REPORT

Approved
- June 2008

CITY OF MERRITT

City Centre Improvement Plan

Update - 2008

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0521.0165.10 / April 18, 2008

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TABLE OF CONTENTS

1.0 SUMMARY 1

1.2 OBJECTIVES 1

1.3 APPROACH AND PROCESS 2

2.0 PROPOSED INITIATIVES 3

2.1 OVERVIEW 3

3.0 REVISION OF THE ORGANIZATIONAL MODEL 6

4.0 ACTION PLANS 9

4.1 GENERAL 9

4.2 SUMMARY MATRIX 9

4.3 STREETSCAPE PROJECTS AND PRIORITIES 9

1.0 SUMMARY

1.1 Introduction

The City of Merritt completed the "City Centre Improvement Plan" in July 2005. From that plan, the City established a City Centre Board (CCB) to provide leadership, coordination and promotion for implementation of the plan. Through the CCB, the City has been successful in completing some of the initial initiatives identified in the plan and securing funding for implementation of some significant projects. In particular, these projects include replacement of the Voght Street Bridge and funding and design development for "Legacy Square" at Voght and Granite.

The City Centre Plan Update – 2008 is a five year plan for future initiatives that will further advance implementation of the original plan. This update responds to the intent that the plan serve as a "working document" to be amended and adapted based on accomplishments, changing priorities and new opportunities related to improvement of the downtown. The primary purpose of the update, as presented in this report, is to ensure that the implementation program and action plan sections of the plan reflect present needs and objectives to advance the vision and strategy for downtown Merritt.

1.2 Objectives

The update addresses the following objectives:

- Confirm the currency of the City Centre Plan with respect to vision, strategies and goals
- Review the original action plans to identify completed, pending and remaining projects
- Identify possible projects within the downtown over the next five years, including streetscape, murals, public works, private development and other projects, and identify opportunities to coordinate and expand implementation of City Centre objectives within these
- Review and identify the need and direction for possible amendment or preparation of project planning, development policy or other tools applicable to downtown enhancement
- Review the operation of the CCB in relation to the present mandate and potential addition of economic development and tourism marketing functions
- Define and prioritize a five-year program for initiatives and budgets related to on-going improvement of the City Centre

1.3 Approach and Process

The City Centre Plan Update was completed through the following process and activities:

1. Assembly and review of background information including City Centre Plan and related information.

2. A workshop with CCB and City Council was undertaken on January 23, 2007 at the City Council Chambers. The workshop accomplished the following:
   - Review and confirmation of the City Centre Plan vision, strategy and general concept
   - Updated the status of original implementation and action plans from City Centre Plan
   - Identified new and emerging initiatives being advanced by the City and organizations represented on the CCB
   - Identified the general direction as contemplated by the City for review and amendment of the role and model for the CCB
   - Preliminary selection, consolidation and prioritization of initiatives to be included in the updated five-year plan

3. Preparation of a draft report to document the proposed updates to the City Centre Plan including:
   - Description of individual action plans for the initiatives and direction derived from the workshop and review of the original plan
   - Identification and description of separate streetscape enhancement initiatives derived from of the overall program described in the City Centre Plan
   - Refinement of the organization model and description of component organization of the CCB
   - Definition of the strategy focus and priority for each initiative
   - Preparation of a matrix to consolidate the key information related to each initiative in a stand-alone document to facilitate implementation management

4. Presentation of the draft update report at a meeting of the City Centre Board and Council on March 19, 2008 leading to identification of required refinements to the final report.

5. Completion and submission of the final report.

2.0 PROPOSED INITIATIVES

2.1 Overview

The City Centre Plan Update 2008 is focussed towards identification and implementation of a number of initiatives related to improvement of Merritt City Centre. The initiatives are presented as specific Action Plans and summarized in a matrix included in this report. The following discussion provides a description of the organization of the initiatives and a general guide to the content and structure of the Action Plans.

2.2 Categories for the Proposed Initiatives

The City Centre Plan Update identifies approximately fifty initiatives to be pursed through the City Centre Board. As discussed below, a task force structure is proposed as a refinement to the organizational model for the CCB. Based on consideration of a task force approach to project implementation, the proposed initiatives were considered to identify similar purposes and intents. From this perspective, four categories emerged that could relate to a task force / committee structure for the CCB. These categories are described as follows and incorporated in the summary matrix of initiatives, in the numbering system adopted for the initiatives, and in the revised organization model.

A. **CCB Mandate and Structure:** Initiatives in this category relate to defining and establishing the role, responsibilities, reporting requirements and representation of the CCB.

B. **Promotion and Attraction:** Initiatives in this category relate to engaging the community, communicating the role and activities of the CCB, and attracting visitors and residents of Merritt to enjoy the downtown.

C. **Planning and Development:** Initiatives in this category relate to implementation of physical features, facilities and special places to accommodate activity, programming, aesthetic enhancement, and entertainment and cultural venues.

D. **Funding and Partnership:** Initiatives in this category are focused towards developing and leveraging the resources available to the CCB through association and encouragement of participation by others in the broad goals and specific initiatives.

2.3 Strategy Focus for Initiatives

The original Merritt City Centre Plan described five specific strategy areas related to initiatives and enhancements undertaken to improve downtown Merritt. These strategies were indicated as People, Place, Promotion, Partners and Process. The original intent of defining these areas of focus was to encourage a comprehensive approach to developing and promoting the city centre as "The Star of the Nicola Valley". This intent was confirmed through the review.

In order to encourage and facilitate this comprehensive approach, the initiatives identified in the Update – 2008 have been linked to a specific primary strategy focus. Supporting or secondary areas of strategic focus have been identified, as relevant, for some initiatives.

Reference to the strategic focus for a particular initiative will assist the City Centre Board with resolving the objectives and intended outcomes for the initiative. In addition, reference to the strategic focus will assist with consolidating or "dove-tailing" a particular initiative with others, where possible or desirable. As an example, developing directories and map kiosks within the downtown could incorporate the Walks of Stars, heritage, and community trail tour routes and advance strategies that focus on Place and support those related to People and Partners.

2.4 Components of the Proposed Initiatives

Each initiative proposed in the original and updated City Centre Plan includes a number of potential components. The original plan provided conceptual and general descriptions for proposed improvements to the city centre but did not specifically link or incorporate these with the identified initiatives. For example, development of Walk of Stars directories could be a component of a plaza or a streetscape project but this opportunity could be overlooked if this possibility is not identified.

In the update, components of the included initiatives have been identified on the summary matrix. The components include various physical development, planning, promotion, and community engagement opportunities such as: buildings, roads and sidewalk, streetscape, communication, public art, First Nations and community contribution. Any one initiative could potentially include or relate to a number of components.

The identification of the components of various initiatives is intended as a guide and is not definitive. Identification of the components for a particular initiative is intended to assist the City and City Centre Board with resolving and coordinating the scope and approach for a particular initiative and potentially achieving multiple objectives through implementation. The ultimate

components of an initiative will need to be reviewed and resolved on a case-by-case basis as a particular initiative is advanced.

2.5 Priority of Initiatives

Individual initiatives were assigned a priority through discussion with the CCB and consideration of the current status, relative importance and the sequencing of the initiative. Based on a five year horizon for the update, priorities were assigned as follows:

- Priority 1 - 1 to 2 year timeframe (2008 – 2009)
- Priority 2 - 2 to 4 year timeframe (2009 – 2012)
- Priority 3 - 3 to 5 year timeframe (2010 – 2013)
- Priority 4 - more than 5 year timeframe (post-2013)

3.0 REVISION OF THE ORGANIZATIONAL MODEL

The organizational model proposed in the City Centre Plan, 2005 has been implemented through establishment of the City Centre Board (CCB) generally as recommended. The intent and purpose for the CCB is to provide leadership and coordination of initiatives to improve downtown Merritt and to bring together various organizations with interest and commitment to the downtown. The CCB is appointed by and operates under a mandate as established by the City of Merritt. In formal terms, the City of Merritt remains responsible for the overall direction of the CCB and, by extension, the initiatives undertaken by the CCB, consistent with the organizational model.

The broad intent and purpose for the CCB has been confirmed through the process of preparing this update. However, some changes to the model are proposed to reflect the current composition of the CCB and to describe a task force structure for implementation of initiatives. In addition, the City is contemplating a review of the composition and functions of the CCB that may lead to further refinement of the organizational model.

The current composition of the CCB varies from the original plan as follows and is reflected in the revised organizational model:

- The Heritage Commission is represented directly on the CCB rather than being engaged through an "ad-hoc association"
- Individual business operators have been named to the CCB in lieu of representation from a business association which has not been established
- The Tourism and Economic Development Committee (TED) is represented on the CCB

A proposed task force structure for the CCB emerged through consideration as to how the CCB could best act to lead and coordinate initiatives to improve the City Centre. With the focus of the City Centre Plan Update towards implementation of a broad range of initiatives, a task force structure will facilitate management of the implementation process, allow for distribution of responsibility for carrying out initiatives, and provide a framework for communication and reporting within the CCB and among partner organizations. The CCB intends to establish task forces as required to implement on-going or time specific initiatives. Task forces should represent the various partners supporting a particular project and, as necessary, include appropriate technical support to assist with resolving requirements for the initiative.

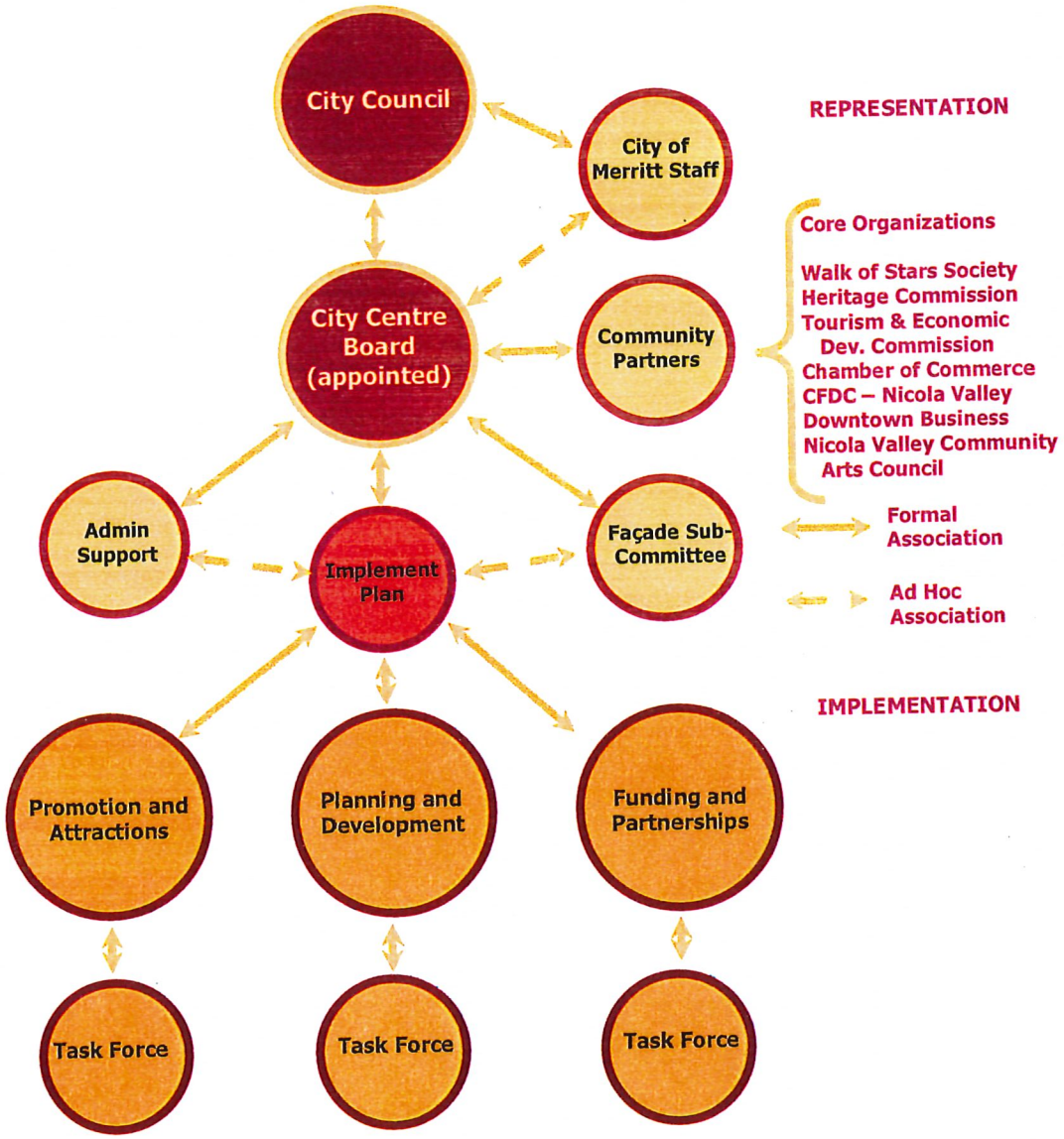
The proposed task force structure included in the organizational model follows the categories described above for organization of the proposed initiatives; namely:

- Promotion and Attraction
- Planning and Development
- Funding and Partnership

The primary impetus for the review of the composition and function of the CCB, as contemplated by the City, is to assess the potential role of the CCB in relation to tourism development in response to the "Merritt Tourism Plan" completed in September 2007. This function is presently a responsibility of the Tourism and Economic Development Committee (TED). Considering the potential for overlapping and complementary responsibilities between these two groups, the review is anticipated to consider the role the CCB might play in advancing the objectives of the Tourism Plan. In addition, the review will consider the composition of the CCB to foster appropriate representation on the CCB and coordination of activities with other community groups and organizations. The potential effects on the CCB organizational model of the contemplated review have not been considered in this update of the City Centre Plan.

The following graphic illustrates the proposed revised organizational model for the CCB developed from the original model.

Figure 1: Proposed Organizational Model - 2008 Update



4.0 ACTION PLANS

4.1 General

The City Centre Plan, 2005 provided a number of Action Plans setting out a description of specific initiatives to be undertaken and supported by description of the responsible organization, the related tasks, the timing for completion, and an outline of the anticipated resources and coordination. The Action Plan template is modified for use in this update report to include additional information as described, in part, in the preceding section of the report. Specifically, the additional information includes: Item Number related to category of the initiative; Strategic Focus for the initiative; and, in the case of streetscape projects described in the 2005 plan, an order-of-magnitude capital budget.

4.2 Summary Matrix

The summary matrix compiles the various initiatives described in the Action Plans on a single document that can stand alone as a tool for organizing projects and monitoring progress. The matrix provides an outline of the potential components of the initiative. This information will assist with resolving the intent, objectives, scope, process and potential coordination among initiatives.

4.3 Streetscape Projects and Priorities

A Streetscape Priorities Plan is included in this report primarily to illustrate the proposed priorities for streetscape projects. This plan is developed from the Overall Concept Plan for streetscape improvements as included in the 2005 City Centre Plan. The plan also includes revisions to reflect the projects undertaken to date and indicates, where resolved, proposed projects that have been added or modified from the original plan.

Specifically, the streetscape priorities plan includes the following revisions from the original:

- Plaza title amended to "Legacy Square" project
- Addition of label to indicate lane enhancement
- Addition of label to indicate Voght Street Entrance Corridor project between the bridge and Rotary Park
- Addition of label to indicate Voght Street Enhancement project between Coutlee Avenue and Claybanks Park
- Addition of Gateways at each end of Nicola Avenue within the downtown core
- Addition of labels to indicate options for RV Parking area

Order-of-magnitude budgets for various streetscape projects have been included in the applicable Action Plans. These budgets are derived from estimates included in the City Centre Plan 2005. In the case of Quilchena Avenue, the budget reflects the intent of the City to limit work to repaving of the street and undertaking assessment and maintenance of existing trees.

This update generally assumes a similar scope and type of work related to the projects as described in the original plan. These budgets are considered appropriate given the preliminary nature of these projects and the timeframe anticipated prior to implementation. The budgets have not been adjusted for potential price changes since 2005 and have not been adjusted to reflect contemplated changes to streetscape materials and finishes. Information gained from tender and construction of anticipated projects in 2008 could be used to inform and adjust the budgets as necessary.

City Of Merritt

City Centre Plan Update - 2008

Action Plan Summary

Date: April 16, 2008

Urban Systems Ltd.

File: 0521.0165.10

PRIORITY	ITEM	INITIATIVE	STRATEGY FOCUS					LEAD ORG'N	GENERAL DESCRIPTION	COMPONENTS																			COMPLETION DATE
1 = 1-2 Years 2 = 2-4 Years 3 = 3-5 Years 4 = 5+ Years			PLACE	PARTNERS	PROMOTION	PEOPLE	PROCESS	CCB = Board WOS = Walk of Stars Society CC = Chamber of Commerce TED = Tourism/ Economic Dev. Committee		BUILDING	ROAD/SIDEWALK	STREETSCAPE	PLAZA / PARK	INFRASTRUCTURE	LAND-USE / PLANNING	PROMOTION / MARKETING	BUSINESS DEVELOPMENT	ENVIRONMENTAL	MAINTENANCE	COMMUNICATION	EVENTS / ACTIVITIES	PUBLIC CONSULTATION	PUBLIC ART	HERITAGE / CULTURE	REGIONAL COMMUNITIES	FIRST NATIONS	YOUTH	COMMUNITY CONTRIBUTION	
	A.	**CCB MANDATE AND STRUCTURE**																											
1	A.1	REVIEW CCB ORGANIZATION AND MANDATE	0	0	0	0	1	City	Refine role, responsibilities, representation and reporting							X	X		X		X			X	X	X		2008
1	A.2	TOURISM PLAN IMPLEMENTATION	0	0	1	0	0	City	Resolve potential role and involvement of CCB in advancing plan							X	X		X	X								2008
	B.	**PROMOTION AND ATTRACTIONS**																											
2	B.1	WINDOW DISPLAYS	0	0	1			TED	Use window displays to improve storefronts and experience of visitors	X		X				X	X		X	X	X		X	X				X	ON-GOING
1	B.2	EVENTS / ACTIVITIES CALENDAR		0	1	0		CC	Produce and distribute a comprehensive calendar of community events							X	X			X	X							X	ON-GOING
3	B.3	DOWNTOWN TOURS	0	0	1			CCB	Provide a variety of walking tours within and through the downtown							X	X			X	X		X	X		X		X	ON-GOING
2	B.4	HERITAGE BUILDING TOURS/DIRECTORIES	1	0	0			Heritage Comm	Continue to develop information and resources to support walking tours	X		X				X				X				X				X	2009
2	B.5.1	ADDITIONAL WALK OF STARS PLAQUES	1	0	0			WOS	Community attraction to profile country music performers			X				X	X			X	X			X				X	ON-GOING
2	B.5.2	COMPLETE THE WALK OF STARS SIGNAGE	0	0	1			WOS	Promotional signage and banners to attract and direct travellers to visit Merritt		X	X				X	X			X				X				X	2010
2	B.5.3	WALK OF STARS DIRECTORY	1	0	0	0		WOS	Maps and brochures at kiosks and other venues			X	X			X				X	X		X	X				X	2010
												X	X			X				X	X			X				X	ON-GOING
2	B.6	MUSIC AND ENTERTAINMENT	1	0	0	0		Various	Broadcast and live music and entertainment							X	X	X	X	X	X	X	X						ON-GOING
1	B.7	GETTING PEOPLE DOWNTOWN	0	0	0	1	0	City	Improving opportunities for people to live, work and enjoy downtown	X					X	X	X		X	X	X	X	X	X	X	X	X	X	ON-GOING
2	B.8	FOSTERING COMMUNITY SUPPORT & PRIDE	0	0	0	1	0	City/CCB	Promote and maintain the downtown as the heart of Merritt							X	X			X	X	X			X	X	X		2009
1	B.9	COMMUNICATION / MARKETING PLAN	0	0	1	0	0	CCB	Strategies and directions to develop the profile of downtown							X	X			X									2009
2	B.10	PROMOTIONAL MATERIALS & BRANDING		0	1		0	CCB	Souvenirs and products for licensed production and retail sale							X				X		X							ON-GOING
2	B.11	TOWN HALL MEETINGS		0	0	0	1	CCB	Promoting the City Centre Plan and the role of the CCB to the community																				
	C.	**PLANNING AND DEVELOPMENT**																											
2	C.1	GATEWAYS	1	0	0			City	Mark key entrances to the downtown		X	X		X		X	X		X	X		X		X				X	2011
2	C.2	FAÇADE PROGRAM	1	0			0	City	Encourage façade improvements to reflect desired downtown character	X		X			X		X		X	X		X		X				X	ON-GOING
1	C.3	LEGACY SQUARE	1	0	0	0		City	Multi-use public plaza and event space	X		X	X						X	X	X	X	X	X		X		X	2008
2	C.4	NORTH ENTRY ENHANCEMENT	1	0				City	Improve traffic and streetscape at high profile area	X	X	X		X	X				X			X						X	2010
2	C.5	CONCEPT PLAN FOR HERITAGE PLAZA (adj. CIBC)	1	0		0	0	City	Pursue potential to incorporate heritage, culture and youth in planning process			X	X	X	X				X	X		X	X	X	X	X	X	X	2010
1	C.6.1	VOGHT STREET PHASE 1	1	0		0		City	Bridge to Quilchena as primary streetscape treatment		X	X		X					X			X	X	X				X	2008
2	C.6.2	VOGHT STREET PHASE 2	1	0				City	Central Park to Bridge as entrance corridor treatment		X	X		X					X					X				X	2009
3	C.6.3	VOGHT STREET PHASE 3	1	0				City	Quilchena to Claybanks Park as secondary streetscape treatment		X	X		X	X				X			X		X				X	2012
1	C.7	QUILCHENA AVENUE	1	0		0		City	Chapman to Garcia - renovate and maintain		X	X		X					X		X	X	X	X				X	2008
4	C.8	NICOLA AVENUE STREETSCAPE	1	0	0			City	Seven blocks with median as entrance corridor treatment			X							X				X	X					Post-2013
2 and 4	C.9	GRANITE AVENUE	1	0				City	Chapman to Charters as primary/secondary streetscape treatment		X	X		X					X			X	X	X				X	Post-2013
4	C.10	COUTLEE AVENUE	1	0				City	Quilchena to Charters as secondary streetscape treatment		X	X		X					X			X		X				X	Post-2013
3	C.11.1	GARCIA STREET PHASE 1	1	0				City	Nicola to Coldwater as primary streetscape treatment		X	X		X					X			X	X	X				X	Post-2013
4	C.11.2	GARCIA STREET PHASE 2	1	0				City	Nicola to Merritt as secondary streetscape treatment		X	X		X					X			X		X				X	Post-2013

City Of Merritt

City Centre Plan Update - 2008

Action Plan Summary

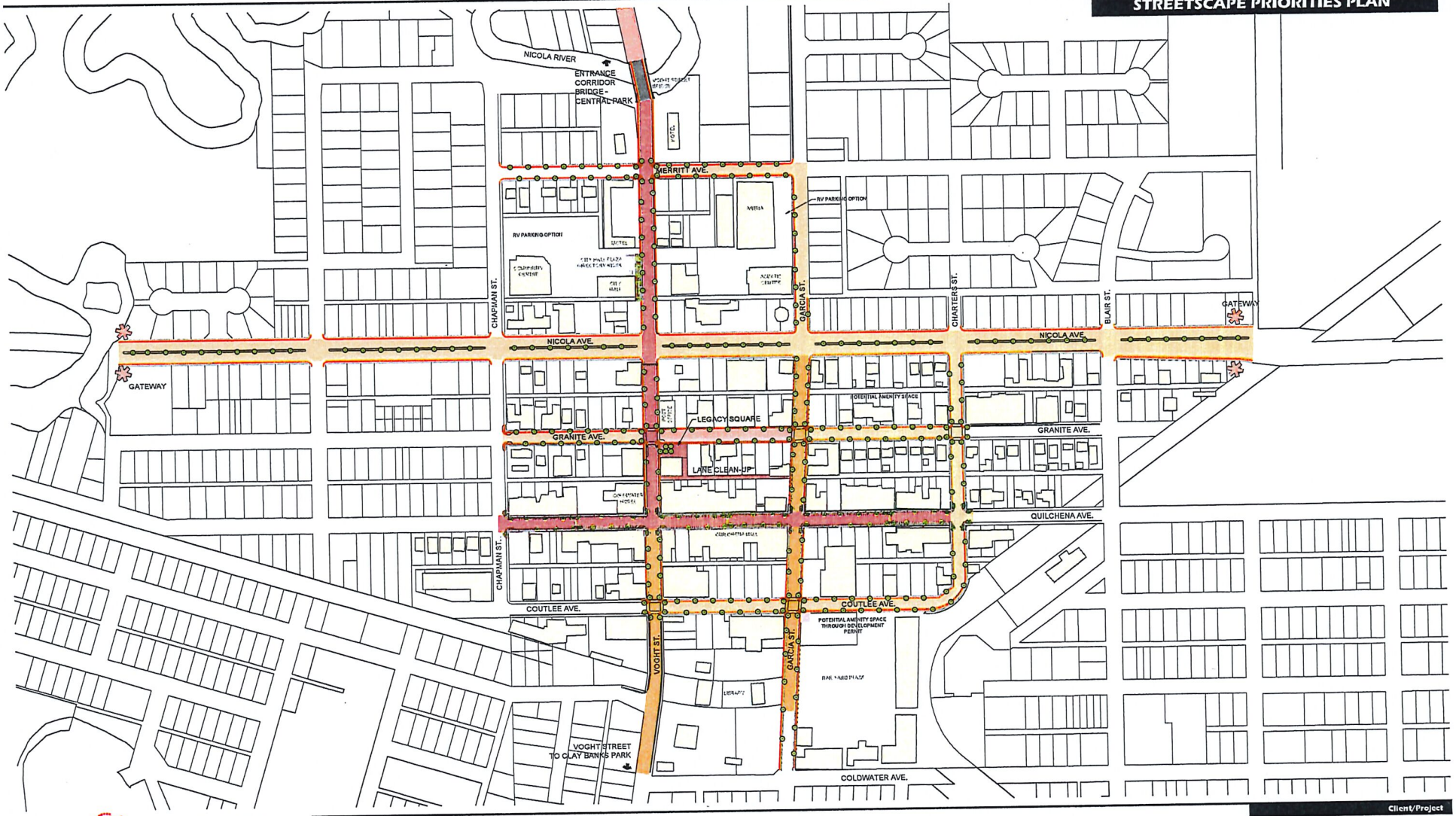
Date: April 16, 2008

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4	C.12	CHARTERS STREET	1	0				City	Nicola to Coutlee to secondary streetscape treatment		X	X		X					X				X			X			Post-2013
4	C.13	MERRITT AVENUE	1	0				City	Voght to Garcia - update to secondary streetscape treatment		X	X		X					X				X			X			Post-2013
2	C.14	PUBLIC ART PROJECTS	1	0		0	0	Arts Council	Incorporate public art with private and public developments	X		X	X		X					X			X	X	X	X	X	X	X	ON-GOING
1	C.15	MURAL PROGRAM						WOS	Continue to expand program to create a community attraction	X		X	X			X				X	X	X			X	X	X	X	X	ON-GOING
2	C.16	DIRECTORY / SIGNAGE PROGRAM	1	0	0	0		City	Develop comprehensive directory, map and signage system		X	X	X		X	X				X						X	X			2010
1	C.17	MATERIALS & FINISHES PALETTE	1				0	City	Establish consistent products for streetscape and plazas		X	X	X							X										2008
1	C.18.1	LANEWAY ENHANCEMENT	1	0			0	City	Improve property maintenance and garbage collection methods	X	X	X		X						X	X		X							ON-GOING
2	C.18.2	SIDEWALK & VACANT PROPERTY CLEAN-UP	1	0		0	0	City	Establish and enforce bylaws and recognize individual effort		X									X	X		X							ON-GOING
2	C.18.3	MAINTENANCE PROGRAM	1	0			0	City	Establish standards for streetscape and park maintenance		X	X	X	X						X										2009
1	C.19	CLAYBANKS PARK	1	0		0	0	City	Plan / develop to attract use at riverfront location				X		X			X	X	X	X	X							X	2009
2	C.20	COMMUNITY TRAIL / WALKWAY PLAN	1	0		0	0	City	Plan / develop a network with connections through downtown		X	X		X	X			X	X										X	2010
1	C.21	CONSOLIDATED BUILDING NEEDS / PROGRAM	0				1	CCB	Examine options to achieve desired tourism/cultural facilities	X			X	X	X							X	X	X						2009
1	C.22	CCM HALL OF FAME / MUSEUM	1	0	0	0	0	WOS	Secure agreement to locate and expand facilities in Merritt	X			X	X	X	X	X				X	X	X	X	X				X	2008-2010
3	C.23	DOWNTOWN IMPROVEMENT OFFICE	0	0	0		1	City / CCB	Shared space for downtown, business org'n and information	X					X	X	X					X	X						X	2012
1	C.24	ACCESS TO MUSEUM	0	1		0	0	Museum	Improve identification of location and route	X	X					X	X			X	X				X				X	2009
2	C.25	PUBLIC WASHROOM	1	0	0	0		City	Identify needs and incorporate with other facility development	X			X	X	X					X			X							2010
2	C.26	R.V. PARKING	1	0	0			City	Identify and impove access to available locations		X			X	X	X	X			X	X								X	2010
		FUNDING AND PARTNERSHIP																													
1	D.1	ENGAGING YOUTH	0	0		1	0	CCB	Explore and initiate opportunities to engage youth in planning and programming		X	X	X		X				X			X					X	X	X	2008
1	D.2	RECOGNITION PROGRAM FOR CIB		0	1	0	0	CCB	Recognize businesses, individuals and projects that make a special contribution							X			X	X	X								ON-GOING
2	D.3	DEVELOPMENT INCENTIVES FOR DOWNTOWN	0	0	0		1	City	Encourage appropriate uses and development through targeted incentives	X					X					X		X							X	2010
1	D.4	BUSINESS IMPROVEMENT ASSOCIATION		1	0		0	CCB / CC	Promote and facilite establishment of association							X	X			X		X								2008
2	D.5	COORDINATE MARKETING / HOTEL ASSOC		1	0		0	CCB	Promote coordinated marketing initiatives							X				X										2009

STREETSCAPE PRIORITIES PLAN



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LEGEND

- PRIORITY 1 (2008-2009)
- PRIORITY 2 (2010-2012)
- PRIORITY 3 (2011-2013)
- PRIORITY 4 (POST 2013)

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Client/Project
CITY OF MERRITT
CITY CENTRE IMPROVEMENT PLAN UPDATE - 2008

Scale	Date	Figure
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STREETSCAPE PRIORITIES PLAN

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ACTION PLAN – UPDATE 2008 A.1

ITEM A.1 : **CITY CENTRE BOARD REVIEW ORGANIZATION AND MANDATE**

PRIORITY : **1**

STRATEGIC FOCUS : **PROCESS**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

The structure, representation, responsibilities and reporting requirements of the City Centre Board will be reviewed and, if required, amended to remain consistent with City goals and strategic direction for the downtown. The following outline provides potential terms of reference for the proposed review and consultation process.

Task Outline:

- ☐ Review existing and potential new responsibilities of City Centre Board; possibly:
  - Tourism, economic development, business marketing, promotion
  - coordination for networking among other organizations and regional local governments
  - task force focus
- ☐ Consider broader representation – Tourism and Economic Development, First Nation, Hotel Association, Museum Association, Youth
- ☐ Consider a new name
- ☐ Determine staffing needs
- ☐ Determine funding requirements and potential sources, City budget allocations, external funding
- ☐ Resolve level of delegation, reporting and communication with City and other organizations

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When will the goal be completed by? : **2008**

How will the goal be completed?

- Deliberation and resolution by Council
- Consultation with City Centre Board, TED and potentially associates stakeholders
- Revision of current mandate
- Grant and funding commitments

ACTION PLAN – UPDATE 2008 A.2

ITEM A.2 : **TOURISM PLAN IMPLEMENTATION**

PRIORITY : **1**

STRATEGIC FOCUS : **PROCESS**

Who is responsible? : **City of Merritt /**

What will be done?

General Description:

The potential role and responsibilities of the City Centre Board in advancing the recommendations of the City's Tourism Plan will be resolved and, as determined, included in the City Centre Board mandate.

Task Outline:

- ☐ Review plan to identify recommendations and initiatives to be carried out by City Centre Board
- ☐ Consult with Tourism and Economic Development Committees.
- ☐ Integrate with review of City Centre Board mandate and organization model
- ☐ Prepare specific action plans or establish committees to develop and carry out plans
- ☐ Establish and conduct monitoring procedures appropriate to specific initiatives

---

When will the goal be completed by? : **2008 (On-going)**

How will the goal be completed?

- Coordinate with City Centre Board mandate and organization
- Coordinate with communication and marketing initiatives
- Coordinate with potential partnership with other local governments, tourism associations and organizations

---

ACTION PLAN – UPDATE 2008 B.1

ITEM B.1 : **WINDOW DISPLAYS**

PRIORITY : **2**

STRATEGIC FOCUS : **PROMOTION**

Who is responsible? : **Tourism and Economic Development**

What will be done?

General Description:

This provides direction for continual window displays in vacant buildings or operating businesses within the City Centre.

Task Outline:

- ☐ Secure approval of vacant store owner
- ☐ Confirm general directions and objectives for displays
- ☐ Build and maintain displays
- ☐ Encourage operating businesses to develop appropriate and attractive displays – Commercial/Themed/Seasonal

---

When will the goal be completed by? : **On-going**

How will the goal be completed

- Coordinate with seasonal themes and community events and activities
- Coordinate with heritage, cultural and community art programs
- Coordinate with communication and marketing initiatives

ACTION PLAN – UPDATE 2008 B.2

ITEM B.2 : **EVENTS / ACTIVITIES CALENDAR**

PRIORITY : **1**

STRATEGIC FOCUS : **PROMOTION**

Who is responsible? : **Chamber of Commerce / Merritt Marketing Group**

What will be done?

General Description:

Community events and activities will be listed and distributed on a calendar.

Task Outline:

- ☐ Identify contacts with groups organizing events / activities
- ☐ Promoted widely to gain information for inclusion and increase awareness of group maintaining it
- ☐ Establish central registry for reporting events
- ☐ Collate / compile information on "Master Calendar"
- ☐ Publish / post event calendar
  - info centre, media, web sites, brochures
- ☐ Maintain and keep current

When will the goal be completed by? : **On-going**

How will the goal be completed?

- Continual publication and on-going commitment
- Increase community awareness and distribution
- Should be seen as the "go to" document for events in Merritt

---

ACTION PLAN – UPDATE 2008 B.3

ITEM B.3 : **DOWNTOWN TOURS**

PRIORITY : **3**

STRATEGIC FOCUS : **PROMOTION**

Who is responsible? : **City Centre Board (Sub-Committee)**

What will be done?

General Description:

Walking tours of interesting sites will be identified and developed.

Task Outline:

- ☐ Compile / coordinate information and opportunities into a map format
- ☐ Work with Community Groups, First Nations, Baillie House, Business Associations etc. to determine potential feature destinations
- ☐ Develop graphic and/or guide system
- ☐ Prepare directions and brochures

When will the goal be completed by? : **On-going**

How will the goal be completed?

- Coordinate with activities for Community Trail Plan, Walk of Stars, heritage and mural tours
- Coordinate with directory and signage program

ACTION PLAN – UPDATE 2008 B.4

ITEM B.4 : **HERITAGE BUILDING TOURS AND DIRECTORIES**

PRIORITY : **2**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **Heritage Commission**

What will be done?

General Description:

Efforts to identify and profile heritage resources in Merritt will be advanced through development of self-guided tours and directories

Task Outline:

- ☐ Maintain and update existing brochure and guide as required
- ☐ Ensure distribution of brochures at civic, visitor service and appropriate business locations
- ☐ Consultation and coordination with Museum and Baillie House for periodic guided tours
- ☐ Coordinate and compile heritage tour map with development of graphics for Community maps and directories

---

When will the goal be completed by? : **2009**

How will the goal be completed?

- Heritage Society of BC; Partnership with Museum
- Coordinate with activities for Downtown Tours
- Coordinate with directory and signage program

ACTION PLAN – UPDATE 2008 B.5.1

ITEM B.5.1 : **ADDITIONAL "WALK OF STARS" PLAQUES**

PRIORITY : **2**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **Walk of Stars**

What will be done?

General Description:

The "Walk of Stars" Program to recognize selected Country Music artists will continue to be developed and extended through the addition of more plaques.

Task Outline:

- ☐ Arrange sponsorships and approvals
- ☐ Prepare stars
- ☐ Install on site

When will the goal be completed by? : **On-going**

How will the goal be completed?

- Coordinate with activities for community tours and directories and for community events
- Coordinate with directory and signage program
- Coordinate with Legacy Square development

ACTION PLAN – UPDATE 2008 B.5.2

ITEM B.5.2 : **COMPLETE THE "WALK OF STARS" SIGNAGE**

PRIORITY : **2**

STRATEGIC FOCUS : **PROMOTION**

Who is responsible? : **Walk of Stars**

What will be done?

General Description:

Continue to develop Walk of Stars signage, in particular banners, to attract and direct visitors to stop in Merritt.

Task Outline:

- ☐ Update system plan and graphic design as required
- ☐ Update and expand service and attraction signage in concert with Ministry of Transportation
- ☐ Obtain approvals as required from:
  1. City of Merritt
  2. Ministry of Transportation
  3. Property owners
- ☐ Install and maintain service and attraction signs

When will the goal be completed by? : **On-going**

How will the goal be completed?

- Coordinate with directories, maps and brochures
- Coordinate with Walk of Stars plaques program
- Coordinate with Communication and Marketing Plan
- Coordinate with Voght Street and Gateways
- Coordinate with Public Works

ACTION PLAN – UPDATE 2008 B.5.3

ITEM B.5.3 : **"WALK OF STARS" DIRECTORY**

PRIORITY : **2**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **Walk of Stars**

What will be done?

General Description:

A directory and guide to the Walk of Stars tour will be developed to document the location of plaques and to encourage people to explore and enjoy the attraction.

Task Outline:

- ☐ Identify existing and proposed star locations, themed areas and special components of the Walk of Stars feature
- ☐ Develop map-based guide with photographs and descriptions
- ☐ Develop and produce directory kiosks, and directional signage in Legacy Square and along streets; coordinate and incorporate maps for other related community tours

---

When will the goal be completed by? : **2010**

How will the goal be completed?

- Coordinate with Directory and Signage Program
- Coordinate with Community Trail Plan, Heritage Tour and Mural Tour

---

ACTION PLAN – UPDATE 2008 B.6

ITEM B.6 : **MUSIC AND ENTERTAINMENT**

PRIORITY : **2**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **Various**

What will be done?

General Description:

Broadcast and live music and live entertainment will be presented in downtown streets, parks, plazas and other venues to extend and develop the "Country Music Capital" brand throughout the year.

Task Outline:

- ☐ Identify groups and individuals involved in entertainment promotion
  Identify potential venues and potential to develop new venues
- ☐ Work with groups to develop and promote programs such as "Music in the Park" and downtown performances
- ☐ Incorporate broadcast and sound systems in selected plazas and streets

---

When will the goal be completed by? : **On-going**

How will the goal be completed?

- Coordinate with events and activities
- Coordinate with venue owners/managers to provide music in public spaces (eg: Walk of Stars Building, Legacy Square, others?)
- Coordinate with development plans for selected sites, such as Legacy Square, and streets, such as Quilchena

---

ACTION PLAN – UPDATE 2008 B.7

ITEM B.7 : **GETTING PEOPLE DOWNTOWN**

PRIORITY : **1**

STRATEGIC FOCUS : **PEOPLE / PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

Creating a lifestyle in the City Centre to promote opportunities to live, work and play and reducing ecological footprint through planning and development.

Task Outline:

- ☐ Promote "green" development that meets principles of sustainability (economic, social and environmental)
- ☐ Encourage new residential opportunities to meet the range of needs for various socio-economic, demographic and life-style groups
- ☐ Encourage commercial development and business opportunities suited to City Centre as noted in the City's OCP policies
- ☐ Promote and enhance variety of ways to move through the City Centre (eg. transit, bike, walking, scooters, etc.)
- ☐ Promote and address safety, security, community policing

When will the goal be completed by? : **On-going**

How will the goal be completed?

- By encouraging people to live and work and recreate in the City Centre
- Promoting policies within the City's OCP that encourages a thriving City Centre
- Coordinate with Community Trails Plan

ACTION PLAN – UPDATE 2008 B.8

ITEM B.8 : **FOSTERING COMMUNITY SUPPORT AND PRIDE**

PRIORITY : **2**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt and City Centre Board**

What will be done?

General Description:

Encouraging community involvement in the City Centre and promoting the community to take pride in the City Centre.

Task Outline:

- ☐ Ensure the City Centre is well maintained (neat, tidy, clean)
- ☐ Promote upkeep and maintenance of existing buildings
- ☐ Promote façade program where applicable
- ☐ Marketing the image of the City Centre as the heart of the community
- ☐ Help residents and interest groups (such as service clubs, outreach societies etc.) see opportunities to do great things in the City Centre
- ☐ Coordinate entertainment and other events

When will the goal be completed by? : **On-going**

How will the goal be completed?

- Get merchants more involved in maintenance and up-keep
- Coordinate with land clean-up and public property maintenance

---

ACTION PLAN – UPDATE 2008 B.9

ITEM B.9 : **COMMUNICATION / MARKETING PLAN**

PRIORITY : **1**

STRATEGIC FOCUS : **PROMOTION**

Who is responsible? : **City Centre Board**

What will be done?

General Description:

Develop a communication and marketing plan to provide strategic direction for implementing the 2008 update to the City Centre Plan.

Task Outline:

- ☐ Develop guiding principles to guide the process
- ☐ Define communication roles and responsibilities
- ☐ Define public engagement strategies
- ☐ Determine market focus and implementation (who, what, where, when and how)
- ☐ Communicate plan to City Council and Partner organizations and assign champions committed to implementing the plan

---

When will the goal be completed by? : **2009**

How will the goal be completed?

- By champions who are committed and appointed by the City Centre Board
- May require seeking external assistance by others who have communication and marketing expertise
- Coordinate with review of mandate for City Centre Board

ACTION PLAN – UPDATE 2008 B.10

ITEM B.10 : **PROMOTIONAL MATERIALS AND BRANDING**

PRIORITY : **2**

STRATEGIC FOCUS : **PROMOTION**

Who is responsible? : **City Centre Board**

What will be done?

General Description:

Develop a variety of products and promotional materials that celebrate Merritt (eg. souvenirs, post cards, brochures, etc) using direction from the Communication and Marketing Plan.

Task Outline:

- ☐ Develop design and graphics to define brand and messaging
- ☐ Research high priority items that are sought by tourist or other visitors to Merritt
- ☐ Partner with local businesses to develop and market products and materials
- ☐ Undertake licensing/trademark for branding
- ☐ Determine how revenue will be collected and what they will be used for

---

When will the goal be completed by? : **2009**

How will the goal be completed?

- Coordinate with Communication and Marketing Plan
- Maintaining "brand" identify and promoting quality and appropriate products

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ACTION PLAN – UPDATE 2008 B.11

ITEM B.11 : **TOWN HALL MEETINGS**

PRIORITY : **2**

STRATEGIC FOCUS : **PROCESS**

Who is responsible? : **City Centre Board**

What will be done?

General Description:

Host Town Hall Meetings to promote the plan and celebrate accomplishments and engage the community using direction from the Communication and Marketing Plan.

Task Outline:

- ☐ Determine meeting hosts and format for potential semi-annual meetings
- ☐ Develop material to communicate the plan (eg, posters, presentation materials, etc)
- ☐ Extend invitation to special interest groups that would see opportunities to get involved in implementing the plan
- ☐ Engage media (radio, newspaper, local TV) and host press conferences
- ☐ Develop email list to interest groups within the City to provide ongoing updates (eg. meeting minutes) and information on City Centre Board accomplishments and goals
- ☐ Disseminate information through various media (eg. newsletters, websites/City webpage postings, press releases etc)
- ☐ Consider hosting focus groups to look at ways to implement the plan (eg. Youth, First Nation, Motel Association, Service Clubs etc)

When will the goal be completed by? : **Summer 2008 and ongoing**

How will the goal be completed?

- Undertake first meeting as soon as City Centre Board Plan 2008 update is complete
- Promote the meetings through widespread advertising campaign to ensure community is well informed
- Appointing specific City Centre Board members to undertake tasks

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ACTION PLAN – UPDATE 2008 C.1

ITEM C.1 : **GATEWAYS**

PRIORITY : **2**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

Develop gateway arches or markers at entrances to City Centre near Voght/Nicola, Nicola/Fairway and Nicola/Douglas intersection, based on existing gateway model at Voght/Belshaw.

Task Outline:

- ☐ Confirm typical design based on resolved streetscape theme and materials
- ☐ Select locations for the gateway
- ☐ Obtain Ministry of Transportation approval as required
- ☐ Resolve structural design details
- ☐ Tender and construct

When will the goal be completed by? : **2011 (one per year)**

How will the goal be completed?

- Coordination/implementation of consistent streetscape.
- Reinforce branding and image
- Coordinate with Walk of Stars signage

Budget: $15,000 - $20,000 per gateway structure

ACTION PLAN – UPDATE 2008 C.2

ITEM C.2 : **FACADE PROGRAM**

PRIORITY : **2**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt (Facade Committee)**

What will be done?

General Description:

On-going effort to identify encourage and assist with development of facades consistent with City Centre Plan through new construction and renovation.

Task Outline:

- ☐ Prepare prioritized list of existing buildings targeted for facade renovation
- ☐ Promote facade program to owners of high priority properties
- ☐ Continue to communicate facade tax incentive and desired design and character in response to development and building permit inquiries
- ☐ Consider providing design assistance to selected building owners
- ☐ Establish facade construction and maintenance agreement through approval process
- ☐ Monitor completed facades and refine priorities and design guidelines to achieve program objectives as required

---

When will the goal be completed by? : **On-going**

How will the goal be completed?

- Facade/development review committee
- Private investment towards consistent theme and design objectives
- Property tax incentive
  - Potential design assistance
- Coordinate priorities with streetscape priorities

ACTION PLAN – UPDATE 2008 C.3

ITEM C.3 : **LEGACY SQUARE**

PRIORITY : **1**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt and Walk of Stars**

What will be done?

General Description:

Legacy Square will be designed and built to provide a multi-purpose public gathering space in downtown Merritt.

Task Outline:

- ☐ Complete detailed design plans
- ☐ Finalize "Spirit Square" funding agreement and capital budget
- ☐ Tender and construct
- ☐ Resolve operation and maintenance plan
- ☐ Conduct an opening celebration

When will the goal be completed by? : **2008**

How will the goal be completed?

- Partnership among City, Walk of Stars and Province
- Coordinate with Voght Street Phase 1 project
- Community contribution
- Integration in City Centre Maintenance Plan

ACTION PLAN – UPDATE 2008 C.4

ITEM C.4 : **NORTH ENTRY ENHANCEMENT**

PRIORITY : **2**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

Improvements to traffic and pedestrian circulation and streetscape character at a high profile entrance to the community.

Task Outline:

- ☐ Finalize concept plan currently being prepared
- ☐ Resolve extents, objectives and description for project
- ☐ Identify and coordinate potential infrastructure components including curb, sidewalks and underground services as required
- ☐ Establish capital project budget and pursue funding
- ☐ Undertake design and construction

When will the goal be completed by? : **2010**

How will the goal be completed?

- Consultation with property owners regarding financial contribution
- Coordination and application of adopted design and materials guidelines
- Coordination with public work projects

Budget: To be determined with concept plan.

ACTION PLAN – UPDATE 2008 C.5

ITEM C.5 : **CONCEPT PLAN FOR HERITAGE PLAZA (adjacent CIBC)**

PRIORITY : **2**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt / City Centre Board**

What will be done?

General Description:

A conceptual planning project will provide an opportunity to engage various groups, such as youth, heritage commission, First Nation communities and downtown business operators in preparing a plan for a park / plaza on Quilchena Avenue.

Task Outline:

- ☐ Consider potential acquisition of the property or obtain approval of the owner to undertake a planning exercise
- ☐ Engage a project facilitator/designer to develop the planning process
- ☐ Identify and invite project participants
- ☐ Undertake workshops or other process to determine a preferred plan
- ☐ Determine consensus and process to move forward with implementation

---

When will the goal be completed by? : **2010**

How will the goal be completed?

- Communication and engagement with community groups and organizations
- Forge connections and "sense of ownership" between communities and downtown

---

Budget: $10,000 - $20,000

ACTION PLAN – UPDATE 2008 C.6.1

ITEM C.6.1 : **VOGHT STREET – PHASE 1**

PRIORITY : **1**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

Enhance sidewalks and streetscape between Voght Street Bridge and Quilchena Avenue to City Centre "Primary Street" standard.

Task Outline:

- ☐ Resolve materials and finishes consistent with desired downtown theme and character – sidewalk, lights, trees, furnishings
- ☐ Develop design coordinated with Legacy Square
- ☐ Resolve cost estimates and capital project funding
- ☐ Determine construction process combined with or separate from Legacy Square
- ☐ Tender and construct

When will the goal be completed by? : **2009**

How will the goal be completed?

- City Centre enhancement project funding by City
- Consideration of materials and finishes for City Centre
- Public communication and information
- Incorporate in City Centre Maintenance Plan

Budget: $1,000,000 (order-of-magnitude, per City Centre Plan, 2005)

ACTION PLAN – UPDATE 2008 C.6.2

ITEM C.6.2 : **VOGHT STREET – PHASE 2**

PRIORITY : **2**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

Enhance sidewalk and streetscape between Central Park and Voght Street Bridge as a City Centre "Entrance Corridor" standard.

Task Outline:

- ☐ Resolve extents, objectives and description for project
- ☐ Identify and coordinate infrastructure components including curb, sidewalk and underground services as required
- ☐ Establish capital project budget and pursue funding
- ☐ Undertake design and construction

When will the goal be completed by? : **2009**

How will the goal be completed?

- City Centre Enhancement project funding by City
- Coordinate with infrastructure improvement as required
- Consideration of materials and finishes for City Centre
- Coordination with Community Trail and Walkway Plan
- Incorporate in City Centre Maintenance Plan

Budget: $300,000 (order-of-magnitude)

ACTION PLAN – UPDATE 2008 C.6.3

ITEM C.6.3 : **VOGHT STREET – PHASE 3**

PRIORITY : **3**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

Enhance sidewalks and streetscape between Quilchena Avenue and Claybanks Park to City Centre "Secondary Street" standard.

Task Outline:

- ☐ Resolve extents, objectives and description for project
- ☐ Identify and coordinate infrastructure components including curb, sidewalk and underground services as required
- ☐ Establish capital project budget and pursue funding
- ☐ Undertake design and construction

When will the goal be completed by? : **2012**

How will the goal be completed?

- City Centre Enhancement project funding by City
- Coordination with infrastructure improvement as required
- Consideration of materials and finishes for City Centre
- Coordination with Community Trail and Walkway Plan
- Coordination with Claybanks Park Plan

Budget: $400,000 (order-of-magnitude)

ACTION PLAN – UPDATE 2008 C.7

ITEM C.7 : **QUILCHENA AVENUE – PHASE 1**

PRIORITY : **1**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

Update and renovate existing streetscape between Chapman and Charters Streets.

Task Outline:

- ☐ Assess condition and suitability of existing streetscape components including tree assessment
- ☐ Undertake proposed asphalt overlay
- ☐ Maintain furnishings and update to adopted standard for City Centre as necessary
- ☐ Maintain as per city Centre Maintenance Program

When will the goal be completed by? : **2008**

How will the goal be completed?

- City Centre Enhancement project funding by City
- Coordination with infrastructure improvement as required
- Consideration of materials and finishes for City Centre
- Coordination with Community Trail and Walkway Plan

Budget: $400,000 / $150,000 per block (order-of-magnitude)

ACTION PLAN – UPDATE 2008 C.8

ITEM C.8 : **NICOLA AVENUE STREETSCAPE**

PRIORITY : **4**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

Develop streetscape along seven blocks of Nicola Avenue as a entrance corridor primarily through improvements within the median.

Task Outline:

- ☐ Resolve extents, objectives and description for project
- ☐ Identify and coordinate infrastructure components including curb, sidewalk and underground services as required
- ☐ Establish capital project budget and pursue funding
- ☐ Undertake design and construction

When will the goal be completed by? : **Post 2013**

How will the goal be completed?

- City Centre Enhancement project funding by City
- Coordination with infrastructure improvement as required
- Consideration of materials and finishes for City Centre
- Coordination with Community Trail and Walkway Plan
- Work with Ministry of Transportation
- Potential "Adopt-a-block" Program

Budget: $150,000 per block (order-of-magnitude per City Centre Plan, 2005)

ACTION PLAN – UPDATE 2008 C.9

ITEM C.9 : **GRANITE AVENUE**

PRIORITY : **2 – VOGHT TO GARCIA**
: **4 – CHAPMAN TO VOGHT AND GARCIA TO CHARTERS**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

Enhance sidewalk and streetscape between Chapman and Charters streets to City Centre "Primary and Secondary Street" standard.

Task Outline:

- ☐ Resolve extents, objectives and description for project
- ☐ Identify and coordinate infrastructure components including curb, sidewalk and underground services as required
- ☐ Establish capital project budget and pursue funding
- ☐ Undertake design and construction

When will the goal be completed by? : **2010 (Phase 1)**

How will the goal be completed?

- City Centre Enhancement project funding by City
- Coordination with infrastructure improvement as required
- Consultation with adjacent property owners
- Coordination with materials and finishes for City Centre
- Coordination with Community Trail and Walkway Plan

Budget: $200,000 –Voght to Garcia (order-of-magnitude per City Centre Plan, 2005)

ACTION PLAN – UPDATE 2008 C.10

ITEM C.10 : **COUTLEE AVENUE**

PRIORITY : **4**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

Enhance sidewalk and streetscape between Voght and Charter Streets to City Centre "Secondary Street" standard.

Task Outline:

- ☐ Resolve extents, objectives and description for project
- ☐ Identify and coordinate infrastructure components including curb, sidewalk and underground services as required
- ☐ Establish capital project budget and pursue funding
- ☐ Undertake design and construction

When will the goal be completed by? : **Post 2013**

How will the goal be completed?

- City Centre Enhancement project funding by City
- Coordination with infrastructure improvement as required
- Consultation with adjacent property owners
- Coordination with materials and finishes for City Centre
- Coordination with Community Trail and Walkway Plan

Budget: $200,000 (order-of-magnitude, per City Centre Plan, 2005)

ACTION PLAN – UPDATE 2008 C.11.1

ITEM C.11.1 : **GARCIA STREET – PHASE 1**

PRIORITY : **3**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

Enhance sidewalk and streetscape between Nicola and Coldwater Avenues to City Centre "Primary Street" standard.

Task Outline:

- ☐ Resolve extents, objectives and description for project
- ☐ Identify and coordinate infrastructure components including curb, sidewalk and underground services as required
- ☐ Establish capital project budget and pursue funding
- ☐ Undertake design and construction

When will the goal be completed by? : **Post 2013**

How will the goal be completed?

- City Centre Enhancement project funding by City
- Coordination with infrastructure improvement as required
- Consultation with adjacent property owners
- Coordination with materials and finishes for City Centre
- Coordination with Community Trail and Walkway Plan
- Coordination with consolidated building program

Budget: $450,000 (order-of-magnitude, per City Centre Plan, 2005)

ACTION PLAN – UPDATE 2008 C.11.2

ITEM C.11.2 : **GARCIA STREET – PHASE 2**

PRIORITY : **4**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

Enhance sidewalk and streetscape between Nicola and Merritt Avenues to City Centre "Secondary Street" standard.

Task Outline:

- ☐ Resolve extents, objectives and description for project
- ☐ Identify and coordinate infrastructure components including curb, sidewalk and underground services as required
- ☐ Establish capital project budget and pursue funding
- ☐ Undertake design and construction

When will the goal be completed by? : **Post 2013**

How will the goal be completed?

- City Centre Enhancement project funding by City
- Coordination with infrastructure improvement as required
- Coordination with materials and finishes for City Centre
- Coordination with Community Trail and Walkway Plan

Budget: $100,000 (order-of-magnitude, per City Centre Plan, 2005)

ACTION PLAN – UPDATE 2008 C.12

ITEM C.12 : **CHARTERS STREET**

PRIORITY : **4**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

Enhance sidewalk and streetscape between Nicola and Coutlee Avenues to City Centre "Secondary Street" standard.

Task Outline:

- ☐ Resolve extents, objectives and description for project
- ☐ Identify and coordinate infrastructure components including curb, sidewalk and underground services as required
- ☐ Establish capital project budget and pursue funding
- ☐ Undertake design and construction

When will the goal be completed by? : **Post 2013**

How will the goal be completed?

- City Centre Enhancement project funding by City
- Coordination with infrastructure improvement as required
- Coordination with materials and finishes for City Centre
- Coordination with Community Trail and Walkway Plan

Budget: $400,000 (order-of-magnitude, per City Centre Plan, 2005)

ACTION PLAN – UPDATE 2008 C.13

ITEM C.13 : **MERRITT AVENUE**

PRIORITY : **4**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

Enhance sidewalk and streetscape between Voght and Garcia streets to City Centre "Secondary Street" standard.

Task Outline:

- ☐ Resolve extents, objectives and description for project
- ☐ Identify and coordinate infrastructure components including curb, sidewalk and underground services as required
- ☐ Establish capital project budget and pursue funding
- ☐ Undertake design and construction

When will the goal be completed by? : **Post 2013**

How will the goal be completed?

- City Centre Enhancement project funding by City
- Coordination with infrastructure improvement as required
- Coordination with materials and finishes for City Centre
- Coordination with Community Trail and Walkway Plan

Budget: $100,000 (order-of-magnitude, per City Centre Plan, 2005)

ACTION PLAN – UPDATE 2008 C.14

ITEM C.14 : **PUBLIC ART PROJECTS**

PRIORITY : **2**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **Arts Council**

What will be done?

General Description:

Opportunities and mechanisms will be identified to incorporate public art with site enhancement and development projects.

Task Outline:

- ☐ Develop a public art strategy including funding mechanisms
- ☐ Review project initiatives and descriptions to identify opportunities
- ☐ Develop a roster of local artist and consult with them on ideas for installation
- ☐ Develop planning and development polices to promote public art

---

When will the goal be completed by? : **On-going**

How will the goal be completed?

- Coordinate with plaza and streetsign project
- Coordinate with public, youth, heritage and First Nation engagement program

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ACTION PLAN – UPDATE 2008 C.15

ITEM C.15 : **MURAL PROGRAM**

PRIORITY : **1**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **Walk of Stars**

What will be done?

General Description:

The Mural Program will be continued to create an attraction to Merritt, promote building renovation, engage youth and reflect heritage, culture and marketing.

Task Outline:

- ☐ Update overall plan and priorities
- ☐ Select themes
- ☐ Select sites and get approval of property owner
- ☐ Confirm funding
- ☐ Hire muralist and assistants
- ☐ Review and approve mural proposals
- ☐ Obtain materials
- ☐ Paint murals

When will the goal be completed by? : **On-going**

How will the goal be completed?

- Coordinate with Walk of Stars Program
- Coordinate with walking tour and description on directories and brochures
- Coordinate with plaza and facade projects

ACTION PLAN – UPDATE 2008 C.16

ITEM C.16 : **DIRECTORY AND SIGNAGE PROGRAM**

PRIORITY : **2**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

A directory and signage program will encourage residents and visitors to explore Merritt and the City Centre and to access and enjoy the available facilities and resources.

Task Outline:

- ☐ Review various programs, facilities and attractions to identify destinations, routes and existing connections
- ☐ Identify existing and potential walking tours and trails plans
- ☐ Develop an overall sign and guide program including graphics, content, hierarchy of components and location plan, components could include:
  - directory kiosks with maps and description of various routes and destination; include North Gateway and Tourism BC sites
  - route and intersection markers
  - destination signs
- ☐ Coordinate installation with plaza and streetscape projects

---

When will the goal be completed by? : **2010 (on-going)**

How will the goal be completed?

- Coordinate with Walk of Stars, Museum Society, Heritage Commission, mural program and Arts Council
- Consult, coordinate and develop potential partnership arrangements
- Coordinate with brochures and guides
- Coordinate with Tourism BC gateway centre development

ACTION PLAN – UPDATE 2008 C.17

ITEM C.17 : **MATERIALS AND FINISHES PALETTE**

PRIORITY : **1**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt/ City Centre Board**

What will be done?

General Description:

A palette of products, materials and finishes for use in public areas will define standards for consistent durable cost-effective products and facilitate development of the desired character and image for Merritt City Centre through public, private and community projects.

Task Outline:

- ☐ Examine products, materials and finishes used in previous and current projects and consider in relation to design intent, performance requirements (durability, comfort, recycled-content, etc) and budget
- ☐ Examine optional products as necessary
- ☐ Select products and materials and document in a manual
- ☐ Provide manual to consultants and developers on a project-by-project basis

---

When will the goal be completed by? : **2008**

How will the goal be completed?

- Consideration of full range of potential materials such as:
  - Pavers, concrete finishes, light fixtures, site furnishings, fence/screen, planter/edge details, arbors, gateways, stone/masonry
- Develop from work to date at Voght Street bridge and Legacy Square
- Coordination with signage programs for community trails and downtown walking tours

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ACTION PLAN – UPDATE 2008 C.18.1

ITEM C.18.1 : **LANEWAY ENHANCEMENT**

PRIORITY : **1**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

The laneway between Granite and Quilchena from Chapman to Charters will be targeted for improved property maintenance, lane repair and garbage collection methods.

Task Outline:

- ☐ Review condition of lanes and adjacent properties and inventory specific problems
- ☐ Identify potential pedestrian connections and entrances from and along lane
  Plan and undertake Improvement Project for Voght to Garcia
- ☐ Review garbage collection practices and schedule with a view to potential removal of dumpsters or reduction in size
- ☐ Develop regular (annual) maintenance and monitoring program
- ☐ Promote repair and maintenance of buildings and properties
- ☐ Identify potential mural locations

When will the goal be completed by? : **On-going**

How will the goal be completed?

- Work with building owners business operators
- Phasing based on progressive clean-up
- Coordination with Legacy Square, Mural Program, Maintenance Program and Community Trails initiatives
- Pine Beetle Grant

ACTION PLAN – UPDATE 2008 C.18.2

ITEM C.18.2 : **SIDEWALK AND VACANT PROPERTY CLEAN-UP**

PRIORITY : **2**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

Sidewalks and private properties in the City Centre to be kept clean and tidy.

Task Outline:

- ☐ Confirm sidewalk and property maintenance (unsightly property) bylaws are suitable
- ☐ Conduct periodic inspections and respond to complaints
- ☐ Recognize special effort of property owners

When will the goal be completed by? : **On-going**

How will the goal be completed?

- Bylaw enforcement
- Community programs eg: Communities in Bloom, Downtown clean-up day
- Coordination with recognition program

ACTION PLAN – UPDATE 2008 C.18.3

ITEM C.18.3 : **MAINTENANCE PROGRAM**

PRIORITY : **2**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

A maintenance program will be prepared to guide public works and parks staff in maintaining the condition, appearance and safety of streets, streetscapes, plazas and other public areas and features in the downtown.

Task Outline:

- ☐ Review current and anticipated future projects and features and identify required and potential maintenance tasks
- ☐ Consider and define appropriate standards and frequency levels for maintenance related to type, location, level of use and profile of facility
- ☐ Assess capability and capacity of existing resources and need for training, additional staff or contracting of services
- ☐ Identify annual budget requirements
- ☐ Review and provide input to design and maintenance programs for future projects
- ☐ Monitor, assess and revise maintenance program and design standards as necessary to facilitate cost-effective maintenance to desired standards

---

When will the goal be completed by? : **2009 (Program) (on going implementation)**

How will the goal be completed?

- Coordination with palette of materials and finishes
- Coordination with design and construction for various capital projects
- Annual operation budget allocation

ACTION PLAN – UPDATE 2008 C.19

ITEM C.19 : **CLAYBANKS PARK**

PRIORITY : **1**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

Claybanks Park will be planned and developed to improve facilities and access as a destination for visitors and residents to enjoy the riverfront location.

Task Outline:

- ☐ Identify potential or desired components of the plan such as: lighting, walkways, planting, riverfront enhancement, parking and expansion of R.V. Park operation
- ☐ Assess environmental requirements
- ☐ Prepare Park Concept Plan including coordination with pedestrian improvements to Quilchena Avenue, Voght Street, community consultation and cost estimates
- ☐ Pursue funding and grant approvals
- ☐ Review and provide input to design and maintenance programs for future projects
- ☐ Monitor, assess and revise maintenance program and design standards as necessary to facilitate cost-effective maintenance to desired standards

---

When will the goal be completed by? : **2009**

How will the goal be completed?

- Community partnership
- City initiative – budgeting, product direction
- Engagement of R.V. Park Operator
- Coordination with Voght Street Phase 3

ACTION PLAN – UPDATE 2008 C.20

ITEM C.20 : **COMMUNITY TRAIL / WALKWAY PLAN**

PRIORITY : **1**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt / Trail Committee / Rotary**

What will be done?

General Description:

The Community Trail and Walkway Plan will be further developed to describe a comprehensive program of on-and off-street multi-use corridors connecting through the City Centre and to define an Implementation Plan with a funding strategy.

Task Outline:

- ☐ Review and develop existing Trail Plan to incorporate location and alignments for potential routes, destinations and staging areas within the City Centre and infill to existing routes
- ☐ Identify standards for on-and off-street trail related to anticipated level and type of use, location and surface treatment
- ☐ Identify a graphic identity and signage program
- ☐ Prepare an Implementation Plan including a Staging and Phasing Plan and funding strategy
- ☐ Use Plan to support annual allocations of City capital budget and funding applications to funding programs such as Local Motion Program

---

When will the goal be completed by? : **2010**

How will the goal be completed?

- City / Provincial / Community Funding
- Community organizations
- Coordination with Walk of Stars, mural and heritage walking tours and communication through directories, maps and brochures

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ACTION PLAN – UPDATE 2008 C.21

ITEM C.21 : **CONSOLIDATED BUILDING NEEDS PROGRAM**

PRIORITY : **1**

STRATEGIC FOCUS : **PROCESS**

Who is responsible? : **City Centre Board**

What will be done?

General Description:

A Consolidated Building Needs Program will identify long-term potential facility development, such as administration, museum, performance and public convenience facilities, to facilitate development programming, coordination and integration of needs, setting of priorities and development of capital plans and funding.

Task Outline:

- ☐ Compile list of contemplated buildings and facilities related to City Centre Plan such as:
  - Washrooms
  - Tourist information
  - Downtown Improvement/association office
  - Museum
  - Country Hall of Fame/Museum
  - Theatre
- ☐ Identify general requirement, facility program and space requirements
- ☐ Examine potential for consolidation, shared or multiple use or other opportunities to maximize potential use of any one building
- ☐ Identify preliminary site requirements - size, location, parking capacity, outdoor plaza etc
- ☐ Identify potential or preferred sites
- ☐ Identify order-of magnitude costs for each facility
- ☐ Identify priorities and potential for partnerships

When will the goal be completed by? : **2009**

How will the goal be completed?

- Refer to previous feasibility study for contemplated performing arts centre
- Consideration of adaptive re-use of existing buildings, for example at Legacy Square site
- Coordination of needs and potential partnership with other community groups and agencies

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ACTION PLAN – UPDATE 2008 C.22

ITEM C.22 : **COUNTRY MUSIC HALL OF FAME AND MUSEUM**

PRIORITY : **1**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **Walk of Stars**

What will be done?

General Description:

An agreement to acquire and relocate Canadian Country Music Hall of Fame and proposal to develop Country Music Museum and BC Country Music hall of Fame in Merritt will be secured and an organization will be established to carry the projects forward including potential new facilities.

Task Outline:

- ☐ Resolve requirements and conditions to secure agreement for acquisition of Canadian Hall of Fame
- ☐ Establish a Society to develop, manage and operate the proposed facilities
- ☐ Hire a curator
- ☐ Resolve location for temporary facility approximately 12,000 sq. feet
- ☐ Consider short-term potential of existing building at Legacy Square
- ☐ Continue to pursue proposals for Canadian Country Music Museum and BC Hall of Fame
- ☐ Develop licensing and merchandising agreements
- ☐ Develop a facility needs program and advance as required through planning, site acquisition and development

---

When will the goal be completed by? : **2008 - 2010**

How will the goal be completed?

- Coordination with Building Needs Program
- Potential funding from senior government and private sponsors
- Reference to previous Feasibility Study for contemplated performing arts centre

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ACTION PLAN – UPDATE 2008 C.23

ITEM C.23 : **DOWNTOWN IMPROVEMENT OFFICE**

PRIORITY : **3**

STRATEGIC FOCUS : **PROCESS**

Who is responsible? : **City Centre Board**

What will be done?

General Description:

A "one-stop" street front office to accommodate City Centre administration event and visitor information, economic development, tourism associations and related functions.

Task Outline:

- ☐ Identify potential needs and opportunities for partnership
- ☐ Establish agreements and funding commitments
- ☐ Identify and secure a preferred location

When will the goal be completed by? : **2012**

How will the goal be completed?

- Coordination with Building Needs Program
- Coordination with City Centre Board mandate and economic and tourism development initiatives
- Partnership among business community and City of Merritt

ACTION PLAN – UPDATE 2008 C.24

ITEM C.24 : **IMPROVE ACCESS TO MUSEUM**

PRIORITY : **1**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **Museum / City of Merritt**

What will be done?

General Description:

Direction and access to the museum will be improved to guide visitors and encourage more visitors.

Task Outline:

- ☐ Identify access routes, decision points and existing signage
- ☐ Identify signage requirements including Ministry of Transportation service and attraction signage ("blue" signs) on highways, and local street signage, for example from Nicola Avenue and Railway Mall
- ☐ Develop graphic design to integrate museum logo, MoT signage graphic standards and City Centre design standards
- ☐ Identify museum with consistent graphic on directory, maps and brochures
- ☐ Review and address signage improvements, facility, parking, entrance etc) as necessary at museum for graphic consistency and functionality

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When will the goal be completed by? : **2009**

How will the goal be completed?

- Coordination with directories, maps and brochures
- Consultation and application to Ministry of Transportation
- Coordination with City Centre design standards

ACTION PLAN – UPDATE 2008 C.25

ITEM C.25 : **PUBLIC WASHROOMS**

PRIORITY : **2**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

The need and opportunity to provide publicly accessible washrooms within the City Centre will be considered in the context of contemplated plaza and building projects.

Task Outline:

- ☐ Resolve decision to provide public washrooms in City Centre
- ☐ Examine and resolve need and requirements for public washrooms including location, standards, operation and maintenance considerations
- ☐ Examine potential to provide washrooms at existing or contemplated buildings and resolve budget and implementation plan
- ☐ Preferred location is indicated within one or two blocks of Quilchena/Voght
- ☐ Resolve operational and maintenance plan

When will the goal be completed by? : **2010**

How will the goal be completed?

- Coordinate within Legacy Square Plan
- Potential incorporating within contemplated new buildings (museum) separate entrance
- Coordinate with City Centre design standards and Building Needs Program

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ACTION PLAN – UPDATE 2008 C.26

ITEM C.26 : **RECREATION VEHICLE PARKING**

PRIORITY : **2**

STRATEGIC FOCUS : **PLACE**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

Identification and access to available sites will be improved and R.V. Parking promoted to visitors.

Task Outline:

- ☐ Review and confirm suitability of potential location including recycling depot at Civic Centre and Arena parking lot
- ☐ Determine and undertake required site improvements, to suit circulation and parking plan – signage, stall marking, wheel stops, barriers, etc.
- ☐ Develop and install directional signage incorporating standard traffic sign and adopted City Centre graphic standards

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When will the goal be completed by? : **Summer 2009**

How will the goal be completed?

- Coordinate within Directory and Signage Program
- Identify site on brochures and maps
- Incorporate in Maintenance Program

ACTION PLAN – UPDATE 2008 D.1

ITEM D.1 : **ENGAGING YOUTH**

PRIORITY : **1**

STRATEGIC FOCUS : **PEOPLE**

Who is responsible? : **City Centre Board / City of Merritt / Youth Resources**

What will be done?

General Description:

Engaging youth in the enhancement of the City Centre by seeking their input and involvement in making the City Centre a great place for everyone.

Task Outline:

- ☐ Determine youth who may be interested in participating
- ☐ Work with agencies and organizations committed to engaging youth in meaningful community projects
- ☐ Develop areas oriented toward youth activities
- ☐ Communication with youth (eg: leaders in the community working alongside youth)
- ☐ Target clean-up and provision of amenities (eg: benches, grass) at an area where youth congregate

---

When will the goal be completed by? : **On-going (By Summer 2008)**

How will the goal be completed?

- Youth seeing the City Centre as a place where they not only have a sense of belonging but an invested ownership in what happens there
- Coordinate with Heritage Plaza Planning

ACTION PLAN – UPDATE 2008 D.2

ITEM D.2 : **RECOGNITION PROGRAM**

PRIORITY : **1**

STRATEGIC FOCUS : **PROMOTION**

Who is responsible? : **City Centre Board / Communities in Bloom / City of Merritt**

What will be done?

General Description:

Consider opportunities to expand the Communities in Bloom recognition program to acknowledge special contributions to the improvement of businesses, properties and organizations in the City Centre.

Task Outline:

- ☐ Expand recognition program to businesses
- ☐ Consider other opportunities to recognize City Centre property owners/operators committed to the principles of community enhancement as defined by the City Centre Board

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When will the goal be completed by? : **Summer 2008 (on-going)**

How will the goal be completed?

- Working with Communities in Bloom to award those properties making efforts to enhance the City Centre

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ACTION PLAN – UPDATE 2008 D.3

ITEM D.3 : **DEVELOPMENT INCENTIVES FOR DOWNTOWN**

PRIORITY : **2**

STRATEGIC FOCUS : **PROCESS**

Who is responsible? : **City of Merritt**

What will be done?

General Description:

Consider potential for incentive programs to offset development costs within the City Centre.

Task Outline:

- ☐ Consider potential for Development Costs Charge (DCC) amendment/exemption for City Centre
- ☐ Look at potential for revitalization tax exemptions
- ☐ Consider offer incentives for development such as:
  - Heritage tax incentives
  - Facade improvement grants
  - Reduce development fees (eg: zoning amendments, building permits, etc)
  - Parking reductions
  - Amenity considerations

When will the goal be completed by? : **2009/2010**

How will the goal be completed?

- City to implement initiatives through by adopting policy direction and/or bylaw amendments/adoptions

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ACTION PLAN – UPDATE 2008 D.4

ITEM D.4 : **PROMOTION OF BUSINESS IMPROVEMENT ASSOCIATION ESTABLISHMENT**

PRIORITY : **1**

STRATEGIC FOCUS : **PROCESS**

Who is responsible? : **Business Community**

What will be done?

General Description:

The potential and objective to establish a downtown business improvement association will continue to be pursued

Task Outline:

- ☐ Develop an understanding of the purpose and potential of a BIA or similar business association
- ☐ Highlight potential and purpose within communication programs and other promotional activities
- ☐ Identify potential leaders and champions
- ☐ Undertake a Workshop with recognized expertise to explore a BIA and potential vision, roles and responsibilities
  - Beautification (flowers, street furniture, banners, etc)
  - Promotion (shopping are, events, advertising program, etc)
  - Social programs (homelessness, graffiti, pan handling, anti-crime etc)
  - Forum for business owners (initiative revitalization, economic development representative, coordinate civic planning etc)
- ☐ Consider staged process from informal to formal association leading ultimately to consensus for a BIA bylaw approval process

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When will the goal be completed by? : **2008**

How will the goal be completed?

- Support from Chamber of Commerce; Community Futures Development Corporation
- Business community

ACTION PLAN – UPDATE 2008 D.5

ITEM D.5 : **COORDINATE MARKETING WITH HOTEL/MOTEL ASSOCIATION**

PRIORITY : **2**

STRATEGIC FOCUS : **PROCESS/PARTNERS**

Who is responsible? : **City Centre Board / Hotel Association**

What will be done?

General Description:

Resolve use/allocation of collected taxes consistent with mandate of the Hotel Association.

Task Outline:

- ☐ Meeting with Hotel Association to explore mutual objectives
- ☐ Promote effective use of funds collected to date
- ☐ Encourage Hotel Association involvement and participate in advancing the Tourism Plan
- ☐ Determine ways in which Hotel Association funds can be leveraged to help facilitate City Centre Board initiatives

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When will the goal be completed by? : **2009**

How will the goal be completed?

- Make presentation to Hotel Association executive by City Centre Board reps
- Explore ways to facilitate a partnership to promote common goals and objectives

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