

# Summary and Analysis of Island Coastal Economic Trust (ICET) Funding and Employment Impacts Through 2011

FINAL REPORT

February 2012

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Prepared for:



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## 1. INTRODUCTION

This report presents an analysis of all project funding by Island Coastal Economic Trust (ICET) from its inception through the end of December 2011, with particular emphasis on the estimated employment created by these projects.

The project was undertaken to update and consolidate several previous analyses on ICET funding and economic impacts. To date a total of 85 projects have been approved with total ICET funding of \$45.9 million and total project budgets of \$245.3 million.

**Section 2** summarizes ICET funding and total project funding by region, community size and by sector.

These comparisons are provided for information purposes only as the distribution of projects into each category is simply a result of where and which type of projects have been judged most deserving of financial support to date, based on project quality and anticipated local and regional economic benefit. ICET has no targets for the location or type of projects and merely responds to the project applications that are brought before it.

**Section 3** updates some previous analysis of the cumulative economic impact of ICET-funded projects, with particular emphasis on the total employment impact.

The approach is to add up the estimated employment impacts for each project that has been subject to a detailed evaluation, and then use that information on a sector-by-sector basis to extrapolate the employment impacts to other projects that have not been individually analyzed. This process is not exact but provides an overall picture of the total job creation associated with ICET-funded projects.

**Section 4** is new to this report and identified a set of linkages between ICET activities and the employment creation goals of the provincial government, as represented in the BC Jobs Plan. Some of these linkages include a focus on similar sectors, the need to ensure that benefits flow to small and remote communities, and ICET's history of supporting worker training and advanced research.

Finally, the report has an extensive **Appendix** that lists each funded project and categorizes it according to the categories used in Section 2.

## 2. SUMMARY OF ICET FUNDING

This section of the report summarizes ICET funding and total project budgets according to region with the ICET service area as well as by community size, sector and completion status. Within each of these categories additional information is provided on:

- Number of projects
- ICET funding
- Total project budgets
- Median per-project funding and budget
- Leverage on ICET funding
- ICET funding per capita

As noted in the Introduction, the historical distribution of projects by region, community size and sector is not a target or policy of the Board. A per capita allocation of funds by community was rejected by the Board at its inception in 2006, reinforcing ICET’s focus on a project-by-project approval process that considers economic benefits to the community and region and other factors.

It is also important to emphasize that the economic benefits of ICET-funded projects are not confined to the community or sub-region where projects are located. Nearly every project creates benefits for other communities both within and outside the ICET region due to the supply linkages between businesses, the commuting of workers throughout the region, and the creation of shared benefits such as attracting tourists to the region, improving regional infrastructure, generating scientific knowledge for region-wide use, and many others.

### 2.1. ICET FUNDING BY REGION

The ICET legislation identified two sub-regions corresponding to the two Regional Advisory Committees (RACs). The regional breakdown of project data is therefore shown in this report at both the RAC level and by the eight Regional District (RDs) that comprise the RACs, as shown in the table below.

Regional Advisory Committee (RAC)	Regional District (RD)
Central – South Island (Southern)	<ul style="list-style-type: none"> <li>▪ Cowichan Valley</li> <li>▪ Nanaimo</li> </ul>
North Island – Sunshine Coast (Northern)	<ul style="list-style-type: none"> <li>▪ Alberni-Clayoquot</li> <li>▪ Comox Valley</li> <li>▪ Strathcona</li> <li>▪ Mount Waddington</li> <li>▪ Powell River</li> <li>▪ Sunshine Coast</li> </ul>

Table 1 summarizes the number of projects in each RD, along with the amount of ICET funding and total project budgets, the median ICET funding and project budget in each area, and the leverage on ICET funding, which is the amount of project funding from other sources relative to ICET funds. There are 7 projects that affect more than one RD, one of which is within the Northern RAC area while the other 6 cover all or part of the entire ICET region. For reference purposes, the Appendix contains a list of all projects by region.

One of the approved projects is the Job Opportunities Program (JOP) that provided funding for short-term job creation through the construction and rehabilitation of trails. The program has funded 13 separate trail projects and these are counted separately in the table below.

Table 1. Summary of ICET Projects by Regional District and RAC

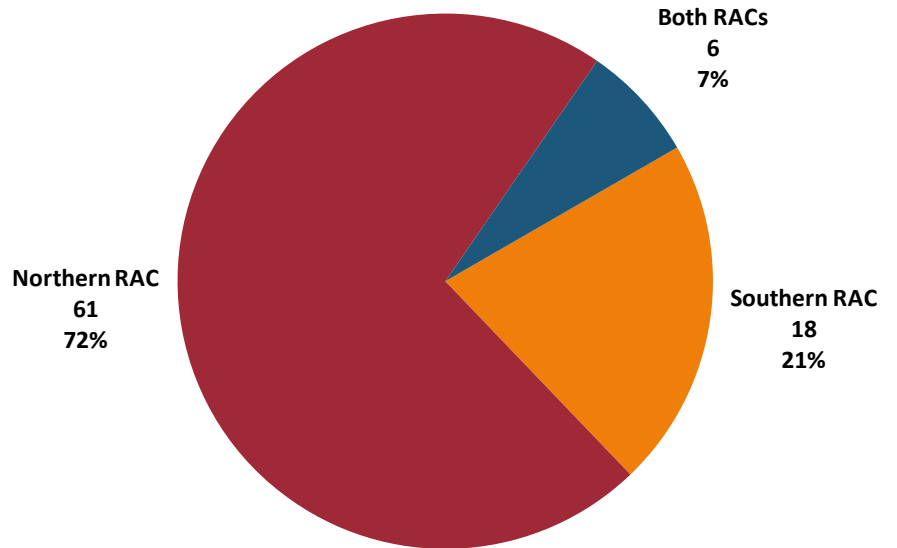
Regional District	ICET-Funded Projects	JOP Projects	ICET Funding	Total Project Budgets	Median ICET Funding/Project (non-JOP only)	Median Project Budget (non-JOP only)	Leverage on ICET Funding
Cowichan Valley	11	0	\$3,759,334	\$23,993,754	\$187,000	\$672,155	5.38
Nanaimo	7	2	\$13,109,599	\$135,997,784	\$1,300,000	\$10,854,759	9.37
<b>Southern RAC</b>	<b>18</b>	<b>2</b>	<b>\$16,868,933</b>	<b>\$159,991,538</b>	<b>\$207,025</b>	<b>\$1,020,159</b>	<b>8.48</b>
Alberni-Clayoquot	11	0	\$6,037,192	\$14,364,075	\$169,000	\$507,000	1.38
Comox Valley	8	1	\$2,513,201	\$11,125,420	\$400,000	\$1,571,781	3.43
Mount Waddington	18	5	\$8,891,733	\$25,316,876	\$183,375	\$651,415	1.85
Powell River	5	0	\$5,254,222	\$12,827,683	\$1,471,050	\$3,062,685	1.44
Strathcona	11	4	\$4,328,673	\$15,636,680	\$150,000	\$473,900	2.61
Sunshine Coast	7	1	\$1,179,894	\$4,235,698	\$69,500	\$274,125	2.59
<i>Multiple RDs (in Northern RAC)</i>	<i>1</i>	<i>0</i>	<i>\$72,625</i>	<i>\$352,825</i>	<i>\$72,625</i>	<i>\$352,825</i>	<i>3.86</i>
<b>Northern RAC</b>	<b>61</b>	<b>11</b>	<b>\$28,277,540</b>	<b>\$83,859,257</b>	<b>\$172,000</b>	<b>\$508,992</b>	<b>1.97</b>
<i>Multiple RDs (both RACs)</i>	<i>6</i>	<i>0</i>	<i>\$709,895</i>	<i>\$1,419,583</i>	<i>\$49,668</i>	<i>\$212,466</i>	<i>1.00</i>
<b>ICET Total</b>	<b>85<sup>1</sup></b>	<b>13</b>	<b>\$45,856,368</b>	<b>\$245,270,377</b>	<b>\$175,000</b>	<b>\$620,000</b>	<b>4.35</b>

<sup>1</sup> JOP counted as one project in the "Multiple RDs (both RACs)" category.

DISTRIBUTION OF PROJECTS

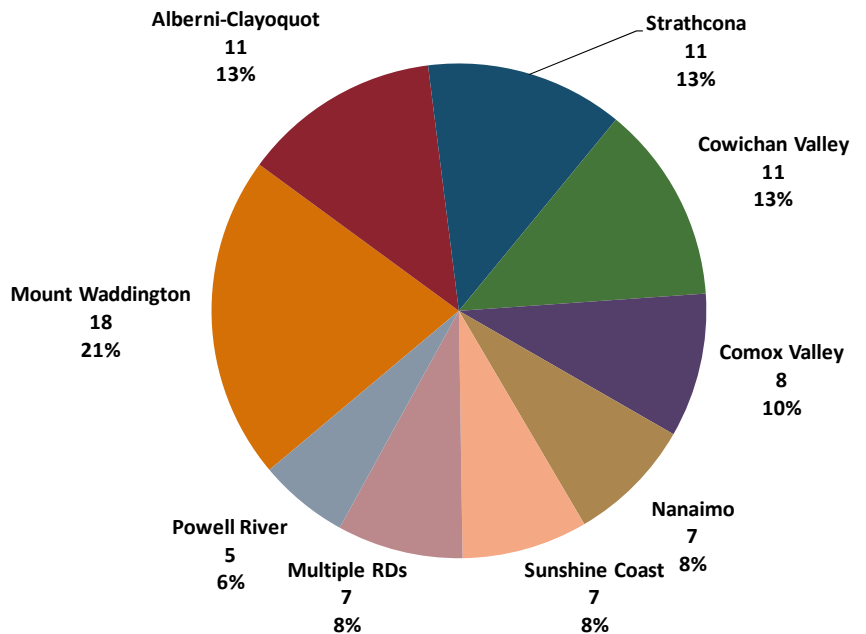
Nearly three-quarters of approved projects are located within the Northern RAC boundaries while 21% are wholly within the Southern RAC. The projects affecting both RACs account for less than 10% of the total.

Number of Projects by RAC



The number of approved projects by Regional District is fairly evenly distributed throughout the region. The RD of Mount Waddington has the most approved projects with 18, followed by 11 projects each for the Alberni-Clayoquot, Strathcona and Cowichan Valley regions. The 5 projects in the Powell River RD are the fewest.

Number of Projects by RD

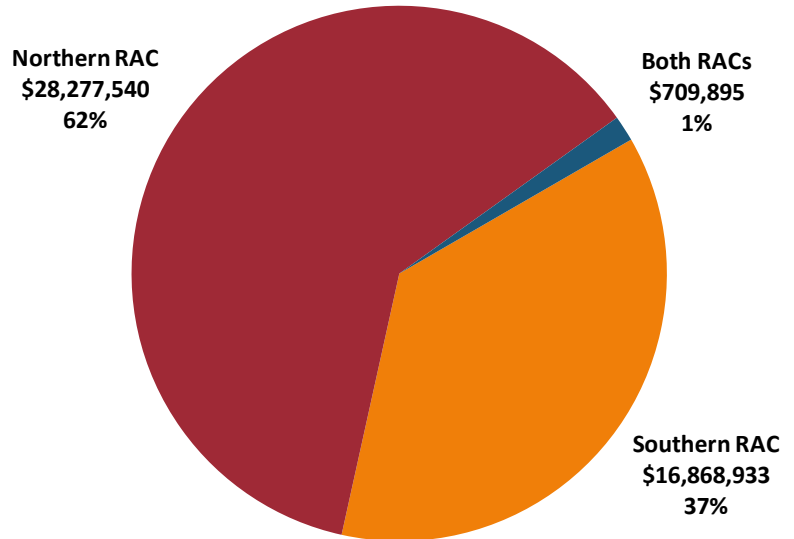


ICET FUNDING

ICET funding is distributed more evenly between the two RACs than the number of projects in each area. The previous section showed the Northern RAC has 72% of total projects, but only 62% of total funding, suggesting that the average project in the North is smaller.

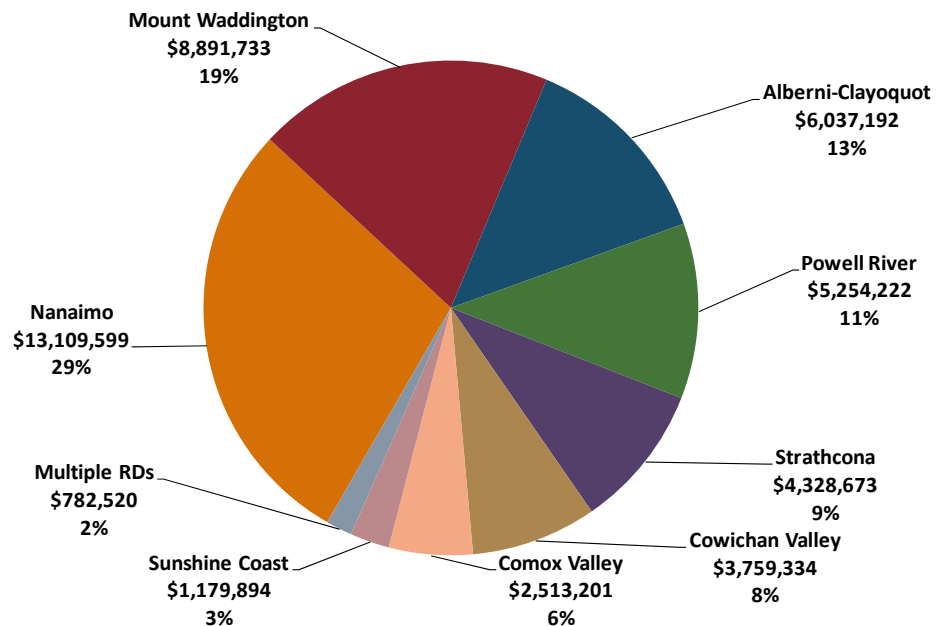
Projects affecting both RACs account for only 1% of total funding despite accounting for 7% of the number of projects.

ICET Funding by RAC



The distribution of ICET funding by Regional District is a bit more concentrated than the distribution of projects, with the RDs of Nanaimo and Mount Waddington combining for just under half of the total. The Powell River RD, despite having the fewest number of projects with 5 has the fourth-largest share of funding with 11% of the total.

ICET Funding by RD





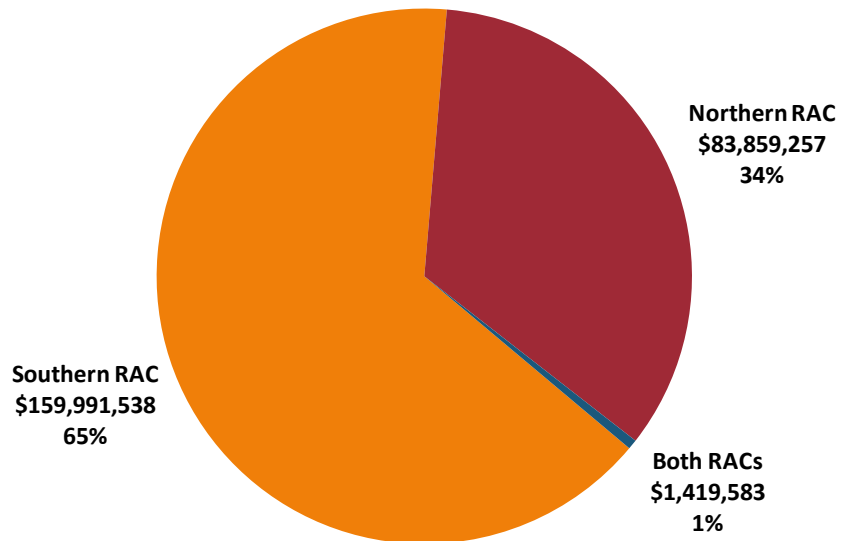
TOTAL PROJECT BUDGETS

Despite having only 21% of all projects, the combined project budgets in the Southern RAC account for 65% of the ICET total.

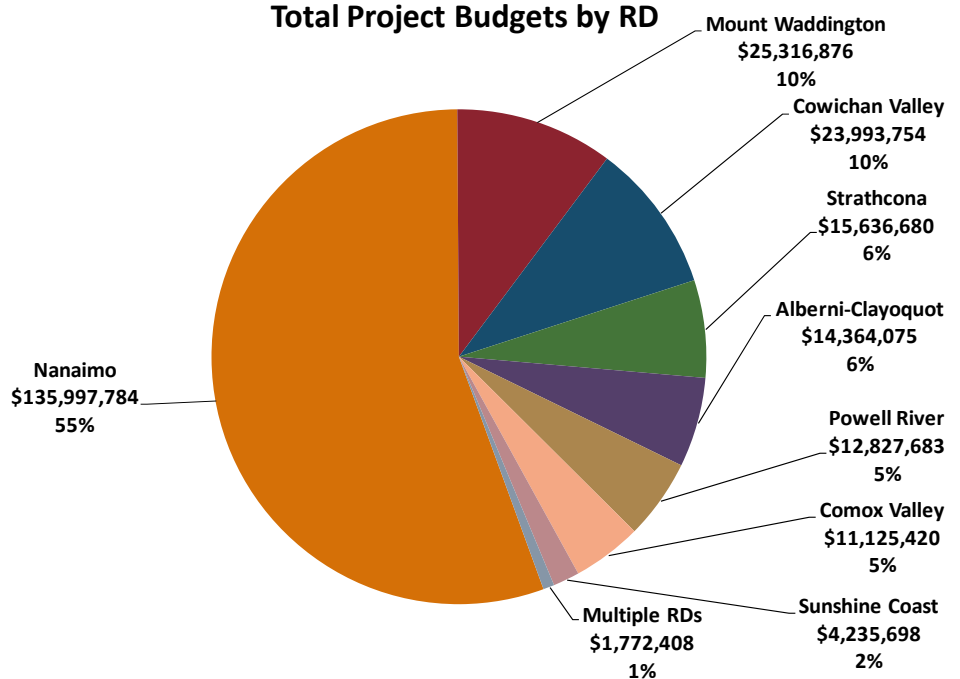
This figure is highly influenced by several large projects where ICET had only a small role. In particular, the \$72.5 million Port of Nanaimo Centre (where ICET contributed only \$2 million) accounts for nearly 30% of total project budgets on its own. The Southern region also has the Nanaimo Assembly Wharf Port Cruise Facility, Nanaimo Airport Expansion Project, Cowichan 2008 North American Indigenous Games and Deep Bay Field Station projects that each had a budget of more than \$10 million with ICET contributions of no more than 20% of the total (and for some projects, much less than 20%).

Again due largely to the Port of Nanaimo Centre and the other large projects listed above, more than half of total project budgets are located in the RD of Nanaimo. The Mount Waddington and Cowichan Valley RDs have the next largest shares with 10% each.

**Total Project Budgets by RAC**

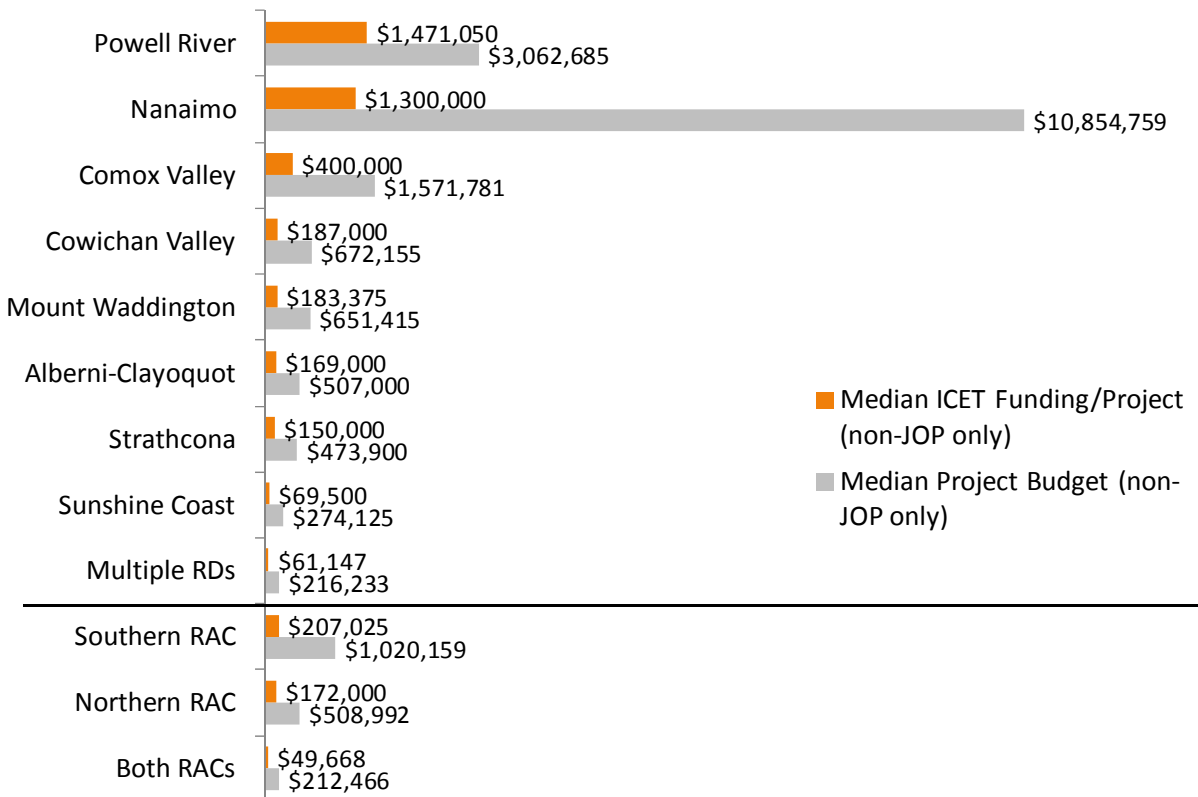


**Total Project Budgets by RD**



MEDIAN ICET FUNDING AND PROJECT BUDGETS

### Median ICET Funding and Project Budgets



The chart above shows median ICET funding per project (the orange bars) along with median project budgets (the grey bars). The median (which is the point at which half of projects are larger and half are smaller) is used rather than the average because averages can be skewed by single large projects. The median is a better representation of the “typical” project in a given area.

Overall this chart supports the earlier evidence that the typical project in the South is substantially larger than the typical project in the North. The median project in the Southern RAC area has a budget of just over \$1 million compared to just over \$500,000 in the North. Pan-regional projects covering both RACs are even smaller, with a median budget of \$212,000.

Among the RDs, Nanaimo has clearly the largest projects with a median budget of \$10.9 million. The Powell River RD has relatively few projects but they are large, with a median budget of more than \$3 million and ICET funding of nearly \$1.5 million. The Comox Valley RD has the next largest median ICET funding at \$400,000 while the rest have a median of less than \$200,000 per project.

LEVERAGE ON ICET FUNDING

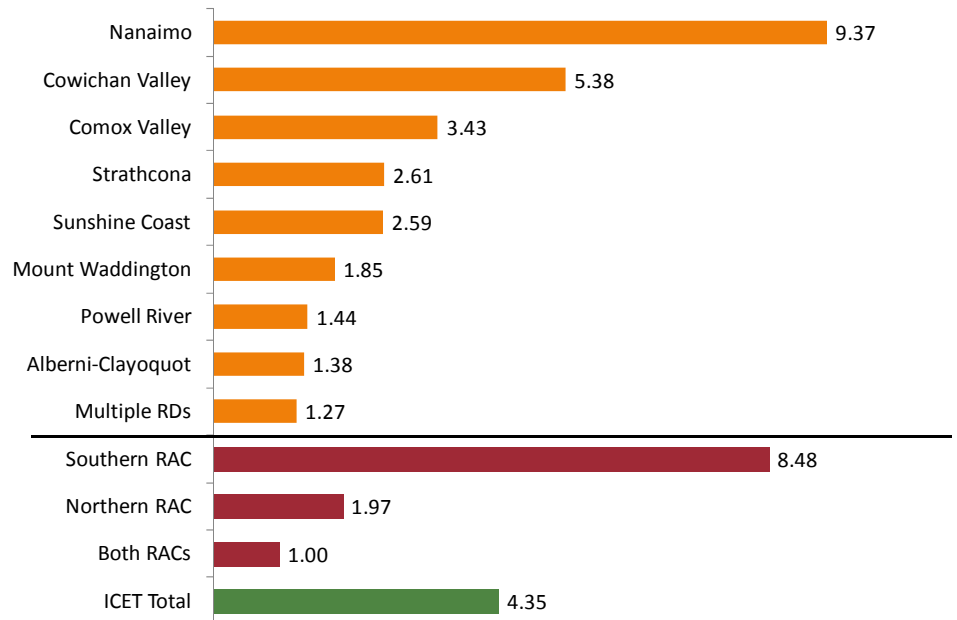
Funding leverage is defined as the amount of non-ICET funding per dollar of ICET funding.

The funding leverage for all ICET projects is 4.35, meaning that every dollar of ICET funding is matched by \$4.35 in funding from other sources. This exceeds the ICET goal of having \$3 in additional funding for each dollar invested.

Among the Regional Districts, Nanaimo has several very large projects that have also attracted significant local, provincial and federal funding of \$9.37 for each dollar from ICET. The next highest ratio is in the Cowichan Valley RD, but this is skewed upward by the very high leverage of 102.2 for the North American Indigenous Games project. Without that project, average leverage in the Cowichan Valley is 2.74, putting it in between the Comox Valley and Strathcona RDs. As the Nanaimo and Cowichan Valley RDs comprise the Southern RAC, it naturally has a much higher average leverage ratio of 8.48.

The lowest leverage ratios are in the Alberni-Clayoquot RD (1.38), the Powell River RD (1.44) and the RD of Mount Waddington (1.85). These correspond to many of the communities that are in ICET's 1:1 matching category (meaning that projects require \$1 in matching funds for each \$1 of ICET funding). This category is intended for "smaller, remote and resource dependent communities," so the lower leverage ratio is consistent with ICET's policy of providing a higher percentage of project funds in these economically challenged areas.

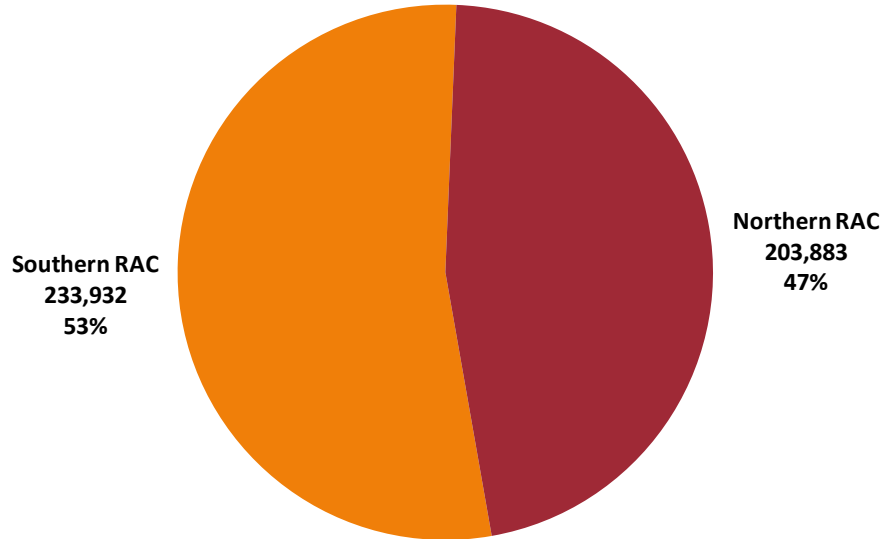
**Average Funding Leverage by RD and RAC**



ICET FUNDING PER CAPITA

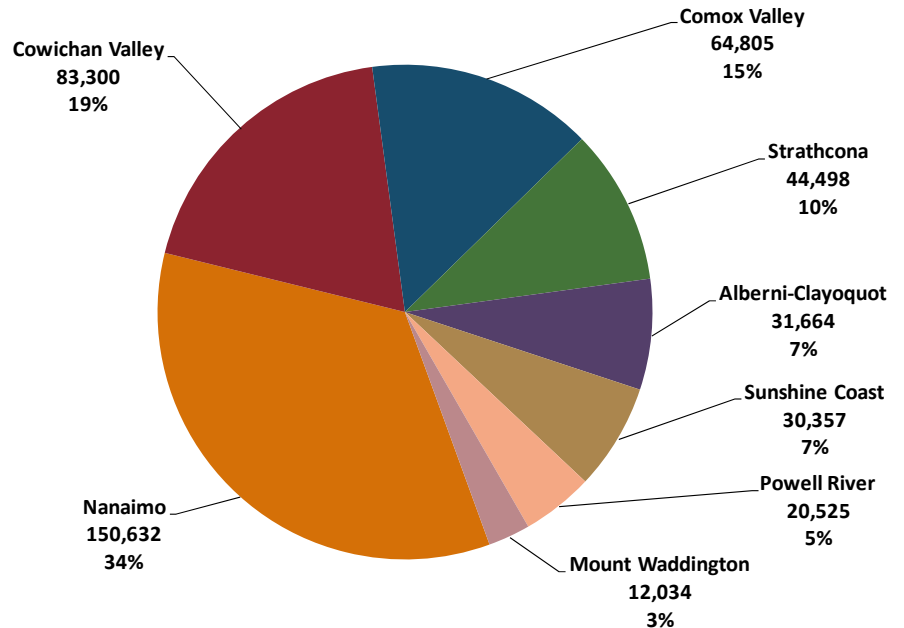
Another way to look at ICET funding is to calculate average funding on a per capita basis. Based on BC Stats population estimates for July 2011, the Southern RAC has slightly more residents than the Northern RAC (53% to 47%).

Estimated Population by RAC, 2011



On a Regional District basis, the RD of Nanaimo has easily the largest population in the region (34% of the total), followed by the Cowichan Valley and Comox Valley RDs. The RD of Mount Waddington is smallest (3% of the total).

Estimated Population by RD, 2011

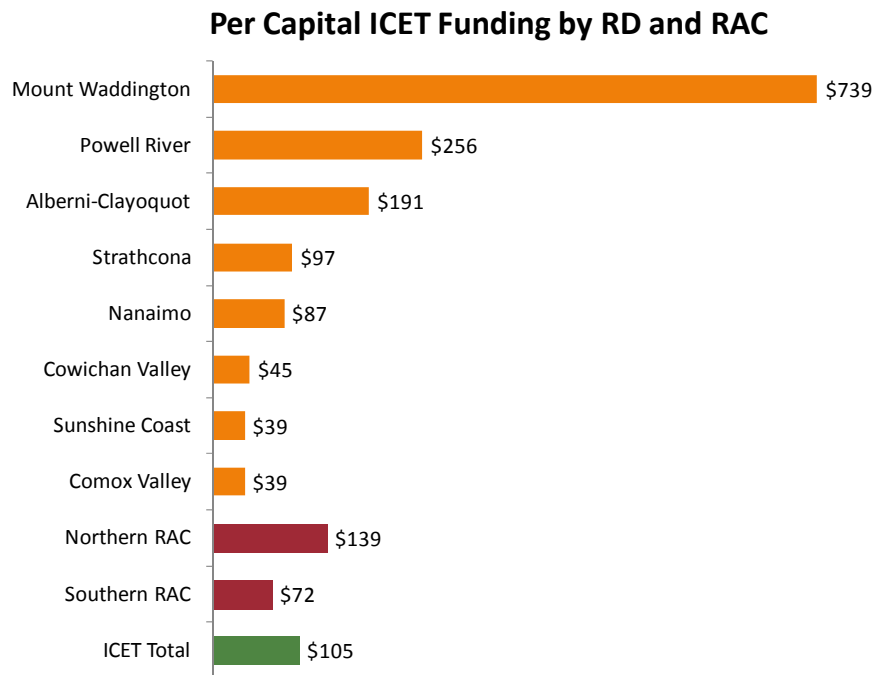


Due to its small population, the amount of ICET funding received by projects in the RD of Mount Waddington is by far the highest in the region, at \$739 per person.

The Powell River RD is also substantially higher than average on a per capita basis, while the lowest are the Comox Valley, Sunshine Coast and Cowichan Valley RDs, at less than \$50 per capita.

On a RAC basis, the per capita funding is somewhat higher than average in the Northern RAC and consequently somewhat lower than average in the Southern RAC. This is once again consistent with the

general principle of allocating more funding to the parts of the region facing greater economic challenges.



## 2.2. ICET FUNDING BY COMMUNITY SIZE

Similar to the distribution of funding by region in section 2.1, there is no ICET policy or objective for supporting projects in communities of varying sizes. It is useful, however, to review the results to date to see how many projects and how much funding has been allocated to different-sized communities.

Population data from the 2011 BC Stats estimates (for municipalities) or the 2006 Census (for unincorporated areas) was used to determine the size of the host community or area for each ICET project. For projects covering multiple areas, their combined population was used.

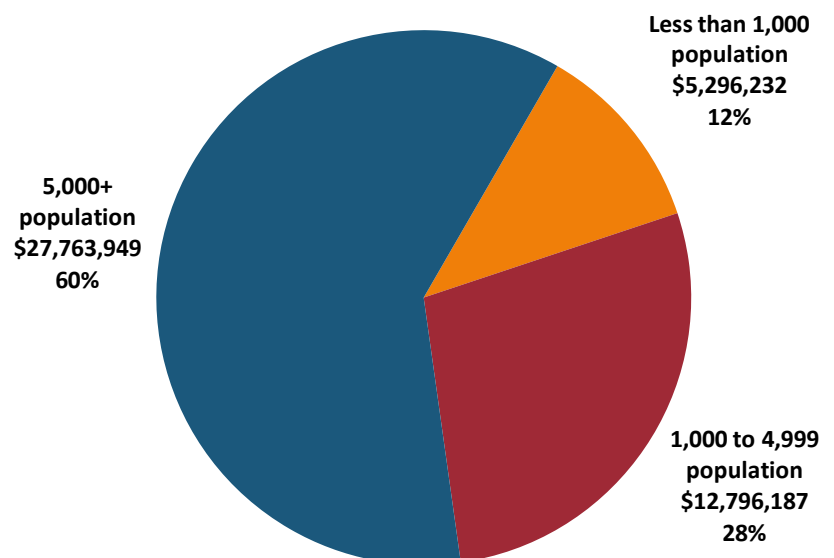
Table 2. Summary of ICET Projects by Community Size

Size Range	ICET-Funded Projects	JOP Projects	ICET Funding	Total Project Budgets	Median ICET Funding/Project (non-JOP only)	Median Project Budget (non-JOP only)	Leverage on ICET Funding
Less than 1,000 population	22	7	\$5,296,232	\$23,208,325	\$115,987	\$389,663	3.38
1,000 to 4,999 population	22	4	\$12,796,187	\$51,400,350	\$181,000	\$852,350	3.02
5,000+ population	40	2	\$27,763,949	\$170,661,702	\$154,000	\$703,334	5.15
<b>ICET Total</b>	<b>85<sup>2</sup></b>	<b>13</b>	<b>\$45,856,368</b>	<b>\$245,270,377</b>	<b>\$175,000</b>	<b>\$620,000</b>	<b>4.35</b>

Table 2 shows that in terms of the number of projects, about one-quarter have been in communities or areas with less than 1,000 people, while another one-quarter have been in communities with less than 5,000 people.

Smaller communities typically have smaller projects so the total funding of \$5.3 million in areas with less than 1,000 people makes up 12% of total ICET funding. Larger communities with more than 5,000 people have just under half of all projects but account for 60% of total ICET funding. Larger communities also have access to more non-ICET funding sources, as shown by the higher funding leverage ratio.

ICET Funding by Community Size



<sup>2</sup> JOP counted as one project.

### 2.3. ICET FUNDING BY SECTOR

The ICET financial contribution program, as defined by the ICET legislation, annual Strategic Plan and online Application Guidelines, identifies nine priority sectors for receiving funding support:

- Agriculture (includes Aquaculture)
- Economic Development
- Energy
- Forestry
- Mining
- Olympic Opportunities
- Small Business
- Tourism
- Transportation

Each funding application specifies one or more sectors in which it will create a positive economic benefit. This section of the report summarizes ICET funding through 2011 according to these key sectors.

This is somewhat more complicated than it first appears because more than 30 of the 85 approved projects have been assigned to more than one sector. For example, a harbour development project may have a tourism component (by creating space to attract recreational vessels), an aquaculture component (by improving facilities or support services for offloading and processing), a transportation component (by facilitating greater ease of movement of people or goods), or an economic development component (reflecting its potential to support the local/regional economy more broadly across many sectors).

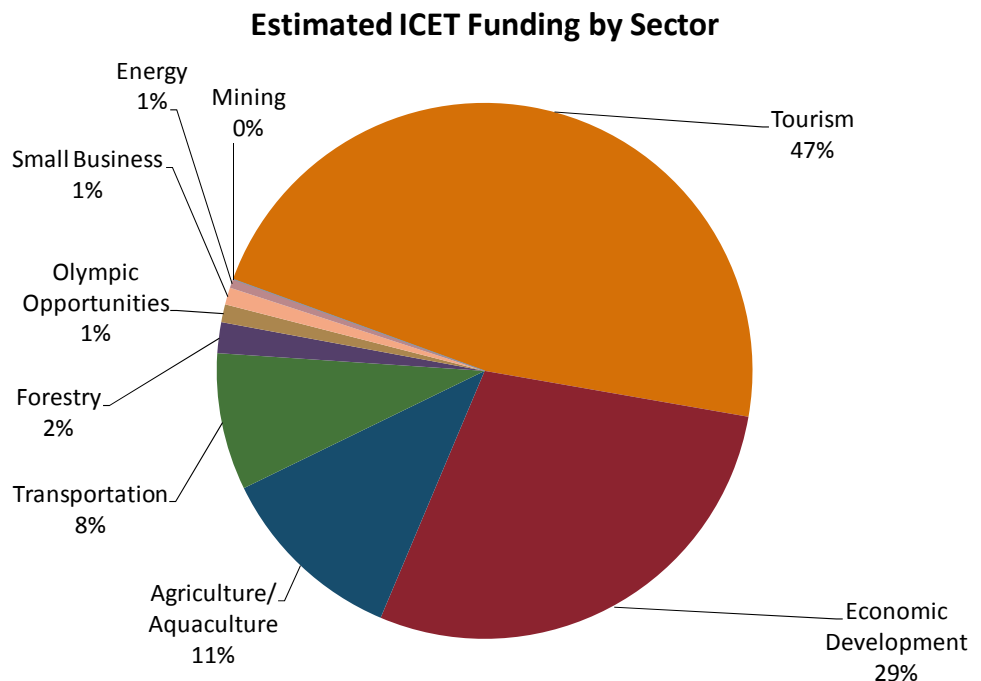
The funding dollars for these multi-sector projects are therefore evenly divided into each sector as there is no way to accurately determine each sector's exact share of each project. As with the regional and community size analysis, ICET has no policy or objective to distribute the funding support to any specific sectors.

Table 3. Summary of ICET Projects by Sector

Sector	ICET-Funded Projects	Estimated ICET Funding	Estimated Total Project Budgets	Leverage on ICET Funding
Tourism	58	\$21,640,993	\$88,063,875	3.07
Economic Development	29	\$13,114,387	\$109,505,747	7.35
Agriculture (inc. Aquaculture)	13	\$5,244,032	\$25,452,481	3.85
Small Business	9	\$472,250	\$2,002,184	3.24
Transportation	8	\$3,790,683	\$16,425,524	3.33
Forestry	4	\$855,603	\$2,009,361	1.35
Olympic Opportunities	2	\$494,340	\$834,886	0.69
Energy	1	\$244,080	\$976,320	3.00
Mining	0	\$0	\$0	n/a
<b>ICET Total</b>	<b>124<sup>3</sup></b>	<b>\$45,856,368</b>	<b>\$245,270,377</b>	<b>4.35</b>

Table 3 shows that of the 85 ICET-funded projects to date, about two-thirds have had a tourism component and about one-third have been in the broad Economic Development sector. There have not been any approved mining projects to date (although a mining project was recently approved to proceed to Stage 2 of the application process) only a few projects affecting energy, Olympic opportunities or forestry.

Even with two-thirds of all projects, the estimated amount of ICET funding going to tourism is only 47%. Economic development projects are larger, on average, accounting for 29% of total funding.



<sup>3</sup> Total exceeds the actual total of 85 projects due to many projects being assigned to multiple sectors. The Job Opportunities Program (JOP) is counted as one project in Forestry and Tourism.



## 2.4. COMPLETED PROJECTS

Table 4 shows that of the 85 projects approved to ICET to date, 43 of them have been completed. (This means they have been constructed and/or implemented, even if all of the final ICET administrative reports are not complete).

These projects account for almost exactly half of approved ICET funding to date. They include several of the largest projects, including the Port of Nanaimo Centre, the Nanaimo Airport Expansion Project, the Nanaimo Assembly Wharf Port Cruise Project and the Deep Bay Field Station. A total of 74% of total project budgets have been completed.

Table 4. Completed ICET Projects

	Number of Projects	ICET Funding	Total Project Budgets	Leverage on ICET Funding
Completed Projects	43	\$23,106,326	\$182,549,239	6.90
Share of All Approved Projects	51%	50%	74%	-

### 3. EMPLOYMENT IMPACTS OF ICET FUNDING

This section of the report describes the methodology and results of an evaluation of ICET's total employment creation since inception.

It is important to emphasize that all of these employment figures are *projections*. They are based on the expected situation when projects have been completed and in many cases after an additional period of 3-5 years to allow for growth to be realized. As shown in Section 2.4, only half of the approved projects have been completed and almost none have been operating long enough for all of the expected employment gains to come to fruition.

The reported jobs are long-term, permanent employment. While short-term construction or project development jobs are also important, ICET's clear focus is on long-term employment creation. As explained in the detailed steps below, the analysis uses the BC Input-Output model as this is the most reliable way to estimate the total employment impact in the local area and for the province overall. This is particularly true for projects and industries where the direct impact may be dispersed among various local activities (such as a tourism project that generates additional spending in local accommodation and food services, retail, transportation, and other activities).

#### BACKGROUND

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As part of its evaluation of project applications, ICET will sometimes commission Vann Struth Consulting Group to analyze the projected economic impacts of a project. This evaluation is based on the information contained in the project application, as well as supporting documentation (e.g., business plans, prior consulting studies) and often supplemented by telephone interviews with the project proponents to ensure the expected project impacts are fully understood.

The economic impact evaluation then has the following steps:

1. Finalize estimates of each of the major direct impacts of the project. This may be expressed as a number of new tourists to a community, a volume of additional commercial fish offloading or seafood processing, additional production of some good or service, etc.
2. Convert the direct impacts into dollar figures. In the tourism example, the number of tourists of a particular type can be converted into a dollar impact using per diem spending estimates available from sources like Tourism BC and recreational boating associations. These sources also provide estimates of the types of goods and services that tourists will spend their money on. Note that different types of tourists (e.g., recreational boaters, business travelers, campers) may have quite different spending profiles.

3. Apply employment ratios from the BC Input-Output Model to determine the direct employment in the project area. These multipliers are published by BC Stats for about 66 industries and show, for a \$1 million increase in revenue, the estimated number of direct jobs created in each industry. There are also input-output multipliers for total output, BC gross domestic product (GDP) and federal/provincial/local tax revenues, but each of these are valid only at the provincial level. The direct employment ratios, however, can reasonably be assumed to be located in the local area where direct expenditures occur.
4. Apply local employment multipliers, also available from BC Stats, to estimate local indirect and induced employment. This step provides an estimate of the additional local jobs that are created by suppliers to the direct activity, as well as the induced jobs created by extra household income that is spent on local goods and services.
5. The combination of local direct jobs estimated in step 3 and the local indirect and induced jobs estimated in step 4 provides the local employment impact of the project. Indirect and induced employment at the provincial level is also estimated but the main focus is the local employment impact.
6. The estimated local job creation is then compared to the amount of ICET funding to calculate a ratio of local jobs per \$100,000 in funding. This is a standard metric that is reported for all evaluations of ICET projects.

In addition to the evaluations commissioned by ICET, several project proponents commissioned their own analysis as part of their applications. Taken together, a total of 24 projects have been subject to a detailed evaluation. These projects account for 53% of total ICET funding and 58% of total project budgets.

Table 5. Summary of Economic Impact Evaluations to Date

	Evaluations to Date	Share of ICET Total
Number of Projects Evaluated	24	28%
Total ICET Funding	\$24,160,109	53%
Total Project Budgets	\$142,799,603	58%
Estimated Local Jobs	1,070	
Estimated Non-Local Jobs	235	
Estimated Total Provincial Jobs	1,305	
Local/Non-Local Jobs per \$100,000 of ICET Funding	4.4 / 1.0	
Local/Non-Local Jobs per \$100,000 of Project Budget	0.7 / 0.2	

The cumulative employment impact from these 24 projects is estimated at 1,070 local jobs (where local is defined by wherever the project is located), plus an additional 235 jobs elsewhere in BC. These additional jobs are created by the many customer/supplier linkages between companies in different

communities throughout the province. Some of these 235 jobs may also be in the ICET region, but there is no way to tell for sure.

#### EXTRAPOLATING RESULTS TO OTHER PROJECTS

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The next phase in estimating ICET's total employment impact is to extrapolate these results to the projects that have not been evaluated. This was done with the following steps:

1. Group the evaluated projects into similar types. These include harbour projects, stand-alone tourist attractions, transportation projects (e.g., airports), trails, visitor centres, infrastructure (e.g., high-speed internet) and other.
2. Calculate the average impacts relative to ICET funding and project budgets for each type of project. For example, the evaluated harbour projects produce an estimated 3.2 local jobs per \$100,000 of ICET funding (plus 0.2 non-local jobs) and 1.5 local jobs per \$100,000 in project budget (plus 0.1 non-local jobs).
3. Exclude projects that are unique and therefore not useful for extrapolating impacts to other projects (e.g., the Port of Nanaimo Centre is a major convention facility that is unlike any other ICET-funded project so its impacts are not used to compare to other projects).
4. Organize the non-evaluated projects into the same types as step 1 above. Apply the average ratios of jobs per ICET funding and jobs per project budgets that were calculated in step 2.

It is important to be conservative in the analysis and to ensure that the estimated job impacts are reasonable. The projects that have been evaluated are larger than the non-evaluated projects and it is possible that their impacts on a per-dollar basis are greater. There are also relatively few evaluated projects in some of the categories so if impacts are higher-than-average for any reason in the evaluated project, it may not provide a reasonable basis to assess other projects of a similar type.

For both of these reasons the decision was made that if a particular project type had employment impacts higher than the average for all projects, this higher average would not be used to extrapolate to the non-evaluated projects. Rather the overall averages shown in Table 5 would be used instead.

For example, the local employment impact for an evaluated transportation project is 5.2 local jobs per \$100,000 of ICET funding. Rather than use this figure to apply to other transportation projects, the overall average of 4.4 local jobs is used.

5. Sum up the extrapolated jobs for all non-evaluated projects to arrive at the estimated total, as shown in Table 6.

Table 6. Estimated Total Employment Impact of ICET-Funded Projects Through 2011

	ICET Total
Local Jobs in ICET Communities	1,825
Additional Non-Local Jobs	410
Total Provincial Job Creation	2,235

**It is estimated that ICET projects to date have created 1,825 permanent jobs in ICET communities, plus an additional 410 jobs elsewhere in the province (some of which likely also fall in the ICET region).**

## 4. LINKAGES TO BC JOBS PLAN

The BC Jobs Plan was released by the provincial government in September 2011. It contains a series of strategies and key initiatives that are intended to boost job creation and investment in the province.

There are many similarities between the goals, programs and key sectors identified in the BC Jobs Plan and the past work completed by Island Coastal Economic Trust. The purpose of this final section of the report is to highlight some of these similarities and linkages.

### KEY SECTORS

The Jobs Plan is focused on creating the conditions for new private sector investment that will lead to new, permanent employment in BC. This will be done in part by growth in key sectors of the provincial economy, some of which are the same sectors where ICET has already been active.

Table 7 lists ICET's priority sectors, as well as the key sectors in the BC Jobs Plan. The common sectors on both lists are identified with a check.

Table 7. Comparison of ICET Priority Sectors to Key Sectors in BC Jobs Plan

ICET Priority Sectors		Key Sectors in BC Jobs Plan	
Agriculture (includes Aquaculture)	✓	Agrifoods	✓
Economic Development		Forestry	✓
Energy	✓	International Education	
Forestry	✓	Knowledge, Clean Tech and Green Economy	
Mining	✓	Mining	✓
Olympic Opportunities		Natural Gas	
Small Business		Tourism	✓
Tourism	✓	Transportation: Ports, Marine and Aerospace	✓
Transportation	✓		

### AGRIFOOD

The agrifood sector includes several components of strength in the ICET region, including aquaculture, commercial fishing, agriculture and processing of a wide variety of food products.

A total of 15 ICET-funded projects have created impacts in agrifood, including 12 projects with a significant focus on aquaculture. This includes many harbour development projects that make it easier to service aquaculture sites and transport seafood products. Projects at Fanny Bay and Heriot Bay on Quadra Island are directly focused on enhancing aquaculture sector productivity by improving facilities for offloading, handling and transporting aquaculture products. The harbour improvement project in Port Alberni will have similar benefits for commercial fishing.

On the technology side of things, ICET has funded two applied research facilities at Vancouver Island University (Deep Bay Field Station for Shellfish Research and International Centre for Sturgeon Studies) that will lead to the development of new production techniques and technology transfer to private industry.

#### TOURISM

Tourism is a key economic growth opportunity for communities and regions throughout the province and ICET has funded more projects with a tourism dimension than any other sector. The funded projects cover a huge range of tourism activities, including recreational boating, skiing and hiking, aboriginal tourism, agri-tourism and arts and culture.

Some of these tourism sub-markets are particularly prominent in the Jobs Plan. First, skiing is a major focus with the goal of making BC the world's pre-eminent skiing destination. ICET supported the Vancouver Island Mountain Sports Society (VIMSS) in their development of a winter sports centre at Mount Washington. Not only does this attract more tourists in its own right, but also creates the potential for Vancouver Island to host major winter sports events.

There are several examples of aboriginal tourism. The Homalco Nation received funding support for Homalco Wildlife Tours, which will provide a wildlife-based touring experience that incorporates various aspects of Homalco culture and heritage. The Penelakut Tribe received support for their Tent Island Destination Project, which will create camping sites on Tent Island. This project is a platform for the development of further aboriginal tourism experiences for Tent Island visitors.

With respect to agri-tourism, a project will be starting to introduce the "Economuseum Approach" in the Cowichan Valley and Nanaimo areas. This involves the small-scale production of a traditional good or food product that will enable tourists to have a learning experience, take home an authentic product, and support small-scale production on farms in the region.

A total of 72 of ICET's 85 projects have some element of tourism, including the many harbour, trail and transportation projects.

#### TRANSPORTATION INFRASTRUCTURE

A key point of emphasis in the Jobs Plan is the need to upgrade key transportation infrastructure so that BC goods can easily be transported to customers around the world. Transportation is a sector that may not be responsible for significant direct job creation, but it is vital as an enabler of investment and job growth in other sectors.

ICET has played a very similar role in helping to upgrade key transportation infrastructure in its region, particularly with respect to harbours and airports. The importance of harbour improvements to enhance aquaculture and fishing sector productivity was mentioned earlier during the discussion of agrifood,

while harbour and airport improvements also have an important role in accommodating more tourists in the region.

An important point regarding the economic impact of transportation infrastructure is illustrated by the development potential of the Campbell River Airport. One of the primary goals of the runway extension project is the development of an aviation-based industrial park in the vacant land surrounding the airport. The industrial park would accommodate aerospace repair and service businesses, for example. The key point to emphasize is that it is impossible to predict through a standard economic impact study exactly how many jobs might eventually be created at this industrial park, yet without the initial investment in upgrading airport infrastructure it can reasonably be stated that none of these future industrial jobs will be realized. The employment impact of the original runway extension project is therefore very large indeed.

Similar investments in transportation infrastructure have occurred at harbours and airports throughout the region.

#### OTHER CONSIDERATIONS

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In addition to the obvious similarities between ICET's existing projects and the key Jobs Plan sectors of Agrifood, Tourism and Transportation, there are several other important linkages.

#### SUPPORTING SMALL AND REMOTE COMMUNITIES

One of the objectives that is implicit in the Jobs Plan is for the benefits of investment and job growth to be felt in every community in the province. ICET does not have a specific policy to ensure projects are funded in small communities, but Section 0 on page 11 showed that nearly one-quarter of all ICET-projects have been located in communities or areas with a population of less than 1,000 people. Nearly half of all projects are in communities or areas with less than 5,000 people. These outcomes are largely due to the quality of the projects originating from these small communities, but they also demonstrate a willingness of ICET to work with local staff and community representatives who often face more severe constraints on their time and available financial resources for matching purposes.

The ICET matching policy, which varies the amount of required matching funds based on local economic conditions, is a way to encourage the funding of projects in less-advantaged and remote communities and regions. Many of these areas also have a small population base.

#### EMPHASIS ON EDUCATION AND TRAINING

The Jobs Plan places a great deal of emphasis on education and training so BC workers are equipped to produce high-value goods and services. ICET has undertaken several initiatives in this area, most notably the Job Opportunities Program, which was a partnership that provided training and financial support to displaced forest workers who constructed a series of recreational trails.



As noted under the Agrifood discussion, ICET has also provided funding support to several projects with Vancouver Island University that are aimed at applied research and the development of new techniques in shellfish production (Deep Bay Field Station for Shellfish Research) and sturgeon farming (International Centre for Sturgeon Studies). The ultimate result will be technology transfer to the private sector, encouraging more efficient and higher-value production.

#### INVESTMENTS IN INFRASTRUCTURE

This point was referenced earlier with respect to transportation infrastructure, but it is worth emphasizing again how the focus in the Jobs Plan on creating the right conditions for private sector investment and job creation is similar to the approach taken by ICET in its support of key transportation and other infrastructure in the region. In addition to the harbours and airports mentioned earlier, there have been several projects aimed at improving telecommunications infrastructure. A high speed internet project was supported in Coal Harbour and Zeballos and a wireless internet tower was supported on Texada Island.

#### CONCLUSION

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There are many similarities between the goals and strategies in the BC Jobs Plan and the projects supported by ICET since its inception.

Five of the eight key sectors in the Jobs Plan overlap with ICET's priority sectors and many ICET-funded projects are exactly the type of activities encouraged through the Jobs Plan's sector-specific strategies. ICET has also worked to ensure that all communities have access to funding and has strongly supported investments in key infrastructure that will allow subsequent economic development opportunities to be realized.

## APPENDIX

The appendix contains a series of detailed tables that list the individual projects within each Regional District and by community size.

### LIST OF PROJECTS BY REGION

Note that completed projects are shown in bold. These are projects where construction is complete, but all administrative details may not be finalized.

#### COWICHAN VALLEY REGIONAL DISTRICT (SOUTHERN RAC)

ID	Applicant	Title	Project Budget	ICET Funding	ICET Funding Leverage	Sector
62	Cowichan Valley Regional District	Cowichan Valley Trail Initiative	\$7,840,338	\$1,743,891	3.50	Tourism
93	Ladysmith Maritime Society	Ladysmith Community Marina Visitor Facilities Project	\$1,690,000	\$543,750	2.11	Tourism, economic development, Transportation
83	Duncan-Cowichan Chamber of Commerce	Duncan-Cowichan Visitor Centre	\$1,274,100	\$520,000	1.45	Tourism
110	BC Forest Museum	BC Forest Discovery Centre and Visitor Co-Location	\$672,155	\$224,050	2.00	Tourism
<b>87</b>	<b>City of Duncan</b>	<b>Craig Street Revitalization Project</b>	<b>\$766,217</b>	<b>\$190,000</b>	<b>3.03</b>	<b>Economic Development, Small Business</b>
66	Cowichan Bay Fisherman's Wharf Association	Cowichan Bay Harbour Improvement & Expansion Project	\$664,358	\$187,000	2.55	Tourism, Aquaculture, Transportation
130	Penelakut Tribe	Tent Island Destination Project	\$226,286	\$113,143	1.00	Tourism, Economic Development
<b>32</b>	<b>Cowichan 2008 Indigenous Games Society</b>	<b>Cowichan 2008 North American Indigenous Games</b>	<b>\$10,320,000</b>	<b>\$100,000</b>	<b>102.20</b>	<b>Tourism</b>
127	Cowichan Community Land Trust Society	Cowichan Estuary Interpretive Nature Centre	\$350,000	\$87,500	3.00	Tourism, Economic Development
122	SDECB	Implementing the Economuseum Approach	\$153,300	\$46,300	2.31	Tourism, Small Business
<b>92</b>	<b>British Columbia Forest Museum</b>	<b>Vancouver Island Forestry Festival</b>	<b>\$37,000</b>	<b>\$3,700</b>	<b>9.00</b>	<b>Tourism</b>

NANAIMO REGIONAL DISTRICT (SOUTHERN RAC)

ID	Applicant	Title	Project Budget	ICET Funding	ICET Funding Leverage	Sector
28	Nanaimo Airport Commission	Nanaimo Airport Expansion Project	\$24,200,000	\$5,000,000	3.84	Transportation; Economic Development
24	Nanaimo Port Authority	Nanaimo Assembly Wharf Port Cruise Facility	\$22,000,000	\$3,500,000	5.29	Tourism
5	City of Nanaimo	Port of Nanaimo Centre	\$72,500,000	\$2,000,000	35.25	Economic Development
108	Vancouver Island University	International Centre for Sturgeon Studies	\$5,250,000	\$1,300,000	3.04	Agriculture, Economic Development
38	Vancouver Island University Centre for Shellfish Research	Deep Bay Field Station: Shellfish Farming, Securing Sustainable Economies	\$10,854,759	\$1,000,000	9.85	Aquaculture
124	City of Nanaimo	Northfield Rotary Park Visitor Information Kiosk and Improvements (Revised)	\$620,000	\$155,000	3.00	Tourism
46	City of Parksville Economic Alliance	Business Retention & Expansion; "Business Assistance for Successful Enterprise"	\$45,500	\$8,500	4.35	Small Business

ALBERNI-CLAYOQUOT REGIONAL DISTRICT (NORTHERN RAC)

ID	Applicant	Title	Project Budget	ICET Funding	ICET Funding Leverage	Sector
128	Port Alberni Port Authority	Fishermens Harbour Improvement Project	\$7,508,000	\$3,545,000	1.12	Tourism, Economic Development
<b>94</b>	<b>Alberni Valley Chamber of Commerce</b>	<b>New Gateway Visitor Centre for the Alberni Valley and Pacific Rim Region</b>	<b>\$1,512,384</b>	<b>\$706,192</b>	<b>1.14</b>	<b>Tourism</b>
121	Ucluelet Aquarium Society	Ucluelet Aquarium	\$1,571,781	\$515,000	2.05	Tourism
86	City of Port Alberni//Tseshaht First Nation/Alberni-Clayoquot Regional District	The Runners Trail - Joining Alberni to Cowichan Via the Nitihah River Valleys	\$929,000	\$450,000	1.06	Tourism
<b>36</b>	<b>City of Port Alberni</b>	<b>Port Alberni Uptown Redevelopment</b>	<b>\$494,000</b>	<b>\$247,000</b>	<b>1.00</b>	<b>Economic Development, Small Business</b>
123	Alberni Clayoquot Regional District	Longbeach Airport Navigational Aids	\$507,000	\$169,000	2.00	Transportation, Tourism
<b>56</b>	<b>2009 World Under 17 Hockey Challenge Society</b>	<b>2009 World Under 17 Hockey Challenge</b>	<b>\$1,126,430</b>	<b>\$100,000</b>	<b>10.26</b>	<b>Economic Development, Tourism</b>
<b>35</b>	<b>Ucluelet Economic Development Corporation</b>	<b>Wild Pacific Trail &amp; Parking Lot</b>	<b>\$285,000</b>	<b>\$95,000</b>	<b>2.00</b>	<b>Tourism</b>
69	Alberni-Clayoquot Regional District Trails Committee and Alberni Valley Enhancement Association	Stamp River Anglers' Trail & Signage Component	\$168,200	\$84,000	1.00	Tourism
81	Alberni-Clayoquot Regional District Trails Committee and Alberni Valley Enhancement Association	Historic Alberni Inlet CNPR Trail	\$152,280	\$76,000	1.00	Tourism
109	Alberni Clayoquot Regional District for the Bamfield Harbour Authority	West Bamfield Dock Improvements	\$110,000	\$50,000	1.20	Tourism, Economic Development

COMOX VALLEY REGIONAL DISTRICT (NORTHERN RAC)

ID	Applicant	Title	Project Budget	ICET Funding	ICET Funding Leverage	Sector
17	Comox Valley Economic Development Society	Vancouver Island Discovery Centre	\$4,345,000	\$745,000	4.83	Tourism
9	Vancouver Island Mountain Sports Society (VIMSS)	Vancouver Island Mountain Centre	\$2,350,500	\$555,500	3.23	Tourism
107	Fanny Bay Harbour Authority	Fanny Bay Harbour Loading Ramps	\$1,869,700	\$515,000	2.63	Aquaculture
117	Comox Valley Harbour Authority	Comox Small Craft Harbour Revitalization Project	\$1,600,000	\$400,000	3.00	Tourism, Economic Development
115	Denman Island Residents Association	Denman Island Community Dock Project	\$381,000	\$118,500	2.22	Transportation, Tourism
82	Comox Valley Economic Development Society	Comox Valley International Marketing and Investment Attraction Campaign	\$210,000	\$50,000	3.20	Agriculture
72	The Village of Cumberland	Cumberland Village Square	\$108,900	\$27,225	3.00	Small Business, Economic Development
103	Comox Valley Economic Development Society	Biathlon Range Target Automation Project	\$100,373	\$25,083	3.00	Olympic Opportunities

STRATHCONA REGIONAL DISTRICT (NORTHERN RAC)

ID	Applicant	Title	Project Budget	ICET Funding	ICET Funding Leverage	Sector
<b>71</b>	<b>City of Campbell River</b>	<b>Campbell River Airport Runway Extension</b>	<b>\$8,331,250</b>	<b>\$2,310,000</b>	<b>2.61</b>	<b>Transportation, tourism, economic development</b>
119	Quadra Island Harbour Authority	Heriot Bay Wharf Facility Upgrades	\$1,249,000	\$450,000	1.78	Aquaculture
<b>84</b>	<b>City of Campbell River</b>	<b>Campbell River Downtown Revitalization Project</b>	<b>\$1,888,850</b>	<b>\$250,000</b>	<b>6.56</b>	<b>Economic Development, Small Business</b>
111	The Homalco Nation	Homalco Wildlife Tours	\$473,900	\$195,000	1.43	Tourism
131	Tidemark Theatre Society	Tidemark Theatre Revitalization	\$510,984	\$153,000	2.34	Tourism, Economic Development
53	Campbell River Harbour Authority	Campbell River Harbour Revitalization Project	\$1,374,280	\$150,000	8.16	Tourism, Aquaculture
<b>112</b>	<b>Campbell River and District Fish and Wildlife Association</b>	<b>Roberts Lake Fish and Wildlife Viewing Trail</b>	<b>\$100,000</b>	<b>\$50,000</b>	<b>1.00</b>	<b>Tourism</b>
<b>106</b>	<b>Business Development Bank of Canada</b>	<b>Small Business Productivity &amp; Competitiveness Program</b>	<b>\$81,488</b>	<b>\$41,738</b>	<b>0.95</b>	<b>Small Business</b>
132	Back Country Horsemen Society of BC - Vancouver Island	Salmon Brewster Equine Trail and Campsites	\$82,000	\$40,000	1.05	Tourism
95	Campbell River Economic Development Corporation (Rivercorp)	Campbell River Community Promotion and Attractions Strategy	\$115,438	\$36,000	2.21	Tourism, economic development
<b>118</b>	<b>Sayward Futures Society</b>	<b>Kelsey Bay Wharf Improvement Project</b>	<b>\$36,400</b>	<b>\$18,200</b>	<b>1.00</b>	<b>Transportation, aquaculture</b>

MOUNT WADDINGTON REGIONAL DISTRICT (NORTHERN RAC)

ID	Applicant	Title	Project Budget	ICET Funding	ICET Funding Leverage	Sector
51	Town of Port McNeill	Port McNeill Harbour Development Project	\$7,937,000	\$3,500,000	1.27	Tourism, Economic Development, Transportation
58	District of Port Hardy	Port Hardy Seine Float & Area Improvement Project	\$6,358,722	\$1,994,000	2.19	Economic Development, Aquaculture
<b>37</b>	<b>'Namgis First Nation</b>	<b>'Namgis First Nation Waterfront Enhancement Project</b>	<b>\$1,326,000</b>	<b>\$499,300</b>	<b>1.66</b>	<b>Tourism</b>
125	District of Port Hardy	Bear Cove Recreation Site Upgrade	\$1,208,401	\$400,000	2.02	Tourism
<b>20</b>	<b>Village of Alert Bay</b>	<b>Alert Bay Municipal Wharf Upgrade &amp; Scenic Seaside Boardwalk</b>	<b>\$702,755</b>	<b>\$324,000</b>	<b>1.17</b>	<b>Tourism</b>
<b>3</b>	<b>Northern Vancouver Island Trails Society</b>	<b>Cape Scott North Coast Trail</b>	<b>\$699,920</b>	<b>\$249,920</b>	<b>1.80</b>	<b>Tourism</b>
114	Malcolm Island Lions Club	Malcolm Island Marine Visitor's Centre and Harbour Expansion	\$602,910	\$248,500	1.43	Transportation, Tourism
133	Nuchatlaht First Nation	Nuchatlaht Recreation Site and Dock Facility	\$470,000	\$235,000	1.00	Tourism, Economic Development
129	Quatsino Community Society	Coal Harbour Wharf Infrastructure Upgrades	\$426,500	\$191,750	1.22	Economic Development, Aquaculture
<b>12</b>	<b>Northern Vancouver Island Salmonid Enhancement Association</b>	<b>Quatse Salmon Stewardship Centre</b>	<b>\$1,406,000</b>	<b>\$175,000</b>	<b>7.03</b>	<b>Tourism</b>
<b>102</b>	<b>North Vancouver Island Salmonid Enhancement Society</b>	<b>Quatse Salmon Stewardship Centre: Phase 2- Interpretive Displays</b>	<b>\$350,000</b>	<b>\$175,000</b>	<b>1.00</b>	<b>Tourism</b>
44	Regional District of Mount Waddington	Integrated Regional Tourism Plan for North Vancouver Island	\$928,000	\$137,500	5.75	Tourism
<b>49</b>	<b>Mount Cain Alpine Park Society</b>	<b>Infrastructure and Capital Improvement Proposal</b>	<b>\$237,300</b>	<b>\$118,650</b>	<b>1.00</b>	<b>Tourism</b>
<b>18</b>	<b>Quatsino Community Society</b>	<b>Coal Harbour Dock Expansion</b>	<b>\$1,246,700</b>	<b>\$100,000</b>	<b>11.47</b>	<b>aquaculture</b>
<b>79</b>	<b>Mt. Cain Alpine Park Society</b>	<b>Mt. Cain Hostel Lodge Construction &amp; T-Bar Upgrade</b>	<b>\$300,000</b>	<b>\$90,000</b>	<b>2.33</b>	<b>Tourism</b>
<b>89</b>	<b>North Vancouver Island Trails Society</b>	<b>Raft Cove/Marble River Recreational Site and Trail Improvement Project</b>	<b>\$120,067</b>	<b>\$52,600</b>	<b>1.28</b>	<b>Tourism</b>
<b>34</b>	<b>7 Hills Golf &amp; Country Club</b>	<b>7 Hills Golf &amp; Country Club Course Enhancement</b>	<b>\$49,530</b>	<b>\$24,765</b>	<b>1.00</b>	<b>Tourism</b>
<b>99</b>	<b>Woss Resident's Association</b>	<b>Woss Regional Trails Development and Upgrade Project</b>	<b>\$30,000</b>	<b>\$15,000</b>	<b>1.00</b>	<b>Tourism, Forestry</b>

POWELL RIVER REGIONAL DISTRICT (NORTHERN RAC)

ID	Applicant	Title	Project Budget	ICET Funding	ICET Funding Leverage	Sector
10	City of Powell River	Westview Waterfront: South Harbour Expansion	\$6,171,069	\$2,237,830	1.76	Tourism, Economic Development, Aquaculture
11	City of Powell River	Westview Waterfront: Wharf and Infill Completion Project	\$3,062,685	\$1,481,342	1.07	Tourism, Economic Development, Aquaculture
76	School District #47 (Powell River)	Sunshine Coast Trail Initiative	\$3,284,450	\$1,471,050	1.23	Tourism
104	Tourism Powell River Society	Powell River Visitor Attraction and Marketing Tool Development Program	\$244,479	\$50,000	3.89	Tourism
113	Gillies Bay Internet Society	Texada Wireless Internet Tower	\$65,000	\$14,000	3.64	Small Business, Economic Development

SUNSHINE COAST REGIONAL DISTRICT (NORTHERN RAC)

ID	Applicant	Title	Project Budget	ICET Funding	ICET Funding Leverage	Sector
101	Sunshine Coast Botanical Garden Society	Sunshine Coast Botanical Garden - Groundwork Project	\$1,481,185	\$370,295	3.00	Tourism
91	Town of Gibsons	Geo-Exchange District Energy Utility for Upper Gibsons	\$976,320	\$244,080	3.00	Energy
15	Sunshine Coast Regional District - Access Road to Dakota Ridge	Dakota Ridge Winter Recreation Area - Access Road	\$938,482	\$234,608	3.00	Tourism
126	Gibsons and District Chamber of Commerce	Sunshine Coast Visitor Information Park	\$274,125	\$69,500	2.94	Tourism, Small Business
134	Sechelt Groves Society	Hidden Grove Handicap Trail	\$26,707	\$6,681	3.00	Tourism, Economic Development
96	Sechelt Community Projects Inc.	Value-Added Wood Products Marketing Forum	\$26,350	\$6,000	3.39	Forestry
88	Coast Cultural Alliance	Purple Banner Studio & Gallery Guide	\$14,140	\$3,000	3.71	Tourism



MULTIPLE REGIONAL DISTRICTS

ID	Applicant	Title	Project Budget	ICET Funding	ICET Funding Leverage	Sector
78	Tourism Vancouver Island	Tourism Vancouver Island - Sunshine Coast 2010 & Beyond Strategic Plan	\$734,513	\$469,257	0.57	Olympic opportunities
14	Vancouver Island Association of Wood Processors	Yellow Cedar Marketing Initiative	\$220,000	\$110,000	1.00	Forestry
<b>High Speed Infrastructure</b>						
6	Ragged Edge Community Network Society	Development for Coal Harbour and Zeballos, BC	\$352,825	\$72,625	3.86	Economic Development
97	Area G Troll Association	Pacific to Plate 2: Marketing Sustainable Seafood	\$212,466	\$49,668	3.28	Economic Development
98	Vancouver Island North Film Commission	Regional Film Industry Development	\$129,750	\$43,250	2.00	Economic Development
41	Island North Film Commission	Regional Film Industry Development	\$122,854	\$37,720	2.26	Economic Development

## LIST OF PROJECTS BY COMMUNITY SIZE

### LESS THAN 1,000 POPULATION

ID	Applicant	Title	Project Budget	ICET Funding	Exact Location
38	Vancouver Island University Centre for Shellfish Research	Deep Bay Field Station: Shellfish Farming, Securing Sustainable Economies	\$10,854,759	\$1,000,000	Deep Bay
107	Fanny Bay Harbour Authority	Fanny Bay Harbour Loading Ramps	\$1,869,700	\$515,000	Fanny Bay
37	'Namgis First Nation	'Namgis First Nation Waterfront Enhancement Project	\$1,326,000	\$499,300	Alert Bay
119	Quadra Island Harbour Authority	Heriot Bay Wharf Facility Upgrades	\$1,249,000	\$450,000	Heriot Bay
20	Village of Alert Bay	Alert Bay Municipal Wharf Upgrade & Scenic Seaside Boardwalk	\$702,755	\$324,000	Alert Bay
3	Northern Vancouver Island Trails Society	Cape Scott North Coast Trail	\$699,920	\$249,920	Mount Waddington Area B
114	Malcolm Island Lions Club	Malcolm Island Marine Visitor's Centre and Harbour Expansion	\$602,910	\$248,500	Malcolm Island
133	Nuchatlaht First Nation	Nuchatlaht Recreation Site and Dock Facility	\$470,000	\$235,000	Zeballos Bute Inlet
111	The Homalco Nation	Homalco Wildlife Tours	\$473,900	\$195,000	(Strathcona Area J)
129	Quatsino Community Society	Coal Harbour Wharf Infrastructure Upgrades	\$426,500	\$191,750	Coal Harbour
49	Mount Cain Alpine Park Society	Infrastructure and Capital Improvement Proposal	\$237,300	\$118,650	Mount Waddington Area D
130	Penelakut Tribe	Tent Island Destination Project	\$226,286	\$113,143	Tent Island
18	Quatsino Community Society	Coal Harbour Dock Expansion	\$1,246,700	\$100,000	Coal Harbour
79	Mt. Cain Alpine Park Society	Mt. Cain Hostel Lodge Construction & T-Bar Upgrade	\$300,000	\$90,000	Mount Waddington Area D
6	Ragged Edge Community Network Society	High Speed Infrastructure Development for Coal Harbour and Zeballos, BC	\$352,825	\$72,625	Mount Waddington Area B/Area C
89	North Vancouver Island Trails Society	Raft Cove/Marble River Recreational Site and Trail Improvement Project	\$120,067	\$52,600	Mount Waddington Areas B/C
109	Alberni Clayoquot Regional District for the Bamfield Harbour Authority	West Bamfield Dock Improvements	\$110,000	\$50,000	Bamfield
112	Campbell River and District Fish and Wildlife Association	Roberts Lake Fish and Wildlife Viewing Trail	\$100,000	\$50,000	Strathcona Area H
132	Back Country Horsemen Society of BC - Vancouver Island	Salmon Brewster Equine Trail and Campsites	\$82,000	\$40,000	Sayward
118	Sayward Futures Society	Kelsey Bay Wharf Improvement Project	\$36,400	\$18,200	Sayward
99	Woss Resident's Association	Woss Regional Trails Development and Upgrade Project	\$30,000	\$15,000	Woss
113	Gillies Bay Internet Society	Texada Wireless Internet Tower	\$65,000	\$14,000	Gillies Bay

1,000 TO 4,999 POPULATION

ID	Applicant	Title	Project Budget	ICET Funding	Exact Location
51	Town of Port McNeill	Port McNeill Harbour Development Project	\$7,937,000	\$3,500,000	Port McNeill
58	District of Port Hardy	Port Hardy Seine Float & Area Improvement Project	\$6,358,722	\$1,994,000	Port Hardy Lake Cowichan/Shawnigan Lake
62	Cowichan Valley Regional District	Cowichan Valley Trail Initiative	\$7,840,338	\$1,743,891	Lake
76	School District #47 (Powell River)	Sunshine Coast Trail Initiative	\$3,284,450	\$1,471,050	Powell River Areas A/B/C
17	Comox Valley Economic Development Society	Vancouver Island Discovery Centre	\$4,345,000	\$745,000	Cumberland
121	Ucluelet Aquarium Society	Ucluelet Aquarium	\$1,571,781	\$515,000	Ucluelet
125	District of Port Hardy	Bear Cove Recreation Site Upgrade	\$1,208,401	\$400,000	Port Hardy
91	Town of Gibsons	Geo-Exchange District Energy Utility for Upper Gibsons	\$976,320	\$244,080	Gibsons
15	Sunshine Coast Regional District - Access Road to Dakota Ridge	Dakota Ridge Winter Recreation Area - Access Road	\$938,482	\$234,608	Sunshine Coast Area D
87	City of Duncan	Craig Street Revitalization Project	\$766,217	\$190,000	Duncan
66	Cowichan Bay Fisherman's Wharf Association	Cowichan Bay Harbour Improvement & Expansion Project	\$664,358	\$187,000	Cowichan Bay
12	Northern Vancouver Island Salmonid Enhancement Association	Quatse Salmon Stewardship Centre	\$1,406,000	\$175,000	Port Hardy
102	North Vancouver Island Salmonid Enhancement Society	Quatse Salmon Stewardship Centre: Phase 2- Interpretive Displays	\$350,000	\$175,000	Port Hardy
123	Alberni Clayoquot Regional District	Longbeach Airport Navigational Aids	\$507,000	\$169,000	Tofino
115	Denman Island Residents Association	Denman Island Community Dock Project	\$381,000	\$118,500	Denman Island
32	Cowichan 2008 Indigenous Games Society	Cowichan 2008 North American Indigenous Games	\$10,320,000	\$100,000	Duncan
35	Ucluelet Economic Development Corporation	Wild Pacific Trail & Parking Lot	\$285,000	\$95,000	Ucluelet
127	Cowichan Community Land Trust Society	Cowichan Estuary Interpretive Nature Centre	\$350,000	\$87,500	Cowichan Bay
126	Gibsons and District Chamber of Commerce	Sunshine Coast Visitor Information Park	\$274,125	\$69,500	Gibsons
122	SDECB	Implementing the Economuseum Approach	\$153,300	\$46,300	Cowichan Valley/Nanaimo RDs
72	The Village of Cumberland	Cumberland Village Square	\$108,900	\$27,225	Cumberland
34	7 Hills Golf & Country Club	7 Hills Golf & Country Club Course Enhancement	\$49,530	\$24,765	Port Hardy

5,000+ POPULATION

ID	Applicant	Title	Project Budget	ICET Funding	Exact Location
5	City of Nanaimo	Port of Nanaimo Centre	\$72,500,000	\$2,000,000	Nanaimo
9	Vancouver Island Mountain Sports Society (VIMSS)	Vancouver Island Mountain Centre	\$2,350,500	\$555,500	Comox Valley Area C
10	City of Powell River	Westview Waterfront: South Harbour Expansion	\$6,171,069	\$2,237,830	Powell River
11	City of Powell River	Westview Waterfront: Wharf and Infill Completion Project	\$3,062,685	\$1,481,342	Powell River
14	Vancouver Island Association of Wood Processors	Yellow Cedar Marketing Initiative	\$220,000	\$110,000	North Vancouver Island
24	Nanaimo Port Authority	Nanaimo Assembly Wharf Port Cruise Facility	\$22,000,000	\$3,500,000	Nanaimo
28	Nanaimo Airport Commission	Nanaimo Airport Expansion Project	\$24,200,000	\$5,000,000	Nanaimo Area A
36	City of Port Alberni	Port Alberni Uptown Redevelopment	\$494,000	\$247,000	Port Alberni
41	Island North Film Commission	Regional Film Industry Development	\$122,854	\$37,720	North Vancouver Island
44	Regional District of Mount Waddington	Integrated Regional Tourism Plan for North Vancouver Island	\$928,000	\$137,500	North Vancouver Island
46	City of Parksville Economic Alliance	Business Retention & Expansion; "Business Assistance for Successful Enterprise"	\$45,500	\$8,500	Parksville
53	Campbell River Harbour Authority	Campbell River Harbour Revitalization Project	\$1,374,280	\$150,000	Campbell River
56	2009 World Under 17 Hockey Challenge Society	2009 World Under 17 Hockey Challenge	\$1,126,430	\$100,000	Port Alberni
69	Alberni-Clayoquot Regional District Trails Committee and Alberni Valley Enhancement Association	Stamp River Anglers' Trail & Signage Component	\$168,200	\$84,000	Port Alberni
71	City of Campbell River	Campbell River Airport Runway Extension	\$8,331,250	\$2,310,000	Campbell River
78	Tourism Vancouver Island	Tourism Vancouver Island - Sunshine Coast 2010 & Beyond Strategic Plan	\$734,513	\$469,257	Vancouver Island/Sunshine Coast
81	Alberni-Clayoquot Regional District Trails Committee and Alberni Valley Enhancement Association	Historic Alberni Inlet CNPR Trail	\$152,280	\$76,000	Port Alberni
82	Comox Valley Economic Development Society	Comox Valley International Marketing and Investment Attraction Campaign	\$210,000	\$50,000	Comox Valley
83	Duncan-Cowichan Chamber of Commerce	Duncan-Cowichan Visitor Centre	\$1,274,100	\$520,000	North Cowichan
84	City of Campbell River	Campbell River Downtown Revitalization Project	\$1,888,850	\$250,000	Campbell River
86	City of Port Alberni//Tseshaht First Nation/Alberni-Clayoquot Regional District	The Runners Trail - Joining Alberni to Cowichan Via the Nithaht River Valleys	\$929,000	\$450,000	Port Alberni
88	Coast Cultural Alliance	Purple Banner Studio & Gallery Guide	\$14,140	\$3,000	Sunshine Coast
92	British Columbia Forest Museum	Vancouver Island Forestry Festival	\$37,000	\$3,700	North Cowichan

93	Ladysmith Maritime Society	Ladysmith Community Marina Visitor Facilities Project	\$1,690,000	\$543,750	Ladysmith
94	Alberni Valley Chamber of Commerce	New Gateway Visitor Centre for the Alberni Valley and Pacific Rim Region	\$1,512,384	\$706,192	Port Alberni
95	Campbell River Economic Development Corporation (Rivercorp)	Campbell River Community Promotion and Attractions Strategy	\$115,438	\$36,000	Campbell River
96	Sechelt Community Projects Inc.	Value-Added Wood Products Marketing Forum	\$26,350	\$6,000	Sechelt
97	Area G Troll Association	Pacific to Plate 2: Marketing Sustainable Seafood	\$212,466	\$49,668	West Coast Vancouver Island
98	Vancouver Island North Film Commission	Regional Film Industry Development	\$129,750	\$43,250	North Vancouver Island
101	Sunshine Coast Botanical Garden Society	Sunshine Coast Botanical Garden - Groundwork Project	\$1,481,185	\$370,295	Sechelt
103	Comox Valley Economic Development Society	Biathlon Range Target Automation Project	\$100,373	\$25,083	Comox Valley Area C
104	Tourism Powell River Society	Powell River Visitor Attraction and Marketing Tool Development Program	\$244,479	\$50,000	Powell River
106	Business Development Bank of Canada	Small Business Productivity & Competitiveness Program	\$81,488	\$41,738	Campbell River
108	Vancouver Island University	International Centre for Sturgeon Studies	\$5,250,000	\$1,300,000	Nanaimo
110	BC Forest Museum	BC Forest Discovery Centre and Visitor Co-Location	\$672,155	\$224,050	North Cowichan
117	Comox Valley Harbour Authority	Comox Small Craft Harbour Revitalization Project	\$1,600,000	\$400,000	Comox
124	City of Nanaimo	Northfield Rotary Park Visitor Information Kiosk and Improvements (Revised)	\$620,000	\$155,000	Nanaimo
128	Port Alberni Port Authority	Fishermens Harbour Improvement Project	\$7,508,000	\$3,545,000	Port Alberni
131	Tidemark Theatre Society	Tidemark Theatre Revitalization	\$510,984	\$153,000	Campbell River
134	Sechelt Groves Society	Hidden Grove Handicap Trail	\$26,707	\$6,681	Sechelt