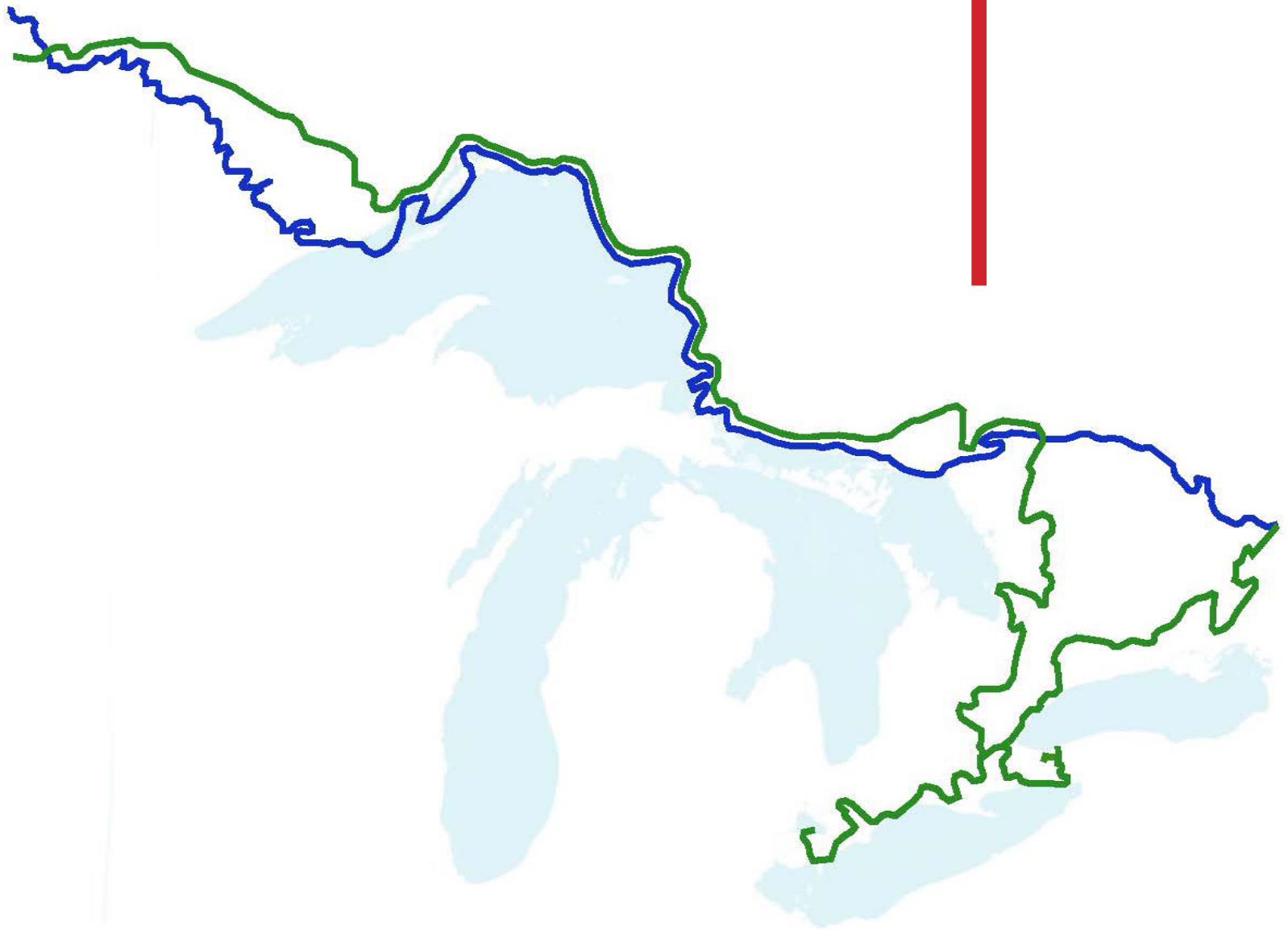


STRATEGIC PLAN



2020-2030



Project Supervisor, Principal Reviewer and Editor:
Mike Bender

Reviewer:
Richard Wyma

Author and Creator:
Shompa Hai

Layout Design, Composition and Illustration:
Shompa Hai



Diane Whelan on Lake Superior Water Trail



Coastal Trail, North of Sin Clair Cove. Photographer: Carol Dersch



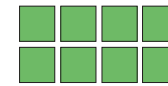
Source: Mike Bender

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TCTO TEAM



2020-2030

Trans Canada Trail Ontario (TCTO) has a board of volunteer members and the organization is run by a General Manager. A bio of each member of the team is included in the Appendix section of this document. TCTO maintains a Post Office Box, Emails, Website, Facebook, Twitter and Instagram accounts. Account details are provided on the last page of this document.

Trans Canada Trail Ontario Board of Directors

Mike Bender
Chair

Richard Wyma
Secretary/Treasurer

Kristen Wiebe
Director

Alex Kilgour
Director

Richard Scott
Director

Trans Canada Trail Ontario Management Team

Shompa Hai
General Manager

Keith Saunders
Financial Officer

Trans Canada Trail Ontario Support Team

Amer Hamza
Planning Assistant

Neil Bender
Database Organizer

Mahsa Torabi
Map Illustrator

Shahid Sharafuddin
Photographer



HOW TO READ THIS PLAN



2020-2030

The information below introduces the main theme of this Plan and also provides the reader with clarification on terms and abbreviations that are used in this document.

Main Theme

The “**SHADE Experience**” on Trans Canada Trail in Ontario

Safe and **S**ustainable Trail

Healthy Lifestyle

Accessible Trail

Diverse Trail

Environmental, **E**ducational and **E**conomic benefits of the Trail

Organizational Entity

Both Trans Canada Trail (TCT) and Trans Canada Trail Ontario (TCTO) are not-for-profit organizations. Each organization is its own entity and works independently. Neither TCT nor TCTO own, manage or maintain any trails.

Brand Name

Over the years, TCT has changed its logo twice. First in 2012 and then again in 2017 along with the brand name for the trail from “Trans Canada Trail” to “The Great Trail”. The organization maintained the original name “Trans Canada Trail”. TCT made these changes and informed TCTO after the decision was finalized. TCTO have just been informed that TCT is now in the process of changing the trail’s brand name and logo once more. It is important to note that TCTO is not involved in this decision making process. Currently, local partners, trail users along with some donors, and some trail organizations in Ontario are signing a petition recommending the use of the original name and the 2012 logo “Trans Canada Trail”.

TCTO never changed its logo or the organization’s name since it was formed. TCTO considers that the original “Trans Canada Trail” brand name represents the established the project's vision, which is the name that is cherished by Ontario's trail community. Most importantly, the original name provides a clear message that the trail crosses the entire country of Canada.

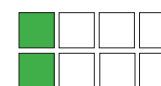
In order to avoid any confusion in this 10-year Strategic Plan and to provide clarity, the following terms will be used consistently throughout this document.

Abbreviated Terms

“TCTO” for Trans Canada Trail Ontario organization.

“TCT” for Trans Canada Trail organization.

“Trans Canada Trail” for the physical trail route on land and water.



ACKNOWLEDGEMENT

2020-2030

Trail partners including all their volunteers have been the backbone of the Trans Canada Trail project from inception. TCTO wishes to thank all the trail partners and the volunteer trail groups who built, manage and maintain the many sections of Trans Canada Trail in Ontario. This important and never ending work provides significant recreational opportunities and connection to nature along the trail for the people of Ontario, Canada and from around the world to enjoy, explore and experience.

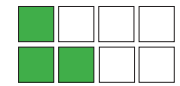
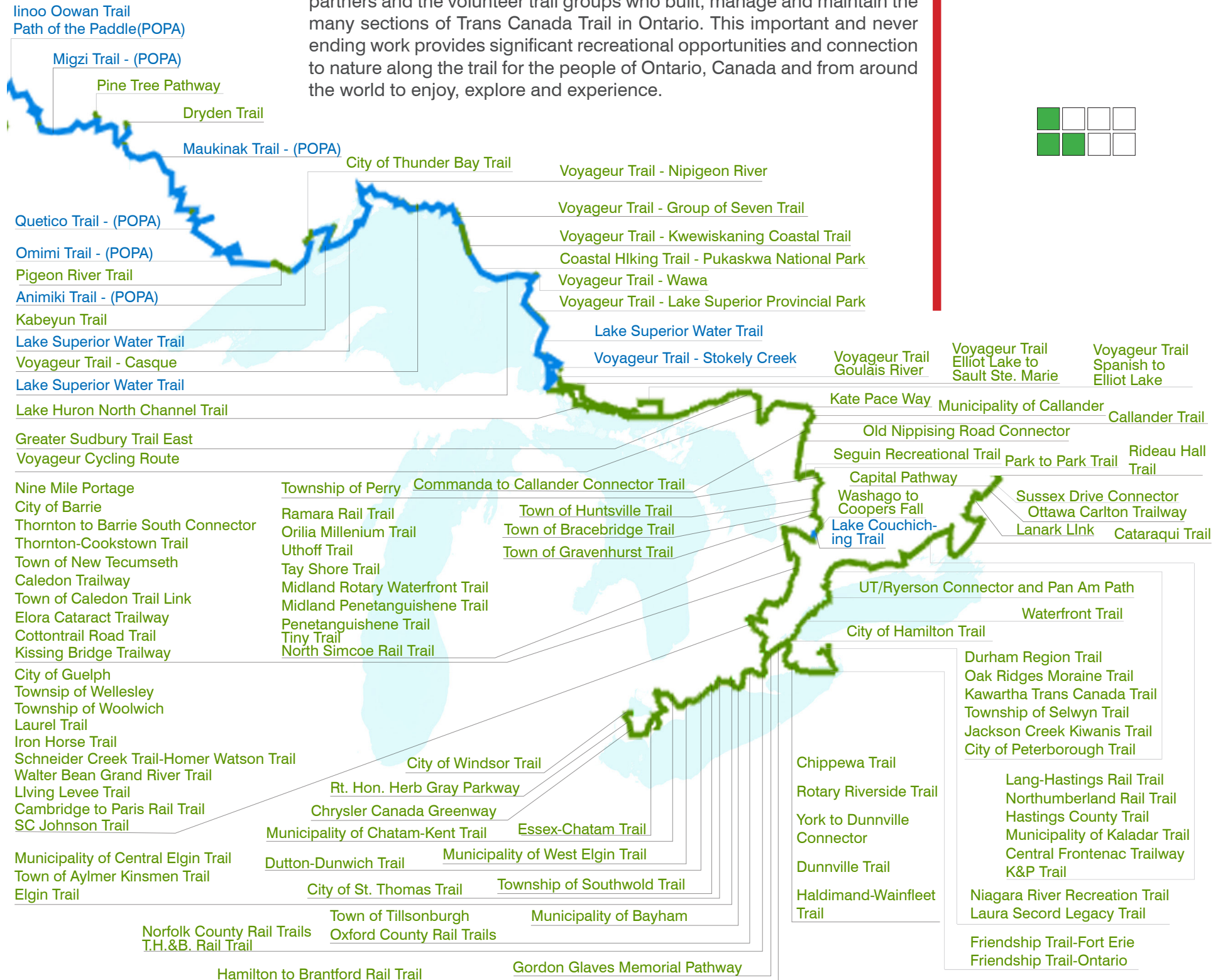


Fig.2 The Trans Canada Trail sections in Ontario.

ACKNOWLEDGEMENT

2020-2030

We begin by acknowledging the tremendous efforts of the outstanding individuals who have completed their journey along the entire length of the trail from coast to coast to coast. These Trans Canada Trail adventurers are: Sarah Jackson, Diane Whelan, Dana Meise, Crysta and Sonya. It is our privilege to honour these trail blazing Canadians for their bravery, their belief in the connection through the landscapes, and above all their genuine passion for the natural environment that inspired them to take on and complete such an incredible journey across the country. Trans Canada Trail Ontario congratulates you on your achievement.



Sarah Jackson is the first on record to complete the entire hiking section of the Trans Canada Trail in Spring 2017. Totalled 11,500 kilometres.



Diane Whelan, adventure documentarian and author has completed a two-year+ trek on Trans Canada Trail in September 2019, for her next movie, "500 Days in the Wild."



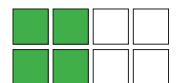
Dana Meise is on his way to set the record to be the second to hike the entire length of the Trans Canada Trail.



Chrysta Wallin is paddling to be the first one on record to travel the entire water route of the Trans Canada Trail.



Sonya is on the Trans Canada Trail to be the next on record to have travelled the entire land section.

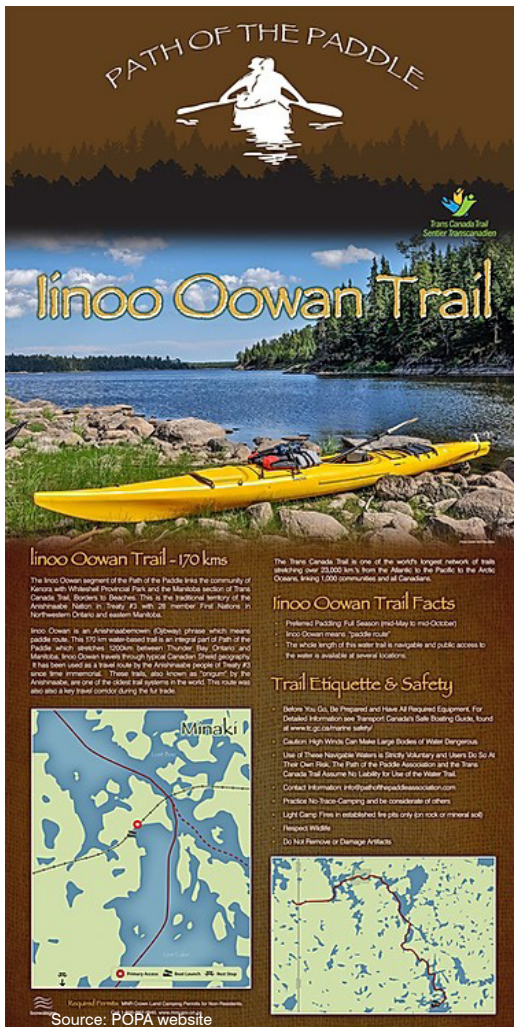


ACKNOWLEDGEMENT

2020-2030

Trans Canada Trail Ontario would like to offer a Special Acknowledgement and Recognition to the First Nation and Indigenous Peoples who have protected the land and water for thousands of years with a respectable relationship with the landscape we call Ontario. Our goal is to collaborate with the First Nations communities in creating and maintaining the nature and ecology of the trail corridors. Recognizing the ancient trails on Ontario's land and water, our path towards a better future based on a meaningful understanding of nature.

linoo Oowan Trail is a Gateway trail and is a section of the Path of the Paddle (POPA) route. Trans Canada Trail connects Ontario and Manitoba through linoo Oowan Trail in Kenora. The word "linoo Oowan Trail" means "Canoe trail" in Ojibway.



PATH OF THE PADDLE

Trans Canada Trail
Sentier Transcanadien

linoo Oowan Trail

linoo Oowan Trail - 170 kms

The linoo Oowan segment of the Path of the Paddle links the community of Kenora with Wahseon Provincial Park and the Manitoba section of Trans Canada Trail, Borders to Beaches. This is the traditional territory of the Anishinaabe Nation in Treaty #3 with 28 member First Nations in Northwestern Ontario and eastern Manitoba.

linoo Oowan is an Anishinaabemowin (Ojibway) phrase which means paddle route. This 170 km water-based trail is an integral part of the Path of the Paddle which stretches 1000km between Thunder Bay, Ontario and Manitoba. linoo Oowan travels through typical Canadian forest geography. It has been used as a trade route by the Anishinaabe people of Treaty #3 since time immemorial. These trails, also known as "ongon" by the Anishinaabe, are one of the oldest trail systems in the world. This route was also used as a key travel corridor during the fur trade.

linoo Oowan Trail Facts

- Preferred Paddling: Full Season (mid-May to mid-October)
- linoo Oowan means "paddle route"
- The whole length of this water trail is navigable and public access to the water is available at several locations.

Trail Etiquette & Safety

Before You Go, Be Prepared and Have All Required Equipment. For Detailed Information see Transport Canada's Safe Boating Guide, found at www.tc.gc.ca/marine/safety/

- Caution: High Winds Can Make Large Bodies of Water Dangerous
- Use of These Waterways is Strictly Voluntary and Users Do So At Their Own Risk. The Path of the Paddle Association and the Trans Canada Trail Assume No Liability for Use of the Water Trail.
- Contact Information: info@pathofthepaddle.com
- Practice No Trace Camping and be considerate of others
- Light Camp: Fires in established fire pits only on rock or mineral soil
- Respect Wildlife
- Do Not Remove or Damage Artifacts

Source: POPA website



Source: Ontario Parks website

Sea Lion at Sleeping Giant Provincial Park on Lake Superior Water Trail segment is a section of Trans Canada Trail in Ontario.

Both Path of the Paddle and Lake Superior Water trails are in the North-Western part of the Province and are considered wilderness trails.



ACKNOWLEDGEMENT

2020-2030

TCTO is starting its next chapter in this significant year 2020 with the release of its very first Strategic Plan. It is a time of critical thinking, resolute approach and celebration of the relationship between people and nature. It is timely as we embark on this adventure to recognize significant anniversaries that directly relate to our Mission including the establishment of the “Group of Seven” and “Earth Day”.

One hundred years ago, the “Group of Seven” started exploring the Canadian landscapes in Ontario and developed a school of art through their unique approach to painting landscapes while in direct contact with nature. TCTO remembers the “Group of Seven” and recognizes their centennial anniversary by offering the highest respect for initiating the first Canadian national art movement.

Additionally, for the last fifty years, “Earth Day” has been observed throughout the world to show respect to nature and acknowledge the need for environmental protection. TCTO recognizes this golden anniversary of “Earth Day” and is committed to the movement of honouring earth and peace.



Ontario landscape along the Ontario section of Trans Canada Trail’s “Voyageur Trail - Group of Seven Trail”.



ACKNOWLEDGEMENT



2020-2030

In October 2019, Trans Canada Trail Ontario (TCTO)'s Board of Directors approved this 10-year Strategic Plan. During the planning process, many individuals provided their comments, adding to the strength and applicability of this plan. TCTO thanks all of those people for their important contributions. A special thanks to Trans Canada Trail for their generous financial support which covered a significant portion of the project cost. TCTO extends sincere gratitude to all the individuals listed below for their valuable contributions.

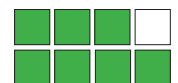
- Staff, Trans Canada Trail.
- Jim Paterson
Retired Member, Board of Directors, Trans Canada Trail Ontario.
- Gary Davies
Retired Member, Board of Directors, Trans Canada Trail Ontario.
- Dan Andrews
Lake Simcoe Region Conservation Authority.
Former General Manager, Trans Canada Trail Ontario.
- Richard Scott, Retired Senior Planner, Parks Canada.
- Dr. Liette Gilbert
Professor at the Faculty of Environmental Studies, York University.
- Dr. Grey Graffam, Director, The Hub, University of Toronto.
- Marlaine Koehler, Chief Executive Officer, Waterfront Regeneration Trust.

This plan has been presented to the following organizations and at the listed events:

- Ontario Ministry of Heritage, Sport, Tourism and Culture Industries (December, 2019).
- Trailhead Frontenac, Trailhead Forum of Ontario Trails Council (November, 2019).
- Hike Ontario Summit (October, 2019).
- TCTO's AGM (September, 2019) participants list:
- Heidi Tilmann, Sign Planner, Trans Canada Trail.
- Todd Scott, Executive Director, Detroit Greenways Coalition.
- Heather Grondin, Vice President of Communications and Stakeholder Relations, Windsor-Detroit Bridge Authority.
- Joshua Haddad, Transportation Engineer, City of Windsor, Essex County.
- Katherine Wilson, County Wide Active Transportation System Coordinator.
- John Scott, Past-Chair, Share-the-Road Cycling Coalition.

Creator and Author of the Plan:

- Shompa Hai
General Manager, Trans Canada Trail Ontario.



CHAIR'S MESSAGE



The dream of a connected trail system across the country has been realized and was celebrated as part of Canada's 150th anniversary since confederation, which was in 2017. A person can now experience the diverse landscapes of our Province, its land and water, by travelling along the "Trans Canada Trail" via hiking, biking, horseback riding, paddling, cross-country skiing, snow-shoeing, and snowmobiling. Following this achievement, Trans Canada Trail Ontario has created its very first Strategic Plan that will guide the organization towards its next successful chapter. It is time to get on the trail and explore our great Province!

As Chair of TCTO, I am very excited about the direction and opportunities that this Plan proposes to enhance the Trans Canada Trail experiences in Ontario. TCTO intends to continue to be TCT's lead partner in the most populated Province in the country, which has the longest section of the trail and the highest number of trail partners among all the Provinces. This Plan will guide TCTO towards a comprehensive "SHADE Experience", an ambitious Complete Land and Water Trail system across the Province, and the establishment of Legacy projects. Overall this Plan is a full package of excitement, diversity and improvement.

I would like to extend my gratitude towards the TCTO Board Members and the individuals from a variety of organizations who provided insightful feedback on our plan. My greatest compliment and thanks to Shompa Hai, who guided and directed TCTO throughout the process and development of this Strategic Plan.

I welcome all Ontarians, including trail partners, First Nations people and communities to take part in our actions as we implement this exciting Plan. Help us share the enthusiasm, and tell the stories that will help to create the best and most memorable experiences on the Trans Canada Trail in Ontario.



Mike Bender
Chair, Trans Canada Trail Ontario.

February, 2020.

2020-2030



EXECUTIVE SUMMARY

2020-2030

“The SHADE Experience, Complete Land and Water Trails, as well as Legacy Projects on the Trans Canada Trail in Ontario” is a Grand Vision and TCTO welcomes everyone to enjoy, share in and contribute to its realization.

TCTO’s Strategic Plan is a new approach which will make the organization more inclusive, responsive, relevant and meaningful. TCTO will be more involved and engaging with the local communities by providing programs and projects that will have long term benefits to society.

TCTO is undertaking this work to:

- Create the best, most memorable and positive trail experience that is possible across the province;
- Make the Trans Canada Trail more safe and enjoyable for all users;
- Leave an enhanced trail legacy for future generations to enjoy;
- Act locally and have an impact that is national and global;
- Improve the health and lifestyles of local communities and invite visitors from around the world to enjoy the Trans Canada Trail experience in Ontario.

The Grand Vision of this 10-year Strategic Plan lays out an ambitious agenda for TCTO that is consistent with TCT’s strategies and which is relevant and responds to the current and emerging needs of the trail communities, as well as future trail users. In the process of this Plan’s successful implementation, TCTO will be in a strengthened position with more partners, members, volunteers, and also with a better funded and enhanced organizational structure. There will be more accessible trails and programs. Ultimately, this plan will help TCTO to succeed in the vision, mission and values that will guide the organization for the next 25 years time in improving the Trans Canada Trail in Ontario. The added value to this Plan is that it will support the diversity and healthy lives of the single most populous Province in Canada, which will continue to be spanned by The Trans Canada Trail network for years to come.



TCTO BACKGROUND



2020-2030

Back in 1994, a small group of trail enthusiasts assembled in Ontario to identify a route for the Trans Canada Trail as requested by TCT. The suggested route was to follow along public land holdings as much as possible, abandoned rail corridors that were becoming available for multi-use trail purposes and to join with existing trail systems.

The continuous trail connection had to merge the diverse geography of the south, north and the western Ontario's lakes, rivers and landmasses. It was determined early on that the Ontario route would include Ottawa, Toronto and reach down into both the Niagara Peninsula and the Windsor-Detroit corridor. At the time there was an existing Niagara Parkway Trail and an emerging Chrysler Greenway in Essex County and Windsor. This divergence from a main single corridor presented challenges from the very beginning, as there were regions with limited or no linear trail connections. Many gaps existed and TCT's hope was that efforts could be made to connect the trail in time for the year 2000. TCT began a significant marketing drive to unite and rally broad public support for the initiative.

The first trail section in the country to be registered as Trans Canada Trail was the Caledon Trailway, shortly followed by the Seguin Trail (Huntsville area to Parry Sound) and the Jackson Creek Trail in Peterborough, and all occurred in 1997. Additional trails in the Province were soon after registered by the Ontario Trails Council. Gaps between the registered trails reduced in distance, but grew in number. The Ontario government, through the Ministry of Natural Resources had supported the acquisition of 5 abandoned rail corridors to be turned into linear parks for trails; however, there was an election, the government changed and the linear park idea was scrapped.

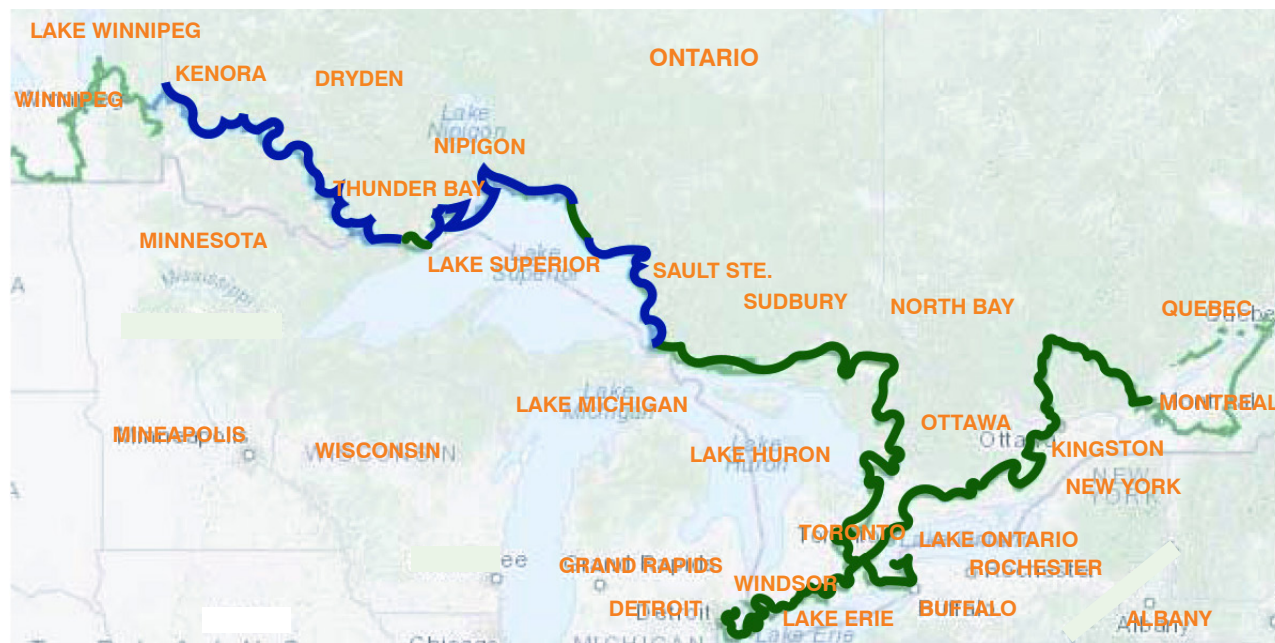
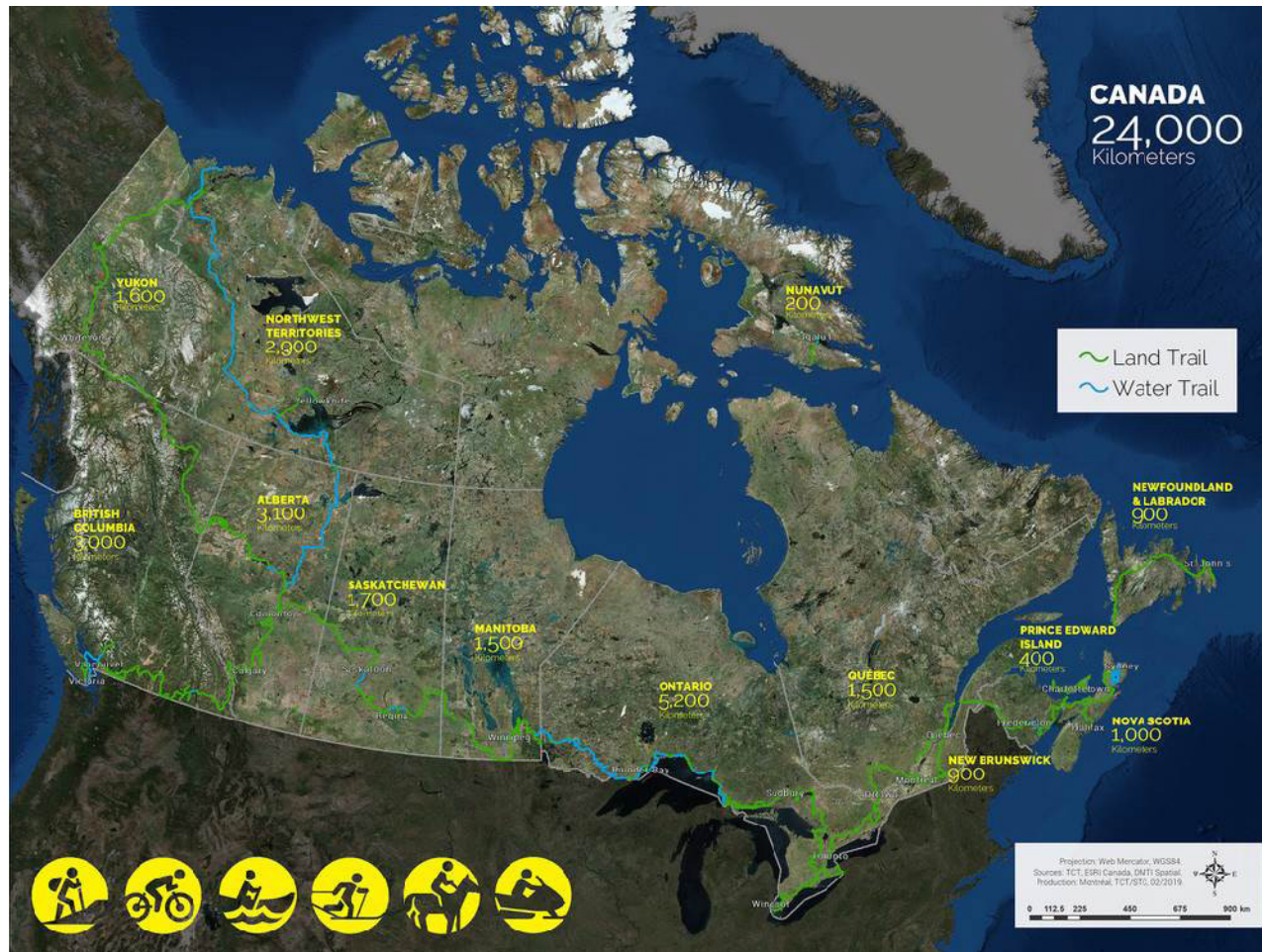
During 2001 and 2002, an Ontario Trillium Foundation grant was secured by TCTO for the development of an economic impact study of the trail in Ontario, compile background information for guidebooks, and to coordinate the closure of Trans Canada Trail gaps in Ontario. Thus begun the final work of TCTO towards achieving its goal of Provincial trail connection by 2017. TCTO's success is reflected in the closing of 59 trail gaps in 6 years and the physical composition of a trail that stretches more than 5,200 kilometres long. TCTO connected communities together such as Kitchener and Cambridge through a pedestrian bridge over highway 401, linked Conestoga College's northern Cambridge campus to the southern Kitchener campus and connected the amalgamated community of Chatham-Kent and its 13 former and disparate municipalities via 1 route through the region. TCTO also worked with trail partners on routing along roadway shoulders and along the north shore of Lake Superior.

When it was determined that a safe land base trail in the north western part of the Province was not possible, TCTO led the creation of a connected canoe route from Thunder Bay to the Manitoba border, over 1,200 kilometres. TCTO formed Path of the Paddle Association, with local volunteers to manage this stretch of the trail. Working with the local partners, TCTO established two additional water routes along the north shore of Lake Superior from Thunder Bay to Sault Ste. Marie and along the west shore of Lake Couchiching from Ramara to Washago. One of TCTO's most exciting trail sections is 300 meters above ground in St. Thomas on an elevated bridge over Kettle Creek an unprecedented example of the Province's distinct trail achievements that connects the past, present and future through the country's industrial heritage.



TCTO CONTEXT

2020-2030



Trans Canada Trail in Canada and Ontario within its Provincial and International context.

TCTO CONTEXT



2020-2030

Since its establishment in 1992, TCTO has led the planning and development of Trans Canada Trail connections in Ontario. Working with the partners, TCTO planned, approved and assisted with trail implementation projects across the Province. Out of 24,000 kilometres of trails across Canada, more than 5,200 kilometres are in Ontario. There are a total of 12 international connections to the Trans Canada Trail and 5 of them are from Ontario. Also, due to its strategic location, the Ontario section touches and runs along the shores of 4 Canadian Great Lakes: Lake Superior, Lake Huron, Lake Erie and Lake Ontario. These sections of Trans Canada Trail are known under the brand name of “The Great Lakes Waterfront Trail”.

Caledon, Peterborough and North Bay were the first sections to have registered as Trans Canada Trail which happened between 1995 and 1996. Ontario’s Trans Canada Trail Sections are composed of 44% Greenway, 36% Blueway and 10% Roadway. In Ontario, Trans Canada Trail’s Greenway is connected to Quebec from Ottawa, to New York from Niagara Falls and to Michigan from Windsor. The blueway connects Ontario to Manitoba from Kenora, to Michigan from Sault Ste. Marie, and to Minnesota from Thunder Bay and Quetico. TCTO has over 150 local trail partners. These partners are diverse in their size, organizational mandate and geographical locations, as the trails run through many municipalities, conservation lands, provincial parks and national historic sites. The idea of connecting and unifying the diverse cultural and natural landscapes through one transverse trail system across our county has been achieved.

Trans Canada Trail is composed of both land trails and water trails which allow hiking, biking, canoeing, kayaking, horseback riding, cross country skiing, and snow shoeing. Motorized uses on the trail are and not allowed with the exception of snowmobiles winter time and certain section of the trails in Eastern Ontario where ATV uses previously existed.



PLANNING PROCESS

2020-2030

TCTO initiated this Strategic Plan to address its sustainability due to the change in TCT funding and to determine the key next steps the organization should undertake and identify actions beyond trail connection in Ontario. Prior to August 2017, TCT provided sustainable operational funding for TCTO to complete its work in addition to partially funding all approved projects for trail connection in Ontario, which were overseen by TCTO. Following trail connection in 2017, TCT decided to stop funding TCTO rather use TCTO's services on a limited as needed basis. TCT also notified that even this arrangement might end after 2022. Recognizing the challenge and impact of their decision would have on TCTO's sustainability, TCT agreed to provide partial funding for the development of this Plan.

In the spring of 2018, TCTO initiated its Strategic Planning Process. TCTO undertook extensive background research on trail related factors, understanding the needs of trail partners, political interests, trends and also TCT's Strategic Plan. The synthesis of this research led to the establishment of our guiding principles. These principles were used as the foundation for a facilitation session where we identified the "Desired Outcomes" and "Key Performance Indicators" that would enhance trail experience, and also support the TCTO's mandate. During the remainder of 2018 and into 2019, TCTO reviewed partnership potentials, governance aspects and priority setting. TCTO then assessed the various existing challenges and opportunities, which helped to determine this Plan's Grand Vision, including two new Major Initiatives including the Complete Land and Water Trails and TCTO's Legacy Projects. Based on these newly gained knowledge and understanding, TCTO developed strategic directions, objectives and actions in order to implement the Grand Vision in the most effective and efficient way.

In October of 2019, the TCTO Board approved this Strategic Plan that would lead and direct the work of the organization over the next 10 years to 2030. The Board also recognized that the second core element of the Grand Vision, which is a complete land and water trail across the Province, may require more time to implement, therefore a 25 year target was established for this concept.



PLAN OVERVIEW



2020-2030

This Strategic Plan has a comprehensive approach to direct the organization towards diverse partnerships, volunteers, community engagement and promotion of the many benefits of the Trans Canada Trail to its users and to the broader community. This approach will ensure sustainability of the trails into the future. TCTO's Strategic Plan has a grand vision that is inviting, inclusive and responsive to long term environmental benefits. TCTO hopes that this plan would inspire other trail organizations, government agencies, educational institutions, environmental groups and most importantly trail users to be a part of and to celebrate the Trans Canada Trail. TCTO will also continue to support TCT's mandate, and collaborate on common goals and objectives.

The Grand Vision of this Plan includes 3 Major Components. First is a set of Guiding Principles that will direct TCTO's future initiatives, which is called "The SHADE Experience". Second is the creation of a "Complete Land and Water Trail" route that will run through the Province. Third is the establishment of "Legacy and Gateway Projects", which will recognize, celebrate and promote the unique natural heritage, people and environment of our Province. The aim is to complete "Legacy and Gateway Projects" in the next 10 years. Considering the fact that the water trails do not involve trail building other than the portages, it will mainly depend on the partnership building, approvals and designation of the route. Therefore the "Complete Water Trail Project" should be finished well before the "Complete Land Trail Project". Based on our experience of trail building across the Province, we anticipate it taking at least 25 years to implement the "Complete Land Trail" Project.

The Plan also lays out a new Mission and a Framework for Action, which includes a set of 4 Strategic Directions, Objectives and detailed Actions that will be followed and implemented in order to achieve the Grand Vision. TCTO's strategies are consistent with TCT and are adapted to the organization's Provincial context. In addition, TCTO is committed to work in partnership with the First Nation communities of the Province, addressing the rich cultural and natural heritage of this land. The Actions in this plan are based on a solid foundation of long term partnership commitments that focus on collaboration, financial sustainability, resiliency, adaptability and above all creating a rooted connection between the environment and quality of human lives. TCTO recognizes that this ambitious plan will take time to complete and the actions are divided into timeframes and according to the level of priority. Implementation progress will be monitored and documented annually, with the intention that adaptive management will be used to ensure ongoing best approaches and practices are incorporated.

On its journey, TCTO will focus on creating an inspiring, memorable and dynamic trail experience that will meet the needs of the trail users and positively respond to the environment. The Plan recognizes the work and significant accomplishments that were completed to establish the trail connections in Ontario, which inspires us to set our target well beyond what exists today and achieve a Grand Vision that will benefit all in the future.



GRAND VISION

2020-2030

The Grand Vision includes the following 3 Major Components:

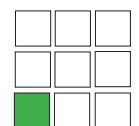
Our vision will enrich the lives of Ontarians through unique Trail experiences that are safe, sustainable and which promotes healthy lifestyle choices, is accessible to diverse people, provide significant economic, educational and environmental benefits to communities.

TCTO's Grand Vision makes the organization more inclusive, responsive, relevant and meaningful. TCTO will be more involved and engaging with the local communities by providing programs and projects that will have long term benefits to society.

1. A set of Guiding Principles that will direct all TCTO work into the future.
2. The concept of a complete land and water trail route that will travel through the Province.
3. The concept of Legacy Projects at Provincial Gateway and other Strategic Locations along the Trans Canada Trail in Ontario, which will recognize, celebrate and promote the unique heritage, people and landscapes of our Province. The Legacy Projects will also focus on taking action to mitigate climate change issues with a challenge to plant 25,000 trees close to the Trans Canada Trail in Ontario.

TCTO is undertaking this work to:

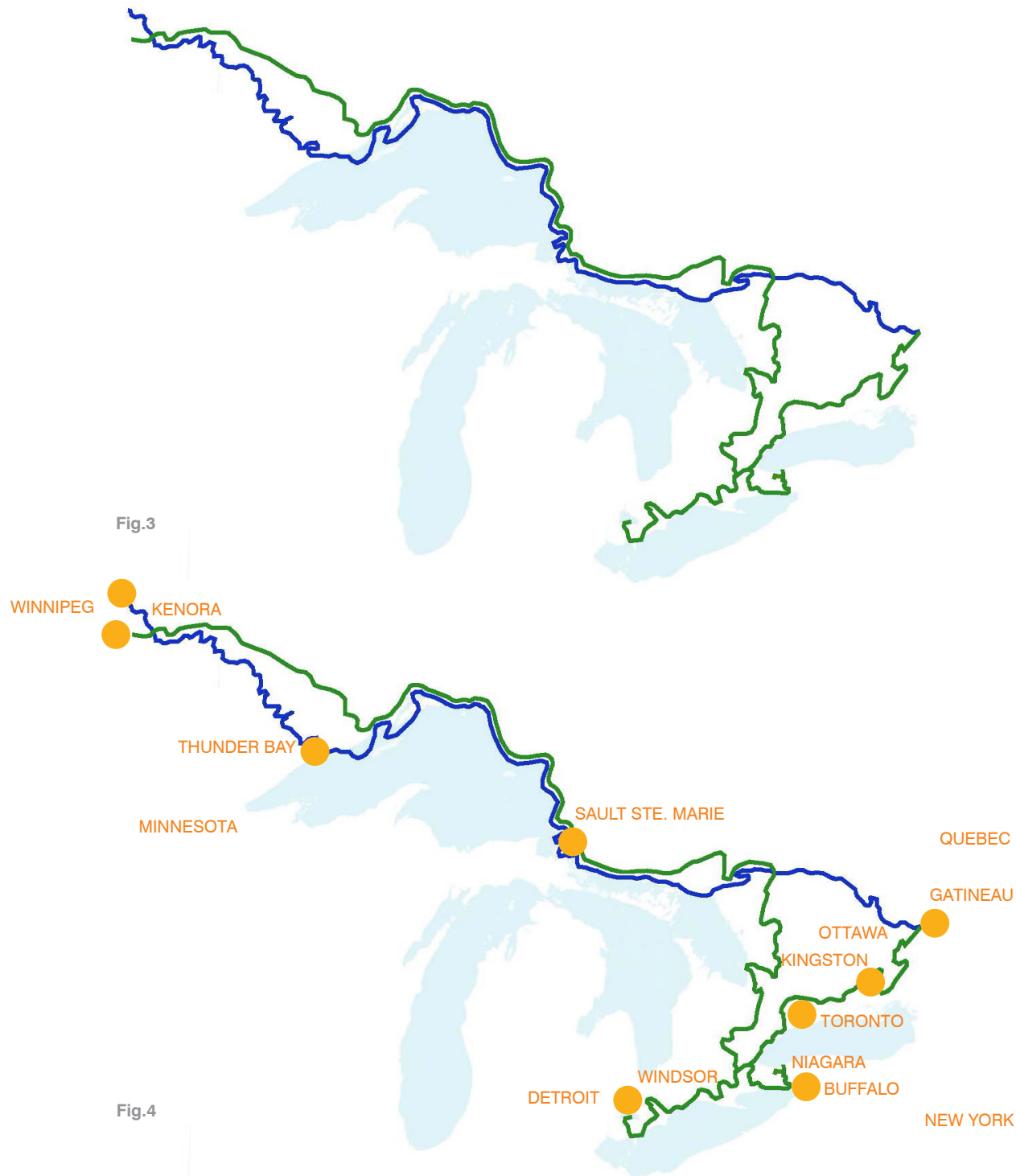
- Create the best, most memorable and positive trail experience that is possible;
- Make the Great Trail more safe, sustainable and enjoyable for all users;
- Leave an enhanced trail legacy for future generations to inspire;
- Act locally and make national and global impacts, attract visitors;
- Improve the health and lifestyles of local communities.



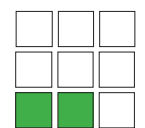
GRAND VISION

Conceptual Route of Proposed Complete Land Trail and Water Trail in this Plan

2020-2030



	GATEWAY LOCATIONS for TCTO's LEGACY PROJECTS.		
	LAND TRAIL	EXISTING LAND TRAIL : 2,800 kilometres	COMPLETE LAND TRAIL : 6,400 kilometres
	WATER TRAIL	EXISTING WATER TRAIL : 2,200 kilometres	COMPLETE WATER TRAIL : 3,650 kilometres



GUIDING PRINCIPLES



2020-2030

VISION COMPONENT 1: The SHADE Experience

TCTO's Guiding Principles will act as the foundation for all future work. These are called "The SHADE Experience" and is the first among the 3 major vision components. These principles will ensure a Safe, Sustainable, Healthy, Accessible, Diverse, Environmental, Economic and Educational Trail Experience in Ontario.

Safe and Sustainable Trail in Ontario

Improve the trail safety for users by working to get the entire length of it off the road. Encourage all local trail partners to use best trail management practices and procedures, to ensure the trail is safe and sustainable over the long term. Where a greenway trail is not possible encourage locating the trail within the road right-of-way. Promote and improve the environmental sustainability by enhancing the ecological state of the trail corridors with SHADE programs and projects, such as native tree plantings and ecological planning and design of the trail corridor .

Healthy lifestyle choice for Ontarians

The Trans Canada Trail runs through significant natural environments and provides opportunities for people to be free and active year-round on the trail, benefitting them both physically and mentally. Many sections of the trail will provide opportunities for recreation, tourism and active transportation, which will help to make communities more sustainable. Additionally, numerous trail sections traverse agricultural areas, where trail users will be able to access nearby locally-produced agricultural products and services as part of the "healthy lifestyle" choice, which will support the local economy.

Accessible Trail

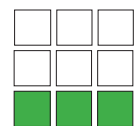
The Trans Canada Trail in Ontario is a connected trail system including both land and water routes that welcomes everyone with a goal of being in compliance with the standards for the Accessibility for Ontarians with Disabilities Act (AODA). Ensure the trail is more accessible in order that it can be used, explored and enjoyed by people with all types of physical and mental abilities and also be freely accessible to all people regardless of economic and cultural background.

Diverse Trail

The diverse Trans Canada Trail will be available to all people and have a focus on natural and cultural heritage, as well as evolving communities (urban and rural). The Province of Ontario has two major distinctive regions (Southern and Northern) with landscapes that offer diversity in both natural and cultural heritage, as well as contemporary landscapes that have been developed by the many communities along the Trans Canada Trail. To lead by example and become a diverse organization that relates to the people of the Province, TCTO aims to form a diverse Board which include members of different experience, gender, ethnic and age groups.

Environmental, Economic, and Educational, benefits of the Trail

The Trans Canada Trail will become a tourist destination, that will drive the economy of local communities. The trail will be increasingly used by the residents as an alternate mode of transportation for the daily commute, adding direct economic value to people's lives and also improving the environment by reducing CO2 emissions. Additionally, the trail will be used by the educational institutions for environmental learning, and academic research projects, and by the citizens' groups for enjoyment, creating environmental awareness as well as for sports and tourism activities. The Trans Canada Trail in Ontario will be connected through environmentally enhanced and interpretive landscapes. These interpretations will include the ecological, and cultural values of our past, present and future.



COMPLETE LAND and WATER TRAIL

VISION COMPONENT: 2

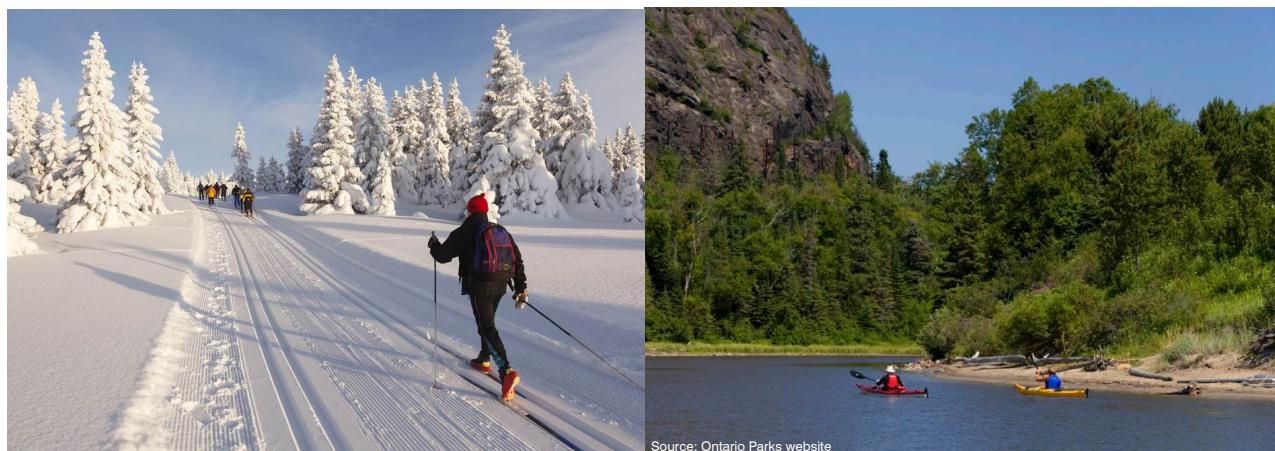
2020-2030

This idea evolved in response to the needs and interests of the trail community. Based on the experiences of people who have travelled significant sections of the Trans Canada Trail, as well as those who have finished it end to end, and also from the interests and demands of many trail users, it is obvious that a complete stretch of land trail and also a complete stretch of water trail would add more to their adventure and make it possible for more people to use the trail. Currently, the Trans Canada Trail explorers are limited by the seasons.

A complete land trail will make year round travel possible and help people avoid the climate related challenges that a water trail user must consider. People will be able to safely hike, snowshoe and cross-country ski on the Trans Canada Land Trail, subject to the conditions. In combination of walking, biking, cross-country skiing and snowshoeing, The Trans Canada Trail's complete land section in Ontario will be used all year round more safely.

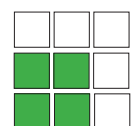
The complete water section of The Trans Canada Trail in Ontario will allow people to explore the trails who do not have the skills and experiences necessary for paddling in the Great Lakes water conditions.

To make this happen, TCTO will start preparing a feasibility study and conceptual routing plan with preliminary details of approach and a suggested implementation timeline. The idea is to establish the implementation strategies and start the process that will be adaptive and collaborative. It is very likely that to be successful, new partnerships will be established along with forming new trail organizations to manage the newly designated trail sections. These two trail initiatives will be TCTO's Major Project Campaign and a long term goal to be completed in the next 25 years (by year 2045).



Source: Ontario Parks website

Kayakers on Lake Superior Water Trail at Neys Provincial Park, a section of Trans Canada Trail in Ontario.



COMPLETE LAND TRAIL

2020-2030

Complete Land Trail Conceptual Route

TCTO has a three part approach in planning to create a complete land trail system across the Province. This plan adopts the guiding principles of the “SHADE Experience” and using road right-of-ways for the trails.

Land trail sections in North-western Ontario

Starting at the Ontario-Manitoba border, from Kenora to Thunder Bay, the landscape is almost devoid of continuous landmass and therefore, the only valid option for a land trail is the Trans Canada Highway Road Right-of-Way. This will be the alternative land trail section to Path of the Paddle’s water trail section. From Thunder Bay to Sault Ste. Marie, we will use the existing coastal trails where possible and develop new ones as needed.

Greenway Trails

Adhering to the “SHADE Experience”, TCTO will work to move roadway trails to greenway locations and if necessary incorporate trails within the road right-of-way, to separate trails from the road and create a more safe Trans Canada Trail corridor.

Non-motorized Trans Canada Trail

TCTO will continue on with the commitment of creating safe, sustainable and environmentally responsible recreational trails. In Eastern Ontario, where trail sections allow ATV use, TCTO will work with land owners and trail managers to build a new trail sections that are separated from the ATV trail.




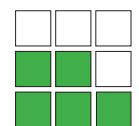
-  Additional COMPLETE LAND TRAIL ; alternate land trail to Path of the Paddle route
1,200 kilometres (approximately).
-  Additional COMPLETE LAND TRAIL ; alternate land trail to Lake Superior Conservancy Water Trail route
1,400 kilometres (approximately).
-  Existing LAND TRAIL ; current land trail that runs from Sault Ste. Marie to Windsor, Niagara and Ottawa
2,800 kilometres (approximately).



Fig.5- Proposed route for Complete Trans Canada Land Trail in Ontario.



COMPLETE WATER TRAIL

2020-2030

Complete Water Trail Conceptual Route

TCTO has developed and is proposing a conceptual route as part of preliminary planning and the beginning of a campaign for a complete water trail route in the Province. Currently, the Trans Canada Trail's water route sections are only in the Northwest part of the Province. There are two major segments of this route and each segment is being managed by one specific designated Trail Partner.

Path of the Paddle Association is the Trail Manager for the 1,200 kilometres long water trail section that runs from Kenora to Thunder Bay. Most Path of the Paddle sections are linear water trail that can be used for canoeing, kayaking or paddleboarding. As a canoe route, the element of difficulty is average to moderate with the land (portage) to water ratio of less than 1%. The other section of the Trans Canada Trail water route is the Lake Superior Water Trail which is about 1,000 kilometres long, which follows an ancient heritage trail route that is managed by Lake Superior Water Conservancy.

These wilderness water trails follow the First Nation people's traditional water route that was used for trading, seasonal fishing and hunting for almost 10,000 years. These water trails have outstanding scenic beauty, wild natural landscapes and cultural values that provide extraordinary experiences. The idea of a "Complete Water Trail" is to continue this experience across the Province by connecting a new water trail along the north shore of Lake Huron in the North Channel. The trail will then enter the French River to Lake Nipissing, then follow the Mattawa River to the Ottawa River down to Ottawa, where Ontario trails link to Quebec trails. This route will add approximately 2,300 kilometres to the existing route totalling about 4,500 kilometres of a complete water trail system across the Province. This route would include lakes and rivers of both Northern and Southern Ontario, providing diverse experience and greater opportunities for visitors to use and connect to the Trans Canada Trail in Ontario.



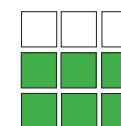
 ADDITIONAL ROUTE to COMPLETE WATER TRAIL : 1,450 kilometres (approximately).
 EXISTING WATER TRAIL : 2,200 kilometres (approximately).



Fig. 6 - Proposed route for Complete Trans Canada Water Trail in Ontario.



LEGACY PROJECTS



VISION COMPONENT: 3

2020-2030

TCTO has achieved a significant accomplishment in the process of completing the Trans Canada Trail connections. Ontario has the longest length of the Trans Canada trail, over 5,200 kilometres on both land and water. With a proposed Legacy Project initiative, TCTO will aim to leave an enhanced mark on the ground by creating visible, identifiable and inspiring messages for the future generations of trail users. These projects will incorporate all the elements of the “SHADE Experience” as well as promote, celebrate, and recognize the valuable partners involved. This initiative will foster greater pride within the community and increase trail stewardship throughout the system. More importantly, these projects will address the critical environmental issues that the world is facing today and will convey TCTO’s responding message to future generations.

Trails on land and water have been an integral part of this landscape for thousands of years. Generations of First Nations peoples moved from one area to the other using many of these trails. Going forward, TCTO will integrate this heritage into the Trans Canada Trail in Ontario by building relationships with the First Nation people to enrich the trail experience and tell their stories as part of our trail legacy. The objectives for these projects include:

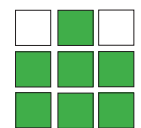
- To improve connections and access to the trail;
- To improve trail safety;
- To enhance the trail environment;
- To celebrate the natural and cultural diversity of the Province with the implementation of signs, special events, amenities such as benches, plantings and interpretations;
- To recognize the significant contributions of trail partners and donors towards the projects.

TCTO will start in the Gateway Regions and then identify other significant locations across the Province:

- Niagara
- Kenora
- Thunder Bay
- Kingston
- Windsor
- Sault Ste. Marie
- Toronto
- Ottawa

As Partnerships and Opportunities develop TCTO will reach out to interior communities with the Legacy Projects concept, making a connection between the Gateway Regions and the inner trail systems. This approach will help develop a network of TCTO Legacy locations across the Province. Selected sites may have natural and cultural heritage significance with potential for educational and ecological benefits to society. Locations could also be selected along the complete land and water trail routes that have opportunities to connect with many more communities, landscapes and locations in the Province. TCTO targets to implement these Legacy Projects within the timeframe of this Strategic Plan, by the year 2030.

One major part of the Legacy Project initiative is the goal to plant 25,000 trees adjacent or close to the Trans Canada Trail in Ontario. This goal is based on the fact that TCTO is committed to enriching the trail user’s experience on the trail, while at the same time helping to address and mitigate against climate change impacts and severity. TCTO believes in healthy living through better connections with nature and will actively take part in improving the ecological health of our living environment. TCTO has started developing a program to plant at least one tree per kilometre length of the entire trail and 5 trees per kilometre length of The Trans Canada Trail in Ontario, which amounts to TCTO planting 25,000 trees in Ontario.



LEGACY PROJECTS

2020-2030

TCTO at Fort George with Parks Canada
“Heritage 150 Time Capsule Project”



29 November, 2017



29 November, 2017

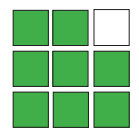


5 August, 2018



30 December, 2018

in partnership with Parks Canada, TCTO has installed a 50 year Time Capsule in Fort George, Niagara-on-the-Lake. The Time Capsule to be opened in 2067.



CELEBRATORY PROJECTS



2020-2030

The projects below outline additional details about the unique TCTO Legacy programs and projects celebrating the Trans Canada Trail in Ontario, as well as TCTO's actions and milestone achievements in the Plan implementation.

150+ Heritage Time Capsule Project

In 2017, TCTO celebrated the country's 150th year since Confederation. As part of this effort, TCTO developed a "Heritage Time Capsule Project" with the idea of recognizing the value of partnerships, emphasizing the gateway locations to the Province and making a connection between the current and future trail communities. TCTO has installed 4 Time Capsules at different locations in the Province, which are listed below:

- Fort George, Niagara-on-the-Lake.
- Prince Township;
- Aylmer
- Thunder Bay

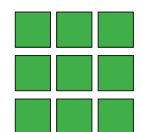
As Partnerships and Opportunities develop TCTO will reach out to communities at other strategic locations and specific gateways to develop new projects. These Stone Markers can be designed along with TCTO's Legacy Tree Planting Program at Gateways and interior locations. Depending on the community interests, each project can be designed as a resting place on the trail, combined with a trailhead, a park, a vista or other significant location. The idea is to expand TCTO's Grand Vision across the Province.

Stone Marker for Fort George, National Historic Site at Niagara-on-the-Lake

TCTO has developed its first Stone Marker project in partnership with Parks Canada to commemorate the very first "150+ Heritage Time Capsule Project" at Fort George. This is a major gateway location where thousands of visitors to the Fort and many more thousands of regular users walk, bike and run on the Trans Canada Trail section that runs through the National Historic Site. All major events and ceremonies at the Fort are held right next to the Trail where TCTO's Heritage Time Capsule has been installed. This Time Capsule will remain buried for 50 years to be opened in 2067. TCTO has developed the "Stone Marker Project" as part of its "Legacy Program". A large piece of Muskoka granite rock has been selected which will be engraved with an inspiring message of collaboration to the present trail community and future generations. Fort George is the first location where a Stone Marker Project will be implemented in the Spring of 2020.

Provincial Panel and 100% Trail Connection Plaque at The Brickworks Park in Toronto

To commemorate the Trans Canada Trail connection, TCTO installed a plaque in each Province. TCTO selected Toronto's Don Valley Brickwork's Park location for the Ontario Plaque. Along with the Plaque, TCTO has developed a project with an illustrated panel and a series of maps of the Trans Canada Trail in different context. To implement this project, TCTO has established a partnership with the Evergreen Foundation and have targeted the Spring of 2020 for installation.



NEW MISSION



2020-2030

This Strategic Plan, including the Grand Vision, provides the necessary direction for an updated TCTO Mission. Following the guiding principles and working in partnerships across the province, TCTO will develop and implement programs and projects to achieve our vision. A major focus of our mission will be to meaningfully engage with Indigenous communities, address climate change issues and make the Trans Canada Trail accessible to all people in Ontario. This mission will lead TCTO to develop programs and projects in partnership with communities and groups of various interests, age and backgrounds.

Mission Statement

To create a more Safe, Sustainable, Healthy, Accessible, Diverse, Environmental, Economic and Educational Trans Canada Trail Experience in Ontario.



TCTO at Fort George, Niagara-on-the-Lake. One year celebration of "Heritage 150+ Time Capsule" on August 5, 2018.



FRAMEWORK FOR ACTIONS

2020-2030

To realize TCTO's long term Grand Vision, this Plan establishes a framework of prioritized actions that incorporates the guiding SHADE Principles, strategies and objectives, which forms the basis of program and project development. The framework provides key details on the short and long term priorities within the context of program and project stakeholders, interest groups, and possible funding opportunities. In addition, this action framework is a consolidated summary of TCTO's major commitments that will direct the organization towards the successful implementation of this Strategic Plan. These Strategies and Actions will also be used to help evaluate the overall performance of the organization on an annual basis and identify the need for resiliency and to change the course of action as needed.

SHADE is TCTO's pathway to a sustainable future and TCTO has developed Four Strategic Directions that will guide the complete implementation of this strategic plan through numerous activities, projects, programs and actions. These Four Strategic Directions include:

LEADERSHIP STRATEGY

ENGAGING STRATEGY

PROMOTIONAL STRATEGY

ORGANIZATIONAL STRATEGY

In this document, each strategy will be explained through a set of identified objectives. Each of these objectives will then be addressed by a set of Strategic Actions.



LEADERSHIP STRATEGY

2020-2030

Based on the established guiding principles of “The SHADE Experience”, TCTO will develop inspiring programs and projects towards achieving the organization’s Grand Vision. In this endeavour, TCTO will work in partnership with the trail organizations and any other interested community groups on project development and implementation. TCTO aims to lead innovative programs and projects that offer unique experiences to the Trans Canada Trail users.

LEADERSHIP OBJECTIVES (LO)

- LO 1 To help maintain and improve a Safe and Sustainable Trans Canada Trail.
- LO 2 To promote increased use of the Trans Canada Trail for Health benefits.
- LO 3 To help and support making the Trans Canada Trail more Accessible.
- LO 4 To promote increased Diversity on the Trans Canada Trail.
- LO 5 To promote and improve Ecological, Economic and Educational benefits of the Trans Canada Trail.

LEADERSHIP ACTIONS (LA)

- LA 1 Support TCT and trails partners’ projects that will maintain safety and sustainability of the Trans Canada Trail.
- LA 2 Develop and implement SHADE projects and programs in partnership with TCT and local trail partners.
- LA 3 Develop indicators of success and measure performance of TCTO and the Trans Canada Trail in Ontario.
- LA 4 Develop plans for complete land and water trail systems in Ontario.
- LA 5 Develop plans and partnerships to establish TCTO’s Legacy Projects across the Province.



ENGAGEMENT STRATEGY



2020-2030

Ontario is a diverse Province that is rich with many different types of natural and cultural heritage. First Nation communities along with the Voyageurs and the early settlers have left their mark all across the Province, which provides a potential source of education and inspiration. Ontario is a place where people from all parts of the world come to make their home. These people are often referred to as “New Canadians”, who bring their own culture with them and make the Province’s cultural mosaic diverse and more interesting. TCTO will reach out to both existing and “New Canadians” to engage them in trail activities, plans and programs.

TCTO will focus on team building and partnerships with the regions to establish business models, research work and recreational activities that will contribute towards a diverse, inclusive and strong trail community.

ENGAGEMENT OBJECTIVES (EO)

- EO 1 To increase and strengthen relations with local trail partners.
- EO 2 To increase TCTO’s network by establishing and maintaining strong partnerships and communications with diverse populations, including indigenous communities across the Province.
- EO 3 To increase TCTO’s network by initiating educational use of the Trans Canada Trail and also academic research work related to the trail.
- EO 4 To understand barriers and opportunities that will make trails more sustainable and accessible.

ENGAGEMENT ACTIONS (EA)

- EA 1 Develop and implement projects and programs in partnership with the trail communities.
- EA 2 Develop programs for membership, donation and volunteers.
- EA 3 Establish and keep updated lists of TCTO’s contacts related to trail partners, potential funders, sponsors, donors and volunteers.
- EA 4 Build new partnerships and business models with Indigenous communities and also with communities of various ethnic backgrounds.
- EA 5 Build partnerships with educational institutions, health care, and cultural organizations.
- EA 6 Establish a TCTO volunteer sports team to participate in races and events on and off the Trans Canada Trail.
- EA 7 Host events and conferences that attract specific age groups (such as youth) to use trails.
- EA 8 Establish a baseline of trail usage and accessibility, then determine targets for these parameters (example: increase use 25% by 2025).
- EA 9 Develop legacy projects and programs in collaboration with the trail partners.



PROMOTIONAL STRATEGY

2020-2030

There are numerous potential partners in Ontario who would be interested in working with TCTO to collaborate on the Grand Vision of this Strategic Plan. Hundreds of communities, as well as education and research institutions, health care organizations, environmental and heritage groups, and trail organizations have interests that would align with the objectives and actions of this Plan. These potential partners need to be contacted and informed about the opportunities for contributing to TCTO's SHADE programs and projects. Promotional efforts should also include reaching out to the communities of increasing diverse population in the Province, as well as "New Canadians" and youth. TCTO will promote the Trans Canada Trail and the TCTO brand while following the guiding principles of The "SHADE Experience".

PROMOTIONAL OBJECTIVES (PO)

- PO 1 To increase promotional activities that spread TCTO's message and brand.
- PO 2 To develop a solid funding and partnership base.

PROMOTIONAL ACTIONS (PA)

- PA 1 Develop plans for TCTO promotion, social media, business and marketing.
- PA 2 Gather and share the best sustainable trail knowledge and related topics.
- PA 3 Obtain and disseminate promotional supplies and materials to trail users and the public.
- PA 4 Attend and take active participation in workshops, conferences and events.
- PA 5 Establish a TCTO DAY: Gather all volunteers and members once a year as an appreciation day, also facilitate interactive discussions and workshops.
- PA 6 Promote TCTO Vision and SHADE Experience through the legacy projects.



ORGANIZATIONAL STRATEGY



2020-2030

The success of a non-profit organization depends on its financial stability, contribution of passionate volunteers along with committed and strong leadership. With a successful track record of 20 years, TCTO stands on solid ground to move forward with this Strategic Plan. TCTO will work towards making the organization more diverse and sustainable throughout from the Board of Directors, the Management Team to a core of dedicated and committed Volunteers from across the Province. The foundation for this structure will be based at all structural levels and largely supported by volunteer members of diverse skill sets, members who have connections with numerous communities and who will help with fundraising in any way possible.

ORGANIZATIONAL OBJECTIVES (OO)

- OO 1 To increase diversity on TCTO Board with representatives from culturally diverse communities and also gender equality.
- OO 2 To recruit Board Members with varied professional backgrounds who can help lead TCTO business activities such as with legal matters, accounting, education and sponsorships.
- OO 3 To review and update TCTO's governance policies and by-laws.
- OO 4 To develop a sustainable funding base.
- OO 5 To create a road map to achieve both short and long term objectives.

ORGANIZATIONAL ACTIONS (OA)

- OA 1 Recruit Board members to make TCTO gender balanced and also culturally diverse representatives from key regional areas across the Province, including Indigenous communities and New Canadians.
- OA 2 Recruit Board Members who have professional expertise; such as lawyer, accountant, fundraiser and connections with government officials, politicians and communities.
- OA 3 Review TCTO's insurance, charitable and donation receiving status.
- OA 4 Establish an MoU with TCT identifying TCTO's status as a Provincial Representative.
- OA 5 Develop a 5-year Business Plan for Trans Canada Trail Ontario.
- OA 6 Establish Targets and Measure performance of TCTO and the Trans Canada Trail in Ontario.



ACTION PRIORITIES

2020-2030

The following Action items are organized on a priority basis. Going forward, targets will be established for these actions. The plan will be reviewed annually against these actions and targets to determine TCTO's progress in meeting its strategy as an organization.

Short Term Priority Actions (1-2 years)

LA1	Support TCT and trails partners' projects that will maintain safety and sustainability of the Trans Canada Trail.
EA3	Establish and Maintain updated TCTO's contact list of the trail partners, potential funders, donors and volunteers.
PA3	Obtain and disseminate promotional supplies and materials to the trail partners and the trail users.
OA1	Recruit Board members of diverse cultural background, well connected, professional expertise and representing key regional areas across the province.
OA3	Review TCTO's insurance, charitable and donation receiving status.
PA4	Attend and take active participation in workshops, conferences and events.
OA5	Develop a 5-year Business Plan for TCTO.
PA1	Develop plans for TCTO promotion, social media, business and marketing.
EA2	Develop programs for TCTO membership, donation and volunteers.
EA4	Build new partnerships and business models with communities of various ethnic backgrounds and Indigenous communities.
EA6	Establish a TCTO volunteer sports team to participate in races and events on and off the Trans Canada Trails in Ontario.
OA4	Establish an MoU with TCT.
LA4	Develop plans for complete land trail and water trail systems in Ontario.
LA5	Develop plans and establish projects for TCTO's legacy project across the province

Legend

LA:	Leadership Action
EA:	Engagement Action
PA:	Promotional Action
OA:	Organizational Action



ACTION PRIORITIES

Medium Term Priority Actions (3-6 years)

2020-2030

LA2	Develop and implement SHADE projects and programs in partnership with TCT and local trail partners.
EA1	Develop and implement projects and programs in partnership with the trail communities.
EA5	Build partnerships with educational institutions, health care, and cultural organizations.
EO4	Build new partnerships and business models with communities of various ethnic backgrounds and Indigenous communities.
EA7	Host events and conferences that attract specific age groups (such as youth).
PA5	Establish a TCTO DAY: Gather all volunteers and members once a year as an appreciation day, facilitate interactive discussions and workshops.
LA3	Develop indicator of success and measure performance of TCTO and the Trans Canada Trail in Ontario and continue actions based on the results
OA6	Measure performance of TCTO and the Trans Canada Trail in Ontario and continue actions based on the results.
EA8	Establish a baseline of trail usage and establish target of increased use (example: increase use 25% by 2025).
EA9	Implement the legacy projects.

Legend

LA:	Leadership Action
EA:	Engagement Action
PA:	Promotional Action
OA:	Organizational Action



ACTION PRIORITIES

Long Term Priority Actions (7-10 years)

2020-2030

EA4	Support TCT and trails partners' projects that will maintain safety and sustainability of the Trans Canada Trail.
PA2	Establish and Maintain updated TCTO's contact list of the trail partners, potential funders, donors and volunteers.
EA8	Obtain and disseminate promotional supplies and materials to the trail partners and the trail users.
OA1 OA2	Recruit Board members of diverse cultural background, well connected, professional expertise and representing key regional areas across the province.
OA3	Review TCTO's insurance, charitable and donation receiving status.

Ongoing Policy/Protocol Actions

LA1	Support TCT and trail partners' projects that will maintain safety and sustainability of the Trans Canada Trail.
EA3	Establish and maintain updated TCTO'S contact list of the trail partners, potential funders, donors and volunteers.
PA3	Obtain and disseminate promotional supplies and materials to the trail partners and the trail users.
OA1	Recruit Board Members of diverse cultural background, well connected, professional expertise and representing key regional areas across the province.
PA4	Attend and take active participation in workshops, conferences and events.
EA4	Build new partnerships and business models with communities of various ethnic backgrounds and First Nations communities.

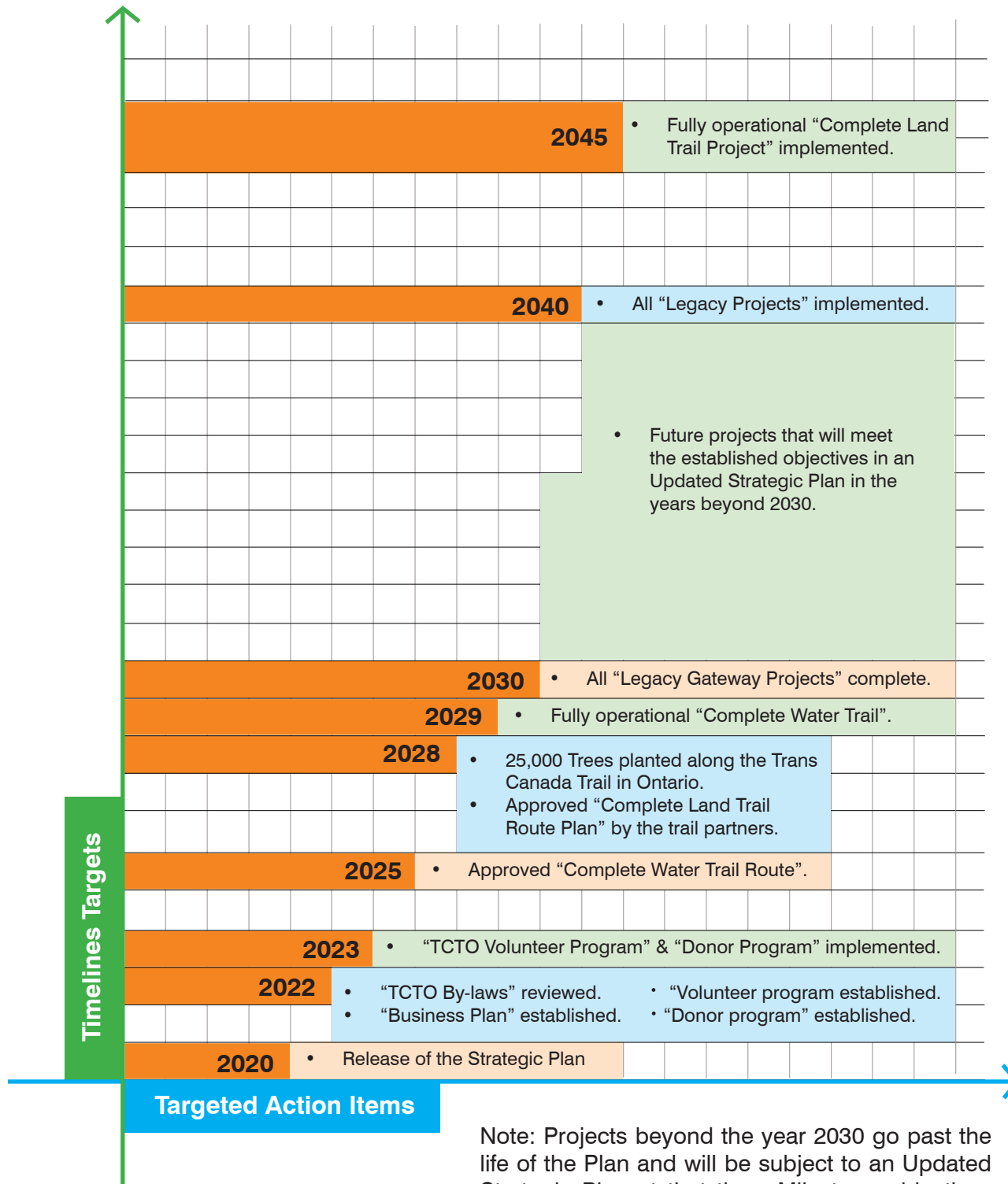
Legend

LA:	Leadership Action
EA:	Engagement Action
PA:	Promotional Action
OA:	Organizational Action



MILESTONES

2020-2030



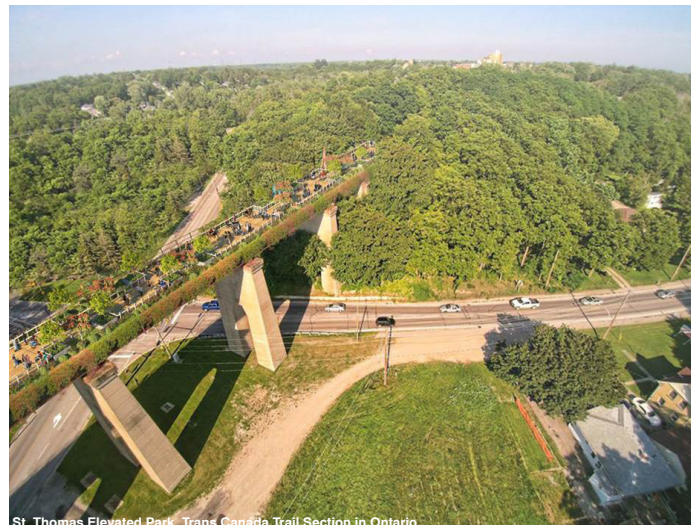
Note: Projects beyond the year 2030 go past the life of the Plan and will be subject to an Updated Strategic Plan at that time. Milestone objectives beyond year 2030 are included in this chart since this Plan recognizes that the Complete Land Trail project will most likely not be implemented until year 2045.



EVALUATION

2020-2030

Following approval and publication of the document, detailed Action Planning will be undertaken to establish a complete set of Implementation Targets. Progress toward the fulfilment of this Strategic Plan will be measured annually by the Board and an update will be presented at the Annual General Meeting. On the basis of each target and measurement, the Board will determine whether adequate progress has been made and whether any adjustments to the plan are required. Such adjustments might include: refining the suggested timelines for achieving various milestones, replacing or revising specific milestones, and being adaptive with a new approach. Also, the Board will determine if reallocating finances and resources is needed in order to focus more efforts in completing priority deliverables.



APPENDIX



GLOSSARY OF TERMS

2020-2030

LIST OF REFERENCES

TCTO TEAM BIO

SUMMARY OF FACILITATION SESSION BY MENDICANT GROUP

GLOSSARY OF TERMS



2020-2030

Safe Trail

A Safe trail is properly maintained, adequately signed in a functional manner that is easy to find, navigate as well as informing users of upcoming conditions and experiences.

Sustainable Trail

A Sustainable trail is properly built and does not degrade under normal circumstances, used all year round for diverse activities (hiking, biking, paddling and kayaking, cross-country skiing, and snow-shoeing) by all age groups from diverse communities and also supports local and regional tourism, businesses and promotion of trails and contributes to the environment under one brand name.

Healthy lifestyle and benefits of the Trail

By providing people with opportunities to get outdoors and use trails for different physical activities and active transportation in nature and through green landscapes, people will stay active and improve both their mental and physical health conditions.

Accessible

Where possible, and working with TCT and the trail partners, TCTO would help and support the maintenance and upgrading of the Trans Canada Trail according to the Provincial accessible trail standards (AODA –Ontario’s standard): to allow people of different needs and abilities the opportunity to experience the Trans Canada Trail.

Diverse

The Trans Canada Trail runs through numerous different types of landscapes in both southern and northern Ontario, connecting many communities and people with different cultural backgrounds including the First Nations peoples, which creates and provides vast diverse positive trail experiences.

Economic benefits of the Trail

The Trans Canada Trail will act as a driver and provide opportunities for increased tourism, business and livelihood throughout the Province. It will also provide for active transportation and commuting along its route that can be a cost savings for people and a reduction in the use of fossil fuel.

Educational benefits of the Trail

The diversity of the natural and cultural heritage along the trails throughout the Province provide huge learning opportunities and experiences that can be created, explored and celebrated both now and with future generations.

Environmental benefits of the Trail

Most of the length of the Trans Canada Trail runs through the dedicated open lands and waters of the province which contributes to the protection of the open green space and the environment the trail passes through. The trail corridor can also be enhanced with native plantings as well as providing the trail users with the opportunity to experience, learn about and value nature.



REFERENCES



2020-2030

Sources of pictures and illustrations:

Pictures in this document, unless mentioned, were obtained from google images.

TCTO event images are TCTO's pictures.

All numbered figures in this Document are prepared for the purpose of this Plan.

Great Lake Map base was obtained from the following website:

<https://adventuresinmapping.com/2017/12/06/great-lakes-bathymetry/>

Trail Names provided on Fig.2 are collected from "The Great Trail map" on Trans Canada Trail website.

List of illustrations:

Fig. 1: The conceptual map on the cover page.

Fig. 2: The Trans Canada Trail sections in Ontario.

Source: Trans Canada Trail website "The Great Trail map"

Fig. 3: Proposed Complete Land Trail and Water Trail in this Plan.

Fig. 4: Gateway locations for legacy projects proposed in this Plan.

Fig. 5: Proposed route for Complete Trans Canada Land Trail in Ontario.

Fig. 6: Proposed route for Complete Trans Canada Water Trail in Ontario.

List of reviewed documents:

Trans Canada Trail Strategic Plan Summary
Trans Canada Trail Annual Report 2016-2017
Lake Superior Water Conservancy Strategic Plan Jan, 2014
Waterfront Regeneration Trust Strategic Plan
Trail Strategy City of Toronto
Grand Valley Strategic Plan 2013MAY23
Hike Ontario Compass 2015 Strategic Planning Report
Hike Ontario Best Practices
Niagara Parks Strategic Plan 2018-2028
Minnesota Council of Not-For-Profit Strategic Plan 2010-2014
Province of Ontario A 2010 Trail Strategy
Rideau Trail Association Strategic Plan
Voyageur Trail Association Strategic Plan
Eastern Ontario Trails Alliance Strategic Plan 2014
Discovery Routes 2017-2021 Strategic Plan
Trail Strategy for British Columbia V6



TCTO TEAM



2020-2030

Mike Bender



Mike is a passionate environmental steward and an active outdoor person. Mike participates in both recreational and competitive sports such as skiing, running, paddling and biking at local and international levels. In professional life, Mike was involved in Conservation planning, land and trail management, partnership building and project implementation. For over 30 years, Mike worked at Toronto and Region Conservation Authority (TRCA) where he served as the Associate Director of Master Planning and Greenspace Conservation and also the General Manager of Rouge Park. As a part of his responsibility on behalf of TRCA, Mike directed the interim management of Rouge Park in partnership with Parks Canada and developed long term service arrangements for natural, cultural and agricultural initiatives. Mike studied Landscape Architecture at the University of Guelph and is a member of Ontario Association of Landscape Architects (OALA) and Canadian Society of Landscape Architects (CLSA). Mike joined the Board of Trans Canada Trail Ontario in 2011 and took on the responsibilities of the Chair of the Board in 2017. Mike is also the Co-Chair of Aurora Community Arboretum, Secretary/Treasurer of the Board of the Ontario Marathon Canoe and Kayak Racing Association as well as the Chair of the Education Committee on the Board of Hike Ontario.

Richard Wyma



Richard is a person who likes cycling and marathon running. Over 10 years, Richard Wyma has been serving as the General Manager, Secretary/Treasurer at Essex Region Conservation Authority. Richard graduated from University of Waterloo in Environmental Studies - Urban and Regional Planning and completed a Masters degree in Landscape Architecture from University of Guelph. Richard is a member of Ontario Association of Landscape Architects (OALA) and Canadian Society of Landscape Architects (CSLA). He is currently a PhD Candidate in Landscape Architecture/Rural Studies at University of Guelph. Richard joined the Board of Trans Canada Trail Ontario in 2018 and took on the responsibilities of the Secretary/Treasurer in 2019. Richard is a Director on the Board of Conservation Ontario and Windsor Essex Community Foundation. In addition, he is also a member on the Rotary Club of Windsor.



TCTO TEAM



2020-2030

Richard Scott



Richard Scott's career in environmental, regional, and park planning spans more than three decades. He began his career with the National Capital Commission in Ottawa in 1987, where his primary responsibilities involved planning for the 20,000-hectare National Capital Greenbelt. After moving to Parks Canada in 2006, Richard served as a member of the secretariat for the Panel on the Future of the Trent-Severn Waterway, and planner for the waterway itself. Since 2012, Richard served as planner for the new Rouge National Urban Park in Toronto until he retired in 2020. Richard serves as a member of the Peterborough Bicycling Advisory Committee.

Alex Kilgour

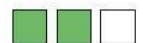


Alex grew up in Northern Ontario but has called Ottawa and Eastern Ontario home since 1990. He started his career as a landscape architect/urban designer and spent a number of years with the National Capital Commission in Ottawa working on landscape and urban design issues in the core of Canada's National Capital. Alex transitioned to a career in law and is currently the Chief Legal Officer for Solace, an exciting and growing Ottawa technology company. He loves the outdoors and enjoys golf, skiing, bicycling and just being outside getting some exercise!

Kristen Wiebe



Kristen's favourite outdoor activities are running, cycling, canoeing, paddle boarding and discovering new hiking trails in the summer. During the winter months, Kristen enjoys skiing Thunder Bay's many trails and visiting other downhill resorts. Kristen graduated from Minot State University and for the past 10 years, she has been working as a Geological Assistant at the Ontario Geological Survey with the Ministry of Energy, Northern Development and Mines. Kristen joined the Board of Trans Canada Trail Ontario in 2018.



TCTO TEAM



2020-2030

Keith Saunders



Keith loves the outdoors, going on walks with his family, traveling and golf. Keith is a Certified Professional Accountant, and a Certified Management Accountant. He received a Bachelor of Arts Degree (Business Administration) from York University, and he recently Retired as a Senior Business Analyst for Vertex Business Services. Keith currently has his own Financial Consulting Business called Relevant Accounting Services. Keith started working with Trans Canada Trail Ontario in 2018 as a Financial Officer. He also has served as the Treasurer on the Board of the Aurora Community Arboretum for the past 9 years.

Arifa Shompa Hai



Shompa is a spirited hiker, a rigorous swimmer and enjoys skiing and paddling. In addition, She likes to explore nature through sketching and painting landscapes. Shompa is an environmental designer, planner and is the director of her company "HAI design studio Ltd". A number of her projects, which she designed, managed and implemented, have been recognized and received awards from a variety of agencies including the Ministry of the Environment, Toronto District School Board and also by Conservation Ontario. Following graduation, Shompa has been teaching planning and design courses at York University and Seneca College. She holds a bachelor degree in Architecture, a Masters in Environmental Studies from York University and a Masters of Landscape Architecture from University of Toronto. Shompa has received multiple student scholarship and fellowship awards and she is a PhD student at the University of Waterloo. Both academically and professionally, Shompa was mentored by world renowned ecological planner and Landscape Architect Professor Michael Hough. With over 15 years work experience in both private and public sector, Shompa took on the General Manager's position with Trans Canada Trail Ontario in 2017. She has established TCTO's mentorship program and supervised students who completed their academic projects related to Trans Canada Trails in Ontario. Additionally, Shompa serves the Board of the Executive Members of Hike Ontario, as Vice President.



FACILITATION SESSION



2020-2030

TCTO's Facilitation Session with their Board Members was led by
MENDICANT GROUP in Toronto, June 2018.



Summary of Planning Session Exercises

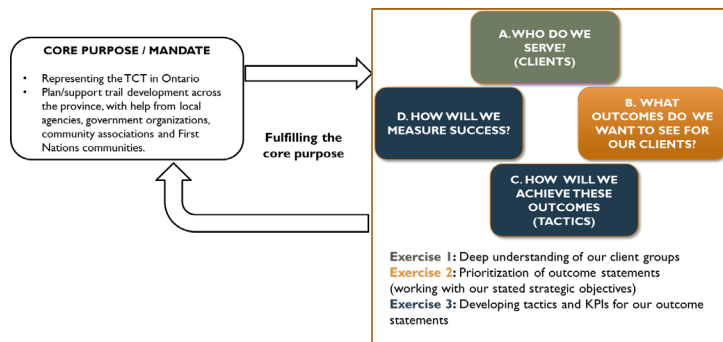
Trans Canada Trail Ontario
June 6, 2018



2

Strategic model and our planned exercises

Building on Mendicant Group's Jigsaw™ nonprofit planning tool, the day focused on boxes A through C in the model below.



3

About this document

On June 6, 2018, the board of Trans Canada Trail Ontario (TCTO) conducted a day-long planning exercise, held at the Centre for Social Innovation in Regent Park, Toronto. This exercise, facilitated by social consultancy Mendicant Group, built on previous work done by the board to set its goals and a strategic direction for the coming years.

The June 6 exercise was specifically designed to a) provide an overview of the challenges facing nonprofit boards and smaller environmental nonprofit organizations; b) look at trends shaping the operating environment; c) identify the key audiences that TCTO serves; d) create outcome statements for the next five years; and e) brainstorm about tactics the organization could undertake to achieve its desired outcomes.

The overall objective of the exercise was to create a master list of what the organization could do, supported by research and linked, logically and strategically, to the organization's needs.

By day's end, the board had accomplished its tasks and this document summarizes those outcomes. The board's task is now to finalize its initial work and to select and implement the tactics it believes will move it forward in the coming years.

Summary of TCTO's positioning within the trails ecosystem in Ontario

A shift in national focus ...

Over the past few years, with regard to the Trans Canada Trail, there has been a **shift from trail building to trail use**. This is reflected in the priorities of TCT (National) and other organizations in the sector.

... will result in changes in Ontario ...

- The primary focus in the future will be about promoting trail use and enjoyment; and,
- Additionally, there will be focus on trail maintenance, upkeep, improvement & building new connections

... opening up possible new roles for TCTO

TCT (National) and other partners need help operationalizing this new reality of promoting use. Local trail partners, for example, need better connections with each other and need to be supported by campaigns and resources that promote use.

Within this ecosystem, TCTO's role could include:

- Conduit for funding** – being a strategic ally for trail partners seeking funding;
- "Traffic control" and "Clearing house"** – provide expertise/information to trail partners through symposiums, workshops etc. leading to sharing and learning from each other; and,
- Promoting Use** - Provide Information and communication in conjunction with other organizations including making the national (TCT) brand 'real' in Ontario.

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TCTO 2023 outcome statements:

Through the exercise, the board developed the following four (4) outcome statements by condensing its previous ten (10) goals and framing them as desired outcomes for the organization by 2023. For each of these statements, the board then developed a list of possible tactics that are captured in the following pages.

LEADERSHIP	PARTNER NETWORK	INFORMATION/ TOOLS	INTERNAL
By 2023, TCTO's strong and recognizable brand and productive working relationship with all of our partners has resulted in increased awareness and usage of TCT in Ontario, delivering positive impact to communities.	By 2023, TCTO's active and productive engagement with all our operational trail partners, through a network we lead and organize, ensures they are well-equipped and supported to sustain their portion of the TCT.	By 2023, TCTO will have increased awareness and use of the TCT by diverse populations, through information collection and data-driven tools, that allows our partners to deliver a richer trail experience.	By 2023, TCTO will have sufficient and stable resources to sustain the organization for the long term, overseen by an inclusive board that reflects the diversity of the broad Ontario population we serve.



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Tactical suggestions: 2018 to 2023

OUTCOME WE WANT BY 2023	SUGGESTED TACTICS TO ACHIEVE THIS OUTCOME	
	2018-19	2020 onwards
By 2023, TCTO's strong and recognizable brand and productive working relationship with all of our partners has resulted in increased awareness and usage of TCT in Ontario, delivering positive impact to communities	(1.1) Alignment of Brand with TCT (national) <ul style="list-style-type: none"> Determine gaps/current areas of non-alignment Make changes as needed to the TCTO brand to have closer alignment with TCT (national) 	<ul style="list-style-type: none"> Build out Ontario relevant information provided by TCT (National) and then customize this to be used by TCTO
	(1.2) Establishing trail monitoring standards and protocols <ul style="list-style-type: none"> Understanding how TCT (National) does this currently Determining what the current standards and practices are and learning from how this is attempted by others at this time. 	<ul style="list-style-type: none"> Creation of a system that includes practices and protocols built upon the work of TCT (National) and others Providing this information on TCTO's website
	(1.3) Building the TCT brand and narrative provincially <ul style="list-style-type: none"> Participating in appropriate forums and events Writing op-eds, sharing blog posts and creating/sharing literature that speaks to the TCT story and plans for the future. 	<ul style="list-style-type: none"> Knowledge sharing / Brand building partnerships – for e.g. formally partnering with a university to be a research partner or partnering with youth/new-Canadian programs that provide outdoor experiences.
	(1.4) Social media plan <ul style="list-style-type: none"> Shompa to meet contact at University of Toronto to determine how best to proceed Creation of a basic plan that determines overall purpose, audiences to be targeted, platforms to be used, messaging and resource allocation. 	<ul style="list-style-type: none"> Tracking growth, areas of success and integrating social media strategy with other operational priorities (e.g. reporting about TCTO projects, initiatives aimed at real-time sharing of trail user photos etc.)

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Tactical suggestions: 2018 to 2023

OUTCOME WE WANT BY 2023	SUGGESTED TACTICS TO ACHIEVE THIS OUTCOME	
	2018-19	2020 onwards
OUTCOME TWO: PARTNER NETWORK By 2023, TCTO's active and productive engagement with all our operational trail partners, through a network we lead and organize, ensures they are well-equipped and supported to sustain their portion of the TCT.	(2.1) Proactive engagement of trail partners to develop common agenda for the trail in Ontario <ul style="list-style-type: none"> Share TCTO's strategic direction with trail partners Conduct a gap analysis re trail information – what info currently exists with TCTO and where can trail partners provide further information (for e.g. currently good information exists about certain sections of the trail). This would lead to informed funding partnerships with trail partners. Develop a list of services that TCTO can provide – analyze to see if its is achievable. Then, this can be shared with trail partners 	<ul style="list-style-type: none"> Determine a common understanding of what is meant by 'trail sustainability' in Ontario and how different partners will help realize this mandate of sustainability Consider trail partner conference
	(2.2) MoUs with trail partners to sustain relations/ partnerships <ul style="list-style-type: none"> Determine which partners should have strategic MoUs with TCTO based on what knowledge/tools can be shared between the organizations. For e.g. an MoU with OTC could help TCTO gather information related to trail counters 	<ul style="list-style-type: none"> Analyzing any information made available to TCTO through partners and providing this information to interested groups.

Tactical suggestions: 2018 to 2023

OUTCOME WE WANT BY 2023	SUGGESTED TACTICS TO ACHIEVE THIS OUTCOME	
	2018-19	2020 onwards
OUTCOME THREE: INFORMATION/ TOOLS By 2023, TCTO will have increased awareness and use of the TCT by diverse populations, through information collection and data-driven tools, that allows our partners to deliver a richer trail experience.	(3.1) Tool Development: Needs assessment <ul style="list-style-type: none"> Reaching out to trail partners to determine what would be useful to them Contacting OTC and TCTO to find out how TCTO could source data 	(3.2) Tool Development: Creation and testing of tools <ul style="list-style-type: none"> Work with TCT to enhance the national interactive map (from an Ontario perspective) Working with TCT to develop an enhanced map and importing it to TCTO website. Make it interactive to allow upload of user experience photos etc.
	(3.3) Learning about trail user behaviour and experience <ul style="list-style-type: none"> Gathering information regarding which partners collect similar data and how Determining how trail users could be surveyed by TCTO or by partners Creating and disseminating a test survey including method of data collection (through partners, new/existing app, email link etc.) 	<ul style="list-style-type: none"> Using data to inform trail partners regarding trail user behaviour and experience including (where possible), demographic data, popular trail sections, feedback from users, suggestions for improvement etc.

Tactical suggestions: 2018 to 2023

OUTCOME WE WANT BY 2023	SUGGESTED TACTICS TO ACHIEVE THIS OUTCOME	
	2018-19	2020 onwards
OUTCOME FOUR: INTERNAL By 2023, TCTO will have sufficient and stable resources to sustain the organization for the long term, overseen by an inclusive board that reflects the diversity of the broad Ontario population we serve.	(4.1) Reinforcing relationship with TCT (National) <ul style="list-style-type: none"> Negotiating a contract with TCT (National) to deliver programs in Ontario Explore partnerships with TCT (National) to have TCTO play an active role in donations towards Ontario projects 	<ul style="list-style-type: none"> Develop channels and mechanisms that allow greater control to TCTO re decisions, funding, activities of TCT (National) in Ontario.
	(4.2) Creation of fundraising infrastructure <ul style="list-style-type: none"> Develop relations with provincial and federal staff re grants Create a list of provincial and federal funding grants with OTC Explore partnerships with RTO groups for co-funded projects Private sector – look at potential corporate sponsors (like OPG). 	<ul style="list-style-type: none"> Once the basic infrastructure is in place (potential funding sources, the TCTO value proposition etc.) explore the possibility of professional fundraising through staff/contractor.
	(4.3) Reconfiguration of the board <ul style="list-style-type: none"> Developing a board skill matrix that includes the aim of increasing diversity of board members Recruiting – utilizing 'farm team', looking into different committees – talking to organizations that are like-minded and recruit from local trail groups. Additionally, seeking out women's groups and first nations communities. Implementing board practices like ensuring length and term limits for board members 	<ul style="list-style-type: none"> Strategically using the board to function through various committees like fundraising, partnership etc.
	(4.4) Staff planning <ul style="list-style-type: none"> Resource planning re fundraising, communications and operational work 	

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Measuring Success

(possible Key Performance Indicators - KPIs)

By 2023, TCTO's strong and recognizable brand and productive working relationship with all of our partners has resulted in increased awareness and usage of TCT in Ontario, delivering positive impact to communities <ul style="list-style-type: none"> Changes made to the TCTO branding/mandate after consulting with TCT (National) [Yes/No] Creation of a document(s) that outlines trail monitoring standards and protocols [Yes/No] # of forums, events where TCTO actively participates and shares information Creation of a social-media plan [Yes/No] # of social media shares, mentions, increase in following etc. (other social media metrics) 	By 2023, TCTO's active and productive engagement with all our operational trail partners, through a network we lead and organize, ensures they are well-equipped and supported to sustain their portion of the TCT. <ul style="list-style-type: none"> Sharing of TCTO's strategic plan with trail partners [Yes/No] Development of a 'service offering' document i.e. list and description of services that TCTO can offer to partners [Yes/No] # of MoUs signed with trail partners 	By 2023, TCTO will have increased awareness and use of the TCT by diverse populations, through information collection and data-driven tools, that allows our partners to deliver a richer trail experience. <ul style="list-style-type: none"> Creation of an interactive map (similar to TCT National's) that has an Ontario perspective [Yes/No] # of trail users who participate in the trail survey # of partner organizations with whom trail user survey results are shared 	By 2023, TCTO will have sufficient and stable resources to sustain the organization for the long term, overseen by an inclusive board that reflects the diversity of the broad Ontario population we serve. <ul style="list-style-type: none"> # of new board members brought onboard by <date> Signing of long-term contract with TCT (National) [Yes/No] Target amount of <> dollars raised by <date> [Yes/No] # of diverse funding sources
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Appendix – Summary of participant responses from exercises

Exercise 1: Participant Responses

Name of audience engaged through TCTO's work	What are the issues/gaps faced by the audience?	Which of these issues/gaps can be addressed by TCTO (could be addressed by TCTO in the future)?
Partner Organizations 1) Nonprofit groups – manage sections of trail on their own. 2) Government groups – municipalities, cities, Parks Canada, MNR, MTCS 3) Conservation authorities 4) First Nations (Mostly in the North and some in South) 5) TCT (National) 6) Regional Tourism Organizations (RTOs) 7) Other groups like Evergreen and Ontario Power Generation	<ul style="list-style-type: none"> Promotion of the trail / getting people to use the trails Maintenance and upkeep of trails. TCT is managed/owned by these partners. Issues like changes/improvements of signage are constantly faced by partners. What does being part of TCT mean? – geographic isolation Capacity – functioning as an organization Trust/comfort level – lack of understanding about layers of how the trail ecosystem functions Funding issues Issues related to monetizing the trail First nations related - Impact on nation? 	A. TCTO could be the conduit for funding opportunities. TCTO is aware of lobby groups/ can help partners with applications like regional applications B. TCT (National) talks about long-term funding for trail partners. This is an area where TCTO could aid partners. C. "Clearing house" – TCTO could provide expertise/information to trail partners through symposiums, workshops etc. D. TCT (National) related – The current MoU will be likely extended for delivering on behalf of TCT in the future
Trail Users & Trail Champions 1) Local users 2) Regional users (groups of local users within the province) 3) People requesting larger/more trails	<ul style="list-style-type: none"> Issues related to trail use/awareness Increasing trail use by Newcomers/ethnic trail users (non-traditional groups) Parents looking for outdoor experiences for their children/families Accessibility (transportation/physical) Choice of spending discretionary time - getting people to choose trails over other alternatives 	A. Information and communication projects in conjunction with other organizations

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12



Raw data: How the board developed Outcome Statement (1)

Leadership / Championing of TCT in the province	(i) To provide overall strategic direction for the economic, social and environmental initiatives for the TCT in Ontario. (ii) Establish and provide a strong 'Trans Canada Trail Ontario' brand. (iii) Advocate for the TCT in Ontario as a key component of healthy communities, both economically and socially.
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DRAFT OUTCOME STATEMENT: By 2023, TCTO's strong and recognizable brand and productive working relationship with all of our trail partners has resulted in increased awareness and usage of TCT in Ontario, delivering positive impact to communities.

Responses:
Group 1 – Created and seen as a recognizable brand which has clear information, support, advice and direction on the TCT in Ontario.

Group 2 – Strong alliance with all of our trail partners, that has resulted in increased awareness and use of the TCT across the province with a desired positive impact on communities.



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Raw data: How the board developed Outcome Statement (3)

Direct engagement of public and various communities	(vii) Promote the use of TCT in Ontario in support of tourism, healthy lifestyles and healthy communities (viii) Educate and increase the public's understanding of the TCT and its importance by collecting and disseminating information about the TCT. (ix) Dissemination of research / conducting research
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DRAFT OUTCOME STATEMENT: By 2023, TCTO will have increased awareness and use of the TCT by diverse populations, through information collection and data-driven tools, that allows our partners to deliver a richer trail experience.

Responses:
Group 1 – Created tools that capture detailed info about trail-user experience. Disseminating this info to local, regional and provincial partners to collectively create a richer trail experience.

Group 2 – Have developed and implemented a strategy resulting in increased public awareness of the TCT as a critical contribution to the well-being of Ontarians.



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Using a filter to assess possible tactics



17

Raw data: How the board developed Outcome Statement (2)

Partner support	(iv) Provide General Support and Encouragement to TCTO partners across Ontario. (v) To facilitate communications for the TCT across the province and to assist TCTO partners with their communications need. (vi) Various objectives pertaining to trail maintenance and enhancement, realized through working with partners (e.g. improving trail standards, improving signage, hosting events, etc.)
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DRAFT OUTCOME STATEMENT: By 2023, TCTO's active and productive engagement with all our operational trail partners, through a network we lead and organize, ensures they are well-equipped and supported to sustain their portion of the TCT.

Responses:
Group 1A – Active and full engagement with trans-provincial organizations. For e.g. richer support to TCTO partners.

Group 1B – have created and implemented a TCT communications network together with trail partners to support and share information about the trail.

Group 2 – have created a good working relationship with all operational trail partners that are well equipped to sustain their portion of the TCT.

#10 strategic objective can be included here (research).

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Raw data: How the board developed Outcome Statement (4)

Internal/capacity building	(x) Financial sustainability - Seek funding opportunities to support partners and sustain the TCT in Ontario
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DRAFT OUTCOME STATEMENT: By 2023, TCTO will have sufficient and stable resources to sustain the organization for the long term, overseen by an inclusive board that reflects the diversity of the broad Ontario population we serve.

Responses:
Group 1 A – have a stable, consistent and predictable revenue flow within a sustainable organization

1B – board will reflect the ethnic, geographic diversity in Ontario

Group 2 – have secured funding to sustain the organization long-term.



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Raw data: Participant responses in tactical brainstorm

(leadership)	(trail partner network)	(information tools)	(internal)
Aligning our brand with TCT, building their info in Ontario and customize it for our use.	Share our strategic direction with trail partners.	Reaching out to trail partners to determine what would be useful to them	Negotiating a contract with TCT to deliver prog in Ontario
To establish trail monitoring protocols and standards – to measure trail use and augment what TCT has on its website to give users better information.	Develop a list of services that we can provide – analyze to see if its is achievable. Then we can share with trail partners	Contacting OTC and TCT – how do we source the data?	Develop relations with prov and federal staff re grants
Social media action plan – Shompa has a contact (UofT).	Gap analysis. Identifying what info we need from trail partners. There is currently good info on a few trail sections. Funding applications would be informed by this analysis.	Work with TCT to enhance the national interactive map (from an Ontario perspective)	Explore existing prov/fed funding grants with OTC
Working with TCT to develop an enhanced map and importing it to TCTO website. Make it interactive to allow upload of user experience photos etc.	Trail standards – what defines a sustainable trail? (probably need to determine what "sustainable" is ?)	Experiential information – surveys (surveymonkey etc.)	Explore partnerships with RTO groups
MoU with OTC (e.g. trail counters) and providing this to interested groups.	Consider trail partner conference		Explore p'ships with TCT to have TCTO play an active role in donations towards Ontario projects (existing data)
			Private sector – potential corporate sponsors (like OPG).
			Developing a board skill matrix inc diversity
			Recruiting – utilizing 'farm team', diff committees – talking to orgs that are like-minded and recruit from local trail groups. Seek out women's groups, first nations communities.
			Length and term limits and staggering (draft language)
			Staff??

18





PROVINCIAL RECOGNITION

ONTARIO TRAIL OF DISTINCTION AWARD

In 2005, the Ontario Ministry of Heritage, Sport, Tourism and Culture Industries produced the Ontario Trails Strategy to formulate a long-term proposal for the planning, management, promotion and use of trails in Ontario. The Province then increased its commitment to the improvement of trails by enacting the Ontario Trails Act 2016 to permanently protect trails. The act also established an annual Trails Week in Ontario, that coincides with International Trails Day, as well as the Provincial Trails of Distinction program which recognizes and promotes the best existing trails. In 2018, the Province recognized the Trans Canada Trail in Ontario as one of only six distinguished trails in the Province.



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