

City of Clinton

North Carolina



Economic Development Strategic Five-Year Plan 2019 - 2023



For the City of Clinton by the
North Carolina Department of Commerce
Rural Economic Division
NC Main Street and Rural Planning Center

Adopted by City Council December 4, 2018

Acknowledgements



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In addition, a special thank you to the following business people for participating in a Highway Corridor stakeholders discussion: Lisa Bowen, Rick Bowen, Fred Durfour, Michael Lindsay, Michael Thornton. Results are listed in *“Appendix B SWOT Highway Corridor Stakeholders.”*



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Appendix

- A. Summary of Recommended Immediate Actions
- B. Stakeholders Comments
- C. Strengths, Weaknesses, Opportunities, Threats (*SWOT chart developed from 2035 Comprehensive Plan*)
- D. Highway Corridor Stakeholders 2018 SWOT (*Strengths, Weaknesses, Opportunities, Threats chart*)

Section 1. Strategic Plan Overview

This Economic Development Strategic Plan will provide the Clinton City Council and responsible parties guidance for economic development improvement decisions and for the community to take part in the implementation. The focus of the Plan is to guide direct improvements for Clinton. The plan will help promote the retention and expansion of existing businesses, and recruitment of new businesses.

Elected officials, Planning Board and City staff, as well as citizens, business persons, and civic volunteers, will all play a key role in carrying out the goals and actions outlined in this Strategic Plan. Implementing the Strategic Plan actions will help improve Clinton's long term economic conditions.

This Five-Year Economic Development Strategic Plan identifies issues and impacts, and addresses Clinton's economic development with the following:

Clinton - Economic Development Strategic Five-Year Plan - Information

- Section 2 - Vision
- Section 3 - City Development Overview
- Section 4 - Situation
- Section 5 - Assessment
- Section 6 - Strategy implementation
- Section 7 - Strategic Plan: review, adoption, monitoring



Members of the Clinton Economic Development Strategic Plan Steering Committee (3rd row left to right): Tom Hart; Rex Moody, Rick Bowen, Lyle Moore, (2nd row left to right): Dwight Horne, Bruce Naegelen, NCMS&RPC; Mark Zeigler, NCMS&RPC; (1st row left to right): Jeff Nethercutt and Mary Rose. (Not pictured: Jaime Bonilla, Jeff Shipp, Ken Sutton and John Swope)

In the spring of 2018, the North Carolina Department of Commerce, Rural Economic Development Division - NC Main Street and Rural Planning Center was invited to assist the City of Clinton in developing an Economic Development Strategic Five-Year Plan. The City organized the Clinton Economic Development Plan Steering Committee, made up of engaged citizens and business persons, to oversee the development of this Plan.

Comments and input were recorded from the Steering Committee throughout the process. The public responded to an economic development survey. Public input regarding the Strategic Plan vision, strengths, weaknesses, opportunities, and outside threats (forces outside beyond City control) from the 2015 Comprehensive Plan was updated. Out of this process, the goals, objectives, and strategy

actions were developed for the Plan.

Following the Strategic Plan development process, the Plan was reviewed by the Planning Board and City Council. Comments by the Planning Board and Council were folded into the final plan by MS&RPC staff. The City Council reviewed and adopted the final Economic Development Strategic Plan.



Aerial view of Clinton (Zeigler)



Downtown Clinton, NC

Section 2 – Vision

The City of Clinton Vision

A **City of beauty** and **opportunity** whose leadership is dedicated to providing its diverse citizenry a quality of life unsurpassed in the region.

The City of Clinton Mission

Our mission is to be a City **rich in tradition and beauty** with **clean, safe neighborhoods, sound infrastructure,** and **opportunities for future generations.**

The Economic Development Strategic Plan Steering Committee reviewed the existing City of Clinton Vision and Mission statements. During the process, they identified “goal statements” (*See text box to the right*) from both statements. Then they brainstormed some actions the City and community can take to help make the vision a reality. Many of the actions identified below are reflected in Section 6: Strategy Implementation.



Vision/Mission Goal Statements

- City of beauty
- City of opportunity
- Rich in tradition
- Clean, safe neighborhoods
- Sound infrastructure
- Opportunities for future generations

Goal: City of Beauty

- Action: Create and implement a city-wide Design plan
- Action: Develop Public Art Plan (*Design - Item #5*)
- Action: Create attractive road entrances into city (*Design -Item #3*)
 - Landscaping – streetscaping
 - Work with businesses to install e.g. sidewalks, trees, etc.
- Action: Develop Beautification Policy w/Committee (*Design – Item #6*)
 - *Coordinate related activities from all agencies*
 - *Governmental*
 - *Shred Day/Medicine Disposal Day*
 - *Keep America Beautiful*
 - *Tree City USA*
 - *Earth Day/Arbor Day*

Goal: City of Opportunity

- Action: Identify Opportunity Locations (*Promotion – Item #6*)
 - Hour travel to other urban areas e.g. Raleigh, Fayetteville, Wilmington
- Action: Recruit Infill Development
 - Address Conditional Use Permit issues (*Business Development – Item #12*)
- Action: Affordable properties e.g. housing, commercial (*Land Use & Environment – Item #9*)
 - Multi-family housing (duplex/townhouse)
- Action: Recruit Market-based businesses (*Business Development – Item #7*)
 - Restaurant market untapped
 - Recruit a Brewery/pub

Goal: Rich in Tradition and Beauty

- Action: Cluster goods/services closer to population centers for walkable communities
- Action: Capitalize on success stories and sense of community (*Promotion – Item #3*)
 - True sense of community, “Perfect place to call home”
 - “Everyone knows your name”
 - Safe
 - Town has scholar students e.g. Morehead
 - Football at the high school
 - Library
 - \$1.5 m raised privately to build school gym
- Action: Identify & inventory Amenities (*Promotion – Item #4*)
 - For a city, this size, good amenities
- Action: Promote and capitalize on history and preservation (*Promotion – Item #5*)
 - Downtown a draw and destination

Goal: Sound Infrastructure

- Action: Identify & create funding mechanisms (*Land Use & Environment – Item #12*)
 - Waste water expansion
 - Water capacity good and plentiful
 - Replace old water/sewer pipes throughout city
 - Fiber cable for fast broadband internet installed (*Business Development – Item #11*)
- Action: Complete new road improvement
 - Repaving planned for Northeast and Southeast Blvd.
 - No traffic jams
- Action: Continue pursuing greenway opportunities (*Land Use & Environment – Item #13*)
 - Easements
 - Payment in Lieu

Section 3. City Development Overview

The City of Clinton, the county seat of Sampson County, is the largest and oldest city in the county and was incorporated in 1822. Clinton is the geographic center of the county and, because Sampson County has been primarily rural farmland, Clinton developed as a major agricultural marketing center. Clinton boasts three historic districts and numerous buildings listed on the National Register of Historic Places. The population of Clinton was 8,539 according to the 2017 US Census estimate.

In the late 1700s, Clinton was known as “Clinton Courthouse” and in 1822, the town was incorporated under the name of Clinton. The corporate limits of the town at that time extended a half mile each way from the courthouse. Since then, the town has become a city and grown to its present-day limits.

Sampson County led the state's production of tar, pitch, and turpentine during most of the nineteenth century. Early agricultural products included rice, corn, cotton, and sweet potatoes. It was common for sheep, geese, hogs, and cows to forage over the countryside. Clinton flourished as an educational, trade, and political center, energized by an influx of Connecticut merchants in the 1830s. Following the Civil War and the destruction of the commercial district by an 1877 fire, Clinton rebounded with an agriculture and timber market, aided by the completion of a branch of the Wilmington and Weldon Railroad. In the mid-1800s, cotton and tobacco replaced tar, pitch, and turpentine as the cash crop of Sampson County. In 1887, the first passenger train pulled out of Clinton for Warsaw on a spur of the Wilmington to Weldon Railroad. The new train connections provided for efficient and fast delivery of supplies and products for Clinton merchants, replacing the previously utilized slow and unpredictable mule and wagon mode of transporting goods.

Clinton's commercial district thrived from the 1920s through the early 1950s. By 1930, the population of Clinton had reached 2,712 and many of its businesses were dependent on the agricultural economy. Several large markets opened in Clinton during the 1930s including tobacco, fruits, vegetables, livestock, poultry and eggs. Many of the farmer's markets were located on an empty lot behind the courthouse, drawing local farmers into downtown Clinton whose commercial enterprises were ready to supply anything that could not be produced on the farm.

Today, Clinton has rail access and a 5,000-foot runway airport. The City is served by several major thoroughfares that bring people to and through the area. NC-24, NC-701, and NC-421 transport over 50,000 vehicles through Clinton daily and Interstates 40 and 95 are near. The port of Wilmington is an hour away and RDU International Airport is approximately an hour and fifteen minutes away. Major military bases in Fort Bragg, Camp Lejeune, and Seymour Johnson Air Force Base are also nearby.

The City has a proud history of being a major agricultural center. It is home to the large Smithfield Foods and Prestage Farms plants. Several manufacturing businesses in the City include Hog Slat, Dubose Strapping, Schindler Escalator, and Precision Tool.

Sampson Community College boasts several associate degrees and certificate programs for residents to prepare them for the workforce. It also houses the Small Business Center, which provides resources and support to local small businesses. Additionally, the City is close to four-year universities at Campbell University, Mt. Olive University, Methodist University, and Fayetteville State University.

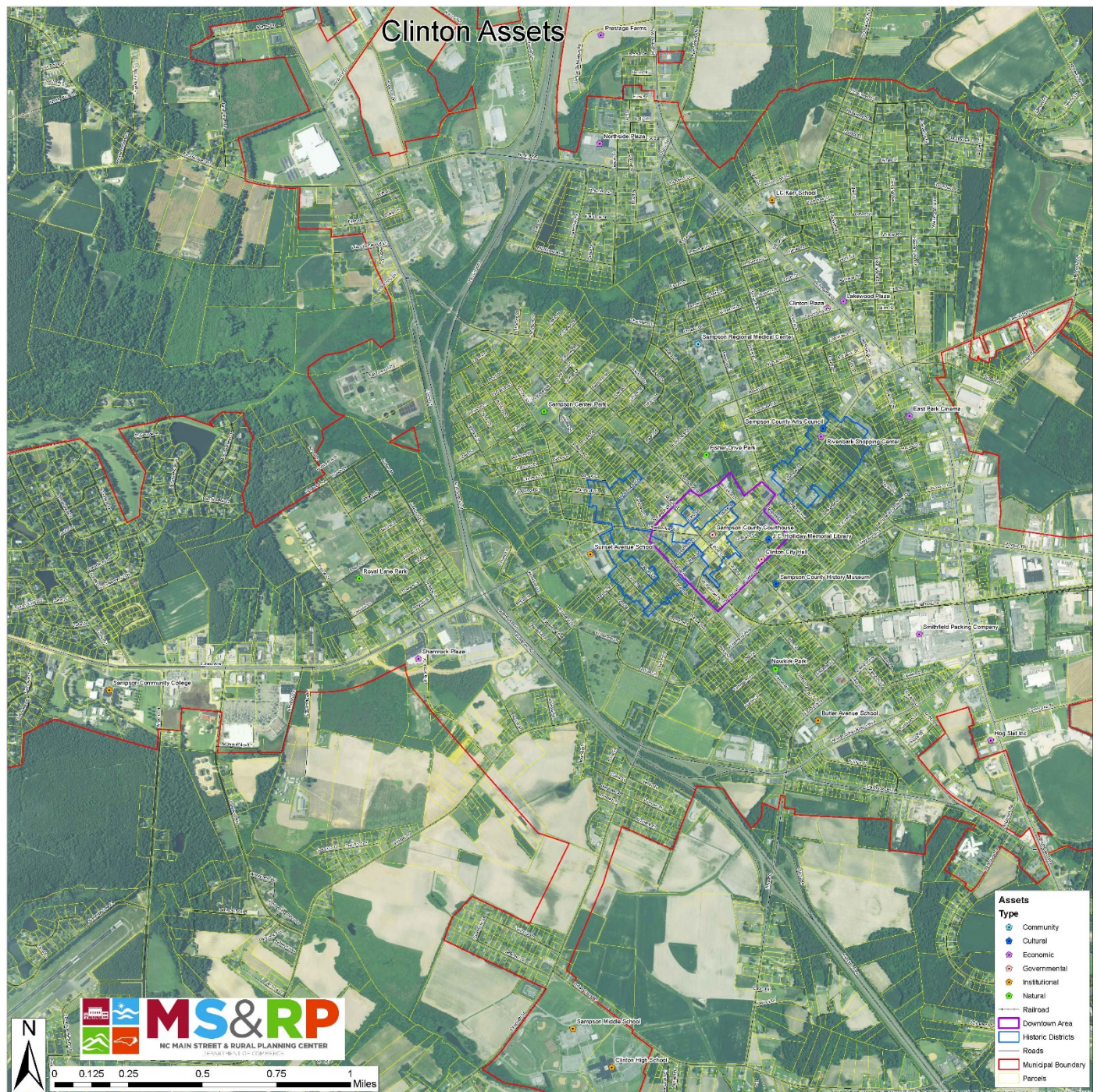
Map 3-1 City of Clinton Boundaries



Source: MS&RPC - Zeigler

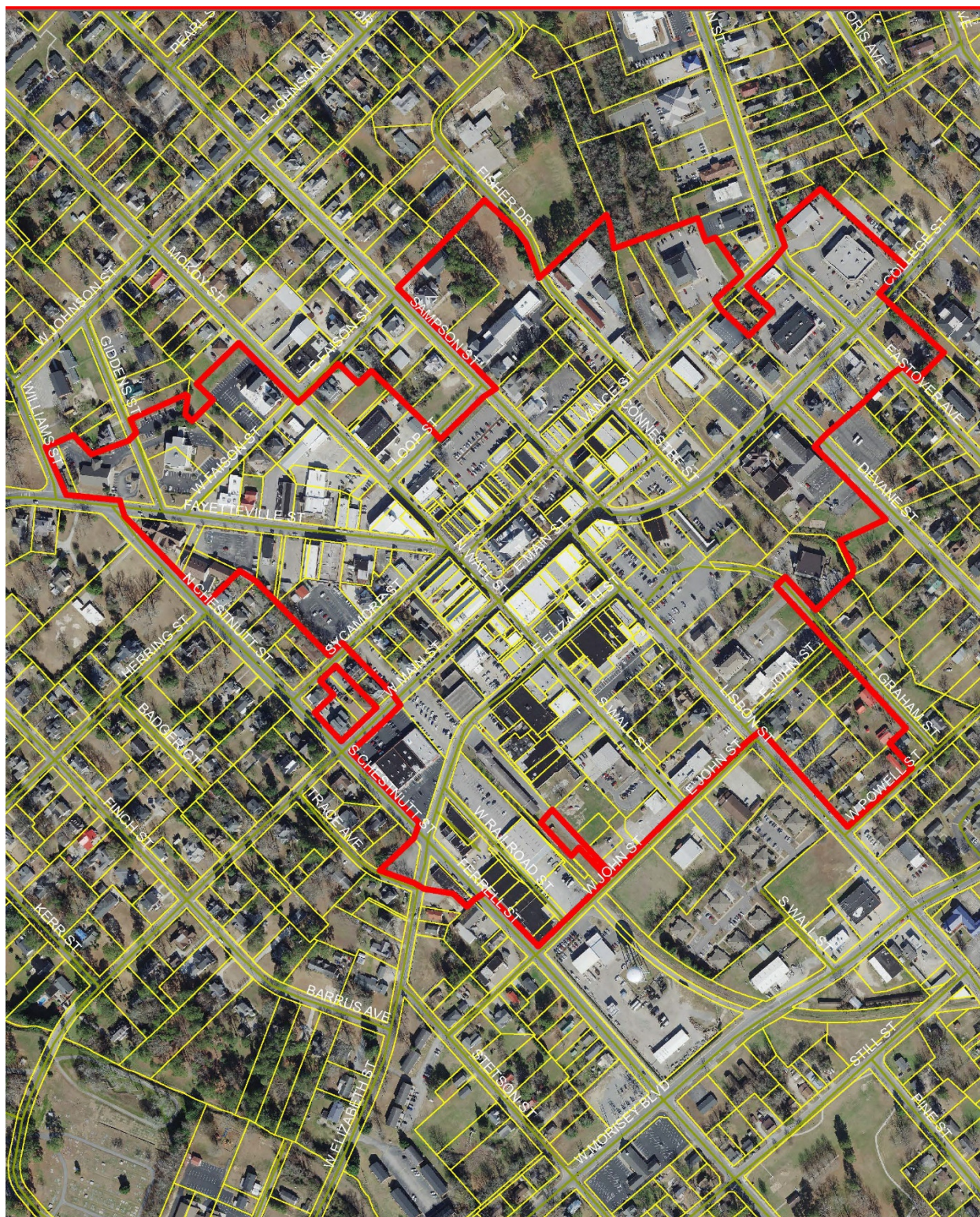
On the following two pages Map 3-2 shows the General Assets of Clinton and Map 3-3 shows the Downtown District.

Map 3-2. City of Clinton General Assets



Source: MS&RPC - Locascio

Map 3-3. Historic Downtown Boundaries



Section 3 Page 4

Section 4. Current Economic Situation

This section of the Strategic Plan contains demographics, traffic counts, job and employment type, and a retail service economic assessment for the City of Clinton.

Population

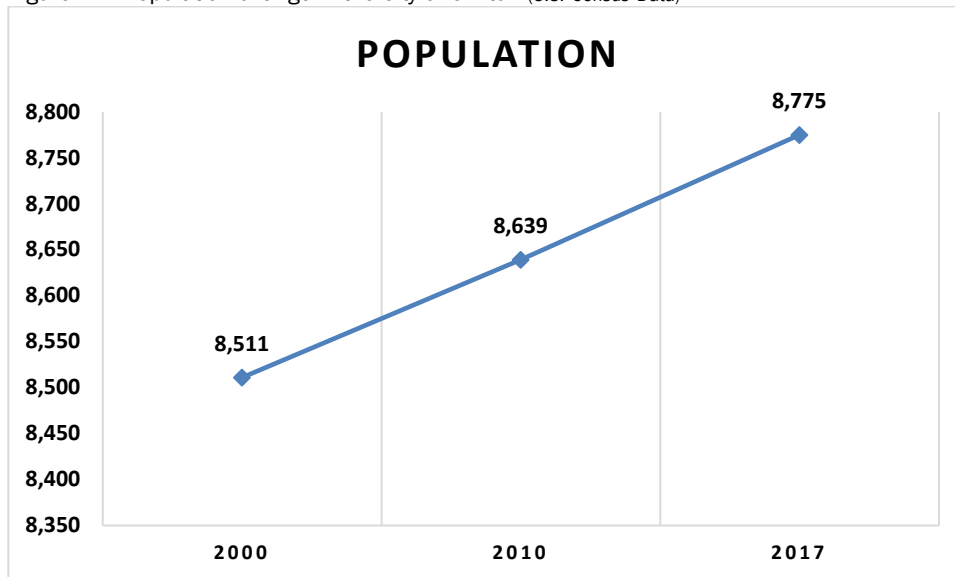
The City of Clinton population increased slightly from 2000 to 2017, with no indication of slowing down. (Table 4-1 and Figure 4-1).

Table 4-1. Clinton population changes.

Year	2000	2010	2017
Population	8,511	8,639	8,775

Source: U.S. Census Data - ESRI

Figure 4-1. Population change in the City of Clinton (U.S. Census Data).



The population growth from 2000 to 2017 in the regional six-county area (Table 4-2, and Figure 4-2) shows that Sampson County over the last 17 years grew 5%. Bladen was slower, but similar but slower in growth at 4%. Johnston and Harnett counties grew at 61% and 46% respectively. Duplin grew at 20% and Cumberland at 10%.

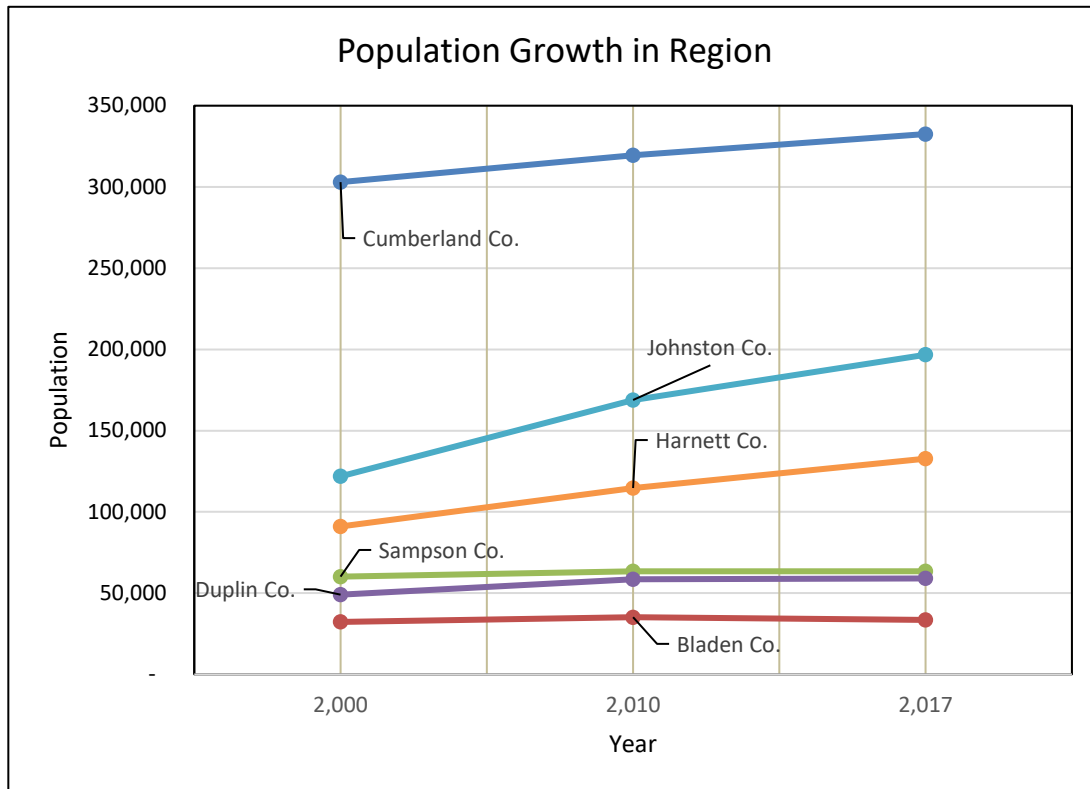
Table 4-2. Regional population growth of Sampson County and neighboring counties.

Counties	Cumberland	Bladen	Sampson	Duplin	Johnston	Harnett
2000 - 2017	10%	4%	5%	20%	61%	46%
Growth / year	0.6%	0.2%	0.3%	1.2%	3.6%	2.7%

Source: U.S. Census Data-ESRI

During the 17 years' period Sampson County added approximately 3,269 new residents.

Figure 4-2. Population growth in Sampson and surrounding counties.



Source: U.S. Census Data

Race

Tables 4-3 shows the racial composition in Clinton. Approximately 47% of the City is white, 38% black and 13.5% Hispanic. The remainder of the population is comprised of American Indian, Asian, Pacific Islander and others.

Table 4-3. City of Clinton race percentages - 2017.

Race	White	Black	Hispanic	American Indian	Asian	Pacific Islander	Some Other Race*	2 or more races (mix)
Percent of Population	47.3%	37.5%	13.5%	2.0%	1.3%	0.2%	9.1%	2.6%

Source: U.S. Census Data – ESRI

*Previously known as “Other” which is an uncategorical statistic

Age

The census data in Table 4-4 shows that Clinton's population has become slightly older, as the median age increased 1.2 years from 2000 to 2017. *This is likely an indication of a loss of young adults moving out of Clinton for employment.*

Table 4-4. City of Clinton median age.

	2000	2010	2017	Change in age (2000-2017)
Age (years)	42.1	42.3	43.3	+1.2 years

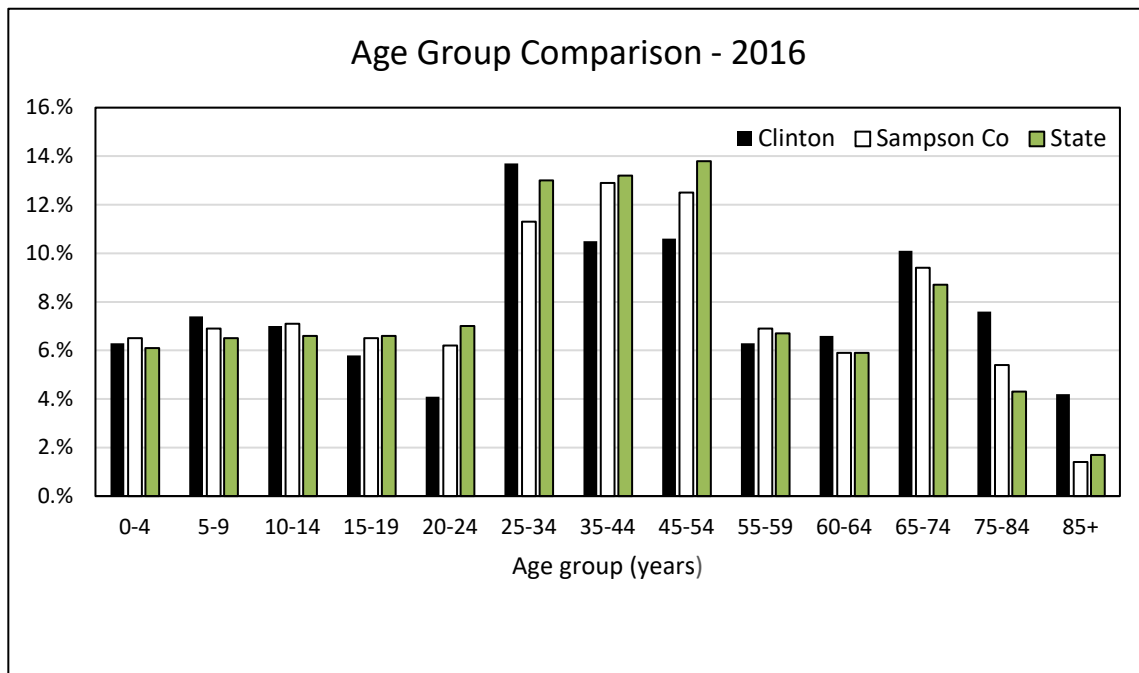
Source: U.S. Census Data - ESRI

A census age group comparison is shown in Figure 4-3 for Clinton, Sampson County, and the State. Generally, compared to Sampson County and the State, Clinton has a lower percentage of young and middle-aged persons from 0 to 54 years old, with exceptions in the 5-9-year-old range and 25-34-year-old range, where the percentages are a little higher. The town has more older persons above 60 years old compared to the County and State.

Clinton age group highlights compared to Sampson County and State (Figure 4-3)

- Smaller percentage of young and middle-aged persons - 0-54 age (*Except 5-9 yrs. & 25-34 yrs.*)
- More late-middle aged, older, and elderly persons – 60 and above age

Figure 4-3. Clinton, Sampson County, and State population by age group comparison.



Source: U.S. Census Data

Poverty

The amount of poverty in Clinton is a bit higher compared to Sampson County and much higher than the state average. Total population poverty was 29% versus 17% for the state; Under 18 years old the poverty was 44% versus 24% for the State; 18 to 64 years old the poverty was 27% versus 16% for the state. And for 65 and older the poverty was 17% versus 10% for the state (Table 4-5).

Table 4-5. Clinton, Sampson County and State percent persons below poverty, and comparison – 2016.

Poverty	Total Population	Under 18 years	18-64 years	65 years and older
Clinton	29%	44%	27%	17%
Sampson County	24%	36%	22%	14%
North Carolina	17%	24%	16%	10%

Source: U.S. Census Data - Poverty Guidelines for 2016 are based on persons in family/household: One-\$12,071; Two-\$15,379; Three-\$18,850; Four-\$24,230;

Households

In 2000 Clinton had 3,340 households, and by 2017 had increased to 3,424 households. (Table 4-6). From 2000 to 2017 the number of households increased by 84.

Table 4-6. Clinton number of households.

Year	2000	2010	2017
Households	3,340	3,392	3,424

Source: U.S. Census Data-ESRI

From 2000 to 2017 the number of housing units in Clinton (Table 4-7) grew by 96 units. From 2000 to 2017, 9 new units were added, while between 2010 and 2017, 87 new units were added.

Table 4-7. Clinton housing unit growth.

Year	2000	2010	2017
Number of housing units	3,702	3,711	3,798

Source: U.S. Census Data-ESRI

Occupancy - Vacancy

Clinton's housing occupancy in 2016 (Tables 4-8 and 4-9) was 88.8% which was 2.4% higher than Sampson County and 3.1% higher than the State. The City's vacancy was similarly lower than the County and the State.

Table 4-8. Clinton housing occupancy and vacancy – 2016.

	Occupancy	Vacancy
Percent	88.8%	11.2%
Number of housing units	3,889	434

Source: U.S. Census Data

Table 4-9. Housing occupancy and vacancy comparison – 2016.

	Occupancy	Vacancy
City of Clinton	88.8%	11.2%
Sampson County	86.4%	13.6%
North Carolina	85.7%	14.3%

Source: U.S. Census Data

Housing value

The cost of housing in 2016 as shown in Table 4-10 in Clinton was higher than Sampson County, and surrounding counties, other than Cumberland and Johnston.

Table 4-10. Comparison of median value of owner occupied housing units – 2016.

County	Clinton	Sampson	Cumberland	Wayne	Duplin	Johnston
Median house value	\$117,200	\$87,900	\$129,000	\$114,200	\$88,200	\$147,500

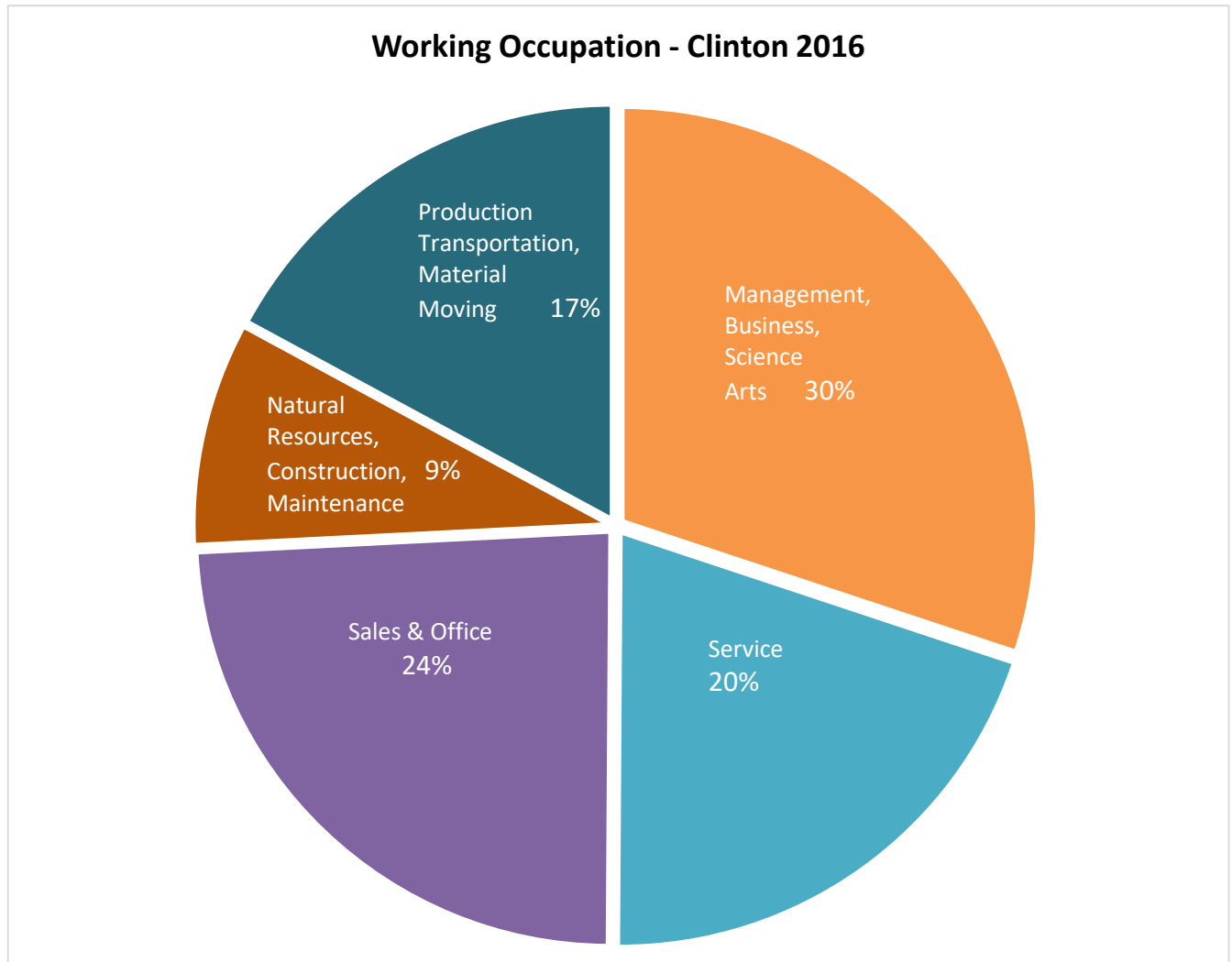
Source: U.S. Census Data

Working occupation

Worker occupation in Clinton is shown in the following pie-chart (Figure 4-4).

Management, Business, Science and Arts account for 30% of worker occupations, Sales and Office 24%, Service 20%, Production, Transportation, and Material moving at 17% and Natural resources, Construction and Maintenance 9%.

Figure 4-4. Worker occupation in Clinton – 2016.



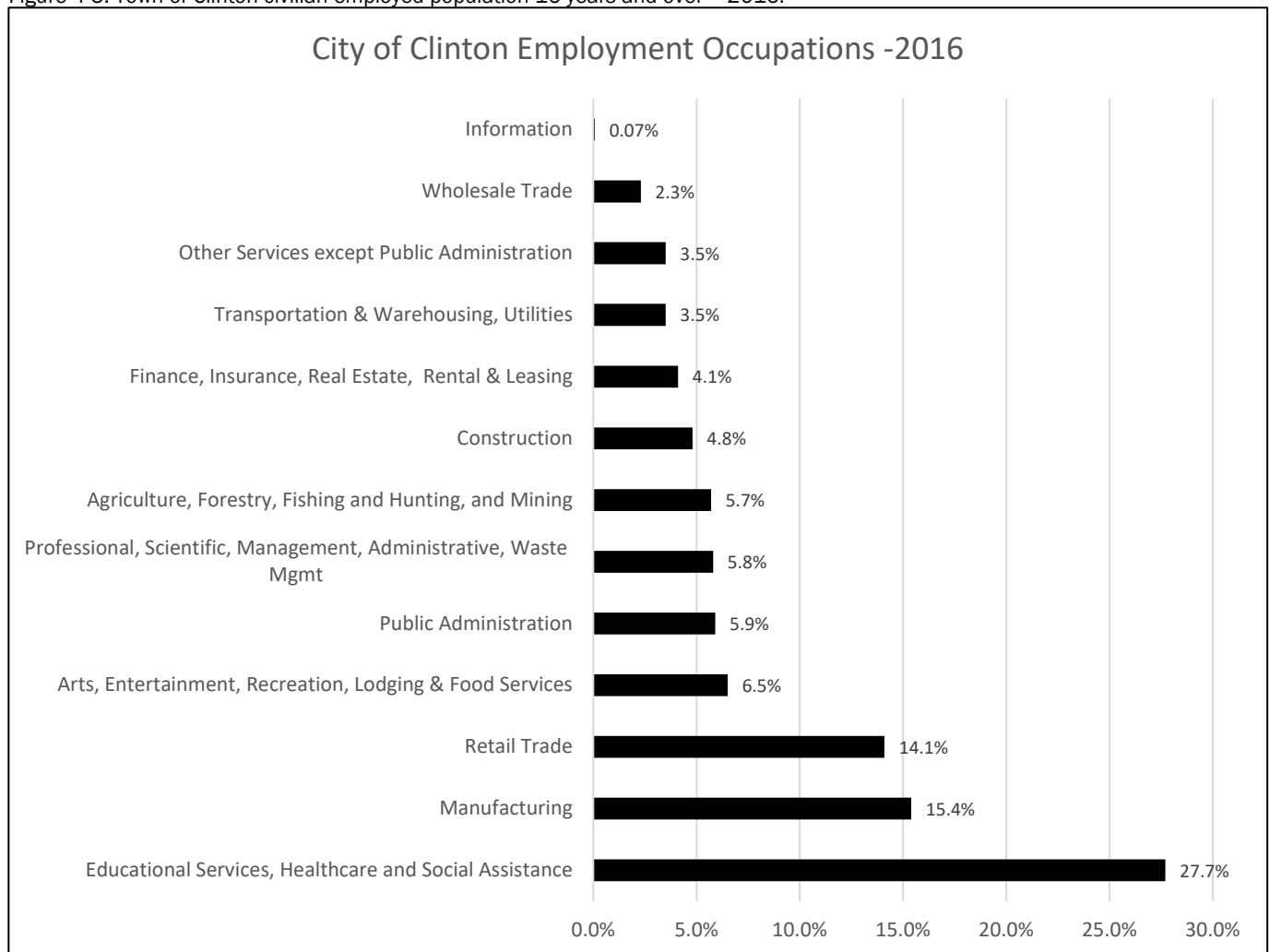
Source: U.S. Census Data – American Community Survey

The following Figure 4-5 shows categories of Clinton civilian employed population 16 years and over for 2016.

The **top three fields of employment in Clinton** are:

1. Educational services, health care, social assistance
2. Manufacturing
3. Retail Trade

Figure 4-5. Town of Clinton civilian employed population 16 years and over – 2016.



Source: U.S. Census Data – American Fact Finder.

Unemployment

The unemployment rate for Sampson County was 4.3% in June 2018 (Table 4-11).

The Sampson, Pender and Johnston county rates were lower than the other neighboring counties. Cumberland, Wayne, and Duplin had higher unemployment rates than the State which was 4.2%.

Table 4-11. Unemployment rates – June 2018.

Counties	Sampson	Cumberland	Wayne	Pender	Duplin	Johnston	NC
Unemployment rate	4.3%	5.4%	4.6%	4.2%	4.7%	3.9%	4.2%

Source: N.C. Department of Commerce

Income

Clinton has a lower per capita income and household mean (average) income compared to the State but it's very close to Sampson County. (Table 4-12)

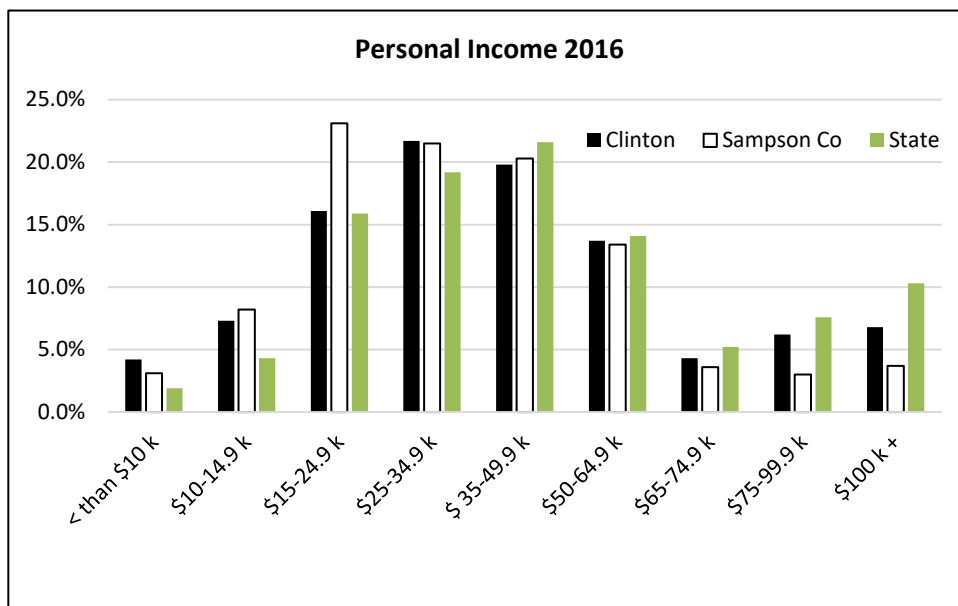
Table 4-12. Per capita and mean household income – 2016.

	Clinton	Sampson Co.	North Carolina
Per Capita Income	\$20,911	\$19,871	\$ 26,779
Household Mean Income	\$50,016	\$51,123	\$ 67,367

Source: U.S. Census

Personal income and household income distribution 2016 for Clinton, Sampson County, and the State is shown in the following Figures 4-6 and 4-7. For personal income (Figure 4-6) Clinton has a higher percentage of persons with income from less than \$10K to \$35K income brackets compared to the State and slightly lower than Sampson County in the \$10k to \$25K brackets. Clinton is lower than the State in the \$50K to over \$100K brackets, but higher than the County.

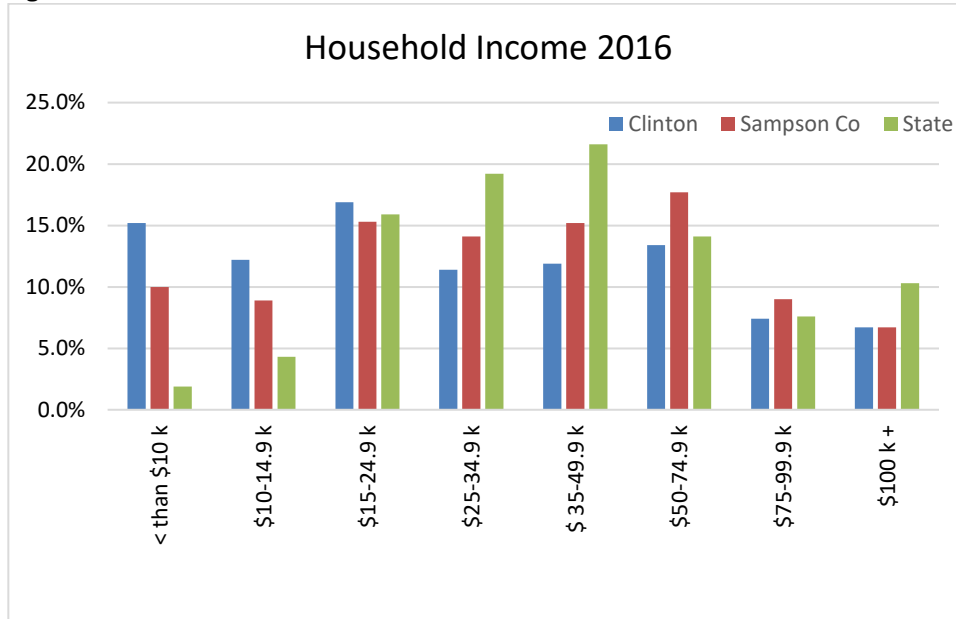
Figure 4-6. Clinton personal income \$ distribution – 2016.



Source: U.S. Census Data

As shown in Figure 4-7 Clinton has a higher percentage of households with incomes \$25 thousand and less than the State. Compared to the State and Sampson County, Clinton has a lower percentage of households with incomes above \$25 thousand in all the brackets but equals the County in the \$100K-plus bracket.

Figure 4-7. Clinton household income \$ income distribution – 2016.

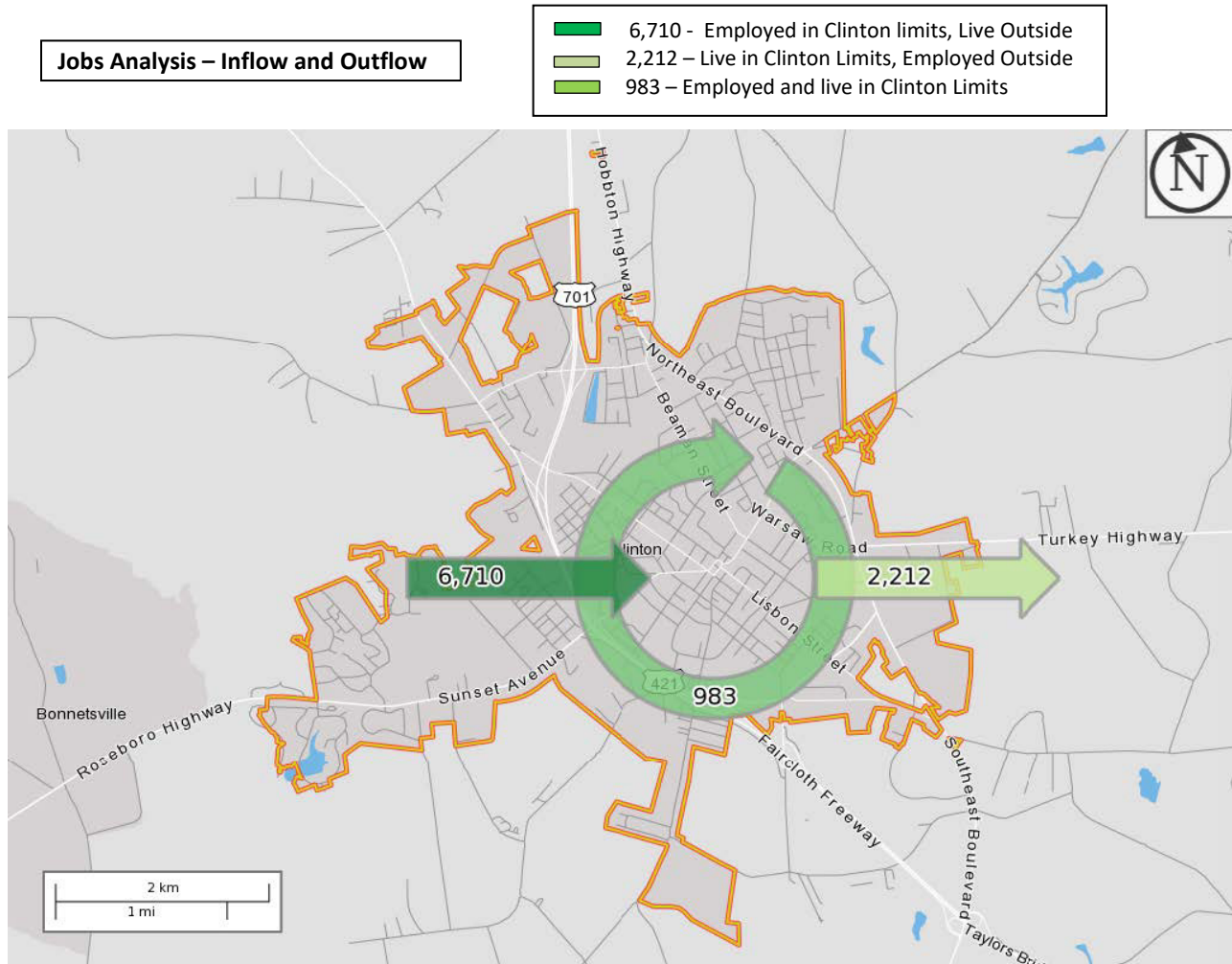


Source: U.S. Census Data

Jobs – Inflow and Outflow

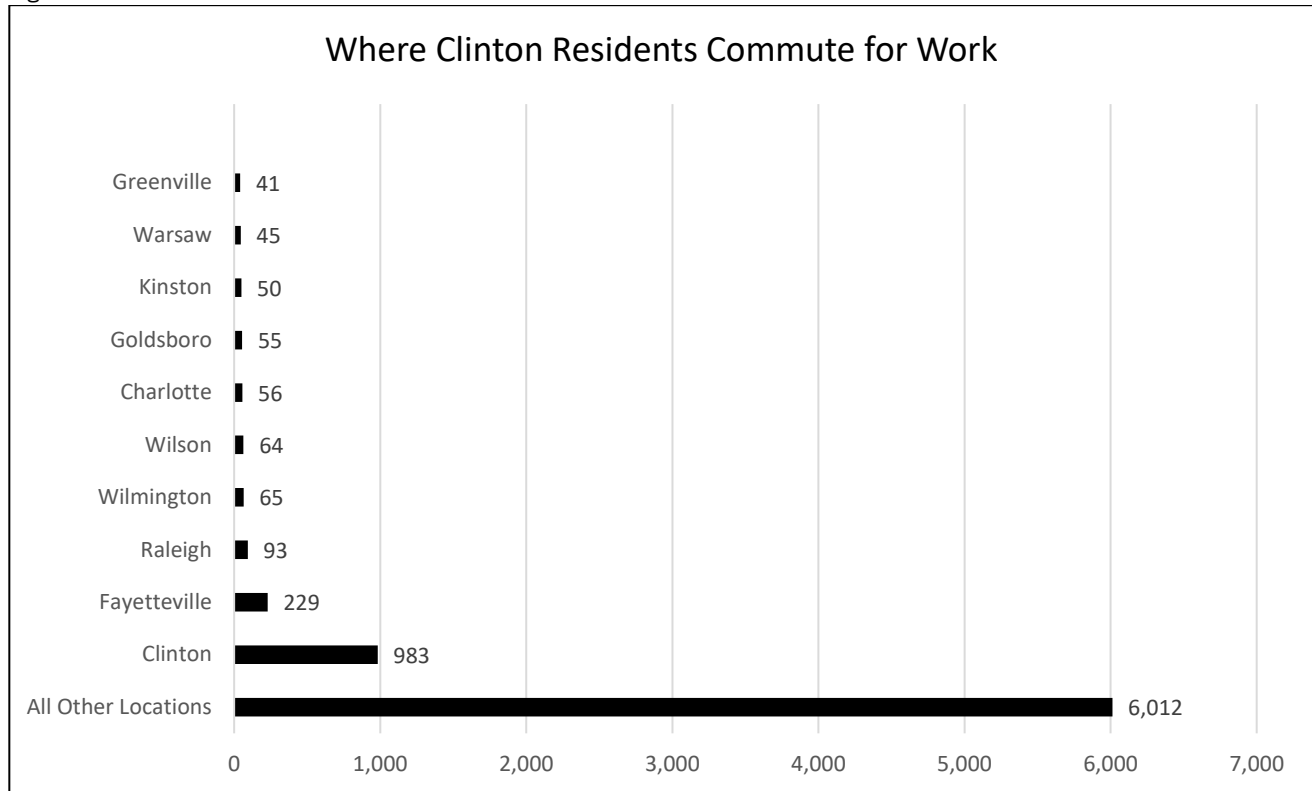
The following Figure 4-9 map shows a 2015 jobs analysis with inflow and outflow where: 6,710 people are employed in Clinton and commute in from outside the City for work; 2,212 people live in Clinton and commute outside the town for work; and 983 people are employed and live in Clinton.

Figure 4-9. Jobs inflow and outflow analysis of Clinton – 2015.



Where City residents commute to work is shown in the following Figure 4-10 and the following Table 4-13. Clinton, Fayetteville and Raleigh are the single largest percent destinations.

Figure 4-10. Where Clinton Residents commute for Work



(Source: US Census – On The Map)

Table 4-13. Where Clinton Residents commute for Work (percentage)

Commute for Work	Percent
Clinton	12.8%
Fayetteville	3.0%
Raleigh	1.2%
Wilmington	0.8%
Wilson	0.8%
Charlotte	0.7%
Goldsboro	0.7%
Kinston	0.6%
Warsaw	0.6%
Greenville	0.5%
All Other Locations	78.1%

(Source: US Census – On The Map)

Largest Town Employers

The following Tables (4-14 and 4-15) show the top 15 largest employers by number of employees and annual dollar sales. The top employer is Smithfield Farmland, and the largest dollar sales companies are Smithfield Farmland and Wellman Oil Company.

Data source: NC Department of Commerce – Labor and Economic Analysis Division.

Table 4-14. Top 15 largest Employers in Clinton by Number of Employees.

Entity	Description	Company Size
Smithfield Fresh Meats	Wholesalers	1800
Sampson Regional Medical Ctr	Hospitals	506
Mary Gran Nursing Ctr	Nursing & Convalescent Homes	250
S & W Ready-Mix Llc	Concrete-Ready Mixed	200
Sampson Community Clg Hearing	Educational Programs	200
Schindler Elevator Corp	Elevators-Sales & Service	189
Sampson Home Health	Home Health Service	150
Union Elementary School	Schools	145
Lowe's Home Improvement	Home Centers	140
Kerr Elementary School	Schools	139
Local Net	Internet Service	106
Du Bose Strapping Inc	Metal Goods-Manufacturers	100
Hog Slat Distribution Ctr	Distribution Services	100
Kivett's Inc	Church Furniture-Manufacturers	100
Southwood Nursing Ctr	Rehabilitation Services	100

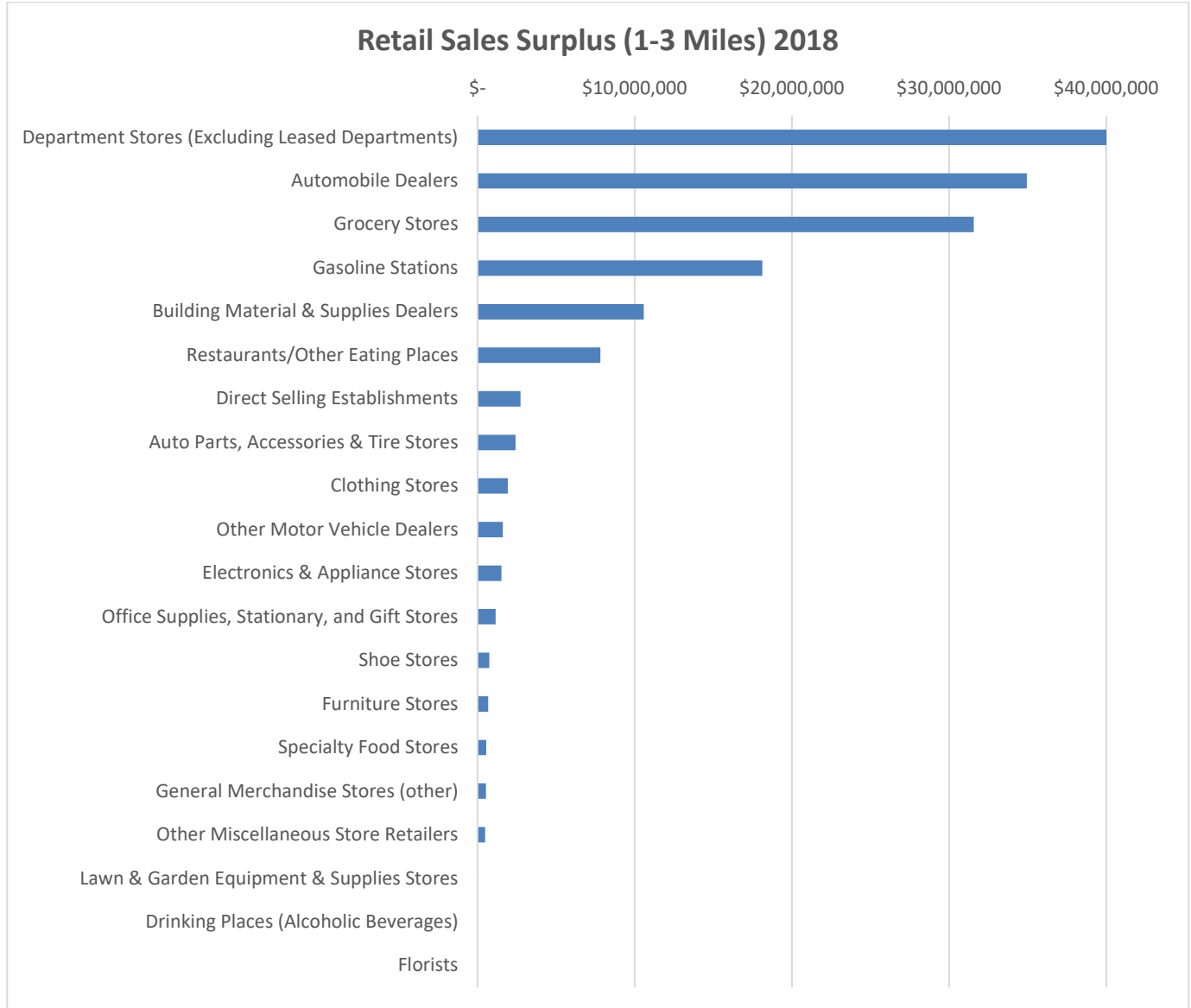
Table 4-15. Top 15 Largest Companies in Clinton by Annual Sales.

Company Name	Business Description	Annual Sales
Smithfield Fresh Meats	Wholesalers	\$50 - \$100 Million
Wellman Oil Co Inc	Oils-Fuel (Wholesale)	\$50 - \$100 Million
B J Williamson Inc	Gas-Liquefied Petro-Bttld/Bulk (Whls)	\$50 - \$100 Million
Dubose National Energy Svc	Steel-Distributors & Warehouses (Whls)	\$50 - \$100 Million
Lowe's Home Improvement	Home Centers	\$20 - \$50 Million
Wilcohes Llc	Petroleum Products-Manufacturers	\$20 - \$50 Million
Bvj Co	Pole Line Equipment (Whls)	\$20 - \$50 Million
Clinton Truck & Tractor Co	Tractor-Dealers (Whls)	\$20 - \$50 Million
M & W Diesel Svc	Diesel Fuel (Whls)	\$20 - \$50 Million
Deacon Jones Toyota	Automobile Dealers-New Cars	\$20 - \$50 Million
Dubose Industries Inc	Metal-Distributors (Whls)	\$20 - \$50 Million
Schindler Elevator Corp	Elevators-Sales & Service	\$10 - \$20 Million
Hog Slat Distribution Ctr	Distribution Services	\$10 - \$20 Million
Kivett's Inc	Church Furniture-Manufacturers	\$10 - \$20 Million
Thornton Chevrolet Buick	Automobile Dealers-New Cars	\$10 - \$20 Million

Retail/Service Economic Assessment

The following *Figure 4-12* shows an analysis of twenty different retail industry group categories in the City of Clinton in 2018. The bar-graph for these twenty categories shows the sales surplus (\$) amount being spent in the city. This means that customers are drawn in from within the 1-3-mile trade area. For example, the “Department Stores” category is the largest positive draw to Clinton at approximately \$40 million. While “Florists” category is still positive but at a smaller draw of approximately \$1.4 million.

Figure 4-12. City of Clinton Retail Surplus (\$ Surplus, 2018).



Source: AccessNC - ESRI Retail Marketplace Profile - 2018

Table 4-16 below shows the same information as the graph in Figure 4-12. The total that Clinton is capturing from within the 1 to 3-mile portion of the trade area is approximately \$157 million dollars.

Table 4-16. Clinton Retail Surplus Sales by Industry Group - 2018

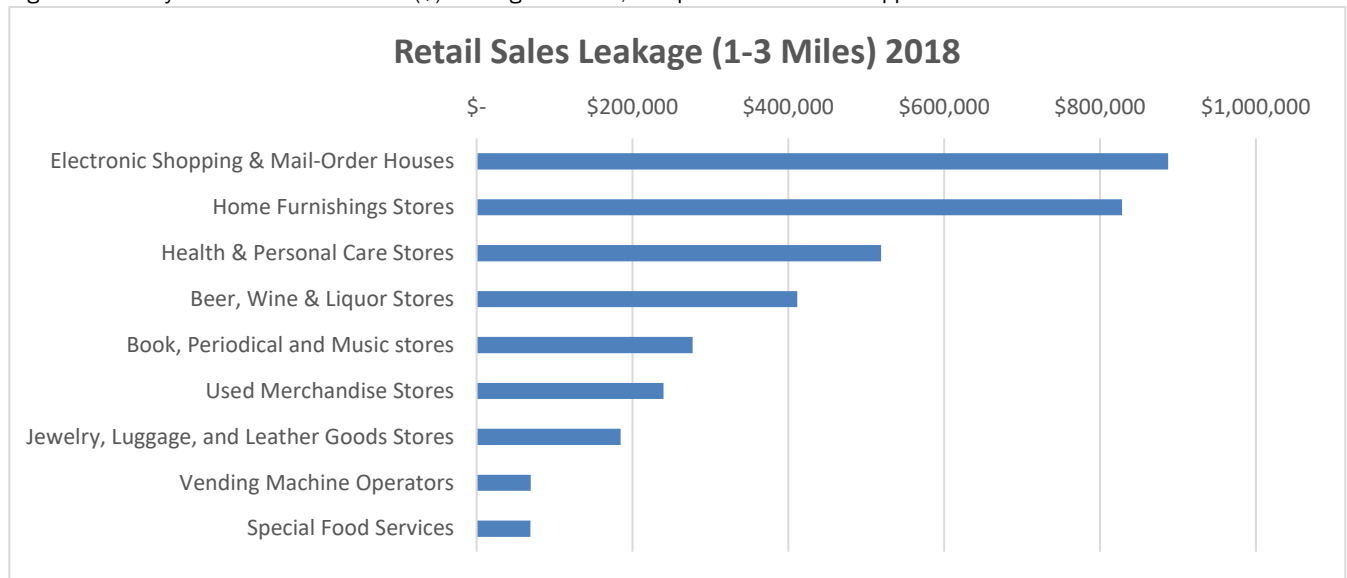
	Industry Group Sales Surplus (1-3 miles)	Surplus \$
1	Department Stores (Excluding Leased Departments)	\$ 40,008,990.00
2	Automobile Dealers	\$ 34,951,294.00
3	Grocery Stores	\$ 31,575,660.00
4	Gasoline Stations	\$ 18,115,516.00
5	Building Material & Supplies Dealers	\$ 10,577,208.00
6	Restaurants/Other Eating Places	\$ 7,814,784.00
7	Direct Selling Establishments	\$ 2,736,400.00
8	Auto Parts, Accessories & Tire Stores	\$ 2,421,532.00
9	Clothing Stores	\$ 1,923,964.00
10	Other Motor Vehicle Dealers	\$ 1,614,646.00
11	Electronics & Appliance Stores	\$ 1,515,351.00
12	Office Supplies, Stationary, and Gift Stores	\$ 1,144,181.00
13	Shoe Stores	\$ 741,805.00
14	Furniture Stores	\$ 671,490.00
15	Specialty Food Stores	\$ 547,263.00
16	General Merchandise Stores (other)	\$ 533,323.00
17	Other Miscellaneous Store Retailers	\$ 475,856.00
18	Lawn & Garden Equipment & Supplies Stores	\$ 31,745.00
19	Drinking Places (Alcoholic Beverages)	\$ 17,182.00
20	Florists	\$ 11,528.00
TOTAL SURPLUS		\$ 157,429,718.00

(Source: AccessNC - ESRI Retail Marketplace Profile – 2018)

The Figure 4-13 graph (below) shows retail sales leakage from 9 different retail industry group categories from within the 1 - 3-mile portion of the trade area in Clinton in 2018. The bar-graph shows retail leakage (\$) where city customers shop outside the trade area.

For example, the city “leaks” approximately \$887,390 in “Electronic Shopping & Mail-Order Houses”, and approximately \$69,000 in the “Special Food Services” category. These amounts may not be enough to entice new business start-ups but may encourage expansions of existing businesses or some niche business opportunities.

Figure 4-13. City of Clinton Retail Dollar (\$) Leakage in 2018, and potential business opportunities.



(Source: AccessNC - ESRI Retail Marketplace Profile - 2018)

Table 4-17 below shows the same information as the graph in Figure 4-13. The total that Clinton is “leaking” outside the 1-3-mile portion of the trade area is approximately \$3.5 million dollars.

Table 4-17. City of Clinton Retail Sales Leakage/potential business opportunities (From Figure 4-13 graph)

	Industry Group Sales Leakage (1-3 miles)	Leakage \$
1	Electronic Shopping & Mail-Order Houses	\$ 887,390.00
2	Home Furnishings Stores	\$ 828,205.00
3	Health & Personal Care Stores	\$ 519,103.00
4	Beer, Wine & Liquor Stores	\$ 411,428.00
5	Book, Periodical and Music stores	\$ 277,294.00
6	Used Merchandise Stores	\$ 239,919.00
7	Jewelry, Luggage, and Leather Goods Stores	\$ 184,957.00
8	Vending Machine Operators	\$ 69,535.00
9	Special Food Services	\$ 68,796.00
	TOTAL LEAKAGE	\$ 3,486,627.00

(Source: AccessNC - ESRI Retail Marketplace Profile - 2018)

Section 4. Current Economic Situation

This section of the Strategic Plan contains demographics, traffic counts, job and employment type, and a retail service economic assessment for the City of Clinton.

Population

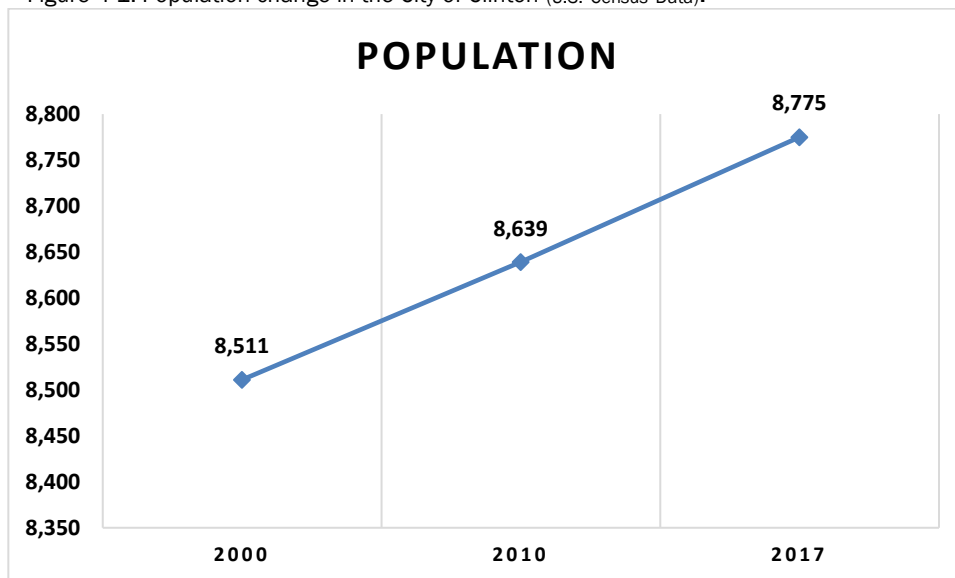
The City of Clinton population increased slightly from 2000 to 2017, with no indication of slowing down. (Table 4-1 and Figure 4-1).

Table 4-1. Clinton population changes.

Year	2000	2010	2017
Population	8,511	8,639	8,775

Source: U.S. Census Data - ESRI

Figure 4-1. Population change in the City of Clinton (U.S. Census Data).



The population growth from 2000 to 2017 in the regional six-county area (Table 4-2, and Figure 4-2) shows that Sampson County over the last 17 years grew 5%. Bladen was slower, but similar but slower in growth at 4%. Johnston and Harnett counties grew at 61% and 46% respectively. Duplin grew at 20% and Cumberland at 10%.

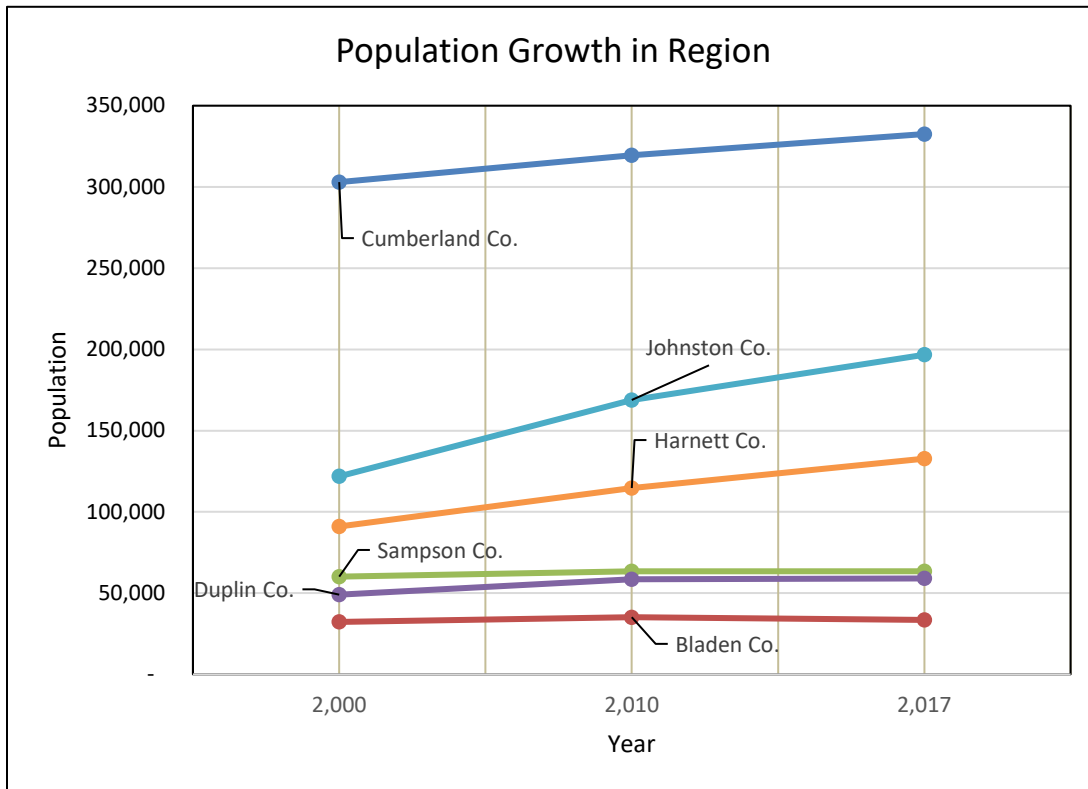
Table 4-2. Regional population growth of Sampson County and neighboring counties.

Counties	Cumberland	Bladen	Sampson	Duplin	Johnston	Harnett
2000 - 2017	10%	4%	5%	20%	61%	46%
Growth / year	0.6%	0.2%	0.3%	1.2%	3.6%	2.7%

Source: U.S. Census Data-ESRI

During the 17 years' period Sampson County added approximately 3,269 new residents.

Figure 4-2. Population growth in Sampson and surrounding counties.



Source: U.S. Census Data

Race

Tables 4-3 and 4-4 show the race composition in Clinton. Approximately 47% of the City is white, 38% black and 13.5% Hispanic. The remainder of the population is comprised of American Indian, Asian, Pacific Islander and others.

Table 4-3. City of Clinton race percentages - 2017.

Race	White	Black	Hispanic	American Indian	Asian	Pacific Islander	Some Other Race*	2 or more races (mix)
Percent of Population	47.3%	37.5%	13.5%	2.0%	1.3%	0.2%	9.1%	2.6%

Source: U.S. Census Data – ESRI

*Previously known as “Other” which is an uncategorical statistic

Age

The census data in Table 4-5 shows that Clinton's population has become slightly older, as the median age increased 1.2 years from 2000 to 2017. *This is likely an indication of a loss of young adults moving out of Clinton for employment.*

Table 4-5. City of Clinton median age.

	2000	2010	2017	Change in age (2000-2017)
Age (years)	42.1	42.3	43.3	+1.2 years

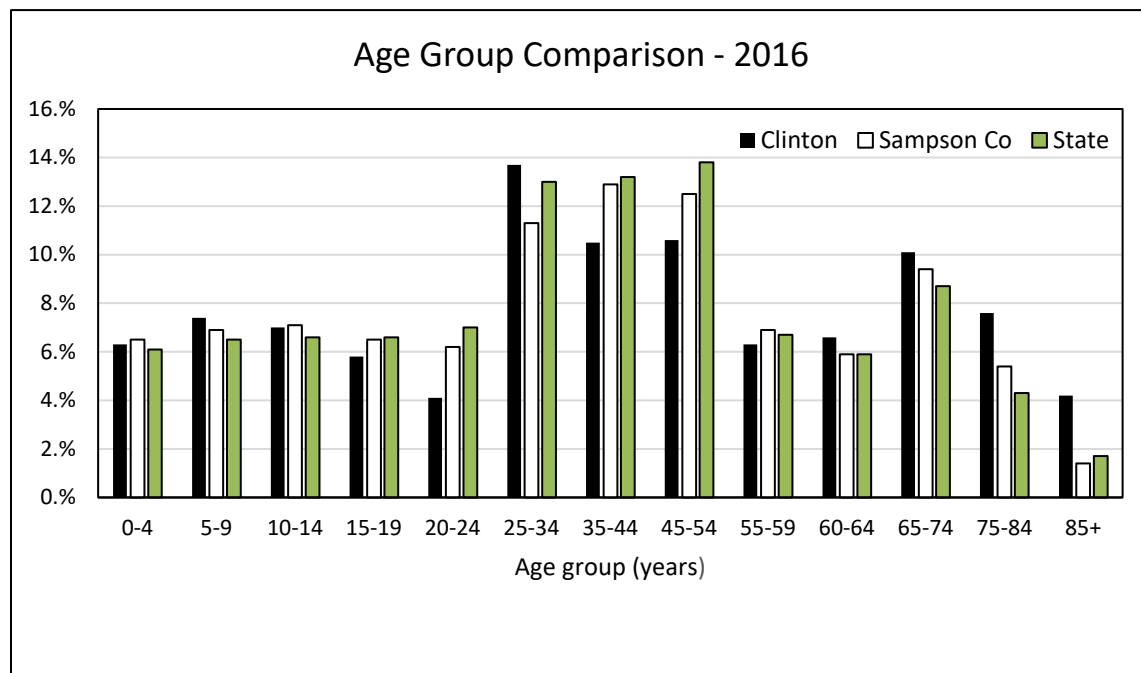
Source: U.S. Census Data - ESRI

A census age group comparison is shown in Figure 4-3 for Clinton, Sampson County, and the State. Generally, compared to Sampson County and the State, Clinton has a lower percentage of young and middle-aged persons from 0 to 54 years old, with exceptions in the 5-9-year-old range and 25-34-year-old range, where the percentages are a little higher. The town has more older persons above 60 years old compared to the County and State.

Clinton age group highlights compared to Sampson County and State (Figure 4-3)

- Smaller percentage of young and middle-aged persons - 0-54 age (*Except 5-9 yrs. & 25-34 yrs.*)
- More late-middle aged, older, and elderly persons – 60 and above age

Figure 4-3. Clinton, Sampson County, and State population by age group comparison.



Source: U.S. Census Data

Poverty

The amount of poverty in Clinton is a bit higher compared to Sampson County and much higher than the state average. Total population poverty was 29% versus 17% for the state; Under 18 years old the poverty was 44% versus 24% for the State; 18 to 64 years old the poverty was 27% versus 16% for the state. And for 65 and older the poverty was 17% versus 10% for the state (Table 4-6).

Table 4-6. Clinton, Sampson County and State percent persons below poverty, and comparison – 2016.

Poverty	Total Population	Under 18 years	18-64 years	65 years and older
Clinton	29%	44%	27%	17%
Sampson County	24%	36%	22%	14%
North Carolina	17%	24%	16%	10%

Source: U.S. Census Data - Poverty Guidelines for 2016 are based on persons in family/household: One-\$12,071; Two-\$15,379; Three-\$18,850; Four-\$24,230;

Households

In 2000 Clinton had 3,340 households, and by 2017 had increased to 3,424 households. (Table 4-7). From 2000 to 2017 the number of households increased by 84.

Table 4-7. Clinton number of households.

Year	2000	2010	2017
Households	3,340	3,392	3,424

Source: U.S. Census Data-ESRI

From 2000 to 2017 the number of housing units in Clinton (Table 4-8) grew by 96 units. From 2000 to 2017, 9 new units were added, while between 2010 and 2017, 87 new units were added.

Table 4-8. Clinton housing unit growth.

Year	2000	2010	2017
Number of housing units	3,702	3,711	3,798

Source: U.S. Census Data-ESRI

Occupancy - Vacancy

Clinton's housing occupancy in 2016 (Tables 4-9 and 4-10) was 88.8% which was 2.4% higher than Sampson County and 3.1% higher than the State. The City's vacancy was similarly lower than the County and the State.

Table 4-9. Clinton housing occupancy and vacancy – 2016.

	Occupancy	Vacancy
Percent	88.8%	11.2%
Number of housing units	3,889	434

Source: U.S. Census Data

Table 4-10. Housing occupancy and vacancy comparison – 2016.

	Occupancy	Vacancy
City of Clinton	88.8%	11.2%
Sampson County	86.4%	13.6%
North Carolina	85.7%	14.3%

Source: U.S. Census Data

Housing value

The cost of housing in 2016 as shown in Table 4-11 in Clinton was higher than Sampson County, and surrounding counties, other than Cumberland and Johnston.

Table 4-11. Comparison of median value of owner occupied housing units – 2016.

County	Clinton	Sampson	Cumberland	Wayne	Duplin	Johnston
Median house value	\$117,200	\$87,900	\$129,000	\$114,200	\$88,200	\$147,500

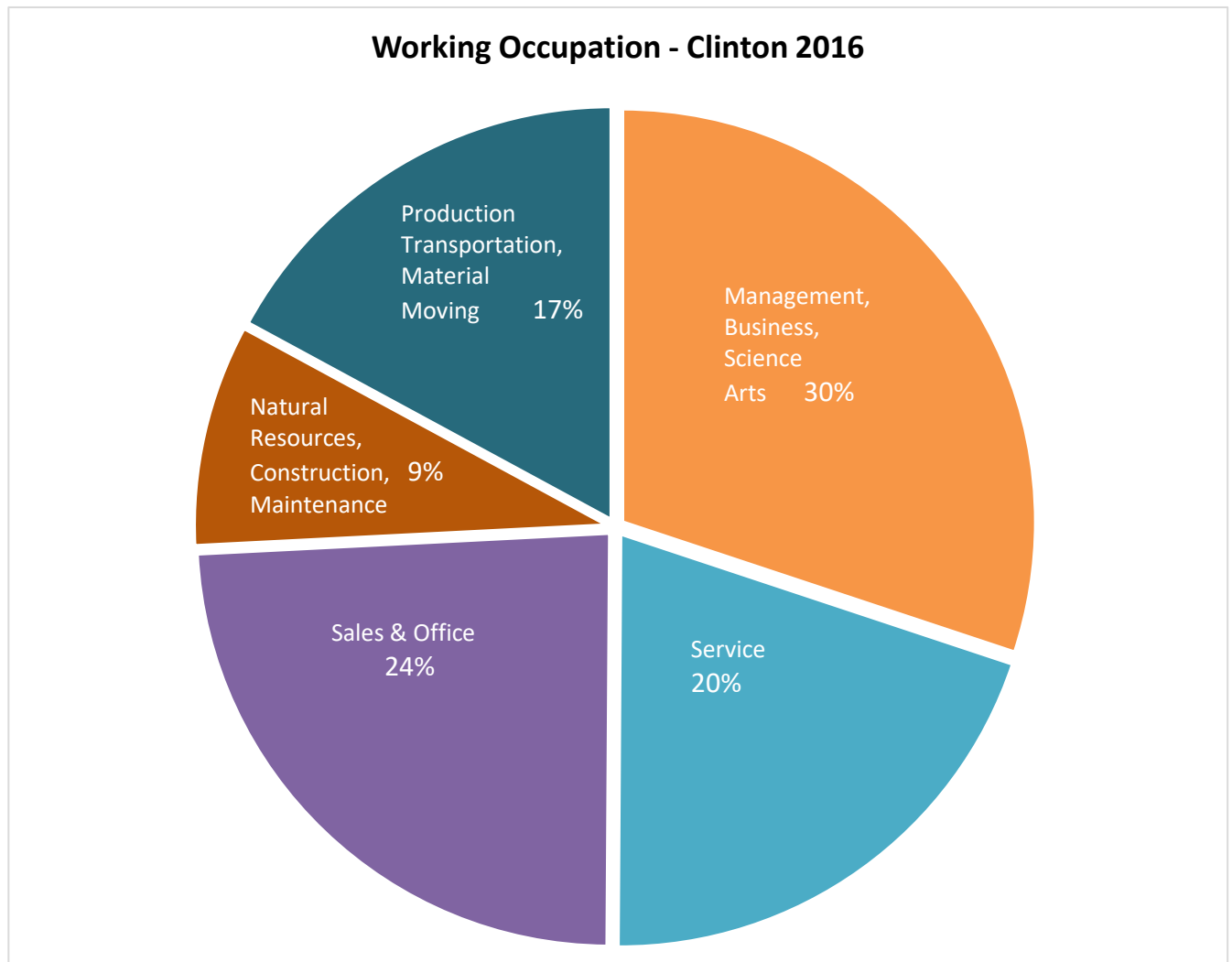
Source: U.S. Census Data

Working occupation

Worker occupation in Clinton is shown in the following pie-chart (Figure 4-4).

Management, Business, Science and Arts account for 30% of worker occupations, Sales and Office 24%, Service 20%, Production, Transportation, and Material moving at 17% and Natural resources, Construction and Maintenance 9%.

Figure 4-4. Worker occupation in Clinton – 2016.



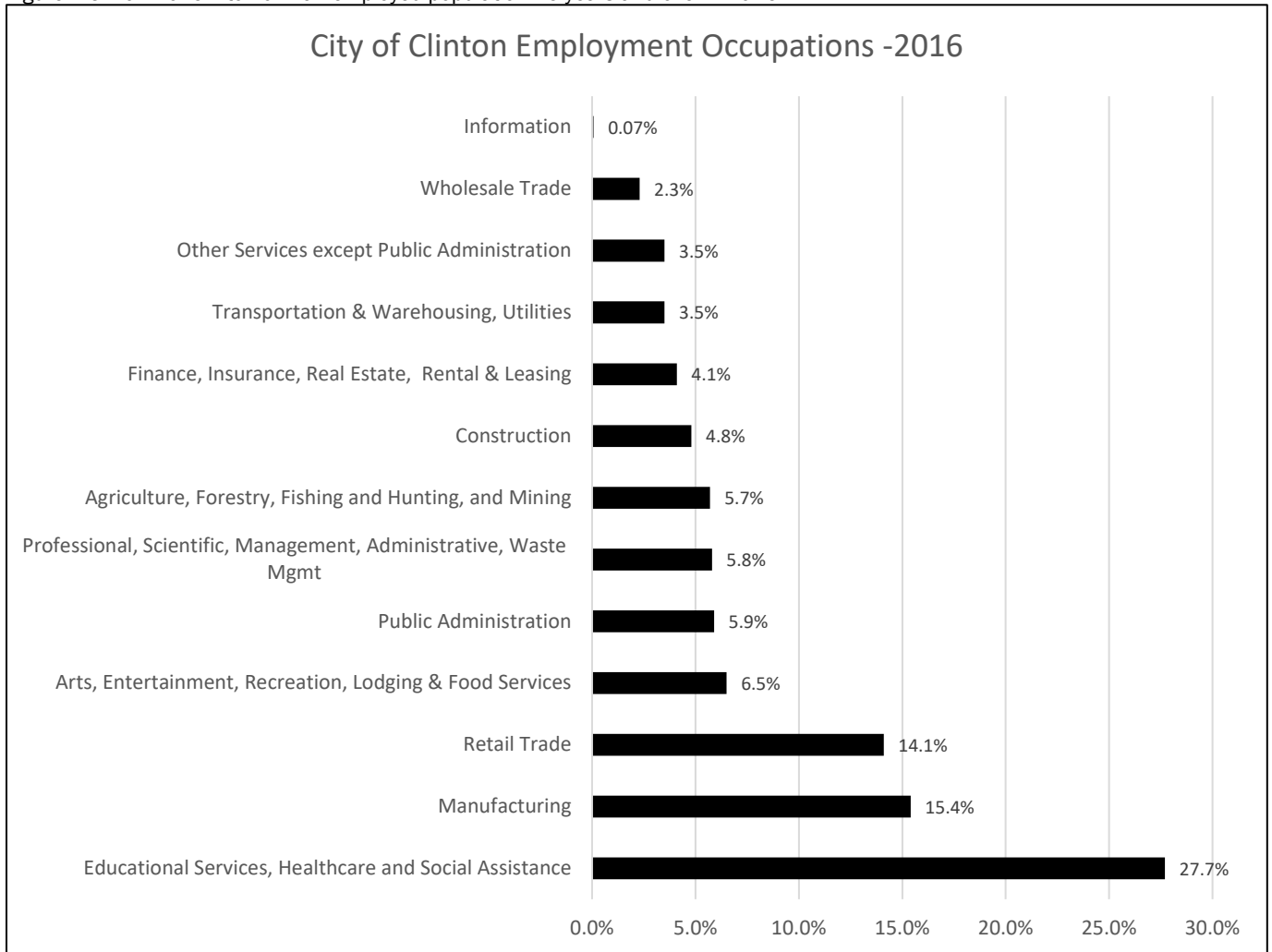
Source: U.S. Census Data – American Community Survey

The following Figure 4-5 shows categories of Clinton civilian employed population 16 years and over for 2016.

The **top three fields of employment in Clinton** are:

1. Educational services, health care, social assistance
2. Manufacturing
3. Retail Trade

Figure 4-5. Town of Clinton civilian employed population 16 years and over – 2016.



Source: U.S. Census Data – American Fact Finder.

Unemployment

The unemployment rate for Sampson County was 4.3% in June 2018 (Table 4-12).

The Sampson, Pender and Johnston county rates were lower than the other neighboring counties. Cumberland, Wayne, and Duplin had higher unemployment rates than the State which was 4.2%.

Table 4-12. Unemployment rates – June 2018.

Counties	Sampson	Cumberland	Wayne	Pender	Duplin	Johnston	NC
Unemployment rate	4.3%	5.4%	4.6%	4.2%	4.7%	3.9%	4.2%

Source: N.C. Department of Commerce

Income

Clinton has a lower per capita income and household mean (average) income compared to the State but it's very close to Sampson County. (Table 4-13)

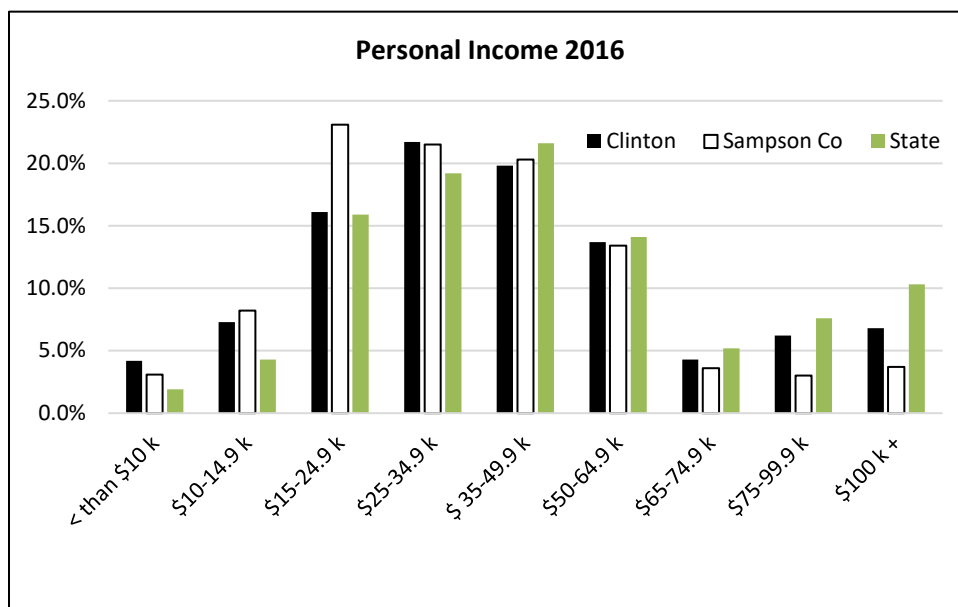
Table 4-13. Per capita and mean household income – 2016.

	Clinton	Sampson Co.	North Carolina
Per Capita Income	\$20,911	\$19,871	\$ 26,779
Household Mean Income	\$50,016	\$51,123	\$ 67,367

Source: U.S. Census

Personal income and household income distribution 2016 for Clinton, Sampson County, and the State is shown in the following Figures 4-6 and 4-7. For personal income (Figure 4-6) Clinton has a higher percentage of persons with income from less than \$10K to \$35K income brackets compared to the State and slightly lower than Sampson County in the \$10k to \$25K brackets. Clinton is lower than the State in the \$50K to over \$100K brackets, but higher than the County.

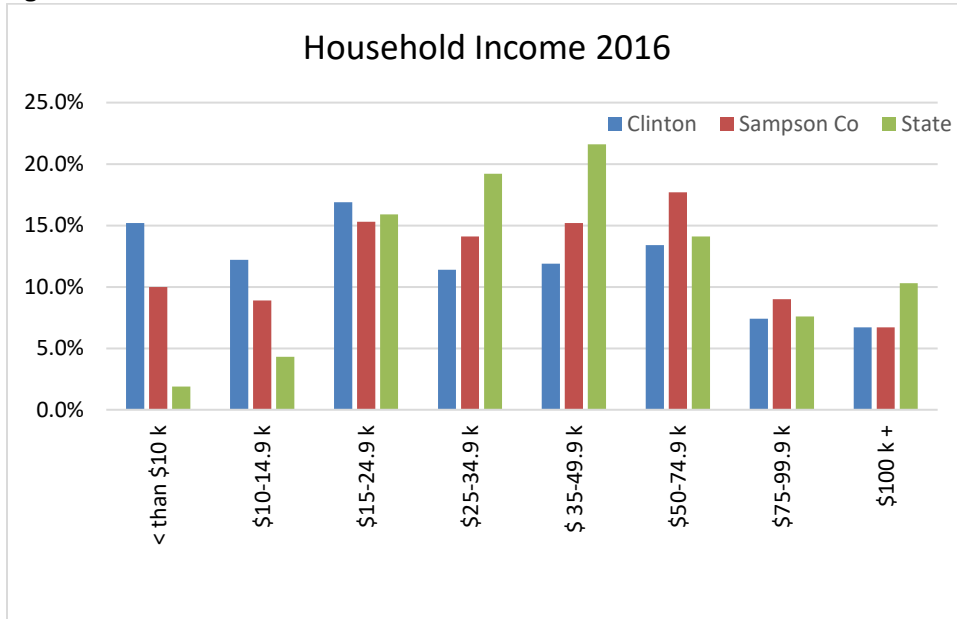
Figure 4-6. Clinton personal income \$ distribution – 2016.



Source: U.S. Census Data

As shown in Figure 4-7 Clinton has a higher percentage of households with incomes \$25 thousand and less than the State. Compared to the State and Sampson County, Clinton has a lower percentage of households with incomes above \$25 thousand in all the brackets, but equals the County in the \$100K-plus bracket.

Figure 4-7. Clinton household income \$ income distribution – 2016.



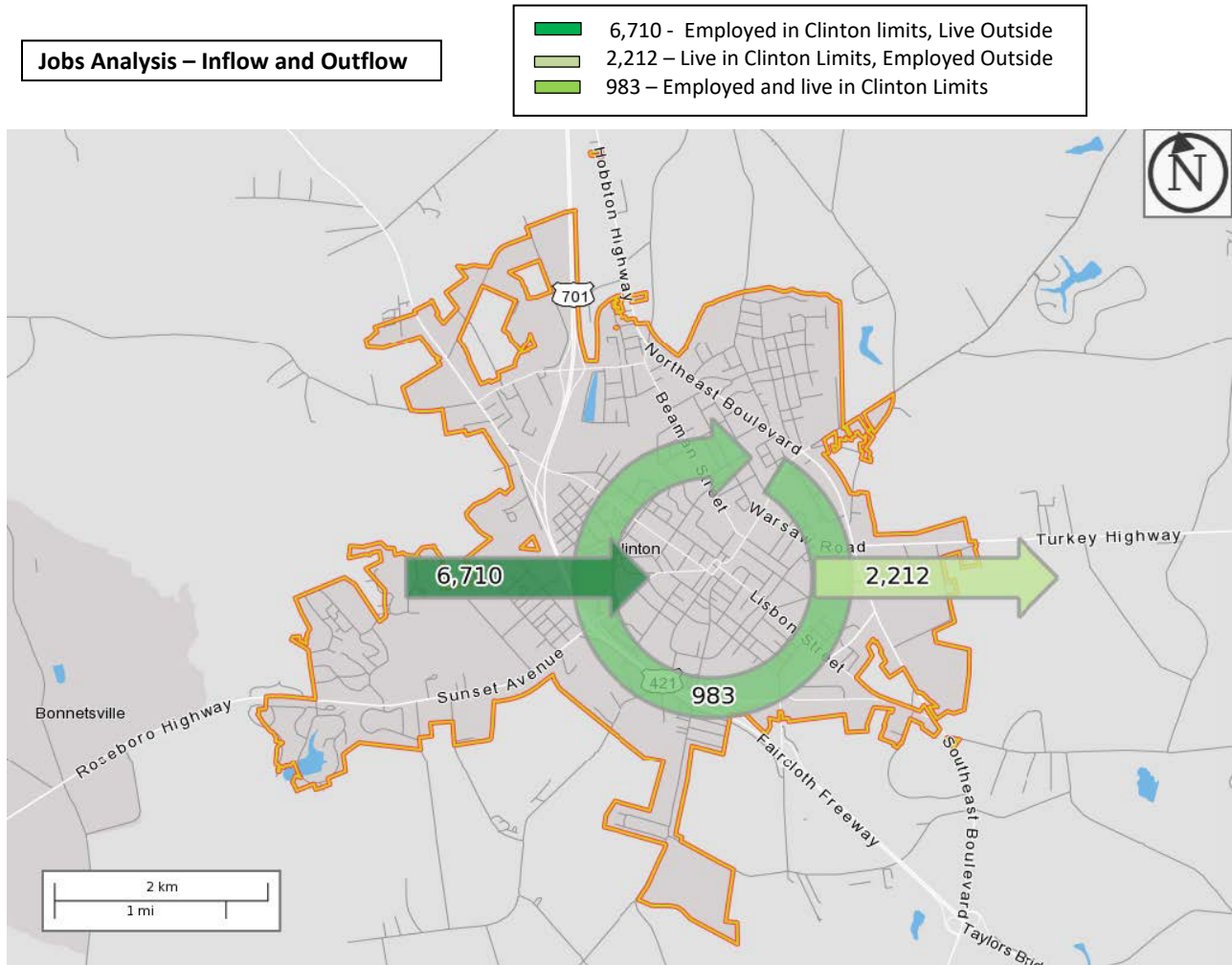
Source: U.S. Census Data



Jobs – Inflow and Outflow

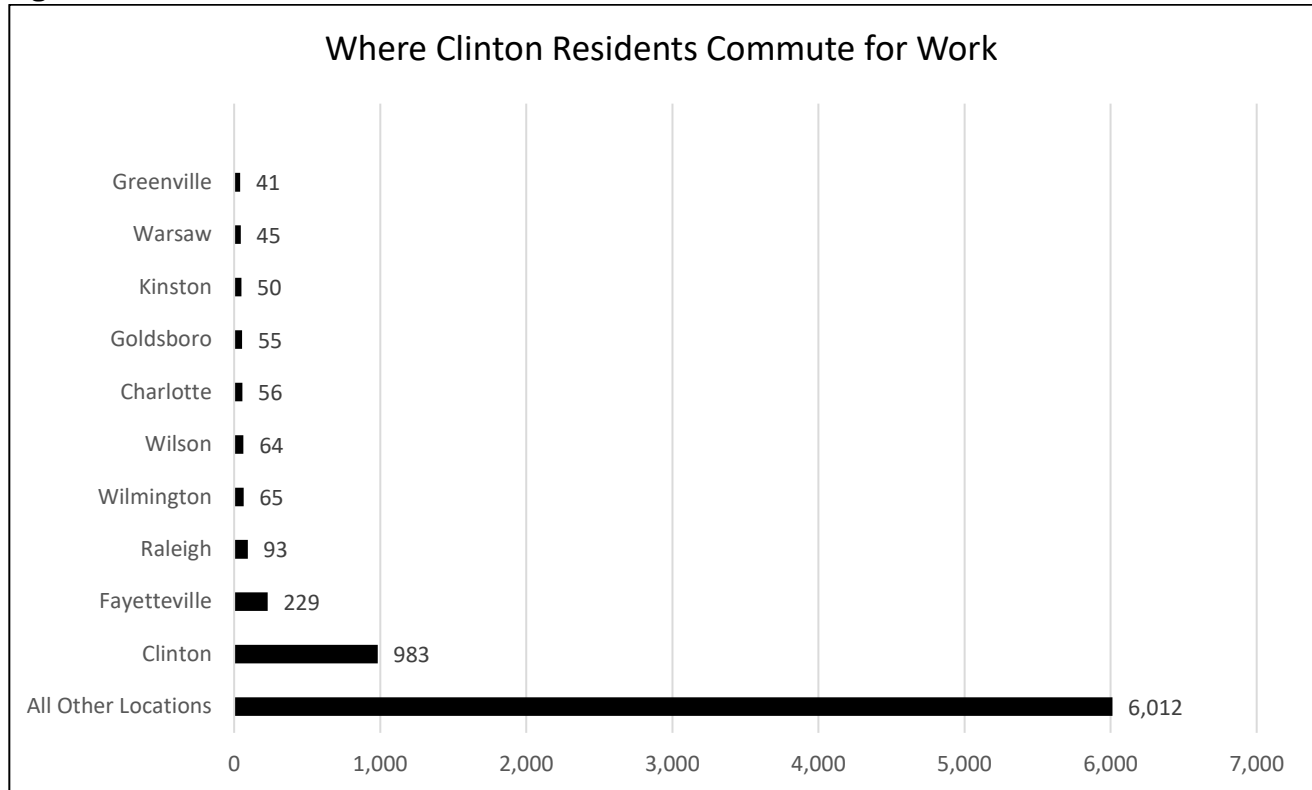
The following Figure 4-9 map shows a 2015 jobs analysis with inflow and outflow where: 6,710 people are employed in Clinton and commute in from outside the City for work; 2,212 people live in Clinton and commute outside the town for work; and 983 people are employed and live in Clinton.

Figure 4-9. Jobs inflow and outflow analysis of Clinton – 2015.



Where City residents commute to work is shown in the following Figure 4-10 and the following Table 4-14. Clinton, Fayetteville and Raleigh are the single largest percent destinations.

Figure 4-10. Where Clinton Residents commute for Work



(Source: US Census – On The Map)

Table 4-14. Where Clinton Residents commute for Work (percentage)

Commute for Work	Percent
Clinton	12.8%
Fayetteville	3.0%
Raleigh	1.2%
Wilmington	0.8%
Wilson	0.8%
Charlotte	0.7%
Goldsboro	0.7%
Kinston	0.6%
Warsaw	0.6%
Greenville	0.5%
All Other Locations	78.1%

(Source: US Census – On The Map)

Largest Town Employers

The following Tables (4-15 and 4-16) show the top 15 largest employers by number of employees and annual dollar sales. The top employer is Smithfield Farmland, and the largest dollar sales companies are Smithfield Farmland and Wellman Oil Company. *Data source (Tables 4-15 and 4-16): NC Department of Commerce – Labor and Economic Analysis Division.*

Table 4-15. Top 15 largest Employers in Clinton by Number of Employees.

Entity	Description	Company Size
Smithfield Fresh Meats	Wholesalers	1800
Sampson Regional Medical Ctr	Hospitals	506
Mary Gran Nursing Ctr	Nursing & Convalescent Homes	250
S & W Ready-Mix Llc	Concrete-Ready Mixed	200
Sampson Community Clg Hearing	Educational Programs	200
Schindler Elevator Corp	Elevators-Sales & Service	189
Sampson Home Health	Home Health Service	150
Union Elementary School	Schools	145
Lowe's Home Improvement	Home Centers	140
Kerr Elementary School	Schools	139
Local Net	Internet Service	106
Du Bose Strapping Inc	Metal Goods-Manufacturers	100
Hog Slat Distribution Ctr	Distribution Services	100
Kivett's Inc	Church Furniture-Manufacturers	100
Southwood Nursing Ctr	Rehabilitation Services	100

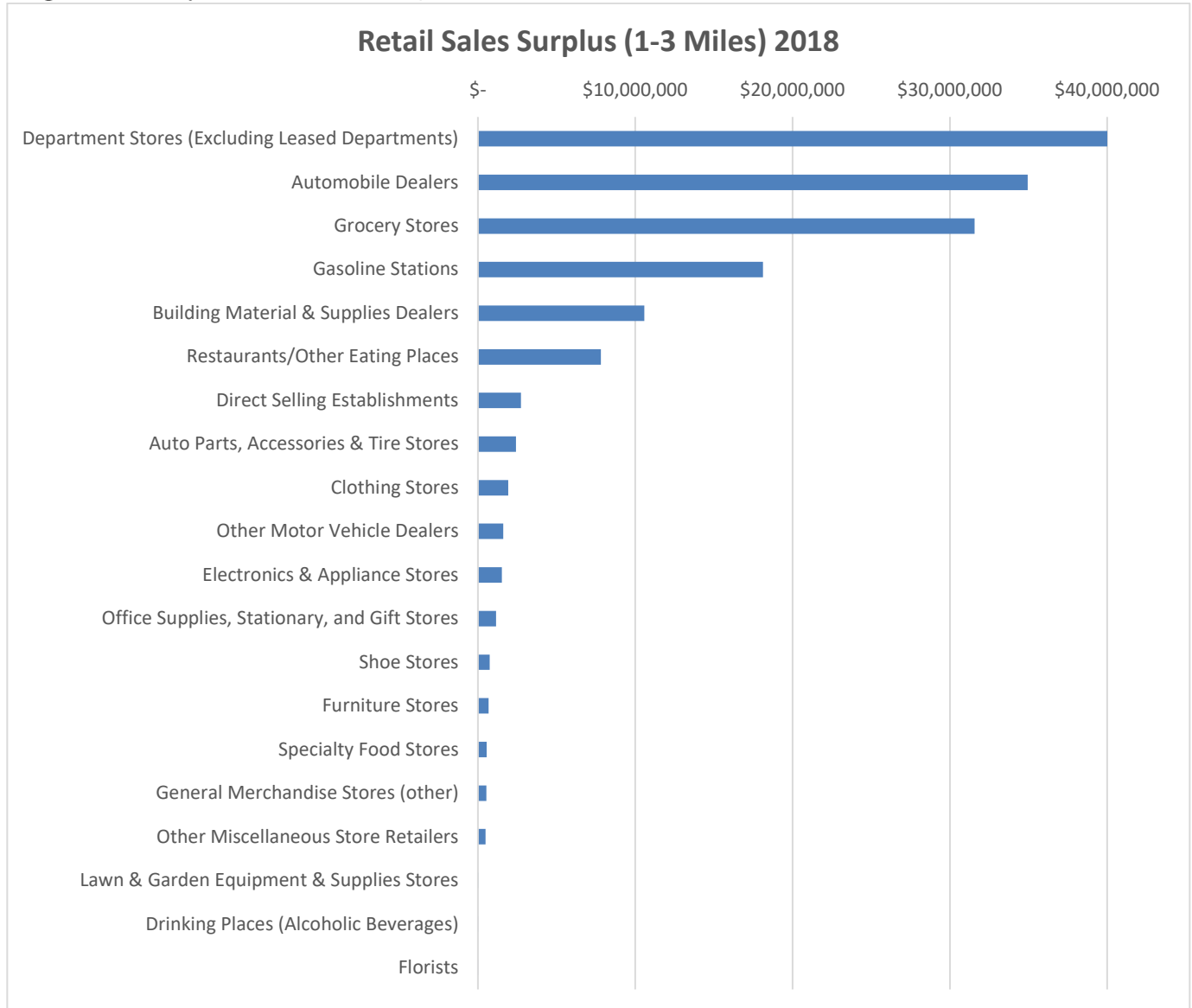
Table 4-16. Top 15 Largest Companies in Clinton by Annual Sales.

Company Name	Business Description	Annual Sales
Smithfield Fresh Meats	Wholesalers	\$50 - \$100 Million
Wellman Oil Co Inc	Oils-Fuel (Wholesale)	\$50 - \$100 Million
B J Williamson Inc	Gas-Liquefied Petro-Bttld/Bulk (Whls)	\$50 - \$100 Million
Dubose National Energy Svc	Steel-Distributors & Warehouses (Whls)	\$50 - \$100 Million
Lowe's Home Improvement	Home Centers	\$20 - \$50 Million
Wilcohes Llc	Petroleum Products-Manufacturers	\$20 - \$50 Million
Bvj Co	Pole Line Equipment (Whls)	\$20 - \$50 Million
Clinton Truck & Tractor Co	Tractor-Dealers (Whls)	\$20 - \$50 Million
M & W Diesel Svc	Diesel Fuel (Whls)	\$20 - \$50 Million
Deacon Jones Toyota	Automobile Dealers-New Cars	\$20 - \$50 Million
Dubose Industries Inc	Metal-Distributors (Whls)	\$20 - \$50 Million
Schindler Elevator Corp	Elevators-Sales & Service	\$10 - \$20 Million
Hog Slat Distribution Ctr	Distribution Services	\$10 - \$20 Million
Kivett's Inc	Church Furniture-Manufacturers	\$10 - \$20 Million
Thornton Chevrolet Buick	Automobile Dealers-New Cars	\$10 - \$20 Million

Retail/Service Economic Assessment

The following *Figure 4-12* shows an analysis of twenty different retail industry group categories in the City of Clinton in 2018. The bar-graph for these twenty categories shows the sales surplus (\$) amount being spent in the city. This means that customers are drawn in from within the 1-3-mile trade area. For example, the “Department Stores” category is the largest positive draw to Clinton at approximately \$40 million. While “Florists” category is still positive but at a smaller draw of approximately \$1.4 million.

Figure 4-12. City of Clinton Retail Surplus (\$ Surplus, 2018).



Source: AccessNC - ESRI Retail Marketplace Profile - 2018

Table 4-17 below shows the same information as the graph in Figure 4-12. The total that Clinton is capturing from within the 1-3 mile portion of the trade area is approximately \$157 million dollars.

Table 4-17. Clinton Retail Surplus Sales by Industry Group - 2018

	Industry Group Sales Surplus (1-3 miles)	Surplus \$
1	Department Stores (Excluding Leased Departments)	\$ 40,008,990.00
2	Automobile Dealers	\$ 34,951,294.00
3	Grocery Stores	\$ 31,575,660.00
4	Gasoline Stations	\$ 18,115,516.00
5	Building Material & Supplies Dealers	\$ 10,577,208.00
6	Restaurants/Other Eating Places	\$ 7,814,784.00
7	Direct Selling Establishments	\$ 2,736,400.00
8	Auto Parts, Accessories & Tire Stores	\$ 2,421,532.00
9	Clothing Stores	\$ 1,923,964.00
10	Other Motor Vehicle Dealers	\$ 1,614,646.00
11	Electronics & Appliance Stores	\$ 1,515,351.00
12	Office Supplies, Stationary, and Gift Stores	\$ 1,144,181.00
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17	Other Miscellaneous Store Retailers	\$ 475,856.00
18	Lawn & Garden Equipment & Supplies Stores	\$ 31,745.00
19	Drinking Places (Alcoholic Beverages)	\$ 17,182.00
20	Florists	\$ 11,528.00
TOTAL SURPLUS		\$ 157,429,718.00

(Source: AccessNC - ESRI Retail Marketplace Profile – 2018)

The Figure 4-13 graph (below) shows retail sales leakage from 9 different retail industry group categories from within the 1-3 mile portion of the trade area in Clinton in 2018. The bar-graph shows retail leakage (\$) where city customers shop outside the trade area.

For example, the city “leaks” approximately \$887,390 in “Electronic Shopping & Mail-Order Houses”, and approximately \$69,000 in the “Special Food Services” category. These amounts may not be enough to entice new business start-ups, but may encourage expansions of existing businesses or some niche business opportunities.

Figure 4-13. City of Clinton Retail Dollar (\$) Leakage in 2018, and potential business opportunities.

(Source: AccessNC - ESRI Retail Marketplace Profile – 2018)

Table 4-18 below shows the same information as the graph in Figure 4-13. The total that Clinton is “leaking” outside the 1-3 mile portion of the trade area is approximately \$3.5 million dollars.

Table 4-18. City of Clinton Retail Dollar (\$) Leakage in 2018, and potential business opportunities/expansion (From Figure 4-13 graph)

	Industry Group Sales Leakage (1-3 miles)	Leakage \$
1	Electronic Shopping & Mail-Order Houses	\$ 887,390.00
2	Home Furnishings Stores	\$ 828,205.00
3	Health & Personal Care Stores	\$ 519,103.00
4	Beer, Wine & Liquor Stores	\$ 411,428.00
5	Book, Periodical and Music stores	\$ 277,294.00
6	Used Merchandise Stores	\$ 239,919.00
7	Jewelry, Luggage, and Leather Goods Stores	\$ 184,957.00
8	Vending Machine Operators	\$ 69,535.00
9	Special Food Services	\$ 68,796.00
	TOTAL LEAKAGE	\$ 3,486,627.00

(Source: AccessNC - ESRI Retail Marketplace Profile – 2018)

Section 5. Assessment

Community Assets and Economic Drivers

The following Assets & Economic Drivers information was collected from the *Clinton Economic Development Strategic Plan Steering Committee* at the 4-3-18 meeting. Elements from the *Clinton 2035 Comprehensive Plan* were also included.

Economic Assets

Agriculture	Smithfield Foods
Alfredo's	Star Communications
Burney's Sweets & More	Theater
Downtown	Historic Districts
Highway 24 road improvement	Housing
Hog Slat	Clinton/Sampson Airport
Industrial Park	Ashford Inn – B&B
Prestage Farms	Richert Inn – B&B
Recycling	
Shopping Centers	

Cultural

A.F. Johnson Building	J.C. Holliday Memorial Library
Bethune-Powell Buildings	Old town housing stock – a noted weakness
Clinton - Sampson Airport	Patrick-Carr-Herring House
Clinton Commercial Historic District	Public Art
Clinton Depot & Freight Station	Pugh-Boykin House
College Street Historic District	Robert Herring House
Events	Royal-Crumpler-Parker House
o Court Street Square Fair	Sampson Arts Council – Victor R Small House
o Halloween on the Square	Sampson Community Theatre
o Christmas in the City	Sampson County Exposition center
o Triathlon – Super Sprint	Sampson County History Museum
o Alive After Five	West Main-North Chesnutt Streets Historic District
Francis Pugh House (ETJ)	
Graves-Stewart House	
Industrial Park	

Natural and Recreational

Royal Lane Park	Fisher Drive Park
Bellamy Recreation Center at Royal Lane Park	Newkirk Park
Sampson Center	Golf Course -Coharrie Country Club

Government

Sampson County government offices in Clinton
Clinton City Hall
Clinton Police Department
Clinton Fire Department

National Guard - (*This may be closed and moved to Fayetteville*)
US Post Office

Community and Human Resource

Civic Associations and Clubs

- o Rotary (2 clubs)*
- o Kiwanis*
- o Lions*
- o Civitan*
- o Freemasons*
- o Shriners*
- o Veterans of Foreign Wars (VFW)*
- o American Legion*
- o Young Professionals Group*
- o Chamber of Commerce*

Center for Health and Wellness
Clinton Medical Clinic

Clinton Urgent Care, Med First, Quick Med
Eastpointe
Mary Gran Nursing Center
Southwood Nursing Home
Outpatient Diagnostics Center
Sampson County Center - North Carolina
Cooperative
Extension – healthy living programs
Sampson Regional Medical Center
Southeastern Medical Oncology - cancer center
The Magnolia
U-Care

Institutional

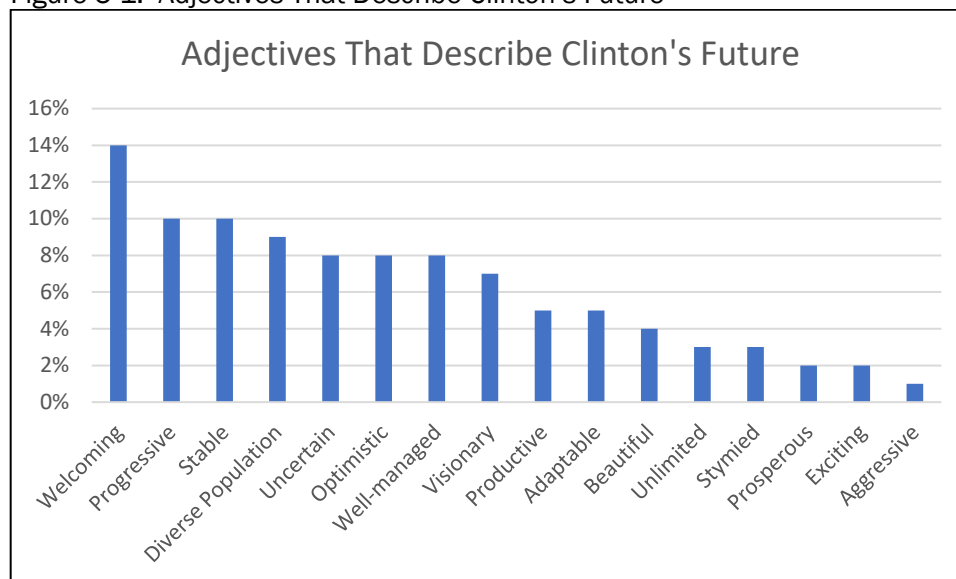
LC Kerr School
Sunset Avenue School
Butler Avenue School
Sampson Middle School
Clinton High School
Sampson Community College

SWOT Analysis/Survey

The public input process was quite thorough during the development of the *Clinton 2035 Comprehensive Plan* and City staff requested that the information gathered during that process in May 2015 be incorporated in this section of the Economic Development Plan. More than 300 community surveys were distributed, completed and analyzed.

“The survey questions were drafted based upon stakeholder interviews. These interviews were conducted with various citizens, the development community, city staff, and elected leaders. Approximately 300 responses were collected from October 2013 to November 2014. The survey was made available to residents online, via hard copy, and was also distributed to high school students. The project team also attended an “Alive After 5” concert to gather input and distribute the community surveys” – from Clinton 2035 Comprehensive Plan, Section 7.

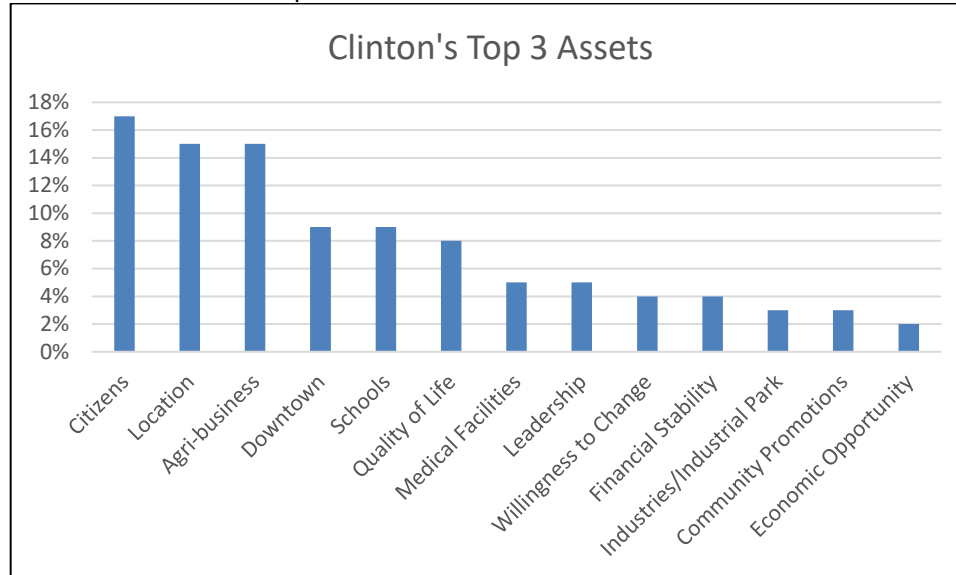
Figure 5-1. Adjectives That Describe Clinton’s Future



(Source: Clinton 2035 Comprehensive Plan)

According to the Community Survey results from the 2015 Comprehensive Plan, respondents felt that Clinton’s citizens, its location, and agri-business were Clinton’s most important assets. (Table 5-2) Downtown was also listed as an important community asset. The presence of economic opportunity received the fewest responses.

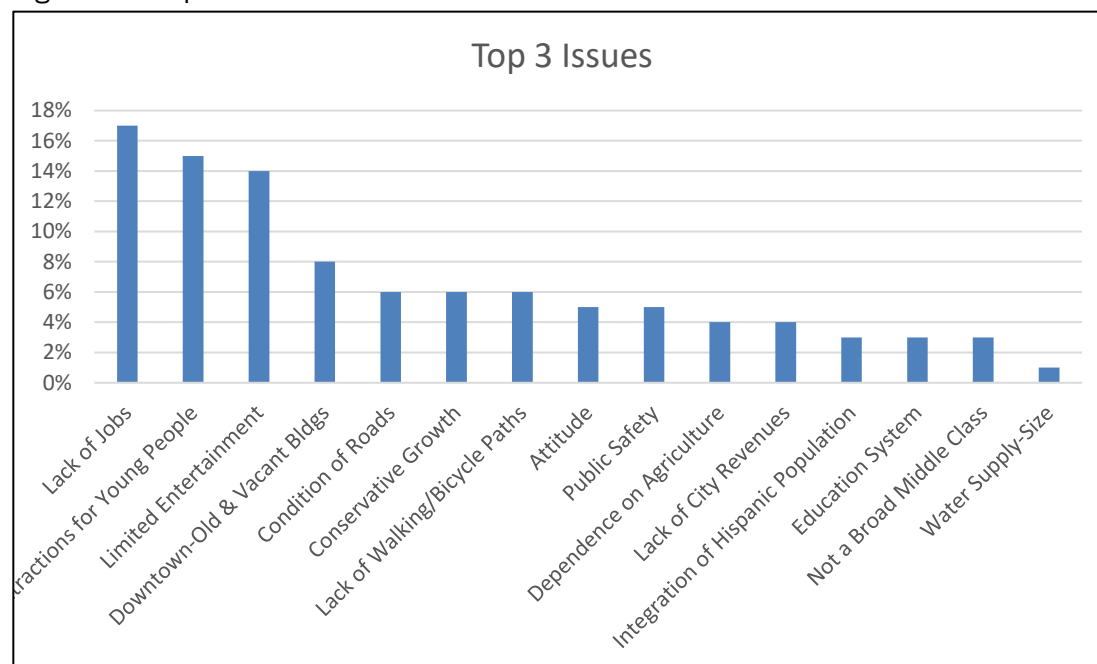
Table 5-2 Clinton’s Top 3 Assets



(Source: Clinton 2035 Comprehensive Plan)

A majority of respondents listed “lack of jobs” as the biggest issue facing Clinton’s future, followed by a “lack of attractions” for young people, and “limited entertainment options.” (Table 5-3)

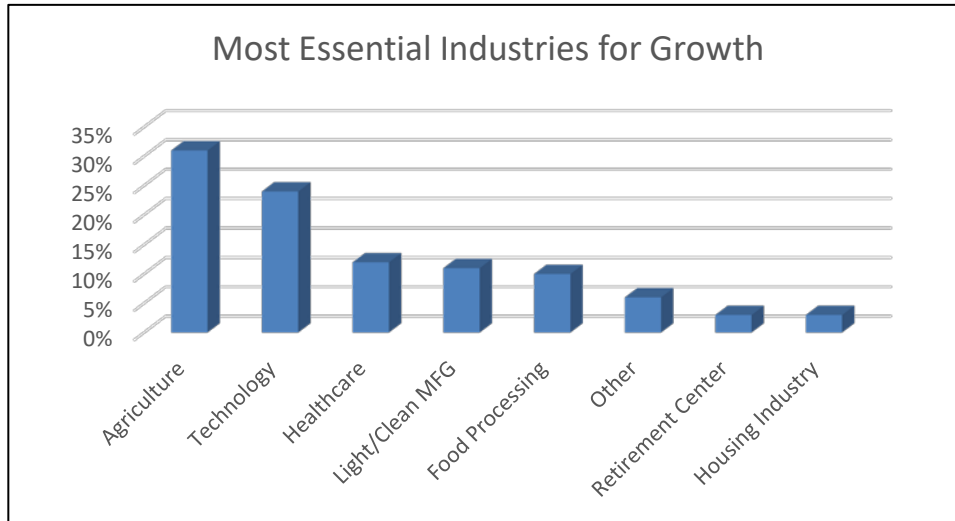
Figure 5-3. Top 3 Issues



(Source: Clinton 2035 Comprehensive Plan)

Agriculture and technology industries were cited as most important to Clinton's future. Housing and retirement industries were listed as least important to future economic growth. (Table 5-4)

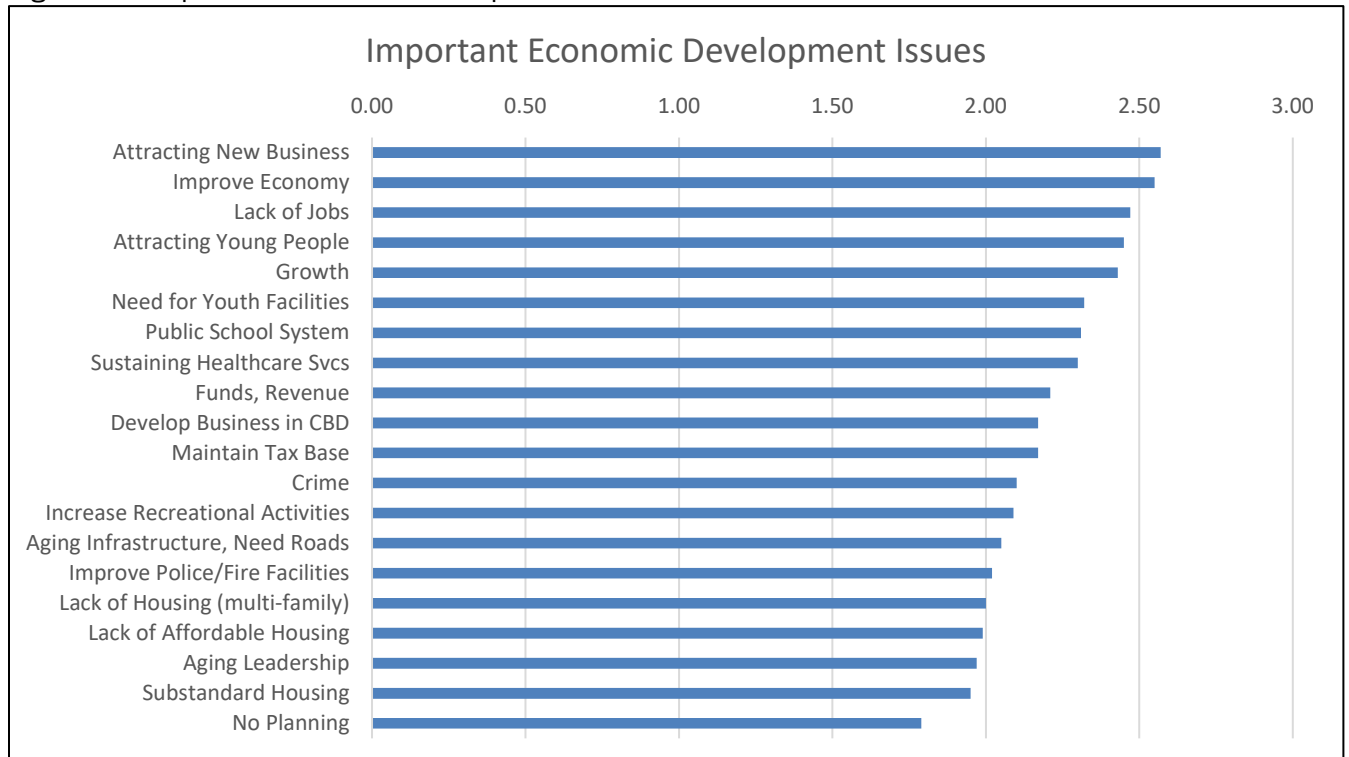
Figure 5-4. Most Essential Industries for Growth



(Source: Clinton 2035 Comprehensive Plan)

The most important economic development issues identified (Table 5-5) were: 1) Attracting new business; 2) Improving the economy; 3) Lack of jobs; and 4) Attracting young people. It has been noted that these issues tend to be universal in smaller communities in eastern North Carolina.

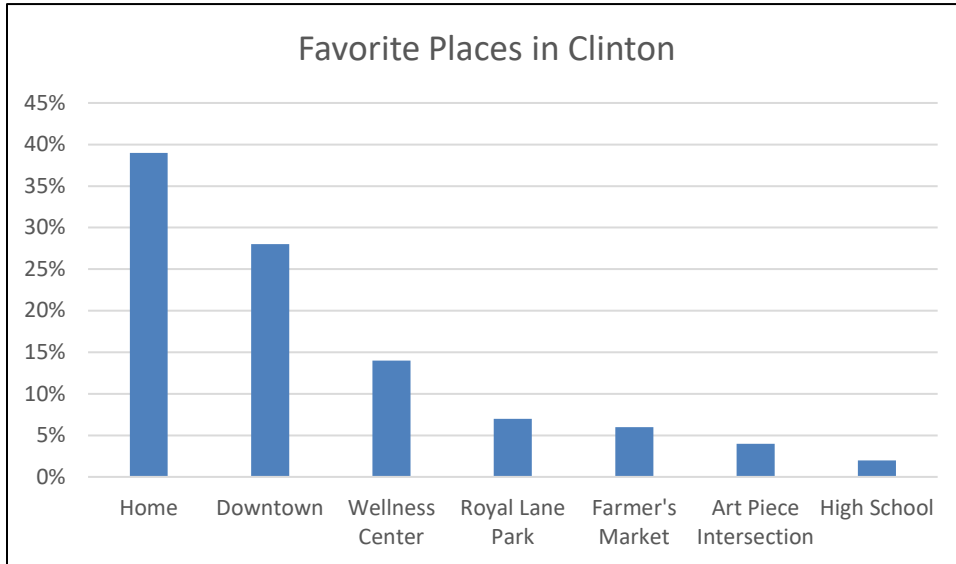
Figure 5-5. Important Economic Development Issues



(Source: Clinton 2035 Comprehensive Plan)

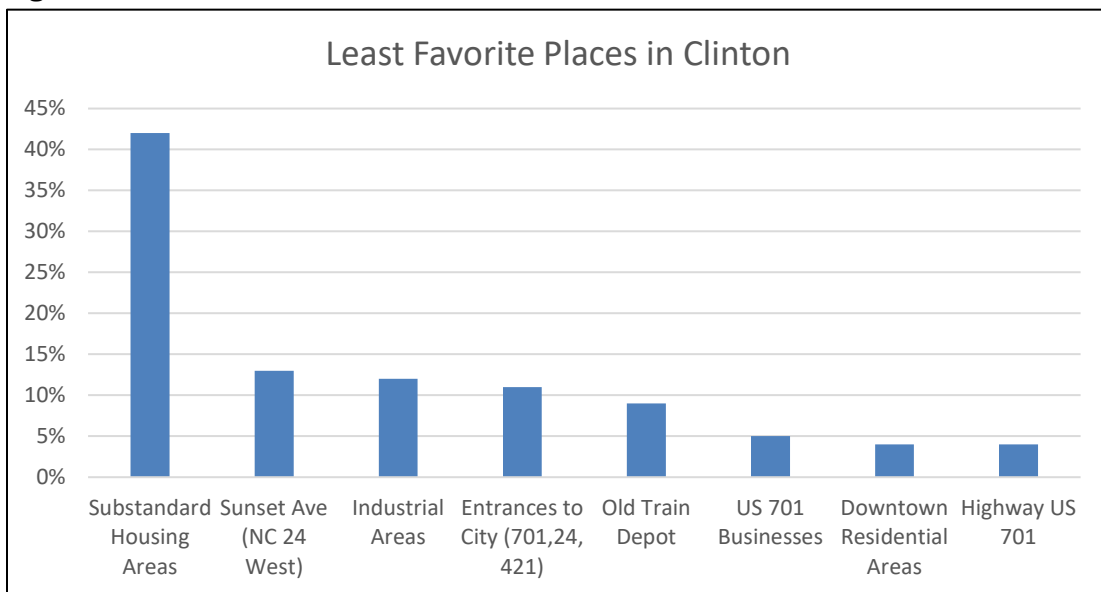
Residents were also asked what their most (Table 5-6) and least (Table 5-7) favorite places were in Clinton. Apart from home, Clinton's downtown district was their favorite place to be or visit. The least favorite were substandard housing areas and the automobile-oriented commercial corridors.

Figure 5-6. Favorite Places in Clinton



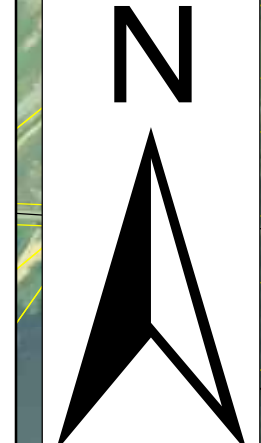
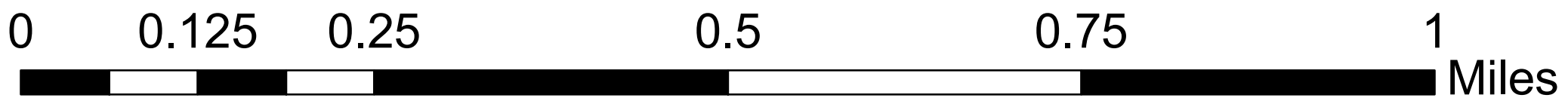
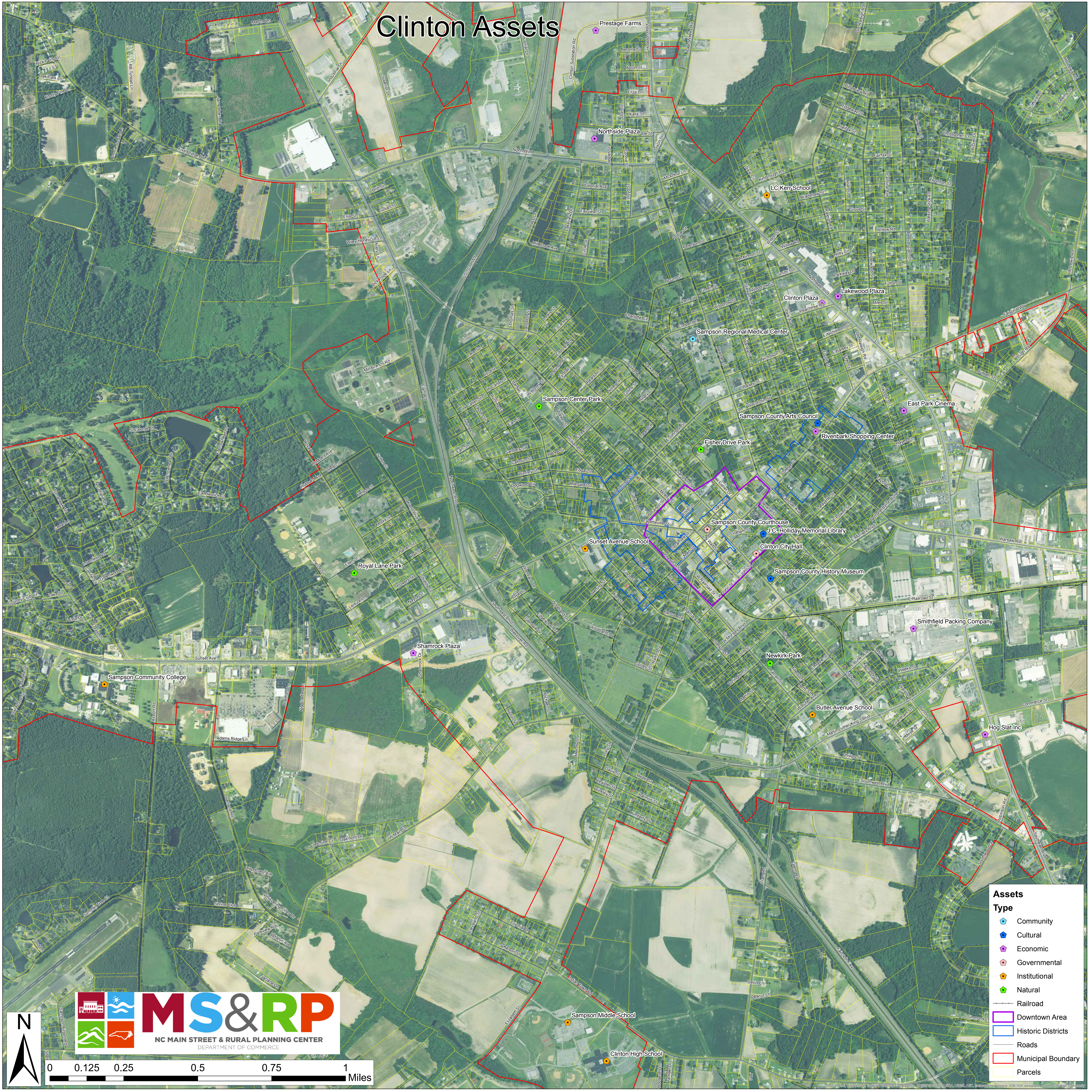
(Source: Clinton 2035 Comprehensive Plan)

Figure 5-7 Least Favorite Places in Clinton



(Source: Clinton 2035 Comprehensive Plan)

Clinton Assets



Section 6. Strategy Implementation (Action Plan)

Introduction

This strategic plan will provide the City of Clinton tools to achieve goals and actions that will improve the city's economic conditions and environment. *The Clinton Economic Development Strategic Plan* reviews existing conditions, considers community desires and input to determine an achievable path forward. Economic development-related goals and strategies from recent planning documents, *City of Clinton 2035 Comprehensive Plan* (2015), *Clinton Comprehensive Bicycle Plan* (2014), and *Clinton Comprehensive Pedestrian Plan* (2012) are incorporated into the *Clinton Economic Development Strategic Plan* which combines these into one document.

Clinton's vision and mission statements are:

***A City of beauty and opportunity whose leadership is dedicated to providing its diverse citizenry a quality of life unsurpassed in the region.
Our mission is to be a City rich in tradition and beauty with clean, safe neighborhoods, sound infrastructure, and opportunities for future generations.***

Earlier in this report, Section 2, there is a description of the goal statements within the vision/mission as well as a few actions, and in some cases, tasks to achieve the goals. These are incorporated, as appropriate, in the following Goal and Action sections:

Strategy	City Vision/Mission Goal
1. Organization	Leadership dedicated to providing its diverse citizenry a quality of life unsurpassed in the region
2. Promotion	City of opportunity / Opportunities for future generations
3. Design	City of beauty / Rich in tradition / Clean, safe neighborhoods
4. Business Development	City of opportunity / Opportunities for future generations
5. Downtown	City of opportunity / Rich in tradition / Opportunities for future generations
6. Land Use & Environment	City of beauty / Clean, safe neighborhoods / Sound infrastructure
7. Highway Corridor	Sound infrastructure / City of beauty / Opportunities for future generations
8. Transportation	Clean, safe neighborhoods / Sound infrastructure
9. Community Resources	Opportunities for future generations

In discussions with the Steering Committee, community stakeholders and from a public survey, the things that define Clinton are no different than those found in other recent plans: strong community and volunteer base, committed city and civic leadership, and involved business community. Additional assets include agribusinesses in the area, the City's location and its historic downtown and other districts. Unfortunately, some of the challenges that face Clinton remain the same: lack of jobs, an untrained workforce, lack of attractions for young people and limited entertainment options. The basic goals of attracting new businesses, improving the local economy and attracting young people are also the same as it is in many smaller rural communities in eastern North Carolina.

GOALS & ACTIONS

The following pages describe the Goals and actions determined through the process of developing the Clinton Economic Development Strategic Plan. Recommended actions that were relative to economic development from the *City of Clinton 2035 Comprehensive Plan* are included as well as additional recommendations.

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1. Organization

Vision Goal: Leadership dedicated to providing its diverse citizenry a quality of life unsurpassed in the region

Goals: Viewed as guiding goals, the following goals can help achieve the City of Clinton's vision. The eight (8) goals from the 2035 Comprehensive Plan¹ were heavily influenced by public input/opinion received during that planning process. When checked against the City's projects, trainings, and interactions with the public the guiding goals can help create or enhance an internal culture of purpose and mission. As recommended in the Comprehensive Plan, an annual review of these goals should be conducted by the City Council and Planning Board. As stated in the Comprehensive Plan, these goals are interrelated and, therefore, are not prioritized.

	Actions	Responsible Parties	Time Frame	Resources
1.	In all decisions/action, Clinton will consider the impact on Clinton's future as a progressive, welcoming, and stable community.	City staff, City Council, Planning Board	On-going	Policy and procedure
2.	All economic development approaches should consider protection, enhancement and encouragement of "small town" quality of life, image and cultural amenities. <i>(I.36-Comp Plan)</i>	City Staff, Planning Department & Planning Board and City Council	On-going	Policy and procedure
3.	Clinton will emphasize involvement of its citizens and business community in its decision-making process.	City staff, City Council, Planning Board	On-going	Policy and procedure
4.	Clinton will focus on improving recreation/entertainment opportunities with an emphasis on activities for youth and active living.	City staff, City Council, Planning Board	On-going	Policy and procedure
5.	Clinton will continue efforts to diversify its economy.	City staff, City Council, Planning Board	On-going	Policy and procedure
7.	Clinton will support infill and re-development as an action essential to the continued development of the City.	City staff, City Council, Planning Board	On-going	Policy and procedure
8.	Clinton will support improvements to its infrastructure systems, including improvement of its regional access and access management.	City staff, City Council, Planning Board	On-going	Policy and procedure

¹ 2035 Clinton Comprehensive Plan, Section 7.B, Public Input

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2. Promotion

Vision Goal: City of opportunity / Opportunities for future generations

Goal: Increase awareness of City of Clinton and business opportunities throughout the City and Downtown.

	Actions	Responsible Parties	Time Frame	Resources
1.	Increase advertising of the commercial advantages of Clinton in coordination with the city's 2014 branding process.	City staff	On-going	Clinton-Sampson Chamber of Commerce, Sampson Economic Development Commission
2.	Use community services and facilities as incentives to stimulate population growth, tax base, and the economy. (I.47) 2035 Comprehensive Plan	City staff, Services & Facility Management staff	On-going	Clinton-Sampson Chamber of Commerce, Sampson Economic Development Commission, Economic Development Partnership of NC, Southeast Region
3.	Promotional campaigns should capitalize on success stories.	City staff, Downtown Manager	On-going	Clinton-Sampson County Chamber of Commerce, Sampson Economic Development Commission, Clinton Development Corporation
4.	Promote the City using identified assets	City staff, Downtown Manager	On-going	Clinton-Sampson County Chamber of Commerce, Sampson Economic Development Commission, Clinton Development Corporation
5.	Capitalize on (promote) downtown, history and preservation	City staff, Downtown Manager	On-going	Clinton-Sampson County Chamber of Commerce, Sampson Economic Development Commission, Clinton Development Corporation

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3. Design

Vision Goal: City of beauty / Rich in tradition / Clean, safe neighborhoods

Goal: Facilitate physical improvements for the City and Downtown to improve a sense of place for residents, business and visitors.

	Actions	Responsible Parties	Time Frame	Resources
1.	Consider expanding the Downtown Economic Incentive Program to a city-wide program. The objective of this expansion is to encourage and promote infill growth with new residential or commercial development. <i>(I.3 2035 Comprehensive Plan)</i>	City staff, Planning Department, City Council	Immediate to short term	Clinton Development Corporation, City budget
2.	Develop attractive corridors throughout the City's planning area to emphasize the economic benefits of tourism and community image -- <i>Such entryway corridors should receive priority attention by the city for improved appearance and development standards, including landscaping, signage, and tree preservation. (I.72) 2035 Comprehensive Plan</i>	City staff, Planning Department, City Council	Immediate	NC DOT; Consider engaging services of an urban landscape architect: <i>NC Board of Landscape Architects; NC American Society of Landscape Architects; NC State Department of Landscape Architecture; (See Transportation #10)</i>
3.	Develop and implement a Public Art Plan and phased Design Plan for the City to include landscaping/streetscaping, trees, attractive gateways, in conjunction with the Clinton Public Art & Beautification Policy	City Manager, Planning Department, Clinton Development Corporation, City Council, Sampson Arts Council	Immediate to Short term	NC Arts Council-Public Art & Community Design, NC Main Street Communities, Sampson Arts Council; Review plans from other communities and possibly seek consultant to assist. (Also see Transportation #10)
4.	Develop new opportunities for the workforce and residents by supporting such amenities as greenways, public parks, dining and entertainment establishments, and other community activities. <i>(I.31) 2035 Comprehensive Plan.</i>	City staff, Planning Department, City Council	On-going	NC DOT, NC Parks and Recreation Trails Division

4. Business Development

Vision Goal: City of opportunity / Opportunities for future generations

Goal: Encourage and facilitate business retention, recruitment, and expansion as a regional center

	Actions	Responsible Parties	Time Frame	Resources
1.	Consider developing/amending a Procurement policy, that requires the consideration/use of local vendors/businesses for all City purchasing and employment. <i>(I.34 2035 Comprehensive Plan)</i>	City staff, City Council	Immediate	Policy
2.	Strengthen relationships with Economic Development Partnership of NC (EDPNC) especially Existing Business and Business Recruitment representative for South Central Prosperity Zone.	City Manager, Planning Director	Immediate	Discuss with EDPNC representatives and learn what existing and potential business and industry is looking for
3.	Create vacant building and property inventory of all commercial and industrial districts. Keep track of buildings and property that becomes available for sale or lease.	Planning Department / Code enforcement or other appropriate staff	Immediate	NC Main Street has an excellent spreadsheet to inventory buildings and property.
4.	Create several recruitment strategies for: (1) Small business (2) Industry; and (3) Young workers/professionals	City staff	Short to Medium term	Consider using a contractor/ consultant to create the strategies and materials. <i>Utilize location, highway improvements and building inventory as key components to strategies.</i>
5.	All economic development approaches should consider protection, enhancement and encouragement of “small town” quality of life, image and cultural amenities. <i>(I.36 2035 Comprehensive Plan)</i>	City Staff, Planning Department & Planning Board and City Council	On-going	Policy
6.	Continue to support the Sampson County Economic Development Commission’s business/industrial development efforts. <i>(I.41 2035 Comprehensive Plan)</i>	City staff, Planning Department, City Council	on-going	Sampson County Economic Development Commission
7.	Conduct inclusive civic engagement practices for all economic development activities. <i>(I.30 2035 Comprehensive Plan)</i>	City staff, City Council, City committees, boards	on-going	Policy

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8.	Encourage the revitalization and reuse of unused or underutilized structures, sites, and infrastructure in appropriately located areas. <i>(I.37) 2035 Comprehensive Plan.</i>	City Staff, Planning Department & Planning Board and City Council, Clinton Development corporation	on-going	Property owners, developers
9.	Actively recruit and retain a younger workforce to the City by supporting diverse, affordable housing. <i>(I.42) 2035 Comprehensive Plan.</i>	City staff, Planning Department, Planning Board, Sampson County Economic Development Commission, Clinton, Sampson Chamber of Commerce	on-going	Property owners, developers
10.	Promote access to high-speed broadband	City staff, Planning Department, City Council	on-going	NC Broadband Infrastructure Office

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5. Downtown

City Vision Goal: City of opportunity / Rich in tradition / Opportunities for future generations

Downtown Vision Goal: a destination rooted in its rich agricultural heritage. Downtown is the center of opportunity for social, cultural, commercial, and governmental activity in the heart of Sampson County.

	Actions	Responsible Parties	Time Frame	Resources
1.	Add Downtown Vision & Mission to homepage of Downtown website	Downtown Manager	Immediate	
2.	Prepare a detailed Master Plan for downtown district to assist in planning connectivity to other parts of the city. <i>(I.26 – Comp Plan)</i>	City staff, Planning Department, Planning Board, Clinton Development Corporation, City Council	Short to intermediate	Refer to Section 5(I) Downtown for a description of Master Plan components. Consultants to assist in preparation.
3.	Public policies and actions shall support the maintenance and revitalization of the Downtown area and adjoining neighborhoods as historic and cultural centers of the community. <i>(I.39) 2035 Comprehensive Plan.</i>	City staff, Planning Department, Clinton Development Corporation, Planning Board, City Council	On-going	Policy, procedure, property owners, developers
4.	Residential development and redevelopment opportunities shall be encouraged in the Downtown area as viable and productive living environments, and to support Downtown retail businesses. <i>(I.40) of the 2035 Comprehensive Plan.</i>	City staff, Planning Department, Clinton Development Corporation, Planning Board, City Council	On-going	Policy, procedure, property owners, developers
5.	Clinton will emphasize preservation of the Downtown area through small business entrepreneurship activities.	City staff, Planning Department, Downtown manager, City Council, Clinton-Sampson Chamber of Commerce	On-going	Policy and procedure, Sampson Community College Small Business Center

6. Land Use & Environment

Vision Goal: City of beauty / Clean, safe neighborhoods / Sound infrastructure

Goals:

- Provide a high quality of service for existing and new development
- Maintain a compact community pattern, promote efficient public services, and reduce land-use conflicts
- Preserve the “small-town” character of the City
- Protect life and property
- Protect the natural environment from degradation and pollution

Land-use planning, and the City’s environment are tied to economic development in many ways including business, industrial and residential recruitment. The Clinton 2035 Comprehensive Plan provides myriad strategies that focus on the City’s Land Development Ordinance (LDO). While all the strategies should be implemented, this Economic Development Strategic Plan will include the strategies that directly affect economic development and refer to the broader strategies in the Comprehensive Plan.

	Actions	Responsible Parties	Time Frame	Resources
1	Develop definition for Art Manufacturing as permitted use in Central Business District. <i>(I.1) Pg. 7-20 2035 Comprehensive Plan</i>	Clinton Development Corporation, Downtown Manager, Planning Department, Planning Board, City Council	Immediate to Short Term	Research other communities for definitions and ordinance models
2	Identify areas of potential apartment and other temporary housing opportunities. To encourage development, utilize small area planning in appropriate areas of the City.	Planning Department	Immediate to Short Term	Land Use Plan, Mid-Atlantic Council of Government
3	Review code enforcement procedures to assure consistency;	Planning Department	Immediate to Short Term	
4	Review process for timely notification of property owner when tenant is cited for a violation	Planning Department	Immediate to Short Term	
5	Identify specific infill/redevelopment areas which may be considered for infill incentives; <i>(I.2 - Comp Plan)</i>	Planning Department	Short to Intermediate Term	Small Business Liability Relief and Brownfields Revitalization Act; Refer to Section 7-21 of the 2035 Clinton Comprehensive Plan

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6	Identify Brownfield sites as candidates for development and pursue federal funding for cleanup. <i>(I.2 - Comp Plan)</i>	Planning Department	Short to Intermediate Term	(1) Small Business Liability Relief and Brownfields Revitalization Act (2) The Brownfields Property Reuse Act of 1997 (NC DEQ); Refer to Section 7-21 of the 2035 Clinton Comprehensive Plan
7	Identify incentives to encourage infill / redevelopment.	Planning Department	Short to Intermediate Term	Refer to Section 7-21 of the Comprehensive Plan
9	Support the establishment of a Medical Arts zoning district <i>(Map 28, page 5-38) 2035 Comprehensive Plan</i>	City Manager, Planning Department, Planning Board, City Council	Short to Intermediate Term	
10	Identify and create funding mechanism(s) for: (1) Waste water expansion, (2) Replacing old water/sewer pipes throughout City	Public Works staff, City Manager, City Council	Short to Intermediate Term	
11	Reduce strip development using access management and cross connections or property when redevelopment or new development opportunities permit. <i>(I.32) 2035 Comprehensive Plan</i>	Planning Department, Planning Board, City Council	Short to Intermediate Term	Planning Department & NC DOT
8	Support the repair of failing infrastructure systems in key infill areas. <i>(I.49 - Comp Plan)</i>	City Manager, Public Works staff, City Council	On-going	
12	Coordinate building code enforcement/ redevelopment projects with the NC State Historic Preservation Office (SHPO) to ensure that any significant architectural details or buildings are identified and preserved. <i>(I.70) 2035 Comprehensive Plan</i>	Code Enforcement staff, Planning Department, City Manager, City Council	On-going	NC State Historic Preservation Office (SHPO)
13	Coordinate public works projects with the NC State Historic Preservation Office (SHPO) to ensure the identification and preservation of significant historic or archaeological sites. <i>(I.71) 2035 Comprehensive Plan</i>	Public Works Director (staff), Code Enforcement staff, Planning Department, City Manager, City Council	On-going	NC State Historic Preservation Office (SHPO)
14	Continue pursuing greenway opportunities through easements, payment in lieu and persuasion.	City manager, Planning Department	On-going	NC Parks & Recreation Trails Program, property owners, developers

7. Highway Business Corridor

Vision Goal: City of beauty / Sound infrastructure / Opportunities for future generations

Goals:

- Provide elevated level of design and pedestrian connectivity for more efficient commercial development
- Provide community connectivity through a Main Street®-type of organizational structure to address issues and achieve goals

	Actions	Responsible Parties	Time Frame	Resources
1.	Develop canopy tree planting plans for the US 701 Business and NC 24 corridors. <i>(I.64) 2035 Comprehensive Plan</i>	City Manager, Planning Department, City Council, Highway Business Corridor Committee (proposed)	Immediate to Short term	Consider engaging services of an urban landscape architect: <i>NC Board of Landscape Architects; NC American Society of Landscape Architects; NC State Department of Landscape Architecture</i>
2.	Create a "Highway Corridor" Committee or Work Group to represent the needs of those businesses and share with the City for improvements. Seek to use the Main Street Four Points® model to address corridor business and design issues.	Planning Department	Short Term to Intermediate	
3.	Reduce strip development using access management and cross connections of property when redevelopment or new development opportunities permit. <i>(I.32) 2035 Comprehensive Plan</i>	Planning Department, Planning Board, City Council	Short term to intermediate	Planning Department & NC DOT
4.	Develop small area plans for commercial highway development and redevelopment opportunities	Planning Department	As needed	Potential for use of consultant

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8. Transportation

Vision Goal: Clean, safe neighborhoods / Sound infrastructure

Goals:

- Provide safe, reliable and efficient transportation patterns and facilities within the City
- Increase the utilization of pedestrian and bicycle facilities as an alternative to motorized transportation
- Improve transportation links within and beyond the City including the railroad
- Improve pedestrian and bicycle connectivity, safety and awareness throughout the City

	Actions	Responsible Parties	Time Frame	Resources
1.	Consider the adoption of maximum parking standards that alleviate the need to provide large surface lots on valuable infill land. (I.60) 2035 Comprehensive Plan.	City staff, Planning Department, Planning Board, City Council	Short to Intermediate term	
2.	Provide adequate street and park furniture: benches, resting places, and awnings for shade. (I-25) 2035 Comprehensive Plan	City Manager, Planning Director, Clinton Development Corporation, Highway Business Corridor Committee	Short to Intermediate term	Funding sources may include business and other sponsorships
3.	Track and report to City Council and the public the status of the 36 sidewalk and greenway trails construction projects and 39 projects for intersection improvements as recommended in the 2012 Comprehensive Pedestrian Plan.	City Manager, Planning Department	Annually	
4.	Track and report to City Council and the public the status of the 7 high priority projects and the remaining 14 bicycle network projects as recommended by the 2014 Comprehensive Bicycle Plan.	City Manager, Planning Department	Annually	
5.	Implement the <u>City of Clinton Comprehensive Pedestrian Plan</u> , adopted March 2012	City staff, Planning Department, Planning Board, City Council	On-going	See Section 5.M.1, page 5-29 of 2035 Comprehensive Plan
6.	Implement the <u>City of Clinton Comprehensive Bicycle Plan</u> , adopted January 2015	City staff, Planning Department, Planning Board, City Council	On-going	See Section 5.M.2, page 5-31 of 2035 Comprehensive Plan

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7.	When considering transportation issues within the City, refer to the Sampson County Comprehensive Transportation Plan (2014) for guidance.	City staff, Planning Department, Planning Board, City Council	On-going	
8.	As possible, consider the development and adoption of a Complete Streets policy. This policy should focus on providing a wide range of transportation options including: bicycling lanes, "sharrows", greenways, sidewalks, and accessible and pedestrian friendly intersections. (I.19) & (I.61) 2035 Comprehensive Plan	City staff, Planning Department, Planning Board, City Council	On-going	NC DOT - <i>Increased attention should be given to streets programmed for resurfacing and/or expansion.</i>
9.	Consider street and sidewalk improvements adjacent to existing school sites. Install raised crosswalks to help reduce vehicle speeds and improved pedestrian visibility. Curb extensions may also be considered to shorten pedestrian crossing distance, eliminate parking on or near the crosswalk, and improve sight distance for pedestrians. (I-20) 2035 Comprehensive Plan	City staff, Planning Department, Planning Board, City Council	On-going	Sampson County, Sampson County Schools, NCDOT
10.	Promote active transportation through provision of a connected network of multi-use paths (greenways), sidewalks, and pedestrian-friendly intersections as identified in the City's <i>Comprehensive Bicycle and Pedestrian Plans</i> . (I-22) 2035 Comprehensive Plan	City staff, Planning Department, Planning Board, City Council	On-going	
11.	Promote neighborhood designs which limit access to adjacent arterials and utilize street patterns which promote slower internal traffic speeds. (I.57) 2035 Comprehensive Plan	Planning Department, Planning Board, City Council	On-going	
12.	Encourage and support continued improvement and appropriate expansion of the Clinton-Sampson County Airport. Such expansion shall be carefully planned to minimize potential land use conflicts and hazardous conditions. (I.58) 2035 Comprehensive Plan	City Manager, Planning Department, Planning Board, City Council, Sampson County Commissioners	On-going	Clinton-Sampson County Airport Authority

9. Community Resources & Facilities

Vision Goal: Opportunities for future generations

Goals:

- Maintain plan for City capital improvements and public services
- Improve education of City students and school facilities
- Improve the health of residents
- Improve youth activities
- Increase use of Community College resource
- Increase use of other worker training opportunities

	Actions	Responsible Parties	Time Frame	Resources
1.	Develop a Communication Plan that incorporates news media, social media, non-profits, other governmental agencies and more. Continue nurturing volunteers and leadership opportunities. Make extra efforts to be inclusive of all communities.	City staff (department heads)	Immediate & On-going	Communication Plan Template (NC Main Street); Social media, US Mail, Civic group and church mailing lists, business & industry groups
2.	Create a Task Force to determine causes of labor force issues: (1) What is keeping people from being trained for existing and future jobs; (2) What are other communities doing to combat drug use/testing issues in the work force	City Manager, City Council	Immediate	Task Force members from: Sampson Community College, NCWorks Career Center, Mid-Carolina Council of Governments; Sampson Economic Development Commission; local industry and business owners/managers; Economic Development Partnership of NC; Sampson County Social Services, and others as recommended.
3.	Continue to prepare and update annual capital facilities improvements plan (CIP). (1.50) 2035 Comprehensive Plan.	City Manager, City staff, City Council	Annually	
4.	Identify and create funding mechanism(s) for: (1) Waste water expansion, (2) Replacing old water/sewer pipes throughout City	Public Works Director, City Manager, City Council	Short to intermediate term	NC Water Authority; Golden LEAF Foundation

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5.	Identify and promote worker training programs	City Manager	Short to intermediate term	Sampson Community College; NCWorks Career Center, Mid-Carolina Council of Governments.
6.	Continue interaction between the Police Department and citizens, to increase mutual respect, understanding, and support. <i>(I.53) 2035 Comprehensive Plan.</i>	Police Chief, City Manager	On-going	
7.	Provide park and open space opportunities in all neighborhoods. <i>(I.54) 2035 Comprehensive Plan.</i>	Parks & Recreation Director, City Manager, City Council	On-going	
8.	Support the water and sewer system improvements cited in Section 5, Infrastructure/Public Works (Pages 5-10) 2013 Comprehensive Plan.	Public Works Director, City Manager, City Council	On-going	

Section 7. Economic Development Strategic Plan: Review, Adoption, and Monitoring

The following are recommended steps to review, adopt, monitor, and implement this five-year City of Clinton Economic Development Strategic Plan.

Strategic Plan Items to Address and Follow

- ✓ Steering Committee reviewed the Plan, recommended approval of the Plan, and forwarded it to the Planning Board.
- ✓ Planning Board will review the Plan, make any changes, recommend approval, and forward the Plan to City Council.
- ✓ City Council will review the Plan, make any changes, and adopt the City of Clinton Economic Development Strategic Plan.
- ✓ We recommend that every six months after the plan is adopted, the City Council should receive a progress update from the City Manager. The progress concerns addressing the Goals and Action items in Section 6 of the Plan.
- ✓ One year after adoption, the North Carolina Department of Commerce – Rural Economic Development Division staff will meet with the City Manager to review Plan progress. The Department of Commerce thereafter has annual progress visits with the City Manager for the five years of the Plan.
- ✓ If Goals or Action items in Section 6 need revision or adjustment the Plan should be amended by the City. These amendments should also be adopted by the City Council.
- ✓ A recommendation for the Plan is the that the easiest Action items (“gathering low hanging fruit”) in Section 6 be addressed and accomplished. The more difficult items will take more persistence, time, and working together by the person(s) or groups responsible identified in Section 6 for each of the Action items.

Appendix A. Summary of Recommended IMMEDIATE Actions (*Action Plan*)

The following pages are the *recommended actions* that could be taken immediately, or within the first 1 to 1-1/2 years of adoption of the Clinton Economic Development Strategic Plan 2019. Of course, situations and opportunities could change the priorities.

	Section	Actions	Responsible Parties	Time Frame	Resources
1.	Promotion (6.2)	Increase advertising of the commercial advantages of Clinton in coordination with the city's 2014 branding process.	City staff	On-going	Clinton-Sampson Chamber of Commerce, Sampson Economic Development Commission
2.	Promotion (6.2)	Use community services and facilities as incentives to stimulate population growth, tax base, and the economy. <i>(1.47) 2035 Comprehensive Plan</i>	City staff, Services & Facility Management staff	On-going	Clinton-Sampson Chamber of Commerce, Sampson Economic Development Commission, Economic Development Partnership of NC, Southeast Region
3.	Promotion (6.2)	Promotional campaigns should capitalize on success stories.	City staff, Downtown Manager	On-going	Clinton-Sampson County Chamber of Commerce, Sampson Economic Development Commission, Clinton Development Corporation
4.	Promotion (6.2)	Promote the City using identified assets	City staff, Downtown Manager	On-going	Clinton-Sampson County Chamber of Commerce, Sampson Economic Development Commission, Clinton Development Corporation
5.	Promotion (6.2)	Capitalize on (promote) downtown, history and preservation	City staff, Downtown Manager	On-going	Clinton-Sampson County Chamber of Commerce, Sampson Economic Development Commission, Clinton Development Corporation

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7.	Design (6.3)	Consider expanding the Downtown Economic Incentive Program to a city-wide program. The objective of this expansion is to encourage and promote infill growth with new residential or commercial development. <i>(I.3 2035 Comprehensive Plan)</i>	City staff, Planning Department, City Council	Immediate to short term	Clinton Development Corporation, City budget
8.	Design (6.3)	Develop attractive corridors throughout the City's planning area to emphasize the economic benefits of tourism and community image -- <i>Such entryway corridors should receive priority attention by the city for improved appearance and development standards, including landscaping, signage, and tree preservation. (I.72) 2035 Comprehensive Plan</i>	City staff, Planning Department, City Council	Immediate	NC DOT; Consider engaging services of an urban landscape architect: <i>NC Board of Landscape Architects; NC American Society of Landscape Architects; NC State Department of Landscape Architecture; (See Transportation #10)</i>
9.	Design (6.3)	Develop and implement a Public Art Plan and phased Design Plan for the City to include landscaping/streetscaping, trees, attractive gateways, in conjunction with the Clinton Public Art & Beautification Policy	City Manager, Planning Department, Clinton Development Corporation, City Council, Sampson Arts Council	Immediate to Short term	NC Arts Council-Public Art & Community Design, NC Main Street Communities, Sampson Arts Council; Review plans from other communities and possibly seek consultant to assist. (Also see Transportation #10)
10.	Business Development (6.4)	Consider developing/amending a Procurement policy, that requires the consideration/use of local vendors/businesses for all City purchasing and employment. <i>(I.34 2035 Comprehensive Plan)</i>	City staff, City Council	Immediate	Policy
11.	Business Development (6.4)	Strengthen relationships with Economic Development Partnership of NC (EDPNC) especially Existing Business and Business Recruitment representative for South Central Prosperity Zone.	City Manager, Planning Director	Immediate	Discuss with EDPNC representatives and learn what existing and potential business and industry is looking for
12.	Business Development (6.4)	Create vacant building and property inventory of all commercial and industrial districts. Keep track of buildings and property that becomes available for sale or lease.	Planning Department / Code enforcement or other appropriate staff	Immediate	NC Main Street has an excellent spreadsheet to inventory buildings and property.
13.	Downtown (6.5)	Add Downtown Vision & Mission to homepage of Downtown website	Downtown Manager	Immediate	

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14.	Land Use & Environment (6.6)	Develop definition for Art Manufacturing as permitted use in Central Business District. <i>(I.1) Pg 7-20 2035 Comprehensive Plan</i>	Clinton Development Corporation, Downtown Manager, Planning Department, Planning Board, City Council	Immediate to Short Term	Research other communities for definitions and ordinance models
15.	Land Use & Environment (6.6)	Identify areas of potential apartment and other temporary housing opportunities. To encourage development, utilize small area planning in appropriate areas of the City.	Planning Department	Immediate to Short Term	Land Use Plan, Mid-Atlantic Council of Government
16.	Land Use & Environment (6.6)	Review code enforcement procedures to assure consistency;	Planning Department	Immediate to Short Term	
17.	Land Use & Environment (6.6)	Review process for timely notification of property owner when tenant is cited for a violation	Planning Department	Immediate to Short Term	
18.	Highway Business Corridor (6.7)	Develop canopy tree planting plans for the US 701 Business and NC 24 corridors. <i>(I.64) 2035 Comprehensive Plan</i>	City Manager, Planning Department, City Council, Highway Business Corridor Committee (proposed)	Immediate to Short term	Consider engaging services of an urban landscape architect: <i>NC Board of Landscape Architects; NC American Society of Landscape Architects; NC State Department of Landscape Architecture</i>
19.	Community Resources & Facilities (6.9)	Develop a Communication Plan that incorporates news media, social media, non-profits, other governmental agencies and more. Continue nurturing volunteers and leadership opportunities. Make extra efforts to be inclusive of all communities.	City staff (department heads)	Immediate & On-going	Communication Plan Template (NC Main Street); Social media, US Mail, Civic group and church mailing lists, business & industry groups

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Stakeholder Interview Responses Clinton EDSP

Combined Comments	Category	Question
I believe that the strengths lies within the people and their willingness to work together to foster change. When there is a need, the people respond to make it happen. Clinton has committed leadership and a large group of concerned citizens that help manage various groups, boards, and volunteer organizations that help to improve the city in general.	Community - continue nurturing volunteers and leadership	1. <i>Strengths</i>
Very nice small town atmosphere with a fairly good infrastructure. Hopefully, the 701 resurfacing and the hwy 24 expansion will soon come to a close to further expedite traffic and enhance business on these major corridors	Community - Small town atmosphere & good infrastructure	1. <i>Strengths</i>
The main sense of strength in Clinton comes from its Civic Leaders and Business Community, however Clinton's greatest strengths are the people who reside here and call Clinton home. Our community is strong and rally around the City and County to try to make this a very special place to live.	Community - resident involvement	1. <i>Strengths</i>
Smithfield Foods and Schindler as major employers	Community - Industry involvement	1. <i>Strengths</i>
The strengths of Clinton I believe are the people and their friendship toward one another and it's small town atmosphere of doing for one another.	Community - resident involvement	1. <i>Strengths</i>
Currently, the labor force is a problem. It is difficult to find qualified workers with a strong work ethic. This is not only a problem specific to Clinton, but faces many other cities and states as well. There is a lack of amenities that attract the younger generation.	Employment - lack of qualified, trained workers	2. <i>Weaknesses</i>

Combined Comments	Category	Question
Work(ers) for development. We've heard numerous comments that national "chain" retailers are concerned about finding competent workers.	Employment - lack of qualified, trained workers	2. <i>Weaknesses</i>
Like all Communities, our weakness involves the lack of finances by way of both federal and local governmental aid. We are just a small rural community who have many needs that need to be met, but we attempt to stretch what we have to try and "apply a little to every aspect of need". Our City Council and County Commissioners struggle to meet the needs of our community each year. With the need to infrastructure, schools, police and sheriff's department, health department and social services, we try to make a little go a long way without taxing the citizens beyond measure.	Funding - lack of funding for city needs	2. <i>Weaknesses</i>
1) Lack of trained workforce that can't pass drug tests 3) Need more diversity in business and industry	Employment - lack of trained workers/drug tests	2. <i>Weaknesses</i>
2) County is mostly agriculture with farmers adding turkeys, chickens and hogs (<i>respondent spoke passionately about the recent "nuisance lawsuits against Smithfield Foods" and that something needs to be done to stop or limit the lawsuits as it hurts the local economy.</i>)	Industry - Farming/agriculture being threatened	2. <i>Weaknesses</i>
3) Need more diversity in business and industry	Recruitment - business and industrial diversity	2. <i>Weaknesses</i>
Getting the younger generation to return to Clinton. They feel the lack of entertainment and things to do. Plus job opportunities to draw in the younger generation.	Younger demographic attraction; Recruit employees to live and work in Clinton	2. <i>Weaknesses</i>
Adding additional industry to the city and county.	Recruitment - Industrial	3. <i>Opportunities</i>

Combined Comments	Category	Question
Lot's of room for growth in various area's of the City. Downtown is a very attractive place and the tertiary areas of retail are looking for great opportunities for the right tenants. Traffic counts are attractive on the major thoroughfares so with the proper education of potential clients, more businesses should be able to locate here. Education of potential businesses is crucial as Clinton is the county seat and has a much greater pull of surrounding areas than the raw "census" data would imply.	Recruitment - Business in downtown and thoroughfares; Promote benefits of locating in Clinton	3. <i>Opportunities</i>
With the expansion of Highway 24 being renovated and giving use quicker access to the Fayetteville area, we have the potential of attracting more businesses to our community. The new 4 lane highway is a great access to our community.	Recruitment - better access with NC24 improvements	3. <i>Opportunities</i>
1) Vacant downtown buildings; 2) Warehousing & logistics space available in Clinton and could be used to market to UPS/Fed Ex as mini-distribution hubs; 3) Land costs are inexpensive; 4) Widening of Hwy 24 brings opportunities for distribution and shipping access to Fayetteville and I-95	Recruitment - of mini distribution hubs, shipping, distribution in existing vacant buildings	3. <i>Opportunities</i>
The pull of larger metro areas (such as Raleigh and Wilmington) pulling away the younger population as well as larger cities with more job opportunities pulling our workforce out of the county.	Employment - Larger city opportunities a lure for young people	4. <i>Threats</i>
That would be the drugs and illegal paraphernalia that is rampant in almost every area of America.	Health - Drug use	4. <i>Threats</i>
The threat on the county farming industry could hurt Clinton in the long run. The economy of Clinton has a big stake in this industry	Industry - Farming/agriculture being threatened	4. <i>Threats</i>
Additional industry, more job opportunities, more amenities such as restaurants, etc	Recruitment - industry, restaurants, etc.	5. <i>Quality of Life Improvements</i>
Affordable housing seems to be an issue. There are virtually no available rentals in the area. This reduces the number of people that are willing to relocate here.	Housing/Apartment additional rentals	5. <i>Quality of Life Improvements</i>
I would like to see some sort of free internet access to those who cannot afford it. Take-home computers to all students to assist with study and homework. Additional money for teachers for the retention and recruitment of well qualified instructors.	Education - recruitment of teachers	5. <i>Quality of Life Improvements</i>

Combined Comments	Category	Question
Money poured into our Mental Health System, which is almost none at the current time. I would like to see a Mental Health Facility for inpatient care, as this would take some of the relief off the county jail system (which is in no way the appropriate place for the mentally ill.) Additional pay for those who protect and serve our community.	Health - mental health improvements	5. <i>Quality of Life Improvements</i>
Something needs to be available for our youth to keep them out of trouble. We currently have no recreational outlet for young folk other than an extremely aged movie theater, and a well-aged skating rink. There is nothing for them to become active in and counter the attention to things that will help them develop into contributing citizens. Students who do make it out to college, rarely return. I do wish there was a way to encourage and attract our young people back and keep us from being a "growing old" community.	Youth & younger people amenities	5. <i>Quality of Life Improvements</i>
More inclusiveness of the different races and also the younger generation.	Community - make more culturally inclusive - and for younger people	5. <i>Quality of Life Improvements</i>
Offer more that interests the younger population as well as support for existing industry and the recruitment of new industry. We need to be pulling employees from outside the county to want live and work here.	Younger demographic attraction; Recruit employees to live and work in Clinton	6. <i>Programs Services</i>
Outside of writing grants for services that we (need) assistance in funding and pleading to the business community for assistance, there is little else that can be done. Speaking with our Senators and Congressmen seems not to be the answer. Advertising that we are a special place to live and grow your family is another method of attracting people to our little community but we cannot compete with the Raleigh, Charlotte or Wilmington's of our State.	Promotion/Advertising to recruit people to live and work in Clinton	6. <i>Programs Services</i>
Improve front line communication and common sense with builders and developers regarding permits, fees and services. (reference to Baskin-Robbins construction project where water was turned off due to lack of checking with someone with more experience...)	Communication	6. <i>Programs Services</i>

Combined Comments	Category	Question
This needs to be not only a City of Clinton initiative, but in needs to be a process the encompasses the entire county. We will need help from all aspects of the county to improve in any area of the county. (SCC, Commisioners, etc)	Partnerships & Resources - strengthen relations with county agencies	7. <i>Other Suggestions</i>
We have seen so much improvement in the infrastructure over the last couple of years and that, I feel, has made a difference, however that simply is not enough to attract the type of businesses and people looking to relocate to the south.	Promotion/Advertising of NC24 improvements to recruit businsses	7. <i>Other Suggestions</i>

Clinton Economic Development Strategic Plan 2018
SWOT: Strengths, Weaknesses, Opportunities & Threats

STRENGTHS	WEAKNESSES
Agriculture	Abandoned buildings
Civic and Business Leaders	Crime
Community involvement	Drug use
Downtown	Greenways/running/hiking
Industry	Infrastructure
Local Government	Interconnectivity
Location	Jobs
Recreation & parks	Lack of entertainment
Schools/College	Restaurants
Shopping	Sidewalks
Small town atmosphere	Substandard housing
Traffic counts	Traffic
Wellness	

OPPORTUNITIES	THREATS
Agriculture	
Business development	
Downtown improvements	
Jobs	
Mini distribution hubs	
New industry	
Restaurants	
Sidewalks	
Technology	
Trails	
Highway 24 improvements	
Lower cost property	
Warehousing, logistics, distribution	

Clinton Economic Development Strategic Plan 2018
SWOT: Strengths, Weaknesses, Opportunities & Threats

Clinton Highway Corridor Stakeholders

STRENGTHS	WEAKNESSES
Fiber available for city and part of county	Highway corridor least designed and connected to other businesses and community
Water is good with available capacity	Parking is an issue downtown
Parks are being improved	Lack of affordable housing for young people/families
Good doctors and facilities at Sampson Regional Hospital	Need more new apartments - especially quality higher-rents for newcomers while they figure out where to buy
Code enforcement - good balance	Code enforcement: Noise is an issue
Stormwater system map is being created	Lack of timely notice to property owner (tenant causes violation but owner notification takes awhile)
	Code enforcement consistency
	Summer Care programming is not available
	Hwy 24 construction hurting business
	Need better street lighting and crossings
	Safety: pedestrians crossing Hwy 701 near Smithfield
	Zoning is perceived as being too strict - need consistency - green space requirement can be an issue
	Drainage areas are covered up and collapsing
OPPORTUNITIES	THREATS
Day care providers have long waiting lists and need shifts for daycare	
Attracting doctors is a struggle - need pediatricians and General Practitioners	