approach and emotional resonance, offering space for diverse narratives. The Coconino Scroll art fence at the airport was also highlighted for being engaging and beautiful while telling little-known stories of Flagstaff.



Key Findings

Successful Programs and Initiatives (continued)

- **The Coconino Center for the Arts (CCA)** was lauded for its exhibitions and events, such as a recent photography show about immigration, the Parched show about water, and for its unique role as a venue in Flagstaff
- **The Beautification in Action** community micro grants that fund public improvements such as gardens and art, provided by the City of Flagstaff, were mentioned as enabling “communities to do things they themselves envision.”
- **The Flagstaff Symphony Orchestra** was applauded for their collaborative programming, and for being well-organized and inclusive of youth.
- **Other projects and programs** with multiple mentions for success include: the Cheshire Slow Street Asphalt Art, the Library Entry Project (at the Aspen Street library) that includes public art and inclusive design, the recent production of a Midsummer Night’s Dream at NAU, Culture Connection for being so well advertised, Art Walks, Flagstaff Sings for its outreach to local choirs, the Flower Project in the Historic Core, the Flagstaff STEM celebration, Hullabaloo, Museum of Northern Arizona events, the Northern Arizona Book Festival, Octoberfest, Pride Parade, the use of “Art Boxes” for creative input for the Regional Plan, and the heavily-attended Star Party.
- **Murals:** Many respondents also expressed appreciation for the many murals across Flagstaff.



Key Findings

SWOT Analysis: Strengths, Weaknesses, Opportunities, Threats

2. Areas for Improvement

The feedback also pointed to several areas where strategic adjustments could help ensure long-term success and sustainability in the arts, culture, and science sectors.

- **Funding and Resource Allocation:** The need for increased funding for the sector was highlighted, including increasing public/private partnerships. The request to change annual grant requirements (those currently administered by Creative Flagstaff) so that individuals can also apply was mentioned as well. Simplifying the grant process, particularly for small groups, and making funding more accessible were frequently mentioned as ways to improve the sector's sustainability. The request for more private/public funding partnerships was also mentioned.
- **Collaboration and Inclusivity:** While creative collaborations were applauded and recognized, there is room for improvement in how the city's arts, culture, and science sectors work together. Feedback called for stronger partnerships between the City, nonprofit organizations, and NAU to create more cohesive programming and for enhanced support of the sectors. Enhancing inclusivity was also seen as critical, with specific calls for increased representation of Indigenous communities, youth, and other underrepresented groups in artistic and scientific initiatives.
- **Venue Improvement and Development:** Many participants pointed out the need for more versatile and affordable venues to support a wide range of cultural activities. The concept of a "constellation of venues" was suggested, envisioning multiple (including non-traditional) spaces across Flagstaff that host events and exhibitions in various neighborhoods. This approach would allow for greater community reach and financial access to space. There is also interest in exploring the development of a central cultural hub or a flagship venue that could serve as a focal point for major events. Support for the proposed Indigenous Cultural Center was also included.

Engagement activities included a SWOT analysis to assess the sector's strengths, weaknesses, opportunities, and threats:

Strengths: Flagstaff's natural beauty, strong community support for the arts, and unique blend of artistic and scientific institutions, including the Museum of Northern Arizona and Lowell Observatory.

Weaknesses: Limited affordable venues, fragmented collaboration among organizations, and challenges with retaining staff and volunteers.

Opportunities: Creating new venues or improving old ones, leveraging Flagstaff's unique geographic setting for art and science initiatives, and expanding partnerships with Northern Arizona University (NAU).

Threats: Rising living costs, declining volunteerism, and potential loss of funding from sources like the Bed, Board, and Beverage (BBB) tax if not renewed in the future.



Key Findings

3. Community Vision and Strategic Opportunities

The vision articulated through the engagement process reflects a community eager to embrace its creative identity and leverage it for broader economic and social benefits.

- Art, Culture, and Science as Central to Flagstaff’s Identity:** Many community members envision Flagstaff as a regional creative hub, drawing on its natural beauty, Indigenous heritage, and strong scientific presence. Participants see an opportunity to further integrate these elements into the city’s identity, using them as a foundation for marketing Flagstaff as a cultural destination. Emphasizing this identity could attract new residents, visitors, and investment, bolstering the local economy. There is also a desire to move toward more contemporary, colorful, and “brave” artistic expressions, such as in public art.
- Supporting Emerging Artists, Creatives and Entrepreneurs:** There is strong support for initiatives that help local artists and creatives thrive. Suggested actions include mentorship programs, business training, grant writing and project application training, and expanded artist residency opportunities. Participants believe that providing these resources would stimulate innovation, retain local talent, and enhance the overall vibrancy of the arts community.
- Engagement with Technology:** Participants recognized the importance of embracing digital tools to keep pace with evolving cultural trends. Suggestions included using technology to enhance public art—such as through digital tours or interactive exhibits—and developing online platforms such as apps for promoting local events. These tools could help reach younger audiences and tourists who are accustomed to digital engagement, thereby expanding the impact of Flagstaff’s cultural offerings.

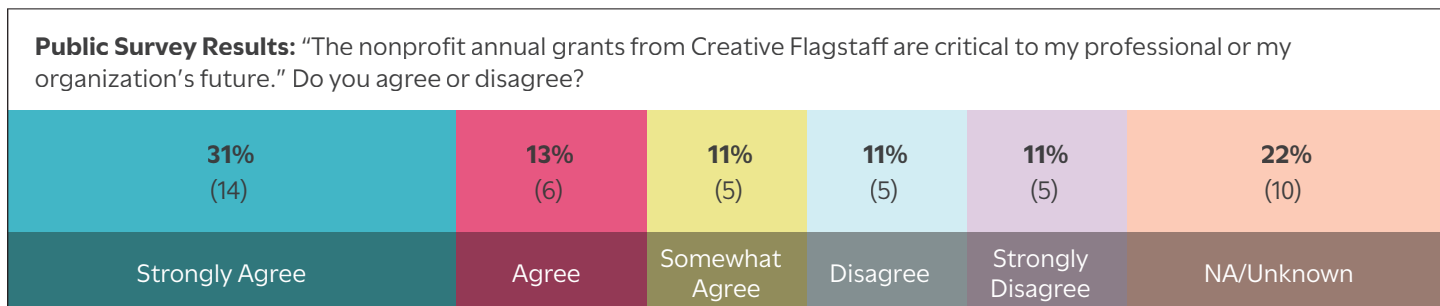


Figure X. Feedback on Annual Grants to Nonprofits. Public survey participants were asked to share their experience with utilizing the nonprofit annual grants currently administered by Creative Flagstaff.

Key Findings

4. Insights from Peer Cities

The report also included research into peer cities with similar characteristics to Flagstaff such as their population size, presence of a university, and emphasis on natural surroundings. These insights offer valuable lessons for Flagstaff's future development.

- **Asheville, North Carolina:** The concept of “creative placemaking” rather than “public art” is emphasized, which integrates art into community endeavors and planning. Asheville's use of temporary art installations provides flexibility to adapt to changing community needs, a model that could benefit Flagstaff as it seeks to balance heritage preservation with new artistic expressions.
- **Bellingham, Washington:** An activated community space on an undeveloped parcel in Bellingham, featuring temporary murals, live music, and other events, has become a local gem. The use of non-traditional space for temporarily activated “hubs” could benefit local artists and the sectors while also strengthening the community in Flagstaff.
- **Bentonville, Arkansas:** The Crystal Bridges Museum serves as a cultural anchor in Bentonville, demonstrating how a major institution can catalyze broader (and more diverse) community engagement. Flagstaff could consider similar models for leveraging its existing cultural institutions to create deeper community ties and attract regional visitors.
- **Boulder, Colorado:** Sector leadership highlights the importance of professional development for artists and maintaining strong partnerships with local government. Boulder's focus on capacity-building through workshops and networking events has helped create a resilient arts sector, suggesting a path for Flagstaff to enhance support for its own creative community.

Asheville, NC



Boulder, CO



Bentonville, AR



Key Findings

Insights from Peer Cities (continued)

- Bozeman, Montana:** Capacity-building and education for local artists is prioritized through a scholarship fund available to residents of the state of Montana interested in pursuing artistic endeavors, including (but not limited to) camps, lessons, workshops, higher education, residencies, and community art projects. Flagstaff may look to this model to support and uplift local talent through education.
- Durango, Colorado:** Maintaining a large, dynamic community space for the benefit of over 50 businesses, individuals, and organizations is key to Durango’s successful collaboration across the sectors. This model may be considered as Flagstaff’s venues may shift over time.
- Montpelier, Vermont:** Sector leadership collects data on a variety of sector metrics to visibly showcase successes with state legislators and funders. Flagstaff may invest in data tracking more intentionally as it seeks to acquire more external funding sources for the sectors and continues to grow a culture of philanthropy.



Montpelier, VT

Public Survey Results: Overall, how do you think Flagstaff is doing in the following areas?

	%	%	%	%	%	%
	Very Well	Somewhat Well	Neutral	Somewhat Poorly	Poorly	NA/Unknown
Venues and space for art and cultural activities (existing)	15	44	13	16	3	8
Supporting local science and environmental education organizations	19	24	22	5	2	27
Supporting local entrepreneurs in the art/culture/science sector	10	16	26	10	5	33
Supporting local artists	9	49	19	5	3	14
Public art program	19	30	20	4	4	24
Providing affordable and accessible venues for groups	6	16	29	16	8	27
Planning for new art/culture/science venues	3	13	28	15	8	32
Inclusion of and listening to diverse people and audiences	15	25	22	16	9	14
Funding to art/culture/science nonprofit organizations	14	40	15	4	3	23
Festivals and events (art/culture/science)	28	43	16	7	1	5

Figure X. Public Survey Participants Analyze the Success of Several Existing Projects and Programs. Participants provided feedback on how well they thought a provided list of projects and programs were doing on a scale from “Poorly” to “Very Well.”

Pathways Forward

Based on the findings from engagement activities and peer city research, the report outlines several potential strategic pathways to guide the future of Flagstaff's arts, culture, and science sectors.



Pathways Forward (continued)

- **Enhance Funding Mechanisms:** To address resource gaps, the report recommends increasing “the pie” of available funding for local non-profits, artists, and creative entrepreneurs. Developing a culture of philanthropy in Flagstaff is also suggested to attract large donors and build long-term funding streams, including corporate donors.
- **Develop a Centralized Hub and/or Satellite Venues:** A venue study can help assess the needs of existing spaces and the feasibility of developing new venues or cultural hubs. A centralized arts and culture center, complemented by smaller satellite venues in various neighborhoods, would provide a range of options for diverse types of events and audiences, creating a more accessible and dynamic cultural ecosystem. Focusing on just a constellation of venues may provide a less expensive and more dynamic path forward, however. Consider developing more central satellite venues for existing institutions such as the CCA, Lowell, and MNA to increase visibility and accessibility to

Public Survey Results: “Flagstaff can and should be known as one of the Southwest’s most creative cities.” Do you agree or disagree?

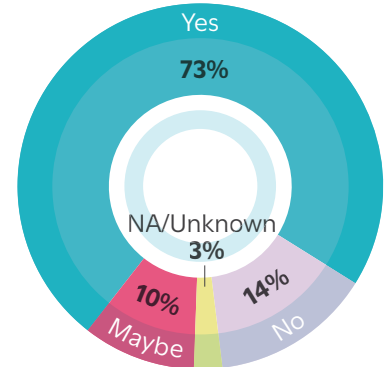


Figure X. All responses (120) from the online public survey and sector leadership interviews were compiled, showing the majority of respondents agree with Creative Flagstaff’s vision for Flagstaff as “one of the Southwest’s most creative cities.”



Pathways Forward (continued)

programming. If a venue study is pursued, however, do so with caution – as one respondent mentioned, “every place they lived has wanted more venues.” Supporting existing venues more is also an alternative.

- **Strengthen Marketing and Outreach:** Flagstaff’s cultural sector can benefit from improved promotion of local events through digital tools and coordinated efforts with groups such as Discover Flagstaff. A more strategic marketing approach can elevate Flagstaff’s profile as a creative destination, drawing attention to its unique blend of art, culture, and science. Participants also asked for greater visibility and promotion of the City’s Beautification, Art and Sciences program activities.
- **Foster Inclusivity and Community Engagement:** The findings emphasize the importance of prioritizing outreach to underserved communities, including Indigenous populations, to ensure that Flagstaff’s cultural sector is truly reflective of its diversity. Offering youth-focused programs and creating platforms for new voices in the arts could help build a more inclusive and interconnected community.
- **Increased Training and Support for Artists, Entrepreneurs, and Nonprofits:** Find specific ways to support people and groups getting started and succeeding in the sectors. Increase trainings in topics such as grant writing, nonprofit best practices, navigating City processes, and artist trainings focused on business practices and public art. Provide training on how to work with diverse people (such as Indigenous populations) for all City staff as well as groups in the sector. Also provide more mentorship opportunities.



Conclusion

This report highlights a community eager to build on its strengths and address its challenges, working towards a shared vision of a more vibrant, inclusive, and creative city. With strategic investment, increased collaboration, and a commitment to inclusivity, Flagstaff can continue to be a place where creativity thrives, enriching the lives of residents and visitors alike while contributing to the city's economic and cultural vitality.



This report was prepared for the City of Flagstaff Beautification, Arts and Sciences program by Eliza Kretzmann Consulting in 2024. Special thanks to City staff David McIntire (Community Investment Director) and Jana Weldon (Manager of Beautification, Arts and Sciences) for work on this project, and to Cristin Crujido (Beautification, Arts & Sciences Coordinator) and Creag Znetko (Administrative Specialist) for their assistance with these activities. Thank you also to Erin Kaczmarowski for working on this effort with the consultant. Eliza Kretzmann consulting works throughout the Southwest focusing on connecting communities to crucial resources & creating spaces and places that uplift and inspire people.

For a full report of more detailed findings, please contact the City of Flagstaff's Beautification, Arts and Sciences Program.