

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 <i>Continue to encourage housing diversity and development to create a resilient, equitable, and accessible community</i>	Complete and implement Short Term Rental Regulations	Completed	Licensing Planning Bylaw Services Information Services
	Develop education program to discuss diverse housing options within community	Not Started	Planning Communications
	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
COMMUNITY SAFETY <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	Complete	Fire Rescue
	Review Restorative Justice Services contract (CMHA) and possible involvement of regional participants to help fund the program	In Progress	Corporate Administration
	Continue implementing VFRS Eight Year Strategic Plan 2018 - 2025	Completed	Fire Rescue
	Continue to increase staffing levels per the VFRS 2018 - 2025 strategic plan recommendations	Completed	Fire Rescue
	Implement Gun and Gang Violence Prevention Strategy	In Progress	Corporate Administration Protective Services
	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
COMMUNITY SAFETY Focus on enhancing the safety of the community by: continuing to support emergency services; emergency preparedness; and collaboratively addressing street entrenchment issues	Investigate options for additional RCMP space	In Progress	RCMP Procurement
	Continue support of local RCMP initiatives and strategic priorities	In Progress	RCMP Corporate Administration
	Continue implementation of VFRS Apparatus Replacement Plan	In Progress	Fire Rescue
	Review and enhance training and support for Bylaw Officer safety and mental health considerations	In Progress	Protective Services
	Work toward staffing Fire Station 1 and 2 with four FT firefighters	In Progress	Fire Rescue
	Continue staffing Fire Station 3 during high risk periods, working toward FT staffing	In Progress	Fire Rescue
AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
PROACTIVE PLANNING Engage citizens in updates to the Official Community Plan (OCP) to align with their expectations and vision, proportionate to the community	Develop a Height Map for Vernon as part of the Official Community Plan (OCP) update	Not Started	Planning
	Conduct a comprehensive OCP public engagement process	In Progress	Planning
	Review and update OCP based on input received from citizens	In Progress	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 Climate Action Plan	In Progress	Planning
	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 <i>Support strategic initiatives to foster a safe, inviting, and vibrant city core</i>	Implement Outdoor Commercial Use Permit program	Completed	Economic Development Building Licensing Transportation
	Investigate potential expansion of seasonal 30 th Avenue closure, in coordination and partnership with Downtown Vernon Association (DVA)	In Progress	Planning Economic Development Transportation
	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 CULTURE <i>Acknowledge local culture and history and nurture the arts</i>	Install grant funded tourism information kiosks in key areas of the community	Completed	Economic Development Tourism
	Review the Downtown Mural Maintenance Program, in coordination with the DVA	Completed	Facilities
	Conduct a historical and structural building assessment of O'Keefe Historical Ranch facilities	Completed	Facilities
	Continue working with regional partners toward the construction and opening of the Greater Vernon Cultural Centre	In Progress	Infrastructure Planning Corporate Administration
	Identify a dedicated <i>Cultural District</i> 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
COMMUNITY PARTICIPATION AND TOGETHERNESS <i>Create meaningful opportunities for residents to participate in and with the community</i>	Develop and implement Age and Dementia Friendly Community Plan	Completed	Planning
	Install Community Flag Pole on Civic grounds	Completed	Facilities
	Develop Flag Policy	Completed	Legislative Services

AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
ECONOMIC PROSPERITY <i>Continue to work with organizations and businesses in the community to promote and generate business development and tourism</i>	Develop and launch new website for Tourism Vernon	Completed	Tourism
	Complete brand assessment and brand refresh for Tourism Vernon	Completed	Tourism
	Complete Economic Development Services Mapping project	Completed	Economic Development
	Audit and update Tourism support programs (i.e., co-op marketing policy and small accommodators policy)	In Progress	Tourism
	Review opportunity to expand and develop hanger space at Captain Bailey Way	In Progress	Public Works Airport Real Estate
	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



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	PROGRESS	DEPARTMENT
RECREATION <i>Ensure the community has the sport, recreation, health, and well-being resources necessary to support residents and attract visitors</i>	Complete revitalization of Lakeview Wading “Peanut” Pool and amenities	Completed	Recreation
	Complete Recreation and Parks Fees Assessment	Completed	Recreation Parks
	Complete and begin implementing Tourism Vernon’s Sport Tourism Strategy	In Progress	Tourism Economic Development
	Develop and construct <u>Active Living Centre</u>	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
PARKS <i>Maximize the accessibility and usability of parks in the City</i>	Complete Deer Lake Park renewal	Completed	Infrastructure
	Complete Pottery Ravine Park improvements	Completed	Infrastructure
	Develop and begin implementation of Parks and Public Spaces Asset Management Plan	In Progress	Parks
	Complete construction of Civic Memorial Park Phase 2 and 3	Completed	Infrastructure
	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
TRAILS AND NATURAL AREAS <i>Promote and protect Vernon’s natural assets through strategic acquisition and responsible stewardship</i>	Complete a wetland inventory within the municipal boundary	In Progress	Planning
	Complete trail connections in following areas: Whitecourt to Foothills Place; Valleyview Place to Commonage Trail; F.B. Jacques Park to Centennial Drive	In Progress	Infrastructure
	Promote <i>Trails Capital of BC</i> designation through marketing and other initiatives with regional participants	In Progress	Tourism Transportation
	Continue development, enhancement and maintenance of lake access sites	In Progress	Transportation Infrastructure Parks
	Continue reviewing opportunities to acquire land for hilltop parks	In Progress	Real Estate



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

AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
ASSET MANAGEMENT <i>Proactively fund and maintain built and natural assets</i>	Commission VWRC High Rate Anaerobic Digester (HRAD)	Completed	VWRC
	Complete construction of Silver Star Road multi-use path Phase 2	Completed	Infrastructure
	Update fleet replacement strategy	Completed	Fleet
	Complete Hesperia Landfill closure plan	Completed	Roads, Drainage, Airport
	Complete HVAC DDC upgrades to City Hall and RCMP building	In Progress	Facilities
	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 Levy)	Completed	Infrastructure 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 ACTION <i>Take responsible steps to implement Vernon's Climate Action Plan</i>	Explore the role of the City of Vernon in supporting the food/agriculture system, as identified within the Climate Action Plan	Not Started	Planning
	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 building efficiency and installing low-carbon energy systems	In Progress	Building Planning Finance
	Continue implementing Climate Action Plan	In Progress	All divisions
	Develop and fund a Climate-Ready Community Communications and Outreach Strategy, as identified in the Climate Action Plan	Completed	Planning 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
BUILDING RESILIENCE AND WILDFIRE MANAGEMENT <i>Protect the community and foster resilience in the face of natural and climate change-related risks</i>	Develop FireSmart summer student program	Completed	Fire Rescue
	Develop FireSmart Community Wildfire Resiliency Plan	Completed	Fire Rescue Planning
	Develop a program to facilitate social connection, information sharing, climate awareness, and climate response activities amongst City residents at the neighbourhood scale, as identified in the Climate Action Plan	Completed	Planning Transportation Recreation Parks
	Stabilize funding for FireSmart Coordinator role	Completed	Fire Rescue
	Review Tree Protection Bylaw #4152 to better encourage FireSmart practices and shade	In Progress	Fire Rescue 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
TRANSPORTATION <i>Review and update the Transportation Master Plan to keep residents and visitors moving in a responsible and sustainable way</i>	Develop updated Transportation Master Plan , in coordination with updates to the Official Community Plan	In Progress	Transportation
	Review Parking and Loading regulations in Zoning Bylaw #5000 as part of development process for the updated Transportation Master Plan	Completed	Transportation Planning
	Prioritize active transportation investments to align with Climate Action Plan and Master Transportation Plan	In Progress	Transportation
	Implement the new Transportation Master Plan	Not Started	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	PROGRESS	DEPARTMENT
GOOD GOVERNANCE <i>Lead by example in strong and disciplined decision making</i>	Complete Council Code of Responsible Conduct Policy	Complete	Legislative Services
	Participate in regional Accessibility Committee and its activities	In Progress	Legislative Services
	Update Procurement Policy	Completed	Finance
	Develop public engagement and communication toolkit based on IAP2 principles	Not Started	Communications
	Review Council Procedure Bylaw	Not Started	Legislative Services
	Review and update Fire Services Bylaw #5635	Completed	Fire Rescue
	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 <i>Take meaningful steps toward reconciliation with Indigenous Peoples and look for opportunities to collaborate</i>	Continue participation in OKIB - Vernon Working Group	Issue has arisen	Corporate Administration
	Seek intentional opportunities to collaborate with OKIB	In Progress	Corporate Administration
	Engage with OKIB in the development process for the Active Living Centre	In Progress	ALC Projects Team
AREA OF FOCUS	PROJECTS AND INITIATIVES	PROGRESS	DEPARTMENT
EXTERNAL RELATIONSHIPS <i>Work with community groups, neighbouring municipalities, and other orders of government to positively impact our region</i>	Continue working with regional partners toward the construction and opening of the Greater Vernon Cultural Centre	In Progress	Planning Infrastructure Corporate Administration
	Develop a Joint Use Agreement with School District No 22 for the use of recreation facilities	In Progress	Recreation
	Continue to partner with BC Housing, not-for-profits and the development community on attainable and affordable housing	In Progress	Planning
	Advocate to Federal Government on shortening processing times for staff to receive security clearance	Completed	Corporate Administration RCMP
	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
RECRUITMENT AND RETENTION <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	Completed	Human Resources
	Offer IAP2 training opportunities to staff responsible for public engagement	Ongoing	Communications
	Negotiate new Collective Agreement with CUPE	Completed	Human Resources
	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
	Negotiate new Collective Agreement with IAFF	Complete	Human Resources
	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 PROCESSES <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	Timing has changed	Communications
	Launch Office 365 across organization	In Progress	Information Services
	Launch Workday cloud-based services across organization	Completed	ADT team
	Investigate new software applications for Cemetery information management	Not Started	Finance Operations Information Services
	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 <i>Focus on internal systems and processes that support effective and efficient service delivery</i>	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