



THE ONTARIO
TRILLIUM
FOUNDATION



LA FONDATION
TRILLIUM
DE L'ONTARIO



*Regional Management Councils
Development Session 2*
March 19, 2007

Patrick Connor CAE, OTC Executive Director,
with Cindy Cassidy E.D. Eastern Ontario Trails Alliance

Function Statement



“The Ontario Trails Council is the leading charitable trails organization which promotes the creation, development, preservation, management and use of all Ontario’s recreational trails.” – January 2005

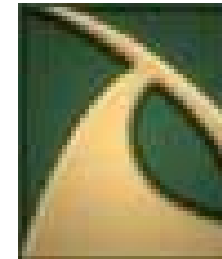
Mission - work with communities to implement comprehensive trail management

- Get diverse trail managers together
- 3 year plan to consolidate RMC members
- Definition of regional areas
- Create a short list of regional trail problems
- Share solutions, new practices, funding, programs
- Sustain trails
- Create RMC's where requested
- Tie into Significant Government Funding – Infrastructure as per provincial budget
- Tie into Policy as per the Provincial trails Strategy



Local Determination

- **Niagara Region** – involves municipal, Canada Parks, Conservation Area, Community and User groups
- **1st outcome** – International Trails Day celebration in Fort Erie June 4, 2005
- **2ND outcome** – current committee meeting already for next year
- **Near North** – Municipalities of Muskoka, Parry Sound, Gravenhurst, Haliburton; involves user groups, atv, snow clubs, FON, and Health Units, MNR
- **1st outcome** - formation of a working group to move trail issues forward, met April 9, formed April 9 – dealing with MTO issues



Local Determination

- **Mid-West Region** – involves municipal, tourism, health, Cambridge, Woodstock, Brantford,
- **1st outcome** – initial meeting June 2005, discussed completion of TCT Trail
- **2ND outcome** – meeting in Ingersoll to discuss additional projects, next steps TCT
- **Eastern Region** – Municipalities of Kawartha Lakes, City of Peterborough, Eastern Ontario Communities through EOTA; involves user groups, atv, snow clubs, FON, and Health Units, MNR
- **1st outcome** - coalescing a working group group to move trail issues forward, met April 9, formed April 9 – dealing with MTO issues



Development Areas - continued

Communities in development

- North – Thunder Bay, Atikokan, North Shore and Nipigon all working on a meeting for March, raise profile of health and trail issues, winter sports
- Chatham-Kent Essex/Lambton - meeting in February to complete link to TCT and in order to complete intra-county completion of trail systems.
- National Capital Region – posting joint TTN OBR signage
- Bruce Grey Region – wants to meet to discuss land access issues with ATV users to ensure municipal trail regulations are followed.
- North Bay – Discovery Routes – pressing ahead
- **Kingston** – plans after today, city/regional linkages



Purpose of Today

- To collectively examine ways to provide your area with a Viable RMC Organization
- To leave today with a concrete idea of the directions we must take to make this viability occur



Mission/Mandate Revitalization



- OTC went through this
- Complete Governance Review
- Mission Change
- Operational Shift

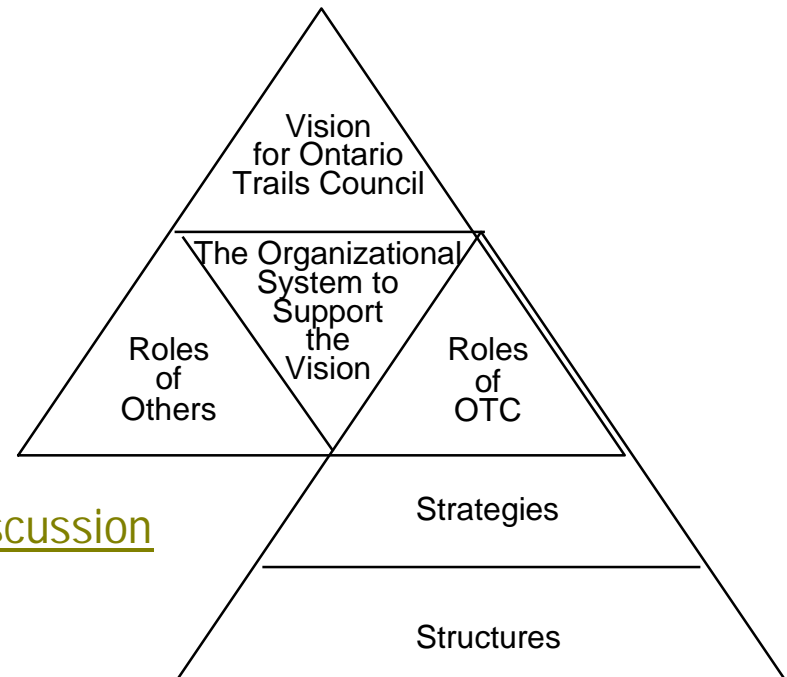


ONTARIO
More to discover

Objectives of the Ontario Trillium Foundation Revitalization Strategy

- 1) A vision and framework for OTC in Ontario
- 2) Key roles of the OTC and its members/ partners in working towards OTC goals
- 3) Changes required to equip the members via OTC to play an effective role in the trails system.
- 4) Move from a volunteer to staff driven model

Framework for the Discussion





Key Strategies

Building the Funding Base

Broaden the membership base

Review membership fees for affiliated bodies

Pursue a range of funding sources

Explore user funding options

Strengthening the Organization

Review representation on the board

Establish a regional perspective

Hold elections

Establish effective committees

Build the staff of the OTC

Review and update the organization's by-laws

Evolving Roles of OTC

Priority Roles

Best Practices

Communications and
Networking

Community Advice and
Support

Funding/Sustainability

Marketing and Promotion

Government Relations

Key Stakeholders

Membership

Government

Provincial Trail User
Organizations

Trail Managers

Trail Related Businesses

Trail Users/Public

Current Situation



Sustainable funding

- Ontario Trillium Foundation
- Provincial/Municipal Governments
- Membership

Rapidly growing interest and demand driven by

- Trans Canada Trail
- Local Trail Groups
- Expanding OTC membership

Tremendous volunteer potential but

- Trails information still fragmented
- Administrative support strong
- Administrative support locally weak

Emerging government/sector collaboration

- No "Trails Act" in Ontario yet
- Lead Ministry for trails
- Ontario Trails Strategy to get to issues



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OTC Governance Review



PURPOSE

- To ensure each committee of the OTC has a purposeful function in attaining the objectives of the OTC mission.

OBJECTIVES

- To ensure a functioning governance model for the OTC
- To ensure that each committee sets its own objectives, staffing needs and other resource needs such that committee objectives are realized.
- To ensure committees have the necessary instruction from the Board such that they are working with a current, legitimate and governing model.
- To ensure that Board members and the Volunteers of the OTC understand the role and responsibility of the committee or working group to which they belong.
- To provide documentation to management function and actions.
- To provide a reference point for change.



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Simplified Committee Structure



Governance Committee - nomination of board members; training of board members; by-laws; legal matters

Marketing and Communications - public relations; internal and external communications

Membership - seek out members; ensure effective services provided

Planning/Technical Standards - trail planning; development and review of policies and standards; resolution of user conflict issues

Research and Education - research priorities; educational material and tools

Fundraising - leadership of OTC fund raising initiatives

Finance - oversee finance, administration, staffing, facilities, equipment etc.



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OTC Committee Template



TERMS OF REFERENCE

NAME:

TYPE:

CHAIRPERSON:

REPORTING TO:

PURPOSE:

AUTHORITY:

TIMEFRAMES, REPORTING AND DEADLINES:

Duration:

Meets:

PROJECTS:



OTC Example



TERMS OF REFERENCE

NAME: Fundraising Finance

TYPE: Standing

CHAIRPERSON: Treasurer of OTC, Member of the Board of Directors.

REPORTING TO: Executive Committee, Board of Directors, Report to membership at AGM

PURPOSE: To implement those policy and procedures that ensure fund stability through revenue generation: and fiscal accountability through implementation of sound accounting practices.

AUTHORITY: Through motion processes make recommendations to the executive and Board of Directors.

TIMEFRAMES, REPORTING AND DEADLINES:

Duration: Annual

Meets: 1 X per month

PROJECTS:

- Present 1/4ly financial reports, deadline Board meetings
- Prepare annual budget – Nov. – Jan.
- Conduct audit – March – April
- Present audit at AGM – Apr/May – deadline AGM
- Specific projects – corporate fund development, grant reporting project driven time lines.

Northumberland Trails Council?

We need to examine:

- Current Function – Mission/mandates
- Governance Elements



- Are you happy with this Mission – is it current?
- Is it still relevant?
- If you had to change it how would you?
- What would you change?



1) Current Function – Mission Revitalization

Northumberland Trails Council **celebrates and promotes** the rich natural and cultural heritage of the Northumberland Region with all-season land and water based trails that follow historic trade routes, conservation areas which wind through historic heritage sites towns, and dissect rugged Ganaraska Forest with panoramic views.

2) Area of Reach

These unique trails of discovery for hiking, biking, canoeing, inline skating, cross-country skiing, snow shoeing, equestrian, ATV'ing, snowmobiling, and other trail-related activities **form a trail network** stretching from Canton through Cobourg to Port Hope, north to Rice Lake and south to the shores of Lake Ontario.

Mission/Mandate Revitalization



- Mission – promotion is our keyword
- Yours is currently celebrate
- Ours is create a network and yours is form a network





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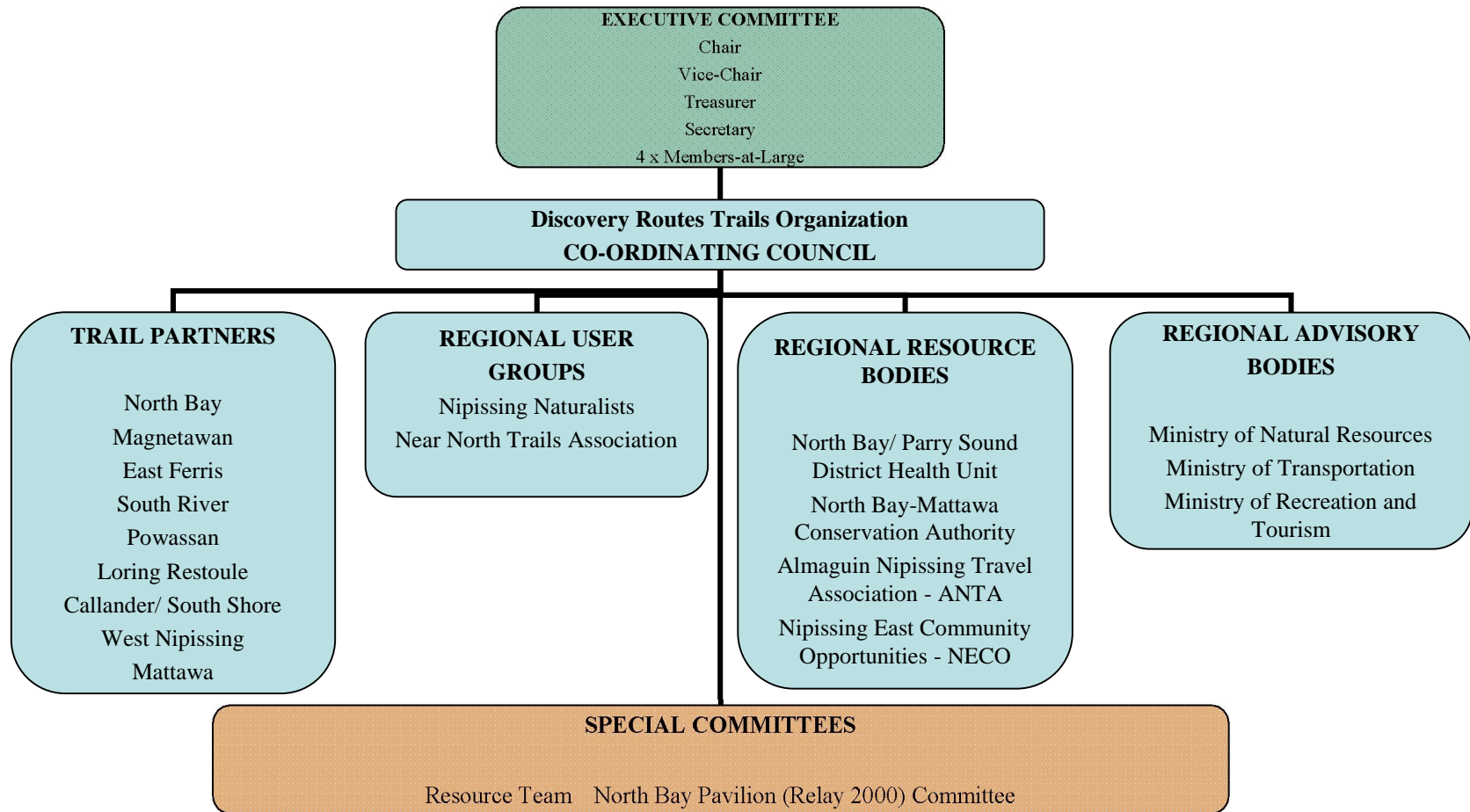
Area of Reach



- Is this the true of Northumberland Trails Committee, of the organizations it could appeal to?
- What is the strategy for dealing with those not on the list? Hunters foresters etc?
- Are you user focused or trail focused?
- Are you focused on sustainability through users or through trail development?
- They are two different core streams- do you pick one, the other; or both?



Suggested Committee Structure



Quick Review

- Assess Current Situation – review partners, stakeholders
- Identify 2 Key Strategies
- Define Mission
- Organize and Select Committees

Key Strategies – OTC to Northumberland TC



Northumberland TC? Sustainability

Reinforce the membership base

Review membership services

Pursue a range of funding sources

Explore user funding options

Mission Clarity

Northumberland TC? Strengthening the Organization

Review representation on the board

Reinforce the regional perspective

Revitalize volunteers

Establish effective committees

Build the staff of the Northumberland TC

Other?

Stakeholder

Northumberland TC Services

Northumberland
TC Services
to Stakeholders

Trail Partners

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Regional Trail Groups

- 1.
- 2.
- 3.
- 4.
- 5.

Regional Resource Bodies

- 1.
- 2.
- 3.

Regional Advisory Bodies

- 1.
- 2.
- 3.
- 4.

Trail Related Businesses

- 1)
- 2)

EXECUTIVE COMMITTEE – Chair, Vice-Chair, Treasurer, Secretary
and 4 Members-at-Large

Purpose and Function:

Job Descriptions for Members: Terms of Reference Completion

Northumberland TC Coordinating Council



TRAIL PARTNERS -

Purpose and Function:

Job Description for Members: Terms of Reference Completion

Northumberland TC Coordinating Council



REGIONAL USER GROUPS –

Purpose and Function:

Job Description for Members: Terms of Reference Completion

Northumberland TC Coordinating Council

REGIONAL RESOURCE BODIES –

Purpose and Function:

Job Description for Members: Terms of Reference Completion

Northumberland TC Coordinating Council



REGIONAL ADVISORY BODIES –

Purpose and Function:

Job Description for Members: Terms of Reference Completion

Northumberland TC Post-Op



Project Identification for After Today:

Given the creation of Northumberland TC I think our next two task should be:

Project Identification for After Today:

Given the creation of the of Northumberland TC, I think I could assist the Northumberland TC in the following way(s):