### THE CORPORATION OF THE CITY OF VERNON

### AGENDA

Committee of the Whole

Monday, July 14, 2025, 8:40 a.m. CITY HALL COUNCIL CHAMBER 3400 30 Street, Vernon BC

#### Pages

### 1. CALL COMMITTEE OF THE WHOLE MEETING TO ORDER

#### 1.a Agenda

THAT the Committee of the Whole Meeting Agenda of July 14, 2025 be adopted.

#### 1.b Adoption of Minutes

THAT the Committee of the Whole Meeting Minutes of June 23, 2025 be adopted.

#### 2. BUSINESS ARISING FROM THE MINUTES

#### 3. UNFINISHED BUSINESS

#### 3.a Prioritization of Council Strategic Plan 2023-2026

THAT Council receive the memorandum Prioritization of Council Strategic Plan 2023-2026, dated July 14, 2025.

#### 4. CLOSE OF MEETING

THAT the Committee of the Whole meeting be adjourned.

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environment and our future.

### THE CORPORATION OF THE CITY OF VERNON

### MINUTES OF THE COMMITTEE OF THE WHOLE

### June 23, 2025, 8:40 a.m. CITY HALL COUNCIL CHAMBER 3400 30 Street, Vernon BC

Mayor and Council Members Present:	Mayor V. Cumming T. Durning K. Fehr K. Gares B. Guy A. Mund B. Quiring
Administration Present:	<ul> <li>P. Weeber, Chief Administrative Officer</li> <li>E. Hamming, Director, Financial Services</li> <li>J. Rice, Director, Operation Services</li> <li>J. Blood, Director, Recreation Services</li> <li>K. Poole, Director, Corporate Administration</li> <li>T. Barton, Director, Planning and Community Services</li> <li>S. Wood, Corporate Officer</li> <li>C. Isles, Deputy Corporate Officer</li> <li>G. Nicol, Exec. Assistant, Real Estate &amp; Corp. Admin.</li> <li>J. Hewitt, Manager, Communications and Grants</li> <li>R. Nuriel, General Manager, City Planning</li> <li>A. Huisken, Acting Manager, Transportation</li> <li>L. Price, Manager, Parks Projects and Community Initiatives</li> </ul>

### 1. CALL COMMITTEE OF THE WHOLE MEETING TO ORDER

Mayor Cumming called the meeting to order at 8:42 am.

1.a <u>Agenda</u>

Moved by: Councillor Durning Seconded by: Councillor Guy THAT the Committee of the Whole Meeting Agenda of June 23, 2025 be adopted.

### CARRIED

### 1.b Adoption of Minutes

Moved by: Councillor Gares Seconded by: Councillor Mund

THAT the Committee of the Whole Meeting Minutes of June 9, 2025 be adopted.

### CARRIED

### 2. BUSINESS ARISING FROM THE MINUTES

### 3. GENERAL MATTERS

### 4. UNFINISHED BUSINESS

### 5. NEW BUSINESS

#### 5.a OCP Parks and Open Spaces Policy Direction

Councillor Fehr left the meeting at 9:34 am and returned at 9:36 am.

Councillor Guy left the meeting at 9:39 am and returned at 9:42 am.

Moved by: Councillor Guy Seconded by: Councillor Durning

THAT Council receive the memorandum titled "OCP Parks and Open Spaces Policy Direction" dated June 23, 2025.

### CARRIED

### 5.b <u>Transportation Plan Update: Results from the City-wide Traffic Modelling</u> <u>Study and Highway Crossings Study</u>

Moved by: Mayor Cumming Seconded by: Councillor Quiring

THAT following review of the City of Vernon Highway Crossings Transportation Report dated May 23, 2025, Council directed Administration to notify the Ministry of Transportation and Transit Administration of two highway crossing intersections identified as critical priority upgrades:

- Highway 6 and 15 Street; and
- Highway 6/30 Street and 25 Avenue.

### CARRIED

### 6. COUNCIL INFORMATION UPDATES

6.a <u>Mayor's Report on Federation of Canadian Municipalities (FCM) 2025 -</u> <u>Ottawa</u>

Moved by: Councillor Quiring Seconded by: Councillor Gares

THAT Council receive the Mayor's report on the Federation of Canadian Municipalities (FCM) Conference held on May 29 - June 1, 2025 in Ottawa.

### CARRIED

### 7. RDNO / GVAC REGULAR MEETINGS

### 8. CLOSE OF MEETING

**Moved by:** Councillor Quiring **Seconded by:** Councillor Gares

THAT the Committee of the Whole meeting be adjourned.

### CARRIED

The Committee of the Whole meeting adjourned at 10:44 am.

Mayor

Corporate Officer

Committee of the Whole - June 23, 2025



### Memorandum to Council

То:	Mayor and Council	File No: 0530-05
Date:	July 14, 2025	
From:	Terry Barton, Director of Planning & Communi	ty Services
Subject:	Prioritization of Council Strategic Plan 2023-20	026

#### Purpose:

To identify priority projects and initiatives within the Council Strategic Plan for the remainder of 2023-2026 Council term.

#### Recommendation:

THAT Council receive the memorandum Prioritization of Council Strategic Plan 2023-2026, dated July 14, 2025.

#### Background:

At the Special Meeting of Council on June 5, 2025, an update was provided on all Strategic Planning projects and initiatives, including the detailed Action Plan <u>Council</u> <u>Strategic Plan – 2025 Progress Update</u>. The documents including the 2025 Progress Report (Attachment 1) as well as the updated Action Plan (Attachment 2) have now been posted to the City's website and can be referenced: <u>Council Strategic Plan | City of Vernon</u>.

Of the 33 major Strategic Planning projects and initiatives, 16 are currently "In Progress." Administration recommends prioritizing those that can be realistically completed before the end of this Council term in October 2026. By establishing clear, high-impact priorities, we can ensure our limited staff resources are focused on the projects that matter most - and deliver the greatest value.

#### 1. Long-term On-going Projects

Several long-term initiatives are not expected to conclude within the current Council term. These complex, multi-year efforts will extend through the next decade and rely heavily on provincial or federal legislation, as well as partnerships with external organizations. While staff will continue advancing them, full implementation will carry well beyond October 2026.

Outlined below are the specific projects in this category:

- Implementation of the Climate Action Plan
- Execution of the City's Housing Plan
- Long-term process improvements to the Development Application Review
- Regional Accessibility Committee Action Plan

These initiatives are foundational to our future plans - yet they demand sustained effort, coordination across government levels, and significant time and funding to realize their intended impact.

### 2. Nearing Completion

Several projects and initiatives are now nearing completion are in their final stretch whether it's rolling out strategies, opening new infrastructure, or finalizing service platforms - but require a few remaining actions before reaching full operational status.

#### 3. Priority Projects

To maximize impact within the remaining Council term, staff recommend concentrating on a few high-profile legacy priorities that can realistically be completed by October 2026:

### • The Active Living Centre

Construction is well underway under an Integrated Project Delivery (IPD) model, with completion expected in fall 2026. The facility, budgeted at approximately \$136 million will feature a 50 m pool, leisure pool, sauna, steam room, fitness centre, gym, running track, multipurpose rooms, and fully embrace Syilx cultural design and accessibility standards.

#### • Official Community Plan (OCP) Update

The OCP is the municipality's blueprint for land use, housing, transportation, and utilities. This update is strategically well-aligned for completion within the current Council term, guiding future development decisions.

#### • Transportation Plan Update

Complementing the OCP, a revised Transportation Plan is essential to support sustainable mobility objectives - enhancing transit, road infrastructure, and active transportation networks. These elements are closely interlinked with OCP direction and can be coherently progressed in parallel within the 2025-2026 timeframe.

### • Council Procedure Bylaw Update

This Bylaw is a foundational document for Council and was originally adopted in April 2004. Although many amendments have occurred, it is due for a fulsome review. Administration will be drafting a new bylaw to present to Council by December 2025.

The list of projects and initiatives on the 2023-2026 Action Plan (Attachment 2) are included in current and future Division work plans. Administration is available to provide a status update on specific items if requested by Council.

#### Communication:

The 2025 progress update of the Strategic Plan as well as the updated Action Plan has been posted to the City of Vernon's website and can be referenced at: <u>Council Strategic</u> <u>Plan | City of Vernon</u>.

#### Attachments:

Attachment 1 – 2023 - 2026 Council Strategic Plan Mid-term Report Update as of June 5, 2025 Attachment 2 - 2023 – 2026 Council Strategic Plan | Action Plan

Reviewed by: Sue Wood, Manager, Legislative Services Reviewed by: Kevin Poole, Director, Corporate Administration Approved by: Peter Weeber, Chief Administrative Officer

Attachment 1

# 2023-2026 Council Strategic Plan

### Progress Update as of June 5, 2025









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# 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**





### Strategic Priority: Livability

### Area of Focus: Housing/Community Safety/Proactive Planning



Urban Infill on 30th Street



# Housing/Community Safety/Proactive Planning

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Not started 🔶 In pro	ogress	Completed Timing has changed Issu	ie has arisen
Project/Initiative	Status	Current Update	Upcoming Milestone
Implement Gun & Gang Violence Prevention Strategy		Programming agreements are in place to implement the Gun & Gang Violence Prevention Strategy with the Okanagan Indian Band, Canadian Mental Health Association – Vernon, and North Okanagan Youth and Family Services Society. The program is funded by Public Safety Canada through to <b>March 31, 2026.</b>	Ongoing program implementation, monitoring and reporting to Public Safety Canada. <b>Project</b> <b>completion set for March 31, 2026.</b>
Additional Space for RCMP		The Vernon RCMP Detachment Space Planning & Feasibility Study (Phase 1) is <b>complete</b> . The document highlights the current space requirements for the RCMP along with the needs over a projected <b>5, 10 and 20 year</b> horizon.	Administration plans to report back to Council with the feasibility of expansion options (Phase 2) of the Space Planning & Feasibility Study in <b>Spring</b> <b>2025.</b>

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# Housing/Community Safety/Proactive Planning

Not started

In progress

Completed

Timing has changed

Issue has arisen

Project/Initiative	Status	Current Update	Upcoming Milestone
Update Official Community Plan		The Official Community Plan (OCP) is currently in the final phase of development. A series of land use maps and growth projections were presented to Council in <b>April and</b> <b>May 2025</b> and the final round of public engagement will conclude at the <b>end of June 2025</b> .	Over the summer, public feedback will be worked into the final OCP draft and the document will be sent for formal referral to partner agencies. <b>In</b> <b>the fall</b> , the full OCP will be presented to Council for bylaw readings and the hosting of a Public Hearing. The Provincial deadline for OCP adoption is <b>December 31, 2025.</b>
Implement Vernon Fire Rescue Services (VFRS) Eight Year Strategic Plan		The VFRS Strategic Plan 2025-2032 was completed and received by Council during their <b>October 7, 2024</b> Committee of the Whole meeting. Details of the plan can be viewed at: <u>VFRS Strategic Plan 2025-2032</u>	N/A
Develop new Vernon Fire Rescue Services (VFRS) and Emergency Management Strategic Plan	$\checkmark$	The plan has been <b>finalized</b> , presented to Council and is available on the City's website for <b>review:</b> <u>VFRS Strategic</u> <u>Plan 2025-2032</u>	Each year of the plan has specific milestones and targets identified to provide sustainable service to a growing community, from three fire stations through to <b>2032.</b> Each year VFRS provides a year end report to Council regarding progress.
Implement Housing Action Plan		On <b>September 26, 2022,</b> Council endorsed a Housing Action Plan (HAP) for Vernon. This plan builds on a decade of research, policy development, and action to increase the supply of attainable and affordable housing in the community. Since the endorsement of the HAP, the City has been working closely with various levels of government, non-profits, and the development community to implement the key actions within the five strategic directions of the HAP.	The City <b>continues</b> to work with partner agencies like BC Housing and the non-profit community on the advancement of affordable housing projects. Collaboration with BC Housing and the non- profit community will <b>continue</b> to progress as opportunities emerge.



### Strategic Priority: Vibrancy

### Area of Focus: Vibrant Downtown/Arts & Culture/Community Participation & Togetherness/Economic Prosperity

Sundog Festival in Polson Park

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

presented to Council on April 22, 2024.



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2023-2026 Council Strategic Plan – Progress Update 2025

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



Project/Initiative	Status	Current Update	Upcoming Milestone
Captain Bailey Way Development		Captain Bailey Way development refers to a planned area along Taxiway Charlie at the Vernon Regional Airport for hangar leases and development as outlined in the Vernon Regional Airport Master Plan. Detailed design of the taxiway and apron is <b>nearing completion</b> (90%).	Design of apron and taxiway will be submitted to Transport Canada in <b>May 2025.</b> Pending approval, construction is currently scheduled fo <b>September of 2025</b> and completed by the <b>end</b> <b>of 2025.</b>
Development of Cultural District		The initiative has not been started due to staff resources.	Policy direction for the future development of the Cultural District will be included as part of the new OCP.
Age & Dementia Friendly Community Plan		The Age & Dementia Friendly Plan has been completed and endorsed by Council on <b>June 24, 2024.</b> A final version of the plan is available on the City's website at: <u>Age and Dementia</u> <u>Friendly Community Plan Version 1.1</u>	The Plan and its policy direction will be considered <b>during the drafting</b> of policies and objectives in the new Official Community Plan.
Review Downtown Parking	٢	This project will be listed in the new Transportation Plan as an implementation item to be completed. The Transpor- tation Plan will have a policy section on curb side man- agement, which included balancing the needs of space in the public realm for parking, loading, bike and e-scooters, buses, etc. It <b>cannot be completed until the Transportation</b> <b>Plan is complete</b> due to staff capacity.	N/A



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## Strategic Priority: Recreation, Parks & Natural Areas

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



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In progress

Completed

Timing has changed

Issue has arisen

Project/Initiative	Status	Current Update	Upcoming Milestone
Develop & Construct Active Living Centre (ALC)		One year into the construction phase, the ALC project team is currently on-target to deliver the project on-time and on- budget. Most tender packages for major items have already been awarded and the project team is gaining certainty with project risks. Most of the design work will be <b>complete</b> <b>by the second quarter of 2025.</b> The team will continue to look for efficiencies to mitigate any delays and keep the project on target for <b>completion in the fall of 2026.</b>	Commissioning of the new building and any construction deficiencies will be addressed in <b>early fall 2026.</b> Additional staff will be hired and trained prior to the anticipated public <b>opening in</b> <b>the fall of 2026.</b>
Civic Memorial Park Phase 2 <del>8</del> 3		The City <b>celebrated the completion</b> 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

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# Recreation/Parks/Trails & Natural Areas

Not started 💦 In pr	ogress	Completed Timing has changed Issue	e has arisen
Project/Initiative	Status	Current Update	Upcoming Milestone
Lakeview Wading "Peanut" Pool Revitalization		The newly constructed Lakeview Wading "Peanut" Pool and spray park were officially completed and open to the public on July 11, 2024. The project was designed as a safe, accessible, supervised facility where children can be introduced to the water and learn basic swimming skills. The facility features a new pool basin design for greater access for all abilities, a modern change room, washroom, and mechanical room buildings as well as enhancements to the surrounding park area.	Improvements to the universal washroom include the addition of an accessible change table for the <b>2025 season.</b> A tot slide will also be added to the facility. Completion is anticipated by <b>mid-June 2025.</b>

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# Recreation/Parks/Trails & Natural Areas

Not

Not started

In progress

Completed

Timing has changed

Issue has arisen

Project/Initiative	Status	Current Update	Upcoming Milestone
Feasibility Study for Vernon Aquatic Centre		The City is planning to repurpose the Vernon Aquatic Centre once the new Active Living Centre is open in the <b>fall of 2026</b> . A Needs Assessment was completed with input from industry consultants, architects, and engineers to assess the existing space as well as public feedback to ensure it provides the necessary space for future services, programs and activities.	Proposal for options will be presented to Council in <b>Q2 of 2025</b> for direction.
Begin Kin Race Track Park Development		Council endorsed proceeding with a passive park design concept in the <b>spring of 2025.</b>	The Active Living Centre storm-water management plan should be complete by the end of <b>Q2 of 2025</b> and this milestone is required in order to proceed with the park project. It is anticipated the Kin Race Track park design
			will take <b>4 to 6 months</b> to complete.
Polson Park Master Plan		The project has not been started due to <b>staff resources</b> <b>on other Strategic Priority Projects.</b> The additional time will allow a greater understanding of the impact of this year's Vernon Creek Naturalization project on future park development in relation to the water table levels.	Staff will come forward to Council with a plan to initiate the project in <b>Q3 of 2025.</b>



2023-2026 Council Strategic Plan – Progress Update 2025



### Strategic Priority: Environmental Leadership

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

**City View of North Vernon** 

### Vernon

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

Project/Initiative	Status	Current Update	Upcoming Milestone
Silver Star Rd Multi-use Path Phase 2		The Silver Star Road Multi-Use Path project was completed in the <b>spring of 2024.</b> The 3.6 km paved pathway connects the Foothills neighbourhood with the Silver Star Gateway Business Park, <b>enhancing accessibility</b> and <b>promoting active transportation for residents and visitors.</b> 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 <b>Climate Action Plan</b> to reduce carbon emissions and promote sustainable transportation options.	N/A
Update Building Asset Management Plan		The facility condition assessment was completed in <b>2024</b> and was used to inform the Organizational Asset Management Plan (OAMP) adopted by Council on <b>November 14, 2024.</b> The 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. 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. While the overall condition of the City's infrastructure is rated fair to good, many assets including many Civic Buildings <b>are approaching the mid-to-late stages</b> of their functional lifespan and will require replacement in the coming years.	Council has directed Administration to bring forward a 10-year, 0.96% cumulative Infrastructure Levy for consideration in the <b>2026 Financial</b> <b>Plan</b> to fill the funding gap. Additionally, Council has instructed Administration to implement key financial and asset management policy recommendations identified in the OAMP, ensuring the City's infrastructure remains safe, reliable ar sustainable for generations to come.

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



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### Vernon

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

Project/Initiative	Status	Current Update	Upcoming Milestone
Implement Flood Mitigation Recommendations		The City's flood mitigation efforts included the development of a comprehensive <b>City Emergency Flood Response Plan</b> , <b>upgrading infrastructure</b> like creek crossings, and <b>improving operational procedures</b> related to sediment management. Risk management and mitigation measures were considered at strategic locations identified in the Flood Mapping.	The overall plan will <b>continue to</b> <b>evolve</b> over the <b>next decade</b> based on the data collected through <b>ongoing</b> implementation including information from the new hydrometric station installed in collaboration with the Okanagan Basin Water Board and Water Survey Canada, at the outlet of the BX Sediment Pond.
Fuels Management for City-owned lands	~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	A pilot project for risk reduction was principally completed in <b>fall</b> <b>2024</b> with final tasks anticipated in the <b>fall 2025</b> . 5.5 ha prescribed burn completed Longacre Apollo <b>March 20, 2025</b> .	Fuel treatment on Crown land, Eastsid Road adjacent to Ellison Park continue with a 13 ha. section scheduled for completion by <b>June 2025.</b>

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

Not started 🕐 In pro	gress	Completed Timing has changed Issue has ariser	1
Project/Initiative	Status	Current Update	Upcoming Milestone
Implement Climate Action Plan		On <b>October 4, 2024</b> Council provided funding up to \$720,000 from the Local Government Climate Action Program to enable Administration to further the implementation of the City's Climate Action Plan which included the creation of a full-time, <b>2-year</b> temporary Project Coordinator to add capacity and resources to the program.	A summary of the <b>2025</b> Climate Action Community Outreach Strategy includes actions in several focus areas including Active Transportation Solutions, Low- carbon Building Solutions, Climate Resiliency Workshops, Green Business Planning, Youth Climate Careers, and enhancing the Community Urban Forest Canopy.
			Implementation of these focus areas and associated programs is well underway and will be executed in <b>2025</b> including the hiring of a new Project Coordinator position.
Develop New Transportation		The Transportation Plan (TP) is currently being updated alongside the Official Community Plan (OCP) aiming to provide a comprehensive framework for transportation over the next <b>25 years.</b> The new plan, currently in the final phase of development, focuses on improving the functionality, convenience, attractiveness and safety for all transportation modes including roads, public transit and cycling/ walking paths.	A series of short, medium and long- term transportation projects were presented to Council in <b>April and May</b> <b>2025.</b> Following this, a final round of public engagement will take place in <b>June</b> with two open houses and an online survey.
Master Plan			Over <b>summer 2025</b> , public feedback will be worked into the TP draft, formal referrals will be sent to partner agencies and in the <b>fall</b> the full TP will be presented to Council alongside the OCP for approval.

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### Strategic Priority: Governance & Organizational Excellence

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



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



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2023-2026 Council Strategic Plan – Progress Update 2025



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

Completed



Project/Initiative	Status	Current Update	Upcoming Milestone
Redevelop City of Vernon Website		Administration informed Council at their <b>June</b> <b>2024</b> Strategic Planning Session that the Website Redevelopment Project would be brought forward for consideration as part of the <b>2026 Budget.</b>	A website audit is currently underway. Efforts are focused on improving key areas of the site, such as the homepage, to improve navigation and user experience until funding is secured for a complete redesign. Consideration in the <b>2026 Budget.</b>
Seek Opportunities to Collaborate with OKIB		Joint strategic initiatives have primarily been led by the Okanagan Indian Band/City of Vernon working group. The working group has been unable to meet over the past couple years, however, staff from both organizations <b>continue to collaborate</b> on a variety of projects and initiatives.	Work to re-establish the regular joint working group and <b>Community to Community (C2C) meetings</b> with the newly elected Chief and Council.
Implement New Respectful Workplace and Anti- Discrimination Policy	1	This policy is in the final stage of completion. Administration will recommend changing the policy from a Council Policy to an Administrative Policy. This change will enable Administration to make updates in response to legislation changes, legal advice, and internal process modifications as needed.	With an anticipated completion date of <b>June 2025</b> , training will begin immediately following Council rescinding the existing policy and Administration implementing the new policy. Council will be invited to participate in training prior to the <b>end of 2025</b> .

Timing has changed

Issue has arisen

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Not started

In progress

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





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Attachment 2



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

AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
HOUSING	Complete and implement Short Term Rental Regulations	Completed	Licensing Planning Bylaw Services Information Services
housing diversity and development to create a	Develop education program to discuss diverse housing options within community	Not Started	Planning Communications
resilient, equitable, and accessible community	Implement Housing Action Plan	Completed	Planning
	Continue strategic and responsible acquisition and disposition of lands to support Housing Action Plan objectives	In Progress	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	In Progress	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	Not Started	Planning
AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
	Undertake a third-party Fire Services department review	Complete	Fire Rescue
COMMUNITY SAFETY	Review Restorative Justice Services contract (CMHA) and possible involvement of regional participants to help fund the program	In Progress	Corporate Administration
Focus on enhancing the safety	Continue implementing VFRS Eight Year Strategic Plan 2018 - 2025	Completed	Fire Rescue
of the community by: continuing to support	Continue to increase staffing levels per the VFRS 2018 - 2025 strategic plan recommendations	Completed	Fire Rescue
emergency services; emergency preparedness; and collaboratively addressing	Implement Gun and Gang Violence Prevention Strategy	In Progress	Corporate Administration Protective Services
street entrenchment issues	Develop strategy to increase participation in RCMP and Community Safety volunteer programs	In Progress	Protective Services
	Develop new VFRS and Emergency Management Strategic Plan, ensure to include strategy to address increasing call frequency for First Responder program	Complete	Fire Rescue



AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
	Investigate options for additional RCMP space	In Progress	RCMP
COMMUNITY			Procurement
SAFETY	Continue support of local RCMP initiatives and strategic priorities	In Progress	RCMP
			Corporate Administration
Focus on enhancing the safety of the community by:	Continue implementation of VFRS Apparatus Replacement Plan	In Progress	Fire Rescue
continuing to support emergency services;	Review and enhance training and support for Bylaw Officer safety and mental health considerations	In Progress	Protective Services
emergency preparedness; and collaboratively addressing street entrenchment issues	Work toward staffing Fire Station 1 and 2 with four FT firefighters	In Progress	Fire Rescue
Sileet entrenoiment issues	Continue staffing Fire Station 3 during high risk periods, working toward FT	In Progress	Fire Rescue
	staffing		
AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
	Develop a Height Map for Vernon as part of the Official Community Plan (OCP)	Not Started	Planning
PROACTIVE	update		-
PLANNING	Conduct a comprehensive OCP public engagement process	In Progress	Planning
	Review and update OCP based on input received from citizens	In Progress	Planning
Engage citizens in updates to	During the review and update of the OCP, integrate all climate risk and	In Progress	Planning
the Official Community Plan (OCP) to align with their	vulnerability analyses and emissions data, and objectives, actions and targets from the <u>Climate Action Plan</u>		
expectations and vision, proportionate to the community	Review Zoning Bylaw to implement the OCP	Not Started	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	PROGRESS	DEPARTMENT
VIBRANT DOWNTOWN	Implement Outdoor Commercial Use Permit program	Completed	Economic Development Building Licensing Transportation
Support strategic initiatives to foster a safe, inviting, and	Investigate potential expansion of seasonal 30 <sup>th</sup> Avenue closure, in coordination and partnership with Downtown Vernon Association (DVA)	In Progress	Planning Economic Development Transportation
vibrant city core	Review Downtown parking needs and surface parking lot options	Not Started	Planning Transportation Real estate
	Continue working with DVA on programming and initiatives to encourage community participation in events, safety, and development	In Progress	Economic Development
AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
ARTS AND	Install grant funded tourism information kiosks in key areas of the community	Completed	Economic Development Tourism
CULTURE	Review the Downtown Mural Maintenance Program, in coordination with the DVA	Completed	Facilities
00110111	Conduct a historical and structural building assessment of O'Keefe Historical Ranch facilities	Completed	Facilities
Acknowledge local culture and history and nurture the arts	Continue working with regional partners toward the construction and opening of the <u>Greater</u> <u>Vernon Cultural Centre</u>	In Progress	Infrastructure Planning Corporate Administration
	Identify a dedicated Cultural District area within the City's core	Not Started	Planning
	Develop a Public Art Policy	Not Started	Planning
	Continue promoting arts and cultural activities and experiences as part of Tourism Vernon's Annual Marketing Plan	In Progress	Tourism
	Investigate Destination Management supports for Arts and Cultural partners to foster growth in experiences available to visitors and residents	In Progress	Tourism
AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
	Develop and implement Age and Dementia Friendly Community Plan	Completed	Planning
COMMUNITY	Install Community Flag Pole on Civic grounds	Completed	Facilities
PARTICIPATION AND	Develop Flag Policy	Completed	Legislative Services
TOGETHERNESS			
Create meaningful opportunities for residents to participate in and with the community			



AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
	Develop and launch new website for Tourism Vernon	Completed	Tourism
ECONOMIC	Complete brand assessment and brand refresh for Tourism Vernon	Completed	Tourism
PROSPERITY	Complete Economic Development Services Mapping project	Completed	Economic Development
Continue to work with	Audit and update Tourism support programs (i.e., co-op marketing policy and small accommodators policy)	In Progress	Tourism
organizations and businesses in the community to promote and generate business development and tourism	Review opportunity to expand and develop hanger space at Captain Bailey Way	In Progress	Public Works Airport Real Estate
development and tourism	Develop a plan to connect Cultural and Sport Districts to alternative transportation networks and hotels	In Progress	Economic Development Tourism Transportation
	Promote the Okanagan Rail Trail and Grey Canal Trail through marketing and other initiatives with regional participants	In Progress	Tourism



# RECREATION, PARKS

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

AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
	Complete revitalization of Lakeview Wading "Peanut" Pool and amenities	Completed	Recreation
RECREATION	Complete Recreation and Parks Fees Assessment	Completed	Recreation Parks
Ensure the community has the sport, recreation, health, and	Complete and begin implementing Tourism Vernon's Sport Tourism Strategy	In Progress	Tourism Economic Development
well-being resources necessary to support residents and attract visitors	Develop and construct Active Living Centre	Underway	ALC Projects Team
	Update and implement Active Living Centre borrowing strategy as project proceeds	In Progress	Finance
	Conduct Feasibility Study for Vernon Aquatic Centre	In Progress	Recreation
	Review Recreation Services department structure to appropriately support operation of the Active Living Centre	In Progress	Recreation
	Develop a Joint Use Agreement with School District No. 22 for the use of recreation facilities	In Progress	Recreation
	Develop an Allocation Policy for all recreation facilities and spaces	Not Started	Recreation
	Develop and implement a comprehensive marketing plan for Recreation Services	Not Started	Recreation Communications
	Continue implementing Recreation Master Plan	In Progress	Recreation
AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
	Complete Deer Lake Park renewal	Completed	Infrastructure
PARKS	Complete Pottery Ravine Park improvements	Completed	Infrastructure
	Develop and begin implementation of Parks and Public Spaces Asset Management Plan	In Progress	Parks
Maximize the accessibility and	Complete construction of Civic Memorial Park Phase 2 and 3	Completed	Infrastructure
usability of parks in the City	Advance Kin Race Track Athletic Park planning and construction	In Progress	Planning Infrastructure
	Develop Polson Park Master Plan	Not Started	Planning
	Continue implementation of Cemetery Master Plan	In Progress	Parks
	Continue implementation of Parks Master Plan	In Progress	Parks
AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
	Complete a wetland inventory within the municipal boundary	In Progress	Planning
TRAILS AND	Complete trail connections in following areas: Whitecourt to Foothills Place; Valleyview Place	In Progress	Infrastructure
NATURAL AREAS	to Commonage Trail; F.B. Jacques Park to Centennial Drive		
	Promote Trails Capital of BC designation through marketing and other initiatives with regional	In Progress	Tourism
Promote and protect Vernon's	participants		Transportation
natural assets through	Continue development, enhancement and maintenance of lake access sites	In Progress	Transportation
strategic acquisition and responsible stewardship			Infrastructure Parks
	Continue reviewing opportunities to acquire land for hilltop parks	In Progress	Real Estate



Strategic priority

**ENVIRON** 

EADERSHIP

**MENTAL** 

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

AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
	Commission VWRC High Rate Anaerobic Digester (HRAD)	Completed	VWRC
ASSET	Complete construction of Silver Star Road multi-use path Phase 2	Completed	Infrastructure
MANAGEMENT	Update fleet replacement strategy	Completed	Fleet
	Complete Hesperia Landfill closure plan	Completed	Roads, Drainage, Airport
Proactively fund and maintain	Complete HVAC DDC upgrades to City Hall and RCMP building	In Progress	Facilities
built and natural assets	Review and update Building Asset Management Plan	Completed	Facilities
	Conduct a Natural Asset inventory and develop a management plan	In Progress	Planning Infrastructure
	Develop Storm Water Control Bylaw	Completed	Infrastructure
	Review and amend Liquid Waste Management Plan	In Progress	VWRC
	Develop a sustainable service funding strategy for short and long term (former Infrastructure	Completed	Infrastructure
	Levy)		Finance
	Expand use of trenchless pipe repair and replacement program	In Progress	Utilities
	Continue implementation of sewer to Okanagan Landing area	In Progress	Infrastructure
	Update Master Drainage Plan (2001)	Not Started	Infrastructure
	Update Stormwater Development Cost Charge (DCC) Bylaw	In Progress	Infrastructure
	Update Subdivision and Development Servicing Bylaw (SDSB) #3843	In Progress	Infrastructure
	Install flow monitoring gauges along Vernon Creek, BX Creek and other critical locations to monitor flow quantity and quality	Completed	Infrastructure
AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
CLIMATE	Explore the role of the City of Vernon in supporting the food/agriculture system, as identified within the Climate Action Plan	Not Started	Planning
ACTION	Develop a building retrofit program to support residents to be more resilient to climate change, reduce energy investments over time, and reduce greenhouse gas emissions by improving	In Progress	Building Planning
<b>T</b> -1	building efficiency and installing low-carbon energy systems		Finance
Take responsible steps to implement Vernon's Climate	Continue implementing Climate Action Plan	In Progress	All divisions
Action Plan	Develop and fund a Climate-Ready Community Communications and Outreach Strategy, as	Completed	Planning
	identified in the Climate Action Plan	e epiete a	Communications
	Continue to focus on City of Vernon green fleet alternatives	In Progress	Fleet
			Transportation
	Implement enhanced reporting requirements dictated by Province for "Local Government Climate Action Plan"	In Progress	Finance



AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
	Develop FireSmart summer student program	Completed	Fire Rescue
BUILDING	Develop FireSmart Community Wildfire Resiliency Plan	Completed	Fire Rescue
RESILIENCE AND			Planning
WILDFIRE	Develop a program to facilitate social connection, information sharing, climate awareness, and	Completed	Planning
MANAGEMENT	climate response activities amongst City residents at the neighbourhood scale, as identified		Transportation
WANAGEWENT	in the Climate Action Plan		Recreation
Protect the community and	Stabilize funding for FireSmart Coordinator role	Completed	Parks Fire Rescue
foster resilience in the face of	Review Tree Protection Bylaw #4152 to better encourage FireSmart practices and shade	In Progress	Fire Rescue
natural and climate change- related risks	Neview Tree Trolection Dylaw #4132 to better encourage Theomait practices and shade	in riogress	Planning
	Complete Emergency Operation Centre (EOC) renovation	Completed	Fire Rescue
	Begin Polson Park Vernon Creek Naturalization Project Phase 1 and 2	In Progress	Infrastructure
	Update and implement the Landscaping Standards Bylaw #5015	Not Started	Planning
	Continue to enhance Emergency Management program	In Progress	Fire Rescue
	Implement flood mitigation recommendations	In Progress	Infrastructure
	Continue implementing fuels management plan for City owned lands	In Progress	Fire Rescue
	Advocate for larger fuels treatments within and around the City of Vernon	In Progress	Fire Rescue
AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
	Develop updated Transportation Master Plan, in coordination with updates to the Official	In Progress	Transportation
TRANSPORTATION	Community Plan		
	Review Parking and Loading regulations in Zoning Bylaw #5000 as part of development	Completed	Transportation
Review and update the	process for the updated Transportation Master Plan		Planning
Transportation Master Plan to keep residents and visitors	Prioritize active transportation investments to align with Climate Action Plan and Master Transportation Plan	In Progress	Transportation
moving in a responsible and sustainable way	Implement the new Transportation Master Plan	Not Started	Transportation



Strategic priority **GOVERNANCE AND** 

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

	ZATIONAL EXCELLENCE	to provid
	PROJECTS	

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



AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
	Conduct a 5-year market review for management and exempt employee salaries	Completed	Human Resources
	Offer IAP2 training opportunities to staff responsible for public engagement	Ongoing	Communications
AND RETENTION	Negotiate new Collective Agreement with CUPE	Completed	Human Resources
Ensure we are creating an environment where	Deliver a learning and development program to support the implementation of the City's new Respectful Workplace and Anti-Discrimination Policy	In Progress	Human Resources
employees are supported	Negotiate new Collective Agreement with IAFF	Complete	Human Resources
and retained	Explore additional fire prevention resources for community education and fire inspections	In Progress	Fire Rescue
	Increase talent acquisition and retention staffing and review hiring processes to appropriately respond to diverse market conditions	In Progress	Human Resources
	Continue developing a robust staff learning and development framework	In Progress	Human Resources
	Continue to identify and include DEI principles in HR systems, policies, programs and services	In Progress	Human Resources
	Develop succession plans for key roles ahead of anticipated vacancies	In Progress	All divisions
	Stabilize auxiliary firefighter program and continue to train Fire Station 3 auxiliary firefighters	Completed	Fire Rescue Human Resources
	Integrate Fire Station 3 auxiliary firefighters into response plan	Completed	Fire Rescue
AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
Sound INTERNAL	Develop a Social Media Policy for City of Vernon-owned social media channels	Timing has changed	Communications
	Launch Office 365 across organization	In Progress	Information Services
PROCESSES	Launch Workday cloud-based services across organization	Completed	ADT team
Focus on internal systems and processes that support effective and efficient service	Investigate new software applications for Cemetery information management	Not Started	Finance Operations Information Services
delivery	Review use and possible enhancements for Tempest including acceptance of other payment types	In Progress	Finance Information Services
	Investigate opportunities to digitize Airport operations and information management	In Progress	Finance Airport Information Services
	Investigate online purchase and payment options for monthly parking passes	In Progress	Finance Information Services
	Investigate Digital Asset Management tools for City owned digital assets	In Progress	Communications
	Digitize development application and review process, as identified in the Development Approval Process Review	Not Started	Planning Building Information Services
	Launch Workday Adaptive module (budgeting) across organization	Timing has changed	ADT Team Finance
	Investigate options to accept credit card payments for property taxes, utilities, applications, and other City services	In Progress	Finance Information Services



AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
Sound internal processes Focus on internal systems and processes that support effective and efficient service delivery	Redevelop City of Vernon website to improve user experience, accessibility and inclusivity	Timing has changed	Communications Information Services
	Implement Development Approval Process Review recommendations	In Progress	Planning Building Information Services
	Review and begin implementation of Smart Cities and digital transformation initiatives	In Progress	Corporate Administration Finance Planning Human Resources Information Services
	Implement enhanced financial reporting requirements dictated by senior governments or changes in accounting standards (Asset Management reporting and Asset Retirement Obligations)	Completed	Finance
	Continuous improvement, enhancement and optimization of the Workday system to further align with the City's evolving needs	In Progress	Finance Human Resources