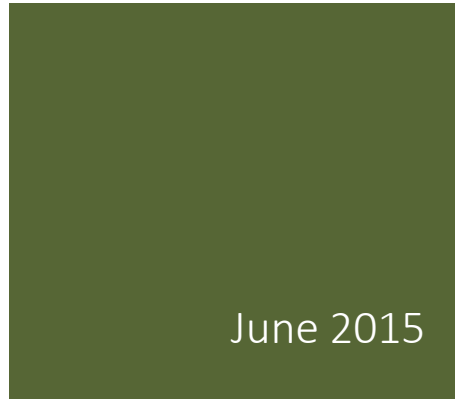




Capacity Building in  
Community-Based Seniors  
Transportation Program  
Final Evaluation Report





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# 1. Introduction

In 2011, Better Environmentally Sound Transportation (BEST) received funding from the United Way of the Lower Mainland and in 2012 from the Vancouver Foundation to implement a project intended to support the development of capacity by non-profit organizations to provide effective seniors' transportation programs.

The ***Capacity Building in Community-Based Seniors Transportation Program*** project had four distinct goals:

- Develop transportation social enterprise capacity in agencies.
- Develop sector wide sustainable financing and sponsorships.
- Contribute to sector-wide seniors' transportation development.
- Develop seniors' transportation systems that will work in rural BC.

The project was intended to support the further development of the Seniors Transportation Access and Resources (STAR<sup>1</sup>) model. Program activities include:

- Develop partnerships with seniors' organizations already providing or wanting to provide seniors transportation programs.
- Produce reports and data summaries (e.g., needs assessments, feasibility studies, and business plans) that help individual organizations to further develop their transportation programs.
- Utilization of software for client and rides management within agencies.
- Ongoing capacity development and partnership building among organizations providing or interested in providing transportation to seniors.
- Policy development, public voice, and advocacy around seniors' transportation issues.

This report provides a summary of evaluation results for the project gleaned from administrative data and key stakeholder interviews. In addition to this introduction, the report includes an overview of the scope of the evaluation and research methods utilized (Section 2); an assessment of administrative information reviewed including funding agreements, planning documents, Needs Assessment reports, and Feasibility Studies (Section 3); an overview of interview results (Section 4); an assessment of project process steps, goals and outcomes, and lessons learned (Section 5); and a summary of key findings and recommendations (Section 6). Appendices include our interview list, document content summaries, and interview guides.

The evaluation of this project is a requirement of the Vancouver Foundation's grant to BEST.

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<sup>1</sup> For more information see: [starcanada.ca](http://starcanada.ca)

## 2. Scope of Evaluation and Research Methods

The ***Capacity Building in Community-Based Seniors Transportation Program*** included a range of activities intended to support capacity development around transportation issues for both individual agencies and the seniors' services sector. These included partnership development, data gathering, software development, sector capacity building and policy development.

This evaluation addresses the following questions:

- What process steps were taken to achieve the project goals?
- To what degree were the project goals achieved?
- What lessons can be learned from this project and how do they apply to the ongoing development of STAR?

To address these questions three sets of data were engaged, including:

- Project documentation (e.g., STAR Business Plans, funding agreements with partner agencies, training logs).
- Project reports (e.g., Needs Assessments, Feasibility Reports, and Business Plans).
- Eight (8) interviews with key stakeholders: three (3) staff and five (5) representatives of community partner organizations.

## 3. Administrative Information Assessment

### 3.1 Funding Agreements

Funding agreements are intended to outline principles, actions steps, goals and objectives, areas of responsibilities, and timelines that are shared between BEST/STAR and community organizations involved with seniors' transportation issues.

Four (4) funding agreements were completed during the course of the project. This is less than the ten (10) that were originally envisioned. BEST/STAR staff have noted that the introduction of the Better at Home program in the early stages of this project presented opportunities with regard to seniors transportation. The introduction of this program also compelled the **Capacity Building in Community-Based Seniors Transportation Program** to rethink strategies and objectives for working with community organizations.

Agencies which signed funding agreements were:

- Abbotsford Community Services.
- Sunshine Coast Community Services.
- South Vancouver Neighborhood House.
- Volunteer Richmond. Abbotsford Community Services.

Taking into account the complexities involved in the introduction of the Better at Home Program as an additional agency providing transportation services to seniors; it is considered that the number of funding agreements and their content partially meets the objectives contained in the funding proposal.

### 3.2 Business Plan and Work Plan Documents

A number of planning documents were produced through-out the project. In 2012 a business plan was developed for the Seniors Transportation Access and Resources (STAR) program. This document was updated in 2013.

In addition, the project produced Business Plans for several agencies. These Business Plans address issues such as opportunities for expansion, revenue assumptions and projections, market analysis, operational considerations, as well as risks and benefits.

The program also supported the development of Transportation Service Plans addressing issues such as scalability, geography and demographics, agency capacity, volunteer recruitment, training and support, client recruitment, and financial modelling.

The following planning documents completed during the program were reviewed as part of this evaluation:

- 1) STAR Program:
  - 2012 Business Plan.
  - Updated 2013 Business Plan.

- 2) Business Plans:
  - West End Seniors Network.
  - South Vancouver Neighborhood House.
  - Langley Seniors Resource Society.
  - Abbotsford Community Services Society.
  
- 3) Transportation Plans:
  - Langley Seniors Resource Society.
  - South Coast Community Services.
  - Volunteer Richmond Information Service.

These planning documents provide relevant information that has helped to support the development of transportation infrastructure in a number of communities.

### 3.3 Needs Assessment Reports

Needs Assessment reports provide an overview of issues related to seniors' transportation within a given geographical area. The report may include information about demographics, population trends, future projections, as well as a summary of current transportation services, gap analysis, and assessment of alternate methods of service delivery.

Seventeen (17) Needs Assessment reports were completed for the following communities and organizations:

- Abbotsford (Abbotsford Community Services Society).
- Agassiz Harrison (Agassiz Harrison Volunteer Ride Association).
- Burnaby (Burnaby Association for Community Inclusion).
- Burnaby (Burnaby Community Connections).
- City of North Vancouver / District of North Vancouver (Capilano Community Services).
- City of Richmond (Richmond Seniors Network).
- Combined North Shore – City of North Vancouver / District of North Vancouver / District of West Vancouver.
- Hope (Care Transit).
- Langley (Langley Seniors' Resource Society).
- Renfrew Collingwood (Renfrew Collingwood Seniors' Society).
- Saanich (Saanich Volunteer Services Society).
- Sea to Sky Community and Pemberton (Sea to Sky Community Services).
- City of North Vancouver / District of North Vancouver (Silver Harbour Seniors Centre).
- Squamish and Sea to Sky Corridor (District of Squamish).
- West Vancouver (District of West Vancouver).
- South Vancouver (South Vancouver Neighbourhood House).
- Whistler (Whistler Community Services Society).



Appendix B provides summary tables that outline the information included in each of the Needs Assessment reports produced. These reports meet the objectives contained in the funding proposal both in terms of the number of reports completed and the content areas addressed.

### 3.4 Feasibility Analysis Reports

Feasibility Analysis reports were completed following the Needs Assessment and provide additional information about the viability of proposed services. The objective of the Feasibility Analysis is to determine the possible market. If it is determined that a market exists, the report provides information to help define the market and the context for the proposed service. Information in the Feasibility Analysis reports includes:

- A description of the community and its context.
- Financial analyses (program design, operating costs, capital cost, revenue capacity, resources).
- Analysis of the readiness of the organization and further steps for the implementation.

Fourteen (14) Feasibility Analysis Reports were completed for the following organizations:

- Agassiz-Harrison Volunteer Ride Society.
- Burnaby Community Connections.
- Capilano Community Services (Cap Services).
- Chilliwack Community Services.
- Richmond Seniors Planning Table.
- Care Transit (Hope)
- Langley Seniors Resource Society.
- Mission Community Services.
- Renfrew Collingwood Seniors' Society.
- Silver Harbor Seniors Centre (North Vancouver).
- Sea to Sky Community Services (Squamish).
- South Vancouver Neighborhood House.
- West Vancouver Senior Shuttle Service.
- Whistler Community Services Society.

Appendix C provides summary tables that outline the information included in each of the Feasibility Analysis reports produced. These reports meet the objectives contained in the funding proposal both in terms of the number of reports completed and the content areas addressed.

## 4. Interview Results

This section provides a summary of interview results including an overview of interview participants, interview results with regard to the capacity building aspects of the project, and interview results with regard to the project resources produced for individual organizations (e.g., Feasibility Analyses and Needs Assessment reports). A list of interview participants is included in Appendix 1. Interview Guides are included in the Appendix D (Project Staff) and Appendix E (Community Stakeholders).

### 4.1 Interview Participant Overview

Eight (8) interviews were conducted as part of the evaluation process. These included three (3) interviews with BEST/STAR staff and five (5) interviews with partners connected to community organizations with various levels of involvement in the project.

The BEST/STAR staff members included contractors, researchers and BEST senior management. These interview participants performed a number of roles over the course of the project including project design, model development, relationship development, design work, promotion, technical support, website content development, and fundraising.

Community partners represented seniors and planning organizations located in Whistler, Langley, North Vancouver, and Vancouver (including South Vancouver and Dunbar neighbourhoods). Interview participants included paid staff, a student, and a seniors' focus group coordinator.

The comments summarized below represent the verbatim views of interview participants and have been edited for clarity, not for content.

### 4.2 Assessment of Capacity Development Aspects of the Project

#### 4.2.1. Capacity Development for Individual Organizations

An important goal of this project was to support the development of transportation social enterprise capacity in agencies providing support to seniors. Most interview participants (including both staff and community partners) stated that this goal had been somewhat met.

Project staff identified a number of reasons for this assessment:

- We partially met our targets. Our goal was ten (10) partner agencies. We ended up with four (4) signed agreements. In addition, a number are in progress.
- There was a variation in the success rate of organizations. Some had great success. Others did not work out.
- Some organizations have adopted the model and a few are moving past it (e.g., Langley bus Co-op).
- Many more people are talking about social enterprise models and seniors transportation.

Community partners provided the following comments:

- The program helped spur the development of our volunteer driver program. Without STAR we would not have had any data on which to base our decisions.
- The connection to BEST was very successful, even though we did not utilize the STAR model. The business plan BEST developed was used in the development of a successful funding application to Vancity Community Foundation.
- It was an important step in the process which helped create awareness among seniors and to start conversations about social enterprise models.
- We benefitted from the Volunteer Driver's manual and have added to it.
- It was difficult to leap from a small scale to the large scale that is required to make transportation work as a business model.
- There was too much risk in taking on the business model proposed. "There was too much risk involved and the board would be holding it."

Another element of capacity development for individual organizations is the development of sustainable financing and sponsorships. Two (2) respondents identified this as a somewhat successful aspect of the project. Five (5), however, stated that this aspect of the project had been somewhat or very unsuccessful.

Project staff comments include:

- There were individual successes in various programs.
- There was nothing in place to ensure that agencies could pick up sustainable financing and sponsorships.
- There were many challenges in rural areas that we did not have ready answers for.
- Policy priorities at the provincial government level regarding seniors' transportation changed between the beginning and the end of the program.

Community participants stated:

- A year ago I would have said that this has been very successful. But recently a community partner has changed priorities and has removed support for our Volunteer Driving Program. Most grants do not support operational funding and that is what we need. We have had three applications turned down and are now approaching local service organizations. I believe there will eventually be a solution, but it's sideways at the moment.
- There have been no sustainable sponsorships, but some project funding.
- I believe they were over-optimistic about the resources available. It's a very expensive service to run with the most needy client group often not having the resources to contribute.
- We certainly did a lot of outreach for sponsorships, but ultimately were not successful on a large scale. One local grocery store did offer us space in their parking lot to park our van.
- Our organization would like to do all these things, but we are not there yet.

#### 4.2.2 Sector-wide Capacity Development

Along with the development of capacity for individual organizations, the project also sought to develop capacity across the sector. One (1) staff person and three (3) community partners said that the project had been somewhat successful in this area. One (1) staff person said the project had been somewhat unsuccessful. Two interview participants (one (1) staff and one (1) community partner) said that the project had been neither successful nor unsuccessful in this regard.

Project staff comments include:

- It was successful for those agencies that took us up.
- It helped support a number of initiatives including partnerships by two or three agencies around transportation issues.
- While the project was not completely successful in developing sector-wide capacity it certainly got the ball rolling.
- We were never able to address and be present with the entire sector. “Sector-wide seniors’ organizations” means the whole province and we were never able to get there.
- The seeds have been planted and a network is evolving.

Community partners made the following comments:

- The program was instrumental in the formation of the Sea to Sky Transportation Committee including organizations from Pemberton to Squamish. Over fifty (50) individual organizations are connected to the committee with about thirty (30) organizations who are active.
- We’re not quite there yet. Mainly because it is still very new. Still working out glitches. I see great success in the future, but I don’t think we’re quite there yet.
- Not everyone can get off the ground, but there have been some new models. The Langley Bus Co-op is awesome. It’s pushing people towards more business-like thinking and consideration of social enterprise models.

Another issue is the development of sector-wide sustainable financing and sponsorships. Three (3) interview participants (one (1) staff and two (2) community partners) said the project had been very or somewhat successful in this regard. Two (2) staff members said the project had been somewhat or very unsuccessful in this area.

Project staff comments included:

- The Better at Home program emerged during the period of our project. This program had a different approach to transportation issues.
- The project introduced concepts around social enterprise to many agencies. There is growing interest in the development of a culture of social enterprise.
- One obstacle was the lack of support from the provincial government for our model. For example, they could have helped us to communicate with all seniors’ agencies across the province.

Community partner comments included the following:

- Without the STAR information we would not be able to apply for grants.
- We've laid a lot of groundwork including information and data collection, needs identification, and partnership development. We would not be getting anywhere without having the data to support our grant requests.
- Not so far. Better at Home sites are still really new.
- For example, Vancity Community Foundation came on board where they had not come on board in the past.
- I think the tools are excellent. Website is underused. STAR needs the funding and support of big organizations to diffuse the information now. They've done all the ground work. They need dedicated staff and resources.

Interview participants were also asked if the project had helped in the development of sector-wide seniors' transportation support. Five (5) respondents (two (2) staff and three (3) community partners) felt it had been very or somewhat successful in this regard.

Project staff comments included the following:

- Ultimately, we were able to compile data and complete a number of studies. The project helped develop way more understanding about transportation issues.
- BEST served as a central voice for non-profit organizations around seniors' transportation issues.
- "We developed it, but it didn't get used." We didn't have the capacity to go out as far as far as was needed to be called sector wide.

Community Partner comments included the following:

- Without going through the exercise with STAR we would not have brought together the whole Sea to Sky corridor. Without the project we never would have started talking.
- We've had support with the software and we've made use of it appropriately. We've made use of it in our reporting to other organizations. It's helped us with our planning because we can pull things off of it if we want.
- It raised the profile of the need. It got us thinking together strategically about it.
- Around the table, agencies seemed to be benefiting from the support from BEST.

Another important aspect of the project was to address barriers that prevented the development of transportation systems that were workable in rural BC. Three (3) respondents (one (1) staff and two (2) community partners) indicated it had been somewhat successful. One (1) staff participant said that it had not been successful in this regard. Most community partners (3) were unsure because they did not have direct information about this aspect of the project.

Project staff comments included:

- Some of the issues were too big for us to handle. We had success in bringing people together in some places (e.g., Sunshine Coast, Sea to Sky Corridor). We collected data and helped build understanding. Even if communities did not implement the full STAR program, we were able to provide intelligence that would help groups take the next step.
- Not due to lack of interest. Mostly has to do with the costs associated with programs in locations where density was a challenge.
- Successes included the development of the Langely Bus Co-op model. Our work in Hope and Agassiz, Chilliwack and Sechelt gave them a lot of tools that they've applied.
- If you're talking about communities with low density (e.g., Vanderhoof, McBride) we did not make it. But if you're talking about rural areas not served by transit but who still have sufficient population numbers to be able to put something together then I would say yes we were successful.

Community partner comments included:

- I am part of the STAR advisory board. Knowing what STAR has done in other communities I would say yes, absolutely ... it is a great model. It's been a lifesaver in the areas it's been used.
- Langley is fairly rural in some parts and it worked well for us.
- Many organizations went with Better a Home. It's a less than perfect solution to transportation issues, but it is what it is.

The project also included activities related to policy development, advocacy and the establishment of a public voice on seniors' transportation issues. Six (6) respondents (three (3) staff and three (3) community partners) felt that this aspect of the project had been successful or very successful.

Project staff comments included:

- Excellent work was done during the early stages of the project. A wide range of industry stakeholders responded to the information (e.g., non-profit organizations, funders, TransLink, Coast Mountain, BCAA).
- Project served as a central voice for non-profit groups. It was a great resource. Presented new approach to a topic that has been discussed for a long time.
- Did we do what could be done? Absolutely yes. Was I satisfied with the results? I would have to say no. The work that we did on policy development was part of an advisory council that we set up. We participated and helped lead that ... and BEST was certainly advocating all down the road.
- It was clear to us that there was not going to be any kind of engagement from the province. "They got cold feet and then they got colder."

Community partner comments included:

- Those aspects of the project did not touch us as a community stakeholder.
- Policy development – yes. Advocacy and Public Voice – Somewhat. Not because the project wasn't successful, but because it's such a huge high level ask with so many high level partners (e.g., Ministry of Transportation). High level advocacy needs are still out there.
- I'd love to learn more about that. BEST needs the resources to go out and speak to people about what they are doing. Need to go each neighbourhood zone in the city (Westside, Collingwood, Mount Pleasant, South Vancouver).
- I think something was lacking. The council felt that it was like "flying by the seat of your pants" Many of our Advisory Council members had worked in transportation (e.g., City of Vancouver Seniors' Advisory Committee) and when they asked questions they just were not satisfied. Members came back and said that plans were not realistic.

### 4.3 Assessment of Project Resources for Individual Organizations

Support for community organizations included the development of three types of documents that served to help guide the development of seniors' transportation services. These included Needs Assessments, Feasibility Studies, and Business Plans.

A number of interview questions focused on the opinions about the success of the development process as well as the final product. This section provides a summary of comments received with regard to the various documents produced by the program.

#### 4.3.1 Needs Assessment Reports

The Needs Assessment documents were intended to provide an overview of seniors' transportation issues by examining issues such as demographics and current service models. The following comments were made with regard to the Needs Assessments for individual organizations:

Project staff noted the following with regard to the needs assessment documents:

- It was very easy for agencies to become involved.
- We continually redesigned and refined as we went. Instead of qualitative assessment, we did a statistical analysis of seniors' numbers and distribution. We could tell community partners how many seniors, where they were and more or less how much it was going to cost.
- These documents were not meant to be comprehensive. They were meant to determine if there was a need or not. Helped organizations to understand demographic trends and to understand what needs would be in the future.
- We were happy with the documents, but some of the agencies weren't. Some wanted information that was going to help them make the "humane case" (e.g., anecdotal stories).
- Some agencies looked at the numbers and couldn't cope with the numerical model in order to take it to the next step. We didn't have the capacity to provide support to those agencies.

Community Partners made the following comments

- I appreciated the professional approach, the data, and the way it was presented. “They were very professional.”
- They worked quite closely with us. They made adjustments to their templates to make sure it worked for us.
- Very thorough and well presented.
- We had some questions. It appeared that not a lot of consultation was done with the community and it appeared that much of the rationale was based on speculation.
- That manner in which it was conducted. The whole team and Margaret were very good at presentations. It was very well handled.
- They are always available to us and those administering our bus co-op. “They’ve been there for us and they’ve given us ideas and they’ve backed us up. It’s a good organization.”
- I know they have a needs assessment and facilitation process. We are not there yet. These are the next steps based on the work we’ve already completed.
- This was not particularly successful because it did not take into consideration the low incomes that we had and also it really required a huge sponsorship for us to achieve it without going into the coffers of the organization. Businesses just weren’t willing to part with money. A couple of car dealerships were willing to give us a shuttle bus, but other than that there was not very much. We didn’t feel that it reflected the real needs of our community.

#### 4.3.2 Feasibility Analysis Reports

Feasibility Analysis documents were intended to provide additional information about the viability of seniors’ transportation services within a given community by examining market issues and projections. Interview participants provided a number of comments with regard to the Feasibility Analysis documents produced by the program.

Project staff made the following comments:

- Funders like to have this information in order to make decisions.
- Thorough discussion of transportation and financial issues.
- In doing the Feasibility Analysis, we’re talking about specifics of transportation plans. We didn’t have enough time to spend with agencies that we would like. I could have used another day and a half for each report.
- Draft report was sent to organizations. Could customize to add individual details.

Community Partners made the following comments:

- Very complete. Some parts had to be explained to me. We worked very well with them and they listened to what they had to say.
- My only caveat to that is I think West Van Seniors and us should have worked together for the development of one plan. We should have been more holistic. We are doing that now.
- We definitely needed it. Feasibility and Needs Assessment were one in the same. The Feasibility Study came from us and fed into the Needs Assessment. Our Feasibility Study reflected a very



small program and not anything that would include a dispatcher, etc. That's why we went with our own volunteer driver program. They did support us a great deal. The STAR plans did not fulfill our needs. When we looked at the plan it did not include issues important to us (e.g., low income seniors).

- The only change that I think could have happened concerned the presentation of data. Many of our volunteers could not understand the spreadsheets. In consultation with our Advisory Committee we changed to present summary information on PowerPoint slide. This worked much better.
- We couldn't agree to it. They were looking at a bigger picture. We just didn't have the financial ability or the confidence that we could engage as deeply as they would like us to.

### 4.3.3 Business Plans

Business plans were intended to provide in-depth information intended to support the development of transportation services for seniors. These reports provide financial analysis based on a number of scenarios. Interview participants were asked to assess the effectiveness of the business plans produced during the project.

Project staff made the following comments:

- Funders look for this information. One important issue is that we underestimated what is involved in creating a business plan. Funders did not anticipate the amount time involved.
- The Feasibility Study and Business Plan complemented each other. Both together could be used easily by boards and committees.
- As you get closer to doing a business plan you have to have enough time to spend with agencies so that they own the plan in the end. Agencies all along the pathway needed more background training, exposure, hand holding, than we could give them. We just didn't have the time. Several agencies that had business plans and were committed to the concept could not get their board and their patrons to commit to implementation of a new transportation program.
- We were pushed by time and by the amount of resources available. The reports were good, but would have been more in depth with more time.

Community Participants made the following comments:

- I had a hand in shaping it. The advisory board had a lot of input.
- As it panned out, there still was too much reliance on "individual pay." Resistance from market, generational perception, actual poverty and ability to pay, regulatory problems.
- It did not reflect what our experience was or what the board had said to them. We could not roll anything out to the magnitude that had been proposed (i.e. 300 clients and 20 drivers).
- Well presented, easy to read, a good format.
- We had a lovely business plan, but we could not find funding. Not the fault of the business plan.

## 5. Realization of Project Outcomes

### 5.1 Assessment of Project Process Steps and Deliverables

Process Steps and Deliverables	Evaluator's Assessment of Completion
Resources secured	<b>Assessment:</b> This process step was partially completed.
	<p><b>Supporting documentation:</b> Based on the administrative information, two (2) funding organizations provided financial contributions to the project:</p> <ul style="list-style-type: none"> <li>• Vancouver Foundation.</li> <li>• United Way of the Lower Mainland.</li> </ul> <p>According to staff interviews, adjustments were needed to address anticipated additional funding from other sources that did not come through.</p>
Project work plan established	<b>Assessment:</b> This process step was completed.
	<p><b>Supporting documentation:</b></p> <ul style="list-style-type: none"> <li>• STAR Business Plan (2012).</li> <li>• STAR Updated Business Plan (2013).</li> </ul>
Partnerships established with community agencies	<b>Assessment:</b> This process step was partially completed.
	<p><b>Supporting documentation:</b> Four (4) funding agreements are currently in place. Agencies involved are:</p> <ul style="list-style-type: none"> <li>• Abbotsford Community Services.</li> <li>• Sunshine Coast Community Services.</li> <li>• South Vancouver Neighbourhood House.</li> <li>• Volunteer Richmond.</li> </ul> <p>In addition, staff interviews suggest that further agreements are in process. The original goal for the project was to establish ten (10) partnership agreements.</p>
Problems identified and solutions developed during the project start-up phase	<b>Assessment:</b> The program was successful at making adjustments to address issues identified in the start-up phase.
	<p><b>Supporting documentation:</b> Interviews with BEST/STAR staff indicate that several adjustments were made to address unanticipated developments. For example:</p> <ul style="list-style-type: none"> <li>• Work plans were adjusted to account for funding that did not</li> </ul>

	<p>materialize.</p> <ul style="list-style-type: none"> <li>• The project Identified variations in capacity among individual organizations. For example, some groups were entirely volunteer run and this presented challenges in ongoing communication.</li> <li>• The program shifted focus to address capacity issues. <ul style="list-style-type: none"> <li>○ Addressing issues of organizations which were not currently providing rides, but were planning to in the future.</li> <li>○ Worked with groups with higher capacity and waited for other groups to develop readiness for the program.</li> </ul> </li> </ul>
Lessons learned during the project start-up phase	<p><b>Assessment:</b> The program identified several lessons learned during the start-up phase.</p>
	<p><b>Supporting documentation:</b> Interviews with BEST/STAR staff helped identify several lessons learned including:</p> <ul style="list-style-type: none"> <li>• Identification of barriers including: <ul style="list-style-type: none"> <li>○ Financial situation of participating organizations.</li> <li>○ Complexity of issues involved in starting a successful social enterprise (Financial investment, complexity, and difficulty involved in establishing a transportation program).</li> <li>○ Organizational readiness for social enterprise (both in term of mindset and organizational capacity).</li> </ul> </li> <li>• The need for flexibility to adjust to market developments.</li> <li>• Establish goals that are attainable within the constraints of the program.</li> <li>• Address issues of partnership building between non-profit organizations.</li> <li>• Be realistic about what can be attained within the budget allocated for the program.</li> </ul>

**5.2 Assessment of Project Goals and Outcomes**

Project Goals	Evaluator’s Assessment of Completion
Goal #1 - Develop transportation social enterprise capacity in agencies.	<p><b>Assessment:</b> This goal was partially met by the project.</p>
	<p><b>Supporting Documentation:</b> The evidence that supports this conclusion includes the following:</p> <ul style="list-style-type: none"> <li>• The project formally engaged with twenty-two (22) individual non-profit organizations and four (4) municipal governments. An array of documentation related to seniors transportation issues was produced for these organizations and governments including: <ul style="list-style-type: none"> <li>○ Four (4) funding agreements</li> <li>○ Fourteen (14) completed feasibility analysis studies</li> <li>○ Seventeen (17) needs assessment reports.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"><li>○ Four (4) Community Partner Business Plans</li><li>○ Three (3) Community Partner Business Plans</li> <li>● Staff interviews suggest that there was difficulty in implementing the social enterprise model in a significant number of agencies due to several barriers. These include:<ul style="list-style-type: none"><li>○ Resistance on financial grounds by agencies to the adoption of this social enterprise model. Interview respondents reported that agencies were reluctant to commit to the financial models developed through the project.</li><li>○ Resistance on philosophical grounds – Interview respondents noted that many organizations were reluctant to commit to the model developed by BEST because they felt the seniors’ had to pay too much of the costs.</li><li>○ Capacity Building – Staff interview participants indicated that one lesson learned was to understand and address the wide variation in capacity by community organizations. Some were well established and included paid staff able to devote time to the project. Others were run by volunteers and had extremely low organizational capacity. Some organizations had established seniors’ transportation programs while others were in various stages of planning for such a program.</li></ul></li> <li>● Interviews with Community Partners suggest that from the perspective of non-profit seniors’ organizations there were a number of issues that need to be addressed including:<ul style="list-style-type: none"><li>○ The risk to the sponsoring organizations. Interview participants from the non-profit sector reported that individual boards of directors were not in a position to assume the financial risks associated with the start-up phase of the project.</li></ul></li> <li>● Both BEST/STAR staff and community partner interview participants noted that there were a number of external factors that affected the development of the program. These included:<ul style="list-style-type: none"><li>○ The development of the Better at Home program which included its own model for transportation support.</li><li>○ Anticipated participation by the provincial government in the BEST/STAR program did not occur.</li></ul></li></ul>
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<p>Goal #2 - Develop sector-wide sustainable financing and sponsorships.</p>	<p><b>Assessment:</b> This goal was not substantially met by the project.</p> <hr/> <p><b>Supporting Documentation:</b> The evidence that supports this conclusion includes the following:</p> <ul style="list-style-type: none"> <li>• Interviews with BEST/STAR staff indicate that, while the project had many successes in working with individual agencies, it was difficult to translate those successes into a sustainable program to serve the provincial seniors’ sector. Factors mentioned with regard to this include: <ul style="list-style-type: none"> <li>○ Not enough agencies were able to implement the BEST/STAR model to provide BEST/STAR with the revenue to sustain the program.</li> <li>○ There were not enough resources connected with the project to meaningfully engage with all seniors’ organizations in British Columbia.</li> </ul> </li> </ul>
<p>Goal #3 - Contribute to sector-wide transportation development.</p>	<p><b>Assessment:</b> This goal was substantially met by the project.</p> <hr/> <p><b>Supporting Documentation:</b> Factors mentioned with regard to this include:</p> <ul style="list-style-type: none"> <li>• Both BEST/STAR staff and community partner interview participants were able to identify specific examples of how the project supported the development of new initiatives and approaches to seniors’ transportation issues. For example: <ul style="list-style-type: none"> <li>○ <b>Langley Bus Co-op</b> – The program provided ongoing capacity support and documentation that was critical to the development of this unique approach to seniors’ transportation issues.</li> <li>○ <b>Sea to Sky Seniors’ Transportation Planning Table</b> – This group involving three (3) communities and over fifty (50) organizations from Squamish to Pemberton. This table would not have developed without the BEST/STAR project. Other transportation partnerships were also identified.</li> <li>○ <b>Ongoing resources and support</b> – Interviews with community partners and BEST/STAR staff suggest that the project was very valuable in initiating a conversation about seniors’ transportation issues, and in supporting discussions within agencies by providing information and analysis. Even if they did not choose to implement the STAR model, community partner interview participants suggested that the information from BEST/STAR was an important part of their decision making process.</li> <li>○ <b>Training materials</b> – Several interview participants indicated that materials such as the Volunteer Driver Manual were important resources that helped in the</li> </ul> </li> </ul>

	development of their own programs.
Goal #4 - Develop seniors transportation systems that work in rural BC.	<b>Assessment:</b> This goal was partially met.
	<p><b>Supporting Documentation:</b> Factors mentioned with regard to this include:</p> <ul style="list-style-type: none"> <li>• Both community partner and BEST/STAR staff interview respondents were able to point to success in communities located in rural areas. Typically these were communities that had enough density in the seniors’ population to make a social enterprise transportation program feasible to operate. Examples mentioned include: <ul style="list-style-type: none"> <li>○ Sea to Sky Corridor (Whistler, Pemberton, and Squamish).</li> <li>○ Sunshine Coast</li> <li>○ Langley (rural areas).</li> </ul> </li> <li>• Community partner and BEST/STAR staff interview respondents also noted that program was not as successful in dealing with seniors’ transportation issues in smaller communities without the density to support cost-effective seniors’ transportation programs.</li> </ul>

**5.3 Summary of Lessons Learned and Application to STAR Program**

Process Steps and Deliverables	Evaluator’s Assessment of Completion
Satisfactions with Needs Assessment process and final product.	<b>Assessment:</b> There was a high degree of satisfaction with the Needs Assessment although some community partners would have appreciated more specific information.
	<p><b>Supporting Documentation:</b> Issues mentioned with regard to the Needs Assessments include:</p> <ul style="list-style-type: none"> <li>• Project staff and community partners noted that the documents were easy to use. Staff noted that they continually redesigned and refined the documents as the project progressed.</li> <li>• Project staff noted that some agencies had provided feedback that, in addition to the statistical material, they would have appreciated anecdotal and case study information.</li> <li>• Community partners noted the quality of the information and the professionalism of the BEST/STAR staff.</li> <li>• Some community partners suggested they were not satisfied because the document produced did not take into account the number of low-income residents in the community.</li> </ul>

<p>Satisfactions with Feasibility Analysis process and final product. Recommendations for improvement.</p>	<p><b>Assessment:</b> There was a high degree of satisfaction with this program element from both staff and community partners.</p> <p><b>Supporting Documentation:</b> Issues mentioned with regard to this program element include:</p> <ul style="list-style-type: none"> <li>• Project staff noted that the information in the Feasibility Analysis report was important for funder and other decision makers.</li> <li>• Both project staff and community partners suggested the process had involved a high degree of participation by community organizations.</li> <li>• It was also noted that project staff could have spent more time with community organizations in order to produce more in-depth reports.</li> <li>• One community organization noted that the report had helped initiate an in-house volunteer driver program. It was also noted that the organization was not in a position to take on the risks associated with a more highly developed program.</li> </ul>
<p>Satisfactions with Business Plan process and final product. Recommendations for improvement.</p>	<p><b>Assessment:</b> There was a high degree of satisfaction with this program element from both staff and community partners, although some community partners felt that the Business Plans were not realistic given the circumstances of their organization.</p> <p><b>Supporting Documentation:</b> Issues mentioned with regard to this program element include:</p> <ul style="list-style-type: none"> <li>• Project staff noted that this information is helpful to funders and other decision makers. It was noted that the amount of time involved in creating a workable business plan is often underestimated by funders.</li> <li>• Project staff also noted the amount of time needed to support organizations in taking ownership of the business plan.</li> <li>• Community partners noted a number of obstacles including resistance to user pay models, resistance to user-pay models, ability to pay, and regulatory issues.</li> <li>• One community partner suggested the plan was too ambitious and did not fit the resources available in the organization. Another noted that they had not been able to obtain funding based on the business plan even though they had made several attempts.</li> </ul>
<p>Satisfactions with policy development, advocacy and public voice efforts.</p>	<p><b>Assessment:</b> There was a high degree of satisfaction with this program element although both staff and community partners suggested there was much more work to be done.</p>

Recommendations for Improvement.	<p><b>Supporting Documentation:</b> Issues mentioned with regard to this program element include:</p> <ul style="list-style-type: none"><li>• Project staff noted the outreach and partnership building at the early stages of the project had been very successful. Organizations approached included non-profit organizations, funders, TransLink, Coast Mountain, and BC Automobile Association (BCAA).</li><li>• Project staff also noted that the project served as a central voice on issues of seniors’ transportation and articulated a new approach to a long-standing issue.</li><li>• Both project staff and community partners noted that while the project was successful, the scope and complexity of the issues involved meant that there was much more room for further work.</li></ul>
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## 6. Summary of Key Findings and Recommendations

This section provides a summary of key findings and recommendations based on the evaluation activities outlined in this report (stakeholder interviews, document review, and assessment of project outcomes). Please note that implementation of some recommendations may be contingent upon the availability of resources and support from outside organizations.

### 6.1 Key Findings and Recommendations

Key Findings	Recommendations
<p>1. There are differences in the level of capacity among organizations that operate or are interested in operating transportation programs for seniors.</p>	<p><b>For BEST:</b></p> <ul style="list-style-type: none"> <li>• Include community capacity assessment activities in the program planning phase by identifying existing capacity and organizations readiness to implement social enterprise activities.</li> <li>• Build in relationship development between BEST and community partner organizations in the program planning phase.</li> <li>• Support the development of models based on inter-active participation of seniors’ serving agencies and that are aligned with the level of capacity existing in an organization.</li> </ul>
<p>2. Organizations are reluctant to take on the risks associated with social enterprise development.</p>	<p><b>For BEST:</b></p> <ul style="list-style-type: none"> <li>• Ensure that project time-lines include sufficient lead time to support the development of social enterprise capacity within potential community partner organizations prior to making organizational commitments.</li> </ul> <p><b>For Community Organizations:</b></p> <ul style="list-style-type: none"> <li>• Investigate the pros and cons of social enterprise capacity development within individual organizations.</li> <li>• Develop ongoing relationships with programs such as Vancity’s Enterprising Non-Profits Program that provide social enterprise development support.</li> </ul> <p><b>For Funders:</b></p> <ul style="list-style-type: none"> <li>• Develop funding models that incorporate a phased approach to social enterprise development including:               <ul style="list-style-type: none"> <li>○ Partnership and relationship building.</li> <li>○ Assessment of capacity and organizational readiness.</li> <li>○ Identification of models and opportunities.</li> <li>○ Feasibility assessment and business planning.</li> <li>○ Model implementation.</li> <li>○ Evaluation.</li> </ul> </li> <li>• Support projects that promote the development of social enterprise capacity within community organizations on an ongoing basis.</li> </ul>

<p>3. Policy development and public voice aspects of the project are very complex and require ongoing attention.</p>	<p><b>For BEST:</b></p> <ul style="list-style-type: none"> <li>• Continue to play a role as a convener and voice for seniors' transportation issues.</li> <li>• Develop positions and strategies based on the lessons learned from the Capacity Building in Community-Based Transportation Program and from ongoing communication with seniors' transportation organizations.</li> </ul>
<p>4. Development of sector-wide financing and sponsorships will take a great deal of time and resources.</p>	<p><b>For BEST:</b></p> <ul style="list-style-type: none"> <li>• Continue to educate governments, major transportation stakeholders and community organizations about the issues and needs involved in the development of transportation support for seniors.</li> </ul> <p><b>For Funders:</b></p> <ul style="list-style-type: none"> <li>• Identify and support community organizations that can play a leadership role in the development of social enterprise capacity.</li> <li>• Provide resources so that community organizations leaders can provide support to other organizations.</li> <li>• Continue to support projects that promote the development of sector-wide financing and sponsorships.</li> </ul>
<p>5. Development of Social Enterprise Capacity in seniors' serving agencies is an ongoing process requiring attention and resources.</p>	<p><b>For BEST:</b></p> <ul style="list-style-type: none"> <li>• Continue to play a role as an information provider and supporter of transportation initiatives within seniors' organizations.</li> <li>• Define a role for BEST to play with regard to transportation issues for seniors in BC including: <ul style="list-style-type: none"> <li>○ Information clearinghouse</li> <li>○ Relationship and partnership development</li> <li>○ Centre of knowledge, information and expertise on transportation issues related to seniors</li> <li>○ Support for pilot programs and demonstration projects that build the knowledge base concerning seniors' transportation issues.</li> </ul> </li> </ul> <p><b>For Community Organizations:</b></p> <ul style="list-style-type: none"> <li>• Explore the development of social enterprise models that are workable within non-profit organizations.</li> </ul> <p><b>For Funders:</b></p> <ul style="list-style-type: none"> <li>• Provide support for activities that promote the development of social enterprise models in non-profit organizations.</li> <li>• Support demonstration programs and pilot projects that build on lessons learned from successful initiatives (e.g. Langley Bus</li> </ul>

	Co-op).
<p>6. Development of senior’s transportation solutions in rural communities continues to be a challenge.</p>	<p><b>For BEST:</b></p> <ul style="list-style-type: none"> <li>• Continue to build on the successes of Capacity Building in Community Based Seniors Transportation program in developing transportation solutions in rural areas.</li> <li>• Continue to support the development of regional partnerships and planning tables to address seniors’ transportation issues.</li> <li>• Explore what resources are needed to address the needs of low density rural communities. Start by working with those living in low density rural communities to identify challenges and opportunities.</li> </ul> <p><b>For Funders:</b></p> <ul style="list-style-type: none"> <li>• Develop strategies to support partnership building and capacity development in rural communities around transportation issues for seniors.</li> <li>• Develop strategies that ensure resources are available to address seniors’ transportation issues in low density rural communities.</li> </ul>

## 6.2 Summary

In summary, the Capacity Building in Community-Based Seniors Transportation Program has achieved a number of outcomes:

- 1) The project substantially achieved its implementation goals. These were achieved within the context of a number of constraints that impacted seniors' transportation issues. Examples of these constraints included shifting priorities by the provincial government and the establishment of the Better at Home program (which had its own transportation component) in many communities around BC.
- 2) The project played an important role in the establishment of the Langley Bus Co-op model as information provider, partnership builder, and provider of support and feedback.
- 3) The project played a support role in the establishment of planning tables around seniors' transportation issues. For example, it was noted that the Sea to Sky Transportation Committee (including a network of 50 organizational members) would not have been established without the support of the BEST/STAR program.
- 4) The project gathered a significant amount of information about challenges and opportunities associated with the establishment of seniors' transportation programs. Learning from the project included formal development of reports (needs assessments, feasibility studies, business plans, etc.) and informal learning in the form of lessons learned in developing relationships with a variety of organizations.

With these outcomes in mind, the BEST/STAR program is positioned to play a role in the future development of solutions to seniors' transportation issues across BC.

## Appendix A: Interview List

NAME	COMMUNITY PARTNERS
Sue Lawther	Whistler Mature Action Community
Janice McTaggart	Langley Seniors Resource Centre
Annwen Loverin	Silver Harbour Seniors' Activity Centre
Andrea Sara	SFU Gerontology Program / Dunbar Residents Association (study of transportation issues) / West Side Seniors Empowerment Coalition
Joan Wright	South Vancouver N. House (Former Staff member)
	<b>BEST/STAR STAFF</b>
Marty Frost	Sub-Consultant (Principle in Human Ventures Community Development)
Beth Hurford	Researcher
Margaret Mahan	Best Executive Director (Former)

## Appendix B: Document Content Summaries (Feasibility Analysis Reports)

The tables below provide a summary of issues discussed within the fourteen (14) Feasibility Analysis reports completed over the course of the ***Capacity Building in Community-Based Seniors' Transportation Program***. General topic areas addressed include financial analyses, future service requirements, organizational analyses, background analyses, as well as demand projections and assessment.

The tables below support the conclusion that the ***Capacity Building in Community-Based Seniors' Transportation Program*** provided Feasibility Analysis reports that met the objectives contained in the funding proposal both in terms of the number of reports completed and the content areas addressed.

**Table 1. Agassiz-Harrison Volunteer Ride Society (Feasibility Analysis Report Summary)**

	Characteristics	Present in study	Note
Financial Analyses	Current Financial Model	✓	p.5
	Expanded Financial Model	✓	p.6
	Current Financial Supports		p.5
Future Service	Future Service Model	✓	
	Definition of the core need	✓	p.11
Analyses of the organization	Analysis of the organizational Readiness		
Background Analysis	Age demographics	✓	p.8
	Seniors Age Structure	✓	p.8
	Assessment of the alternative transportation options	✓	p.11-p16
Assessment and projections of the demand	Recent and projected need for rides	✓	2012-Need for rides p.11
	Recent and projected unfulfilled rides	✓	2012- Unfulfilled rides p.16

**Table 2. Burnaby Community Connections (Feasibility Analysis Report Summary)**

	Characteristics	Present in study	Note
Financial Analyses	Current Financial Model	✓	Partial p.3-p.4
	Expanded Financial Model	✓	p.8
	Current Financial Supports		
Future Service	Future Service Model		
	Analysis of the organizational Readiness		
Analyses of the organization	Age demographics	✓	p.5
Background Analysis	Seniors Age Structure		
	Assessment of the alternative transportation options	✓	p.6-p.7
	Recent and projected need for rides	✓	p.6
	Recent and projected unfulfilled rides	✓	p.7

**Table 3. Capilano Community Services Society (Cap Services) (Feasibility Analysis Report Summary)**

	Characteristics	Present in study	Note
Financial Analyses	Current Financial Model	✓	Partial p.3-p.4
	Expanded Financial Model	✓	p.8
	Current Financial Supports		
Future Service	Future Service Model		
	Definition of the core need		
Analyses of the organization	Analysis of the organizational Readiness		
Background Analysis	Age demographics	✓	p.5
	Seniors Age Structure		
	Assessment of the alternative transportation options	✓	p.6-p.7
Assessment and projections of the demand	Recent and projected need for rides	✓	p.6
	Recent and projected unfulfilled rides	✓	p.7

**Table 4. Chilliwack Community Services (Feasibility Analysis Report Summary)**

	Characteristics	Present in study	Note
Financial Analyses	Current Financial Model	✓	p.7-p.9
	Expanded Financial Model	✓	p.10-p.12
	Current Financial Supports		
Future Service	Future Service Model	✓	p.10-p.12
	Definition of the core need	✓	p.19
Analyses of the organization	Analysis of the organizational Readiness	✓	p.10
Background Analysis	Age demographics	✓	p.14-p.15
	Seniors Age Structure	✓	p.16
	Assessment of the alternative transportation options	✓	Appendix 1 –p.13
Assessment and projections of the demand	Recent and projected need for rides	✓	p-26
	Recent and projected unfulfilled rides	✓	p-27

**Table 5. Richmond Seniors Planning Table (Feasibility Analysis Report Summary)**

	Characteristics	Present in study	Note
Financial Analyses	Current Financial Model	✓	Short description – p.7
	Expanded Financial Model	✓	Comparison between two options - p.7-p.9
	Current Financial Supports		
Future Service	Future Service Model	✓	p.7-p.9
Analyses of the organization	Analysis of the organizational Readiness		
Background Analysis	Age demographics	✓	p.3
	Seniors Age Structure	✓	p.4
	Assessment of the alternative transportation options		P.3-p.4
Assessment and projections of the demand	Recent and projected need for rides	✓	p.5
	Recent and projected unfulfilled rides	✓	p.6



**Table 6. Care Transit (Hope) (Feasibility Analysis Report Summary)**

	Characteristics	Present in study	Note
Financial Analyses	Current Financial Model	✓	p.8-p.10
	Expanded Financial Model	✓	p.13-15
	Current Financial Supports	✓	p.3 & p.7-p.8
Future Service	Future Service Model	✓	p.8-p.10
Analyses of the organization	Analysis of the organizational Readiness	✓	p.14
Background Analysis	Age demographics	✓	p.16
	Seniors Age Structure	✓	p.17
	Assessment of the alternative transportation options	✓	p.23-p.27
Assessment and projections of the demand	Recent and projected need for rides	✓	p.22-p.23
	Recent and projected unfulfilled rides	✓	p.22-p.23

**Table 7. Langley Seniors Resource Society (Feasibility Analysis Report Summary)**

	Characteristics	Present in study	Note
Financial Analyses	Current Financial Model	✓	p.3-p.5
	Expanded Financial Model		
	Current Financial Supports	✓	p.4 – Quick description
Future Service	Future Service Model	✓	p.5 / p.11 / p.13
Analyses of the organization	Analysis of the organizational Readiness		
Background Analysis	Age demographics	✓	p.6
	Seniors Age Structure	✓	p.7
	Assessment of the alternative transportation options	✓	p.8
Assessment and projections of the demand	Recent and projected need for rides	✓	p.8
	Recent and projected unfulfilled rides		

**Table 8. Mission Community Services (Feasibility Analysis Report Summary)**

	Characteristics	Present in study	Note
Financial Analyses	Current Financial Model	✓	p.4-p.5
	Expanded Financial Model		
	Current Financial Supports		
Future Service	Future Service Model		
Analyses of the organization	Analysis of the organizational Readiness		
Background Analysis	Age demographics	✓	p.6
	Seniors Age Structure	✓	p.6-p.7
	Assessment of the alternative transportation options	✓	p.10-p.17
Assessment and projections of the demand	Recent and projected need for rides	✓	Core Need Definition : p.10 p.9-p.10
	Recent and projected unfulfilled rides	✓	p.18

**Table 9. Renfrew Collingwood Seniors' Society (Feasibility Analysis Report Summary)**

	Characteristics	Present in study	Note
Financial Analyses	Current Financial Model	✓	p.8 – Quick Description
	Expanded Financial Model	✓	p.8-p.10
	Current Financial Supports		
Future Service	Future Service Model	✓	p.9
Analyses of the organization	Analysis of the organizational Readiness		
Background Analysis	Age demographics	✓	p.2-p.3
	Seniors Age Structure	✓	p.2-p.3
	Assessment of the alternative transportation options	✓	p.3-p.7
Assessment and projections of the demand	Recent and projected need for rides	✓	p.5
	Recent and projected unfulfilled rides	✓	p.7

**Table 10. Silver Harbor (North Vancouver) (Feasibility Analysis Report Summary)**

	Characteristics	Present in study	Note
Financial Analyses	Current Financial Model		
	Expanded Financial Model	✓	p.9-p.10
	Current Financial Supports		
Future Service	Future Service Model	✓	p.1
Analyses of the organization	Analysis of the organizational Readiness	✓	p.10
Background Analysis	Age demographics	✓	p.4
	Seniors Age Structure	✓	p.4-p.5
	Assessment of the alternative transportation options	✓	p.7
Assessment and projections of the demand	Recent and projected need for rides	✓	Definition of the Core Need : p.6
	Recent and projected unfulfilled rides		

**Table 11. Sea to Sky Community Services (Squamish) (Feasibility Analysis Report Summary)**

	Characteristics	Present in study	Note
Financial Analyses	Current Financial Model		
	Expanded Financial Model	✓	p.7-p.8
	Current Financial Supports		
Future Service	Future Service Model	✓	p.2
Analyses of the organization	Analysis of the organizational Readiness		
Background Analysis	Age demographics	✓	p.3
	Seniors Age Structure	✓	p.4
	Assessment of the alternative transportation options	✓	p.5-p.6
Assessment and projections of the demand	Recent and projected need for rides	✓	Description of the Core Need : p.1 p.5
	Recent and projected unfulfilled rides		

**Table 12. South Vancouver Neighborhood House (Feasibility Analysis Report Summary)**

	Characteristics	Present in study	Note
Financial Analyses	Current Financial Model		
	Expanded Financial Model	✓	p.8-p.10
	Current Financial Supports		
Future Service	Future Service Model	✓	p.2
Analyses of the organization	Analysis of the organizational Readiness		
Background Analysis	Age demographics	✓	p.3-p.4
	Seniors Age Structure	✓	p.4
	Assessment of the alternative transportation options	✓	p.6-p.7
Assessment and projections of the demand	Recent and projected need for rides	✓	Definition of core need : p.5
	Recent and projected unfulfilled rides	✓	p.6

**Table 13. West Vancouver Senior Shuttle Service (Feasibility Analysis Report Summary)**

	Characteristics	Present in study	Note
Financial Analyses	Current Financial Model	✓	p.7
	Expanded Financial Model	✓	p.7-p.10
	Current Financial Supports	✓	p.7
Future Service	Future Service Model	✓	p.8
Analyses of the organization	Analysis of the organizational Readiness		
Background Analysis	Age demographics	✓	p.3-p.4
	Seniors Age Structure		
	Assessment of the alternative transportation options	✓	p.6-p.7
Assessment and projections of the demand	Recent and projected need for rides	✓	p.5
	Recent and projected unfulfilled rides	✓	p.6

**Table 14. Whistler Community Services Society (Feasibility Analysis Report Summary)**

	Characteristics	Present in study	Note
Financial Analyses	Current Financial Model		
	Expanded Financial Model	✓	p.7-p.8
	Current Financial Supports		
Future Service	Future Service Model	✓	p.7-p.8
Analyses of the organization	Analysis of the organizational Readiness		
Background Analysis	Age demographics	✓	p.3-p.5
	Seniors Age Structure	✓	p.4
	Assessment of the alternative transportation options	✓	p.6
Assessment and projections of the demand	Recent and projected need for rides	✓	p.6
	Recent and projected unfulfilled rides	✓	p.6

## Appendix C: Document Content Summaries (Needs Assessment Reports)

The tables below provide a summary of issues discussed within the seventeen (17) Needs Assessment reports completed over the course of the *Capacity Building in Community-Based Seniors' Transportation Program*. General topic areas addressed include demographics, assessment of alternative transportation, overall need, and unmet need.

The tables below support the conclusion that the *Capacity Building in Community-Based Seniors' Transportation Program* provided Needs Assessment reports that met the objectives contained in the funding proposal both in terms of the number of reports completed and the content areas addressed.

**Table 15. Abbotsford (Abbotsford Community Service Society) (Needs Assessment Report Summary)**

Characteristics	Present in study	Note
Seniors Age Structure	✓	p.5-p.6
Assessment of the alternative transportation options	✓	p.8-p.13
Establish Need	✓	p.8
Establish Unmet Need	✓	p.13

**Table 16. Agassiz-Harrison (Agassiz-Harrison Volunteer Ride Society) (Needs Assessment Report Summary)**

Characteristics	Present in study	Note
Seniors Age Structure	✓	p.3-p.4
Assessment of the alternative transportation options	✓	p.11-p.16
Establish Need	✓	p.11
Establish Unmet Need	✓	p.16

**Table 17. Burnaby (Burnaby Association for Community Inclusion (BACI)) (Needs Assessment Report Summary)**

Characteristics	Present in study	Note
Seniors Age Structure	✓	p.3-p.4
Assessment of the alternative transportation options	✓	p.8-p.16
Establish Need	✓	p.7
Establish Unmet Need	✓	p.16

**Table 18. Burnaby (Burnaby Community Connections) (Needs Assessment Report Summary)**

Characteristics	Present in study	Note
Seniors Age Structure	✓	p.3-p.4
Assessment of the alternative transportation options	✓	p.8-p.15
Establish Need	✓	p.7
Establish Unmet Need	✓	p.15

**Table 19. City of North Vancouver / District of North Vancouver (Capilano Community Services) (Needs Assessment Report Summary)**

Characteristics	Present in study	Note
Seniors Age Structure	✓	p.3-p.4
Assessment of the alternative transportation options	✓	p.7-p.13
Establish Need	✓	p.13
Establish Unmet Need	✓	p.13

**Table 20. City of Richmond (Richmond Seniors Network) (Needs Assessment Report Summary)**

Characteristics	Present in study	Note
Seniors Age Structure	✓	p.2-p.3
Assessment of the alternative transportation options	✓	p.6-p.10
Establish Need	✓	p.7
Establish Unmet Need	✓	p.12

**Table 21. Combined North Shore (City of North Vancouver, District of North Vancouver, District of West Vancouver) (Needs Assessment Report Summary)**

Characteristics	Present in study	Note
Seniors Age Structure	✓	p.2-p.3
Assessment of the alternative transportation options	✓	p.4-p.14
Establish Need	✓	p.7
Establish Unmet Need	✓	p.15

**Table 22. Hope (Care Transit) (Needs Assessment Report Summary)**

Characteristics	Present in study	Note
Seniors Age Structure	✓	p.4-p.5
Assessment of the alternative transportation options	✓	p.5-p.10
Establish Need	✓	p.7
Establish Unmet Need	✓	p.11

**Table 23. Langley (Langley Seniors' Resource Society) (Needs Assessment Report Summary)**

Characteristics	Present in study	Note
Seniors Age Structure	✓	p.3-p.4
Assessment of the alternative transportation options	✓	p.4-p.8
Establish Need	✓	p.6
Establish Unmet Need	✓	p.7

**Table 24. Renfrew Collingwood (Renfrew Collingwood Seniors' Society) (Needs Assessment Report Summary)**

Characteristics	Present in study	Note
Seniors Age Structure	✓	p.3-p.4
Assessment of the alternative transportation options	✓	p.4-p.6
Establish Need	✓	p.5
Establish Unmet Need	✓	p.7

**Table 25. Saanich (Saanich Volunteer Services Society) (Needs Assessment Report Summary)**

Characteristics	Present in study	Note
Seniors Age Structure	✓	p.3-p.4
Assessment of the alternative transportation options	✓	p.5-p.13
Establish Need	✓	p.7
Establish Unmet Need	✓	p.13

**Table 26. Sea to Sky Community & Pemberton (Sea to Sky Community Services) (Needs Assessment Report Summary)**

Characteristics	Present in study	Note
Seniors Age Structure	✓	p.3-p.4
Assessment of the alternative transportation options	✓	p.4-p.9
Establish Need	✓	p.7
Establish Unmet Need	✓	p.10



**Table 27. City of North Vancouver / District of North Vancouver (Silver Harbour Seniors Centre) (Needs Assessment Report Summary)**

Characteristics	Present in study	Note
Seniors Age Structure	✓	p.2-p.4
Assessment of the alternative transportation options	✓	p.4-p.13
Establish Need	✓	p.7
Establish Unmet Need	✓	p.13

**Table 28. Squamish and Sea to Sky Corridor (District of Squamish) (Needs Assessment Report Summary)**

Characteristics	Present in study	Note
Seniors Age Structure	✓	p.4-p.5
Assessment of the alternative transportation options	✓	p.5-p.11
Establish Need	✓	p.7
Establish Unmet Need	✓	p.11

**Table 29. West Vancouver (District of West Vancouver) (Needs Assessment Report Summary)**

Characteristics	Present in study	Note
Seniors Age Structure	✓	p.3
Assessment of the alternative transportation options	✓	p.4
Establish Need	✓	p.7
Establish Unmet Need	✓	p.14

**Table 30. South Vancouver (South Vancouver Neighborhood House) (Needs Assessment Report Summary)**

Characteristics	Present in study	Note
Seniors Age Structure	✓	p.3
Assessment of the alternative transportation options	✓	p.3-p.9
Establish Need	✓	p.6
Establish Unmet Need	✓	p.7

**Table 31. Whistler (Whistler Community Services Society) (Needs Assessment Report Summary)**

Characteristics	Present in study	Note
Seniors Age Structure	✓	p.4-p.5
Assessment of the alternative transportation options	✓	p.4-p.9
Establish Need	✓	p.9
Establish Unmet Need		

## Appendix D: Interview Guide – Project Staff

Thank you for your participation in this interview. These interviews will help to build a clearer understanding of the Capacity Building in Community-Based Seniors Transportation Program, particularly with regard to the goals of the Program, and things that can be done to strengthen the Program. We request your permission to record this interview to ensure we are able to gather all of your insights. Your feedback will be treated anonymously and confidentially. The interview is expected to take 20-30 minutes.

### Information about you

1. Position in BEST STAR initiative \_\_\_\_\_
2. Role: Please describe the key functions and activities associated with your role in the BEST STAR initiative including how they relate to the Capacity Building in Community-Based Seniors Transportation project.

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### Project assessment

3. Did you identify any problems or unanticipated issues during the project start-up phase?

YES \_\_\_\_\_ NO \_\_\_\_\_

- 3a. If so, can you summarize them below?

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4. Did you identify any solutions to problems or unanticipated issues identified during the project start-up phase

YES \_\_\_\_\_ NO \_\_\_\_\_

- 4a. If so, can you summarize them below?

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5. What three (3) lessons did you learn during the start-up phase of this project?

1. \_\_\_\_\_

\_\_\_\_\_

2. \_\_\_\_\_

\_\_\_\_\_

3. \_\_\_\_\_

\_\_\_\_\_

6. Based on your experience with this project, what three (3) recommendations do you have for other organizations developing similar projects?

1. \_\_\_\_\_

\_\_\_\_\_

2. \_\_\_\_\_

\_\_\_\_\_

3. \_\_\_\_\_

\_\_\_\_\_

7. Was this project successful in developing social enterprise capacity for *individual organizations*?

Very successful	Somewhat successful	Neither successful nor unsuccessf ul	Somewhat unsuccess -ful	Very unsuccess- ful	Unsure	Not applicable
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7 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?,

In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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8. Was this project successful in developing *sector-wide* social enterprise capacity?

Very successful	Somewhat successful	Neither successful nor unsuccessful	Somewhat unsuccessful	Very unsuccessful	Unsure	Not applicable
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8 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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9. Was this project successful in developing capacity for sustainable financing and sponsorships for *individual organizations*?

Very successful	Somewhat successful	Neither successful nor unsuccessful	Somewhat unsuccessful	Very unsuccessful	Unsure	Not applicable
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9 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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10. Was this project successful in developing *sector-wide* capacity for sustainable financing and sponsorships?

Very successful	Somewhat successful	Neither successful nor unsuccessful	Somewhat unsuccessful	Very unsuccessful	Unsure	Not applicable
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10 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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11. Was this project successful in developing *sector-wide* seniors' transportation support?

Very successful	Somewhat successful	Neither successful nor unsuccessful	Somewhat unsuccessful	Very unsuccessful	Unsure	Not applicable
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11 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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12. Was this project successful in developing *seniors' transportation systems* workable in rural BC?

Very successful	Somewhat successful	Neither successful nor unsuccessful	Somewhat unsuccessful	Very unsuccessful	Unsure	Not applicable
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12 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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**Information about your project**

13. Were you satisfied with the process used to support the development of a Needs Assessment for individual organizations?

Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Unsure	Not applicable
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13 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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14. Were you satisfied with the final Needs Assessment developed for individual organizations?

Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Unsure	Not applicable
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14 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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15. Were you satisfied with the process used to support the development of a Feasibility Analysis report for individual organizations?

Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Unsure	Not applicable
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15 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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16. Were you satisfied with the final Feasibility Analysis report for individual organizations?

Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Unsure	Not applicable
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16 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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17. Were you satisfied with the process used to support the development of a Business Plan for individual organizations?

Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Unsure	Not applicable
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17 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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18. Were you satisfied with the final Business Plan produced for individual organizations?

Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Unsure	Not applicable
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18 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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19. Were you satisfied with the Policy Development, Advocacy, and Public Voice aspects of this project?

Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Unsure	Not applicable
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19 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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20. Do you have any final comments on this project and its operations?

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***-- Thank you for your participation -***

## Appendix E: Interview Guide – Community Stakeholders

Thank you for your participation in this interview. These interviews will help to build a clearer understanding of the Capacity Building in Community-Based Seniors Transportation Program, particularly with regard to the goals of the Program, and things that can be done to strengthen the Program. We request your permission to record this interview to ensure we are able to gather all of your insights. Your feedback will be treated anonymously and confidentially. The interview is expected to take 20-30 minutes.

### Information about you and your organization

1. Name of organization \_\_\_\_\_
2. Position in the organization \_\_\_\_\_
3. Role: Please describe the key functions and activities associated with your role in your organization including how they relate to the Capacity Building in Community-Based Seniors Transportation project.  
\_\_\_\_\_  
\_\_\_\_\_

4. Where is your organization located?  
\_\_\_\_\_  
\_\_\_\_\_

5. Why did your organization join the BEST STAR Initiative?  
\_\_\_\_\_  
\_\_\_\_\_

### Project assessment

6. To what extent was this project successful in developing *your organization's* social enterprise capacity?

Very successful	Somewhat successful	Neither successful nor unsuccessf ul	Somewhat unsuccess -ful	Very unsuccess- ful	Unsure	Not applicable
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6 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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7. Was this project successful in developing *sector-wide* social enterprise capacity?

Very successful	Somewhat successful	Neither successful nor unsuccessful	Somewhat unsuccessful	Very unsuccessful	Unsure	Not applicable
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7 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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8. Was this project successful in developing *your organization's* capacity for sustainable financing and sponsorships?

Very successful	Somewhat successful	Neither successful nor unsuccessful	Somewhat unsuccessful	Very unsuccessful	Unsure	Not applicable
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8 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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9. Was this project successful in developing *sector-wide* capacity for sustainable financing and sponsorships?

Very successful	Somewhat successful	Neither successful nor unsuccessful	Somewhat unsuccessful	Very unsuccessful	Unsure	Not applicable
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9 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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10. Was this project successful in developing sector-wide seniors' transportation support?

Very successful	Somewhat successful	Neither successful nor unsuccessful	Somewhat unsuccessful	Very unsuccessful	Unsure	Not applicable
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10 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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11. Was this project successful in developing seniors' transportation systems workable in rural BC?

Very successful	Somewhat successful	Neither successful nor unsuccessful	Somewhat unsuccessful	Very unsuccessful	Unsure	Not applicable
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11 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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**Information about your project**

12. Were you satisfied with the process used to support the development of a Needs Assessment for your project?

Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Unsure	Not applicable
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12 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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13. Were you satisfied with the final Needs Assessment developed for your project?

Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Unsure	Not applicable
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13 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would

strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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14. Were you satisfied with the process used to support the development of a Feasibility Analysis report for your project?

Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Unsure	Not applicable
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14 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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15. Were you satisfied with the final Feasibility Analysis report for your project?

Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Unsure	Not applicable
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15 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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16. Were you satisfied with the process used to support the development of a Business Plan for your project?

Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Unsure	Not applicable
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16 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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17. Were you satisfied with the final Business Plan produced for your project?

Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Unsure	Not applicable
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17 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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18. Were you satisfied with the Policy Development, Advocacy, and Public Voice aspects of this project?

Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Unsure	Not applicable
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18 a). Why did you choose this rating? (PROMPTS: What do you think is missing or would strengthen this aspect of the project?, What do you like best about this aspect of the project?, In your view, what was the purpose of this aspect of the project and has it served that purpose thus far?)

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19. Do you have any final comments on this project and its operations?

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***-- Thank you for your participation --***