



Source: Eastern Ontario Trail Alliance

Eastern Ontario Trails Alliance: 2014-2023 Strategic Plan

June 12, 2014



Contents

1. EXECUTIVE SUMMARY	4
2. STATE OF TRAILS IN CANADA.....	7
2.1 TRAILS IN CANADA	8
2.2 ONTARIO'S TRAILS	10
3 THE IMPACT OF EASTERN ONTARIO TRAILS ALLIANCE	12
3.1 EOTA HISTORY AND GUIDING PRINCIPLES	13
3.2 REVENUE AND EXPENDITURES	14
3.3 EOTA AS AN ADVOCATE	25
4 BEST PRACTICES & CASE STUDIES.....	28
4.1 BEST PRACTICES	29
4.2 CASE STUDIES	31
4.2.1 IRON HORSE TRAIL	31
4.2.2 RAILS TO TRAILS CONSERVANCY	33
4.2.3 NEWFOUNDLAND T'RAILWAY	35
4.2.4 GREAT ALLEGHENY PASSAGE	37
5 UNDERSTANDING THE POTENTIAL AND CHALLENGES	39
5.1 ENGAGEMENT ACTIVITIES AND RESULTS	40
5.1.1 BOARD OF DIRECTORS CONSULTATION AND FOCUS DISCUSSION	40
5.1.2 PUBLIC SECTOR, USER GROUP AND POINT-OF-SALE INTERVIEWS	42
5.2 STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS ANALYSIS	47



6	10-YEAR STRATEGIC PLAN	49
6.1	MISSION STATEMENT	49
6.2	10-YEAR VISION	50
6.3	STRATEGIC ACTION	51
	APPENDIX A – TRAIL GOVERNANCE, FUNDING AND USE IN CANADA’S PROVINCES	56
	APPENDIX B – EOTA’S EXECUTIVE AND BOARD OF DIRECTORS	568



1

Executive Summary



Source: Eastern Ontario Trail Alliance

The Eastern Ontario Trails Alliance (EOTA) has proven itself as one of Canada's most successful trails organizations; with its growing trail network, longstanding partnerships with municipalities and user groups, and dynamic leadership, the organization is ready to take its mission statement forward along with a strategic direction for the coming decade.

EOTA's strategic direction for 2014-2023 is based on a strong understanding of the state of Canada and Ontario's trail systems, best practices learned from trails organizations across North America, and the organization's past successes and hopes for the future. EOTA is recognized by its partners as a successful trail builder, asset for regional economic development, and advocate for the trails community in Ontario. The growing, professionally maintained EOTA trail network is well used by residents and has the potential to become more of a tourism destination, including recreation enthusiasts from the nearby urban markets of Toronto and Ottawa.

EOTA Mission Statement

To develop, manage, maintain and market a comprehensive network of year-round shared-use trails for their health, economic, tourism and job creation benefits

A strong future depends on the ongoing improvement of the trails system and the trail visitor's experience. This involves not only continuing to ensure trails are well maintained, well signed, and marketed, but also investing in strategic expansions, engaging community partners, and cultivating new user markets.

The financial sustainability and leadership development of non-profit organizations must always be a strategic priority. With variations in government funding and a small but efficient organizational structure, EOTA must take responsible steps to diversify its revenue sources and create financial stability.

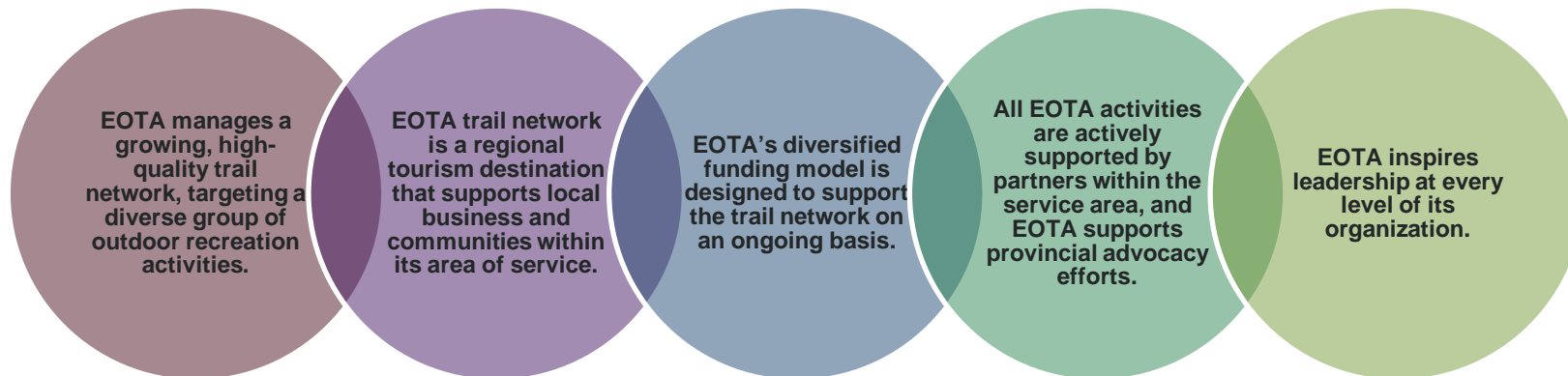
EOTA has always acted with a business-oriented philosophy. The organization's leaders believe, and rightly so, that they offer a service that is



worth paying for. Recognizing this value, trail users, trail owners, and governments with a mandate to promote rural economic development and healthy lifestyles have bought in. This has allowed EOTA to achieve a degree of sustainability that is admired throughout the industry.

Through deliberation and discussion, EOTA has decided that the following goals will guide the next 10 years of EOTA's mandate to develop and promote its multi-use trail systems.

FIGURE 1: EOTA 10 YEAR GOALS



Pursuit of these goals will ensure that EOTA continues to thrive as a sustainable, strong, and successful trail builder and advocate. This will lead to improving the lives of an increasing number of residents and trail users by facilitating healthy lifestyles, outdoor activity, and economic development.



Purpose

The purpose of this report is to provide a well-researched and thoroughly developed strategic plan that will address the organizational and financial needs of EOTA over the next 10 years. In doing so, the report will meet the following objectives:

- Establish an historical overview of EOTA's organizational and financial development
- Assess the current state of EOTA as an organization and service provider
- Identify the current, strengths, weaknesses, opportunities and threats
- Prepare a strategic plan that identifies EOTA's 10-year vision and guiding principles, and which builds off of EOTA's competitive advantages and market opportunities
- Identify a long-term business sustainability plan, which will:
 - Provide an organizational model of fiscal sustainability for enhancing revenue streams
 - Provide a marketing and communications plan that identifies key messages that align EOTA's competitive advantages with the needs of their target markets and partners

EOTA engaged Millier Dickinson Blais Inc. to develop the strategic and business plans. In order to meet the above deliverables, the Project Team relied on various sources of data from primary and other sources, such as existing documents, publications, and authoritative web sites.

The project involved a comprehensive program of consultation including three meetings with EOTA's Board of Directors to discussion opportunities and challenges, receive feedback on goals and actions, and ground truth the findings. The consulting team also held interviews with current and potential government partners (from multiple levels of government), point-of-sale retailers, trail-user clubs, organizations featured in the case-study section, and EOTA staff.



2

State of Trails in Canada



Source: Eastern Ontario Trail Alliance

This chapter provides an overview of trail-use in Canada and Ontario. Some key points include:

- Canada's trail landscape is diverse and immense, with multiple jurisdictions operating to manage trails, but clear economic benefits to the various communities attached to them
- Trail promotion at the Provincial level in Ontario is advocated mostly from a public health perspective, with emphasis on active living; an additional benefit is economic development
- Given the complexities of managing trails, organizations with the appropriate expertise and access to funding can position themselves to help municipalities administer transitions from rail-lines to new trails related opportunities

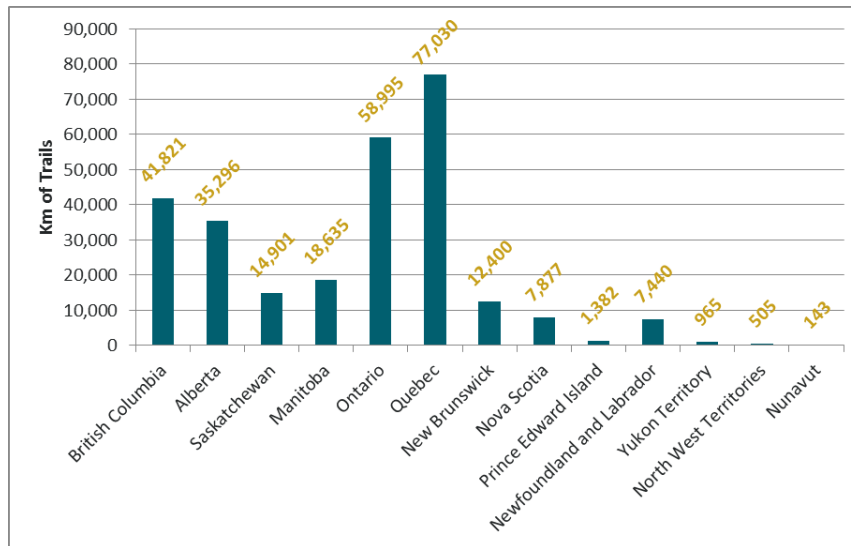


2.1 Trails in Canada

Over 278,000 kilometres of maintained trails exist across Canada, creating opportunities for leisure and revenue generation for regional economies and communities, such as through tourism related spending and support of businesses and trail organizations.¹ Communities are continuously looking for new ways to boost revenue, and one of the best contributors is through tourism. Trails can be part of the tourism economy as users walk, cycle, horseback ride, ski or snowshoe, or hit the trails in all-terrain vehicles and snowmobiles. Large networks of trails connect communities, bringing tourism to these otherwise more isolated places. Trails have also been a source of national pride and solidarity, most notably through the TransCanada Trail, which joins all three of Canada's oceans with nearly 17,000 kilometres of trail.²

Figure 2 provides an overview of Canada's maintained trail networks at provincial levels. Topping the list is Quebec with 77,090 kilometres of trails, followed by Ontario with 58,995 kilometres. Prince Edward Island, Canada's smallest province, has the least amount of trails out of any province, at 1,382 kilometres, and all three territories have less than 1,000 kilometres each.

FIGURE 2: MAINTAINED TRAIL LENGTH BY PROVINCE OR TERRITORY



Source: Ontario Motor Sport Working Group, 2014, *Where the Blacktop Ends, Opportunity Begins*.

1 Ontario Power Sports Working Group, 2014, *Where the Black Top Ends, Opportunity Begins*.

2 TransCanada Trail Foundation, n/d, "What We Do," <http://tctrail.ca/about-the-organization/what-we-do/>



Details about the national impact of trails usage and its economic footprint are scant in Canada, but there are indications they have a robust impact on economies. A lot can be gleaned from studying the motorized trail sport sector, one of the largest portions of the trails-related economic engine. Figures dating to 2005 for the economic impact of ATVs on the national economy estimated \$3.3 billion annually.³ At the industry level in 2012 Canadians bought 52,474 new off road vehicles, generating over \$672 million in direct sales.⁴ There are over 590,000 snowmobiles across Canada, generating over \$8 billion in economic activity annually.⁵ Albertans alone generated over \$366.5 million in direct economic impacts and an additional \$36.6 million and \$12.6 million respectively in federal and provincial taxes in 2009.⁶ Meanwhile, Quebec's ATV sector generates over \$700 million annually across the province, directly and indirectly.⁷

In summary, trail users spend money while away from home and also spend on various modes of transportation they use on the trails. The direct and indirect effects of trails use on rural economies are notable, and many communities that make up the network of EOTA trails benefit in the same way.

Provincial distribution of trail governance, funding and usage varies across Canada. Appendix A provides a synopsis of trails administration in each province. Common themes that arise from the information in Appendix A include:

- At the provincial level trails matters are often associated with ministries of tourism or natural resources
- British Columbia, Alberta, Manitoba and New Brunswick all have some combination of trail-groups that are organized at the provincial level represented in centrally-governed bodies
 - These trails groups administer and manages pre-determined aspects of trails systems in their respective provinces

Additional details specifically about rails-to-trails⁸:

- In the Atlantic Provinces, expired leases for rail-line land revert back to the Crown and are often directly converted to trail use
- In Ontario and Quebec, former rail-lines have been adopted in a piecemeal fashion at the municipal or county level and designated trails
- Western Canada has large portions of abandoned lines currently still under lease by Canadian Pacific Railway or Canadian National Railway, which are not employed for trail use at all

³ Gunther, Peter E., 2006, "The Economic Impact of All Terrain Vehicle Recreation in Canada: National, Provincial, and Territorial." For Canadian All Terrain Vehicle Distributors Council.

⁴ Motorcycle & Moped Industry Council and Canadian Off Highway Vehicle Distributors Council, 2013, "2012 Motorcycle, Scooter & All-Terrain Vehicle Annual Industry Statistics Report"

⁵ International Snowmobile Manufacturers Association, http://www.snowmobile.org/pr_snowfacts.asp

⁶ Economic Research Limited, May 2011, "The Economic Impact of Snowmobiles in Alberta in 2009," <http://www.albertatrailnet.com/for-communities/economic-impact-studies/>

⁷ Quebec Federation of Quads, 2010 "FQCQ Statistics" <http://www.fqcq.qc.ca/english/index1.asp?id=150>.

⁸ Norman, Terrance and Donald Shiner, 2009, "Shared-Use Trails in Canada: A study of trail users, inventory, key issues, and best practices," for the Canadian Off-Highway Vehicle Distributors Council.



2.2 Ontario's Trails

The section highlights the current dominant discourse at the Provincial level with respect to trails, followed by the types of trails that exist, and finally some barriers to converting former rail-lines to trails.

The Province of Ontario's Ministry of Health recognizes the following as possible types of trail:⁹

- Foot paths with natural surfaces
- Multi-use tracks with manufactured surfaces
- On-road bicycle routes
- Walkways, boardwalks and sidewalks
- Utility corridors or former rail lines
- Forestry or mining access roads designated as trails
- Waterways and portage routes

Therefore, the Province is promoting an active living and health discourse when it comes to trail use, in addition to the economic benefits trails activities bring to communities. The Ontario Trails Strategy, which was developed by the Ministry of Health, emphasizes the physical benefits of trail use. Similarly, the Ministry of Rural Affairs' Rural Roadmap considers trail use as an economic and public health benefit.¹⁰ Trails organizations gain a strategic advantage in securing funding by incorporating the health benefits of trails to a large cross-section of users, including both motorized and non-motorized sports.

A breakdown of Ontario's trail use is provided in Figure 3. Snowmobile trails make up the majority of single-purpose trails because they often operate on land which is temporarily dormant due to the season (such as agricultural land), sometimes via agreement between local snowmobile associations and private or public land owners.¹¹

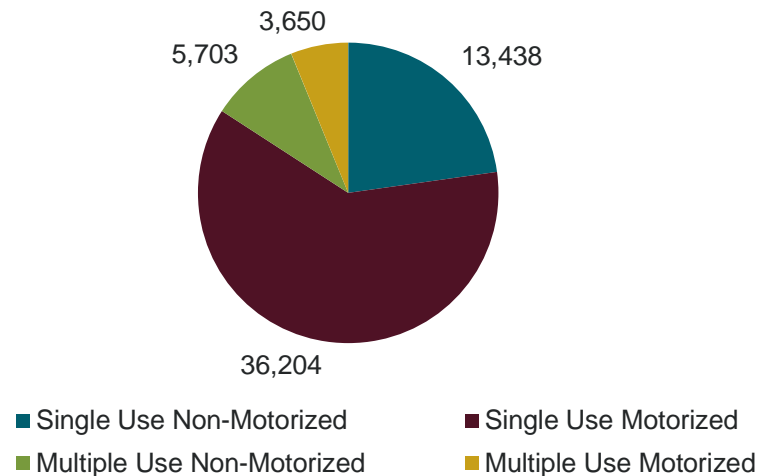
⁹ Ontario Ministry of Health Promotion, 2010, Ontario Trails Strategy, p 6.

¹⁰ Ontario Ministry of Rural Affairs, Rural Roadmap: The Path Forward for Ontario, April 2014.

¹¹ Ontario Motorsports Working Group, Where the Blacktop ends, opportunity begins, 2014.



FIGURE 3: DIFFERENT FORMS OF TRAIL USE IN ONTARIO BY NUMBER OF KILOMETRES



Source: Adapted from Ontario Motorsports Working Group, 2014, *Where the Blacktop Ends, Opportunity Begins*, p38.

While there are economic benefits associated with the conversion of former rail beds to multi-use trails in Ontario, such as through tourism-related spending, business development and growth, and employment related to trails maintenance and development, there is also trepidation on the part of some municipalities or counties to undertake such processes. The following issues explain some of the sources of anxiety:

- Limited knowledge of trails management and development
- Liability issues and insurance expenses
- Increased demand for human and resource capital
- Limited economies of scale
- Limited flexibility in funding sources from provincial or federal sources

To these anxieties, trails organizations with the appropriate expertise and access to funding can position themselves to help municipalities administer transitions from rail-lines to new trails related opportunities. EOTA, Ontario's single largest trail management organization, by distance of trails, is one such organization.



3

The Impact of Eastern Ontario Trails Alliance



Source: Eastern Ontario Trail Alliance

In this chapter, EOTA is discussed in terms of its growth, impact, and advocacy. The following conclusions provide a summary of key discussion themes:

- EOTA is well established and has grown in revenue, size, and number of users since its inception in 1998
- EOTA is politically active in promoting legislative uniformity across different motor sport sectors and is a primary advocate for establishing a centralized body to represent motor sport stakeholders and a related funding mechanism
- The legalities of not-for-profit budgeting suggest planned surpluses are likely legal and represent prudent planning
- EOTA has had a favourable economic impact on its local communities and Ontario.

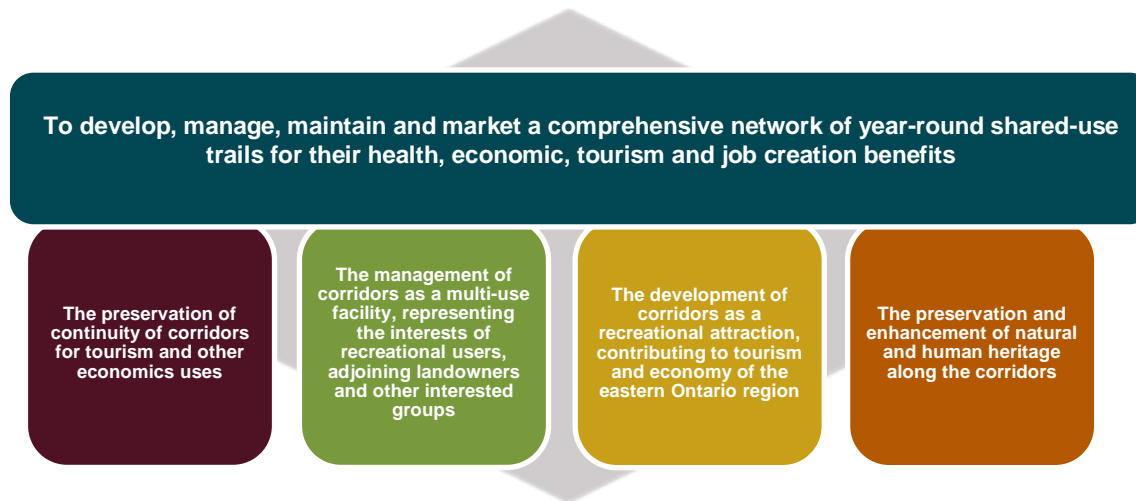


3.1 EOTA History and Guiding Principles

EOTA has its origins in the Hastings/Quinte/Land O'Lakes Recreational Steering Committee that was formed in September of 1997. The Committee was later renamed "Eastern Ontario Trails Alliance" in 1998 and incorporated in 1999 under a mandate provided by the Province of Ontario and various municipalities. The organization's general manager is Cindy Cassidy, a trails enthusiast who also was one of EOTA's founders. The organization is governed by 15 Directors and a Chair, who meet monthly (see Appendix B for the current Board of Directors).¹²

EOTA's mission statement¹³ and goals as outlined in its 1999 Incorporation Agreement and paraphrased on its website are in Figure 4. The focus of EOTA is on mixed-use trails, and though it has some trails that are for non-motorized vehicles, most are accessible to kind of user.

FIGURE 4: MISSION STATEMENT AND ORGANIZATIONAL GOALS, 1999



Source: Eastern Ontario Trails Alliance, "The Alliance".

¹² Eastern Ontario Trails Alliance, "The Alliance" www.thetrail.ca

¹³ A slight modification to the wording of the mission statement is recommended, as follows, "To develop, manage, maintain and market a comprehensive network of year-round shared-use trails for their economic, tourism and job creation benefits."

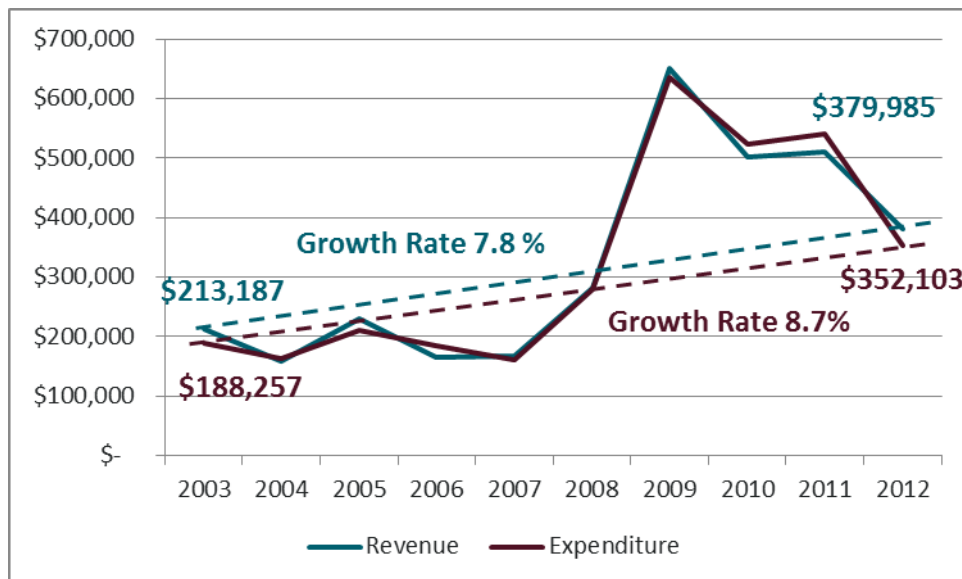


3.2 Revenues and Expenditures

The following discussion examines only revenues and expenditures that are directly traceable to EOTA and verifiable by internal documents of the organization. **At the same time EOTA's success cannot be measured based on its financial footprint alone. Later in the document, the mission, vision, and objectives acknowledge the critical importance that the pooling of resources and capabilities plays in ensuring a top class trail network.**

As seen in Figure 5, revenues and expenditures have grown in relatively equal measure since 2003, with a sizable increase in 2009. Averaged over a 10 year period, revenue has increased at a rate of 7.8 %, while expenditures have grown at a rate of 8.7 %. Though marginally different, these rates can be expected to have long-term consequences. Based on historical data, expenditures can be expected to surpass revenue by 2022, as shown in Figure 6.

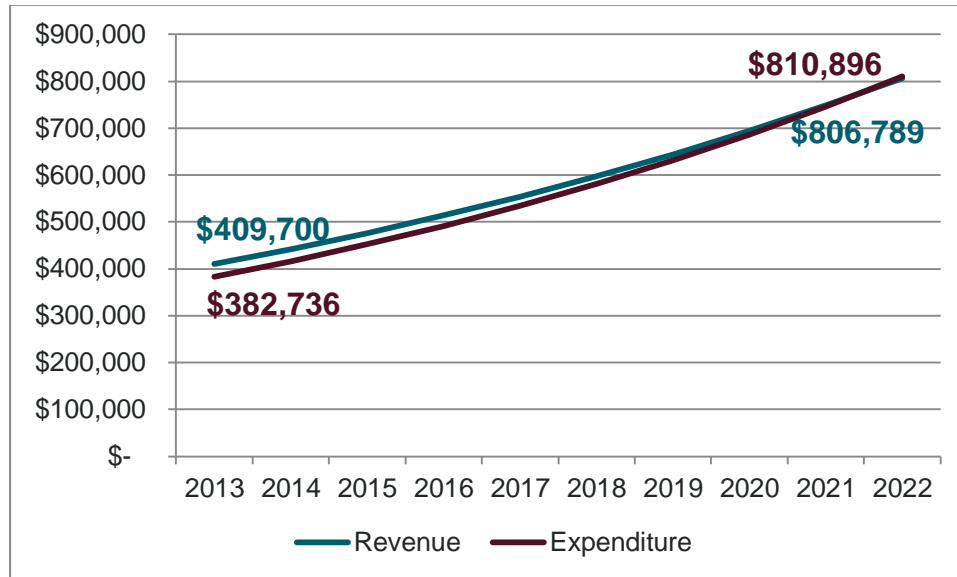
FIGURE 5: REVENUE AND EXPENDITURES WITH ANNUAL GROWTH RATES



Source: Eastern Ontario Trails Alliance, Audited Financial Statements, 2002-2012.



FIGURE 6: PROJECTED REVENUE AND EXPENDITURES BASED ON 10 YEAR BACKCAST



Source: Eastern Ontario Trails Alliance, Audited Financial Statements, 2002-2012.

EOTA's Impact:

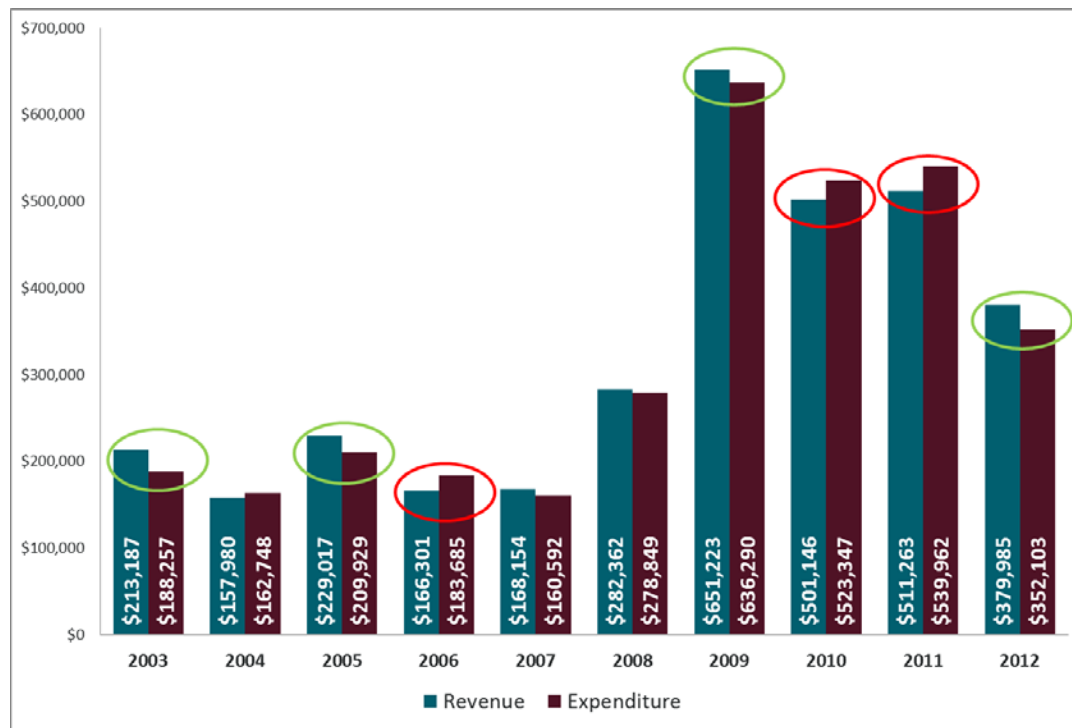
Funding from four Community Futures Development Corporations, valuing over \$125,000 in grants, was awarded to EOTA in early 2014. The funding will be used to re-gravel 85 kilometres of trails and to support workshops aimed at getting the business community to develop promotional packages that cross-market the trails. The announcement was made by local Member of Parliament, Darryl Kramp at EOTA's office in Tweed.

Source: Community Futures Development Corporation, "Partners Packaging Trails," <http://www.community-futures.ca>



As seen in Figure 7, in 2003 there was a surplus greater than a 10 % margin and in 2006 there was a deficit greater than a 10 % margin. While between 2007 and 2012 EOTA has managed to keep surplus and deficit spending to below 8 %, the amount of surplus or deficit has varied greater than \$10,000 for four of the five years. EOTA has communicated that it strives to keep annual expenditures as close to revenue as possible. It does not currently hold a contingency fund nor does it ear-mark line-budget items for carry over for specific projects requiring significant investment in future years.

FIGURE 7: EOTA REVENUE AND EXPENDITURES, 2003-2012



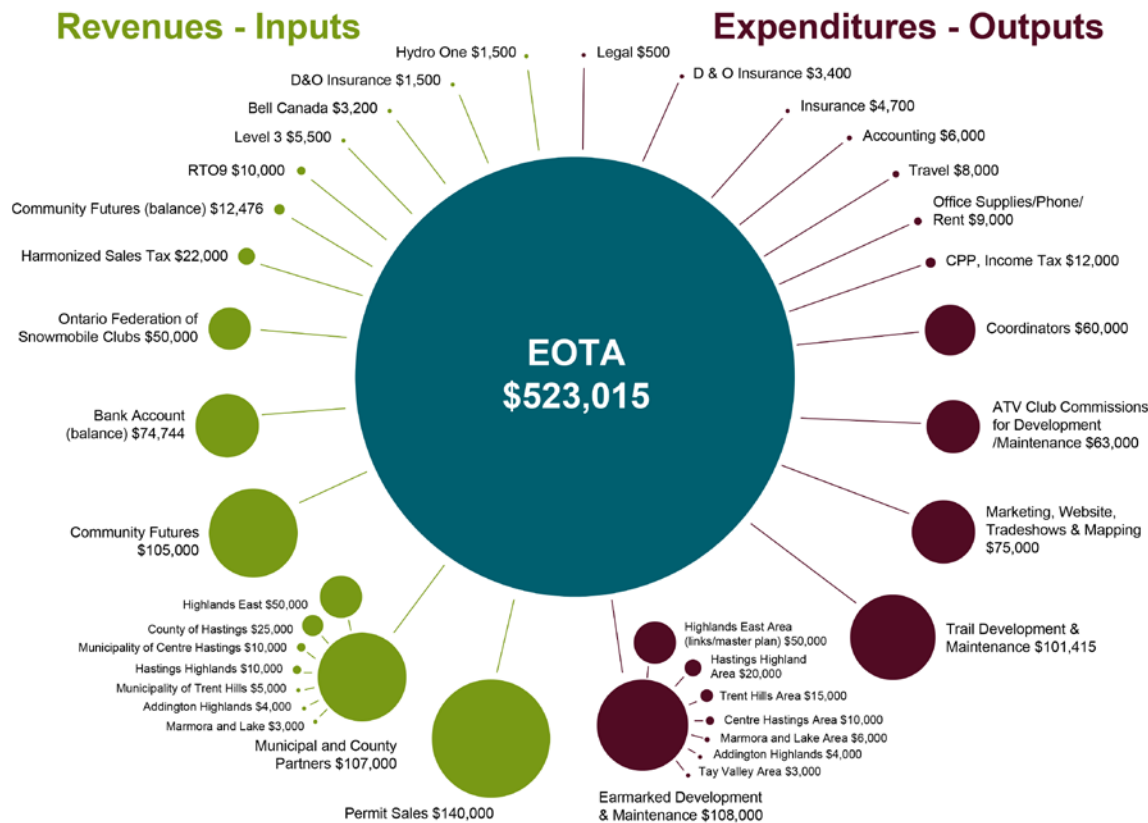
Source: Eastern Ontario Trails Alliance, Financial Statements, 2003-2012.

Figure 8 outlines the complete budget breakdown for the 2013 financial year. In the revenue-inputs section, large brackets of revenue are derived from the Ontario Federation of Snowmobile Clubs (\$50,000), Community Futures (\$105,000), and permit sales (\$140,000). The untold story is the combined amount given by municipalities and counties totalling \$107,000, with a considerable contribution from Highlands East (\$50,000). On the expenditure side it is clear that there are two different kinds of project expenditures, those earmarked for specific



areas requiring trails maintenance and development (totalling \$108,000), and those for unspecified maintenance and development (\$101,415). This indicates two things; first, that certain funding from partners is contingent on it being used in specified areas, and second, it shows that other sources of revenue are needed to maintain other parts of the trail network. Consequently, EOTA's policy to leverage partnership-revenue in grant applications such as Community Futures ultimately helps meet other maintenance needs.

FIGURE 8: ANNUAL BUDGET INPUTS AND OUTPUTS OF 2013



Source: Eastern Ontario Trails Alliance, Annual Budget, 2013.



Also notable is the proportion of the total budget being spent on maintenance and trail development or to partners, such as ATV clubs, who ultimately contract trails maintenance as well. Nearly half of the organization's operating budget for 2013 (\$272,415) was designated for maintenance and partnership commissions. Marketing, website, tradeshow, and mapping costs also represented a significant proportion of expenditures at \$75,000 or 14.5 % of the total budget; however, the amount historically allocated to these latter items is \$25,000, and therefore usually the proportion is significantly lower.

EOTA's financial statements indicate that between 2003 and 2012, its contributions toward maintenance and development averaged 37% of total expenditures between 2003 and 2007 and 74% of total expenditure between 2008 and 2012¹⁴. Therefore, EOTA's spending on maintenance and trail development has increased nearly two-fold in the second half of the decade.

EOTA's Impact:

EOTA interacts with users in many ways and its user-base and partnerships are extensive. Here are some highlights:

- EOTA has 21 municipal or county partners
- EOTA has five ATV club partners and ties to 53 snowmobile clubs via the Ontario Federation of Snowmobile Clubs
- EOTA sells trail passes through 26 vendors and online at its website
- EOTA's License of Occupation permits it to charge a user-fee for different user groups (pedestrians are exempt)

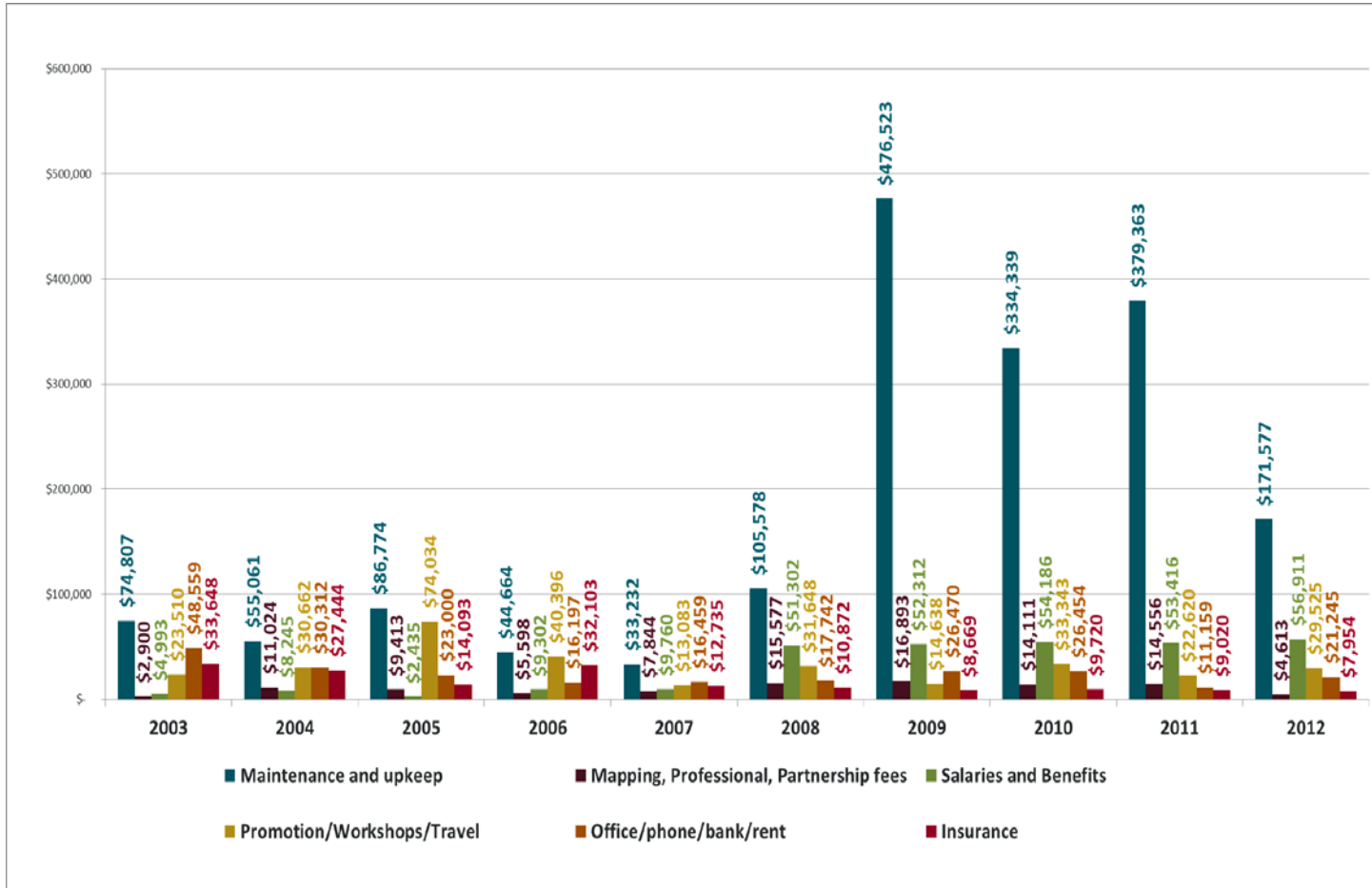
In 2013, EOTA:

- Spent \$11,000 on billboard advertisements to draw tourists to the trails
- Spent \$16,000 on radio advertisements
- Printed 25,000 maps
- Sold 1,600 ATV passes
- Had 23,000 paying snowmobile users (from whom EOTA gets a commission via the Ontario Federation of Snowmobile Clubs)
- Had 120 users from walking groups

¹⁴ Eastern Ontario Trails Alliance, Financial Statements, 2003-2012.



FIGURE 9: ANNUAL EXPENDITURES 2003-2012



Source: Eastern Ontario Trails Alliance, Financial Statements, 2003-2012.



Trail Growth and Cost of Maintenance and Development

There is a distinction between the kilometres of trails that EOTA directly administers, versus those portions of the network which are partners through other means. For example, there are trails networks in Addington Highlands which are connected to the EOTA network simply as cross promotional purposes and because EOTA helped Addington Highlands' network apply for grant funding. Furthermore, some municipalities and partners (such as ATV or snowmobile clubs) pay directly or indirectly into the maintenance and development of trails that are within the EOTA network. For example, while some commissions from trail pass sales go to ATV clubs, the clubs are contractually bound to reinvest those revenues into trails maintenance and developing within the EOTA network. Also some municipalities pay contractors directly to do work on parts of the trails within the EOTA network, or provide in-kind support for projects. Municipalities also administer some portions of trails that are found on road shoulders, crossing points or access-points.

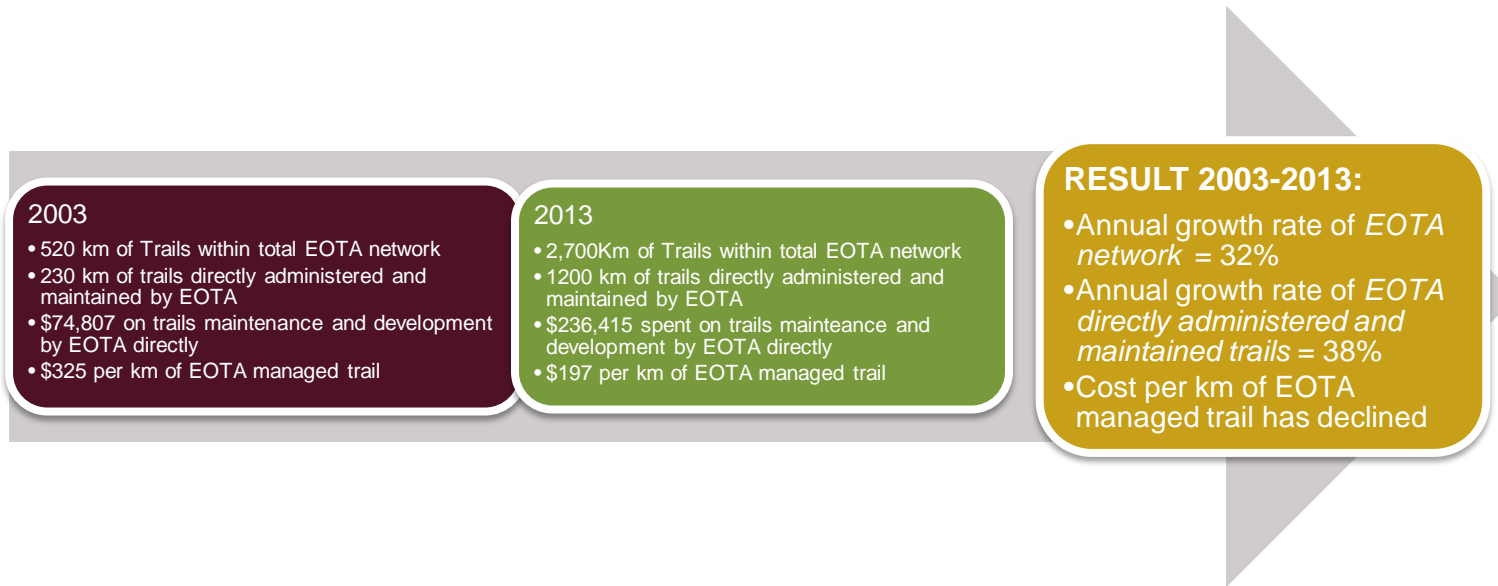
These complexities mean that there is no simple way to calculate the cost per kilometre of trail for the entire EOTA network unless the expenses are provided by all partners affiliated in the broader network, but an estimate can be made of the approximate cost within EOTA's portions of the trails that are administered by it directly. Such estimates are based solely on the division of EOTA's annual expenditures on trails maintenance and development by kilometre of trails directly administered by them, and do not include adjustments for partners that pay directly for maintenance or development within the EOTA's directly administered area. These details about trail growth and cost are summarized in Figure 10.

The total network that is shown in EOTA maps has grown from 520 kilometres in 2003 to 2,400 kilometres in 2013 (or 32% annual growth). Correspondence with EOTA's general manager reveals EOTA directly administered and maintained 230 kilometres of trails in 2003 and 1,200 kilometres in 2013 (or 38% annual growth). Thus, EOTA's direct expenditure on trails maintenance only covers half of the total network, with the remainder being covered by partners in some form or other. Indeed, sometimes partners pay directly for work done even within EOTA's 1,200 kilometres portion.

EOTA spent approximately \$325 per kilometre of directly administered trails in 2003 and \$197 per kilometre in 2013, but without further data about expenditure per kilometre of trails in other parts of the network not directly administered by EOTA there can be no comparability in value. Nonetheless, the figure for EOTA's administrative and maintained trails portions does serve as something for others to reference and compare with as they begin to calculate their trails investments on a per kilometre basis. The calculations may also help EOTA identify the "sweet spot" for funding per kilometre of trail, which can be used for strategizing and evaluating future prospects for trails growth.



FIGURE 10: TRAIL GROWTH RELATIVE TO TRAIL MAINTENANCE AND DEVELOPMENT EXPENDITURE, 2003-2013



Source: Adapted from Eastern Ontario Trails Alliance Financial Statements, 2003-2012, and Eastern Ontario Trails Alliance, Annual Budget, 2013. Additional information provided directly by EOTA to Millier Dickinson Blain via correspondence. Note: the dollars per kilometre expenditure figures are estimates based solely on the division of annual expenditures on trails maintenance and development by kilometre of trails directly administered by EOTA, and does not include adjustments for partners that pay directly for maintenance or development within the EOTA's directly administered area, either in-kind or via capital expenditure.



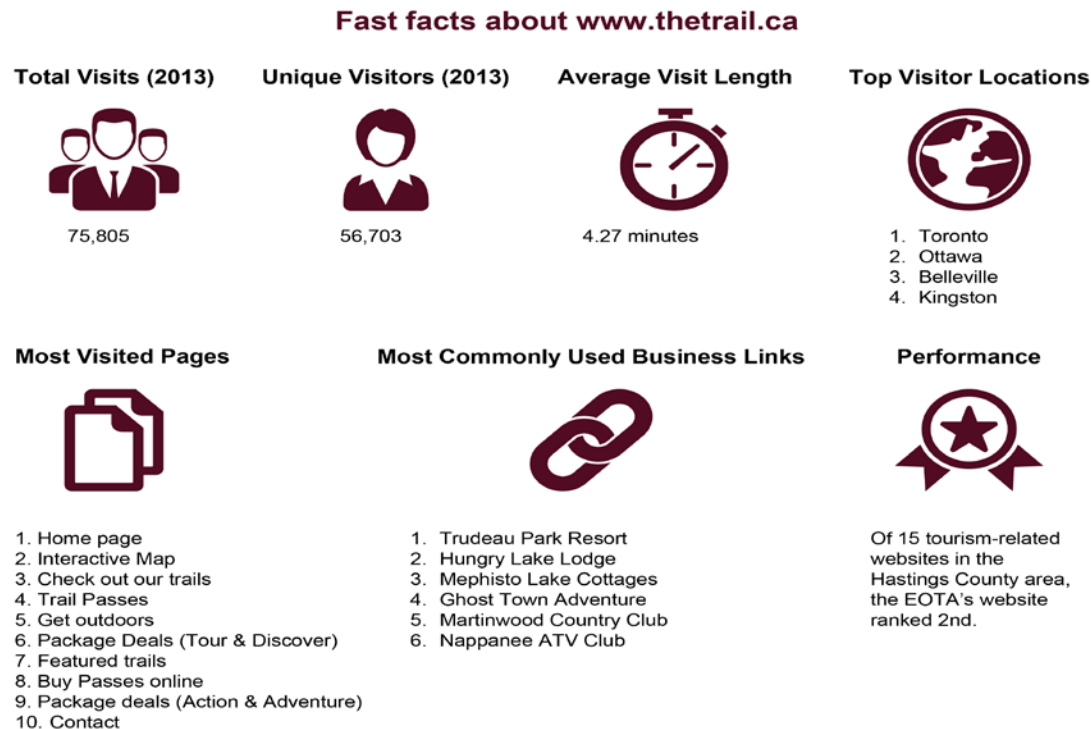
3.3 EOTA Visibility and Economic Footprint

EOTA maintains a high public visibility profile by continually engaging with government partners, grant makers, policy makers, and the general public about the trails experience. This section therefore looks at EOTA's media presence and contribution to Ontario's economy.



EOTA's website is administered by Engine Communications. Figure 11 summarizes activity on the site. The total number of visits in 2013 is impressive at 75,805; 56,703 of those visits were unique which indicates visitors who know what they are looking for but also indicates room for improvement on gaining repeat traffic. This is further evidenced by the average visit time of just over 4 minutes. The most common visitor locations are from Toronto and Ottawa, suggesting EOTA's desire to reach out to trails enthusiasts in larger metropolitan areas is paying dividends. EOTA's home page is the most commonly used page, followed by the trail maps and trail description pages. The "buy passes online" page is toward the bottom of the list, suggesting that trails pass purchases are not as high a priority for site users as general information about the trails.

FIGURE 11: WWW.THETRAIL.CA FAST FACTS

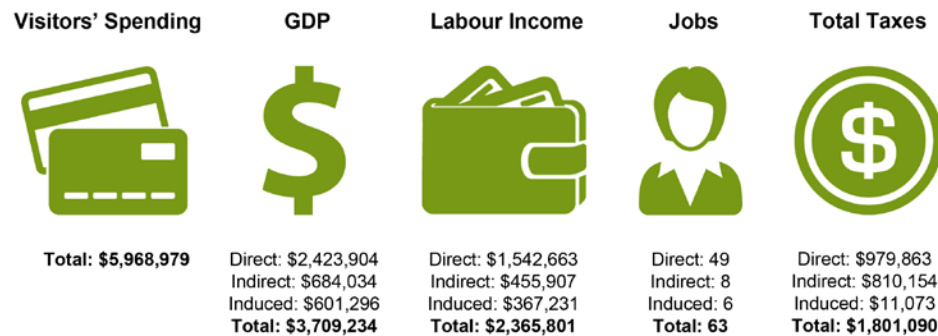


Source: Millier Dickinson Blais Adapted from Engine Communications, 2014.

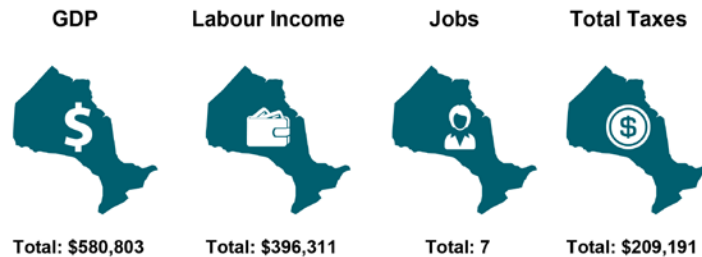


An important factor in trails success is the ability to convince partners that investing in trails maintenance and development ultimately represents a return on investment. There are numerous spin-off effects associated with EOTA's benefits to the economy at large. In 2013, the organization conducted an assessment on its impact in the RTO11 operating area and those results are shown in Figure 12. These results are likely generalizable to other RTO areas where EOTA trails are also found. Within the RTO11 area, EOTA trails contributed \$3,709,234 to the regional GDP, creating 63 jobs, and accruing \$1,801,090 in taxes. Meanwhile, the spillover to other parts of the province from trail use in RTO11 alone represented an additional \$580,803 to Ontario's GDP, 7 additional jobs, and \$209,191 in tax revenues.

FIGURE 12: ECONOMIC IMPACTS OF EOTA IN REGIONAL TOURISM ORGANIZATION 11 (2013)



Economic Spill-Over to the rest of Ontario (2013)



Note: Regional Tourism Organization 11 region includes Lanark, Renfrew, Haliburton and all but the southernmost municipalities of Frontenac, Lennox and Addington, and Hastings Counties.

Source: Millier Dickinson Blais, adapted from Ontario Ministry of Tourism & Culture's TREIM model, February 21, 2013



3.4 EOTA as an Advocate

Historically, EOTA has been involved in advocacy on two main issues:

- Creating consistent legislation for all types of off-road vehicles in Ontario
- Leading/participating in a province-wide organization representing all off-road vehicle groups in dealing with the Province and working with users, and related funding mechanisms

EOTA and Legislation

At its simplest, the main issue that EOTA is currently championing is a level playing-field in off-road vehicle legislation, which is currently inconsistent across the province and across off-road vehicle types. The problem is that newer machines such as ‘side-by-sides’ and ‘two-ups’ do not have the same accessibility rights as standard ATVs, and are currently only allowed to cross public roads or ride on their shoulders when municipal bylaws allow for it. As a result, there is no consistency in how these machines are governed in terms of public roads.

EOTA has encouraged communities in its operating area to establish favorable bylaws, but is also interested in seeing the issue resolved at the provincial level.

The Ontario Power Sports Working Group

The Ontario Power Sports Working Group is a special interest group created to shape policy associated with the motor sport sector through its governance, safety and environmental concerns, funding of trail maintenance, and communications and marketing. The group is composed of a number of different stakeholder organizations, including¹⁵:

- All-Terrain Vehicle Ontario Tourism Initiatives
- Eastern Ontario Trails Alliance
- Ontario Federation of All-Terrain Vehicle Clubs
- Canadian Off-Highway Vehicle Distributors Council
- Ontario Federation of 4WD Recreationists
- Ontario Federation of Trail Riders
- Ontario Federation of Snowmobile Clubs

¹⁵ Ontario Power Sports Working Group, 2014, *Where the Black Top Ends Opportunity Begins*, p 7.



The Working Group developed a report and call to action published in 2014 called *Where the Blacktop Ends, Opportunity Begins*. The report provides a critical assessment of Ontario's off-road motor sport sector and charts a new course for the creation of a province-wide body, referred to as Power Sports Ontario (PSO), accountable to government and the sector's stakeholders, and presents a new funding mechanism, referred to as the Ontario Power Sports Opportunities Fund (PSOF). The funding mechanism is expected to address specific needs of power sports stakeholders, including:

- Recreation and tourism product development
- Infrastructure and maintenance
- Governance, administration and human resources
- Safety and environmental programs
- Marketing, fundraising and partner development
- Internal and external communications

The report has 14 action points for advocacy including a registration fee system, development of a special account to be overseen by the PSOF, and legislative authority and jurisdiction boundary delineation.

EOTA has been playing a critical role in the Working Group and was a primary contributor to the document. Platforms like PSO may offer an area where EOTA can engage in advocacy efforts in an arms-length way so that it does not alienate other trails stakeholders that enjoy EOTA trails.



Source: Eastern Ontario Trails Alliance



Financial Surplus and the Ontario Not-for-Profit Corporations Act, 2010

The legality of non-profits holding fiscal surpluses is often questioned based on a misunderstanding of the term “not-for-profit”. EOTA, like many not-for-profits, does not intentionally run fiscal surpluses because of a common misconception that “profit” pertains to the organization’s financial position. In fact, an organization is a “non-profit” as long as its members do not achieve personal financial gain from the organization’s funds. As some doubts may remain among the organization’s leaders about the issue of financial surplus, legal council is advised to ensure EOTA is correctly abiding by the current legal state of the Ontario Not-for-Profit Corporations Act. However, the following requirements are clearly outlined in the Act, and do not preclude a non-profit holding a financial surplus or investments:

- **Not-for-profits must provide a detailed financial review annually [c 11, 77 (1)]**
- **A not-for-profit corporation is entitled “to invest its funds as its directors think fit, subject to articles or by-laws or limitations accompanying a gift” [c 14, s 87]**
- **A not-for-profit is not allowed to distribute “directly or indirectly” profits or property or “accretions to the value of property” to a “member, a director, or an officer of the corporation except in furtherance of its activities as otherwise permitted by this act” [c 14, s 89 (1)]**

These terms indicate that, provided financial statements have a record of where funds are allocated, a non-profit can make investments as long as they do not return directly or indirectly to members, directors, or officers of the corporation. The portion that reads “except in furtherance of its activities as otherwise permitted by this act,” pertains to such things as paid employees of the organization.

Furthermore, Canada Revenue Agency adds the following clarity with respect to **registered** charities (in general, rules for registered charities are more stringent than non-profits):

- **If the average value of a registered charity's property not used directly in charitable activities or administration during the 24 months before the beginning of the fiscal period exceeds \$100,000, the charity's disbursement quota is: 3.5% of the average value of that property**
- **If the average value of a registered charity's property not used directly in charitable activities or administration during the 24 months before the beginning of the fiscal period exceeds \$25,000, the charity's disbursement quota is: 3.5% of the average value of that property**

Therefore, surpluses can accrue providing the minimum disbursement quota is met. In combination with ear-marked budget lines and transparent financial statements, non-profits should be able to operate with surpluses.

Source: Ontario Not-for-profit Corporations Act, 2010; Canada Revenue Agency, Disbursement Quota Calculation, March 4, 2010.



4

Best Practices & Case Studies



Source: Eastern Ontario Trails Alliance, Facebook, Rob Stimpson

Four case studies were researched and analyzed to learn about best practices for trail system management, financial sustainability, and trail organization corporate leadership across North America. Each case study provides useful insights and ideas from different contexts on how to organize a multi-community, hundreds of kilometres trail network.

The four case studies, each with a short description of why it was chosen, are below:

- **Alberta's Iron Horse Trail – Alberta**
 - Similar to EOTA in that it maintains a rural trail network within a few hours of a major urban centre, although it operates with strong volunteer involvement
- **The Rails to Trails Conservancy – Washington D.C.**
 - Has a nation-wide presence in the United States and its funding and governance models are worth observing
- **The Newfoundland T'Railway – Newfoundland and Labrador**
 - Similar to EOTA in terms of staffing and motorized vehicle use
- **The Great Allegheny Passage – Pennsylvania and Maryland**
 - Though not motorized, this trail system is notable for its community and economic development qualities



4.1 Best Practices

Below is a summary of key best practices that emerged from the case studies, under the three themes of trail management, financial sustainability, and corporate leadership. Some of these practices are already undertaken by EOTA.

Trail Management

A number of trail management best practices were drawn from the case studies, including:

- Letting local groups take the lead role in trail building and maintenance
- Creating trail themes that enhance the general trail experience (e.g. promote railway history on the trail)
- Making connections with local business offerings based on themes (e.g. encourage business to build railway history into business offerings, signage, advertising, or decor)
- Working with municipalities to create and enforce by-laws that support the safety of trail use (e.g. speeding, or blocking the trail)
- Partnering with not-for-profit and specialized groups to offer business and organizational development services to trail stakeholders (such as business loans and coaching) without having to add more activities to trails groups

Financial Sustainability

A number of financial sustainability best practices were drawn from the case studies, including:

- Creating well-developed donation and membership channels; annual memberships, donation programs, fundraising drives, and memorial and estate planning are four areas that often drive organizational financing
- Establishing or partnering with a charitable organization to issue tax receipts for donations
- Developing a lease agreement with user groups of the trail network for use and maintenance throughout different times of the year (such as with a snowmobile federation for the winter months), reducing budget and maintenance requirements for EOTA
- Developing online fundraising campaign capabilities directed at local municipalities; use this online tool with a specific goal in mind (such as fixing a bridge, or re-paving a certain section of trail), that can be directed to each locality depending on the needs of the trails in that region



Corporate Leadership

A number of corporate leadership best practices were drawn from the case studies, including:

- Prioritizing the gathering and sharing of economic impact information for the trail network and communicating these findings widely to funding partners, trail stakeholders, and the general public
- Developing strong public communications channels and creating research reports to ensure transparency and institutional memory
- Splitting fundraising and advocacy duties away from trail building and maintenance responsibilities; work as an umbrella organization supporting local trail groups and focus efforts on trails advocacy, public education, fundraising, regional programming, and supporting local trail groups
- Gathering and centralizing trails information on activities for promotion



4.2 Case Studies

The remainder of the chapter follows each case study and identifies key learnings and highlights.

4.2.1 Iron Horse Trail

Location: Northeastern Alberta, Canada



Alberta's Iron Horse Trail has three branches that join at the Abilene Junction, about two hours north of Edmonton, and stretch to Cold Lake in the east, Smokey Lake in the west and Heinsburg in the southeast, covering a total of 300 kilometres. The trail has been owned and managed by NE Muni-Corr Ltd. since rights to the rail corridor were negotiated from CNR in 1999. The Board of Directors includes representatives of the 10 municipalities located along the trail route. The Riverland Recreational Society is a not-for profit charitable organization that assists NE Muni-Corr with the development and operation of Alberta's Iron Horse Trail.

The trail accommodates both motorized and non-motorized traffic including snowmobile, ATV, horseback riders and wagons, cyclists, hikers and skiers. Its features include a series of trestles, modified with simple chain link fencing for safety. There are 20 staging areas along the trail, and many are located in communities.

Forest fires have destroyed the scenery of some areas of the trail and recently damaged a major trestle. The response from the Alberta Iron Horse Trail was to launch a fundraising campaign on the front page of their website to repair the trestle, suggesting a supportive community donor base and a lack of reserve funds to accommodate major unexpected repairs.

Trail themes are heritage oriented including railways, the fur trade and pioneer way of life, with features like old stations re-purposed as rest stops, horse drawn carriages, grain elevators and old homesteads, historic memorials, and a centennial gateway in St. Paul.

Community landmarks are also featured in marketing, like the world's biggest perogie and group of mushroom statues, local festivals and events. Businesses are profiled on the trail organization's website, such as Bed and Breakfasts, Alberta's oldest pool hall, U Pick farms and farmer's markets.



Beaver River Trestle, Alberta's Iron Horse Trail



Key Learnings:

- The trail experience and heritage of the region are marketed along with the businesses, events and attractions in the communities that link it together.
- The private sector is an important part of the trail experience, and business information is shared on the website.
- Many member municipalities have passed bylaws with fines and fees for speeding, parking or placing obstacles on the trail, providing a legal framework for enforcing safety.
- The trail benefits from annual group treks, like the Great Canadian Wagon Train, and encourages trips that last a day, a weekend or even a week.
- There is an annual Muni-Corr trail inspection ride by directors, a great team building activity.

FIGURE 13: ALBERTA IRON HORSE TRAIL HIGHLIGHTS

Trails Management	Financial Sustainability	Corporate Leadership
<ul style="list-style-type: none"> ■ The Riverland Recreational Society has a board of directors that meet monthly ■ Project priorities are determined every three years through a facilitated strategic planning session ■ The organization would like to have longer term planning in place 	<ul style="list-style-type: none"> ■ NE Muni-Corr owns former CN lands that have been sold or leased, earning revenue; trail crossings also earn revenue ■ Municipal agreements to cover maintenance costs strongly support operational expenses ■ Other sources of revenue include grant funding, provincial funding, and a casino license, which allows some revenue to be earned when volunteers work a few days at a local casino 	<ul style="list-style-type: none"> ■ NE Muni Corr has one staff person that provides administrative support for the Riverland Recreational Society ■ Succession planning and leadership development are serious concerns for the Riverland Recreational Society, but there are no specific strategies for leadership development



4.2.2 Rails to Trails Conservancy

Location: Washington D.C., United States



The Rails to Trails Conservancy is a national non-profit organization that promotes and supports the development of trails across the United States (U.S.). The conservancy was established in 1986 when there were fewer than 200 known rail trails in the U.S., and now supports 150,000 members who manage 1,600 rail trails covering 20,000 miles.

The Conservancy acts as an umbrella organization; advocating for trail friendly policy at the state and national levels, providing technical assistance for trail building, collecting donations and preserving government sources of funding that build trail, and mapping and sharing trails information with the public. It's main areas of expenditure and associated budget %age are; National Policy 11%, Trail Project Assistance 18%, Regional Programs 17%, Public Information/Education 23%, Other Program Services 5%, Administration 11%, Fundraising 15%. Its public education programs encourage greater use of trails and combat common misperceptions about safety and crime on pathways.

The Rails to Trails Conservancy is a registered charity that provides a number of ways for donors to contribute to trail building. Annual memberships provide benefits such as a magazine, and discounts on guidebooks. Donations are also encouraged in small or large amounts, less than \$20 up to \$25,000, with different donation programs. Memorial donations and estate and planned gifts are also offered as opportunities to support and grow the national trails network. Together, memberships and donations make up more than 75% of the organization's revenue.

The Conservancy completes research projects to support trail building organizations in their work. This support is provided through research and advocacy, for example when organizations that need facts to defend trails that are adjacent to active rail lines, a series of "Rails-with-Trails" reports were produced, targeting planners.



Public education materials, RTC



Key Learnings:

- The roles of different levels of trails organizations need to be coordinated; by splitting the fundraising and advocacy functions away from the trail building and maintenance function, the Rails to Trails Conservancy can focus on a larger geographic area.
- Donations and memberships are seen as positive contributions to trail building by the public, and require an investment in fundraising activities.
- Public communication about trails increases use of trails and proactively addresses potential misunderstandings.

FIGURE 14: RAILS TO TRAILS CONSERVANCY HIGHLIGHTS

Trails Management	Financial Sustainability	Corporate Leadership
<ul style="list-style-type: none"> ■ Trails are managed by separate community based organizations ■ Information, tools, and networking opportunities (conferences) are provided to help grassroots organizations manage their trails more effectively ■ Advocacy efforts target federal legislation favourable to trail development and support better national management of trails 	<ul style="list-style-type: none"> ■ Sources of revenue include membership fees 37%, donations 41%, grants and contracts 12%, corporate sponsorship 4%, investments / royalties 6%? ■ 15% of the organization’s budget is dedicated to fundraising 	<ul style="list-style-type: none"> ■ Institutional memory is ensured through research reports, organizational leadership and strong public communications ■ Partnerships with national advocacy efforts such as the Active Transportation Partnership, and local trails organizations ■ Head office in Washington, four additional offices across the U.S. and a total of 41 staff



4.2.3 Newfoundland T’Railway

Location: Newfoundland & Labrador, Canada



The Newfoundland T’Railway stretches 883 kilometres across the island of Newfoundland from St. John’s to Port aux Basques. The trail is built on a converted railway line and was designated a provincial park in 1997. The T’Railway trail has been developed as a multi-use, all season recreation trail, welcoming hikers, bicyclists, ATVers, cross-country skiers, horseback riders, and snowmobilers. No user fees are charged except for snowmobilers.

The T’Railway is maintained and managed by the Newfoundland T’Railway Council, a not-for-profit corporation with three staff members. The Council is overseen by a Board of Directors that includes representation from the various user groups.

The Newfoundland T’Railway is Newfoundland and Labrador’s contribution towards the larger Trans Canada Trail network.

Key Learnings:

- The T’Railway Council leases the trail network from the Province of Newfoundland and Labrador from April to November, and is responsible for the majority of upkeep and maintenance. The provincial snowmobile federation leases the trail from December to March and sells passes to user groups to help pay for winter grooming and other maintenance costs. Shared ownership of the trail network throughout the year reduces each organization’s budget requirements to maintain and operate the trail network.
- The Council receives an annual administration grant for maintenance of the trail network from the Province.
- The Council has recently established a charitable organization that can issue tax receipts for donations, with the aim of soliciting more funding from businesses and bigger donors. This was the result of gathering feedback from the trail community in Newfoundland about what would encourage more donations to the trail network.



ATVing near the town of Port aux Basques, NL



FIGURE 15: NEWFOUNDLAND T'RAILWAY HIGHLIGHTS

Trails Management	Financial Sustainability	Corporate Leadership
<ul style="list-style-type: none"> ■ Owned by the Province of Newfoundland and Labrador as a provincial park, and leased to the T'Railway Council and the provincial snowmobile federation for management throughout the year ■ The trail system is complete, with no plans to add additional trails to the network; the goal was met to connect the cities of St. John's and Port aux Basques together 	<ul style="list-style-type: none"> ■ An administration grant is given to the Council from the Province each year as part of the Province's provincial parks budgeting allocation ■ A charitable organization was recently established by the Council to help solicit more donations by issuing tax receipts to donors ■ For every \$1 received from the Province, the Council raises another \$3.50 on its own (mostly grants, government sources, make work programs, and Trans Canada Trail funding) 	<ul style="list-style-type: none"> ■ The T'Railway Council has three staff to run the organization, and a Board of Directors to represent user groups ■ Partnership with the Province is strong (Memorandum of Understanding has been signed), and the Council is involved with the Trans Canada Trail network



4.2.4 Great Allegheny Passage

Location: Pennsylvania and Maryland, United States

The Great Allegheny Passage (GAP) is a 241 kilometre non-motorized trail that passes through Maryland and Pennsylvania in the Eastern United States. The trail is built on a converted railroad bed, catering to activities such as bicycling and hiking, equestrian riding, cross-country skiing, and snow shoeing. The trail attracts an estimated 800,000 visitors annually, generating over \$50 million dollars in direct annual spending attributed to trail use. The GAP has been named one of the best bike trails in the U.S., generating attention in national media outlets, including National Geographic Adventure, The New York Times, and USA Today.

The GAP is managed and maintained by the Allegheny Trail Alliance, a coalition of seven trail organizations in southwestern Pennsylvania and western Maryland. The GAP trail passes through 11 small communities along its route. The Allegheny Trail Alliance formally launched the “Trail Town Program” in 2007 to encourage economic development and community revitalization in towns found along the GAP.

The Trail Town Program highlights the important economic opportunities that trail networks can bring to communities along the trail, supporting towns (through facilitation and networking) along the GAP trail in business planning, providing access to loan capital, entrepreneurial coaching, market information, marketing support, and broader tips to make a business more inviting to tourists in general (such as providing outdoor seating and providing bike racks outside of the business).



Cycling is the most popular activity on the GAP trail.

The Great Allegheny Passage logo is a registered trademark of the Allegheny Trail Alliance and is used with permission.



Key Learnings:

- The Trail Town Program has tracked and published the growth of annual direct spending attributed to the GAP trail from \$7.26 million dollars in 2002, to over \$50 million dollars in 2012. The Allegheny Trail Alliance prioritizes communicating this return on investment of the GAP trail to funders and stakeholders in grant applications and community engagement forums and networking opportunities as a way of garnering wider support for the trail network.

FIGURE 16: GREAT ALLEGHENY PASSAGE HIGHLIGHTS

Trails Management	Financial Sustainability	Corporate Leadership
<ul style="list-style-type: none"> ■ Maintenance is left up to those that own the particular sections of the GAP trail, usually being the various Counties or municipalities (with the help of volunteers) ■ Expansion of the trail network is not a big priority for the Alliance right now; when it does happen, one of the most important factors is the presence and capacity of a local trail organization for that area of the trail to coordinate that section of trail 	<ul style="list-style-type: none"> ■ Funding for trail construction came from federal, state, county, and foundation sources ■ Ongoing funding for the Trail Alliance comes from fundraising and foundation money; there are no trail user fees ■ The Trail Town Program is implemented by the independent not-for-profit group called the Progress Fund, which is a community development financial institution (a not-for-profit that can act like a bank) 	<ul style="list-style-type: none"> ■ The Allegheny Trail Alliance oversees overall trail development and marketing. They focus largely on facilitating relationships and creating a common brand for the trail. They are not heavily involved in maintenance of the trail network



5

Understanding the Challenges and Potential



Source: Eastern Ontario Trails Alliance

In this section the engagement exercise results are summarized, with key themes identified and elaborated, and a strengths, weaknesses, opportunities, and threats (SWOT) analysis is conducted based on the outcome of engagement exercises and assessment of EOTA's operational and financial reality.



5.1 Engagement Activities and Results

5.1.1 Board of Directors Consultation and Focus Discussion

On March 20, 2014 the project team from Millier Dickinson Blais conducted a consultation and focus group discussion with EOTA's Board of Directors (the Board). The following questions were asked to which the feedback of Board members was recorded.

1. What have been EOTA's successes over the last 10 years? What led to the success?
2. What have been EOTA's challenges over the last few years? What may have led to these challenges not being overcome?
3. Looking ahead, what are the most important issues and opportunities facing EOTA?

From these questions, the following observations were made about concerning Board feedback (supporting comments as recorded at the focus group consultation are available in Appendix B):

What have been EOTA's successes over the last 10 years? What led to the success?

- ✓ EOTA's has grown significantly over the years in size and influence, with clear leadership that is respected and trusted as a communicator and expert. Municipal partners see a return on investment through reduced overhead and liability, but also recognize the positive economic impact trails bring to communities. The leadership is particularly good at leveraging existing funds to obtain larger amounts of funding. Moreover, EOTA is more nimble than municipalities at applying for grants than its partners.

What have been EOTA's challenges over the last few years? What may have led to these challenges not being overcome?

- ✓ While lack of user pay was the largest issue raised by Board members, other identified revenue issues related to shrinking Federal and Provincial budgets, awkward timeline coordination with governments, and identifying priority investment areas. Other challenges identified were ATV and "side-by-side" legislation and the benefits of partnerships across different sectors, such as economy and tourism at a large scale.

Looking ahead, what are the most important issues and opportunities facing EOTA?

- ✓ Off-road vehicle legislation was again the largest concern. The creation of the Ontario Motorsport Group and having EOTA added to municipal budget lines were the two main financial opportunities identified by Board members. Finally, staying proactive about possible future complications, such as dealing with land issues or users was identified as important for EOTA.



The following themes emerged from the consultation questions as possible priority areas for the future.

- EOTA being adaptable to changing legislation
- EOTA being an advocate for legislative reform
- Growing the size of the trail network
- Diversifying funding sources
- Overcoming issues of EOTA liability
- Increasing the number of users
- Increasing the number payers
- Improving the network's product/experience

Of the above items, the following were isolated by the Board as main priorities and ways of addressing them:

Growing the size of the trail network

- ✓ Need to make trails more visible at main road points so people know what's going through there
- ✓ Continue to add good signage at parking lots
- ✓ Arm's length relationship with other regional trails groups in other parts of Ontario, favoring mentorship over management
- ✓ The emphasis needs to be on 'smart' growth rather than 'absolute' growth

Increasing the number of payers

- ✓ Need to focus on marketing
- ✓ Make use of partnerships and resources from different partnerships
- ✓ Get the word out and show people (some don't pay because they are not aware it is user-pay, others believe they don't have to pay)
- ✓ Education outreach is needed
- ✓ Oversight/enforcement is an issue (e.g. "This trail is this good because you paid for it!")

EOTA being an advocate for legislative reform

- ✓ Small municipalities do not have the resources to effectively lobby, EOTA is best positioned to lead this
- ✓ EOTA can draft resolutions for councils to pass and support
- ✓ EOTA can work in partnership with municipalities in addressing Minister(s)



5.1.2 Public Sector, User Group and Point-of-sale Interviews

The project team was provided a list of 28 EOTA stakeholder of which of 22 interviews were conducted between March 24 and April 4, 2014.

Stakeholder groups included in the engagement process were:

- Current Government Partners
- User Groups and point-of-sale representatives
- Potential Future Partners

Key themes from stakeholder responses are highlighted below. The expressions given by some may contradict actual fact, and where this is evident it is addressed. At the same time, when such misunderstandings occur they expose areas where opportunities for education, public awareness, or capacity building exist. A summary of stakeholders contacted and interviewed (with names kept confidential) is provided in Appendix C.

Organizational Capacity

Interviewees see EOTA as an extremely well-run, high performing organization. Interviewees identified EOTA as consistently producing a high standard of work, being very organized, and cost-effective as an organization. A strong Board of Directors was also identified as strength for the organization, along with its extensive network of partners.

EOTA's expertise gives partners confidence in the organizations abilities in expanding the trail network or creating new partnerships.

Staffing

While it was identified that EOTA as an organization is doing an excellent job, concern was raised that the organization relies on very few staff. Having few staff limits the scope and reach of the organization and challenges institutional memory and succession. Funding to hire new staff was identified as a possible solution, though seemingly very hard to find in the current provincial context.

Coordination and Logistics

One of the biggest strengths that interviewees see in EOTA is the organization's ability to coordinate and organize multiple municipalities over a large geographic area. Interviewees see EOTA as providing a fundamental role as a hub of networks and information for the various municipalities in the region, providing information and support in insurance and funding needs, while also acting as a bridging agent for government to interact with multiple groups simultaneously.

Interviewees identified that EOTA enhances the bargaining power and voice of the many partners it works with, leading to greater cost sharing between partners.



Funding

EOTA is seen as an extremely high performer when it comes to accessing grants and other funding sources to support the trail network. Partners see EOTA as an expert in finding funding sources, and compliment the organization for being able to leverage donations and grants to create larger pockets of money (even helping local user groups apply for and obtain grants).

Finding new and sustainable funding sources is a concern for EOTA that was identified by interviewees. Without adequate funding, concerns exist that the organization will not be able to maintain and develop the trail network properly, and that expansion cannot take place.

User Pay System

Some interviewees expressed that EOTA may be losing revenues because some users don't pay the user fee, and EOTA does not police the trails effectively enough to consistently enforce the payment system. While there are opportunities for law enforcement officials to do more on the policing side, EOTA also has an opportunity to help create better awareness overall, and promote 'positive' connections to the trails experience so that users feel a duty to pay.

It was noted that most users that do pay a trail fee are from out-of-town coming to the area as tourists. Interviewees identified local residents as being the priority group from which to get trail fee payments because they are most likely to abuse the trails.

Other interviewees had noted issues with online payment options for users to purchase their trail passes. In particular, one vender noted that the large number of people using his store mainly for trails purchases led him to wish there were easier ways for these clients to get their passes without overly cluttering his store. This may suggest moderate misunderstanding of trail-pass purchasing options. It may also represent an opportunity to develop and market applications for mobile and android devices if they do not already exist.

Funding Sources

A number of new funding sources were identified by interviewees, including:

- As it has done with Tweed, marketing the trails for fitness and physical activity (i.e. non-motorized). There are more funding pots available for fitness and outdoor leisure
- Working with the government to amend ATV laws. Try to have EOTA receive a part of the licensing fees of registering an ATV
- Continually seeking opportunities to promote EOTA as a user-pay system, working with law enforcement, but more importantly using a positive approach to dealing with trail abusers
- Easement affiliated with utilities using corridors for broadband wiring (may be a chance for an annual revenue stream)



- More private advertising on the trails or on the website
- A non-motorized user payment system
- Potential funding from the Trans Canada Trail network (for non-motorized sections only)
- Consider hiring a person to help the general manager in her goal is to raise money for EOTA

EOTA was identified as being well-positioned with various Provincial Ministries and that there may be opportunities to leverage funding and support in ways that can augment what municipalities are currently doing. Educating municipalities on the economic impacts and potentials of the trail network would further contribute to enhance municipal and EOTA collaborations.

Tourism Promotion

EOTA is seen as an information resource for visitors to the Eastern Ontario region. Through the work of promoting the trail network, EOTA brings in new tourism dollars to the area, while also organizing and promoting many of the accommodation and business providers in the areas.

Stakeholders see their partnership with EOTA as a good symbiotic relationship.

EOTA's maps are consistently requested at trade shows and local retail outlets and visitor information centres.

Trail Management

EOTA is given credit for maintaining and organizing a high quality trail system that is second to none. Interviewees have confidence in EOTA's abilities to manage the trail network, and feel that the organization has a good understanding of what is required for trails in the region (better than municipalities have).

EOTA's authority and reputation has been a good source of political leverage in negotiating trail development and expansion, and has augmented the impact of local clubs and municipalities by joining them together. EOTA is seen to be setting the standards for trail management that other trail groups are following.

Trail Development

Interviewees see potential in the expansion and further development of EOTA's trail network. Interviewees would like to see more trails in Eastern Ontario join EOTA and for EOTA to expand on the type of trail services offered to cater to more non-motorized trail users. Cross promotion of the trail network with fishing outfits is also seen as an opportunity to grow the scope of the trail system.

Some interviewees would like to see EOTA focus on trails development and community engagement and have others be responsible for marketing. One example of this may be working with Tourism Ontario to promote the trail network while using old rail houses as spin-off



visitor locations. Marketing of day trips is seen as an opportunity to explore to get the “one-time” users out on the trails. Finding groups delivering needed services (such as business training) and bringing them to the region was identified as a way not to duplicate already existing services.

The Province of Ontario is currently revising and updating its provincial trails strategy. Aligning with elements of this strategy is seen as potentially benefit.

Safety Concerns

Safety concerns between motorized and non-motorized users were identified by interviewees as a significant threat to the trail network. Interviewees expressed concern about the insurance and liability coverage of EOTA should a collision or accident happen on the trails. It was also noted that there is conflict between motorized and non-motorized trail users, as non-motorized users do not feel safe on the trails with other users passing by at high speeds.

Communication

Many interviewees spoke about the need for EOTA to improve its external communications to the public. More communication was identified as being needed to raise the profile of the organization, and to reduce confusion about the role EOTA plays and that of other organizations. Increased communication with stakeholders would improve the perceived transparency for stakeholders, which may lead to more buy-in in creating product and promoting EOTA locally. These communications may reduce the questions some stakeholders have as to where the money goes from the trail fees.

Developing more detailed sponsorship materials would also be beneficial, listing more partner clubs on EOTA’s website, and indicating what opportunities for sponsorship exist (i.e. how many signs a sponsor can get, where they will go, and how often they will be maintained and repaired).

Increased communication may also lead to new partnerships, and less duplication of efforts, especially in regards to marketing efforts and the role of the regions Destination Marketing Organizations.

Communicate the Return on Investment

A major opportunity identified by interviewees is to communicate, clearly and often, the Return on Investment of the trail network. Partners would like EOTA to prove the economic impact of the trail network and continually communicate that back to municipalities and other stakeholders.

It was noted, anecdotally, that there is now more tourism coming to the region for the trail network than for the fishing industry (the previous big regional tourism draw). This changing trend needs to be communicated back to stakeholders to help re-align where priorities are focused.



Transparency

Efforts to keep dialog open with user groups need to remain a priority to build effective relationships. Interviewees mentioned that it is sometimes difficult to know what EOTA is doing in various areas of operations, and that trail development with community partners can sometimes be tense because of a lack of communication.

Municipal Partnerships

Municipal partnerships play a key role in the well-being of EOTA and the trail network. Municipalities are recognizing, more and more, the value and the opportunity of the nearby trail network and are making the trails a priority area in decision-making.

Interviewees would like to see more collaboration between the municipalities and other trail stakeholders, with more financial contribution coming from the municipalities towards EOTA.

Interviewees would also like to see more municipalities with trail networks join EOTA to create more connectivity between different trail systems, while also working with current municipal partners to broker a better relationship with Infrastructure Ontario (where it is currently strained). There is an opportunity for EOTA to be the go-to authority on up-to-date legislation and regulations for municipalities.

Hosting more events (e.g. theme rides, jamborees) along the trail network and with partner municipalities was also identified as an opportunity worth exploring.



5.2 Strengths, Weaknesses, Opportunities, Threats Analysis

The figures below explain the breakdown of strengths, weaknesses, opportunities, and threats identified by the project team through research and consultation with various stakeholder groups. The SWOT analysis is divided into two separate figures to make the information easier to read. It is important to note that for problems identified by respondents and researchers, there are also usually opportunities for improvement, clarification, or education.

FIGURE 17: STRENGTHS AND WEAKNESSES

Strengths	Weaknesses
<ul style="list-style-type: none"> ■ High volume of traffic on EOTA website ■ Trails provide economic benefits to communities (e.g. employment, tourism revenues, property values) and spill-over effect to provincial economy through direct, indirect and induced spending ■ EOTA leadership is respected, trusted, and viewed as excellent communicator, champion, and expert ■ EOTA trails are of very high quality ■ Expert at securing and leveraging funding ■ Eligible for more sources of funding than municipalities alone ■ Extensive network of local and external partners ■ Resource sharing ■ Brokering of relationships and knowledge sharing between EOTA and many other stakeholders ■ Many people discover tourism opportunities through EOTA ■ Supportive municipal partnerships, useful in addressing provincial Ministers 	<ul style="list-style-type: none"> ■ Revenues and expenses are difficult to predict, leading to alternating deficits and surpluses ■ Some trail users do not understand how trail-fees result in improvements ■ Low visibility of EOTA mission statement ■ Inconsistent use of EOTA mission statement ■ Lack of strategic direction in trail planning and internal confusion over the role of EOTA ■ An incalculable amount of trail users do not pay ■ Trails are not easily visible from main roads and highways (i.e. people on 401 do not know the trails are there) ■ Human resources may not match the scope of EOTA activities ■ Motorized trail users contribute more to EOTA financially than non-motorized users, creating challenges in diversification ■ Risk of volunteer burnout due to limited group of volunteers, including those from partner organizations ■ EOTA has a lot on its plate, including trail maintenance and building, fundraising, and advocacy efforts ■ Low level of annual donations (including memorial and estate planning)



FIGURE 18: OPPORTUNITIES AND THREATS

Opportunities	Threats
<ul style="list-style-type: none"> ■ Thematic trails development in collaboration with communities and RTOs ■ Charitable organization status is an incentive for tax deductions among patrons ■ Development of a master plan for standard trails management for EOTA and partners ■ Positive promotion of trails values and use over “harsh” enforcement ■ Greater public awareness of online payment options ■ Further develop mission statement presence online for transparency and increased buy-in from users and funders ■ Emergence of online fundraising opportunities and crowd-sourcing ■ Opportunities to work in collaboration with Provincial Park system with some trails ■ Provincial advocacy for registration fee system for motorized vehicles ■ Relationships with First Nations stakeholders, centered on mutual respect and reciprocity ■ EOTA and partner marketing organizations to be pulling in the same directions and speaking the same language ■ Many municipalities with good trail networks not yet joined EOTA ■ Utility companies may be seeking partnership agreements to use trails 	<ul style="list-style-type: none"> ■ “Project-funding” revenue on the decline since spike in 2009 ■ Availability of Federal/Provincial grant programs and funding is variable ■ Slow bureaucratic process dealing with Provincial regulations that impact trail development and connectivity ■ Some municipalities have not made medium/long-term financial commitments to EOTA, such as adding EOTA expenses as line items in budgets and five year plans ■ Upcoming Provincial strategies may not fit well with current EOTA objectives ■ Safety concerns between motorized/non-motorized users on shared sections of trail ■ General manager is primary keeper of institutional memory with little institutional record of strategic directions and goals, strategies for fund-sourcing, and negotiating with partners or potential partners



6

Strategic Plan 2014-2023

EOTA's 10 year strategic plan communicates the purpose and direction of the organization through its mission statement, values, objectives, guiding principles, and activities.

6.1 Mission Statement

The mission statement expresses the reasons that EOTA exists, and is intended to stay consistent over the period of the strategy and perhaps beyond. The mission statement is identical in meaning to the founding mission statement of EOTA, and helps external audiences understand what EOTA is all about.

To develop, manage, maintain and market a comprehensive network of year-round shared-use trails for their health, economic, tourism, and job creation benefits

By including some benefits of trails that are not traditionally associated with groups like EOTA, such as leadership building and economic development, EOTA distinguishes itself from other trails groups and highlights unique contributions that are of value to local residents and all levels of government. Partnerships are essential to EOTA's success, and this is acknowledged in the mission statement.



6.2 10-Year Vision

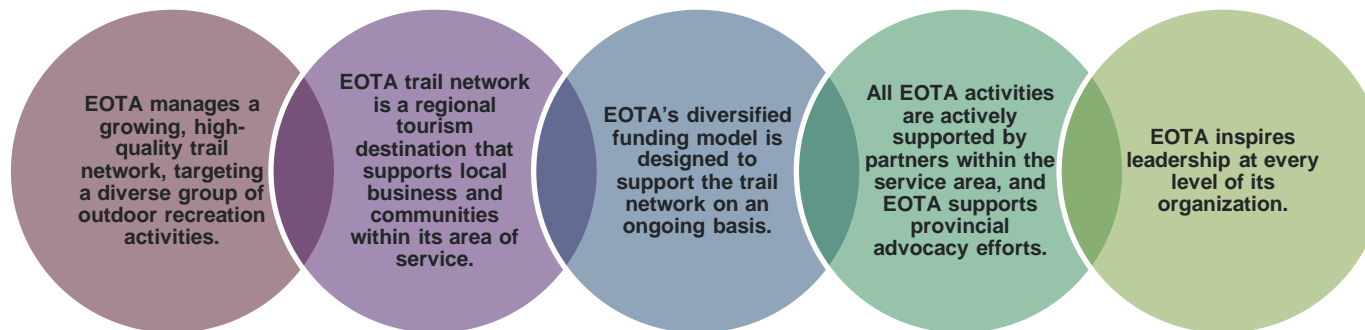
The vision statement describes the future state that EOTA will strive to accomplish over the next ten years. Vision statements should mention the most important aspects of the strategic plan, and inspire the organization's membership to action.

In ten years, EOTA-manages a growing trail network that is:

- ***increasing the number of active, healthy, and engaged local residents and visitors***
- ***building local and regional communities through community economic development***
- ***advocating for the continued success of Ontario's trails and the organizations that care for them***
- ***self-sustaining, in terms of financing, operations, and organizational leadership***

The focus on improving the trail network and increasing visitation, in the beginning of the vision, provide focus for EOTA's accomplishments in the next 10 years. The rest of the vision identifies that more recognition of the core benefits of EOTA trail network is needed. The vision and mission statement do not deal directly with organizational sustainability; internal planning is part of the strategic goals, which are critical to realizing the vision in the long-term.

FIGURE 19: EOTA 10 YEAR GOALS





6.3 Strategic Action

The mission and vision for EOTA's next 10 years will only be realized through strategic action, maximizing limited financial and human resources. The following five goals focus on activities that will support the long-term sustainability of the organization and the trails in its service area.

FIGURE 20: EOTA TEN-YEAR STRATEGIC GOALS AND ASSOCIATED TARGETS

Strategic Goals	Targets
<p>1. EOTA manages a high-quality trail network that is used by a diverse group of outdoor recreation activities.</p>	<ul style="list-style-type: none"> ■ Complete Trails Master Plan and Trail Maintenance Standards ■ Maintain trails to identified standards ■ Develop new trail experiences targeted to market opportunities
<p>2. EOTA trail network is a regional tourism destination that supports local business and communities within its area of service.</p>	<ul style="list-style-type: none"> ■ Increasing visitation that is supported by user count data ■ Community-based trail events are increasing in number and size
<p>3. EOTA's diversified funding model is designed to support the trail network on an ongoing basis; a reserve fund has been explored, and if established is securely invested, earning interest, and is large enough to ensure the sustainability of EOTA and its trail system.</p>	<ul style="list-style-type: none"> ■ Donations contribute substantially to revenue ■ Trail users contribute an increasing share of revenue ■ Reliance on government funding is declining ■ Reserve fund is being explored and/or implemented
<p>4. All EOTA activities are actively supported by partners within the service area, including municipalities, user groups, and other community and volunteer organizations; EOTA supports provincial advocacy efforts for the financial sustainability of trails organizations across the province.</p>	<ul style="list-style-type: none"> ■ Number of volunteers (in user groups and community organizations) engaged in trail maintenance, fundraising, and planning is increasing ■ Trails organizations in Ontario have a stable source of funding
<p>5. EOTA inspires leadership at every level of its organization.</p>	<ul style="list-style-type: none"> ■ Succession plan in place ■ Youth more engaged in EOTA programs/operations ■ Volunteer liaison working with user groups and community groups to increase volunteer involvement in EOTA initiatives



The reasoning for each goal is discussed and activities associated with that goal are outlined to provide more detail on how they can be accomplished. In some cases, actions represent activities that may already be underway by EOTA, but are in need of institutionalizing formally within an action plan.

1. EOTA manages a high-quality trail network that is used by a diverse group of outdoor recreation activities.

The maintenance of a high-quality trails experience is the first strategic goal of EOTA, and the most important area of activity for the organization. Maintenance refers to a standardized level of quality to which all trails within the EOTA network should strive to meet and the actions employed by EOTA and its partners to meet those standards. The experience of travelling EOTA trail system must be maintained to an acceptable standard, to make sure that the trail experience is safe and enjoyable for all trail users. The term diverse indicates both motorized and non-motorized users, as well as the variety of sport enthusiasts that use trails within each of these groups.

The following activities are recommended to accomplish the first strategic goal:

- Complete a trails master plan prioritizing trail investments based on new and existing markets and areas of growth potential. The master plan should identify signature trail experiences and priority projects that are of interest to local partners and have the potential to attract new visitors. It should provide the minimal standards to be respected in trails maintenance by EOTA and its partners within the EOTA network.
- Implement the trails master plan over the next 10 years to guide EOTA and partner organization investment and volunteer efforts
- Evaluate, on an annual basis, the cost and relevance of retaining and maintaining trails that fall in the lowest 10% of trail usage (see counting program in Strategic Action #2)
- Post and maintain clear and consistent signage across the region
- Educate the public about the benefits of the trail system, the importance of user fees, and trail safety

2. EOTA trail network is a regional tourism destination that supports local business and communities within its area of service.

Visitation is the lifeblood of any trail system. In order to earn traffic on trails, not only does the trail system need to be well maintained, but the public needs to know what the trails offer. Word of mouth is the best form of advertising, but the internet is also an inexpensive and effective way to increase the number of visitors enjoying EOTA's trail network. Organizations like Regional Tourism Organizations (RTO) support the development of tourism destinations and



marketing outside the EOTA service area, but given the reality of their operating scope and obligations to other operators, EOTA needs to continue to be assertive in its trail network marketing. EOTA will work closely with RTOs (especially RTO 11 which covers the majority of EOTA's geography) to align the efforts of both organizations.

The following activities are recommended to accomplish the second strategic goal:

- Inform trail users by updating trail maps regularly and continuing to invest in website maintenance and development
- Launch an ongoing social media marketing effort with periodic campaigns, partner with the RTO to implement these campaign in larger urban markets
- Encourage user groups and community organizations to establish events that use the trail system
- Continue to develop and promote weekend itineraries that appeal to high potential markets and promote them with the support of local businesses and/or tourism organizations such as the RTO
- Implement semi-annual counting programs that will offer estimates of the number of trail users

3. EOTA's diversified funding model is designed to support the trail network on an ongoing basis; a reserve fund has been explored, and if established is securely invested, earning interest, and is large enough to ensure the sustainability of EOTA and its trail system.

Non-profit organizations often operate on a year-to-year basis, depending on irregular sources of funding such as grants and donations. EOTA has made efforts to create new revenue sources through its user pay system, but has little to no donation revenue. Financial sustainability can be earned by establishing ongoing revenues from diverse sources, and creating some form of savings or investment that can provide sustainability over the long-term.

The following activities are recommended to accomplish the third strategic goal:

- Establish a fundraising campaign for donations which targets trail developments and improvement projects that are identified as a priority by EOTA
- Increase transparency by publishing community reports/newsletters on EOTA activities and volunteer accomplishments of user groups and community organizations
- Explore existence of reserve funds that are conservatively invested towards the goals of establishing a contingency fund (for unforeseen expenses) and identifying and planning for distant significant expenditures and saving for them¹⁶

¹⁶ See page 27 for more information on reserve funds and non-profit organizations



4. All EOTA activities are actively supported by partners within the service area, including municipalities, user groups, and other community and volunteer organizations; EOTA supports provincial advocacy efforts for the financial sustainability of trails organizations across the province.

A trail network is established and maintained by the efforts of many individuals and organizations. Therefore partnership development and relationship building are critical to the continued success of EOTA. Partnerships are both internal to EOTA trails network area and external, including government bodies, other trails organizations, and funders.

The following activities are recommended to accomplish the fourth strategic goal:

- Support trails organizations and larger trails initiatives that improve the financial sustainability of trails organizations across the province, including the potential Power Sports Ontario organization
- Establish relationships with the business community and business support services such as local economic development offices and Community Futures Development Corporations to encourage the replication of the G.A.P. trail town program in EOTA area¹⁷ and the further expansion of tourism packaging with area businesses
- Invest in strong partnerships with trail user groups by providing advice and mentoring support, and planning for the future of the trial network together; ultimately increase the number of volunteers engaged in developing EOTA trail network

5. EOTA inspires leadership at every level of its organization.

Leadership is the foundation of organizational development. The future success of EOTA is strongly connected with its ability to interest residents in becoming volunteers, advocates, and perhaps eventually professionals with a career in trails. Engaging youth in trails activities is positive from the perspective of community development, helping youth discover an active lifestyle and leadership abilities; youth are also very capable, and have ideas and energy that will benefit EOTA by contributing to trail planning, fundraising, and public education. Community engagement through volunteerism fosters goodwill with municipalities, residents, and trail users, cultivating positive long-term relationships and the sustainability of EOTA.

¹⁷ The G.A.P. (Great Allegheny Passage) was a case study looked at in the report, wherein the Allegheny Trail Alliance formally launched the “Trail Town Program” in 2007 to encourage economic development and community revitalization in towns found along the GAP according to complimentary goals and themes. Note: EOTA has already began working on such relationships with municipalities and businesses, but this action represents a formal commitment to working toward such targets, as modeled after the G.A.P. example.



The following activities are recommended to accomplish the fifth strategic goal:

- Support the professional development of youth or workers who are making a career change through internships and cooperative education placements at the high school and university levels
- Discuss, create and implement a leadership succession plan
- Establish opportunities for youths to be involved with the organization in ways that encourage new ideas and growth opportunities for EOTA and its partners in regard to the trails experience



Appendix A – Trail Governance, Funding and Use in Canada’s Provinces



Province	Summary of Trail Governance, Funding and Usage
British Columbia	<ul style="list-style-type: none"> ■ The Outdoor Recreation Council of British Columbia represents all motorized and non-motorized associations, and represents BC in the Canadian Trails Federation. Numerous ministries or departments work with trail user-groups, including Forest Land and Natural Resources Operations, Recreation & Trails, Transportation, and Environment and Forestry, with funding coming from sources such as Tourism BC and Forest Lands and Natural Resources most recently (2013). Trails are managed by local steward organizations, usually clubs. ■ Single use non-motorized: 11,697 kilometres; Single use motorized: 0 kilometres; Shared-use non-motorized: 6,064 kilometres, shared-use with motorized: 41,821 kilometres
Alberta	<ul style="list-style-type: none"> ■ Alberta TrailNet is a provincial umbrella group representing various trail user-groups, governed by a voluntary board of directors including members of user-groups, and funding is only given to snowmobile associations, not to ORMs or ATVs vehicle. The provincial Department of Parks, Tourism and Recreation oversees funding, amounting to approximately \$90,000 annually just for snowmobile youth education and administration. ■ Single use non-motorized: 10,658 kilometres; single use motorized: 9,614 kilometres; shared-use non-motorized: 3,525 kilometres; shared-use with motorized: 11,499 kilometres
Saskatchewan	<ul style="list-style-type: none"> ■ With no collective governance structure, the Saskatchewan Snowmobile Association and the Saskatchewan ATV Association (SATVA) each function independently, with SSA having an agreement with the province for an annual registration fee and SATVA having no such agreement, despite having tried to obtain one in the past. The SATVA receives approximately \$1 million annually with proportions ear-marked for insurance, marketing and safety. The Saskatchewan Trails Association is a multi-member not-for-profit which provides funding for and promotion of trails systems across the province, but is not represented by any members of the off-road motorsport sector, though it advocates on behalf of all trail users including motorsport users, and developed a province-wide trail strategy in 2008. Trails organizations most commonly work with Tourism Saskatchewan, Department of Sport, Culture and Recreation, Department of Environment and Parks, and Saskatchewan Government Insurance. ■ Single use non-motorized: 3,627 kilometres; single use motorized: 9,500 kilometres; shared-use non-motorized: 1,564 kilometres; shared-use with motorized: 210 kilometres



Province	Summary of Trail Governance, Funding and Usage
Manitoba	<ul style="list-style-type: none">■ The Manitoba Recreational Trails Association, a not-for-profit administers trail development and direction in the province, with 17 regional representatives, working most closely with the Department of Culture, Heritage and Tourism, but also with Manitoba Conservation, Manitoba Highways, and Manitoba Justice. Details are scant about government funding, other than for “Snopasses”, which generate \$2,300,000 annually. Special tax breaks allow for easier purchase of former rail-lines by not-for-profits.■ Single use non-motorized: 2,138 kilometres; single use motorized: 15,166 kilometres; shared-use non-motorized: 1,036 kilometres; shared-use with motorized: 295 kilometres
Ontario	<ul style="list-style-type: none">■ Each motorized vehicle discipline has its own governance structure in in Ontario, with the Ontario Federation of ATVers and Ontario Federation of Snowmobilers each having numerous clubs, and each having a unique finance and revenue generating program, The Ministry of Tourism, Culture and Sport being the primary government body dealing with trails groups, but jurisdictional matters also sometimes involve the Ministry of Natural Resources and Infrastructure Ontario, who is part owner of many former-rail lines (the other owners usually being Canadian National or Canadian Pacific).■ Single use non-motorized: 13,438 kilometres; single use motorized: 36,204 kilometres; shared-use non-motorized: 5,703 kilometres; shared-use with motorized: 3,650 kilometres
Quebec	<ul style="list-style-type: none">■ Quebec's off-road motorsport sector is governed uniquely by each motorized user-group's provincial Federation, with the largest number of ATV clubs in Canada and a significant number of snowmobile clubs, and each federation (ATV and Snowmobile) dealing most frequently with the Ministry of Tourism and the Ministry of Transport. Factoring in gas, lodging and restaurants, and federal and provincial taxes, the ATV sector alone generates over \$700,000,000 annually across the province.¹⁸■ Single use non-motorized: 23,460 kilometres; single use motorized: 48,927 kilometres; shared-use non-motorized: 3,943 kilometres; shared-use with motorized: 700 kilometres

¹⁸ Quebec Federation of Quads, 2010 “FQCQ Statistics” <http://www.fqcq.qc.ca/english/index1.asp?id=150>.



Province	Summary of Trail Governance, Funding and Usage
New Brunswick	<ul style="list-style-type: none"> ■ The main governance body is the Trail Management Trust Fund Advisory Board, which is jointly governed by the Province, the New Brunswick Federation of All-Terrain Vehicles, the New Brunswick Federation of Snowmobile Clubs, and a representative from the RCMP, and work with the New Brunswick Trails Council in the management of trail systems. The Province will sometimes match Trails Management Trust Fund grants, with approximately \$1,387,300 of total funding in 2011-2012. ■ Single use non-motorized: 1,496 kilometres; single use motorized: 9,901 kilometres; shared-use non-motorized: 306 kilometres; shared-use with motorized: 697 kilometres
Nova Scotia	<ul style="list-style-type: none"> ■ The Department of Natural Resources and Ministry of Transportation and Infrastructure Renewal are the main branches associated with the trails sector in the province, with much motorized vehicle or mixed-use trails receiving funding from the Off-Highway Vehicle Infrastructure fees, totaling approximately \$1.3-\$1.4 million annually, designed to match grant applications of up to \$50,000 per project. The province also has a unique insurance program which is shared by the province, Nova Scotia Trails and the Snowmobile Association of Nova Scotia. Membership fees alone pay for trail maintenance on leased land, as well as compliance enforcement costs. ■ Single use non-motorized: 1,217; single use motorized: 2,600 kilometres; shared-use non-motorized: 192 kilometres; shared-use with motorized: 3,868 kilometres
Prince Edward Island	<ul style="list-style-type: none"> ■ [Insufficient details] ■ Single use non-motorized: 325 kilometres; single use motorized: 605 kilometres; shared-use non-motorized: 98 kilometres; shared-use with motorized: 354 kilometres



Province	Summary of Trail Governance, Funding and Usage
Newfoundland and Labrador	<ul style="list-style-type: none"><li data-bbox="411 321 1606 495">■ ATVs and Snowmobiles are both covered under the same provincial legislation, the Motorized Snow Vehicles and All-Terrain Vehicles Act (1990), which established the parameters for trail use, restriction, and construction, but the act does not create a body to deal with either stakeholder group or provide for a funding mechanism.¹⁹ Jurisdiction of motorized trail use falls under the Department of Natural Resources, as most trails traverse crown lands.<li data-bbox="411 500 1606 568">■ Single use non-motorized: 1,602 kilometres; single use motorized: 4,600 kilometres; shared-use non-motorized: 152 kilometres; shared-use with motorized: 1,086 kilometres

Source: Unless otherwise indicated via footnote, all details are from the Ontario Power Sports Working Group, 2014, *Where the Blacktop Ends, Opportunity Begins*.

¹⁹ Newfoundland and Labrador National Assembly, 1990, RSN1990 cR-8 s44, Motorized Snow Vehicles and All-Terrain Vehicles Act



Appendix B – EOTA’s Executive and Board of Directors



Executive and Board Members	Position
Linda Bracken	Chair – Township of Marmora & Lake
Cindy Cassidy	General Manager – EOTA
Pat Dolin	Director – Lanark County
Andy Anderson	Director – Township of Addington Highlands
Tom Dewey	Director – Township of Central Frontenac
Jeremy Solmes	Director – Township of Stirling Rawdon
Rachelle Hardesty	Director – Land O’ Lakes Tourist Association
Bill Blenkinsop	Director – Ontario Federation of Snowmobile Clubs
Robert Sararas	Director – Hastings County
Dan McCaw	Director – Town of Bancroft
Phil Higgins	Director – Township of Havelock-Belmont-Meth
Meirion Jones	Director – Municipality of Trent Hills
Frank Mills	Director – Municipality of Hastings Highlands
Corey Klatt	Director – Township of Frontenac
Joan Barton	Director – Township of Highlands East
Randy Caldwell	Director – Township of Carlo-Mayo

Source: Eastern Ontario Trail Alliance, “The Alliance” , <http://www.thetrail.ca/index.php/about-us/the-alliance>



Appendix C – Abbreviated Record of Contact for Interviews (without names of individuals)



Organization	City	Record of Contacts (number of messages/ appointment/ completed)
Highlands East	Wilberforce	Complete
Hastings County (LOO)		Complete
Hastings County	Belleville	Complete
Hastings County	Belleville	Complete
Lanark County	Perth	LM sent email Mar 22 2:26
Lanark County	Perth	Complete
Town of Bancroft		Sent email Mar 22, 2:43; LM Mar 27, 3:16
Town of Bancroft	Maple Leaf	Sent email Mar 22, 2:47
Northumberland Tourism	Coburg	Complete
RTO8		Complete
RTO 9		emailed questions on Mar 21
RTO 11	Pembroke	Complete
Bancroft Chamber of Commerce	Bancroft	Complete
Bay of Quinte	Belleville	message Mar 20, 24
Trent Hills Chamber	Campbellford	Complete
Renfrew County		message Mar 20, 24
Ministry of Tourism	Peterborough	Complete
CFDC	Bancroft	Complete
Trail of Two Lakes Committee		no answer (Mar 20 & 24)
Papineau- Cameron Township	Mattawa	Trying to reschedule
Mattawa-Bonfield Economic Development Corporation	Mattawa	Complete
Prescott Russell		Complete
Napanee ATV Club	Napanee	Complete
Renfrew ATV Club		Complete
BellevilleSport & Lawn		email, Mar 24 12:02pm
Bonter Marine	Marmora	Complete
Knoll Motors		Complete
Tweedmuir	Tweed	Complete