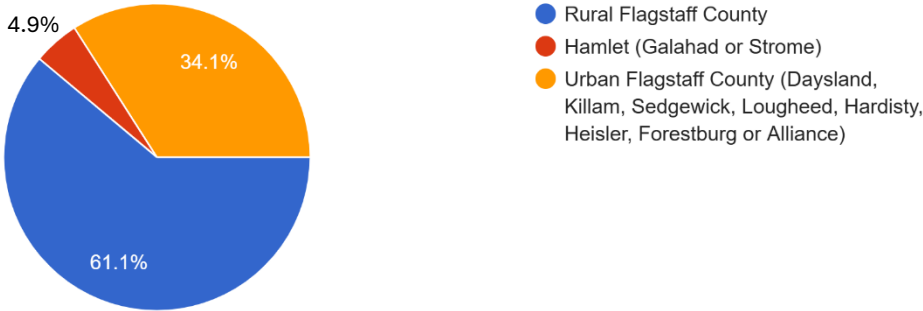


Responses from the 2027 Business Plan Survey

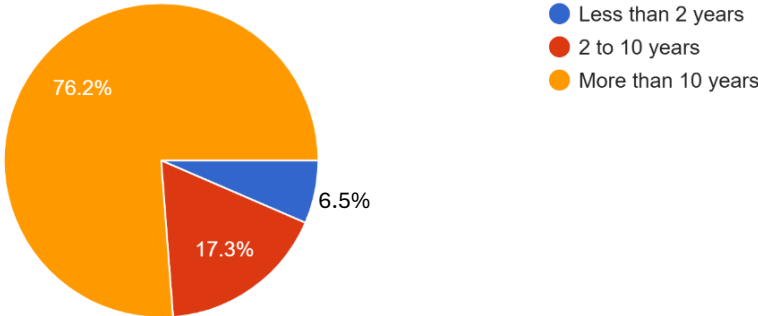
Where do you live?

185 responses



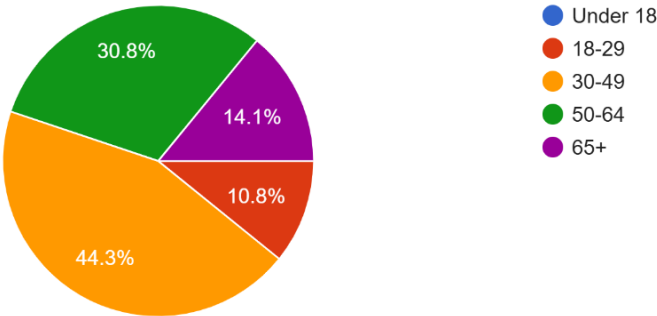
How long have you lived in Flagstaff?

185 responses



How old are you?

185 responses

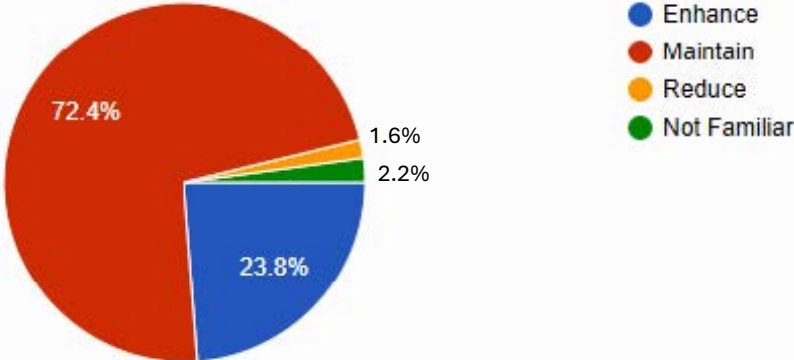


Municipal Services – Transportation

Gravel Road Maintenance

Includes scheduled gravel road blading, gravel patching, and re-gravelling.

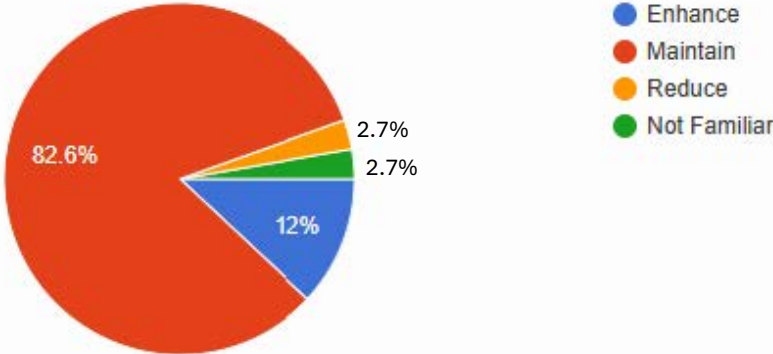
185 responses



Right-of-Way Maintenance

Includes sign maintenance and roadside sightline control through brushing, mulching, and backsloping.

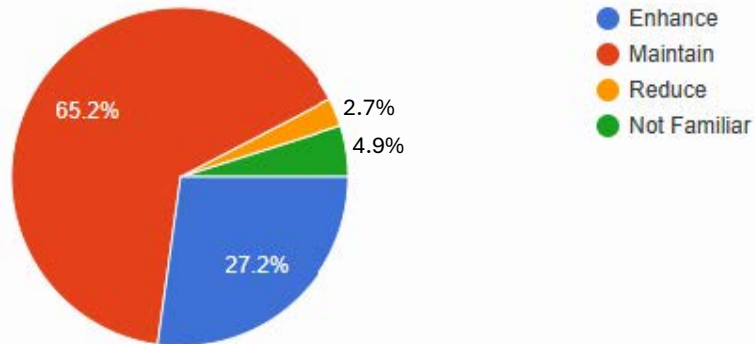
184 responses



Road Rehabilitation

Restores road structure and drainage by reshaping the road width, re-compacting and stabilizing the sub-grade, and re-establishing the road crown.

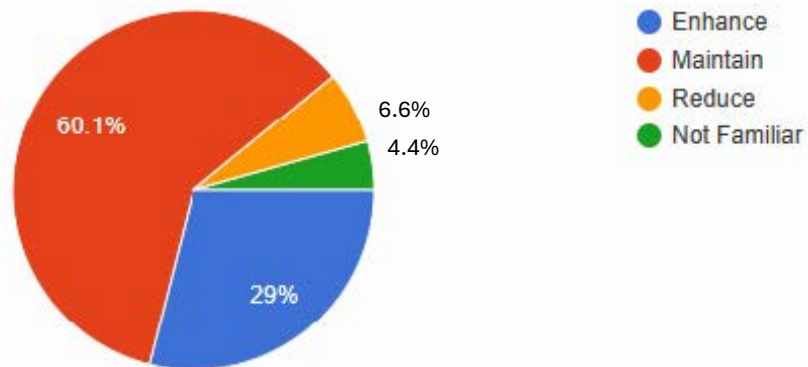
184 responses



Road Construction

Builds new roads and upgrades existing roads to a higher standard through engineered road building, including base construction, drainage improvements, and final shaping.

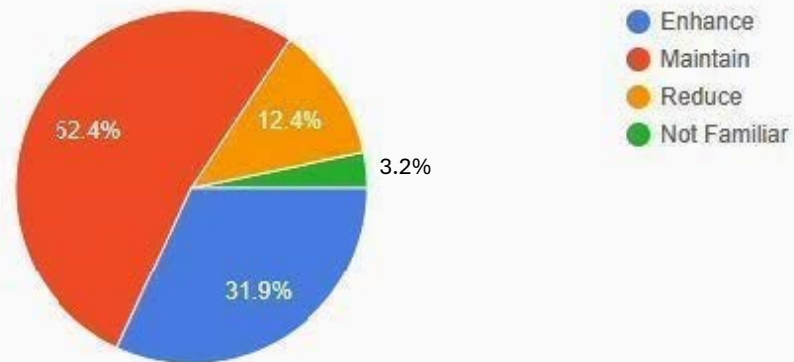
183 responses



Dust Suppressant

Reduces dust for residents and lowers maintenance costs at strategic locations, with product and application available at cost-recovery and free application for arterial road residences.

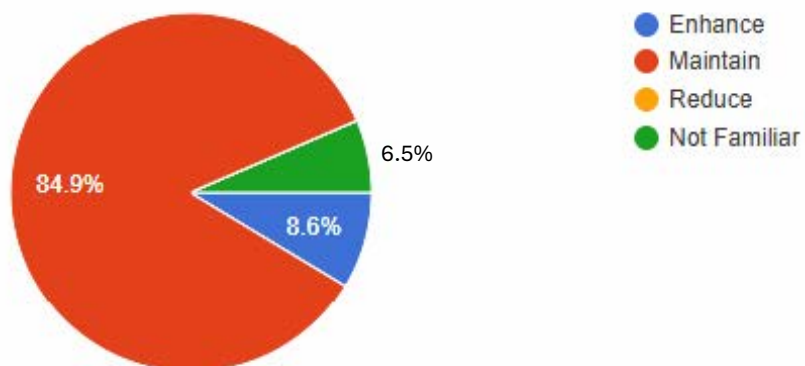
185 responses



Water Crossing Infrastructure Maintenance

Covers inspection, maintenance, replacement and repair of centerline culverts, bridge culverts, and bridges to prevent deterioration and reduce disruptions.

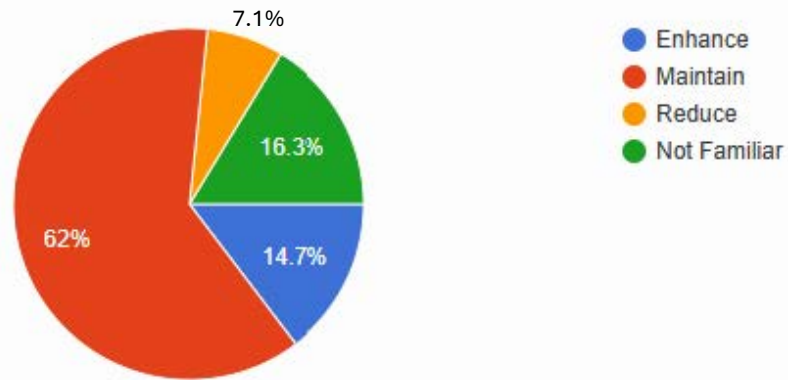
185 responses



Hamlet Maintenance

Provides routine upkeep of streets, alleys, and lanes in hamlets through repairs and surface improvements as required.

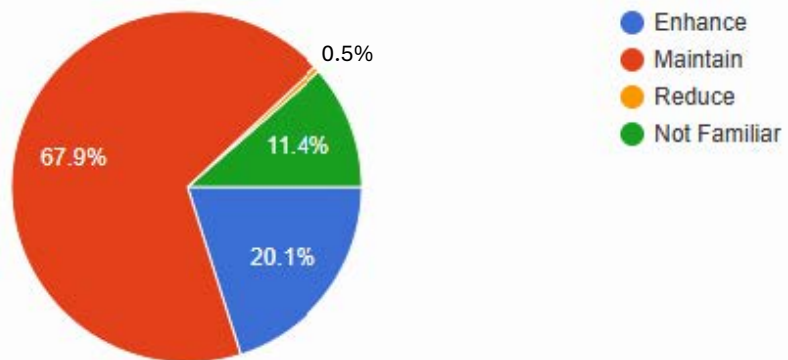
184 responses



Service Request Management – SRM

Allows residents to report road, sewer, and other service concerns, with requests tracked, assigned, and followed up on as needed.

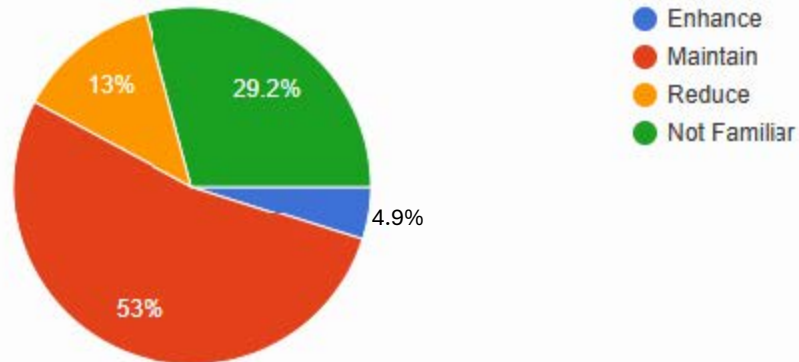
184 responses



Flagstaff Regional Airport

Includes fuel for resale, runway maintenance, vegetation control, snow removal, and terminal building maintenance.

185 responses



Summary of Comments

Transportation

1. Overall Satisfaction with Roads and Maintenance

Several comments expressed overall satisfaction with County roads and ongoing maintenance efforts.

2. Grading Frequency and Maintenance Scheduling

Multiple comments referenced grading and maintenance scheduling, including:

- That maintenance should better reflect road usage (i.e. busier roads should receive more grading)
-

3. Oiled and Paved Roads

Several comments referenced paving or oiling certain roads, including:

- Support for more hard surface roads on busy corridors
- Requests to restore roads that were previously oiled but converted back to gravel

4. Dust Suppression

Dust control was mentioned multiple times, including:

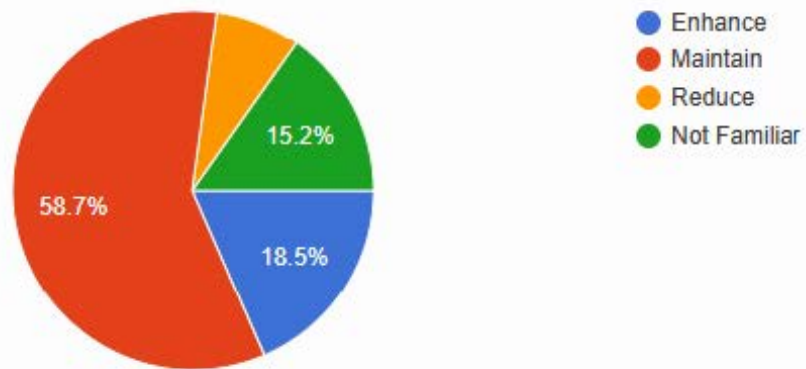
- Requests to increase dust suppression

Municipal Services – Agricultural Services

Conservation Easement and Wetland Management

Protects and restores environmentally sensitive lands through easement stewardship, wetland inventory work, and restoration projects.

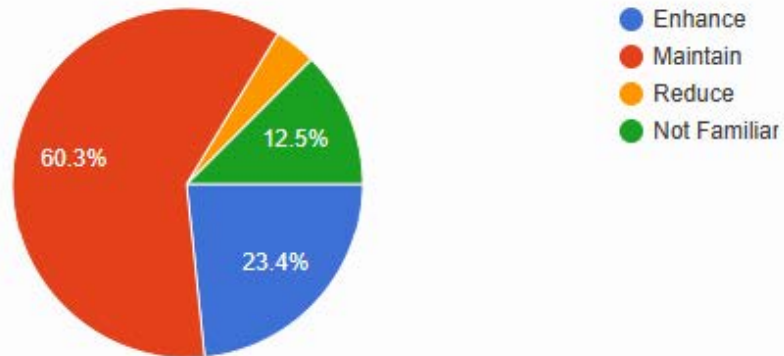
184 responses



Extension Programs

Provides training, certification, and resources to support sustainable agriculture and improve farm productivity and resilience.

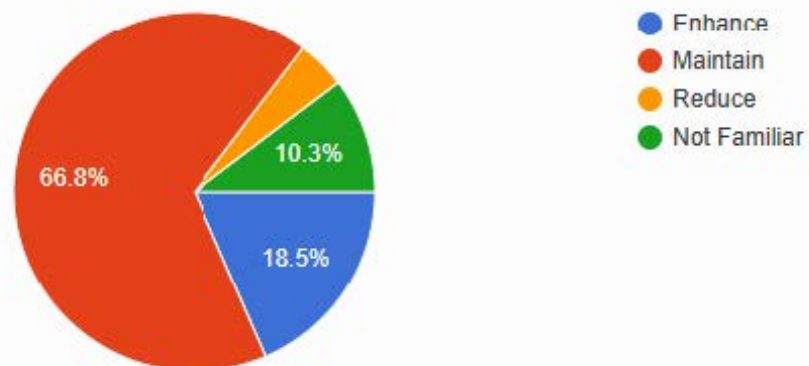
184 responses



Arsenic Water Testing Program

Helps new well owners test their water for arsenic, understand potential health impacts, and reduce exposure risks.

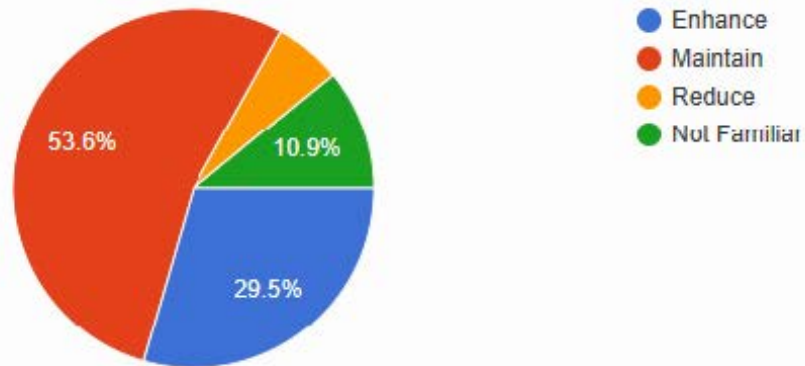
184 responses



Pollinator Preservation

Supports pollinator habitat through education, conservation projects, and community involvement initiatives.

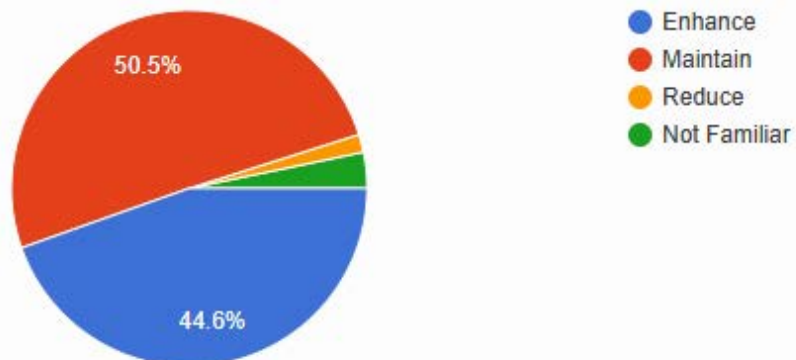
183 responses



Shelterbelt Establishment

Supports tree planting to reduce wind and soil erosion and improve biodiversity by providing equipment and bulk purchase discounts.

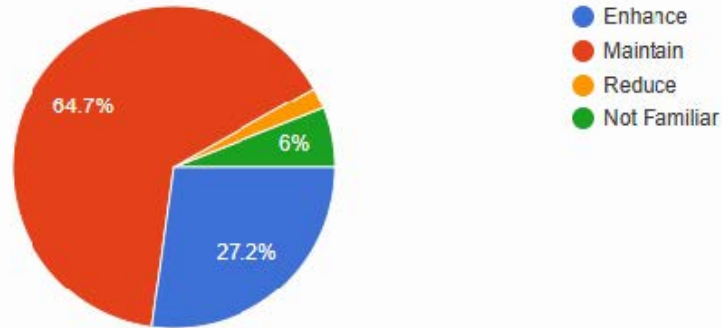
184 responses



Pest Control

Helps monitor and provide support to ratepayers for managing nuisance and agricultural pests through rental traps, pest control products, and resources to reduce impact to agricultural lands and livestock.

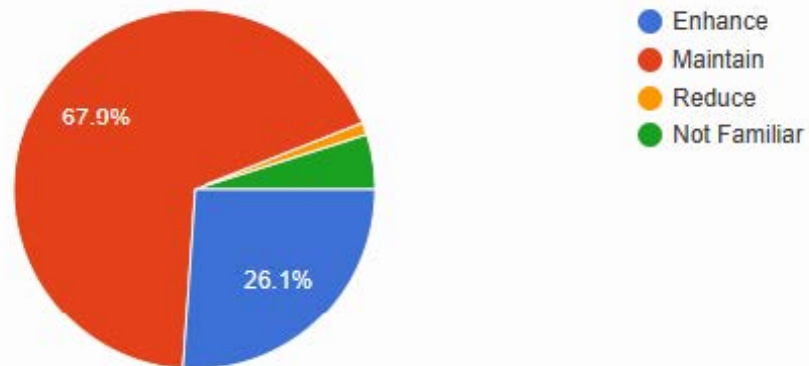
184 responses



Vegetation Management on Municipal Lands

Manages invasive weeds and brush on municipal lands through inspections, spraying, seeding, brushing, and mowing.

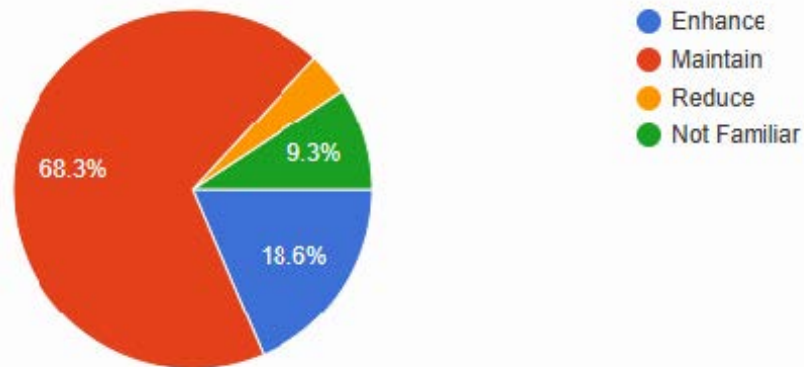
104 responses



Vegetation Management on Private Lands

Supports landowners in managing invasive weeds through education, monitoring, custom spraying, and the Leafy Spurge Program.

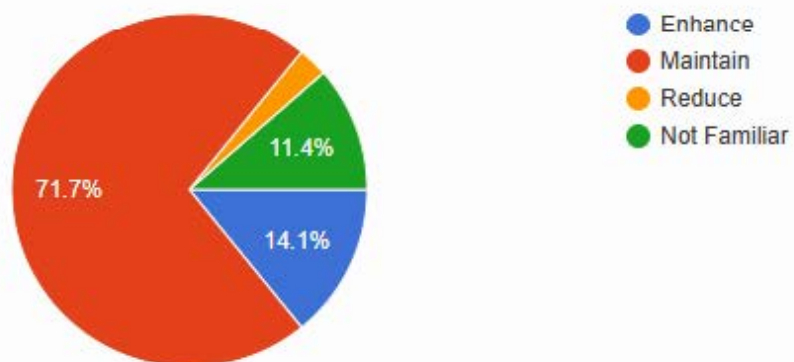
183 responses



Water Loading Stations

Provides bulk water access for agricultural use to support operations and reduce water scarcity challenges.

184 responses



Summary of Comments

Agricultural Services

1. Water Loading Stations

A few comments referenced bulk water access, including:

- Concerns that water loading stations have run out of water during peak spraying seasons
-

2. Weed and Invasive Species Management

A few comments referenced concerns related to invasive species and weed control, including:

- Two requests for improved management of noxious weeds (leafy spurge and white cockle were named specifically)
-

3. Habitat, Trees, and Biodiversity

A few comments referenced habitat protection and tree preservation, including:

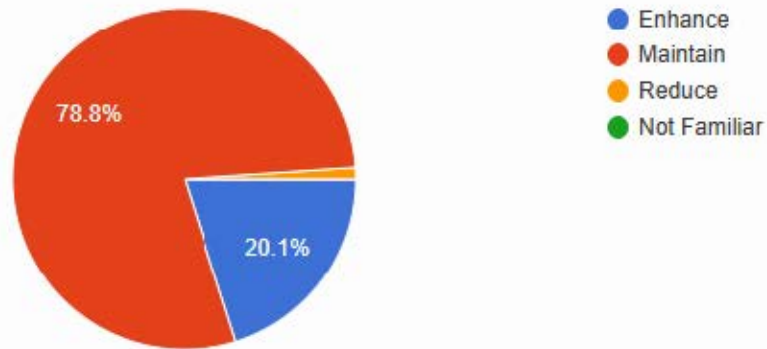
- Concerns about loss of treed areas due to brushing and land clearing
 - A request for increased incentives or programs that support biodiversity and tree planting
-

Municipal Services – Parks

Parks and Campgrounds

Provides regular inspection, repair, and upkeep of public parks, greenspaces, and recreational facilities to support clean, functional spaces for community use.

184 responses



Summary of Comments

Parks

1. Campground Access and Improvements

A few comments referenced campgrounds and camping services, including:

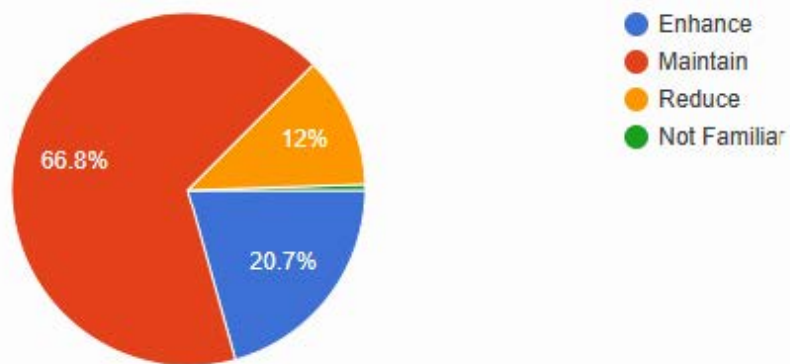
- Three comments expressing satisfaction with current services.
 - Requests to enhance campground facilities with additional services such as power, water, and playground amenities
 - Requests to keep campgrounds or park gates open year-round to allow access during winter months
-

Community Services – Protective Services

Patrol Services

Create a safe and secure environment for all road users through maintaining a visible presence and patrolling gravel roads and highways within our municipality to foster responsible driving habits while enforcing regulations.

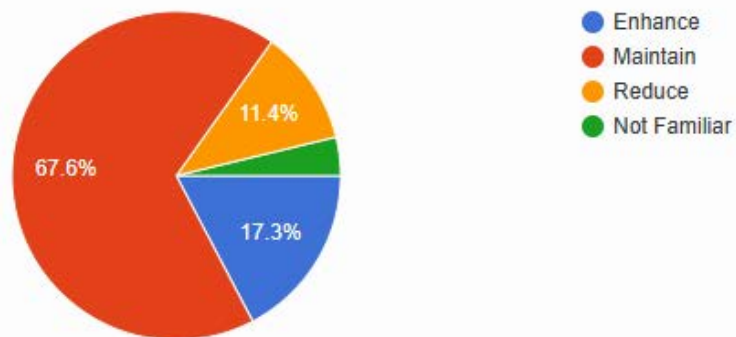
184 responses



Bylaw Enforcement

Maintain order, uphold community standards, and promote community well-being through implementation of fair enforcement practices that assist in ensuring compliance with local regulations and ordinances.

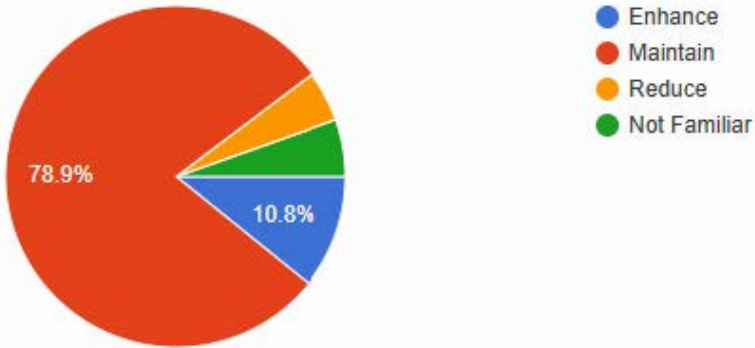
185 responses



Infrastructure Protection

Safeguard road infrastructure and preserve the quality of our transportation network through weight restrictions and regulations enforcement, conducting inspections, and implementing other measures to prevent damage to our roadways and bridges.

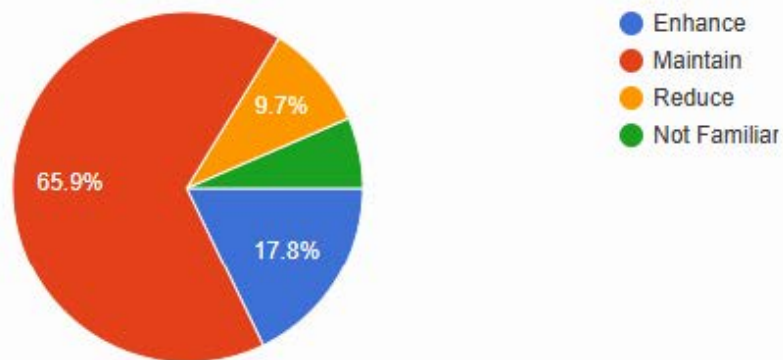
185 responses



Safety Education and Community Relations

Raise awareness and promote safety practices through conducting educational sessions, workshops, and other outreach programs to address key safety concerns. Build positive relationships and foster trust between our Community Peace Officers and the community through participation in community events and meetings.

185 responses



Summary of Comments

Protective Services

Protective Services feedback generally focused on two recurring areas:

1. Visible Presence and Community Safety

A few comments referenced the importance of maintaining a visible protective services presence in communities, including patrol visibility, night patrols, and officer participation at community events.

2. Infrastructure Protection and Enforcement

A few comments referenced the role of protective services in protecting infrastructure through enforcement, including road weight restrictions and bylaw compliance.

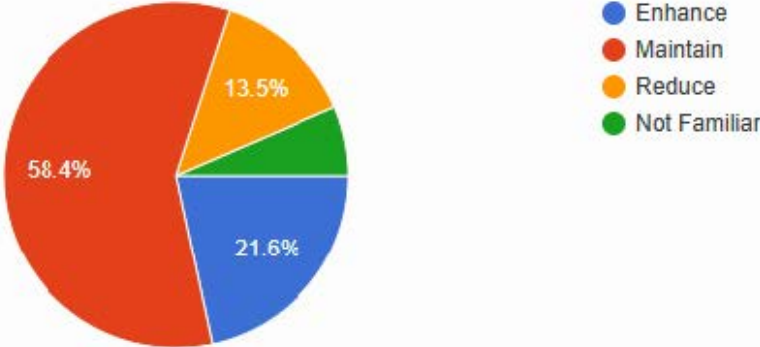
Community Services – Economic Development

Business Retention and Expansion Programs

Provide centralized resources, tailored support, and educational opportunities that assist local businesses to grow and succeed for the long term. Showcasing the unique offerings of local enterprises to increase their visibility, expand networking opportunities, and connect them with potential customers, stimulating economic growth across the region.

Programs: Business Support Program, Succession Readiness Program, Individual Business Coaching, Masterminds and other educational business workshops, Rural Unrecognized Podcast, Blog, Flagstaff Featured Business Program, and Social Enterprise Support Program.

185 responses

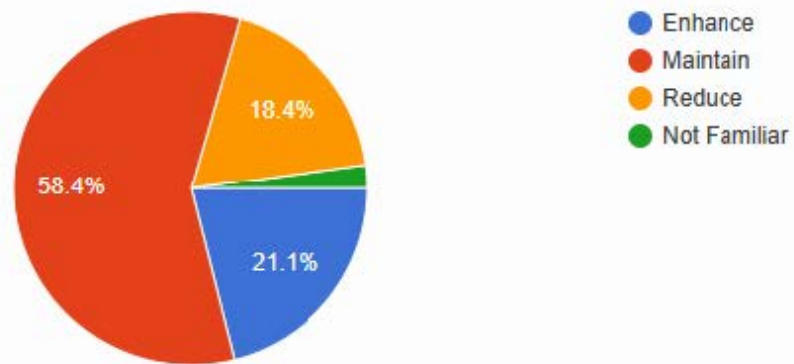


Entrepreneurial Development

Guide and support entrepreneurs through the stages of their journey, from refining early ideas to overcoming challenges. By building sustainable business models and scale operations, innovators are empowered to thrive.

Programs: Flagstaff Crafted, Gift Guide, Flagstaff Fresh Market, Marketplace Partnership with Wildrose Co-op, and Entrepreneurial Support Program.

185 responses

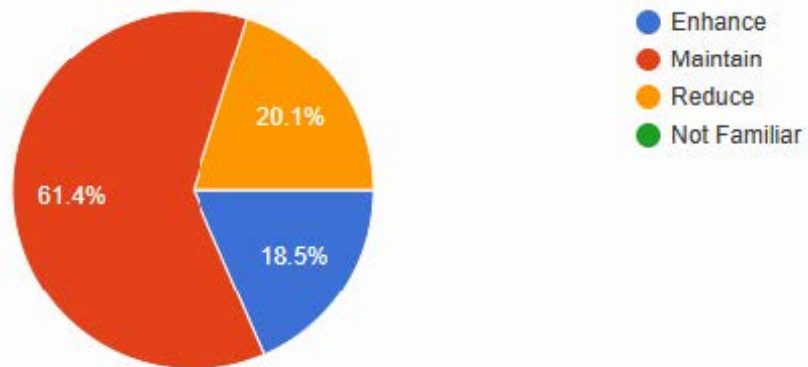


Celebrating Small Business

Recognize and celebrate the entrepreneurial spirit of local businesses by highlighting business contributions, showcasing achievements, and honouring innovation and resilience.

Programs: Flagstaff Celebrate Success event, Business Awards, and Small Business Week.

184 responses

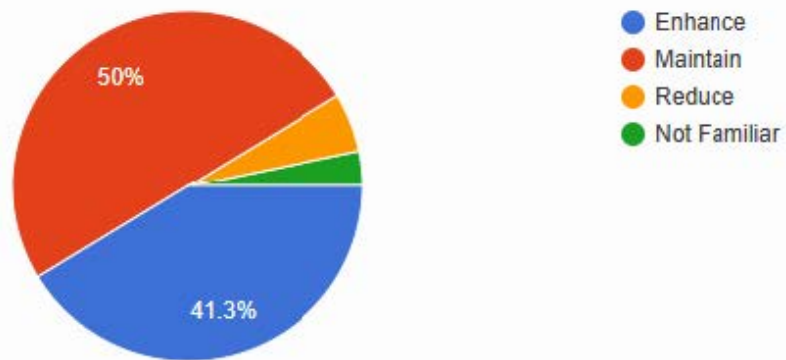


Investment Attraction

Attract new investment from outside the region to advance and expand new opportunities and resources.

Programs: Leverage other grant opportunities to attract new investment in the region.

184 responses

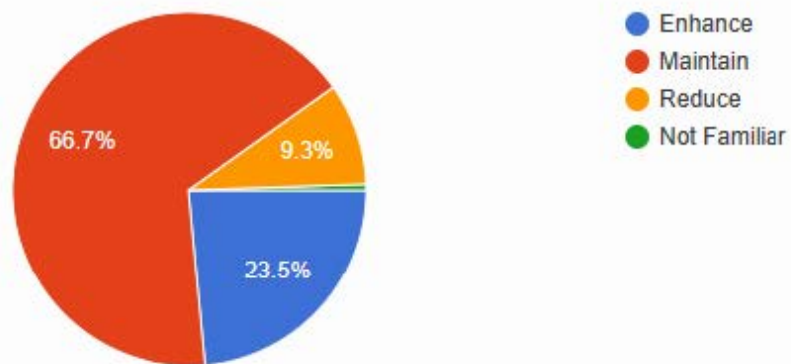


Tourism

Elevate the profile of the Flagstaff Region with creative, targeted promotional campaigns. Attract visitors, support local tourism businesses, and promote the municipality and region as a tourist destination.

Programs: Tourism Ambassadors, Explore Flagstaff, Travel and Activity Guide.

183 responses

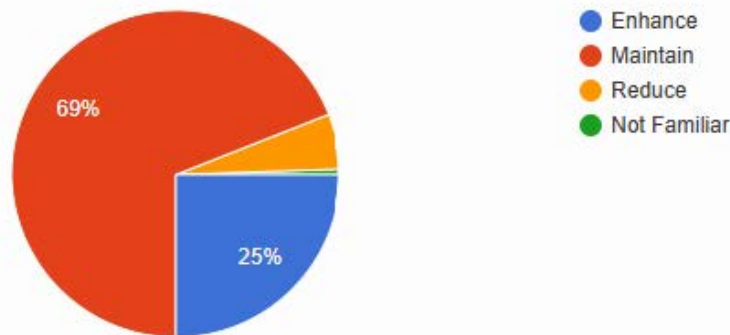


Community Investment

Support initiatives that build community pride, engagement, and connection.

Programs: Plant a Tree, Flagstaff Bucks, Succeeding Together, Empowering Minds Ian Hill event, Santa Day, Flagstaff Fitness Challenge, Collective Impact Projects, and Youth Development (Build a Skill and Scholarship Program).

184 responses



Summary of Comments

Economic Development

1. Support for Local Businesses and Entrepreneurship

Several comments expressed support for the current programs that assist local entrepreneurs and small businesses, noting the importance of investing in business development to strengthen the local economy.

2. Economic Development Programs and Marketing Initiatives

Multiple comments referenced programs such as Flagstaff Crafted, the Flagstaff Marketplace, and the Flagstaff Celebrates Success event.

Feedback included:

- Suggestions that programs should prioritize businesses located within Flagstaff County boundaries only
- Recommendations to introduce membership fees for participating businesses (and a higher fee for businesses outside of Flagstaff)

- Concerns about program spending on marketing and the Flagstaff Celebrates Success event
-

3. Business Attraction and Economic Growth

Several comments referenced the importance of attracting new businesses and investment to the region.

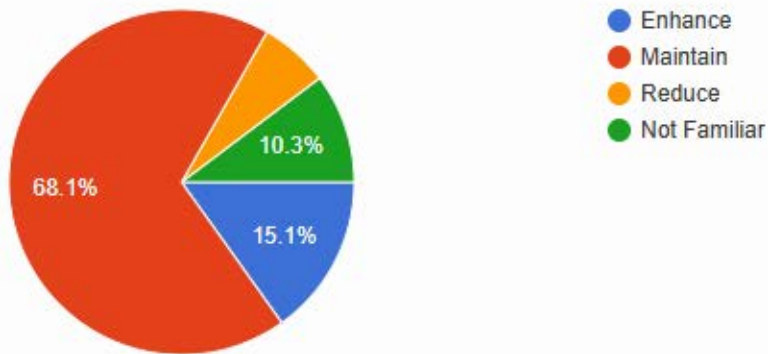
Feedback included suggestions to focus more effort on attracting larger employers or industries, and supporting economic growth that brings new jobs and opportunities to the region.

Community Services – Planning and Development

Development Permitting

Facilitate responsible and efficient growth by encouraging sustainable development, supporting economic vitality, and ensuring compliance with land use regulations utilizing transparent, responsive and user-friendly permitting procedures.

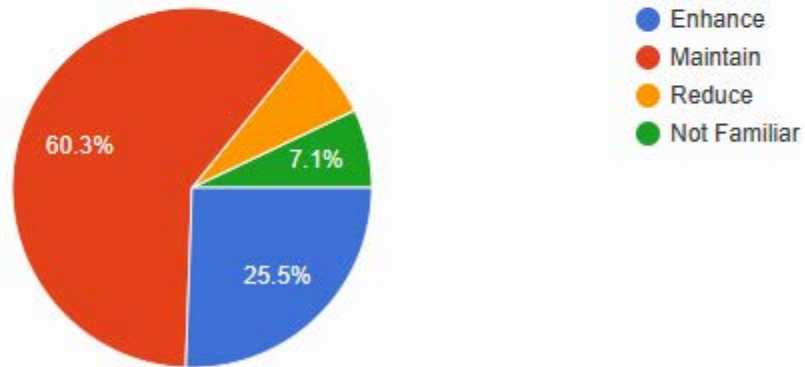
185 responses



Development Control

Promote orderly growth, and maintain community standards by implementing measures to address unsightly and non-conforming properties.

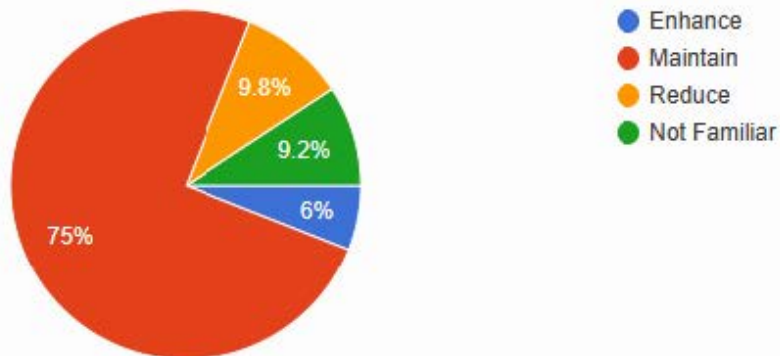
184 responses



Safety Code Permitting

Ensure processing, inspections and regulatory compliance for all safety codes permitting activities while maintaining the highest standards of safety and quality assurance. This service is provided by Superior Safety Codes.

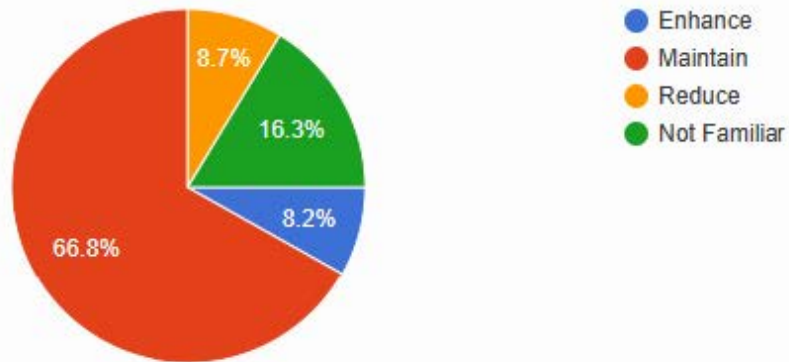
184 responses



Subdivision Planning (Enhance / Maintain / Reduce / Not Familiar)

Provide for the subdivision of land through the adoption of efficient and compliant subdivision practices while promoting responsible growth and development.

184 responses



Summary of Comments

Planning and Development

1. Permitting and Development Application Processes

A few comments referenced permitting and development application processes, including:

- Requests to streamline permitting processes

2. Acreage Development and Rural Housing Opportunities

A few comments referenced acreage development and rural housing opportunities, including:

- Interest in promoting acreage development to attract new residents
- A suggestion to encourage unique rural residential opportunities, such as tiny homes, ADUs (additional dwelling units), laneway homes and off-grid residences

3. Derelict and Non-Conforming Properties

A few comments referenced derelict or unsightly properties, including:

- A request to continue addressing abandoned or unsafe buildings
 - A concern about properties that appear to be poorly maintained or non-conforming
-

Community Services – Recreation

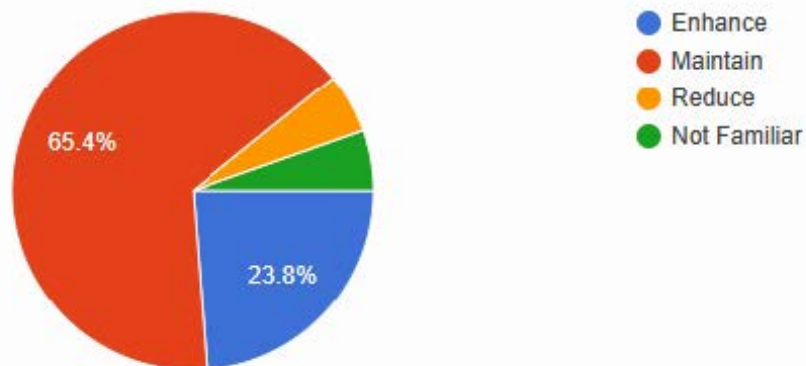
Recreation Grant

Provide conditional recreation grants for a total of \$641,250.00 to 10 agricultural societies within our region based on a funding formula.

Provide \$100,000 to assist the Killam Aquatic Centre with operating expenses.

Provide \$25,000 each to the major regional facilities of Daysland and District Memorial Arena Association, Forestburg Arena Association, Killam Memorial Arena/Agri Plex, and Friends of Sedgewick Recreation Centre Society for 2025 and 2026.

185 responses



Summary of Comments

Recreation

1. Killam Aquatic Centre

Multiple comments referenced the Killam Aquatic Centre, including:

- Requests for increased funding and investment in the facility
-

2. Recreation Funding Distribution

Several comments referenced how recreation funding is distributed across communities, including:

- A few requests for more equal distribution of recreation funding among all 10 communities
-

3. Importance of Recreation for Community and Family Retention

A few comments referenced the important role of recreation in supporting rural communities, including:

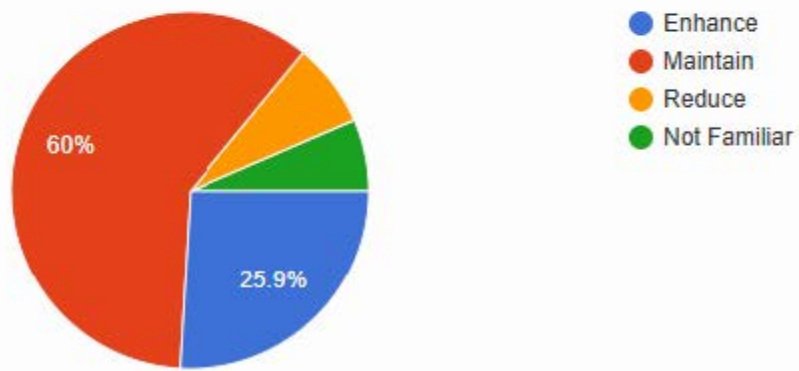
- Comments that recreation services help attract and retain families
-

Community Services – Culture and Other Grants

Active Living Conference for Seniors

Provide a conference for seniors to encourage them to become actively engaged in the community and to recognize the importance of active living to the well-being, independence and quality of life for seniors.

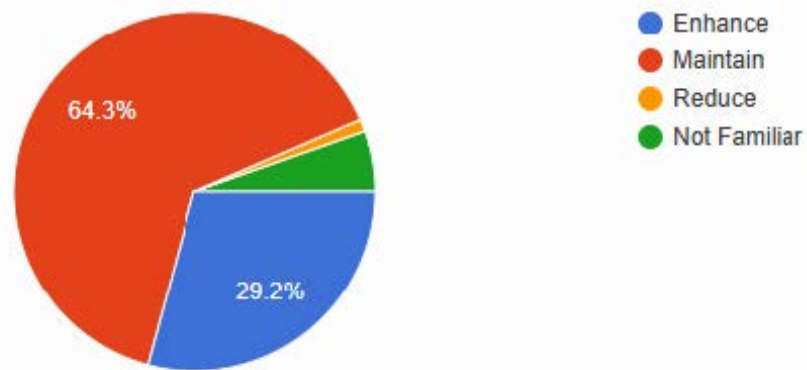
185 responses



Cemetery Grant

Provide grant funding of \$625 to 25 cemetery organizations to assist with cemetery maintenance.

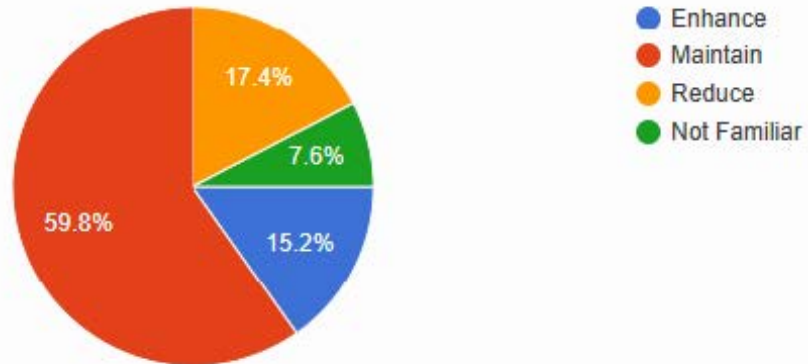
185 responses



Tourism Assistance Grants

Provide a total of \$50,000 grant funding to non-profit organizations to deliver tourism activities and initiatives within the region.

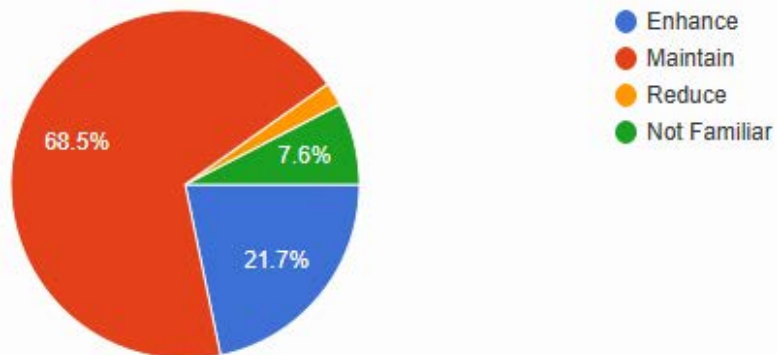
184 responses



Community Development Assistance Grants

Provide a total of \$151,000 grant funding to non-profit organizations to deliver programs, services, and activities that enhance the social well-being of individuals, families and communities.

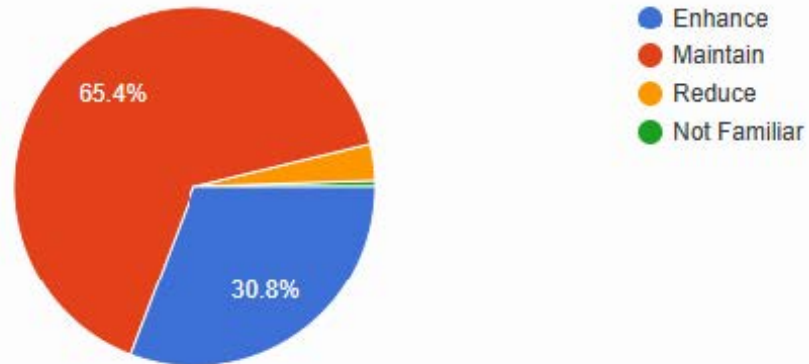
184 responses



STARS Air Ambulance Support

Provide \$25,000 annual support to STARS to support and acknowledge this service in the region.

185 responses



Summary of Comments

Culture and Other Grants

1. STARS Funding

A few comments referenced funding for STARS, including:

- Support for maintaining or increasing STARS funding
- Comments suggesting that tax dollars should not be used for donations and that residents should choose their own charitable contributions

2. General Support for Community Grants

Several comments expressed support for community grants and cultural funding programs.
