



**Strategic priority**  
**LIVABILITY**

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

AREA OF FOCUS	PROJECTS AND INITIATIVES	YEAR	PROGRESS	DEPARTMENT
<b>HOUSING</b>  <i>Continue to encourage housing diversity and development to create a resilient, equitable, and accessible community</i>	Complete and implement <a href="#">Short Term Rental Regulations</a>	2023 - 2024	Underway	Licensing Planning Bylaw Services Information Svcs
	Develop education program to discuss diverse housing options within community	2023 - 2024		Planning Communications
	Implement <a href="#">Housing Action Plan</a>	Ongoing	Underway	Planning
	Continue strategic and responsible acquisition and disposition of lands to support <a href="#">Housing Action Plan</a> objectives	Ongoing		Real estate
	Continue to partner with BC Housing, not-for-profits and the development community on attainable and affordable housing, including the use of City-owned land	Ongoing	Underway	Planning Real Estate
	Promote existing housing incentives (i.e., DCC waivers, tax incentive, etc.) and investigate potential additional incentives to encourage more housing stock within community	Ongoing	Underway	Planning
AREA OF FOCUS	PROJECTS AND INITIATIVES	YEAR	PROGRESS	DEPARTMENT
<b>COMMUNITY SAFETY</b>  <i>Focus on enhancing the safety of the community by: continuing to support emergency services; emergency preparedness; and collaboratively addressing street entrenchment issues</i>	Undertake a third-party Fire Services department review	2023	RFP in process	Fire Rescue
	Review <a href="#">Restorative Justice Services</a> contract (CMHA) and possible involvement of regional participants to help fund the program	2023 - 2024	Underway	CSLA
	Continue implementing <a href="#">VFRS Eight Year Strategic Plan 2018 - 2025</a>	2023 - 2025	Underway	Fire Rescue
	Continue to increase staffing levels per the VFRS 2018 - 2025 strategic plan recommendations	2023 - 2025	Underway	Fire Rescue
	Implement <a href="#">Gun and Gang Violence Prevention Strategy</a>	2023 – 2026		CSLA Protective Svcs
	Develop strategy to increase participation in <a href="#">RCMP and Community Safety volunteer programs</a>	2024		Protective Svcs
	Develop new VFRS and Emergency Management Strategic Plan, ensure to include strategy to address increasing call frequency for First Responder program	2024 - 2025		Fire Rescue
	Investigate options for additional RCMP space	Ongoing		RCMP Administration Procurement
	Continue support of local <a href="#">RCMP initiatives and strategic priorities</a>	Ongoing	Underway	RCMP Administration CSLA
	Continue implementation of VFRS Apparatus Replacement Plan	Ongoing	Underway	Fire Rescue

	Review and enhance training and support for Bylaw Officer safety and mental health considerations	Ongoing	Underway	Protective Svcs
	Work toward staffing Fire Station 1 and 2 with four FT firefighters	Ongoing	Underway	Fire Rescue
	Continue staffing Fire Station 3 during high risk periods, working toward FT staffing	Ongoing	Underway	Fire Rescue
<b>AREA OF FOCUS</b>	<b>PROJECTS AND INITIATIVES</b>	<b>YEAR</b>	<b>PROGRESS</b>	<b>DEPARTMENT</b>
<p><b>PROACTIVE PLANNING</b></p> <p><i>Engage citizens in updates to the Official Community Plan (OCP) to align with their expectations and vision, proportionate to the community</i></p>	Develop a Height Map for Vernon as part of the <a href="#">Official Community Plan</a> (OCP) update	2023 - 2024		Planning
	Conduct a comprehensive OCP public engagement process	2024 – 2025		Planning
	Review and update OCP based on input received from citizens	2024 - 2025		Planning
	During the review and update of the OCP, integrate all climate risk and vulnerability analyses and emissions data, and objectives, actions and targets from the <a href="#">Climate Action Plan</a>	2025		Planning
	Review Zoning Bylaw to implement the OCP	2026		Planning



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

AREA OF FOCUS	PROJECTS AND INITIATIVES	YEAR	PROGRESS	DEPARTMENT
<b>VIBRANT DOWNTOWN</b>  <i>Support strategic initiatives to foster a safe, inviting, and vibrant city core</i>	Implement <a href="#">Outdoor Commercial Use Permit</a> program	2023	Complete	Licensing Transportation
	Investigate potential expansion of seasonal 30 <sup>th</sup> Avenue closure, in coordination and partnership with Downtown Vernon Association (DVA)	2023 – 2024; Ongoing		Planning Economic Dev Transportation
	Review <a href="#">Downtown parking</a> needs and surface parking lot options	2024; Ongoing		Planning Transportation Real estate
	Continue working with DVA on programming and initiatives to encourage community participation in events, safety, and development	Ongoing	Underway	Economic Dev
AREA OF FOCUS	PROJECTS AND INITIATIVES	YEAR	PROGRESS	DEPARTMENT
<b>ARTS AND CULTURE</b>  <i>Acknowledge local culture and history and nurture the arts</i>	Install grant funded tourism information kiosks in key areas of the community	2023	Underway	Economic Dev Tourism
	Review the Downtown Mural Maintenance Program, in coordination with the DVA	2023	Complete	Facilities
	Conduct a historical and structural building assessment of <a href="#">O’Keefe Historical Ranch</a> facilities	2023 – 2024	Underway	Facilities
	Continue working with regional partners toward the construction and opening of the <a href="#">Greater Vernon Cultural Centre</a>	2023 - 2026	Underway	Infrastructure Planning Administration
	Identify a dedicated <i>Cultural District</i> area within the City’s core	2024 - 2025		Planning
	Develop a Public Art Policy	2025 – 2026		Planning
	Continue promoting arts and cultural activities and experiences as part of <a href="#">Tourism Vernon’s Annual Marketing Plan</a>	Ongoing	Underway	Tourism
	Investigate Destination Management supports for Arts and Cultural partners to foster growth in experiences available to visitors and residents	Ongoing		Tourism

AREA OF FOCUS	PROJECTS AND INITIATIVES	YEAR	PROGRESS	DEPARTMENT	
<p><b>COMMUNITY PARTICIPATION AND TOGETHERNESS</b></p> <p><i>Create meaningful opportunities for residents to participate in and with the community</i></p>	Develop and begin implementing Age and Dementia Friendly Community Plan	2023; Ongoing	Underway	Planning	
	Install Community Flag Pole on Civic grounds	2023	Underway	Facilities	
	Develop Flag Policy	2023	Complete	Legislative Svcs	
AREA OF FOCUS	PROJECTS AND INITIATIVES	YEAR	PROGRESS	DEPARTMENT	
<p><b>ECONOMIC PROSPERITY</b></p> <p><i>Continue to work with organizations and businesses in the community to promote and generate business development and tourism</i></p>	Develop and launch new website for <a href="#">Tourism Vernon</a>	2023	Underway	Tourism	
	Complete brand assessment and brand refresh for Tourism Vernon	2023	Underway	Tourism	
	Complete Economic Development Services Mapping project	2023	Underway	Economic Dev	
	Audit and update Tourism support programs (i.e., co-op marketing policy and small accommodators policy)	2024		Tourism	
	Review opportunity to expand and develop <a href="#">hanger space</a> at Captain Bailey Way	2024		Public Works Airport Real Estate	
	Develop a plan to connect Cultural and Sport Districts to alternative transportation networks and hotels	2025 - 2026		Economic Dev Tourism Transportation	
	Promote the <a href="#">Okanagan Rail Trail</a> and <a href="#">Grey Canal Trail</a> through marketing and other initiatives with regional participants	Ongoing	Underway	Tourism	



Strategic priority

**RECREATION, PARKS  
AND NATURAL AREAS**

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

AREA OF FOCUS	PROJECTS AND INITIATIVES	YEAR	PROGRESS	DEPARTMENT
<p><b>RECREATION</b></p> <p><i>Ensure the community has the sport, recreation, health, and well-being resources necessary to support residents and attract visitors</i></p>	Complete revitalization of <a href="#">Lakeview Wading “Peanut” Pool</a> and amenities	2023	Underway	Recreation
	Complete Recreation and Parks Fees Assessment	2023	Underway	Recreation Parks
	Complete and begin implementing <a href="#">Tourism Vernon's</a> Sport Tourism Strategy	2023 - 2024		Tourism Economic Dev
	Develop and construct <a href="#">Active Living Centre</a>	2023 – 2026	Underway	IPD team
	Update and implement Active Living Centre borrowing strategy as project proceeds	2023 - 2026		Finance
	Conduct Feasibility Study for <a href="#">Vernon Aquatic Centre</a>	2024 - 2025		Recreation
	Review Recreation Services department structure to appropriately support operation of the Active Living Centre	2024 - 2025		Recreation
	Develop a Joint Use Agreement with School District No. 22 for the use of recreation facilities	2024 - 2025		Recreation
	Develop an Allocation Policy for all recreation facilities and spaces	2025		Recreation
	Develop and implement a comprehensive marketing plan for Recreation Services	2026		Recreation Communications
	Continue implementing <a href="#">Recreation Master Plan</a>	Ongoing	Underway	Recreation
AREA OF FOCUS	PROJECTS AND INITIATIVES	YEAR	PROGRESS	DEPARTMENT
<p><b>PARKS</b></p> <p><i>Maximize the accessibility and usability of parks in the City</i></p>	Complete Deer Lake Park renewal	2023	Underway	Infrastructure
	Complete Pottery Ravine Park improvements	2023	Underway	Infrastructure
	Develop and begin implementation of Parks and Public Spaces Asset Management Plan	2023		Parks
	Complete construction of Civic Memorial Park Phase 2 and 3	2023 - 2024	Underway	Infrastructure
	Advance Kin Race Track Athletic Park planning and construction	2023 - 2026		Planning Infrastructure
	Develop Polson Park Master Plan	2024		Planning
	Continue implementation of <a href="#">Cemetery Master Plan</a>	Ongoing	Underway	Parks
	Continue implementation of <a href="#">Parks Master Plan</a>	Ongoing	Underway	Parks

AREA OF FOCUS	PROJECTS AND INITIATIVES	YEAR	PROGRESS	DEPARTMENT
<p><b>TRAILS AND NATURAL AREAS</b></p> <p><i>Promote and protect Vernon's natural assets through strategic acquisition and responsible stewardship</i></p>	Complete a wetland inventory within the municipal boundary	2023 - 2024		Planning
	Complete trail connections in following areas: Whitecourt to Foothills Place; Valleyview Place to Commonage Trail; F.B. Jacques Park to Centennial Drive	2024		Infrastructure
	Promote <a href="#">Trails Capital of BC</a> designation through marketing and other initiatives with regional participants	Ongoing	Underway	Tourism Transportation
	Continue development, enhancement and maintenance of lake access sites	Ongoing	Underway	Transportation Infrastructure Parks
	Continue reviewing opportunities to acquire land for hilltop parks	Ongoing	Underway	Real Estate



Strategic priority

**ENVIRONMENTAL LEADERSHIP**

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

AREA OF FOCUS	PROJECTS AND INITIATIVES	YEAR	PROGRESS	DEPARTMENT
<p><b>ASSET MANAGEMENT</b></p> <p><i>Proactively fund and maintain built and natural assets</i></p>	Commission VWRC High Rate Anaerobic Digester (HRAD)	2023	Underway	VWRC
	Complete construction of Silver Star Road multi-use path Phase 2	2023	Underway	Infrastructure
	Update fleet replacement strategy	2023 - 2024	Underway	Fleet
	Complete Hesperia Landfill closure plan	2024	Underway	Roads, Drainage, Airport
	Complete HVAC DDC upgrades to City Hall and RCMP building	2024		Facilities
	Review and update Building Asset Management Plan	2024		Facilities
	Conduct a Natural Asset inventory and develop a management plan	2024 - 2025		Planning Infrastructure
	Develop Storm Water Control Bylaw; continue storm water management	2025; ongoing		Infrastructure
	Review and amend Liquid Waste Management Plan	2025		VWRC
	Develop a sustainable service funding strategy for short and long term (former Infrastructure Levy)	Ongoing		Infrastructure Finance
	Expand use of trenchless pipe repair and replacement program	Ongoing	Underway	Utilities
	Continue implementation of sewer to Okanagan Landing area	Ongoing	Underway	Infrastructure
AREA OF FOCUS	PROJECTS AND INITIATIVES	YEAR	PROGRESS	DEPARTMENT
<p><b>CLIMATE ACTION</b></p> <p><i>Take responsible steps to implement Vernon's Climate Action Plan</i></p>	Explore the role of the City of Vernon in supporting the <a href="#">food/agriculture system</a> , as identified within the <a href="#">Climate Action Plan</a>	2024		Economic Dev
	Develop a <a href="#">building retrofit program</a> to support residents to be more resilient to climate change, reduce energy investments over time, and reduce greenhouse gas emissions by improving building efficiency and installing low-carbon energy systems	2026		Building Planning Finance
	Continue implementing <a href="#">Climate Action Plan</a>	Ongoing		All divisions
	Develop and fund a Climate-Ready <a href="#">Community Communications and Outreach Strategy</a> , as identified in the <a href="#">Climate Action Plan</a>	Ongoing		Planning Communications
	Continue to focus on City of Vernon green fleet alternatives	Ongoing	Underway	Fleet Transportation
	Implement enhanced reporting requirements dictated by Province for "Local Government Climate Action Plan"	Ongoing	Underway	Finance

AREA OF FOCUS	PROJECTS AND INITIATIVES	YEAR	PROGRESS	DEPARTMENT
<p style="text-align: center;"><b>BUILDING RESILIENCE AND WILDFIRE MANAGEMENT</b></p> <p style="text-align: center;"><i>Protect the community and foster resilience in the face of natural and climate change-related risks</i></p>	Develop <a href="#">FireSmart</a> summer student program	2023	Recruitment process underway	Fire Rescue
	Develop FireSmart Community Wildfire Resiliency Plan	2023 – 2024	RFP posted	Fire Rescue Planning
	Develop a program to facilitate social connection, information sharing, climate awareness, and <a href="#">climate response activities</a> amongst City residents at the neighbourhood scale, as identified in the <a href="#">Climate Action Plan</a>	2023 - 2026		Planning Transportation Recreation Parks
	Stabilize funding for FireSmart Coordinator role	2024		Fire Rescue
	Review <a href="#">Tree Protection Bylaw #4152</a> to better encourage FireSmart practices and shade	2024		Fire Rescue Planning
	Complete Emergency Operation Centre (EOC) renovation	2024		Fire Rescue
	Begin Polson Park Vernon Creek Naturalization Project Phase 1 and 2	2024 - 2025		Infrastructure
	Update and implement the <a href="#">Landscaping Standards Bylaw #5015</a>	2024 – 2025		Planning
	Continue to enhance <a href="#">Emergency Management</a> program	Ongoing	Underway	Fire Rescue
	Implement <a href="#">flood mitigation recommendations</a>	Ongoing	Underway	Infrastructure
	Continue implementing fuels management plan for City owned lands	Ongoing	Underway	Fire Rescue
	Advocate for larger fuels treatments within and around the City of Vernon	Ongoing	Underway	Fire Rescue
AREA OF FOCUS	PROJECTS AND INITIATIVES	YEAR	PROGRESS	DEPARTMENT
<p style="text-align: center;"><b>TRANSPORTATION</b></p> <p style="text-align: center;"><i>Review and update the Transportation Master Plan to keep residents and visitors moving in a responsible and sustainable way</i></p>	Develop updated <a href="#">Transportation Master Plan</a> , in coordination with updates to the <a href="#">Official Community Plan</a>	2024 - 2025		Transportation
	Review <a href="#">Parking and Loading</a> regulations in Zoning Bylaw #5000 as part of development process for the updated Transportation Master Plan	2024 – 2025		Transportation Planning
	Prioritize active transportation investments to align with <a href="#">Climate Action Plan</a> and Master Transportation Plan	Ongoing		Transportation
	Implement the new Transportation Master Plan	Ongoing		Transportation





Strategic priority

**GOVERNANCE AND ORGANIZATIONAL EXCELLENCE**

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

AREA OF FOCUS	PROJECTS AND INITIATIVES	YEAR	PROGRESS	DEPARTMENT	
<p><b>GOOD GOVERNANCE</b></p> <p><i>Lead by example in strong and disciplined decision making</i></p>	Complete <a href="#">Council Code of Responsible Conduct Policy</a>	2023	Complete	Legislative Svcs	
	Participate in regional Accessibility Committee and its activities	2023	Underway	Legislative Svcs	
	Update Procurement Policy	2023	Complete	Finance	
	Develop public engagement and communication toolkit based on IAP2 principles	2024		Communications	
	Review <a href="#">Council Procedure Bylaw</a>	2024		Legislative Svcs	
	Review and update <a href="#">Fire Services Bylaw #5635</a>	2025		Fire Rescue	
	Review and update <a href="#">Fees and Charges Bylaw #3909</a> annually	Ongoing	Underway	All divisions	
	Continue implementation of eScribe features	Ongoing	Underway	Legislative Svcs	
	Embed considerations from the <a href="#">Climate Action Plan</a> into all existing and new policy and bylaws	Ongoing		All divisions	
	Complete Annual <a href="#">5-Year Financial Plan</a> and Annual <a href="#">Financial Statements</a>	Ongoing		Finance	
	Review digital tools and resources to enhance public participation opportunities	Ongoing	Underway	Communications	
AREA OF FOCUS	PROJECTS AND INITIATIVES	YEAR	PROGRESS	DEPARTMENT	
<p><b>RECONCILIATION</b></p> <p><i>Take meaningful steps toward reconciliation with Indigenous Peoples and look for opportunities to collaborate</i></p>	Continue participation in OKIB - Vernon Working Group	Ongoing	Underway	Administration	
	Seek intentional opportunities to collaborate with OKIB	Ongoing	Underway	Administration	
	Engage with OKIB in the development process for the <a href="#">Active Living Centre</a>	2023	Underway	IPD Team	
AREA OF FOCUS	PROJECTS AND INITIATIVES	YEAR	PROGRESS	DEPARTMENT	
<p><b>EXTERNAL RELATIONSHIPS</b></p> <p><i>Work with community groups, neighbouring municipalities, and other orders of government to positively impact our region</i></p>	Continue working with regional partners toward the construction and opening of the <a href="#">Greater Vernon Cultural Centre</a>	2023 – 2026		Planning Infrastructure Administration	
	Develop a Joint Use Agreement with School District No 22 for the use of recreation facilities	2024 – 2025		Recreation	
	Continue to partner with BC Housing, not-for-profits and the development community on <a href="#">attainable and affordable housing</a>	Ongoing		Planning CID	
	Advocate to Federal Government on shortening processing times for staff to receive security clearance	Ongoing		CSLA RCMP	
	Promote the <a href="#">Okanagan Rail Trail</a> , Grey Canal Trail and <a href="#">Trails Capital of BC</a> designation in coordination with regional participants	Ongoing	Underway	Tourism	
	Continue partnering with DVA on programming and initiatives to encourage community participation in events downtown, safety, and development	Ongoing	Underway	Economic Dev	

AREA OF FOCUS	PROJECTS AND INITIATIVES	YEAR	PROGRESS	DEPARTMENT
<b>RECRUITMENT AND RETENTION</b>  <i>Ensure we are creating an environment where employees are supported and retained</i>	Conduct a 5-year market review for management and exempt employee salaries	2023		HR
	Offer IAP2 training opportunities to staff responsible for public engagement	2023		Communications
	Negotiate new Collective Agreement with CUPE	2024		HR
	Deliver a learning and development program to support the implementation of the City's new Respectful Workplace and Anti-Discrimination Policy	2024		HR
	Negotiate new Collective Agreement with IAFF	2025		HR
	Explore additional fire prevention resources for community education and fire inspections	2025		Fire Rescue
	Increase <a href="#">talent acquisition and retention</a> staffing and review hiring processes to appropriately respond to diverse market conditions	Ongoing		HR
	Continue developing a robust staff learning and development framework	Ongoing		HR
	Continue to identify and include DEI principles in HR systems, policies, programs and services	Ongoing		HR
	Develop human resource plans for key roles ahead of anticipated vacancies	Ongoing	Underway	All divisions
	Stabilize auxiliary firefighter program and continue to train Fire Station 3 auxiliary firefighters	Ongoing	Underway	Fire Rescue HR
	Integrate Fire Station 3 auxiliary firefighters into response plan	Ongoing	Anticipated to begin July 2023	Fire Rescue
AREA OF FOCUS	PROJECTS AND INITIATIVES	YEAR	PROGRESS	DEPARTMENT
<b>SOUND INTERNAL PROCESSES</b>  <i>Focus on internal systems and processes that support effective and efficient service delivery</i>	Develop a Social Media Policy for City of Vernon-owned social media channels	2023		Communications
	Launch Office 365 across organization	2023 - 2024		Information Svcs
	Launch Workday cloud-based services across organization	2024	Underway	ADT team
	Investigate new software applications for Cemetery information management	2024		Finance Operations Information Svcs
	Review use and possible enhancements for Tempest including acceptance of other payment types	2024		Finance Information Svcs
	Investigate opportunities to digitize <a href="#">Airport</a> operations and information management	2024		Finance Airport Information Svcs
	Investigate online purchase and payment options for monthly parking passes	2024		Finance Information Svcs
	Investigate Digital Asset Management tools for City owned digital assets	2024		Communications
	Digitize development application and review process, as identified in the <a href="#">Development Approval Process Review</a>	2024		Planning Building Information Svcs
	Launch Workday Adaptive module (budgeting) across organization	2025		ADT Team

				Finance
	Investigate options to accept credit card payments for property taxes, utilities, applications, and other City services	2025		Finance Information Svcs
	Redevelop <a href="#">City of Vernon website</a> to improve user experience, accessibility and inclusivity	2025 – 2026		Communications Information Svcs
	Implement <a href="#">Development Approval Process Review</a> recommendations	Ongoing	Underway	Planning Building Information Svcs
	Review and begin implementation of Smart Cities and digital transformation initiatives	Ongoing		Administration Finance, HR, CID, Information Svcs
	Implement enhanced financial reporting requirements dictated by senior governments or changes in accounting standards (Asset Management reporting and Asset Retirement Obligations)	Ongoing		Finance
	Continuous improvement, enhancement and optimization of the Workday system to further align with the City's evolving needs	Ongoing		Finance Human Resources