

**CITY OF TERRACE  
CORPORATE STRATEGIC PLANNING  
AND PRIORITY SETTING  
2018 to 2022**

## CORPORATE STRATEGIC PLANNING AND PRIORITY SETTING 2018-2022

The City of Terrace continues to build on previous work to strengthen the long-term strategic planning efforts of the City. Following the 2018 local government election, the new Council and senior staff participated in a two-day strategic planning workshop to identify priorities for the 2018 – 2022 Council term.

The workshop focused on completing several tasks including:

- Discussion of the City's 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, set priorities, allocate scarce resources, measure success, guide the work of staff, and communicate to residents and other stakeholders. The strategic plan provides direction from Council so that 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 Corporate Vision Statement
- City of Terrace Corporate Mission Statement
- City of Terrace Corporate Values
- Strategic focus areas, goals, priority actions, responsibilities, and success factors

## **Where are we going? – City of Terrace Vision Statement**

A vision statement describes the organization’s aspirations for the future. It creates a picture of a future state and answers the question, “Where does the organization want to be in 10-20 years?”

### **Corporate Vision Statement (2019)**

*Terrace is an inclusive, affordable and vibrant community with a strong, diverse economy; we provide a high quality of life with abundant recreational activities, easy access to outdoor adventures, and we celebrate our rich local culture and proud First Nations presence.*

## **What we do – City of Terrace Mission Statement**

A mission statement describes the fundamental purpose of the organization. It answers the question, “Why does the organization exist?”

### **Mission Statement (2019)**

*Through strong leadership the City of Terrace provides effective delivery of core services to serve all residents of the community, fosters community pride and livability, and facilitates economic growth in the region as the service and supply centre of the Northwest.*

The BC Community Charter outlines the purposes of municipalities in BC as follows:

### **Community Charter**

Section 7 Municipal purposes

The purposes of a municipality include

- (a) providing for good government of its community,
- (b) providing for services, laws and other matters for community benefit,
- (c) providing for stewardship of the public assets of its community, and
- (d) fostering the economic, social and environmental well-being of its community.

## **City of Terrace Corporate Values**

Values describe enduring, collective beliefs that guide the work of the Council and Staff put into action.

### **Corporate Values**

*The work of the City of Terrace is guided by the following values:*

- *Fiscal responsibility*
- *Progressive leadership*
- *Innovative and collaborative*
- *Diverse, inclusive and responsive*
- *Ecologically conscious and environmentally responsible*
- *Ethical, honest and with integrity*
- *Efficient, effective and service driven*
- *Accountable and transparent*
- *Just, fair and balanced*

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

The City of Terrace Council identified six strategic focus areas for the 2018-2022 term of office. These are areas the Council considers priorities for the near and longer terms. Each of the strategic focus areas align with the City of Terrace Official Community Plan and are detailed on the following pages. The focus areas include goals, priority actions, responsibilities, and success factors that will serve to guide the work of staff and the allocation of resources, both financial and human, throughout the term.

The strategic focus areas are:

**Increase City revenues**

**Responsible asset management**

**Value our natural assets and lifestyle**

**Enhance civic pride**

**Advocate for community social and environmental issues**

**Manage impacts of growth**

In addition to the six above-noted Strategic Focus Areas, Council also identified climate adaptation including wildfire, drought, and flooding as being a priority for ongoing work including completion and implementation of the Fire Smart Plan and public education.



## Increase City Revenues

The City of Terrace is stretched thin by constrained static revenue streams coupled with increasing service demands. The existing staff resources are fully committed and are just sufficient to fulfill the demands of core services; there are insufficient resources to accommodate significant new initiatives and demands. 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	SUCCESS INDICATORS
<b>Find new sources of revenue for the City of Terrace.</b>	Grow the tax base to generate additional revenue through attracting new developments.	Council advocacy & leadership with staff support	Increased tax assessment
	Pursue grant opportunities to fund priority initiatives and projects.	Staff to pursue grants as they become available	Award of grants
	Council's continued advocacy for a Resource Benefit Alliance (RBA) agreement with the Province.	Council advocacy & leadership with staff support	Completed agreement  Improved annual budget bottom line
	Funding support from industry to address impacts from local projects.	Council advocacy & leadership with staff support	Receipt of funds

## 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 planning is underway: additional work and resourcing are needed to ensure asset planning and financing are in place and adequate to maintain and renew capital assets.

GOALS	PRIORITY ACTIONS	RESPONSIBILITIES	SUCCESS INDICATORS
<p><b>Ensure City infrastructure is sound and resourced into the future.</b></p> <p><b>Maintain and renew City of Terrace capital assets.</b></p>	<p>Staff to develop and bring to Council asset management, finance and reserve plans and policies for consideration.</p>	<p>Staff to lead asset management planning</p> <p>Council decisions</p>	<p>Asset management plan adopted</p> <p>Fully funded asset management program</p>



### Value our Natural Assets and Lifestyle

The Official Community Plan identifies natural environments, outdoor activities and access as a Community Goal. As noted in the City of Terrace Parks and Recreation Master Plan, “the City is deeply committed to achieving a sustainable and livable community”. Council recognizes the value of the natural assets and lifestyle our community is blessed with and the advantages it creates in respect to attracting and retaining residents and businesses to the community and enhancing tourism opportunities.

<b>GOALS</b>	<b>PRIORITY ACTIONS</b>	<b>RESPONSIBILITIES</b>	<b>SUCCESS INDICATORS</b>
<b>Maintain our natural spaces and encourage an active outdoor lifestyle.</b>	Develop a strategy to implement recommendations from the Parks and Recreation Master Plan.	Staff to make recommendations to Council	Progress in implementation

## Enhance Civic Pride

The City of Terrace has taken steps to put its best face forward to visitors, residents, and investors through such means as the City of Terrace website and social media channels. Additional steps can be taken to improve the image of Terrace by improving the physical appearance of the City, especially the entrances to the City and the downtown, and encouraging residents and businesses to embrace this as a shared responsibility.

GOALS	PRIORITY ACTIONS	RESPONSIBILITIES	SUCCESS INDICATORS
<p><b>Improve the appearance of the City overall, with emphasis placed on the entrances to the City and the downtown.</b></p> <p><b>Foster a high quality of life.</b></p>	<p>Develop a strategy to improve the appearance of the entrances to the City and downtown.</p> <p>Implement the Downtown Plan.</p> <p>Emphasize that improving the City’s image is a shared responsibility through programs, social media etc.</p> <p>Provide a supportive environment to encourage arts and culture opportunities in the community.</p> <p>Promote community food security and support of the Farmers’ Market</p> <p>Celebrate our diversity in history and culture through community events such as National Indigenous Peoples Day, Canada Day and Riverboat Days.</p>	<p>Staff to make recommendations to Council</p>	<p>Improvement in the description of Terrace in publications</p> <p>Increased vibrancy in the downtown</p> <p>Enhanced physical appearance of the downtown and entrances to the City</p> <p>Installation of more public art in the community</p>

## Advocate for Community Social Issues

The City of Terrace is central for government, education, health and social services in the region. As such, the City carries a significant burden of social pressures and demands such as homelessness, mental health and addictions. Although the City of Terrace does not have a primary role in the delivery of social or health services it can play an important role in facilitating and coordinating the work of other agencies and organizations such as Northern Health, the RCMP, and not-for-profit organizations.

GOALS	PRIORITY ACTIONS	RESPONSIBILITIES	SUCCESS INDICATORS
<p><b>To ensure Terrace is a safe and attractive city to live, work and play.</b></p> <p><b>To advocate for the provision of adequate services to meet social and health needs in the community.</b></p> <p><b>To promote a healthy community.</b></p>	<p>Continue to build relationships with external agencies and organizations.</p> <p>Collaborate with our First Nations neighbours to ensure we advocate for services that meet their needs.</p>	<p>Council advocacy &amp; leadership with staff support</p>	<p>Reduced number of RCMP files</p> <p>Reduction in the number of nights of incarceration</p> <p>Reduce number of homeless (Homeless Count)</p>

## Manage Impacts of Growth

Significant development and related pressures are anticipated as a result of the recently approved LNG Canada project in Kitimat as well as other projects underway or proposed for the region. This is an excellent opportunity for the City of Terrace to take stock of recommendations and priorities flowing out of recently completed planning work and to prepare shelf-ready plans for application to future grant programs. It is also important to maintain a focus on truth and reconciliation and the importance of First Nations opportunities during this time of economic growth.

GOALS	PRIORITY ACTIONS	RESPONSIBILITIES	SUCCESS INDICATORS
<p><b>Be prepared for anticipated growth pressures and future grant opportunities.</b></p> <p><b>Emphasize the importance of truth and reconciliation.</b></p>	<p>Staff to prioritize recommendations, initiatives, and projects flowing out of recent planning studies e.g. OCP, Active Transportation Plan, Parks and Recreation Master Plan, Transportation Master Plan, Downtown Plan and Design Guidelines etc.</p> <p>Ensure staff capacity is adequate to advance priorities.</p> <p>Where possible, prepare shelf-ready project plans and documents appropriate for future grant programs.</p> <p>Foster strong relationships with our First Nations neighbours and show support for their economic development initiatives.</p>	<p>Staff to prioritize and make recommendations to Council</p> <p>Staff to prepare grant application documents</p> <p>Council advocacy &amp; leadership with staff support</p>	<p>List of priority projects</p> <p>Successful grant applications</p> <p>Increase in First Nations led initiatives</p>