

Eastern Ontario's Economic Development Strategy

Appendix B Consultation Results

February 2014





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Appendix B: Consultation Results

Business Community Survey

Question 1. What sector do you consider to be the PRIMARY SECTOR of focus for the BUSINESS YOU ARE REPRESENTING while completing this survey?

Response	Chart	Percentage	Count
Agriculture or value-add agricultural products		6%	11
Biotechnology		1%	2
Cleantech (Environmental Technologies)		1%	2
Education and Training (private sector)		1%	2
Energy - Conventional (oil & gas, nuclear)		0%	1
Energy - Renewable (solar, wind, biomass, hydroelectric)		2%	3
Forestry or value-add wood products		4%	9
Healthcare, Health and Wellness (private sector)		4%	8
Business Services (examples: legal, accounting, insurance, finance)		11%	22
Manufacturing, Processing and Fabrication		6%	12
Transportation and Logistics		2%	5
Tourism and Hospitality		12%	25
Recreation and Sports		3%	6
Information and Communications Technologies (ICT)		3%	6
Mining, Aggregates or Oil & Gas Extraction		0%	1
Utilities		1%	2
Retail Trade		12%	25
Wholesale Trade		2%	4



Response	Chart	Percentage	Count
Arts, Culture and Entertainment		2%	5
Public services (example: government, institutions)		4%	7
Scientific and Technical Services (architectural, engineering, laboratories)		1%	2
Construction		8%	15
Other, please specify...		12%	25
Total Responses			200

Question 1. What sector do you consider to be the PRIMARY SECTOR of focus for the BUSINESS YOU ARE REPRESENTING while completing this survey? (Other, please specify...)

#	Response
1.	Finance
2.	Real Estate
3.	waterfront property owners seasonal and permanent
4.	boarding kennel
5.	Sewage treatment and septic system designs
6.	Real estate commercial and residential
7.	Marketing and Communications
8.	PET SERVICES
9.	media
10.	Rental and Maintenance Management for Cottage Owners
11.	Travel Agency and travel clothing
12.	marketing
13.	any innovative project
14.	CFDC
15.	Repairs to farm and construction equipment
16.	Marine Mechanic
17.	Video communications



18.	Chamber of Commerce
19.	arborists
20.	real estate development
21.	Finance
22.	Graphic and Web Design
23.	Furniture Restoration
24.	Chamber of Commerce
25.	Revitalization mixed use heritage bldg.

Question 2. How would you describe the ECONOMIC STRENGTH of the PRIMARY SECTOR in which your business operates?

Response	Chart	Percentage	Count
Sector is showing strong year-over-year growth		7%	13
Sector is showing modest but steady growth		33%	58
Sector is volatile, declining one year and growing the next		21%	37
Sector is flat/no real year-over-year growth		20%	35
Sector is in decline		13%	23
Other, please specify...		2%	3
Don't know/can't say		4%	7
Total Responses			176

Question 2. How would you describe the ECONOMIC STRENGTH of the PRIMARY SECTOR in which your business operates? (Other, please specify...)

#	Response
1.	clients from Eastern Ontario
2.	very slight positive growth each year
3.	Our volume comes from out of town mostly



Question 3. How would you describe the ECONOMIC STRENGTH of the EASTERN ONTARIO ECONOMY as a whole?

Response	Chart	Percentage	Count
Regional economy is showing strong year-over-year growth		2%	3
Regional economy is showing modest but steady growth		22%	39
Regional economy is volatile, declining one year and growing the next		16%	29
Regional economy is flat/no real year-over-year growth		30%	53
Regional economy is in decline		22%	38
Other, please specify...		0%	0
Don't know/can't say		8%	14
Total Responses			176

Question 4. How optimistic are you that EASTERN ONTARIO'S ECONOMY will be stronger in the future --- the next 3 to 5 years --- than it is today?

Response	Chart	Percentage	Count
Very optimistic		10%	16
Somewhat optimistic		56%	94
Somewhat pessimistic		24%	40
Very pessimistic		5%	8
Don't know/can't say		5%	8
Other, please specify...		1%	2
Total Responses			168

Question 4. How optimistic are you that EASTERN ONTARIO'S ECONOMY will be stronger in the future --- the next 3 to 5 years --- than it is today? (Other, please specify...)

#	Response
1.	Needs leadership and cooperation
2.	municipal and provincial governments need to get on board and start working and promoting this area



Question 5. How optimistic are you that YOUR SECTOR will be stronger in the next 3 to 5 years than it is today?

Response	Chart	Percentage	Count
Very optimistic		21%	35
Somewhat optimistic		49%	82
Somewhat pessimistic		23%	38
Very pessimistic		5%	8
Don't know/can't say		2%	4
Other, please specify...		1%	1
Total Responses			168

Question 5. How optimistic are you that YOUR SECTOR will be stronger in the next 3 to 5 years than it is today? (Other, please specify...)

#	Response
1.	hopeful

Question 6. How optimistic are you that YOUR BUSINESS will be stronger in the next 3 to 5 years than it is today?

Response	Chart	Percentage	Count
Very optimistic		28%	46
Somewhat optimistic		51%	84
Somewhat pessimistic		11%	18
Very pessimistic		5%	9
Don't know/can't say		4%	7
Don't know/can't say		0%	0
Other, please specify...		1%	2
Total Responses			166



Question 6. How optimistic are you that YOUR BUSINESS will be stronger in the next 3 to 5 years than it is today? (Other, please specify...)

#	Response
1.	will be retired
2.	hopeful

Question 7. Which, if any, of the following REGIONAL ATTRIBUTES do you believe give BUSINESSES in Eastern Ontario an ADVANTAGE in today's marketplace?

Response	Chart	Percentage	Count
Skilled and semi-skilled work force		29%	45
Transportation systems (road, rail, air, water)		35%	54
Quality of life (includes cultural services, affordable housing, recreation, natural environment)		73%	111
Natural resources (land, forest, water, wildlife)		42%	65
Access to financing/Financial institutions and public funding programs		27%	41
Emergency services (fire, police, ambulance)		22%	33
Public services such as health care or education		29%	44
Broadband/high speed internet		34%	52
Advocacy groups or regional champions		12%	19
Regional marketing organizations		15%	23
Municipal infrastructure (serviced land, water & sewer, incubators, business parks)		17%	26
Business service organizations (legal, accounting, insurance)		14%	22
Scientific and technical service organizations (architectural, engineering, laboratories)		8%	12
Development processes (for planning, permits etc.)		8%	12
Not-for-profit organizations		16%	25
Education and training services		21%	32



Response	Chart	Percentage	Count
Competitively priced raw materials or energy inputs		12%	18
Innovation services (R&D, commercialization, networks/groups)		15%	23
Economic development services (includes incubators and business parks)		18%	27
Other, please specify...		10%	15
Total Responses			153

Question 7. Which, if any, of the following REGIONAL ATTRIBUTES do you believe give BUSINESSES in Eastern Ontario an ADVANTAGE in today's marketplace? (Other, please specify...)

#	Response
1.	Available labour
2.	See note below
3.	Not a lot
4.	Biosphere Reserve
5.	none of the above
6.	see below
7.	I don't see any advantage
8.	Make-up of the soils make many niche products possible.
9.	Ottawa
10.	Active Economic development ambassadors
11.	strength of real estate market
13.	Proximity to major urban markets
14.	All of these are available elsewhere
15.	no better than anywhere else



Question 8. Which, if any, of the following REGIONAL ATTRIBUTES do you believe put BUSINESSES in Eastern Ontario at a DISADVANTAGE in today's marketplace?

Response	Chart	Percentage	Count
Skilled and semi-skilled work force		29%	43
Transportation systems (road, rail, air, water)		27%	41
Quality of life (includes cultural services, affordable housing, recreation, natural environment)		5%	7
Natural resources (land, forest, water, wildlife)		3%	5
Access to financing/Financial institutions and public funding programs		23%	35
Emergency services (fire, police, ambulance)		4%	6
Public services such as health care or education		11%	17
Broadband/high speed internet		32%	48
Advocacy groups or regional champions		13%	20
Regional marketing organizations		17%	25
Municipal infrastructure (serviced land, water & sewer, energy)		34%	51
Business services (legal, accounting, insurance)		4%	6
Development process (for planning approvals, permits etc.)		39%	59
Not for Profit organizations		3%	4
Education and training services		17%	26
Competitively priced raw materials or energy inputs		19%	29
Innovation services (R&D, commercialization, networks/groups)		26%	39
Economic development services (includes incubators, business parks)		22%	33
Scientific and technical service organizations (architectural, engineering, laboratories)		14%	21



Response	Chart	Percentage	Count
Other, please specify...		17%	26
Total Responses			150

Question 8. Which, if any, of the following REGIONAL ATTRIBUTES do you believe put BUSINESSES in Eastern Ontario at a DISADVANTAGE in today's marketplace? (Other, please specify...)

#	Response
1.	Absence of robust urban economies and or access to same
2.	Decline in forestry and government sector jobs
3.	all of the above checked reflect the lack of
4.	limited local population with any meaningful disposable income
5.	lack of forward thinking
6.	small population
7.	low density
8.	see below
9.	government cuts
10.	sustainable business plan
11.	don't know not sure
12.	Hydro in rural areas
13.	Manufacturing
14.	population base
15.	lack of private industry
16.	narrow competition
17.	I have no idea
18.	The lure of urban life is very appealing to our young
19.	Poor highway system
20.	Over regulated
21.	I don't know can't answer question
22.	lack of government support



#	Response
23.	Provincial Hydro One Poor
24.	lack of discovery
25.	Businesses with overlapping specialties that support each other's goals
26.	Methadone Clinics

Question 9. How would you RATE Eastern Ontario as a place to START OR GROW a BUSINESS?

Response	Chart	Percentage	Count
Excellent		6%	9
Very good		21%	30
Good		33%	48
Fair		28%	41
Poor		11%	16
Don't know/can't say		1%	2
Total Responses			146

Question 10. How would you RATE Eastern Ontario's performance on PROMOTING the REGION as a place to START OR GROW a BUSINESS?

Response	Chart	Percentage	Count
Excellent		1%	2
Very good		7%	10
Good		19%	28
Fair		42%	62
Poor		25%	36
Don't know/can't say		5%	8
Total Responses			146



Question 11. How would you RATE Eastern Ontario's performance on ADVOCATING for IMPROVEMENTS that make the region more ATTRACTIVE as a place to START OR GROW a BUSINESS?

Response	Chart	Percentage	Count
Excellent		1%	2
Very good		5%	7
Good		32%	46
Fair		39%	57
Poor		18%	26
Don't know/can't say		5%	8
Total Responses			146

Question 12. What would be your TOP THREE PRIORITIES for economic development in Eastern Ontario?

Response	Chart	Percentage	Count
Broadband/high-speed internet		29%	41
Mobile/cell phone services		12%	17
Advocacy with upper levels of government on business issues		20%	28
Transportation infrastructure (road, rail, air, water)		20%	28
Access to capital/financing		33%	47
Work force - expand the pool		8%	12
Work force - improve skill levels or education		23%	32
Municipal infrastructure - serviced land, utilities such as water and sewer, energy		18%	25
Community amenities (recreation, culture)		8%	12
Facilities for start-ups/incubators		13%	19
Supply chain development		8%	12
Innovation services (to stimulate development of new businesses, products or services)		32%	45



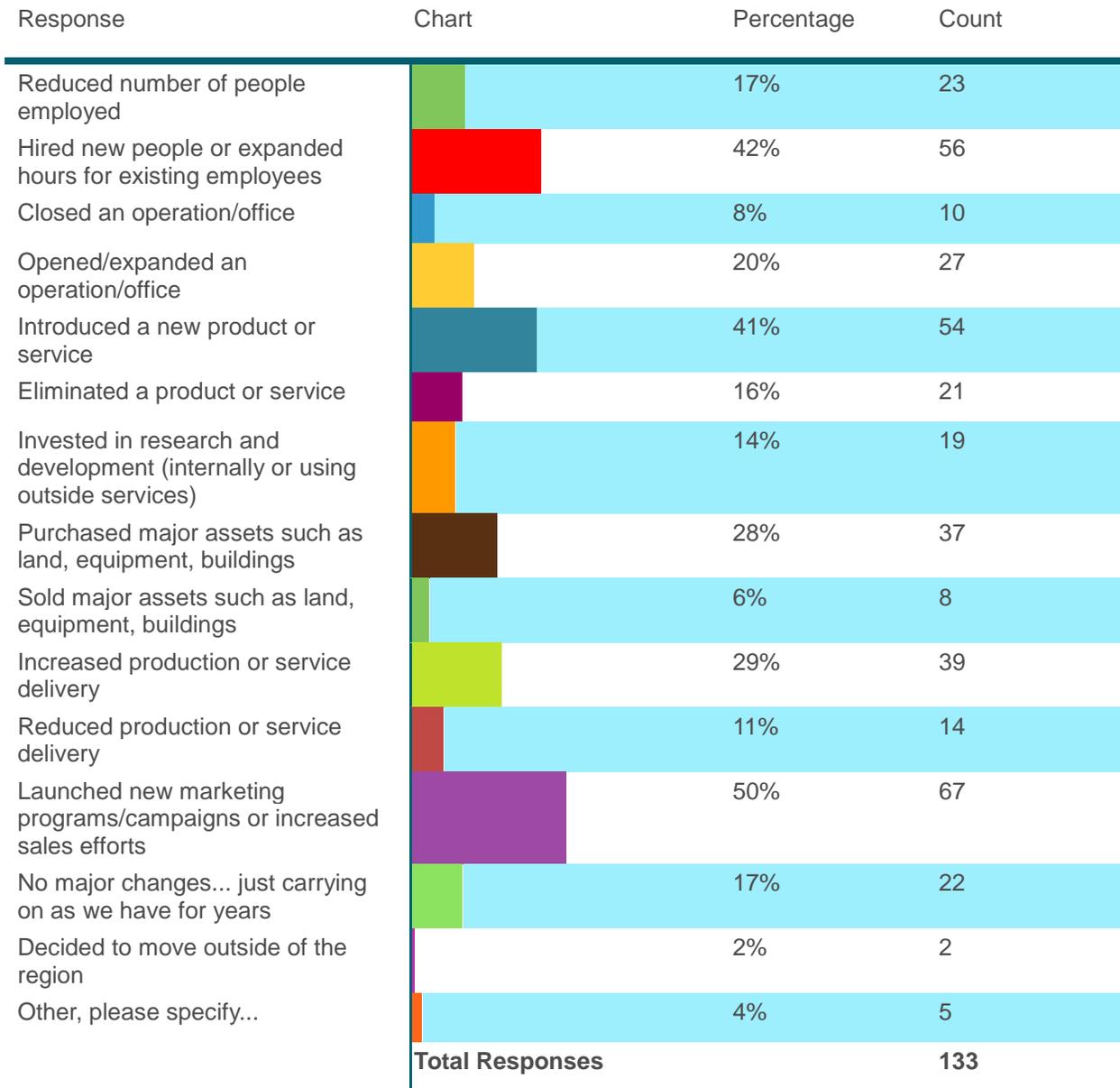
Response	Chart	Percentage	Count
Business networking (to encourage information-sharing, partnerships, joint bids/tenders)		23%	32
Regional marketing programs		20%	29
Sector-based marketing programs		19%	27
Youth attraction and retention		31%	44
Total Responses			142

Question 14. Which, if any, of the following WORK FORCE issues are a CONCERN in your BUSINESS or your SECTOR?

	Concern in my business	Concern in my sector/industry	Not applicable/Don't know	Total Responses
Finding workers with skills we need	58 (48%)	42 (35%)	30 (25%)	120
Accessing training for existing employees or local labour force	24 (23%)	43 (42%)	41 (40%)	103
Accessing higher education for employees or local labour force	20 (19%)	37 (35%)	53 (50%)	106
Accessing workers in the skilled trades	29 (27%)	37 (34%)	50 (46%)	109
Finding temporary/short-term workers	28 (26%)	23 (21%)	62 (58%)	107
Labour laws and regulations	25 (23%)	47 (43%)	45 (41%)	109
Finding workers at competitive wages	36 (33%)	36 (33%)	44 (40%)	109
Workforce health and safety	19 (19%)	34 (33%)	57 (56%)	102
Improve productivity of workforce	30 (29%)	34 (32%)	46 (44%)	105
Finding workers who are a 'good fit' with our organization	67 (55%)	36 (30%)	26 (21%)	121
Strategies to attract immigrants	7 (7%)	23 (23%)	72 (71%)	102
Strategies to attract and/or retain youth	37 (33%)	57 (50%)	30 (27%)	113



Question 15. Which, if any, of the following DECISIONS have been made in YOUR BUSINESS in the past 18 months (since the start of 2012)?



Question 15. Which, if any, of the following DECISIONS have been made in YOUR BUSINESS in the past 18 months (since the start of 2012)? (Other, please specify...)

#	Response
1.	merger
2.	sold my business



#	Response
3.	China
4.	decided to move outside the region means we now operate in more provinces
5.	Continued reinvestment into upgrading our facilities

Question 16A. Which of the following SECTORS do you see MAJOR BUSINESS OPPORTUNITIES for Eastern Ontario?

	Major Opportunity for Eastern Ontario	Minor or No Opportunity	Don't know/can't say	Total Responses
Agriculture or value-add agricultural products	66 (60%)	19 (17%)	25 (23%)	110
Forestry or value-add wood products	33 (34%)	37 (38%)	28 (29%)	98
Business Services (legal, accounting, insurance, finance)	9 (10%)	52 (55%)	33 (35%)	94
Manufacturing , Processing or Fabrication	38 (37%)	39 (38%)	26 (25%)	103
Energy - Conventional (Oil, gas, nuclear)	12 (13%)	35 (38%)	46 (49%)	93
Energy - Renewable (Wind, Solar, Biomass, Hydroelectric)	51 (50%)	33 (32%)	19 (18%)	103
Biotechnology including biomedical and industrial biotech	34 (35%)	22 (23%)	41 (42%)	97
Transportation and Logistics	40 (41%)	30 (31%)	28 (29%)	98
Cleantech (Environmental Technologies)	50 (48%)	26 (25%)	28 (27%)	104
Education and training (classroom-based or online)	44 (45%)	29 (30%)	25 (26%)	98
Health care/health and wellness	55 (53%)	34 (33%)	15 (15%)	103
Tourism and Hospitality	79 (69%)	29 (25%)	8 (7%)	115
Recreation and Sports	43 (40%)	46 (43%)	19 (18%)	108
Information and Communications Technology (ICT)	35 (35%)	38 (38%)	26 (26%)	99
Scientific and Technical Services (architectural, engineering, laboratories)	18 (19%)	45 (47%)	33 (35%)	95
Mining, Aggregates or Oil & Gas Extraction	8 (9%)	43 (46%)	43 (46%)	94



	Major Opportunity for Eastern Ontario	Minor or No Opportunity	Don't know/can't say	Total Responses
Utilities	15 (16%)	43 (47%)	34 (37%)	92
Retail Trade	28 (28%)	59 (59%)	13 (13%)	100
Wholesale Trade	20 (20%)	44 (44%)	35 (35%)	99
Arts, Culture and Entertainment	49 (45%)	37 (34%)	22 (20%)	108
Construction	49 (46%)	41 (39%)	16 (15%)	106

Question 17. What TYPE of business you are representing in completing this survey?

Response	Chart	Percentage	Count
Sole proprietorship		30%	40
Partnership		11%	15
Privately-Owned Corporation		40%	54
Publicly-Traded Corporation		5%	7
Represent a public sector or not-for-profit organization		10%	13
Other, please specify...		4%	5
Total Responses			134

Question 17. What TYPE of business you are representing in completing this survey? (Other, please specify...)

#	Response
1.	600 private partners in forest related activity
2.	Publicly Owned Utility
3.	owned by municipality
4.	South Grenville Chamber of Commerce

Question 18. HOW LONG has your business operated in Eastern Ontario?

Response	Chart	Percentage	Count
Less than two years		6%	8



Response	Chart	Percentage	Count
Two to five years		8%	10
Six to 10 years		12%	16
More than 10 years		65%	87
Other, please specify...		9%	12
Total Responses			133

Question 18. HOW LONG has your business operated in Eastern Ontario? (Other, please specify...)

#	Response
1.	67
2.	100
3.	35 years
4.	30 years
5.	18 years
6.	30 years
7.	30 plus
8.	95 years
9.	21 years
10.	120 Years
11.	35 years
12.	21 years

Question 19. Is your BUSINESS LOCATION in Eastern Ontario the HEAD OFFICE of the business?

Response	Chart	Percentage	Count
Yes		84%	112
No		16%	22
Total Responses			134



Question 21. What was the APPROXIMATE REVENUE for your business in 2012?

Response	Chart	Percentage	Count
Less than \$250,000		33%	44
\$250,000 to \$500,000		12%	16
\$500,000 to \$750,000		3%	4
\$750,000 to \$1 million		5%	6
\$1 million to \$5 million		23%	30
\$5 million to \$10 million		6%	8
\$10 million to \$20 million		3%	4
\$20 million to \$40 million		1%	1
More than \$40 million		3%	4
Not applicable/Not a business		3%	4
Don't know/can't say		5%	6
Other, please specify...		5%	6
Total Responses			133

Question 21. What was the APPROXIMATE REVENUE for your business in 2012? (Other, please specify...)

#	Response
1.	not your business
2.	budget of \$20,000
3.	Not just one business but many
4.	fees and fundraising cover operating cost as we are not for profit swim club
5.	No Revenue

Question 22. Which, if any, of the following MARKETS are you in?

Response	Chart	Percentage	Count
Local/our own community		81%	109
Major cities nearby (Toronto, Ottawa, Montreal)		38%	51
Other parts of Ontario		43%	58



Response	Chart	Percentage	Count
Other provinces (outside Ontario)		29%	39
United States		27%	36
Europe		13%	17
United Kingdom and Ireland		8%	11
China		10%	13
India		4%	5
Japan		4%	6
South America		4%	6
Other, please specify...		5%	7
Total Responses			134

Question 22. Which, if any, of the following MARKETS are you in? (Other, please specify...)

#	Response
1.	Asia New Zealand Australia
2.	AU NZ SG
3.	Nigeria
4.	South Grenville region
5.	All of Canada
6.	Australia
7.	Open Market

Question 23. Which is YOUR ROLE in the organization you are representing?

Response	Chart	Percentage	Count
Owner		58%	78
Manager/Operator of a business		18%	24
Employee of a business		10%	13
Director/Board Member		6%	8
Executive for a public sector organization		1%	2



Response	Chart	Percentage	Count
Executive for a not for profit organization		4%	5
Employee of a public or not for profit organization		3%	4
Total Responses			134

Question 24. In what PART OF EASTERN ONTARIO is your BUSINESS located?

Response	Chart	Percentage	Count
Haliburton County		5%	7
City of Kawartha Lakes		1%	1
Northumberland County		4%	5
Peterborough County		3%	4
City of Peterborough		1%	1
Hastings County		10%	13
City of Belleville		2%	3
Lennox and Addington County		1%	2
Frontenac County		22%	29
City of Kingston		4%	5
Leeds and Grenville County		6%	8
City of Brockville		1%	2
Town of Gananoque		6%	8
Town of Prescott		3%	4
Lanark County		1%	1
Town of Smiths Falls		1%	1
Stormont, Dundas and Glengarry County		12%	16
City of Cornwall		2%	3
Prescott-Russell County		1%	1
Renfrew County		4%	6
City of Ottawa		1%	2



Response	Chart	Percentage	Count
Other, please specify...		9%	12
Total Responses			134

Question 24. In what PART OF EASTERN ONTARIO is your BUSINESS located? (Other, please specify...)

#	Response
1.	across the region
2.	Ontario
3.	Madawaska Valley
4.	Arnprior
5.	Lancaster
6.	LEEDS AND THOUSAND ISLANDS
7.	Gananoque
8.	Laurentian Valley Township
9.	Port Hope
10.	City of Pembroke
11.	extensive forested areas
12.	Brockville and Kingston

Business Community Survey Full Responses

Question 6A. (Optional) If you would like to elaborate on your response to question 6, please use the text box below |

#	Response
1.	We are allowing all of our skilled trades to go west or east for work opportunities. We have exported all of our manufacturing jobs out of the country and this is the economic base for the economy. Obama has it right.... Bring the jobs back home--- and we are in crisis---- to keep the people we have, to bring Ontarians home, and keep our children's opportunities open in Ontario. Stop allowing political slaughtering and put the proper accountability into the political arena so we have the integrity re-established to do business in Ontario. My clients cry when they have to leave Ontario! And they are taking the extended families with them. We want to be proud to be an Ontario resident and Ontario business owner!
2.	Agriculture appears to continue to grow in Renfrew County. One of the biggest contributors to strengthening my business is the increased price of farm land year over year.



#	Response
3.	U.S Lumber is being sold by the millions of Feet into Ontario with no duty? Ontario Pine producers cannot ship into the U.S? Home hardware who proudly say we are Canadian owned and operated by U.S Pine!
4.	We have taken advantage of government programs to update our machinery and digital structure.
5.	<p>The Federation of Ontario Cottagers' Associations (FOCA) is a not-for-profit, voluntary organization representing over 500 waterfront property owners' associations with a combined membership of 50,000 rural Ontario households. Since its inception in 1963, FOCA has been a leader in advocating for environmental sustainability and stewardship, community leadership and public safety on the part of Ontario's 250,000 waterfront property owners. FOCA represents a diverse and geographically dispersed population, including 382 community associations representing over 38,000 families in central and eastern Ontario. FOCA serves these volunteer groups and landowners, facilitating access to important information, contacts and resources relating to living in their rural neighbourhoods. Education and outreach are key to informed choices and positive action, and FOCA maintains a vibrant network and resource centre (see also www.foca.on.ca) on topics including volunteerism, sustainable rural environments, robust land use planning, and public safety. The property owners served through our organization have a significant impact on the economic and social underpinnings of the rural economy through Central and Eastern Ontario. It is also a thriving and lucrative sector, both from the obvious direct economic (consumer) activity, but also as a source of entrepreneurial talent, energy and capital. FOCA's Mission Statement is: To provide representation, assistance and leadership to and for cottagers' associations on issues affecting their interests, and to encourage environmental stewardship on the part of every cottager. In addition to the paying membership that supports our work, FOCA's information, representation and leadership is available to all stakeholders in this region. Municipal, Regional and Provincial Partners include: The Lakeland Alliance, Ontario Ministry of Natural Resources (MNR), the Ontario Ministry of the Environment (MOE), the Department of Fisheries & Oceans Canada, and most of Ontario's provincial ENGO's that work in rural Ontario. FOCA is active in the following committees and organizations: the Stewardship Network of Ontario, the Ontario Biodiversity Council, Hydro One's Customer Advisory Board, the Ministers Mining Act Advisory Committee, the MMAH PPS Rural Working Group and the Trent Conservation Coalition, among others. Waterfront property owners, both seasonal and permanent, are a significant force in Ontario. "Cottage"-related household expenditures in Ontario (excluding real estate) may be as much as \$8 billion annually. The property taxes on the estimated \$75 billion of privately-owned residential cottage real estate is over \$600 million, directly supporting local governance, programs, and infrastructure in more than 280 rural Ontario municipalities. Ontario has over 50,000 hectares of waterfront lands and over 15,000 kilometres of lake and river shorelines under private "cottage" ownership. Despite this significant footprint, there has never been a comprehensive review of this sector, nor any strategic planning related to the servicing of this sector, the impacts on rural businesses, municipal and other government services, infrastructure, emergency services and health care. Understanding the economy of Eastern Ontario will not be complete without a meaningful picture of this important sector, for the use both of the municipal and business sectors that serve the constituency and the community groups implicated in serving this part of rural Ontario. Despite significant effort to quantify the transient or "tourism" impacts in this region, the fundamental underpinnings related to the rural resident population are poorly understood. By better defining the demographic, the communities in this region will be in a better position to plan for the future in terms of capitalizing on economic and business opportunities, planning for infrastructure, and also be better prepared to provide the financial means to fund the needs and interests of their communities. This information can be used by all stakeholders in the region and will inform more robust community, social, and economic planning tools.</p>



#	Response
6.	During the next 3 to 5 years I shall probably retire from this business
7.	I deal with septic systems. There are lots of problems out with faulty septic systems. One of the problems is families not able to get loans to update their septic systems. To me the municipality should have money available to those families at low interest that could be payable on their tax bill for whatever amount of years they need to repay that amount of money. It would help the property owners, resolve faulty septic to the environment and also make work for the area.
8.	lack of high quality IT communications in the area plus the lack of understanding by the business community is discouraging continued growth in the ICT area within Frontenac County
9.	we are primarily a lending and support arm for industry Canada. we distribute EODF funds to projects and communities yearly
10.	While our sector is down, our business is up. We believe that is due to having a better product than the competition, our local focus and effort.
11.	Love to comment but the business strategy is built on what I would have to say here.
12.	I have been here for 25 years and have a strong base and reputation.
13.	As our business is in the 4th year of operations we have yet to see sales plateau. We have however had months that were far below the previous year's month's sales while others have been above which year over year has given us our continued increase. As we move into our 5th year our expectation is that our sales will remain flat and that we will have peaked. Continued increases from that point will not be optimistic. What continues to drive us in our business is that the potential is there but even with our continued hard work there are other outside influences that change the potential from occurring.
14.	Gains will hopefully be made from revenue sources outside of the County.
15.	We have been working very hard over the past 18 months to make it through this tough time. We are changing how we do business and unfortunately we, the owners, are working more so that less is being paid in our wages, in order to make ends meet.
16.	The retail trade has definitely been on a decline the last 3 years. Dropping 20% each year. I do however believe that we are catering to a specific clientele that appreciates exceptional customer service, quality of product, diversity and creativity. Gradually more and more of this type of customer are learning about our business. We have only been in business for 3 years. Gananoque is slowly attracting more and more of this demographic so we are very hopeful. We offer something very unique which is the key to success. We offer an experience for multiple generations. Design and collectibles shop, clothing, coffee and art, restaurant and patio and under one roof. It's open concept where you can wander through one room to the next. This makes us a destination.
17.	Government continues to ignore that barriers to business include the regulations they promote such as the red tape involved in having P/engineers sign off on all mechanical changes in fab plants. This does not add value and adds another layer of bureaucracy.
18.	I work in all parts of Ontario not just in the east
19.	Growth in the local food sector depends on the definition of "Local" and a plan for co-op harvesting equipment and climate controlled storage. There needs to be a survey completed to understand where the needs and possible solutions lie. This should be a solution over Eastern Ontario and not just one county.
20.	With the Rideau Canal hours cut the way they were this year, I can that many business will be in



#	Response
	trouble, along with mine
21.	We will grow by expanding our services and through small acquisitions.
22.	E-health, billions spent on solar and wind while supplying Ontario with less than 1/4 of one present of energy our needs. Project Orange, all while we are in a global slouch has made Ontario a have not province. Access Ontario is another wet blanket to business. Business =jobs, Jobs=growth. Growth pays the public's bills. We need to promote all business form the Wal-Mart's to the mom and pop shops. At the township level things are fine, few mistakes, but the major share of our tax dollar is, and has been very mismanaged at the provincial level.
23.	Our business is in the mining and construction sectors as a steel supplier and the present state of growth in the BRIC countries has slowed and shows some danger of tipping into negative growth as regional economic policies change and major infrastructure growth slows.
24.	I believe in the service and value I provide clients - so despite the economic climate, I believe people need goo financial advice.
25.	-after 10 years in this business, steadily rising profits from 10% to 23% annually, plus extra advertising & reputation have improved the bottom line & lead to us being able to employ people...which allows us to handle more business etc....
26.	We lend to innovative firms, so as Venture Capital and Angel money becomes more available, the demand for our loans decreases. But, there will always be a need for risk-based financing and more than is available in Canada.
27.	A qualifier is in order, that being I am established with steady regular clients I have had over two decades.
28.	We are somewhat optimistic; right now it all depends on our own personal input and drive. We receive very little if any municipal support.
29.	We have worked hard to establish a regular clientele for ballroom /Latin dance classes. The appeal predominates in the mid-life to retirees in the area. Families / younger couples often find it too hard to attend regularly due to the added cost of babysitters. The Seniors Associations are also looking to add this activity to their outreach programs and have recently advertised for volunteers to teach their programs. Because they use volunteers to teach the classes, we cannot compete with their pricing. Our morning line dance program started strong but we had numbers dropped dramatically once subsidized programs began in the area and we could not afford to keep it going.
30.	Sugar Woods Experimental Vineyards has shown some promise on Wolfe Island,
31.	The agricultural sector is declining and construction sector is hurting.
32.	Business plans put in place 3 years ago are proceeding on schedule & will be completely in place in the next few years making us very financially comfortable.
33.	Eastern Ontario (I believe) is a net GDP drain on the national economy as most of the large service providers are government. Additionally, the large corporate presences are almost all branch plants or offices of larger, mostly international companies. There is little entrepreneurial activity beyond servicing regional organizations, which while important, is still mostly recycling dollars within the region. There is a dearth of externally focused businesses that bring net revenue into the region from other parts of the country, or more importantly, internationally. 76% of Canada's exports have no value added to them - they're mostly raw materials. Eastern Ontario is very much in line with that and that needs to change significantly to sustain us in the long term as governments continue to lose their leverage.



#	Response
34.	I see my firm outperforming the Eastern Ontario economy on the basis that our sales to overseas markets will grow much faster than our sales into Eastern Ontario.
35.	The model of manufacturing technology we use is more sustainable economically and environmentally and is designed to counter the negative impacts of current manufacturing and distribution practices. The industry response is extremely positive and hence the optimism.
36.	We are in the Land of Lakes! Boating and fishing awesome .winter time we have snowmobiling.
37.	It is my assumption that construction will not continue to be in recession.
38.	Our business, private mortgage lending, was established 30 years ago. As of July 1st 2013, we have had 366 months of positive returns. We now limit our intake of new funds to \$15 million per year. We are on target with both new intake and return. We see no reason at the moment to expect severe changes in the economic situation for Eastern Ontario. The same comment would not be said if we were operating in Toronto or Vancouver.
39.	Our business is dependent on the facilities available to host conferences.
40.	With the financial backing of Prescott/Augusta/Edwardsburgh-Cardinal municipal councils the South Grenville Chamber of Commerce can & will accomplish great things in the next 5 years. The enthusiasm the members have shown toward economic development is encouraging & as I am a member believe strongly in a more positive response within the South Grenville region will be achieved.
41.	The overall number of tourism based operators in our area is in decline and has been for a number of years. The operators lack the financial resources to make required capital improvements to their properties and most of the operations are too small to be economically viable. A strategy for allowing growth in existing operations that wishes to and is financially able to expand needs to be addressed. The attraction of new capital depends on this as well.
42.	We are operating a nationally registered advisory firm and after 30 years we feel strongly that we have a good base that will remain successful and grow.
43.	Rural retail will be challenged even more by online shopping, discount and big box stores.
44.	there is a lot of collaboration currently at the community level; little or no leadership at the county, provincial or federal level
45.	We are in organic value added food and feed products. This is the fastest growing sector in agriculture and food, growing at a rate of 10-15% per year. Our business is growing at the same or faster rate.
46.	My business refurbishes used equipment used in Biotechnology. I am pessimistic because of over regulation in this industry. That is why we are focusing on sales to the US and not Canada.
47.	We are businesses IT department. Outsourced IT to small and medium business.
48.	We are using a vertically, integration approach to our Business that seem to be the key of our success. Preventing unfair competition coming from offshore import. This also provides us the ability to create and control our product development.
49.	Our product offering is tied to growth in the food industry. Any significant economic slowdown could affect our volumes significantly.
50.	As President of the Northumberland Aquatic Club (NORAC) our swim school and competitive team has grown steadily over the last decade. It is dependent on a strong economy as the fees are paid by the swimmer's family. While we pay to rent space in a pool, managed by the



#	Response
	municipality, we receive no government support for our operating expenses for the club.
51.	Margins in our industry have been on the decline for the past 5 years with the increase of utilities, labour and product it has made it very difficult to make ends meet. We are hopeful that with some new industry and tourist attractions that there may be an upswing in numbers of clients.
52.	Our business will be stronger because we will be doing business outside of the region. We have gone global and it is the only reason why we remain in business and optimistic for the future.
53.	Our company is a Kingston based start-up that is quickly growing and is already surpassing its business targets for the following year.
54.	The core of my business is personal income tax, the remaining small business accounting & taxation provides the gravy. It is that sector that maintains me for the remaining 9 months of the year. Therefore the growth and success of small business is directly related to my growth.
55.	Provided employment stability remains the likelihood of economic growth will continue.

Question 7A. (Optional) If you wish to elaborate on your answers to question 7, please use the text box below. |

#	Response
1.	The region has an uphill battle when it comes to proximity to markets, access to infrastructure, and critical mass for supply networks. It does have unique lifestyle and cost of living advantages, however.
2.	Geographic proximity to large urban centers (Ottawa & Montreal) as well as Quebecers looking to leave the province but not their jobs.
3.	Quality of life is the only natural advantage we have but it is a strong one. We need broadband everywhere, and an economic development strategy that includes our local schools and businesses to ensure an engaged and relevant workforce.
4.	I don't believe there are any regional attributes that give businesses in Eastern Ontario an advantage.
5.	The best attribute we have is our location on the hwy between Montreal, Toronto and Ottawa
6.	no
7.	Our waterways and forests are the basis of our wealth here. The pockets of earth have varied soils and are ideal for multiple varieties of foods which should grow into more wine grapes, ethnic foods and staples especially root vegetables in great demand in winter such as sweet potatoes. Farmers are good stewards of the land and streams and need to know
8.	if don't see nor hear a coordinated voice representing advantages as a region
9.	perfect location for business *on border with the USA * 1 hour from Montreal and Quebec cheap power * 1 hour from Ottawa (a booming town) *Affordable housing
10.	There are governmental and educational entities employing steady workers making high and consistent income, thus providing a paying base for services such as my profession.
11.	Ottawa as a city can be a driver, as large cities normally are. Also, the next wave of firms leaving Quebec will be small but important.
12.	The real estate market is not as volatile as other regions because of the influence of public service jobs and institutions such as Queens, CFB Kingston, St Lawrence College, Federal prison



#	Response
	system.
13.	Roads are in better shape to bring in people to enjoy this area
14.	Big city lifestyle has challenges such as commute time, cost of housing, and cost of living.
15.	All the items listed are positive factors in the broader economic picture, at different levels on different days. The loss of any one of them would be felt by someone somewhere.
16.	I did not mark competitive priced raw materials & energy inputs as I believe there is a void especially when it comes to Hydro Infrastructure. Their rates for new business are out of control & their infrastructure is antiquated & not up to standards required in this marketplace.
17.	sector is fragmented currently but a lot of effort going into collaboration
18.	Proximity to large urban markets - Ottawa, Montreal, Toronto. Proximity to USA with bridges in Cornwall, Prescott, Gananoque, and access in Quebec. Bilingual work force available locally to serve markets in Quebec. Cost of farm land somewhat lower than in SW Ontario. Proximity to container movements by rail and ocean in Montreal.
19.	Utilities Kingston provides electricity, water, wastewater, gas distribution, broadband fiber optic networks, appliance rental, street lighting, and electricity and water conservation services to its customers. This mult-service model allows for better customer service and lower cost utility services to customers in Kingston - this is a competitive advantage for businesses developing or operating in Utilities Kingston's service territory.
20.	Why would you live and commute to work every day when you can drive to work in 5 min., own a house, be on a boat or golf course in 15min. Owners of businesses can waste 10 hour their lives in car per week. Costs less to set up shop here.
21.	I have answered this specific to the swim club and not generally speaking.

Question 8A. (Optional) If you wish to elaborate on your answers to question 8, please use the text box below. |

#	Response
1.	All of the checked in 8 reflect 'the lack of'.
2.	We are not connected with adequate broadband and fibre in most areas - even though we have been working towards it. Access to funding is restrictive in terms of process to complete, report and deal with the local levels of administration - funding parameters are often prohibitive too small to mid-sized industry which is the sustainable market and will keep the area growing, not the big bang businesses which when they leave devastate the economy and the social fibre of an area. Competitively prices raw materials and energy inputs -we are constantly hearing about how our area's rates are so much higher than in the more urban centres, however, we are the area that produces much of the energy to begin with so there is a marked unbalanced relationship. In terms of transportation, with the loss of rail, and a single lane highway the shipment of materials is often more costly than in those areas that have alternative sources. We are not positioned to take advantage of the waterways for material distribution and focus predominately on using this resource for recreation development only.
3.	Indicators are a "Lack of" in the Frontenac area
4.	Small metro areas, so limited local market.



#	Response
5.	We are at a disadvantage in Haliburton County due to the "never change anything" mentality of the local establishment. They are happy to have people in poverty as long as nothing changes. These so called champions are not at all good for economic development. They are a bunch of old fogeys who hate change and do not have a clue how to assess their environment or keep it healthy. Everyone is somehow related here and they hate cottagers....go figure...that is where the summer money comes from. Even the retailers here are rude to anyone they didn't go to high school with. I have no clue how this part of the east can possible get anywhere until these leaders are gone.
6.	We have poor access to high speed internet. Fire and Police costs are too high and driving taxes too high. Fore fire we need more part time and more volunteers
7.	These are a disadvantage because they don't exist in this area of Eastern Ontario.
8.	High paid Toronto centric bureaucracy that pull all the budgeting / funding decisions not the bureaucracy of these government bodies while leaving all the responsibilities in the local region
9.	no
10.	not everyone has high speed internet
11.	See previous note. VON also offers Seniors Fitness programs at very low costs.
12.	Although there are skilled people coming into the work force for us it is the trades people that want to do hard labour work. Business services, the cost of insurance for everything can sometimes put the little company's right out of business.
13.	Thin population base, distance to markets.
14.	The area desperately needs private investment to create jobs. DuPont has carried the load as a large employer for too long.
15.	Big cities tend to have many companies will to bid on project work, small communities have limited trades that leave vulnerability to price fixing.
16.	Please see 8A. We have over 30 highly skilled employees, mostly local and we are usually overwhelmed with applications when we advertise for a position. Most of our business is done via email and our local Broadband service is quite sufficient. I am not familiar enough with the quality level of most of those items to judge where more is needed.
17.	most banks only what to keep you in the adolescent stage and don't really what to help you grow
18.	In my business it is much easier to sell to the US then to sell in Eastern Ontario. The government has put up too many barriers here.
19.	Electricity is high, for company like us that used a large amount of electricity, lack of small and medium manufacturing sector which provide local business in a volume that could be handle locally.
20.	With respect to the pool facilities used by the swim club, the Jack Burger facility needs some significant upgrades to modernise and repair the facility, so investment in this would greatly enhance the sports programs currently offered at this dated facility. We are hopeful that there will be infrastructure money invested to follow through on the plans to renovate.
21.	Hydro One Infrastructure is poor & needs upgrading immediately. High Hydro rates in the St Lawrence River corridor make it hard to compete with our neighbours in the USA who offer incentives that we cannot offer due to regulations.



#	Response
22.	I think that our education system needs to implement radical changes in what and how we are teaching the next generation. And I think that transparency is crucial. Who is actually making profits from methadone clinics that are feeding off the misery of our people? I know that there are now 11 methadone clinics in Peterborough; isn't that insane? A population of 75,000 has that many methadone clinics? Wow! I remember working at Whitepath Consulting when the owner was asked advice before the clinics came and she said NO... as they are only a band aid solution. We need to get to the root of the problem in our society... addictions is a great place to start. There are now scientifically proven effective and successful programs to overcome addictions by getting to the root of the problems (Dr. Parker, Emotion and Health Lab, Trent University) SO WHAT IS GOING ON; WHY ARE THERE SO MANY METHADONE CLINICS. Obviously a pet peeve of mine and it should be absolutely unacceptable to everyone, to even have one. Again, who is profiting from this?

Question 12A. (Optional) If you would like to elaborate on any of your answers above or on a priority that is not on the list, please use the text box below. |

#	Response
1.	Developing a tourism destination for Eastern Ontario is an easy fit based on the land and water resources. It is also a generator of business infrastructure that fits a small to mid-sized market (restaurants, accommodations, outfitters, guiding services etc.) Access to high speed networks and infrastructure support access to information and the changing social drivers and facilitate all tourism and commercial business development in terms of opportunity to be connected and have reach in a wider market. Just because you live rural Ontario doesn't mean your market can't be elsewhere. In terms of Innovation services to stimulate new business, products or services this may go hand in hand with incubators, where a group of businesses can share common resources such as reception, accounting etc. However, in the long term we forget a key resource in our small business development or in our growth potential if we do not consider the "seasoned" population. We have a great volume of very educated and early retired population in eastern Ontario who have the skills to create new products, see gaps in services and are willing to invest themselves and their time, however, there is a financial risk that could be mitigated or offset through an incubator process or some other creative sourcing opportunity. We often speak to the youth, and no doubt they are the future but we do not provide opportunity for the "aged" and they often have much left to share.
2.	The workforce potentially contains many underemployed/recently semi-retired residents with business experience and ongoing business interests that could be fostered through an informed and active outreach program to regular visitors, seasonal residents.
3.	there is an outflow of youth for education and work opportunities
4.	It would help if governments didn't change their strategies every few years. What we need is simple: population. There are not enough people to sustain this economy, and there are not enough people because (a) there isn't the infrastructure for them and (b) we do nothing to actively attract them.
5.	Kill the underground cash economy.
6.	Have to get basic costs down: property tax, water, sewer, electrical rates.
8.	My 4th pick would be recreational opportunities, specifically developing the abandoned rail corridors into revenue generating multi-use trails.



#	Response
9.	Attraction and retention of new people (youth, new Canadians) are key to economic development in this region. We need people who not only work and have the skills to fill labour needs but also families who energize the economy - as users and consumers and even better investors.
10.	Need work force training directly related to industry and trades
11.	health care availability
12.	no
13.	Some parts of eastern Ontario does not have broadband/high speed internet and in some cases antiquated junction boxes make internet services very unreliable or slow. In some cases the timeline for upgrade has been delayed many times over and is crucial to expedite. The transportation infrastructure is acceptable but need enhancement.
14.	Attracting manufacturing type large employers would be key to development.
15.	Municipal development planning did not appear on the list, but would be my third top priority in place of work force development.
16.	We have to market and promote new business to this area. We have to promote a skilled work force and we need a good transportation system; system is old and industries are stagnant and flat. We need to develop and re generate our business for the future and work with all groups to attract new industry and find spin off opportunities for our existing industries.
17.	most focus on cities - rural development is fragmented
18.	Port Hope starter the Idea Hub which is an incubator, in 2010. They now have 15 businesses started. 1440 other communities in North America have figured it out. Don't reinvent the wheel, copy success.
19.	Promote the Buy Local / Manufacture Local need to be part of the development strategy to sustain a community. Stay away from mono directional development, trying to bring larger company that help creating smaller opportunity for the local small and medium enterprise.
20.	There is concern by local group that the type of business you attract will have ripple effect on many other businesses. For example, encouraging a business to operate in Port Hope to burn garbage from other communities up to 100km away is not helping the area's image of a great place to live or of a primary agricultural community. Encouraging clean industry would enable encourage other cleaner businesses to set up here.
21.	lower dollar

Question 13. What would YOU say is the SINGLE MOST IMPORTANT REGIONAL INITIATIVE that could be undertaken to STRENGTHEN THE ECONOMY of Eastern Ontario?

#	Response
2.	Act as a region.
3.	decrease the cost of doing business
4.	Encourage retail, manufacturing and tourism in the area
5.	Attracting new business. industry, commerce



#	Response
6.	Fill the vacant business buildings with viable businesses and give them the incentives so that we are the only choice after they evaluate the options.
7.	Municipal infrastructure
8.	Training of skilled labour, and improving educational system.
9.	Do not know!
10.	new business start ups
11.	Don't feel able to comment.
12.	Transportation Infrastructure
13.	Sector based marketing programs
14.	Communication and access to communication in all sectors and across all generations.
15.	Attract manufacturing facilities in our area. We DON'T pay our people enough to stay in the area.
16.	Innovation Services to promote the region
17.	Setting up regional business groups to attract and retain business assets in the community. An example is the Wine, Artisan Cheese and Craft Brewery initiative undertaken by the Hastings Prince Edward and Lanark Counties another is the survey done to establish a listing of small business types like in Northumberland County of the small farm businesses. An investment in a search engine type website with business listings and descriptions like Harvest Hastings would also help feed into the rural economy by being a quick way to find out where to find what consumers are looking for.
18.	Promote the advantages of owning and operating a business in Eastern Ontario vs. metropolis regions
19.	We need government to encourage business not pay up road blocks.
20.	Low cost capital to upgrade machinery, plants and business processes. Also increased working capital
21.	Foster and retain existing economic activity and talent from the known and existing talent pool.
22.	Some sort of work force preferably with some sort of education
23.	Population growth.
24.	Creating work to encourage our youth to seek jobs in our area.
25.	property taxes are very high for business
26.	We need manufacturing
27.	looking behind the boundaries
28.	Accountability for all government employee's
29.	Enable Knowledge base businesses with physical infrastructure upgrades through the whole



#	Response
	region.
30.	Create a "school/business" to teach and show entrepreneurship to young people so they will stay in the region. Make them develop a business plan and if viable give them seed money for start-up which years later they need to re-pay with interest to be used for the next person(s)
31.	We need leadership with actual tangible goals. No single community is big enough to succeed on its own, yet there is no individual or group that shows the ingenuity or independence to be able to impact actual economic change in our region.
32.	Assistance to small enterprise to capture opportunities, whether they are govt funding, B2B networks, sales and promo, or product innovation. Stretched small businesses need help to cover these, as when there aren't enough hours in the day they are often neglected.
33.	The local jurisdictions must quit competing and start co-operating. Models of success need to be explored. It is frustrating to watch two steps forward and three steps back. Branding exercises need to be at the county level but need to identify community long range goals before embarking on any branding process.
34.	economic inventory of businesses and growth potential
35.	Go out a market this area for small satellite industries and businesses, using our quality of life here. Target the young with ideas and help them with our economic development personal.
36.	STIMULATE DEVELOPMENT OF NEW BUSINESSES
37.	Start in the schools. Connect every student from the age of 12 with mentor(s) from the business, trade and professional communities. Provide intensive training in school for things like computer programming and trades so that students can form networks of expertise and eventually go out to start businesses. Stop telling them they have to get a BA (i.e. a lifetime of debt) and provide them with practical training. Instil in them pride for who they are and where they live, to counteract the poisonous values streaming at them from mass media. Please - no more sector/regional marketing programs... it's a waste of time and money. It would be so refreshing for once to see a government that understood that strategy = choice (read Michael Porter). Being all things to all people means being nothing to everyone.
38.	Attract retirees and promote municipal infrastructure programs that would be directly beneficial to that cause. Simply put we need more people in order to have an economy.
39.	Attracting high Tech manufacturing to ease the commercial tax burden.
40.	Youth retention
41.	Attracting big business to the area
42.	Reducing energy and water costs in the region.
43.	Marketing
44.	High Speed Internet
45.	Being recognized as equal with the rest of the Ontario province. It would seem that Eastern Ontario has taken a back seat to the rest of Ontario and have not been treated the same as the rest of the province.
46.	My initial response was capital/financing needs for start-up and small businesses but really once that is in place you still need a draw to bring people to the area. This is what is missing. While



#	Response
	we have many mediocre attractions we need something large to draw in tourists with money to spend that are going to stay in our area for longer than a day trip or 1 overnight stay. This is the single most important regional initiative. This will not only employ large amounts of permanent residents but it will also bolster other business to thrive and others to start.
47.	4 lanes on Hwy 17
48.	Get rid of local development offices in favour of competently staffed and adequately financed regional office. Petty local attitudes by staff whose main concern is making they look good are a huge obstacle to the needed cooperation.
49.	Access to Economic Development strategies, studies and help.
50.	Innovation services
51.	Easier to navigate provincial and municipal regulations
52.	x
53.	Larger pools of funds for regional development programs. I.e. so that programs run out of funds later, or not at all.
54.	Attraction to the region as an amazing place to vacation, travels, live, and opens a business.
55.	Listen to business leaders and take advantage of the local strengths
56.	?
57.	Regional government buy in; strategic plan on attraction and retention of families who come to the region for work, study, business or just to raise a family. Promote the region as a preferred community of destination for newcomers (from within or outside Canada, born in Canada, aboriginal or new Canadians)
58.	infrastructure - we more, better roads and vastly improved train service
59.	see above
60.	tourism
61.	Promote Eastern Ontario as a place to relocate to and to bring new production companies into the area
62.	We need to build the infrastructures for new business at the municipal levels.
63.	Encourage light manufacturing, assembly businesses that employ people and not focus so much on tourism
64.	improved medical services & education (better schools) to attract & keep families
65.	Use of low quality forest biomass for electrical generation, pellets, ...
66.	Greater alignment of government, business and not for profit organizations involved in economic development. Marshalling the many resources currently in place towards a common set of outcomes would be more efficient and effective.
67.	Not sure I think developing an entrepreneurial spirit/start your own business movement, to change the cultural perception that "I can't do something like that" among people.



#	Response
68.	don't know, too complex
69.	United message promoting benefits for FDI.
70.	Broadband/high-speed internet
71.	hire local
72.	municipal support
73.	Access to capital/financing
74.	support local business
75.	Cut back on duplications of inspectors, look at minimum wage for students, and help out small business more, instead of being on their backs all the time.
76.	high speed internet
77.	Regional strategies to market local business
78.	Transportation
79.	retaining and training youth
80.	Attractions, nothing here for tourist to do, nothing for young people to do
81.	Less municipal taxing, red tape & fees
82.	Marketing campaign outlying the benefits of working and living here. Low crime rate, cheap labor, affordable housing (outside of Ottawa).
83.	Retirement living
84.	Stop lying off the government sector that gives a chain reaction that other companies have to lay off and that is where everything slows up and people stop buying.
85.	Less red tape with hiring employees in small businesses.
86.	This is a national problem in my sector, but the skills shortage is acute and can only be solved through increased immigration of skilled workers into the region - both young and more experienced.
87.	I cannot declare a single issue that should be named the single most important initiative?
88.	Skills
89.	Town hall brainstorming sessions, get the business people who are running their own business together and tell the positions what they need to do to help them in the day to day operations
90.	Need a Government/business initiative to promote attracting complimentary businesses to relocate to the region and to promote local businesses globally. The initiative has to be business led and services provided by the government on identified results oriented action items.
91.	Attracting solid manufacturing companies by providing facilities they need (infrastructure) and certain tax advantages.
92.	Secure manufacturing.



#	Response
93.	Innovation services
94.	Greater promotion of local products and services. Sell what we have and what we do rather than always trying to bring in from the outside.
95.	A program to ensure that businesses and incoming businesses have all of the tools they need to compete with the best in their field - internet, work force, financing, infrastructure, etc.
96.	pay business to start and stay here
97.	Instead of installing a pipeline in Quebec & New Brunswick use existing already in the ground pipes to send west crude east & build a refinery on land owned by the Province (10,000 acres in the Edwardsburgh Land Bank). This would be an enormous economic development project for Eastern Ontario, with direct & indirect employment. Government support in building a green house facility so as to put to use co2 which is now being sent into the atmosphere by Greenfield Ethanol. This is currently being done at the Chatham Ethanol plant.
98.	See answer to 12A above. The local townships do not have good processes in place to deal with expansion or development. This may be a function of lack of local expertise in these areas with local municipal staff and a lack of acceptance of this as important by local leadership.
99.	Skills Training for young and older people to remain in the region and Enhanced ICT
100.	The railway trails
101.	Development of initiatives for new businesses, products, services.
102.	To attract a new employer and to create opportunities for our youth to stay in this area. We need to have a proper highway infrastructure system. Once this can be established the other factors will look after itself
103.	Clustering of innovative industries and locating them where the odds of success are greatest
104.	Encourage shopping local...not just in the super stores...but rather continue in promoting the small business owners, who really do struggle on a regular basis to keep business booming!
105.	Regional capital pools.
106.	Removal of ridiculous government regulations. Far too many "hoops" to jump through to do business here.
107.	We need jobs that pay more than minimum, and last longer than the season.
108.	Attract more people to live here (immigrants f.i.)
109.	The more we support local businesses serving local needs (supplier relationships between commercial enterprises, making a concerted effort to support local businesses, eliminating property tax breaks for owners of vacant commercial properties, lowering start-up costs for retail businesses, etc.), the better off our region will be. Many businesses and individuals look outside the region to supply services and goods. Economic development activity should seek to strengthen ties between local businesses so that more products and services required by businesses and individuals can be produced and/or sourced locally.
110.	Incubators
111.	Development strategy based on an opportunity filter that bring larger player in the community base on their ability to attract and generate local supplier/manufacturer in a very diverse way,



#	Response
	preventing industries decline that provide large lay off.
112.	Advocacy with government on business issues
113.	Promotion of the rural environment as a place to live and recreate.
114.	Supporting existing businesses with rebates and incentives to continue to grow and prosper in the area. Most often, incentives are given to new start-ups which may or may not remain viable whereas established enterprises are the backbone of many communities but are not incentivized to remain and grow.
115.	the growth of skilled labour
116.	Strategize as to how growth can be achieved in a far less industrialized state
117.	A strong economy developed around the production and processing of agricultural products in the region...if this is our largest employer why not capitalise on what we know and do it well.....why try to bring in industry that negatively (burning garbage) competes with this image. We have amazing terrain for sports development...cycling, running, swimming, hiking...we could be a destination for training camps that so many sports teams could access...build hotel near sports centres, bring in coaches and athletes. Healthy food, healthy lifestyle.... I would prefer this initiative over initiatives to truck hundreds of garbage from Toronto and surroundings to our community.
118.	manufacturing development
119.	government advocacy
120.	Have no idea.
121.	Less red tape for permits etc.
122.	Building of a refinery to accept crude oil from the west to east pipeline. Finance a greenhouse complex adjacent to Greenfield Ethanol to capture co2 that now is going out the stack at that plant.
123.	I have no idea as it hasn't happened yet.
124.	Encouraging innovation and entrepreneurship from recent college and university graduates. Encouraging students to think about problems they can solve and problems they can build here in Eastern Ontario to support current businesses and create new opportunities.
125.	Create well paid jobs for younger educated workers
126.	Free Wi-Fi Enables communication, increases research capabilities to understand where and how communication services are used, tracks demographics of users.
127.	Remove municipal government red tape and bickering
128.	Advocacy with upper levels of government on business issues
129.	Hire & train Youth.
130.	Support of all levels of government but more importantly starting at the municipal level in terms of building services, providing incentives that are material in nature, such as tax abatement.



#	Response
131.	Hard top country roads. Tourists from the city dislike getting their cars dirty and/or damaged by gravel roads.
132.	Provide tax incentives to business to relocate to Eastern ON
133.	Access to funding for start-ups and expansion of existing businesses
134.	provide realistic optimism to the upcoming workforce members
135.	Inspiring the population by creating exciting jobs that involve individual's a chance to use creative expression. We are here to create; if everyone loves what they are doing, we are a successful society.
136.	investment in innovation and R&D.
137.	Marketing programs

Question 14A (optional) If you wish to elaborate on your answers to question 14, please use the text box below. |

#	Response
1.	most of the communities in Hastings county have high unemployment and few opportunities for work
2.	"Workers" in my case would be volunteers.
3.	A concern for my business is minimum wage. With the last increase to minimum wage we let 3 students go and now they are talking another increase. That would mean as the owners we would work more hours or close our business in order to avoid that increased cost.
4.	I work in the employment sector so see these issues are across the board with employers we meet
5.	Too much red tape, and useless infringement on business by incompetent bureaucracies
6.	Attracting immigration mean population growth - good for small communities. Keeping youth from moving to the big cities for work - good for small communities.
7.	If "concern" means "relevance" then there would be no marks in the 3rd column. My responses interpreted "concern" as meaning "problem" Definitions please!
8.	Attracting/retaining workers is difficult due to the seasonal nature of our operations (and most existing operations in the area). Recent changes to EI regulations have not helped.
9.	We have built a great swim team and have some great coaches....we have been able to retain them, but hard to find replacements quickly if need to in future. We hope the community has enough to offer to attract more qualified coaches to keep program running.
10.	We continue to bring in foreign workers from all parts of the world when we have the skilled workers to complete jobs required. There is a need to fill these vacant job opportunities, but they need to be listed & advertised.



Question 16. (Optional) Please describe any OPPORTUNITIES you see in NEW/EMERGING sectors or in any NICHES in traditional sectors.

#	Response
1.	Sorry...can't comment.
2.	Self-employment Entrepreneurship Solar Power replacing traditional electricity
3.	The Port of Johnstown/Prescott could be better leveraged. There is an expectation that new quarries are opening up to service Toronto, and it is well primed to move aggregates. Beyond that, with the new wharf there will be new logistical opportunities for entrepreneurs. The problem is the Port itself will not be fostering the new business, just waiting for it to come. Our tourism sector could be better fostered, but most marketing is done at such a local (at best regional) level, that we can't get the exposure we need elsewhere to build a bigger brand. And there are so many organisations in Eastern Ontario all marketing their own little piece of the pie that we end up competing against ourselves in a crowded market. Many consultants and contractors move out here and work remotely. Is there anyway a.) To bring those people together to foster a services sector, b.) Attract more such people to the region as they tend to also get involved in community and drive non-profit initiatives, and c.) Support them in some way?
4.	Bio composite materials for construction, consumer products. Health foods, non-traditional crops and food products
5.	Retirement communities (and following from that, healthcare, trades, construction, etc.).
6.	Sustainable Tourism is identified by UNEP Report of 2012 as the major growth opportunity of next 2 decades by tourism organizations are failing to address the opportunity. Growth in traditional tourism is declining
7.	Culinary tourism - farm to table, cooking schools, organic farms etc. Education - online, skills based training - more post-secondary education facilities - specialized nuclear training facilities R&D surrounding our energy sector
8.	Would like to offer summer introductory dance programs that may appeal to vacationers in the area. Dance is also an excellent form of any wellness programming as part of an ongoing resource in the area.
9.	Water sports and recreation coupled with tourism. Funding for existing summer/winter sports and recreation attractions for all ages for upgrades, complimentary services and marketing can help rejuvenate the local economy. Assisting in local businesses achieving global markets is another opportunity to help retain existing businesses, increase employment and attract new businesses.
10.	Tourism and amenity attraction is important.
11.	Eastern Ontario has the natural and man-made venues desired by the film/TV industry but no strategy or facility to attract the film/TV industry. Eastern Ontario has lost the opportunity for upwards of \$50-million in spending by major studios in the past year alone. Eastern Ontario will continue to lose such numbers to places like Niagara, Toronto, and Central Ontario for the simple lack of a co-ordinated effort headed by one individual to address the needs of the industry. The film/TV industry has no lack of places to choose. Eastern Ontario must be proactive and tell the right people they are wanted here. No film/TV executive will come to us. We must seek out and attract them.
12.	biotechnology; value-added wood; development of first Nation housing model; greenhouse operation using waste heat; tourism based on theatre, heritage, boating, sport and fishing
13.	River Turbines, E-waste technology, incubators



14.	As stated above we should build on the strengths of this community...any new industries should engage the desires of the broader community not just the ones captured by your survey....too many decisions are made at bureaucratic and municipal level without listening to what the public wants and what advice they can offer,
15.	Oil Refinery Greenhouse Wood Products Port Utilization
16.	Construction of or greening of homes/businesses/people

Question 20. What is the TOTAL EMPLOYMENT in your organization across all Eastern Ontario locations, as of today? | Full-time

#	Response
1.	2
2.	140
3.	7
4.	6
5.	15
6.	2
7.	1
8.	8
9.	1
10.	2
11.	20
12.	20
13.	69
14.	65
15.	5
16.	250
17.	35
18.	27
19.	3
20.	2
21.	200



#	Response
22.	40
23.	1
24.	17
25.	30
26.	2
27.	17
28.	2
29.	3
30.	6
31.	5
32.	six
33.	1
34.	6
35.	2
36.	3
37.	2
38.	2
39.	20
40.	1
41.	20
42.	4
43.	1
44.	1
45.	45
46.	1
47.	2
48.	24
49.	4



#	Response
50.	3
51.	5
52.	1000
53.	1
54.	6
55.	1
56.	12
57.	5
58.	170
59.	1
60.	5
61.	3
62.	9
63.	47
64.	17
65.	1
66.	3
67.	1
68.	2
69.	2
70.	1
71.	0
72.	1
73.	1
74.	5
75.	2
76.	10
77.	2



#	Response
78.	40
79.	8
80.	2
81.	9
82.	30
83.	600
84.	26
85.	16
86.	3
87.	2
88.	1
89.	35
90.	5000
91.	2
92.	12
93.	2
94.	1
95.	2
96.	220
97.	22
98.	30
99.	8
100.	1
101.	430
102.	1
103.	1
104.	1
105.	11



#	Response
106.	1
107.	1
108.	25
109.	2
110.	2
111.	1
112.	3
113.	1
114.	20
115.	3
116.	1
117.	2
118.	19
119.	10

Question 20. What is the TOTAL EMPLOYMENT in your organization across all Eastern Ontario locations, as of today? | Regular Part-time

#	Response
1.	10
2.	1
3.	4
4.	4
5.	6
6.	1
7.	12
8.	0
9.	15
10.	1
11.	5



#	Response
12.	1
13.	5
14.	1
15.	1
16.	12
17.	2
18.	1
19.	4
20.	1
21.	5
22.	3
23.	10
24.	3
25.	2
26.	1
27.	0
28.	10
29.	500
30.	1
31.	0
32.	4
33.	0
34.	1
35.	2
36.	1
37.	9
38.	0
39.	2



#	Response
40.	4
41.	5
42.	1
43.	1
44.	10
45.	1
46.	1
47.	3
48.	2
49.	1
50.	4
51.	2
52.	5
53.	2
54.	1
55.	2
56.	0
57.	0
58.	0
59.	12

Question 20. What is the TOTAL EMPLOYMENT in your organization across all Eastern Ontario locations, as of today? | Seasonal, Contract or Temporary

#	Response
1.	7
2.	6
3.	2
4.	1
5.	6



#	Response
6.	2
7.	25
8.	12
9.	13
10.	5
11.	30
12.	2
13.	1
14.	1
15.	4
16.	1
17.	1
18.	4
19.	1
20.	1
21.	1
22.	4
23.	4
24.	3
25.	7
26.	2
27.	60 volunteers
28.	5
29.	10
30.	1
31.	2
32.	1
33.	2



#	Response
34.	0
35.	5
36.	1
37.	6
38.	5
39.	1-6
40.	0
41.	1
42.	2
43.	2
44.	10
45.	2
46.	0
47.	6
48.	1
49.	1
50.	2
51.	1
52.	2
53.	4000
54.	3
55.	1
56.	2
57.	2
58.	1
59.	2
60.	30
61.	1



#	Response
62.	15
63.	25
64.	14
65.	2
66.	5
67.	6
68.	17
69.	0
70.	1
71.	2
72.	2
73.	22
74.	2
75.	0

Question 20. What is the TOTAL EMPLOYMENT in your organization across all Eastern Ontario locations, as of today? | Total

#	Response
1.	10
2.	146
3.	13
4.	11
5.	15
6.	8
7.	1
8.	2
9.	4
10.	45
11.	44



#	Response
12.	82
13.	80
14.	11
15.	285
16.	38
17.	32
18.	4
19.	3
20.	2
21.	200
22.	56
23.	1
24.	17
25.	30
26.	19
27.	5
28.	10
29.	7
30.	6
31.	2
32.	6
33.	7
34.	2
35.	2
36.	20
37.	4
38.	27
39.	4



#	Response
40.	61
41.	60
42.	4
43.	2
44.	5
45.	4
46.	15
47.	1500
48.	2
49.	2
50.	8
51.	5
52.	170
53.	1
54.	4
55.	10
56.	3
57.	10
58.	47
59.	23
60.	10
61.	2
62.	3
63.	10
64.	0
65.	1
66.	2
67.	2



#	Response
68.	5
69.	6
70.	20
71.	45
72.	14
73.	3
74.	10
75.	28
76.	16
77.	3
78.	2
79.	37
80.	5
81.	9000
82.	5
83.	15
84.	4
85.	4
86.	2
87.	220
88.	22
89.	30
90.	9
91.	460
92.	2
93.	1
94.	18
95.	41



#	Response
96.	3
97.	39
98.	8
99.	20
100.	1
101.	4
102.	3
103.	22
104.	25
105.	3
106.	2
107.	19
108.	22

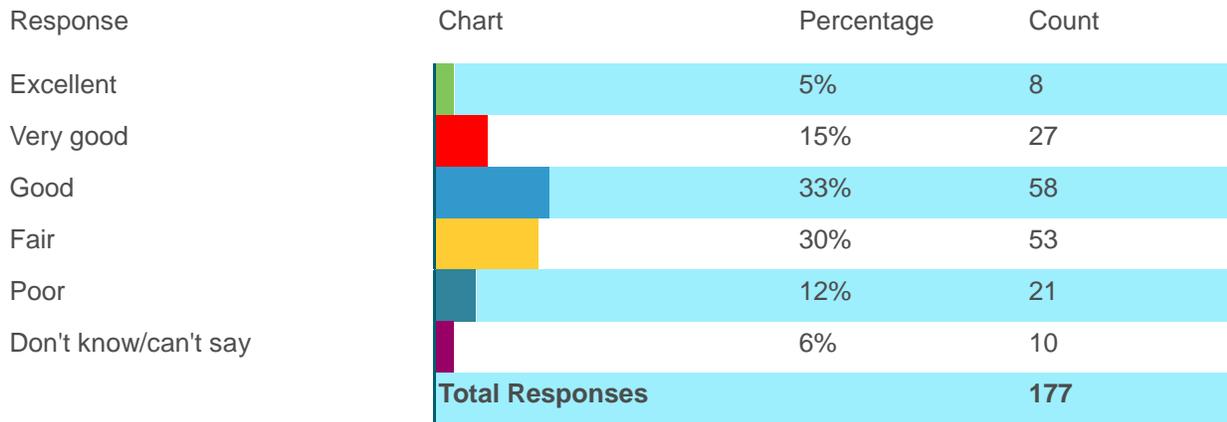
Economic Developers Survey

Question 1. How would you describe the ECONOMIC STRENGTH of the EASTERN ONTARIO ECONOMY as a whole?

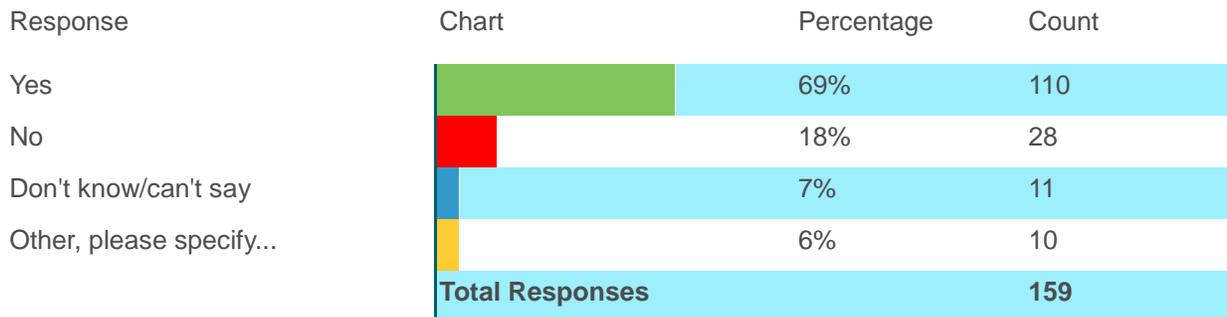
Response	Chart	Percentage	Count
Regional economy is showing strong year-over-year growth		1%	2
Regional economy is showing modest but steady growth		35%	63
Regional economy is volatile, declining one year and growing the next		22%	39
Regional economy is flat/no real year-over-year growth		25%	44
Regional economy is in decline		13%	24
Other (please describe)		2%	3
Don't know/can't say		2%	3



Question 4. How would you RATE Eastern Ontario's performance on ADVOCATING for IMPROVEMENTS that make the region more ATTRACTIVE as a place to START OR GROW a BUSINESS?



Question 5. Does your organization have a recent STRATEGY OR PLAN for how you will stimulate economic development in the COMMUNITY YOU SERVE you serve? ('Recent' would be a strategy/plan completed in the past two years).



Question 5. Does your organization have a recent STRATEGY OR PLAN for how you will stimulate economic development in the COMMUNITY YOU SERVE you serve? ('Recent' would be a strategy/plan completed in the past two years). (Other, please specify...)

#	Response
1.	Preparing one now
2.	working on one
3.	In process
4.	trying to look at development opportunities
5.	strategy on sustainable development which includes the economy
6.	In the process of developing an economic strategy
7.	in process of developing



#	Response
8.	In the process
9.	Transportation
10.	Currently in development

Question 6. In WHAT AREAS OF ECONOMIC DEVELOPMENT does your organization work?

Response	Chart	Percentage	Count
Business attraction (outbound marketing, hosting tours/visits)		47%	71
Business retention (helping existing businesses solve problems/fill gaps)		56%	85
Business expansion (helping existing businesses capitalize on market opportunities and grow their businesses)		48%	73
Providing or helping business access capital/financing or public funding		43%	65
Helping business with municipal or other development processes		50%	76
Market research or sector analysis to identify economic development opportunities		34%	52
Assisting with workforce research or development of labour market strategies		25%	37
Networking local companies or other stakeholders for supply chain development		34%	52
Helping businesses carry out R&D or commercialization activities		13%	20
Identifying and developing plans to address infrastructure gaps		26%	39
Providing entrepreneurship support (access to information, training, mentorship, low-cost facilities for start-ups)		46%	69
Developing, sourcing or delivering work force education or skills training		23%	34
Other, please specify...		18%	27



Response	Chart	Percentage	Count
	Total Responses		151

Question 6. In WHAT AREAS OF ECONOMIC DEVELOPMENT does your organization work? (Other, please specify...)

#	Response
1.	Tourism Development
2.	business advocacy
3.	Destination development
4.	training
5.	Municipal Government
6.	0
7.	Employment Services
8.	Adult Education
9.	tourism development
10.	GIS Services
11.	Immigrant and newcomer services
12.	Not for profit environmental membership organization
13.	Municipal govt
14.	Tourism product development
15.	Stimulating nontraditional economic actors
16.	improving amenities and life style appeal within community
17.	builder
18.	see below
19.	Tourism Destination
20.	Selling fire equipment
21.	Municipal
22.	Tourism Marketing and Development Healthcare Sector Development People Attraction
23.	1
24.	Chamber of Commerce
25.	education and training
26.	Hire people



#	Response
27.	land mgmt and sale coordinate destination marketing development incentives

Question 8. Please choose the TOP THREE SECTORS that you believe to be the STRONGEST ECONOMIC SECTORS in the COMMUNITY YOU SERVE --- those sectors that make the largest contribution to the economic health of the community. Next, choose the TOP THREE SECTORS for the EASTERN ONTARIO REGION as a whole.

	Strongest in the community I serve	Strongest across Eastern Ontario as a whole	Total Responses
Agriculture or value-add agricultural products	61 (73%)	53 (63%)	84
Biotechnology	5 (100%)	2 (40%)	5
Cleantech (Environmental Technologies)	4 (80%)	2 (40%)	5
Education and Training (public or private sector)	19 (56%)	20 (59%)	34
Energy - Conventional (oil & gas, nuclear)	5 (71%)	2 (29%)	7
Energy - Renewable (solar, wind, biomass, hydroelectric)	9 (53%)	11 (65%)	17
Forestry or value-add wood products	16 (70%)	11 (48%)	23
Healthcare, Health and Wellness (public or private sector)	36 (84%)	20 (47%)	43
Scientific and Technical Services (architectural, engineering, laboratories)	5 (71%)	4 (57%)	7
Business Services (legal, accounting, insurance, finance)	7 (50%)	8 (57%)	14
Manufacturing, Processing or Fabrication	36 (78%)	27 (59%)	46
Transportation and Logistics	20 (47%)	29 (67%)	43
Tourism and Hospitality	79 (77%)	74 (72%)	103
Recreation and Sports	18 (75%)	10 (42%)	24
Information and Communications Technologies (ICT)	8 (67%)	6 (50%)	12
Mining, Aggregates or Oil & Gas Extraction	5 (83%)	2 (33%)	6
Utilities	2 (100%)	0 (0%)	2
Retail Trade	24 (71%)	19 (56%)	34
Wholesale Trade	2 (67%)	1 (33%)	3



	Strongest in the community I serve	Strongest across Eastern Ontario as a whole	Total Responses
Arts, Culture and Entertainment	18 (72%)	12 (48%)	25
Public services (example: government, institutions)	24 (53%)	35 (78%)	45
Construction	27 (84%)	12 (38%)	32
Other	3 (75%)	1 (25%)	4

Question 9. Which, if any, of the following REGIONAL ATTRIBUTES do you believe give BUSINESSES in Eastern Ontario an ADVANTAGE in today's marketplace?

Response	Chart	Percentage	Count
Skilled and semi-skilled work force		39%	52
Transportation systems (road, rail, air, water)		45%	61
Quality of life (includes cultural services, affordable housing, recreation, natural environment)		81%	109
Natural resources (land, forest, water, wildlife)		47%	64
Financial institutions and public funding programs		21%	29
Emergency services (fire, police, ambulance)		16%	21
Public services such as health care or education		34%	46
Broadband/high-speed internet		38%	51
Advocacy groups or regional champions		16%	21
Regional marketing organizations		19%	26
Municipal infrastructure (serviced land, water & sewer, energy)		21%	29
Business service organizations (legal, accounting, insurance)		12%	16
Development processes (for planning approvals, permits etc.)		16%	22
Not-for-profit organizations		19%	25
Education and training services		30%	41
Competitively priced raw materials or energy inputs		11%	15



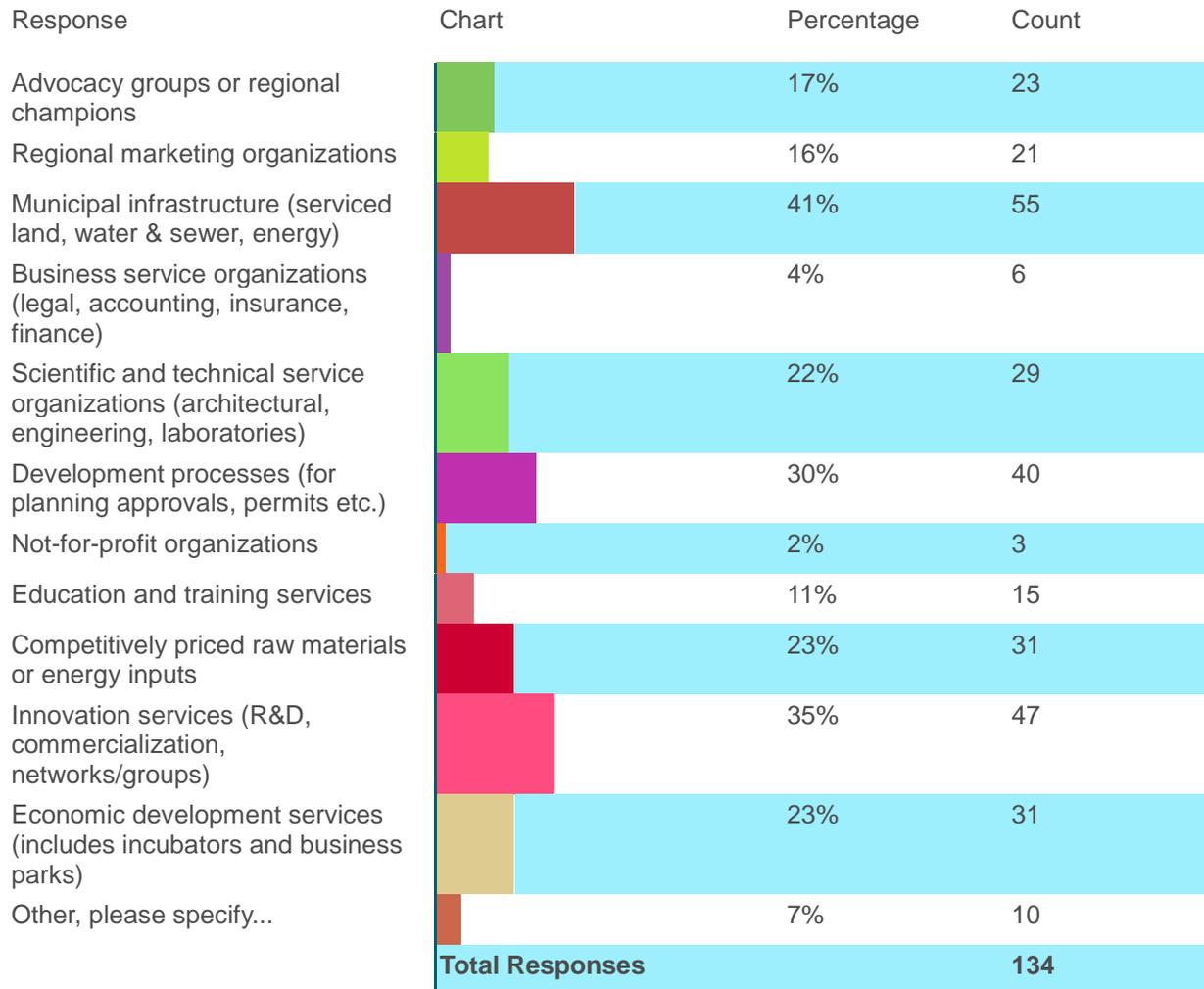
Response	Chart	Percentage	Count
Innovation services (R&D, commercialization, networks/groups)		14%	19
Economic development services (includes incubators, business parks)		28%	38
Scientific and technical service organizations (architectural, engineering, laboratories)		10%	13
Other		3%	4
Total Responses			135

Question 9. Which, if any, of the following REGIONAL ATTRIBUTES do you believe give BUSINESSES in Eastern Ontario an ADVANTAGE in today's marketplace? (Other)

#	Response
1.	Location is an advantage since Ottawa and Toronto are so close
2.	Access to US markets
3.	Community Futures Corporations
4.	I just like it here

Question 10. Which, if any, of the following REGIONAL ATTRIBUTES do you believe put BUSINESSES in Eastern Ontario at a DISADVANTAGE in today's marketplace?

Response	Chart	Percentage	Count
Skilled and semi-skilled work force		31%	42
Transportation systems (road, rail, air, water)		38%	51
Quality of life (includes cultural services, affordable housing, recreation, natural environment)		2%	3
Natural resources (land, forest, water, wildlife)		4%	5
Financial institutions and public funding programs		17%	23
Emergency services (fire, police, ambulance)		3%	4
Public services such as health care or education		6%	8
Broadband/high-speed internet		28%	37



Question 10. Which, if any, of the following REGIONAL ATTRIBUTES do you believe put BUSINESSES in Eastern Ontario at a DISADVANTAGE in today's marketplace? (Other, please specify...)

#	Response
1.	Governments
2.	Lack of entrepreneurial startup incubators and accelerators
3.	Grid capacity
4.	Low American Dollar and Economy
5.	Regulations
6.	see below
7.	large geographic area



8.	impossible to answer
9.	political partisanship
10.	Provincial permits

Question 11. How optimistic are you that EASTERN ONTARIO'S ECONOMY will be STRONGER in the future ---- the next 3 to 5 years --- than it is today?

Response	Chart	Percentage	Count
Very optimistic		13%	18
Somewhat optimistic		64%	86
Somewhat pessimistic		16%	22
Very pessimistic		4%	6
Don't know/can't say		1%	2
Other, please specify...		0%	0
Total Responses			134

Question 12. How optimistic are you that YOUR COMMUNITY'S ECONOMY will be STRONGER in the next 3 to 5 years than it is today?

Response	Chart	Percentage	Count
Very optimistic		22%	29
Somewhat optimistic		61%	82
Somewhat pessimistic		12%	16
Very pessimistic		3%	4
Don't know/can't say		1%	2
Other, please specify...		1%	1
Total Responses			134

Question 12. How optimistic are you that YOUR COMMUNITY'S ECONOMY will be STRONGER in the next 3 to 5 years than it is today? (Other, please specify...)

#	Response
1.	guardedly optimistic



Question 13. Which of the following SECTORS do you think are MAJOR ECONOMIC DEVELOPMENT OPPORTUNITIES for Eastern Ontario? Which sectors do you think are MINOR ECONOMIC DEVELOPMENT OPPORTUNITIES for the region?

	Major Opportunity for Eastern Ontario	Minor Opportunity for Eastern Ontario	Don't know/Can't say	Total Responses
Agriculture or value-add agricultural products	86 (75%)	26 (23%)	3 (3%)	114
Forestry or value-add wood products	29 (29%)	55 (54%)	17 (17%)	101
Business Services (legal, accounting, insurance, finance)	18 (18%)	72 (73%)	9 (9%)	98
Manufacturing or Processing	42 (37%)	64 (57%)	8 (7%)	113
Energy - Conventional (Oil, gas, nuclear)	19 (20%)	40 (42%)	36 (38%)	95
Energy - Renewable (Wind, Solar, Biomass, Hydroelectric)	54 (49%)	49 (44%)	9 (8%)	111
Biotechnology including biomedical and industrial biotech	31 (30%)	55 (53%)	18 (17%)	103
Transportation and Logistics	66 (62%)	33 (31%)	8 (7%)	107
Cleantech (Environmental Technologies)	43 (41%)	49 (47%)	12 (12%)	104
Education and Training (classroom-based or online)	54 (51%)	42 (40%)	10 (9%)	106
Health care/health and wellness	68 (63%)	38 (35%)	5 (5%)	108
Tourism and Hospitality	106 (85%)	20 (16%)	0 (0%)	124
Recreation and Sports	49 (44%)	48 (43%)	15 (14%)	111
Information and Communications Technology	45 (42%)	54 (50%)	8 (7%)	107
Scientific and Technical Services (architectural, engineering)	29 (28%)	57 (55%)	18 (17%)	103
Mining, aggregates or Oil & Gas Extraction	13 (14%)	53 (56%)	30 (32%)	95
Utilities	10 (11%)	50 (56%)	30 (33%)	90
Retail Trade	29 (31%)	57 (61%)	8 (9%)	93
Wholesale Trade	19 (21%)	46 (51%)	26 (29%)	91
Construction	47 (47%)	41 (41%)	14 (14%)	101



Question 15. What would be your TOP THREE PRIORITIES for economic development in Eastern Ontario?

Response	Chart	Percentage	Count
Broadband/high-speed internet		23%	31
Mobile/cell phone services		5%	6
Advocacy with upper levels of government on business issues		16%	21
Transportation infrastructure (road, rail, air, water)		30%	40
Access to capital/financing		33%	43
Workforce - expand the pool		12%	16
Workforce - improve skill levels or education		25%	33
Business infrastructure - serviced land, utilities such as water and sewer, energy		29%	38
Community amenities (recreation, culture)		6%	8
Facilities for start-ups/incubators		11%	15
Supply chain development		12%	16
Innovation services to stimulate development of new businesses, products or services		33%	44
Business networking (to encourage information-sharing, partnerships, joint bids/tenders)		11%	14
Regional marketing programs		14%	18
Sector-based marketing programs		12%	16
Attraction and/or Retention of Youth (under 30 years)		39%	51
Total Responses			132

Question 16. Which, if any, of the following WORKFORCE issues is a CONCERN in your COMMUNITY? To the best of your knowledge, which of these issues is a CONCERN across EASTERN ONTARIO as a whole?

	Concern in our community	Concern across Eastern Ontario	Not an issue at all	Don't know/can't say	Total Responses
Finding workers with skills	61 (54%)	75 (66%)	16 (14%)	10 (9%)	113



	Concern in our community	Concern across Eastern Ontario	Not an issue at all	Don't know/can't say	Total Responses
we need					
Accessing training for existing employees	39 (39%)	43 (43%)	29 (29%)	17 (17%)	101
Accessing higher education for employees or local labour force	41 (41%)	34 (34%)	33 (33%)	16 (16%)	101
Accessing workers in the skilled trades	62 (56%)	70 (64%)	17 (15%)	9 (8%)	110
Finding temporary/short-term workers	26 (26%)	23 (23%)	40 (40%)	24 (24%)	99
Labour laws and regulations	22 (21%)	29 (28%)	40 (38%)	29 (28%)	104
Finding workers at competitive wages	35 (33%)	42 (40%)	40 (38%)	15 (14%)	105
Workforce health and safety	17 (16%)	17 (16%)	57 (55%)	25 (24%)	104
Workforce productivity	34 (34%)	32 (32%)	30 (30%)	28 (28%)	101
Finding workers who are 'good fit' with our organization	50 (45%)	49 (44%)	32 (29%)	16 (14%)	111
Strategies to attract immigrants	34 (31%)	43 (39%)	31 (28%)	23 (21%)	109
Strategies to attract and/or retain youth	92 (76%)	91 (75%)	2 (2%)	3 (2%)	121
Encouraging greater participation in the labour force	34 (34%)	44 (44%)	25 (25%)	24 (24%)	101

Question 17. Which of the following DECISIONS have you observed in BUSINESSES IN YOUR COMMUNITY over the past 18 months (since the start of 2012)?

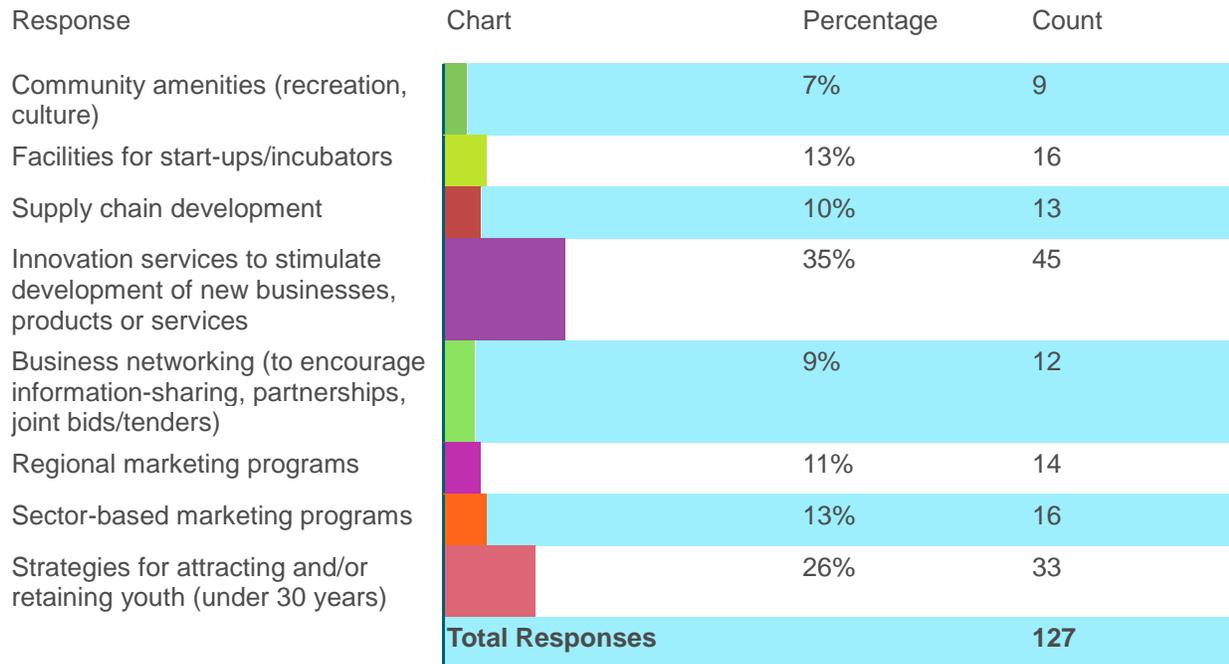
	Many businesses in our community	A few businesses in our community	No businesses in our community	Don't know/can't say	Total Responses
Reductions in numbers of employees	11 (10%)	74 (68%)	8 (7%)	18 (17%)	109
New hiring or expanded hours for existing employees	12 (11%)	62 (57%)	21 (19%)	14 (13%)	109
Closure of operation/office	10 (9%)	81 (73%)	10 (9%)	11 (10%)	111



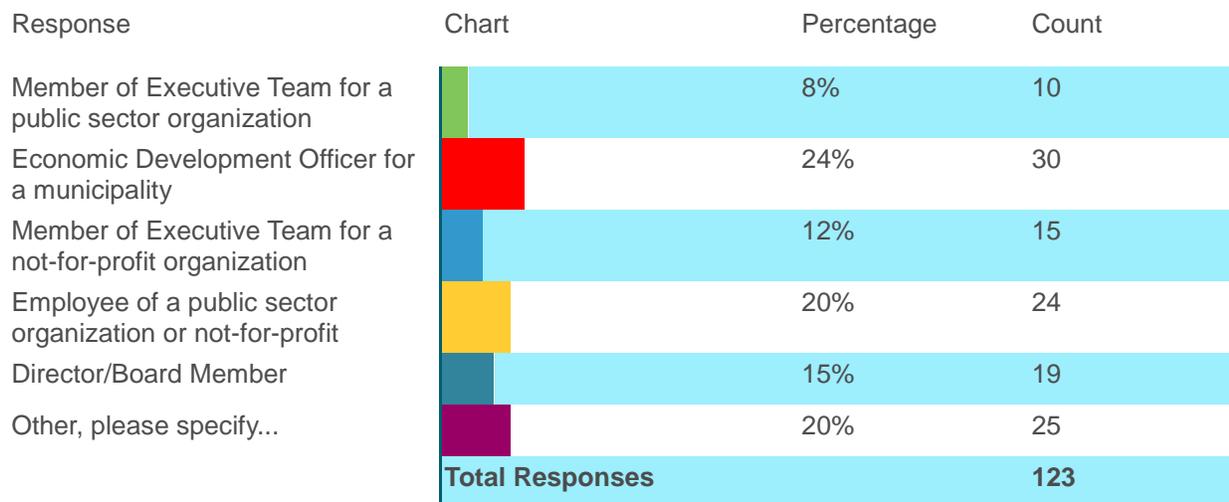
	Many businesses in our community	A few businesses in our community	No businesses in our community	Don't know/can't say	Total Responses
Opened/expanded operation/office	12 (11%)	70 (64%)	17 (16%)	10 (9%)	109
New product/service introduction	8 (7%)	70 (65%)	16 (15%)	14 (13%)	108
Elimination of product or service	6 (6%)	52 (50%)	16 (15%)	30 (29%)	104
Investment in research and development (inside or outside the business)	11 (10%)	34 (31%)	22 (20%)	41 (38%)	108
Purchase of major assets (land, buildings, equipment)	12 (12%)	63 (61%)	23 (22%)	7 (7%)	104
Sale of major assets such as land, buildings, equipment	8 (8%)	45 (45%)	24 (24%)	22 (22%)	99
Increased production or service delivery	8 (8%)	50 (50%)	20 (20%)	23 (23%)	101
Reduced production or service delivery	6 (6%)	58 (55%)	17 (16%)	24 (23%)	105
Launched new marketing programs/campaigns or increased sales efforts	14 (13%)	56 (52%)	21 (20%)	16 (15%)	107

Question 18. What would be your TOP THREE PRIORITIES for economic development in EASTERN ONTARIO?

Response	Chart	Percentage	Count
Broadband/high-speed internet		27%	34
Mobile/cell phone services		9%	11
Advocacy with upper levels of government on business issues		24%	31
Transportation infrastructure (road, rail, air, water)		31%	39
Access to capital/financing		23%	29
Work force - expand the pool		9%	12
Work force - improve skill levels or education		25%	32
Business infrastructure - serviced land, utilities such as water and sewer, energy		30%	38



Question 20. What is YOUR ROLE in the organization you represent in completing this survey?



Question 20. What is YOUR ROLE in the organization you represent in completing this survey? (Other, please specify...)

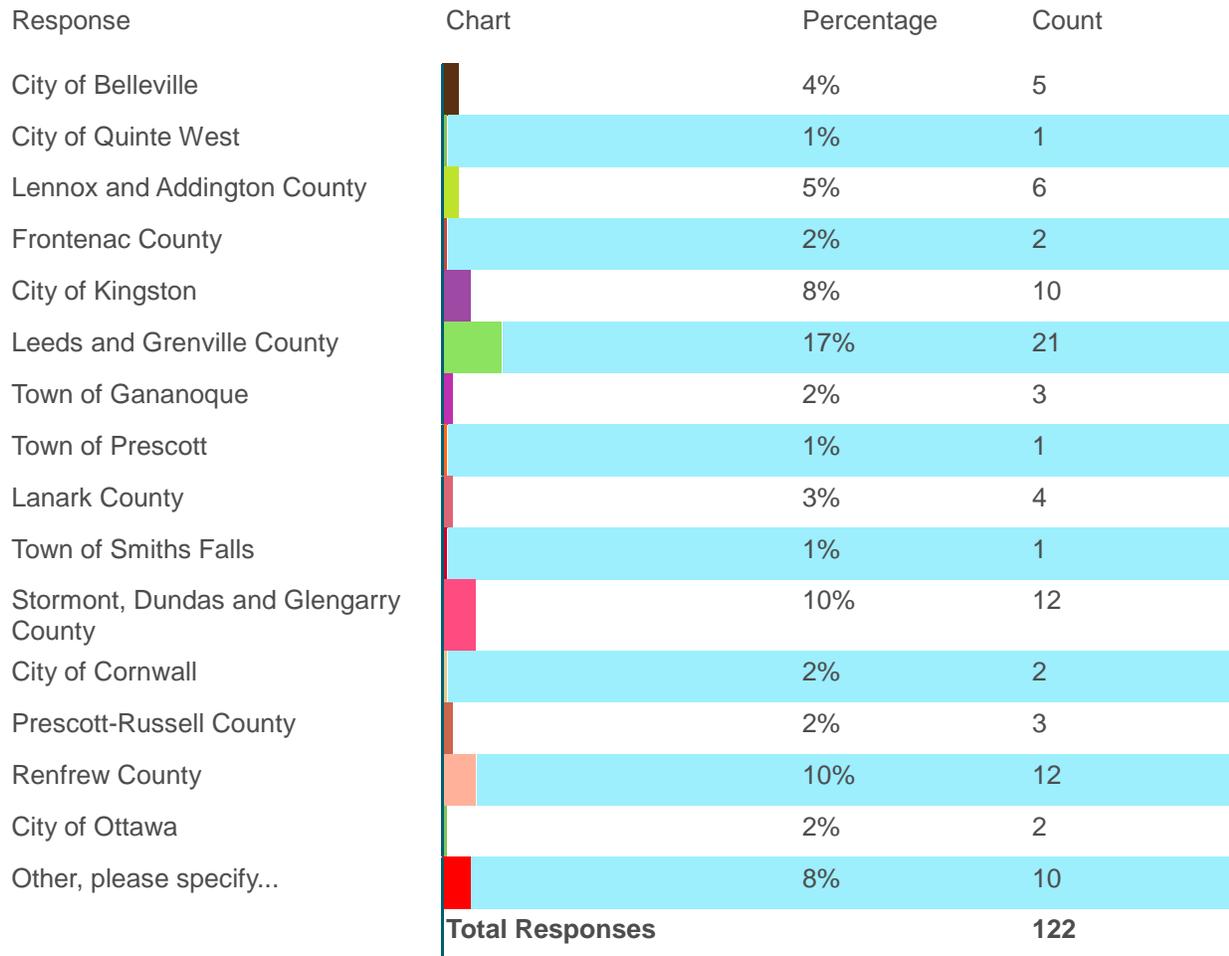
#	Response
1.	Executive Director
2.	CAO/Clerk
3.	Executive Director for a not-for-profit



#	Response
4.	Director of a BIA and Project Facilitator for a regional Economic Development Committee
5.	Municipal Clerk
6.	EDA
7.	Volunteer
8.	CAO
9.	Professor, School of Business
10.	Manager, Development
11.	Mayor
12.	municipal councilor
13.	Director of Economic Development
14.	Municipal Council
15.	retired
16.	company president
17.	Executive Director
18.	Municipal Economic Development Committee
19.	Mayor
20.	Elected Official
21.	Manager
22.	Program Leader Skills Training and Technology
23.	Planner/Economic Development Officer

Question 21. In what PART OF EASTERN ONTARIO do you WORK most often?

Response	Chart	Percentage	Count
Haliburton County		3%	4
City of Kawartha Lakes		2%	3
Northumberland County		3%	4
Peterborough County		2%	2
City of Peterborough		2%	2
Prince Edward County		2%	3
Hastings County		7%	9



Question 21. In what PART OF EASTERN ONTARIO do you WORK most often? (Other, please specify...)

#	Response
1.	Our territory includes SDG and PR counties
2.	Stirling-Rawdon
3.	North Hastings
4.	North Renfrew (Deep River/Chalk River corridor)
5.	Leeds and Frontenac
6.	Durham Region
7.	Throughout eastern Ontario and beyond
8.	North Hastings County



Economic Developers Survey Full Responses

Question 6A. (Optional) If you wish to elaborate on your answers to question 6, please use the text box below. |

#	Response
1.	nn
2.	We are also highly involved with creating better collaborations between post-secondary education institutions and communities and businesses
3.	Our community in Eastern Ontario is largely rural with several small towns and villages throughout. We are targeting "Lone Eagles" - people who are currently living in larger metropolitan areas who wish to escape the city life and bring their transferable skills and talents to a rural setting. To help do this, and make our community more attractive, we have commenced the implementation of our new Cultural Plan, we continue to implement our Premier-ranked Tourism Master Plan and we showcase creative entrepreneurs already working and living here through a series of networking/promotional events held quarterly throughout the year.
4.	As a small municipality of less than 20,000 we do not have the resources to carry out a lot of business attraction. We concentrate most of our efforts on business retention and expansion and partner with the upper tier municipal government as well as Ontario East Economic Development Commission to help us with business attraction.
5.	we are in the process of create a strong team locally, to work together and leverage our efforts across our region
6.	Our volunteer organization, Comfort Country, initiates strategic partnerships to promote and market the four villages and five municipalities in Comfort Country. Our target is both within Comfort Country and surrounding areas.
7.	Helping agriculture gain a profile and promoting local food and agricultural products to a variety of sectors i.e.: chefs/restaurants, schools/colleges, tourism industry, and consumer groups.
8.	At the Chamber we offer services that work with existing businesses to help them manage their day to day operations. We also help them by promoting their business and by encouraging them to develop their networks through events and other opportunities.
9.	Completion of community-based projects to help local business overcome challenges
10.	The Township of Whitewater Region is taking a more active role in facilitating entrepreneurship training for the local business community.
11.	Municipality with upper tier Econ Dev. Primary roles: 1) facilitate local development inquiries and support proponents in making connections with Econ Dev and CFDCs; 2)provide for development review; 3)long term planning to support a flexible and responsive policy framework (progressive planning, Official Plan, zoning, CIPs etc.)
12.	Economic Development activities are a local municipal responsibility while the County focuses on the tourism sector. The Community GIS is a service that assists businesses and tourists in finding their way in the County. It should be noted that many of the current GPS programmes that are available to the public contain outdated and incomplete mapping information. As a result, there is a greater reliance on the information contained in the County's Community GIS Platform for delivery services and the travelling public.
13.	IMO...Business locates in a COMMUNITY which is receptive and supportive...I do not believe that REGIONAL INITIATIVES would be COST EFFECTIVE OR COST EFFICIENT...



#	Response
14.	I am NOT convinced that REGIONAL INITIATIVES are an EFFECTIVE OR AN EFFICIENT EXPENDITURE OF DOLLARS...
15.	FOCA represents thousands of waterfront property owners in more than 80 lake associations in eastern Ontario. Lake associations work to strengthen the local community and environment, and waterfront property owners are a rural Ontario group that make significant economic contributions, both to the municipal tax base and through expenditures in rural communities in eastern Ontario. FOCA advocates to supporting infrastructure and policy making that encourages healthy and sustainable waterfronts.
16.	Municipality
17.	Networking businesses in both our area and neighbouring jurisdictions in an effort to promote innovation and collaboration in business development and attraction in knowledge economy.
18.	The County currently is too hung up on seeking traditional forms of economic activity, i.e. manufacturing, etc. While it has supported tourism development, it has not addressed a number of non-traditional activities such as the arts, recreation, local food, etc. Moreover, it refuses to recognize/support organizations that provide economic development in these latter areas.
19.	we have a comprehensive economic revitalization scheme for our village that focuses on some basic infrastructure improvements (road/sidewalks), addition of assets (parkland), creation of focal points for visual appeal and accessibility, water quality initiatives, tourism product development and marketing/branding initiatives
20.	As a destination marketing organization, all of our economic development initiatives are tourism related or impact the tourism industry directly.
21.	Too much work to be done and not enough manpower and resources to do it. Providing post-secondary Co-op opportunities would satisfy several areas of economic development.
22.	Establish a " Business Group " that will focus on innovation centre (incubate) , youth business development , and business services (plans , mentoring , market research)
23.	We publish a guide of tourism attractions and local food, arts, heritage sites, trails, etc.
24.	I am in the retail sector. Growth is very limited. The influx of tourism is greatly needed to keep small retailers open in this area.
25.	As a Chamber of Commerce we support businesses in our community in many ways. We provide some promotional opportunities, marketing, affinity programs, business-to-business discounts, networking and advocacy
26.	We are a municipality in the process of pulling together and economic development plan and strategy.
27.	The City of Toronto has developed an active strategy to work with education providers to help attract international students to the city. They see them as adding tremendous economic value while they are in school and as a source of highly skilled immigrants once they graduate. Our region doesn't seem to want to pursue similar goals in any concerted way.
28.	Instead of each of the areas competing against each other there should be combined business shows done at such places as Upper Canada Village and NavCan
29.	Our group, a citizen committee in Haliburton County called the "County Swimming Pool Initiative", is trying to convince our County and municipal councils that a recreation centre with an indoor pool would help attract consumers to our business hubs rather than lose these consumers to other regions which have such facilities. It would also help retain the seniors within the County when they move off the lakes because they are unable to maintain their lake properties.



#	Response
30.	We are one of the local School Boards
31.	LAND AQUISION AND PUT TOGETHER STRATEGIC ALLIANCES IN ORDER TO BRING INDUSTRY TO THE AREA
32.	Our organization is currently developing an business attraction/retention plan for North Hastings.
33.	We are a BIA with a focused mandate on economic development in the downtown core.
34.	We operate three businesses in Eastern Ontario and we hire people to work at these. Sometimes I feel we are too heavy on government agencies and that the wages and benefits that these agencies pay make it difficult for private companies to compete.
35.	As a small municipality with limited staff resources, much of the role involves maintaining and creating a network of contacts and then trying to connect business with the right other private sector or government sector contacts that collaboratively assist the municipality with the delivery of economic development services.

Question 7. Please describe any SPECIAL INITIATIVES your organization is working on that could help to IDENTIFY OR CAPITALIZE on economic opportunity, either in your community or across the region. |

#	Response
1.	nn
2.	We have created a new staff position (Innovation Officer) to help drive increased technology use in businesses. We are developing a private-public model for early stage equity investment in high growth potential firms (ICT and media). We are developing new partnerships with DEFAIT and Canadian Consulates in the US to improve access to US markets and new investment in eastern Ontario. We are continuing to build community/business and university relationships through innovative projects that engage students and faculty- i.e. Queen's Innovation Connector
3.	Tourism Development has begun this year to attract Ottawa Markets to our community, day tripping
4.	Our municipality is in the process of development and economic strategic plan to establish goals and actions for future economic growth in the municipality that will in turn support economic growth goals throughout the region.
5.	As mentioned in the answer to 6a, we are implementing our 10-year Cultural Plan, we continue to implement our Premier-ranked Tourism Master Plan, and we hold a series of creative networking events to showcase creative workers and businesses already operating here. The presentations at our creative events are recorded on video and posted on our YouTube channel. Then we blog about them and link the videos to our Facebook and Twitter accounts. Ideally this helps promote our "Place". What we find here is that we're not "selling land", but rather "selling place". Telling "the story" is key.
6.	We carried out a labour force survey to identify what occupations employers will be seeking in the next 18 months and are now working with our local community college to line up courses needed. We are also finalizing a downtown revitalization project.
7.	in process of preparing a Strategic Plan
8.	Locally working on a Bio/Ag document refresh to capture opportunity for supply chain and value-add complementary business opportunity. Regionally assisting with farmers promotion of goods through marketing efforts, ie. print/web/email for local consumption.



#	Response
9.	Through our portfolio of Loan Clients, we are building a "virtual" community of innovative companies that can share information, resources and support.
10.	International tourism
11.	Community Improvement Program - offering financial assistance to storefront improvements
12.	A North Hastings Regional Profile is being developed to be added to the northhastings.com website as a one stop resource for potential entrepreneurs, investors and new residents. The goal is to transform the website into an economic development tool. Professional videos are being developed to target new entrepreneurs/residents and new investors in North Hastings. A Seasonal Residents Survey is underway in partnership with Hastings County to learn more about the habits, interests and intentions of this group that occupies 41% of permanent dwellings in North Hastings. In addition, personal visits with presentations are being made to a number of Cottage Association AGMs this summer to inform them of the survey and to "sell" North Hastings as a place to relocate, open a business you have always wanted to have or invest. The Bancroft BIA is working in cooperation with the Town to develop the downtown as a marketable destination in the region.
13.	Horton Township offers to bring together a company searching for property with a property owner who has previously identified that their property is available for commercial/industrial development. The Township has pre-zoned commercial and light industrial property located on the east and west sides of Renfrew. This strategy has brought two commercial businesses to the Township - RONA and Jackson Toyota.
14.	Nothing new is being developed at this time, but area maps and information booklet for the area continue to be produced and are well received.
15.	For Napanee area opportunity to develop tourism around future development of microbrewery, current chocolate store, vineyard, honey maker in area, similar to Picton area. What ways can different levels of government make it easier to say yes to potential businesses interested in moving to this area? What businesses can we attract to the eastern Ontario area to draw people to the area and make it a destination? Examples might be a Cabelas, Gander Mountain; another example would be a waterpark.
16.	Labour force adjustment and collaboration forums with industry and labour agencies Immigration Attraction Tourism attraction and product development Supply chain procurement initiative at varied times Regional economic development governance and customized approach to this initiative Investment attraction through OEEEDC sector teams Industrial/Business Park development for future capacity
17.	Creating networking opportunities among farmers and farm related businesses, as well as helping to find connections to health related agencies and educational facilities for food and agricultural products.
18.	Municipality has purchased industrial lands that will be serviced and sold to developers. An Industrial Park business plan has been completed to look at market demand and land supply, as well as an action plan for marketing and promotions.
19.	Working with local entrepreneurs to help them fill the existing gaps in products/services being provided.
20.	We have the following special initiatives: Make-Way-for-Youth is a project aiming to: - prevent youth out-migration - promote the integration of bilingual young post-secondary graduates in the region - respond to our businesses' needs for skilled labour. Groups of graduates are invited to discover our region, its employers and resources. Employers have the chance to meet with qualified labor and explore job opportunities. La Bonne Affaire: a project aiming to sensitize



#	Response
	businesses on the advantages of hiring new comers to the area. Training workshops on entrepreneurship and employability for newcomers. Naturallia: Naturallia 2013 is a global business-to-business matchmaking event. Involving 200 companies from across Canada and around the world. Réseau M: A network providing training modules targeted to entrepreneurs in Ontario.
21.	Creation of a niche processing facility to support second source farm income, attract potential new investment and create a supply source/hub for local food. Significant investment in immigration attraction strategies along with coordinating the necessary infrastructure to support this investment. Workforce research/development to determine where the jobs will be within the next 18-24 months in the hopes of coordinating post-secondary institutional direction.
22.	The Township hopes to host an OHTO Tourism Workshop in the coming months.
23.	Eastern Ontario Development Program
24.	Economic potential study of rivers Ecology centre Entrepreneurship academy Local food hub special agri-tourism projects Cultural Plan Social media initiatives Corporate and regional branding Development of cycling initiatives as well as a strategic plan Development of partnerships with Québec neighbours Business attraction to improve accommodation in the region
25.	5 year master plan, offering documents in English/mandarin/French, branding and pushing out our area to general public
26.	Tourism development in supporting ongoing feasibility analysis and marketing/promotion of a Natural History Museum in Quinte West. Youth retention through partnership with the Canadian Youth Business Foundation and the development/funding of young entrepreneurs as well as directing grant capital to employers as incentives to hire Loyalist College graduates as well as funding skills competitions for high school students with bursaries to Loyalist as rewards.
27.	Regional tourism plan
28.	Support to Local Food Knowledge based economy Youth retention Community capacity building projects Transportation Tourism initiatives
29.	Later in 2013 and into 2014, the County will be developing a Growth Plan and will start the five year review of the County Official Plan. In 2013, the County completed a detailed Housing Analysis for the region. The information provided in the background study will be used by the County as a starting point for growth management policies. In addition, the development community has been and continues to access this information as a basis of current supportable evidence on which to build business cases.
30.	The Township of Edwardsburgh/Cardinal is owner of the Port of Johnstown which is currently undergoing a \$35M wharf expansion. The Port General Manager, under the direction of Council and with the assistance of a consultant with extensive experience in Port operations, is developing a new business plan that will identify opportunities for increased commodity handling and will provide a strategy to pursue those opportunities. It is expected that this will lead to significant economic growth in the area.
31.	We work very closely with our business partners to promote our portion of the region to develop employment opportunities and job retention for the benefit of all partners. Much of this work involves specific joint initiatives such as business recognition, and promotion.
32.	Our Committee has conducted an Economic Development Strategy. As part of the things we were told to do as a result of it, developing a business plan for the township's port was one. Through it, we are looking at new business opportunities for the region. Beyond that, we are determining what businesses and people we would like to attract to the area - and hopefully, how to go about



#	Response
	attracting them in the future. With some focus on what we need to attract, we can narrow down our search and promotion can be more effective.
33.	DEVELOPMENT AND EXPANSION OF THE PORT OF PRESCOTT....
34.	EXPANSION & DEVELOPMENT of the PORT OF PRESCOTT
35.	Smiths Falls has a Sister-City Agreement in place (2010) that provides for collaboration between our community and Xiangyang, Hubei Province, China. Agreements were signed while we were in China in 2010 covering tourism investment, industry, arts and culture, research and development, commerce, new technology, education. We have participated in the world's largest business investment trade show in Cannes, France in both 2011 and 2012 as part of the Ontario Ministry of Tourism's Investment Team (6 communities from across Ontario).
36.	Much effort is given to the wellbeing of Calypso Water Park, which created more than 500 student jobs every summer.
37.	Water Research and Innovation Network (WRAIN) Providing commercialization services to businesses involved in the water sector. Providing demonstration site opportunities for companies seeking to prove their technologies. Leading Livestock Genetics. Export opportunities for livestock genetics, especially in Asia, with accompanying after-care opportunities, such as feedstocks, health-related opportunities, etc...
38.	The Frontenac Arch Biosphere Network has a ten-year history of successful promotion of sustainable economic development but has a difficult time being recognized as a major player in the region. Its local food programme is one of the biggest in Canada. Its FAB Experiences programme will be unique in North America.
39.	The Frontenac Arch Biosphere Network has active programs in local food, arts, trails, education, heritage and conservation. These programs network both businesses and organizations, to build local economies, through the lens of sustainability (the four pillar model), according to our UNESCO mandate. A new initiative to build regional itinerary programs, FAB Experiences, is one program that interconnects all networks, and is designed to bring a sustainable tourism focus into the other programs. These programs operate across Kingston, Frontenac County, Leeds-Grenville, and southern Lanark County.
40.	Working to network with neighbouring communities to support businesses in those communities.
41.	see above; initiative is called 'Seeley's Bay Steps Up', we are focusing on our location on the Rideau (including lobbying to 'save' the Rideau canal which is a desperately important issue here), and our proximity to Hwy 15, Kingston, etc. with an eco-friendly, rural lifestyle brand
42.	-Dragons Den Program in the schools -Workshops for businesses -Working to establish a business park -Targeted Marketing
43.	Tourism product development initiatives to further develop the motorcycle and cycling touring markets.
44.	-small business incubator or resource office -better website -business facilitator (new role) -
45.	Establish a business incubator to make available affordable space and support.
46.	We are working much closer with the township and other business oriented committees. Future plans are being developed.
47.	-We are currently leading a regional research and analysis project that is assessing the future needs of the Eastern Ontario Transportation infrastructure, with a focus on the movement of commercial goods. It is based on the basic premise of the EO Broadband GAP Analysis project we led almost 9 years ago and has resulted in tremendous investments in technology across the



#	Response
	region. - We are also engaged in a number of regional and local efforts inclusive of Business Attraction, animal genetics, water and water certification and waste water treatment(s), and an overall economic development strategy for Eastern Ontario
48.	Implementing a waterfront plan that seeks development in underutilized areas and an emphasis on public green space. Working with the school on a Dragons Den Program. Working on new investment attraction material and plan. Implementing a cultural plan that builds on community and entrepreneurship.
49.	Rural Business Incubator;
50.	Not that I know of
51.	We are very involved in the Renfrew and Area Health Services Village, an organization that is aggressively recruiting physicians to our area. The investment of time, energy and monetary contributions towards this initiative will produce a boost to economic development in our area and make our area more appealing to businesses, tourism and development.
52.	Supporting destination, tourism, and seasonal visitors.
53.	We have been working on Social Enterprise models to help fund some of our initiatives.
54.	Hired a consultant to pull together an inventory of assets, opportunities and businesses within the municipality. This information will help set the foundation for the economic development strategy.
55.	Investment Support program for local businesses Sector-specific International Trade Missions Community Applicant Tracking System and Recruitment Portal Conference Centre Feasibility & Development study
56.	Official Plan Amendment/Zoning to provide for employment lands strategically located and easily serviced.
57.	We are trying to grow our out-of-area student body, including international students; to help offset the demographic decline of our region and to encourage our graduates to remain in the area upon graduating.
58.	A new younger executive has been elected--they have stores or other types of smaller businesses. This change is expected to bring about major changes in how the business community functions
59.	We have commissioned a Market Demand Feasibility Study to find out the potential membership, fee, and location of a recreational facility within the County. It has just been completed.
60.	We are developing a trails program as well as working on developing a plan that will see us managing approximately 3000 acres of Crown land, and developing a recreational area there.
61.	Tourist Destination development in partnership with appropriate government organizations.
62.	We work with the local economic development corporations, Chamber of Commerce, Technology Councils, and Home Builders to name a few on youth retention as well as youth apprenticeship strategies.
63.	In process of developing an economic development strategy and branding
64.	Developing a Road Map for business. ID sources of info and assistance for starting or growing your business Collaboration on business seminars Facilitate information flow
65.	CONFIDENTIAL
66.	Hosting an international conference Creating a self-sustaining regional tourism itinerary web tool Proposing an international institute for rural sustainability



#	Response
67.	We are concentrating on developing a web-site that can be used not only for information but as an economic development tool for the goal of attraction/retention of new residents/businesses/visitors to North Hastings with increased visibility. We are mid-way through a funded project employing a part-time staff person and subcontracted web design assistance.
68.	Pop up business opportunities, capital project initiative involving partnerships that builds on our natural assets, marketing and promotional material and marketing strategy, target group promotional packages, organization rebuild of focus based on economic development
69.	Developing a monthly bulletin that not only emphasizes accomplishments but business opportunities. We are developing a more comprehensive database and will be informing business about local agencies such as CFDC. Loyalist, County that have assistance programs.
70.	Prince Edward County's 'Age in Place' development is aimed at capitalizing on our aging population and growing popularity as a retirement destination by meeting the growing demand for seniors housing and attracting developers of assisted living, ancillary medical and other associated facilities. This development meets housing needs, bolsters health care services and creates numerous well-paying, full time jobs. PEC Council has recently approved a 50% reduction in development charges for the next 3 years to stimulate development. In 2012 PEC Council established a Community Development Commission (municipal Board) and Community Development Dpt. with staff and financial resources aimed at addressing a number of economic development and community building initiatives including land management, business facilitation, grant management, CIP recommendations, local training workshops, guide destination marketing, leverage heritage as an economic driver and streamline the municipal development process. As part of this mandate, the PEC Community Development Commission has undertaken a community branding exercise and Community Development Strategic Planning process aimed at establishing a high quality and consistent brand for the County built on its existing strengths and growing tourism attraction and to establish clear and quantifiable goals and objectives for economic and community dev't for the Municipality moving forward including performance measures, timelines, assignments, priorities and critical paths, respectively.
71.	Increasing internet access to all residents and trying to provide alternative heating options to a rural location.
72.	The organization is working along with other government and private sector interests to try and assist a manufacturing plant in the municipality to restart now that American markets are returning. This would return a large number of jobs to the area and would create spin-off opportunities. One of the key issues challenging the restart is that the cost of electricity in Ontario is becoming a challenge/impediment. Other areas of the province receive credits in a system that provides some industry with reduced electricity rates and portions of eastern Ontario should also be able to access that credit as other areas that receive the credit already have other locational advantages making it a flawed process. To avoid loss of plants like this to the US or even Quebec, and to be able to capitalize on opportunities like this there needs to be a focussed effort to achieve competitive electricity rates for the area. Another special initiative relates to a cultural asset planning exercise which as a spin-off is developing a toolkit for entrepreneurs to start their business. There may be other opportunities as a result of the initiative to use other cultural assets identified through the process as a catalyst for other economic development.
73.	Incubation space, entrepreneurship training for students, re-tooling of PARTEQ tech transfer office



Question 9A. (Optional) If you wish to elaborate on your answers to question 9, please use the text box below. |

#	Response
1.	Question does not allow more than one answer My picks are ED Services Business Service Organizations Development Processes Municipal Infrastructure
2.	I feel we are quickly losing our skilled workforce to those retiring and youth are leaving our communities to go to larger urban centres. I also think we are weak in the area of R&D and commercialization although we seem to be improving. Queen's University is a value added for Eastern Ontario. Although our community has excellent infrastructure and we have an excellent transportation corridor, some of the smaller, more rural communities struggle with infrastructure.
3.	We are situated in a key area for transportation purposes, just need the border crossing infrastructure improvement completed. Also good opportunity to capitalize on port opportunity in future.
4.	Eastern Ontario cannot compete with central and western Ontario when it comes to big business and industry, but there is so much to promote when it comes to farm products and tourism. Look at how Prince Edward County turned its' fortunes around in the 1980s by finding alternatives to canning factories and orchards - it is now a wine region to be very proud of and tourism pays the bills all summer. The whole of eastern Ontario can do the same.
5.	I believe all of the above give us an advantage, but is difficult to answer not knowing specifically what other regions are offering and/or who is doing what better.
6.	Youth outmigration continues to be a major problem in rural eastern Ontario. our small villages and hamlets are becoming enclaves of retirees - you can see gas stations and cafes going under - seniors do not spend \$ - young people have to leave to seek job opportunities with potential for future growth
7.	Competitively prices land, lower cost of living, lower cost semi-skilled labour force
8.	It depends on what is meant by "an ADVANTAGE in today's marketplace". The question is far to general when talking about "marketplace". Are we talking about the for-profit or not for profit marketplace? If it's the renewable energy marketplace we are talking, then it's not too bad. If it's the transportation manufacturing marketplace it's not good at all. If it's working for the public sector "market" (all three levels of government)... it's great.
9.	Assuming, of course, a sustainable approach to the use of these resources, else we will soon lose the natural and human resources we have.
10.	On a regional scale, this question is difficult. For example, some areas may have the necessary infrastructure while others may not.
11.	The difficulty with answering some of these questions is the disparity of services/attributes across Eastern Ontario. Some pockets of the region are 'rich' in resources of all kinds - and on the contrary, some of the more rural and remote areas are sorely lacking. To me, this disparity issue will be difficult to address in any 'all-encompassing' Eastern Ontario economic development strategy.
12.	This question becomes difficult for such a diverse region. For example, transportation systems are an advantage along the 401, but in the northern communities transportation infrastructure is lacking. Similar difficulties arise with items such as development processes, access to public serves and other items. These will change and vary with each community.
13.	There is no advantage living here The costs are higher always heading west
14.	This question, in our opinion was not clear. We feel almost all of the foregoing attributes will give businesses an advantage however we are not confident that all of these attributes exist.



#	Response
15.	If we had the municipal infrastructure -- by which I mean the recreational infrastructure -- in Haliburton County, we could improve the health of our residents. Many people cannot exercise outdoors, especially in winter; and there's not a single public recreation facility with an indoor pool in the County of Haliburton!
16.	The advantages we have are underutilized at best.
17.	CHEAP LAND ANND TRANSPORTATION HUBS
18.	My answers refer to North Hastings, not Eastern Ontario as a whole.

Question 10A. (Optional) If you wish to elaborate on your answers to question 10, please use the text box below.

#	Response
1.	I think there is great inconsistency across the region at the municipal level in terms of infrastructure, process (development and ecdev.)and services. There is also a lack of coordination between government, business and education when it comes to ecdev.
2.	Innovation Services Broadband Education and training services transportation
3.	By selecting advocacy groups and regional champions I mean elected officials opposed to economic development in general are a disadvantage and by advocacy groups I mean there are often too many committees and citizens groups all attempting to do economic development when that patchwork of efforts could be better streamlined an channeled.
4.	We used to be able to boast about the best energy prices but now energy costs have gone through the roof for our industries.
5.	Broadband is being made available, thanks to EORN, but is still rolling out and not available throughout the area--playing a bit of catch-up at this time. more improvement on transportation systems, I believe, are required, the existing is good; however improvements are necessary to increase opportunity for movement of goods Processes at the local levels for planning and zone changes and the availability of serviced land needs to be improved/increased
6.	In question 9A these were listed as advantages, however not all areas are on equal footing when it comes to these attributes
7.	Governments, both provincial and federal, are only concerned with getting votes out of eastern Ontario. For the rest, they'd rather not hear from us. Eastern Ontario has always been the poor cousin of Toronto and western Ontario. Big business and industry wants to be where the action is and eastern Ontario cannot compete with the larger centres. Only northern Ontario is ignored more, yet both regions have a lot more to offer than Toronto and Ottawa want to believe.
8.	These are items I below our region (and likely others) can improve on - both services and awareness of services.
9.	Yes, I have transportation as advantage and disadvantage - much more could be done to improve - i.e. intermodal transport, improvements to rail lines, public transit
10.	complete lack of youth retention for the area in SDG
11.	The global economy plays significantly in our manufacturing base dollars. A slow economy in the US has a ripple affect here. Also our energy prices in Ontario are not competitive to Quebec, other than Cornwall who is pulling off the Quebec grid. Energy outages is a significant concern
12.	Need regional rail transportation network for Ottawa (hub and spoke); limited draws for



#	Response
	professional workforce; limited connections between educational intuitions and region (urban to rural) and inter-regional (urban to urban); need dynamic/innovative (technology) and flexible (regulatory) servicing solutions for rural areas (on-site services for higher order development).
13.	The region is disadvantaged by its geography and always will be - low population density; large distances between population centres (all of which are small except for the National Capital Region; weak transportation infrastructure (unless you are located along the 401 or the rail lines), especially for intra-regional air services; and very poor access to high speed internet service. We have lost significant business potential because of poor high speed internet service in our area.
14.	Similar to the response for question 9 where the disadvantages are site specific within the region.
15.	We are at a distinct disadvantage as there are no focus groups discussions being held within the County of Renfrew
16.	The complicated and over-regulated land use planning and permitting process is inhibiting businesses from developing in eastern Ontario. Local governments are overly concerned with regulations and unable to respond to initiatives. Provincial Policy puts the area at a disadvantage. Work force is depleted because youth have left the area to seek opportunities elsewhere,
17.	Advocacy groups and regional champions tend to favour one municipality over another.
18.	see question 9A above.
19.	Lack of public transit puts the population who do not drive at a great disadvantage.
20.	Eastern Ontario is geographically a great place to live but there has to be more than that to attract or retain young creative talent to the area.
21.	LACK OF POPULATION AND INABILITY TO PUT TOGETHER LARGE TRACTS OF LAND.
22.	Non-profits have contributed hugely to quality of life, but hard to say whether they're an advantage or disadvantage to the \$ side of economic development. On one hand, many of their services would not exist if \$ profits are required by shareholders. On the other, they may be competing unnecessarily with struggling businesses. On balance, given a level playing field in terms of public help, they're an advantage, keeping for-profits strong.
23.	Some items are both advantages and disadvantages depending on what part of the larger region that you are located in. Regarding incubators and business parks, it is a disadvantage in that there are not enough areas for start-ups and generally speaking not enough development ready land that is serviced or pre-approved for development. Natural resources are only a disadvantage when it is a situation of conflict with the Endangered Species Act, resulting in long delays or permits. The length of time for processing Environmental Compliance permits can also be a disadvantage and links back in to the ESA permits too.

Question 14. (Optional) Please describe any OPPORTUNITIES you see in NEW/EMERGING sectors or in any NICHES in traditional sectors.

#	Response
1.	While ICT is an all-encompassing category, I might separate out media as a distinct sector. I think there is considerable opportunity in this sector.
2.	Bio Technology and Agri Value /Supply Chain, Processing etc.
3.	Non-traditional forest products (biomass, food and personal products, Christmas trees/holiday products) Youth entrepreneurial/innovation centre Tourism Accreditation programs (to raise level of service jobs) Expanded full service community college programs in rural communities tied to



#	Response
	local opportunities Regional product and experience branding
4.	There are many new and unique food production opportunities in this region where agriculture has played a key role for many generations. The existing products are also being recognized for their high quality.
5.	There are non-traditional opportunities in agriculture and forestry which require promoting. Tourism is one, and growing ethnic foods is another. There are emerging opportunities in forestry which require background work.
6.	Now that high speed service is being upgraded, there is a lot of potential for creative economy jobs - but we have to market ourselves to the large urban centres. there are thousands of people living in Toronto who have no idea the kind of lifestyle they might be able to create for themselves in eastern Ontario
7.	Focus is on aggregates not on oil and gas
8.	E-commerce should be better supported, by continuing the work of making sure high-speed internet is available to all areas of Eastern Ontario. The existing transportation network should support this.
9.	The problem is that every economic region in Ontario (not considering the other provinces) is looking for the same opportunities... in the same sectors. We all need and want more employment and revenue generation opportunities to build, develop and improve our communities for our citizens. I've seen the same issues and questions raised in northern Ontario as are being raised in this survey. I don't know what the answer is, but what I do know is that we need to start focusing on those parts of eastern Ontario's economy we are very good at and have the greatest opportunity for promoting and expanding... everything else we want can be made to follow. We need cash which means we have to export. If we are not producing an increasing level of goods and services that are in demand and sold to markets outside the eastern Ontario region, we are doomed to continue along an economic path of mediocrity - which is where we sit right now and into the foreseeable future.
10.	Focus should be in health/wellness/recreational services directed at incoming boomers with accompanying infrastructure and housing for those who live here 6-8 months and travel 4-6 months. That would attract retirees from Ottawa, Toronto, and Montreal; create good paying service jobs in health, construction and other services.
11.	Public housing, senior's accommodation, alternate energies
12.	Water technologies/advanced manufacturing Digital Media
13.	The area is depressed. Regulations and policies limit development initiatives. There is a need to develop sustainable industries and businesses. There are very few examples of successful development initiatives. The Broadband initiative is good, but it is overshadowed by other regulations and limitations. The province sees rural areas as a liability and this limits opportunities.
14.	Residential. Adult living communities
15.	Eastern Ontario has an opportunity to develop itself as a centre for low-overhead on-shoring of niche business and financial services firms due to the attractiveness of the low cost of living to sector professionals combined with the access to technologies and the (hopefully) growing ease of travel (maybe even high-speed rail) along the Ottawa-Montreal-Toronto-(and New York) corridor.
16.	Cultural Tourism is growing fast. Need to capitalize on this



#	Response
17.	Emerging sectors are Medical Technologies, Wellness, Information Technologies, Digital Marketing, Processing and controls automations, local crafted food products, agribusiness
18.	OPURTUNITIES WILL COME WHEN WE RETURN TO OUR BASE INDUSTRIES AND GROW AND VALUE ADD THEM. WITH LOW POPULATION DENSITY AND AN ABUNDANCE OF LAND AND TRANSPORTAION OPTIONS. THESE ARE NOT NICHE MARKETS BUT THE REAL DRIVERS OF THE ECONOMY
19.	custom manufacturing with clean 3D printing change from being a psych ward of the country to being the most mentally healthy protection, celebration of British heritage
20.	Growth in home or pc based small businesses, or support to large businesses from a home-based provider.
21.	Retirement market and aging population is one. 'Higher end' tourism development Biomass if Prov. can get it together

Question 15A. (Optional) If you would like to elaborate on any of your answers above or on a priority that is not on the list, please use the text box below.

#	Response
1.	Better coordination and connection between government, business and education and the various groups within each silo.
2.	We already have a regional marketing group and sector based marketing programs with Ontario East and they do a wonderful job, EOWC should partner with them instead of trying to duplicate any of the programming/services that Ontario East currently provides.
3.	Provincial and federal governments need to provide access to funding for projects in eastern Ontario. Municipal governments are for the most part doing their best but some cities are still hoping for one big industry to come to town to save them. Not likely to happen. The low hanging fruit has already been picked and now it's time to roll up the shirtsleeves and start doing the hard work.
4.	Had to provide 5, could not pick 3
5.	improvements made to regulatory process - less burdensome and more cost and time effective for business
6.	Micro business start-ups/ rural economy
7.	The low cost of living / high quality of life for young professionals could make the region a major draw IF a regional transportation network in place (for daily or as needed commuting). Needs to reach 'tipping point' / cluster. Need to overcome regional bias (perception) towards 'boomers' as foundations for future - i.e. youth feel out of place/unwelcome in places. Market advantages of region directly to those coming out of school.
8.	Focus on our natural assets not for exploitation but for attraction of good retired income earners requiring services. Look at services for specific sectors devoted to this clientele (health, wellness, recreation, support services, etc.)
9.	Several others are also fundamentally needed.
10.	Tourism Infrastructure Development (new/enhanced product)
11.	Enable business start-ups to succeed through reduced bureaucracy, The costs of establishing a business, especially when neighbours or politicians are not in favour kills most opportunities for grass roots initiatives. Emphasis is placed on the wrong thing. People have ideas and are willing



#	Response
	to invest but cannot afford the cost of permitting and regulations and the excessive time it takes to get approvals. This costs huge amounts of money and cripples many emerging businesses.
12.	The creation of innovation and new company start up may be realized with the focus of adult living communities.
13.	We chose retention of youth over skilled workforce as, the youth will be skilled.
14.	Retention and Re-attraction of skilled Youth immediately assists in developing a skilled workforce. Outreach to PSI-attending EO youth and the development of an innovative business culture, as well as meaningful summer employment opportunities for students in non-STEM, leadership-oriented university programs, would do a great deal to close this gap.
15.	Ensuring competitive cost of key inputs (energy, labour, and education/training). Especially energy relative to competing jurisdictions.
16.	Youth Retention is needed to offset the decline in the birth rates and the increase in age demographics in Eastern Ontario
17.	THERE ARE COMPANIES LOOKING AT OUR AREA BUT THE INABILITY TO PUT TOGETHER 500-1000 ACRES IN ONE AREA AND SERVICE IT IS NEARLY IMPOSSIBLE. THE PROLIFERATION OF SEVERED SINGLE FAMILY RESIDENCES MAKES PURCHASING PROPERTY AND HAVING THE REQUIRED SETBACKS FOR THE INDUSTRY VERY DIFFICULT. THERE IS 10,000 ACRES IN GRENVILLE COUNTY THAT IS HELD BY GOVERNMENT. MONEY IS PUT INTO THE PORT BUT MAJOR INDUSTRY CANNOT SET UP AS THE LAND IS LAND BANKED. IT IS MUCH EASIER TO SET UP IN WESTERN ONTARIO AS THE LAND, SERVICES AND INFRASTRUCTURE IS AVAILABLE.
18.	Need a mechanism to look at new business opportunities - out of the box type of thinking as economy re-invents itself. Support of regional business organizations and local initiatives

Question 16A. (Optional). If you wish to elaborate on your answers to question 10, please use the text box below. |

#	Response
1.	We need creative ideas to gain attention, innovations that are measured by tangible goals. We are not thinking creatively enough in Eastern Ontario, and we are not taking risks.
2.	In this community there are plenty of people who want to work; many 'affordable' labour sources in low skilled and semi-skilled, and proximity to Kingston means access to training and higher skilled labour force. I don't perceive labour force issues to be a key element of the 'weaknesses' of Eastern Ontario's economy (and I have 20 yrs. bkgd as a labour market specialist)
3.	There aren't many jobs
4.	One concern for our work force is under employment. Not enough good paying jobs in the area.
5.	The skills gap between what potential employees or current employees have and what employers need is problematic. Growth is limited in part by productivity but more importantly creativity.
6.	The North Hastings area has no shortage of workers; the shortage is in jobs, specifically jobs that pay more than minimum wage. Accessing skilled workers is a seasonal issue. Difficult to find in the summer and too many looking for work in the winter.
7.	One of our biggest challenges in Prince Edward County is our massive seasonal labour requirements (associated with traditional and value-added agriculture; tourism/wineries, etc.) and our lack of temporary accommodations and transportation for those workers.



Question 18A. (Optional) If you would like to elaborate on any of your answers above or on a priority that is not on the list, please use the text box below. |

#	Response
1.	Again, Ontario East does an excellent job with marketing Eastern Ontario and the sector teams. There is no need to duplicate these two items.
2.	We need to innovate to grow. We also need to diversify from the status quo. While tourism has a major economic impact and is very visible, we need to go beyond that to strengthen our communities and region. We should focus on developing new innovative products and services, ones that can be delivered in small rural communities through the internet or other means that does not require increased community infrastructure.
3.	does Eastern Ontario have the grid capacity
4.	Don't limit choice to three priorities only, because this suggests that surveyor considers the choices to be discrete and independent which they are not.
5.	Enhanced road connections north of highway 401, such as enhanced highway 7 to at least 2 lanes.
6.	Broadband is a critical priority; however it has not been selected as that project is well underway and the next step is to use that as leverage for marketing programs.
7.	The lack of serviced land is a real issue .Many settlement areas have no available serviced capacity and/or the provincial policy limits the potential growth. There is no money available to expand services.

Question 19. What would YOU say is the SINGLE MOST IMPORTANT REGIONAL INITIATIVE that could be undertaken to STRENGTHEN THE ECONOMY of Eastern Ontario?

#	Response
1.	nnnnnnn
2.	Fewer studies and advocacy and more action. I think eastern Ontario has done a great job advocating with government but knows need to act.
3.	Greater support in the form of financing/access to capital and infrastructure for small-medium business start-ups, retention & expansion initiatives
4.	Follow the www.sirolli.com method of business coaching
5.	Innovation services to stimulate development of new businesses, products or services
6.	Attraction of a skilled labour force through sector based marketing.
7.	Supply chain development
8.	Attract new business
9.	Supply Chain Development across the region
10.	Provide education for youth in trades and construction industry. Provide incentives for businesses to locate within Eastern Ontario.
11.	Regional approach to infrastructure investment: transportation hub and serviced lands poised for growth
13.	Increase emphasis on services for entrepreneurs, particularly in the professional services (marketing, engineering etc.) and small businesses (under 20 people). This was the biggest



#	Response
	increase in employment that we saw. A lot of retired and/or laid off people have started their own business, often in the knowledge economy. Because the internet has made it so they can locate anywhere, often these people will seek out the quality of life in a smaller more rural area.
14.	The grand opening of the Akwesasne/Cornwall/SD&G University
15.	Infrastructure funding
16.	decrease regulations
17.	Innovative services to stimulate development
18.	Innovation services to stimulate development of new businesses, products or services
19.	Further improve broadband service beyond what is already being done. The current Seasonal Residents Survey being conducted by Hastings County and the North Hastings Economic Development Committee indicates that seasonal residents are still very dissatisfied with their broadband service. Our potential is in attracting innovative people who can work from home or open a business, enjoy the quality of life and contribute to their community. For this to happen we need a continued focus on broadband improvements.
20.	Transportation
21.	High speed internet
22.	Improved transportation. The rail line is gone.
23.	Immigration and Youth attraction
24.	Access to infrastructure funding
25.	We need a drawing card that will make people decide to make our area a destination....People decide to go to Watertown on weekends why can't they come to Kingston or Belleville or Brockville instead.
26.	Supporting small businesses and creating sustainable employment for residents.
27.	Stimulate the development of new business and entrepreneurial opportunities
28.	Introduce a post-secondary learning facility in more remote communities to attract talent and investment and stimulate local economy.
29.	Get more provincial and federal funding.
30.	Increase Broadband access to areas that still do not have it available.
31.	We need initiatives that are made for rural regions. The made for and made in Toronto initiatives do not necessarily work in our small and rural municipalities. Put a stop to decisions being made without adequate consultation (and I don't mean a reference to a document on a website, which many of us do not have access to), I am talking about meaningful consultation with the people who are affected by government decisions and policies. Enough of policy that is dictated by special interest groups who have the "ear" of the government, and plenty of money to ensure the success of their own agenda. They are devastating the resource sector and the livelihood of rural Ontario.
32.	marketing
33.	.



#	Response
34.	More jobs that pay a living wage.
35.	Work with small (micro) existing businesses and find ways to help them grown or expand their products or the services they offer. This could create just as many jobs as trying to start up new businesses all the time. Get young entrepreneurs to mentor with older business people that are trying to retire and are looking to sell their business. The young entrepreneur could then buy the business instead of having to start from scratch. They could mentor for a year or two, learn the business and then come up with a plan on what they are going to do to improve/grow the operation once they take it over.
36.	Innovation services to stimulate development of new businesses, products or services/ Access to capital/financing
37.	Facilitate the successful startup of innovative high tech local businesses with global growth opportunity
38.	Programs to support the development of new businesses (funding, new opportunities, innovative services)
39.	attraction of skilled labour (both technical skills, and adaptable/soft skills)
40.	Matching skilled workforce, (youth retention) to the jobs in demand for our region. That would permit businesses to develop and advance into supply chain markets and new markets.
41.	The creation of an Eastern Ontario Economic Development Strategy which can then be used as a framework for infrastructure development and investment, sectoral marketing and more targeted decision making on the part of the region as a whole.
42.	We need business development - too many of our communities are becoming retirement villages - retired people tend to be watching their spending very carefully and do not stimulate the economy - they're not buying cars and clothes and have limited disposable income - we need a better balance and a stronger workforce
43.	Better promotion of what is already here and better support to businesses already here.
44.	not sure
45.	Building infrastructure to accommodate new commercial and industrial development.
46.	Innovation Services
47.	access to capital/financing
48.	More youth retention and better education training brought in
49.	Better infrastructure for hydro
50.	Regional international airport.
51.	Addressing skills shortages / skills alignment
52.	Firm growth boundary around Ottawa (leapfrogging greenbelt should not be supported), hub and spoke regional rail network, grow communities on network with sustainable access to water/sanitation.
53.	Serviced land
54.	Finish off the current broadband connectivity project and then start to expand and upgrade the network infrastructure to accommodate new technology and applications



#	Response
55.	Ensuring the availability of reliable infrastructure services.
56.	Marketing and branding. When I thought about moving my company operations to the region, my baseline site selection criteria was very clear and simple: Can I make money here and over what period of time? Will the business benefit?; Will the business be harmed? Bottom line... if the business can't make the money I want it to make in the region, I'm not coming.
57.	Cooperation and trust between municipalities
58.	Economic development programs that are based on the identification of specific business, with the aim of actually attracting those organisations or entrepreneurs to the region who can then develop that sector here.
59.	off shore outreach
60.	Create an environment that allows business to do business easily. Already the broadband/high-speed internet is making the area more appealing as a business destination.
61.	Innovation services to stimulate development of new businesses, products or services
62.	recognition and responsible development of the region as a recreation destination for visitors as well as seasonal property owners
63.	capital
64.	Updating ALL technology infrastructures.
65.	Focus on innovation with a global market place perspective
66.	reducing the cost of doing business - energy costs and excessive regulations
67.	Cooperation amongst all players in the region including all levels of government, industry associations, and ngos.
68.	Active support of the non-profit sector, which often leads the way in innovation in communities.
69.	Small business startups
70.	Financial incentives for business and the promotion of quality of life.
71.	Some aggressive wooing/incentives to the extent they are permitted, by a TEAM of senior elected officials, eg. EOWC and some staff. One or two big additions in central areas can have a positive impact on all of us. I also think that focusing on 'sustainable' development is key, i.e. not exploiting local natural resources without thought for the future...celebrate the natural assets we have because this, and low taxes and attractive workforce costs are what can attract niche employers to this area.
72.	Unknown
73.	Probably advocacy to upper levels of government Research and development assistance Partnerships with Colleges and Universities
74.	Attracting innovative biotechnology/agri-product industries with educated entrepreneurs and employees who will then come to live with their families in Eastern Ontario
75.	Regional marketing programs
76.	Market the area as a place to live a healthy long life in semi or full retirement with good access to transportation, recreation, health services, etc.



#	Response
77.	retaining our you people
78.	Providing good employment opportunities for our youth. There are already lots of jobs available at minimum salary. My definition of a good job is one that provides a worker with security and a fair benefit/salary package relative to one's education.
79.	Formulate a collaborative action plan (business ,research & educational , government) around becoming the innovation centre for developing and providing technology / products / solutions to the global problems we are facing from water scarcity / waste management / green energy / adapting to climate change . If we don't others will.
80.	Better coordination amongst levels of government to provide access to capital for start-ups. Example: Gananoque Brewing Company cannot find capital dollars to open a brewery in the centre of town, which would be a major tourism attraction and job creator.
81.	Business infrastructure and support services--inclusive of access to capital
82.	Innovation services to stimulate development of new businesses, products or services
83.	Fund Ontario East Economic Development Commission properly/sufficiently - combine efforts with Eastern Ontario Warden's Caucus and create a strong marketing/advocacy organization that is respected and listened to by all levels of government and business in Eastern Ontario.
84.	Investment Attraction
85.	Strategies for attracting/retaining youth
86.	Transportation Infrastructure
87.	Enterprise Facilitation
88.	Transportation - improving infrastructure and providing an economical and efficient means of transportation
89.	Support small business start-ups, and get rid of provincial policies which inhibit growth in rural areas. This is a misguided policy of the GTA based bureaucracy which does not understand rural eastern Ontario at all.
90.	Skills development
91.	location
92.	attracting youth into skilled trades
93.	Focus on business, growth and development which include rural communities that do not have the "Business infrastructure". We need to welcome many smaller clean businesses which can grow in the area.
94.	Lead generation
95.	Capital investment.
96.	transportation and logistics hub for intermodal transportation
97.	Youth Retention & Attraction, especially university-educated youth.
98.	retention of youth/entrepreneurs
99.	Ensure that education programs are aligned with the needs of businesses. Skills mismatch is such that youth unemployment is approaching 20%, but companies still can't find qualified



#	Response
	labour.
100.	Creating options for attraction and retention of young people. The region has a number of educational institutions which attract students at all levels but they have no local/regional job/entrepreneurial opportunities to stay in the region
101.	South Korea in the 1950's was the poorest country in the world, with a GDP person half of North Korea. It is now in the G20 group of countries. Poland has weathered the economic storm in Europe better than most. Other examples abound, but the common thread is that these countries focused on education as the road to economic development. We have much to offer but we are fragmented and perhaps take the sector for granted as a driver of innovation and skills development.
102.	Increase support for manufacturing
103.	promote and buy local
104.	Recreation Infrastructure
105.	Broadband to support regional/community innovation
106.	improving transportation links
107.	No comment
108.	Broadband and Cell Phone Coverage's
109.	Downtown revitalization
110.	Regional Tourism Destination Development. Currently being done in a very piecemeal manner.
111.	Youth retention and innovation services to stimulate new ideas, new entrepreneurs and new sectors to the economy.
112.	Develop a well serviced, well placed land base for locating business development close to transportation routes. Ensure competitive job market with salary and benefits to match.
113.	high speed internet
114.	HAVING ONE GOOD POINT PERSON THAT COULD WORK BETWEEN THE MUNICIPAL GOVERNMENTS IN THE AREA AND INDUSTRY.WE NEED A CONIDENTIAL PERSON THAT CAN GET THINGS DONE WHEN INDUSTRY COMES KNOCKING AND THERE SHOULD NOT BE MEDIA FANFARE UNTIL THE CONCRETE STARTS FLOWING.
115.	One economic development office to bring all the competing small silos together.
116.	Get scheduled air transportation to the area to expand the possibilities of the region.
117.	Marketing.
118.	Recognizing the vast differences between the various economies within Eastern Ontario (eg. north/south) and developing specific strategies for each
119.	Entrepreneurship/Business Incubators & Hi-Speed infrastructure.
120.	Attracting and retaining youth.
121.	Securing access to fair energy rates for industry in Eastern Ontario.
122.	Marketing the area to businesses, offering incentives and reasons for them to want to locate



#	Response
	here.
123.	Getting a coordinated effort/vision on innovation services
124.	Faster route to the GTA

Focus Group Summary

The following chart summarizes the results of the 9 focus group sessions held September 4 -10, 2013 and the number of participants in each session. A record of who attended is also available. Each session was presented with the purpose of the project and the findings from the community consultation effort summarized as major themes. The themes included:

- Redoubling our efforts on workforce development and attraction
- Delivering innovation services
- Reinventing traditional sectors
- Providing the 'right' infrastructure for business
- Adopting new technologies
- Focusing on Eastern Ontario's energy sector
- Creating a stable and predictable environment to do business
- Introducing a new regional approach to economic development

Each session had an initial open discussion as to whether the audience felt these were the right themes.

Erik Lockhart then facilitated a discussion as to which themes were seen as the most important for advancing economic growth and development in Eastern Ontario. Having prioritized the themes, the participants focused on the top 4 themes and explored possible actions, projects or initiatives that could be undertaken at a regional level. The audience was also asked to provide direction on who should lead or participate in these efforts.

The ranking of themes is as follows:

Ranking Themes	Peter 16	Ban 30	King1 7	King2 18	Bro1 17	Bro2 16	Per 10	Kem 17	Haw 17	Total 148
Workforce development & attraction	Δ 12	9	Δ 3	Δ 10	Δ 8	6	Δ 7	7	6	68
Delivering innovation services	8	13	Δ 6	8	6	Δ 7	Δ 7	Δ 9	Δ 10	74
Reinventing traditional sectors	6	Δ 16	Δ 3	7	Δ 9	4	3	Δ 9	5	62
Providing the 'right' infrastructure for business	Δ 13	Δ 21	2	Δ 12	7	Δ 8	Δ 5	Δ 12	Δ 9	89



Ranking Themes	Peter 16	Ban 30	King1 7	King2 18	Bro1 17	Bro2 16	Per 10	Kem 17	Haw 17	Total 148
Deploying new technology	7	8	2	8	3	5	Δ 5	5	3	46
Focusing on Eastern Ontario's energy sector	4	7	2	2	3	4	1	6	2	31
Creating a stable and predictable environment to do business	Δ 11	Δ 16	Δ 4	Δ 12	Δ 8	Δ 9	4	Δ 9	Δ 10	83
Introducing new regional organizational approaches to economic development	Δ 11	Δ 18	2	Δ 9	Δ 8	Δ 7	4	7	Δ 13	79

Δ = top four themes in each session

Note: individuals selected his/her top four themes

Based on this effort the following four themes emerged as the priorities for an Eastern Ontario Economic Development Strategy:

1. Providing the right infrastructure for business
2. Creating a stable and predictable environment to do business
3. Introducing a new regional organizational approach to economic development
4. Delivering innovation services

A tenth focus group session was conducted with the Eastern Ontario Mayors Committee. This session was conducted in a similar fashion to the strategic planning session conducted with the Wardens Caucus in June. The audience was presented with the approach to the strategy's development and the desired outcomes of the project. Erik Lockhart then facilitated a discussion that focus on the following questions:

1. What do you see as the primary issues impacting economic growth in Eastern Ontario?
2. What 2 or 3 sectors of the economy do you think hold the greatest potential for Eastern Ontario?
3. What assets can we leverage more effectively to drive economic growth across the region?
4. In the next 5-10 years, what are the next 2 or 3 big opportunities that will have the most impact on economic prosperity in Eastern Ontario?

In response to Question 1 the Mayors Committee suggested the following primary issues:

1. Aging infrastructure
2. Lack of effective regional economic development organization
3. Messy and complex municipal jurisdictions - inhibiting infrastructure investment
4. Senior government regulations - bogs down development
5. Highway infrastructure and rail transportation
6. Servicing vast rural areas with low density- water/sewer etc



7. Trust and the need for a coordinated approach
8. Provincial legislation/regulation that is created with GTA issues in mind
9. Energy costs: higher than other parts of the province, reliability is being questioned - electrical supply issue

In response to question 4 the Mayors Committee suggested the following big opportunities:

1. Amalgamation of neighbouring municipalities - allowing urban municipalities more ability to annex parts of neighbouring rural municipalities to better encourage growth
2. Significant Immigration program (targeting the world and subtly Quebec)
3. Greater regional cooperation / pooling of resources with better economic development, promotion and marketing
4. Province wakes up and starts funding infrastructure deficit ...Need sustainable, sensible infrastructure funding model from province ...new funding formula such as northern Ontario has
5. The quantity of land/vacant bldgs. - focus on specific sector growth such as institutional/food processing sectors that leverage assets in place