

CITY OF MERRITT

AGENDA

COMMITTEE OF THE WHOLE MEETING

CITY HALL
2185 Voght Street
Merritt, B.C.

Tuesday, May 25, 2010
At 5:30 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

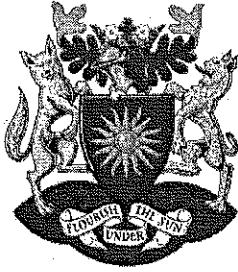
Councillor Harry Kroeker

Councillor Alastair Murdoch

Councillor Shelley Sanders

Country Music Capital of Canada

For Enquiries
Telephone - (250) 378-4224
www.merritt.ca



CITY OF MERRITT

A G E N D A

COMMITTEE OF THE WHOLE MEETING
COUNCIL CHAMBER, CITY HALL
TUESDAY, MAY 25, 2010
AT 5:30 PM

1. PRESENT

2. CALL TO ORDER

3. REPORTS

INTEGRATED
GROWTH STRATEGY
Page 3-18

3.1 Integrated Growth Strategy Update; Development Services Officer's May 20, 2010 Memorandum (*the Integrated Growth Strategy is available on the City website*)
File: 1854.26

GOLD COUNTRY
Page 19-20

3.2 Amy Thacker, Marketing Coordinator - Tourism, Gold Country Request to Address Council at a Committee of the Whole April 30, 2010 Letter
File: 0382

4. TERMINATION OF MEETING

Report

City of Merritt
For Committee of the Whole
May 25th, 2010

To: Mayor and Council **File:** 1854.26

From: Sean O’Flaherty, Development Services Officer

Date: May 20th, 2010

Subject: Integrated Growth Strategy

Recommendation:

For information only

Background:

- On February 13th, 2007, Council adopted a resolution to undertake an Integrated Growth Strategy and pursued grant funding under the General Strategic Priorities Fund.
- In May of 2007, the City’s consultant prepared a “road map” for the project and recommended a budget of \$85,000 for the completion of an Integrated Growth Strategy (IGS).
- A project tender was prepared and on February 26th, 2008, MMM Group of Kamloops was awarded the IGS project.
- In March, 2008, MMM Group submitted a work plan with milestones and deliverables.
- In July, 2008, MMM Group presented a communications plan that set out a list of stakeholders whom would be consulted during the process.
- In April 2009 a revised work plan was submitted that projected the project to be complete in June 2009.

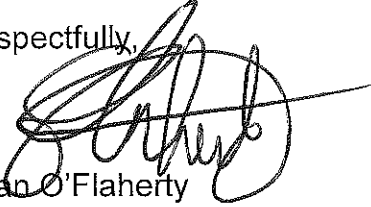
Reviewed by:			
Administrator: <i>Joseph A. Calabrese</i>	Financial Services Mgr:	Corporate Services Mgr:	Other:



Summary:

The IGS is a background study that could stand alone but may also provide some direction while updating our Official Community Plan later this year.

Respectfully,

A handwritten signature in black ink, appearing to read 'Sean O'Flaherty', written over a horizontal line.

Sean O'Flaherty
Development Services Officer

MERRITT

COUNTRY MUSIC CAPITAL OF CANADA

February 15, 2007

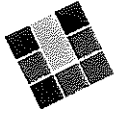
The following is a certified true copy of a resolution adopted by The City of Merritt Council at the Regular Council meeting held on Tuesday, February 13, 2007:

"THAT Whereas the City of Merritt is experiencing significant growth and supports developing an approach to accommodating growth and infrastructure investments to meet increased demands in an environmentally, socially and economically sustainable manner; and whereas the City's Official Community Plan identifies commitments to facilitating new development while sustaining quality of service and well managed City assets coupled with consistent and fair decision making; and whereas there is a need to ensure a financial strategy is in place to meet current and future needs for capital investment and infrastructure rehabilitation and replacement; Now Therefore, be it resolved that Council endorses undertaking an Integrated Growth Management Strategy and will pursue grant funding under the General Strategic Priorities Fund"

THIS IS A
CERTIFIED TRUE COPY
Dated this 15th day of
February 2007
Carole Fraser
Carole M.L. Fraser, Deputy Clerk
City of Merritt, BC



City of Merritt 2185 Voght Street, PO Box 189, Merritt, British Columbia V1K 1B8
Telephone: (250) 378-4224 Fax: (250) 378-2600 E-Mail: Info@merritt.ca Website: www.merritt.ca



title: **CITY OF MERRITT - INTEGRATED GROWTH STRATEGY
MERRITT – 2020 – CREATING A MADE-IN-MERRITT ROAD MAP FOR GUIDING
GROWTH**
date: May 2007
file no.: 0521.0185.15

Why an Integrated Growth Strategy?

The City of Merritt is experiencing a sustained level of growth and development seldom experienced in our history. This is not likely to end any time soon. While we at the City have set out to positively facilitate quality development, recognizing the many benefits of growth, we are finding that we are unable to stay out in front. We are operating too much in the react mode, and having to make decisions without full confidence that these decisions are consistent, fair and in the best interests of the City over the long term.

What we need is a “road map” for guiding growth so that we can shape our own future, maximizing the benefits of growth while minimizing potential negative impacts and unintended consequences. This road map might be thought of as an **integrated growth strategy**. The notion of **integration** is important because there are so many different parts of the puzzle that need to be taken into consideration in dealing with growth. By using the word **strategy**, we are signalling that we want this to be results oriented, providing clear direction for taking us from where we are today to where we want to be in the future.

Contents of the “Road Map”

This growth strategy will be customized for our unique circumstances. It will be a made-in-Merritt road map, covering the following:

- **The future shape of Merritt** – updated vision for what we want Merritt to be in 5, 10, 20 years, taking into account present and future growth trends and opportunities – local, regional, provincial, global;
- **Land: general directions for future growth**
 - Land use patterns within City boundaries – type, location, density
 - Link to lands under other jurisdictions and developing an approach for handling this: e.g. development beyond existing boundaries and potential development on First Nations lands

This will take into account an assessment of trends affecting the potential for growth in Merritt – how much, what type, over what time period?

o **Infrastructure: approach to expanding major infrastructure components**

- Identify major system upgrading projects triggered by growth – transportation, water, sewer, drainage
- Link to considerations of extending services to development outside existing City boundaries, including potential First Nations development areas
- Timing / phasing of projects
- Estimated capital costs

This will take into account the capacity and condition of existing works, and an assessment of the impact of growth on these works;

o **Community services and amenities: meeting increased demands**

- Identify upgrading requirements for public buildings, parks, and recreation facilities to meet increasing growth driven demands
- Timing / phasing
- Estimated capital costs for upgrading

o **Link to economic development**

- Provide direction for targeted investment to achieve a desired balance of different types of development not likely to happen otherwise – e.g. City Centre upgrading, Gateway 286, clean industrial uses
- Determine appropriate level of investment by City in processing development applications

o **City finances**

- Anticipated impact of growth on costs [capital and operating], revenues and taxes
- Approach to recovery of costs for growth
 - infrastructure upgrading

- handling development approvals
- Strategy for accessing grants
- **Operations: meeting increased demands**
 - Increased demands on City operations triggered by growth – e.g. staffing levels, additional equipment
 - Increase in annual costs to meet these demands
- **Identify priorities for further action at a more detailed level – possibilities include:**
 - Official Community Plan update
 - Link to water program / planning activities being carried out concurrently
 - Implementation of Liquid Waste Management Plan
 - Capital plan update
 - City Centre – following through with City Centre Plan implementation
 - Gateway 286 – carrying the vision forward, partnering with others [Province, First Nations, landowners], infrastructure extensions, shared investment / shared rewards
 - Active Mountain – both inside and outside existing City boundaries
 - North Entry enhancement – traffic, beautification, engagement of businesses and property owners
 - Other sector specific requirements

Findings from this growth strategy will also be useful to the City in preparing Annual Municipal Reports to the public as required under the Community Charter.

Approach

Appropriate Depth and Breadth

The challenge in this exercise will be to find an appropriate breadth and depth of scope and effort to ensure that [1] objectives are met and results are useful, [2] costs are reasonable and affordable for the City, and [3] the whole process can be carried out in a timely manner.

By analogy, we could consider an appropriate level of effort and scope to be akin to flying at an elevation of between 10,000 and 15,000 feet. A 30,000 foot overview, while low in cost, would be too cursory and superficial to yield results that would be reliable and instill confidence. At the other extreme, working at ground level, as we would with more conventional engineering and planning assignments, would be far too time consuming and expensive.

We should all recognize that during the course of the project, the temptation will be great to [1] broaden the scope to be more comprehensive, addressing most everything related to growth, and [2] deepen the level of detail to provide more analysis before reaching conclusions [especially on engineering and financial matters]. We will have to be alive to this, and at the same time provide some flexibility in our approach to deal with changes and circumstances that will unquestionably evolve as we work through the process.

Project Team – Shared Responsibilities

In the spirit of partnering between the City and Urban Systems, we see Urban Systems leading the project and doing most of the work, but with meaningful involvement along the way by senior City staff [namely Jennifer Bridarolli, Tom Reynolds and Shawn Boven], as well as by Council members. From Urban Systems, all client team members will be involved as appropriate, with Gordon Petersen, Brian Hobbs and Therese Zulinick sharing responsibility for leading the project. This approach warrants significant senior level experience and interpretation.

Engagement of Other Stakeholders

While there are many stakeholders with interests in matters pertaining to the growth of Merritt, the “road map” will be principally for the use of the City – both Council and senior staff in fulfilling the City’s mandate in dealing with growth related issues. However, we will engage other stakeholders as necessary in developing the road map. Customized engagement strategies will be integral to other priority initiatives being carried out at “ground level”. Examples include the overall water program and the OCP update.

A Living Document

We intend to take an approach where dealing with growth is seen to be an ongoing process rather than a “one off” event. As such, we will end up with a strategic program rather than a fixed blueprint or plan.

This means that we will design the format to allow for regular updating [likely every year] to ensure that it stays current.

Timing

A reasonable timing target would be to have a workable road map in draft form within ten to twelve months of approval. This assumes reasonable responsiveness on the part of the City for obtaining information and having working sessions.

Consulting Budget

Our budget to undertake this work is \$85,000.

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File: 1854.26

*"The following is an excerpt from the Regular Council Meeting held on
Tuesday, February 26, 2008*

**INTEGRATED
GROWTH STRATEGY**

8.1 Integrated Growth Strategy; Administrator's February
15, 2008 Memorandum
File: 1854.26

Moved, Seconded and **CARRIED**

0106/08

THAT the Integrated Growth Strategy project be
awarded to MMM Group Limited (Kamloops)

the future. MMM Group would articulate these visions as *stories* while stating the assumptions. These *stories* would be vetted through the committee and presented to the Public for their input. It is suggested the local newspaper and other media be engaged to present the visions and *stories* broadly. It is also suggested that a webpage be created on Merritt's website with a comment box.

Articulated in this vision will be Merritt's ideal population and an identity for the community. For example, Merritt may be described as a recreational retirement haven with a mild climate and affordable living which is economically, socially and environmentally sustainable.

The methodology presented next outlines a schedule with possible activities.

Methodology

March 2008

- Kick-Off Meeting – MMM meets with City Staff to discuss terms of reference, project scope and anticipated schedule.

April 2008

- Terms of Reference finalized
- Project Charter signed
- Committee composition identified
- Advertising for committee initiated
- Webpage and comment box established
- Stakeholders identified and prioritized, including
 - Government agencies
 - First Nations
 - Agricultural Land Commission

May 2008

- Communications Plan prepared
- Committee chosen
- First committee meeting, orientation
- Background research initiated

June 2008

- Neighbourhood ranking (DARES© Sustainability Scorecard)
- Background research continues

July 2008

- Virtual picture prepared based upon
 - Background research
 - Trends analysis
 - Demographic profiles
 - Neighbourhood scorecards

September 2008

- Stakeholder engagement
- Committee led Visioning workshop

October 2008

- Stakeholder input synthesized
- Draft 20 year Vision prepared
- Ideal population proposed

November 2008

- MMM compiles information collected
- Work begins on Action Framework

January 2009

- Action Framework presented to committee
- Public workshop on framework
- Full page advertisement

February 2009

- Submitted to City Administration for review

March 2009

- Council workshop held

April 2009

- Final IGS document delivered by MMM Group

Merritt Integrated Growth Strategy Communications Plan

Project or Issue Statement

This Communications Plan coordinates all required communications for the Merritt Integrated Growth Strategy as described by the Project Charter signed by the City of Merritt and MMM Group Limited in June 2008.

Background

The purpose of this project is to prepare an Integrated Growth Strategy to address matters relating to growth within Merritt and potentially outside current City boundaries. The implications associated with growth and the potential consequences of growth will be identified. Community consultation will be used to identify a preferred community vision. Growth management policies, service requirements and a financial management plan will form the basis of this project.

Stakeholder Analysis

Based on the Stakeholder Analysis, three categories of Stakeholder are present:

- | | |
|---------------------------|---|
| • highly influential | high level of communication |
| • moderately influential | moderate level of communication |
| • potentially influential | broader Public Consultation initiatives |

Those stakeholders ranked highly or moderately influential appear in the delivery matrix. Those ranked as potentially influential are welcome to comment to the broader public consultation initiatives. The delivery matrix may be modified with new information demonstrating a stakeholder's needs have changed.

MMM Group will obtain contacts for the stakeholders including:

- conventional mail;
- phone numbers; and
- email addresses.

Stakeholder Ranking

The stakeholder ranking found below was developed based upon several individuals from the City and Regional District identifying and evaluating the influence of potential stakeholders. The stakeholder analysis process is intended to ensure important and influential groups and individuals are engaged. These rankings are subjective and may change as the process unfolds.

- One: City of Merritt, Jennifer Bridarolli, Chief Administrative Officer
- One: MMM Group, John Popoff, Project Manager
- One: MMM Group, David Wise, Project Planner
- One: TNRD, Bob Finlay, Manager of Planning

- One: Ministry of Transportation
- One: Interior Health
- One: Integrated Land Management Bureau (ILMB)

- Two: Chamber of Commerce
- Two: Lower Nicola Indian Band
- Two: Upper Nicola Indian Band
- Two: Nicola Tribal Association
- Two: School District #58
- Two: Ministry of Forests
- Two: Oceans and Fisheries Canada
- Two: Agricultural Land Commission
- Two: Ministry of Agriculture
- Two: Ministry of Environment
- Two: Rotary and Lions Clubs
- Two: Agricultural Land Commission
- Two: Gold Trail Ventures Ltd.
- Two: Claude Lelievre – MMMF
- Two: River Ranch
- Two: Nicola Ranch
- Two: Community Futures Development Corporation
- Two: Nicola Water Use Management Planning Group
- Two: Nicola Valley Institute of Technology
- Two: Nicola Valley Watershed
- Two: Merritt Hotel/Motel Association
- Two: B.C. Grassland Conservation Society
- Two: Senior Citizens Association
- Two: Community Policing Office
- Two: Fraser Basin Council

- Three: Consultation Opportunities open to everyone
 - Webpage comment box
 - Open House
 - Visioning Workshop

Communication Delivery

One: Those stakeholders identified as “One” will be contacted by formal letter that the Merritt Integrated Growth Strategy is underway. And further, they will be contacted by phone and their email requested for regular updates. During the Stakeholder Interviews, these stakeholders will be interviewed in person if possible.

Two: Those stakeholders identified as “Two” will be alerted by formal letter that the Merritt Integrated Growth Strategy is underway. Their email will be requested for periodic updates including dates of meetings. They will be sent a “self-administered” stakeholder interview questionnaire.

Three: This category applies to all other individuals interested in commenting to the process. The webpage comment box, visioning workshop and open house are opportunities for everyone to comment.

MMM Group Workplan and Schedule Merritt IGS – Revised April 2009

Work Plan

1. Project Start-Up

- Project Start-Up Meeting
- Stakeholder Analysis
- Communications Plan prepared
- Work Plan prepared

Deliverables:

- Project Charter (contract between City and MMM)
- Stakeholder Ranking
- Communications Plan

2. Population Profile

- Review past social demographic profile from Census Canada and BC statistics
- Project future population based upon past growth to 2030
- Breakdown future population pyramid based upon estimates of future demographic profile

Deliverable: Population Profile (Background Report)

3. Land Inventory, Opportunities and Constraints

- Identify remaining unused land base
- Identify infill capacity potential (current densities, up-zoning potential)
- Identify future growth options

Deliverable: Land Profile (Background Report)

4. Community Consultation

- Stakeholder Interviews
- Visioning Workshops
- Web-page with comment box
- On-line Survey

Deliverable: Preliminary Vision Statement

From the community and stakeholder consultation, including the visioning workshop, MMM Group in conjunction with City Staff will develop a vision statement which describes Merritt in 20 years.

This vision will be informed by the population and land research undertaken. The visioning workshop is intended to be an interactive session with the Public, MMM Group and City Staff.

5. Growth Management Policies

Develop growth management policies which address how and where Merritt will accommodate anticipated growth. Based on Social, Economic and Environmental considerations, policies would address issues including:

- Infill development
- Suburban development
- Desired Mix of Infill to Suburban expressed in a ratio
- Connection to TNRD Regional Growth Strategy
- Potential areas for boundary expansions
- Alignment with LiveSmart BC philosophy for carbon-neutral development.

Deliverable: Growth Management Policies

6. Service Requirements

This information will be obtained from surveying City Staff using a questionnaire or workshop facilitated by MMM Group. The servicing requirement could be described under these categories:

- Utilities (water, sewer, drainage);
- Infrastructure (roads); and
- Community Services (schools, recreation)

7. Financial Management Plan

The Financial Management Plan will set out major infrastructure projects needed to achieve the preferred growth scenario. Order of magnitude costing and servicing priorities would also be provided as high, medium and low.

Deliverable: Matrix Table outlining City initiatives and known Capital Projects to support IGS

8. Concluding Open House

This would include a final Public Open House showcasing the results of this process and how they support the draft vision. Potential revisions to the draft vision could result from this initiative.

9. Submission of Final Documents

Revised Schedule (April, 2009)

June 2008	Project Charter Signed Stakeholder Analysis Communications Plan Prepared Research (people and land)
July/ August 2008	Research continued (people and land) Communications Plan Finalized
August/ September 2008	Background Research On-line Survey and Stakeholder Interviews
October 2008	Visioning Workshops
November/ December 2008	Background Report Prepared
January 2009	Background Report Reviewed by City Staff
February 2009	On-line feedback
March 2009	Growth Management Policies Prepared
April 2009	City Staff review Growth Management Policies Financial Management Plan prepared
May 2009	City Staff Review Financial Management Plan Complete Draft Submitted for review
June 2009	Open House and Council Workshop Final Revisions Submission of Final Documents

0382

Carole**From:** Amy Thacker [amy.gccs@telus.net]**Sent:** Friday, April 30, 2010 8:39 AM**To:** 'Gwen'; 'Michelle Allen'; 'Heidi Frank'; 'Tom Kadla'; Carole**Cc:** 'Alice Durksen'; Barry Tait ; Ben Roy; 'Bernice Molyneux'; 'Bonnie Stanke'; 'Charlie Weir'; 'Herb Graham'; Ida Makaro; 'Jan Polderman'; 'Pat St Dennis'; Peggy Chute; Randy Murray; Robin Fennell ; Ronaye Elliott; Sally Watson; Sandy Williams ; 'Scott Hutchinson'; Mayor

Good morning all,

Regarding our upcoming presentation to your council, a one page information sheet is attached for your review. I will provide additional copies during our presentation.

Below are the draft minutes of the March 30, 2010 board meeting regarding the service area:

d) Taxation Service Area: Past president Makaro shared information from the Special Meeting and next steps to move GCCS towards a sustaining taxation funding model. Secretary Tait added his comments from the meeting and recommended that the board set a limit of \$200,000, explaining the flexibility of setting annual funding requirements up to the limit amount. Director Durksen significantly questioned the process and order of process and wished it clearly stated that she was not comfortable voting on this item without consulting her council. Vice President Elliott explained the TNRD process in detail and confirmed the order of the process outlined in the notes provided was correct. (NOTE: Details of this meeting are provided in the board package) **MOTION:** *That GCCS formally request the TNRD create a taxation service area including the communities of Ashcroft, Cache Creek, Clinton, Logan Lake, Lytton, Merritt and TNRD areas E, I, J, M & N to provide sustainable operation funding with a bylaw maximum annual limit of \$200,000. Tait/Elliott...* CARRIED Staff will work with President Fennell and TNRD staff to continue this process on behalf of the board of directors.

If you have any further questions prior to our visit please let me know and I will be happy to provide additional background.

Kindest regards,

Amy Thacker
Marketing Coordinator - Tourism
Gold Country Communities Society
PO Box 933
Cache Creek, BC VoK 1Ho
Phone/Fax: 457-6606
Toll Free: 1-877-453-9467
Email: amy.gccs@telus.net

Please visit our Website at: www.exploregoldcountry.com

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Sustainable Funding Proposal

Gold Country Communities Society is exploring long-term sustainable funding in the form of a service area model through the Thompson Nicola Regional District and is seeking input from our member municipalities.

The following include points and facts for your consideration:

- Gold Country regional district directors support this model.
- Taxation formula funding would eliminate membership dues paid by your community and allow you to utilize that \$3000 annual payment in other ways.
- This funding would allow long-term planning and multi-year projects to be budgeted for.
- Funds would be raised via property taxation across Gold Country.
- Revenue will be derived from the following approximate sources: residential 51%, utilities 29%, major industry 10% and business 10%.
- It is estimated that approximately 50% of the residences would have the increase off-set by their home owner grant and see no additional out of pocket expense.
- GCCS is proposing a maximum of \$200,000 with the first annual tax to raise \$130,000.
- A \$200,000 maximum limit equates to ~\$9.27 increase on the average property.
- There is no cost to your community for this process.
- The TNRD will handle all due process, consultation and legal requirements of implementation if this proposal is accepted.
- The percentage share for each member if the possible service is established is below:

Ashcroft	3.618765590	Area E	13.359849800
Cache Creek	2.700666428	Area I	5.620657374
Clinton	2.175304746	Area J	18.709280360
Logan Lake	9.729055137	Area M	12.649871940
Lytton	0.849502492	Area N	10.230761670
Merritt	20.359284460		