

REGIONAL THINKING  
LOCAL RESULTS

ANNUAL REPORT  
2013/2014

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“We strongly believe the objectives in creating the Trust can be seen throughout our communities: economic diversification, backing of strategic investment and partnerships, and a regional focus that

**CONTRIBUTES TO THE SUCCESS AND PROSPERITY  
FOR ALL COMMUNITIES”**

— Mayor Jon Lefebure  
Municipality of North Cowichan

Photographs for this Annual Report have been provided courtesy of ICET and the following:

Page 2 and page 40 (top): Emma Levez Larocque

Page 17 (top): Joli White, Vancouver Island North Tourism

Page 28 (top): Aboriginal Journeys Whale Watching and Grizzly Bear Tours

Page 33 (right) and page 48 (right): Matteus Clement

Page 36: Al Baronas

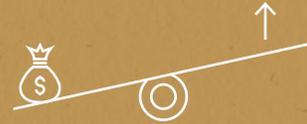
PROVINCE OF BC

\$50 million



LEVERAGED TO BECOME

\$268 million



4.7 dollars leveraged for every ICET dollar invested

## ICET BY THE NUMBERS

50

locally elected officials and MLAs working together

FUNDING DISBURSED

\$44.3 million



FUNDING COMMITTED

\$47.6 million



\$5.7 million

FOR NEW PROJECTS



2570

construction jobs



2280

long term jobs<sup>1</sup>



116

projects



36%

in small communities (less than 5,000)



\$10.4 million

in annual provincial tax revenue<sup>2</sup>

<sup>1</sup> Estimated direct, indirect and induced jobs in BC after project completion. Based on analysis of projects accounting for 56% of approved funding and extrapolated to other projects.

<sup>2</sup> Estimated direct, indirect and induced provincial revenue in BC after project completion. Based on analysis of projects accounting for 56% of approved funding and extrapolated to other projects.

“VISION AND  
IMPLEMENTATION  
TO DRIVE POSITIVE  
CHANGE”

# ABOUT THE ISLAND COAST ECONOMIC TRUST

The \$50 million Island Coastal Economic Trust (ICET) was created by the Government of British Columbia in 2006 to support economic development initiatives on central and northern Vancouver Island and the Sunshine Coast.

ICET funds community-driven economic development initiatives in targeted sectors to spark new and sustainable regional economic growth and diversification. These sectors include: forestry, transportation, tourism, mining, small business, energy, agriculture and aquaculture, and economic development.

ICET is guided by a Board of Directors and two Regional Advisory Committees (RACs), which include more than 50 locally elected officials and MLAs and five appointees. This exceptional team of leaders collaborates to set regional priorities and build vital multi-regional networks.

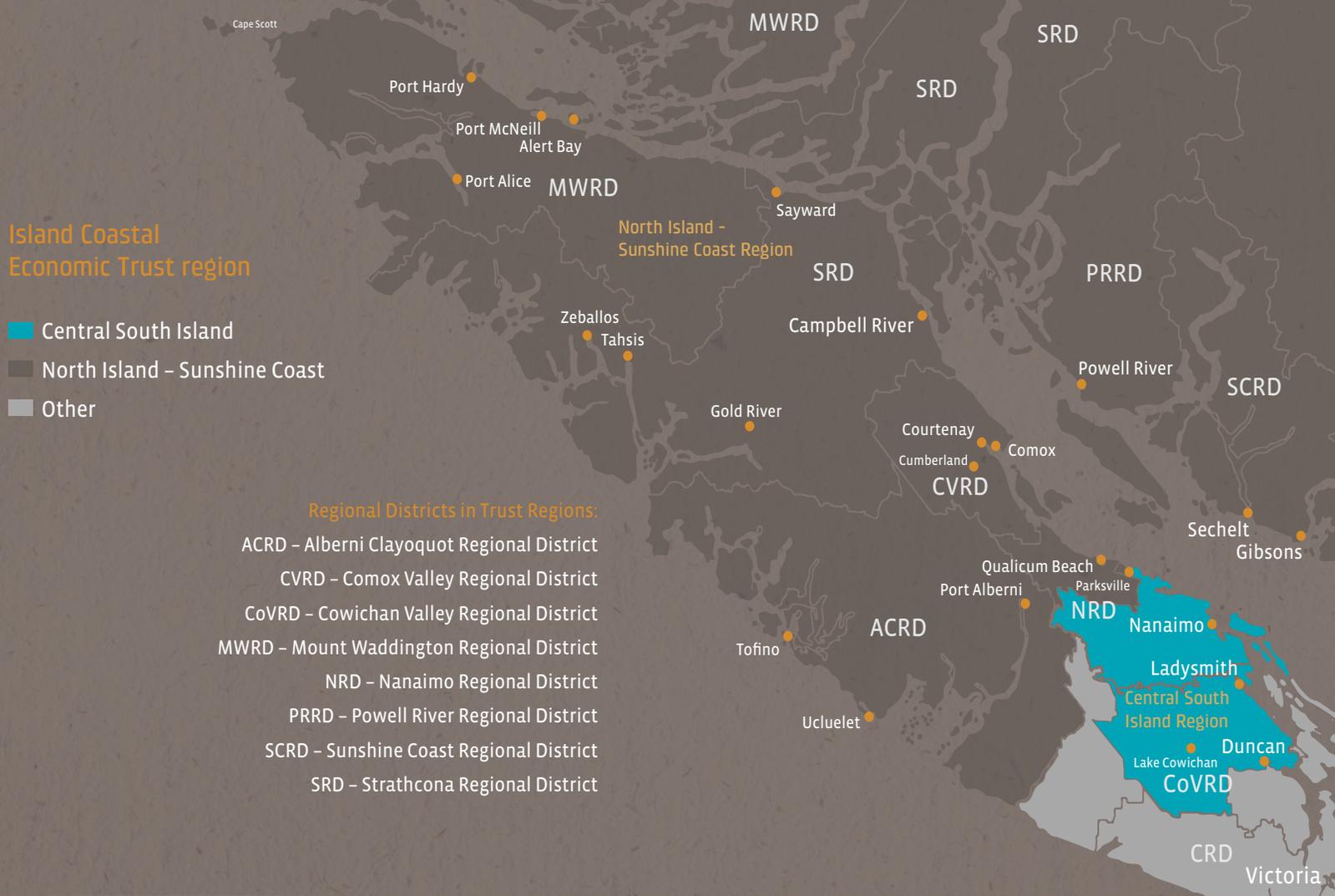
The specific region where the Trust may invest is shown on the map opposite and may be viewed in detail on the Trust’s web page at [www.islandcoastaltrust.ca](http://www.islandcoastaltrust.ca).

## Island Coastal Economic Trust region

- Central South Island
- North Island – Sunshine Coast
- Other

### Regional Districts in Trust Regions:

- ACRD – Alberni Clayoquot Regional District
- CVRD – Comox Valley Regional District
- CoVRD – Cowichan Valley Regional District
- MWRD – Mount Waddington Regional District
- NRD – Nanaimo Regional District
- PRRD – Powell River Regional District
- SCRD – Sunshine Coast Regional District
- SRD – Strathcona Regional District



Craig Street Revitalization, Duncan



# STRATEGIC OBJECTIVES

- 1 LEVERAGE** economic development and diversification investment in the ICET region
- 2 INVEST** in the development of key economic development infrastructure
- 3 IMPROVE** the environment required for increased investment attraction and job creation
- 4 ADVANCE** regional collaboration and planning
- 5 MAXIMIZE** the impact of trust resources through increased efficiency, accountability and implementation of best practices

International Centre for Sturgeon Studies—Aquaponics research



## OUR MISSION

ICET is a partner and catalyst to build a diverse and sustainable Island and Coastal economy

## OUR VISION

The North Island and Sunshine Coast area is a diversified, globally competitive regional economy

## OUR VALUES

- Integrity
- Transparency
- Accountability
- Collaboration



CAUTION ATTENTION CAUTION ATTENTION

# LETTER FROM THE CHAIR AND CEO

In 2007, the Provincial Government entrusted our region with \$50 million to invest in economic development. Through the Trust's innovative grassroots decision-making model, the region collectively determines how, when and where this funding should be invested.



We listened to our community stakeholders and elected leaders of the day and set out to put these dollars to work on the ground, addressing the region's infrastructure deficit and providing our communities with the assets they needed to facilitate diversification, investment and growth.

To date we have committed \$47.6 million to regional economic development projects and leveraged an additional 4.7 dollars in new investment for every dollar disbursed. At the end of Fiscal 2014, \$44.3 million of that funding has been disbursed across the region.

While our fund decreases, the impacts of those community investments compound in the bank accounts of the workers, businesses, municipalities and senior levels of governments. To date, we estimate that ICET investments have created 2,570 construction jobs in addition to 2,280 long-term jobs and will yield a return on investment to the provincial government of \$10.4 million per year.

We often focus on the metrics and will celebrate project awards or international recognition, such as the Wild Pacific Trail becoming TripAdvisor's #1 attraction in all of BC. But we must not forget about the local impacts of all of these projects, which can be measured in the lives of people and revitalization of communities.

There is no greater reward for us than a chance meeting with a business owner — like Greg Wood, of Hollie Wood Oysters, profiled on our back cover — who let us know that “The Fanny Bay Harbour improvements have changed our business overnight to a thriving company. It was like winning the lottery.”

It is often the smaller projects, in small communities, that have the most profound impact on the day-to-day lives of its residents. We invite you to read about some of these people, businesses and projects in this report and acquaint yourselves with the resilience of these communities addressing their challenges from the ground up.

Sadly, this year we lost one of the visionaries from one of those resilient communities. Board Secretary and Mayor of Port Hardy Beverly Parnham passed away suddenly. A regional thinker and relentless optimist, Mayor Parnham helped shape a new reality for Port Hardy, one of the few rural communities in BC experiencing growth. We will all miss her.

The new Economic Development Readiness Program has been successful beyond expectations. The program was fully subscribed and has infused a new energy in the region.

We are now seeing a critical mass of smaller communities, especially those impacted by the natural resource sector downturn, taking proactive steps to reinvent their economy. This is happening with new economic development strategies, collaborative initiatives to market their assets and the development of the tools they need to attract new investment.

This report profiles some of the early successes of this new program: Sayward's success in attracting new investment, Parksville and Qualicum's initiative to

attract lifestyle entrepreneurs and the Island-wide initiative to market our hiking trails internationally.

As the economy begins to pick up in the region, we are seeing a marked increase in project applications and collaborative initiatives involving First Nations. Local governments are playing a larger role in the funding of community projects. The private sector and non-government funding sources are stepping up to the plate and last year accounted for more than 40% of all project matching funding sources.

Our stakeholders tell us that one of the best things about the ICET grant programs is that they provide stability. Communities can take the time that they need to develop strong projects and know that there will be funding available to implement their initiatives. This is critical for smaller communities who may not have the capacity to react to limited-time grant opportunities or invest in planning without certainty around implementation funding.

Our biggest challenge for the coming year is to find the funds required to pursue our mandate to diversify and grow the regional economy by supporting and complementing BC's economic development initiatives. We understand the value of a taxpayer dollar and, for that reason, are reinvesting every available dollar back into our project fund to ensure that the dividends continue to grow in everyone's pockets.

We are seeing progress on all fronts, from the small towns and villages, remote communities and First Nations communities to the largest communities in the region. Never has it been more important to continue to reinvest the dividends back into these communities. We must build on the progress and momentum gained in order to secure sustainable growth and opportunity for the next generation.

## STATEMENT OF ACCOUNTABILITY

The 2013-2014 Island Coastal Economic Trust Annual Report was prepared under the direction of the CEO and the Board, according to the British Columbia Performance Reporting Principles and the North Island Coast Development Initiative Trust Act. The Board is accountable for the contents of the report and how it has been prepared.

The information presented represents the actual performance of the Island Coastal Economic Trust for the 12 months ended March 31, 2014.

The Board is responsible for ensuring internal controls are in place so that performance information is measured and reported accurately and in a timely fashion.

The measures presented are consistent with the organization's mission, goals and objectives and focus on aspects critical to understanding ICET's performance. The report contains estimates and interpretive information that represent the best judgement of management. Any significant limitations in the reliability of the data are identified in the report.

# WHO WE ARE

ICET's governance structure is defined in its legislation, the North Island Coast Initiative Development Trust Act. This arms' length decision-making model includes two regional advisory committees made up of local government representatives and MLAs who function as Board Advisors. The Board of Directors is the final decision-making voice for the organization and is responsible for strategic planning and operations oversight.

## BOARD OF DIRECTORS

ICET is governed by a Board of Directors consisting of 13 directors, eight of whom are appointed by two Regional Advisory Committees (RACs), representing the Central South Island Region and the North Island – Sunshine Coast Region. The remaining five Directors are appointed by BC's Lieutenant Governor in Council.

The Board incorporates best practices into its governance procedures as guided by the Best Practices Guidelines on [Governance and Disclosure for Public Sector Organizations](#).

The Board includes representatives from diverse areas in the ICET region, from its largest community to some of the smallest, as well as from other urban and rural areas. This diverse Board, complemented by the specific expertise of the provincial appointees, brings an exceptional skill set and wide-ranging perspectives to the table. The full Board of Directors meets approximately 9 times per year.

## REGIONAL ADVISORY COMMITTEES

The ICET Board is advised by two Regional Advisory Committees comprised of the Mayors, Regional District Chairs and Members of the Legislative Assembly from the region. Regional Advisory Committees meet three or four times a year to review funding applications to the Trust and provide advice to the Board on strategic issues. The Chairs from each of the committees attend Board meetings as ex officio members.

The Regional Advisory Committees play a key role in ICET's operations. Their regional knowledge and ground truth perspective provides the Board with valuable information about local needs and economic environment. The RACs also bring the region's voice to the table in the development of strategy and policy, ensuring that no community is left unheard.

In early 2014 Jim Abram, Chair of the Strathcona Regional District and Calvin Craigan, Sechelt Indian Government District joined the North Island – Sunshine Coast Regional Advisory Committee. Michelle Stilwell, MLA Parksville-Qualicum joined the Central South Island Regional Advisory Committee in May 2013.

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## KEY STAFF AND CONTRACTORS

The organization's philosophy, since inception, has been to favour a cost-effective and responsive approach to regional funding delivery. The core staffing model is lean, comprised of a Chief Executive Officer and Project and Corporate Administrator. Finances and investments are managed by a contract Chief Financial Officer and team of accounting and financial professionals. Communications and economic analysis are provided on contract, and additional consultants are used for due diligence and other specialized duties on an as-needed basis, in order to provide ICET with the high level expertise and flexibility needed for the diverse nature of its work.

## NORTH ISLAND-SUNSHINE COAST REGIONAL ADVISORY COMMITTEE MEMBERS

### Mayor Teunis Westbroek

Qualicum Beach –  
RAC Chair

### Mayor Paul Ives

Comox – RAC Vice-Chair

### Jim Abram

Chair, Strathcona  
Regional District

### Mayor Jan Allen

Port Alice

### Mayor Craig Anderson

Gold River

### Mayor Leslie Baird

Cumberland

### Mayor Michael Berry

Alert Bay

### Calvin Craigan

Sechelt Indian  
Government District

### Mayor John Douglas

Port Alberni

### Mayor Dave Formosa

Powell River

### Scott Fraser, MLA

Alberni-Qualicum

### Mayor Gerry Furney

Port McNeill

### Edwin Grieve

Chair, Comox Valley  
Regional District

### Mayor John Henderson

Sechelt

### Mayor Bill Irving

Ucluelet

### Mayor Walter Jakeway

Campbell River

### Mayor Larry Jangula

Courtenay

### Mayor Edward Lewis

Zeballos

### Mayor John MacDonald

Sayward

### Honourable Don McRae, MLA

Comox Valley

### Garry Nohr

Chair, Sunshine Coast  
Regional District

### Mayor Josie Osborne

District of Tofino

### Colin Palmer

Chair, Powell River  
Regional District

### Mayor Bev Parnham

Port Hardy  
(passed away May 2014)

### Mayor Wayne Rowe

Gibsons

### Dave Rushton

Chair, Mt. Waddington  
Regional District

### Mayor Jude Schooner

Tahsis

### Nicholas Simons, MLA

Powell River-Sunshine Coast

### Cindy Solda

Chair, Alberni-Clayoquot  
Regional District

### Claire Trevena, MLA

North Island

## BOARD OF DIRECTORS



### Mayor Phil Kent

Duncan – *Board Chair*



### Camela Tang

Provincial Appointee –  
*Vice Chair*



### Mayor Gerry Furney

Port McNeill – *Board Treasurer*



### Mayor Bev Parnham

Port Hardy – *Board Secretary*  
(passed away May 2014)



### Dallas Smith

Provincial Appointee –  
*Member at Large*



### Mayor John Henderson

Sechelt



### Mayor Rob Hutchins

Ladysmith



### Mayor Edward Lewis

Zeballos



### Dave Mannix

Provincial Appointee



### Arlette Raaen

Provincial Appointee



### Mayor John Ruttan

Nanaimo



### Joe Stanhope

Chair, Nanaimo  
Regional District



### Kevin Tevington

Provincial Appointee

## CENTRAL SOUTH ISLAND REGIONAL ADVISORY COMMITTEE MEMBERS

### Gerry Giles

RAC Chair, Cowichan Valley  
Regional District

### Joe Stanhope, Chair

Nanaimo Regional District –  
RAC Vice-Chair

### Mayor Chris Burger

Parksville

### Mayor Jack deJong

Lantzville

### Mayor Ross Forrest

Lake Cowichan

### George Holme

Director Area “E”, Regional  
District of Nanaimo

### Mayor Rob Hutchins

Ladysmith

### Mayor Phil Kent

Duncan

### Leonard Krog, MLA

Nanaimo

### Mayor John Lefebure

North Cowichan

### Bill Routley, MLA

Cowichan Valley

### Doug Routley, MLA

Nanaimo-North Cowichan

### Mayor John Ruttan

Nanaimo

### Michelle Stilwell, MLA

Parksville-Qualicum

## KEY STAFF AND CONTRACTORS

### Line Robert

Chief Executive Officer

### Denice Regnier

Project and Corporate  
Administrator

### Donna Cloutier

Chief Financial Officer

### Jamie Vann Struth

Consulting Economist

### Judith Marriott

Accountant

### Stephen Harris

Communications  
Consultant

# WHAT WE DO

ICET's mission is to be a partner and catalyst to build a diverse and sustainable Island and Coastal economy. This mission is primarily achieved through strategic investments in key economic sectors, leveraging new funding and investment to the region, improving community economic development readiness and fostering regional collaboration and planning. Guided by its governing legislation, ICET invests its funds in projects that enhance the region's competitive position in eight key sectors: Forestry, Transportation, Tourism, Mining, Small Business, Energy, Agriculture and Aquaculture and Economic Development.

## GRANT PROGRAMS

ICET invests its funds primarily through two grant programs: the Economic Infrastructure Program and the Economic Development Readiness Program. Through the delivery of its grant programs, ICET acts as an enabler for community and regionally led economic development initiatives that advance its vision, mission and goals.

### ECONOMIC INFRASTRUCTURE PROGRAM

The Economic Infrastructure Program supports the development of a wide range of economic diversification infrastructure projects in targeted sectors, with non-repayable matching contributions up to a maximum of \$400,000. This program is designed to enable communities, non-profits, First Nations and other eligible applicants to develop the infrastructure required to support strategic economic development initiatives. One of the highlights of this infrastructure funding program is its matching funding criteria, which is based on a community economic performance analysis. To adjust for variations in economic vitality between communities applying for funding, ICET relies upon a sliding scale matching funding formula.

### ECONOMIC DEVELOPMENT READINESS PROGRAM

The Economic Development Readiness Program supports the growth of economic development readiness in communities by providing non-repayable matching funding up to a maximum of \$30,000. This program helps smaller communities develop

their economic strategies, develop the tools they need to attract economic investment and join forces with other communities to develop regional strategies and collaborative initiatives. The program also assists larger communities to refine their economic development toolbox and improve their competitive position to attract and retain investment in the region.

## SPONSORSHIPS AND PARTNERSHIPS

In addition to the core Grant Programs, ICET provides sponsorship funding for a few select regional or provincial events, provided they are held in its region and promote economic development or one of ICET's mandated sectors. ICET also initiates and collaborates on select partnership initiatives such as sectoral studies and regional economic development networking opportunities.

## STAKEHOLDER AND FUNDING PARTNER RELATIONS

Building partnerships with stakeholders is a critical success factor for the Trust. The Trust engages with stakeholders in a variety of ways, guided by its core business needs, vision, mission and values and the needs of stakeholders. Networking opportunities, meetings and presentations are scheduled on a continuous basis to strengthen relations and develop partnership opportunities.





# OPERATIONAL RISK MANAGEMENT

ICET applies a variety of tools to ensure sound management of its funds and incorporates risk management into its operational activities. These management practices have a positive influence on decision-making, accountability and transparency. Some of ICET's key operational risk management practices include the following:

## DUE DILIGENCE AND PERFORMANCE MONITORING

ICET has a thorough due diligence process prior to project approval and has a number of protocols and systems in place to minimize the risks inherent to grant funding. There is an established detailed selection criteria in place for each grant program to help guide the decision making process. Projects must align with ICET's investment sectors as well as local, regional and provincial priorities. Once a project is approved, strict conditions provide ICET with assurance that the applicant has all of the requirements to ensure successful project completion.

The monitoring of grant contributions is an ongoing function of ICET staff, to ensure that funds are used effectively to attain expected results. Grant recipients are required to provide financial and operational reports addressing project progress. Upon project completion applicants must provide a full performance report and financial statement in order to receive the final balance of funding, subject to ICET's holdback policy.

## DATA MANAGEMENT

ICET's project data is tracked and maintained in custom-designed databases. Information is managed centrally from initial receipt of an application through the approval process. The central database model also enables regular performance measurement analysis of funding allocations, such as those found in this report. This performance analysis is prepared by a consulting economist in accordance with accepted methodologies.

## FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY

ICET is committed to protecting the privacy of people whose personal information is held by the organization through responsible information management practices. Any personal information provided to ICET is collected, used and disclosed in accordance with the Freedom of Information and Protection of Privacy Act. Security measures have been integrated into the design, implementation and day-to-day operating practices as part of ICET's commitment to the protection of personal information it holds.

## TRANSPARENCY

ICET supports and encourages transparency and the disclosure of public information. The newly re-designed ICET website is a key information portal for the organization. It has been designed to enable efficient stakeholder access to information about governance, strategic planning, performance reporting and financial reporting, as well as detailed information about all approved project investments. In addition the website provides value-added resources, best practices and detailed regional economic analysis information. ICET also uses Facebook and regular news releases to ensure stakeholders are fully informed of its strategic initiatives, investment decisions and performance reporting.

# ENVIRONMENTAL SCAN

**ICET operates in a strategic environment that is highly influenced by external forces. These external economic, political and strategic forces have direct and indirect impacts on ICET operations and strategic priorities.**

## ECONOMIC CONTEXT

Economic conditions in the ICET region were moderately improved in the Fiscal 2014 year relative to the previous year and there are a number of emerging opportunities and hotspots of activity that suggest continued improvement in the years to come. The regional employment situation was improved for most of the Fiscal year before falling back, finishing the year 4,600 jobs lower than the same time last year.

## NOTABLE TRENDS AND DEVELOPMENTS

Regional tourism activity has been relatively flat. Hotel occupancy and average room rates are both up slightly. There was strong growth in air traffic, led by the Nanaimo Airport and its capital improvements that were supported by ICET. It added new passenger services (including Seattle) as well as a Federal Express processing centre. The tepid American economy and rising fares have led to a continual decline in ferry traffic volumes, although the long-term prospects for the tourism sector remain strong due to the quality of the product in the region.

The forest industry is expanding and is being constrained in some parts of the Island by the lack of skilled workers. Improved housing markets in Canada and the United States as well as significant inroads into Asian markets for BC lumber are helping to drive a recovery.

Estimated population growth was a modest 0.2% in 2013, which is slower than the provincial average, and helps to explain the continued softness in residential construction activity. Building permit values remain significantly below the pre-recession peak, but are now recovering and were 6% higher in the Fiscal year compared to the previous year.

Despite slower population growth, the ICET region remains the fastest-growing rural region in BC over the last five years and has maintained positive growth each year. In comparison, the Southern Interior region has lost people in two of the last four years.

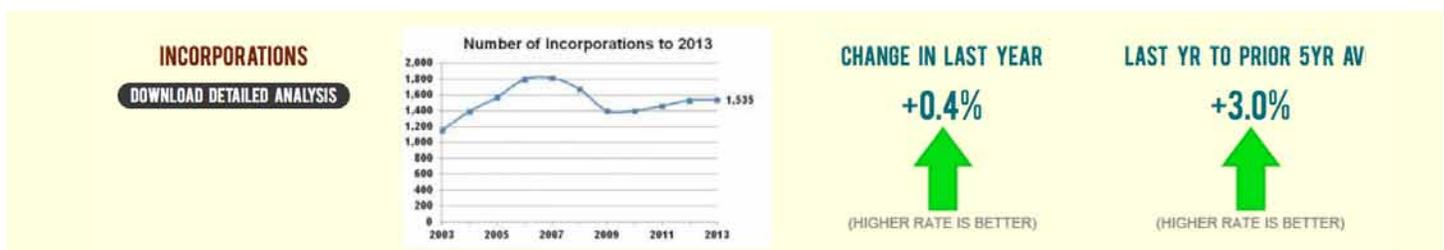
The decline in residential construction is being replaced by several massive non-residential construction projects, including the John Hart Dam project near Campbell River and new hospitals in both Campbell River and the Comox Valley. The impact of these major projects is already being felt in those communities and will have a positive impact on direct and indirect construction activity for the duration of the projects. The Vancouver Island Construction Association is projecting a dramatic increase in non-residential construction on the Island that will be sustained for at least the next decade.

A recent World Bank report on global fish consumption projected that global consumption of farmed fish (including shellfish) would increase by approximately 40 million tonnes between 2008 and 2030, which dwarfs BC's current production of less than 100,000 tonnes. The global market opportunity for aquaculture expansion is significant, but regulatory barriers continue to hamper industry growth and ability to meet market demand, especially in the shellfish aquaculture sector.

The ICET region economy is increasingly diversified across a range of economic sectors and there is no single opportunity on the horizon that will drive the entire regional economy. Opportunities for new investment and innovative new ideas can be pursued across many sectors, whether developing new value-added resource products, increasing production and transformation in the shellfish aquaculture sector, coming up with a new way to showcase the region's tourism and recreation potential, or creating new intellectual property from the desktops of lifestyle-focused technology workers living throughout the region.

Additional detailed economic analysis can be found in the [ICET Strategic Plan](#) and on the ICET website.

## Snapshot of Economic Indicator from ICET Website





# PERFORMANCE RESULTS

## STRATEGIC FRAMEWORK

ICET's primary strategy has been to administer simple, flexible grant programs to enable communities, non-profits and First Nations to develop economic development infrastructure and strengthen their economic development readiness. Through the delivery of its grant programs, ICET acts as a catalyst or enabler for community and regionally led economic development programs and activities which advance ICET's objective to build a diverse and sustainable Island and Coast economy.

Every year the programs are reassessed and fine-tuned to respond to the changing economy, lessons learned and the funding environment. Annual priorities are developed as part of a three year Strategic Plan in order to focus direction, hone the core program, respond to external and internal opportunities or threats, and develop new initiatives as needed.

## PERFORMANCE MEASUREMENT

ICET's approach at inception was to invest the full \$50 million dollars in economic development projects, within a medium term of about 5 – 7 years. The investments on the ground would become the economic infrastructure legacy on which future generations could build. ICET's focus has been to maximize investment in the region and minimize administrative structure and costs, and so its performance is measured accordingly.

ICET uses a variety of robust performance measures to assess its performance. This includes a wide range of assessment criteria, which consider both the short-term and long-term impacts of projects within the specific community or regional context. As an enabler ICET can help to address outcomes such as regional economic advantage, increased or safeguarded employment, increased or maintained incomes, and economic diversification. These outcomes are measured individually and at the community or regional aggregate level. Performance measurement also takes into account the gestation period, which may be longer for certain types of economic development initiatives.

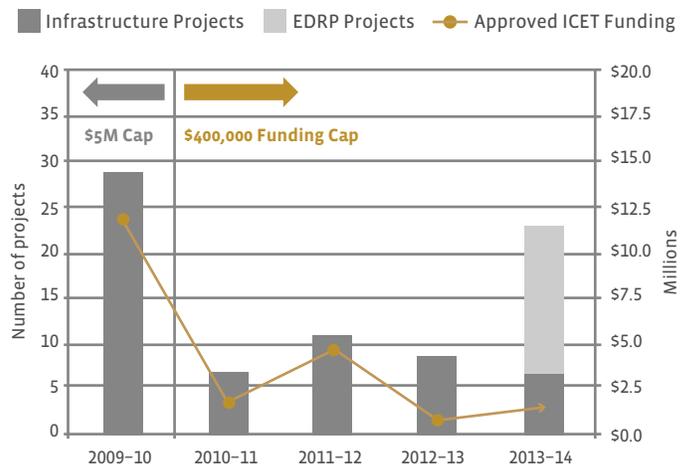
The qualitative and quantitative performance measures presented in this report have been chosen for their probative value to the reader. They have been presented in relation to ICET's objectives and strategic priorities. All efforts have been made to provide measures that are transparent and to offer comparative data, enabling the reader to assess ICET's performance from a historic and holistic perspective.

## KEY PERFORMANCE HIGHLIGHTS

ICET continues to focus on its core business, investing in economic development and diversification through its Economic Infrastructure Program as well as investing in community economic development planning and readiness with its Economic Development Readiness Program.

In Fiscal 2014, \$3.6 million was disbursed to projects underway. Total fund disbursements and commitments to date have reached \$47.6 million and have leveraged \$4.66 per dollar invested. The dollars invested represent an estimated 2,280 new jobs, up from 2,165 last year.

### Projects Approved and ICET Funding



**NOTE:** Historic data may not match previous ICET annual reports due to the reclassification of projects after initial approval. For example, approved projects may not meet all subsequent conditions and will not be funded, or sources of matching funding may increase, resulting in increased leverage. Data for Fiscal 2014 includes Economic Development Readiness Program, not available in previous years.

In the past year ICET approved 23 new projects, representing a total commitment of \$1.31 million for project budgets totaling \$4.85 million. The total number of projects has more than doubled since the previous year and represents the highest number of projects since Fiscal 2010.

These new project approvals leveraged \$2.68 per dollar invested, which represents the highest leveraging ratio of the past three years. More than 40% of this matching funding was leveraged from non-government sources, exceeding ICET's target of 25%.

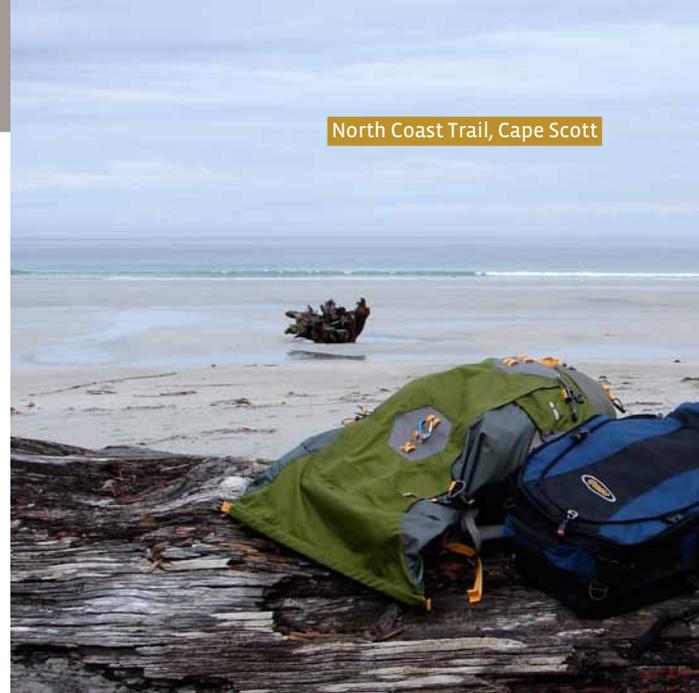
The new Economic Development Readiness Program (EDRP) was fully subscribed before year-end. A total of 16 new EDRP projects were approved, exceeding targets and expectations.

Almost 90% of funding went to communities with serious economic challenges or those with moderate economic growth.

ICET continues to build relationships with its partners in the region, providing sponsorship for the key economic development events. A successful new initiative this year was the provision of bursaries for economic development courses and conferences to facilitate greater rural participation in training events.

ICET has forged new relationships and partnerships with a number of the region's economic development and First Nations organizations, successfully achieving its strategic targets. ICET has also been successful in developing new relationships with non-government partner funding sources, helping our stakeholders mitigate the impacts of dwindling sources of senior government funding.

The organization increased its presence at economic development events and was a feature speaker at several events focused on the sharing of best practices. A new communications strategy was launched featuring a website rebuild, new social media strategy and Facebook page as well as a marked increase in the number of news releases and third party media interviews and coverage.



North Coast Trail, Cape Scott



Deep Bay Harbour



Bear Cove Recreation Site

OBJECTIVE

01

**LEVERAGE ECONOMIC DEVELOPMENT AND DIVERSIFICATION INVESTMENT IN THE ICET REGION.**

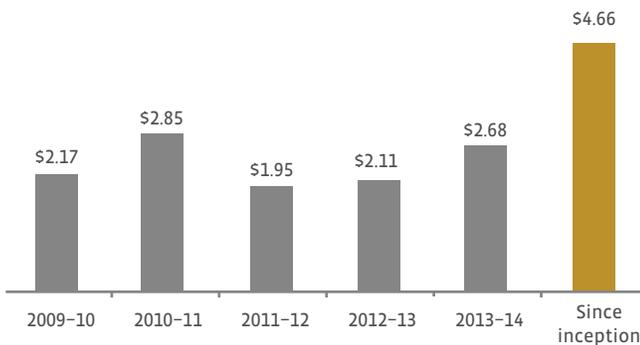
ICET uses its \$50 million funding allocation as a lever to attract incremental investment from other levels of government, non-government sources, and private sector sources, in individual project investments as well as larger community and regional investments. To date ICET funding has leveraged over \$268 million.

In the current economic climate, there are very few federal and other government sources of funding to leverage. In response to this, ICET’s strategic priorities have focused on encouraging the diversification of funding partners and developing new relationships to encourage increased non-government project

funding. This was done by modifying the application guidelines and the project review process to encourage greater non-government funding participation in approved projects, by developing new relationships with non-government funding sources and by linking applicants to resources they may not have been aware of.

ICET’s application guidelines were also modified to accept the new Community Contribution Company (C3) as an eligible applicant for funding, allowing for a greater diversity of public/private partnership projects.

**Average Funding Leverage**



In Fiscal 2014 ICET funding was leveraged with \$2.68 in funding from other sources showing an important gain from the two previous years. This is the highest it has been since Fiscal 2010, when large funding allocations were available from the federal government as part of the Economic Action Plan. This increase is an indication that communities in the 1:2 and 1:3 matching funding areas have been successful at leveraging more funding from an increasingly diverse range of funding partners than the minimum amounts required.

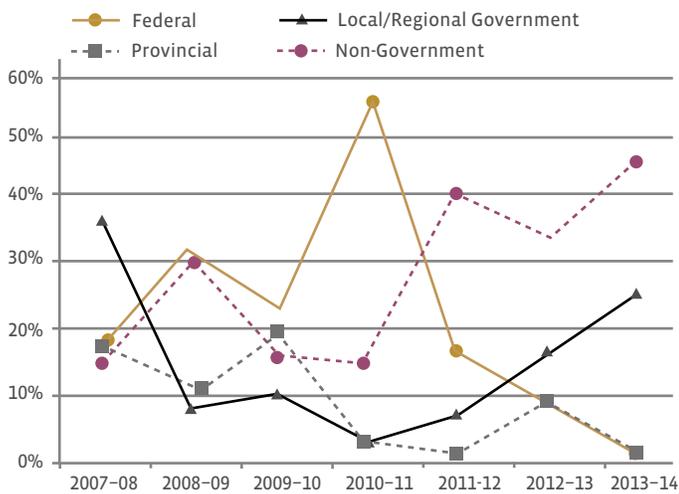
The cumulative leveraging ratio for funds committed to date stands at 1:4.66, which is well above ICET’s target of 1:3.

**Leverage on ICET Funding by Source**

Funding Source	2011-12	2012-13	2013-14	Since Inception
<b>Federal</b>	\$0.50	\$0.28	\$0.07	\$1.12
<b>Provincial</b>	\$0.03	\$0.29	\$0.06	\$0.89
<b>Local/Regional Government</b>	\$0.22	\$0.49	\$0.90	\$1.63
<b>Non-Government</b>	\$1.19	\$1.04	\$1.66	\$1.03
<b>Total Leverage</b>	\$1.95	\$2.11	\$2.68	\$4.66

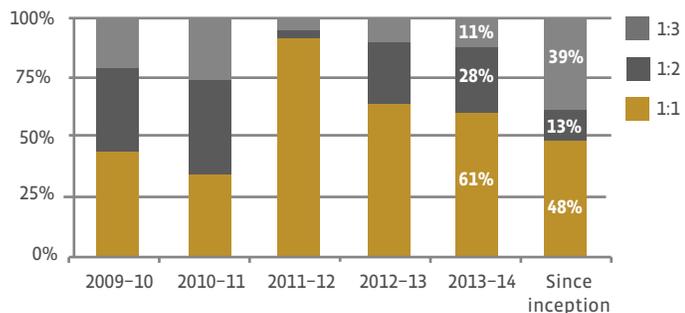
In Fiscal 2014, non-government sources of funding represented more than 40% of total project budgets, the highest since ICET’s inception. Local and regional government share of projects also increased to a six-year high of almost 25%. Senior government funding has been reduced to an all-time low of less than 5%.

## Share of Total Project Budgets



The graph on the left highlights the importance of a fund like ICET, which uses its provincial funding to keep the economy moving, encouraging and leveraging local and non-government funding on an ongoing basis. This supports greater economic stability and continued investment and growth regardless of election cycles or economic conditions. This has had the greatest impact in smaller communities, which often lack the administrative capacity to develop projects within tight timelines that match available funding sources. This enables communities to plan and implement the most important projects, at the most appropriate time for them.

## Distribution of ICET Funding by Matching Level



- 1:1 (50%) for smaller, remote, formerly resource dependent communities
- 1:2 (33%) for rural, smaller urban communities with relative growth and prosperity
- 1:3 (25%) for larger urban or those experiencing advantageous growth and opportunity

In Fiscal 2014, the distribution of ICET funding by matching level was almost identical to Fiscal 2013. There was a slight decrease in funding allocations to 1:1 communities and a slight increase in 1:2 communities. Communities in the 1:1 matching level saw the largest share of funding, with 61% allocated to those communities with the most challenging economic conditions, almost 30% to the 1:2 category and only 11% to the larger and faster-growing communities. Historically, the larger and faster-growing communities have received 39% of ICET funding, which is slightly less than the 48% share of the smaller and more economically challenged communities.

## SUPPORT FOR APPLICANTS

Applicant support has been progressively increasing as the ICET grant-funding model has been moving toward more proactive staff involvement, earlier in the application process.

Potential applicants are encouraged to contact ICET staff for information and clarification regarding the application process and program guidelines as early as possible during the project development process. For the Economic Development Readiness Program, the validation of the concept by staff is a preliminary condition to the submission of an application.

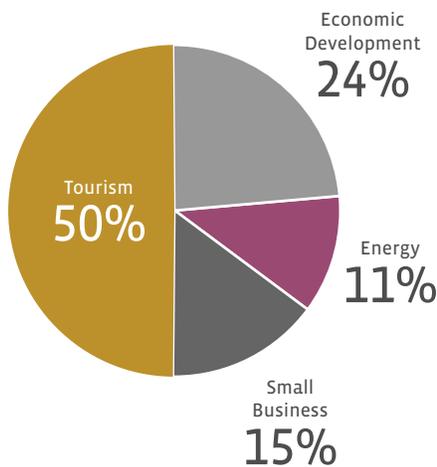
Applicants are also encouraged to submit early project drafts for staff review. This increasingly collaborative evaluation process has led to stronger approval outcomes for those applicants who take advantage of the opportunity. This process has also led to some new collaborations and partnerships and improved project financing, resulting in stronger projects with broader results.

## RECAPITALIZATION OF THE FUND

The availability of the \$50 million fund has been the key factor enabling ICET to leverage significant federal funding, private sector funding and non-government funding into the ICET region, especially during the recent economic challenges. ICET has diligently ensured that the tax dollars that it was allocated have been put to work for the people, businesses and communities of the ICET region, as soon as possible. The ICET program and projects have resulted in important gains in the region and the consensus is that this momentum must be maintained.

The recapitalization of the fund has been a key priority for the ICET Board, staff and its stakeholders in Fiscal 2014. Board and staff have been actively consulting and working with elected officials and Ministry of Jobs, Tourism and Skills Training staff to find options for long-term sustainable funding for the organization. This work will continue into the coming year.

ICET Funding by Sector, 2013-14



ICET supports strategic investment in key local and regional economic development infrastructure, with a strong focus on incremental economic benefits, economic growth and diversification, regional cooperation and long term economic and environmental sustainability. This is done primarily through its Economic Infrastructure Grant Program. These investments are made in the sectors specified in ICET’s legislation: forestry; transportation; tourism; mining; small business; energy; agriculture and aquaculture; and economic development. Specific project investments and program results are detailed on page 21.

Tourism and economic development received the most ICET funding in Fiscal 2014. The top rank for tourism is consistent with previous years, as tourism projects have received nearly half of all ICET project funding since inception.

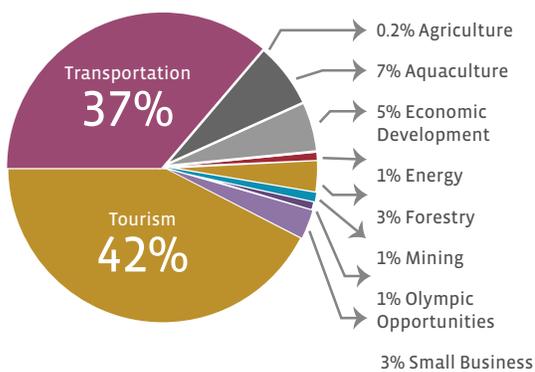
Increasingly tourism is being recognized as an important economic driver, playing an important role in community revitalization, new resident attraction and high value business investment attraction. The region has seen an influx of former visitors returning as lifestyle entrepreneurs, investors or retirees who now make the Vancouver Island and Coast region their home. The number of ICET funded tourism projects which are now considered “world class experiences” continues to increase and draw international media attention. These benefits are compounding and continue to be the key to revitalization and growth for some of ICET’s smaller more remote communities.

More than one quarter of investments in Fiscal 2014 were directed at previously under-represented sectors of energy and small business, demonstrating positive results in areas that ICET had targeted in its Strategic Plan.

The organization has been meeting with specific sector organizations and leaders in an effort to maximize opportunities and increase awareness of ICET programs.

In Fiscal 2014, the ICET CEO participated in regional roundtables which included representatives from resource sectors such as mining and forestry, as well as individual meetings and events with small business, energy, aquaculture, agriculture, rural economic development, First Nations economic development, small scale food processors, international education, higher education, film industry, technology and innovation, agri-food, agri-tourism and tourism.

ICET Funding by Sector since Inception



## ECONOMIC INFRASTRUCTURE PROGRAM

The Economic Infrastructure Program has been ICET's flagship program since inception. It enables community investment in targeted, incremental, economic development infrastructure projects.

In Fiscal 2014, ICET reviewed and approved its first projects using the One Step application process, designed to accelerate and simplify the process for requests of \$50,000 or less. All of the Stage 2 applications submitted received final approval, demonstrating that the increased applicant support provided is leading to more successful outcomes. Of the Stage 1 applications reviewed during Fiscal 2014, 2 are still pending, awaiting submission of the Stage 2 application.

The number of infrastructure projects in Fiscal 2014 is smaller than in 2013, however the aggregate total project value is consistent. **The average infrastructure project value has increased by more than 50% from the previous year to \$163,762.**

This year saw a greater diversity of applications from under-represented sectors such as energy, forestry and small business.

There was also a marked increase in applications and inquiries from diverse groups including First Nations, demonstrating positive results in relation to the strategic priorities to diversify types of applications and applicant groups.

In the past year we have seen innovative initiatives, such as the Community Carbon Marketplace designed to help communities maximize the returns of the shift to carbon neutrality. Some projects, such as the Elk Falls Suspension Bridge, are receiving significant public interest and media attention. Others, like the Chemainus Town Centre Revitalization project, are leveraging important investments from small business and major residential construction activity, which will ripple through the entire region.

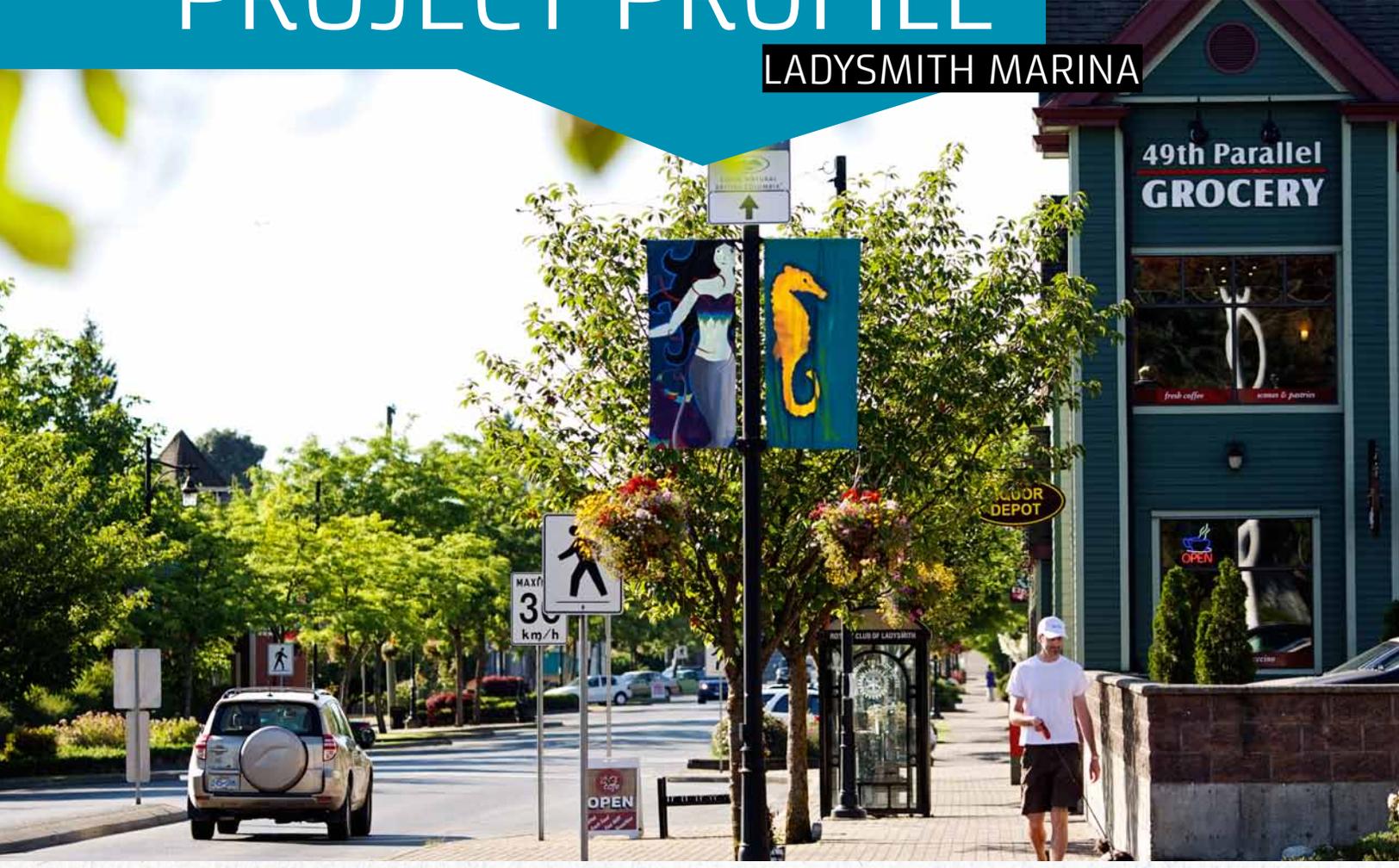
The slow but steady improvement in the economy is leading to an increase in larger projects. In the first quarter of 2014, ICET received a large number of project inquiries, with a marked increase in projects with total values of over a million dollars. Consequently, management expects project applications in Fiscal 2015 to increase in both number and project value, perhaps even doubling the current year approvals.

New Economic Infrastructure Approvals Fiscal 2014:		
FINAL STAGE 2 APPROVALS	ICET Commitment	Total Budget
Community Carbon Marketplace	\$147,689	\$529,014
Woss Fire Lookout Tower	\$39,886	\$79,811
Gwayasdums Bighouse Restoration Project	\$120,000	\$290,000
Elk Falls Suspension Bridge	\$325,000	\$1,850,000
Chemainus Town Centre Revitalization Project	\$200,000	\$801,934
Davis Bay Wharf Expansion Project	\$150,000	\$600,000
FINAL ONE STEP APPROVALS	ICET Commitment	Total Budget
Ladysmith Visitor Dock Expansion Project	\$21,573	\$65,426
STAGE ONE PENDING (subject to final Stage 2 approval)	ICET Commitment	Total Budget
2 applications pending	\$475,000	\$4,596,882
<b>TOTAL APPROVALS AND PENDING</b>	<b>\$1,479,148</b>	<b>\$8,813,067</b>



# PROJECT PROFILE

LADYSMITH MARINA



# MARINE TOURISTS DELIVER BIG IMPACT IN LADYSMITH

**IN 2009**, the Ladysmith Maritime Society (LMS) recognized the opportunity to grow the marine tourist market. The challenge was that the infrastructure to receive those marine tourists was sorely lacking.

After receiving funding from ICET, the LMS began a project to expand and revitalize the amenities for tourists arriving in Ladysmith via boat.

“We saw a growing market of international and recreational marine tourists who had lots of choices of places to meet up, explore, and re-supply with provisions,” said Doug Bell, Director of the LMS. “With a beautiful, historic downtown and a vibrant local business community, it made sense that Ladysmith should build the infrastructure to attract those maritime visitors.”

The first phase of the project would see a floating visitor centre with washrooms, showers, laundry, meeting areas and facilities for hosting large-scale boater rendezvous. ICET granted \$543,000 towards the project.

**LADYSMITH HARBOUR WASN'T  
SEEN AS 'OPEN' BEFORE. NOW, WE'VE GOT PEOPLE  
FROM ALL OVER THE WORLD STOPPING HERE**

The numbers are evidence of the success: 56% increase in visitor boat nights in 2013, with direct spending estimated at \$367,000, and a total impact on the community estimated at \$660,000.

Wayne Richmond is the owner of 49th Parallel Grocery. He's seen first-hand the change in marine traffic using his grocery delivery service since the revitalization projects began:

“Ladysmith harbour wasn't seen as 'open' before,” he said. “Without amenities, people would just move on to

other moorages. Now, we've got people from all over the world stopping here — some for a month or more.”

A daily trip into downtown is the norm for these visitors. The busy harbour means a busy local business district, and that's positive news for the entrepreneurs in the quaint downtown.

Geoff Cram owns the Old Town Bakery, and the boaters have helped his business grow.

“We got a lovely write-up in a yachting magazine, praising our cinnamon buns as 'best on the Island'. It's amazing how many people will make a stop based on something as simple as that!” he said. “Last summer was our best-ever for tourist business, and boaters made up a big percentage of that activity.”

The overwhelming success of the first phase of the Ladysmith project led to a need for a second phase of further expansion.

The Island Coastal Economic Trust is investing \$21,573 in the Ladysmith Maritime Society's \$65,000 project to add a 150-foot extension to the visitor dock, along with installation of necessary electrical and water services.

“We've seen a 71% increase in the number of marine tourists,” said Bell. “Our moorage spaces were almost fully committed for the past season, and we need to expand to accommodate those additional visitors.”

The success of the Ladysmith project is being leveraged by other organizations. ICET is providing funding to the BC Ocean Boating Tourism Association for a project that will unite and position this industry in order to increase the number of marine tourists in BC and increase their length of stay beyond the traditional boating season into the 'shoulder' seasons.



# PROJECT PROFILE

GIBSONS HARBOUR





# GIBSONS HARBOUR: UPGRADED FACILITY, UPGRADED ECONOMY

**IN 2011, A REPORT** from the Town of Gibsons about the harbour summarized the issues very succinctly: “Demand for berths far exceeds the harbour’s capacity.”

Recognizing the importance of upgrading and extending facilities, the Gibsons Landing Harbour Authority secured \$330,000 in funding from ICET’s Economic Infrastructure Program. The \$1.3M project would see new and improved dock space for loading and unloading commercial vessels, enhanced access for barging services, and better facilities for recreational vessel moorage and maintenance.

The upgrades added a drive-on concrete float, vehicle access ramp, anchoring system, electrical and water systems to the existing dock facilities.



**THIS NEW HARBOUR INFRASTRUCTURE GIVES US  
THE PLATFORM WE NEED TO ACTIVELY PURSUE  
MARINE INVESTMENT OPPORTUNITIES**

“The commercial prawn fishing season is May and June, and in those two months in 2013 more than 90,000 kg of fresh and frozen product crossed the new float,” said Joe Wright, Project Manager with the GLHA. “All of the fishermen reported great improvements in productivity thanks to the new infrastructure in the harbour. Quicker access means more money in the pockets of those small businesses.”

When prawn season ends, salmon, tuna, halibut and cod fishers use the new float to load gear, and gillnetters use the space to lay out nets for inspection and repair. Maintenance of the fishing fleet improved with direct access to vessels, especially benefitting service vehicles, diesel and marine maintenance personnel, refrigeration services, and other essential support activities.

This new capacity creates a wide range of new business opportunities for marine services that previously could not have been developed.

“The new float also allowed the maintenance and service industry to get easier, more efficient access to commercial vessels,” Wright explained. “They can now drive their vehicles right up beside the boats on which they’re working.”

Town of Gibsons CAO Emanuel Machado explains that the harbour is the Town’s third economic area. It plays a strategic role for the movement of goods and people. Beyond being the welcoming point for the Town, it is an important business hub.

“For years we have been watching marine traffic increase, and just pass us by,” explains Machado. “Now this new harbour infrastructure gives us the platform we need to actively pursue marine investment opportunities such as marine repair businesses, tugboats, water taxis or anything else related to marine industries.”

Barge services — which are crucial to communities like Gambier, Keats, and Paisley Islands — were formerly restricted to 3m tides or higher. With the new float now in place, barges have 24-hour access to the GLHA docks independent of tidal conditions, and there has been steady and growing use of the facility for loading and unloading.

There is also improved and increased docking space for recreational boaters to stop over and enjoy the area. The improvements mean that more and larger vessels are able to moor, which in turn translates into additional economic activity in the town itself.

“Reserved moorage for larger pleasure craft is very difficult to find on the Sunshine Coast, and because we now have it, we’re able to support additional tourist activity, promoting our town and region,” concludes Wright.





# PROJECT PROFILE

WILD PACIFIC TRAIL



# WILD PACIFIC TRAIL: ECONOMIC GENERATOR

**IN 2007, ICET SUPPORTED** a project to create parking and access trails at Ucluelet's Wild Pacific Trail. In 2012, ICET invested in a new section that takes visitors through stands of ancient cedars and breathtaking viewpoints, and brings the trail one step closer to the ultimate goal of connecting Florencia Bay to Pacific Rim National Park.

As a result, the trail has become a powerhouse tourism generator for the region and has helped attract investment in high-end accommodations, hospitality, and residential real estate. The trail also adds value to the region when it comes to recruiting and retaining employees for local businesses.

PEOPLE COME TO THE REGION SPECIFICALLY TO HIKE THE WILD PACIFIC TRAIL, AND WHEN THEY GET HERE, THEY'RE DRAWN BY OUR OTHER AMENITIES

The Wild Pacific Trail is the vision of local resident 'Oyster' Jim Martin, the project's driving force since the late 1990's. Winding through some of the most scenic and rugged parts of the west coast of Vancouver Island, the trail has risen in popularity from being TripAdvisor's top-ranked destination on the Island, to the top-ranked destination in the entire province.

Abby Fortune, Ucluelet's Director of Parks and Recreation, said that the trail is a tourist destination all on its own, boosting revenues for accommodation and other hospitality providers.

"People come to the region specifically to hike the Wild Pacific Trail, and when they get here, they're drawn by our other amenities, and we see them staying for additional nights," Fortune explained.

The trail is also part of Ucluelet's Master Development Plan, meaning that future developments along the trail's length will incorporate the trail into their sites. Fortune sees that as a driver for developers, because the trail is such a high-value amenity for residents as well as tourists.

"People — and companies — have lots of places in the world where they can work. Amenities like the Wild Pacific Trail create a great quality of life, and that is a big factor in recruiting and retaining people in communities like Ucluelet," said Fortune.

Barbara Schramm is the president of the Wild Pacific Trail Society, and she knows firsthand the impact the trail has had on bringing new residents to the region.

"People will start businesses or work remotely just to live here," she said. "I couldn't even quantify how many people have moved here because of the trail, but I can tell you that half of the Board of Directors of the Society — including our Chairman — moved here because of this amazing asset."

Construction of the most-recent segment of the trail alone generated approximately 176 person-days of employment, but it's the longer-term economic activity that brought ICET to the project.

"ICET's share of the funding was the key to us being able to leverage the other contributors, and together, we've now got a world-class tourism asset in our community," Fortune said. The Wild Pacific Trail's increasing media profile as the top attraction in BC is spurring increased high value tourism activity, as well as business, residential and resort development, cementing the trail's role as a key economic generator for the community.

## Wild Pacific Trail (Ucluelet)



#1 of 1,661 attractions in British Columbia

582 reviews

"Beautiful Trails" 08/07/2014

"Amazingly beautiful!" 04/07/2014

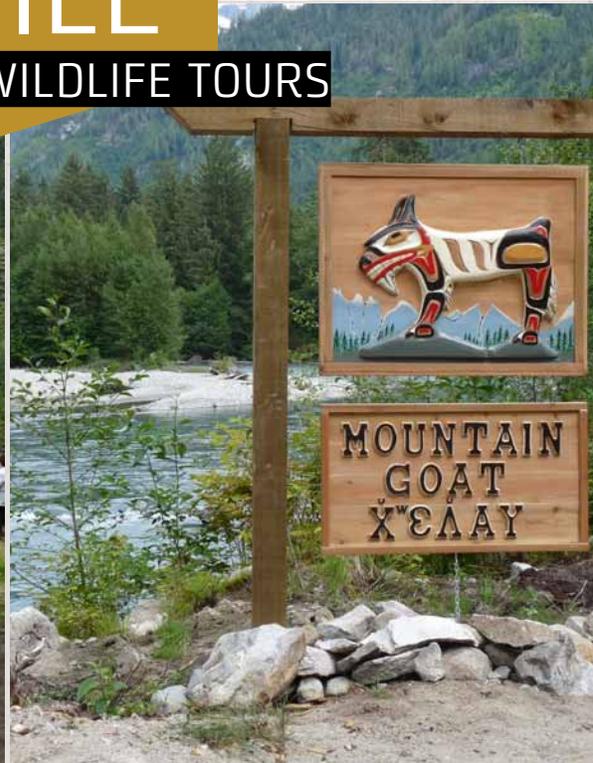
Category: Hiking Trails

Owner description The Wild Pacific Trail is located in Ucluelet and is a seven phase trail system skirting the rugged cliffs and shoreline of... [more »](#)



# PROJECT PROFILE

HOMALCO WILDLIFE TOURS





# THE BEAR FACTS: HOMALCO WILDLIFE TOURS

**LOCATED IN ONE OF** the most active sites for grizzly bears in BC, the Homalco Nation seized an opportunity to enhance a world-class tourism opportunity with the launch of Homalco Wildlife Tours Inc.

Upgrades to the Homalco-Taggares Salmon Hatchery significantly increased the number of salmon and as a result provided a stable and abundant source of food, attracting more black bears and grizzly bears to the remote Orford River estuary. This created a prime opportunity for visitors to see the animals feeding in their natural habitat. With funding from ICET, the Homalco added infrastructure and facility upgrades, including new observation towers for watching bears, a welcoming interpretive centre, and artistic signage reflecting the First Nations culture.



**OUR PARTNERS IN THE TOURISM INDUSTRY  
TELL US THAT A BEAR TOUR HAS BECOME  
A 'MUST-DO' FOR THEIR CLIENTS**



Alison Trenholm, Homalco Band Manager, is enthusiastic about the growth in the business and impacts it has had on the economies of not only the First Nation, but also Campbell River and surrounding communities.

“Since 2009, visitor numbers have almost quadrupled, and that has meant additional jobs for the Homalco guides leading the tours and the operators bringing the tourists in,” Trenholm explained. “It has brought additional visitors to the region in a traditionally ‘slow’ part of the overall tourism season.”

The summer whale-watching operators are now also finding their seasons extended as they bring boat loads of fall-time customers to the Orford River to see the Bears of Bute Inlet from a safe but very close vantage.

“We’ve forged a great partnership with Sonora Resort, and several tour providers located in Campbell River.

Working together, we’ve seen phenomenal growth in our visitor numbers over the past five years,” she explained.

A day with 80 or more visitors would be considered a busy day in a bear watching operation. In 2009, Homalco Wildlife Tours had only one such day. By 2013, there were 26 days with more than 80 tourists. In a short season that lasts from August to November, those numbers are impressive.

“The season for watching bears is late summer and fall, and our partners in the tourism industry tell us that a bear tour has become a ‘must-do’ for their clients,” Trenholm said. “That means incremental growth for operators in all parts of the hospitality industry, and a boost to the economy of the region, well beyond just Campbell River.”

Garnering coverage in media outlets around North America has been a big boost to the operation and for tourism growth in the region. Stories in the Globe and Mail and the New York Times raved about the experience. That type of international publicity is part of what is driving the growth in the business, as visitors from around the world are specifically making a bear-watching tour part of their Island vacation experience.

Ten large artistic signs were created by Homalco artists to mark the roadway and a welcome sign added to the facility. Creation of the signage and other cultural artifacts have also provided an opportunity for Homalco Nation people - and especially the young tour guides - to reconnect with their native language and culture, and to share this with visitors from around the world.

“This project has been a tremendous success for the Homalco, our partners in the tourism market, and the region as a whole,” said Trenholm.



# PROJECT PROFILE

VIU STURGEON CENTER



# STURGEON CENTRE SUCCESS LEADS TO NEW ECONOMIC OPPORTUNITIES

**WHITE STURGEON ARE** an endangered species, and a wild-stock fishery is impossible. However, there is constant demand for products like their smoked meat, caviar, oil, and leather. That means that alternatives are needed, and for BC, land-based sturgeon aquaculture is the answer.

With a successful track record in culturing Fraser River White Sturgeon since the mid-1980s, Nanaimo's Vancouver Island University received funding from ICET in 2010 to build the International Centre for Sturgeon Studies (ICSS). The intent was to create a hub for the transfer of knowledge and technology to industry in order to foster innovation and the growth of private sector investment and activity in the aquaculture industry.

**“YOU CAN GROW STURGEON IN AQUACULTURE  
CONDITIONS FAIRLY SUCCESSFULLY. WE THINK  
IT'S A HUGE OPPORTUNITY FOR BC**

One of the beneficiaries of the work at the ICSS is Sechelt's Target Marine Hatcheries. They are Canada's only producer of certified organic, farmed Fraser River White Sturgeon. Target Marine's Northern Divine Caviar has garnered international headlines, winning awards around the world. In addition to caviar, Target Marine creates products from almost every part of the fish, helping to re-introduce sturgeon meat to some of the finest restaurants and high-end retailers.

Beyond simply supporting the 'traditional' sturgeon aquaculture industry, applied research at the ICSS has led to the development of a whole new sustainable industry for the Island: aquaponics. Aquaponics combines aquaculture (finfish production) with hydroponics (water-based plant production).

“We've developed a demonstration system at the ICSS, where crops like lettuce, Swiss chard, chives, basil, and quinoa are grown in the water that is naturally fertilized

by the sturgeon,” said Don Tillapaugh, Director of the ICSS. “In turn, the plants filter the water for the sturgeon, which require very clean, cool water to survive.”

The ICSS has also supplied baby sturgeon to Nanaimo's Taste of BC Aquafarms, another closed-containment aquaculture business that is benefitting from the applied research happening at the University.

The ICSS does more than simply provide baby fish. The applied research translates into real-world benefits for the industry. From experiments with water temperature to feeding regimes, the ICSS is discovering ways to grow healthy fish that mature faster than in the wild.

“Our applied research at the ICSS is about providing rigorous data to industry that will help them be more successful,” explains Dan Baker, Lead Scientist at the Centre.

In the current global economy, demand for fresh seafood exceeds supply. The growth of the middle class in developing countries is expected to compound this problem. This presents a major opportunity for the BC aquaculture industry.

The ICSS aquaponics project is unique in the world, as it is the first time that sturgeon (a cool-water fish) has been used in an aquaponics project on this scale. Tillapaugh is excited about the potential for growth in this relatively new industry.

“Our unique research will help industry optimize production and maximize revenue,” said Tillapaugh. “We're figuring out that you can grow sturgeon in aquaculture conditions fairly successfully. Because of its meat qualities and the market demand for it, we think it's a huge opportunity for BC to grow a sturgeon industry.”

## OBJECTIVE

# 03

## IMPROVE THE ENVIRONMENT REQUIRED FOR INCREASED INVESTMENT ATTRACTION AND JOB CREATION

ICET will invest in projects, planning and training to support the development of attractive, livable, competitive, investment-ready communities capable of attracting high value investment and job creation for the region. This is done through its infrastructure investments and the new Economic Development Readiness Program.

Late in the Fiscal 2013 year, ICET launched the new Economic Development Readiness program, designed to address the economic development and investment readiness of communities as they move through the economic development continuum. The goal of the program is to support and accelerate communities' ability to effectively plan for, and respond to, economic opportunity.

In early 2014, the program was strongly promoted, with targeted ICET communications and presentations to various stakeholder groups. As projects were approved, news releases highlighting the goals of the program and the types of projects approved were published, leading to strong media response. The program has been well received by communities and non profits involved in economic development. It fills an important gap in funding for economic development planning and offers a flexible approach and quick application turnaround.

The program was fully subscribed for Fiscal 2014. Detailed results and projects approved can be found on page 34.

Almost half of the applications approved have been for new economic development strategies in small resource-dependent communities struggling with the economic downturn. This proactive, grassroots activity to address economic challenges will have an important cumulative impact in areas such as the North Island. The consultation process and the community "ownership" of these projects are also having a positive impact on the economic development literacy of the community at large.

Collectively and individually, these projects will help prepare the region's communities for existing and future economic opportunities.

### COLLABORATION WITH BC GOVERNMENT INITIATIVES

The ICET Board and staff continue to prioritize ongoing communication and collaboration with Ministry of Jobs, Tourism and Skills Training. This includes meetings with Regional Managers, Executive Directors, Assistant Deputy Ministers and Deputy Ministers to ensure that ICET initiatives align with provincial priorities and initiatives. This may include the promotion of Ministry initiatives to its stakeholders, sharing information about ICET communities, economic conditions or key regional priorities or providing support or investments related to specific government programs or priorities.

In addition, meetings were held in Victoria with the CEO and Minister of State Yamamoto as well as with the Board and Minister Shirley Bond to discuss collaboration with the Province and opportunities for the region. ICET is committed to supporting and complementing the BC Jobs Plan and other provincial government initiatives.

Communication and collaboration also occurs with other Ministries, based on the region's immediate needs and project submissions. In Fiscal 2014 this has included the Ministry of Advanced Education, Ministry of Social Development and Social Innovation, Ministry of International Trade, Ministry of Forests, Lands and Natural Resource Operations as well as the Ministry of Technology, Innovation and Citizen's Services.

### PROMOTING HIGH VALUE PROJECTS AND INVESTMENTS

In Fiscal 2014, the Infrastructure Program guidelines and assessment process were amended with an increased focus on high value investment opportunities. The new Economic Development program was also designed with this key focus in mind.

ICET has also used economic statistics and detailed analysis of key economic indicators in news releases and project success stories to illustrate and draw attention to high value investment opportunities in the region. These messages

have also been shared on social media, reinforced in all organization communications and publications, as well as during media interviews.

## DISTRIBUTION OF FUNDING BY COMMUNITY SIZE

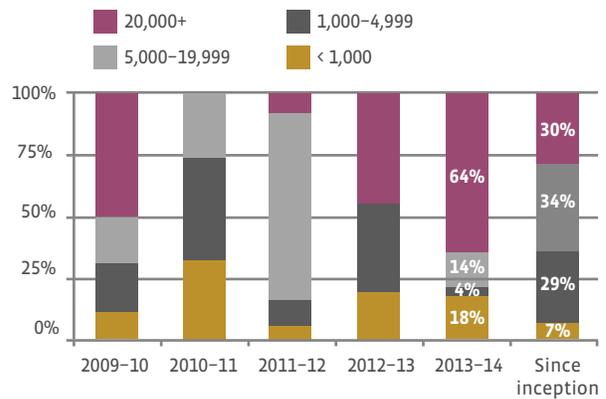
The ICET funding programs are designed to support the best projects throughout the region, regardless of where they are located. This regionally thinking approach will support initiatives based on community need, local and regional benefits and readiness to proceed. There are no community or regional quotas or allocations. Despite this, ICET funding has been distributed widely to communities of all sizes and vitality.

Projects approved in Fiscal 2014 will provide direct benefits and new infrastructure, services or support to 13 individual communities and 4 Regional Districts in the area. This means that most communities in the region will have been impacted by at least one ICET project during the course of the year. Since inception ICET has approved projects in more than 50 individual communities and First Nations communities, and in all of the area's Regional Districts.

It is very important to the ICET Board, RACs and to the region's largest communities that the smaller, rural, remote and more economically challenged communities receive support in order to develop their economic potential and reverse the negative growth trends. This is reflected in the increased amount of outreach and funding distribution to smaller communities in the past few years. ICET's unique matching regime has also been a key factor in ensuring that communities with more limited financial resources have smaller financial hurdles to scale in order to implement their vision.

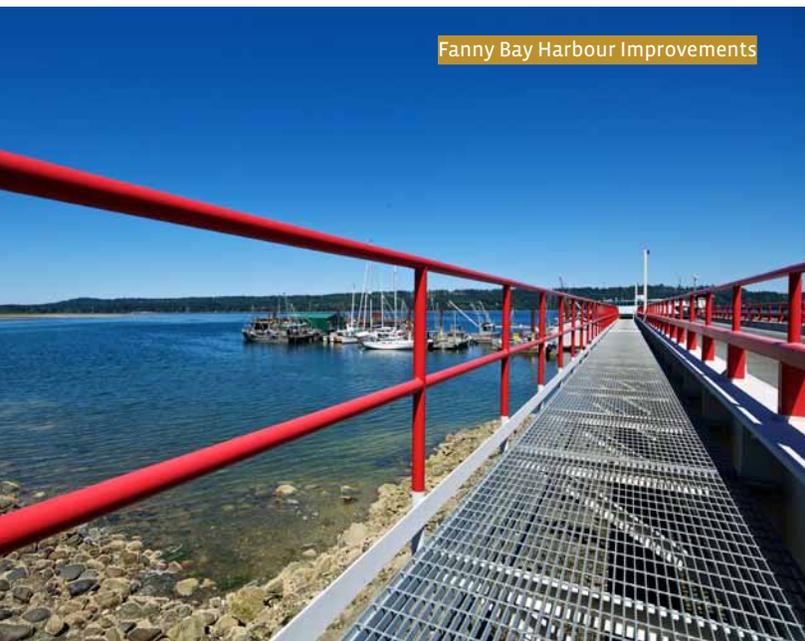
While individual infrastructure projects in a few small communities may not impact the region's economy, the cumulative total of infrastructure and readiness funding investments is creating a new playing field of communities with the amenities, tools and knowledge required to attract investment. This critical mass is changing the perception of the ICET region to a place that welcomes and is ready to support investment.

### Distribution of ICET Funding by Community Size



In the 2014 Fiscal year, a larger percentage of funding went to communities with more than 20,000 people, primarily due to two larger project allocations in communities of this size. The largest number of projects went to communities with fewer than 20,000 people, however those projects were smaller budget initiatives.

Since inception more than one third of funding has gone to communities with fewer than 5,000 residents and more than two thirds has gone to communities with fewer than 20,000 residents.



Fanny Bay Harbour Improvements



Cowichan Regional Visitor Centre

## ECONOMIC DEVELOPMENT READINESS PROGRAM

This new program, designed to help communities prepare for economic development opportunities, has been a tremendous success and was fully subscribed for Fiscal 2014.

Completed projects are already showing tangible results. For example, in this report, you can read about Sayward's success in securing new investments as a result of their detailed and focused economic development strategy funded by the EDRP.

The program has been a catalyst for collaborative initiatives, bringing communities together to work jointly on marketing efforts. The Vancouver Island Trails Strategy is a clear example of how an Economic Development Readiness Program enabled a very large number of stakeholders to join forces and develop a global marketing plan based on their collective assets.

Over the past year dozens of potential project inquiries were made to ICET, with 19 application concepts approved

by staff and forwarded to the Board and 16 projects receiving final approval. Some of the projects that did not initially receive concept approval because of their local focus are being redesigned into broader-scope regional collaborative initiatives.

In Fiscal 2014 there were seven economic development strategies approved, primarily in smaller, resource-dependent communities. The other nine projects can be categorized as collaborative initiatives, investment attraction initiatives and sectoral planning initiatives.

The average value of approved EDRP projects in Fiscal 2014 is \$19,687. Project funding was awarded to six small communities, three regional districts, two sectoral organizations, one economic development organization, one Chamber of Commerce and two non-profits. This demonstrates the wide range of stakeholders involved in economic development readiness projects that will provide benefits to almost every single community in the region.

EDRP APPROVALS Fiscal 2014:	ICET Commitment	Total Budget
Malcolm Island Strategic Community Economic Development Plan	\$12,500	\$25,000
Parksville Oceanside Initiatives Business Attraction	\$30,000	\$60,000
Sayward Economic Development Strategy	\$16,000	\$32,000
Sunshine Coast Regional Economic Development Charter	\$7,500	\$15,000
Sunshine Coast Regional Signage Strategy	\$5,000	\$10,000
Zeballos Economic Development Strategy	\$16,000	\$32,000
Port McNeill Economic Development Strategy	\$25,000	\$50,000
Powering Economic Alignment and Growth through Tourism	\$30,000	\$60,000
Leadership Vancouver Island Project	\$30,000	\$60,000
Enhancing Cowichan Valley Agricultural Processing	\$20,000	\$44,000
First Nations Portal - VIEA.CA	\$2,500	\$5,000
SRD Regional Tourism Service	\$18,524	\$37,048
Vancouver Island Trails Strategy	\$30,000	\$60,000
Mt. Waddington Regional District Sectoral Strategic Planning	\$12,500	\$25,000
Tahsis Economic Development Strategy	\$30,000	\$60,000
Cormorant Island Economic Development Plan	\$30,000	\$60,000
<b>TOTAL APPROVED</b>	<b>\$315,524</b>	<b>\$635,048</b>

Vancouver Island Visitor Centre



Denman Island Community Dock





# PROJECT PROFILE

SAYWARD



# STRATEGY FOR SUCCESS: ECONOMIC DEVELOPMENT IN SAYWARD

**THE VILLAGE OF SAYWARD** was struggling with an economy that was historically dependent on a few resource industry employers. Recognizing the need to transition their community to new, stable sources of employment and income, the Village of Sayward received funding from the Economic Development Readiness Program to create an economic strategy.

The Economic Development Readiness Program is focused on supporting communities that do not have the resources or internal capacity to carry out this type of strategic planning.

Sayward Mayor John MacDonald explains that since the completion of the plan, there has been tangible 'forward movement' in the community.

"We have an important new business investing in the community, new housing starts and two other investors looking at buying and developing commercial and residential real estate," he explained. "We couldn't have hoped for a better outcome."

**WE HAVE AN IMPORTANT NEW BUSINESS INVESTING IN THE COMMUNITY, NEW HOUSING STARTS ... WE COULDN'T HAVE HOPED FOR A BETTER OUTCOME**

Hub City Fisheries is the new business investment that the Mayor referred to. The company has entered into a long-term lease for a strategically important property on the harbour and is purchasing all the existing infrastructure. The plan is to develop the property, which will include the construction of an ice plant and infrastructure to support a significant increase in fish

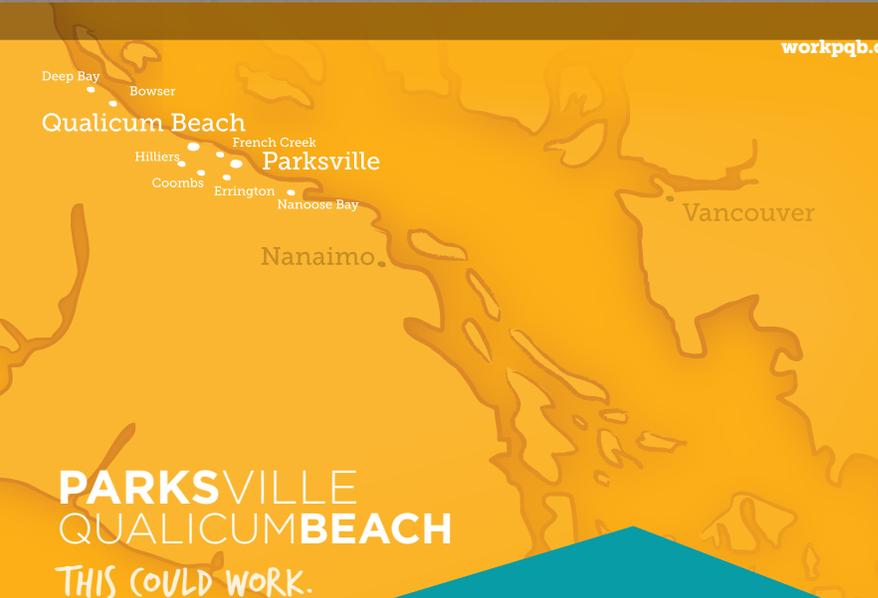
offloading capacity. Sayward has a history as an active working harbour, and could easily become one of the most active fisheries hubs on the east coast of the Island.

Village of Sayward CAO Darren Kiedyk explains that the strategic economic development plan was a key factor for the new investors working with the Village. The document provided them with the demographic and investment information they needed, and the plan's identification of the harbour as the key component in the Village's economic revitalization gave them the confidence that their investment was aligned with the community's priorities.

The investments around the harbour include more than just the commercial fishing industry. Tourism-related developments are in the works, and the community's plan to invest in and revitalize the harbour infrastructure has attracted other investors to the community.

The purchase of the mostly empty mall building is now being considered by an investor who has plans for a new grocery and retail development with additional housing as part of the concept. Also, a 65-acre parcel of view property overlooking the harbour is being assessed for further investment and development.

As a result of the completion of the Economic Development Strategy, the new business investment and interest in the community has also fuelled new residential construction. In 2014, the Village has seen new housing starts: the first new residential construction in the past 5 years.



# PROJECT PROFILE

OCEANSIDE INITIATIVES STRATEGY

## PARKSVILLE QUALICUM BEACH

THIS COULD WORK.

# 'LIFESTYLE ENTREPRENEURS' IN PQB: MEDIAN AGE DOWN, MEDIAN WAGE UP

## THE PARKSVILLE-QUALICUM BEACH

region is blessed with sunny, hot summers and long sandy beaches with some of the warmest ocean water in Canada. Tourism is a dominant part of the economy.

With its mild winters the area has become known as a haven for retirees. The median age of the population is almost 60 years old. The downside of the demographics of tourists and retirees is that the economy is dominated by service-sector wage rates, bringing the median income from the region down below the provincial average.

The region developed an Economic Development Partnership called Oceanside Initiatives, which is financially supported by the communities of Parksville and Qualicum Beach, the Regional District of Nanaimo and the Parksville and Qualicum Chambers, Tourism and Downtown Business Associations, as well as Vancouver Island University and School District 69.

Strategic planning to identify new opportunities, the development of tools to attract new investment and regional collaborative initiatives are hallmarks of the EDR Program, and this project was a clear fit.

In June of 2014, the comprehensive 'lifestyle entrepreneur' strategy and tactics were completed and the campaign was launched. Materials developed to support the strategy include website design templates, graphics, messaging, and video.

According to Burden, the next phase of the project will include attending tradeshows with some of the 'star' lifestyle entrepreneurs who have already chosen to make the Parksville-Qualicum area their home.

A video produced to support the strategy highlights why some of these successful entrepreneurs have chosen the Parksville-Qualicum area.

"We are a testament to the fact that you can grow an award-winning, cutting-edge technology company outside of a major centre and basically have it all," explains Clive Goodinson of Pixton Comics. "We have tripled our living space by moving out of the city, we work out of our home and have customers around the world."

Tech sector entrepreneurs in the 30-50 age demographic will be one of the primary target markets, allowing the region to build on a growing tech presence and the family-friendly assets in the community.

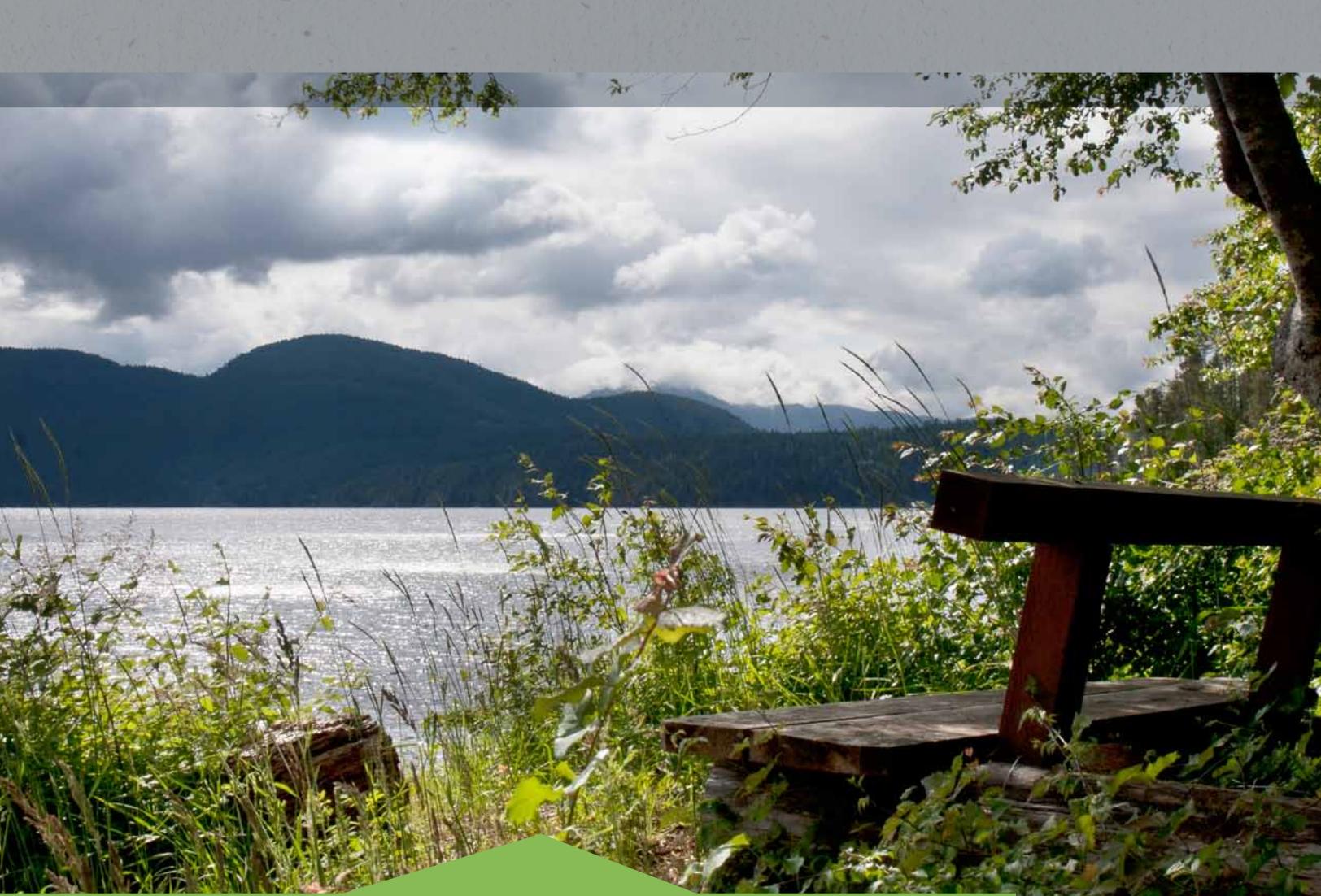
"Technology means that many entrepreneurs and individuals can choose to live, work and play anywhere in the world," Burden concluded. "The lifestyle in Parksville-Qualicum Beach is unique in Canada, and with this new campaign we're looking forward to seeing younger families and new businesses making our region their home."

WITH THIS NEW CAMPAIGN WE'RE LOOKING FORWARD  
TO SEEING YOUNGER FAMILIES AND NEW BUSINESSES  
MAKING OUR REGION THEIR HOME.

Kim Burden, Executive Director of the PDCC, explained that the group's goal is to diversify the economy by attracting new businesses and investors, adding new economic generators, and ultimately bringing down the median age of residents while increasing the median income.

"ICET provided funding for a project that has a focus on attracting 'lifestyle entrepreneurs,' as they're known," he said. "These are the people who choose where to live and build a business based on quality of life. With amenities like a fibre-optic backbone connection to the internet, people in the tech industry or those professionals who can 'tele-commute' are prime targets for relocation to the region."

The Oceansides Initiatives project was funded through ICET's Economic Development Readiness Program.



# PROJECT PROFILE

REGIONAL TRAILS STRATEGY





# REGIONAL STRATEGY MARKETS

## V.I. TRAILS AROUND THE WORLD

**WITH EXTENSIVE INVESTMENT** in trail infrastructure across Vancouver Island, the next logical step was to bring stakeholders together to increase the total economic impacts and opportunities. The Economic Development Readiness Program is specifically designed to support regional economic collaboration, and Tourism Vancouver Island (TVI) took the lead in approaching ICET for funding through the EDRP for the Regional Trails Strategy.

According to Condé Nast Traveler, Vancouver Island is Canada's top island destination, and research from Destination British Columbia confirmed that 37% of visitors participated in hiking while they were on the Island.

“**IT JUST MAKES SENSE TO SUPPORT AN INITIATIVE THAT WILL TAKE OUR AMAZING TRAIL SYSTEMS TO THE NEXT LEVEL**”

Tourism Vancouver Island polling also showed that more than 80% of Island residents think that outdoor access and amenities like trails are significant to their quality of life. This translates into 'branding' the region as an attractive place for relocation, retention, and investment.

Using that information, TVI received \$30,000 in funding from ICET for the first of a three-stage project to inventory, develop, and market the Island's trail systems.

The project's components - including creating a uniform trail difficulty rating system akin to that which is used by North American ski areas - could be exportable to other jurisdictions around BC and across Canada.

“The Vancouver Island Trails Strategy Project is exactly the kind of integrated approach we need to properly

showcase our beautiful trail systems,” said Minister of State for Tourism and Small Business Naomi Yamamoto. “Building a comprehensive inventory of our hiking trails and giving them standardized ratings enhances the tourist experience, and gives them more reasons to explore the Island.”

As the project progresses, strategies will be developed for consistent mapping, trail rating, signage and interpretation, best practices, consistent messaging and effective marketing. The collaborative and region-wide nature of this EDRP program will provide a net benefit to trails tourism that is greater than the sum of its parts.

“Vancouver Island is known for its abundant natural beauty and ease of access to the outdoors. It just makes sense to support an initiative that will take our amazing trail systems to the next level and market them internationally,” said ICET Chair Phil Kent. “The related economic benefits from a project like this will undoubtedly have a positive impact on Vancouver Island communities.”

At completion, the project puts the strategies into action by creating consistent signage and interpretive information, and easy-to-use maps available both on a dedicated website and in print at tourism offices, visitor information centres and anywhere community and tourist information is provided.

“Vancouver Island is already rated the top Island destination in Canada and in the continental US, and providing an integrated trails resource will definitely add to our appeal as a destination,” said Tourism Vancouver Island President and CEO Dave Petryk. “Developing a comprehensive trails strategy will contribute to the economic and social potential of our communities and I am excited to see it get underway.”

## OBJECTIVE

# 4 ADVANCE REGIONAL COLLABORATION AND PLANNING

ICET facilitates and provides financial or operational assistance to support regional collaboration, key networking or learning events as well as long-term regional or sectoral planning initiatives. This collaboration happens internally at Board and RAC meetings as well as externally with participation in events and meetings with stakeholders.

### BOARD AND REGIONAL ADVISORY COMMITTEE MEETINGS

The unique Trust governance structure has contributed significantly to the advancement of regional collaboration. The model enables a bottom-up investment and capacity building approach that is well adapted to local realities. No one is better placed to evaluate the needs of the region and the projects most likely to succeed than those who live and work there. This, combined with the ability to fund these initiatives, has led to a very rewarding process that enables local leaders to plan for success and then implement those plans.

The ability for the region to play an active role in the determination of investment priorities has resulted in the creation of significant lasting capacity in individual communities. This increased cooperation has also led to a regional vision of economic development and common purpose. These strong collaborative relationships are now being leveraged in new projects that aim to collectively promote regional assets. Initiatives such as the Regional Trails Marketing Strategy profiled on page 41 recognize that the region will make a larger impression and have a stronger presence in international markets than individual communities ever could. The movement away from community competition and parochialism will serve to strengthen the region's competitive position in the increasingly global marketplace.

The shared learning and regional collaboration would not be possible without the process designed by the ICET legislation and the strong attendance and participation of the 50 Board and RAC members at these in-person meetings. In the 2014 Fiscal year, eight of the ICET Board of Directors meetings, and two of each of the North Island - Sunshine Coast RAC and the Central

South Island RAC meetings were held in person. These meetings enable frank discussions, the sharing of best practices, and the development of the trust and understanding required for successful collaborative relationships.

### SUPPORT FOR ECONOMIC DEVELOPMENT EVENTS AND ORGANIZATIONS

In the past year, ICET has provided financial support for the VIEA State of the Island Economic Summit and the third annual Islands Agriculture Show in addition to regional economic development workshops. The organization and staff also provided strategic support and delivered information and presentations at a number of other economic development events in the region.

ICET is an active member of several economic development organizations. The CEO is also on the Executive Committee of the Vancouver Island and Coast Economic Development Association as well as a member of the Advisory Council for Vancouver Island University School of Business.

### SUPPORT FOR ECONOMIC DEVELOPMENT TRAINING

In Fiscal 2014, ICET developed a new partnership with the BC Economic Development Association and offered 10 bursaries for the Western Economic Development Course. Seven participants from the region, primarily from smaller communities and First Nations, took advantage of the training. Participants from 10 communities also took advantage of the ICET bursaries offered to enable participants from communities with limited resources to attend the Vancouver Island Economic Summit.

### PRESENTATIONS AND PARTICIPATION AT ECONOMIC DEVELOPMENT EVENTS

ICET has increased its outreach to the community and stakeholders in the past two years. ICET's CEO and staff have participated as presenters and participants in a number of economic development events within and outside the region in order to increase knowledge about ICET and its programs.

as well as to share best practices with other like-minded organizations.

ICET staff presented at the Funders Information Session at the 2014 UBCM conference. The CEO was a presenter on a panel at the Vancouver Island Economic Summit, made presentations at Chamber events, the Campbell River Creative Industries Council as well as other regional functions. The organization also presented to the Select Standing Committee for Public Accounts and the Select Standing Committee on Finance and Government Services.

In addition to participation in the VIEA Economic Summit, ICET staff participated in Vancouver Island and Coast Economic Developer's Association (VICEDA) meetings and events, the Economic Development Association of Canada (EDAC) conference, the University of Waterloo Economic Development Program, the Union of BC Municipalities conference, Federal Government roundtables, BC Beetle Action Coalition Rural Economic Development consultations, Social Innovations working group and Destination BC consultations as well as other sectoral, government and industry roundtable and consultation events.

#### OUTREACH TO FIRST NATIONS

One of ICET's key strategic priorities was to develop new relationships with First Nations communities and organizations. While a number of First Nations have taken advantage of ICET

funding opportunities, there were many who were not fully aware of the opportunities available. First Nations are a key player in economic development in the region. Stronger relationships and common understanding of key opportunities and challenges will support greater synergies and integrated economic development opportunities.

During Fiscal 2014, ICET staff visited a number of First Nation communities and had in-person meetings with economic development staff. This included meetings with the Nuu-chah-nulth Economic Development Corporation, the Huu-ay-aht First Nation, Nanwakolas Council Economic Development, Naut'sa mawt Tribal Council, Musgamagw Dzawada'enuxw Tribal Council, and the North Island Aboriginal Training Society. In addition, a new project with the Kwikwasut'inuxw Haxwa'mis First Nation has led to a new relationship with that First Nation. ICET also continues to maintain its existing relationships with several other First Nations in the region.

In order to facilitate greater economic development collaboration with First Nations, ICET also provided funding, for the development of an online portal that developed by the Vancouver Island Economic Alliance, the portal features an easy-to-navigate map which guides visitors to contact information for all 53 First Nations, Tribal Councils and First Nation economic development organizations.



## OBJECTIVE

# 5

## MAXIMIZE THE IMPACT OF TRUST RESOURCES THROUGH INCREASED EFFICIENCY, ACCOUNTABILITY AND IMPLEMENTATION OF BEST PRACTICES

ICET will ensure that Trust resources are maximized with frugal administrative practices, continuous improvement of operations and programs and strong accountability processes, as well as the implementation and sharing of best practices to promote state-of-the-art administrative and economic development practices.

### SOME OF THE KEY ADMINISTRATIVE PRACTICES IMPLEMENTED OR IMPROVED THIS YEAR INCLUDE:

#### IMPROVE COMMUNICATIONS

The largest administrative initiative in 2014 was to modernize and increase the frequency of ICET communications. A communications strategy was developed, the website rebuilt and social media strategy implemented. The number of news releases and media interactions was also significantly increased. Details of the communications initiatives implemented can be found on page 45.

#### SHARE PROJECT AND ECONOMIC DEVELOPMENT BEST PRACTICES

In Fiscal 2014 ICET used multiple approaches to communicate economic development best practices to its stakeholders. This included presentations from the CEO at conferences, Chambers of Commerce and other sectoral organizations. Projects summaries for all ICET projects have been developed, categorized and posted to the ICET website to provide increased transparency and support new applicants. Detailed case studies, statistical analysis and

broader economic analysis articles have also been developed and shared. Additional best practices information is shared via social media and individually to project applicants and community leaders at Regional Advisory Committee and Board meetings.

#### IMPROVE ADMINISTRATIVE SYSTEMS AND TOOLS

Some of the new tools developed in 2014 include improved application forms, guidelines and applicant resources which have been posted to the new ICET website. In addition, new project evaluation templates have been created and a new project reporting form developed.

Staff continue to fine tune the applicant reimbursement process to accelerate applicant payment. In line with its strategic targets, more than 90% of project reimbursement cheques are mailed within 14-21 days of receipt of required documents.

#### IMPLEMENT MANAGEMENT AND GOVERNANCE BEST PRACTICES

During the Fiscal 2014 year, ICET has reviewed its Freedom of Information and Protection of management practices. As a result some application forms and data storage practices have been modified to ensure legislative compliance. The organization also reviewed the new anti-spam legislation and its potential impact on existing systems and operations. Current governance documents are being assessed on an ongoing basis to ensure compliance with best governance practices.



Bear Cove Recreation Site



Vancouver Island Mountain Centre

## EXTERNAL COMMUNICATIONS

A strategic priority for ICET in Fiscal 2014 was to enhance its external communications activities. This included the development of a social media presence, increased media coverage of ICET initiatives, and sharing of economic development best practices.

### NEWS RELEASES

The style and tone of ICET news releases was improved to reflect a more media-friendly format and the frequency was increased. In Fiscal 2014, 30 news releases were distributed providing information about project allocations, funding opportunities, economic analysis and other news of regional interest. This represents an increase of 100% over the previous Fiscal year.

Several feature stories on showcase projects were also developed and distributed by ICET as well as by other third party media such as an article in SOAR, the Pacific Coastal Airlines magazine.

Increased communications have delivered immediate results in terms of funding enquiries and project applications. Media enquiries and interviews have also increased substantially, with more frequent and deeper coverage of ICET-funded projects, including some high-profile features on provincial radio and television.

### SOCIAL MEDIA

The ICET Facebook page has become the online hub for sharing ICET content, as well as for sharing and promoting relevant partner organizations' content.

Since the launch in fall of 2013, an average of 2-3 posts per week have been created, generating total impressions (views by people in our targeted geographic, demographic and psychographic segments) for 66,405 people.

This social media presence has enabled ICET to reach a younger audience and engage in a different way with its stakeholders. The Facebook page has also proven useful for sharing economic development 'best practices,' and, because of the personal nature



of social media, has been useful to highlight the contributions of community champions.

One of the most popular features of the page has been the 'Funding Alert' posts. These are an easy-to-spot visual presence on the page that advise stakeholders of current economic development funding opportunities.

### WEBSITE UPDATE

One of the most significant communications projects in this past year was the complete overhaul of the ICET website, providing a broader range of information and increased transparency for our stakeholders.

The new design and layout simplifies the overall web experience. Key user needs such as program information and economic analysis have been placed front and centre for easy access. As users move deeper into the website, they can access summaries of all ICET funded projects. The summaries provide a high-level roadmap for new applicants; the summaries provide general project information and images and the attached completion reports include more detailed data and best practices.

One of the new features is the Economic Indicators page, which provides a simple dashboard of key economic indicators as well as more detailed analysis information, which is updated on a regular basis. The 'Resources' section of the website was fully rebuilt, providing easy navigation to economic development tools, funding databases, reports and research. The 'Media Stories' section offers profiles of successful initiatives providing greater insight into the success factors and impacts of certain projects.

#### INFRASTRUCTURE PROGRAM

We have approved more than \$47 million in funding to support economic growth and diversification in the region.

[HOW TO APPLY](#)

#### READINESS PROGRAM

We provide communities and non profits with funding to support investment readiness, regional growth and economic collaboration.

[HOW TO APPLY](#)

#### ECONOMIC INDICATORS

We monitor and report on economic conditions and provide in-depth analysis from a regional perspective.

[LEARN MORE](#)

# MANAGEMENT DISCUSSION AND ANALYSIS

## MANAGEMENT DISCUSSION AND ANALYSIS

The following financial management discussion and analysis (MD&A) is the responsibility of ICET management and reflects events known to management up to June 30, 2014. It is intended to help the reader understand ICET operations, financial performance and present and future obligations. It should be read in conjunction with the annual audited financial statements and related notes.

## 2014 FINANCIAL HIGHLIGHTS

ICET's primary objective is to build a diverse and sustainable Island and Coastal economy. This is achieved by investing all of its capital in economic development initiatives, drawing down the initial \$50.0 million allocation. Operational expenses have been financed by income and operational reserves generated from the capital.

To date, \$47.6 million of the original \$50.0 million has been committed to projects and \$44.3 million has been disbursed. During the year, the board approved a transfer of \$3.3 million from the operational reserve fund to the project fund, thus increasing the total available for projects to \$53.3 million, which leaves a balance of \$5.7 million available for future projects.

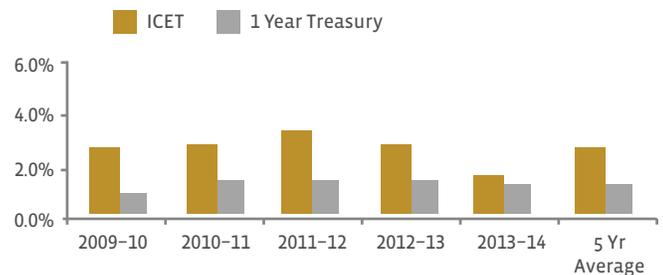
With the declining balance of the ICET project fund, operating costs are now exceeding investment income and operations are being funded significantly from reserves. In Fiscal 2014, investment income was lower than anticipated, resulting in a net operating loss of \$320,000. Going forward, the declining balance of the fund and the need to keep these funds in safe, short-term investments will result in ongoing operations losses. It must be noted that despite an increase in the number of projects, ICET's operations were adjusted during the year, resulting in a reduction of more than \$49,000, (9%) in operating expenses.

## INVESTMENTS

ICET has adopted a conservative investment approach in order to preserve its capital and to keep it available for short-term allocation. The remaining capital is invested in the Municipal Finance Authority (MFA) Money Market Fund, Intermediate Fund and Bond Fund.

Return on Investment (ROI) for the 2014 Fiscal year was 1.3%. This ROI was significantly lower than expectations and lower than previous years' returns due to significant fluctuations in the bond market. However, the ROI continues to exceed the market index of 1-year treasury bills, ICET's performance benchmark.

## Rate of Return on MFA Investments



In early fall, a third party review of ICET's investment strategy was conducted. The primary investment strategy was evaluated based on ICET's available investment funds and short-term needs, and specific fund allocations were adjusted to maximize returns.

The economic recovery continues to be slow but projections appear favourable for 2014 and beyond. The CFO along with ICET staff and Board will continue to monitor the performance of its investment funds to ensure maximum earnings and the preservation of capital.

## PROJECT DISBURSEMENTS

During the 2014 Fiscal year, ICET disbursed a total of \$3.6 million to approved projects, partnerships and sponsorships. This represents a decrease of \$5.0 million from the previous year's disbursements. This is the result of the change in 2010 of the maximum project allocation from \$5.0 million to \$400,000. Disbursements to earlier large projects have been substantially completed and disbursements in Fiscal 2014 were primarily for projects with an ICET allocation of \$400,000 or less.

While the maximum allocation and disbursements have been significantly reduced, the total number of infrastructure projects approved has been steady with a significant increase in total projects due to the new Economic Development Readiness program.

With commitments of \$47.6 million and disbursements over \$44.3 million, the balance of funding and operations surplus left to disburse is \$11.1 million. During the year, the Board approved a transfer of \$3.3 million from the operations surplus to the project fund. This leaves a total of \$3.2 million committed but not yet disbursed, \$5.7 million for future projects and \$2.2 million in operations surplus.

## OPERATIONS

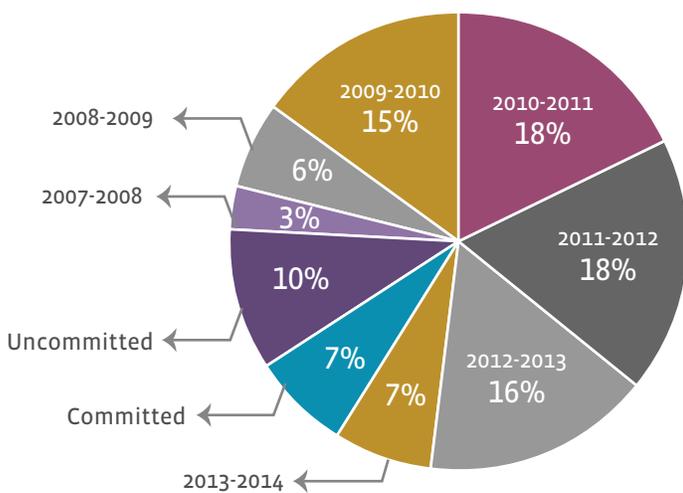
Operating expenses for Fiscal 2014 totaled \$488,000, a decrease from the previous year's \$538,000. This represents a decrease of \$49,000 (9.2%) from 2013 and 13.7% since 2012. These expenditure reductions have been the result of streamlining processes, reviewing service and supply contracts and adjusting human resource allocations. While project disbursements have been smaller in value than previous years, it should be noted that the total number of projects doubled, resulting in increased work volume for staff.

Most of the organization's operating costs are fixed in nature and will fluctuate very little from year to year. Staffing costs have decreased by 8.8% from 2013 but are expected to remain stable into the future. Other significant cost savings are the result of a reduced number of Regional Advisory Committee meetings.

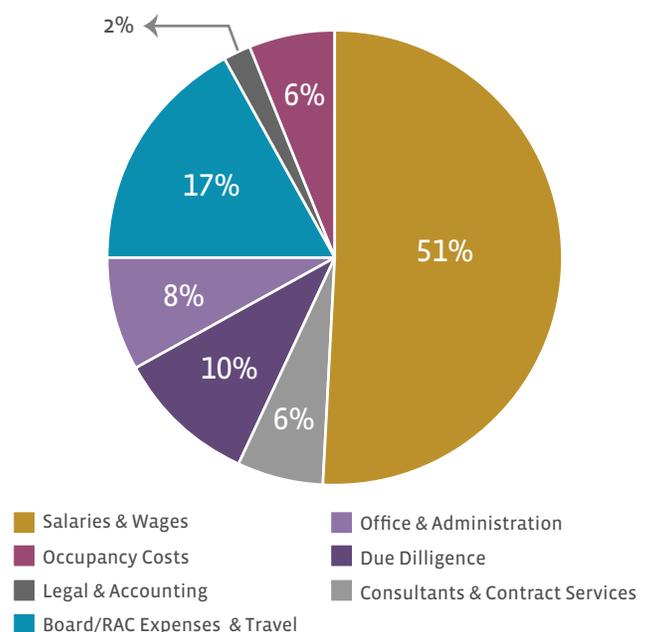
## FINANCIAL FORECAST

The Canadian economy grew at a modest pace in the first quarter of 2014 and is anticipated to stay flat for the short foreseeable future with the Bank of Canada leaving its current overnight rate of 1% into early 2016. This has been reflected

### ICET Funds Disbursed to Approved Projects



### 2014 Operating Expenses



in positive investment returns in the first quarter of 2014. If these stable conditions continue, investment returns for Fiscal 2015 should improve from the lower than anticipated returns of 2014. The management team will continue to monitor the markets for any significant fluctuations to mitigate any potential losses.

For the 2015 Fiscal year, management anticipates the approval of at least \$2.0 million in new project funding and disbursements of approximately \$3.0 million to approved projects. The total number of projects may be 30-50% higher than 2014 based on preliminary inquiries, improving global economic stability as well as due to the success of the new Economic Development Readiness

Program. Operating and staffing costs will fluctuate very little from 2014 despite the anticipated higher volume of projects and workload required to fulfill the strategic objectives.

The operational reserve balance is \$2.2 million and will continually decline over the foreseeable future due to operating losses sustained annually. Based on current project approval estimates, the project fund could be fully committed as early as the end of 2015 or early 2016. A recapitalization of the fund will be required to sustain the organization's objectives and programs into the third year of the legislated three year planning cycle.

## INTERNAL CONTROLS

The management team is responsible for establishing and maintaining adequate internal controls over financial reporting. This process is designed by the Chief Financial Officer to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with Accounting Standards for Not-for-Profit Organizations (ASNPO).

Internal controls of the MFA investments are designed to manage financial risk. Investments are currently limited to MFA funds and returns are reviewed at every monthly board meeting.

All project reimbursement requests are subject to a review by staff for eligibility and legitimacy before payment. Staff approvals, including the full details of the request, are

subsequently forwarded to Board Executive members for approval and signature prior to payment. All other organization expenses are authorized by two duly authorized ICET signatories.

Based on this evaluation, management concluded that internal controls over financial reporting were effective at March 31, 2014, in order to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external reporting purposes.

In Fiscal 2014, there was no change in ICET's internal control over financial reporting that materially affected or is reasonably likely to materially affect ICET's internal control over financial reporting in the future.



Spirit Square, Campbell River



Cowichan Regional Visitor Centre



# FINANCIAL STATEMENTS

## INDEPENDENT AUDITOR'S REPORT

To the Directors of Island Coastal Economic Trust

We have audited the accompanying financial statements of Island Coastal Economic Trust, which comprise the statement of financial position as at March 31, 2014 and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organization, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Island Coastal Economic Trust as at March 31, 2014 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Port Alberni, B.C.  
June 20, 2014



CERTIFIED GENERAL ACCOUNTANTS

ISLAND COASTAL ECONOMIC TRUST  
Statement of Revenues and Expenditures  
Year Ended March 31, 2014

	Budget 2014	2014	2013
<b>REVENUES</b>			
Investment income	\$ 331,881	\$ 167,998	\$ 478,106
<b>EXPENSES</b>			
Advertising, travel and communications	39,500	36,334	40,871
Amortization	10,000	3,378	3,563
Bad debts	-	-	2,423
Consultants	20,000	44,645	38,279
Contract services	30,000	30,435	32,949
Directors' expenses	57,000	47,623	56,416
Due Dilligence	12,000	2,961	15,854
Insurance	10,000	10,224	10,093
Interest and bank charges	500	860	921
Internet and web site	8,400	10,720	5,582
Memberships	-	1,840	-
Office and sundry	8,500	5,244	9,358
Professional fees	-	10,304	9,895
Regional advisory meeting costs	34,000	17,900	21,658
Rent	18,000	16,443	16,078
Telephone	3,000	1,803	3,954
Wages, benefits and training	278,000	247,765	270,273
Capital expenditures	5,000	-	-
	533,900	488,479	538,167
<b>PROJECT EXPENSES</b>			
EDRP funding	315,524	42,718	-
Economic Infrastructure Program funding	6,421,771	3,506,337	8,582,202
Partnerships and Sponsorships	62,000	16,270	15,278
	6,799,295	3,565,325	8,597,480
<b>DEFICIENCY OF REVENUES OVER EXPENSES</b>	<b>\$ (7,001,314)</b>	<b>\$ (3,885,806)</b>	<b>\$ (8,657,541)</b>

ISLAND COASTAL ECONOMIC TRUST

Statement of Changes in Net Assets

Year Ended March 31, 2014

	Operating Fund	Project Fund	Capital Asset Fund	2014	2013
NET ASSETS - BEGINNING OF YEAR	\$ 5,828,431	\$ 9,237,251	\$ 12,439	\$ 15,078,121	\$ 23,735,662
Deficiency of revenues over expenses	(317,103)	(3,565,325)	(3,378)	(3,885,806)	(8,657,541)
Capital expenditures	(2,260)	-	2,260	-	-
Transfers from(to) surplus	(3,290,296)	3,290,296	-	-	-
NET ASSETS - END OF YEAR	\$ 2,218,772	\$ 8,962,222	\$ 11,321	\$ 11,192,315	\$ 15,078,121

Committed funds - Schedule 1	3,263,921
Uncommitted funds	<u>5,698,301</u>
Total project funds	<u>8,962,222</u>

ISLAND COASTAL ECONOMIC TRUST

Statement of Cash Flows

Year Ended March 31, 2014

	2014	2013
<b>OPERATING ACTIVITIES</b>		
Deficiency of revenues over expenses	\$ (3,885,806)	\$ (8,657,541)
Item not affecting cash:		
Amortization of capital assets	3,378	3,563
	<u>(3,882,428)</u>	<u>(8,653,978)</u>
Changes in non-cash working capital:		
Accounts receivable	-	6,324
Accounts payable	17,773	(161,416)
Prepaid expenses	(248)	(594)
Government agencies payable	431	6,659
	<u>17,956</u>	<u>(149,027)</u>
Cash flow used by operating activities	<u>(3,864,472)</u>	<u>(8,803,005)</u>
<b>INVESTING ACTIVITIES</b>		
Purchase of capital assets	(2,260)	(2,985)
Long term Investments	4,032,070	8,567,162
Cash flow from investing activities	<u>4,029,810</u>	<u>8,564,177</u>
<b>INCREASE (DECREASE) IN CASH FLOW</b>	<b>165,338</b>	<b>(238,828)</b>
Cash - beginning of year	<u>28,998</u>	<u>267,826</u>
<b>CASH - END OF YEAR</b>	<b>\$ 194,336</b>	<b>\$ 28,998</b>
<b>CASH CONSISTS OF:</b>		
Cash	<u>\$ 194,336</u>	<u>\$ 28,998</u>

The accompanying notes are an integral part of these financial statements

ISLAND COASTAL ECONOMIC TRUST

Statement of Financial Position

March 31, 2014

	2014	2013
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 194,336	\$ 28,998
Prepaid expenses	11,083	10,835
	205,419	39,833
PROPERTY AND EQUIPMENT <i>(Note 4)</i>	11,321	12,439
LONG TERM INVESTMENTS <i>(Note 5)</i>	11,020,192	15,052,262
	\$ 11,236,932	\$ 15,104,534
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable	\$ 37,527	\$ 19,754
Government agencies payable	7,090	6,659
	44,617	26,413
<b>NET ASSETS</b>		
Operating fund	2,218,772	5,828,431
Project fund	8,962,222	9,237,251
Capital asset fund	11,321	12,439
	11,192,315	15,078,121
	\$ 11,236,932	\$ 15,104,534

APPROVED BY THE BOARD



Phil Kent, Chair



Gerry Furney, Treasurer

The accompanying notes are an integral part of these financial statements

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# ISLAND COASTAL ECONOMIC TRUST

## Notes to Financial Statements

Year Ended March 31, 2014

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### 1. DESCRIPTION OF OPERATIONS

The Island Coastal Economic Trust is a not-for-profit organization incorporated under the North Island - Coast Development Initiative Trust Act on February 27, 2006.

The Trust is a partner and catalyst to build diverse and sustainable Island and coastal communities.

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### Fund Accounting

The Operating Fund reports the revenues and expenditures related to general activities.

The Capital Asset Fund reports the assets, liabilities, revenues and expenditures related to the Trust's capital assets.

The Project Fund reports contributions restricted to activities outlined in the Trust's strategic plan.

At year end within the Project Fund:

Externally restricted future committed funds represent funds for specific project proposals that have been approved by the Board of Directors but the cash disbursements will not occur until a future date after year end once the conditions of the signed funding agreement are met.

Externally restricted uncommitted funds represent funds not committed to specific project proposals.

#### Revenue recognition

Island Coastal Economic Trust follows the restricted fund method of accounting for contributions.

Investment income is recognized when the income becomes due.

#### Grants and repayable grants

Grants and repayable grants awarded by the Trust are recognized when the conditions of the signed funding agreement are met.

#### Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the year. Actual results could differ from these estimates.

*(continues)*

# ISLAND COASTAL ECONOMIC TRUST

## Notes to Financial Statements

Year Ended March 31, 2014

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### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

#### Financial instruments policy

Financial instruments are recorded at fair value on initial recognition. Investments that are quoted in an active market are subsequently measured at fair value and all changes in the fair value are recognized in net income in the period incurred. All other financial instruments are subsequently reported at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Trust has not elected to carry any such financial instruments at fair value.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator or impairment, The Trust determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Trust expects to realized by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

#### Capital assets

Capital assets are stated at cost less accumulated amortization. Capital assets are amortized over their estimated useful lives at the following rates and methods:

Furniture, fixtures & equipment	20%	declining balance method
Computer equipment	30%	declining balance method

#### Measurement uncertainty

The preparation of financial statements in conformity with Canadian generally accepted accounting principles for not-for-profit entities requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates

#### Income taxes

No provision has been made for income taxes in these financial statements as the Trust is exempt under paragraph 149(1) of the Income Tax Act

### 3. FINANCIAL INSTRUMENTS

The Trust's financial instruments consist of cash, accounts receivable, long term investments and accounts payable and accrued liabilities. Unless otherwise noted, it is management's opinion that the Trust is not exposed to significant interest, currency or credit risks arising from these financial instruments. The fair value of these financial instruments approximate their carrying values, unless otherwise noted.

ISLAND COASTAL ECONOMIC TRUST

Notes to Financial Statements

Year Ended March 31, 2014

4. CAPITAL ASSETS

	Cost	Accumulated amortization	2014 Net book value	2013 Net book value
Furniture, fixtures & equipment	\$ 21,510	\$ 15,975	\$ 5,535	\$ 6,918
Computer equipment	28,106	22,320	5,786	5,521
	\$ 49,616	\$ 38,295	\$ 11,321	\$ 12,439

5. LONG TERM INVESTMENTS

	2014	2013
Money Market Fund	\$ 3,195,174	\$ 249,521
Intermediate Fund	4,465,475	38,894
Short term Bond Fund	3,359,543	14,763,847
	\$ 11,020,192	\$ 15,052,262

These investments are held with the Municipal Finance Authority of BC and are carried at amortized cost.

6. FINANCIAL RISK AND CONCENTRATION OF RISK

The trust is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the trust's risk exposure and concentration as of March 31, 2014.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The trust is exposed to this risk mainly in respect of its accounts payable.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the trust manages exposure through its normal operating and financing activities. The trust is exposed to interest rate risk primarily through its long term investments held with the Municipal Finance Authority of BC.

ISLAND COASTAL ECONOMIC TRUST  
 Project Expenditure Report  
 March 31, 2014

(Schedule 1)

	Approved & Committed	2006-2012 Spent	2013 Spent	2014 Spent	Future Committed
<b>Uncompleted Projects</b>					
Bear Cove Recreation	400,000		239,340	80,660	80,000
China Creek Bridge	26,945			18,111	8,834
Community Carbon Marketplace	147,689			9394	138,295
Cowichan Regional Visitor Centre	638,500			487,011	151,489
Cowichan Valley Trail	1,743,891		1,585,693		158,198
Davis Bay Wharf Improvement	150,000				150,000
Elk Falls Suspension Bridge	325,000				325,000
Geoscience Project	400,000			320,000	80,000
Gibsons Harbour Upgrade	330,000		197,644	129,024	3,332
Gwayasdums Bighouse Restoration	120,000			89,267	30,733
Holmalco Wildlife Tours	195,000	156,000	4,341	15,159	19,500
INFILM Film Industry Development	43,250	31,043		7,252	4,955
Kelly's Bridge	37,600				37,600
Ladysmith Maritime Society Dock	21,573				21,573
Northfield Visitor Kiosk	152,500		72,085	42,754	37,661
Pacific to Plate	49,668	26,128		22,549	991
Port Alberni Port Authority	3,545,000		2,355,776	284,825	904,399
Powell River Wharf and Infill	1,481,342	150,009	1,035,064	237,096	59,173
Renfrew Town Square	126,500			10,983	115,517
Revitalization Project - Festival Square	200,000				200,000
Rumble Beach Marina	140,000				140,000
Seaplane Base Boat Launch	45,837				45,837
Sid Williams Theatre	20,000			13,820	6,180
Tidemark Theatre	153,000			19,838	133,162
Tofino Streetscape	132,007			118,806	13,201
West Bamfield Docks	37,028		6,821	5,822	24,385
Wild Pacific Trail - Section H	55,500			55,238	262
Woss Fire Lookout Tower	39,886			14,728	25,158
EDRP Funding	315,524			42,718	272,806
Sponsorships and Partnerships	62,000			16,270	45,730
<b>Total Uncompleted Projects</b>	<b>11,135,240</b>	<b>363,180</b>	<b>5,496,764</b>	<b>2,041,325</b>	<b>3,233,971</b>

continues

ISLAND COASTAL ECONOMIC TRUST  
 Project Expenditure Report  
 March 31, 2014

(Schedule 1)

	Approved & Committed	2006-2012 Spent	2013 Spent	2014 Spent	Future Committed
<b>Completed Projects</b>					
Biathlon Project	25,083	18,812	6,271		-
Campbell River Airport	2,310,000	1,848,000	462,000		-
Campbell River Marina	150,000	120,000	30,000		-
Coal Harbour Dock Expansion	182,095	63,653	118,442		-
Comox Valley Harbour	400,000	320,000	80,000		-
Cowichan Valley Estuary	87,500	32,473	55,027		-
Deep Bay Harbour Expansion	88,918		80,026	8,892	-
Ecomuseum Project	46,300	25,506	20,794		-
Gibsons Geothermal	244,080	195,285	48,795		-
Heriot Bay Wharf	450,000	274,345	175,655		-
Ladysmith Marina	543,750	489,375	54,375		-
Mt Cain Capital Improvements	208,650	196,184	12,466		-
Nanaimo Cruise Ship Terminal	3,500,000	2,800,000		700,000	-
North Vanc. Island Tourist Plan	137,500	123,750		13,750	-
Port Hardy Marina	1,994,000	1,211,326	782,674		-
Port McNeill Harbour	3,500,000	3,150,100	349,900		-
Powell River South Harbour	2,237,830	1,790,264		447,566	-
Salmon Brewster Equine Trail	40,000		40,000		-
Sechelt Groves Society	6,681	4,800	1,881		-
Sunshine Coast Information Park	55,357	48,165	7,192		-
Sunshine Coast Trail	1,471,050	541,825	635,014	294,211	-
The Runners Trail	419,581	360,000		59,581	-
Ucluelet Aquarium	515,000	412,000	103,000		-
Yellow Cedar Marketing Initiative	109,926	88,000	21,926		-
Completed prior to 2013 fiscal year	17,703,505	17,703,505			-
<b>Total Completed Projects</b>	<b>36,426,806</b>	<b>31,817,368</b>	<b>3,085,438</b>	<b>1,524,000</b>	<b>-</b>
<b>Total Project Spending</b>	<b>47,562,046</b>	<b>32,180,548</b>	<b>8,582,202</b>	<b>3,565,325</b>	<b>3,233,971</b>



THE FANNY BAY WHARF IMPROVEMENTS HAVE CHANGED OUR BUSINESS OVERNIGHT TO A THRIVING COMPANY. IT WAS LIKE WINNING THE LOTTERY. IT HAS TAKEN ALL OF THE CHALLENGES OF LOADING AND OFFLOADING INTO TRUCKS AND BOATS, AND MADE IT ALL SO MUCH EASIER.

—*Greg Wood, Hollie Wood Oysters*



We ship over 2000 dozen oysters a week using the dock, in all kinds of weather, all year. What makes the wharf so perfect is the large loading concrete area that allows for boats to offload their product with ease no matter what the tide is doing. When I look back at the old wharf, I wonder how we even managed.



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