

Clinton Economic Development Strategy



Prepared for:
Village of Clinton
Clinton, BC

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Acronyms

AI	Artificial Intelligence
BCH	BC Housing
BCNPHA	BC Non-Profit Housing Association
CCCTA	Cariboo Chilcotin Coast Tourism Association
CABS	Clinton Annual Ball Society
CAO	Chief Administrative Officer
CACS	Clinton Arts and Cultural Society
CCF	Clinton and District Community Forest
CDAA	Clinton and District Agriculture Association
CDALS	Clinton and District Assisted Living Society
CDC	Community Development Corporation
CEDTC	Clinton Economic Development and Tourism Advisory Committee
CFSC	Community Futures Sun Country
CiB	Clinton Beautification Society
CMHC	Canadian Mortgage and Housing Corporation
CSA	Clinton Seniors Association
EDSAP	Economic Development Strategy and Action Plan
FN	First Nations
IH	Interior Health
ITBC	Indigenous Tourism BC
JEDI	Ministry of Jobs, Economic, Development and Innovation
LLA	Legion Ladies Auxiliary
MEMLI	Ministry of Energy, Mines and Low Carbon Innovation
MIRR	Ministry of Indigenous Relations and Reconciliation
MOTI	Ministry of Transportation and Infrastructure
NDIT	Northern Development Initiatives Trust
OCP	Official Community Plan
ORV	Outdoor Recreation Vehicle
PNP	Provincial Nominee Program
RGS	Regional Growth Strategy
SSFPABC	Small Scale Food Processors Association of BC
TNRD	Thompson Nicola Regional District

An Economic Roadmap for Clinton

The Economic Development Strategy and Action Plan (EDSAP, Strategy) is a future-oriented document that strives to achieve the economic development objectives in the 2016 Official Community Plan (OCP) by updating and renewing initiatives outlined in the 2019 Economic Development Strategy and Action Plan.

Principle 6 of the OCP states that Local Economic Resilience is attained by making land available for employment, supporting diversification of employment and educational opportunities for residents, supporting existing businesses and fostering a supportive business climate. The OCP also supports the Regional Growth Strategy's (RGS) goal of broadening the economic base through diversification and expansion while promoting new economic development opportunities.

The Strategy is structured around three Goals that originate from the OCP but also reflect the challenges and opportunities businesses and investors face in a rapidly changing economy. Supporting the goals are six Initiatives that were identified during the engagement process and refined based on research and analysis undertaken over the course of Strategy development. The planning horizon for the EDSAP is five years, while an Action Plan focusing on priority initiatives is provided as a roadmap for the 2025-2027 period.



Community Overview and Demographics

Clinton is 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 amenities and services of a regional centre, such as an airport, hospital, educational institutions, recreational facilities and personal and business services in the City of Kamloops less than one and a half hours away (Table 1).

Destination	Kilometres	Travel Time
Kamloops, BC	123	1 hours, 23 minutes
Vancouver, BC	382	4 hours, 11 minutes
Prince George, BC	404	4 hours, 20 minutes
Seattle, Washington	515	6 hours
Calgary, Alberta	740	8 hours

Table 1 shows that the population of the local area declined by 17 percent during the 25-year period between 1996 and 2021. However, the population has been relatively stable over the past ten-year between 2011 and 2021.

Table 1: Village of Clinton and Thompson-Nicola Electoral Area E, 1996 to 2021

	1996	2001	2006	2011	2016	2021
Village of Clinton	730	620	600	635	640	570
Thompson Nicola RD EA E	1,350	1,310	1,385	1,075	1,095	1,160
Total Local Area	2,080	1,930	1,985	1,710	1,735	1,730

Source: Statistics Canada (2002) (2012a) (2017) (2023)

The Village of Clinton and Thompson Nicola Electoral Area E has a demographic profile with a much larger share of its population in the over 65-year age category when compared to the province (Clinton and Area E at 39.9 percent versus BC at 20.3 percent). In addition, Clinton and Area E, with 33.0 percent of its population in the 45 to 64 age category has a slightly larger share in this category than the province with 27.0 percent. Conversely, only 15.2 percent of the Clinton population is in the 20 to 44 age group compared to the province’s 33.3 percent in the same age category.

Table 2 shows the median age in Clinton and TNRD Electoral Area E in 2011 and 2021, both of which are measurably higher than the provincial median and have aged considerably over the 10-year period. In 2021, median age in Clinton was 16-years older than the provincial median age, while TNRD Electoral Area E was almost 20 years older.

Table 2: Median Age for Clinton, Thompson Nicola Electoral Area E, and British Columbia, 2011 and 2021

	2011			2021		
	Male	Female	Total	Male	Female	Total
Village of Clinton	52.6	53.6	53.1	60.4	56.0	58.8
TNRD Electoral Area E	59.7	57.5	58.5	63.2	62.0	62.4
British Columbia	41.1	42.7	41.9	41.6	44.0	42.8

Source: Statistics Canada (2012) (2023)

Table 3 presents the total student population at David Stoddart School in Clinton. The school serves Clinton and surrounding area with K- 12 curriculum. School population can serve as a leading indicator of population change. Unlike many rural schools in British Columbia, the student population at David Stoddart has been rising. In 2023/24 school year the student population was 49 percent higher than it was in 2017/18. However, this change has taken place very recently with noticeable jump in students in 2022/23.

Table 3: Student Population at David Stoddart, 2017 to 2024

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
All Students	81	91	93	84	89	119	121

Source: Government of British Columbia (2024a)

Table 4 outlines the median household income for Clinton and Thompson Nicola Electoral Area E and compares this with British Columbia for 2010, 2015 and 2020. The median Clinton household of \$48,000 was approximately or only about 56 percent of provincial median. As outlined, household median income actually declined in 2015 from 2010 before recovering somewhat in 2020.

Table 4: Median Household Income for Clinton, TNRD Electoral Area E, and BC, 2010 - 2020

	<i>Village of Clinton</i>	<i>Electoral Area E</i>	<i>British Columbia</i>
2010	\$46,090	\$45,285	\$60,335
2015	\$40,830	\$52,350	\$69,995
2020	\$48,000	\$59,200	\$85,000

Source: Statistics Canada (2012b) (2017) (2023)

Clinton's Economic Base

Labour Force

Labour force by industry for the region is shown in Table 5. Primary industries like agriculture and forestry, construction and retail remain prominent, but manufacturing declined sharply with the closure of West Fraser operations. Overall, the local labour force is about 22 percent smaller in 2021 than it was in 2011, with much of the job loss coming from manufacturing.

Table 5: Experienced Labour Force for Clinton and Thompson Nicola Electoral Area E, 2011 and 2021

	2011			2021		
	Clinton VL	TNRD EA E	Total	Clinton VL	TNRD EA E	Total
11 Agriculture, forestry, fishing and hunting	15	130	145	30	110	140
21 Mining, quarrying, and oil and gas extraction	0	0	0	0	0	0
22 Utilities	0	0	0	0	0	0
23 Construction	0	25	25	25	60	85
31-33 Manufacturing	95	25	120	0	25	25
41 Wholesale trade	0	0	0	0	10	10
44-45 Retail trade	60	25	85	30	35	65
48-49 Transportation and warehousing	25	70	95	15	50	65
51 Information and cultural industries	0	0	0	0	0	0
52 Finance and insurance	0	15	15	0	10	10
53 Real estate and rental and leasing	5	5	10	0	0	0
54 Professional, scientific and technical services	0	0	0	10	20	30
55 Management of companies and enterprises	0	0	0	0	0	0
56 Admin & support, waste manag. & remed. Ser.	0	50	50	20	25	45
61 Educational services	15	45	60	15	30	45
62 Health care and social assistance	25	30	55	20	15	35
71 Arts, entertainment and recreation	0	0	0	0	0	0
72 Accommodation and food services	15	60	75	20	35	55
81 Other services (except public administration)	0	55	55	0	0	0
91 Public administration	25	25	50	20	25	45
All industries	280	560	840	205	450	655

Source: Statistics Canada (2013) (2023)

Business Licences

Table 6 outlines the business license count by major industry for businesses with an address in the Village of Clinton between 2020 and 2024. The total number of licenses establishments increased 33% during this five-year period, while there have been movements up and down from an industry perspective. Manufacturing and miscellaneous service establishments have declined, but there has been a major increase in construction contractors, finance and insurance companies and retailers. Accommodation and food services, information and culture, real estate and home-based businesses have held steady.

Table 6: Business License Count for Village of Clinton, 2020-2024

	2020	2021	2022	2023	2024
Accommodation and food services	11	12	11	10	12
Public administration	1	1	1	1	1
Construction	10	18	20	23	24
Finance and insurance	3	3	2	2	6
Home-based business	6	11	12	11	12
Information and cultural industries	3	3	3	3	3
Manufacturing	6	4	5	3	3
Other services	9	4	3	3	3
Professional, technical and scientific services	3	3	2	2	2
Real estate and rental and leasing	4	5	7	10	5
Wholesale and retail trade	18	22	25	26	29
Total	74	86	91	94	100

Source: Village of Clinton (2024)

Forestry

At one time, forestry was a major industry in Clinton and important contributor to community wealth. With the closure of the West Fraser Mills operation at Chasm in 2019 there is no significant primary production occurring in the region. There is some small value-added wood processing along with logging, road building and trucking involved in harvesting the regional timber supply.

The Clinton and District Community Forest (CCF) has a 25-year, area-based long term Community Forest agreement with the Province of BC with a current licence area of 62,374 hectares and an annual allowable cut of 20,000 m³. It is owned wholly by the Village of Clinton. Surplus funds, totalling \$700,000, have been given back to the community and surrounding area to date.

Agriculture

Agriculture remains a key sector in the local economy, with ranching as the leading sub-sector due to the region's extensive rangelands. According to the 2021 Agriculture Census, there were 68 farms in the Thompson Nicola Electoral Area E, down from 78 farms in 2011. Cattle ranching was the main activity with 26 farms but again this has declined significantly since 2011. Hay farming and other livestock production are also occurring. Total farm area is 36,000 ha and total farm capital is \$237 million.

Average revenues are in the range of \$300,00 but there is wide distribution ranging from less than \$10,000 for about one third of the farms, to more than \$2 million for one operation. About one quarter of farms report direct farm sales to consumers, including on-site farm stores, stands, kiosks, U-pick or farm gate sales, as well as delivery services. Only four farms report paid labour, with the number of workers totalling 30 (in 2021). (Statistics Canada 2023b)

Tourism

The Clinton area is located on the southern border of the Cariboo-Chilcotin Coast Tourism region. In 2022, Clinton hosted 117,100 visitors relatively evenly distributed throughout the year. Surprisingly, more travellers are stopping in Clinton in spring and fall than the summer which is the traditional peak season. In terms of geographic origin, the majority are from BC, namely the Thompson-Nicola (44%), Cariboo (17%), Lower Mainland (17%) and Fraser Fort George 7%. (Legacy Tourism Group 2024)

The visitor experience in Clinton is based on heritage and history, including being part of the Gold Rush Trail, festivals and events, agri-tourism, outdoor recreation featuring an abundance of trails for horseback riding, hiking, biking and ORV use, winter recreation mainly snowmobiling, and water-based activities including camping. Guest ranches draw in international audiences while the area is home to six provincial parks (Big Bar Lake, Chasm, Downing, Green Lake, Edge Hills, and Marble Range) and 12 forestry campsite locations.

Tourism activity in Clinton and the CCC region over the last decade has been buffeted by a series of natural disasters, including major wildfires (2017, 2018), flooding (2018) and the Covid-19 pandemic beginning in 2020. There has been a recovery in visitor volumes and spending from the pandemic but as a small community with limited infrastructure and capacity maintaining a viable and growing visitor economy will be a challenge. Opportunities for new experiences include festivals and events, Indigenous tourism, agri-tourism and outdoor recreation, including winter activities.

Mining

Mining has played an important role in Clinton’s economy over the years. In the past the community has benefited from quarrying activity at regional limestone deposits and at one time clay deposits were used in the manufacturing of local bricks. There are no active local mining operations, but some Clinton residents work at Highland Valley Copper.

Clinton is part of the province’s South-Central Region, which is the most active mining district in British Columbia and the most productive copper mining district in Canada. Currently five major metal mines are in operation, including Highland Valley Copper, Gibraltar, Copper Mountain, Mount Polley, New Afton, and one smaller operation (Elk). Five projects are proposed or are in the permitting process. There are several operating industrial mineral mines or quarries, hundreds of active placer gold operations, dozens of aggregate quarries, and one coal project currently being evaluated. More than 100 exploration projects are active in the region, but not all companies publish or record exploration work. (MEMLI 2024)

Exploration projects nearest to Clinton include Rayfield, a copper-gold prospect by Golden Sky Minerals, and CHG, also a copper-gold property owned by Cariboo Rose Resources. Rayfield is located northeast of Clinton and is in early-stage surveying and drilling. The CHG property is west of Clinton. A reverse circulation drilling program started in 2023.



Clinton’s Business Climate

Planning Context

As a small community, Clinton has few bylaws and regulatory policies guiding land and building development in the community. The Official Community Plan (OCP), last updated in 2016, is the cornerstone of the Village’s planning activities (Village of Clinton 2016). Critical OCP content related to economic development is noted in Table 7.

Table 7 Clinton OCP Content Guiding Economic Development

Section	Description (abridged)
3.1 Sustainable Growth	Priorities: <ul style="list-style-type: none"> • Reach a population of 1500 • Diversify the local economy Principles: <ul style="list-style-type: none"> • Foster economic resilience
3.5 Commercial Policies	<ul style="list-style-type: none"> • Home Based businesses are supported in residential and mixed-use developments. • Consider legislative opportunities to provide incentives for commercial development. • Support the Secwepemc (Shuswap) Nation economic development initiatives.
3.6 Industrial Policies	<ul style="list-style-type: none"> • Consider legislative opportunities to provide incentives for new industrial development in Industrial areas.
3.7 Rural and Agricultural Policies	<ul style="list-style-type: none"> • Support community agriculture and local food production. • Recognize the potential diversification of agricultural activity. • Support the current Farmers Market business model.
6.0 Economic Development Policies	<ul style="list-style-type: none"> • Ensure an appropriate supply of designated/zoned lands • Engage local business stakeholders in local land use decisions. • Embrace partnerships that promote heritage, arts and culture, education, tourism and agriculture. • Ensure zoning and business licensing match the current realities of the local business climate. • Support expansion of the educational opportunities. • Recognize the interests of First Nations and follow provincial protocol with regards to First Nation land use issues. • Support the development of sustainable agriculture (e.g., community gardens, farmers’ market, farm gate sales) • Recognize Clinton as an age-friendly community. • Develop as a compact community with high walkability.

7.2 Energy Conservation

- Consider utilizing incentives to encourage the development of green, energy efficient buildings.
- The Village supports efforts to retrofit buildings to be more energy efficient.
- Explore opportunities for Clinton to have an electric car charging station and adding Clinton to the BC network of Electric Vehicle Charging Stations.

Source: Village of Clinton (2016)

Housing

Housing trends influence the business climate because affordability and availability influence living and business costs and have a major impact on labour market mobility. As a small community, local businesses have a limited labour supply to draw from, and attracting new investment will be critical to enticing new working families to the community. As seen in Table 8, Clinton’s assessed value for an average single-family home is lower than neighbouring municipalities and a full one-third less than Kamloops.

Table 8 Average Assessed Value of a Single-Family Home in Select Communities, 2023-24

Community	Assessed Value		% Change
	2023	2024	
Clinton	\$238,000	\$224,000	-6%
Ashcroft	\$422,000	\$389,000	-8%
Cache Creek	\$324,000	\$321,000	-1%
100 Mile House	\$405,000	\$382,000	-6%
Kamloops	\$689,000	\$678,000	-2%
Merritt	\$475,000	\$438,000	-8%

Source: BC Assessment Authority (2024)

Clinton has historically had lower house prices than nearby communities, but that gap is widening as the growth in values has lagged the regional average (Table 9).

Table 9 Average Value of Owned Dwellings, 2006 – 2016

	2006	2011	2021	% increase 06-21
Clinton	97,403	174,496	246,000	152%
Cache Creek	137,335	176,645	276,000	101%
100 Mile House	170,117	213,560	315,000	85%
Ashcroft	145,787	247,743	304,000	108%

Source: Statistics Canada (2023)

Municipal Taxation

Table 10 outlines the tax rates, municipal taxes and class proportions of taxes and assessments for the Village of Clinton in 2024. The property tax in the Village contributes \$866,241 in 2024, up from \$580,459 in revenues in 2016. As shown in the table below, approximately 68 percent of property tax is derived from residential property class, this is up from approximately 45 percent in 2016. The next largest property tax contribution comes from business/other at 25 percent in 2024, up from 18 percent in 2016. In 2016, major industry contributed 18 percent and 0 in 2024.

Table 10: Clinton Assessments, Tax Rates, Tax Classes, and Total Municipal Taxes, 2024

Property Class	Authenticated Roll General Taxable Values	Municipal Purposes Tax Rates	Tax Class Multiples	Total Municipal Variable Rate Taxes	Flat, Split Rate & Utility Taxes, Tax Sharing, Ports, Boundary & Other Adjustments ¹	Total Municipal Taxes
	(\$)	(number)	(number)	(\$)	(\$)	(\$)
Residential	82,963,100	7.36780	1.00	611,256		611,256
Utilities	407,075	40.0000	5.43	16,283	29,113	45,396
Supportive Housing	0	0.00000	0.00	0		0
Major Industry	0	0.00000	0.00	0		0
Light Industry	878,000	18.4196	2.50	16,172		16,172
Business/Other	13,995,550	15.8409	2.15	221,702		221,702
Managed Forest	0	0.00000	0.00	0		0
Recreation	72,400	7.36780	1.00	533		533
Farm	40,010	7.36780	1.00	295		295
Totals	98,356,135			866,241	29,113	895,354

Source: Government of BC (2024b)

Table 11 presents the total municipal property tax rate by property category for the Village of Clinton and its neighbours. The total tax rate includes all tax categories associated with local property and includes municipal, regional district, hospital, school, and other taxes on property. The rates in the table below are applied per \$1,000 assessed value to derive the local property taxation level.

Rates for Major Industry and Light Industry are among the lowest in the region, while residential property tax is higher than the other communities, the assessed values for residential properties is lower making the overall property tax competitive.

Table 11: Total Municipal Tax Rate for Clinton and Surrounding Communities, 2024

Municipalities	Residential	Utilities	Supportive Housing	Major Industry	Light Industry	Business
Kamloops	6.246	54.434	6.239	48.769	20.250	16.077
Ashcroft	6.582	49.104	0.200	2.752	27.255	19.712
Cache Creek	7.083	56.875	0.200	2.792	78.019	15.644
100 Mile House	6.721	62.386	4.571	73.910	18.753	16.501
Williams Lake	9.504	59.679	0.100	119.836	61.815	22.063
Clinton	10.749	57.046	0.200	2.801	26.277	22.477
*Note 1						

Source: Government of British Columbia (2024c)

Note 1: Letters of Patent March 8, 2001 places restriction on “Municipal purpose” current Major Industrial Rate (Chasm mill property). However, with the Mill closure there are no properties in the Major Industry property class. In addition, the Light Industry property class is also subject to Revitalization tax exemption (bylaw no. 493, 2012) until 2018.

Table 12 outlines the taxes and charges on a representative house in Clinton and neighbouring communities. Clinton has the lowest per housing charge. As outlined above, while Clinton has higher tax rates than other communities, the lower assessed value of residential property results in a lower overall tax burden. Specifically, the advantage is \$314 lower than 100 Mile House and \$2,298 lower than Kamloops.

Table 12: Taxes and Charges on a Representative House for Clinton and Surrounding Area, 2024

Municipalities	House Value	School	General Municipal	Regional District	Hospital	BCA, MFA and Other	Total Res Variable Rate Taxes	Total Res Parcel Taxes	Total Res User Fees	Total Residential Property Taxes and Charges
	(\$)	(\$ '000s)	(\$ '000s)	(\$ '000s)	(\$ '000s)	(\$ '000s)	(\$ '000s)	(\$ '000s)	(\$ '000s)	(\$ '000s)
Clinton	218,020	449	1,606	149	66	72	2,342	0	823	3,165
100 Mile House	365,808	731	943	387	269	129	2,459	266	784	3,509
Ashcroft	368,292	759	1,200	236	112	116	2,423	156	1,204	3,783
Cache Creek	291,523	601	1,093	186	89	96	2,065	818	968	3,851
Williams Lake	377,644	754	2,004	468	278	85	3,589	209	472	4,270
Kamloops	694,167	1,043	2,895	163	211	24	4,336	0	1,127	5,463

Source: Government of BC (2024d)

Outlined below is the Village of Clinton consolidated revenue for 2022. As illustrated taxation and grants in lieu make up approximately \$950,000 or 37 percent of total Village revenues. The next largest category comes from Provincial Government Transfers with approximately \$639,000 or 25 percent. Further in 2022, Sale of Services makes up roughly \$500,000 or 19 percent while Income from Government Business Enterprise contributes 398,000 for 15 percent.

Table 13: Village of Clinton Consolidated Revenue Statement for 2022.

Municipalities	Total Own Purpose Taxation and Grants in Lieu	Sale of Services	Federal Government Transfers	Provincial Government Transfers	Regional and Other Governments Transfers	Investment Income	Income from Government Business Enterprise	Total Revenue
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Clinton	946,227	500,841	0	639,045	40,000	45,612	398,221	2,569,946

Source: Government of BC (2024e)

Compared to provincial average percentages by revenue source, total own property tax in Clinton of 37 percent collectively contributes slightly below the provincial average for municipalities at 44 percent. Sale of Services in Clinton at 19 percent is lower than the provincial average of 30 percent. Clinton does have much higher revenue shares from Provincial Transfers at 25 percent compared to 5 percent at the provincial level and Income from Government Business Enterprise at 15 percent compared to minimal value seen at the provincial level. Clinton did not have any revenue in 2022 from Developers and Other Contributions while this category averaged 12 percent for all municipalities in BC.



The Trends Impacting the Regional Economy

Political

- Political polarization (more extreme views by major parties)
- Rise of populism
- Amplification of Indigenous rights and reconciliation
- Climate change and environmental politics, including carbon taxes
- Immigration and diversity
- Urban-rural divide
- East-west divide

Economic

- Decline in manufacturing and goods production
- Resource dependence
- Energy transition
- Inflation, rising prices
- Labour shortages
- Supply chain challenges
- Sustainability and green economy

Social

- Homelessness
- Safety, crime and anti-social behaviour
- Housing costs, shortages
- Opioid crisis, mental health and wellbeing
- Healthcare access and wait times
- Economic inequality and wealth gap
- Gender equality and violence against women

Technological

- Artificial intelligence and machine learning
- Cleantech and sustainability
- 5G and telecommunications infrastructure
- Digital health and telemedicine
- Quantum computing
- Automation and robotics
- Fintech and digital payments

Environmental

- Climate change
- Decarbonization and renewable energy
- Biodiversity conservation and habitat protection
- Sustainable agriculture and food security
- Water resource management
- Sustainable forest management
- Plastic pollution

Legal

- Indigenous rights and land claims
- Constitutional and Charter of Rights issues
- Legalization of cannabis
- Cybersecurity, privacy and data protection
- Environment and climate change law
- Criminal justice reform
- Management/control of AI tools

Strengths, Challenges and Opportunities

Clinton's strengths are its natural resources and access to the outdoors. However, whereas in the past these provided wealth and good household incomes through the economic base, the economy today is unfortunately more service-oriented and less connected to resource activities. The quality of life, reasonable housing costs (when compared to Kamloops or Vancouver) and established downtown also provide a foundation for drawing in more investment and business activity. The small population and labour pool, high average age and lack of new investment are challenges that need to be addressed.

Strengths

- Natural resources
- Land availability
- Housing costs
- Quality of life
- Location
- Downtown cluster
- Access to recreation

Challenges

- Small population
- Small labour pool
- Lack of growth
- High population age
- Access to health care
- Rural inequality
- Lack of investment

Opportunities

- Tourism
- Transportation and warehousing
- Agriculture
- Renewable energy
- Retirement community



Local Views on Economic Development

A community visit was made on November 12 and 13, 2024 for the purpose of hosting two workshops and conducting interviews to gain an understanding of Council and stakeholder priorities for a future economic development program in Clinton.



In-person Workshop
Five participants



Council Workshop
Six participants



Personal Interviews
Seven participants

The following notes provide a summary of the feedback received during these sessions and interviews.

- **There is still work to be done implementing initiatives in the 2019 Strategy.**
Priorities from the 2019 strategy that are still relevant today include tourism/events, wayfinding/signage, foodhub, healthcare, housing and working with Sun Country Community Futures.
- **Some initiatives have not generated expected outcomes and need to be reconsidered.**
There was discussion specifically on the Provincial Nominee Program and whether it benefited the community. An evaluation and reset are required.
- **Is there a greater role for the Community Forest?**
The community forest has been a success in terms of its core mandate, but its involvement in economic development initiatives could be expanded.
- **Emerging priorities should be considered in the new strategy.**
Feedback suggested innovative transportation solutions to help residents move about, attracting more young people to the community, having newcomers feel welcomed, incentives to attract investment, and partnerships with First Nations could all be addressed.
- **There are new opportunities worth exploring.**
Suggestions included a business forum, grant writer (to leverage more external funding), accessibility plan, tourism plan, age-friendly program, sports program, volunteer program, and reviving the Spirit of Clinton program.

Building a Pathway for Local Action

Clinton last produced an Economic Development Strategy in 2019 and since that time a number of initiatives have been implemented, building capacity and a better foundation for a future community and economic development pathway.

Table 14 shows all 29 initiatives from the 2019 Strategy, categorized as Quick Wins, Priority Items and Other Items. Sixteen, or 55% of the initiatives have been completed or are in progress. Achievements include development of an investment profile, review of available land, hosting of business walks, completion of the business directory, business improvement program, inventory of tourism assets and healthcare worker recruitment program. Wayfinding and signage have also been upgraded while the town is now served by highspeed internet through Telus optical fibre. An age-friendly plan has been put in place as well.

A successful application was made for Rural Dividend Funding and while regular communications is still a priority, there is still more that could be done to build local support for economic development.

A decision has not been made by the Village to renew involvement in the Provincial Nominee Program (PNP) given the challenges delivering on expected outcomes. A program evaluation would help determine whether continued involvement is worthwhile for Clinton or whether resources should be put in other focus areas.

The telecom situation has improved considerably since 2019 with the inception of Telus fibre-optic services to the community.

It is also worth noting that at a 55% implementation rate, an updated plan should be scaled to the resource capacity of the Village, which is limited given the community's size. This means focusing on priority items that can be implemented without additional resources that are available now or have a reasonably foreseeable opportunity to secure outside funding.



Table 14 Priority Initiatives in the 2019 Clinton Economic Development Strategy

		Status
Quick Wins	▪ Apply for Rural Dividend Program Funding	I
	▪ Develop a Business Directory	C
	▪ Regular Communications with Local Government and Community to Build Support	I
	▪ Continuation of Façade Improvement Program	C
	▪ Establish an Economic Development Partnership with Sun Country Community Futures	N
	▪ Support Seniors' Housing Needs	I
Priority Items	▪ Create an Economic Development and Tourism Advisory Committee (CEDTC)	N
	▪ Economic Development 101 workshop for Council and CEDTC	N
	▪ Develop a Village of Clinton Community Investment Profile	C
	▪ Undertake an Annual Business Walk	C
	▪ Adoption and Promotion of Revitalization Tax Exemption Program	N
	▪ Develop a Response Protocol for the PNP Pilot Program	C
	▪ Building Relationships with Indigenous Communities	I
	▪ Develop a Promotional One-sheet of Vintage and Antique Related Businesses in the Village	N
	▪ Expand and Encourage Tourism Visitations by Being Part of the Regional Tourism Initiatives	I
	▪ Improve Telecommunications Infrastructure	C
	▪ Review and Amend Bylaws to Make Clinton a Preferred Place to do Business	N
Other Items	▪ Undertake a Review of Available Land and Buildings for Industrial/Commercial Development	I
	▪ Undertake an “Open for Business” Marketing and Promotional Campaign	N
	▪ Expand the Economic Impact of the Community Forest	N
	▪ Vintage and Antique Annual Fair	N
	▪ Inventory the Broad Range of Tourism Assets	I
	▪ Bring Together Tourism Sector to Bundle and Promote Services	I
	▪ Healthcare Worker Recruitment Program	I
	▪ Facilitate Resident Attraction and New Residential Development	N
	▪ Develop a How-to Manual for New Entrepreneurs and Small Business	N
▪ Old Country Market Villages	N	
▪ Wayfinding and Community Signage	I	

Notes: C completed, I in progress, N not started

Strategy Direction

Goals and Initiatives



Build capacity within the Village and the community for identifying, prioritizing and implementing economic development services

- Work with key partners to leverage capacity
- Strengthen community partnerships to enhance local involvement



Enhance village assets that will build on Clinton's sense of place and attract residents and visitors to support local businesses

- Invest in housing
- Create new civic value by investing in Village spaces



Foster investment in economic activities with a competitive regulatory climate and an active network of businesses and entrepreneurs

- Strengthen the business climate
- Provide business, retention, expansion and attraction services
- Support sector diversity

Action Plan

Goal 1: Build Capacity	Initiative 1.1: Work with partner agencies to leverage capacity.		
<p>Action 1.1.1: Hire a grant writer to secure funding for key initiatives.</p> <ul style="list-style-type: none"> • Prepare and submit application to Northern Development Initiatives Trust (NDIT). • Budget for Village contribution of 24% of maximum allowed wages of \$10,500 to leverage NDIT grant of \$8,000 (76%). • Secure an experienced grant writer, either a local or non-local under contract. 	Partners:	NDIT	
	Resources:	Moderate time \$2,500	
	Timing:	2025	
	Priority:	High	
<p>Action 1.1.2: Increase outreach to access funding and programming opportunities.</p> <ul style="list-style-type: none"> • Maintain a list of key partners and their resources. • Regularly monitor digital channels for programs news. • Regularly communicate with partners, request site visits where they can be arranged and request assistance identifying and applying for programs and resources. • Log communications. 	Partners:	JEDI, CFSC, CCCTA, TNRD	
	Resources:	Moderate time	
	Timing:	2025-ongoing	
	Priority:	High	
Goal 1: Build Capacity	Initiative 1.2: Strengthen community partnerships as a platform for local involvement.		
<p>Action 1.2.1: Prepare proof points for use by staff and Council.</p> <ul style="list-style-type: none"> • Develop a set of one or two-paragraph proof points on current topics or initiatives that the Village and its partners can use to inform and engage the community. • Develop templates and talking points to guide print and electronic communications and to clarify public and private sectors roles. • Use proof points to positively reinforce economic development and stay on message. 	Partners:	n/a	
	Resources:	Minor time	
	Timing:	2025	
	Priority:	Medium	

Goal 1: Build Capacity	Initiative 1.2: Strengthen community partnerships as a platform for local involvement.	
<p>Action 1.2.2: Create a community volunteer program.</p> <ul style="list-style-type: none"> • Work with and support the Spirit of Clinton Committee to understand gaps, constraints and needs, specifically how to recruit and incentivize new volunteers in the community. • Research volunteer management platforms like volunteermatch and social media platforms for promotion and recruitment. 	Partners:	Spirit of Clinton Committee
	Resources:	Major time
	Timing:	2026
	Priority:	Flex
<p>Action 1.2.3: Strengthen Indigenous relations.</p> <ul style="list-style-type: none"> • Support an overarching framework of reconciliation with local First Nations by the Village and TNRD so there is high-level guidance for communications and cooperation. • Work on First Nations’ initiatives that align with the Strategic Plan and contribute to achievement of mutually beneficial outcomes. For example, High Bar First Nation has approached the Village about establishing a day care in the community. This service would have beneficial outcomes as it would enhance the ability to attract young families. The Village should continue to engage with First Nations on this and similar initiatives and identify suitable partnership roles and resource commitments. 	Partners:	First Nations, ITBC, MIRR
	Resources:	Moderate time
	Timing:	2027
	Priority:	Flex

Goal 2: Enhance Village Assets	Initiative 2.1: Invest in housing solutions.	
<p>Action 2.1.1: Support senior housing needs.</p> <ul style="list-style-type: none"> • Work with Interior Health (IH) to increase the reliability of local home care support by establishing resident home care aids in Clinton. • Support the Health Care Alliance advocacy with IH to locate a resident nurse practitioner in Clinton Health and Wellness Centre. • Explore coordinating shared rides to support seniors needing to travel in the region. • Support local efforts that help Clinton seniors to stay in their own homes locally (i.e., snow removal, firewood delivery, etc.). 	Partners:	IH/CSA/CDALS Health Care Alliance
	Resources:	Moderate time
	Timing:	2025-ongoing
	Priority:	High

Goal 2: Enhance Village Assets

Initiative 2.1: Invest in housing solutions.

<p>Action 2.1.2: Research the feasibility for more market and non-market rental housing construction.</p> <ul style="list-style-type: none"> Engage the community to assess rental housing needs to identify specific demand. Leverage funding from programs like BC Housing, the National Housing Strategy, or CMHC’s Rapid Housing Initiative for non-market opportunities. Continue to identify and prioritize underused municipal or Crown lands for housing projects. The Village is currently looking at options in coordination with BC Housing. Pursue supporting infrastructure requirements. Incentivize private development through financial incentives. 	<p>Partners:</p>	<p>BCH, CMHC, BCNPHA</p>
	<p>Resources:</p>	<p>Major time</p>
	<p>Timing:</p>	<p>2026</p>
	<p>Priority:</p>	<p>High</p>
<p>Action 2.1.3: Develop a Village Housing Authority/Corporation that will actively pursue housing solutions in Clinton.</p> <ul style="list-style-type: none"> Finalize recent community work in establishing a Clinton Housing Corporation and confirm board structure and governance model. Investigate the potential programs and approaches that will best allow public sector investment in local housing solutions. Confirm the housing stock most in demand in the community and identify one or two projects with a high probability of success. Investigate programing and engage a consultant to support funding applications. Leverage funding from programs like BC Housing and NDIT and programing administered by CMHC where possible. Connect projects to Village owned lands that would support leveraging outside resources. 	<p>Partners:</p>	<p>BCH, CMHC, NDIT</p>
	<p>Resources:</p>	<p>Major time \$35,000</p>
	<p>Timing:</p>	<p>2026</p>
	<p>Priority:</p>	<p>High</p>
<p>Action 2.1.4: Investigate small housing options and opportunities.</p> <ul style="list-style-type: none"> Undertake research on compact homes (i.e., under 400 sq. ft.) that would help resolve housing availability and affordability. Investigate different forms such as co-ops (See Sangudo coop approach), shipping containers, micro-apartments, assisted-living pods and laneway, secondary suites. Quesnel’s carriage home bylaw is an example of a smart practice in the region. Incentivize small house development through streamlined permitting and grants or low-interest loans. Communicate with small housing organizations and apply for grants to fund small housing developments. 	<p>Partners:</p>	<p>BCH, CMHC</p>
	<p>Resources:</p>	<p>Moderate time</p>
	<p>Timing:</p>	<p>2027</p>
	<p>Priority:</p>	<p>Flex</p>

Goal 2: Enhance Village Assets

Initiative 2.2: Create new civic value by investing in Village spaces.

<p>Action 2.2.1: Develop an amenities capital plan targeting beautification projects.</p> <ul style="list-style-type: none"> • Continue to participate in the Communities in Bloom program which includes numerous community presentation protocols. • Add new features in the town core such as the new park chainsaw bench. • Continue to explore funding support such as programming from NDIT. 	<p>Partners: Local business/NDIT/CiB committee</p> <p>Resources: Minor time</p> <p>Timing: 2026</p> <p>Priority: Flex</p>
<p>Action 2.2.2: Enhance community wayfinding and signage.</p> <ul style="list-style-type: none"> • Identify what the goals of a signage initiative would be (e.g., stop visitors, stay longer, get off the highway) and scope (municipal, provincial, private, digital versus paper versus signs). • The Village should evaluate its sign bylaw to see if improvements can be made to better coordinate private business signage with highway and municipal signage. • Conduct a signage audit of legibility, placement, clarity, condition, accessibility and relevance. A variety of online audit templates are available. Include critique of online wayfinding through Google maps and other platforms. • Work with First Nations to identify opportunities for Indigenous content and place names into wayfinding. • Monitor DBC/CCCTA iconic strategy (expected delivery in 2025) for cobranding opportunities on all wayfinding. • Develop a signage program around the audit results. 	<p>Partners: MOTI, CCCTA, First Nations,</p> <p>Resources: Major time \$10-15,000 strategy</p> <p>Timing: 2027</p> <p>Priority: Medium</p>
<p>Action 2.2.3: Research a renewable energy or sustainability showcase.</p> <ul style="list-style-type: none"> • Investigate local opportunities that will either generate new revenue (see District of Lake Country Micro Hydro Project) or reduce expenses in supplying local energy for the Village. Options include biomass energy using non-merchantable fibre from the Community Forest, and hydro potential of water reservoirs. • Explore BC Climate Action Plan for projects that support renewable energy or sustainability development. 	<p>Partners: Federal and BC Governments, NDIT, Private sector</p> <p>Resources: Major time</p> <p>Timing: 2026</p> <p>Priority: Flex</p>

Goal 3: Foster Business Investment

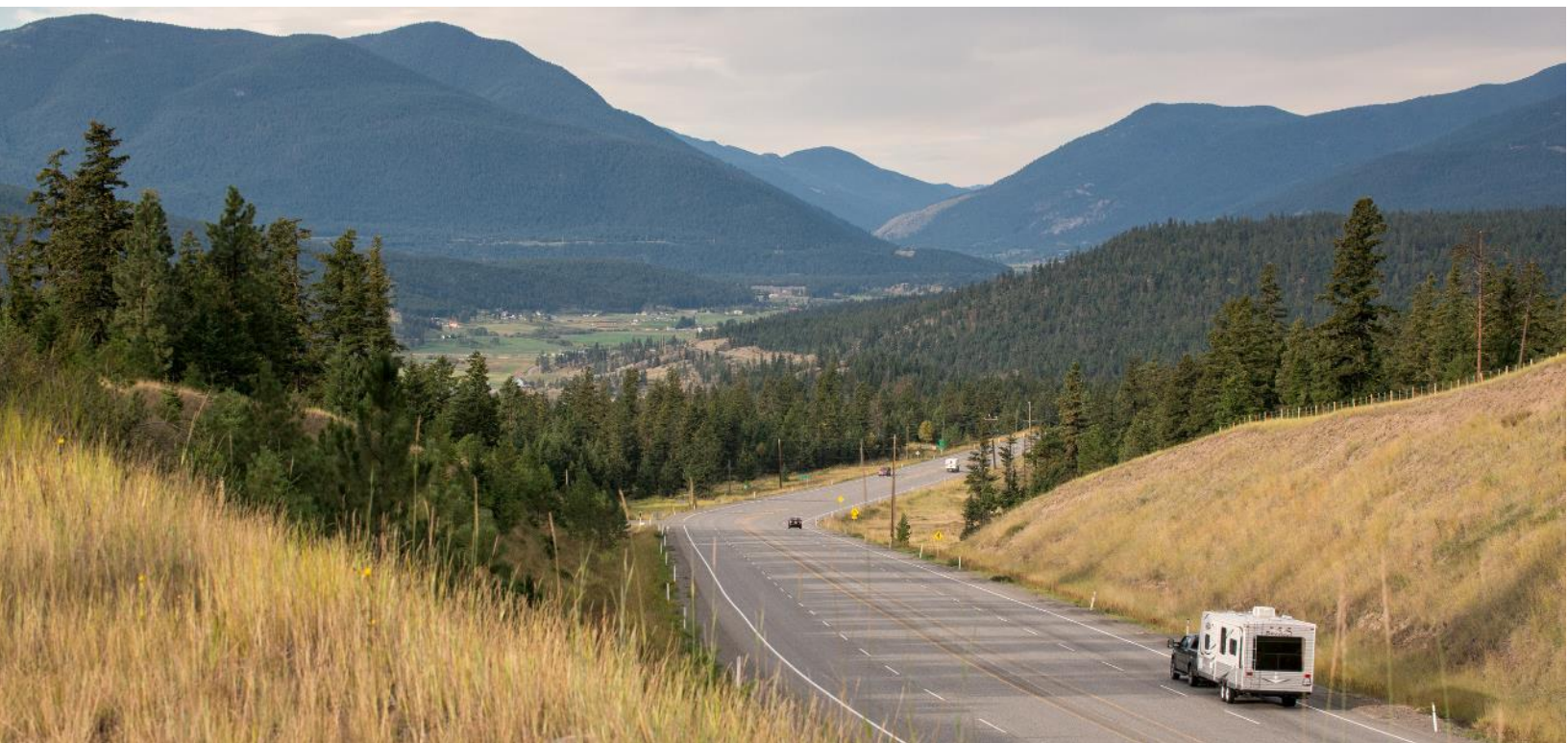
Initiative 3.1: Strengthen the business climate.

<p>Action 3.1.1: Research a Revitalization Tax Exemption Program.</p> <ul style="list-style-type: none"> Investigate the implications of providing a universal revitalization tax exemption program for the community to support housing and commercial development. Explore a targeted revitalization tax exemption that supports development of secondary suites and carriage homes in the community and is connected to the new upcoming Clinton OCP. Determine the perimeters of length and ratio of the reduction (the maximum under the Community Charter is 10 years at 100%). Actively promote any new revitalization tax exemption bylaw through various Village communication channels. 	Partners:	n/a
	Resources:	Moderate time
	Timing:	2026
	Priority:	Medium
<p>Action 3.1.2: Refine the Façade Improvement Program to increase interest and uptake.</p> <ul style="list-style-type: none"> Support businesses in applying to the Façade Improvement Program. Work with the business community in connecting with BC Assessment to understand the implications of Façade improvements. Consider linking the Façade Improvement Program to the establishment of Revitalization Tax Exemption By-law to buffer r Façade Improvements to increased property taxes. 	Partners:	NDIT
	Resources:	Major time
	Timing:	2026
	Priority:	High
<p>Action 3.1.3: Modernize bylaws to ensure flexible property use.</p> <ul style="list-style-type: none"> Evaluate compliance of existing bylaws with the Community Charter and other provincial initiatives (CleanBC, Affordable Housing Strategy, framework on factory-built homes) to identify barriers to property development. Gather input from staff, developers, and public on pain points. Ensure the Village’s OCP and zoning bylaw updates incorporate simplified language and flexibility for allowing adaptive measures for innovative projects, such as form-based codes or performance-based standards. 	Partners:	n/a
	Resources:	Major time
	Timing:	2026
	Priority:	Medium

Goal 3: Foster Business Investment

Initiative 3.2: Provide business, retention, expansion and attraction services.

<p>Action 3.2.1: Consolidate smartinvestclintonbc.ca back into the Village website.</p> <ul style="list-style-type: none"> • Audit the navigation structure of the smartinvestclintonbc.ca website and what it is meant to achieve. • Rework the land page with a simple narrative for Clinton’s pitch or selling proposition as a place to live and do business. • Include a call to action on the landing page to invite enquiries. • Expand the remote worker page to include people attraction targeting young families. • Consider migrating it back to the Village website or at least simplify logical organization and menu options while prioritizing a few key pages. 	<p>Partners:</p>	<p>n/a</p>
	<p>Resources:</p>	<p>Moderate time \$5-8,000 for website updating</p>
	<p>Timing:</p>	<p>2026</p>
	<p>Priority:</p>	<p>High</p>
<p>Action 3.2.2: Continue a Business Walks program.</p> <ul style="list-style-type: none"> • Continue to conduct a Business Walk once annually. • Customize the question set to focus on specific topics such as crime/safety, labour issues, housing, or sectors such as tourism. • Keeping a running record of the results and report out to stakeholders and the community on the economic development website. 	<p>Partners:</p>	<p>n/a</p>
	<p>Resources:</p>	<p>Minor time</p>
	<p>Timing:</p>	<p>2025-ongoing</p>
	<p>Priority:</p>	<p>Flex</p>



Goal 3: Foster Business Investment

Initiative 3.2: Provide business, retention, expansion and attraction services.

Action 3.2.3: Survey businesses annually.

- Develop a two to three-page engagement plan for an annual survey of Clinton businesses that identifies scope, sectors, questions, timing and recording methods. A cycle of sector-specific surveys could be undertaken rather than a single generic survey.
- Plan for 20 survey responses annually and track results using free, online databases.
- Coordinate timing with the Business Walks so they occur during different parts of the year.
- Use results to report on development activity and plan future initiatives.

Partners:	n/a
Resources:	Moderate time
Timing:	2026-ongoing
Priority:	Medium

Action 3.2.4: Support health care recruitment.

- Partner with CDALS, CHCA, and CSCHS to support recruitment.
- Continue to work with IH on recruiting and retaining local health care workers in Clinton.
- Work with community to identify a dedicated rental unit to house health care workers in Clinton.
- Establish a welcome to Clinton program to support health care workers arriving in the community (see Quesnel and 100 Mile House worker recruitment programs).
- Coordinate implementation with the Clinton Assessment and Age-Friendly plan.

Partners:	CDALS, CHCA, CSCHS, IH
Resources:	Moderate time
Timing:	2025 on-going
Priority:	High

Goal 3: Foster Business Investment

Initiative 3.3: Support sector diversification.

Action 3.3.1: Investigate Community Forest opportunities.

- Support the CCF in efforts to pursue their priorities of growing and diversifying their business activities and enhancing their revenue streams.
- Encourage the CCF to explore opportunities for using Community Forest assets, including waste and byproducts, that could leverage Clinton’s economic development potential.

Partners:	CCF, BC Government
Resources:	Minor time
Timing:	2025
Priority:	High

Goal 3: Foster Business Investment

Initiative 3.3: Support sector diversification.

Action 3.3.2: Support attraction of new residents to Clinton.

- Develop a list of key employment opportunities and in demand skills needed in the Clinton area. Target specific sectors such as health care and construction workers.
- Develop promotional materials on living and working in Clinton, targeting remote workers who would bring their own job with them.
- Work with local employers to access the Provincial Nominee Program (BC PNP), specially on skills immigrants and express entry.
- Develop promotional flat sheet and use the Village website to identify the work opportunities required in the community.
- Connect with local workers and residents to identify potential residents.
- Display promotional flat sheet “move to Clinton” at the museum and in local businesses.
- Connect potential new workers and their families to accommodation in the community (Action 2.1.2).
- Support new families connecting to services in the community (i.e., school, church, etc.).

Partners: IH, businesses

Resources: Moderate time
\$10,000 marketing

Timing: 2026

Priority: Medium

Action 3.3.3: Establish the Clinton Food Processing Incubator Hub.

- Continue to secure partner funding to support project development.
- Establish a local steering committee to oversee food hub development.
- Retain food specialist consultant to undertake assessment of requirements for the food hub.
- Develop terms and policies for food hub operation.
- Undertake market plan and establish a role within the Village to oversee operations.

Partners: IH, CSA, CABS, SSFPABC, FNs

Resources: Major time
\$15,000 food consultant

Timing: 2026

Priority: High

Goal 3: Foster Business Investment

Initiative 3.3: Support sector diversification.

Action 3.3.4: Deliver small-scale tourism destination improvements.

- Establish a long-term vision for a tourism precinct in the Village’s C1 zone on the Cariboo Highway between Cariboo and Le Bourdais avenues that would encourage visitors to stop, walk and shop in Clinton. This would link antique shops, the museum, food and beverage services and other shopping into a three-block precinct.
- Explore ways to better enforce the Development Permit Area downtown to manage parcel and building activity.
- Create a public/private investment program of “small bets” that will occur over an extended period of time so costs can be managed and leveraging optimized. This could include bike racks, bike paths, planters, benches and other amenities that can be placed gradually over time without major capital outlays. Coordinated interpretive signage could then be placed to encourage self-guided tours.
- Readapt and reuse empty and unused spaces to provide a continuous street experience.
- Investigate public performance space for special events and festivals or expand precinct to include an appropriate space or venue.

Partners:	MOTI
Resources:	Major time Costs dependent on scope and timing
Timing:	2025-ongoing
Priority:	High

Action 3.3.5: Assist the Antique sector to remain competitive.

- As part of business walk initiative, focus on antique businesses sector issues, explore business cluster opportunities and explore approaches that could extend the season for the sector.
- Investigate programming at the museum, such as the resident blacksmith, that would support the antique cluster.
- Explore supporting activities that could be attracted that would support offerings connected to the antique sector such as a local jeweler, leather working, and local Indigenous artisans.
- Use local historical events to highlight antique businesses in community to the visitor market.
- Update Village website with accurate pictures of antique businesses.

Partners:	Businesses, FN, CACS, CDAA
Resources:	Minor time
Timing:	2026
Priority:	Flex

Implementation

The majority of initiatives in this Strategy are expected to be led and implemented by the Village's Community Development Coordinator (CDC). The CDC is responsible for more than economic development and the position is not technically an Economic Development Officer, so capacity for implementation is limited, from a time as well as a financial perspective.

Many initiatives will require support from key partners and funding agencies, primarily NDIIT and the Government of BC, including the Ministry of Jobs, Economic Development and Innovation.

If partners are unable to participate in an initiative, then either other alliances will be required or action deferred until such time as resources become available. The Strategy is meant to be organic and subject to change and adaptation according to on-the-ground conditions.

Likewise, grant funding is a driver of some initiatives and sources may change over time as programs come and go. Up to date information on funding is available from the following sources.

- **Government of BC:** <https://www2.gov.bc.ca/gov/content/employment-business/economic-development/funding-and-grants>
- **Northern Development:** <https://www.northerndevelopment.bc.ca/apply-for-funding/>
- **Government of Canada:** <https://www.sac-isc.gc.ca/eng/1591289631120/1591289804651#led>

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