

LAMBAC STRATEGIC PLAN REVIEW

TERMS OF REFERENCE

Purpose

To review and update the Strategic Plan for economic development in the LaCloche Manitoulin area.

Objectives

1. To review the vision statement and the core values identified in the LAMBAC strategic plan of 2000, *LaCloche Manitoulin...Let's Go!* and assess their current relevance to both language communities in the area.
2. To review the five priority strategies for economic development arising from the LAMBAC strategic plan of 2000, *LaCloche Manitoulin...Let's Go!* and
 - ✍ Assess the degree to which each has been implemented.
 - ✍ Assess the economic impact of each to date on the relevant community.
 - ✍ Assess the work that remains to be done to fully implement each project.
 - ✍ Project the feasibility of successful implementation of each over the next five years.
3. To assess the strengths and weaknesses currently perceived and the challenges expected over the next five years
 - ✍ by businesses in LaCloche Manitoulin
 - ✍ by municipalities in LaCloche Manitoulin
 - ✍ by the general public in LaCloche Manitoulin
 - ✍ by the francophone population in each of the above categories
4. To develop strategies for economic development of the LaCloche Manitoulin area over the next five years that are consistent with the vision and core values of the English and French population, that build on the successes of the past and the strengths that have been identified, while addressing the challenges that lie ahead.
5. To develop a strategic plan for the implementation of no less than three and no more than six of the best strategies that have been identified in objective 4 above.

Projected Outcomes

- ✍ Recommendations regarding future activity on five priority strategies arising from 2000 Strategic Plan.
- ✍ Renewed endorsement by community of vision and core values for the area.
- ✍ Identification of priorities for economic development in the area for next five years.
- ✍ Public endorsement by both language communities of bilingual strategic plan for economic development of LaCloche Manitoulin to 2010.

Workplan

Phase I JAN, FEB 2005

Review 2000 plan (with bilingual component)

1. Review and become familiar with report: *LaCloche Manitoulin...Let's Go!*
2. Review files and become familiar with progress to-date on five priority areas.
3. Interview individuals involved in work to-date on the five priority areas
4. Assess community buy-in to-date on five priority areas.
5. Assess economic impact to-date of the five priority areas.
6. Write evaluation report on *LaCloche Manitoulin...Let's Go!*

Phase II JAN, FEB 2005

Vision Group meeting #1

7. Review vision statement and core values for relevancy with members of original Vision group.
8. Review progress to-date on five priority areas with members of original Vision group.
9. Assess feasibility of successful implementation of five priority areas with members of original Vision group.
10. Develop recommendations regarding responsibility for future activity in five priority areas with members of original Vision group.

Phase III FEB, MAR 2005

Community consultation (with bilingual component)

11. Consult with business community to assess perceived strengths, weaknesses and challenges, and to solicit ideas for economic development.
12. Consult with municipalities to assess perceived strengths, weaknesses and challenges, and to solicit ideas for economic development.
13. Consult with community members to assess perceived strengths, weaknesses and challenges, and to solicit ideas for economic development.

Phase IV MARCH 2005

Vision Group meeting #2

14. Review results of community consultation with members of original Vision group
15. Working in conjunction with Vision group, develop best strategies for economic development in LaCloche Manitoulin for the next five years.

Phase V APR, MAY 2005

Finalize new plan (with bilingual component)

16. Research steps for implementation of recommended strategies.
17. Write strategic plan for next five years, including implementation plan.
18. Present draft written plan to LAMBAC staff for review.
19. Present final written plan to LAMBAC board for acceptance.
20. Release final plan to general public of LaCloche Manitoulin.

Total FedNor contribution to project

Interview List	Constituency
Antonio, Kathy	Private Enterprise
Baker, Leona	Private Enterprise
Bell, Brian	Provincial Government
Birch, Brandy	Private Enterprise
Burt, Max	Private Enterprise
Caverson, Dave	Consultant
Clark, Lori	Municipal
Corbiere, Vicki	First Nation – Band
Deshenes, Robert	Municipal
Doane, Barbara	Municipal
Edwards, Richard	Private Enterprise
Fields, Leslie	Municipal
Frawley, Ruth	Municipal
Glofcheskie, Dan	Private Enterprise
Graham, Debbie	Private Enterprise
Ham, Dave	Private Enterprise
Hodder, John	Private Enterprise
Hutchinson, Kevin	Private Enterprise
Jeffries, Dale	Municipal
Lane, Wendy	Municipal
Lehoux, Michael	Municipal
Maguire, Rob	Municipal
Martin, Judith	Private Enterprise
Methner, Paul	Provincial Government
NorryCar, Mary Ellen	Provincial Government
Palonen, Penti	Municipal
Panamick, Clarence	First Nation – Band
Richard, Jacqueline	Consultant
Rolston, Steve	Private Enterprise
Semeniuk, Sharon	Private Enterprise
Taylor Smith, Esther	Provincial Government
Tracey, Karen	Private Enterprise
Turgeon, Rolly	Municipal
VonKoehler, Moni	Private Enterprise
Yusko, Joel	Municipal

Interview Questions

Questions were prepared for each priority. During interviews, discussions frequently led to additional questions and made some prepared ones redundant.

I. Commercial Composting: (Not all questions were asked of each person interviewed. Municipal staff each played a different role in the project.)

1. What is your assessment of the pilot project to-date?
2. Please explain the collection process (for wet waste, wood waste, etc.)
3. Was there support from the residents? Businesses?
4. Did community partnerships develop?
5. What do you see for the future of commercial composting?
6. Would it be cost effective?
7. Is there a market for the product?
8. Did the project have any financial impact on existing waste collectors?
9. (Nairn staff during site visit) Please explain the process, dimensions of site, methods of maintaining windrow, i.e. temperatures, turning.

Questions for consultant:

1. Have you completed the analysis?
2. Did the product meet provincial standards?
3. Do you think commercial composting is feasible?

II. Co-operative Marketing and Branding – to increase exposure and marketability of Manitoulin products:

1. To what degree has this been implemented?
2. Has there been community support?
3. Is marketing co-operatively working?
4. Does the Board/membership structure work?
5. Would you suggest any changes?
6. Can you estimate the economic impact of the project on i) the members, and ii) the Island business community?
7. What is the success rate to-date?
8. Do you have any suggestions or recommendations for the future?
9. What are the chances of continuation after government funding?
10. Who should take the lead?

III. West End Ferry

1. What progress has been made with your project to-date?
2. Have you had funding approved?
3. Have you decided on a route? A ferry type?
4. What are your future plans?
5. Do you think it will come to pass?

IV. Supported Living for Retirees and Seniors (Questions differed for municipal staff and private partners)

1. What is your municipalities role in the project?
2. Has there been support from the community?
3. What economic impact has the project had? or will have?
4. What is the future of the project?
5. Should the implementation continue?
6. What is your opinion of the success to-date? And future potential?
7. What recommendations do you have for the future direction of the project?
8. Do you agree with the current direction – marketing Manitoulin as a whole, to young retirees, rather than the original concept of a one-site retirement community?
9. Are you aware of the website, and what is your opinion of it?
10. Who do you see carrying the project forward after the JCP and other current funding?

V. Aquaculture Research Facility and Demonstration Farm Numerous related questions came up during interviews.

1. Do you agree with the direction this priority took during implementation?
2. In your opinion, what is the value of the NOAA to i) the aquaculture community, ii) the LaCloche Manitoulin community?
3. What are the membership numbers?
4. What are the strengths? weaknesses? networking value? of the NOAA.
5. What is the economic impact of aquaculture on i) the Island ii) the larger community?
6. Is there community support? opposition?
7. What do you see for the future of i) the NOAA, ii) the aquaculture industry?
8. Amount and sources of funding for the NOAA?
9. What would your recommendation for the future be?
10. Does the implementation to-date meet with the vision and core values of the initial study?

VI. Questions pertaining to the related activities were similar to the direct priority.

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KEY INFORMANTS

1. Carol Shepherd
Chamber of Commerce – Chair
Tourist Bed & Breakfast Operator
2. Henk Pel
North Channel Marine Council – Chair
Retired
3. Ken Noland
Manitoulin Planning Board – Chair
Burpee Mills Reeve
Farmer/Fisherman
4. Joanne Lewis
Barrie Island Reeve
Quarry employee
5. Jim Anstice
Tehkummah Reeve
Farmer
6. Richard Stephens
MMA – Chair
Accountant
7. Ruby Croft
Mayor of Gore Bay
License office clerk
8. Frank Gillis
Deputy Mayor of Espanola
9. Hugh McLaughlin
Real Estate on Manitoulin
10. Kevin Stringer
Entrepreneur
Knowledge based economy