

***Repositioning for  
Growth:  
Trillium Trails Network  
Business Plan 2007-2010***

*Prepared for:*

***The Ontario Trails  
Council***

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- Mr. Ron Purchase; and
- Mr. Tim West.

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## Executive Summary

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### *Ontario Trail Industry Overview*

For many years trails in Ontario have been an integral part of the fabric of local communities, providing a venue for informal and organized participation in outdoor activities by various interest groups and individuals. Trails have emerged as a valuable mechanism through which the Provincial Government can promote active, healthy lifestyles in communities throughout Ontario and in many northern communities as a platform for tourism-based economic development.

With the release of its Ontario Trails Strategy on October 6, 2005, the Ontario Ministry of Health Promotion (OMHP) signalled the Province's interest in establishing strategic directions for planning, developing, managing, promoting and using trails in Ontario. Among the needs identified in the Strategy is one that particularly resonates with the Ontario Trails Council (OTC): the need to enhance the **sustainability of trails** by stabilizing resources for trail organizations, including financial resources.

In the past, OTC has played a key role in assisting with trail development and maintenance, raising the public profile of Ontario's trails and their importance in promoting healthy, physical activity. OTC is well-positioned to assist the Provincial Government in implementing the Trails Strategy and identified the release of the Strategy as an important opportunity to do that through further development of its Trillium Trails Network (TTN).

### *Trillium Trails Network Today*

To date, OTC has attempted to develop and promote TTN as a "master umbrella brand" for Ontario trails with several trails in various regions of the province participating in the program. Implementation of the TTN program is at the beginning stages and requires further development to realize its full potential. It has enjoyed some success in engaging local trail organizations in development and maintenance issues, but requires repositioning to broaden its appeal.

### *Trillium Trails Network Tomorrow*

#### **Mission, Purpose & Business Goals**

TTN's mission is to contribute to the long term financial sustainability of Ontario's trail infrastructure and support TDMO initiatives in developing, maintaining and managing Ontario's trails. The purpose of the TTN is to develop and offer trail industry support programs to Ontario-based TDMOs.

TTN's business goals include:

- To engage and facilitate the involvement of trail users, the Ontario government and interested third parties in contributing financially to the expansion, ongoing development and maintenance of Ontario's trail infrastructure.
- To channel financial and technical assistance to TDMOs in the expansion, ongoing development and maintenance of Ontario's trail infrastructure.

- To promote and facilitate co-operative and collaborative trail planning, development and management among Ontario's TDMOs.
- To promote environmental stewardship through responsible approaches to trail development and maintenance.
- To promote and encourage use of Ontario's trail infrastructure by Ontario residents and visitors.

TTN will **not** be a trail management association or organization. It will not replace any existing trail organizations, nor will it be open to participation by trail user groups or organizations that do not have responsibility for developing or maintaining trails.

### Industry Sectors

Ontario's trail infrastructure is diverse with TDMOs facing many trail development and management opportunities. Across the industry as a whole there are more differences than similarities in the opportunities facing TDMOs. Within industry sectors, however, more of the opportunities are common. To capitalize on commonalities and shared opportunities, TTN will offer programs for TDMOs on a sectoral basis to three industry sectors identified as Blue, Green and Gold.

- **Blue** sector - will comprise TDMOs developing and/or maintaining water (and land used for portage) trails for travel primarily by canoes, kayaks and other self-powered vehicles. Mandatory fees for use of trails may or may not be charged.
- **Green** sector - will comprise TDMOs developing and/or maintaining land-based trails free of

mandatory trail use fees to permitted users where motorized uses are not typically permitted; and

- **Gold** sector - will comprise TDMOs developing and/or maintaining land-based trails requiring a mandatory use fee and primarily used for assisted travel by ATV, motorcycle, snowmobile, other forms of off-road vehicles, horseback, dog sled or bicycle.

### Programs and Program Participation

TTN will develop and offer a portfolio of **five programs** to participating TDMOs: financial support; revenue generation; technical support; management forums; and trail marketing.

The purpose of the **financial support program** is to assist TDMOs with trail development and maintenance by boosting their budgets for these activities. Loans and grants from an Ontario Trail Sustainability Fund (OTSF) will be awarded to TDMOs for approved trail development and maintenance projects.

The purpose of the **revenue generation program** is to develop and offer revenue generation tools to TDMOs to expand their capacity for generating trail development and maintenance funds.

The purpose of the **technical support program** is to provide TDMOs with convenient access to technical information, advice and expertise regarding best trail development, maintenance and management practices.

The purpose of the **trail development and management forum program** is to develop an effective mechanism for face-to-face meetings of

Ontario TDMOs within each industry sector (Blue, Green, Gold) where consensus on province-wide trail development and management policies and practices can be fostered.

The purpose of the **trail marketing program** is to raise awareness and increase confidence among users, potential users, tourism promoters and private tourism operators of Ontario's trail infrastructure.

Each of the TTN programs is open to participation by non-profit, non-commercial Ontario TDMOs authorized and responsible for the development and/or management of Ontario trails. By the third year of business plan implementation, TTN is targeting participation of 100% of Ontario TDMOs in at least one program, with the majority participating in all five programs.

## **Organization Structure & Operation**

TTN will operate as a program division of the Ontario Trails Council (OTC) under the direction and supervision of the OTC Executive Director.

A TTN Management Committee will oversee the operation of all TTN programs while an OTSF Awards Sub-Committee will be responsible for approving applications and awarding funds in response to TDMO applications to the financial support program.

A Staff Team comprised of the OTC Executive Director, Administrative Assistant, Partnership and Marketing Coordinator, Financial Support Program Coordinator, and 3 Sector Liaison Coordinators will carry out the operational functions of TTN.

The Ontario Trails Council will continue to liaise with Government Departments and Agencies, and represent the broader trails community on issues like liability insurance, conflicting trail uses and program and event development, etc.

## **Financial Operating Projections**

The Ontario Government will be approached to provide ongoing funding for the operations of TTN, estimated at approximately \$1.27 million over the three year business plan

Up to 91% of the financing for the OTSF will be sought from various Provincial and Federal Government agencies/ departments through a number of mechanisms. Corporate partnerships and sponsorships, individual and estate donations and contribution from foundations will be sought out to provide the other 9%".





# 1. Business Framework

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## 1.1 *Vision*

TTN's vision for Ontario's trail industry is a province-wide network of trails that continues to develop in response to identified needs and benefits while being operated on a financially sustainable basis. This network is operated by Trail development and management organizations (TDMO) working collaboratively at the provincial level to capitalize on collective trail development and management opportunities.

## 1.2 *Mission*

TTN's mission is to contribute to the long term financial sustainability of Ontario's trail infrastructure and support TDMO initiatives in developing, maintaining and managing Ontario's trails.

## 1.3 *Purpose*

The purpose of the TTN is to develop and offer trail industry support programs to Ontario-based TDMOs.

## 1.4 *Business Goals*

TTN's business goals include:

- To engage and facilitate the involvement of trail users, the Ontario government and interested

third parties in contributing financially to the expansion, ongoing development and maintenance of Ontario's trail infrastructure.

- To channel financial and technical assistance to TDMOs in the expansion, ongoing development and maintenance of Ontario's trail infrastructure.
- To promote and facilitate co-operative and collaborative trail planning, development and management among Ontario's TDMOs.
- To promote environmental stewardship through responsible approaches to trail development and maintenance.
- To promote and encourage use of Ontario's trail infrastructure by Ontario residents and visitors.

## 1.5 *Operating Principles*

There are a number of fundamental principles that serve as the foundation upon which TTN will operate.

### **Principle #1: Inclusive**

TTN will actively encourage participation by all types of non-commercial, not-for-profit Ontario TDMOs -- including community-based trail organizations, municipalities, conservation authorities, provincial and national parks -- from all parts of Ontario. TTN programs are open to TDMOs that have responsibility and authority for developing and/or maintaining Ontario's trails.

### **Principle #2: Voluntary Participation**

TDMOs will not be coerced or pressured to participate in TTN programs. Participation is

voluntary with TDMOs deciding to participate, or not, based on the benefits provided through the programs.

### **Principle #3: Local Control and Provincial Coordination**

For TDMOs that choose to participate in TTN programs, control of trail development and maintenance will continue to be exercised at the local level by TDMOs. At the same time, through participation in TTN programs TDMOs will be engaged in activities designed to achieve coordination and collaboration of trail development and management at a provincial level.

### **Principle #4: Industry Sectors**

Ontario's trail infrastructure is diverse with TDMOs facing many trail development and management opportunities. Across the industry as a whole there are more differences than similarities in the opportunities facing TDMOs. Within industry sectors, however, more of the opportunities are common.

To capitalize on commonalities and shared opportunities, TTN programs will be offered on a sectoral basis to three industry sectors identified as Blue, Green and Gold.

- **Blue** sector – will comprise TDMOs developing and/or maintaining water (and land used for portage) trails for travel primarily by canoes, kayaks and other self-powered vehicles. Mandatory fees for use of trails may or may not be charged.

- **Green** sector – will comprise TDMOs developing and/or maintaining land-based trails free of mandatory trail use fees to permitted users where motorized uses are not typically permitted.
- **Gold** sector – will comprise TDMOs developing and/or maintaining land-based trails requiring a mandatory trail use fee and primarily used for assisted travel by ATV, motorcycle, snowmobile, other forms of off-road vehicles, horseback, dog sled or bicycle.

## 2. Programs

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### 2.1 Program Portfolio

TTN will develop and offer a portfolio of **five programs** to participating TDMOs: financial support; revenue generation; technical support; management forums; and trail marketing.

Self-selected into Blue, Green, and/or Gold sectors, and with TTN staff assistance, participating TDMOs will collectively shape and customize TTN's programs to meet the unique needs of each sector.

It is likely that there will be differences among sectors in how TTN programs are configured and applied. Moreover, TDMOs developing and managing a broad range of types of trails may participate in TTN programs in more than one sector.

### 2.2 Program Participation

Each of the TTN programs is open to participation by non-commercial, not-for-profit Ontario TDMOs authorized to and responsible for the development and/or management of Ontario trails.

While participating in TTN programs, TDMOs will be expected to maintain membership in the Ontario Trails Council and adhere to sectoral policies and practices endorsed by TTN trail development and management forums (see Trail Development & Management Forums Program, below).

### 2.3 Financial Support Program

#### Purpose

On their own, many TDMOs struggle to **consistently** raise sufficient funds to develop and maintain their trails. Although they may be "flush" some years, in some years development projects and/or trail maintenance needs are inadequately funded. If the Ontario trail infrastructure is to be fully developed and sustainability operated, financial help in the lean years is required.

The purpose of the **financial support program** is to assist TDMOs with trail development and maintenance by boosting their budgets for these activities.

Funds from this program will be provided periodically, on a matching basis, to assist TDMOs with **trail development and/or maintenance projects**.

The program is not intended to provide a TDMO with a flow of cash year after year after year although TDMOs will not be prevented from applying for and receiving support more than once. Neither will funds from this program be the only source of funding to support TDMO trail development and maintenance activities.

#### How It Will Work

TTN will solicit and accumulate financial contributions from a variety of public and private sources to build the Ontario Trails Sustainability Fund (OTSF). Annually, Ontario TDMOs will be invited to submit applications for OTSF assistance

to fund trail development and/or trail maintenance projects.

Funding applications will be assessed against established objective criteria and those demonstrating the greatest combination of need and benefit will be recommended for approval.

### *OTSF Contributions*

TTN will solicit contributions to the OTSF from the Ontario Government, the Federal Government, private sector corporations and businesses, and private individuals, estates and foundations.

TTN will approach various government agencies/departments to secure funding for the projects as developed by the OTSF process, ideally in the form of a 'legacy' contribution, annual contributions or some combination of both. If a legacy contribution is acquired, the contribution would be invested and annual investment earnings would be available for award to approved projects.

TTN will approach private sector corporations and businesses to negotiate annual sponsorship agreements and/or seek annual philanthropic donations. Corporations and businesses with business interests in the trail industry – such as recreational vehicle manufacturers and retailer, sports and recreation equipment manufacturers and retailers, and outdoor adventure tourism operators – will be approached first.

TTN will establish a Trillium Trails Network Foundation as a registered charity and actively seek “charitable” donations from individuals, estates, and other foundations.

Through consultations with trail industry stakeholders including Ontario Government Ministries, Industry Canada/FedNor, provincial trail management and user organizations and TDMOs, TTN will establish annual targets for contributions to, and awards from, the OTSF.

### *OTSF Awards Process & Criteria*

Not-for-profit Ontario TDMOs, with legal authority and responsibility for developing and/or maintaining trails on lands being used, will be eligible and invited to submit applications for financial assistance to the OTSF.

TDMOs, whose applications satisfy OTSF funding criteria and are approved by an OTSF Awards Committee, will be offered a non-repayable contribution (grant), a repayable contribution (loan) or a combination of the two.

TDMOs will be invited to submit applications for development and/or maintenance projects of up to 12 months in duration. Types of projects considered for OTSF awards are likely to include, but not necessarily be limited to:

- Rehabilitation/upgrading of existing, deteriorating trails;
- Replacement/upgrading of bridges on existing trails; and
- Creation/development of new trail sections or trails. TTN will not accept applications for projects that are likely to displace traditional land users.

TDMOs may submit applications annually although no more than one application from any TDMO will be permitted in a single year.

A two-stage evaluation process will be used to assess TDMO project applications.

During the first stage, assessment of the project's benefit and cost as well as the TDMO's financial need will be undertaken by TTN staff using pre-established, objective criteria communicated to TDMOs in advance of invitations to submit project applications. These criteria will be developed in consultation with trail industry stakeholders including Ontario Government Ministries, Industry Canada/FedNor, provincial trail management organizations and TDMOs, based on the following recommended guidelines:

- **Benefits** – demonstrable and measurable benefits for trail users which could include the reduction of risks and hazards or improved trail safety.
- **Standardized costs** – average costs/km of trail by type and geographic location for trail development and/or maintenance activities.
- **Financial need** – capacity of a TDMO to undertake the trail development and/or maintenance project with funds and other resources available to them at the time of the application. In other words, a gap between the project's financial requirements and the resources of the sponsoring TDMO.
- **Sustainability** – capacity of a TDMO to continue to be able to sustain maintenance of trail infrastructure.

During the second stage, determination of the amount and type of award will be undertaken by the OTSF Awards Committee upon review of the level of TDMO **qualifying funds** committed to the

project. An appropriate **matching formula** will be applied.

### *Qualifying Funds & Matching Formula*

Qualifying funds will be funds raised by TDMOs through one or more of trail use/ membership fees, TTN membership sales (see Revenue Generation Program, below), fundraising, local partnerships and/or sponsorships and donations. Contributions from municipal, provincial or federal government programs or agencies would not be considered qualifying funds. However, this does not prohibit TDMOs from seeking additional project funding support from other sources including municipal, provincial or federal government contributions and/or programs.

Qualifying funds will be eligible for matching with OTSF funds up to the maximum amount of funds requested. TDMOs with the capacity to raise substantial qualifying funds – likely Southern Ontario-based TDMOs in the Gold sector as well as some urban-based TDMOs in the Green sector -- will typically be awarded repayable contributions (non-interest bearing loans) on a 1:1 or lower ratio. TDMOs with reduced qualifying fund raising capacity – likely most if not all rural Green and Gold sector TDMOs in Northern Ontario and most Blue sector TDMOs regardless of location -- will typically be awarded enhanced, non-repayable contributions (grants) on a ratio greater than 1:1.

A 1:1 matching ratio provides \$1 of OTSF funds for every \$1 of TDMO qualifying funds, while a lower ratio provides less than \$1 of OTSF funds and a higher ratio provides more than \$1 of OTSF funds.

A number of award outcomes are possible. Some applications may be denied at the end of the first stage due to insufficient demonstrated benefits, project costs substantially in excess of standardized costs, insufficient demonstrated financial need or some combination of all three. Some applications may be denied during the second stage due to the lack of TDMO qualifying funds. Some applications may be awarded funds at the end of the second stage, but less than requested and in a form (loan or grant) other than that requested. Finally, some applications may be awarded funds in the amount and form requested.

The overriding determinant of the amount of OTSF funds awarded each year will be the total amount of funds available for award. It is possible that in any given year the amount of funds requested through project applications may be less than the amount available. This would result in funds being carried over to the next year. In years when repayable contributions are repaid, this may occur.

## ***2.4 Revenue Generation Program***

### **Purpose**

It is understood that while some TDMOs are well-equipped to generate revenue through some combination of trail use/membership fees, fundraising events, sponsorships, donations and/or contributions from municipal governments, many others are not and constantly struggle to fund ongoing trail maintenance let alone development projects.

The purpose of the **revenue generation program** is to develop and offer revenue generation tools to

TDMOs to expand their capacity for generating trail development and maintenance funds.

TDMOs participating in this program will be provided with opportunities to stabilize annual operating budget revenue. In addition, revenue generated through this program is considered qualifying funds in project applications to the Financial Support Program.

### **How It Will Work**

Initially, TTN will develop three revenue generation tools for use by participating TDMOs: TTN memberships; TTN Foundation; and, fundraising training. Over time TTN will seek to expand the number and types of available revenue generation tools.

#### ***TTN Memberships***

TTN will solicit and negotiate sponsorship arrangements with commercial businesses that are motivated to build a stronger customer relationship with Ontario trail users. To avoid conflict with potential sponsorship arrangements negotiated by TDMOs, TTN will target only provincial or national scale businesses that do not have sponsorship arrangements with any TDMOs.

In exchange for providing products, services, discounts and promotions of value to trail users, corporate sponsors will obtain official sponsor status, recognition and association with Trillium Trails as well as increased exposure to potential or existing customers. The products, services, discounts and/or promotions provided by sponsors, along with a charitable donation receipt (issued by the Trillium Trails Foundation), will

comprise a TTN membership package of benefits provided to Ontario trail users and supporters who purchase TTN memberships.

TDMOs participating in the program will be entitled to sell the TTN memberships to trail users and supporters in their geographic service area. The price of the membership will be set by TTN and will be available for purchase through the TTN website. When selling a TTN membership, a TDMO will provide a website access code allowing a purchaser to purchase the TTN membership. When entered by a TTN membership purchaser, the access code will allocate 100% of the membership revenue from the sale to a revenue account for the TDMO that sold the code.

TTN memberships will be valid for 12 months from date of purchase and will be eligible for renewal annually. All or 100% of renewal revenues will also accrue to TDMOs.

### ***TTN Foundation***

TTN will establish the TTN Foundation as a federally registered charity whose purpose is to raise funds for distribution to TDMOs in support of development and maintenance of Ontario trails. TDMOs participating in the Revenue Generation Program would be eligible to provide charitable donation receipts issued by the Foundation to private individuals and businesses that provide donations to the TDMO.

With this tool, TDMOs who are not able to issue charitable donation receipts to donors will have access to that benefit.

### ***Fundraising Training***

TTN will facilitate the delivery of existing, relevant fundraising training programs for TDMO representatives. In the event that existing, readily available training programs are not considered relevant or directly applicable, TTN will work with experienced fundraising TDMOs and provincial trail management organizations to develop and deliver trail industry specific training.

## ***2.5 Technical Support Program***

### **Purpose**

Trail development and maintenance best practice information as well as technical expertise and advice currently exists but is generally unevenly distributed within the Ontario trails industry. For many TDMOs it is not conveniently accessible. This is often due to lack of knowledge about where and how to find it.

The purpose of the **technical support program** is to provide TDMOs with convenient access to technical information, advice and expertise regarding best trail development, maintenance and management practices.

### **How It Will Work**

TTN will develop and facilitate technical information sharing for participating TDMOs through four initiatives: trail development and maintenance symposiums; web-based resource library; TDMO skills and competencies inventory; and web-based discussion forums.

### *Trail Development and Maintenance Symposiums*

As demand from participating Ontario TDMOs warrants, TTN will facilitate and convene trail development and maintenance symposiums for TDMOs in each of the Blue, Green and Gold sectors to a maximum of one symposium per sector per year – maximum total of 3/year.

### *Web-Based Resource Library*

TTN will develop and maintain a web-based trail development and maintenance resource library for use by participating TDMOs. Most of the items in the on-line library will be electronic documents available for viewing and downloading.

To avoid unnecessary duplication of existing “libraries”, where repositories of information currently exist and are accessible (such as the Trent University Trails Unit), the TTN website will provide direct hypertext links to these where possible. Where such links are not possible, detailed contact information and instructions for accessing the repositories will be provided.

It is anticipated that once the Ministry of Natural Resource’s Land Information Ontario database is configured for use by the trails community, hypertext links to this information and/or detailed contact information and instruction for access will also be provided.

### *TDMO Skills and Competencies Inventory*

TTN will develop and maintain a database of TDMO personnel skills and competencies and provide a referral and matching system for trail managers seeking advice and assistance on specific

trail development and/or maintenance issues. This database and referral/matching system will be accessible by participating TDMOs through the TTN website.

### *Web-Based Discussion Forums*

To facilitate ongoing, casual exchange of trail development and management information, experiences and ideas among Ontario TDMOs, TTN will establish and moderate continuous live internet-based discussion forums. These forums will be restricted to participation by registered representatives of participating Ontario TDMOs.

## **2.6 Trail Development & Management Forum Program**

### **Purpose**

It is the desire of Ontario Government Ministries that do business with Ontario TDMOs, and Industry Canada/FedNor, that Ontario TDMOs collaborate and reach consensus on trail development and management policies and practices. To date, that has tended to occur infrequently if at all.

The purpose of the **trail development and management forum program** is to develop an effective mechanism for face-to-face meetings of Ontario TDMOs within each industry sector (Blue, Green, Gold) where consensus on province-wide trail development and management policies and practices can be fostered.



## How It Will Work

Within each of the TDMO sectors (Blue, Green, Gold) TTN will plan and facilitate **Ontario TDMO summits** at least annually. Agendas for the summits will be prepared in advance with a focus on responding to the highest priority trail development and management opportunities within each sector as identified by participating TDMOs. TTN staff will provide staff support to implement policies and practices emerging from the forums.

It is recommended that initially, the highest priority agenda item for each sector be the development and implementation of province-wide trail classification and signage systems.

Furthermore it is recommended that as a beginning framework for developing sectoral trail classification systems the following criteria be used:

- **Permitted uses** (such as walk/hike/run, inline/roller skating, skateboard, snowshoe, cross country ski, bicycle, canoe, kayak, row boat, dog sled, horseback riding, motorcycle, ATV, snowmobile, 4 wheel drive auto/truck/SUV);
- **Season of operation** (such as snow season only, non-snow season only, year round); and
- **Geographic location** (such as urban, rural, wilderness).

Other opportunities recommended for consideration in the sector forums include:

- Group liability insurance programs;
- Trail use/user conflicts;

- Resolving private landowner access issues;
- Environmental stewardship by TDMOs;
- Trail development on Crown land; and
- Regional and Provincial integration/linking of local trail systems.

Once a policy and/or practice is endorsed in a sectoral management forum, TDMOs in that sector wishing to participate in TTN programs will be required to adhere to the policy and/or practice. Those not adhering will be ineligible to participate in any of the TTN programs including financial support, revenue generation, technical support, management forums or trail marketing.

## 2.7 *Trail Marketing Program*

### **Purpose**

While Ontario's trail infrastructure is extensive, some parts are underutilized by Ontario residents and visitors. In addition, many Ontario communities, especially rural communities in Northern Ontario, are looking to trail infrastructure as an important resource for economic development through outdoor adventure tourism. There is an opportunity for TTN to contribute to the marketing of Ontario's trails.

The purpose of the **trail marketing program** is to raise awareness of Ontario's trail infrastructure and the potential health benefits of trail activities, influence trail use expectations and increase confidence among users, potential users, tourism promoters and private tourism operators of Ontario's trail infrastructure.

## **How It Will Work**

On behalf of participating TDMOs, TTN will participate in the marketing of Ontario's trail infrastructure through research and planning, product development and marketing communication activities.

### *Research & Planning*

As required, TTN will conduct market analysis of trail demand, trail users and potential users to identify regions of the province and TDMO sectors that would benefit from enhanced marketing activities. This information will be provided to participating TDMOs for use in their individual marketing activities and will inform TTN decisions about product development and marketing communications.

### *Product Development*

TTN will work strategically with the Ontario Tourism Marketing Partnership Corporation (OTMPC) as well as regional and local destination marketing organizations to develop trail tour and destination packages for delivery by TDMOs and/or private sector tourism operators.

### *Marketing Communications*

In collaboration with the Ontario Ministry of Health Promotion and other interested trail industry stakeholders, TTN will develop and implement annual marketing communication campaigns to promote the use of Ontario's trails by Ontario residents highlighting the health benefits of many types of trail use.

In partnership with the OTMPC, regional and local destination marketing organizations and other interested trail industry stakeholders, TTN will develop and implement annual marketing communication campaigns to promote the use of Ontario's trails by visitors to and within Ontario.

With the support of participating TDMOs, TTN will operate and promote an internet website designed to provide users and potential users of Ontario trails with decision-making information -- such as trail surface conditions, trail length, trail features, user opinions/comments on the trail experience, etc. -- for trails operated by participating TDMOs.

## 3. Organization Structure & Operation

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### 3.1 Overview

TTN will operate as a program division of the Ontario Trails Council (OTC) under the direction and supervision of the OTC Executive Director. It will be a new program offered by OTC to compliment its current mandate and activities such as liaising with user groups, government relations, influencing legislative change and developing regional trail management committees.

A TTN Management Committee will oversee the operation of all TTN programs while an OTSF Awards Sub-Committee will be responsible for approving applications and awarding funds in response to TDMO applications to the financial support program. Both Committees will be appointed by and report to the OTC Board.

A Staff Team comprised of the OTC Executive Director, Administrative Assistant, Partnership and Marketing Coordinator, Financial Support Program Coordinator, and 3 Sector Liaison Coordinators will carry out the operational functions of TTN.

TTN will operate from an office facility located at the Ontario Trails Council headquarters. This facility will contain offices for the Executive Director, Administrative Assistant, and storage facilities and a general purpose meeting room.

The Executive Director will initiate operations during the first year and develop terms of reference

for the TTN Management Committee and OTSF Awards Sub-Committee, and coordinate the appointment of representatives.

Staffing will be phased in as follows: First year: Administrative Assistant; Partnership and Marketing Coordinator; 3 Sector Liaison Coordinators. Second year: Financial Support Program Coordinator.

The Provincial Government will be approached to provide ongoing core funding for the operations of TTN. Provincial and Federal Government contributions to the OTSF (to match TDMO qualifying funds within the financial support program) will be secured under a separate funding formula to be negotiated with the Provincial Government Ministries (led by the Ministry of Health Promotion) and Industry Canada/FedNor, prior to first year of operation.

### TTN Management Committee

Members of the TTN Management Committee will be appointed for 3 year terms (maximum of 2 terms per member) by the OTC Board of Directors. Membership will be structured to achieve balanced representation from Northern and Southern Ontario as well as rural and urban areas of the province.

The Management Committee will comprise a Chairperson, Vice Chairperson and 9 members (3 from each industry sector - Blue, Green and Gold) at large. It will govern and direct the operations of TTN. Terms of reference describing the role and responsibilities of the Management Committee will be developed prior to the commencement of the first year of TTN operation.

## **OTSF Awards Sub-Committee**

Members of the OTSF Awards Sub-Committee will be appointed for 1 year terms (maximum 2 consecutive terms per member) by the OTC Board from the membership of the TTN Management Committee.

The Sub-Committee will comprise a Chairperson and Vice Chair Person, and 3 Members At Large (1 from each industry sector – Blue, Green and Gold). The Sub-Committee will review financial support program applications from TDMOs in the context of re-defined funding criteria and make awards to approved applications.

Terms of reference describing the role and responsibilities of the OTSF Awards Sub-Committee will be developed prior to the commencement of the first year of TTN operation.

## **OTC Executive Director**

The OTC Executive Director will oversee the staff team of TTN and liaise with the TTN Management Committee on operational matters.

This position will be directly responsible for:

- liaising with the TTN Management Committee;
- liaising with the OTSF Awards Sub-Committee;
- implementation of the TTN annual work program;
- hiring and managing TTN staff;
- liaising with public sector partners on funding and policy matters;

- establishing and maintaining working relationships with other provincial and regional trails associations; and
- budget establishment and control.

## **Administrative Assistant**

This position will report directly to the OTC Executive Director and be responsible for: secretarial assistance to the Executive Director; research and report writing; assisting with operational policy formulation; office management, timesheets; vacation schedule; reception.

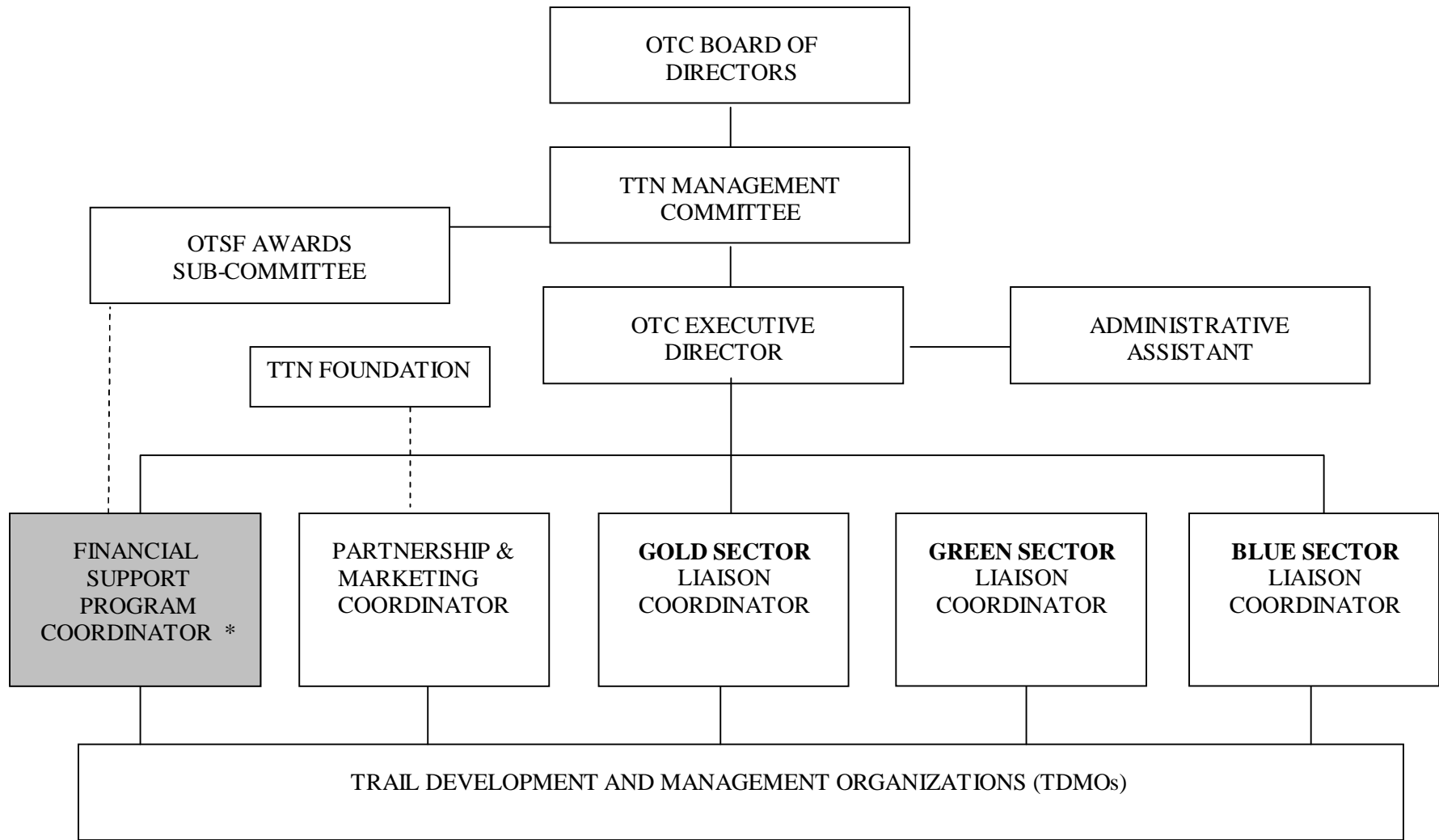
## **Partnership and Marketing Coordinator**

This position will report directly to the OTC Executive Director and be responsible for developing and managing two programs – revenue generation and trails marketing – in addition to soliciting private sector business, individual, estate and foundation contributions to the OTSF

## **Financial Support Program Coordinator**

This position will report directly to the OTC Executive Director and is responsible for development and management of the financial support program with the exception of soliciting OTSF contributions from private sector businesses, individuals, estates and foundations (which is the responsibility of the Partnership and Marketing Coordinator, above).

## TTN Organizational Chart



\*Financial Support Program Coordinator year 2

### **Sector Liaison Coordinators (3)**

These positions (one position for each of Blue, Green and Gold sectors) will be responsible for developing and managing the trail management forum program and the technical support program within their sector.

## 4. Financial Operating Projections

### 4.1 Financial Projections

Exhibit 4.1 presents the pro forma operating revenue and expense projections for the first three years of implementation of the TTN business plan. These projections are based on estimated expenses of operating TTN as a self-contained operating unit within the Ontario Trails Council but functionally separate from current OTC operations.

Overall, the projected financial operating results show a moderate increase each year in both revenues and expenditures, with annual revenue equal to annual operating expenses.

It is important to note that these estimates may change as further operational planning progresses and the volume of TDMO funding applications increases (both in number and financial request amounts). These projections are intended to serve as support requests to Provincial and Federal Government in support of the OTSF and TTN's operational requirements.

The business planning process did not allow for detailed financial planning, rather provided the framework within which to organize the new business of TTN. Staff and TTN Management Committee members will need to incorporate the results of this planning process into the detail required for the budget planning process for the first and subsequent years.

### 4.2 Assumptions

Assumptions underlying line items are described below. In addition, an annual 6% increase in staff salaries and 3% increase in operating expenses have been assumed.

	Projected Year One	Projected Year Two	Projected Year Three
<b>Revenue</b>			
Proposed Operation Grant	\$ 375,900	\$ 425,200	\$ 468,700
Public Sector OTSF Contributions	\$ -	\$ 800,000	\$ 1,600,000
Corporate Partnerships & Sponsorships	\$ -	\$ 40,000	\$ 80,000
Donations	\$ -	\$ 40,000	\$ 80,000
<b>Total Revenue</b>	<b>\$ 375,900</b>	<b>\$ 1,305,200</b>	<b>\$ 2,228,700</b>
<b>Operating Expenses</b>			
Salaries and Wages	\$ 248,000	\$ 292,600	\$ 301,300
Benefits	\$ 37,200	\$ 43,900	\$ 45,200
Office Rent	\$ 12,000	\$ 12,400	\$ 12,700
Insurance	\$ 1,000	\$ 1,000	\$ 1,100
Legal/Accounting	\$ 3,000	\$ 2,000	\$ 2,100
Telephone	\$ 2,400	\$ 4,800	\$ 4,900
Office Supplies	\$ 1,200	\$ 2,400	\$ 2,500
Utilities	\$ 1,800	\$ 1,900	\$ 1,900
Marketing & Promotions	\$ 16,800	\$ 1,200	\$ 1,300
Vehicle Travel	\$ 10,000	\$ 7,000	\$ 7,200
Air Travel	\$ 10,000	\$ 8,000	\$ 8,200
Accommodation	\$ 12,000	\$ 6,000	\$ 6,200
Interest and Bank Charges	\$ 500	\$ 500	\$ 500
OTSF Awards	\$ -	\$ 880,000	\$ 1,760,000
Management Forum Program Support	\$ 12,000	\$ 12,400	\$ 12,700
Trail Marketing Program	\$ -	\$ 20,000	\$ 51,500
Board/Advisory Committee Mtg. Support	\$ 8,000	\$ 9,100	\$ 9,400
<b>Total Expense</b>	<b>\$ 375,900</b>	<b>\$ 1,305,200</b>	<b>\$ 2,228,700</b>
<i>Source: David A. Clark Consulting Inc., 20007; the Tourism Company, 2007</i>			

## **Operations**

It is assumed that TTN will have a normal business day of 8 hours and staff will work a normal work week of 40 hours. Alternate hours may need to be determined after TTN is in full operating mode.

## **Revenue**

### ***Request to MHP for Operating Grant***

The Ministry of Health Promotion will be approached for an operating grant to fully offset annual operating expenses, while public sector OTSF contributions will match OTSF awards.

### ***Public Sector OTSF Contributions***

The amount of OTSF contributions will be determined by the amount of OTSF awards. As described in Section 2.3 (Financial Support Program, above), *“Through consultations with trail industry stakeholders including Provincial Government Ministries, Industry Canada/FedNor, provincial trail management and user organizations and TDMOs, TTN will establish annual targets for contributions to, and awards from, the OTSF”*.

Public sector OTSF contributions are expected to begin in the second year, consistent with Awards to TDMOs. For illustrative purposes, public sector contributions are projected at \$800,000 in the second year, increasing to \$1.6 million in the third year.

### ***Corporate Partnerships & Sponsorships***

While it is not known the extent to which corporations will become partners or sponsors of

TTN’s financial support and revenue generation programs, past experience has shown that given the right circumstances private business does willingly contribute financially to trail development and maintenance activities.

A target for corporate support of 5% of public sector support has been assumed.

### ***Donations***

The experience of the Trans Canada Trail Foundation suggests that it is possible to attract donations for trail development from individuals in exchange for recognition and charitable donation receipts, while donations from estates to a wide variety of “causes” are common. At the same time many provincial and national foundations typically provide one time financial contributions to projects like trail development that deliver health and community development benefits.

As with corporate partnerships and sponsorships, it is nearly impossible to confidently identify the level of donations to the OTSF that TTN can expect without more detailed primary research. For the purposes of this business plan, a target for donations of 5% of public sector contributions has been set.

## **Expenses**

### ***Salaries***

It is assumed that the OTC Executive Director will continue to work on OTC as well as TTN initiatives. In the initial stages of implementing the TTN business plan the position will spend a considerable amount of time on TTN business.



For the first year of this business plan the allocated cost salary portion has been estimated at 80%, declining to 70% in the second year and 60% by the third year based on an annual salary level of \$55,000 . As TTN programs are fully implemented and established, the time commitment is expected to decline substantially after 2010.

The Administrative Assistant is also a position that currently exists at OTC and is expected to devote substantial time to TTN during the first three years of business plan implementation. An allocation of 80% in the first year, declining to 70% in the second year and 60% in the third year as been estimated based on an annual salary level of \$30,000.

The Partnership and Marketing Coordinator and the Green, Blue, Gold Sector Coordinator positions will commence in year one with annual salaries of \$45,000.

The Ontario Trails Sustainability Fund Coordinator will commence in year two at an annual salary of \$48,000.

Annual wage increases have been estimated at 6%.

### ***Benefits***

Benefits have been calculated at 15% of gross salary and wages.

### ***Office Rent***

Corporate office space has been estimated to be 1,000 square feet at a monthly cost of \$1,000.

### ***Insurance***

Insurance for operations has been estimated at \$1,000 annually.

### ***Legal and Accounting***

Funds will be required in year one to establish TTN as an operating entity within OTC so accounting and bookkeeping system expense has been estimated at \$3,000 in the first year. In years two and three this expense is expected to decrease to \$2,000 annually.

### ***Telephone***

Telephone has been estimated at \$200 monthly in year one and increases to \$400 per month in years two and three.

### ***Office Supplies***

Office supplies have been estimated at \$100 each month in year one and \$200 each month in years two and three.

### ***Utilities***

Office space utilities have been estimated to be \$150 each month.

### ***Marketing***

Most of the cost of marketing will be the salaries of TTN staff (which have been accounted for above -- see Salaries) and vehicle and air travel costs related to the Business Plan Launch Workshops in the first year (see Section 5.2, below). However, meeting

space costs related to the Business Launch Workshops and website development and maintenance costs (see Section 5.2, below) are additional marketing costs.

An allowance of \$200/workshop for 28 workshops (\$5,600) has been assumed for Year 1. In addition an allowance of \$10,000 for website development in Year 1 and \$1,200/year for website hosting in each of the three years has been assumed.

#### ***Vehicle Travel***

Vehicle travel has been estimated at \$10,000 in the first year and decreasing to \$7,000 in years two and three.

#### ***Air Travel***

Air travel has been estimated at \$10,000 in the first year decreasing to \$8000 in years two and three.

#### ***Accommodation***

Accommodation has been estimated at \$1,000/month in year one, decreasing to \$500/month in years two and three.

#### ***Interest and Bank Charges***

Interest and Bank Charges have been estimated at \$500 annually.

#### ***OTSF Awards***

No awards are expected in the first year as time will be required to finalize application criteria and

application process, and to market the TTN programs.

An allowance of \$880,000 in year two, equal to the combined total of public sector contributions, corporate partnerships and sponsorships, and donation, has been provided. In year three total contributions and hence award allowance is assumed to double to \$1,760,000.

#### ***Management Forum Program Support***

Expenses to support annual summits for each industry sector have been included in the amount of \$12,000 (\$4,000 each sector) in year one. This amount is estimated to remain the same for years two and three.

#### ***Trail Marketing Program***

Spending on market research and advertising and promotion activities have been estimated at approximately \$20,000 beginning in the second year, increasing to approximately \$50,000 in year three.

#### ***Advisory Board/OTSF Awards Committee Support***

Expenses to support TTN Advisory Board functions have been estimated at \$6,000 the first year (3 meetings @ \$2,000) and reduced in years two and three to \$4,000 (2 meetings @ \$2,000).

Expenses to support OTSF Awards Committee meetings and activities has been estimated at \$2,000 the first year (initial meeting and training) and \$5,000/year in years two and three (2 proposal review meetings and related support annually @ \$2,500).

## 5. Marketing

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### 5.1 Goal & Client Group Focus

Effective implementation of a re-positioned TTN will require substantial and targeted marketing activities. As described in this business plan, many changes in what TTN is and how it will operate are being introduced.

The overriding goal of the marketing activities over the next 3 years is to attract TDMOs to participate in the TTN programs. In fact, TTN's target is participation by 100% of Ontario TDMOs in one or more of TTN's programs by the end of the third year.

In general there are three types of TTN client groups that will be the focus of the marketing activities: Ontario TDMOs that are past or current participants in TTN; Ontario TDMOs that have not previously participated in TTN; and, other trail industry stakeholders.

#### **Ontario TDMOs - Current/Past TTN Participants**

Many in this client group may have a preconceived idea of what TTN is based on their current or past experience or their opinion based on previous iterations of TTN. Some may have some understanding (or be confused) about the new TTN based on participation in the study consultations. As

- To change current or previous understandings of TTN, or at the least overcome any confusion about how and why it is changing.
- To achieve understanding of the benefits of participating in TTN; and
- To retain or re-engage most if not all of this client group as participants in the new TTN programs.

#### **Ontario TDMOs - No Previous Relationship With TTN**

Many in this client group will have little understanding of TTN while some may have some understanding based on participation in the study consultations. Overall however, this group will be mostly unaware of what TTN is and what it is offering. As a result, the marketing objectives for this group are twofold:

- To achieve understanding of what TTN is, what it is offering and what the benefits of participating in TTN programs are; and
- To generate at least trial participation in TTN programs from most, if not all, members of this client group.

#### **Other Ontario Trail Industry Stakeholders**

This group is comprised of three subgroups: public sector partners; private sector partners; and provincial trail management and user group organizations.

### ***Public Sector Partners***

TTN will approach the various Provincial and Federal agencies/ departments to contribute to the Ontario trail development.

The Financial Support Program is the cornerstone of TTN and offers TDMOs the most sought after benefit. In fact, without their commitment to providing OTSF contributions and to providing operating funds for TTN (see Section 4, Financial Operating Projections) this business plan is unlikely to be implemented.

As a result of the consultations during the study, the Ministry of Health Promotion and Industry Canada/FedNor representatives will have a sound understanding of what the new TTN will look like and be doing, as well as their key role in its success. Some other Ontario Government Ministries will be less familiar with the new TTN.

Assuming that the required financial commitments are obtained and implementation of the business plan proceeds, the marketing objective for this subgroup is clear: to build and maintain complete understanding of progress in implementing the TTN business plan.

### ***Private Sector Partners***

TTN will be seeking private sector businesses as contributors to the OTSF and as sponsors for a TTN membership (see Revenue Generation Program, Section 2). The focus will initially be on businesses such as manufacturers and retailers of ATVs,

snowmobiles, bicycles and other types of sports equipment for trail users.

Few if any of TTN's potential partners in this client group will be aware of TTN in its current state, let alone the new TTN. In addition, competition for partnerships and sponsorships with private businesses is intense. As a result, the marketing objective for this client group is: to build awareness and understanding of TTN and potential partnership and sponsorship opportunities available to businesses.

### ***Provincial Trail Management and User Groups***

This sub group comprises all of the non-governmental, provincial organizations and associations active in the Ontario trails industry including, but not necessarily limited to:

- Associations representing all terrain vehicle riders, trail managers, manufacturers and retailers;
- Associations representing motorcycle trail riders, trail managers, manufacturers and retailers;
- Associations representing snowmobile riders, trail managers, manufacturers and retailers;
- Associations representing equestrian trail riders and trail managers;
- Associations representing bicycle trail riders, trail managers, manufacturers and retailers;
- Associations representing hikers and hiking trail managers; and
- Associations representing cross-country skiers, and cross-country trail managers.

Most of these groups have either TDMOs or representatives of TDMOs as members and are likely to be influencers of TDMO decisions to participate or not participate in TTN programs. As a result, the marketing objective for this subgroup is: to build and maintain a positive working relationship based on common interest in supporting and promoting trail development and sustainable management by TDMOs.

## 5.2 *Marketing Functions*

The marketing activities that TTN will undertake to achieve the marketing objectives with each of its client groups encompass 2 of the 4 marketing functions: research and planning and marketing communications. Program and service development and delivery, and sales promotion are the two marketing functions not included in this marketing plan.

Program and service development and delivery in fact represents the core activities TTN will be undertaking as described in Section 2. Sales promotion activities have been fully integrated with program and service development and delivery and therefore described where appropriate in Section 2, as well.

### **Research and Planning**

#### *TDMO Database*

The first and most important marketing activity for TTN is the development of a comprehensive and accurate database of TDMOs. The Ontario Trails Council currently maintains a membership and trail industry stakeholder contact database that can

be used as a starting point. Information to be captured in the database includes:

- TDMO name and likely sector alignment (i.e. Blue, Green, Gold -- to be confirmed by TDMO representatives at the time they participate in TTN program or programs;
- Primary TDMO representative name, address, telephone number and e-mail – name and e-mail are the most critical;
- Description and characteristics of trails being developed or managed/maintained – location of trails, number of trails, length of each, types of use permitted; and,
- Provincial association memberships/affiliations, if any.

It is critical to the efficient operation of TTN programs that this database and the information in it are kept current and accurate.

#### *Private Sector Partner Prospects Database*

Development of a private sector partner and sponsor prospects database will begin as soon as this business plan is launched and will be continually in development and refinement as some prospects are converted to partners and/or sponsors, some prospects decline the opportunities and new prospects are uncovered.

### **Marketing Communications**

#### *Business Plan Launch Workshops*

During the first six months of implementing the TTN business plan, TTN will develop, arrange and facilitate a series of 25-30 half-day workshops with

TDMOs across Ontario. The workshops will be scheduled to occur in the evenings (which is convenient for TDMO representatives who tend to be volunteers with day jobs) in locations that are central to groups of TDMOs. At a minimum, it is expected that workshop locations will include:

- In southern, central and eastern Ontario – Chatham, London, Kitchener/Waterloo, Brantford, St. Catharines, Toronto, Owen Sound, Orillia, Bancroft, Peterborough, Kingston, Brockville, Ottawa and Pembroke;
- In northern Ontario – Huntsville, Parry Sound, North Bay, Sudbury, Timmins, Elliot Lake, Sault Ste. Marie, Hearst, Marathon, Thunder Bay, Fort Frances and Dryden.

Using the TDMO database developed by TTN (see TDMO Database, above), TDMO representatives will be sent a package of information describing the TTN programs and inviting them to attend one of the scheduled workshops.

At the workshops, TTN staff will describe and answer questions about the TTN programs, their status at that point in time, expected developments over the following 6 months and the procedure for a TDMO to participate in any or all of the programs.

#### *E-newsletters*

TTN will develop and periodically distribute an e-mail newsletter to TDMOs who have accepted an invitation to subscribe. The newsletter will be designed to keep TDMOs informed of progress with implementation of the TTN business plan and its programs and to notify TDMOs of upcoming events and dates including the dates (and location)

for management forum summits and deadline dates for submitting applications to the OTSF.

#### *TTN Website*

Either a new website, or a portion of the OTC website, will be developed and populated with information about the TTN business plan and programs, including but not limited to:

- Full text of the TTN business plan and updates and revisions as they are produced;
- Detailed descriptions of each of the TTN programs including their current status;
- Application forms and instructions for TDMOs intending to submit OTSF applications;
- Continually updated schedule of events including initially dates and locations for the Business Plan Launch Workshops (see above) and dates and locations for sectoral management forum summits;
- Opt-in subscription form for the TTN e-newsletter (see above);
- Hypertext link to the TTN resource library, discussion forums and TTN membership purchase micro sites.

#### *Quarterly and Annual Reports*

As the primary tool for keeping TTN's public sector partners informed of TTN business plan progress, quarterly and annual reports on each of the TTN programs and the overall operation of TTN will be prepared and forwarded to representatives of key Ontario Government Ministries and Industry Canada/FedNor.

## 6. Implementation Schedule

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Exhibit 6.1 presents the proposed Business Plan implementation schedule. It identifies the expected timing by quarter over the next three years for undertaking tasks as described in the Business Plan. Page references have been provided to allow readers to go to the appropriate place within this document for complete descriptions of the tasks.

Most organization structure and operations, financial operations and corporate marketing tasks are scheduled to begin immediately (Year 1, first quarter) to provide the means and organizational capacity for beginning many of the TDMO programs at the beginning of Year 2. The exceptions are:

- Appointing members to the TTN Management Committee (Year 1, second quarter);
- Developing terms of reference for OTSF Awards Sub-Committee (Year 1, third quarter);
- Appointing members to the OTSF Awards Sub-Committee (Year 1, fourth quarter);
- Recruiting and hiring the Financial Support Program Coordinator (Year 1, fourth quarter);
- Developing and delivering the Business Plan Launch workshops (Year 1, second quarter); and
- Developing and distributing TDMO e-newsletters (Year 1, second quarter).

The Revenue Generation, Technical Support and Trail Development and Management Forum

programs are scheduled to be operational by the beginning of the second year.

The Financial Support program will begin accepting applications for OTSF awards at the beginning of Year 2, with the first awards made by the fourth quarter of Year 2.

The Trail Marketing program is scheduled to begin midway (third quarter) through Year 2 and to be fully operational by the beginning of Year 3.

Exhibit 6.1: TTN 3-Year Implementation Schedule

Task	Page Ref.	Timing												
		Year 1				Year 2				Year 3				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>Financial Support Program</b>														
Apply for Provincial and Federal Government Contributions to OTSF	14													
Solicit Donations/Negotiate Sponsorships with Private Sector Corporations	14													
Establish Trillium Trails Network Foundation & Seek Donations	14													
Establish Targets for OTSF Awards	14													
Invite Project Funding Applications From TDMOs	14													
Assess TDMO Project Funding Applications and Make OTSF Awards	15													
<b>Revenue Generation Program</b>														
Solicit & Negotiate TTN Membership Sponsorships with Private Sector Corporations	16													
Develop and Offer TTN Membership Packages For Sale BY TDMOs	16													
Establish Trillium Trails Network Foundation & Seek Donations	17													
Facilitate Delivery of Fundraising Training Programs	17													
<b>Technical Support Program</b>														
Facilitate and Convene Trail Development and Maintenance Symposiums	17													
Develop and Maintain Web-Based Resource Library														
Develop and Maintain TDMO Skills & Competencies Database & Referral/ Matching System	18													
Establish and Moderate Web-Based Discussion Forums	18													
<b>Trail Development &amp; Management Forum Program</b>														
Plan & Facilitate Industry Sector Summits	18													
<b>Trail Marketing Program</b>														
Conduct Trail Market Demand Research & Analyses	20													
Develop Trail Tour & Destination Packages	20													
Develop & Implement Annual Marketing Communication Campaign -- Ontario Residents	20													
Develop & Implement Annual Marketing Communication Campaign -- Ontario Visitors	20													
Develop, Maintain & Promote Trail User Website	20													
<b>Organization Structure &amp; Operation</b>														
Develop Terms of Reference for TTN Management Committee	21													
Appoint TTN Management Committee	21													
Develop Terms of Reference for OTSF Awards Sub-Committee	22													
Appoint OTSF Awards Sub-Committee	22													
Secure & Set-Up Office Space For TTN Staff	21													
Recruit and Hire Partnership Marketing Coordinator	22													
Recruit and Hire Financial Support Program Coordinator	22													
Recruit and Hire Sector Liaison Coordinators	22													
<b>Financial Operations</b>														
Prepare Annual Operating Budget	25													
Negotiate and Secure Ontario Government Operating Grant	26													
<b>TTN Corporate Marketing</b>														
Development of Comprehensive TDMO Contact Database	31													
Development & Maintenance of Private Sector Partner & Sponsor Prospect Database	31													
Develop & Deliver Business Plan Launch Workshops	31													
Develop & Distribute TDMO E-Newsletters	32													
Develop & Maintain TTN Corporate Website	32													
Prepare & Deliver Quarterly & Annual Reports to Public Sector Funders	32													

Source: the Tourism Company, 2007