

CITY OF TERRACE SOCIAL DEVELOPMENT FRAMEWORK

Prepared for
CITY OF TERRACE



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urban
matters

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INTRODUCTION

Municipal governments through BC are facing a growing crisis related to social challenges in their communities. Challenges related to income inequality, homelessness, toxic drug crisis, mental health needs, and access to adequate health and social support services are all impacting the community of Terrace. Increasingly, there is an expectation that municipal government act to address these challenges, even though they fall outside of the direct mandate of local government.

Over the past three years, the City of Terrace has had a grant funded Social Development Coordinator position which has been focused on facilitating collaboration with community partners, overseeing development and implementation of social programs, community engagement and capacity building, and advocacy and public awareness around key community issues.

The City has identified the need to develop a framework for the role of social development at the City of Terrace to clarify and guide its roles and responsibilities in addressing social challenges. This will help to build a shared understanding of what it means for the City to include social development in the organization, as well as a defined structure for how the City will engage with community partners around social needs.

This report is informed by two supporting documents: *Summary of Local Government Roles & Responsibilities in Social Development* (a scan of local government practices related to social well-being), along with a *Social Needs Assessment* based on community engagement and a review of key documents.

The purpose of this document is to provide a framework for the role of social development as a function of the City of Terrace. A Social Development Framework provides a framework for the role of Social Development and the impact they wish to have on complex social challenges in Terrace. This allows the City to best leverage its jurisdictional powers, mandate, and limited resources to promote social well-being in Terrace.

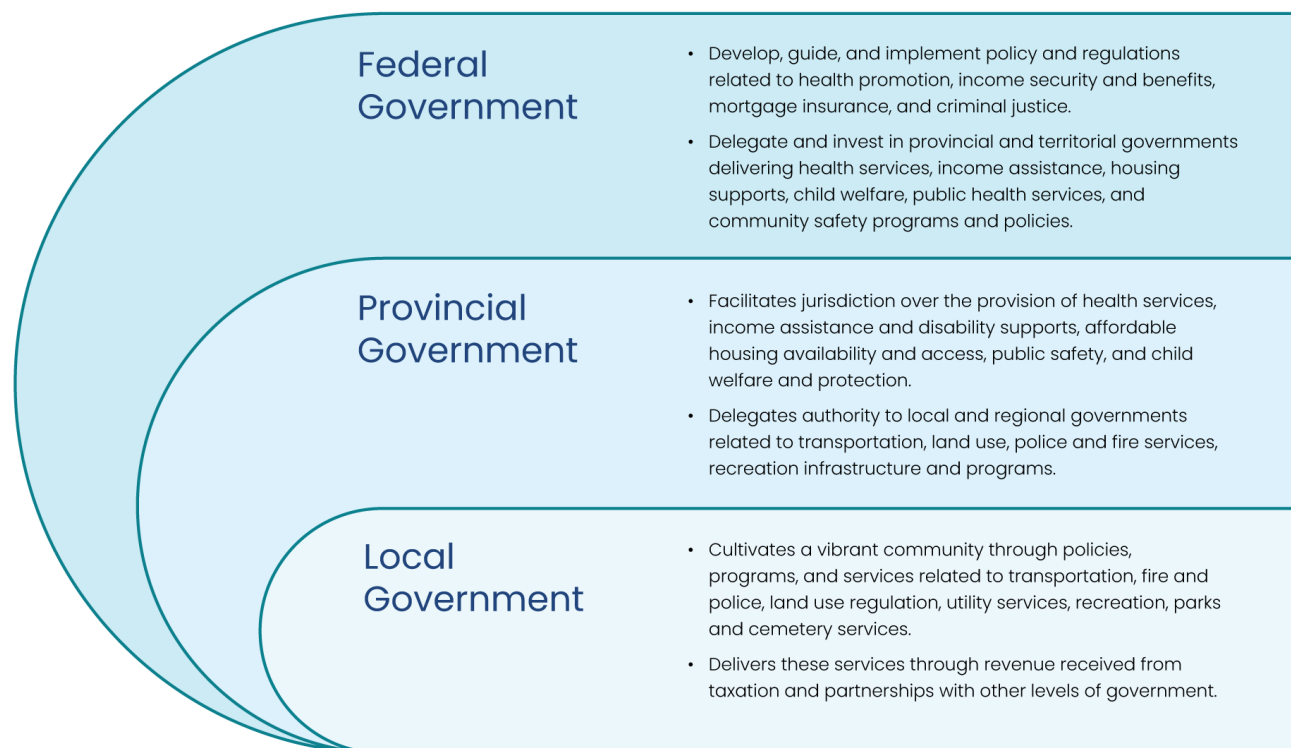




ROLES IN ADDRESSING SOCIAL WELL-BEING NEEDS IN COMMUNITY

In Canada, the responsibilities of federal, provincial, and local governments can often be unclear due to overlapping duties. Local governments, while assigned certain tasks by their provinces, historically have not taken a lead role on social issues within the community, adding to the complexity.

Figure 1 – Government Roles and Responsibilities



Senior levels of governments, in particular provincial governments, heavily influence the social development agendas of local governments. They do this by providing funding rather than specific directives. Local governments, with constrained funding abilities, often depend on grants from federal or provincial sources to launch pilot projects that may become ongoing budget items. However, this approach is further constrained by available staffing resources and the reality that local government budgets often must prioritize maintaining operational roles over individual projects, making access to grant funding a major determinant of local priorities.

There are 204 First Nations communities in British Columbia who have unceded land and governance rights. The two nearest communities to Terrace, Kitsumkalum and Kitselas, have recently initiated their draft treaties which will structure their self-governance roles as Nations. First Nations governments are self-governing entities with unique legal and cultural roles and responsibilities, often intersecting with municipal, provincial, and federal jurisdictions. While each community identifies and sets their own priorities, Indigenous communities play a vital role in the governance and social health of all of our communities. Their involvement is essential for fostering inclusive and equitable social development. Since Indigenous individuals are often disproportionately impacted by social challenges and social development policies have historically harmed Indigenous peoples, social development policies and approaches must be developed in partnership with Indigenous communities to ensure these policies are effective and equitable. Meaningful collaboration between local governments and First Nations is crucial to address overlapping interests and ensure that the needs and rights of Indigenous communities are respected and integrated into broader social policies.

Recent provincial legislation has also guided municipalities to adopt or expand specific focus areas as required by law. In British Columbia, the province has not issued explicit directives on social development, leaving local governments to set their own objectives within their resource limits. Notable exceptions include mandatory housing policies in community plans and the new

accessibility requirements enforced as of 2022. Local governments, as outlined in the *Local Government Act* and *Community Charter*, have significant autonomy in planning and addressing social well-being, highlighting the need for cooperation across government levels. The Government of BC has several strategic documents that guide the focus of initiatives in response to poverty, housing, and mental health, including the role of local governments and communities in addressing these challenges.

2024 BC Poverty Reduction Strategy

The key priorities outlined in the 2024 BC Poverty Reduction Strategy include preventing poverty, meeting basic needs, improving accessibility of services, and enhancing social inclusion. The strategy emphasizes a whole-of-government approach, integrating actions across different ministries and involving strong partnerships with Indigenous communities, local governments, and non-profits. The role of local governments in implementing the strategy is crucial, as they are positioned to address the unique needs of their communities. Local governments are expected to collaborate with provincial agencies, contribute to policy development, and ensure that the implementation of local initiatives is responsive to local conditions, considers factors such as age, socioeconomic status and susceptibility to discrimination are considered to effectively address the diverse needs of their populations.

Belonging in BC Strategy

The "Belonging in BC" strategy focuses on making homelessness rare, brief, and one-time by addressing prevention, immediate response, and stability and community integration. Key priorities include transforming housing and health systems to reduce barriers, strengthening community partnerships, ensuring programming includes input from diverse perspectives, and applying better data to improve policy and program design. Local governments play a critical

role in implementing this strategy by coordinating with provincial ministries, Indigenous organizations, and community partners to support provision of housing, support services, and community integration initiatives. They are also responsible for adapting the plan to their specific regional needs and ensuring that homelessness responses are culturally sensitive and inclusive. The strategy relies on collaboration across different levels of government to achieve its overarching vision that everyone in BC has a home and a sense of belonging.

A Pathway to Hope

The provincial roadmap for making mental health and addiction care better outlines several key priorities aimed at improving mental health and addiction care in British Columbia. These priorities include enhancing wellness for children, youth, and young adults, preventing and intervening early in mental health issues, providing seamless and integrated care, and supporting Indigenous-led solutions. The approach emphasizes collaboration across multiple ministries and sectors, addressing social determinants such as housing and poverty, and fostering a societal movement towards mental wellness. Local governments play a role promoting wellness at the community level, helping to integrate services, and ensuring that local needs are met within the broader provincial framework.



SOCIAL ROLE OF LOCAL GOVERNMENT

Increasingly, communities have expectations that local governments will address the social needs they see and experience. Other levels of government are also providing local government opportunities to administer socially oriented grants and initiatives, and the non-profit sector is increasingly looking to municipalities to provide support, address gaps, and assist with coordination and facilitation of collaborative approaches as their capacity is more stretched.

The well-being and social health of communities are reliant on well-coordinated, comprehensive efforts. Understanding the diverse factors that impact community health is essential, as they collectively enhance residents' quality of life. Strong, vibrant, health communities require the involvement of all levels of government, along with local actors including business, the non-profit and voluntary sector, and individuals themselves.

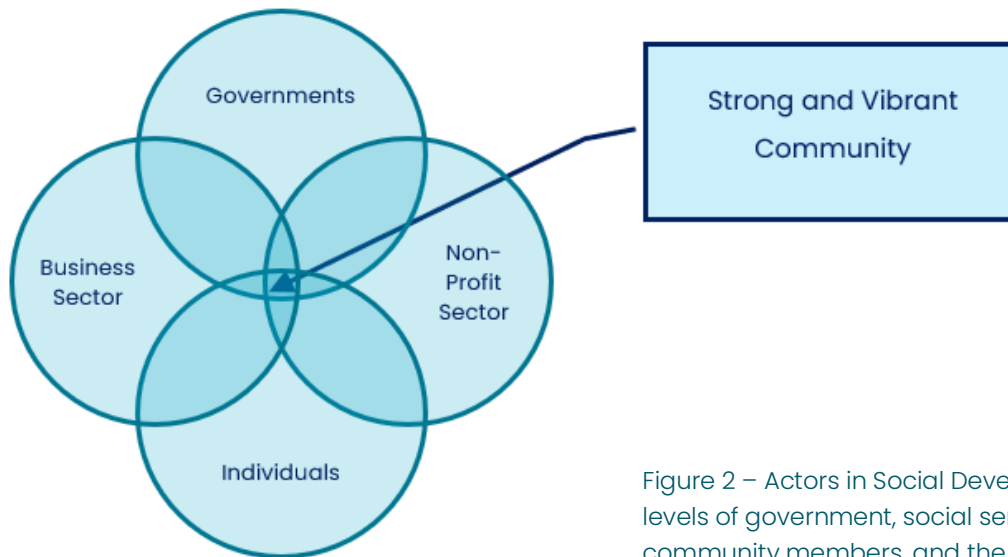


Figure 2 – Actors in Social Development include all levels of government, social service organizations, community members, and the voluntary sector.

Apart from governmental roles, communities themselves—from individuals to businesses, to the volunteer sector and non-profits—also play essential roles in fostering a healthy social environment. Problems arise when any of these key actors fail to meet their community responsibilities. Effective social well-being hinges on collaborative efforts from all involved parties.

Local governments, being the closest level of government to people living in the community, are uniquely positioned to understand and address the complexity of social challenges and needs within their communities and to play a crucial role in addressing these. Areas of focus for local government often includes:

Planning and Policy: Local governments are responsible for developing policies that address housing, social services, food security, land use, community development, and community health, ensuring they align with community needs and provincial regulations. They often create policies that address specific social issues such as homelessness, substance use, and community safety. They gather and utilize data and community assessments to inform planning and ensure that policies reflect the actual needs of residents.

Convening and Facilitating Collaboration: Facilitating collaboration among community partners, including non-profits, community organizations, and other levels of government to collaboratively address social issues. This includes collaboration with other levels of government, including regional health authorities.

Community Engagement: Local governments foster participation from community members in the planning process, ensuring diverse voices and perspectives are considered, and facilitate public consultations and engage with residents to identify social needs and priorities.

Program and Service Provision: Providing a variety of services like community programs, recreational facilities, and social services that directly impact residents' quality of life. They also create and implement social and recreational programs that cater to community-specific needs to support healthy social and community well-being, or respond to important issues in the community.

Capacity Building: This includes providing support to local organizations through training and resources to enhance their effectiveness. Local governments often allocate funds or provide access to grants to support social initiatives and community projects.

Awareness and Advocacy: Raising awareness in the community about the complexity of social issues, the capacity challenges, and the roles and responsibilities of different partners. Informing and advocating to other levels of government about the issues and needs of the community.

As a small municipality with limited resources, the City of Terrace has to give thoughtful and strategic consideration to where they want to focus their activities, and where to position the social development function to support that focus in order to have the impacts that are desired by the municipality.





What is a Social Development Framework?

Local governments have an important role in building healthy, sustainable, inclusive, and vibrant communities. While local governments in BC are not mandated to deliver social programs or services directly, as the level of government closest to communities, they are uniquely positioned to understand and address community needs. For communities to thrive, it requires coordinated efforts from all levels of government as well as other sectors in the community such as non-profit, health authorities, and business. Many municipalities are in the process of defining their role in responding to social issues and community well-being.

A Social Development Framework is intended to outline both the needs and priorities related to social challenges, and the approach and role of the municipality in addressing those. It provides a clear vision, and direction to the community and to the organization/staff on the scope of the municipality's role in both City led and community-led initiatives and clarifies the responsibilities and commitments of the municipality and how it will engage with the community and its partners to respond.

Defining Social Development

There is no established definition of social development, and it can be challenging to define its boundaries because it connects to so many areas of local government responsibility and jurisdiction. A variety of terms are used, including *social planning*, *social sustainability*, *community development*, and *social development*. Regardless of the terms chosen, the overarching concept speaks to having a vibrant, healthy, and safe community that supports citizens' well-being.

Social development is about building a strong, equitable and healthy community.

- City of Surrey

In general, social development refers to the process of improving the social, economic, and cultural well-being of individuals and communities through policies, programs, and initiatives. It emphasizes inclusivity, equity, and sustainability, aiming to strengthen community resilience, support marginalized groups, and foster social cohesion. Key areas of focus often include affordable housing, education, healthcare, employment, childcare, social inclusion and equity, and community engagement, all tailored to meet the diverse and unique needs of the local community.

Social planning involves working with community members, non-profit agencies, City departments, local businesses, and other levels of government to improve community well-being and quality of life.

- City of Powell River

Social planning focuses on individuals and their relationships. It includes all aspects of community living including safe neighbourhoods, resources for vulnerable, at-risk community members, accessible infrastructure and services, adaptable and affordable housing, citizen engagement and community development.

- City of New Westminster

NEEDS AND PRIORITIES IN TERRACE

Housing and Homelessness

Housing is a significant social issue facing Terrace. Housing affordability has worsened in recent years, as Terrace is seeing rising rent and ownership costs, lower vacancy rates, and increasing numbers of households in core housing need. Homelessness is a continually increasing issue in Terrace due to high housing prices and costs of living. While there are significant resources being mobilized to support people experiencing homelessness, there is no coordinated service plan to address the complexity of this issue in the community. Both housing and other support services are currently stretched beyond capacity.

Mental Health and Substance Use

Substance use and addiction issues are prevalent in Terrace. Overdose rates are reportedly extremely high compared to the provincial rate, and there is greater need for a range of services to address this complex challenge, which requires a coordinated community response from a wide range of partners, primarily from other levels of government and the health system.

Community Safety

Community safety is one of the most important issues for many Terrace residents. Residents have voiced concerns about community safety, expressing that they do not feel safe in some parts of the community. As well, people who are unhoused also express concerns about safety. Public spaces are of particular concern in the community, including the downtown, as well as parks and green spaces.

Income and Food Security

Food insecurity is prevalent in Terrace due to high food prices and general costs of living. Demand for food resources is increasing rapidly, and coordination and innovation in food systems responses are needed to guide action on food insecurity. As the cost of living continues to increase, more individuals and families are falling below the poverty line.

Social Inclusion, Equity, and Access

Terrace experiences several challenges related to social inclusion, equity, and access. The community's social connectivity has also been strained by social isolation exacerbated by the COVID-19 pandemic, prompting a need for inclusive community-building events and activities. Diversity, equity, inclusion, and accessibility are key elements of all the above issues and contribute to building a community where everyone is included and feels a sense of belonging.

Reconciliation

The community has voiced a desire to move reconciliation forward. Engagement highlighted reconciliation initiatives as important steps on the journey of healing historical injustices, fostering mutual respect, and building a more equitable society. The need to continue partnerships between the City and local First Nations was highlighted as key on the path forward.

Key Vulnerable Populations

Indigenous People

Indigenous people are overrepresented among the population of unsheltered people and those in core housing need. Generational trauma associated with residential schools and colonization has had a significant impact on people, families, and communities in the region. Many people have come to Terrace from their home communities for employment or to access services, often with few family supports. Local Indigenous organizations are providing a wide range of services and supports but their capacity is stretched.

Children and Youth

Terrace needs enhanced supports for children and youth to promote health and well-being. Data shows that young people have high rates of vulnerability due to poverty, low well-being among youth and early development vulnerabilities. There is a need for more affordable, accessible, safe, and healthy activities for youth, including culturally relevant and safe activities and support for Indigenous youth.



CONSIDERATIONS FOR THE SOCIAL DEVELOPMENT FRAMEWORK

In developing a social development framework, it is important to define the areas of focus and priority, as well as the role the City will play when addressing those. This provides clarity for both the organization and the community. Below are the key approaches and priorities identified in the Social Needs Assessment, along with specific actions related to role of the City of Terrace on these issues.

Additionally, there are three over-arching considerations that are important when considering the Social Development function of the City and how it supports addressing social challenges in the community. There are opportunities for some stand-alone initiatives to respond to these needs, and many of the initiatives outlined in the Priorities section below will benefit from including these considerations in designing the approaches.

Resources and Capacity

Addressing social needs in Terrace is challenging due to limitations in resources and capacity. Terrace serves as a crucial hub for industry in northwestern BC, but limited staffing in social agencies and a lack of sufficient staff training are significant barriers to supporting the area's diverse social needs. Capacity building within organizations is essential to meeting the community's social needs. Although funding is available for small programs and pilot projects, ongoing funding is difficult to access, and projects are often unable to be sustainable in the long term.

Data and monitoring impact

There is little data available or being tracked to help the community understand the scope of the challenges they are facing, as well as any impact programs are having on those challenges. The Vital Signs data that was previously managed by the Community Foundation is not active or up to date. Several community organizations indicated that having access to community level data on needs as well as the impact of programming would be of benefit for planning and evaluating where to direct resources. While the City of Terrace is not in a position to provide data analysis services, there is value in supporting the compilation and distribution of existing data from disparate sources to provide a comprehensive social needs profile periodically, as both a resource and to support tracking social impact locally.

Communications

There is a need to have a more strategic and comprehensive approach to communication regarding the current needs and challenges, available resources and activities of the Social Development function as well as community partners delivering services. A strong communications approach to sharing information, and in particular, the work of the City to address these complex challenges and needs and what the impacts have been, will support a clearer understanding of the complexity of social needs and responses. Communications approaches are needed both internally and externally to the public and community.

Key Approaches

Based on a review of the social needs in the community, the mandate and role of local governments, and the available resources, the City of Terrace will focus on orienting the Social Development Program towards four key approaches, while still supporting some community development and program delivery being led by other departments or community partners.

Planning and Policy

Bringing a social equity and well-being lens to City of Terrace planning and policy development, as well as initiating and developing policies that address needs related to housing, social services, food security, land use, community development, and community health, ensuring they align with community needs and provincial regulations. This includes the opportunity to collate and utilize data and community assessments to inform planning and ensure that policies reflect the needs of residents.

Convening and Facilitating Collaboration

Bringing together community partners and other levels of government to facilitate collaboration and coordinated approaches to addressing social well-being in Terrace. This includes maintaining relationships with local partners, facilitating local initiatives with community partners, and supporting community initiatives to build capacity to collaboratively address social issues as they arise.

Capacity Building

Enhancing the ability of local service providers and community partners to address social issues by identifying gaps in service delivery and coordinating access to resources such as grants, training, provincial networks and data sources. This also includes participation in, and support of collaborative initiatives and tables focused on addressing priority populations and current community needs as they evolve over time.

Awareness and Advocacy

Raising awareness in the community and internally at the City of Terrace, about the complexity of social issues, the community capacity challenges, and the roles and responsibilities of different partners, as well as informing and advocating to other levels of government about the issues and needs of the community. This includes developing and implementing a comprehensive internal and external communication plan about the role, activities and results related to the Social Development Program.

SOCIAL DEVELOPMENT PRIORITIES

Over the past three years, the Social Development program has had a significant positive impact on both the coordination of and response to social challenges in the community. Several initiatives have been developed and launched and the position has added valuable capacity for collaboration among community partners. The City is more informed about the complexity of social needs, and has built trusting relationships with organizations who are responsible for responding to these.

Much of the focus of the work to date has been on community development approaches, particularly facilitating collaboration and program development. There are unrealized opportunities to make additional impacts at the policy and planning levels, which could result in longer-term more lasting change or prevent some of the critical issues currently facing the community. This framework is intended to orient the Social Development role more strategically and to provide a focus on the following priority areas and actions.

Housing and Homelessness

Corporate strategic priority area:

Livable Community | Address Housing Gaps and Needs

There is an immediate and growing need for additional affordable housing at all points on the housing spectrum, and Terrace would benefit from a strategic approach to the development of additional housing options. Homelessness is a growing issue in both scale and complexity and requires collaboration from all community partners. In particular, youth and Indigenous people, as well as those with mental health and substance use challenges are overrepresented. A community strategy to address homelessness, with a range of policy and program priorities, and a clear outline of roles and collaborative opportunities would focus the efforts and limited resources where they will have the most impact and provide a framework for the advocacy required for additional resources. As youth and Indigenous people are overrepresented in the population of people who are unhoused, it will be important to pay particular attention to their needs.

PRIORITY ACTIONS	CITY ROLE	LEAD	SUPPORT
Affordable Housing Strategy			
Development of a clear plan and policy initiatives required to facilitate development of additional housing across the housing spectrum, as well as considerations for infill development, legalization and support for secondary and garden suites, and other initiatives to rapidly increase the housing stock in Terrace. This plan	Policy and Planning	Planning and Development Services	Social Development

would support additional advocacy efforts for provincial and federal housing resources.			
Support housing planning by providing social inclusion and equity lens to ensure the plan addresses housing needs across the housing continuum and responds to the needs of vulnerable populations are addressed and prioritized.		Social Development	
Homelessness Response Strategy & Action Plan			
Development of a Strategy that would outline specific policy needs, initiatives, and services, as well as priorities and metrics for tracking progress on reducing homelessness, and guide advocacy efforts for additional resources from other levels of government.	Policy and Planning	Social Development	Administration, Community Partners, Bylaw/CSO's
Facilitate community leadership table to guide the development and implementation of the strategy Policy development to address issues such as encampments.			
Implement Homelessness Initiatives			
Identify and coordinate support for pilot initiatives to test a variety of innovative homelessness responses created collaboratively with key community partners, including Indigenous serving organizations and First Nations communities.	Convening & Facilitating Collaboration	Social Development	Community Partners, Bylaw/CSO's, Administration: support for government-to-government relationship building

Mental Health and Substance Use

Corporate Strategic Priority Area:

Community Wellness | Facilitate and coordinate provision of services to meet social and health needs in the community

The combination of limited access to services and the high rates of substance use and overdose rates means that addressing mental health and substance use issues is a key priority in the community. This is a complex issue requiring a range of responses from a variety of community partners and multiple levels of government.

PRIORITY ACTIONS	CITY ROLE	LEAD	SUPPORT
Facilitate Collaboration on Innovative Service Delivery			
Provide leadership and support for the Situation Table Work in partnership with community organizations to identify needed services and supports for mental health and substance use disorders	Convening & Facilitating Collaboration	Social Development	Bylaw/CSO's, Administration, Planning
Support development of innovative service delivery models in the community, including access to physical spaces or mobile service delivery, including possible acquisition of land for social purposes			

Advocate for Resources			
Prepare resources and information to support advocacy for additional health services and supports including mental health programs and resources	Awareness and Advocacy	Social Development	Administration, Council, Community Partners
Address Service Gaps			
Identify gaps in service delivery capacity at the City of Terrace and provide support such as applying for funding and organizing training (e.g. trauma-informed responses, crisis de-escalation) within our organization Identify service gaps and capacity challenges in the social sector and provide supports for accessing funding and training to address these needs in the community	Capacity Building	Social Development	Community Services
Support and assist with coordination of access to resources for priority populations (ie. youth, Indigenous people)			

Community Safety

Corporate Strategic Priority Area:

.Livable Community | Continue to improve Terrace downtown

Terrace residents have been clear that safety is an important issue. Residents have voiced concerns about community safety, particularly expressing that they do not feel safe around the downtown core. There are also safety concerns about the use of public spaces, such as green spaces and parks. For those who are unhoused, safety concerns are also significant and include extreme weather, lack of safe spaces during the day or when unable to access the shelters, and transportation to access services as well as stigma.

PRIORITY ACTIONS	CITY ROLE	LEAD	SUPPORT
Community Safety and Well-Being Plan			
Develop a CSWB Plan with both long-term sustainable strategies and short-term actions to improve public safety and cleanliness in key public spaces in Terrace.	Policy and Planning Responses	Social Development	Bylaw/CSO's, Administration
Facilitating cross-sector collaboration to address community safety concerns and the needs of people with lived experience of homelessness, mental health and substance use challenges.	Convening and Facilitating Collaboration		
Support continuity of CSO program and positions and provide mechanisms for that work to inform policy shifts that address the evolution of safety needs in the community.	Program and Service Provision		

Community Extreme Weather Response Plan

Develop of a Community Extreme Weather Response Plan in partnership with community agencies, including collaborative strategies for both extreme heat and warming centre responses.

Policy and Planning Responses

Emergency Services (FD)

Social Development, Community Partners



Poverty Reduction

Corporate Strategic Priority Area:

Community Wellness | Facilitate and coordinate provision of services to meet social and health needs in the community; Promote a healthy community

While both poverty rates and unemployment rates are lower in Terrace than in the province overall, the cost of living is rising rapidly and many people are struggling to afford necessities, including food and housing. Those on fixed incomes are particularly vulnerable, and demand for emergency food resources has increased dramatically.

PRIORITY ACTIONS	CITY ROLE	LEAD	SUPPORT
Poverty Reduction Strategy			
Develop a Poverty Reduction Strategy that outlines the role of all community partners in addressing the impacts and responses to poverty in Terrace	Policy and Planning Responses	Social Development	Community Partners
Provide an equity and socio-economic lens to City planning and policy development processes and decisions	Policy and Planning Responses	Social Development	All departments
Food Security			
Continue to support food policy work in partnership with the community	Capacity Building	Community Partners	Social Development

Social Inclusion, Equity, and Access

Corporate Strategic Priority Areas:

Community Wellness | Support equity, diversity and inclusion in the community

Livable Community | Improve community accessibility

Diversity, equity, inclusion, and accessibility are key elements of building a community where everyone is included and feels a sense of belonging. Terrace has a diverse population, including a significant Indigenous and visible minority population. Social connections have been strained by social isolation exacerbated by the pandemic, with seniors particularly impacted. There is a need to attend to inclusive approaches to community building, and bringing an equity and inclusion lens to all the work outlined in the Framework with strengthen equity based implementation of all actions.

ACTION	CITY ROLE	LEAD	SUPPORT
Inclusion, Diversity, Equity and Accessibility			
Develop a Diversity, Equity and Inclusion policy for the City of Terrace	Policy and Planning Responses	Administration/Social Development	All Departments
Encourage and facilitate opportunities for policy and bylaw review with a social and equity lens		Social Development	
Continue to implement our City of Terrace Accessibility Plan and co-lead the Joint Accessibility Advisory Committee			

Continue age friendly planning process and the work outlined in the Strategic Plan for Advocacy for Seniors			Administration
Community Inclusion			
Continue work with community partners to develop an Inclusion Charter	Capacity Building	Community partners	Social Development
Continue collaboration with existing community tables such as the Seniors Collaborative, Youth Collaborative and Local Immigration Partnership to facilitate collaborative approaches to needs of priority populations			



Reconciliation

Corporate Strategic Priority Area:

Organizational Strength and Cultural Awareness | Support reconciliation efforts

Terrace has two neighbouring First Nation communities, and a significant Indigenous population and Indigenous people are overrepresented in many of the social needs of the community. Prioritizing efforts toward reconciliation is an important aspect of addressing social development and community well-being.

ACTION	CITY ROLE	LEAD	SUPPORT
Relationship Building			
Continue to advance reconciliation in accordance with the City's Reconciliation Plan	Policy and Planning Responses, Convening and Facilitating Collaboration	Administration	All departments
Schedule regular meetings between municipal leaders and First Nations councils			
Develop inclusive policies with local First Nations and Indigenous peoples			
Build relationships with First Nations and Indigenous organization staff			
Inclusive and Responsive Programming			
Continue to develop or support programs that are inclusive or specifically designed to meet the needs of Indigenous people in Terrace.	Program and Service Provision	Parks, Recreation & Culture	Social Development/All departments,

Liaise with Indigenous organizations and First Nations communities to ensure program development considers specific needs and preferences of Indigenous people	Capacity Building		Community Partners
Support and coordinate cultural competency and cultural safety training for City of Terrace staff, and in the social sector			
Engagement			
Take opportunities for community engagement directly to First Nations communities and Indigenous organizations or host them in partnership with Indigenous organizations	Community Engagement	Social Development, Administration	All departments
Support projects that document and share local First Nations history and culture	Awareness and Advocacy		
Expand the inclusion of information about local First Nations history and culture in City of Terrace information and promotional materials.			

Children and Youth

Corporate Strategic Priority Area:

Community Wellness | Facilitate and coordinate provision of services to meet social and health needs in the community

Data from the EDI¹ and MDI² indicate that children and youth in Terrace are more vulnerable than provincial averages. Nearly 60% of youth reported low well-being in 2022-23, and early development vulnerability rates are at 38%, which is higher than the provincial average. Families continue to struggle to find child care to support their participation in employment and education/training.

Action	City Role	Lead	Support
Childcare			
Facilitate zoning and bylaw decisions that support development of new childcare spaces in the community	Policy and Planning	Planning	Social Development
Continue to support development of childcare services to address the current shortages and need of key populations, including Indigenous families.	Program and Service Delivery		

¹ Human Early Learning Partnerships. (2024b). EDI Dashboard. University of British Columbia. Retrieved from: [EDI Dashboard \(ubc.ca\)](https://www.ubi.ca/edi)

² Human Early Partnerships. (2024). MDI Dashboard. University of British Columbia. Retrieved from: [mdi.dashboard.earlylearning.ubc.ca/](https://www.ubi.ca/mdi)

Youth Recreation			
Increase investment in youth-based recreation programming that offers safe spaces for youth to connect with community, healthy adult role models, and community services.	Program and Service Delivery	Parks, Recreation & Culture	Social Development
Continue to promote and expand access to recreation supports, that serve lower income families and youth			
Continue to develop and implement new types of cultural and recreation programming, including arts and culture programs for youth not involved in organized sport			
Coordinated Youth Focus			
Continue to participate in and support the Youth Collaborative and Foundry initiatives	Convening and Facilitating Collaboration	Social Development	Community Partners
Develop and/or work with existing Youth Leadership Council to engage youth in community planning and include youth voices in community decision making	Capacity Building		Administration
Support and participate in the development of a collective impact, whole community approach to addressing the needs of children and youth in the community ³			Community Partners

³ There are a number of youth focused collective impact prevention models that could be considered for implementation, including Communities That Care ([The Center for Communities That Care www.communitiesthatcare.net](http://www.communitiesthatcare.net)) and the Icelandic Prevention Model, also called Planet Youth ([PlanetYouth – Creating a better future for youth www.planetyouth.org](http://www.planetyouth.org)).

CONDITIONS FOR SUCCESS

Effectiveness in addressing the social development needs of the community of Terrace requires a clear sense of what role the City wants to take, and what resources are available and required. The Social Development Framework will help to clarify what can be achieved and will support setting realistic expectations and goals, both internally and in the community. As the City defines its role, success can be measured through ensuring that the social development position includes the following aspects:

- Ensure Mayor and Council are supportive of the general direction and policy approaches
- Embed a social lens in planning and policy initiatives internally
- Position the Social Development Program to support coordination and cross-departmental work internally
- Develop a formal advisory committee of well-informed citizens with an inclusive and diverse representation, to provide periodic (ie. quarterly or bi-annually) input on social well-being and/or to provide strategic community input to the Social Development function
- Continue to build trust with the community, including Indigenous organizations and First Nations partners
- Build relationships and identify key community champions
- Focus on solutions and incorporate measures of impact
- Establish a communications strategy for social development work – both internally and externally