

WORK SESSION AGENDA

CITY COUNCIL WORK SESSION
TUESDAY
MAY 12, 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. **Proclamations**

A. **Proclamation:** Jewish Heritage Month

STAFF RECOMMENDED ACTION:

Read and present the Proclamation.

B. **Proclamation:** Asian American, Native Hawaiian, and Pacific Islander (AANHPI) Heritage Month

STAFF RECOMMENDED ACTION:

Read and present the Proclamation.

C. **Proclamation:** Mental Health Awareness Month

STAFF RECOMMENDED ACTION:

Read and present the proclamation.

D. **Proclamation:** National Police Week

STAFF RECOMMENDED ACTION:

Read and present the Proclamation.

6. **Creative Flagstaff Annual Report**

Council will hear a presentation and receive a report from Creative Flagstaff on their FY26 activities as the Grant Making Agency and the Lead Arts Agency for the City of Flagstaff with the impact on the arts, science and culture sectors.

7. **Spruce Wash Flood Mitigation Project Completion Update**

Provide the community a close out report of the Spruce Wash flood mitigation projects and announce the community celebration/ribbon cutting signifying the completion of the post wildfire flood mitigation suite of projects.

8. Safe Streets Master Plan Presentation

Information Only

9. Green Business Boot Camp Overview and Update

Information Only

10. Open Call to the Public

11. Announcements and Updates to/from Council and City Manager

12. 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: Jessica Matias, Chief of Staff
Date: 05/07/2026
Meeting Date: 05/12/2026



TITLE:

Proclamation: Jewish Heritage Month

STAFF RECOMMENDED ACTION:

Read and present the Proclamation.

Executive Summary:

NA

Financial Impact:

NA

Policy Impact:

NA

Previous Council Decision or Community Discussion:

NA

Options and Alternatives to Recommended Action:

NA

Connection to PBB Priorities and Objectives:

NA

Connection to Regional Plan:

NA

Connection to Carbon Neutrality Plan:

NA

Connection to 10-Year Housing Plan:

NA

Attachments: [Proclamation](#)

CITY OF FLAGSTAFF – OFFICE OF THE MAYOR

PROCLAMATION

WHEREAS, the City of Flagstaff joins the Library of Congress, National Archives and Records Administration, National Endowment for the Humanities, National Gallery of Art, National Park Service and United States Holocaust Memorial Museum in paying tribute to the generations of Jewish Americans who helped form the fabric of American history, culture and society; and

WHEREAS, Jewish American Heritage Month has been observed each May since 2006, when President George W. Bush first proclaimed its national recognition, affirming the vital role Jewish Americans have played in shaping the United States; and

WHEREAS, Jewish American Heritage Month celebrates the rich history, traditions, and vibrant culture of Jewish Americans, while also serving as an opportunity to promote understanding and stand against antisemitism in all its forms; and

WHEREAS, Flagstaff is home to vibrant centers of Jewish life, including Congregation Lev Shalom and Chabad of Flagstaff which provide cultural, educational, and community-centered programming open to all.

NOW, THEREFORE, I, Mayor Becky Daggett, Mayor of the City of Flagstaff, Arizona do hereby proclaim May 2026, as

JEWISH AMERICAN HERITAGE MONTH

And encourages residents to celebrate Jewish American heritage month by learning about Jewish history and culture, participating in local events, and fostering a community of respect, inclusion, and understanding.

Becky Daggett

MAYOR

ATTEST:

Macy Salzburg

CITY CLERK

**CITY OF FLAGSTAFF
STAFF SUMMARY REPORT**

To: The Honorable Mayor and Council
From: Jessica Matias, Chief of Staff
Date: 05/07/2026
Meeting Date: 05/12/2026



TITLE:

Proclamation: Asian American, Native Hawaiian, and Pacific Islander (AANHPI) Heritage Month

STAFF RECOMMENDED ACTION:

Read and present the Proclamation.

Executive Summary:

NA

Financial Impact:

NA

Policy Impact:

NA

Previous Council Decision or Community Discussion:

NA

Options and Alternatives to Recommended Action:

NA

Connection to PBB Priorities and Objectives:

NA

Connection to Regional Plan:

NA

Connection to Carbon Neutrality Plan:

NA

Connection to 10-Year Housing Plan:

NA

Attachments: [Proclamation](#)

CITY OF FLAGSTAFF – OFFICE OF THE MAYOR

PROCLAMATION

WHEREAS, the City of Flagstaff recognizes the importance of celebrating the cultural diversity and contributions of the Asian American, Native Hawaiian, and Pacific Islander (AANHPI) community; and

WHEREAS, AANHPI Heritage Month provides an opportunity for our community to honor the rich heritage, traditions, and history of Asian Americans, Native Hawaiians, and Pacific Islanders, who have greatly enriched the fabric of our society; and

WHEREAS, by celebrating AANHPI Heritage Month, we honor the resilience, perseverance, and achievements of the AANHPI community, and commit to building a more inclusive and equitable society for future generations; and

WHEREAS, The Federal Asian Pacific American Council has announced that the theme of 2026’s Asian American, Native Hawaiian, and Pacific Islander (AANHPI) Heritage Month is “Power in Unity: Strengthening Communities Together,” which honors the hard work of AANHPI leaders who established a foundation for future generations to thrive and adapt to change with resilience.

NOW, THEREFORE, I, Mayor Becky Daggett, Mayor of the City of Flagstaff, Arizona do hereby proclaim May 2026, as

ASIAN AMERICAN, NATIVE HAWAIIAN, AND PACIFIC ISLANDER (AANHPI) HERITAGE MONTH

and invites residents to honor AANHPI heritage month by engaging in cultural events, uplifting AANHPI voices, and helping build a more connected and inclusive community.

Becky Daggett

MAYOR

ATTEST:

Stacy Salzburg

CITY CLERK

**CITY OF FLAGSTAFF
STAFF SUMMARY REPORT**

To: The Honorable Mayor and Council
From: Jessica Matias, Chief of Staff
Date: 04/14/2026
Meeting Date: 05/12/2026



TITLE:

Proclamation: Mental Health Awareness Month

STAFF RECOMMENDED ACTION:

DESIRED OUTCOME:

Read and present the proclamation.

Executive Summary:

NA

Information:

NA

Attachments: [Proclamation](#)

CITY OF FLAGSTAFF – OFFICE OF THE MAYOR

PROCLAMATION

WHEREAS, mental health is essential to overall well-being; and

WHEREAS, one in four adults and one in five youth ages 13-18 experience mental health challenges; and

WHEREAS, 60 percent of adults and 50 percent of youth do not receive the mental health treatment necessary due to limited knowledge of the need, barriers to care, or stigma, fear, and shame; and

WHEREAS, adverse childhood experiences (ACEs), including physical, emotional and sexual abuse or neglect; household dysfunction; untreated mental illness; untreated substance misuse; separation or incarceration of a household member; and domestic violence, are traumatic experiences that can have a profound effect on a child's developing brain and can result in poor physical and mental health through adulthood; and

WHEREAS, creating safe, stable, nurturing relationships and environments for all children prevent Adverse Childhood Experiences (ACEs) and help all children reach their full potential, and these relationships and environments are essential to creating positive childhood experiences; and

WHEREAS, isolation, sickness, grief, home instability, change of routines, and community trauma have increased the need for mental health services; and

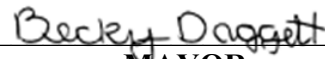
WHEREAS, mental wellness leads to higher productivity, better educational outcomes, lower crime, stronger economies, lower healthcare costs, and improved quality of life; and

WHEREAS in recognition of the importance of mental health and in support of our community members who face mental health challenges we invite residents to join us in the events of Mental Health Matters month, the listing may be found at nahealth.com/philanthropy.

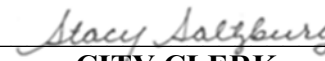
NOW, THEREFORE, I, Mayor Becky Daggett, Mayor of the City of Flagstaff, Arizona do hereby proclaim May 2026

MENTAL HEALTH AWARENESS MONTH

and call upon all City residents, government agencies, public and private institutions, businesses, and schools to recommit our community to increasing awareness and understanding of mental illnesses, reducing stigma, and discrimination and promoting appropriate and accessible services for all individuals.


MAYOR

ATTEST:


CITY CLERK

**CITY OF FLAGSTAFF
STAFF SUMMARY REPORT**

To: The Honorable Mayor and Council
From: Jessica Matias, Chief of Staff
Date: 05/07/2026
Meeting Date: 05/12/2026



TITLE:

Proclamation: National Police Week

STAFF RECOMMENDED ACTION:

Read and present the Proclamation.

Executive Summary:

NA

Financial Impact:

NA

Policy Impact:

NA

Previous Council Decision or Community Discussion:

NA

Options and Alternatives to Recommended Action:

NA

Connection to PBB Priorities and Objectives:

NA

Connection to Regional Plan:

NA

Connection to Carbon Neutrality Plan:

NA

Connection to 10-Year Housing Plan:

NA

Attachments: [Proclamation](#)

City of Flagstaff – Office of the Mayor

Proclamation

National Police Week

“People, Purpose, Presence”

WHEREAS, the men and women of the Flagstaff Police Department dedicate their lives to safeguarding the residents and visitors of the Flagstaff community, upholding the law, and protecting the rights and freedoms we hold dear; and

WHEREAS, National Police Week is a time to recognize the courage, professionalism, and steadfast commitment of law enforcement officers who serve with integrity, often under challenging and dangerous circumstances; and

WHEREAS, 111 Law Enforcement Officers lost their lives in the line of duty in 2025, we honor and remember those officers from across the nation who have made the ultimate sacrifice in the line of duty, and we extend our deepest respect to their families, friends, and colleagues who continue to carry their legacy; and

WHEREAS, the City of Flagstaff recently experienced the tragic loss of DPS Pilot Robert Stankey and Trooper/Paramedic Hunter Bennet, critical incidents in our City and nation serve as a solemn reminder of the unpredictable and life-threatening dangers law enforcement officers face in the line of duty, underscoring the extraordinary bravery required of those who serve; and

WHEREAS, the City of Flagstaff is strengthened by the dedication of its law enforcement officers, whose daily efforts contribute to the well-being and security of our neighborhoods, businesses, and public spaces;

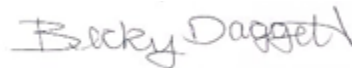
NOW, THEREFORE, I, Mayor Becky Daggett, Mayor of the City of Flagstaff, Arizona do hereby proclaim the week of May 10th – 16th, 2026 as

National Police WEEK

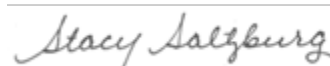
In Flagstaff, Arizona.

and encourage all residents to join in honoring the service and sacrifice of our law enforcement officers, past and present. Let us express our gratitude and reaffirm our shared commitment to fostering a safe, just, and united community.

Dated this 12th day of May, 2025.



MAYOR



CITY CLERK

**CITY OF FLAGSTAFF
STAFF SUMMARY REPORT**

To: The Honorable Mayor and Council
From: Jana Weldon, Beautification Arts & Sciences Program Manager
Date: 04/29/2026
Meeting Date: 05/12/2026



TITLE:
Creative Flagstaff Annual Report

DESIRED OUTCOME:

Council will hear a presentation and receive a report from Creative Flagstaff on their FY26 activities as the Grant Making Agency and the Lead Arts Agency for the City of Flagstaff with the impact on the arts, science and culture sectors.

Executive Summary:

The City of Flagstaff entered into a five-year contract, Contract no. 2025-176, starting in FY26, with Flagstaff Arts Council (doing business as Creative Flagstaff). Per this contract, Creative Flagstaff is engaged to provide a myriad of services related to the arts, sciences, and culture sectors in the community. The contract is funded by a local 2% transaction privilege tax on the hotel and restaurant activities in Flagstaff (also known as the bed, board, and beverage or BBB tax).

Creative Flagstaff serves as both a Grant Making Agency (GMA), and a Lead Arts Agency (LAA). GMA activities focus on providing a fair, impartial, and beneficial process to make grants to non-profit partners and projects. LAA activities focus on elevating the arts in flagstaff through educational workshops, events, and exhibitions.

The contract requires Creative Flagstaff as the GMA to make a *verbal presentation to City Council and written report summarizing funding allocations and benefits achieved through grant process*; and as the LAA to *present to Council at least once per fiscal year to demonstrate activities, accomplishments, challenges and the state of the arts, culture and science sectors in Flagstaff*.

Information:

Beautification and Public Art Commission (BPAC) heard a presentation of Creative Flagstaff's LAA programming and GMA administration overview on March 9, 2026.

BPAC heard a presentation on pass through project grants, Arts & Sciences Innovation/Capacity Building and ARTx, administered by Creative Flagstaff on February 9, 2026.

Council approved a five-year contract, with three one-year extensions, with Creative Flagstaff to serve as the City's Lead Arts Agency (LAA) and Grantmaking Agency (GMA) for Arts, Culture and Science on May 20, 2025 (attached).

Attachments: [Presentation](#)
[Written Report](#)
[Contract](#)

Creative Flagstaff Annual Report

**Introduction, Jana Weldon
Beautification, Arts & Sciences
Program Manager**





Fostering Creative Opportunity

Creative Flagstaff: Lead Arts Agency

\$50,575 ongoing and additional one-time \$125,000 leadership investment, and additional \$100,000 for festivals/events.





Coconino Center for the Arts

*Fostering an engaged, equitable, and
imaginative community since 1984*

Coconino Center for the Arts is proudly operated by



Exhibitions

COCONINO
CENTER FOR THE
ARTS





SHIFTING TOPOGRAPHIES
Extracting the Landscape

Oct – Dec 2025

The image shows an art installation in a dark gallery. On the left, a tin can is mounted on a wooden tripod. Next to it, a wooden box sits on a white pedestal with another tin can on top. In the center, a projection on the wall shows a tin can on a wooden floor. To the right, a large sculpture of many tin cans is suspended from the ceiling. Below it, a small wooden box with a red ribbon is on a shelf. Further right, a white pedestal holds a bundle of white fabric tied with red string. In the foreground, a wooden frame with a black spool of red thread sits on a white pedestal. The floor is dark and reflective. A large, colorful diagonal graphic (red, orange, and yellow) is overlaid on the left side of the image.

NEAL GALLOWAY
Tin Can Conversations

Oct – Dec 2025



FORE! Artist-Designed Miniature Golf

Jan – Feb 2026



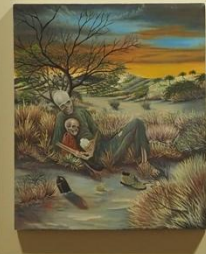
YOUTH ARTS

Mar 2026



EVER PRESENT

Guillermo Galindo & José Luis Sotero



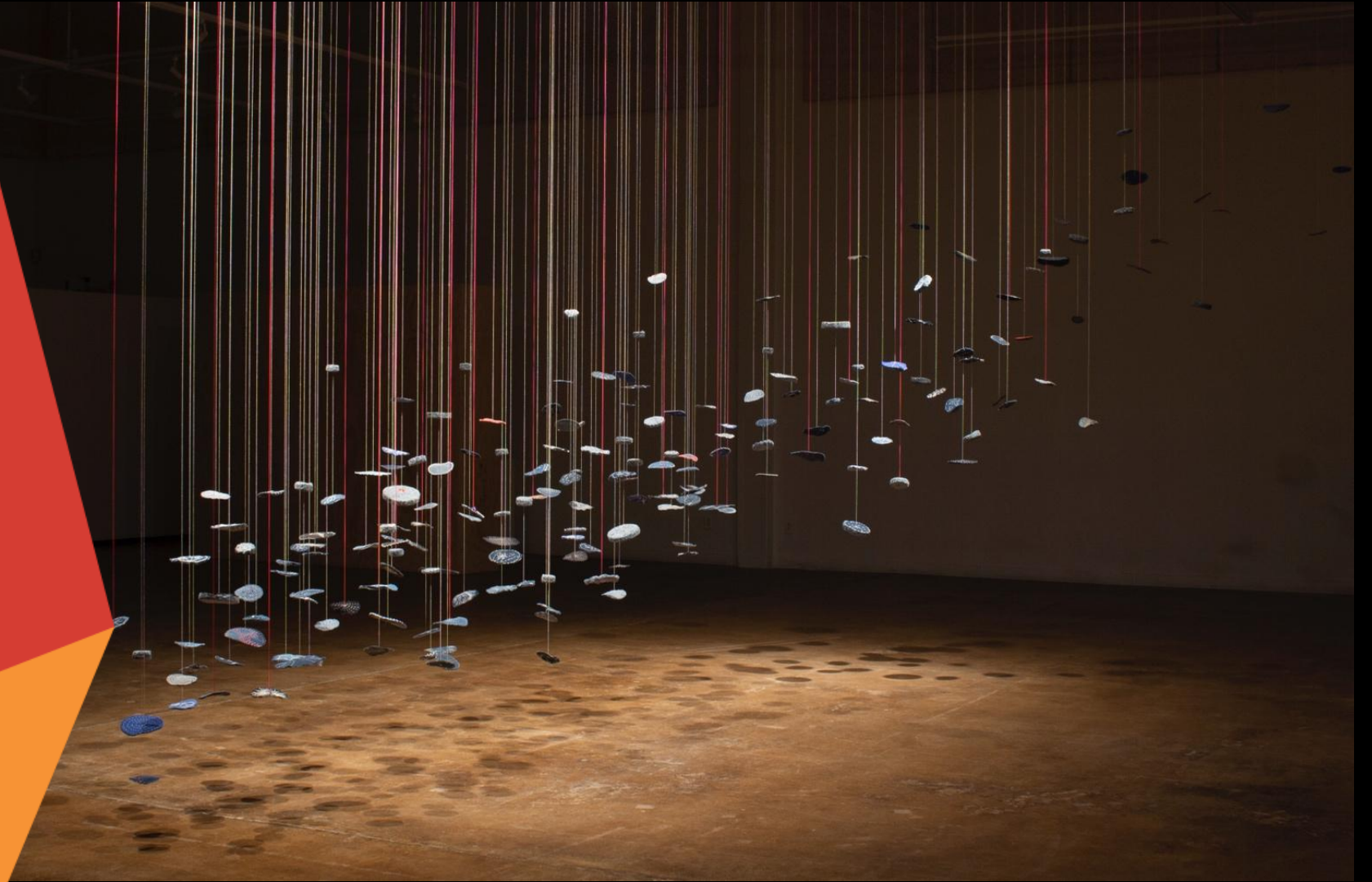
**EVER PRESENT:
José Luis Sotero &
Guillermo Galindo**

Apr – May 2026



UPCOMING
NightVisions:
AMBER

Jun – Sep 2026





**CREATIVE CAMPS
2026**

Drawing

Painting

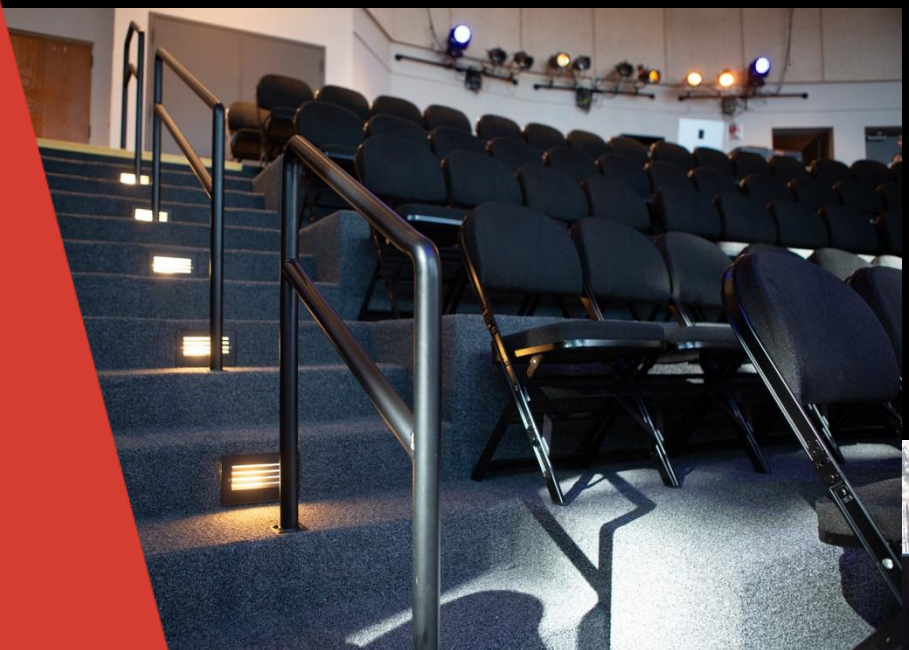
Sculpture

Fiber Arts



COCONINO
CENTER FOR THE
ARTS **YOUTH
CREATIVE CAMPS**





**Renovated
Theater**





50+ concerts,
performances
& presentations

Performances

 **COCONINO**
CENTER FOR THE
ARTS

Professional Development Workshop Series for Artists, Creatives & Nonprofits



Digital Marketing and AI for Nonprofits

Saturday, August 9
FREE | 9 am - noon

Managing Web Presence for Artists

Saturday, November 8
FREE | 9 am - noon

Board Basics: Bylaws, Roles, Development, and Succession Planning

Saturday, January 24
FREE | 9 am - noon

Diversifying Funding, Partnerships & Tax Awareness for Artists & Nonprofits

Saturday, March 7
FREE | 9 am - noon

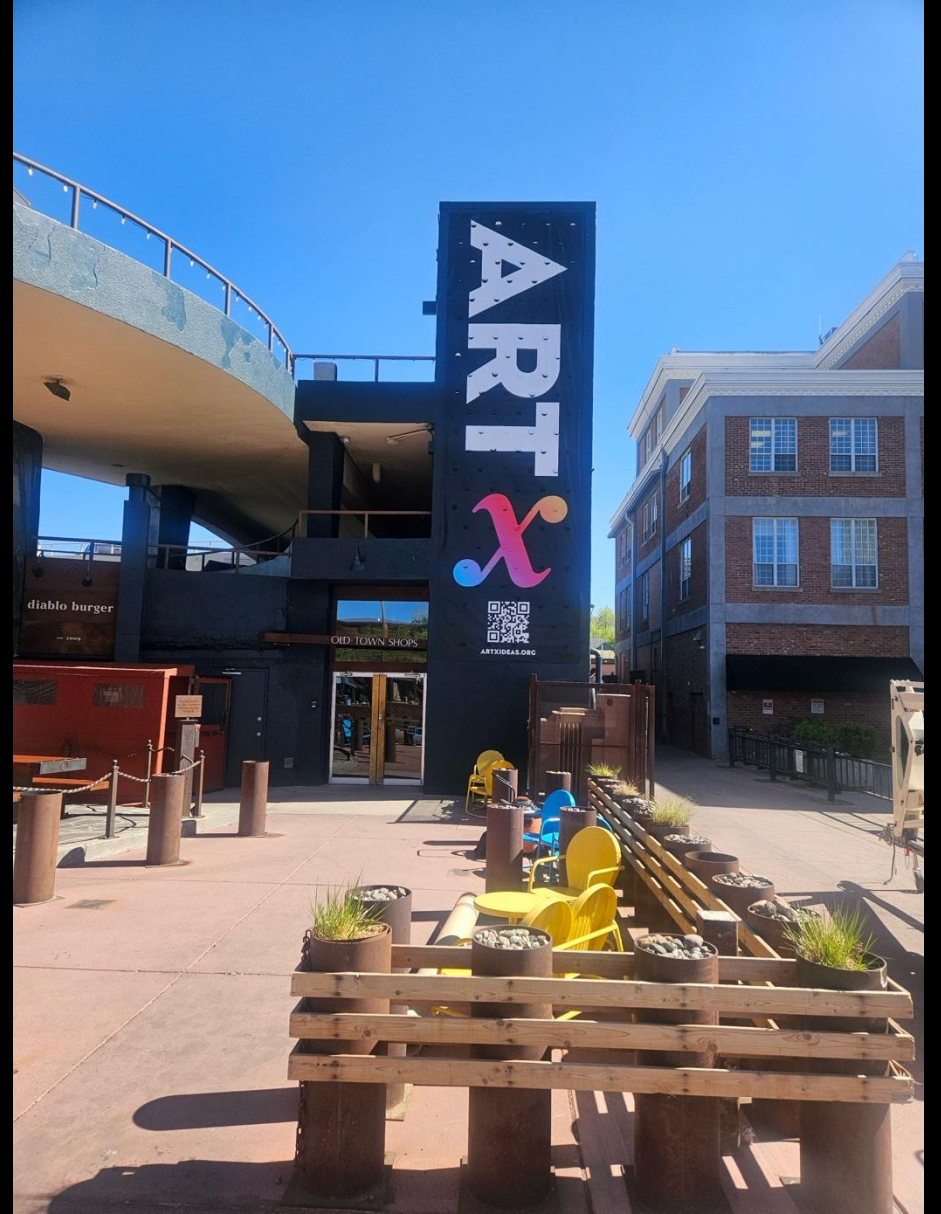
ART

ART X IDEAS EXPERIENCE ARIZONA

\$125k awarded to 22 projects out of 47 applications



May 1-3, 2026





18th Annual Viola Awards

137 nominees

Apr 25, 2026



Creative Flagstaff: Grant Making Agency

Reflecting focus of scope of \$66,000 ongoing and additional one-time \$45,000 grant administration and \$440,000 ongoing and additional one-time \$300,000 passthrough grant funding.



Challenges and the State of the Arts, Culture & Science Sectors in Flagstaff

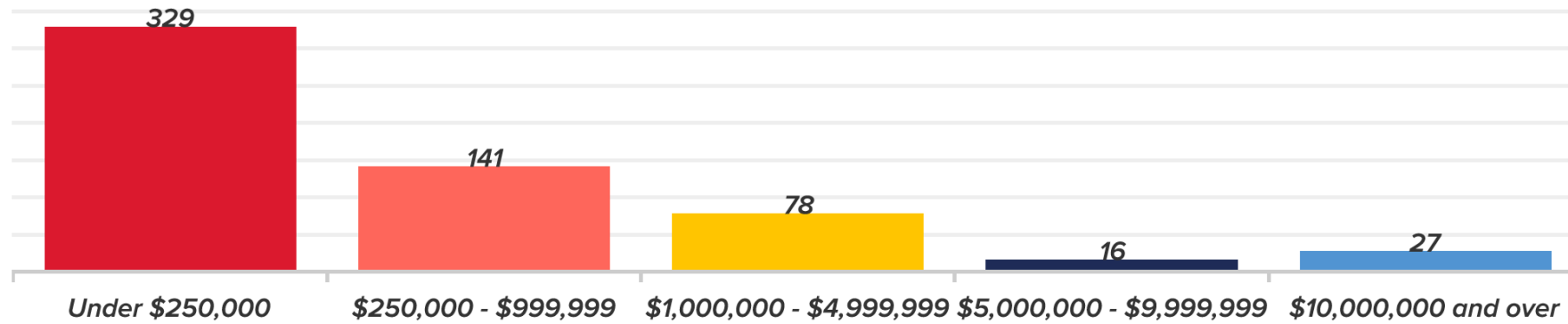
Data Arts was founded to bring the language and leverage of data to the business of culture. Thousands of cultural nonprofits use Data Arts annually to report their financial and programmatic information.

Arts & Science Grant applicants with \$100k+ budget apply with a Data Arts funder report.

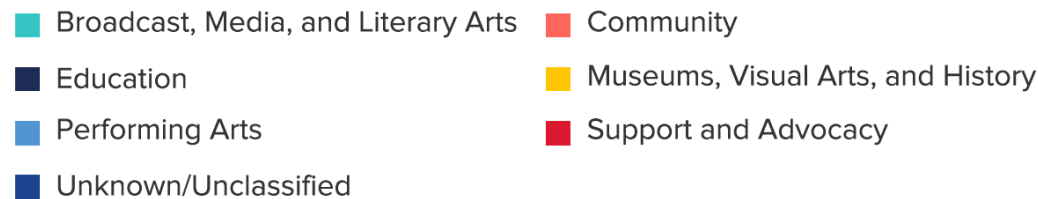


Challenges and the State of the Arts, Culture & Science Sectors in Flagstaff

Organizations by Budget Size (Total Expenses)



Organizations by Discipline



Data collected from past 3 years for Flagstaff, AZ

Challenges and the State of the Arts, Culture & Science Sectors in Flagstaff

Employment

The arts and cultural sector is an important employer in our community, providing jobs for a wide range of professionals – from artists and accountants to zoologists.

Total Paid Positions

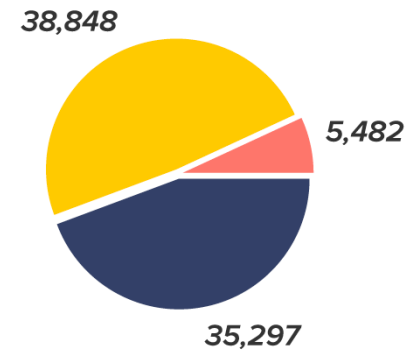
(Full time, part time, independent contractors)

35,297

Total volunteers	38,848
Total board members	5,482

Total Arts Workforce

■ Board members ■ Volunteers ■ Paid positions



Data collected from past 3 years for Flagstaff, AZ



Arts & Science Grants

Empowering exploration & creation

FY26 General Operating Support Grants

43 applications

\$490k awarded to

39 Arts, Sciences & Culture Nonprofits

2026 Project Grants

- Innovation
- Capacity Building

35 applications

\$125k awarded to

16 projects

ARTx & Events

47 applications

\$125k awarded to

22 projects





creative
flagstaff



April 27, 2026

Flagstaff Arts Council dba Creative Flagstaff

To: Flagstaff City Council

From: Julie Connick, Executive Director, Creative Flagstaff

The mission of Creative Flagstaff is to provide and support arts, science, and cultural opportunities that foster an engaged, equitable, and imaginative community.

Report on Funding Allocation and Benefits Achieved through Grant Process

Creative Flagstaff: Lead Arts Agency

\$50,575 ongoing and additional one-time \$125,000 leadership investment, and additional \$100,000 for festivals/events.

Funding in FY26 supported operations and ongoing exhibitions, programming, and performances at Coconino Center for the Arts (CCA):

- **Exhibitions:** CCA produced **10 Exhibitions** (5 in the Main Gallery and 5 in the Project Gallery). Attendance records show a total visitation of over **8500 visitors** for exhibitions, workshops, and presentations.
- **Programming:** Relevant programming will accompany each exhibition with guest experts and educators expanding on the exhibition content through lectures, panel discussions, and art workshops, with **22 presentations** offered in FY26 to date. All presenters were paid an honorarium for their services.
- **Theater Concerts, Performances & Presentations:** CCA hosted over **50 performances** and presentations, with ticket sales reflecting **3500 attendees** to date in FY26.
- **Community Art Markets:** CCA offered **2 Artisan Markets** in FY26 supporting over **45 artisans** and vendors.
- **Multigenerational Programming:**
 - **Annual Youth Arts Exhibition** featured a record number of **500 art pieces** by over **300 youth** artists.
 - **Free Youth Arts Workshops** are offered during each exhibition; in FY26 **10 workshops** have engaged over **120 children**.
 - **Exhibition-Specific Curriculum** created by local arts educators for youth and family engagement
 - **Free Customized Fieldtrips** for K-12 schools and sliding scale for university classes. In FY26 **12 fieldtrips** have served **288 students**.

- **Creative Camps** immerse children in the arts with professional arts educators guiding their experience in disciplines of drawing, painting, sculpture, and fiber arts. The upcoming sessions in June 2026 are full, with **96 children** enrolled. Scholarships were provided for every family that requested, based on need.
- **Creative Aging** partnership is being developed with the Arizona Commission in the Arts to offer programming opportunities for older adults.

Arts Leadership

- **Professional Development Workshop Series for Artists & Creatives:** With a focus on Creative Workforce Development, this year we offered free professional development workshops on **4 new topics** to prepare artists for professional arts and cultural opportunities reaching over **300 participants**, with paid professionals serving as workshop presenters: *Marketing & AI for Artists & Creatives*; *Managing Web Presence for Artists, Creatives & Non-Profits*; *Board Basics + Bylaws, Roles, Development and Succession Planning*; and *Diversifying Funding, Partnerships & Tax Awareness for Artists & Nonprofits*.
- **Cultural Convenings:** Facilitation of **3 community meetings** to date in FY26 built partnerships with other local non-profit organizations for collaborative programming on entrepreneurship and topics such as: *Strengthening Arts, Science & Culture Collaboration through Shared Networks*; *ArtWalk Visioning* and *Calendar Alignment for Arts, Science & Culture*.
- **Artist Registry:** Grew and maintained a regional artist registry as a networking opportunity for Visual Artists, Performing Artists, Literary Artists, and Artisans in Flagstaff, and as a resource for businesses and venues to host artists for ArtWalk.

Events & Activations

- **ARTx Art + Ideas Experience**, an annual, accessible community opportunity to engage with the arts in an immersive and interactive way, expanded in FY26 with:
 - **6 ARTx Engagements** year aligned with the ArtWalk season
 - **3-day Multimedia Art Experience** transforming Flagstaff into an Immersive Art Experience with over 22 artist activations.
- **ArtWalk** revitalization:
 - Implementation and oversight of ArtWalk map, listings, website, and marketing with new digital format for increased accessibility
 - Free listings and expanded footprint for business and studios to incentivize participation
 - Enhanced offerings in Heritage Square
- **Satellite Venues:** 1 fulltime satellite venue, and temporary pop-ups aligned with ArtWalk and ARTx were featured in FY26.

Creative Flagstaff Grant Making Agency

Reflecting focus of scope of \$66,000 ongoing and additional one-time \$45,000 grant administration and \$440,000 ongoing and additional one-time \$300,000 passthrough grant funding.

- **FY26 General Operating Support Grants:** \$490k awarded to 39 projects out of 43 applications.
- **2026 Project Grants in Innovation and Capacity Building:** \$125k awarded to 16 projects out of 35 applications, 5 of which were first-time applicants. *This is the most applications ever received Project Grants, almost double from last year, showing an increased need for funding.*
- **ARTx & Events:** \$125k awarded to 22 projects out of 47 applications.
- **FY27 General Operating Support Grants:** 44 applications are currently in review.

Integrated Grants Program

- Overhauled Arts & Science Project Grant and General Operating Support Application and Process for applicant and panelist efficiency and accessibility.
- Integration of Grantmaking into programmatic areas by offering ongoing professional development opportunities targeted to grant processes, supporting mentorship for applicants, and fostering long-term relationships to track, support, and showcase grantee projects.
- All funding opportunities are advertised through multiple platforms including but not limited to Creative Flagstaff newsletters, dedicated grant announcement email list, social media, and listed on DataArts and other grant funding partner platforms such as Arizona Commission on the Arts.
- Selection Process: Project and GOS Grants are awarded through a competitive review process. Creative Flagstaff's Grantmaking Committee is a volunteer committee comprised of 7 Arts & Science professionals in FY26 residing in greater Flagstaff, including at least one representative of the City of Flagstaff and one Creative Flagstaff Board Member. The committee reads, reviews, and ranks all applications based on the criteria listed in the above application questions and determines funding allocations from the City of Flagstaff Art & Science BBB Funds. Then the Grant Committee makes a funding recommendation to the Creative Flagstaff Board for approval.
- Applications are scored against the following four criteria areas:
 1. Alignment: mission statement and organizational structure of the organization and describe the community served, including the mission and vision of the organization; organizational structure (Board, staff, volunteers, etc.); programs or services that reflect the organization's mission.
 2. Impact: public benefit of the organization's programs to the residents of Flagstaff, and how the organization responds to the community's interests through art, science, and/or cultural programming, community reach, demographics, and number of individuals served, including programming goals and outcome, marketing and outreach strategies, methods for evaluation,

3. **Resiliency & Sustainability:** the organization's strategy to sustain its programming and operational capacity, including short-term priorities for programming (1-year), longer-term strategy for sustainability growth (3+ years), and organization's management and oversight, including financial, strategic, and succession planning.
 4. **Financials:** expand on any Alternative Budget Form/DataArts Funder Report lines that need clarification, including unexpected gains or losses over the last 3 completed fiscal years, and any financial changes anticipated within the upcoming fiscal year.
- **Additional Questions:** to help applicants be successful in their applications, we offer the opportunity for the committee to generate additional questions if needed. These additional questions provide reviewers with more detail. Creative Flagstaff staff forward the reviewer's additional questions, along with instructions, to the applicant via Submittable messaging.
 - **Final Report:** produced by the grant recipient and Creative Flagstaff for passthrough funds to ensure all requirements have been met.

ARTx & Events

Applications are reviewed by a panel of 3 City of Flagstaff, CF Board, and community representatives. Project criteria are arts & science focused, unique experience, community engagement, impact, sound budget, and feasible timeline. After individual review of 47 applications by each of the panelists and a group session, 16 projects were funded in full by meeting these criteria.

Grantmaking and Nonprofit Educational Component

- **4 new topics prepared over 300 participants** for arts and cultural opportunities and the Arts & Science grant program:
 - **Digital Marketing and AI for Nonprofits** Explore how nonprofits can leverage marketing strategies and AI tools to enhance outreach, engagement, and efficiency. Led by artist and designer Kayley Quick and marketing professional and theater leader Caitlin Burd, this session will provide practical insights on branding, content creation, and the evolving role of AI in nonprofit marketing. Whether you're looking to streamline operations or strengthen your organization's presence, this workshop will offer valuable takeaways for nonprofit leaders and creatives alike.
 - **Managing Web Presence for Artists, Creatives & Nonprofits** Explore approachable strategies to boost visibility across key platforms and connect with the people and audiences who matter most.
 - **Board Basics + Bylaws, Roles, Development and Succession Planning** Focus on roles and responsibilities, what to expect as a Board Member, recruiting and cultivating new board members, overall organization structure, policies and procedures, and strategic and succession planning.
 - **Diversifying Funding, Partnerships & Tax Awareness for Artists & Nonprofits** Introduction to diversified funding strategies; how individual artists can

collaborate with 501(c)(3) organizations through fiscal sponsorships; and exploration of a range of funding opportunities, and strategic partnerships. Includes essentials of federal tax code for grant recipients.

SERVICES AGREEMENT

Contract No. 2025-176

This Contract is entered into this 10 day of June, 2025 by and between the City of Flagstaff, a political subdivision of the State of Arizona ("City"), and Flagstaff Arts Council, an Arizona nonprofit corporation d/b/a Creative Flagstaff ("Contractor").

WHEREAS, the City desires to receive and Contractor is able to provide services;

NOW THEREFORE, in consideration for the mutual promises herein, the Parties agree as follows:

1. Scope of Work: Contractor shall provide the services generally described as:

**LEAD ARTS, CULTURE AND SCIENCE AGENCY/
ARTS GRANT MAKING AGENCY**

and as more specifically described in the document attached here to as Exhibit A (the "Services").

2. Term and Renewal:

- 2.1 Contract Term: The term is for a period of five (5) years unless terminated pursuant to the provisions of the Contract. The Contract will be effective as of the date signed by both parties. The City Council has the authority to amend the term of the Contract.

- 2.2 Renewal: The Contract may be renewed or extended for up to two (2) one- year additional terms by mutual written consent of the parties. The City Manager or his/her designee (the Purchasing Director) shall have authority to approve renewal on behalf of the City.

- 2.3 Unilateral Extension: The Contract may be unilaterally extended for one (1) 90-day period. The City Manager or his/her designee (the Purchasing Director) shall have the authority to approve the extension on behalf of the City. Contractor will be provided written notice of the Unilateral Extension prior to expiration of the Contract.

3. Compensation: Contractor shall be paid for satisfactory performance of the Contract in an amount not to exceed the sum set forth in Exhibit A, including taxes and fees. Any price adjustment must be approved by mutual written consent of the parties through a formal amendment. Any Contract amendment for a price increase exceeding the amount set forth in Exhibit A shall require Council approval.

4. Termination & Cancellation Clauses.

- 4.1 Non-Appropriation: The City may terminate the Contract due to budget constraints and non-appropriation of funds for the following fiscal year, without penalty or liability to Contractor.

- 4.2 For Convenience: City may terminate the Contract for any reason by giving the other Party written notice of such termination no less than ninety (90) days prior to the date of termination. If the Contract is so terminated, the City's only payment obligation under the Contract shall be for those services completed prior to the effective date of the termination.

- 4.3 Conflict of Interest: Pursuant to A.R.S. § 38-511, if the City identifies a conflict of interest in the award or performance of the Contract, the City may cancel the Contract within three (3) years after its execution, without penalty or further liability to Contractor.

5. Amendment: The Contract is intended to be the complete and final agreement of the Parties. The Contract may be amended through a formal written amendment Parties.

6. Compliance with Laws: Contractor shall comply with all applicable federal, state, and local laws, regulations, standards, codes, and ordinances, including acquiring the requisite insurance, licenses, permits, and approvals, required to perform the Contract, and provide copies to City upon request.
7. Insurance: Contractor shall meet and maintain City's insurance requirements attached hereto as Exhibit B throughout the term of this Contract.
8. Indemnity: Contractor shall be fully liable for the actions of its agents, employees, partners, and assigns and shall fully indemnify, defend, and hold harmless the City, and their officers, agents, and employees from third party suits, actions, damages, and costs of every name and description, including attorneys' fees to the extent arising from or relating to personal injury and damage to real or personal property, caused in whole or in part by the negligence or willful misconduct of Contractor, its agents, employees, partners, or assigns. This indemnification shall survive termination or expiration of the Contract.
9. Assignment/Subcontracting: Contractor shall not assign, sell, transfer, or subcontract rights, or delegate responsibilities under this Contract, in whole or in part, without prior written approval of the City.
10. Independent Contractor: Contractor shall be an independent contractor for purposes of all laws, including but not limited to the Fair Labor Standards Act, Federal Insurance Contribution Act, Social Security Act, Federal Unemployment Tax Act, Internal Revenue Code, Immigration and Naturalization Act; Arizona revenue and taxation, workers' compensation, and unemployment insurance laws.
11. Nondiscrimination: Contractor shall not discriminate against any employee or applicant for employment or person to whom it provides services because of race, color, religion, sex, national origin, disability, genetic information, veteran's status, pregnancy, and/or familial status and represents and warrants that it complies with all applicable federal, state, and local laws, ordinances and executive orders regarding employment.
12. City Ownership of Document and Data: Any original documents prepared or collected by Contractor in performance of this Contract such as models, samples, reports, surveys, survey results, graphics, tables, charts, plans, computations and other data shall be the property of City ("City's work product"). Contractor agrees that all materials prepared under this Contract are "works for hire" within the meaning of the copyright laws of the United States and hereby assigns to the City all rights and interests Contractor may have in the materials it prepares under this Contract, including any right to derivative use of the material.
13. Re-Use: The City may use the City's work product without further compensation to Contractor; provided, however, that the City's reuse without written verification or adaption by Contractor for purposes other than contemplated herein is at the City's sole risk and without liability to Contractor. Contractor shall not engage in any conflict of interest nor appropriate any portion of the City's work product for the benefit of Contractor or any third parties without the City's prior written consent.
14. Delivery of Document and Data: Upon termination of this Contract in whole or part, or upon expiration if not previously terminated, Contractor shall immediately deliver to the City copies all of the City's work product and any other documents and data accumulated by Contractor in performance of this Contract, whether complete or in process.
15. Immigration Laws: Pursuant to A.R.S. § 41-4401, Contractor hereby warrants that it and each of its subcontractors shall comply with all state and federal immigration laws and regulations that relate to its employees and A.R.S. § 23-214(A). A breach of state and/or federal immigration laws and regulations shall constitute a material breach of the Contract.
16. Forced Labor of Ethnic Uyghurs: Contractor hereby certifies that it does not use the forced labor of

ethnic Uyghurs in the People's Republic of China as defined in A.R.S. § 35-394, et seq.

17. Notice: Any formal notice under the Contract shall be in writing via certified mail and email as follows:

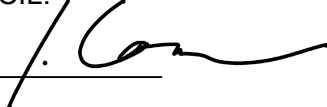
To the City:
Jana Weldon
City of Flagstaff
211 W. Aspen Ave.
Flagstaff, AZ 86001
Jana.weldon@flagstaffaz.gov

To Contractor:
Julie Comnick
Executive Director
Creative Flagstaff
2300 N Fort Valley Rd
Flagstaff, AZ 86001
928.779.2300

With a copy to:
Teddy Callan
Procurement Specialist
City of Flagstaff
211 W. Aspen Ave.
Flagstaff, AZ 86001
Email: tcallan@flagstaffaz.gov

18. Authority: Each Party warrants that it has authority to enter into the Contract and perform its obligations hereunder, and that it has taken all actions necessary to enter into the Contract.


FLAGSTAFF ARTS COUNCIL:

By: Julie Comnick 

Title: Executive Director

Date: June 3, 2025


CITY OF FLAGSTAFF

By: 

Greg Clifton signed on 6/9/2025 3:16:40 PM
Title: City Manager

Date: _____

ATTEST:


City Clerk

Stacy Saltzburg signed on 6/10/2025 4:55:46 PM

APPROVED AS TO FORM:


City Attorney's Office

Anja Wendel signed on 6/9/2025 9:38:08 AM

EXHIBIT A
SCOPE OF WORK

1) LEAD ARTS, CULTURE AND SCIENCE AGENCY (LAA)

- a. The LAA will serve as the coordinating agency for arts, culture and science endeavors in the Flagstaff area including:
 - i. Long range planning to address opportunities and gaps in sector and infrastructure.
 - ii. Leadership and coordination with outside agencies, as well as within the community.
 - iii. Promotional Activities for the community and the sector to enhance participation, audiences, community awareness, and potential funding.
 - iv. General and technical support for individuals, programs, activities and organizations.
 - v. Enhancement of community funding through grants and other means.
- b. The LAA will serve as a source of direct arts, science and cultural provision generating exhibitions and events that enhance the sector and provide vitality to the community. This will increase participation opportunities for residents and stimulate public and private support for arts, culture and science endeavors. Offerings will be reviewed as a part of the amended scope of services each year.
- c. Specific plans and activities related to this scope each year, and inclusive of the budget amount provided through City Council, will be amended through an addendum incorporated as **Attachment A**. This Addendum will be updated each year to reflect the current initiatives and requirements the LAA will accomplish to achieve the scope in the upcoming fiscal year.
- d. LAA Executive Director will meet annually with City staff to discuss plans for the upcoming Addendum and to ensure LAA efforts are aligned with the scope of work and that both entities have an opportunity to discuss collaboration.
- e. LAA will present to Council at least once per fiscal year to demonstrate activities, accomplishments, challenges and the state of the arts, culture and science sectors in Flagstaff.

2) GRANT MAKING AGENCY (GMA)

- a. The Grant Making Agency will use a fair and impartial public process, approved in advance each year by the City, to disburse Bed, Board and Beverage funds dedicated by the City, as well as any other available revenue, to local source providers.
 - i. GMA will appoint a review committee composed of area residents and one member representing or appointed by the City which shall:
 1. Review funding proposals programmatically, financially and administratively using a ranking system and taking into account availability of funding, diversity of offerings and demonstrated public benefit from proposals.
 2. Make funding recommendations which shall be approved by the GMA Board of Directors prior to disbursement.
 3. Disburse all funding in a timely and effective manner.

4. Notify organizations of requirements and payment schedules.
 5. Monitor funded programs and finances for compliance.
- ii. GMA will provide the following deliverables:
1. Annual Request for Proposals document prior to release. City will be able to request amendments to ensure process achieves City goals.
 2. Annual meeting with City staff to discuss any desired adjustments to the process.
 3. Proposed service agreement text. City will review for consistency with City goals.
 4. Rating and evaluation form used for the scoring of proposals.
 5. Verbal presentation to City Council and written report summarizing funding allocations and benefits achieved through grant process.
- b. Specific plans and activities related to this scope each year, and inclusive of the budget amount provided through City Council, will be amended through an addendum incorporated as **Attachment A**. This Addendum will be updated each year to reflect the current initiatives and requirements the LAA will accomplish to achieve the scope in the upcoming fiscal year.

FY26 Scope of Work Addendum

Creative Flagstaff: Lead Arts Agency

Reflecting current initiatives and requirements the Lead Arts Agency will accomplish to achieve the scope in FY26 for \$50,575 ongoing and additional one-time \$125,000 leadership investment, and additional \$100,000 for festivals/events.

Coconino Center for the Arts (CCA)

- **10 Exhibitions** (5 in the Main Gallery and 5 in the Project Gallery). Season highlight: CCA's launch of Flagstaff's U.S. Route 66 Centennial Celebration with *Route 66: Alternative Perspectives* featuring photodocumentary projects by renowned artists Edward Keating and Wes Pope along with Shades of Route 66.
- **3-year Exhibition Calendar** coordinated and updated annually to balance a rotation of solo, group, and juried exhibitions by local, national, and international artists, with attention to diversity of presenters on topics relevant to the Flagstaff community. Artists submit proposals for solo projects and juried exhibitions selected by the CCA Exhibitions Selection Committee, a subcommittee of the CF Board of Directors comprised of arts professionals and community members.
- **Presenting Artist Honoraria:** CCA issues honoraria to support its presenting artists by reviewing and aiming to meet or exceed the guidelines presented in the [W.A.G.E.](#) calculator platform. CCA's presenting artist honoraria range between \$250 - \$2500 based on the contract commitments of each artist; contracts vary by services provided, travel distance, and artwork shipping expenses.
- **Programming:** Relevant programming will accompany each exhibition with guest experts and educators expanding on the exhibition content through lectures, panel discussions, and art workshops, 4 presentations per exhibition.
- **Theater Concerts, Performances & Presentations:** CCA will serve as the booking agent for many of its concerts and performances, while continuing to partner with other local booking agents, to significantly increase the number and diversity of offerings. 50+ performances are planned for FY26, presenting paid opportunities to local and touring performers. The Theater Programming Committee of the Creative Flagstaff Board assists in the selection of performances with attention to diversity of presenters and audience.
- **Community Art Markets:** CCA will offer a minimum of 2 markets in FY26 supporting over 45 artisan vendors.
- **Multigenerational Programming:** In addition to the annual county-wide Youth Arts Exhibition every March, CCA is expanding Youth Arts offerings in FY26:
 - **Free Youth Arts Workshops** during each exhibition, 6-8 per year
 - **Exhibition-Specific Curriculum** created by local arts educators for youth and family engagement
 - **Free Customized Fieldtrips** for K-12 schools and sliding scale for university classes
 - **Creative Camps** immerse children in the arts with professional arts educators guiding their experience. Spring Break and Summer session day-camps offer opportunities for children to explore disciplines of drawing + painting, theater + dance, ceramics + sculpture, and fiber + textiles, and provide paid opportunities for local teaching artists.
 - **Creative Aging** partnering with Arizona Commission in the Arts to develop programming opportunities such as the Greg Hill Dementia Fund.

Arts Leadership

- **Professional Development Workshop Series for Artists & Creatives:** Free workshops to provide general and technical support for individuals, programs, activities and organizations, with new offerings such as: *Navigating Partnerships between Non-Profits; Marketing & AI for Artists & Creatives; Web Presence for Artists, Creatives & Non-Profits; Non-Profit Board Basics; Tax issues for grant recipients, and Development & Fundraising Partnerships for Artists & Non-Profits.*
- **Cultural Convenings:** Facilitation of 4 quarterly community meetings to build partnerships with other local non-profit organizations for collaborative programming on entrepreneurship and topics such as: *Strengthening Arts, Science & Culture Collaboration; Collaborative Solutions: Arts, Science & Culture in Action; and Future Forward: Visioning & Calendar Alignment for Arts, Science & Culture.* Networking conversations based on discipline and sector will pair creatives with mentors for professional development connections.
- **Artist Registry:** Creation of a publicly accessible county-wide artist registry. The registry will be a resource and networking opportunity for Visual Artists, Performing Artists, Literary Artists, and Artisans in Flagstaff and Coconino County to share their work and expertise in a free online registry accessible to other artists, venues, and organizations, housed on CCA's website. Partnerships with state organizations such as Artlink and Articipant will expand reach state and nationwide.

Events & Activations

- **ARTx Art + Ideas Experience**, an annual, accessible community opportunity to engage with the arts in an immersive and interactive way, will expand in FY26 with:
 - **6 ARTx Engagements** throughout the year aligned with the ArtWalk season
 - **Concentrated city-wide display**, multi-day, multi-venue experience in late spring 2026
 - Presenting artists will receive funding for projects that bridge disciplines of art, science, and culture in Flagstaff
 - A return to the FY24 model with enhanced participation, broader audiences, and greater engagement.
- **ArtWalk** revitalization:
 - Reclamation of ArtWalk map, listings, website, and marketing with new digital format for increased accessibility in partnership with associated groups.
 - Change to free listings for business and studios to incentivize participation
 - Expanded footprint of businesses and studios beyond downtown
 - Enhanced offerings in Heritage Square
- **Satellite Venues:** Following the FY25 feasibility study, pilot at least one satellite exhibition in Flagstaff and develop rollout of future satellite program.

Accountability

- Creative Flagstaff is accountable to these scopes through qualitative input: when practical, exhibitions and programming events will be accompanied by surveys with open-ended questions to help gauge interest and input for future programming and thematic content. Social media platforms will also be activated to collect participant feedback.
- Creative Flagstaff is accountable to these scopes through quantitative data: we will continue to track participation through ticketing and headcount and compare with recent years to assess changes to audience numbers.
- Quarterly reporting: Creative Flagstaff will provide combined qualitative and quantitative reports to the City of Flagstaff aligned with invoicing and payments.

Creative Flagstaff Grant Making Agency

Reflecting focus of scope of \$66,000 ongoing and additional one-time \$45,000 grant administration and \$440,000 ongoing and additional one-time \$300,000 passthrough grant funding.

Accountability

- Selection panels for general operating grants, innovation and capacity-building project grants, and ARTx project grants will include a City designated Beautification, Arts & Science staff member.
- Creative Flagstaff will propose a distribution of the grant funding of \$740,000 amongst to the City of Flagstaff 30 days prior to the fiscal year to be approved by City of Flagstaff Community Investment Director.

Integrated Grants Program

- Creative Flagstaff will integrate Arts & Science Grantmaking into its programmatic areas by offering ongoing professional development opportunities targeted to grant processes, supporting mentorship for applicants, and fostering long-term relationships to track, support, and showcase grantee projects. Improved branding will be implemented to better integrate the Grants program into CF's outreach and marketing.
- Staff support for Grantmaking will include executive direction and involvement in addition to a dedicated staff member for all aspects of grantmaking, including but not limited to panelist selection, application and review processes, staff oversight, and grantee recognition. Additional staff support will be provided for outreach, events, and marketing pertaining to grantmaking.
- Professional development support for grantmaking staff members to stay abreast of evolving "best practices" in grantmaking, including participation in webinars and trainings specific to Arts, Science, and Cultural grantmaking.

Grantmaking and Nonprofit Educational Component

- 4 free workshops offered quarterly to provide general and technical support for artists and nonprofits, with new offerings such as *Navigating Partnerships between Non-Profits; Marketing & AI for Artists & Creatives; Web Presence for Artists, Creatives & Non-Profits; Non-Profit Board Basics; Tax Issues for grant recipients; and Development & Fundraising Partnerships for Artists & Non-Profits.*
 - **Navigating Partnerships between Non-Profits** Opportunities such as volunteering, internships, project-based learning, and research experiences. NAU will partner to provide an overview of current programs and services related to experiential learning and designing a mutually beneficial experience. Speakers will also discuss collaborative opportunities, joint funding, and community engagement.
 - **Board Basics + Bylaws, Roles, Development and Succession Planning** Learn the Basics of Nonprofit Board of Directors. This workshop is designed around the community's ongoing demand for Board Development, which focuses on roles and responsibilities, what to expect as a Board Member, recruiting and cultivating new board members, overall organization structure, policies and procedures, strategic and succession planning, and much more. If you are a new or seasoned Board member, this presentation will have something for you.
 - **Digital Marketing and AI for Nonprofits** Explore how nonprofits can leverage marketing strategies and AI tools to enhance outreach, engagement, and efficiency. Led by artist and designer Kayley Quick and marketing professional and theater leader Caitlin Burd, this session will provide practical insights on branding, content creation, and the evolving role of AI in nonprofit marketing. Whether you're looking to streamline operations or strengthen your organization's presence, this workshop will offer valuable takeaways for nonprofit leaders and creatives alike.
 - **Development and Fundraising Partnerships for Artists & Nonprofits**

In this workshop, participants will be introduced to diversified fundraising strategies tailored to today's evolving federal funding environment. Learn how individual artists can collaborate with 501(c)(3) organizations through fiscal sponsorships, explore a range of funding opportunities, and discover approaches to developing accessible, financially sustainable projects. The session will also cover how to build meaningful, strategic partnerships with cultural institutions to support responsible and successful project execution.

Fundraising Partnerships and Tax Awareness for Artists & Nonprofits

In this workshop, participants will be introduced to diversified fundraising strategies tailored to today's evolving federal funding environment. Learn how individual artists can collaborate with 501(c)(3) organizations through fiscal sponsorships, explore a range of funding opportunities, and discover approaches to developing accessible, financially sustainable projects. The session will also cover how to build meaningful, strategic partnerships with cultural institutions to support responsible and successful project execution. Participants will learn a few essentials of the federal tax code in regard to those who receive grant monies, and how tax burdens fluctuate whether the recipient is a non-profit, a business, or an individual. This workshop will offer valuable takeaways so grant recipients are not surprised when filing tax returns.

EXHIBIT B

STANDARD INSURANCE REQUIREMENTS

(Last Updated January 19, 2023)

*The term "Contractor" may substitute for the term "vendors," "Contractors," or "firms," depending on the purpose of the underlying Contract.

1. **IN GENERAL:** Contractor shall maintain insurance against claims for injury to persons or damage to property, arising from performance of or in connection with the Contract by Contractor, its agents, representatives, employees, and/or subcontractors.
2. **REQUIREMENT TO PROCURE AND MAINTAIN:** Each insurance policy required by the Contract shall be in effect at, or before, commencement of work under the Contract and shall remain in effect until all of Contractor's obligations under the Contract have been met, including any warranty periods. Contractor's failure to maintain the insurance policies as required by the Contract, or to provide timely evidence of renewal, will be considered a material breach of the Contract.
3. **MINIMUM SCOPE AND LIMITS OF INSURANCE:** The following insurance requirements are minimum requirements for the Contract and in no way limit the indemnity covenants contained in the Contract. The City does not represent or warrant that the minimum limits set forth in the Contract are sufficient to protect Contractor from liabilities that might arise out of the Contract, and Contractor is free to purchase such additional insurance as Contractor may determine is necessary.

Where applicable, as related to the Scope of Work, Contractor shall provide coverage at least as broad and with limits not less than those stated below.

a. Commercial General Liability - Occurrence Form

General Aggregate	\$2,000,000
Products/Completed Operations	\$1,000,000
Each Occurrence	\$1,000,000

b. Umbrella Coverage \$2,000,000

c. Automobile Liability

Any Automobile or Owned, Hired, and Non-owned Vehicles	\$1,000,000
Combined Single Limit Per Accident for Bodily Injury & Property Damage	

d. Workers' Compensation and Employer's Liability

Workers' Compensation	Statutory
Employer's Liability: Each Accident	\$1,000,000
Disease - Each Employee	\$1,000,000
Disease - Policy Limit	\$1,000,000

e. Professional Liability \$2,000,000

f. Reserved.

4. **Reserved.**

5. **SELF-INSURED RETENTION:** Any self-insured retentions must be declared to and approved by the City. If not approved, the City may require that Contractor reduce or eliminate such self-insured retentions with respect to the City, its officers, agents, employees, and/or subcontractors. Contractor shall be solely responsible for any self-insured retention amounts. The City at its option may require Contractor to secure payment of such self-insured retention by a surety bond or irrevocable and unconditional letter of credit.

6. **OTHER INSURANCE REQUIREMENTS:** The insurance policies shall contain, or be endorsed to contain, the following provisions:

- a. Additional Insured: In Commercial General Liability and Automobile Liability Coverages, the City of Flagstaff, its officers, officials, agents, employees, and/or subcontractors shall be named and endorsed as additional insureds with respect to liability arising out of the Contract and activities performed by or on behalf of Contractor, including products and completed operations of Contractor, and automobiles owned, leased, hired, or borrowed by Contractor.
- b. Broad Form: Contractor's insurance policy shall contain broad form contractual liability coverage.
- c. Primary Insurance: Contractor's insurance coverage shall be primary insurance with respect to ~~Executive Director~~ officers, officials, agents, employees, and/or subcontractors. Any insurance or self-insurance maintained by the City, its officers, officials, agents, employees, and/or subcontractors shall be in excess of the coverage of Contractor's insurance and shall not contribute to it.
- d. Each Insured: Contractor's insurance policies shall apply separately to each insured against whom a claim is made or suit is brought, except with respect to the limits of the insurer's liability.
- e. Not Limited: Coverage provided by Contractor shall not be limited to the liability assumed under the indemnification provisions of the Contract.

- f. Waiver of Subrogation: The insurance policies shall contain a waiver of subrogation against the City, its officers, officials, agents, employees, and/or subcontractors for losses arising from work performed by Contractor for the City.
7. **NOTICE OF CANCELLATION**: Each insurance policy required by the insurance provisions of the Contract shall provide the required coverage and shall not be suspended, voided, cancelled, and/or reduced in coverage or in limits unless prior written notice has been given to the City. Notices required by this section shall be sent directly to the Procurement Agent and shall reference the Contract Number.
8. **ACCEPTABILITY OF INSURERS**: Contractor shall place insurance hereunder with insurers duly licensed or approved unlicensed companies in the State of Arizona and with a "Best's" rating of not less than A-: VII. The City does not represent or warrant that the above required minimum insurer rating is sufficient to protect Contractor from potential insurer insolvency.
9. **CERTIFICATES OF INSURANCE**: Contractor shall furnish the City with certificates of insurance (ACORD form) as required by the Contract. The certificates for each insurance policy shall be signed by a person authorized by that insurer to bind coverage on its behalf. Any policy endorsements that restrict or limit coverage shall be clearly noted on the certificate of insurance. The City Contract number shall be noted on the certificates of insurance. If requested by the City, all certificates of insurance and endorsements must be received and approved by the City before the Contractor commences work.
10. **POLICIES**: The City reserves the right to require, and receive within ten (10) days, complete, certified copies of all insurance policies and endorsements required by the Contract. The City shall not be obligated, however, to review any insurance policies or to advise Contractor of any deficiencies in such policies and endorsements. The City's receipt of Contractor's policies or endorsements shall not relieve Contractor from, or be deemed a waiver of, the City's right to insist on strict fulfillment of Contractor's obligations under the Contract.
11. **MODIFICATIONS**: Any modification or variation from the insurance requirements in the Contract must have the prior approval of the City's Attorney's Office in consultation with the City's Risk Manager, whose decision shall be final. Such action will not require a formal Contract amendment but may be made by their handwritten revision and notation to the foregoing insurance requirements.



**CITY OF FLAGSTAFF
STAFF SUMMARY REPORT**

To: The Honorable Mayor and Council
From: Scott Overton, Public Works Division Director
Co-Submitter: Lee Williams
Date: 04/30/2026
Meeting Date: 05/12/2026

TITLE:
Spruce Wash Flood Mitigation Project Completion Update

DESIRED OUTCOME:

Provide the community a close out report of the Spruce Wash flood mitigation projects and announce the community celebration/ribbon cutting signifying the completion of the post wildfire flood mitigation suite of projects.

Executive Summary:

The Spruce Wash flood mitigation projects have been a 3-year effort to address the flooding impacts that the city of Flagstaff experienced as a result of the Museum fire that occurred in 2019.

Information:

The presentation is attached and the Spruce Wash delivery team will be present to address any questions.

Attachments: [Presentation](#)

Spruce Wash Flood Mitigation Project Closeout





Objective for Tonight



Provide insights as we complete the Spruce Wash suite of projects that address post wildfire flooding impacts.





Why the urgency?

Response efforts were not sustainable and extremely challenging for all, especially those living, working and learning in the post wildfire flood path.

Design and construction of the best possible urban infrastructure with strong benefit to homes, businesses and schools was essential.



Spruce Wash Schedule

NOV 2022
**PROP 441
PASSES**

**THANK YOU
FLAGSTAFF!**

NOV 2022 -
ONGOING
**STUDY,
PLANNING,
DESIGN &
PRECON**

APR 2024
**COMPLETED:
GRANDVIEW
UTILITIES &
WEDGE
CLEARING**

OCT 2024
**COMPLETED:
GRANDVIEW
STREET
WEDGE
UTILITIES**



2024 **CONSTRUCT:**
BEGIN LV-Cedar
Channel

BEGIN Wedge
Stormdrain

Linda Vista
Crossing

2025 **CONSTRUCT:**
LV-Cedar Channel
Wedge Stormdrain
& Basin

Cedar Xing

Dortha-Arroyo
Seco Channel

Killip Inlet & Outlet

2026 **CONSTRUCT:**
Final Cleanup and
Close-Out




Suite of Projects



Key Flood Projects

2. "The Wedge" Detention Basin
3. Linda Vista Drive Crossing
4. Cedar Avenue to Linda Vista Drive Channel
5. Cedar Avenue Crossing
6. Arroyo Seco Drive to Dortha Avenue Channel
7. Arroyo Seco Drive Inlet
8. Killip Basins Outlet
9. Killip Basins Inlet

Completed Key Flood Projects

1. Grandview Drive Reconstruction
-  Spruce Wash Channel Improvements Project (Cedar Avenue to Dortha Avenue)
-  Spruce Wash Channel Improvements Project (Dortha Avenue Inlet)
-  Killip School Regional Detention Basins Project
-  Park Way Basins





The Math Problem

- Modeling was key and the post wildfire impacts are real. Flood response was significant.
- Convey flood waters safely and quickly – 1,150 Cubic Feet per Second (cfs) or 51,600 gallons per minute.
- Consider the mitigations as a system.
- Flow capacity, storage, timing and velocity to achieve the best possible results.
- *Collaboration and efforts of the best professional minds and partnerships in the community to mitigate the problem.*



Actions and Efforts

- Flood response = engineering summits = long term mitigation delivery
- 5 on-call engineering firms, a CMAR procurement, 9 Council Amendments, 7 GMPs, 5 utility providers, dozens of trade partners and skilled professionals
- Total project cost \$39.5M
 - \$6.6M in grant funding
 - \$26.2M Prop 441 Bond
 - 419, RR&SS & Water Services contributions

NOTE – Additional scopes included sirens and alert gauges, Killip basins (\$2M), Paradise channel widening (\$0.2M), Parkway Basins (\$1M), and the Dortha crossing and channel improvements to Cedar (\$2.4M).



By the Numbers

- Water conveyed, safely and quickly – 1,150 Cubic Feet per Second (cfs) or 51,600 gallons per minute.
 - ~750 cfs in the channel
 - ~200 cfs to the Wedge
 - ~200 cfs in the street on Grandview
 - Ponderosa Park - ~350 cfs underground, the remaining ~400 cfs will surface flow into the Killip Basins
- 26 acre-feet of storage/detention (15 at Wedge, 8 at Killip, 3 at Parkway) - 8.5 million gallons or 13 Olympic swimming pools.
- 0.7 miles of new, hardened and improved channel
- 3 new expanded box culvert crossings: Linda Vista, Cedar and Dortha



Overflight Video





Testimonial and Outreach

“As construction began, we were always informed by the construction company of the estimated timeframe and what to expect.”

“I am impressed by how well the city, county and state worked together to ensure funding.”



Yves and Monika Leuenberger, business owner on Cedar at the crossing.



Testimonial and Outreach

The team has provided 20 Council updates, 11 notification fliers to 950 properties, 5 press releases, over 35 door-to-door visits, 6 community meetings, various meet in the streets, delegation tours and provided weekly updates.

The ability to communicate and share our progress built trust and established relationships to address any concern.

Thank you to all of our residents and business owners!



Community Benefits

- Successful delivery of the projects – On-time and with a leveraged budget to enhance the scope and scale for the best benefits.
- Reduction of short-term mitigations – Sandbags and barriers
- Expanded Ponderosa Park by ~1.0 acre, or 140%
- 2,000+ feet of new sewer and water mains to replace aging infrastructure
- Enhanced road surface investments on Linda Vista, Grandview and Cedar



Spring 2026 Items

- Final loose ends and remaining scopes
 - Cedar final striping – May 29 - 31
 - Wedge gate and controls
 - Pondersosa park turf and public art
 - Mitigation cleanup and slope seeding
- 2026 Monsoon update will be provided at the June 23 Council meeting



Ribbon Cutting Celebration



Come Celebrate
the completion of the Spruce Wash Flood
Mitigation Suite of Projects!

Friday, June 26
at 2 p.m.

Ponderosa Park
2512 N 1st St. Flagstaff, AZ 86004

We kindly ask that you RSVP by sending an
email to info@museumfloodprojects.com by
June 5. We hope to see you there!

Save the Date!



Come Celebrate
the completion of the Spruce Wash Flood
Mitigation Suite of Projects!

Friday, June 26
at 3 p.m.

Ponderosa Park
2512 N 1st St. Flagstaff, AZ 86004

Food ★ Drinks ★ Community

Save the Date!



Thank you



CITY OF FLAGSTAFF STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Ben Markert, Project Manager Sr. Lead
Date: 04/28/2026
Meeting Date: 05/12/2026



TITLE:
Safe Streets Master Plan Presentation

DESIRED OUTCOME:

Information Only

Executive Summary:

MetroPlan, City of Flagstaff, Mountain Line and Coconino County have partnered to procure a Transportation Master Plan to provide clear direction for implementing the City and County Regional Plan (RP) and MetroPlan Regional Transportation Plan (RTP) policies, including those pertaining to:

- Multimodal Transportation
- Safety
- Housing Affordability
- Climate, and
- Accessibility

In recent years, the City declared a climate emergency and housing emergency. That clear direction will, in part, be established through the development of Complete Street Guidelines and transportation-related Code Revisions as part of this endeavor.

The Plan, including the components herein, will be recognized as a centralized and primary source for transportation decision making for City Streets and advisory for County and ADOT roads. Attaining that status will require important investment and broad commitment to resolving policy conflicts and tensions and achieving a unified vision across policy arenas. The Plan will equip local practitioners to effectively improve transportation safety and monitor progress in reducing fatal and serious injuries. It will include monitoring protocols for evaluation of safety performance at the system and project level. The Plan will enable readers to establish a clear understanding of how the Regional Plan transportation policies are to be implemented, what they are intended to achieve, and how they will look when they are complete. With its public process, legislative adoption, and supportive data and analysis, the Plan will make the development review process more legally defensible, transparent, predictable, and efficient. It will decrease time periods dedicated to analysis and negotiation and make cost-sharing conclusions easier to reach.

The Plan will also:

- Assist in financial planning and budgeting.
- Include a strong implementation component.
- Provide guidance to capital improvement program prioritization and identify near and long-range funding strategies for implementation of projects.
- Provide interim or evolutionary solutions useful to achieve system continuity for various modes through phased investment over time.
- Address system maintenance costs and funding needs for maintenance and capital.

The Safe Streets Master Plan is funded through a FHWA Safe Streets for All (SS4A) planning grant awarded to MetroPlan. City and Metroplan staff along with the design consultant Kittelson & Associates are pleased to

introduce the SSMP to City Council and have a discussion to ensure the proper issues and outcomes are identified and addressed.

Information:

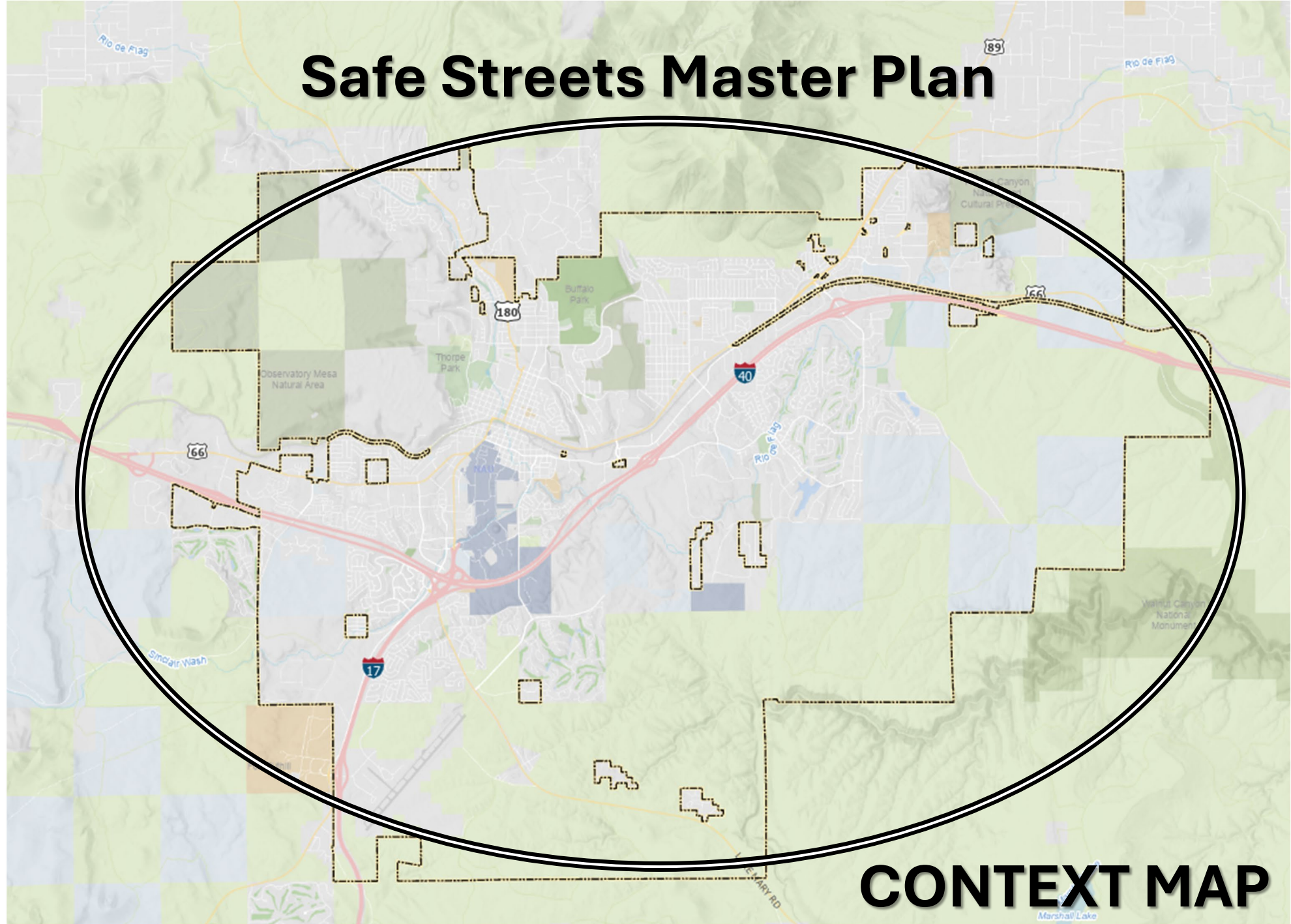
Design consultant Kittelson & Associates has been contracted for the SSMP, to build on regional momentum to deliver a clear, actionable strategy to improve safety, enhance mobility, and expand multimodal access. The results of this task are intended to be visionary, practical, and ready for implementation.

Attachments: [SSMP Council Presentation PDF](#)
[SSMP Overview Handout](#)

Safe Streets Master Plan



Safe Streets Master Plan



CONTEXT MAP

Safe Streets Master Plan





Project Background & Purpose



PURPOSE

The **Safe Streets Master Plan (SSMP)** establishes a practical framework for implementing safe, multimodal streets.

It aligns **policy**, engineering **standards**, and development **expectations** while guiding future transportation investments.



Why We Are Here Today



We Want to Hear From You



What are the most important issues the SSMP should address or outcomes it should deliver for Flagstaff?





How the Transportation Plan Fits

INFORMED BY

FLAGSTAFF PLANNING AND ENGINEERING EFFORTS

Builds off recommendations and goals identified in key Flagstaff initiatives, including:

- Regional Plan 2045
- Active Transportation Plan
- Carbon Neutrality Plan
- 10-Year Housing Plan

REGIONAL PLANS

Aligns with MetroPlan, ADOT, Coconino County, Mountain Line on transit, roadways, and cross-jurisdictional projects.

COMMUNITY AND STAFF FEEDBACK

Reflects what residents, businesses, and stakeholders told us matters most for getting around Flagstaff.



SHAPES WHAT COMES NEXT

ALIGNED FUTURE TRANSPORTATION VISION

Unifies past plans and community priorities into one clear path forward. This plan connects previous efforts into a cohesive vision that guides how Flagstaff invests, prioritizes, and delivers transportation improvements.

FUTURE MOBILITY STUDIES

Identifies priority corridors, modes, and topics that warrant deeper study and project development.

TRANSPORTATION IMPROVEMENT PROGRAM

Recommendations in the Plan will be prioritized for programming and improvement - informing the development of Flagstaff's TIP.

ON-GOING PLANNING AND DESIGN EFFORTS

Guides day-to-day transportation decisions and project development.

FUNDING AND GRANTS

Strengthens the region's competitiveness for regional and federal funding by aligning projects with documented needs.



Plans Drive Real Change in Flagstaff

THE LAST PLANS SET THE DIRECTION



Prioritized safety and multimodal travel



Identified need for better north-south connectivity



Called for expanded trail and bike networks



Emphasized Complete Streets and corridor improvements

Key plans include Blueprint 2040 and Stride Forward 2045 Regional Transportation Plans, Regional Plan 2045, 10-Year Housing Plan, Carbon Neutrality Plan, and the Active Transportation Master Plan.

WHAT THAT DELIVERED (REAL PROJECTS AND REAL CHANGE)

- **Major, Transformational Projects, including:**
 - Lone Tree Overpass & Corridor Improvements
 - Lone Tree/Butler Corridor Upgrades
 - Downtown Mile
 - 4th Street Overpass
- **Mountain Line Expansion.**
- **Flagstaff Urban Trail System Expansion**
- **Regional Coordination & Funding Alignment.** Ongoing coordination with: MetroPlan, ADOT, and Coconino County
- **Integration with the Regional Plan.** Stronger connection between land use and transportation – supporting development and multimodal accessibility

WHY THIS PLAN MATTERS NOW



MOVE FROM INDIVIDUAL PROJECTS TO A CONNECTED SYSTEM

Link investments to create a safe, multimodal network that works together.



APPLY CONSISTENT DESIGN ACROSS ALL CORRIDORS

Ensure all projects reflect Complete Streets and citywide design guidance.



BETTER ALIGN POLICY, FUNDING, AND IMPLEMENTATION

Coordinate resources and partners to advance projects more efficiently.



BUILD ON MOMENTUM TO DELIVER LONG-TERM RESULTS

Turn today's improvements into a safer, more connected Flagstaff for all.

PREVIOUS PLANS LED TO REAL PROJECTS THAT IMPROVED MOBILITY AND SAFETY.
THE SSMP ENSURES THOSE IMPROVEMENTS HAPPEN MORE CONSISTENTLY AND CITYWIDE.



Why the SSMP is So Important

Stakeholder Interviews: Key Challenges SSMP Should Address



Translate Vision into Implementation

Plans set strong goals but lack clear guidance for day-to-day decisions and project delivery.



Predictability for Development

Development review and TIA processes lack consistent expectations for multimodal infrastructure.



Align Policies & Engineering Standards

Planning goals, engineering standards, and regulations are not always aligned.



Design Streets for Context and Users

Street design should reflect surrounding land use and support safe travel for all users.



Deliver a Coordinated and Implementable Plan

Implementation requires alignment across departments, MetroPlan, regional partners, and funding programs.



Plan Overview: Clear Path to Safer Streets

2026

2027

2028



PHASE 1 UNDERSTAND

- Conflicts and Gaps in Policies and Plans
- Existing Conditions and Needs Assessment
- Previous Community Engagement Findings



PHASE 2 PLAN & PRIORITIZE

- Future Scenario Analysis
- Prioritized Project Evaluation
- Implementation & Funding Plan
- Complete Streets Design Guidelines
- City Transportation Master Plan and MetroPlan Regional Transportation Plan



PHASE 3 DELIVER & IMPLEMENT

- Policy, Standards & Code Revisions
- Online Complete Streets Design Guidelines Tool
- Implementation Support
- Performance Tracking & Dashboard

- ★ **On-Going:**
- Community Engagement and Partner Coordination Throughout
 - City Council Updates at Key Milestones to Share Guidance and Outcomes



Key Outcomes

Policy-Design-Practices Inconsistencies Audit



What Exists

Inventory of plans, policies, and standards.



Where Conflicts Occur

Misalignments across planning, design, and operations.



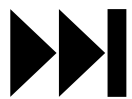
What's Missing

Gaps in standards, policies, or guidance.



What Needs Fixing Now

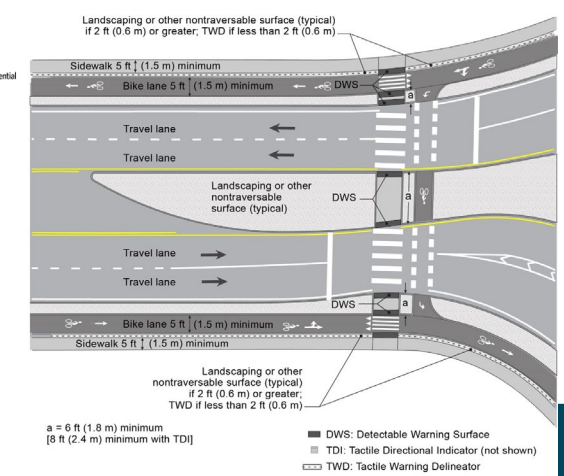
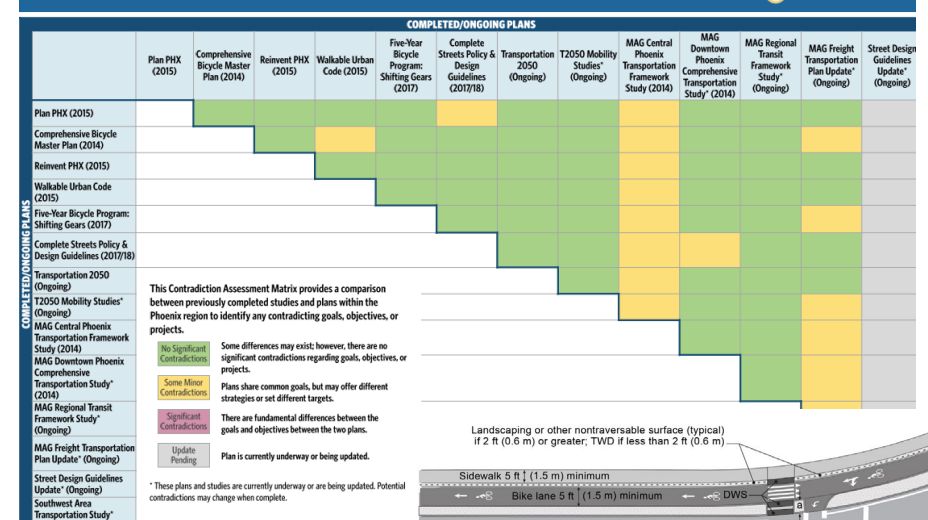
Interim standards to support near-term projects.



What Comes Next

A clear path toward alignment and adoption.

CONTRADICTION ASSESSMENT OF CITYWIDE PLANNING EFFORTS





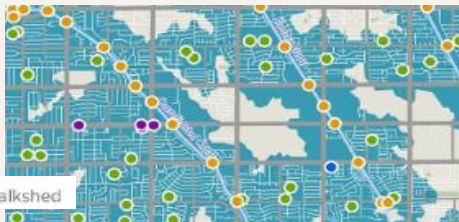
Key Outcomes

Transportation Master Plan (City of Flagstaff)



State of the System

How the network performs today



10-Minute Walkshed



Gaps and Needs

Safety, access, and multimodal deficiencies

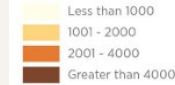
Sidewalk Gap



Future Tested

Scenarios evaluating growth, policy, and technology impacts

Long-Term Population By TAZ



Prioritized Action Plan

Framework for multimodal investments



Phased Delivery Approach

Realistic, fundable implementation plan

- Short-Term**
 - New Road
 - Widening and Reconstruction
 - Corridor Need
 - Bridge/Crossing
- Mid-Term**
 - New Road
 - Widening and Reconstruction
- Long-Term**
 - New Road
 - Widening and Reconstruction
 - Bridge/Crossing





Key Outcomes

Regional Transportation Plan (MetroPlan)



Shared Foundation

TMP Analysis integrated with regional priorities



Multimodal Needs

Safety, access, and system gaps identified regionwide



Prioritized Program

Performance-based project selection



Fiscally Constrained

20-year investment plan

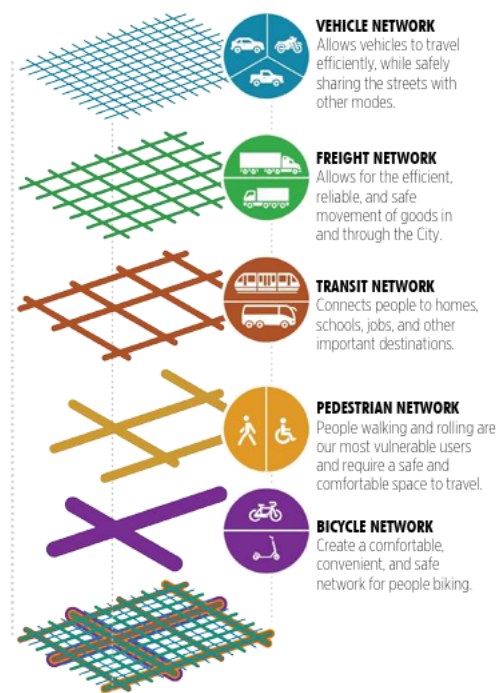
Meet Federal Requirements



Key Outcomes

Complete Streets Guidelines

- ✓ **Clear policy:** Adoptable Complete Streets framework
- ✓ **Street typologies:** Context-based roles and priorities defined
- ✓ **Connected complete networks:** Walking, biking, transit, driving, and freight integrated
- ✓ **Buildable guidance:** Standard cross-sections and design tools
- ✓ **Consistent application:** Applied across projects and development



Collectors

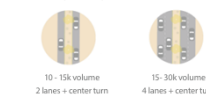
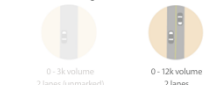
Industrial

Collectors in Industrial areas link commercial and industrial to regional routes and destinations. Although volumes and speeds are lower, bicycle facilities should still be protected or separated from vehicle traffic. In constrained situations under low volume conditions, striped bike lane is allowable.

Key Characteristics



How many lanes are needed?



Street Design Elements

	Preferred	Allowable Range
VEHICLES	Travel Lane Width	11' - 11-13'
	Median Width*	12' - 11-14'
BIKEWAYS	Low Volumes: Striped Bike Lane	
	Moderate Volumes: Buffered Bike Lane or Shared Use Path	
	Buffered Bike Lane Width	6' - 5-8'
	Buffered Bike Lane Buffer	4' - 3-6'
BIKEWAYS	Shared Use Path Width**	12' - 8-14'
	Striped Bike Lane Width	6' - 5-8'
SIDEWALK	Sidewalk Width	6' - 6-8'
	Landscaped Buffer Width	5' - 4-10'
	Pedestrian Crossing Frequency	800' - 800-1300'

** A shared use path acts as both the bikeway and sidewalk
* For low volume collectors (<5,000), median separation may not be needed.



Key Outcomes

Policy, Standards, and Code Revisions



Aligned Rules

Policies, codes, plans and standards updated to reflect SSMP plan goals



Conflicts Resolved

Planning, engineering, fire, and development requirements aligned



Modernized TIA

Multimodal, VMT-aware analysis with clearer expectations



Cost Understood

Development and City impacts clearly assessed



Implementation Ready

Adoption-ready amendment language



How the Community Is Being Engaged

- **Project Website** Coming Soon
- **Online Surveys and Mapping Exercises** Coming Soon
- **Three-Phased Community Engagement Process**
- **Stakeholder Workshops**
 - Planning Partners, Businesses, Schools, Community Organizations, etc.
- **Internal and External Working Groups**
 - All internal departments, MetroPlan, Coconino County, ADOT



Path to Adoption

Building alignment across departments, commissions, and decision-makers

The SSMP will be developed through ongoing coordination with City departments, boards, commissions, and regional partners to ensure it reflects shared priorities and is ready for implementation.

Coordinate and Engage

Internal City Management

Stakeholder Advisory Committee (SAC)

Flagstaff Pedestrian Advisory Committee (PAC)

Flagstaff Bicycle Advisory Committee (BAC)

Stakeholder Advisory Committee (SAC)

Coconino County Board of Supervisors

Mountain Line Board

ADOT

Collaborate and Refine

Technical Working Group (TWG)

Project Management Team (PMT)

Complete Streets Task Force

Review and Advance

Zoning Commission

Flagstaff Transportation Commission

Flagstaff City Council

MetroPlan TAC

MetroPlan Board



How You Can Stay Active in the SSMP

You play a critical role - guiding priorities, helping champion public engagement, and ultimately adopting the Plan so it becomes the foundation for Flagstaff's transportation future.



Guide Priorities

Provide feedback at workshops & work sessions



Community Champion

Host or support events or include information in your communication



What are the most important issues the SSMP should address or outcomes it should deliver for Flagstaff?

Safe Streets Master Plan



Safe Streets Master Plan

Questions?



Questions About the SSMP

1 What Will This Project Deliver?

Over the next three years, this project will produce interconnected plans that give Flagstaff the roadmap, standards, and policy framework needed to build safer streets for everyone.

Transportation Master Plan

System Performance Analysis. How our network is functioning today and where it falls short. (Q4 2026)

Gaps and Needs Assessment. Current deficiencies and what is needed to support long-term growth. (Q1 2027)

Phased Project Improvement List. Prioritized projects to inform upcoming programming and investment. (Q3 2027)

Implementation Plan. How and when recommended improvements will be delivered. (Q1 2028)

Capital, Operations, and Maintenance Plan. A financial plan ensuring investments are sustainable over time. (Q1 2028)

Online Dashboard

Public-Friendly Design Tool. Interactive resource for design guidance. (Q3 2027)

Performance Measure Tracking. Real-time visibility into system performance against plan goals. (Q1 2028)

Transportation Master Plan Findings. Key data and recommendations in an accessible format. (Q3 2027)

Design Guidelines

Interim Design Standards. Immediate guidance for roadway construction projects already in the pipeline. (Q3 2026)

Street Typologies. Modal needs and design standards for every road. (Q1 2027)

Complete Network. A connected network ensuring all users can move safely across the City. (Q3 2027)

Design Guidelines and Toolbox. Practical resources to apply complete streets principles to every project. (Q3 2027)

Policy and Code Updates

Policy and Code Analysis. Existing codes and policies that don't align with local and regional goals. (Q2 2026)

Complete Streets Policy Framework. Embeds complete streets principles into City decision-making. (Q1 2027)

Modernized Standards and Practices. Updated codes and standards reflecting current best practices. (Q2 2028)

Updated Traffic Impact Analysis Process. A modernized review process accounting for all travel modes. (Q1 2028)

2 How Are We Engaging With the Public?

Throughout every phase of the SSMP, we will meet Flagstaff community members where they are, tailoring engagement to the specific needs of each neighborhood. Activities may include annual events, neighborhood meetings, pop-up displays, online surveys, and targeted outreach to underserved communities. Findings will directly inform plan recommendations and be reported back to Council at each major milestone.

How Council Can Help:

As trusted community leaders, your participation makes a real difference. You can help by:

- Sharing engagement opportunities with constituents
- Attending or helping host a public event in your neighborhood
- Talking about this project, we will keep you equipped with talking points

Safe Streets Master Plan

The Safe Streets Master Plan (SSMP) is a coordinated, multi-year initiative driven by data and shaped by community input, delivering a unified roadmap that will define how Flagstaff moves for generations to come. The SSMP is more than a single plan. It is four coordinated efforts working together to deliver lasting results for every person who lives, works, and travels in Flagstaff.

CITY OF FLAGSTAFF

Transportation Master Plan

Flagstaff doesn't have a transportation master plan. This plan will provide the City a roadmap, adopted as policy, reflecting today's goals and growth, ultimately giving Council a phased, funded action plan to guide transportation investment decisions for the next 20+ years.

CITY OF FLAGSTAFF

Design Guidelines

Inconsistent and rigid street design makes it harder to accommodate all users. These guidelines create a unified framework supplementing City standards across new development, reconstruction, capital projects, and private development review.

METROPLAN

Regional Transportation Plan

A federally required long-range plan that sets the region's transportation vision and unlocks federal funding. This update ensures Flagstaff's priorities are reflected at the regional level and that the City remains competitive when pursuing federal transportation dollars.

CITY OF FLAGSTAFF

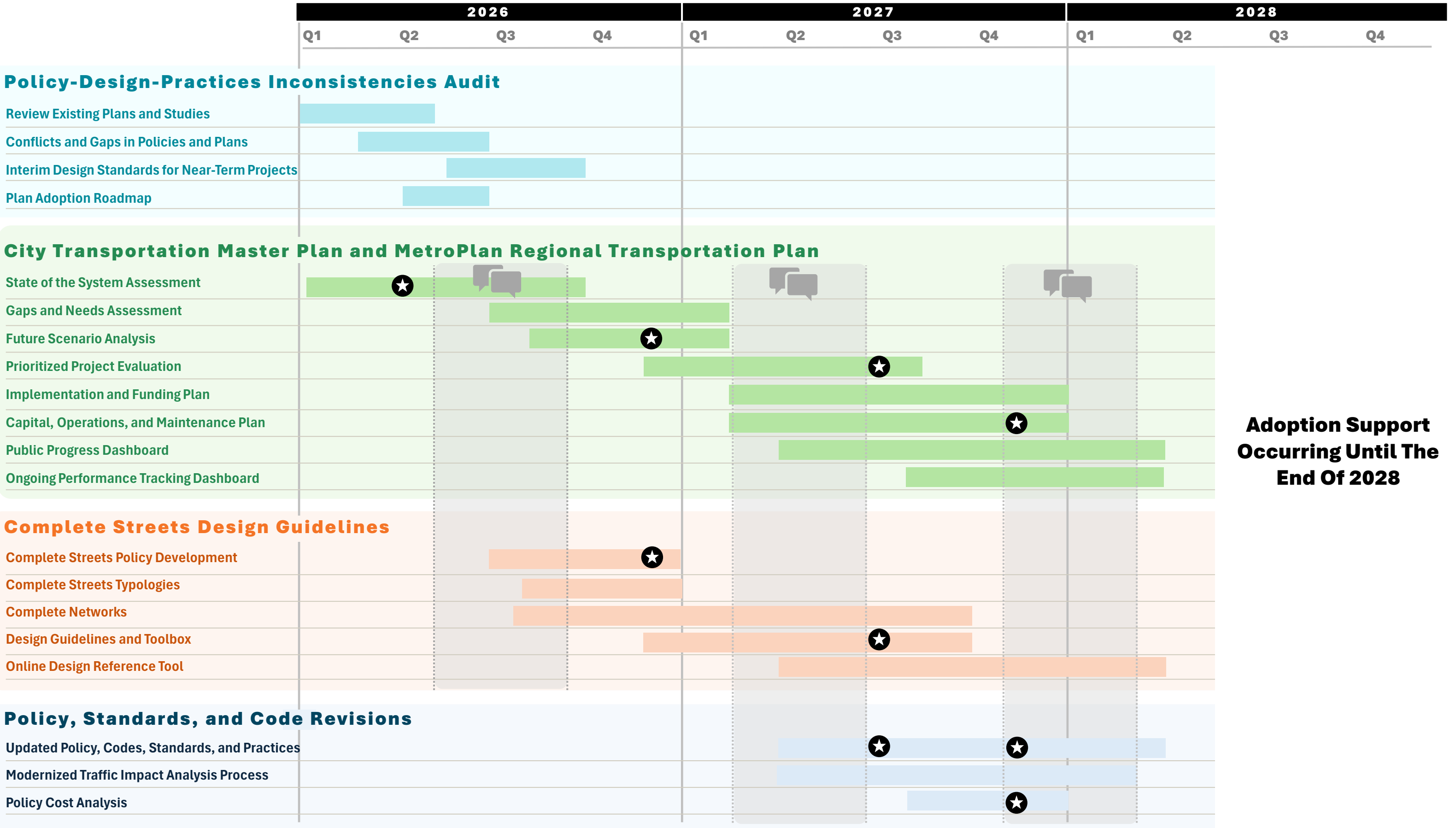
Policy and Code Updates

Flagstaff's codes and policies should support the streets the community wants, not stand in the way. This effort modernizes existing codes, polices, and practices to remove those barriers.



Project Schedule: Key Milestones and Decision Points

Council will be briefed at key points throughout this process, starting with the kickoff on May 12, 2026. As the SSMP takes shape, you will have the opportunity to weigh in on findings, review draft recommendations, and ultimately vote on final adoption in 2028. This is a process built with Council in mind at every stage.



**Adoption Support
Occurring Until The
End Of 2028**

**CITY OF FLAGSTAFF
STAFF SUMMARY REPORT**

To: The Honorable Mayor and Council
From: Denae Presler, Climate Analyst
Co-Submitter: Creag Znetko
Date: 05/01/2026
Meeting Date: 05/12/2026



TITLE**Green Business Boot Camp Overview and Update****STAFF RECOMMENDED ACTION:**

Information Only

Executive Summary:

The Flagstaff Green Business Boot Camp is a seven-week program designed to equip locally owned and operated businesses and nonprofits with the knowledge and skills to reduce their utility and operational costs, advance their sustainability efforts, and connect with technical and financial resources. To date, 27 local businesses have graduated from the program across four cohorts. This presentation discusses the program's format, its impacts, and graduates' first-hand experiences. Further details are available in the attached Green Business Boot Camp Executive Summary Report, authored by Local First Arizona.

Information:

The City of Flagstaff Sustainability and Economic Development teams partnered with Local First Arizona to offer the Flagstaff Green Business Boot Camp to local businesses and nonprofit organizations for the past two years. Through the program, participants hear from local experts on topics including energy, water, waste, transportation, and financing as they develop cost-saving projects to make their operations more sustainable. The program culminates in participants "pitching" the projects they've developed. Graduates of the program also receive one year of free technical support from Local First Arizona and access to the low-interest Green Loan Fund. This year, participants had the opportunity to compete for Innovate Green funding from the City and for Intuit Grants, introduced by Local First Arizona, to support the implementation of their projects.

Attachments: [Presentation](#)
[Executive Summary Report](#)

Green Business Boot Camp





Green Business Boot Camp



Supporting Local Businesses

- Helping the bottom line
- Advancing sustainability
- Connecting with resources



2025 Green Business Boot Camp



CHOOSE
FLAGSTAFF
THE CITY OF INNOVATION





Hybrid to In Person



Original Approach: Hybrid Model

- Designed to maximize accessibility and flexibility
- Allowed participation from busy small business owners
- Provided virtual options to broaden reach

What We've Learned

- In-person sessions drive significantly higher engagement
- Stronger collaboration and peer-to-peer learning happens face-to-face
- Networking and relationship-building are critical to program success

Preferred Direction: In-Person First

- Primarily in-person workshops
- Use virtual access only as a supplemental option



2026 Green Business Boot Camp Graduates



Integrating Innovate Green Funding



Expands the Green Business Boot Camp

- Utilize Innovate Green funding as a small grant program tied to Boot Camp participation
- Businesses completing the program could apply

Potential Eligible Projects

- Energy efficiency improvements
- Water conservation upgrades
- Waste reduction and circular economy practices
- Sustainable transportation or fleet improvements

Benefits to the City

- Encourages action beyond the classroom
- Creates visible success stories for the community
- Builds momentum for the larger Innovate Green initiative



Introduction

Local First Arizona

- Has extensive experience supporting small businesses and sustainability initiatives statewide
- Acts as a strategic partner for:
 - Program outreach and business recruitment
 - Training content and workshop facilitation
 - Connection to additional grants and technical assistance
 - Measuring and promoting outcomes

Why This Matters

- Brings statewide expertise and credibility to the Green Business Boot Camp
- Expands opportunities for Flagstaff businesses to connect with regional resources
- Supports City Council's goals for economic resilience, sustainability, and local business success



2026 Flagstaff Green Business Boot Camp Report



About Local First Arizona

- A nonprofit and business coalition founded 23 years ago by an Arizona native and entrepreneur
- The state's federally designated Rural Development Council
- Based in Phoenix with staff throughout the state, including Flagstaff



* We serve Arizona in a variety of ways

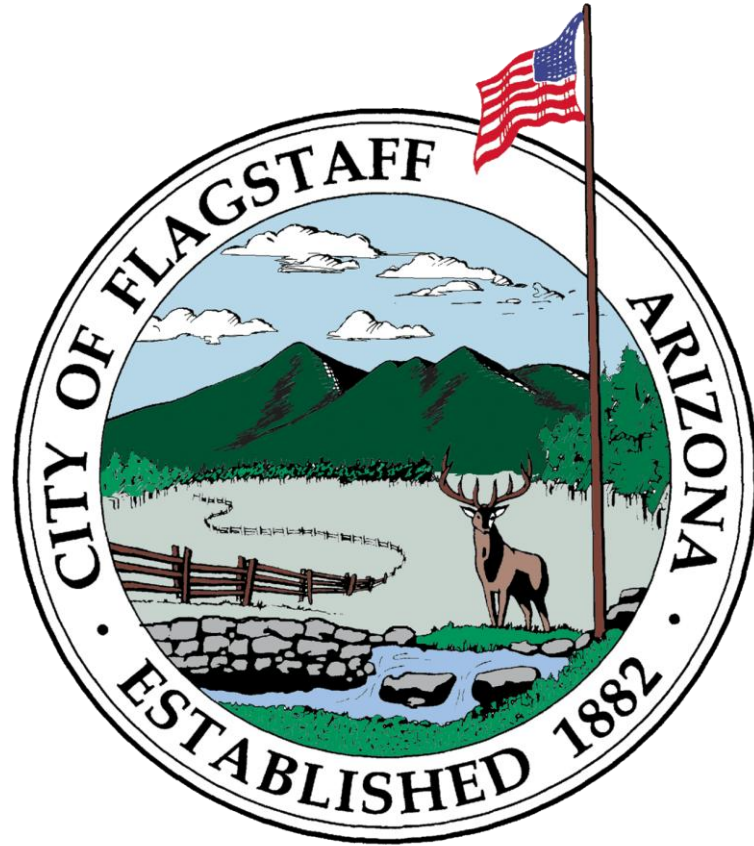
- Assist local government and [tribal nations](#) to secure resources that build [self-reliant local economies](#)
- [Small business education](#) programs that foster entrepreneurship and increase access to capital
- Help businesses identify [solutions](#) and [funding](#) to reduce their environmental impacts
- Strengthen the [Arizona food system](#) through kitchen incubators and farm-to-fork programs
- Advocate for local businesses via the [largest local business coalition](#) in the U.S.
- Educate consumers about the [profound impact](#) of their spending choices on the local economy

Northern Arizona Good Jobs Network

- Launched in 2023 with ARPA funds awarded by the Governor
- A five-county network: Mohave, Coconino, Navajo, Apache & Yavapai
- New training-to-employment models for rural job seekers and workers to accelerate skills gains and credentialing



Work Closely with City of Flagstaff



Green Business Boot Camp

- 7-week in-person workshop series for locally owned businesses
- All types of businesses welcome
- Helps support businesses to reduce energy, water, waste, and/or transportation use by 20%
- Provides access to capital for sustainability improvement projects, and helps future-proof businesses to be more resilient.
- Since 2024, we've had 27 graduating businesses from Flagstaff



Green Business Boot Camp Alumni in Flagstaff

- 4 Sons Landscape Maintenance
- 1899 Bar & Grill
- All You Mead
- Arizona Behavioral Health Assoc.
- Chocolita Chocolate
- Coco-op Maker Space
- Culinary Concepts Southwest
- Diamond Auto Glass
- Double K Breeding
- Eat N Run
- Elevated Camping Experience
- Flagstaff CSA & Community Market
- Forestdale Farms
- Guida Wood Works
- Historic Brewing
- Kahtoola
- Kickstand Café
- Mountain Top Hops
- Nackard Pepsi
- Quality Connections
- Restoration Soils
- Rising Mountain Academy
- Rocking L3 Ranch
- Rooftop Solar
- Shift Kitchen & Bar
- Tech Genie
- Theatrikos Theatre Company

Funding for Participants



Participating businesses were eligible to apply for exclusive funding opportunities to implement their projects including:

- City of Flagstaff Innovate Green Grants: Up to \$10,000
- Intuit Green Business Rebates: Up to \$1,500
- Local First Arizona Green Loan Fund: Between \$2,500 - \$25,000 @ 3%

Innovate Green Grant Awards

Business	Award	Project Description
All You Mead	\$2,800	On demand water heater
4 Sons Landscape Maintenance	\$2,100	Electric backpack blower/battery
Flagstaff CSA	\$1,850	New Refrigerator
CoCo-Op Makerspace	\$1,550	Shop door insulation
Rising Mountain Academy	\$1,000	New Electric Stove
Elevated Camping	\$700	Paperless Technology (Ipad/program)
Award Total	\$10,000	

Funding source: City of Flagstaff

Intuit Energy Efficiency Rebate Awards

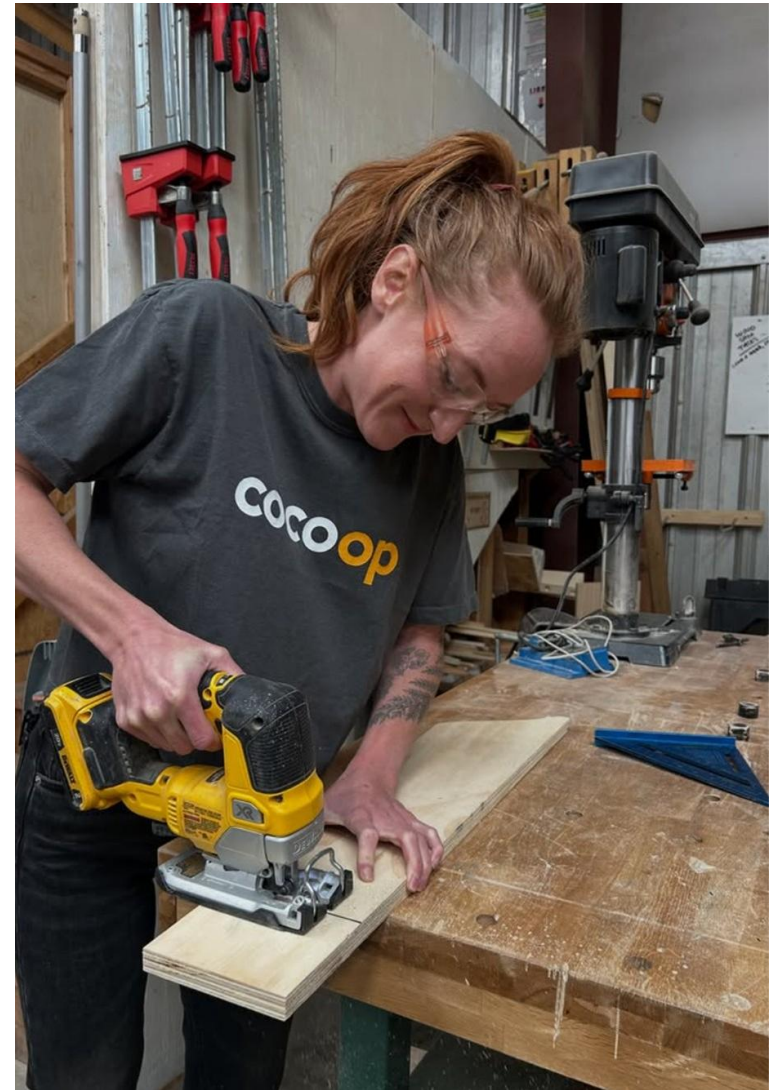
Chocolita Chocolate	\$1,500	Energy Star Dishwasher
4 Sons Landscape Maintenance	\$1,500	Battery operated chainsaw and extra battery
Coco-Op Makerspace	\$1,500	Insulating garage doors
Elevated Camping Experience	\$1,500	Powerstation and battery to replace a generator
Culinary Concepts Southwest	\$1,000	Walk In Envelope: replace door strips in walk in cooler, fluorescent lights with LED
Theatrikos Theatre Company	\$1,000	LED light upgrades
All You Mead	\$1,000	Electric on demand water heater
Flag CSA & Local Market	\$1,000	Replace older fridge
Forestdale Farms	\$500	Replace older refrigerator
Award Total	\$10,500	



“I really liked the connections and networking that came from the whole experience.”

“I loved the upbeat, positive energy throughout the bootcamp and collaborating with other local small businesses.”

“I loved the content!”



Feedback

“This program was considerably more helpful than I had expected when going into it.”

“I think the CoF grant was really motivating and challenged me to think about how ‘I’ll get to it eventually’ goals could be ‘I’ll get to it now’ action items”



Feedback

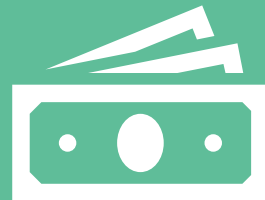
Participant Case Studies

Chocolita

Botanical, Plant-Based, Organic Chocolate



GBBC Experience



Intuit Grant



How it Helped the Business



Lessening our Environmental Impact: Drop by Drop, Page by Page

Current practices:



Converting over 200 gallons into reusable, potable water per season

IMPROVED WITH GRANT FUNDING:



PLUS

Saving more than 1K sheets of paper and over \$400 in paper and ink expenses

This Project Will:

Contribute to sustainability

- Reduce cooling by 33%
- Solar for water heater
- Reduce water use

Build business resilience

- Climate change / events

Support AZ businesses

- Sustainable practices
- AZ Agriculture





LOCAL FIRST ARIZONA™



2026 Flagstaff Green Business Boot Camp Report

A Collaboration between Local First Arizona and City of Flagstaff

May 5, 2026

Executive Summary

Since Spring 2024, Local First Arizona and the City of Flagstaff have teamed up to deliver programming that brings economic vitality, local resilience, and climate action to the community in the form of the Green Business Boot Camp. To date, 27 Flagstaff businesses have graduated from the Local First Arizona program since the start of the collaboration. Most recently, eight (8) of those businesses graduated from the second in-person Flagstaff Green Business Boot Camp that ran from Jan 22, 2026 through March 5, 2026.

To support these businesses, Local First curated a roster of local industry experts in the areas of energy, water, waste, transportation, and financial incentives to guide businesses through the seven sessions and develop a **green project**. Criteria for a **green project**:

- Develop a plan to assess and reduce business emissions and costs related to energy, water, waste, and transportation by at least 20%
- Planning for long-term benefits to employees, the surrounding community, and environment.
- Future-proofing the business against disruption including supply chain and climate-related impacts

One of the biggest hurdles for businesses is getting the capital necessary to scale, grow, and implement projects that will help them save money. Through the City of Flagstaff, participating businesses were able to apply for up to \$10,000 in Innovate Green Grants to make their Boot Camp projects a reality. In addition, all businesses who are currently enrolled or have graduated from the Green Business Boot Camp were encouraged to apply for up to \$1,500 per business through the Intuit Green Business Rebate Program. In 2026, Flagstaff businesses were awarded \$20,500 in total funding for green projects.

Businesses that previously graduated from the Green Business Boot Camp continue to develop and implement their Boot Camp projects with continuing technical assistance and connections to resources from Local First Arizona. Updates on project progress and metrics are included in this report.



Green Business Boot Camp Graduates

Name	Sector	Year Graduated
Arizona Behavioral Health Assoc.	Healthcare	2024
Kickstand Cafe	Restaurant / Cafe	2024
Nackard Pepsi	Distribution / Logistics	2024
Shift Kitchen & Bar	Restaurant / Cafe	2024
Chocolita Chocolate	Food Processor	2024
Eat N Run	Restaurant / Cafe	2024
Forestdale Farms	Agriculture	2024
Historic Brewing	Brewery	2024
Rocking L3 Ranch	Agriculture	2025
Rooftop Solar	Solar	2025
1899 Bar & Grill	Restaurant / Cafe	2025
Culinary Concepts Southwest	Catering	2025
Diamond Auto Glass	Home & Auto Window Services	2025
Double K Breeding	Equine Training & Breeding	2025
Guida Wood Works	Wood Manufacturing	2025
Mountain Top Hops	Agriculture	2025
Quality Connections	Nonprofit / Social Services	2025
Restoration Soils	Compost / Landscape Products	2025
Tech Genie	Consumer Products Mfg	2025
4 Sons Landscaping	Landscaping Services	2026
All You Mead	Brewery	2026
Coco-op Maker Space	Nonprofit / Maker Space	2026
Elevated Camping Experience	Travel / Adventure	2026
Flagstaff CSA	CSA / Agriculture	2026
Kahtoola	Consumer Products Mfg	2026
Rising Mountain Academy	Education / School	2026
Theatrikos Theatre Company	Nonprofit / Arts	2026

Topic Areas

Topic	Expert(s)	Details
Water	Emily Melhorn, City of Flagstaff Water Services; Hayley Paul, Audubon Southwest	Water sources, infrastructure, and current state of water in Flagstaff and AZ, conservation, pricing, retrofitting, treatment and recycling, case studies of business successes and challenges in implementing water conservation solutions
Energy	Derek Turner, Rooftop Solar	Energy sources, infrastructure, and current state of energy in the APS service territory and AZ, carbon emissions, conservation, retrofitting, renewable energy, building performance, electrification, case studies of business successes and challenges in implementing energy conservation strategies
Waste & Circular Economy	Darren Bingham, Regen Consulting Services	Diversion and waste management in N AZ, waste hierarchy, circular economy, repair, maintenance, and prevention, recycling, composting, designing with reuse in mind, towards zero waste
Transportation & Local Sourcing	Brynn Katz and Brandon Hooten, Nackard Pepsi	Transportation infrastructure in AZ, Active and public modes of transportation, living streets, planning communities for sustainability, resilience, equity and safety, carbon emissions inventory and reduction strategies, fleets
Financing A Green Project	Nick Shivka, Local First Arizona	How to fund a sustainability project, project performance & ROI, loan readiness preparation, access to resources including Green Loan Fund, Innovate Green Grant & Intuit Rebate, incentives, and tax credits
Project Presentations	Lisa Page, Local First Arizona	Practice pitching a sustainability project to stakeholders that includes a project vision, project strategy, reduction goals, community and social benefit goals, prospective collaborators, budget, and next steps for implementation.
Orientation	Lisa Page & Nick Shivka, Local First Arizona; Danae Presler, City of Flagstaff Sustainability	Introduction to sustainability & resilience, benchmarking, environmental justice, and green project planning

Participant Profiles



Coco-op Maker Space

1155 W Kaibab Ln, Flagstaff, AZ 86001

<https://www.cocoop.org/>

Project Description: Install high-R-value polyiso insulation and industrial weather stripping on two large garage doors to improve indoor climate stability, reduce HVAC strain, and lower utility costs which will result in a 25% reduction in natural gas use.

Elevated Camping Experience

1823 N Center St Suite 202, Flagstaff, AZ 86004

<https://www.campingelevated.com/>

Project Description: Install a water-saving purification system for water returned by customers and transition from paper to digital documentation that will lead to a 100% reduction of water & paper waste.



Flagstaff CSA

116 W Cottage Ave, Flagstaff, AZ 86001

<https://www.flagcsa.com/>

Project Description: Energy efficiency upgrades that include new refrigerators, insulated front door and window treatments, smart thermostats, and LED lighting

Rising Mountain Academy

311 W Cattle Drive Trail, Flagstaff, AZ 86005

<https://mountaincharterschool.com/>

Project Description: Energy efficiency retrofits that include converting a gas stove to electric, upgrading to Energy Star refrigeration, and LED lighting



Kahtoola

431 S River Run Rd, Flagstaff, AZ 86001

<https://kahtoola.com/>

Project Description: Seeking to purchase a baler to eliminate plastic waste, diverting 2 tons of plastic waste while avoiding 3 metric tons CO2 and 10 cu yd of landfill space / year

Theatrikos Theatre Company

11 W Cherry Ave, Flagstaff, AZ 86001

<https://theatrikos.com/>

Project Description: Seeking to install a reclaimed water irrigation system and climate adapted landscaping to reduce outdoor water use by ~30,000 gallons of water / year



All You Mead

2781 W Pico Del Monte Cir, Flagstaff, AZ 86001

<https://allyoumead.com/>

Project Description: Multi-faceted project that includes upgrading building envelope insulation, installing an on-demand electric water heater, clean-in-place sanitation practices, and sustainability advocacy

4 Sons Landscape Maintenance

3450 N. Pine Dr. 86004

<https://www.facebook.com/yardworkpineneedlescleanuplandscape/>

Project Description: Converting internal combustion powered equipment to battery electric equipment, resulting in a reduction in carbon emissions, fuel costs, and noise pollution

Access to Funding for Project Implementation

Participating businesses were eligible to apply for exclusive funding opportunities to implement their projects including:

- City of Flagstaff Innovate Green Grants: Up to \$10,000
- Intuit Green Business Rebates: Up to \$1,500
- Local First Arizona Green Loan Fund: Between \$2,500 - \$25,000 @ 3%

Innovate Green Grant Awards – Flagstaff GBBC Spring 2026 Cohort

Funding source: City of Flagstaff Economic Development Bed, Board, and Beverage (BBB) funds, Sustainability funds

Business	Award	Project Description
All You Mead	\$2,800	On demand water heater
4 Sons Landscape Maintenance	\$2,100	Electric backpack blower/battery
Flagstaff CSA	\$1,850	New Refrigerator
CoCo-Op Makerspace	\$1,550	Shop door insulation
Rising Mountain Academy	\$1,000	New Electric Stove
Elevated Camping	\$700	Paperless Technology (Ipad/program)
Award Total	\$10,000	

Intuit Energy Efficiency Rebate Awards – Flagstaff Based Businesses

Funding Source: Local First Arizona applied for pass-through funding for small local businesses from Intuit

Chocolita Chocolate	\$1,500	Energy Star Dishwasher
4 Sons Landscape Maintenance	\$1,500	Battery operated chainsaw and extra battery
CoCo-Op	\$1,500	Insulating garage doors
Elevated Camping	\$1,500	Powerstation and battery to replace a generator
Laura Chamberlain Professional Chef	\$1,000	Walk In Envelope: replace door strips in walk in cooler, fluorescent lights with LED

Theatrikos Theatre	\$1,000	LED light upgrades
All You Mead	\$1,000	Electric on demand water heater
Flag SCA & Local Market	\$1,000	Replace older fridge
Forestdale Farms	\$500	Replace older refrigerator
Award Total	\$10,500	

TOTAL FLAGSTAFF AWARDS: \$20,500

Past Participant Project Highlights

Chocolita - Chocolita utilized the 2025 Intuit Grant to swap out their old and inefficient cooler for a high-efficiency display case which will also create more working space for the business. They were recently awarded another Intuit grant to purchase a high-efficiency dishwasher to reduce water (10,000 gallons / year) and energy usage at the business.

Forestdale Farms - Forestdale was recently approved for a \$25,000 Green Loan Fund to help jumpstart their solar project. Local First supported Forestdale in applying for additional funding through the Rural Energy for America Program and will be able to take advantage of the Investment Tax Credit. Together, both sources will reimburse Forestdale for approximately 65% of the project cost!

Culinary Concepts Southwest – Recently, Culinary Concepts was awarded \$1,000 to assist the business in updating their walk-in cooler’s structural envelope to increase efficiency. Additionally, they were approved for a Green Loan Fund totalling \$25,000 to assist with upgrading their compressor for the walk-in to increase efficiency by approximately 20%. The new compressor is so efficient and quiet that employees now refer to the walk-in as “the library”.

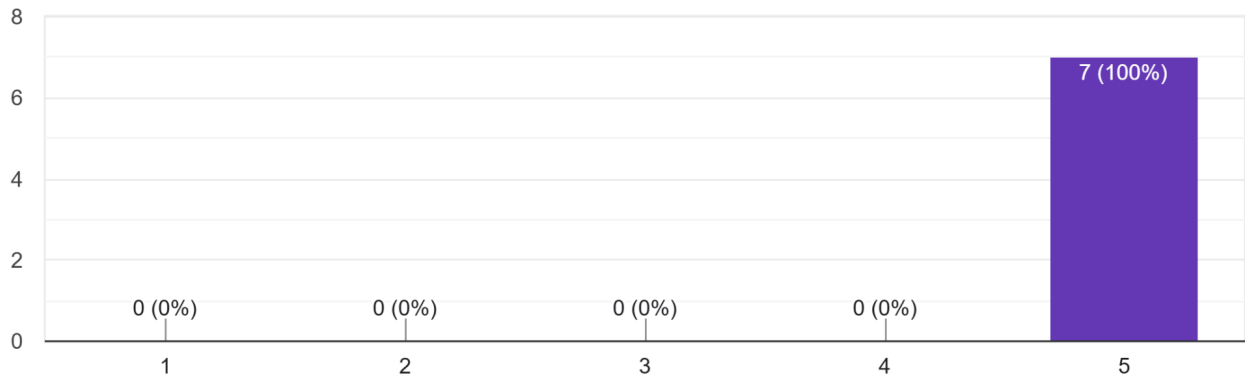
Double K Breeding- Has completed both an energy and water efficiency project. Double K Breeding won an Intuit grant to swap out 120 fluorescent lights and ballasts in the arena to LED light fixtures, reducing lighting costs by over \$500/year. Double K also installed a new water efficient sprinkler system that has reduced water use by 300 gallons / month.

Arizona Behavioral Health Associates - AZBHA was connected to an energy audit from CozyHome to determine energy saving opportunities related to the building envelope, heating, cooling, and lighting. Upon close inspection, the energy audit showed that previous energy efficiency work in the attic did not provide benefits as advertised. CozyHome worked with AZBHA to insulate and seal the attic, resulting in 46% improved efficiency, projected yearly energy savings of \$1,145, and a 5 ton GHG CO2e- reduction.

Survey Results

How likely are you to implement your project idea after the conclusion of the Green Business Boot Camp?

7 responses



How likely are you to recommend the Green Business Boot Camp to another business owner?

7 responses

