



GREAT LAKES
ISLANDS ALLIANCE

STRATEGIC PLAN

2024-2034

PRESENTED BY: **GLIA STEERING COMMITTEE**

The Great Lakes Islands Alliance wishes to thank our major supporters, without whom this strategic planning process would not have been possible.



CHARLES STEWART

MOTT FOUNDATION



The recommendations contained herein are intended to help guide the voluntary participants of the collaborative GLIA network going forward, and should by no means be considered requirements or obligations of any individual island community, agency or organization. GLIA does not recommend or dictate how individual islands respond to various pressures and broader changes in society, rather it seeks to support those communities in finding their own path forward.

ABOUT GLIA

The Great Lakes Islands Alliance (GLIA) is a voluntary, bi-national, collaborative network that brings together individuals from year-round island communities across the Great Lakes. These are culturally, socially, and ecologically rich communities with deep connections to place, each in their own way. Living and working on islands comes with a unique suite of challenges – and these are often markedly different compared to the mainland. Through GLIA, islanders benefit from regular information sharing, peer-to-peer learning, and relationship development. Islanders benefit from hearing about solutions and experiences from other islands.

GLIA formed in October 2018 with the approval of a group charter which outlines its general purpose, functions, and structure.

The Charter established a series of four Goals. If each is successful, the following positive outcomes will follow.

GOAL

1 Connect remote, distant communities.

2 Facilitate information access and sharing, particularly through tools that offer best practices and solutions to island challenges.

3 Advance opportunities for multi-island collaboration, where appropriate.

4 Amplify island voices to mainland audiences.



Our Mission is to encourage relationship building, foster information exchange, and leverage resources to address shared challenges and embrace opportunities to benefit islands.

Our Vision is to support our individual islands for current and future generations, honoring their distinct cultures and character, while growing the collective impact of the inter-island network.

OUTCOME

A new “sense of community” develops among Great Lakes islands.

As island communities face pressures and undergo change, decisions remain informed, balanced and sustainable. Island communities have the information and tools they need to adapt and thrive.

Specific challenges are mitigated and untapped opportunities are advanced.

Awareness and appreciation of island living is improved among government leaders, the general public, and others.

GLIA is not itself a legal, stand-alone organization, rather it is a dynamic, collaborative partnership with many individuals and organizations serving different roles and contributing in different ways. Involvement by member islanders is voluntary and they are not required to represent their island community in any official capacity. GLIA possesses a very small operating budget and relies significantly on volunteerism, in-kind support from partners, and philanthropic contributions.

Overall direction and guidance is provided by an all-islander, volunteer Steering Committee (5 members and 5 backups). GLIA's at-large membership consists of islanders, both permanent (year-round) and seasonal. Currently, the membership consists of nearly 200 islanders from 20 Great Lakes island communities in the United States and Canada (see figure). Members include local government officials, boards & committees, non-profits, schools, chambers of commerce, visitors bureaus, businesses, property owner associations, island media, retirees, and others. GLIA also welcomes a limited number of mainland individuals and organizations that wish to serve as advisors, observers and island advocates.

The day-to-day implementation of the Steering Committee vision is implemented by several GLIA staff. At present, there are two part-time staff, the

GLIA Coordinator and GLIA Project Manager, supported through in-kind partner contribution and grant dollars, respectively. These two staff provide core backbone support including network coordination and facilitation, running meetings, program development, communications, limited fundraising, and more. The GLIA Coordinator is employed by the State of Michigan (Department of Environment, Great Lakes, and Energy) while the GLIA Project Manager is a contract position at The Stewardship Network (TSN), a non-profit organization based in Ann Arbor, Michigan.

TSN serves as GLIA's fiscal sponsor. In addition to hiring staff, their role includes managing GLIA's overall budget, applying for and managing grants, and overseeing finances for GLIA's conference, the Great Lakes Islands Summit.

The Island Institute, based in Rockland, Maine, is an additional key partner which provides regular advisory support. The Institute facilitates the Maine Islands Coalition, a collaborative forum for 15 island communities in Maine, which served as the original inspiration for GLIA.

GLIA is the only partnership in the Great Lakes region dedicated specifically to island communities. To learn more, visit us at www.glialliance.org.

GLIA 2023 MEMBER ISLANDS

Great Lakes Islands Alliance members come from year-round island communities. Other island communities in the Great Lakes are all welcome to join.

Lake Erie

Kelleys Island, Ohio, USA
Middle Bass Island, Ohio, USA
Pelee Island, Ontario, Canada
South Bass Island (Put-in-Bay), Ohio, USA

Lake Michigan

Beaver Island, Michigan, USA
Washington Island, Wisconsin, USA

Lake Ontario

Amherst Island, Ontario, Canada
Howe Island, Ontario, Canada
Simcoe Island, Ontario, Canada
Wolfe Island, Ontario, Canada

Lake Huron

Bois Blanc Island, Michigan, USA
Drummond Island, Michigan, USA
Les Cheneaux Islands, Michigan, USA
Mackinac Island, Michigan, USA
Manitoulin Island, Ontario, Canada
Neebish Island, Michigan, USA
St. Joseph Island, Ontario, Canada
Sugar Island, Michigan, USA

Lake Superior

Madeline Island, Wisconsin, USA

Lake St. Clair

Harsens Island, Michigan, USA



WHY NOW?

GLIA celebrated its fifth full year in 2023. While we feel we have fulfilled our basic purpose of connecting islanders and discussing island challenges, we seek new ways to grow and be more effective. Each year has seen an increase in membership and requests for GLIA to assist islands with diverse, challenging topics. With growth comes complexity and greater need for coordination. GLIA has had to make trade-offs and not pursue every opportunity because resources have not grown to meet demand.

Additionally, other factors include:

- lingering confusion about what GLIA is and what it does;
- desire to be more strategic and impactful for individual islands;
- need to be responsive to the inevitable, periodic changes in GLIA's leadership, advisors and staffing; and
- the need to be better positioned for future resources (especially grants).

In 2022-23, GLIA welcomed a team of graduate students from the University of Michigan's School for Environment and Sustainability for their capstone project. The students produced a detailed report in April 2023 which provided an independent, third-party analysis the network and recommended a series of structural and procedural changes to meet GLIA's growing portfolio of interests. We were inspired by this report. Many of those recommendations and ideas are contained in this plan.

The challenge for GLIA: how can it best support island communities now and into the future?

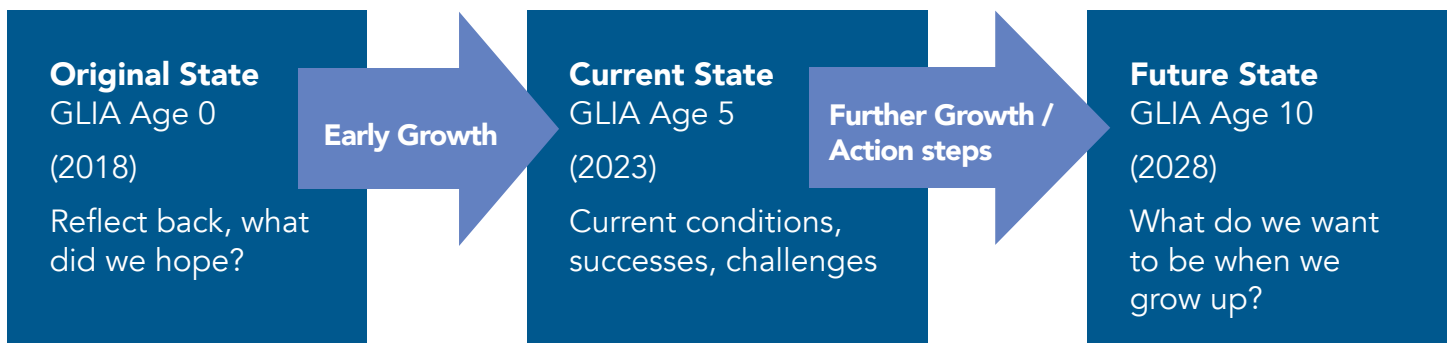
STRATEGIC PLANNING APPROACH

In mid-2023, GLIA gathered its leadership team (consisting of the Steering Committee, staff, and key advisory partners) to undertake a detailed review of its past, present and future. This allowed us to acknowledge the growth that has already happened and then look to the future. In this approach, the first steps were to reflect on where we started and where we are now. The team documented changes in GLIA's structure, operations, and activities over its first five years, and discussed why those changes occurred and what was the impact (both positive and negative).

In October 2023, the leadership team convened for an intensive, four-day retreat to focus on GLIA's future. Island Institute staff led the ten participants through a series of visioning, brainstorming, and prioritization exercises. After coming together on group aspirations, they identified the necessary action steps to get there. They recognized that some actions could be relatively easy and quick, while others would take time, for example 5 to 10 years, and in some cases rely on completion of earlier steps.

The outcomes of this retreat form the basis for this Strategic Plan. During the drafting process, GLIA members were asked for input which has been incorporated into this final plan.

The Steering Committee elected to maintain the longer-term actions, i.e., those with 10-year time frames. While ten years is an unusual duration for a strategic plan, this decision reflects the importance of those actions and GLIA's willingness to grow in a measured and thoughtful way to become a valued, impactful, longstanding organization.



PLAN OVERVIEW

This Strategic Plan will serve as GLIA's roadmap. In Appendix A, a series of strategic actions have been identified under four central strategic categories:

- Core Operations
- Programmatic Focus
- Communications / Marketing
- Fundraising / Development

For each Strategic Action, there is a short explanation of need, steps, and estimated timeframe (short-, medium- and long-term). Actions are listed in rough order of implementation (short-term first), not necessarily order of importance.

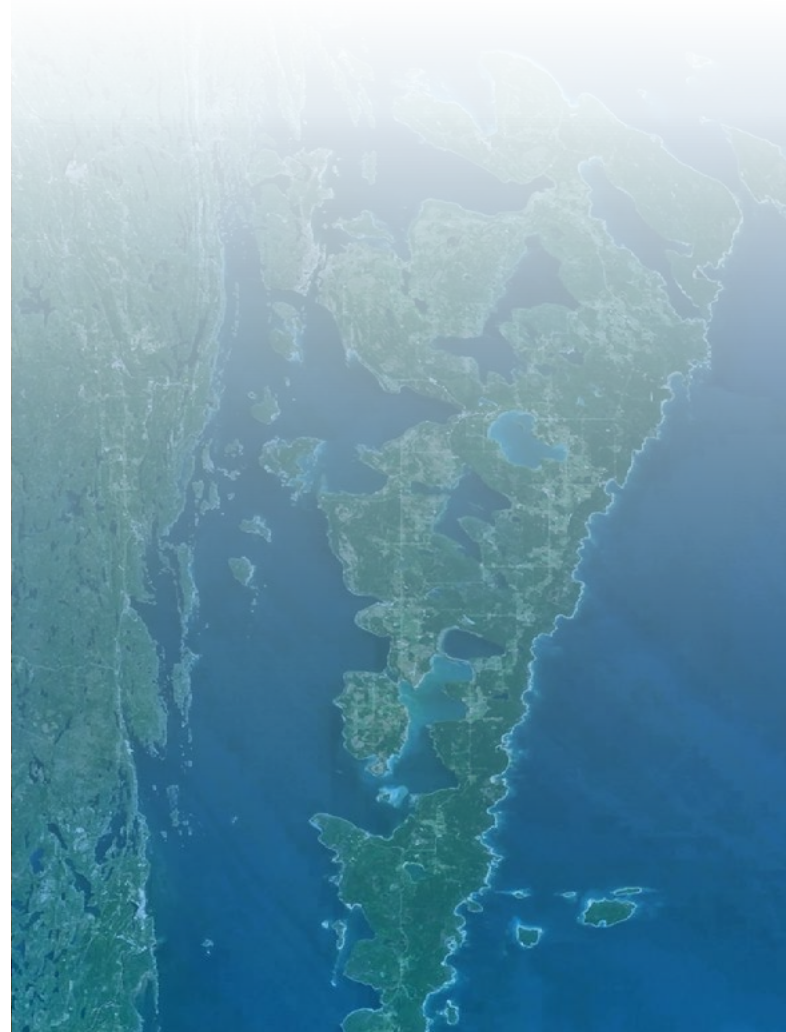
IMPLEMENTATION AND MEASURING PROGRESS

This Strategic Plan will be guided largely by GLIA staff under the direction of the GLIA Steering Committee. However, implementation of many of the actions will require involvement by islander members and others. Progress shall be tracked annually via GLIA's Annual Report but also through regular progress updates at the GLIA Steering Committee and member meetings.

It is recognized that circumstances (interests, needs, threats, opportunities) will likely change over time. Adaptation to changing, unforeseen conditions is an important trait of successful organizations. GLIA should remain flexible and will not necessarily be beholden to any of the Strategic Actions if they become moot or less critical over time.

OUTCOMES

We aspire to be a well-known, respected organization within the region and beyond that is viewed as an important professional resource for matters related to Great Lakes islands. Our hope is that GLIA becomes the go-to connector organization for Great Lakes island communities, or the "Island 4-1-1."



APPENDIX A. STRATEGIC ACTIONS

The items listed in the tables below are new actions which are above and beyond the core, on-going activities of GLIA, which include the following:

- Holding monthly all-member meetings which function as a forum for islanders to share information, ask questions and conduct general GLIA business;
- Sharing pertinent news stories, major events, grant opportunities, etc. that are pertinent to some or all islands;
- Holding monthly Steering Committee meetings to make key GLIA-wide decisions and guide network trajectory;
- Planning and running the Great Lakes Islands Summit, our in-person conference;
- Recruiting new GLIA members and advisory partners;
- Basic levels of communications and fundraising; and
- Identifying and cultivating relationships and alignment with other regional, national, and international organizations, agencies, and networks whose missions, interests, and activities align with GLIAs and who may have complementary expertise and influence.

A. CORE OPERATIONS

This section relates to the operating processes and structures that carry out central decision-making and activities for the full GLIA network, meaning activities relevant to all members and island communities.

STRATEGIC ACTION	WHY	STEPS	SHORT-TERM (1-2 YEARS)	LONG-TERM (6-10 YEARS)	MEDIUM-TERM (3-5 YEARS)
1. Add a new goal to the GLIA charter that focuses on network operations.	To grow GLIA's impact, additional effort must focus on central operations (in particular capacity); none of the existing four goals are inward facing.	<ul style="list-style-type: none"> • Steering Committee proposes new draft goal • Review by membership • SC finalizes • Updated Charter placed on GLIA website 			
2. Consider reconfiguring monthly membership meetings (currently once monthly, first Wednesday morning, one hour).	Participation by at-large members has leveled off so it is time to reconsider status quo: daytime meetings are not accessible to many working islanders; one-hour timeframe is not long enough for deep subject matter discussion.	<ul style="list-style-type: none"> • Pilot a new schedule for several months which (1) alternates daytime and evening meetings and (2) lengthens from 60 min to 90 minutes, with a specific topic featured each month. • After pilot, SC reviews and decides whether to make permanent or tweak. 			

A. CORE OPERATIONS (cont'd)

STRATEGIC ACTION	WHY	STEPS	SHORT-TERM (1-2 YEARS)	LONG-TERM (6-10 YEARS)	MEDIUM-TERM (3-5 YEARS)
3. Continue to develop and refine internal processes and controls with GLIAs fiscal sponsor.	The fiscal sponsor assists with overall budgeting and financial tracking, Islands Summit event revenue & expenditures, staffing (payroll, benefits), and more. As GLIA grows in staff and activities, we may need more formal agreements or processes.	<ul style="list-style-type: none"> Identify areas where processes could be created or modified. 			
4. Be more proactive with Great Lakes Islands Summit planning and scheduling.	Only a subset of member islands appear to have adequate facilities, volunteer readiness and community interest to host our 75+ person event. GLIA may need to start cycling back through previous Summit hosts. Host communities need more advanced notice for scheduling and preparation.	<ul style="list-style-type: none"> Working with members, publish a Summit schedule (year and host island) several years in advance. Offer more concrete guidance related to GLIA vs. host community roles and expectations. Explore alternative event frequencies, e.g., annual vs. every-other-year, or alternating or intertwining in-person and virtual options. 			
5. Establish and support additional subcommittees, interest groups, or similar teams.	Key recommendation in U of MI report. There is a need to support cohorts of islanders interested in particular topics (e.g., conservation, tourism, schools) or services (e.g., fundraising) either for individual islands or GLIA as a whole. These may be permanent or ad hoc. Establishing a deeper GLIA bench will also provide some continuity when key people leave.	<ul style="list-style-type: none"> Develop team ideas. Identify leader(s) and craft group purpose and processes, including methods and frequency of communication 			
6. Develop a system for tracking progress and measuring GLIA's outcomes.	Currently, GLIA does not have a formal system to determine if it is meeting its goals. Informally, we report out on achievements through our Annual Report. Many of our key results are qualitative and difficult to measure.	<ul style="list-style-type: none"> Consider a suite of quantitative and qualitative metrics. Develop a plan for tracking and reporting on those metrics. 			
7. Form a legal non-profit organization.	For many, this has been the goal since Day 1. Though the collaborative network model serves GLIA well currently, if we succeed in achieving all these Actions and outcomes, a traditional non-profit may be realistic and warranted. The two-nation (U.S. and Canada) nature of GLIA must be considered.	<ul style="list-style-type: none"> Seek legal support to help guide this process. Review filing procedures in U.S. and Canadian jurisdictions; select jurisdiction. Draft by-laws, policies and procedures, board roles, etc. File articles of incorporation in either U.S. or Canada but find a way to have presence in both countries. 			

B. PROGRAMMATIC FOCUS

For ease of planning, GLIA's programmatic interests are bundled into two areas, **socio-economic well-being** and **environmental stewardship**. The objective of socio-economic well-being is to "foster a robust quality of life for year-round islanders, seasonal residents, and visitors alike." The objective of environmental stewardship is to "protect and conserve the natural environments on islands." These topics are not mutually exclusive, and in fact tend to go hand-in-hand on islands. The following actions would advance our interests in one area or both.

STRATEGIC ACTION	WHY	STEPS	SHORT-TERM (1-2 YEARS)	LONG-TERM (6-10 YEARS)	MEDIUM-TERM (3-5 YEARS)
1. Increase support for collaboration between island schools .	K-12 schools on islands are focal points for their communities but face significant challenges. Island educators would benefit from information sharing but are resource limited (especially time).	<ul style="list-style-type: none"> • Create inventory of island schools and their characteristics (e.g. grades, enrollment, staffing, programs) • Utilize surveys of educators to learn about specific conditions and needs • Seek volunteers or partners with expertise in education • Provide a forum for educators to come together (format and frequency TBD) • Seek other opportunities to support island schools 	■	■	■
2. Establish GLIA as a central document clearinghouse for key island reports, planning documents, and studies.	Individual islands benefit from seeing important documents developed by other communities. GLIA has been used to request and share documents on an ad hoc, as-needed basis, but it does not do this consistently or completely and it does not have a system for maintaining or accessing the files over time. Every few years a request comes in which must be repeated.	<ul style="list-style-type: none"> • Develop list of desired documents, such as island master/ comprehensive plans and other plans or strategies related to recreation, tourism, economic development, environmental protection, emergency preparedness, housing and more. • Request, compile and facilitate sharing of documents via website or self-serve online portal. • Maintain/update over time. 	■	■	■
3. Elevate resiliency and adaptation in response to climate change.	Being surrounded by the Great Lakes, islands may receive the brunt of the various impacts of a changing climate, both to the human-built and natural environment; this is a common threat facing all islands.	<ul style="list-style-type: none"> • Track activities of governments, universities, and others who are modeling future conditions. • Connect individual island communities to those offering resources for planning and adaptation. • Ensure that island communities (as unique and different from mainland coastal communities) are considered in government programs. • Share successes and experiences. 	■	■	■
4. Develop a robust, on-going program for Great Lakes island community data .	GLIA has collected some basic data on island populations and organizations, but has little detailed information – across all islands – which would be necessary to draw deeper conclusions about conditions (comparing island to islands or islands to mainland) and trends over time. Such data would serve as a building block to aid in developing GLIA programming including outreach.	<ul style="list-style-type: none"> • Seek members or partners with expertise. • Collect, maintain, and assess a range of data (e.g., geopolitical, demographic, social, economic, and environmental) to aid in communications, fundraising, and programming 	■	■	■

C. COMMUNICATIONS/MARKETING

GLIA's communications needs span both internal (within GLIA) and external (outside GLIA, including non-GLIA islanders and mainlanders). Marketing is a subset of communications intended to better promote our activities and get new individuals and organizations interested in GLIA.

STRATEGIC ACTION	WHY	STEPS	SHORT-TERM (1-2 YEARS)	LONG-TERM (6-10 YEARS)	MEDIUM-TERM (3-5 YEARS)
1. Hire a dedicated communications staff specialist .	Many (all?) of GLIA's activities require some level of communications. We could be doing it better and more of it. GLIA would benefit from having a dedicated, paid staff person with expertise.	<ul style="list-style-type: none"> • Design position (roles, tasks, qualifications, salary, benefits). • Seek new funding or repurpose existing funding. • Determine who will coordinate hiring and oversee employment. • Advertise and review candidates. • Hire individual and integrate into GLIA processes 	■	■	■
2. Develop a robust communications strategy .	GLIA lacks a strategy.	<ul style="list-style-type: none"> • Among the first tasks of the new comms staff person should be to develop a holistic strategy. 	■	■	■
3. Develop/update and disseminate general GLIA outreach materials (e.g., fact sheets or brochures).	GLIA only has a few materials explaining our purpose, role, and successes and most of those are out of date. More frequent communications would improve understanding about GLIA and grow its profile.	<ul style="list-style-type: none"> • Inventory current materials and review for accuracy and completeness. • Develop/update fact sheets, flyers, and slides for "elevator speeches" and other purposes that are suitable for use by any GLIA member. • As time/interest allows, this may include a newsletter (format and frequency TBD) 	■	■	■
4. Grow social media presence .	GLIA may explore additional ways to utilize social media to increase speed of information sharing and reach a broader (particularly younger) audience.	<ul style="list-style-type: none"> • Assess different apps • Share content from GLIA members or islands, and/or create unique GLIA content 	■	■	■
5. Continue the Expert Webinar Series .	When a topic warrants, GLIA may host one-off webinars featuring island or mainland experts; these can be done outside the regular monthly meetings and may be advertised more broadly beyond GLIA members.	<ul style="list-style-type: none"> • Create/maintain list of desirable topics and speakers • Solicit speakers and arrange dates • Maintain canned slides for webinar opening. • Add recordings to GLIA's YouTube channel. 	■	■	■
6. Formalize on-boarding for members and leadership alike.	The process for new members to join, and existing members to take leadership positions, is informal and haphazard. This is seen as a barrier to joining and effective integration into GLIA.	<ul style="list-style-type: none"> • Develop/collate simple orientation materials for welcoming new GLIA members and Steering Committee members that better explains the roles and expectations. 	■	■	■

C. COMMUNICATIONS/MARKETING (cont'd)

STRATEGIC ACTION	WHY	STEPS	SHORT-TERM (1-2 YEARS)	LONG-TERM (6-10 YEARS)	MEDIUM-TERM (3-5 YEARS)
7. Update GLIA website .	The current website is functional but would benefit from a modernized layout and updated content, including possibly a "members only" section.	<ul style="list-style-type: none"> • Identify desired style/layout and content, using other websites as examples • Estimate cost and complexity of design then determine whether it could be done in-house or not; if additional funds are required for an outside contractor, seek funding • Form small team (to include current website administrator) to guide development of new site 			
8. Consider a virtual discussion board .	GLIA members seek an additional way for 24/7 island to island conversations, debate and information sharing, beyond the monthly zoom meetings and social media. Ideally, an active, on-line discussion forum would not be reliant on mediation or oversight by GLIA staff. GLIA tried Slack several years ago but participation was limited.	<ul style="list-style-type: none"> • Review platform options and their applicability to GLIA's needs (see University of MI report for ideas). • Roll out new platform (possibly as a pilot) with instructions for members. 			
9. Create and activate a network of island media organizations .	GLIA has interacted with a limited number of island media (print, radio, on-line) but not regularly and not all islands. This is seen as an untapped way to reach island audiences to better tell GLIA's story but also provide interesting news from other islands.	<ul style="list-style-type: none"> • Identify island media organizations and cultivate relationships. • If there is interest, convene all the different island media and seek to develop a common relationship, e.g., sharing of stories, a standing column authored by GLIA, an "Islander Corner" written by another community. 			
10. Cultivate relationships with mainland media .	Proactively develop articles and press releases describing island living, challenges, success stories, and case studies, when mainland audiences are important.	<ul style="list-style-type: none"> • Identify the story, the audience, and the media outlet. • Seed the stories. 			
11. Update and promote the Great Lakes Islands Community Resource Directory .	Last updated in 2018, the Directory is a one-stop shop for community contacts (names, contact info) across islands. It is now outdated. It was under-utilized by islanders.	<ul style="list-style-type: none"> • Develop a process to update the information and possibly the layout (convert to online tool?); consider developing into an intern project. • Improve awareness about the updated Directory and encourage use. 			

STRATEGIC ACTION	WHY	STEPS	SHORT-TERM (1-2 YEARS)	LONG-TERM (6-10 YEARS)	MEDIUM-TERM (3-5 YEARS)
12. Seek greater engagement of key island constituencies to improve awareness of GLIA.	Many island leaders and organizations don't know about GLIA yet.	<ul style="list-style-type: none"> • With assistance from members, develop list of important individuals and organizations on each island, e.g., local elected officials, boards and commissions, and others. • Seek audience before these groups, through electronic means and/or appearing in person at meetings and events, to the extent possible. Empower GLIA members with this ability, not just Steering Committee or staff. • Staff tables at island events, advertise in event brochures, etc. 			
13. Continually review inclusion and accessibility practices.	GLIA seeks to be inclusive of all islanders and should better understand if its actions are limiting for some.	<ul style="list-style-type: none"> • Consider improvements like document formatting, closed captioning, choice of words, timing of meetings, etc. • Design and conduct anonymous survey of members to identify needs. 			

D. DEVELOPMENT & FUNDRAISING

1. Hire a dedicated fundraising staff specialist .	Many of GLIA's areas of growth will require additional resources. GLIA would benefit from having a dedicated, paid staff person with expertise in fundraising, grant writing, or similar field.	<ul style="list-style-type: none"> • Design position (roles, tasks, qualifications, salary, benefits). • Seek new funding or repurpose existing funding. • Determine who will coordinate hiring and oversee employment. • Advertise and review candidates. • Hire individual and integrate into GLIA leadership processes 			
2. Develop a robust fundraising strategy .	GLIA lacks a strategy which lays out fundraising goals, tools, audiences, and diversified revenue streams.	<ul style="list-style-type: none"> • Among the first tasks of the new fundraising staff person should be to develop a holistic strategy. 			
3. Create fundraising tools and outreach materials .	Materials needed specifically for fundraising.	<ul style="list-style-type: none"> • Develop database to keep track of relevant grant opportunities and donors • Draft a "Why Donate to GLIA" flyer or similar. 			
4. Develop and maintain a visionary budget for GLIA's future.	Last year, GLIA created a basic budget that forecasts our future conditions, but it is not regularly utilized. Having a clear picture of future activities, and dollars needed to accomplish them, are critical for planning and fundraising.	<ul style="list-style-type: none"> • Revisit visionary budget • Develop fundraising messages around those needs. 			

D. DEVELOPMENT & FUNDRAISING (cont'd)

STRATEGIC ACTION	WHY	STEPS	SHORT-TERM (1-2 YEARS)	LONG-TERM (6-10 YEARS)	MEDIUM-TERM (3-5 YEARS)
5. Establish a Canadian fiscal sponsor .	Being a bi-national network, GLIA needs to identify a partner organization in Canada to serve in parallel fashion as The Stewardship Network does in the U.S., in particular capable of receiving funds from Canadian sources	<ul style="list-style-type: none"> • Seek out relevant Canadian organizations • Reach out to desired organizations and develop relationships; establish a “get to know” period before a more formal arrangement considered 			
6. Cultivate large seed donor(s) .	Seek out philanthropically-minded individuals interested in launching GLIA with ambitious support (“moonshot”).	<ul style="list-style-type: none"> • Utilize existing donor databases and tools, islander contacts and recommendations, and more to identify potential large donors. • Develop relationships. • Develop materials specific to this audience. 			
7. Establish an endowment .	With legal advice and support, develop a long-term endowment to support stability in core GLIA operations or other purpose.	<ul style="list-style-type: none"> • TBD. 			

APPENDIX B. LIST OF PREPARERS

Title	Name
Steering Committee Chair	Angel Welke, <i>Beaver Island</i>
Steering Committee Member	Renee Fultz, <i>South Bass Island</i>
Steering Committee Member	Michael Gora, <i>Middle Bass Island</i>
Steering Committee Member	Ned Hancock, <i>Madeline Island</i>
Steering Committee Member	Joe Shorthouse, <i>Manitoulin Island</i>
Steering Committee Alternate	Bob Anderson, <i>Beaver Island</i>
Steering Committee Alternate	Laurie Cook, <i>Manitoulin Island</i>
Steering Committee Alternate	Patti Johnson, <i>Kelleys Island</i>
Steering Committee Alternate	Paul Juniper, <i>Amherst Island</i>
GLIA Staff	Matt Preisser, <i>State of Michigan - GLIA Coordinator</i>
GLIA Staff	Peter Huston, <i>The Stewardship Network - GLIA Project Manager</i>
GLIA Advisory Partners	Lisa Brush, <i>The Stewardship Network</i> Kate Tagai & Brenna Cohen, <i>Island Institute</i>
Retreat Facilitator	Kate Tagai, <i>Island Institute</i>