



# STRATEGIC PLAN 2024-2026



CITY OF MERRITT  
**STRATEGIC PLAN**  
2024 - 2026

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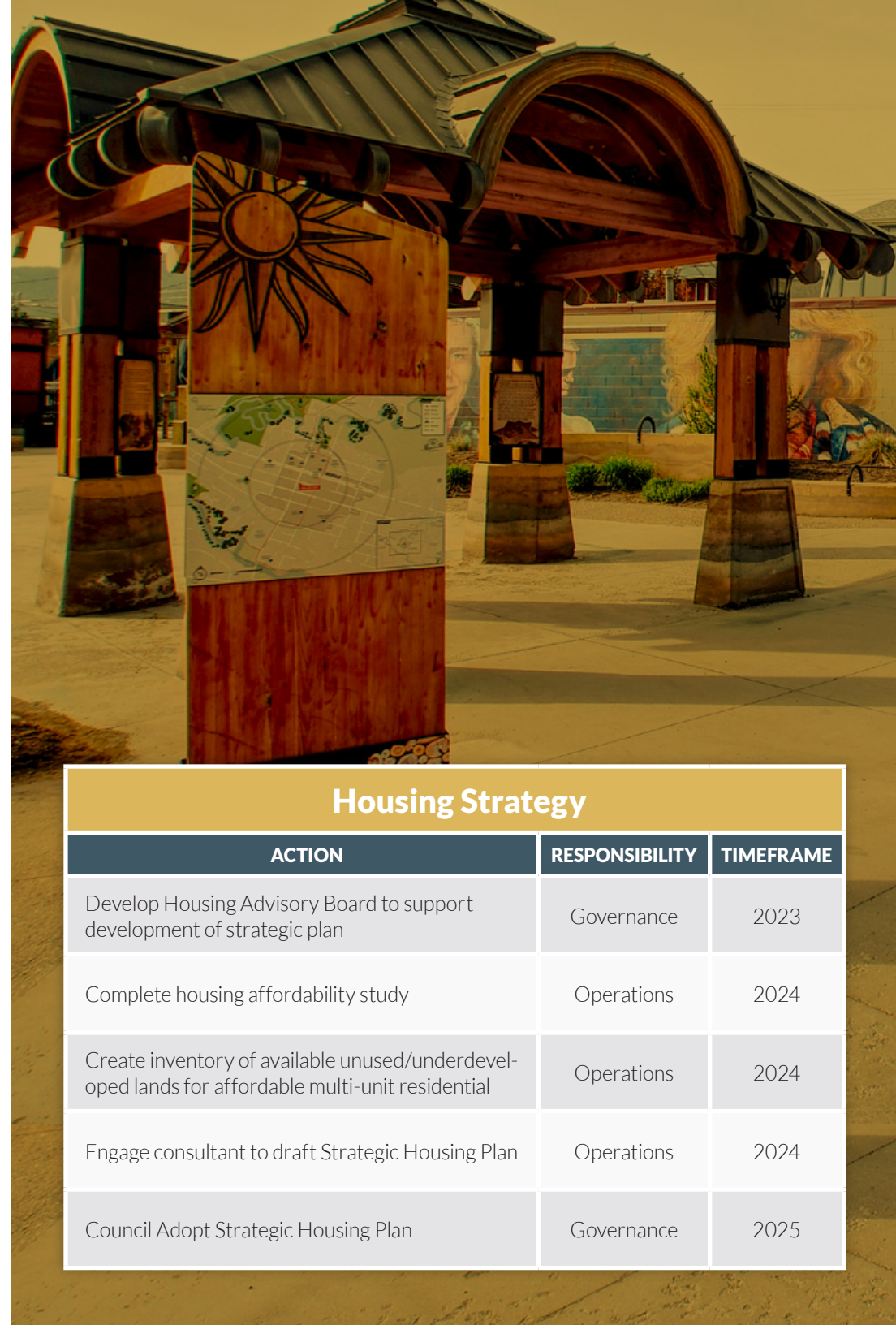
# FLOURISH UNDER THE SUN

Merritt is a desirable  
and inclusive community  
which values people,  
nature, and opportunity.



# LAND USE + DEVELOPMENT

The City of Merritt will create great communities by developing land use policies and zoning that promote high quality development that is sensitive to context, contains vibrant public spaces, and allows for creativity and innovation.



## Housing Strategy

ACTION	RESPONSIBILITY	TIMEFRAME
Develop Housing Advisory Board to support development of strategic plan	Governance	2023
Complete housing affordability study	Operations	2024
Create inventory of available unused/underdeveloped lands for affordable multi-unit residential	Operations	2024
Engage consultant to draft Strategic Housing Plan	Operations	2024
Council Adopt Strategic Housing Plan	Governance	2025





## Refine Development Process

ACTION	RESPONSIBILITY	TIMEFRAME
Purchase online permitting software	Operations	2024
Develop implementation strategy	Operations	2024
Identify any additional tools, process, or policies required to refine development process (best practices)	Operations	2025
Identify any local areas of cultural and natural significance that may affect further development, engage local indigenous governments to support this process	Operations/ Governance	2024
Formalize referral process for all levels of government and agencies, including local Indigenous governments	Operations	2025
Develop communication tools to support development processes	Operations	2025
Complete bylaw updates for all applicable bylaw (e.g. development, zoning, earthworks, etc.) while considering best practices	Operations	2025
Community engagement as required	Governance/ Operations	2025
Council adoption of any required bylaws or policies	Governance	2026



# OUR NEIGHBOURHOODS

Manage the growth and development of Merritt in a way that fosters business prosperity, accessibility to amenities, diverse housing choice, and vibrant communities.



## City Centre Revitalization Plan

ACTION	RESPONSIBILITY	TIMEFRAME
Engage consultant to develop plan	Operations	2024
Community engagement	Governance	2024
Consider landscape design standards and façade standards	Operations	2024
Safe neighbourhood specifications	Operations	2024
Adopt City Centre Revitalization Plan	Governance	2025
Develop budget, policies, and bylaws to support actioning plan	Operations	2025
Adopt budget, policies and bylaws as required	Governance	2026

# OUR ECONOMY

Grow and diversify the local economy to attract investment and support a viable, diverse, and sustainable economic future for the people and businesses of Merritt.

## Support Local Economic Development Service Organizations

ACTION	RESPONSIBILITY	TIMEFRAME
Develop Economic Development Advisory Board	Governance	2024
Develop collaborative projects with Chamber of Commerce, Community Futures, Tourism Nicola Valley, local Indigenous governments, other stakeholders	Governance/ Operations	2024
Support development of a Business Improvement Area	Governance/ Operations	2025

## Economic Development Strategy

ACTION	RESPONSIBILITY	TIMEFRAME
Complete review of current strategy and evaluate progress on goals	Operations	2023
Revise and re-prioritize as required	Governance/ Operations	2024
Engage consulting services for Strategic Marketing Plan	Operations	2024
Engage key stakeholders, including local Indigenous governments for feedback	Governance/ Operations	2024
Council adopts Strategic Marketing Plan	Governance	2024
Identify plan for enacting Strategic Marketing Plan and resource as required	Governance/ Operations	2025
Evaluate progress on goals	Operations	2026



# OUR RELATIONSHIPS

The City of Merritt will enhance relationships with First Nations and engagement with the residents of Merritt, to improve understanding and decision making.

## Reconciliation Action Plan

ACTION	RESPONSIBILITY	TIMEFRAME
Council resolution to adopt UNDRIP and commit to TRC Calls to Action	Governance	2023
Develop Reconciliation Action Plan	Governance/ Operations	2024
Engagement with local Indigenous governments	Governance	2024
Identify the links between Reconciliation Action Plan and all other municipal plans and processes	Operations	2024
Council adoption of Reconciliation Action Plan	Governance	2024

*As per the Declaration on the Rights of Indigenous People Act passed by the BC legislature in 2019, local governments are required to adopt the actions of DRIPA.*

## Communications Plan

ACTION	RESPONSIBILITY	TIMEFRAME
Conduct assessment of current communication plan, methods and current and future trends and needs	Operations	2024
Revitalize Communications Plan and identify key actions and timelines for implementation of policies and procedures	Operations	2024
Review and update policies and procedures as required	Operations	2024
Adopt updated policies as required	Governance	2025



# OUR RECREATION + PARKS + CULTURE

Make Merritt a vibrant and livable city, by ensuring residents have access to attractive spaces, services, recreational opportunities, and arts and culture programs that foster health, well-being, and a sense of community.



## Update Parks, Recreation & Culture Master Plan

ACTION	RESPONSIBILITY	TIMEFRAME
Develop advisory board to support prioritization and implementation of master plan	Governance	2024
Conduct a review and evaluation of the master plan to determine actions taken and goals met	Operations	2024
Conduct prioritization exercise and develop action plan to move outstanding items forward	Governance/ Operations	2024
Recommendation and allocation of resources to operationalize priorities	Governance/ Operations	2025
Develop recreation subsidy program; collaborate with existing programs such as Jump Start	Governance/ Operations	2025
Evaluate progress and outcomes of master plan	Governance/ Operations	2026

# OUR INFRASTRUCTURE

The City of Merritt will be supported by safe, effective and sustainable infrastructure that meets the current and future needs of residents and businesses.

As one of the largest cost centres, asset management is one of the highest priorities for the health of the municipal organization. Asset management is the framework that allows the municipality to take a high level, far-sighted view of the costs of the municipal organization as it relates to tangible capital assets.

The municipality is obliged through legislation to engage in asset management and the City is coming to the end of the provincial grace period for implementation. Failure to implement asset management is likely to have impacts on municipal capital funding going forward.



Asset Management		
ACTION	RESPONSIBILITY	TIMEFRAME
Develop and adopt asset management policy	Governance/ Operations	2023
Develop and adopt tangible capital asset policy	Governance/ Operations	2023
Identify and budget for purchase of asset management program and staff support	Governance/ Operations	2023
Development of data for Age/Replacement Value, Physical Condition, Capacity vs. Demand Utilization and Functionality to support legislated LGDE disclosures	Operations	2024
Training for all relevant staff and Council	Governance/ Operations	2024
Create asset management plan for each service area	Operations	2024
Adopt Asset Management Plans	Governance	2024
Adopt updated 10-Year Capital Plan	Governance	2024
Adopt a 20-year financial plan based on asset management planning	Governance	2024



# OUR ENVIRONMENT

Take actionable, practical steps to reduce impacts on the natural environment, embed sustainable practices, and adapt to current and future changes in the climate and local natural systems.



## Climate Change Adaptation and Mitigation Plan

ACTION	RESPONSIBILITY	TIMEFRAME
Council resolution to commit to being a green community	Governance	2025
Develop a community advisory board, including stakeholders and local Indigenous governments	Governance	2025
Develop and adopt climate change adaptation and mitigation plan	Governance	2025
Assessment of municipal infrastructure and fleet to develop green retrofit and renewal plan	Operations	2026
Review building standards and any incentive programs available for green development and retrofits	Governance/ Operations	2024

# OUR SAFETY + RESILIENCY

Create a safe and resilient city through sound planning and operations to reduce risk and improve preparedness.

## Healthcare Advocacy

ACTION	RESPONSIBILITY	TIMEFRAME
Develop Council sub-committee to support advocacy actions	Governance	2023
Through engagement with community members and stakeholders, including community health professionals and local Indigenous governments to develop priorities	Governance	2024
Identify other external partnerships and/or align with other provincial level advocacy efforts	Governance	2024
Develop and adopt Advocacy Action Plan and resource as appropriate	Governance	2024

## Emergency Preparedness and Response Plan

ACTION	RESPONSIBILITY	TIMEFRAME
Engage in consultation for provincial legislative changes	Governance/ Operations	2023
Review status of plan development and evaluate actions to date	Operations	2024
Develop training plan for all city staff and Council	Operations	2024
Develop communications and public education	Governance/ Operations	2024
Council to adopt plan and any related policies or bylaws	Governance	2025





LEFT TO RIGHT: BACK ROW: RCMP Ops NCO Cpl Brock Hedrick, Councillors Adam Etchart, Paul Petroczi, Wendy Charney, Manuel Olguin, and RCMP Detachment Commander Staff Sergeant Josh Roda  
FRONT ROW: Councillor Dana Egan, Mayor Michael Goetz, and Councillor Claire Newman (deceased July 5, 2023).





  
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