



**icet** ISLAND  
COASTAL  
ECONOMIC  
TRUST

# Capital and Innovation

Funding Program Application Guide



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Together, we are working to build a sustainable and resilient coastal economy in reciprocal relationships with communities across the unceded territories of the Kwak'waka, Nuučaan̓ut̓, Éy7á7juuthem, Ligwilda'xw, Pəntl'áč, She shashishalhem, Skwxwú7mesh Hul'q'umi'num', diitiidʔaatx, SENCÓTEN, Lekwungen, and T'Sou-ke speaking peoples.







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# DIVERSIFY CAPITAL & INNOVATION PROGRAM

The DIVERSIFY Capital & Innovation Program supports the development of a wide range of projects in targeted sectors, with non-repayable matching funding contributions up to a maximum of \$200,000.

The program enables local governments, Indigenous communities, non-profits and other eligible applicants to develop the infrastructure required to support strategic economic development initiatives. Projects should be consistent with local, regional and provincial strategic priorities or meet unique local or regional needs.

All projects must demonstrate incremental economic benefits in the short to medium-term (3-5 yrs). Benefits may include new investment attraction, business, industry or sectoral growth, creation of new employment, new business startup, new visitor or resident attraction, emerging sector development or any other tangible, measurable economic benefits to communities and their residents.

Preference will be given to projects that:

- **Provide broad regional benefits**
- **Demonstrate long-term economic and environmental sustainability**
- **Demonstrate collaboration between local governments, Indigenous communities and other community or regional partners**
- **Integrate barrier-free design principles**
- **Demonstrate innovative approaches or new ways of doing things**
- **Demonstrate high standards of financial management, accountability and transparency**

## WHO CAN APPLY

- **Local and Regional Governments**
- **Indigenous Communities**
- **Non-profit societies**
- **Community Contribution Companies (C3)**
- **Other non-profit organizations involved in economic development, such as airport authorities, harbour authorities, industry associations, sectoral organizations or educational institutions**

Individuals and businesses are not eligible.

Applicants must demonstrate that they have legal capacity to enter into legal agreements with ICET.

## WHERE PROJECTS CAN BE LOCATED

Applicant organizations may be located outside of the Trust area, but must demonstrate that the project and its key benefits are in the ICET region. This area includes the North Island-Sunshine Coast Region and the Central South Island Region, as indicated in the map on the next page.

## TRUST AREA



### REGIONAL DISTRICTS IN TRUST REGIONS

**ACRD** – Alberni Clayoquot Regional District

**CVRD** – Cowichan Valley Regional District

**CoVRD** – Comox Valley Regional District

**MWRD** – Mount Waddington Regional District

**RDN** – Regional District of Nanaimo

**qRD** – qathet Regional District

**SCRd** – Sunshine Coast Regional District

**SRD** – Strathcona Regional District

**CRD** – Juan de Fuca, Salt Spring Island and Southern Gulf Islands

FOR A MORE DETAILED VERSION OF THE MAP, PLEASE VISIT [ISLANDCOASTALTRUST.CA/MAP.PHP](https://islandcoastaltrust.ca/map.php)

# PROGRAM OVERVIEW

## DIVERSIFY CAPITAL & INNOVATION PROGRAM

ECONOMIC INFRASTRUCTURE FUNDING		MAXIMUM FUNDING	ONE STEP LESS THAN \$50,000	TWO STEP OVER \$50,000	ADDITIONAL GUIDELINES
INDUSTRY AND BUSINESS SUPPORT	<ul style="list-style-type: none"> <li>➤ Public infrastructure to support sectoral or business growth and productivity</li> <li>➤ Addresses a need not being met by the private sector</li> </ul>	\$200,000	✓	✓	
DOWNTOWN REVITALIZATION	<ul style="list-style-type: none"> <li>➤ Traditional downtown core revitalization or development of new “gathering places”</li> <li>➤ Collaboration and/or financial contributions from business community</li> <li>➤ Encourages new business attraction or growth, complementary investment and/or new activity to increase vitality and diversity</li> </ul>	\$200,000	✓	✓	✓
TOURISM FUNDING		MAXIMUM FUNDING	ONE STEP LESS THAN \$50,000	TWO STEP OVER \$50,000	ADDITIONAL GUIDELINES
STRATEGIC TOURISM INFRASTRUCTURE	<ul style="list-style-type: none"> <li>➤ Addresses documented gaps or needs</li> <li>➤ Demonstrates capacity to attract new visitors/visitor markets to the region</li> <li>➤ Demonstrates environmental sustainability</li> </ul>	\$200,000	✓	✓	
DESTINATION TRAILS	<ul style="list-style-type: none"> <li>➤ Addresses a gap in the tourism trails market</li> <li>➤ Capacity to attract provincial, national, or international visitors as a Destination Trail</li> <li>➤ Integrates barrier-free trail design where practicable</li> </ul>	\$200,000	✓	✓	✓
INNOVATION FUNDING		MAXIMUM FUNDING	ONE STEP LESS THAN \$50,000	TWO STEP OVER \$50,000	ADDITIONAL GUIDELINES
INNOVATION INFRASTRUCTURE	<ul style="list-style-type: none"> <li>➤ Public infrastructure designed to support sustainable long-term innovation initiatives</li> <li>➤ Fosters new approaches/partnerships to develop transferable innovation</li> <li>➤ Leads to a positive change, growth or increased competitiveness for industry or new and emerging economic diversification sectors</li> </ul>	\$200,000	✓	✓	
INNOVATION SUPPORT	<ul style="list-style-type: none"> <li>➤ New services or programs that pioneer a new approach</li> <li>➤ Public demonstration/validation of new regionally developed technology</li> <li>➤ Must not compete with existing commercial services or businesses</li> <li>➤ Results and methods must be public or shareable/transferable to industry or business</li> </ul>	\$100,000	✓	✗	





# ECONOMIC INFRASTRUCTURE FUNDING

There are a number of factors that may affect business and industry productivity, some of which are beyond the control of the individual business or industry. Eligible applicants may access funding for projects which support business growth, improve business and industry productivity and increase community vitality. This may include projects such as air or marine transportation infrastructure improvements to allow for more efficient movement of goods, harbour productivity infrastructure to support marine industry growth and sustainability, Downtown Revitalization, or other strategic investments which open the region to new markets or attract new business or industry development.

In rural and remote communities, this could include investments in critical basic infrastructure, such as connectivity infrastructure, community owned amenities, such as public markets, or other non-profit business support infrastructure.

## INDUSTRY AND BUSINESS SUPPORT INFRASTRUCTURE

- Public infrastructure to support sectoral or business growth and productivity
- Addresses a need which is not being met by the private sector
- Provides the infrastructure required for new business development, new business attraction, development of sectoral hubs or other forms of job creation and growth

### MAXIMUM FUNDING ALLOCATION:

**\$200,000**

### EXAMPLES OF PREVIOUSLY FUNDED PROJECTS:

**Industry and Business Support**

### NOT ELIGIBLE:

Standard municipal infrastructure, such as water or waste treatment, community halls, parks and recreation facilities, roads and highways, privately owned facilities, non-profit facilities which compete with or adversely impact existing businesses, projects with a primary focus on social, environmental or other objectives (ie. childcare facilities, housing, environmental rehabilitation, medical facilities).

## DOWNTOWN REVITALIZATION

- Commercial area revitalization initiatives, development of new downtown “gathering places” or other innovative uses of public space
- Demonstrates planning collaboration and/or financial contributions from business community
- Creates new opportunities for business growth, business attraction or new development and/or attracts new activity to increase vitality and diversify use of the downtown core. See additional guidelines for more details

### MAXIMUM FUNDING ALLOCATION:

**\$200,000**

### EXAMPLES OF PREVIOUSLY FUNDED PROJECTS:

**Downtown Revitalization**

### NOT ELIGIBLE:

Municipal services, utilities or other underground works, “above ground works” such as sidewalks, landscaping, artworks or other improvements which are not part of a broader revitalization plan.



# TOURISM FUNDING

Tourism plays a significant role in the Island and Coastal region's economy and has become a key source of economic diversification for many rural, remote and resource-based communities.

Strategic tourism infrastructure investments help to create new community-based business opportunities and jobs in hospitality, service and other tourism related sectors. These new and revitalized tourism assets – remote tourism hubs, trails, waterfront amenities, transient boater facilities, aquariums and wildlife visitor centres, museums and more – also improve the quality of life for residents, support new business development and business relocation, as well as attract new residents from around the globe.

## STRATEGIC TOURISM INFRASTRUCTURE

- Addresses documented gaps or needs
- Demonstrates capacity to attract new visitors/visitor markets to the region
- Demonstrates environmental and financial sustainability
- Demonstrates community/regional capacity to address new visitor needs, such as hospitality, workforce, housing or demonstrates how the project will spur sustainable new development to address those needs

### MAXIMUM FUNDING ALLOCATION:

**\$200,000**

### EXAMPLES OF PREVIOUSLY FUNDED PROJECTS:

**Strategic Tourism Infrastructure**

### NOT ELIGIBLE:

Amenities designed for local use, such as waterparks, local moorage or boat launch, private business development, non-profit facilities which compete with existing private facilities.

## DESTINATION TRAILS

- Addresses a documented gap in the tourism trails market
- Capacity to attract provincial, national or international visitors as a stand-alone attraction
- Integrate barrier-free trail design where practicable
- Should meet all of the specific Trails Criteria, such as value for cost, regulatory approvals, proper access and parking, proper signage, wayfinding, interpretation and sustainable maintenance plan. See additional guidelines for more details

### MAXIMUM FUNDING ALLOCATION:

**\$200,000**

### EXAMPLES OF PREVIOUSLY FUNDED PROJECTS:

**Destination Trails**

### NOT ELIGIBLE:

Commuter trails, local use trails, community park trails and high cost or high alpine or remote trails which do not demonstrate significant visitor attraction or incremental economic benefit potential.





# INNOVATION FUNDING

Innovation leadership is required to ensure our regional economy is positioned to respond to global change and new advancements in technology. Innovation funding will help drive and support growth of the technology sector and tech related projects across industry sectors. Innovation funding may also support industry and business support organizations to increase the level of innovation, productivity and competitiveness in key sectors such as agri-food, forestry or aquaculture. This could also include funding which supports pioneering of “new ways of doing things” to enable communities, business or industry to seize innovation opportunities or adapt to change and new technology.

## INNOVATION INFRASTRUCTURE

- Public facilities or other infrastructure designed to support sustainable long-term innovation initiatives
- Fosters new approaches or partnerships to develop transferable innovation or applied research
- Leads to a positive change, growth or increased competitiveness for business and industry or new opportunities for growth of emerging economic diversification sectors

### MAXIMUM FUNDING ALLOCATION:

\$200,000

### EXAMPLES OF PREVIOUSLY FUNDED PROJECTS:

Innovation Infrastructure

### NOT ELIGIBLE:

Coworking spaces with no growth-focused business support services, academic research facilities, projects primarily focused on social, environmental or other forms of innovation not related to technology, business or key regional economic sectors.

## INNOVATION SUPPORT

- Develop programs or services which pioneer a new approach
- Incremental to the organization's existing day to day business
- Services developed must not compete with existing commercial services or businesses
- Business support programs or services should focus on growth-oriented businesses and include financial contributions from participants
- May be used (by eligible applicants) for demonstration of new regionally developed technology
- Methods and results must be public/shareable/transferable to industry or business
- Demonstrates strong potential for long-term sustainability

### MAXIMUM FUNDING ALLOCATION:

\$100,000

### EXAMPLES OF PREVIOUSLY FUNDED PROJECTS:

Innovation Support

### NOT ELIGIBLE:

Academic research, short-term pilot projects with no long-term vision and sustainability plan, private sector initiatives, coworking spaces with no growth focused business development or support services.

# FUNDING TERMS

Eligible applicants may receive non-repayable grants for up to 50% of total project costs, up to a maximum of \$200,000 (subject to eligibility and funding stream).

All funding allocations require matching funding. ICET recognizes that some communities may face more financial challenges than others and has developed three levels of matching funding:

- 1:1 (up to 50%)**, which is intended for smaller, remote and formerly resource dependent communities;
- 1:2 (up to 33.3%)**, which is intended for rural and smaller urban communities that are experiencing relative growth and economic prosperity;
- 1:3 (up to 25%)**, which is intended for larger, urban communities, communities experiencing advantageous economic and growth opportunities and for community contribution companies and public private partnerships.

The list of matching funding ratios for each community can be found in Appendix D.

In addition:

- Applicants are encouraged to maximize and diversify their sources of funding to meet ICET's overall funding leverage goal of 1:3 (three dollars of matching funding for every ICET dollar invested)
- Applicants should demonstrate local buy-in for the project through applicant equity, community and/or private sector investment
- Preference will be given to projects that meet or approach ICET's strategic goal of at least 25% of funding from non-government sources

## PROCUREMENT

It is expected that all contracts for works associated with a project will be awarded in a way that is fair, transparent, competitive, and consistent with value for money principles.

## REIMBURSEMENT

All funding approvals are subject to the execution of a funding agreement. Once approved, payments will be disbursed on a progressive basis, based on paid expenses. A holdback of 10% will be placed on the project until it is deemed complete and all final reports have been submitted.

## ELIGIBLE EXPENSES

Direct project implementation costs will be reimbursed. These costs must be reasonable, accurately assessed in the budget and occur after the approved project start date (usually signing of the funding agreement). Projects that are already underway will not be considered.

In-kind contributions may form a portion of applicant equity or matching financial resources to an ICET requested contribution, provided certain criteria is met. All **in-kind donations** must be fully detailed in the project application budget and comply with the In-kind policy guidelines detailed in Appendix C.

## FUND OVERSUBSCRIPTION

In the event of oversubscription (more projects than available funding), projects will be prioritized for funding based on supplementary criteria which considers:

- Need
- Readiness to Proceed
- Key Catalyst or Tipping Point
- Alignment with key local, regional and ICET priorities



# ELIGIBLE EXPENSES

## ECONOMIC INFRASTRUCTURE AND INNOVATION INFRASTRUCTURE

ELIGIBLE EXPENSES	INELIGIBLE EXPENSES
<b>CAPITAL COSTS:</b> <ul style="list-style-type: none"> <li>✎ Materials and supplies</li> <li>✎ Permits, fees or other charges</li> <li>✎ Rental of tools and equipment</li> </ul>	<ul style="list-style-type: none"> <li>✎ Operating or administrative costs and office supplies</li> <li>✎ Maintenance or repair costs or related expenses</li> <li>✎ Land and/or building acquisition</li> <li>✎ Vehicles, rolling stock, vessels and equipment</li> <li>✎ Cost overruns</li> <li>✎ Non arms' length transactions</li> <li>✎ Costs incurred or work started prior to approved project start date</li> </ul>
<b>CONSULTING FEES AND "SOFT COSTS":</b> <ul style="list-style-type: none"> <li>✎ Professional and contracting fees</li> <li>✎ Post-approval design and engineering</li> <li>✎ Incremental project management fees</li> <li>✎ Pre-approved travel costs</li> <li>✎ Construction or project-related insurance costs</li> </ul>	<ul style="list-style-type: none"> <li>✎ Business plans, feasibility studies and project development</li> <li>✎ Concept designs, cost estimations</li> <li>✎ Financing costs and interest charges</li> <li>✎ Legal fees, organization insurance fees</li> <li>✎ Consultation and engagement costs</li> <li>✎ Hospitality costs</li> </ul>
<b>LABOUR COSTS:</b> <ul style="list-style-type: none"> <li>✎ Direct third party labour costs, including travel</li> </ul>	<ul style="list-style-type: none"> <li>✎ Existing staff salaries</li> <li>✎ Board travel or other Board expenses</li> </ul>
<b>COMMUNICATIONS:</b> <ul style="list-style-type: none"> <li>✎ Advertising costs for project procurement</li> <li>✎ Necessary project signage</li> <li>✎ Planned project interpretive signage</li> <li>✎ Pre-approved project related web development</li> </ul>	<ul style="list-style-type: none"> <li>✎ Project publicity or announcement costs</li> <li>✎ Printing costs</li> <li>✎ Website development and social media</li> <li>✎ Fundraising and capital campaigns</li> <li>✎ Road or community signage</li> </ul>
<b>IN KIND CONTRIBUTIONS</b> (see Appendix C for more details): <ul style="list-style-type: none"> <li>✎ In-kind labour</li> <li>✎ Donated materials, equipment or services from third parties</li> </ul>	<ul style="list-style-type: none"> <li>✎ Board of Directors' volunteer time or any costs associated to Board activities</li> <li>✎ Staff volunteer time</li> </ul>

## INNOVATION SUPPORT

ELIGIBLE EXPENSES	INELIGIBLE EXPENSES
✎ Renovation of leased facilities (5+ yr lease term, up to max of 50% of project costs)	✎ Academic research, business plans, feasibility studies
✎ Start-up program development costs and materials	✎ Capital costs, equipment costs and maintenance
✎ Start-up staff costs (new only)	✎ General organization or administrative overhead costs (rent, insurance, accounting, legal etc)
✎ Third party professional expertise	✎ General office supplies, equipment or expenses
✎ Pre-approved specialized equipment or new technology costs	✎ All project development or fundraising costs
✎ New website development and social media (required for effective project implementation)	✎ Existing staff and Board travel costs
✎ Pre-approved project travel expenses	✎ Project publicity, announcement or printing costs
✎ In-kind: Donated materials, equipment or new technology	✎ In-kind: Staff, consultant or labour contributions ✎ Hospitality costs

# APPLICATION PROCESS

The DIVERSIFY Capital & Innovation Program offers 2 ways to access funding.

## ONE STEP APPLICATION PROCESS

FOR FUNDING REQUESTS UP TO \$50,000 AND ALL INNOVATION SUPPORT PROJECTS

The one step process is designed to simplify and accelerate the application process for projects requesting \$50,000 or less in funding and all Innovation Support projects. The application is reviewed by the Regional Advisory Committee and then by the Board of Directors. The final decision is usually provided within 60 days of the application intake deadline.

## TWO STAGE APPLICATION PROCESS

FOR FUNDING REQUESTS FROM \$50,000 - \$200,000

### STAGE 1

This is a summary process to evaluate project concepts, community support and potential benefits. Approved projects are invited to submit a Stage 2 application, within 6 months of Stage 1 approval. Denied projects may be invited to address deficiencies and reapply.

### STAGE 2

This is a more detailed process that evaluates the specifics of the project business case. If approved, projects must provide proof of matching funding and begin implementation within 6 months of approval. Stage 2 applications that are denied, may appeal the Board decision by providing a written submission within 30 days of notification of the denial.

The full 2 stage process will generally take from 4 months to up to a year, depending on the quality of the application and/or how quickly the stage 2 application is submitted after stage 1 approval.

## SUBMISSION

Applications must include the following documentation:

- Completed Application form, Funding and Budget Worksheet
- Additional project guidelines where required
- Organization's strategic plan, annual report and latest financial statement
- Indication of community support – stakeholder letters of support
- Additional information as may be relevant, such as feasibility studies, business plans

The application form and all supporting documents should be submitted electronically to: [info@islandcoastaltrust.ca](mailto:info@islandcoastaltrust.ca). DO NOT mail or submit hard copies.

## APPLICATION SUPPORT AND PROGRAM ENQUIRIES

### PHONE:

250-871-7797

### EMAIL:

[info@islandcoastaltrust.ca](mailto:info@islandcoastaltrust.ca)

### WEBSITE:

[www.islandcoastaltrust.ca](http://www.islandcoastaltrust.ca)



## APPENDIX A: DOWNTOWN REVITALIZATION ADDITIONAL GUIDELINES

Downtown Revitalization funding is designed to support small business by creating new opportunities for business development or attraction, encouraging concurrent private sector investment and the creation of new partnerships through the revitalization of existing downtown core areas. Funding may also be used to create new vitality in areas experiencing retail and service sector decline by developing alternative ways to attract residents, visitors and business with new amenities, such as markets, gathering spaces or other innovative use of public space.

To ensure that Downtown Revitalization projects achieve the greatest effect, guidelines have been modeled on the Main Street Approach, a community-driven framework for comprehensive revitalization. The approach is based on a transformation strategy organized around 4 points: Economic Vitality, Design, Promotion and Organization.

### Downtown Revitalization funding applications must address:

#### ECONOMIC VITALITY

The Downtown Revitalization project should be integrated into broader community economic development strategies to retain and strengthen existing downtown businesses, attract new economic activity into the downtown core and to diversify the business mix. This should focus on capital incentives and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

#### PROFESSIONAL DESIGN

A focus on design enhances the physical elements of downtown, while capitalizing on the unique physical and visual assets that set the commercial district apart. The project should include professional design assistance grounded in community values, heritage value and historical fact which optimizes existing local assets and resources.

#### MARKETING AND PROMOTION

The project should position the downtown or commercial district as the centre of the community and the hub of economic activity, while creating a positive image that showcases a community's unique characteristics. The project plan should demonstrate how the new amenities and investment opportunities will be promoted, preferably through a community validated marketing plan and tactics.

#### ORGANIZATION AND COMMUNITY INVOLVEMENT

The project should demonstrate strong community engagement in the development and design of the revitalization initiative, as early as possible in the process. This will create the community buy-in required to encourage complementary business investment and the long-term collaborative relationships that are essential to sustainable downtown renewal. Projects should demonstrate ongoing business sector leadership in the project development and/or financial contributions of 25% or more.

In addition, applications are subject to the following:

#### REVITALIZATION BUDGET CAP

The total lifetime allocation to all Downtown Revitalization projects and programs will be limited to \$3,000,000.

#### MAXIMUM ICET CONTRIBUTION PER APPLICATION AND COMMUNITY

The maximum financial contribution per community (for one or more projects) will be limited to \$200,000. The community matching policy applies to Downtown Revitalization applications.

## APPENDIX B: DESTINATION TRAIL ADDITIONAL GUIDELINES

The development of trails is recognized as a key opportunity for economic diversification in rural areas. Well-developed and maintained trails can be used to develop new regional visitor markets, attract more visitors to rural and remote communities and encourage longer stays. The development of trails can also accelerate growth in visitor services and tourism hospitality business growth resulting in job creation, new opportunities for business investment and resident attraction.

Destination Trails may include a wide range of experiences, including interpretive strolls, excursions or adventure trails and include multiple user types such as hikers, mountain bikers, horseback riders and ATV riders.

Trails Projects Guidelines have been developed in alignment with the Trails Strategy for British Columbia.

### Trail projects must demonstrate:

#### PROMOTION OF TOURISM ATTRACTION AND INCREMENTAL ECONOMIC BENEFITS

Eligible trail developments should document their potential to attract new visitor markets to the area, retain tourism for longer periods or provide incremental economic benefits to area businesses and communities.

Preference will be given to projects that complement broader regional and provincial tourism attraction strategies and those which address gaps in the regional marketplace.

#### SIGNIFICANCE OF THE TRAIL

The significance of a trail and its ability to gain international, national or provincial recognition will be a primary consideration. The trail should have the potential to become a stand-alone destination tourism attraction. Destination trails usually include appropriate interpretation information at the trail gateway and at key attractions along the trail. Some cultural or educational destination trails or strolls may require significant interpretive experience development and signage.

#### COLLABORATIVE PLANNING

The planning process should include engagement and collaboration with key stakeholders, including Indigenous communities on whose traditional territories the trail is located or those in close proximity to the trail. Preference will be given to projects that proactively engage stakeholders in the development and implementation of the initiative.

#### VALUE FOR COST

Trail projects should include an accurate assessment of all trail costs, including a breakdown per metre. These costs will be evaluated in relation to the location, terrain, costs of similar trails and the direct and indirect benefits which will be generated.

#### QUALITY ACCESS POINT

The trail access point should be located close to communities or key tourism assets to facilitate the attraction of tourism and public access. The access point should also feature safe and adequate parking for the user public.

#### SUSTAINABLE MAINTENANCE AND MANAGEMENT STRATEGY

The trail project should address the issue of trail maintenance and management and ensure that a sustainable plan is in place to maintain the asset on a long-term basis.

#### SECURED LAND TENURE AND REGULATORY APPROVALS

Preference will be given to projects where land tenure and required regulatory and environmental approvals have been previously secured. At the very least, the land tenure and regulatory approval process should be underway and documented.

#### STRATEGIC MARKETING INTEGRATION

The trail project should address the issue of trail marketing and include a plan to market the trail in collaboration with local, regional and provincial tourism destination marketing organizations or other relevant organizations.



# APPENDIX C: IN-KIND POLICY GUIDELINES

In-kind contributions may form a portion of applicant equity or matching financial resources to an ICET requested contribution, provided certain criteria is met.

All in-kind donations must be fully detailed in the project application budget and comply with ICET in-kind policy guidelines. In-kind donations added after project approval may not be eligible for reimbursement.

All donations must be unconditional. This means that donations cannot be subject to the allocation of a contract (ex: 10% discount on services if contract is obtained), in exchange for consideration (ie. construction material donation subject to right to occupy or control occupancy in the building) or any other condition which requires some form of promise, exchange, consideration or action to obtain the donation.

## GUIDELINES

- 1. In-kind donations cannot exceed 50% of the matching funding sources
- 2. In-kind may consist of labour, services and materials required for project completion
- 3. Discounts on services or materials are not considered eligible in-kind donations
- 4. Non specialized general labour costs will be valued at \$20.00/hr
- 5. All in-kind volunteer labour donations must be verified by timesheets indicating volunteer names, dates and hours worked
- 6. Donations of specialized labour or materials must be supported by official business invoices documenting dates, description of work, itemization and value of labour hours/materials donated
- 7. Board of Directors' volunteer time or any costs associated to Board activities are not eligible for reimbursement

## APPENDIX D: ICET MATCHING FUNDING GUIDELINES

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ICET recognizes that some communities face more administrative, social and economic challenges than others. The matching funding ratios approach is intended to create a “level playing field” among all communities which have different levels of financial and technical resources.

The matching funding guidelines are based on empirical data and a community economic performance analysis which determines the appropriate level of matching funding for projects from each of the communities in the ICET region.

### THERE ARE THREE LEVELS OF MATCHING FUNDING

**1:1 up to (50%)**, which is intended for smaller, remote and formerly resource dependent communities

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**1:2 up to (33.3%)**, meaning that ICET funds no more than one third of the project cost, which is intended for rural and small to mid-size urban communities experiencing relative growth and economic prosperity

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**1:3 up to (25%)**, meaning that ICET funds no more than one-quarter of the project cost, which is intended for larger, urban communities or communities experiencing advantageous economic and growth opportunities

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Projects involving Community Contribution Companies (C3) are eligible for 1:3 (25%) funding only, regardless of where the project is located.



## APPENDIX D: ICET MATCHING FUNDING LEVEL LIST

FUNDING MATCHING LEVEL FOR MUNICIPALITIES		
COMMUNITY	REGIONAL DISTRICT	MATCHING LEVEL
ALERT BAY	Mount Waddington	1:1
CAMPBELL RIVER	Strathcona	1:2
COMOX	Comox	1:3
COURTENAY	Comox	1:3
CUMBERLAND	Comox	1:3
DUNCAN	Cowichan Valley	1:2
GIBSONS	Sunshine Coast	1:2
GOLD RIVER	Strathcona	1:1
LADYSMITH	Cowichan Valley	1:2
LAKE COWICHAN	Cowichan Valley	1:2
LANTZVILLE	Nanaimo	1:2
NANAIMO CITY	Nanaimo	1:3
NORTH COWICHAN	Cowichan Valley	1:2
PARKSVILLE	Nanaimo	1:3
PORT ALBERNI	Alberni-Clayoquot	1:1
PORT ALICE	Mount Waddington	1:1
PORT HARDY	Mount Waddington	1:1
PORT MCNEILL	Mount Waddington	1:1
QATHET	qathet	1:2
QUALICUM BEACH	Nanaimo	1:2
SALT SPRING ISLAND	Capital	1:2
SAYWARD	Strathcona	1:1
SECHELT	Sunshine Coast	1:3
TAHSIS	Strathcona	1:1
TOFINO	Alberni-Clayoquot	1:3
UCLUELET	Alberni-Clayoquot	1:3
ZEBALLOS	Strathcona	1:1
FUNDING MATCHING LEVEL FOR ELECTORAL AREAS		
COMMUNITY	REGIONAL DISTRICT	MATCHING LEVEL
ALBERNI-CLAYOQUOT A (BAMFIELD)	Alberni-Clayoquot	1:1
ALBERNI-CLAYOQUOT B (BEAUFORT)	Alberni-Clayoquot	1:1
ALBERNI-CLAYOQUOT C (LONG BEACH)	Alberni-Clayoquot	1:3
ALBERNI-CLAYOQUOT D (SPROAT LAKE)	Alberni-Clayoquot	1:1
ALBERNI-CLAYOQUOT E (BEAVER CREEK)	Alberni-Clayoquot	1:1
ALBERNI-CLAYOQUOT F (CHERRY CREEK)	Alberni-Clayoquot	1:1
CAPITAL REGION (SALT SPRING ISLAND)	Capital	1:3
CAPITAL REGION (SOUTHERN GULF ISLANDS)	Capital	1:2
COMOX VALLEY A (BAYNES SOUND-DENMAN/HORNBY ISLANDS)	Comox	1:2
COMOX VALLEY B (LAZO NORTH)	Comox	1:2
COMOX VALLEY C (PUNTLEDGE - BLACK CREEK)	Comox	1:2
COWICHAN VALLEY A (MILL BAY)	Cowichan Valley	1:3

## APPENDIX D: ICET MATCHING FUNDING LEVEL LIST

COWICHAN VALLEY B (SHAWNIGAN LAKE)	Cowichan Valley	1:3
COWICHAN VALLEY C (COBBLE HILL)	Cowichan Valley	1:3
COWICHAN VALLEY D (COWICHAN BAY)	Cowichan Valley	1:3
COWICHAN VALLEY E (COWICHAN STATION, GLENORA, SAHTLAM)	Cowichan Valley	1:2
COWICHAN VALLEY F (COWICHAN LAKE SOUTH, SKUTZ FALLS)	Cowichan Valley	1:1
COWICHAN VALLEY G (SALTAIR)	Cowichan Valley	1:2
COWICHAN VALLEY H (DIAMOND, NORTH OYSTER)	Cowichan Valley	1:3
COWICHAN VALLEY I (MEADE CREEK, YOUNBOU)	Cowichan Valley	1:2
JUAN DE FUCA PART 1 (EAST SOOKE, MALAHAT, OTTER POINT, WILLIS POINT)	Capital	1:3
JUAN DE FUCA PART 2 (PORT RENFREW, JORDAN RIVER)	Capital	1:1
MOUNT WADDINGTON A (MALCOLM ISLAND)	Mount Waddington	1:1
MOUNT WADDINGTON B (WINTER HARBOUR, HOLBERG)	Mount Waddington	1:1
MOUNT WADDINGTON C (COAL HARBOUR, HYDE CREEK, QUATSINO)	Mount Waddington	1:1
MOUNT WADDINGTON D (WOSS)	Mount Waddington	1:1
NANAIMO A (CASSIDY, CEDAR, YELLOWPOINT, SOUTH WELLINGTON)	Nanaimo	1:2
NANAIMO B (GABRIOLA, DECOURCY, MUDGE ISLANDS)	Nanaimo	1:2
NANAIMO C (EXTENSION, ARROWSMITH-BENSON, EAST WELLINGTON, PLEASANT VALLEY)	Nanaimo	1:3
NANAIMO E (NANOOSE BAY)	Nanaimo	1:3
NANAIMO F (COOMBS, HILLIERS, ERRINGTON)	Nanaimo	1:2
NANAIMO G (FRENCH CREEK, DASHWOOD, ENGLISHMAN RIVER)	Nanaimo	1:3
NANAIMO H (SHAW HILL, QUALICUM BAY, DEEP BAY, BOWSER, SPIDER LAKE, HORNE LAKE)	Nanaimo	1:2
QATHET A (LUND, SAVARY ISLAND)	qathet	1:1
QATHET B (MYRTLE POINT, BARNEY'S BAR)	qathet	1:2
QATHET C (BLACK POINT, KELLY CREEK LANG BAY, STILLWATER, SALTARY BAY)	qathet	1:2
QATHET D (TEXADA ISLAND)	qathet	1:1
QATHET E (LASQUETI)	qathet	1:1
STRATHCONA A (KYUQUOT, NOOTKA)	Strathcona	1:1
STRATHCONA B (CORTES ISLAND)	Strathcona	1:2
STRATHCONA C (DISCOVERY ISLANDS, MAINLAND INLETS)	Strathcona	1:1
STRATHCONA D (OYSTER BAY - BUTTLE LAKE)	Strathcona	1:2
SUNSHINE COAST A (EGMONT, PENDER HARBOUR)	Sunshine Coast	1:2
SUNSHINE COAST B (HALFMOON BAY)	Sunshine Coast	1:2
SUNSHINE COAST D (ROBERTS CREEK)	Sunshine Coast	1:2
SUNSHINE COAST E (ELPHINSTONE)	Sunshine Coast	1:3

## APPENDIX D: ICET MATCHING FUNDING LEVEL LIST

SUNSHINE COAST F (WEST HOWE SOUND)	Sunshine Coast	1:3
FUNDING MATCHING LEVEL FOR FIRST NATIONS RESERVES		
COMMUNITY	REGIONAL DISTRICT	MATCHING LEVEL
AHAHSWINIS 1	Alberni-Clayoquot	1:1
ALBERNI 2	Alberni-Clayoquot	1:1
ALERT BAY IRI	Mount Waddington	1:1
ANACLA 12	Alberni-Clayoquot	1:1
BEECHER BAY 1	Capital	1:1
CAMPBELL RIVER 11	Strathcona	1:1
CAPE MUDGE 10	Strathcona	1:1
CHEMAINUS 13	Cowichan Valley	1:1
COMOX 1	Comox	1:1
COWICHAN	Cowichan Valley	1:1
COWICHAN LAKE	Cowichan Valley	1:1
DEAD POINT 5	Mount Waddington	1:1
EHATIS 11	Strathcona	1:1
ELHLATEESE 2	Alberni-Clayoquot	1:1
ESOWISTA 3	Alberni-Clayoquot	1:1
ESQUIMALT	Capital	1:1
EST-PATROLAS 4	Cowichan Valley	1:1
FORT RUPERT 1	Mount Waddington	1:1
GORDON RIVER 2	Capital	1:1
GWAYASDUMS 1	Mount Waddington	1:1
HALALT 2	Cowichan Valley	1:1
HESQUIAT 1	Alberni-Clayoquot	1:1
HOMALCO 9	Strathcona	1:1
HOUPSITAS 6	Strathcona	1:1
ITTATSOO 1	Alberni-Clayoquot	1:1
KIPPASE 2	Mount Waddington	1:1
KLEHKOOT 2	Alberni-Clayoquot	1:1
MACOAH 1	Alberni-Clayoquot	1:1
MALACHAN 11	Cowichan Valley	1:1
MALAHAT 11	Cowichan Valley	1:1
MARKTOSIS 15	Alberni-Clayoquot	1:1
NANAIMO RIVER	Nanaimo	1:1
NANAIMO TOWN 1	Nanaimo	1:1
NANOOSE	Nanaimo	1:1
NEW SONGHEES 1A	Capital	1:3
NUMUKAMIS 1	Alberni-Clayoquot	1:1
OCLUCJE 7	Strathcona	1:1
OPITSAT 1	Alberni-Clayoquot	1:1
OYSTER BAY 12	Cowichan Valley	1:1
PENELAKUT ISLAND 7	Cowichan Valley	1:1



## APPENDIX D: ICET MATCHING FUNDING LEVEL LIST

QUAEE 7	Mount Waddington	1:1
QUALICUM	Nanaimo	1:1
QUATSINO SUBDIVISION 18	Mount Waddington	1:1
QUINSAM 12	Strathcona	1:1
REFUGE COVE 6	Alberni-Clayoquot	1:1
SECHELT (QRD PART)	qathet	1:1
SECHELT (SCRD PART)	Sunshine Coast	1:1
SLIAMMON 1	qathet	1:1
SQUAW-HAY-ONE 11	Cowichan Valley	1:1
THEIK 2	Cowichan Valley	1:1
TORK 7	Strathcona	1:1
TSA XANA 18	Strathcona	1:1
TSAHAHEH 1	Alberni-Clayoquot	1:1
T'SOU-KE	Capital	1:1
TSULQUATE 4	Mount Waddington	1:1
TSUSSIE 6	Cowichan Valley	1:1
TZART-LAM 5	Cowichan Valley	1:1
YUQUOT 1	Strathcona	1:1





icet

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