



# **MACKENZIE 2.0**

## Community Economic Development Strategy

Fall 2021



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*Photo by Marcus Paladino*



# Executive Summary

*The District of Mackenzie's Economic Development Strategy – Mackenzie 2.0 – is Mackenzie's community-based, roadmap for creating a strong, vibrant, and diverse local economy. Building on our community's existing strengths, Mackenzie 2.0 outlines community identified actions and strategies towards building an environmentally and financially sustainable local economy centred on diversity and inclusion.*

Since the 1960's, Mackenzie's development has largely been tied to boom and bust cycles of resource industries. Recognizing the need to develop a resilient local economy, able to withstand external shocks, *Mackenzie 2.0* builds on a vision for economic development identified in Mackenzie's 2014 Official Community Plan.

*Mackenzie 2.0's* Objectives were developed by drawing on past plans and with input from the community. The objectives are at the core of our strategy, identifying what *Mackenzie 2.0* will help to achieve. They are presented here as they were prioritized through community feedback.

1. Support a resilient economy
2. Promote good local jobs
3. Support and grow local business
4. Attract new, compatible economic activity
5. Nurture strategic partnerships
6. Enhance the District's fiscal health
7. Protect our environment

The seven objectives fit within overarching Strategy Areas, which guide how Mackenzie will pursue economic development. These are listed in order of where the most impact will be made, as identified by the community.

1. Industry Supports
2. Local business and entrepreneurship
3. Quality of life
4. Local food economy
5. Resident attraction and retention
6. District revenue generation
7. Collaboration and partnerships

Each Strategy Area is made up of a number of local economic development Actions (projects, programs, policies). The Actions are phased and prioritized according to when they commence: *Already Underway, Quick Win, Simple, Complex, Foundational*. A total of 35 Actions are outlined in this Strategy. They are detailed in the Strategy Areas and Actions section and outlined here.



## ACTIONS: HOW WE'RE GOING TO GET THERE

			ALREADY UNDERWAY	QUICK WINS	SIMPLE	COMPLEX	FOUNDATIONAL
INDUSTRY SUPPORTS	LOCAL BUSINESS AND ENTREPRENEURSHIP	QUALITY OF LIFE	LOCAL FOOD ECONOMY	RESIDENT ATTRACTION AND RETENTION	DOWNTOWN CORE REVITALIZATION	DISTRICT REVENUE GENERATION	COLLABORATION AND PARTNERSHIPS
Partner with local realtors to maintain and publicize a land inventory focusing on industrial land and including vacant downtown lots and buildings.	Update and maintain inventory of businesses operating in Mackenzie.	Continue to foster collaboration between industry, major employers, and schools to match skills/ training with emerging industry needs.	Encourage a local commissary kitchen by collaborating with local commercially-certified kitchens.	Continue seeking high speed internet for the whole community.	Continue to improve District-wide wayfinding and signage.	Provide development incentives to projects to meet strategic community needs (e.g., public parks, rec facilities, etc).	Host a Community to Community (C2C) forum with local First Nations and District of Mackenzie.
Host regional technology and innovation meet-ups.	Continue to offer and facilitate access to programs that support local businesses, both new and existing.		Encourage small scale agriculture and agritourism (including food production and sales) on larger, semi-rural residential lots.	Distribute promotional materials to attract and welcome new residents, remote workers, and home-based businesses.	Explore interest in establishing a Business Improvement Area.		
Work with the Province to promote and facilitate forestry innovation and emerging technology (e.g., value-added forestry products).	"Working with the District 101" - Promote District procurement process.	Continue developing and expanding local recreation and trail amenities.	Explore shared agriculture amenities (e.g., a community green house).	Support diversifying our housing stock (age-friendly homes, larger rural lots, recreational properties, etc.).	Promote creative uses of gathering spaces and underutilized/ empty buildings and lots (e.g., food trucks, pop-up shops, gallery/ event spaces, makerspace).	Continue strategic land sales.	Continue to pursue shared economic development opportunities and partnerships with neighbouring First Nations.
Seek opportunities for attracting public services (e.g., government offices, health and education facilities).	Support business-to-business opportunities (e.g., networking events; shared amenities, resources, and training; targeted business attraction).	Improve and promote local recreation and trail amenities with simple interventions such as string lights along trails.			Develop an improved, cohesive downtown Mackenzie look and feel.		
Continue to support airport development.	Encourage local procurement by large and small purchasers and organizations.	Support more events and festivals that link with local businesses.			Encourage multi-modal transportation to and within the Downtown Core and provide supporting infrastructure (e.g., EV chargers, bike racks).		Actively seek opportunities for partnerships with other levels of government, agencies and not-for-profits to promote economic development in Mackenzie.
Target and incentivize industrial development in emerging sectors and secondary industries, promoting Mackenzie's energy and land availability.	Conduct a feasibility study on the demand for additional and modern office and/ or co-working space within Mackenzie.	Expand upon recreation rentals; could be promoted as a business opportunity and offered additional marketing.					
Support opportunities for natural resource development.		Work with employers and organizations to create shared child care solutions.					

# Process

This project took place between March and November of 2021. The process was guided by a four-phase strategic planning approach that is structured around four guiding questions, as outlined below.

## 1. *Where are we now?*

*(Engagement planning, research, and analysis)*

This phase involved building an understanding of the current state and historic trends of Mackenzie's economy, including identifying strengths, assets, and issues that need to be addressed. This information was captured in a Community Profile (see Appendix C) and shared across the community. This phase also involved identifying who needs to be involved in the project and how (i.e., developing a community engagement plan).

## 2. *Where do we want to go?*

*(Visioning, issues, and objectives)*

This phase included updating a shared vision for Mackenzie's local economic development, setting clear objectives for why we're doing economic development, and generating ideas for high-level strategies to achieve the vision. It also involved community engagement to understand what kind of economic development residents and stakeholders want and do not want to see.

## 3. *How are we going to get there?*

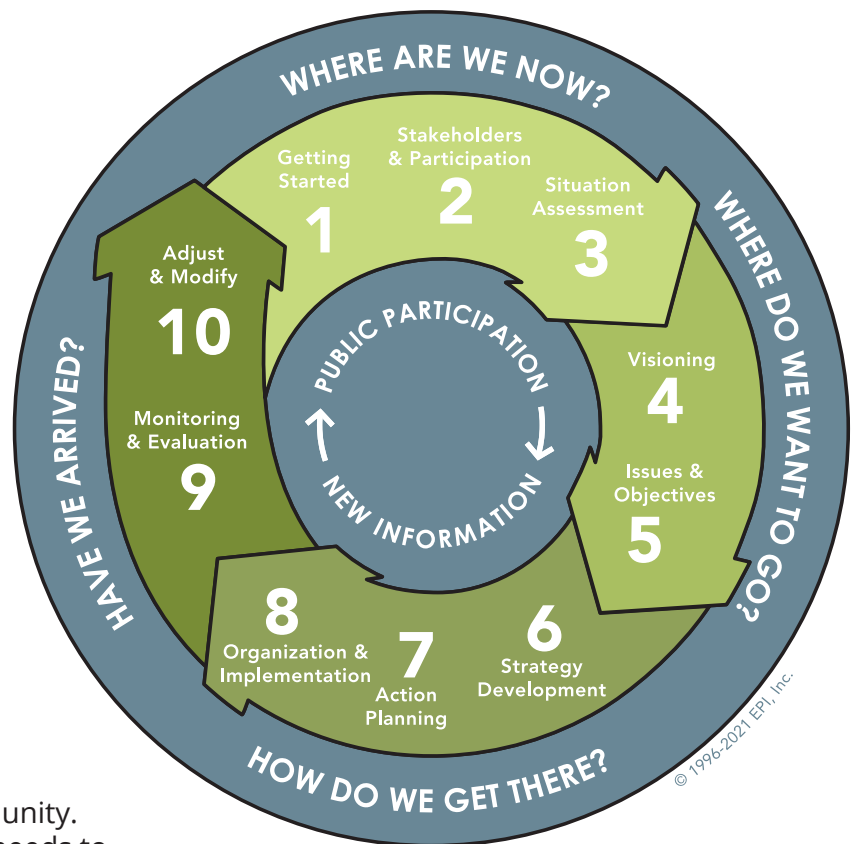
*(Strategy development)*

Generating and prioritizing action ideas (i.e., concrete steps to reach our vision) was at the core of this phase. This work involved working with key stakeholders, staff, and an Advisory Committee (see Engagement section below) to evaluate, prioritize, and sequence action ideas into coherent, implementable, and forward-looking strategies.

## 4. *Have we arrived?*

*(Implementation, monitoring and evaluation)*

This final phase involves developing an action and implementation plan, which details who will implement what actions and when. It also involves developing a monitoring and evaluation program to ensure that the Strategy meets community expectations over time and moves the community towards its economic development vision and objectives.



# COMMUNITY ENGAGEMENT

Community engagement was a key component of developing *Mackenzie 2.0*. First, community members know what is important to them and to the community these values drive the strategy development and form the strategy framework as vision and objectives. Second, community members and stakeholders (e.g., local businesses) have intimate, on-the-ground knowledge of the local economy and are in the best position to identify potential opportunities and to contextualize new ideas or best practices. Third, they are critical for implementation, where local citizens must take leadership and partnership roles to help turn the ideas into action.

The project team worked with the Advisory Committee, District leadership, and staff to identify who needed to be involved and how. This was outlined in an Engagement Framework which was developed as one of the first major project steps. The Project Team referred to and adapted engagement activities outlined in the Framework based on what was working and what wasn't throughout the project, as well as external factors such as COVID-19 which affected the feasibility of in-person engagement.

Engagement took place throughout the project, as shown in the graphic, and included the following activities.



## Advisory Committee

The Advisory Committee consisted of a group of approximately ten individuals and representatives of local organizations to help steer the development of *Mackenzie 2.0*. Working Group members were invited to participate based in their involvement in the local economy from a cross-section of perspectives, including business owners, youth, McLeod Lake Indian Band, industry representatives, community organizations, and the Province of BC.

The primary role of the Advisory Committee was to serve as local economic development champions for Mackenzie. This involved:

- Shaping and supporting the engagement process
- Offering links to their networks and the broader community
- Providing key information and input into shaping *Mackenzie 2.0* and its Vision, Objectives, and Actions
- Promoting project communication and engagement materials

The Advisory Committee met three times throughout the project and will ideally continue to support *Mackenzie 2.0's* implementation in various capacities. This could include championing specific actions, seeking funding opportunities, helping to incorporate actions from this Strategy within other initiatives happening in Mackenzie, and promoting a positive, local economic development lens throughout the community and within future projects, policies, and programs.



### ***Business Walks***

In July 2021, business walks were organized to reach out to and engage local businesses, who play a key role in Mackenzie's economy. A team of volunteers met with various business owners to discuss how business is going, what's working well, and what could be improved. An online survey was offered to those unable to meet in person. In total, 58 businesses participated.

Feedback received from business owners was compiled and integrated into *Mackenzie 2.0*, and the 72% of business owner participants who indicated they were interested in supporting implementation were invited to participate further in the process (see Stakeholder Workshop below).

A summary of what was heard during these business walks can be found on the District of Mackenzie's website.

### ***Staff and Council Engagement***

As the District of Mackenzie will play a critical role in leading *Mackenzie 2.0* to success, Staff and Elected Officials (Mayor and Council) were key to the process. They provided significant input ranging from high-level guidance down to detailing action costs and timing. Staff was engaged through two workshops and a survey; Mayor and Council were engaged through three workshops. Staff and elected officials also helped spread the word about this Strategy, and shared connections to their broader networks.

### ***Stakeholder Workshop***

Working towards community-led implementation of *Mackenzie 2.0*, key stakeholders were invited to participate in an implementation workshop as part of Phase 3 of this project. This included local businesses who indicated interest in supporting implementation during the Business Walks (see Business walks above), as well as other community groups and organizations related to economic development (e.g., the Chamber of Commerce). This one and a half-hour workshop asked participants to review the Action Plan and identify which actions they can support and how, who else they need to partner with to make it happen, what the first few steps are, and what potential barriers and challenges exist. This information has been folded into the Action Plan under "Possible Partners." In total, 12 community members participated in the workshop, with several additional community members identified as possible partners.

### ***Public Engagement***

As those experiencing Mackenzie's local economy day-to-day, community members were central to project engagement. Public engagement took place primarily through the following:

- **IdeaShare** is an online engagement platform (accessible by smartphone or computer) that asked community members a simple question at the very start of this project: What are the most important ideas for how we can improve our local economy in Mackenzie? The platform enabled participants to submit as many ideas as they wanted, as well as to view and rate others' ideas. This led to a crowd-sourced, prioritized list of ideas, which the Project Team used to develop the Action Plan. In total 100 users participated on IdeaShare with over 60 ideas and 240 ratings.
- **Pop-Up Stalls** were set up at three different locations in September for public review of the Draft Action Plan. Community members were asked to review a summary Plan-on-a-Page, highlight their top actions, suggest any ideas they thought were missing, brainstorm how they will support local economic development, and help name to name the Strategy.



- **An online survey** was set up in September that asked the same questions as those at the Pop-Up Stalls for community members who were unable to participate during the Pop-Up Stalls or preferred to contribute online.
- Between the online survey and the three pop up stalls, 215 interactions with community members were had.

### **Project Communications**

Project information and updates, opportunities to get involved, deliverables (e.g., Community Profile, Plan-on-a-Page) and general communications were shared with community members and stakeholders along the way through the District of Mackenzie's social media accounts, a dedicated webpage on the District website, community mail outs, and posters.

### **BUILDING ON PAST REPORTS AND PLANS**

Over the years leading up to this project, the District of Mackenzie had put a significant amount of effort and resources into various initiatives related to economic development. This provided a starting place and strong foundation to build on. Below is a list of the key strategies and plans that were reviewed by the Project Team as part of developing Strategy:

- 2021 5-Year Tourism Plan (see below)
- 2021 Mackenzie Signature Trail, Park and Hill Upgrades Concept
- 2020 Municipal Signage Strategy
- 2020 Community Investment Profile
- 2020 Tourism Capital Investment Analysis
- 2017-2020 Council Priorities
- 2019 Housing Needs Report
- 2019 Northeastern BC Destination Development Strategy
- 2018 Recreational Trails Master Plan
- 2018 Mackenzie Visitor Guide
- 2018 Brand Book
- 2016 Branding Initiative Background Research Analysis
- 2014 Official Community Plan
- 2014 Mackenzie in Motion Initiative
- 2012 Mackenzie Commercial Assessment Study
- 2010 Community in Transition
- 2008 Mackenzie Tourism Plan
- 2006 Mackenzie Economic Development Strategy

### **Mackenzie's 5-Year Tourism Plan**

Around the same time that this strategy was being developed, the District of Mackenzie also created a *5-Year Tourism Plan (2021–2026)*. Tourism is an important and growing part of Mackenzie's local economy; as such, the *Tourism Plan* and *Mackenzie 2.0* are separate but connected documents.

Project Teams from both plans worked together to align processes and identify how the two projects can support and feed into each other. Specific Strategies from the *Tourism Plan* have been highlighted in this Strategy; see Section 3.

An aerial photograph of a dirt path winding through a forest with vibrant autumn foliage in shades of yellow, orange, and red. A person is visible walking on the path.

# 1. WHERE ARE WE NOW?

## Community Overview

*Photo by Marcus Paladino*

In order to plan for Mackenzie's future, it's important to understand where the community is now. Here are some highlights from a "Community Economic Profile" of the area. The full profile is available in Appendix C or on the District of Mackenzie website.

The District of Mackenzie is a small community located in the Fraser-Fort George Regional District in northeastern BC. Some of Mackenzie's top strengths and challenges as identified through community input are as follows:

### **Strengths**

1. Access to nature and recreation
2. High quality of life
3. Existing business community

### **Challenges**

1. Reliance on unstable natural resource industries (e.g., mill closures)
2. Consumer leakage to Prince George
3. Limited restaurants, retail options, events and celebrations (quality of life)

## **POPULATION AND DEMOGRAPHICS**

With its roots in natural resources, Mackenzie's population has fluctuated alongside the boom-bust cycles of resource industries, particularly forestry. In 2009 there was a significant decline in Mackenzie's population as a result of local mill closures,<sup>1</sup> and Mackenzie's most recent population count was still lower than it was in 2001.

However, as the forestry sector recovered since, the population has continued to grow since the last Census period in 2016 and is estimated to be around 4,700<sup>2</sup> in 2020, using BC Statistics projections.<sup>3</sup> By 2040, the population of Mackenzie is expected to rise to approximately 5,200<sup>4</sup>, returning to population levels of the 1990's.

<sup>1</sup> District of Mackenzie 2014 Official Community Plan

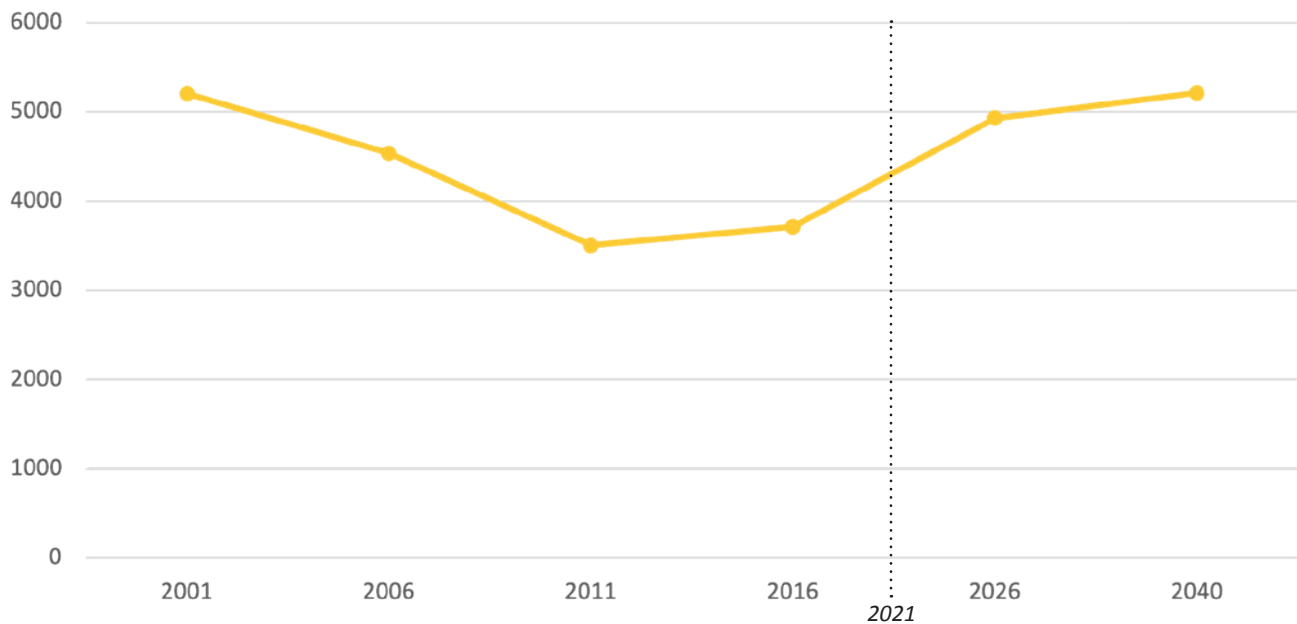
<sup>2</sup> BC Statistics Population Project Community Health Service Region 5247

<sup>3</sup> BC Statistics Component/Cohort Survival method uses past trends and a base year estimate to forecast birth, deaths, and migration by age

<sup>4</sup> BC Statistics Component/Cohort Survival method uses past trends and a base year estimate to forecast birth, deaths, and migration by age



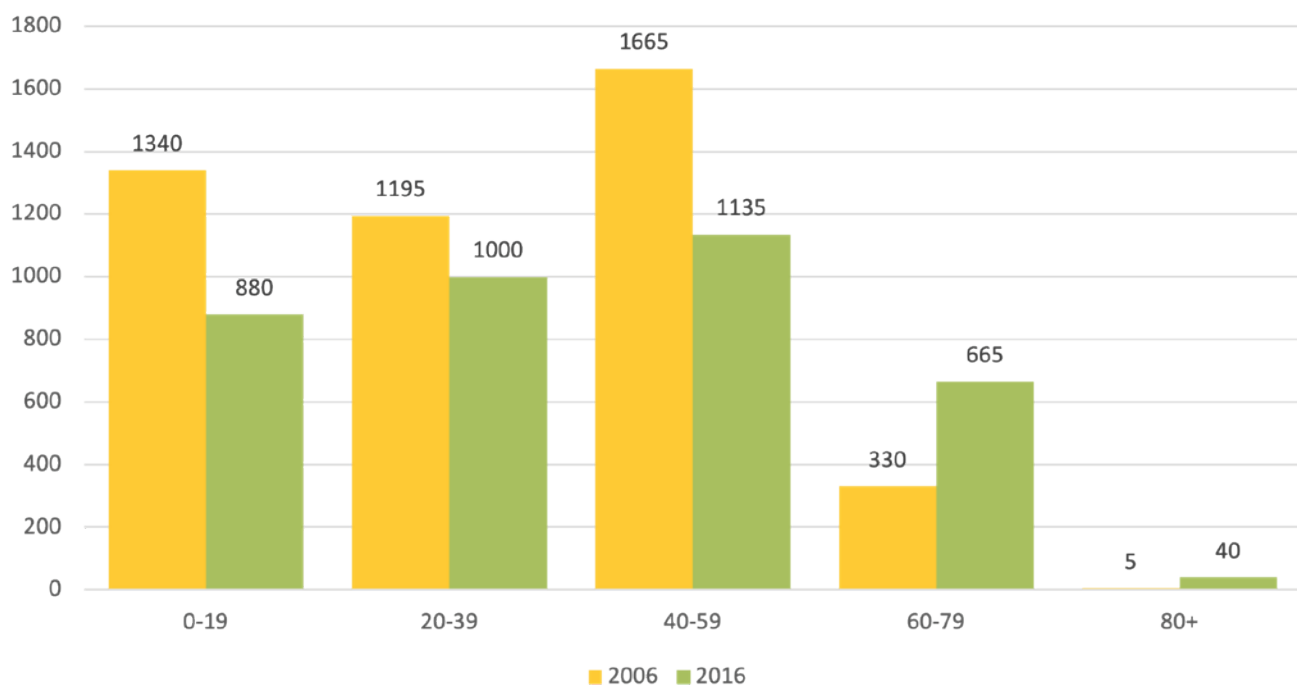
### Projected Population, 2040



In line with provincial trends, the population of Mackenzie is aging, yet Mackenzie's population remains younger than the Province as a whole.

- Mackenzie's median age in 2016: **38.8**
- BC's median age in 2016: **43.0**

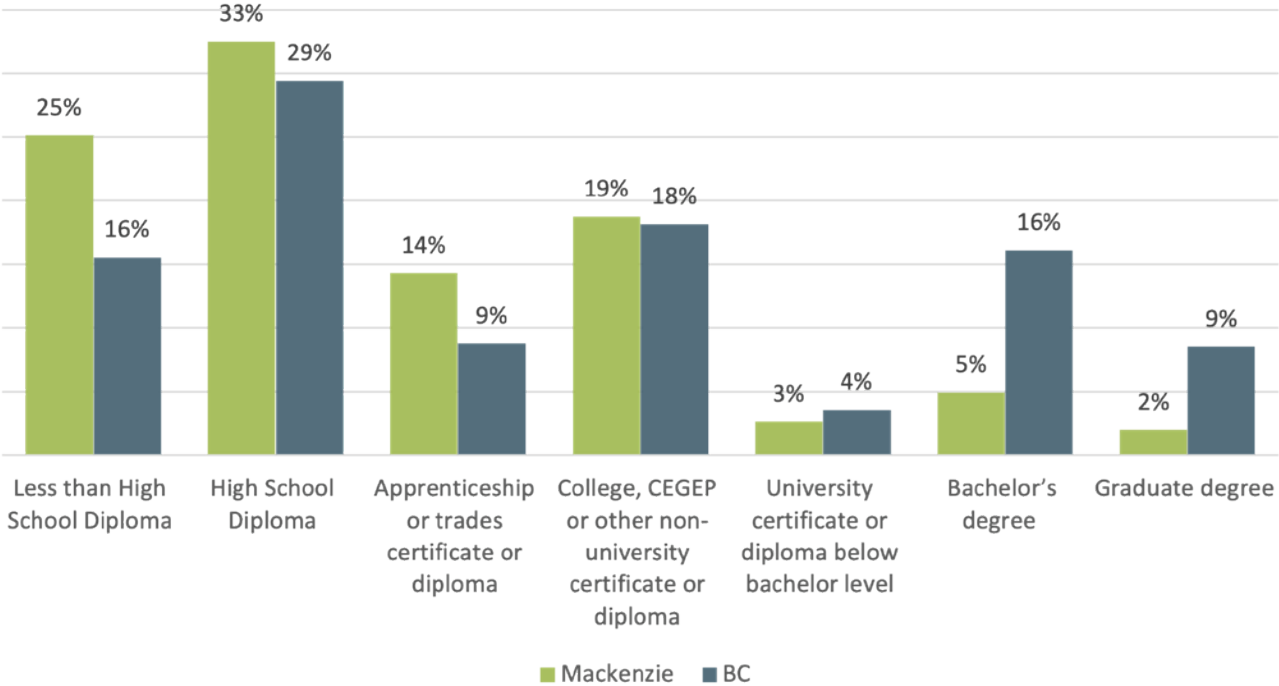
### Population by Age Group, 2006-2016



# EDUCATION

As shown in the chart below, Mackenzie’s educational levels are similar to the Province in college certificates or diplomas but differ in that Mackenzie has fewer residents with university certificates, bachelors or graduate degrees but more with apprenticeship or trades certificates.

Highest Level of Education, Age 15+



# INCOME AND HOUSING AFFORDABILITY

Income levels in Mackenzie have historically been significantly higher than the provincial average.

- Mackenzie’s median household income in 2015: **\$96,439**
- BC’s median household income in 2015: **\$69,995**

While the median income levels in Mackenzie are higher than provincial levels, incomes have risen at a slower rate overall. In the Province, incomes have increased at a rate of 12% between 2005 and 2015, while Mackenzie has seen an overall increase of 8%.

The percentage of households spending more than 30% of their income on shelter in 2016 was 7% in Mackenzie, compared to 28% Provincially.

The median value of dwellings<sup>5</sup> in Mackenzie in 2016 (\$150,108) was lower than that of comparable communities and the provincial median (\$500,874). Since 2016 however, house prices have increased substantially in Mackenzie, with 2021 showing significant increases in the number of sales and average sales prices. The average price of homes sold in April 2021 was \$369,905, up by 22.1% from April 2020 sales.<sup>6</sup>

5 2016 Statistics Canada Value (owner estimated) of private dwelling - Refers to the dollar amount expected by the owner if the asset were to be sold.  
6 Canadian Real Estate Association (CREA) March 2021 Housing Market Stats. Retrieved from <https://creastats.crea.ca/board/ca>



## LABOUR AND INDUSTRY TRENDS

Both Mackenzie's labour participation rate and unemployment rate were higher than the provincial average, consistently across 2006 and 2016. Mackenzie's unemployment rate decreased from 10.7% in 2006 to 8.0% in 2016 (compared to 7% BC-wide in 2016). Mackenzie's labour participation rate went from 78% in 2006 to 72% in 2016 (compared to 64% BC-wide in 2016); this aligns with the growth of Mackenzie residents aged 60 and over, and the decline of those under age 60.

Looking at the number of jobs per industry, Mackenzie has seen a general shift to service industries as jobs were lost in Manufacturing and Agriculture, forestry, fishing and hunting industries. As shown in the chart below, the number of jobs rose between 2006 and 2016 in Public Administration (by 32%), Construction (by 50%), Mining, quarrying, and oil and gas extraction and Utilities. The number of jobs in Manufacturing, which includes forestry-related products (e.g., the local pulp mills) has gone down over that same time period by 39%, while jobs in Agriculture, forestry, fishing and hunting industries declined by 12%. Since the last census period (2016), changes have continued to occur in Mackenzie, most recently with the April 2021 closure of a local pulp mill. Along with the recent closure of a sawmill and closures due to COVID-19, these changes have affected the number of jobs in certain industries (which are not reflected in the charts below).

*Jobs per Industry, 2006-2016*

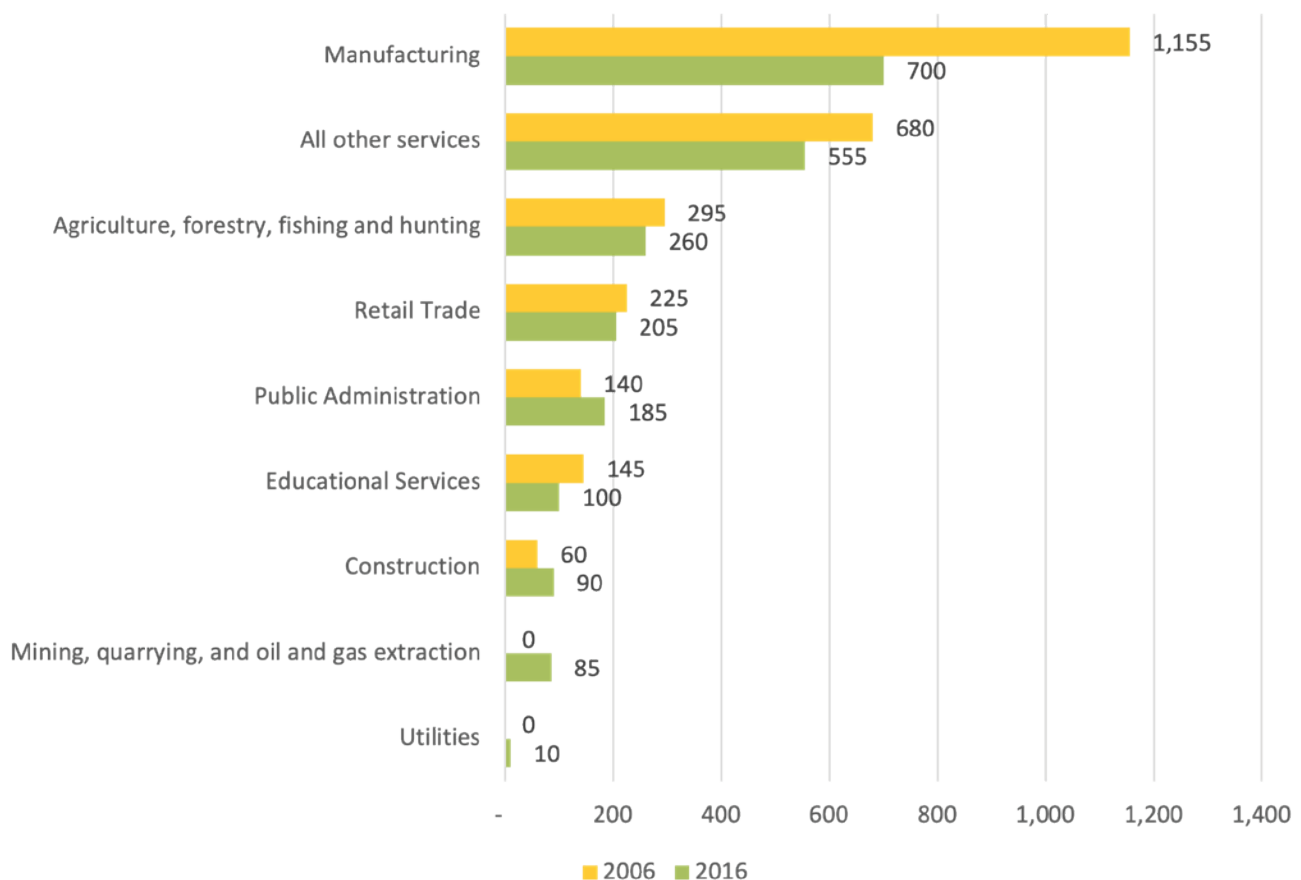




Photo by Marcus Paladino

## 2. WHERE DO WE WANT TO GO?

### Strategy Overview

*Mackenzie 2.0* aims to create a values-driven local economy that meets the needs and aspirations of District of Mackenzie community members, leaders, businesses, and community organizations. Together, the Vision and Objectives provide high-level direction for the Strategy.

#### VISION

Our economic Vision answers the question of “Where do we want to go?”.

With community input, the following vision statement was adapted from an earlier vision statement created through significant community engagement as part of the 2014 Mackenzie in Motion initiative.

*Supported by a healthy environment, Mackenzie’s economic base will continue to be resilient, diverse, and robust, providing sustainable employment for residents.*

#### OBJECTIVES

Our objectives answer the question of “Why should we pursue economic development?” These were developed by drawing on past plans and policies (e.g., the 2014 Official Community Plan, Council’s Strategic Priorities, etc.) and with input from the community. Through engagement with the Advisory Committee, staff, and elected officials, the following objectives were ranked based on where the most positive impact can be made.

1. Support a resilient economy
2. Promote good local jobs
3. Support and grow local business
4. Attract new, compatible economic activity
5. Nurture strategic partnerships
6. Enhance the District’s fiscal health
7. Protect our environment



## **ACTIONS AND STRATEGY AREAS**

Actions are the answer to “How are we going to pursue economic development?”

Strategy Areas are higher level categories, or types of actions we’ll pursue, and were developed based on the preliminary list of Actions. Strategy Areas were prioritized in the following order by the Advisory Committee, staff, and elected officials based on where the most positive impact will be made:

- 1. Downtown Core revitalization**
- 2. Industry Supports**
- 3. Local business and entrepreneurship**
- 4. Quality of life**
- 5. Local food economy**
- 6. Resident attraction and retention**
- 7. District revenue generation**
- 8. Collaboration and partnerships**

Actions are the concrete steps (e.g., plans, policies, initiatives, programs, etc.) we’ll take to reach our economic vision. The Project Team generated action ideas from:

- Past plans, projects, and policies (e.g., the 2014 Official Community Plan);
- Community engagement (IdeaShare, Facebook, Business Walks, workshops with Staff, the Advisory Committee, and elected officials); and,
- The Project Team’s experience with what has worked well in similar communities.

This led to a long list of possible actions, which the project team condensed and refined through:

- Engagement with Staff, the Advisory Committee, and elected officials;
- Feasibility analysis that assessed each actions’ anticipated cost, time to initiate, and degree of stakeholder involvement required; and,
- A gap analysis that ensured there were adequate actions to meet each objective, and that no objectives were lacking concrete steps to make it happen.

Actions can be found in the Action Plan under Section 3.



### 3. HOW ARE WE GOING TO GET THERE?

## Action Plan

*Photo by Marcus Paladino*

#### **ACTION PLAN**

Our Action Plan is organized into five categories: **Underway**, **Quick Win**, **Simple**, **Complex**, and **Foundational** (see definitions in the tables below). These were determined based on the Project Team's feasibility assessment (see Actions and Strategies section above). In total, there are 35 actions.

Within each of these categories (Underway, Quick Win, etc.), Actions are listed in order of anticipated impact (from highest to lowest) on our economic objectives. This was determined through input from the Advisory Committee, staff, and Mayor and Council.

Community members were also asked which actions they think will have the most impact. Those that rated highest (i.e., above average) by community members are identified throughout the Action Plan as Community Supported Projects, indicated by a star.



# UNDERWAY ACTIONS

The following actions are *already underway*, or have already been included in a work plan to be completed in the near future. Top community-supported actions are indicated by a ★.

STRATEGY AREA		ACTION	LEAD & POTENTIAL PARTNERS	DETAILS AND IMPLEMENTATION
<i>Resident Attraction and Retention</i>	★U1	Continue seeking high speed internet for the whole community.	District of Mackenzie, Northern Development Initiative Trust, Province of BC, Government of Canada	<p>Securing high speed internet would support many of the other actions in this Strategy, such as attracting new residents, remote workers and home-based businesses, and hosting regional technology and innovation meet ups.</p> <p><i>Implementation:</i> This action depends on grant funding. At the time of writing, the District had applied for two different grants.</p>
<i>District revenue generation</i>	U2	Provide development incentives to projects to meet strategic community needs (e.g., public parks, rec facilities).	District of Mackenzie	<p>This would consist of creating a policy and process for offering incentives to developers in return for funds to be put towards community amenities such as public parks, recreation facilities, etc. See the Province of BC's resources on Density Bonusing and Community Amenity Contributions for more information.</p> <p>Consideration should be given to how to the District will manage and maintain any additional assets over time. This could involve earmarking some of these funds for maintenance, not just capital costs.</p> <p><i>Implementation:</i> The development of incentive policies is slated be done as part of developing a corporate sponsorship strategy in fall of 2021.</p>
<i>Quality of life</i>	★U3	Continue developing and expanding local recreation and trail amenities.	District of Mackenzie, with support from MORATA and other local trail organizations	<p>This action is to develop <b>new</b> recreation facilities and amenities, and undertake <b>significant</b> improvements to those that already exist. Efforts should build on the <i>2021 Mackenzie Signature Trail, Park, and Hill Upgrades Concept</i>. Any future funding applications will also need to include considerations for ongoing maintenance over time, and to ensure the District has enough capacity to manage additional assets/ amenities over time. This action could involve further collaboration with local groups and District support for volunteer-run groups submitting funding applications.</p>

# UNDERWAY ACTIONS

STRATEGY AREA		ACTION	LEAD & POTENTIAL PARTNERS	DETAILS AND IMPLEMENTATION
<i>Downtown Core revitalization</i>	<b>U4</b>	Continue to improve District-wide wayfinding and signage.	District of Mackenzie	Continue implementing the <i>Municipal Signage Strategy</i> (October 2020) and expand upon it moving forward (e.g., as new community assets are developed, and as part of Action C1 to Develop an improved, cohesive downtown Mackenzie look and feel).
<i>Local business and entrepreneurship</i>	<b>★U5</b>	Continue to offer and facilitate access to programs that support local businesses, both new and existing.	District of Mackenzie, local businesses, financial institutions, Chamber of Commerce	Existing business support programs that should be continued include Love Mackenzie, annual Business Walks, the business façade improvement program, etc. See the Community Economic Profile for a full list.  New business support programs could include incubation support new business grants/loans, start-up coaching, etc., some of which are offered through Community Futures Fraser-Fort George.
<i>Quality of life</i>	<b>U6</b>	Continue to foster collaboration between industry, major employers, and schools to match skills/ training with emerging industry needs.	District of Mackenzie, College of New Caledonia, School District #57, WorkBC, major employers and industry reps	This action is to continue to align local training and education with opportunities in tech, secondary industries, and other emerging sectors. There have been ongoing attempts to do this in the past which haven't always been successful due to the challenges of getting so many players on the same page.  <i>Implementation:</i> Hire an outside facilitator or labour market expert to structure the process and come up with concrete steps towards working together.
<i>District revenue generation</i>	<b>U7</b>	Continue strategic land sales.	District of Mackenzie	The District of Mackenzie has a relatively large undeveloped land base, and is already well connected to energy and transportation infrastructure. This action is to continue offering land parcels for sale for industry, commercial, and residential development that aligns with the community's priorities.
<i>Local business and entrepreneurship</i>	<b>U8</b>	Update and maintain inventory of businesses operating in Mackenzie.	District of Mackenzie, local businesses, Chamber of Commerce	The Chamber of Commerce already has an inventory; this action is to create a process for updating it on an ongoing basis, and promoting it for more widespread use. Having a readily accessible list of local businesses will help support buying local and procuring local products (see action S5). In the future, this could include modifying business licence data to standardize business classifications, obtain accurate employment estimates, and produce regular reports on trends and developments.



# QUICK WIN ACTIONS

*Quick Win Actions* require minimal funding, minimal stakeholder involvement, and can be initiated within the first year. Top community-supported actions are indicated by a ★.

STRATEGY AREA		ACTION	LEAD & POTENTIAL PARTNERS	DETAILS AND IMPLEMENTATION
Quality of life	★QW1	Support more events and festivals that link with local businesses.	District of Mackenzie, Chamber of Commerce, Mackenzie Public Library, Mackenzie Recreation Centre, Rotary Club of Mackenzie	<p>This action provides an opportunity to bolster support community engagement and connectivity, and support for local businesses. Events could feature local foods, producers, artisans; businesses could be encouraged to host events and offer experiential retail (e.g., cooking classes, workshops, etc.) for which demand is growing. Event ideas heard through community engagement included a fall harvest festival, small music festival, mountain biking events, craft beer festival, building on the existing community market, and more.</p> <p><i>Implementation:</i> This action was also identified during the stakeholder workshop as a key opportunity for community groups and members to support and be involved with. This could be coordinated with the Recreation Center, who have staff designated to support events.</p>
Quality of life	QW2	Expand upon recreation rentals; could be promoted as a business opportunity and offered additional marketing.	District of Mackenzie	<p>This could include kayak rentals, ski doo rentals, etc.</p> <p><i>Implementation:</i> The District could promote this as a business opportunity, in which the District owns the land and contracts out (through a Request for Proposals) equipment rentals to a business. See the Rental Shack in Burns Lake for an example of this model.</p>
Quality of life	★QW3	Support improving and promoting local recreation and trail amenities with simple interventions such as string lights along trails.	District of Mackenzie, Mackenzie Recreation Centre, MORATA	<p>This action is to undertake more <b>simple</b> improvements to existing local recreation amenities (as more feasible and low-cost efforts than those outlined under Action U3). This could be promoted as part of destination marketing, and could be coordinated with events and festivals both existing (e.g., Winter Festival) and new (see Action QW1).</p>
Local business and entrepreneurship	QW4	"Working with the District 101" - Promote District procurement process.	District of Mackenzie	<p>The purpose of this action is to inform people about District bids and opportunities, and ensure the RFP process is clear and accessible to local applicants.</p> <p><i>Implementation:</i> This could take the form of a one-page handout that outlines the District procurement process, how to submit bids, and what the District looks for. It should be promoted at the District office/website, future business walks, Chamber events, etc.</p>

# QUICK WIN ACTIONS

STRATEGY AREA		ACTION	LEAD & POTENTIAL PARTNERS	DETAILS AND IMPLEMENTATION
Resident Attraction and Retention	QW5	Distribute promotional materials to attract and welcome new residents, remote workers, and home-based businesses.	District of Mackenzie, local realtors	<p>Efforts could include:</p> <ul style="list-style-type: none"> <li>• Creating a 'welcome package' that highlights things to do/see in Mackenzie, local groups to get involved with, services, etc. that is handed out to newcomers and posted on the District's website</li> <li>• Encouraging a local group/ambassador (e.g., realtors, recruiters, community organizations) to offer tours/welcoming events to new residents</li> <li>• Conducting targeted marketing on job boards across the Province that include quality of life perks about Mackenzie such as access to nature, affordable housing, etc.</li> </ul> <p><i>Implementation:</i> This should be coordinated with the District's resident attraction and promotion website, tourism promotion, and internet improvements.</p>
Industry Supports	QW6	Maintain and publicize a land inventory focusing on industrial land and including vacant downtown lots and buildings.	District of Mackenzie, local realtors	<p><i>Implementation:</i> Compile and display information on vacant District-owned land on the District website. This could be done in partnership with local realtors.</p>
Collaboration and partnerships	★QW7	Host a Community to Community (C2C) forum with local First Nations and District of Mackenzie.	District of Mackenzie	<p>Community to Community forums enable political leadership and key staff from local and Indigenous governments to meet, discuss shared interests, address areas of concern, and build strong working relationships. Community to Community forums can receive funding for skilled facilitation and have led to positive results in many BC communities. Acknowledging that past efforts have been made to host a C2C forum in Mackenzie, it is important to continue developing formal relationships, equally, it will be important to build informal relationships. Simple actions such as business lunches between leadership, attendance at community events, or tours of business or community facilities can enhance the informal relationships and strengthen community ties. Getting to know each other is a crucial first step.</p> <p><i>Implementation:</i> Funding for a Community to Community forum and guidelines for hosting one successfully can be found through UBCM. It is important that elected officials and senior staff from both communities directly participate.</p>



# SIMPLE ACTIONS

*Simple Actions* requires some funding and some stakeholder involvement, and can be initiated within the first one to three years. Top community-supported actions are indicated by a ★.

STRATEGY AREA		ACTION	LEAD & POTENTIAL PARTNERS	DETAILS AND IMPLEMENTATION
Downtown Core revitalization	★S1	Promote creative uses of gathering spaces and underutilized/empty buildings and lots.	District of Mackenzie, Chamber of Commerce, Mackenzie Centre Mall Merchants Association, local business owners, Mackenzie Public Library	<p>Potential ideas generated through community engagement include food trucks, pop-up shops, art galleries, event spaces, outdoor venue space, and makerspaces.</p> <p>Downtown core revitalization was identified through the stakeholder workshop as a vital action.</p> <p><i>Implementation for public spaces:</i></p> <ul style="list-style-type: none"> <li>• Build on the proposed 2021 Mackenzie Signature Trail, Park, and Hill Upgrades.</li> <li>• Consider how additional events and gatherings could help activate existing gathering spaces (such as where the community market takes place).</li> </ul> <p><i>For empty buildings and lots:</i></p> <ul style="list-style-type: none"> <li>• Property owners will need to be encouraged to participate (e.g., framing it as an opportunity to showcase and revitalize their property).</li> <li>• Ensure monthly rentals are permitted to permit start-ups and seasonal or micro-businesses to occupy vacant storefronts.</li> <li>• Spread awareness of temporary use permits.</li> </ul>
Local food economy	★S2	Encourage small scale agriculture and agritourism (including food production and sales) on larger, semi-rural residential lots.	District of Mackenzie	<p><i>Implementation:</i></p> <ul style="list-style-type: none"> <li>• Identify where this is currently allowed and additional areas where it should be allowed (for example on properties near Gantahaz).</li> <li>• Research what sorts of crops, growing techniques, etc. are best suited to Mackenzie's environment and seasons.</li> <li>• Promote information to residents and business (current and potential) on agricultural opportunities - e.g., what can be grown and when, indoor/year-round growing such as hydroponics sheds, container (seacan) gardening, microgreens, etc.</li> </ul>

# SIMPLE ACTIONS

STRATEGY AREA		ACTION	LEAD & POTENTIAL PARTNERS	DETAILS AND IMPLEMENTATION
<i>Local business and entrepreneurship</i>	<b>S3</b>	<b>Support business-to-business opportunities and networking.</b>	District of Mackenzie, local businesses, Chamber of Commerce, College of New Caledonia	<p>Ideas for this action include:</p> <ul style="list-style-type: none"> <li>• attracting/targeting new businesses that support quality of life such as a brewery networking events and meet-ups</li> <li>• shared amenities and resources (e.g., co-working space, shared marketing, makerspace)</li> <li>• shared training (e.g., social media and digital marketing training, one-to-one support, business growth planning).</li> </ul> <p><i>Implementation:</i> This action will need to be largely led by the business community. This could be encouraged by the District through a small grants program (see page 30) or offering in-kind support such as meeting space.</p>
<i>Industry Supports</i>	<b>S4</b>	<b>Host regional technology and innovation meet-ups.</b>	District of Mackenzie, local businesses, Work BC, Chamber of Commerce, College of New Caledonia	<p>This would likely need to happen once high-speed internet is secured, and could include attracting industry events and gatherings (e.g., BC Community Forest Association AGM)</p> <p><i>Implementation:</i> This action will need to be supported by existing local businesses as well as new and potential investors.</p>
<i>Local business and entrepreneurship</i>	<b>S5</b>	<b>Encourage local procurement by large and small purchasers and organizations.</b>	District of Mackenzie, local businesses, Chamber of Commerce	<p>This could involve:</p> <ul style="list-style-type: none"> <li>• Working with the Chamber of Commerce, who is already well connected, to improve an inventory of local businesses (see action U8).</li> <li>• Providing contractors and new industry representatives with list of local services.</li> <li>• The District could include a question in their procurement policy/RFP templates asking "how are you going to support the local economy through your project?" and incorporate this into their scoring criteria.</li> </ul>
<i>Downtown Core revitalization</i>	<b>S6</b>	<b>Explore interest in establishing a Business Improvement Area.</b>	District of Mackenzie, Chamber of Commerce, local businesses, Mackenzie Centre Mall Merchants Association	<p>A Business Improvement Area is a local service area established by a municipal council where business and light industry property owners finance activities to promote business. Support from 51% of businesses within a designated area is required to establish a BIA. Activities could include, removing graffiti, holding events, and conserving heritage property which can greatly improve the local economy and advance the social well-being of the community. See the Province of BC's website for additional implementation steps.</p>

# SIMPLE ACTIONS

STRATEGY AREA		ACTION	LEAD & POTENTIAL PARTNERS	DETAILS AND IMPLEMENTATION
<i>Local food economy</i>	<b>S7</b>	Encourage a local commissary kitchen by collaborating with local commercially-certified kitchens.	Local businesses, commercially certified kitchens, District of Mackenzie	<p>This could be a program for local food entrepreneurs (e.g., catering business, food trucks, farmers market vendors etc.) to use a commercial grade kitchen (e.g., at the College of New Caledonia, local churches, Elks Club). It will be important to set up a sustainable partnership to lead this project; the District likely would not have the capacity to run a commissary kitchen without significant involvement and support from community partners.</p> <p><i>Implementation:</i> Begin by identifying local commercial kitchens that would be open to this and encourage them to take the lead on it.</p>
<i>Local business and entrepreneurship</i>	<b>S8</b>	Conduct a feasibility study on the demand for additional and modern office and/or co-working space within Mackenzie.	District of Mackenzie	This would help support and attract remote workers. This could be considered as part of the long term plans for the Recreation Centre (such as adding a modern, attractive rentable conference room and one or two small offices).



# COMPLEX ACTIONS

*Complex Actions* require significant funding, extensive stakeholder engagement, and a multi-year effort. Top community-supported actions are indicated by a ★.

STRATEGY AREA		ACTION	LEAD & POTENTIAL PARTNERS	DETAILS AND IMPLEMENTATION
<i>Downtown Core revitalization</i>	★C1	<b>Develop an improved, cohesive downtown Mackenzie look and feel through incentivizing public art, storefront beautification, hardscaping, and landscaping.</b>	District of Mackenzie; local businesses, Mackenzie Centre Mall Merchants Association, Mackenzie Public Library, Rotary Club of Mackenzie	<p>This could build on Mackenzie's existing branding/identity, the Fall 2021 Downtown Revitalization Project (pending funding through NDI), and the 2021 Tourism Strategy. Ideas include:</p> <ul style="list-style-type: none"> <li>• Focus on storefronts and buildings with signage regulations and building on the existing Business Façade Improvement Program. See other successful examples of downtown design guidelines in communities such as Smithers, BC, and Banff, Alberta</li> <li>• Public space beautification with matching planting/garden boxes, murals, First Nations art, more painted hydro boxes and benches.</li> <li>• Additional streetscaping and urban design guidelines, such as sidewalk and public realm improvements (to make the main boulevard more human scale and pedestrian friendly).</li> <li>• Landscaping/hardscaping improvements that incorporate Indigenous plants and use more sustainable/durable materials (e.g., paving stones/brick rather than asphalt).</li> </ul>
<i>Industry Supports</i>	★C2	<b>Work with the Province to promote and facilitate forestry innovation and emerging technology (e.g., value-added forestry products).</b>	District of Mackenzie, Province of BC	<p>This action was identified in both the Council and stakeholder workshops as a critical. Further dialogue between the Province and the District will be necessary to determine what will be required to promote innovation and support value-added industries.</p>

# COMPLEX ACTIONS

STRATEGY AREA		ACTION	LEAD & POTENTIAL PARTNERS	DETAILS AND IMPLEMENTATION
<i>Resident Attraction and Retention</i>	★C3	Support diversifying our housing stock (age-friendly homes, larger rural lots, recreational properties, etc.).	District of Mackenzie	<p>Age friendly housing (i.e., that is appropriate, affordable and accessible for older adults and seniors) is key to ensuring that older adults and seniors can age-in-place. Through engagement, community members indicated interest in waterfront and recreational properties (e.g., seasonal cabins); this would require proper investigation into which lakefront would be suitable for waterfront development in an equitable and environmentally friendly way.</p> <p><i>Implementation:</i> Make amendments to future OCP updates to allow for and incentivize diversified housing stock, including managed short-term rental accommodation.</p>
<i>Quality of life</i>	C4	Work with employers and organizations to create shared child care solutions.	District of Mackenzie through collaboration with employers, Northern Health, and existing childcare providers	<p>This action could involve working with existing childcare providers to secure larger or more suitable spaces, or, where necessary, supporting non-licensed providers in taking the steps necessary to secure licenses to operate.</p>
<i>Local food economy</i>	★C5	Explore shared agriculture amenities.	District of Mackenzie, community groups	<p>Ideas include a community green house, mobile abattoirs, food hub with processing/storing facilities, etc.</p> <p><i>Implementation:</i> This action could be coordinated with Action S2 to encourage small scale agriculture and agritourism. Community-led implementation could be supported through a small grants program (see Implementation section).</p>
<i>Industry Supports</i>	★C6	Seek opportunities for attracting public services (e.g., government offices, health and education facilities).	District of Mackenzie	<p>This action would begin by identifying where the District could leverage private sector investment, and work with existing local businesses and property owners to incentivize needed services such as a dentist.</p>

# COMPLEX ACTIONS

STRATEGY AREA		ACTION	LEAD & POTENTIAL PARTNERS	DETAILS AND IMPLEMENTATION
<i>Industry Supports</i>	<b>C7</b>	Continue to support airport development.	District of Mackenzie	The Mackenzie airport is owned by the District. In 2021, the District contracted a new service provider for the operations of the airport terminal and fuel distribution services, which includes improving visitor services. Further developing the airport could generate higher revenues for the District (through leases, taxes, and user fees) while supporting local businesses and tourism. This could include seeking certification, attracting smaller commercial airlines, working with tourism operators (e.g., Powder King) to offer flight and accommodation packages, etc. Future upgrades could consider offering additional amenities such as hotel, short-term rental, or residential uses or the addition of a car rental service which could attract more private pilots to fly into Mackenzie and explore the region.
<i>Downtown Core revitalization</i>	<b>C8</b>	Encourage multi-modal transportation to and within the Downtown Core and provide supporting infrastructure.	District of Mackenzie	<p>This action could include Electric Vehicle chargers, bike racks (suitable for conventional and electric bikes), designated bike lanes, etc.</p> <p><i>Implementation:</i></p> <ul style="list-style-type: none"> <li>• Make amendments to future OCP updates to encourage and incentivize these facilities.</li> <li>• Organize a contest that invites public submissions for creative designs for bike racks (e.g., in the shape of mountains or that reflect Mackenzie).</li> <li>• Promote cycling education and safety; this could be done in collaboration with local outdoors clubs.</li> </ul>



# FOUNDATIONAL ACTIONS

*Foundational Actions* should be ongoing and will support all other actions. Unlike the rest of the Actions, the following Foundational Actions are not listed by order of anticipated impact since they will all continue to be important.

STRATEGY AREA		ACTION	LEAD & POTENTIAL PARTNERS	DETAILS AND IMPLEMENTATION
<i>Industry Supports</i>	<b>F1</b>	Target and incentivize (tax, permit, land, buildings) industrial development in emerging sectors and secondary industries, promoting Mackenzie's energy and land availability.	District of Mackenzie	This could include data processing, renewable energy, mining, and, cannabis and hemp, and food systems and agriculture and secondary industries such as manufacturing, recycling, alternative/value-add forest products (e.g., pellet plants), and involve ensuring that infrastructure needs are developed along with changing industries.
<i>Industry Supports</i>	<b>F2</b>	Support opportunities for natural resource development.	District of Mackenzie	As the District tries to diversify its local economy, continued support for natural resource development (given the wealth of Mackenzie's natural resources, infrastructure already in place, strategic location, and skills and training of local residents) remains key to maintaining a strong local economy.
<i>Collaboration and partnerships</i>	<b>F3</b>	Continue to pursue shared economic development opportunities and partnerships with neighbouring First Nations.	District of Mackenzie, Regional District of Fraser- Fort George	Formal economic collaboration between municipalities and First Nations is growing across BC. These collaborative relationships have helped communities realize shared economic benefits while supporting reconciliation, deepening cultural understanding, improving service delivery, and strengthening intergovernmental relationships. Mackenzie could follow this pathway by expanding, growing, and stewarding their relationships with existing relationships with nearby First Nations to pursue collaborative or joint economic development actions.
<i>Collaboration and partnerships</i>	<b>F4</b>	Actively seek opportunities for partnerships with other levels of government, agencies and not-for-profits to promote economic development in Mackenzie.	District of Mackenzie	This action would involve actively seeking opportunities for partnerships with other levels of government, agencies and not-for-profits to promote economic development in Mackenzie. including encouraging and supporting networks among educational institutions, research facilities, government and the private sector to develop greater knowledge and technology capacity.

## TOURISM

As captured in Mackenzie's *5-Year Tourism Plan*, tourism has great potential to grow into a strong sector with Mackenzie's overall local economy. From the *Tourism Plan*, some specific actions are particularly relevant to *Mackenzie 2.0* as a whole and would positively impact the whole local economy (beyond the tourism sector) as well as quality of life for local residents and newcomers (beyond tourists).

These have been included in the table below to consider how they can be expanded to promote economic development overall.

STRATEGY AREA	INITIATIVE	RELATED ECONOMIC DEVELOPMENT ACTION
<i>Create a new exciting Tourism District in downtown Mackenzie</i>	Define an area of town as a Tourism District and put in place mechanisms/incentives to attract businesses.	Develop an improved, cohesive downtown Mackenzie look and feel.
	Create and deploy visual identity for this 'district', with signage, wayfinding etc.	
	Attract anchor tenant(s) such as brew pub, coffee shop(s).	Support business-to-business opportunities (e.g., networking events; shared amenities, resources, and training; targeted business attraction).
	Design, build attractive outdoor gathering space. Design, build year-round indoor market/gathering facility.	Promote creative uses of gathering spaces and underutilized/empty buildings and lots (e.g., food trucks, pop-up shops, gallery/event spaces, makerspace).
<i>Create an 'Iconic Gateway' at highway 39/97 intersection</i>	Create attractive, informative, engaging signage about Mackenzie.	Continue to improve District-wide wayfinding and signage.
<i>Define a visitor experience that is compelling and easy to access</i>	Develop/attract tourism operations e.g. guides, outfitters, rentals, etc.	Expand upon recreation rentals (e.g., kayaks, skidoos, etc.); could be promoted as a business opportunity and offered additional marketing.
	Develop accommodations and access on Williston Lake.	Continue developing and expanding local recreation and trail amenities. Support diversifying our housing stock (age-friendly homes, larger rural lots, recreational properties, etc.).
<i>Develop Traditional Tourism Industry Product Opportunities</i>	Develop an Events Strategy built on creating 'umbrella' festivals within common themes.	Support more events and festivals that link with local businesses.
<i>Engage the Region</i>	Deploy long-term, long-distance marketing that targets all of British Columbia and Alberta.	Distribute promotional materials to attract and welcome new residents, remote workers, and home-based businesses.

## STRATEGY IMPLEMENTATION

Without a clear pathway towards implementation, the Actions in *Mackenzie 2.0* may not move forward. To bring Mackenzie's economy to where the community wants it to be, strong efforts will be required of everyone with a stake in Mackenzie's future, including government, businesses, organizations, and citizens.

### **Community-Supported Implementation**

Though *Mackenzie 2.0* was initiated and led by the District of Mackenzie, local government will not be able to do it all. There will be key opportunities for mobilizing community members and local economic development champions to take ownership of Actions. Finding ways of supporting these champions as they move projects forward will be essential to this Strategy's success. Communicating priorities, offering support and guidance, and connecting people with resources will go a long way towards helping every stakeholder make meaningful contributions towards implementing *Mackenzie 2.0*.

Through engagement sessions, stakeholders identified specific actions they would like to help implement, or 'champion'. These are identified under the "Lead" column in the Action Plan section. The District of Mackenzie can help enable the success of local economic development champions by:

- Keeping clear lines of communication open and sharing and celebrating successes (e.g., notifying the broader community when an action is completed – see page 31)
- Connecting people with resources (e.g., this Strategy, Mackenzie's Community Economic Profile, local business supports like Love Mackenzie and the Façade Improvement Program, etc.)
- Sharing funding opportunities (and potentially offering grant writing support)
- Communicating (e.g., posting on the website) business opportunities within Mackenzie (e.g., kayak rental business, new restaurants, childcare, etc.)
- Convening groups of potential economic development champions (e.g., host an "Entrepreneurs Roundtable") and providing meeting space for these groups. A good starting place for this would be to encourage the Advisory Committee to continue meeting and supporting implementation.
- Creating a small grant program for quick win actions brought forward by community members
- Continuing to implement and follow the District of Mackenzie's OCP Goals and Strategic Policies related to economic development



### **Oversight**

While community-led implementation is key to making *Mackenzie 2.0* succeed, the District of Mackenzie will take responsibility for overall strategy implementation and for adapting the Actions in it as circumstances change over time (e.g., new information, new people, new circumstances like climate change, industry developments). This does not mean that the oversight group is responsible for each action, but will fulfill the role of project manager – providing oversight and motivation, tracking project progress, adapting the strategy as needed, and reporting results to the community and stakeholders.

A key function of the oversight group, i.e., the District of Mackenzie, is communication. It's crucial that the community is updated on progress as *Mackenzie 2.0* is implemented. Many individuals and groups put significant time into the development of this Strategy, and it will be important that they are kept up to date on progress. This will ensure that support for the project remains high, and that community members feel that the District is accountable to them and to carrying out *Mackenzie 2.0*.

The District of Mackenzie should establish a schedule for regular communications about implementation (at least quarterly). Communications could include the following content:

- Implementation progress (what projects were started, are underway, or completed);
- Results from Monitoring and Evaluation (see following section). It is important that this is a transparent process, with both highlights and lowlights communicated; and
- Updates to statistics and information on the local economy (such as that included in the Community Economic Profile) and how trends change over time (e.g., buy local shift, population growth, employment, etc.).

Staff should also make regular reports to Councils on progress, challenges, and opportunities.

### **Funding**

There are many funding opportunities available to support some of the Actions in the Strategy for the District of Mackenzie and for local economic development champions such as local businesses, non-profits, and arts organizations. These are detailed in Appendix A.

## RISK REGISTER

While *Mackenzie 2.0* has been crafted to minimize the impacts from potential risks, continual effort will be required to ensure project success. The following risks and mitigation strategies represent common challenges to the implementation of local economic development strategies, and strategies for overcoming each risk. These risks and mitigation strategies were identified through engagement with the Steering Committee and elected leadership.

RISK	MITIGATION STRATEGY
<i>Lack of community support or involvement in action implementation.</i>	<ul style="list-style-type: none"><li>• Empower residents to take ownership of <i>Mackenzie 2.0</i>;</li><li>• Establish an easily accessible community-wide channel or platform (i.e., webpage) as a common location for residents to connect and engage with community events, ideas, and opportunities;</li><li>• Continue momentum with engagement and communications with the community throughout implementation process for both successes and roadblocks or challenges; and</li><li>• Elected leadership, District Staff, and Advisory committee to remain as champions of <i>Mackenzie 2.0</i>.</li></ul>
<i>Mackenzie 2.0 is “put on a shelf” and not acted upon, or strategy is only partially or intermittently implemented.</i>	<ul style="list-style-type: none"><li>• Adhere to our Monitoring and Evaluation Framework;</li><li>• Continue to report back to the community on progress; and</li><li>• Ensure District staff have the resources to implement actions;</li><li>• Begin with “Quick Win” actions to establish momentum; and</li><li>• Ensure <i>Mackenzie 2.0</i> is integrated into other District long term plans and policies and Council priorities and budget.</li></ul>
<i>Insufficient funding or limited availability of community capacity to support implementation.</i>	<ul style="list-style-type: none"><li>• Pursue grants, partnerships, and funding opportunities to support actions (see Appendix A for potential funding sources);</li><li>• Ensure budget allocated to adequately fund action implementation; and</li><li>• Provide support for volunteers, and promote involvement throughout the community to minimize burnout.</li></ul>
<i>Failure to establish meaningful relationships with First Nations communities.</i>	<ul style="list-style-type: none"><li>• Work with the regional District and other local governments to build government-to-government relationships</li></ul>
<i>Change in local government leadership with a different focus or agenda.</i>	<ul style="list-style-type: none"><li>• Continue to champion <i>Mackenzie 2.0</i> and support resident buy-in; and</li><li>• Ensure <i>Mackenzie 2.0</i> is communicated as a community strategy, rather than a Council-led strategy.</li></ul>



## 4. HAVE WE ARRIVED?

### Strategy Monitoring and Evaluation

Photo by Marcus Paladino

Monitoring and evaluation should be an essential part of any successful economic development strategy and is closely tied to Strategy implementation. Local economies are always evolving and changing. Monitoring and evaluation provide tools for checking-in on the Strategy and making sure that it is supporting progress on the community objectives. If areas of *Mackenzie 2.0* are identified as underperforming, they can be updated, changed, or reconsidered. *Mackenzie 2.0* includes two types of monitoring:

- **Outcome monitoring:** *Is Mackenzie 2.0 helping to achieve community objectives?*
- **Process monitoring:** *Are the Actions in Mackenzie 2.0 being implemented?*

Monitoring and evaluation will ideally take place at least once per year for the next five years, and should be included in a dedicated staff person's work plan to ensure that someone is responsible for it. This should be integrated with any of the District of Mackenzie's existing processes or systems for progress monitoring.

The outcomes of monitoring and evaluation should be used to provide updates to community members, staff, and Mayor and Council.

#### **Outcome Monitoring**

The following table shows the indicators that can be used to measure the District of Mackenzie's progress towards our Strategy objectives. These indicators are focused on outcome monitoring.

COMMUNITY OBJECTIVE	POTENTIAL INDICATOR(S)	DIRECTION OF PREFERENCE	INFORMATION SOURCE(S)
<i>Attract new, compatible economic activity</i>	• Number of new businesses registered in Mackenzie	• Higher	• Planning and Building
	• Downtown ranking	• Higher	• Yearly business survey
<i>Support a resilient economy</i>	• Employment rate	• Higher	• Census
	• Annual visitors to Mackenzie	• Higher	• Northern BC Tourism Association
	• Impact to local economy from external shocks	• Higher/Lower	• Subjective Ranking



COMMUNITY OBJECTIVE	POTENTIAL INDICATOR(S)	DIRECTION OF PREFERENCE	INFORMATION SOURCE(S)
<i>Support and grow local business</i>	• Ease of doing business ranking	• Higher	• Yearly business survey
	• Investment ranking	• Higher	• Yearly business survey
	• Number of vacant storefronts downtown	• Lower	• Yearly business survey
<i>Nurture strategic partnerships</i>	• Subjective ratings	• Higher	• Interviews with leadership
<i>Protect our environment</i>	• Improve access to local outdoor recreation opportunities through established trail and dedicated use areas	• Higher	• Planning and Building
<i>Promote good local jobs</i>	• Employment rate	• Higher	• Census
<i>Enhance the District's fiscal health</i>	• Investment ranking	• Higher	• Planning and Building

### ***Progress Monitoring***

The progress monitoring tool, included in Appendix B, can be used annually to assess and summarize the progress and status of action implementation. This tool should be filled out by a dedicated District of Mackenzie staff member, and used to provide updates on the implementation progress.

# Appendix A: Funding Sources

SOURCE	FUND NAME	AMOUNT	TIMING	DETAILS	ELIGIBILITY	WEBSITE
Federation of Canadian Municipalities	Green Municipal Fund	Financing (a combination of a grant and a loan) for up to 20% of total eligible project costs up to \$10 million	Continuous	Grants and loans to support the construction of a new affordable housing project to a higher environmental performance standard (i.e., new-zero-ready building energy performance).	Local governments	<a href="#">Green Municipal Fund Details</a>
Federation of Canadian Municipalities	Municipal Asset Management Program	Up to 80% of eligible costs to a maximum of \$50,000	Continuous	Program to help communities make informed decisions regarding asset management: roads, buildings, water supply, and sanitation.	Municipal governments or municipal partners applying in association with local government	<a href="#">Municipal Asset Management Program Details</a>
Government of Canada-Canadian Heritage	Legacy Fund-Building Communities Through Arts and Heritage	Up to 50% to a maximum of \$500,000 eligible project budget	Continuous	Support for community-initiated capital projects that commemorate a significant local historical event, mark a 100th anniversary or greater, revitalize or restore existing community spaces, and encourage arts and heritage activities.	Non-profit organizations; Indigenous governments; municipal administrators and their agencies	<a href="#">Legacy Fund Details</a>
Government of Canada-Canadian Heritage	Local Festivals – Building Communities through Arts and Heritage	Up to 100% of eligible expenses up to a maximum of \$200,000	January 31, April 30, October 15	Support for festivals that present the work of local artists, artisans, or heritage performers; actively involve members of the local community; and are intended for and accessible to the general public.	Local non-profit or group, or Indigenous group	<a href="#">Local Festivals Details</a>
Northern Development Initiative Trust	Community Foundation Matching Grants	Up to \$50,000 matching funds	Quarterly	Provides all municipalities or regional district electoral areas with funding to assist with the establishment of a dedicated endowment (community fund) within a registered community foundation.	Local governments in central or Northern B.C.	<a href="#">Community Foundation Matching Grants Details</a>
Northern Development Initiative Trust	Economic Infrastructure Program	Up to \$100,000 and 70% for upgrades and repairs or, up to \$300,000 and 50% for new construction	Quarterly Intake	Support for projects of regional or local significance that contribute to economic growth, revenue, and job creation, including new construction of public multi-use facilities or capital investments.	Local Governments & Registered Not-for-profits	<a href="#">Economic Infrastructure Program Details</a>
Northern Development Initiative Trust	Northern Development Main Street Revitalization Planning Program	Up to 50% to a maximum of \$20,000 of eligible project budget	Quarterly	Funding to complete downtown revitalization planning that result in a community wide vision for a downtown action plan.	Local governments	<a href="#">Main Street Revitalization Planning Program Details</a>

SOURCE	FUND NAME	AMOUNT	TIMING	DETAILS	ELIGIBILITY	WEBSITE
Northern Development Initiative Trust	Northern Industries Innovation Fund (NIIF)	Up to \$50,000 and 50% of total project budget	Continuous	Support for increasing competitiveness of local business in traditional industries & mitigation of pine beetle impacts.	Small & Medium Sized Businesses or Non-Profit Organizations	<a href="#">Northern Industries Innovation Fund Details</a>
Northern Development Initiative Trust	Small Business Recovery Consulting Rebate	Up to 85% rebate to a \$25,000 maximum	Continuous	Support for businesses to access professional expertise and sustain business during current economic downturn.	Small & Medium Sized Businesses	<a href="#">Small Business Recovery Consulting Rebate Details</a>
Province of BC	Community & Employer Partnerships Funding		Continuous	Funding to help communities and employers respond to labour market needs and increase employment opportunities for unemployed British Columbian's through partnerships, shared information ,technology, and innovative practices.	Not-for profit organizations, local governments, Crown corporations, businesses.	<a href="#">Community &amp; Employer Partnership Funding</a>
Province of BC	Community Gaming Grants	Local organizations up to \$100,000; Regional organizations up to \$225,000	Annual intake (varies by program stream)	Support for not-for-profit organizations providing programs or services of direct benefit to the broader community. Categories: Arts & Culture, Sport, Public Safety, Environment, Human and Social Services.	Not-for-profit organizations providing programs or services of direct benefit to the broader community	<a href="#">BC Community Gaming Grants Details</a>
Province of BC	Community Gaming Grants	Up to a maximum of \$250,000; providing between 20 and 50 percent of the total estimated project cost	Annual intake (July 31, 2021 deadline)	Support with capital projects that demonstrate public accessibility and widespread community benefit. Projects must fall into one of the three project categories (facilities, community infrastructure and acquisitions).	Not-for-profit organizations providing programs or services of direct benefit to the broader community	<a href="#">Community Gaming Grants Capital Project Details</a>
Province of BC	Northern Development Capital Investment Analysis	Up to 50% of project budget to a maximum of \$10,000	Continuous	Funding to finalize a strong business case for a major building or infrastructure project aligned with Northern Development's funding infrastructure or community halls and recreation facilities programs.	Local governments, First Nations bands and registered non-profits	<a href="#">Northern Development Capital Investment Analysis Fund Details</a>
Union of BC Municipalities	Community Emergency Preparedness Fund-Evacuation Route Planning	Up to \$25,000	Annual (deadline November 19, 2021)	Funding for communities to undertake evacuation route planning, emergency support services, and emergency operations centres and training.	Local Governments & First Nations	<a href="#">2021 Evacuation Route Planning Details</a>
Union of BC Municipalities	Regional Community to Community Forum Grant Program	Up to 100% of eligible expenses up to a maximum of \$5,000	Annual ( deadline December 3, 2021)	To support the organization of a forum for dialogue between elected officials and/or senior staff of neighbouring First Nations and local governments working together on advancing relationships, reconciliation, developing formal agreements, and coordinating regional emergency preparation.	Local Governments & First Nations	<a href="#">2021/22 Community to Community Forum Details</a>

Currently there are limited recurring, multi-year funding commitments by the provincial and federal governments. The Fall 2021 Federal Cabinet announcement and Union of BC Municipalities Convention may result in a future increase in potential funding sources. Recently closed funds are listed below as they may reopen or similar applications from the same source may open in the future.

SOURCE	FUND NAME	AMOUNT	TIMING	DETAILS	ELIGIBILITY	WEBSITE
Community Futures Fraser Fort George	Consulting Grants for Women Entrepreneurs	Up to \$5,000	Until February 26, 2021 or until funds fully committed.	Funding to support women entrepreneurs impacted by COVID-19, pivot business.	Businesses owned and led by women, in operation for at least a year in Fraser Fort George.	<a href="#">Consulting Grants for Women Entrepreneurs Details</a>
Government of Canada	CanExport Community Investments		Annual (2022 application open Sept-Oct 2021)	Support to communities seeking to improve their capacity to attract, retain and expand foreign direct investments to create jobs for Canadians, support innovation and increase exports.	Local governments & not-for-profit organizations	<a href="#">CanExport Details</a>
Province of BC	CIP – Investing in Canada Infrastructure Program		January 27, 2021	Investment in communities in 5 key areas: green infrastructure; community, culture, and recreation infrastructure; Rural and northern communities' infrastructure; public transit; COVID-19 resilience.	Local governments	<a href="#">CIP – Investing in Canada Infrastructure Program Details</a>
Province of BC- Ministry of Transportation and Infrastructure	Active Transportation Infrastructure Grant	Cost share up to \$500,000 and 70%	Annual intake (July 30, 2021 deadline)	Support the development of active transportation infrastructure (e.g., protected travel lanes, pedestrian and cycling safety improvements, lighting and way-finding).	Local governments with existing network plan or equivalent.	<a href="#">Active Transportation Network Planning Grant Details</a>
Province of BC- Ministry of Transportation and Infrastructure	Active Transportation Network Planning Grant	Up to \$50,000 or 50% (whichever is less)	Annual intake (July 30, 2021 deadline)	Help communities develop active transportation network plans to support active transportation for all ages and abilities (walking, cycling, rolling, winter-focused, water-focused).	Local governments with a non-existent or 5+ year old current plan.	<a href="#">Active Transportation Network Planning Grant Details</a>
Union of BC Municipalities	Age Friendly Communities Program		Not currently accepting applications.	Program to assist local governments in BC to support aging populations, develop and implement policies and plans, or undertake projects that enable seniors to age in place and facilitate the creation of age-friendly communities.	Local governments	<a href="#">Age Friendly Community Grant Details</a>
Western Economic Diversification	Canada Community Revitalization Fund in Western Canada	Up to 75% of costs to a maximum of \$750,000	June 23, 2021 deadline	Fund to support community infrastructure and revitalization of existing assets and to create jobs and stimulate local economies.	Not-for-profit organizations or charities; local governments; Indigenous led not-for-profits and organizations	<a href="#">Community Revitalization Fund Details</a>



# Appendix B: Progress Monitoring Tool

UNDERWAY ACTIONS				
ACTION	IMPLEMENTATION LEAD AND PARTNERS	% COMPLETE	STATUS UPDATE/ NOTES	
U1	Continue seeking high speed internet for the whole community.	District of Mackenzie, Northern Development Initiative Trust		
U2	Provide development incentives to projects to meet strategic community needs (e.g., public parks, rec facilities, etc).	District of Mackenzie		
U3	Continue developing and expanding local recreation and trail amenities.	District of Mackenzie, with support from MORATA and other local trail organizations		
U4	Continue to improve District-wide wayfinding and signage.	District of Mackenzie		
U5	Continue to offer and facilitate access to programs that support local businesses, both new and existing.	District of Mackenzie, local businesses, financial institutions, Chamber of Commerce		
U6	Continue to foster collaboration between industry, major employers, and schools to match skills/ training with emerging industry needs.	District of Mackenzie, College of New Caledonia, School District #57, WorkBC, major employers and industry reps		
U7	Continue strategic land sales.	District of Mackenzie		
U8	Update and maintain inventory of businesses operating in Mackenzie.	District of Mackenzie, local businesses, Chamber of Commerce		

QUICK WIN ACTIONS				
ACTION		IMPLEMENTATION LEAD AND PARTNERS	% COMPLETE	STATUS UPDATE/ NOTES
QW1	Support more events and festivals that link with local businesses.	District of Mackenzie, Chamber of Commerce, Mackenzie Public Library, Mackenzie Recreation Centre, Rotary Club of Mackenzie		
QW2	Expand upon recreation rentals; could be promoted as a business opportunity and offered additional marketing.	District of Mackenzie, MORATA and other local trail organizations		
QW3	Support improving and promoting local recreation and trail amenities with simple interventions such as string lights along trails.	District of Mackenzie, Mackenzie Recreation Centre, MORATA and other local trail organizations		
QW4	"Working with the District 101" - Promote District procurement process.	District of Mackenzie		
QW5	Distribute promotional materials to attract and welcome new residents, remote workers, and home-based businesses.	District of Mackenzie, local realtors		
QW6	Maintain and publicize a land inventory focusing on industrial land and including vacant downtown lots and buildings.	District of Mackenzie; local realtors		
QW7	Host a Community to Community (C2C) forum with local First Nations and District of Mackenzie.	District of Mackenzie; Regional District Fraser-Fort George		

SIMPLE ACTIONS				
ACTION		IMPLEMENTATION LEAD AND PARTNERS	% COMPLETE	STATUS UPDATE/ NOTES
S1	Promote creative uses of gathering spaces and underutilized/empty buildings and lots.	District of Mackenzie, Mackenzie Centre Mall Merchants Association, local business owners, Mackenzie Public Library		
S2	Encourage small scale agriculture and agritourism (including food production and sales) on larger, semi-rural residential lots.	District of Mackenzie		
S3	Support business-to-business opportunities and networking.	District of Mackenzie, local businesses, Chamber of Commerce, College of New Caledonia		
S4	Host regional technology and innovation meet-ups.	District of Mackenzie, local businesses, Work BC, Chamber of Commerce, College of New Caledonia		
S5	Encourage local procurement by large and small purchasers and organizations.	District of Mackenzie, local businesses, Chamber of Commerce		
S6	Explore interest in establishing a Business Improvement Area.	District of Mackenzie, local businesses, Mackenzie Centre Mall Merchants Association, Chamber of Commerce		
S7	Encourage a local commissary kitchen by collaborating with local commercially-certified kitchens.	Local businesses, commercially certified kitchens, District of Mackenzie		
S8	Conduct a feasibility study on the demand for additional and modern office and/ or co-working space within Mackenzie.	District of Mackenzie		

COMPLEX ACTIONS				
ACTION	IMPLEMENTATION LEAD AND PARTNERS	% COMPLETE	STATUS UPDATE/ NOTES	
C1	Develop an improved, cohesive downtown Mackenzie look and feel through incentivizing public art, storefront beautification, hardscaping, and landscaping.	District of Mackenzie, Chamber of Commerce, local businesses, Mackenzie Centre Mall Merchants Association, Mackenzie Public Library, Rotary Club of Mackenzie		
C2	Work with the Province to promote and facilitate forestry innovation and emerging technology (e.g., value-added forestry products).	District of Mackenzie, Province of BC		
C3	Support diversifying our housing stock (age-friendly homes, larger rural lots, recreational properties, etc.).	District of Mackenzie		
C4	Work with employers and organizations to create shared child care solutions.	District of Mackenzie through collaboration with employers, Northern Health, and existing childcare providers		
C5	Explore shared agriculture amenities.	District of Mackenzie, community groups		
C6	Seek opportunities for attracting public services (e.g., government offices, health and education facilities).	District of Mackenzie		
C7	Continue to support airport development.	District of Mackenzie		
C8	Encourage multi-modal transportation to and within the Downtown Core and provide supporting infrastructure.	District of Mackenzie		



FOUNDATIONAL ACTIONS			
ACTION	IMPLEMENTATION LEAD AND PARTNERS	% COMPLETE	STATUS UPDATE/ NOTES
F1 Target and incentivize (tax, permit, land, buildings) industrial development in emerging sectors and secondary industries, promoting Mackenzie's energy and land availability.	District of Mackenzie		
F2 Support opportunities for natural resource development.	District of Mackenzie		
F3 Continue to pursue shared economic development opportunities and partnerships with neighbouring First Nations.	District of Mackenzie		
F4 Actively seek opportunities for partnerships with other levels of government, agencies and not-for-profits to promote economic development in Mackenzie, including encouraging and supporting networks among educational institutions, research facilities, government and the private sector to develop greater knowledge and technology capacity.	District of Mackenzie		

