

Mackenzie County **BUSINESS PLAN** 2016 – 2018



Mackenzie County

Introduction

Mackenzie County is located in the north western corner of Alberta, bordering British Columbia and the Northwest Territories. It is the province's geographically largest municipality, encompassing 12% of Alberta's landmass. The County offers a mix of flat arable land with boreal forest, thus accounting for active agriculture, forestry, and tourism industries. Oil and gas also play a significant role in the area's economy. As a result of this vast industry, there are many opportunities to live and work in the region. Through the effective use of these resources, Mackenzie County strives to provide a reasonable level of services while creating a sustainable economy and growth.

The Business Plan provides a comprehensive approach to the County's current and anticipated challenges and opportunities over the next three years. It is based on strategic priorities established by Council in January 2016 reflecting the actions necessary to move towards the County's vision, mission and organizational values. This Plan guides the County towards a promising future and ensures that its communities maintain an excellent quality of life.

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 established in order to foster long-term sustainability. Council and administration undertook this process in partnership with our citizens to demonstrate our responsibility towards developing an excellent community. We, the Council for Mackenzie County, take great pride in presenting our 2016-2018 Business Plan. This is a three year plan that outlines the first steps necessary towards achieving the dreams that citizens have for the County. As we implement our Business Plan, we are confident that our County will continue to be guided by experienced and dedicated leaders who largely contribute to making Mackenzie County the best municipality to live in.

Mackenzie County Council

Reeve Bill Neufeld

Deputy Reeve Walter Sarapuk

Councillor Josh Knelsen

Councillor Peter F. Braun

Councillor John W. Driedger

Councillor Elmer Derksen

Councillor Eric Jorgensen

Councillor Ricky Paul

Councillor Jacquie Bateman

Councillor Lisa Wardley

Julia Whittleton
Chief Administrative Officer

Adopted by Council: February 1, 2016

Setting the Stage

Mackenzie County has a vast and diverse landscape that includes Alberta's largest river and its largest free roaming bison herd. Our residents take pride in building a wonderful place to live, work and raise a family.

Our services are provided from facilities located in its hamlets of Zama, La Crete and Fort Vermilion, the communities of Blue Hills, Buffalo Head, Blumenort and 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 accessible in a manner that is both environmentally and fiscally responsible.

Mackenzie County Area	7,761,580 hectares
Population (2015 Municipal Census)	11,750
Number of Hamlets	3 (Fort Vermilion, La Crete, Zama)
Number of Dwelling Units (2015 Municipal Census)	3,437
Length of Roads	1,892.61 kilometres
Length of Water Mains	153.71 kilometres
Length of Wastewater Mains	67.79 kilometres
Length of Stormwater Drains	10.09 kilometres

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
Total	10,930	5,535	5,535	3,645,260	1,827,815	1,817,440
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 they 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 Nation communities

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 2016 strategic planning session:

What Works Well?

- The County was proactive in bringing the 2015 drought issues forward to the provincial government through communications with the Minister of Agriculture and their involvement in DEMAG. However, the benefits to farmers were minimal (AgriRecovery program was not activated, no supplement payments were given to farmers).
- Round table discussions (Committee of the Whole meetings)
- Access to the Chief Administrative Officer
- Transparency
- Positive attitudes
- County image
- Diversity and balance among Councillors
- Maintaining our services with effective policies

What Requires Attention?

- Additional work with the province to ensure that the provincial government has adequate policies in place to assist farmers in drought situations
- Establishing better relationships and lobbying strategies with our provincial government
- Direct, to the point, and stronger language letters to provincial government

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- More follow up is required on sent communications
 - More face to face meetings to take place between provincial and other group representatives and the Reeve, Deputy Reeve and CAO
 - More involvement with AAMD&C (using policy analysts as a support group)
 - New government is not rural based, they are urban oriented – potential to invite new MLAs for a tour
 - Ratepayers surveys – undertake during a different time of year, more often and more specific, utilize the County Image and Facebook
 - Changes to ratepayers meetings
 - consider a local councillor to chair the meetings
 - expand on the informal “open house” portion – encourage more involvement from the local non-profit organizations and fire departments
 - External boards and committees – reporting from appointed councillors
 - Reintroduce “Councillor reports” under General Reports on Council agendas (to be limited – only when there is something to report)
 - Strengthening relationships with non-profit organizations

Emerging Trends

- More restrictions and new direction from higher levels of governments
- Declining municipal revenue

GOVERNANCE AND LEADERSHIP – STRATEGIC PRIORITIES

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

1. **Provincial government relations (*ADVOCACY*)**
2. **Fiscal responsibility (long term planning) (2016)**
3. **Citizen engagement (ratepayers surveys) (2016)**
4. **Evaluation of the County's development standards (infrastructure) (2016)**

Short –Term Priorities and Actions as identified by Council:

Priority – What does our success look like?	Stakeholders	Actions: Who, When, How
Provincial Government Relations To improve communication and understanding between Mackenzie County and the provincial government.	Council CAO MLAs	Communicate and inform the province about the needs and realities of Mackenzie County and northern, rural municipalities. Attend government functions and conferences such as AAMDC, AUMA etc. This will be an ongoing development.
Fiscal Responsibility For Mackenzie County to be fiscally responsible and economically sustainable.	Council Sustainability Committee Administration Public/ Industry Provincial and federal governments	Create and approve annual budget – March 2016. Review mill rates – April 2016, yearly. Create and approve a three year operating and five year capital plan – September 2016. Review user fees – September 2016, yearly. Maintain adequate reserve levels (including borrowing) – ongoing. Lobby the provincial government for grants – AAMDC and minister meetings.
Citizen Engagement For ratepayers and citizens to become engaged and informed about Mackenzie County.	Council Administration	Ongoing ratepayer surveys Follow-up procedure for ratepayer surveys
Evaluation of the County's Development Standards To reduce infrastructure investment costs so lot prices decrease.	County Developers	Investigate capital, maintenance and operating development costs. Proper education of housing options including rural, urban and potential revisions.

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
- Experienced staff who effectively develop and maintain local infrastructure

Council identified the following at their January 2016 strategic planning session:

What works well?

- Existing parks access (with expansion continued)
- Volunteer support
- Ongoing development and improvement of available recreational activities and sites
- Municipal services, personnel and equipment operators
- 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
- High quality equipment, buildings and facilities
- Management of capital reserves

What Requires Attention?

- Ongoing development or improvement of municipal campground sites (Wadlin Lake, Peace River Bridge Campsite, Hutch Lake, Machesis Lake)
- Wilderness trails development and maintenance – need to develop a policy and work more with snowmobiling clubs (West La Crete, Machesis, Tall Cree and Fort Vermilion areas)
- Creating better First Nations relationships and agreements
- Encouraging local participation on the recreation boards
- Explore additional regional partnerships for municipal services where feasible (especially within the northern area of the County)
- Gravel prospecting
- Drainage programs for County infrastructure
- Expansion of potable water to rural residents and developing relationships for assistance

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 in order to achieve the strategic objectives:

1. **Potable water availability and related infrastructure (2016)**
2. **Expansion of existing campgrounds (2016)**
3. **Upgrading municipal roads (both rural and hamlet) (2016)**
4. Gravel exploration (resources)
5. Multi-year capital programs
6. Expansion of (creating new) rural roads
7. Risk Management Plan

Short –Term Priorities and Actions as identified by Council:

Priority – What does our success look like?	Stakeholders	Actions: Who, When, How
<p>Potable Water Availability and Related Infrastructure</p> <p>To have quality potable water services available to all rural ratepayers.</p>	<p>Consultant Council Administration</p>	<p>Establish a tactical plan – January 2017.</p> <p>Complete comprehensive water study for Rocky Lane and High Level – June 2017.</p>
<p>Expansion of existing campgrounds</p> <p>To have attractive and modern campground areas with sufficient boat docks.</p>	<p>Council Mackenzie County advisory committees Administration Public Provincial Government</p>	<p>Obtain a lease from Ministry of Agriculture and Forestry for Wadlin Lake in April 2016 and Peace River Bridge Campsite in 2017.</p> <p>Obtain permits for Wadlin Lake and renew the Temporary Field Authorization in April 2016.</p> <p>Complete an agrological assessment review for the bridge in May 2016.</p> <p>Hire an engineering firm to design and engineer layouts for Wadlin Lake in May 2016 and the Peace River Bridge in February 2017.</p> <p>Hold an open house for the Peace River Bridge Campsite in 2017.</p> <p>Create a plan for expanding Hutch Lake recreation facilities.</p>
<p>Upgrading Municipal Roads</p> <p>To ensure the safety of Mackenzie County residents by ensuring accessibility to high quality roads.</p>	<p>Council Public Works Committee Administration Public</p>	<p>Review and update the hamlet road plan – July 2016.</p> <p>Create a rural road upgrading plan – August 2016.</p> <p>Engage an engineering firm to assess roads – January 2017.</p> <p>Present plans to the public at ratepayers meetings – May 2017.</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 2016 strategic planning session:

What Works Well?

- Community events (Agricultural Fair, Farmers Day, Heritage Days, and all culture days)
- Available recreation diversity (indoor riding arena, swimming pool, splash pad, bowling, cross country skiing, boating, etc.)
- Bringing in more training for non-profit groups and providing better access to grants for recreation purposes

What Requires Attention?

- Better relationships and involvement with non-profit organizations
- Additional access to natural areas for recreation purposes (Fort Vermilion walking trails, ski-doo trails, trail riding)
- Continue working with First Nations to invite and involve them in local activities that will form better partnerships
- Arenas and recreation centres require upgrading

Emerging Trends

- Reduction in provincial and federal funding for recreation and community projects
- Supporting recreation
- Provincial limitations to vast natural areas

SOCIAL AND CULTURAL VIBRANCY – STRATEGIC PRIORITIES

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

1. **Health services (ADVOCACY)**
2. **La Crete Postal Service (ADVOCACY)**
3. **Recreational centres and arena upgrades (2016)**
4. Expanding access to good fishing areas
5. Support, promote and attend events involving first nations
6. Promote community events
7. Create a non-profit group to assist with senior programs within the communities (i.e. bussing opportunities)
8. Senior housing (affordable housing)
9. Helping non-profit organizations become successful (provide training)
10. Seniors programs

Short –Term Priorities and Actions as identified by Council:

Priority – What does our success look like?	Stakeholders	Actions: Who, When, How
Health Services Advocate for implementation of the rural health strategy review report.	Council Provincial Government Alberta Health Services Health Advisory Council	Meetings and correspondence with stakeholders. Advocacy plan to look at specific priorities for our region.
La Crete Postal Service Advocate for improved postal services in La Crete (i.e. new building).	Federal Government La Crete Chamber of Commerce Community members Council	Meet with the new MP to discuss its importance to Mackenzie County. Council and the La Crete stakeholders lobbying the federal government over the next two years. Make contact with the federal minister and administrative staff responsible for the post office.
Recreation Centres and Arena Upgrades To maintain the County’s infrastructure by establishing upgrades and utilizing more efficient systems.	Council Recreation boards Community Administration	Administration working in partnership with the recreation boards to assess and identify upgrades needed for recreation centres and arenas. Investigating and preparing a plan to implement more efficient usage of power and gas in the recreation buildings. Water turbines in the splash park waterlines. Apply for various recreation grants (i.e. Greenfund).

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

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

Council identified the following at their January 2016 strategic planning session:

What Works Well?

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

What Requires Attention?

- Weed control enforcement (all public lands)
- Soil erosion enforcement (within the County)
- Provincial government’s understanding of wetlands (one size does not fit all)
- Blanket legislation
- Recycling
- Farmer education (expanding the role of the ASB)
- Government restrictions (i.e. farmer access to public lands)

Emerging Trends

- Land Use Framework (Canadian Parks And Wilderness Society, public lands, Species at Risk Act, future land acquisition)
- Wetlands policy
- Hydro power generation
- Continuing need for agricultural expansion
- Provincial government regulations and stance on the environment

ENVIRONMENTAL STEWARDSHIP – STRATEGIC PRIORITIES

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

1. **Land Stewardship Committee (Water Act, Public Lands Act, Wetland Policy) (2016)**
2. **Education strategy (environmental information for farmers) (2016)**
3. New landfill
4. Industrial landfill
5. Government education
6. Hydro power generation
7. Assuming responsibility for provincial policy
8. Mighty Peace Watershed Alliance and Water North Coalition
9. Weed control enforcement
10. Recycling

Short –Term Priorities and Actions as identified by Council:

Priority – What does our success look like?	Stakeholders	Actions: Who, When, How
<p>Land Stewardship Committee</p> <p>To consider the cumulative effects of resource sectors on the environment and ensure a holistic approach to industrial, agricultural and environmental sustainability.</p>	<p>Council</p> <p>Administration</p> <p>Public Members</p> <p>Government</p> <p>Agricultural Service Board</p>	<p>Create committee terms of reference and fill positions – March 2016.</p> <p>Educate the public – June 2016.</p> <p>Lobby and provide advice to the provincial government – August 2016.</p>
<p>Educational Strategy</p> <p>For information to be utilized by farmers to engage in environmentally friendly practices and techniques.</p>	<p>Farmers</p> <p>Chemical Companies</p> <p>Producers</p> <p>Mackenzie Applied Research Association</p> <p>Ministry of Agriculture and Forestry</p> <p>Agricultural Service Board</p> <p>Administration</p> <p>Council</p>	<p>Administration working with MARA and the ASB to develop a strategy to educate farmers about safe environmental practices including awareness meetings, seminars and workshops.</p> <p>Using field tours and Mackenzie County’s Agriculture Fair as a platform for information.</p> <p>Monitoring and reporting to Council progress and information that is being delivered.</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 2016 strategic planning session:

What Works Well?

- Agriculture fair
- New Economic Development department off to a good start
- Administration attending Regional Economic Development Initiative and Chamber of Commerce meetings

What Requires Attention?

- Relationships with BC and the NWT
- Economic Development Strategy (need a tactical action plan for industry attraction)
- The region is lacking some essential services
- Need to improve transportation systems (access to markets – air, rail, road)
- Retaining the oil and gas industry
- Agricultural land expansion
- Restricting the environmental protection on lands in the region
- Regional statistics (i.e. agriculture, infrastructure)

Emerging Trends

- Land Use Framework
- Caribou protection strategy
- Lack of provincial support for industries
- Continuing labour shortages
- Lack of workers with post-secondary education

ECONOMIC DEVELOPMENT – STRATEGIC PRIORITIES

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

1. **Transportation development (new market access, Highway 58 extensions, Zama Road, P5 East Peace Resources Road, Rail, G7 Rail, Peace River bridge) (ADVOCACY)**
2. **Industry retention and attraction (local employment, increase tax base, essential services, imports and exports) (2016)**
3. **Interprovincial and Territorial Relations (BC, NWT) (2016)**
4. **Industry relations and growth - value added (oil and gas strategy, bio-industry, agriculture, MARA, REDI) (ADVOCACY) (2016)**
5. Tourism strategy
6. Non-traditional municipal revenue stream (power generation and supply, water turbine, NG utility)
7. Land use (Land Use Framework, conservation initiatives, agricultural land expansion) **(ADVOCACY)**

Short –Term Priorities and Actions as identified by Council:

Priority – What does our success look like?	Stakeholders	Actions: Who, When, How
<p>Transportation Development</p> <p>To develop a year round, accessible transportation system for Mackenzie County.</p>	<p>Council</p> <p>Territorial/ provincial government</p> <p>Industry</p> <p>Northern Transportation Advisory Council</p> <p>Northern Alberta Development Council</p> <p>Regional Partners</p> <p>First Nations</p>	<p>Meetings with stakeholders and engaging a consultant to assist in advocacy for transportation development. This will be an ongoing project.</p>
<p>Industry Retention and Attraction</p> <p>Create a sustainable industry environment.</p>	<p>Council</p> <p>Administration</p> <p>Industry representatives</p>	<p>Hold joint meetings with stakeholders to identify opportunities, challenges and build relationships.</p> <p>Become actively involved in the royalty review.</p> <p>Become actively involved in the Land Use Framework.</p> <p>Tax Collection.</p> <p>Advocate for rail upgrades (G7G).</p> <p>Advocate for roads east and west.</p> <p>Promote value added industry.</p>
<p>Interprovincial and Territorial Relations</p> <p>To build relationships among the governments that will help develop better transportation corridors and business and trade opportunities.</p>	<p>Council</p> <p>CAO</p> <p>British Columbia, Northwest Territories and Alberta provincial, territorial and municipal elected officials</p> <p>First Nations leaders</p>	<p>Identify and attend relevant conferences, teleconferencing and meeting opportunities to learn each other’s priorities.</p> <p>Organize a symposium to share information among these governments.</p>
<p>Industry Relations and Growth</p> <p>To ensure that Mackenzie County is attuned to key developments that affect industry in order to maintain or increase assessment.</p>	<p>Business Community</p> <p>Industry</p>	<p>Establish programs such as developer assistance, tax rebates and infrastructure assistance.</p> <p>Meet with industry leaders, attend industry association conferences and liaise with the province.</p>

Advocacy

As a Council, we will advocate for the following issues on behalf of Mackenzie County:

1. Provincial Government Relations
2. Transportation Development
3. Health Services
4. La Crete Postal Service
5. Land Use (Land Use Framework, conservation initiatives, agricultural land expansion)

Advocacy for these identified issues involves communicating regularly and effectively with various elected officials and key stakeholders in order to ensure awareness and understanding of their importance to Mackenzie County.