



**[ANNEX A to the report entitled “*Infrastructure Stimulus Fund – Survey of Recipients*”]**

**FINAL REPORT**

# **INFRASTRUCTURE STIMULUS FUND (ISF) PROGRAM STUDY**

**Prepared for the Office of the Parliamentary Budget Officer**

**September 2010**

***Phoenix SPI is a ‘Gold Seal Certified’ Corporate Member of the MRIA***



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## EXECUTIVE SUMMARY

The Office of the Parliamentary Budget Officer (PBO) commissioned Phoenix SPI to conduct a survey to help evaluate the impact of the Infrastructure Stimulus Fund (ISF). The survey took the form of a census, in which all eligible organizations were invited to participate. Eligible organizations were largely municipal governments, but included provincial/territorial governments and other organizations (e.g. not-for-profit community groups) that received funding under the ISF. Individual respondents were organizational representatives with hands-on knowledge and responsibilities related to the ISF-funded project(s) undertaken by their organization.

A placed-mail methodology was used to conduct this survey, where initial contact with potential respondents was made by telephone, followed by email/fax distribution and collection of the questionnaires. Fieldwork took place between June 8<sup>th</sup> and August 3<sup>rd</sup>, 2010. In total, 644 questionnaires were completed, out of a population of 1,129 organizations. This represents a strong response rate of 57%. If this were a random sample survey, the overall results could be considered accurate to within  $\pm 2.2\%$ , 19 out of 20 times (finite population factor applied). The data were weighted to ensure that the results are representative of the distribution of ISF-funded organizations and ISF projects.

### Perceptions of the Timing and Operations of ISF Administration

Respondents expressed mixed and generally moderate levels of satisfaction with various aspects of ISF administration. They were most likely to be satisfied with the process leading from ISF project approval to the construction start date (65%) and with the timing of the project approval processes (63%). A small majority (53%) expressed satisfaction with the environmental impact approval process for ISF projects, while fewer than half (42%) were satisfied with the timing of fund transfers for ISF projects from higher-level governments. Dissatisfaction was highest with respect to timing issues – the timing of project approval processes (21%) and the timing of fund transfers from higher-level governments (18%). Respondents rated their degree of satisfaction using a 7-point scale (1 = extremely dissatisfied, 7 = extremely satisfied).

When asked for suggestions to improve the ISF application and/or approval processes, most respondents (62%) had none to offer. Suggestions that were made tended to focus on timing-related issues, including calls for a quicker/more efficient approval process (14%), more time to submit an application or ready a project (8%), a shorter timeframe between approval and the receipt of funds (4%), and granting approval before the beginning of construction season (3%). The only other suggestion offered with any frequency was to provide more information/ensure better communication in general (8%).

### Perceptions of the Impacts of ISF Projects

Most organizational officials attributed positive impacts to ISF funding in four of the six areas examined, although the proportion that did so varied considerably. The large majority (87%) think ISF funding has increased the general welfare of their community. As well, approximately two-thirds (69%) think it has increased the environmental quality of the community, while over half think it has decreased the infrastructure deficit of their municipality/organization (58%) and increased earned income in the community (56%). The perceived impact of ISF funding on unemployment was mixed, with one-third saying it has decreased unemployment, 21% saying it has increased it, and 43% thinking it has had no impact in this area. Finally, 62% felt that ISF funding has had no impact on prices

in the construction sector and related sectors, while most of the rest (29%) think it has increased prices in these sectors.

ISF funding was generally seen as having an impact on both the timing and size of infrastructure projects. Compared to what would have been the case in its absence, ISF funding and rules were much more likely to be seen as speeding up projects (86%) than delaying them (10%), while nearly two-thirds (65%) think they caused some projects to be larger. In addition, fully 86% think that ISF funding and rules have had a positive impact on their organization's prioritization/planning process in terms of capital expenditures.

Most respondents think the completion deadline imposed by ISF has had no net impact in any of the six areas examined: the general welfare of their community, unemployment levels in the community, earned income in the community, the environmental quality of the community, prices in the construction sector and related sectors, and the infrastructure deficit of their municipality/organization. The size of the majority ranged from 68% in relation to the impact on unemployment to 51% in relation to the impact in the infrastructure deficit.

In all but one of these areas, those who did see an impact of the ISF completion deadline were much more likely to view it as positive than negative. This included increasing the general welfare of the community (36%) rather than decreasing it (9%), increasing its environmental quality (35%) rather than decreasing it (5%), increasing earned income in the community (28%) rather than decreasing it (3%), decreasing the infrastructure deficit of the municipality/organization (34%) rather than increasing it (11%), and decreasing unemployment levels in the community (20%) rather than increasing them (9%). In terms of construction costs, respondents were much more likely to think that the ISF completion deadline increased prices in the construction and related sectors (31%) rather than decreased them (5%). However, unlike other areas, it is not entirely evident in this area that one of these impacts is clearly positive and the other is clearly negative.

Other findings include the following:

- 55% of respondents said that over half of the ISF activity in their community primarily involved the renewal of infrastructure as opposed to the creation of new infrastructure. Moreover, 41% said that all ISF activity in their community involved infrastructure renewal (compared to 14% who said no ISF activity focused on this).
- 50% think that ISF funding and rules have had no affect on the likelihood of certain types of projects occurring in future. That said, 44% think they make certain types of projects more likely in future, while 9% think they make certain types of projects less likely in future (multiple responses accepted).
  - ⇒ Projects identified as more likely to occur in future were reconstruction, renovation, or continuation projects, water system, wastewater, or sewage projects, roads, pavement or bridges, projects described as large and/or expensive, building-related projects, and parks or recreational projects.
  - ⇒ 78% who felt that ISF funding/rules made certain types of projects less likely in the future did not provide descriptions of these projects.
- 70% felt that ISF funding likely decreased some maintenance costs of pre-existing infrastructure in the future. Relatively few (9%) felt that it likely increased such costs, while 22% felt it likely had no impact on such costs

- 66% felt that no types of infrastructure projects were systematically disadvantaged by the rules and selection process associated with the ISF. That said, 27% felt that certain types of projects were disadvantaged.
  - ⇒ Projects identified as being systematically disadvantaged included projects that require more lead time (26%), water system or wastewater projects (20%), projects related to roads, pavement, or bridges (18%), large-scale or long-term projects (15%), and high priority projects (11%).
- The largest proportion of respondents (42%) estimated that 26-50% of ISF expenditures will go to the salary and wages of people working on the ISF project(s) (excluding people in the respondents' organization). Approximately one in ten think that more than half of their ISF expenditures will go to this, while 38% think it will be 25% or less.
- Most of the work on ISF-funded projects was (or will be) conducted by local workers. More specifically, approximately half (53%) of the work was or likely will be completed by employees outside the community but within the province, while 44% was or will be done by workers within the community itself. Very little of the work was or will be performed by workers out of province (2%) or from outside the country (1%)<sup>1</sup>.
- 69% anticipate no change in unemployment levels in their community during the year after ISF-funded activity concludes. Conversely, 21% anticipate a rise in unemployment, while 8% anticipate a decline in unemployment.
  - ⇒ The large majority (84%) of those who anticipate a rise in unemployment link this to the end of ISF projects or their spinoffs; 60% of those who anticipate a drop in unemployment also link this to the end of ISF projects, while 40% link this to other factors.
- 71% anticipate no change in earned income levels in their community during the year after ISF-funded activity concludes. Nearly one in five (19%) anticipate a drop in earned income, while 6% anticipate a rise in earned income in their community.
  - ⇒ 56% of those who anticipate a rise in income levels link this to the end of ISF projects, while 44% relate it primarily to other causes. Conversely, 81% of those who anticipate a drop in income levels link this to the end of ISF projects.

### Project-Specific Issues

Identified below are characteristics of specific ISF projects. The specific project that each respondent was asked to focus on was randomly selected and was identified on the first page of his/her questionnaire.

- Projects were most likely to have been submitted for formal approval between January and June, 2009 (43%), or July and December, 2009 (33%). Sixteen percent did not identify a formal submission date.
- Projects were most likely to have been approved between January and June, 2009 (34%), or July and December, 2009 (40%). Most of the remaining projects (9%) were approved between January and June, 2010. Sixteen percent did not identify an approval date.

<sup>1</sup> Based on means scores.

- The construction start date for these projects was most likely to be between January and June, 2010 (41%). Construction on most of the other projects began between July and December, 2009 (22%). Nearly one-third (31%) did not identify the construction start date.
- The number of person years of employment directly supported by expenditures on specific ISF projects varied considerably. The largest single proportion (22%) indicated that no person years of employment were directly supported by expenditures on their specific ISF project. One-third identified numbers of person years ranging from 2 to 10, while almost one in five (19%) identified numbers exceeding 10 person years. In total, 18% did not provide an estimate.
- The average annualized gross pay for one of the positions associated with specific ISF projects also varied. Almost one-third (31%) identified salaries that ranged from \$40,000 to just under \$60,000, while almost as many (28%) identified salaries of \$60,000 or more. Many respondents (38%) did not provide a response.
- The large majority of respondents (83%) indicated that 100% of the specific ISF projects they were asked to focus on involves purely public infrastructure. Relatively few (8%) involve infrastructure that might predominately benefit a particular private (profit or non-profit) organization.
- 55% think that ISF funding helped advance the implementation of the project they were asked to focus on in this section. Beyond that, however, the perceived impact on the timing of the project varied – 17% felt it was advanced by over two years, 21% by 19-24 months, and 17% by up to 18 months. Just over one-third (35%) did not provide a response.

#### Suggestions to Improve Policy Administration

Respondents were asked to offer suggestions to improve various procedures of ISF-type projects, and to link them to the level of government that they think would be most closely connected with the suggested changes – federal, provincial or municipal.

A majority of respondents (53%) did not offer any suggestions for changes in **administrative procedures** linked specifically to the federal government. The suggestion offered most often was to implement an approval process that is quicker and/or more efficient (13%). This was followed by the suggestion that there be less demanding reporting requirements (9%), and that more information be provided or having better communication in general (7%). Suggested changes in administrative procedures linked to provincial and municipal governments were similar to those connected with the federal government. However, two-thirds of respondents offered no suggestions to improve administrative procedures linked specifically to provincial governments, while 89% offered no suggestions to improve administrative procedures linked to municipal governments.

Suggestions regarding **planning procedures to optimize economic stimulus impact** were relatively limited and identified by small numbers. No suggestion was identified by more than 6% of respondents, and suggestions were similar regardless of the level of government involved. Suggestions included an approval process that is quicker and/or more efficient, providing ongoing funding for long-term planning and development, providing more flexibility on project start and end dates, providing more information or better communication in general, allowing more flexibility in the allocation of funds, expanding eligibility to different types of projects, and providing advanced funding to help



planning and design processes. The proportion of respondents who did not provide feedback on this issue was 74% for suggestions for the federal government, 83% for provincial governments, and 92% for municipal governments.

Suggestions that were offered concerning **how ISF-type project impacts are determined or measured** include an approval process that is quicker and/or more efficient, trying to measure improvements in quality of life, decreases in overall costs, and decreased deficits. The vast majority of respondents offered no suggestions concerning this (87% for the federal government, 92% for provincial governments, and 96% for municipal governments).

In terms of **improving the speed or nature of the economic impact** of the ISF program, implementing a faster and/or more efficient approval process was the suggestion offered most often (17%). Much lower, but almost equal numbers (6-7%), suggested providing more flexibility on project start and end dates, allowing more flexibility in the allocation of funds, expanding eligibility to different types of projects, and providing ongoing funding for long-term planning and development.



## INTRODUCTION

The Office of the Parliamentary Budget Officer (PBO) commissioned Phoenix Strategic Perspectives Inc. to conduct a survey to help evaluate the impact of the Infrastructure Stimulus Fund (ISF).

### Background and Objectives

The ISF (Infrastructure Stimulus Fund) was put in place by the Government of Canada as a counter-cyclical measure to address the recent economic downturn. It was intended to fund projects that could be implemented quickly in order to provide a near-immediate stimulus to the economy. It involves the federal government sharing in the costs of appropriate infrastructure projects, either with a provincial-territorial government or in a threefold manner involving the federal, provincial-territorial, and municipal governments. The timeframe for this cost-sharing program encompasses the 2009-2010 and 2010-2011 fiscal years. At this time, it is intended that all sharable project expenditures must be expended before March 31, 2011.

There are many ways in which a program of this kind can be analysed and assessed. The primary concern of the Office of the Parliamentary Budget Officer (PBO) was phrased in the following manner: *“If Parliament was asked to approve a similar program today, how and when would economic activity attributable to this program reach the regular economy?”* In order to answer this question in a timely and useful manner, PBO wanted to undertake a survey of officials involved in administering ISF projects, where data from the survey would be combined with data from the ISF master administrative database.

### Research Design

This was a census survey – i.e. all eligible organizations were invited to participate. The total number of completed questionnaires was 644, out of a total population of 1,129 organizations. If this were a random sample survey, the overall results could be considered accurate to within  $\pm 2.2\%$ , 19 out of 20 times (finite population factor applied).

The specific elements of the methodology are described below:

- Placed-mail methodology was used for this study, where initial contact with potential respondents was made by telephone, followed by email or fax distribution/collection of the questionnaire.<sup>2</sup>
- A questionnaire that had been developed for PBO was reviewed and revised by Phoenix (in consultation with PBO) in advance of the pre-test. Modifications to the questionnaire focused on streamlining it to reduce response burden to help maximize the response rate (i.e. it was not reviewed for substantive changes).
- Two separate formats for the questionnaire were developed and used for this survey: 1. an email form that could be completed and returned electronically, and 2. a fax version that could be completed by hand and returned by mail or fax.

<sup>2</sup> Telephone was considered the best method for establishing initial contact with officials because it enabled us to pro-actively ‘recruit’ participants to take part in the study, ensure that the recruited person is among the best placed in the organization to provide the needed information, and afforded potential respondents the opportunity to ask questions about it. That said, given the type of information that was collected, some of which was factual and detailed, telephone data collection was not appropriate, nor cost-effective. For this reason, a self-administered questionnaire was distributed and returned by fax/email. This enabled respondents to better reflect on the issues being explored, refer to infrastructure project files, as needed, and circulate the questionnaire or discuss certain questions with colleagues, again as needed.

- The pre-test of the questionnaire consisted of five cognitive interviews, three in English, two in French. Pre-test participants were recruited with PBO involvement and support. Once recruited, participants were sent the questionnaire and asked to complete and return it by fax or email. Upon completion of the questionnaire, participants took part in a debrief phone interview that explored their perceptions of the questionnaire (e.g. clarity, structure). As a result of the pre-test, a number of changes were made to the questionnaire.
- In advance of the fieldwork, considerable effort was expended to ready the sample. This involved reviewing and working with a number of different lists, including filling in missing information, dealing with duplicates, etc. Work undertaken for the sample preparation and sampling methodology is described in a detailed note appended to this report. In addition, one section of the questionnaire asked respondents to focus on a specific ISF project undertaken by their organization. As such, the sampling methodology involved the identification of the project to be referenced to potential respondents (if their organization undertook more than one ISF project). Information on this is also included in the appended sampling note. The table below provides a snapshot of the sample:

	<b>Overall</b>
Number of ISF projects	3,913
Number of unique organizations	1,129

Organizations included in this survey were largely municipal governments, but included provincial/territorial governments and other organizations (e.g. not-for-profit community groups) that received funding under the ISF. Individual respondents were organizational representatives with hands-on knowledge and responsibilities related to ISF-funded projects undertaken by their organization.

- In advance of the data collection, a notification letter (drafted by Phoenix and approved by PBO) was sent by PBO to advise potential respondents of the research. The letter identified the purpose of the survey, offered assurances of confidentiality, encouraged participation, introduced Phoenix as the firm hired to conduct the study, and provided contact information for someone at PBO who could validate the study and answer questions about it. To maximize its effectiveness, this letter was signed by Kevin Page, the Parliamentary Budget Officer, was printed on official PBO letterhead, was personally addressed, and was sent by mail. This letter was referenced when potential respondents were contacted by phone to secure their agreement to participate. If they could not recall the letter, it was re-sent to them by fax or email.
- The data collection for this study was conducted in essentially two phases due to the need to obtain additional information for parts of the sample, including for most of the organizations in Quebec (but not only these organizations). Fieldwork for the study began on June 8<sup>th</sup> and ended on August 3<sup>rd</sup>.
- As noted, potential respondents were initially contacted by telephone to secure their agreement to participate in the survey. All phone calls were in French or English. Once agreement was secured, a cover letter and the questionnaire were sent to potential respondents. Two versions of the cover letter were used, depending on the version of the questionnaire that was sent out (i.e. electronic

version versus mail/fax version). The cover letters provided information to aid in the completion of the questionnaire, identified the deadline date, identified the specific ISF project that was selected for that part of the questionnaire, and provided contact information for a person at Phoenix should the respondent have any questions or encounter any difficulties.

- Referrals were accepted during telephone recruitment if there was someone in an organization that was better placed than the person on the contact list to provide feedback on ISF projects undertaken by the organization (i.e. had more hands-on involvement in ISF project[s]).
- As a reminder regime, two reminders were sent to potential respondents, the first approximately one week before the deadline for survey completion, the second approximately one week following the survey deadline.
- The data were weighted to ensure that the results are representative of the distribution of ISF-funded organizations and ISF projects<sup>3</sup>.
- Sponsorship of the study was revealed (i.e. PBO).

### Calculation of Response Rate

The two tables below present information on the response rate for this study. The first table presents call disposition information for the telephone recruitment phase of this study, including calculation of the response rate for this portion of the study (using the formula put forward by MRIA, the survey research industry association in Canada). As can be seen, few individuals that were contacted (1.52%) declined to take part in the survey.

The second table identifies the conversion rate for recruited participants; that is, the proportion of potential respondents who said they would complete the questionnaire that actually did complete and return the questionnaire. This information is provided separately for Quebec and the rest of Canada. The conversion rate in Quebec is significantly lower than that for the rest of the country primarily because many of the ISF-funded projects in that province were not yet advanced enough in terms of implementation (at the time of the survey's data collection) for the potential respondent to provide meaningful feedback.

The overall response rate for this study is 57%.

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<sup>3</sup> A detailed note on the weighting of data is provided under separate cover as part of analysis undertaken by Dr. Scott Bennett.

1. Telephone Recruitment Call Disposition:

<b>Total Numbers Attempted</b>	<b>1129</b>
<b>Out-of-scope – Invalid</b>	<b>9</b>
<b>Unresolved (U)</b>	<b>0</b>
<i>No answer/Answering machine</i>	0
<b>In-scope - Non-responding (IS)</b>	<b>2</b>
<i>Language barrier</i>	0
<i>Incapable of completing (ill/deceased)</i>	0
<i>Callback (Respondent not available)</i>	2
<b>Total Asked</b>	<b>1118</b>
<i>Refusal</i>	17
<i>Termination</i>	0
<b>In-scope - Responding units (R)</b>	<b>1101</b>
<i>Completed Recruit</i>	1101
<b>Refusal Rate</b>	<b>1.52</b>
<b>Response Rate</b>	<b>98.30</b>

2. Recruits-to-Completes Conversion:

	<b>Overall</b>	<b>Outside Quebec</b>	<b>Quebec</b>
Total recruits	1101	767	334
Total completes	640	535	105
Project not started	4	1	3
Funding does not apply	1	0	1
<b>RESPONSE RATE</b>	<b>58.58%</b>	<b>69.88%</b>	<b>32.63%</b>

**Note to Readers**

- For editorial purposes, the terms ‘officials,’ ‘representatives,’ and ‘respondents’ are used interchangeably to denote survey participants.
- Unless otherwise specified, the total number of respondents for each question is 640. However, the number of respondents who answered certain questions is not always 640; where only a sub-sample answered a specific question, the following method is used to denote this: n=100, which means the number of respondents, in this instance, is 100. The number of respondents who answered a specific question is also presented in the graph presenting the data for that question (i.e. base = 640).
- Some of the graphs do not total up to 100% due to rounding or the inclusion of multiple responses.
- This report, generated by Phoenix, presents the topline survey results. Bivariate and multivariate analyses were undertaken by Scott Bennett and are presented under separate cover.



A more fulsome note on sample preparation and sampling methodology is appended to this report. Also appended, in both official languages, are copies of the notification letter sent to potential respondents in advance, the telephone script used to recruit survey participants (and accompanying cover letters), and the questionnaire. An English version of the cognitive pre-test interview guide is also appended. This guide was not translated because only two pre-test interview were completed in French. Both interviews were administered by a fluently bilingual member of Phoenix who translated the questions as they were read to respondents.

## PERCEPTIONS OF THE TIMING AND OPERATIONS OF ISF ADMINISTRATION

This section reports on respondents' overall assessment of ISF activity in their community. In providing feedback on issues explored in this section, respondents were asked to consider all ISF projects in their community.

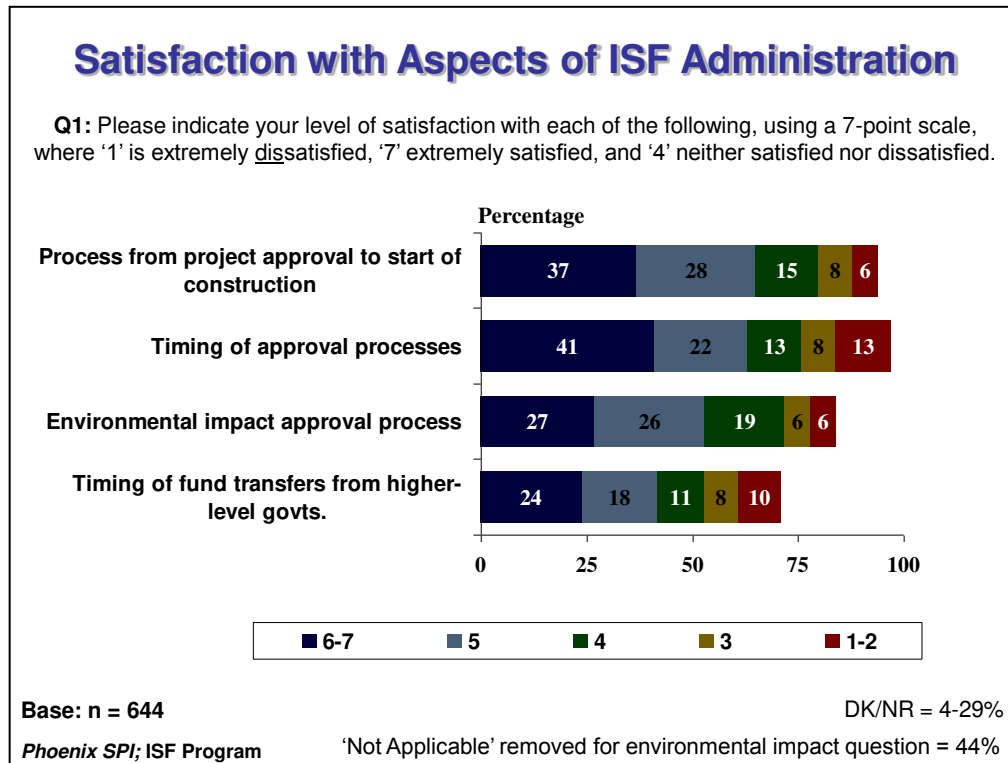
### Mixed Levels of Satisfaction with Aspects of ISF Administration

Respondents were asked to rate their degree of satisfaction with a number of aspects of ISF administration (using a 7-point scale: 1 = extremely dissatisfied, 7 = extremely satisfied). Four areas were evaluated:

- The timing of project approval processes
- The process leading from ISF project approval to the construction start date
- The timing of fund transfers for ISF projects from higher-level governments
- The environmental impact approval process for ISF projects.

Respondents expressed mixed and generally moderate levels of satisfaction with various aspects of ISF administration. Satisfaction was highest regarding the process leading from ISF project approval to the construction start date (65%) and the timing of the project approval processes (63%). Moreover, in both areas satisfaction was more likely to be strong (scores of 6-7) than moderate (scores of 5).

A small majority (53%) expressed satisfaction with the environmental impact approval process for ISF projects,<sup>4</sup> while fewer than half (42%) expressed satisfaction with the timing of fund transfers for ISF projects from higher-level governments. For the latter, 29% of respondents were unable to assess this issue (i.e. chose the 'don't know' option).



<sup>4</sup> Results for satisfaction with the environmental impact approval process exclude respondents who chose the 'not applicable' response option when rating their satisfaction with this aspect of ISF administration. Almost half the respondents (44%) chose the 'not applicable option'.



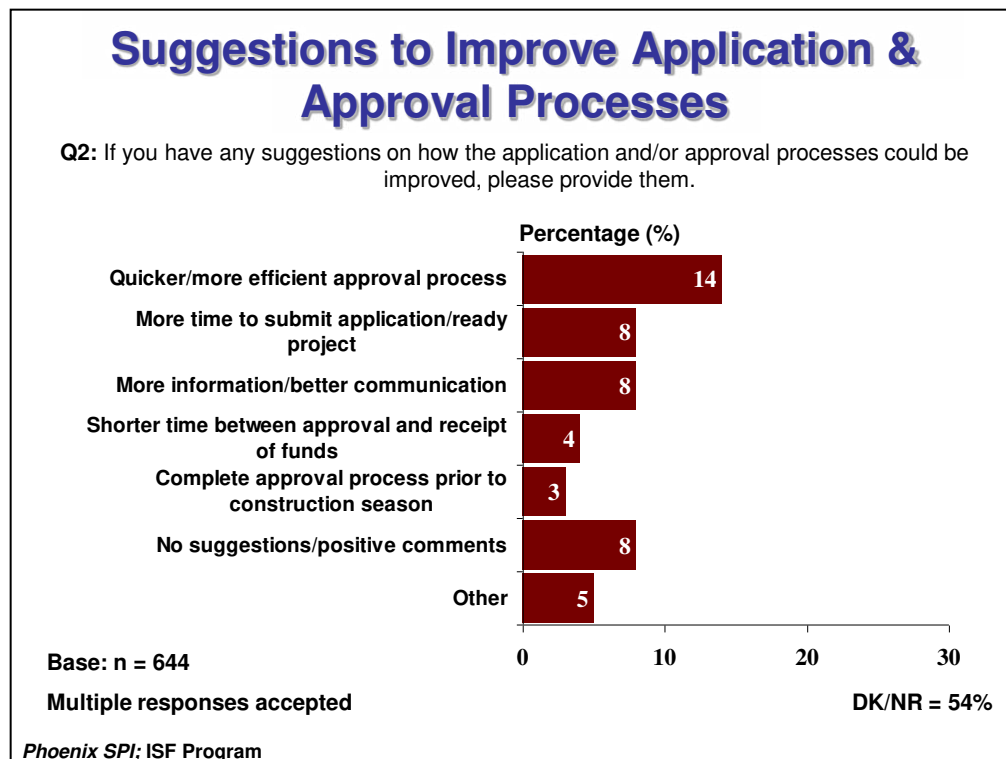
Dissatisfaction was highest with respect to timing issues – just over one in five (21%) were dissatisfied with the timing of project approval processes, while nearly as many (18%) were dissatisfied with the timing of fund transfers from higher-level governments. Dissatisfaction in the other two areas was 12-14%.

### Suggestions for Improvement Focus on Timing Issues

When asked for suggestions to improve the ISF application and/or approval processes, most officials (62%) had none to offer – 54% did not provide a response, while 8% took the opportunity to offer positive comments in general about the program or to say that they had no suggestions to make. Suggestions that were made tended to focus on timing-related issues. This includes calls for a quicker/more efficient approval process (14%), more time to submit an application or ready a project (8%), a shorter timeframe between approval and the receipt of funds (4%), and granting approval before the beginning of construction season (3%). The only other suggestion offered with any frequency was to provide more information or ensure better communication (8%).

Included in the ‘other’ category are improving electronic submission, providing advanced funding to help with planning and design, and reducing/eliminating difficult project-related requirements.

The verbatim feedback received from respondents to this and other open-ended questions is provided under separate cover.



Below are examples of verbatim comments included under the various codes.

### **Quicker/more efficient approval process**

- *With the rigid completion date on this program, an earlier approval process is essential.*
- *The longer the approval process takes, the longer it takes municipalities to get organized through budgeting, council, tendering, etc. This gives very little time to meet deadlines set out by the grant when the construction season is so short. Amendments should also be reviewed much quicker.*
- *It took far too long to get project approval. Initially we were told that it would be a matter of weeks rather than months, when in the end it took five months to get approval, which resulted in some serious delays in our project due to our limited construction window in the north.*
- *Shorter approval time would have been helpful since all funds have to be spent by March 31, 2011.*
- *The initial funding notice could have been provided sooner in order for us to start the application and project earlier. This only slightly delayed the project, but could have caused significant delays or issues if received any later.*
- *The approval of the projects took considerable time especially in light of the time given to NPOs to apply. The approval of the Contribution Agreements took far too long. Our organization signed on March 24<sup>th</sup>, but the Ministry signatures did not take place until June 17<sup>th</sup>. This created considerable delay to the projects and financing arrangements.*
- *We were originally told that the approval process would take 30 days. It actually took 130 days, yet there was no change in the "hard" completion date of March 31, 2011. Calls to the ISF office offered no information on the delay. A more efficient and timely approval process would ensure that the hard completion date could be more easily met.*
- *The turnaround time for funding approval is too long. The approval process should be streamlined to ensure speedy approval of projects once an application has been submitted (i.e. less than two months as opposed to nearly six months).*
- *Although excellent turnaround time, it would always be appropriate to work towards reducing processing time.*
- *Prendre moins de temps pour approuver nos projet, surtout lorsque le délais pour les réaliser est très court!*
- *La période entre le moment de notre demande de subvention et la date de confirmation de l'admissibilité du projet sous le programme PRECO est très longue et met en péril la réalisation des projets.*

### **More time to submit application/ready project**

- *Need more time to complete the application process. The turnaround time between the announcement of the program and the application deadline date needs to be greater.*
- *Allow for a longer period of time between the announcement of program and the deadline to submit applications.*
- *More lead time is necessary in order for applicants to be able to target true priorities. In particular, the piece about not choosing projects already included in the capital program ensures that the true priorities do not get funding.*
- *The application submission time should be increased as it made it difficult to apply for certain projects.*

- *Many types of projects that require longer periods for engineering and approvals (prior to commencement of construction) would not have enough time to be completed by the deadlines imposed. For us, this would be the bridge rehabs or new bridge construction projects.*
- *The time allowed to submit applications was limited, leading to some bad estimates and, in turn, some projects going over budget.*
- *We only had a two week lead time. There is the need to allow more lead time in the development of competent applications. We anticipate that the deadline of the ISF application will be March 2011 and we only applied for projects we could complete by that time otherwise we would have applied for more money.*
- *We feel that there could have been more time given to complete the application, as it required a lot of detailed information about the project.*
- *Un délai de préparation de projets plus long afin de respecter les modalités d'application du programme. Même dans un contexte de crise économique il est essentiel de préparer des plans suffisamment précis pour avoir une appréciation raisonnable du coût des projets soumis.*

### **More information/better communication**

- *Better instruction and description of requirements.*
- *It would help if we were kept more informed as to the status of our application.*
- *In making application it is always beneficial if a "grant announcement" date is provided. I do not recall that a date was provided in the ISF case.*
- *It appears that staff involved in approvals were never advised of the need to streamline approvals so that these infrastructure projects could meet the required timelines. In addition, the municipality submitted a request for cope change that went unanswered over a two-month period.*
- *ISF projects were selected from a larger candidate list. However, as the applicant, we were unaware of the time restrictions of the ISF program (March 2011). It would have been very beneficial to know of the required March 31, 2011 completion date when submitting projects.*
- *The questions on the original application were not clear and led to issues surrounding the details of the project. It appeared the questions centered more to Provincial Transportation Ministries and their issues, as opposed to forest road projects with respect to right-of-ways. Clarification on the questions should have been provided.*
- *Provide some type of guideline as to how projects are being judged or ranked to eliminate projects not likely to receive funding.*
- *Clearly define whether tendering a project is considered the start of construction.*
- *Clarification des règles d'admissibilité des dépenses.*

### **Shorter time between approval and receipt of funds**

- *Too long a time between submitting financial reports and receiving reimbursement. Consideration should be given regarding advances, much like is done with Canadian Heritage funds. As a NFP, we do not have reserves to carry us through until receipt of the first reimbursement. This has caused considerable work, stress and juggling!*
- *There was a significant time lag between project approval and receipt of funding agreement. There must be a better methodology to cut through the bureaucracy and still ensure program goals are met.*

- *We are a small organization that needs to be careful with our cash flow. We provide lots of reporting and invoicing, but still have not received funds that are owing for a few months.*
- *The Contribution Agreement was sent in February 2010, we have not yet received an executed copy or funds.*
- *Timing of the transfer of funds could be improved if the federal government would allow the Canada/Provincial Infrastructure offices in each province to approve and pay invoices rather than having them forwarded to Ottawa to approve. The process is taking too long and there is no appreciation that this is costing organizations.*
- *The approval process was OK, but the funds transfer after expense claims are filed is extremely slow. This makes it very difficult on a municipality that is undertaking a multi-million dollar project.*

### **Complete approval process prior to construction season**

- *Move the application and approval processes earlier in the calendar year so the first construction season is viable. As it was, even with a construction-ready project, by the time the tender packages were completed, project managers brought on board, and the project was tendered and awarded, the first construction season was more or less over.*
- *The approvals must be provided at the beginning of a construction season (e.g. February - March) not in the middle (July - Sept) or end (Oct - November).*
- *Given the short construction season in Nunavut, the delay in approval resulted in missing the summer sealift for construction materials to the community.*
- *We lost the fall construction season due to waiting for the political people to get the agreement in place. We would not start until the formal agreement was in place. Then the strict 'must finish' date of March 31, 2011, which means for northern Alberta, as soon as the snow flies, probably October 30, the construction season ends.*

## PERCEPTIONS OF THE IMPACTS OF ISF PROJECTS

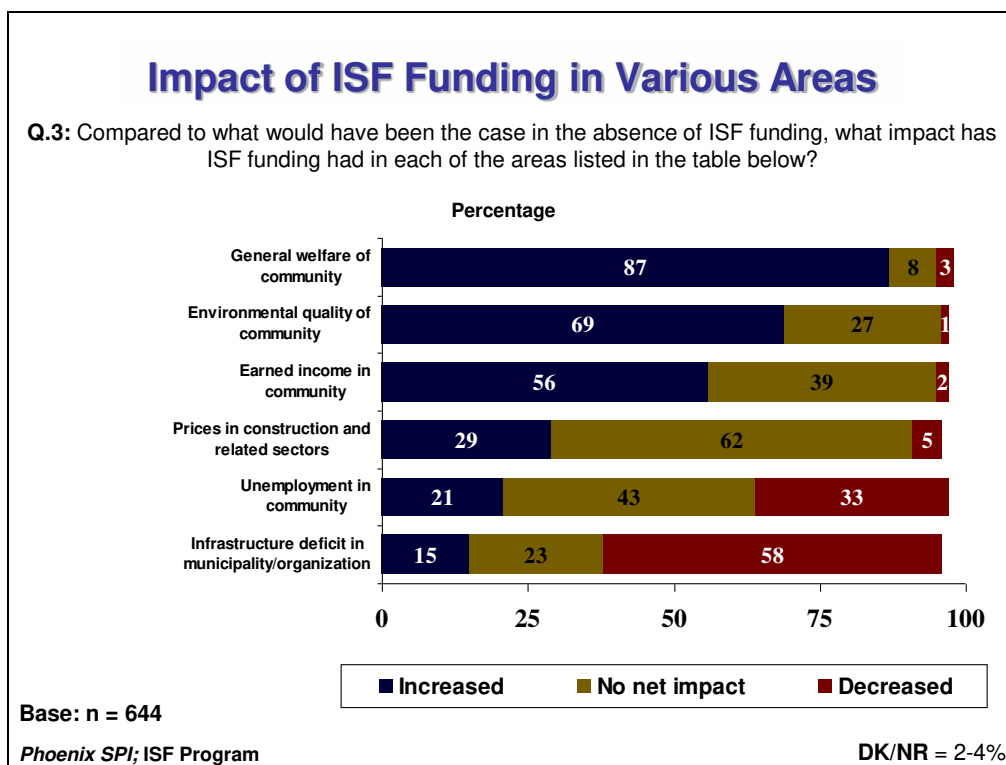
This section presents respondent feedback on the perceived impact of ISF projects. Once again, respondents were asked to focus on the impacts of all ISF projects in their community when responding to the questions.

### Most Attribute Positive Impact to ISF Funding in Various Areas

Respondents were asked to assess the impact that ISF funding has had in a number of areas compared to what would have been the case in the absence of ISF funding. The areas assessed included:

- The general welfare of their community
- Unemployment levels in the community
- Earned income in the community
- The environmental quality of the community
- Prices in the construction sector and related sectors
- The infrastructure deficit of their municipality/organization.

Most surveyed representatives attributed positive impacts to ISF funding in most of these areas, although the proportion who did so varied considerably. The large majority (87%) think ISF funding has increased the general welfare of their community. Smaller majorities saw positive impacts in more specific areas: approximately two-thirds (69%) think it has increased the environmental quality of the community, while over half think it has decreased the infrastructure deficit of their municipality/organization (58%) and increased earned income in the community (56%). Those who did not attribute a positive impact to ISF funding in these areas were much more likely to attribute no impact than a negative impact to it.

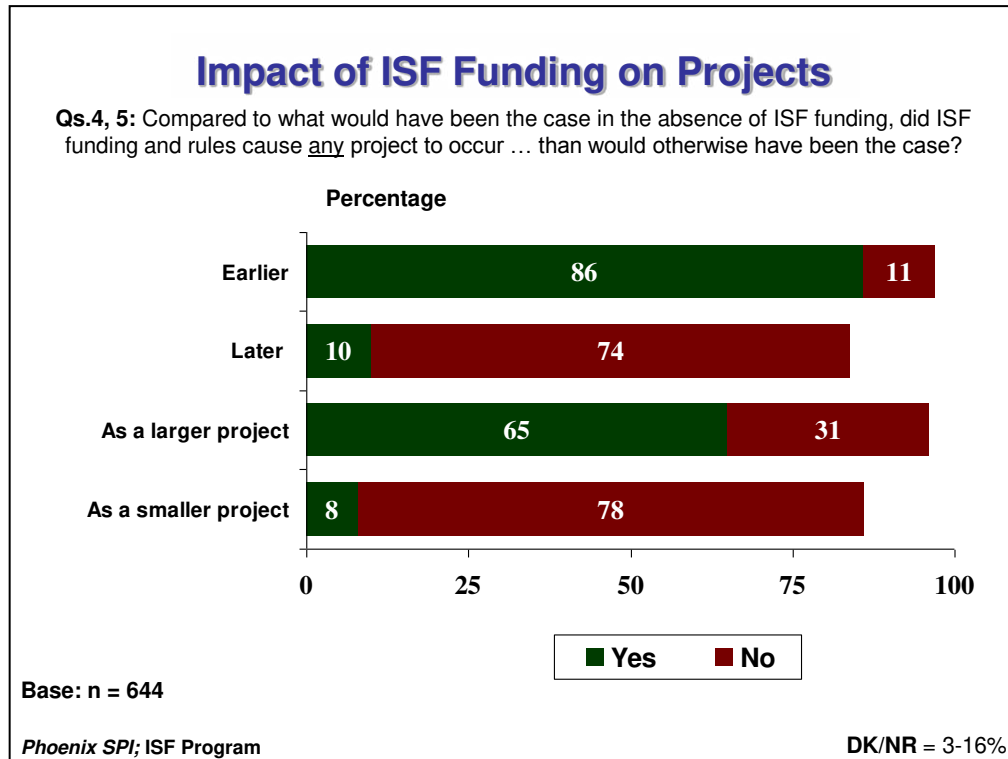


The perceived impact of ISF funding on unemployment was mixed, with one-third saying it has decreased unemployment, 21% saying it has increased unemployment, and 43% thinking it has had no impact in this area. Finally, well over half (62%) felt that ISF funding has had no impact on prices in the construction sector and related sectors. Most of the rest (29%) think it has increased prices in these sectors (5% think it decreased prices).

### ISF Funding More Likely to Speed up Projects & Increase Their Size Than Reverse

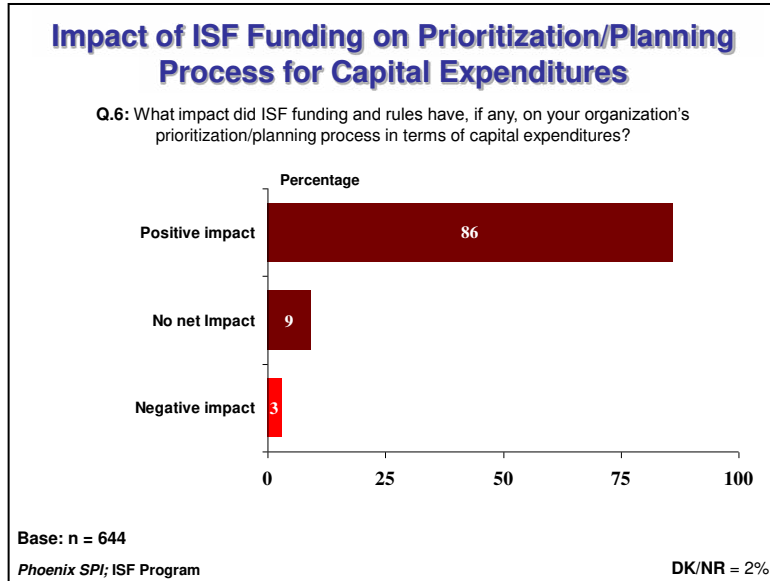
ISF funding tended to be seen as having an impact on both the timing and size of projects. In terms of timing, ISF funding and rules were much more likely to be seen as speeding up projects (86%) than delaying them (10%), causing them to occur later than would otherwise be the case.

When it comes to the perceived impact of ISF funding and rules on the size of projects, nearly two-thirds (65%) think they caused some projects to be larger than would have been the case in the absence of such funding. Conversely, relatively few (8%) think they caused any projects to be smaller than would have otherwise been the case.



## ISF Funding, Rules Seen to Have Positive Impact on Prioritization/Planning Process

The large majority of surveyed officials (86%) felt that ISF funding and rules had a positive impact on their organization's prioritization/planning process in terms of capital expenditures. Most of the rest (9%) felt that ISF funding and rules had no impact on this, as opposed to a negative impact (3%).



## Most Attribute No Impacts to Completion Deadline, But Many See Positive Impacts

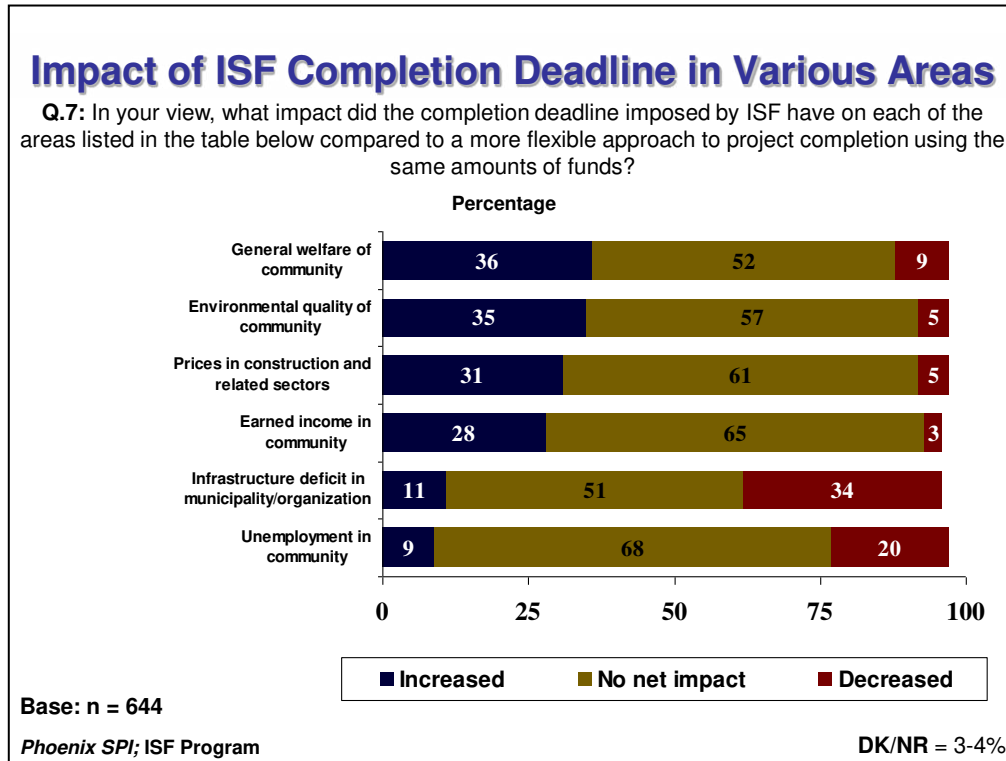
Respondents were asked to assess the impact of the completion deadline imposed by ISF in a number of areas compared to a more flexible approach to project completion using the same amount of funds. The areas that were assessed were:

- The general welfare of their community
- Unemployment levels in the community
- Earned income in the community
- The environmental quality of the community
- Prices in the construction sector and related sectors
- The infrastructure deficit of their municipality/organization.

A majority of respondents saw no net impact in any of these areas attributable to the completion deadline imposed by ISF. The size of the majority ranged from 68% in relation to the impact on unemployment in the community to 51% in relation to the impact in the infrastructure deficit of the municipality/organization.

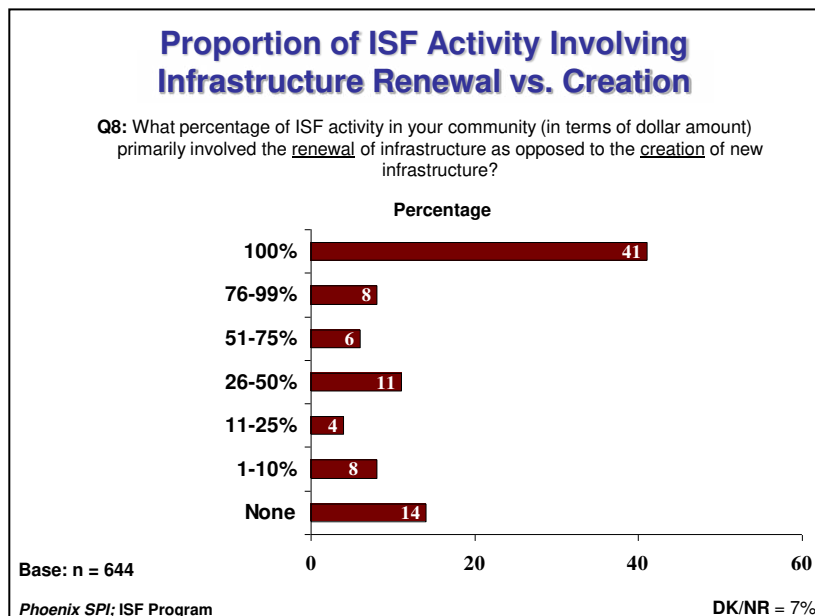
In all but one of these areas, those who did see an impact were much more likely to view it as positive than negative (compared to a more flexible approach to project completion using the same amount of funds). This included increasing the general welfare of the community (36%) rather than decreasing it (9%), increasing its environmental quality (35%) rather than decreasing it (5%), increasing earned income in the community (28%) rather than decreasing it (3%), decreasing the infrastructure deficit of the municipality/organization (34%) rather than increasing it (11%), and decreasing unemployment levels in the community (20%) rather than increasing them (9%).

In terms of construction costs, respondents were much more likely to think that the completion deadline imposed by ISF increased prices in the construction sector and related sectors (31%) rather than decreased them (5%). However, unlike other areas, it is not entirely evident in this area that one of these impacts is clearly positive and the other is clearly negative.



## Proportion of ISF Activity Involving Renewal vs. Creation of Infrastructure

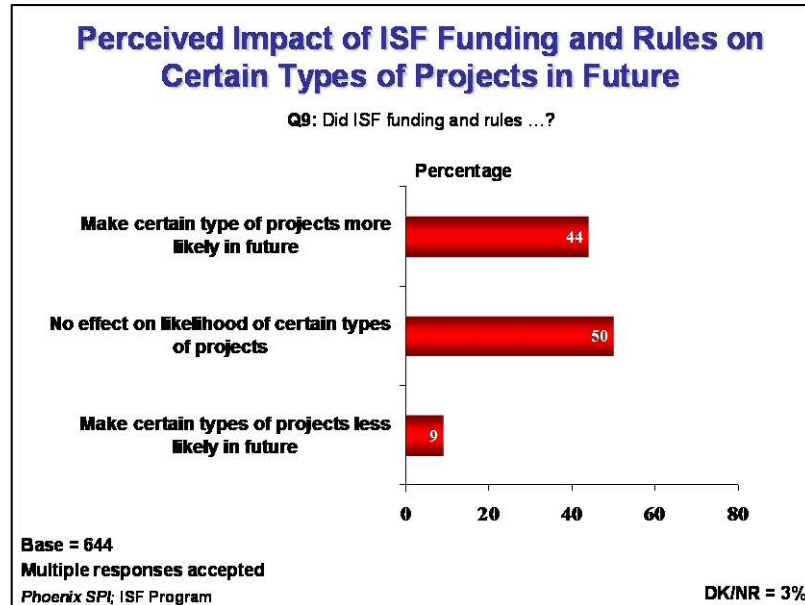
Proportionally speaking, ISF activity was more likely to involve infrastructure renewal than the creation of new infrastructure. A majority of organizational representatives (55%) indicated that over half of ISF activity in their community (in terms of dollar amount) primarily involved the renewal of infrastructure as opposed to the creation of new infrastructure. Moreover, the single largest proportion of respondents (41%) indicated that all ISF activity in their community involved infrastructure renewal (compared to 14% who said no ISF activity involved this).





## Perceived Impact of ISF Funding, Rules on Types of Projects

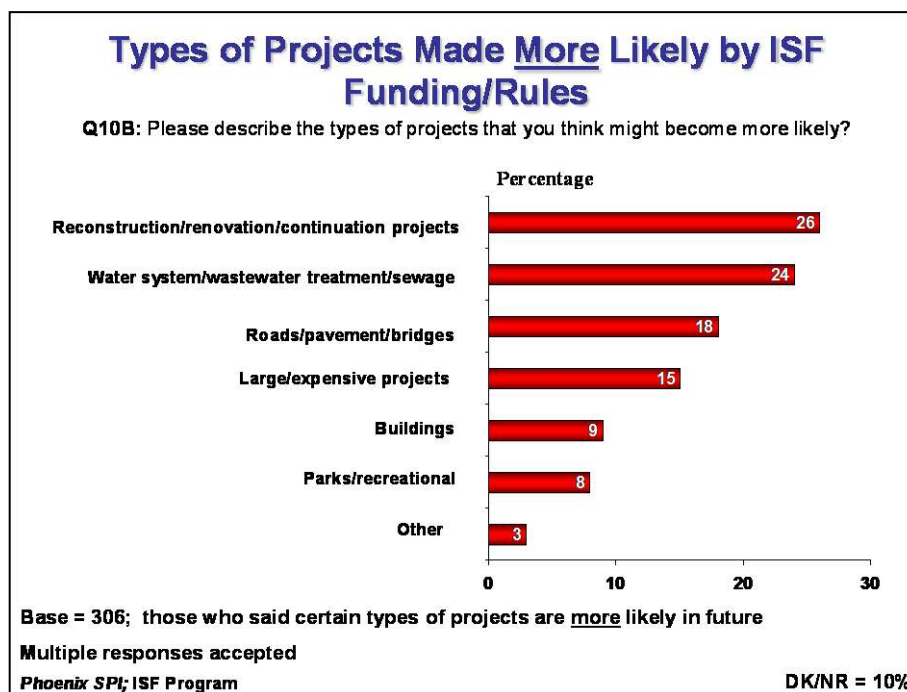
Most respondents thought that ISF funding and rules had no effect on the likelihood of certain types of projects and/or make certain types of projects more likely in the future. Specifically, exactly half felt that ISF funding and rules had no effect on the likelihood of certain types of projects, while 44% felt they made certain types of projects more likely in the future. Significantly fewer (9%) felt they made certain types of projects less likely in the future (multiple responses accepted).



When interpreting these results, it is important to keep in mind that response options were not mutually exclusive. Respondents could conceivably indicate that ISF funding and rules had no effect on the likelihood of certain types of projects, made certain types of projects more likely and made certain types of projects less likely.

## Types of Projects Made More Likely by ISF Funding/Rules

Officials who indicated that ISF funding and rules made certain types of projects more likely in the future (n = 306) were asked to identify the types of projects this would apply to. They were most likely to describe such projects as reconstruction, renovation, or continuation projects (26%) and water system, wastewater, or sewage projects (24%) (multiple responses accepted).



Following this, in descending order of frequency, were projects related to roads, pavement or bridges (18%), projects described as large and/or expensive (15%), building-related projects (9%), and parks or recreational projects (8%).

Included in the 'other' category are airport expansion, projects put on hold due to lack of resources, ground heating and solar heat projects, and community development projects (unspecified).

Below are examples of verbatim comments included under the various codes.

### **Reconstruction/renovation/continuation projects**

- *Continued upgrading of infrastructure.*
- *Infrastructure renewal projects and upgrades to existing infrastructure.*
- *Additional funding enabled us to improve aging infrastructure.*
- *Community building renovations or expansion.*
- *Next phase at our Sportsplex.*
- *A second phase of the community trail is likely to occur.*
- *Restoration of arena facility spectator lounges.*
- *More work to keep our infrastructure in good shape.*
- *Projets de réhabilitation des infrastructures.*

### **Water system/wastewater treatment/sewage**

- *Reline more sewer pipes in the future.*
- *Our sewer project would not have happened without this funding.*
- *Sewer treatment expansion.*
- *Expanded water and wastewater treatment facilities.*
- *Water system upgrades, wastewater system construction.*
- *Having new residential water meters installed by this program*
- *Réfection d'aqueducs.*
- *Mise à niveau des infrastructures d'aqueducs et d'égouts.*

### **Roads/pavement/bridges**

- *Road upgrade has allowed for surface treatment to be applied sooner than ever anticipated and needed resurfacing was completed several years before it would have been realized.*
- *Paving streets, bridges, road upgrading.*
- *Paving and resurfacing projects.*
- *Replacement of bridges.*
- *Amélioration de la route patrimoniale.*

### **Large/expensive projects**

- *Large projects beyond the scope of available municipal funding have become more likely.*
- *Help municipality with large-scale projects earlier than anticipated.*
- *Through the provision of the ISF funds, it enables the town to give consideration to larger projects in future as the savings the Town would have experienced, can be retained and then allocated to other important infrastructure projects.*

- Full-scale infrastructure projects will garner greater support from public and council.
- Le projet de revitalisation du centre-ville incluant un stationnement municipal. Modification du tracé de la véloroute des bleuets afin de la rendre plus sécuritaire. L'enfouissement des fils du réseau électrique.

## Buildings

- Building projects. Office type and storage type.
- The upgrades to the library will increase programs to the disabled, elderly and children giving them an accessible and comfortable venue for library programs.
- Community Hall or new administration building.
- Storage shed, recreational facility.
- Entretien d'infrastructures, bâtiments et autres.

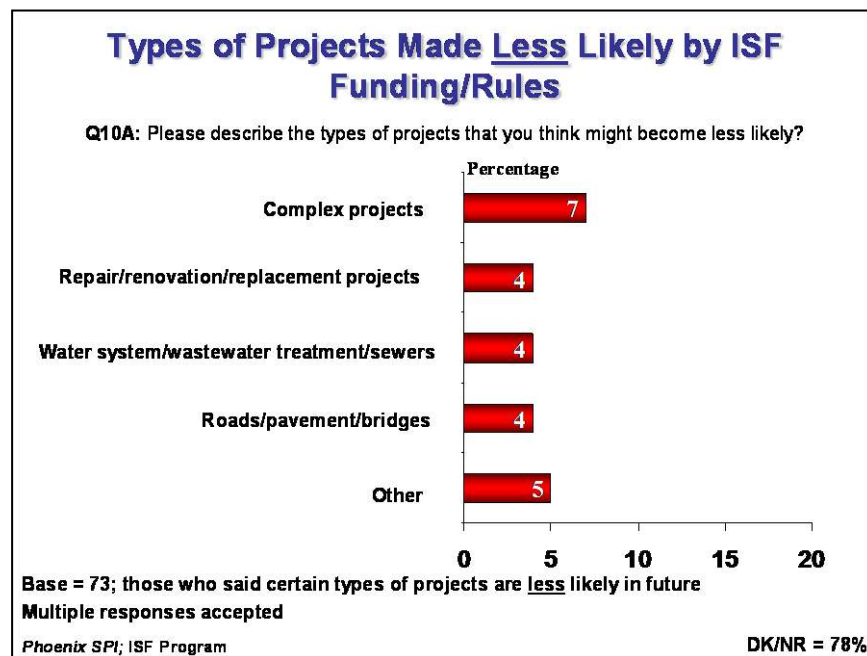
## Parks/recreational

- Potential revitalization of an adjacent park.
- Expand on the parks projects.
- As a result of the ISF funding and the associated rules, additional recreational programs will be developed, future development of gardens and other areas that can be enjoyed and utilized by the residents.
- Centre culturel.
- Les mises à niveau d'infrastructures publiques et de loisir.

## Types of Projects Made Less Likely by ISF Funding/Rules

Over three-quarters (78%) of the respondents who felt that ISF funding and rules made certain types of projects less likely in the future (n = 73) did not provide descriptions of these projects.

Projects that were described as being less likely in future were each identified by 7% or fewer respondents and included complex projects, repair, renovation, or replacement projects, water system, wastewater, or sewage projects, and projects related to roads, pavement, or bridges (multiple responses accepted).



Included in the 'other' category are projects requiring more lead time, environmental assessment projects and construction of community-related spaces (e.g. meeting rooms, IT Centre, Tourist Information Centre).

Below are examples of verbatim comments included under the various codes.

### **Complex projects**

- *Complex projects requiring multiple levels of approvals.*
- *Projects that require detailed engineering, design, and assessment in advance of construction.*
- *Projects requiring more lead time, such as environmental assessments and more detailed design process.*
- *Grouping of similar work located in different areas or municipality.*
- *Des projets de plus grande envergure ne pouvant se réaliser à cause de délais et échéances trop courtes et non réalistes pour la réalisation.*

### **Repair/renovation/replacement projects**

- *Additional renovations.*
- *Ongoing maintenance on elements that were at the end of their life, but we were unable to replace or renew.*
- *With this project, we will not have to replace our two south sanitary lift stations that are 50 years old as the new line is a gravity fed line.*
- *Rehabilitation préventive d'infrastructure municipale.*

### **Water system/wastewater treatment/sewers**

- *Water system for part of municipality.*
- *Replacement of elevated water tank.*
- *Water and wastewater Infrastructure.*
- *Repairs to our underground sewer system.*
- *S'adresse principalement aux infrastructures égouts et aqueducs.*

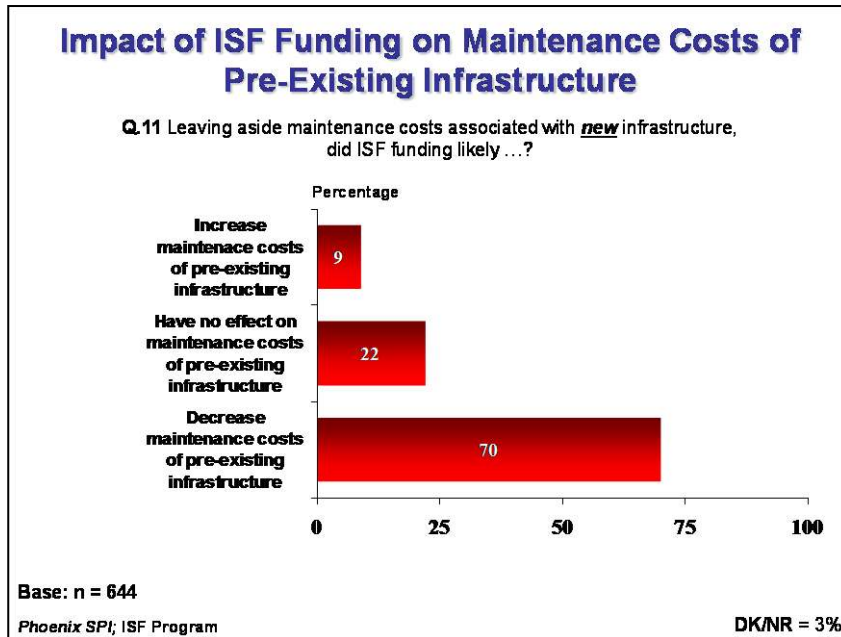
### **Roads/pavement/bridges**

- *Road and sidewalk construction work.*
- *Road projects that require surface work (pavement and concrete).*
- *Bridge/culvert replacement.*
- *Réfection de routes.*

## Perceived Impact of ISF Funding on Maintenance Costs of Infrastructure

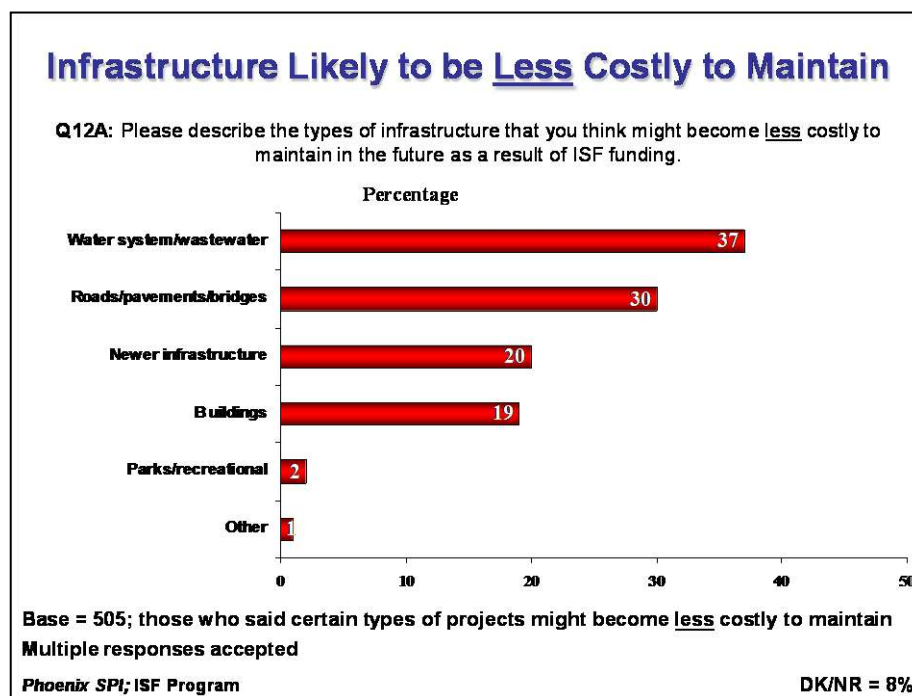
Over two-thirds of organizational representatives (70%) felt that ISF funding likely decreased some maintenance costs of pre-existing infrastructure in the future. Relatively few (9%) felt that ISF funding likely increased such costs, while 22% felt it likely had no effect on such costs (multiple responses accepted).

When interpreting these results, it is important to keep in mind that the response options were not mutually exclusive. Respondents could conceivably indicate that ISF funding increased, decreased, and had no effect on such costs.



## Types of Infrastructure Likely to be Less Costly to Maintain in Future

Respondents who thought that ISF funding would likely decrease maintenance costs of some pre-existing infrastructure in the future (n = 505) were asked to identify the types of infrastructure this would apply to. In response, respondents were most likely to identify water system, wastewater, or sewage projects (37%), followed by roads, pavement and bridges (30%), newer infrastructure (20%), and buildings (19%) (multiple responses accepted). A small number (2%) identified parks and recreational infrastructure.



Included in the 'other' category are electrical systems and pump maintenance costs.

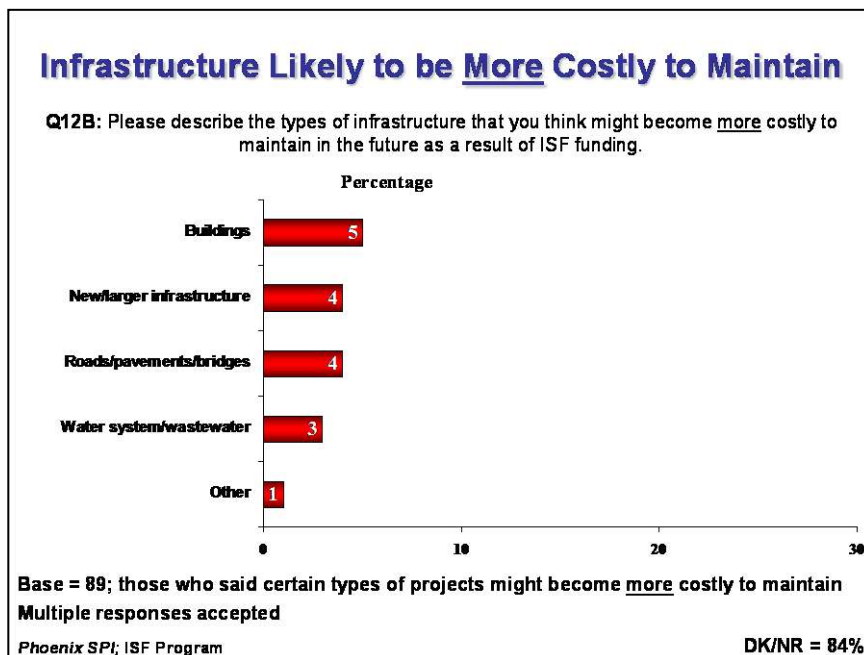
Below are examples of verbatim comments included under the label 'Newer infrastructure'. Responses included under the other labels are very similar to those identified under the same labels for Q10B. In order to avoid repetition, they will not be repeated here.

### Newer infrastructure

- *Aging infrastructure require more maintenance; all new or renewed infrastructure will cost less to maintain.*
- *Modernization of infrastructure would decrease maintenance costs in energy-consuming projects.*
- *With new equipment installed, the maintenance cost is reduced.*
- *As a result of new construction, the infrastructure drain will require less frequent cleanouts than it would have needed without reconstruction.*
- *Much of the ISF funding was used to replace or rehabilitate existing surface and underground infrastructure. It is our experience that renewal of existing infrastructure leads to decreased maintenance costs going forward.*
- *Cost efficiencies associated with a modern facility will be achieved.*
- *Infrastructure upgrades should last longer without the need for regular maintenance.*
- *Decreases in operational deficiencies from new, more advanced HVAC systems, for example.*
- *Les conduites neuves n'auront pas d'entretien pour plusieurs années.*
- *Le réseau sera neuf et par conséquent ne demandera pas ou Presque pas d'entretien pour quelques années.*

### Types of Infrastructure Likely to be More Costly to Maintain in Future

Surveyed officials who thought that ISF funding would likely increase maintenance costs of some pre-existing infrastructure in the future (n = 89) were also asked to identify the types of infrastructure this would apply to. The large majority (84%) of these respondents did not identify any types of infrastructure that would be in this category. Types of infrastructure that were identified were mentioned by 5% or fewer respondents. These include buildings, new or larger infrastructure, roads/pavements/bridges, water system/wastewater, and other.



roads, pavement or bridges, and water system, wastewater, or sewage projects (multiple responses accepted). Included in the 'other' category are parks or recreational projects.

Below are examples of verbatim comments included under the label 'New/larger infrastructure'. Responses included under the other labels are very similar to those identified under the same labels for Q10B. In order to avoid repetition, they will not be repeated here. Note that while respondents were asked to provide feedback on the maintenance cost of pre-existing infrastructure, some commented instead on costs associated with new infrastructure being built with ISF contributions.

### **New/larger infrastructure**

- *Newer technology in terms of heating systems may require greater maintenance and operational expenditure even if energy costs go down.*
- *New infrastructure that we did not have to maintain before.*
- *I suppose that a new facility might be more expensive to maintain because there may be more sophisticated equipment that makes the operation more efficient but requires more attention and potentially more sophisticated maintenance to continue operating at peak efficiency.*
- *Part of this project is the addition of an emergency generator and since we did not have one before, there will be a new piece to maintain. In addition we are adding solar panels, another piece of infrastructure we did not have before.*
- *ISF funding allowed for a needed larger facility than previously existed (12,000 square feet compared to 4,000), which will require more maintenance.*
- *More square footage in area to maintain and heat.*
- *Municipal Office Addition - larger space to maintain resulting in increased costs.*
- *De nouvelles installations ajouteront aux frais d'entretien.*

### **Most Do Not Think ISF Rules & Selection Process Disadvantaged Certain Projects**

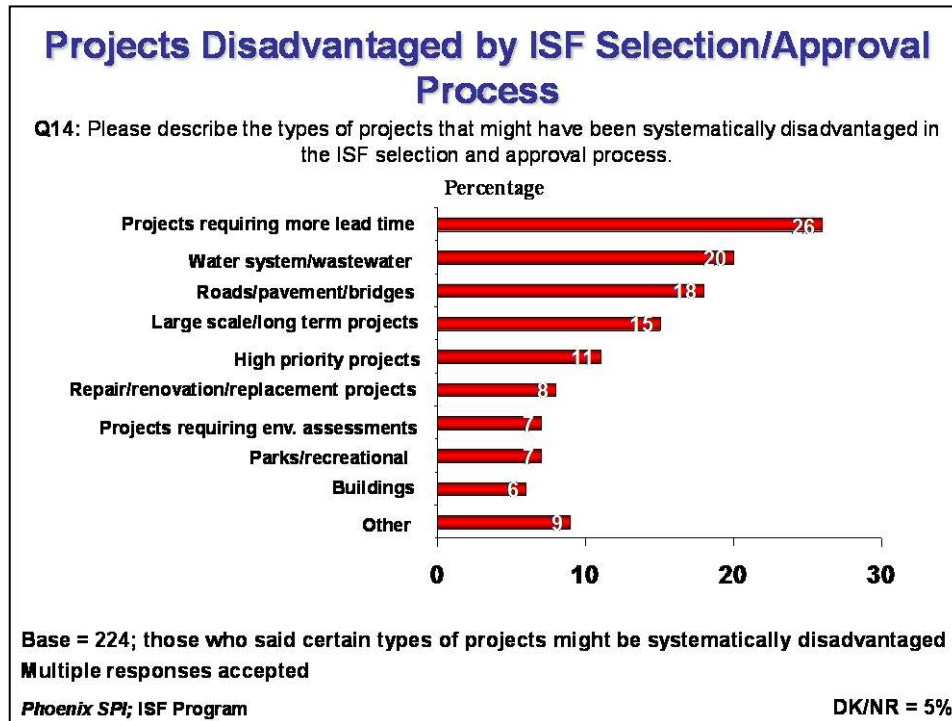
Respondents were asked if they thought there were types of infrastructure projects that were systematically disadvantaged by the rules and selection process associated with the ISF program. When considering this, they were asked to think in terms of systematic patterns in objective characteristics of infrastructure (e.g. the type or function of infrastructure), not subjective political considerations.

In response, two-thirds (66%) indicated that, in their view, there were no systematically-disadvantaged types of projects. That said, just over one-quarter (27%) felt that there were.



## Types of Projects Seen to be Disadvantaged by ISF Rules

Respondents who thought there were some projects that might have been systematically disadvantaged by the rules and selection process associated with ISF (n = 224) were asked to identify the types of projects that they felt were potentially disadvantaged. Heading the list were projects that require more lead time (26%). Following this were water system or wastewater projects (20%), projects related to roads, pavement, or bridges (18%), large-scale or long-term projects (15%), and high priority projects (11%).



Projects identified less often (6-8%) included repair, renovation, or replacement projects, projects requiring environmental assessments, parks and recreational projects, and buildings. Included in the 'other' category are water meter projects, projects that were not far along in terms of planning, and cultural projects (unspecified).

Below are examples of verbatim comments included under various codes. The content included under certain codes has not been described as it is very similar to content identified under the same labels for previous questions. Readers are referred to the descriptions provided earlier for content included under these labels.

### Projects requiring more lead time

- *Projects that require more detailed designs and land acquisition.*
- *Many types of projects which require longer periods for engineering and approvals (prior to commencement of construction) would not have enough time to be completed by the deadlines imposed.*
- *Projects where planning was not already underway. Projects requiring extensive public consultation. Projects where the City did not have an established source of funding for its share. Projects where there is a shortage of contractors able to do the work.*
- *Due to the tight time period for design and construction delivery, only smaller projects would have been eligible for this funding.*



- Any project requiring approvals from outside agencies, such as Conservation Authorities, may not be able to meet the time constraints and this is outside the control of the municipality and senior levels of government.
- Projects that were not 'shelf ready' and required design to be completed.
- Les projets qui nécessitaient plus de temps que ne laissait le programme.

### **Large-scale/long-term projects**

- Larger projects with a longer implementation timeline.
- Major building projects were disadvantaged when you are looking at 24 to 30 months for design completion to occupancy.
- Any larger scale projects requiring extensive engineering could not be completed in such a short time frame.
- New major construction and complicated projects, including some innovative technologies.
- Projects that by their nature would require more time to execute than allotted deadline of March 31, 2011.
- Les projets à long terme étaient désavantagés en raison de la date butoir restrictive.
- Projet d'envergure de plus de 100 millions de dollars demandant plus de temps de réalisation.

### **High priority projects**

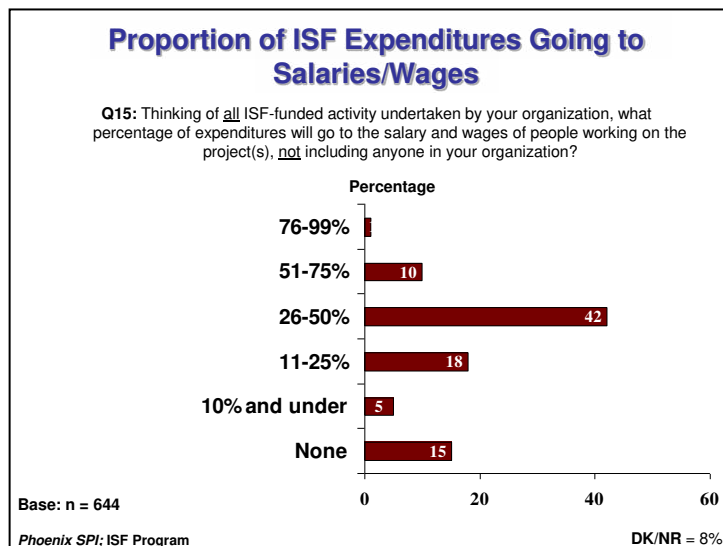
- Not all projects that are local priorities meet the requirements of the federal and provincial mandates for this funding source. More specifically, many types of buildings requiring upgrades were not eligible under the ISF program.
- Still have more urgent repair needs but picked a project easier to implement (time and staffing constraints).
- Projects that are of emergency nature and must be completed prior to the finalization of the approval process.
- This project was our lowest priority for funding, although necessary, other projects that we recommended should have probably received preference.
- Some projects identified as ineligible and defined as cosmetic are still essential infrastructure projects for not-for-profit organizations, including carpets, painting, office furniture, computers, etc.

### **Projects requiring environmental assessments**

- Projects that require environmental assessments were disadvantaged.
- Those requiring regulatory agency approval through the lengthy environmental review process.
- Projects that do not meet the environmental requirements.
- Projects requiring federal environmental assessments, even if minor in scope.
- Projects that required environmental assessments at the federal or provincial levels could not meet the timelines imposed.
- Those with longer lead times and complex environmental approvals.
- One of our applications was not approved because the evaluators believed it was subject to an environmental assessment that would take too long to process and put the completion date in jeopardy.

## Percentage of ISF Funding Devoted to Salaries & Wages Varies Considerably

The proportion of ISF expenditures going to the salary and wages of people working on the ISF project(s) (excluding people in the respondents' organization) varied considerably. The largest proportion of respondents (42%) estimated that 26-50% of ISF expenditures will go to this. Approximately one in ten think that more than half of their ISF expenditures will go to salaries and wages, while more than one-third (38%) think it will be 25% or less, including 15% who said that none of their ISF expenditures would go to salaries and wages.

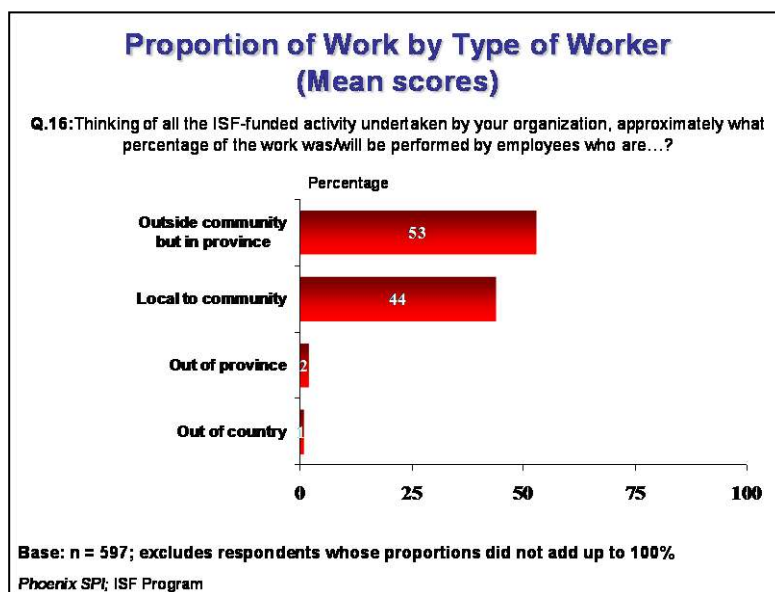


## Most Work Performed by Employees Within Province, Community

Focusing on all the ISF-funded activity undertaken by their organization, respondents were asked to estimate approximately what percentage of the work was or will be performed by each of the following types of employees:

- Local to their community
- Outside their community but in their province
- From out of province
- From out of country.

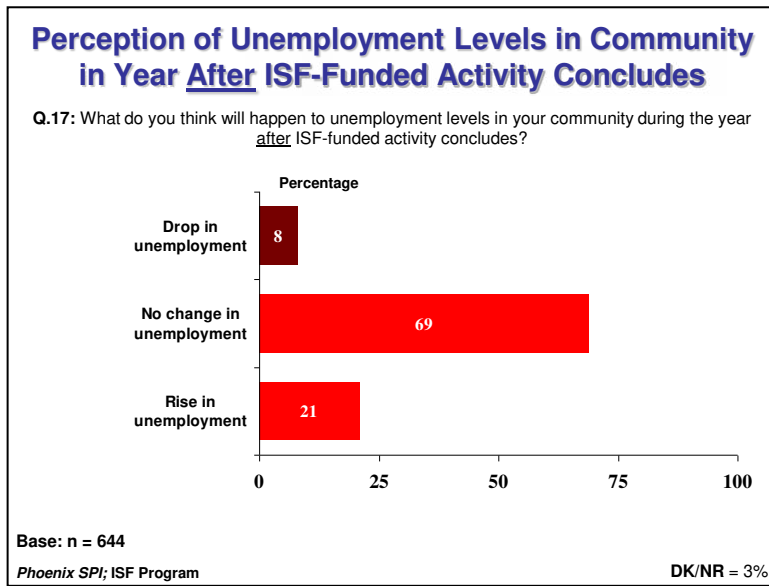
Most of the work on ISF-funded projects was (or will be) conducted by local workers. More specifically, approximately half (53%) of the work was or likely will be completed by employees outside the community but within the province, while 44% was or will be done by workers within the community itself. Very little of the work was or will be performed by workers out of province (2%) or from outside the country (1%)<sup>5</sup>.



<sup>5</sup> Based on means scores.

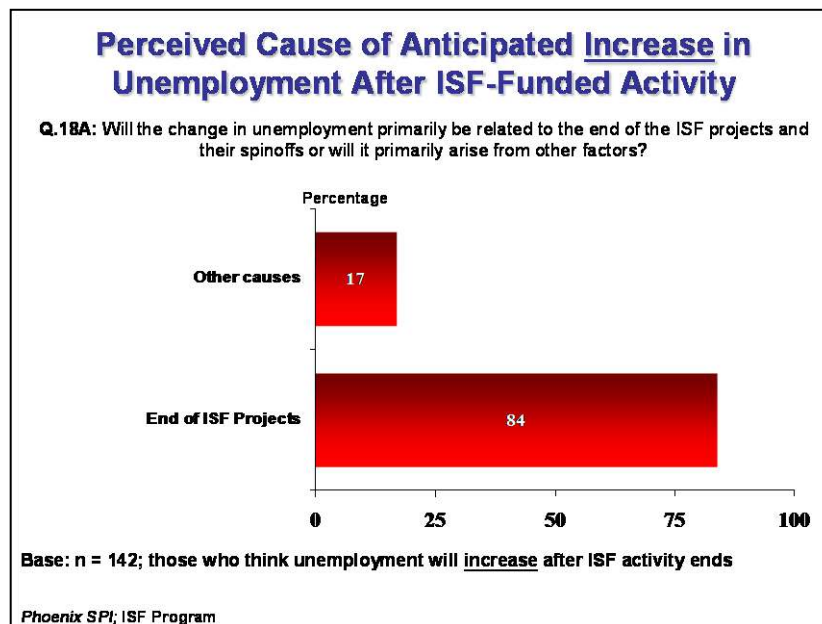
## Most Foresee No Change in Unemployment Levels After ISF-Funded Activity Stops

Approximately two-thirds of surveyed officials (69%) anticipate no change in unemployment levels in their community during the year after ISF-funded activity concludes. Just over one in five (21%) anticipate a rise in unemployment during this period, while 8% anticipate a decline in unemployment.

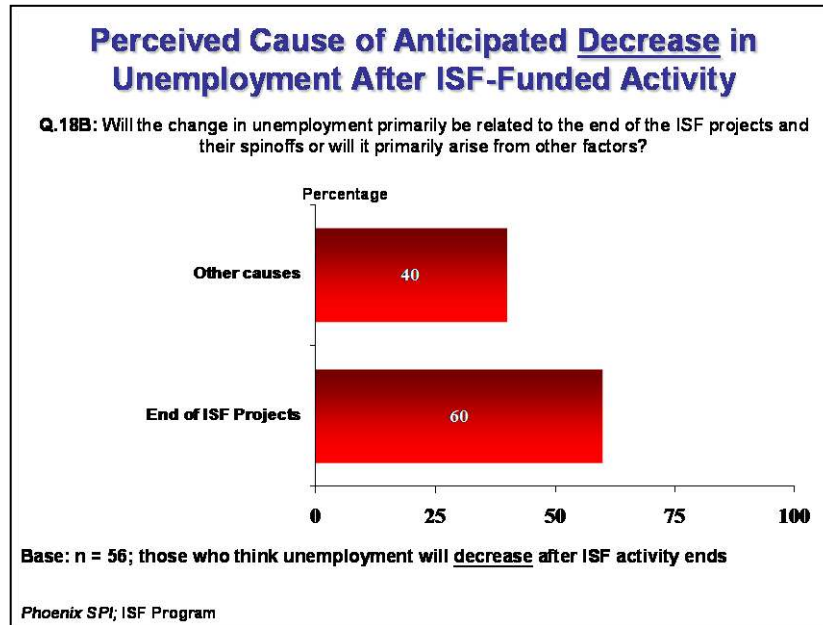


## Perceived Causes of Increase/Decrease in Community Unemployment

The large majority of respondents (84%) who anticipate a rise in unemployment during this period (n = 142) relate it primarily to the end of ISF projects or their spinoffs, not to other factors (17%).

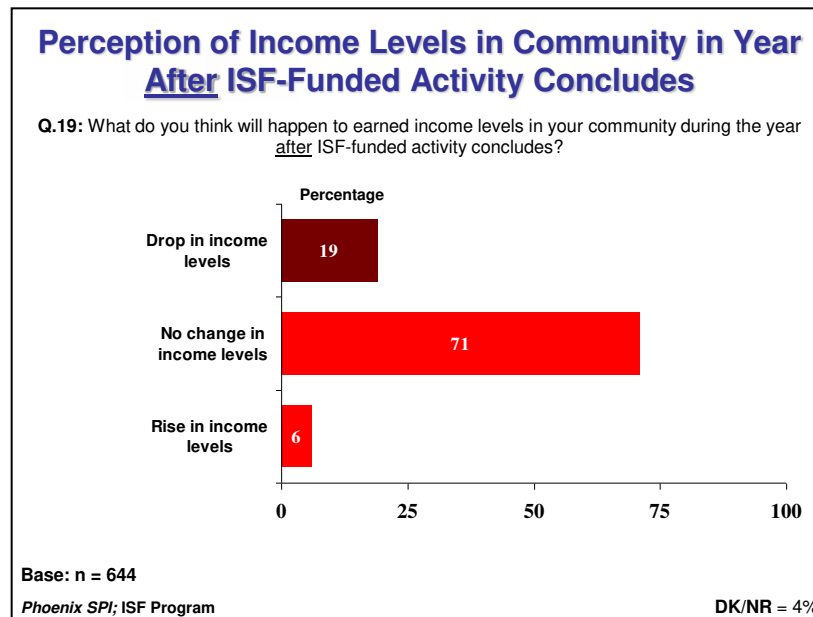


Over half the respondents (60%) who anticipate a drop in unemployment during this period (n = 56) relate it primarily to the end of ISF projects or their spinoffs. Conversely, 40% link this drop primarily to other causes.



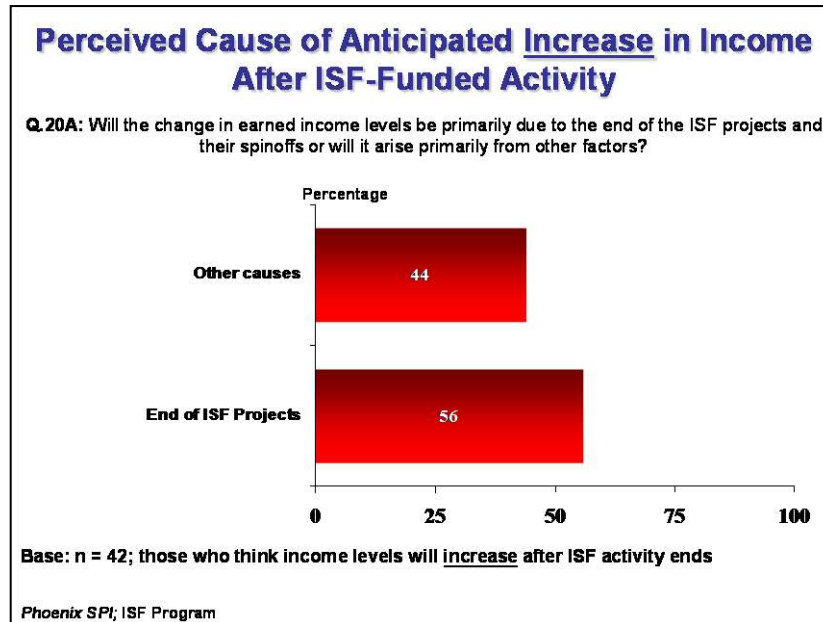
### Most Foresee No Change in Income Levels After ISF-Funded Activity Stops

Close to three-quarters of respondents (71%) anticipate no change in earned income levels in their community during the year after ISF-funded activity concludes. Nearly one in five (19%) anticipate a drop in earned income during this period, while 6% anticipate a rise in earned income in their community.

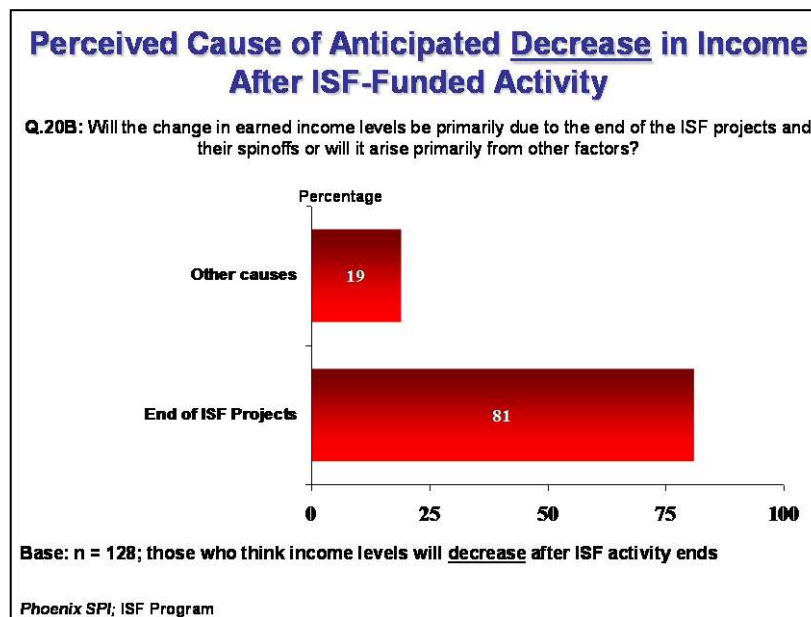


## Perceived Causes of Increase/Decrease in Income Levels

A majority of organizational representatives (56%) who anticipate a rise in income levels during this period relate it primarily to the end of ISF projects or their spinoffs. Conversely, 44% link this mainly to other causes. Caution should be exercised when interpreting these findings due to the small sample size (n = 42).



A substantial majority of respondents (81%) who anticipate a drop in income levels during this period (n = 128) relate it primarily to the end of ISF projects or their spinoffs.





## PROJECT-SPECIFIC ISSUES

This section reports on issues related to specific ISF projects. The specific project that each respondent was asked to focus on was identified on the cover page of his/her questionnaire, and in the cover letter that accompanied it. For information about how the identification of a random collection of ISF projects was implemented, please see the appended note on sampling methodology.

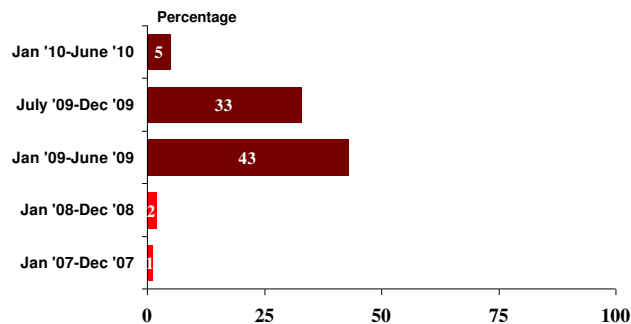
### Submission Date for Project Approval

The specific projects that representatives were asked to focus on in this section were most likely to have been submitted for formal approval between January and June, 2009 (43%), or July and December, 2009 (33%). Few projects were submitted for approval prior to (3%) or after 2009 (5%).

Sixteen percent of respondents did not identify a formal submission date for the project they were asked to focus on in this section.

#### Date of Submission of Project for Formal Approval

Q.21: What date was this project formally submitted to higher-level governments for approval?



Base: n = 644

Phoenix SPI; ISF Program

DK/NR = 16%

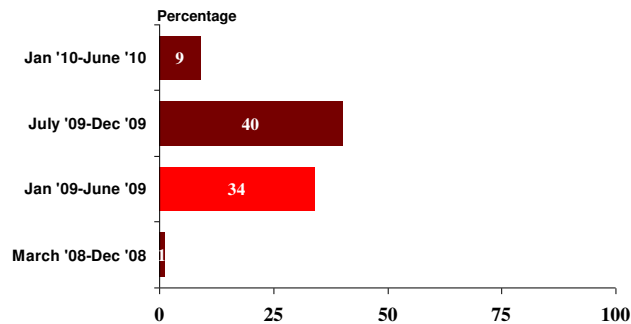
### Project Approval Notification Date

These same projects were also most likely to have been approved between January and June, 2009 (34%), or July and December, 2009 (40%). Most of the remaining projects (9%) were approved between January and June, 2010.

Sixteen percent of respondents did not identify the approval date for the project they were asked to focus on in this section.

#### Date of Approval of ISF Funding

Q.22: What date did your level of government/organization receive notification that ISF funding for this project had been approved?



Base: n = 644

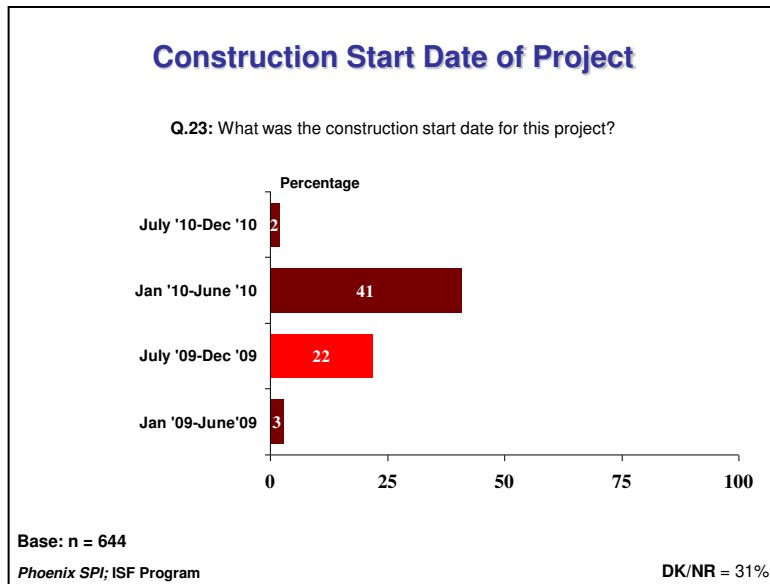
Phoenix SPI; ISF Program

DK/NR = 16%

## Construction Start Date

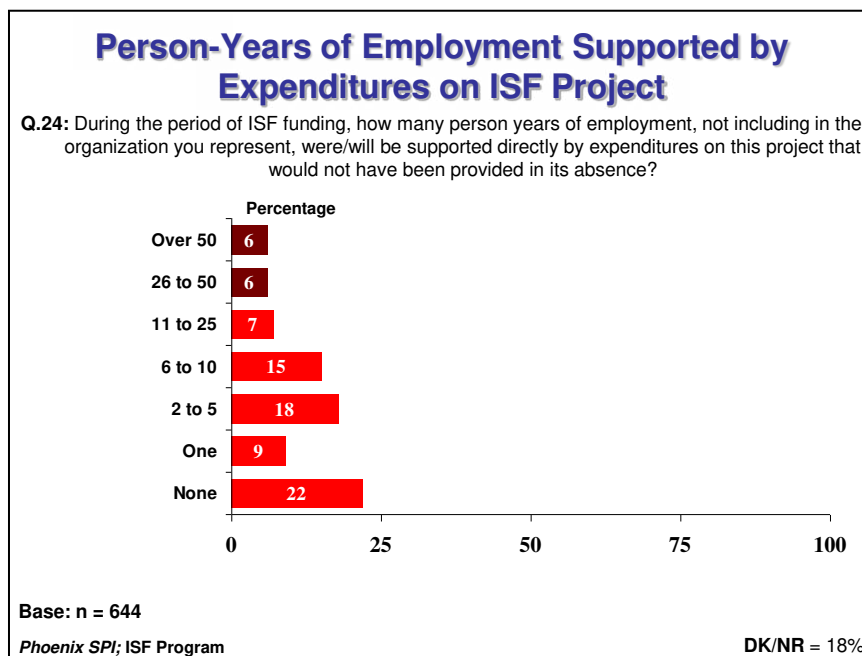
The construction start date for these projects was most likely to be between January and June, 2010 (41%). Construction on most of the other projects began between July and December, 2009 (22%).

Nearly one-third of respondents (31%) did not identify the construction start date for the project they were asked to focus on in this section.



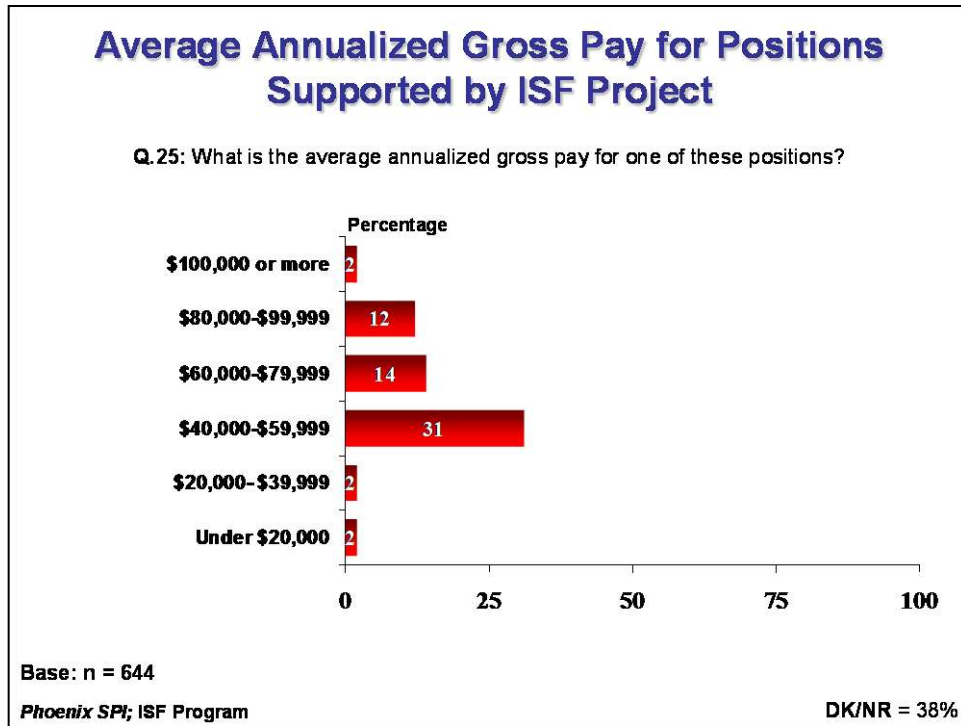
## Person Years of Employment Supported by Expenditures Varied Considerably

The number of person years of employment directly supported by expenditures on specific ISF projects varied considerably. The largest single proportion (22%) indicated that no person years of employment were directly supported by expenditures on their specific ISF project. One-third identified numbers of person years ranging from 2 to 10, while almost one in five (19%) identified numbers exceeding 10 person years. In total, 18% did not provide an estimate. When interpreting these results, it should be kept in mind that respondents were asked to provide a good estimate.



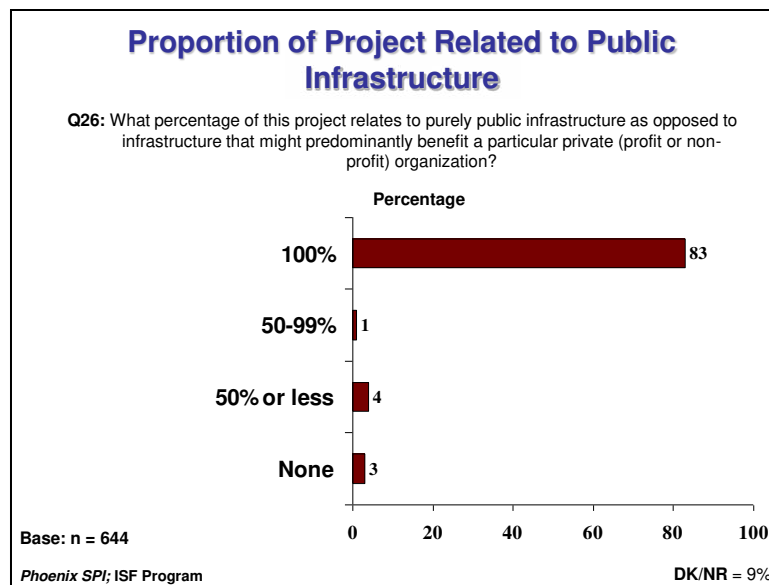
### Average Annualized Gross Pay

The average annualized gross pay for one of the positions associated with the specific ISF project also varied. Nearly one-third (31%) identified totals that ranged from \$40,000 to just under \$60,000, while almost as many (28%) identified totals of \$60,000 or more. A substantial proportion (38%) did not provide a response to this question.



### Most Projects Involve Purely Public Infrastructure

The large majority of respondents (83%) indicated that 100% of the specific ISF project that they were asked to focus on relates to purely public infrastructure. Relatively few (8%) involve infrastructure that might predominantly benefit a particular private (profit or non-profit) organization. Nine percent did not provide a response.

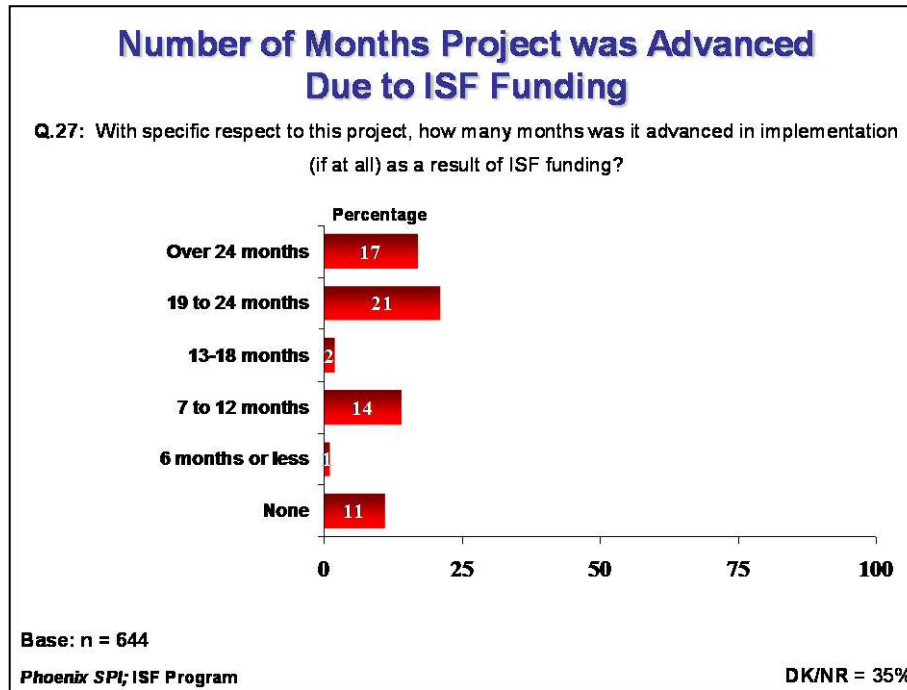




## Majority Think ISF Funding Had Impact on Timing of Project

A majority of surveyed officials (55%) think that ISF funding helped advance, at least to some extent, the implementation of the project they were asked to focus on in this section. Beyond that, however, the perceived impact on the timing of the project varied – 17% felt it was advanced by over two years, 21% by 19-24 months, and 17% by up to 18 months.

Approximately one in ten (11%) said the ISF funding had no impact on timing, while just over one-third (35%) did not provide a response.



## SUGGESTIONS TO IMPROVE POLICY ADMINISTRATION

This section presents respondents' suggestions for improving ISF-type project procedures and their impact. This section of the questionnaire consisted entirely of open-ended questions.

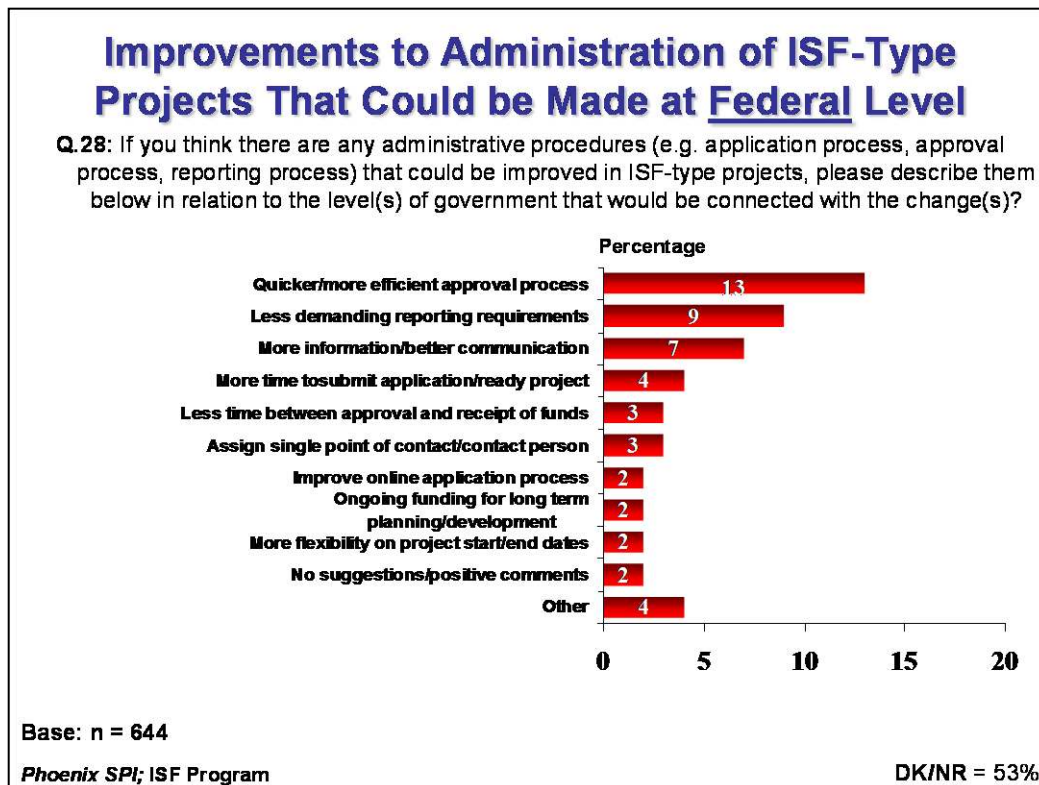
### Overview of Respondent Feedback

In each of the areas where respondent feedback was sought, a similar pattern was evident. First, respondents did not tend to distinguish between levels of government when offering suggestions. In other words, the types of changes identified were similar, regardless of whether these were connected with the federal, provincial, or municipal level of government. Second, the likelihood of making suggestions decreased with level of government. That is, respondents were most likely to identify suggestions for the federal government, less likely to cite them for provincial governments, and least likely to do this for municipal governments.

### Administrative Procedures – Suggestions for Improvement

Respondents were asked to offer suggestions to improve the administrative procedures of ISF-type projects, and to link this to the level of government that they think would be most closely connected with the suggested change – federal, provincial or municipal.

Focusing first on the federal level, a majority of surveyed officials (53%) did not offer any suggestions for changes in administrative procedures linked specifically to the federal government. And while a number of suggested changes were identified, they tended to lack salience. The suggestion offered most often was to implement an approval process that is quicker and/or more efficient (13%). This was followed by the suggestion that there be less demanding reporting requirements (9%), and that there be more information provided or better communication in general (7%) (multiple responses accepted).



All other suggestions were offered infrequently (4% or less). These include allowing more time to submit an application and/or ready a project, shortening the time between project approval and the receipt of funds, assigning a single contact person or point of contact, improving the online application process, providing ongoing funding for long-term planning and development, and providing more flexibility on project start and end dates. A few respondents specified that they had no suggestions to provide and offered positive comments in general.

Included in the 'other' category are providing advanced funding to help planning and design processes, allowing more flexibility in the allocation of funds, and expanding eligibility to different types of projects.

Below are examples of verbatim comments included under the various codes for suggestions that target the federal government. Similar suggestions are provided for other levels of government using the same codes, and so will not be repeated then.

### **Quicker/more efficient approval process**

- *Quicker approval time.*
- *Earlier call for proposals and shorter approval period would have helped.*
- *The application process ran through the spring, which made it difficult to get any major work done in 2009. If the process ran earlier in the calendar year or even in the fall, this would have fit our construction season better.*
- *Match application and approval processes to suit typical project timelines; have approval processes early in the year, by February.*
- *Approval process – the consultation and screening prior to formal approval was too cumbersome.*
- *Approval process should take into account the short northern construction season and lack of contractors in the north.*
- *Prior to the application process, all federal approval must be completed, which for some projects could be a lengthy process.*
- *Streamline approval process, the time taken to make the decisions would have been very helpful for moving forward on the projects.*
- *Entre la date de dépôt de notre demande, la date d'approbation et la date de réalisation des travaux qui est le 31 décembre 2010, il est impossible pour la municipalité de réaliser les travaux.*

### **Less demanding reporting requirements**

- *Reporting is too frequent and serves only the political needs of the federal government.*
- *Reduce the number of reports, forms and surveys like this one to allow us to spend time on the project and not on non-productive tasks.*
- *Considering the amount of backup information required for the expenditure claims, I do not see any reason why an audit would be required for a project the size of our project. Also, some of the detail required for backup information was a little extreme.*
- *The reporting is too onerous and frequent. In addition, surveys such as this one are "additional" reporting that adds to the frustration of small communities. Without knowing the specifics, it is suspected that the myriad of reporting to different agencies is politically motivated.*
- *Timing of reports should be better coordinated (i.e. monthly vs quarterly reporting).*

- *Eliminate the need for copies of all invoices, contracts, etc. This is a very time consuming process and, in my opinion, is completely unnecessary. An audit could be performed either by ISF auditors or the municipality's auditor and an appropriate report presented. ISF could 'spot check' or select a project for more in-depth review.*
- *The ISF reporting process included the requirement to estimate the average temporary job creation. More details should be provided as to how to estimate this.*
- *Il est certain qu'alléger le volet administratif de ces programmes seraient une bonne chose mais il est très justifiable que vous ayez besoin de documents en preuve à l'appui. Mais ne pourraient-ils pas être plutôt conservé et consulté sur place (dans la localité) au lieu de faire appel à des copies puisque la vérification se fait tout de même ici.*

#### **More information/better communication**

- *Decision-making process unclear.*
- *Ensure protocols are set up for scope changes.*
- *Develop more specific criteria on funding eligibility.*
- *Legal contact would be appreciated. Perhaps utilizing the existing structure from FedNor or a similar agency.*
- *Better communication with provincial government in order to make changes along the way if required.*
- *We would like to have improved communication on deadlines, approvals, deadlines costs, etc. Possibly have site-specific workshops or meetings with municipal staff to outline program(s).*
- *Defining processes, application procedures, criteria and guidelines to assist municipalities in meeting the requirements and project eligibility of the grant.*
- *Poorly worded question. Don't necessarily know what level of government is responsible for various aspects of the procedures. Unclear what expenditures are eligible and ineligible (interpretation required but responses not always clear or provided). Creates uncertainty.*
- *Lors du processus d'approbation, les demandeurs devraient avoir une personne-ressource au federal pour pouvoir effectuer le suivi des demandes et répondre aux diverses questions.*

#### **More time to submit application/ready project**

- *Procedures have been good other than giving more lead time for applications.*
- *Time frames for applicants were short.*
- *Needs consideration for extension of deadline.*
- *More time between ISF announcement and application deadline date.*
- *Application was looking for very detailed information, which is difficult to provide in the short timeframes provided.*
- *Not adequate lead time for assembling engineering information for application, both for the BCF and ISF programs.*

#### **Less time between approval and receipt of funds**

- *Faster funding flow.*
- *Releasing of funds sooner.*
- *The application process was good, the approval & reporting were good.... the receipt of funds for work completed is slow.*

- *A streamlined process to make payment quicker would be good for the local municipality.*
- *Il faudrait assurer que les ententes de financement soient mises en place plus rapidement suivant les annonces.*

**Assign single point of contact/contact person**

- *Having one point of contact is helpful.*
- *Assign a project manager for each municipality to represent federal/provincial government interests – single point of contact.*
- *Contact person should be consistent.*
- *Assign advisors to the file for the duration of the project.*
- *Too many people asking for the same information. We have had far too many people asking for info on the status, etc. of these projects. We get called from many different federal and provincial departments, along with many associations.*

**Improve online application process**

- *Online application process was not user friendly.*
- *On-line application process was frustrating because you could not save the application to your computer.*
- *The application forms need to be able to be saved such that an applicant can make incremental additions, revisions, etc. and draft applications can be circulated to other staff for review and input.*

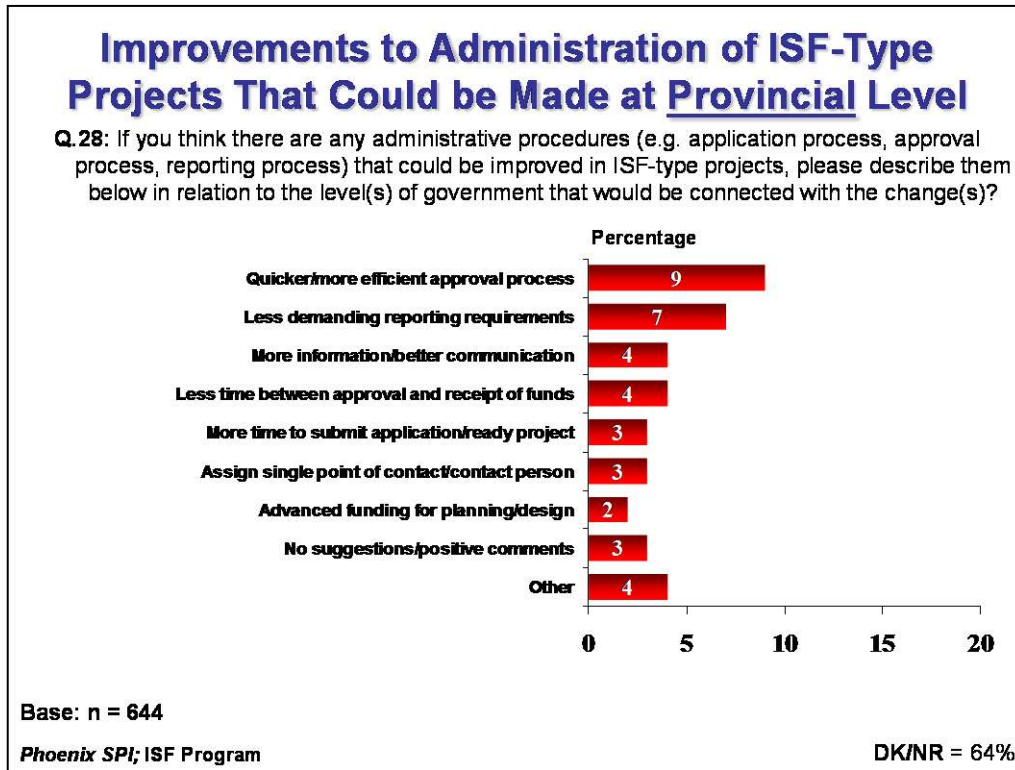
**Ongoing funding for long term planning/development**

- *Implement a program of annual capital improvement grants to allow for better long-range planning and budgeting at the municipal level.*
- *Regular predetermined infrastructure grants should be made available each year with the amount known to the municipality in order to be able to long-term budget major infrastructure programs.*
- *Stimulus funding that would support substantial civil infrastructure projects should be multi-year.*
- *Simply provide the dollars directly to municipalities with an annual audit requirement. This is the process used for the Federal Gas Tax and this works very well.*
- *Avoir un délai de plusieurs années pour réaliser le ou les projet comme le programme sur la tax d'accise.*

**More flexibility on project start/end dates**

- *More flexibility in the timing and completion deadlines would probably result in lower costs and also ensure that the most important projects are prioritized.*
- *Unexpected project delays will cause scheduling problems. The ISF program should be able to extend specific projects based on justifiable delays.*
- *Extend deadline to include an additional construction season (i.e. to December 31, 2011).*
- *Permettre une date d'achèvement des travaux plus souple.*
- *La fin travaux exigés pour le 31 Décembre 2010 est irréaliste dans beaucoup de cas.*

As the graph below shows, changes in administrative procedures, linked specifically to the provincial government were similar to those connected with the federal government. Two-thirds of respondents (67%) offered no suggestions about improving administrative procedures linked specifically to provincial governments.



Fully 89% of respondents offered no suggestions to improve administrative procedures linked specifically to municipal governments. Suggestions that were made were offered by no more than 2% of respondents and were similar to those offered in relation to higher levels of governments. These include an approval process that is quicker and/or more efficient, less demanding reporting requirements, more information or better communication in general, more time to submit an application and/or ready a project, assigning a single contact person or point of contact, providing ongoing funding for long-term planning and development, providing more flexibility on project start and end dates, allowing more flexibility in the allocation of funds, providing advanced funding to help planning and design processes, and expanding eligibility to different types of projects.

### **Planning Procedures – Suggestions for Improvement**

Respondents were asked to offer suggestions for planning procedures that could be implemented to optimize the economic stimulus impact of ISF-type projects, and to link this to the level of government that they think would be most closely connected with the suggested change – federal, provincial or municipal.

Suggestions regarding planning procedures that could be implemented to optimize the economic stimulus impact were relatively limited and identified by small numbers. No suggestion was identified by more than 6% of respondents, and the suggestions were similar regardless of the level of government involved. These suggestions include an approval process that is quicker and/or more efficient, providing ongoing funding for long-term planning and development, providing more flexibility on project start and end dates, more information or better communication in general, allowing more flexibility in the allocation of funds, expanding eligibility to different types of projects, and providing advanced funding to help planning and design processes (multiple responses accepted).

The proportion of respondents who did not provide feedback on this issue was 74% for suggestions connected with the federal government, 83% for suggestions connected with provincial governments, and 92% for suggestions connected with municipal governments.

### **Measurement or Impact Determination Methods – Suggestions for Improvement**

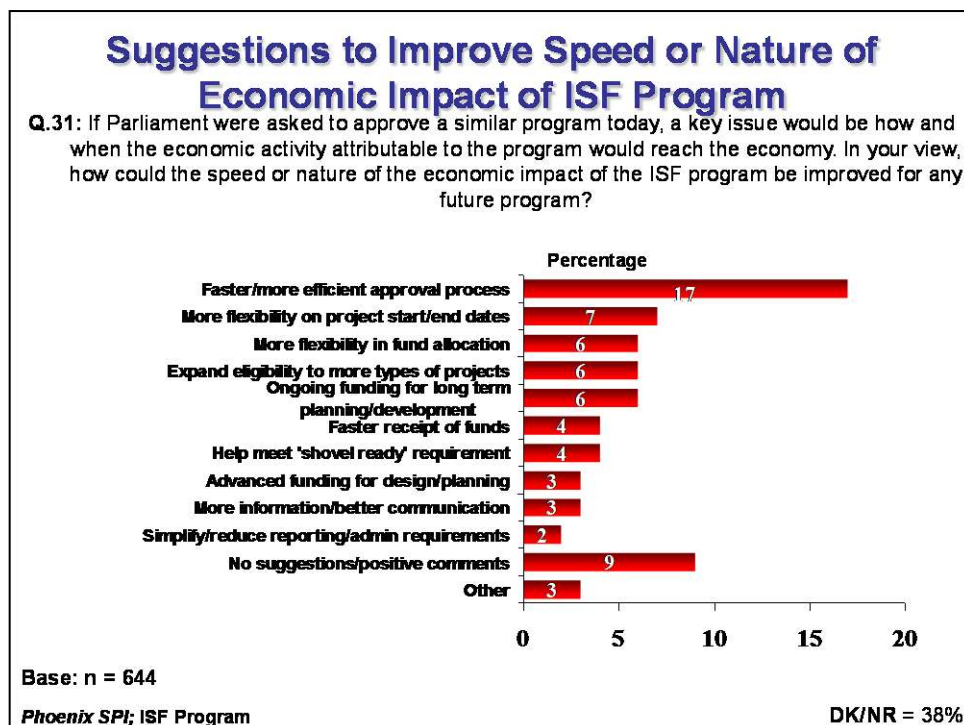
Respondents were asked to offer suggestions concerning the way ISF-type project impacts are determined or measured, and to link this to the level of government that they think would be most closely connected with the suggested change.

The vast majority of respondents offered no feedback in terms of suggestions concerning how ISF-type project impacts are determined or measured. More specifically, the proportion of respondents who did not provide feedback on this issue was 87% for suggestions connected with the federal government, 92% for suggestions connected with provincial governments, and 96% for suggestions connected with municipal governments.

Suggestions that were offered include an approval process that is quicker and/or more efficient, trying to measure improvements in quality of life, decreases in overall costs, and decreased deficits (multiple responses accepted). Some respondents indicated that it is difficult to measure such impacts

### Faster, More Efficient Approval – Main Way to Speed up Economic Impact of ISF

Implementing a faster and/or more efficient approval process was the suggestion offered most often for improving the speed or nature of the economic impact of the ISF program. This suggestion was identified by 17% of surveyed officials. Much lower, but almost equal numbers (6-7%), suggested providing more flexibility on project start and end dates, allowing more flexibility in the allocation of funds, expanding eligibility to different types of projects, and providing ongoing funding for long-term planning and development (multiple responses accepted).



Small numbers (4% or less) suggested faster receipt of funding, helping meet shovel-ready requirement, providing advanced funding to help planning and design processes, providing more information and/or better communication, and simplifying and/or reducing reporting and administrative requirements. Included in the 'other' category are assigning a single contact person or point of contact and improving the online application process.

Almost half of the respondents (47%) offered no suggestions in this area, or offered positive comments in general.

Below are examples of verbatim comments included under the various codes.

#### Faster/more efficient approval process

- *The only improvement I could suggest is that the approval process be quicker.*
- *Approvals need to be streamlined so projects can start as soon as possible.*
- *Expedite the approval process. On our project people could have been working on the project within weeks rather than months. Overall, WED staff were very helpful, it just seemed as though their hands were tied in going through extraordinarily.*



- *Quicker approval time for the approval of the project, as well as shorter approval from municipalities for building permits and SPA.*
- *Faster processing. Not-for-profits in particular are nimble and can get projects underway quickly if approvals and funds are processed within a reasonable amount of time.*
- *Less time between application and approval.*
- *Without any doubt, the longest delay in getting these projects working in the communities is the inefficiency and delays in the government approval process.*
- *Minimize other government department approvals.*
- *Facilitez l'approbation des projets. Confirmer les projets l'automne précédent.*

### **More flexibility on project start/end dates**

- *The strict completion deadline makes it difficult to complete larger projects that could have a longer impact on the economy.*
- *This worked well for us, but if the timing was going to be delayed from a set date then the period to complete should be extended an equivalent amount.*
- *Flexibility on deadlines where project work time-frame is not under the control of the applicant.*
- *If the project end dates were staggered it would allow for greater efficiencies and reduce dramatic swings in unemployment.*
- *Increase the lead time on the start of the construction and length to complete the project. Many contractors do not have the capacity to handle the demand and have quoted much higher prices to be sure their costs are covered.*
- *When giving notice of a program, allow time for proper project design from start to completion.*
- *En laissant aux municipalités le soin de choisir la date de réalisation des projets.*

### **More flexibility in fund allocation**

- *Municipalities should be given the authority to select projects that the funding will be applied.*
- *Allow the municipalities to determine which projects they would implement.*
- *Allow us more freedom – in timing and project – especially for small municipalities.*
- *A general unconditional grant would allow the municipality to identify its priorities and award work that may provide more local economical impacts.*
- *Allow a portion of funding to be spent in-house. This will create an economic stimulus by allowing new employment opportunities within the municipality. Large stimulus programs require a great deal of internal administration which smaller municipalities do not have capacity for without addition funding.*
- *Block funding program would allow maximum flexibility for a municipality to direct funds to areas of municipal priorities and allow for earlier tendering.*

### **Expand eligibility to more types of projects**

- *If other types of infrastructure were included in the program.*
- *For small rural municipalities, the criteria for projects cannot be too stringent so that a wide range of projects qualify because of the diversity of the needs.*
- *Allow the funds to be applied to current priorities rather than future priorities.*
- *Expand the eligibility to include items such as transit fleet vehicles.*
- *Follow the protocol of the gas tax funding – approve the funding and let the municipalities determine the projects that will be completed.*

- *Ajouter batiments communautaires et bibliotheques.*
- *En facilitant l'accessibilité tout en réduisant les exigences. Laisser plus de latitude au milieu gérer la subvention.*

### **Ongoing funding for long term planning/development**

- *Provide yearly funding/grants to municipalities so that yearly funding could be spent on ongoing infrastructure projects.*
- *Consistent, ongoing funding programs that would always have some projects 'in the queue' and retroactive funding for engineering of approved projects would help.*
- *The program should be considered over a longer time period (i.e. a number of years) to allow for bigger and more efficient projects.*
- *There should be no bidding/approval process, infrastructure funding should be similar to Gas Tax funding, a fixed amount based on per capita, distribution to all municipalities.*
- *Sustained over a longer period of time – not just one quick boost where everything is difficult to schedule because of availability and then everything comes to an abrupt end.*
- *Communities need a long-term predictable cash flow to assist in addressing the infrastructure deficit.*
- *Stimulus or infrastructure moneys should flow continuously and through a formula allowing municipalities to plan work and provide stable, continuous ongoing infrastructure work; as opposed to the present 'feast or famine' cycle that exists.*
- *L'activité économique attribuable au programme se concrétiserait s'il y avait une continuité des programmes FSI sur une période plus longue; autrement, les effets seront vite effacés.*

### **Faster receipt of funds**

- *Faster funding flow.*
- *The forwarding of funds could be more timely.*
- *Faster turnaround on approvals, faster flowing of funds from the province.*
- *Unallocated funding could speed process.*
- *Accepter les projets plus rapidement et payer plus rapidement!*

### **Help meet shovel-ready requirement**

- *The application for the projects could have included a requirement that the environmental study be completed and proof provided for "shovel ready projects".*
- *I believe making sure projects are construction-ready is the only way to get the economic impact in a timely fashion.*
- *The program needs to identify and recognize "real" shovel ready projects, not wish lists.*
- *Should be assistance to assist small communities with limited resources in becoming shovel ready.*
- *Encourage all sectors to have projects "in the can" (ready to go) and ranked as regional or municipal priorities in advance.*
- *Predictability of upcoming programs would allow for better planning and the ability to ensure that projects are "construction ready".*

**Advanced funding for design/planning**

- *Funding is a major issue to small municipalities. Advances to municipalities under 10,000 should be considered for approval projects.*
- *Free up planning and design money first.*
- *Consider providing small amounts of funds for municipalities to have their projects ready to roll out. The funds could be used for pre-engineering, soil testing where needed, EA work, etc.*
- *Cash up front.*
- *Provide the municipality with 75% of the funding at the beginning of the project.*

**More information/better communication**

- *More information on program.*
- *Better communication and cooperation between the federal and provincial governments.*
- *Specific invitations to the groups that are eligible so that the time taken for it to filter down to them is not wasted.*
- *Ensure there is a clear definition as to what "starting project" means.*
- *Perhaps the government could request an inventory of projects from municipalities that could be scrutinized prior to the funding announcement. This would allow government to validate and clarify statements made in the application.*

**Simplify/reduce reporting/admin requirements**

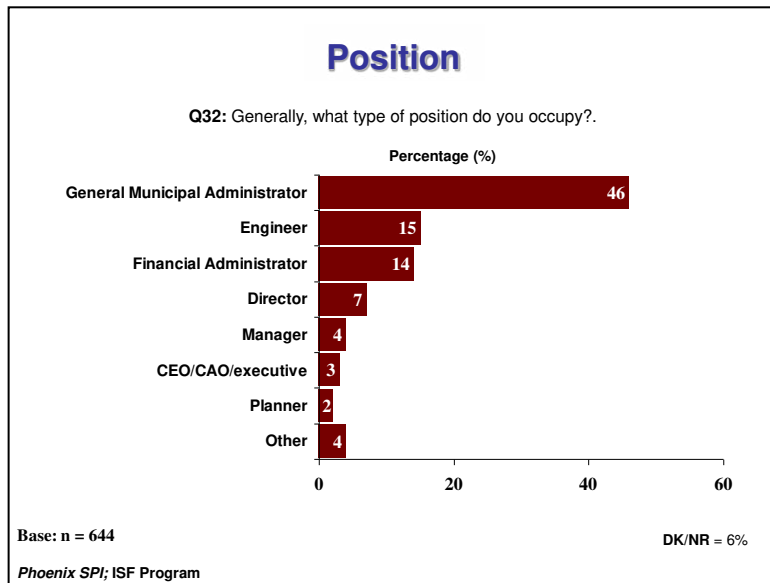
- *The bureaucratic nature of the application and approval process and the lack of decision-making from this program at the federal level has greatly reduced the economic benefit that could have been derived.*
- *Simplifier les procédures administratives.*
- *Alléger les procédures administratives et d'approbation car les municipalités doivent produire des rapport vérifiés concernant les dépenses effectuées suite à l'approbation des crédits.*
- *Oui, en diminuant les exigences quant aux pièces justificatives requises par les divers ministères pour l'approbation d'un projet.*

## CHARACTERISTICS OF SURVEY PARTICIPANTS

This section identifies the characteristics of survey participants, including their position, the length of time in their current position, length of time in this kind of work, age, education, and professional accreditations. It also includes a graph identifying whether any other individuals helped the lead respondent complete the survey, and if so, how many offered assistance.

### Position

Nearly half the respondents occupy the position of General Municipal Administrator.



### Number of Years in Current Position

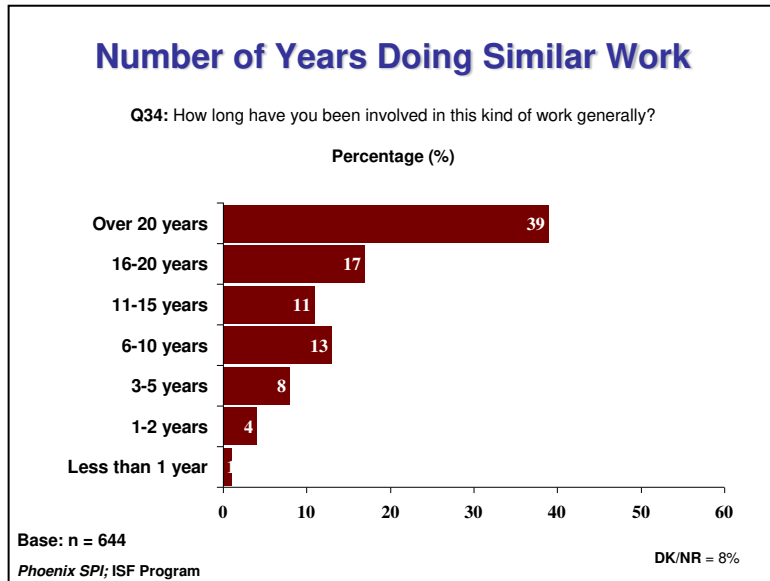
Respondents have occupied their current positions for varying lengths of time.





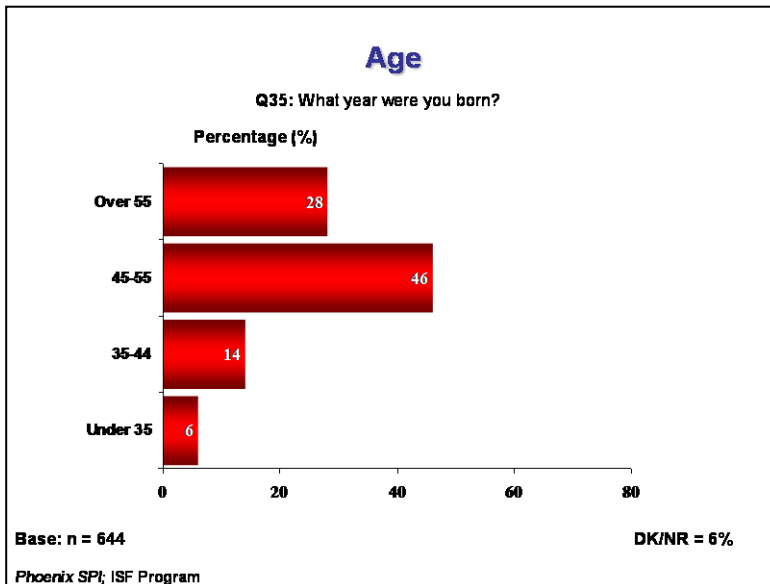
## Number of Years Doing Similar Work

Two-thirds of respondents have been involved in this kind of work for at least 10 years, with the largest proportion having over 20 years experience.



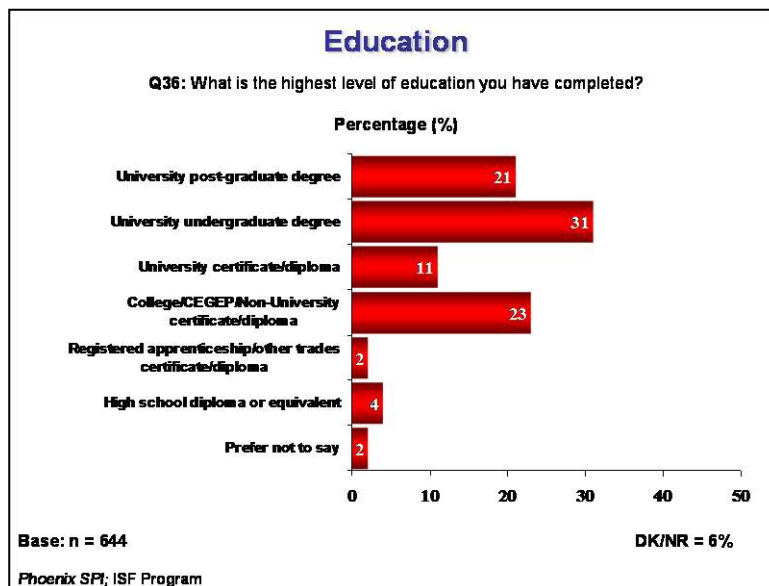
## Age

Close to half the respondents (46%) are between 45 and 55 years of age. Over one-quarter (28%) are over 55, while one in five (20%) are under 45 years of age.



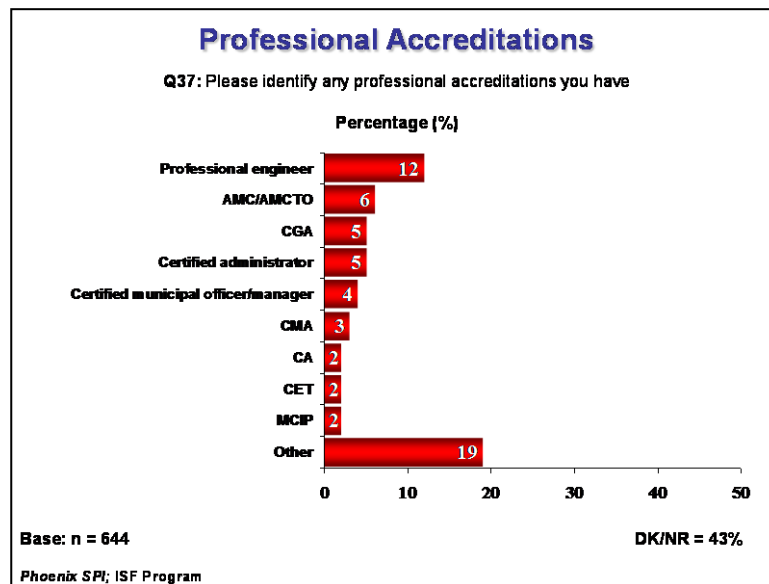
## Education

Nearly two-thirds of respondents (63%) are university-educated.



## Professional Accreditations

'Professional Engineer' leads the list in terms of professional accreditations held by respondents.

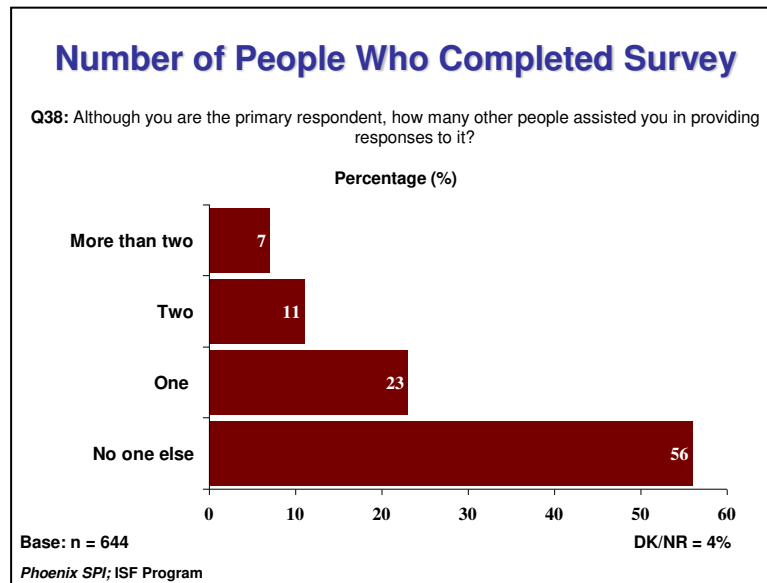


Included in the 'other' category are BAs, MAs, MBAs, certified road supervisor, applied science technologist, CLGM, RET, RPT(eng), and CPWS Level 3.



## Number of People Involved in Survey Completion

Most respondents completed the survey on their own. That said, more than one-third did consult with at least one of their colleagues.







## APPENDIX



## PBO-ISF Sample Preparation and Sampling Methodology Note

### 1. Sample Preparation

Two types of lists were provided to Phoenix, one by Infrastructure Canada and the other by PBO. The list provided by Infrastructure Canada contained contact information for each ISF project, while the list provided by PBO contained detailed information on each ISF project, including the project category, nature, benefit realization, and federal/provincial contribution amounts, among other types of information. In all, there were 3,913 ISF projects. Both lists were compiled based on information provided in the ISF application(s) that were submitted by organizations. Since both lists contained important information for the research, the two lists were merged prior to any work being undertaken to prepare the sample for the mail-out and survey. The matching of records was achieved using the unique number assigned to each project (i.e. the ISF project number).

Few of the records for ISF projects undertaken in Quebec contained specific contact information (other than the name of the organization). As a result, these records were handled separately from the rest of Canada. Once the two lists were merged, all records from Quebec were removed and placed in a separate file. This totaled 863 ISF projects. Contact information for the municipalities in Quebec (the bulk of the organizations in Quebec) was obtained from the Federation of Canadian Municipalities (FCM). This included the mailing address for the municipality, as well as the name of the city manager or chief administrative officer, along with a telephone number (a review of the titles associated with the contacts for the rest of Canada suggested that these titles were the most appropriate). The Internet was used to obtain contact information for the other types of organizations included in the records (i.e. the provincial government and not-for-profit organizations).

Turning back to the main list (i.e. the list containing organizations outside of Quebec), the following steps were taken to prepare the list. First, an accurate count of the number of organizations that received ISF funding was required since the organization was the unit of analysis for the study. In all, there were 3,050 ISF projects and the vast majority of the organizations received funding for more than one ISF project. To determine how many unique organizations were represented in the sample, the records were sorted by organization and project contact and then all records were reviewed on a line-by-line basis. A duplicate check could not be run because the data entry of the name of the organization and project contact was not consistent. For example, the spelling or the syntax/structure of the name of organizations and/or contacts varied throughout the list. This needed to be addressed in order to obtain an accurate count of the organizations undertaking ISF projects.

During the line-by-line review of the records, two issues emerged: 1) the level of specificity attributed to some provincial<sup>6</sup> government ISF projects, and 2) single contacts for multiple organizations. Focusing on the first issue, for provincial government projects, the organization was listed as either the government as a whole (e.g. Government of Ontario) or the specific ministry responsible for the project (e.g. Ontario Ministry of Culture). It was important to treat the different ministries of the provincial governments as separate organizations since each dealt with different categories of projects that affected different areas of the province. For this reason, where an organization was listed only as a provincial government (e.g. Government of Ontario), some investigative work was undertaken to determine the ministry responsible for the project. Often, this was apparent by the contact person assigned to the project and the category of project (information available in the sample list). In these cases, the organization was listed as

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<sup>6</sup> Includes territorial projects.

the relevant government ministry (e.g. Ontario Ministry of Culture). If it was not possible to link a project to a specific ministry, the organization was left generic (e.g. Government of Ontario).

The second issue required more work to resolve. First, it was important to verify that the organizations, indeed, were unique; i.e. that they were not referring to the same organization via different variants of the same name. This was accomplished through a basic Internet search. Next, some of these organizations received funding for multiple ISF projects and therefore had more than one contact person linked to them in the sample list (recall that each record in the sample list was a unique ISF project). Where this occurred, an alternative contact was selected for the organization. Where there was only a single project associated with an organization or no alternative contact available, efforts were taken to locate a new contact for the organization (through telephone calls and Internet searches). This issue, in general, was associated with ISF projects undertaken as provincial-municipal partnerships. For example, the organization listed in the sample as responsible for a project was a small municipality, while the contact person for the project was often a representative of the relevant provincial government. In all, there were 107 organizations represented by 11 contact people.

Once the sample had been cleaned so that it included only unique organizations (of which there were 1,129), the mailing information for each organization was reviewed for completeness and accuracy. In all, more than 350 records required some form of manual updating. Almost 300 were missing mailing addresses entirely, and the rest required postal codes and/or city names.

The table below provides a snapshot of the sample:

	Overall	Rest of Canada	Quebec
Number of ISF projects	3,913	3,050	863
Number of unique organizations	1,129	777	352

## 2. Project Sampling Methodology

Simple random sampling was used to select the specific project that an organization was asked to provide information about in Section 3 of the survey. To accomplish this, several steps were taken. First, the random number generator or RAND function found in Excel 2007 was used to assign each ISF project a random number that was greater than or equal to 0 and less than 1. The ISF projects were then sorted by organization and by random number. The first project listed for each organization in the spreadsheet was the one selected for the survey. In cases where an organization only had one project, no sampling was required. The ISF project listed for the organization was the project selected for the survey (this was relevant only to Section 3 of the survey, the only part that asked project-specific questions). The end result was a purely random selection of projects that could be weighted post-data collection to ensure that it matches as closely as possible the universe of ISF projects.

The alternative approach was to sample the ISF projects in proportion to their distribution by 'type'<sup>7</sup> and 'nature'<sup>8</sup> in the ISF database. However, given that the unit of analysis for this survey was the organization, and that the number and type of projects undertaken by an organization affected this distribution, this option presented some difficulties. These difficulties were not

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<sup>7</sup> There are 15 different types of ISF projects: Airport, Brownfield Redevelopment, Community Centres and Community Services, Cultural, Disaster Mitigation, Highway and Regional Transit, Local Road, Municipal Buildings, Parks and Trails, Port and Cruise ship, Public Transit, Solid Waste Management, Water and Wastewater, and Affordable Housing.

<sup>8</sup> This includes new projects, project expansions, and project renewals.

insurmountable. Essentially, a *mostly random* sample could have been drawn. Giving the randomness of the sampling secondary importance, however, would have constrained the weighting of the project-specific data post-data collection (because the probability of selecting a project as part of the sample could not be accurately calculated). For this reason, the first approach to sampling was utilized for this study.

## **Cognitive Pre-test Interview Guide**

### **INTRODUCTION**

- Determine if person is available. If not available, re-schedule interview.
- Purpose of the interview is to collect feedback on the draft questionnaire before it is used to survey representatives of municipalities and other recipients of ISF funding.
- Interview should take 15-20 minutes.
- Confirm that participant has survey with him/her at time of interview (and make sure interviewer has copy of completed questionnaire as well).
- Remind participant that responses are confidential.

### **DEBRIEF QUESTIONS**

Let's review the survey, starting first with your overall impressions of it. Following this, we'll go through the survey section by section.

#### **A. Overall Assessment**

1. What's your overall impression of the survey...was it easy to complete? If not, why not?
2. Did you complete the survey on your own, or did you need to consult with others in your organization?
3. Approximately how long did it take to complete the survey? [BALLPARK IS FINE.]
4. In terms of design or layout, is the survey easy to follow? If not, why not? Were any of the 'skip patterns' or instructions potentially confusing? If so which one(s)?

PROBE SUGGESTIONS TO IMPROVE.

5. And from a content perspective, is the survey easy to follow? If not, why not?

PROBE SUGGESTIONS TO IMPROVE.

6. In general, are the questions clear and easy to understand? If not, why not? [KEEP AT 'OVERALL' LEVEL. SPECIFIC PROBLEM AREAS, IF ANY, WILL BE DISCUSSED LATER IN THE SECTION-BY-SECTION REVIEW. ]
7. Are there any important issues that are missing and should be added? If so, which ones and why?

## **B. Section-by-Section Review**

Now I'd like to go through the survey section by section, starting with the cover page and instructions.

\*INTERVIEWER NOTE: MOVE QUICKLY THROUGH THIS SECTION. ONLY LINGER/PROBE IF WARRANTED.

8. What did you think of the cover page and instructions? Was it clear and easy to understand? Is there anything missing?

FOR EACH SURVEY SECTION, ASK THE FOLLOWING SET OF QUESTIONS.

Turning to INSERT SECTION NO.,

9. Was this section clear and easy to understand?

10. Were you able to answer all of the questions? If not, which ones and why? FOCUS IS WHETHER OR NOT RESPONDENT IS RIGHT PERSON TO PROVIDE INFORMATION.

11. Did any of the questions or instructions in this section cause confusion?

PROBE SUGGESTIONS TO IMPROVE.

12. Could any of the questions be worded more clearly? If so, which ones and why?

PROBE SUGGESTIONS TO IMPROVE.

13. Are there any questions that should be cut? If so, which ones and why?

## **CONCLUSION**

14. Do you have any other comments about the survey or suggestions on how it could be improved?

**Thank you for your help. We really appreciate your input. Your feedback will help to ensure that the survey is as strong as possible so that it collects data that provides an accurate picture of the ISF program.**

## **Notification Letter**

May 2010

ADDRESS BLOCK

Re: Infrastructure Stimulus Fund (ISF) Program Study

Dear RECIPIENT:

On behalf of the Parliament of Canada, my office is reviewing the progress and performance of the of the Infrastructure Stimulus Fund (ISF) program. The purpose of this review is to collect assessments of the program and its underlying projects that will supplement and enhance administrative data. I am seeking the help of local stakeholders to produce a more accurate review of the ISF program.

Phoenix Strategic Perspectives Inc., an independent research company, is conducting this study on our behalf. Please be assured that your responses will be treated confidentially – no individuals or organizations will be identified in any way. You will be one respondent among several hundred, and results will be reported in an aggregated manner.

You will receive a phone call from Phoenix within the next week or so asking you to participate in a brief survey. I encourage you to take part in this important study. You are being contacted to participate on behalf of your organization because you are identified as a project lead for public infrastructure works approved to be funded in part by the ISF program.

Should you have any questions or require clarification about this study, please do not hesitate to contact Peter Weltman in my office. Peter can be reached by phone (613-996-1952) or email (weltmp@parl.gc.ca).

The opinions and assessments of local officials, provincial/territorial officials and community organizations are absolutely essential in obtaining an accurate and useful picture of the ISF program, and I thank you in advance for your participation in this study.

Sincerely,

Kevin Page  
Parliamentary Budget Officer



## **Lettre de notification**

Mai 2010

VEDETTE

Objet : Étude sur le Fonds de stimulation de l'infrastructure (FSI)

Madame,  
Monsieur,

Mon bureau examine présentement le progrès et le rendement du Fonds de stimulation de l'infrastructure (FSI), pour le Parlement du Canada. Aux fins de cet examen, nous sollicitons l'opinion des personnes du milieu concernées par ce programme et ses projets en vue d'améliorer et de compléter les données administratives et de réaliser un examen le plus rigoureux possible.

Nous avons confié cette étude à Phoenix Strategic Perspectives Inc., une maison de recherche indépendante. Nous vous assurons que vos réponses seront traitées en toute confidentialité et qu'aucune personne ni organisation ne pourra être identifiée. Vous serez un répondant ou une répondante parmi des centaines de répondants et vos réponses seront regroupées avec celles des autres répondants.

Phoenix vous téléphonera au cours de la prochaine semaine pour vous inviter à participer à un court sondage. Je vous encourage à participer à cette importante étude. Vous serez invité(e) à représenter votre organisation dans le cadre de cette étude en raison de vos fonctions de chef de projet dans le cadre de travaux d'infrastructure publique pour lesquels des fonds ont été approuvés par le FSI.

Si vous avez des questions ou souhaitez obtenir des précisions concernant cette étude, n'hésitez surtout pas à communiquer avec M. Peter Weltman, de mon bureau, par téléphone (613-996-1952) ou par courriel ([weltmp@parl.gc.ca](mailto:weltmp@parl.gc.ca)).

Afin de peindre un portrait fidèle et utile du FSI, les opinions et les évaluations des responsables locaux, provinciaux et territoriaux et des organisations communautaires sont indispensables. Je vous remercie à l'avance de prendre part à cette étude.

Veuillez agréer mes meilleures salutations.

Kevin Page  
Directeur parlementaire du budget

## Telephone Recruitment Script

### Initial Contact

Hello, may I speak to \_\_\_\_\_ (INSERT CONTACT'S NAME FROM DATABASE).

-IF PERSON IS AVAILABLE, CONTINUE

-IF NOT AVAILABLE, ARRANGE CALLBACK.

-IF CONTACT IS NO LONGER AT THE ORGANIZATION, EXPLAIN THE PURPOSE OF THE CALL (SEE INTRODUCTION TO RECRUITMENT SCRIPT BELOW) AND ASK FOR PERSON WHO COULD PROVIDE THE NECESSARY FEEDBACK. RECORD INFORMATION FOR NEW CONTACT: NAME, TITLE, TELEPHONE NUMBER.

### Recruitment Script

Hello, my name is \_\_\_\_\_. I'm calling on behalf of Phoenix Strategic Perspectives, a survey research firm. We've been commissioned by the Office of the Parliamentary Budget Officer to review the progress and performance of the Infrastructure Stimulus Fund or I-S-F program. To do this, we're conducting a survey with stakeholders to collect assessments of the program and its projects. In the last week or so, you should have received a letter from Kevin Page, the Parliamentary Budget Officer, informing you about this survey and providing you with some background information about it.

**INTERVIEWER NOTE:** IF CONTACT DOES NOT RECALL THE LETTER, PLEASE CONTINUE WITH THE RECRUITMENT SCRIPT UNLESS THERE IS RESISTANCE OR HESITATION. IF THIS OCCURS, OFFER TO FAX OR EMAIL A COPY OF A 'GENERIC' LETTER (I.E. NOT SPECIFICALLY MAIL-MERGED FOR THE ORGANIZATION) AND, IF NECESSARY, SCHEDULE A TIME TO CALLBACK.

We're contacting you now to participate in the survey on behalf of your organization because you are identified as a project lead for public infrastructure works approved to be funded in part by the ISF program.

A. Are you familiar with the ISF program and the ISF project(s) undertaken by your organization?

**No:** Could you please direct me to someone else in your organization that is better placed to provide feedback on ISF projects undertaken by your organization?

1. **No:** THANK/DISCONTINUE.

2. **Yes:** ASK TO SPEAK TO THIS PERSON.

RECORD NAME AND NUMBER.

START OVER AT BEGINNING OF RECRUITMENT SCRIPT.

**Yes:** CONTINUE.

B. Would you be willing to take part in this study? The survey would be sent to you by fax or email, and can be completed either electronically or by hand. Your responses will be treated confidentially, and all information collected will be used for research purposes only in accordance with the Government of Canada's Privacy Act and other applicable laws.

**No:** Could you please direct me to someone else in your organization that is well placed to provide feedback on ISF projects undertaken by your organization?

1. **No:** THANK/DISCONTINUE.

2. **Yes:** ASK TO SPEAK TO THIS PERSON.

RECORD NAME AND NUMBER.

START OVER AT BEGINNING OF RECRUITMENT SCRIPT.

**Yes:** Thank you. Your help is very much appreciated. CONTINUE.

C. One section of the survey will require you to answer questions about a specific ISF project. The ISF project we'd like to know about is \_\_\_\_\_ (INSERT PROJECT NO. AND TITLE FROM DATABASE). Are you familiar with this project?

**No:** CONTINUE.

**Yes:** GO TO SECTION D.

That's fine, but you may need to consult your colleagues or files when completing this short section of the survey in order to provide the information required about the ISF project.

**INTERVIEWER NOTE:** GO TO SECTION D UNLESS THE RESPONDENT INDICATES THAT CONSULTING COLLEAGUES OR FILES PRESENTS A PROBLEM / IS NOT POSSIBLE, ETC. IF THE RESPONDENT HAS A PROBLEM, RECORD REASON AND CONTINUE.

#### **C1. IF MULTIPLE ISF PROJECTS ASSOCIATED WITH THE CONTACT:**

Is there another ISF project undertaken by your organization that you are better able to provide feedback on?

**Yes:** May I please have the title and/or ISF number of this project? RECORD TITLE AND NUMBER. When completing the survey, please refer to this project when asked to do so in section 3. GO TO SECTION D.

**No:** Is there someone else in your organization that would be better placed to provide feedback on this or another ISF project?

**Yes:** THANK CONTACT FOR HIS/HER TIME.

ASK TO SPEAK TO THE NEW CONTACT IF GIVEN ONE.

RECORD NAME AND NUMBER OF NEW CONTACT.

START OVER AT BEGINNING OF RECRUITMENT SCRIPT.

**No:** That's fine. Please just ignore section 3 when completing the questionnaire. GO TO SECTION D

**INTERVIEWER NOTE:** THE OPTION TO COMPLETE THE SURVEY WITHOUT SECTION 3 SHOULD ONLY BE OFFERED TO RESPONDENTS AS A LAST RESORT.

## **C2. IF ONLY 1 ISF PROJECT ASSOCIATED WITH THE CONTACT:**

Is there someone else in your organization that would be better placed to provide feedback on this project?

**Yes:** THANK CONTACT FOR HIS/HER TIME.  
ASK TO SPEAK TO THE NEW CONTACT.  
RECORD NAME AND NUMBER OF NEW CONTACT.  
START OVER AT BEGINNING OF RECRUITMENT SCRIPT.

**No:** No: That's fine. Please just ignore section 3 when completing the questionnaire. GO TO SECTION D.

**INTERVIEWER NOTE:** THE OPTION TO COMPLETE THE SURVEY WITHOUT SECTION 3 SHOULD ONLY BE OFFERED TO RESPONDENTS AS A LAST RESORT.

D. As I mentioned, the questionnaire can be sent to you by fax or email. Which would you prefer?

Fax: COLLECT FAX NUMBER, INCLUDING AREA CODE. READ BACK TO CONFIRM.  
Email: COLLECT EMAIL ADDRESS. READ BACK TO CONFIRM.

You should receive by <FAX / EMAIL\* > the questionnaire along with a brief cover letter within the next two days. Please complete and return the survey to us by June 28<sup>th</sup>. You will find our return <FAX / EMAIL ADDRESS\* > on the last page of the survey.

**PROGRAMMING NOTE:** \*INSERT AS APPROPRIATE BASED ON RESPONSE TO SECTION D.

E. Thank you very much for your time and cooperation, and for agreeing to take part in the survey.

## **INTERVIEWER NOTES**

SUBSTITUTE RESPONDENTS WILL BE ACCEPTED IF THE CONTACT PROVIDED IS NOT THE BEST PERSON TO COMPLETE THE SURVEY ON BEHALF OF HIS/HER ORGANIZATION.

RECORD DATE OF INTERVIEW, WHEN QUESTIONNAIRE WAS SENT OUT AND GENDER.  
RECORD ALL SUBSTITUTIONS (1. CONTACT PERSON, AND 2. PROJECT) IN UPDATED LIST.  
TRANSMIT ALL REFUSALS AND NON-CONTACTS TO PHOENIX.

IF ASKED:

1. PARTICIPATION IN THE SURVEY IS VOLUNTARY.
2. THE SURVEY TAKES ABOUT 15 MINUTES TO COMPLETE.
3. THE SURVEY IS REGISTERED WITH THE MRIA'S SURVEY REGISTRATION SYSTEM.

## ADDITIONAL REQUIREMENTS

NEED PROCESSES TO:

- TRANSMIT ALL REFUSALS AND NON-CONTACTS TO PHOENIX.
- ADD ID NUMBER TO ISF QUESTIONNAIRE
- ADD PROJECT NUMBER AND TITLE TO COVER FAX OR EMAIL NOTE THAT WILL ACCOMPANY QUESTIONNAIRE WHEN SENT TO RESPONDENT.

## Fax Cover Letter

To: \_\_\_\_\_ (INSERT RECIPIENT'S NAME)

From: Phoenix Strategic Perspectives

Fax No.: \_\_\_\_\_ (INSERT FAX NUMBER)

**Subject: Infrastructure Stimulus Fund (ISF) Program Study**

*Attachment: ISF Program Questionnaire*

Dear \_\_\_\_\_, (INSERT RECIPIENT'S NAME)

Thank you very much for agreeing to participate in the review of the Infrastructure Stimulus Fund (ISF) program that Phoenix Strategic Perspectives is conducting on behalf of the Office of the Parliamentary Budget Officer (PBO). Your feedback is essential in terms of helping PBO obtain an accurate and useful picture of the ISF program.

Please find attached the ISF Program Questionnaire.

As discussed, section three of the survey will ask you to answer questions about a specific ISF project. The ISF project we'd like to know about in this section is \_\_\_\_\_ (INSERT PROJECT NO. AND TITLE FROM DATABASE).

Should you have any questions about the survey, please don't hesitate to contact Philippe Azzie of Phoenix Strategic Perspectives. He can be reached by phone (613-260-1700, ext. 222) or email (pazzie@phoenixspi.ca).

**We kindly ask that you complete and return the survey by June 28<sup>th</sup>. The completed survey can be returned by fax to: 613-667-9470.**

Once again, please be assured that your responses to the survey will be treated in confidence – no responses will be linked to any individuals or organizations.

By taking a few minutes to share your views, you will be helping the Office of the Parliamentary Budget Officer conduct an important review of the ISF program on behalf of the Parliament of Canada.

Thank you,



Stephen Kiar  
President  
Phoenix Strategic Perspectives

## Email Cover Letter

To: \_\_\_\_\_ (INSERT RECIPIENT'S EMAIL ADDRESS)

From: Phoenix Strategic Perspectives

**Subject: Infrastructure Stimulus Fund (ISF) Program Study**

*Attachment: ISF Program Questionnaire*

Dear \_\_\_\_\_, (INSERT RECIPIENT'S NAME)

Thank you very much for agreeing to participate in the review of the Infrastructure Stimulus Fund (ISF) program that Phoenix Strategic Perspectives is conducting on behalf of the Office of the Parliamentary Budget Officer (PBO). Your feedback is essential in terms of helping PBO obtain an accurate and useful picture of the ISF program.

Please find attached the ISF Program Questionnaire. To complete the survey electronically:

- Save the file to your computer hard-drive before you begin completing the survey.
- To enter responses:
  - Use your mouse to select a response, or
  - Type your answers in the box provided.
- To move through the survey:
  - Use your mouse, or
  - The TAB or ARROW keys on your keyboard.
- **CHECK ONLY 1 RESPONSE FOR EACH QUESTION.**
- When you have finished, 'save' the questionnaire as you would any normal Word document.

As discussed, section three of the survey will ask you to answer questions about a specific ISF project. The ISF project we'd like to know about is \_\_\_\_\_ (INSERT PROJECT NO. AND TITLE FROM DATABASE).

Should you have any questions about the survey, please don't hesitate to contact Philippe Azzie of Phoenix Strategic Perspectives. He can be reached by phone (613-260-1700, ext. 222) or email (pazzie@phoenixspi.ca).

**We kindly ask that you complete and return the survey by June 28<sup>th</sup>. The completed survey can be returned as an attachment by email to: [survey@phoenixspi.ca](mailto:survey@phoenixspi.ca).**

Once again, please be assured that your responses to the survey will be treated in confidence – no responses will be linked to any individuals or organizations.

By taking a few minutes to share your views, you will be helping the Office of the Parliamentary Budget Officer conduct an important review of the ISF program on behalf of the Parliament of Canada.

Thank you,

Stephen Kiar  
President  
Phoenix Strategic Perspectives

## Texte pour le recrutement par téléphone

### Communication initiale

Bonjour, puis-je parler à \_\_\_\_\_ ? (INSÉRER LE NOM DE LA PERSONNE INDIQUÉ DANS LA BASE DE DONNÉES)

- SI LA PERSONNE EST DISPONIBLE, CONTINUER.
- SI LA PERSONNE N'EST PAS DISPONIBLE, CONVENIR D'UN MOMENT POUR RAPPELER.
- SI LA PERSONNE N'EST PLUS AU SERVICE DE L'ORGANISATION, EXPLIQUER LE BUT DE L'APPEL (VOIR L'INTRODUCTION DU TEXTE DE RECRUTEMENT CI-DESSOUS) ET DEMANDER À PARLER À LA PERSONNE QUI POURRAIT NOUS COMMUNIQUER LES RENSEIGNEMENTS DONT NOUS AVONS BESOIN. NOTER LES COORDONNÉES DE LA NOUVELLE PERSONNE : NOM, TITRE, NUMÉRO DE TÉLÉPHONE.

### Texte de recrutement

Bonjour, je suis \_\_\_\_\_, de Phoenix Strategic Perspectives, une maison de recherche par sondages. Le Bureau du directeur parlementaire du budget a retenu nos services pour examiner le progrès et le rendement du Fonds de stimulation de l'infrastructure ou le F-S-I. Dans le cadre de cette étude, nous réalisons un sondage auprès des personnes concernées pour connaître leur opinion du programme et de ses projets. Au cours de la dernière semaine, environ, vous devriez avoir reçu une lettre de M. Kevin Page, le directeur parlementaire du budget, vous informant de ce sondage et offrant quelques renseignements à son sujet.

**INTERVIEWEUR :** SI LA PERSONNE NE SE SOUVIENT PAS DE LA LETTRE, CONTINUEZ À LIRE LE TEXTE DE RECRUTEMENT, SAUF SI ELLE MANIFESTE UNE RÉSISTANCE OU DE L'HÉSITATION. LE CAS ÉCHÉANT, OFFREZ DE LUI ENVOYER LA LETTRE TYPE (NON PERSONNALISÉE) PAR TÉLÉCOPIEUR OU PAR COURRIEL ET, AU BESOIN, CONVENEZ D'UN MOMENT POUR RAPPELER.

Nous communiquons avec vous aujourd'hui pour vous inviter à participer à ce sondage, à titre de représentant(e) de votre organisation, en raison de vos fonctions de chef de projet dans le cadre de travaux d'infrastructure publique pour lesquels des fonds ont été approuvés par le FSI.

A. Connaissez-vous le FSI et le ou les projet(s) de votre organisation financé(s) par le FSI ?

**Non :** Pourriez-vous me diriger vers une personne de votre organisation qui serait mieux placée pour parler des projets de votre organisation financés par le FSI ?

1. **Non :** REMERCIER ET METTRE FIN À L'ENTRETIEN.
2. **Oui :** DEMANDER À PARLER À CETTE PERSONNE.  
NOTER SON NOM ET SON NUMÉRO DE TÉLÉPHONE.  
REPRENDRE LE TEXTE DE RECRUTEMENT DEPUIS LE DÉBUT.

**Oui :** CONTINUER.



B. Seriez-vous disposé(e) à participer à cette étude ? Nous vous ferions parvenir le questionnaire par télécopieur ou par courriel et vous pourriez y répondre à l'ordinateur ou sur papier. Vos réponses seront traitées en toute confidentialité et tous les renseignements recueillis ne seront utilisés qu'à des fins de recherche et seront traités conformément à *Loi sur la protection des renseignements personnels* du gouvernement du Canada et aux autres lois applicables.

**Non :** Pourriez-vous me diriger vers une personne de votre organisation qui serait bien placée pour parler des projets de votre organisation financés par le FSI ?

1. **Non :** REMERCIER ET METTRE FIN À L'ENTRETIEN.
2. **Oui :** DEMANDER À PARLER À CETTE PERSONNE.  
NOTER SON NOM ET SON NUMÉRO DE TÉLÉPHONE.  
REPRENDRE LE TEXTE DE RECRUTEMENT DEPUIS LE DÉBUT.

**Oui :** Merci beaucoup de votre collaboration. CONTINUER.

C. Une des sections du questionnaire portera sur un projet précis du FSI. Le projet dont il sera question est le suivant : \_\_\_\_\_ (INSÉRER LE NUMÉRO DU PROJET ET SON TITRE, TELS QU'INDIQUÉS DANS LA BASE DE DONNÉES). Connaissez-vous ce projet ?

**Non :** CONTINUER.

**Oui :** ALLER À LA SECTION D.

Ça va, mais vous devrez peut-être consulter vos collègues ou vos dossiers pour répondre aux questions de cette courte section du questionnaire, afin de pouvoir fournir les renseignements requis concernant le projet du FSI dont il sera question.

**INTERVIEWEUR :** ALLER À LA SECTION D, SAUF SI LE RÉPONDANT INDIQUE QU'IL NE POURRA CONSULTER SES COLLÈGUES OU SES DOSSIERS OU QU'IL LUI SERA DIFFICILE DE LE FAIRE OU ENCORE, S'IL SOULÈVE UN AUTRE PROBLÈME. LE CAS ÉCHÉANT, NOTER LA RAISON ET CONTINUER.

### **C1. SI PLUSIEURS PROJETS DU FSI SONT ASSOCIÉS À CETTE PERSONNE :**

Seriez-vous mieux placé(e) pour parler d'un autre projet de votre organisation financé par le FSI ?

**Oui :** Quel est le titre ou le numéro de ce projet du FSI ? NOTER LE TITRE ET LE NUMÉRO. Veuillez faire référence à ce projet au moment de répondre aux questions de la troisième section. ALLER À LA SECTION D

**Non :** Est-ce qu'une autre personne de votre organisation serait mieux placée pour parler de ce projet ou d'un autre projet de votre organisation financé par le FSI ?

**Oui :** REMERCIER L'INTERLOCUTEUR DU TEMPS ACCORDÉ  
DEMANDER À PARLER À CETTE PERSONNE.  
NOTER SON NOM ET SON NUMÉRO DE TÉLÉPHONE.  
REPRENDRE LE TEXTE DE RECRUTEMENT DEPUIS LE DÉBUT.

**Non :** Ça va. Vous n'aurez qu'à sauter la section 3 au moment de remplir le questionnaire. ALLER À LA SECTION D.

**INTERVIEWEUR** : ON NE DOIT AVISER LE RÉPONDANT DE SAUTER LA SECTION 3 QU'EN DERNIER RECOURS.

**C2. SI UN SEUL PROJET DU FSI EST ASSOCIÉ À CETTE PERSONNE :**

Est-ce qu'une autre personne au sein de votre organisation serait mieux placée pour parler de ce projet ?

**Oui** : REMERCIER L'INTERLOCUTEUR DU TEMPS ACCORDÉ.  
DEMANDER À PARLER À LA NOUVELLE PERSONNE.  
NOTER SON NOM ET SON NUMÉRO DE TÉLÉPHONE.  
REPRENDRE LE TEXTE DE RECRUTEMENT DEPUIS LE DÉBUT.

**Non** : Ça va. Vous n'aurez qu'à sauter la section 3 au moment de remplir le questionnaire.  
ALLER À LA SECTION D

**INTERVIEWEUR** : ON NE DOIT AVISER LE RÉPONDANT DE SAUTER LA SECTION 3 QU'EN DERNIER RECOURS.

D. Comme je disais, nous pourrions vous envoyer le questionnaire par télécopieur ou par courriel. Quelle est votre préférence ?

Télécopieur : PRENDRE EN NOTE LE NUMÉRO DE TÉLÉCOPIEUR, Y COMPRIS L'INDICATIF RÉGIONAL. RELIRE LE NUMÉRO POUR CONFIRMER.

Courriel : PRENDRE EN NOTE L'ADRESSE DE COURRIEL. RELIRE L'ADRESSE POUR CONFIRMER.

Vous devriez recevoir le questionnaire ainsi qu'une courte lettre d'accompagnement par <TÉLÉCOPIEUR / COURRIEL\* > au cours des deux prochains jours. Veuillez remplir et nous retourner le questionnaire au plus tard le 28 juin. Vous trouverez notre <NUMÉRO DE TÉLÉCOPIEUR / ADRESSE DE COURRIEL \* > à la dernière page du questionnaire.

**PROGRAMMEUR** : \*INSÉRER LE TEXTE APPROPRIÉ SELON LA RÉPONSE DONNÉE À LA SECTION D.

E. Je vous remercie beaucoup de votre temps, de votre collaboration et d'avoir accepté de participer à cette étude.

**NOTES À L'INTENTION DE L'INTERVIEWEUR**

NOUS ACCEPTERONS UN SUBSTITUT SI LA PERSONNE-RESSOURCE INDIQUÉE N'EST PAS LA MIEUX PLACÉE POUR REMPLIR LE QUESTIONNAIRE AU NOM DE SON ORGANISATION.

NOTER LA DATE DE L'ENTREVUE ET CELLE À LAQUELLE LE QUESTIONNAIRE A ÉTÉ ENVOYÉ, AINSI QUE LE SEXE DU RÉPONDANT.

NOTER TOUTE SUBSTITUTION (1. PERSONNE-RESSOURCE; 2. PROJET) DANS UNE LISTE MISE À JOUR.

COMMUNIQUER TOUS LES REFUS ET LE NOM DES PERSONNES NON JOINTES À PHOENIX.

SI ON LE DEMANDE :

1. IL S'AGIT D'UN SONDAGE À PARTICIPATION VOLONTAIRE.
2. IL FAUT ENVIRON 15 MINUTES POUR REMPLIR LE QUESTIONNAIRE.
3. LE SONDAGE EST ENREGISTRÉ AUPRÈS DU SYSTÈME D'ENREGISTREMENT DES SONDAGES DE L'ARIM.

#### **EXIGENCES ADDITIONNELLES**

NOTER LA DATE DE L'ENTREVUE ET CELLE À LAQUELLE LE QUESTIONNAIRE A ÉTÉ ENVOYÉ, AINSI QUE LE SEXE DU RÉPONDANT.

NOTER TOUTE SUBSTITUTION (1. PERSONNE-RESSOURCE; 2. PROJET) DANS UNE LISTE MISE À JOUR.

PROCESSUS NÉCESSAIRES POUR :

- COMMUNIQUER TOUS LES REFUS ET LE NOM DES PERSONNES NON JOINTES À PHOENIX;
- NUMÉROTÉ LES QUESTIONNAIRES;
- INDIQUER LE NUMÉRO DU PROJET ET SON TITRE SUR LA NOTE QUI ACCOMPAGNERA LE QUESTIONNAIRE ENVOYÉ AU RÉPONDANT PAR TÉLÉCOPIEUR OU PAR COURRIEL.

## Lettre d'accompagnement envoyée par télécopieur

À : \_\_\_\_\_ (INSÉRER LE NOM DU DESTINATAIRE)

De : Phoenix Strategic Perspectives

Télécopieur : \_\_\_\_\_ (INSÉRER LE NUMÉRO DE TÉLÉCOPIEUR)

**Objet : Étude sur le Fonds de stimulation de l'infrastructure**

*Pièce jointe : Questionnaire sur le FSI*

Madame,  
Monsieur,

Merci beaucoup d'avoir accepté de participer à cet examen du Fonds de stimulation de l'infrastructure (FSI) qu'effectue Phoenix Strategic Perspectives pour le Bureau du directeur parlementaire du budget (DPB). Le DPB tient à peindre un portrait fidèle et utile du FSI; pour ce faire, votre opinion lui est indispensable.

Vous trouverez ci-joint le *Questionnaire sur le FSI*.

Tel que discuté, la troisième section du questionnaire porte sur un projet précis du FSI. Le projet en question, dans cette section, est le suivant : \_\_\_\_\_ (INSÉRER LE NUMÉRO DU PROJET ET SON TITRE, TELS QU'INDIQUÉS DANS LA BASE DE DONNÉES).

Si vous avez des questions concernant cette étude, n'hésitez pas à communiquer avec M. Philippe Azzie, de Phoenix Strategic Perspectives (613-260-1700, poste 222 / pazzie@phoenixspi.ca).

**Prière de remplir et de retourner le questionnaire au plus tard le 28 juin et d'envoyer celui-ci par télécopieur au 613-667-9470.**

Encore une fois, nous tenons à vous assurer de la confidentialité de vos réponses; aucune réponse ne sera liée à un individu ou à son organisation.

En prenant quelques minutes pour partager vos opinions, vous contribuerez à cet important examen du FSI qu'effectue le Bureau du directeur parlementaire du budget pour le Parlement du Canada.

Merci.



Stephen Kiar  
Président  
Phoenix Strategic Perspectives

## Lettre d'accompagnement envoyée par courriel

À : \_\_\_\_\_ (INSÉRER L'ADRESSE DE COURRIEL DU DESTINATAIRE)

De : Phoenix Strategic Perspectives

**Objet : Étude sur le Fonds de stimulation de l'infrastructure**

*Pièce jointe : Questionnaire sur le FSI*

Madame,  
Monsieur,

Merci beaucoup d'avoir accepté de participer à cet examen du Fonds de stimulation de l'infrastructure (FSI) qu'effectue Phoenix Strategic Perspectives pour le Bureau du directeur parlementaire du budget (DPB). Le DPB tient à peindre un portrait fidèle et utile du FSI; pour ce faire, votre opinion lui est indispensable.

Vous trouverez ci-joint le *Questionnaire sur le FSI*. Pour le remplir à l'ordinateur :

- Sauvegardez le fichier sur le disque dur de votre ordinateur avant de commencer à remplir le questionnaire.
- Pour consigner vos réponses :
  - Utilisez votre souris pour sélectionner une réponse;
  - Inscrivez vos réponses dans les cases prévues.
- Pour vous déplacer dans le questionnaire :
  - Utilisez votre souris;
  - Utilisez les touches TAB ou fléchées de votre clavier.
- **NE COCHEZ QU'UNE SEULE RÉPONSE PAR QUESTION.**
- Quand vous aurez terminé, sauvegardez ce questionnaire comme tout autre document Word.

Tel que discuté, la troisième section du questionnaire porte sur un projet précis du FSI. Le projet en question, dans cette section, est le suivant : \_\_\_\_\_ (INSÉRER LE NUMÉRO DU PROJET ET SON TITRE, TELS QU'INDIQUÉS DANS LA BASE DE DONNÉES).

Si vous avez des questions concernant cette étude, n'hésitez pas à communiquer avec M. Philippe Azzie, de Phoenix Strategic Perspectives (613-260-1700, poste 222 / pazzie@phoenixspi.ca).

**Prière de remplir et de retourner le questionnaire au plus tard le 28 juin et d'envoyer celui-ci par courriel, en pièce jointe, à l'adresse suivante : [survey@phoenixspi.ca](mailto:survey@phoenixspi.ca).**

Encore une fois, nous tenons à vous assurer de la confidentialité de vos réponses; aucune réponse ne sera liée à un individu ou à son organisation.

En prenant quelques minutes pour partager vos opinions, vous contribuerez à cet important examen du FSI qu'effectue le Bureau du directeur parlementaire du budget pour le Parlement du Canada.

Merci.

Stephen Kiar  
Président  
Phoenix Strategic Perspectives

## Infrastructure Stimulus Fund (ISF) Program Questionnaire

On behalf of the Parliament of Canada, the Office of the Parliamentary Budget Officer is launching a review of the ISF program. The aim is to track the effects of this federal initiative while the program is underway. The purpose of this questionnaire is to collect from local officials crucial assessments and opinions of the program that would supplement the administrative data. This study is being conducted by an independent research firm, Phoenix SPI, and the identities of specific respondents will be kept confidential. **Please note that the focus of this evaluation is on the ISF program, not on other stimuli programs that may be available.**

### Instruction Notes:

You may find that some of the questions require you to make relative assessments of some aspects of program impact and administration. We realize this is not always an easy thing to do, particularly when you might have multiple projects under way. Sections 1 and 2 deal with your assessment of the ISF Program in general. Section 3 focuses on a particular project under your authority. Section 4 seeks your recommendations for improvement of future ISF-type programs. To close, Section 5 asks for some brief background information on you, the attester.

You will note that your questionnaire has an ID number. The only reason for this is that it will allow the research company to link questionnaire data to other information in administrative databases. This will enable the research firm to use administrative data as part of its analysis without having you go over information that is already available.

If you have any questions about the survey, please contact Philippe Azzie of Phoenix by phone (613-260-1700 x 222) or email ([pazzie@phoenixspi.ca](mailto:pazzie@phoenixspi.ca)).

ID NO.: \_\_\_\_\_

ISF project that is the focus for Section 3: \_\_\_\_\_

## SECTION ONE: VIEWS OF THE TIMING AND OPERATIONS OF ISF ADMINISTRATION

The following questions relate to your overall assessment of ISF activity. Depending on your community, this may involve your experience with more than one project. When answering, please consider all ISF projects in your community.

1. Please indicate your level of satisfaction with each of the following, using a 7-point scale, where '1' is extremely dissatisfied, '7' extremely satisfied, and '4' neither satisfied nor dissatisfied. PLEASE PROVIDE YOUR RESPONSE BY CHECKING THE APPROPRIATE BOX BELOW.

a) The timing of project approval processes.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
1	2	3	4	5	6	7			
Extremely Dissatisfied				Extremely Satisfied					
							<table border="1"><tr><td><input type="checkbox"/></td></tr><tr><td>Don't Know</td></tr></table>	<input type="checkbox"/>	Don't Know
<input type="checkbox"/>									
Don't Know									

b) The process leading from ISF project approval to the construction start date.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
1	2	3	4	5	6	7			
Extremely Dissatisfied				Extremely Satisfied					
							<table border="1"><tr><td><input type="checkbox"/></td></tr><tr><td>Don't Know</td></tr></table>	<input type="checkbox"/>	Don't Know
<input type="checkbox"/>									
Don't Know									

c) The timing of fund transfers for ISF projects from higher-level governments.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
1	2	3	4	5	6	7			
Extremely Dissatisfied				Extremely Satisfied					
							<table border="1"><tr><td><input type="checkbox"/></td></tr><tr><td>Don't Know</td></tr></table>	<input type="checkbox"/>	Don't Know
<input type="checkbox"/>									
Don't Know									

d) The environmental impact approval process for ISF projects.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
1	2	3	4	5	6	7					
Extremely Dissatisfied				Extremely Satisfied							
							<table border="1"><tr><td><input type="checkbox"/></td><td><input type="checkbox"/></td></tr><tr><td>Don't Know</td><td>Not Applicable</td></tr></table>	<input type="checkbox"/>	<input type="checkbox"/>	Don't Know	Not Applicable
<input type="checkbox"/>	<input type="checkbox"/>										
Don't Know	Not Applicable										

2. If you have any suggestions on how the application and/or approval processes could be improved, please provide them below. If you need more space, please add an extra page.

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## SECTION TWO: VIEWS OF THE IMPACTS OF ISF PROJECTS

The following questions concern the different types of impacts that an ISF project might have. Please focus on the impacts of all ISF projects in your community. Also, please keep in mind that most of these questions refer to the impact of projects in a particular time frame compared to what would have been the case in the absence of the projects occurring in that time frame. This may require you to engage in some speculative assessment, but that is perfectly appropriate in the context of these types of questions.

3. Compared to what would have been the case in the absence of ISF funding, what impact has ISF funding had in each of the areas listed in the table below?

	Increased	No net impact	Decreased
... the general welfare of your community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... unemployment levels in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... earned income in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... the environmental quality of the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... prices in the construction sector and related sectors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... the infrastructure deficit of your municipality/organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Compared to what would have been the case in the absence of ISF funding, did ISF funding and rules cause any project to occur...?

	Yes	No
... <b>later</b> than would otherwise have been the case.	<input type="checkbox"/>	<input type="checkbox"/>
... <b>earlier</b> than would otherwise have been the case.	<input type="checkbox"/>	<input type="checkbox"/>

5. Compared to what would have been the case in the absence of ISF funding, did ISF funding and rules cause any project to occur...?

	Yes	No
... as a <b>smaller</b> project than would otherwise have been the case.	<input type="checkbox"/>	<input type="checkbox"/>
... as a <b>larger</b> project than would otherwise have been the case.	<input type="checkbox"/>	<input type="checkbox"/>



6. What impact did ISF funding and rules have, if any, on your organization's prioritization / planning process in terms of capital expenditures?

Positive impact ☐  
 Negative impact ☐  
 No net impact ☐

7. In your view, what impact did the **completion deadline** imposed by ISF have on each of the areas listed in the table below compared to a more flexible approach to project completion using the same amount of funds?

	Increased	No net impact	Decreased
... the general welfare of your community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... unemployment levels in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... earned income in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... the environmental quality of the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... prices in the construction sector and related sectors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... the infrastructure deficit of your municipality/organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. What percentage of ISF activity in your community (in terms of dollar amount) primarily involved the renewal of infrastructure as opposed to the creation of new infrastructure?

Percentage that involved renewal of infrastructure:

9. Did ISF funding and rules...? CHECK ALL THAT APPLY

- A. Make certain types of projects **less likely** in the future ☐  
 B. Make certain types of projects **more likely** in the future ☐  
 C. Have **no effect** on the likelihood of certain types of project ☐

GO TO QUESTION 10  
 GO TO QUESTION 10  
 GO TO QUESTION 11

10. If you selected **A** or **B**, please describe the types of projects that you think might become...

Less likely: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

More likely: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

11. Leaving aside maintenance costs associated with *new* infrastructure, did ISF funding...?  
**CHECK ALL THAT APPLY**

- A. Likely **decrease** some maintenance costs of pre-existing infrastructure in the future ☐
- B. Likely **increase** some maintenance costs of pre-existing infrastructure in the future ☐
- C. Likely have **no effect** on maintenance costs of pre-existing infrastructure in the future ☐

GO TO QUESTION 12

GO TO QUESTION 12

GO TO QUESTION 13

12. If you selected **A or B**, please describe the types of infrastructure that you think might become either less costly or more costly to maintain in the future as a result of ISF funding.

Types of infrastructure likely to be **less costly** to maintain:

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Types of infrastructure likely to be **more costly** to maintain:

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13. Do you think that there were types of infrastructure projects that were systematically disadvantaged by the rules and selection process associated with ISF? Here, we are thinking of systematic patterns in objective characteristics of infrastructure (e.g. the type or function of infrastructure). We are not referring to more subjective political considerations.

- A. **No** systematically-disadvantaged types of projects ☐
- B. **Some** types of systematically-disadvantaged projects ☐

GO TO QUESTION 15

GO TO QUESTION 14

14. If you selected **B**, please describe the types of projects that might have been systematically disadvantaged in the ISF selection and approval process.

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15. Thinking of **all** the ISF-funded activity undertaken by your organization, what percentage of expenditures will go to the salary and wages of people working on the project(s), **not** including anyone in your organization? A good estimate is adequate.

Percentage going to salaries/wages:

16. Thinking of all the ISF-funded activity undertaken by your organization, approximately what percentage of the work was/will be performed by employees who are...?

Local to your community	___
Outside community but in province	___
From out of province	___
From out of country (e.g. U.S.)	___
<b>Total</b>	<b>100</b>

17. What do you think will happen to unemployment levels in your community during the year after ISF-funded activity concludes?

- A. There will be a **rise** in unemployment ☐  
B. There will be a **drop** in unemployment ☐  
C. There will be **no major change** in unemployment ☐

GO TO QUESTION 18  
GO TO QUESTION 18  
GO TO QUESTION 19

18. If you selected **A** or **B**, will the change in unemployment primarily be related to the end of ISF projects and their spinoffs or will it primarily arise from other factors? CHECK ONE ONLY

Primarily related to the end of ISF projects or their spinoffs ☐  
Primarily related to other causes ☐

19. What do you think will happen to earned income levels in your community during the year after ISF-funded activity concludes?

- A. There will be a **rise** in earned income levels ☐  
B. There will be a **drop** in earned income ☐  
C. There will be **no major change** in earned income ☐

GO TO QUESTION 20  
GO TO QUESTION 20  
GO TO QUESTION 21

20. If you selected **A** or **B**, will the change in earned income levels be primarily due to the end of ISF projects and their spinoffs or will it arise primarily from other factors? CHECK ONE ONLY

Primarily related to the end of ISF projects or their spinoffs ☐  
Primarily related to other causes ☐



### SECTION THREE: PROJECT-SPECIFIC QUESTIONS

**This next set of questions is directed at a specific project. The specific project we want to know about was identified on page one of this questionnaire. Some of these questions may require a bit of reflection or referral to other sources. Please provide the best estimates you can.**

21. What date was this project formally submitted to higher-level governments for approval? Note that in some cases the date of submission could be prior to the beginning of the ISF as some projects were chosen from pre-existing lists.

Year:  Month:  Day:

22. What date did your level of government/organization receive notification that ISF funding for this project had been approved?

Year:  Month:  Day:

23. What was the construction start date for this project? If work has not started, please check the appropriate box.

Year:  Month:  Day:

Work not yet started ☐

24. During the period of ISF funding, how many person years of employment, not including in the organization you represent, were/will be supported directly by expenditures on this project that would not have been provided in its absence? A good estimate is adequate.

Number of person years of employment:

25. What is the average annualized gross pay for one of these positions?

Average annualized gross pay:

26. What percentage of this project relates to purely public infrastructure as opposed to infrastructure that might predominantly benefit a particular private (profit or non-profit) organization?

Percentage:

27. With specific respect to this project, how many months was it advanced in implementation (if at all) as a result of ISF funding? Just put zero if there was no impact on timing.

Number of months advanced:

#### SECTION FOUR: SUGGESTIONS FOR POLICY ADMINISTRATION IMPROVEMENT

28. If you think there are any **administrative procedures** (e.g. application process, approval process, reporting process) that could be improved in ISF-type projects, please describe them below in relation to the level(s) of government that would be connected with the change(s).

Federal:

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Provincial:

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Municipal:

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29. If you think there are any **planning procedures** that could be implemented to optimize the economic stimulus impact of ISF-type projects, please describe them below in relation to the level(s) of government that would be connected with the change(s).

Federal:

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Provincial:

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Municipal:

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30. If you have any specific suggestions concerning **the way ISF-type project impacts are determined or measured**, please describe them below in relation to the level(s) of government that would be connected with the change(s).

Federal:

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Provincial:

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Municipal:

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31. If Parliament were asked to approve a similar program today, a key issue would be how and when the economic activity attributable to the program would reach the economy. In your view, how could the speed or nature of the economic impact of the ISF program be improved for any future program?

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## SECTION FIVE: BACKGROUND CHARACTERISTICS OF RESPONDENT

Now we have some questions about your background. These are used as classifying variables to take into account that people with different types of backgrounds can often have different views on the topics covered in this study.

32. Generally, what type of position do you occupy? CHECK ONE ONLY

Engineer ☐  
Financial Administrator ☐  
General Municipal Administrator ☐  
Intergovernmental Affairs Specialist ☐  
Planner ☐  
Policy Analyst ☐  
Other (specify): \_\_\_\_\_

33. How long have you been in your current position?

Years:  Months:

34. How long have you been involved in this kind of work generally?

Years:  Months:

35. What year were you born?

Record year:



36. What is the highest level of education you have completed? CHECK ONE ONLY

- |  |                          |
|--|--------------------------|
| High school diploma or equivalent                                | <input type="checkbox"/> |
| Registered apprenticeship or other trades certificate or diploma | <input type="checkbox"/> |
| College, CEGEP or other non-university certificate or diploma    | <input type="checkbox"/> |
| University certificate or diploma                                | <input type="checkbox"/> |
| University undergraduate degree                                  | <input type="checkbox"/> |
| University post-graduate degree(s)                               | <input type="checkbox"/> |
| Prefer not to say  | <input type="checkbox"/> |

37. Please identify any professional accreditations you have in the space below.

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38. Although you are the primary respondent, how many other people assisted you in providing responses to it? Just write a zero if you responded entirely without assistance from others.

Number:

**That concludes the questionnaire. Your participation is greatly appreciated.**  
**If you have any other comments you would like to offer concerning ISF projects or any other relevant issues, please use the remainder of this page to provide your comments.**  
**Please return the completed questionnaire by fax (613-667-9470) or email ([survey@phoenixspi.ca](mailto:survey@phoenixspi.ca)).**

## Questionnaire sur le Fonds de stimulation de l'infrastructure (FSI)

Le Bureau du directeur parlementaire du budget a entrepris un examen du FSI, pour le Parlement du Canada, ayant pour but de connaître les répercussions de cette initiative fédérale présentement en cours. Le présent questionnaire permettra de recueillir les opinions et évaluations indispensables des responsables locaux concernant le programme, lesquelles viendront s'ajouter aux données administratives. Cette étude a été confiée à Phoenix SPI, une maison de recherche indépendante, et l'identité des répondants ne sera aucunement dévoilée.

**Précisons que cette évaluation s'intéresse au FSI et non à d'autres programmes de stimulation qui pourraient être disponibles.**

### Nota :

Certaines questions vous demanderont de faire une évaluation comparative de certains aspects de l'administration et des répercussions du programme. Nous sommes conscients qu'il ne s'agit pas là d'une tâche facile, surtout si plusieurs projets sont en cours dans votre localité. Les sections 1 et 2 recueilleront votre opinion du FSI dans son ensemble. À la section 3, les questions porteront sur un projet précis dont vous êtes responsable. À la section 4, nous voudrions connaître vos recommandations dans le but d'améliorer tout programme du même genre. Pour terminer, à la section 5, nous poserons quelques questions générales sur vous, l'attestataire.

Vous noterez que votre questionnaire comporte un numéro. La seule fonction de ce numéro est de permettre à la maison de recherche de lier les données du questionnaire à celles de diverses bases de données. Ainsi, la maison de recherche pourra utiliser des données administratives déjà disponibles dans le cadre de son analyse sans que vous ayez à fournir ces renseignements. Si vous avez des questions concernant ce questionnaire, veuillez communiquer avec M. Philippe Azzie, de Phoenix, par téléphone (613-260-1700, poste 222) ou par courriel ([pazzie@phoenixspi.ca](mailto:pazzie@phoenixspi.ca)).

N° DU QUESTIONNAIRE : \_\_\_\_\_

Projet du FSI dont il est question à la section 3 : \_\_\_\_\_

## PREMIÈRE SECTION : OPINIONS SUR LE FONCTIONNEMENT ET LES DÉLAIS DU FSI

Les questions suivantes portent sur votre opinion du fonctionnement du FSI. Selon votre localité, il pourrait être question de plus d'un projet. Au moment de répondre, veuillez tenir compte de tous les projets du FSI de votre localité.

1. Veuillez indiquer à quel point vous êtes satisfait(e) de ce qui suit, sur une échelle de 1 à 7, où 1 signifie que vous êtes extrêmement inssatisfait(e), 7 que vous êtes extrêmement satisfait(e) et 4, que vous êtes ni satisfait(e) ni insatisfait(e). VEUILLEZ RÉPONDRE EN COCHANT L'UNE DES CASES CI-DESSOUS.

a) La durée du processus d'approbation des projets.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7
Extrêmement insatisfait(e)					Extrêmement satisfait(e)	
						<div><input type="checkbox"/> Je ne sais pas</div>

b) Le processus entre l'approbation d'un projet du FSI et le début de la construction.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7
Extrêmement insatisfait(e)					Extrêmement satisfait(e)	
						<div><input type="checkbox"/> Je ne sais pas</div>

c) Le temps requis pour le transfert des fonds destinés à un projet du FSI par les ordres de gouvernement supérieurs.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7
Extrêmement insatisfait(e)					Extrêmement satisfait(e)	
						<div><input type="checkbox"/> Je ne sais pas</div>

d) Le processus d'approbation relatif à l'impact environnemental d'un projet du FSI.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7
Extrêmement insatisfait(e)					Extrêmement satisfait(e)	
						<div><input type="checkbox"/> Je ne sais pas</div> <div><input type="checkbox"/> Sans objet</div>

2. Comment pourrait-on améliorer le processus de demande ou le processus d'approbation ?  
Si vous manquez d'espace, veuillez utiliser une autre feuille et la joindre au questionnaire.

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## DEUXIÈME SECTION : OPINIONS CONCERNANT LES RÉPERCUSSIONS DES PROJETS DU FSI

Les prochaines questions s'intéressent aux différentes répercussions que peuvent avoir un projet du FSI. Veuillez tenir compte de tous les projets du FSI de votre localité. Gardez à l'esprit que la plupart de ces questions font référence aux répercussions de projets réalisés à un moment donné comparativement à ce qui se serait produit au même moment en l'absence de tels projets, ce qui impliquera vraisemblablement une évaluation spéculative de votre part. Une telle spéculation est tout à fait attendue dans le cadre de telles questions.

3. Quelles ont été les répercussions des fonds du FSI sur chacun des aspects suivants, comparativement à ce qui se serait produit en l'absence de ces fonds ?

	Augmenté	Aucune répercussion nette	Diminué
... le bien-être général de votre localité.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... le taux de chômage dans votre localité.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... le revenu de travail dans votre localité.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... la qualité de l'environnement de votre localité.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... les prix du secteur de la construction et des secteurs connexes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... le manque d'infrastructures de votre municipalité ou organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Est-ce que le financement et les règles du FSI ont eu pour effet de retarder ou d'accélérer la mise en œuvre de tout projet, comparativement au moment où la mise en œuvre aurait eu lieu en l'absence de ces fonds ?

	Oui	Non
... <b>a retardé</b> la mise en œuvre d'un projet.	<input type="checkbox"/>	<input type="checkbox"/>
... <b>a accéléré</b> la mise en œuvre d'un projet.	<input type="checkbox"/>	<input type="checkbox"/>

5. Est-ce que le financement et les règles du FSI ont eu pour effet de réduire ou d'augmenter l'ampleur de tout projet, comparativement à l'ampleur qu'il aurait eu en l'absence de ces fonds ?

	Oui	Non
... <b>a réduit</b> l'ampleur d'un projet.	<input type="checkbox"/>	<input type="checkbox"/>
... <b>a augmenté</b> l'ampleur d'un projet.	<input type="checkbox"/>	<input type="checkbox"/>

6. Quel effet ont eu le financement et les règles du FSI, le cas échéant, sur le processus de priorisation ou de planification de votre organisation en matière de dépenses en immobilisations ?

Effet favorable ☐  
 Effet défavorable ☐  
 Aucun effet net ☐

7. Selon vous, quel effet la **date limite de réalisation** d'un projet imposée par le FSI a-t-elle eu sur les divers aspects présentés dans le tableau ci-dessous, comparativement à l'effet qu'aurait eu une approche plus souple en ce qui concerne la finalisation du projet, avec les mêmes fonds ?

	Augmenté	Aucune répercussion nette	Diminué
... le bien-être général de votre localité.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... le taux de chômage dans votre localité.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... le revenu de travail dans votre localité.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... la qualité de l'environnement de votre localité.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... les prix du secteur de la construction et des secteurs connexes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... le manque d'infrastructures de votre municipalité ou organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Quel pourcentage de l'activité du FSI dans votre localité (en fonction du montant en dollars) touchait principalement la réhabilitation d'infrastructures existantes, plutôt que la création de nouvelles infrastructures ?

Pourcentage touchant la réhabilitation d'infrastructures :

9. Est-ce que le financement et les règles du FSI... COCHEZ TOUTES LES RÉPONSES QUI S'APPLIQUENT.

- A. ... rendront **moins probables** certains types de projets à l'avenir ? ☐
- B. ... rendront **plus probables** certains types de projets à l'avenir ? ☐
- C. ... n'auront **aucun effet** sur la probabilité de réaliser certains types de projets à l'avenir ? ☐

ALLEZ À LA QUESTION 10

ALLEZ À LA QUESTION 10

ALLEZ À LA QUESTION 11

10. Si vous avez coché **A** ou **B**, veuillez décrire les types de projets qui seraient...

Moins probables : \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Plus probables : \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

11. Faisant abstraction des frais d'entretien des *nouvelles* infrastructures, est-ce que le financement du FSI... COCHEZ TOUTES LES RÉPONSES QUI S'APPLIQUENT

- A. ...a probablement permis de **réduire** les frais à venir pour l'entretien des infrastructures existantes ? ☐
- B. ...a probablement **augmenté** les frais à venir pour l'entretien des infrastructures existantes ? ☐
- C. ...n'a probablement eu **aucun effet** sur les frais à venir pour l'entretien des infrastructures existantes ? ☐

ALLEZ À LA QUESTION 12

ALLEZ À LA QUESTION 12

ALLEZ À LA QUESTION 13

12. Si vous avez coché **A** ou **B**, veuillez décrire les types d'infrastructures qui, selon vous, comporteront des frais d'entretien moins élevés ou plus élevés, à l'avenir, en raison du financement obtenu du FSI.

Types d'infrastructures qui comporteront probablement des frais d'entretien **moins élevés** :

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Types d'infrastructures qui comporteront probablement des frais d'entretien **plus élevés** :

\_\_\_\_\_

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13. À votre avis, certains types de projets d'infrastructure étaient-ils systématiquement désavantagés par les règles et le processus de sélection du FSI ? Il est question, ici, des caractéristiques objectives des infrastructures (comme le type ou la fonction de l'infrastructure) et non des facteurs politiques subjectifs qui, selon vous, auraient pu entrer en ligne de compte.

- A. **Aucun** type de projet n'était systématiquement désavantagé. ☐
- B. **Certains** types de projets étaient systématiquement désavantagés. ☐

ALLEZ À LA QUESTION 15

ALLEZ À LA QUESTION 14

14. Si vous avez coché **B**, veuillez décrire les types de projets qui, selon vous, étaient systématiquement désavantagés dans le cadre du processus de sélection et d'approbation.

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15. Pensez à **tous** les projets de votre organisation financés par le FSI. Quel pourcentage des dépenses représentent les salaires des personnes assignées à ces projets, en faisant abstraction des employés de votre organisation ? Veuillez indiquer votre meilleure estimation.

Pourcentage représentant les salaires :

16. Pensez à **tous** les projets de votre organisation financés par le FSI. Quel pourcentage du travail, environ, sera ou a été effectué par des employés...

- ... de votre localité ?
- ... de l'extérieur de votre localité, mais de votre province ?
- ... de l'extérieur de votre province ?
- ... de l'extérieur du pays (p. ex., les États-Unis) ?

**Total**

**100**

17. Selon vous, qu'advient-il du taux de chômage dans votre localité au cours de l'année suivant la fin des projets financés par le FSI ?

- A. Le taux de chômage **augmentera**.  
B. Le taux de chômage **diminuera**.  
C. Le taux de chômage **ne changera pas de manière significative**.

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☐

ALLEZ À LA QUESTION 18  
ALLEZ À LA QUESTION 18  
ALLEZ À LA QUESTION 19

18. Si vous avez coché **A** ou **B** : Le taux de chômage changera-t-il en raison, surtout, de la fin des projets du FSI et de leurs retombées ou en raison, surtout, d'autres facteurs ? COCHEZ UNE SEULE CASE.

En raison, surtout, de la fin des projets du FSI et de leurs retombées ☐  
En raison, surtout, d'autres facteurs ☐

19. Selon vous, comment changeront les niveaux de revenus de travail dans votre localité au cours de l'année suivant la fin des projets financés par le FSI ?

- A. Les niveaux de revenus de travail **augmenteront**.  
B. Les niveaux de revenus de travail **diminueront**.  
C. Les niveaux de revenus de travail **ne changeront pas de manière significative**.

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☐

ALLEZ À LA QUESTION 20  
ALLEZ À LA QUESTION 20  
ALLEZ À LA QUESTION 21

20. Si vous avez coché **A** ou **B** : Les niveaux de revenus de travail changeront-ils en raison, surtout, de la fin des projets du FSI et de leurs retombées ou en raison, surtout, d'autres facteurs ? COCHEZ UNE SEULE CASE

En raison, surtout, de la fin des projets du FSI et de leurs retombées ☐  
En raison, surtout, d'autres facteurs ☐

### TROISIÈME SECTION : QUESTIONS RELATIVES À UN PROJET PRÉCIS

Cette prochaine série de questions porte sur un projet précis. Le projet qui nous intéresse est indiqué à la première page de ce questionnaire. Certaines de ces questions exigeront un peu de réflexion ou, possiblement, la consultation de diverses sources de renseignements. Veuillez offrir votre meilleure estimation.

21. À quelle date ce projet a-t-il été présenté officiellement aux ordres de gouvernement supérieurs pour fin d'approbation ? Notez que certaines demandes avaient été présentées avant la mise en œuvre du FSI et que certains projets faisaient ainsi partie de listes préétablies; la date en question dans un tel cas serait antérieure à la mise en œuvre du FSI.

Année :  Mois :  Jour :



22. À quelle date est-ce que votre ordre de gouvernement ou organisation a été avisé(e) que des fonds du FSI avaient été approuvés pour ce projet ?

Année :  Mois :  Jour :

23. À quelle date la construction pour ce projet a-t-elle commencé ? Si le travail n'est pas encore commencé, veuillez cocher la case prévue à cet effet.

Année :  Mois :  Jour :

Le travail n'est pas encore commencé ☐

24. Pendant la période de financement du FSI, combien d'emplois, en années-personnes, les dépenses liées à ce projet ont-elles directement créés ou maintenus (exception faite de l'organisation que vous représentez), emplois qui n'auraient pas été créés ou maintenus en l'absence de ce financement, ou combien d'emplois seront-ils créés ou maintenus ? Veuillez indiquer votre meilleure estimation.

Nombre d'emplois, en années-personnes :

25. Quel est le salaire annuel brut moyen d'un de ces emplois ?

Salaire annuel brut moyen :

26. Quel pourcentage de ce projet est lié à une infrastructure purement publique, par opposition à une infrastructure qui pourrait surtout bénéficier à une organisation du secteur privé (à but lucratif ou sans but lucratif) ?

Pourcentage :

27. De combien de mois la mise en œuvre de ce projet précis a-t-elle été devancée (le cas échéant) grâce au financement du FSI ? Écrivez zéro si la mise en œuvre n'a pas été devancée.

Nombre de mois :

#### QUATRIÈME SECTION : SUGGESTIONS VISANT À AMÉLIORER LA GESTION ADMINISTRATIVE

28. Est-ce que certaines des **procédures administratives** des projets du FSI (p. ex., le processus de demande, le processus d'approbation, la présentation de rapports) pourraient être améliorées ? Le cas échéant, veuillez formuler vos suggestions ci-dessous, en fonction de l'ordre de gouvernement qui serait concerné par la ou les suggestion(s).

Fédéral

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Provincial

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Municipal

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29. Quelles **procédures de planification** pourrait-on mettre en œuvre pour optimiser la stimulation économique résultant des projets du FSI ? Veuillez formuler vos suggestions ci-dessous, en fonction de l'ordre de gouvernement qui serait concerné par la ou les suggestion(s).

Fédéral

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Provincial

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Municipal

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30. Pourrait-on améliorer **la façon dont les répercussions des projets du FSI sont déterminées ou mesurées** ? Le cas échéant, veuillez formuler vos suggestions ci-dessous, en fonction de l'ordre de gouvernement qui serait concerné par la ou les suggestion(s).

Fédéral :

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Provincial :

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Municipal :

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31. Si l'on présentait un programme semblable au Parlement, aujourd'hui, les décideurs voudraient savoir comment et quand l'activité économique attribuable au programme se concrétiserait. Selon vous, comment pourrait-on accélérer les retombées économiques d'un programme semblable au FSI ou améliorer ces retombées ?

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## CINQUIÈME SECTION : CARACTÉRISTIQUES DES RÉPONDANTS

Nous aimerions maintenant poser quelques questions à votre sujet. Les réponses à ces questions serviront de variables de classement permettant de tenir compte du fait que des personnes appartenant à diverses catégories auront généralement des opinions différentes sur les sujets traités.

32. Généralement, quel genre de poste occupez-vous ? COCHEZ UNE SEULE CASE.

- Ingénieur ☐
- Administrateur ou administratrice des finances ☐
- Administrateur municipal général ou administratrice municipale générale ☐
- Spécialiste des affaires intergouvernementales ☐
- Planificateur ou planificatrice ☐
- Analyste des politiques ☐
- Autre (précisez) : \_\_\_\_\_ ☐

33. Depuis combien de temps occupez-vous le poste actuel ?

Années :  Mois :

34. Depuis combien de temps faites-vous ce genre de travail, de façon générale ?

Années :  Mois :

35. En quelle année êtes-vous né(e) ?

Indiquer l'année :

36. Quel est le niveau de scolarité le plus élevé que vous avez réussi ? COCHEZ UNE SEULE CASE.

- Diplôme d'études secondaires ou l'équivalent ☐
- Certificat ou diplôme d'apprenti inscrit ou d'une école de métiers ☐
- Certificat ou diplôme d'études collégiales, d'un cégep ou d'un autre établissement non universitaire ☐
- Certificat ou diplôme universitaire ☐
- Diplôme universitaire de premier cycle ☐
- Diplôme(s) universitaire(s) de deuxième ou troisième cycle ☐
- Je préfère ne pas répondre ☐

37. Veuillez indiquer ci-dessous toute accréditation professionnelle que vous avez obtenue.

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38. Bien que vous soyez le principal répondant ou la principale répondante, combien de personnes vous ont aidé(e) à répondre aux questions ? Si vous avez répondu à toutes les questions sans aucune aide, écrivez zéro.

Nombre :

**Voilà qui met fin au questionnaire. Nous vous sommes reconnaissants d'avoir bien voulu participer à cette étude. Si vous aimeriez nous faire part de vos commentaires concernant d'autres aspects des projets du FSI ou d'autres sujets ou enjeux pertinents, veuillez utiliser le reste de cette page pour formuler vos commentaires.**

**Prière de retourner le questionnaire rempli par télécopieur (613-667-9470) ou par courriel ([survey@phoenixspi.ca](mailto:survey@phoenixspi.ca)).**



