



Discover Creativity Discover Opportunity

Creative Flagstaff 2025 Strategic Plan

Adopted by the Board of Directors

May 26, 2021

Table of Contents

- Executive Summary 3**
 - Mission-Led, Outcomes-Driven, & Strategy-Focused 3
 - Flagstaff is Inspired to Create 4
 - 5-Year Goals..... 4
 - Primary Program Areas 7
 - A Living Document Created in the Midst of a Pandemic 7
 - Beyond This Plan 7
 - Your Participation 7
- Guiding Principles 8**
 - Mission & Vision..... 8
 - Values 8
 - Focus..... 9
 - Tools / Core Competencies 9
 - Transformative Strategies 9
- Arts & Ideas and the Cultural Sector 10**
- New Name & Visual Identity 10**
 - Our New Name: Creative Flagstaff..... 10
 - A Movement..... 11
 - A Comprehensive Visual Identity 11
- Government Partnerships 11**
 - City of Flagstaff: Arts, Culture, and Science Agency..... 11
 - Coconino County: Operator of Coconino Center for the Arts 12
- The Plan 13**
 - Goals & Priorities 13
 1. An effective and resilient leadership agency..... 13
 2. Strong and resilient art, science, and culture nonprofits. 13
 3. An emerging identity as one of the Southwest’s most creative cities. 14
 4. A shared community experience..... 14
 5. A thriving center for the arts..... 15
 - Comprehensive Initiatives 16
 - Collaborative Investment & Capacity Building 16
 - Build Arts & Ideas Framework..... 17
 - Expand Sector Awards & Recognition 17
 - Sustainable Coconino Center for the Arts 18
 - Focused Advocacy & Outreach 18
 - Other Supporting Initiatives 19
 - Phasing Plan..... 21

Phase Summaries	21
Staffing Structure.....	23
New Governance Structure.....	25
Assessment Strategy.....	26
Resource Needs.....	26
Initial Metrics	27
Creating an Assessment Program	28
Context.....	29
Organizational History	29
Strategic Planning Process	30
Flagstaff 2020: A Vision for our Community	31
Sector Philanthropy.....	31
Facility and District Plans	31
Coronavirus Pandemic and Recession	32
Regional and Statewide Policy and Trends	33
Stakeholders.....	33
Students & Youth	33
Artists & Creative Workforce	34
Citizens & Representative Government.....	34
Entrepreneurs & Businesses.....	34
Barriers to Opportunity.....	34
Marginalized Groups	34
Coordinated Approaches	35
Appendix	36
Board Process	36
April 2019 Retreat	36
Strategic Planning Committee’s Draft Pillars.....	36
January 2020 Retreat.....	37
February 2020 Mission & Vision Meeting	39
Community Engagement Process.....	40
October 2019 Community Visioning	40
December 2019 Community Survey	40
Google Survey.....	42
January 2020 Round Tables.....	42
Draft Plan Feedback.....	43
Fundraising Feasibility Study.....	43
1998 Creating a Local Arts Agency Report Summary & Progress	44
Report Summary	44
Report Progress	46
2016-2021 Strategic Plan Summary & Progress.....	47
2018 Feasibility Report for a Cultural Arts Center Summary & Progress	49

Executive Summary

We are proud to introduce *Discover Creativity, Discover Opportunity* after two years of collaborative reflection and a new name for Flagstaff Arts Council – Creative Flagstaff – that supports our ambitious plan and vision for the future.

The work of Creative Flagstaff began in 1999 as the culmination of several visionary pursuits, the historic Art Barn, Coconino Center for the Arts, and a collaborative partnership to form a local arts agency. For the past 20+ years, Creative Flagstaff has served as Flagstaff’s art, science, and culture agency, investing in our community through strategic partnerships, disbursing more than \$6 million in grants, incubating new programs, helping organizations spring to life, showcasing hundreds of artists at Coconino Center for the Arts, and advocating for supportive policies in local and state government. Our work is not possible nor meaningful without the many creative professionals, artists, nonprofits, and businesses that call Flagstaff home.

The art, science, and cultural sector in Flagstaff is what gives Flagstaff its life, its understanding, its diversity, its diversity of not only people but also thought and how we express ourselves. It is the heart of Flagstaff.

– Former Mayor Coral Evans

This strategic plan is the culmination of a deep community process which began before the onset of the COVID-19 pandemic. Two community meetings, one which had more than 100 in attendance, 3 board retreats, and hundreds of surveys informed every aspect of this plan. It reflects on cultural equity, the creative economy, and the role of art and creativity in building a strong and resilient community – now even more important because of the pandemic.

Mission-Led, Outcomes-Driven, & Strategy-Focused

The first outcome of this strategic plan was the adoption of a new mission statement, to *foster creative opportunity*. Those three words embody so much about what we understand and hope for our community. They also guide us on how we can collectively work together to make lasting change.

We arrived at our new mission and vision after asking ourselves and the community challenging questions. Like, what does it mean to value the arts? Why does Flagstaff pride itself on science and discovery? What does science have to do with art? How does creativity build community? And, how are we responding to the needs of all citizens?

These questions then led to bigger questions such as: How can Flagstaff be known as one of the Southwest’s most creative cities? How do we expand philanthropy and investment? And, how do we foster a more equitable future for artists, creators, citizens, and organizations?

As stakeholder-stewards of Flagstaff’s \$90 million non-profit creative economy, the range of activities and programs we could invest in are virtually endless. Three strategies, summarized as creative opportunity, arts and ideas, and catalytic initiatives, guide how we approach our mission. Our mission, vision, values, and strategies are detailed on page 8.

Flagstaff is Inspired to Create

Early on, our board watched author Simon Sinek’s Ted Talk, *Start with Why*. The premise is that most organizations can articulate what it is they do and how. Few can say why. Fortunately, most mission-driven organizations like ours have a sense of purpose. But it caused us to reflect. Why do local arts and culture agencies exist? It serves to advance the arts, but why? We also serve science and culture. How does that fit?

Our conclusion was that arts and culture agencies exist because their stakeholders are inspired to create art and that the key difference between similar agencies around the world are the places and people that define them – Flagstaff is inspired to create art. Art, science, and culture are all born or made better because of creative inspiration. Therefore, the idea of creativity as a guide for how we understand art, science, and culture was born.

5-Year Goals

Our 20-year foundation supports goals over the next 5 years.

1. An effective and resilient leadership agency.

What we are building on:

- 20-year partnership with City of Flagstaff as art, science, and culture agency; relationship with County through Coconino Center for the Arts.
- Experience in advocacy, marketing, outreach, forming partnerships, and grantmaking.
- A dedicated professional staff team.

What we want to do:

- Strengthen and **diversify our funding** by hiring a development director.
- **Empower and train** staff and volunteer teams.
- **Increase engagement** through networking and stakeholder-oriented programming.
- Form and strengthen **strategic partnerships**.
- **Diversify our leaderships’** creative talents and cultural representation.
- Strengthen our **core competencies**.

2. Strong and resilient art, science, and culture nonprofits.

What we are building on:

- Nearly \$6.5 million in BBB tax-supported grants given to Flagstaff nonprofits since 2002; \$460,000 in 2020.
- A dedicated nonprofit community representing nearly 2,000 volunteers and 250 board members.
- The planned creation of a digital resource and education center supported by a significant grant from Thoma Foundation.

What we want to do:

- **Strengthen baseline general operating support** by promoting a culture of philanthropy and exploring collaborative fundraising programs.
- Continue to **employ best practices for grantmaking** programs.
- Create or fund **training programs** that support quality programming and administrative capacity.
- Expand and **diversify audiences** through outreach and building awareness for the sector.
- Develop a sustainable **facilities strategy**.

3. A shared community experience.

What we are building on:

- Global outcry for racial and cultural equity and justice.
- A diverse community with prominent indigenous and Hispanic populations.
- A rapidly growing and dynamic population fueled by tourism, Northern Arizona University, and second homes.
- A tight knit creative community.

What we want to do:

- Foster **accessible creative experiences** through grantmaking and alignment of CF programs such as ArtWalk FLG, Viola Awards, Coconino Center for the Arts, and the proposed Dark Sky Arts & Ideas Festival.
- Advocate for **creative placemaking** and the integration of the **arts in public policymaking**.
- **Promote cultural equity** through grantmaking, training, and support cultural planning efforts of partners.
- Increase **opportunities to interact** for the public, artists, creative professionals, and funders at all arts council programming and at dedicated networking events.

4. An emerging identity as one of the Southwest's most creative cities.

What we are building on:

- A shared vision developed through the strategic plan process.
- Decades-long commitment to science and discovery through Lowell Observatory, NAU, US Geological Service, Museum of Northern Arizona, Flagstaff Festival of Science and others; America's first STEM City.
- Nearly 6 million annual visitors, 70% from out of state.
- A unique sense of place compared to other prominent southwest destinations.
- An interdisciplinary creative spirit.
- A destination community.

What we want to do:

- Gain **buy-in from government and other partners** to promote arts and culture as a primary driver of tourism and for the cultural sector as a key economic development focus.
- Foster **interdisciplinary collaborations** through grantmaking, the proposed arts & ideas festival, and through advocacy and marketing. Arts must intersect with our institutions, government, science, humanities, and everyday life.
- Promote **design and creative placemaking**.
- Cultivate **recognition and earned media** by establishing a dedicated staff position and leveraging partners such as tourism.

5. A thriving center for the arts.

What we are building on:

- Coconino Center for the Arts' nearly 40-year history serving Coconino County; operated rent-free by Creative Flagstaff for 20+ years.
- 2019 upgrades to Coconino Center for the Arts including state of the art audio/visual systems in the auditorium, carpet removal, and reconfigured support spaces and planned facility upgrades to support Digital Resource and Education Center.
- 2018 facility feasibility study that highlighted the sector's facility needs and opportunities.
- Multiple master plans that call for arts and culture facilities including Lowell's Section 17, Downtown Master Plan, Museum of Northern Arizona, and the Southside Community Plan.

What we want to do:

- **Maximize the use of Coconino Center for the Arts**, Coconino County's only public arts facility, demonstrating the viability for future facility investments.
- Develop an **independent aligned mission/vision for CCA** supported by robust volunteer leadership through a new dedicated Advisory Board. Board guides programming and use of the facility.
- Develop a **sustainable operations and financing plan** by expanding earned revenue and creating dedicated fundraisers.
- Expand the use of the facility by outside partners by introducing a **resident company program**.
- Create a **long-term facility strategy** that builds on the work of the 2018 feasibility study.

Primary Program Areas

To accomplish the above goals, our efforts focus on the following program areas detailed on page **Error! Bookmark not defined.**

1. Collaborative fundraising
2. Grantmaking and investment
3. Arts and ideas festival and regular events, including adaptation of First Friday ArtWalk
4. Sector awards and recognition
5. Coconino Center for the Arts
6. Advocacy and outreach
7. Resiliency Fund
8. CF board and organizational development
9. Stakeholder training
10. Sector facility plan
11. Sector-wide evaluation and assessment

A Living Document Created in the Midst of a Pandemic

This plan started with great optimism, a belief that our community has a bright future. It still does. A lot has changed. The pandemic taught us to be persistent yet adaptable – focused on the mission. This plan is a living document. Its timing, progress, and emphasis is based on continual evaluation and available resources.

Beyond This Plan

Our outreach unearthed hundreds of ideas, community needs, and opportunities. The context section of this document, which begins on page 29, outlines much of what we learned. It also addresses how we approach supporting the opportunity of the many stakeholders that make up Flagstaff’s cultural sector.

For example, historically CF has only directly supported artists through Coconino Center for the Arts and ArtWalk and many of our programs have not been tailored to youth. The next 3-5 years are important capacity building years for our organization, nonprofits, and identified catalytic projects such as Dark Sky Arts & Ideas Festival. In all our programs we prioritize the wellbeing of artists, the opportunity of youth, and advocate for for-profit creative businesses. In the future, we may tailor specific initiatives for these and other stakeholder groups.

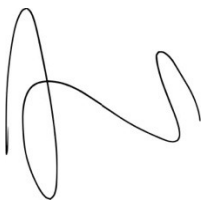
Each year, we will evaluate our progress on this plan and report back to you, our stakeholders.

Your Participation

This is a stakeholder-driven plan. Many aspects of this plan require your input and participation as we work together to foster creative opportunity on our journey to becoming known as one of the Southwest’s most creative cities!

Feedback on this plan can be provided at feedback@creativeflagstaff.org.

Sincerely,



Jonathan Stone
Executive Director



Kimberly Batty-Herbert, Ed.D.
President, Creative Flagstaff

Guiding Principles

Our guiding principles are based on the feedback that we received since beginning the strategic planning process. This plan puts our mission and vision into action. These enduring principles will guide how we implement programs and how we approach future plans.

Mission & Vision

Adopted in February 2020, our mission and vision reaffirm Flagstaff's interdisciplinary approach to art, science, and culture and embody our strategies and values.

- Mission: Creative Flagstaff fosters creative opportunity.
- Vision: Creative Flagstaff is the respected leader supporting Flagstaff as a vibrant creative community at the intersection of art and science.

Values

Creative Flagstaff values:

The transformative impact of the arts, creative expression, and discovery;
economic, education, and social opportunity;
interdisciplinary collaboration;
a strong inclusive community
built on cultural equity; and
bold, accessible, transparent, responsive, and authentic
leadership.

Focus

Through its mission, vision, and values CF has chosen to focus on the following tools and strategies.

Tools / Core Competencies

Our tools or core competencies are what Creative Flagstaff is or can be most effective at in support of the mission. We invest in and refine these core competencies throughout the plan.

- Fundraising and development.
- Organizational development.
- Advocacy, marketing, and outreach.
- Partnerships.
- Grantmaking.

Transformative Strategies

With the adoption of this strategic plan and our mission and vision, CF considered *HOW* it accomplishes its goals. The following three strategies put our tools to work.

1. Reduce barriers to participate in the cultural sector and the arts.
We call this **creative opportunity**.
2. Gather artists, thinkers, makers, and leaders and build community around making change.
This is how we advance both **arts and ideas**, placing arts and the creative economy at the center of our community.
3. Create sustainable stakeholder-driven systems and frameworks for cultural sector entrepreneurship and nonprofit excellence.
Investing in **catalytic initiatives** over the course of this strategic plan and future plans builds sector capacity and leadership.

Arts & Ideas and the Cultural Sector

Throughout this document the concept of arts and ideas is presented. Arts and Ideas is an evolution of what was previously most referred to as “art, science, and culture” or the “art, science, and culture sector(s)” in our communications. Creative Flagstaff is under contract as the arts, culture, and science agency for the City of Flagstaff and to operate the Art & Science Fund grant program. Our most recent tagline was “art, science, culture... it’s all better up here.”

Throughout our process we kept returning to these ideas:

- The arts are stronger integrated into everyday life.
- Arts help us express and understand complex ideas.
- Creativity is broader than formal or traditional art practice.
- Culture is built through empathy, co-discovery, and creative expression.
- The arts intersect with much more than science and culture.
- Interdisciplinary collaboration builds community and innovation.

Thus, we use the phrase Arts & Ideas to express interdisciplinary collaboration, to center arts and creativity, and to provide a framework that encapsulates discovery and science.

When we refer to the Cultural Sector, we are referring to all the people, businesses, and nonprofits that engage in creative practice and that advance cultural understanding.

New Name & Visual Identity

At the 13th Annual Viola Awards, we unveiled a new name, Creative Flagstaff, and a completely refreshed visual identity and community-focused website alongside this plan. Early on, in our strategic planning process we identified that we wanted to better reflect the multi-disciplinary nature of our organization’s founding purpose. Out of nearly 30 proposals received, a review committee selected Canary: A Gould Evans Studio to lead this work. Canary impressed the committee with their thoughtfulness and thoroughness to how they approached the needs of the cultural sector in Flagstaff. As a multidisciplinary design firm, they also bring important perspectives for the intersection of art and science and placemaking.

The new name and visual identity were chosen based on feedback from a branding task force that was comprised of several community stakeholders and board members with design and marketing expertise.

Our New Name: Creative Flagstaff

Our consultant conducted a naming review to ensure that the name Flagstaff Arts Council best supported our strategic priorities and broader mission. The name Creative Flagstaff was selected based on three naming criteria, resource and connection, intersection of art, and Flagstaff is a Creative City that is approachable and friendly. It was decided that “Council” needed to be dropped from our name to be more approachable. Ultimately, the board felt that while a subtle shift to Arts Flagstaff or Flagstaff Arts was refreshing and more modern, a subtle shift did not

strongly enough reinforce our commitment to art, science, and culture. The mission statement we adopted in 2020, *creative opportunity*, serves as the foundation for our new name.

A Movement

A stakeholder that participated in an early review of this document stated that Creative Flagstaff sounded like a movement. They were the first to verbalize the idea of a movement. Creative Flagstaff represents a collective of people and organizations, it represents action and collaboration, it represents the community coming together around a common purpose – a movement.

Please refer to the separate brand guideline document for additional information about our verbal brand.

A Comprehensive Visual Identity

Our new website and this document debut our new visual identity system. The logos, graphic treatment, color, fonts, and more were all selected to convey our vision for our creative community. The logo and threads represent exploration, creativity, and the continuum between all the disciplines and creative practice that we seek to nurture.

Throughout this document we talk about creativity and the intersection of arts and ideas. Please refer to the separate brand guideline document for additional information about our visual brand.

Government Partnerships

Creative Flagstaff's principal partners are local government agencies and educational institutions that serve on the board of directors. The following summarizes formal agreements with City of Flagstaff and Coconino County. Our government relationships are central to this plan.

City of Flagstaff: Arts, Culture, and Science Agency

Since 2002, Creative Flagstaff has served as the City's arts, culture, and science agency and administered the Bed, Board, and Beverage Tax Art & Science Fund Grant program. As of 2021, nearly \$6.5 million has been awarded in grants to local nonprofits.

Responsibilities as the arts, culture, and science agency include:

1. To serve as the coordinating agency for arts, culture, and science endeavors in the Flagstaff area including long-range planning, leadership, and promotional activities.
2. To expand the role of arts, culture, and sciences within the community and Flagstaff as a center of arts, culture, and sciences.
3. To increase the participation opportunities for residents and to stimulate public and private support for arts, culture, and science endeavors.
4. To grant City Council allocated Bed, Board, and Beverage Tax revenues to local source providers.

This plan, reinforces our responsibility to arts, culture, and science, serves as a longer-range plan, guides leadership, expands advocacy and outreach, and emphasizes reinvestment into the sector and capacity building.

Coconino County: Operator of Coconino Center for the Arts

Since 1999, Creative Flagstaff has been the leaseholder for the Coconino Center for the Arts, owned by Coconino County. Coconino County provides the facility rent-free and frequently provides baseline operating support and support for facility enhancements. Based on the current lease's valuation, the County has invested, through Creative Flagstaff, over \$4 million into the cultural sector.

This plan builds upon the incredible asset donated by Coconino County.

The Plan

Goals & Priorities

What must be accomplished over the planning horizon? How are we focusing our transformative strategies? Our priorities are designed to evolve over time as goals and objectives are met. We intend to make meaningful progress on each priority over the planning period. Each year, we will evaluate our progress. 3-5 years from now, we will call upon the community to help us reaffirm or set new priorities.

1. An effective and resilient leadership agency.

For the past twenty years, Creative Flagstaff developed programming centered on the Coconino Center for the Arts. Over the past ten years, we introduced or expanded important community-wide efforts such as Viola Awards, First Friday Artwalk, now known as Artwalk FLG, and our grantmaking programs in partnership with the City of Flagstaff.

For this plan, we are focusing on:

- Strengthening and diversifying our funding. Can we be more prepared for the next downturn?
- Empowering our staff and volunteer teams. Can we build strong systems and cultivate leadership?
- Increasing engagement.
- Forming and strengthening strategic partnerships.
- Diversifying our leaderships' creative talents and cultural representation.

As a leadership agency, we want to ensure we are best prepared to support our sector during times of financial hardship and our community during times of challenge and opportunity through the transformative power of art and discovery.

2. Strong and resilient art, science, and culture nonprofits.

Early in our outreach for this plan, it became clear that Flagstaff's art, science, and culture nonprofits are under resourced compared to their peers across the state. Since most of our nonprofits are small or young, many do not possess or cannot afford administrative staff let alone fully compensate the artists and creative professionals that give their missions meaning.

For this plan, we are focusing on:

- Strengthening baseline general operating support. Can we expand our grantmaking programs? Can we advocate for other resources? Can we build relationships and strengthen the case for the cultural sector with philanthropists?
- Building professional capacity for fundraising & development, marketing, and programming.
- Expanding and diversifying audiences.
- Developing a sustainable facilities strategy. Using the feasibility study completed in 2018 as a starting point, we will evaluate how future strategic plans can better support nonprofit facility needs.

Nonprofits are just one part of Flagstaff's cultural sector. While this priority primarily focuses on nonprofits, artists and creative professionals and other for-profit businesses benefit indirectly through the services provided by our

strengthened nonprofit community or through common benefits of our nonprofit focused initiatives. In the future, this priority may shift or expand to include direct service to other individuals and businesses.

3. An emerging identity as one of the Southwest's most creative cities.

Flagstaff is a special community at the intersection of art and science. By harnessing our unique blend of people, culture, creative practices, willingness to collaborate, and sense of place we can strengthen our reputation as a preeminent creative city. In addition to the work underpinning the goals and objectives stated elsewhere, we must be diligent that through each step of this plan we are building buy-in and confidence in our big idea.

For this plan, we are focusing on:

- Gaining buy-in from our government and leadership partners. Can we justify Flagstaff's cultural sector as a primary pillar of our economy, including tourism?
- Fostering interdisciplinary collaborations. Central to our big idea and vision is that arts and culture are not just ancillary. Arts must intersect with our institutions, government, science, and everyday life.
- Promoting design and creative placemaking. Our creative community does not stop with performance or sculpture. We reflect our values as a community through the places we create.
- Cultivating recognition and earned media. The more that others tell our story the more we are empowered to realize our vision.

4. A shared community experience.

To be one of the southwest's most creative cities, we must increase opportunities for artists, creatives, and citizens to interact and to elevate the role of our cultural sector in building community.

For this plan, we are focusing on:

- Accessible creative experiences, especially for historically marginalized or under-engaged stakeholders.
- Placing art and creative professionals at the center of community discourse.
- Increasing opportunities for the public, artists, creative professionals, and funders to interact.

5. A thriving center for the arts.

A couple of years prior to the adoption of this plan, significant effort was focused on building a new center for the arts that supports the ambitions of our community. That effort revealed the need to build on the capacity building work reflected in other priorities in this plan. While focusing on building philanthropy, buy-in, the strength of resident companies, and distilling what matters most to our community we will be strengthening the existing Coconino Center for the Arts. In 2019, we made historic investments into the facility including new flooring and its first ever installed sound system and in June 2021 we announced the Digital Resource and Education Center which includes multi-purpose facility upgrades and digital equipment.

Understanding that the Center for the Arts is a program and not the primary purpose of our organization affects how its continued success is approached. If we are going to be successful in the future at expanding facilities available to the cultural sector, we need to expand the capacity and independence of the facility.

For this plan, we are focusing on:

- A strong independent identity/brand with an independent yet aligned mission and vision. Much like CF, CCA needs to be focused and purposeful.
- Robust volunteer leadership and support. As CF's board of directors focuses on broad sector goals, a focused volunteer team needs to support CF's board on CCA management.
- Sustainable finances. At the time of this plan's adoption, CCA relies heavily on CF's broader fundraising efforts. Enhanced earned revenues and dedicated fundraising activities can support the center and demonstrate that a new facility is feasible.
- Active use by multiple community organizations. Can we expand the diversity of the center's programming while also supporting other organizations?

In the future, this priority will likely evolve to reimagine the concept of new arts and culture facilities.

Comprehensive Initiatives

Five primary initiatives, collaborative investment & capacity building, arts & ideas framework, awards and recognition, advocacy and outreach, and Coconino Center for the Arts, encompass much of our work over this plan. Each is intended to support multiple priorities and objectives.

Collaborative Investment & Capacity Building

Building on our partnership with the City of Flagstaff, we will build upon our existing Bed, Board, and Beverage (BBB) tax-funded grant programs to create a collaborative investment and capacity building initiative that seeks to expand grantmaking, capacity building and training programs, and support our core operations. By building relationships with philanthropists and making the case for arts and culture in Flagstaff we stand to inspire philanthropy throughout the community.

In May 2021, a fundraising assessment was conducted testing the idea of a united fundraising program. The assessment concluded that potential future collaborative fundraising campaigns utilizing a united fund model are likely possible but that foundational steps need to be taken. Professionalism in fundraising needs to increase and the case for arts and culture as a fundraising priority needs to be more broadly and better understood especially in conjunction with health and human services.

Key Programs:

1. BBB Art & Science Fund / Partnership with City
2. Dedicated CF development staff and volunteer leadership
3. Potential future collaborative fundraising campaigns
4. General Operating Support Grants for nonprofits
5. Project Grants, funding priorities based on regular evaluation and assessment

Supporting Programs/Actions:

1. New agency website, brand identity, and communications strategy.
2. All visible community programs provide an opportunity to build awareness for fund and sector.
3. Financial policy that first prioritizes recovery and then as revenues stabilize and grow focuses on long term resiliency.
4. Invest in robust donor management, accounting, and digital engagement systems.
5. Active board development focused on leadership diversification and strategic partnerships.
6. Regular evaluation and assessment.

Build Arts & Ideas Framework

As a creative city, we seek to inspire interdisciplinary collaborations. Closely aligned with one of our transformative strategies, Arts & Ideas is a framework by which we not only foster great experiences but by which we seek to grow and evolve every time we gather.

For this plan, Arts & Ideas is a commitment to several catalytic projects and to transform how we deliver other programming in a collaborative way. The Arts & Ideas flagship program is the creation of a renowned citizen-driven festival.

Key Programs:

1. Dark Sky Arts & Ideas Festival
2. Arts & Ideas Series – Industry
3. Arts & Ideas Series – Community

Arts & Ideas Series is our commitment to incorporate interdisciplinary programming, learning, and experiences into networking and other industry-focused gatherings as well to create regular interdisciplinary public programming that builds momentum for the festival.

Supporting Programs/Actions:

1. ArtWalk to incorporate Arts & Ideas programming.
2. Coconino Center for the Arts to incorporate Arts & Ideas programming.
3. Advocacy (e.g. tourism)
4. Grantmaking supports participation in festival and training opportunities.

Expand Sector Awards & Recognition

For 20-plus years we've celebrated the achievements of artists, nonprofits, and community members through grantmaking, advocacy, and juried programs. In 2008 the Viola Awards was introduced and has grown from a modest celebration to one of the largest gala events in Flagstaff. Recognition builds the brand of Flagstaff as a creative city and can elevate underrepresented voices. Celebrating our community's achievements builds leverage for many of our objectives and initiatives.

This plan expands our focus on awards and recognition, investing in public relations and earned media staff helping us to build state and regional recognition. Our new website, launched mid-2021, focuses on thought leadership and the achievements of the sector.

Key Programs:

1. Viola Awards recognizes community achievements.
2. Public relations and earned media staff position.
3. Agency website and communications strategy.

Supporting Programs/Actions:

1. Visible community events are opportunities to congratulate and support.

Sustainable Coconino Center for the Arts

Creative Flagstaff has operated county-owned Coconino Center for the Arts (CCA) since 1999. In addition to the partnership with the City and the Art & Science grant fund programs, it has been the centerpiece of Creative Flagstaff’s programming for twenty years. Priority five describes a series of objectives that are all supported by this comprehensive initiative.

Programs are defined not as specific activities that occur at the facility such as exhibitions, workshops, or concerts but rather as the people and systems to help CCA reopen from the pandemic and thrive.

Key Programs:

1. An engaged advisory board supported by paid staff that guides programming and operations.
2. Explore legal frameworks to define CCA as a subsidiary.
3. Robust volunteer program focused on day-to-day needs such as docents, facility support, and program support.
4. Dedicated fundraising activities.
5. Rentals, concessions, and other earned revenue.
6. Expanded resident company program.

Supporting Programs/Actions:

1. Collaborative investment.
2. Regular training.
3. Aligning membership program with CCA.

Focused Advocacy & Outreach

All of the initiatives and priorities listed above are inextricably linked to advocacy and outreach. Persistent advocacy and outreach build awareness for our programs. Our programs and goals build trust in our leadership and effectiveness at advancing an advocacy agenda, which may not otherwise fit neatly into one of our primary initiatives.

Key Programs:

1. Establish Advocacy Council & agenda
2. Community ambassadors
3. Stakeholder roundtables (e.g. youth, BIPOC)
4. New agency website, brand identity, communications strategy, and public relations staff.

Supporting Programs/Actions:

1. Arts & Ideas programs support advocacy agenda.
2. ArtWalk provides forum to connect with and engage community.
3. Viola Awards & fundraising events.
4. CCA events. Use of CCA facility.

Other Supporting Initiatives

Resiliency Fund

While not necessarily representing any programs, the resiliency fund guides our financial policy moving forward. Especially as Flagstaff's cultural sector recovers from the coronavirus pandemic, we must think about how we focus our limited resources to support recovery and then transition our focus to long-term resiliency. We will implement or explore the following.

1. Develop action plans that preserve our existing working capital. Future budgets should be conservative and plan for contingency.
2. Once we are confident that recovery progress is being made, establish a resiliency fund that stabilizes Creative Flagstaff operations for future crises so that the organization can best serve the sector during crisis.
3. Evaluate establishing a resiliency grantmaking fund. This could be a percentage of annual pass-through BBB tax funds or dedicated funds raised through philanthropic partners.

Fully realized, the Resiliency Fund will allow us to maintain service levels through an economic crisis when services are needed most while also ensuring stability in our grantmaking programs with the option for potential stimulus investments.

Organizational Development

This plan represents a fundamental shift in how our organization approaches its mission. It also adopts new values and commits to specific strategies and core competencies. Over the course of this plan, we will focus on organizational development including the following.

1. Board Development. Based on our 2021 bylaws update, the goals in this plan, and the establishment of the CCA Advisory Board, we will focus on recruiting new board members that are respected leaders and represent a diversity of cultures and talents.
2. Staff Development. This plan identifies new staff roles. In addition to shaping staff roles over time, we will invest in training to build up staff skills that support the values and goals of this plan.
3. Volunteer Development. This plan relies on strong volunteer participation including leadership roles at Coconino Center for the Arts, committees, task forces, and as ambassadors in the community. We will invest in our volunteers, empowering and training them and providing a clear chain of leadership.
4. Partnerships. Collaboration is a core value and partnerships are one of our most important tools. We must focus on building reciprocal partnerships and alliances that support mutual goals.
5. Team Building. Arts and ideas, opportunity-focus, and most of the themes in this plan rely on the creativity of interdisciplinary teams. We want to build a strong culture within and amongst teams to support retention, buy-in, and to promote creative problem-solving.
6. Fundraising. The development department is critical to supporting our general operations and initiatives. Additionally, we must empower a development committee and the board to support our fundraising goals.
7. Recruitment. Part of our advocacy and outreach goals is to make our organization visible and accessible. For all roles in our organization, we must recruit intentionally focusing on cultural equity and strong teams.

Responsive Training Program

Training is a part of our organizational development and a key component of supporting strong and resilient art, science, and culture nonprofits. Additionally, training in the form of thought leadership and Arts and Ideas helps to advance this plan's goals. Training also supports advocacy efforts.

We will invest in training in the following ways:

1. Peer-led training. Every stakeholder has something to share that the sector can learn from. We will create regular forums for formal and informal peer-led training. Initially, we will invite 1-2 stakeholders to present at monthly leadership meetings.
2. Bring in subject matter experts. Initially 1-2x per year, we will survey our stakeholders and select subject matter experts to present on a topic that supports stakeholder needs and the goals of this plan. This may take place as part of an Arts and Ideas event or as a standalone event.
3. Prioritize training in grantmaking. Our current project grant programs support training for capacity building. As our grantmaking funds grow we may dedicate a fund for training. Through our grant application process, we will encourage grantees to commit to sharing back with the community any learnings and insights that will benefit the whole sector supported by the grant.

Each of these help us build a culture of learning, sharing, and excellence.

Facility Strategy

A facility feasibility study was completed by ArtsMarket in 2018. This plan addresses many of the action items necessary to set the stage for new and expanded arts and culture facilities in Flagstaff. Since that study was complete in 2018, several plans have called for the integration of arts and culture facilities into business districts and campuses throughout town. The coronavirus pandemic undoubtedly delayed the viability of those plans.

Beginning in phase 3 of this plan, after our primary initiatives and economic recovery are well underway, we will reengage a public process to develop a strategy for enhanced arts and culture facilities to be incorporated into subsequent strategic plans.

Evaluation & Assessment

Throughout this plan we will invest in evaluation and assessment in the following ways.

1. Adoption of an evaluation & assessment plan based on the goals and criteria outlined on page 26.
2. Benchmarking and evaluation of best practices for all programs.
3. Investment in tools to support research such as integrated donor management, sales, content management, and grantmaking systems.

Phasing Plan

Phase Summaries

Each phase is defined by primary focus areas. We will regularly review the proposed activities in the phasing plan and make updates as priorities evolve.

Phase 1 – Collaborative Investment Infrastructure, Festival Planning, Outreach & Advocacy Platform

Anticipated Timeline: 2021-2022

Primary Focus Areas

1. Develop collaborative investment infrastructure.
 - a. Implement May 2021 fundraising assessment recommendations including hiring of a Development Director and establishment of a Development Committee.
 - b. Implement new donor-centric CRM and automated marketing platform.
 - c. Host collaborative fundraising cultivation events.
2. Reopen CCA under leadership of advisory board.

The CCA Advisory Board was appointed at the end of 2020.

 - a. Renew lease with County including provision for Government liquor license.
 - b. Support and adopt mission, vision, and strategic plan for CCA.
 - c. Develop volunteer plan.
 - d. Explore/implement subsidiary options.
 - e. Align membership program with CCA.
3. Finalize Arts & Ideas Festival plan.
 - a. Finalize event partnerships.
 - b. Secure seed funding including lead corporate sponsorships.
 - c. Finalize and implement management plan.
 - d. Incorporate broad community input into final event design.
 - e. Host pilot events.
4. Marketing, branding, and outreach.
 - a. Adopt and implement brand roll-out strategy including stakeholder education campaign.
 - b. Dedicate resources to procure/cultivate content from sector partners.
 - c. Host outreach and engagement events centered on new brand themes.
5. Establish Advocacy Platform.
 - a. Appoint Advocacy Council.
 - b. Adopt advocacy agenda and strategy.
 - c. Consider at least one regional/state-level advocacy activity.

Secondary Focus Areas

1. Organizational Development.
 - a. Formalize agreements with all strategic partners.
 - b. Create board development plan focusing on creative, professional, and cultural diversity.
 - c. Review/update corporate policies and procedures.
 - d. Staff and professional development.
2. ArtWalk FLG Relaunch.
 - a. Relaunch and expansion of ArtWalk FLG. Deepen partnership with Downtown Business Alliance and other strategic partners.
3. Assessment and metric plan.
 - a. Create and adopt plan.
4. Identify and implement 2 to 4 trainings for sector nonprofits and professionals annually.
5. Networking including regular leadership meetings.
6. Participate in the Arts & Economic Prosperity 6 Study.
7. Renegotiate contract with City of Flagstaff as Art, Science, and Cultural Agency.

Other Ongoing Programs

1. Viola Awards.
2. BBB Arts & Science Grants.
3. Coconino Center for the Arts programming.

Phase 2 – Arts & Ideas Festival, Expanded Outreach, Expanded CCA & ArtWalk Programming

Anticipated Timeline: 2022-2025

Primary Focus Areas

1. Arts & Ideas Festival.
 - a. Initial Arts & Ideas event(s).
2. Invest in CCA's strategic plan.
 - a. Create/expand dedicated fundraisers.
 - b. Optimize earned revenue.
 - c. Expand resident company program.
3. Develop collaborative fundraising framework.
 - a. Explore creation of fund based on United Arts Fund model or alternative shared fundraising program.
 - b. Expand collaborative fundraising cultivation events.

Secondary Focus Areas

1. Marketing, Outreach, & Advocacy.
 - a. Expand marketing, outreach, and advocacy efforts.
 - b. Hire dedicated marketing and media staff position.
 - c. Collaborate with local and regional cultural and media partners to expand recognition of exemplary efforts within the sector.
2. Grantmaking.
 - a. Establish grantmaking priorities, policies, and procedures for expanded grantmaking programs supported by potential future collaborative fundraising initiative.

Other Ongoing Programs

1. ArtWalk FLG.
2. Ongoing professional development and training opportunities.
3. Assessment and metric plan.
4. Sector networking including regular leadership meetings.

Phase 3 – Facilities Plan, Collaborative Fundraising, Future Forward

Anticipated Timeline: 2025-2026

Primary Focus Areas

1. Revisit future facilities plan.
 - a. Community outreach to establish and validate future goals and priorities.
2. Launch collaborative fundraising program.
 - a. Create program based on the collaborative fundraising framework identified in Phase 2.

Secondary Focus Areas

1. Strategic plan update.
 - a. Community outreach to establish and validate future goals and priorities.

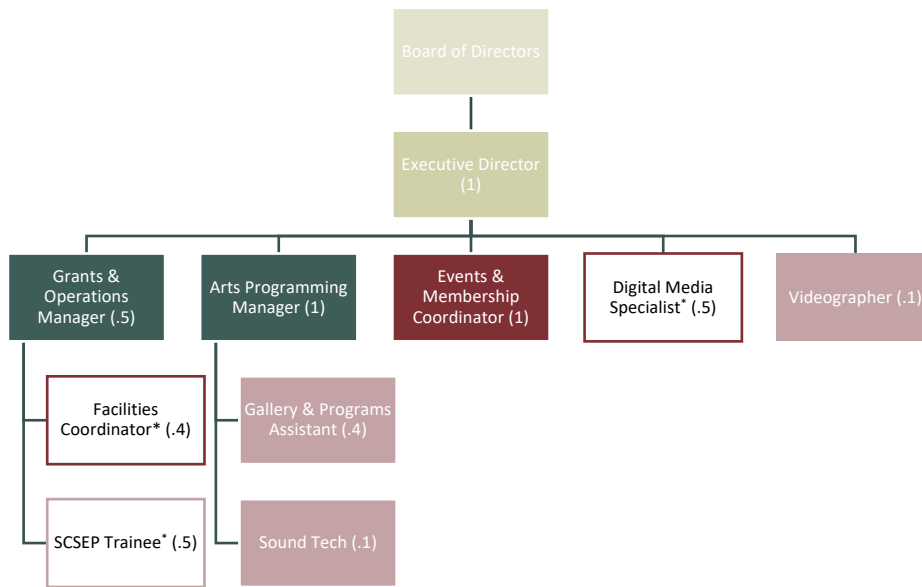
Other Ongoing Programs

1. ArtWalk FLG.
2. Grantmaking.
3. Viola Awards.
4. Ongoing marketing, outreach, and advocacy.
5. Ongoing professional development and training opportunities.
6. Assessment and metric plan.
7. Sector networking including regular leadership meetings.

Staffing Structure

At Plan Adoption

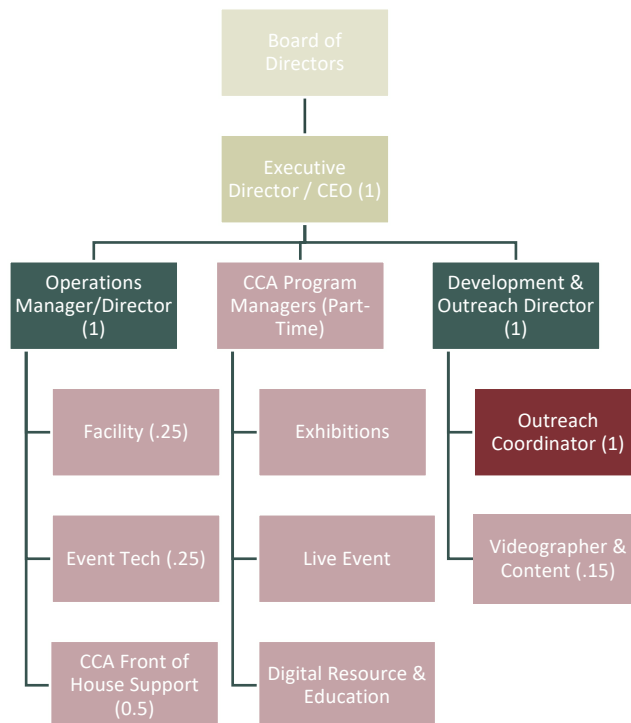
Prior to COVID FTE = 5, End of 2020 FTE = 4



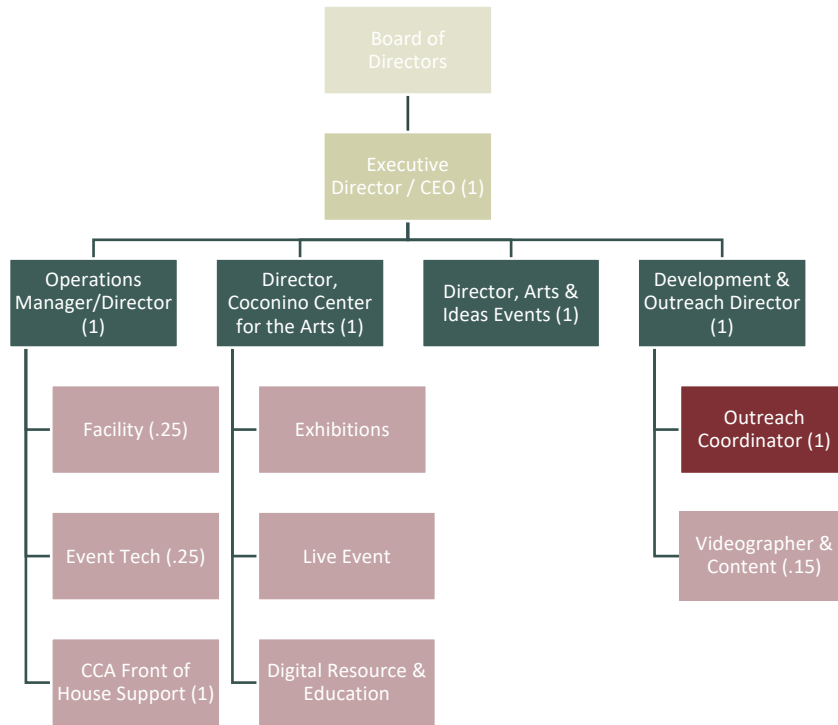
*indicates position eliminated due to COVID-19 pandemic related cuts.

Phase 1

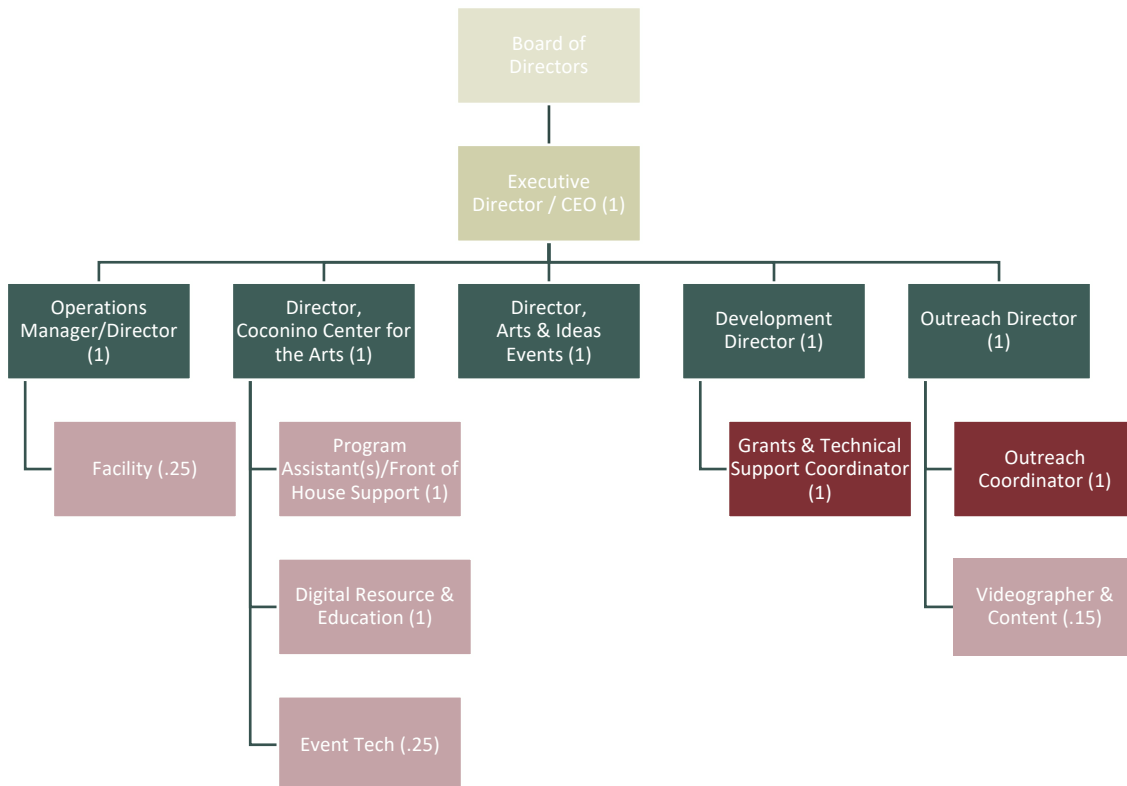
6.5+ FTE



Phase 2
7.5+ FTE

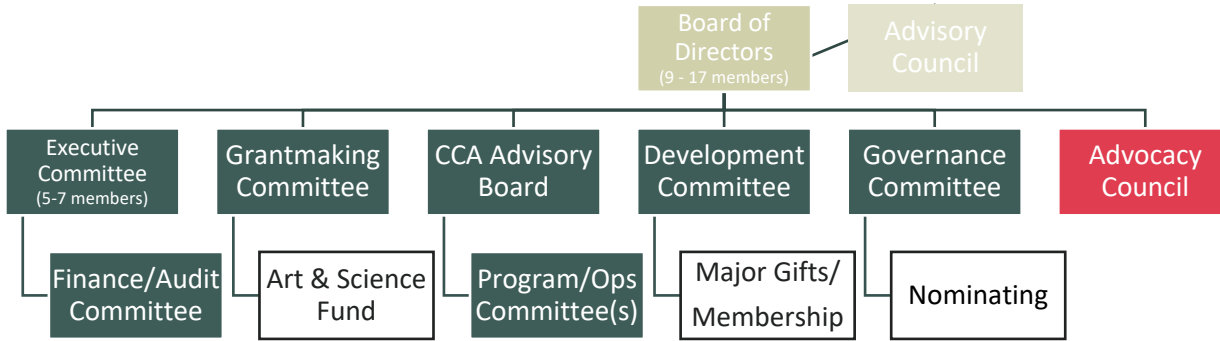


End of Plan
10+ FTE



New Governance Structure

In March 2021, Creative Flagstaff’s Board of Directors adopted new bylaws that changed the size of the board and the frequency of its meetings, added standing CCA Advisory Board and Governance committees and created the framework for an Advisory Council.



Representation required by bylaws:

- As directed by separate agreement or resolution.

Ex-officio non-voting:

- CF Executive Director/CEO
- As directed by separate agreement or resolution.

Assessment Strategy

Success of our plan relies on both internal and external metrics. The following focuses on known progress indicators as well as the steps we will take to create a more robust assessment and evaluation program.

Resource Needs

Each of this plan’s phases rely on completion of key deliverables or meeting resource targets. The plans called for in Phase 1 and Phase 2 will help further define our resource needs. In particular, the CCA Strategic, Arts & Ideas Festival, and Collaborative Fundraising Framework plans may identify community or funder support for more ambitious programs.

	Phase 1	Phase 2	Phase 3
	<i>Collaborative Investment Infrastructure, Festival Planning, Outreach & Advocacy Platform</i>	<i>Arts & Ideas Festival, Expanded Outreach, Expanded CCA & ArtWalk Programming</i>	<i>Facilities Plan, Collaborative Fundraising, Future Forward</i>
Approx. Timeframe	2021 - 2023	2023 - 2025	2025 - 2026
Plans Completed	<ul style="list-style-type: none"> - CCA Strategic Plan - Arts & Ideas Festival Plan - Advocacy Agenda & Strategy - Board Development Plan - Assessment & Metric Plan 	<ul style="list-style-type: none"> - Collaborative Fundraising Framework Plan 	<ul style="list-style-type: none"> - Future facilities plan update - Strategic Plan update
Additional Staffing Required <i>(*indicates reorganization of existing role)</i>	<ul style="list-style-type: none"> - Development/Outreach Director - Education/Digital Resource Coordinator - Outreach Coordinator* - Operations Manager/Director* - Additional coordinators, specialists, and assistants as supported by programming 	<ul style="list-style-type: none"> - Festival Director (additional staffing may be identified in festival plan) - Festival Director may be employed by a separate entity - CCA Director 	<ul style="list-style-type: none"> - Outreach Director <i>(spun from Development/Outreach Director position)</i>
Est. annualized personnel cost at phase end	\$465,000	\$595,000 <i>(2021 rate)</i>	\$715,000 <i>(2021 rate)</i>
Est. annualized budget growth	\$250,000 over FY21 budgeted	\$160,000 over Phase 1 plus festival program expenses	\$150,000 over Phase 2 plus festival program expenses
Est. annualized budget	\$1,050,000	\$1,210,000 plus festival program expenses	\$1,360,000 plus festival program expenses
Focus revenue sources	<ul style="list-style-type: none"> - Capacity building grants - Partnership agreements - Earned revenue - CCA fundraising activities - New website/targeted donor cultivation - Festival program grants 	<ul style="list-style-type: none"> - Festival corporate sponsorship - Earned revenue - Potential larger-scale fundraising activity - Targeted donor cultivation - Program grants 	<ul style="list-style-type: none"> - Festival corporate sponsorship - Earned revenue - Potential larger-scale fundraising activity - Targeted donor cultivation - Program grants

Initial Metrics

Until an assessment and metric strategy and associated target outcomes are identified. We will track the following metrics to support the creation of that plan. Most of the identified metrics are tracked in three primary platforms, a new CRM which will be launched in July 2021, Final Reports for grantees, and website and social media analytics. For each platform, we will work to streamline data collection and regular reporting.

Goal	Objective/Metric
1. An effective and resilient leadership agency.	
1.1 Strengthen and diversifying our funding.	<ul style="list-style-type: none"> - Number of donors and average gift value by giving tier. (CRM) - Number and value of corporate sponsorships. (CRM) - Number of recurring gifts and longer-term pledges/sponsorships. (CRM) - Number and value of foundation grants and contributions. (CRM)
1.2 Empower our staff and volunteer teams.	<ul style="list-style-type: none"> - Number of volunteers and volunteer hours. (CRM) - Increased staff responsibilities. - Volunteer and staff training hours. (CRM) - Increased volunteer responsibilities.
1.3 Increase engagement.	<ul style="list-style-type: none"> - Website and social media metrics. (CRM and other analytics platforms) - Attendance at CF programs total and retention. (CRM)
1.4 Form and strengthen strategic partnerships.	<ul style="list-style-type: none"> - Number of partnership agreements signed. - Financial and in-kind agreements with partners.
2. Strong and resilient art, science, and culture nonprofits.	
2.1 Strengthen baseline general operating support.	<ul style="list-style-type: none"> - Average change in contributed and earned revenue for grantees by level. (DataArts) - Number and value of grants to nonprofits by level. (CRM)
2.2 Build professional capacity for fundraising & development, marketing, and programming.	<ul style="list-style-type: none"> - Number of training hours for grantees. (Final Reports) - Grantee participation in CF offered training. (CRM) - Average grantee FTE by level. (Final Reports)
2.3 Expand and diversify audiences.	<ul style="list-style-type: none"> - Grantee audience size. (Final Reports, DataArts, Economic Impact Study) - Grantee audience demographics. (Final Reports, DataArts) - Note: grantees will likely use a combination of their own intercept survey and CRM data.
2.4 Develop a sustainable facilities strategy.	n/a
3. An emerging identity as one of the Southwest's most creative cities.	
3.1 Gain buy-in from our government and leadership partners.	<ul style="list-style-type: none"> - Number of presentations and stakeholder meetings about creative city goal. - Formal endorsement by tourism and institutional stakeholders.
3.2 Foster interdisciplinary collaborations.	<ul style="list-style-type: none"> - Number and scope of grantee partnerships including cross-disciplinary. (Final Reports) - Number of partners involved with CF and CCA programming including cross-disciplinary.
3.3 Promote design and creative placemaking.	<ul style="list-style-type: none"> - Number of public art projects completed. (City) - Note: this item to be further developed with assessment strategy plan.
3.4 Cultivate recognition and earned media.	<ul style="list-style-type: none"> - Number of press releases issued by CF. - Number of press releases issued by CF Grantees. (Required inclusion on press distribution list.) - Number of CF Staff and Board member interviews with media. - Mentions of Creative Flagstaff and other keywords. (Google Trends, Cision via Discover Flagstaff)

Goal	Objective/Metric
4. A shared community experience.	
4.1 Accessible creative experiences, especially for historically marginalized or under-engaged stakeholders.	- Continued outreach is required to establish meaningful metrics.
4.2 Place art and creative professionals at the center of community discourse.	- Inclusion in Flagstaff's comprehensive plan update process. - Number of and attendance at Arts & Ideas Events. (CRM)
4.3 Increase opportunities for the public, artists, creative professionals, and funders to interact.	- Participation in ArtWalk, number of artists, public, and venues. (Regular survey to venues.) - Number of and attendance at Arts & Ideas Events. (CRM)
5. A thriving center for the arts.	
5.1 A strong independent identity/brand with an independent yet aligned mission and vision.	- Website and social analytics. - Completed strategic plan with finalized mission and vision. - Number of produced programs and attendance.
5.2 Robust volunteer leadership and support.	- Align with volunteer metrics above for Goal 1.2.
5.3 Sustainable finances.	- Number and value of memberships - Total earned revenue with concessions, ticket sales and registrations, and rentals. - Number and value of designated contributions and grants. - Value of CF General Fund allocation.
5.4 Active use by multiple community organizations.	- Number of entities producing programming at CCA. (CRM)

Creating an Assessment Program

The above resource needs and initial metrics are the foundation of a robust assessment program. While largely operational in nature, they help us establish meaningful goals and to report back to the community and the Board of Directors on the cultural sector's performance.

The Evaluation and Assessment Initiative commits Creative Flagstaff to continual evaluation of our programs but also to be responsive listeners to the changing needs of our community.

Our phasing plan calls for the formalization of an assessment program by the end of Phase 1.

Learn more about phase 1 on page 21.

Context

Completed mid-2021, this plan is based on rapidly evolving context and priorities.

Organizational History

Initially known as Flagstaff Cultural Partners, Creative Flagstaff was born from a cultural needs' assessment sponsored by the Greater Flagstaff Chamber of Commerce in 1996. In 1997, the chamber's Arts, Business & Culture Committee focused on the formation of a Local Arts Agency. Initially billed as a "United Way for the Arts," the founding purpose of Flagstaff Cultural Partners shifted and expanded when the Coconino Center for the Arts announced its impending closure in March 1997. Modeled after Arlington Arts Incubator in Arlington, Virginia, CF's role as a local arts agency coalesced around the revival of Coconino Center for the Arts as a venue and hub for Flagstaff's arts community.

Creative Flagstaff was formed as a partnership between City of Flagstaff, Coconino County, Northern Arizona University, Coconino Community College, Flagstaff Unified School District, and Greater Flagstaff Chamber of Commerce. Additional partners now include Flagstaff Downtown Business Alliance for ArtWalk FLG and others.

Beginning in 2002, CF entered into an agreement with the City of Flagstaff to be the official arts, culture, and science agency. As part of that agreement, CF assumed the responsibilities of the Arts & Science Commission, which is now known as the Beautification & Public Art Commission, to issue grants to nonprofit organizations from Bed, Board, and Beverage (BBB) tax funds. Since 2002, nearly \$6.5 million in grants have been awarded.

Coconino Center for the Arts is a 10,000 s.f. county-owned facility constructed in the early 1980s on the same plot of land as the since demolished Art Barn which served as an arts education facility since the 1960s. CF has operated CCA ever since the original nonprofit announced its intent to close the facility in 1997. CCA features a 4,000 s.f. gallery space and a 200-seat theater which serve as the basis for the facility's programming.

Three Executive Directors have led CF throughout its history. Cheryl Brock was hired as the founding director in 2000, John Tannous was hired in 2007, and Jonathan Stone was hired in 2019. The organization's budget has grown from \$100,000 in 2000 to \$990,000 in 2020. Throughout the 2010s, programming expanded beyond Coconino Center for the Arts including the introduction of Viola Awards and the revitalization of First Friday ArtWalk now known as Artwalk FLG.

Strategic Planning Process

This plan is the culmination of two community meetings, one which had more than 100 in attendance, 3 board retreats, hundreds of surveys, countless one-on-one conversations between staff and board members and stakeholders, and a deep reflection on the impacts of the coronavirus pandemic. For the first time since community leaders came together to found our organization, robust stakeholder engagement guided the formation of a vision, mission, and priorities.

Our process began with a board retreat held in April 2019. That retreat was designed to support the new executive director hired in January 2019, clarifying the intent and goals of the 2016-2021 strategic plan. The former strategic plan is summarized on page 44. Instead, it identified an opportunity to revisit the strategic plan, engage stakeholders, and to address important questions posed by the Feasibility Report for a Cultural Arts Center completed in 2018, summarized on page 49. A key decision at the April retreat was that “arts” which was the primary focus of our former mission statement had a bigger meaning, embodying culture and creative industry. This laid the groundwork to reaffirm both science and culture with this plan.

After the initial board retreat, a strategic planning committee was formed, and a consultant helped guide the community engagement process through fall 2020. Two community brainstorm meetings first explored broad themes of support, inspire, and include followed by focused roundtables that explored equity & inclusion, art & science, facilities, education, economic development, art organizations, and public engagement. The outcomes from these meetings and an intervening survey are presented in the appendix beginning on page 40.

Using the community meetings and surveys as a guide, the board convened its second retreat in January 2020. At this retreat, the board focused on the “why” of the organization and discussed who it serves. It also talked about the kind of change it wants to see in 10 years and the assets Flagstaff can build upon. Based on draft priorities, the board evaluated current programs for impact. Broad community priorities deemphasized Coconino Center for the Arts programming leading to this plan’s goal to establish a separate mission, vision, and structure for the center.

A subsequent retreat, right before the coronavirus pandemic took hold, identified our new mission, to foster creative opportunity, and vision, Flagstaff is a vibrant creative community at the intersection of art & science. As presented on page 8, these statements embody our values and are based on what we believe the ultimate purpose of our organization is.

Flagstaff 2020: A Vision for our Community

Created in 1997, Flagstaff 2020 was a public/private partnership to create a community vision. Spearheaded by Friends of Flagstaff's Future, Flagstaff 2020 brought together many stakeholders to identify a vision for the community and responsible parties to achieve identified goals. The plan predated the formation of Flagstaff Cultural Partners but it identified several arts and culture related priorities including a new multi-use cultural facility, arts in schools, increased community commitment to funding arts and sciences, cultural diversity training, lifelong learning, arts and cultural tourism, expanded intercultural events, a national image as a science hub, and developing an arts district.

The 212-page document is heavily influenced by arts and culture and while 20 years later many of the ideas have gained traction, there is still a lot of work to do to realize the plan's vision.

Sector Philanthropy

Flagstaff is a small town with bigger city amenities and an outsized tourism economy. Wealth is not based in Flagstaff. Most individuals and businesses with wealth have ties to other communities.

Arts and culture rely on philanthropy to thrive. Just 9% of Flagstaff's cumulative art, science, and culture nonprofit budgets are supported by individual donors as compared to 23% in the rest of the state. For the nearly 40 nonprofits that have budgets under \$1 million per year, the difference between 9% and 23% is an increase of nearly \$1 million in annual philanthropy.

Prior to adopting this plan, Arts Consulting Group was retained to test the fundraising goals presented in this plan.

Facility and District Plans

At the time of this plan's adoption several plans were underway or recently completed that highlight arts and culture uses and facilities.

2018 Feasibility Report for a Cultural Arts Center

Completed in 2018, Creative Flagstaff with partners conducted a facility feasibility study. Numerous recommendations and insights from that study are incorporated in this plan. A summary and progress update are provided in the appendix on page 49.

Lowell Section 17 Master Plan

According to a flier for the master plan, "Section 17 will host a world-renowned science, art, and technology collaborative that will answer community needs while honoring Lowell Observatory's mission. Through strategic partnerships, the site will host and attract world-class scientific research and support artistic endeavors tied together in a natural setting that inspires life-long learning. Making Flagstaff the go-to place for STEAM, the section's resources will be a destination for knowledge seekers in a sustainable, low-impact environment that becomes a model for others to follow."

Creative Flagstaff's Executive Director along with other arts and culture representatives are members of the Section 17 Steering Committee.

Southside Community Plan

Adopted in September 2020, the Southside Community Plan is an award-winning community-driven plan that sets goals, priorities, and policies for the historically marginalized Southside neighborhood. Two aspects of the Southside Plan support arts and culture uses.

First, it identifies a Live/Make Center zone for the neighborhood, a first for Flagstaff. The goal for this zone is to evolve it "into an entrepreneurial craft and manufacturing area with supporting commercial and residential uses, creating a live/work environment that provides economic opportunities for the neighborhood."

Second, it prioritizes public art and calls for enhanced public art investment in the neighborhood. A planned park may also serve as an event space.

Details of this plan can be found at: <https://flagstaff.az.gov/4428/Southside-Community-Specific-Plan-Archiv>

Downtown Master Plan

In 2020, Flagstaff Downtown Business Alliance began a master planning process along with several partners. The plan will guide land use, economic development emphasis, marketing, and programming. At the time of publishing this document, draft themes of the downtown plan include becoming an arts and culture district.

Coronavirus Pandemic and Recession

CF's mission, vision, and priorities were adopted in February 2020. Soon after, the pandemic forced the cancellation of public events and closure of public spaces. The entire cultural sector adapted alongside the rest of our community and world. Flagstaff's artists, creators, and tastemakers have a tremendous responsibility and opportunity to use their creative energy to strengthen our community through these difficult times.

As of publishing in mid-2021, the pandemic still has widespread impact on the cultural sector, particularly organizations that rely on gathering people for their programming and to earn revenue. The recession impacted the ability for our nonprofits to fundraise and as pandemic continues may impact the ability of some patrons to return to pre-pandemic levels of participation.

Early in the recession, many organizations were able to take advantage of CARES Act funding, primarily the Paycheck Protection Program (PPP). Others that are owner-operated or that rely on 1099 contractors had more complicated outcomes. Regardless, for profit and nonprofit cultural sector businesses that had and may still have prolonged operational recoveries are still experiencing extreme financial strain regardless of CARES Act or another stimulus support.

The pandemic emphasizes the need for arts and culture in our community and that the individuals that makeup our creative community are incredibly resourceful and passionate. It also emphasizes the need for resiliency planning

so that not only is the sector is more financially resilient, but the sector is able to support and uplift our community during challenging times.

Impact to Creative Flagstaff

As of March 18, 2020, Creative Flagstaff staff moved to remote work and Coconino Center for the Arts was closed. All in-person programming was postponed or cancelled including ArtWalk, Navajo Rug Auction, and numerous concerts, workshops, exhibitions, and resident company programming. Lost revenue was mitigated by stimulus funding and a reduction in staff from 5 full time equivalent (FTE) employees to 4 FTE. Additionally, an Economic Injury Disaster Loan (EIDL) was secured to ensure sufficient working capital into 2021 in the event continued revenue does not replace lost regular revenues.

Regional and Statewide Policy and Trends

Arizona's statewide government funding for the arts was dramatically impacted by the Great Recession. Arts & culture funding through the Arizona Commission on the Arts (ACA) has not been included in the state's base budget for many years. In addition to statewide advocacy and leadership, the ACA serves as the primary conduit for general operating support grants to hundreds of organizations.

ACA is the only state agency that does not have a baseline general fund allocation. Instead, it receives some support through the Arizona Corporation Commission, National Endowment for the Arts, and inconsistent one-time general fund allocations. A report released in February 2018 by the National Assembly of State Arts Agencies, ranked the State of Arizona 42nd in per capita spending on the arts.

Because arts are not in the state's base budget, they were defunded as of July 2020 due to the coronavirus influenced "skinny" budget. Arizona Citizens for the Arts, a statewide advocacy organization has made its 2021 priority to get the arts back into the state's base budget. CF's Executive Director served on Arizona Citizen's strategic planning committee in 2020.

Stakeholders

Since CF's founding, a comprehensive needs assessment of stakeholder groups has not been completed. This plan contextualizes the needs and opportunities of all creative economy stakeholders and focuses energy on strengths and opportunities to support all stakeholders, directly or indirectly.

Students & Youth

Students represent each of the stakeholder categories included in this section or are the children of parents that do. It is important to consider students and youth because they are frequently siloed outside of mainstream arts and culture programming. Ensuring lifelong opportunity in the arts and creative economy is critical to not only retaining K-12 and university students but also promoting lifelong learning that helps all stakeholders experience creativity.

This plan supports students and youth by prioritizing educational and youth engagement programming through Coconino Center for the Arts, ArtWalk, Viola Awards, Dark Sky Arts & Ideas Festival, and Advocacy. Additionally, CF's

governance plan includes formalizing and expanding partnerships with Flagstaff Unified School District, Coconino Community College, and Northern Arizona University.

Artists & Creative Workforce

Historically, CF supports artists and the creative workforce primarily through grantmaking to nonprofits, programming at Coconino Center for the Arts (e.g. exhibitions, concerts), ArtWalk, and general promotion of arts and culture in Flagstaff including Viola Awards.

This strategic plan expands artist and creative workforce engagement and support by expanding grantmaking programs which may in the future support artists and businesses directly, reorganizing Coconino Center for the Arts, partnering with Downtown Business Alliance for ArtWalk and its master plan, creating Dark Sky Arts & Ideas Festival which focuses on artists and the creative workforce, and developing training and networking opportunities.

Citizens & Representative Government

Stakeholder-driven, this plan represents the interests of citizens. Citizens benefit from all aspects of the plan especially expanded outreach and cultural equity programs as well as the launch of the citizen-driven Dark Sky Arts & Ideas Festival.

CF is contracted with the City of Flagstaff to be its arts, culture, and science agency.

Entrepreneurs & Businesses

For most of its history, CF has not focused on creative economy entrepreneurs or arts and culture for profit businesses such as galleries, music venues, and design firms. Instead, it focused primarily on artists with Coconino Center for the Arts programming and nonprofits through the Arts & Science Grants program.

In developing this plan, a wholistic view of Flagstaff's creative economy was considered. This plan represents a commitment to the entire creative economy whether or not specific aspects of the creative economy are directly addressed. Future catalytic initiatives and funding priorities will likely support all aspects of the economy.

In the meantime, for-profit businesses and entrepreneurs are encouraged to participate in networking, marketing, and thought leadership opportunities presented by the strategic plan.

Barriers to Opportunity

CF's new mission, creative opportunity, is both a catalytic approach and desired outcome. Our work is primarily focused on the creative community as well as marginalized groups that we believe, through creativity, we can build cohesion and opportunity.

Marginalized Groups

As artists and creators, we value social justice and strive for a more equitable and inclusive community. At the conclusion of this strategic plan, we hope to make meaningful progress on fostering cultural equity within the arts and because of the arts.

Throughout this document, we reflect on how the following marginalized groups are positively impacted by our work and leadership. We expect and hope for a robust ongoing dialogue on how our action and the actions that we inspire make continual progress.

Coordinated Approaches

The following is not meant to be an exhaustive list of barriers or ways to address them but rather a reflection on what it means to address challenges in a coordinated way. There are many ways to address the opportunities facing our community and we hope that our stakeholder groups and leaders are inspired to step up in ways that they are uniquely able.

As an umbrella organization we are best equipped to affect change through partnerships and collaboration.

Types of Barriers	Coordinated approaches to addressing barriers
Economic	<ul style="list-style-type: none"> - Fundraise and/or inspire others to give - Shared resources - Address economic system for creative workforce
Relevance	<ul style="list-style-type: none"> - "Market" research - Support new ideas / entrepreneurship
Unintentional Discrimination	<ul style="list-style-type: none"> - Identify structural discrimination (e.g. leadership, recruitment, access) - Training, workshopping, collective action
Intentional Discrimination	<ul style="list-style-type: none"> - Creative opportunity message - Inspire through arts/creative experiences - Support non-discriminatory efforts
Discovery, Introduction, or Awareness	<ul style="list-style-type: none"> - Creative Placemaking - Partnerships or creative experiences in unexpected places - Reduce barriers to introduction (\$\$)
Awareness	<ul style="list-style-type: none"> - Marketing, outreach, and engagement - Similar to discovery

Appendix

Board Process

April 2019 Retreat

The board met in April 2019 initially as a way to build alignment and understanding with its new Executive Director. At that time, there was general consensus on mission with the understanding that the organization must substantively address science and that the future of facilities should be clear.

Operational excellence, STEAM, strong arts ecosystem, and access or diversity, equity, and inclusion were identified as imperatives, items that must be accomplished over the planning horizon. Further, it was discussed that promotion, advocacy, and incubation & support are primary functional areas.

The retreat concluded that CF should begin a more formal strategic planning process and that a strategic planning committee should be appointed.

Strategic Planning Committee's Draft Pillars

The strategic planning committee created three pillars and statements to serve as discussion points for the public engagement process which is outlined on page 40.

Support - A dynamic creative ecosystem supports a strong economy and sense of place.

"Flagstaff is home to vast network of artists, creators, makers, critical thinkers, inventors, explorers, and observers. The arts and sciences generate more than \$90 million in economic activity per year.

"We believe in change-makers who work together to increase the vitality of our city.

"Our opportunity is to elevate the importance of the cultural sector to become one of the primary drivers of our economy.

Inspire - Flagstaff is at the intersection of art, science, and culture.

"Pluto was discovered here, and we continue to preserve our magnificent night sky. Our biggest museum was founded by an artist and a scientist. And, in 2012, we became America's first STEM (science, technology, engineering, math) City.

"We believe in the magic of discovery and the power of collaboration. STEAM, including arts, is critical to a well-rounded and thriving community.

"Our opportunity is to turn the next generation of critical thinkers into critical makers.

Include - The mountain is a gathering place.

“People have gathered at the base of San Francisco peaks for time immemorial. Throughout modern history, Flagstaff has evolved from a community rooted in the forest economy to a world-class destination with a top-notch university.

“We believe the experiences and traditions of all that call this region home should be celebrated.

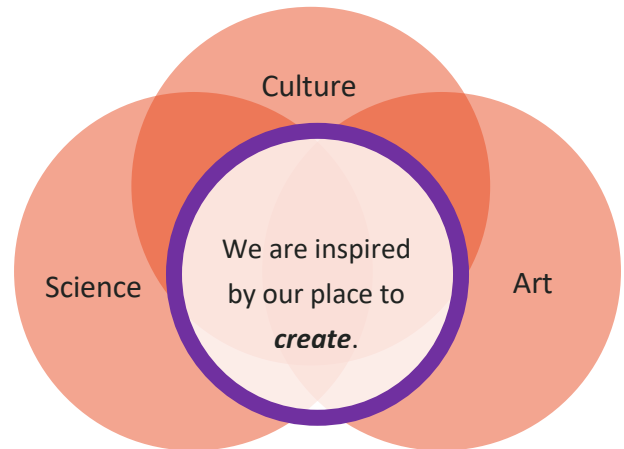
“Our opportunity is to provide informed, authentic leadership for cultural equity, pursue cultural consciousness within our community, acknowledge and dismantle inequities within our organization and inspire others to do the same.”

January 2020 Retreat

In January, the board met to consider the public’s input. Through a series of twelve exercises covering unconscious bias, who the organization serves, vision and impact in ten years, the characteristics of a creative city, mission, vision, needs, and strategies, the board was able to settle on key concepts that form the basis of this plan.

Start with Why

The retreat began with an overview of the strategic planning committee’s “Start with Why” concept, *we are inspired by our place to create*. This diagram supported the discussion. The board agreed with the concept and that CF’s role in culture is not to create culture as the diagram might suggest but instead to inspire culture through inclusive creativity.



Who We Serve

Many examples of who we serve were brainstormed. They are summarized as community. Specific examples that were discussed include residents, visitors, artists and creative professionals, nonprofits, schools, and government. There was also an expressed desire to ensure that a multi-generational approach was taken.

Organizational Needs

A conversation about organizational needs primarily focused on partnerships. A focus on partnerships is reflected in this plan.

Creative City Assets & Needs

Based on our “why,” the board explored the characteristics of creative communities. It identified numerous assets and addressable opportunities that support a goal of being known as one of the Southwest’s most creative cities.

Assets

- Historic discoveries (e.g. Pluto)
- Night sky / dark sky
- Our size / nimbleness / community feel
- Geology
- Food / Brew
- Transportation / Access
- Small businesses / partnerships
- Higher ed
- Government buy-in
- Liberal mindset
- Nature / Grand Canyon / monuments
- Way of life / college town
- Public art
- Ancient cultures
- Funding / influx of population

Needs/Opportunities

- \$\$
- Accommodate professional artists
- Facilities/buildings/arts corridors
- Access / creative talent pipeline
- Education
- Public art / creative gathering spaces
- Play / public interaction
- Engaged businesses
- Value design & architecture
- Creative planning

Mission & Vision Brainstorm

An exercise created draft mission and vision statements. The proposed mission was *to enrich the community through art, science, and culture* and the vision was *Flagstaff is an equitable, resilient, and vibrant creative community*. While ultimately the adopted mission and vision varied, the conversation emphasized key concepts such as inclusion of science and culture, focusing on outcomes rather than activities, and that there is more that matters than just being “vibrant.”

Draft Focus Areas

Operational excellence, broaden ourselves & the audience, and creative placemaking were identified as initial catalytic strategies. These were announced at the Viola Awards as resiliency, outreach, and placemaking. Draft initiatives, or what must be accomplished over the planning horizon, for the first two focus areas included financial support for organizations, industry standards or toolkits, conducting a needs assessment, cultural outreach and planning, building awareness, supporting collaborations, and developing leadership. Initiatives for placemaking were not discussed.

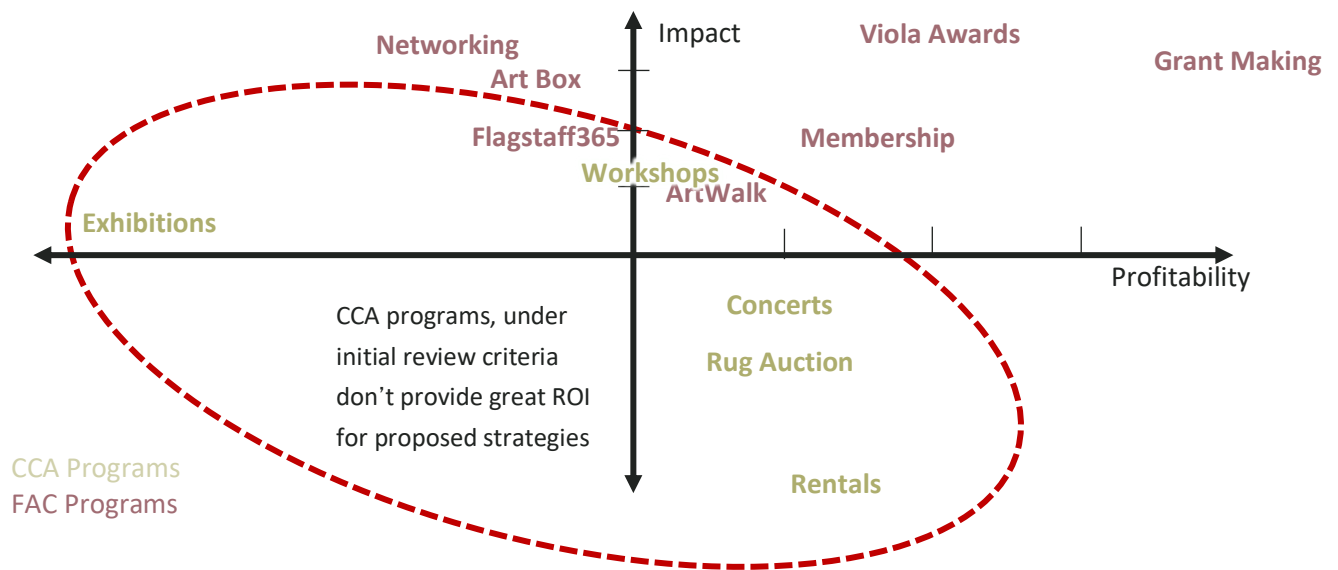
Elements of these focus areas are found throughout this strategic plan.

Program Evaluation

Based on the draft mission, vision, and focus areas, the following four criteria were developed to support a conversation about program impact.

1. Support more than one catalyst strategy/focus area
2. Awareness/visibility, a vehicle to communicate or to perceive change
3. Is it a “big hug”? Does it inspire? Is it equitable and accessible?
4. Does it promote resiliency?

Each of Creative Flagstaff’s current or recent programs was evaluated based on impact criteria and profitability. The graph below is based on initial ratings presented at the retreat.



The most important insight from this exercise was that using criteria focused on broad sector impact affected how Coconino Center for the Arts programs are understood. To address this as well as to address the recommendation in the 2018 Feasibility Report for a Cultural Arts Center, this plan calls for establishing a separate mission, vision, and priorities for CCA. This allows CCA to be evaluated on the whole while setting up different metrics to evaluate its own programs.

The strategic plan includes an Assessment Strategy on page 26 that builds on the retreat’s initial exploration.

February 2020 Mission & Vision Meeting

In February, the board held a facilitated meeting to finalize its mission and vision. The brainstorm at this meeting and additional workshopping led to the final statements presented in this plan being adopted at its regular February meeting.

Community Engagement Process

Central to our stakeholder-driven plan process was community meetings and surveys. Each built on the next providing valuable input to our board.

October 2019 Community Visioning

Our public engagement process began with a community visioning session in October 2019. This meeting was structured around the initial pillars of support, inspire, and include. Exercises included a fill in the blank exercise on participant registration cards, vision boards, affinity mapping, and a unique live texting exercise to create headlines for the future.

Three broad themes emerged, arts, community, and facilities. Top priorities included a variety of artforms, sciences, spaces and venues, and history and cultures. Secondary priorities included community, collaboration, education, and outreach.

Follow-Up Questions

Based on the outcomes and discussion at the October 2019 community visioning meeting, the strategic planning committee and staff brainstormed dozens of potential areas of inquiry to evaluate the ideas presented at the initial stakeholder meeting. These questions shaped the December 2020 community survey, ongoing one-on-one conversations with stakeholders, research, and the January 2020 roundtables.

December 2019 Community Survey

In December 2019, a community survey was distributed. 95 surveys were completed.

Summary of Insights

- 94% local, non-locals visit frequently (only 3 respondents are second-home owners)
- 67% self-identify as an artist (good representation)
- 21% self-identify as a STEM professional (could learn more from)
- 60% donated to arts organizations in 2019
- 60% satisfied with arts/cultural offerings (44% satisfied and 16% very satisfied with)
- Strong participation >80% (any location)
 - Live theater, live music, art museum, outdoor festival, science museums, live performance, culture museum
- >50% participated in art, science, and educational opportunities, open studios
- Not less than 50% participation for presented options
- Strongest Flagstaff participation in art exhibitions, live music, and outdoor festivals
- Outdoor recreation is important to 80% of respondents
- 72% prefer to support local art
- 67% believe minority cultures are well represented in Flagstaff
- 84% believe science is an important part of Flagstaff's identity

Top Headlines

Respondents were asked to select their favorite headline from a list of eight headlines that reflected their ideal future for art, science, and culture in Flagstaff. The following were the top three choices.

1. Flagstaff, Arizona is recognized for integration of art and science curriculum in all schools. Math students learn to paint, and theater students learn to program computers.
2. New Flagstaff cultural center is recognized nationally for building bridges with native and immigrant citizens.
3. An artist village made of shipping containers opens on unused land in an economically depressed neighborhood in ground-breaking partnership with railroad - features studios and performance spaces

Affinity Groups

Survey respondents were asked to self-identify as artists or STEAM professionals. If they identified as either, they were asked the Net Promoter Score along with other tailored questions.

Net Promoter Score

The Net Promoter Score (NPS) metric was introduced in 2003 and has been widely adopted by Fortune 500 companies and other organizations. It is based on the simple question, what is the likelihood that you would recommend a company to a friend or colleague? In this case, the survey sought to understand how the affinity groups felt about Flagstaff in general as a place to be an artist or STEM professional.

The recognizable NPS rating scale ranges from 0, not at all likely, to 10, extremely likely. A response of 6 or below is considered a detractor and a response of 9 or 10 is considered a promoter. A negative score means that there were more detractors than promoters. A positive score means the opposite. Responses of 7 or 8 are considered neutral and do not factor into the score.

Artist Specific Responses

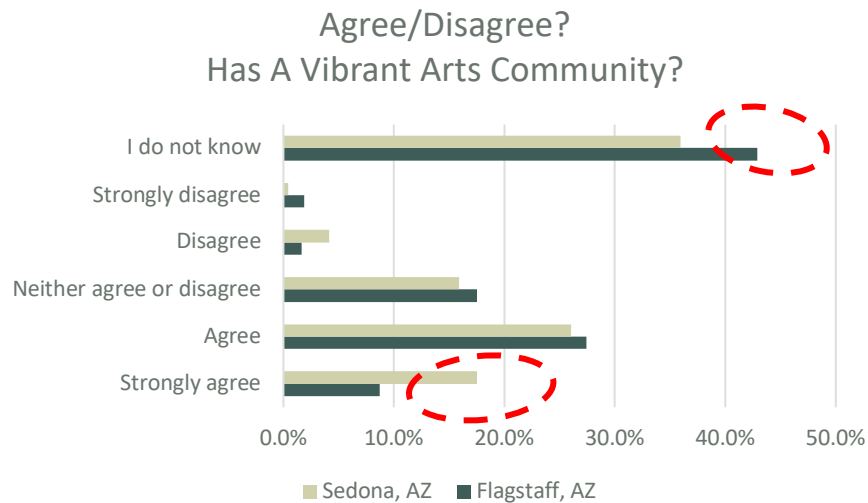
- -23.2 Net Promoter Score. More artists are detractors than promoters.
- 46% of artists exhibited/performed in 2019
 - 22% outside Arizona (14% also in Flagstaff)
 - 36% in Flagstaff
- Artists generally agree that they are strongly inspired by Flagstaff to create
- 71.4% believe artists in Flagstaff create high quality art
- 61.4% believe the art scene is innovative
- 43% integrate science and technology into their work, 61.4% are open to exploring STEM themes in their work

STEM Specific Responses

- -16.7 Net Promoter Score. More STEM professionals are detractors than promoters.
- No respondents disagree that the study or appreciation of art and culture has made them a better STEM professional or student. 28% strongly agree that it does.

Google Survey

Using Google Survey, which inserts surveys into news websites, over 600 Arizona respondents were asked to answer whether they agreed or disagreed whether Flagstaff or Sedona have a vibrant arts community. Respondents were more decisive about Sedona than Flagstaff suggesting that Flagstaff has an opportunity strengthen its creative city identity first by building awareness for the 42% that stated “I do not know” which is 7% more than stated the same for Sedona.



January 2020 Round Tables

On January 8, dozens of community members, many of whom participated in the initial community brainstorm, were invited to participate in round tables. Additional community members were invited to balance out expertise needed for each topic.

Topics included equity & inclusion, art & science, facilities, education, economic development, art organizations, and public engagement. Question prompts were created for each table. Each table reported back to the room after each question.

Round Tables

Art & Science

Explores collaborations, themes, and opportunities for Flagstaff to build a strong culture around the intersection of art & science.

Facilities

Evaluates the proposed facility plan and discusses how Vision 2030 themes and a potential incremental approach influence city-wide facility needs, especially for arts and culture uses.

Equity & Inclusion

Discusses needs and actionable strategies to provide informed, authentic leadership for cultural equity, pursue cultural consciousness within our community, acknowledge and dismantle inequities within our organization and inspire others to do the same.

Education

Discusses STEAM (science, technology, engineering, art, and math) education needs and opportunities. Identifies the role of educational institutions in fostering interdisciplinary lifelong learning, the collective skill of artists and scientists, and collaboration opportunities.

Economic Development

This group explores how to strengthen the economic viability of cultural sectors, especially art, and how the sector can better support regional economic development goals.

Organizations

This group brainstorms ideas by which the sector can build stronger organizations that are more connected to the community. This group will also discuss ways to build a stronger talent pipeline.

Placemaking

A strong sense of place is a recurring priority in Vision 2030. This group will explore actionable ways to use and enhance our public and other gathering places to support round table themes.

Public Engagement

This round table will discuss strategies to better engage the public around art, science, and culture. This includes marketing and other forms of outreach.

Draft Plan Feedback

After pausing progress on the strategic plan due to the coronavirus pandemic, the board solicited feedback from key stakeholders in November 2020. Every individual that received a draft of the plan was asked to provide feedback via a survey.

Fundraising Feasibility Study

CF hired Arts Consulting Group in November 2020 to conduct a fundraising feasibility study. The study focuses on Priority 2, Strong and resilient art, science, and culture nonprofits, the supporting goal to strengthen general operating support, and the proposed comprehensive initiative of establishing a collaborative fundraising program.

Through the course of the engagement the consultant conducted numerous interviews of nonprofit stakeholders and existing and potential philanthropists. The results of the study informed aspects of the strategic plan especially the final recommended approach to support philanthropy and strengthen nonprofit operating expenses.

1998 Creating a Local Arts Agency Report

Summary & Progress

This report, supported by the expertise of Jon Palmer Claridge and Norma Kaplan of Arlington Arts Incubator in Virginia, was the culmination of the Greater Flagstaff Chamber of Commerce's Arts, Business & Culture Committee's goal to create a Local Arts Agency. The following summarizes the report's findings and reflects on the progress of its initial goals.

Report Summary

Recommendations

- A task force should be formed to initiate the formation of a private Local Arts Agency (LAA) to provide leadership, administration and coordination for the continued development of the arts in Flagstaff. The LAA would manage both the Coconino Center and oversee the implementation of the arts incubator using the center as the initial site for the incubator program.
- Although, additional study by the task force is needed, we recommend that the LAA be staffed by a full time Executive Director and a half time Audience Development Director as well as whatever positions are currently utilized/needed to operate the Coconino Center for the Arts.
- The LAA and the Flagstaff Arts and Sciences Commission should work together to establish and support an arts development plan.
- A facilities sub-committee of the task force comprised of artists and members from the committed partners needs to be one of the major initial thrusts to establish incubator momentum. New arts spaces, as well as more effective use of existing arts spaces, should be explored.
- Establish policies that enable Flagstaff to make the maximum use of space resources to increase the inventory of arts events, and, specifically, to harness tourist dollars, establishing Flagstaff's arts reputation to Grand Canyon tourists.
- A concerted, organized effort must be made to increase audience size (both local and tourist) for all arts activities. A half time Audience Development Director will be able to work with the marketing staff of all the different arts organizations to develop cooperative programs as well as provide expert guidance in developing effective marketing strategies.

Founding Mission & Vision

Flagstaff Cultural Partners (FCP) is a local arts agency dedicated to developing, coordinating and supporting area arts, culture and science programs. FCP is committed to creating public and private partnership between organizations, institutions, businesses and individuals.

Flagstaff Cultural Partners' vision is to enrich, encourage participation in and enhance the diversity of the arts, culture and science within our community.

Founding Goals

- To provide long-range, strategic planning in the arts, sciences and culture for our community.
- To expand Flagstaff's role as a center for art, culture and science while meeting the needs of the greater Flagstaff area.

- To establish and maintain alignment with community, state and federal plans and initiatives, including but not limited to Flagstaff 2020, the Arizona Arts Education Plan, the Arizona Commission on the Arts, The Arizona Department of Education and the National Endowment for the Arts.
- To build support for arts, culture and science in the community and in our schools.
- To serve as a coordinating agency for arts, culture and science programs.
- To provide technical assistance to and help in management for cultural organizations., individuals and groups as requested

Long-Term Tasks

- Create an Arts, Culture and Science information center.
- Facilitate opportunities for interns to work with local arts, science and culture programs and organizations.
- Coordinate the use of facilities within the community and in the greater Flagstaff area.
- Develop an arts, culture and science district or area that provides affordable work, performance, exhibition and viewing space.
- Create new venues for arts, culture and science events.
- Partner with local public and private organizations, individuals and groups to enhance tourism.
- Encourage a climate that creates local jobs, generates revenue, increases tourism, aids community development, improves education and provides opportunities for creativity and participation in the areas of arts, culture and science.

Report Progress

Much of the founding purpose of Creative Flagstaff as defined in the 1998 report remains true today. Building on the progress that has been made, this strategic plan addresses the ongoing goals as follows.

1. Long-range strategic planning. This document reintroduces a vision and point of view that extends beyond core organizational activities.
2. Establishes the big idea that Flagstaff can be known as one of the Southwest's most creative cities.
3. Aligns with broader frameworks such as Flagstaff 2020 or national best practices in particular with respect to cultural equity and creative placemaking.
4. Leveraging the Collaborative Arts Fund and Arts & Ideas Festival initiatives, we can dramatically raise awareness for and support of the arts and cultural sector in our community.
5. By expanding our grantmaking programs and integrating training and regular networking, we will serve even more strongly as the coordinating agency for arts, culture and science programs in Flagstaff and provide more responsive technical support.

The report also identified long-term tasks. There is much work to be done, many are addressed in this strategic plan.

1. Creation of an information center. Not much known about the original intent of this task, but flagstaff365.com was formed in 2012 and through this plan in early 2021, flagartscouncil.org will be transformed into a resource for the sector rather than primarily as a tool to support Coconino Center for the Arts programming.
2. CF regularly employs interns but has not actively supported internship development throughout the sector. With strengthened higher-education partnerships for the Dark Skies Arts & Ideas Festival, we plan to leverage internships for the greater good of the sector. Through regular networking programs, we hope to enhance opportunities for interns to connect with nonprofits and businesses.
3. We do not coordinate the use of facilities. A database of facilities was proposed at a community meeting. This will be revisited as part of our facilities evaluation identified in phase 4 of this plan.
4. There are several arts and culture district efforts underway. And, early versions of this strategic plan identified neighborhood identity and cultural nodes as a priority. With the exception of advocacy, this strategic plan does not specifically address arts and culture districts. This is largely due to shifting priorities as a result of the coronavirus pandemic as well as other formative initiatives such as reestablishing Coconino Center for the Arts, creating a collaborative arts fund, and establishing Dark Sky Arts & Ideas Festival.
5. Outside of Northern Arizona University, little advancement has been made on arts and culture facilities. Building on the 2018 facility study, phase 4 of this plan will address how the Creative Flagstaff will support expanded or new facilities.
6. Discover Flagstaff has a dedicated seat on CF's board. Arts and culture primarily are emphasized in current tourism campaigns through festivals and major attractions such as Lowell Observatory and Museum of Northern Arizona. The arts are not a primary focus of Flagstaff's tourism strategy. Through the course of this strategic plan we plan to build a brand for arts and culture in Flagstaff making the arts an attractive asset for tourism.
7. Over the past 20 years, CF has been primarily focused on incubation of arts and culture efforts (primarily organizations such as Canyon Movement Company) and the operation of Coconino Center for the Arts. This strategic plan expands on sector-wide initiatives such as the Viola Awards and the Arts & Science grant fund.

There is a lot to be proud of since 1998. The reflection on this founding report is a reminder that goals are persistent and lofty and that there is much work to still be done.

2016-2021 Strategic Plan Summary & Progress

CF's most recent strategic plan focused on operational needs such as fundraising as well as one-time initiatives designed to shape future programming. The framework of the plan was established at the time of our change from Flagstaff Cultural Partners to Flagstaff Arts Council. The plan assumes ongoing programming at CCA and in the community.

Mission: "Flagstaff Arts Council" promotes, strengthens and advocates for the arts in our community.

Vision: Flagstaff is a Vibrant Arts Community.

Goal 1: Financial Strength - We build a sustainable financial foundation that supports a growing organization and programs.

Objectives

- Secure Financial Stability
- Increase Revenue from Sponsors
- Improve Membership Program
- Increase the Membership Revenue
- Increase Earned Income

Progress

- Changes were made to the membership program in 2016 and again in 2019.
- Some progress was made towards establishing a reserve early in the plan, although consecutive years of small losses reduced working capital.
- By reducing operating costs in 2019, strong CARES Act stimulus in 2020, and the acquisition of a line of credit and EIDL loan, CF is financially stable.
- The next strategic plan needs to emphasize financial stability and measured growth.

Goal 2: Quality Facility – We inhabit facilities of a quality comparable to our mission and programs.

Objectives

- Improve Current Facility

Progress

- A facility committee was formed in 2015 and completed minor improvements.
- In 2018, a study evaluated the feasibility of a new facility that outlined key next steps.
- In 2019, approx. \$60,000 was invested in the facility including removal of carpet and new A/V systems.

Goal 3: Development of the Arts - We initiate and lead cultural planning with broad community input, investment and support.

Objectives

- Conduct Economic Impact Study
- Investigate a Community-wide Cultural Plan

Progress

- An Arts & Economic Prosperity study was completed in collaboration with Americans for the Arts.
- A community-wide cultural plan was not investigated or conducted.

Goal 4: Organization Strength - We model strong leadership, cultural and artistic diversity, and integrity.

Objectives

- Strengthen Our Leadership

Progress

- The plan called for an internal and external assessment. This assessment was largely completed with the public process used to create this plan. Additionally, a board self-assessment was completed in 2016.

2018 Feasibility Report for a Cultural Arts Center

Summary & Progress

In August 2018, Creative Flagstaff issued a draft report completed by the consultant, ArtsMarket, with a cover letter outlining a Recommended Plan of Action.

The consultant report, available on our website, outlines a number of recommendations and findings some of which did not fully reflect the desires of the community. Additionally, a full feasibility study was not completed due to the cancellation of the contract. A summary of the recommended plan of action created by the Creative Flagstaff board of directors is outlined below.

Recommended Plan of Action Summary:

Board of Directors Recommendation

Convene a coalition to serve alongside the Mayor's Leadership Council.

Focus on four primary campuses including Lowell Observatory Section 16, Museum of Northern Arizona, The Arboretum at Flagstaff, and a new arts center.

Explore splitting the organization into two separate organizations.

Progress

Continued efforts and urgency for realizing new facilities were reduced during CF's Executive Director transition in 2018/19. The mayor has not met with a leadership council since the issuance of the report. The public meetings to create our new strategic plan form the basis for continued public guidance on new facilities. This strategic plan addresses a timeline for continued facility feasibility assessment.

Since 2018, priorities and timelines have shifted for each of the four campuses. The pandemic has further complicated this. Additionally, the ongoing downtown master plan process emphasizes arts and culture facilities and other community groups such as Christ Church of Flagstaff are pursuing multi-use facilities to support the arts and nonprofits. This recommendation needs to be revisited.

In Fall 2020, the board of directors established the Coconino Center for the Arts Advisory Board and a new website and social media channels were created for the center. Additionally, this strategic plan calls for the creation of a separate mission and vision for the facility and internal financial separation. By the completion of this strategic plan, CCA will be a quasi-independent subsidiary which could be a standalone entity if deemed important in the future. The new CCA leadership team will likely play an important role in future facility considerations.

Explore a funding model for the entire sector not just for a single facility including a new tax, capital campaigns, sale of facilities, and other grants and government incentives.

This strategic plan builds awareness of the sector and focuses on developing ongoing philanthropy for the sector. Prior to finalizing this plan, CF engaged a fundraising consultant to vet the Collaborative Arts Fund comprehensive initiative structure and goals. Pursuing this initiative builds capacity in the sector and demonstrates potential public and philanthropic interest in future capital campaigns.

Pursue a ballot initiative for 2020 or 2022 to support a new facility.

A ballot initiative is not currently under consideration especially due to the ongoing economic crisis. Instead, this strategic plan focuses on leveraging current City investment in arts and sciences through the Collaborative Arts Fund.