



2011 FOCA Strategic Planning Survey Report

September 2011

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1. EXECUTIVE SUMMARY

This report has been generated as a result of a survey of all our stakeholders which was designed to allow for stakeholder input into the strategic planning process. This report is to be used by the FOCA board and employees to develop a strategic plan going forward. This report is a summary of the full results which is included as an Excel spreadsheet. When preparing for the FOCA strategic planning session this month all board members and employees should review this report and review all comments that are in the Excel spreadsheet. This report has been designed to assist in categorization of some main themes and a start point for discussion at the planning session.

When summarizing the input the following key points stood out.

1. From an internal perspective we need to focus on;
 - a. Representation
 - b. Communication
 - c. Advocacy
 - d. Products and Services
2. Lake Associations represented ~82% of the input to the survey.
3. 78% of respondents have been associated with FOCA for 5+ years.
4. For value related to products and services most respondents did not know so they could not rate. For those that did they rated this as 3-4 (5 is Excellent and 1 is Poor).
5. 84% are happy with our current provision of products and services and do not feel we need to provide anything additional.
6. 90% are satisfied or very satisfied with our efforts and accomplishments.

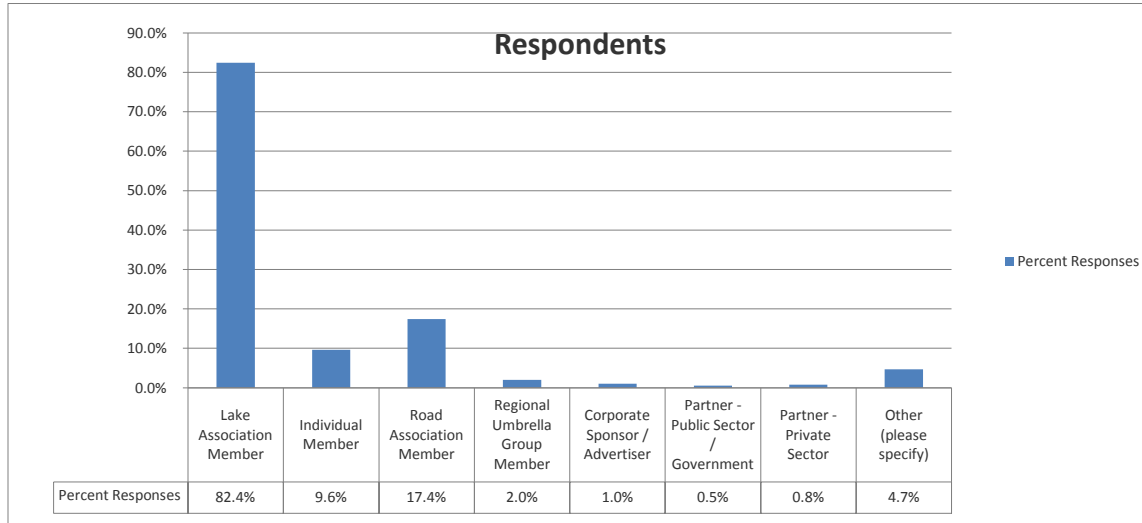
It took some considerable effort to compile the results and we ask that you come to the meeting prepared by reviewing this report in depth to ensure the strategic planning day is a success and that we incorporate everyone's input into the final strategic plan.

An agenda for the strategic planning day is enclosed and as you will see it is a jam packed day and coming prepared will ensure we complete the agenda as planned.

Edward (Ted) Spence
President, FOCA Board of Directors

2. RESPONDENTS CATEGORY BREAKDOWN

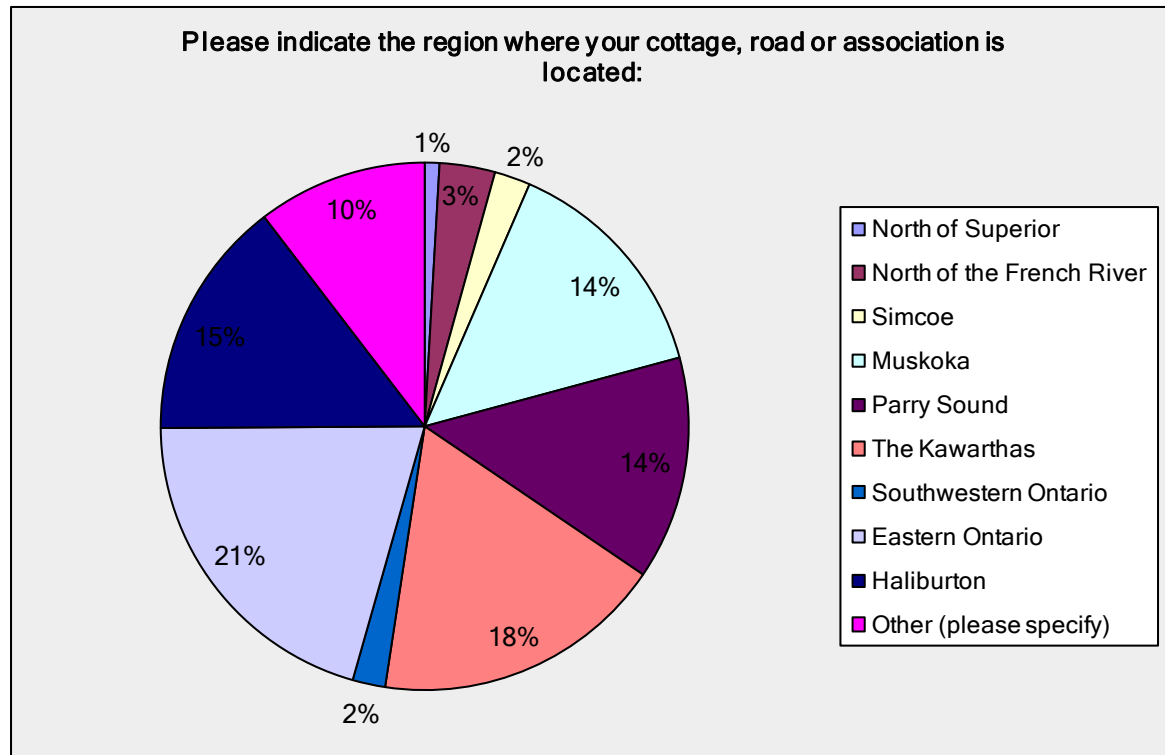
The following are the categorization of the respondents to the survey.



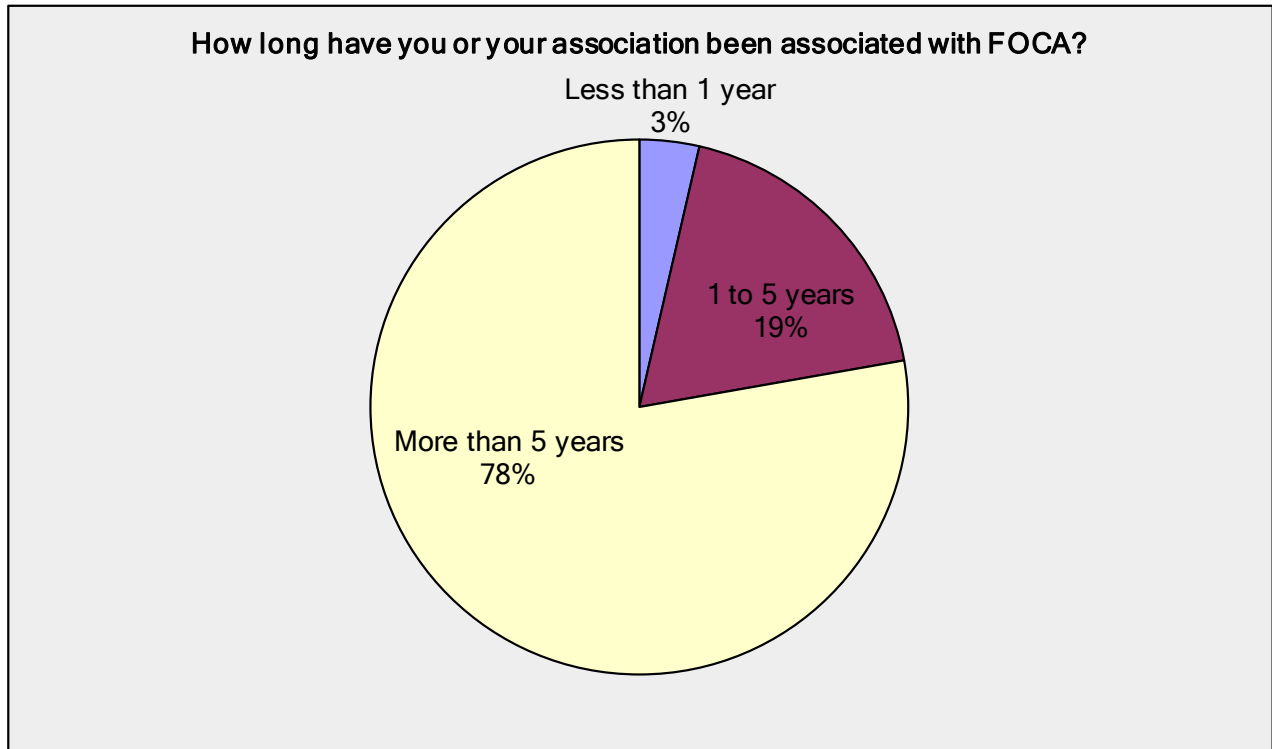
Comments related to the other category can be found in Appendix A.

3. REGIONS RESPONDED BREAKDOWN

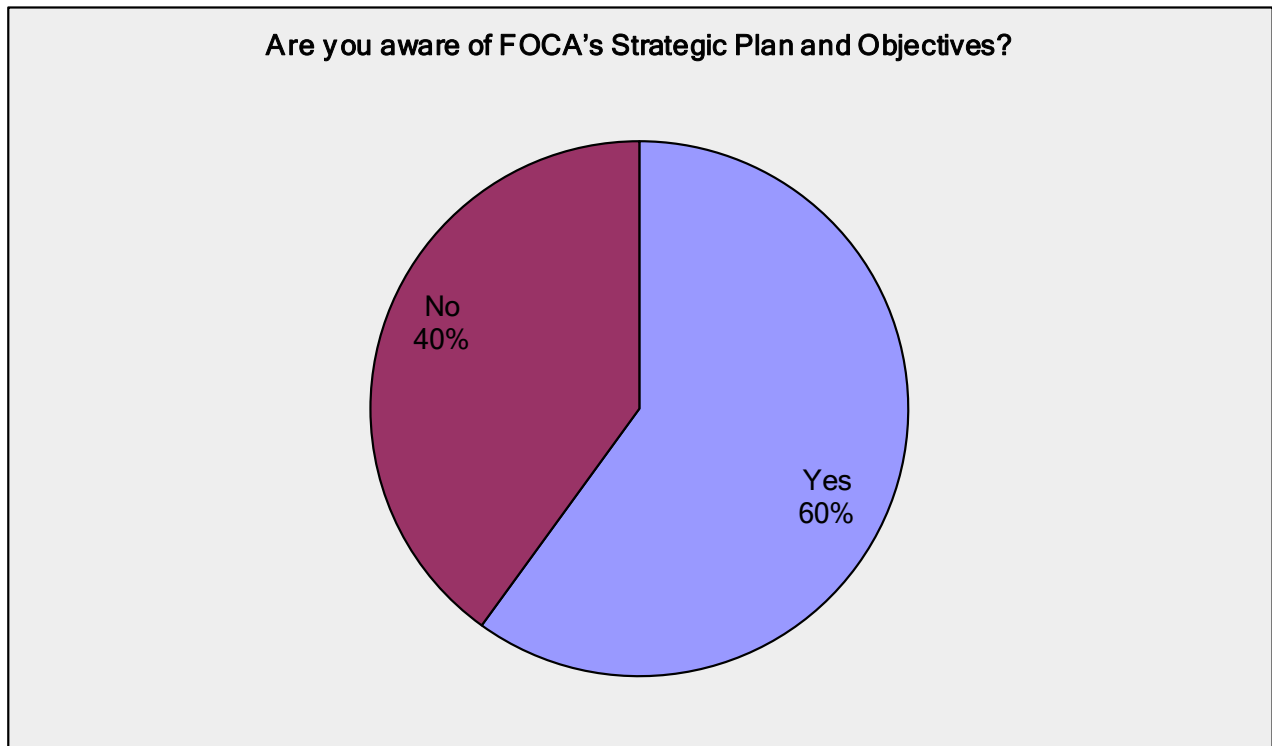
Below is the breakdown by Region of the respondents. Appendix B contains locations as defined in the “Other” category. You will note that the majority fit into our defined regions. Appendix J contains an in depth analysis of the regional responses.



4. ASSOCIATED WITH FOCA BREAKDOWN

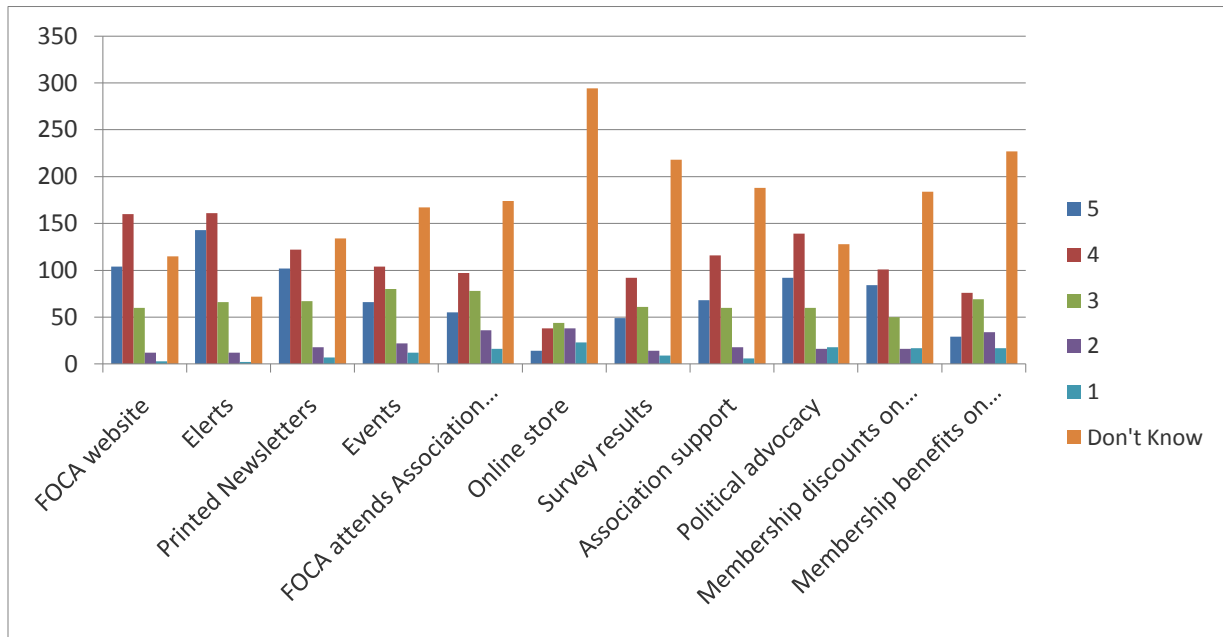


5. AWARENESS OF FOCA STRATEGIC PLAN AND OBJECTIVES BREAKDOWN (147 skipped this question)

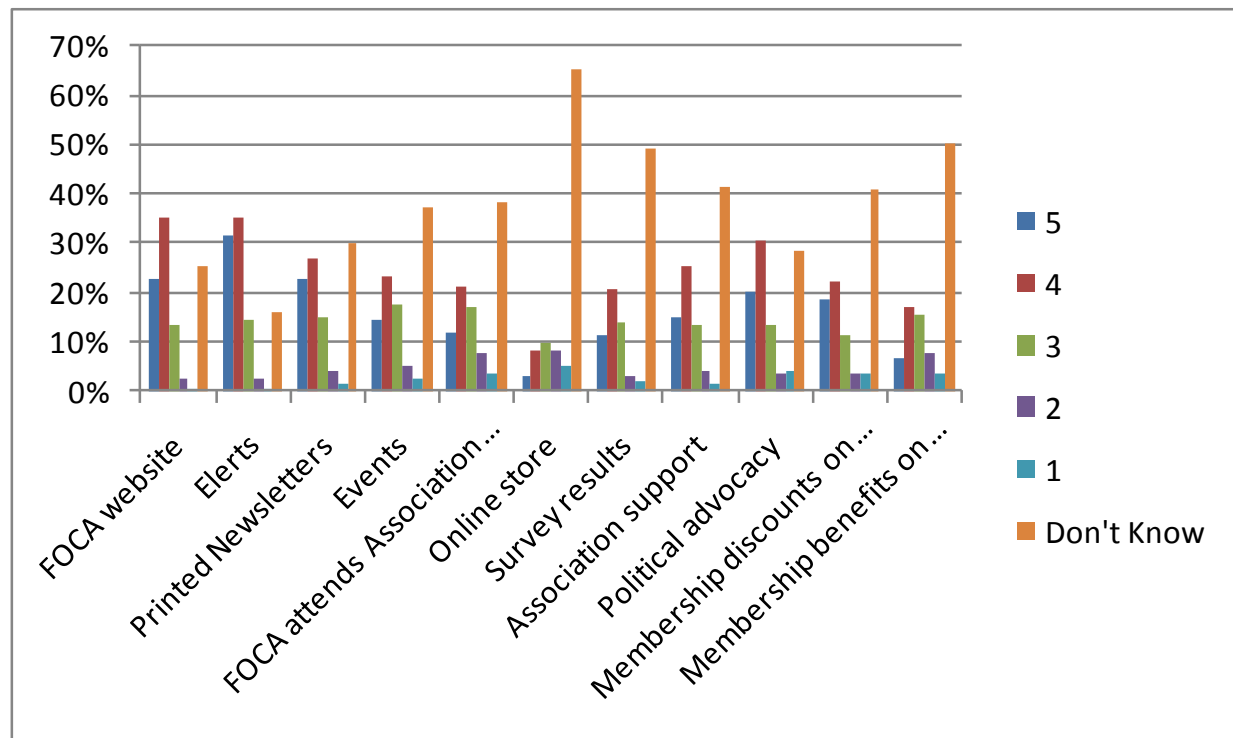


6. VALUE RELATED TO PRODUCTS AND SERVICES

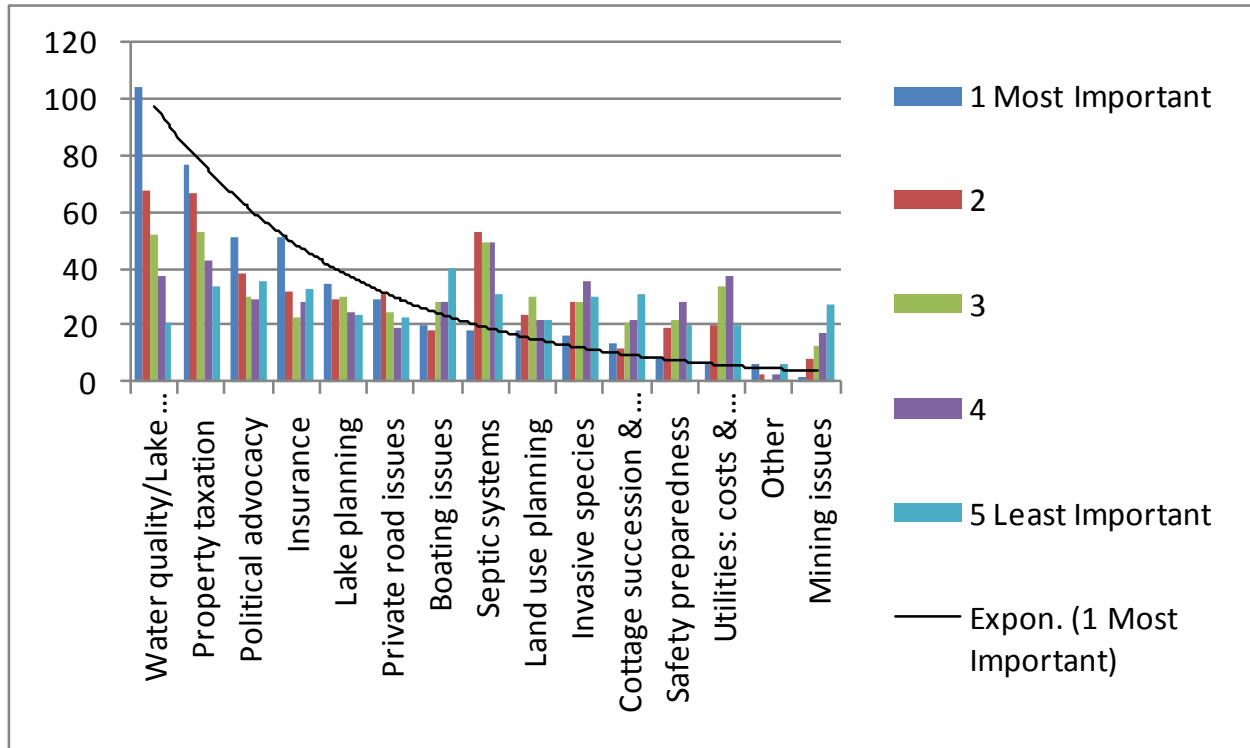
In the graph below 5 = Excellent and we had 456 respondents in total.



I have put the above graph into a % format:

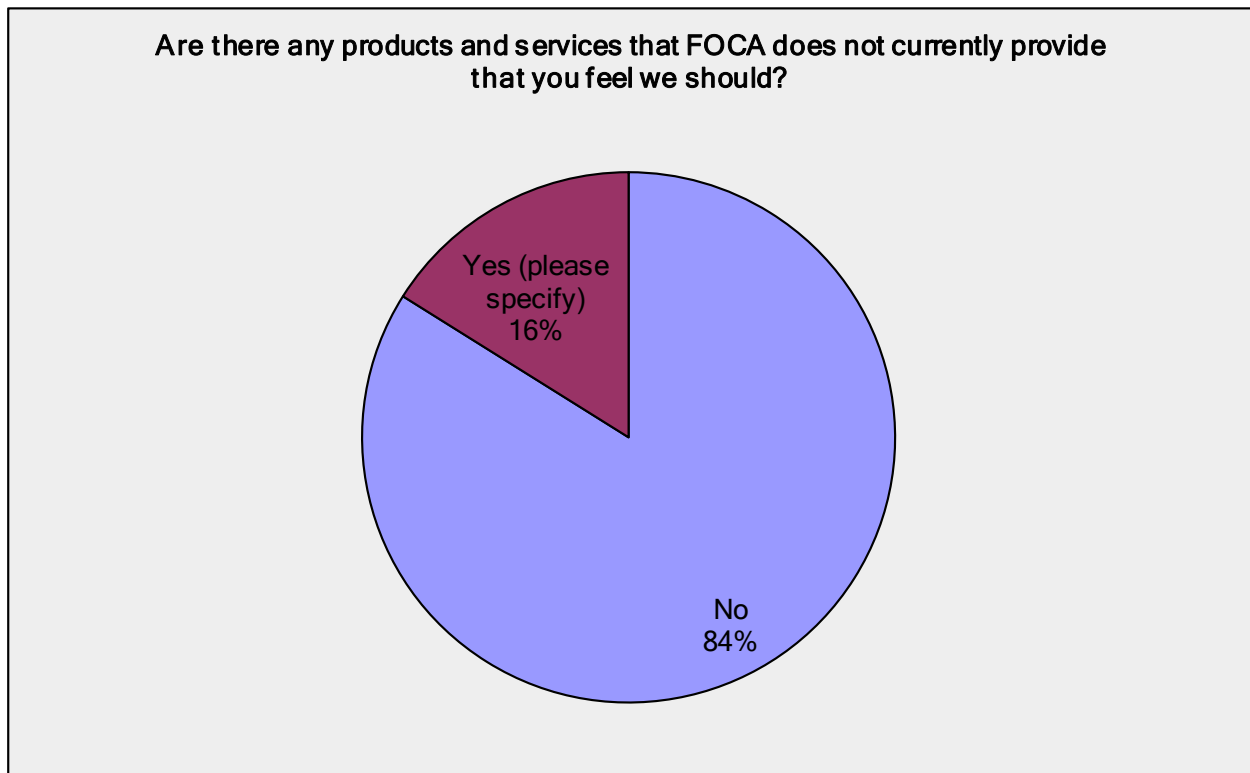


7. IMPORTANCE OF ISSUES (TOP 5)



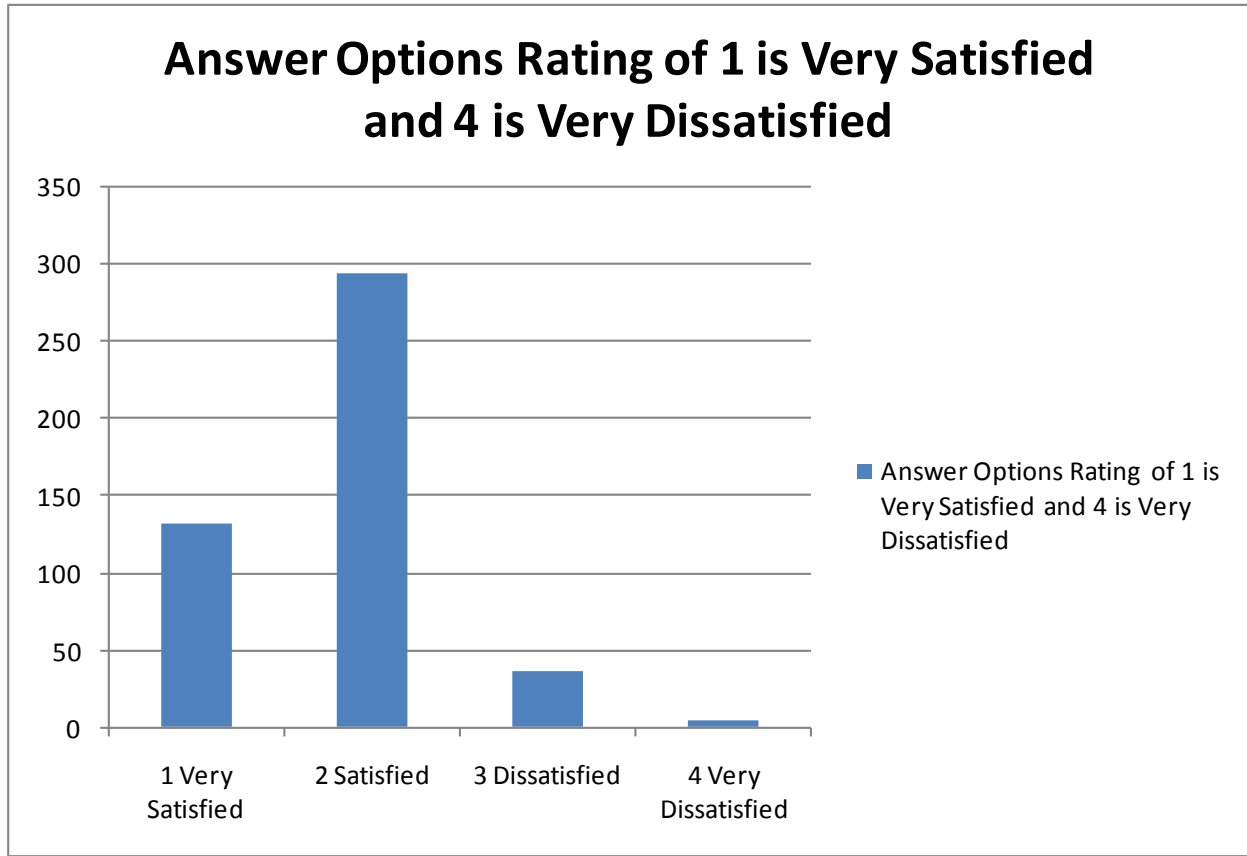
Comments are in Appendix C

8. PRODUCTS AND SERVICES PROVISION SATISFACTION

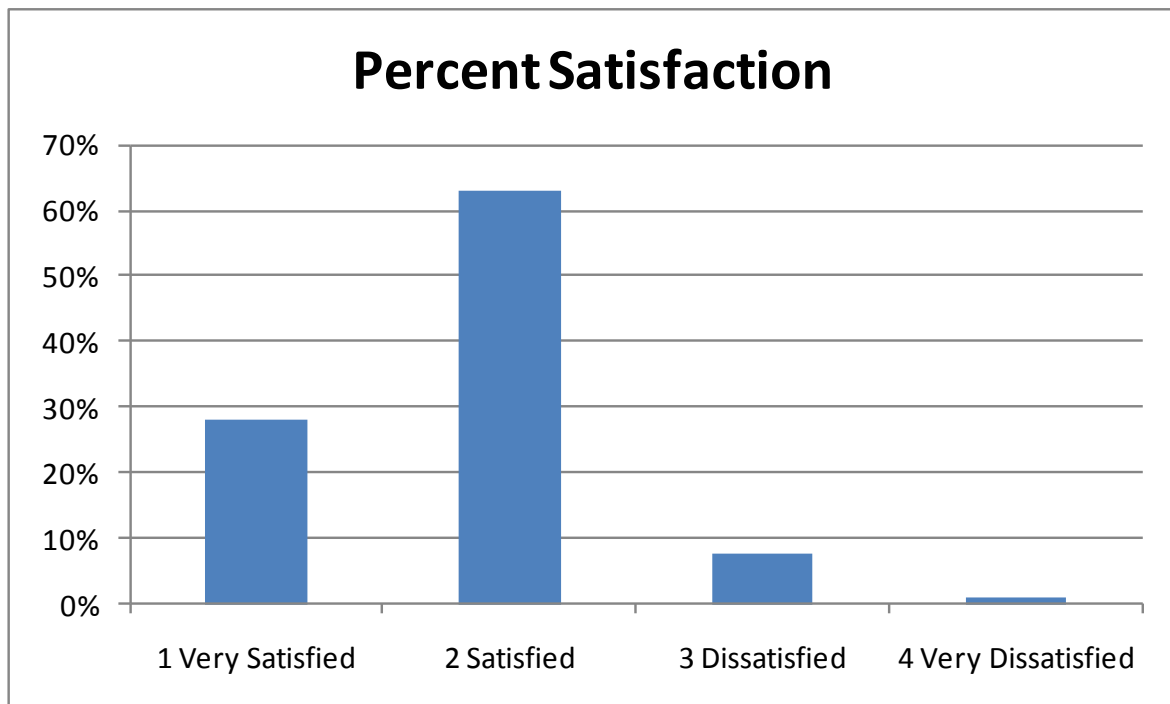


Comments in Appendix C

9. SATISFACTION WITH EFFORTS AND ACCOMPLISHMENTS



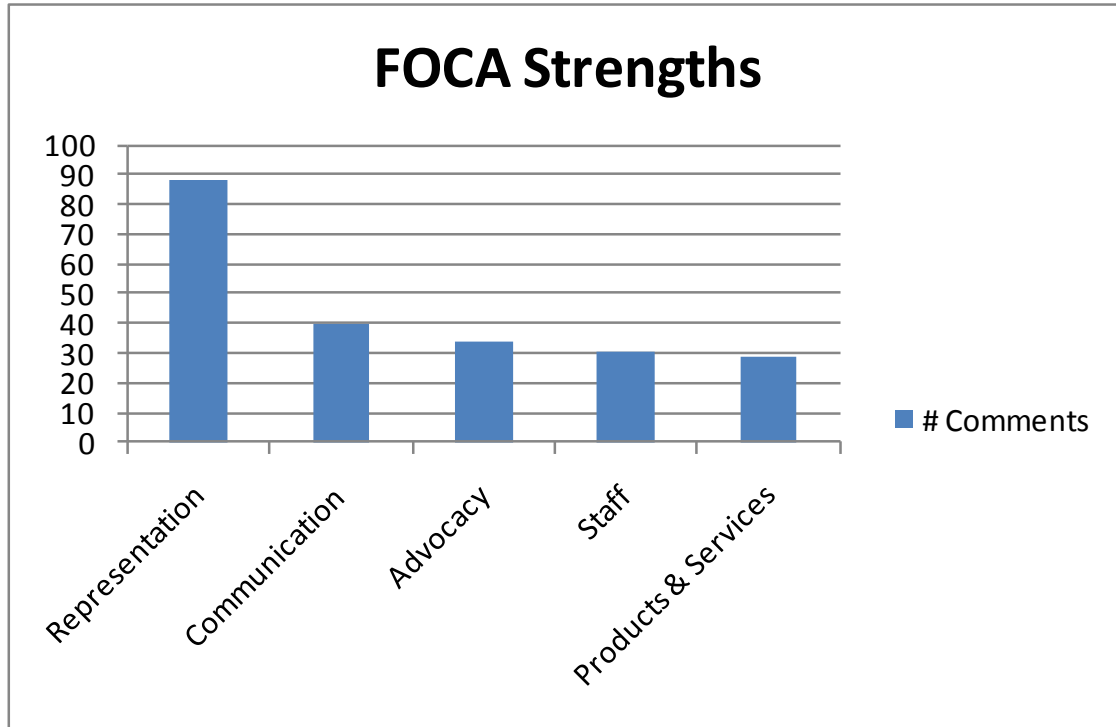
I have put the above graph into a % format:



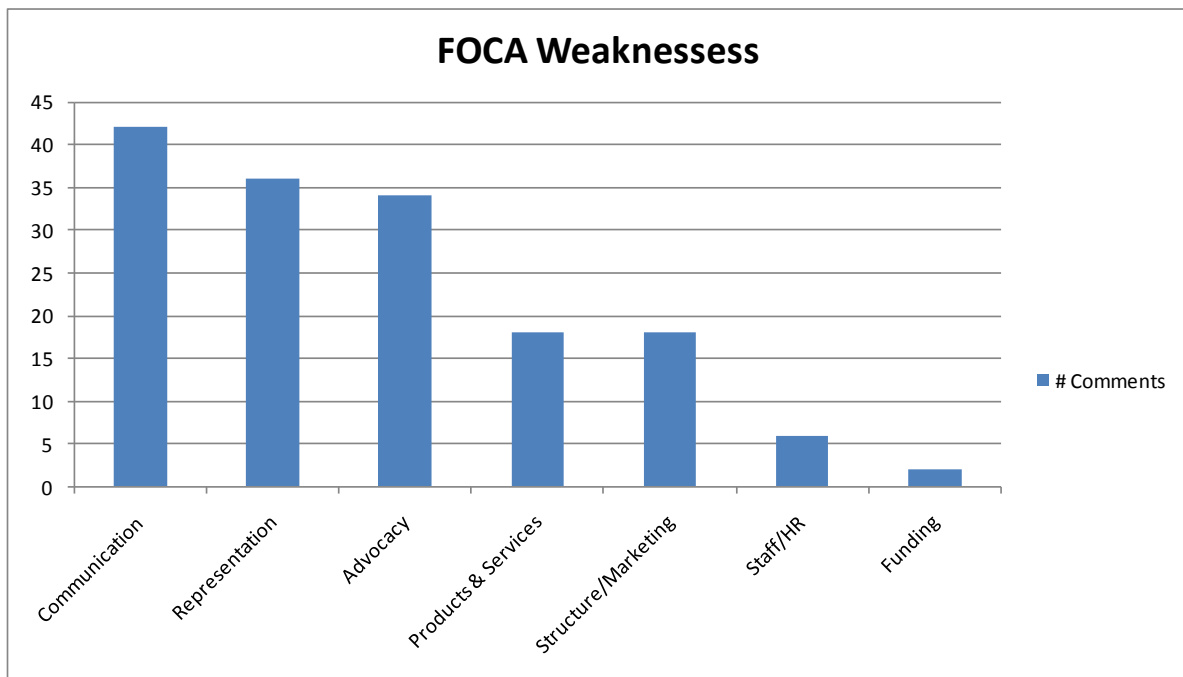
Comments related to this question are in Appendix E.

The following five charts represent the comments submitted when asking respondents about FOCA’s strengths weaknesses, opportunities and threats. The graph categories were developed by analyzing the comments and placing them in “like” categories. All the relevant comments can be viewed in the Appendices F, G H and I.

10. STRENGTHS

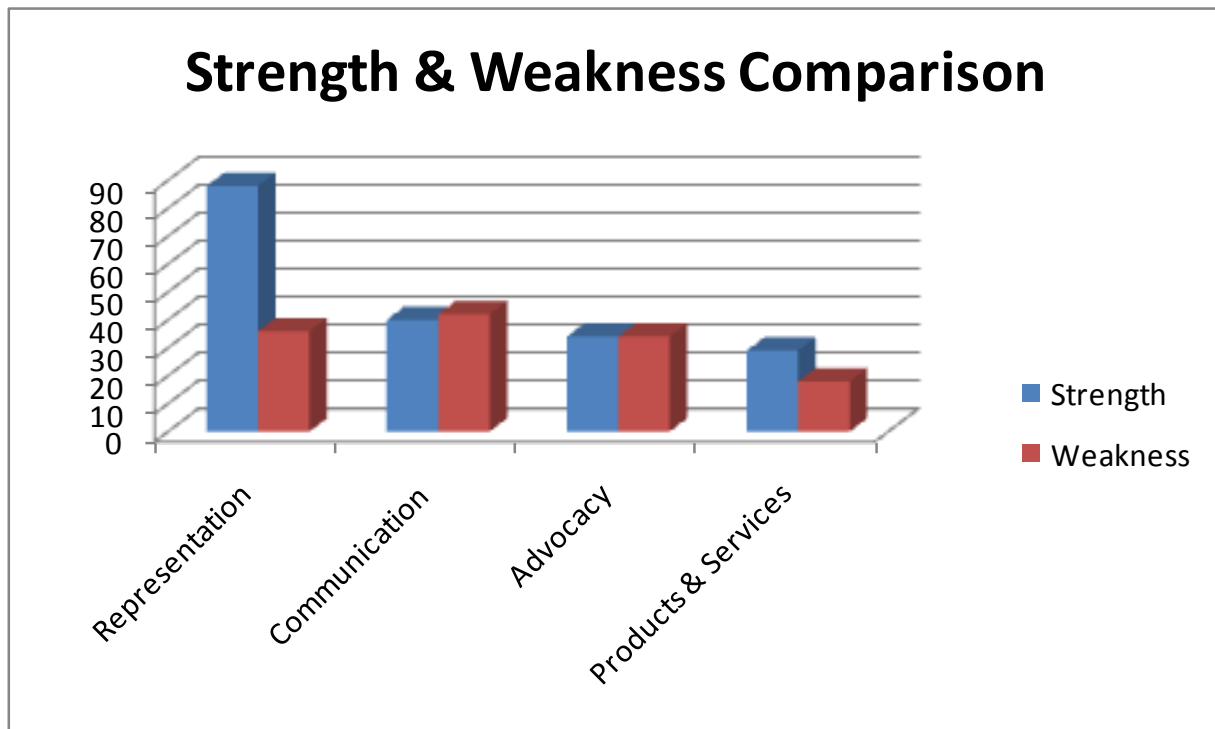


11. WEAKNESSES

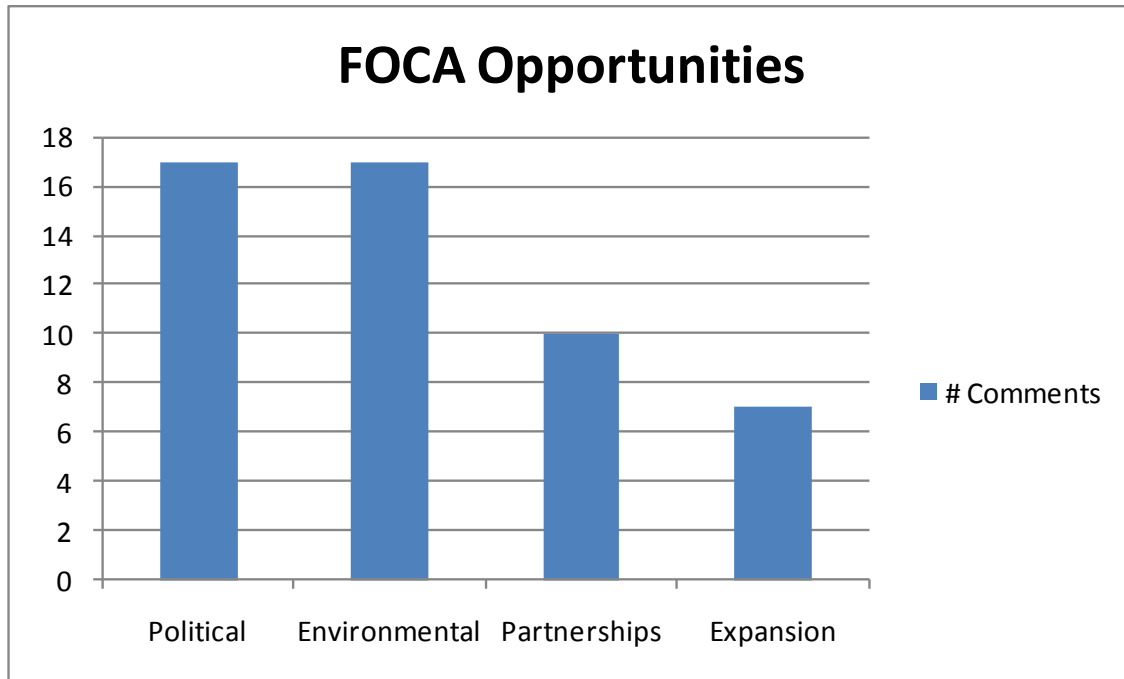


12. STRENGTHS AND WEAKNESSES COMPARISON

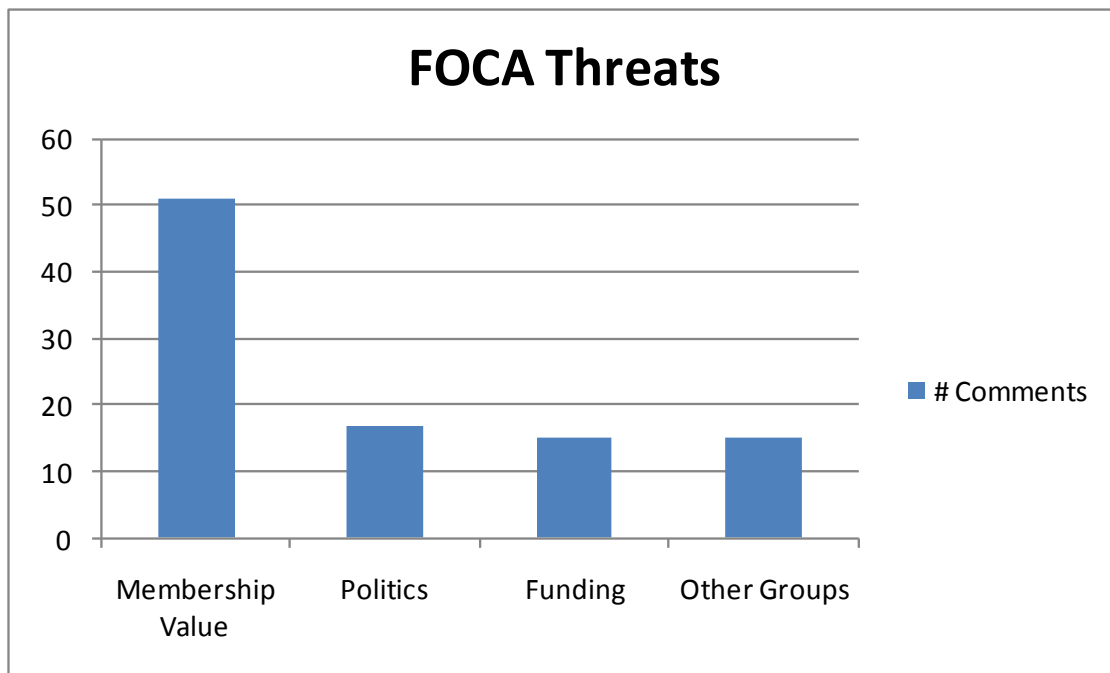
Due to the duplication of categories in Strengths and Weaknesses I put together this chart to show the comparison. The results show that Representation remains strength and the other three categories are too close for identifying a differentiation one way or another. What it does show from an internal perspective is that we need to focus on these four areas from an internal perspective when viewed in this manner.



13. OPPORTUNITIES



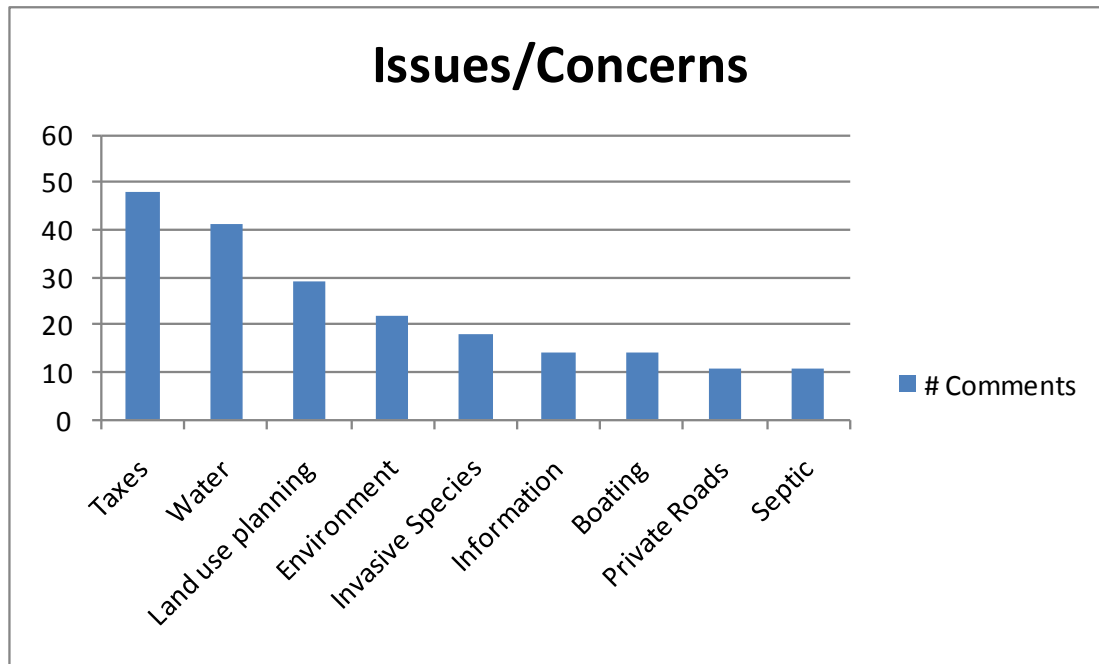
14. THREATS



15. LIKES

I did not compile this question into a graph. Basically all comments relate to a like in what we have done to date and reinforce the direction we have been taking. Comments for review are available in the Excel worksheet.

16. CONCERNS AND ISSUES



17. IMPROVEMENT IDEAS

There were not very many new comments in response to this question. I went through and have listed key ones we need to discuss during the planning phase.

- Set up a program to visit associations/regional groups to present key information, not just talking about what FOCA can do ; example one challenge I have is developing a good education program that remains current and contains relevant and topical material in good presentation format.
 - Can FOCA get a "travelling science" program in place?
 - FOCA should attend as many Association board meetings as possible to help Boards understand what FOCA can do for them.
- More co-sponsoring of programs with lake associations.
- If all associations could have some sort of website that can be easily incorporated into FOCA without having it done via outsider.
- Have a portion of annual meeting organized to accept and discuss input from member organizations.
- Need to have legal counsel available for issues needing legal advice.
- Pick 3 main issues from cottager associations and create awareness of these issues and demand responses from appropriate Govt's. Hire a PR person who will write articles for the local papers demanding involvement and response from local Governments on major issues from cottage associations.
- Need to consider the permanent resident as well as cottagers ... in fact, the name is a deterrent. Without them on board, the cause is lost.

APPENDICES

Appendix A - Question 1 (Respondents Category) Comments

COMMENTS RELATED TO THE “OTHER” CATEGORY

- no comment
- our local group belongs
- Year round home owner on water front
- not sure
- Lake Assoc. Foca rep.
- FOCA board member
- Cottagers' Association on Newboro Lake
- Muskoka Ratepayers' Association
- past Board member
- Ontario Onsite Wastewater Association
- Executive for the Lake Association group
- lake assoc. exec.
- Director
- Periodic partner and supporter (Land Trust)
- former member
- cottage owner
- Board Member
- Employee
- staff
- Former FOCA board member
- operate a rental cottage property
- with our cottage association
- Member of our Road Committee
- I am the Pres. of H.V.E.C.A, We also carry our road (liability Ins.) through FOCA
- Havelock
- Coalition of Lake Associations Member through CEWF
- Sunnyside Beach Residents' Association, Meaford
- I used to be an individual member separate from a Lake Association Member
- One of the original three directors of our group and regular attendee of your semi annual meetings

Appendix B - Question 2 Respondents by Region Comments

COMMENTS IN RELATION TO THE “OTHER” CATEGORY.

• Land of Lakes Region - Buckshot Lake	• north frontenac
• northwestern Ontario, Kenora region	• Point Clark, Ontario
• almaguin	• South Frontenac
• Land O' Lakes	• Muskoka, Georgian Bay, Simcoe
• Almaguin Highlands	• Bay of Islands
• Near North	• "Land of Lakes"
• kearney	• Thunder Bay Area
• Western Quebec	• port severn
• Notheastern Ontario	• North of Lake Huron, Northern Ontario
• Addington Highlands	• Ontarios West shore - Lake Huron
• Highlands East (formerly Monmouth) Haliburton Cty	• Lake of the Woods
• Northern Channel	• NORTHERN ONTARIO
• Grey County	• Kenora - LOW
• lake scugog	• Rideau Lakes area
• south-east Georgian Bay	• Kincardine/Goderich area, Lake Huron
• Marceau Lake, Timmins, Ontario	• Near North Port Loring
• Ottawa Valley	• Highlands East
• Near Manitoba border	• East of French river in district of Nipissing
• North-eastern Ontario	• Malachi Lake - NW ON
• Rideau Lakes	• Lake of the Woods
• Almaguin	• Northwestern Ontario
• Faraday, Hastings County	• Grey Bruce
• Bancroft area	• above North Channel
• Land O Lakes	• SOTHERN GEORGIAN BAY
• rice lake	• Nottawasaga bay
• Not sure - Grindstone Lake	• Almaguin Highlands -Kearney
• Bruce Peninsula	• Lake Manitou Area Assoc Manitoulin Isld
• Lake of the Woods	
• Papineau Cameron twp.	
• Algoma region	
• Bancroft - Madawaska Highlands	
• south of french	
• North Frontenac Township	
• eastern Georgian Bay (just north of Wasaga)	

Appendix C - Question 6 Importance of Issues Comments

COMMENTS RELATE TO THE “OTHER” CATEGORY

Already covered in our categories

- getting land, especially for sale, protected, when it is next door especially, to prevent a subdivision in our view (**Land Use Planning**)
- TAXES ARE TOO MUCH FOR EASTERN ONTARIO COTTAGES !!! (**Property Taxation**)
- Phragmites - The Common Reed. Rapidly spreading on beach and wetlands. A highly invasive plant (**invasive Species**)

Additional Issues

- Water levels in Lake Huron and Georgian Bay (2 comments)
- You have nothing that deals with people that live on the lake 24/7
- Managing an association
- Forestry, the logging within our area and the cutting restriction that we have for our lake.
- We are a "controlled" (so called) lake. WMP was instituted despite protestations that it would be disastrous for Round Lake shorelines. It has been, continues to be, and we have lost a great deal of our beautiful, sandy beaches - permanently. The carnage continues, while we carry on doggedly with negotiations, the promise of an upcoming "opportunity" to amend the plan, and the associated unending studies. It may be difficult for a government ministry to admit it has made a mistake, and for the power company involved to agree that the small increase in power (and profit) cannot justify the ruination of the shorelines (which they frequently blame on Mother Nature and the cottagers themselves.) My apologies for the rant.
- Public road issue
- it was difficult to rank these because some are of equal value
- Highway alignment
- geese problems
- too many lights on the shoreline after 10 pm. - it's time to bring back the night on Riley Lake
- The road issues are separate from the association but they are always a hot topic and pain.
- A number of these have overlap and would be considering very important (i.e. Lake Planning, Land Use Planning, Septic Systems, Political Advocacy, etc.).
- these issues are all important to us - difficult to rank this way
- Really all of equal importance.
- People who cut down trees or camp on Crown Land
- Fishing
- Forestry operation on crown land/environmental impact
- All the topics above are equally important to our Association - this doesn't allow for more than 5 check marks
- partnerships with local lakes, townships, environmental groups
- I don't think your computer program is work right on this form???

Appendix D - Question 7 Products and Services Satisfaction Comments

- more accessible library of booklets, information and studies re areas of concern to lake associations
- Advocacy on provincial dam safety improvements demanding barriers and time/water condition relevant signs on all low head dams on cottage Ontario lakes and rivers. (see Pennsylvania 1998 bill).
- "Sample incorporation documents. sample MNR agreements on road use on their lands. sample road use bylaws
- "better/more communication tools that can be used by the associations, ie organize or run campaigns
 - help on how to operationalize Lake Plans
 - help us become better activists"
- "More information on the blue green algae and why it can't be identified in less than a week. It is toxic to humans and people should be notifiedSturgeon Lake was affected this summer and it seems like a cover-up job by the Trent Sever Waterways people???"
- Try to have more input from cottage associations in the north and northwest of Ontario who belong to FOCA
- Possibly greater role in advocating immediate/earlier septic reinspection policy and programs for waterfront (non-municipal source) properties than is currently anticipated
- Better communications with member Associations.
- fishing out of season
- web messaging service for smaller associations so they can keep their members abreast of key issues for their particular association. That may not be the right terminology, but a way that I as Pres of the Ass'n could post an important message to our members on the FOCA website and our members could read it by accessing some place on the FOCA website.
- Need more emphasis on Lake quality people need constant reminding of status of Invasive species and proper behaviour at the lake etc..boating, water quality ..this type of exposure comes from magazines to public not just FOCA members ie: Cottage Life Magazine...in the past you were in this magazine etc.
- Legal support/research to protect the rights of cottagers on islands where the Conservation Authority as well as Parks & Recreation authorities where applicable try to impose restrictions to their properties which effects access to the island properties as granted by government documentations in the 1700's
- I find that between your organization and Cottage Life magazine, my interests are covered.
- You deal mainly with cottage issues and not those pertaining to people who have permant residence. We are the ones that should have the main say as to what happens in our area, not the ones that are there part time.
- More advocacy at Queens Park
- A review / assessment of how local municipalities enforce their bylaws (eg building construction, waste water systems, etc.) would be helpful.
- "more info on grey water treatment systems, sewage treatment systems for island properties.

- info on off-grid alternative energy."
- Although this topic ties into several of those listed above, I am alarmed at the manner in which EMS (Ambulance), Fire, and O.P.P. all have different data bases when dealing with 9-1-1- calls. Hopefully, an organization like FOCA might be able to get these three organizations to synchronize their data bases, geomatics, etc. which seem to come from different sources!
- We are not aware of the products and services
- Canada Geese control, issues and solutions. Ex. Identify as the invasive species that it is.
- FOCA wide affinity program for Propane heating supply. Many rural home & cottages use propane for heating and most suppliers gouge their customers since it is difficult for a customer to change suppliers once you have a contract with a supplier.
- I really don't know. I joined personally in order to purchase group insurance.
- there has a lot been written about lake plans -- can this be contracted as a service?
- Be more present in the north. North Bay is not really North!
- Cottage Watch decals
- Since association members pay dues, the members should see tangible results of what they accomplish in aiding the association and resolving problems directly relating to their lake and surrounding area-tourism, overbearing OPP policing boaters, forestry timber cutting, control of pests such as gypsy moth, zebra mussel and foreign lake weeds.
- E-mail Newsletters
- "Provide a master generic local cottage association ""charter""
- Provide a master ""Job Description"" for members of local cottage association boards of directors
- Provide a 2 weekend ""governance school"" for local association board members - ongoing
- Provide ""how to..."" guides for specific projects such as acquiring cottage number signs, setting up a volunteer fire brigade, etc."
- Sample road agreements and bylaws. I haven't checked your web site recently, so maybe it is there now.
- "Guidance on legal issues affecting private roads.
- More information on Court action to collect road dues."
- More political advocacy re overdevelopment around lakes - municipalities are looking for tax dollars due to downloading of services - municipalities need to be mindful of the negative impact, over time, of over-development.
- info, advise or referrals on legal issues - private roads, crown land access etc.
- Central Resource Library
- More information FOCA's progress against it's Strategic Plan and objectives - e.g. scorecard
- more advocacy on tax issues
- Cheaper, easier access to e.coli lake water testing
- As indicated above, I believe FOCA spends resources on services which provide limited value to our association
- "Michelle We should discuss a special Boat Insurance program I would like to help you coordinate. Will call mid August."
- Regional needs should be reflected. EG. in SRAPO area support for Water Access is a real need. I'm sure other areas of the Province have other needs of equal importance.
- Access to on line banking for processing membership payments

- I would like to see something for Northern Ontario Like a satellite AGM
- I would like to see FOCA take a more active role in protection of water and shorelines by becoming involved in the land trust movement, and by advocating for better criteria for protection of water by protecting strategic parcels of shoreline, including islands.
- Should do more outreach - for example, I'm not able to answer most of these questions because I don't know about most services. Don't get the newsletter, etc.
- More assistance and leadership on fiscal issues such as energy and taxation.
- When I have looked for information in the past, the information was not current. The website seems to be more up-to-date now.
- E-mail write in advice
- provincial advocacy
- "lake friendly products
- how to deal with apathy...taking the lake for granted."
- "Annual report cards on how the political parties measure up to the associations goals. May be helpful leading up to the Ontario election. Perhaps it needs to be by region.
- A one page summary of achievements and goals being worked on that could be provided to individuals in the local association meetings."
- Better Fishing. Stocking of lakes
- "need to be more visible and direct contact at lake association meetings re: political advocacy on long-standing issues of taxation;
 - the lack of by-law enforcement on some lakes which supports pro-development at the expense of the environment and water quality.
 - dual role of MNR to protect our natural resources while promoting industry - is a conflict of interest...which leaves cottage country unprotected from Forestry companies logging around lakes and shorelines."
- I can't think of any right now but I am sure there is something that FOCA could do to help.
- you seem to ignore the great lakes. all your articles etc are about small lakes in Muskoka - there are many more cottages on the Great Lakes. I don't feel we are getting our moneys worth being a member of your group and will bring it up at our next meeting. so tell me--what DO you offer us??
- Sorry but although I am a member of our association road and a summer resident for 3 months each year I don't really know anything about FOCA even though our association is a member
- More political advocacy and more direct involvement in the political process at election time.
- More results on actions...IE: Mining Uranium via open pit?...No Brainer to the environment and people...
- Hydro 1 charges need to be addressed. Many of us are very close to not being able to afford hydro.
- "I am not aware of any information to explain causes of water conditions. Currently I appear to have an acidic content in my water - as it comes through my copper pipes a blue residue appears on my shower floor. What causes this? Can it be corrected? Also we have a large algae patch on the bottom of our bay - which seems to be getting larger each year. Is there a remedy for this? Also the fish population has been diminishing. What are the causes?"
- speakers for meetings on various topics - the store should have a larger selection of lake related items that are hard to find elsewhere, like 5mph buoys.

- More info and political advocacy on septic issues - better educational materials for members
- Work with cottage associations to set standards to protect our lakes such as setbacks for cottages (eg; 20 meters) and septic systems (eg; 30 meters) and our natural vegetation with buffer of at least 20 meters and amount of building space on properties (ie; maximum 10% footprint) and height restrictions (eg; 8 meters) etc etc.
- More specific opinions, especially on the pros and cons of combining lake associations with roads committees. As a lake association chairman I am concerned about the increase liability of the roads committees.
- "Access to all cottage realty listings and pricing information. IMPAC challenges"
- The insurance discount that the current company offers is minimal and FOCA should be looking for an Insurance Company that takes the number of potential cottage owners and FOCA into consideration. After hours of conversation and filling out form the cost through FOCA was considerably higher. That is the case with many of our Association members, I am on our board and our major concerns are Taxes and Insurance. FOCA need to put more effort on government in these areas.
- I do not sense enough political advocacy or action on issues that effect us, such as Indians fishing all over our waters with gill nets-destroying our fish stocks and sport fishing; lake front taxation; and delivery costs on Hydro bills which are not subject to any public review, nor in my opinion any understandable explanation,
- not sure what is offered
- how to collect fees from cottagers that use our road
- Fire pump packages from, say, HONDA, which could be bought in bulk through FOCA at a discount
- Electronic Library of links to Federal Government documents relevant to cottage owners
- Get property tax increases reversed.
- I think there is some overlap with Cottage Life initiatives and articles. A better collaboration with that organization could help FOCA rationalize their priorities, and allow for a better and more focussed utilization of funds.
- two of us moved to the cottage three years ago. Now although I hear waterfront property owners "pay the freight" in terms of taxation, services are lacking. eg: emergency health services and our physician are an hour away - sometimes the highway is impassable due to white outs. Tertiary care (eg: corneal transplants) is a minimum of four hours away. A neighbour in the last six months of his life spent much time on the highway accessing care four hours away. Children in grade three and beyond are bussed elsewhere. I do not believe that the politicians at all three levels who tend to be farmers represent us "blow-ins" very well. It was a monumental battle to get "bike lanes" on the highway coming into town. Locals complain but do not recognize effective ways to lobby.
- "I'm not sure , perhaps you already have info, but we are interested in posting Fishing Regulation signs at strategic points on our two lakes (Grass & Loon Lake) to educate and inform in order to manage stocks .
- Can FOCA supply the information, or how we might get started. Is it even practical? tks"
- GET THE GOVERNMENT TO LOWER PROPERTY TAXES FOR COTTAGES.

Appendix E - Question 8 Satisfaction with Efforts and Accomplishments Comments

- Don't know.
- NEED BETTER COMMUNICATION WITH ASSOCIATION MEMBERS SO WE KNOW WHAT YOU ARE DOING
- cannot comment as just becoming aware of the services of FOCA
- We were denied a Succession Planning talk with our Association.
- New to our Lake Association so next year I will be able to provide better answers to the survey.
- No idea
- However; I think there could be more support for cottagers in the local political stage
- I'm learning
- not really sure what has been accomplished but your advocacy to government is recognized on such topics as lake planning etc
- I was disappointed that you couldn't provide Bay of Islands Community Assoc. with a succession seminar.
- "Lack of visible effort on correcting the inequities of current property taxation scheme
- Lack of leadership on hazard warning buoys"
- My perception: FOCA focus is more to the north of Toronto, and less so to the other associations that make up its membership i.e Eastern ON
- more political action in favour of the environment, lake and land use planning etc.
- Basically, a "well done" to FOCA
- As a new association president, I have only become familiar with the FOCA magazines in the last couple of years (as treasurer!). In my opinion, FOCA has been performing a large number of tasks and taken on numerous invaluable responsibilities for many Cottage Associations. We are grateful for this and urge you to continue to strive towards your goals. Good luck with the strategic planning sessions.
- "We are new members, and are unaware of your accomplishments
- please mail your newsletters, and information regarding your organization to: Peter and Gwen Willmott 15 Gaylord Ave., Toronto Ontario M9B 1R8"
- I have been involved in property taxation but until we get a change at Queens Park we might get more interest in change for the better. It is interesting that the new Republican Governor in Florida seems interested in making property taxes fairer to the out of state property owners who are presently heavily subsidizing the locals to the point where Florida sales of property are losing to other states.
- "I would like a promotional message we can give our members - about 100 plus - on benefits our members gain by our association - Sand Lake Area Property Owners Association (SLAPOA) - being a member of FOCA. Bob Goodings, Chair robertgoodings@sympatico.ca"
- Seems to be some good stuff going on that I was not aware of until I reviewed your website. More awareness will probably put me in the "very satisfied" category.
- "Taking leadership on the environmental and shorelines issues is very impressive. The issues therein are difficult and time consuming but suitable to an umbrella organization. Well done.

- I would suggest that a number of these items be combined, where possible in literature as noted in my answer to question #5 so that stakeholders seem them as intermixed issues..."
- i am just new to the FOCA as a part of Kosh Lake
- I am happy to see FOCA with a larger presence. Excellent informative articles on all aspects of cottage life.
- Not aware of what has been done - largely silent!!
- We find the fees high.
- Keep up the good work.
- "Not really sure would like to see a ""self assessment"" vs objectives etc
- Happy with insurance program"
- "Our Assoc handles most day to day stuff itself, e.g. water quality testing. FOCA has not been very effective at getting results in the area where only they can have any impact: waterfront property taxes.
- FOCA was effective in getting Directors Insurance sorted out.
- Most of the time, we get a warm, fuzzy feeling for our membership fee but FOCA does not do much that touches our Assoc in the matters we deal with throughout a typical summer."
- FOCA accomplishes a lot with a small staff and significant volunteer efforts.
- Good job everyone. Brian Minton, Lifestyle Integrated Boats&Places.
- Only belong to FOCA through our Beach Association and depend on them to provide us with updates.
- Whenever I have had to call or send an e-mail the service has been topnotch. I rely quite a bit on the MNR and the MOE in our area to assist me with any queries and I have always had great service. Keep up the great work!
- Believe you are doing a very good job.
- FOCA is a young organization. More political contact is required. I think good things are happening. More money is required. Maybe Regional areas should be set up, that report to the Central group. So many Regions have specific needs that are not needed in other Areas of the Province. This is more beauraucy but will reflect Regional needs. If Provincial Politicians would get behind FOCA then financial support would and should come.
- Same as above
- I hear that you are trying to be responsive to member needs and that's good.
- can't comment, not terribly aware.
- "how do we get more new members? Sand Lake Area Property Owners' Association...formerly The Proudfoot Township Property Owners' Association is currently on a membership drive. We offer 2 regattas and 1 turkey shoot... socially. Plus we are politically active in municipal governance...going to bat for good planning. Still we are having a hard time getting everyone on board... our annual membership is only \$30. Any suggestions?"
- "Signed up my association for the fire prevention program and heard nothing by email or otherwise.
- The reference about representing 50,000 water front owners is not really accurate. Over 85% of the Point Clarke Beach Association are not waterfront property owners but our community is a waterfront community and all members are interested in the water and waterfront."
- =appreciate the role of FOCA and efforts but find in concerning that Ontario Cottager's are still paying excessively high taxes, despite work by FOCA.

- This is not a complaint - just an observation. WRAFT was not able to do anything to reduce or stop the escalation of taxation for waterfront properties. I hope FOCA can interact better with MPAC and stop this uphill slide.
- RESPONSE TO INQUIRES NEEDS MAJOR IMPROVEMENT
- I am neither satisfied nor dissatisfied. Your options are skewed for people to pick satisfied over dissatisfied. Very unfair folks!!! How about a fifth option?
- NO idea what you have done for cottagers on the Great Lakes
- Lake Partner Program is excellent.
- "Not sufficiently informed to comment
- I wanted to leave this question blank. but was not permitted to do that. Because I am not able to answer as I wish, I am dissatisfied"
- I would like to see an active role in controlling property tax increases
- Property taxes and a more equitable mill rate structure for, largely, under-serviced recreational designations remain a thorn in the side for most of our members.
- more political pressure on our politicians locally and provincially
- Efforts are appreciated.....Tell us what was actually accomplished
- Our Lake Association has been a member for a few years but as individual cottagers we do not get specific info unless we have specific questions.
- Keep up the good work!
- No comment -- just starting to be involved
- Too much emphasis on motorboats and money. Not enough on what really counts: environment and water quality.
- We did not forward your emails to the association members a year ago as they were not useful but over the last year they have become excellent and we forward all of them.
- You provide a necessary service Thank-you
- FOCA has received no visibility with various gov'ts (Federal, Provincial, Municipal) for the past 3 years on any major issue.
- Would like more assistance in reducing tax assessments.
- Need a stronger voice on Hydro One issues and on waterfront property taxation issues
- Just wish you would pay attention to the items above in item #7
- not sure what has been accomplished
- See nothing but elerts. Don't communicate successes or what you've accomplished and how.
- FOCA does not have a high profile in our area
- I do not really know, but I have been impressed in the past. I had a fascinating conversation with Terry Rees at a cottage life show several years back. He was well versed on the topic.
- well -organized, very positive energy, focused on doing, even if the tasks are daunting, like taxation of waterfront..good work
- We had a lot of questions about insurance and found it very difficult to get through to the right person to get answers.

APPENDIX F – Strengths Comments

expertise in areas concerning areas of interest and concern to cottagers' associations

Professionalism and consistency of information to Lake Associations

FOCA gives strength to cottager associations across the province which would not otherwise be the case if we had to voice issues on our own. It gives greater visibility to issues which in turn forces government's to act-embarrassment and advocacy can be powerful tools. FOCA also provides a one window approach to government where issues can be heard and dealt with at a regional scale. Accountability is a difficult concept for some governments-FOCA functions to hold governments accountable as it speaks for many associations. Education is a strong point of the organization-so keep it up. The ignorance of Canadians as relates to environmental issues is still staggering!!!

"started to do things but have a long way to go to really help cottagers.

Number one to me is VERY HIGH cottage taxation without commensurate services"

"- connections to province wide agencies

- expertise on many subjects"

Cannot comment as just becoming aware of FOCA

Communication to members.

"Communication,e-mails, newsletters etc

a focal point to bring issues to the powers that be.....strength in numbers ..."

"Strong leadership and staff expertise

Highly respected profile across the province

Continuity of programs and initiatives

Increased corporate funding over the years

Robust Board with apparently good succession plan"

Good variety of topics concerning all cottagers. Hot topics i.e. lake planning is being talked about. numbers

In general FOCA is strong in advocating Cottager interests.

"Strong membership

Wide range of views

Good connections to political representation"

accessibility to questions, fast response with answers

The dedication, determination and ability of FOCA's Executive to doggedly advocate against unfair official policies and practices that are to the prejudice of cottage and waterfront owners. Also the well-earned and province-wide respect for and loyalty to FOCA by cottage owners and associations across Ontario. .

"Communication between lake associations

Identifying common issues among lake associations"

"Well organized,

Aware of issues"

Membership/Association representation

Appealing to broad cottage association and cottagers interests.

Broad based support and knowledge

Collective voice

consultation with government ministries/organizations on matters of interest and or benefit to member associations; initiating projects (ie. Lake Planning Handbook, Dock Talk, etc.) of benefit to member associations

ability to get lower rates for insurance for Cottage assns; advocacy, information, member assns

Large membership

the power of representing a large % of cottagers

Advocacy for cottage issues

"The FOCA website offers great information to all its members.

Information is up to date"

"knowledge of issues

government presence"

"awareness

numbers"

An undying determination to bring forward and fight issues. Good source of info: lake issues etc.

provincial voice

don't know

strong advocacy

I have no idea what your strengths are.

Dealing with current topics.

Communication and updates

Excellent representation on the board

Can get association dock insurance.

Political activism. Providing information to members.

Provincial political access. Provincial overview of issues important to cottagers.

No comment

"Focus on cottage matters

Technical and political background and experience of the FOCA Board."

FOCA provides a strong voice for waterfront property owners at the provincial level. Strength in numbers by providing an umbrella group for lake associations.

advocacy for cottagers

Resource materials for member associations and services available to member associations and individual FOCA members

not sure yet, still getting to know your group

no comment

my sense is that you are recognized voice of the lifestyle and environment of Ontario lakes and woodlands. FOCA is to a cottager as Ducks Unlimited is to hunters

give good updates of current issues and events

represent a lot of cottager associations

excellent umbrella organization providing information and advocacy

communication about issues important to cottagers

Large potential representation.

Providing seminars and insurance discounts to members.

I think you've identified the right programs and projects

Appreciate the presence of a provincial organization that is watching out for cottagers scattered throughout our province. Also appreciate the opportunity to troubleshoot issues from our local level with FOCA

fight for fairness of taxation

"Visibility and political influence at provincial level

information provided by web and publications"

It is important to have an umbrella group minding the business of cottages, cottage ownership. cottage issues, cottage life otherwise this fragile and important way of life... lifestyle resource.... could disappear with an issue that grows to swallow up what we take for granted now. Education about the cottage life...etc...is important to protect the environment we live in or use or dream about.....

Hopefully FOCA provides a platform to allow cottage owners to have a voice in influencing and shaping government policies in cottage areas. All too often cottagers and their concerns are totally ignored by both local and provincial governments even though we pay a proportionally very large portion of the taxes in each of the areas where we have our properties

Good Communications

"Information gathering and dissemination

Stability

Communication"

one ontario association

"All of Ontario perspective

Objective , evidence based information"

"- province wide membership

- represent a large number of people

- remains focused on needs of cottagers

- communication"

political advocacy, communication

A central voice representing the interests of cottage owners.

Seem to provide answer from people with the appropriate knowledge

"-FOCA represents a huge number of Cottage Associations, and therefore an even larger number of cottagers. This is a huge voice and advantage when dealing with politics, and local/municipal and provincial organizations.

-FOCA has created an excellent correspondence system via their email, alerts and magazine distribution.

It is easy to keep interested parties informed and to gather input.

-The executive is well organized and motivated."

a well structured organization with clear goals and objectives.

Membership

A strong voice for cottagers, the group purchasing power for insurance, communication of both ideas and events,.

A strong affiliate membership who are dedicated to the same values as FOCA

Breadth of activity and interests

"An intelligent and well informed Leadership

Proactive on issues such as taxation, environment and public/municipal policies or bylaws

Represents a large and growing community of vacation property owners -taxpayers/voters in the province"

keeping people advised of important changes

The 'hub' of the wheel of like minded water related organizations (i.e. cottage, community, shoreline, etc.).

Large audience

"Group road insurance

Environmental issues"

Excellent seminars, good reading material made available (ie. Take the Plunge), well maintained & informed website

organization

"speak for 100's of thousand property owners

strength in numbers

dedicated executive"

"Education and getting the word out is very helpful.

Group action is helpful.

As a Canadian land holder who is a US citizen, I wish I could get help in passing on property that did not cost more than the property itself!"

Keeping associations up to date on new laws

Insurance.

potential political strength

"Email communications to members.

Insurance for small Lake Associations"

Informational support and guidance (!), insurance program suited to typical waterfront association activities, WRAFT, political advocacy, stewardship information, assistance and programs, information, help and advice on specific matters, great presentations at meetings - on, and on. We look hopefully forward to cottage succession seminars continuing, and perhaps being able to take advantage of one in our area.

"Province Wide optic

Strong Educational materials

Group Insurance rates

Ability to lobby and influence Provincial agendas

Strong Environmental focus"

"lobbying and political advocacy.

The excellence and breadth of information available from FOCA"

"Insurance availability

E-lets newsletter

Political advocacy"

Lake Partner program, special projects (e.g. lake planning handbook), large membership (therefore good connections), good efforts at political advocacy, links with other organizations such as Habiburton

Stewardship Council

Cottage Associations Umbrella group to connect groups for issues, assistance, etc.

"Insurance program

Advocacy

Responsive staff"

"-Leadership on issues that are multidimensional facing the lake community (largely environmental, planning, lake planning, etc.)

-Political advocacy as FOCA is well positioned to do so on behalf of member agencies."

Being heard because of the number of members.

Being a voice that is recognized by government at all levels.

Political voice speaking for many cottagers. Information on a wide variety of topics relevant to cottage issues.

Number of cottagers you represent. Capability of cottagers.

"-now that I am using your web site, I find it to be a great source of information.

-I find you very ""welcoming"" and hope to one day use more of your resources"

FOCA's single voice to the province and municipalities

"Well organized, enthusiastic, caring people,

Breadth of knowledge on issues effecting cottagers.

Website."

advocating for a large group

Cottager support

"Group plans

Relevant cottage bulletins"

Our strenght is in our numbers

provincial group - must continue to represent all areas

use of communications media, large and active membership

track record of accomplishments for Cottagers' Associations

"Broad membership of lake Associations

Good profile with provincial government"

Collective Membership

Insurance program

don't know

Availability to discuss issues

"Being a voice for Ontario's Cottagers

Supplying current information to Ontario's Cottagers and making us aware of developing issues"

n/a

"More clout with a larger voice to stop mining in our fresh water reserve of Central Ontario.

Reduced costs with the larger market base ie insurance.

Alerts to cottagers."

FOCA is great at getting info out to lake associations and individuals. We've made great use of the lake planning guide as we're in the process of completing a lake plan for Buck Lake (Frontenac County). It makes sense for there to be a format to follow rather than each lake association having to create a plan from "scratch". This has helped us concentrate on the issues rather than the format.

effective communication to all members

represent a large group and therefore can sway opinions, ideas, government processes.

Don't know

"Wide representation from cottage associations throughout the province.

Very strong volunteer involvement.

Credibility with government."

Province-wide membership. Strong staff. Willing to take on advocacy issues.

"Provincial Voice (if used)

Tuned in on waterfront issues

Has good partnerships with provincial agencies

Provides D&O insurance"

"Contact with Political representatives.

Keeping associations informed and educated.

Environmental stewardship.

Making sure all involved understand fair and equitable public policy.

Protecting the value of waterfront properties"

Lobbying

communications

FOCA is always progressing and evolving into a more modern and accessible centre.

It is there if you need it

Provincial, located in the South so it can get to Queens Park. Very efficient in managing funds, has really presented good programs to areas that seem to have not understood what Cottage Associations are about.

United voice on issues that concern cottagers.

Political weight-----Information gathering-----delivery of information-----information re new developments

Well organized and publicized organization with the size and clout to take on big issues of common concern to lake associations and cottagers across Ontario.

Big Voice

being the voice for cottagers

"-perceived numbers

-provincial scope"

Communication

voice of thousands of people with common concerns, expertise in many fields of concern for cottagers and shoreline property owners.

Tax issues and lake planning

voice of vast number of associations

Septic Programs, Water Qualities, Insurance Policies

One voice

Foca has been great support and information for us (President & Sec. Treasurer) as we took over the offices as first time land and cottage owners. We were starting from scratch with little or no knowledge and Foca has been there for us either with the required information or they have directed us on the right path.

"Communication

Awareness"

Strength in numbers - there isn't a competing association at this level.

Province wide profile. Access to politicians and government staff. In tune with 'green' issues. Wanting to be more relevant to cottagers.

Advantage of large numbers for political clout and for buying and for keeping up to date

You have a good member Base

wide base - large and sympathetic population - focused on a desirable lifestyle -in a environment and landscape that is large, unique and unmatched anywhere in the world - easily available to a large urban population

Able to organize and create a significant lobby group

umbrella organization

"Focused

Advocates

Aware of issues

Committed staff"

"Voice of many cottagers in Ontario

Advocacy to be a voice for cottagers"

"The annual meeting presentations and promotional tables there.

Effective promotion federally and provincially on cottage issues."

"-provided program for us to obtain insurance for our road Association

-e-mails keeping us/me informed"

"coverage of cottage country

broad mandate from membership"

Well organized. Good communication

"Liaison with Government bodies to further the betterment of cottaging. FOCA knows how to work with municipalities, and the common cottager.

FOCA has an excellent knowledgeable board of directors and CEO

FOCA's affiliation with Cottage Life and it's AGM are available for all associations and members and you have excellent topical speakers"

knowledge of political situation that will affect cottagers and willingness to act on our behalf

Historic presences

"Ability to lobby governments from a position of relative strength (by virtue of number of members)

Ability to communicate with lake associations

Do research/studies that individual lake associations can't do"

I have only really heard of FOCA's activities through our Lake Association (RLCA). I don't have any first hand knowledge.

If needed, it is a group to talk to govt, insurance companies, etc.

Lake Partner Program with MOE

"Size - was able to negotiate group D&O liability insurance for lake associations.

- should have political clout on behalf of lake residents."

Political advocacy, contacts (other lake associations), information source

Don't know

"Provides good information on important issues.

Political action on behalf of cottagers"

communication,lobbying, annual meetings

Trying to keep the environment safe.

Organized assistance to current issues on lakes and for associations... Or provide contacts if FOCA doesn't have direct information.

Collective voice with provincial government

numbers

political advocacy

"Political strength because of large member base over broad area.

Can attract good presentations."

One stop visibility & Voice on collective issues/concerns

"Great online newsletters

Very helpful staff

Excellent Fall Meetings"

large organization with numbers and resources that should be able to be directed at the political process and politicians, particularly at election time, representing the interests of a large cohort of seasonal property owners, with respect to land use and development, water quality, and taxation.

Size - influence on political process

Website and Elerts are very informative and useful

Availability in print and online to keep cottagers up dated on pertinent topics to all cottagers

Ever on task!

"No of members

Awareness of issues

Ability to research issues"

"Provide strategic information in many areas.

Keep us informed of what is happening."

United voice for cottagers, information and action on environmental issues, insurance for cottage associations

Promote water quality awareness.

Website

"Province wide

Able to speak with a powerful voice for a lot of organisations and people across the Province"

A single voice to deal with arbitrary government issues.

Issue awareness, Communication

strength in numbers and sharing of info.

"accessability

reporting info on current trends/threats"

The meetings are a great place to network.

Brings property owners together so they can discuss common concerns. It brings an awareness of concerns both political and environmental.

large membership

You provide a necessary insurance program You could provide more awareness.

Represent 330 cottage associations and thousands and thousands of cottagers.

Longevity & credibility

Ability to speak for broad community with a reasoned and professional voice

"Provincial base makes it the natural organization to represent to the Prov. Govt.

Demonstrated ability to communicate through traditional and modern media."

Communication

Large Numbers, well informed membership, could/ should vote strategically at provincial and municipal levels

Strong membership in terms of numbers and high visibility among cottagers

Excellent resource and cross province representation

Environment

Strength in numbers, and broad coverage.

Federation of like-minded organizations

"Broad representation.

Dedicated staff.

Communications network.

Balanced and fact-based coverage of issues."

Preparedness to take action on issues important to members

Terry is great, good membership base, credible, multi-faceted, represent small as well as large cottage owners, good political action.

Being able to act on behalf of all of us - especially those small associations with few resources - on matters like trying to save our lakes from over-development.

No comment

"there for the cottagers

provides an umbrella for cottage associations"

You exist for the right reasons.

The electronic newsletter

Vibrancy, commitment and energy

Potential for political advocacy for better lake water quality, sewage treatment, nutrient removal.

professional committed leadership

Size of membership and committment of FOCA to cottagers' issues

APPENDIX G – Weaknesses Comments

Services are not well known by general public including lake association members not on the executive
Strengthen the rapid response to government on issues such as taxation etc and policy that would appear not to be in our best interests

Seems more interested in advertising for companies than helping cottagers.

- can be perceived as stepping on toes

Cannot comment as just becoming aware of FOCA

reaching all involved for valuable preservation information.

Possibly continued reliance on grants with associated deliverables

Better face to face communications.

"Same staff entrenched for too long.

Pushing certain issues while neglecting others.

Seems to have NIMBY attitude."

The majority of FOCA's AGMs and other activities seem to occur in the Toronto/ Muskoka area, leaving those in other parts of the Province, who are unable to attend for financial or other reasons, feeling like outsiders. Holding these events in other regions of the Province on a rotational basis would be a more inclusive approach resulting in a stronger federation.

Political Advocacy

None at this time

"Not tackling in depth issue research or information compilation.

e.g. - Haliburton is currently preparing a tree cutting by-law. FOCA would be an ideal organization to have compiled a selection of by-laws and a position paper for various regions (say for Ontario - Kawarthas are different than Haliburton or Parry Sound).

FOCA did this for Lake Planning but seems to have backed away from in-depth projects."

Lack of authority

Provincial political acknowledgement

would be good to have more member assns

not "top of mind" to many cottagers

Maybe FOCA meetings could be divided up in districts (once a year) so that everyone can attend at least one meeting.

not strong north of parry sound

"clout

apathy of cottagers"

Not enough power not enough exposure to general public, must reach more than just members...many OUTDOORS magazines could have your info, stand alone articles about water tips, septic tips, invasive species etc...or advertising in magazines more of your website where this info is on line etc....MORE EXPOSURE to get info out...many lake property owners fisherman etc do not "behave" in such a manner as to preserve our lake resources-water quality...

communications - similar to all organizations, communications is difficult to maintain in our busy world don't know

North of Toronto focused - Rideau Lakes focus every now and then would be nice

I have no idea what your weaknesses are.

None are apparent

Political awareness and connection

making themselves known publicly

Inadequate direct contact with individual members.

Unable to address important municipal issues. Lack of response to specific inquiries.

Cater to cottagers

"Lack of knowledge/indifference of cottage owners to FOCA efforts;

Capacity/ability (?) to deliver the FOCA message to property owners."

Lake association members focus on local issues and do not feel affiliated/linked to FOCA. Difficult to attract volunteers who are more interested in contributing their volunteer time to their local association.

I do not perceive any weaknesses at this present time

not sure yet

no comment

the road survey it would have been interesting to get the cost per kilometer, next time

little presence at federal and provincial government

not always sure of all the services and programs

not sure

Inability to provide all seminars to all member groups.

"Poor communications - I've sent Terry Rees a couple of emails over the years and never received a response. One was an out of office message that said he'd be back in a couple of months.

Execution - I see little evidence that FOCA has been able to facilitate change, on any front"

"Lack of funding base

Difficulty in communication with members of associations"

The large size of the challenges.....

one association ontario wide.

can't think of any

- need to ensure aware of how issues affect all areas of the province

perhaps annual meetings could be held somewhere other than Toronto

can;t think of one right now

"Unfortunately, Ontario is a huge geographical area, thus making it a challenge to represent all cottagers equally. I guess

representation by population is the only solution, but the smaller associations who are further away from highly populated areas may need as much or more of a voice and may also be able to offer valuable input.

Financial constraints would obviously weaken FOCA's ability to accomplish a lot more."

lack of representation in the north-eastern region of the province.

Failure of Lake Buoy marker program

Marketing your association

The president and council might get a higher public profile

Communication

"Exposure is limited because of the vast area covered and message is not getting thru to many owners

More aggressive advertising of services /products offered by FOCA membership

It is largely a seasonal -summer - focused organization and thus doesn't get the full time attention it deserves by member associations

Shortage of people to deliver programs- ie Succession Planning"

Demographics (i.e. aging representation) of FOCA organization and its membership. Today's youth and tomorrow's leaders need to be integrated in the evolution (i.e. social media, etc.) of the organization.

No obvious real political "clout"

Unavailable speakers to attend our Association's AGM. I believe we are the 2nd oldest association in the Province. (57 years)

Issues outside of Muskoka

"large amount of work fall into few hands

volunteers hard to come by."

too many different views that get watered down into a weak policy

Being so focused on the southern part of the province.

"Inability to get messaging to the average cottager

INability to keep all Associations who have been members at one time"

Not a lot that refers to large lakes

website a bit difficult to work through

Needs to be more politically active on issues, such as major new subdivision developments that can destroy lakes.

"Communication

Awareness"

-No other comments.

We don't have enough political friends.

I can't think of any

Not aware of lobbying strategy and carrying it out. The tax issue has been around for a long time with no movement at all. Gravenhurst just increased property taxes by a large amount due to mismanagement of their business and now cottage owners are asked to pay for it!! - and with no change in the minimal services that we receive. the taxation must reflect the services received - not just the property value!! FOCA's communications problem with local cottagers associations, their board members, the lack of proper local association governance and performance, failure to uphold local association board member fiduciary responsibilities, etc.

don't know

hard to get cottagers interested & aware of issues

Does the government listen to you?

Is it possible to get information [boating, etc] without ads?

Getting governments to listen to us.

lack of public awareness in public media (newspapers, television), lack of fear in politicians (you need more clout)

profile with public-at-large?

Grassroots members (within a lake association) are not aware of FOCA's accomplishments,

Not seen to have clear short and medium term deliverables

"identifying best practice & facilitating best practice networking amongst members

communicating org accomplishments vs plan or objectives

more articles / stories on prevalent issues etc"

don't know

Don't do a good enough job of advertising all the services you provide

n/a

Not knowing progress made with respect to fighting mining initiatives.

main focus is Southern Ontario, understandably, that's where the population is and where the bulk of the membership dollars comes from.

costs too much for small association as a whole to belong.

Not much that FOCA does touches us where we itch!

Current volunteers and attendees at meetings are older (baby boom generation) and have volunteered for a long time. Burnout could be an issue.

"Many sources of cottage info today, FOCA is lost sometimes

Doesn't stand for anything

Spends resources on activities of limited or no value to our association"

"I would like to see better enforcement of lake water quality issues such as clear cutting of cottagers areas between their cottage and the lake. Although a few cottagers on our lake have done this and although they have been asked to replant with native species it just has not been done.

I would also like to see more stress on using phosphate free detergents Perhaps a leaflet just stressing this one thing that we could distribute to all residents."

lockin of all cottage community

Do not know all of its services clearly

"Would like to see a workshop on leadership and Cottage Association responsibilities.

A contradiction, located in the South, need more Regional representation to understand the needs of different areas."

Not loud enough on unfair taxation of lakefront property owners.

????

Making people aware of all the products/services that FOCA provides-there are many mentioned in this survey that I am not familiar with, but that may provide value if we were aware of them.

No northern representation

lack of significant impact, i.e. on waterfront taxation issues

INFO NOT GETTING TO INDIVIDUAL COTTAGE OWNERS

"-small staff

-regional nature of some issues

-political advocacy"

"Support in dealing with shoreline issues. MNR's track record is nothing short of disgusting in conducting reported interventions. It seems like FOCA is hesitant to "rock the boat". I would be glad to supply "concrete" evidence at our next meeting. I still remain a strong supporter of FOCA.

Peter Brisley President Head Lake High Shores Association www.hhsa.org"

perhaps over extended - limited results. low productivity on meaningful projects ie taxation,

More members needed

We wish we had more time and money to be at meetings and seminars put on by Foca but we can not always get there due to the location.

"Results

Presence"

Not sure FOCA has much influence with local government, where a lot of decisions regarding cottage life are made.

Too much energy and focus on 'green' issues while ignoring 'fiscal' issues. Nothing wrong with 'green' issues but try giving a FOCA newsletter without any identification to a person on the street and see if they have any clue that it is from a federation of cottage associations.

Not well known at grass roots i.e. individual cottage association members are so naive about FOCA which is a pity and possibly due to associations not passing on links

Dated information in the website - need to update or add to information on the web.

"No backbone

excessive pandering to government -the main source of funding"

Visibility and or perceived clout.

don't know of any

"Communicating to all lakes

Empac---felt this should be an ongoing pursuit--especially now with cottage prices dropping or not selling"

"Not all cottage associations are members

Can't be everywhere where issues come up, lack of personnel and money"

Consider stronger links to other organizations with interests that parallel FOCA's. The Ontario Invasive Plant Council would be one organization to link with. This could be a source of information and / or speakers for member groups or the AGM and in exchange discuss promotion of programs relative to the cottage association from them.

-none perceived at the moment

political clout - major hurdle if conservative party wins (you thought liberals didn't care about cottagers)

Not sure how strong we are.

Lack of input from cottage associations?

"Media awareness of FOCA

also lack of awareness by cottagers"

failer to respond to constituent needs

"Little in the way of real political ""clout""

Very low public profile"

See #9 above.

Too focused on Muskokas and Not the great lake areas

Focus on southern Ontario

I haven't seen any position papers on propoerty tax issues

Focus on southern Ontario

Don't know

none that I have experienced!

I do not know much about foca as we are a new group and it is hard to get together but I am now getting more e-mails and this is giving me more info. I would like to attend a meeting but I have yet to get the info in time to make plans to attend.

No impact on taxation policies with provincial government - re: waterfront properties carrying a higher percentage of property taxation burden

seeming inability to focus the numbers (membership) into a serious lobby (taxes, services, mill rates)

Many programs, offerings are tailored for people/organizations that do not have much knowledge or understanding of the subjects; hence are of little value to organization that has experienced planning and been using FOCA material for some years.

Results determines how readily accepted FOCA is to Private and Government

stronger political involvement needed.

size - interest groups (i.e. OFAH) do not represent interests of all groups, but steamroll processes

I have not attended the FOCA conference because the topics have been all business and politics. It would be more interesting to have lake associations present some of the things they have done or are doing. Innovation at the lake.

Not all cottagers are aware of its existence, or care much.

The size of Ontario makes it difficult to deliver hands-on benefits

Need more specific info re the health of our lakes.

Sorry, can't think of any - you are doing a great job!

Political strength

Expensive

Too often seen as "rich" cottagers and therefore should not be taken too seriously

Too much emphasis on satisfying wealthy residents with big motorboats and too much money.

Supporting Cottage Life, which is nothing more than an advertising rag.

Visible (Tactile) actions on initiatives/issues that the majority of 'joe cottagers' can see and benefit from.

ie. Political advocacy and CEWF/WRAFT actions are not truly understood/appreciated or felt by most cottagers (albeit, their own faults because the communication about the activities are out there).

haven't been a member long enough to see any!

need to be more front and centre politically. If you concentrated more on one issue (i.e. septic system issues and education) and became known for that to be more visible (like a brand?)

communication of what it is doing

not sure

No visibility for FOCA in past 3 years on any issue with any gov't (Federal, Provincial, Municipal)

No Cottage Life articles

Increasing unwillingness of government to listen to 'reasoned and professional' voices! - but that will change.

Temptation to diversify into too many side issues.

Be more opinionated

Dispersed membership who don't see themselves as a 'group'. Government knows this and can ignore FOCA with little political impact

Do people really know what FOCA is all about, what is the vision and mission, what are the priorities, etc

Not a lot of attention paid to Southwestern Ontario Cottage owner's problems and challenges.

Tax Change and insurance

None

Diversity of membership and their interests appears to make it difficult to prioritize issues and find reach consensus.

Link with governments, federal, provincial, municipal could be much stronger

Working with the provincial government to get better legislation regarding private septic systems.

Many permanent communities need communal systems but provincial legislation and guidance has indicated that then municipalities must be responsible. What is needed is provincial legislation to enable homeowner co-operative communal systems.

Its understandable inability to help small organizations with local fights with municipal governments.

No comment

There seems to be Zero Credibility as a spearhead voice for cottagers in Ontario.

no opinion

getting everything done,,dealing with a mostly volunteer group, time management and deadlines.

NO INFLUENCE REGARDING PROPERTY TAXES.

Need more focussed approach for political lobbying efforts -- only reason for cottagers is the water in the lake or river -- need to keep it clean.
apathy and indifference from cottagers

APPENDIX H – Opportunities Comments

Better use of lake associations for information sharing

Continued strengthening of your advocacy role. FOCA should continue to push forward the environmental and educational agenda

Visible political help for unfair property taxation.

"- help us to do our jobs better

- act as a resource for information

- focus on areas that are common ie water quality, impacts of global warming on our lakes; alignment with the scientific communities"

deteriorating water quality is a huge issue!

to ensure water and land quality for future generations.

Expand outside Ontario - many of the issues are similar

Your communications should make for a much louder voice in the future....more members.

"Perhaps work more closely in partnership with local groups or associations that are planning ambitious projects...e.g. septic reinspection and shoreline restoration projects on Clear, Stony and White Lakes"

"Improve Communications

Stronger protection of our Natural habitat."

"Look at weed growth and how to combat so a previously accessible lake can be brought back for recreational use.

An opposing voice to anglers and hunters who fish in swimming areas while children are swimming and shoot at game that the overshoot hits buildings and close to people (personal experience)."

Provincial Candidates Interviews and share candidate responses with membership. Also state who you see as and advocate for lake health, taxes etc.

Try to lobby government members of parliament on taxation and land use issues

No comment

"Scan issues currently facing Associations and propose in depth projects. Possibly a voting mechanism to identify priorities and projects would work.

Advocate for umbrella organizations or cottage associations to form a network across cottage cuntry regions (Like CHA in Haliburton)"

To continue to grow in size and political recognition

legal issues such as boat speeds and noise, second residence taxation, environmental protection water quality issues and direction

The possibilities are endless but directly related to the number of willing people to get involved AND the willingness of the general public to react to issues.

don't know

I have no idea what your opportunities are.

The Provincial election

Lobby of importance of financial viability of waterfront properties to the local communities.

use local events to bring awareness

Get on board with all waterfront owners

"Greater outreach/contact with local organizations;

Higher political profile at both the provincial and local levels"

Could play a role in directing/leading/guiding lobby effort re: Asian Carp. Provide a vehicle for lake associations to weigh on on issue.

It is often difficult to have people volunteer for various association positions. There may be an opportunity for FOCA to assist its member associations in doing successful recruitment for Executive positions on the Association - President, Treasurer, Lake Steward, etc.

too early yet for me too say

no comment

continue to educate cottagers about issues that arise in govt

Property taxation - there's an election coming up in October. It's time to get out the big guns. So far none of the parties has indicated that property taxation is even on the radar

Interact with groups all over the province

seek participation / support with ALL lake associations

"Create a library, or database, which can be accessed by member associations of recent, or past, legal actions or interactions with local or provincial governments. What have other associations done when a municipality passes a by-law which is not in cottagers interests.

Track municipal by-laws which impact cottagers."

To keep relevant...to keep slogging on...

Remain vigilant on issues

more political action, get involved in fed and prov issues which affect our life.

Get political in advance of Ontario election

"- continue to lobby on behalf of cottagers with other organizations and government

- partner with organizations, government to address issues related to lakes"

not sure

I don;t go on the website often enough - is their a question answer section where associations and landowners a like can make their say known and find answers from those whom may have dealt with the same issue with results.

"To be representative on behalf of all cottage associations... particularly when it comes to dealing with politics and the various wards, townships, etc.

I would hope that with some encouragement, FOCA may be able to create more consistency with some issues... ie. safety preparedness, taxation, services provided by various parties, insurance, etc."

focus more on the north as we have all the same problems as our southern neighbours but less population/representaion to deal with the environmental issues that threaten our lakes.

Educated on how associations can rally against unfair taxation

We have lots of oppourtunities which you listed above but dont take on too much that you cannot do your core mission properly

"Get more people out to AGMs

Focus on increasing marketing and delivery of programs

Increase political lobbying on vacation property taxation and assessment issues-capping valuation fluctuations at 5% is o great initiative to get vacation property owners attention so lets do it and make sure that FOCA is seen as the vanguard."

Rather than have two somewhat identical conferences each year, one conference should be designed to facilitate dialogue and problem solving between member organizations. There is too much focus on formal presentations. If a number of themes are established for a conference, members should be encouraged to attend the conference to discuss their respective organization's issues, solutions, and ideas for change.

See 10 above

to provide a stronger vision -- with one-two goals not try to be all things to all people.

Come North for meetings and conferences occasionally.

"Need to address secondary cottage organizations who take materials, information, etc from FOCA and market it as their own

Continue to influence Taxation, Energy, Mining, Boating, logging initiatives in the Province"

Are you involved with programs to save and preserve Lake Simcoe?

Continue to unite groups and be a strong voice for 50,000 lake voices.

Partnering with other associations, conservation groups and government bodies

-Perhaps not all aspects such as those that are indirect in some cases (i.e. environmental). Continue therefore to advocate and educate in this area and partner with organizations that are on the ground in each area

Work on taxation re cottages.

Go After taxes. NEW GOVERNMENT COULD BE A GOOD THING THIS FALL TO TAKE ANOTHER THRUST, To educate local cottagers associations and their board members, how best to operate, communicate, and perform.

increased political influence

Being able to maintain good water quality and water levels in our lakes

More concern about environment by some property owners - so build on that to gain additional support regional representatives at lake functions, with documentation/handouts/fridge magnets outlining the benefits of membership

greater public profile?

To get more involved with spreading info on Invasive Species

focus on 1-3 short term achievable deliverables and accomplish them

reasonable property taxes"

not sure

unknown

"Reduced insurances for individual cottage owners in addition to the associations.

Increasing awareness to local residents about the great contributions that cottagers make financially to the various communities."

Involvement in lake management plans in more areas.

"Become a clear voice for water front owners on provincial issues which concern us

Demonstrate a better value proposition to associations"

Run more short courses like the "Cottage succession seminar"

More fully engage direct cottage membership while maintaining local association relationships

leader in provincial environmental stewardship

"Broaden our understanding of Regional needs, set up Regional offices and have better input to the Central area.

Get more Commercial support, in remote regions ."

To use it's political weight to provide a voice on issues affecting cottage owners

"An electronic directory/forum for lake associations to communicate with each other, perhaps even segregated by geographical area. For example, If I wanted to communicate with all the lake associations within a 50 km radius of lake, how do I do it? I need to look up names and create an email distribution list.

Also, many associations have their own websites. Since we all have common elements in these sites, we're all ""reinventing the wheel"". Is there a template FOCA could provide based on best practices?"
the north

no comment

-develop "lake teams" of summer students ("FOCA on the road")

see #10

impress upon local and regional councils how important our taxes are to the everyday needs of these townships. they just don't get it. they take us for granted when we express additional costs associated with cottage life, eg. private road maintenance, winter and summer, drinking water, purification systems or wells. impact should be hands on when assessing property taxes, instead of relying on sales results across the board.

become more focussed on delivering only much needed specialities - this survey is a good start in determining which

Communication

Every cottage association needs to be a member as there is strength in numbers. Are you using every possible venue to get the word out there?

Political influence

Great to see FOCA become involved in measures to protect the environment, and improve water quality.

"- More focus on 'fiscal' issues.

- More mentoring opportunities matching knowledgeable members to new members.

- Do more political advocacy on behalf of cottagers.

- Explore opportunities to work with Cottage Life again so as to market FOCA to prospective members.

How about a FOCA column?

- More on member associations like the well hidden item on the Six Mile Lake book. We did a similar book many years ago and it really brought our members closer together."

"More awareness

More surveys to find direction and stay focused on top priorities for cottagers."

More advertising - Need to be more political.. Maybe a lobby day at Queens Park - Ottawa Bring our issues directly to those government officials who can effect change?

Advocacy with provincial govt

It might be worthwhile to cover in an occasional new article, the operations of the TS Waterway - how it is structured ; how poorly it is funded; what kind of condition structure are in (poor)- of interest to reservoir lakes and the whole waterway from Georgian Bay to Trenton

Taxation of cottage property is still our biggest threat and must be faced head on and through political channels. MPAC is a scourge that this Province does not need.

"broadcast more about the member lake associations.

ask the member property owners' associations (or equivalent) to submit a blurb about their lake that can be published.

people like to see what other lake associations are up to.

articles on lake etiquette. eg. no fireworks except for may 24 and july 1"

Unaware of all FOCA is involved in

Almost unlimited

See #10 above

WRAFT becoming even stronger voice and force

"maybe turn the next election into an opportunity to gain traction on our issues
make use of Council of Canadians advocacy - environment issues"

control more voting to get MPPs elected who are cottager friendly. Also for regional reps eg. Mayors,
aldermen etc.

increased PR opportunities to spread the word?

As the population develops greater and greater awareness of and sympathy for "green", FOCA should be
able to capitalize on that and increase its lobbying effectiveness, provided it escapes the "dog in the
manger" tag that could attach to an organization that represents only the interests of those who
currently own lakefront property (rich persons' club)

I would be interested in efforts to lobby the town of Haliburton to introduce a better balance of industry
and tourism. The town is too quiet during the winter months and businesses struggle or fail. I
appreciate the interest in protecting the local vendors but if you want to shut out Tim Hortons or
Canadian Tire for instance, then please do provide some other means of livelihood for the residents.
add focus on Great Lakes area, --different invasive species, we can't have docks here--so less about the
dock stuff. Alternative to docks would be interesting. You are missing a big target area
unknown

Strengthen participation in Northwest Ontario

Don't know

Focus on environment - water quality, boating, etc.

Taxes, services, mill rates

More Government support...Stronger BIGGER VOICE through MEDIA

there is power in numbers. bring together these numbers to apply political pressure.

address Hydro 1 charges

continue to pull together information about what other associations face and do to share with the
broader group.

Need to find new ways of reaching out or advertising.

Could do more to help cottagers understand issues relating to municipal and provincial elections, could
do even more to provide information on the environment and how to be more environmentally friendly
(I know you already are active in this area)

Use the move towards more public awareness of environmental concerns to influence provincial policies

More appealing to smaller lake associations

"Promote and enforce reduced motorboating, more active water use by swimming, canoeing, sailing etc.

We should have strong Dark Sky bylaws everywhere."

Root level appearance/involvement i.e. regatta, AGM booths/info

more info on lake water testing

"Toot the FOCA horn more - i.e. committee meetings attended reports in the alerts & newsletters -
pictures with members and more press releases about FOCA's stand on issues. I.E. invite the press to
discuss an issue and have politicians there to give their views.

Join with other Cottagers Associations and Federations across Canada.

Make our disappearing and spoiling fresh water a MAJOR issue (it certainly is a GLOBAL issue.)"

being a voice in Queens Park for cottagers. We are not all wealthy people.

not sure

Keep our lakes safe

Get more involved with cottage associations and join them in their battles with local gov'ts on issues
that pertain or may pertain to other cottage associations and that will negatively affect the 2 most

important assets in Ontario's cottage country namely the quality of its lakes and the protection of its forests and environment.

More advocacy

Continue to build strong core competencies in all key areas of mandate.

To sort out the pros and cons of the many advanced waste treatment systems becoming available for cottages,

Increase fees and increase profile of FOCA. More visibility at Queens park. Greater advocacy at political level

"Create a strong vision and mission, select some priorities and communicate your success against them.

Don't spread the organization too thin on too many topics"

See 10 above

As noted in item #7

more info to associations for their members

More local or regional networking to address local issues.

Join forces with various organizations, quite separate from cottage/road associations whose interests are specifically water quality, environmental issues, preservation of watersheds

Establish a data base for septic system capabilities and contractors. Publish data on the ability of specific septic system solutions to remove nitrogen and phosphorus as well as other pollutants.

to get involved, by invitation from lake associations, in local issues.

consider those that have moved to the cottage in retirement or as a benefit to their family. eg: a family moved from out of province, converted a large house downtown into a B & B and opened a bistro in the harbour. Eight year old son loves the local school, far more than the one in the city. Ratio of teachers to students ensures extra attention.

Do more and communicate successes - build a force.

Continued emphasis on water watch issues, events, dialogues across Canada.

More fine tuning and pursuit of the same..Land use planning/water quality/tax advocacy/education/helping educate the associations on best practices to work with Town councils on all the issues.

GET THE GOVERNMENTS ATTENTION REGARDING COTTAGE PROPERTY.

Encourage Ontario government (MOE, MNR, MRI, MEDT, MMAH) to support sewage treatment efforts and nutrient removal, not only for new development but for existing development.

use upcoming provincial election to spotlight lakefront and cottager issues as part of a larger environmental focus

APPENDIX I – Threats Comments

overdevelopment - resulting from the budgetary difficulties of most governments and their need to expand their tax base. In cottage country this means the possible overdevelopment of lake frontage (ie. time sharing/condo units especially on small lakes

membership rates too high

"Undermining the voice of FOCA by governments and lobby groups to the point where your influence is reduced.

There are groups that operate in our province that have absolutely no respect for the environment. They will continue to try and undercut the organization so FOCA needs to continue to protect the organization's integrity and voice at the political level to insure that our voice is heard and the organization respected for it's opinions and stand on issues."

If not helping and cottagers, lake associations will stop supporting

"- regionalization taking over

- significant diversity of issues across the province create challenges in finding common ground"

Politics

The power of the Trent severn Waterway which ignores the input of many FOCA members.

"Sources of funding

Lake resident apathy"

government attitude

"Government ignores us

Increased land development."

Concentrate on to small a range of issues that are those of members active at the executive level. Widen horizon and pay more attention to little guy.

Internal Infrastructure of the organization. Perhaps not enough funding or resources to keep the profile Government apathy when listening to the issues of cottagers and rural residents

None at this time

"Turning into just a website.

Your website is excellent but FOCA's real presence in the cottage community is virtually nil (my impression)"

becoming too politically engaged

unknown

None

Probably: lack of operating funds, short supply of volunteers, lack of interest to issues by public government agencies....

becoming irrelevant

I hope there are no threats to your organization.

FOCA should deal with pertinent issues without taking a political position.

Growing strength/numbers of local umbrella cottage organizations that address many issues important to local cottage associations.

No Comment

"Cottage owners are viewed as ""fat cats"" by the public at large Indifference."

Government as always

"mining

federal and provincial governments"

difficulty to mobilize different people from different regions to contact their govt officials in areas near their cottages, when they live in another region.

FOCA's relevance is being raised by many organizations. Suggestions have been made by board members in both the organizations I'm involved with about discontinuing the payment of FOCA fees.

Regional organizations that think they can replace FOCA

Indifference...apathy

Cottage owner apathy and inertia

?

Not aware of any at present

right wing views especially on taxation, taking over the limelight

???

- cannot think of any at the moment

not sure there are any-except for member complacency

don't know

"Politicians and decision makers at the various levels often have deaf ears. Hopefully, FOCA can persevere and exert its ""voice"" on behalf of hundreds of thousands of cottagers.

Obvioulsy, financial means limits what FOCA can do."

government policies or lack of them appear to be self-serving and anything positive takes forever to implement.

Associaitons need to see consistant value for membership

Dont spread yourself too thin

"Apathy

Lack of visibility

Younger generation not getting involved- look around at the AGM -mostly old timers with a lot of snow on the roof."

Relevancy! While many initiatives (i.e. liability insurance, lake planning, etc.) have moved the yardsticks forward, other efforts (i.e. WRAFT partnering, etc.) are dubious. While FOCA can't solve world hunger, it must focus its 'might' on one or two key initiatives, track the successes and losses, and report the achievements to members and partners.

Being marginalized by government regulation

difficult to effect real change of gov't policy i.e. MPAC assessment, provicial taxation model etc.

too many special interst groups.

Not so much a threat - however there is a confusing (to us) web of stewardship groups with their various ideas and projects - all worthwhile and commendable: Lake capacity study; Lake planning; Bonnechere River Watershed Project; Stewardship Council; Sustainable Watersheds, Conservation Authorities (which we unfortunately do not have; etc., etc.

"Growth of Secondary Cottage organizations like North Frontenac CA Alliance

Lack ot support from individual cottagers"

Apathy from politicians from all levels of government

funding sustainability??

Becoming involved with major corporations that see money before environmental protection.

"aging population (less members)

total ontario representation (appear to be Toronto, Muskoka and area)

less funds and grants"

-Perhaps not by-in on all issues from all members?

"A poorer economy will not make it easy for people to select the more expensive environmental improvements.

Loss of grants and funding with a more and more conservative government that I think may see this as a frivolous use of taxpayers money"

Same old - same old stuff

Failure to grasp the opportunity before us, such that the current problem intensifies, to the point of placing the future of FOCA at risk.

decreased political influence

FOCA is spread very thin - much to do by very small group

apathy by cottagers and associations, lake association budget constraints, politicians who are bullies

declining memberships in Cottagers' Associations

Lack of a burning issue (other than waterfront taxation) that gets the attention of members.

membership not feeling that they get value for the \$

not sure

unknown

n/a

Taking progress made by FOCA for granted.

Financial pressures due to resistance to fee increases, rising cost of services, volunteer burnout.

Many sources of info today..FOCA need to stand out and stand up

Cottagers who do not wish to join the cottage associations.

Provincial budget cuts making lobbying more challenging.

perceived lack of relevancy

"Regions are now setting up groups, this is likely to undermine FOCA and Cottagers will want there money to reflect their requirements.

Too much Commercial Support that influences policy. Need a balance.

Don't spend too much time listening to Whiners, who will never change their opinion. Be positive and more on."

???????

Indifference or ignorance of the value FOCA provides. Trying to be all things to all people could dilute FOCA's effectiveness, but I don't see much evidence of that yet.

no comment

-regional groups might outpace FOCA

membership apathy and low FOCA relevance

Apathy

Big government, budget cuts, lack of recreational space due to growing population

Seasonal complacency

Lack of communication with membership.

- Right now our association gets very little value from FOCA. We are loyal and so remain a member hoping things will improve.

"Complacency

Ignorance of constituents

Failure to produce when needed most at the local level"

Other associations - we shouldn't duplicate issues IE Simcoe Ladies of the lake - Lake Simcoe associations etc we should try and collaborate with them.

Excessive environmental lobby - to narrow focus -not of interest to so many.

Is the membership declining? A lot of meetings - AGMs and lakeshore programs have not had great attendance - are there too many mtgs for cottagers - many seem to be oblivious to changes and growth on all the lakes - and should get involved and volunteer

In recent years battle against property tax assessments has slowed down. You (we) are not combative enough. They (MPAC) are not our friends!

apathy

"Associations complacency

Government

Empac"

"Complacency among cottage associations

Governments and businesses not listening to voices of cottagers"

More cottages become year round living for members and our association finds they lose interest. How can more members be recruited in waterfront communities. People seem to think if they are year round they are not cottagers. Also the increased value of new "cottages" seems to make people more isolated and less interested in the association. Maybe just a modification of our focus is needed.

political marginalization

complacency

Lack of interest

lack of concern by cottagers

Being perceived as a "rich persons' club"

not sure what you mean by this? Any other group that focuses on the cottages on Lake Ontario, Huron and Erie--I guess.

unknown

Don't know

Apathy

"Trying to be too much to everyone.

Don't do recreation, don't become a social network."

the appearance of powerlessness in the face of (seemingly) unfair tax levels and mill rate levies

Puppet organization which is not taken seriously by private and government....potentially growing older with the cottagers.

apathy

Don't know!

Escalation in values of cottages will change the membership

Don't know

Apathy or lack of interest on the part of cottagers, people are too busy to get involved or attend events. Many cottage associations also belong to the GBA so some might wonder if they need to belong to both. Cost.

Government regulations, etc. enacted through pressures brought by private and corporate interests (say "profit").

Cottage apathy and ignorance! These dangerous attitudes displayed by both long time and new cottage owners/users.

Typical Canadian lethargy. We need to get our members stirred up and active.

relevancy. The Ministry of tourism is taking a new look at seasonal residents and VFR as tourism assets.
don't know of any

Big business interference

FOCA is not seen as an association with any clout for any issue that might involve the Federal or Provincial Gov'ts.

Compacency

Ability to appeal to younger generation and stay current.

Nothing that can't be dealt with as long as it is clear that the organization truly represents cottagers and associations across the Province.

Not a cohesive group and so limited political impact. Ignored by politicians with the ensuing public policy impact. Current government gets its mandate from large urban centres in Ontario. FOCA doesn't relate to those constituents.

FOCA get's too broad in their mandate and does not achieve enough success in a reasonable time frame and the members stop joining because they do not see value for their money

That it becomes irrelevant

None I can see.

Local or regional organizations focussed on very specific local issues.

Lack of interest by landowners

Not enough attention paid to permanent lakefront homeowners rather than cottagers.

it can easily be seen as being too remote from where the action is -- local town councils.

?

Doing nothing.

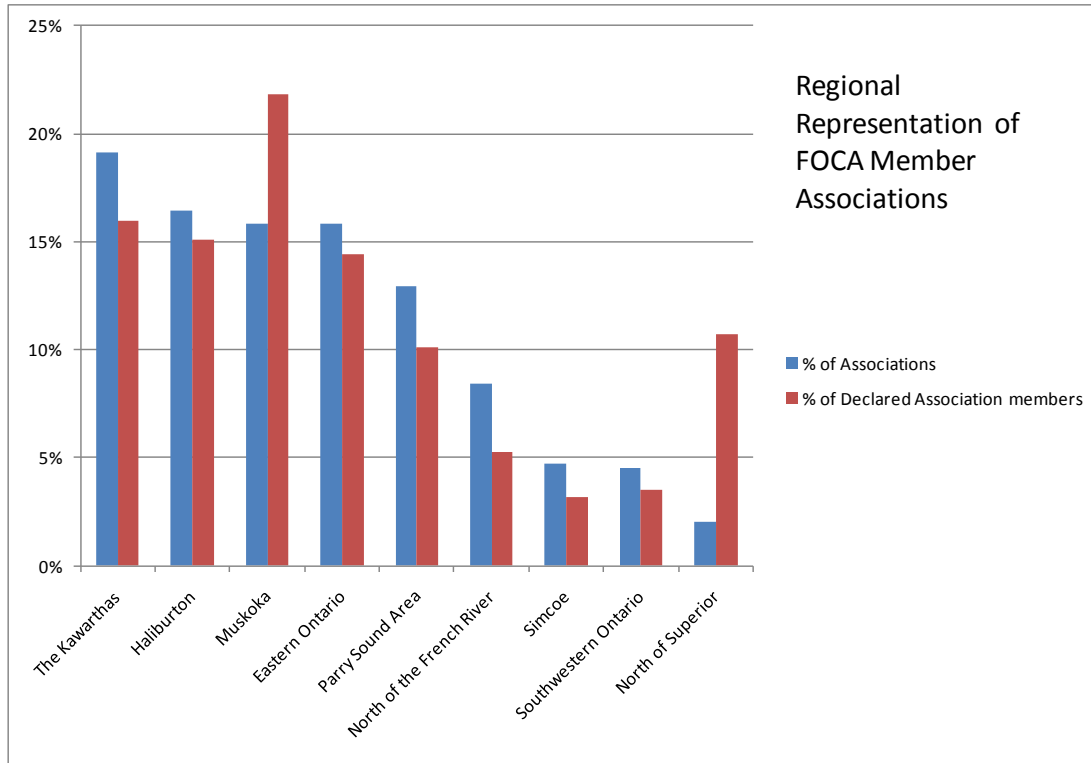
not known

BECOMING ANOTHER TALKING POST WITH NO VISIBLE ACTION TO HELP COTTAGERS.

none

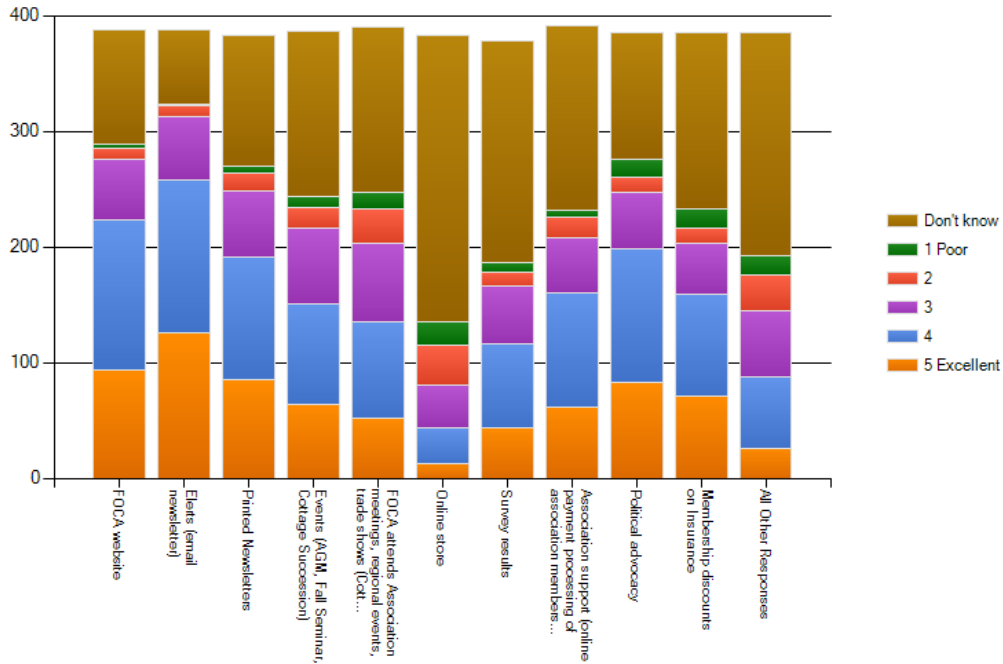
Appendix J - Regional & Group Analysis

Overall FOCA Member Demographics

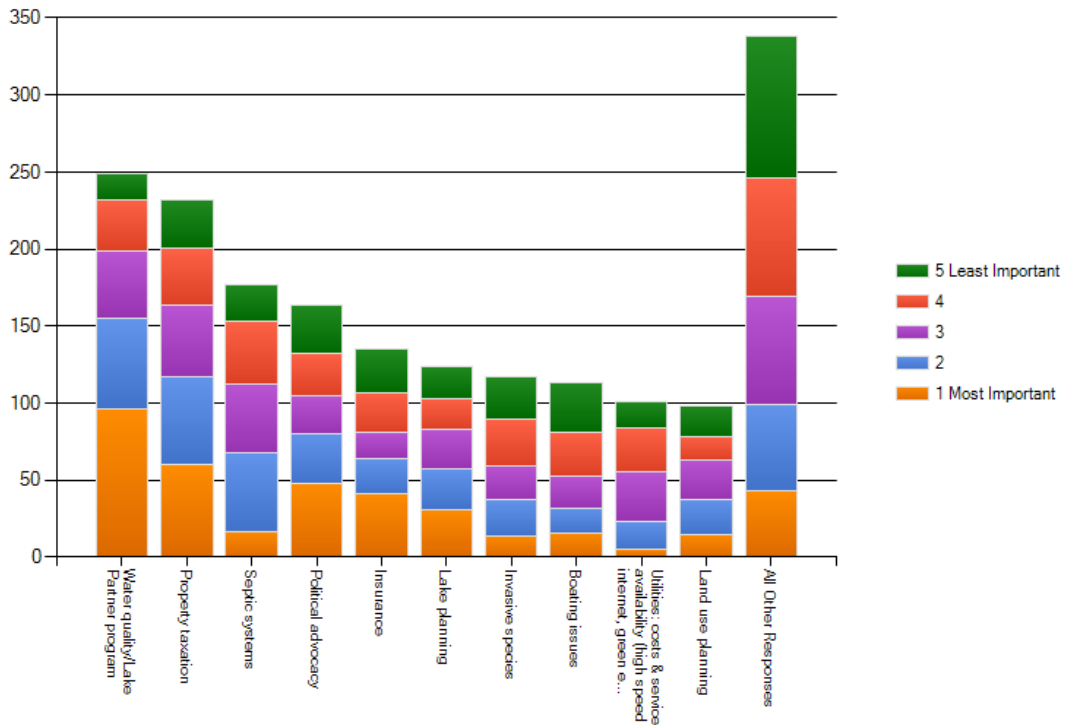


Responses from “Association” respondents only (397 responses):

For the following FOCA Products and Services, please rate the value each provides to you. 5 is Excellent and 1 is Poor. If you don't use, or it is not known to you, please select "Don't know."

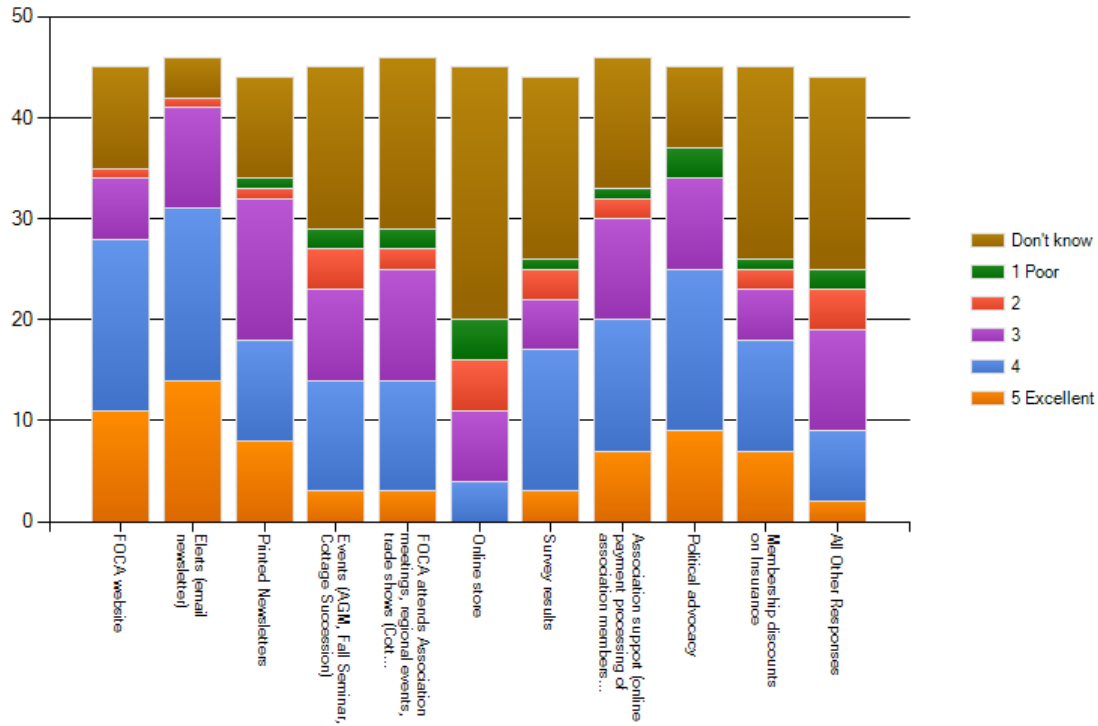


Please rank the top 5 topics of current importance to you/your organization. (Where the most important topic is #1)

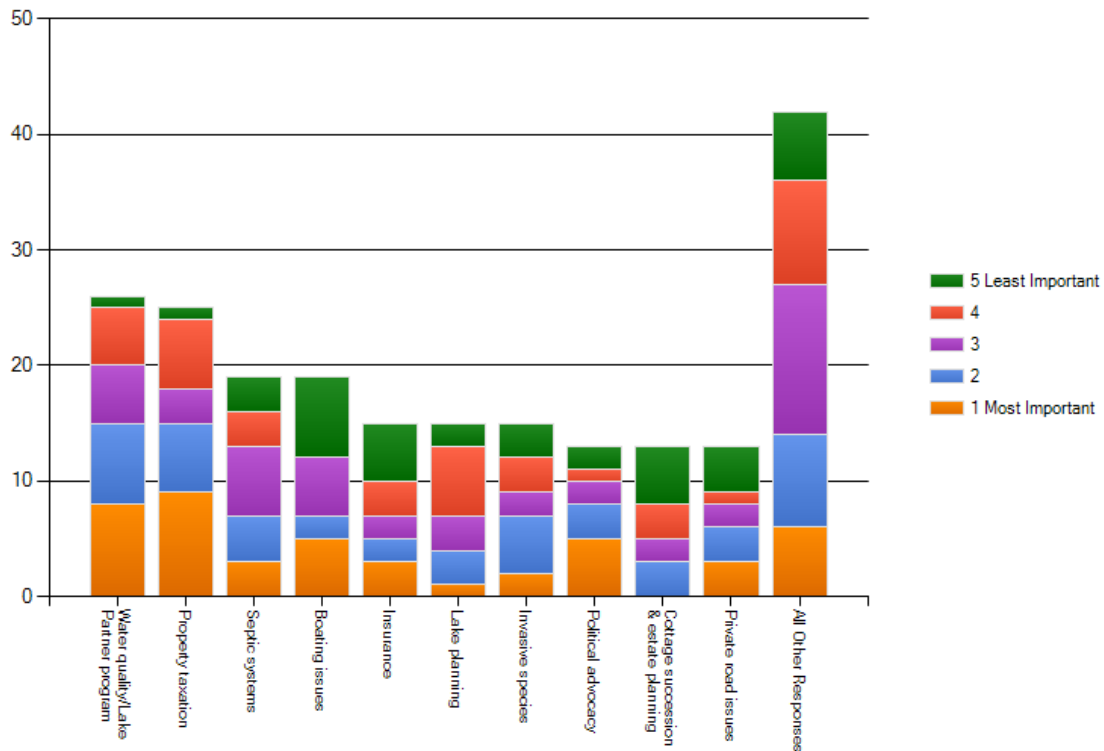


Responses from “Individual” respondents only (47 responses):

For the following FOCA Products and Services, please rate the value each provides to you. 5 is Excellent and 1 is Poor. If you don't use, or it is not known to you, please select "Don't know."

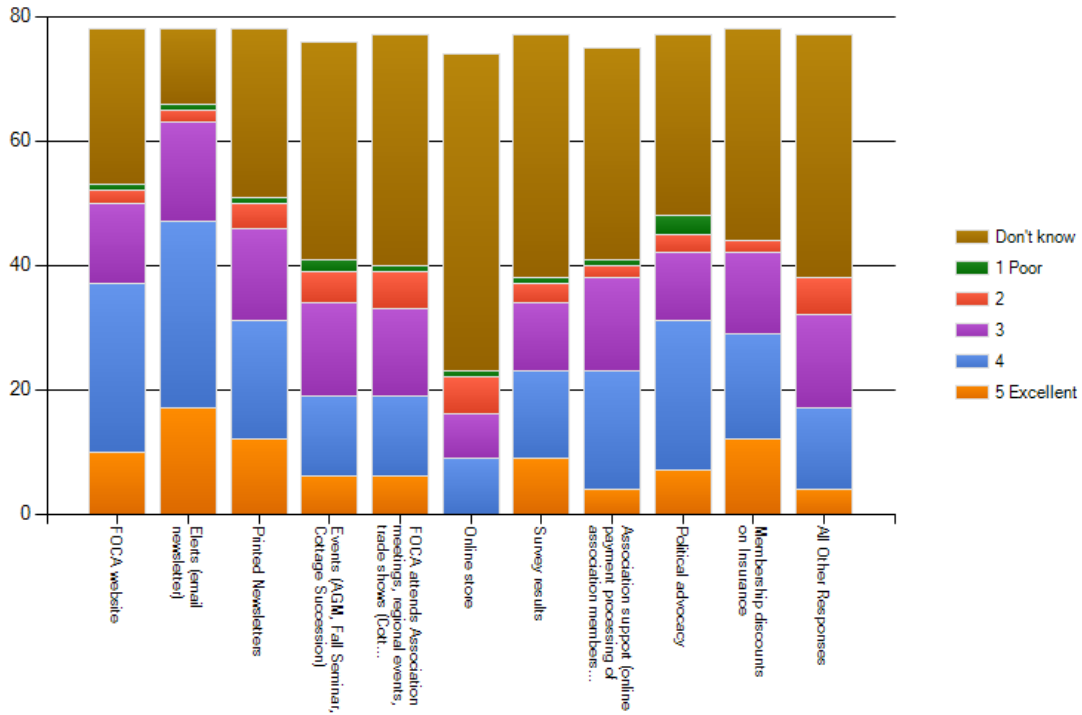


Please rank the top 5 topics of current importance to you/your organization. (Where the most important topic is #1)

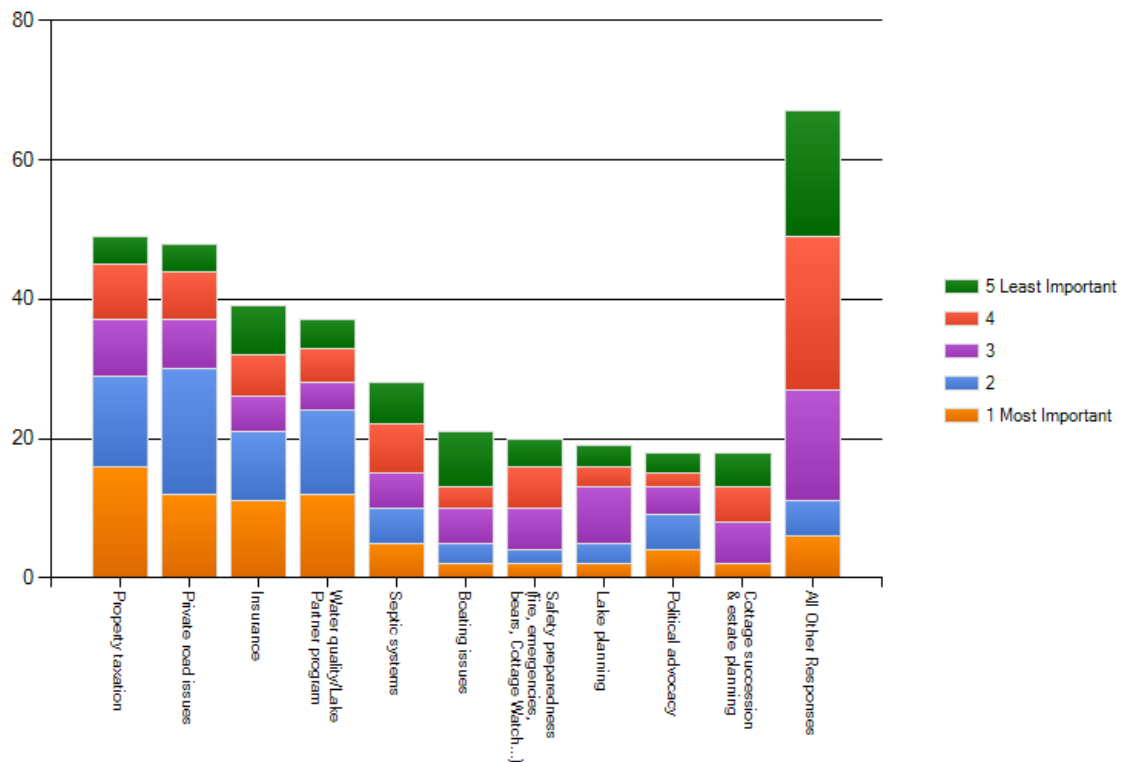


Responses from “Road Association” respondents only (80 responses):

For the following FOCA Products and Services, please rate the value each provides to you. 5 is Excellent and 1 is Poor. If you don't use, or it is not known to you, please select "Don't know."



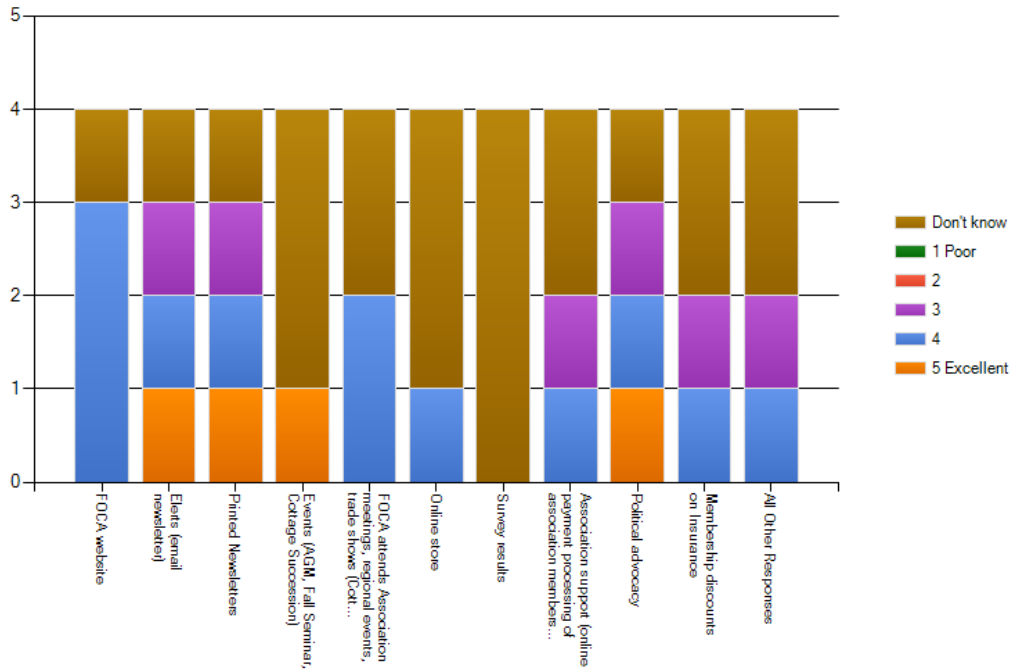
Please rank the top 5 topics of current importance to you/your organization. (Where the most important topic is #1)



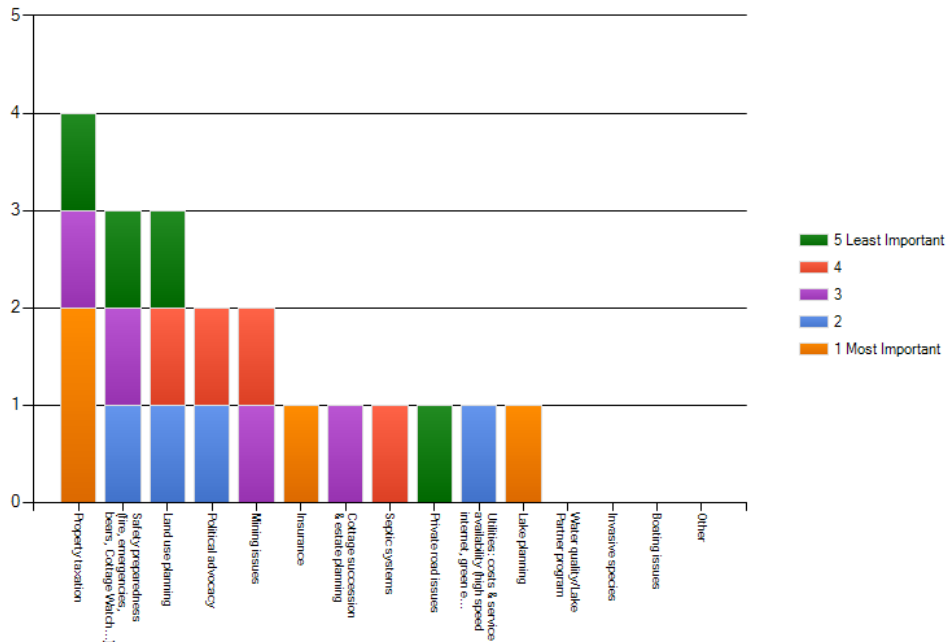
Regional Responses to Products and Services

NORTH OF SUPERIOR region (5 responses):

For the following FOCA Products and Services, please rate the value each provides to you. 5 is Excellent and 1 is Poor. If you don't use, or it is not known to you, please select "Don't know."

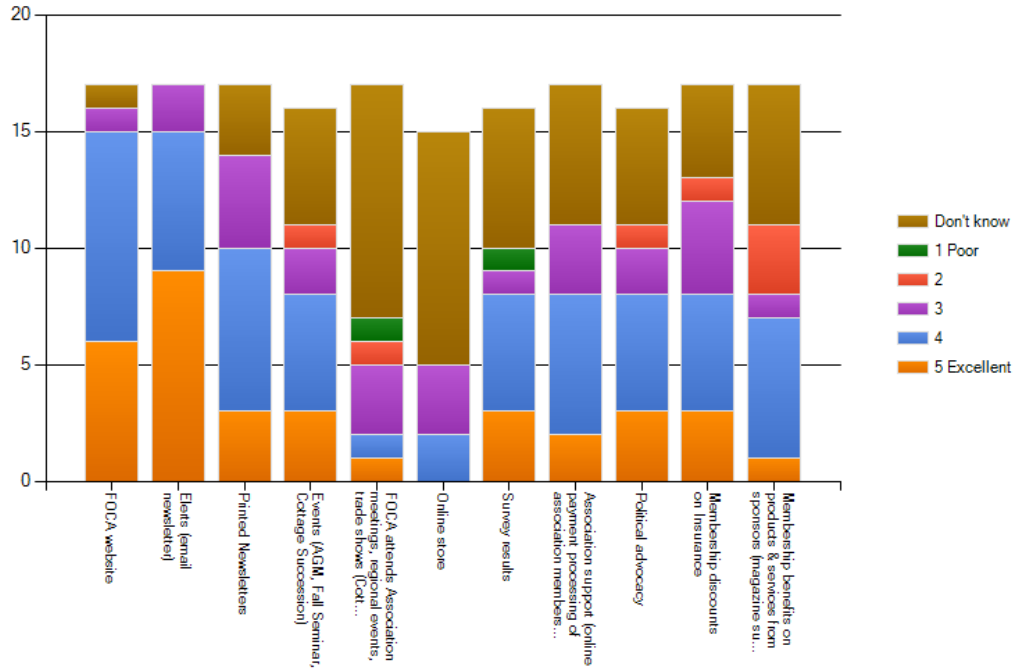


Please rank the top 5 topics of current importance to you/your organization. (Where the most important topic is #1)

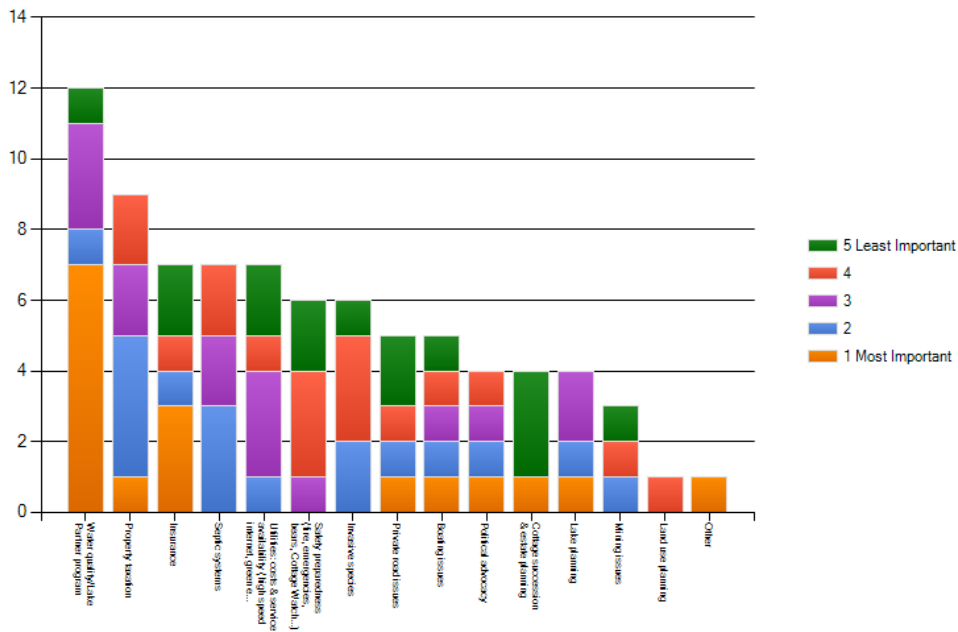


NORTH OF THE FRENCH RIVER (20 responses)

For the following FOCA Products and Services, please rate the value each provides to you. 5 is Excellent and 1 is Poor. If you don't use, or it is not known to you, please select "Don't know."

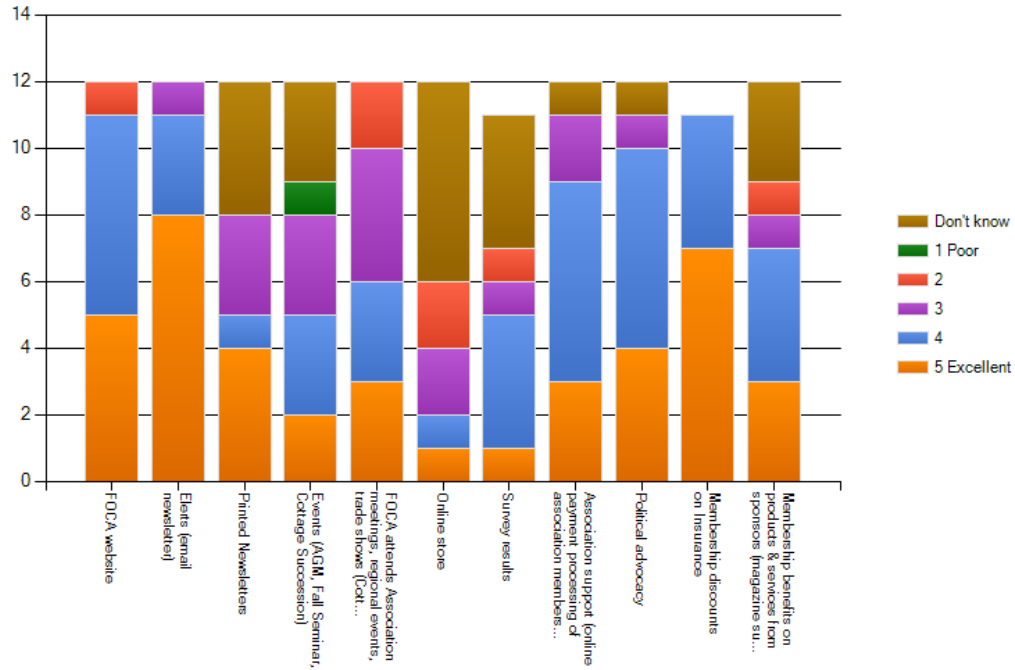


Please rank the top 5 topics of current importance to you/your organization. (Where the most important topic is #1)

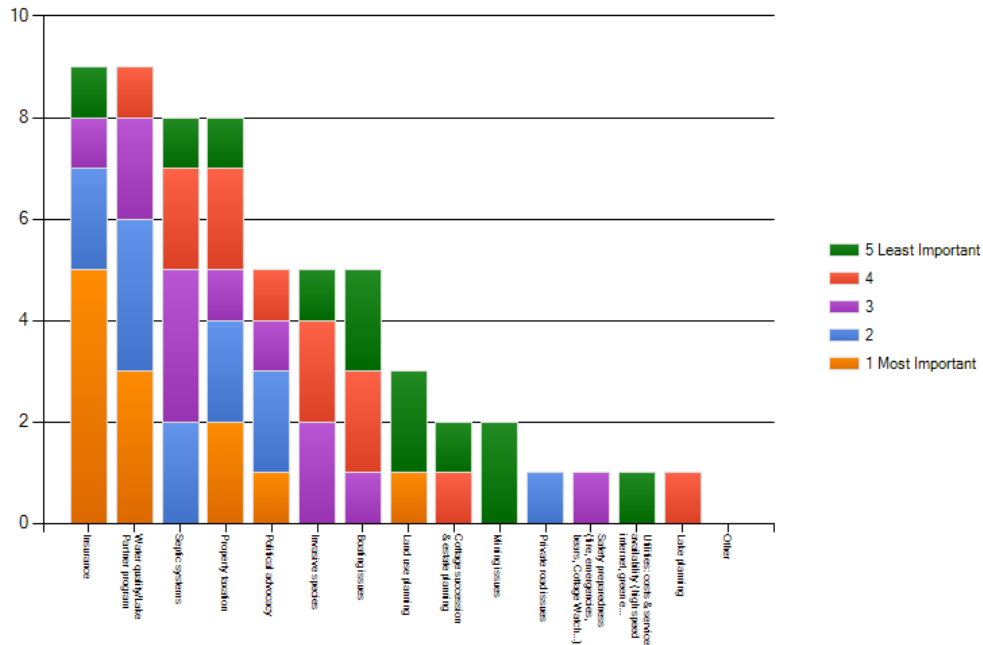


SIMCOE REGION (13 responses)

For the following FOCA Products and Services, please rate the value each provides to you. 5 is Excellent and 1 is Poor. If you don't use, or it is not known to you, please select "Don't know."

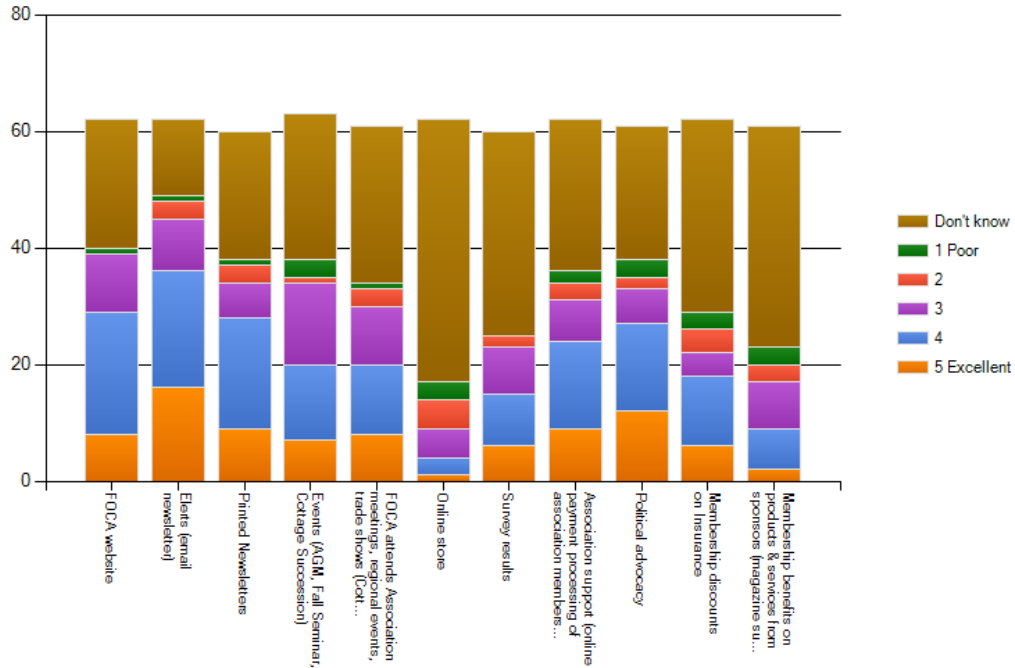


Please rank the top 5 topics of current importance to you/your organization. (Where the most important topic is #1)

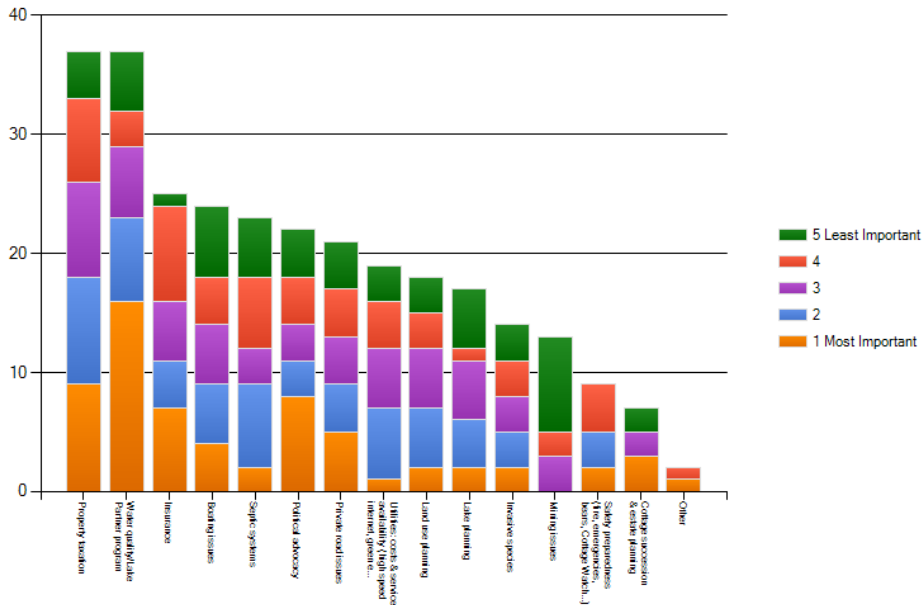


MUSKOKA REGION (84 responses)

For the following FOCA Products and Services, please rate the value each provides to you. 5 is Excellent and 1 is Poor. If you don't use, or it is not known to you, please select "Don't know."

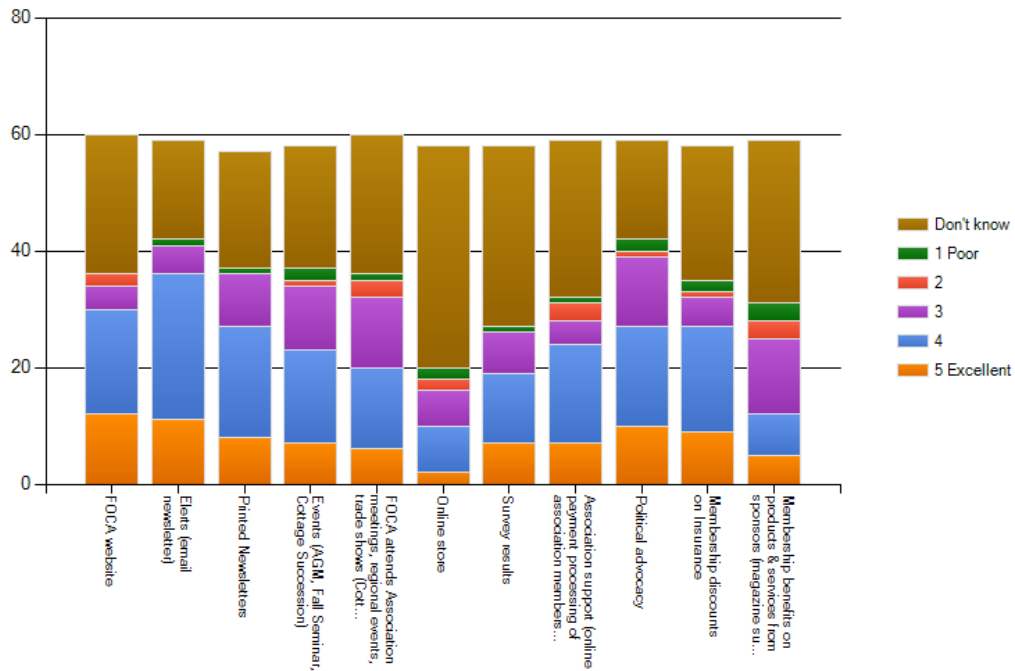


Please rank the top 5 topics of current importance to you/your organization. (Where the most important topic is #1)

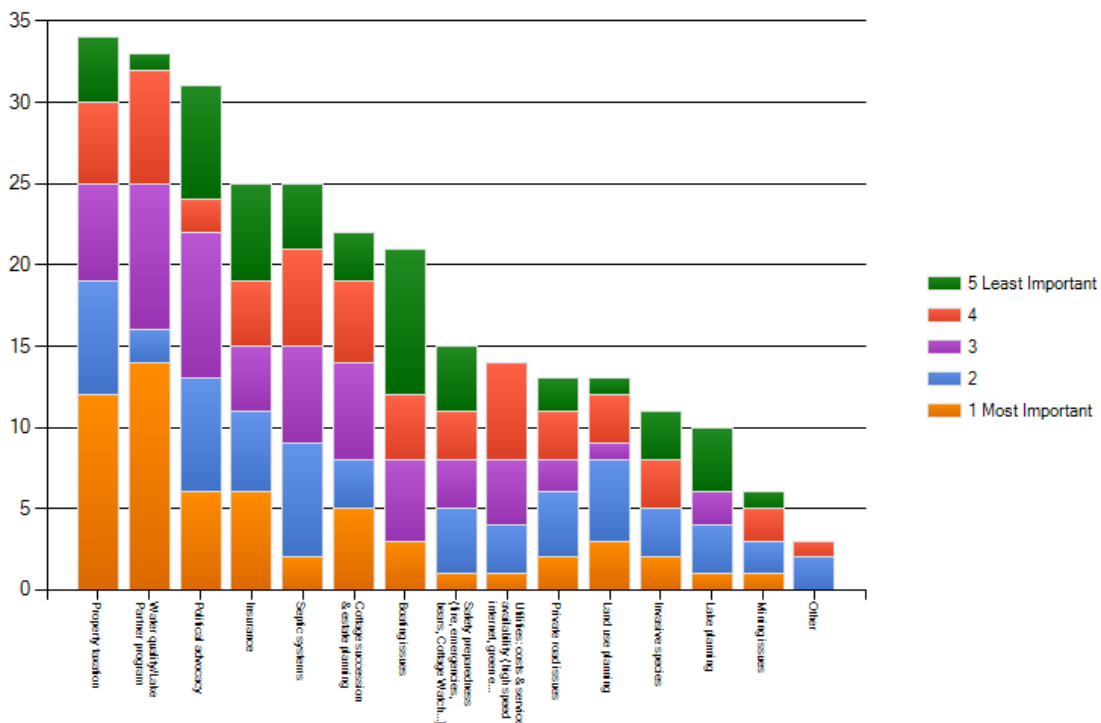


PARRY SOUND REGION (80 responses)

For the following FOCA Products and Services, please rate the value each provides to you. 5 is Excellent and 1 is Poor. If you don't use, or it is not known to you, please select "Don't know."

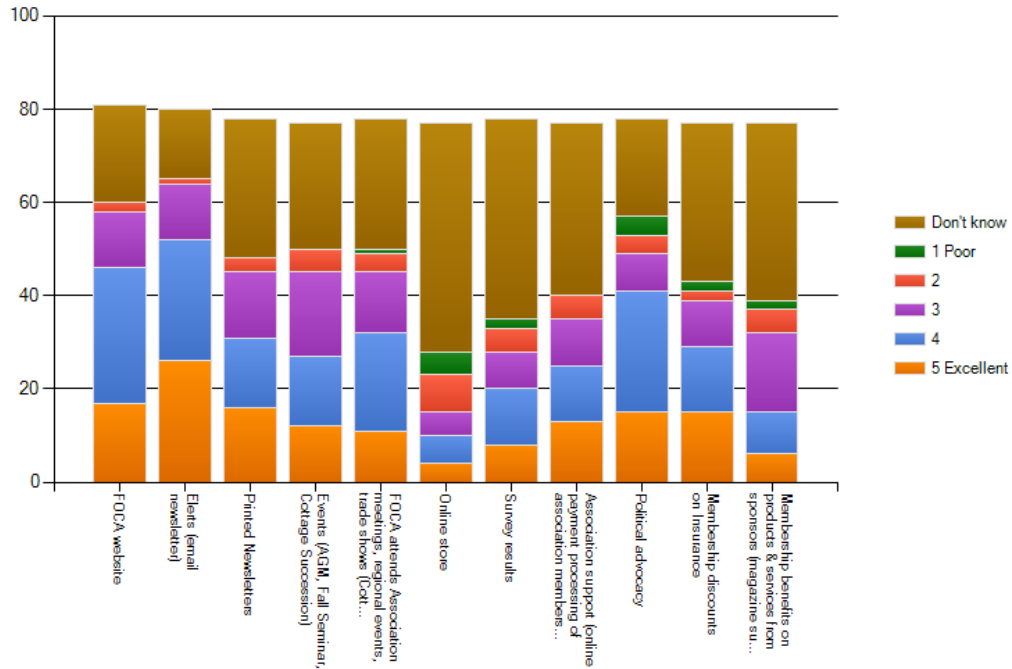


Please rank the top 5 topics of current importance to you/your organization. (Where the most important topic is #1)

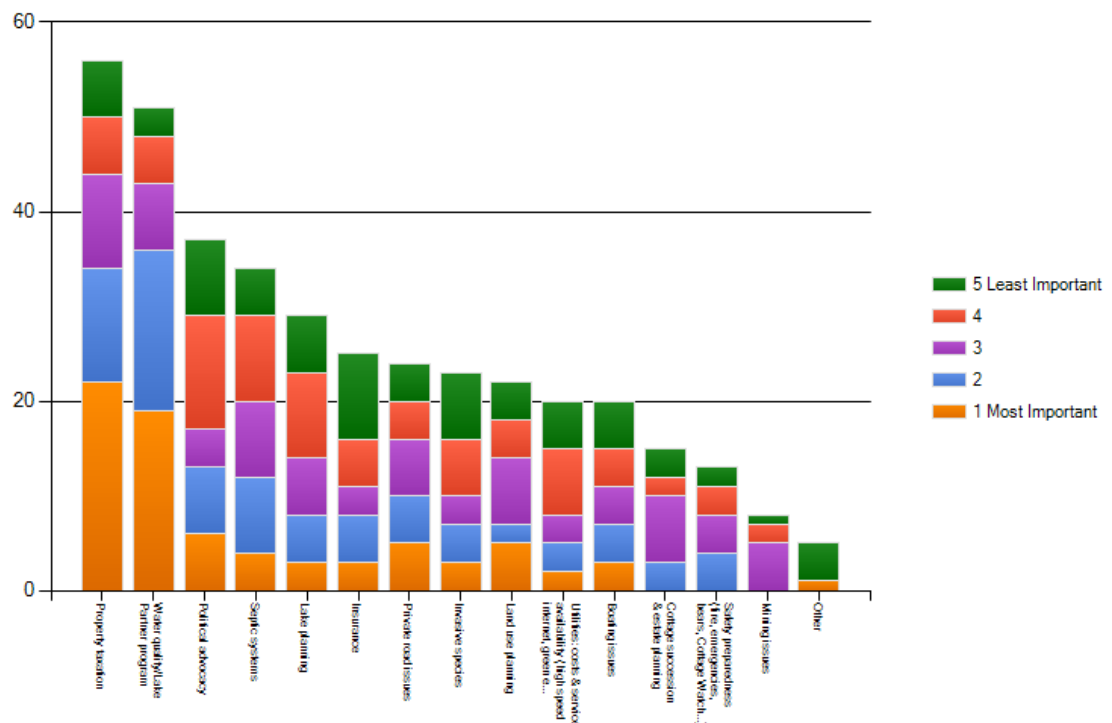


THE KAWARTHAS REGION (105 responses)

For the following FOCA Products and Services, please rate the value each provides to you. 5 is Excellent and 1 is Poor. If you don't use, or it is not known to you, please select "Don't know."

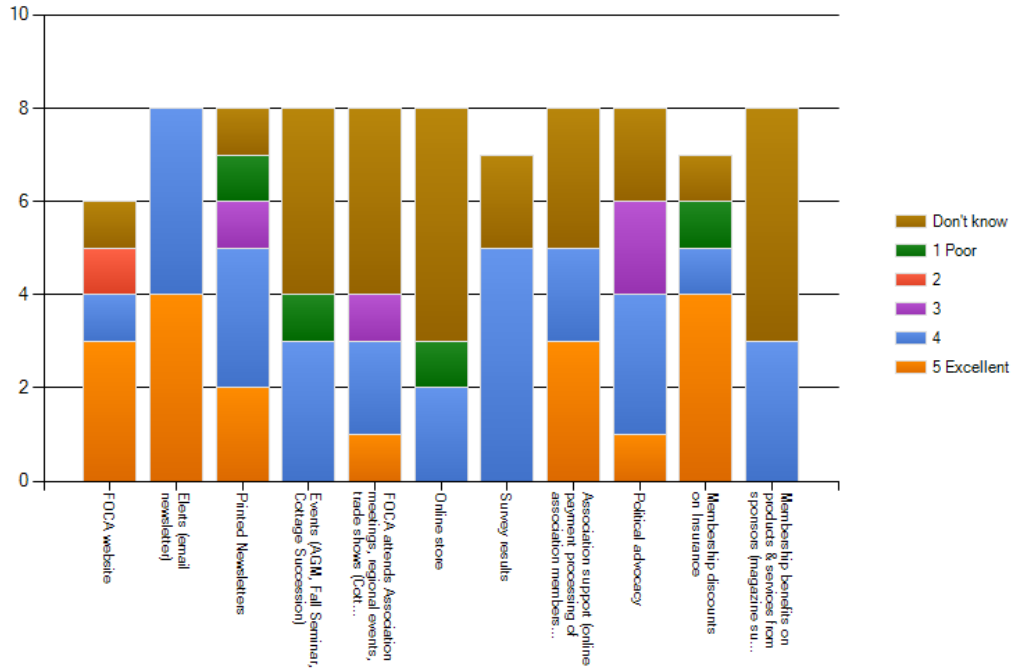


Please rank the top 5 topics of current importance to you/your organization. (Where the most important topic is #1)

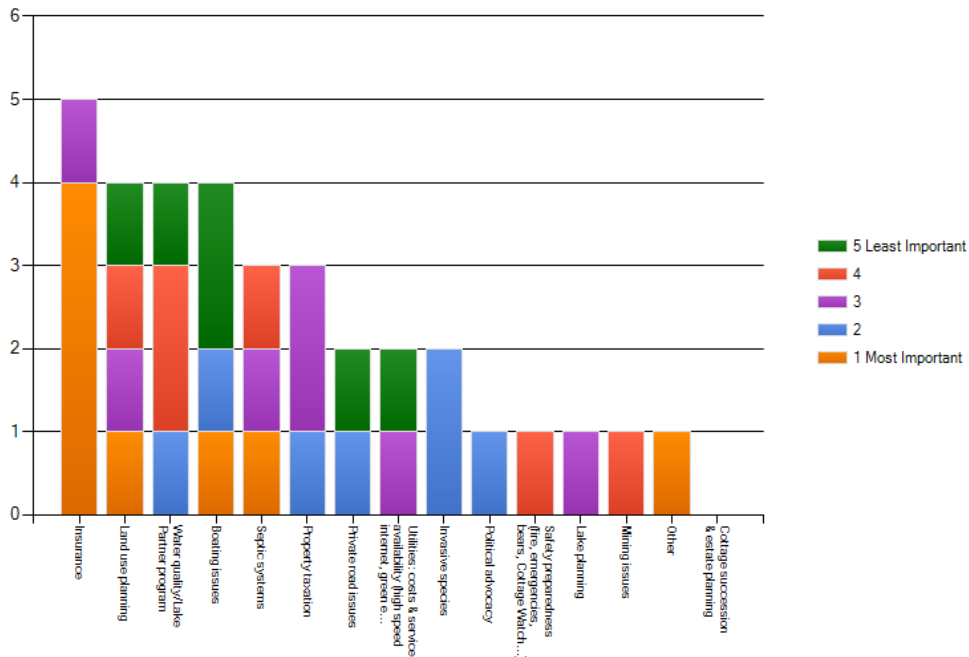


SOUTHWESTERN ONTARIO (12 responses)

For the following FOCA Products and Services, please rate the value each provides to you. 5 is Excellent and 1 is Poor. If you don't use, or it is not known to you, please select "Don't know."

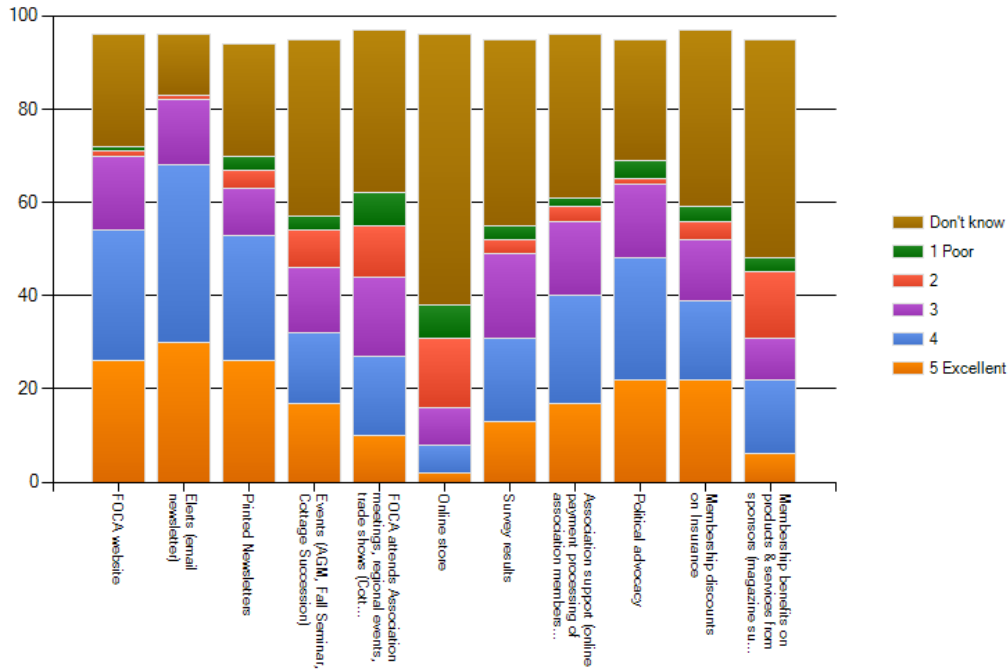


Please rank the top 5 topics of current importance to you/your organization. (Where the most important topic is #1)

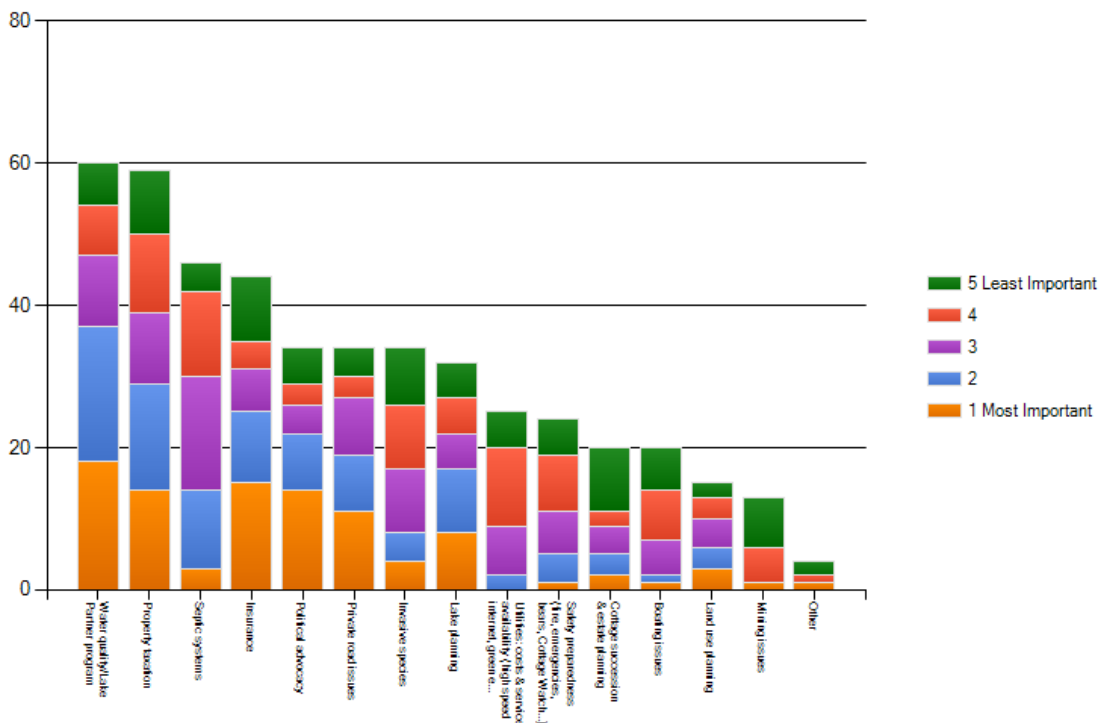


EASTERN region (120 responses)

For the following FOCA Products and Services, please rate the value each provides to you. 5 is Excellent and 1 is Poor. If you don't use, or it is not known to you, please select "Don't know."

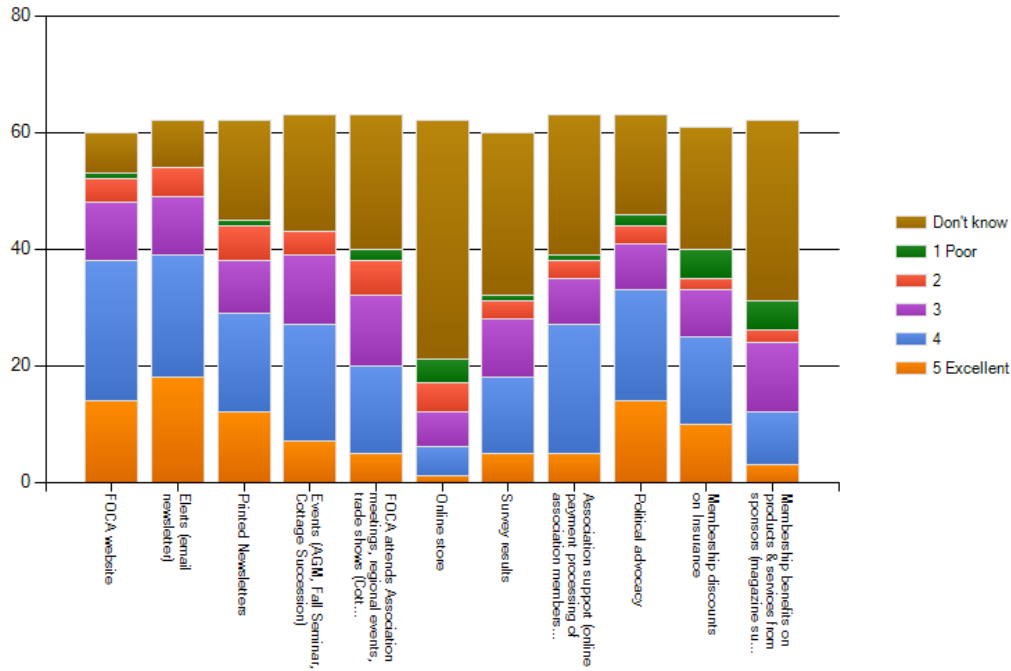


Please rank the top 5 topics of current importance to you/your organization. (Where the most important topic is #1)

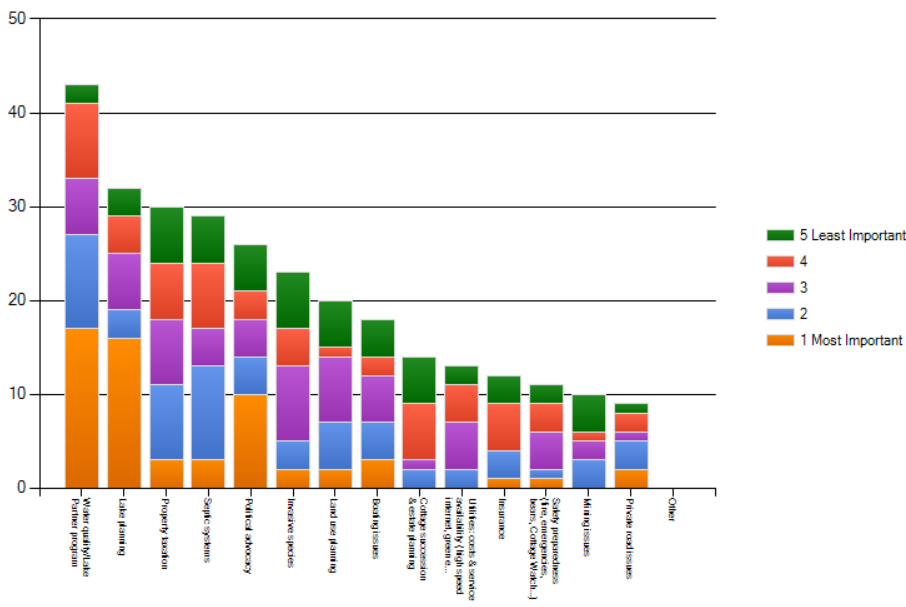


HALIBURTON REGION (86 responses)

For the following FOCA Products and Services, please rate the value each provides to you. 5 is Excellent and 1 is Poor. If you don't use, or it is not known to you, please select "Don't know."

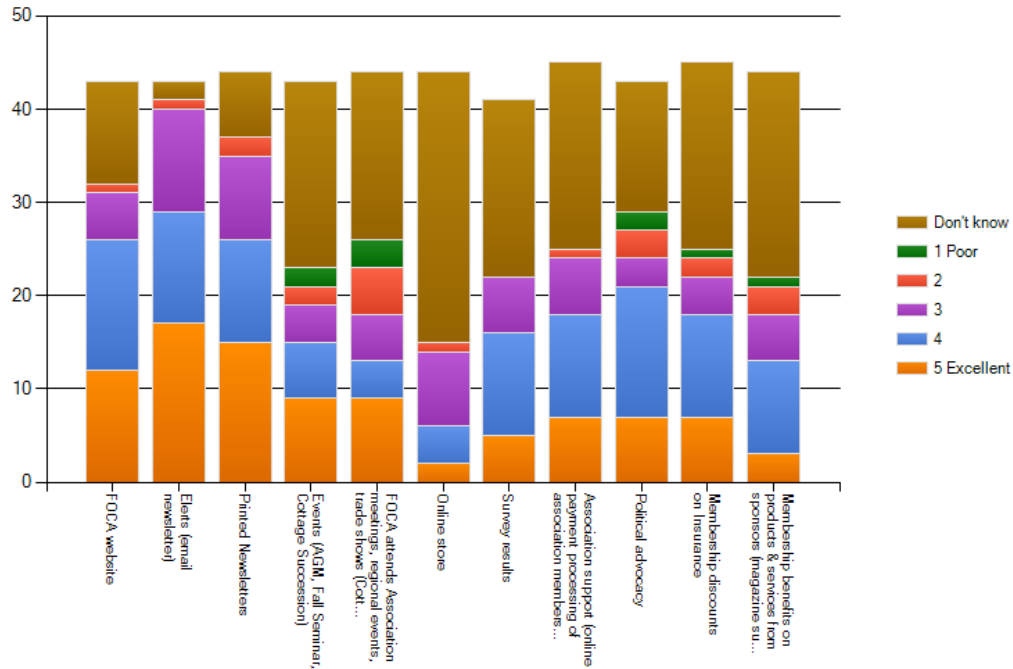


Please rank the top 5 topics of current importance to you/your organization. (Where the most important topic is #1)



“OTHER” REGION selected (61 responses)

For the following FOCA Products and Services, please rate the value each provides to you. 5 is Excellent and 1 is Poor. If you don't use, or it is not known to you, please select "Don't know."



Please rank the top 5 topics of current importance to you/your organization. (Where the most important topic is #1)

