



Economic Development Strategy and Action Plan Clinton 2019

This report presents the key findings and recommendations
on the topic of economic development in
the Village of Clinton.

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Purpose of the Economic Development Action Plan

This Economic Development Plan is a comprehensive but practical strategic document that outlines and prioritizes the community's economic development policy tools. The purpose of the plan is to provide the guiding principles for positive community and economic development. The plan also provides direct actionable items to assist the Economic Development Coordinator and the Village of Clinton in attracting, and retaining, businesses and a labour force that will secure a strong municipal economic future. This document is a strategic action plan for building capacity to foster the local economy.

Process of the Economic Development Action Plan

This action plan consists of goals, strategies and actions. There are five goals, and each has a desirable list of strategies with the actionable steps recommended for economic development. Each item should be monitored and tracked through stages of completion.

Clinton is committed towards strengthening and diversifying their economic base and building a resilient local business economy. The Village has residents and business owners that are passionate about their community and want to be involved in working together for a stronger future.

The process to complete the Economic Development Action Plan included analysis and community input. Based on our research, analysis and what we heard, here are the top reasons for investing in the Village of Clinton:

- easy transportation access to markets and customers
- affordability of land, labour, energy, and business costs
- strong existing vintage and antiques niche cluster in the downtown Village
- diverse recreational opportunities with a growing tourism base
- rural lifestyle and quality of life with easy access to nearby services and amenities

Top Priority Action Items

Although this plan identifies twenty-nine recommendations for action over the next three to five years, there are six quick win items which can be accomplished in a short time frame (three months or less) and eleven priority items which should be the focus in the first year's implementation. The quick win and priority items create the momentum for moving forward with many of the other recommended action items in this plan. The level of priority in no way diminishes the importance of any particular strategy or action. Actions are prioritized based on degree of immediacy and may be required to be completed before other strategies or actions can be undertaken.

The quick win items are:

- Strategy 1: Apply for Rural Dividend Program Funding
- Strategy 9: Develop a Business Directory
- Strategy 10: Regular Communications with Local Government and Community to Build Support
- Strategy 12: Continuation of Façade Improvement Program



- Strategy 14: Establish an Economic Development Partnership with Sun Country Community Futures
- Strategy 24: Support Seniors' Housing Needs

The priority items are:

- Strategy 2: Create an Economic Development and Tourism Advisory Committee (CEDTC)
- Strategy 3: Economic Development 101 workshop for Council and CEDTC
- Strategy 4: Develop a Village of Clinton Community Investment Profile
- Strategy 8: Undertake an Annual Business Walk
- Strategy 11: Adoption and Promotion of Revitalization Tax Exemption Program
- Strategy 13: Develop a Response Protocol for the PNP Pilot Program
- Strategy 14: Building Relationships with Indigenous Communities
- Strategy 17: Develop a Promotional One-sheet of Vintage and Antique Related Businesses in the Village
- Strategy 21: Expand and Encourage Tourism Visitations by Being Part of the Regional Tourism Initiatives
- Strategy 25: Improve Telecommunications Infrastructure
- Strategy 29: Review and Amend Bylaws to Make Clinton a Preferred Place to do Business

This plan creates the roadmap for moving forward within the community. However, it will take the leadership of municipal Council to foster a proactive, collaborative presence and respond to the desire for change and manage growth within the Village of Clinton. The plan recognizes that additional projects will evolve over the next several years and the Village will act accordingly depending on the benefits of each initiative.

What is Economic Development

Economic development is a group of policies and programs, or activities, that seek to improve the economic well-being and quality of life for a community. Ideally, it will create and retain jobs that facilitate growth and provide a stable tax base. Economic development programs can take numerous approaches – in other words economic development is not necessarily the same in every community. No single strategy, policy, or program can assure success for every community. Where some communities will succeed, others will have to develop different assets to become marketable. It is important, therefore, that you ensure your program fits the needs and realities of your individual community.

In British Columbia, local governments are controlled by the “Community Charter.” The charter identifies some tools that local governments can use to encourage economic development but also defines some activities that can’t be done. Communities throughout BC have active economic development programs to encourage new business and support existing businesses. These services are to be available to every business seeking assistance and not just select ones. Local governments employ economic development professionals with varying titles and structures. Some are set up as in house departments, some are community owned corporations, and others are contracted to other agencies such as the Chamber of Commerce. Regardless of the structure or title of the staff, the operations are essentially the same and must operate under the restrictions of the community charter.

The more a community, and the local leaders, understand about economic development, the more effective they can be in supporting economic development efforts.

The reasons why a community will engage in economic development activities varies greatly. Each community has its own unique characteristics and own reasons. Generally, communities understand that in order to create economic diversity, maintain and expand infrastructure, create a sustainable economy and increase their ability to meet the needs of local residents and businesses, they need to develop their economic development focus and goals.

While there is no single definition of economic development, it is typically the process of building strong, adaptive economies. Strategies driven by local assets and realities, a diverse industry base and a commitment to equality of opportunity and sustainable practices have emerged as strategies that will ensure a strong foundation for long-term stability and growth. Even within the parameters of these principles, what constitutes success in economic development and the specific strategies to accomplish success, will look different from community to community. Despite these differences, leadership is consistently identified as a critical factor in effective economic development.

Though most leaders will agree that the above stated economic goals are desirable, not all members of a community will support economic development. This is why it is so important that elected officials be able to articulate the positive effects of economic development on a community. Dedicated leadership is needed to raise awareness, help develop and communicate a common vision, and motivate stakeholders into action. Mayors, Chiefs, council members, and regional directors, all have opportunities every day to effect change and promote a strategic vision of economic growth for their community.

Local leaders play a key role in ensuring the community is successful in economic development. For Clinton to be successful, the community and its leaders must continue to be creative, be bold, not be afraid to take some risks, and be flexible in what it does. Within this package, we have identified a number of initiatives that will support business retention, and expansion and investment attraction. In addition, there are 12 key things that every community should incorporate into economic development to create optimism and show the community that you support a stronger and more resilient economy for the future.

1. **It's both Community Development and Economic Development.** The old way of thinking that community development and economic development are two separate things no longer holds true. In today's economic development world, you cannot do successful economic development without community development.
2. **Understand what your economic development staff does.** Local elected officials will be more effective in leading economic development activities when they have a clear understanding of what economic development staff do on a daily basis.
3. **Have an economic development strategy plan in place and up-to-date.** A strategic plan serves a number of purposes for the community and its elected officials. It provides a roadmap that will guide the community to the desired future.
4. **Understand your local and regional assets.** By understanding your community's economic assets, the vision and strategies you create will be based on the true reality of your community and will significantly increase the likelihood of implementation and success. Your assets are not defined by municipal boundaries. Think regional.
5. **Measure your success.** Performance measure should flow from the community's strategic plan with specific metrics selected to measure the progress towards the plan's objectives. If you can't measure it, you can't manage it.
6. **Develop strong partnerships.** Economic development cannot be done in a silo. Strong and mutually beneficial partnerships need to be developed and nurtured. The role of the local official is increasingly important to economic development partnerships. **Partnerships with the Province of BC, Community Futures, Tourism Associations and others are all critical to the success of your efforts.**
7. **Have your foundational pieces in place.** Think of economic development using an analogy of the structure of a house. There are important pieces of information required (the foundation) to ensure future economic development goals can be successful.
8. **Engage your business community.** Local officials can help create an environment that supports the growth and expansion of local businesses, primarily by opening lines of communication. **Meet with businesses, listen to businesses, help businesses deal with challenges that they may have, and help to facilitate business growth.**

9. **Foster an Entrepreneurial Environment.** Entrepreneurs create jobs. Local officials can play an important role in promoting entrepreneurship in their communities. **Doing this in partnership with Community Futures will help to ensure many of the pieces are in place to help entrepreneurs grow and create new jobs and bring new money in the community.**
10. **Be realistic about your readiness.** Economic development is seemingly always under pressure to deliver more and deliver faster. This tendency can cause short-sighted decisions that lead to long-term problems. Local elected officials need to take the time to truly understand their community’s level of readiness for economic development activities.
11. **Celebrate the small wins.** There is a tendency to only celebrate “big” successes – the relocation of a large company, for example. Most communities may never have this opportunity and it is important for elected officials to understand a small win – an existing company adding three jobs – is a success and should be celebrated.
12. **Use your tourism assets.** Local leaders can better support economic development efforts and realize greater benefits from knowing how tourism assets can effect change in a community. **These assets may be beyond your municipal boundaries. Find ways to encourage people to use the regional assets but still stay, visit and potentially move and invest in your community.**

Current Status – Economic Overview

This section assesses the advantages the Village of Clinton offers its residents and businesses. The assessment is based on categories such as population change, education attainment, changes in labour force, employment change, housing and income. The data is based on StatsCan 2016 census data (last census available) and data includes neighbouring communities for comparison purposes.

Location and Proximity

The Village of Clinton is in British Columbia’s southern interior region located on Highway 97, forty kilometres north of the junction of the Trans Canada Highway 1 at Cache Creek. Clinton has the advantage of being located “next door” to a full-service community, offering all amenities and services, with the City of Kamloops less than one and a half hours away. This proximity provides Clinton with assets that many rural communities do not have including an airport, hospital and additional service amenities. Closer communities with additional amenities and services than what Clinton offers are Ashcroft and Cache Creek, both approximately 30 minutes away.

Distance from Village of Clinton

Destination	Kilometres (miles)	Travel Time
Kamloops, BC	123 (76)	1 hours, 23 minutes
Vancouver, BC	382 (237)	4 hours, 11 minutes
Prince George, BC	404 (251)	4 hours, 20 minutes
Seattle, Washington	515 (320)	6 hours
Calgary, Alberta	740 (460)	8 hours

Population

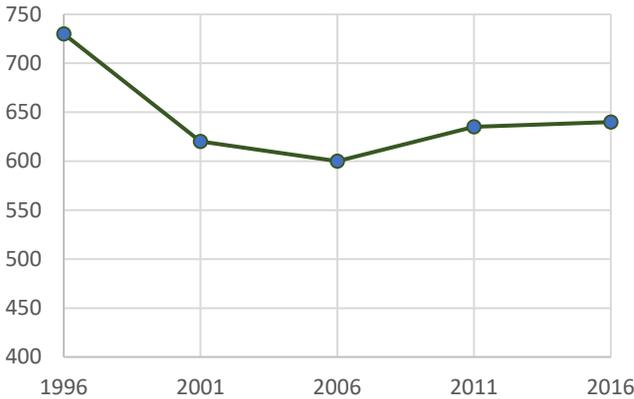
Over the last 20 years the Village of Clinton has lost population. The largest percentage loss was between 1996 and 2001 which saw the Village decrease 15.1 percent. Population has stabilized over the past five years with only an 0.8 percent decrease between 2011 and 2016.

Clinton is not the only community in the region that has lost population. Surrounding communities all significantly under-performed when compared to the Thompson Nicola Regional District and the Province. Total population for the communities identified below decreased 7.4 percent over a twenty-year period (1996 – 2016), while the TNRD grew 11.7 percent and the province 24.8 percent.

While the loss of population can be concerning, Clinton reflects the urban-rural split. The proportion of Canadians living in a rural area has steadily declined over the past 160 years. Fewer than one in five people live in a rural area.

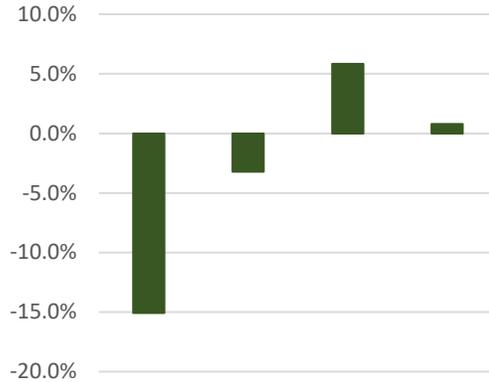
Economic Development Strategy and Action Plan

Population of Clinton, 1996 - 2016



Source: Census Canada 2016

Population Percent Change Clinton 1996 - 2016



Source: Census Canada 2016

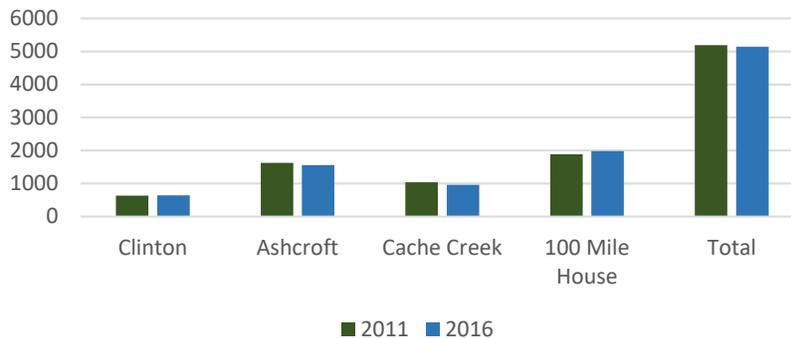
When looking at attracting investment into a community, it is important to include the population of surrounding communities. Typically, an investor will look at a population circle of 45 to 60-minute commute from the community’s centre. In the case of Clinton, the population increases from 641 to 5,142. Any marketing material should include the greater population.

Total Population, Number and Percentage Change in Population, 1996, 2006 and 2016

	1996	2006	2016	Pop. Change 1996 to 2016	% Change 1996 to 2016
Clinton	730	600	641	-89	-12.2%
Ashcroft	1,858	1,664	1,558	-300	-16.1%
Cache Creek	1,115	1,037	963	-152	-13.6%
100 Mile House	1,850	1,885	1,980	130	7.0%
Total	5,553	5,186	5,142	-411	-7.4%
TNRD	118,801	119,222	132,663	13,862	11.7%
British Columbia	3,724,500	3,907,738	4,648,055	923,555	24.8%

Source: Census Canada 2016

Population Clinton and Area 2011 - 2016



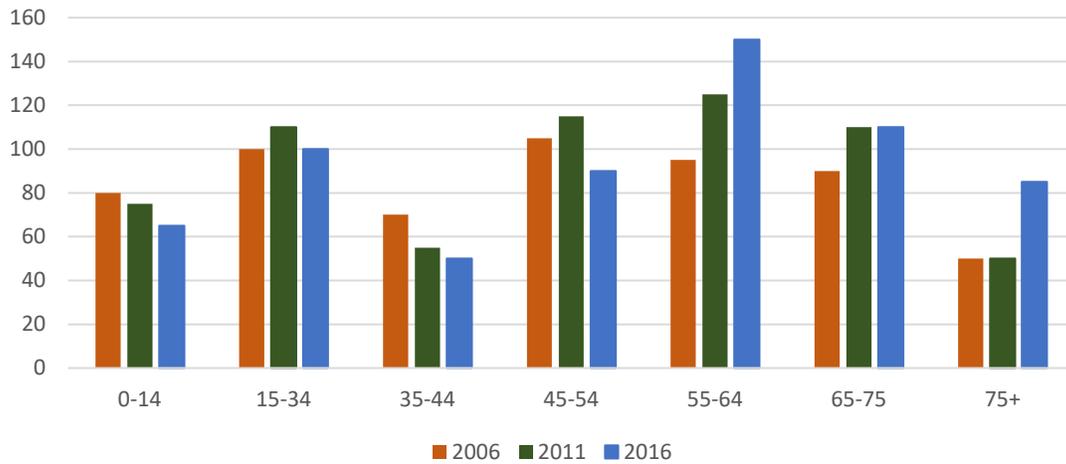
Source: Census Canada 2016

Age and gender profile

The population remains older than the regional and provincial averages – the median age is 56.2 compared to 45.2 in the TRND and 43.0 in the province. The age distribution trends for Clinton are like many smaller communities. Those aged 35 – 54 represented 21.8 percent of the overall population in 2016 while in 2011 the age group was 26.5 percent. This age group is an important component of the labour force and efforts should be looked at to retain the group. Another important age group for a community is 15 – 34 as it represents new labour force and young families. This age group represented 17.2 percent in 2011 and decreased slightly to 15.6% in 2016.

Contrarily, the over 65 age group is increasing. In 2011 seniors represented 25.0 percent of the population and in 2016 this age group increased to 30.4 percent of the total population.

Village of Clinton, Age Groups, 2016



Source: Census Canada 2016

Clinton and Comparison Communities, Age Distribution, 2016

Age Group	Clinton	Ashcroft	100 Mile House	Cache Creek
0-14 years	65	195	270	115
15-19 years	30	55	110	25
20-34 years	70	150	320	125
35-54 years	140	300	415	215
55-64 years	150	320	295	205
64-84 years	155	395	345	215
85 years and over	15	75	130	20
Median Age	56.2	58.6	51.5	54.9
Average Age	50.8	52.0	47.5	49.7

Source: Census Canada 2016

Age Distribution, Population and Percent of Total Population

	British Columbia		Thompson Nicola RD	Clinton		
		2016	2016	2006	2011	2016
Total Population		4648055	132665	575	640	641
0-14	#	691390	19870	80	75	65
	%	14.9	15.0	13.9	11.7	10.1
15-34	#	1163290	31090	100	110	100
	%	25.0	23.4	17.4	17.2	15.6
35-44	#	588635	14980	70	55	50
	%	12.7	11.3	12.2	8.6	7.8
45-54	#	676740	18675	105	115	90
	%	14.6	14.1	18.3	18.0	14.0
55-64	#	679020	21400	95	125	150
	%	14.6	16.1	16.5	19.5	23.4
65-74	#	489305	15625	90	110	110
	%	10.5	11.8	15.7	17.2	17.2
75+	#	359670	11020	50	50	85
	%	7.7	8.3	8.7	7.8	13.3

Source: Census Canada 2016

Education

For the 2018/2019 school year, the total enrolment at David Stoddard School (K – 12) is 84 full-time enrollments (FTE), an increase of 8 FTEs over the previous year. Over a five-year period, there is only a slight loss of FTEs – 89 in 2013/2014, however, the school did have an enrolment base of 103 FTEs in the 2015/2016 school year.

Student Enrollment at David Stoddard School, 2013 – 2019

	2013/14	2014/15	2015/2016	2016/17	2017/18	2018/19
All Students	89	97	103	80	76	84

Source: School District #74

The chart to the right breaks down the education level of Clinton. The majority of the population is well-educated with post-secondary education, either university, college or trades training.

The table below breaks down the education attainment as a percentage of Clinton and surrounding communities. Clinton leads in most of the categories including highest percentage of post-secondary certificate, diploma/degree (49.6 percent), Apprenticeship or trades certificate/diploma (15.0 percent), university certificate or diploma below bachelor level (5.3 percent), and university certificate or diploma above bachelor level (1.8 percent).

Highest certificate, diploma or degree for the population aged 15 years and over in private households in Clinton, BC



- No certificate, diploma or degree
- Secondary school diploma or equivalency certificate
- Postsecondary certificate, diploma or degree

Source: Census Canada 2016

Educational Attainment (shown as a percentage)

	Clinton	Ashcroft	100 Mile House	Cache Creek
Total - Highest certificate, diploma or degree for the population aged 15 years and over in private households				
No certificate, diploma or degree	24.8%	23.7%	33.2%	25.1%
Secondary (high) school diploma or equivalency certificate	25.7%	34.1%	33.6%	33.9%
Postsecondary certificate, diploma or degree	49.6%	42.3%	33.2%	40.9%
Apprenticeship or trades certificate or diploma	26.5%	15.1%	9.3%	14.6%
Trades certificate or diploma other than Certificate of Apprenticeship or Certificate of Qualification	15.0%	5.0%	3.3%	6.4%
Certificate of Apprenticeship or Certificate of Qualification	11.5%	10.0%	6.0%	8.2%
College, CEGEP or other non-university certificate or diploma	13.3%	13.3%	12.0%	14.6%
University certificate or diploma below bachelor level	5.3%	4.3%	4.7%	4.1%
University certificate, diploma or degree at bachelor level or above	4.4%	9.3%	7.6%	7.6%
Bachelor's degree	3.5%	5.4%	4.7%	5.3%
University certificate or diploma above bachelor level	1.8%	1.1%	1.3%	0.0%

Source: Census Canada 2016

Labour Force and Employment

Clinton had no change in labour force between 2011 and 2016 with a total of 280 individuals age 15 years and over in the labour force. When looking at attracting investment it is important to include the labour force that is available in the surrounding communities. As the table below shows, the total labour force is 2,115. It is generally accepted that population/labour force within a 45 to 60-minute commute can be used as a community's own asset.

Labour Force by Industry

Sector	Clinton	Ashcroft	100 Mile House	Cache Creek	Total
Total Labour Force population aged 15 years and over	280	640	750	445	2115
Industry - NAICS2012	0	10	30	10	50
All industry categories	270	630	720	435	2055
Agriculture, forestry, fishing and hunting	10	20	45	20	95
Mining, quarrying, and oil and gas extraction	0	50	0	15	65
Utilities	0	0	0	0	0
Construction	20	60	50	20	150
Manufacturing	45	75	115	35	270
Wholesale trade	10	20	10	10	50
Retail trade	35	55	160	55	305
Transportation and warehousing	30	75	10	50	165
Information and cultural industries	10	0	10	0	20
Finance and insurance	10	10	15	10	45
Real estate and rental and leasing	10	10	15	0	35
Professional, scientific and technical services	10	20	40	10	80
Management of companies and enterprises	0	0	0	0	0
Administrative and support, waste management and remediation services	30	15	35	25	105
Educational services	15	35	10	35	95
Health care and social assistance	10	65	65	20	160
Arts, entertainment and recreation	10	10	0	10	30
Accommodation and food services	10	45	95	90	240
Other services (except public administration)	0	20	15	10	45
Public administration	30	35	20	30	115

Source: Census Canada 2016

The follow table breaks down Clinton and comparison communities' labour force by occupation. Most of the labour force for Clinton is trades, transport and equipment operators (27.6 percent), otherwise there is a level distribution of other occupations.

Labour Force by Occupation

Sector	Clinton	Ashcroft	100 Mile House	Cache Creek
Management	35	50	60	30
Business, finance and administration occupations	40	60	55	40
Natural and applied sciences	10	10	35	20
Health	10	35	35	10
Occupations in education, law and social, community and government services	30	70	65	35
Art, culture, recreation and sport	10	15	0	0
Sales and service	30	125	245	145
Trades, transport and equipment operators	80	155	105	105
Natural resources, agriculture and related production occupations	30	55	35	15
Occupations in manufacturing and utilities	15	55	75	30

Source: Census Canada 2016

Self-employment in Clinton is higher when compared to the Regional District and the province. Fourteen percent (14.5) of the labour force is self-employed compared to 11.4 percent in the TNRD and 13.8 percent in the province.

Income

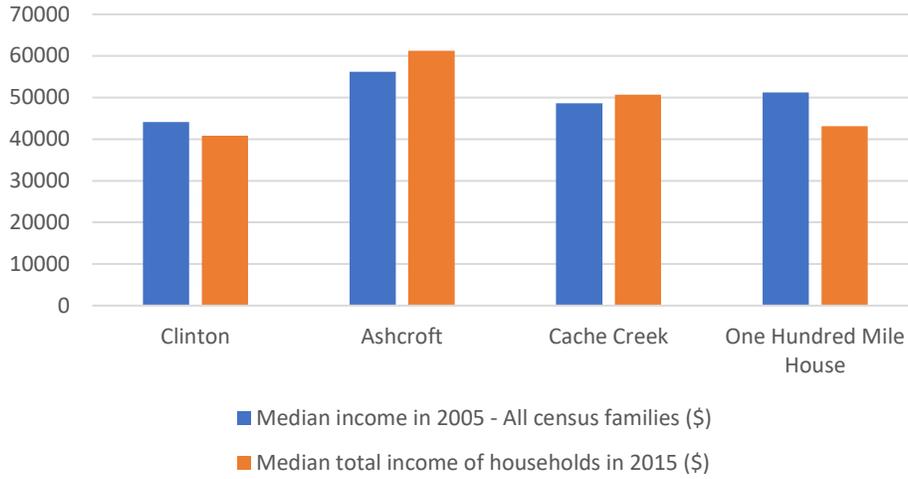
The following tables and charts break down the income levels within Clinton and the comparison communities including the Regional District the Province. Clinton’s income is generally lower than the surrounding communities, the region and the province. Significantly, well over half the population (57.5 percent) has income less than \$30,000 when compared to the region and the province. As well, both the median and average household income is well under the region and provincial averages.

Household Income

	Clinton	Thompson Nicola RD	British Columbia
Less than \$30,000	57.5%	43.8%	44.7%
\$30,000 - \$49,999	18.6%	21.0%	20.4%
\$50,000 - \$79,999	11.5%	17.9%	17.6%
\$80,000 - \$99,999	4.4%	6.4%	6.0%
\$100,000 - \$149,999	3.5%	5.8%	5.1%
\$150,000 and over	.09%	1.9%	2.5%
Median Household Income	\$40,832	\$69,308	\$69,995
Average Household income	\$59,846	\$84,619	\$90,394

Source: Census Canada 2016

Median Income 2005, 2015



Source: Census Canada 2016

Housing

The housing values and assessments are increasing but are significantly more affordable than larger surrounding communities. This affordability can be a distinct advantage in attracting residents and businesses that are able to work from any location.

Average Assessed Values, 2018 - 2019

Community	Assessed Value		
	2018	2019	% Change
Clinton	\$103,600	\$119,700	+16%
Ashcroft	\$217,000	\$222,200	+2%
Cache Creek	\$148,200	\$163,200	+10%
100 Mile House	\$198,700	\$239,600	+20%
Kamloops	\$397,550	\$431,000	+8%
Merritt	\$243,100	\$266,100	+9%

Source: BC Assessment Authority

Average Value of Owned Dwellings, 2006 – 2016

		Clinton	Cache Creek	100 Mile House	Ashcroft
2006	Average value of dwellings (\$)	97,403	137,335	170,117	145,787
2016	Average value of dwellings (\$)	174,496	176,645	213,560	247,743
	Percent Change 2006 - 2016	79.1	28.6	25.5	69.9

Source: Census Canada 2016

Key Findings of Stakeholder Engagement Analysis

In order to build an Economic Development Strategy that anticipates support by both the business sector and the broader community, a stakeholder process was developed involving an online survey, interviews, and open community meetings. Primary to the engagement was to find out whether the business sector and community considered economic development important.

Ninety-nine individuals participated in or had direct input during the public consultation process. This phase included the preparation of an online survey. The survey contained 19 questions and was promoted through various channels by the Village office. The survey was available online from June 10 to July 12, 2019.

A summary of how people participated in the communication consultation process includes:

Interviews: 16 businesses were interviewed and represented a variety of sectors including retail, service, tourism and food and accommodation

Online Survey: 56 responses to the online survey

Community Meetings: 27 individuals participated in the two community meetings held on July 25, 2019

The input received from the community consultation process contributes significantly to the development of the community SWOT – strengths, weaknesses, opportunities and threats – analysis.

Online Survey Key Findings

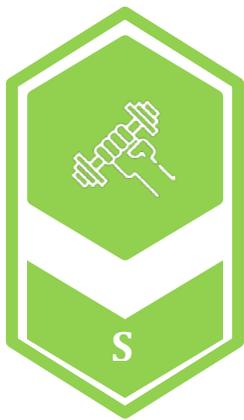
In total, 56 respondents answered the 19-question survey and the following are some of the key findings. Appendix C provides additional details from the online survey.

- There is mix of long-term residents and those who have recently moved to the community. Thirty-eight (38.5%) of survey respondents indicate they have lived in the community for 15 years or more, while an equal number (38.5%) have lived in the community for three years or less. This provides the community with a good mix of a stable resident base while attracting new residents who are likely contributing as new investors, volunteers or labour.
- Residents have a positive image of Clinton (80.9% have a positive image, 8.5% negative, while 10.6% have no perception). When asked how non-residents perceive Clinton 40% of survey respondents think there is a positive image, 24.4 negative and 37.8% no perception. A lack of a community image can present a challenge in attracting investment, business or residents.
- Respondents would like to see an expansion of tourism and hospitality businesses (40.5%) and retail (33.3%). When questioned further, many responded they would like to see more restaurants and accommodations.
- Respondents' top three economic development goals are more small businesses and entrepreneurs (43.9%); keeping and expanding existing companies in Clinton (36.6%); and attracting new businesses (34.1%).
- Respondents were asked for the community's strengths and weaknesses – the results are included in the following section.

SWOT Assessment

An assessment of the Village of Clinton’s strengths, weaknesses, opportunities and threats (SWOT) is intended to inform the Economic Development Strategy and Action Plan in order to leverage the unique assets and characteristics of the community in a way that will lead to long-term community sustainability.

This SWOT assessment has been compiled based on background research, the economic profile and the results of the community engagement process. “Quality of Life” factors were also considered in developing this SWOT assessment. In some case a negative (weakness) and a positive (strength) will be listed under both. In many cases items get added that may be perceptions and may not be seen as a fact by the reader. In economic development, many perceptions become realities.



STRENGTHS

- Proximity to Larger Markets
- Community pride
- Community forest
- Recreation opportunities
- Major transportation corridor
- Friendly people
- Long term residents
- Transit service
- Museum
- School
- History
- Affordable
- Walkability
- Volunteerism
- Ambulance Services



WEAKNESSES

- Job availability
- Limited services and amenities
- Lack of diverse housing options
- Keeping youth and skilled workers
- Lack of medical services
- Broadband
- Slow permitting
- Cost of business licenses and taxes
- Housing availability
- Lack of community involvement in decisions
- Demographics



OPPORTUNITIES

- Vintage and antiques
- Tourism
- Indigenous partnerships
- Promotion of activities
- Food service industry
- Community Forest expansion



THREATS

- Forestry sector
- Natural disasters
- Provincial downloading
- Climate change

Resources

To implement Economic Development programming, both financial and human resources are required. Typically, from a human resources perspective, there are several ways to carry out implementation including:

- Staff
- Local Organizations (Business Associations, Chamber of Commerce, etc.)
- Volunteers
- Partnerships
- Contractors

Clinton has one individual on staff as the Community Development Coordinator (CDC). In a rural community it is not uncommon to have the EDO/CDC doing more than just community/economic development. Given the potential economic impact of the closure of the Chasm Sawmill, this position may need to be evaluated to determine if more focus can be put into economic development.

From simply a financial perspective we recognize that the municipality may have limited funds for implementation. In recognition of this limitation the implementation of this strategy may require the targeting of additional support to ensure implementation of initiatives that are best able to generate a return to the community. For ongoing implementation, the Village can continue to pursue funding and partnerships with external agencies. This may include but is not limited to NDIT, Province of BC, Community Forests and others.

Clinton should monitor sources for information about funding programs that may assist with implementation. This plan identifies programs that may fund specific initiatives and the following are number of sources that should be regularly monitored to see where specific programs can fit:

Province of BC: Various programs are implemented and managed by the Province of BC. This includes labour market programs, and the Rural Dividend Fund. Clinton should remain in contact with Emily Columbo, Regional Economic Operations Branch – Regional Manager, Cariboo Region Rural Development, Lands and Innovation Division, Ministry of Forests, Lands, Natural Resource Operations and Rural Development.

Community Futures Sun Country: Community Futures manages various programs and initiatives that can assist the community with implementation, including programs offered by Western Diversification. This may include staff and financial resources. They should play a major role in the implementation of projects directed to small business and entrepreneurship. Debra Arnott, Manager, has indicated a real interest in assisting the community in this regard.

Northern Development Initiatives Trust: Clinton continues to be eligible for the programming and funding offered by the Northern Development Initiatives Trust. It would be valuable for the CDC and CAO to maintain regular communication with NDIT to ensure the community is taking advantage of all the programs they have available.

Civic Info BC: Civic Info BC maintains a comprehensive database of available grants for communities. <http://www.civicinfo.bc.ca/grants>. Regular monitoring of this site should be done to identify new opportunities.

Remarkable Experiences: This program has been developed by Destination BC (DBC) and is being delivered by Cariboo Chilcotin Coast as one of four regions delivering the program. The program is aligned to the DBC strategic approach to marketing BC and is intended to ensure that visitors have a remarkable experience and will recommend the destination to friends and family.

Destination Development: The intent of the program, developed by DBC, is to engage with provincial and municipal governments, tourism stakeholders, the economic development community, chambers of commerce and other stakeholders to define development opportunities that will make the destination more competitive in the marketplace.

Rural Dividend Program: The most significant program to support economic development in BC communities is the Rural Dividend Program. In September 2019, the Province announced a suspension of the project until further notice. This suspension was due to support workers and communities in the Interior impacted by the downturn in the forest industry. With the loss of the Chasm Mill the Village of Clinton has been identified as a community that is eligible for special circumstances funding. The funding amount allowable is \$100,000, however, the Province has not yet released the requirements that communities must follow.

Labour Market Partnership: The Labour Market Partnerships (LMP) Program is a program that provides financial assistance to organizations to support and facilitate labour force issues and encourage human resource planning activities which are in the public interest. The LMP Program funds projects that encourage and support employers, employee and/or employer associations and communities in developing and implementing strategies for dealing with labour force issues and meeting human resource requirements.

The above are only some of the programs available. Appendix A provides additional programs that may be utilized for funding economic development activities.

Strategies and Implementation

The development of this economic development plan comes at a pivotal point in time for Clinton. The community has experienced job losses with the most recent downturn in the forestry industry. Clinton’s leaders, both public and private, before the downturn recognized that it should begin to explore opportunities to shape the future growth and well-being of the community. This strategy was started before this recent development but many of the recommended strategies will help to support the impact that the mill closure may have. The Province of BC has established working tables to address the labor and economic impacts of the mill. It is expected that additional strategies and programs will be identified by the Province and the community stakeholders involved in the process, as a result.

The strategic goals in this action plan represent priority areas that are intended to build upon unique strengths in order to foster economic development in the Village of Clinton. The community has many strengths and opportunities that, if managed effectively, will result in future economic prosperity for the Village and its residents. The goals set out in this plan establish a strong framework for success and with strong leadership and a desire to seize opportunity as it presents itself, the future offers great promise.

Many of the strategies are cross-supporting, in that the development of completion of one strategy can move other strategies along. The timing of each strategy and related actions are organized as follows:

- Quick Win:**
0 – 3 months
A project that can be quickly and easily completed within a few months. They do not require vast amounts of resources and can be done right away to gain support and build momentum for longer-term strategies or projects.
- Priority:**
Less than 1 year
These are more complex actions and are considered priorities to implement as they may be time sensitive or will be required to be completed before other actions can be implemented. Priority items should be completed in less than one year.
- Medium:**
1 – 2 years
These actions will follow the priority items and will take one to two years to complete.
- Low:**
3 – 5 years
These actions are longer-term and are to be implemented after the priorities are completed, and the medium actions have been initiated or completed. These actions are three years or more.



Goal 1: Build a Strong Economic Development Focus and Toolbox

Nearly every community sells a great “quality of life”. Some believe that all a community needs to do is focus on being a great place (community development) and the economic part will simply take care of itself. On the contrary, for a community to be economically viable, it must make a concerted effort to work on both community development and economic development. They are interdependent and reinforce each other.

It is important to recognize that economic development and community development are not the same. Community development is a process for making a community a better place to live and work. Economic development is purely and simply the creation of wealth from which many community benefits are created. Some will argue that community development is enough to create a vibrant economy. While important to that end, community development does not factor in important business fundamentals necessary for the successful, sustained operation of businesses. Communities still must make the basic business case to desirable prospective employers.

The following strategies are both community development and economic development. The strategies are focused on building strong economic development in the community and having the right tools in place for existing business and attracting new businesses and investment.

1. Apply for Rural Dividend Program Funding (Special Circumstances)

With the suspension of the BC Rural Dividend program the province is making some funds available to assist communities impacted by the downturn in the Forest Industry. The completion of this plan was funded by the Rural Dividend Program, and there are many strategies within this plan that may be eligible under the special circumstances funding and funds left over that had been previously approved. These strategies include:

- Economic Development 101 Workshop for Council and CEDTC
- Develop a Village of Clinton Community Profile
- Smartinvestclinton.ca
- Undertake an “Open for Business” Marketing Campaign
- Expand the Economic Impact of the Community Forest
- Develop a Promotional One-sheet of Vintage and Antiques Related Businesses
- Inventory of the Broad Range of Tourism Assets
- Develop a How-to Manual for New Business and Entrepreneurs
- Wayfinding
- Review and Amend Bylaws to Make Clinton a Preferred Place to do Business

Lead Responsibility: CDC
Partners: Regional Manager Cariboo – Ministry of Forest, Lands, Natural Resource Operations and Rural Development
Project Timing: November 2019
Degree of Priority: Quick Win



2. Create an Economic Development and Tourism Advisory Team (CEDTAT)

The Village of Clinton and the community supports economic development and, through the consultation process, new avenues, specifically tourism, was identified as an opportunity for economic development to focus on. Though support was expressed it was also noted that some

residents and businesses were not clear on what economic development does, how tourism can be incorporated or how they can be involved. It was also expressed that tourism opportunities need improved promotional efforts. For successful economic development and tourism to happen within a community, residents, businesses and stakeholders must be included in the process. Clinton is part of a new regional collaborative to collect the MRDT tax, but it is unclear what is happening to that funding. Some of that funding should remain in the community to support tourism initiatives to encourage people to stay longer and to discover all that Clinton has to offer.

It is recommended that an Economic Development and Tourism Advisory Committee be created consisting of stakeholders within the community, including key sectors or businesses. The committee will be instrumental in helping to raise the awareness of economic development and tourism within the community and to build support at the community level. The committee should meet on a quarterly basis and then evaluate whether monthly meetings would be more beneficial. The committee should be comprised of individuals located within the community or adjacent area, who represent:

- Hotel/accommodations - 1
- Tourism operator - 1
- Retail – 1
- Business or community representative at large – 1
- Whispering Pines/Clinton Indian Band - 1
- Supporting organizations (Community Futures) – ex-officio
- Local government – ex-officio

There are individuals within the Village who could provide the leadership skills and enthusiastic desire to help the community in its economic development and tourism efforts. Once the Economic Development and Tourism Advisory Committee has been established it is important to ensure they understand their roles and responsibilities. The committee must be clear on its role, expectations and responsibilities to the community. It will be important to communicate to each committee member what happens within the economic development office and what the goals and objectives are. It is recommended that a committee manual be completed to provide guidance for new and future committee members. It is also recommended that a quarterly activity report be created and submitted to all committee members providing updates on activities within the economic development department. The report will need to take into account and respect the confidentiality of clients. It should be noted that client information should never be shared in public reports and typically never are reported to Council or committees unless a specific decision at the request of the client is needed.

After the first year of operation it is suggested the advisory committee be reviewed to determine if the committee should be separated into two separate committees – an economic development advisory committee and a tourism advisory committee.

Lead Responsibility:	CDC
Partners:	N/A
Project Timing:	January 2020
Degree of Priority:	Priority

3. Economic Development 101 Workshop for Council and CEDTC

To be successful in today's competitive economic development community, leaders need and want to understand the different aspects of economic development. Since 2011, the British Columbia Economic Development Association (BCEDA) has delivered more than 75 full day Economic Development for Local Leaders workshops to more than 1,500 local leaders in communities throughout North America making these workshops one of the most delivered in North America.

The workshops, designed for local and regional governments and Indigenous communities, aim to assist communities to expand their capacity, knowledge and skill sets to ensure economic sustainability and future growth. These workshops are fully customizable. However, typical content includes an introduction to the field of economic development and the different structures, Strategic Planning, Essential Tools, Business Retention, Business Attraction and Investment Readiness, Small Business and Entrepreneurship, Workforce Development and more. The workshop includes examples of successful initiatives in each category that have been done globally to show how risk and imagination is all an important part of economic development.

The majority of elected officials are new to Council and the workshop will be an excellent support as they take their first steps into the implementation of an economic development plan. In addition, strategy 2, identifies the need to establish a new Economic Development and Tourism Advisory Committee. It is important for Council and the committee to understand what economic development can do and can't do, along with how the plan can be implemented including the available resources. This will be important as it will help to better understand and support the work of senior administration and the CDC as steps are taken to create a sustainable economy for the community.

Lead Responsibility:	CDC
Partners:	BCEDA
Project Timing:	February 2020
Degree of Priority:	Priority

4. Develop a Village of Clinton Community Profile

The Village of Clinton does have a community profile on the Village website. However, the profile should be updated and expanded. It is important for any community to provide and maintain clear and concise regional information that anticipates the requirements of those looking at living or investing in the community. Timelines for investors to search out specific information is often tight and uncertainty or delays in clarifying any factors may lead to the choice of another location. Key information on variables such as population, labour, transportation, community zoning, utilities and key quality of life factors must be readily available. Having this information also allows the community the ability to customize information for a specific opportunity. It is important that data be expanded to include surrounding communities, typically within a 1-hour radius. The District of Clearwater has a good profile example. Appendix B lists the minimum information the profile should include.

Lead Responsibility:	CDC
Partners:	N/A
Project Timing:	March 2020
Degree of Priority:	Priority

5. Smartinvestclintonbc.ca

Research shows that an economic development organization’s website is its most effective marketing tool and supporting studies show over 95% of site/location selectors use the internet to qualify a community. If you are not being qualified, you are effectively being disqualified because the right information was not there - or even worse is when the information is there but it can’t be found. Clinton does have an investment-focused website – smartinvestclinton.ca. However, the website does not have the information required for investors. For example, there is little demographic or statistical information on the website nor are there some basic items like a map to show where the community is located. This type of information is critical to investors. The website does provide some good information on the advantages Clinton has to offer with regards to the target sectors. However, some of the visuals used do not accurately reflect the Village of Clinton. There are pictures that indicate the community is more urban and larger in size than it is. Promotion of a community must depict an accurate image of itself for business attraction to be successful.

The website needs to be reviewed and content needs to be added to provide the information investors are looking for. Once the community profile has been completed it needs to be made available on the website and individual information pieces should be broken out and provided separately. Other information to include will be the land and building inventory when completed along with the sector specific information, particularly the vintage and antique cluster and tourism sectors.

Lead Responsibility: CDC
Partners: N/A
Project Timing: October 2020
Degree of Priority: Medium

6. Undertake a Review of Available Land and Buildings for Industrial/Commercial Development

The Village needs to undertake a review of present conditions and create a database of available industrial and commercial facilities and lands available for occupation and or development in the community. This will require collaboration between the Village and area realtors to ensure the data is kept current and information is updated on regular intervals. Having a comprehensive database of land, including the services available to each parcel of land, zoning, OCP, etc. is a critical component towards supporting local businesses in expansion and in the ability for the community to attract external investment.

Lead Responsibility: CDC
Partners: Real estate and developers
Project Timing: September 2020
Degree of Priority: Medium

7. Undertake an “Open for Business” Marketing and Promotional Campaign

External business attraction can be expensive but is a necessary activity if a community intends to grow its business potential. Action is required to plan and develop new marketing and promotional materials that address and influence potential business owners, investors and new entrepreneurs considering a location for their venture. While many communities have large budgets for business attraction, Clinton has more limited resources. Previous actions in this plan including the

community investment profile and available land database, will provide a significant amount of information required to put together promotional material and the Rural Dividend Program has a funding category for promotion which will help Clinton to offset the costs involved. There are some excellent examples of communities who have developed cost-effective materials including the District of Tumbler Ridge and the City of Castlegar which undertook a successful targeted campaign to attract a brewery to their community.

Community Futures BC, Venture Connect, BC Economic Development Association, through funding provided by Rural Dividend, are organizing a trade show called the Great BC Business Sale. This trade show, scheduled for the fall of 2020, will allow local governments and real estate agencies the opportunity to showcase business opportunities available in the community, including businesses for sale. Clinton as part of its “Open for Business” campaign should attend this event.

Lead Responsibility: CDC
Partners: Local realtors, Community Futures
Project Timing: September/October 2020
Degree of Priority: Medium

8. Undertake an Annual Business Walk

The ability of a community to keep their existing businesses is often easier than attracting new businesses. A BRE program seeks to identify and understand the issues and obstacles faced by a variety of local businesses in a community through a series of detailed surveys and interviews. One component of a BRE program is a Business Walk. For a community the size of Clinton this can be the primary BRE activity combined with a structured follow up process.

An annual Business Walk should be organized for the community. Business Walks are not like a traditional Business Retention Program and instead involves partnerships between Mayor and Council, Village Staff, Community Futures, the Province of BC and others. “Walkers” (teams of leaders made up from the partners) walk from business to business asking a few conversationally structured questions that capture the pulse of the business community. Over a few short hours, large portions of the area are covered ensuring that a large percentage of businesses are given an opportunity to be heard. Home based businesses could be covered by a drop in Business Walk at the Village Office where HBB operators would provide the information typically collected in a Business Walks. The Business Walk program offers an excellent opportunity to listen to the local business community, identifying common themes for action while bringing together educational resources, municipal services and representatives of the business community for specific action plans. The BC Economic Development Association, working with the Central Okanagan Regional District first piloted this program in BC in 2014. Since then over 300 Business Walks have been conducted throughout the Province. Many of these have been done in partnership with the Province of BC. BCEDA makes available a program where data can be entered and compared from year to year. Clinton does have access to this program.

Lead Responsibility: CDC
Partners: Local community agencies, BCEDA, MFLNR
Project Timing: April 2020
Degree of Priority: Priority

9. Develop a Business Directory

The Village of Clinton has a Licensed Business Listing that lists businesses in the Village by category. During the public consultation there was significant interest in having a separate business directory. Primarily, businesses were looking for enhanced information available to visitors looking for information on the internet. Most agreed that the Village’s website could be a logical place to host the information. Once the smartinvestclinton.ca website is reviewed and redesigned the business directory should be available on the website. There are businesses located outside of the municipal boundaries that could be encouraged to buy a business license. These businesses help to keep visitors in the community longer and help to attract potential future residents/entrepreneurs. By not marketing them, the community is missing an opportunity to highlight all it has to offer. The Village of Tahsis and Village of Sayward both have excellent online business directories that allow their businesses to submit their information and provides users with the ability to link over to the individual businesses’ website. Clinton is in the process of developing their Love Clinton directory that will be part of the Love Northern BC website. However an expanded business listing should also be done.

Lead Responsibility: CDC
Partners: Local businesses, NDIT
Project Timing: November 2020
Degree of Priority: Quick Win



10. Regular Communications with Local Government and Community to Build Support

The community consultation demonstrated strong support for economic development in Clinton. More than three-quarters (76.2%) of the survey respondents gave the importance of economic development for Clinton’s future an eight or more ranking on a scale of 1 to 10. During discussions with businesses and residents, most agreed there needs to be increased and regular communications. It is important for Clinton stakeholders to understand what economic development is and what it can do and cannot do. This is particularly true in a smaller community with limited resources. There are several methods that can be incorporated to ensure the community and key stakeholders understand the importance of economic development to raise awareness and support, and to provide ongoing education to the community. The CDC should start a regular column in The Clinton Lariat. The first submission could be to introduce the position, as it was recently filled, and provide some background information on economic development to date in the community. Monthly articles can focus on area economic development “facts”, business successes, economic development activities completed and planned.

Lead Responsibility: CDC
Partners: N/A
Project Timing: November 2019
Degree of Priority: Quick Win



11. Adoption and Promotion of Revitalization Tax Exemption Program

Section 226 of the Community Charter provides authority to exempt property from municipal property value taxes. Local governments create a bylaw designed to increase the extent to which persons construct and maintain improvements generally in commercial zones and industrial zones. According to the Community Charter, a revitalization program may apply to a small area or areas, a

certain type of property or properties, a particular activity or circumstance related to a property or properties, or an entire municipality.

Clinton could use this zone to see redevelopment that enhances the area to attract new investments and redevelopment of existing businesses. The cost to the community for these types of programs is minimal as you would continue to collect existing taxes while forgoing the increased revenue for a specified period of time that you would get from new development. However without the designation, many of these redevelopments would not necessarily occur. This could eventually result in less tax revenues as property values on older facilities are decreased.

The District of Logan Lake has enacted a similar bylaw and has taken it a step further by exempting the complete municipal portion of the taxes depending on the value of improvements. The other unique aspect of the Logan Lake initiative is that it designates different tax exemptions for different parts of the community depending on level of need for redevelopment. Clinton should seriously consider this type of designation throughout the community including the industrial park, along Highway 97, and in all residential areas.

Lead Responsibility: CDC
Partners: N/A
Project Timing: March/April 2020
Degree of Priority: Priority

12. Continuation of Façade Improvement Program

A pleasant community appearance adds to home values, helps attract business investment, and just improves the overall reputation. The Knight Foundation teamed up with a leading research organization, Gallup, to study what makes people want to stay in the community. The study, known as the Soul of the Community Survey, shows that beauty is one of the top three factors in creating community attachment, or loyalty, to your particular town or city. Clinton participates in the Community in Bloom program and has done a good job of enhancing the visual appeal as you enter the community. To further enhance the beauty of the community, Clinton participates in the Northern Development Initiative Trust Business Façade Improvement program. This program helps to cover business costs associated with the Façade Improvement. Clinton has five businesses who have applied this year. This program needs to be continued in the future and marketed to businesses in the community.

Lead Responsibility: CDC
Partners: NDIT
Project Timing: November 2019
Degree of Priority: Quick Win



13. Develop a Response Protocol for the PNP Pilot Program

As the need to encourage new economic growth increases, communities like Clinton are working to attract new immigrants to start new businesses. Immigrants from around the world have been a driving force behind innovation, job-creating and entrepreneurship. One only has to look at companies like Google, Amazon, Oracle and others to see that immigrant entrepreneurs can and do make a difference. While landing one of these entrepreneurs may be a long shot, even smaller ones

will make a difference. It may be a craft brewery, a new restaurant, a value-added manufacturer, or a housing developer that is attracted, but all provide value to a stronger and more diverse economy.

One of the biggest challenges for rural communities has been the ability to attract new immigrants to communities outside of the Lower Mainland. To help address this, the Province of BC launched a new BC PNP Entrepreneur Immigration - Regional Pilot. This pilot is focused on attracting entrepreneurs from around the world to establish businesses in regional communities like Clinton. This will help meet the communities' economic development needs and encourage investments outside urban areas

Clinton applied to be part of this program and was successful. One of the challenges for smaller communities with limited capacity is the ability for the community to respond to the significant number of inquiries that this program is generating. Unfortunately, the majority of inquiries will be not legitimate projects and/or would not fit in the community. Responding to inquiries needs to be a top priority for the community. It is important to set up a process to shortlist these inquiries into ones that have a realistic chance of succeeding. The community must also establish the foundational pieces such as a community profile, facts sheets, etc. in order to have what is needed to respond.

Lead Responsibility:	CDC
Partners:	Province of BC
Project Timing:	February 2020
Degree of Priority:	Priority

Goal 2: Work Cooperatively and Strengthen Links with Partners at all Levels

Communities that are successful will be the first to admit they don't do it alone. Working in partnership internally and externally is an important component of successful economic development. Clinton needs to ensure they are maintaining, enhancing and creating new relationships with individuals, departments and organizations at higher levels of government and with surrounding communities. The following strategies are built around fostering partnerships to enhance economic development activities and future success.

14. Building Relationships with Indigenous Communities

For years, Indigenous and local governments from across Canada have been reaching out to partner with one another on a variety of issues. While there are significant differences in the communities' legal rights and governance structures, economic conditions, demographics and cultures, often Indigenous communities and municipalities share many of the same hopes, and they struggle with similar challenges. Many partnerships are built through infrastructure or service agreements, while others have been more substantial, including commitments to increase communication, develop a government-to-government relationship, and to pursue economic development opportunities.

The Federation of Canadian Municipalities (FCM) and the Council for the Advancement of Native Development Officers (CANDO) have a program designed to encourage and support collaboration between the different partners. The Community Economic Development Initiative supports Indigenous communities and neighbouring municipalities who want to create a shared vision for joint economic development. Each community partnership promotes reconciliation and collaboration. They help coordinate local action to address regional issues and build a more sustainable economy for all.

The funding for the CEDI program has ended. However, efforts are being made to have it reinstated. Regardless CANDO and FCM have developed significant resources that could be used to support an initiative in the region.

Another program to help with this initiative is the Regional Community to Community Forum. This program is funded through the provincial Ministry of Municipal Affairs & Housing and Indigenous Services Canada. In most years since 1999, the provincial Ministry of Municipal Affairs & Housing and Indigenous Services Canada have provided funding for the C2C program. In this time, nearly 630 C2C Forums have been held in communities across the province.

The goal of a Regional C2C Forum is increased understanding and improved overall relations between First Nations and local governments. Forum events are intended to provide a time and place for dialogue to build on opportunities, support reconciliation efforts, resolve issues of common responsibility, interest or concern, and/or to advance tangible outcomes.

Lead Responsibility:	CDC
Partners:	Whispering Pines/Clinton Indian Band, High Bar First Nations, CANDO, FCM, Province of BC, Indigenous Services Canada
Project Timing:	May 2020
Degree of Priority:	Priority

15. Expand the Economic Impact of the Community Forest

Clinton and District Community Forest (CDCF), in operation since 2014, generates anywhere from \$500,000 to \$1 million annually in revenue. Its sole shareholder is the Village of Clinton. The licence covers approximately 62,000 hectares of Crown forest and has an allowable annual cut (AAC) of 20,000 m³; the actual harvest varies year to year in response to market conditions and was impacted in 2017 by wildfires. The Community Forest puts a significant amount of money back into the local economy through the purchase of supply services, contracts, and distribution of dividends. Community Forest Agreements are intended to provide local government with a source of revenue to fund local priorities and support new options in recreation, wildlife and watershed management. They are also aimed at diversifying the forest economy and creating new opportunities for value-added activities.

It is evident that the community needs increased communication on what the Community Forest is doing and what its long-term plan means for the future of the forests and for new job creating/supporting opportunities. Communication is critical to ensuring ongoing support and the sustainability of the CDCF. Since 2014, the Community Forest has achieved operational, social and financial accomplishments, as outlined in their 2018 Annual Report.

With the loss of the Chasm Mill, new opportunities must be explored to further expand the CDCF so that it could provide new and long-lasting benefits to the community. The following recommendations will help to provide a solid community owned plan for the future of the forest and work towards sustainability. Foundational activities such as updating the Community Forest website and the Contractor registry are critical in sustaining ongoing community support for initiatives. Periodic updates should be included in community newsletters in order to increase the awareness of the Community Forest activities. While EDCD believes that there are additional activities that need or could be pursued, we recommend that a new business plan be developed. The Community Forest should ask Community Futures for help to facilitate some strategic planning sessions, with some possible funding coming from NDIT. Some of the strategies that could be discussed are ones that we see as having some significant economic potential and community buy-in. These include the following:

1. Expansion of CDCD AAC
2. Develop a Clinton Value-Added Community Cooperative (or working group)
3. Explore opportunities for a new Log Sort operation
4. Complete pre-feasibility studies on new Value-added opportunities (Bio-fuels)
5. Partnerships with regional Indigenous Communities
6. Explore the opportunity of creating a Carbon Neutral Community Forest similar to the Cheakamus Community Forest.

Lead Responsibility:	Community Forest, General Manager
Partners:	Village of Clinton, NDIT, Community Futures
Project Timing:	January 2020 and beyond
Degree of Priority:	Priority/medium/low

16. Establish an Economic Development Partnership with Sun Country Community Futures

Community Futures works with communities to invest in activities and projects designed to allow the community to be resilient and successful. In addition to assisting with business development, CF practice and promote community and economic development initiatives. In carrying out these

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roles, CF can act as facilitators, bringing together groups to develop a locally driven vision for their future. Clinton's Community Development Officer is new to the community and to economic development. This provides an excellent opportunity to reach out to the regional Community Futures office for introduction and to discuss ways that Community Futures can assist Clinton in its economic development goals. For example, Community Futures has been working to establish a regional Chamber of Commerce. This may be something that Clinton is interested in being a part of. In addition, there are several strategies in this plan where CF may be able to provide support including business walks, new businesses (antique and tourism) and entrepreneur development.

Lead Responsibility: CDC
Partners: Community Futures
Project Timing: November 2019
Degree of Priority: Quick Win



Goal 3: Establish the Village of Clinton as the Premier Location for Vintage and Antique Shopping

Clinton has an established vintage and antique cluster and it draws people from miles away. There are opportunities to expand the industry, attract new business, promote Clinton and increase tourism. There are strategies recommended in this plan designed to increase the support to the existing antique and vintage businesses. Once those strategies are completed, it is time to explore the opportunities to expand the industry. There are several recommendations for Clinton to develop and expand the industry and work towards making Clinton the “Vintage and Antique Capital of Canada”.

17. Develop a Promotional One-sheet of Vintage and Antique Related Businesses in the Village

Clinton is known as a destination for antique or vintage shopping and there is an opportunity to strengthen and expand this cluster. Businesses want to have more support at the local level in promoting the existing cluster and in attracting new businesses. A separate promotional one-sheet should be developed that provides information on each of the businesses in this cluster. The one-sheet should include information on the opportunities for new entrepreneurs or businesses. The “Clinton Advantage” for the industry should reference the existing cluster of businesses, highway 97, affordability of land/building, etc. The one-sheet can be used for a multitude of promotional purposes including increasing tourism and attracting new businesses/entrepreneurs.

Lead Responsibility: CDC
Partners: Local antiques/vintage businesses
Project Timing: May 2020
Degree of Priority: Priority

18. Vintage and Antique Annual Fair

The community consultation process clearly showed support for the vintage and antique cluster within the community and there was an overwhelming desire to see this cluster strengthened and expanded. The previous recommended strategies all work towards strengthening the cluster and once they have been implemented it is time to take a larger leap towards creating an identity for Clinton to become a premier location for vintage and antique shopping. The development of an annual fair to be held in the Reg Conn Park is a longer-term strategy that builds on the previous strategies. The fair will bring together dealers and buyers from across Canada with local businesses. Over time, the fair will potentially be built into a large annual event that will attract people who will stay in the region. There are many examples of communities who have developed annual fairs. Clinton can research, consult with, and determine what will work best for the community:

- Lucketts Vintage Hip – Lucketts, Virginia (population 2,700)
- Brimfield Antique Flea Market – Brimfield, Massachusetts (population 3,700)
- Rural Life Antique Show – Tuscola, Illinois (population 4,447)
- Christie Antique & Vintage Show – Christie Lake, Ontario (population 5,600)

Lead Responsibility: CDC
Partners: Local businesses
Project Timing: 2022
Degree of Priority: Low

Goal 4: Promote and Market the Village of Clinton as a Tourism Destination

The shared vision of the Gold Rush Trail Destination Development strategy is “The gold rush trail is a highly recognized, iconic touring route that is renowned for its vibrant, connected communities, heritage preservation, cultural and indigenous experiences, natural landscapes and outdoor adventures. The diversity of experiences attracts visitors year-round and generates on-going, sustainable benefits for residents, businesses, and visitors alike.” This vision could easily be adapted to be specific to Clinton. Clinton offers many, if not all, of the features described and more. The community is part of the Cariboo Chilcotin Coast Tourism Association and the Gold Country Communities Society (part of the Bonaparte Plateau region). Both groups do a world-class job of promoting the region. However, more must be done to capitalize on visitors who visit the community to encourage them to stay and explore all that Clinton has to offer.

19. Inventory the Broad Range of Tourism Assets

Communities risk opportunities not being fully realized if there is not a strong understanding of what they already have. A tourism asset inventory is a meaningful record of all the resources in your community. Without knowing, recognizing and promoting what you have, it is difficult to plan for the future. Communities that map their resources are better equipped to attract investment, improve quality of life of residents and to understand the potential and opportunities of the area.

Clinton and area have a significant number of tourism attractions, operators and services but there is no coordinated inventory of the actual products available. Some of these assets are not within the community boundaries but should be included as part of its assets. For example, the Big Bar Guest Ranch, Amblers Bighorn Guiding, the Chasm, Kelly Lake and more all attract people to the community. These visitors could be spending money and taking advantage of other community assets. The community inventory should list categories of tourism products (such as the May Ball and Clinton Rodeo) as well as community infrastructure (the Chasm, Provincial and Community Parks), that support tourism. An inventory of these assets will enable the community to review the number, range and quality of assets. It will also identify any gaps that need to be addressed. The inventory on tourism should not just include accommodations and restaurants but be more focused on those activities that will keep tourists in the community for a longer period of time. There are several toolkits available online for developing a community tourism inventory.

Lead Responsibility:	CDC
Partners:	CCCTA, Gold Country Community Society
Project Timing:	2021
Degree of Priority:	Medium

20. Bring Together Tourism Sector to Bundle and Promote Services

Many small or rural communities struggle with how to package their local tourism operators with local hospitality service providers (hotels/motels, restaurants and attractions) and market out the opportunity to potential visitors. Tourism trends indicate visitors, particular those from overseas, are seeking experiences that are packaged together versus having to research and put together their own experience package.

Clinton is blessed with a broad mix of tourism products, including lakes, trails, horseback riding, antique and vintage shopping, a famous pottery shop, accommodations and more. Many of these offerings are available year-round and not just during the summer months. However, even with this mix, not enough tourists, stop, spend time, and spend money in the community. What this means

is that Clinton may be missing out on tourism opportunities even with the variety of experiences Clinton can offer.

Strategy #2 recommends the creation of an Economic Development and Tourism Advisory Committee. One of the projects that could be investigated by the Committee is to identify a local tourism operator or service provider who would coordinate the various tourism products and services and develop them into a tour package. The project could be done with partnership with Southern Cariboo Tourism and expanded into a regional project that will promote the entire region to visitors. The Ministry of Forests, Lands, Natural Resources and Rural Development has expressed interest in this type of regional project. Working together and succeeding together is a cornerstone of successful economic development.

Lead Responsibility: CDC
Partners: Province of BC, local tourism operators and service providers
Project Timing: October 2020
Degree of Priority: Medium

21. Expand and Encourage Tourism Visitation by Being Part of the Regional Tourism Initiatives

Clinton is a small community that is part of a lightly populated region located some distance from BC's major tourist corridor of Victoria-Vancouver-Whistler and the Central Okanagan. The area has also been negatively impacted by the Wildfires of 2017 and subsequent road closures due to mudslides. It is difficult for any individual tourist market to catch the attention of potential visitors amid the clutter of marketing messages that every consumer faces today. Launching expensive new marketing efforts is unlikely to yield satisfactory results for an individual community. An alternative approach, and likely far more effective, is for Clinton to capitalize on several regional tourism initiatives that are presently underway including the implementation of the Destination BC and CTTA Destination Development Strategy. Clinton should also work to be part of the McAbee Fossil Beds initiative, support the development of new trails (for diverse uses) and the enhancement of provincial parks. New signage should be developed in the community, along with brochures that highlight regional assets that are of interest to a diverse audience. By educating visitors on the different activities to see in the area, the community will have a better chance of encouraging stays and spending.

Lead Responsibility: CDC
Partners: CCCTA, Gold Country Community Society
Project Timing: January 2020
Degree of Priority: Priority

Goal 5: Enhancing the Community and its Profile as a Place Where Businesses, Entrepreneurs, and Residents Want to Be.

Individuals who participated in the community consultation process mentioned that the lack of marketing and promotion of Clinton to both an internal and external market was a challenge to the growth and development of the Village. A need for marketing and promotional strategies to enhance existing services along with strategies to target residential growth and business investment was identified.

22. Healthcare Worker Recruitment Program

Individuals who participated in the community consultation process agreed there is a shortage of healthcare workers in the community and there is a clear desire for healthcare to be more of a priority. It is hard to compete with other communities when recruiting doctors and other healthcare workers as Clinton does not offer a visible assistance or incentive program to attract medical professionals. Quesnel has done an excellent job in their doctor recruitment program. To maintain their emergency medical services, Quesnel created a doctor recruitment program. The community partnered with a local car dealer who provides two insured cars for potential doctors to use and the city pays up to \$4,800 to house the doctors in a fully furnished home. Quesnel is very open to sharing their experience of what works and what doesn't with other communities who have challenges recruiting doctors or other healthcare workers.

Interior Health is working on a variety of projects on this topic including working on a community needs assessment for health care. A Village of Clinton council member is part of this initiative as a committee member. It is unlikely the community the size of Clinton could successfully attract a doctor, however a tele-health service could be established. In addition, a Community Nurse Practitioner may be an option. By working with Interior Health, the community could coordinate tours for potential health workers, and sell them on the opportunities the community offers. The Community Integration Health Services responsible for Clinton should be asked to provide regular updates to Council and the community on what steps are being taken to expand health care services in the community and to discuss ways to work together on the attraction of workers.

Lead Responsibility:	CDC
Partners:	Interior Health
Project Timing:	2022
Degree of Priority:	Low

23. Facilitate Resident Attraction and New Residential Development

The businesses and residents who participated in the one-on-one meetings or who attended the two community meetings identified attracting new residents and residential development as an important initiative for economic development for the opportunity it would bring to expand the local tax base and bring in new investment. The primary target groups identified by the community included:

- Urban dwellers seeking the best in a rural lifestyle but proximity to all amenities offered by nearby cities including Kamloops, Kelowna and Vancouver
- Youth who have roots in the community and may consider returning to raise a family in Clinton once they have completed their education

- Seniors who have high-priced property to sell in larger, urban cities, and wish to free up capital by purchasing a more moderately priced home in Clinton
- Families looking for an affordable and safe community to raise their children

There will need to be promotion of Clinton as a place to live targeted at the above groups. As well, identification of the best locations for additional residential development, that fit within the Official Plan and zoning by-laws, must also be determined.

Lead Responsibility: CDC
Partners: N/A
Project Timing: 2022
Degree of Priority: Low

24. Support Seniors Housing Needs

In March of 2017, the Province of BC announced \$2.9 million in funding for a new 10-unit facility to provide safe and affordable housing for independent seniors. The site for the facility was a vacant school that closed in 2010. The project has been led by the Clinton and District Assisted Living Society. Clinton has residents that have been there for generations and the community is very close knit. Seniors do not want to move and are looking for options to stay in the community.

The work on this project has not proceeded to date. The Society, in partnership with the Village of Clinton, should continue to pursue the funding from the Province of BC. This should be discussed with the Minister by Council at UBCM in the fall of 2019. Together they should also seek funding through the NDIT Northern Housing Incentive. The Northern Housing Incentive program provides grant funding to local governments to create a 'Dollars to the Door' program that will enhance and support economic development by incentivizing private sector housing developments. The Northern Housing Incentive program is intended to incentivize the creation of new market-based housing units in communities across Northern B.C., which will, in turn, retain seniors and attract workforce and thereby increase business and employment opportunities. A Seniors' facility is eligible, and these additional funds would help to provide amenities for those that decide to move into the facility.

Lead Responsibility: Village of Clinton
Partners: NDIT, Province of BC
Project Timing: November 2019
Degree of Priority: Quick Win



25. Improve Telecommunications Infrastructure

Our world has become technologically reliant in all aspects of our lives: personal, social, economic, industry, commerce, critical systems, and connectivity. The ability to access reliable broadband (high-speed) internet access is an expectation of most residents, and likely soon, a fundamental system as determined by CRTC. Clinton would be well-served to explore this opportunity.

For the community to attract new residents, tourists, and new entrepreneurs/virtual workers, it needs to have a modern telecommunications infrastructure.

The high cost of providing infrastructure for citizens in and around rural and remote communities in B.C. has been identified by municipal governments, First Nations, Regional Districts, regional

Internet service providers, and community advocates as one of the key barriers to expanding internet services. The NDIT administers the "Connecting British Columbia" program. This program helps to pay for infrastructure required to deliver high-speed Internet connectivity to rural and remote areas of the province. Discussions with NDIT and ABC Communications should occur to take the steps needed to expand this important infrastructure.

Lead Responsibility: Village of Clinton
Partners: NDIT, ABC Communications
Project Timing: May 2020
Degree of Priority: Priority

26. Develop a How-to Manual for New Entrepreneurs and Small Business

Developing a strong support system for entrepreneurs and small business is a critical aspect of building sustainable economic development. A community needs to support and encourage entrepreneurs to create new businesses. Many communities believe that it is entrepreneurship that drives all future economic development activities for the following reasons:

- Entrepreneurial activities are a productive outlet for energies of enterprising and enthusiastic people
- Small businesses create jobs at relatively low capital cost and low environmental impact, especially in the fast-growing service sector
- Small businesses develop a pool of skilled and semi-skilled workers who are the base for industrial expansion
- Small businesses are the source of innovation in products, services and techniques
- Entrepreneurs can contribute new ideas to economic development initiatives
- Small businesses serve a social function by creating career opportunities and upward social mobility, and by preserving, in many instances, a set of values
- An entrepreneurial approach to economic development also benefits larger businesses that will be attracted to a community's unique character

The development of a guide or manual should be made available through the Village website and be designed to provide the basic information to assist individuals or companies wishing to establish or expand a business within the community. The information to provided would include:

- Checklist of Basic Requirements
- How to develop a Business Plan
- Business Registration and licensing
- Business Organization Forms
- Government Requirements
- Labour Requirements
- Importing/Exporting Tips
- Other Business Resources and Contacts

Lead Responsibility: CDC
Partners: N/A
Project Timing: October 2020
Degree of Priority: Medium

27. Old Country Market Villages

Market Villages are much like a farmer market but allow a much broader mix of vendors. In some areas a Market Village is simply tent type set ups in an open area with a range of vendors. A new trend is to develop a Market Village that is a mix of open air tents, combined with small garden sheds, set up as retail outlets that can be rented to an entrepreneur for longer terms. Communities who are implementing Market Villages are designing them to be year-round operations.

Clinton could start an Old Country Market Village event, held four times per year, bringing together antique and vintage vendors, and invite those in the “make it, bake it, grow it” sectors. It could be open to any retailer (like the famous Vallance Pottery) in the community and should be combined with local entertainment. Market Villages are an experience for the whole family, including visitors and local residents. Communities quickly see it become one of the favourite attractions for residents and visitors alike.

These types of operations also allow new entrepreneurs to test the market for their products and allows them to determine whether or not a full-time operation could be established. By installing three or more small sheds, that could be modified to fit a theme, vendors could use the facilities during a variety of seasons.

Some examples for communities who have successfully implemented Market Villages are Tionesta, Pennsylvania (population 500), Washington, Iowa (population 7,300), and Pascagoula, Mississippi (population 22,000).

Lead Responsibility:	CDC
Partners:	N/A
Project Timing:	2022
Degree of Priority:	Low

28. Wayfinding and Community Signage

The First Impressions Assessment indicated that Clinton could improve on the signage within the community to inform visitors of where amenities are located. The community has done a commendable job of placing signage at historic sites in the community; however, it was mentioned in the report that these signs need to be redone so that they are easier to read. These, combined with new directional signage to community and regional assets along with new regional asset signage at the public washrooms and other high traffic areas in the community, can help to direct visitors to activities throughout the area. This, in turn, results in tourists staying longer and spending more money. Signage at each block advertising the businesses in that block, similar to a plaza sign, would increase awareness of the broad range of services available.

An effective signage program not only attracts visitors and provides direction and information, but it also plays a critical role in linking visitors to “product” or experiences. It is the final and likely most critical piece of the marketing process and is an essential part of the project development process. To benefit the most from the efforts made to attract tourists and to make sure the entire community benefits, it is important to provide travellers visiting Clinton with appropriate directions to easily locate attractions and merchants. Not every visitor will stop at an information area or centre and those that don’t are left wondering what the community has to offer. It is recommended that Clinton implement specific strategies to create a consistent and uniformly applied signage policy.

Lead Responsibility: CDC
Partners: N/A
Project Timing: November 2020
Degree of Priority: Medium

29. Review and Amend Bylaws to Make Clinton a Preferred Place to do Business

During the public consultation process, there were several issues raised by existing businesses in Clinton regarding existing bylaws and policies for businesses. One of the concerns was the business licensing fee. Most businesses felt the license fee is too high and it was perceived that they are not competitive with other communities. However, a quick review of the license fees in the surrounding communities of Ashcroft and Cache Creek indicate that Clinton’s licensing fees are in line and in some instances are more affordable.

Another concern expressed by businesses was the time required for approvals done through the Regional District. Time for approvals can be a major reason why a business will not invest in a community.

It is recommended that a complete review of all policies and procedures, along with a review of business licensing, be completed to find deficiencies and room for improvement. Once this review is completed, policy and bylaw changes should be made and then communicated to the existing business community.

Lead Responsibility: CDC
Partners: N/A
Project Timing: February 2020
Degree of Priority: Priority

Appendix A: Potential Funding Sources



EDCD researched sources of funds that could be applicable to the actions in this work plan. Clinton, as a member of BCEDA, is also eligible to access “[Economic Development Online](#)” which offers an extensive database of funding programs available. This service is free of charge.

BC Agriculture in the Classroom Foundation

BC Agriculture in the Classroom Foundation (BCAITC) is a non-profit, charitable organization that works with educators to bring local agriculture to BC’s students. BCAITC was founded in 1982 by a small group of farmers, teachers, and agriculture enthusiasts who had a passion for teaching about agriculture, and since then, the organization has grown by leaps and bounds! BCACF also works with the BC Ministry of Health, the BC Ministry of Agriculture, and the BC Ministry of Education to manage a major healthy schools program, the BC School Fruit & Vegetable Nutritional Program (BCSFVNP).

BCAITC is governed by a Board of Directors represented by agri-food business leaders, farmers, educators, and health professionals. They provide several programs that connect students in BC public, First Nations, and independent schools to agriculture and healthy eating. Through a number of programs, students learn about where their food comes from, how to grow their own food, and why farms and agriculture play such an important role in our communities and society.

For more information: 31T<https://www.bcaitc.ca/31T>

Buy BC Partnership Program

The Buy BC Partnership Program provides up to \$2M in funding per year over the next three years to increase the competitiveness of B.C.’s agrifood and seafood industry in the domestic market. The Program includes both cost-shared funding as well as Buy BC logo licensing.

For more information: <http://iafbc.ca/buy-bc/>

BC Land Matching Program

Provides land matching and business support services to new farmers looking for land to farm as well as landowners interested in finding someone to farm their land.

The benefits of land matching are hands on, personalized support services to new farmers and landowners to better understand regulations, evaluate opportunities, access resources, and ultimately find a land match partner. The program is administered by the Young Agrarians and addresses the significant barrier to land access for those seeking to enter the B.C. agriculture industry.

For more information: 31T<https://www2.gov.bc.ca/gov/content/industry/agriculture-seafood/programs/land-matching>

B.C. Indigenous Agriculture Development Program

The B.C. Indigenous Agriculture Development Program supports Indigenous communities and organizations to identify and develop agriculture and agri-food opportunities.

The program is composed of two steps:

- [Agriculture Opportunities Assessment \(Step 1\)](#)
- [Financial and Business Planning \(Step 2\)](#)

Both steps provide financial support for services from [Qualified Business Consultants](#) (updated July 2019), who are preapproved by the B.C. Ministry of Agriculture. The [Program Guide](#) (updated July 2019) will help you prepare your application.

B.C. Agri-Business Planning Program

[Specialized Business Planning](#) to enable B.C. producers and processors to make more informed decisions and strengthen their business.

[Disaster Recovery Planning](#) to help producers implement an immediate and long-term disaster recovery plan.

B.C. Agrifood & Seafood Market Development

The B.C. Agrifood and Seafood Market Development Program provides Federal and Provincial Government cost-shared funding support for B.C.'s agriculture, food and seafood sectors to undertake eligible domestic and export market development projects and activities. The program is now fully subscribed for fiscal year 2019/2020. The next deadline will be for funding in fiscal year 2020/2021 will be in the fall of 2019.

For more information: <https://iafbc.ca/market-development/>

BC Rural Dividend Fund (BC Ministry of FLNRORD)

Note: This program has been suspended until further notice.

- Targeted towards communities of 25,000 or less
- Meant to assist communities in reinvigorating and diversifying their local economies
- Eligible applicants include local governments, First Nations, or non-profit organizations
- 4 project categories:
 - Community capacity building- projects that build capacity to deal with key economic challenges and changes
 - Workforce development- projects that offer training and skills development opportunities
 - Community and economic development- projects that help build foundation for economic growth, implement strategies for growth
 - Business sector development- projects that increase new business creation, retain businesses
- Funding:
 - Project development- maximum of \$10,000
 - Single applicant- maximum of \$100,000
 - Special Circumstances – for communities going through transition – amount TBD
 - Support implementation of community-driven projects
 - Eligible applicant must contribute at least 20% of total project cost
- Partnerships- maximum funding of \$500,000

Eligible applicant and partner must contribute at least 40% of total project cost

For more information: <https://www2.gov.bc.ca/gov/content/employment-business/economic-development/support-organizations-community-partners/rural-economic-development/rural-dividend/program-details2>

Bioenterprise BC

- A business accelerator that supports the commercialization of innovations in agriculture, and helps to increase agri-food revenue
- Provides selected high growth agrifood and seafood businesses with advanced commercialization services, like market analysis, funding guidance, and mentoring, as well as access to international business, investor, and science advisory networks

For more information: <http://www.bioenterprise.ca>

CanExport – Community Investments

As one of the many tools deployed by the Government of Canada to increase prosperity, the CanExport - Community Investments (CECI) program provides financial support to communities for their foreign direct investment (FDI) initiatives and activities. The CECI program provides support to Canadian communities seeking to improve their capacity to attract, retain and expand FDI in order to create jobs for Canadians, support innovation and increase exports.

For the purposes of the CECI program, FDI refers to international businesses establishing or expanding operations in Canada. The CECI program does not fund initiatives related to mergers and acquisitions, investments from other parts of Canada, trade or export. The program supports non-profit partnerships at the local community level. The initiatives supported by the program must focus on supporting the attraction, retention, and expansion of foreign direct investment through specific types of activities. Non-repayable contributions range from \$3,000 to \$500,000, and agreements are made for a one-year period, from January 1 to December 31. CECI provides reimbursement of up to 50 percent of eligible expenses. If an applicant accesses other federal government support, the total federal support cannot exceed 50 percent.

The application period for 2020 CECI projects will take place in September-October 2019. Please read How to Submit an Application for Funding for information on the application process. If you have questions you may email them to icci@international.gc.ca.

Community & Employer Partnerships Funding

- Brings community organizations and employers together
- Works to address labour market issues, increase job opportunities for unemployed citizens, promote and simplify communication between stakeholders, share local labour market information, coordinate approaches to employment support in communities, discuss strategies and solutions to labour market needs, and develop innovative approaches to address social challenges beyond employment
- Funding can be provided for a project/opportunity that involves social innovation, job creation partnerships, labour market partnerships, research and innovation, and project based labour market training

For more information: <https://www.workbc.ca/Employment-Services/Community-and-Employer->

[Partnerships.aspx](#)

Community Housing Fund (BC Housing)

- Supports the development of mixed income, affordable rental housing projects for independent families and seniors
- Can provide capital grants (up to \$100,000 per housing unit), interim construction/take-out financing, and operating subsidies
- Project proposals must include (within a single building):
 - 30% Affordable housing (moderate income)
 - 50% Rent geared to income (housing income limit)
 - 20 % Deep subsidy
- Open to non-profit housing providers or for-profit firms that partner with non-profit societies

Latest intake dates have not yet been posted. For more information:

<https://www.bchousing.org/partner-services/Building-BC/community-housing-fund>

Federation of Canadian Municipalities

Municipal Asset Management Program

- This program provides funding to help communities make informed decisions regarding asset management: roads, buildings, water supply, and sanitation
- Funding: Up to 80% of eligible costs to a maximum of \$50,000
- Eligible activities:
 - Asset management assessments
 - Asset management plans, policies and strategies
 - Data collection and reporting
 - Training and organizational development
 - Knowledge transfer

For more information: <https://www.fcm.ca/home/programs/municipal-asset-management-program/municipal-asset-management-program.htm>

Innovation (Canada-BC Agri-Innovation)

Provides cost-shared funding to support promising new products, practices, processes and technologies that have the potential to generate a benefit to the agriculture sector.

The Canada-BC Agri-Innovation Program is designed to accelerate the pace of agrifood related innovation to enhance the sector's competitiveness, sustainability, productivity and resiliency.

Priority for funding will be given to five areas of activity identified to advance innovation and competitiveness in B.C.

- Advancements in plant, animal and food science
- Energy and waste management
- New product development and commercialization
- Improvements in soil, water and air quality
- Climate change adaptation

For more information: <https://www2.gov.bc.ca/gov/content/industry/agriculture-seafood/programs/canada-bc-agri-innovation>

Innovation Solutions Canada

- This program is designed to help get entrepreneurs/innovators from the development stage to the sale and use of their product
- The Government of Canada, through this program, buys pre-qualified goods and services, moves them to federal departments for testing, and provides feedback to suppliers on the performance, which also provides them with a first reference sale
- Open to private or public companies, not-for-profit organizations, universities, or individuals

For more information: <https://www.ic.gc.ca/eic/site/101.nsf/eng/home>

Legacy Fund- Building Communities Through Arts and Heritage

- Provides funding for community-initiated capital projects, intended for community use
- Funding: Up to 50% of eligible costs to a maximum of \$500,000
- Who can apply?
 - local incorporated non-profit organizations;
 - local band councils, tribal councils or other local Aboriginal government and organizations (First Nations, Inuit or Métis);
 - Municipal administrations and their agencies, boards and commissions that demonstrate an active partnership with at least one community-based group for the purposes of the proposed project.
- Eligible Projects:
 - involve the restoration, renovation, or transformation of existing buildings or exterior spaces with local community significance that are intended for community use;
 - encourage arts and heritage activities in the local community that are intended for and accessible to the general public

For more information: <https://www.canada.ca/en/canadian-heritage/services/funding/building-communities/legacy-fund.html>

Local Festivals – Building Communities through Arts and Heritage

- Program provides funding for recurring festivals that present the work of local artists, artisans, or heritage performers
- Funding: up to 100% of eligible expenses up to a maximum of \$200,000
- Eligible projects and events
 - Applicants must be a local non-profit or group, or Indigenous group
 - Applicants must encourage local community engagement and must have successfully organized a prior edition of the festival within the last 2 years
- Deadlines:
 - **January 31** – for festivals starting between September 1 and December 31
 - **April 30** – for festivals starting between January 1 and June 30

- **September 30** – for festivals starting between July 1 and August 31

For more information: <https://www.canada.ca/en/canadian-heritage/services/funding/building-communities/festivals.html>

National Research Council Canada

- Innovation assistance program for small and medium-sized enterprises (less than 500 employees)
- Helps firms to develop technologies and successfully commercialize them in a global marketplace
- Provides advisory services by coaching clients projects through all stages of the innovation-commercialization process
- Provides financial support to qualified enterprises in Canada to help them undertake tech innovation
- Connects clients with industry experts and potential business partners
- Delivers youth employment programs

For more information: <http://www.nrc-cnrc.gc.ca/eng/irap/about/index.html>

Northern Development Initiative Trust (NDIT)

Northern Development Initiative Trust offers a range of funding programs suited to a diverse set of economic development priorities in central and northern BC. Established through Province of BC legislation, NDIT operates independently from government and provides the funding and ability to identify and pursue new opportunities from stimulating growth and job creation with the region. NDIT's has five funding categories with various funding programs.

For more information: <http://northerndevelopment.bc.ca>

Sector Labour Market Partnerships Program

The [Sector Labour Market Partnerships \(LMP\) Program](#) helps industry and employers understand and respond to changing labour market demands. The Program provides funding for partnership-led projects that address broader sector and regional labour market issues within British Columbia's diverse economy.

The Sector LMP Program has five distinct phases, each one negotiated as a separate contract. Progress from one phase to another is based on demonstrated need and satisfactory completion of project deliverables outlined in the previous phase. Not all phases are mandatory.

To be eligible for funding, projects must clearly address sector or regional labour market issues within British Columbia. Generally, this means a current or anticipated imbalance between supply (workers) and demand (jobs), or a lack of appropriate skills and experience to meet the needs of a changing workplace.

Examples of eligible projects include:

- Conducting research to fully understand a labour market issue.
- Developing a human resources plan in response to a labour market change.
- Developing marketing materials to attract workers to a sector

Tourism Events Program (Destination British Columbia)

- Targeted toward community events that increase the volume of visitors to BC and/or increase global recognition for the province
- Funding: event budget less than or equal to \$500,000 can receive between \$10,000 and \$35,000 in funding
- Eligible events:
 - Event must take place in BC
 - The event is a sporting competition, arts, cultural celebration or festival
 - Events must not be primarily commercial or academic in nature
 - Event cannot be held over a period of time

Application Intake	Eligible Event Window
September 1, 2019 – October 31, 2019	May 1, 2020 – April 30, 2021
March 1, 2020 – April 30, 2020	November 1, 2020 – October 31, 2021
September 1, 2020 – October 31, 2020	May 1, 2021 – April 30, 2022

For more information: <https://www.destinationbc.ca/what-we-do/funding-sources/tourism-events-program/>

Western Economic Diversification Program

For more than 30 years, Western Economic Diversification Canada (WD) has been working to diversify the western economy while improving the quality of life of western Canadians. They aim to be a leader in building a strong, competitive West by focusing on business development, innovation and community development. WD is a federal institution that is part of the Innovation, Science and Economic Development portfolio.

WD provides a variety of programs for communities and industry and funds Community Futures BC. In the summer of 2019 the Government of Canada launched the “[Grow West](#),” a strategy for Western Canada. Many of the strategies included in this report fit the themes identified by the Government of Canada.

For more information: <https://www.wd-deo.gc.ca/eng/home.asp>

Appendix B: Community Profile



A profile is an essential tool for economic development professionals. It is the primary resource for information and a basic requirement for communities. The type and amount of information to include in a profile will depend on the size and nature of the community and their specific objectives. Generally, the larger the community, the more information will be available. However, smaller communities can develop very detailed and concise profiles by including regional demographics. When including regional demographics, a commute area of 45 – 60 minutes is recommended to include in the profile.

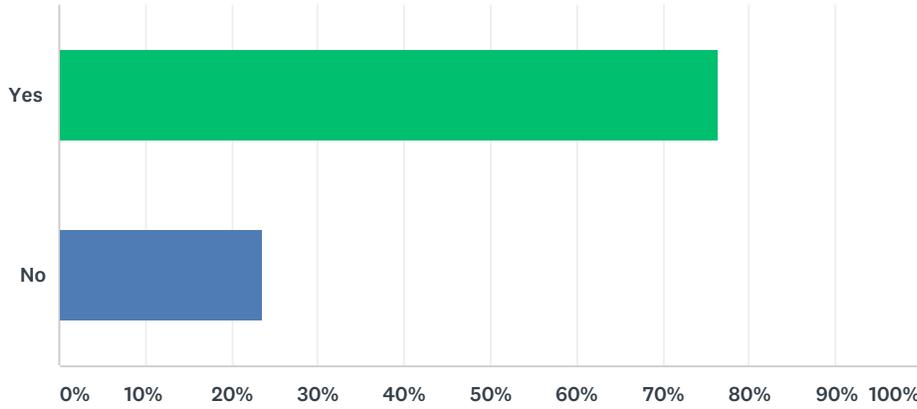
The following is the basic information to include regardless of community size:

- Introduction to community including map
- Population characteristics
- Labour force characteristics
- Leading employers (by sector)
- Education
- Housing
- Transportation
- Utilities and taxes
- Quality of life (recreation, entertainment, childcare, etc.)

Appendix C: Community Survey Results

Q1 Are you a full-time resident of the Village of Clinton?

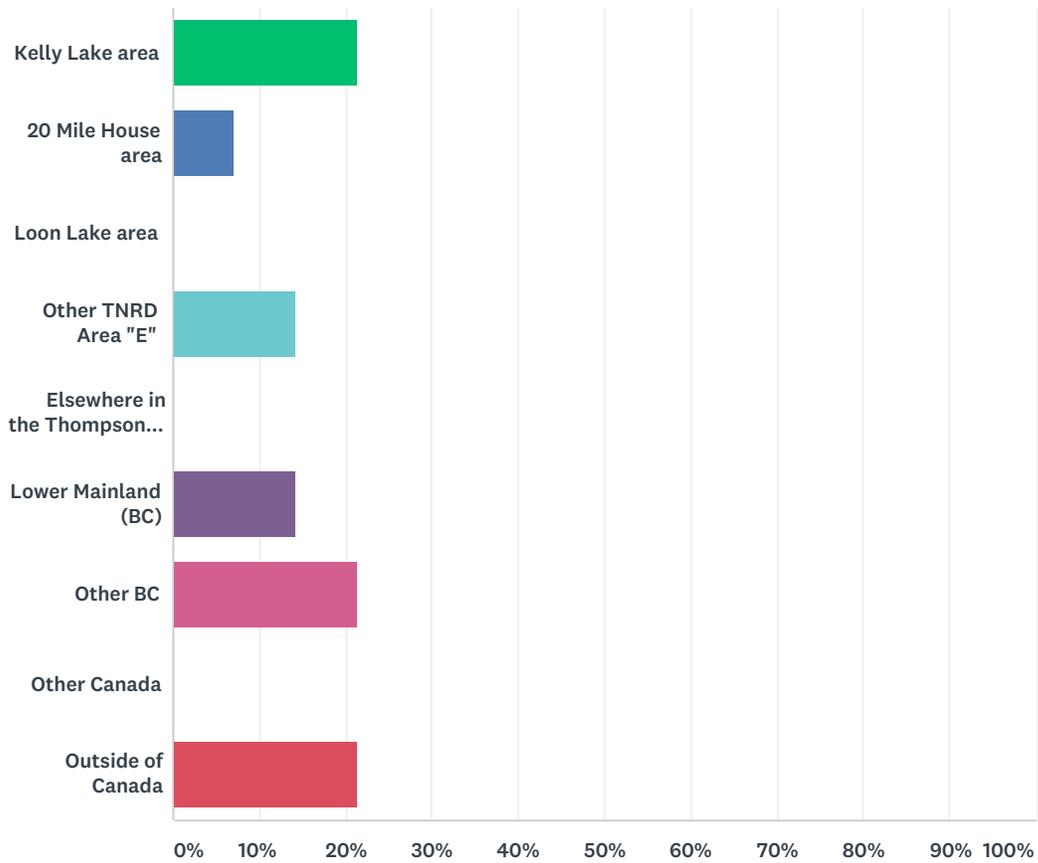
Answered: 55 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	76.36%	42
No	23.64%	13
TOTAL		55

Q2 If you do not live full-time in the Village of Clinton, where is your permanent place of residence?

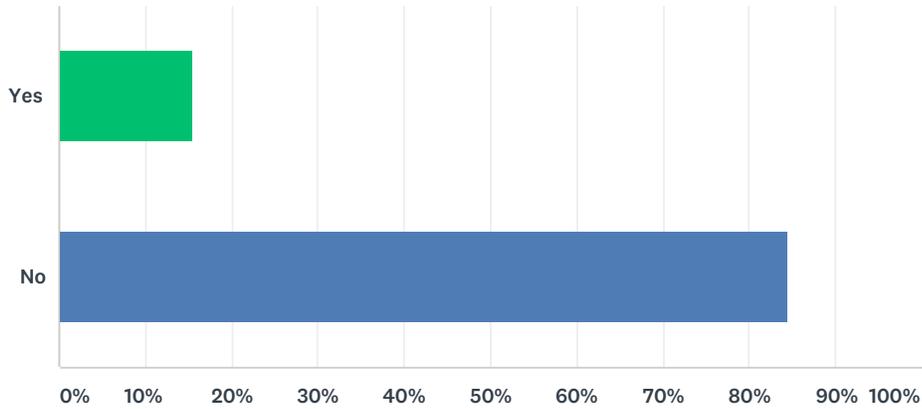
Answered: 14 Skipped: 42



ANSWER CHOICES	RESPONSES	
Kelly Lake area	21.43%	3
20 Mile House area	7.14%	1
Loon Lake area	0.00%	0
Other TNRD Area "E"	14.29%	2
Elsewhere in the Thompson Nicola Regional District	0.00%	0
Lower Mainland (BC)	14.29%	2
Other BC	21.43%	3
Other Canada	0.00%	0
Outside of Canada	21.43%	3
TOTAL		14

Q3 Do you live in the Village of Clinton but work elsewhere most of the time?

Answered: 52 Skipped: 4

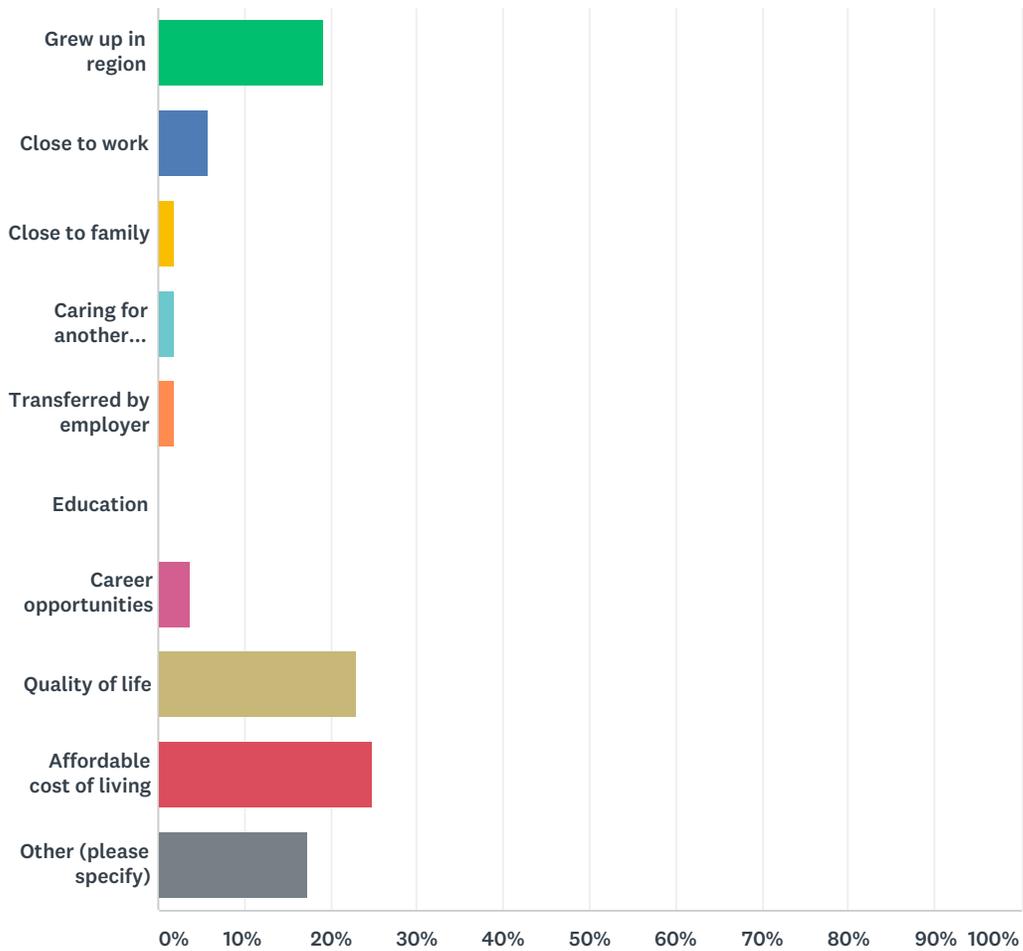


ANSWER CHOICES	RESPONSES	
Yes	15.38%	8
No	84.62%	44
TOTAL		52

#	IF YES, PLEASE SPECIFY IN WHICH COMMUNITIES YOU WORK.	DATE
1	I work online	7/8/2019 5:27 AM
2	Kamloops, Ashcroft, Lillooet, Merritt, Clearwater, Salmon Arm	7/8/2019 3:19 AM
3	retired	7/8/2019 2:44 AM
4	Ashcroft	7/5/2019 9:27 AM

Q4 What is the primary reason you have chosen to live in the Village of Clinton? (Please select one from the list below)

Answered: 52 Skipped: 4



ANSWER CHOICES	RESPONSES
Grew up in region	19.23% 10
Close to work	5.77% 3
Close to family	1.92% 1
Caring for another person(s)	1.92% 1
Transferred by employer	1.92% 1
Education	0.00% 0
Career opportunities	3.85% 2
Quality of life	23.08% 12
Affordable cost of living	25.00% 13
Other (please specify)	17.31% 9

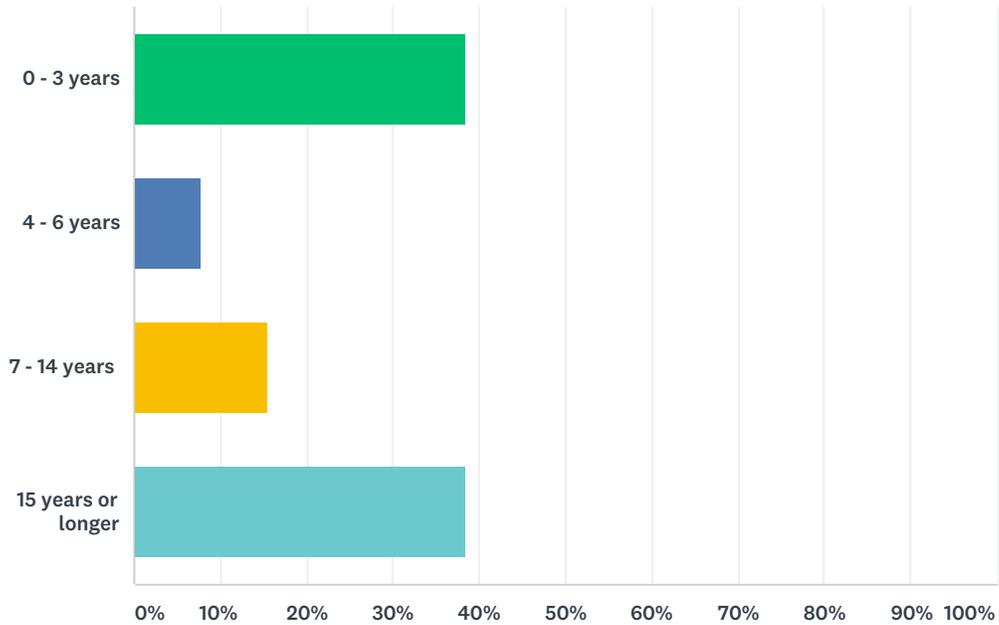
Village of Clinton Economic Development Survey - Community Survey

TOTAL	52
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#	OTHER (PLEASE SPECIFY)	DATE
1	Came here to retire and enjoy quality of life in small town and wilderness.	7/11/2019 4:31 AM
2	start a business	7/8/2019 11:58 AM
3	Recreate this n Clinton and area	7/8/2019 5:13 AM
4	Don't live here but grew up here & care about the community.	7/8/2019 2:56 AM
5	Purchased commercial property	7/6/2019 9:49 AM
6	farmland with water rights.	7/6/2019 5:56 AM
7	Close to our cottage, love the Cariboo.	7/6/2019 3:16 AM
8	Own rec property near big bar	7/4/2019 1:36 PM
9	Friendly community	6/17/2019 4:18 AM

Q5 How long have you lived in the Village of Clinton?

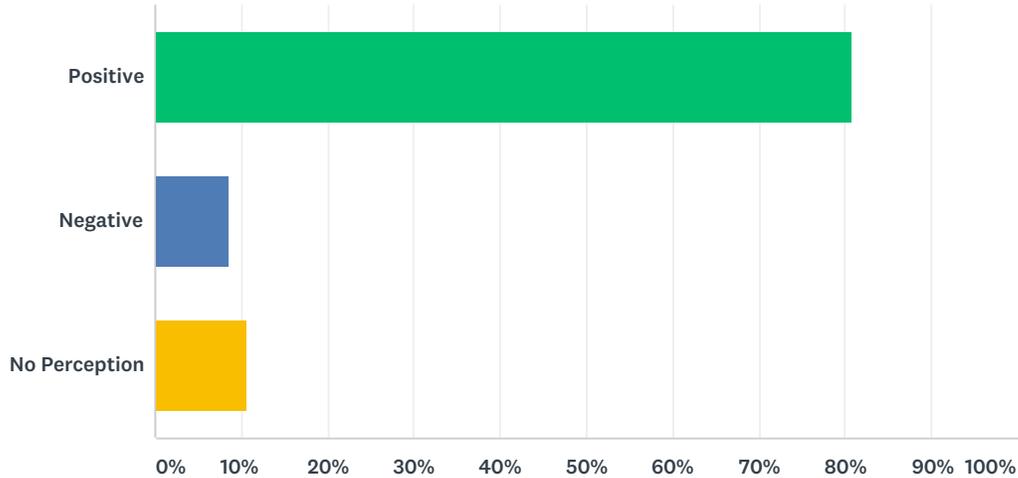
Answered: 52 Skipped: 4



ANSWER CHOICES	RESPONSES	
0 - 3 years	38.46%	20
4 - 6 years	7.69%	4
7 - 14 years	15.38%	8
15 years or longer	38.46%	20
TOTAL		52

Q6 How do you perceive the Village of Clinton's image as a community?

Answered: 47 Skipped: 9



ANSWER CHOICES	RESPONSES	
Positive	80.85%	38
Negative	8.51%	4
No Perception	10.64%	5
TOTAL		47

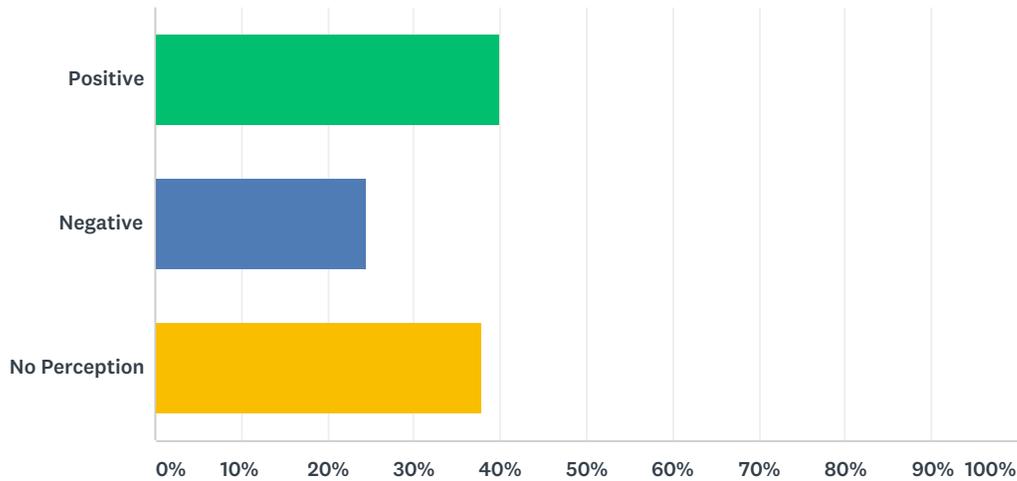
#	IF POSITIVE OR NEGATIVE, WHY DID YOU INDICATE YOUR PARTICULAR RESPONSE?	DATE
1	Friendly people, lots of community activities going on.	7/11/2019 4:32 AM
2	Friendly people and supportive community	7/8/2019 5:29 AM
3	Clinton is a clean, small town, with many amenities.	7/8/2019 5:15 AM
4	Have always loved this little community & would move back if I had the chance.	7/8/2019 3:00 AM
5	It used to be very positive, but feel that Clinton is losing that. A lot of turmoil in the village now. A lot of people upset as how things are being done.	7/8/2019 2:55 AM
6	Village could be cleaned up better....lots of junk in peoples yards or old homes that are vacant and long grass or garbage piling up outside	7/7/2019 10:30 AM
7	Village employees rude when it come tk snow plowing breaking windows taking forever tk get paid gor it and not even ckvering gas money	7/6/2019 2:52 PM
8	Too many unsightly properties! Old buildings, yards full of old vehicles, lawns uncut. Some parts of main street have empty buildings which have not been properly maintained.	7/6/2019 1:21 PM
9	friendly. low crime. access to the outdoors.	7/6/2019 1:18 PM
10	Low Crime.	7/6/2019 12:05 PM
11	Needs diversified economy and government initiatives.	7/6/2019 9:51 AM

Village of Clinton Economic Development Survey - Community Survey

12	I think the biggest concern I have over Clinton's image is the perceived lack of ability to do business in Clinton. I want to set up a business in Clinton. The lack of internet has been a major concern and fixing this issue with fibre optics will greatly help. Although there is unemployment within Clinton, many of these members are not interested in the jobs that are offered when they come available. I find that the community is centred more around its aging population and needs to focus more on attracting growth through families though not to completely decrease funding events for seniors as they are important. The mill closure in Chasm is a great concern of mine and instead of moving into Clinton, I have delayed this plan until I see the effects. One of the parks (I forget the name but it's near the home hardware) is embarrassingly poorly maintained. This park needs to be maintained or rezoned for housing. There is a lack of rental units in Clinton. I would like to see a few small 20-60 unit apartments to be approved with at least 2 of these buildings being purpose-built rental buildings. The taxes for residents are too high, especially for landlords and the rents are too cheap. The ALR is fine, but the 5-10acre parcels between the village and the larger ranch are useless. They need to be taken out of the ALR to allow Clinton to expand. Despite the fact that I quite like Clinton as a small village, I believe that it needs to set goals for a population of 2000-5000 residents in order to attract more small and medium sized business.	7/6/2019 8:12 AM
13	Lack of long term vision for a future for this area. Lack of imagination. Lack of embracing new realities.	7/6/2019 6:01 AM
14	Clinton has a lovely "small town" ambience.	7/6/2019 3:21 AM
15	Making efforts to be resilient and work together to maintain a stable environment for the residents and businesses in our community	7/5/2019 5:59 PM
16	Welcoming, friendly people.	7/5/2019 9:46 AM
17	Neighbors help each other; Food Bank; Many long-standing families; lovely Park and Trails; Credit Union; Post Office; TNRD Library branch; Wellness Centre; gas stations	7/5/2019 8:06 AM
18	People are great and we like small town living	7/5/2019 12:52 AM
19	The residents pull together when times are tough. This has been proven many times in the past. Hopefully with new residents moving in from larger regions, this will continue.	6/24/2019 11:15 PM
20	The people make the community great, generally speaking. There ARE negatives, but they are outweighed by the people who make Clinton what it is.	6/24/2019 1:02 PM
21	I love living in the village and everyone here cares about everyone and it feel like home	6/19/2019 1:48 AM
22	I enjoy the lifestyle	6/18/2019 5:51 AM
23	n	6/16/2019 4:29 PM

Q7 How do you think non-residents of the Village of Clinton perceive its image as a community? (those who do not reside permanently or temporarily in the community)

Answered: 45 Skipped: 11



ANSWER CHOICES	RESPONSES	
Positive	40.00%	18
Negative	24.44%	11
No Perception	37.78%	17
Total Respondents: 45		

#	IF POSITIVE OR NEGATIVE, WHY DID YOU INDICATE YOUR PARTICULAR RESPONSE?	DATE
1	Main Street is a tourist attraction and a pit stop for cabin owners. There is lots to see and do. All we need is a few good restaurants where they can park and eat a good meal.	7/11/2019 4:32 AM
2	Guests of ours who come through feel like there is a cohesive feel to the town (with all the antique shops, and *just enough* tourist amenities: ice cream, coffee, museum, etc). They like that it feels like it is very small and has a lot of history.	7/9/2019 6:57 PM
3	Too small Lots of antique stores	7/8/2019 5:44 PM
4	Again, Clinton is a clean community with many amenities.	7/8/2019 5:15 AM
5	There seems to be a problem in the village office, every employee is leaving.	7/8/2019 3:20 AM
6	Just from things I have heard from talking to others. People are friendly & helpful.	7/8/2019 3:00 AM
7	If they speak to some residents they now probably see a negative	7/8/2019 2:55 AM
8	Don't really know. Would have to ask the tourists	7/7/2019 10:30 AM
9	Hardly anything open	7/6/2019 2:52 PM
10	A bit of all three, I think. The old Anglican church looks great! The new owners have given this beautiful building a face lift and I understand there are other business owners with this in mind. It's the absentee owners that are a problem, for the most part.	7/6/2019 1:21 PM
11	for the people travelling through our town, their is a lot of vacant buildings and businesses. What does seem to flourish are our 2nd hand stores.	7/6/2019 1:18 PM
12	Outsiders see the rundown places that are neglected eyesore.	7/6/2019 12:05 PM

Village of Clinton Economic Development Survey - Community Survey

13	Those from out of town play "The Clinton Game" when driving through town. This game counts the number of people visible in town as they drive through. Often zero, or one. Because the town is dead, and going nowhere, fast.	7/6/2019 6:01 AM
14	Everyone is welcomed in Clinton regardless of where they are from. The shops, restaurants, etc. are great to visit with friendly, helpful staff.	7/5/2019 9:46 AM
15	MANY travelers stop for a nice stroll; truckers especially utilize the 24hr washroom facility; picnic area in lovely park; fenced DOG area; Heritage buildings/homes	7/5/2019 8:06 AM
16	Attractive natural scenery makes for a positive impression. Rundown/empty buildings on the main drag detract from that impression	7/4/2019 4:14 PM
17	They see closed businesses and run down buildings amongst ones that are running. Doesn't give a vibrant picture	6/24/2019 11:15 PM
18	Many pass through without a second thought. Others thing we are known for our "junk"	6/24/2019 1:02 PM
19	h	6/16/2019 4:29 PM

Q8 What word or phrase would you use to describe the Village of Clinton?

Answered: 38 Skipped: 18

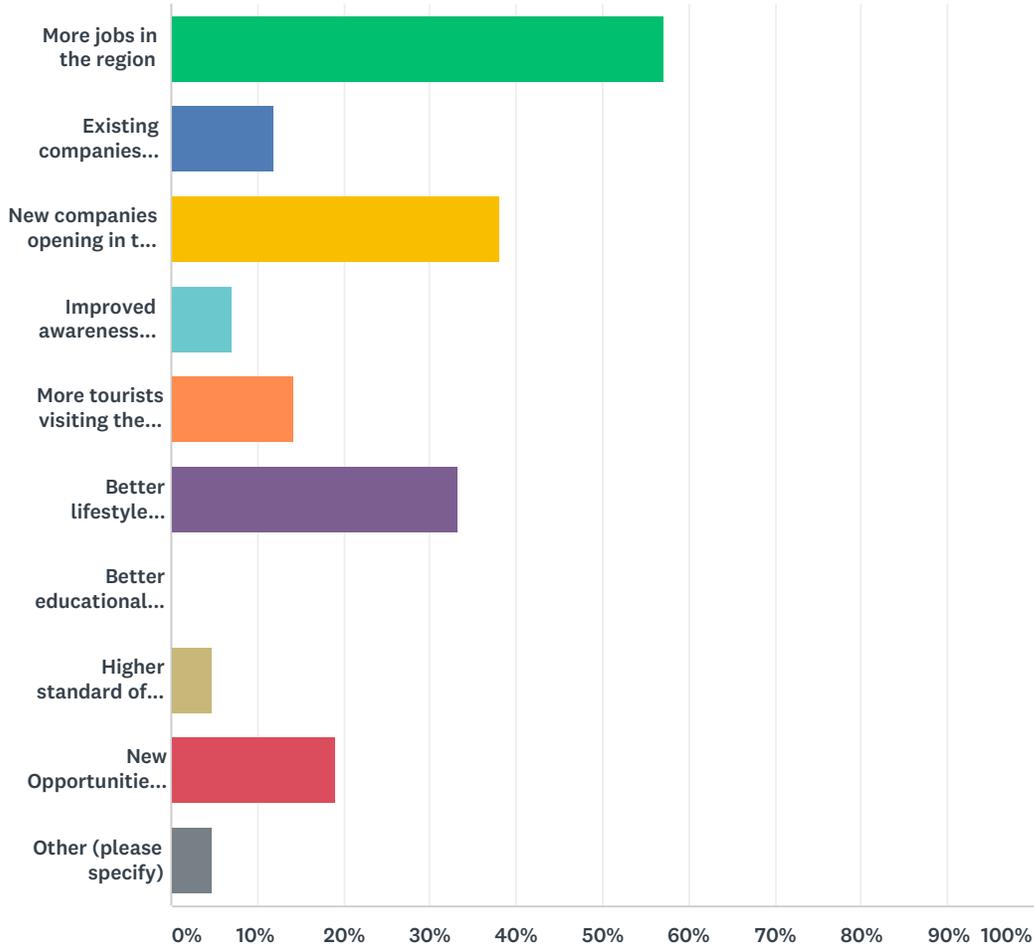
#	RESPONSES	DATE
1	Small	7/13/2019 6:27 AM
2	Friendly and laid back.	7/11/2019 4:32 AM
3	quirky little gold rush town	7/9/2019 6:57 PM
4	No work	7/9/2019 11:35 AM
5	Intriguing	7/8/2019 7:34 PM
6	Antiques	7/8/2019 5:44 PM
7	Quaint	7/8/2019 7:43 AM
8	Quaint community, rich in history, and recreation.	7/8/2019 5:15 AM
9	Quiet little town	7/8/2019 4:16 AM
10	Home	7/8/2019 3:20 AM
11	Peaceful	7/8/2019 3:00 AM
12	Friendly	7/8/2019 2:55 AM
13	caring	7/8/2019 2:45 AM
14	Home	7/7/2019 1:25 PM
15	Friendly	7/7/2019 10:30 AM
16	Hell hole	7/6/2019 2:52 PM
17	It's a quiet place to live.	7/6/2019 1:21 PM
18	steadily declining.	7/6/2019 1:18 PM
19	Quaint	7/6/2019 12:05 PM
20	Stuck in a time warp.	7/6/2019 9:51 AM
21	Quaint	7/6/2019 8:12 AM
22	small town, fading away.	7/6/2019 6:01 AM
23	Close-knit.	7/6/2019 3:21 AM
24	Suffering	7/5/2019 5:59 PM
25	Friendly	7/5/2019 12:34 PM
26	Sleepy	7/5/2019 11:04 AM
27	Inviting	7/5/2019 9:46 AM
28	Friendly Welcome	7/5/2019 8:06 AM
29	small, friendly and financially challenged	7/5/2019 12:52 AM
30	Peaceful	7/4/2019 4:14 PM
31	Friendly	7/4/2019 2:36 PM
32	Comfortable	7/4/2019 10:29 AM
33	A hidden gem	6/24/2019 11:15 PM
34	on the way down	6/19/2019 5:39 AM

Village of Clinton Economic Development Survey - Community Survey

35	Small but lovable	6/19/2019 1:48 AM
36	Where History Meets Adventure	6/18/2019 5:51 AM
37	h	6/16/2019 4:29 PM
38	Close Knit	6/14/2019 2:53 AM

Q9 What does effective economic development mean to you? (Check two best choices). Economic Development typically works to develop a creative, dynamic and competitive environment that fosters economic and community growth.

Answered: 42 Skipped: 14



ANSWER CHOICES	RESPONSES	
More jobs in the region	57.14%	24
Existing companies stable and expanding in the region	11.90%	5
New companies opening in the region	38.10%	16
Improved awareness (reputation) of the region	7.14%	3
More tourists visiting the region	14.29%	6
Better lifestyle amenities	33.33%	14
Better educational opportunities	0.00%	0
Higher standard of living for citizens	4.76%	2
New Opportunities for Entrepreneurship	19.05%	8

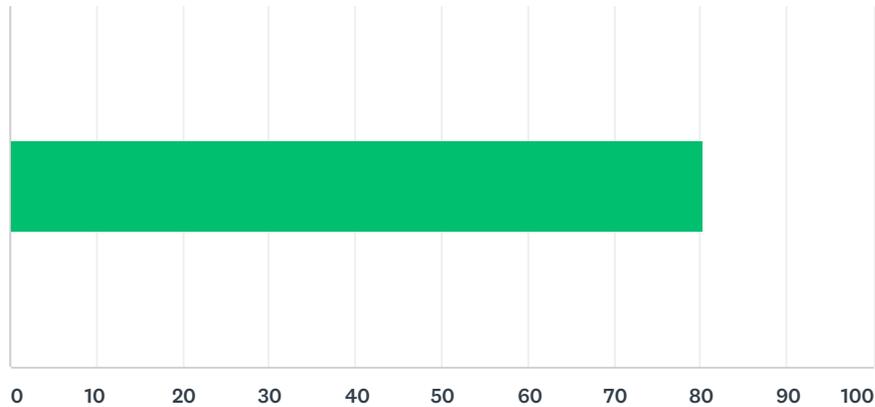
Village of Clinton Economic Development Survey - Community Survey

Other (please specify)	4.76%	2
Total Respondents: 42		

#	OTHER (PLEASE SPECIFY)	DATE
1	all of the above.	7/6/2019 6:35 AM
2	Enough housing to accommodate everyone	6/14/2019 2:55 AM

Q10 How important do you think economic development is for the Village of Clinton's future?

Answered: 42 Skipped: 14



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	80	3,377	42
Total Respondents: 42			

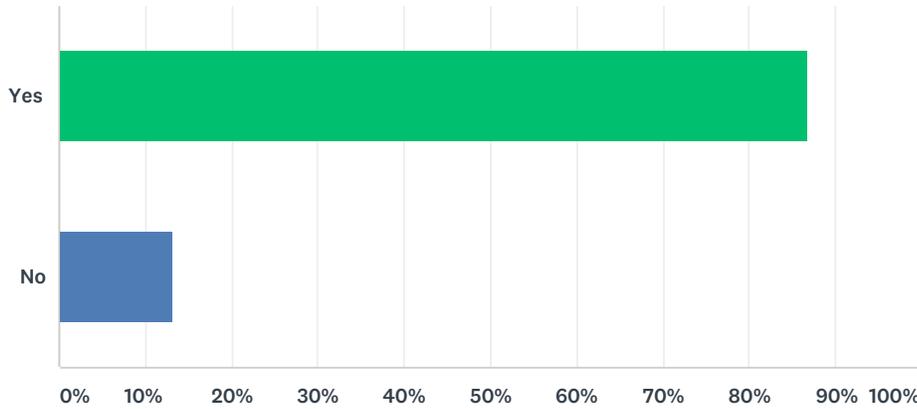
#		DATE
1	100	7/13/2019 6:29 AM
2	72	7/11/2019 4:37 AM
3	100	7/9/2019 7:00 PM
4	100	7/9/2019 11:38 AM
5	100	7/8/2019 7:42 PM
6	95	7/8/2019 7:45 AM
7	100	7/8/2019 5:32 AM
8	100	7/8/2019 5:19 AM
9	100	7/8/2019 4:19 AM
10	100	7/8/2019 3:23 AM
11	99	7/8/2019 3:08 AM
12	100	7/8/2019 3:01 AM
13	99	7/8/2019 2:47 AM
14	100	7/7/2019 10:31 AM
15	0	7/6/2019 2:54 PM
16	59	7/6/2019 1:22 PM
17	79	7/6/2019 1:20 PM
18	9	7/6/2019 12:09 PM
19	100	7/6/2019 9:56 AM
20	100	7/6/2019 8:19 AM
21	89	7/6/2019 6:35 AM

Village of Clinton Economic Development Survey - Community Survey

22	49	7/6/2019 3:24 AM
23	90	7/5/2019 6:03 PM
24	10	7/5/2019 1:07 PM
25	10	7/5/2019 12:37 PM
26	93	7/5/2019 11:24 AM
27	10	7/5/2019 11:08 AM
28	10	7/5/2019 9:49 AM
29	100	7/5/2019 8:09 AM
30	100	7/5/2019 12:54 AM
31	100	7/4/2019 4:19 PM
32	95	7/4/2019 2:39 PM
33	55	7/4/2019 10:32 AM
34	100	7/4/2019 9:56 AM
35	100	6/24/2019 11:18 PM
36	100	6/24/2019 1:04 PM
37	100	6/21/2019 10:57 AM
38	99	6/19/2019 5:41 AM
39	100	6/19/2019 1:51 AM
40	99	6/18/2019 5:54 AM
41	97	6/16/2019 4:30 PM
42	59	6/14/2019 2:55 AM

Q11 Do you think the Village of Clinton should be more proactive in its economic development efforts?

Answered: 38 Skipped: 18



ANSWER CHOICES	RESPONSES	
Yes	86.84%	33
No	13.16%	5
TOTAL		38

Q12 If yes, how can this be achieved?

Answered: 23 Skipped: 33

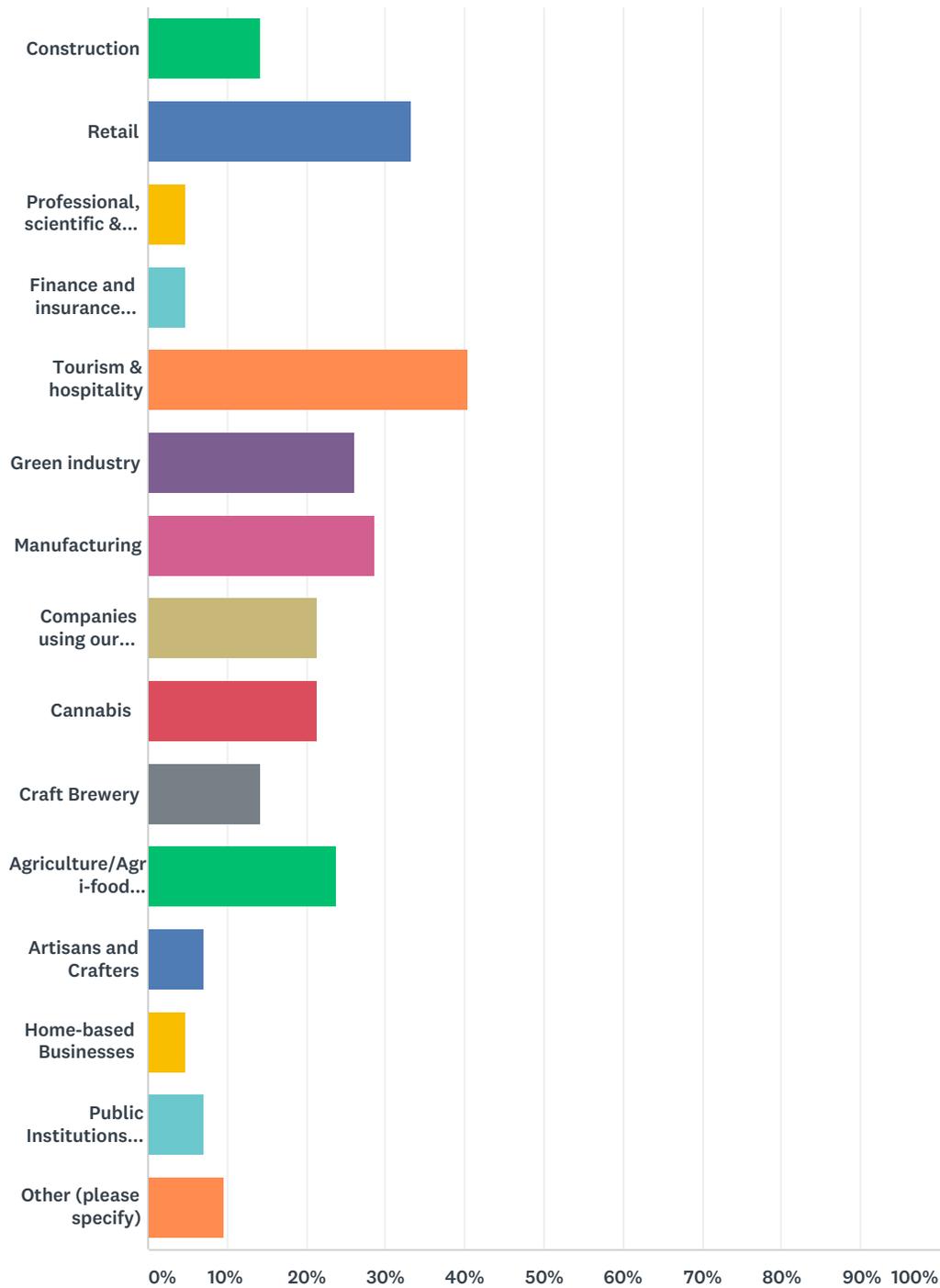
#	RESPONSES	DATE
1	Build those bike trails. Would bring in lots of users who would use the town's amenities and increase economic viability. Open more restaurants. There is NOWHERE to eat out here except for the Lodge and the Chinese place (where I will never eat at again).	7/11/2019 4:37 AM
2	Bring in companies	7/9/2019 11:38 AM
3	Recruit new businesses and offer incentives	7/8/2019 7:45 AM
4	Have better infrastructure for business, encourage more retail stores so we can attract more people visit/ move here	7/8/2019 5:32 AM
5	Perhaps through conversations with other growing communities to find out how they're successful	7/8/2019 5:19 AM
6	Seek new business opportunities for jobs for young people.	7/8/2019 4:19 AM
7	Tax cuts for new businesses, incentives to move here	7/8/2019 3:23 AM
8	By taking the advice of experienced people that are trying to help them & working together for the betterment of the people who are living there. Finding ways to attract & or keep young families there to build up the community	7/8/2019 3:08 AM
9	Be more business friendly. Help the businesses that are here already. Then maybe you could attract new ones.	7/8/2019 3:01 AM
10	Go out of your way to make new business people feel welcome and help them in every way.	7/6/2019 1:20 PM
11	That is up to mayor and council.	7/6/2019 12:09 PM
12	By investing in the community. Shop local and promote local materials and value added. I.e., truss plant, affordable housing, employ locals. Need a doctor too.	7/6/2019 9:56 AM
13	2-3 apartment buildings (20-40 units) of which at least 2 are purpose built rentals. Increase rental vacancy with quality rental units Lower taxes for small business Lower taxes for landlords Offer a beautification tax incentive to businesses on 97 Caribou Hwy. Set a goal of increasing the population and promoting it to families. Senior programs are great and needed but we need emphasis on good family living in Clinton.	7/6/2019 8:19 AM

Village of Clinton Economic Development Survey - Community Survey

14	<p>This was offered to the Village of Clinton several years ago, by the Mountain Bike Consortium which operates in 100 Mile, William's Lake, Quesnel and further north. They wanted to expand into Clinton, as our topography is exactly what they were looking for to create tourist destination specialized mountain bike trails, as they have done in towns further north, towns which have had a view to the future after the logging industry has moved out of the area. These towns further north have a hope for a future now, "adventure tourism" and "mountain bike culture". As it is, the tourists in the BMWs, with the mountain bikes drive THROUGH Clinton, to the other destinations, where they spend their money at hotels, restaurants, and gift shops, etc. These people are coming from the lower mainland and Vancouver. They have few places to ride their mountain bikes there, they NEED to come north, and they DO come north, through Clinton, to get to their destination, further north, to spend their money. But Clinton didn't want these trails, didn't want to become part of this organization. Clinton wants trails for hunters to use with ATVs while hunting, or to chase wildlife for fun while drunk, all those good things that Clintonites like to do. Because booze, firearms and internal combustion engines go together so well. Because Clinton has no vision, and no desire to move into the 21st century. Clinton likes "rodeo" and "cowboy culture", both of which are not marketable to current tastes, and not helpful to the future of this area. Mountain bike culture is BIG BUSINESS, extremely popular, many people participating and a huge growth industry, and all wanting to come to small towns to ride their bicycles, eat at quality health food restaurants (not greasy spoon cafe's), and spend their money. But no, Clinton didn't want this. Instead, a walking trail through a garbage dump was built, and the Village of Clinton participates and is part of a "Community Forest" operation, which clear cuts local forests, even it's OWN WATERSHED, destroying any hope of any future at all for the Village of Clinton. But hey, someone made some money doing this. Follow the money. Now that the mill has closed, people will move away from Clinton, real estate values in town will fall even further, the school will close due to lack of students, no employment available in this area. So it won't matter that there is no water in town, since there will be no residents in town. And no marketable forested areas that mountain bike trails could be built in, since the forests have already been "harvested" to benefit a multinational lumber company, who has no interest in the best interest of this town, or the people who live here. This Village, and it's management, is a joke. Has been a joke. Probably will continue to be a joke. And the Village will die as a result. Didn't have to be this way, but this is what the Village and those who run the Village have chosen. Want to try to rectify this situation at this late date? Contact the Mountain Bike Consortium, secure access to crown land for parking, and get some government grants to cover Mountain Bike trail construction. Join the rest of the small towns that are prospering from this culture.</p>	7/6/2019 6:35 AM
15	I don't know what the answer is anymore	7/5/2019 6:03 PM
16	Try to attract more employers	7/5/2019 11:08 AM
17	Promote the lifestyle, amenities, opportunities for entrepreneurs, etc. more than it is now.	7/5/2019 9:49 AM
18	More promotional posts/videos on social media	7/5/2019 8:09 AM
19	Mayor, council and administration have to work together to bring new businesses in	7/5/2019 12:54 AM
20	Letting go of old ideas and embracing current day scenarios over how things have been done in the past.	7/4/2019 4:19 PM
21	I think we should get a grocery store and a few other stores, maybe even a out door pool would be grrat	6/19/2019 1:51 AM
22	Attract investment, work with Trade Ambassadors, support existing businesses so they don't have to shut down, Tax incentives etc.	6/18/2019 5:54 AM
23	n	6/16/2019 4:30 PM

Q13 What type of businesses would you like to see expand or locate in the community? (Choose up to three)

Answered: 42 Skipped: 14



ANSWER CHOICES	RESPONSES	
Construction	14.29%	6
Retail	33.33%	14

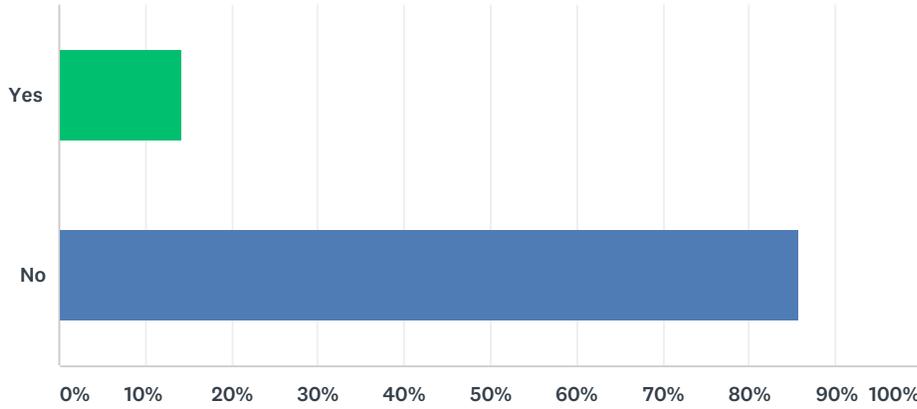
Village of Clinton Economic Development Survey - Community Survey

Professional, scientific & technical	4.76%	2
Finance and insurance services	4.76%	2
Tourism & hospitality	40.48%	17
Green industry	26.19%	11
Manufacturing	28.57%	12
Companies using our natural resources	21.43%	9
Cannabis	21.43%	9
Craft Brewery	14.29%	6
Agriculture/Agri-food Processing	23.81%	10
Artisans and Crafters	7.14%	3
Home-based Businesses	4.76%	2
Public Institutions (ie: Schools, Hospitals)	7.14%	3
Other (please specify)	9.52%	4
Total Respondents: 42		

#	OTHER (PLEASE SPECIFY)	DATE
1	RESTAURANTS, bakeries, FOOD....bike trails, Mexican food, thrift stores	7/11/2019 4:37 AM
2	Expanded access to mental and physical health services within Clinton. Doctor, pharmacy shipments of prescriptions (in lieu of an actual pharmacy).	7/4/2019 4:19 PM
3	Technology and Work-from-home professionals	6/24/2019 1:04 PM
4	sandwich shop	6/14/2019 2:55 AM

Q14 Do you own a business in the Village of Clinton?

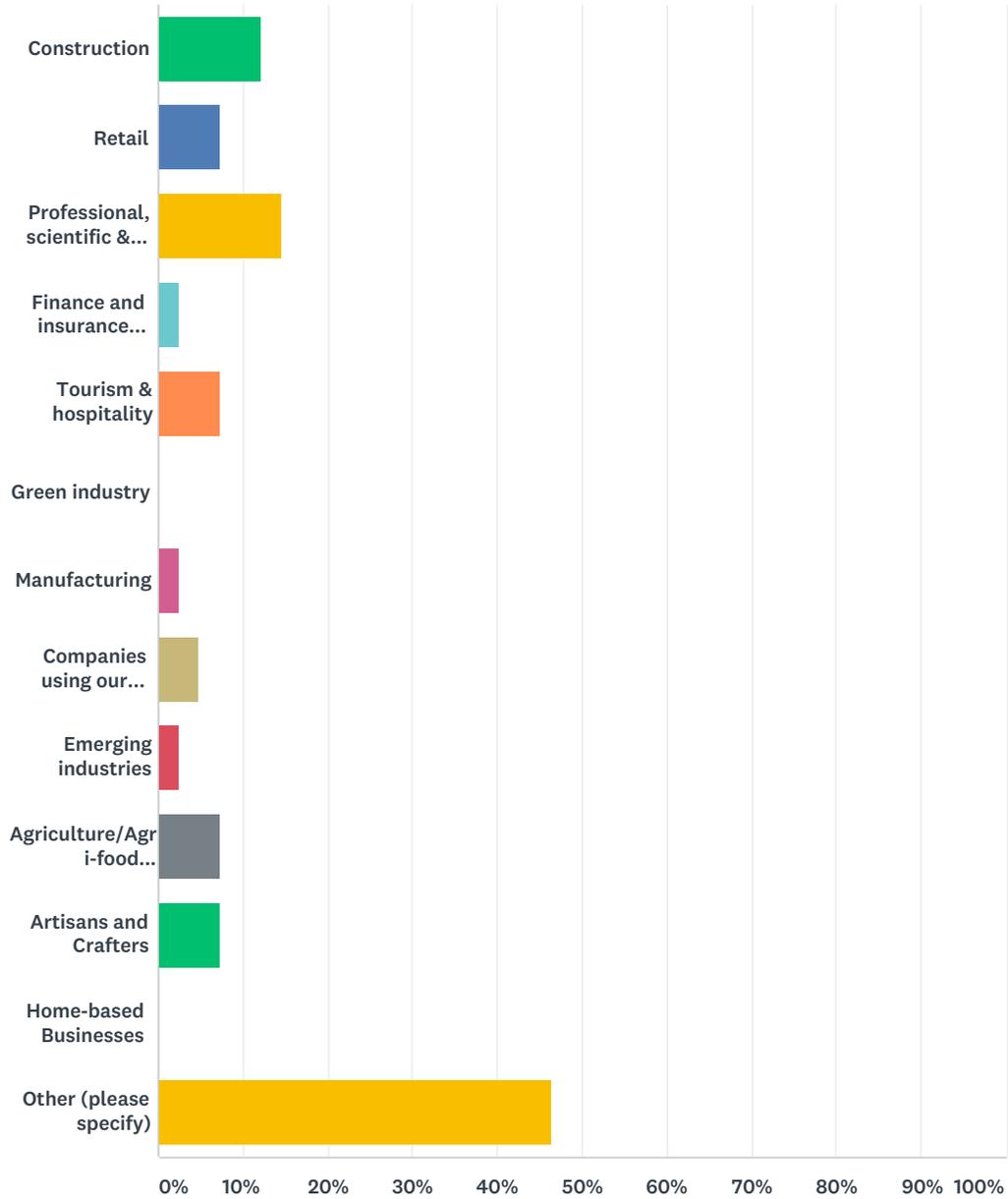
Answered: 42 Skipped: 14



ANSWER CHOICES	RESPONSES	
Yes	14.29%	6
No	85.71%	36
TOTAL		42

Q15 What businesses sector are you in?

Answered: 41 Skipped: 15



ANSWER CHOICES	RESPONSES	
Construction	12.20%	5
Retail	7.32%	3
Professional, scientific & technical	14.63%	6
Finance and insurance services	2.44%	1
Tourism & hospitality	7.32%	3
Green industry	0.00%	0

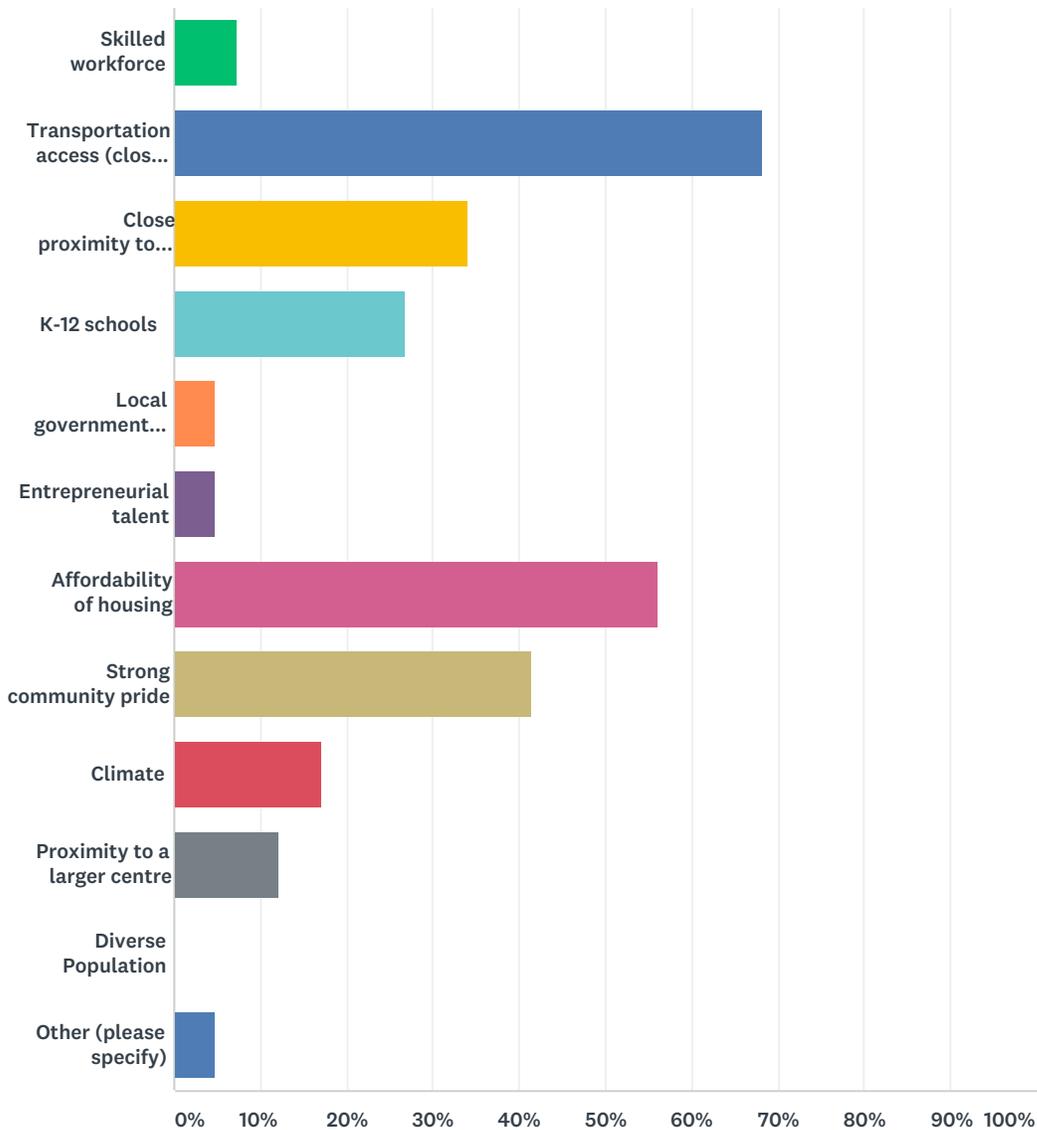
Village of Clinton Economic Development Survey - Community Survey

Manufacturing	2.44%	1
Companies using our natural resources	4.88%	2
Emerging industries	2.44%	1
Agriculture/Agri-food Processing	7.32%	3
Artisans and Crafters	7.32%	3
Home-based Businesses	0.00%	0
Other (please specify)	46.34%	19
Total Respondents: 41		

#	OTHER (PLEASE SPECIFY)	DATE
1	RETIRED	7/11/2019 4:37 AM
2	transportation	7/9/2019 7:01 PM
3	Entertainment and education	7/8/2019 5:33 AM
4	On disability	7/8/2019 5:19 AM
5	None of the above, would just like to see my home town thrive	7/8/2019 3:09 AM
6	No answer	7/8/2019 3:02 AM
7	none	7/8/2019 2:48 AM
8	Retired.	7/6/2019 1:22 PM
9	retired	7/6/2019 1:21 PM
10	Ranching & farming	7/6/2019 9:56 AM
11	ATV/UTV Training	7/6/2019 3:25 AM
12	none	7/5/2019 6:04 PM
13	Retired	7/5/2019 12:38 PM
14	Retirement	7/5/2019 11:24 AM
15	none	7/5/2019 9:49 AM
16	N/A	7/5/2019 8:10 AM
17	Social Services	6/24/2019 1:05 PM
18	retired	6/19/2019 5:42 AM
19	Local Government	6/14/2019 2:56 AM

Q16 What are three of our greatest strengths that CURRENTLY make the community a viable place for economic growth? (Check top three)

Answered: 41 Skipped: 15



ANSWER CHOICES	RESPONSES	
Skilled workforce	7.32%	3
Transportation access (close to highways, ease of getting from place to place)	68.29%	28
Close proximity to recreational opportunities	34.15%	14
K-12 schools	26.83%	11
Local government leadership	4.88%	2
Entrepreneurial talent	4.88%	2
Affordability of housing	56.10%	23

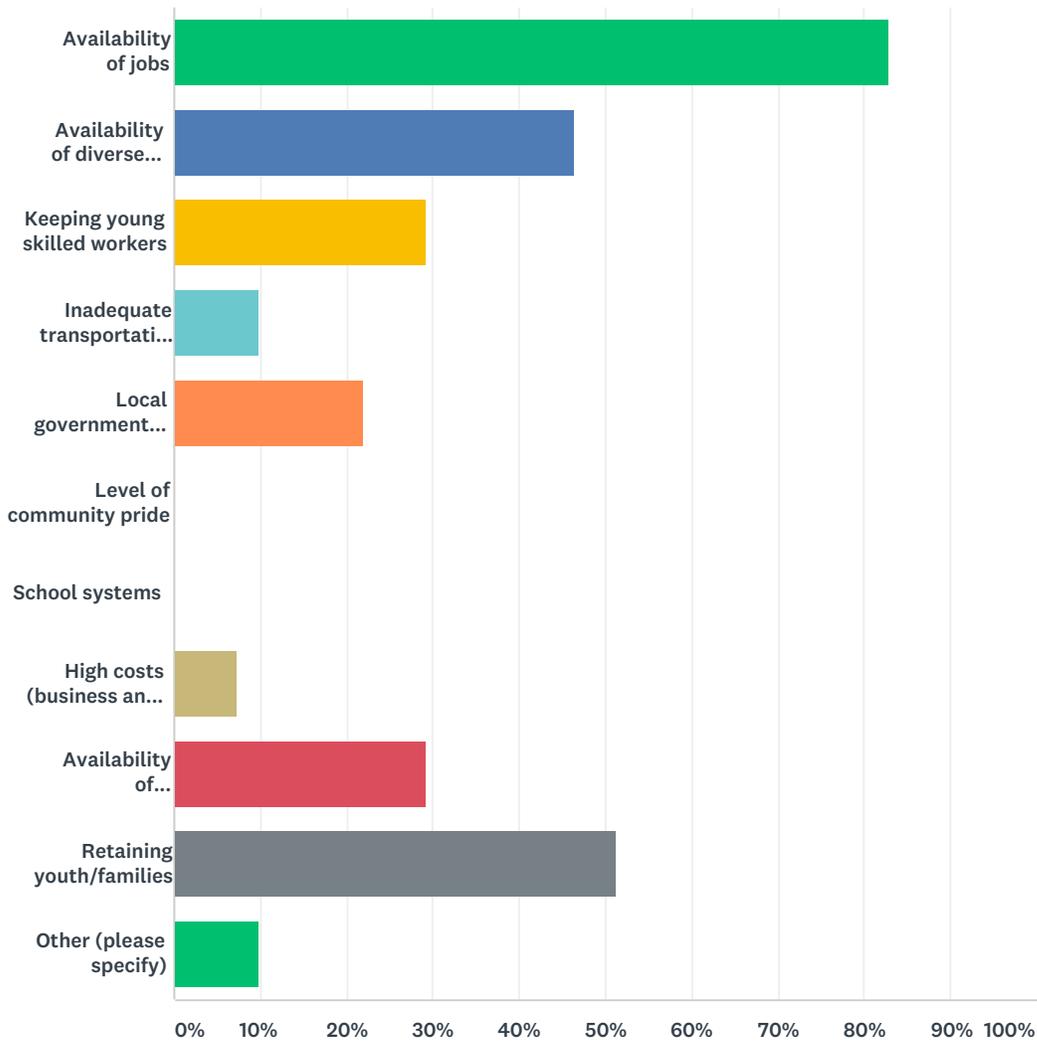
Village of Clinton Economic Development Survey - Community Survey

Strong community pride	41.46%	17
Climate	17.07%	7
Proximity to a larger centre	12.20%	5
Diverse Population	0.00%	0
Other (please specify)	4.88%	2
Total Respondents: 41		

#	OTHER (PLEASE SPECIFY)	DATE
1	People are looking for things to do and reasons to stop on their way through here!	7/9/2019 7:03 PM
2	Clean air & healthy lifestyle	7/6/2019 10:00 AM

Q17 What are the three biggest challenges CURRENTLY facing the community as it works to improve jobs and economic growth? (Check top three)

Answered: 41 Skipped: 15



ANSWER CHOICES	RESPONSES	
Availability of jobs	82.93%	34
Availability of diverse housing options	46.34%	19
Keeping young skilled workers	29.27%	12
Inadequate transportation infrastructure	9.76%	4
Local government leadership	21.95%	9
Level of community pride	0.00%	0
School systems	0.00%	0
High costs (business and living)	7.32%	3

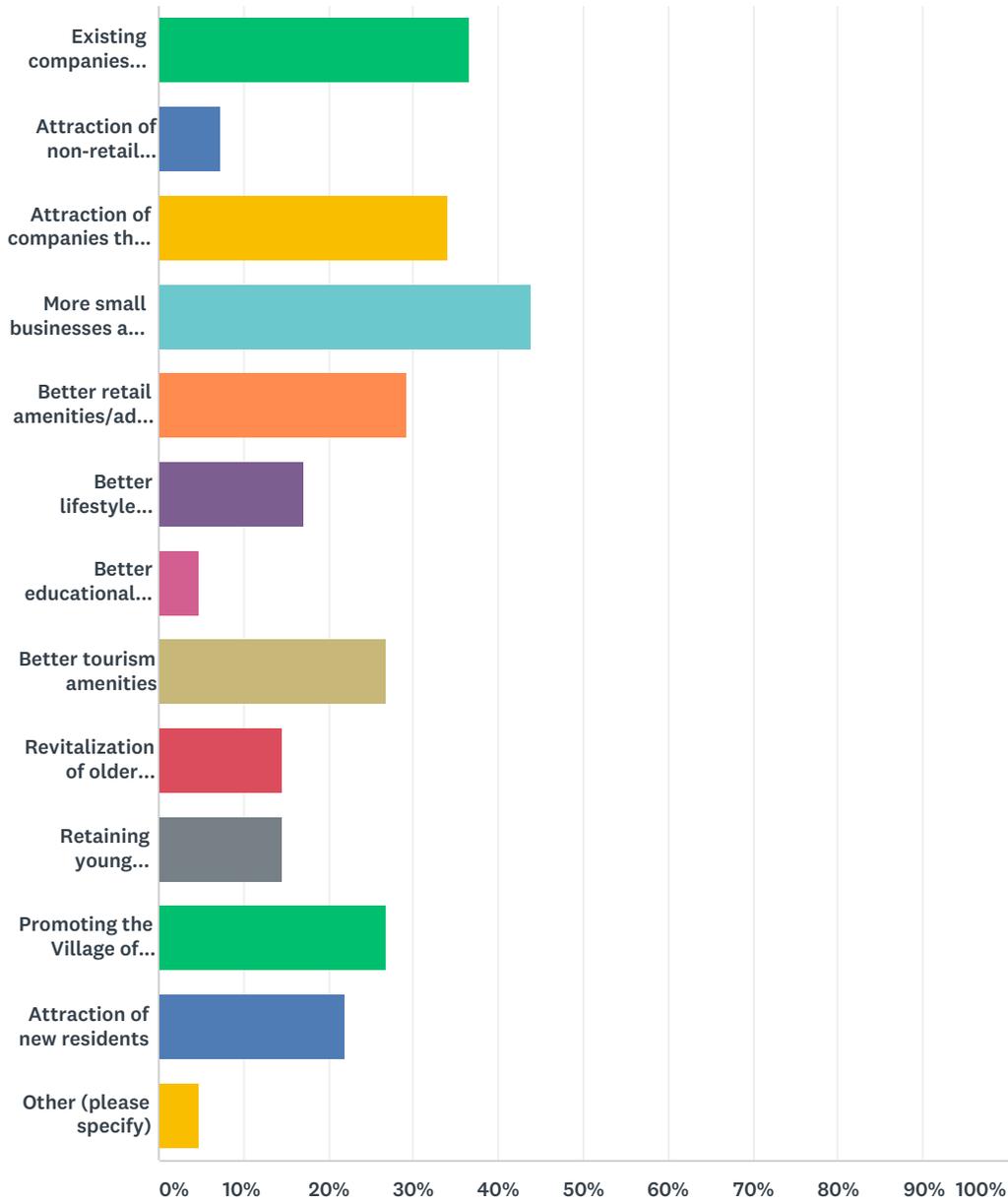
Village of Clinton Economic Development Survey - Community Survey

Availability of retail/restaurant/entertainment options	29.27%	12
Retaining youth/families	51.22%	21
Other (please specify)	9.76%	4
Total Respondents: 41		

#	OTHER (PLEASE SPECIFY)	DATE
1	Need a draw to bring people	7/8/2019 7:47 AM
2	Bus or other transit options	7/6/2019 10:00 AM
3	All of the above	7/6/2019 6:39 AM
4	No hospital, no doctor.	6/24/2019 1:07 PM

Q18 What should be the top three economic development goals for the FUTURE of the community? (Check top three)

Answered: 41 Skipped: 15



ANSWER CHOICES	RESPONSES	
Existing companies staying (and expanding)	36.59%	15
Attraction of non-retail (Please specify in box below)	7.32%	3
Attraction of companies that use our natural resources	34.15%	14
More small businesses and entrepreneurs	43.90%	18
Better retail amenities/additional retailers	29.27%	12

Village of Clinton Economic Development Survey - Community Survey

Better lifestyle amenities	17.07%	7
Better educational opportunities	4.88%	2
Better tourism amenities	26.83%	11
Revitalization of older commercial areas	14.63%	6
Retaining young professionals	14.63%	6
Promoting the Village of Clinton to an external audience	26.83%	11
Attraction of new residents	21.95%	9
Other (please specify)	4.88%	2
Total Respondents: 41		

#	OTHER (PLEASE SPECIFY)	DATE
1	Stop wanting to Bypass Clinton	7/8/2019 3:05 AM
2	Give young people some reason to stay- jobs, entertainment, expanded lifestyle options. They graduate and move away to pursue education and jobs and they often dont move back because entertainment and opportunities for youth are slim in clinton.	7/4/2019 4:24 PM

Q19 Please include any comments that you think would be helpful to this process.

Answered: 14 Skipped: 42

#	RESPONSES	DATE
1	There are needs for people who live here that are needs to attract economic benefits as well. Restaurants, bike trails, entertainment, etc. I have had to learn how to cook since moving here. There is nowhere to eat out, even on New Year's Eve. Nothing is open past 5:00. What about shift workers, retired folks who just want out of the house, a snack any time of the day or night. The summer traffic here is being ignored by the limited resources we provide here. I would start with FOOD, bakeries, Mexican food. A decent grocery store.	7/11/2019 4:43 AM
2	It's a wonderful place but it needs more promotion and attractions including jobs to attract long term residents	7/8/2019 7:48 AM
3	Listen to advice that the consultants you are paying for is giving you. There is a reason they are consultants with years of experience. So many communities hire people to help them then they don't bother to try to do anything that is suggested. Then fight & argue among themselves & nothing gets done. Then that is a waste of grant & community money & time.	7/8/2019 3:22 AM
4	We are suffering a thousand cuts over a period of time. Our average age will be steadily going up. To make this viable we need to have facilities and experts to help this population	7/6/2019 1:26 PM
5	Hire a by-law officer that has enough clout to clean up the many areas of Clinton that are so unsightly. There's so much chatter about the Communities in Bloom judges coming to town, but I doubt that they ever see the eyesores that my friends and I see when we're out walking.	7/6/2019 1:23 PM
6	We need community to invest in itself. le integris, first nations, municipal and provincial levels	7/6/2019 10:01 AM
7	I expect to start a small business in Clinton in the next 3 years. My biggest concerns have been: - very poor access to the highway during wildfires - lack of skilled labor - the lack of vacancy for rentals to attract skilled labor - lack of people within Clinton to maintain business stability during the winter - high taxes for the current amenities offered - I love the quaintness and rustic-ness of Clinton. If there is a way to maintain this while growing the population I think that 2000-5000 people would stabilize Clinton for small and medium sized businesses.	7/6/2019 8:25 AM
8	What will be left of Clinton will be a couple of gas stations on the side of the highway. "Village" status will be lost, and those who are currently drawing a salary from that will be unemployed. School will close. A few retirees and farmers will hang on, many more houses in town empty and derelict. We are already a suburb of both Kamloops and 100 Mile. This is already a reality for Clinton, stores and restaurants closed. Want to change that? Better make some large changes in decision making processes. The decisions made in the past have been very damaging to trying to make some changes now.	7/6/2019 6:46 AM
9	While I do not wish to see Clinton 'grow' I do feel it important for industry and businesses to be able to support the existing population and next generations. I do not wish to encourage more tourism, it usually inconveniences the residents and puts an unnecessary strain on the environment.	7/6/2019 3:36 AM
10	Municipal services need to be more affordable for small businesses and entrepreneurs.	7/5/2019 9:53 AM
11	We Must establish viable new business opportunities	7/5/2019 8:13 AM
12	I realize it's hard to focus on ways to support the large elderly population in Clinton while also supporting/retaining the younger demographic, but if there are less and less younger people here your options for growth directions in Clinton will eventually decrease.	7/4/2019 4:27 PM
13	I love Clinton, just wish there was more to do, a shopping center would be nice, a collage so ppl could go back to school or get a trade. I love Clinton and never want move. We need more rentals and jobs	6/19/2019 1:57 AM
14	h	6/16/2019 4:31 PM