



CITY'S MISSION STATEMENT

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



VERNON CITY COUNCIL 2019 – 2022

Front row: Kari Gares, Victor Cumming (Mayor), Dalvir Nahal
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CONTEXT: January 2019

Vernon has been undergoing strong development for the last few years, and 2018 was its third busiest year ever. Infrastructure investment has been steadily increasing due to the 1.9% infrastructure levy, with particular focus on the Downtown and key transportation connections, including with the new Okanagan Rail Trail which opened in the fall of 2018. Since 2014, the City has invested \$20 million in infrastructure renewal in the City Centre, with an additional \$10.6 million approved/proposed for 2019/2020. Tourism revenues continue to climb year over year, leading the Thompson Okanagan in revenue growth.

Kal Tire Place North was completed in the fall of 2018, followed by the demolition of the Civic Arena and the pending completion of the 29th/30th Street Corridor and park improvements in 2019 and 2020. Hurlburt Park is under construction, Phase 1 of Lakeshore Park was completed in 2018, the Becker Park Bike Skills Park was completed in 2017 and three lake accesses have been developed since 2014, with another three being completed in 2019. With the resolution of the Kin Race Track legal dispute, and the completion of the Recreation Master Plan in 2018, residents are excited about the possibility of new recreation facilities on these lands.

Affordable housing is increasingly an issue for Vernon families. The vacancy rate is 1.5% and high rents exacerbate the situation. 325 purpose built rental units were under construction in 2018, including 52 first stage housing units. Issues of homelessness and criminal activity are impacting some areas of downtown. The City is working with downtown businesses to identify solutions.

The City operating budget has been held to a 1.8% or less increase since 2012. The City's asset management plan directs renewal projects and new asset management plans are under development for parks and civic facilities. Staff turnover and vacancies have hampered service delivery in some areas.

Spring flooding and wildfires have impacted Vernon along with other municipalities in the Okanagan Valley. Flood threat assessment mapping is underway in a Valley-wide effort for Okanagan Lake, while the City is pursuing funding to reduce flood events along the creeks that run through its boundaries. The Climate Action Advisory Committee was struck by Council in 2018 to develop a Climate Action Plan.

At its strategic planning session, Council members were asked the following question: What is the #1 thing you hear in 2019 and what do you hope people are saying about that issue in 2022? The results of that question helped to inform the Strategic Plan 2019 – 2022.

Council members comments are in the sidebar.

2019 Crime, increased vagrancy, open drug use in the Downtown.

2022 Vernon's image is improved. The atmosphere has spurred business growth and encourages families to stay. The Downtown core is flourishing, diverse and engaging.

2019 What are our plans for the Kin Race Track?

2022 Kin Park. On time. On budget.

2019 Affordable housing is an issue.

2022 I found a quality place to live.

2019 I can't find a home that I can afford.

2022 I have a home and can afford healthy food and a healthy lifestyle.

2019 There is nothing to do and nowhere to live.

2022 People are so busy and happy they have no time to comment!

2019 What is the City doing about homelessness in the Downtown?

2022 I can't believe how much the Cultural Centre in Polson Park has improved the area!

2019 Slumification of the Downtown Core.

2022 The Downtown core is vibrant.

SUMMARY of Strategic Priorities, Actions and Measures of Success

The following table summarizes all the required actions identified in the Strategic Plan.

Strategic Priority Area	Actions Required to Achieve Vision	How We Measure Success
Recreation, Parks & Open Space <i>(page 7)</i>	<ul style="list-style-type: none"> • Complete Recreation Feasibility Study • Commence construction of priority recreation facilities at Kin Park • Complete Polson Park Master Plan • Commence priority Polson Park projects • Develop and implement a strategy for acquisition of hilltop parks • Develop a minimum of one lake access site per year 	<ul style="list-style-type: none"> • Annual investment in Kin Park and Polson Park • Establishment of an off-leash dog park • Acquisition of natural park areas on mountaintops in acres • Number of lake access sites developed annually
Affordable & Attainable Housing <i>(page 8)</i>	<ul style="list-style-type: none"> • Develop a comprehensive Vernon Housing Strategy • Continue to partner with BC Housing, not-for-profits and the development community on affordable housing, including the use of City-owned land • Review and streamline residential development approval process • Complete a Housing Needs Assessment to inform the Affordable and Attainable Housing Strategy and the next Official Community Plan review 	<ul style="list-style-type: none"> • Increased vacancy rate • Number of new units by type and neighbourhood • % of all homes within 500 m of active transportation, services and parks • Time to process a single family building permit and a multi family development permit
Vibrant Downtown <i>(page 9)</i>	<ul style="list-style-type: none"> • Additional incentives to encourage redevelopment and upgrades to existing buildings • Increase events and amenities in the Downtown • Investigate the potential closure of 30th Avenue to vehicular traffic from 29th Street to 35th Street • Create parking for the Okanagan Rail Trail in the redevelopment of the Civic Arena site • Support economic development initiatives that attract skilled labour to the area • Identify and implement actions to address drug use, vagrancy and safety concerns, the role of Bylaw Compliance & increased RCMP presence • Evaluate and seek Council direction on the impact of retail cannabis stores Downtown • Promote the Okanagan Rail Trail through marketing, trail connections and other initiatives • Support the Folks on Spokes program and other clean up initiatives in the Downtown core 	<ul style="list-style-type: none"> • Annual investment in public events and amenities and event attendance • Private investment in new development and building upgrades • Number of calls for Bylaw Services • Number of new housing units in the City Centre, by type and value

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Strategic Priority Area	Actions Required to Achieve Vision	How We Measure Success
Organization Priorities <i>(page 10)</i>	<ul style="list-style-type: none"> • Increase public participation in the development of strategies and plans • Investigate new approaches to engage citizens (e.g. on-line platforms) • Investigate opportunities to enhance the transparency of decision making • Review application processes to ensure they are efficient as possible • Implement more on-line application types • Develop a learning and development framework for the organization • Develop a learning and development framework and coaching and mentoring programs for the organization • Support continued implementation of health and wellness initiatives • Investigate options to provide additional space for the RCMP • Prioritize staff recruitment 	<ul style="list-style-type: none"> • Number of people engaged in public participation annually • Number of processes reviewed annually • Number of new on-line applications annually and number received annually • Number of learning and development opportunities provided to/accessed by staff • Number of staff vacancies
Regional Relationships <i>(page 11)</i>	<ul style="list-style-type: none"> • Continue and build upon CEDI partnership with OKIB • Improve communication/consultation with RDNO • Work with RDNO on the acquisition of natural parkland in the city • Obtain RDNO approval to consult with City staff on In Camera issues at RDNO 	<ul style="list-style-type: none"> • Number of activities between the City and OKIB annually • Acquisition of natural parkland in the City of Vernon by RDNO, in acres
Sustainability Priorities <i>(page 12)</i>	<ul style="list-style-type: none"> • Investigate methods to increase recycling & alternatives to recycling, including an organics diversion plan • Support the provision of affordable childcare • Promote transit oriented mixed use development • Adopt a Climate Action Plan • Encourage initiatives to support green buildings, including the BC Energy Step Code • Update the Landscaping Standards Bylaw to require sustainable and Fire Smart landscaping • Identify ways to foster innovation in technology and manufacturing (business retention and expansion) • Continue to implement Fire Smart principles in the wildfire interface area and improve communication with residents throughout the year in addition to emergency events • Review and implement the Fire and Rescue Services Strategic Plan • Undertake drainage studies, risk and threat assessments and related bylaw amendments • Continued commitment to the development and implementation of asset management plans • During the next review of the Master Transportation Plan, revisit the highway bypass and explore alternatives to transit in low density areas • Support the extension of water along Eastside Road 	<ul style="list-style-type: none"> • Number of new residential units within walking distance of a transit stop • Number of new jobs in the technology and manufacturing sectors • Tonnage of organics and recycling diverted from the landfill, annually • Number of childcare spaces in the community, by age group • Tonnage of GHGe emitted annually, corporately and community-wide • Number of acres treated to reduce fuel load (wildlands/City lands)

Recreation, Parks and Natural Spaces

VISION

The comprehensive plan for the Kin Park lands is completed, informed by the Recreation Master Plan feasibility study and public participation. New recreation facilities are under development on the site. A new fenced off-leash dog park has just opened. The Polson Park Master Plan is complete and improvements are underway to better showcase the jewel of the Vernon urban parks system to the many residents and visitors that use the park and as a connection to the Okanagan Rail Trail. New natural area parks are being acquired at Turtle Mountain, Adventure Bay, the Foothills and the Commonage, supported by our regional partners where possible.

SPECIFIC GOALS

- Develop a comprehensive plan for the Kin Race Track lands: explore a recreation and/or aquatic centre and consider additional uses such as housing and commercial
- Develop a new multi purpose Recreation Centre
- Develop a fenced off leash dog park in the City
- A new playing surface for Kal Tire Place North
- Review and Update the Polson Park Master Plan
- Establish four new hilltop parks (Turtle Mountain, Adventure Bay, the Foothills (Jackass Mountain), Commonage Ridge)
- Develop a minimum of one lake access site per year
- Continued implementation of the Parks Master Plan
- Involve Electoral Areas B and C, Coldstream and the Okanagan Indian Band



ACTIONS REQUIRED

- Complete Recreation Feasibility Study
- Commence construction of priority recreation facilities at Kin Park
- Complete Polson Park Master Plan
- Commence construction of priority Polson Park projects
- Develop and implement a strategy for acquisition of hilltop parks
- Develop a minimum of one lake access site per year

HOW DO WE MEASURE SUCCESS?



Annual investment in Kin Park and Polson Park



Establish an off-leash dog park



Acquisition of mountaintop natural park area in acres



Number of lake access sites developed annually

Affordable Housing

VISION

Finding affordable and attainable housing has gotten easier. The vacancy rate is up and there are new housing options available across the continuum. The City has partnered with BC Housing, local not-for-profits and the development community on new affordable rental units on City-owned land. A streamlined residential development approval process is helping private developers deliver new units more efficiently. New family housing options are provided close to services and active transportation routes, and upscale options are under development in the Downtown.



SPECIFIC GOALS

- Create accessible and attainable housing for families with annual income below \$70,000
- Develop a comprehensive Vernon Housing Strategy
- Develop affordable housing partnerships, including the use of City lands
- Streamline the residential development approval process

ACTIONS REQUIRED

- Develop a comprehensive Vernon Housing Strategy
- Continue to partner with BC Housing, not-for-profits and the development community on affordable housing, including the use of City-owned land
- Review and streamline the residential development approval process
- Complete a Housing Needs Assessment to inform the Affordable and Attainable Housing Implementation Strategy and the next Official Community Plan review

HOW DO WE MEASURE SUCCESS?



Increased vacancy rate



Number of new units by type and neighbourhood



% of all homes within 500m of active transportation, services and parks



Time to process a single family building permit and a multi family development permit

Vibrant Downtown

VISION

The Downtown is bustling with shoppers and employees enjoying the many outdoor patios, events and amenities. The new multi family units in the City Centre have increased the number of residents in the area, including families and more affluent residents. Crime has been trending down and the streets are free from litter and unwanted graffiti. New mixed use development is complemented by the investment business owners have taken in their buildings, all contributing to a vibrant Downtown. Fully connected into the Okanagan Rail Trail, the Downtown has seen a surge of new tourists enjoying our many restaurants, stores and amenities.



SPECIFIC GOALS

- Foster more residential development in the Downtown, including upscale options
- Implement additional incentives to encourage upgrades to existing buildings
- Increase the vibrancy of Downtown, including the provision of new amenities and events
- Investigate the potential closure of 30th Avenue to vehicular traffic from 29th Street to 35th Street
- Provide parking for the Okanagan Rail Trail in the Downtown core
- Focus development in the City Centre, including mixed use and multi family
- Address safety concerns including drug use, vagrancy, communicating role of Bylaw Services & increased RCMP presence
- Identify mechanisms to attract skilled labour to the area
- Cannabis retail stores in the Downtown shall have no ill effect
- Address sharps and Downtown cleanliness

ACTIONS REQUIRED

- Additional incentives to encourage redevelopment and upgrades to existing buildings
- Increase events and amenities in the Downtown
- Investigate the potential closure of 30th Avenue to vehicular traffic from 29th Street to 35th Street
- Create parking for the Okanagan Rail Trail in the redevelopment of the Civic Arena site
- Support economic development initiatives that attract skilled labour to the area
- Identify and implement actions to address drug use, vagrancy and safety concerns, the role of Bylaw Compliance and increased RCMP presence
- Evaluate and seek Council direction on the impact of retail cannabis stores in the Downtown
- Promote the Okanagan Rail Trail through marketing, trail connections and other initiatives
- Support the Folks on Spokes program and other clean up initiatives in the Downtown core

HOW DO WE MEASURE SUCCESS?



Annual investment in public events and amenities and event attendance



Private investment in new development and building upgrades



Number of calls for Bylaw Services and RCMP



Number of new housing units in the City Centre, by type and value



Organization Priorities

VISION

The City of Vernon is a customer focused organization. Decision making is increasingly transparent and accountable through the use of various tools, including those on-line. Citizens are offered lots of opportunities for participation in the development of strategies and plans. Application processes have been reviewed and streamlined where possible, including the increased use of on-line applications. Staff vacancies are at a minimum and learning and development are fostered across the organization to ensure that we have a capable and contemporary workforce.

SPECIFIC GOALS

- Enhance transparency of decision making, including the use of new or expanded tools and on-line platforms
- Increased public participation in decision making
- Streamline red tape to facilitate more development
- Implement more on-line applications
- Have a full staff complement
- Foster learning and development across the organization
- Look at options to provide additional space for the RCMP
- Cultivate and promote a respectful, diverse, and inclusive Corporate culture
- Continue the unwavering commitment to a safe and healthy work environment
- Optimize municipal wastewater services in support of community growth and economic development

ACTIONS REQUIRED

- Increase public participation in the development of strategies and plans
- Investigate new approaches to engage citizens (e.g. on-line platforms)
- Investigate opportunities to enhance the transparency of decision making
- Review application processes to ensure they are efficient as possible
- Implement on-line applications for more application types
- Develop a learning and development framework and coaching and mentoring programs for the organization
- Support continued implementation of health and wellness initiatives
- Investigate options to provide additional space for the RCMP
- Prioritize staff recruitment

HOW DO WE MEASURE SUCCESS?

 Participants Number of people engaged in public participation annually	 Reviewed Number of processes reviewed annually	 On-line Number of new on-line applications annually, and number received annually	 L&D Number of learning and development opportunities provided to/accessed by staff	 Vacancies Number of staff vacancies
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Regional Relationships

VISION

Vernon residents believe their voice is better reflected in decisions by the Regional District of North Okanagan (RDNO) Board. Water issues are resolved to everyone’s satisfaction and progress is made on issues of mutual concern. The new Cultural Centre is under construction in the downtown. Productive relationships support the acquisition of major natural areas. The City and the Okanagan Indian Band are continuing to build on the relationship established through the Community Economic Development Initiative.



SPECIFIC GOALS

- Take a stronger stand at RDNO on water issues, consultation, etc.
- Enhance relationships and improve communications with regional partners including the Okanagan Indian Band
- Support an amalgamation study if requested by at least one other partner
- Council able to consult with City staff on In Camera issues at the RDNO

ACTIONS REQUIRED

- Continue and build upon the CEDI partnership with the Okanagan Indian Band (OKIB)
- Improve communication and consultation with RDNO
- Work with RDNO on the acquisition of natural parkland in the city
- Obtain RDNO approval to consult with City staff on In Camera issues at the RDNO



HOW DO WE MEASURE SUCCESS?

Activities

Number of joint activities between the City and OKIB annually

Acres

Acquisition of natural parkland in the City of Vernon by RDNO, in acres

Sustainability Priorities

VISION

Vernon is promoting best practices in sustainable infrastructure, agriculture and landscaping, including updated bylaw standards. Fire Smart principles are utilized more widely in the city, reducing our risk of wildfires. Water is being extended down Eastside Road to better protect against fire in this area. Vernon residents have been trying out a pilot organics diversion plan while recycling options have been expanded. New childcare spaces are making it easier for families to find affordable options to meet their needs. Transit oriented housing and mixed use development is putting more households within walking distance of a transit stop. New jobs are being created, particularly in the technology and manufacturing sectors locally and regionally, to continue to diversify our employment base.

SPECIFIC GOALS

- Investigate methods to increase recycling and alternatives to recycling
- Implementation of an organics diversion plan
- Support the provision of affordable childcare
- Promote transit oriented housing and mixed use development
- Work towards a sustainable Vernon – environmentally, economically and socially
- Encourage sustainable infrastructure, agriculture and landscaping
- Be a leader in economic development
- Foster innovation in technology and manufacturing (business retention and expansion)
- Continue to implement Fire Smart principles in the wildfire interface area and improve communication with residents
- Address existing and pending stormwater issues
- Continued commitment to asset management
- During the next review of the Master Transportation Plan, revisit the highway bypass and explore alternatives to transit in low density areas
- Support the extension of water along Eastside Road



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Sustainability Priorities Continued

ACTIONS REQUIRED

- Investigate methods to increase recycling and alternatives to recycling, including an organics diversion plan
- Support the provision of affordable childcare
- Promote transit oriented mixed use development
- Adopt and implement a Climate Action Plan and amend Official Community Plan accordingly
- Encourage green buildings, including the BC Energy Step Code
- Update the Landscaping Standards Bylaw to require sustainable and Fire Smart landscaping
- Identify ways to foster innovation in technology and manufacturing (business retention and expansion)
- Continue to implement Fire Smart principles in the wildfire interface area and improve communication with residents throughout the year in addition to emergency events
- Review and implement the Fire and Rescue Services Strategic Plan
- Undertake drainage studies, risk and threat assessments and related bylaw amendments
- Continued commitment to the development and implementation of asset management plans
- Revisit the highway bypass and explore alternatives to transit in low density areas in next Transportation Plan update
- Support the extension of water along Eastside Road



HOW DO WE MEASURE SUCCESS?

Units

Number of new residential units within walking distance of a transit stop

Jobs

New jobs in the technology and manufacturing sectors

Tonnes

Tonnage of organics and recycling diverted from the landfill, annually

Spaces

Number of childcare spaces in the community, by age group

Tonnes

Tonnage of GHGe emitted annually, corporately and community-wide

Acres

Number of acres treated to reduce fuel load (wildland/City lands)



Action Plan 2019

The Administration 2019 Action Plan will be finalized following completion of the Strategic Plan by Council and brought forward for Council's consideration. This is anticipated to occur in May/June 2019.

