

2016 Orillia BR+E Survey Qualitative Data

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1 BUSINESS CLIMATE

BC2: IN THE PAST 3 YEARS HAS YOUR ATTITUDE ABOUT DOING BUSINESS IN THIS COMMUNITY CHANGED?

BC2b: Please explain your positive change in attitude

Please explain your positive change in attitude	Area
We have had a joint change in leadership.	Rama
I find that there are people looking for good changes in an entrepreneurial way and they are looking for us to help them.	Rama
The economy has been very strong in our community for our industry.	Orillia
The current city council seems to be more progress focused than previous councils.	Orillia
Now we have a good location to conduct our business.	Orillia
We have had a change in management.	Orillia
There has been a change in municipal council. Now there is a focus on coordination and long-term planning. Building projects planned for Orillia area will have a major catalyst effect including community center & downtown condominium project.	Orillia
We work with a lot of local companies who employ local people, therefore we learn a lot about their business and that creates an attachment and with good service comes loyalty.	Orillia
With the change of council and the local media we have good, professional, responsible people.	Orillia
You rarely run into the same problem more than once, it gets fixed.	
We have a new council, the old council was in gridlock.	Orillia
I have been getting more referrals and hence more contracts.	Oro - Medonte
An increase in 'Buy Local' trends, advertising and road signs.	Oro - Medonte
We are finding a niche for our business and finding access to clients.	Oro - Medonte
There is more custom home construction.	Oro - Medonte
Some of the developments that are going on are positive. Burl's Creek and the Hitch House are good examples.	Oro - Medonte
We are encouraged that we are seeing some interest in investing in tourism through Cycle Simcoe and Ontario Lake Country.	Oro - Medonte
We now have a better location with additional services. It is a better place to do business than the previous location.	Oro - Medonte
Increased diversity in the region.	
Increased music, art and cultural developments.	Oro -
Increased social services programs.	Medonte
We give good service and have a great increasing customer base. Feels great when people see and appreciate the effort we put into it.	Ramara
Began a 'Buy Local' venture and received tremendous community support.	Ramara

Please explain your positive change in attitude	Area
There is more township involvement in Ontario Lake Country. The township has become involved in economic development.	Ramara
The average citizen is becoming more educated about food and food products. The city councils have a more progressive attitude toward newer types of businesses, food trucks, festivals, etc.	Ramara
XX, in planning in Ramara township, have an excellent attitude toward business planning.	Ramara
The Chamber of Commerce has been busy in getting people involved. We are hopeful now that infrastructure, like sewers, are in place, that there will be more development.	Ramara
The township building planners are great, very reasonable and professional. Regulations are applied equally across the board. Ramara is one of our favorite townships to work with.	Ramara
We are becoming more positive even from the building inspection point of view. There is a more competent inspection official in charge. The process has become more professional. The chief building official is very professional.	Ramara
Involvement in OLC and other marketing groups and identifying the roles and preventing overlapping of efforts.	Ramara
The community is starting to accept the new owners and their improvements. The township has finally straightened up the paperwork which should have been completed when the new owners first took over.	Ramara
I have worked in Orillia for some time. Now that I am in a rural township, I find people are easier to deal with.	Ramara
Other business opening as a result.	Severn
There seems to be more activity, more cash infused in businesses and more awareness of the need for experts.	Severn
An upturn in economic wellness combined with an overall shift of attitude and culture of the area.	Severn
More businesses are opening up and there is good support from the BIA.	Severn
We received assistance from the Township of Severn to help improve the town of Washago.	Severn
Improved sales levels.	Severn

BC2c: Please explain your negative change in attitude

Please explain your negative change in attitude	Area
Declining tourism traffic.	Rama
The infrastructure of the downtown core does everything to make doing business difficult. The flow and structure of downtown is so awkward that it makes it a difficult place to do business.	Orillia
Quantity and quality of workforce. Ten years ago I had challenging employees, now I have troubled workers. Much of my time is spent doing social work. I often have over 10% staff with problems beyond what I am capable to cope with.	Orillia
Over the last few years, our company has needed to look outside Orillia to obtain projects despite there being a number municipal developments such as the Fire Hall, Port Docks, Port Building all of which were not acquired by local companies. We feel that there is a lack of consistency in the RFP process and the City's choice to pursue Design/Build options makes it difficult for local companies to be awarded such	Orillia

Please explain your negative change in attitude	Area
<p>projects. We were passed over for the Fire Hall job because City Staff said no one local had experience building fire halls. We are a general contractor. we take approved drawings and build to spec.</p>	
<p>Time between RFP submission and contract awarding is too long. This is a problem because local companies are holding large bonds or are waiting to bid on other jobs, in anticipation that they may be awarded the project. Lots of things can change when you have to wait 3-4 weeks for an answer.</p>	
<p>There is a lack of Communication about opportunities.</p>	
<p>We feel that an effort should be made to revise Consultant/Contractor Procurement Policies where local vendors are given the opportunity bid first or are given additional points because they are local.</p>	
<p>To ensure that local companies can bid, refrain from the Design/Build proposal and release individual RFPs to ensure both local design firms, general contractors and sub trades are given a fair change at bidding or being used in the project.</p>	
<p>If a Design/Build concept is approved, require those companies to hire subcontractors locally.</p>	
<p>Follow up with Local RFP submissions if information is unclear or qualifications need to be confirmed.</p>	
<p>Forward local contractors RFPs directly.</p>	
<p>There is not a lot of funding to help low income seniors with housing.</p>	Orillia
<p>There is a lack of leadership by council.</p>	Orillia
<p>Council does not encourage developing businesses.</p>	Orillia
<p>Lack of support by people and organizations in community. Everyone seems to be looking for free stuff or discounts.</p>	Orillia
<p>There are poorer standards today. There is a lack of vision in the community. We need stronger community leadership but government should not get involved with owning or operating businesses. There is no longer people who can operate with a set of moral values and a gut feeling, everything is 'by the book'.</p>	Orillia
<p>The community is not growing and we need growth to expand.</p>	Orillia
<p>The city decisions have become very political and not focused on growth and progress.</p>	Orillia
<p>I have been assessed four times in the last four years and taxes have been tripled. I spent \$200,000 in cleaning up this property before I could use it and I don't feel like I am getting a break.</p>	Oro - Medonte
<p>The lack of good, affordable internet has made it difficult to work from my location.</p>	Oro - Medonte
<p>No service in Oro-Medonte - gas, internet, public transit.</p>	Oro -
<p>Changing rules impacted business.</p>	Medonte
<p>There are too many complacent people in the township office.</p>	Oro - Medonte
<p>Public has less knowledge of agriculture than in the past.</p>	Oro - Medonte

Please explain your negative change in attitude	Area
There seems to be more red tape than before.	Oro - Medonte
There are fewer skilled workers available in the area.	Oro - Medonte
Conservative environment. Not a lot of growth in general - the creative environment is inhibited.	Ramara
Local focus on tourism is lacking.	Ramara
Costs to do business have increased exponentially due to our township's irresponsibility leading to continuous and unsustainable increases in property taxes, water and sewer rates with no positive impact on development.	Ramara
Internet businesses are competing with us.	Ramara
Realization of restrictions of by-laws.	Ramara
Short-sightedness and lack of cooperation between businesses.	Ramara
Economy in general is tough for retail. Chains are downsizing rather than expanding.	Severn
I am trying to expand but my development charges are too high.	Severn
We have difficulty getting people to pay their bills.	Severn
We are receiving unrealistic complaints.	Severn
The posting of illegal signs on our property has become a problem.	Severn
Utility bills too high.	Severn
There is not enough foot traffic.	Severn
All levels of taxes have increased and all levels of service have decreased.	Severn
We were not made aware of a zoning change and now our options for the future are limited.	Severn

2 FUTURE PLANS

FP1: WHAT ARE THE MAIN REASONS FOR REMAINING THE SAME?

What are the main reasons for remaining the same?	Area
No change is projected in business.	Rama
Expansion is determined by corporate head office.	Rama
No growth in casino traffic.	Rama
A recent co-op student from Brock University will be hired on full-time but no expansion plans. We have grown from 1 to 6 employees in 17 years and business is now beginning to plateau.	Orillia
Our focus is on developing one-stop-shopping retirement, long-term care, assisted living. We have plans for the future, likely longer than 18 months. There is property available next door. Currently no new beds available for long term care. The expansion could lead to an additional 75-100 new staff members, increase in floor space and new training needs.	Orillia
Current focus is on optimization of existing capacity, hiring as required to replace retiring resources.	Orillia
We are focusing on increasing our product offering and sales within our current target market area.	Orillia
I work at full capacity without hiring more staff. I don't want to hire more staff.	Orillia
Supply and demand. There is excess capacity in our industry.	Orillia
Assuming the economy remains the same, we will likely remain the same as well.	Orillia
Why sell the golden egg?	Orillia
At the present time the building and property meets our needs, when it no longer does we have room to expand.	Orillia
Business is good, as it is.	Orillia
Increased employment costs, to expand, would not be feasible.	Orillia
We plan to continue offering the same services that we do now.	Orillia
We have no need to hire, current staff handles workload adequately.	Orillia
It is difficult to project but the plan is to remain the same. The availability of work has been dwindling so we are refocusing our efforts.	Orillia
We don't have the resources to expand and we are happy with what we are doing.	Orillia
We are at our management comfort level.	Orillia
Manageability.	Orillia
We may add 1 or 2 new employees but no major changes.	Orillia
The job market is poor right now. We are working on internal projects that will be implemented in the near future.	Orillia
We just bought the business from the previous owner and we will see how the market goes.	Orillia
Would love to stay on but am in a position where I am willing to consider selling the business if conditions do not work out in my favour.	Orillia
We would like to grow the business, but this doesn't necessarily translate to more floor space.	Orillia
A slowdown in one part of our business is being offset by growth in another.	Orillia
We are trying to acquire a piece of land but funding is an issue.	Orillia

What are the main reasons for remaining the same?	Area
We just built new facilities, we're good for 20 years.	Orillia
No demand for local expansion. Stabilizing from recent take over.	Oro - Medonte
I am comfortable with the kind and amount of business that I have.	Oro - Medonte
Less money is being spent in the arts, which is our market.	Oro - Medonte
I don't foresee a change in work volume to the extent I would have to hire employees.	Oro - Medonte
We are finishing an on-going project.	Oro - Medonte
We are happy continuing to do what we do.	Oro - Medonte
We are happy with the business the way it is now.	Oro - Medonte
I am raising pre-school children.	Oro - Medonte
We are happy with our current size and time available to work on our business.	Oro - Medonte
There hasn't been a drastic change in new patient flow. Business is steady.	Oro - Medonte
We are making improvements in our facility so our production processes will be more efficient. This may or may not add jobs.	Oro - Medonte
We don't want to get larger. We are happy at the capacity that we have now.	Oro - Medonte
We are the only Canadian manufacturer of our products.	Oro - Medonte
We have plans to expand in 3 to 5 years.	Oro - Medonte
We just added a large warehouse.	Oro - Medonte
Business is good, we are happy with what we have.	Oro - Medonte
I am happy with the current size of my business.	Oro - Medonte
We find that there are no changes needed.	Oro - Medonte
We are at full capacity right now.	Ramara
There is a lack of funding.	Ramara
I have reached the maximum size I can be without having to hire employees.	Ramara
When I tried to expand in the past it was a very difficult process. I had to hire a planner. It seemed that there was very little help and it felt like we were fighting against the township and our neighbours. I was billed for township planning assistance while neighbours had free access to them on my bill.	Ramara
We are market driven. Forecast is variable in construction industry.	Ramara

What are the main reasons for remaining the same?	Area
Considering retirement in the next three years so am not in a place to consider expansion.	Ramara
Personal reasons. Development fees feel like a money grab. It is too expensive and I would rather spend my money elsewhere and invest in other opportunities. I had a bad experience and I would rather work on a project elsewhere.	Ramara
I enjoy running a home based business which keeps the costs low.	Ramara
Our business will remain the same but we will change our menu options and the events that we cater to in the area.	Ramara
We have maximized our facility to full capacity.	Ramara
We have gone through expansion in the past. It is time to regroup.	Ramara
We are doing fine at our size. Do not want to take on more. Work/life balance is perfect.	Ramara
Happiness. What we have now is working for us.	Ramara
We are a comfortable size and have no intention of getting bigger. Happy with current size.	Ramara
Business costs are restrictive.	Ramara
We have already expanded to meet the needs of the community with our branch location.	Ramara
We are working on getting better, not bigger.	Ramara
Our current location has a lot of potential to improve not expand.	Ramara
Stable business climate.	Ramara
We would like to grow but the township makes the process too stressful and we are too certain of townships politics to ever expand here in Ramara.	Ramara
Renovations have been done recently so there is no need to expand or downsize.	Severn
The Liberal government is not doing anything to help improve our economy.	Severn
The current economic state of the province has us concerned. Very hard to do business in the province.	Severn
Proximity, visibility and accessibility to traffic from Highway 400.	Severn
We have a good customer base and status quo works well for us.	Severn
Slow, ponderous township planning.	Severn
I am doing well, as I am. I don't have any more space and it is all that I can handle.	Severn
Current size and location very well suited to our needs.	Severn
Economic conditions in the plumbing industry are not forecast to substantially change.	Severn
No growth.	Severn
There is a lack of qualified work force.	Severn
The economy.	Severn
Lack of skilled labour.	Severn
We are experiencing steady business. We may be selling after that.	Severn
Until the waterways services work themselves out under current legislation we will not be putting any funds into investments in the business.	Severn
We would like to remain the same or grow but there are no global projections for the metal market. Our income is related to the world market.	Severn

FP1: WHAT ARE THE MAIN REASONS FOR THE POTENTIAL EXPANSION OF YOUR BUSINESS?

What are the main reasons for the potential expansion of your business?	Area
We are experiencing growth in the amount of work we get done.	Orillia
The economy will dictate our expansion.	Orillia
More seniors are choosing to live in their homes longer with supports instead of moving into retirement homes.	Orillia
To increase my income.	Orillia
We have a larger client base therefore more admin support will be required.	Orillia
We are planning to purchase new equipment to better service customer needs.	Orillia
We need to meet the demand which outstrips our current physical space. We are operating at full capacity during many days, even in the off-season.	Orillia
Our clientele is growing. We have been streamlining the process to handle a greater volume of customers. The need for skilled trades people is on the increase.	Orillia
There are increased opportunities out there and competitors are retiring or downsizing.	Orillia
Grow or die.	Orillia
Succession planning and increased work load.	Orillia
I need to expand to stay in business.	Orillia
We need to expand; staff room, restrooms, restaurant and kitchen areas.	Orillia
We are looking for a little larger store in a higher profile location.	Orillia
We just became computerized so we are more efficient and can provide more service.	Orillia
We have experienced growth over the last three years and we want to stay up with the competition.	Orillia
Organic growth.	Orillia
There is still room for an increase due to our improved customer service.	Oro - Medonte
New contracts signed.	Oro - Medonte
There seems to be more demand. That might have something to do with the fact that Oro-Medonte does not have a lot of public swimming pools.	Oro - Medonte
More clients.	Oro - Medonte
The building industry in Muskoka continues to be strong.	Oro - Medonte
Increased sales.	Oro - Medonte
More recognition, more sales.	Oro - Medonte
Increasing business opportunities.	Oro - Medonte
We are servicing a larger area and providing more jobs for interested parties.	Oro - Medonte
Increased revenues from admission sales and project funding.	Oro -
Improved accessibility and increased educational opportunities.	Medonte

What are the main reasons for the potential expansion of your business?	Area
We are experiencing improved business stability.	Oro - Medonte
Business may get busier but no physical expansion.	Oro - Medonte
No longer home based, paying rent now. Have more customers, can't keep up with business.	Oro - Medonte
The industry is growing.	Oro - Medonte
Growth potential.	Oro - Medonte
We are expanding into other towns to increase our availability to those customers. We will use our current location as our regional hub.	Oro - Medonte
Sales growth and increase in exporting.	Oro - Medonte
Better services for customers.	Ramara
We are downsizing one portion of our business to lighten the workload and expanding another area to increase the profitability.	Ramara
Renovations to our inn will hopefully bring in more traffic from local customers. We are also seriously considering opening a cafe attached to the inn as there aren't any eateries on the lake near us.	Ramara
We are experiencing a growth in sales.	Ramara
We have a desire to grow.	Ramara
We are planning to bring more of our family into the business.	Ramara
We need a bigger meeting space in order to increase business.	Ramara
We are planning renovations to the aging building.	Ramara
We are a new business, growth is the game plan.	Ramara
To get more indoor product display space for customers. This also improves security.	Ramara
We are hiring new staff based on market demand.	Ramara
Increasing sales, growing clientele base.	Severn
Acquisition of larger clients.	Severn
Purchasing the assets of another shop.	Severn
Installing additional equipment and services.	Severn
Business is increasing and we are out-growing our space. Soon we will have reached full capacity.	Severn
Economic growth and support of independent businesses.	Severn
Sustainability of independent businesses in Ontario.	Severn
We have limited space and need more room for additional customers.	Severn
Natural progression growing on its own through referrals and word of mouth.	Severn
Lifestyle changes	Severn
I have the opportunity to turn my seasonal business into all year round.	Severn
The market has the potential for us to make more money. We are presently being held back by the recession but things will take off when the economy is prospering again.	Severn
Refocusing business strategy - broadening the scope.	Severn
We are at the very beginning of the expansion process because we are noticing a slow increase in the demand for customer services.	Severn

What are the main reasons for the potential expansion of your business?	Area
I am currently in negotiations to purchase an existing business. It is established and will help us diversify my company creating full time employment for 2 or more employees for 10 - 12 months per year.	Severn
There is a demand for the services which we offer.	Severn

FP2: WHAT ARE THE MAIN REASONS FOR THE POTENTIAL DOWNSIZING OF YOUR BUSINESS?

What are the main reasons for the potential downsizing of your business?	Area
Reducing hours of service. Winter is very slow compared to summer months.	Rama
There is less work available in Ontario and there are more people going for it. The services are the same just less of them.	Orillia
Age, Family help.	Oro - Medonte
Workload is too great.	Oro - Medonte
Lack of school board support for tours to our venue.	Oro - Medonte
Insurance expenses are increasing.	Oro - Medonte
Change of focus.	Ramara
Taxes, water, gas and hydro are too high. Rental income has not increased since the 1980's	Severn
It requires a lot of time and a lot of work and takes me away from family.	Severn

FP3B: IF, PLEASE SPECIFY

If, please specify	Area
Hours of operation only	Rama
Inventory of livestock.	Oro - Medonte
Number of hives and selling of livestock	Severn

3 BUSINESS DEVELOPMENT

BD5: IS YOUR BUSINESS CURRENTLY EXPERIENCING ANY BARRIERS RELATED TO YOUR INFORMATION TECHNOLOGY REQUIREMENTS?

BD5: If , please specify

If , please specify	Area
Labour intensive	Rama
We do not have a debit machine	Orillia
Comfort	Orillia
No time to set-up technology	Orillia
Can't afford a web site	Orillia
poor cell service	Oro - Medonte
Cost of new technology like automation and industry specific tools	Oro - Medonte
Hydro	Ramara
International regulations	Severn

BD6: WHAT PRODUCTS OR SERVICES WOULD YOU LIKE TO PURCHASE LOCALLY THAT ARE NOW BEING PURCHASED OUTSIDE OF THE AREA?

What products or services would you like to purchase locally that are now being purchased outside of the area?	Area
wholesale convenience items.	Rama
retail displays, bags.	Rama
food supplies and fresh produce must be purchased through contracted suppliers. when I have a choice I buy from Barrie because Barrie makes it easier.	Orillia
building products / suppliers who cater to contractors with commercial grade fixtures such as door hardware.	
engineering, architectural and geotechnical professionals.	Orillia
health and safety programs.	
we are looking forward to seeing Costco move into our area.	Orillia
we would like to be able to use local skilled trades. we do use local trades when we can. often it is a matter of being competitive or the location of the project.	Orillia
industrial supplies.	Orillia
more variety would be beneficial.	Orillia
summer seasonal produce, meat / chicken protein.	Orillia
fibre optic internet	Oro - Medonte
for retail product we have to go to Barrie or Orillia. Oro-Medonte is a bedroom community.	Oro - Medonte
janitorial supplies and equipment.	Oro - Medonte

What products or services would you like to purchase locally that are now being purchased outside of the area?	Area
most of my supplies.	Oro - Medonte
increased local manufacturing.	Oro - Medonte
good packing supplies.	Oro - Medonte
already use as many local services and products as possible. everything else can't be obtained at the bulk price of the parent company.	Oro - Medonte
I do as much local purchasing as possible. always open to new local products as consumables and products for resale.	Oro - Medonte
publishing services.	Oro - Medonte
training specific to my industry.	Ramara
grain storage/commodity contracting outlet	Ramara
bulk goods and supplies for business.	Ramara
mobile propane	Ramara
currently going to Costco in Barrie for most of our cleaning supplies but shouldn't be an issue when the Orillia Costco opens up.	Ramara
computer equipment and supplies. it services. printing services. local services are not up to the task.	Ramara
fixtures, pipes and fitting. local hardware store can't compete with current supplier's prices.	Ramara
trucks - the drop of the dollar makes local purchasing attractive.	Ramara
we have long-standing business relations with the companies that we do business with and we value loyalty.	Ramara
local businesses can not compete on the volume of products and services we need.	Ramara
marketing material including signage.	Severn
larger equipment such as parking lot sweepers and supplies for sewer plant.	Severn
business promotional materials.	Severn
I find that there is a lack of sophistication of local products and services.	Severn
chicken wings, optometrist, books, etc.	Severn
wood/timber.	Severn
office supplies and printed material.	Severn

BD6: ARE YOU INTERESTED IN WORKING CO-OPERATIVELY WITH OTHER BUSINESSES IN THE COMMUNITY TO PURSUE ANY OF THE FOLLOWING?

BD7: If , please specify

If , please specify	Area
Status quo is fine.	Orillia
Co-promote each other's business	Orillia
Business and community events, car shows	Orillia
We can share our board room for training and community groups.	Orillia
Already a BNI member	Oro - Medonte

If , please specify	Area
Packaging tourism products	Oro - Medonte
Publishing	Oro - Medonte
all done through head office	Ramara

BD8.c: If , please specify

If , please specify	Area
I own the building separate from the business. To stay in Orillia we need a competitive advantage on loan rates, freight and electricity to compete with a Toronto location.	Orillia
Possibly a problem. Landlord has offered a seasonal lease but if someone wants to lease year round it could be difficult.	Ramara
Landlord is not maintaining the property and has future plans to sell.	Severn

4 WORK FORCE

WF3.1: DOES YOUR BUSINESS CURRENTLY HAVE DIFFICULTY HIRING?

WF3.2: How would you describe your company's hiring challenges?

If , please specify	Area
education, lack of specialized skills in local schools	Orillia
Lack of registered accreditation	Orillia
Social issues and mental health issues	Orillia
low wages	Orillia
Lack of ambition. Unwillingness to work hours offered.	Orillia
No applicants for bakery and cake decorating.	Orillia
Low wages	Orillia
Too tight criminal record restrictions, Vulnerable sector check delays hiring by 3 to 4 months	Orillia
People are not motivated to work.	Orillia
There are unreliable options in the construction business	Oro - Medonte
People are not willing to work.	Oro - Medonte
Hate to lay off seasonal workers just when we get them trained.	Oro - Medonte
Hard to keep seasonal worker coming back. Many worker do not show up for first day.	Oro - Medonte
Have to attract people from further away.	Oro - Medonte
Lack of interest. Kids don't want to do manual labour.	Ramara
Extreme lack of work ethic	Ramara
Attitude - not everyone wants to work with their hands.	Ramara
seasonal work	Ramara
Getting the word out there for the job posting.	Severn
Seasonal positions	Severn
Lack of motivated workers.	Severn
Lack of work ethic	Severn
seasonal	Severn
Removal of foreign workers has made low level workers not available.	Severn
Living away from home 10 days at a time.	Severn
Hard to find a reliable general labourer	Severn

WF3.4a: What occupations do you have difficulty in recruiting for your business?

Administration	Area
receptionist	Orillia
office admin	Ramara
front desk	Ramara

Administration	Area
front desk	Oro - Medonte
office admin	Ramara

Cooks	Area
experienced cooks	Orillia
cook	Orillia
cooks	Severn
cooks	Severn

Engineers	Area
engineer	Orillia
engineer	Oro - Medonte
engineering	Oro - Medonte
engineers	Oro - Medonte
engineering	Oro - Medonte
engineer	Oro - Medonte

Financial Workers	Area
tax specialist	Orillia
financial adviser assistant	Orillia
financial advisors	Orillia
tax preparer	Orillia
qualified insurance specialists	Orillia
insurance specialist	Severn
experienced book keeper	Orillia
financial advisor	Severn
financial advisor	Oro - Medonte
financial specialists	Severn

Horticulture/Landscaping	Area
trained arborists	Oro - Medonte
experienced horticulturist	Ramara
landscape/horticultural professionals and designers	Severn

Hospitality Workers	Area
fast food server	Ramara
culinary	Ramara
housekeeping	Oro - Medonte
dedicated food service personnel	Ramara
housekeepers	Ramara
housekeeping	Ramara

Hospitality Workers	Area
servers	Severn
spa workers	Rama
servers	Ramara
experienced smart serve servers	Severn
servers	Severn
general hospitality	Rama

IT Workers	Area
draftsperson with specific software skills	Ramara
web designer	Orillia
people with computer skills	Orillia
it specialist	Oro - Medonte
computer skills	Ramara
it specialist	Oro - Medonte

Labourers	Area
warehouse staff	Orillia
general labour	Orillia
general labourers with a knowledge of horses	Oro - Medonte
farm labourers	Oro - Medonte
crop pickers	Oro - Medonte
construction low and medium skills labour	Oro - Medonte
labourers	Oro - Medonte
physical labourers	Oro - Medonte
production	Oro - Medonte
general labourers	Ramara
general labourers	Ramara
labourers	Ramara
kitchen staff	Ramara
kitchen help	Severn
strong labourers	Severn
farm labourers	Severn
general labourer	Severn
drivers	Orillia
skilled labour	Oro - Medonte
seasonal workers	Oro - Medonte
labourer	Severn
room attendants	Severn
shift workers	Orillia
welders/labourer	Oro - Medonte
kitchen	Ramara

Management Positions	Area
project manager	Orillia
experienced managers	Orillia
administrative manager in financial industry	Orillia
general management	Orillia
executive	Oro - Medonte
managers	Orillia
customer service manager	Orillia
leaders/management	Oro - Medonte
senior management	Oro - Medonte

Other	Area
customer representatives	Rama
rn	Orillia
personal support workers	Orillia
baking/cake decorating	Orillia
real estate brokers	Ramara
graphic designers	Severn
rpn	Orillia
cash	Orillia
experienced parts people	Ramara
florists	Ramara
butchers	Severn
bike and ski instructors	Oro - Medonte

Salespeople	Area
sales associate	Orillia
sales associates	Orillia
sales associate	Orillia
sales	Orillia
sales	Severn
retail sales	Orillia
sales positions	Orillia
technical sales	Oro - Medonte
sales associates	Oro - Medonte

Trades and Technicians	Area
operations	Rama
automotive engine rebuilders	Orillia
certified carpenters	Orillia
on-site computer technician with proper skill set	Orillia
skilled trades	Orillia
cat operator	Orillia

Trades and Technicians	Area
qualified marine mechanic	Oro - Medonte
licenced plumber	Oro - Medonte
welder/fitter	Oro - Medonte
automotive technicians	Ramara
millwright	Ramara
marine mechanics	Ramara
marine mechanics	Ramara
service techs	Ramara
machine operator	Ramara
technicians	Ramara
specialized carpentry skills and experience	Severn
technicians	Severn
pharmacy technicians	Severn
mechanic	Severn
machine operators	Severn
carpenters	Severn
marine professionals	Severn
estimator	Orillia
carpet installers	Orillia
qualified technician	Orillia
licenced electrician	Oro - Medonte
estimators	Oro - Medonte
general machinist	Oro - Medonte
technicians	Oro - Medonte
skilled trades	Oro - Medonte
carpenters	Ramara
maintenance	Ramara
skilled trade	Severn
licenced hvac techs	Oro - Medonte
mechanical designer	Oro - Medonte
maintenance	Ramara
carpenters	Orillia
skilled trades	Orillia

WF4: HOW DO YOU CURRENTLY RECRUIT NEW EMPLOYEES?

WF4: If , please specify

If , please specify	Area
Human Resources department	Rama
HR department	Rama
New payroll system will allow people to apply directly online in future.	Orillia
Through current employees	Orillia

If , please specify	Area
Have not recruited in over 10 years.	Orillia
Kijiji	Orillia
Indeed	Orillia
Packet job opportunities	Orillia
monster.ca	Orillia
Good reputation, people want to work for us.	Orillia
Colleges and universities	Oro - Medonte
Kijiji	Oro - Medonte
Vet Tech programs	Oro - Medonte
Kijiji, Indeed	Oro - Medonte
Family/friends	Oro - Medonte
Industry and trade magazine classified ads	Oro - Medonte
Kijiji	Oro - Medonte
Not hiring	Oro - Medonte
Kijiji	Oro - Medonte
Workopolis, Indeed, etc.	Ramara
Custom workers	Ramara
Industry Specific Publications	Ramara
Local college co-op	Ramara
Indeed website	Ramara
WorkCabin	Severn
Internal HR department	Severn
Kijiji	Severn
Customers	Severn
College co-op programs	Severn

WF5.1: DOES YOUR BUSINESS HAVE DIFFICULTY RETAINING EMPLOYEES?

WF5.2: What are the reasons for these difficulties in retaining employees?

4.1.1.1 Retention Difficulties - Work Environment

If , please specify	Area
24/7 environment	Rama
Corporate culture is becoming more aggressive.	Rama
Stressful business	Orillia
owner's home	Orillia
Poor workplace attitude.	Orillia
hot, heavy work	Ramara
Plumbing/heating is an apprenticeship program and there can only be one apprentice at a time.	Severn

4.1.1.2 Retention Difficulties - Other

If , please specify	Area
School and employees want full time employment	Rama
Sometimes RN and RPN doesn't feel long term care offers role diversity that Hospital could offer.	Orillia
University students leaving, Gov't financial assistance to workers	Orillia
lack of experience	Oro - Medonte
Needed only on certain days of the week.	Oro - Medonte
Let go due to performance related issues	Oro - Medonte
The work is hard.	Oro - Medonte
skills	Ramara

5 COMMUNITY DEVELOPMENT

ADVANTAGES

Affordability	Area
Average lease/purchase costs	Severn
Low cost	Severn
Reduced cost of living	Oro - Medonte
Cost of property	Ramara
Less expensive commercial rent than Toronto	Severn
Low cost of living	Orillia
Cost of living	Orillia
Affordable on a relative basis	Orillia
Cost of housing	Ramara
Travel costs are low	Ramara
Work in community, not as many travel costs	Ramara
Cheaper operation costs	Ramara
Costs: lower than communities to the south.	Severn
Affordability	Severn

Demographics	Area
High senior population	Orillia
Retired people with higher income	Orillia
Retirement community	Orillia
Many potential customers	Orillia
Adequate size / demographic	Orillia
Seniors	Orillia
Large senior population	Orillia
Orillia is just the right size	Orillia
Growing diverse population	Oro - Medonte
Demand for long-term care services	Orillia
Concentration of prospective clients	Orillia
Critical mass of businesses	Orillia
Proximity to retirement and group homes	Orillia
Lower population	Oro - Medonte
People are fantastic in the municipal office, business and general population. This is a place where you can build relationships	Oro - Medonte
Right sized community	Ramara
Good density	Severn

Growth and Development	Area
Growing community	Oro - Medonte
Positioned for growth	Severn
Growing area	Severn
Growing arts community	Orillia
A growing community	Orillia
Area is growing	Orillia
Good economic development resources	Severn
Some good potential development in the future	Severn
Slow steady growth	Severn
Growing market	Oro - Medonte
Constantly growing/renovating	Oro - Medonte
Music, cultural and arts development	Oro - Medonte
Waterfront development	Severn

Labour	Area
Larger employers bringing employees into our area drive our economy	Orillia
Relatively competitive wages for the work force	Oro - Medonte
Labour forces	Severn
Dedicated employees	Severn

Land and Space	Area
Beautiful park land	Orillia
Land	Oro - Medonte
Land availability	Oro - Medonte
Location - Hub to Barrie, Orillia, Midland	Oro - Medonte
Availability and cost of land	Oro - Medonte
Great location in terms of the landscape and view	Ramara
Cost advantage land	Ramara
Lower cost of land then GTA	Ramara
Geographer landscape	Orillia
Availability of Leased Commercial space	Orillia
Land availability	Orillia
Cost of land purchase	Oro - Medonte
More opportunity for commercial business in Oro-Medonte	Oro - Medonte
Real estate	Ramara
Low land/real estate costs	Orillia
Available commercial space	Ramara

Lifestyle	Area
People prefer locally owned business	Rama
Cultural	Rama
Lake country - it's beautiful	Rama

Lifestyle	Area
Quality of Life	Orillia
Community atmosphere - community support and connection with people	Orillia
Quality workforce	Orillia
Recreation	Orillia
Physical setting	Orillia
Water front	Orillia
Lifestyle	Orillia
Lifestyle	Orillia
Lifestyle	Orillia
Quality of life - geographically and socially	Orillia
Small town living	Orillia
Low traffic	Orillia
Quality of Life	Orillia
Great place to live	Orillia
Best places to live on earth	Orillia
Lifestyle	Orillia
Quality of life	Orillia
Lifestyle	Orillia
Natural setting	Oro - Medonte
Lifestyle	Oro - Medonte
Outdoor recreation	Oro - Medonte
Community support	Oro - Medonte
Local, friendly residents	Oro - Medonte
Great recreation assets for residents and visitors	Oro - Medonte
Beautiful surroundings	Oro - Medonte
Environment	Oro - Medonte
Excellent area to live	Oro - Medonte
Small community feel	Oro - Medonte
Quality of life	Oro - Medonte
Lifestyle	Oro - Medonte
Natural product availability	Ramara
Community is sitting on two lakes - attractive	Ramara
Natural resources	Ramara
Lifestyle	Ramara
Lifestyle	Ramara
Good word of mouth	Ramara
Word of mouth	Ramara
Welcoming, small town feeling	Ramara
Long standing relation with community	Ramara
Lifestyle	Ramara
Terrific community spirit	Ramara
Strong small business sector	Severn
Setting: natural resources	Severn

Lifestyle	Area
Being a part of Ontario's Lake Country	Severn
Cottage country	Severn
Community likes to support local businesses	Severn
Local geography	Severn
Friendly small community	Severn
Quality of life for white collar workers	Severn
Slower pace than Toronto	Severn
Nice place to live	Severn
Small town	Severn
Lifestyle - raising children	Severn
Lifestyle	Severn
The overall area is very attractive	Rama
Community amenities - lakes, sports centres, outdoor living	Orillia
Community positive culture	Orillia
Small town feel	Orillia
Many professional people	Orillia
Small community	Orillia
Trails	Orillia
Clean, attractive, enticing to new residents	Orillia
Lifestyle	Orillia
Character of City	Orillia
Lifestyle	Orillia
Life style	Orillia
quality of life	Orillia
Availability of cultural and recreational facilities	Orillia
Access to outdoor activities	Oro - Medonte
Strong sense of community	Oro - Medonte
Our Chamber is very supportive of business, unlike other Chambers	Oro - Medonte
Rural - quality of life	Oro - Medonte
Local support	Oro - Medonte
Slow moving community vs fast paced GTA	Oro - Medonte
Good customer base - demographics are above average income in this area	Oro - Medonte
People	Oro - Medonte
Good networking	Oro - Medonte
Low stress living environment	Ramara
Friendly, honest people	Ramara
Outside recreation available	Ramara
Community and its residents	Ramara
Natural environment - nice place to live	Ramara
On the water	Ramara
Availability of natural resources	Ramara
Good relationship with building department	Ramara
Small community is more personal	Ramara

Lifestyle	Area
Longevity in community	Ramara
Waterfront	Ramara
Physical beauty	Ramara
Lifestyle is very good	Severn
Relaxing climate: feeling of community	Severn
Beautiful environment, slower pace	Severn
Limited resources means people come to your place of business	Severn
Comfortable relaxed, rural environment	Severn
Free parking on the street for customers	Severn
Access to lakes and cottage country	Severn
Very active community	Severn
Availability of product suppliers in area	Severn
Clean, low crime	Severn
Geography	Severn
Local support	Severn
Natural beauty	Severn
Cottage country	Rama
Projected-to-increase recreational opportunities	Orillia
Good water port	Orillia
Lifestyle	Orillia
Local attractions, water, skiing, trails, etc.	Orillia
Local support	Orillia
Strong Community	Orillia
Small town feel	Orillia
Good place to raise children	Orillia
Recreational opportunities	Oro - Medonte
We have beautiful surroundings	Oro - Medonte
Local business support and cooperation	Oro - Medonte
Small community feel	Oro - Medonte
Natural environment	Oro - Medonte
Nice area to drive in and to	Oro - Medonte
Relaxed rural atmosphere	Oro - Medonte
Excellent word of mouth	Ramara
Green space	Ramara
Way of life for retention of workforce	Ramara
Recreational activities	Ramara
Arts and festivals	Ramara
Lifestyle	Ramara
Nice area geographically, lakes, scenery	Severn
Active service organizations	Severn
Good support by fellow businesses	Severn
Activities - boating, golfing, skiing, snowmobiling, motorcycling, etc.	Severn
Minimal traffic	Severn

Lifestyle	Area
Scenic	Severn
Excellent community support for small business	Severn
Friendly people	Severn
Know people we work with	Severn
Small community, easy to get around	Severn
Lifestyle	Severn

Location	Area
Location - proximity to CT	Rama
Location - central to region served	Orillia
Good location between the GTA and Northern Ontario	Orillia
Location	Orillia
Proximity to GTA	Orillia
Central location for our market	Orillia
Location	Orillia
Downtown location	Orillia
Access to markets	Orillia
Proximity to GTA	Orillia
close to major highway	Orillia
Location, nice place to live	Orillia
Location of major highway	Oro - Medonte
Proximity to Toronto	Oro - Medonte
Location is very accessible	Oro - Medonte
On Hwy 11 corridor	Oro - Medonte
Close to highway	Oro - Medonte
Central to many places	Oro - Medonte
Placation between Barrie and Orillia	Oro - Medonte
Location is 1 hour north of Toronto	Oro - Medonte
Access to highway	Oro - Medonte
Highway Access	Oro - Medonte
Highway visibility	Oro - Medonte
Proximity to Hwy 11	Oro - Medonte
Great access to major highways	Oro - Medonte
Close to highway	Oro - Medonte
Close to hwy 400	Oro - Medonte
Proximity to the lake	Oro - Medonte
On a major highway	Ramara
Highway traffic, until they built the 404 around us	Ramara
Close proximity to Toronto	Ramara
Excellent location - good exposure	Ramara
Great location - beautiful area	Ramara
Our location is unique	Ramara
Centrally located	Ramara

Location	Area
Location	Ramara
Access to highways	Severn
Proximity to Highway 400	Severn
Good highways	Severn
Centrally located between Muskoka and GTA	Severn
Location - 1 hour from GTA	Severn
Major highways	Severn
Proximity to GTA	Severn
Required isolated location	Severn
Geographical location - whatever you want is within 45 minutes.	Orillia
Close to Hwy 11	Orillia
Easy access to highways	Orillia
Proximity to GTA	Orillia
Proximity to Toronto	Orillia
Proximity to major centers	Orillia
We are close to Orillia and major highways	Oro - Medonte
Location is 1 hour south of Muskoka	Oro - Medonte
Close to southern market	Oro - Medonte
Proximity to GTA and Barrie	Oro - Medonte
Proximity to airport	Oro - Medonte
Still close to GTA	Oro - Medonte
Highway access	Oro - Medonte
Location - great place to live	Oro - Medonte
Close to everything and near Lake Simcoe	Ramara
Our location is by the water	Ramara
Easy access by hwy 11 and 12	Ramara
Central location	Ramara
Proximity to the lakefront	Severn
Close to Lake Couchiching	Severn
Proximity to major highway/s	Severn
Good location	Severn
Proximity to major hubs	Severn
Proximity to provincial highway	Severn
Central hub to local area	Severn
Geography close to, but outside, the GTA	Severn
Proximity to airport	Severn
Location - proximity to Trend-Severing waterway	Rama
Proximity to GTA	Rama
Proximity to Toronto	Orillia
Access to highway system	Orillia
Close to larger centres when required	Oro - Medonte
Location close to Orillia, Barrie, GTA	Oro - Medonte
Close proximity to Orillia, Barrie and airport	Oro - Medonte

Location	Area
Close to airport	Oro - Medonte
Beautiful location	Oro - Medonte
Proximity to GTA and US markets	Oro - Medonte
Proximity to suppliers	Ramara
Our location is just 90 km away from GTA	Ramara
Central location	Severn
Access to major highways	Severn
Very close to highway 400 and highway 12	Severn

Municipal Services	Area
A very supportive Mayor and Council in Severn Township	Severn
Zoning	Oro - Medonte
The township is supportive	Ramara
Good relationship with township office	Ramara
Good township office cooperation	Ramara
BIA is good	Severn
Regional business centre for surrounding communities	Orillia
Access to township representatives, both staff and councillors	Oro - Medonte
Mayor Hughes	Oro - Medonte
Economic development in township	Ramara
Township office is easy to work with	Severn

Other	Area
Future potential	Orillia
Presence of higher educational institutions	Orillia
None	Orillia
Locally owned businesses	Orillia
Chamber of Commerce	Ramara
The residents	Ramara
Not a lot of competition	Ramara
Lots of unskilled work force	Ramara
Rich history	Severn
Good visibility	Severn
Stable market	Severn
Focused advertising and marketing	Rama
Transit time	Orillia
Horseshoe Resort	Oro - Medonte
Burl's Creek	Oro - Medonte
Consumer desire to buy locally	Oro - Medonte
Excellent neighbours	Ramara
Down town core	Ramara
Orillia is progressive to be near	Ramara

Other	Area
Good communications with local businesses	Ramara
Local papers like "The Villager" for advertising locally	Severn
Low entry level competition for many industries	Orillia
Post-secondary education provide a lot of potential	Orillia
Healthcare	Orillia
Less restrictions than operating in the GTA	Ramara
Good municipal relationships	Ramara
Competition/lack of competition	Severn
Typically good summer weather	Severn

Services	Area
Transportation	Oro - Medonte
Small, relatively diverse services are available	Severn
City has good health care	Orillia
Hydro power	Orillia
Public transit route	Orillia
All services are present	Orillia
Access to health care	Orillia
Safety, health services	Oro - Medonte
Cost advantage services	Ramara
Availability of services provided	Ramara
Hospital	Ramara
cost of hydro	Orillia
Hi-speed internet	Oro - Medonte
Lots of services and products available locally	Ramara
Good restaurants	Severn

Taxation	Area
Tax break for local band members	Rama
No business taxes	Rama
Taxes are lower than others	Oro - Medonte
Taxes are lower	Ramara
Decent tax rate	Ramara
Low taxes	Ramara
Low taxes	Ramara
Property taxes reasonable	Oro - Medonte
Severn still has reasonable tax rates compared to city	Severn
Tax incentives	Orillia
Reasonable tax rates	Oro - Medonte
Lower tax rates	Oro - Medonte
Lower property taxes	Ramara

Tourism	Area
Tourism	Orillia
Strong tourism	Severn
Lots of events	Severn
Tourism	Severn
Close to the casino and the traffic that it generates	Rama
Location - proximity to casino	Rama
Tourism in area	Rama
Consistent volume of tourism traffic	Rama
Additional business from cottagers	Oro - Medonte
Busy area - tourists	Oro - Medonte
Known tourist area	Oro - Medonte
Cottage Country - tourist attraction	Ramara
Possibility of new events	Oro - Medonte
Casino Rama	Ramara
People of community support local tourism industry	Ramara
Good seasonal tourism	Ramara
Close to Casino and Orillia	Severn
Friendly community, lots of tourists in the summer	Severn

DISADVANTAGES

Affordability	Area
Hydro/water costs	Orillia
Cost of living	Orillia
Electricity costs	Orillia
Perceived costs	Orillia
Affordability	Orillia
Internet access and Hydro are expensive	Oro - Medonte
Utility costs	Oro - Medonte
Lands costs	Oro - Medonte
Cost of advertising	Oro - Medonte
Cost of commercial space	Ramara
No access to affordable, dependable internet	Severn
Cost of hydro	Severn
It is expensive to do business here	Severn
No decent, affordable housing	Severn
Cost of electricity	Severn
Costing of housing	Orillia
Poor location of proposed Costco	Orillia
Electricity cost	Orillia
Transportation and cell phones rates are high	Oro - Medonte
Freight costs	Oro - Medonte
High hydro costs	Ramara
Cost of utilities	Severn
Lease and construction costs	Orillia
High utility costs	Severn

Demographics	Area
Needs little growth with time in population.	Rama
Low average income residence.	Orillia
Low percentage of people with post-secondary education	Orillia
Smaller community with fewer local opportunities	Orillia
Lack of downtown population/residency	Orillia
Economic demographic is very split - High/low, no middle class jobs	Orillia
Distance from population	Orillia
Welfare numbers too high	Orillia
People do not have money/are not willing to pay for service	Orillia
There are not enough high class equestrian farms	Oro - Medonte
Not enough people in Oro-Medonte compared to larger cities	Oro - Medonte
Very spread out	Oro - Medonte

Demographics	Area
Too few residents	Oro - Medonte
Area is remote - some don't like to drive	Oro - Medonte
Rural	Ramara
Lack of population/potential customers	Ramara
Need clients with larger budgets	Ramara
Average income is very low, rural area has few clients with big budgets	Ramara
Rural setting, lack of capacity	Ramara
Small town thinking on part of customers	Severn
Population base - need for for larger customer base	Severn
Lack of good suppliers, smaller inventories/selection of goods needed	Severn
Limited population	Severn
Small population	Severn
Small customer base	Severn
Limited population	Severn
Not much population growth	Severn
Small town	Severn
Small community, staffing	Severn
Disparity between have and have-nots	Orillia
Demographics - Retirement Community	Orillia
Doesn't seem to be enough educated people	Orillia
Not enough critical mass, not enough diversity, not enough job opportunities	Orillia
Population size	Oro - Medonte
Rural - no walk-in traffic	Oro - Medonte
need more population	Oro - Medonte
Not as much incidental traffic	Oro - Medonte
Average income is low	Ramara
Difficulty networking with other small companies	Ramara
Limited funds per capita	Severn
Small minded committees	Severn
small community size	Rama
Distance to Toronto	Orillia
Lack of qualified RNs and RPNs that want to stay in a small community	Orillia
slow population growth	Orillia
Need for more people living downtown	Orillia
Smaller customer base	Oro - Medonte
Socio economic status	Oro - Medonte

Demographics	Area
Lack of strong economic base	Severn
Economic base - diverse, lower disposable income in some cases	Severn
Too reliant on tourism, no larger industries/employers so customer demographic tends to be lower income	Severn
Distance to Toronto	Severn

Growth and Development	Area
Lack of development	Rama
Down town is under-developed	Orillia
Non-progressive attitude towards development	Orillia
Lack of industry	Orillia
Abandoned buildings in area.	Orillia
Lack of economic growth	Orillia
Lack of land for development	Oro - Medonte
Lack of infrastructure for industry, natural gas, fire service	Oro - Medonte
Manufacturing - too far from GTA to be a viable location	Ramara
No municipal development	Ramara
Economic development	Rama
No real economic development & action plan	Ramara
Not enough manufacturing	Severn
Poorly developed waterfront	Orillia
Lack of land to be developed for additional business	Orillia

Labour	Area
Workforce limitations / productivity	Rama
Poor labour pool	Rama
Lack of skilled trades people	Orillia
Lack of skilled workers	Orillia
Lack of training	Oro - Medonte
Poor workforce	Ramara
Low wages	Severn
Shortage of skilled labour	Orillia
Social demographically challenged workforce	Orillia
Not enough jobs offering full time employment and potential to grow.	Orillia
Lack of jobs	Orillia
Work force availability	Orillia
Access to workforce	Orillia
No workforce	Oro - Medonte
Small skilled labour market	Oro - Medonte
Lack of skilled/knowledgeable leadership to drive change in the municipality	Ramara
Not enough employment paying higher wages in down town core	Ramara
Lazy workforce	Severn

Labour	Area
Lack of qualified workers	Severn
No decent, well-paying jobs for spouses/partners	Severn
Lack of workforce	Severn
Small size of community - lack of work force	Orillia
Lack of skilled workforce	Oro - Medonte
Lack of skilled workforce	Ramara
Poor ratio of employable persons compared to to retired people	Severn
Limited availability of loyal, skilled workers	Severn

Lack of Facilities	Area
Lack of community recreation facilities	Orillia
Need unity as a cluster of Tourists destinations	Oro - Medonte
Infrastructure improvements needed	Severn
Bad phone and internet infrastructure	Severn
Infrastructure limitations	Severn
Infrastructure for immigrant workers	Severn
Lack of infrastructure services	Severn
Other than gambling, there are no other attractions nearby	Rama
Infrastructure	Rama
Internal structure for tournaments is restrictive, for example; no BBQ's	Orillia
No recreation facility - affects locals economy	Orillia
Lack of recreational facilities	Orillia
Lack of recreation facilities	Severn
Lack of community centre	Orillia
Not enough tourist attractions in Oro	Oro - Medonte
Zoning and infrastructure are not ready for pending growth. Commercial zoning is required in some key areas	Oro - Medonte
Be careful how we expand development outside of city centre	Ramara
Lack of Recreation centres	Ramara
Lack of tourist attractions	Ramara
No large convention facility	Severn
Lack of training facilities	Severn

Land and Space	Area
Running out of development land, that isn't owned by a major builder and developed by their affiliates	Orillia
Lack of serviced land	Ramara
Limited space availability	Rama
Larger geographical space	Oro - Medonte
Access to appropriate space	Orillia

Land and Space	Area
Not many building opportunities	Ramara
Stats to retailers are negative.	Severn
Limited rental units, limited landlords	Severn
Limited retail space	Severn

Location	Area
Geographic proximity to municipalities	Rama
Too close to Barrie, Barrie is seen as the preferred shopping destination	Orillia
Perception that Barrie is a better place to shop, just down the road	Orillia
Proximity to Toronto	Oro - Medonte
Remote location - all customers must drive to our location	Oro - Medonte
Far from GTA	Oro - Medonte
Location is residential area	Ramara
Location is more remote for customers	Ramara
Barrie is more desirable location.	Orillia
Unawareness of proximity to market	Orillia
Proximity to larger centers	Severn
Not far enough north to take advantage of Federal Government programs	Severn

Municipal Services	Area
Some by-laws are restrictive	Orillia
development building permit process	Orillia
Government red tape	Orillia
Dealing with township on building development	Oro - Medonte
Building dept./permit delays	Oro - Medonte
MTO regulation pertaining to Hwy 11 signage.	Oro - Medonte
Bylaws need some adjustment	Ramara
Uphill battles for rezoning	Ramara
Unattractive planning fees and development help	Severn
Zoning restrictions	Severn
Bylaws & regulations	Oro - Medonte
Township permit process too hard in Oro-Medonte says they are pro-business.	Oro - Medonte
Development fees	Ramara
Uphill battles on road rezoning and maintenance	Ramara
MTO restrictions	Ramara
MTO restrictions and bureaucracy	Ramara
Red tape discourages new business	Severn
Building department is inconvenient.	Orillia

Municipal Services	Area
Bureaucracy	Orillia
Slow process of getting from planning to permit stage to many levels of government.	Oro - Medonte

Other	Area
Not a lot of downtown parking or handicapped parking	Orillia
Not advertised/marketed well enough	Orillia
Parking system is not practical	Orillia
SAVE Oro attempt to close Burl's Creek	Oro - Medonte
Accessibility	Oro - Medonte
Lack of access to arts and culture	Ramara
Highway volume / Access	Ramara
Too much rock in area	Ramara
Lots of snowbirds	Ramara
Not seeing growth	Severn
Way-finding and signage is terrible	Severn
Not a lot of community help	Orillia
Down town is dead	Orillia
Competition with local owners	Orillia
Act individually and customer dissatisfaction at our discontinuity shows up on the comment cards.	Oro - Medonte
Confusion over the future plans for Hwy 11	Oro - Medonte
Marketing	Oro - Medonte
Generally conservative cultural environment	Ramara
County lines need to be marked better	Ramara
Lack of sidewalks - safety	Ramara
Supplier are not "next door". Have to wait for orders	Ramara
Lack of support with municipality	Ramara
Over policing of parking combined with bad parking options	Severn
Not seeing younger people move into the area	Severn
Uncaring municipal leadership	Severn
Sometimes isolated	Severn
Poor highway signage	Severn
No accommodations in the area	Severn
Lack of community promotion to encourage new residents.	Severn
More competition entering the market place with little growth	Severn
No competition, only Walmart and Canadian Tire	Severn
Too much personal knowledge of each other	Severn
Community has a lack of dedication to local contractors	Orillia
Parking	Orillia

Other	Area
Difficult to advertise for low/no fee	Orillia
Too many farmers	Oro - Medonte
Fragmented down town	Oro - Medonte
Lack of diversity	Ramara
Area reputation need to be elevated with better branding	Ramara
No official plan for Simcoe county	Ramara
Little or no research being done	Severn

Perception of Community	Area
Archaic view of business needs	Orillia
Lack of vision	Orillia
Most stores not friendly	Orillia
Anti-business residents who want to "Save Oro"	Oro - Medonte
Lack of communication in community	Ramara
Old Boy's Club mentality	Severn
City hall needs to listen to people	Severn
Old boys club	Orillia
Poor down town atmosphere	Orillia
Stagnant political arena	Orillia
Lack of progress under previous council	Orillia
City hall is/was disjointed	Orillia
Reputation that it's very difficult to get approvals in Orillia due to red-tape, a significant building deterrent	Orillia
Poor political attitude, short sightedness	Severn
Inappropriate management of down town core	Orillia

Seasonal	Area
We rely heavily on traffic that falls off in winter months	Rama
Seasonal	Oro - Medonte
Seasonal customers	Oro - Medonte
Still seasonable, unknown as a tourism destination - but festivals and events will change that	Oro - Medonte
Greatly dependent on weather	Ramara
Seasonal	Ramara
Slow in the winter except for ski resorts and snowmobiling	Severn
Seasonal	Severn
Winter conditions	Oro - Medonte

Seasonal	Area
Difficult driving conditions in the winter	Oro - Medonte
Our business is weather dependent	Ramara
Winter	Severn
Weather	Rama
Winter	Oro - Medonte
Weather, winter can be difficult	Ramara

Services	Area
Poor local bus service	Orillia
Some lack of support for local businesses	Oro - Medonte
Lack of internet	Oro - Medonte
Poor internet and cell service	Oro - Medonte
Lack of fibre optics	Oro - Medonte
No supplies	Oro - Medonte
Poor internet service and speeds	Oro - Medonte
Have to travel to Barrie for supplies a lot	Ramara
No local transit	Ramara
Lack of services - water and waste water	Ramara
Business dies off in the winter due to snowbirds	Ramara
No natural gas	Ramara
Lack of free networking opportunities for businesses	Severn
Lack of quality shops	Severn
Some areas still do not have high speed internet or cable TV	Severn
Lack of public transportation	Oro - Medonte
Poor internet service	Oro - Medonte
Lack of basic utilities like natural gas and high speed internet	Oro - Medonte
No water and waste water services	Oro - Medonte
No transit	Oro - Medonte
Internet speed	Ramara
Proximity to to GO train/bus	Ramara
Lack of doctors	Ramara
Lack of waste, water, garbage service	Ramara
Incredibly poor reliability for hydro	Ramara
Lack of additional businesses to serve as repeat customers	Severn
Lack of natural gas	Severn
Hydro is not reliable in some areas. Too many outages for local businesses	Severn
Rapid transit does not reach our community	Orillia
No rail service	Oro - Medonte
Hard to see public biddings for service contracts	Oro - Medonte
Frequent electrical power outages	Oro - Medonte
No business that can support us	Oro - Medonte

Services	Area
Lack of internet & cellular service in the whole community	Ramara
No close access to groceries	Ramara
Listing places for local businesses is very poor.	Ramara
Lack of hydro and internet	Ramara
Internet access is poor	Ramara
Businesses don't actively support each other.	Ramara
Public service	Severn

Taxation	Area
industrial/commercial property, development charges, taxes	Orillia
High cost of taxes is a deterrent	Orillia
Taxes and development fees too high	Orillia
Property taxes	Orillia
Land & business tax	Ramara
High taxes	Severn
Tax relative to rental rates	Orillia
municipal taxes	Orillia
Taxes	Oro - Medonte
Municipal taxes	Severn
High tax rates	Orillia
High taxes	Ramara
Highly government regulated and taxed	Severn

CHANGES

Affordability	Area
We need the price of fuel to drop off, or at least remain the same.	Rama
Reduction of overall utility costs	Orillia
Reduced business taxes and electricity costs.	Orillia
We need cost savings versus Toronto	Orillia
Lower municipal tax rates.	Orillia
We would like to see Costco come to Orillia.	Oro - Medonte
We need open lines of communications with the township to be able to work out rezoning issues. Rezoning need to be a more cost effective process.	Ramara
Getting companies to provide internet, natural gas and other cost saving energy sources.	Severn
The cost of operation can't continue to increase without negatively impacting small businesses.	Severn
Lower municipal tax rates.	Orillia
Lower hydro rates.	Oro - Medonte
We would like to see Costco come to Orillia.	Oro - Medonte

Bureaucracy	Area
The sign by-law needs to be more user friendly.	Orillia
We need fewer layers of government, eliminate townships and go county level.	Oro - Medonte
Less restrictions	Oro - Medonte
Streamlining industry specific permit approvals, possibly offering a certification program.	Severn
Zoning is is an all important issue for our business	Severn
The sign by-law needs to be more user friendly.	Orillia
Less township restrictions	Oro - Medonte
We need fewer layers of government, eliminate townships and go county level.	Oro - Medonte
There needs to be a a regional strategic plan focused on tourism development which businesses and government will support.	Oro - Medonte
Create a quicker turnaround time from planning to permit.	Oro - Medonte

Better Internet	Area
Affordable high speed internet with acceptable data levels.	Oro - Medonte
Acquire consistent access to internet	Oro - Medonte
We need good internet access with fair pricing.	Oro - Medonte
Improvements in the internet.	Oro - Medonte

Better Internet	Area
Increase in internet service.	Oro - Medonte
There must be better internet connectivity.	Severn
High-speed internet/cable for all areas	Severn
An internet solution.	Severn
Affordable high speed internet with acceptable data levels.	Oro - Medonte
We need good internet access with fair pricing.	Oro - Medonte
Improvements in the internet.	Oro - Medonte
Increase in internet service.	Oro - Medonte
Better access to high speed internet.	Ramara
There must be better internet connectivity.	Severn

Growth and Development	Area
There should be more development in the community like resorts, hotels and outlet malls.	Rama
New owner at the casino. Development of Rama Road corridor.	Rama
Orillia should assert the fact that it could be the most appealing and lucrative place to do business. In order to do that Orillia must work diligently to be a petri dish for growth. In doing this, Orillia should not follow what others had done in the past but should embark on their own direction.	Orillia
More attraction of larger companies setting up headquarters here. This will create more opportunities for employment and also bring people to our community to spend their income with local businesses.	Orillia
Efforts to attract more "white collar" industry	Orillia
Further retail and commercial growth in the community to create greater opportunities across the board.	Orillia
There should be more incentive given for businesses to come to town.	Orillia
Industrial growth.	Orillia
More industry.	Orillia
Addition of Hydro One facility.	Orillia
Less social assistance. Need more programs teaching people appropriate jobs skills.	Orillia
Increased customer base.	Orillia
We have to establish a vision of what we want our community to be. This has to start at city hall, with all the right people.	Orillia
We need to encourage more good places of employment in manufacturing and high tech to relocate here.	Orillia
The area should bring in more manufacturing businesses to expand the base.	Orillia
Old Paterson dealership property should become residential apartments.	Orillia
Improvement in the city's ability to attract new businesses to the area.	Orillia
Reduce development charges.	Oro - Medonte
Airport development.	Oro - Medonte
Generate more growth	Oro - Medonte

Growth and Development	Area
More residential and commercial development.	Oro - Medonte
A larger community of potential customers to draw from through more housing development.	Oro - Medonte
More land should be made available for development.	Oro - Medonte
We would like to see increased availability of manufacturing and industrial land.	Oro - Medonte
To be more aggressive in attracting residents and businesses.	Oro - Medonte
More growth and development.	Ramara
Growth and development.	Ramara
Water front development with enough electrical, waste water, etc. for food trucks.	Ramara
Subdivision and industrial park development to increase the population base.	Ramara
Development charges are high considering we do not see the benefits in this end of the township.	Ramara
Development charges are high and this discourages people with average incomes from developing in this area.	Ramara
Increase in economic development.	Ramara
Growth.	Severn
More industry, better paying jobs.	Severn
Invite businesses to locate rather than hit them with fees, development charges and planning issues.	Severn
More growth.	Severn
I would like to see young professional people attracted to the Orillia area and continued economic growth.	Severn
Residential growth outside Westridge.	Severn
Commercialize. They focused on keeping Orillia small and a retirement village. How can anyone plan to succeed when they make minimum wage? Simply raising minimum wages is not the answer.	Severn
I feel this community needs to improve in order to attract new business.	Severn
I would like to see more young families enter the area to provide a larger workforce.	Severn
Economic development	Rama
Commercial and residential development.	Orillia
We need more large "anchor" businesses that will help the community.	Orillia
There should be more incentive given for businesses to come to town.	Orillia
Addition of Hydro One facility.	Orillia
We have to establish a vision of what we want our community to be. This has to start at city hall, with all the right people.	Orillia
Easier building development process.	Orillia
Old Paterson dealership property should become residential apartments.	Orillia
Airport development.	Oro - Medonte
An increase in population density	Oro - Medonte

Growth and Development	Area
More land should be made available for development.	Oro - Medonte
We would like to see more businesses in town.	Oro - Medonte
To be more aggressive in attracting residents and businesses.	Oro - Medonte
Attract more high density industry to the area.	Oro - Medonte
Music, cultural and arts growth.	Oro - Medonte
More residents and business	Ramara
More growth and development.	Ramara
The township should be encouraging small businesses to start up in less populated areas.	Ramara
Water front development with enough electrical, waste water, etc. for food trucks.	Ramara
Development charges are high considering we do not see the benefits in this end of the township.	Ramara
Development charges are high and this discourages people with average incomes from developing in this area.	Ramara
Increase in economic development.	Ramara
More industry, better paying jobs.	Severn
Development of a walk along the Coldwater River.	Severn
We need more manufacturing.	Severn
The farmers market was handled poorly. People in the market were not consulted.	Severn

Hospital	Area
Good hospital.	Severn
Good hospital.	Severn

More Infrastructure	Area
An increase in capacity / infrastructure.	Rama
Roads and infrastructure.	Rama
There seems to be a lack of good options for products and services in this area.	Rama
A sense that we have an excellent local business community that offers a wide variety of product and services.	Oro - Medonte
Install better internet services.	Oro - Medonte
Services to industrial parks, we could use fire hydrants and natural gas.	Oro - Medonte
There needs to be more infrastructure and serviced lots.	Ramara
Sidewalks in Rama.	Ramara
Develop area on the east side of Ramara/Atherley bridge with more restaurants, etc.	Ramara
Extension of sewage and water services.	Severn
An increase in capacity / infrastructure.	Rama

More Infrastructure	Area
Roads could be maintained better.	Orillia
Cellular infrastructure - is poor capacity during Concerts at Burl's Creek.	Oro - Medonte
Services to industrial parks, we could use fire hydrants and natural gas.	Oro - Medonte
There needs to be more infrastructure and serviced lots.	Ramara
Make part of down town cobblestone, traffic free, cafes, etc.	Ramara
Infrastructure upgrades to Hwy 12 - Hwy 11 interchange.	Ramara
Septic and water services.	Ramara
Sidewalks in Rama.	Ramara
More serviced land would encourage development. Serviced land between the Atherley bridge and the road to the casino would capture high business development.	Ramara
Extension of sewage and water services.	Severn
Infrastructure improvements.	Severn

Other	Area
From the start, the Corporation of the City of Orillia elected officials and staff must have a welcoming spirit to all potential investment in Orillia. Orillia needs to pursue business and may need to provide windfalls or savings for investors and developers to come to Orillia.	Orillia
Big box etc. taking more market share.	Orillia
We need a better snow removal system	Orillia
Making this area a nation centre for for security/policing.	Orillia
Do not turn Oro-Medonte into a bedroom community. Farmland should be preserved.	Oro - Medonte
Allowing us to bid on any tree removal projects that Oro-Medonte takes on in the future.	Oro - Medonte
Improving attitude and outlook of potential employees.	Oro - Medonte
An amicable solution for the Burls Creeks debate.	Oro - Medonte
Increase diverse population.	Oro - Medonte
Increased access to arts and culture, perhaps in partnership with University/College.	Ramara
Lake Simcoe Regional Conversation Authority has too much control and it makes it very expensive to build on the lake.	Ramara
In support of agriculture I would like to see a concentrated effort put into bringing the food processing industry to our area.	Ramara
Don't want to see change. Like small town feel with no big box stores.	Ramara
We need the full understanding and support	Ramara
Approve official county plan.	Ramara
We need much easier, friendly dealings with various township departments. Stop treating a business like and adversary.	Ramara
Relaxing barriers for new businesses	Severn
Way-finding and signage	Severn

Other	Area
Education and quality of life of residents.	Severn
Nobody is hungry enough for a change or a better way	Severn
More security and visible police in the city core at all times.	Orillia
We need a more stable council.	Orillia
Focus on long term businesses and residential communities.	Oro - Medonte
Increase diverse population.	Oro - Medonte
Increased access to arts and culture, perhaps in partnership with University/College.	Ramara
More support for Ontario's Lake Country.	Ramara
Approve official county plan.	Ramara
More year round residents with higher income levels.	Severn
More affordable fresh food to be available.	Severn
Education and quality of life of residents.	Severn
More complimentary business start-ups.	Severn

Parking	Area
Free parking at all times.	Orillia
Increased parking.	Orillia
Paved parking in the Coldwater arena and proper signage.	Severn
Free parking at all times.	Orillia
Paved parking in the Coldwater arena and proper signage.	Severn

Recreation Facilities	Area
Build the MURF. It will produce many tangible results. A healthy, active community is more profitable.	Orillia
MURF!	Orillia
Construction of community centre and Matchedash lofts.	Orillia
Completion of a recreation centre.	Ramara
Multi-use Recreation Center	Severn
Recreation facilities.	Orillia
The MURF should be realized.	Orillia
Get the recreation center built.	Orillia
Completion of a recreation centre.	Ramara

Revitalisation	Area
Improved down town/waterfront.	Orillia
Fill empty stores/buildings.	Orillia
Waterfront development.	Orillia
Fill the empty stores on the main street.	Orillia
Let's get the Port building done and waterfront developed so that business will attract boaters.	Orillia

Revitalisation	Area
The city overall is doing a good job at trying to improve business. It's nice to see that the city is focusing on the downtown and waterfront.	Orillia
Downtown revitalization, including open access to the waterfront, demolition and clean-up of abandoned or condemned properties.	Oro - Medonte
The local business in the area should pull together to improve appeal to our customer base. Improve the Craighurst area as a shopping destination.	Oro - Medonte
More pride of ownership in our town.	Ramara
Waterfront, downtown development.	Ramara
Improved internet.	Ramara
Face lift for the main street; empty buildings and maintenance.	Ramara
Well planned and implemented waterfront development including some commercial development	Severn
Improved down town/waterfront.	Orillia
Fill empty stores/buildings.	Orillia
Beautiful the city, starting with the down town core, by working with private developers.	Orillia
The city overall is doing a good job at trying to improve business. It's nice to see that the city is focusing on the downtown and waterfront.	Orillia
Improved internet.	Ramara

Services	Area
We could use better bus service in terms of coverage area and more times that coordinate with employers start times.	Orillia
Install fibre optics in industrial park.	Oro - Medonte
A transit system developed in Severn.	Oro - Medonte
A municipal water system in Atherley would be greatly beneficial.	Ramara
Consistent cell service.	Oro - Medonte
A municipal water system in Atherley would be greatly beneficial.	Ramara
Natural gas should be made available.	Ramara
Bring in natural gas.	Severn

Taxation	Area
We would like to see a review of taxes.	Orillia
The industrial tax rate should be lowered.	Orillia
Lower taxes, including making hard decisions about spending financials.	Orillia
Lower taxes. Natural gas.	Oro - Medonte
A conservative government that wouldn't tax small business so much.	Severn
More tax incentives.	Severn
We would like to see a review of taxes.	Orillia
The industrial tax rate should be lowered.	Orillia

Taxation	Area
Lower taxes to do business.	Ramara
Need lower taxes and development charges.	Ramara
Promote new business such with relief for taxes and relaxed restrictions in other areas. The municipality should work with businesses more.	Ramara
More tax incentives.	Severn

Tourism	Area
Focus city marketing more firmly on being, Orillia, the "Sunshine City".	Orillia
Increased involvement in the events and destinations in the surrounding Oro-Medonte area. Events are helping. Let tourists know that Oro-Medonte is a destination.	Oro - Medonte
We need more commitment from local municipalities and the county to make this a real tourism destination.	Oro - Medonte
Improve side roads and beautify the area. Give tourists the feeling that they are entering a unique, upscale area.	Ramara
There is a great opportunity to build a convention center.	Severn
Create a strong highway sign presence informing tourists of the specific attractions available to them.	Orillia
Focus city marketing more firmly on being, Orillia, the "Sunshine City".	Orillia
There needs to be fewer tourism groups covering larger regions.	Oro - Medonte
We need more commitment from local municipalities and the county to make this a real tourism destination.	Oro - Medonte
More winter festivals.	Ramara
Improve side roads and beautify the area. Give tourists the feeling that they are entering a unique, upscale area.	Ramara
There is a great opportunity to build a convention center.	Severn

If , please specify	Area
Creating a down town that is safe and where residents actually wanted to travel to.	Orillia
funding/assistance with low income seniors	Orillia
free workshops	Orillia
Info on programs or assistance to help with our office relocation.	Orillia
Interaction with the Oro-Medonte Chamber of Commerce	Oro - Medonte
Arborist training	Oro - Medonte
Not applicable to our business	Oro - Medonte
An update of policies and procedures - We have a co-op to come in and do an ISO certification.	Oro - Medonte
Assistance to go to export development trade shows	Oro - Medonte
Publishing	Oro - Medonte
Funding is always a challenge	Ramara
Website information/development	Ramara
Government grants to pay for property, wages and training	Severn
Heritage designations in Severn	Severn

6 COMMUNITY SPECIFIC INFORMATION

CDC1d: Please explain why have you not accessed the CDC services?

Please explain why have you not accessed the CDC services?	Area
I do not know anything about the CDC.	Oro-Medonte
I'm not sure what the CDC could offer.	Ramara
CDC services do not apply to my business.	Oro-Medonte
I did not know that the CDC existed.	Oro-Medonte
Not aware of CDC services.	Oro-Medonte
We have no need of CDC services at this time.	Oro-Medonte
We were not aware of the CDC.	Severn
We were not aware of the CDC.	Severn
I have a niche market and low need for CDC services.	Severn
I don't know that the CDC has anything for me.	Orillia
We have no real need for the CDC's services.	Severn
I was not aware of what services the CDC provided.	Severn
We are not familiar with CDC services.	Orillia
We are not keeping up, we need more administrative staff.	Oro-Medonte
I didn't know about the CDC until now.	Oro-Medonte
From a business perspective, we have not had the need for the CDC.	Severn
We have a strong corporate relationship.	Severn
We were not aware of the CDC.	Oro-Medonte
We were not aware of the CDC.	Ramara
We do not know what services the CDC provides.	Oro-Medonte
We did not need any CDC services.	Orillia
CDC services do not really pertain to our type of business.	Oro-Medonte
I am not aware of the service that the CDC offers.	Severn
Things are going smoothly for us.	Orillia
We do not require help from the CDC.	Oro-Medonte
We have not needed CDC services.	Severn
Too shy.	
Unsure of costs.	Severn
Unable to made time commitment.	

Please explain why have you not accessed the CDC services?	Area
I do not know what the CDC offers. Not sure what benefit I would get from them.	Oro-Medonte
We have no need for the services of the CDC.	Orillia
We are not aware that the CDC exists.	Ramara
We never had a need for CDC services.	Orillia
We do not need nor do we have time for CDC services.	Oro-Medonte
I wasn't aware of what CDC services were available.	Ramara
We have no need for CDC services.	Orillia
We do not know what is available through the CDC.	Orillia
We have not required any of the CDC services.	Oro-Medonte
We are not aware of the CDC.	Rama
We have no need for CDC services.	Severn
We have no need for CDC services.	Severn
We have no need for CDC services.	Orillia
Not sure what the CDC offers.	Orillia
I think our business is too big to benefit from CDC services.	Orillia
I didn't know about the organization/services.	Orillia
Never thought about it.	Oro-Medonte
No need for CDC services.	Ramara
Not aware of what services the CDC provides.	Orillia
We have no need for CDC services.	Orillia
Did not know of the CDC.	Oro-Medonte
No reason to use CDC services.	Oro-Medonte
Not aware of services of CDC.	Ramara
Not aware of all the CDC services.	Orillia
The CDC services are not relevant to our business.	Oro-Medonte
Didn't know that the CDC had any service I could access.	Ramara
We have not heard of the CDC.	Ramara
We did not need a CDC loan.	Severn
I didn't know about the services they offer. Not always sure if opportunities are truly free or if there are additional costs/catches.	Orillia
We did not know about the CDC.	Ramara
Did not know about the CDC.	Oro-Medonte
Aware of CDC services but never felt the need to contact them.	Ramara
No need for CDC services.	Ramara
Get all our support from corporation headquarters.	Orillia

Please explain why have you not accessed the CDC services?	Area
CDC funding is not relevant to our business, we have other options.	Orillia
We require highly specialized training.	
We must follow franchise guidelines.	
No need for CDC services.	Orillia
We didn't see any CDC program that applied to us.	Orillia
The CDC services are not necessary for our business.	Oro-Medonte
I didn't think I would qualify for CDC services as I am seasonal.	Ramara
We haven't required the services of the CDC.	Ramara
I haven't felt the need for CDC services.	Oro-Medonte
I am not familiar with the CDC.	Oro-Medonte
We looked into the CDC when we started and found that the process was much like other government services in that it was too complicated/long.	Severn
I have just become familiar with the services of the CDC.	Ramara
We do not need CDC services.	Oro-Medonte
Did not know the CDC existed.	Severn
Am a board and committee member.	Orillia

CDC2c (second c): If No, why are you not satisfied with Ontario Lake Country's efforts?

If No, why are you not satisfied with Ontario Lake Country's efforts?	Area
Lake Country employees are fantastic. The structure is too governmental with fees, memberships, etc. which is ridiculous. They only serve their own membership which is not in the best interest for anyone .	Severn
Barrie is not included.	Oro-Medonte
Transient tourists are not our customers but cottagers are.	Severn
OLC's focus is diluted and generic.	Orillia
I need the focus of my promotion to be specific to Orillia and it's waterfront.	
We felt as if their efforts weren't sufficient. We saw a map book and a couple of signs on the highway.	Ramara
We get low hits from the OLC sites to our company sites.	Oro-Medonte

CDC2d: Why do you not work with Ontario's Lake Country?

Why do you not work with Ontario's Lake Country?	Area
My business is international tourism.	Severn
We work with OLC but retail is on the periphery of their mandate.	Severn
I do not know anything about OLC.	Oro-Medonte
I did not know that OLC existed.	Oro-Medonte

Why do you not work with Ontario's Lake Country?	Area
Unaware of OLC services.	Oro-Medonte
The efforts of OLC are not specific to our industry.	Orillia
There are too many companies trying to sell me advertising and I already have all the work I can handle.	Severn
We are not aware of OLC.	Severn
I am not sure of what OLC does. I have time limitations.	Orillia
Fees.	Severn
Barrie is not included.	Oro-Medonte
We are not a tourist attraction but they use our services often when they have car trouble in this area.	Ramara
We don't know how become involved with OLC.	Orillia
I need more information about what OLC does.	Severn
We have no need to work with OLC.	Orillia
Not enough tourist business.	Orillia
We are looking into getting involved with OLC.	Ramara
We don't know what OLC could do to help us.	Orillia
I am not certain what OLC does.	Rama
Operationally it is challenging because it requires more manpower.	Oro-Medonte
Never needed to work with OLC.	Oro-Medonte
Do not know of OLC services.	Oro-Medonte
It's not just the OLC. We only have a small advertising budget	Orillia
Business not directly related to tourism.	Orillia
Did not know OLC existed.	Oro-Medonte
I do not know what OLC does.	Orillia
We have no need for OLC's services.	Ramara
No need.	Ramara
I advertised in magazine.	Oro-Medonte
Didn't know about Ontario's Lake Country.	Ramara
Did not know of OLC.	Ramara
We do very little print advertising.	Ramara
Our advertising is targeted to niches, we do not broadcast.	Ramara
There is a cost to participate and I don't think we would benefit since we are right on the highway and have good exposure.	Ramara
I am unaware of OLC.	Severn
I had never heard of OLC.	Severn
My business deals more with seasonal resident tourists than with transient day tourists.	Severn

CDC5: WHAT, IF ANY, KEY FACTORS OR BARRIERS ARE PREVENTING YOUR BUSINESS FROM EXPANDING INTO ANOTHER SEASON, EITHER PHYSICALLY OR DUE TO PRODUCT DEVELOPMENT NEEDS?

What, if any, key factors or barriers are preventing your business from expanding into another season, either physically or due to product development needs?	Area
It is hard to find seasonal help.	Oro-Medonte
I want to expand my business so that I can do sales and service in the winter as well as the summer. Township development fees are so restrictive that I cannot expand my building.	Severn
No desire to expand into the winter season.	Severn
There is excess capacity in our industry.	Orillia
Winter is our busy season. We close in summer except for when it rains all day long.	Severn
We would need to build a facility with washrooms, showers, etc.	Oro-Medonte
The lack of a water system in Atherley limits what we can do.	Ramara
Lack of profit in recent years.	Severn
Human energy.	Oro-Medonte
Physical space on existing property to expand or build storage space.	Severn
More competition is needed.	Severn
It is too hard to extract stone during the winter.	Ramara
Customers don't usually get any tree work done in the winter.	Oro-Medonte
We operate year round and there are many seasonal attractions in our area.	Oro-Medonte
There needs to be more municipal investment. For example, more cycling infrastructure is required so that we can truly stand out from other areas.	Oro-Medonte
In the winter we do snow plowing and that business is very competitive.	Severn
Not able to put up direction signs to help customers get to our location.	Severn
Lack of capital.	Oro-Medonte
Lack of attendance/tourist traffic.	Medonte
Seasonal	Ramara
We are busy during the winter and summer but we have considered opportunities to expand paddling into local pools.	Orillia
Business is seasonal but there is not much that can be done about it.	Severn
We are a mobile food truck and catering business so building requirements, etc., affect this.	Ramara
Seasonal but have to live with it.	Severn
The business is seasonal and shortening the road half-load season would be a help.	Ramara
It is more difficult in winter but there is not much we can do about the building industry.	Orillia
We are seasonal but it works for us. This increases a company's chances of coming back to us during to peak seasons.	Orillia
Not seasonal	Orillia
The natter of the business is seasonal and not much can be done about it.	Oro-Medonte

What, if any, key factors or barriers are preventing your business from expanding into another season, either physically or due to product development needs?	Area
Traditionally this is a summer business but we have been trying to add winter attractions.	Orillia
Not applicable, as this is contingent upon approval by mandating body.	Orillia
Lack of affordable advertising opportunities.	Orillia
Would have to find other products to manufacturing. That is a big barrier.	Oro-Medonte
We are more successful in the fall, winter and spring. The problem is that in summer all the focus goes into the events themselves and it is assumed that the inherent spin off if is good for all local businesses. It is often not.	Orillia
Downtown is not an attraction destination. It can be a scary place to go.	
Winter weather.	Oro-
Afraid of further restrictions being applied.	Medonte
Winter weather is very poor for business. There is a need for encouraging people to enjoy winter sports in Ramara.	Ramara
Weather affects sales. Hot humid weeks and snowstorms slow traffic, but it generally balances out.	
	Orillia
People seem to be more affected by time versus season. People come in when they have time and can make that project work.	
Thinking of getting into motorcycles to catch more summer market. Need to expand. Townships should be opened to off road ATV industry. Councils need education about the real impact of ATV activity.	Ramara
Seasonal population, most customers are cottagers.	
Product development is possible but not interested.	Ramara
Seasonality of staffing; demand high in peak season and low in off season.	
Attracting customers in winter; we are selling winter activities.	Ramara
Business not affected by season.	Orillia
Limited population, demographics, snowbirds.	
People are buying waterfront and not becoming engaged in the city	Orillia
Space - We are being conservative in decision making due to slow growth in Orillia over the last 10 years. We would have risked committing to a larger space if there was more growth.	Orillia
The operation of Parks Canada and the parks system is a limiting factor.	Severn
People are not coming to our area other than summer. There is no off-season tourist attraction program.	Ramara
Figuring how to get our regular products out here in the off season. Not sure if it is worth the effort.	
The off season is when we catch up on infrastructure improvements.	Oro-Medonte

CDC7: WHAT IS THE BEST WAY FOR THE MUNICIPALITY TO INFORM BUSINESSES OF NEW AND UPCOMING PROJECTS/OPPORTUNITIES?

CDC7: If , please specify

If , please specify	Area
Instagram	Orillia

CDC7: If , please specify

If , please specify	Area
The Villager	Severn
Chamber of Commerce	Ramara
email	Severn
Text	Oro-Medonte
Word of mouth	Severn
newspaper	Orillia
Newspaper	Severn
walk the street	Orillia
Letters in Tax bill	Orillia
email	Oro-Medonte
Face to Face come to us	Ramara
email, face to face networking	Orillia
Targeted email	Severn
Tax bill inserts	Ramara
newspaper	Orillia

CDC8: WHAT IS THE BEST WAY FOR THE MUNICIPALITY TO GATHER FEEDBACK FROM BUSINESSES?

CDC8: IF , PLEASE SPECIFY

CDC8: IF , PLEASE SPECIFY

If , please specify	Area
email	Severn
email	Oro-Medonte
Visit business locations	Severn
Incentive based	Ramara
Direct communication with Director of Public Relations	Rama
In person	Oro-Medonte
Face to Face interviews like the BR+E Interview	Orillia
Committee of invested and knowing community people and pick their brains.	Orillia
email	Oro-Medonte
email	Oro-Medonte
Face to Face survey	Ramara

If , please specify	Area
One-on-one conversations and business visits	Orillia
email, face to face networking	Orillia

CDC9: WHICH OF THE FOLLOWING DO YOU SEE AS KEY FACTORS TO THE FUTURE DEVELOPMENT OF THE ORILLIA WATERFRONT?

If , please specify	Area
It is fine the way it is.	Severn
Cautious commercial development	Orillia
Two story building in park with restaurant	Severn
No commercial or residential development	Ramara
... start by reaching out on an individual basis	Orillia
Keep what green space we have and buy Legion property.	Orillia
New Port of Orillia building	Orillia
Need restaurants for tourists on waterfront	Oro-Medonte
Need a restaurant on the water.	Orillia
Activities such as train/boat cruise.	Orillia

CDC10: WHAT DO YOU SEE AS THE KEY AREAS OF FOCUS TO BUILD A STRONGER DOWNTOWN?

Other	Area
improved traffic flow.	Orillia
fill the empty stores.	Orillia
turn the main street into a walking area with street merchandising, bars, dining and music for the summer.	Severn
diversity in businesses, more entertainment/food venues.	Oro-Medonte
there is nothing pulling me down town.	Orillia
more quality stores. lately it seems that the downtown core has become full of bars.	Severn
learn from other cities that have good down towns.	Severn
there are none that would affect our business.	Orillia
fill the empty stores down town.	Orillia
avoid tall buildings in down town area.	Orillia
transportation.	Ramara
a strong downtown requires more than just shopping to engage the public. there need to be a meeting/event area that drives people into the area.	Orillia
lower taxes and fees to fill the empty spaces.	Ramara
good businesses.	Orillia
create a place for youth to hangout.	Orillia
more support for local businesses from the municipality.	Ramara
create a gas light district within the environment without upsetting the existing climate.	Rama
I would like the community to spend tax payers' money like it is their own. non-performing or unused assets should be sold	Orillia

Other	Area
the more the down town core is promoted the more it hurts the fringe down town areas.	Orillia
the comments noted in question 9. greater variety and more relevant businesses downtown. more mainstream stores, not enough businesses that cater to younger people and young families. clothing for younger demographic.	Orillia
recreation centre, more re-development, encouragement to fill-in the gaps in down town.	Severn
the city has failed in their duty to support the community.	Orillia
not buying a Front St. plaza and tearing it down.	Orillia
keep businesses in the core not by the university.	Oro-Medonte
accessible living for young seniors.	Ramara
they have been doing a good job . better in the last 5 years	Oro-Medonte
wonderful downtown, but there is room for improvement.	Orillia
diversify commercial shops. make it a destination.	Orillia
this is an incredible community. it has small town appeal and big town protection	Orillia
the perch festival has seen its day.	Orillia
link the downtown area to the water. right now it is quite separated.	Severn
improved traffic flow.	Orillia
fix Orillia and you will fix down town.	Orillia
remove drug addicts from downtown.	Severn
access/	Orillia
there is nothing pulling me down town.	Orillia
get more stores so people will not have to go to the Barrie malls to shop.	Orillia
be selective about the businesses starting up in the down town area.	Severn
make Orillia a destination location.	Ramara
loosen some of the down town sign restrictions.	Orillia
fill the empty stores down town.	Orillia
there should be more general purpose	Orillia
avoid tall buildings in down town area.	Orillia
the waterfront looks great but a couple streets back need improvement.	Ramara
transportation.	Ramara
customer experience.	Orillia
good businesses.	Orillia
bigger named stores.	Severn
create more shelters for the homeless.	Orillia
create a place for youth to hangout.	Orillia
help small businesses be more stable, costs are high.	Ramara
more support for local businesses from the municipality.	Ramara
I don't know if I would like my child to come to Orillia in university due to the rough down town area.	Rama
create a gas light district within the environment without upsetting the existing climate.	Rama

Other	Area
the comments noted in question 9. greater variety and more relevant businesses downtown. more mainstream stores, not enough businesses that cater to younger people and young families. clothing for younger demographic.	Orillia
they should close the main street to vehicles between certain points.	Oro-Medonte
they need to identify their down town core and then identify the flow. where does the traffic go?	Orillia
the city has failed in their duty to support the community.	Orillia
beautiful city in general.	Orillia
turns should not be allowed at the intersection of West and Mississaga.	Orillia
not buying a Front St plaza and tearing it down.	Orillia
accessible living for young seniors.	Ramara
wonderful downtown, but there is room for improvement.	Orillia
encourage more quality stores to fill empty store locations.	Ramara
the perch festival has seen its day.	Orillia

More Parking	Area
get rid of parking meters.	Severn
more parking.	Orillia
parking	Severn
free parking.	Orillia
gardening in the public parking areas would show community pride.	Severn
appropriate parking. it is very difficult to find spaces.	Orillia
free parking.	Orillia
free parking.	Severn
better parking.	Orillia
improve parking.	Orillia
parking.	Orillia
parking.	Orillia
free 45 minutes parking.	Ramara
more parking with a smaller footprint	Orillia
limited free parking.	Orillia
get rid of parking meters.	Severn
free parking.	Orillia
gardening in the public parking areas would show community pride.	Severn
parking close to businesses.	Orillia
appropriate parking. it is very difficult to find spaces.	Orillia
better, expanded parking.	Orillia
free parking.	Severn
improve parking.	Orillia
parking.	Orillia
parking.	Orillia
free 45 minutes parking.	Ramara

Residential Development	Area
higher residential and retail development.	Oro-Medonte
more residential close to down town. redevelopment of former industrial lands.	Oro-Medonte
we do not need residential development downtown.	Orillia
more residential development.	Orillia
residential development.	Orillia
increasing people living downtown.	Orillia
build condos to increase residential density and foot traffic.	Orillia
we do not need residential development downtown.	Orillia
more residential development.	Orillia
increasing people living downtown.	Orillia
we need more people living down town.	Orillia
increase density of population but do not give up park space.	Orillia
build condos to increase residential density and foot traffic.	Orillia

Waterfront Development & Improvement	Area
waterfront development can hurt the non-waterfront businesses. 80% green space and 20% to service it.	Orillia
waterfront development.	Orillia
improve the waterfront.	Ramara
more attractive waterfront will improve the downtown core. Orillia has a wonderful waterfront but limited space for tourists, boaters and locals to enjoy it more.	Orillia
waterfront development can hurt the non-waterfront businesses. 80% green space and 20% to service it.	Orillia
waterfront development.	Orillia
the front street buildings should be taken down and made into a green space to help feature the downtown and the waterfront.	Orillia
enhanced connection to waterfront green space.	Orillia
main street should be one way going toward the waterfront.	Ramara

Consistent & Longer Business Hours	Area
more uniform business hours.	Orillia
stores should stay open later Thursday and Friday nights.	Ramara
more uniform business hours.	Orillia
better business hours.	Orillia
consistent store hours.	Orillia
consistency of store hours and weekends	Orillia

Cleaning Up	Area
clean up the loiterers who make me feel uncomfortable to take my children there, let alone have them shop by themselves.	Severn
clean up front street.	Ramara

Cleaning Up	Area
clean-up the junk and garbage in the water front park. groups could adopt a portion of the waterfront shoreline.	Severn
clean up the older houses on front street. they are starting to do a good job but the process could be quicker.	Oro-Medonte
work on the image of down town buildings. they are rundown and don't look presentable.	Orillia
remove graffiti.	Orillia
cleaning up the water front	Orillia
the streets should be swept in all 3 non-winter seasons. they are full of litter and cigarette butts.	Severn
clean up front street.	Ramara
clean-up the junk and garbage in the water front park. groups could adopt a portion of the waterfront shoreline.	Severn
remove graffiti.	Orillia

Events	Area
keep up the events.	Severn
give residents a reason to go down town.	Ramara
main street parking is horrible. why not make the main street foot traffic only? there are so many events they could make the core pedestrian for the summer	Rama
it is a shame that we turn away events from the parks like the motorcycle event in Tudhope park.	Oro-Medonte
keep up the events.	Severn
it is a shame that we turn away events from the parks like the motorcycle event in Tudhope park.	Oro-Medonte
improved parking. stop parking tickets for special events and farmers market.	Ramara
downtown events are mostly attended by locals. need events that draw outsiders into the city.	Orillia
more events or programs to draw people from sports tournaments. give them a reason to go into town and spend time and money.	Orillia

More Businesses	Area
attracting businesses.	Orillia
more businesses, including some chain names.	Orillia

More Policing	Area
more policing.	Orillia
more policing.	Orillia

Cafes, Patio, Seating	Area
more outdoor patios and cafe communities.	Ramara
install more seats/benches for people to use.	Severn
more outdoor patios and cafe communities.	Ramara

CDC11: WHAT THREE COMMUNITY ASSETS WOULD YOU MOST LIKE TO SEE DEVELOPED IN THE DOWNTOWN?

(e.g. farmers market, expand public parking, etc.)

Parking	Area
people avoid having to pay for parking.	Orillia
expanded public parking	Orillia
parking	Severn
expand free parking	Orillia
farmers market should be moved back to city hall for the better parking.	Severn
free parking	Orillia
free parking	Severn
parking	Orillia
public parking	Oro-Medonte
free on the street parking	Orillia
expand public parking	Orillia
expand parking	Ramara
more downtown parking	Orillia
more parking	Orillia
public parking	Orillia
parking	Oro-Medonte
free parking	Orillia
move farmers markets together in city hall parking lot	Ramara
more parking	Oro-Medonte
parking	Orillia
more parking	Oro-Medonte
expanded public parking	Orillia
parking	Orillia
free parking	Severn
bike parking	Orillia
free parking	Orillia
it is hard to balance downtown quaintness with expanded parking	Orillia
free parking	Orillia
expand public parking	Orillia
free parking	Orillia
expanded parking	Orillia
free parking	Orillia
better parking	Severn
free public parking and lots of it.	Ramara
public parking	Rama
reduced parking tickets	Ramara

Other	Area
leave French's as it is	Severn
patios	Orillia
better quality of shops	Severn
highway signage featuring tourist attractions	Orillia
more down town theme weekends	Severn
more development in down town core	Orillia
wayfinding program	Orillia
more restaurants	Orillia
increase foot traffic.	Orillia
streets alive is excellent	Orillia
outside patios are attractive.	Orillia
murf	Orillia
shops	Oro-Medonte
one way street on Mississaga	Severn
fewer bars and tattoo shops	Severn
year round down town space for food trucks	Ramara
recreation center close to down town	Orillia
hours of shopping	Orillia
consistent facades	Orillia
have a downtown movie theatre	Ramara
city center / convention center	Orillia
library should be free to Oro-Medonte residents	Oro-Medonte
trails and parks are excellent	Ramara
more focus on visitor attractions	Orillia
bar and restaurant patios	Orillia
cameras	Orillia
we have local music talent that could be featured	Severn
green space	Oro-Medonte
there should be piped in music to change the atmosphere	Orillia
European type walking street during summer	Orillia
longer store hours	Orillia
continue with the heritage theme	Oro-Medonte
HRC as an art center	Ramara
main street a one way street	Orillia

Farmer's Market	Area
farmer's market	Orillia
farmers market	Oro-Medonte
farmers market	Oro-Medonte
farmers market should all be down town	Orillia
framer's market with amended rules on who can participate	Ramara

Farmer's Market	Area
year round farmers market	Ramara
two farmers markets is counter-intuitive	Orillia
farmers market as one, down town - behind city hall	Orillia
farmers market	Orillia
farmers market	Rama
larger farmers market	Oro-Medonte
I want to strangle the author of the farmer market question, let's look at the bigger picture.	Orillia
farmer's market bigger, new location	Orillia
farmers market	Orillia
one farmers market	Ramara
one farmers market	Orillia
re-unify farmers market	Orillia
farmers market	Orillia
farmer's market back to one	Ramara
farmer market and art on main street	Severn
create an artisan market in the library area	Orillia
rejoin farmer's market	Severn

Events	Area
sidewalk sales	Orillia
more festivals like car shows and Beatles	Orillia
service groups could promote their activities in public	Severn
cultural events	Oro-Medonte
more events	Rama
more, regular events that don't impeded traffic	Orillia
coordination of dates for larger events in the region	Rama
car-free main street space/events	Orillia
expanded venue for festival events	Orillia
street closed for special events is good	Orillia
special events	Orillia
more activities like the Easter egg hunt	Ramara

Waterfront	Area
waterfront development	Orillia
improved waterfront area	Rama
keep waterfront as green space.	Orillia
sound and safety communication system for the waterfront park	Orillia
waterfront is directly related to down town in my mind	Orillia
public parking at water front	Severn
downtown is hand in hand with waterfront	Orillia
waterfront within walking distance	Orillia

Waterfront	Area
connect the down town to the waterfront better	Severn
better use of waterfront, perhaps cafes provides places for people to congregate	Orillia
more waterfront land	Oro-Medonte

Better Transit	Area
more participation from businesses in OLC	Rama
public transit with longer hours and more frequent buses	Orillia
increased variety of businesses	Orillia
shuttle to link downtown to the waterfront	Severn
rapid transit	Orillia
more accessible public transit	Oro-Medonte
actual city buses for public transit, not school buses	Orillia
attract more upscale businesses with longer hours	Rama
new businesses developed	Oro-Medonte
recruit business, reduce property taxes for commercial property	Orillia

Increased Occupancy	Area
Main St occupancy	Orillia
develop the old Paterson location	Oro-Medonte
Paterson Pontiac property developed	Orillia
remove or remodel rundown buildings	Orillia
get old large vacant buildings developed	Orillia

Better Downtown Housing	Area
housing down town should be more consistent	Orillia
high density residential	Orillia
railway lands - develop for housing	Orillia

Increased Cleanliness	Area
enforce fine for non-removal of dog waste	Severn
better snow removal and clean up	Ramara
clean up the down town - it is a little unsavory	Rama
I don't want to waste the rest of my life saying Orillia could be a good place to live, I want them to tackle the issues and make it happen.	Orillia
clean up the waterfront	Orillia
more building beautification	Orillia

Accessibility	Area
accessibility	Ramara
accessibility	Ramara
more handicapped parking	Orillia

Port of Orillia	Area
port of Orillia	Ramara
marina	Severn
close portion of Mississaga St on Saturday	Orillia