DISTRICT OF MACKENZIE
COUNCIL STRATEGIC PRIORITIES

2026-2030

August 2026

INTRODUCTION

On the evening of Friday, July 24, 2026, and for the first half of the following day, the District of Mackenzie Council and senior staff participated in a facilitated strategic planning session to review and update Council's strategic priorities.

The session began with a series of discussions on Mackenzie the municipality and Mackenzie the community. Strengths on which to build were highlighted; challenges for Council to address were put forward. Future trends, forces, realities and opportunities that, taken together, define the environment in which Mackenzie exists, were identified and examined.

Following these stage-setting discussions, participants considered Council's vision for Mackenzie, the District's mission and the local government's guiding values. Participants also reviewed Council's existing priorities developed for the years 2021 to 2025. Council determined based on review to retain the existing priorities as themes, or areas of focus, for the 2026-2030 planning period.

This document presents Council's 2026-2030 strategic priorities. Four priorities, accompanied by outcomes to achieve and actions to take, are set out:

- Economic Vitality
- Environmental Sustainability
- Community & Social Development
- Strong Governance & Finances

Time Period

The October 2026 local government election will mark the end of the current Council term. Council, which exists as a continuing body, will begin its new four-year on November 7, 2026, with its Inaugural Meeting. The 2026-2030 strategic priorities outlined in this document will help to guide the organization in its use of resources through Council's new term, until such time as they are replaced by a new set of priorities.

Council's Strategic Priorities 2026-2030

This document presents Council's 2026-2030 strategic priorities, developed by Council and senior staff at a July 2026 planning session.

COMMUNITY VISION

From its roots as a new town for forestry workers, Mackenzie has grown into a strong, attractive and resilient community that residents are proud to call home. Supported by a healthy environment, Mackenzie's economy is diverse and robust, providing opportunities to a growing population, and a business-friendly environment to investors and entrepreneurs. Recreation is key to our high quality of life and healthy lifestyle, helping to make Mackenzie a great place to raise a family. Great services and facilities complement exceptional natural features along with community spaces to engage with neighbours. Mackenzie's safety and commitment to innovation contribute to the community's strong appeal to 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 bring residents together.

Safety
Mackenzie is a safe community, and a great place to raise a family.

DISTRICT MISSION

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

> Providing executive and administrative leadership from an open and responsible Council and Administration

> Providing innovative and exceptional services, facilities and programs that promote livability

> Ensuring a healthy environment and economic conditions that allow for businesses and individuals to realize their full potential

KEY TERMS

Lives
The District exists to improve the lives of those who live here.

Leadership
Council and administration are leaders in the community.

Responsible Government
The District is open and responsible

Innovation
The District focuses on innovation in its provision of services, facilities and programs

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

STRATEGIC PRIORITIES

In 2021, the District of Mackenzie Municipal Council set out four strategic priorities to help guide the use of District resources. In its July 2026 strategic planning discussions Council elected to endorse this original set. Council also decided to re-order the priorities to highlight the importance of Economic Vitality. A strong and diverse economy enables the District to pursue its goals and actions under all four of its strategic priority themes.



Economic Vitality

The District is a leader on efforts aimed at diversifying the community's economy, supporting local businesses, and attracting new investment to Mackenzie.



Community & Social Development

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



Environmental Sustainability

The way we operate has an impact on the environment. We are committed to integrating resilience and sustainability into our decision-making and business practices.



Strong Governance and Finances

We serve all citizens and businesses in the community. We engage community on important issues and make our decisions through open and transparent processes. We are careful in our use of resources, mindful of our responsibility to meet Mackenzie's evolving service needs.



ECONOMIC VITALITY

The District is a leader on efforts aimed at diversifying the community's economy, supporting local businesses and attracting new investment to Mackenzie.

Outcomes to Achieve

- Mackenzie's commercial and industrial sectors are growing and diversifying.
- Mackenzie benefits from reforms to the province's property assessment framework, and from the fair distribution of resource-based revenues.
- Mackenzie has developed a reputation as a support centre and access point for mining.
- Mackenzie is a strong and trusted economic partner with the McLeod Lake Indian Band, the Tsay Keh Dene Nation, and all other neighbouring First Nations that seek mutually beneficial partnerships with the District.
- Tourism is an important and growing economic sector in Mackenzie.
- Economic development in Mackenzie is a whole-of-community effort that recognizes the importance of community wellness alongside economic growth.

Actions to Take

- Continue to advocate — on our own, through NCLGA and UBCM, and in partnership with others — for changes to the assessment classification of data centres to accurately reflect the nature of their operations.
- Regularly review and update the District's policies, regulations and initiatives to ensure they support the efforts of businesses and professionals to invest, operate and prosper in Mackenzie.
- Work with our local government partners through the Regional District of Fraser-Fort George and the Cariboo Regional District to secure a tax revenue-sharing agreement with the province for resource-based operations in North Central BC.
- In collaboration with local hoteliers, tourism-related businesses and economic development stakeholders, explore the potential for a Makenzie Destination Marketing Organization (DMO), and the Municipal Regional District Tax. (MRDT) as a source of revenue for destination marketing initiatives.
- Orient the District's economic development efforts to be inclusive of community and focused on achieving growth in ways that are sustainable, equitable and supportive of local residents and businesses.
- To explore and pursue new social enterprise or similar opportunities that will provide long-term benefits to the community.



ENVIRONMENTAL SUSTAINABILITY

The way we operate has an impact on the environment. We are committed to integrating resilience and sustainability into our decision making and business practices.

Outcomes to Achieve

- Local government decisions are made through a lens that balances environmental, social and economic values.
- The District is prepared for and protected from wildfires, climate-related incidents and other disasters.
- Through its actions focused on Mackenzie the corporation, and on Mackenzie the community, the District is recognized as a leader in climate change resiliency, environmental responsibility and sustainability.
- Mackenzie is a bear smart community.
- Waste diversion efforts are succeeding in reducing landfill materials produced by households, ICI sectors, and construction and demolition activities.[1]

Actions to Take

- Replace the District's existing *Emergency Response and Recovery Plan* with a new version that meets the requirements of British Columbia's *Emergency and Disaster Management Act*, that is backed by a climate-informed risk assessment, and that is accompanied by a business continuity plan for District operations.
- Seek funding opportunities to implement the *Active Transportation Plan* to provide opportunities for Mackenzie's residents to move throughout the community using non-motorized modes of travel.
- Continue to make investments contemplated by the District's *Corporate Energy and Emissions Plan*, and backed by strong business plans, to reduce corporate emissions.
- Create a strategy aimed at enhancing the community's resilience to climate change, including through investments in an urban tree canopy, and the continued development of commercial agriculture.
- Educate residents and visitors on the importance and practice of recycling, and on the cost of illegal dumping to the environment, wildlife and the community.

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



COMMUNITY & SOCIAL DEVELOPMENT

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

Outcomes to Achieve

- Health services are available in the community.
- There are no barriers to access and inclusion.
- The District's commitment to truth and reconciliation, combined with actions taken to promote reconciliation, paves the way for stronger community ties to the McLeod Lake Indian Band, the Tsay Keh Dene Nation, and all other neighbouring First Nations.
- Mackenzie is recognized for its attractiveness, streetscape, active transportation amenities, and overall appeal to residents and visitors.
- Mackenzie supports and — where opportunities exist — partners with a robust and active non-profit sector to address community and social development needs.

Actions to Take

- Continue, in collaboration with industry and local organizations, to advocate to the Minister of Health and the Northern Health Authority for investment in community health resources.
- Assist community groups in their efforts to obtain grants aimed at addressing social and community challenges, and at improving the quality of life for all groups in Mackenzie.
- Make and report on efforts to promote reconciliation, including efforts to answer the specific Truth and Reconciliation Calls for Action identified for local government.
- Seek funding opportunities to implement the *Downtown Vision and Action Plan*.
- Identify and develop tools to require property owners to address issues of unsightliness.



STRONG GOVERNANCE AND FINANCES

We serve all citizens and businesses in the community. We engage community on important issues and make our decisions through open and transparent processes. We are careful in our use of resources, mindful of our responsibility to meet Mackenzie's evolving service needs.

Outcomes to Achieve

- The residents of Mackenzie are informed of, and engaged on, District decisions, policies and initiatives.
- Succession plans and workforce development programs are in place to ensure municipal services are delivered to the community at a consistently high level, without interruption.
- The District's annual five-year financial plan remains grounded in fiscal realities, including an understanding of the municipality's evolving assessment base and inflationary pressures on major cost inputs.
- Ongoing investments required to maintain Mackenzie's municipal infrastructure, including its recreation facilities, civic buildings, parks, roadways, utilities, equipment items and other assets, are guided by a strong asset management program.
- Mackenzie has in place an endowment fund and suite of alternative revenue tools to diversify municipal capital and operating funding sources beyond property taxes and utility fees.
- Financial reserves at the District are strong.

Actions to Take

- Develop a new communications strategy to bolster the organization's commitment to open communications and engagement, to put in place the policies needed to guide the organization in its communications and engagement efforts, and to identify tools the organization will use to inform and engage residents on a variety of matters.
- Continue to grow and develop 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.
- Explore the establishment of an infrastructure endowment fund, and the use of other non-traditional revenue tools, aimed at reducing the District's reliance on property tax revenues and utility fees.