



Strategic Plan

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March 31, 2011



Island Coastal ECONOMIC TRUST

The Island Coastal Economic Trust's primary objective is to be a catalyst to build a diverse and sustainable Island and Coastal Economy

North Island-Coast Development Initiative Trust

Island Coastal Economic Trust

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1. ABOUT THE NORTH ISLAND-COAST DEVELOPMENT INITIATIVE

1.1 Background to the Trust

The Island Coastal Economic Trust was created by the Government of BC on February 22, 2006 under the North Island-Coast Development Initiative Trust Act (the Act) to help diversify the economy of the North Island-Coast region (including the Sunshine Coast) by leveraging new investment and for expanding regional economic opportunities.

The intent of the Trust is to provide communities, not for profit societies, First Nations, and other organizations with the funding and mechanisms to support strategic investments in the regional economy of the north Island and Sunshine Coast.

The Trust uses its funds to leverage partnerships and other investments with local governments and authorities, non-profit societies and other organizations.

The Trust provides funding to create new and sustainable economic growth and jobs through strategic investment in targeted sectors within the regional economy.

Elected representatives of the region's communities control the Trust and make the decisions regarding the most prudent approach to realize economic benefits. This unique initiative benefits communities and organizations north of the Malahat on Vancouver Island and on the Sunshine Coast. The specific region where the Trust may invest is shown on the map below and can be viewed in detail on the Trust's web page at www.islandcoastaltrust.ca.

1.2 Trust Area





1.3 Strategic Sectors

The Act sets out that the purpose of the Regional Account is to support investment within the following sectors in the Trust area:

- Forestry
- Transportation
- Tourism
- Mining
- Olympic Opportunities
- Small Business
- Economic Development
- Agriculture and Aquaculture
- Energy

1.4 Trust Governance

The Act established the North Island-Coast Development Initiative Trust consisting of 13 Directors, 8 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 5 Directors are appointed by the provincial government.

The RACs are comprised of the mayors within the regions, the chairs of each regional district and the members of the Legislative Assembly from the region. MLAs cannot be members of the Trust Board.


The regional advisory chair representing the Central South Island RAC is Gerry Giles, Chair of the Cowichan Valley Regional District.

The North Island-Sunshine Coast RAC is represented by Mayor Greg Phelps of Courtenay.

1.5 Board of Directors

The following directors were elected by the regional advisory committees for a two year term beginning July 14, 2010:

- Mayor Barry Janyk, Gibsons – Board Chair
- Mayor Phil Kent, Duncan – Board Vice-Chair
- Mayor Gerry Furney, Port McNeill – Board Treasurer
- Mayor Charlie Cornfield, Campbell River
- Mayor Rob Hutchins, Ladysmith
- Mayor Ken McRae, Port Alberni
- Mayor John Ruttan, Nanaimo
- Joe Stanhope, Chair, Nanaimo Regional District



The Province of British Columbia by order-in-council appointed the following five directors to the Board of Directors for a term of three years starting August 27, 2009:

Camela Tang – Board Secretary
Bob Bennie
Dave Mannix
Arlette Raaen
Dallas Smith

1.6 Regional Advisory Committee Members

Under the Act, two Regional Advisory Committees were established. These are made up of mayors, chairs of regional districts, and provincial members of the legislative assembly.

The current membership of each of the two regional advisory Committees is set out below.

1.6.1 CENTRAL SOUTH ISLAND REGIONAL ADVISORY COMMITTEE MEMBERS

Central South Island Regional Advisory Committee Members:

Gerry Giles, Chair, Cowichan Valley Regional District – Chair
Ron Cantelon, MLA, Nanaimo
Mayor Ross Forrest, Lake Cowichan
Mayor Colin Haime, Lantzville
George Holme, Director Nanaimo Regional District, District E
Mayor Rob Hutchins, Ladysmith
Mayor Phil Kent, Duncan
Leonard Krog, MLA, Nanaimo
Acting Mayor Chris Burger, Parksville
Bill Routley, MLA, Cowichan Valley
Doug Routley, MLA, Cowichan-Ladysmith
Mayor John Ruttan, Nanaimo
Joe Stanhope, Chair, Nanaimo Regional District
Mayor Tom Walker, North Cowichan



1.6.2 NORTH ISLAND-SUNSHINE COAST REGIONAL ADVISORY COMMITTEE MEMBERS

Mayor Greg Phelps, Courtenay - Chair
Mayor Stewart Alsgard, Powell River
Mayor Craig Anderson, Gold River
Mayor Fred Bates, Cumberland
Mayor Michael Berry, Alert Bay
Lou Biggemann, Director Area "F" Regional District of Nanaimo
Mayor Charlie Cornfield, Campbell River
Mayor Corrine Dahling, Tahsis
Gary Feschuk, Chief Councillor, Sechelt Indian Government District
Mayor John Fraser, Tofino
Scott Fraser, MLA, Alberni-Pacific Rim
Mayor Gerry Furney, Port McNeill
Edwin Grieve, Chair, Comox Valley Regional District
Mayor Paul Ives, Comox
Al Huddleston, Chair, Mt. Waddington Regional District
Mayor Darren Inkster, District of Sechelt
Mayor Barry Janyk, Gibsons
Mayor Edward Lewis, Zeballos
Mayor John MacDonald, Sayward
Don McRae, MLA, Comox Valley
Mayor Ken McRae, Port Alberni
Mayor Gail Neely, Port Alice
Garry Nohr, Chair, Sunshine Coast Regional District
Colin Palmer, Chair, Powell River Regional District
Mayor Bev Parnham, Port Hardy
Mayor Eric Russcher, Ucluelet
Nicholas Simons, MLA, Powell River-Sunshine Coast
Claire Trevena, MLA, North Island
Mayor Teunis Westbroek, Qualicum Beach
Glenn Wong, Chair, Alberni-Clayoquot Regional District



2. STRATEGIC PLANNING PROCESS

2.1 Strategic Planning Process

The legislation governing the Trust (Section 14A of the Act) requires that the directors of the Trust must:

“each year establish a 3 year strategic plan for the North Island-Coast Development Initiative Trust including goals for each year of the strategic plan relating to the fulfillment of the purposes identified in section 20 in relation to the Regional Account” from Section 14(1)a of the Act.

The first ICET Strategic Plan titled the 2007-2010 Strategic Plan was published and made public on February 27, 2007. This first plan was developed as a result of a comprehensive stakeholder consultation process and round table discussions held in the winter of 2006 at the Mount Washington Strategic Planning Conference. (see Appendix A for full details of the process).

Since that time, the Board has stayed focused on the mandate and direction it was given by its stakeholders, holding its course, but updating its strategic priorities on an annual basis.

On January 28, 2011 the Board of Directors held a one day planning session to review its strategic priorities in light of the current economic and political context. The results, the 2011-2013 Strategic Priorities can be found on page 13 of this document.

This document, prepared in compliance with the legislated mandate to produce a three year Strategic Plan every year, will be the fifth edition of the Trust’s Strategic Plan.



3. OVERVIEW OF ECONOMIC CONDITIONS IN ICET AREA

The economy in the ICET region in 2010 made a solid recovery from the recession year of 2009, but conditions have not returned to their peak in 2007-2008. The region compares favourably to most other parts of British Columbia, although there remain significant differences in economic conditions within the ICET region.


Positive Signs

Employment increased by 6,500 jobs across the ICET region in 2010 (not including the Sunshine Coast Regional District, which is classified as part of the Mainland/Southwest region and is not shown separately in annual employment data). This more than recovered the 4,800 jobs lost in 2009. At 3.4%, the annual growth in employment exceeded provincial job growth of 1.7%.

The regional unemployment rate declined to 6.7% in 2010, down from 8.0% in 2009. However, the unemployment rate remains at its highest level since 2005. The provincial unemployment rate edged down slightly to 7.6% in 2010 from 7.7% in 2009. This means that the ICET region's unemployment rate was lower than the provincial rate for the first time since at least the mid-1990s (BC Stats only reports data back to 1995).

The number of Employment Insurance recipients in the region was 9.4% lower at the end of 2010 than it had been a year earlier. This is similar to the 10.1% drop in EI recipients throughout BC. (The decline in EI recipients may include some workers whose benefits expired, or who took an inferior job to the one they lost, but overall it is a positive sign).

The value of building permits rebounded strongly in 2010, increasing by 28% over the previous year (almost exactly matching provincial growth of 27%). However, permit values remained at their lowest



level since 2004. The value of institutional and government building permits more than doubled in 2010 to \$77 million, their highest level since 2007. Residential development accounts for about three-quarters of total permit values and it grew by 30% in 2010 over the previous year. Industrial and commercial development was flat.

Regional population growth was an estimated 0.9% from mid-year 2009 to mid-year 2010, somewhat lower than the provincial growth rate of 1.6%. It was also higher than any non-metropolitan region in BC except for the Northeast. Growth has been steady and moderate in the last few years, ranging between 3,000 and 7,000 new residents per year over most of the last decade.

Challenges Remain

While the overall growth in employment in the ICET region was positive in 2010, the situation is complicated by a shift from full-time to part-time employment. More than 10,000 full-time jobs were lost in the region in 2009, and only about 4,000 of those were recovered in 2010. Consequently full-time employment in the region in 2010 remained 4% below its peak. A similar pattern is occurring at the provincial level, where full-time employment was 3% lower in 2010 than in 2008, but overall employment was only 0.4% lower due to the rapid growth in part-time jobs.

New business formation is one indicator that has not recovered as quickly in the ICET region. Business incorporations in 2010 increased by only 0.3% over 2009 and remain considerably lower than the years 2005 to 2008. Incorporations rebounded significantly in BC in 2010, rising 15% over 2009.

The overall results for the ICET area also mask some of the enduring discrepancies in economic conditions within the region. Estimated population growth has been among the fastest in BC in the Sunshine Coast and Comox Valley Regional Districts in the last few years (7.2% and 7.0%, respective, from 2006 to 2010) but only 1.8% in the Alberni-Clayoquot RD and 0.8% in the RD of Mount Waddington. The number of EI recipients declined by 9% region-wide in 2010, but increased by 29% in the Powell River RD. Building permit values remained at least 40% below their 2008 level in both the Powell River and Strathcona RDs.

Broader Environment

Most of the key sectors driving the economy in the ICET area have experienced challenging conditions in recent years. Preliminary results suggest that tourist visitation in the region was up slightly in 2010, but the strong Canadian dollar and continuing weak employment growth in the US have dampened the travel budgets of many Americans. Asia remains a strong source of future growth, with the challenge being to attract more visitors to the region from the many tourists visiting nearby Victoria and Vancouver.

Forestry has been hard hit by the US housing market collapse. Lumber was traditionally BC's top export good but has ranked behind coal for the last three years. A weak economy in BC and fast growth in Asia meant that less than half of total BC exports went to the US in 2010 (as recently as

2001, 70% of BC goods exports went to the US). China has emerged as a promising new market for wood products, overtaking Japan. Pulp and paper exports also recovered somewhat in 2010 compared to the previous year. However, the long-term competitive environment remains very challenging given declines in newspaper and magazine circulation and the emergence of highly-competitive alternative sources elsewhere in the world.

The traditional attractiveness of Vancouver Island and the Sunshine Coast for retirement will continue as the oldest baby boomers reach 65 years of age in 2011. High housing costs are causing some retirees to invest in non-traditional retirement locations in the region, helping to sustain populations in those communities, but creating demand for supportive services. Population growth in the region is entirely dependent on migration, both attracting new residents from elsewhere and ensuring current residents, especially the young, find opportunities to stay.





4. TRUST MISSION, OBJECTIVE AND GOALS

4.1 Mission

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

4.2 Objective

The Island Coastal Economic Trust's primary objective is to be a catalyst to build a diverse and sustainable Island/Coastal economy

4.3 Long-Range Vision

The North Island and Sunshine Coast successfully transition to a more diversified, globally competitive resource and knowledge based regional economy

4.4 Goals

1. The investment goal of the Trust is to leverage economic development and diversification investments in the economies of the regions. For every dollar the Trust invests, it expects that an additional \$3.00 will be invested.
2. The Trust will be managed judiciously, consistent with the intent of the Act, Mission and Goals with an emphasis on sound strategic and operational planning and will be responsive to changing circumstances and opportunities.
3. Preference will be given to partnerships and leveraged investments that achieve the projected economic and diversification impacts for the broader region, with a bias for projects which have a broad regional impact while recognizing that local benefits of projects are also valuable.



5. STRATEGIC PRIORITIES AND ACTIONS 2011-2013

5.1 RENEW ICET FUNDING WITH A VIEW TO BECOMING A LONG TERM LEGACY TRUST

ACTIONS 2011

- A. Ask the Province for long term funding (ICET II)
 - Undertake a comprehensive review with a focus on stakeholder consultations documenting ICET successes and areas for improvement
 - Prepare a 'business case' using the results of the comprehensive review and additional research on benefits of ICET investments
 - Develop the ICET II model using the results of the comprehensive review and additional research and consultations
- B. Research alternative sources of funding
 - Seek out funding partnerships with Federal government or other funding sources
 - Seek out potential delivery agent partnerships
 - Seek out potential funding partnerships with the private sector
 - Research other potential funding models for ICET II

ACTIONS 2012-2013

- Define and implement ICET II legacy model
- Refine the long term financial sustainability plan
- Seek out additional sources of funding and/or program delivery partnerships



5.2 REVIEW ICET BUSINESS MODEL WITH A FOCUS ON BOTH SHORT TERM AND LONG TERM IMPLEMENTATION (ICET II)

ACTIONS 2011

- A. Research and review opportunities for the development of a loans program
 - Review existing loan program models
 - Research gaps in marketplace
 - Explore partnership opportunities with private sector (ie: Credit Unions)
 - Explore other options such as Venture Capital Funds
- B. Research and review potential targeted approaches for capacity building in small communities
 - Identify gaps and issues in consultation with small communities and organizations
 - Review best practices
 - Develop short term initiatives or programs using portion of remaining funds
 - Develop longer term initiatives or programs for ICET II model
- C. Research and review potential targeted approaches, opportunities and programs for long term implementation related to:
 - Support of small business
 - Green Economy
 - Other strategic sectors
- D. Review alignment of the ICET model with Provincial Objectives

ACTIONS 2012-2013

- Define, implement and refine financial sustainability initiatives
- Define, implement and refine new ICET II programs and initiatives

5.3 INCREASE RECOGNITION OF ICET AND ITS SUCCESSES THROUGH IMPROVED COMMUNICATIONS

ACTIONS 2011

- A. Develop targeted messages for various audiences
- B. Improve communication of ICET successes to the various audiences
- C. Improve branding of the organization and its documents
- D. Improve key operation communications tools



ACTIONS 2012-2013

- Develop targeted communications plan for new ICET model and programs
- Review website and materials to integrate new programs

5.4 ENSURE MAXIMUM BENEFIT OF REMAINING ICET FUNDS THROUGH CONTINUOUS OPERATIONAL IMPROVEMENT AND EFFICIENCIES

ACTIONS 2011

- A. Continue to monitor and adjust to changing economic and political climate
 - Fine tune and adapt operations to ensure maximum efficiency and benefits
- B. Continue to maintain or exceed investment and leveraging targets
 - Continue to assist applicants with the search for matching funding
 - Develop new partnerships with funding agencies and organizations in specific sectors to encourage applications for funding and investment in the ICET area
 - Maintain and improve existing relationships with other funders to encourage and increase funding in the ICET area
- C. Plan for Board, RAC and Staff Succession
 - Improve materials and process for integration of new Board and RAC members after 2011 municipal elections
 - Prepare staff succession plan
- D. Develop a formal wind-up plan, to be implemented should additional funding not be forthcoming

ACTIONS 2012-2013

- Monitor new programs and make necessary adjustments
- Develop relationships with new funders and community partners to maximize leverage of new programs

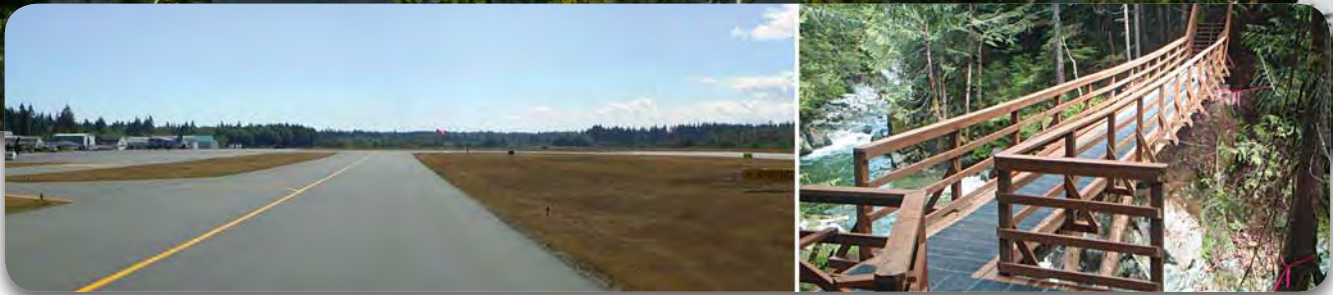


6. INVESTMENT GOALS FOR TRUST FUNDS

The Trust Board is required to establish a three-year investment plan as part of the Strategic Plan.

The Board has approved an investment strategy for the \$50 million Regional Fund which is secure, flexible and provides the Trust with the liquidity it requires to respond to investment opportunities in key sectors and projects in short to medium term funds.

Trust funds are invested through the Municipal Finance Authority pooled funds. These funds are managed by the investment firm of Phillips, Hager and North. Currently ICET funds are distributed between the Money Market Fund, the Intermediate Fund, and the Bond Fund. The actual amount of funding required annually will depend on the project opportunities and the Board's decision on proposals. The Board regularly monitors the performance of its investment funds to ensure maximum earnings of its investments and the preservation of capital, while ensuring liquidity to respond to project demands.



7. STRATEGIC ECONOMIC PROJECT INVESTMENT PROGRAM

7.1 Proposed Project Investment Mechanisms

All funding applications must demonstrate specific measurable returns on investment to the economy of the Trust region. Projects that promote incremental regional economic development, have their matching funds in place within a short time frame, and can proceed to implementation as early as possible will be given priority. The Trust will also prioritize funding projects with regional economic impacts while respecting proposals with local economic development needs.

7.2 Grants and Contributions

Funds will be granted to support eligible projects. There will be no direct financial return to the Trust from these investments. Grants and contribution parameters will be defined by the established Application Guidelines. These Guidelines are updated as circumstances warrant.

7.3 Sponsorships

The Trust will consider a limited number of sponsorships each year. Approval will be based on the assessment of the benefits of the event to the Trust Area and its relevance to the Trust Mandate and key investment sectors.

7.4 Partnerships

The Trust will consider a limited number of partnerships with like minded organizations in order to further the Trust Mandate and Objectives.



APPENDIX A

Development of the First Strategic Plan

Prior to the Trust commencing to make investments, the Board of Directors was required to establish a three year Strategic Plan with goals for each year of the plan relating to the fulfillment of the purposes identified in the Act as follows:

The legislation governing the Trust requires that the directors must:

“each year establish a 3 year strategic plan for the North Island-Coast Development Initiative Trust including goals for each year of the strategic plan relating to the fulfillment of the purposes identified in section 20 in relation to the Regional Account” from Section 14(1)a of Bill 7.

- To meet this requirement, in the last half of 2006 and early part of 2007, the Board undertook a Strategic Planning process and published its first Strategic Plan on February 27, 2007.
- The Board reviews the content of each successive Strategic Plan and makes adjustments and revisions in accordance with extant economic conditions, the experience with projects that have been approved, and demands for economic support from communities and other applicants in the Trust’s mandate area.

Key Sector Themes

Based on the initial Round Table discussions in the winter of 2006 at the Mount Washington Strategic Planning Conference, consensus was reached around the following key themes:

- Economic recovery has been variable for sub-regions with some key resource communities struggling in the face of the weakened resource sectors
- There is significant support for economic diversification and strategic regional alliances and regional cooperation and partnerships to maximize opportunities
- Trust funding needs to be strategically directed at projects and programs that result in increased economic activity and wealth creation for targeted sectors
- The opportunity for economic development to proceed in a sustainable manner will be a significant competitive advantage for the region

- Greater regional cooperation is required to develop a broad-based integrated regional economic development strategy to ensure sound sector investments
- Table One below outlines an overview of the Constraints and Opportunities summarized from the Round Table Strategic Planning Conference.

TABLE ONE

Summary of Constraints and Opportunities from Round Table Planning Conference

CONSTRAINTS	OPPORTUNITIES
Skills/labour shortages	Developing a skilled workforce
	Access to high quality post-secondary educational facilities
Transportation	Expansion of port, airport and rail infrastructure
Lack of working relationships between First Nations and local governments	New opportunities for First Nations private sector joint-venture business partnerships
Historic and geographic barriers to work regionally targeting investment and development in key sectors/ clusters (community and sub-regional competition)	Significant sector and regional development/ investment opportunities include: Value-added forestry Transportation (airport, port and rail expansion) Tourism Aquaculture Energy production Agriculture Minerals/aggregates
Resource sectors affected by policy and regulatory (both provincial and federal) limitations that need to be addressed to maximize sector development (particularly shellfish, agriculture and log supply)	Develop critical mass across sectors and regions to influence public policy
Limited capacity funding (particularly in small communities)	Access to Trust capacity funding
Affordable housing	Quality of life Renowned retirement destination



Sector Constraints and Opportunities

The Planning Conference format also provided key stakeholder “sector” representatives with an opportunity to provide their advice regarding strategic constraints and opportunities to help guide the development of the Strategic Plan. These presenters were also requested to provide the planning conference with suggested areas for the Trust to invest its funds.

Summary of Key Constraints and Trust Strategies

A common theme of the Round Table discussions and sector presentations was the need for greater regional cooperation. Meeting participants expressed optimism about the future for our communities and saw evidence that Island/Coast communities are committed to developing new partnerships important to maximize wealth creation.

Participants identified significant opportunities for improvement and expect the Trust to play a major role as a catalyst for diversified economic development. There was also strong recognition that leadership and accountability for the Trust must come from within the region. It must be guided and supported by community leaders who are prepared and motivated to work collaboratively to make things happen.

TABLE TWO
Consolidated Summary of Key Constraints and Strategies

KEY CONSTRAINTS	KEY STRATEGIES
Need to improve regional and sectoral strategic planning	Trust could play a pro-active leadership role to support and develop the strategic regional and cross-sector alliances and partnerships needed to maximize opportunities
	Assist in developing and implementing community and sectoral strategic plans
	Direct funding to projects and programs that deliver development outcomes for targeted sectors/programs
	Provide capacity funding (particularly in small communities)
	Provide funding support for initiatives that improve working relationships between communities, local governments and First Nations
	Support information sharing and network development



KEY CONSTRAINTS	KEY STRATEGIES
Need for Sector/Cluster Development Strategies	<p>Ensure that all Trust investments are consistent with community and sector development strategies</p> <p>Support the development of integrated regional and sectoral/ cluster economic development strategies where they do not exist or need to be updated</p> <p>Support activities that advance sector/cluster development including:</p> <ul style="list-style-type: none">• Market development programs and marketing intelligence• Business planning and entrepreneurial management skills• New product development and innovative technologies• Establishing a stable policy environment• Joint-venture partnership opportunities with First Nations• Build local knowledge for the financial, regulatory and environmental services that support the industry• Development of innovative technologies• Business succession planning• Fast tracking accreditation• Housing initiatives and incentives to address the issue of affordability• Improving public transportation• Energy infrastructure upgrades
Labour Market	<p>Support for the development of a longer-term human resource strategy to address regional labour recruitment and skills training</p>
Leveraging Olympic Opportunities Legacy	<p>Develop and support a pro-active cross-regional Trust initiative to secure trade and investment opportunities associated with the Olympic Legacy initiative</p>
Transportation	<p>Support for infrastructure development with particular emphasis on initiatives that result in improvements to port, corridor and trail infrastructure</p>

APPENDIX B

Regional Economic Data

The following data tables provide additional detail in support of the economic overview of the ICET region contained in Section 3. For some data sources the Comox Valley and Strathcona Regional Districts are still shown as the combined Comox-Strathcona region.

TABLE 1

Annual Average Employment (full-time and part-time), ICET Region and BC, 2006-2010

Regional District	2006	2007	2008	2009	2010	Growth '09-'10	Growth '08-'10
ICET Region (less SCRD)*	190,900	192,000	198,700	193,900	200,400	3.4%	0.9%
...full-time	143,000	144,400	154,700	144,400	148,300	2.7%	-4.1%
...part-time	47,800	47,500	44,000	49,300	52,100	5.7%	18.4%
British Columbia	2,147,200	2,222,600	2,266,400	2,217,900	2,256,500	1.7%	-0.4%
...full-time	1,707,900	1,769,300	1,804,800	1,731,000	1,750,600	1.1%	-3.0%
...part-time	439,300	453,200	461,600	486,900	505,900	3.9%	9.6%

*Note: ICET Region data does not include the Sunshine Coast Regional District.
Source: Statistics Canada

TABLE 2

Unemployment Rate (Annual Average), ICET Region and BC, 2006-2010

Regional District	2006	2007	2008	2009	2010	Growth '09-'10	Growth '08-'10
ICET Region (less SCRD)*	6.0%	5.2%	5.4%	8.0%	6.7%	-1.3 pp	+1.3pp
British Columbia	4.8%	4.3%	4.6%	7.7%	7.6%	-0.1 pp	+3.0 pp

*Note: ICET Region data does not include the Sunshine Coast Regional District.
Source: Statistics Canada

TABLE 3**Population Estimates, Regional Districts in the ICET Region, 2006-2010**

Regional District	Estimated 2010 Population	Growth 2006-2010	Growth 2009-2010
Sunshine Coast	29,984	7.2%	1.3%
Comox Valley	64,642	7.0%	0.7%
Nanaimo	149,686	6.0%	1.1%
Cowichan Valley	82,871	5.6%	1.3%
Strathcona	44,386	3.9%	0.3%
Powell River	20,455	3.9%	1.1%
Alberni-Clayoquot	31,635	1.8%	0.2%
Mount Waddington	12,057	0.8%	0.0%
ICET REGION TOTAL	435,716	5.4%	0.9%
<i>British Columbia</i>	<i>4,530,960</i>	<i>6.8%</i>	<i>1.6%</i>

Source: BC Stats population estimates.

TABLE 4**Employment Insurance Recipients (Regular Benefits Only), Regional Districts in the ICET Region, December 2009 – December 2010**

Regional District	Dec 2009 Recipients	Dec 2010 Recipients	Change
Mount Waddington	400	310	-22.5%
Alberni-Clayoquot	1,060	870	-17.9%
Comox-Strathcona	2,930	2,480	-15.4%
Cowichan Valley	1,490	1,330	-10.7%
Sunshine Coast	400	360	-10.0%
Nanaimo	2,640	2,600	-1.5%
Powell River	340	440	29.4%
ICET REGION TOTAL	9,260	8,390	-9.4%
<i>British Columbia</i>	<i>88,260</i>	<i>79,370</i>	<i>-10.1%</i>

Source: Statistics Canada, compiled by BC Stats.

TABLE 5**Business Incorporations, Regional Districts in the ICET Region, 2008-2010**

Regional District	2008	2009	2010	Change 2009-2010
Cowichan Valley	267	217	238	9.7%
Nanaimo	716	579	610	5.4%
Sunshine Coast	76	74	74	0.0%
Comox-Strathcona	445	331	327	-1.2%
Alberni-Clayoquot	79	59	56	-5.1%
Powell River	45	104	80	-23.1%
Mount Waddington	42	30	13	-56.7%
ICET REGION TOTAL	1,670	1,394	1,398	+0.3%
<i>British Columbia</i>	<i>30,085</i>	<i>26,431</i>	<i>30,305</i>	<i>14.7%</i>

Source: Ministry of Finance, compiled by BC Stats

TABLE 6**Building Permit Values by Type, ICET Region, 2007-2010 (\$ 000s)**

Building Permit Type	2007	2008	2009	2010	Change '09-'10	Change '08-'10
Residential	\$747,070	\$697,280	\$468,999	\$607,455	30%	-13%
Commercial	\$160,534	\$113,961	\$113,961	\$113,382	-1%	-4%
Industrial	\$16,794	\$19,202	\$19,202	\$19,632	2%	-42%
Institutional/ Government	\$120,030	\$34,804	\$34,804	\$77,086	121%	118%
Residential Dwelling Units	3,605	2,026	2,026	2,684	32%	-10%
ICET REGION TOTAL	\$1,044,428	\$636,966	\$636,966	\$817,555	28%	-8%
<i>British Columbia Total</i>	<i>\$12,544,691</i>	<i>\$7,629,885</i>	<i>\$7,629,885</i>	<i>\$9,709,819</i>	<i>27%</i>	<i>-8%</i>

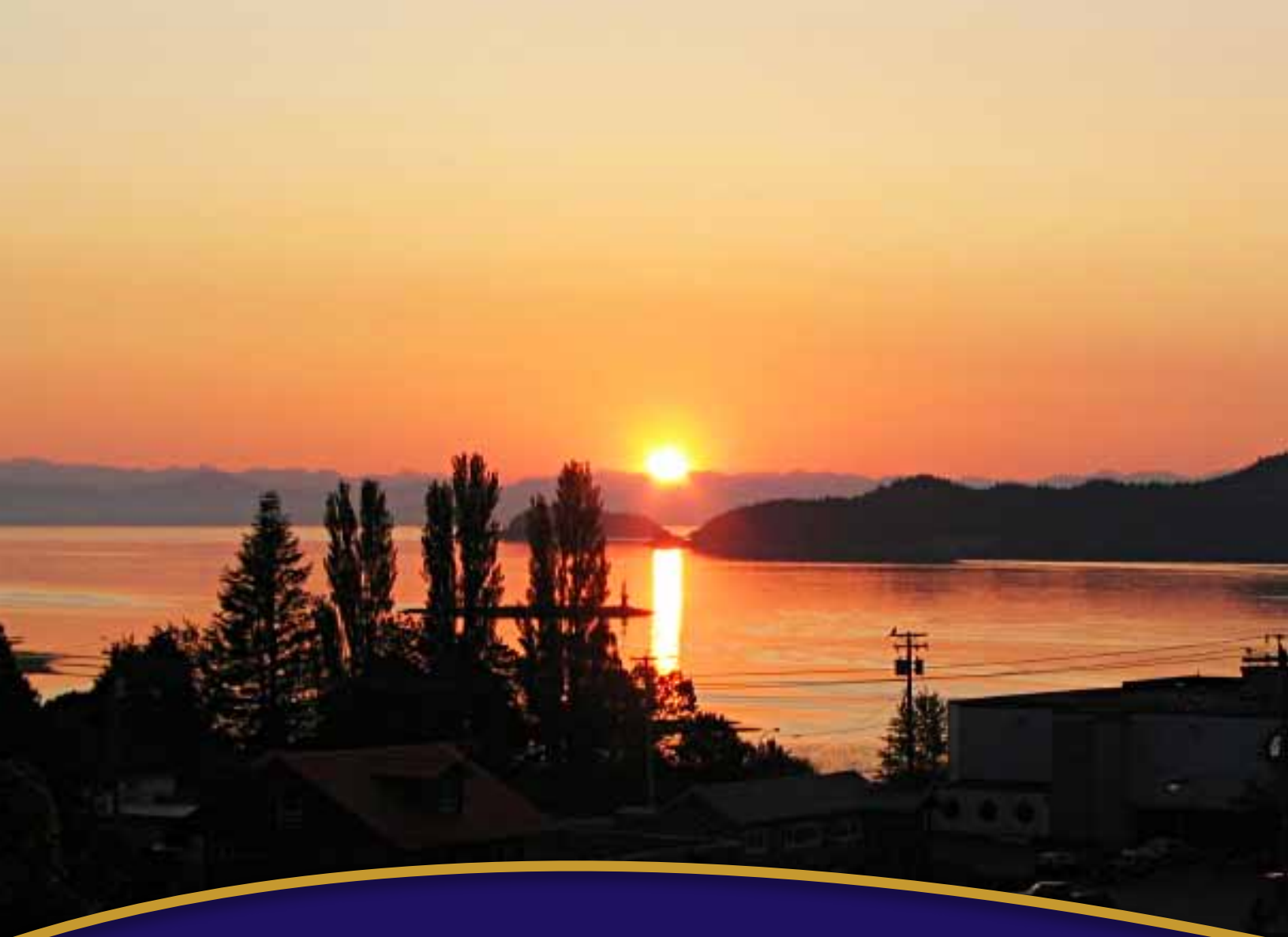
Source: Statistics Canada, compiled by BC Stats

TABLE 7**Total Building Permit Values, Regional Districts in the ICET Region, 2007-2010 (\$ 000s)**

Jurisdiction	2007	2008	2009	2010	Change '09-'10	Change '08-'10
Strathcona RD	\$102,291	\$109,765	\$43,461	\$66,393	53%	-40%
Comox Valley RD	\$177,473	\$116,859	\$99,091	\$144,093	45%	23%
Cowichan Valley RD	\$166,910	\$146,886	\$110,456	\$151,201	37%	3%
Alberni- Clayoquot RD	\$46,733	\$45,572	\$46,201	\$58,855	27%	29%
Nanaimo RD	\$409,563	\$347,086	\$229,038	\$287,007	25%	-17%
Sunshine Coast RD	\$117,660	\$95,108	\$88,749	\$94,094	6%	-1%
Powell River RD	\$14,371	\$18,118	\$12,758	\$10,520	-18%	-42%
Mount Waddington RD	\$9,427	\$5,527	\$7,212	\$5,392	-25%	-2%
ICET REGION TOTAL	\$1,044,428	\$884,921	\$636,966	\$817,555	28%	-8%
British Columbia	\$12,544,691	\$10,577,155	\$7,629,885	\$9,709,819	27%	-8%

Source: Statistics Canada, compiled by BC Stats





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