



Updated February 2025



2023-2026 CORPORATE STRATEGIC PLAN



CORPORATE STRATEGIC PLAN 2023 – 2026

CORPORATE STRATEGIC PLANNING AND PRIORITY SETTING

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.

STRATEGIC PLAN REVIEW – FEBRUARY 2025

Council and senior staff participated in a half-day workshop in February 2025 to review this document. While Council's priorities have remained consistent since the original development of the strategic plan, progress and accomplishments achieved since its implementation have created opportunities to advance certain priority actions and success indicators.



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WHERE ARE WE GOING? – 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 – 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*)

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

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 fulfil 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 continuation of resource benefits agreement beyond five years.	Council advocacy & leadership with staff support	2023	Improved annual and long-term financial capacity
	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 outstanding litigation 	Council advocacy & leadership with staff support	Ongoing	Successful development of City lands and increased taxable assessment
	Pursue grant opportunities or outside funding and regional industry partners to fund priority initiatives and projects	Council advocacy and staff to pursue grants as they become available	Ongoing	Award of grants



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GOALS	PRIORITY ACTIONS	RESPONSIBILITIES	TIMING	SUCCESS INDICATORS
Increase City revenues (continued)	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
Maintain or reduce City expenditures	Consider cost reduction strategies and opportunities to reduce non-essential services, and manage capital projects with an aim to keep City expenditures down.	Staff to provide information to Council.	Ongoing	Cost savings realized through operational efficiencies.



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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
<p>Ensure City infrastructure is maintained and replaced into the future</p>	<p>Continue to develop asset management planning, financing, and reserve strategies</p>	<p>Staff lead - Council decisions</p>	<p>Ongoing</p>	<p>Robust asset management planning incorporated in core City work.</p> <p>Continued progress towards a fully funded asset management program.</p> <p>Asset management planning in place for core infrastructure by 2028.</p>



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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>Advocate for and promote the advancement of social and health services in the community</p> <p>Promote a healthy community</p>	<p>Continue to advocate for withdrawal management facilities, complex care facilities, and to build relationships with external agencies and organizations to better support vulnerable and underhoused people.</p> <p>Continuation of the social development framework.</p>	<p>Council advocacy & leadership with staff support</p>	<p>Ongoing</p>	<p>Increased available facilities and resources</p> <p>Increased availability of complex care</p>
<p>Advance equity, diversity, and inclusion in the community</p>	<p>Advance programming and services that further equity, diversity, inclusion, and justice.</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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GOALS	PRIORITY ACTIONS	RESPONSIBILITIES	TIMING	SUCCESS INDICATORS
<p>Promote seniors' wellness</p>	<p>Implement the Strategic Plan for Advocacy for Seniors</p>	<p>Both staff and Council leadership</p>	<p>2024</p>	<p>Increase in housing that is specific to seniors' needs</p> <p>Programming to support seniors' wellness and engagement with the community</p>
<p>Acknowledge and celebrate the City's 100th anniversary</p>	<p>Develop and implement a centennial celebration plan and consider rebranding initiatives</p>	<p>Staff-lead, Council support</p>	<p>2025</p>	<p>Development of a centennial celebration plan</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	Positive employee feedback Successful staff retention and recruitment
Strong relationships with other governments, including other municipalities, regional districts, First Nation governments, provincial and federal governments.	Develop relationships with other levels of government for the benefit of the City of Terrace	Both staff and Council leadership	Ongoing	Effective partnership outcomes Partnership engagement



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GOALS	PRIORITY ACTIONS	RESPONSIBILITIES	TIMING	SUCCESS INDICATORS
Advance reconciliation	<p>Implementation of Truth and Reconciliation Commission (TRC) Calls to Action that relate to local government and specifically TRC Call to Action #57</p> <p>City signage and wayfinding naming initiative</p> <p>Relationship building</p>	Both staff and Council leadership	Ongoing	<p>Increased cultural awareness</p> <p>Implementation of specific initiatives</p> <p>Strong relationships</p>
Advance justice, equity, diversity, and inclusion principles in internal practices	Integrate justice, equity, diversity, and inclusion (JEDI) principles into City policies and practices	Both staff and Council leadership	Ongoing	<p>Adoption and implementation of organizational policies and practices that reflect JEDI principles</p> <p>Improvements in workplace culture</p>



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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	<p>Support development of seniors housing - both market and non-market</p> <p>Support development of market and non-market family and singles housing</p>	<p>Staff lead - Council decisions</p> <p>Housing Committee</p>	2023	Increase in number of units
Improve community accessibility	<p>Advance the City of Terrace Accessibility Plan</p> <p>Embed accessibility into appropriate goal areas throughout City policies</p>	Staff lead - Council decisions	2023	<p>Increased accessibility</p> <p>All residents, regardless of their abilities, have access to City services, programs, communications, and engagement opportunities.</p>



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GOALS	PRIORITY ACTIONS	RESPONSIBILITIES	TIMING	SUCCESS INDICATORS
Continue to improve Terrace downtown	Complete engineering detailed design of 4600 Lakelse	Staff lead - Council decisions and Council advocacy	Ongoing	Increased vibrancy in the downtown Improvement in the physical appearance of the downtown
	Downtown commercial & residential land analysis (with OCP review)	Staff lead - Council decisions	2024	Commence construction on 4600 Lakelse by 2026
	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	Staff lead	2024 forward	Completed improvements
	Advocate to MOTI for sidewalk accessibility improvements for the Sande overpass	Council lead with staff support	Ongoing	Completed improvements



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GOALS	PRIORITY ACTIONS	RESPONSIBILITIES	TIMING	SUCCESS INDICATORS
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	Consider diversity and accessibility of public communications	Staff lead - Council decisions	Ongoing	Improved communications