



## Outcome Evaluation

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Prepared for:

**Ontario Association of  
Community Futures Development Corporations**

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## **Abbreviations**

CFDC	Community Futures Development Corporation
CTP	Community Transition Program
OACFDC	Ontario Association of Community Futures Development Corporations
OMAFRA	Ontario Ministry of Agriculture, Food and Rural Affairs
PAC	Project Approval Committee

# **COMMUNITY TRANSITION PROGRAM OUTCOME EVALUATION**

## **1.0 INTRODUCTION**

The Community Transition Program (CTP) is a \$15 million fund established by the Province of Ontario to assist the tobacco-growing communities of the counties of Brant, Elgin, Norfolk, and Oxford to move to a more diverse economic base. The program is contracted by the Ontario Association of Community Futures Development Corporations (OACFDC) and administered by the four Community Futures Development Corporations (CFDCs) located in the tobacco-growing region to encourage long-term, sustainable economic development.

The intent of the CTP program is to fund cost-shared proposals that will help diversify the local economy and create tangible economic benefits. The provincial government recognizes that its efforts to improve the health of Ontarians by reducing tobacco use in the province will negatively affect both the tobacco-growers and their communities by reducing demand for their product. The decline in this industry is significantly affecting the communities within the tobacco-growing region. The CTP program was initiated to promote and foster the transition and create a more diverse economic base for these communities.

### **1.1 Purpose and Scope of the Evaluation**

The CTP program delivery model promotes the role of community representatives in defining program goals and guidelines and determining the allocation of funds for community based projects. A strong emphasis is placed on monitoring and evaluation as part of this approach. With respect to internal monitoring, CTP program recipients were required to work with CTP staff in establishing project milestones and meeting these milestones as a condition for accessing their CTP funds. Program recipients were also required to complete an exit survey as part of the funding agreement.

OACFDC used an external evaluator, Harry Cummings and Associates (HCA), to assess the process that was used to develop the program as well as the impact of the program in relation to its activities and outcomes.

The evaluation was conducted in two-phases. Phase 1 involved a process evaluation of the program design and the process that was used to develop and deliver the program and the extent to which the program operated as intended. The report for the Phase 1 Evaluation was completed in June 2007.

The Phase 2 Evaluation is the focus of this report. The objective of this evaluation was to assess the impact of the program on the recipient organizations, their workers, the community and the region beyond in relation to the program goals (i.e. economic diversification of the economy in the tobacco growing communities of Brant, Elgin, Norfolk, and Oxford Counties and tangible economic benefits such as job preservation/creation). The results of the evaluation will also serve to provide the

OACFDC with important insights on program features to include in the design and delivery of future initiatives.

## **1.2 Evaluation Timeline**

The CTP program was initiated on March 31, 2005. The period between April and October 2005 marked the development phase of the program which included the establishment of the Project Approval Committee (PAC), the hiring of CTP staff, and the development and approval of the program guidelines and procedures. The program was formally launched on November 8, 2005. The first CTP projects were approved by PAC in January 2006 and the final projects were approved in May 2007. The Phase 1 Evaluation was initiated in April 2007 and completed in June 2007 while the Phase 2 Evaluation was initiated in September 2007 and completed in March 2009.

A brief overview of the evaluation methodology is provided in the following section. The results of the evaluation are presented in section 3 while conclusions and recommendations are presented in section 4 and 5.

## **2.0 METHODOLOGY**

In order to meet the objectives of the evaluation an exit survey was conducted with all CTP applicants who had their projects approved. The exit survey provided details on the value of the CTP grants, the additional funding leveraged by the CTP grants, the breakdown of project expenses by expense category, job creation and payroll statistics, and sales data where applicable. All of the 74 projects that were approved for funding completed the exit survey.<sup>1</sup> The exit survey is presented in Appendix A.

CTP applicants were also invited to provide their personal assessment of the program through a feed back survey. The feed back survey included a mix of open and closed ended questions. The majority of the CTP applicants who had their projects approved (54) completed the feed back survey. The feed back survey is presented in Appendix B.

A small sample of applicants who were not approved for funding was also surveyed to gain their insights on the CTP application process and the extent to which their project proceeded without the benefit of funding from CTP. The survey for unsuccessful applicants was sent to 24 projects that did not proceed beyond the pre-proposal stage and 30 projects that completed a full proposal but were not approved for funding. A total of 12 surveys with unsuccessful applicants were completed (5 projects that did not proceed beyond the pre-proposal stage and 7 projects that completed a full proposal but were not approved for funding). The survey for unsuccessful applicants is presented in Appendix C.

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<sup>1</sup> One of the applicants, Toyotetsu, was approved for two projects. One project was directed at investment in equipment and the other project was directed at human resource training.

### 3.0 RESULTS

#### 3.1 Exit Survey of Projects Funded by CTP

##### *Number and Type of Projects Funded*

As shown in Table 1, the CTP program funded a total of 74 projects between January 1, 2006 and May 17, 2007 with a total grant amount of close to \$14.8 million.

Approximately 88% of the projects were in the Sustainable, Diversified Economy funding category (which included five sub-categories) which accounted for about 85% of the total grant funds while 9.5% of the projects were in the Community Capacity for Growth funding category which accounted for 9% of the total grant funds. About 3% of the projects were in the Human Capacity for Change funding category which accounted for 7% of the total grant funds. Additional details are provided in Table 1.

The two largest sub-categories in terms of funding were Crop Diversification and Manufacturing which combined accounted for almost 44% of the total program grant funds.

**Table 1: Number of CTP Projects by Funding Category**

Funding Category	Projects		Total Grant Amount	
	#	%	\$	%
<b>Sustainable, Diversified Economy</b>				
Crop Diversification	25	33.8%	3,503,352	23.7%
Tourism / Agri-tourism	13	17.6%	2,698,738	18.2%
Food Processing	10	13.5%	2,068,286	14.0%
Manufacturing	9	12.2%	2,952,154	20.0%
Business Expansion	8	10.8%	1,294,157	8.7%
<i>Sub-total</i>	65	87.8%	12,516,687	84.6%
<b>Human Capacity for Change</b>				
Skilled Trades and Industrial Training	1	1.4%	800,000	5.4%
Counselling and Skills Development	1	1.4%	200,000	1.4%
<i>Subtotal</i>	2	2.7%	1,000,000	6.8%
<b>Community Capacity for Growth</b>				
Municipal Economic Development Initiatives	7	9.5%	1,277,346	8.6%
<b>Total</b>	<b>74</b>	<b>100</b>	<b>\$14,794,033</b>	<b>100</b>

As shown in Table 2, 68% of the CTP funded projects were in Norfolk County and accounted for about 74% of the total grant funds. Approximately 20% of the projects were in Elgin County and accounted for 16% of the total grant funds while 8% of the projects were in Oxford County and accounted for 7% of the total grant funds and 4% of the projects were in Brant County and accounted for 3% of the total grant funds.

**Table 2: Distribution of CTP Projects by County**

County	Projects		Total Grant Amount	
	#	%	\$	%
Brant	3	4.1	442,519	3.0
Elgin	15	20.3	2,434,052	16.5
Norfolk	50	67.6	10,876,835	73.5
Oxford	6	8.1	1,040,627	7.0
Total	74	100	14,794,033	100

Although the allocation of CTP funding was not designed to be proportional to the amount of tobacco production in each County, the actual distribution of funds was fairly comparable to the local production activity profile (i.e. the majority of the CTP funding was awarded to projects in Norfolk County where the majority of tobacco production occurs). Additional details are provided in Table 3.

**Table 3: Number of Farms and Area in Tobacco Production by County, 2006**

County	Tobacco Farms		Total Area in Tobacco Production (hectares)	
	#	%	#	%
Brant	63	11.6	1,514	13.2
Elgin	79	14.6	1,557	13.5
Norfolk	341	63.0	7,467	64.9
Oxford	58	10.7	960	8.3
Total	541	100	11,498	100

Source: Statistics Canada, 2006.

### ***Size of CTP Grants and Disbursement of Funds by Type of Project Expenses***

The amount of funding awarded to the 74 CTP projects ranged from three projects that received less than \$10,000 in funding to one project that received \$1 million. As shown in Table 4, close to 19% of the projects were awarded relatively small grants under \$50,000 while a further 16% were awarded grants in amounts of \$50,000 to \$99,999.



With respect to the larger grants, just over 8% of the projects were awarded grants of \$500,000 or more.

**Table 4: Distribution of CTP Grants by Size of Grant**

Size of CTP Grant	# of projects					% total
	Norfolk	Elgin	Brant	Oxford	Total	
Less than \$50,000	9	4	-	-	13	17.6
\$50,000 to \$99,999	7	3	1	2	13	17.6
\$100,000 to \$199,999	13	4	2	2	21	28.4
\$200,000 to \$299,999	7	1	-	1	9	12.2
\$300,000 to \$399,999	7	1	-	1	9	12.2
\$400,000 to \$499,999	2	1	-	-	3	4.1
\$500,000 or more	5	1	-	-	6	8.1
<b>Total</b>	<b>50</b>	<b>15</b>	<b>3</b>	<b>6</b>	<b>74</b>	<b>100</b>

The largest overall expense item for the 74 CTP projects was equipment costs which amounted to \$6.2 million or 42% of all costs. The next largest expense item was new building construction (18%), followed by building renovations (10%), training (6%), labour expenses (4%), marketing and promotion costs (4%), and capital costs linked to municipal infrastructure projects (4%). Additional details are provided in Table 5.

**Table 5: Distribution of CTP Grants by Expense Category <sup>a</sup>**

Expense Category	\$	%
Equipment	6,213,494	42.0
Capital Costs – New building construction	2,722,102	18.4
Capital Costs – Building renovations	1,508,991	10.2
Training	917,230	6.2
Labour Expenses	621,349	4.2
Marketing and promotions	606,555	4.1
Capital Cost – Infrastructure for municipalities	576,967	3.9
Crop inputs, plants, fertilizer, etc.	488,203	3.3
Other Expenses	384,645	2.6
Research and Development	340,263	2.3
Professional Fees	266,293	1.8
Licensing and Permits	147,940	1.0
<b>Total</b>	<b>14,794,033</b>	<b>100</b>

<sup>a</sup> Values are approximate.

### **CTP Project Completion**

The large majority of CTP projects were completed as planned or were completed with minor changes. As shown in Table 6, 83% of the projects proceeded as planned and met all of the project milestones or proceeded with minor changes in planned activities or funding. Only 4 of the projects (5%) were terminated part way through the funding period (the decision to terminate a project was made by the applicants in response to business and/or personal factors/conditions). Additional details are provided in Table 6.

**Table 6: Distribution of CTP Projects by Completion Status**

Completion Status	# of projects	%
The project proceeded as planned and all milestones were met	50	67.6
The project proceeded with minor changes, project was fully funded	11	14.9
The project proceeded but was not fully funded due to reduction in costs	7	9.5
The project proceeded but was not fully funded due to problems	2	2.7
The project was not completed	4	5.4
Total	74	100

### **CTP Project Investment**

The total CTP program investment for the 74 projects amounted to \$31.2 million (\$14.8 million in CTP funds combined with \$16.4 million in recipient contributions) or an average of about \$422,000 per project. The smallest project investment was approximately \$8,000 while the largest investment was \$1.99 million. As shown in Table 7, about 53% of the projects had an investment ratio of 1:1 (i.e. the recipient contribution to the project matched the CTP grant amount) while close to 10% of the projects had an investment ratio of more than 1:2. The average CTP investment ratio across all projects was 1:1.1 (i.e. every \$100 invested by CTP leveraged \$110 in recipient contributions).

Many of the CTP recipients invested additional funds beyond their CTP contribution in order to cover all of the project costs. The total overall investment made by the recipients amounted to approximately \$260 million. The smallest total project investment was approximately \$8,000 while the largest investment was \$100 million. As shown in Table 7, about 28% of the projects had a total investment ratio of 1:1 while 23% of the projects had a total investment ratio of more than 1:2. The average total investment ratio across all projects was about 1:17 (i.e. every \$100 invested by CTP leveraged \$1700 in total recipient contributions).

**Table 7: Distribution of Successful CTP Applicants by Ratio of CTP Grant to Recipient Investment**

Investment Ratio	CTP Grant to Recipient CTP Contribution		CTP Grant to Total Recipient Investment	
	# of projects	%	# of projects	%
Less than 1 : 1	4	5.4	3	4.1
1 : 1	39	52.7	21	28.4
1 : 1.1 to 1:5	22	29.7	26	35.1
1 : 1.6 to 2.0	2	2.7	7	9.5
1 : 2.1 to 2.5	3	4.1	2	2.7
1 : 2.6 to 3.0	3	4.1	2	2.7
1 : 3.1 or higher	1	1.4	13	17.6
Total	74	100	74	100

### ***CTP Project Employment***

A total of 1,386 permanent jobs were created by the CTP program between 2006 and the end of 2008 based on the employment figures provided by 62 of the CTP projects. Almost 26% of the new jobs (357) were full-time positions while 16% (218) were part-time positions and 58% (811) were seasonal jobs.<sup>2</sup> Approximately 86% of the seasonal jobs were held by local workers while off-shore workers held 14% of the seasonal jobs.

As shown in Table 8, the majority of the full-time, part-time and seasonal jobs were created in Norfolk County where the majority of the CTP projects were funded.

**Table 8: Number and Types of Jobs Created by County**

County	# of projects	# of full-time jobs	# of part-time jobs	# of seasonal jobs	Total # of jobs
Brant	3	2	4	44	50
Elgin	10	12	30	73	115
Norfolk	43	321	154	634	1109
Oxford	6	22	30	60	112
Total	62	357	218	811	1386

<sup>2</sup> A full-time job is defined as 30 hours or more of work per week. A part-time job is defined as less than 30 hours of work per week

Approximately 62% of the full-time jobs created by the CTP program were linked to a single manufacturing and training project (Toyotetsu) while 66% of the part-time jobs created were linked to 9 projects that had 10 or more part-time employees each.<sup>3</sup> Approximately 52% of the seasonal jobs created by the CTP program were linked to 4 projects that had 50 or more seasonal employees.<sup>4</sup>

In terms of the 'employment' return on the CTP investment, if we convert the part time jobs ( $218 \div 2 = 109$  jobs) and seasonal jobs ( $811 \div 4 = 203$  jobs) into equivalent full time jobs, the total number of full time jobs amounts to 669 which translates into \$18,908 invested by CTP per job maintained or created (\$12.6 million in CTP funds provided to the 62 projects that provided employment data  $\div$  669 full time permanent jobs created/maintained by the 62 projects).

A total of 60 CTP projects reported on the payroll of their business/organization as part of the program exit survey. All of the projects with the exception of one reported an increase in their payroll between 2006/07 and the end of 2008. The total payroll of these businesses/organizations in 2008 was \$94.5 million. The majority of this value was related to a single manufacturing and training project (\$81.4 million) while the remaining \$13.1 million in payroll was distributed across 59 projects.

Of the 74 projects that received funding from CTP, 30 projects were established businesses/organizations (i.e. operating prior to receiving their CTP grant). The total annual payroll of these businesses/organizations in the year prior to receiving their CTP funding was \$7.4 million. If we deduct this amount from the total payroll reported in 2008 the net overall increase in payroll amounts to \$87.1 million.

### ***CTP Project Sales***

Sales represent another key economic outcome associated with the CTP program.

A total of 37 CTP projects reported on their business sales as part of the program exit survey. The total combined sales of the 27 projects that were operating a business prior accessing CTP funding amounted to \$27 million. The level of annual sales for these businesses prior to accessing CTP funding ranged from \$5,000 to \$8 million.

All of the projects with the exception of one reported an increase in their sales between 2006/07 and the end of 2008. The total combined sales for the 37 projects in 2008 amounted to \$108.1 million. The level of sales for these projects ranged from \$8,000 to \$74.2 million. Additional details are provided in Table 9.

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<sup>3</sup> Of the 9 projects that employed 10 or more part-time employees, 3 were tourism/agri-tourism projects, 2 were crop diversification projects, 2 were food processing projects and 2 were manufacturing projects.

<sup>4</sup> Of the 4 projects that employed 50 or more seasonal employees, 3 were related to crop diversification and 1 was related to tourism.

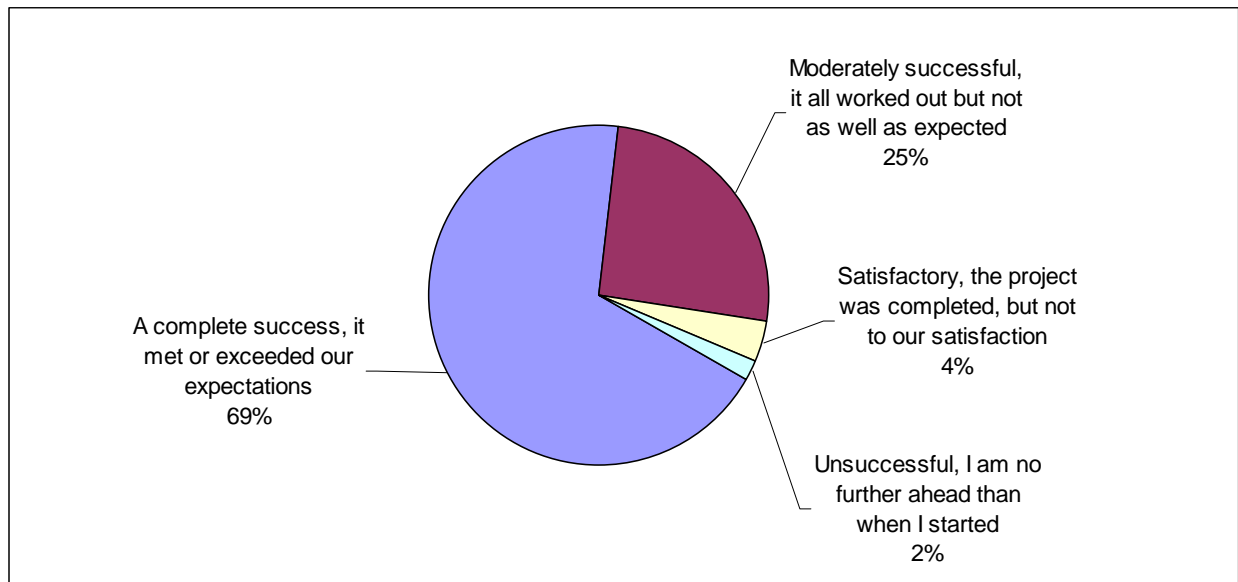
**Table 9: Total Combined Sales for Projects Pre and Post CTP Funding**

County	Business Sales Prior to CTP Funding (2006)		Business Sales After CTP Funding (2008)	
	# of projects	\$	# of projects	\$
Brant	2	177,000	3	916,000
Elgin	5	1,925,000	6	3,405,000
Norfolk	20	24,951,455	27	103,503,351
Oxford	0	0	1	599,450
Total	27	27,053,455	37	108,423,801

### 3.2 Feedback from CTP Projects

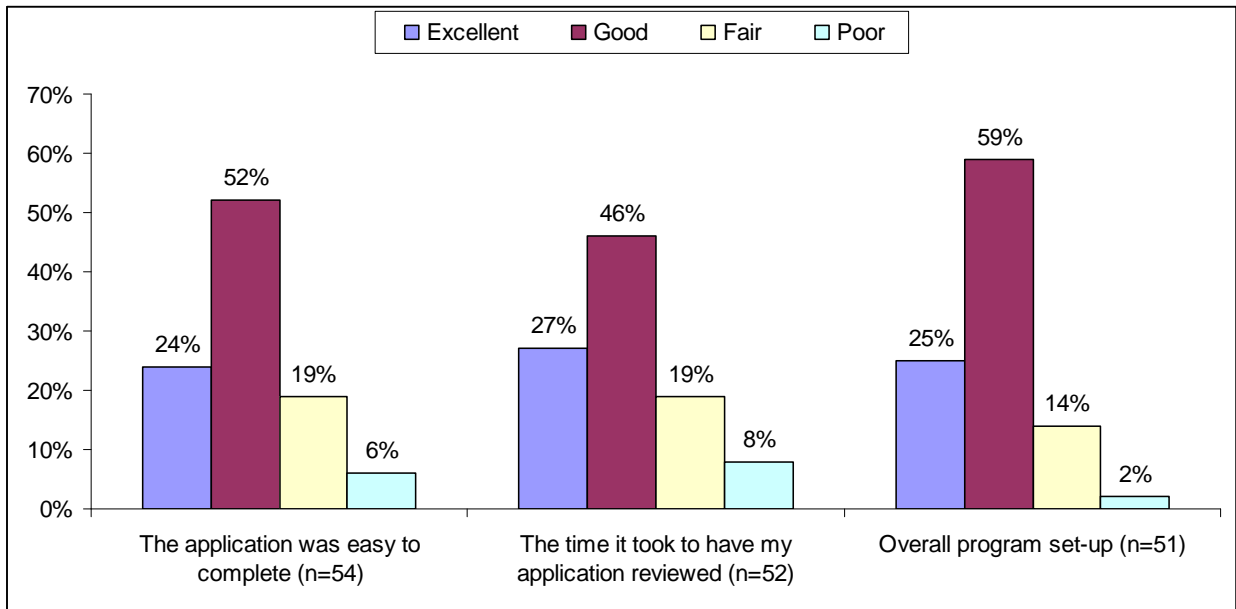
A total of 54 projects responded to the feedback survey. The majority of respondents (69%) considered their CTP project to be a complete success while a further 25% indicated that their project was moderately successful (Figure 1).

**Figure 1: Level of Success from the Perspective of the Projects (n=51)**



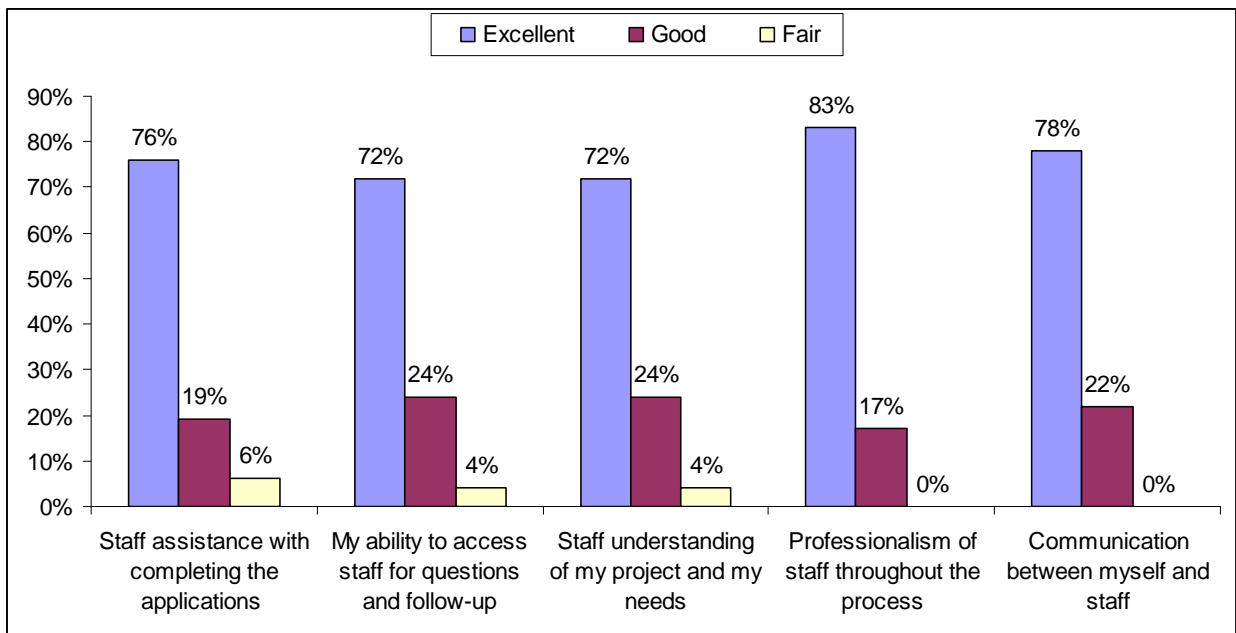
The large majority of respondents (84%) indicated that they were satisfied with the overall program structure (i.e. reported that the program structure was excellent or good). The majority of the respondents also indicated that they were satisfied with application process (74%) and the time it took to have their application reviewed (73%) (Figure 2).

**Figure 2: Assessment of the CTP Program**



About 50% of the participants reported that one of the most important features of the program was the helpful guidance and assistance provided by CTP staff. The large majority of respondents (96%+) indicated that they were satisfied with the services and assistance provided by CTP staff (i.e. reported that the service / assistance was excellent or good). Respondents were especially pleased with the quality and amount of communication they had with CTP staff and the level of professionalism shown by staff (Figure 3).

**Figure 3: Assessment of the CTP Program Staff (n=54)**



Another important feature was the flexibility the program offered in allowing participants to adjust their business plans as the projects progressed (e.g. changing the timing of purchases).

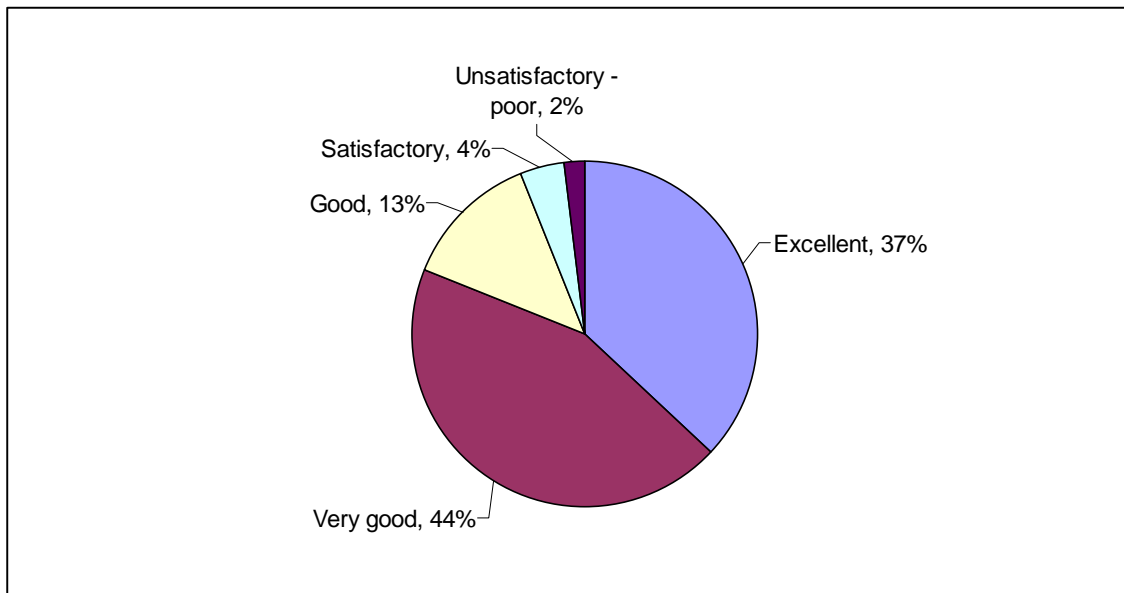
Other important features of the program commonly identified by participants include:

- the provision of timely payments once projects are approved for funding;
- the provision of funding for existing as well as new enterprises; and
- the provision of funding for different sectors of the economy.

Features of the program that could be improved include reducing the amount of time it takes to review applications and return comments (and/or a decision to the applicants) and ensuring that funds are quickly released to projects upon the completion of milestones. A small number of participants also indicated the need for a more clearly defined and simplified application form and process (e.g. description of eligible projects, reduced paperwork).

With respect to overall impressions, 81% of the respondents indicated that the CTP program is excellent or very good while a further 17% indicated the program is good or satisfactory. Only 2% of the respondents felt that the program was unsatisfactory (Figure 4).

**Figure 4: Overall Impression of the CTP Program (n=52)**

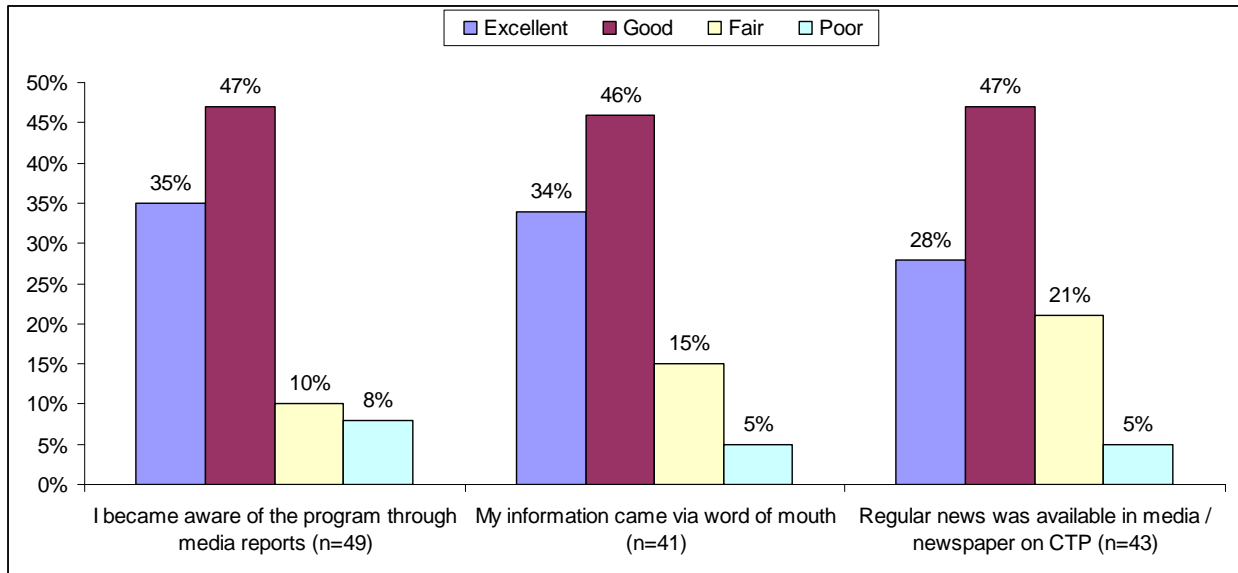


### ***Community Perception / Awareness***

The large majority of respondents indicated that media reports (82%) and regular news provided through newspapers and other media (75%) were effective ways to help raise awareness of the CTP program. The majority of respondents (80%) also indicated that 'word of mouth' was an effective way to learn about the program (Figure 5).

However, a number of participants indicated that there was some initial confusion about the purpose of the program and the intended target group. For example, some people believed the program was intended for tobacco farmers.

**Figure 5: Assessment of the CTP Program Promotion**



### 3.3 Feedback from Unsuccessful CTP Applicants

A total of 12 unsuccessful CTP applicants reported on their experience with the program. Most of the proposed projects were related to crop diversification (5) and business expansion (4) activities. Eight of these projects proceeded without the benefit of receiving CTP funds but in most cases they proceeded on a smaller scale and/or on a slower timeline. In several cases the unsuccessful applicants were able to find alternate funding partners/sources (e.g. commercial banks, government organizations, non-government organizations, and other investors).

Most of the unsuccessful applicants (8) reported that they were satisfied with the eligibility requirements of the CTP program, the simplicity of the pre-proposal application, and the time it took to have their proposal reviewed by CTP staff. However, only 5 of the unsuccessful applicants were satisfied with the assistance provided by CTP staff. With respect to the full application process, most of the unsuccessful applicants viewed the process and information needs as being overly complex. Despite being turned down for CTP funding, 3 of the 12 unsuccessful applicants reported that they would recommend the program to someone else.



#### 4.0 SUMMARY / CONCLUSIONS

The Phase 2 Evaluation involved an exit survey of all 74 projects that were funded by the CTP program. The survey examined the economic outcomes (e.g. jobs and sales) that have resulted from the projects up to the end of 2008. A separate feedback survey was administered to the projects and examined the extent to which the recipients were satisfied with the CTP application and review process as well as the funding delivery process. A small survey of unsuccessful CTP applicants was also conducted to gain their insights on the CTP program and determine the outcomes of their proposed projects.

The large majority of program recipients (90%) considered their CTP project to be a complete or moderate success and the economic impacts associated with the projects supports this view.

The CTP program was very successful in leveraging additional investment in the local economy. The 74 projects invested a total of \$260 million in addition to the \$14.8 million they received through the CTP program. On average, each dollar of CTP funding generated an additional \$17 in investment from the project recipients.

A key economic outcome associated with the CTP program is **employment**. A total of 1,386 permanent jobs were created or maintained by the CTP program between 2006 and the end of 2008. This includes 357 full time jobs, 218 part time jobs, and 811 seasonal jobs. Approximately 62% of the full-time jobs created by the CTP program were linked to a single manufacturing and training project (Toyotetsu).

When the part time and seasonal jobs are converted to full time equivalent jobs, the total number of full time jobs amounts to 669 which translates into \$18,908 invested by CTP per job maintained or created.

Another direct economic impact of the CTP program is the **employment payroll**. The total payroll for the 60 CTP projects that provided data amounted to \$94.5 million in 2008. The majority of this value (\$81.4 million) was related to the Toyotetsu project. The total annual payroll of the 30 businesses/organizations that were operating prior to the start of the CTP program was \$7.4 million. If we deduct this amount from the total payroll reported in 2008 the net overall increase in payroll amounts to \$87.1 million.

**Sales** represent another key economic outcome associated with the CTP projects. The total sales for the 37 projects that provided data amounted to \$108 million in 2008. The total annual sales of the businesses/organizations that were operating prior to the start of the CTP program were \$27 million. If we deduct this amount from the total sales reported in 2008 the net overall increase in sales amounts to \$81 million.

Although indirect economic benefits were not examined as part of this study, the CTP projects supported jobs and generated sales in the wider economy through the purchases of inputs such as construction materials and services, equipment, farm supplies, office supplies, packaging materials, marketing services, trucking services, etc.

The CTP program also contributed to economic diversification. With respect to the agriculture sector, the CTP program assisted tobacco and other farm operations transition to alternative crops. The program also assisted in the establishment or expansion of agri-related (e.g. food and farm product processing, agri-tourism) and non-agri-related (e.g. manufacturing, tourism) enterprises.

## **5.0 RECOMMENDATIONS**

The following recommendations reflect actions for enhancing the design and delivery of the program in future applications. These recommendations should be taken into consideration along with the set of recommendations contained in the Phase 1 Evaluation report.

### **1. Provide more detailed instructions and examples of the content that is required in the pre-proposal and full proposal applications.**

While some applicants found the application process to be straightforward, others identified the need for providing more detailed (step by step) instructions for both the pre-proposal and full proposal applications. Providing examples of the content and the level of required detail could also serve to address these concerns.

### **2. Establish a series of time periods (intake periods) for the submission of applications and monitor the returns to determine if a second or third call for applications is required based on the availability of funds.**

This recommendation supports a recommendation from the Phase 1 Evaluation which calls for the establishment of intake periods for pre-proposal applications. This approach would limit the potential for receiving a large surplus of applications and also help CTP staff to more efficiently manage the caseload and reduce the wait time for recipients to receive their grant. For example, the program could be structured around a two week application intake period. All of the applications submitted during the intake period would be processed before announcing the next application intake period.

### **3. Reduce the wait time between the time the full proposal is submitted and the time that PAC reviews the proposal and makes a decision.**

Time delays represented one of the greatest areas of frustration for applicants. The establishment of intake periods as identified in the previous recommendation should help to address this issue. Program coordinators could also consider hiring additional CTP staff to process the applications as well as conducting PAC meetings more frequently (e.g. twice a month) to review applications.

**4. Ensure that project milestones and the delivery of CTP funds can be realigned in the event that a project experiences delays and/or needs to reschedule planned activities.**

Project timelines and milestones are sometimes impacted by external and /or unforeseen events. CTP recipients must take responsibility for constantly monitoring their project timelines and advising CTP staff of any changes that could impact the completion of milestones. Once advised of a timeline / milestone issue, CTP staff should work with the recipient to realign the milestones to ensure that the project has access to the CTP funds in a timely manner.

**5. Develop a more comprehensive market impact assessment process.**

Successful and unsuccessful applicants alike are interested in seeing a more comprehensive market impact/competition assessment process. The current CTP market impact approach requires the applicant to include confirmation of the market and related growth trends and PAC has the authority to request additional market impact information if it feels the information in the application is insufficient. Several market impact assessment studies were completed at the request of PAC. The cost of these studies was split between the program and the applicant with mutually agreed upon consultants. In cases where PAC determines that the market impact analysis provided by the applicant is inadequate, a 3<sup>rd</sup> party analysis should be mandatory.

**Appendices**

## Appendix A: CTP Exit Survey

**Identification Number:** \_\_\_\_\_

**Survey Date:** \_\_\_\_\_

**Grant Amount:**                 \$\_\_\_\_\_

**County:**

(check the appropriate county)

- Brant
- Elgin
- Norfolk
- Oxford

**Project Category:**

(check the appropriate category and subcategory)

- Sustainable, Diversified Economy
  - Crop Diversification
  - Food Processing
  - Manufacturing
  - Business Expansion
  - Tourism/Agri-Tourism
  
- Community Capacity for Growth
  - Economic Development Initiatives
  - Capital – Infrastructure
  
- Human Capacity to Change
  - Skilled Trades & Industrial Training
  - Social & Economic Counselling

**Breakdown of Use of CTP Grant Money**

Equipment	\$ _____	_____ %
Capital Costs – new building construction	\$ _____	_____ %
Capital Cost – Infrastructure for municipalities	\$ _____	_____ %
Capital Costs – building renovations	\$ _____	_____ %
Labour Expenses	\$ _____	_____ %
Research & Development	\$ _____	_____ %
Marketing and promotions	\$ _____	_____ %
Professional Fees	\$ _____	_____ %
Licensing and Permits	\$ _____	_____ %
Crop inputs, plants, fertilizer, etc.	\$ _____	_____ %
Training	\$ _____	_____ %
Other	\$ _____	_____ %
<b>Total</b> (equals total CTP Grant received)	\$ _____	_____ %

**Leveraging \$**

CTP Grant Amount	\$ _____
Applicant's Contribution	\$ _____
Gross Receipts	\$ _____

Total Investment in the Project as identified by the Applicant (Total Project Cost) \$ \_\_\_\_\_

**CTP Payroll Statistics**

- A. Annual estimated payroll prior to CTP Grant (baseline) 1 \_\_\_\_\_
- B. Annual payroll estimated in 2008 2 \_\_\_\_\_
- C. Increase in payroll (B-A) 3 \_\_\_\_\_

**Job Creation**

- Number of Full-time jobs the project created: \_\_\_\_\_
- Number of Part-time jobs the project created: \_\_\_\_\_
- Number of Seasonal jobs the project created: \_\_\_\_\_
- The number of seasonal jobs filled by off-shore workers: \_\_\_\_\_
- The number of seasonal jobs filled by local workers: \_\_\_\_\_

**Total Sales**

Total sales data represents an important source of information in helping us to develop a general profile of the different size of businesses that participated in the program. I'd like to ask you about your total gross sales – please note we are interested in your gross sales and not your net sales.

If your CTP project was used to support an existing business, what were the total gross annual sales (before taxes) of the business for the year end prior to initiating your CTP project? \$ \_\_\_\_\_

What were your total gross sales (before taxes) in 2007? \$ \_\_\_\_\_

What were your total gross sales (before taxes) in 2008? \$ \_\_\_\_\_

**Project Success**

(Check the following which best applies)

- \_\_\_ The project proceeded as planned and all milestones were met
- \_\_\_ The project proceeded with minor changes, project was fully funded
- \_\_\_ The project proceeded, but was not fully funded due to reduction in costs
- \_\_\_ The project proceeded but was not fully funded due to problems
- \_\_\_ The project was not completed

Additional Comments: \_\_\_\_\_

## Appendix B: CTP Feed Back Survey

My/our project was:

(Check the following which best applies)

- A complete success, it met or exceeded our expectations
- Moderately successful, it all worked out but not as well as expected
- Satisfactory, the project was completed, but not to our satisfaction
- Unsuccessful, I am no further ahead than before I started

Additional comments about your project:

---

	Excellent	Good	Fair	Poor
<b><u>Program</u></b>				
The application was easy to complete:	1	2	3	4
The time it took to have my application reviewed:	1	2	3	4
Overall program set-up:	1	2	3	4

Elements I liked about the CTP Program:

---

Elements of the CTP Program which could be improved:

---

	Excellent	Good	Fair	Poor
<b><u>Staff</u></b>				
Staff assistance with completing the applications:	1	2	3	4
My ability to access staff for questions and follow-up:	1	2	3	4
Staff understanding of my project and my needs:	1	2	3	4
Professionalism of staff throughout the process:	1	2	3	4
Communication between myself & staff:	1	2	3	4

Comments regarding CTP staff:

---

	Excellent	Good	Fair	Poor
<b><u>Public Perception</u></b>				
I became aware of the program through media reports:	1	2	3	4
My information came via word of mouth:	1	2	3	4
Regular news was available in media/newspaper on CTP:	1	2	3	4

Overall this is what I think the public perception is of CTP:

---



## **General Feedback**

I would recommend that if a similar program were introduced in the future the following should be changed:

---

I would recommend that if a similar program were introduced in the future the following should remain the same:

---

If you were to give the CTP Program an overall rating what would it be?  
(Check the following which best applies)

- Excellent
- Very Good
- Good
- Satisfactory
- Unsatisfactory - Poor
- Poor – Bad

## Appendix C: Unsuccessful Applicant Survey

Dear Ms./Mr. \_\_\_\_\_

The Ontario Association of Community Futures Development Corporations (OACFDC) and the Community Transition Program (CTP) are conducting an evaluation of the CTP program to better understand which elements of the program worked well and which areas could be improved.

We are equally interested in learning how well the application process worked from the perspective of applicants who had their projects approved as well as applicants who did not have their projects approved and applicants who were approved but decided not to pursue their project at this time.

Harry Cummings and Associates (HCA) have been contracted by OACFDC and CTP to conduct the evaluation.

We would appreciate it if you could take a few minutes to complete the attached questionnaire and return it to HCA by **email** at [hca@web.ca](mailto:hca@web.ca) or **fax** at 519-821-0202.

Your participation in this survey is very important to us. The information you provide through this survey will be kept strictly confidential and will be compiled with the responses from other program participants to produce a summary report. The information you provide will be returned directly to HCA and no individual responses or personal identifiers will be shared with OACFDC / CTP or disclosed in the final report. You may choose not to answer this survey or individual questions.

Should you have any questions about the survey and/or how the information will be used, please contact:

Don Murray, Harry Cummings and Associates  
Ph. 519-823-1647 / [hca@web.ca](mailto:hca@web.ca) or [donald\\_787@hotmail.com](mailto:donald_787@hotmail.com)

If you have questions about the CTP program please contact John Klunder, CTP Regional Coordinator at 519-426-6147 or [ijklunder@communitytransition.com](mailto:ijklunder@communitytransition.com)

Thank you for participating in this important initiative.

Respectfully,  
Don Murray, Harry Cummings and Associates

Attachment

## Program Application Process

The CTP program involved two applications. The **pre-proposal application** was a short 3-4 page document in which the applicant was asked to provide an overview of their project including the title and location of the project, the estimated start and completion dates, a description of the nature and intent of the project; the relevance of the project to the funding principles and priorities, the anticipated benefits to the community, and the budget summary.

If the pre-proposal was approved, the applicant was then asked to complete a **full proposal application**. This application required more detailed information on the nature of the project and its future potential including project impacts and economic benefits. The full proposal also requested a market analysis and marketing plan, a financial overview, and various supporting documents (e.g. letters of support, proof of ownership, tax return for previous year, etc.)

1. Please indicate the extent to which you **agree** or **disagree** with each of the following statements in relation to the CTP application process. Check the appropriate box for each statement based on your experience with the CTP application process.

	<i>Strongly agree</i>	<i>Somewhat agree</i>	<i>Neutral</i>	<i>Somewhat disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
<b>Eligibility requirements...</b>						
A. The eligibility requirements of the program were easy to understand.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Pre-proposal application...</b>						
B. It was <b>difficult</b> to complete the <b>pre-proposal application</b> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. CTP staff were helpful in completing the <b>pre-proposal application</b> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. My <b>pre-proposal application</b> was reviewed by CTP staff in a timely manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Full proposal application...</b>						
E. It was <b>difficult</b> to complete the <b>full application</b> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. CTP staff were helpful in completing the <b>full application</b> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. My <b>full application</b> was reviewed by the Project Approval Committee in a timely manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<i>Strongly agree</i>	<i>Somewhat agree</i>	<i>Neutral</i>	<i>Somewhat disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
<b>Application and decision process in general...</b>						
H. The program application process should be designed differently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. The decision making process for approving projects should be designed differently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Do you have any suggestions for improving the program application process?

3. Do you have any suggestions for improving the decision making process that was used for reviewing and approving projects?

4. Would you recommend the CTP program to someone else based on your experience with the application process?

Yes       No       Unsure

5. Which one of the following categories best describes how you would have used the CTP funding had your project been approved?

To help establish a new business.

To help expand an existing business.

To help maintain an existing business.

Other, please specify: \_\_\_\_\_

6. Could you briefly describe the main activities / production / services that you proposed as part of your project/business? For example, what types of new and or expanded goods/services did you plan to provide as a result of your project/business.

7. Did you ultimately continue with your plans to develop and implement your idea/project without the funding from the CTP program?

- Yes - go to the next question #8
- No – go to end of survey

8. To what extent did your project/business proceed without the funding from the CTP program? Please review the following list and check all that apply - more than one response is appropriate.

- It proceeded but with a different focus on the type of production/services.
- It proceeded but on a different timeline.
- It proceeded but on a smaller scale.
- It proceeded but in a different community or location.
- It proceeded but with a different funding arrangement/partners.
- Other, please elaborate: \_\_\_\_\_

9. Were you able to obtain alternative funding for your project/business?

- Yes - please review the following list and check the relevant agencies/sources where you accessed funding
- No

- 
- Credit Union
  - Commercial bank
  - Community economic development agency (e.g. Community Futures)
  - Trust Company
  - Family members or friends
  - Government grant
  - Other, please specify: \_\_\_\_\_
- 

**Thank you for your participation!**