

FRIENDS OF MISERY BAY

Strategic Plan Report

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Prepared for
Friends of Misery Bay

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RELEVANT STRATEGIES, RESULTS BASED SOLUTIONS

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The information contained in this report does not necessarily reflect the views of the Friends of Misery Bay, Ontario Parks, or individuals contacted by the consultants.

Any errors or omissions are solely the responsibility of HCA.



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List of Acronyms

FedNor	The Federal Economic Development Initiative of Northern Ontario
FOMB	Friends of Misery Bay
HCA	Harry Cummings and Associates Inc.
LAMBAC	LaCloche Manitoulin Business Assistance Corporation
NOHFC	Northern Ontario Heritage Fund Corporation
OP	Ontario Parks



FRIENDS OF MISERY BAY:

STRATEGIC PLAN REPORT



All photos by Evan Ferrari

Executive Summary

This report was prepared by Harry Cummings and Associates Inc. (HCA) for the Friends of Misery Bay (FOMB). The purpose of the work undertaken by the consultant and outlined in this report is to help guide the FOMB toward the successful achievement of their organizational objectives.

The Friends of Misery Bay is a volunteer organization that is actively involved in providing opportunities for members of the public to visit, learn about and appreciate the unique natural and cultural heritage of Misery Bay Provincial Park, located on the south shore of Manitoulin Island. Their vision is to “**Develop Misery Bay into a world class Nature Reserve Park**” by pursuing the following objectives:

Objective 1: Conserve and promote Misery Bay’s unique geological, natural and historical resources.

Objective 2: Strengthen FOMB as an organization.

Objective 3: Conduct outstanding educational, interpretive and recreational programs at Misery Bay Provincial Park.

Objective 4: Facilitate globally recognized research on Misery Bay's unique natural and historical resources.

Methodology

The consultant used a number of approaches to gather and analyze the information in this report, including

- On-going communication/liaison with the FOMB Strategic Planning Committee
- Development of a catalogue of published research on alvars and wetlands
- Key informant interviews with FOMB Board members; representatives of other Friends of parks groups; First Nations representatives on Manitoulin; other stakeholders in park and tourism-related issues on Manitoulin; and Ontario Parks staff, in addition to informal contacts and inquiries.
- Extensive research using secondary sources, much of it on-line, has been conducted on other Friends organizations, unique aspects of Misery Bay Provincial Park, and the provincial parks management system. The research focused on identifying and analyzing current and potential constraints and opportunities for strengthening the FOMB and sustaining Park programs and infrastructure.
- An on-line, anonymous survey for the FOMB membership was developed by the consultant and distributed by the FOMB. The survey response rate was 33%.

Key Findings

- Since its inception, Misery Bay Provincial Park was envisioned by its proponents as an operating park. This remains a key goal of the FOMB.
- The lack of a guaranteed budget for on-going operational expenses and administrative responsibilities related to the park and the Visitors Centre is a primary reason why the FOMB is focused on achieving the original vision of operating park status, and the staffing, equipment and budget that comes with that.
- Conducting outstanding programs is one of the greatest successes of the FOMB. Sustaining the highly rated interpretive and educational programs will be hampered by the absence of a guaranteed annual operating budget for the Visitors Centre.

- The continued interest and on-going involvement of past Board members in the work of the FOMB, together with successful efforts in recruiting new members, are among the organization's key strengths.
- The FOMB is in a somewhat unique position as a volunteer organization playing a principal role in facilitating many activities associated with operating parks, despite the fact that there is no annual operating budget to support these activities.
- Manitoulin's global significance lies in the fact that it has the largest concentration of alvars in the world, a fact that is not widely known outside of a relatively small demographic on and off of the island.
- Demographic trends point to: increased local demand for nature-themed educational excursions and nature-themed recreation; a need for responsiveness to the priorities of the Island's large and growing Aboriginal population, and; the possibility of contributing to employment growth through spin-off activities associated with use of the park.
- Ontario Parks and the FOMB have a different understanding of the origins of the Visitors Centre. This in turn has had a direct impact on current understandings of the role and financial responsibilities of Ontario Parks and the FOMB with respect to the centre.
- There is a limited amount of visitor accommodation in the immediate vicinity of the park, but the total of 128 facilities on the Island provides ample opportunities to promote the activities sponsored by the FOMB through pamphlets, signage and other venues.
- The number of visitors to the Park in 2009 was 4,484, more than triple the number that visited in 2005 (1,343).
- Of 50 Ontario parks in the Central and Northeast Zones that maintain visitor statistics, 22 or 44% had daytime visitor usage *less than* or similar to Misery Bay in 2009. Considering the *total* number of visitors to other parks in 2009 (not limited to daytime use), Misery Bay had more visitors than 6 other parks, 5 of which are operating parks.
- Overall, the number of visitors to Ontario parks decreased by 10.5% over the last five years (2005-2009). This compares to an *increase* of 234% in the number of visitors to Misery Bay over the same period.
- A number of different names for Misery Bay Provincial Park have been used in combination with the Nature Reserve classification, sometimes within the same document. Inconsistency in park promotional materials may create confusion for the visiting public.



- There is growing recognition of Manitoulin Island's globally significant alvars.



- Upgrades needed to meet provincial water/sanitation regulations, lack of grid connection, and uncertainty regarding Ontario Parks' interest in facilitating research, have proven to be obstacles to renovating the Sifferd Cottage as a research station, though this has not been discounted by Ontario Parks as a possible future use.
- Intermittent rather than frequent contact between Ontario Parks and the FOMB despite on-going efforts by the FOMB reduces opportunities for relationship building and joint strategizing.
- There is the potential for Misery Bay to serve as the Ontario Parks operational centre for Manitoulin Island.
- The FOMB is practising sound financial management. Annual revenues consistently exceed expenditures.
- Virtually all revenue used by the FOMB to maintain and operate the Visitors Centre and conduct a vast range of activities is raised by the organization itself – either through the development of proposals for government grants, individual contributions, the sale of merchandise, or memberships.
- Individuals are subsidizing a sizable proportion of the on-going operating/maintenance costs of the park infrastructure – an average amount of \$6,452 per year over past three years.

Conclusions

- Operation and maintenance of the Visitors Centre and other park infrastructure is almost entirely dependent on volunteer labour and cash contributions by individuals.
- Guaranteed multi-year funding from government or other sources would help to resolve growing problems related to continued operation of the Visitors Centre and the on-going need to generate revenues to fund programs and infrastructure improvements.
- An agreement that incorporates a shared Ontario Parks-FOMB understanding of the purpose of the Visitors Centre as well as a clear delineation of roles and financial responsibility is urgently required and will lead to enhanced planning, operation and maintenance of the building.
- Fundraising will remain a key activity of the FOMB.
- Misery Bay Provincial Park, with the Visitors Centre and the possibility of additional infrastructure to support research activities, could become a global centre for North American alvar research.



Key Recommendations

1. Negotiate a Supplementary Agreement to the 2009 – 2014 Operating Agreement (signed May 4, 2009) between the FOMB and Ontario Parks. The Supplementary Agreement should outline roles and responsibilities for the Visitors Centre.
2. Support the Park Superintendent's renewed initiative to list Misery Bay as an operating park.
3. Support initiatives to generate funding through user fees (for example, Day Use Permits) to help finance the on-going costs of the Visitors Centre, with exemptions for Board members and volunteers.
4. Actively pursue strategies for achieving long term *organizational* funding that would allow the FOMB to continue their current activities while at the same time relieving some of the burden on the volunteer Board members. For example, create an Executive Director position funded from a portion of user fees and other sources.
5. Designate a Friends Liaison Officer/Committee to work with Park staff and strengthen the relationship between the FOMB and Ontario Parks.
6. Realign and expand the committee structure from 13 to 14 committees, with additional committees for Marketing Communications, Fundraising & Partnerships, Governance, Friends Liaison, and Research & Publications.
7. Prioritize partnerships and fundraising by adding a fifth objective to the FOMB's Strategic Plan.
8. Implement strategies to support other local initiatives; for example, support the Manitoulin Branding Project ("Look for it") through the sale of local products at the Visitors Centre.
9. Assess the possibility of obtaining long term financial benefits by selling power from the Solar Photovoltaic (PV) system back to the Ontario energy grid under the new Green Energy Act MicroFIT program.
10. Enhance marketing/advertising of the Park and the Friends at the main points of entry to the Island – Little Current, South Baymouth and Tobermory.
11. In cooperation with Ontario Parks, transform the Visitors Centre into a broader community resource for use by other local organizations.

12. Develop new programs specific to the alvar ecosystem and link to fundraising/partnership initiatives.
13. Work with Manitoulin Tourism to explore the feasibility of using alvars as a branding exercise for the Island.
14. In coordination with Ontario Parks, prioritize one fundraising stream to restore Sifferd Cottage as a research station.



Interior of the Sifferd Cottage.



1. Introduction

This report was prepared by Harry Cummings and Associates Inc. (HCA) for the Friends of Misery Bay (FOMB). The project team (hereinafter referred to as the consultant) consisted of Susan Healey, Ph.D., Senior Consultant with HCA; Harry Cummings, Ph.D., Director of HCA, and; Evan Ferrari, Director of Parks and Protected Areas with Ontario's Wildlands League (a chapter of the Canadian Parks and Wilderness Society – CPAWS). The purpose of the work undertaken by the consultant and outlined in this report is to help guide the FOMB toward the successful fulfilment of their organizational objectives.

The Friends of Misery Bay (FOMB) is a volunteer organization that is actively involved in providing opportunities for members of the public to visit, learn about and appreciate the unique natural and cultural heritage of Misery Bay Provincial Park, located on the south shore of Manitoulin Island in Northern Ontario. Prior to the work undertaken by HCA, the FOMB had engaged in a series of strategy sessions to “develop a vision and objectives for the Misery Bay Nature Reserve Park”. Their vision is to “**Develop Misery Bay into a world class Nature Reserve Park**”. A key part of this vision is the re-classification of the Park from “non-operating” to “operating” park status. Four objectives were identified by the FOMB to achieve their vision. The consulting work as well as the structure of this report are framed by these objectives:

Objective 1: Conserve and promote Misery Bay's unique geological, natural and historical resources.

Objective 2: Strengthen FOMB as an organization.

Objective 3: Conduct outstanding educational, interpretive and recreational programs at Misery Bay Provincial Park.

Objective 4: Facilitate globally recognized research on Misery Bay's unique natural and historical resources.



2. The Strategic Planning Process, 2009-2010

Background

The Friends of Misery Bay issued a Request for Proposals (RFP) for the “development of a Strategic Plan for the Friends of Misery Bay” in February of 2009. Harry Cummings and Associates responded to the RFP and in September of that year signed a contract with the FOMB to undertake the strategic planning work. This report is the result of the work of the consultant.

Methodology

The consultant used a number of approaches to gather and analyze the information in this report, as outlined here.

Information Collection

- On-going communication/liaison

The work of the consultant consisted of meetings, teleconferences and regular communication, via e-mail and telephone, with the members of the FOMB Strategic Planning Committee. These meetings were used to clarify expectations and discuss emerging findings and strategic directions.

- Development of catalogue on published research

A catalogue of published research on alvars and wetlands was developed mainly through on-line research undertaken by the consultant and was complemented by additional information on sources provided by the FOMB.

- Key informant interviews

A total of 32 key informant interviews were completed (see Appendix 1). Questions were developed for five groups of key informants: FOMB Board members; representatives of other Friends of parks groups; First Nations representatives on Manitoulin; other stakeholders in park and tourism-related issues on Manitoulin; and Ontario Parks staff. The interviews were in addition to informal contacts and inquiries made as part of the background research for this project. A considerable amount of detailed information was obtained through the key informant interviews, much of which has been used for the preparation of this report.



- Secondary research

Extensive research using secondary sources, much of it on-line, has been conducted on other “Friends” organizations, unique aspects of Misery Bay Provincial Park, and the provincial parks management system. FOMB Board members provided specific information at the request of the consultant (for example, FOMB financial statements). The research focused on identifying and analyzing current and potential constraints and opportunities for strengthening the FOMB and sustaining Park programs and infrastructure.

- Members Survey

An on-line, anonymous survey for the FOMB membership was developed by the consultant and distributed by the FOMB. The survey response rate was 33%.

Analysis

The methods of qualitative analysis used include “thick description”, which involves reviewing information and attempting to understand the reasons for specific situations or actions by examining the context in which they occur. “Triangulation” of information was also undertaken in order to connect and substantiate information obtained from various sources. Some limited statistical analysis was undertaken, primarily for the results of the Members Survey and the comparison of park visitor statistics.

Reporting

An interim report was prepared by the consultant for the FOMB Strategic Planning Committee in December 2009. The interim report provided an overview of key findings to date. Feedback on that report helped to further clarify key concepts and issues for the consultant.

A preliminary draft report was presented to the FOMB for feedback, followed by a second draft and concluding with the final report. Feedback from the Strategic Planning Committee was solicited and received throughout the process. Further comments were received in response to a presentation made by Susan Healey of HCA at the FOMB Annual General Meeting held at the Visitors Centre on June 19, 2010.

3. The Friends of Misery Bay

There are currently 27 Friends of Provincial Parks organizations in Ontario. Ontario Parks defines Friends groups as ...community based, not-for-profit, charitable organizations which work to enhance the interpretive, educational and recreational objectives of the park with which they are associated. They comprise a volunteer board of directors and a general membership. An association's activities may include: sponsoring of special events, developing and retailing to the park visitor educational products and appropriate souvenir items, fundraising, and supporting research projects.¹



The Friends of Misery Bay (FOMB) was formed initially as a Steering Committee in 1995, organized by Judith Jones. In December of that year, the FOMB was incorporated. The original signatories/directors were Judith Jones, Doreen Bailey, Bonnie Bailey, Gaynor Orford, Steve Hall and Roy Campbell, with Doreen Bailey acting as Chair.² All were residents of Manitoulin Island.

Registered federal charitable status as The Friends of Misery Bay was obtained the following year (Registration # 897468740RR0001).

The newly-defined vision of FOMB is to “*Develop Misery Bay into a world class Nature Reserve Park*”. At the time that work was initiated by the consultant, there was a seven-member board and all positions were filled. During much of 2008 and 2009, efforts were made by the FOMB board and active membership to place the FOMB on “firmer footing” with respect to administrative processes, record-keeping and financial management. An important reason for improving the administrative functionality of the FOMB is related to the board’s expressed goal of achieving official operating park status for Misery Bay Provincial Park.

¹ <http://www.ontarioparks.com/english/friends.html>

² Misery Bay Provincial Park – Important Dates, Revised June 11, 2009, TEM. Originally, all of the park volunteers were Board members, until FOMB membership expanded.

The FOMB board has been committed to undertaking the many tasks involved with maintaining a provincial park (trail grooming, boardwalk maintenance, etc.), operating a visitors centre, and 'growing' a volunteer organization. Efforts to significantly improve administrative processes of the FOMB have been successful with the result that there is now a "paper trail" for tracking committee work, decisions, and activities of the FOMB, as well as the operational costs associated with the functioning of a visitors centre. The continued interest and on-going involvement of past board members in the work of the FOMB, together with successful efforts in recruiting new members, are among the organization's key strengths.

The FOMB has essentially been managing Misery Bay as an 'operating park', without the usual resources associated with a formal designation. This has proven to be challenging for the Board and members of FOMB at times.

4. Ontario's Provincial Parks

Ontario has over 600 protected areas designated as either provincial parks or conservation reserves. While both are mandated to manage for ecological integrity, the major difference between the two relates to permitted uses. By definition, provincial parks prohibit hunting except where specifically permitted, while conservation reserves permit hunting except where specifically prohibited.

There are 330 provincial parks in Ontario grouped into 5 geographic zones: Algonquin Park Zone; Central Zone; Southeast Zone; Northeast Zone, and; Northwest Zone. One-third (114) are designated by Ontario Parks as operating parks while the remaining two-thirds (216) are non-operating parks. Operating parks are usually designated based on the volume of visitor usage. They have staff and major equipment on site and charge fees for services (parking, camping, day use etc.). Non-operating parks, on the other hand, provide little or no services for park users, have minimal staff involvement with the park and do not charge fees.

Provincial parks are classified according to six categories. These are: recreation; historical; natural environment; nature reserve; waterway, and; wilderness. Five of these six classifications (excluding historical parks³) are represented by Friends groups.

³ The Friends of Nancy Island Historic Site and Wasaga Beach Park falls under the Recreational park category.

Just over one-quarter (93) of Ontario's parks are nature reserves, including Misery Bay Provincial Park.

The Provincial Parks and Conservation Reserves Act states that the objectives of nature reserve class parks (such as Misery Bay) are "to protect representative ecosystems and provincially significant elements of Ontario's natural heritage, including distinctive natural habitats and landforms, for their intrinsic value, to support scientific research and to maintain biodiversity."⁴ (2006, c. 12, s. 8 (3)). While the Act does not specifically prohibit uses in nature reserve class parks, day use activities and facilities including hiking, wildlife viewing, natural heritage activities, picnics, vault toilets and visitor centres are typically permitted, while camping and related facilities such as flush toilets and showers are not.

Only three of the province's Nature Reserve parks currently have operating park status – John F. Pearce (located near Port Burwell in southern Ontario), Ouimet Canyon (located near Dorion in northwest Ontario) and Potholes (near Chapleau/Wawa in northeastern Ontario). Of the 27 Friends groups in Ontario, 2 support nature reserves, including the FOMB. Thus, Misery Bay and Ojibway Prairie (in Windsor) are the only Nature Reserve parks supported by a Friends organization, and both are designated as non-operating parks by Ontario Parks. However, Ojibway Prairie is essentially run as an operating park managed by the City of Windsor as part of a larger natural heritage ecosystem. Therefore, the FOMB is in a somewhat unique position as a volunteer organization playing a principal role in facilitating many activities associated with operating parks, as will be seen, despite the fact that there is no Ontario Parks operating budget to support these activities.

⁴ Provincial Parks and Conservation Reserves Act, 2006 S.O. 2006, CHAPTER 12, s. 8 (3).
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_06p12_e.htm#BK19



5. Manitoulin Island

Misery Bay Provincial Park⁵ and the adjoining Mac's Bay Conservation Reserve are located on the south shore of Manitoulin Island, a 130 kilometre-long island renowned for being the largest freshwater island in the world. (See map, Appendix 2.) The Island is surrounded by Lake Huron, including the North Channel to the north and Georgian Bay to the east. It features a wide variety of natural habitats including lakeshore, islands, wetlands, alvars (limestone pavement), and the Niagara Escarpment. Manitoulin's global significance lies in the fact that it has the largest concentration of alvars in the world, a fact that is not widely known outside of a relatively small demographic on and off of the island.

The Island is reached by roadway from Espanola via the town of Little Current at the northeast end of the Island, and by seasonal car ferry (mid-May to mid-October) from Tobermory via South Baymouth at the southeast end.

Manitoulin falls within the jurisdiction of the LaCloche Manitoulin Business Assistance Corporation (LAMBAC), one of 24 non-profit Community Futures Development Corporations in Northern Ontario sponsored by FedNor, an agency of Industry Canada. The Waubetek Business Development Corporation is an Aboriginal-owned and controlled organization that delivers business financing and economic development services to First Nations and Aboriginal entrepreneurs in North-Eastern Ontario. There is also a Manitoulin Tourism Organization (which at the time of writing is without an Executive Director).⁶

Demographic Characteristics

Manitoulin has a year-round population of approximately 13,000 people and a summer population of 42,000.

⁵ When the park was regulated in 1989 it was officially regulated as "Misery Bay Provincial Nature Reserve". However, when the boundary is amended in 2010, the park will be regulated as "Misery Bay Provincial Park" to make it consistent with the naming convention used with all Ontario Parks. It will continue to be a nature reserve class park (Personal Communication, Park Superintendent, May 21, 2010). In this report, "Misery Bay Provincial Park", "Misery Bay" and "the Park" are used interchangeably.

⁶ The consultant was not successful in obtaining input from the MTA despite several attempts.

There are five First Nations on Manitoulin Island. These are, from west to east on the island:

- Zhiibaahaasing First Nation
- Sheshegwaning First Nation
- M'Chigeeng First Nation
- Aundeck Omni Kaning First Nation, and
- Sheguiandah First Nation.

These are in addition to the Wikmemikong Unceded Indian Reserve on the west end of the Island. Two other First Nations – Sagamok Anishnawbek First Nation and Whitefish River First Nation – are on the mainland north of Manitoulin which forms part of the greater Manitoulin Island/Sagamok Region. These are highly organized communities with well developed economic planning capacity. Events like the annual pow-wows and the Great Spirit Circle Trail attract visitors to Manitoulin from all over the world. All of Manitoulin Island is seen as the traditional territory of these First Nations.

People born and raised on Manitoulin Island – known to each other as haweaters, referring to the fruit (hawberry) of a species of hawthorn common in northern Ontario⁷ – is another significant demographic group. It is understood by those familiar with the Island that long-time Islanders are reserved with, and may bear animosity toward, new residents on the Island. There is also evidence of hostility toward various forms of intervention on the Island from government and non-government organizations (provincial parks and public trails, for example). Described by one key informant as a type of “rugged individualism”, this may represent a relatively small and declining proportion of the population.⁸ In spite of these tensions, newcomers and seasonal residents are an increasingly important demographic group on Manitoulin. Through initiatives such as Manitoulin Living, it is reasonable to expect that newcomers will make up an increasing proportion of the Island’s non-Aboriginal population.⁹

Manitoulin is part of the larger Algoma, Cochrane, Manitoulin and Sudbury (ACMS) region, one of 16 catchments supported by the Ontario Trillium Foundation (OTM).

⁷ http://www.billcasselman.com/canadian_food_words/cfw_five.htm

⁸ For example, the increasing number of municipalities that are partnering with Manitoulin Living (see footnote 9) provides evidence that opposition to change and growth in Manitoulin is on the decline.

⁹ Manitoulin Living is a LAMBAC, FedNor and Services Canada-supported initiative, with a growing number of municipal and private partners, designed to attract new residents to Manitoulin Island. It is the outcome of one of five priority strategies identified through the “Let’s keep going” strategic planning exercise (http://www.manitoulinliving.com/What_is_Manitoulin_Living.htm).



The following highlights from a report by OTM are based on Statistics Canada data from census years 2001 and 2006¹⁰:

- *Manitoulin is a growth area within the larger region.* Almost 65% of the 77 municipalities in Algoma-Cochrane-Manitoulin-Sudbury experienced population decreases. Twenty-seven municipalities experienced increases, 8 of which are in Manitoulin. The largest population increases in ACMS between 2001 and 2006 occurred in four First Nation communities in or near Manitoulin: Zhiibaahaasing (52.9%), Whitefish River (41.4%), Sheguiandah (32.2%), and Sheshegwaning (21.6%).
- *Manitoulin has a large and growing Aboriginal population.* Almost 40% of people residing in Manitoulin in 2006 reported an Aboriginal identity. Of the one in eight Manitoulin residents who reported a mother tongue other than English or French, 80% spoke Ojibway.
- *Manitoulin has a large proportion of young people and seniors, and a below average proportion of working age people.* Based on 2006 data, the proportion of young people aged 0 to 14 years is 18.1%, similar to the Province and the second highest in the ACMS region. A similar proportion of the population, 18.3%, is aged 65 years and over, considerably higher than the Ontario average (13.6%), and once again the second highest in the ACMS region. Just over 63% of Manitoulin's population is aged 15 to 64 years, compared to the regional average of 67% and the provincial average of 68%.
- *Manitoulin experienced the largest increase in the region in the youth/young adult population aged 13 to 24 between 2001 and 2006.* The 3.6% increase in Manitoulin was lower than the province-wide increase of 9.3%, but still significant given the overall decrease in the region of 1.4%.
- *Manitoulin has a higher than average unemployment rate.* The unemployment rate for Manitoulin was 10.5% in 2006, the second highest in the region after Sudbury (11.6%), and considerably higher than the Ontario average of 6.4%.

These demographic trends are of potential significance to an organization like the Friends of Misery Bay in a number of ways that will be explored in this report: for example, the opportunity to draw on a larger local population for support; increased local demand for nature-themed educational excursions and recreation; responsiveness to the priorities of the Island's large Aboriginal population, and; the

¹⁰ Ontario Trillium Foundation, 2008.

possibility of contributing to employment growth through spin-off activities associated with use of the park (the economic “multiplier effect”).

6. Misery Bay Provincial Park ¹¹

Misery Bay Provincial Park was regulated as Misery Bay Provincial Nature Reserve in 1989 for protection under Ontario’s Provincial Parks Act. It was first identified as an important natural area through a survey of Manitoulin Island undertaken in 1974 by the Federation of Ontario Naturalists (today known as Ontario Nature). Lands were purchased by and gifted to the Nature Conservancy of Canada, and then sold at below market value to the Ontario Ministry of Natural Resources (MNR). The recognition of the ecological significance of Misery Bay by landowners Calvin (Cal) and Eunice Sifferd, and their willingness to cooperate with the plan to classify the land as protected area, is acknowledged as a critical juncture in the early history of the park.

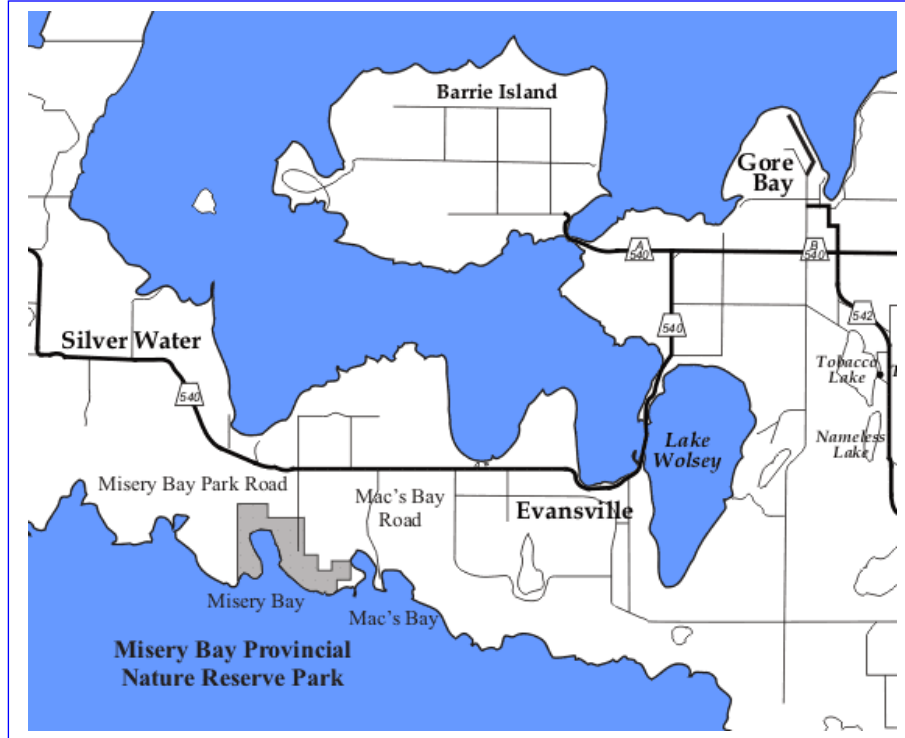
Misery Bay is one of eight provincial parks that make up the Halfway/Windy Lake Provincial Park Cluster, situated in the Northeast Zone with headquarters in Levack, Ontario at Windy Lake, located 45 minutes north-west of Sudbury. The eight-park cluster is managed by a Park Superintendent and an Assistant Park Superintendent, and employs up to 44 seasonal/contract staff. The cluster includes three operating parks separated by long distances in the vicinity of Sudbury – Halfway Lake, Windy Lake and Fairbank, and five non-operating parks. Of the five non-operating parks, Wanapitei and Limestone Islands are on the mainland while Queen Elizabeth the Queen Mother M’Nidoo M’Nissing (‘Queen Mum’), Misery Bay and Blue Jay Creek¹² are on Manitoulin Island. Halfway Lake Provincial Park is the largest of the three operating parks at 4,730 hectares. It received 70,495 visitors in 2008 and 69,238 in 2009. This is followed by Windy Lake Provincial Park (118 ha. 35,147 visitors in 2008, 31,353 in 2009) and Fairbank Provincial Park (105 ha. 24,605 visitors in 2008, 23,000 in 2009).¹³

¹¹ Source: MNR, Misery Bay Provincial Nature Reserve Management Plan, 1996; key informant interviews.

¹² Blue Jay Creek Park is a non-operating park located southeast of Misery Bay at Michael’s Bay.

¹³ Ontario Parks, 2009. Visitor numbers include day-use visitors and campers arriving by private vehicle or bus, including groups.





Courtesy of the FOMB

There is a unique Visitors Centre at Misery Bay that is the property of Ontario Parks. The fact that there are two different accounts of how the centre came to be has a direct impact on current understandings of the role and financial responsibilities of both Ontario Parks and the FOMB with respect to the centre.

Information from Ontario Parks¹⁴ indicates that their original concept was a self serve (open air) information kiosk where information would be provided to the public on both the park and the Friends organization. According to this account, the FOMB pursued a larger enclosed facility and, together with Burpee Mills Township, applied for and received grant money to build the Visitors Centre. With the assistance of Federal/ Provincial employment programs, the FOMB and the municipality hired local workers and an architect to design and construct the building, which was completed in June of 2002. From the perspective of Ontario Parks, the building was intended to serve as the operational headquarters of the FOMB, with the understanding that the park was non-operating, there was no funding associated with it, and any costs associated with the use of the Visitors Centre by the FOMB would be the Friends' responsibility.

¹⁴ Ontario Parks, personal communication, May 28, 2010.

Ontario Parks recently initiated efforts to reduce the FOMB's building operation costs. In the Spring of 2010, a contractor was hired to maintain the solar energy power system; toilet paper and cleaning supplies were also purchased for the building.

Information from past FOMB newsletters reveals a different account of the origins of the Visitors Centre (Appendix 3). As early as 1999, 3 years before the building was opened in 2002, there were signs of the difficulties now being experienced by the FOMB with respect to operation and maintenance of the building, as indicated in the following newsletter excerpt from December of that year:

When the FOMB originally applied for building funds, the proposed building was a very simple construction and consequently its maintenance and upkeep were well within the scope of this association. However the same is not true of the now much larger and very high profile building Ontario Parks commissioned and is in the process of competing at Misery Bay Park. FOMB, of course, only proceeded with their part in the expanded building project with the understanding that Ontario Parks would provide an annual budget adequate to cover the above as well as offering the services of paid help to carry out the same.

The building also underwent a 'metamorphosis' in terms of its intended use. It was first characterized as a park centre, then became known as an interpretive facility, and now is referred to as the Visitors Centre and/or headquarters for the FOMB. Today it serves all of these roles: the FOMB conducts its business and much of its education and interpretative activities from the Visitors Centre. It is used as a meeting place, a venue for guest speakers, and a space to provide educational information to the public. The FOMB also sells merchandise at the centre and uses it as a starting point for the park trail system.

It seems that the passage of time has led to different interpretations of the original purpose of – and current responsibility for – the park building.

An agreement between the FOMB and Ontario Parks regarding the long term operations of the Park was under discussion in 2001 (see Appendix 3). Nevertheless, an Operating Agreement was not signed until May 4th, 2009. While the agreement makes no specific mention of responsibilities for the Visitors Centre, it indicates that Ontario Parks "shall provide all general maintenance and repairs to [facilities and equipment] and shall provide utility services, including heat, electricity and water, to the extent required and used in the building for Ontario Parks' purposes" (s.7 a ii). The Agreement also includes provisions for Supplementary Agreements to permit the Friends to, among other things, "operate facilities such as visitor centres, research



stations or offer services in parks not currently being operated by Ontario Parks” (s.12 a). A Supplementary Agreement of this nature that incorporates a shared Ontario Parks-FOMB understanding of the purpose of the Visitors Centre as well as a clear delineation of roles and financial responsibility is urgently needed and will lead to enhanced planning, operation and maintenance of the building.

Infrastructure, Public Facilities and Services in Relation to Misery Bay Provincial Park

Misery Bay Provincial Park is situated within the jurisdiction of two separate townships, the Unorganized Township of Robinson (to the west, including the community of Silver Water) and the adjacent Township of Burpee Mills (with municipal offices in Evansville). Table 1 provides a profile of the two townships and Manitoulin.

Table 1: Profile of Manitoulin, Robinson and Burpee Mills.¹⁵

	Manitoulin	Unorganized Township of Robinson	Township of Burpee Mills
Population (year-round)	13,090	62	329
Population (incl. seasonal)	42,000 ¹⁶	131	691
Land Area (km sq)	4,759.7 ¹⁷	407.55 ¹⁸	218.48
Infrastructure and Public Facilities	<ul style="list-style-type: none"> • 7 ports, including deepwater port, availability for Great Lakes freighter traffic, cruise ship traffic • Three-season ferry (MS Chi-Cheemaun) between Bruce Peninsula and Manitoulin • 2 airports – Manitoulin East, Manitoulin West • Two hospitals (Mindemoya and Little Current) • 13 education facilities (LaCloche/ Manitoulin – 2 remote Cambrian College campuses, 3 Secondary, 8 Elementary) 	<ul style="list-style-type: none"> • Dock with boat launch • Fire Hall • Community Hall (Silver Water) • Baseball Diamond • Garbage Pickup • Misery Bay Provincial Nature Reserve 	<ul style="list-style-type: none"> • Boat launch (availability depends on lake levels) • Dock • Fire Hall • Complex (Community Hall, Gym, Arena, Municipal Office) • Baseball Diamonds • Landfill • Misery Bay Provincial Nature Reserve (identified by LAMBAC as a Conservation Reserve) • Mac's Bay Provincial Conservation Reserve • Picnic Area (Campbell Bay, Hwy 540) • Gasoline available
Internet & Tele-communications	<ul style="list-style-type: none"> • Cell phone and high speed internet (most of the region, all communities) • 2 newspapers 	<ul style="list-style-type: none"> • Accelerated • Dial-up Internet available • Satellite high speed Internet • Cell Phone Service – weak signal 	<ul style="list-style-type: none"> • High-Speed Internet available in some areas from Gore Bay tower) • Accelerated Dial-up Internet available • Cell Phone Service – weak signal

¹⁵ <http://www.lambac.org>

¹⁶ http://www.manitoulinliving.com/regional_profile.htm

¹⁷ Ontario Trillium Foundation, 2008.

¹⁸ Includes the Unorganized Township of Dawson.

The year-round population of the two municipalities combined is about 400 while the seasonal population is more than twice that. The nearby town of Gore Bay has a year-round population of almost 1,000 and a slightly larger seasonal population of about 1,100 people. Gore Bay is a 15 minute drive from Evansville, the closest town to the Park, located approximately one hour by car from Little Current and 1 1/4 hours from South Baymouth.

Also located nearby (west of Gore Bay) is the Gore Bay-Manitoulin Airport, established over 50 years ago and used for small private and commercial aircraft. The airport is served by 16 air charter companies based in Ontario and Michigan. A growing number of customized vacation options (for example, fly-in tourism) are becoming available. There is a second island airport, "Manitoulin East", located midway between Little Current and Manitowaning.



The majority of restaurants and visitor accommodations on the Island are located in eastern Manitoulin. Fishing camps are also concentrated on the eastern part of the island where the largest inland lakes are situated.

In 2009, the approximate number and location of visitor accommodation facilities (hotels/motels, bed and breakfasts, camping (tent/trailer), lodges/cottages/cabins) on Manitoulin are provided in Table 2, with those closest to the Park shown first.

Table 2: Visitor Accommodation Facilities on Manitoulin, 2009 ¹⁹

	Hotels and Motels	Bed & Break- fasts	Camping Tent and Trailer	Lodges, Cottages and Cabins	Total
Evansville	0	0	1	2	3
Gore Bay	2	7	0	2	11
Silver Water	0	0	0	1	1
Big Lake	0	0	0	2	2
Honora Bay	0	0	1	1	2
Kagawong	1	0	2	8	11
Little Current	6	4	2	4	16
Manitowaning	1	0	3	4	8
M'Chigeeng	0	0	1	0	1
Meldrum Bay	2	0	1	2	5
Mindemoya	2	3	3	10	18
Providence Bay	1	1	2	2	6
Sandfield	0	0	1	2	3
Sheguiandah	1	2	3	4	10
South Baymouth	3	1	2	1	7
Spring Bay	0	2	5	5	12
Tehkummah	1	3	2	0	6
Wikwemikong	0	2	3	1	6
TOTAL	20	25	32	51	128

¹⁹ Sources:

- (1) The Manitoulin Chamber of Commerce. *Manitoulin Island Tourist Information Package* (2007).
- (2) <http://www.manitoulintourism.com/CAMPING.htm>
- (3) <http://www.manitoulin-island.net/silverwater.html>
- (4) http://www.wikwemikong.ca/index.php?option=com_content&view=article&id=89&Itemid=51



There is a limited amount of visitor accommodation in the immediate vicinity of the park, but the total of 128 facilities on the island provides ample opportunities to promote the activities sponsored by the FOMB through pamphlets, signage and other venues.

Visitor/Tourism Trends

Tourism in Ontario has been on the decline in recent years. Specific statistics on the number of tourists and visitors to Manitoulin Island are not readily available.²⁰ “Proxy” measures such as the number of people boarding the Chi-Cheemaun ferry in Tobermory between May and October show a steady number of person-trips between 2001 and 2005 (averaging 124,824 per year). The number of person-trips was lower by 9.5% over the past four years (averaging 112,986 per year between 2006 and 2009), though this may in part reflect an increase in ticket prices.²¹

Ontario Parks visitor statistics are only maintained for parks with visitor facilities (Ontario Parks, 2010). Although there is a visitors centre at Misery Bay Provincial Park, the number of visitors is not recorded in the Ontario Parks database. The year 2009 was considered to be a “banner year” for the FOMB, when the highest number of visitors, donations, and sales in the organization’s history was achieved (Appendix 4.) Based on FOMB statistics²², the number of visitors to the Park in 2009 was 4,484, more than triple the number that visited in 2005 (1,343).

Confirming information from key informants, Misery Bay has performed very well in recent years in terms of visitor numbers, especially when compared to parks in the Central and Northeast Zones (see Appendix 5).²³ Fifty of 163 parks have visitor

²⁰ Mary Nelder, LAMBAC, personal communication, May 26, 2010.

²¹ Mary Nelder, LAMBAC, personal communication, May 26, 2010

²² Visitors entering the Visitors Centre or passing by it are counted on a clicker. The count reflects the majority of visits to the park but does not include after-hours hikers and visitors who enter the Park via one of the multiple entry pathways or on the west side of Misery Bay (Source: Ellie Moore, 2008 *Misery Bay Park Visitors*, Oct 14, 2008 and www.miserybay.org/visitors.htm).

²³ Misery Bay is located in Ontario Parks’ Northeast Zone. Considering the Park’s proximity to the adjacent Central Zone, these two zones are considered the most relevant for comparison purposes. Although Ontario Parks and the FOMB use different methods for obtaining visitor statistics, and the statistics are therefore not strictly comparable, they nevertheless provide a useful point of reference. Ontario Parks defines visitors as “average occupants/vehicle x number of daily vehicle permits + average

statistics for 2009. Of these 50 parks, 22 or 44% had daytime visitor usage less than or almost the same as Misery Bay. Similarly, in 2008, 20 parks out of 50, or 40%, had fewer day-use visitors than Misery Bay. Even considering the *total* number of visitors to other parks in 2009 (not limited to daytime use), Misery Bay had more visitors than 6 other parks, all in the Northeast Zone, 5 of which are operating parks.

Altogether there were 23 parks with daytime and/or overall visitor usage similar to or less than Misery Bay. Of these parks, only 10 (all in the Northeast Zone) registered an increase in the number of visitors between 2008 and 2009. For the other 13 parks, the number of visitors decreased.

Only 2 parks recorded increases that were greater than the 46.3% increase for Misery Bay: Halfway Lake, with an increase of 66.3% day-use visitors, and Wakami Lake, with an increase of 65.9% day-use visitors.

Overall, the number of visitors to Ontario parks peaked at 10.5 million in 2005, dropping to 10.4 million in 2007 and to 9.4 million in 2009, a decrease of 10.5% over the last five years. This compares to an *increase* of 234% in the number of visitors to Misery Bay over the same period.

It should be noted that weather can have a profound impact on visitor numbers and ultimately the budget available to Ontario Parks. 'Gate receipts' represent 80% of the agency's budget while only 20% comes from general tax revenue. As a result, a summer of rainy weekends can cause financial stress on the entire system.

Park Policy, Management and Administration

Ontario Parks manages and administers parks under provincial policies and regulations. These have implications for the FOMB as they move forward with their role and vision for Misery Bay Provincial Park. Information from an earlier Ontario Parks map suggests that under a previous organizational structure, Misery Bay was part of the Sault Ste. Marie area of Ontario Park's Central Region.²⁴ Under the current park administration structure, the Misery Bay and 'Queen Mum' parks are the furthest from the Windy Lake headquarters with a driving time of about three hours (230 kilometres) between Levack and Misery Bay. Based on travel time, the closest operating park to Misery Bay is Chutes Provincial Park located at Massey on Highway 17 between Sudbury and Sault Ste. Marie, about a two hour drive to Misery Bay.

occupants/vehicle x number of bus permits x 40 + number of regular camper nights + group day-use visitors + group camping camper nights + free day-use visitors + interior camper nights".

²⁴ <http://www.ontarioparks.com/english/cr1.html>



Park Management Plans are required for all provincial parks. The current Management Plan for Misery Bay (Provincial Nature Reserve) dates from 1996 and was developed by the founding members of the Friends of Misery Bay and published by the Ministry of Natural Resources. The main goal identified in the plan is

To protect ecological communities and landforms in Misery Bay Provincial Nature Reserve and to offer nature appreciation, education and scientific benefit for the people of Ontario.

This goal in the Park Management Plan coincides with the FOMB's vision for the park, with the difference that the *global* significance of Misery Bay is much more important today. This likely reflects the impact of alvar research initiatives in the Great Lakes Region beginning in the 1990s.

Since the completion of the Park Management Plan, the Provincial Parks and Conservation Reserves Act, 2006 (PPCRA) came into effect. Park Management Plans for existing parks are required to be updated to achieve compliance with the legislation.

The planning and management section of the new Act states that the:

Maintenance of ecological integrity shall be the first priority and the restoration of ecological integrity shall be considered.

It is important that all strategic planning and organizational discussions related to Misery Bay be viewed through the lens of the PPCRA. The Act states that the objectives of nature reserve class parks (such as Misery Bay) are "to protect representative ecosystems and provincially significant elements of Ontario's natural heritage, including distinctive natural habitats and landforms, for their intrinsic value, to support scientific research and to maintain biodiversity."²⁵ While the Act does not specifically prohibit uses in Nature Reserve parks,²⁶ typical day use activities and facilities include hiking, wildlife viewing, natural heritage activities, picnics, and vault toilets, while camping and related facilities such as flush toilets and showers are excluded.

In the case of Misery Bay, section 9 of the current Park Management Plan prohibits public motorized vehicles except for cars and trucks in access zones. Permitted infrastructure is limited to access infrastructure, interpretive materials, walking trails, limited boardwalk, an elevated viewing platform, a bird viewing blind, and an

²⁵ Province of Ontario. 2006. C. 12, s. 8 (3)).

²⁶ These will likely be outlined in the Regulations to the Act.

observation tower (p.9). Low intensity day use activities only are permitted, including “non destructive nature study, scenic viewing, hiking, photography, art, snowshoeing and cross-country skiing”.

Ecosystem protection objectives outlined in the Park Management Plan focus on the characteristic alvar geology and wetlands, and the area’s biological diversity. With regard to natural heritage education, the plan envisions:

- a trail system for observing the bay’s wetlands, the Lake Huron shoreline, interior dolostone plains (alvars) and forest;
- two elevated observation platforms for viewing hard-to-observe habitats;
- opportunities to witness seasonal occurrences of wildlife, especially birds, and;
- interpretive literature and trail-side displays at rest areas.

Nevertheless, the ecological integrity provision in the PPCRA will necessarily take precedence in future park management decisions. Although not a question specifically addressed by the consultant, it may be anticipated that the new Park Management Plan will have implications for the activities undertaken by the FOMB and by others who have an interest in the park (for example, researchers).



The Park Management Plan makes reference to *co-management of park operations* by a ‘Friends of Misery Bay’ group: “A co-operating association may emerge...to provide leadership and operational expertise to assist with the management of Misery Bay” (p. 9). There is also reference to the need to explore alternative funding sources (other than Ontario Parks).

Implementation priorities were identified and scheduled to occur in three phases “as funds permit and through the supporting efforts of the co-operating association” (p.11).

7. Issues, Challenges, Opportunities and Strategies by Objective

This section of the report outlines the consultant's findings with respect to key issues that will affect the FOMB and the achievement of their vision. Challenges and opportunities identified through the research are presented, together with strategies recommended to the FOMB for overcoming challenges and maximizing opportunities.

Objective 1: Conserve and promote Misery Bay's unique resources.

- Issue: Non-operating park status, lack of operating budget for the park

Background

Parks are designated as operating or non-operating by Ontario Parks. Since its inception, Misery Bay Provincial Park was envisioned by its proponents as an operating park. This remains a key goal of the FOMB. Guaranteed financial and human resources would be a direct benefit of the operating designation.

The FOMB's function of enhancing the interpretive, educational and recreational objectives of the park is hampered by the absence of a guaranteed annual operating budget. The Visitors Centre is an Ontario Parks building maintained and operated by the FOMB with minimal support from Ontario Parks for supplies and maintenance beginning in 2010. Application for funding and management of summer student interns to staff the Visitors Centre on weekdays in July and August is undertaken and coordinated by the FOMB. The production of pamphlets promoting the Park, as well as trail maps, trail signage, trail grooming etc. are activities undertaken by the FOMB. This is in addition to a highly developed activities program that includes expert talks and guided interpretive hikes two to three times per week in July and August, as well as additional activities in May and June, weekend staffing of the Visitors Centre by FOMB volunteers from the Victoria Day weekend through Thanksgiving, and monthly board meetings from April through November (8 per year).

In order to support this extensive range of activities, in recent years the FOMB has applied for and obtained more than \$115,000 in government grants for infrastructure improvements, operation of the Visitors Centre, and strategic planning work. The preparation of grant applications itself requires extensive volunteer time and capacities. The lack of a guaranteed budget for on-going operational expenses and administrative responsibilities related to the park and the Visitors Centre – from routine maintenance, telephone and internet costs to the development of emergency response protocols with

search and rescue services – is a primary reason why the FOMB is focused on achieving the original vision of operating park status for the park, and the staffing, equipment and budget that comes with that. Guaranteed multi-year funding from government or other sources would also help to resolve this problem.

It may be that the original Friends visionaries expected that operating park status for Misery Bay would be obtained and that the operation of the Visitors Centre would not remain dependent on voluntary contributions and periodic government grants for as long as it has. Newsletter archives indicate that the FOMB expressed serious concerns about the financial responsibility for operating the centre as early as 3 years before it was completed.



Through stakeholder interviews with representatives of the FOMB and Ontario Parks, the consultant confirmed that a business case to list Misery Bay as an operating park was previously developed and presented to Ontario Parks by the Park Superintendent. The FOMB was subsequently informed that the process of achieving operating park status could take up to 7 years. According to Ontario Parks, the fact that approval was not given to list Misery Bay as an operating park is not unusual. To cite one example, it took several years before French River Provincial Park was listed as “operating”. Factors such as Misery Bay’s relatively recent designation as a park, the limited opportunities for revenue generation, and the park’s remote location all played some role in the decision.

At the same time, the Superintendent is working towards re-submitting the business case in 2010 and is confident that the park will achieve operating status.²⁷ The plan is to collect fees and use the fees to off-set infrastructure expenses in order to relieve the FOMB of that financial burden. The plan also includes provisions to allow the FOMB to continue using the Visitors Centre as their “home base” of operations.

²⁷ Personal Communication, Park Superintendent, May 28, 2010.

There is reluctance on the part of some members of the FOMB Board to charge fees for the use of the park. It is not known to what extent this view is held by other Board members or the FOMB membership. By definition, all operating parks charge user fees. Even in the absence of the operating park designation, the generation of funding through user fees would help to finance the on-going costs of the centre.

There is also evidence to suggest that the FOMB and Ontario Parks management have different understandings of their respective roles and responsibilities regarding Misery Bay Provincial Park and the Visitors Centre. This has led to concerns on the part of the FOMB board that they are doing work that is the responsibility of Ontario Parks, while Ontario Parks views their position as one of continuing to support the Friends as funding permits. The situation has reached what might best be described as a “stalemate”: the FOMB is reluctant to abandon those activities that it has worked so hard to develop, that have been highly successful for increasing the number of visitors to the park, and that depend on a fully functioning visitors centre. The organization continues to operate with the understanding that promised financial support from Ontario Parks for operating the centre has failed to materialize, except in a minimal way beginning in 2010. This is in spite of the aging of Manitoulin’s population and of many of the active FOMB members, who will have difficulty sustaining the very demanding workload.

The FOMB sees their role as essentially that of “operating” the park for Ontario Parks. Some key informants feel like they are treated as employees of Ontario Parks. From the perspective of Ontario Parks, the operation of the Visitors Centre is a responsibility that remains that of the FOMB.

Information obtained by the consultant from Ontario Parks representatives revealed a willingness to consider requests for operating park status for Misery Bay Provincial Park upon submission of a revised business case. Still, there is evidence of many competing demands for resources for Ontario’s parks.



It is the consultant's view that although the FOMB should remain focused on working with Ontario Parks to achieve operating park status for Misery Bay, the organization should actively pursue strategies for achieving long term *organizational* funding that would allow them to continue many if not all of their current activities while at the same time relieving some of the burden on the volunteer board members. For example, hiring a seasonal executive director²⁸ who would initially be focused on obtaining sustainable funding for the position and the management, administration and planning functions that come with it is one strategy to consider.

Challenges

- Absence of a guaranteed budget for the Visitors Centre.
- Responsibilities related to maintaining the centre, funding and supervising student interns, and maintaining park infrastructure diverts time from fundraising and promotional activities.
- Risk of volunteer burn-out and organizational demise.
- "Conservation of Park resources" and promotion of research is part of the mandate of Ontario Parks and may be viewed as a less appropriate role for a Friend's group compared to fundraising, promotional and educational activities.
- Very different understandings of roles and financial responsibility for the Visitors Centre and the park on the part of Ontario Parks and the FOMB.

Opportunities

- All Manitoulin Island provincial parks are non-operating; the time is ripe for designating the Island's first operating park.
- Misery Bay Provincial Park is unique in the Ontario Parks system for having a well resourced, "green" Visitors Centre.
- Potential future role for Misery Bay Provincial Park in an integrated Manitoulin Protected Areas initiative.
- Significant increase in number of visitors to Misery Bay Provincial Park compared to other provincial parks; visitor numbers are the same or better than many operating parks.
- FOMB's comprehensive record keeping allows for an accurate estimate of costs to maintain and enhance the Visitors Centre and other park infrastructure that could be used to develop a detailed business case.
- Business case to list Misery Bay as an operating park is under development.

Strategies

²⁸ The Friends of Killbear Provincial Park (north of Parry Sound), for example, have a seasonal Executive Director.



- 1.1 Focus the activities of new FOMB board members on forging positive working relationships with park management and supporting the business case to list Misery Bay as an operating park.
- 1.2 Support initiatives to generate funding through user fees to help finance the on-going costs of the Visitors Centre.
- 1.3 Request that Ontario Parks dedicate a portion of user fees to the FOMB to hire a seasonal Executive Director for the organization and/or designate a Park Liaison Officer.
- 1.4 Raise additional funds from potential partners, including local municipalities and First Nations, to hire a seasonal Executive Director for FOMB from Manitoulin Island.

➤ Issue: Nature reserve classification

Background

Misery Bay is classified as a Nature Reserve (NR) park, in recognition of the unique, environmentally significant wetland and alvar ecosystems. Nevertheless, the term “nature reserve” is used inconsistently as part of the official park name in promotional materials. As previously noted (see footnote 5), the park was officially regulated in 1989 as “Misery Bay Provincial Nature Reserve”. However, when the boundary is amended in 2010, the park will be regulated as “Misery Bay Provincial Park”.

The NR classification restricts recreational uses that are key revenue-generators for Ontario parks; primarily camping. These restrictions would remain even if Misery Bay were to be officially designated an operating park.

Challenges

- The possibility of current and future revenue-generation from recreational activities (such as camping) is limited.
- A number of different names for Misery Bay Provincial Park have been used in combination with the Nature Reserve classification, sometimes within the same document or source. Names that appear include Misery Bay Provincial Park, Misery Bay Nature Reserve, Misery Bay Provincial Nature Reserve, and Misery Bay Provincial Nature Reserve Park.
- Misery Bay’s non-operating park status, and/or the fact that the Visitors Centre is designated for use by the FOMB, may help to explain why the Ontario Parks website indicates that there are no visitor facilities at the park (<http://www.ontarioparks.com/ENGLISH/mise.html>).
- Misery Bay’s NR classification and/or non-operating park status may help to explain why the Ontario Parks website entry for Misery Bay contains very little information on

the park compared to other non-operating parks (see Appendix 6). At the same time, it is common for Ontario Parks to have limited web based information on a particular park and offer a link to a more expansive 'Friends' website.

Opportunities

- Growing recognition of Manitoulin Island's globally significant alvars
- Diverse range of Canadian-U.S. Great Lakes environmental initiatives.
- Appeal to a niche group of nature enthusiasts/specialists (nature interpreters, environmentalists, educators, researchers, birdwatchers, hikers).
- Potential for greater appeal to an older and larger resident population.
- Expressed interest on the part of other organizations (Nature Conservancy of Canada, Escarpment Biosphere Reserve) to build alliances with the Friends of Misery Bay.
- The official name of the park will be regulated this year as Misery Bay Provincial Park.
- Potential to celebrate the park's classification as a Nature Reserve.
- Potential to market the park as one of only two Nature Reserves in Ontario supported by an active Friends organization

Strategies

- 1.5 Work with Ontario Parks to improve the visibility of Misery Bay Provincial Park.
- 1.6 Work with Ontario Parks to develop appropriate, consistent messaging to promote the park.
- 1.7 Organize special and/or annual events that celebrate the park's Nature Reserve classification – for example, an annual bird count, rare flora count, guided walk by an internationally renowned individual, etc.
- 1.8 Raise public awareness about alvars and alvar flora/fauna, and the unique "double the value" opportunity to experience alvar and wetland ecosystems at Misery Bay.

- Issue: Long distance between Misery Bay and Ontario Parks offices at Levack

Background

The large distance (230 kilometres) and three hour driving time between Levack and Misery Bay may limit the Superintendent's ability to visit the park and attend FOMB meetings.

Despite an apparent lack of frequent "official" presence and monitoring of activities in the Park, a key informant revealed that there is no evidence of inappropriate use of the park as might be reflected in graffiti or damage. Nevertheless, a Board member



indicated that unintentional damage can be done to this fragile ecosystem unless proper control mechanisms, including adequate trail signage, is put in place. In particular, there are concerns about the potential for degradation of the more remote west side (Sifferd access) if more protection is not provided to this area.

A long-time member of the FOMB developed an emergency response plan for the park. According to members of the FOMB (including the plan's originator), the plan was submitted to Ontario Parks but appropriate feedback on it was not received. The FOMB also has developed protocols with emergency services and volunteer search and recovery units on Manitoulin independently of Ontario Parks. The FOMB took this initiative in part as a result of an event involving an individual who became lost on the trails but who was subsequently safely found.

Challenges

- Intermittent rather than frequent contact between Ontario Parks and the FOMB reduces opportunities for relationship building and joint strategizing.
- Limited interaction between the FOMB and Ontario Parks has fostered different understandings about the origins of the Visitors Centre, and about the roles and responsibilities of each organization.
- Protocols for emergency response within the Park boundaries have not been officially endorsed by Ontario Parks, despite the need for such protocols.

Opportunities

- Important natural heritage at Misery Bay, the Visitors Centre and an active Friends organization underscores the importance of operating park status and additional resources for Misery Bay.
- Potential for Misery Bay to serve as the Ontario Parks operational centre for Manitoulin Island.

Strategies

1.9 Develop new methods to enhance communication between Ontario Parks and the FOMB.

Also, Strategy 1.1 as above.

➤ Issue: Remote location

Background

Misery Bay Provincial Park is situated on the south shore of Manitoulin Island approximately one hour by car from Little Current and 1 1/4 hours from South

Baymouth, the main access points to Manitoulin Island. The majority of restaurants and accommodation on the Island are located in eastern Manitoulin.

Challenges

- Remote location in a less populated and less frequented part of the Island signifies a lower profile for the Park and fewer spontaneous visits.
- Long distance to travel for a 'single purpose' trip to the Park may reduce the number of visitors,
- Limited nearby visitor facilities (hotels, restaurants, campgrounds, gas stations).
- Relatively limited opportunity for overnight stays and meals may discourage visitors.
- Economic spin-offs from the park are not known.
- Depressed economic climate together with increased government regulation of food and accommodation services discourages investment in tourism.
- Seasonal nature of tourism further hinders the establishment of new business in more remote Island locations.
- Limited ability to capture 'spill-over' visitors from annual high profile events (e.g. Civic Holiday pow-wow).
- Extra effort that is required to locate the park and the point of entry on a map may discourage visitors.
- Road signage is limited and does not bear the official Ontario Parks logo.
- Intervening attractions on the east end of the Island may reduce the number of visitors to Misery Bay.

Opportunities

- Remote location enhances conservation/protection efforts.
- Opportunity for integration of Misery Bay Provincial Park into other Island tour/activity circuits
- Opportunity for collaboration with other 'Alvar Hot Spots' around the world.
- Potential to promote Misery Bay as an "exotic", less frequented destination for a particular niche market.
- Wilderness setting combined with attractive Visitors Centre provides a "retreat" atmosphere for business meetings and training workshops.
- Open concept Visitors Centre provides an ideal venue for arts and crafts sales and shows, horticultural events, performing arts/musical events.
- Possible future camping facilities (public or private) at Queen Mum Park may increase traffic flow to the west end of the Island and generate spill-over visits to Misery Bay.

Strategies

See strategies 1.5, 1.6, 1.7 and 1.8.



1.10 Work with the broader tourism and business community to capitalize on the global significance of alvars on the Island.

- Issue: 2006 PPCRA legislation and updating of the Park Management Plan

Background

The Park Management Plan for Misery Bay Provincial Park will be updated to conform to provincial legislation (the PPCRA) that came into effect in 2006.

Challenges

- None identified for the FOMB

Opportunities

- Based on their experience and in-depth knowledge of the Park, the FOMB is in a position to make valuable contributions to the process of developing a new Park Management Plan.

Strategies

- 1.11 Offer to assist Ontario Parks as needed with the process of developing the new Park Management Plan.
- 1.12 In conjunction with Ontario Parks, identify the areas/sections of the Park Management Plan that can benefit the most from input provided by the FOMB.

Objective 2: Strengthen the FOMB as an organization.

- Issue: Membership

Background

Membership numbers may have stabilized after experiencing an increase of 83 % in 2008 over the previous year. Numbers declined by 15% in 2009. Family and adult memberships fell by 32% and 11% respectively between 2008 and 2009. Final membership numbers for 2010 are not yet known. Life memberships have not been consistently accompanied by yearly additional contributions, and therefore do not contribute to annual revenues. The following table shows membership numbers for recent years.

Table 3: FOMB Membership, 2007 – 2009

Membership Type	2007	2008	2009	2010*
Life	20	28	28	28
Family	12	44	30	11
Adult	28	38	34	10
Student	-	-	1	-
Corporate	-	-	1	-
TOTAL	60	110	94	49*

* As of April 2010

Between April 14 and 25, the on-line membership survey was completed by 41 people who have been or currently are members of the FOMB. (See Appendix 7). The survey was distributed to 123 list members for a response rate of 33.3 %. Some of the people on the list are past members who have not yet renewed their membership but whose names are retained in the file. (The FOMB has found that not all members visit the Island every year but when they return they usually purchase a membership.)

Key findings from the survey include:

- The majority (77%) of survey respondents joined the FOMB because of an interest in preserving the Park's unique resources (54%) or supporting natural areas on Manitoulin Island (23%).
- Educating the public about the park's unique resources, and maintaining park infrastructure (trails, signs, boardwalk, etc.) are seen as the most important roles that the FOMB currently fulfills, and should fulfill, from a list of 6 options provided.
- Written comments provided by survey respondents confirm that some FOMB members have a different understanding of the responsibilities for the Visitors Centre compared to Ontario Parks.
- Of nine attributes of the FOMB that respondents were asked to rate on a scale of 1 "needs attention" to 5 "excellent", the one that they were most familiar with and rated the most highly was the "variety of educational/interpretive events" (rated 4.4 out of 5).
- Participation of members in the AGM and in activities/committee work received the lowest ratings from survey respondents indicating that these need attention. One suggestion made by a respondent was that the AGM be held in mid-July when summer residents are more likely to be on the Island and able to attend.



- Respondents visit the park an average of 5 times per year, with more people visiting 1 to 3 times, or 10 times or more. The latter group is likely made up of members with the greatest involvement in the FOMB.
- The survey responses suggest that summer is the most active time for the park followed by spring and fall.
- Observation of the park's natural features (alvars, wetlands, flora etc.) followed by non-guided trail hikes/walks are the most frequent activities that survey respondents engage in. Cross country skiing is not an activity at the park, though apparently ski trails were groomed and maintained in winter by a former Park Superintendent who had property in the vicinity.
- Alvars are one of the most important features of the park for the majority (79%) of respondents. Of the 11 attributes listed, only cross-country ski trails were rated as important by fewer than one-quarter of survey respondents.

Challenges

- Memberships have not been promoted or advertised as tax deductible, including in the United States.

Opportunities

- Investigate opportunities to attract younger visitors.
- Investigate opportunities to attract other non-traditional demographics.

Strategies

2.1 Maintain and increase the membership numbers of the FOMB, with the goal of achieving a recruitment rate that exceeds attrition.

- Issue: Board size and committee structure

Background

In 2009, the FOMB Board of Directors was comprised of seven positions – Chairman/President, Vice Chairman/Vice President, Secretary, Treasurer, and three members at large. Of the seven current Board members, six live on the Island year-round. Other active FOMB members live off-island. There were 13 committees chaired or co-chaired by eight people (4 of whom were Board members), plus the ad hoc Strategic Plan Steering Committee. Two individuals chaired 3 or more committees. The board recently approved a new board membership size of up to 12 positions.

Table 4: FOMB Committees – 2009

Awards	Newsletter
By-Laws	Products & Publications
Employees and Training	Records
Events	Trails
Interpretation	Volunteers
Maintenance	Website
Membership	

Challenges

- Large amount of work per Board member.
- Committee structure may not adequately reflect FOMB priorities.

Opportunities

- Renovation of Board size and Board membership already under way.

Strategies

- 2.2 Continue to review and redesign the Committee structure to reflect priorities.
- 2.3 Review and/or develop a statement to describe the purpose/mandate of each Committee.

A recommended revised committee structure for the FOMB is provided below.

Table 5: Recommended Committee Structure

Awards	Friends Liaison
Marketing Communications (brochures, press releases, etc.)	Products
Events	Records
Fundraising and Partnerships	Research and Publications
Governance (by-laws, committee structure, etc.)	Trails
Membership	Website
Newsletter	Volunteers



➤ Issue: FOMB operating finances

Background

Financial statements for the Friends of Misery Bay for 2007, 2008 and 2009 reveal that revenues exceeded expenditures for each of those years (Appendix 8). It is important to note that virtually all revenue used by the FOMB to maintain and operate the Visitors Centre and conduct a vast range of activities is raised by the organization itself – either through competitive bidding for government grants²⁹, individual contributions, the sale of merchandise, or memberships. No permanent financial support is provided to the FOMB.

When the financial statements are adjusted to exclude government contributions from grants, wages and benefits, and audit/contracting/consulting fees – all of which may be considered non-permanent (extra-ordinary) revenues and expenditures – the FOMB's revenues still exceeded expenditures by an average of \$6,900 each year. This may be considered a sign of sound financial management.

Particularly in 2009, a large proportion of revenues came from government contributions obtained through the preparation of grant proposals by FOMB volunteers, a task that is both challenging and time-consuming. As is typical of volunteer organizations³⁰, the value of the work of the FOMB volunteers is not accounted for in the financial statements.

When government grants obtained by the FOMB are excluded, individual contributions make up the largest proportion of revenues – around 50%. Revenues from memberships and fundraising account for 17% to 21 % of total revenues. Fundraising alone accounted for between 2% and 4% of total revenues (again, this excludes the fundraising/grant-writing efforts required to obtain government contributions).

This means that individuals are subsidizing a sizable proportion of the on-going operating/ maintenance costs of the park infrastructure – an average amount of \$6,452 per year over past three years. The remaining revenues come from interest income and the sale of merchandise. According to the FOMB, merchandise was last donated to the Friends by Ontario Parks in or about 2005. Government contributions

²⁹ Government Contributions is a category that appears in the FOMB financial statements. It refers to funds obtained by the FOMB from government sources through grant proposals prepared by the FOMB.

³⁰ A 2004 report prepared for the Canadian Centre for Philanthropy found that only 7% of charitable and nonprofit organizations estimated the financial value of volunteer contributions, and only 3% reported the value in their accounting statements.

ranged from a low of \$469 in 2007 to a high of \$42,652 in 2009. Of this amount, \$15,645 in funding was received for the summer student jobs programs. The balance is a portion of a grant received from FedNor and NOHFC for the development of the FOMB strategic plan.³¹ Overall, operating finances are highly dependent on volunteer labour, the goodwill of individual contributors, and the careful financial management of the board. Again, it should be noted that this includes operating and maintaining the Visitors Centre for approximately five months of the year (Victoria Day weekend in May to Thanksgiving weekend in October), a role that is not typically the sole responsibility of a volunteer Friends organization.

In addition to the amounts that appear in the financial statements, records dating back to 1995 indicate that the FOMB has applied for and obtained the following funds:

- Natural Heritage Education Fund/Heritage Coast Development funds of \$50,000.
- LAMBAC grant of \$24,750 for contributions made to Ontario Parks for site and building development.
- Other smaller grants – for example, Shell and CWIP (Community Wildlife Involvement Program) in amounts of approximately \$2,000.

The grant funds and other investments are held in GICs and at present do not appear in the financial statements. FOMB financial reporting will be changed as a result of the purchase of accounting software which allows items to be reported in accordance with Generally Accepted Accounting Principles.

The following is a list of current investments that are reported separately:

Interpretive Grant funds remaining invested:	\$26,107.50
GICs (invested surpluses over time):	\$13,147.50
Life Membership GIC :	\$ 7,245.00

Challenges

- Operation and maintenance of the Visitors Centre and other park infrastructure is almost entirely dependent on volunteer labour and cash contributions by individuals.

Opportunities

- An agreement between the FOMB and Ontario Parks regarding roles and financial responsibilities for the Visitors Centre will lead to enhanced planning, operation and maintenance of the building.

Strategies

³¹ Communication with Sylvia Kemp, May 19, 2010.



- 2.4 Negotiate a Supplementary Agreement to the 2009 – 2014 Operating Agreement between the FOMB and Ontario Parks that outlines roles and financial responsibilities for the Visitors Centre.
- 2.5 Prioritize partnerships and fundraising by adding another objective to the FOMB's Strategic Plan (for a total of five (5) strategic objectives).
- 2.6 Implement processes to estimate the value of volunteer labour and include in future funding proposals.

Objective 3: Expand partnership, marketing and fundraising initiatives. (Recommended new objective)

Background

As with all non-profit, volunteer-based organizations, fundraising will remain a key activity of the FOMB. There are many possibilities for a newly formed Fundraising & Partnerships Committee to explore. For example, one of five strategies identified in the 2000 – 2004 LaCloche Manitoulin Strategic Plan for Economic Development is to increase the exposure and marketability of products made in Manitoulin through co-operative marketing and branding. This strategy resulted in the Manitoulin Branding Project ("Look for it"), including the development of a member association and a logo to identify local products. The branding strategy achieved the highest degree of success of the five priority areas, and continued support for the initiative was expressed in the 2005 – 2010 Strategic Plan (LAMBAC, 2005). The FOMB could benefit from supporting this kind of local initiative; for example, by selling local products at the Visitors Centre.

Other innovative ideas for revenue generation should be developed and supported by the FOMB. For example, day use pay station(s) similar to solar powered parking metres now being used by many municipalities could be installed at the Misery Bay parking lot. Ontario Parks regularly purchases and maintains these pay stations throughout the province. A daily vehicle charge of around \$10 could generate between \$10,000 and \$15,000 of revenue per year. As is the case with other provincial parks, the fee would be advertised as a Day Use Permit rather than a parking fee.

FOMB members in attendance at the 2010 Annual General Meeting (AGM) held on June 19 expressed the concern that instituting a mandatory parking or user fee would

result in a loss of visitors to the Park. Studies of the relationship between maximum willingness to pay (WTP) for park services and appropriate price (AP) are based on the premise that an appropriate fee for the use of public lands “strikes a balance between the need for fee revenues, the desire to maintain access and other normative concerns: fairness, equity, others' ability to pay and congestion”.³² Nevertheless, the “price point” at which fewer visitors paying a higher fee will result in diminished net revenues varies across settings. Conducting visitor surveys is one method that can be used to determine the appropriate price (AP) for day use fees at Misery Bay. It is unlikely that a modest fee would deter occasional visitors who select Misery Bay Provincial Park as a day trip destination.

The Ontario parks system is largely funded through user fees which are deposited in an account dedicated exclusively for the use of Ontario Parks. Their stated goal is to provide “world-class recreational opportunities to [park] visitors at reasonable and competitive prices”.³³ In keeping with this goal, all operating parks in Ontario charge user fees. Former non-operating parks became operating parks only after user fees were implemented. There is no apparent precedent in the Ontario Parks system of a park being deemed 'operating' without user fees being established. In the case of Misery Bay, polling visitors to the Park about attitudes on user fees and price sensitivities would provide the FOMB with a better understanding of potential challenges. This in turn would help facilitate a more informed approach to determining how or whether to continue to pursue operating park status.

There are many examples of exemptions from park fees for volunteers and Board members of Friends organizations. The consultant reviewed day use fee structures and fee exemptions/ allowances at Algonquin and Lake Superior Provincial Parks. The following information was obtained:

- Both parks require purchase of a Day Use Permit for a full day (\$13.00) or alternatively, in the case of Lake Superior, \$5.00 for 2 hours and \$7.00 for 4 hours;
- Both parks advertise the Ontario Parks Summer Vehicle Permit. This permit can be purchased at all (operating) parks for \$100.00 and allows day use access (valid until 10:00 p.m.) to any provincial park. Similarly, the Ontario Parks Annual Vehicle Permit (April 1 – March 31) costs \$140.00 and allows year-round day use of all provincial parks;
- Both parks advertise the Ontario parks discounted rate on day use fees (and camping) for Ontario residents aged 65 or older (20% discount), and Ontario residents with disabilities (50% discount).

³² Richer, Jerrell Ross "Appropriate Fees for Wilderness Day Use: Pricing Decisions for Recreation on Public Land". *Journal of Leisure Research*. FindArticles.com. Accessed 23 Jun, 2010. http://findarticles.com/p/articles/mi_qa3702/is_3_31/ai_n28747625/

³³ <http://www.ontarioparks.com/english/fees.html>



Additional information obtained from the Friends of Algonquin Park³⁴ indicates that their Board members are provided with a complimentary Annual Vehicle Permit by the Park Superintendent. In addition, active park volunteers involved in the “Adopt-a-trail” program (maintaining trails and guiding hikes) are provided with a courtesy day use pass each time they come to the park, authorized by the Superintendent. Since these dispensations are not provided to the general membership, they would not interfere with the newly-instituted tax deduction for FOMB membership.

The FOMB could also assess the possibility of obtaining long term financial benefits by selling power from the Solar Photovoltaic (PV) system back to the Ontario energy grid under the new Green Energy Act MicroFIT program. With the new Act, the economics of solar energy has completely changed. The Province will purchase power based on the cost of generation. In the case of a solar facility (less than 10 kilowatts) the province will pay \$0.802 per kwh. The new pricing may open up a long term economic opportunity for the FOMB. The solar PV system on the roof of the visitors centre provides power to the facility. At the time the centre was constructed, the economics of connecting to the grid for power made it more cost- effective to consider an off-grid (not connected to the electric supply system in Ontario) system.

The system currently being used at Misery Bay Visitors Centre includes a solar PV array with battery storage and a diesel back up generator. Essentially the solar array charges the batteries. When the centre needs power it draws electricity from the batteries. If the charge on the batteries drops below a certain level, the diesel generator operates to ‘top up’ the power in the batteries. Potentially, the Visitors Centre could sell power to the grid – providing it complied with the regulations to connect to the grid under the new ‘Micro FIT (Feed-in-Tariff)’ program.

Obviously there would be costs involved – most significantly, the connection to the grid. The distance of the Visitors Centre to the highway (and connection to the grid) is approximately 2.2 kilometres. However, given the paradigm shift that has occurred with the new Micro FIT pricing, it would be prudent to re-visit this idea.

A more immediate idea expressed by a local Islander from the town of Sheguiandah is that the Park and the Friends would benefit from more marketing/advertising at the main points of entry to the Island – Little Current and South Baymouth. She had lived on the Island for 15 years before learning of the existence of Misery Bay Provincial Park.³⁵ Park brochures and posters are already supplied to the Chi-Cheemaun Ferry;

³⁴ Personal communication, June 22, 2010.

³⁵ Personal communication, May 27, 2010.

dockside information at Tobermory would also be valuable given the one-hour waiting period before boarding.

Various fundraising initiatives implemented by other Friends organizations can serve as examples to the FOMB. These include “Buy a Foot of the Board Walk” (Friends of Ferris Park), “Adopt a Bench” (Friends of the Wye Marsh), and “Adopt-a-Snake” (Friends of Ojibway Prairies). An alvar-related theme (for example, “Preserve a Hectare of Alvar”) would likely be most appropriate for Misery Bay.

Two other kinds of sponsorship initiatives should be considered by the FOMB. One is a low cost, corporate sponsorship (e.g. \$25.00) that could be targeted to local businesses on Manitoulin Island. A list of corporate sponsors could be featured on the FOMB website and recognized in other ways as well. Examples of the 28 Corporate Members/Sponsors for Bon Echo Park (Cloyne, Ontario) include the following local businesses: Amy Kay: Wildlife and Dog Photographer; Barrington Insurance Brokers Ltd., and; Bence Motor Sales - Ford Dealership, to name a few. In the case of Misery Bay Park, Northernaire Lodge, Manitoulin Transport and Manitoulin Livestock Co-Op are examples of potential small and larger local sponsors.

The second option is based on a Corporate Donor/Sponsorship program aimed primarily at non-local enterprises. The Friends of Killarney Park has a two-level sponsorship program for Corporate Sponsors-Leaders (donation of \$1,000 to \$5,000+) and Corporate Donors (\$100 to \$999). What is perhaps unique about this program is the carefully planned and well advertised Corporate Recognition Program for both categories of sponsors (Leaders and Donors), as described here:³⁶

Corporate Leaders \$1000 - \$5000

- Company logo displayed on the Mountain of Donors Board located in the Park's main entrance.
- All sponsors recognized in the winter issue of the Friends of Killarney Park newsletter "Paddles and Trails".
- Company logo displayed on Friends web site, with link to the company web site, or location listing.
- Charitable tax receipt issued for donations.
- Company receives a copy of the Park Map and Canoe Guide.
- Company receives a certificate of appreciation.
- Friends promote the company “at every opportunity”.

³⁶ <http://friendsofkillarneypark.ca/pages/supporters.html#Corporate%20Sponsors>.



Corporate Donors \$100 - \$999

- Company logo displayed on the Mountain of Donors Board located in the Park's main entrance.
- All donors recognized in the winter issue of the Friends of Killarney Park newsletter "Paddles and Trails".
- Company name recognized on Friends web site, with link to the company web site, or location listing.
- Charitable tax receipt issued for donations.
- Company receives a copy of the Park Map.
- Friends promote the company "at every opportunity".

Another consideration is that the changing demographics of Manitoulin (for example, more retired people engaged in hobby and leisure activities) would support the transformation of the Visitors Centre into a broader community resource. With the cooperation and agreement of Ontario Parks, the centre could be offered for use by other not-for-profit organizations and community groups that are not traditionally associated with natural heritage protection and interpretation, as well as by aboriginal organizations.

Challenges

- Currently there is no committee dedicated to partnerships/fundraising.
- Successful grant writing / fundraising is time intensive and requires specialized skills.

Opportunities

- Ample room to forge new partnerships.
- Many examples of fundraising initiatives by other Friends groups.
- Potential opportunity to leverage the unique off-grid, green building design of the Visitors Centre.
- Operating park status and/or multi-year funding to operate the Visitors Centre will allow FOMB volunteers to dedicate more time to program fundraising, partnerships and special events.
- FOMB has been successful in obtaining government grants for strategic planning and related work and is well positioned to seek additional funding.
- Manitoulin Branding Project provides opportunities to strengthen partnerships with Island businesses by supporting new/continuing marketing strategies.
- First Nations partnerships should be explored in a proactive way including links with the Great Spirit Circle Trail.
- The Manitoulin Welcome Centre in Little Current actively promotes Misery Bay Park and this should be supported and expanded.

Strategies

- 3.1 Advocate for the installation of solar-powered, self-administered day use pay station(s) at the Misery Bay parking lot, with day use fee exemptions for Board members and volunteers.
- 3.2 Create a new Committee for Fundraising & Partnerships.
- 3.3 Recruit new Board members with fundraising/fund development expertise.
- 3.4 Prioritize the development of a comprehensive fundraising plan with goals and annual targets.
- 3.5 Explore the possibility of selling energy back to the Province through the MicroFIT program.
- 3.6 Generate revenues through the purchase of officially-branded Manitoulin products with the “Look for it” logo at a lower wholesale cost and sell them at the Visitors Centre, or retain a portion of the revenues.³⁷
- 3.7 Develop new methods for increasing corporate and local business sponsorship of the FOMB.

³⁷ Bob Barnett, Executive Director of the Escarpment Biosphere Reserve, has recently offered to provide the FOMB with Manitoulin Trail Guides to sell at the Centre for \$20 with the FOMB retaining \$5 from each purchase (personal communication, May 27, 2010).



- 3.8 In cooperation with Ontario Parks, transform the Visitors Centre into a broader community resource.

Also, Strategy 1.10.

Objective 4: Conduct outstanding programs.

Background

There is no doubt that conducting outstanding programs is one of the greatest successes of the FOMB. As indicated earlier, the member survey revealed that the “variety of educational/interpretive events” received the highest rating from respondents, with a score of 4.4 out of 5. The large number and variety of events organized by the FOMB each year, often facilitated by highly specialized professionals and field experts, is truly remarkable for a volunteer organization financed exclusively through its own efforts. Event organizing represents an important source of “organizational capital” that should be passed on to one or more newer members of the Board so that outstanding programming remains a permanent feature of the FOMB.

When asked for their top-of-mind response to the question “When you hear “Manitoulin Island”, what is the first thing you think of?”, only two key informants responded with ‘alvars’ or ‘limestone’. This is somewhat surprising given that the Island is known to have the largest concentration of alvars in the world. What truly makes the Island unique appears to be overlooked – or at least not top of mind among key informants. Is this a lost opportunity?

Communities around the world capitalize on unique local resources or attractions as a way of creating economic development and assisting in the protection of significant cultural or natural heritage features. Manitoulin Tourism has done a good job of attracting visitors to the Island, but few would leave understanding what truly makes this place unique: alvars.

There are many examples of communities that have transformed a previously overlooked attribute into something that has permanently changed the ‘branding’ of the place. One such community is White River, Ontario. With a population of fewer than 1,000 people, this railway town on the Trans Canada Highway was known as the

'coldest place in Canada' for decades. The community and businesses used this to brand their village – until the late 1980's, when local economic development staff decided to exploit the little known fact that the bear cub that inspired the story of Winnie the Pooh came from the White River area. The town now has a large statue of the popular children's character and celebrates Winnie's Annual Hometown Festival the third week in August.

Although the branding and demographic for a storybook theme is not applicable to Misery Bay and Manitoulin, the process is one that should be examined further. Alvars present a similarly overlooked treasure that could be turned into a major branding exercise for the entire Island, to the benefit of Ontario Parks, local businesses, residents, Misery Bay, and alvar ecosystems on the Island.

Challenges

- Remote location may deter program attendance.
- Competition with other Island activities.
- Revenues currently support operation of the Visitors Centre; less is available for programs.
- Few people have ever heard of an alvar.

Opportunities

- Dedicated membership / leadership with expertise in specialized fields.
- Programmed events rated very highly.
- Nature Reserve designation and remote location enhances the visitor experience.
- Alvar ecosystem offers unique programming possibilities.

Strategies

- 4.1 Identify and promote well attended programs.
- 4.2 Develop new programs specific to the alvar ecosystem and link to fundraising/partnership initiatives.
- 4.3 Build relationships with recognized experts in alvar ecosystems.
- 4.4 Work with Manitoulin Tourism to explore the feasibility of using alvars as a branding exercise for the Island.



Objective 5: Facilitate globally recognized research.

Background

The catalogue of publications on alvar and wetland ecosystems reveals that there has been very little scientific research conducted on Manitoulin Island and Misery Bay. This is despite a growing interest in Great Lakes alvars. Misery Bay Provincial Park, with the Visitors Centre and the possibility of additional infrastructure to support research activities, could become a global centre for North American alvar research.

Misery Bay's remote location is both an asset and a liability when it comes to facilitating research activities. It is less explored, intact, yet difficult to reach and lacks the infrastructure needed to accommodate researchers and their electrically-powered equipment. Renovating the Sifferd Cottage as a research station would make use of a large, structurally sound building that already possesses many of the required features (work space, sleeping quarters, kitchen, fireplaces, etc.). However, upgrades to meet provincial sanitation regulations, the fact that the cottage is off-grid, and uncertainty regarding Ontario Parks' interest in facilitating research and/or accommodating on-site researchers, have all proven to be obstacles to this idea.

Challenges

- Difficulty of access from southern Ontario compared to other alvar sites (e.g. Bruce Peninsula).
- No accommodation or electricity on site to support researchers.

Opportunities

- Limited research on Manitoulin alvars may encourage new research.
- Global significance of alvars.
- Great Lakes Island initiatives.
- Physical infrastructure (Sifferd Cottage, Visitors Centre) may provide support to research projects.
- Board members have university linkages.
- Queen Mum Park will promote additional interest in alvar research on Manitoulin.
- Extensive research on the park has already been done and is available,

Strategies

- 5.1 Promote Misery Bay Provincial Park as the operations centre for Alvar research on Manitoulin Island.
- 5.2 In the short term, prioritize one fundraising stream to restore Sifferd Cottage as a daytime research station with researchers billeted in the community.
- 5.3 Seek a substantial endowment to develop an alvar research station at or near Misery Bay Provincial Park.



8. Implementation Plan

Objective 1: Conserve and promote Misery Bay's unique resources

Actions	Responsibility for Action	Performance Targets	Expected Completion
<p>Strategy 1.1 Focus the activities of new FOMB board members on forging positive working relationships with Park management and supporting the business case to list Misery Bay as an operating park.</p> <p>Priority: High</p>			
<ul style="list-style-type: none"> Designate 1 or 2 new Board members as the Friends Liaison Officer(s)/Committee. 	Board	Committee formed; maintains regular communication with the Park Superintendent	2010, on-going
<ul style="list-style-type: none"> Engage the Park Superintendent in planning the dates and locations of at least 2 FOMB meetings per year to facilitate the participation of Park staff. 	Liaison Committee	Park Superintendent participates in at least 2 FOMB meetings per year.	2010, on-going
<ul style="list-style-type: none"> Support the development of the business case. 	Liaison Committee	Assist the Park Superintendent with information and ideas as requested.	2010
<p>Strategy 1.2 Support initiatives to generate funding through user fees to help finance the on-going costs of the Visitors Centre.</p> <p>Priority: High</p>			
<ul style="list-style-type: none"> Request that Ontario Parks share revenue-generation ideas/proposals with the FOMB for review and feedback. 	Liaison Committee	E-mail and/or phone call to Superintendent.	2010
<ul style="list-style-type: none"> Provide feedback and, where appropriate, provide formal letter of support endorsing Ontario Parks revenue-generation proposal(s). 	Board	E-mail letter to Superintendent.	2010
<p>Strategy 1.3 Request that Ontario Parks dedicate a portion of user fees to the FOMB to hire a seasonal Executive</p>			

Actions	Responsibility for Action	Performance Targets	Expected Completion
Director for the organization and/or designate a Park Liaison Officer.			
Priority: Medium			
• Form ad hoc committee to develop a business case to hire an executive director.	Board	Ad hoc committee formed.	2010
• Develop business case to hire an Executive Director for the FOMB.	Ad hoc Committee	Business Case developed.	2011
• Present business case to Ontario Parks with request for full or partial funding for the Executive Director position.	Board	Business Case presented to and discussed with Ontario Parks.	2011
Strategy 1.4 Raise additional funds from potential partners, including local municipalities and First Nations, to hire a seasonal Executive Director for FOMB from Manitoulin Island.			
Priority: Medium			
• Use the business case to support funding proposals for an Executive Director position.	Fundraising & Partnerships Committee	Funding proposals developed and submitted.	2011, ongoing
• Consider submitting an application to job creation programs such as Ontario Job Creation Partnerships (http://www.edu.gov.on.ca/eng/tcu/employers/jobCreation.html)	Fundraising & Partnerships Committee	Programs reviewed and decision made to apply or not apply.	2011, ongoing
• Review GoodWork website and subscribe to their listserve. ³⁸	Fundraising & Partnerships Committee	Website reviewed, free subscription to listserve.	2010, ongoing
Strategy 1.5 Work with Ontario Parks to improve the visibility of Misery Bay Provincial Park.			
Priority: High			
• Recommend key locations for the installation of additional Ontario Parks signage to direct visitors to Misery Bay.	Liaison Committee	Locations assessed and recommendations made.	2010
• Enhance the FOMB website and promotional literature with a more detailed road map that indicates distances from other Island locations.	Marketing Communications Committee	Map produced.	2010

³⁸ See <http://www.GoodWorkCanada.ca>

Actions	Responsibility for Action	Performance Targets	Expected Completion
<ul style="list-style-type: none"> Work closely with the Manitoulin Welcome Centre to promote the Park. 	Marketing Communications Committee	Ideas are shared and acted upon.	2010

Strategy 1.6 Work with Ontario Parks to develop appropriate, consistent messaging to promote the Park.

Priority: High

<ul style="list-style-type: none"> Revise all FOMB information sources and marketing materials to reflect the new park name (Misery Bay Provincial Park). 	Marketing Communications Committee	Name revised on all sources/materials.	2011
<ul style="list-style-type: none"> Adopt a new and/or additional descriptor or logo – e.g. ‘Your Nature Reserve on Manitoulin – Alvar Capital of the World’; include the Ontario Parks logo and “In cooperation with” on FOMB materials. 	Marketing Communications Committee	New descriptors reflected on all materials.	2011
<ul style="list-style-type: none"> Request that the Ontario Parks website entry for Misery Bay be updated and expanded. 	Marketing Communications Committee	Website updated and expanded.	2011

Strategy 1.7 Organize special and/or annual fundraising events that celebrate the Park’s Nature Reserve classification – for example, an annual bird count, rare flora count, guided walk by international specialists, etc.

AND

Strategy 1.8 Raise public awareness about alvars and alvar flora/fauna, and the unique “double the value” opportunity to experience alvar and wetland ecosystems at Misery Bay.

<ul style="list-style-type: none"> Target promotional campaigns and fundraising events to the demographic most likely to visit the Park: on-Island retirees; other nature, environmental and cultural groups, on and off-Island. 	Events Committee, Fundraising & Partnerships Committee	Campaigns and events identify the priority demographic and appropriate strategies.	2010, on-going
<ul style="list-style-type: none"> Organize stand-alone special events at the Park as complements and/or alternatives to annual high profile events on the Island. 	Events Committee	FOMB events calendar takes into account Island events calendar.	2011, on-going
<ul style="list-style-type: none"> Promote Park special events at other high profile Island events. 	Marketing Communications Committee	Brochures supplied at all high profile events.	2010, on-going

Actions	Responsibility for Action	Performance Targets	Expected Completion
<ul style="list-style-type: none"> Investigate the possibility of providing low-cost group transportation to special events (e.g. bus rental) from designated pick-up/drop-off points (e.g., the Friday market in Gore Bay). 	Fundraising & Partnerships Committee	Alternatives reviewed and recommendations made to Board.	2010, on-going
<ul style="list-style-type: none"> In partnership with Ontario Parks, invite Manitoulin Farmers' Market licensed food vendors and/or restaurants to sell prepared foods at FOMB events. 	Fundraising & Partnerships Committee	Regulations reviewed with Ontario Parks and recommendations made to Board.	2010, on-going
<p>Strategy 1.9 Develop new methods to enhance communication between Ontario Parks and the FOMB.</p> <p>Priority: High</p> <p>See Strategy 1.1 above.</p>			
<p>Strategy 1.10 Work with the broader tourism and business community to capitalize on the global significance of alvars on the Island.</p> <p>Priority: Medium</p> <p>See Strategies 1.5, 1.7 and 1.8 above.</p>			
<p>Strategy 1.11 Offer to assist Ontario Parks as needed with the process of developing the new Park Management Plan. (Note: Timing will depend on the progress and outcome of the business case for operating park designation.)</p> <p>Priority: Medium</p>			
<ul style="list-style-type: none"> Request information on the anticipated timeframe for the new Park Management Plan. 	Liaison Committee	Request made by e-mail and/or telephone.	2011
<ul style="list-style-type: none"> Offer to provide information required for the plan, where possible. 	Liaison Committee	Offer made by e-mail and/or telephone.	2011
<p>Strategy 1.12 In conjunction with Ontario Parks, identify areas/sections of the Park Management Plan that can benefit the most from input by the FOMB.</p> <p>Priority: Medium</p>			
<ul style="list-style-type: none"> Meet with the Superintendent to discuss potential roles for the FOMB in the preparation of the Park Management Plan. 	Liaison Committee,	Meeting held, roles discussed.	2011
<ul style="list-style-type: none"> Undertake information gathering or other tasks as agreed. 	Research & Publications Committee, FOMB	Tasks completed as agreed.	2012

Actions	Responsibility for Action	Performance Targets	Expected Completion
volunteers			

Objective 2: Strengthen FOMB as an organization.

Actions	Responsibility	Performance Targets	Expected Completion
Strategy 2.1 Maintain and increase the membership numbers of the FOMB, with the goal of achieving a recruitment rate that exceeds attrition.			
Priority: High			
<ul style="list-style-type: none"> Advertise the tax deductibility option for members on all FOMB brochures and the website. 	Membership Committee	Information included in brochures and website.	2010
<ul style="list-style-type: none"> Revise the membership form to reflect tax deductibility of membership fees. 	Membership Committee	Form revised.	2010
<ul style="list-style-type: none"> At every FOMB event, designate an FOMB volunteer or summer student to record (on a visitor form designed for this purpose) the name and contact information for all individuals and families attending the event. Add these names to the general FOMB mailing list/listserve. 	Membership Committee; Events Committee	Visitor form designed; volunteers designated; visitors complete form; listserv expanded.	2010, on-going
<ul style="list-style-type: none"> Designate an FOMB volunteer or summer student to request that all new visitors to the Park complete the visitor form. (See Strategy 3.1) 	Membership Committee; Fundraising & Partnership Committee	Visitors complete form.	2010, on-going
<ul style="list-style-type: none"> Increase participation in networking opportunities organized by the Manitoulin Area Stewardship Council. 	Fundraising & Partnership Committee	Number of MASC events attended	2010, on-going

Actions	Responsibility	Performance Targets	Expected Completion
increased.			
Strategy 2.2 Continue to review and redesign the Committee structure to reflect priorities.			
Priority: High			
• Review and discuss the Committee structure as recommended in this report.	Board or Governance Committee	Structure reviewed and discussed.	2010
• Modify the Committee structure.	Board	Structure modified.	2010
Strategy 2.3 Review and/or develop a statement to describe the purpose/mandate of each Committee.			
Priority: High			
• Review and discuss Committee mandates, using information from this report, and make recommendation to Board for approval.	Board or Governance Committee	Approved by Board.	2010
• Establish annual objectives/activities for each Committee, for approval by Board.	Committees	Approved by Board.	2010, on-going
Strategy 2.4 Negotiate a Supplementary Agreement to the 2009 – 2014 Operating Agreement between the FOMB and Ontario Parks that outlines roles and financial responsibilities for the Visitors Centre.			
Priority: High			
• Initiate preliminary discussions with Ontario Parks.	Liaison Committee	Discussions held.	2010
• Form ad hoc committee for the Visitors Centre Agreement.	Board	Ad hoc committee formed.	2010
• Schedule series of meetings with Ontario Parks.	Ad hoc committee	Meetings scheduled.	2010 - 2011
• Formal agreement developed and signed by Ontario Parks and the FOMB.	Board	Agreement signed.	2011
Strategy 2.5 Prioritize partnerships and fundraising by adding another objective to the FOMB's Strategic Plan (for a total of five (5) strategic objectives).			
Priority: High			
• Discuss additional objective and make recommendation to the Board.	Strategic Plan Steering Committee	Recommendation made; approved or rejected.	2010
Strategy 2.6 Implement processes to estimate the value of volunteer labour and include in future funding proposals.			

Actions	Responsibility	Performance Targets	Expected Completion
Priority: Medium			
• Review and recommend a method for estimating the value of volunteer labour. (See Appendix 9)	Ad hoc committee.	Recommendation to Board.	2011
• Track and record volunteer hours.	Volunteer Committee; Records Committee	Volunteer hours recorded annually.	2011, on-going
• Estimate the value of volunteer time annually.	To be determined.	Annual estimate of the value of volunteer time.	2011, on-going

Objective 3: Expand partnership and fundraising initiatives.

Actions	Responsibility	Performance Targets	Expected Completion
Strategy 3.1 Advocate for the installation of solar-powered, self-administered day use pay station(s) at the Misery Bay parking lot, with day use fee exemptions for Board members and volunteers.			
Priority: High			
• (See Strategy 2.1) For the 2010 and/or 2011 season(s), add a question on the visitor form regarding the maximum or preferred day use fee.	Fundraising & Partnerships Committee	Survey completed, results analyzed.	2010 – 2011
• Share survey findings with the Park Superintendent, together with recommendations.	Liaison Committee	Research findings shared, recommendation made.	2011
Strategy 3.2 Create a new Committee for Fundraising and Partnerships.			
Priority: High			
• See Strategy 2.2 above.			
Strategy 3.3 Recruit new Board members with fundraising/fund development expertise.			
Priority: Medium			
• Continue successful Board recruitment strategies.	Board	New Board	2011, on-

Actions	Responsibility	Performance Targets	Expected Completion
<ul style="list-style-type: none"> Revise membership application form to include the applicant's areas of expertise and volunteer interests. 	Membership Committee; Volunteers Committee	members recruited. Application form revised.	going 2011

Strategy 3.4 Prioritize the development of a comprehensive fundraising plan with goals and annual targets.

Priority: Medium

<ul style="list-style-type: none"> Use the information in this report as the basis for developing a three-year fundraising plan with annual targets. 	Fundraising & Partnerships Committee	Fundraising plan developed.	2011
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Strategy 3.5 Explore the possibility of selling energy back to the Province through the MicroFIT program.³⁹

Priority: Medium

<ul style="list-style-type: none"> Determine whether an existing off-grid system built prior to 2009 is eligible to apply for a MicroFIT contract and connect to the grid 	Fundraising & Partnerships Committee	Eligibility determined.	2011 – 2012
<ul style="list-style-type: none"> If eligible, determine whether Ontario Parks or the FOMB should apply. 	Fundraising & Partnerships Committee	Recommendation made to Board.	2011 – 2012
<ul style="list-style-type: none"> If eligible, develop a pre-feasibility study including technical and financial implications. 	Fundraising & Partnerships Committee	Study presented to Board.	2012
<ul style="list-style-type: none"> Develop a plan to market the idea to potential community investors or other funders. 	Fundraising & Partnerships Committee	Plan presented to Board.	2012 – 2013

Strategy 3.6 Generate revenues through the purchase of officially-branded Manitoulin products with the "Look for it" logo at a lower wholesale cost and sell them at the Visitors Centre, or retain a portion of the revenues

Priority: Medium

<ul style="list-style-type: none"> Obtain list of products and identify those most suitable for sale by the FOMB. 	Products Committee	Recommendation to Board.	2010
<ul style="list-style-type: none"> Enter into purchase/sales agreement with the Branding Project Member Association, if 	Products Committee	Agreement signed by Board.	2011

³⁹ See <http://microfit.powerauthority.on.ca/Participating-in-microFIT/index.php>

Actions	Responsibility	Performance Targets	Expected Completion
recommended.			
Strategy 3.7 Develop new methods for increasing corporate and local business sponsorship of the FOMB.			
Priority: Medium			
<ul style="list-style-type: none"> Develop a corporate sponsorship program based on the Friends of Killarney Park model. 	Fundraising & Partnerships Committee	Program developed and implemented.	2011 – 2012
Strategy 3.8 In cooperation with Ontario Parks, transform the Visitors Centre into a broader community resource.			
Priority: Medium			
<ul style="list-style-type: none"> Research and propose the idea to the Park Superintendent. 	Fundraising & Partnerships Committee; Liaison Committee	Idea proposed.	2010 – 2011
<ul style="list-style-type: none"> With the consent of Ontario Parks, introduce language into a Supplementary Agreement to allow community use of the centre. (See Strategy 2.4) 	Board	Included in agreement.	2011
<ul style="list-style-type: none"> Identify potential community partners and criteria for use of the centre. 	Fundraising & Partnerships Committee; Events Committee	Recommendation to Board.	2011 – 2012
<ul style="list-style-type: none"> Invite community organizations to become partners of the Park/the FOMB. 	Fundraising & Partnerships Committee; Marketing Communications Committee	Community Partners campaign launched.	2011 - 2012

Objective 4: Conduct outstanding programs.

Actions	Responsibility	Performance Targets	Expected Completion
Strategy 4.1 Identify and promote well attended programs.			
Priority: Medium			
<ul style="list-style-type: none"> Track program attendance by recording the number of participants at each event on the visitor form (See Strategy 2.1). 	Events Committee; Records Committee	Attendance tracked.	2010, on-going
<ul style="list-style-type: none"> Compare the number of attendees per program each year. 	Records Committee	Annual report on attendance.	2010, on-going
<ul style="list-style-type: none"> Focus marketing and fundraising on well-attended programs. 	Marketing Communications Committee	Brochures, press releases promote well attended programs.	2010, on-going
Strategy 4.2 Develop new programs specific to the alvar ecosystem and link to fundraising/partnership initiatives.			
Priority: Medium			
<ul style="list-style-type: none"> Identify researchers/graduate students working on alvars. 	Research & Publications Committee	List of alvar researchers developed.	2011, on-going
<ul style="list-style-type: none"> Offer FOMB logistical support to researchers / students for the development and implementation of public education programs on alvars at Misery Bay. 	Events Committee; Fundraising & Partnerships Committee	Programs developed and implemented as part of FOMB-supported events.	2011, on-going
Strategy 4.3 Build relationships with recognized experts in alvar ecosystems.			
Priority: Medium			
See Strategy 4.2.			

Objective 5: Facilitate globally recognized research.

Actions	Responsibility	Performance Targets	Expected Completion
Strategy 5.1 Promote Misery Bay Provincial Park as the operations centre for alvar research on Manitoulin Island.			
Priority:			
<ul style="list-style-type: none"> Identify researchers/graduate students working on alvars. 	Research & Publications Committee	List of alvar researchers developed.	2011, on-going
<ul style="list-style-type: none"> Sponsor/co-sponsor a bi-annual award for the best graduate student paper on Manitoulin alvars. 	Awards, Marketing Communications, Fundraising & Partnerships, Newsletter, and Website Committees.	Review Committee formed; prize awarded.	2012, on-going
<ul style="list-style-type: none"> Invite researchers and students to post research reports/synopses on the FOMB website. 	Research & Publications Committee; Website Committee	Research reports/synopses posted on website.	2012, on-going
Strategy 5.2 In the short term, prioritize one fundraising stream to restore Sifferd Cottage as a daytime research station.			
Priority: High			
<ul style="list-style-type: none"> Identify funding/granting agencies that may support research infrastructure. (See Appendix 10.) 	Research & Publications Committee; Fundraising & Partnerships Committee	List of agencies and funding timelines developed.	2011
<ul style="list-style-type: none"> Seek the support of Ontario Parks. 	Liaison Committee	Letter of support and administrative support provided.	2011
<ul style="list-style-type: none"> Identify one or more local (Manitoulin) and one national/international organization to partner on this initiative. 	Fundraising & Partnerships Committee	Partners agree to participate.	2011

Actions	Responsibility	Performance Targets	Expected Completion
<ul style="list-style-type: none"> Develop a proposal and submit to funding/ granting agencies. 	Fundraising & Partnerships Committee	Proposal developed and submitted.	2011 - 2012
Strategy 5.3 Seek a substantial endowment to develop an alvar research station at or near Misery Bay Provincial Park.			
Priority: Medium			
<ul style="list-style-type: none"> Continue efforts made for Strategy 5.2 to build relationships and secure a potential major donor(s) for this initiative. 	Fundraising & Partnerships Committee	Endowment received, research station developed.	2012, until achieved

Conclusions

December 2010 marks the 15th anniversary of the Friends of Misery Bay. During the period since its incorporation, the FOMB has strengthened its role as an actively engaged stakeholder in Misery Bay Provincial Park and the principal steward of the Park and its infrastructure. Particularly in the last five years, when tourism and park visitation have been in gradual decline, the FOMB has succeeded in elevating the profile of Misery Bay Provincial Park and substantially increasing the number of annual visitors.

This achievement is largely a result of the successful operation of the Visitors Centre, and the planning and delivery of a highly respected interpretive program. These volunteer efforts have allowed the Park to take on many of the characteristics of an operating park. This has been achieved at considerable cost in time, effort and monetary contributions from the Friends of Misery Bay, who have raised or contributed practically all resources needed to ensure that the visitor experience at Misery Bay Provincial Park is of the highest calibre. At the same time, the organization has increasingly felt stretched beyond its capacities. Based on the consultant's observations, many of the responsibilities undertaken by Board members resemble those of a full time job.

The consultant focused on developing a series of strategies to move forward with the FOMB's goal of achieving operating park status for the Park. Though not typically a role for Friends organizations, the unique history of the Visitors Centre at Misery Bay and the full range of FOMB-sponsored programming that it supports places this park in a category that is very different from most other non-operating parks in the province. Renewed efforts by the Park Superintendent to list Misery Bay as an operating park, and a willingness on the part of senior OP staff to consider the business case, provides evidence that Ontario Parks recognizes the unique role of the Park and the significance of its location on Manitoulin Island. Ensuring a fluid and mutually supportive relationship between Ontario Parks and the FOMB will become even more important if Misery Bay is listed as an operating park and becomes subject to a series of additional norms and regulations, including mandatory user fees that may not be negotiable. New members of the Board will have an important role to play in fostering positive relationships with other stakeholders. At the same time, it will be important for more experienced members to pass on their knowledge of interpretive programming and infrastructure if the Park is to continue to operate as effectively as it has in the past.

Fundraising and organizational development will continue to be a central role for the FOMB Board members and volunteers. This report contains several strategies for expanding the resource base of the Friends, with a focus on strengthening linkages with

other organizations, communities and businesses on the Island. There is considerable evidence that day users of parks generate considerable economic returns to local businesses (see Literature Review, Appendix 11). Efforts by the FOMB and Ontario Parks to demonstrate the economic impact of Manitoulin parks will no doubt stimulate local support for current and future initiatives.

Building greater awareness of alvar ecosystems and Manitoulin's global significance is key to mapping out an identity for Misery Bay Provincial Park and for protecting the other parks and sensitive areas on the Island. This includes the variety of unique flora and fauna characteristic of alvars, already known as well as yet to be discovered.

In the Friends of Misery Bay, Ontario Parks has a strong ally that is well positioned to significantly enhance the interpretive, educational and recreational objectives of Misery Bay Provincial Park.

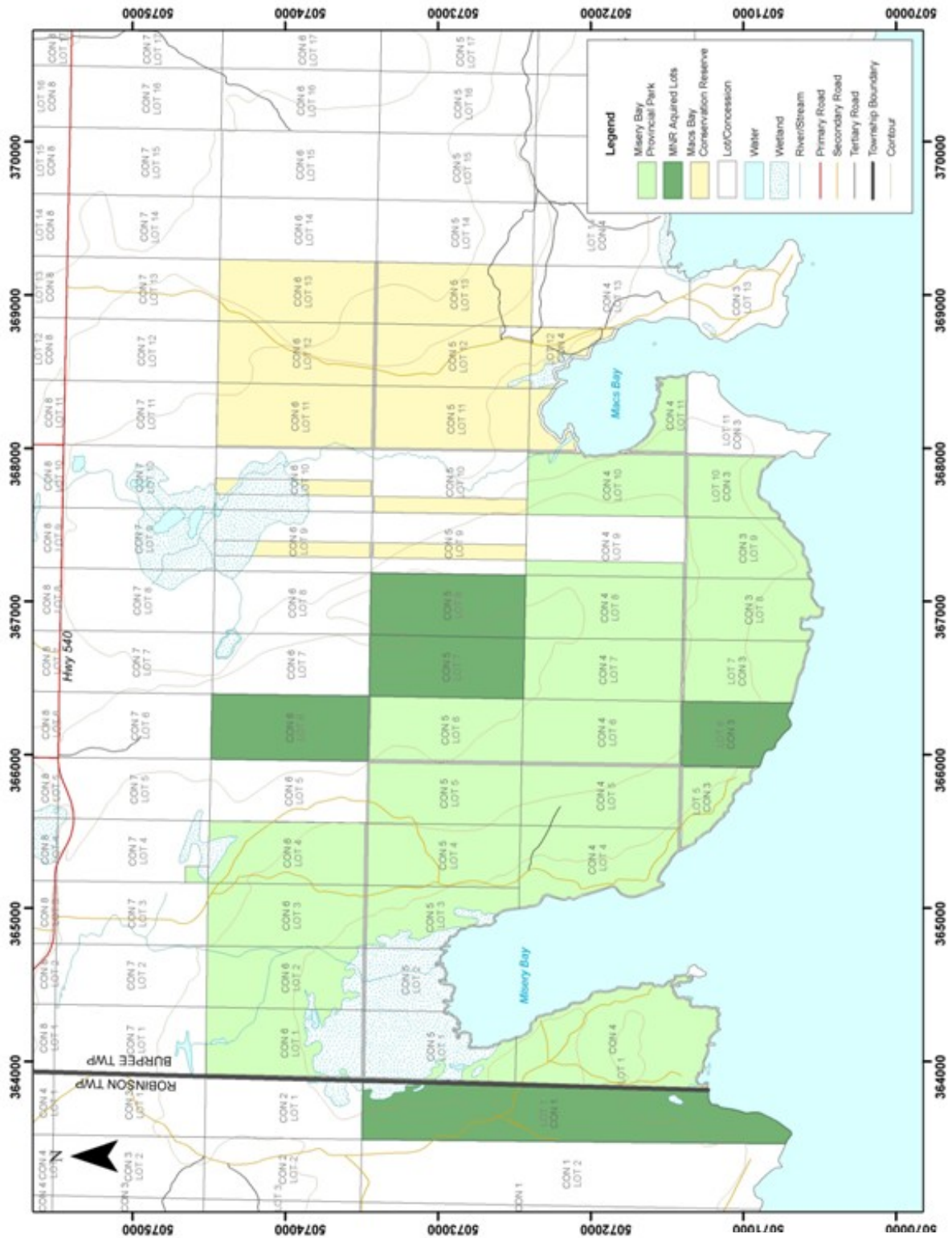


Appendix 1: List of Key Informant Interviews

FOMB Members	
John Mallea	Board Chair
Lynda Olson	Secretary, FOMB; Chair, Trails Committee
Sylvia Kemp	Treasurer, FOMB
John Diebolt	Member, FOMB
Steve Hall	Founding Member; current Member, FOMB
Thomas E. Moore	Member, FOMB; Committee chair (various)
Kathy Mutch	Chair, Membership Committee
Connie Mackenzie	Volunteer, FOMB
Todd Gordon	Board member
Current/former Ontario Parks or Conservation staff	
Paul Bewick (referred to Will Kershaw)	Zone Manager, Ontario Parks
Will Kershaw	Senior Park Planner, Ontario Parks
Ryan Gardner	Park Superintendent, Misery Bay (Halfway/ Windy Lake park cluster, Levack office)
Bob Florean, Manitoulin Area Stewardship Council (MASC)	Stewardship Coordinator; (Espanola MNR area office).
Dave Coulas	Former Superintendent, Misery Bay Current Superintendent, Kawartha Highlands Park (Bancroft)
Ron Speck	Friends Acting Coordinator, MNR Peterborough
Other key informants	
Bonnie Bailey	Clerk-Treasurer, Burpee Mills Township; Founding Member, FOMB

Judith Jones	Consulting Biologist; Founding Member, FOMB
Bob Barnett	Escarpment Biosphere Reserve
Esther Taylor-Smith	Northern Development Officer, Ministry of Northern Development, Mines and Forestry
Darrel Manitowabi	Laurentian University
Patrick Julig	Laurentian University
Dawn Madahbe	General Manager, Waubetek Business Development Corporation
John Morton	University of Waterloo
Doris Peltier	Program Manager, Wikmemikong Heritage Organization
Peter Beckett	Laurentian University
Other Parks/Friends of Parks	
Wye Marsh Nature Centre	
Laurie Schutt;	Executive Director
Brandy Hussey	Environmental Technician
Friends of MacGregor Point Park (Port Elgin)	
Doug Pedwell;	
Norah Toth	Past President Park Liaison Representative (park staff)
Nijikiwenhwag – Friends of Lake Superior Provincial Park	
Joel Cooper	Past President
Friends of Ojibway Prairie Provincial Park	
Nancy Pancheshan	President
The Friends of Algonquin Park	
Lee Pauzé	General Manager

Appendix 2: Map of Misery Bay Provincial Park



Courtesy of Ontario Parks

Appendix 3: Origins of the Park Building and Related Infrastructure

The following information is based on FOMB newsletter excerpts for: December 1997; January 1999; December 1999; Winter 2001, and; Fall 2005. Additional information was obtained from members of the Strategic Plan Steering Committee.

December 1997	<ul style="list-style-type: none"> Plans announced for a trail head building and kiosk, east side entrance road, and boardwalk construction for the bog. Partners are the Federation of Ontario Naturalists and the British Trust for Conservation Volunteers
January 1999	<ul style="list-style-type: none"> Ontario Parks commissions architects Dunker Associates of Toronto “to prepare an exciting ‘environmentally conscious’ building to be constructed from the building funds FOMB raised for developments at Misery Bay Park”. The FOMB’s funding proposal did not include provisions to hire architects for the additional costs associated with construction of a “green building”. FOMB indicates that they do not have funds to subsidize additional costs. Ontario Parks offers to cover the additional costs involved in accepting the Dunker’s proposal. MNR offers to provide the services of on-staff design and structural consultants. The Ontario Parks/Dunker Associates/FOMB Partnership is created and the Misery Bay building project is approved by Ontario Parks Head Office. Funding still tight because of the nature of the site and of the building. Human Resources Development Canada agrees to supply four Employment Insurance workers as labourers. Local builder Merdick (Mike) McFarlane of Manitoulin Truss (Providence Bay) is hired as the general contractor. Building referred to as the Park Centre. Project is deemed a high profile, prototypical, one-of-a-kind construction by Ontario Parks because it is: the first Park Centre to use the ‘green approach’; initiated by a Friends group; proposed for a non-operating park; funded through the efforts of a Friends organization.
December 1999	<ul style="list-style-type: none"> Extra effort to close in the “Misery Bay Interpretive Center (sic)” before Christmas. Much of FOMB’s original project money has been spent. Newsletter indicates that “Additional funds required to complete this state of the art building will come from Ontario Parks, the property owners. They commissioned a larger more elaborate building than originally funded and are providing the additional costs involved in completing that expansion.” Evidence of concerns related to lengthy construction period, due to: design-build nature of project (building is constructed while being designed); architect lives in Toronto; Ontario Parks (property owners) based in Sudbury; Municipality of Burpee and Mills (on Manitoulin) handling the finances. Evidence of concerns related to future building maintenance. These are addressed in the newsletter as follows: <ul style="list-style-type: none"> “When FOMB originally applied for building funds, the proposed building was a very simple construction and consequently its maintenance and upkeep were well within the scope of this association. However the same is not true of the now much larger and very high profile building Ontario Parks commissioned and is in the process of competing at Misery Bay Park. FOMB, of course, only proceeded with their part in the expanded building project with the understanding that Ontario Parks would provide an annual budget adequate to cover the above as well as offering the services of paid help to carry out the same.

The recent purchase of thousands of acres of conservation lands to the west of us will compound the problem for FOMB. More demands will be placed on the facilities at MBNR escalating upkeep costs.

FOMB have had some indication that such help would come through having MBNR become an operating park. However, it is now being pointed out to us that there are various other solutions available to fund the operation of this important park without going the "operating park" approach. All options have their pluses and indeed some are very attractive to this organization.

Whatever Ontario Parks' approach, we are confident their solution will work for the protection of the park and its buildings, and certainly FOMB will be involved in the process as well as the outcome.

A date for an initial meeting to establish everyone's role in future operations of the park and its facilities is presently being discussed. The process will require a lot of work but will result in the guidelines needed to help prepare for programs and services etc., as well as allowing us to responsibly budget our resources. We look forward to the opportunity."

Winter 2001	<ul style="list-style-type: none"> • Work plans announced for installation of the solar power system, including back-up generator, and floor heating system. • Second project also announced; installation of composting toilets, with Parks Ontario (<i>sic</i>) providing the expertise and initiative. • Discussions proceeding on testing the drilled well for flow and quality. Acknowledgement of Ontario Park's requirement to have a water treatment facility installed at all parks. • Discussions underway to finish the deck with installation of a railing prior to the official opening of the building, still referred to as the Park Centre. • Two members of the Board of Directors represent the Friends on an advisory committee for the development of the "Queen Mum" Park. Newsletter indicates that FOMB's "Role in the future use and development of this additional Park space will be developed in the Master Plan. This work is in the initial stages ...". • Preliminary discussions underway between the Park Superintendent (Dave Coulas) and the Chair of the Friends regarding the future role of the Friends of Misery Bay in the long term operations of the Park.
2002	<ul style="list-style-type: none"> • Park Centre is opened. • Proposal submitted by the FOMB to develop and install Natural Heritage Education displays at the Centre. Approved by the Province in the amount of \$50,000. • Funds were transferred to the FOMB by the MNR (Ontario Parks) by way of a Memorandum of Understanding (MOU) covering the period March 7, 2002 to August 31, 2002. • Building becomes known as an interpretive facility. • Schedule "A" of the MOU states: "Misery Bay Provincial Park (a Provincial Nature Reserve), through its approved Management Plan and through the assistance of the 'Friends of Misery Bay' have constructed a new interpretive facility...The funding provided through this agreement is to provide for the design and production costs of the interpretive elements listed below..."
Fall 2005	<ul style="list-style-type: none"> • Building now referred to as the Misery Bay Interpretive Centre. Building lacked "the services and interior orientation to make it useable for its purpose." Major task during 2005 was to overcome this problem. • Newsletter indicates that "With pressure on sources, expenditures from our own limited funds, public donations and hard work the washrooms were completed, and the water and sewer

systems put into service. We installed light fixtures and regulated the solar powered system to produce a steady flow of energy on demand. These upgrades made the building comfortably operable and with the addition of storage cupboards in the kitchen and the hallway it now functions as intended.”

- Specific upgrades completed in 2005 were:
 - Ecoflo Peat Moss Biofilter Septic System
 - Low flush outdoor public washrooms (2) and 1 interior staff washroom
 - Complete installation of plumbing with hot and cold water supply
 - Thirty halogen lights installed in existing track lighting system
 - Regulation by the Maintenance/Serviceman and reliable operation of the photovoltaic (solar powered) system
 - Installation of maple cupboards in the hall and kitchen, for storage of interpretive materials.
 - Installation of keyed office doors, replacement of a broken triple glazed window, securing of storage shed locking system, upgrading of trail signage, information kiosk moved to parking lot
 - Installation and inspection of propane line to the building for the stove, refrigerator, and glycol in-floor heating. Propane tank filled for winter.

 - Explanation of the solar energy system provided: “As designed, ambient solar energy (sunlight) enters the building through the bank of south-facing windows and is collected in the floor. When the building cools, the heat radiates back into the building helping to stabilize interior warmth day and night. Solar power, generated by the solar panels installed on the roof of the centre, supplies all other energy needs for lights, water pressure, furnace controls, computers, power outlets, television, and more.”
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Appendix 4: 2009 FOMB Volunteer Report

Volunteer Report – 2009 Summary**Ellie Moore, Volunteer Chair**

2009 has been a banner year. FOMB achieved the highest number of visitors, donations, and sales in its history, even though the Centre was open more days in 2006, as summarized below. Volunteers were busy again serving on the FOMB Board and its committees, keeping the Visitors Center open on weekends, communicating with other organizations, maintaining trails, and doing a host of other jobs required to keep the Park operating efficiently.

The Centre was open daily in July and August, 10:00 AM to 5:00 PM when grant-supported student attendants (Cory Laxdal, Laurentian University, and Hanna Orford, University of Waterloo) were here. Each weekend and holiday from Victoria Day to Thanksgiving volunteers served as attendants during the same hours. Centre volunteers were: Bill and Barb Kling, Ed and Gisela Kellar, Marty and Molly Ainslie with grandson Darrin Bell, Steve and Reta Hall, Jochen Heintz, Julie Klassen, Klaus and Marjut Dunker, Lynda Olson and Michael Ewart, Rory and Kathy Mutch, Brenda Caloyannis, John and Paula Mallea, Bill and Ann Sargent, Jack and Nancy White, and Tom and Ellie Moore.

Jim and Mary Hastings did a great job planning the very successful Pioneer Ned Saunders Day. Jim also monitored our 2-meter-band communication system, and Mary regularly led the popular Thursday interpretive hikes. In addition, Mary and Jim added valuable information and photos to the big white 3-ring notebooks which visitors enjoy.

Tom Moore arranged for professional speakers and other special weekly events. FOMB acquired audiovisual equipment for the first time this year. It functioned very well in our green building and was appreciated by both speakers and audience.

The Volunteer Chair updated the Volunteer Manual; oriented new volunteers; organized a Spring clean-up of the building; scheduled people for weekend duties at the Centre; ordered office and cleaning supplies and merchandise for sale; and worked with Hanna Orford who created a daily Excel spread sheet which tracks memberships, sales, donations, number of visitors, and merchandise inventories. A summary of information for 2009 was compiled from these data.

Maintaining this world class nature reserve very much depends on FOMB volunteers who have also been proven to be “world class,” and who deserve accolades in recognition for their fine efforts from all who use and enjoy the Park. And so, A BIG THANKS to all of the loyal, dedicated volunteers who worked so diligently and faithfully at the Park. JOB WELL DONE!

Below is a summary of data compiled in 2009 compared with earlier years.

<u>YEAR</u>	<u># VISITORS</u>	<u>DONATIONS</u>	<u>SALES</u>	<u># DAYS OPEN</u>	<u>AVE \$ / Day</u>
2009	<u>4,484</u> (43.9)	<u>\$2,412.77</u> (23.65)	<u>\$4,712.10</u> (46.19)	102	(<u>\$69.85</u>)
2008	3,065 (38.8)	\$983.46 (12.49)	\$2,908.90 (36.82)	79	(\$49.27)
2007	994 (30.1)	\$762.24 (23.10)	\$846.00 (25.64)	33	(\$48.74)
2006	2,125 (19.7)	\$635.10 (5.88)	\$3,438.90 (31.84)	<u>108</u>	(\$37.72)
2005	1,343 (27.4)	\$485.31 (9.90)	\$2,100.00 (42.86)	49	(\$52.76)

() = average per day

underline = highest annual figure

Appendix 5: Park Visitor Statistics⁴⁰

Number of Day-Use Visitors (and Selected Total Visitors)				
Park	Classification	2008	2009	% Change
Bonnechere	Recreation	8,769	4,241	-51.6
Craigleith	Recreation	3,067	2,993	-2.4
Grundy Lake	Natural Env.	1,742	1,602	-8.0
McRae Point	Recreation	4,199	3,452	-17.8
Mikisew	Recreation	1,155	931	-19.4
Oastler Lake	Recreation	2,238	2,095	-6.4
Restoule	Natural Env.	5,162	4,599	-10.9
Sturgeon Bay	Recreation	275	259	-5.8
All Parks, Central Zone⁴¹				
Day-Use Visitors		1,613,426	1,636,600	1.4
Total Visitors		2,963,284	2,964,875	0.1
Aubrey Falls	Natural Env.	1,853	1,687	-9.0
- Total Visitors		1,853	1,687	-9.0
Batchawana	Recreation	5,035	3,961	
Bay				-21.3
- Total Visitors		5,035	3,961	-21.3
Chutes	Recreation	2,439	3,550	45.6
Driftwood	Recreation	1,265	1,286	1.7
Esker Lakes	Natural Env.	1,409	516	-63.4
Fairbanks	Recreation	2,404	2,191	-8.9
Finlayson Pt.	Recreation	787	738	-6.2
Fushimi Lake	Recreation	1,737	1,290	-25.7
Greenwater	Natural Env.	384	327	-14.8
- Total Visitors		4,364	3,742	-14.3
Halfway Lake	Natural Env.	2,750	4,573	66.3
Ivanhoe Lake	Natural Env.	951	712	-25.1
Kap-Kig-Iwan	Natural Env.	857	831	-3.0
Marten River	Recreation	732	699	-4.5
Misery Bay	Nature Reserve	3,065	4,484	46.3
Missinaibi Lake	Waterway	77	92	19.5

⁴⁰ Sources: Ontario Park, 2009; 2010.

Note: Parks listed had a total number of day-use visitors in 2009 (as recorded by Ontario Parks) similar to or less than the number of day-use visitors recorded (by the FOMB) for Misery Bay Provincial Park in 2009. For six parks (as indicated), the number of all visitors (not restricted to day-use) was also similar to or less than the number of day-use visitors recorded for Misery Bay. Shaded rows indicate increase in park visitors, 2008-2009.

⁴¹ All parks with visitor statistics recorded by Ontario Parks (19 in total).

Mississagi	Natural Env.	1,520	1,652	8.7
Nagagamisis	Natural Env.	1,109	1,091	-1.6
Obatanga	Natural Env.	788	995	26.3
Rene Brunelle	Recreation	2,265	1,391	-38.6
Spanish River	Waterway	n/a	n/a	n/a
- Total Visitors		3,651	3,479	-4.7
The Shoals	Natural Env.	550	557	1.3
- Total Visitors		4,333	4,083	-5.8
Tidewater	Natural Env.	767	1,087	41.7
- Total Visitors		1,106	1,474	33.3
Wakami Lake	Recreation	164	272	65.9
White Lake	Natural Env.	3,520	4,018	14.1
All Parks, Northeast Zone ⁴²				
Day-Use Visitors		179,945	173,274	-3.7
Total Visitors		796,594	793,411	-0.4

Note: Shaded rows indicate increase in park visitors, 2008-2009.

⁴² All parks with visitor statistics recorded by Ontario Parks (31 in total).

Appendix 6: Ontario Parks Website Entries – Comparison

Misery Bay

Natural Features

Exposed limestone bedrock and extensive wetlands are some of the interesting topographic features of this nature reserve.

Park Facilities and Activities

There are no visitors' facilities.

Location: Along the south shore of Manitoulin Island.



[Visit the Friends of Misery Bay](#)

[website.](#)

Park Class	Size	IUCN#	Location	Operating Park
Nature Reserve	760 ha	1	Central	No

For more information:

Northeast Zone
 PO Box 560
 Levack, ON
 PoM 2Co
 (705) 966-0563 (Oct-May)
 (705) 966-2315 (June - Sept)



Mashkinonje

Natural Features

The wonders of Mashkinonje are best known by field naturalists from North Bay and Sudbury; and botany and nature-based tourism students from the local colleges and university.

Mashkinonje Provincial Park consists of a diverse system of wetlands supporting all the major wetland types; marshes, bogs, swamps, fens and ponds; interspersed with undulating granite ridges that cover over 2000 hectares along the West Arm of Lake Nipissing. The park counts among its many wetlands two provincially significant areas the Loudon Basin Peatlands and the Muskrat Creek complexes.

The parks features are the result of a post-glacial lake that covered the area combined with a series of parallel low elevation folded bedrock uplands. The low upland bedrock areas were wave washed with soils eroded and deposited in the depressions. The amount of soil deposited determines if the depressions are nutrient rich or nutrient poor. The broken drainage also has a range of moisture levels from wet to dry. Add to moisture and nutrient variability- wave action on Lake Nipissing and aspect (south vs. north facing slopes) and the result are a variety of wetlands habitats that make Mashkinonje a very interesting location to observe nature.

A combined group of community and educational partners have developed a system of hiking trails in the park to make the park features available to the public.

Park Facilities and Activities

10 hiking trails in stacked loops totaling 30 km

Park Class	Size	IUCN#	Location	Operating Park
Natural Environment	2040 ha	2	Near North	No

For more information:

Mashkinonje Provincial Park
 c/o Killarney Provincial Park

Short Hills

Natural Features

Sedimentary deposits and glacial till once filled this valley, until Twelve Mile Creek sliced through, forming the "Short Hills."

Animals living here include white-tailed deer, coyote, and meadow vole. Pawpaw and sweet chestnut trees are among the southern plants.

Park Facilities and Activities

There are trails and three parking lots but no other visitor facilities. Hiking, horseback riding, fishing and mountain biking are popular activities in the park. There are trails restricted to hiking only.

Please also check out the [Friends of Short Hills Park](#) website.

Location: About 4 km southwest of St. Catharines, along the Niagara Escarpment. Access is via Cataract, Roland, or Pelham roads.

Park Class	Size	IUCN#	Location	Operating Park
Natural Environment	660 ha	2	Southern	No

For more information:

Short Hills Provincial Park
P.O. Box 158
Dunnville, Ontario
N1A 2X5
(905) 774-6642

Ojibway Prairie

Natural Features

Native prairie, savanna, and an open woodland predominate in this small tract within the municipal boundaries of Windsor. The nature reserve is the largest protected remnant of native prairie in Ontario (it is thought that prairies once covered large sections of Ontario's west and southwest.)

Layers of sand, silt, clay and till -- many of them laid down 10,000 years ago during the Wisconsinan Ice Age -- cover the bedrock here to a depth of about 30 metres. This flat, sandy to silty plain is very wet in the spring and very dry by late summer making it ideal for prairie vegetation.

The area includes tracts of untilled tall grass prairies, open woodlands called savanna and reclaimed agricultural lands. More than 500 flowering plants are found in and around the nature reserve. Important plant families include composites, grasses, figworts, mints and lilies. About 18 per cent of these plants are considered to be rare in Ontario. Like many of its plants, the nature reserve's fauna also has southern and western affinities. Butler's garter snake, bobwhite and yellow chat are three such species.

Park Facilities and Activities

Recognized in the 1970s as an important natural area, Ojibway Prairie was established as a nature reserve in co-operation with the Nature Conservancy of Canada, the Province of Ontario and the City of Windsor. The city operates a municipal park and visitor centre adjacent to the nature reserve. Trails, nature education and heritage appreciation activities take place during the summer months.

Location: In the City of Windsor at the junction of Titcombe and Matchette roads.

Park Class	Size	IUCN#	Location	Operating Park
Nature Reserve	90 ha	1	Southern	No

Appendix 7: Selected Results of the FOMB On-Line Member Survey

Number of Survey Recipients = 123

Responses = 41

Response Rate = 33.3%

What is your MAIN reason for being a member of the Friends of Misery Bay (Select one)

N = 40, Missing = 1

	Number	%
Desire to help preserve the Park's unique resources	21	52.5
Desire to support natural areas on Manitoulin Island	9	22.5
Desire to support a worthwhile organization	2	5.0
Frequent visitor to the Park	6	15.0
Frequent visitor to Manitoulin Island	1	2.5
Other – Enjoy being with the Friends of Misery Bay	1	2.5

How many years have you been associated with the FOMB?

N = 39, Missing = 2

	Number	%
0 to 3 years	16	41.0
4 to 9 years	9	23.1
10+ years	14	35.9

How have you contributed to the work of the FOMB? (Multiple responses)

N = 35, Missing = 6

	Number	%
Fulfill responsibilities as a Committee or Board member	6	17.4
Fundraising (active participation to obtain additional funds or enroll new members)	2	5.7
Give talks/make presentations	7	20.0
Help out at the Nature/Interpretative Centre	9	25.7
Lead guided interpretive walks/hikes	6	17.1
Maintain/develop park infrastructure (trails, signs, boardwalk, etc)	4	11.4
Not applicable (not involved other than have a membership)	18	51.4
Other:	9	
- Write magazine and newspaper articles / produce newsletter	3	
- Participated in one walk only and loved it.	1	

- Supported events.	1
- Display table in very early years.	1
- We have only been there one day but we fell in love with it and are coming back for a week this year. We want to support the work of the organization any way that we can with our limited time on the island.	1
- Don't live on Manitoulin Island – only visit once a year for a week or two	1
- Recruit Board members	1

In your opinion, what are the most important roles that the Friends of Misery Bay CURRENTLY fulfills? Please rate the following:

N = 38, Missing = 3 (multiple responses)

Rated as Most Important (5/5)	Number	%	Rating Average
Educate the public about the Park's unique resources	21	56.8	4.42
Voluntarily staff the Nature/Interpretive Centre	14	36.8	3.97
Care for/maintain the Nature/Interpretive Centre	10	26.3	3.89
Maintain park infrastructure (trails, signs, boardwalk, etc.)	14	36.8	4.05
Raise funds to operate the Park	7	18.9	3.69
Raise funds to promote awareness of the Park	4	10.8	3.19

In your opinion, what are the most important roles that the Friends of Misery Bay SHOULD fulfill? Please rate the following:

N = 36, Missing = 5 (multiple responses)

Rated as Most Important (5/5)	Number	%	Rating Average
Educate the public about the Park's unique resources	22	71.0	4.61
Voluntarily staff the Nature/Interpretive Centre	11	32.4	3.91
Care for/maintain the Nature/Interpretive Centre	10	28.6	3.89
Maintain park infrastructure (trails, signs, boardwalk, etc.)	15	42.9	4.17
Raise funds to operate the Park	16	47.1	3.91
Raise funds to promote awareness of the Park	10	30.3	3.63

Comments on the current and future role of the FOMB:

I'm amazed at how much the FOMB accomplish with so few resources. I don't know how you can increase the funding and the level of participation for staffing, upkeep, etc. but maybe this survey helps.

I do not know enough about the roles of the FOMB at present. Know about and appreciate the volunteerism. Obviously public awareness and fund-raising will continue to be critical.

It is very important to keep the Park internet homepage up to date, and to send emails each week to local resorts and B & Bs.

Raising funds to operate the Park is important, but the volunteers are the most important. They bring a personal interest to the Park and are vital in educating the public and the care of the Park.

Present board does well to work within funding limitations at this level. Additional funds should be prioritized as indicated.

Need to more aggressive in promoting benefits of park to Islanders. Establish a school educational program for students. Every student should visit at least once every 3 years. Then their parents will get involved.

Public awareness of the park triggers the success

Being a provincial park, the province should shoulder the bill for the Interpretive centre. As volunteers our role is to help in the operation of the park

The Friends of Misery Bay are the park managers, given the absence of Ontario Parks staff. And the Friends do a very good job

Until the Park is given official status (if it ever will), there is a need to promote awareness and to provide for operating expenses for the Park

I am a summer visitor only and not all that familiar with the actual running of the FOMB membership

I don't know enough about the organization to say. My answers are based on our brief visit and we were very impressed with the work they are doing.

I hope an expanded role for the Sifford bldg will come to pass and the park should be a good field study site for many levels.

Preserving and protecting the park's unique natural attributes is key, in my opinion. Unfortunately, this can come in conflict with promoting the park to the public, since the public can be responsible (intentionally or unintentionally) for damage and/or distress to the natural environment and the non-human species that live there (for instance, dogs running off leash chasing after turtles or other vulnerable species, destruction of nesting sites, or litter and debris left behind by visitors). I think it's important to find positive and pro-active strategies to engage visitors in the spirit of protection and preservation and make the distinction that Misery Bay is NOT necessarily a recreational area to be used like other recreational areas, such as Providence Bay. This is a tough challenge, I know, but one worth undertaking. If Misery Bay's natural environment is harmed or destroyed by visitors, it defeats the whole purpose of establishing it as a nature reserve; in other words, there's no point publicizing it if that only leads to a deteriorated/damaged environment. I know this is all easier said than done and it's very difficult to manage or control what visitors do once they enter the park; however, I think it's extremely important and has to be addressed somehow as a vital part of FOMB's agenda and mission as positively and pro-actively as possible while the tone and attitude of the public towards Misery Bay is still in the relatively early formative stages.

Insufficient attention has been paid to fundraising, marketing and communication due in part to the small size of the present board.

The Park relies too heavily upon volunteers for its operations. The province should be taking on more responsibility for operations, leaving volunteers to raise awareness and

do education.

I believe Parks Ontario needs to play a more prominent role especially in regards to points 5&6.

I think that the FOMB most important role is the education and preservation of the unique ecosystem found at this site of misery Bay.

How would you rate the Friends of Misery Bay in the following areas?

Communication between Board and Membership

N= 30

Rating Avg = 3.83 / 5

Promotion/Marketing

N = 30

Rating Avg = 3.25 / 5

Participation of members in activities/committee work

N = 29

Rating Avg = 3.13 / 5

Fundraising initiatives

N = 29

Rating Avg = 3.23 / 5

Relationship with local communities

N = 29

Rating Avg = 3.33 / 5

Membership fee structure

N = 29

Rating Avg = 3.72 / 5

Financial management

N = 30

Rating Avg = 3.42 / 5

Variety of educational /Interpretive events

N = 29

Participation of members in the AGM

N = 29

Rating Avg = 2.87 / 5

Comments on the work of the FOMB

The current timing of the annual meeting means I can never come, because I don't spend time at my cabin until mid-July or so. Please consider a later date when the most summer residents are likely to be available. It would perhaps increase the participation of summer residents. I must confess I don't look at the website often enough, but it is well-organized and easy to use. I love the logos. But consider putting the photo on the home page closer to the top (easy to miss if one doesn't scroll down)--and put a different photo from the archives on each page to keep reminding viewers of the beauty.

I regret that I cannot answer with more knowledge. Appreciate this outreach via email. May be more opportunity to use e-communications in future to members and the public...e.g. an e-newsletter.

Educational/interpretive events are outstanding.

Obviously, we don't get info to be able to comment on 5 of the 9 questions above. More communication required, perhaps quarterly?

Serious concern re degradation of Sifferd access. This very sensitive area needs PROTECTION.

I am an occasional visitor and live in Port Hope. My opinion is that the FOMB are doing a very good job.

Raise enough funds to hire part time, year round Executive Director to manage activities and raise more funds.

Don't just promote the existence of all kinds of bugs. The symbiosis of water-rocks-Alvar AND the remote environment of the Misery Park is what makes this area an unforgettable attraction.

I live in Toronto, so can't comment on many points. Have only read about and heard second-hand about the educational events. Visited the park once and loved it.

Again as a long time Evansville visitor but infrequent MB visitor am not that aware of the day to day operations of the FOMB

Don't know that much about this.

Need to build collaborative partnerships with the aboriginal communities on the island.

How many visits do you make to the Park each year, on average?

N = 33, Missing = 8 Average = 5.09

	Number	%
0 visits	3	9.0
1 to 3 visits	15	45.5
4 to 9 visits	6	18.2
10+ visits	9	27.3

Approximately how many visits did you make to the Park last year (2009) during the following seasons:

N=33, Missing = 8

	0 visits %	1 to 3 visits %	4 + visits %	Average # visits
Spring	54.5	36.4	9.1	1.5

	0 visits %	1 to 3 visits %	4 + visits %	Average # visits
Summer	18.2	54.5	27.3	3
Fall	63.6	30.3	6.1	1
Winter	100.0	0.0	0.0	0

How often do you engage in the following activities when you visit the Park?

N = 33 , Missing = 8

Rated as Frequently (5/5)	Number	%	Rating Average
Attend talks/presentations	8	25.0	3.25
Bird watching	7	22.6	2.90
Cross-country skiing	0	0.0	1.33
Hiking/walking on trails (guided)	6	19.4	2.52
Hiking/walking on trails (not guided)	17	54.8	3.94
Observation of natural features – alvars (limestone pavements), wetlands, flora, etc.	21	65.6	4.31
Swimming/sunbathing	2	6.7	1.80
Are there other activities that you frequently engage in?			

Which attributes of the Park are MOST important to you? Please rate the following:

N = 33, Missing = 8

Rated as Most Important (5/5)	Number	%	Rating Average
Alvars	26	78.8	4.67
Beach/bay features	14	46.7	3.93
Cross-country skiing trails	2	6.9	2.11
Hiking trails	17	53.1	4.31
Birds/birdwatching	7	22.6	3.55
Flora	19	59.4	4.34
Manitoulin Island site	8	25.8	3.73
Nature/Interpretive Centre	15	46.9	4.26
Nature Reserve status	18	58.1	4.33
Remote location	10	33.3	3.77
Wetlands	17	53.1	4.25
Comments:			

In your opinion, which attributes of the Park are MOST important to promote in order to attract additional visitors?

N = 32, Missing = 9

Rated as Most Important (5/5)	Number	%	Rating Average
Alvars	22	71.0	4.63
Beach/bay features	9	31.0	3.68
Cross-country skiing trails	3	10.3	2.80
Hiking trails	16	53.3	4.43
Birds/birdwatching	11	36.7	3.90
Flora	17	54.8	4.37
Manitoulin Island site	13	43.3	3.97
Nature/Interpretive Centre	18	60.0	4.38
Nature Reserve status	16	51.6	4.17
Remote location	8	27.6	3.71
Wetlands	11	39.3	4.07
Comments:			

In order to increase the number of Park visitors, which groups of people do you think is MOST important to reach through marketing and promotional activities?

N = 33, Missing = 8

Rated as Most Important (5/5)	Number	%	Rating Average
Birdwatchers	9	28.1	3.69
Cyclists	1	3.6	2.50
Educators and students	15	45.5	4.22
Families	10	31.3	3.77
Researchers/academics/naturalists	18	54.5	4.24
People living on or near Manitoulin Island	9	27.3	3.87
Retired persons	8	25.8	3.79
Visitors/tourists from Canada	12	36.4	4.16
Visitors/tourists from the United States	9	29.0	3.83
Visitors/tourists from other countries	9	30.0	3.75

Appendix 8: Financial Statements

<u>Friends of Misery Bay unaudited Financial Statements</u>			
	<u>2009</u>	<u>2008</u>	<u>2007</u>
<u>Revenues</u>			
Individual Contributions	6,934.00	7,766	4,655
Government Contributions (from grants)	42,652.00	4,595	469
Sale of Merchandise	4,713.00	3,056	885
Memberships	2,325.00	2,850	1,125
Interest Income	1,200.00	1,806	1,402
Provincial Government Contributions		1,080	
Fundraising	<u>340.00</u>	<u>470</u>	<u>320</u>
	<u>58,164.00</u>	<u>21,623</u>	<u>8,856</u>
<u>Expenditures</u>			
Wages and Benefits	11,253.00	6,614	95
Repairs and Maintenance	1,019.00	2,415	2,019
Office Supplies	1,588.00	1,832	1,665
Insurance	1,647.00	1,647	
Audits/Contractors/Consulting Costs	21,331.00		
Professional Fees	200.00	1,575	
Advertising and Promotion	245.00	1,187	369
Purchase of Merchandise	<u>1,882.00</u>	<u>(544)</u>	<u>400</u>
	<u>39,165.00</u>	<u>14,726</u>	<u>4,548</u>
Excess of Revenues over Expenditures	<u>18,999</u>	<u>6,897</u>	<u>4,308</u>

Source: FOMB

Friends of Misery Bay unaudited Financial Statements

Adjusted to exclude extra-ordinary government contributions (revenue from grants) and; wages/benefits and consulting expenditures (expenditures)

	<u>2009</u>	<u>2008</u>	<u>2007</u>
<u>Revenues</u>			
Individual Contributions	6,934.00	7,766	4,655
Sale of Merchandise	4,713.00	3,056	885
Memberships	2,325.00	2,850	1,125
Interest Income	1,200.00	1,806	1,402
Fundraising	<u>340.00</u>	<u>470</u>	<u>320</u>
	15,512.00	15,948	8,387
<u>Expenditures</u>			
Repairs and Maintenance	1,019.00	2,415	2,019
Office Supplies	1,588.00	1,832	1,665
Insurance	1,647.00	1,647	
Professional Fees	200.00	1,575	
Advertising and Promotion	245.00	1,187	369
Purchase of Merchandise	<u>1,882.00</u>	<u>(544)</u>	<u>400</u>
	6,581.00	8,112	4,453
Excess of Revenues over Expenditures	<u>8,931</u>	<u>7,836</u>	<u>3,934</u>

Source: HCA based on records provided by the FOMB.

Appendix 9: Estimating the Value of Volunteer Time - Information Sources

1. Energize Inc. The Monetary Value of Volunteer Time. <http://www.energizeinc.com/art/afoc2.html>
2. Independent Sector website (U.S.). http://www.independentsector.org/volunteer_time
3. Mook, Laurie and Jack Quarter. 2004. *Estimating and Reporting the Value of Volunteer Contributions*. Toronto: Knowledge Development Centre, Canadian Centre for Philanthropy. http://library.imaginecanada.ca/files/nonprofitscan/kdc-cdc/quarter_estimating_reporting_final.pdf
4. Mook, Laurie and Jack Quarter. 2003. *How to Assign a Monetary Value to Volunteer Contributions: A Manual*. Toronto: Knowledge Development Centre, Canadian Centre for Philanthropy. http://library.imaginecanada.ca/files/nonprofitscan/kdc-cdc/quarter_final_eng.pdf

Appendix 10: Sample of Potential Funding Sources for the FOMB

1. Canadian Environmental Grantmakers' Network (CEGN) Grants Database

Information: <http://www.cegn.org/English/grantmaking/dbintro.html#search>

Description: CEGN's Canadian Environmental Grants Database is an online database containing information on grants made in support of the Canadian environment. The database is intended to help both grantmakers and grantseekers. For grantseekers, the database helps to identify potential sources of funding for environmental work in Canada. The latest release of the database (January 2010) contains information on over 2,000 grants made in support of the Canadian environment in the year 2007. This represents the activities of over 90 grantmakers representing grantmakers such as family foundations, community foundations, government foundations/grant programs and corporate foundations/ grant programs.

Important Dates: Not applicable.

2. Donner Canadian Foundation

Information: <http://www.donnerfoundation.org/granting.htm>

Description: In 2009, the Donner Canadian Foundation supported over 80 charitable organizations. Approximately 15 percent of the Foundation's granting was directed toward land and wildlife conservation. The Donner Canadian Foundation does not regularly respond to letters of inquiry or unsolicited requests for funding. However, it does maintain files about charitable organizations and their work. The Foundation uses this information – along with proactive research and input from advisors – in its search for high-potential projects. To inform this search, charitable organizations may send the Foundation's Executive Director a two- to three-page description of their goals and programs. If there is a potential match between this work and the interests of the Foundation, Staff will contact the charity for more information.

Important Dates: Not applicable.

3. EJLB Foundation – Environmental Grants

Information: <http://www.ejlb.qc.ca/>

Description: The EJLB Foundation has two main areas of interests, one of which is protection of the environment, mainly through the acquisition and preservation, throughout Canada, of natural

areas of ecological significance or of importance to the urban landscape. The Foundation also provides support, on a case by case basis, for a variety of other concrete environmental endeavours. In 2009, The EJLB Foundation awarded grants totalling **\$1,872,000** to support a variety of concrete endeavours which reflect the Foundation's environmental priorities and concerns.

Important Dates: Not specified.

4. (The) McLean Foundation

Information <http://mcleanfoundation.ca/>

Description: The Foundation endeavors to maintain a flexible policy, with particular emphasis on projects showing promise of general social benefit but which may initially lack broad public appeal. About 25% of the Foundation's annual donations support conservation initiatives.

Important Dates: Applications reviewed on an on-going basis.

5. Metcalf Foundation's Healthy Lands Program

Information: http://www.metcalffoundation.com/p_enviro_healthy_lands.htm

Description: The Healthy Lands program is designed to support non-profit organizations engaged in the land-use debate through policy analysis, community engagement and scientific research. These are organizations that: promote alternative visions and best practices that reflect deep ecological and social values; reach out to diverse interests – citizens, business people, landowners, developers, farmers, aboriginal peoples, governments, community leaders – to find common ground and shared goals; explore and develop innovative approaches to tackling tough land-use problems; actively seek opportunities for ongoing dialogue, collaborative learning and reflection; and inspire people and communities to contribute to positive change.

Important Dates, 2010:

Application Deadlines		
Application Steps	Round One Dates	Round Two Dates
Letter of Interest Deadline	17 March 2010	9 September 2010
Foundation extends invitation to submit a full application	31 March 2010	23 September 2010
Full Application Deadline	28 April 2010	20 October 2010
Board Decision	June 2010	December 2010

6. Shell Environmental Fund

Information: http://www.shell.ca/home/content/can-en/environment_society/shell_in_society/social_investment/social_investment_areas/environment/shell_environmental_fund/

Description: The Shell Environmental Fund (SEF) provides financial support for grass roots, action-oriented projects that improve and protect the Canadian environment. Funding support can be requested for projects that yield a direct, positive environmental benefit and engage the local community through hands-on involvement. Beginning in Fall 2009, the SEF will provide grants of up to \$10,000 per project (up from previous \$5,000 maximum). Projects will only qualify for SEF funding once.

Important Dates: Not specified.

Appendix 11: Literature Review – The Economic Impact of Parks

Prepared for: The Friends of Misery Bay by Harry Cummings and Associates

Review of *The Economic Impact of the Rowe Sanctuary and Sandhill Crane Migration on the Central Nebraska Region* by Richard Edwards and Eric Thompson, 2009.

This review discusses the economic impact that the Audubon Rowe Bird Sanctuary had on the central Nebraska economy in 2009.

The primary reason that people visit the Sanctuary is to observe the gathering of Sandhill cranes along the Platte River. To understand the impact this had on the economy in 2009, financial data were collected and visitor surveys were completed. There were two different ways in which primary economic impacts of the Sanctuary were generated. The first was a result of the operational expenditures of the Sanctuary. The second relates to the financial resources coming into the area as a result of spending by visitors.

The study considered the economic impact of the Rowe Sanctuary on 12 counties located along a 40 mile length of the Platte River, while also acknowledging that the geographic reach of spending could extend even further. Through survey data it was found that a total of 14,500 people visited the Sanctuary during 2009. Some 12,660 of these visitors came from outside of Central Nebraska. Average spending by visitors to the Rowe Sanctuary was \$51.85 per person. Using a multiplier for dollars spent by visitors of 1.59, the total amount spent by visitors in 2009 was estimated to be \$1.39 million.

The authors then translated the estimated total economic impact of operations and visitor spending into job numbers, which was the equivalent of 36 full-time, year round positions.

Another key factor to take into account when estimating the economic impact of nature sanctuaries is the revenue generated by visitor centres engaged in education and research. Considering the multiplier effect of spending by visitors to these centres in addition to the operational impact of maintaining the centres, the net economic impact was estimated to be \$5.15 million, or 90 full-time year round positions.

The review also estimated the amount of revenue generated from visitors interested in cranes but not attending the Sanctuary; that is, people who visited the area to see the cranes but who did not go to the Sanctuary or a visitor centre. Using information from a study by Lingle (1992) and extrapolating it to 2009, the study estimated that non-Sanctuary crane related visitors had a total economic impact of \$5.18 million.

Accounting for all three sources of revenue generation associated with the Bird Sanctuary, the research estimates an (adjusted) annual economic impact of \$10.33 million, or 184 full-time year round jobs.

Review of An Economic Profile of Resource-Based Tourism in Northern Ontario, (author unknown), 1996.

Although somewhat dated, this report discusses the economic impacts of tourism in Northern Ontario. Resource-based tourism occurs throughout the year, with the largest portion of visitors coming during the summer months (40.9%).

It was estimated that the amount of money spent on resource-based tourism totalled \$461.93 million in 1996. Resource-based tourism includes hunting & fishing, visits to national and provincial parks, bird and other wildlife viewing, snowmobiling, cross country or downhill skiing, nature walks and hiking, camping, and swimming and other water-based sports.

The report indicates that 11,030 people are directly employed by resource-based tourism in the north. This represents 2.9% of the labour force in Northern Ontario.

With regard to resource-based tourism spending in the North, it is estimated that \$597 million was spent. This is based on the \$1 billion spent on resource-based tourism province-wide, 59.7% of which is attributed to Northern Ontario.

The total employment impact as a result of resource-based tourism in Northern Ontario is estimated to be the equivalent of 3.9% of the region's total employment.

Review of Trends in Park Tourism: Economics, Finance and Management by Paul F.J. Eagles, 2002.

This paper focuses on issues related to park usage and park revenues.

The author reports that the average visitor-day expenditure for parks in Canada and the U.S. ranges from US\$90 per day (OMNR & Econometric Research, 1993) to US\$141 per day (Carlsen, 1997). He found that the 3 primary sources of income for parks are: entry fees; rentals and concessions, and; camping fees. Eagles cites research indicating that the economic benefits of nature-based tourism outweigh the costs by a factor of 11 to 1 (Driml and Common, 1995). Business-like management structures tend to lead to significantly greater park revenues.

This paper also identifies several resistance factors which could prevent parks revenue generation:

- Public expectation of the free nature of parks
- History of pricing below production cost
- Private tourism sector resistance
- Private sector "vultures"
- Lack of business expertise in the agency

- Public concern about commercial development
- Staff resistance to business operations.

The study recommends that these factors be considered by park stakeholders when developing sustainable funding options.

Review of A Guide for Undertaking Economic Impact Studies: The Springfest Example by John L. Crompton, Seokho Lee and Thomas J. Shuster, 2001.

While of less direct relevance to the FOMB, this article emphasizes the importance of tracking out-of-town visitors separately from local residents when estimating the economic impact of park visitors.

Final Comments

A general conclusion is that the economic impact of parks is generated from three main sources: out-of-town visitors who would not otherwise have spent money at the park; out-of-town visitors that spend money in the area but outside of the park (for example, on food, lodging, transportation and other purchases), and; expenditures related to park research.

A main purpose of economic impact studies is to estimate the amount of revenue generated which would not have been created if the park did not exist. Revenue generation is then compared to the costs involved in maintaining the park in order to estimate the net economic impact.

Appendix 12: Selected References

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