

## CITY OF MERRITT

# AGENDA

## COMMITTEE OF THE WHOLE MEETING

**CITY HALL**  
2185 Voght Street  
Merritt, B.C.

**Tuesday, January 26, 2010**  
**At 6:00 pm**

*Mission Statement: The City of Merritt is a progressive, attractive, economically viable City that is socially responsible and environmentally sustainable.*

### **Council**

Mayor Susan Roline

Councillor Dave Baker

Councillor Mike Goetz

Councillor Nadia Hunter

Councillor Harry Kroeker

Councillor Alastair Murdoch

Councillor Shelley Sanders

*Country Music Capital of Canada*

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# CITY OF MERRITT

## A G E N D A

### COMMITTEE OF THE WHOLE MEETING COUNCIL CHAMBER, CITY HALL TUESDAY, JANUARY 26, 2010 AT 6:00 PM

1. PRESENT

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2. CALL TO ORDER

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3. REPORTS

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**MERRITT  
INTEGRATED  
GROWTH STRATEGY**

3.1 Merritt Integrated Growth Strategy; Joe Mocilac, Project  
Manager, MMM Group Limited  
File: 1854.26

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4. TERMINATION OF MEETING

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Attention: Sean O'Flaherty, Development Services Officer

### **Re: Merritt Integrated Growth Strategy (IGS)**

On Tuesday January 26, 2010, MMM Group wishes to present the findings of the City of Merritt Integrated Growth Strategy to Council. Below you will see the project timeline and strategy that has been applied to the project thus far.

The Integrated Growth Strategy (IGS) is intended to provide guidance at a higher level than the OCP with respect to the form and type of future growth over the next two decades until 2030. The presentation and report contains the background information, community vision, growth management policies and financial implications.

The IGS preparation was based on the following:

1. Establishing baseline information about the community including demographics and future growth potential;
2. Determining a Vision based on community aspirations for the future.

### **Background**

The purpose of this project was to prepare an Integrated Growth Strategy to address matters relating to growth within Merritt and potentially outside current City boundaries for the next twenty (20) years. The implications associated with growth and the potential consequences of growth are considered. A process of Public consultation has been used to ascertain the views of key stakeholders and the community at large. Based on the Public Consultation, a Vision Statement has been prepared. Work on this project commenced in June of 2008 with a timeline as shown below.

### **Timeline:**

June 2008	Project Charter Signed Stakeholder Analysis Communications Plan Prepared Research (people and land)
July/ August 2008	Research continued (people and land)

COMMUNITIES  
 TRANSPORTATION  
 BUILDINGS  
 INFRASTRUCTURE

<b>August/</b>	
<b>September 2008</b>	<b>On-line Survey and Stakeholder Interviews</b>
<b>October 2008</b>	<b>Visioning Workshops</b>
<b>November/ December 2008</b>	<b>Background Report Prepared</b>
<b>January 2009</b>	<b>Background Report Reviewed by City Staff</b>
<b>February 2009</b>	<b>On-line feedback</b>
<b>March 2009</b>	<b>Growth Management Policies Prepared</b>
<b>April 2009</b>	<b>City Staff review Growth Management Policies Financial Management Plan prepared</b>
<b>May 2009 – Present</b>	<b>City Staff Review Financial Management Plan Complete Draft Submitted for review</b>

Information for the project was gathered using various forms of consultation such as the ones indicated in the following sections.

### **Public Consultation**

Public Consultation had several components including:

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

### **Stakeholder Consultation**

A list of stakeholders was prepared in consultation with City and TNRD Staff. All stakeholders on the list were invited to fill out a questionnaire on growth related issues. Several of the stakeholders, including the Mayor and several Councillors, were interviewed over the phone or in person.

The following is a summary of the stakeholder consultation. Please note this is a summary of personal/telephone interviews and hard copy paper questionnaires mailed to stakeholders. MMM collected and collated all the information.

#### *Community Size*

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

#### *Identity*

The prevailing identity described by stakeholders for Merritt is blend of recreation destination and tourism centre. Stakeholders also felt Merritt should remain family focused and provide opportunities for an increasing senior's population.

### *Growth Areas*

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

### *Type of Growth*

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

### *Modes of Transportation*

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

### *Housing*

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

### *Community Services and Facilities*

Stakeholders desired a broad range of services and facilities in 2030. Responses ranged from improved health care facilities to street beautification.

### *Primary Industries*

Generally, a mix of industries was considered appropriate by stakeholders. Most stakeholders felt that forestry would continue to provide a stable base. Tourism was projected to be a large part of the economy in 2030.

### *Grandchildren's Description*

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

“We have strong industry and agriculture”

“Our community respects its natural resources including water, grasslands and wildlife”

“We have an accessible, safe and close-knit community”

“Good living!”

“It's home, healthy and happy”

“It was a great place to grow up”

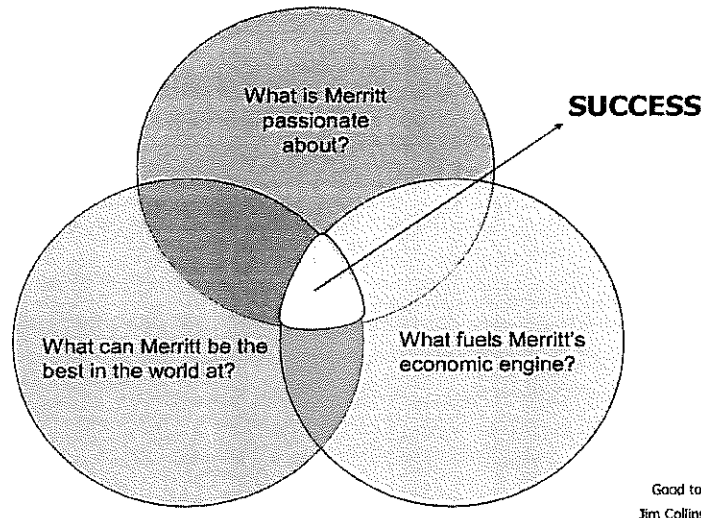
“It's affordable to live here”

- “There is a wide variety of arts and recreation here”
- “Open and rural, walkable, compact community”
- “Small town, boring, home”
- “Clean, safe and nature is a step away”
- “Boring, sleepy, dead”

*The Hedgehog Concept*

In his book, *Good to Great* (2001) Jim Collins explains that hedgehogs are creatures which simplify and focus their efforts on one defence – quills. The fox hunts the hedgehog and despite multiple strategies, invariably loses. The hedgehog concept is not a goal but a recognition of where a person, company or community can have success. This success may be found at the intersection of three circles, with each of the circles representing one of these questions.

## Hedgehog Concept



Stakeholders were asked these three questions. More specifically, stakeholders were asked where they believed Merritt’s success would be in 2030.

Although responses ranged on this question, there was a prevailing sentiment that Merritt’s long term success would need to be a timeless attribute. Several stakeholders suggested that recreational amenities in the region in combination with Merritt’s location and climate were the dominant future success factors. These factors would eventually define Merritt as a preferred recreation haven.

All stakeholders acknowledged the Country Music Capital identify plays a role in Merritt’s current success. The stakeholders varied in their beliefs of the long term role of Country Music in Merritt’s future prosperity.

### *General Comments*

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

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

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

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

### **Internet Survey**

An internet survey was conducted from early September 2008 to early November 2008. There were 108 responses to a series of questions related to Merritt in 2030.

### **Visioning Workshops**

On October 8, 2008 visioning workshops were held in Merritt regarding the Integrated Growth Strategy. Background information was presented which displayed opportunities and constraints to development. Participants were put into groups and facilitators took them through a process which:

- Determined their preferred areas for growth
- Identified the types of preferred growth
- Identify where Merritt can have the greatest success
- Establish this success as Merritt's 2030 Vision
- Prepare a "One Page Plan" to reach that success

### **The Project Rationale**

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

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

- Economic feasibility: growth which is financially sensible and sustainable;
- Environmentally aware; ensuring environmental integrity; and
- Socially focused: affordable, liveable and community sensitive growth.



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

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

The above information is a precursor to the power point presentation and final report document.

Yours truly,

**MMM Group**

A handwritten signature in black ink, appearing to read 'Joe Mocalac', written over a horizontal line.

Joe Mocalac  
Project Manager



Category	Action Item	Estimated Cost	Time Frame	Priority
Water Systems	Review City water model	\$40,000	2010-2012	High
Infrastructure	Review/Update Subdivision Servicing Bylaw to promote IGS policies. Subdivision Servicing Bylaw to incorporate revised stormwater management guidelines and hillside development guidelines	\$50,000	2010-2012	High
Growth Management	Review/Update Official Community Plan to promote IGS policies	\$75,000	2010-2012	High
Growth Management	Review/Update Zoning Bylaw to promote IGS policies	\$50,000	2010-2012	High
Infrastructure	Develop Groundwater Protection Plan	\$50,000	2010-2012	High
Growth Management	Review potential impact of Low-Impact Development standards as part of the OCP review process	Staff Time	Ongoing	Low
Transportation	Conduct a Pavement Management Plan	\$100,000	2013-2020	Low
Transportation	Develop an Infrastructure Renewal Program. Could be included within a larger review of water, sewer and storm infrastructure requirements over a capital plan process.	Staff Time	Ongoing	Medium
Transportation	Review pathway connection potential from River Ranch Road through to future bikeway south of Nicola River (Armstrong Road)	\$20,000	2013-2020	Low
Infrastructure	Develop Liquid Waste Management Plan	\$100,000	2013-2020	Low
Growth Management	Develop Community Energy Plan	\$75,000	2013-2020	Low
Infrastructure	Review Solid Waste Management Plan in conjunction with TNRD	\$25,000	2013-2020	Low
Infrastructure	Develop Stormwater Management Plan	\$40,000	2013-2020	Low
Infrastructure	Assess water and sewer development capacity for	\$10,000	2011-2015	Medium

	higher-density infill development in Central Area			
Transportation	Review transportation level of service (all modes) for higher-density infill in Central Area	\$20,000	Ongoing	Medium
Public Realm	Review public realm strategy in line with accommodation of higher density, including improvements to multi-modal corridors, public parks & community recreation facilities in Central Area.	\$20,000	Ongoing	Medium
Public Realm	Develop Parks & Recreation Master Plan, to include urban agriculture and public realm enhancements	\$75,000	2011-2015	Medium
Growth Management (Water)	Amend building bylaw to promote water conservation practices	Staff Time	2011-2015	Medium
Transportation	Active Transportation Master Plan, to include reuse of existing Kettle Valley railway corridors for path development	\$75,000	2011-2015	Medium
Growth Management	Review/Update Development Permit Design Guidelines to promote IGS policies	Staff Time	2011-2015	Medium
Transportation	Develop Voght Street Corridor Revitalization Preliminary Design Plan to redevelop as a major multi-modal access corridor	\$50,000	2011-2015	Medium
Transportation	Develop Nicola Avenue Corridor Revitalization Preliminary Design Plan to redevelop as a major multi-modal access corridor	\$50,000	2011-2015	Medium
Infrastructure	Develop Sanitary Master Plan	\$50,000	2011-2015	Medium