



DISTRICT OF MACKENZIE COUNCIL STRATEGIC PRIORITIES

2021-2025

December, 2021

STRATEGIC PLANNING SESSION

Over two-half days in mid-September 2021, the District of Mackenzie Municipal Council and senior staff participated in a facilitated strategic planning session to review and update Council's 2017-2020 Strategic Priorities. The session began with a series of discussions on the community and local government. Strengths on which to build were highlighted; challenges for Council to address were put forward. Future trends, forces, realities, and opportunities were identified and examined.

Following these stage-setting discussions, participants reviewed in detail Council's existing strategic priorities that were unveiled in 2017 and reviewed and revised annually. This review, which was informed by the group's understanding of Mackenzie's challenges and opportunities, and by Council members' ideas and proposals, resulted in a refined set of priorities to guide the municipality's efforts and use of resources going forward.

This document presents Council's 2021-2025 strategic priorities that emerged from the strategic planning session.

Time Period

The October 2022, local government election will effectively mark the end of the current Council term. The updated strategic priorities developed at the planning session will be used to guide the organization through to the end of this term. The priorities will also, however, provide direction beyond the 2022 election into the following Council term, until such time as they are replaced by a new set of priorities.

Terminology

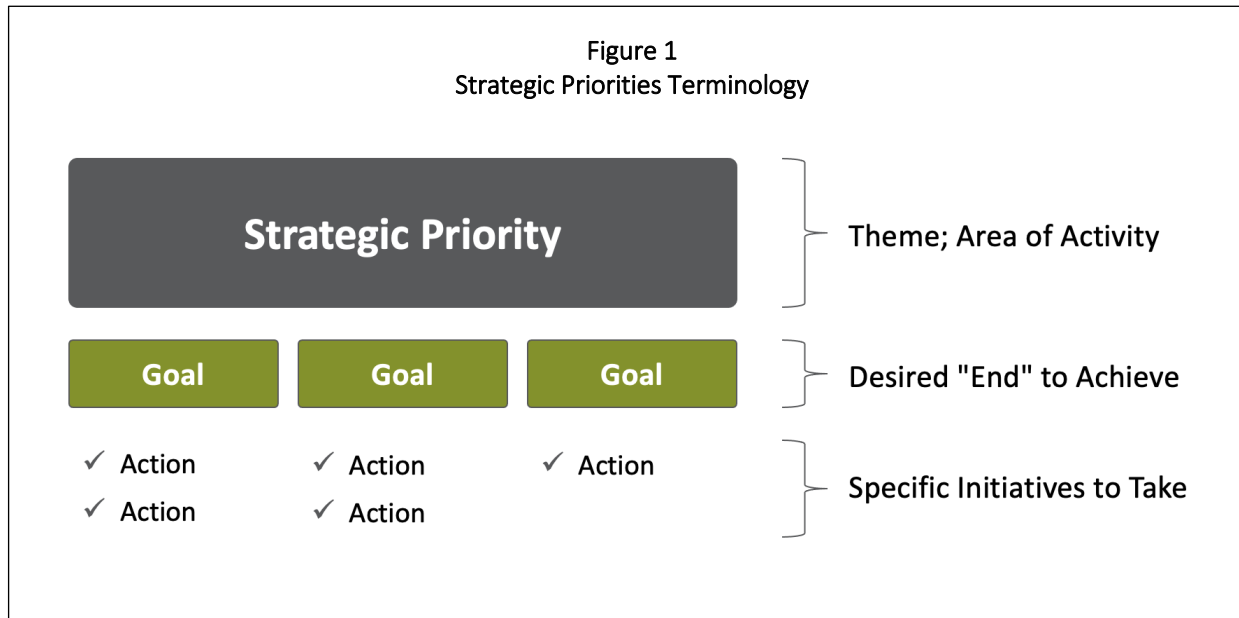
Each of Council's updated strategic priorities is presented in this document using a specific terminology. Three terms, arranged in a hierarchy, are particularly important to understand:

- > *Strategic Priority* — A strategic priority is a high-level theme, or area of activity, in which Council chooses to invest energy, staff time, money and other resources.
- > *Goal* — A goal sets out desired result — that is, something that Council wishes to achieve. Goals are listed under each strategic priority as desired "ends".
- > *Actions* — Actions are tangible initiatives or projects that are undertaken to achieve the goals.

Council's Strategic Priorities (2021-2025)

This document presents Council's updated strategic priorities, developed by Council and senior staff at a September 2021, planning session.

Figure 1 presents these terms as a hierarchy.



Terminology

Each of Council's updated strategic priorities is presented using a specific terminology:

- > Strategic Priority
- > Goal
- > Action

COMMUNITY VISION

From its roots as a new town for forestry workers, Mackenzie has grown into a strong and supportive community that residents are proud to call home. Supported by a healthy environment, Mackenzie's economic base is diverse and robust, providing consistent employment for residents. Recreation is key to our high quality of life and healthy lifestyle, with exceptional natural features drawing residents outdoors. Great community services and facilities complement the outdoors with opportunities to meet and engage with neighbours. The town takes great pride in how attractive it is both for residents and visitors.

KEY TERMS

Roots in Forestry

The community celebrates its roots in forestry.

Pride in Community

Mackenzie's residents have tremendous pride in their community.

Healthy Environment

The community is surrounded and strengthened by nature.

Diverse & Robust Economy

Forestry remains important; but Mackenzie's economy is more than just forestry.

Recreation

Indoor and outdoor recreation are valued by all as part of a healthy lifestyle.

Great Services & Facilities

The community invests in services and facilities that connect residents to one another.

Attractive

Mackenzie is a beautiful place to live and visit.

DISTRICT MISSION

It is the mission of the District of Mackenzie to improve the lifestyle of, services to, and opportunities for our residents and visitors by:

- > Providing quality executive and administrative leadership from an open and responsible Council and administration
- > Providing quality services, recreational facilities and programs that promote and enhance livability and a healthy lifestyle
- > Maintaining a healthy environment and economic conditions that allow for business and individuals to flourish and realize their full potential

KEY TERMS

Lifestyle

The District exists to improve individuals' lifestyles.

Leadership

Council and administration are leaders in the community.

Responsible Government

The District is open and responsible.

Quality

The District focuses on quality — quality services, facilities and programs.

Providing Conditions to Succeed

The District creates the conditions for all to reach their full potential.

STRATEGIC PRIORITIES

In 2017, the District of Mackenzie Municipal Council set out six strategic priorities to help guide the use of District resources and these have been reviewed and revised annually. In this 2021 update, Council has combined and revised the set of original priorities to create a more focused list of four strategic priorities. New goals have been added, as well, as have specific actions for the municipality to undertake.



Community & Social Development

Our investment in the municipality's services and infrastructure, our commitment to principles of social equity and well-being, and our belief in the value of resident engagement, creates a healthy community in which everyone feels valued and enjoys a high quality of life.



Economic Vitality

The District is a leader on efforts aimed at diversifying the community's economy, supporting local businesses, and attracting new investment to the community. Diversification, a strong business sector and new investment are key to our economic vitality.



Environmental Sustainability

The way we operate has an impact on the environment. We are committed to integrating sustainability and Environmental, Social and Governance factors (ESG) into our decision-making



Strong Governance and Finances

As the municipality's elected governing body, we serve all residents and businesses in the community. We engage residents and stakeholders on important issues and make our decisions through open and transparent processes. We are careful in our use of resources, mindful of the need to maintain programs and services, while also meeting the community's infrastructure needs.



COMMUNITY & SOCIAL DEVELOPMENT

Our investment in the municipality's services and infrastructure, our commitment to principles of social equity and well-being, and our belief in the value of resident engagement, creates a healthy community in which everyone feels valued and enjoys a high quality of life.

Goals

- Health services are available to meet the needs of the community.
- Barriers to access and inclusion are removed.
- The District's commitment to Truth and Reconciliation paves the way for stronger community ties to our neighbouring First Nations.
- Long-term planning is aligned with the Official Community Plan.
- Mackenzie is recognized for its attractiveness, streetscape and overall appeal to residents and visitors.
- Infrastructure and services are maintained to high standards.

Actions

- In collaboration with industry, local and regional organizations, approach the Minister of Health and the Northern Health Authority to advocate for community health services and health professionals.
- Develop an inventory of exclusions — that is, of barriers to access and inclusion — and a plan to remove or minimize them.
- Assist community groups in their efforts to obtain grants.
- Adopt and make progress on the specific Truth and Reconciliation Calls for Action identified for local government.
- Pursuant to the *District of Mackenzie Community Wildfire Protection Plan* and other emergency preparedness plans and policies, continue to take action to protect the community from the impacts of natural and other disasters.



ENVIRONMENTAL SUSTAINABILITY

The way we operate has an impact on the environment. We are committed to integrating sustainability and Environmental, Social and Governance factors (ESG) into our decision making and business practices.

Goals

- Local government decisions are made through a lens that considers and balances environmental, social and economic values.
- Through its actions — including implementation of the *District of Mackenzie Corporate Energy and Emissions Plan* — the District is recognized as a leader in environmental responsibility and sustainability.
- District facilities and operations are energy efficient and low emitters of greenhouse gases, relative to facilities and operations in benchmark communities.
- Residents and businesses are increasingly efficient in their use of water.
- Waste diversion efforts are succeeding in reducing landfill materials (i.e., residuals) produced by households, ICI sectors, and construction and demolition activities.¹

Actions

- Develop a set of sustainability indicators to track progress achieved by the District and — where possible — the broader community on emissions, energy use, waste reduction and other measures.
- Develop an online Environmental Sustainability Dashboard to report progress on sustainability indicators every quarter.
- Produce an annual District of Mackenzie Sustainability Report to inform the community and others on sustainability efforts, programs, successes and challenges, pursuant to implementation of the *District of Mackenzie Corporate Energy and Emissions Plan*.

¹ ICI refers to the Industrial, Commercial and Institutional sectors.



ECONOMIC VITALITY

The District is a leader on efforts aimed at diversifying the community's economy, supporting local businesses, and attracting new investment to the community. Diversification, a strong business sector and new investment are key to our economic vitality.

Goals

- Mackenzie's commercial sector is growing and diversifying.
- Interest and investment in agriculture are on the rise, driven by changes to growing seasons, available arable lands, and awareness of the importance of food security.
- Mackenzie's reputation as a centre for manufacturing is growing.
- The McLeod Lake Indian Band and District of Mackenzie are strategic economic partners.

Actions

- Work to bring high-speed internet service to community.
- Review the District's policies and initiatives to ensure that they support the efforts of businesses and professionals to invest, operate and prosper in Mackenzie; make improvements where necessary.
- In collaboration with the Regional District of Fraser-Fort George and others, develop opportunities to promote the development of agriculture in the Mackenzie sub-region.
- Convene discussions with the McLeod Lake Indian Band aimed at identifying potential joint venture opportunities that build on the experience of, but go beyond, the McLeod Lake Mackenzie Community Forest.
- Proceed with implementation of the *District of Mackenzie Community Economic Development Plan (2021-2026)* and the *District of Mackenzie Five-Year Tourism Plan (2021-2026)* and the related development of Mackenzie's destination brand.



STRONG GOVERNANCE AND FINANCES

As the municipality's elected governing body, we serve all residents and businesses in the community. We engage residents and stakeholders on important issues and make our decisions through open and transparent processes. We are careful in our use of resources, mindful of the need to maintain programs and services, while also meeting the community's infrastructure needs.

Goals

- The residents of Mackenzie feel engaged and informed on major decisions, policies and initiatives taken by the District.
- Succession plans and workforce development programs are in place to ensure that municipal services are delivered to the community at a consistently high level, without interruption.
- The District's annual ten-year financial plan is grounded in fiscal realities, including an understanding of the municipality's evolving assessment base and inflationary pressures on major cost inputs.
- Mackenzie's recreation facilities, civic buildings, roadways, utilities, equipment items and other pieces of infrastructure are carefully monitored through an ongoing asset management program.
- The District's assessment base and set of revenue sources are increasingly diverse.
- Financial reserves at the District are strong.

Actions

- Assess and, where necessary, revise the District's communications strategy to better share information with and engage residents and stakeholders on important matters.
- Complete the development and/or updating of the municipality's asset management program.
- Review succession and workforce training programs to identify and address gaps.
- Review and, where necessary, revise the District's financial reserve management policies.
- Undertake a five-year forecast of assessment base changes; develop tax allocation adjustment policies in anticipation of assessment shifts.