Community Development Institute University of Northern BC

A Community for People of all Ages and Stages of Life

District of Clearwater 2011 Community Economic Development Plan

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Opportunities and Challenges

Table B1a: Key Opportunities for the Clearwater Area – Survey Participants

Recreation and Tourism (95) Resource Development (80) Agriculture (20) Economy (16) Services (10) Community Design and Planning (8) Transportation (7) Energy (6) Marketing (6) Retirement Industry (6) Arts and Culture (5) Recruitment and Retention (4) Education and Training (3) Infrastructure (3) Geographic Location (2) Human Resources (2) Municipal Affairs (2) Housing (1) Industrial Infrastructure (1)

Table B2a: Key Challenges for the Clearwater Area – Survey Participants

Economy (46) Community Design and Planning (25) Resource Development (23) Services (22) Recreation and Tourism (18) Recruitment and Retention (10) Demographics (10) Financial Resources (9) Infrastructure (9) Communications (8) Industrial Infrastructure (6) Municipal Affairs (6) Transportation (6) Community Cohesion (5) Human Resources (5) Energy (4) Marketing (4) Attitudinal Barriers (3) Community Participation (3) Education and Training (3) Retirement Industry (3) Crime and Safety (2) Geographic Location (2) Social Issues (2) Youth Development (2) Agriculture (1) Cost of Living (1) Housing (1) Leadership (1) Partnerships and Cooperation (1) Policy (1)

Community Aspirations

Table C1a: Aspirations for your community in 5 years - Survey Participants

Recreation and Tourism (50) Resource Development (29) Economy (26) Services (25) Community Design and Planning (18) Infrastructure (14) Arts and Culture (13) Demographics (12) Community Support and Participation (9) Agriculture (8) Housing (4) Communications Infrastructure (3) Education and Training (3) Industrial Infrastructure (3) Community Resiliency (2) Crime and Safety (2) Social Issues (2) Transportation (2) Energy (1) Human Resources (1) Leadership (1) Natural Environment (1) Partnerships and Cooperation (1) Technology (1) Other (3)

Table C2a: Aspirations for your community in 20 years - Survey Participants

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Table C3a: Aspirations for your local economy in 5 years – Survey Participants

Resource Development (47) Economy (42) Recreation and Tourism (18) Housing (6) Communications and Technology (5) Community Design and Development (4) Infrastructure (4) Services (4) Arts and Culture (2) Education and Training (2) Energy (2) Agriculture (1) Municipal Affairs (1) Partnerships and Cooperation (1) Transportation (1) Other (1)

Table C4a: Aspirations for your local economy in 20 years - Survey Participants

Economy (61) Tourism (50) Resource Development (34) Transportation (10) Agriculture (8) Community Design and Planning (8) Community (6) Demographics (6) Energy (6) Services (6) Housing (6) Arts and Culture (4) Environmental Assets (4) Human Resources (3) Marketing (2) Technology (2) Education and Training (1) Infrastructure (1)

Detailed Tables

Key Issues

Table A1b: Positive Attributes of Clearwater and Area – Survey Participants

Natural Environment (53)

Beautiful scenery (12) Wells Gray Provincial Park (11) Dutch Lake (8) Natural environment (8) Air quality (3) Water quality (3) Parks (2) Rivers (2) Mountains (1) Rotary park (1) Wildlife (1) Volcanoes (1)

Services (48)

Hospital (12) Schools (6) Community Resource Centre (4) Farmer's market (3) Medical clinic (3) Range of services (3) Dental services (2) Fire department (2) Ambulance (1) Banks (1) DFO (1) Funeral services (1) Grocerv store (1) Hardware stores (1) Kal-Tire (1) Library (1) Motor vehicle office (1) RCMP(1) Thrift store (1) University extension (1) Video store (1)

Natural Resource Assets (44)

Mining (12) Forestry (7) Community forest (5) Natural resources (4) Agriculture (3) Jobs from fuel management (3) Diverse forest species (2) Fish hatchery (1) Forest house (1) Greenhouses (1) High value logs (size and grain) (1) Nurseries (1) **Natural Resource Assets Cont'd** Ranching (1) Renewable resources (1) Woodlots (1)

Recreation and Tourism (39)

Tourism (13) Recreational opportunities (5) Arena (3) Hiking trails (2) Range of amenities (2) Accommodations (1) Adventure tourism (1) Bed and breakfasts (1) Biking trails (1) Gym (1) Hosting hockey tournaments (1) Information centre (1) Outdoor activities (1) Skateboard park (1) Ski hill (1) Sportsplex (1) Tennis courts (1) Walking trails (1) Whitewater recreational opportunities (1)

Infrastructure (16)

Highway infrastructure (5) Railways (4) Empty prison facility (2) Improved highway frontage (2) General infrastructure (1) Infrastructure to support a larger population (1) Town hall (1)

Community Support / Participation (11)

People involved in community projects (2) Active younger Chamber members (1) Business support of local events (1) Business support for local schools (1) Business support for local sports (1) Community interest in the future (1) Community support for a community plan (1) Opportunity to affect change (1) Participation on committees (1) Volunteers (1)

Municipal Affairs (9) Incorporation of municipality (7) District is identifying and addressing issues (1) Government (1)

Economy (8) Good customer service (2) Family friendly businesses (1) Locally owned businesses (1) New businesses (1) Potential for growth (1) Shell is open later (1) Young entrepreneurs (1)

Location (8) Geographic location (6) Distance from Kamloops (1) Located between Vancouver and Edmonton (1)

Small Town Living (8) Friendly people (5) Small town (2) Rural area (1)

Leadership (7) Leadership by mayor and council (5) Chamber's proactive to serve businesses (1) Progressive Chamber of Commerce (1)

Community Resiliency (5) Commitment to stay (2) Community spirit (1) New sense of community (1) Residents pursuing new revenue sources (1) Demographics (5)

Diversity of age groups in the community (2) Enthusiastic younger residents (1) Young families (1) Young residents (1)

Housing (5) Seniors' housing complex (2) Affordable housing (1) Businesses with residences connected to them (1) Low land prices (1)

Partnerships, Networks, and Cooperation (5) Willingness to work together (3) Cooperation across working groups (1) Work with First Nations (1)

Human Resources (2) Knowledgeable staff at district office (1) Skills related to natural resources (1)

Information and Communication (2) Communication with district (1) Research (1)

Programs (2) Access to government employment programs (1) Recycling program (1)

Cost of Living (1) Affordable cost of living (1)

Energy (1) Power project (1)

Financial Resources (1) Access to grant programs (1)

Transportation (1) Handydart (1)

Table A2b: Problems Identified for Clearwater and Area – Survey Participants

Economic Development (58)

Lack of employment (17) Loss of permanent high paying positions (7) Lack of economic diversification (6) Lack of employment opportunities for youth (3) Limited competition (3) Lack of shopping (2) Lack of support for new businesses (2) Need to develop a broader range of businesses to mitigate economic leakage (2) Businesses unwilling to order products (1) Economic decline (1) Economic leakage (1) Few professional jobs (1) Lack of clothing stores (1) Limited hours of operation (1) Long distance commuting for work (1) Need a greater variety of sustainable businesses (1) Need a proactive approach to attract investors (1) Need incentives to attract businesses (1) No major employer (1) No juice bar (1) No winter economic activity (1) Poor customer service (1) Prison facility (1) Uncertainty (1)

Community Design and Planning (55)

No downtown core (14) Need attention to town beautification (7) Community sprawl (6) More attention needed to community planning (4) Streamline development permit processes (4) Limited control over local zoning (2) Long time to process subdivision applications (2) Need businesses along the highway corridor (2) Being managed like a big city (1)Community plan made by outside groups that do not know the community (1)Connect the three areas of the community (1) Costs of community plans (1) Create murals reflecting our community (1) Efforts to grow too fast (1) Lack of bylaw enforcement (1) Lack of bylaws (1) Lack of flowers in the summer (1) Land acquisition (1) Move properties from old port to higher levels to free up land for recreation (1)Need to amend zoning restrictions to allow residents to develop more than 25% of their property (1) Need to impose time limit to develop land (1)

Community Design and Planning Cont'd

Need to promote a theme for community development (1)

Recreation and Tourism (52)

No swimming pool (11) Develop more attractions in Clearwater to keep tourists longer (3) Too reliant on tourism (3) Lack of recreational facilities (2) Lack of year round tourism (2) Limited development in Wells Grav Park (2) Low wage tourism jobs (2) Need a recreation centre (2) Need more access to Wells Gray Park (2) No bowling alley (2) Becoming a tourist town (1) Expand tourism outside the park (1) Lack of activities for teens (1) Lack of non-sport related youth activities (1) More arts and culture programs / infrastructure (1) More festivals to attract tourists (1) Need a greater diversity of tourism activities (1) Need live entertainment (1) Need more marketing for tourism (1) Need more trails (1) Need public restrooms (1) Need to market Clearwater for tourism (1) Need to sponsor a theatre show (1)Need weekly summer movie nights (1) No biking trails (1) No movie theatre (1)No night life activities (1) No racquetball (1) No squash courts (1) Park operating permits restricted to 5 operators (1) Support the development of accommodations (1)

Infrastructure (42)

Lack of sewage infrastructure (5) Need stop lights along the highway (5) Lack of safe biking paths (3) Lack of safe walking paths (3) Need better highway signage promoting Clearwater (not just Wells Gray Park) (2) Need more sidewalks (2) No airport (2) Relocate the landfill to prevent contaminants reaching the river (2) Septic affluent disposal (2) Address unauthorized dumping of garbage on side roads (1)

Infrastructure Cont'd

Develop a more efficient solid waste management system (1) Highway traffic (1) Inadequate maintenance of Clearwater River Trail (1) Limited highway routes in and out of town (1) Move the landfill to Camp 2(1)Need a road through Wells Grav Park (1) Need a walking / cycling route to connect highway and core business area (1)Need improved signage around the community (1) Need road improvements (1) Need signage to promote Dutch Lake (1) Need to divert highway traffic to business core (1) Need wider shoulders for roads (1) Need wider sidewalks (1) Reduce number of billboards along the highway (1) Traffic control (1)

Resource Development (41)

Lack of industry (11) Limited control over fibre supply (5) Too reliant on forestry (5) Lack of value-added manufacturing (4) Focused on traditional forest products (3) Lack of forestry (3) Lack of mining (2) No royalties from mineral development are paid back to the community (2)Removal of appurtency clause (2) Need a bio-fuel plant (1) Need a broader, more efficient use of forest resources (1)Need a co-generation plant (1) Small businesses cannot justify purchases of large volumes of wood from major licensees (1)

Services (22)

Lack of doctors (8) Need a broader range of medical services (3) Closure of provincial services (2) Lack of services (2) Need more seniors' services (2) Lack of long-term planning for services (1) Limited policing (1) Need to obtain royalties from mining companies to support / expand services (1) No centralized place to access services (1) Regionalization of services (1)

Communications and Technology (18)

Lack of high speed Internet in outlying areas (4) Inadequate phone service (2)

Communication and Technology Cont'd

Limited cell phone service (2) Inadequate Internet service (1) Increased rural phone rates (1) Ineffective communications (1) More community events need to be publicized in the newspaper (1)Need more opportunities for business owners, employees, and service providers to experience local activities to enhance knowledge that can be promoted to tourists (1)Need more town hall meetings (1) Need to publicize community meals in the newspaper (1)Need to publicize soup kitchen (1) No Broadband Internet access (1) Rumours (1)

Partnerships and Cooperation (10)

Lack of cooperation (5) Businesses need to cooperate on marketing (1) Conflict between groups (1) Limited cooperation amongst local businesses (1) Limited cooperation amongst local groups (1) Need more creative thinking (1)

Energy (9)

No access to natural gas (4) Pursue alternative energy sources to reduce municipal operating costs (wind, water) (2) Develop geothermal energy (1) Limited energy sources (1) No benefits from power production is paid back to the community (1)

Attitudinal Barriers (8)

Resistance to change (5) Complacency (1) Fear of growth (1) Loss of community pride (1)

Industrial Infrastructure (8)

No industrial park (3) Lack of developed industrial land (2) Lack of industrial infrastructure (2) Need a building for small businesses to share (1)

Municipal Affairs (8)

Tax burden on residents (3) High costs for non-local contractors (1) Inefficient use of municipal resources (1) Letters sent to property owners about trucks / equipment on property (1)

Municipal Affairs Cont'd

Need to obtain sufficient community benefits from resource development companies (1) Tax burden on small businesses (1)

Transportation Services (8)

Allow bus driver to work in Kamloops between morning and evening trips from Clearwater (1) Lack of affordable regional transportation (1) Need evening bus service from Kamloops to Clearwater (1) Need improved bus service to Kamloops (1) Need morning bus service to Kamloops (1) Need proper community transportation (1) Poor transportation corridor (1) Reduced bus service (1)

Agriculture (6)

Develop sustainable agriculture (1) Limited support for local farmers (1) Need to develop idle land (1) Need to develop crops adaptable to the area (1) Promote the 100 mile diet (1) Regulations restrict local produce / products to be sold in local stores (1)

Crime and Safety (6)

Barking dogs (1) Highway safety (1) Loose dogs (1) Need a valley fire plan for deciduous forests (1) Safety concerns for pedestrian / cyclist travel along roads / highways (1) Vandalism (1)

Demographics (6)

Out-migration of families (3) Aging population (1) Need a broad generational population base (1) Population decline (1)

Education and Training (6)

Limited educational opportunities for youth (2) Crowded elementary school (1) Deliver a life skills course for management and employees that covers power, control, tolerance, and respect (1) Need a more diversified workforce (1) Need more education / training to develop small businesses (1)

Housing (6)

Need affordable seniors' housing (2) Install new carpeting in the seniors' housing facility (1) Lack of affordable housing (1) Limited housing options (1)

Need to upgrade the seniors' housing facility (1)

Marketing (6)

Promote Clearwater as business friendly (3) Promote Clearwater as a place to live (2) Limited marketing capacity (1)

Community Conflict (4)

Changes proposed by new residents from larger cities (1) Lack of trust (1) Newcomers are not accepted (1) Too many environmental advocates (1)

Community Participation (2)

Need to promote more involvement (1) Same people are organizing everything (1)

Cost of Living (2)

High costs for goods and services (1) High housing costs (1)

Geographic Location (2)

Location (1) Proximity to Kamloops (1)

Natural Environment (2)

Need to protect environmental assets (1) Poor water quality (1)

Financial Resources (1) Need a reserve fund (1)

Human Resources (1) Loss of skilled labour (1)

Social Issues (1) Poverty (1)

Youth Development (1) Lack of opportunities for youth (1)

Opportunities and Challenges

Table B1b: Key Opportunities for the Clearwater Area – Survey Participants

Recreation and Tourism (95)

Tourism (13) Wells Gray Provincial Park (9) Adventure tourism (5) Four season tourism (5) Expand outdoor activities (4) Expand tourism development (4) Develop a trail system for walking (3) Dutch Lake (3) Promote Clearwater as a Gateway to Wells Gray Provincial Park (3) Ski hill (3) Snowmobiling (3) Develop more walking trails around Dutch Lake (2) Expand recreational facilities (2) Heritage village (2) Mountain biking trails (2) Museum (2)Promote Clearwater as a tourist destination (2) Promote volcanoes (2) River tourism (2)Adventure tourism (1) Bowling alley (1) Casino (1) Develop a tourist friendly town (1) Develop a wider range of accommodations (1) Develop branch trails to the natural stone bridge (1) Develop more trails (1) Develop more walking trails by the river (1) Develop trails to the east side of the Kettle (1) Develop the Clearwater River Trail into a multi-day excursion (1) Develop Wells Gray Park (1) Ecotourism (1) Expand tourism amenities and activities outside of the park (1) Festival tourism (1) Hot springs (1) Live entertainment (1) Promote hiking opportunities (1) Promote waterfalls (1) Pursue more tourists from Kamloops (1) Resort development (1) Small tourism business development (1) Swimming pool (1) Upgrade the walking trail from North Thompson Park to Brookfield Mall (1) Walking trails to connect each area of town (1)

Resource Development (80) Mining (26) Forestry (9) Value-added timber products (7) Logging (4) Industry (3) Non-timber forest products (3) Diversify forest uses (2) Log house building (2) Manufacturing (2) Reopening of Canfor (2) Attract industry (1) Bio-fuels (1) Cedar poles (1) Cellulose ethanol (1) Co-generation plant (1) Diversify resource sector development (1) Expand land base for community forest (1) Furniture manufacturing (1) Hardwood floor manufacturing (1) Light industry (1) Lumber (1) Mills (1) Modular homes (1) Nurseries (1) Obtain larger forest license (1) Resource development (1) Small-scale sawmills (1) Supply fibre to small scale niche entrepreneurs (1) Timber resources (1) Value-added resource development (1)

Agriculture (20)

Agriculture (6) Develop a food cooperative (2) Greenhouses (2) Organic agriculture (2) Establish a community garden (1) Good farm land (1) Hemp (1) Local produce (1) Potatoes (1) Ranching (1) Squash (1) Strawberries (1)

Economy (16)

Economic diversification (3) Another grocery store (2) Attract larger business investors (1)

Economy Cont'd

Clothing factory (1) Develop along the highway corridor (1) Distribution centre for North Thompson (1) Juice bar (1) Low tax rates for businesses (1) More clothing stores (1) Need more stores (1) Niche shops (1) Supply businesses for mining development (1)

Services (10)

Prison facility (8) Expand educational opportunities (1) Expand medical care (1)

Community Design and Planning (8)

Centralize business development (1) Community beautification (1) Develop a clear focus (1) Develop a downtown core (1) Improved highway frontage (1) Maintaining rural lifestyle (1) Remove flood plain status (1) Sustainable development (1)

Transportation (7)

Highway infrastructure (4) Railway infrastructure (3)

Energy (6)

Geothermal energy (2) Small-scale hydro development (1) Use geothermal energy to heat high school (1) Use geothermal energy to heat sportsplex (1) Use geothermal energy to heat town hall (1)

Marketing (6)

Market all of the business ideas (1) Marketing Clearwater (1) Marketing Wells Gray Provincial Park (1) Promote assets (1) Promote available space (1) Promote beautiful location (1)

Retirement Industry (6) Attract seniors to the community (1) Develop craft activities for seniors (1)

Retirement Industry Cont'd

Develop entertainment for seniors (1) Develop more businesses geared towards seniors' needs (1) Develop recreational facilities for seniors (1) Encourage retirement living (1)

Arts and Culture (5)

Arts (1) Artisan business development (1) Artisan retreat (photography, writing, woodworking, crafts) (1) Create murals reflecting our community (1) Cultural sharing (1)

Recruitment and Retention (4)

Attract middle aged residents (1) Invest in medical students who agree to practice in Clearwater (1) Pursue amenity migrants (1) Pursue European immigrants with money (1)

Education and Training (3)

Expand educational opportunities (1) Mining conference / workshop (1) Promote research opportunities in the area (1)

Infrastructure (3)

Affordable land (2) Empty buildings (1)

Geographic Location (2) Attract businesses that benefit from location (1) Proximity to Wells Gray Park (1)

Human Resources (2) Available manpower (1)

Need a professional grant writer (1)

Municipal Affairs (2) Be fiscally responsible (1) Maintain basic services (1)

Housing (1) Affordable housing (1)

Industrial Infrastructure (1) Need Canfor to clean up old planer site (1)

Table B2b: Key Challenges for the Clearwater Area – Survey Participants

Economy (46)

Lack of jobs (16) Unemployment (4) Economic diversification (2) Lack of jobs for high school graduates (2) Lack of shopping (2) Long distance commuting for work (2) Need another grocery store (2) No stable employer (2) Economic leakage to Kamloops (1) Fluctuations in global commodity prices (1) Lack of clothing stores (1) Limited competition (1) Limited support for businesses outside core (1) Limited support for non-tourism businesses (1) Need to attract more small businesses (1) Not capitalizing on assets (1) People are not shopping (1) Poor commercial environment (1) Providing higher paying jobs (1) Recession (1) Slow winter business season (1) Store closures (1)

Community Design and Planning (25)

No downtown core (6) Community sprawl (4) Need a clear vision (3) Need to beautify the town (2) Promote a theme for development (2) Streamline building permit process (2) Critique of building design discourages investment (1) Need community support for vision / plan (1) Need to improve highway frontage (1) No main street (1) Separate different land uses (1) Slow process of development (1)

Resource Development (23)

Lack of industry (6) Limited diversification of resource industries (3) Mill closure (3) Reducing impacts of industry development (3) Community forest needs more land (1) Ensuring resource development does not impact tourism (1) Lack of light industry (1) Limited efforts to pursue other forest values (1) Limited development of resources (1) Obtain royalties from resource development (1) Removal of appurtency clause (1) Uncertainty of the forest industry (1)

Services (22)

Lack of doctors (8) Maintaining health care services (6) Maintaining educational services (3) Maintaining services (3) Develop more challenges for doctors (1) Need a minor surgery department (1)

Recreation and Tourism (18)

Lack of amenities (2) Limited development of Wells Gray Park (2) No swimming pool (2) Seasonal tourism (2) Lack of amenities for family (1) Lack of amenities for seniors (1) Lack of amenities for youth (1) Limited entertainment (1) Maintaining recreational services (1) Need a recreation centre (1) Need to identify unique tourism assets (1) Need to promote tourism more (1) Trails around Clearwater are not maintained (1) Trails around Wells Gray Provincial Park are not maintained (1)

Recruitment and Retention (10)

Youth out-migration (3) Difficulty attracting professionals (2) Out-migration (2) Need to retain our workforce (1) Recruiting health care professionals (1) Recruiting new residents with high incomes (1)

Demographics (10)

Small population (6) Lack of families (2) Aging population (1) Low population density (1)

Financial Resources (9)

Lack of investment (2) Lack of funding for improvements (1) Lack of funding to support major projects (1) Low tax revenues (1) Missed opportunities to apply for grants (1) Need government funding to support mining development (1) Need government funding to support tourism development (1) Need to build a municipal reserve fund (1)

Infrastructure (9)

Need improved sewage / septic systems (3) Need to improve water quality / infrastructure (3) District should purchase the doctor's clinic (1) Lack of town infrastructure (1) Need to maintain competitive property prices (1)

Communications (8) Lack of high speed Internet services (5) Limited cell phone service (2) Maintaining the newspaper (1)

Industrial Infrastructure (6) Lack of industrial infrastructure / park (4) Lack of available industrial land (1) No industrial infrastructure for small industries (1)

Municipal Affairs (6)

Efficient use of taxpayers money (2) Reduce municipal employee wages (2) Limited municipal support during winter (1) Misunderstanding of building permit process (1)

Transportation (6)

Need seniors' transportation (2) Distance to an airport (1) Inadequate road system (1) Limited mobility for the disabled (1) No transportation to access tourism areas (1)

Community Cohesion (5)

Community conflict (2) Maintaining a balance of families and seniors (1) Maintaining a rural lifestyle (1) Negative outside influences (1)

Human Resources (5)

Out-migration of skilled workers (3) Limited park staff to maintain Wells Gray Park (1) Low-skilled workforce (1)

Energy (4) No access to natural gas (2) Limited population base to purchase power (1) Power supply (1)

Marketing (4) Hire a professional marketing agent to support local entrepreneurs (1) Limited marketing of small businesses (1) Need roadside billboards promoting Clearwater (1) Need to market agriculture (1) Attitudinal Barriers (3) Resistance to change (2) Resistance to share park / area assets (1)

Community Participation (3) Lack of community participation (3)

Education and Training (3) Difficulty identifying people who need training (1) Life long learning is not valued (1) Low value of education (1)

Retirement Industry (3) Need more seniors' caregivers (1) Need more seniors' housing (1) Need physical instructors for seniors (1)

Crime and Safety (2) Difficult crossing the highway (1) Highway safety (1)

Geographic Location (2) Distance to major shopping (1) Perceived isolation (1)

Social Issues (2) Family stress (1) Poverty (1)

Youth Development (2) Engage youth in community development (1) Lack of opportunities for youth (1)

Agriculture (1) Need to engage more farmers (1)

Cost of Living (1) Cost of gas (1)

Housing (1) Lack of affordable rental units (1)

Leadership (1) Strong lobbying efforts by mayor and council (1)

Partnerships and Cooperation (1) Limited cooperation with First Nations (1)

Policy (1) Lack of incentives to diversity (1)

Community Aspirations

Table C1b: Aspirations for your community in 5 years - Survey Participants

Recreation and Tourism (50)

More walking trails (5) Swimming pool (5) Greater range of recreational activities (4) Trails developed to showcase rivers / lakes (4) A desirable tourist destination (3) Bowling alley (3) More biking trails (3) Movie theatre (3) More entertainment (2) More recreational activities (2) Arcade (1) Community hall (1) Develop a community centre (1) Enhanced recreational assets (1) Four season tourism activities (1) Greater range of tourism activities (1) Hot springs developed (1) Improved recreational potential for tourists (1) Lots of scenery to enjoy (1) More night life (1) More recreational activities for seniors (1) More tourism (1) More youth programs (1) Street dances (1) Teen centre (1) Trails developed to connect the Flats to town (1)

Resource Development (29)

Mining developments operational (8) Canfor mill reopened (7) More forestry opportunities (2) More industries (2) Active community forest (1) Appurtency clause reinstated (1) Expanded community forest (1) Improved lumber prices (1) Introduction of clean industry (1) Light industry (1) Little change in the forest industry (1) Natural resources are managed by companies that are stakeholders in the community (1) Revenue from local resources (1) Value-added mill operating (1)

Economy (26)

Stable economy (4) Greater diversity of businesses (3) Prosperous business community (3) Diverse employment opportunities (2)

Economy Cont'd

Beautiful business frontages (1) Economic development strategy being implemented in a sustainable manner (1) Established as a service centre for the North Thompson (1) More cafes (1) More gift stores (1) More permanent, higher paying jobs (1) More self-sufficient (1) More shopping (1)Pizza Hut (1) Quaint businesses (1) Recession declines (1) Sustainable growth (1) Tim Horton's (1) Vibrant community (1)

Services (25)

More doctors (6) Adequate health care services for all ages (4) Hospital is maintained (2) More dentists (2) More services (2) Community Resource Centre is expanded (1) Current services are maintained (1) Daycare maintained (1) Evergreen Acres is maintained (1) Extended care is maintained (1) Maintain good emergency services (1) Maintain good police services (1) Return of regionalized services (1) Service clubs are maintained (1)

Community Design and Planning (18)

Community sprawl contained within infill (3) Downtown core developed with retail shops (3) Official community plan is being implemented (2) Beautification of community has begun (1) Community vision in place (1) Concentrated business core (1) Downtown core moved to the highway (1) Inviting boulevards (1) More bike friendly (1) More green space (1) More pedestrian friendly (1) Rules and regulations are streamlined (1) Streamlined processes for subdividing land (1)

Infrastructure (14)

Infrastructure in place (2) More sidewalks (2) Entrance lanes to the park that are not affected by side street turns from the highway (1) Improved junction at Highway 5 / park road (1) Improved road infrastructure (1) Improved sewage infrastructure (1) Improved water infrastructure (1) Intersection installed at the information centre (1) More lighting (1) More signage (1) One stop facility housing the municipality, community resource centre, and leisure centre (1) Road through Wells Gray Park (1)

Arts and Culture (13)

Cultural centre (2) More cultural activities (2) Arts centre (1) Christian play involving people and technology (1) First Nations shops (1) Live theatre (1) More arts programs and activities (1) More school productions (1) More school productions (1) More serenity concerts (1) Museum (1) Relocate museum next to the information centre (1)

Demographics (12)

Population growth (4) Diverse population (3) More families (3) Vibrant seniors (1) Vibrant youth (1)

Community Support and Participation (9)

Healthy community (2) More community participation (2) A welcoming community (1) Increased respect for others (1) More cohesive community (1) People welcoming change (1) Vibrant community organizations (1)

Agriculture (8)

Access to high quality local produce (1) Bees (1) Community garden (1) Cooperative farms (1) Cooperative use of farm machinery (1) Relocate farmer's market next to info centre (1) Agriculture Cont'd Indoor market for local produce (1) Local production of food (1)

Housing (4) More housing (4)

Communications Infrastructure (3) Better cell phone coverage (2) High speed Internet (1)

Education and Training (3) More educational opportunities for youth (2) Schools are stabilized (1)

Industrial Infrastructure (3) Camp 2 site used for industrial development (1) Former planer mill site is being used (1) Former prison site is being used (1)

Community Resiliency (2) Self-reliant community (2)

Crime and Safety (2) A safe community (2)

Social Issues (2) Fewer drug problems (1) Increase in poverty (1)

Transportation (2) Improved public transportation (2)

Energy (1) Development of independent power producers (1)

Human Resources (1) Knowledgeable workforce (1)

Leadership (1) Diverse community representation on council (1)

Natural Environment (1) Enhanced environmental assets (1)

Partnerships and Cooperation (1) People and groups working together (1)

Technology (1) Introduction of high-tech industries (1)

Other (3) No change (3)

Table C2b: Aspirations for your community in 20 years - Survey Participants

Recreation and Tourism (83)

Swimming pool (15) Vibrant tourist destination (5) Four season recreational activities (4) Diverse recreational opportunities (3) More hiking (3) More trails (3) Need a recreation centre (3) Skiing (3) Bowling alley (2) Build a path around Dutch Lake (2) Greater emphasis on winter activities (2) Movie theatre (2) Swimming programs for seniors / disabled (2) Upgraded hiking trails (2) Upgraded walking paths / trails (2) Affordable rates to rent space at a recreational centre (1)Develop a trail along the North Thompson (1) Ecotourism (1) Fishing (1) Gateway to Wells Gray Provincial Park (1) Geological museum (1) Greater variety of tourism activities (1) Hire a recreation director (1) Hot tub (1) Hunting (1) More access to lakes (1) More affordable recreational opportunities (1) More biking (1) More community events (1) More outdoor clubs (1) More outdoor recreational activities (1) More parks (1) More paths (1) More seniors groups (1) More trail running (1) More youth activities (1) One stop recreational facility for downhill skiing, cross-country skiing, and snowshoeing (1) Outdoor movies in the summer (1) Pool hall (1) Purchase ski hill and convert into a community centre (1)Resort development (1) Snowmobiling tourism (1) UNESCO heritage status for Wells Gray Park (1) Upgraded biking trails (1) Variety of activities for all ages (1)

Economy (30) Growth in business (5) More shopping (3) Diversified economy (2) Greater variety of businesses (2) Stable jobs (2) Distribution centre for North Thompson (1) Growth in cottage industries (1) Higher wage jobs (1) IGA(1)Less long distance commuting for work (1) London Drugs (1) More employment (1) More employment opportunities for youth (1) More gift stores (1) More home-based businesses (1) No fast food restaurants (1) Prosperous businesses (1) Reduced economic leakage due to travel costs (1) Shopping mall (1) Updating an economic development plan (1) Wal-mart (1)

Community Design and Planning (26)

Downtown core (6) Centralized services (3) Centralized shopping area located along the highway (2)Construction of energy efficient buildings (2) Downtown core located along the highway (2) Updating / implementing an official community plan (2) Avoid artificial development (1) Cohesive residential planning (1) Design a senior / disabled friendly community (1) Develop a market square (1) Extension of boundaries to include Blackpool, Birch Island, and Vavenby (1) Gathering spaces (1) Linked green zones (1) Protect Dutch Lake from development (1) Use a mountain house style theme for development (1)

Demographics (23)

Moderate growth in residents (15) Growth in retirees (3) Diversified population (1) Larger school population (1) More young families (1) Multi-generational families (1) Return migration of youth (1)

Services (20)

Expansion of health care services (7) More doctors (3) Adequate access to health professionals (2) Greater range of services to attract/retain people (2) Self-sufficient in service provision (2) More professionals (1) Promote medical tourism (1) Surgical wing at the hospital (1) Visiting specialists that do minor surgeries (1)

Arts and Culture (18)

Arts and cultural facility (7) A developed arts community (2) Amphitheatre (2) Antique car shows (1) A play that involves the entire community (1) Culturally diverse community (1) Develop heritage assets (1) Expand "serenity" concerts into a major venue (1) More community events (1) Rejuvinated May Day Festival (1)

Community (17)

Quiet lifestyle (3) Small town living (3) Close knit community (2) Friendly (2) Remain a caring community (2) Good place to raise kids (1) Healthy community (1) Maintain rural community values (1) More community pride (1) Sustainable community (1)

Infrastructure (14)

Sidewalks (3) Infrastructure to connect different parts of the community (2) Energy efficient street lighting (1) Expand sewage infrastructure (1) Expand water infrastructure (1) Extend sewer line across Clearwater River (1) Extend sewer line to Dutch Lake (1) Extension of potable water distribution (1) More infrastructure (1) Non-chlorinated water (1) Use Dutch Lake School as one stop facility for local government, leisure centre, and swimming pool (1)

Agriculture (10)

Develop a community garden (2) 100 mile diet (1) Agritourism (1) Diversified agricultural businesses (1)

Agriculture Cont'd

Farming (1) Food security (1) Larger farmer's market (1) Locally grown food (1) Ten acre farms (1)

Natural Environment (8)

Clean air (2) Clean water (1) Outdoor assets are valued (1) Protection of community resources (1) Protection of ecosystems (1) Protection of parks (1) Protection of recreational areas (1)

Education and Training (7)

Develop a community college (1) Develop a training centre for fine arts / crafts (1) Geological research facility (1) Improved attendance at schools (1) Research being conducted on geological features of Wells Gray Park (1) Satellite school for outdoor recreation program (1) Taking greater responsibility for education (1)

Human Resources (6)

Diversified volunteer base (2) A new generation of leaders (1) A new generation of volunteers (1) Diversified workforce (1) Volunteer coordinator (1)

Transportation (6)

Four lane highway to Kamloops (3) Limited terrain for a new bypass (1) No residential parking on the street (1) No traffic lights (1)

Community Participation (5)

Engaged community (1) Greater incorporation of local ideas into community plans (1) Greater participation by local businesses (1) Greater participation by local workforce (1) More attendance at church (1)

Housing (5)

Affordable housing suitable for all ages (4) More seniors' housing (1)

Resource Development (5)

Diversified industrial base (2) Balance between environment and industry (1) Mills operating (1) Mining (1) Crime and Safety (4) Safe community (2) Fire safe (1) Smaller areas designated for policy patrols (1)

Industrial Infrastructure (4) Industrial land parcels developed (1) Industrial zoning (1) Infrastructure to support manufacturing (1) Redevelop the old planer mill site (1)

Attitudinal Change (3) Need to be more open to change (2) Need to be more open to new people (1)

Energy (3) Geothermal energy (1) Self-sufficient hydro power (1) Solar power (1)

Partnerships and Cooperation (3) Cooperation across recreational groups (1) Good relations with First Nations (1) More service clubs working together on community initiatives (1) **Retirement Industry (3)** Affordable seniors' housing (1) A retirement town (1) Intermediate care facility (1)

Small Town Living (3) Maintaining a rural lifestyle (3)

Cost of Living (2) Affordable living as a key asset (2)

Sustainable Development (2) Self-sufficient community (1) Sustainable living practices (1)

Financial Resources (1) Community foundation (1)

Leadership (1) Continue local government initiative to involve youth in governance (1)

Social Issues (1) Increase in poverty (1)

Table C3b: Aspirations for your local economy in 5 years - Survey Participants

Resource Development (47)

Mining (12) Diversified industrial sector (8) Forestry (4) Value-added forest manufacturing (3) Canfor mill re-opened (2) Furniture manufacturing (2) Less reliance on resource development (2) Light industry (2) Boat manufacturing (1) Co-management of resources with company stakeholders in the community (1) Green building products (1) Industry (1) Logging (1) Mill operating (1) More support for industry (1) More control over local resources (1) New industries (1) Reliant on forestry (1) Resurgence of industry (1) Royalties obtained from resource development (1)

Economy (42)

More businesses (7) Diversified economy (6) Moderate growth (4) Stabilized economy (4) Stable employment for all age groups (4) Expanded business core along the highway (3) More retail (3) Competitive retail sector (2) More people shopping locally (2) Support for 'green' businesses (2) Boomtown (1) Higher wage jobs (1) More business support (1) More grocery stores (1) Natural health products (1)

Recreation and Tourism (18)

Growth in tourism (4) Clearwater will be marketed as a destination (3) Diversified tourism sector (2) Adventure tourism (1) Comprehensive recreational program (1) Eco-tourism (1) Four season tourism (1) More outfitters / guides (1) More users paying for social/sporting building (1) Multi-activity tourism ventures (1) Resort development (1) Spa development (1)

Housing (6)

Increased housing demand (2) Housing designers (1) Increased housing values (1) More houses (1) More seniors' housing (1)

Communications and Technology (5)

More businesses using Internet technology (2) More high-tech industries (2) More high speed Internet coverage (1)

Community Design and Development (4)

New subdivisions (2) Concentrated business core (1) Infill (1)

Infrastructure (4)

Adequate sewer infrastructure to support business growth (1) Adequate water infrastructure to support business growth (1) More people employed to improve industrial infrastructure (1) More people employed to improve recreational infrastructure (1)

Services (4)

Adequate health care (1) Expansion of services (1) More jobs to support needs of seniors (1) Prison re-opened (1)

Arts and Culture (2)

Arts and cultural centre (1) More entertainment (1)

Education and Training (2) Another elementary school is open (1) More educational opportunities for youth (1)

Energy (2) Bio-fuel production (1) Solar panel manufacturing (1)

Agriculture (1) More locally grown food (1)

Municipal Affairs (1) Fiscal responsibility (1) **Partnerships and Cooperation (1)** People / groups working together (1) **Transportation (1)** Airport (1)

Other (1) No change (1)

Table C4b: Aspirations for your local economy in 20 years - Survey Participants

Economy (61)

Moderate growth (17) Economic diversification (9) Business stability (6) High paying jobs (4) Development of 'green' businesses (3) Low unemployment rate (3) More jobs (3) Greater variety of shopping (2) More businesses (2) More competition (2) More people shopping locally (2)A destination conference centre (1) Another strip mall (1) Attract creative businesses (1) Attract non-resource related manufacturing (1) Businesses benefitting from local resources (1) Employment to support young families (1) Growth of home-based businesses (1) Growth of social enterprises (1) More cottage industries (1) More family operated businesses (1) More jobs that cannot be outsourced (1) More restaurants (1) More support for small business development (1) No big box stores (1) Promote Clearwater as business friendly community (1)Selling many products to the Kamloops area (1) Steakhouse (1) Year round business development (1)

Tourism (50)

Diversified tourism sector (7) Four season tourist destination (4) UNESCO status for Wells Gray Provincial Park (3) More hiking trails (2) More kayaking (2) More tourism / recreation amenities (2) Skiing (2) Clearwater promoted as a destination, not a Gateway (1)Diversity of activities for all ages (1) Fishing (1) Gateway to Wells Gray Park (1) Guided hikes (1) Helicopter tours (1) Horseback riding (1) Hot springs (1) Hunting (1) Ice fishing (1) Maintain flower meadow road / west side river road (1)

Tourism Cont'd

More biking trails (1) More commercial intensive accommodations in Wells Gray Park (1) More commercial intensive fishing in Wells Gray Park (1) More festival tourism (1) More golfing (1) Outdoor recreation destination (1) Rafting (1) Resort development (1) Ski resort (1) Snowmobiling (1) Spa development (1) Take advantage of mountain setting (1) Triathlon (1) User friendly trails (1) Volcano interpretive centre (1) Wildlife viewing (1) Zip-lining (1)

Resource Development (34)

More manufacturing industries (5) Diversified resource industries (4) Mining (4) More benefits obtained from natural resource production (3) Value-added forest manufacturing (3) Forestry (2) Use of waste wood (2) Birch products (1) Expansion of local resource-based industries (1) Light industry (1) Mining almost completed (1) More construction associated with industrial development (1) More control over local resources (1) Resurgence of industry (1) Scaled back forest activities (1) Small industries selling items cooperatively abroad (1)Stabilized resource industries (1) Tailings are cleaned up (1)

Transportation (10)

Access points to Highway 5 and Wells Gray Park do not conflict (1) Airport (1) Four lane highway to Kamloops (1) Improved 'green' regional transportation (1) Incorporate different uses of transportation (1) More routine scheduled trips to Kamloops (1)

Transportation Cont'd

Road connecting Barkerville and Wells Gray Provincial Park (1) Road through Wells Gray Park (1) Shuttle service to recreational activities (1) Shuttle service to the park (1)

Agriculture (8)

More locally produced food (4) More vendors at the farmer's market (2) Self-sufficient in food production (2)

Community Design and Planning (8)

Official community plan in place to manage growth (2) Cluster big box developments along the old North Thompson highway (1) Community beautification (1) Downtown core located along the highway (1) Infill (1) Theme for development (1) Visible downtown core (1)

Community (6)

Sustainable community (3) Good quality-of-life (1) Healthy community (1) Small town living (1)

Demographics (6)

Retention of youth (4) Diversity of age groups (1) More retirees (1)

Energy (6)

Self-sufficient in energy production (2) Small-scale power generating facility (2) Geothermal facility to heat local buildings (1) Inexpensive local hydro sources (1)

Services (6)

More service sector jobs (2) Fully serviced hospital (1)

Services Cont'd

Improved library (1) More doctors (1) Variety of services (1)

Housing (6)

Affordable housing for all types of residents (1) Construction of more houses (1) Develop higher density housing developments with green spaces (1) Increased housing prices (1) More family housing (1) More seniors' housing (1)

Arts and Culture (4)

Arts and cultural facility (1) Local talent showcased (1) More plays (1) Performing arts infrastructure (1)

Environmental Assets (4)

Good water quality (2) Good air quality (1) Good soil quality (1)

Human Resources (3)

Skilled workforce (2) Creative workforce (1)

Marketing (2)

Clearwater marketed as the 'greenest sustainable community' (2)

Technology (2)

Improved technology support and infrastructure to support / attract on-line business development (1) Growth of on-line businesses (1)

Education and Training (1)

Improved schools (1)

Infrastructure (1)

More sewage infrastructure (i.e. Brookfield, the Flats) (1)