



CREATIVE FLAGSTAFF

Fostering Creative Opportunity

FY27 STRATEGIC PLAN

3-year STRATEGY

10-year LEGACY

INTRODUCTION

Creative Flagstaff's FY27 Strategic Plan serves as a guiding document for the organization with short-term priorities, mid-term strategies, and long-term vision. With the 50-year anniversary of Coconino Center for the Arts approaching in 3034, we are proud to build on our vibrant longevity as a legacy organization, while ensuring evolutionary adaptability and responsiveness in a rapidly changing socio-political climate. This Strategic Plan is intended to be a flexible document that is regularly reviewed and updated as the organization addresses new challenges and welcomes new opportunities, setting the guidelines to ensure relevance and sustainability for the next 50 years.

VISION

Flagstaff is the epicenter of artistic, scientific, and cultural inquiry, where Northern Arizona's heritage and ecosystems are reflected in an innovative and inclusive community.

MISSION

Creative Flagstaff provides and supports arts, science, and cultural opportunities that foster an engaged, equitable, and imaginative community.

HISTORY / ORGANIZATIONAL BACKGROUND

Initially known as Flagstaff Cultural Partners, Flagstaff Arts Council was formed in 1997 as a partnership between the City of Flagstaff, Coconino County, Northern Arizona University, Coconino Community College, Flagstaff Unified School District, and the Greater Flagstaff

Chamber of Commerce to serve as a local arts agency. Upon its inception, Flagstaff Arts Council took on the operation of Coconino Center for the Arts (est.1984).

Beginning in 2002, the organization has served as the City of Flagstaff's Lead Arts Agency and Grants Agency, allocating Bed, Board, and Beverage (BBB) tax revenues to non-profit organizations through Arts & Science grants as General Operating Support and Project Grants.

Now called Creative Flagstaff, with a mission of fostering creative opportunity, the organization continues its focus on removing barriers of access to the arts while bringing regionally relevant arts, science, and cultural engagements to Flagstaff and Northern Arizona.

The organization has been served by executive directors Cheryl Brock (2000 – 2006), John Tannous (2007 – 2018), Jonathan Stone (2019 – 2024), and Julie Cornick (2025 – present), with the support of skilled staff and direction of Board members with expertise in art, culture, science, business, and education. Building on our historic legacy while retaining evolutionary flexibility, Creative Flagstaff is positioned to remain relevant and sustainable for the long term.

COCONINO CENTER FOR THE ARTS

Fostering an engaged, equitable, and imaginative community since 1984

Coconino Center for the Arts (CCA) is central to Northern Arizona's vibrant creative culture, fostering an engaged, equitable, and imaginative community since 1984. Operated by [Creative Flagstaff](#), CCA provides space, offers resources, and inspires collaboration, presenting creative endeavors across the arts, cultural, and scientific landscapes while promoting creative expression and critical thought by reflecting the cultural diversity of our shared community. CCA's facilities include a 4000 sq ft Main Gallery, an adjacent 215 sq ft Project Gallery, and an intimate 200-seat Theater. Located on US 180 enroute to the Grand Canyon, our audiences include local and regional residents, and national and international visitors.

STRATEGIC PILLARS & PRIORITIES

#1: Regional Leadership

Expanded geographical reach provides access to multidisciplinary arts, science, and cultural programming to urban and rural communities countywide.

Strategic Priorities

- Creative Workforce Development
 - Professional Development & Digital Media Training
- Cultural Capital
 - Inclusive Artist Registry: performing, literary, visual, and artisans

- Creative Asset Mapping: venue network
- Creative Placemaking: exhibitions and temporary installations
- Funding Opportunities
 - Arts & Science Grants for Nonprofit Organizations: General Operating Support Grants and Project Grants in Innovation and Capacity Building
 - Artist Project Support: ARTx projects aligned with First Friday ArtWalk

#2: EDUCATION, OUTREACH & ACCESS

Educational programs, events, and activations reach broad and diverse audiences with opportunities for co-generational collaboration and a focus on access to underserved communities.

Strategic Priorities

- Community Events
 - Flagstaff First Friday ArtWalk increased visibility and expanded footprint
 - Align First Friday ArtWalk and ARTx for summer season with activations on Aspen St
 - ArtWalk programming for winter season
- Creative Youth
 - CCA Interactive Space for Youth Engagement
 - Creative Camps pilot expanded offerings during holiday breaks
 - Creative Afterschool pilot program
 - Guided Fieldtrips for K-12 and university classes
 - Educational Curriculum for each exhibition theme
- Creative Aging
 - Older-Adult Programs developed for Northern Arizona in partnership with Arizona Commission on the Arts
 - Guided Fieldtrips for senior living communities
 - Co-generational Workshops
- Professional Development Workshop Series
 - Quarterly workshop series
- Emerging Artist Cultivation
 - Exhibition and Performance opportunities

#3: CCA VISITATION & ENGAGEMENT

Coconino Center for the Arts is Flagstaff's premier hub of creative activity with increased opportunities for access and engagement.

Strategic Priorities

- Access
 - Expanded CCA gallery hours aligned with partner organizations
 - Pay-what-you-can gallery admission
 - Theater performances price accessible
 - Theater year-round offerings
 - Accessibility measures for people with disabilities
- Relevance
 - CCA exhibitions on themes of regional interest with global reach
 - CCA exhibitions highlight local artists and foster emerging artists
 - CCA performances bring a diversity of styles and presenters
 - CCA exhibitions and program themes are represented at ArtWalk
- Community
 - CCA Member engagement and community-building
 - Internship, Docent, and Volunteer Programs

#4 FINANCIAL GROWTH

Diversified funding streams with defined effort areas and expansion of revenue generating programs provide long-term fiscal stability.

Strategic Priorities

- Grants
 - Establish private foundation relationships to balance reductions in federal funding
- Individual Giving
 - Value alignment for individual gifts
 - Establish relationships for Legacy Gifts & Estate Planning
- CCA Membership
 - Marketing effort focused on North American Reciprocal Museum benefits
 - Marketing strategy for new members, returning members, and member retention
 - Cultivate a local-art-buying economy

- Youth Program Registration
 - Creative Camps
 - Afterschool Programs
- CCA Theater Ticketing
 - Increased audiences for performances with renovated theater
 - Continued theater enhancements and cooling system to provide comfortable year-round opportunities
- Creative Flagstaff Operations
 - Efficiency
 - Effectiveness
 - Scale
- Solvency
 - Establish a committed plan to pay off loan
 - Endowment for stability, sustainability, and future growth

10-year LEGACY VISION *Realization of the Strategic Priorities*

- Leading convener of interdisciplinary art, science, and cultural engagement in the Southwest U.S.
- Accessible resource for rural communities across Coconino County
- Strongest multigenerational arts education program in Flagstaff
- Model of co-generational Youth Arts & Creative Aging collaborations
- Premier theater venue in Flagstaff
- Regarded as a strong supporter of artists
- Flagstaff First Friday ArtWalk is one of the premier destination art walks in the Southwest
- Endowment providing operational support
- Spaces and programs have named sponsors
- Loan is paid off and organization is operating unindebted

Adopted by the Board on June 24, 2026