

**Community Development Institute at UNBC**

# **A Community for People of all Ages and Stages of Life**

**District of Clearwater 2011  
Community Economic Development Plan**

**Greg Halseth, Don Manson, and Laura Ryser**

**Report**

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Prince George

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## **Preamble**

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Together with the District of Clearwater, the Community Development Institute (CDI) undertook a series of community consultations within the District of Clearwater and the Thompson-Nicola Regional District (TNRD) between October 2010 and February 2011. These consultations provided the foundation for the development of this Community Economic Development Plan for the District of Clearwater.

The consultations were undertaken with the guidance of an Advisory Committee. This Committee was comprised of twelve members. Membership included three representatives from the District of Clearwater Council, the Director from the TNRD, a representative from the Simpcw First Nation, eight members from the public at large, the Economic Development Officer from the District of Clearwater, and the Services Coordinator for TNRD.

Recognizing the importance of broad community consultation and with the guidance of the Advisory Committee, the participants included youth, seniors, service organizations, community organizations, and others from the District of Clearwater and from the TNRD. Community consultations included one-on-one interviews, telephone interviews, meetings with stakeholders, presentations to service groups and a community questionnaire. The community questionnaire was developed with input from the Advisory Committee.

All work undertaken by the CDI was reviewed by the University of Northern British Columbia (UNBC) Research Ethics Board.

# **Section One: A Community for People of all Ages and Stages of Life**

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## **Strength to Strength**

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This Community Economic Development Plan builds on the District of Clearwater and area's strengths. Participants identified the strengths of the District of Clearwater as being first and foremost the people. The community benefits from a very strong community commitment, as well as a sense of, and dedication to, volunteerism. Participants indicated that they value the fact that the District of Clearwater is a safe community, with a very good quality-of-life. They are able to enjoy the benefits of small town living while still being able to access a good breadth of services. They also noted that they can easily travel to Kamloops for other services and activities. The community's clean environment, most often associated with Wells Gray Provincial Park, as well as an abundance of natural resources is also seen as strength. Challenges are not a new experience for the community of Clearwater. Moving forward, the Community Economic Development Plan is designed to draw on these strengths, to capitalize on opportunities that suit the community, and to help mitigate any challenges that arise.

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## **Vision**

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Participants expressed a desire for a more diverse economy in order to 'get off the resource roller coaster'. There was, however, a keen understanding that for the foreseeable future natural resource extraction would continue to be the cornerstone of the local economy. Economic diversity was most often expressed in terms of other resource extraction industries, such as mining, in addition to the more traditional forest industry. Within forestry, the desire was to provide more opportunities for small-scale, value-added forestry. Tourism is seen as a stabilizing economic opportunity with potential for growth. Agriculture, especially in terms of food security, is also seen as an important asset to diversify the local economy. The service sector not only diversifies the economy but provides the foundation for building capacity and growth in these other sectors.

Growth was important to participants. However, the desire is for well managed, controlled growth that does not threaten the sense of small town living and the safe community that is so valued by the community. Incorporation is seen as a way of allowing the community to plan and manage future growth by being able to 'take control of our own destiny'. Development of the town site and attraction and retention of services to the community were top priorities. Whatever economic path lays ahead, the community was very clear that they do not want to compromise the quality-of-life and the clean environment that they now enjoy.

An aging population is already a fact of life in the District of Clearwater and area. While pressures from an aging population are often seen as a cost, there are economic opportunities, such as attracting additional services to the area. There will be additional infrastructure costs of making Clearwater a senior friendly community. These costs, such as making the community

more accessible, should be viewed as benefits to all residents including people with disabilities and families with small children. The District of Clearwater should strive to be a community suitable for people of all ages and stages of life.

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## **Principles of Community Economic Development Action**

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- Collaborate
- Communicate
- Keep it up to date
- Prepare today for tomorrow's opportunities

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## **Start Now!**

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Economic and employment opportunities are already coming to Clearwater and area. It is vital that the community and its leaders prepare today so that they are ready to take advantage of opportunities as they arise. This plan is meant to outline action that must begin right away on key priorities linked to building community economic development (CED) foundations. As with any journey, it starts with the first steps. In times of economic difficulty, there is a tendency to want to skip directly to 'action'. While this is a natural tendency that we all hold, it is important to remember that CED is a marathon and not a sprint. It also means that as these first steps are taken, other actions will need to happen over time to support the positive momentum that change and opportunity creates. This community process has identified a set of action items for both 'first steps' and for the coming ten years. Keeping up a two-way dialogue, regular and sustained communication with the community will be vital for success. The community must keep track of the successes, and failures, so that adjustments can be made as opportunities arise. This Plan should be treated as a living document that will evolve, and change, over time.

As noted earlier, the community is starting from a position of strength. Building on these strengths will provide a strong foundation for the future. It will be important to use opportunities, whether short-term (the Vavenby mill re-opening) or long-term (mining), as vehicles to build diversified foundations for CED.

There are already a large number of people doing good things. Participants recognized that a key asset in Clearwater is the strong networks of groups that have taken responsibility for important matters and have delivered value to the community. Clearwater and area is blessed with an abundance of talent and enthusiasm; success requires that the Council continue to build and include these important civil society partners.

The District of Clearwater cannot accomplish its CED goals alone. It is vital to include regional partners and networks. The Community to Community Forums with the Simpcw First Nation and the communities of the North Thompson Valley are good examples of the 'scaling up' that is required.

CED plans can be overwhelming. Taking small steps when opportunities arise will make this more manageable. Look for sectors and activities that have potential interconnections – many are mutually supportive and reinforce multiplier opportunities. It is important, however, to weigh all opportunities in terms of their contribution to the overall values and goals outlined by the community. Keeping focused on the plan over time will limit the problem, and temptation, to expend resources chasing after programs that do not help build and support multiplier opportunities which contribute to a strong foundation for future CED. It is important to try and get maximum benefit from CED efforts. Where possible, look for ‘multiplier’ opportunities. Many of the action items identified in this plan are first steps that will help to inform the community on how, and when, to proceed.

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### **Contributors to Success**

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For any plan to be successful, it is important for the community to be comfortable with the plan and for the plan to be supported by the District Council as well as community ‘champions’ willing to undertake actions. It is important to maintain focus and to continue the momentum that was created in the consultation phase. It is also important to re-visit, review, and where appropriate, revise this plan on a regular basis. Again, this document should not be read as the final word on CED opportunities for the District of Clearwater. It is also important to be aware of the opportunities and challenges that will inevitably arise over time. Linking community development and CED is important. This requires meshing the assets and opportunities in the community with the aspirations and vision for the future as expressed by the community. CED is not a marketing plan; the goal is to continue building on the existing foundations in order to provide for a diverse economy for future generations. This is achieved by making the best use of the valuable resource of people and groups who are already contributing to the community.

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### **Links to Other Planning Documents**

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In conjunction with this Community Economic Development Plan, the District of Clearwater has undertaken an Official Community Plan (OCP Draft 2010). While going forward, it is important to see these two plans as complementary and not competitive.

The OCP Principle Statement on Economic Sustainability reinforces what has been heard during the consultations for this document.

A healthy local economy is essential for a sustainable and liveable community. It provides the resources to allow residents and the community to prosper. It brings employment and a solid tax base to support services, leading to healthier lifestyles and greater opportunities for personal and professional fulfilment. With a strong economy the community can achieve the higher standard of development. Provide more services and enjoy an overall higher quality-of-life. The OCP recognizes the interrelated spheres of the local economy, including the business market (private and public companies, investment and trading), and the



social economy (social enterprises, community-based entrepreneurship, social capital and investment). (OCP Draft 2010, p. 7)

It is important to recognize work done on economic development planning in the past. This not only recognizes the good works that were already undertaken, but also helps to make certain to avoid the trap of always ‘reinventing the wheel’. This document includes, where appropriate, references to previous planning documents.

An important aspect of CED is to have a clear and credible understanding of what assets, commercial services, housing initiatives, and community recreational opportunities are available. These inventories and directories are important to understanding where the assets and gaps exist (see Appendix 7: Inventory Guide). Whether recruiting businesses or individuals, marketing to tourists or lobbying governments, these inventories and directories will provide a strategic advantage by allowing the District of Clearwater to be responsive to opportunities as they arise.

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## **Context for Change**

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The reality of the global economy is that communities must be able to respond to rapidly changing economic conditions and opportunities. In the resource sector, the cycle of booms and busts come faster with more pronounced highs and lows. Economies are more connected than ever before. It is imperative that plans include strategies for capturing the jobs as well as the economic activity. Mobility, of people and capital, is a hallmark of the global economy. In this context, place-based development approaches become more important. The connection between economic development and quality-of-life issues is especially important in the recruitment and retention of workers and their families.

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## **Governance**

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The incorporation of the District of Clearwater is seen as a key asset to CED. Participants saw this as a positive move that would allow the community to set its own agenda going forward. A common issue facing newly formed local governments is developing relationships and partnerships with local civil society groups and organizations. Tapping into the knowledge, expertise, and networks of these groups will be an important asset to the District of Clearwater as it looks to move forward on CED. Continuing to build on regional community to community relationships is also important. This is made all the more critical with the continued ‘downloading’ of responsibilities from higher levels of government.

### **Community Economic Development within Council Operations**

The District of Clearwater has a dedicated and very professional team of employees. Council needs to reorganize District activities to more fully support community development and CED. At present the District has a dedicated Community Economic Development staff person, however, this is a part-time 0.6 position. While the present

arrangement is working well, there is a real opportunity to greatly expand the scope and focus of this position. There is also a need to formalize CED within Council operations. Council should include on the Economic Development Committee agenda a progress report on activities identified in the Community Economic Development Plan. Council should also include in its Annual Report a status report on economic development activities. Ultimately, it is up to the District of Clearwater Council to identify which items from this plan are priorities.

## **Capacity Building**

The District of Clearwater already has a solid foundation of capacity building in numerous areas. Throughout this document, the focus is on the need to make continual capacity building and renewal central to expanding and renewing the strength of the community.

Three main areas for capacity building are community groups, human resources, and social capital. Most of the community groups and organizations serving Clearwater today predate incorporation; they continue to play a vital role in the health and well-being of the community, and their role in CED is an important one. Community groups contribute to CED through:

- Support for business development,
- Creation of local civic infrastructure,
- Support for civil society organizations and groups, and
- Support for the voluntary sector.

## **Working Groups**

To adequately make the best use of the expertise that already exists in the community, it is recommended that Council create sector related working groups. This would encourage participation and ‘buy-in’ from individuals and groups that have long played an important role in the CED of the area. This would also help to address concerns about communication and duplication, while providing a forum for community discussion on important CED issues. These working groups would be time limited, task oriented sub-groups of the Economic Development Committee. Working group membership would have to be approved by Council.

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## **Human Resources Capacity Building**

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Strategic attention should be paid to anything with potential to support development of key human resource capacity building tools. Moving from a single resource dependent community to a more diversified economy requires a continuous renewal of human resources. Retention,

especially of youth, requires training opportunities and job opportunities ‘closer to home’. Experience in northern British Columbia has demonstrated the success of such a strategy. Key local human resource capacity building assets include:

- Employment services agencies,
- School District NO. 73 (Kamloops-Thompson),
- Voluntary sector organizations, and
- The Yellowhead Community Services Society.

Clearwater has a solid base of educational and training supports on which to build. The primary and secondary education system is a strong selling point for the recruitment and retention of families and businesses. There is a need, however, to expand and enhance post secondary learning and training opportunities. There is also a clear need to bring education providers together to explore ways in which to maximize opportunities while minimizing duplication.

At the District of Clearwater, there is a need for strategic investment in training and succession planning. The District, as well as other local businesses and organizations, need to incorporate succession planning as a routine part of their organizations’ activities. This should include clearly identifying future human resource needs. Strategies for addressing these future needs and potential gaps can include expanding internships and job shadowing opportunities for local youth. Another example is the great success of the Junior Council Program.

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## **Housing**

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Pressures on the local housing market include ex-urban price pressures from the Kamloops urban area. Recreation property price pressures from Vancouver, Edmonton, and other higher priced areas will continue. Council needs to be mindful of the significant pressures on supply that resource development puts on a community. In order to attract the workers that come with this development, Council will have to plan how to accommodate this potential influx of workers. This includes issues such as how to maintain ‘affordability’ in the local housing market. There is a need for a greater mix of housing, especially in the rental market for singles accommodation. As the aging population increases, there will be a need for more accessible seniors oriented housing. In order to encourage the influx of young families, there is a need to develop affordable housing options that will allow younger residents to enter the home ownership market and enhance their commitment to the community.

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## **Access to Energy**

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Limited access to energy (electrical and natural gas) is one issue that was identified as a potential barrier to economic development affecting all sectors of the local economy. Economic opportunities in energy, especially in the areas of green power, biomass, and district heating systems, could enhance local sustainability efforts as well as contribute to the quality-of-life of the community.

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## **Civic Infrastructure**

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Studies have shown that civic infrastructure is a key component of CED. For businesses, a central concern is attracting and retaining workers to support stable operations. For communities worried about attracting professionals, such as doctors, nurses, and teachers, quality-of-life assets can be a key component of recruitment and retention strategies. The economic activity generated by hockey tournaments held at the North Thompson Sportsplex is a good example of quality-of-life infrastructure contributing to the local economy. Civic and economic infrastructure should be seen in terms of their value to attract the people for the economy that the community desires.

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## **Climate Change**

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A local economic development goal identified in the OCP is “to achieve a myriad of climate change actions (adaption and mitigation) that takes responsibility for a sustainable, positive community future by ensuring the on-going health of the social, economic and natural environment through climate protection both within and surrounding the District of Clearwater” (OCP Draft 2010, p. 47). Local industries, businesses, and the community will have to continue to monitor and adapt to the potential effects of climate change on the local economy. A good example of successful adaption is the Clearwater Ski Hill Society. After several years of below average snowfalls, the Society built a disk golf course for use in the summer months. This innovative solution has provided the Society with a new stream of income and the community with another way of attracting visitors. Climate change will not only provide challenges, such as the Mountain Pine Beetle outbreak, but potential opportunities such as a longer growing season.

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## **Bridging the Human Resource Gap**

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A central theme that emerged during the consultation process was that of requiring more human resources. Whether at the District of Clearwater office or among service groups, all doing good work and working very hard, there is a realization that CED activities can no longer be maintained ‘off the edge of the desk’. While many participants were wary of adding additional ‘bureaucratic’ burdens, financial and otherwise, there was a keen awareness that innovative partnerships could help to ease such burdens. Partnership in the form of job sharing and sharing of costs could provide the answer. Some communities, such as Revelstoke and Clinton for example, share the cost of their Economic Development Officers with their Regional District. This not only helps to lessen the economic costs for the local community but also provides for the key scaling up that is required for many CED exercises.

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## **Assessment: Strengths and Weaknesses**

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In our survey, interviews, and local meetings, people were asked about local economic development strengths and challenges. This section of the report describes the key themes linked

to each of these components. More detailed tables of survey responses can be found in Appendix 4: Survey Tables.

## **Strengths**

When we asked residents about the key strengths of Clearwater and the surrounding area, the five strongest themes were the natural environment, the breadth of available services, natural resource assets, opportunities for recreation and tourism, and aspects of small town living.

The first theme, the natural environment, has attracted many residents to the area with positive assets such as Wells Gray Park, Dutch Lake, a beautiful natural landscape, clean air, and good water quality. Infrastructure, such as the highway corridor, strengthens the ability to access and enjoy these natural assets.

The breadth of services has also played an important role in attracting and retaining residents in the community. Residents particularly valued the availability of hospital and associated health care services, as well as access to educational programs, basic shopping, and government services. The retention of these services will be critical to attract new residents, businesses, and industries to the area, as well as to support the needs of an aging population.

The third strength of the area involves the quality and abundance of natural resource assets that can support economic development initiatives. In addition to mining, participants talked about the quality of fibre and related opportunities to develop both timber and non-timber forest products. With a growing interest in food security issues, the availability of a local Farmers' Market and existing farming / ranching operations in the area provide a good foundation upon which to further expand opportunities in the agricultural sector.

Natural environmental assets supported the fourth key theme, as residents felt there are strong assets to support recreational and tourism activities in the area, such as hiking, biking, canoeing, kayaking, horseback riding, snowmobiling, ATVing, and skiing. Key infrastructure investments in the Sportsplex, the skateboard park, tennis courts, and other recreational amenities have also been important to enhance local quality-of-life.

There were also many aspects of small town living that were identified as strengths, such as the size of the community, friendly people, a safe community, community support and participation in events and initiatives, and affordable cost of living.

## **Challenges**

Six items were amongst the most noted challenges confronting community development and CED in the Clearwater area.

The first of these involved the economy and associated challenges with economic development in the area, especially the loss of high paying resource sector jobs and limited attention to economic diversification. With an aging workforce, there are concerns about limited employment opportunities being provided for youth in order to prepare and sustain a future workforce. Attention to developing a competitive business infrastructure to support the development of a broader range of businesses is also needed in order to reduce economic leakage and enhance local quality-of-life. This will require addressing concerns with the communication and technology infrastructure, such as limited access to high speed Internet and cell phone service.

Community design and planning was raised as an issue, including the absence of a concentrated town centre core that could function as a focal point for both residents and tourists to access services.

Underdeveloped infrastructure and supports for year round recreation and tourism were also identified as concerns. In terms of recreation, participants felt that local quality-of-life could be enhanced by investments in a broader range of programs and facilities for different age groups, abilities, and interests. Weaknesses that were noted in this area included the absence of a swimming pool, a recreation centre, a bowling alley, non-sport related activities, arts and cultural activities, and other forms of entertainment. In terms of tourism, participants felt that a broader range of tourism activities is needed throughout the year in order to expand the length of tourist stays. Developing infrastructure to improve access to recreational and tourism amenities for all ages is another concern.

A fourth key area involved general infrastructure. In particular, participants did not feel that there is adequate sewage infrastructure in place to support growth. There is also limited infrastructure to enhance the safety and quality-of-life of residents, including a lack of sidewalks, biking and walking paths, and traffic lights.

Another challenge mentioned was resource development. In this context, concerns were expressed about limited attention to diversifying resource-based industries, the lack of value-added manufacturing, and the limited control over the fibre supply. Other challenges may also impact resource development, such as limited access to adequate sources of energy and industrial infrastructure (i.e. an industrial park or land that is suitable / ready for industrial development).

Finally, residents were concerned about addressing gaps with services and infrastructure that affect the quality-of-life in a small community. For example, there are challenges associated with the recruitment and retention of doctors and other health care professionals and the provision of education and training opportunities to develop the capacity and interests of a broad range of residents. In terms of infrastructure, the provision of convenient and affordable transportation to link residents with supports both locally and in Kamloops, and the development of affordable housing infrastructure to support the diverse needs of youth, families, and an aging population are also needed.

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### **The Community in our Community Economic Development Plan**

While participants offered general ideas for areas of potential CED, they did not identify many specific activities. Finally, most participants expressed a willingness to ‘roll up’ their sleeves and work with Council and staff.

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## Section Two: Action Areas

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### Introduction

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Participants identified eleven theme areas for action:

- **Agriculture**
- **Arts and Culture**
- **Education and Training**
- **Energy**
- **Footloose Business**
- **Forestry**
- **Local Services**
- **Mining**
- **Retirement**
- **Tourism**
- **Transportation**

Each of these theme areas includes sections on:

- **Strengths and Assets**
- **Areas of Significant Opportunity**
- **Connected Theme Areas**
- **Groups and Organizations that will be important to Work / Collaborate with**
- **Issues**
- **Planning Assets**

Each theme area is followed by **action items** that are to take place over the **short-, medium-,** and where appropriate, **long-term** timeframes. It is important to note that many of these **action items** are just the first step. Out of them will flow ideas and plans for **future action**.



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## Agriculture

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### **Strengths and Assets:**

- Climate.
- Established collaborations with food industry (i.e. Thompson Shuswap Chef Farmer Collaboration).
- Established festivals to foster promotion of food products (i.e. Fall Fair, Strawberry Festival, and First Fish Ceremony).
- Established agricultural sector.
- Experienced owner / operators.
- Farmers' Market.
- Large- and small-scale operators.
- Low-cost agricultural land (i.e. compared to Okanagan).
- Innovation.
- Rising food security interest.
- Rising demand for local foods.

### **Significant Opportunity:**

- Bee keeping, jammy business, hydroponic systems, greenhouses, ginseng, and organic food products.
- Build upon existing sector to meet local foods and food security demands.
- Secure Farmers' Market.
- Secure family farms, agricultural land uses, supplement farm incomes, and next generation farmers.

### **Connected Theme Areas:**

- Arts and Culture
- Energy
- Footloose Business
- Forestry
- Local Services
- Retirement
- Tourism
- Transportation

### **Work / Collaborate With:**

- The Centre for Livelihoods and Ecology at Royal Roads University; Clearwater and District Chamber of Commerce; The Clearwater Farmers' Market; District of Clearwater; Fraser Basin Council; local farm families; local groups and organizations; Ministry of Agriculture; North Thompson Aboriginal Sharing Centre; North Thompson

Food Action Network; The North Thompson Sustainable Watershed Committee; Thompson Rivers University (TRU); Upper North Thompson Livestock Association; Wells Gray Community Forest Corporation; Tourism Wells Gray; Upper North Thompson Sheep Producers Network.

### **Issues:**

- Develop an advice and information centre on backyard gardening.
- Assess the potential of agro-forestry and facilitate a roundtable with potential stakeholders.
- Apprenticeship programs for agriculture related trades.
- Assess opportunities / potential for local / near slaughter capacity to support more farm gate sales.
- Pursue growth of farm gate sales.
- Provide business development training for agriculture and agri-tourism marketing.
- Develop community garden tours.
- Develop a community seed bank.
- Develop a regional agricultural development strategy.
- Develop a regional branding strategy for agricultural products.
- Facilitate dialogue on agricultural opportunities.
- Facilitate dialogue on the creation of a Clearwater Regional Food Marketing Cooperative Group.
- Create a directory of local agricultural producers and products.
- District of Clearwater Council can adopt a buy local / showcase local foods policy.
- Establish a food festival calendar.
- Establish a food policy Council to provide information to community members and inform policies.
- Develop a food bank donation process and recognition.
  - Coordinate a volunteer gardeners and pickers bank.
- Assess greenhouse potential with ‘green heat’ / thermal heat plant / co-generation at the updated sawmill / cooling system / heat exchange at arena.
- Coordinate an information session on innovative / niche agriculture products / development – botanical / medicinal.
- Integrate local foods with emerging eco-tourism initiatives.
- Organize a local foods night at area restaurants for local foods awareness building.
- Promote ability of First Nations to retain access to traditional foods and maintain their culture through the consumption of traditional foods through all stages of life.
- Promote First Nations intergenerational knowledge transfer.
- Research and compile information about the market potential for various agricultural products.
- Support community gardens and possible expansion – especially for seniors and schools.
- Work with seniors to share food knowledge.
- Encourage youth involvement in agriculture through programming at primary and secondary schools.

## Planning Assets:

Community Resource Centre for the North Thompson and the North Thompson Sustainable Watershed Committee. 2010. *North Thompson Regional Food Action Plan*.

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## **Agricultural Action Items**

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**Goal: To provide local food security, enhance the sustainability of local agriculture, and expand and diversify agriculture's contribution to the local economy.**

### **Short-term (1 to 2 years)**

#### **Establish an Agricultural Working Group**

- Potential members should include: Clearwater and District Chamber of Commerce; The Clearwater Farmers' Market; District of Clearwater; Fraser Basin Council; local farm families; local groups and organizations; Ministry of Agriculture; North Thompson Aboriginal Sharing Centre; North Thompson Food Action Network; The North Thompson Sustainable Watershed Committee; Simpcw First Nation; TNRD; Tourism Wells Gray; Upper North Thompson Livestock Association; Upper North Thompson Sheep Producers Network.

#### **Create a directory of local agricultural producers and products**

- Potential partners / participants: Clearwater and District Chamber of Commerce; The Clearwater Farmers' Market; District of Clearwater; Fraser Basin Council; Ministry of Agriculture; The North Thompson Sustainable Watershed Committee; Simpcw First Nation; Tourism Wells Gray; Upper North Thompson Livestock Association; Upper North Thompson Sheep Producers Network.

#### **Encourage the hosting of 'Local Foods' nights at area restaurants to build awareness for local foods**

- Potential partners / participants: Clearwater and District Chamber of Commerce; The Clearwater Farmers' Market; District of Clearwater; local restaurateurs; The North Thompson Sustainable Watershed Committee; Tourism Wells Gray; Upper North Thompson Livestock Association; Upper North Thompson Sheep Producers Network.

#### **Host a Forum on the creation of a Clearwater Regional Food Marketing Cooperative Group**

- Potential partners / participants: The Centre for Livelihoods and Ecology at Royal Roads University; Clearwater and District Chamber of Commerce; The Clearwater Farmers' Market; District of Clearwater; local farm families; local groups and organizations; Ministry of Agriculture; North Thompson Aboriginal Sharing Centre; The North Thompson Sustainable Watershed Committee; North Thompson Valley Food Coalition; Simpcw First Nation; TNRD; TRU; Upper North Thompson Livestock Association; Upper North Thompson Sheep Producers Network; Wells Gray Community Forest Corporation.

#### **Host a workshop on agricultural economic opportunities (including agri-tourism)**

- Potential partners / participants: Clearwater and District Chamber of Commerce; The Clearwater Farmers' Market; District of Clearwater; Fraser Basin Council; Ministry of

Agriculture; Simpcw First Nation; TNRD; Tourism Wells Gray; Upper North Thompson Livestock Association; Upper North Thompson Sheep Producers Network.

### **Medium-term (3 to 7 years)**

#### **Explore introducing a “Youth and Agriculture” program into the elementary and secondary schools**

- Potential partners / participants: District of Clearwater; Ministry of Agriculture; Ministry of Education; School District NO. 73; Upper North Thompson Livestock Association.

#### **Develop business course offerings on small and large scale Agra-business**

- Potential partners / participants: The Centre for Livelihoods and Ecology at Royal Roads University; Clearwater and District Chamber of Commerce; The Clearwater Farmers’ Market; District of Clearwater; local farm families; local food and agriculture groups and organizations; Ministry of Agriculture; North Thompson Food Action Network; The North Thompson Sustainable Watershed Committee; Simpcw First Nation; TRU; Upper North Thompson Livestock Association; Upper North Thompson Sheep Producers Network; Wells Gray Community Forest Corporation.

#### **Make more lands available for new agricultural producers**

- Potential partners / participants: Agricultural Lands Commission; District of Clearwater; Ministry of Agriculture; TNRD; Upper North Thompson Livestock Association.

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## Arts and Culture

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### Strengths and Assets:

- Feasibility study completed.
- Local artisans and artists.
- Music events.
- Outdoor festival grounds (Serenity Performing Arts Centre).
- Performing arts organizations.

### Significant Opportunities:

- Add value and experience to other businesses and sectors.
  - Accommodations, transportation, and tourism.
- Full-time artists and artisans.
- Supplementary income for people and households.

### Connected Theme Areas:

- Agriculture
- Education and Training
- Retirement
- Tourism

### Work / Collaborate With:

- BC Arts Council; District of Clearwater; Heritage Canada; HRSDC; Ministry of Community, Sport and Cultural Development; Ministry of Jobs, Tourism and Innovation; North Thompson Arts Council; RuralBC Secretariat; Serenity Performing Arts Centre; Simon Fraser Centre for Policy Research on Culture and Communities; Simpcw First Nation; Western Economic Diversification Canada; trusts.

### Issues:

- Develop artists' tour route (signs and brochures, tour weekend).
- Provide business training and development for artists / artisans.
- Provide cultural education opportunities with visitors / tourists.
  - Blend with eco-tourism.
- Develop a community centre / art gallery / technology centre.
- Develop more venues to host events.
- Create a directory of artisan and artists.
- Establish a direct marketing venue.
- Develop a First Nations interpretation and cultural heritage centre.
- Develop links with overnight bus tour / lunch bus tour stops.
- Establish Internet and other media / marketing cooperative.

- Develop an inventory of heritage assets.
- Assess the potential of art summer schools / retreats (nature – photos).
  - Clearwater School of the Arts.
  - Live work studios.
- Develop programs to build cultural capital and promote cultural diversity.

### **Planning Assets:**

BC Parks. 1999. *Management Direction Statement for Clearwater River Corridor*. Victoria, BC: Ministry of Environment, Lands, and Parks. Available on-line at: [http://www.env.gov.bc.ca/bcparks/planning/mgmtplns/wellsgray/clear\\_corr.pdf](http://www.env.gov.bc.ca/bcparks/planning/mgmtplns/wellsgray/clear_corr.pdf).

Bowyer Business Consulting Inc. 2010. *Potential North Thompson Arts Culture and Technology Centre: Feasibility Assessment / Business Plan*. Kelowna, BC: Bowyer Business Consulting Inc.

*District of Clearwater Parks Inventory*.

John McGuire Consulting. 2009. *Clearwater and Upper North Thompson Valley Community Profile*. Prepared for Community Futures Thompson Country. Available on-line at: <http://www.communityfutures.net/docs/clearwater%20profile%202008%20do%20not%20alter%20april%202009.pdf>.

The KFFS TSA Team. 2009. *The Kamloops Future Forest Strategy: Final Report*. Victoria, BC: Ministry of Forests, Mines, and Lands. Available on-line at: [http://www.for.gov.bc.ca/hcp/ffs/kamloopsFFS.htm#Final\\_Report](http://www.for.gov.bc.ca/hcp/ffs/kamloopsFFS.htm#Final_Report).

Westcoast CED Consulting Ltd. And Lions Gate Consulting Inc. 2005. *North Thompson Economic Development Strategic Plan 2005-2010*. Prepared for CFDC of Thompson Country. Available on-line at: <http://www.communityfutures.net/docs/b61aacc5c5f0ba29.pdf>.

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## **Arts and Culture Action Items**

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**Goal: To expand and enhance the local arts and culture community and economic development opportunities.**

### **Short-term (1 to 2 years)**

#### **Establish Arts and Culture Working Group**

- Potential members should include: Clearwater and District Chamber of Commerce; District of Clearwater; Ministry of Jobs, Tourism and Innovation; North Thompson Arts Council; representatives from the local arts and culture community; Serenity Performing Arts Centre; Simpcw First Nation; The Thompson Okanagan Tourism Association; TNRD; Tourism Wells Gray; TRU.

#### **Directory of Local Arts and Culture groups and businesses**

- Potential partners / participants for this workshop include: District of Clearwater; Ministry of Jobs, Tourism and Innovation; North Thompson Arts Council; representatives from the local arts and culture community; RuralBC Secretariat; Simpcw First Nation; The Thompson Okanagan Tourism Association; TNRD; Tourism Wells Gray; TRU.

#### **Development of an Artist/Artisan Tour Route**

- Potential partners / participants for this workshop include: District of Clearwater; Ministry of Jobs, Tourism and Innovation; North Thompson Arts Council; representatives from the local arts and culture community; RuralBC Secretariat; Simpcw First Nation; The Thompson Okanagan Tourism Association; TNRD; Tourism Wells Gray; TRU.

### **Medium-term (3 to 7 years)**

#### **Feasibility Study on Summer Arts School and retreats**

- Potential partners / participants for this workshop include: District of Clearwater; Ministry of Jobs, Tourism and Innovation; representatives from the local arts and culture community; North Thompson Arts Council; RuralBC Secretariat; School District NO. 73 (Kamloops-Thompson); Simpcw First Nation; TNRD; TRU.

#### **Business training and Development for local Artist and Artisans**

- Potential partners / participants for this workshop include: District of Clearwater; Ministry of Jobs, Tourism and Innovation; North Thompson Arts Council; representatives from the local arts and culture community; RuralBC Secretariat; TRU.



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## **Education and Training**

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### **Strengths and Assets:**

- Employment services agencies.
- Experience with skills training across a wide range of sectors.
- Post-secondary opportunities.
- Primary / secondary school system.
- Small business development.
- The Community Resource Centre for the North Thompson.
- TRU.
- Wells Gray Research and Education Centre.
- Yellowhead Community Services Society.

### **Significant Opportunities:**

- Changing industrial workforce requirements.
- Potential recruitment tool for new economic actors and labour.
- Stabilizing and grow an important set of community development assets.
- Meeting present and future economic development needs.
- Supporting life-long learning.
- Enhancing value of education across generations.
- Enhancing ‘in-community’ educational opportunities in secondary and post secondary education
- Supporting economic transition.
- ESL programs for recent immigrants.

### **Connected Theme Areas:**

- Agriculture
- Arts and Culture
- Education and Training
- Energy
- Footloose Business
- Forestry
- Local Services
- Mining
- Retirement
- Tourism
- Transportation

## Work / Collaborate With:

- Clearwater and District Chamber of Commerce; District of Clearwater; Employment Services Agencies; School District NO. 73 (Kamloops-Thompson); Simpcw First Nation; TRU; Yellowhead Community Services Society.

## Issues:

- Support business plan development for specialized training programs.
- Develop business plan for business and education retreats.
- Build skills and capacity strategically (i.e. tickets to diplomas).
- Complete a labour market gap analysis for various sectors.
- Coordinate more apprenticeships for multiple sectors.
- Develop a broader range of training opportunities that target more vulnerable groups (i.e. Women, Aboriginal, people with disabilities, etc.).
- Create inventory of training assets (primary and secondary education, post-secondary, university transfer, trades, certifications, short-term skill certification courses, skills upgrading, adult basic education, interest courses, life-long learning, business training / entrepreneur services).
- Assess potential for economic development opportunities.
- Develop a research and development centre for wildfire management.
- Develop a research and education centre for Wells Gray Park (including a geological centre component).
- Strengthen the infrastructure capacity to support opportunities for on-line education or video conference classes.
- Coordinate a stakeholders meeting.

## Planning Assets:

John McGuire Consulting. 2009. *Clearwater and Upper North Thompson Valley Community Profile*. Prepared for Community Futures Thompson Country. Available on-line at:

<http://www.communityfutures.net/docs/clearwater%20profile%202008%20do%20not%20alter%20april%202009.pdf>.

John McGuire and Associates. 1997. *North Thompson Forest Economic Development Strategy*. Prepared for the North Thompson Forest Sector Economic Development Advisory Committee. Available on-line at:

<http://www.for.gov.bc.ca/hfd/library/frbc1997/frbc1997mr19.pdf>.

Westcoast CED Consulting Ltd. And Lions Gate Consulting Inc. 2005. *North Thompson Economic Development Strategic Plan 2005-2010*. Prepared for CFDC of Thompson Country. Available on-line at:

<http://www.communityfutures.net/docs/b61aacc5c5f0ba29.pdf>.

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## **Education and Training Action Items**

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**Goal: To enhance and expand Education and Training opportunities to meet present and future needs.**

### **Short-term (1 to 2 years)**

#### **Establish an Education and Training Working Group**

- Potential members should include: Canfor Corporation; Clearwater and District Chamber of Commerce; District of Clearwater; local education and training providers; other major industry stakeholders (forestry / mining); School District NO. 73 (Kamloops-Thompson); Simpcw First Nation; TNRD; TRU; Wells Gray Education and Research Centre; Yellowhead Community Services Society.

#### **Council should meet with the TRU about future service plans for the North Thompson Valley**

- Potential partner: District of Clearwater; TRU.

#### **Create a directory of local education and training providers**

- Potential partners / participants: Clearwater and District Chamber of Commerce; District of Clearwater; RuralBC Secretariat; TRU; Yellowhead Community Services Society.

#### **Work with education providers to explore educational and training opportunities related to footloose businesses**

- Potential partners / participants: District of Clearwater; local education and training providers; TRU; Yellowhead Community Services Society.

### **Medium-term (3 to 7 years)**

#### **Develop a business case to make Clearwater a regional hub for education and training**

- Potential partners / participants: District of Clearwater; local education and training providers; TRU; Yellowhead Community Services Society.

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## Energy

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### **Strengths and Assets:**

- Potential geo-thermal resource.
- Potential in wind and solar energy (photovoltaic, solar hot water, etc.).
- Potential in wood and bio-energy.

### **Significant Opportunities:**

- Stabilize local businesses through a secure energy supply, and develop additional businesses as sources of energy supply and generation.
- District heating can decrease costs for taxpayers and businesses.

### **Connected Theme Areas:**

- Agriculture
- Arts and Culture
- Education and Training
- Energy
- Footloose Business
- Forestry
- Local Services
- Mining
- Retirement
- Tourism
- Transportation

### **Work / Collaborate With:**

- BC Hydro; Canadian Mortgage and Housing Corporation (Equilibrium Sustainable Housing Demonstration Initiative); Clearwater and District Chamber of Commerce; Clearwater Woodlot Association; District of Clearwater; FortisBC (formerly Terasen Gas); major industry stakeholders; Ministry of Energy and Mines; Ministry of Forests, Lands and Natural Resource Operations; Simpcw First Nation; Southern Interior Beetle Action Coalition; TNRD; TRU; Wells Gray Community Forest Corporation.

### **Issues:**

- Develop eco-learning programs.
- Develop an eco-industrial park and / or business park to support alternative energy.
- Develop an eco-industrial Leadership in Energy and Environmental Design (LEED) / green construction pilot project.
- Identify energy needs to support farm irrigation.

- Invite BC Hydro for discussion on power use, demand, supply, and future expectations and plans.
- Invite representatives from Quesnel, Prince George and Revelstoke to present on district heating systems.
- Liaise with Canfor to explore the potential of co-generation and use of excess power and heat for other purposes.
- Liaise with the Ministry of Forests, Lands and Natural Resource Operations to obtain an assessment of fibre accessible for energy production.
  - Explore liaison with BC Timber Supply.
- Publicize local innovation by summarizing and promoting the sewage lagoon plan.
- Pursue green manufacturing and related technology industries.
- Work towards achieving an Integrated Resource Recovery System.
- Work with provincial government to evaluate the potential for wind / geothermal generation.

### **Planning Assets:**

John McGuire Consulting. 2009. *Clearwater and Upper North Thompson Valley Community Profile*. Prepared for Community Futures Thompson Country. Available on-line at:

<http://www.communityfutures.net/docs/clearwater%20profile%202008%20do%20not%20alter%20april%202009.pdf>.

Westcoast CED Consulting Ltd. And Lions Gate Consulting Inc. 2005. *North Thompson Economic Development Strategic Plan 2005-2010*. Prepared for CFDC of Thompson Country. Available on-line at:

<http://www.communityfutures.net/docs/b61aacc5c5f0ba29.pdf>.

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## **Energy Action Items**

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**Goal: To secure sustainable, reliable energy for Community and Economic Development.**

### **Short-term (1 to 2 years)**

#### **Establish an Energy Working Group**

- Potential members should include: BC Hydro; Canfor Corporation; Clearwater and District Chamber of Commerce; Clearwater Woodlot Association; District of Clearwater; Ministry of Energy and Mines; other major industry stakeholders (mining); Simpcw First Nation; TNRD; Wells Gray Community Forest Corporation.

#### **Invite BC Hydro to present to Council on present and future energy needs and planning with Council**

- Potential partners: BC Hydro; District of Clearwater.

#### **Host a one day workshop on the use of bio-mass for energy production**

- Potential Contact: Quesnel Community and Economic Development Corporation (<http://www.quesnelinfo.com/index.htm>); City of Revelstoke.
- Potential partners / participants: BC Hydro; Canfor Corporation; Clearwater and District Chamber of Commerce; Clearwater Woodlot Association; District of Clearwater; FortisBC (formerly Terasen Gas); Ministry of Energy and Mines; Ministry of Forests, Lands and Natural Resource Operations; Simpcw First Nation; Wells Gray Community Forest Corporation; Western Economic Diversification.

### **Medium-term (3 to 7 years)**

#### **Feasibility study on community heating system**

- Potential partners / participants: BC Hydro; Canfor Corporation; Clearwater Woodlot Association; District of Clearwater; Ministry of Energy and Mines; Wells Gray Community Forest Corporation.

#### **Explore Development of an eco-industrial business park**

- Potential partner: District of Clearwater.

#### **Explore with CANFOR opportunities for co-generation**

- Potential partners / participants: BC Hydro; Canfor Corporation; Clearwater Woodlot Association; District of Clearwater; Ministry of Energy and Mines; Wells Gray Community Forest Corporation.

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## Footloose Businesses

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### Strengths and Assets:

- 1.5 hours to airport.
- Amenity business migrants.
- Beautiful natural environment.
- Business services.
- Cost of living and housing.
- Early retirees.
- Inexpensive land.
- Quality-of-life.
- Safe community and small town life.

### Significant Opportunities:

- The small town and natural environment is an ideal attraction for a certain group of footloose businesses;
- Brings relatively low impacts on civic infrastructure, but significant additional spending through local businesses;
- Can play a retention role for existing businesses and services; and
- Can retain households transitioning between employment or to retirement or seeking additional income.

### Connected Theme Areas:

- Agriculture
- Arts and Culture
- Education and Training
- Local Services
- Retirement
- Transportation

### Work / Collaborate With:

- Clearwater and District Chamber of Commerce; Department of Foreign Affairs and International Trade (Community Investment Support Program); District of Clearwater; Industry Canada; Invest BC; Ministry of Jobs, Tourism and Innovation; private sector communications providers; TRU.

### Issues:

- Provide access to regular courier and freight services.
- Establish access to wireless / Broadband Internet.

- *A long standing goal of the community and addressed in the 2005 North Thompson Economic Development Strategic Plan 2005-2010 (p. 45).*
- Complete a business retention and expansion study (i.e. what is required, shortfalls in infrastructure and supports, etc.).
- Develop a business service centre for home-based services.
- Create a cost of business relocation business case – part of larger marketing plan to attract potential footloose businesses.
- Develop new building infrastructure.
- Develop a program to track investment inquiries.
- Develop a process for referring investment and development inquiries (including a contact and referral database system for footloose entrepreneurs).
- Develop a process to provide permits and business licenses locally.
- Complete an inventory and investment guide for footloose businesses.
- Liaise with School District NO. 73 (Kamloops-Thompson) to develop youth entrepreneurship programs (Junior Achievement).
- Meet with real estate agents to review and adjust sales programs targeting footloose entrepreneurs.
- Promote technology support services and local computer support.
- Upgrade telephone lines / telephone services available.

### **Planning Assets:**

John McGuire Consulting. 2009. *Clearwater and Upper North Thompson Valley Community Profile*. Prepared for Community Futures Thompson Country. Available on-line at:

<http://www.communityfutures.net/docs/clearwater%20profile%202008%20do%20not%20alter%20april%202009.pdf>.

MJ Cousins Consulting with Aprotek Design. 2006. *Wells Gray Business Asset Identification Project*. Prepared for the Wells Gray Country Services Committee.



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## **Footloose Business Action Items**

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**Goal: To Attract Footloose Businesses and to make Clearwater and area a regional hub for Footloose Business.**

### **Short-term (1 to 2 years)**

#### **Establish a Footloose Business Attraction Working Group**

- Potential members should include: Clearwater and District Chamber of Commerce; District of Clearwater; RuralBC Secretariat; Simpcw First Nation; TNRD.

#### **Invite communication service providers to present future communications needs and planning to Council**

- Potential partners: Communication service providers; District of Clearwater; TNRD.

#### **Conduct a needs assessment and feasibility study on attracting Footloose Businesses**

- Potential partners / participants: Clearwater and District Chamber of Commerce; District of Clearwater; Industry Canada; Ministry of Jobs, Tourism and Innovation; RuralBC Secretariat; Simpcw First Nation; TELUS and other communications and Internet service providers.

#### **Create a Directory of businesses and services available to footloose businesses**

- Potential partners / participants: Clearwater and District Chamber of Commerce; District of Clearwater; Ministry of Jobs, Tourism and Innovation; RuralBC Secretariat; School District NO. 73 (Kamloops-Thompson); TRU; Yellowhead Community Services Society.

#### **Explore with Education providers educational and training opportunities related to footloose business**

- Potential partners / participants: District of Clearwater; TRU; Yellowhead Community Services Society.

### **Medium-term (3 to 7 years)**

#### **Develop a marketing plan to market Clearwater and area to footloose businesses**

- Potential partners / participants: Clearwater and District Chamber of Commerce; District of Clearwater; local technology suppliers; Ministry of Jobs, Tourism and Innovation; RuralBC Secretariat; TRU.

#### **Business retention and expansion study**

- Potential partners / participants: Clearwater and District Chamber of Commerce; District of Clearwater; Ministry of Jobs, Tourism and Innovation; RuralBC Secretariat; TRU.

**Develop a program to track investment inquiries**

- Potential partners / participants: Clearwater and District Chamber of Commerce; District of Clearwater; Ministry of Jobs, Tourism and Innovation; RuralBC Secretariat.

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## Forestry

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### **Strengths and Assets:**

- Community Forest.
- Established economic sector.
- Experienced contractors and suppliers.
- Industrial operations.
- Mixed forest (species and age class).
- People already Work / Collaborate with a broader mix of fibre.
- Quality wood is available for timber frame and log house construction.
- Skilled work force.
- Woodlots and small-scale operations.

### **Significant Opportunity:**

- Major existing industry with significant employment and economic impacts, with linkages to local economy via suppliers and contractors.
- Opportunities within mixed fibre basket, specialty products.
- Opportunities for non-timber forest products (i.e. berries, mushrooms), wood pellets, box production (i.e. for gardens), timber frame construction, log homes, cottages / cabins, seniors' housing, window frames, doors, furniture, birch flooring, caskets, Christmas trees, flitch producers, rail and ties, specialty cut beams with capacity for band saw milling, and forestry tours.

### **Connected Theme Areas:**

- Agriculture
- Education and Training
- Energy
- Local Services
- Tourism
- Transportation

### **Work / Collaborate With:**

- Canadian Forest Service; Canfor; Clearwater and District Chamber of Commerce; Clearwater Woodlot Association; District of Clearwater; FORREX; Invest BC; local suppliers and contractors; Ministry of Forests, Lands and Natural Resource Operations; Simpcw First Nation; Southern Interior Beetle Action Coalition; unions; Wells Gray Community Forest Corporation.

## Issues:

- Establish business development courses for small-scale wood processors and producers; and promote access to capital / loans.
- Work with the Ministry to expand their annual allowable cut in support of the Community Forest.
- Continue interface fire protection plan and work.
- Develop an agro-forestry working group to coordinate research, marketing, education, and advice, as well as to build business alliances, partnerships, cooperatives, etc.
- Develop a forestry industrial park.
- Develop a strategy for log and timber frame manufacturers to locate building contractors to assemble home packages.
- Develop a directory of small-scale wood processors and producers.
- Establish long-term worker transition program.
- Explore, in discussions with the Ministry, the potential for developing a small market loggers program.
- Pursue forest certification.
- Identify volumes, species, and quality of wood required by small-scale manufacturers.
- Coordinate an information seminar on agro-forestry.
- Coordinate an information seminar on non-timber forest products from Royal Roads.
- Work with local suppliers / contractors to expand local benefit from major wood manufacturing.
- Re-establish the value-added wood manufacturing working group to champion initiatives.
- Facilitate a roundtable on access to wood for artisans / artists / specific manufacturers.
- Establish a wood workers guild to support independent wood workers.
- Work with industry and government to develop a better system to administer salvage sales and birch with major licensees.
- Work with TNRD and Kamloops on container rail access for loaded containers.

## Planning Assets:

Canfor. 2005. *Sustainable Forest Management Plan for the Canfor-Vavenby Division Defined Forest Area*. Canfor. Available on-line at:

[http://www.canforpulp.com/\\_resources/sustainability/Vavenby\\_SFM\\_Plan\\_May\\_2005.pdf](http://www.canforpulp.com/_resources/sustainability/Vavenby_SFM_Plan_May_2005.pdf).

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Advisory Committee. Available on-line at:  
<http://www.for.gov.bc.ca/hfd/library/frbc1997/frbc1997mr19.pdf>.  
Ministry of Natural Resources. 1995. *Kamloops Land and Resource Management Plan*.  
Victoria, BC: Government of British Columbia. Available on-line at:  
<http://www.ilmb.gov.bc.ca/slrp/lrmp/kamloops/kamloops/index.html>.

The KFFS TSA Team. 2009. *The Kamloops Future Forest Strategy: Final Report*.  
Victoria, BC: Ministry of Forests, Mines, and Lands. Available on-line at:  
[http://www.for.gov.bc.ca/hcp/ffs/kamloopsFFS.htm#Final\\_Report](http://www.for.gov.bc.ca/hcp/ffs/kamloopsFFS.htm#Final_Report).

Stafford, J. 2006. *Wells Gray Community Forest Management Plan: 2006-2011*. Prepared  
for the Wells Gray Community Forest Corporation.

Westcoast CED Consulting Ltd. and Lions Gate Consulting Inc. 2005. *North Thompson  
Economic Development Strategic Plan 2005-2010*. Prepared for CFDC of Thompson  
Country. Available on-line at:  
<http://www.communityfutures.net/docs/b61aacc5c5f0ba29.pdf>.

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## **Forestry Action Items**

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**Goal: To diversify the products and economic benefit produced from the local timber supply.**

### **Short-term (1 to 2 years)**

#### **Establish a Forestry Working Group**

- Potential members should include: Clearwater and District Chamber of Commerce; Clearwater Woodlot Association; District of Clearwater; Ministry of Forests, Lands and Natural Resource Operations; Ministry of Jobs, Tourism and Innovation; Simpcw First Nation; TNRD; Wells Gray Community Forest Corporation.

#### **Create a directory of small-scale wood processors and producers**

- Potential partners / participants: Clearwater and District Chamber of Commerce; Clearwater Woodlot Association; District of Clearwater; Federation of BC Woodlot Associations; Ministry of Forests, Lands and Natural Resource Operations; Simpcw First Nation; TNRD; Wells Gray Community Forest Corporation.

#### **Hold a workshop on non-timber forest products**

- Potential partners / participants: The Centre for Livelihoods and Ecology at Royal Roads University; Clearwater Woodlot Association; District of Clearwater; Ministry of Forests, Lands and Natural Resource Operations; Simpcw First Nation; TNRD; Wells Gray Community Forest Corporation.

#### **Facilitate a workshop on access to capital for wood processors and producers**

- Potential partners / participants: Clearwater Woodlot Association; District of Clearwater; Federation of BC Woodlot Associations; Ministry of Forests, Lands and Natural Resource Operations; Ministry of Jobs, Tourism and Innovation; RuralBC Secretariat; TNRD; Wells Gray Community Forest Corporation.

#### **Facilitate a workshop on for local forestry entrepreneurs**

- Potential partners / participants: Clearwater Woodlot Association; District of Clearwater; Federation of BC Woodlot Associations; Ministry of Forests, Lands and Natural Resource Operations; Ministry of Jobs, Tourism and Innovation; RuralBC Secretariat; TNRD; Wells Gray Community Forest Corporation.

#### **Increase the annual allowable cut of the Wells Gray Community Forest Corporation**

- Potential partners / participants: District of Clearwater; Ministry of Forests, Lands and Natural Resource Operations; Wells Gray Community Forest Corporation.

#### **Coordinate a roundtable on access to wood for artisans / artists / small and specialty wood manufacturers**

- Potential partners / participants: Clearwater Woodlot Association; District of Clearwater; Federation of BC Woodlot Associations; local artists and artisans; Ministry of Forests,

Lands and Natural Resource Operations; Ministry of Jobs, Tourism and Innovation; Simpcw First Nation; TNRD; Wells Gray Community Forest Corporation.

### **Medium-term (3 to 7 years)**

#### **Business development courses for small-scale wood processors and producers**

- Potential partners / participants: The Centre for Livelihoods and Ecology at Royal Roads University; District of Clearwater; Ministry of Forests, Lands and Natural Resource Operations; Simpcw First Nation; TRU; Wells Gray Community Forest Corporation; Yellowhead Community Services Society.

#### **Establish the position of a Wood Products Marketing Officer**

- Potential partners / participants: Clearwater Woodlot Association; District of Clearwater; Ministry of Jobs, Tourism and Innovation; TNRD; Wells Gray Community Forest Corporation.

#### **Increase the size of the Wells Gray Community Forest Corporation's tenure**

- Potential partners / participants: District of Clearwater; Ministry of Forests, Lands and Natural Resource Operations; TNRD; Wells Gray Community Forest Corporation.

#### **Explore the Development of a 'forestry' industrial park**

- Potential partners / participants: Clearwater Woodlot Association; District of Clearwater; TNRD; Wells Gray Community Forest Corporation.

#### **Develop a strategy for log and timber frame manufacturers to locate in Clearwater area**

- Potential partners / participants: Clearwater Woodlot Association; District of Clearwater; Ministry of Forests, Lands and Natural Resource Operations; Ministry of Jobs, Tourism and Innovation; TNRD; Wells Gray Community Forest Corporation.

#### **Re-establish the value-added wood manufacturing working group to champion initiatives**

- Potential partners / participants: Clearwater Woodlot Association; District of Clearwater; Ministry of Forests, Lands and Natural Resource Operations; Ministry of Jobs, Tourism and Innovation; TNRD; Wells Gray Community Forest Corporation.

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## Local Services

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### Strengths and Assets:

- Local ownership / entrepreneurship.
- Farmers' Market
- Strong foundation of local services.
  - Commercial services (i.e. banks).
  - Strong health care services.
    - Extended care facility.
  - Educational services.
  - Social services.
  - Government services (i.e. Front Counter BC).

### Significant opportunities:

- Expand opportunities to extract wealth, support more local entrepreneurs, and enhance local quality-of-life.
- To secure the recruitment / retention role of local services.
- To support healthy lifestyles for all ages.

### Connected Theme Areas:

- Agriculture
- Arts and Culture
- Education and Training
- Footloose Businesses
- Forestry
- Mining
- Retirement
- Tourism
- Transportation

### Work / Collaborate With:

Clearwater and District Chamber of Commerce; Clearwater Employment Services; District of Clearwater; employment services agencies; Rotary; Service BC; Service Canada; TRU; Yellowhead Community Services Society.

### Issues:

- Complete and maintain a business and services inventory.
- Convene a services roundtable to plan for future needs, with the potential to establish a task force on significant resource developments.
- Develop a community centre that has a conference / convention centre component.



- Develop a multi-faceted health and wellness centre.
- Develop a strategy to recruit experienced police officers.
- Establish a community development corporation to streamline management and administration.
- Expand / re-develop services to fit with town centre planning.
- Identify business training courses to support local entrepreneurs.
- Identify / economic leakage study.
  - Focus on three areas:
    - Forestry / mining potential.
    - Tourism.
    - Retail.
- Ensure local government participation in resolving services needs to follow joint innovation and long-term cost reduction (Examples: co-location, joint service delivery, and use of new energy efficient facilities).
- Local government advocating for:
  - High speed Internet.
  - Commercial / public movement of goods / services.
  - Work with Interior Health on service planning in advance of economic upswings.
  - Work with Interior Health on a healthy aging plan.
- Service information websites between District and Chamber.
- Through the OCP, look into creating a business / retail core along the highway.
- Support the development of social economy enterprises.
- Support and strengthen the volunteer capacity within the community.
- Work with business owners on accessibility issues.

### **Planning assets:**

District of Clearwater and Interior Health. 2009. *The Heart of the Matter: Finding Common Solutions to Rural Physician and Health Professional Recruitment*. Conference.

John McGuire Consulting. 2009. *Clearwater and Upper North Thompson Valley Community Profile*. Prepared for Community Futures Thompson Country. Available on-line at:

<http://www.communityfutures.net/docs/clearwater%20profile%202008%20do%20not%20alter%20april%202009.pdf>.

MJ Cousins Consulting with Arotek Design. 2006. *Wells Gray Business Asset Identification Project*. Prepared for the Wells Gray Country Services Committee.

Urban Systems. 2002. *Community Futures – Thompson Country: Clearwater Centre Plan*.

Westcoast CED Consulting Ltd. And Lions Gate Consulting Inc. 2005. *North Thompson Economic Development Strategic Plan 2005-2010*. Prepared for CFDC of Thompson Country. Available on-line at:

<http://www.communityfutures.net/docs/b61aacc5c5f0ba29.pdf>.

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## **Local Services Action Items**

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**Goal: To expand and enhance local services with the objective of minimizing economic leakage.**

### **Short-term (1 to 2 years)**

#### **Establish Local Services Working Group**

- Potential members should include: Clearwater and District Chamber of Commerce; District of Clearwater; local service providers; TNRD; TRU; Yellowhead Community Services Society.

#### **Undertake a study to identify economic leakage and potential resolution to Economic leakage**

- Potential partners / participants: District of Clearwater; TNRD; TRU.
- The study should focus on three areas:
  - Natural Resources (Forestry / Mining).
  - Tourism.
  - Retail.

#### **Identify business training courses to support local entrepreneurs**

- Potential partners / participants: District of Clearwater; TRU; Yellowhead Community Services Society.

#### **Complete and maintain a Business and Services inventory/directory**

- Potential partners / participants: Clearwater and District Chamber of Commerce; Clearwater Employment Services; District of Clearwater; TNRD; TRU.

#### **Work with the Clearwater and District Chamber of Commerce to harmonize / share information websites on local business and services**

- Potential partners / participants: Clearwater and District Chamber of Commerce; Clearwater Employment Services; District of Clearwater.

### **Medium-term (3 to 7 years)**

#### **Develop a business attraction and retention plan**

- Potential partners / participants: Clearwater and District Chamber of Commerce, Clearwater Employment Service; District of Clearwater; Economic Development Association of British Columbia; Interior Health Authority; TNRD; TRU.

**Work with business owners to identify and resolve accessibility issues**

- Potential partners / participants: Clearwater and District Chamber of Commerce; District of Clearwater; Interior Health Authority; representatives from seniors and disability organizations.

**Explore opportunities to create ‘smart’ service centres**

- Potential partner: District of Clearwater.
- For a definition of ‘smart’ services, see Appendix 8: Glossary.

**Feasibility study of developing a multi-faceted Health and Wellness Centre**

- Potential partners / participants: District of Clearwater; Interior Health Authority; representatives from seniors and disability organizations; representatives from local health care providers.

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## Mining

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### **Strengths and Assets:**

- Community to community relationships.
- Experienced contractors / suppliers.
- Future potential.
- Large resources.
- Skilled local workforce.

### **Significant Opportunities:**

- Potential for large local industry and employment; potential for additional opportunities for suppliers / contractors.
- Support local services.
- Diversify economy within and beyond current sectors.
- Potential for alternative power sources into valley.

### **Connected Theme Areas:**

- Education and Training
- Energy
- Local Services
- Tourism
- Transportation

### **Work / Collaborate With:**

- BC Mining Association; Clearwater and District Chamber of Commerce; Clearwater Employment Services; District of Clearwater; employment service agencies; local suppliers and contractors; Ministry of Energy and Mines; The North Thompson Sustainable Watershed Committee; representatives from local real estate companies; representatives from mining companies; Simpcw First Nation; TNRD; TRU; Yellowhead Community Services Society.

### **Issues:**

- Assess impacts on civic infrastructure.
  - Assess housing demands against supply (and affordability).
- Complete an inventory of mining ready local suppliers and contractors.
- Communicate timelines associated with mine development to help labour and businesses prepare for opportunities.
- Develop an industrial park to support suppliers and contractors.
- Communicate with mine development companies to identify potential opportunities for local employment and suppliers during construction and operations phases.

- Work with business development groups to bring training and capital access to support local suppliers / contractors in preparing to compete for mining opportunities.
- Work with education and training organizations to identify skills needs and upgrading to secure more employment.

**Planning Assets:**

Ministry of Natural Resources. 1995. *Kamloops Land and Resource Management Plan*. Victoria, BC: Government of British Columbia. Available on-line at:  
<http://www.ilmb.gov.bc.ca/slrp/lrmp/kamloops/kamloops/index.html>.

Westcoast CED Consulting Ltd. And Lions Gate Consulting Inc. 2005. *North Thompson Economic Development Strategic Plan 2005-2010*. Prepared for CFDC of Thompson Country. Available on-line at:  
<http://www.communityfutures.net/docs/b61aacc5c5f0ba29.pdf>.

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## **Mining Action Items**

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**Goal: To maximize local benefit and minimize potential negative impacts of future mining development.**

### **Short-term (1 to 2 years)**

#### **Establish a Mining Working Group**

- Potential members should include: Clearwater and District Chamber of Commerce; Clearwater Employment Services; District of Clearwater; local social services providers; Simpcw First Nation; TNRD; Yellowhead Community Services Society.

#### **Create a directory of local businesses servicing the mining industry**

- Potential partners / participants: Clearwater and District Chamber of Commerce; District of Clearwater; Simpcw First Nation; TNRD.

#### **Hold a regional mining forum**

- Potential partners / participants: BC Mining Association; Clearwater and District Chamber of Commerce; District of Clearwater; Ministry of Energy and Mines; Ministry of Jobs, Tourism and Innovation; Ministry of Transportation and Infrastructure; representatives from mining companies; Simpcw First Nation; TNRD; TRU.

#### **Create an inventory of housing types available in the Clearwater area**

- Potential partners / participants: Clearwater and District Chamber of Commerce; District of Clearwater; representatives from local real estate companies; TNRD.

#### **Undertake a local labour market skills assessment study**

- Potential partners / participants: BC Mining Association; Clearwater and District Chamber of Commerce; Clearwater Employment Services; District of Clearwater; Ministry of Energy and Mines; Ministry of Jobs, Tourism and Innovation; representatives from mining companies; Simpcw First Nation; TNRD; Yellowhead Community Services Society.

### **Medium-term (3 to 7 years)**

#### **Conduct an assessment of potential impacts of mining development on local housing, civic infrastructure and services**

- Potential partners / participants: Clearwater and District Chamber of Commerce; District of Clearwater; local social services providers; RCMP; Simpcw First Nation; TNRD.

**Develop a recruitment and retention package for mine workers and their families**

- Potential partners / participants: Clearwater and District Chamber of Commerce; District of Clearwater; local real estate agencies; local Social Services providers; Simpcw First Nation; TNRD.

**Feasibility study of creating a training centre of ‘excellence for mining**

- Potential partners / participants: BC Mining Association; Clearwater and District Chamber of Commerce; District of Clearwater; Ministry of Energy and Mines; representatives from mining companies; Simpcw First Nation; TNRD; TRU.

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## Retirement

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### Strengths and Assets:

- Already sizable seniors group.
- Affordable seniors' housing.
- Early retirees as incoming amenity migrants.
- Established seniors organizations.
- Extended care facility.
- Housing and core health services base.
- Long-time residents.

### Significant Opportunities:

- Retaining seniors; retaining wealth accumulated in town; attracting seniors as a basic economic sector.
- Infrastructure for seniors is a good recruitment and retention tool for all groups; additional business for local services.

### Connected Theme Areas:

- Agriculture
- Arts and Culture
- Education and Training
- Footloose Businesses
- Local services
- Tourism
- Transportation

### Work / Collaborate With:

- BC housing Authority; Clearwater seniors groups; Community Development Institute at UNBC; District of Clearwater; Interior Health Authority; Ministry of Energy and Mines (Housing); TNRD; TRU; Yellowhead Community Services Society.

### Issues:

- Develop a quality-of-life recruitment package for early retirees who operate footloose consulting businesses.
- Develop a senior directory.
- Examine opportunities to expand subdivision infrastructure, gated communities, condominiums, assisted living, etc. for seniors.
- Explore options and partnerships to develop an indoor walking facility / program.
- Explore options and partnerships to develop a leisure centre and swimming pool.
- Identify senior care needs and infrastructure (housing, home care, transportation, etc.).



- Liaise with Interior Health about the potential to pursue home care services through a local entrepreneur.
- Local Council should work with TRU to measure the economic development impact of seniors.
- Organize a seniors' fair / expo to provide opportunities for seniors' dialogue with business owners and service providers.
- In support of community quality-of-life activities for seniors, Council should bring representatives from recreation groups and facilities to assess programming, gaps, accessibility, and facility needs for the growing proportion of the population comprised of seniors.
- Local Council should assess local seniors' mobility options – especially during the winter months (including design).
- Meet with real estate agents (Clearwater and Kamloops) to review and adjust sales programs targeting towards seniors.
- Review public works planning and infrastructure development, lighting, and maintenance to address the needs of a growing seniors' population that gets a significant amount of months of winter.
- Install benches along hills.
- Organize a roundtable for seniors.
- Work with local business community to identify opportunities for senior friendly shopping and senior accessible shopping.
- Promote year round community accessibility to support seniors' recruitment and retention.
- Work with Ministry of Energy and Mines (Housing) to create a framework for private sector senior housing development.

### **Planning Assets:**

Westcoast CED Consulting Ltd. And Lions Gate Consulting Inc. 2005. *North Thompson Economic Development Strategic Plan 2005-2010*. Prepared for CFDC of Thompson Country. Available on-line at:  
<http://www.communityfutures.net/docs/b61aacc5c5f0ba29.pdf>.

North Thompson Seniors Capacity Building Committee and Interior Health. 2006. *Informal Seniors Survey*.

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## **Retirement Action Items**

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**Goal: To create a senior friendly community welcoming and supportive for all retirees.**

### **Short-term (1 to 2 years)**

#### **Establish a Retirement Working Group**

- Potential members should include: Clearwater and District Chamber of Commerce; District of Clearwater; Interior Health Authority; representatives from Clearwater seniors groups; TNRD; Yellowhead Community Services Society.

#### **Undertake a Seniors Needs Assessment Study**

- Potential partners / participants include: Community Development Institute at UNBC; District of Clearwater; representatives from Clearwater seniors groups; TNRD; Yellowhead Community Services Society.
- For information on Seniors needs studies please see: <http://www.unbc.ca/cdi/seniorhtml.html>.

#### **Continue to have seniors groups appoint a representative to report to Council regularly**

- Representatives from District of Clearwater; Clearwater seniors groups.

#### **Develop a senior's directory**

- Potential partners / participants include: Community Development Institute at UNBC; District of Clearwater; representatives from Clearwater seniors groups; TNRD; Yellowhead Community Services Society.

### **Medium-term (3 to 7 years)**

#### **Work with local businesses to identify opportunities to develop senior friendly and accessible (should include issues surrounding transportation to and from shopping)**

- Potential partners / participants include: Clearwater and District Chamber of Commerce; District of Clearwater; local business owners; representatives from Clearwater seniors groups.

#### **Develop a quality-of-life recruitment package for early retirees**

- Potential partners / participants include: Clearwater and District Chamber of Commerce; District of Clearwater; local business owners; representatives from Clearwater seniors groups; representatives from real estate agencies; TNRD.

### **Long-term (7 to 10+ years)**

#### **Create a senior's centre as part of an expanded leisure centre and swimming pool**

- Potential partners / participants include: District of Clearwater; representatives from Clearwater seniors groups; TNRD.

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## Tourism

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### **Strengths and Assets include:**

- Breadth of community events.
- Dutch Lake Municipal Park.
- Entrepreneurial small business base.
- Established agri-tourism enterprises.
- Hunting and Fishing
- Inaugural Gourmet Wandering Harvest Festival is being developed by Four Seasons.
- Internationally known Wells Gray Park.
  - Established working relationship with BC Parks.
- Natural environment.
- Proximity to canoeing and kayaking opportunities.
- Proximity to cross-country skiing and trail networks.
- Proximity to fishing opportunities.
- Sportsplex and curling rink.
- Strong summer tourism.
- The Highway 5 tourism corridor.
- Tourism Association created.
- Winter tourism opportunities.

### **Significant Opportunity:**

- Key anchor of Wells Gray Park.
- Significant assets in addition to Wells Gray Park.
- Year round tourism industry.

### **Connected Theme Areas:**

- Agriculture
- Arts and Culture
- Education and Training
- Footloose Business
- Local Services
- Retirement
- Transportation

### **Work / Collaborate With:**

- BC Parks; Clearwater and District Chamber of Commerce; The Clearwater Volcanoes and Trails Society; District of Clearwater; local clubs and organizations; local companies / operators; Ministry of Environment; Ministry of Jobs, Tourism and Innovation; regional

commercial operators (bus tours); Simpew First Nation; Thompson Okanagan Tourism Association; Tourism Wells Gray; TRU; Upper North Thompson Livestock Association.

### **Issues:**

- Develop business development courses for tourism and recreation industry entrepreneurs.
- Clearwater is much more than just the gateway to Wells Gray Provincial Park.
- Develop strategic locations for “first impressions” for tourists.
- Recognize and develop differential marketing approaches.
  - Local.
  - Regional.
  - BC.
  - Canada.
  - International.
- Develop directory of tourism and recreation activities.
- Dutch Lake development.
  - Walking trails (increase accessibility).
- Improve Clearwater River Road access to river rafting launch sites.
- Complete and inventory of tourism products and related services.
- Enhance local / regional trail development.
- Prioritize road improvements that have high potential for visitor experiences.
- Expand signage to tourism sites.
- Explore snowmobiling / ATV opportunities.
- Develop a tourism business mentorship program.
- Upgrade aging infrastructure to support tournament tourism (i.e. ball diamonds).
- Obtain Wells Gray World Heritage designation.
- Pursue adventure / eco-tourism.
  - Eco-history tours.
  - Circle canoe tours.
  - Bird watching.
- Build opportunities around business tourism.
- Expand summer trail biking at the Clearwater ski hill.
- Assess and pursue education tourism opportunities.
- Enhance links to Sun Peaks and Mike Wiegler.
- Develop local/regional weekend tourism packages.
- Expand tournament and sports tourism opportunities.
- Develop a volcano trails and geological interpretative centre (Clearwater Volcano and Trails Society).
- Develop strategic locations for “first impressions’ for tourists/

### **Planning Assets:**

Bowyer Business Consulting Inc. 2010. *Potential North Thompson Arts Culture and Technology Centre: Feasibility Assessment / Business Plan*. Kelowna, BC: Bowyer Business Consulting Inc.

Carr, C. and Papadakos, C. 2009. *Community Tourism Foundations Program, Review Meeting Report: Clearwater and Wells Gray Country*. Tourism BC. *District of Clearwater Parks Inventory*.

John McGuire Consulting. 2009. *Clearwater and Upper North Thompson Valley Community Profile*. Prepared for Community Futures Thompson Country. Available on-line at:  
<http://www.communityfutures.net/docs/clearwater%20profile%202008%20do%20not%20alter%20april%202009.pdf>.

John McGuire and Associates. 1997. *North Thompson Forest Economic Development Strategy*. Prepared for the North Thompson Forest Sector Economic Development Advisory Committee. Available on-line at:  
<http://www.for.gov.bc.ca/hfd/library/frbc1997/frbc1997mr19.pdf>.

Plant, L. and Carlisle-Smith, S. 2010. *Wells Gray Country Community partnerships Meeting*. Presentation by Tourism BC.

The KFFS TSA Team. 2009. *The Kamloops Future Forest Strategy: Final Report*. Victoria, BC: Ministry of Forests, Mines, and Lands. Available on-line at:  
[http://www.for.gov.bc.ca/hcp/ffs/kamloopsFFS.htm#Final\\_Report](http://www.for.gov.bc.ca/hcp/ffs/kamloopsFFS.htm#Final_Report).

Thompson Okanagan Tourism. 2010. *Request for the Implementation of the 2% Additional Hotel Room Tax: Business Plan 2011-2013*. Prepared for Tourism Wells Gray.

Tourism Redefined Uniquely Consultants. 2007. *Clearwater and Wells Gray Country: Tourism Audit and Gap Analysis*. Prepared for Leslie Groulx, Service Coordinator – Wells Gray Country.

Tourism Research Group, GF Henderson and Associates, and MacLaren Plan Search. 1990. *Wells Gray Tourism Strategy*.

Wells Gray Country. 2007. *Wells Gray Country Community Parks Strategic Plan*.

Westcoast CED Consulting Ltd. And Lions Gate Consulting Inc. 2005. *North Thompson Economic Development Strategic Plan 2005-2010*. Prepared for CFDC of Thompson Country. Available on-line at:  
<http://www.communityfutures.net/docs/b61aacc5c5f0ba29.pdf>.

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## **Tourism Action Items**

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**Goal: To Develop Clearwater and Area into a year round tourism destination.**

### **Short-term (1 to 2 years)**

#### **Involve existing Tourism Working Group**

- Group includes: District of Clearwater; Tourism Wells Gray; other tourism stakeholders.

#### **The District of Clearwater should hold a one day workshop about the potential benefits and impact of increased snowmobiling in the North Thompson Valley**

- Potential partners / participants for this workshop include: The Clearwater Snow-Drifters Club; District of Clearwater; local accommodation suppliers; Ministry of Environment; Ministry of Jobs, Tourism and Innovation; The Thompson Okanagan Tourism Association; TNRD; Tourism Wells Gray.

#### **The District of Clearwater should facilitate a one day workshop on the potential benefits and impact of increased ATVing in the North Thompson Valley**

- Potential partners / participants for this workshop include: The Clearwater ATV Club; District of Clearwater; local accommodation suppliers; Ministry of Environment; Ministry of Jobs, Tourism and Innovation; The Thompson Okanagan Tourism Association; TNRD; Tourism Wells Gray.

#### **Undertake initial planning for World Heritage Status for Wells Gray Park**

- Potential partners / participants include: The Clearwater Volcanoes and Trails Society; District of Clearwater; Ministry of Environment; Ministry of Jobs, Tourism and Innovation; The Thompson Okanagan Tourism Association; TNRD; Tourism Wells Gray.

#### **Host a Clearwater and area tourism roundtable on tourism group synergies and opportunities**

- Potential partners / participants include: Clearwater and District Chamber of Commerce; District of Clearwater; Ministry of Environment; Ministry of Jobs, Tourism and Innovation; recreational and tourism user groups; Simpcw First Nation; The Thompson Okanagan Tourism Association; Tourism Wells Gray; TNRD.

#### **Explore development of summer trail biking at the Clearwater Ski hill**

- Potential contact: Burns Lake Mountain Bike Association (<http://www.burnslaketrails.ca/>).
- Potential partners include: Clearwater Ski Hill Society; District of Clearwater; local service clubs; Tourism Wells Gray; youth representatives.

**Complete a business study on the economic impact of hockey tournaments at the North Thompson Sportsplex**

- Potential partners include: District of Clearwater; TRU; UNBC (Outdoor Recreation and Tourism Management Program).

**Medium-term (3 to 7 years)**

**Develop business development courses for tourism and recreation industry entrepreneurs**

- Potential partners include: District of Clearwater; Tourism Wells Gray; TRU; University of Northern BC (Outdoor Recreation and Tourism Management Program); Yellowhead Community Services Society.

**Develop a business plan for making Clearwater and area a local and regional tourism destination**

- Potential partners / participants include: District of Clearwater; Ministry of Jobs, Tourism and Innovation; recreational and tourism user groups; The Thompson Okanagan Tourism Association; TNRD; Tourism Wells Gray.

**Explore the potential of education tourism**

- Potential contact: Haida Gwaii Education Society (<http://www.haidagwaiisemester.com/>).
- Potential Partner: District of Clearwater; TRU; Tourism Wells Gray.

**Expand summer trail biking at the Clearwater ski hill**

- Potential partners include: Clearwater Ski Hill Society; District of Clearwater; Ministry of Jobs, Tourism and Innovation; youth representatives; The Thompson Okanagan Tourism Association; Tourism Wells Gray.

**Undertake a feasibility study on hosting summer sports tournaments**

- Potential partners include: District of Clearwater; Ministry of Jobs, Tourism and Innovation; TRU; UNBC (Outdoor Recreation and Tourism Management Program).



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## **Transportation**

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### **Strengths and Assets:**

- Bus to Kamloops.
  - Partnership between Clearwater and area transit, Barriere, Clearwater, and TNRD.
  - Greyhound.
  - Interior Health Bus.
- Clearwater airstrip.
- Canadian National Railway (CNR) line – link to North American system via Edmonton hub.
- Highway 5 corridor as key provincial and inter-provincial link.
- Local transit system – Clearwater and area transit system (Vavenby – Clearwater – Blackpool).
- Proximity to Kamloops airport.
- Proximity to VIA Rail stop in Blue River.
- Regular courier service.
- Taxi service.

### **Significant Opportunities:**

- Critical competitive assets.
- Supports large and small businesses.
- Potential to move Clearwater products to markets and to bring tourists to Clearwater.

### **Connected Theme Areas:**

- Agriculture
- Arts and Culture
- Education and Training
- Energy
- Footloose Business
- Forestry
- Local Services
- Mining
- Retirement
- Tourism
- Transportation

### **Work / Collaborate With:**

- Canadian National Railway, Clearwater and District Chamber of Commerce; District of Clearwater; Ministry of Transportation and Infrastructure; representation from transportation companies; Simpcw First Nation; TNRD; Tourism Wells Gray; Yellowhead Community Services Society.

**Issues:**

- Assess resident mobility options – especially during the winter months (including design and accessibility issues).
- Pursue community core development along the highway.
- Follow the example from the District of Chetwynd to monitor the volume and type of highway traffic.
- Incorporate transportation Strengths and Assets into all business marketing tools (especially access to Kamloops airport).
- Need a highway speed, access, light, and pedestrian crossing plan to support business opportunities along transportation corridor.
- Regional liaison to create opportunities for loading containers onto trains.
- Work / Collaborate with the Ministry of Transportation and Infrastructure on highway signage to promote local businesses.

**Planning Assets:**

John McGuire Consulting. 2009. *Clearwater and Upper North Thompson Valley Community Profile*. Prepared for Community Futures Thompson Country. Available on-line at:

<http://www.communityfutures.net/docs/clearwater%20profile%202008%20do%20not%20alter%20april%202009.pdf>.

Westcoast CED Consulting Ltd. And Lions Gate Consulting Inc. 2005. *North Thompson Economic Development Strategic Plan 2005-2010*. Prepared for CFDC of Thompson Country. Available on-line at:

<http://www.communityfutures.net/docs/b61aacc5c5f0ba29.pdf>.

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## **Transportation Action Items**

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**Goal: To enhance and expand transportation options for residents and business.**

### **Short-term (1 to 2 years)**

#### **Work with regional partners to explore options for accessing container transportation**

- Potential members should include: Canadian National Railway; Clearwater and District Chamber of Commerce; District of Clearwater; Simpcw First Nation; TNRD; Yellowhead Community Services Society.

#### **Conduct a transportation needs assessment with industry and local business and tourism operators**

- Potential partners / participants for this workshop include: Canadian National Railway; Clearwater and District Chamber of Commerce; District of Clearwater; Ministry of Transportation and Infrastructure; representatives from transportation companies; Simpcw First Nation; TNRD; Tourism Wells Gray; Yellowhead Community Services Society.

#### **Inventory/Directory of Transportation Assets**

- Potential partners / participants for this workshop include: Canadian National Railway; Clearwater and District Chamber of Commerce; District of Clearwater; Ministry of Transportation and Infrastructure; representatives from transportation companies; TNRD; Yellowhead Community Services Society.

### **Medium-term (3 to 7 years)**

#### **Encourage Rail Tourism through North Thompson Valley**

- Potential partners / participants for this workshop include: Canadian National Railway; Clearwater and District Chamber of Commerce; District of Clearwater; Ministry of Environment; Ministry of Transportation and Infrastructure; Ministry of Jobs, Tourism and Innovation; representatives from transportation companies; The Thompson Okanagan Tourism Association; Simpcw First Nation; TNRD; Tourism Wells Gray.

#### **Work with BC Transit to enhance Clearwater Transit Services**

- Potential partners / participants: District of Clearwater; TNRD; Yellowhead Community Services Society.

## **Section Three: Moving Forward**

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### **The “New Normal”**

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The goal of the Community Economic Development Plan is to construct a foundation for responding to both opportunities and challenges through a more resilient and pro-active local government, economy, and community. The District of Clearwater can best achieve this by focusing on the following principles:

#### **Local Government Structure**

In a world of change (economic, regulatory, demographic, etc.), it is important that local governments periodically adjust, update, and renovate their operations, staffing, structures, and plans to fit with evolving realities. Succession planning needs to be part of all local government operations.

#### **Local Government Policies and Plans**

It is important that local government re-visit on a routine schedule critical regulatory and policy documents such as financial plans, economic development strategies, community planning documents, infrastructure investment / replacement plans, marketing plans, and other plans and strategies. When planning for economic booms, it is important to focus on minimizing future community costs by limiting urban sprawl and debt by taking the opportunity to renew aged infrastructure and enhance service efficiency.

#### **Economic Renewal**

Plans for economic renewal must build on community assets and reflect community aspirations. Economic strategies must be grounded in a realistic assessment of local capacity, assets, and infrastructure. They must also have dedicated and funded implementation processes so that action flows from planning investments. There is a need to re-visit on a routine schedule the community’s sense of aspirations and vision for the future. The community needs to pursue diversification so as to reduce the tax implications of single-industry reliance. A careful examination of the pros and cons of industry and resident relocation incentives is needed. CED approaches to ‘plug local leakages’ and grow local entrepreneurial capacity need to be employed. The resource sector should be viewed as an ‘incubator’ for other activities that could become more prominent parts of the community’s economy. If resources are allocated to the community (such as through the Community Forest), attention to long-term stewardship of those resources is needed. Environmental and aesthetic impacts of industry also need to be included in any planning considerations.

## **Communications Strategy**

There is a need to direct time and attention to community wide communications efforts that go beyond press releases and notices in annual property tax mail outs. Attention should be given to hosting annual town hall meetings. It is important that any communications strategy is routine so as to manage the workload of staff. It is also important that any communications strategy be flexible and responsive to changing circumstances and to changing technologies.

## **Role of Services**

The availability of services is a critical part of community sustainability. Research on economic transition highlights the role of services in retaining and attracting both residents and economic investment. The maintenance of local services in rural and small town places has been difficult over the past twenty-five years as successive federal and provincial governments have reduced or regionalized services as parts of budget balancing exercises. Local governments need to focus on local service availability and undertake several types of actions to support such availability. This includes advocating for the maintenance of local services as part of an agenda to support communities and recognition of critical health care and educational service needs to be built into local government plans and policy documents.

## **Support of Services**

There is a need to provide various types of support for volunteer or community-based groups that may assume local responsibility for the delivery of some services that may not otherwise exist. Innovative solutions for accessing non-local services should also be identified and supported.

- This is especially critical for ‘high-order’ or specialized services that cannot be offered in smaller places.
- It is also important for services that are still available within the local region, but where travel reduces the ease of access for certain groups within the community.

## **Service Innovation**

Whenever possible, the local government should advocate for innovation in service delivery as a senior government policy response rather than simple service closures. Investigate region-wide opportunities for service restructuring / service delivery (more efficient service delivery). Explore municipal service sharing opportunities. This should include opportunities to bundle services under the ‘smart services’ model (see Appendix 8: Glossary).

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## **Relationship Building**

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As noted above, a crisis is not the time to start building relationships; it is the time to mobilize relationships. The position of this plan is that investments in relationship building will not only pay dividends in routine local government operations, but are vital to preparing for more dramatic challenges. Relationship building needs to focus on at least five levels, including local, regional, First Nations, provincial, and federal. Particular focus should be placed on the following:

### **Local Relationships**

The District needs to maintain and enhance its relationship with local business, industry, labour, service clubs, service providers, opinion leaders, volunteer groups, church organizations, etc.

### **First Nations and Regional Relationships**

The District should continue to develop working partnerships with neighbouring First Nations communities. Working regional partnerships with other local governments and local government organizations as a regional approach (scaling up) gives more voice and resources to individual places.

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## **In Closing**

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This plan is a snapshot in time of the views of the community. Development of this plan is only a first step in the on-going process of CED. This is a ‘living’ document that requires tracking of action and measuring of successes. It must be regularly reviewed, revised, and evaluated. Over time, Council will have to set priorities, re-assess, and renew aspects of this plan and make the changes necessary to meet challenges and opportunities as they arise.