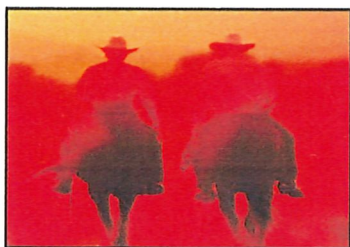


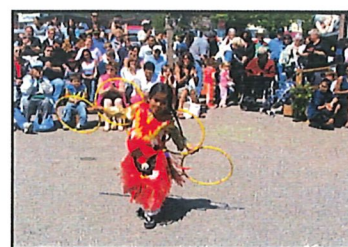
# Merritt, BC: Planning the Future Today



The Dixie Chicks Making Their Star, Merritt 2003



Cowboys Heading Home



AJ as 'Eagle' Merritt, 2006





## Merritt, BC: The Opportunities

**Through Economic Investment in the City of  
Merritt's Vision for the Future, The  
Government of BC will have the Opportunity  
to Fulfill Multi-Ministerial Mandates...**





## Merritt, BC: The Opportunities

***"(By...) Ensuring that British Columbia's tourism gateways are ready to receive and welcome visitors from other provinces and the rest of the world."***

(Spirit of 2010 Tourism Strategy p.3)

***"We want to ensure that communities, businesses and families all across British Columbia are ready to benefit from the opportunities that are being created".***

(Premiere Gordon Campbell, Letter Addressed to Spirit of 2010 Tourism Strategy)

***"The Olympics represent a "once in a lifetime" opportunity for the Province to attract the attention of the world and focus on British Columbia as an Olympic host thereby creating a legacy of economic activity throughout the entire province."***

(Spirit of 2010 Tourism Strategy p.2)

***"As host to the 2010 Olympic and Paralympic Games, we also have an unparalleled opportunity to accelerate economic development throughout the province, and to market our advantages and business capabilities to the world. The Government is committed to maximizing the economic benefits of this truly unique opportunity for all British Columbians."***

(Minister John Les, Letter Addressed to Spirit of 2010 Tourism Strategy)







## Merritt, BC: The Gateway to the Okanagan & The Interior for the 2010 Olympics

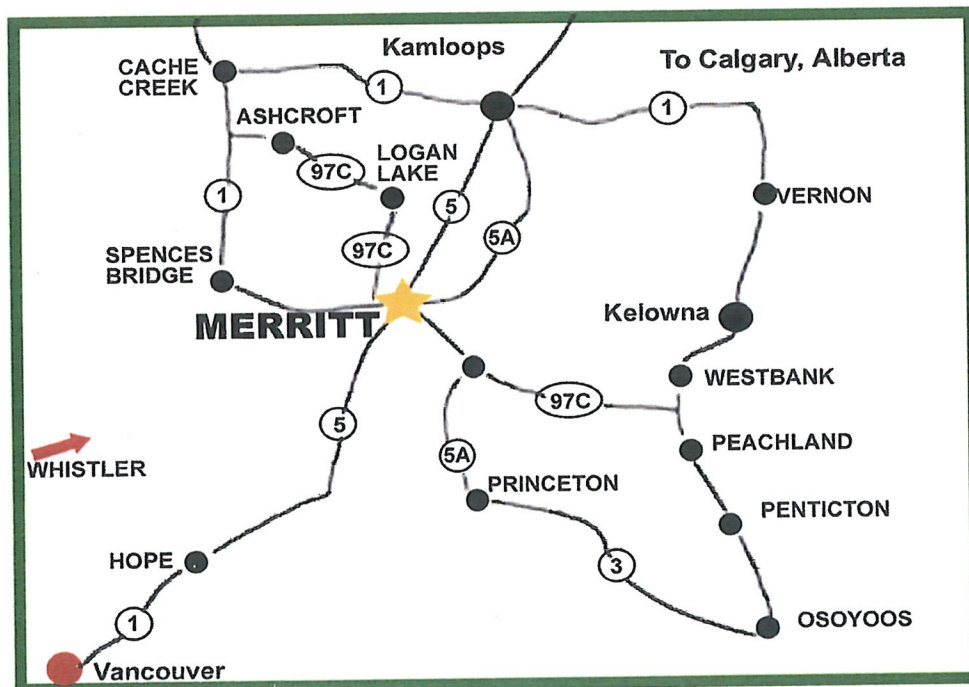
Located at the heart of the Coquihalla Highway system, Merritt serves as the gateway between the Thompson/Okanagan area and the Lower Mainland.

Since 1986 an estimated 8-10 million people drive through Merritt each year; during the 2010 Olympics that number will grow exponentially.

It is expected that once visitors leave the Lower Mainland/Whistler to destinations located in the Okanagan and/or the Interior of BC, the next natural stop will be Merritt.

It is imperative that when visitors do make their stop in Merritt, that the City is able to represent the pride and accomplishment that the entire nation is striving for by 2010.

The entire community of Merritt is ready to re-create itself in time for 2010 as the Country Music Capital of Canada ...







## Merritt, BC: The Opportunities

***Continuing to encourage outdoor recreation and tourism businesses.***

(Mountain Pine Beetle Action Plan 2006-2011, Summary)

***"Encourage immediate and long-term sustainability for communities".***

(Mountain Pine Beetle Action Plan 2006-2011, Summary)

***"...through economic diversification, planning and funding support...  
the Province is giving communities the tools they need to determine  
their future and ensure long term sustainability."***

(Canada - BC Implementation Strategy)





## Merritt, BC: From Resource Based to Tourism Based

Historically, Merritt has been a resource based economy: forestry, agriculture, mining.

Forestry is the traditional underpinning of the local economy, directly employing over 21 % of the estimated 15,000 people who reside in the Nicola Valley.

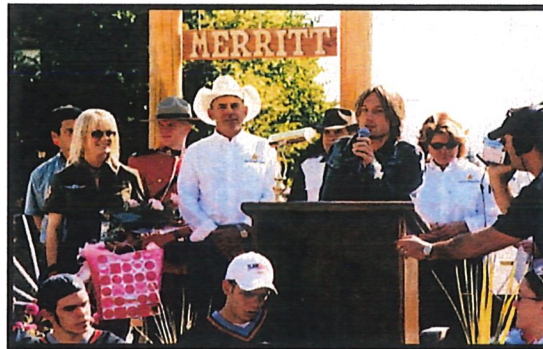
The Pine Beetle Infestation has forever altered the economic landscape of the community.

The community is working hard to re-invent itself to become a tourist based economy to provide economic sustainability for the future.



In 2003 the City of Merritt was officially recognized as "The Country Music Capital of Canada. This title was largely the result of a partnership between the Merritt & District Chamber of Commerce and the newly formed Merritt Walk of Stars Society.

Incorporated in 2003, the Merritt Walk of Stars Society was originally only responsible for taking the handprints (collected since 1993) of the famous country music artists who perform at the annual Merritt Mountain Music Festival and having these handprints bronzed and displayed throughout the downtown core. Since then the Society has instigated a partnership with the City of Merritt and other Community Associations with the mandate to re-create Merritt as the Country Music Capital of Canada.



Keith Urban & Carolyn Dawn Johnson Visit Mowntown Merritt 2003



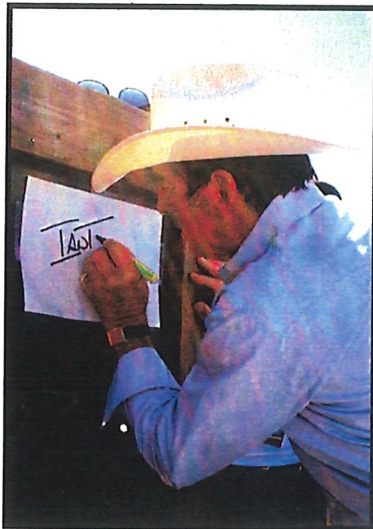
Merritt Landscape: Overlooking Coquihalla Hwy.



Merritt's Youngest Fans of Country Music: Downtown Merritt, 2004



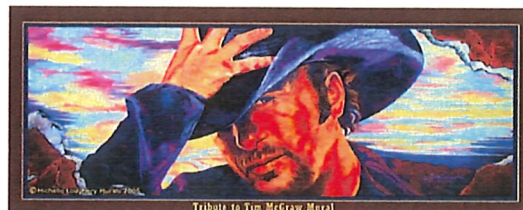
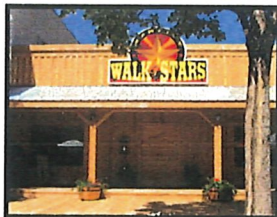




Since 2003 the community of Merritt has worked tirelessly to transform itself into the Country Music Capital of Canada. Under the leadership of the Merritt Walk of Stars Society and the City of Merritt the community has made many accomplishments including:

- ★ Placing over 70 Bronzed Stars Throughout Downtown Merritt
  - ★ Designing and Building the Downtown Legends Facade
  - ★ Partnering with Master Muralist Michelle Loughery to Paint Larger than Life Murals Downtown
  - ★ Building City Portal Gates to Welcome Visitors
  - ★ Bringing back to Merritt many Country Artists to Endorse their Stars and Murals
  - ★ Hosting many Public Concerts/Venues that Feature Prominent Country Music Artists Throughout the Year
  - ★ Hosting an Annual Gala Featuring Prominent Country Music Artists
  - ★ Building and erecting highway signs and billboards targeted at tourists to visit downtown Merritt
- World Class Tourist Destination that will become...

**The Gateway to the Okanagan and the Interior of BC  
For the 2010 Olympics**







## The Country Music Capital of Canada: A Community Committed to Hardwork Community Accomplishments Since 2003

### MERRITT WALK OF STARS



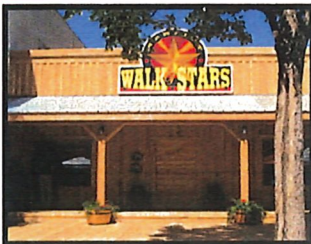
Bronzed handprint, signature and photo tributes to the Legends of Country Music.

### MERRITT MURALS



Sixty massive scale country celebrity murals adorning downtown walls prior to 2010

### LEGACY WALL



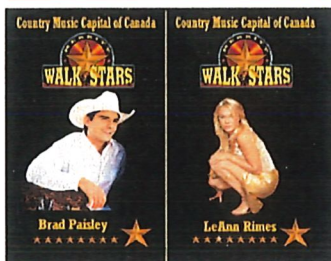
Recognition of the Country Music Celebrities and the sponsors who help make our dream a reality.

### THE BEGINNING: WESTERN FACADES



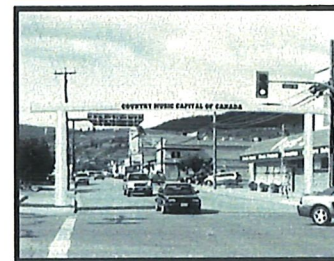
The beautiful pine enhanced wood refacing of downtown businesses over a proposed 11 block area. A celebration of Merritt's traditional roots.

### THE BEGINNING: STAR BANNERS



24"x60" streetscape banners hung downtown celebrating country celebrity visits to the Merritt Mountain Music Festival.

### CITY GATEWAYS



Enormous local fir logs embossed with our Country Music Capital of Canada theme and Walk of Stars welcome are to be erected strategically near the highway and close to Downtown.

### HIGHWAY SIGNAGE



Located at the major entrances into Merritt along the Coquihalla Hwy. Inviting tourists to visit the downtown centre.





## Merritt, BC: The Opportunities

***"The 2010 Winter and Paralympic Games also provide a unique opportunity for the Province to attract the attention of the world and showcase British Columbia as a premier travel destination."***

(Ministry of Economic Development, BC Government)

***"Tourism in British Columbia continues to be one of the most valuable sectors of the provincial economy."***

(Ministry of Economic Development, BC Government)

***"Developing and implementing measures to encourage value-added wood processing."***

(Mountain Pine Beetle Action Plan 2006-2011, Summary)

***"Keeping the marketplace informed and confident in the quality of forest products made from beetle-killed timber."***

(Mountain Pine Beetle Action Plan 2006-2011, Summary)

***"To build strong partnerships that will foster sustainable tourism, sport and arts sectors and creative vibrant communities where people want to live, work and invest."***

(Mission Statement: Ministry of Tourism, Sport and The arts, BC Government)





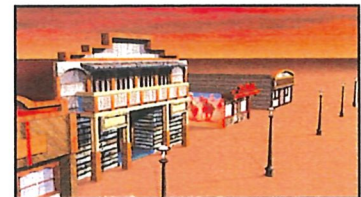
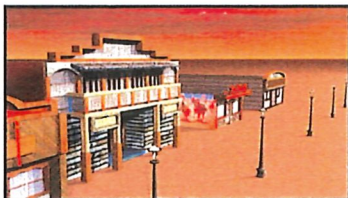


## Merritt, BC: The Ultimate Tourist Destination



Imagine a city steeped with tradition of cowboys and ranching, enriched by the history of the 5 First Nations Bands who reside within it, and nestled in a valley that is surrounded by rolling hills of natural beauty. Now imagine that as you enter the city from one of the many roads and highways that make it the Gateway to the Okanagan and the Interior, that you are enticed through the giant carved log and stone gateway, welcoming you into the "Country Music Capital of Canada". Further intriguing are the lines of flags and banners billowing in the wind along the short drive into downtown. As you follow the flags you find yourself driving over a meandering river through an old-fashioned covered bridge, tastefully lined with copper stars and victorian lamp posts. You notice that all of the sidewalks appear to be wooden boardwalks reminiscent of days gone by. You have now begun your journey into the Country Music Capital of Canada, and wonder what other intrigues lie ahead...

- ★ **Western Themed Buildings** - Facades showcasing 'Beetle - Enhanced' Pine from local forests, with river rock and copper adornments. Old-fashioned signage, hitching posts and leather - like canopies provide shade to visitors. Larger -than- Life Murals adorn outside building walls.
- ★ **Nicola Valley's Native Village** - An interactive teepee village celebrating local traditional ways with music, drums, dancing and storytelling.
- ★ **Western Themed Streetscapes** - Boardwalks lead visitors along streets lined with star-shaped bronzed handprints, bronzed statues, First Nation Carvings, and victorian streetlamps. Country music is filtered throughout the downtown from hidden speakers. Buskers recite cowboy poetry and sing on street corners and in front of cafes.
- ★ **The Legends Plaza** - A beautifully landscaped green space signifies the start of the Walk of Stars, doubles as a tribute to the Merritt Mountain Music Festival and as a performance area for civic events, public gatherings and concerts. Interactive information kiosks assist visitors to the city.
- ★ **BC Country Music Hall of Fame and Museum** - Located in the historical Armstrong buildings that border the Legends Plaza, this is the venue that highlights all that is Country Music in our province. Interactive activities, speakers and guest appearances by BC Country Music Artists round out this heritage building.
- ★ **Country's Memory Lane** - This outdoor entertainment stage which features multi-level decks, seating area, and massive backdrops, is bordered by a series of murals by Michelle Loughery that honour the greatest legends of Canadian Country Music.
- ★ **The Star Capital Theatre** - A performance venue, appropriately designed for performing arts, concerts, dinner theatre and other events.
- ★ **Guest Appearances** - The Walk of Stars Society hosts several star and mural unveilings that feature live appearances by Country Music's Greatest!







## Merritt, BC: The Opportunities

***"We are committed to working...over the next decade to eliminate the gaps in health, education, housing and living standards for Aboriginal people on and off reserve."***

(Ministry of Aboriginal Relations & Reconciliation, 2006/07 - 2008/09 Service Plan: BC Government)

***"A recent report commissioned by the Provincial Government (2010 Winter Games Labour Supply and Gaps Analysis), outlines many of the needs in the service and tourism sectors that specifically relate to the Olympic Games. Clearly, a well-trained labour pool sufficient to meet future needs is necessary for tourism expansion."***

(Spirit 2010 Tourism Strategy, Objectives)

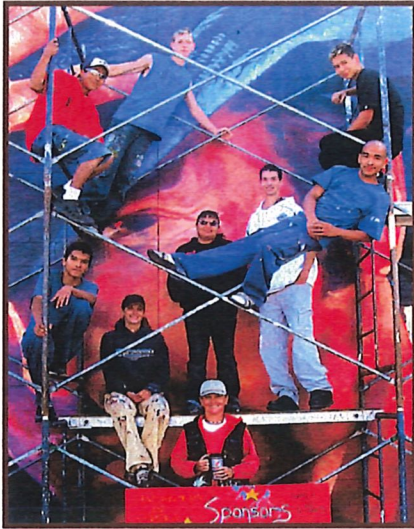






## The Country Music Capital of Canada: Community Accomplishments Since 2003

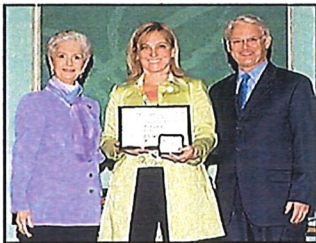
### Murals



In the autumn of 2004 master muralist Michelle Loughery, the Merritt Walk of Stars Society and the City of Merritt established a partnership with the mandate to create up to 60 larger than life murals of the Country Music legends that have performed on the stage of the annual Merritt Mountain Music Festival. Michelle's awe-inspiring talent and her genuine passion for making a difference in a community, by working to beautify a city while working with that city's youth at risk, complimented the Walk of Stars vision of the community working together to create a stunning blend of music history and celebrity recognition in the Country Music Capital of Canada!

On February 1, 2005 the Government of Canada officially sanctioned the Merritt Walk of Stars Youth Mural Project with a federal grant that would help to facilitate the program. The community of Merritt, including the City of Merritt, local businesses and citizens have committed to raising the additional funding required to make the project a continuing success. Luc Janssens, a talented film maker from Vernon, BC began filming the mural project in 2005 and is producing a full-length documentary to be completed in early 2007.

All of the youth-at-risk who have worked on the project have been First Nations. Each annual project allows the hiring of up to 15 First Nations youth who, for up to 40 weeks, not only paint with Michelle, but also complete a variety of job and life skills training. The short term goal of the project is to inspire these youth, to go back to school, to set career goals, and/or to set up their own business. The long term goals of the project are to continue the project for an additional 5 years, and to help build the foundations for both a tourism based local economy, and for a partnership between the community and its youth-at-risk. Moreover, by 2008 Michelle will set up a long-term facility in Merritt that will allow access to youth-at-risk from other parts of the province to access the program in what will be called, "ATEC" an acronym for the "Arts Training Employability Centre".



Michelle Loughery is a world renowned muralist who among other distinctions, was commissioned by the city of New York to paint a commemorative mural for 9/11 that is now a part of a collection in the prestigious Smithsonian Museum. Michelle has been successfully completing youth collaborated mural projects for over 20 years in cities throughout North America. Michelle's previous youth mural project, for which she was awarded the prestigious 2005 BC Community Achievement Award, was the series of historic murals painted in the downtown of Vernon, BC.







## **Merritt, BC: Investment Requirements**

**In order to ensure that Merritt is a world-class showcase for the 2010 Olympics, and that the community remains economically sustainable, the requirements needed include:**

**Inter and multi-ministerial assistance from the Government of BC in the form of multi-year funding opportunities**

**Inter and multi-ministerial assistance in the form of guidance and direction towards Government of Canada funding opportunities.**

**Inter and multi-ministerial assistance in form of promotion and verbal affirmation of the tourism revitalization that will occur in Merritt.**







## 2007 - 2010 BUDGET



Merritt: Country Music Capital of Canada  
Revitalization Budget Projections 2007 - 2010

Expenditures	2007	2008	2009	2010	Total Line Items
<b>Bronzed Stars</b>					
Manufacturing (\$4,000 each)	80,000	80,000	80,000	80,000	320,000
Placement (\$1,000 each)	20,000	20,000	20,000	20,000	80,000
Maintenance - Existing Stars (\$50/star)	\$4,500	\$5,500	\$6,500	\$7,500	24,000
<b>Mural Project</b>					
Inclusive Expenditures	\$673,472	\$619,972	\$619,972	\$619,972	2,533,388
<b>Green Spaces/Parks</b>					
<b>Legends Plaza</b>					
Construction (Inclusive Expenditures)	\$820,000	0	0	0	820,000
BC Country Music Museum (Inclusive Expenditures)	385,000	10,000	10,000	10,000	415,000
Maintenance - buildings/landscapes (Inclusive Expenditures)	0	2,500	2,500	2,500	7,500
<b>Country's Memory Lane</b>					
Construction (Inclusive Expenditures)	\$150,000	\$350,000	\$100,000	\$0	600,000
Maintenance - landscape/structures (Inclusive Expenditures)	0	0	\$10,000	\$10,000	20,000
<b>Nicola Valley's Native Village</b>					
Construction (Inclusive Expenditures)	0	\$150,000	0	\$15,000	165,000
Maintenance (Inclusive Expenditures)	0	0	\$10,000	\$10,000	20,000
<b>Voght Street Bridge - Themed Entrance Bridge to Downtown</b>					
Complete Revitalization (Inclusive Expenditure)	\$1,800,000	0	0	0	1,800,000
Maintenance	0	\$10,000	\$10,000	\$10,000	30,000
<b>Flags/Banners</b>					
Flag Village - (Inclusive Expenditures)	0	\$25,000	0	0	25,000
Maintenance	0	0	\$5,000	\$5,000	10,000
<b>Flags</b>					
Manufacturing/Poles (\$300 each)	0	\$30,000	\$30,000	\$9,000	69,000
Installation (\$100 each)	0	\$10,000	\$10,000	\$3,000	23,000
<b>Banners</b>					
Manufacturing/Poles (\$470 each)	\$9,400	\$9,400	\$9,400	\$9,400	37,600
Installation (\$100 each)	\$2,000	\$2,000	\$2,000	\$2,000	8,000
<b>Bronzed Statues</b>					
Manufacturing/Placement (Inclusive Expenditure) (\$55,000 each)	0	275,000	\$550,000	\$550,000	1,375,000
Maintenance	0	0	\$2,500	\$2,500	5,000
<b>Facades - 50 Building Fronts City Centre Planning</b>					
Materials - Wood/Copper/River Rock (\$25,000 average each)	\$125,000	\$500,000	\$500,000	\$125,000	1,250,000
Labour - (Including Design/Construction) (\$25,000 average each)	\$125,000	\$500,000	\$500,000	\$125,000	1,250,000

Walk of Stars Legacy Wall Maintenance (Including adding bronze stars)	\$10,000	\$10,000	\$10,000	\$10,000		40,000	
Star Capital Performing Arts Theatre Construction (Inclusive Expenditure) Maintenance - Landscapes/structural (Inclusive Expenditure)	0 0	0 0	\$4,000,000 0	0 0	\$75,000	4,000,000 75,000	
Streetscapes Street Lamps - Including Installation (\$9500 each) Hitching Posts - Including Installation (\$500 each) Landscape Elements - planters/gardens Cement Stamped 'Boardwalk' Sidewalks Busker Stages (Street corners) Street Sound Systems/ (Hidden Speakers) All-Season Lightup (Mini-lights/star lights)	\$95,000 \$5,000 \$25,000 \$0 \$0 \$0 \$0	\$190,000 \$10,000 \$50,000 \$2,000,000 \$10,000 \$50,000 \$50,000	\$190,000 \$10,000 \$50,000 \$2,000,000 \$10,000 \$50,000 \$10,000	\$190,000 \$10,000 \$25,000 \$500,000 \$0 \$10,000 \$10,000	\$190,000 \$10,000 \$25,000 \$500,000 \$0 \$10,000 \$10,000	665,000 35,000 150,000 4,500,000 20,000 110,000 70,000	
	Signage Gateway Welcome Log Structures Installation Maintenance	\$5,000 \$2,500	\$0 \$2,500	\$0 \$2,500	\$0 \$2,500	\$0 \$2,500	5,000 10,000
	Billboards Construction/Installation Maintenance	0 \$3,000	\$30,000 \$3,000	\$25,000 \$4,500	\$25,000 \$4,500	\$25,000 \$4,500	80,000 15,000
	Tee-Pee Signs Maintenance In Town Signage Construction/Installation Maintenance	\$2,500 \$5,000 \$0	\$2,500 \$25,000 \$1,500	\$2,500 \$15,000 \$2,000	\$2,500 \$10,000 \$2,500	\$2,500 \$10,000 \$2,500	10,000 55,000 6,000
Events Star/Mural Unveilings Annual Walk of Stars Gala BCCMA/CCMA Attendance (up to 6 Representative Attendees) Country Christmas Semi-Annual Public Concerts	\$50,000 \$15,000 \$50,000 \$35,000	\$50,000 \$15,000 \$75,000 \$35,000	\$50,000 \$15,000 \$75,000 \$75,000	\$65,000 \$15,000 \$125,000 \$75,000	\$65,000 \$15,000 \$125,000 \$75,000	215,000 60,000 325,000 220,000	
Merchandising Tourism Based Items (t-shirts/cups/prints etc.)	\$50,000	\$55,000	\$60,000	\$75,000		240,000	
Marketing Website Development/Maintenance Print Materials (Brochures/maps/post cards) Media Advertising (Newspaper/magazine/Radio/TV)	\$10,000 \$15,000 \$8,000	\$5,000 \$15,000 \$10,000	\$5,000 \$25,000 \$15,000	\$10,000 \$25,000 \$15,000	\$10,000 \$25,000 \$15,000	30,000 80,000 48,000	
Administration Executive Director/Project Administrator Administrative Assistant Project Staff (Retail/Guides/Office Assistants) Office - Rent/Utilities/Supplies	\$60,000 \$35,000 \$0 \$35,000	\$70,000 \$37,500 \$85,000 \$35,000	\$75,000 \$40,000 \$95,000 \$35,000	\$85,000 \$42,500 \$125,000 \$35,000	\$85,000 \$42,500 \$125,000 \$35,000	290,000 155,000 305,000 140,000	



<b>TOTAL ANNUAL EXPENDITURE</b>	<b>4,710,372</b>	<b>5,521,372</b>	<b>9,424,372</b>	<b>3,185,372</b>
<b>TOTAL EXPENDITURE 2007-2010</b>	<b>22,841,488</b>			
<b>REVENUES (includes In-Kind Donations)</b>				
<b>Government Funding</b>				
City of Merritt - Infrastructure/City Budgeted Expenditures	1,762,000	1,000,000	1,000,000	500,000
Provincial Government	\$2,000,000	2,841,400	3,554,400	665,400
Federal Government	0	\$500,000	\$3,000,000	\$500,000
(Mural Funding - Separate Sources)	\$673,472	\$619,972	\$619,972	\$619,972
<b>Charitable Foundation/Community Funding</b>				
Rotary	\$10,000	\$10,000	\$10,000	\$10,000
Merritt Hotel Association	\$50,000	\$50,000	\$65,000	\$65,000
Merritt Walk of Stars Society	\$125,000	\$125,000	\$125,000	
Foundations				
Corporate/Sponsorship Funding (Local Businesses)	\$74,900	\$350,000	\$1,000,000	\$750,000
Retail Sales - Country Music Capital of Canada Inclusive	\$15,000	\$25,000	\$50,000	\$75,000
<b>TOTAL ANNUAL REVENUES</b>	<b>4,710,372</b>	<b>5,521,372</b>	<b>9,424,372</b>	<b>3,185,372</b>
<b>TOTAL REVENUES 2007-2010</b>	<b>22,841,488</b>			
<b>TOTAL SURPLUS/DEFICIT</b>	<b>0</b>			