

# Mackenzie County **BUSINESS PLAN**

2015 – 2017



**Mackenzie County**



# Introduction

Mackenzie County is uniquely positioned to expand opportunities in Alberta and to advance residents' quality of life. Our municipality is the largest County in the Province, covering an area of 80,485 sq. kms, or approximately 12% of Alberta's total landmass. Situated in the province's far north, we face significant challenges with distances to and from markets and with access to needed services. Building on sound fiscal and infrastructure planning, the County's Council, staff and committed volunteer community are dedicated to ensuring that Mackenzie will continue to grow and prosper. Without question, our County is a great place to live and work.

We are determined to strengthen residents' economic opportunities through sound planning and the efficient use of resources. Responding to the world's need for sustainable resources, the County is positioned to make the very best possible use of the opportunities that are available. We can not rest on our laurels though. We base our decisions and practices on core organizational values.

The Reeve, Council and staff are dedicated to providing our residents with the best possible service at a responsible tax rate. Based on these values and on our commitment, we have set out the County Business Plan for the next three years.

# Message from the Reeve and Council



*To Our Residents of Today and Tomorrow:*

The culmination of Mackenzie County's in-depth Community Sustainability Planning process was an Action Plan that charts its course for long-term sustainability. Council and staff undertook this process in partnership with our citizens. We, the Council for Mackenzie County, take great pride in presenting our 2015-2017 Business Plan; a three-year plan that outlines the first steps necessary to achieve our citizen's hopes and dreams for the County. As we implement our Business Plan, we are confident that our County will continue to be a great place to live and work and to have experienced and responsible leaders who work well together.

## Mackenzie County Council

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Reeve Bill Neufeld

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Deputy Reeve Walter Sarapuk

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Councillor Josh Knelsen

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Councillor Peter F. Braun

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Councillor John W. Driedger

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Councillor Elmer Derksen

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Councillor Eric Jorgensen

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Councillor Ricky Paul

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Councillor Jacquie Bateman

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Councillor Lisa Wardley

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Joulia Whittleton  
Chief Administrative Officer

Adopted by Council: February 10, 2015

# Vision, Mission, Organizational Values



## ***Our Vision is...***

An enhanced quality of life, choices in community opportunities and healthy economic climate.

## ***Our Mission is...***

Through the effective use of resources, provide a reasonable and equitable level of service and endeavor to create a sustainable economic climate.

## ***Our Organizational Values are...***

Efficient, fiscally responsible organization that is sincere and approachable, treats people with respect and maintains a high degree of integrity.



# Setting the Stage

Our County has a vast and diverse landscape that includes Alberta's largest river and its largest free roaming buffalo herd.

Our residents understand the challenges of maintaining the natural environment. Our residents take pride in building a wonderful place to live, work and raise a family.

Our services are provided from facilities located in Zama, La Crete, Fort Vermilion and the communities of Blue Hills, Buffalo Head, Rocky Lane and the Town of High Level.

Our parks and community facilities reflect an enhanced quality of life making Mackenzie County a leader in sustainable approaches to ensuring that our resources are environmentally and fiscally responsibly accessed.

Our plan is to strengthen our approaches to sustainable development.

<b>Mackenzie County Area</b>	7,761,580 hectares
<b>Population (2011 Federal Census)</b>	10,927
<b>Number of Hamlets</b>	3 (Fort Vermilion, La Crete, Zama)
<b>Number of Dwelling Units</b>	3,203
<b>Length of Roads</b>	1,891.62 kilometers
<b>Length of Water Mains</b>	152.70 kilometers
<b>Length of Wastewater Mains</b>	66.67 kilometers
<b>Length of Stormwater Drains</b>	10.09 kilometers

# Our Community Characteristics

Mackenzie County			Alberta		
Total	Male	Female	Total	Male	Female

## Population

0-19 years (46%)	5,025	2,600	2,430	922,995	473,150	449,850
20-54 years (41.6%)	4,545	2,255	2,295	1,900,590	960,825	939,775
55 + years (12.4%)	1,345	685	680	821,670	393,845	427,815
<b>Total</b>	<b>10,930</b>	<b>5,535</b>	<b>5,535</b>	<b>3,645,260</b>	<b>1,827,815</b>	<b>1,817,440</b>
Median years	22.6	21.9	23.3	36.5	35.9	37.1

## Immigration

Non-immigrants	9,830	4,980	4,850	2,864,240	1,449,740	1,414,500
immigrants	935	510	425	644,115	313,170	330,940
Before 2001	425	240	190	386,885	187,415	199,465
2001 to 2006	345	195	155	113,060	56,395	56,660
2006 to 2011	165	70	95	144,170	69,360	74,815
Non-Permanent residents	45	20	25	59,620	30,756	28,855

## Language

Total population	10,900	5,520	5,380	3,610,185	1,811,450	1,798,730
English only	3225	1640	1585	2,780,200	1,405,655	1,374,545
French only	50	25	25	68,545	35,355	33,195
English and French	0	0	0	49,970	24,210	25,760
Other Language(s)	7315	3695	3620	698,930	340,125	358,805

## Aboriginal Population

households by Aboriginal ancestry	10,815	5,510	5,305	3,567,975	1,793,675	1,774,300
Aboriginal identity population	800	365	430	220,695	108,295	112,400
Non - Aboriginal identity population	10,015	5,140	4,875	3,347,280	1,793,675	1,774,300
As % of total population	8%	7%	8.8%	6.5%	6%	6.3%

## Religion (2001)

Total	10,815	5,510	5,310	3,567,975	1,793,675	1,774,300
Protestant	8,515	4,330	4,185	541,520	260,440	281,075
Catholics	770	340	430	866,305	422,160	44,145
No Religion	785	460	320	1,126,130	618,330	507,800

## Mobility Status (where people lived 5 years ago)

Total 5 years +	9,295	4,655	4,640	3,324,205	1,668,830	1,655,375
Non-Movers	7,080	3,575	3,505	2,985,105	1,496,890	1,488,215
Movers	2,215	1,085	1,135	1,830,575	912,005	918,575
Non-migrants	1,630	825	805	793,470	402,170	391,300
Migrants	590	260	330	700,160	354,660	345,500
External Migrants	225	65	160	162,705	81,070	81,635
Intraprovincial migrants	185	90	95	321,605	161,280	160,325
Interprovincial migrants	180	105	70	215,850	112,310	103,540

Mackenzie County			Alberta		
Total	Male	Female	Total	Male	Female

### Employment

Total population 15 years and over	6,990	3,505	480	2,888,735	1,445,815	1,442,920
In the labour force	4,435	2,750	1,690	2,115,640	1,143,840	971,800
Employed	4,075	2,525	1,550	1,993,225	1,078,370	914,855
Unemployed	365	230	140	122,415	65,470	56,945
Not in the labour force	2,545	755	1,795	773,095	301,975	471,120
Unemployment Rate	5.8%	5.7%	5.9%	8.2%	8.4%	8.3%

### Industry

Total labour force population aged 15 years and over	4,440	2,755	1,690	2,115,640	1,143,840	971,795
Agriculture, forestry, fishing and h	920	735	185	61,165	41,465	19,700
Construction	560	505	55	195,905	166,270	29,635
Manufacturing	360	310	50	123,465	93,895	29,570
Wholesale trade	75	50	15	89,000	63,590	25,415
Retail trade	565	185	380	229,225	104,725	124,500
Finance and insurance	100	50	50	68,760	24,355	44,410
Health care and social assistance	325	65	260	206,695	33,030	173,665
Education services	365	135	235	141,550	44,045	97,505
Other services	155	105	50	101,275	49,330	51,950

### Education

Total population aged 15 years and over	6,990	3,505	3,480	2,888,735	1,445,820	1,442,920
No certificate, diploma or degree	4,560	2,420	2,145	550,465	283,115	267,350
High school diploma or equivalent	1,240	385	860	764,390	365,625	398,765
Apprenticeship or trades certificate or diploma	425	335	85	318,280	233,190	85,095
College, CEGEP or other non-university certificate or diploma	490	235	255	530,100	225,215	304,885
University certificate or diploma below bachelor level	40	10	30	122,465	51,345	71,120
University certificate, diploma or degree above bachelor level	80	50	30	603,040	287,335	315,705
Total population aged 25 to 64 years by highest certificate, diploma or degree	4,485	2,235	2,250	2,035,330	1,023,280	1,012,055

### Income

Persons 15 years and over with income	6,985	3,505	3,480	2,888,740	1,445,820	1,442,915
Median after - tax income	25,578	36,689	14,959	32,847	41,012	25,889
Average after - tax income	31,403	42,376	20,257	41,962	51,587	32,179

Source: Statistics Canada 2011 Census



# Strategic Directives

Council recognized strategic directives for Mackenzie County's five core activity areas. These will be reviewed annually and may be periodically updated by Council to reflect the community needs and environment as these evolve.



## **GOVERNANCE AND LEADERSHIP**

*Mackenzie County Council will provide responsible leadership and good government for our communities.*



## **COMMUNITY INFRASTRUCTURE AND MUNICIPAL SERVICES**

*Mackenzie County Council will ensure that our infrastructure continues to be renewed in a fiscally responsible manner and that our municipal services encourage innovation and cost effectiveness.*



## **SOCIAL AND CULTURAL VIBRANCY**

*Mackenzie County Council will strive to ensure that Mackenzie County is a great place to live, work and raise a family.*



## **ENVIRONMENTAL STEWARDSHIP**

*Our County will reflect our residents by ensuring that planning proceeds within an environmentally sustainable framework that is innovative and fiscally responsible.*



## **ECONOMIC DEVELOPMENT**

*Mackenzie County will adopt policies that encourage investment and opportunity while balancing the requirement to preserve and maintain playgrounds and community open spaces for our residents in our hamlets and the County as a whole.*

## CORE ACTIVITY 1 – GOVERNANCE AND LEADERSHIP

*Mackenzie County Council will provide responsible leadership and good government for our communities.*

### **Strategic Objective 1 – Involves a Fiscal Program That:**

- Reflects Council’s direction and is completed prior to the start of the budget year
- Follows sound fiscal management practices
- Ensures that effective policies are implemented
- Provides the County with visionary direction
- Produces results that will be measured by annual publication of an updated Three-year Business Plan and reports on short-term strategic priorities

### **Strategic Objective 2 – Involves Relationships That:**

- Strengthen regional opportunities, foster innovation and encourage sustainable programs and services through effective and responsible intermunicipal agreements and protocols with neighbouring municipalities and First Nations

### **Strategic Objective 3 – Involves a Communications Program That:**

- Encourages citizen engagement
- Provides timely information on County programs and services to residents

### **Council identified the following at their January 2015 strategic planning session:**

#### What Works Well?

- Round table discussion (Committee of the Whole meetings) and the ability to openly discuss issues
- Access to the Chief Administrative Officer
- Transparency
- Ratepayer meetings
- Keeping positive attitudes
- County Image
- Diversity and balance in the group
- Maintaining our services – having effective policies
- Council support in road maintenance
- Professionalism of our personnel

## CORE ACTIVITY 1 – GOVERNANCE AND LEADERSHIP CONT'D

### What Requires Attention?

- Annual ratepayer surveys
- Ratepayer education
- Employee education (about municipal business)
- Changes to ratepayer meetings:
  - Shorten the audited financial statements presentation
  - Change the format to increase attendance
  - Move to a more informal “open house” format and invite fire departments, recreation boards, FCSS, etc. to set up information booths.
- More reporting on external boards and committees (where we have appointed councillors)
- Inter-municipal – not following through with commitments (having timely meetings)
- Tri-county meetings – How often should meetings be held? Possibly hold the meeting on the first day of the AAMDC Convention.
- First Nation relationships
- Enforcement
- Council should show more appreciation for staff, councillors are too quick to criticize

### Emerging Trends

- Municipal Government Act review
- Reduction in provincial and federal fund transfers (grant funding)
- Continuing pressure to do more with less

## GOVERNANCE AND LEADERSHIP – STRATEGIC PRIORITIES

The following strategic priorities (key results areas) have been identified by Council for Governance and Leadership Activity in order to achieve the strategic objectives (listed in priority order):

1. **Ratepayer Engagement (2015)**
2. **Regional Relationships (2015)**
3. Provincial Government Relationships (**ADVOCACY**)
4. **Fiscal Responsibility (2015)**
5. Strategic Planning (January 2016)
6. Commitment to Multi-Year Budgeting (Fall 2015)

### Short –Term Priorities and Actions as identified by Council:

Priority – What does our success look like?	Stakeholders	Actions: Who, When, How
<b>Ratepayer Engagement</b> Engaged and informed ratepayers	Council Administration Fire Departments Engage the outside Non-Profit Groups and Agencies	Undertake ratepayer survey - June 2015 ( <i>ADM</i> ) Develop a follow-up procedure for survey results – June 2015 ( <i>ADM</i> ) Introduce 2015 – 2017 Business Plan – June 2015 Ratepayer meetings ( <i>ADM</i> ) “Open House” concept for the ratepayer meetings (invite non-profit groups, government departments, fire departments, etc.) ( <i>ADM</i> )
<b>Regional Relationships</b> Create synergies with regional partners for advancement of the Region	Council Administration Neighbouring government bodies (municipalities, First Nations, Métis, etc.)	Appoint councillors to liaise with First Nations - March 2015 ( <i>CNCL</i> ) Initiate an informal “meet and greet” with First Nations ( <i>CNCL</i> ) Follow through Inter-Municipal Protocols (with Towns of High Level and Rainbow Lake) – Ongoing ( <i>CNCL &amp; ADM</i> ) By-annual tri-county meetings (Spring 2015 AAMD&C Convention) ( <i>CNCL</i> ) Complete Regional Sustainability Study (in partnership with the Towns) ( <i>CNCL</i> )
<b>Fiscal Responsibility</b> Long term financially sustainable and responsible municipality (how do we pay for the services and assets we have now and those we need in the future)	Council Administration Finance Committee	Mill rate discussion and establish a policy for funding long-term – June 2015 ( <i>CNCL</i> ) Completion of Multi-Year Capital Plan - September 2015 ( <i>CNCL &amp; ADM</i> ) Review of self-generating revenue streams (non-traditional municipal revenue streams) ( <i>CNCL &amp; ADM</i> )

## CORE ACTIVITY 2 – COMMUNITY INFRASTRUCTURE AND MUNICIPAL SERVICES

*“We will ensure that our infrastructure continues to be renewed in a fiscally responsible manner and that our municipal services encourage innovation and cost effectiveness.”*

### Strategic Objectives for Community Infrastructure and Municipal Services

- Recreation facilities and services consistent with local, cultural needs are available in each community
- High quality utility services
- Effective enterprise risk management
- Optimal staffing to plan for and maintain local infrastructure

### Council identified the following at their January 2015 strategic planning session:

#### What works well?

- Existing parks access
- Volunteers support
- Ongoing development and improvement of available activities or sites (Tompkins Campground, Machesis Lake Horse Camp area, Rocky Lane Agricultural Grounds, La Crete Agricultural Grounds, Fort Vermilion Rodeo Grounds)
- Municipal services are good overall
- We have good mutual aid agreements
- Our emergency preparedness has improved
- Inter-municipal agreement with High Level provides support for services provided by the Town and accessed by our residents
- We have good personnel

#### What requires attention?

- Further development or improvement of municipal campground sites (Wadlin Lake, Peace River/Bridge Campsite, Hutch & Machesis Lakes)
- Wilderness trails development – need to develop a policy (West La Crete, Machesis, Tall Cree & Fort Vermilion areas)
- We do not have reciprocal agreements for recreational activities opportunities (potential partners: First Nations, Fort Vermilion School Division)
- We need to encourage local teachers to participate on the local recreation boards
- Potable water services to our rural residents (direct or by establishing rural truck fill points for potable water)
- Explore additional regional partnerships for municipal services where feasible
- Staff retention
- Gravel prospecting

# COMMUNITY INFRASTRUCTURE AND MUNICIPAL SERVICES – STRATEGIC PRIORITIES

The following strategic priorities (key results areas) have been identified by Council for Community Infrastructure and Municipal Services Activity in order to achieve the strategic objectives (listed in priority order):

1. **Potable water availability and related infrastructure (2015)**
2. **Campgrounds expansion and new boat docks (2015)**
3. Fiscally responsible multi-year capital program (including bridges)
4. Gravel exploration (resources)
5. Improvement of recreational facilities (financing, operations, upgrades)
6. Airport services – need for long-term plan
7. Walking trails expansion (municipal)
8. Employee retention and recruitment strategy (municipal)
9. Expansion of rural road network
10. Risk Management Plan
11. Update Disaster Emergency Response Plan (regional)

## Short –Term Priorities and Actions as identified by Council:

Priority – What does our success look like?	Stakeholders	Actions: Who, When, How
<p><b>Potable water availability and related infrastructure</b></p> <p>Quality potable water service to all rural ratepayers</p>	<p>Hire a consultant</p> <p>Council</p> <p>Administration</p>	<p>Complete Comprehensive Water Study – June 2015 (CNCL &amp; ADM)</p> <p>Establish a <i>Tactical Plan</i> (utilizing the Comprehensive Water Study results; funding sources) (ADM)</p>
<p><b>Campgrounds expansion and new boat docks</b></p> <p>Mackenzie County will have attractive and modern campground systems with sufficient boat docks</p>	<p>Council</p> <p>Community Services Committee</p> <p>Administration</p> <p>Partnerships (Hutch Lake cottage area; individual developers)</p>	<p>Identify areas for expansion and additional boat dock areas (short term and long term –Spring 2015 (Community Services Committee &amp; ADM)</p> <p>Develop a <i>Tactical Plan</i> (obtaining leases, developing expansion plans, seeking funding or funding partners) - 2016 (ADM)</p> <p>Establish a policy allowing people to develop a site in exchange for multi-year lease for the site – Spring 2015 (CNCL)</p>

## CORE ACTIVITY 3 – SOCIAL AND CULTURAL VIBRANCY

*“We will strive to ensure that Mackenzie County is a great place to live, work and raise a family.”*

### **Strategic Objectives for Social and Cultural Vibrancy**

- Hamlets that host a concentration of activities in one strategic location
- Distinctive and thriving cultures that are linked by common broad economic and environmental conditions
- County and First Nation governments that share a common vision while maintaining cultural autonomy and harmonizing economic pursuits
- Infrastructure capacity that keeps pace with growth and that is planned in a manner that increases the likelihood of sustainability

### **Council identified the following at their January 2015 strategic planning session:**

#### What works well?

- Community events (Agricultural Fair, Farmers Day, Heritage Days, etc.)
- County’s continuing support for non-profit community groups and events
- Available recreation diversity (indoor riding arena, swimming pool, splash pad, bowling, cross country skiing, boating, etc)

#### What requires attention?

- Would like to see more First Nation involvement to better the recreational service in the Region
- Arenas/Recreation Centres require upgrading
- Additional access to natural areas for recreation purposes

#### Emerging Trends:

- Supplied recreation
- Reduction in provincial and federal funding for recreation/community projects
- Access to vast natural areas

## CORE ACTIVITY 3 – SOCIAL AND CULTURAL VIBRANCY CONT'D

The following strategic priorities (key results areas) have been identified by Council for Social and Cultural Vibrancy Activity in order to achieve the strategic objectives (listed in priority order):

1. **Recreational centres and arenas upgrades (2015)**
2. Health services (**ADVOCACY**)
3. La Crete Postal Service (**ADVOCACY**)
4. Expand recreational and cultural opportunities on the Peace River
5. Expand sport fishing areas
6. Volunteer attraction plan
7. Promote regional events
8. Increase support for community cultural events
9. Housing (seniors)
10. Affordable housing

## SOCIAL AND CULTURAL VIBRANCY – STRATEGIC PRIORITIES

### Short –Term Priorities and Actions as identified by Council:

Priority – What does our success look like?	Stakeholders	Actions: Who, When, How
<p><b>Recreational centres and arena upgrades</b></p> <p>Modern, upgraded, efficient facilities</p> <p>Effective neighbouring partnerships for recreation development</p>	<p>Council</p> <p>Community Services Committee</p> <p>Administration</p> <p>Recreation Boards</p> <p>Partners (First Nations, Fort Vermilion School Division, community groups)</p>	<p>Undertake assessment of the recreational centres and arenas and identify the upgrades - Spring 2015 (<i>Community Services Committee, Recreation Boards ADM</i>)</p> <p>Introduce long-term replacement budgeting (plan &amp; reserves) for all recreational arenas – 2016 (<i>CNCL &amp; ADM</i>)</p> <p>Review recreational fiscal and operating agreements – December 2016 (<i>CNCL &amp; ADM</i>)</p> <p>Explore funding opportunities (First Nation partnerships, businesses, etc.) (<i>CNCL &amp; ADM</i>)</p>



## CORE ACTIVITY 4: ENVIRONMENTAL STEWARDSHIP

*“Our County will reflect our residents by ensuring that planning proceeds within an environmentally sustainable framework that is innovative and fiscally responsible.”*

### Strategic Objectives for Environmental Stewardship

- Preservation of the integrity of the natural environment
- Balanced economic and environmental interests for managing the built environment

### Council identified the following at their January 2015 strategic planning session:

#### What works well?

- We have a balanced approach
- We follow environmental laws and we encourage our ratepayers to do the same on their lands
- Our planning documents contain considerations for environment
- We have up-to-date lagoon systems

#### What requires attention?

- Weed control enforcement (all public lands)
- Soil erosion enforcement (within the County)
- Lack of enforcement
- Farmers education (ASB & ESRD)
- Recycling
- Energy efficiency (County owned facilities)
- First Nations – partnership on landfill
- Need “*Limit Idle*” policy for our operations

#### Emerging Trends:

- Land Use Framework
- Mighty Peace Watershed Alliance and Water North
- Environmental regulations
- Continuing need for agricultural expansion

## ENVIRONMENTAL STEWARDSHIP – STRATEGIC PRIORITIES

The following strategic priorities (key results areas) have been identified by Council for Environmental Stewardship Activity in order to achieve the strategic objectives (listed in priority order):

1. **Master Flood Control Plan & Flood Control Systems (2015)**
2. Recycling
3. Farmers' Education (ASB & ESRD)
4. Mighty Peace Watershed Alliance & Water North
5. Landfills
6. Enforcement Strategy (soil conservation, weed control)

### Short –Term Priorities and Actions as identified by Council:

Priority – What does our success look like?	Stakeholders	Actions: Who, When, How
<p><b>Master Flood Control Plan &amp; Flood Control Systems</b></p> <p>An organized approach by developers and farmers in order to avoid surface water flooding;</p> <p>No soil erosion</p> <p>Creating contained run-off</p> <p>Adherence to environmental regulations by farmers</p> <p>Funding for major channels is available from other levels of government</p>	<p>Council</p> <p>Agriculture Service Board</p> <p>AB ESRD</p> <p>Administration</p> <p>Mighty Peace Watershed Alliance</p>	<p>Completion of Master Surface Water Management Plan – April 2015 (<i>ADM</i>)</p> <p>Meet with Mighty Peace Watershed Alliance – April 2015 (<i>CNCL</i>)</p> <p>Funding for ongoing maintenance of registered surface water channels – annual budgets (<i>CNCL</i>)</p> <p>Farmers Education Program (ASB and ESRD) - April 2015 (<i>ADM</i>)</p> <p>Provincial funds for major channels (<i>ADVOCACY</i>) (<i>CNCL</i>)</p>

## CORE ACTIVITY 5: ECONOMIC DEVELOPMENT

*“Our County will adopt policies that encourage investment and opportunity while balancing the requirement to preserve and maintain playgrounds and community open spaces for our residents in our hamlets and the County as a whole.”*

### Strategic Objectives for Economic Development

- A safe comfortable and efficient transportation system
- Optimal health of agricultural lands and implementation of agri-business opportunities
- Responsible enhancement of economic activity in the oil and gas, forestry, health care delivery, postsecondary, telecommunications and tourist sectors
- Population growth and accurate means to measure it

### Council identified the following at their January 2015 strategic planning session:

#### What works well?

- Paving of Highway 88
- Agricultural land expansion (126,000 acres of new agricultural land)
- Regional Economic Development Initiative – communications with the County
- Agricultural experimental farm initiatives
- Municipal organizational chart, including recognition of the need for Economic Development Officer

#### What requires attention?

- Lack of funding for roads to new lands
- Relationships with BC and NWT
- Economic Development Strategy (need a *Tactical* action plan for industry attraction)
- The Region is lacking some essential services
- Municipal census
- Need to improve transportation systems (access to markets – air, rail, road)
- Live and work local

#### Emerging trends:

- Land Use Framework
- Caribou Protection Strategy
- Continuing labour shortages
- Lack of workers with post-secondary education
- Increased influence on development by First Nations

## ECONOMIC DEVELOPMENT – STRATEGIC PRIORITIES

The following strategic priorities (key results areas) have been identified by Council for Economic Development Activity in order to achieve the strategic objectives (listed in priority order):

1. **Transportation development** (new market access, Highway 58 extension east & west, Zama Road, P5 East Peace Resources Road) **(2015)**
2. **Economic development** (industry attraction, targeted strategy, local employment, increase tax base, essential services, rail, airports, travel) **(2015)**
3. Land use (Land Use Framework, conservation initiatives, agricultural land expansion) **(ADVOCACY)**
4. **Industry relations and growth - value added** (oil & gas strategy, agriculture, MARA, REDI) **(2015)**
5. Tourism strategy
6. Inter-Provincial/Territorial relationships (BC, NWT)
7. North West bio-industry (flax, hemp, etc.)

### Short –Term Priorities and Actions as identified by Council:

Priority – What does our success look like?	Stakeholders	Actions: Who, When, How
<p><b>Transportation development</b></p> <p>We have a sophisticated transportation system that advances our region towards growth and prosperity</p>	<p>Council</p> <p>Provincial government</p> <p>Industries representatives</p> <p>REDI</p> <p>Northern Transportation Committee</p> <p>NADC</p>	<p>Meeting with Ministers of Alberta Transportation and Environmental and Sustainable Resource Development regarding P5 (East Peace) and Zama roads - <i>(REEVE &amp; CAO)</i> – Winter 2015</p> <p>Completion of Rainbow Lake – Fort Nelsen connector road study – Winter 2015 <i>(CNCL)</i></p>
<p><b>Economic development</b></p> <p>We have an effective economic plan that delivers results (measured) and leads to value added business development.</p>	<p>Council</p> <p>Administration</p> <p>REDI</p> <p>Chamber of Commerce and Board of Trade</p>	<p>Hire a consultant to establish an effective economic development action plan – Spring 2015 <i>(ADM)</i></p> <p>Coordinate and host meetings with local chambers and board of trade to identify opportunities and challenges <i>(CNCL)</i></p>
<p><b>Industry relationships</b></p> <p>We have productive relationships with our industries that lead to value added business development.</p> <p>Our region has a sufficient “labour pool”</p>	<p>Council</p> <p>Administration</p> <p>Industry representatives</p>	<p>Identify partners <i>(ADM)</i></p> <p>Hold joint meetings with stakeholders to identify opportunities and challenges <i>(CNCL)</i></p> <p>Identify barriers and develop an action plan for “live and work local” <i>(CNCL &amp; ADM)</i></p>

# Advocacy

**As a Council, we will advocate for the following:**

## **1. Provincial Governments Relationships**

Mackenzie County Council will act as a united team, focusing on the specific priorities as approved by the whole Council when meeting with provincial representatives.

## **2. Land Use (Land Use Framework, conservation initiatives, agricultural land expansion)**

Mackenzie County Council will actively participate in the development and implementation of the Lower Peace Land Use Plan, assuring socio, economic and environment aspects are balanced. Lower Peace Land Use Plan development is scheduled for 2016.

Mackenzie County will advocate for obtaining funds for constructing major surface water infrastructure, assuring an organized approach by the County's farmers and developers.

Mackenzie County will advocate for continuing agricultural land expansion in the Mackenzie Region.

## **3. Health Services**

Mackenzie County Council will establish strong relationships with our local Health Advisory Committee to enhance health services provision in the Region. Mackenzie County Council will advocate that County ratepayers have access to health services in the County comparable to or exceeding those of other rural health regions.

## **4. La Crete Postal Service**

Mackenzie County Council will advocate for improving La Crete Canada post services, including building expansion.

## **5. Transportation Development**

Mackenzie County Council will maintain a strong and consistent approach with Alberta Transportation for development of northern transportation corridors that will provide safe and efficient movement of goods to, from and within the County.

Mackenzie County Council's transportation advocacy priorities are:

- Advocate for Highway 58 Extension East and West
- Advocate for P5 (East Peace Resources Road) to be open for public access
- Advocate for Zama City Road to be a secondary, paved provincial road