



**2023 – 2026**

# COUNCIL STRATEGIC PLAN



# MAYOR'S MESSAGE



*Victor I. Cumming  
Mayor, City of Vernon*

As Mayor of Vernon, I am pleased to present City Council's Strategic Plan for 2023 - 2026. The plan outlines five areas of strategic priorities: livability; vibrancy; recreation, parks and natural areas; environmental leadership; and governance and organizational excellence.

Through these areas, we will work collaboratively with each other, community partners, neighbouring jurisdictions, and other orders of government to foster a community that is safe, inviting, progressive, and prosperous.

Vernon is located in the traditional territory of the Syilx People of the Okanagan Nation. Council is committed to taking meaningful steps toward reconciliation with Indigenous Peoples and consistently looks for opportunities to collaborate with Okanagan Indian Band; particularly as we focus on the importance of being responsible stewards of the local environment and supporting sustainable growth across the community.

Having a safe and affordable place to call 'home' is paramount. That's why Council is wholly dedicated to the continued development of diverse housing options based on smart growth principles, to create an equitable and accessible community for all. Additionally, we're focused on creating a vibrant community, where we recognize local culture and history, nurture the arts, and create meaningful opportunities for residents to participate in activities with each other. Economic prosperity is key, and we have plans in place to continue promoting business development and tourism while also making sure we have the sport, recreation, health, and well-being resources citizens need.

We will take responsible steps to implement Vernon's Climate Action Plan to make the community better and more resilient. We will also continue to protect and enhance the local built and natural environment by diligently maintaining assets as identified in the City's Asset Management Plan.

Council's Strategic Plan is ambitious but achievable. We look forward to on-going engagement with citizens as we put this plan into action. Together, we are creating a thriving Vernon that is uniquely attractive to residents, businesses, and visitors alike. Here's to our next chapter.





TURTLE MOUNTAIN



## VERNON CITY COUNCIL

*(L-R) Councillor Brian Guy, Councillor Kelly Fehr, Councillor Teresa Durning, Mayor Victor Cumming, Councillor Kari Gares, Councillor Akbal Mund, Councillor Brian Quiring*



# GOVERNING VALUES

What guides our decision-making?

**INTEGRITY:** Our words match our actions

**SOUND INFORMATION:** We make decisions based on data and smart growth principles

**PRINCIPLES:** We apply common principles to ensure fairness and to increase trust

**FAIRNESS:** Our decisions are unbiased and focused on equal opportunity

**TRANSPARENCY:** We make decisions in a way that builds trust and we are willing to explain our “why”



## VISION

We envision a prosperous and sustainable future for Vernon, where green spaces are preserved and protected, housing meets the needs of all, neighbourhoods are strong and vibrant, alternative transportation options are available, the downtown is revitalized, and age and youth friendly activities abound.

*Based on Vernon's Official Community Plan*

## CITY OF VERNON MISSION STATEMENT

To deliver effective and efficient local government services that benefit our citizens, our businesses, our environment and our future.

*Adopted November 2015*

## ADVOCACY

We will continue to partner and collaborate with other orders of government to influence policies that support our community, region, and strategic goals.

## STRATEGIC PRIORITIES



LIVABILITY



VIBRANCY



RECREATION, PARKS  
AND NATURAL AREAS



ENVIRONMENTAL  
LEADERSHIP



GOVERNANCE AND  
ORGANIZATIONAL  
EXCELLENCE



# LIVABILITY

Focus on policies and systems that provide residents a community where they can thrive



# AREAS OF FOCUS

## HOUSING

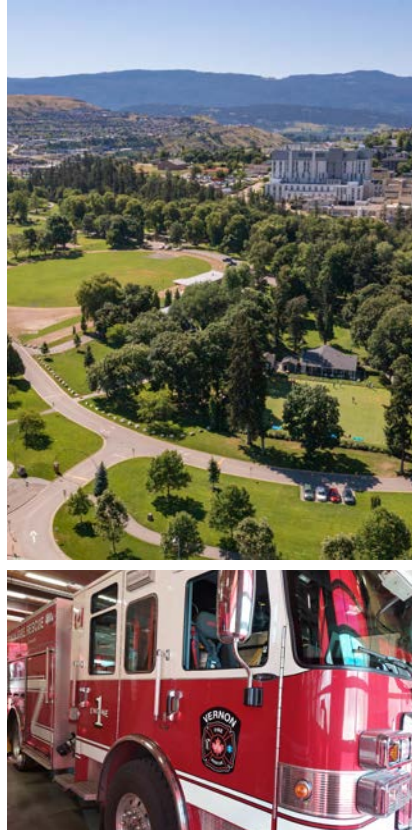
Continue to encourage housing diversity and development to create a resilient, equitable, and accessible community

## COMMUNITY SAFETY

Focus on enhancing the safety of the community by: continuing to support emergency services; emergency preparedness; and collaboratively addressing street entrenchment issues

## PROACTIVE PLANNING

Engage citizens in updates to the Official Community Plan (OCP) to align with their expectations and vision, proportionate to the community



## PROJECTS AND INITIATIVES

- Implement VFRS Eight Year Strategic Plan 2018 – 2025 **(2023 – 2025)**
- Implement Gun and Gang Violence Prevention Strategy **(2023 – 2026)**
- Update Official Community Plan **(2024 – 2025)**
- Develop new VFRS and Emergency Management Strategic Plan **(2024 – 2025)**
- Implement Housing Action Plan **(ongoing)**
- Additional space for RCMP **(ongoing)**

## GUIDING DOCUMENTS

- [Vernon Fire Rescue Services Eight Year Strategic Plan 2018 – 2025](#)
- [Gun and Gang Violence Prevention Strategy](#)
- [Official Community Plan Bylaw #5470](#)
- [Housing Action Plan](#)
- [RCMP Strategic Plan](#)





# VIBRANCY

Focus on building a community where businesses prosper, arts and culture thrive, and residents and visitors can gather



# AREAS OF FOCUS

## VIBRANT DOWNTOWN

Support strategic initiatives to foster a safe, inviting, and vibrant city core

## ARTS AND CULTURE

Acknowledge local culture and history and nurture the arts

## COMMUNITY PARTICIPATION AND TOGETHERNESS

Create meaningful opportunities for residents to participate in and with the community

## ECONOMIC PROSPERITY

Continue to work with organizations and businesses in the community to promote and generate business development and tourism



## PROJECTS AND INITIATIVES

- Historical and structural building assessment for O'Keefe Historical Ranch **(2023 – 2024)**
- Active participant in Greater Vernon Cultural Centre project **(2023 - 2026)**
- Implementation of Age and Dementia Friendly Community Plan **(2023; ongoing)**
- Captain Bailey Way development **(2024)**
- Development of Cultural District **(2024 – 2025)**
- Review Downtown parking **(2024; ongoing)**

## GUIDING DOCUMENTS

- [Greater Vernon Cultural Plan](#)
- [Airport Master Plan](#)
- [City Centre Neighbourhood Plan](#)
- [Tourism Vernon Five Year Strategic Plan](#)
- [25 Year Transportation Master Plan](#)





# RECREATION, PARKS AND NATURAL AREAS

Focus on providing amenities  
(natural and built) to offer  
opportunities for connection,  
health and well-being



# AREAS OF FOCUS

## RECREATION

Ensure the community has the sport, recreation, health, and well-being resources necessary to support residents and attract visitors

## PARKS

Maximize the accessibility and usability of parks in the City

## TRAILS AND NATURAL AREAS

Promote and protect Vernon's natural assets through strategic acquisition and responsible stewardship



## PROJECTS AND INITIATIVES

- Lakeview Wading “Peanut” Pool revitalization **(2023)**
- Civic Memorial Park Phase 2 and 3 **(2023 – 2024)**
- Develop and construct Active Living Centre **(2023 – 2026)**
- Begin Kin Race Track Athletic Park development **(2023; ongoing)**
- Polson Park Master Plan **(2024)**
- Feasibility Study for Vernon Aquatic Centre **(2024 – 2025)**

## GUIDING DOCUMENTS

- [Five Year Financial Plan](#)
- [Parks Master Plan](#)
- [Greater Vernon Recreation Master Plan](#)
- [Active Living Centre Feasibility Study](#)





# ENVIRONMENTAL LEADERSHIP

Focus on protecting and enhancing local built and natural environments as a core community strength



# AREAS OF FOCUS

## ASSET MANAGEMENT

Proactively fund and maintain built and natural assets

## CLIMATE ACTION

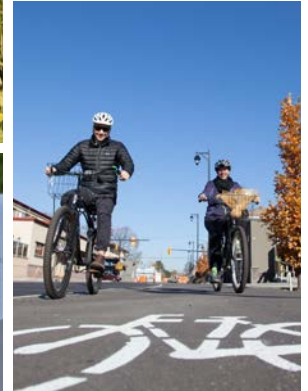
Take responsible steps to implement Vernon's Climate Action Plan

## BUILDING RESILIENCE AND WILDFIRE MANAGEMENT

Protect the community and foster resilience in the face of natural and climate change-related risks

## TRANSPORTATION

Review and update the Transportation Master Plan to keep residents and visitors moving in a responsible and sustainable way



## PROJECTS AND INITIATIVES

- Silver Star Rd multi-use path Phase 2 (2023)
- Update Building Asset Management Plan (2024)
- Develop new Transportation Master Plan (2024 – 2025)
- Polson Park Vernon Creek Naturalization Project Phase 1 and 2 (2024 – 2025)
- Develop Storm Water Control Bylaw (2025)
- Implement Climate Action Plan (ongoing)
- Implement flood mitigation recommendations (ongoing)
- Fuels management for City-owned lands (ongoing)

## GUIDING DOCUMENTS

- [Five Year Financial Plan and Rolling Capital Plan](#)
- [25 Year Transportation Master Plan](#)
- [Liquid Waste Management Plan](#)
- [Climate Action Plan](#)
- [Climate Action Plan Priorities](#)
- [Flooding Mapping, Risk Analysis and Mitigation Report](#)
- [Community Wildfire Protection Plan](#)





# GOVERNANCE AND ORGANIZATIONAL EXCELLENCE

Focus on leading by example in how Council operates to provide excellent cost-effective services

# AREAS OF FOCUS

## GOOD GOVERNANCE

Lead by example in strong and disciplined decision making

## RECONCILIATION

Take meaningful steps toward reconciliation with Indigenous Peoples and look for opportunities to collaborate

## EXTERNAL RELATIONSHIPS

Work with community groups, neighbouring municipalities, and other orders of government to positively impact our region

## RECRUITMENT AND RETENTION

Ensure we are creating an environment where employees are supported and retained

## SOUND INTERNAL PROCESSES

Focus on internal systems and processes that support effective and efficient service delivery



## PROJECTS AND INITIATIVES

- Participate in a regional Accessibility Committee **(2023)**
- Complete Council Code of Responsible Conduct **(2023)**
- Online purchase options for monthly parking passes **(2024)**
- Implement new Respectful Workplace and Anti-Discrimination Policy **(2024)**
- Redevelop City of Vernon website **(2025 – 2026)**
- Seek opportunities to collaborate with OKIB **(ongoing)**
- Implement Development Approval Process Review recommendations **(ongoing)**

## GUIDING DOCUMENTS

- [Council Code of Responsible Conduct](#)
- [Human Resources Strategic Plan](#)
- [Development Approval Process Review](#)





CITY OF  
Vernon