








INTEGRATED GROWTH STRATEGY

Prepared for the City of Merritt

Submitted by

MMM GROUP

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EXECUTIVE SUMMARY

Offering an abundance of opportunities to its residents and trade area, Merritt is an attractive municipality poised for growth in the heart of British Columbia's Nicola Valley. Any new growth can add to Merritt's existing character and performance but should not impact the area's significant features – agriculture, lakes, forestry, tourism, and historical character. The overarching objective of the Integrated Growth Strategy is to establish a 20 year Vision for the community that will address how and where growth will occur within the community but also to identify the most desirable locations for development.

The Integrated Growth Strategy presents a framework founded on forward-thinking principles including SmartGrowth, sustainability, and triple-bottom-line decision-making. These principles are the result of issues identified by the public during an intensive public engagement process including interviews, a public survey, visioning workshop, and open house. In addition to this, several technical and background studies were used to obtain information on how Merritt's infrastructure system could accommodate growth in a friendly and responsible manner.

To ensure Merritt's 2030 Vision was accurate and in line with expectations, several policy documents were used to establish a baseline. Documents such as Merritt's Official Community Plan, Zoning Bylaw, and the Thompson Nicola Regional District's Growth Strategy were referenced to develop the most accurate results for Merritt.

One important outcome of the Integrated Growth Strategy was the DARES sustainability review. Conducting an in-depth sustainability review of roads, parks and recreation, water, storm water, and sanitary system provided a short and long-term capacity analysis for future development. Moreover, defining where and what types of development could occur throughout the city will help achieve Merritt's 2030 vision for its community.

The Merritt Integrated Growth Strategy is a 'living' document intended to guide Merritt's future growth over the next twenty years. Agricultural land will be valued and preserved, the community's local character will be maintained, and Merritt will be recognized as a progressive community committed to sustainable development, boasting exceptional lifestyles!



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1.0 INTRODUCTION

1.1 GENERAL PROJECT SUMMARY

The Merritt Integrated Growth Strategy (IGS) provides guidance regarding the form and type of future growth over the next two decades until 2030. The IGS contains background information, a community vision, growth management policies and a financial implication matrix.

Preparation of the IGS was based on the following:

1. Establishing baseline information about the community including demographics and future growth potential

2. Determining a Vision based on community aspirations for the future

Section 2.0, which follows, provides background information on the current community state. Section 3.0 outlines the community consultation findings and presents a community vision for consideration.

This document will be used to prepare growth management policies and financial strategies to realize the City's desired vision for 2030.

1.2 RATIONALE FOR PROJECT (WHY IS IT BEING DONE?)

The goal of the Integrated Growth Strategy (IGS) is to produce a "living" strategy that supports the City's mission that the City of Merritt is a progressive, attractive, economically viable City that is socially responsible and environmentally sustainable.

This Integrated Growth Strategy is based upon the three pillars of sustainability which are:

- Economic feasibility: growth that is financially sensible and sustainable
- Environmental awareness: ensuring environmental integrity
- Socially focused: affordable, liveable and community-sensitive growth



This IGS integrates opportunities and constraints for growth, community and stakeholder aspirations for the future and the financial commitments required to support the preferred scenario for growth. This IGS is intended to inform future planning initiatives including review of the Official Community Plan, Zoning Bylaw and Regional Growth Strategy.

The IGS will serve the interests of Merritt and the Nicola Valley by providing a 20 year growth management framework upon which to base decisions.

1.3 PROJECT BOUNDARIES AND SCOPE

The Merritt IGS will apply primarily to the City of Merritt. Areas adjacent to the City are referenced as potential areas where growth may occur. This IGS acknowledges that future growth outside municipal boundaries will require communication with the affected jurisdictions and land owners outside municipal boundaries.





2.0 BACKGROUND REPORT

2.1 DEMOGRAPHIC PROFILE

2.1.1 WHO WILL LIVE IN MERRITT?

Historically, Merritt has been largely subject to the economic activities in the town and surrounding region. The main sectors driving the economy are forestry, tourism, mining, and agriculture (Merritt BC Stats PEOPLE forecast, 2008). The population of Merritt is aging at a greater rate than the provincial average. In 1986, Merritt's population was 3 years younger than the provincial average, but by 2006, it was 1.5 years older. Fertility rates are also declining, as is the ratio of children to the working age population (Merritt PEOPLE, 2008).

2.1.2 HOW MANY PEOPLE WILL ARRIVE?

Merritt PEOPLE forecast predicts that by 2030, the population should increase by approximately 1,100 people. This increase will be driven by net migration to the area, since natural increase will slow as the population ages. This will amount to approximately 50 new persons per year.

2.1.3 WHAT IS THE RATE OF GROWTH?

Based on the 2006 Statistics Canada Census, Merritt has a population of 6,998, representing a minor population decrease from the 2001 population of 7,088 (Stats Can, 2008). Growth has historically been erratic in Merritt, experiencing periods of both emigration and immigration. The last major outflow of people took place between 2000 and 2003, where the population decreased by approximately 2.7% (Merritt PEOPLE, 2008). However, the population has subsequently increased by 1.17% from 2006 to 2008. Accordingly, the average rate of growth has been approximately 0.64% over the past decade.



The Merritt Official Community Plan acknowledges that the Thompson Nicola Regional District has adopted a 1.8% projected growth rate for their official plans. The Merritt OCP has projected growth scenarios of 0.5%, 1.0%, and 2.0% over the next 15 years, which would result in a 2030 population of 8300, 9375, and 11,759 respectively (Merritt OCP, 2004).

The community survey conducted as part of this project indicated that a significant portion of the community considered 15,000 inhabitants to be a good population base for Merritt in 2030. In order to achieve this population level by 2030, a growth rate in the order of 3.2% would be required. Figure 2.1 indicates the anticipated range of population growth under these three scenarios.

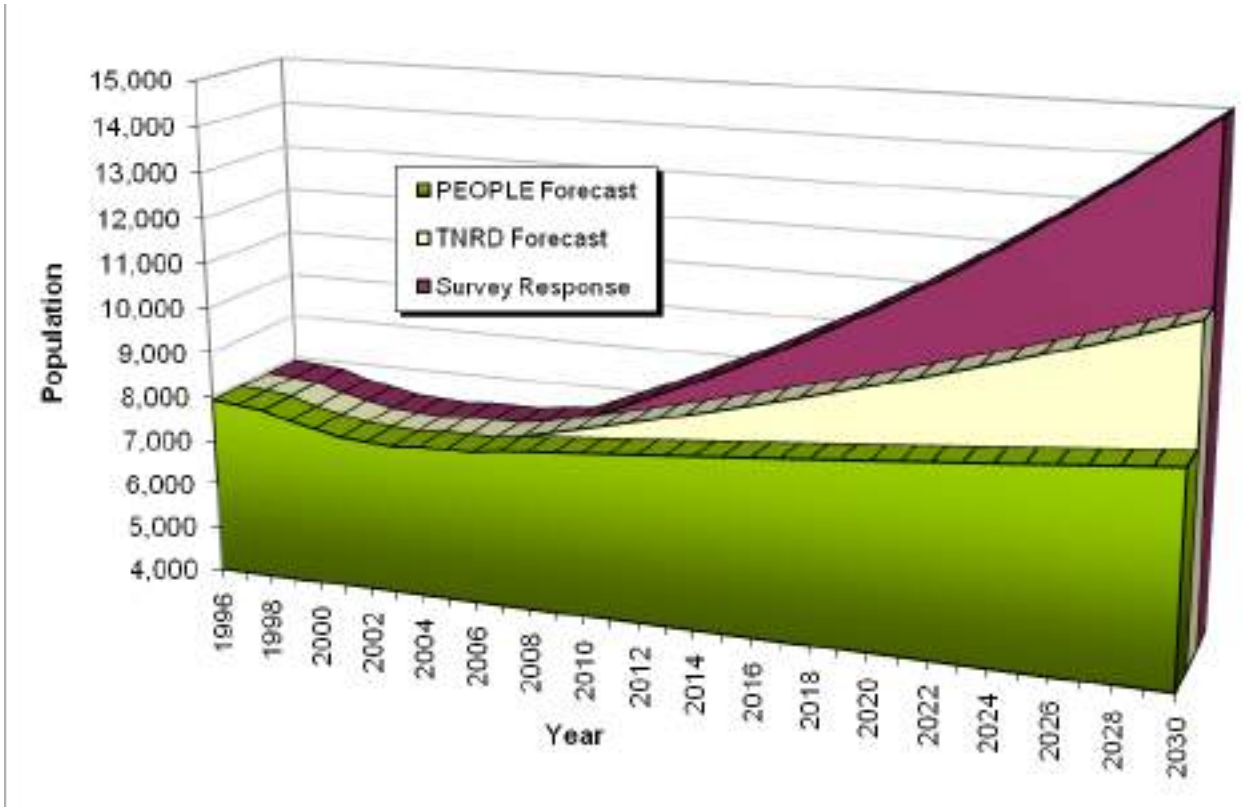


Figure 2.1: Population Projection (BC Stats, 2008)



2.2 SPATIAL DISTRIBUTION

2.2.1 WHERE WILL NEW GROWTH OCCUR?

Merritt is divided by the OCP into 13 neighbourhood regions for the purpose of allocating growth and understanding neighbourhood-specific growth issues. Figure 2.2 is a representation of Merritt's 13 neighbourhood regions.

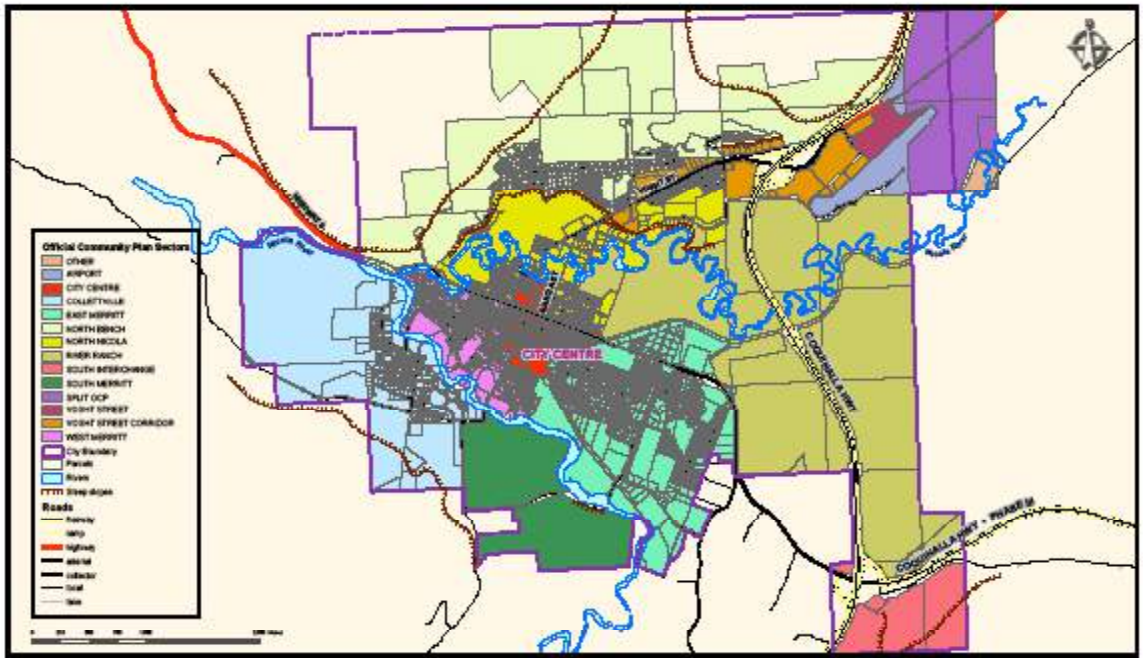


Figure 2.2: Merritt Official Community Plan Neighbourhood Regions

The Official Community Plan has considered a significant area of Merritt to be potentially available for future development (Figure 2.3). The area is equivalent in size to 10,587 hectares of land, which, if considered to be 100% developable, could potentially support over 17,000 single-family homes with an average lot size of 450 square metres. This potential land base currently within the community represents a combination of Greenfield and infill potential, but does not take into consideration numerous constraints upon the land which may limit development.



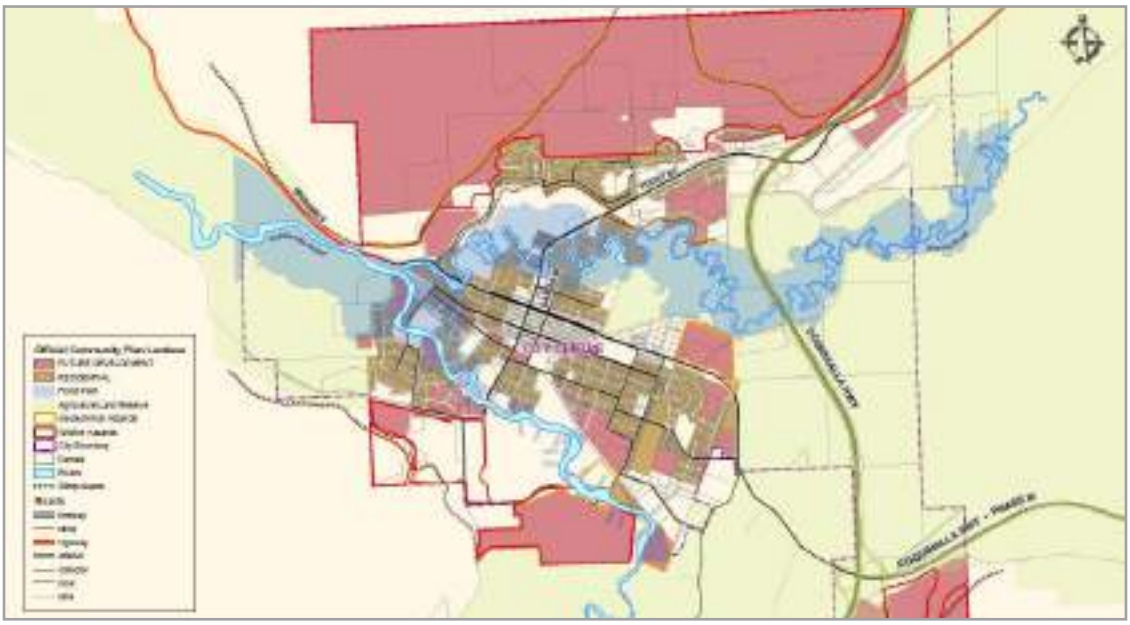


Figure 2.3: Official Community Plan Land Use

The following sections outline potential development opportunities designated in the Merritt Official Community Plan. It is important to note that the following applies to new development areas and that infill opportunities are present in most sectors.

Residential Potential

- *Bench*: Large areas of Crown Land are located to the north of the neighbourhood. The OCP notes that new development will likely be of single-family character, similar to the existing environment.
- *East Merritt/Diamond Vale*: Larger tracts of land are available for new single-family detached residential development (along Bann Street and south of Clapperton Avenue). The OCP encourages residential on lands east of McLean Place designated for future development.
- *North Nicola*: Large tracts of undeveloped lands are located south of this area with the intention for future residential development.
- *West Merritt*: The OCP encourages a mix of housing types and densities, while respecting its character as a pleasant residential neighbourhood.



- *Collettville*: The OCP identifies opportunities for new development but aims to maintain a mixture of residential dwelling types while preserving the large-lot semi-rural character of the area.

Industrial Potential

- *East Merritt/Diamond Vale*: Encourages industrial activities on lands designated for future development located between the Coldwater River and Neilson Street, and properties along Priest Avenue and south of Houston Street.
- *Collettville*: Industrial uses encouraged south of Willow Avenue.

Commercial Potential

- *East Merritt/Diamond Vale*: Intensification of service commercial uses in northern portion of the neighbourhood sector. Accommodate new mixed-use commercial establishments that are compatible within the residential neighbourhoods.
- *Voght Street/North Entry Corridor*: Encourage vehicle-oriented commercial uses serving traveling public and residents. Encourage commercial development adjacent to the Merritt Airport to be low intensity so the day-to-day operations of the airport are not adversely affected.
- *Airport area*: Encourage airport-oriented commercial development that will not affect the areas between Airport road and the Airport property; and on the Airport property south of the taxiway. Ensure development of lands surrounding runway will not impede future land requirements for expansion.

Mixed-Use Potential

- *City Centre*: Encourage retail and service commercial uses to attract people to the City Centre, a mix of residential uses including smaller dwelling units and multi-family/mixed-use, and conversions of older buildings to appropriate functions.
- *West Merritt*: Encourage mixed-use commercial developments that are compatible within residential developments.



Other/Undesignated

- *South Merritt*: Promote the future development of the lands south of the industrial area known as Active Mountain Lands.
- *South Interchange*: Significant developable land is located east of Highway 5 (Coquihalla) and south of Highway 97C (Okanagan Connector).

2.2.2 KNOWN CONSTRAINTS

2.2.2.1 FLOODPLAIN

The floodplain from the Nicola and Coldwater Rivers (Figure 2.4) encompasses a significant portion of the valley floor. Due to the particularly low topography around the Nicola River, risk of flood damage is considerable. While earthworks can raise the elevation of lands within the floodplain, costly site preparation is generally required (pilings, soil compaction etc.). These floodplains also encompass highly environmentally sensitive areas, making this type of significant re-contouring very challenging and difficult.

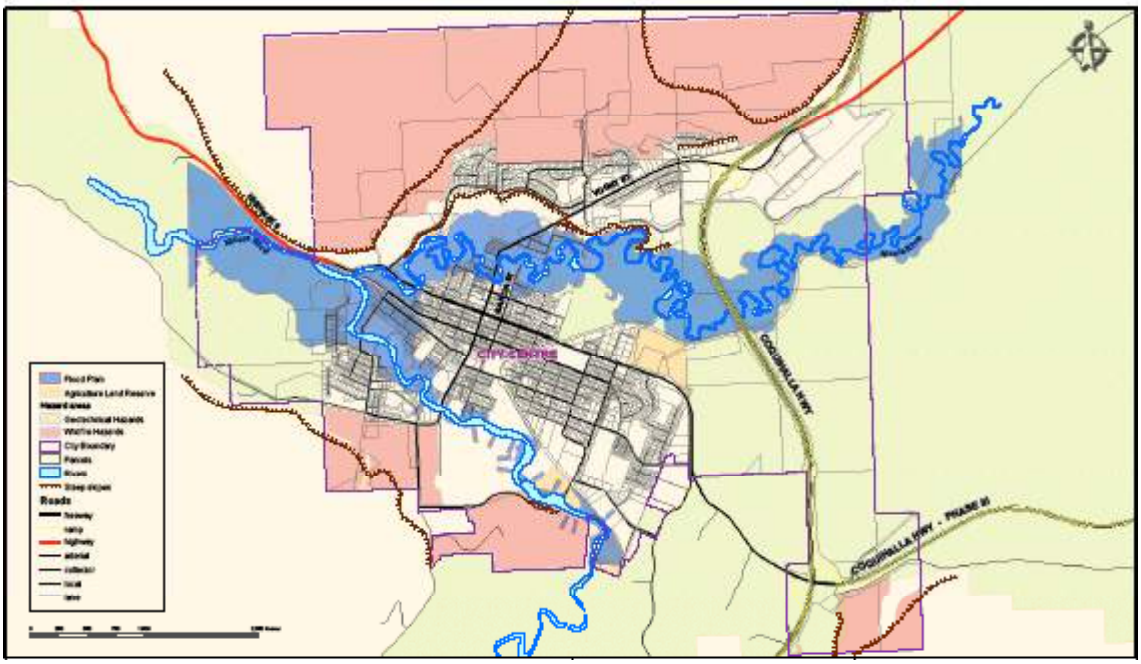


Figure 2.4: Merritt Floodplain

- *River Ranch and Grassland*: This area is situated within the Nicola River floodplain and is subject to periodic flooding.



2.2.2.2 AGRICULTURAL LAND RESERVE

The Agricultural Land Reserve (Figure 2.5) poses a significant limitation on developable areas in the low-lying, flat area of the community. Much of this land is considered high-quality and suitable for agricultural purposes, and is in active use. As such, the likelihood for its removal from the ALR and into development is very low.

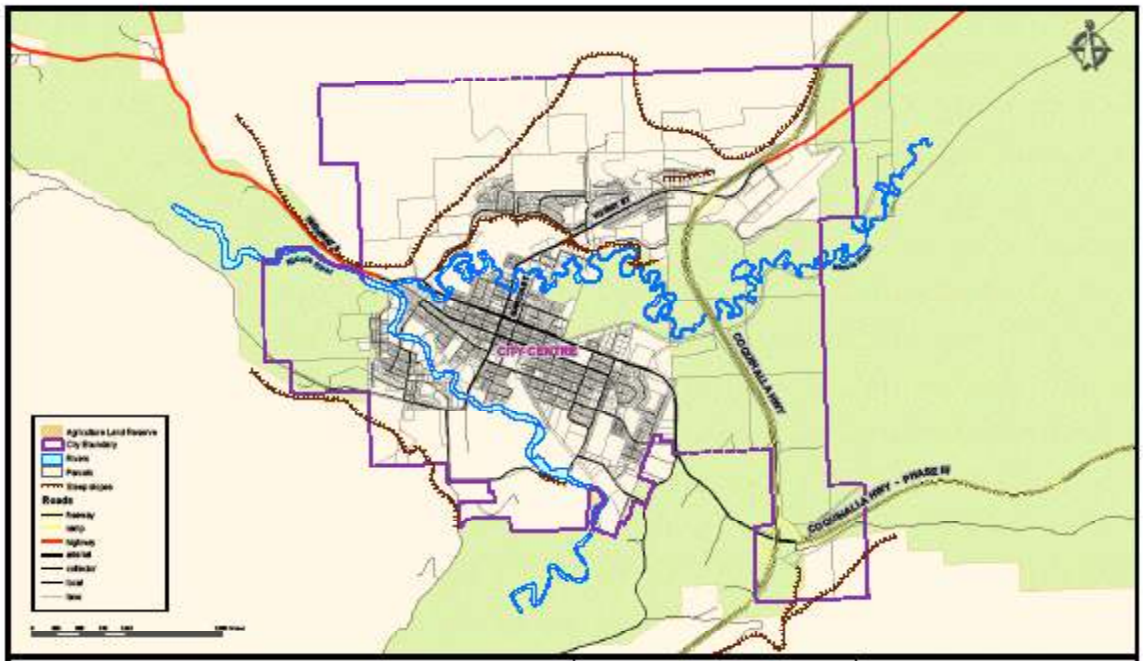


Figure 2.5: Agricultural Land Reserve

- *River Ranch and Grassland*: Represents the largest area of land within the Agricultural Land Reserve. Most agricultural activities are conducted here.
- *Collettville*: Preserve lands suited to agriculture as a means to preserve farmland and the semi-rural character of the sector.

2.2.2.3 TOPOGRAPHY

Topography is a significant limitation in the Merritt context. Much of the land currently considered for future development in the north bench of Merritt is steeply sloped. Slopes exceeding 30% pose significant challenges to efficient and cost-effective development in terms of potential building sites and road alignments to access these areas. Significant earthworks, cuts and visual scarring are



a frequent result, which is exacerbated as the slope increases. Servicing costs can also increase significantly. A topography map illustrating slopes is shown in Figure 2.6.

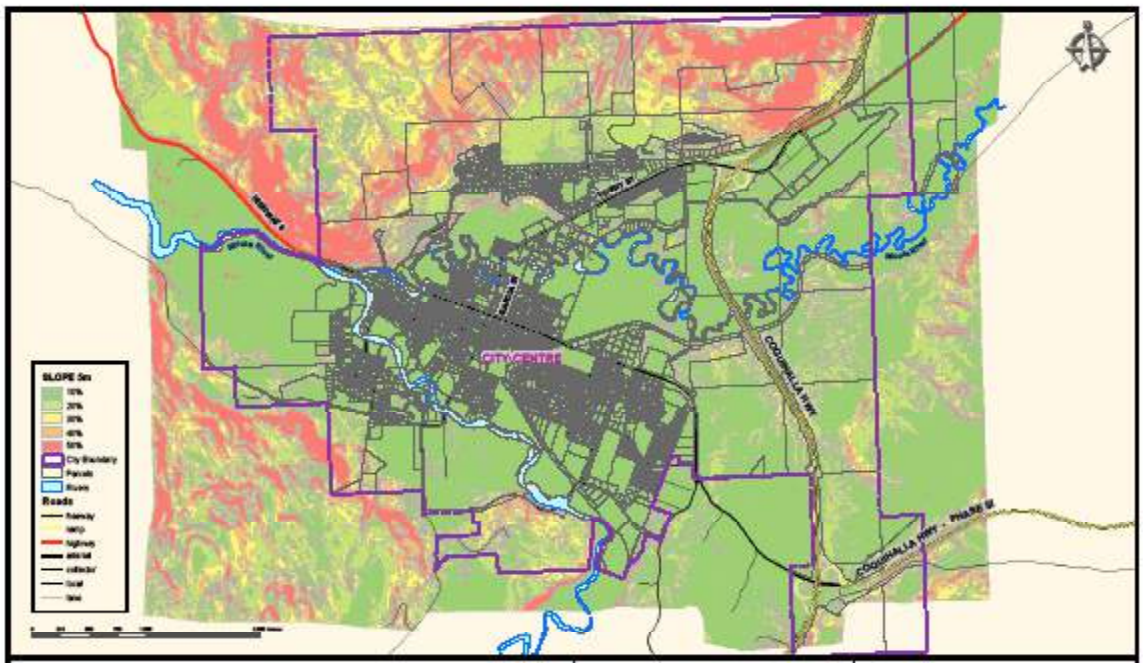


Figure 2.6: Slopes

- *Bench*: Steep slopes in neighbourhood, on the north side of the City.

2.2.2.4 INFRASTRUCTURE CAPABILITIES

- *Bench*: Lower portions of this area are serviceable by the existing water system, but a large proportion is too high in elevation to receive service without upgrades to the existing system to increase the pressure zones.
- *Collettville*: Semi-rural standard of servicing – includes community water and sewer services provided by the City, paved roads lined with gravel shoulders and swales or ditches, and overhead wiring.
- *Voght Street/North Entry Corridor*: Ensure lands adjacent to airport will not impede future land requirements for expansion of airport capacity.



2.2.2.5 ENVIRONMENTAL, HISTORICAL AND HAZARD AREAS

- All areas adjacent to rivers are to be considered environmentally sensitive.
- The Bench area's northern edge is considered to be within an urban wildfire interface area.
- *East Merritt/Diamond Vale*: Lands to the east of this area are undeveloped and could be hazardous for development due to the presence of abandoned mine shafts.
- *South Merritt*: Abandoned coal mines underlie much of this area and present a potential subsidence hazard (i.e. sink holes) to future development.
- *South Merritt*: Archaeologically significant sites have been identified along the southern shore of the Coldwater River and any land-altering developments that may threaten these sites should be designed to avoid them.
- *North Nicola*: Nicola River floodplain and environmental buffer.
- *Collettville*: Ensure future development and improvements that respect ecology of Coldwater river – environmental buffer.

2.2.3 DEVELOPABLE AREA

An analysis has been conducted of the areas considered for "future development" by the Official Community Plan, and considered against the constraints indicated above, including slopes, wildfire hazard, environmental sensitivities, floodplain, and other constraints listed.

Taking these constraints into account, the potential land base for future development shrinks from 10,587 hectares to 279 hectares of directly developable land (Figure 2.7). This represents a potential capacity of 4,600 single-family homes, with an average lot-size of 450 m^2. Given an average household size of 2.6 (Statistics Canada census, 2006) this represents a potential population reserve for 10,000 new residents to Merritt, which would be more than sufficient to accommodate growth under any of the foregoing growth scenarios.



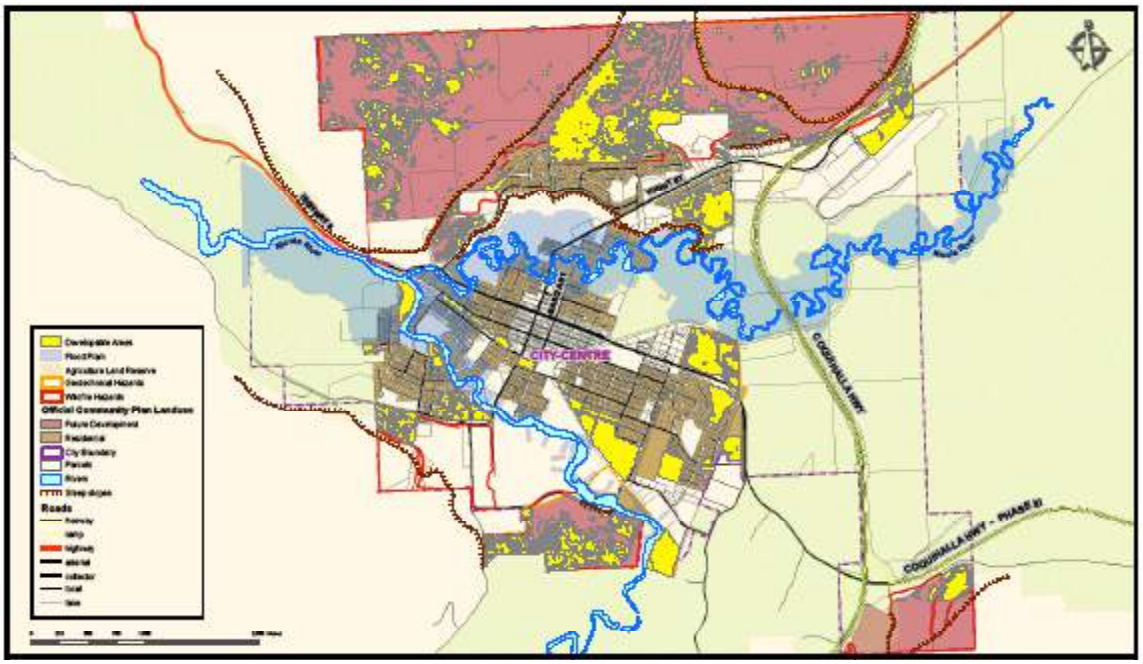


Figure 2.7: Developable Areas

2.3 REGULATORY ENVIRONMENT

2.3.1 OFFICIAL COMMUNITY PLAN AND ZONING

The Merritt Official Community Plan (OCP) outlines the land use strategies and direction of development for the coming years. Imbedded in the plan are several sets of policies that directly affect planning for the Integrated Growth Strategy.

Traffic

Merritt has two major traffic interventions on the planning horizon. In the short term, upgrades to the Voght Street / North Entry Corridor are planned, while a one-way couplet along Voght Street and Garcia Street from just north of Blackwell Avenue to Coldwater Avenue is planned in the longer term. The Merritt OCP also supports the completion of the originally-planned Coquihalla Highway system and all extensions and improvements that will benefit Merritt. This includes the recent



completion of Highway 97C between Corbett Lake and Hamilton Hill, and the improvement and reconfiguration of the interchange at Highway 97C and Highway 5.

Underground Services

The City encourages all residential, commercial, industrial, and institutional uses to be serviced by sanitary sewer. Site sewage disposal shall be approved by appropriate approval authorities. The OCP requires all residential, commercial, industrial, and institutional uses to be connected to the City's water system.

Naturalized Areas

Policies are in place to regulate new development within existing natural areas. The following policies are particularly relevant as they relate to future growth in Merritt:

- Ensure lands located on steep slopes, in ravines, directly adjacent to creeks and rivers, in areas considered undevelopable, and roads that provide important wildlife habitat remain in natural condition
- New fringe area development should consider wildfire interface
- Preservation of sensitive habitat adjacent to Nicola River, Coldwater River, and other streams, adopt best development practices for protection
- Conserve lands, structures, and artifacts that have cultural and heritage value
- Protect open space amenities, including grasslands

Human Settlement

The growth policies adopted by Council places an emphasis on compact development, utilizing existing infrastructure where applicable.

Fringe Area Policies

Since the Collettville boundary extension, when most existing fringe area development was incorporated within City boundaries, there has been little development activity in fringe areas



outside current City boundaries. Two areas currently exist for significant development, which would have a direct impact on the City:

- The Active Mountain Lands in South Merritt. While portions of this development lie within existing boundaries, a significant portion lie south of the City boundary; and
- Indian Reserve #2 (Lower Nicola Indian Band), located adjacent to the south entry into the City. While no definite plans for development are currently on the table, the area's size, prominent location, exposure to Coquihalla, and favorable topography indicate a huge potential for major development.

These areas could have a significant impact on the City's infrastructure and delivery of services and should be coordinated with the City's overall economic development plans.

2.3.2 TNRD Regional Growth Strategy

According to the TNRD Regional Growth Strategy, 40,000 additional people will be added by 2015. The TNRD projects the population of Merritt will reach 9,600 by that same date.

The report indicated that better strategies must be adopted to accommodate additional growth, including provisions for an aging population. Provisions for senior citizens could include building smaller, denser homes and providing better solutions for housing and transportation.

The TNRD Regional Growth Strategy stressed the importance of working towards the specific goals outlined in the OCP. The role of municipal government in managing development are to be recognized and respected.

Residential development on the fringes of established municipalities are to be supported only when the affected local governments support the development and one or more of the following apply:

- Similar opportunities within the municipality are limited
- Equitable cost-sharing arrangements are established
- Expansion of municipal boundaries is under construction
- Basic services are comparable to municipal standards



3.0 COMMUNITY VISION

The purpose of this Integrated Growth Strategy is to address matters relating to growth within Merritt and potentially outside current City boundaries. The patterns and implications associated with growth are considered. A process of public consultation has been used to ascertain the views of key stakeholders and the community at large. Based on the public consultation, a vision statement was prepared.

3.1 METHODOLOGY

3.1.1 PROCESS OF INFORMATION GATHERING

In developing a community vision for 2030, it was necessary to obtain meaningful input from the community. The process of information gathering in support of the vision statement proposed were based on four key public consultation initiatives:

- Stakeholder interviews
- Stakeholder mail-out survey
- On-line survey
- Visioning workshops

The intent of these public consultation initiatives was to gauge the community's aspirations towards growth in Merritt. More specifically, they were designed to address the specific questions:

- What is an ideal population for Merritt?
- Where should this growth occur?
- What type of growth should occur?

Public consultation information gathering occurred from mid-September 2008 to mid-November 2008, where participation rates were modest.



3.1.2 STAKEHOLDER IDENTIFICATION AND ANALYSIS

It was recognized that everyone in greater Merritt should have an opportunity to comment if they desired. Consequently, the on-line survey and visioning workshops were open to everyone.

Complementary to the on-line survey and visioning workshops, MMM Group in consultation with City and TNRD Staff, identified people, groups and agencies to obtain feedback on issues related to growth. It is noted that not every influential individual or stakeholder knowledgeable on growth was contacted. The purpose of the stakeholder interviews and questionnaires was to gain a broader understanding of the growth-related issues in Merritt.

3.2 INTERVIEWS

All selected stakeholders were invited to fill out a questionnaire on growth-related issues. Several of the stakeholders, including the City of Merritt Mayor and a number of Councillors, were interviewed over the phone or in person.

The following is a summary of the stakeholder consultation. Please note this is a summary of personal/telephone interviews and hard copy paper questionnaires mailed to stakeholders. All survey information collected during the summary was conducted by MMM Group. A copy of the questionnaire used for this study can be found in Appendix C.

3.2.1 RESULTS SUMMARIZED

Community Size

The consensus amongst respondents is that Merritt's ideal population should be about 15,000 people.

Identity

The prevailing identity for Merritt described by stakeholders is a blend of a recreation destination and tourism centre. Respondents also believed Merritt should remain family focused and provide opportunities for an increasing seniors population.



Growth Areas

Generally, stakeholders were in favour of infill development before new development along the peripheries. The Bench and Collettville were mentioned often as the most logical areas for continued residential growth. Active Mountain, Diamondvale and the Okanagan Connector Area were considered more appropriate for the longer term.

Type of Growth

Overall, stakeholders preferred to see a mixture of single-family homes, condominiums, multi-story apartments and commercial developments in Merritt.

Modes of Transportation

The stakeholders agreed that there was a need to lessen reliance on the personal automobile. Biking and walking were mentioned as preferable alternatives. A need for better public transportation options was also identified. However, respondents acknowledged that the personal automobile would likely remain the dominant form of transportation over the next 20 years.

Housing

Stakeholders envisioned a range of housing with a greater emphasis on higher density and lower maintenance including strata developments.

Community Services and Facilities

Respondents desired a broad range of services and facilities in 2030, ranging from improved health care facilities to street beautification.

Primary Industries

Generally, a mix of industries was considered appropriate by respondents. Most individuals surveyed believed that forestry would continue to provide a stable economic base. Tourism was projected to be a larger part of the economy in 2030.



Grandchildren's Description

Stakeholders were asked how a child born today would describe Merritt in 2030 at 22 years of age. Responses included:

- We have strong industry and agriculture;
- Our community respects its natural resources including water, grasslands and wildlife;
- We have an accessible, safe and close-knit community;
- Good living!;
- It's home, healthy and happy;
- It was a great place to grow up;
- It's affordable to live here;
- There is a wide variety of arts and recreation here;
- Open and rural, walkable, compact community;
- Small town, boring, home;
- Clean, safe and nature is a step away; and
- Boring and sleepy.

General Comments

Overall those interviewed were optimistic about Merritt's prospects in 2030. The stakeholders generally believed that Merritt's proximity to the Lower Mainland and Okanagan will contribute to its steady growth. All stakeholders felt some growth was desirable and a few believed that the Nicola Valley could sustain significantly more people.

Those interviewed predicted a gradual transition of the economy from resource based to more lifestyle and tourism focused. Most felt that in just over 20 years, the transition would not be a radical departure from the current economy.

Concerns were raised with medical facilities and an aging population. The need for strong relationships with adjacent First Nations and large property owners was mentioned several times. The stewardship of ground water and other natural resources in the broader Nicola Valley would be an ongoing challenge in 2030 and beyond.



The ideal pattern for growth would be to stay within current boundaries if possible. Greater infill at a somewhat higher density was brought up by all stakeholders as the most favourable option. All stakeholders supported a range of housing opportunities.

3.3 COMMUNITY SURVEY

An on-line survey was conducted from mid-September 2008 to mid-November 2008. There were 110 responses to a series of questions related to Merritt in 2030. A copy of the questionnaire may be found in Appendix B: Touchpoll Results. A detailed breakdown of the results may also be found in Appendix B. A general summary of the results is found in the following section.

3.3.1 RESULTS SUMMARY

- What size do you envision the population of Merritt to be in 2030?
  - Nearly 60% of respondents believed that Merritt should be between 9,000 and 15,000 people.
  - Approximately 36% believed Merritt should have over 15,000 people.

Based on these results, 95% of people who responded would like to see at least a moderate population increase in Merritt by 2030.

- What is Merritt best known for in 2030?
  - About 34% of respondents felt that Merritt could be an outdoor recreation destination;
  - The second choice was a retirement haven at 20%;
  - Family focused city at 15%; and
  - Tourist centre comprised 12% of respondents.

The second place responses to this question were ranked in the same order.

It is apparent that respondents consider Merritt's future image will be keyed to outdoor attractions and the growing retirement market.



- Where should new residential growth occur in Merritt in the next 20 years?
  - Infill was chosen as a first response by over 41% of respondents;
  - The Bench area was the second choice, representing 18% of respondents;
  - Collettville was the most common third choice; and
  - Other areas received less than 10% support as a choice.
- What do new neighbourhoods in Merritt look like in 2030?
  - A total of 51% of respondents believe Merritt neigbourhoods should have a mixture of single-family homes, multi-story apartments, condominiums and commercial developments; and
  - About 24% felt the neighbourhoods should have a mixture of housing.

These results indicated that 75% of respondents prefer a mix of housing choices for neighbourhoods. Neighbourhood commercial could also be a consideration in some neighbourhoods.

- In 2030 how do people get from home to certain destinations including work, school, shopping, leisure/entertainment and health care?
  - Work: 46% of respondents believed the personal vehicle would remain the prevalent means of commuting to work, followed by transit at 36%.
  - School: 60% of respondents chose a combination of walking and biking, followed by 36% predicting transit.
  - Shopping: Over 61% felt that shoppers will continue to use their personal vehicle. It is interesting to note nearly 30% felt that transit would be used for shopping and 11% felt that people would walk to shopping.
  - Leisure: 70% of respondents felt that the personal vehicle would be the dominant mode of transportation for getting to and from leisure activities. Walking and transit were considered dominant by just over 11% of respondents.
  - Health Care: The personal vehicle followed by transit were the dominant forms of transportation choices.



- What types of housing are needed in 2030?
  - The results show that a range of housing is desired in 2030.
- Please select the community services, facilities or infrastructure you would most like to see improved by 2030.
  - The most support for a required service in 2030 was health care. Improved bike paths and improved pedestrian walkways received the second most support.
- What are the most important industries driving the economy in Merritt in 2030?
  - Forestry and tourism were considered the most dominant industries in 2030. Agriculture was a notable third choice among respondents.
- Respondents were asked to pick the most important natural features in Merritt in 2030.
  - Air quality, lakes and drinking water were the most significant natural features identified. Pasture and agricultural land were notable second choice among respondents.
- If your grandchildren were born this year, what words or phrases would they use to describe Merritt in 2030 at age 22?
  - The full list of responses to this question may be found in Appendix B. Several of the comments stated Merritt would be described as a clean, family focused, environmentally sustainable community with abundant recreational opportunities.
- Please pick the main reason someone would choose to move to Merritt in 2030.
  - Central location and climate were the dominant first choice amongst respondents. A notable second choice is lifestyle and leisure opportunities, and natural surroundings.
- What can Merritt be the best in the world at in 2030?
  - The full list of responses to this question may be found in Appendix B. A number of common responses included an affordable, clean community with many lifestyle choices from outdoor recreation to cultural activities.



- What is Merritt passionate about in 2030?
  - The full list of responses to this question may be found in Appendix B. A number of common responses were country music, the environment, central location and lifestyle.
- What drives Merritt's economic engine in 2030?
  - The full list of responses to this question may be found in Appendix B. Common responses included tourism, forestry and mining. The most common response was tourism.
- Where will new commercial stores be located in 2030?
  - Better than 50% of respondents believed that new commercial stores would be located at the north entry. About 37% felt the City Centre was where the new commercial activity would be located.
- Where will professional offices be located in 2030?
  - 54% of respondents believed offices should be located in the downtown and 41% believed offices should be located wherever commercial uses are permitted.
- What type of shop and/or service is used most often in Merritt in 2030?
  - Greater than 50% of respondents believe that big box stores on the outskirts of the City will be the type of commercial used most often. Boutique stores in the downtown were the dominant second choice.
- Please describe your City of Merritt in 2030?
  - The full list of comments may be viewed in Appendix B. The descriptions of Merritt included clean, safe, friendly and bustling.
- Merritt has already heard about some possible initiatives. Please let us know what you think of the following suggestions:
- Statement: A colourful, vibrant, funky Quilchena Avenue with lots of interconnected buildings and outdoor patio areas at the food/beverage businesses;
  - Response: Most respondents "strongly agreed" or "agreed" with this idea.



- Statement: Multi-storey buildings downtown
  - Response: Close to 60% of respondents "strongly agreed" or "agreed" with this statement. 30% of respondents were "neutral".
- Statement: Rooftop garden buildings
  - Response: Over 60% "strongly agreed" or "agreed", 24% were "neutral" and about 15% "disagreed" or "strongly disagreed".
- Statement: River Ranch is a top class 18 hole golf course with high end condominiums scattered throughout
  - Response: 40% of respondents "strongly agreed" or "agreed", 25% were "neutral" and 35% "disagreed" or "strongly disagreed". It appears sentiment over River Ranch is mixed regarding housing and a golf course.
- Statement: A "riverwalk" along the perimeter of the Nicola River
  - Response: 95% of respondents "strongly agreed" or "agreed" with this idea.

3.3.2 Key Conclusions

The following is a list of key conclusions drawn by MMM Group following review of the on-line survey results:

- Infill development is important;
- A variety of housing types are desired;
- Environmentally sustainable development is preferred;
- Health care facilities must be improved;
- Green improvements including walkways are desired;
- Tourism and outdoor recreation are economic drivers; and
- Merritt should remain a family focused city.

3.4 Visioning Workshops

On October 8, 2008 visioning workshops were held in Merritt for the Integrated Growth Strategy. These workshops were intended to provide an interactive environment for citizens to contribute their ideas towards the growth of the Merritt community.



Background information was presented which displayed opportunities and constraints to development, based on background research. Participants were organized into groups and facilitators took them through a process which:

- Determined their preferred areas for growth;
- Identified the types of preferred growth;
- Identified where Merritt can have the greatest success;
- Established this success as Merritt's 2030 Vision; and
- Prepared a "One Page Plan" to reach that success.

The "One Page Plan" exercise used the DREAM Masterkey (Figure 3.1) which stands for Discover, Reach, Elaborate, Act and Monitor.

- Discover: determining the current situation
- Reach: identifying the preferred future
- Elaborate: preparing a plan to achieve what is being reached
- Act: listing prioritized actions based on plan
- Monitor: periodically reviewing process outcomes



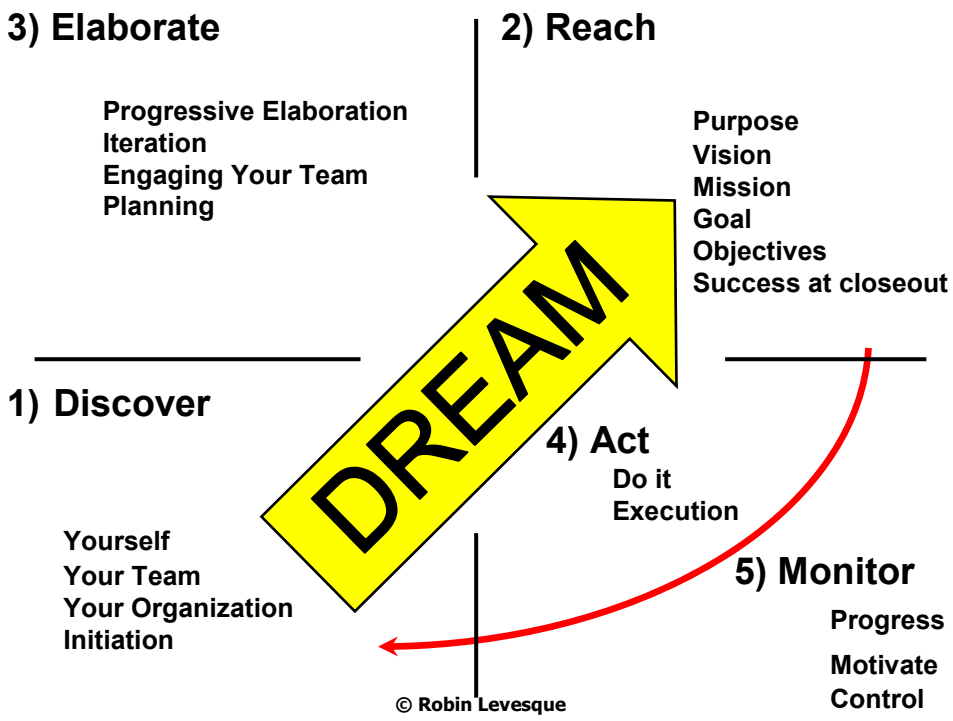


Figure 3.1: DREAM Masterkey

The Reach component of the One Page Plan is the desired outcome. For the purposes of this workshop, participants were asked to envision where Merritt could have its greatest success in 2030. The Hedgehog Concept was introduced as a conceptual model to assist the thinking of workshop participants.

The Hedgehog Concept

In his book, Good to Great (2001), Jim Collins explains that hedgehogs simplify and focus their efforts on one defence – quills. The fox hunts the hedgehog and despite multiple strategies, never overcomes the hedgehog's specialized defence. The hedgehog concept is an understanding of where an individual, group or municipality can focus their efforts to achieve success.



The Hedgehog Concept (Figure 3.2) postulates that success may be found at the intersection of three circles containing key questions as shown in the following diagram:

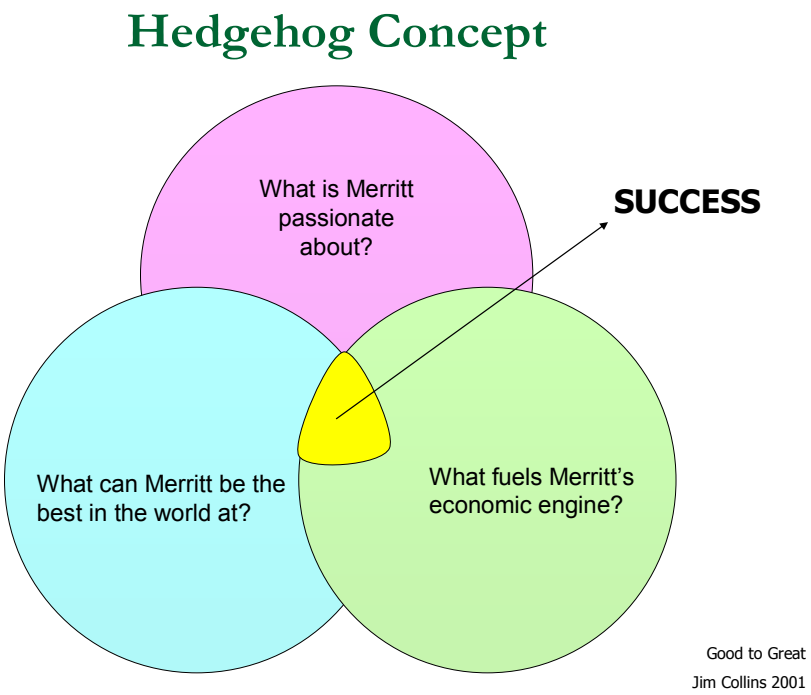


Figure 3.2: Hedgehog Concept

Participants were asked the three questions above. More specifically, participants were asked where they believed Merritt's success would be in 2030.

Although there was a range of responses to this question, the prevailing sentiment was that Merritt's long term success would depend on a timeless attribute. Both workshop groups suggested that recreational amenities in the region, in combination with Merritt's location and climate, were the dominant future success factors. These factors would eventually define Merritt as a preferred recreation haven.

Participants acknowledged that the "Country Music Capital" identity plays a role in Merritt's current success, but the stakeholders varied in their belief that country music would play a long-term role in Merritt's future prosperity.



One Page Plan

Once the groups identified their Hedgehog Concept for success, the DREAM Masterkey was used to create a One Page Plan (Figure 3.3) based on this template.



Figure 3.3: One Page Plan

Summaries of the group notes are found below:

Group 1 – One Page Plan

- Discover
  - Concerns were raised over the watershed, participants believed there was a need to identify regional watershed issues and work with regional partners.
  - Concern expressed over ability for the water system to support future development.



- Desired concentration of future development in the inner core to reinforce arts and culture, and Merritt's identity.
- Desired better walkability throughout community, particularly from north bench to downtown.
- Sprawl is a significant issue.
- Ample heavy industry sites – great potential for future.
- Mills are an issue; use is less of an issue than is noise, dust pollution. Community needs to work with mills to landscape, screen, and potentially enclose.
- Ranch site in heart of town is a potential opportunity for urban agriculture and green space.
- Coldwater and Nicola river trails undeveloped, untapped resources.

■ Reach

- Downtown provides the passion for Merritt, a clean, safe place with shops.
- Downtown Invermere noted as a good example of mixed-use, ground-floor commercial.
- High-quality urban living with strong connection to nature.
- Strong green core (ranch as heart of possible green corridor network).
- Small-town atmosphere and identity.
- Place where you know (about) your neighbours.
- A potential high-tech centre (with an enhanced power grid).
- Transportation distribution centre for the region.
- Merritt could be a Squamish or Pemberton, supporting a Whistler.
- Passion – urban/rural living, small-town identity, urban living, nature connection.
- *Best in the World* – Nashville of the North, distribution, value-added regional centre, major transportation distribution corridor.
- *Engine* – transportation distribution, value-added processing, strong outdoor recreation industry.
- *Success* – High-quality living (lifestyle) attracts employees to develop distribution/ value-added industry (good jobs), which reinforces Merritt's status as a leading regional



transportation centre (strong jobs). "Merritt is the place to locate your business because the high quality urban and natural environment will make recruitment easy, and the location will give you access to multiple markets".

- *Success* – Small-town, high-quality living with natural connections inspires growth of outdoor-oriented service/eco-tourism businesses which place Merritt at the centre as the "home base" for regional eco-tourism activities.

- Elaborate
  - Partner with the Coquihalla Ski Resort (Squamish/Pemberton model).
  - Develop the Merritt film industry.
  - Look for companies (Purolator, etc.) and determine their needs for space, land etc.
  - Identify markets to be served from Merritt (Kamloops, Kelowna, Fraser Valley).
- Act
  - Preserve and enhance industrial and commercial lands.
  - Work with First Nations bands on a land management / industrial strategy to "share the wealth".
  - Plan all new communities for high-quality living, with strong and useful trails and active living qualities.
  - Provide a civic contact responsible for coordinating outdoor recreation activities and maintenance to support and improve outdoor public infrastructure (trails, etc.).
  - Have a strong plan so that funds are continually directed in support of the high-quality environment strategy.

Group 2 – One Page Plan

- Discover
  - Many opportunities for growth, especially infill.
  - Positive attributes downtown: grid network, heritage buildings, rivers.
  - Wide streets are an opportunity for greenways.
  - Existing trail network is something to build on.



- Merritt is a flat community which lends itself to self-propelled mobility including walking and medical scooters.
- The rivers are incredibly gorgeous.

- Reach

Under the Reach component of this exercise, residents were asked to consider the Hedgehog Concept. As described earlier, the Hedgehog Concept is a recognition of where your greatest success can be. At the intersection of three key questions, success may be found.

The group believed a greenway spine with the potential use of River Ranch as the central component of this greenway system could be Merritt's Hedgehog Concept. This greenway spine would connect all of Merritt and provide for self-propelled mobility,

Every attempt should be made to complete the greenspine project within a 10 year timeline versus a 20 year timeline.

Also desired for 2030 was better health care, better recreation programs, light and clean industry, solar/wind generated energy, trails connecting the downtown core and peripheral areas, recreation tourism base, winter and summer tournaments, green city and geothermal developments.

- Elaborate (Plan)

Merritt is a recreation-based active community focused on self-propelled recreational activities. The community is interlinked with a greenway system. These greenways are multi-use and cater to medical scooters, cross country skiers, walkers, bikers and golf carts. These greenways permit any type of movement which does not require a license.

These greenways are a significant public investment which brings value to Merritt's public realm, and they encourage private investment. They are continuous, run along the river dykes and connect the bench area to the downtown. There could be walking bridges across the rivers, first-class and comprehensive signage and complete connectivity. There would be washrooms, connections to motels, and campgrounds. Visitors to Merritt would be clearly directed to the greenway systems.



This would be the amenity Merritt is best known for in 2030.

- Act

  In order to achieve this vision the group felt there needed to be progressive leadership. The citizens need to be involved at the grassroots level. Funds need to be sought out. It was suggested that a full time person be dedicated to the project to ensure success. This person would be responsible for generating positive publicity. This person would be the catalyst/champion of a *first class* greenway network. The corporate community in Merritt could be asked to participate in the process.

3.5 GUIDING VISION

City of Merritt citizens are committed to responsible growth within the community. Using feedback obtained from residents within each public consultation event - resident survey, "One Page Plan", etc. - a vision statement and guiding principles were prepared. The following two sub-sections describe the vision statement and guiding principles for the Merritt 2030 IGS. Figure 3.4 is a graphical representation of the vision statement and guiding principles.

3.5.1 VISION STATEMENT FOR 2030

- Merritt is a clean, recreation-based, energy self-sufficient community interconnected with multi-use greenways and a range of housing for 15,000 people;
- Merritt continues to grow up in density instead of out through urban sprawl;
- Merritt's economy is vibrant, growing and supports an exceptional health care system for residents;
- Residents and visitors of Merritt are able to move freely throughout the City on attractive bike and pedestrian paths. These paths link neighbourhoods including the downtown and bench areas;
- Private developers have built attractive buildings which are complemented by enhancements;
- River Ranch is a central green area park which Merritt is also known for;



- Merritt is renowned for its extensive greenway system which contains streets with multi-use pathways, street trees and parks, and a regional cycling network connected to the Kettle Valley Railway Corridor;
- Local visitors at campgrounds and motels enjoy using this greenway system; and
- Merritt is known for an abundance of sustainable self-propelled outdoor recreation options.

3.5.2 GUIDING PRINCIPLES

The City of Merritt is committed to holistic growth and development of the community. Merritt is striving to achieve a community which is diverse, stable, balanced, and resilient. Merritt embraces these guiding principles by which to direct actions towards sustainability:

- Restore, enhance and protect the natural environment;
- Promote a diverse, stable, resilient, and growing economy;
- Implement sustainable municipal infrastructure;
- Enhance and preserve community heritage;
- Promote an adaptable multi-use transportation system;
- Encourage individual health, community well-being, and food security;
- Increase cultural activities and opportunities for social interaction; and
- Promote the creation of efficient and sustainable buildings.





Figure 3.4: 2030 Vision Statement



4.0 GROWTH MANAGEMENT

4.1 POLICY FRAMEWORK

4.1.1 CONSTRAINTS TO DEVELOPMENT

Constraints to development were identified through a Geographic Information Systems mapping exercise which took into consideration factors including existing development, the road network, floodplain, slopes and other considerations. The constraints mapping was reviewed by City staff to ensure the areas identified for development were suitable for more detailed development planning. The map and more information on this exercise are found under the background information in Section 2.2, Spatial Distribution.

4.1.2 DESIRED AREAS FOR DEVELOPMENT FOCUS

The public consultation results showed a strong inclination for infill development (within existing neighbourhoods) before new Greenfield development (new neighbourhoods). Following infill options, more residential development was suggested in areas including the Bench and Collettville. It is important to recognize that these areas currently have a significant number of building lots already subdivided and are ready for residential construction. Residents expressed an interest and want the IGS to encourage the following principles to the built environment within infill areas:

- Well designed and compact neighbourhoods
- Mixture of land uses
- Range of housing opportunities
- Increased densification
- Variety of transportation choices



4.1.3 GROWTH MANAGEMENT POLICIES

In order to achieve the Community Vision, a series of Growth Management Policies have been prepared based on categories of growth issues. These categories include:

- Governance
  - Guidance for Growth
- Housing
- Transportation
- Public Realm
  - Parks and Public Spaces
  - Streetscape
- Ground Infrastructure
  - Water System
  - Sewer System
  - Storm Water
- Employment Lands
  - Economic Development
  - Commercial
  - Industrial
  - Institutional
- Environmental Integrity
  - Energy Systems
  - Air Quality
  - Solid Waste
- Community Health
  - Food security
  - Cultural opportunities



The DREAM Masterkey© framework used in the public consultation has also been used to address each of these growth issue categories as follows:

- Discover: What is the current situation?
- Reach: What is the ideal end state?
- Elaborate: How do we get there?
- Act: What are the priorities, timelines and costs?
- Monitor: How are we doing?

The Discover (What is the current situation?) and Reach (What is the ideal end state in 2030?) provide the context for the Growth Management Policies. The Elaborate stage (How do we get there?) contains the Growth Management Policies of this Integrated Growth Strategy.

The Act (What are the priorities, timelines?) stage identifies priorities and timelines associated with each of the Growth Issues. The Act part of the DREAM framework is addressed under the Servicing Strategy and the Financial Management Plan. The Monitor component is the final piece of the Integrated Growth Strategy.

More specific analysis of key services including the road network system, water system and sanitary sewer system has been conducted using the DARES Sustainability Approach to evaluating the current effectiveness of services based on social, economic and environmental criteria. DARES is an acronym which stands for Durability, Adaptability, Restorative, Economic/Efficient and Safe.

The DARES evaluation exercise was done in consultation with City staff. The results of this evaluation are found in Appendix D. This evaluation has been used to inform the Integrated Growth Strategy exercise and especially the Growth Management Policies.

4.1.3.1 GROWTH ISSUE: GOVERNANCE

Discover: What is the current situation?:

Central to effective growth management and the sustainable delivery of municipal services is good governance. Good governance is about establishing growth parameters to ensure municipal



services are delivered in a cost-effective and environmentally sensitive manner. Good governance is also about listening to the people.

At this time, there is little development activity on the fringes of City boundaries. Two areas have the potential for significant development that would have a direct influence on the City:

- Land in the Active Mountain vicinity. While portions of this development lie within existing boundaries, large holdings exist south of the City boundary; and
- Land located adjacent to the south entry into the City. Part of this area is administered as the Joeyaska Indian Reserve #2.

Reach: What is the ideal end state in 2030? Goals

Municipal services are provided in a cost-effective manner for growth within current municipal boundaries.

Elaborate: How do we get there? Growth Management Policies

a) The City recognizes that expanding its ecological footprint directly contributes to greater greenhouse gas emissions and service delivery costs. Given this reality, the City may consider further boundary expansions using a process to articulate the benefits and potential costs to the City. One possible approach would be to use a triple bottom line cost benefit analysis. The analysis could be used to evaluate whether there is a net environmental, economic and social gain to the residents of Merritt and the Nicola Valley.

b) The City may coordinate planning efforts with First Nations and the TNRD to manage growth in a sustainable fashion and on an ongoing basis.

c) The City may undertake effective public processes to engage residents of Merritt in decisions respecting growth and Merritt's future.

d) The City may make community outreach and involvement a priority. In support of this priority the City may continue to provide and improve ongoing opportunities for residents to comment on municipal initiatives.

e) The City may continue to communicate and collaborate with all jurisdictions in the Nicola Valley to ensure growth is addressed in a coordinated manner.



f) Decisions respecting Merritt's future may be made using objective criteria and sound reasoning demonstrating there is a net environmental, economic and social gain to the residents of Merritt and the Nicola Valley.

4.1.3.2 GROWTH ISSUE: HOUSING

Discover: What is the current situation?:

At the present time, housing in Merritt is primarily single-family residential. In recent years, new residential development has mostly occurred in the neighbourhoods surrounding the City Centre including the Bench and Collettville areas. At this time, these areas have capacity for at least the next several years. Opportunities for infill development exist throughout the City and especially in the City Centre.

Reach: What is the ideal end state in 2030? Goals

- A variety of housing choices are available in Merritt ranging from conventional single family housing to smaller multi-family units.
- Residents can afford housing in Merritt.
- Residential developments are designed, built and located in a manner which minimizes long-term operating costs and infrastructure investments.

Elaborate: How do we get there? Growth Management Policies

a) The City encourages compatible infill residential development.

b) A variety of housing options are encouraged, including townhouses, apartments, and mixed-use housing, in addition to single-family development.

c) A mix of housing options is encouraged in every neighbourhood.

d) Additional dwelling units are encouraged on single-family parcels as secondary suites (garden suites) and carriage houses (units above garages) that are subordinate to the primary residence.

e) Diverse housing choices are available and include a range of tenure options and prices to promote integrated and complete communities.



f) Housing should be designed to foster a feeling of family-focus with attention to how the development dovetails with the public realm and specifically on access to parks and recreation and safe child play-space.

g) The use of Crime Prevention Through Environmental Design (CPTED) evaluations is encouraged as part of the design review process for new developments including subdivisions.

h) It is the City of Merritt's policy to encourage private land owners to:

- Reuse existing housing;
- Use wood as a building material for all developments;
- Retain precipitation on-site;
- Create permeable surfaces; and
- Use indigenous vegetation in landscaping.

i) Multi-family developments should be planned to accommodate a mix of uses on-site including open space and strong pedestrian and cycling linkages to the local context.

j) The City encourages at least 50% of new residential development to be multi-family based on overall density, measured in total units.

k) The City encourages 30 dwelling units/hectare for new residential developments within the city.

l) A standard of one parking stall per residential unit is encouraged by this IGS throughout Merritt. The City may adjust parking standards by implementing bylaws following a review. The review will consider lowering parking standards to avoid the creation of unnecessary parking capacity. Lower parking standards are known to reduce the amount of land dedicated to parking and may promote Public Transit use and active transportation in the community.

m) The City encourages a mix of residential densities throughout Merritt.



n) The City will consider partnering with organizations and/or individuals to create affordable housing including seniors' and Special Needs housing.

o) The City will endeavour to remain in ongoing communication with First Nations to understand their housing needs. The City will consider collaborating with First Nations in the provision of housing for the Nicola Valley.

p) Hillside residential areas will be subject to hillside development standards to ensure environmentally sensitive integration into the existing slope.

q) The City Centre neighbourhood of Merritt is based on a classic grid layout with lanes. The City Centre also contains a mix of uses and buildings of varying ages including attractive and distinctive heritage buildings. Based on the City Centre's attributes, the City encourages greater residential density here that respects and complements current development. Generally, the City supports residential uses over ground floor commercial as a preferred mixed-use form.

4.1.3.3 GROWTH ISSUE: TRANSPORTATION

Discover: What is the current situation?:

Transportation is considered the movement of goods and people. At this time, the dominant transportation mode for people within the City of Merritt is the personal vehicle. Likewise, goods including commercial supplies and industrial resources are conveyed using the road network.

It has been observed that there is noticeable and frequent movement of people by active transportation modes including walking and cycling throughout Merritt.

One of Merritt's key geographic advantages is that the City is strategically located to serve as a regional distribution centre.

Public transit exists in Merritt with regularly scheduled bus service from Monday to Friday. The most frequent interval is hourly for bus routes. The current schedule is largely a factor of demand and local reliance on the personal vehicle.



The Airport in Merritt is a local facility with limited demand at this time. Merritt's proximity to major airports in the Lower Mainland, Okanagan, Kamloops and the US reduces demand for local airport services.

Reach: What is the ideal end state in 2030? Goals

Roads move goods and people efficiently through Merritt.

A variety of transportation modes are available including dedicated pedestrian and cycling corridors.

Road right-of-ways are multi-purpose in nature and include a variety of uses and activities as part of the right-of-way.

Goals

a) All neighbourhoods in Merritt are linked by active transportation connections including sidewalks and pathways.

b) Pedestrians are able to cross over all major roads safely.

c) Transit service is matched closely to demand.

d) Transit is adapted to patterns of use to ensure it is relevant to citizens and assists in reducing personal vehicle use.

Elaborate: How do we get there? Growth Management Policies

a) The City shall maintain and improve the current road network.

b) Additional roads shall only be developed when there is clear justification from an economic, social and environmental perspective.

c) Road design should be considered in relationship to the soil conditions and topography.

d) Roads should provide for the accommodation of multiple uses and activities, including pedestrian and cycling infrastructure.

e) Permeable pavement and other storm water management tools should be considered as part of roadway design.



f) Road right-of-ways should be considered as primary elements of the public realm and treated with care and attention for landscaping and accessibility.

g) Prior to a road rehabilitation, pavement widths should be reviewed and where feasible, reduced in width. Active transportation infrastructure such as pedestrian and bike lanes should be included as part of the rehabilitation wherever possible. Sidewalk widths should be increased and wherever possible buffered from roads by a strip of land that preferably contains street trees.

h) Where residential densities exceed low-density, sidewalks and boulevards should be constructed on both sides of a roadway. In low-density areas, sidewalks may not be necessary on both sides of the road and traffic calming measures should be implemented to provide for a shared car/active transportation surface.

i) Road design should take into consideration full life-cycle costing including construction, operation, maintenance and rehabilitation.

j) Road design should take into account all anticipated uses and activities that will occur.

k) Road design should be tailored to the specific context to ensure sensitive integration with the landscape.

l) In residential areas, road widths should be narrowed where possible, to encourage slower traffic speeds.

m) At key gateway intersections, pedestrian crossings should be given prominence and priority over vehicle operations.

n) The City will consider developing an Active Transportation Plan as part of the next Official Community Plan review, or earlier. The Active Transportation Plan would identify safe pedestrian and cycling linkages between neighbourhoods.

o) The City may review Public Transit service with BC Transit as part of the Active Transportation Plan to ensure it provides practical service.



p) The role of the airport should be monitored on an ongoing basis to ensure it meets the demands and needs of local residents.

4.1.3.4 GROWTH ISSUE: PUBLIC REALM

Discover: What is the current situation?:

The Public Realm may be described as the publicly owned streets, sidewalks, rights-of-ways, parks and other publicly accessible open spaces, including civic buildings and facilities. The functionality and visual appeal of these spaces has a direct bearing on people's perceptions of the community and the ultimate quality of life that residents experience. The IGS addresses the Public Realm in Merritt under these categories:

- City Centre Streets
- Entry Corridors
- Neighbourhood Streets
- Public Parks

City Centre

At this time, Merritt has an attractive downtown that is based on a classic grid pattern with alleys. The downtown has a variety of buildings including a number of attractive and iconic heritage buildings. Streetscape improvements on key streets including Quilchena Avenue add distinction to the Public Realm. Overall, the Public Realm in the City Centre is attractive and functional.

Entry Corridors

The Voght Street/North Entry Corridor is dominated by vehicle-oriented commercial development. There is a proliferation of illuminated signs and parking areas adjacent to vehicle-focused commercial development. Overall, the Public Realm of this entry corridor may be described as highway strip commercial.

The Nicola Avenue/East Entry Corridor is a mix of residential, industrial and commercial uses. Overall, the Public Realm of this entry corridor may be described as visually fragmented and dominated by heavy industrial uses and vehicle travel.



Neighbourhood Streets

The neighbourhood streets accommodate older and newer housing stock. Generally, the Public Realm is attractive. Newer residential streets are wide and lack street amenities including street trees and in some areas, sidewalks.

Public Parks

At this time, it appears there are a number of City-maintained parks that are infrequently used. The location of these parks in relation to residential areas contributes to their current utilization. Further, there is a lack of parks where new residential subdivisions are being created. Central Park is well used and supports the greatest range of community uses.

Reach: What is the ideal end state in 2030? Growth Management Goals

- The City Centre has an attractive and functional Public Realm.
- The Entry Corridors are attractive with healthy street trees and dedicated pedestrian and cycling lanes.
- The Neighbourhood Streets are well treed and have dedicated pedestrian and cycling lanes.
- Public Parks and civic facilities are located in strategic locations which coincide with public demand.

Elaborate: How do we get there? Growth Management Policies

a) As part of the upcoming Official Community Plan review, the City should review all applicable development controls associated with the City Centre to ensure high standards for development. These standards may apply to both public and private initiatives.

b) The City may consider implementing attractive public art that is relevant to Merritt in high profile areas of the City. The City could explore partnering with individuals and/or organizations to fund the implementation of public art.

c) The City may develop visions and design plans for the entry corridors which describe and illustrate Public sector improvements including street improvements and private sector development controls on building design, signage, landscaping and screening.



d) The entry corridors should visually relay the message that Merritt is attractive, organized and has pride in its community.

e) The City may conduct an inventory of public parks and will consider all options with regard to their future. The City should consult the public prior to changing the status of any park.

f) The creation of new parks may be considered in strategic locations to coincide with public demand.

g) The City should develop a city wide street tree program that ensures trees are planted and maintained on all neighbourhood streets.

h) Street improvements including benches should be considered at strategic locations to promote social interaction and aesthetic character.

i) Civic facilities, parks and open spaces are designed with people in mind first. The users of these facilities should be consulted prior to the design of public facilities, parks and open spaces. Enhancing social interaction amongst the community shall be a key consideration.

4.1.3.5 GROWTH ISSUE: GROUND INFRASTRUCTURE (WATER SYSTEMS)

Discover: What is the current situation?:

The City is currently in the process of improving its water system with the implementation of a new municipal well. The capacity for growth appears adequate in the foreseeable future. However, the delivery infrastructure is near capacity. For a more detailed assessment, please refer to the DARES Sustainability Matrix evaluation in Appendix D.

Reach: What is the ideal end state in 2030? Goals

- Safe, reliable and adequate water supply is delivered throughout Merritt.
- A groundwater protection plan provides recommendations for aquifer protection.
- Domestic water use is a priority over domestic irrigation.
- Merritt's per capita water use is sustainable.



Elaborate: How do we get there? Growth Management Policies

a) The City should implement the recommendations of the Ground Water Protection Plan.

b) A Public education program may be launched following adoption of the Ground Water Protection Plan to promote proper stewardship practices.

c) The City may consider separate greywater systems for irrigation on City owned lands.

d) Encourage infill development and redevelopment to minimize the need for expanded service areas.

e) Ensure that the infrastructure associated with new developments is sized to accommodate additional and future development.

f) Maximize the City's water supply potential from its current wells through conservation and metering.

4.1.3.6 GROWTH ISSUE: GROUND INFRASTRUCTURE (SEWER SYSTEM)

Discover: What is the current situation?:

The current system needs to be evaluated through modelling to determine capacity and to understand the system's dynamics. Infiltration is currently an issue and capacity is not reliably known.

Reach: What is the ideal end state in 2030? Goal

Safe and reliable sanitary service is provided throughout Merritt.

Elaborate: How do we get there? Growth Management Policies

a) The sanitary sewer system is evaluated by way of modelling to determine its status with regard to capacity and system dynamics.



4.1.3.7 GROWTH ISSUE: GROUND INFRASTRUCTURE (STORM WATER)

Discover: What is the current situation?:

Merritt does not receive a significant amount of precipitation. Rainfalls are typically short and intense events.

Reach: What is the ideal end state in 2030? Goal

Storm water is managed in an environmentally sustainable and safe manner.

Elaborate: How do we get there? Growth Management Policies

a) Storm water is directed towards detention ponds, swales and other means to direct water back to ground for new developments.

b) All new developments are required to have the same post-development flows as pre-development flows off the property.

c) The City shall utilize bio-swales wherever possible.

d) Infrastructure for storm water movement may be reviewed with regard to life cycle costing and environmental benefits at the time old infrastructure requires replacement.

e) Trees and vegetation may be planted to assist in absorbing and filtering storm water.

f) In areas identified with storm water flows into watercourses, a point-source evaluation may be requested to determine flow velocities and means to reduce velocities to a safe level.

4.1.3.8 GROWTH ISSUE: EMPLOYMENT LANDS (ECONOMIC DEVELOPMENT)

Discover: What is the current situation?:

Employment Lands are designated for non-residential and are primarily commercial, industrial and institutional uses. These land uses support the local economy and provide employment for the residents of Merritt and the Nicola Valley.

At this time, Merritt has large tracts of industrial land occupied primarily by the forest industry. The City Centre contains a mix of commercial and institutional entities including City Hall. The North



Entry corridor contains several large format commercial developments and highway commercial uses such as automobile focused service stations.

Home occupations provide an opportunity for residents to conduct a business from their home. Home occupations may also grow larger and eventually seek an appropriately zoned location.

Reach: What is the ideal end state in 2030? Goal

Ample employment lands are available to provide employment for the preferred population of 15,000 residents, and to support a prospering economy in the Nicola Valley and Merritt.

Elaborate: How do we get there? Growth Management Policies

a) The City, through its Economic Development function, should carefully monitor employment trends to ensure there is a clear understanding of economic needs.

b) The highest and best uses should be supported for all employment lands.

c) Employment Lands should be recognized as a vital component of the economic sustainability of Merritt.

d) The economic situation should be monitored continuously in Merritt to ensure ample Employment Lands are available to serve the community.

e) Home occupations are recognized as valuable contributors to the local economy. They should continue to be allowed throughout residential areas in Merritt subject to criteria ensuring their compatibility with residential neighbourhoods.

f) In planning for future employment lands, transportation options to and from residential areas should be taken into consideration. Wherever possible, future employment lands should be located within walking and/or cycling distance of residential areas.

4.1.3.9 GROWTH ISSUE: ENVIRONMENTAL INTEGRITY (AIR, WATER, LAND AND ENERGY)

Discover: What is the current situation?:

Maintaining environmental integrity is critical to the long term environmental, economic and social sustainability of Merritt. Merritt's pristine natural environment is currently one of the prominent



aspects residents value most about the community. Maintaining proper eco-system functioning is critical to the long term sustainability of Merritt.

Additionally, the provision of energy is essential to the prosperity and growth of Merritt and the Nicola Valley. Reliance on fossils fuels and the global warming crisis must be addressed at the local level. Sources of greenhouse gas emissions include vehicles, buildings, infrastructure and waste. The City of Merritt is in a pivotal position as an infrastructure and service provider to direct and influence future green house gas emissions.

The City of Merritt is a Signatory to the British Columbia Action Climate Charter with the Province of British Columbia. The Provincial Government is committed to a 33% reduction in Green House Gas Emissions by 2020. Further, the City of Merritt, under Section 877 of the Local Government Act, must include targets for the reduction of greenhouse gas emissions in the area covered by the plan, and policies and action to achieve those targets must be completed by May 31st, 2010.

Given pressing global warming and legislative realities, the City of Merritt must be proactive in protecting and enhancing environmental integrity.

Reach: What is the ideal end state in 2030? Goals

- Merritt has sustainable greenhouse gas emissions.
- Merritt's natural features and wildlife are protected.
- Riparian areas are protected and enhanced.
- Merritt is energy self-reliant.
- Merritt has exceptional air quality.

Elaborate: How do we get there? Growth Management Policies

a) The City of Merritt promotes the construction of buildings that utilize green construction and technology.

b) The City may consider developing a development checklist as part of the Official Community Plan to reward private developers who implement environmentally conscious features in their developments.



c) The City may consider using rating systems for buildings and neighbourhoods to facilitate the most sustainable models possible. The "Leadership in Energy and Environmental Design" (LEED) system is one possible rating system for buildings and neighbourhoods.

d) Merritt encourages Independent Power Producers (IPPs) to develop local electricity projects.

e) The City should utilize renewable energy in designing its community infrastructure and conducting its operations.

f) The City should utilize an environmental rating system, such as LEED or a similar standard in the construction of new Civic buildings.

g) The City supports the reclamation of contaminated land or environmentally compromised land to a safe and sustainable state.

h) The City of Merritt may develop a Community Energy Plan.

i) The City of Merritt encourages sustainable air emission standards for businesses and private residences.

j) The City shall implement specific Green House Gas (GHG) emission targets for implementation in the Official Community Plan, consistent with Provincial legislation.

k) The City shall continue to support the Thompson-Nicola Regional District's Solid Waste Management Plan.

l) The City may consider enacting regulatory tools that promote energy conservation and the use of renewable energy through the next Official Community Plan review and other available mechanisms. Several possible tools include:

- Development permit areas for promoting reduction of GHG emissions
- Revitalization tax exemptions for developments using renewable energy
- Development cost charge exemptions for use of renewable energy systems
- Implementation of development checklists to reward sustainable energy features
- Expedited approvals for applications including renewable energy



- Comprehensive development zoning tailored to innovative and energy conscious developments
- Density bonuses and reduced permit fees for energy-conscious development features
- Service area bylaw to enable Merritt to charge for renewable energy services
- Local improvement charges to promote renewable energy in existing buildings
- Rezoning policy within OCP to encourage certain standards before rezoning approval is granted by Council

4.1.3.10 GROWTH ISSUE: COMMUNITY HEALTH

Discover: What is the current situation?:

The population in Merritt is aging and will require a larger and more comprehensive health care system in the future. The current health care facilities are limited and residents of the Nicola Valley and Merritt are required to travel outside the community for certain health care services.

Community Health also encompasses long-term food security and cultural opportunities for individual well-being. Food security includes preserving good agricultural land and encouraging urban agricultural.

From a holistic health perspective, encouraging social interaction through cultural opportunities promotes community well-being.

Reach: What is the ideal end state in 2030? Goals

- A wide range of health care services are available in Merritt.
- Merritt residents are able to purchase a large portion of their diet from local producers.
- Merritt is a culturally and socially vibrant City.

Elaborate: How do we get there? Growth Management Policies

a) Agricultural lands contributing to Merritt's food security within and outside City boundaries are actively protected by the City.

b) The City may consider allowing urban agriculture throughout the City and may seek out opportunities to make land available for community gardens.



c) The City may promote the sale of locally produced food and contribute to a flourishing farmer's market in Merritt.

d) The City may promote programs to ensure the social needs of residents are addressed, including lifelong learning opportunities.

e) Cultural opportunities for residents are available year-round and actively encouraged by the City.

f) Council supports continued improvements to local health facilities and services through lobbying of authorities having jurisdiction in the provision of health care.

g) The City of Merritt recognizes the linkages between high-quality public places and their contribution to community's social capital and economic development. The City also recognizes that the City's spatial organization and layout contribute to the resident's overall health and well-being. The policies of this Integrated Growth Strategy are intended to inform the efforts of decision makers to coordinate public and private efforts in the creation of a sustainable and enviable City of Merritt.



5.0 POLICY ACTION ITEMS

The following table presents a list of potential Policy Action Items for consideration by the City in its annual budgeting process. The action items in this list could be completed by either allocating staff resources or obtaining consultant support where staff time and/or expertise may be limited. For greater clarity, these action times should be viewed alongside the policies from which they stem.

Capital projects in support of this Integrated Growth Strategy are present in the following sections.

Category	Action Item	Financial Implications	Time Frame	Priority
ommunity Health	Consider IGS Policies	Staff Time	Ongoing	High
Employment Lands	Monitor availability of lands for employment	Staff Time	Ongoing	Medium
Environment	Consider IGS Policies	Staff Time	Ongoing	High
Growth Management	Develop triple bottom line cost benefit analysis technique to evaluate boundary expansions	Staff Time and/or Consultant Support	Prior to 2030	Low
	Coordinate planning efforts with First Nations and the TNRD	Staff Time	Annually	High
	Review Municipal Public Relations and Engagement Processes	Staff Time	Annually	High
Housing	Use housing policies in the IGS to inform the OCP Review	Part of OCP Review Budget	2010-2012	High
	Develop hillside development standards	Part of OCP Review Budget or as a separate item	2010-2012	Medium
Public Realm	Review Development Controls	Part of OCP Review	2010-2015	High
	Consider Public Art	Donation/Cost Sharing	Prior to 2030	Low



Category	Action Item	Financial Implications	Time Frame	Priority
Public Realm	Review Entry Corridor Planning	Part of OCP Review	2010-2015	High
	Conduct Inventory of Public Parks	Staff Time	Prior to 2015	Medium
	Continue Tree Planting Program	Staff Time	Ongoing	High
	Implement Street Furniture	Staff Time	Ongoing	Medium
Sewer System	Model the current system	Staff Time and/or Consultant Support	2010-2015	Medium
Storm Water	Review storm water management practices	Staff Time and/or Consultant Support	Prior to 2015	Low
Transportation	Develop Active Transportation Plan	Part of OCP Review or as a separate item	2010-2015	Medium
Water Systems	Evaluate feasibility of using grey water systems to irrigate City owned lands	Staff Time	Prior to 2030	Low
	Launch Public Education program	Staff Time	2010-2012	Medium



6.0 FINANCIAL

The following table presents a list of Financial implications of the proposed Capital projects as they relate to the Policy Action Items in Section 5. These items should be considered by the City in its annual budgeting process. The items in this list can be completed by either allocating staff resources or obtaining consultant support where staff time and/or expertise may be limited. All the items should be considered in conjunction with the development of the City Capital plan, financial plan and strategic priorities.

For greater clarity, these action items should be viewed alongside the policies from which they stem. With the Bylaws, information and studies completed, the City could budget and plan for project implementation through a number of different sources. Some possible ways to fund the items are:

- Municipal Budget
- Development Cost Charges
- Development Improvements
- Grants Programs
- Public / Private Partnerships

The City will need to continually explore the various grant funding opportunities that are presented from:

- Provincial and Federal Governments;
- Local Government Association; and
- Private Corporations.



Category	Action Item	Estimated Cost	Time Frame	Priority
Growth Management	Review potential impact of Low-Impact Development standards as part of the OCP review process	Staff Time	Ongoing	Low
	Develop Community Energy Plan	$75,000	2013-2020	Low
	Review/Update Development Permit Design Guidelines to promote IGS policies	Staff Time	2011-2015	Medium
	Review/Update Zoning Bylaw to promote IGS policies	$50,000	2010-2012	High
	Review/Update Official Community Plan to promote IGS policies	$75,000	2010-2012	High
Growth Management (Water)	Amend building bylaw to promote water conservation practices	Staff Time	2011-2015	Medium
Infrastructure	Review Solid Waste Management Plan in conjunction with TNRD	$25,000	2013-2020	Low
	Develop Stormwater Management Plan	$40,000	2013-2020	Low
	Develop Liquid Waste Management Plan	$130,000	2013-2020	Low
	Assess water and sewer development capacity for higher-density infill development in Central Area	$10,000	2011-2015	Medium
	Develop Sanitary Master Plan	$75,000	2011-2015	Medium
	Develop Groundwater Protection Plan	$50,000	2010-2012	High
	Review/Update Subdivision Servicing Bylaw to promote IGS policies. Subdivision Servicing Bylaw to incorporate revised stormwater management guidelines and hillside development guidelines	$50,000	2010-2012	High



Category	Action Item	Estimated Cost	Time Frame	Priority
Public Realm	Review public realm strategy in line with accommodation of higher density, including improvements to multi-modal corridors, public parks & community recreation facilities in Central Area.	$20,000	Ongoing	Medium
	Develop Parks & Recreation Master Plan, to include urban agriculture and public realm enhancements	$75,000	2011-2015	Medium
	Review pathway connection potential from River Ranch Road through to future bikeway south of Nicola River (Armstrong Road)	$20,000	2013-2020	Low
Transportation	Conduct a Pavement Management Plan	$100,000	2013-2020	Low
	Develop an Infrastructure Renewal Program. Could be included within a larger review of water, sewer and storm infrastructure requirements over a capital plan process	Staff Time	Ongoing	Medium
	Review transportation level of service (all modes) for higher-density infill in Central Area	$20,000	Ongoing	Medium
	Develop Voght Street Corridor Revitalization Preliminary Design Plan to redevelop as a major multi-modal access corridor	$50,000	2011-2015	Medium
	Develop Nicola Avenue Corridor Revitalization Preliminary Design Plan to redevelop as a major multi-modal access corridor	$50,000	2011-2015	Medium



Category	Action Item	Estimated Cost	Time Frame	Priority
Transportation	Active Transportation Master Plan, to include reuse of existing Kettle Valley railway corridors for path development	$125,000	2011-2015	Medium
Water Systems	Review City water model	$150,000	2010-2012	High

Note: All estimates are completed using 2009 dollars.

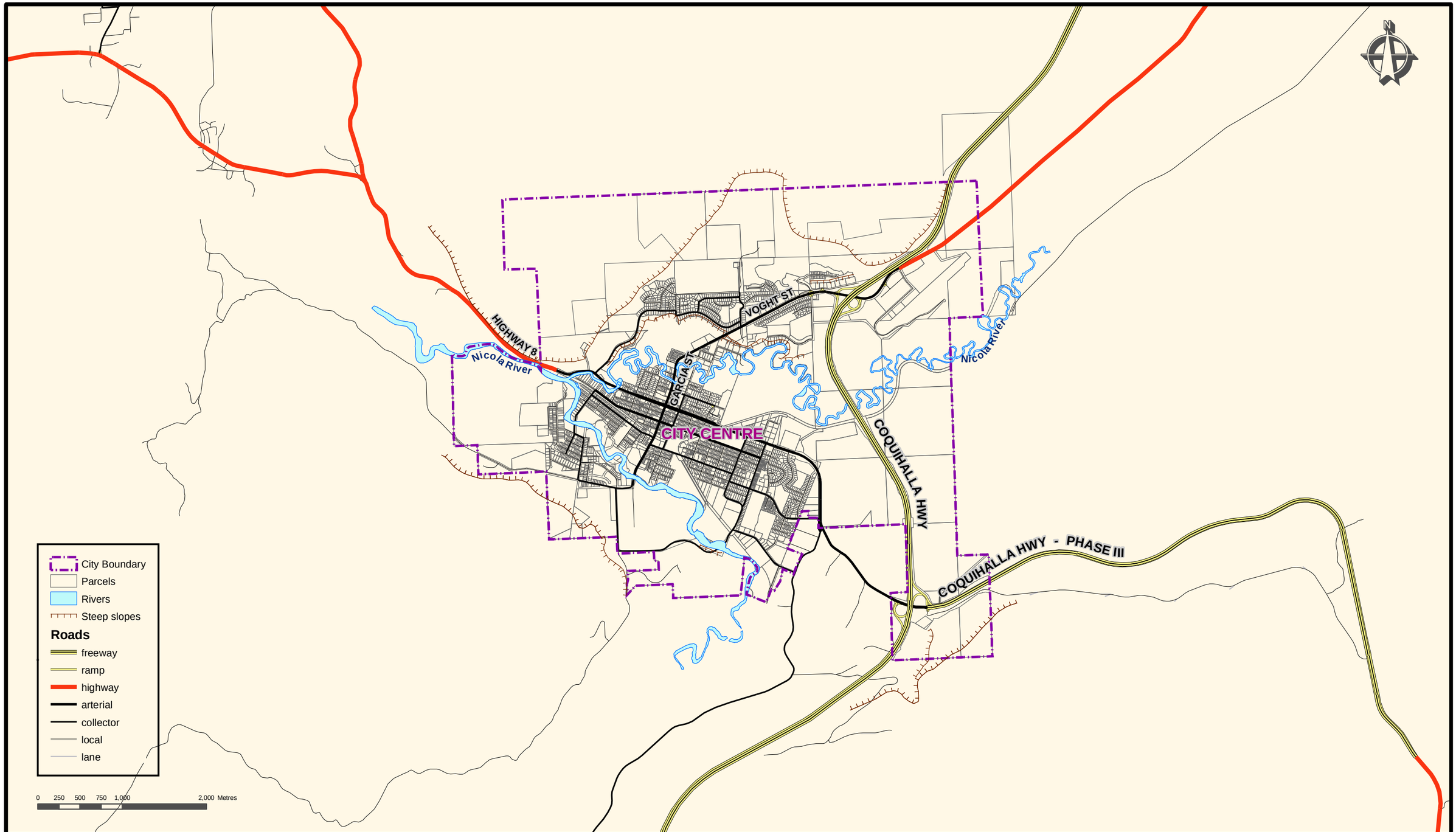









APPENDIX A: BACKGROUND MAPS



NOTE:
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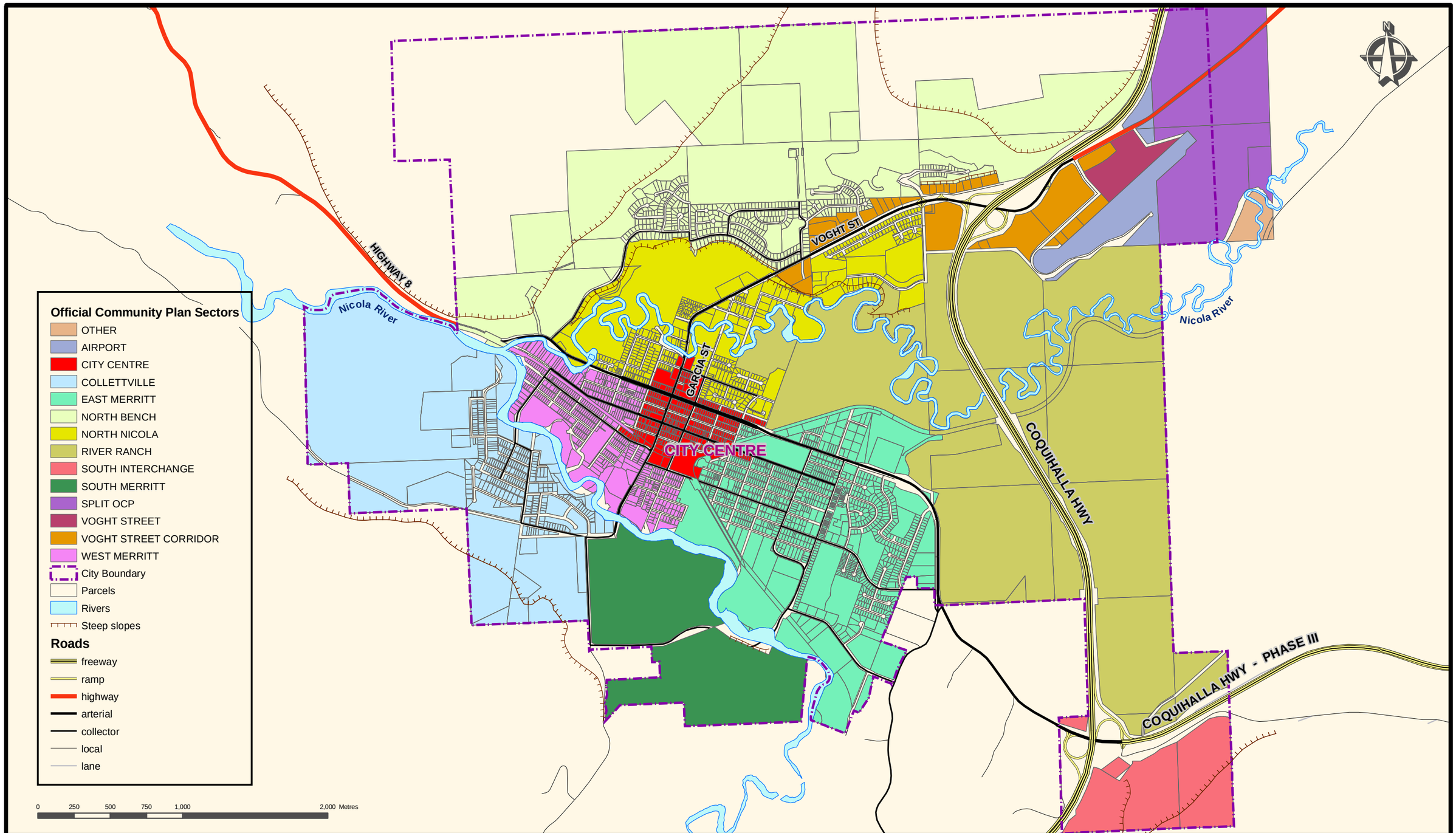
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f. 604.676.1540
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MERRITT IGS PLAN

BASE MAP LAYOUT

SCALE:	DATE:	DWG. No.
1:30 000	May.21.2010	82022-SP-001



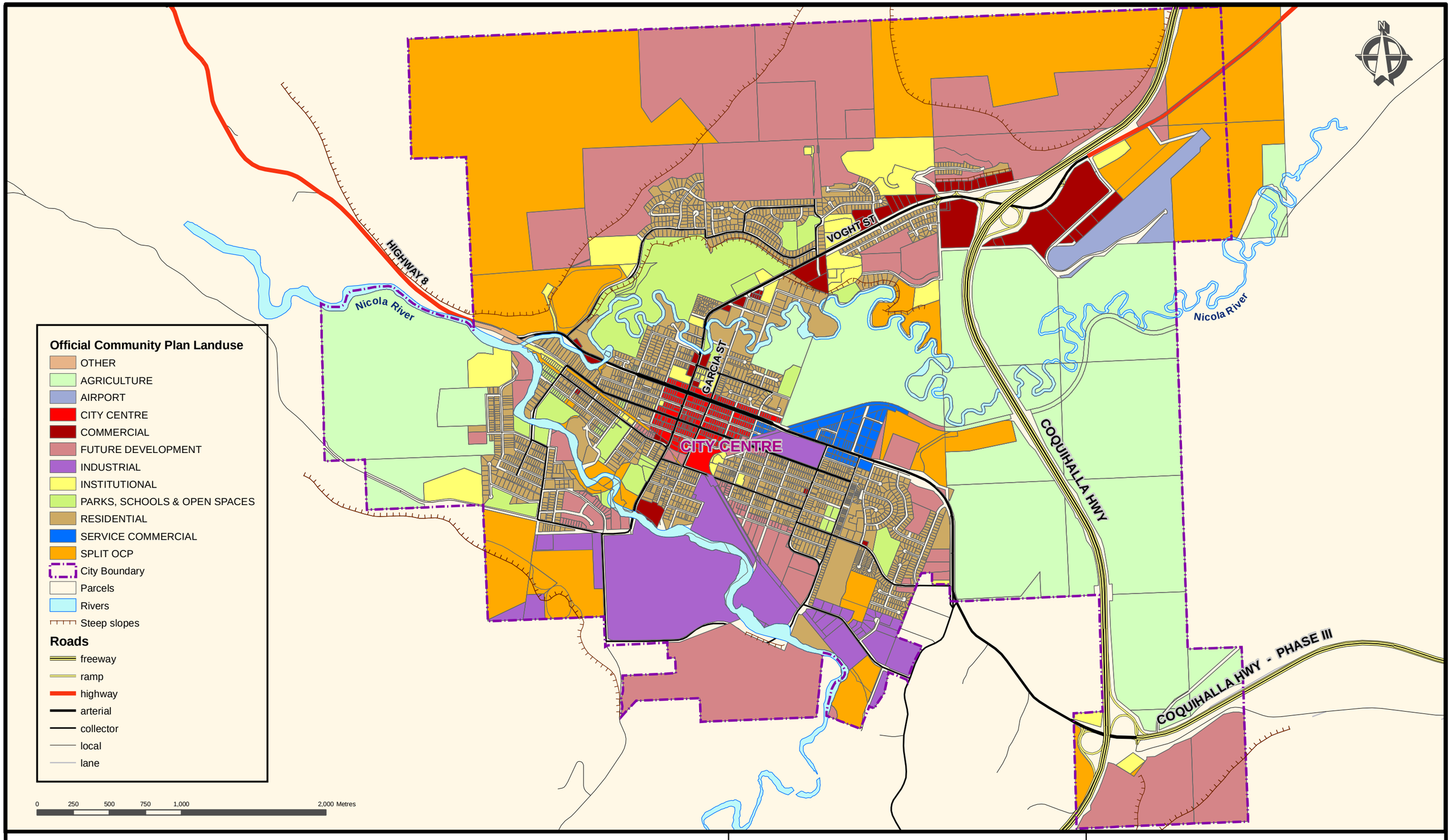
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MERRITT IGS PLAN

OFFICIAL COMMUNITY PLAN - SECTORS

SCALE:	DATE:	DWG. No.
1:25 000	May.21.2010	82022-SP-002



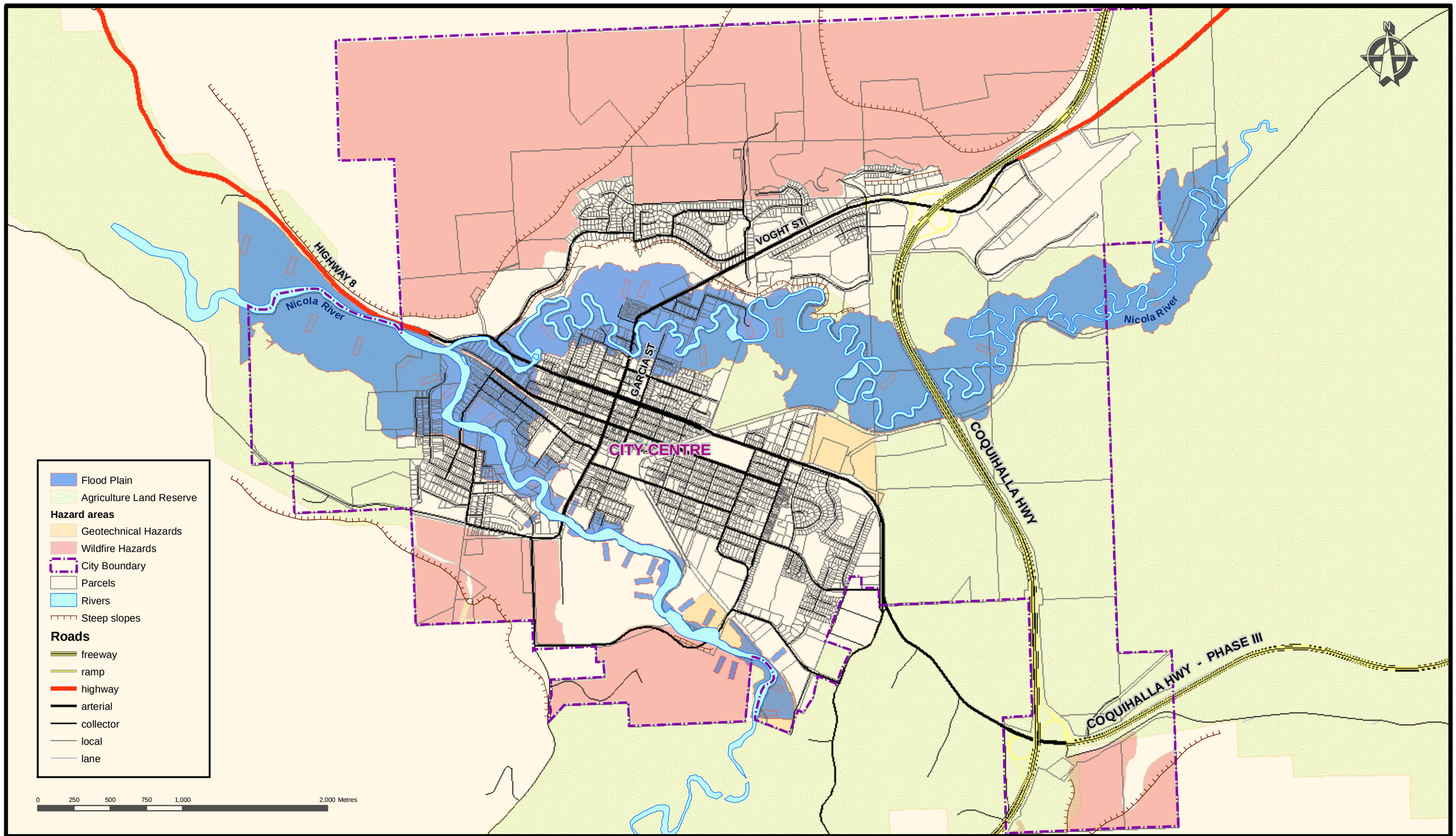
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MERRITT IGS PLAN

OFFICIAL COMMUNITY PLAN - ZONING

SCALE:	DATE:	DWG. No.
1:25 000	May.21.2010	82022-SP-003



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MERRITT IGS PLAN

FLOOD PLAIN

SCALE:	DATE:	DWG. No.
1:25 000	May.21.2010	82022-SP-004

HIGHWAY 8

Nicola River

VOGHT ST

GARCIA ST

CITY CENTRE

Nicola River

COQUIHALLA HWY

COQUIHALLA HWY - PHASE III

N

Agriculture Land Reserve
City Boundary
Rivers
Parcels
Steep slopes

Roads

freeway
ramp
highway
arterial
collector
local
lane

0 250 500 750 1,000 2,000 Metres

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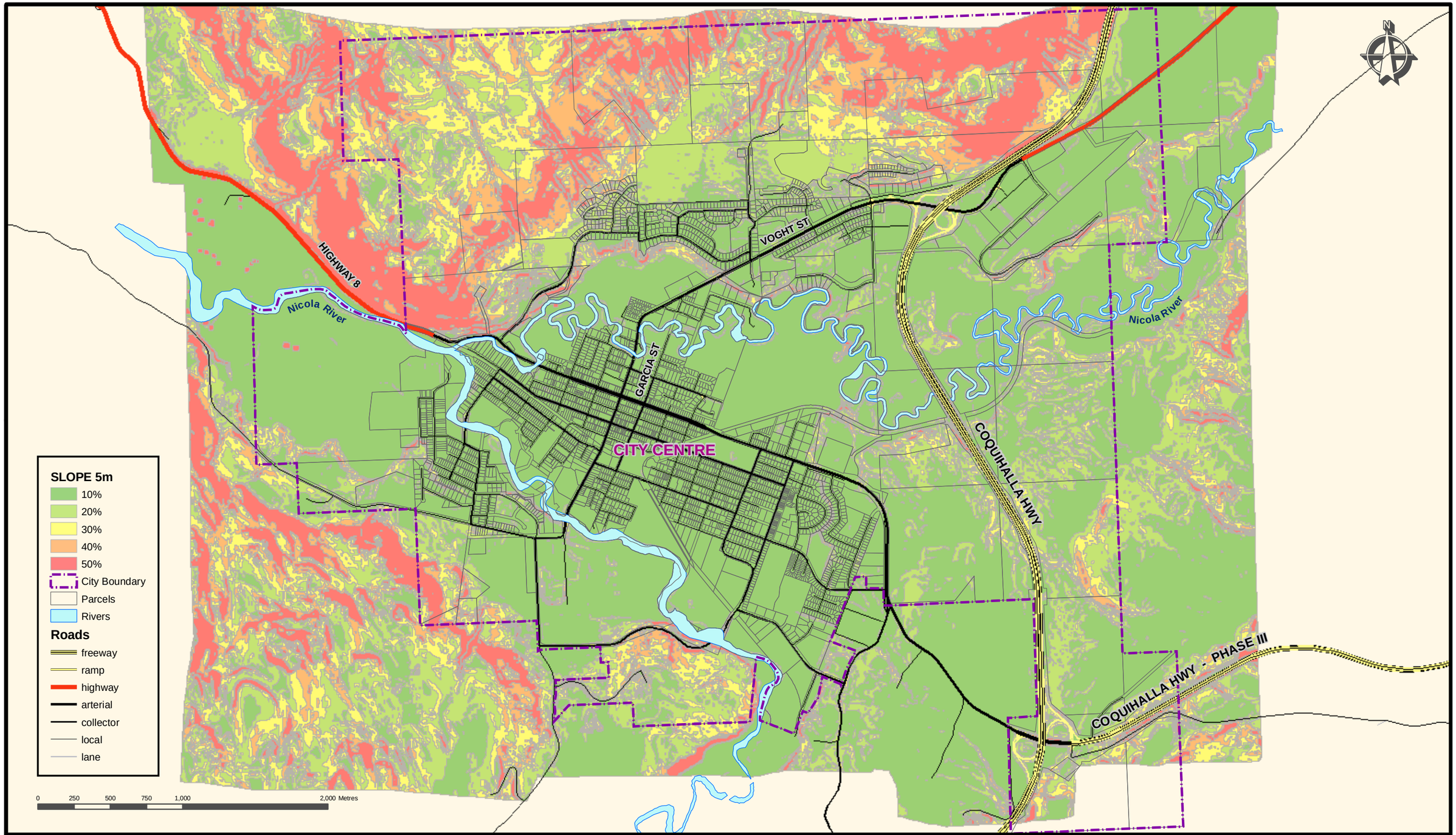
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MERRITT IGS PLAN

AGRICULTURAL LAND RESERVE

SCALE:	DATE:	DWG. No.
1:30 000	May.21.2010	82022-SP-005



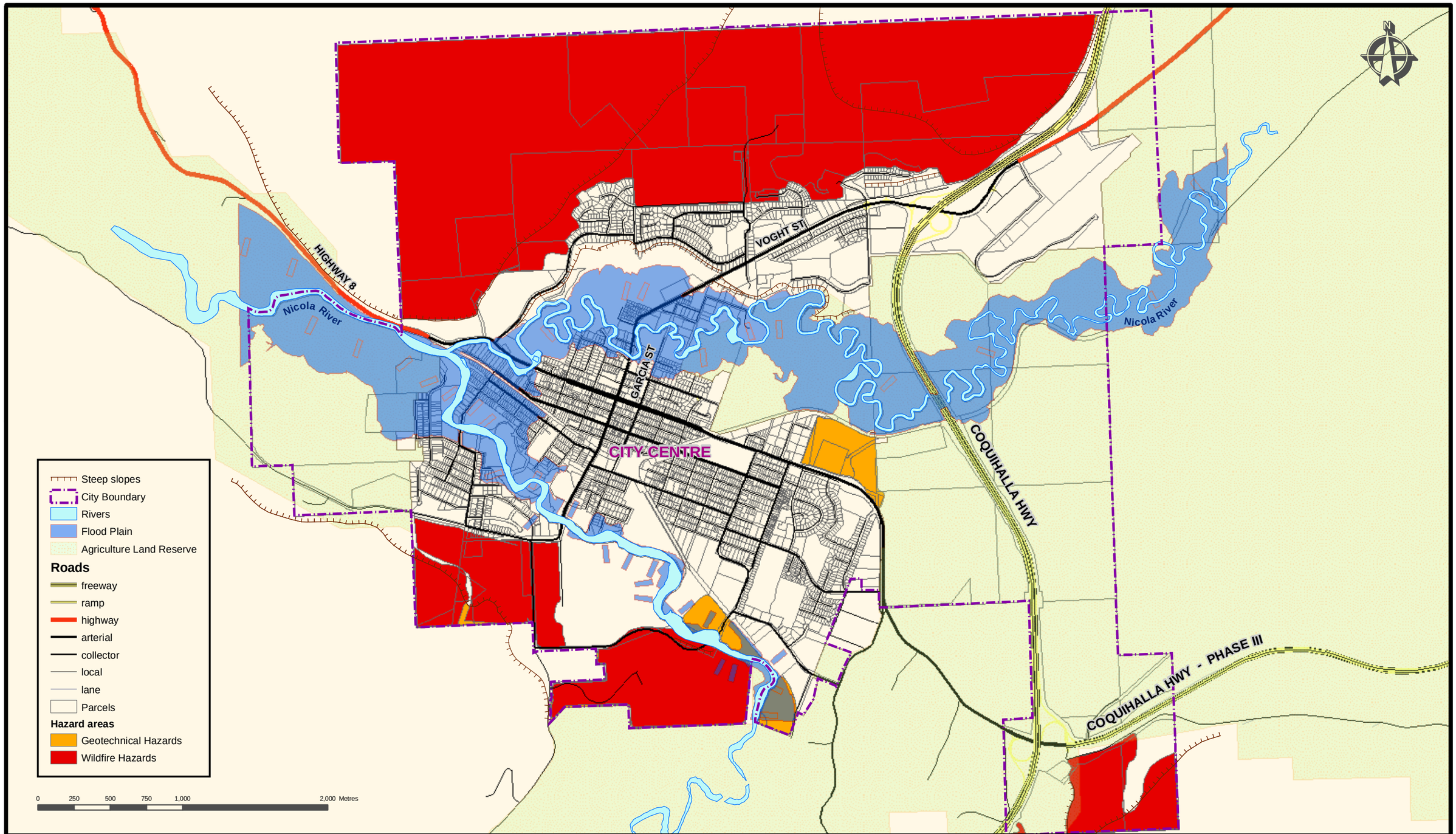
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MERRITT IGS PLAN

SLOPES

SCALE:	DATE:	DWG. No.
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MERRITT IGS PLAN

HAZARD AREAS

SCALE:	DATE:	DWG. No.
1:25 000	May.21.2010	82022-SP-007

HIGHWAY 8

Nicola River

VOGHT ST

GARCIA ST

CITY CENTRE

Nicola River

COQUIHALLA HWY

COQUIHALLA HWY - PHASE III

Water Mains
Waste Water Sewer
City Boundary
Parcels
Rivers

Roads

freeway
ramp
highway
arterial
collector
local
lane

0 250 500 750 1,000 2,000 Metres

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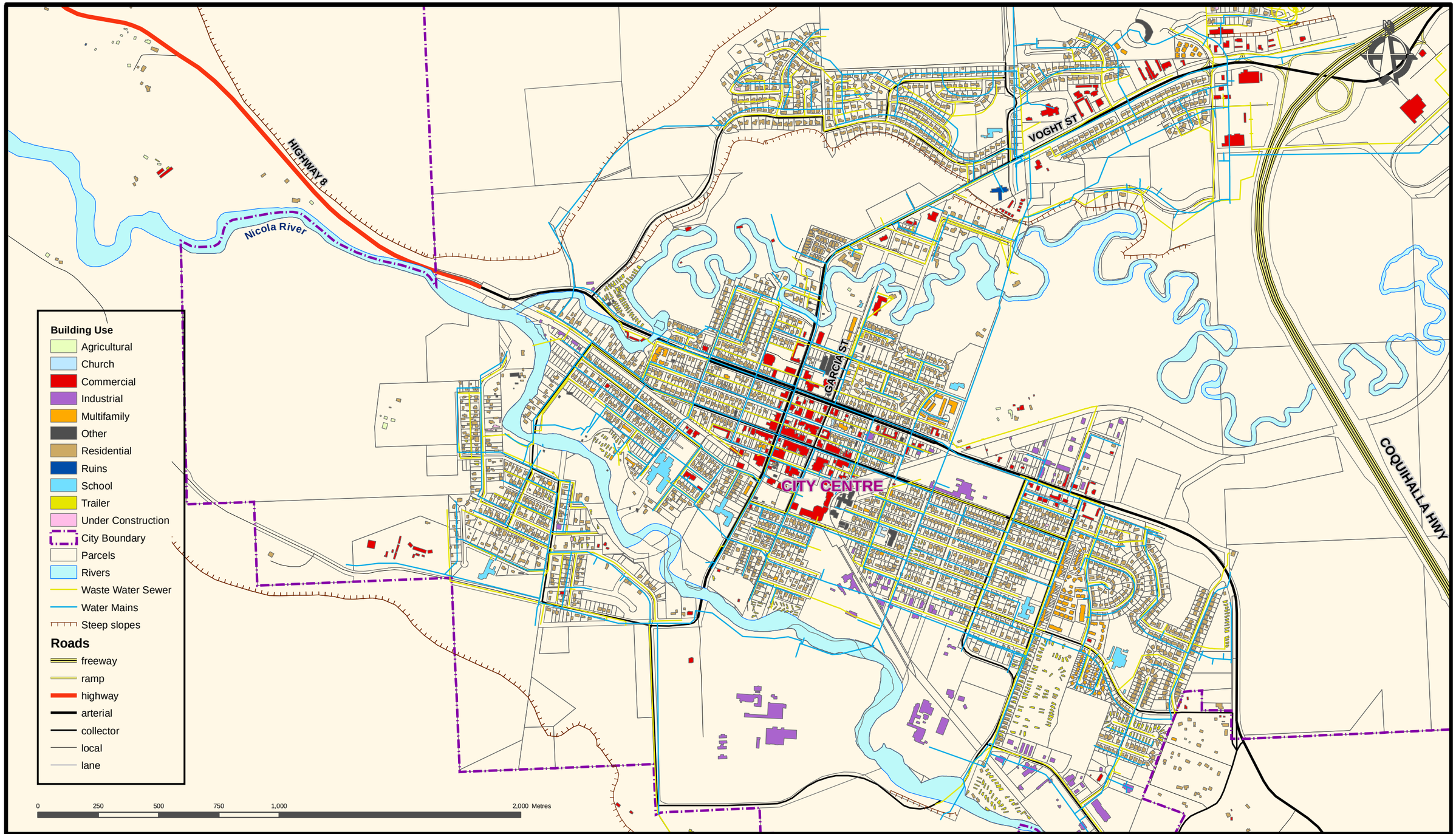
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MERRITT IGS PLAN

INFRASTRUCTURE

SCALE:	DATE:	DWG. No.
1:25 000	May.21.2010	82022-SP-008



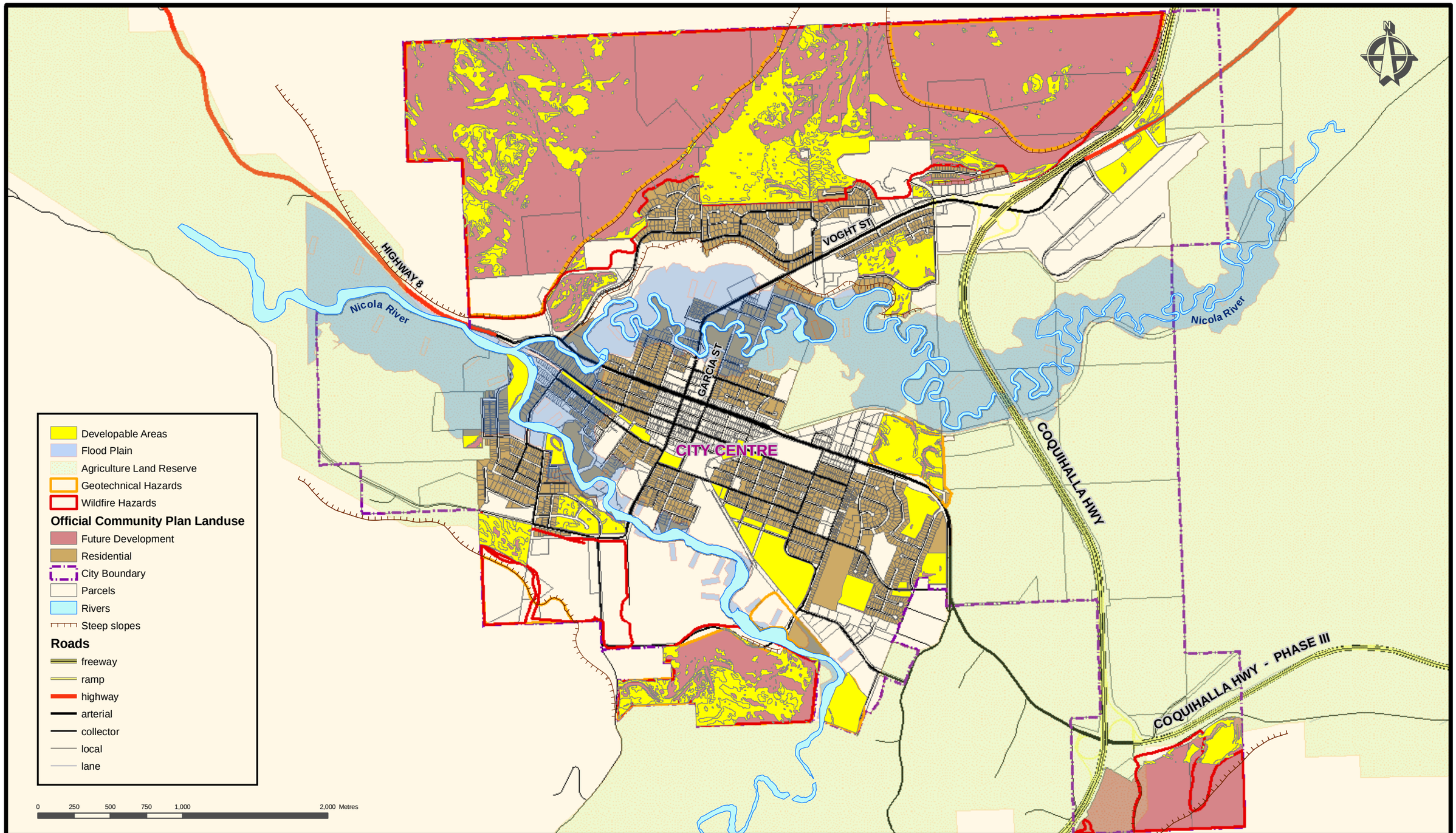
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MERRITT IGS PLAN

BUILDING USE

SCALE:	DATE:	DWG. No.
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MERRITT IGS PLAN

DEVELOPABLE AREAS

SCALE:	DATE:	DWG. No.
1:25 000	May.21.2010	82022-SP-010









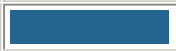

APPENDIX B: TOUCHPOLL RESULTS

Item Frequency Report [Filter Results]

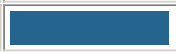
Merritt Integrated Growth Strategy On-line Questionnaire

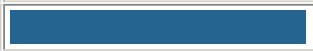
1. What size do you envision the population of Merritt to be in 2030?		Response Percent	Response Total
Less people: Less than 8,000 people		**1%**	**1**
The same: 8,000-9,000 people		**5%**	**6**
A few more people: 9,000 - 15,000 people		**61%**	**67**
A lot more people: Over 15,000		**33%**	**36**
	Total Responses	**110**	

2. What is Merritt best known for in 2030?		Response Percent	Response Total
Ranked #1			
Family Focused City		**15%**	**17**
Retirement Haven		**18%**	**20**
Tourist Centre (e.g. Country Music Capital of Canada)		**12%**	**13**
Recreation Destination (Horseback riding, fishing, boating, hiking)		**34%**	**37**
Business and Service Centre		**5%**	**5**
An industrial and warehousing centre		**8%**	**9**
Did Not Respond		**8%**	**9**
Ranked #2			
Family Focused City		**16%**	**18**
Retirement Haven		**17%**	**19**
Tourist Centre (e.g. Country Music Capital of Canada)		**13%**	**14**
Recreation Destination (Horseback riding, fishing, boating, hiking)		**25%**	**27**
Business and Service Centre		**11%**	**12**
An industrial and warehousing centre		**3%**	**3**
Did Not Respond		**15%**	**17**
Ranked #3			

Family Focused City		**17%**	**19**
Retirement Haven		**17%**	**19**
Tourist Centre (e.g. Country Music Capital of Canada)		**13%**	**14**
Recreation Destination (Horseback riding, fishing, boating, hiking)		**16%**	**18**
Business and Service Centre		**10%**	**11**
An industrial and warehousing centre		**8%**	**9**
Did Not Respond		**18%**	**20**
Ranked #4			
Family Focused City		**12%**	**13**
Retirement Haven		**15%**	**16**
Tourist Centre (e.g. Country Music Capital of Canada)		**20%**	**22**
Recreation Destination (Horseback riding, fishing, boating, hiking)		**6%**	**7**
Business and Service Centre		**13%**	**14**
An industrial and warehousing centre		**8%**	**9**
Did Not Respond		**26%**	**29**
Ranked #5			
Family Focused City		**12%**	**13**
Retirement Haven		**10%**	**11**
Tourist Centre (e.g. Country Music Capital of Canada)		**5%**	**6**
Recreation Destination (Horseback riding, fishing, boating, hiking)		**2%**	**2**
Business and Service Centre		**23%**	**25**
An industrial and warehousing centre		**16%**	**18**
Did Not Respond		**32%**	**35**
Ranked #6			
Family Focused City		**7%**	**8**
Retirement Haven		**4%**	**4**
Tourist Centre (e.g. Country Music Capital of Canada)		**11%**	**12**
Recreation Destination (Horseback riding, fishing,		**4%**	**4**

boating, hiking)			
Business and Service Centre		**12%**	**13**
An industrial and warehousing centre		**27%**	**30**
Did Not Respond		**35%**	**39**
	Total Responses	**110**	

3. Where should new residential growth occur in Merritt in the next 20 years?		**Response Percent**	**Response Total**
Ranked #1			
Bench		**19%**	**21**
Collettville		**7%**	**8**
Infill in Existing Neighbourhoods		**42%**	**46**
Diamondvale		**3%**	**3**
Lower Nicola		**3%**	**3**
Active Mountain		**5%**	**5**
Okanagan Connector Area		**8%**	**9**
Coldwater Road		**2%**	**2**
Did Not Respond		**12%**	**13**
Ranked #2			
Bench		**20%**	**22**
Collettville		**23%**	**25**
Infill in Existing Neighbourhoods		**6%**	**7**
Diamondvale		**8%**	**9**
Lower Nicola		**5%**	**5**
Active Mountain		**8%**	**9**
Okanagan Connector Area		**10%**	**11**
Coldwater Road		**4%**	**4**
Did Not Respond		**16%**	**18**
Ranked #3			
Bench		**5%**	**6**
Collettville		**20%**	**22**
Infill in Existing Neighbourhoods		**9%**	**10**
Diamondvale		**13%**	**14**
Lower Nicola		**4%**	**4**
Active Mountain		**12%**	**13**
Okanagan Connector Area		**11%**	**12**

Coldwater Road		**6%**	**7**
Did Not Respond		**20%**	**22**
Ranked #4			
Bench		**8%**	**9**
Collettville		**8%**	**9**
Infill in Existing Neighbourhoods		**4%**	**4**
Diamondvale		**15%**	**17**
Lower Nicola		**13%**	**14**
Active Mountain		**4%**	**4**
Okanagan Connector Area		**5%**	**6**
Coldwater Road		**9%**	**10**
Did Not Respond		**34%**	**37**
Ranked #5			
Bench		**7%**	**8**
Collettville		**7%**	**8**
Infill in Existing Neighbourhoods		**6%**	**7**
Diamondvale		**7%**	**8**
Lower Nicola		**12%**	**13**
Active Mountain		**7%**	**8**
Okanagan Connector Area		**2%**	**2**
Coldwater Road		**11%**	**12**
Did Not Respond		**40%**	**44**
Ranked #6			
Bench		**6%**	**7**
Collettville		**3%**	**3**
Infill in Existing Neighbourhoods		**4%**	**4**
Diamondvale		**8%**	**9**
Lower Nicola		**10%**	**11**
Active Mountain		**5%**	**6**
Okanagan Connector Area		**11%**	**12**
Coldwater Road		**10%**	**11**
Did Not Respond		**43%**	**47**
Ranked #7			
Bench		**3%**	**3**
Collettville		**1%**	**1**

Infill in Existing Neighbourhoods	**3%**	**3**
Diamondvale	**6%**	**7**
Lower Nicola	**9%**	**10**
Active Mountain	**11%**	**12**
Okanagan Connector Area	**16%**	**18**
Coldwater Road	**7%**	**8**
Did Not Respond	**44%**	**48**
Ranked #8		
Bench	**3%**	**3**
Collettville	**2%**	**2**
Infill in Existing Neighbourhoods	**3%**	**3**
Diamondvale	**3%**	**3**
Lower Nicola	**8%**	**9**
Active Mountain	**15%**	**17**
Okanagan Connector Area	**5%**	**5**
Coldwater Road	**9%**	**10**
Did Not Respond	**53%**	**58**
Total Responses	**110**	

4. What do new neighbourhoods in Merritt look like in 2030?	**Response Percent**	**Response Total**
Mostly single-family homes on large lots	**15%**	**15**
Mostly single-family and two family homes on small lots	**8%**	**8**
A mixture of single-family homes and condominums	**21%**	**20**
A mixture of single-family homes, multi-story apartments, condominiums and commercial developments	**55%**	**53**
Mostly multi-family residential	**1%**	**1**
Total Responses	**97**	

5. In 2030 how do people get from home to the following destinations?	**Response Percent**	**Response Total**
Row: Work **Column:**		
Walk	**8%**	**7**
Bike	**9%**	**8**

Transit	38%	35
Personal Vehicle	46%	42
Total Responses	92	
Row: School **Column:**		
Walk	46%	42
Bike	11%	10
Transit	39%	36
Personal Vehicle	4%	4
Total Responses	92	
Row: Shopping **Column:**		
Walk	10%	9
Bike	1%	1
Transit	27%	25
Personal Vehicle	62%	56
Total Responses	91	
Row: Leisure/Entertainment **Column:**		
Walk	13%	12
Bike	7%	6
Transit	10%	9
Personal Vehicle	70%	64
Total Responses	91	
Row: Health Care **Column:**		
Walk	3%	3
Bike	2%	2
Transit	36%	33
Personal Vehicle	59%	54
Total Responses	92	

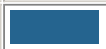
6. What types of housing are most needed in 2030?	Response Percent	Response Total
Row: Multi-storey apartments and condominiums **Column:**		
Strongly Agree	23%	22
Agree	40%	38
Neutral	23%	22
Disagree	11%	11
Strongly Disagree	3%	3
Total Responses	96	
Row: One to two storey multi-family condominiums **Column:**		
Strongly Agree	21%	20

Agree		**53%**	**51**
Neutral		**19%**	**18**
Disagree		**6%**	**6**
Strongly Disagree		**1%**	**1**
	Total Responses	**96**	
Row: Single family housing **Column:**			
Strongly Agree		**29%**	**28**
Agree		**46%**	**44**
Neutral		**17%**	**16**
Disagree		**6%**	**6**
Strongly Disagree		**2%**	**2**
	Total Responses	**96**	
Row: Special needs housing **Column:**			
Strongly Agree		**24%**	**23**
Agree		**41%**	**39**
Neutral		**27%**	**25**
Disagree		**5%**	**5**
Strongly Disagree		**2%**	**2**
	Total Responses	**94**	
Row: Seniors housing **Column:**			
Strongly Agree		**39%**	**37**
Agree		**45%**	**43**
Neutral		**15%**	**14**
Disagree		**1%**	**1**
Strongly Disagree		**0%**	**0**
	Total Responses	**95**	
Row: Affordable Housing **Column:**			
Strongly Agree		**53%**	**51**
Agree		**29%**	**28**
Neutral		**14%**	**13**
Disagree		**3%**	**3**
Strongly Disagree		**1%**	**1**
	Total Responses	**96**	
Row: Rental Housing **Column:**			
Strongly Agree		**26%**	**25**
Agree		**41%**	**39**
Neutral		**26%**	**25**
Disagree		**5%**	**5**

Strongly Disagree		**1%**	**1**
	Total Responses	**95**	

7. Please select the community services, facilities or infrastructure you would mostly like to see improved by 2030?		**Response Percent**	**Response Total**
Community Centres		**6%**	**36**
Recreation Facilities (EG: Arenas)		**8%**	**52**
Library		**2%**	**13**
Schools (K-12)		**5%**	**32**
Post Secondary Schools		**4%**	**27**
Activities Programming		**6%**	**35**
Youth Services		**8%**	**51**
Health Services		**10%**	**66**
Home Support		**6%**	**40**
Increased Bike Paths		**10%**	**61**
New Streets and Roads		**5%**	**33**
Sewer Systems		**5%**	**29**
Waste Water treatment		**6%**	**39**
Improved Pedestrian Walkways		**9%**	**59**
Street Beautification (Landscaping)		**7%**	**45**
Other Selection: View Responses		**3%**	**16**
	Total Responses	**634**	

8. What are the most important industries driving the economy in Merritt in 2030?		**Response Percent**	**Response Total**
Ranked #1			
Forestry		**24%**	**26**
Mining		**11%**	**12**
Agricultural		**7%**	**8**
Tourism		**23%**	**25**
Home-based business		**2%**	**2**
Service Commercial		**10%**	**11**
Health Care		**5%**	**5**
Transportation		**2%**	**2**
Did Not Respond		**17%**	**19**
Ranked #2			
Forestry		**15%**	**16**
Mining		**15%**	**17**

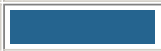
Agricultural		**14%**	**15**
Tourism		**10%**	**11**
Home-based business		**6%**	**7**
Service Commercial		**10%**	**11**
Health Care		**5%**	**6**
Transportation		**5%**	**5**
Did Not Respond		**20%**	**22**
Ranked #3			
Forestry		**11%**	**12**
Mining		**11%**	**12**
Agricultural		**12%**	**13**
Tourism		**17%**	**19**
Home-based business		**6%**	**7**
Service Commercial		**14%**	**15**
Health Care		**5%**	**5**
Transportation		**4%**	**4**
Did Not Respond		**21%**	**23**
Ranked #4			
Forestry		**8%**	**9**
Mining		**8%**	**9**
Agricultural		**15%**	**17**
Tourism		**13%**	**14**
Home-based business		**5%**	**6**
Service Commercial		**8%**	**9**
Health Care		**8%**	**9**
Transportation		**5%**	**6**
Did Not Respond		**28%**	**31**
Ranked #5			
Forestry		**10%**	**11**
Mining		**5%**	**5**
Agricultural		**9%**	**10**
Tourism		**6%**	**7**
Home-based business		**6%**	**7**
Service Commercial		**8%**	**9**
Health Care		**13%**	**14**
Transportation		**6%**	**7**
Did Not Respond		**36%**	**40**
Ranked #6			

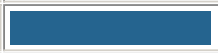
Forestry	**1%**	**1**
Mining	**8%**	**9**
Agricultural	**10%**	**11**
Tourism	**4%**	**4**
Home-based business	**10%**	**11**
Service Commercial	**7%**	**8**
Health Care	**11%**	**12**
Transportation	**8%**	**9**
Did Not Respond	**41%**	**45**
Ranked #7		
Forestry	**5%**	**5**
Mining	**2%**	**2**
Agricultural	**1%**	**1**
Tourism	**2%**	**2**
Home-based business	**9%**	**10**
Service Commercial	**5%**	**5**
Health Care	**10%**	**11**
Transportation	**19%**	**21**
Did Not Respond	**48%**	**53**
Ranked #8		
Forestry	**3%**	**3**
Mining	**9%**	**10**
Agricultural	**2%**	**2**
Tourism	**3%**	**3**
Home-based business	**15%**	**17**
Service Commercial	**3%**	**3**
Health Care	**6%**	**7**
Transportation	**9%**	**10**
Did Not Respond	**50%**	**55**
Total Responses	**110**	

9. Please pick the most important natural feature in and around Merritt in 2030?	**Response Percent**	**Response Total**
Air Quality	**22%**	**19**
Lakes	**26%**	**22**
Pastures and agricultural land	**7%**	**6**
Mountains sides/Erosion Control	**6%**	**5**
Park space	**12%**	**10**

Drinking Water		**24%**	**21**
Wild life populations		**2%**	**2**
Other Selection: View Responses		**1%**	**1**
	Total Responses	**86**	

10. Please pick the second most important natural features in and around Merritt in 2030?		**Response Percent**	**Response Total**
Air Quality		**26%**	**22**
Lakes		**28%**	**24**
Pastures and agricultural land		**15%**	**13**
Mountains sides/Erosion Control		**2%**	**2**
Park space		**7%**	**6**
Drinking Water		**14%**	**12**
Wild life populations		**6%**	**5**
Other Selection: View Responses		**2%**	**2**
	Total Responses	**86**	

11. Please pick the third most important natural features in and around Merritt in 2030?		**Response Percent**	**Response Total**
Air Quality		**12%**	**10**
Lakes		**16%**	**14**
Pastures and agricultural land		**13%**	**11**
Mountains sides/Erosion Control		**6%**	**5**
Park space		**15%**	**13**
Drinking Water		**21%**	**18**
Wild life populations		**15%**	**13**
Other Selection: View Responses		**1%**	**1**
	Total Responses	**85**	

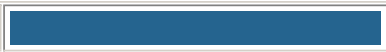
13. Please pick the main reason someone would choose to move to Merritt in 2030?		**Response Percent**	**Response Total**
Climate		**19%**	**16**
Central Location in BC		**29%**	**24**
Natural Surroundings		**12%**	**10**
Career Prospects		**6%**	**5**
Retirement		**7%**	**6**
Availability of Housing		**1%**	**1**
Cost of Living		**10%**	**8**
Lifestyle and Leisure Opportunities		**14%**	**12**

Other Selection: View Responses	2%	2
Total Responses	**84**	

14. Please pick the second reason someone would choose to move to Merritt in 2030?		Response Percent	Response Total
Climate		**18%**	**15**
Central Location in BC		**18%**	**15**
Natural Surroundings		**12%**	**10**
Career Prospects		**7%**	**6**
Retirement		**7%**	**6**
Availability of Housing		**2%**	**2**
Cost of Living		**12%**	**10**
Lifestyle and Leisure Opportunities		**23%**	**19**
Other Selection: View Responses		**1%**	**1**
	Total Responses	**84**	

15. Please pick the third reason someone would choose to move to Merritt in 2030?		Response Percent	Response Total
Climate		**18%**	**15**
Central Location in BC		**10%**	**8**
Natural Surroundings		**18%**	**15**
Career Prospects		**4%**	**3**
Retirement		**10%**	**8**
Availability of Housing		**7%**	**6**
Cost of Living		**13%**	**11**
Lifestyle and Leisure Opportunities		**20%**	**17**
Other Selection: View Responses		**1%**	**1**
	Total Responses	**84**	

19. Where will new commercial stores be located in 2030?		Response Percent	Response Total
City Centre		**39%**	**33**
North Entry		**49%**	**42**
Other Selection: View Responses		**12%**	**10**
	Total Responses	**85**	

20. Where will professional offices be located in 2030?		Response Percent	Response Total
City Centre		**54%**	**47**
Everywhere commercial development is allowed		**41%**	**36**
In homes		**2%**	**2**

Other Selection: View Responses		2%	2
	Total Responses	87	

21. What type of shop and/or service is used most often in Merritt in 2030?		Response Percent	Response Total
Big Box Stores on the outskirts of the City		53%	42
Boutique Stores in the Downtown		19%	15
Corner Stores in Neighbourhoods		5%	4
Stores and services within the Mall		18%	14
Home based businesses		3%	2
Shops and services outside Merritt		3%	2
	Total Responses	79	

22. What type of shop and/or service is the second most often used in Merritt in 2030?		Response Percent	Response Total
Big Box Stores on the outskirts of the City		18%	14
Boutique Stores in the Downtown		30%	24
Corner Stores in Neighbourhoods		12%	10
Stores and services within the Mall		29%	23
Home based businesses		6%	5
Shops and services outside Merritt		5%	4
	Total Responses	80	

24. Merritt has already heard about some possible initiatives. Please let us know what you think of the following suggestions:		Response Percent	Response Total
Row:A colourful, vibrant, funky Quilchena Avenue with lots of interconnected buildings and outdoor patio areas at the food/beverage businesses; **Column:**			
Strongly Agree		58%	50
Agree		26%	22
Neutral		10%	9
Disagree		5%	4
Strongly Disagree		1%	1
	Total Responses	86	
Row: Multi-stored buildings downtown; **Column:**			
Strongly Agree		28%	24

Agree		**37%**	**32**
Neutral		**26%**	**23**
Disagree		**6%**	**5**
Strongly Disagree		**3%**	**3**
	Total Responses	**87**	
Row: Rooftop garden buildings; **Column:**			
Strongly Agree		**32%**	**27**
Agree		**31%**	**26**
Neutral		**22%**	**19**
Disagree		**12%**	**10**
Strongly Disagree		**4%**	**3**
	Total Responses	**85**	
Row: River Ranch is a top class 18 hole golf course with high end condominiums scattered throughout; **Column:**			
Strongly Agree		**17%**	**15**
Agree		**22%**	**19**
Neutral		**25%**	**22**
Disagree		**17%**	**15**
Strongly Disagree		**18%**	**16**
	Total Responses	**87**	
Row:A "riverwalk" along the perimeter of the Nicola River; **Column:**			
Strongly Agree		**62%**	**54**
Agree		**31%**	**27**
Neutral		**6%**	**5**
Disagree		**1%**	**1**
Strongly Disagree		**0%**	**0**
	Total Responses	**87**	
Row:A multi-plex on the Tolko Mill site for concerts, indoor rodeos which contains an arena, aquatic/waterpark, meeting/conference facilitiesand a "healthy" restaurant; **Column:**			
Strongly Agree		**22%**	**19**
Agree		**27%**	**23**
Neutral		**28%**	**24**
Disagree		**19%**	**16**
Strongly Disagree		**5%**	**4**
	Total Responses	**86**	
Row: Walking trails throughout Merritt; **Column:**			
Strongly Agree		**63%**	**55**
Agree		**24%**	**21**
Neutral		**11%**	**10**

Disagree		**1%**	**1**
Strongly Disagree		**0%**	**0**
	Total Responses	**87**	
Row:A movie theatre attached to Wal-Mart; **Column:**			
Strongly Agree		**41%**	**36**
Agree		**23%**	**20**
Neutral		**18%**	**16**
Disagree		**13%**	**11**
Strongly Disagree		**5%**	**4**
	Total Responses	**87**	
Row:NVIT offers "trades" programs covering all certified trades **Column:**			
Strongly Agree		**57%**	**50**
Agree		**37%**	**32**
Neutral		**5%**	**4**
Disagree		**1%**	**1**
Strongly Disagree		**0%**	**0**
	Total Responses	**87**	

25. If you had to develop a budget for infrastructure and service expenditures that would benefit the people of Merritt in 2030 please rank your priorities.		**Response Percent**	**Response Total**
Ranked #1			
Sewer and Water repairs		**15%**	**16**
New Road repairs and improvements		**7%**	**8**
New Community Facilities		**3%**	**3**
Landscaping and Parks		**5%**	**5**
Creation of Bike Trails and sidewalk improvements		**5%**	**5**
Emergency Services		**5%**	**5**
Downtown Redevelopment		**13%**	**14**
Public Transit		**4%**	**4**
Quality of Life (Graffiti Control, Community Cleanliness, etc)		**6%**	**7**
Recycling Programs		**3%**	**3**
Economic Development		**14%**	**15**
Did Not Respond		**23%**	**25**
Ranked #2			
Sewer and Water repairs		**6%**	**7**
New Road repairs and improvements		**9%**	**10**

New Community Facilities		**7%**	**8**
Landscaping and Parks		**7%**	**8**
Creation of Bike Trails and sidewalk improvements		**8%**	**9**
Emergency Services		**9%**	**10**
Downtown Redevelopment		**5%**	**6**
Public Transit		**5%**	**5**
Quality of Life (Graffiti Control, Community Cleanliness, etc)		**10%**	**11**
Recycling Programs		**5%**	**6**
Economic Development		**5%**	**5**
Did Not Respond		**23%**	**25**
Ranked #3			
Sewer and Water repairs		**8%**	**9**
New Road repairs and improvements		**7%**	**8**
New Community Facilities		**3%**	**3**
Landscaping and Parks		**9%**	**10**
Creation of Bike Trails and sidewalk improvements		**12%**	**13**
Emergency Services		**9%**	**10**
Downtown Redevelopment		**6%**	**7**
Public Transit		**5%**	**6**
Quality of Life (Graffiti Control, Community Cleanliness, etc)		**7%**	**8**
Recycling Programs		**5%**	**5**
Economic Development		**5%**	**6**
Did Not Respond		**23%**	**25**
Ranked #4			
Sewer and Water repairs		**5%**	**5**
New Road repairs and improvements		**5%**	**6**
New Community Facilities		**12%**	**13**
Landscaping and Parks		**4%**	**4**
Creation of Bike Trails and sidewalk improvements		**5%**	**5**
Emergency Services		**7%**	**8**
Downtown Redevelopment		**12%**	**13**

Public Transit		**6%**	**7**
Quality of Life (Graffiti Control, Community Cleanliness, etc)		**4%**	**4**
Recycling Programs		**5%**	**5**
Economic Development		**6%**	**7**
Did Not Respond		**30%**	**33**
Ranked #5			
Sewer and Water repairs		**6%**	**7**
New Road repairs and improvements		**7%**	**8**
New Community Facilities		**5%**	**6**
Landscaping and Parks		**5%**	**6**
Creation of Bike Trails and sidewalk improvements		**7%**	**8**
Emergency Services		**10%**	**11**
Downtown Redevelopment		**11%**	**12**
Public Transit		**5%**	**5**
Quality of Life (Graffiti Control, Community Cleanliness, etc)		**5%**	**6**
Recycling Programs		**0%**	**0**
Economic Development		**5%**	**6**
Did Not Respond		**32%**	**35**
Ranked #6			
Sewer and Water repairs		**7%**	**8**
New Road repairs and improvements		**5%**	**6**
New Community Facilities		**4%**	**4**
Landscaping and Parks		**5%**	**5**
Creation of Bike Trails and sidewalk improvements		**6%**	**7**
Emergency Services		**4%**	**4**
Downtown Redevelopment		**3%**	**3**
Public Transit		**7%**	**8**
Quality of Life (Graffiti Control, Community Cleanliness, etc)		**7%**	**8**
Recycling Programs		**10%**	**11**
Economic Development		**6%**	**7**
Did Not Respond		**35%**	**39**

Ranked #7			
Sewer and Water repairs		**10%**	**11**
New Road repairs and improvements		**3%**	**3**
New Community Facilities		**5%**	**5**
Landscaping and Parks		**7%**	**8**
Creation of Bike Trails and sidewalk improvements		**5%**	**5**
Emergency Services		**5%**	**5**
Downtown Redevelopment		**4%**	**4**
Public Transit		**4%**	**4**
Quality of Life (Graffiti Control, Community Cleanliness, etc)		**4%**	**4**
Recycling Programs		**8%**	**9**
Economic Development		**8%**	**9**
Did Not Respond		**39%**	**43**
Ranked #8			
Sewer and Water repairs		**4%**	**4**
New Road repairs and improvements		**8%**	**9**
New Community Facilities		**8%**	**9**
Landscaping and Parks		**10%**	**11**
Creation of Bike Trails and sidewalk improvements		**4%**	**4**
Emergency Services		**5%**	**5**
Downtown Redevelopment		**3%**	**3**
Public Transit		**2%**	**2**
Quality of Life (Graffiti Control, Community Cleanliness, etc)		**5%**	**6**
Recycling Programs		**7%**	**8**
Economic Development		**5%**	**6**
Did Not Respond		**39%**	**43**
Ranked #9			
Sewer and Water repairs		**4%**	**4**
New Road repairs and improvements		**4%**	**4**
New Community Facilities		**8%**	**9**
Landscaping and Parks		**7%**	**8**

Creation of Bike Trails and sidewalk improvements		**4%**	**4**
Emergency Services		**7%**	**8**
Downtown Redevelopment		**3%**	**3**
Public Transit		**9%**	**10**
Quality of Life (Graffiti Control, Community Cleanliness, etc)		**5%**	**5**
Recycling Programs		**5%**	**6**
Economic Development		**4%**	**4**
Did Not Respond		**41%**	**45**
Ranked #10			
Sewer and Water repairs		**3%**	**3**
New Road repairs and improvements		**5%**	**5**
New Community Facilities		**8%**	**9**
Landscaping and Parks		**4%**	**4**
Creation of Bike Trails and sidewalk improvements		**4%**	**4**
Emergency Services		**2%**	**2**
Downtown Redevelopment		**6%**	**7**
Public Transit		**6%**	**7**
Quality of Life (Graffiti Control, Community Cleanliness, etc)		**9%**	**10**
Recycling Programs		**7%**	**8**
Economic Development		**3%**	**3**
Did Not Respond		**44%**	**48**
Ranked #11			
Sewer and Water repairs		**3%**	**3**
New Road repairs and improvements		**4%**	**4**
New Community Facilities		**5%**	**6**
Landscaping and Parks		**4%**	**4**
Creation of Bike Trails and sidewalk improvements		**7%**	**8**
Emergency Services		**4%**	**4**
Downtown Redevelopment		**5%**	**5**
Public Transit		**7%**	**8**
Quality of Life (Graffiti Control, Community		**2%**	**2**

Cleanliness, etc)			
Recycling Programs		**6%**	**7**
Economic Development		**5%**	**6**
Did Not Respond		**48%**	**53**
	Total Responses	**110**	

12. If your grandchildren were born this year, what words or phrases would they use to describe Merritt in 2030 at age 22.	
1.	Small town
2.	good place to start a family the city can support multi-generations
3.	Hopefully they would describe it as having "Clean and natural beauty"
4.	a great place to live, work and play
5.	dry, clean, nature
6.	Small town with all the big town problems. Too many dirtbags and sleezeballs for a town of its size. I can't wait to leave town.
7.	Lots of outdoor recreational opportunities.
8.	Beautiful, dry, hot, fun
9.	The town of natural freedom and beauty
10.	Apparently we used to have the best drinking water in BC until they clorinated. There is still nothing for the youth to do here.
11.	Clean & green
12.	energetic
13.	Clean, vibrant
14.	great recreational opportunities, close to major centres, great fishing
15.	small town atmosphere
16.	We are now paying for it as our grandparents and parents didn't take the danger to the Nicola Valley and our planet seriously enough.
17.	No opportunity, no affordable housing, lack of available housing for young people, families and seniors
18.	lots to do for young people, oppertunities to stay and have productive lives if you want
19.	Merritt is a clean, family oriented community that raises well rounded, healthy living children. We provide oportunities for them to recreate in a safe environment. Our children contribute to the communtiy through vounteer programs that help others.
20.	great place to live
21.	We love Merritt because we can still go camping and do fun things outdoors.
22.	a sweet home town
23.	A lake a day as long as you stay
24.	Great town to grow up in, but I'm going away to school and I might be back to settle myself if ther are enough jobs for profesionals.
25.	nice small city, centrally located, service center of the region,atractive to edlerlly and young alike.
26.	I want to raise my family here

27.	In a perfect world (which I am old enough to realize is very unlikely to exist in 2030!) they would see Merritt as a destination to visit family, enjoy outdoor activities and enjou still relatively small town values and services.
28.	There are so many business opportunities and recreational activities in Merritt
29.	A nice place to live.
30.	A wonderful, safe community in which to live.
31.	A vibrant safe community
32.	Quiet, rural, home, strategically located, someone was thinking 22 year ago, quaint.
33.	I am sure glad our parents had the for-thought to conserve our environment.
34.	I'd like to think they thought Merritt was a great place to grow up and to invest in for the future instead of them moving away to a bigger community
35.	natural, scenic
36.	Safe, quiet, they would want to raise a family here.
37.	Home, safe, convenient to the cities. Educational opportunitites.
38.	Clean, safe, beautiful town to live in. Close to all ammeneties and services as well as post secondary education.
39.	A safe vibrant community, with opportunities for all A lake a day as long as you stay
40.	Healthy Home
41.	A great place to live with friendly people, clean air and water and lots of nearby recreational opportunities.
42.	Prosperous, Beautiful, Fun
43.	Ski destination Friendly community Central location
44.	A new upcoming community that offered lots as they were growing up to do.
45.	Fun, vibrant, exciting.
46.	This place doesn't have a movie theatre yet?!
47.	A Eco-Friendly place that cares for the Environmentally Sustainable
48.	Exciting growing community with lots of opportunties for young people
49.	It still has that small town atmosphere and caring. We didn't sacrifice our roots for progress. We considered very carefully how we wanted our town to develop.
50.	The greatest little City in Canada
51.	Boring
52.	I'm grateful there's enough higher paying jobs that I can stay and raise my family in my hometown.
53.	A wonderful place to raise a family.
54.	Great place to recreate
55.	Natural, Beautiful, environmentally and economically SUSTAINABLE
56.	progressive thinking town that planned for the future. But that has to start now for them to think that way
57.	Great Health Care facilities, amazing walking paths, beautifully maintained parks
58.	What a hole
59.	Merritt is very progressive in terms of recognizing economic growth and meeting the needs of current residents, as well as future generations.
60.	a good place to grow up and start a family and a low cost land and home tax.

61.	1/2 would appreciate growing up here and say it taught them to be good citizens 1/2 would still call merritt home and say they couldn't imagine living anywhere else
62.	Opportunities to stay in community after post-secondary education. Jobs available to support families. Safe and friendly. Beautiful environment with lots of outdoor activities. Lots of fun things to do; like go to the movies, go see a play at the beautiful theatre, go out to nice restaurants, great athletic facilities.
63.	It was really ugly twenty years ago. Thankfully, the city started looking at other towns and cities (like Vernon, Revelstoke and a mulitude of small towns throughout BC, AB & SK) and realized it was necessary to beautify our lovely town. Gentrification was necessary. They realized that most people didn't care for the murals, it didn't draw tourists and although it may have been a great project for the kids, the murals didn't make Merritt attractive at all.
64.	Too dull
65.	Home
66.	Beautiful, safe, quiet
67.	Home Town
68.	Environmentally concious. Well planned.
69.	A great community of opportunity that provides an excellent environment for raising children and diverse recreation.
70.	Unique tourist destination
71.	boring, sleepy, dead
72.	clean, safe, nature is a step away
73.	good living
74.	it was a great place to grow up it's an affordable plce to live there is a wide variety of arts and recreation here
75.	small town boring home
76.	open and rural walkable and community oriented compact
77.	accessible safe close-knit community
78.	Vibrant and environmentally sustainable

16. What can Merritt be the best in the world at in 2030?	
1.	country living
2.	nothing
3.	Providing affordable recreation properties
4.	a great place to live, work and play - a good balance
5.	A clean, safe envoirment to raise your family
6.	Water conservation.
7.	??????
8.	integrating agriculture, mining, forestry, recreation and residential needs
9.	A town that keeps to it's roots and preserving a more natural way of life.
10.	Learning to play Catch up with the rest of BC in growth.
11.	art, culture and heritage tourism destination
12.	air quality & entertainment
13.	being clean
14.	Should focus on natural and healthy life style opportunities

15.	?
16.	Safely using our natural resources to provide our needs in agriculture (food), housing (logging), heating/electricity (solar & wind) while protecting those resources from abuse.
17.	Change the Mayor and town councillors to those who will work for the people of Merritt. Keep park land and clean up the city so the public can be proud of what their tax dollars should be doing. Merritt is one dirty looking town and it's amazing it rates in any way with the Community in Bloom program. Incentive programs should be offered by the city for the public to be encouraged to pitch in to clean up Merritt, BUT not shoved down people's throats shovel the city sidewalks or the City will FINE you. Merritt seems to be stuck in the 1960 erra and the City needs to do something to work with the people instead of expecting the people to do all the work. Get with the program Mayor and Council members. My vote will not be for any of the present bad decision makers.
18.	lifestyle
19.	Why do we have to be the best at something? Why can't we just create a well rounded community. Focusing on one thing takes away from other important community issues.
20.	tourism
21.	Natural Surroundings
22.	all the people work for the city, all the people live here, all the school education system should have the intention to make it happen, we should think of every steps before it happen, not after.
23.	Outdoor recreation - four seasons city
24.	Best small community with the best weather. Country theme town.
25.	environment to successfull living
26.	A beautiful tourist destination prompting people to want to move here
27.	If the city is able to keep its head and address the social issues plaguing us now and welcoming new economic opportunities to expand the tax base and offer living wage job opportunities, there is a good chance that we can still represent a haven from the Lower Mainland in terms of natural beauty, climate, social values, sense of community.
28.	Entertainment and shopping
29.	We have a great location. I would like to see the small town atmosphere preserved. I would be opposed to multi-story structures and urban sprawl. I would like to see a vibrant downtown core and would hate to see a rash of strip malls and big box/fast food outlets on the outskirts of town. We seem to be headed in that direction and it saddens me.
30.	Clean Water
31.	comfortable and affordable place to live
32.	Healthcare and Education for everyone.
33.	get serious
34.	Green living. :P
35.	A planned and cohesive city with greenspaces, recreational opportunities and a vibrant downtown core.
36.	Vibrant, eclectic town to live in
37.	A green community
38.	you don't need to be the best at anything ... just strive to be a vibrant, healthy and safe place to live
39.	Nature based recreational activities.
40.	Country Music Capital
41.	The heart of country living
42.	Tourism
43.	Country Music tourism.

44.	Municipal taxation control strategies.
45.	Being Green and Eco-Friendly
46.	A good lifestyle
47.	just having been true to itself and say we did things our way the way the people here wanted it to grow
48.	Being a desirable place to live with a wide choice of things to do for people of all interests.
49.	Retirement living
50.	Attracting tourists.
51.	We could be the world's best place to raise a family. We could have the best quality of life in the world. With clean air, clean water, a variety of healthy leisure activities close at hand, and a population closely involved and concerned with the ongoing life of our city, we could set an example for the rest of civilization.
52.	Sustainable community
53.	a sustainable green community - carbon neutral, zero waste
54.	Recreation of all kinds Winter and summer We are in the perfect location to promote this
55.	Protecting green space, providing safe walking trails that are scooter/wheelchair friendly
56.	Tourism
57.	Merritt can be best at working together as a community on projects that benefit everyone. This includes finding a socioeconomic balance that consensus is achieved through an open, transparent process.
58.	low cost home taxes
59.	best (big city)small town
60.	Combining a vibrant economy which allows for a high standard of living with one of the most beautiful places on earth.
61.	Outdoor destination.
62.	Living conditions
63.	Green Living
64.	Controlling our environment (air and water quality), controlling crime (zero tollerance), best place to raise kids
65.	Cleanest drinking water. Although it has been untreated, Our water supply has never been found to contain any bacteria.
66.	Nature
67.	Lifestyle opportunities
68.	Showcasing their community
69.	ranch operations, recreational opertunities, grass lands
70.	friendly community, 4 season recreation activities, clean air and drinking water, health care services
71.	life style, clean environment
72.	be itself
73.	festivals- but not just country
74.	recreational opportunities water quality and supply air quality if city stands up to industrial polluters
75.	most beautiful natural surroundings most easily travelled by foot or bicycle best music scene- country
76.	natural beautiy
77.	native grassland capital of canada outdoor recreation opportunities the start of you BC interior recreational experience
78.	Outdoor recreation

17. What is Merritt passionate about in 2030?	
1.	Country living
2.	the amenities it has that attract new people and keep existing people
3.	Hopefully it will be Clean Air!
4.	promoting itself as a great place to live, work and play
5.	Being away from the congested coast, i.e. Vancouver
6.	Water conservation
7.	Country Music
8.	conserving water
9.	Keeping it's natural beauty and a united pride about this city.
10.	Hopefully about family values and keeping them in town.
11.	Country Music Capital of Canada - recording studios - prospering film industry -semi-retiring place - tourism destination
12.	air quality & entertainment
13.	rural lifestyle
14.	preserving our natural environment. Water, grasslands, wildlife, recreational lakes.
15.	?
16.	Survival and protecting our resources/lifestyle.
17.	Let's hope it is not just Music Fest offering country and western music. Not everyone likes country and western - I think it is extremely short sighted to plan Merritt's future on as the Music Capital, which only brings in drugs and crime to Merritt, and increasing the policing costs.
18.	quality of life for all
19.	youth
20.	tourism
21.	Environment
22.	fun city for all level of ages, retirement life, new business, good education, good health care system, secure community, "
23.	Outdoor lifestyle i.e. camping, fishing, hiking, biking
24.	Hockey and counrty music and parades
25.	clean, attractive city caring for all sectors of the population
26.	Keeping their city beautiful,no tolerance for drugs or crime
27.	I hope, preserving its natural beauty, not allowing developers and development that is looking for a quick profit, maintaining small town feel, addressing social inequities, providing a prosperous living for its citizens.
28.	Opportunity for children and families
29.	It's location
30.	There continues to be a strong community feeling and a small town atmosphere. People are proud of their community and work hard to preserve it. This is a community where people come to stay and raise their families. It is not a transient town.
31.	Its Central Location
32.	Keeping the 22 year olds here.
33.	Growth and development

34.	healthy country lifestyle
35.	Our forests.
36.	Building community through open and progressive leaderdship which respects the environment and all people.
37.	The enviroment & keeping it clean
38.	a green community
39.	good lifestyle
40.	Protecting its heritage and environment.
41.	Country Music
42.	Healthy living
43.	Offering youth things to do! Movie Theaters, sports ect....So that people do not have to go out of town to entertain their children. Affordable housing is a huge factor and being contemporary.
44.	Merritt Centennials Junior 'A' Hockey Club
45.	Innovative municipal government controls.
46.	Being Green and innovative
47.	Economy
48.	It is passionate about it's outdoors and recreation.
49.	A healthy environment
50.	Environmental issues and health care
51.	Country music.
52.	Merritt is passionate about creating opportunities for each of its citizens and visitors to pursue their desires, both individually and collectively, without negatively affecting others, or the environment.
53.	The environment
54.	Preserving the natural environment for our grandchildrens' grandchildren.
55.	Clean beautiful safe town catering to people coming here to enjoy our awsome surroundings. Lakes, mountains, snowmobile & quade trails, fishing, hiking, etc. In general a community that came together for the benifite of everyone.
56.	Parks and walking paths
57.	Money
58.	Merritt is passionate about preserving the environment, working to plan for the future, and to share resources equitably with each others.
59.	sports
60.	rodeo's and music
61.	Clean, safe and friendly city with fiercely protected natural beauty.
62.	That they don't look like Anytown, USA with big box stores and nasty looking buildings.
63.	Continuity
64.	Environment
65.	Looking after each other, our environment, our future
66.	Hopefully something other than the Merritt Mountain Music Festival. There's a whole lot more to Merritt than that. Why not promote more of a country/western theme which compliments the Music Festival, but isn't restricted to the tacky murals and stars all over town. I like the facades on the buildings around town, but the murals scream "cheap" and "American". Those tacky highway signs with American country music stars just have to go.

67.	Air quality
68.	Its families
69.	Their facilities for showcasing the arts and music
70.	water conservation, air quality, affordable housing
71.	it's people, keeping the surronding areas clean, health care
72.	health, happyness, security
73.	the environment
74.	air quality enhancement water availability health care elder care
75.	preserving agricultural land preserving agricultural heritage maintaining a small closely knit community
76.	it's community
77.	retaining its natural attributes recognizing early on the limiting factors of growth
78.	Country Music Festival

18. What drives Merritt's Economic Engine in 2030?	
1.	Tourism
2.	mixture or natural resource industry, transportation, retirees $$, tourism
3.	Tourism
4.	a diverse economic base
5.	natural resources
6.	Natural resources and tourism
7.	Forestry
8.	mining, wind energy production, forestry, tourism, agriculture providing for local needs, and as a transportation hub providing for regional needs
9.	Creating trades skills and good education to promote our young people to work and create a strong work force and future.
10.	Mining coal and tourism
11.	Warehousing Tourism Vineyard Music Industry
12.	Resources and health care
13.	mining, tourism
14.	retireies
15.	Retirement services, forest farming, ranching/farming and recreation services through our nateral resources.
16.	Forestry, maybe replanting trees due to neglect of officals caring and managing and protecting the forests from the Pine Beetle Bug
17.	socially just industry
18.	tourism, replanting forest
19.	Forestry
20.	high tech, home business,
21.	tourism
22.	wood

23.	NOT FORESTRY in all likelyhood tourism
24.	mining and tourism
25.	I suspect its central location will finally be taken advantage of by small and large companies to become a major distribution and transportation centre. Merritt is three hours from 80% of the province's population and land prices in comparison to the Lower Mainland will continue to be comparatively inexpensive, encouraging re-location of businesses.
26.	Main industries in business - not just forestry
27.	Mining
28.	Hopefully forestry but probably mining, agriculture and tourism.
29.	Forestry & Transprotation
30.	The highway network
31.	Tourism
32.	Forestry, mining.
33.	Technology and education.
34.	n/a
35.	Who knows?
36.	hopefully the economy will be diversified and stable whatever is in store for the community
37.	Eco-tourism.
38.	Tourism and Recreation
39.	Tourism
40.	Tourism and new buisness! Create space to expand and attract industy to come to town!
41.	Tourism
42.	Enthusiastic mining community
43.	Technology
44.	Sustainable natural resource utilization
45.	Probably tourism as we are the Country Music Capital and having a western theme throughout town will draw tourists here in droves.
46.	Forestry
47.	Retirement
48.	Tourism.
49.	Tourism is the driving force. in an economy that includes clean tertiary industries related to agriculture, forestry, and perhaps mining/
50.	Agriculture,Forestry,mining,tourism
51.	Sustainabl agriculture; agritourism; carbon credits
52.	Tourism
53.	I belive forestry in a different way than now but will still be top. Mining is still in there. Agriculture hopefully and then we really have to go heavy on the recreation in the area. I really do not see the mountain music things still being here.
54.	Health care, Seniors home care, retirement homes
55.	Tourism
56.	A progressive council that represents the community as a whole, coupled with the Coquihalla Connector is the economic engine.

57.	logging mining ranching
58.	tourism
59.	Environmentally friendly light industry, a transportation hub, and tourism.
60.	Ranching, forestry and tourism.
61.	Ranching, Forestry/lumber, small businesses
62.	Tourism
63.	Small businesses that were encouraged and supported are, by 2030, major employers setting examples for new small business.
64.	Difficult to say. I figure this will be a retirement haven for those who can't afford to stay in the city any longer.
65.	Tourism
66.	Business Services and warehouses
67.	Tourism
68.	pensions, mining, forestry
69.	forestry, mining, tourism
70.	light industry, tourism, resoursces
71.	mining forestry tourism
72.	tourism- adventure recreation mining health care
73.	agriculture retirees tourism
74.	forestry agriculture tourism
75.	Tourism and forestry

23. Please describe your City of Merritt in 2030?	
1.	Friendly town in a beautiful environment
2.	much less reliance on cars - more trail connectivity, crosswalks, pedestrian overpass, higher downtown densities
3.	Clean, tourist friendly, convenient, fun, green, affordable
4.	alive and well
5.	A safe, clean, family oriented "neighbourhood city" where people will want to raise their families.
6.	Clean, quiet and low crime. Need to get rid of the low cost slummy parts of town and make it a nicer place to live.
7.	???
8.	beautiful, dry, hot, but also full of noxious weeds
9.	Down town revitalization with a walk way down Quilchena and little side cafes with a santafe type look and artsy stores. Country Music Capital will be no more. The walls of down town business will be re-muraled with what Merritt is really all about...the history.
10.	Beautiful downtown, facade using blue stain wood Little shops all over the downtown - a great hospital and medical clinics. Clean air and wonderful water
11.	a driven community that you can feel safe in raising a family...there is work to be done!
12.	Clean growing city.
13.	Community focused. Youth empowered. Businesses and residents taking ownership for the success of the community as a whole.

14.	retirement place for Vancouverites
15.	An over-taxed community struggling to cope with changing climate and increasing demands from a citizenry wanting services but generally unwilling to work for it
16.	Hopefully economically growth is in the future, but people need affordable housing to live and work in Merritt.
17.	clean, friendly, prosperous
18.	Clean...not so dirty and dusty
19.	a city one hour north from San Diego, California. on freeway 15 , call " Temacula", that will be the what Merritt look like in 2030, if we do everything right.
20.	pleasant but too many people, i prefer small town living
21.	A lot more than just a gas stop. More shopping, more golf, more development around Nicloa Lake.
22.	much different then today with atleast double our population. As the service center of the region and an attractive site for tourists and retirees but at the same time offering services for all age groups. The northern section of the city will be our big commercial center while the downtown has made a comeback as an area of small shops/service based offices, with residential units above. More families are walking the downtown area. We are told that Active Mountain will finally get completed in 2033, with the building of the golf course,while Vanderzaam has completed his fifth project in the area. The Lindley Creek Road area has seen great growth out to the reserve areas which are totally built up with lease properties. The rodeo grounds have asked for a subdivision permit to allow for 3000 sq. ft lots and Mayor Sherwood says it will have little opposition.
23.	I envision a safe,beautiful well planned city with a mix of beautiful green spaces,very inviting downtown core that is monitored on a regular basis by local security authorities
24.	I have great trepidation for this City if crime is not addressed - the drug trade is operating almost totally unopposed currently particularly downtown. There are huge social issues to be addressed - particularly poverty (and all of its ramifications). Statistically we score well below average for income and well above for a number of social ills. Property crime is a huge deterrent to potential residents and businesses. If this is not addressed, Merritt will be unable to attract retirees. Healthcare is another area that must be addressed - more doctors and full utilization of the hospital. Putting so many eggs in the Walk of Stars/Country Music Capital basket is a HUGE mistake in my opinion and has put us on a dangerous path ignoring many issues that affect the community deeply. If these issues are addressed then I see a small city that retirees from the Lower Mainland would find very appealing. I must confess though that I do not hold out much hope as the leadership in this community over the almost 20 years that I have resided here, has been extrememly short sighted, very much interested in maintenance of status quo. I have great fears for the future of this community.
25.	A City that has many opportunity for young families. I would like it to be a retirement area for the elder but mostly a large city with opportunity for everyone
26.	A nice palce to live
27.	We live in paradise, my hope and wish would be that it not be destroyed by urban sprawl. I would hope that we have a plan for development in place as soon as possible. We seem to be going every which way at present with very little thought for the future. My Merritt of 2030 will be a wonderful, SAFE community that has been well planned.
28.	A great palce to live & work
29.	Commercial Build out in current northeast,Crown lands above bench area is large lot rural residential, River Ranch has become a major destination golf course with mixed housing nodes, ten or more condo structures of 6 or greater storeys, existing aquatic, civic centre and arena now privatized and located in leisure complex located on south hill off Midday Valley Road, Coldwater Hotel gone, existing mall becomes 3 storeys with professional services (Dr. lawyer, spa, accountants, manufacturing and light industrial complexes occupy existing golf course and area between Tolko and Fairgrounds, Nicola Avenue 4-laned to 286 Interchange, many commercial enterprises (hotel/motel, fast food, gasoline or re-charging stations on Joeyaska Reserve lands. NVIT greatly expanded into trade skills centre with several large structures providing indoor, handson skill development and more classrooms for teaching. Merritt is keeping the young graduates because its affordable, family oriented, low crime and provides opportunities for employment at many levels.
30.	Friendly, open-minded,

31.	I hope it is much nicer looking. It has an expansion of connected walking trails, etc that better utilize the natural features we have such as all the riverfront. Most large and small cities around BC have been converting these water front features from industrial to recreational/high density residential since the late 1970's we have a long way to go in this area!
32.	Quiet, clean, doing well in the economic sense. Not as many unemployed drunk people loitering on the city streets downtown at lunch. We recycle, the city has a plan in effect to help with solar power for the city and for residents. We have a windmill farm set up somewhere. We encourage people to grow their own produce. We are friendly and helpful. We've taken a step forward in keeping our community safe and clean.
33.	Clean and safe with lots of opportunities for the arts and culture as well as recreation and education.
34.	Full service emergency dept., movie theater, shopping mall, more townhouses & apartments, more greenspace for children
35.	Controlled growth, water management. New homes must meet strict building standards ie. all homes will be green
36.	healthy vibrant sub-regional service centre
37.	A clean, compact gem, the economic and service center of the Nicola Valley.
38.	People of all ages walk the friendly streets of Merritt
39.	A paradise which offers great retirement homes, professional & skill jobs and ski resort.
40.	A new exciting City, that has adapted to the changes needed to make the community grow and attracted the new industry and buisness's that will continue to put Merritt on the map. A city that recogonizes the importance of family and youth. A city that does what it takes to keep the youth busy and off the streets by supporting development that provides youth with things to do.
41.	Bustling, busy, but relaxing at the same time.
42.	Aspen Planers has moved to the old Weyerhaeuser property. Aspen Planers property re-developed into a commercial area. Quilchena Avenue is one-way east (new bridge at east railroad bridge entrance)and Nicola Avenue is one-way west. Roof over Quilchena avenue for an indoor mall. Mineral deposits at Craigmont site expanded and developed. Transportion corridor to Cache Creek (Phase 4) developed. Sunnyview another commercial area.
43.	Merritt will have Transit available on a 20 minute basis. Transit will reach from Merritt to Lower Nicola, Coldwater, and Upper Nicola to lower the pollution from independent owners polluting the environment. Merritt will be a hub for tourism for the southern interior and have technology, tourism, and business transportation as the main economic engines. Support businesses are to rise and accommodate these economic engine businesses. Merritt will be known for its natural proximity to lakes, wildlife, and wilderness.
44.	Clean exciting prosperous safe place for families and retirees to live
45.	A clean, healthy city with lovely tree lined streets and open street malls. Being able to sit outside and sip a cold drink or have a coffee and a pastry. Gone will be the druggies who loiter our streets now and keep the locals from shopping in their town.
46.	The City is attractive. The road system is functional and infra structure is well maintained. Downtown is the place to be with a variety of restaurants and boutique type stores. An arts centre for the visual and performing arts is in place. Walking routes are established throughout the City and transit is expanded into all neighbourhoods. New development is "infill" so that the City is compact and easily serviced.
47.	Clean, safe and with adequate healthcare facilities to accomodate the aging population
48.	Welcoming,friendly,fun,action packed,informative,feels like home.
49.	Merritt has a vibrant, clean downtown core, surrounded by a blend of multifamily dwellings, and single family neighbourhoods, with outlying residential neighbourhoods.
50.	Safe,Small,Friendly
51.	The best place on earth
52.	Safe, clean, revitalized city centre. Activities being promoted year round. Walking and non motorized trails conecting the whole city. Green in water con. and a lot more solar energy being promoted. All street light etc would be solar.

53.	Downtown is bustling with activity, people are walking on the trails where ever they want to go, seniors are getting around town easily on their scooters/wheelchairs, no cars are in the downtown center.
54.	Larger
55.	Merritt will be a city that offer a variety of activites for youth and adults, and employment opportunities for existing residents as well as potential investors.
56.	a great place to grow up and raise a family low cost land taxes
57.	very spread out (outlying towns growth to wards center of merritt
58.	Clean, safe, prosperous, beautiful
59.	I chose to stay in Merritt because the surrounding land is beautiful, I can make a decent living and it is fun on the weekends. Because of gentrification the population rebounded and friends, family and tourist that I speak to no longer ask why I live in Merritt. It used to be such a mean-looking town and there was barely any services needed. Now we have a fully functioning hospital, a college with many courses to take and it's nice to walk around downtown for shopping, etc.
60.	A 30% expansion of what it is now having 'moved' South East and South.
61.	Clean, friendly, family oriented
62.	My grandkids will come to see me and want to move here because of the security, job prospects, and lifestyle
63.	I hope to see a city with a well developed network of trails along the riverbanks. What an asset to have two rivers running through a city! We should make the most of this. The trails should be built to promote both walking and biking around town - to lower our impact to global warming. After all - Merritt is a relatively small centre which we should be able to get around in without a vehicle.
64.	Vibrant
65.	Affordable. Beautiful. Booming.
66.	Plentiful career opportunities with affordable housing and diverse recreation and lifestyle options.
67.	Beautiful, quaint, interesting
68.	a city that cares about it's people and the seasonal tourists providing safe streets clean drinking water, air and good choices for jobs. Choice for recreational activities and good health care
69.	final resting place
70.	-a busy vibrant downtown with both local and out of town trafic (pedestrians) -a policing office that does night patrols - beautiful trees in open spaces or parks
71.	one that has not lost it's agriculture heritage and has maintianed that friendly appeal
72.	lots of development. People in the community no longer have the need to shop outside of the community
73.	Strong economy, clean environment and family focused City.

26. Further Comments	
1.	good survey
2.	Good flood control, low earthquake rish, hurricane free A good place to live
3.	Merritt need to shed it's image of a lowcost refuge for the lower mainlands castoffs. There are way too many shady people in this town for it's size. A major cleanup of the downtown area and some of the lower cost housing zones would do wonders for the whole community.
4.	Get it together before 2030 please...way before
5.	I don't think it is appropriate to suggest a recreation area on the Tolko mill site-do you not think that the mill might still be there?

6.	City Council must balance the recreation budget so the arts get equal financial consideration when compared to other leisure services. Past budget financing and service for the arts has been totally inadequate and unfair. This must change.
7.	Merritt needs to be cleaned up and not just Quilchena Ave. (once before Music Fest time) Drive around like you are a stranger and look at the unacceptable state this town is in. I'm embarrassed to say - I live in Merritt.
8.	Numbers. we run the city need budget, think of all new business come to town, what is their budget, how they can stand, how we can help them, it is not a difficult job, but we don't have the system to do it.
9.	Stop trying to force the downtown into being the core and start alowing the North East entrance to become the core. The downtown will follow and have prosperity as a result of the new growth. Look at Chilliwack as an example of how Sardis grew and as Sardis grew, money was avalable for downtown Chilliwack to get cleaned up. However, the downtown will never be perfect, because peopel will prefer to shop and eat in the new, clean, well priced and well serviced busnesses in the new area. The downtown will only rejuvinate if you actulay get the vagrents off the streets.
10.	Merritt is at the crossroads and I don't mean this literally. All the things that people may want in this survey will only occur if we have an extended economic base. We are now frightening investors away because recent issues with zoning in this town, the unreasonable zoning requirements that may ask for one acre lots in city limits, the high assessments and taxes for both residential and commercial holdings. Not that long ago we were attracting these investors. Not any more. We can not have our elected officials and our paid administration butting heads as often as they do or the City making decisions like the location of the recycling depot without public input.
11.	This is not the first time I have participated in this type of "visioning" exercise - Community Futures hosted an extensive session a number of years ago open to all facets of the community - what happened to that?! I suspect this is just another exerise to appease the public as there is alot of dissatisfaction with current leadership/policies. Too bad!
12.	It would be nice to have a theatre (might bring in the small coffee/boutigue)in the downtown location and a indoor mall up by wall-mart.
13.	For the city central area to be more livable in 2030, the existing sawmill on Quilchena would require relocation
14.	Unless the draw to the downtown becomes more interesting to folks who have the money to spend, the money will continue to go to other communities.
15.	Eventually I hope to see the mill yards and city works yards and recycling areas etc. near the rivers , all give way to Condos, parks, interconnected paths, recreation facilities, etc. These areas are where the people should be the industrial areas should be elsewhere (at least not right on the river)
16.	Each ranking question should have included the opportunity for me to add my own item.
17.	Merritt needs to get with the program & let more big box stores in to stimulate growth. Downtown should be a fun, funky area with unique shops & restaurants (like Fort Langley). Clean up the Coldwater Hotel & make it a honeymoon destination insead of the grubby hole it is. If we are the gateway to the Okanagan, we need to act like it & have things to draw people here. What about getting rid of the Double D Inn & replacing it with a high-end resturant that over looks the river? And the trailers along the Coldwater River walk - high end condo's with a river front view!!!!!! A theater attached to Wal-Mart is a BRILLIANT idea - jobs for students and somewhere for them to go on the weekends. Maybe there will be less theft, vandalism & drinking if the youth of this community had somewhere to go. Stores in the River Ranch are are also a great idea - keep the $$ in town instead of Kamloops! Thanks for listening!!!!!
18.	It is imperative that City Council create a water management plan and development plan with the input of the residents. Take the lead and make sure all new buildings are GREEN!
19.	Great idea to conduct an Integrated Growth Strategy
20.	ugly questionnaire
21.	Merritt needs to be culturally diverse community.
22.	Merritt needs to grow and this needs to be acknowledged. The old school way of thinking is holding us back and we need to promote our community and attract industry. The youth in our town suffer because a lot of kids have nothing to do. We need a movie theater, better shopping and services so that residents have things to do and do not have to travel to Kamloops to spend their money. We have to get our tourism dollars being generated as well. We have so many things that we can to that will help Merritt become "the place to be." But we need to change how people think and allow development to happen.

23.	I can see that Merritt has to diversify itself. I think Merritt has to look at its proximity to the Fiber Optic Lines. By spending a small amount - Merritt would be able to get the E-bay's, Home Depot, Walmart, etc to have their Servers Farms/Server Clusters posted to Merritt. It would bring The Tech Industry to Merritt as it is in proximity to Vancouver. Look at http://www.datacenterknowledge.com/archives/2008/03/19/washington-state-server-farm-tax-break-fails/ & http://seattlepi.nwsource.com/business/264525_ruraltech28.html
24.	Let us tax absentee landlords higher, so we can encourage them to come onboard with our downtown improvedments and see all the stores be painted and have facades. We need a reason for tourists and residents to go downtown. Close off traffic on Quilchena Ave. and make it open for restaurants and shopping.
25.	Growth should be limited to the current Municipal boundaries. It is important that development outside the boundaries does not compete with the City. The area should remain rural in character with lot sizes greater than one acre. The focus on the future should be to make the City a people place where tourists and residents can enjoy the amenities.
26.	Let's keep it going.
27.	The council should always endeavour to get input from all citizens about any major changes within a neighbourhood, through surveys, and public meetings. In many cases it may be advisable to put these decisions to a referendum ballot.
28.	Merritt needs to come together in a common cause. The City is fractured into small pieces that have not been joined together. Our parks and green spaces must be protected and promoted at all cost. The Coldwater and Nicola Rivers are a hugh feature of our town and as such should be promoted not industilized. Public input is a must. We are at a turning point and will not get another chance to do this right.
29.	my home taxes have jumped 200$ per year for the last two years. If it continues like that I will not be able to afford to live here and no one else will want to live here either. Keep taxes down to interest new people in moving here.
30.	Good luck with this important project! Once I tried to prioritize some improvements, I realized how difficult it is to decide what direction to choose.
31.	If we are the "Country Music Capital", and are going to continue flogging that phrase how come there isn't any country/western entertainment promoted throughout the year? Music/concerts, dancing, etc. Where does one go to buy cowboy boots in our western town -- Walmart??!! Ha... I think the town is in decline: consignment shops and money lenders like Payday loans (or whatever they're called)
32.	Expansion should occur only after all of the present open land has been put to use.
33.	I strongly disagree with the City of Merritt's attitude toward the Merritt Mountain Music Festival (i.e. anything to do with the MMMF is good for Merritt). There is a whole lot more to Merritt than that single private endeavor. I do not have a problem with a country/western theme for the city, but the theme should not soley tied to the Music Festival/ Walk of Stars as it is today. Let's try to be a ltitle more creative and imaginative.
34.	There needs to be more thought put into Merritt's future, instead of the piece-meal spending on poorly planned projects. This survey is a good start, but only if council listens to the suggestions.
35.	have fun, nothing worth your health
36.	has anyone consulted Tolko about the multi-plex on the Tolko mill site? I work there!
37.	do not make quilchena avenue a one way street or block it off unless you wish to lose local buisness + concentrate on tourists only. The riverwalk must be policed, current riverwalk has people being accosted by drunks and druggies constantly
38.	merrit is unique and beautiful, that is slowly changing witht the desire to be a city and cater to city people. The ranching history is irreplacable and the grasslands are unique and extremely important. Be a leader and don't allow the sprawl and infrastructure that has happened in other grassland communities. What you have is rare and very important, protect it for the future generation to apperciate!
39.	I believe merrit should focus on develpment of stores and buisnesses at the north end. With all the new develpment of housing and the seniors residence it would be much more convenient. There is too much crime in the dowtown area. The pubs and bars should be limiled as I often see people walking aroun intoxicated during the day which really takes away from the dowtown area










APPENDIX C: QUESTIONNAIRE

Merritt Integrated Growth Strategy Questionnaire

1. What size do you envision the population of Merritt to be in 2030?
Please choose one.

	Less people: Less than 8,000 people
	The same: 8,000 – 9,000 people
	A few more people: 9,000 – 15,000 people
	A lot more people: over 15,000

2. What is Merritt best known for in 2030?
Please rank the choices with 1 being the highest and 7 being the lowest.

	Family focused city
	Retirement haven
	Tourist Centre (e.g. Country Music Capital of Canada
	Recreation Destination (Horseback riding, fishing, boating, hiking)
	Business and service centre
	An industrial and warehousing centre
	Other (Please describe):

3. Where should new residential growth occur in Merritt in the next 20 years?
Please rank the choices with 1 being the highest and 8 being the lowest.

Ranking	Residential Areas
	Bench
	Collettville
	Infill in Existing Neighbourhoods
	Diamondvale
	Lower Nicola.
	Active Mountain
	Okanagan Connector Area
	Other (Please Specify):

4. What do new neighbourhoods in Merritt look like in 2030? Please check one.

	Mostly single-family homes on large lots
	Mostly single-family and two family homes on small lots
	A mixture of single-family homes and condominiums
	A mixture of single-family homes, multi-story apartments, condominiums nad commercial developments
	Mostly multi-family residential

5. In 2030 how to people get from home to the following destinations? Please check.

Mode of Transportation	Walk	Bike	Transit	Personal Automobile
Place				
Work				
School				
Shopping				
Leisure/ Entertainment				
Health Care				

6. What types of housing are most needed in 2030?
Five Point Scale, Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree for each choice.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Multi-storey apartments and condominiums					
One to two storey multi-family condominiums					
Single family housing					
Special needs housing					
Seniors housing					
Affordable housing					
Rental Housing					
Other – please describe					

7. Community Services and Facilities:

Please select the community services, facilities or infrastructure you would most like to see improved by 2030?

- o Community Centres
- o Recreation Facilities (Ex: Arenas)
- o Library
- o Schools (K-12)
- o Post Secondary Schools
- o Activities Programming
- o Youth Services
- o Health Services
- o Home Support
- o Increased Bike paths
- o New Streets and Roads
- o Sewer Systems
- o Waste Water Treatment
- o Improved Pedestrian Walkways
- o Street Beautification (Landscaping)
- o Other: _____

8. What are the most important industries driving the economy in Merritt in 2030? Please rank with 1 being the highest and 8 being the lowest.

Rank	Industry
	Forestry
	Mining
	Agricultural
	Tourism
	Home based businesses
	Service commercial
	Health Care
	Transportation
	Other (Please Specify):

9. Please pick the three most important natural features in and around Merritt in 2030?

	Air Quality
	Lakes
	Pastures and Agricultural Land
	Mountain Sides/Erosion Control
	Park Space
	Drinking Water
	Wild Life Populations Specify:
	Other

10. If your grandchildren were born this year, what words or phrases would they use to describe Merritt in 2030 at age 22.

1. _____
2. _____
3. _____

11. Please pick the <u>3</u> main reasons someone would choose to move to Merritt in 2030.

	Climate
	Central Location in BC
	Natural Surroundings
	Career Prospects
	Retirement
	Availability of Housing
	Cost of Living
	Lifestyle and Leisure Opportunities
	Other:

12. What can Merritt be the best in the world at in 2030?

1. _____
2. _____
3. _____

13. What is Merritt passionate about in 2030?

1. _____
2. _____
3. _____

14. What drives Merritt's economic engine in 2030?

1. _____
2. _____
3. _____

15. Where will new commercial stores locate?

_____ City Centre
_____ North Entry
_____ Other (please specify)_____

16. Where will Professional offices be located in 2030?

_____ City Centre
_____ Everywhere commercial development is allowed
_____ In homes
_____ Other (please specify) _____

17. What type of shops and services are most used in Merritt in 2030? Please pick 3.

	Big Box Stores on the outskirts of the City
	Boutique Stores in the Downtown
	Corner Stores in Neighbourhoods
	Stores and Services within the Mall
	Home-based businesses
	Shops and Services Outside Merritt

18. Merritt has already heard about some possible initiatives. Please let us know what you think of the following suggestions.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Agree
A colourful, vibrant, funky Quilchena Avenue with lots of interconnected buildings and outdoor patio areas at the food/beverage business;					
Multi-stored buildings downtown					
Roofto garden buildings					
River Ranch is a top class 18 hole golf course with high end condominiums scattered throughout					
A “riverwalk” along the perimeter of the Nicola River					
A multi-plex on the Tolko Mill site for concerts, indoor rodeos which contain an arena, aquatic/water park, meeting. conference facilities and a “healthy” restaurant					
Walking tours throughout Merritt					
A movie theatre attached to Wal Mart					
NVIT offers “trades” programs covering all certificated trades					

19. Please describe your City of Merritt in 2030?

_____
_____
_____
_____

20. If you had to develop a budget for infrastructure and service expenditures that would benefit the people of Merritt in 2030, what would your top three priorities be? Please rank your choices with 1 being your highest priority and 3 being your lowest.

	Sewer and Water Repairs
	New Road Repairs and Improvements
	New Community Facilities
	Landscaping and Parks
	Creation of Bike Trails and Sidewalk Improvements
	Emergency Services
	Downtown Redevelopment
	Public Transit
	Quality of Life (Graffiti Control, Community Cleanliness, etc.
	Recycling Programs
	Economic Development
	Other:

21. Please provide any additional comments you may have.

Thank you for completing this Survey. We welcome you to attend one of the "Visioning Workshops" we are holding on October 8th, 2008 from 11:00 a.m. to 2:00 p.m. and 6:00 p.m. to 9:00 p.m. at the Civic Centre. Everyone is welcome and you are encouraged to attend. Please either mail this questionnaire to MMM Group, 236 St. Paul Street, Kamloops, BC V2C 6G4 c/o John Popoff or drop it off at City Hall, Merritt. For more information please contact John Popoff, MCIP at 250.828.1511 or email him at popoffj@mmm.ca.










APPENDIX D: DARES EVALUATION

DARES Sustainability Matrix (Merritt)

	Durability	Adaptability	Restorative	Economic/ Efficient	Safe
Roads	C-	B	C	D	C
Parks & Recreation	C+	B	B-	B-	B-
Water	F	D	D	F	D
Stormwater	B-	B	B	A	A
Sanitary	C	D	C	D	B

DARES (Merritt)

	Durability	Adaptability	Restorative	Economic/ Efficient	Safe
Road System	**Issues:** Road sub-base creating instability, frequent maintenance issues. Cracking due to high presence of clays. Wide roads increase costs and long-term maintenance requirements. **Solutions:** Needs greater attention to sub-base construction. Road design standards need to be reconsidered.	**Issues:** Right of Way fully paved, little room for active transportation infrastructure, key corridors auto-dominated. **Solutions:** Needs pedestrian features to provide multi-modal capacity. ROWs are large and could accommodate additional uses without impacts on adjoining lands.	**Issues:** Key highway gateway noisy and polluted, needs softening to improve aesthetics and enhance economic productivity for adjacent businesses. Sidewalks and bikeways not always clearly marked and identified. **Solutions:** Key streets including Nicola need to be reclaimed with trees, plantings and landscaping. Pathways and cycleways need better design treatment and identification.	**Issues:** Frequent maintenance draining budget, paved right of way expensive to install. Bike and Pedestrian infrastructure not prevalent in Merritt **Solutions:** Reduce paved area to reduce costs, improve efficiency. Educate Public that dust control could be implemented via landscaping instead of paving. The old Kettle Valley Railway ROW could be developed with better trail heads and improved connectivity through potential access agreements over the next 20 years.	**Issues:** Sidewalks, separated cycleways on major routes need to be installed. Particular concern with gateway intersection – needs revised signaling plan **Solutions:** Pedestrian/Scooter overpass needed to create a safe crossing North over Highway 5. Pedestrian pathways needed adjacent to large ditches in Collettville.

DARES (Merritt)

	Durability	Adaptability	Restorative	Economic/ Efficient	Safe
Parks & Recreation	**Issues:** Overabundance of dedicated parks that are infrequently used and drain the public maintenance budget for irrigation, grounds keeping and basic maintenance. **Solutions:** Avoid creation of new parks where parks exist and improve usability/programming of existing parks to get maximum benefit.	**Issues:** Parks are capable of accommodating many uses but are not used year-round or to their full capacity. Community groups use parks on a periodic basis throughout the year. Although sporadic, there is public demand for their use. Some tot lots are used more than others. **Solutions:** Identify key parks, such as Central Park, within which to promote the greatest range of community uses. Look for programming opportunities. Identify patterns of use and look for ways to increase activity.	**Issues:** Parks currently require maintenance and irrigation which requires staff resources and water. Some parks are naturalized, but may not be seen as "desirable" by neighbours. **Solutions:** Future parks could be designed to accommodate multiple uses and activities. Natural vegetation could be replaced with native species which are drought resistant, attractive, and don't require irrigation.	**Issues:** Parks require ongoing maintenance costs. **Solutions:** Design maintenance free parks. Only consider creating parks where there is growth and potential for future use. Consider user pay arrangements for individuals or groups to help off-set maintenance costs.	**Issues:** Potential for social misbehavior in parks. **Solutions:** Crime Prevention Through Environmental Design (CPTED) principles could be used to evaluate and design parks. Ongoing security is another possibility. Underutilized parks with poor use could be changed to a different land use and removed.

DARES (Merritt)

	Durability	Adaptability	Restorative	Economic/ Efficient	Safe
Water System	**Issues:** City is implementing new well and reservoir. Capacity side appears adequate but delivery infrastructure is stressed. Water pressures are very high system-wide. New pipes installed are high-capacity. No monitoring system is in place. **Solutions:** Consider separate infrastructure for domestic and irrigation use. Consider opportunities for using grey water for irrigation. Install upgraded infrastructure, such as larger pipes when required.	**Issues:** Delivery systems stressed. The system is operating in reactive-mode with little opportunity for future planning – however, planning initiatives are underway to provide some future planning efforts. No grey water irrigation system in place, resulting in high potable water use. Water use high per capita, above BC average. **Solutions:** Make water for domestic purposes a priority over irrigation. Develop sustainability plan for the water system to manage use.	**Issues:** No identification of source capacity – aquifer characteristics are unknown. Aquifer protection plans needed. No well head protection plan in place, and no identification of private wells. There is excessive irrigation by private residences. High water use pushes the supply-side of the system. **Solutions:** Groundwater protection plan needed. Education and conservation plan needs greater communication. Universal water meter program needs to be activated.	**Issues:** Capacity and delivery infrastructure costs for upgrading are excessive – system is being engineered for continuingly increasing demands at unsustainable levels. **Solutions:** Consider user pay mechanisms for water use to off-set costs. Increase measures to educate the community and provide greater enforcement capacity. Implement operations and management tools to reduce water usage and control supply. Integrated water management plan needed to provide direction for future growth.	**Issues:** Safe and reliable water supply required. Current source capacity is unknown. Pressures on the system could cause failure/main breaks, high maintenance demands. **Solutions:** The system requires extensive review to move away from a reactive, demand-oriented system. Supply-side operations and management tools needed to better control the water system and provide future planning capacity.

DARES (Merritt)

	Durability	Adaptability	Restorative	Economic/ Efficient	Safe
Stormwater System	**Issues:** Not a lot of overland flow. Rainfalls are short and intense events. **Solutions:** Rely on bio-swales. Install the smallest pipes possible. Plant trees to uptake water.	**Issues:** System needs to be tailored to the climate. **Solutions:** Avoid piping storm water away and focus on detention ponds, swales and other means to put the water back to ground.	**Issues:** Storm water could have an adverse impact on rivers. **Solutions:** Focus on directing water back to ground as soon as feasible. Conduct a point-source evaluation to determine flow velocities exiting the system into the rivers and find ways to reduce volumes/velocities.	**Issues:** Disposing of storm water to sanitary sewer lines decreases capacity and stresses infrastructure. **Solutions:** Avoid reliance on piping storm water.	**Issues:** Flooding from storm water poses a risk to people and property. **Solutions:** Continuously monitor and control storm water system.

DARES (Merritt)

	Durability	Adaptability	Restorative	Economic/ Efficient	Safe
Sanitary Sewer System	**Issues:** No sanitary master plan. The system needs modeling to determine system capacity and understand system dynamics. Capacity of the entire system needs evaluation. Infiltration is a large issue. **Solutions:** A sanitary master plan should be completed with implementation measures.	**Issues:** Greater treatment options need consideration. Treatment at a neighbourhood level could be considered, reducing demand on the central treatment plant. **Solutions:** Neighbourhood level solids separators should be considered. Solids could then be used to generate energy.	**Issues:** More sustainable options should be considered. **Solutions:** City is composting sludge at the airport. This program can be expanded.	**Issues:** Planning and upgrades are costly. **Solutions:** During planning consider life cycle costs to ensure long term cost efficiency.	**Issues:** Sanitary sewer is a vital service. **Solutions:** Continuously monitor and control deliver of this service.

DARES (Merritt)

	Durability	Adaptability	Restorative	Economic/ Efficient	Safe
Airport	**Issues:** Airport is an underutilized resource **Solutions:** Potential to improve infrastructure for longevity and relevance to the community	**Issues:** Adaptive reuse of infrastructure is necessary. **Solutions:** Consider a Master Plan for the airport lands.	**Issues:** Airport occupies significant land. **Solutions:** Consider environmentally sustainable infrastructure	**Issues:** Airport could contribute more to economic viability of the area. More tourists could fly in, it could be a cargo facility, a glider base. Measures such as these could become an effective economic driver. **Solutions:** Consider partnering with senior levels of government or private funding sources to secure funding for airport improvements.	**Issues:** The airport is a transportation alternative to the road system. **Solutions:** Ensure airport is functional on a continuous basis