

City View

# 2023-2026 Council Strategic Plan

Progress Update as of June 3, 2026



Multi-use Paths



# Purpose



## Why This Document?

This progress report offers a comprehensive overview of the advancement of the 2023-2026 Council Strategic Plan. It highlights key initiatives and projects that are progressing on schedule, identifies areas encountering delays or challenges, and provides a forward-looking perspective on what residents and community partners can expect in the coming year.

Serving as a tool for transparency, accountability, and ongoing collaboration, this report reflects our shared commitment to achieving the goals that matter most to our community.

# 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.

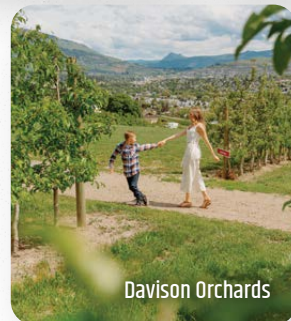
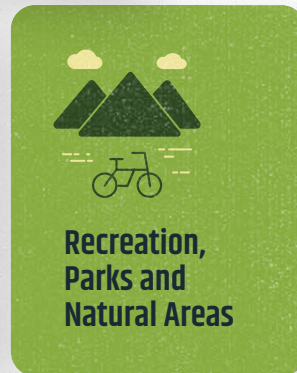
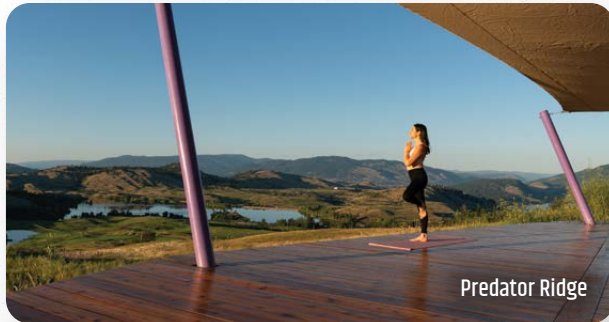
## Transparency

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.



# Strategic Priorities

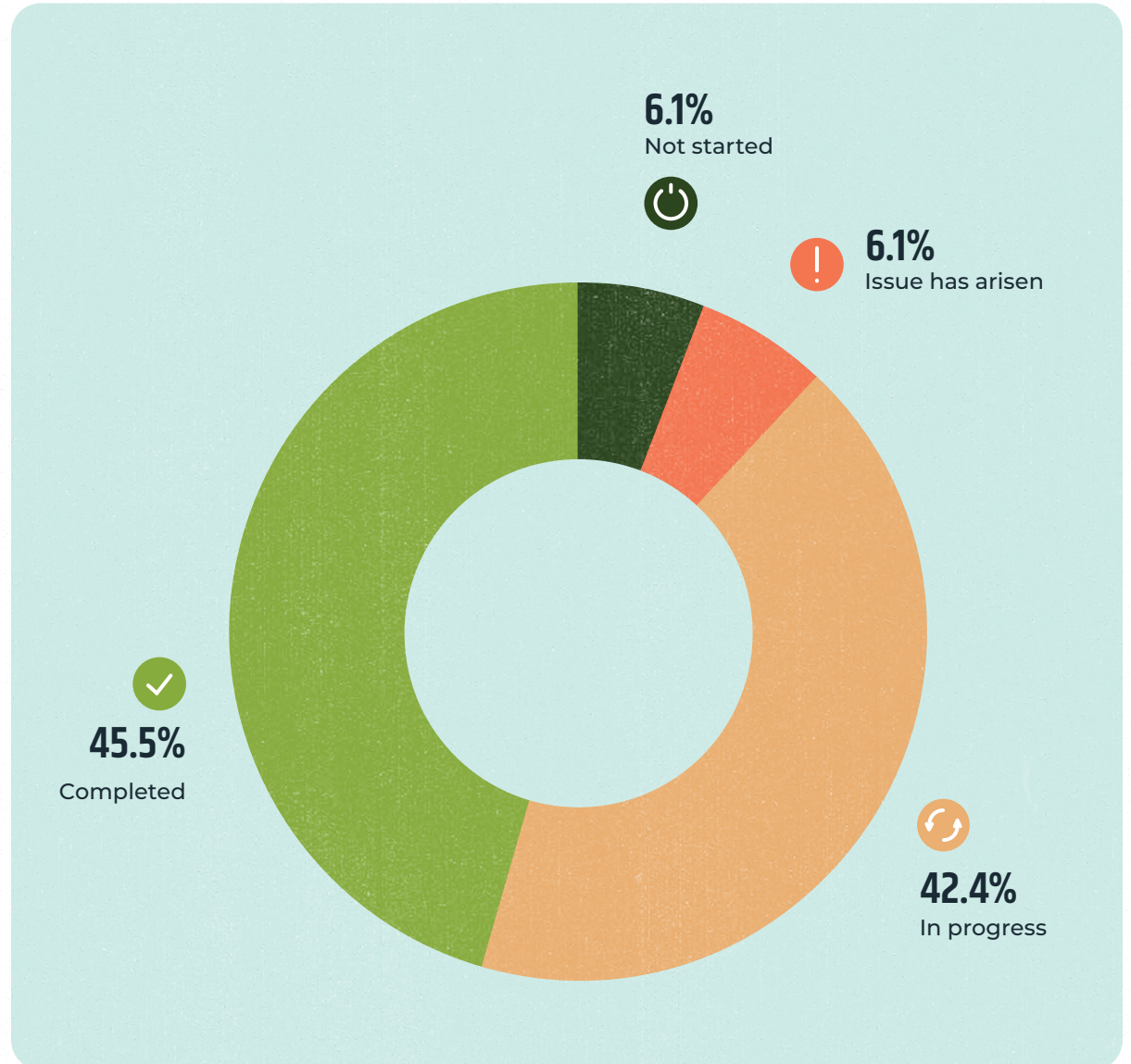


# Status Overview

We're making strong progress towards our goals. As of June 3, 2026, **87.9% of initiatives are complete or in progress.**

## Key Takeaways

- 
 Almost half of the initiatives are complete, delivering meaningful results for our community.
- 
 Over 40% are in progress and on track to deliver planned outcomes.





## Strategic Priority: **Livability**

Area of Focus:

## **Housing/Community Safety/Proactive Planning**



Silver Star Road



# Housing/Community Safety/Proactive Planning

- Not started
- In progress
- Completed
- Timing has changed
- Issue has arisen

Project/Initiative	Status	Current Update	Upcoming Milestone & Timeline
<b>Implement Gun &amp; Gang Violence Prevention Strategy</b>		The Building Safer Communities program ended on <b>March 31, 2026</b> . The federal initiative provided funding to municipalities to develop and implement a Gun and Gang Violence Prevention Strategy. The City completed the strategy in 2023 and subsequently entered into agreements with the Okanagan Indian Band, Canadian Mental Health Association – Vernon, and North Okanagan Youth and Family Services Society to deliver programs to youth at risk.	Complete final program reporting to Public Safety Canada by <b>June 30, 2026</b> .
<b>Additional Space for RCMP</b>		The Vernon RCMP Detachment Space Planning Study <b>(Phase 1) is complete</b> . The document highlights the current space requirements for the RCMP along with the needs over a projected 5, 10 and 20 year horizon.	Administration will report back to Council on the feasibility of Phase 2 expansion options identified in the Space Planning & Feasibility Study, including potential financing strategies.

Continued on next page





# Housing/Community Safety/Proactive Planning

Not started  
 In progress  
 Completed  
 Timing has changed  
 Issue has arisen

Project/Initiative	Status	Current Update	Upcoming Milestone & Timeline
<b>Update Official Community Plan</b>		The new Official Community Plan was adopted by Council on <b>December 15, 2025</b> , setting land use direction for how the city will grow over the next 20 years.	Staff will transition to implementing the new OCP, advancing its many progressive policies, projects, and initiatives. Implementation will take place over the next several years, with minor OCP updates anticipated, as well as a comprehensive update in five years in accordance with provincial legislation.
<b>Develop new Vernon Fire Rescue Services (VFRS) and Emergency Management Strategic Plan</b>		The VFRS Strategic Plan 2025–2032 was finalized and presented to Council on <b>October 7, 2024</b> . The full plan is available for public viewing.	Each year of the plan outlines specific milestones and targets to support sustainable service for a growing community through <b>2032</b> . VFRS provides an annual year-end report to Council to summarize progress toward these goals. 2026 milestones and targets will be complete by <b>November 2026</b> .
<b>Implement Vernon Fire Rescue Services (VFRS) Eight Year Strategic Plan</b>		In 2026, VFRS is advancing key initiatives to enhance responder safety and service delivery, including medical pre-screening, improved SCBA decontamination, the start of a multi-year fire engine replacement, and upgrades to computer-aided dispatch.	The team continues to advocate for fuel treatments and lead FireSmart initiatives to reduce wildfire risk within the city. We are strengthening aid agreements and maintaining readiness by training and equipping responders for structural and wildfire operations, rescues, medical calls, hazardous materials response, and auto extrication. The Emergency Program provides ongoing training, exercises, and practice to ensure a high level of preparedness.
<b>Implement Housing Action Plan</b>		The Housing Action Plan (HAP) was adopted by Council on <b>September 26, 2022</b> and staff continue to implement its key actions and strategic directions together with senior level governments, local non-profits and the development community.	On <b>September 1, 2025</b> , the Province issued a housing target order requiring the City to deliver a minimum number of new housing units and meet affordability objectives. A 6 month progress report was presented to Council on <b>March 23, 2026</b> that showed the City created a net total of 258 new housing units representing 93 per cent of the first-year housing target. The City continues to work with partner agencies like BC Housing and the non-profit community to advance affordable housing projects. As part of the Housing Target Order, a one-year progress report is required to be submitted to the Province by <b>year end</b> .



## Strategic Priority: Vibrancy

Area of Focus:

# Vibrant Downtown/Arts & Culture/Community Participation & Togetherness/Economic Prosperity



Funtastic Event



# Vibrant Downtown/Arts & Culture/Community Participation & Togetherness/Economic Prosperity

Not started
 In progress
 Completed
 Timing has changed
 Issue has arisen

Project/Initiative	Status	Current Update	Upcoming Milestone & Timeline
<b>Active Participant in Greater Vernon Cultural Centre Project</b>		The Greater Vernon Cultural Centre will be a landmark facility in the Downtown promoting arts and culture in the region. The project is led and managed by the Regional District of the North Okanagan (RDNO) and the City provides support as required. This included the disposition and transfer of the land to the RDNO and the issuance of a Building Permit to ensure compliance with the BC Building Code.	The project is currently under construction and progressing well. The new facility is anticipated to be open to the public by the <b>end of 2027</b> .
<b>Historical &amp; Structural Building Assessment for O’Keefe Historical Ranch</b>		A comprehensive assessment of the O’Keefe Historical Ranch was completed and identified over \$2.8 m in needed repairs over the next 10 years. The Facility Condition Assessment was presented to Council on <b>January 22, 2024</b> . The conservation plan and capital and operations management plan were presented to Council on <b>April 22, 2024</b> .	N/A.
<b>Captain Bailey Way Development</b>		<b>Project on-hold</b> pending the outcome of the airport lease renewals and extensions.	Administration continues to receive strong interest and inquiries regarding airport development lands from helicopter operators, aviation-related businesses, and other airport users. An updated report to Council was provided <b>May 25, 2026</b> .

Continued on next page





# Vibrant Downtown/Arts & Culture/Community Participation & Togetherness/Economic Prosperity

Not started  
 In progress  
 Completed  
 Timing has changed  
 Issue has arisen

Project/Initiative	Status	Current Update	Upcoming Milestone & Timeline
<b>Development of Cultural District</b>		Policy direction to establish a <b>Cultural District Strategy</b> is included in the new OCP and forms part of its implementation plan. The project will be presented as part of future budget considerations.	A key focal point of the Cultural District will be the new Greater Vernon Cultural Centre, anticipated for <b>completion by the end of 2027</b> . Building on the momentum of this significant regional facility, additional partnerships and opportunities will be pursued to further strengthen arts and culture in the downtown area as part of a new <b>Cultural District Strategy</b> .
<b>Age &amp; Dementia Friendly Community Plan</b>		The Age and Dementia Friendly Plan was completed and endorsed by Council on <b>June 24, 2024</b> . Its policy direction has been incorporated into the new Official Community Plan.	Staff will continue to identify opportunities to effectively implement the plan through the City's various capital projects and initiatives.
<b>Review Downtown Parking</b>		A review of downtown parking was identified as a key future project in the recently adopted Transportation Plan, including new policy emphasizing the importance of curbside management to balance the needs of parking, loading, and multimodal transportation options (e.g. cycling, walking, e-scooters, and transit).	This project will be presented as part of future budget considerations. The Downtown Vernon Association (DVA) is working with partners to map inventory of existing parking.





## Strategic Priority: Recreation, Parks & Natural Areas

### Area of Focus: Recreation/Parks/Trails & Natural Areas



Becker Park



# Recreation/Parks/Trails & Natural Areas

- Not started
- In progress
- Completed
- Timing has changed
- Issue has arisen

Project/Initiative	Status	Current Update	Upcoming Milestone & Timeline
<b>Develop &amp; Construct Active Living Centre (ALC)</b>		The project remains on target to be completed this <b>Q4</b> .	<p>Construction is ongoing. With approximately six months remaining with the project the major milestones are:</p> <ul style="list-style-type: none"> <li>• Test and tile the 50m pool and deck area: <b>April-July</b></li> <li>• Finishing work including drywall and paint: <b>April-June</b></li> <li>• Energize building and carry out all system commissioning: <b>May-September</b></li> <li>• Install all flooring in fitness centre, gymnasium and multipurpose rooms. Install all fixtures and furnishings: <b>June-August</b></li> <li>• Fixtures, furnishings, and signage installation: <b>August-October</b></li> <li>• Complete landscaping: <b>April-September</b></li> <li>• Complete parking lot paving: <b>May-September</b></li> </ul>
<b>Civic Memorial Park Phase 2 &amp; 3</b>		The City celebrated the completion of Civic Memorial Park on <b>May 29, 2024</b> . The park, once the site of the iconic Civic Memorial Arena, has been transformed into a vibrant community space that recognizes and acknowledges the City's past while providing opportunities for connection, health, and well-being into its future.	N/A

Continued on next page





# Recreation/Parks/Trails & Natural Areas

⏻ Not started
🔄 In progress
✅ Completed
🕒 Timing has changed
⚠ Issue has arisen

Project/Initiative	Status	Current Update	Upcoming Milestone & Timeline
<b>Lakeview Wading “Peanut” Pool Revitalization</b>	✅	The newly constructed Lakeview Wading “Peanut” Pool and spray park were officially completed and open to the public on <b>July 11, 2024</b> .	N/A
<b>Feasibility Study for Vernon Aquatic Centre</b>	⚠	The study has been completed. The Vernon Aquatic Centre (VRC) will be decommissioned as planned following the opening of the Active Living Centre (ALC). However, the repurposing of the Aquatic Centre space will be put on hold until a further review of all City facilities is completed by the Infrastructure Department and a long-term decision about the entire Vernon Recreation Centre is determined.	N/A
<b>Begin Kin Race Track Park Development</b>	🔄	Council approved the concept plan and funding strategy for the first phase of construction for the creation of a new community park in <b>Q2 of 2026</b> .	Site grading and construction will be coordinated together with the site development of the new Active Living Centre. Construction will begin in <b>Q2 of 2027</b> .
<b>Polson Park Master Plan</b>	🔄	The Polson Park Revitalization Plan was launched in <b>early 2026</b> with stakeholder engagement and a community input to establish a long-term vision for the park and its development.	Community input was gathered, including engagement results from the Open House on <b>April 9, 2026</b> to help inform future planning and decision making. Phase 1 public engagement results will be shared with Council to help inform future planning decision making in <b>Q2 of 2026</b> .





Strategic Priority:  
**Environmental Leadership**

Area of Focus:  
**Asset Management/Climate Action/Building  
Resilience & Wildfire Management/Transportation**



Westward Skyline



# Asset Management/Climate Action/Building Resilience & Wildfire Management/Transportation

Not started   In progress   Completed   Timing has changed   Issue has arisen

Project/Initiative	Status	Current Update	Upcoming Milestone & Timeline
Silver Star Rd Multi-use Path Phase 2		The total cost of the project was \$6.8 million, with \$500,000 provided by the Province of British Columbia. It aligned with Vernon's Climate Action Plan to reduce carbon emissions and promote sustainable transportation options.	N/A
Update Building Asset Management Plan		The City owns and operates infrastructure valued at approximately \$2.6 billion including the transportation network, sanitary sewer and storm water drainage systems, parks and public spaces, airport and building assets. The Organizational Asset Management Plan (OAMP) provides a comprehensive strategy for maintaining Vernon's infrastructure by assessing current conditions, forecasting future replacement costs, and identifying options to close funding gaps.	N/A
Polson Park Vernon Creek Naturalization Project Phase 1 & 2		Phase 1, which focused on the creek section between Highway 97 and the duck pond outlet, was substantially completed in <b>2024</b> . Phase 2 will continue the naturalization efforts further south towards the maintenance vehicle crossing in the park.	N/A
Develop Storm Water Control Bylaw		Stormwater Drainage Bylaw #5995 was adopted by Council in <b>June of 2024</b> .	N/A



Continued on next page





# Asset Management/Climate Action/Building Resilience & Wildfire Management/Transportation

-  Not started
-  In progress
-  Completed
-  Timing has changed
-  Issue has arisen

Project/Initiative	Status	Current Update	Upcoming Milestone & Timeline
<p><b>Implement Flood Mitigation Recommendations</b></p>		<p>The City continues to advance the six components of the <b>Flood Mitigation Plan</b>. The Flood Response Plan is progressing, and the 2022 Floodplain Management Bylaw continues to guide development in hazard areas.</p> <p><b>Sediment and debris management</b> remains ongoing, including vegetation management along BX and Vernon Creeks and monitoring at the BX Sediment Pond.</p> <p><b>Structural mitigation projects</b> continue to advance. The 43rd Street Bridge upgrade was completed in 2024, and detailed design procurement is underway for a clear-span bridge at the Okanagan Landing Road crossing, with construction targeted for 2027-2028 pending approvals and funding. The Upper BX Creek crossing and dike options assessment is nearing completion.</p> <p>The City has also established a <b>Fish Habitat Banking Agreement</b> with Fisheries and Oceans Canada to support future mitigation works.</p> <p><b>OKIB</b> remains a key partner in all mitigation initiatives. The Vernon Water Reclamation Centre flood hazard assessment is complete, bank armoring was completed in 2025, and construction of the pedestrian bridge carrying the spray irrigation outlet is planned for <b>Q3 2026</b>.</p>	<ul style="list-style-type: none"> <li>• Complete Flood Response Plan, trigger points, routing, and emergency preparedness measures</li> <li>• Continue applying floodplain policies and prepare for future map updates</li> <li>• Ongoing vegetation and sediment management</li> <li>• Advance detailed design for Okanagan Landing Road crossing</li> <li>• Finalize Upper BX Creek options and initiate feasibility design</li> <li>• Deliver VWRC pedestrian bridge and implement additional mitigation as required</li> </ul> <p><b>Timeline:</b>            Flood Response Plan: <b>Q4 2026 – Q4 2027</b>            Floodplain &amp; sediment management: <b>Ongoing</b>            Okanagan Landing Road crossing design: <b>2026–2027</b>            Okanagan Landing Road crossing construction: <b>2027–2028</b>            Upper BX Creek option selection: <b>Q4 2026</b>            VWRC pedestrian bridge: <b>Q3 2026</b></p>
<p><b>Fuels Management for City-owned lands</b></p>		<p>In <b>February 2026</b>, the Forest Enhancement Society of BC confirmed \$125,000 in funding to complete the remaining treatment areas of the Ellison Wildfire Risk Reduction Project. The initiative now encompasses 72 hectares of treated Crown land along Eastside Road, building on work by BC Timber Sales, BC Parks, local stratas, private landowners, and the City, forming a coordinated and strategic approach to reducing wildfire risk across the Ellison area.</p>	<p>Upcoming efforts will focus on advocating for a buffer between new development in Predator Ridge and the east boundary of Ellison Park. Additional fuel treatment work is also required on land within Predator Ridge to further reduce wildfire risk in the area. Other fuel treatments prioritized in the Community Wildfire Resiliency Plan (CWRP) will be prioritized as funding becomes available.</p> <p>The upcoming milestones are reliant on cooperation and investment from others, these are multi-year projects.</p>



# Asset Management/Climate Action/Building Resilience & Wildfire Management/Transportation

-  Not started
-  In progress
-  Completed
-  Timing has changed
-  Issue has arisen

Project/Initiative	Status	Current Update	Upcoming Milestone & Timeline
Implement Climate Action Plan		Implementation of the Climate Action Plan has been <b>ongoing for several years</b> as the City works toward its climate goals. The Plan and its associated policies have been incorporated into the new Official Community Plan.	Administration is currently undertaking a series of technical studies to assess greenhouse gas (GHG) emission trends since 2017, evaluate implementation progress over the past five years, explore GHG mitigation scenarios and targets, and examine climate adaptation objectives.  This year's technical studies will help lay the groundwork for updating the City's Climate Action Plan in <b>2027</b> .
Develop New Transportation Master Plan		Council adopted the City's new Transportation Plan on <b>November 24, 2025</b> setting the foundation for a transportation system that is safe, easy to use, and ready for the future of Vernon.	The plan sets priorities for improving Vernon's transportation network, including building safer connections, filling gaps in the walking and cycling networks, enhancing transit corridors, and providing infrastructure that supports sustainable and efficient travel.  The Transportation Plan will guide decision-making for future capital and infrastructure projects, transit investments, and other special projects and initiatives.





**Strategic Priority:**  
**Governance & Organizational Excellence**

**Area of Focus:**  
**Good Governance/Reconciliation/External Relationships/  
Recruitment & Retention/Sound Internal Process**



Partnerships Panel Discussion – Tourism Industry Conference



# Good Governance/Reconciliation/External Relationships/ Recruitment & Retention/Sound Internal Process

Not started  
 In progress  
 Completed  
 Timing has changed  
 Issue has arisen

Project/Initiative	Status	Current Update	Upcoming Milestone & Timeline
<b>Participate in a Regional Accessibility Committee</b>		The North Okanagan Accessibility Plan was endorsed by the Regional District of North Okanagan, followed by the City of Vernon along with all member municipalities, in <b>July and August 2025</b> .	Administration will continue to work with the Inter-municipal Accessibility Advisory Committee, member municipalities and Council to advance the Plan and continue to remove and prevent accessibility barriers.
<b>Complete Council Code of Responsible Conduct</b>		Council adopted the Council Code of Responsible Conduct Policy on <b>April 11, 2023</b> and is reviewed annually.	Administration will advise of any legislative changes that require further amendments.
<b>Redevelop City of Vernon Website</b>		Council approved funding for the project in their <b>2026 budget</b> .	The project is currently being scoped for the RFP to be issued this summer. To be completed by the <b>end of 2027</b> .

Continued on next page





# Good Governance/Reconciliation/External Relationships/ Recruitment & Retention/Sound Internal Process

Not started  
 In progress  
 Completed  
 Timing has changed  
 Issue has arisen

Project/Initiative	Status	Current Update	Upcoming Milestone & Timeline
Seek Opportunities to Collaborate with OKIB		The Okanagan Indian Band and City continue to collaborate closely on projects and initiatives at both the Council and Administrative levels. These initiatives cross multiple departments including Administration, Fire Rescue Services, Community Planning and Sustainability, Community Safety, Infrastructure, Parks, and Recreation.	A joint meeting between OKIB and the City was held in <b>May 2026</b> . Building on this momentum, Administration anticipates working towards a more regular meeting schedule.
Implement New Respectful Workplace and Anti-Discrimination Policy		At the <b>June 9, 2025</b> Council meeting, Council resolved that the Corporate Policy titled Respectful Workplace and Anti-Discrimination Policy be rescinded. Immediately following, a Corporate Policy titled "Respectful Workplace" was implemented.	N/A



Continued on next page





# Good Governance/Reconciliation/External Relationships/ Recruitment & Retention/Sound Internal Process

-  Not started
-  In progress
-  Completed
-  Timing has changed
-  Issue has arisen

Project/Initiative	Status	Current Update	Upcoming Milestone & Timeline
<b>Online Purchase Options for Monthly Parking Passes</b>		The first phase of the project was successfully completed with the launch of a new public online platform for monthly and annual parking passes on <b>January 1, 2025.</b>	<b>Phase 2:</b> Eliminate the requirement for hangtags. To complete this phase, investment in LPR (licence plate recognition) technology is needed. This type of automated system streamlines operations, reduces manual intervention, and measures Key Performance Indicators (KPIs) like occupancy rates, average duration of stay, and revenue per space, which can provide actionable insights, enabling the City to increase revenues and fine-tune parking strategies.  This phase will be presented as part of the <b>2027 Budget considerations.</b>
<b>Implement Development Approval Process Review Recommendations</b>		Administration continues to streamline the development application process by maintaining its effectiveness, yet improving efficiency for the development community. Technology improvements have been incorporated into business processes, including the launching of digital building permit applications in <b>Q3 of 2026.</b>	Further technology improvements will include the anticipated rollout of digital development permits in 2027. Additionally, Administration is developing a lot identification tool to simplify and <b>streamline the development process</b> for homeowners.



Okanagan Lake

