



CITY OF TERRACE

Corporate Strategic Plan 2023-2026

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CITY OF TERRACE- CORPORATE STRATEGIC PLAN

CORPORATE STRATEGIC PLANNING AND PRIORITY SETTING 2023-2026

The City of Terrace has engaged in strategic planning for several election cycles and continues to build on previous work to strengthen the long-term strategic planning and priority setting efforts of the City.

Following the 2022 local government elections Council and senior staff participated in a two-day strategic planning workshop to identify priorities for 2023 – 2026.

The workshop focused on completing several tasks including:

- Discussion of the City capacity, resourcing and staff recommended priorities,
- Identification of Council priorities,
- Prioritization of key priorities, and
- identification of success indicators.

Strategic planning is an essential step for the City of Terrace to manage its challenges, identify priorities, allocate scarce resources, measure success, guide the work of staff, and communicate to residents. The strategic plan provides direction from Council so the organization can focus on the most important initiatives and manage its resources to their greatest potential.

This report summarizes the discussions of the workshop and includes:

- City of Terrace Official Community Plan vision statement,
- City of Terrace corporate mission statement,
- City of Terrace corporate values, and
- Strategic focus areas, goals, priority actions, responsibilities, and success factors.

Going forward staff will report regularly on progress and Council will hold a midterm review of the strategic priorities.



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WHERE ARE WE GOING? – CITY OF TERRACE OFFICIAL COMMUNITY PLAN (OCP) VISION STATEMENT

The OCP vision statement describes the community’s aspirations for the future. It is the product of significant public engagement and consultation during the 2018 OCP review and update. As a review and update of the OCP is proposed for 2024 there may be some revision of the OCP vision statement as an outcome of that process. Any revision of the community vision statement will be acknowledged in a subsequent City of Terrace strategic plan.

City of Terrace Official Community Plan (2018) vision statement:

Terrace will prosper from its surrounding natural abundance through access to outdoor recreation, sustainable resource-based industry and full use of its agricultural potential.

Terrace will be a dynamic city with a diverse economy and will maintain a small-town feel. Compact development and prominent pedestrian paths and bikeways will connect people in their daily travels and excursions. Local businesses will thrive, and support Terrace as a business and retail destination.

We will celebrate our diversity in heritage and culture and the social strength that comes from all ages and walks of life working together to create an inclusive, affordable, and vibrant city. We will strive to meet the health and educational needs of residents and visitors alike, achieving community vitality.

WHAT WE DO – CITY OF TERRACE MISSION STATEMENT

The City of Terrace provides services and good governance while maintaining City assets and fostering economic, environmental, and social wellbeing. (*BC Community Charter Sec. 7*)

CITY OF TERRACE CORPORATE VALUES

The work and decision making of the City of Terrace is guided by the following values:

- Fiscal responsibility
- Reconciliation
- Climate resilience
- Equity, diversity, inclusion, & justice



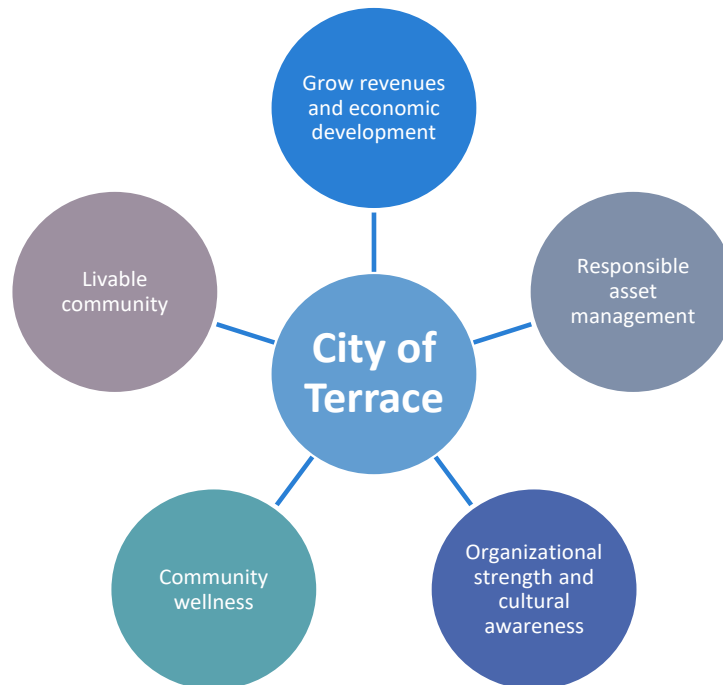
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STRATEGIC FOCUS AREAS, GOALS, PRIORITY ACTIONS, RESPONSIBILITIES, AND SUCCESS FACTORS.

Council identified five strategic focus areas for the 2023-2026 term of office. These are areas Council considers key priorities for the near and longer term. Each of the strategic focus areas is detailed on the following pages and includes goals, priority actions, responsibilities, and proposed timing. These will serve to guide the work of staff and allocation of resources, both financial and human throughout the term.

The strategic focus areas are:

- Grow revenues and economic development,
- Responsible asset management,
- Livable community,
- Community wellness, and
- Organizational strength and cultural awareness





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GROW REVENUES AND ECONOMIC DEVELOPMENT

The City of Terrace is stretched thin by constrained static revenue streams coupled with increasing service demands. The existing staff resources are near fully committed and are just sufficient to fulfill the demands of core services. In addition, several significant infrastructure projects require funding beyond the current means of the City. Council has therefore identified the need to increase City revenue streams to meet current and future demands as the single most important priority for the term.

GOALS	PRIORITY ACTIONS	RESPONSIBILITIES	TIMING	SUCCESS INDICATORS
Increase City revenues	Council will continue to advocate for the Resource Benefits Alliance (RBA) – establishment of an RBA agreement is one of Council’s top priorities and Council will lead this advocacy with full force	Council advocacy & leadership with staff support	2023	Completed agreement Improved annual and long term financial capacity
	Seek funding opportunities from regional industry partners to respond to community impacts	Council advocacy & leadership with staff support	Ongoing	Receipt of funds
	Grow the tax base to generate new revenues through new development and investment in the City’s industrial lands (Skeena Industrial Development Park) <ul style="list-style-type: none"> • Complete arbitration and civil claim process • Explore the development potential of City owned lands 	Council advocacy & leadership with staff support	Ongoing	Successful development of City lands and increased taxable assessment
	Pursue grant opportunities to fund priority initiatives and projects	Staff to pursue grants as they become available	Ongoing	Award of grants
	Explore sale and lease of City property for revenue generation and development potential	Staff to provide information and advice to Council	Ongoing	Increase in available funds and taxable assessment New employment lands
	Where possible, prepare shovel ready project plans and documents appropriate for future grant programs	Staff to lead design work to get priority projects “shovel ready”	Ongoing	Award of grants



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RESPONSIBLE ASSET MANAGEMENT

Fundamental to the responsibilities of the Council of Terrace and to the core work of the City of Terrace is ensuring the sound management and maintenance of the City's capital assets. Asset management and financial planning is underway but will continue to need support to ensure asset management planning and financing are in place and adequate to maintain and renew capital assets.

GOALS	PRIORITY ACTIONS	RESPONSIBILITIES	TIMING	SUCCESS INDICATORS
Ensure City infrastructure is maintained and replaced into the future	Continue to develop asset management planning, financing, and reserve strategies	Staff lead - Council decisions	Ongoing	Robust asset management planning incorporated in core City work. Continued progress towards a fully funded asset management program.



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COMMUNITY WELLNESS

The City of Terrace is a hub for government, health, and social services in the region. As such the City carries a significant burden of social pressures and demands such as homelessness, addictions, and crime. Although the City of Terrace does not have a primary role in the delivery of social or health services it plays an important role in facilitating and coordinating the work of other agencies and organizations such as Northern Health, local First Nations, and not for profit organizations.

GOALS	PRIORITY ACTIONS	RESPONSIBILITIES	TIMING	SUCCESS INDICATORS
<p>Facilitate and coordinate the provision of services to meet social and health needs in the community</p> <p>Promote a healthy community</p>	<p>Advocate for withdrawal management facilities</p> <p>Advocate for mental health and withdrawal management services</p> <p>Support Northern Health in the development of complex care housing</p> <p>Continue to build relationships with external agencies and organizations to better support vulnerable and under housed people</p> <p>Support the development of the Foundry project</p>	<p>Council advocacy & leadership with staff support</p>	<p>Ongoing</p>	<p>Increased available facilities and resources</p> <p>Foundry project development</p>
<p>Support equity, diversity, and inclusion in the community</p>	<p>Liaison with external partners involve in advancing equity, diversity, inclusion, and justice in the community</p>	<p>Both staff and Council leadership</p>	<p>Ongoing</p>	<p>Training for staff and Council</p> <p>Participation with community organizations on initiatives that advance JEDI</p>



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ORGANIZATIONAL STRENGTH AND CULTURAL AWARENESS

In order to carry out the work of the City the organization needs to be strong and resilient and decision making needs to be informed and evidence based. The strength of the organization rests to a great extent on its ability to attract and retain high quality staff. Good decision making to a great extent depends on quality information being provided to decisionmakers. Cultural awareness and sensitivity will help the organization build a more diverse workforce and strong relationships and partnerships in the community.

GOALS	PRIORITY ACTIONS	RESPONSIBILITIES	TIMING	SUCCESS INDICATORS
Be an employer of choice	Develop strategies to ensure the City of Terrace is attractive to current and potential staff.	Staff lead - Council decisions	2023	Successful staff recruitment and retention
Ensure alignment and implementation of City policies.	Include reference to significant City policies e.g. OCP, Strategic Plan, Parks Master Plan, Active Transportation Plan, Terrace Downtown Plan and Design Guidelines in staff reports to Council.	Staff lead - Council decisions	2023	Application and implementation of key City policy documents Informed decisions
Strong relationships with government partners	Develop relationships with other levels of government for the benefit of the City of Terrace	Both staff and Council leadership	Ongoing	Partnership outcomes including government supports and grants
Support reconciliation efforts	Implementation of TRC Calls to Action that relate to local government and specifically TRC Call to Action #57 City signage and wayfinding naming initiative Relationship building	Both staff and Council leadership	Ongoing	Increased cultural awareness Implementation of specific initiatives Strong relationships



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LIVABLE COMMUNITY

The City of Terrace is committed to building a livable and complete community that is attractive to current and future residents.

GOALS	PRIORITY ACTIONS	RESPONSIBILITIES	TIMING	SUCCESS INDICATORS
Address housing gaps and needs	Support development of seniors housing - both market and non-market	Staff lead - Council decisions	2023	Increase in number of units
	Support development of market and non-market family and singles housing			
Improve community accessibility	Implement Provincial Accessibility requirements	Staff lead - Council decisions	2023	Increased accessibility
Continue to improve Terrace downtown	4600 block improvements -Canopy removal & partnership on concept design	Staff lead - Council decisions and Council advocacy	2023/2024 Ongoing	Increased vibrancy in the downtown Improvement in the physical appearance of the downtown
	Implement the Downtown Action Plan	Staff lead - Council decisions and advocacy	Ongoing	
	Downtown commercial & residential land analysis (with OCP review)	Staff lead - Council decisions	2024	
	Council support and advocacy for BIA and downtown related organizations	Council advocacy	Ongoing	
Improve active transportation opportunities	Lanfear Hill improvements	Staff lead	2023 grant application submitted	Completed improvements (grant dependent)
	Incremental active transportation improvements in the downtown	Staff lead	2024 forward	Completed improvements
	Incremental sidewalk improvements	Staff lead	2023	Completed improvements



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GOALS	PRIORITY ACTIONS	RESPONSIBILITIES	TIMING	SUCCESS INDICATORS
	Sidewalk condition assessment (2025)	Staff lead	2025	Completed condition assessment and plan for future improvements
	Advocate to MOTI for sidewalk accessibility improvements for the Sande overpass	Council lead with staff support	Ongoing	Completed improvements
	Bike lane improvements (review regulations for barriers)	Staff lead	2024	Completed improvements
Review and update OCP	OCP Review and update including: <ul style="list-style-type: none"> • Land economics • Land use mix • Population survey • Sidewalk mapping • Robust public engagement • Downtown land use mix analysis 	Staff lead - Council decisions	2024	Completed OCP review
Enhance communications to the public	Develop and implement an annual communications plan	Staff lead - Council decisions	Ongoing	Improved communications