



Manitoba
Recreational
Trails
Association Inc

MANITOBA RECREATIONAL TRAILS ASSOCIATION

STRATEGIC PLAN

September 2008

1.0 Introduction and Objectives

This Strategic Plan describes the philosophy, approach and planned activities of the Manitoba Recreational Trail Association (MRTA) to 2010 **and beyond**.

The Board of the MRTA undertook a strategic planning exercise in 2007. The Strategic Plan to 2010 was intended to be a working document that would be modified and adjusted as required. The completion of the Trans Canada Trail by 2010 could only be realized if virtually all of the funding and other requirements fell into place almost immediately. Although progress has been made, reality dictates that we modify our end date but still continue to strive for the goals set out in the plan.

The MRTA has a clear goal that this plan addresses: to complete construction of the Trans Canada Trail (TCT) in Manitoba. In addition, the MRTA has a broader mandate to assist local associations to maximize their trail's potential. The mission of the MRTA is "to provide the support, knowledge, information, technology and resources necessary to promote the construction and use of recreational trail throughout Manitoba, thereby improving the economy, the environment and human well being."

The MRTA was formed in 1992 to support the development of trails across Manitoba, including the Trans Canada Trail. When completed, the TCT will stretch 18,000 kilometres across Canada, linking hundreds of communities and connecting all provinces, territories and our three oceans. This national recreational trail encourages five core activities – walking, cycling, horseback riding, cross-country skiing and snowmobiling – to enjoy Canada's great outdoors. National in scope, the TCT is locally built, managed and maintained by volunteers. Manitoba's portion of the TCT will be over 1,400 kilometres in length.

As of January 2008, almost 78% of Manitoba's TCT has been developed, involving 18 regional trail associations and hundreds of volunteers. Trail development is supported by the Province of Manitoba, the Trans Canada Trail Foundation and individual donations.

As of summer 2008, we have made significant progress. This document is a part of our strategic plan review. It reflects the progress made and incorporates any new information that has become available.

The MRTA, in partnership with many dedicated, hardworking volunteers throughout the province, will use this Strategic Plan as a foundation piece which will guide the organization towards the realization of the dream of completing the Trans Canada Trail in Manitoba.

2.0 Status of the Trans Canada Trail in Manitoba to Date

Length and Route of the Trail

In Manitoba, the Trans Canada Trail route is approximately 1,400 km long. The route of Manitoba's Trans Canada Trail was chosen to offer trail users a wide range of topography and cultural diversity. The Canadian Shield, steep ravines of the escarpments, gently rolling farmland, ethnic communities, parks, heritage sites, and aboriginal communities are all well represented.

Beginning at the Ontario/Manitoba border, the trail goes through the community of West Hawk Lake, and then winds its way through cottage country and wilderness areas of Whiteshell Provincial Park to Seven Sisters Falls on the Winnipeg River. A short way up the trail from Seven Sisters is the town of Pinawa, arguably located in one of the most picturesque riverside settings in Canada. Next along the trail is the Pinawa Dam Provincial Heritage Park, where the remains of western Canada's first hydroelectric dam rise out of the Pinawa Channel. The Trail descends off the Precambrian Shield at Pine Falls, crossings swamps and forests on its way to Grand Beach Provincial Park on the south-eastern shore of Lake Winnipeg. With its expansive powdery-white sand beaches and grass-topped dunes, Grand Beach is recognized as one of the ten best beaches in North America.

The trail then continues southward through the Mars Hill Wildlife Management area, which is an end-moraine ridge comprised of sand and gravel, with a few bog areas interspersed. The area is dominated by aspen forest and extensive stands of jack pine. Wildflowers grow in profusion in open areas and a few grassland areas with tall-grass prairie species have been identified.

The trail passes near the limestone quarries of Garson and Tyndall, famous for its Tyndall stone, which has been used to build many prestigious architectural structures.

The trail then jogs west to cross the Selkirk Lift Bridge. A depression era make-work project that replaced the existing ferry, this lift bridge was required for the large boats that navigated the river and is a rare and fully functional example of this type of mechanism.

Selkirk is home to the prairie province's only Marine Museum. The trail continues south to follow along the Red River, Canada's newest heritage river whose nomination was based upon its cultural and historic significance to Manitoba, to Lower Fort Garry, a National Historic Site.

In Lockport, the trail crosses the Red River on the St. Andrews Lock and Dam, a national historic site. It passes near the aptly named Kenosewun Centre (Cree for "there are many fishes"), situated in a park-like setting with footpaths overlooking the ancient fishing site, archaeological displays and a tourist information centre. The trail continues to the community of East St. Paul, following the Red River Floodway, which was designated a national historic site in 2000 as an outstanding engineering achievement.

The trail enters Manitoba's capital city, Winnipeg, and follows the Red River south, as it winds through a beautiful section of river bottom forest, which contains some of Winnipeg's largest cottonwood trees and through a tall grass prairie restoration site. Crossing the Red River on the Chief Peguis Trail, it continues along the river, passing through parks and neighbourhoods into the downtown. At the Esplanade Riel, a spectacular pedestrian bridge and symbolic gateway that connects two of Winnipeg's historically significant communities, the trail meanders through the French Quarter of St. Boniface until it reaches the junction of the Red and Assiniboine Rivers at the Forks. Then paralleling Assiniboine River it passes the Provincial Legislature and continues through a variety of neighbourhoods and special urban green spaces such as Assiniboine Park/Forest and Fort Whyte Alive. Exiting the city through historic St. Norbert, the trail passes through the St. Norbert Heritage Park where visitors can immerse themselves in Métis family life as it was during the late 1800s. With plans for just over 80 km of the Trail running through it, Winnipeg will have one of the longest city trail routes in Canada.

The trail then crosses the Floodway Gates to the east side of the river and travels south through the flats of the Red River Valley. The Trail passes through a series of communities with a strong Francophone history, and closely follows the historic Crow Wing Trail route. The Crow Wing Trail was one of the first north-south transportation routes, and was used for transporting furs and supplies between Upper Fort Garry (present day Winnipeg) and St. Paul, Minnesota. Wander through an aspen forest around the lake at St. Malo Provincial Park. South of St. Malo, in the R.M. of Franklin, the trail crosses the Roseau River on the newly restored Senkiw Bridge. Near Emerson, at the Canada/US border, the Trail passes through the site of Fort Dufferin, the starting point for the North West Mounted Police's famous trek west in 1874.

From Emerson, the trail follows the historic post road and then picks up an abandoned rail line connecting Gretna and Altona, where it continues west through an area of wide open prairie. Near Morden, the Trail turns northwest and follows the abrupt ridges and wooded rolling hills of the Manitoba Escarpment, the geological remains of the western shoreline of glacial Lake Agassiz, which covered most of Manitoba and Saskatchewan some 10,000 years ago. The trail then goes through the community of St. Leon, famous for the first wind farms in the province.

Continuing in a north westerly direction, the trail passes through Spruce Woods Provincial Park, where visitors can enjoy the coolness of riverbank forests, wander through the sweet mixed-grass prairie and experience the desert landscapes of the nearby Spirit Sands.

North of Carberry, the Trail passes through the beautiful town of Neepawa, where again the route takes to an abandoned rail line, the Rossburn Subdivision. The Trail passes through the rolling hills and scenic "pothole" countryside of the Manitoba Parklands.

At Russell, the Trail turns north for the last major leg of the westward journey. This section has many attractions including the Inglis grain Elevators National Historic Site – one of the last rows of vintage wooden grain elevators on the prairies.

Assessippi Provincial Park located at the south end of the Lake of the Prairies, a large man-made lake, is also along the route, and features wildlife viewing, trails, and skiing. The Trail continues north through Roblin, the last major community along the Trail, then reaches up to touch a corner of Duck Mountain Provincial Park before exiting the province just west of San Clara where it connects with the Saskatchewan trail near Madge Lake, Saskatchewan.

Table 2.1 – Length of Trail by Trail Group Section (as of January 2008)

section	estimate of completed trail	estimate of outstanding trail	Total km
Crocus	136	0	136
Rosburn Subdivision	100	76	176
Neepawa-Langford	0	34	34
Carberry-North Cypress	32	0	32
Glenboro-South Cypress (Connection through Sandy Lake First Nation ~ 10 km)	35	10	45
Victoria Millennium	15	0	15
Lorne	78	0	78
Miami-Thompson	54	0	54
Stanley	64	0	64
Altona-Gretna	76	0	76
Crow Wing	189	1	190
Winnipeg (~ 17 km currently signed)	76	7	83
Red River North	34	99	133
Blue Water (includes gap from Powerview to Red River North)	72	20	92
Pinawa	28	0	28
North Whiteshell	50	40	90
Centennial (includes gap to Rennie)	25	20	45
South Whiteshell (Does not include Falcon Lake route for water connection. Add 24 km to total.)	<u>11</u>	<u>4</u>	15
Totals:	1075	311	1386
% complete	78%		

Registration and Temporary Road Links

- Currently, 98% of the TCT in Manitoba is registered with the Trans Canada Trail Foundation.
- A portion of the trail is temporarily assigned to secondary roads. Local trail associations are still negotiating with private landowners and other government jurisdictions to re-route the trail onto a more scenic path. In some instances solutions to fund and build trail over difficult terrain must be found.

Currently Functional Trail

- About **78%** of the TCT route in Manitoba has been established, and **developed to the point of having directional signage**. Up from 71% in 2006 and 41% in 2003.
- Another **6%** of the route could be signed, as the **routes have been planned**, and are on lands where land ownership or land use is not an issue (mostly on undeveloped or little used road allowances). Down from 28% in 2003.
- Much of the remaining 16% will be a greater challenge to complete due to land use issues or difficult terrain.
- In some instances as negotiations with private landowners proceed, the trail will move off of municipal roads on to adjacent land. This will involve the development of an incentive program to encourage the transition onto private lands.
- Please note that **these percentages do not necessarily denote a contiguous route**, and that, in order to be considered fully complete, trails require basic safe level of passage on all sections in addition to directional and appropriate regulatory signs and trail head signs.
- The challenges remaining in to mark trail completion can not simply be measured in kilometres. Many of the remaining sections require some very high cost solutions that may only measure a few hundred metres in distance (eg. bridges, boardwalks). For the most part these obstacles involve crossing water and highways, each of which has additional layers of rules, regulations and government agencies to navigate.

Other Accomplishments

- Development of the MRTA web page
- Development of a comprehensive interpretive plan for the Trans Canada Trail Implementation of the first phases of the plan. Including the development and installation of Trail head signs and structures, 48 interpretive nodes.
- Creation/production of six regional, Gold medal award winning, Interpretive Guides/maps
- The erection of 4 Trans Canada Trail Pavilions
 - Manitoba-Ontario border – West Hawk
 - Manitoba-US border – Emerson
 - Winnipeg – The Forks
 - Manitoba- Saskatchewan border – Roblin
- Marketing materials and support: MRTA trail toolkit, customizable brochures, passport to trail adventures program, and newsletters to name a few.

3.0 – General Policies

MISSION

To provide support, knowledge, technology, and resources necessary to promote the construction and use of recreational trails throughout Manitoba thereby improving the economy, the environment and human well-being.

MANDATE

The MRTA's mandate has evolved over time. In 1998 the MRTA had not yet received the Provincial Millennium grant. As a part of a three year plan (1998-2000) the mandate of the Manitoba Recreational Trail Association (MRTA) included:

1. The support of local groups in their trail building activities, including:
 - liability coverage access
 - tax receipts for donations¹
 - planning assistance
 - information
 - resources

2. Representation of the Trans Canada Trail Foundation (TCTF) in Manitoba:
 - fundraising for Trans Canada trail construction and trust fund.
 - resources received on behalf of Manitoba allocated to local groups.

The Manitoba Recreational Trail Association is a registered charity managed by a volunteer Board of Directors. MRTA supports all types of trail development throughout the Province of Manitoba, but the primary focus will be on development of the Trans Canada Trail through the time frame covered in this plan.

In general terms what the MRTA does can be synthesized into the following:

- Provide funding to recognized trail associations for trail development²
- Provide trail building resources to trail associations
- Promote the Trans Canada Trail in Manitoba
- Promote other trails and trail use in Manitoba

¹ MRTA has developed a charitable Tax Number Usage Policy, for those trail member groups who do not have their own charitable tax number. Trail groups wishing to raise funds using the MRTA Charitable tax number must comply with our charitable tax number usage policy, revised in 2006.

² The funding we have to administer has specific requirements, and at this time it is specifically intended for the development of the Trans Canada Trail.

4.0 - Completing the Trail- General and Geographic Needs

Manitoba has many dedicated and enthusiastic volunteers working on the TCT. However, even with this enormous asset, completion of the TCT in Manitoba will require more funding for completion, especially in sections where the construction challenges are significant. Estimated costs are based on information provided by trail groups, costs from past trail construction, and estimated level of difficulty.

Trail Development – Geographic Needs

A detailed outline of the trail and the various outstanding sections are included in the **Appendix A Outstanding Sections and Current Issues**,³ with a brief description of some of the highlights by region provided below.

South Whiteshell: This section of trail has been substantially completed by the local trail association, but still has some construction needs, once again through the landscape of the Precambrian Shield. Their largest remaining challenge is crossing Penniac Bay, which is dependant on the Department of Transportation and a widening of the highway at that point. They also require a smaller footbridge for a crossing by Caddy Lake which would provide for a connection with the Centennial Trail. The Trans Canada Trail route from Ontario will be a water route, connecting through High Lake. This will require additional trail construction along the south shore of Falcon Lake. The estimated cost for completion of this trail section is \$523,000.00

Centennial Trail: is a true wilderness trail, with a path cleared through the bush, following granite ridges and the route simply marked with directional signage. It approximately parallels Highway 44 as it heads through the Park. The trail is built by volunteers in conjunction with the Girl Guides and Boy Scouts of Canada who have a summer camp nearby. The first 25 km are signed. Since 2005 they have been able to scout and flag a route around Ross Lake that comes out at Highway 44 at the Microwave Tower. The remaining 25 km from there to Rennie is not yet registered with the Trans Canada Trail. There is only so much the Scouts and Guides can do. Recruiting volunteers is difficult, as the terrain is challenging as there is no population base to draw from. Estimate \$320,000.

North Whiteshell: This section of trail has the challenging terrain of the Precambrian Shield to negotiate, and using Highways rights of way is not an option in this area, as the right of way is too narrow. Navigating water crossings is a current challenge. The total estimated costs to complete 32 km of trail is approximately \$1,015,000 as well as a proposed bridge project, at an estimated cost of \$400,000.00.

Pinawa: A low lying marshy section would benefit from a board walk \$150,000.

Blue Water: This section of trail passes through some very swampy and rocky areas, which will substantially raise the cost of trail development. A swampy section in the

³ Costs modified in 2008

southern part is approximately 2.5 km. In the northern section, the local trail group has scouted a possible route for the connection to Red River North. It would require a berm to be built and surfaced. This project is capital intensive with little opportunity for in-kind matching. Cost for completion is estimated to be \$510,000.00.

Red River North: Since part of this trail section goes through an urban area, and other sections are through Crown Lands and private lands, the greatest challenge to date for this group has been obtaining permits and land use licenses. Highway # 9 between the two River Roads could require a small retaining wall in the ROW. In the RM of Brokenhead a bridge may be required to cross a river. There is also a marshy area which may require a floating board walk. Estimated costs to address these challenges are approximately \$320,000. There is also the possibility of needing an additional \$400,000 for a closed culvert system. Trail construction and trail usage on the Floodway has been suspended until the Floodway Expansion project is complete.

Winnipeg: There are approximately 10 km of Trans Canada Trail left to construct within the City, though the majority of the 83 km of trail needs to have it's directional signage installed or replaced. The largest section is retrofitting a multi-use path along Bishop Grandin Greenway. The standard to which trail is built is much higher and therefore more expensive. \$3,250,000 is the latest estimate provided to complete these sections.

Crow Wing: For the most part, this trail route follows municipal road allowances. However, in some cases, there are substantial water crossings. There is some debate over whether or not a bridge is required for the Red River crossing in Emerson (\$900,000). As landowner negotiations evolve, some trail will be moved off of road allowances. In Ritchot there is some culvert work and an engineering study that needs to be done (\$25,000). In addition, the Kirkpatrick swamp in the RM of Franklin, will require a board walk of about one mile, at an estimated cost of \$250,000, for a total of \$1,185,000 in estimated project costs.

Miami Thompson: is exploring the possibility of moving trail off of municipal roads and onto an abandoned rail line. No information is currently available on the amount of ballast that would need to be removed or other costs that would be involved.

Glenboro/South Cypress: Along this section of trail is the site of the Seton Bridge, crossing the Assiniboine River which is a key link in the TCT route, but which does not currently have a pedestrian walkway. Because of this, Department of Transportation has informed the local trail association and the MRTA that TCT route signs will not be allowed to be posted on the bridge, nor along a section totalling five kilometres north and south of the bridge, as they want to ensure that pedestrians are not encouraged to use the bridge as part of the TCT route.

In order to resolve this, the MRTA has investigated several options, including approaching the German army for assistance. Thus far, significant support has not materialized, and the most practical solution seems to be the addition of a pedestrian walkway to be added to the existing bridge, at an estimated cost of \$900,000.

The group has also been working with Swan Lake First Nation to establish a route through reserve land and connecting with North Cypress (currently a missing link), which could cost close to \$100,000.

Neepawa Langford: RSTA members from Neepawa have been devoting some of their time to this trail section. It is estimated that in addition to installing signage, 1 bridge (smaller) and the completion of the Langford trail including a newly constructed route along the east shore of Lake Irwin will be required, estimated at \$77,500.

Rosburn Subdivision: When this abandoned rail line was purchased from CN in 1998 with the assistance of the TCT Foundation, some of the bridges at the west end of the line had already been dismantled. These bridges have yet to be repaired, as the local trail association lacks the engineering expertise and the volunteer labour required undertake them. Some bridge reconstruction will need to be done, while other sections can be converted to low level crossings. There are also issues with decaying infrastructure, collapsing culverts and heavy ballast on some sections that make the trail unsuitable for summer use. Available estimates are approximately \$300,000.

Crocus Trail: This trail association has a long trail section and difficult terrain to negotiate, in the western part of the province. They have been working hard and completed their last 1.5 km in 2007. Now maintenance and refurbishment issues take the majority of their efforts with \$18,650 requested in 2008.

Estimate of Trail Construction Projects by region

South Whiteshell	\$523,000.00
Centennial	\$320,000.00
North Whiteshell (includes bridge)	\$1,415,000.00
Pinawa	\$150,000.00
Blue Water	\$510,000.00
Red River North	\$720,000.00
Winnipeg	\$3,250,000.00
Crow Wing (includes bridge)	\$1,185,500.00
Glenboro/South Cypress (includes bridge)	\$1,000,000.00
Neepawa/ Langford	\$77,500.00
Rosburn Subdivision	\$222,700.00
Crocus Trail	\$18,650.00
Total:	\$9,392,350.00

With the remaining resources available in the Millennium Fund and the Trans Canada Trail (Manitoba) Project fund, the MRTA still cannot fully address the costs associated with these costly but necessary projects. As noted previously, the volunteers in Manitoba are extremely dedicated and enthusiastic, but this alone is not enough to complete the trail when faced with challenges that only adequate funding can address.

General Needs

Volunteer based trail groups face other challenges in addition to the financial costs associated with trail construction. While examining the outstanding sections of the trail

and some of the barriers and constraints faced by the trail groups that were impeding their ability to complete the trail, several similarities across groups were identified. We then broke the barriers down into more general categories (see **Appendix B – Province Wide Barriers and Constraints**). In order to achieve the goal of constructing the trail by 2010, these barriers and constraints must also be overcome.

In order to address these challenging trail sections the MRTA has undertaken some innovative approaches. We have initiated a regional trail completion pilot project that is focused on the trail section in the eastern part of the Province. The border to beaches project is outlined below. Should this approach be successful, we hope to carry it over to other regions.

Border to Beaches

The Border to Beaches Project is a trail completion initiative of the Manitoba Recreational Trails Association (MRTA) supported by the Trans Canada Trail (TCT) and the local trail associations. The goal is a fully built high quality trail, winding 370 km from the rugged terrain of eastern Manitoba to the sun and sand of Lake Winnipeg's beaches. Volunteers have been fund-raising, building and maintaining remarkable individual segments of this route – the Borders to Beaches Project will link the completed sections and transform them into a Manitoba showcase connecting two of Manitoba's tourism gems: Grand Beach Provincial Park and Whiteshell Provincial Park.

Border to Beaches is a project that encourages healthy active living, linking communities, education, supports tourism and commerce and promotes the social and economic development of local areas. Once complete the trail will not only be a great recreation asset for Manitoba it will be an icon of the tourist industry.

The project will focus on finding regional and site-specific solutions for trail building challenges. Specific needs and opportunities will be identified in an Action Plan, with trail building beginning this summer. The project enhances existing MRTA funding programs by addressing barriers not necessarily included in the normal granting processes.

Ultimately, the Border to Beaches Project is a pilot project, both for Manitoba and for the Trans Canada Trail across Canada. The approaches and solutions learned in this project will assist other large segments of trail to be completed, realizing the dream of a national trail, from sea to sea to sea.

Directional signage in the City and rest of Province

In some areas all that is missing is the signage that tells the user that they are on the Trans Canada Trail. The City was provided provincial funding for a trail signage project, which was to include the signing of the Trans Canada Trail. Winnipeg Trails Association is working with the City to include Trans Canada Trail signage within their trail signing program. The MRTA is working with rural trail groups to get their signs in place.

5.0 Solutions to Barriers and Constraints

To address how the various barriers and constraints might be overcome, a brainstorming session was held with the MRTA board. The resulting solutions list was refined further and a preliminary attempt to determine who/how these solutions might be implemented and what they might cost was also developed (**see Appendix C – Solutions and Broad strokes budget/timelines**). Addressing these solutions goes beyond the cost of physical trail construction. Addressing the barriers goes hand in hand with developing the outstanding trail sections. The MRTA board is in the process of reviewing these solutions and prioritizing them. A summary of the six overarching areas is outlined below.

A) New Trail Construction and Related Resources-

The MRTA cannot fund all the trail building projects throughout the Province, but we can help by providing groups with information that will help them with the trail building process. By establishing a data base of information & library the MRTA will be able to better serve all trail groups within the province.

Dealing with various government departments (DFO, Coast Guard, Highways, etc.) in order to get the necessary approvals can be a daunting task, and the MRTA can help by providing regional contact information. For the Trans Canada Trail specifically, we would like to hire a consultant to help us compile a list of all water crossings and requirements so that we can work through the Department of Oceans and Fisheries and Coast Guard regulations. This will also provide the foundation towards researching solutions for specific problem areas, whether it be a floating boardwalk or bridge. The TCT has funding for engineering studies, so a cost was not incorporated into this component in the table below.

Our interpretive plan incorporates a portion of the educational and interpretive signage available to the trail associations. They may wish to pursue further signage for their region, and we can help by allowing them to use our design as a template. There is still some funding available for Way finding and regulatory signage within the Millennium Fund, and as more trail reaches completion this funding will be depleted. The cost for these are not incorporated into the resources listed here.

B) Capital –

In order to achieve our trail construction goals, the MRTA will have to engage in fundraising in order to help the regional trail groups raise funds for large, capital intensive projects. Striking a fundraising committee is a first step in this project. Funds allocated toward some marketing/communication materials will also be required to bolster a capital campaign.

Progress: A fundraising committee has been struck in 2008, with the initial goal of raising additional funds for the border to beaches trail completion project.

C) Organizational/Policy/Administration -

A policy committee will be struck to begin the process of examining some of issues that present a challenge to the organization. This includes areas in which the MRTA might get involved to lobby the government or organizational issues such as insurance. The

RSTA Committee has been revived in order to deal with some of the specific issues in regards to the Rossburn Subdivision Trail, which is owned/leased by the MRTA.

D) Volunteers/ Human Resources

Trail groups are faced with limited access to volunteers and volunteer burnout, especially in the less populated rural areas. The MRTA intends to include a section on volunteerism in our newsletter. We would like to develop a volunteer recognition program to highlight individual and outstanding volunteers. We may be able to incorporate this into an existing function where we could buy a table and invite our volunteers. The addition of a part time Volunteer coordinator could assist us create & implement work parties, which might help with the manpower shortages that these groups face.

E) Marketing/ Promotion/ Communication

The current Marketing Plan takes the MRTA into 2008. In 2009 we would like to hire a consultant to help us develop a marketing plan that can be implemented in 2010 onwards. Additional funding would need to be secured in order to implement the marketing initiatives. The marketing initiatives include marketing of TCT & MRTA, marketing funds to help local groups with their initiatives and marketing funds for capital campaign. An additional area includes special event planning, which could be done with the assistance of a summer student. These initiatives are intended to help bring people to the trail so that the communities can realize the economic benefit of having a trail.

F) Education

Education takes place on many levels. The MRTA board and staff can undertake many of these tasks, but the amount of time they can dedicate to it is limited (especially a volunteer based board). In order to improve the reach the volunteer coordinator identified under point d) would be involved in expanding these efforts.

Regional Trail Groups require capacity building. As the trails evolve so do the tasks associated with managing the trail. Emphasis moves from building trail to marketing and maintaining trail. The MRTA can help groups develop their skills, abilities, knowledge through workshops at our Annual General meeting, regional trail group meetings and newsletter articles.

General Public: Trail groups still face challenges in their negotiations with landowners. By meeting with local communities, the MRTA can help educate landowners on what the trail is and what their liabilities are (OLA amendment), we can encourage them to let the trail cross their property

Provincial/Municipal Authorities and Governmental Agencies: by educating them regarding trails and demonstrating the benefits of trails within their jurisdiction we expand the regional support system for trail associations.

Estimated Costs of Solutions	2008	2009	2010	2011	Total
A) New Trail Construction and Related Resources*	43,000	23,000	23,000	20,000	109,000
B) Capital	0	20,000	10,000	5,000	35,000
C) Organizational/Policy/Admin	500	500		0	1000
D) Volunteers/ Human Resources	0	21,067	21,067	21,067	63201
E) Marketing/ Promotion/ Communication	0	5,000	55,000	55,000	115000
F) Education	0	31,500	31,500	16,500	79500
	\$ 43,500	\$101067	\$140,567	\$117,567	\$402701

*Does not include funding that falls under interpretive program or regulatory signage, or actual trail construction estimates

6.0 Interpretive Funding – Update September 2008

The MRTA has been able to accomplish a significant amount with the funding for interpretive materials. We are still implementing some of the recommendations made in the interpretive plan. Materials include

- 1) Interpretive guides: A series of six interpretive guides & maps were produced covering the entire trail as it passed through 6 ecological zones.
- 2) Trail Head signs (one sign designed for each region (6) and a total of 46 signs were printed). The MRTA also allotted approximately one trailhead sign structure per group. Additional structures could be purchased by the trail groups.
- 3) Interpretive signage
 - a. Bronfman Discovery Panels- interpretive signs designed by the TCT. The Bronfman interpretive signs cover generic topics (beaver, black bear, spruce tree, etc.) that would be relevant to many places across the country. Our interpretive plan identified suitable subjects and locations where the Bronfman signs could be installed, and 140 were ordered and installed.
 - b. Custom interpretive panels. A total of 17 nodes with approximately three signs each have been identified for the tailor made interpretive signs, for 49 signs. Text had been developed and possible visuals suggested as a part of the interpretive plan.
- 4) Interpretive Node kiosks. Seven major interpretive nodes were recommended in the interpretive plan. These nodes provide interpretation and a staging area or entry to the TCT. They can combine trailhead signs, interpretive signs and outdoor exhibits. They would be located at major access sites with parking and possibly washrooms and seating areas. The interpretive themes would include the Trans Canada Trail as well as the feature at the site where they are located.

The funding that the MRTA received in 2000 through the Millennium Fund permitted the development of an interpretive plan and saw the implementation of that plan through to the acquisition of the Bronfman Discovery panels (points 1 to 3a). Further interpretive projects had come to a standstill as insufficient funds remained in the budget. In 2006,

additional funding was received through the Trans Canada Trail (Manitoba) Project fund, which allowed the interpretive committee to begin developing our next phase of interpretive products.

In 2006, our interpretive Committee was reactivated. Their initial focus is on coordinating a trailhead sign re-print and developing the custom interpretive panels (3b). The re-print of the trail head signs was necessary as the initial product had a delamination issue. The manufacturer felt that the problem had to do with improper installation. The printer no longer had a workable copy of the trailhead artwork and files had to be rebuilt. Trail groups submitted revisions to their routes, as some changes had been made since the signage was initially designed. The revisions of the artwork were completed in late 2007. The signs were re-printed in 2008.

In 2007, the committee began working on the custom interpretive panel project. We vetted the text that had been developed as a part of the interpretive plan. The text was submitted to Manitoba Culture Heritage Tourism and Sport for translation. We hired a researcher to gather the images for the signs.

In 2008, we developed an RFP for the design of the interpretive signs. We broke the project down into 3 phases as this might make it more manageable for a small design firm to undertake the project. An RFP for the design of the interpretive panels was sent out for the first phase, and the first 10 signs have been designed. Phase 2 is being prepared to be sent to the designer. Quotes on sign printing and sign structures are being gathered. It is anticipated that the remaining signs will be designed and printed over the next several months, with installation of signs occurring in 2009. At this point we will have exhausted the initial funding we received under the TCT (MB) Project fund.

Looking Forward to 2012:

2009: The next part of the interpretive plan identified the development of seven interpretive node kiosks. The information for these kiosks will need to be researched, designed and produced. With the next instalment towards interpretive projects we hope to research the node locations and build the first of seven kiosks.

We also hope to expand on the interpretive signs we have developed along the trail. A further 50 signs would provide nodes in approximately 16 additional locations along the trail. Subjects would need to be developed, researched and written. Signs would need to be designed and produced.

Interpretive Product Lifespan: The lifespan of the trailhead signs were estimated at 5 years, and any reprints should take route updates into consideration especially as more sections of the trail reach completion and adjustments to the route are made. Similarly, as the Trans Canada Trail route reaches completion trail maps will require updating, although most of the interpretive information will still be relevant. Consideration should also be given to the replacement of missing, damaged and deteriorated signs.

Interpretive Budget – 5 year forecast

		Cumulative Total
Starting balance Jan 1, 2008	\$ 116,835.00	
2008		
Belle Fosh Re-print	13,000	
Factory design phase 1	5,000	
Design Phase 2& 3	15,000	
Sign Printing (49 +/- signs includes stand)	49,000	
misc incidental purchases	1,000	
Research information for Kiosk locations & obtain approvals for first site	<u>30,000</u>	
subtotal	113,000	\$ 113,000.00
2009		
next instalment of TCT(MB) funding		
build & install one kiosk (develop information for other 6 kiosks)	<u>100,000</u>	
subtotal	100,000	\$ 213,000.00
2010		
funding to be determined		
build 6 kiosks	250,000	
Research information, develop text & select images 50 interpretive signs(also in 2011)	<u>40,000</u>	
subtotal	290,000	\$ 503,000.00
2011		
Trail head signs (re-work: update map & info)	15,000	
Research information, develop text & select images 50 interpretive signs(continued from 2010)	40,000	
begin design of 50 new signs (also in 2012)	<u>10,000</u>	
subtotal	65,000	\$ 568,000.00
2012		
finish design of 50 new signs continued from 2011)	15,000	
print and install 50 new interpretive signs	65,000	
re-print trail head signs	<u>30,000</u>	
subtotal	110,000	\$ 678,000.00

Other signage projects include distance signage that provides people with information on distances between amenities and trailheads or towns or trail sections.

7.0 Maintenance Funding Update- September 2008

In August 2005, the MRTA received a provincial recreation grant of \$25K to fund the development of a maintenance plan for the TCT. In 2006, money was reassigned within the millennium project funding, and \$65K was taken from the sign program and allocated towards Trans Canada Trail maintenance/refurbishment. In 2007, the MRTA received the TCT (MB) Project funding from the Province of which \$75K was allocated towards maintenance/refurbishment for a grand total \$140,000.

Maintenance Study: In 2006, the MRTA developed an RFP and was not successful in getting a bid. In 2007, the RFP was revised, removing the GIS component and increasing the amount allocated towards the study. The landscape architecture firm of Hilderman Thomas Frank Cram was awarded the contract to develop the maintenance plan. Work on the plan began in April of 2007 and has not yet been finalized. The study breaks maintenance down into two components: 1) Refurbishment: one-time repairs/modifications of a trail segment and 2) Maintenance: annual recurring tasks associated with maintaining the trail (eg. mowing, sign replacement).

In the interim, the MRTA has allocated funds towards maintenance and refurbishment projects based on the urgency of the situation, thus allowing us to move ahead prior completion of the study.

A preliminary review of the draft plan has been completed and suggests that refurbishment requests that have a sense of urgency associated with them should be able to apply for funding outside of the regular grant intake dates. A few major refurbishment projects, such as a bridge, may require additional fundraising efforts, and should be treated as a special project, therefore estimated refurbishment costs have been downscaled for the purposes of the budget projections.

The distribution of maintenance funds has still to be finalized, however it is anticipated that the funds would be distributed per trail section and relate to the nature of the type of work that is done to the trail on an annual basis. As more of the Trans Canada Trail reaches completion, the more km of trail will require some form of maintenance.

A detailed trail assessment that includes a GPS mapping component and the collection of GIS data will be required in order to better quantify actual maintenance requirements as the information provided by the trail groups only provided very high level information. This information is also important for trail promotion and mapping. End users want to know what type of trail surface they will encounter along their journey. We did not have sufficient maintenance study funds remaining to collect this depth of data for the entire 1400 km. We are considering a pilot project for 2009-2010.

Maintenance- Refurbishment Budget – 5 year forecast

**Total Funds for Maintenance
/Refurbishment Projects (initial amt
includes \$25K for study)**

140,000.00

Broken down by Year:

cumulative total

2007

Refurbishment projects	381.60		
Maintenance Study initial payments	<u>10000.00</u>		
subtotal	10381.60	\$	10,381.60

2008

Budgeted Refurbishment projects	30000.00		
Maintenance study Funds (balance for HTFC study total \$15000)	<u>5000.00</u>		
subtotal	35000.00	\$	45,381.60

2009

maintenance allocation	15250.00		
Refurbishment allocation	60000.00		
Trail assessment pilot project (* balance of maintenance study funds)	<u>10000.00</u>		
subtotal	85250.00	\$	130,631.60

2010

maintenance allocation	15500.00		
Refurbishment allocation	<u>65000.00</u>		
subtotal	80500.00	\$	211,131.60

2011

maintenance allocation	16000.00		
Refurbishment allocation	<u>70000.00</u>		
subtotal	86000.00	\$	297,131.60

2012

maintenance allocation	16500.00		
Refurbishment allocation	<u>65000.00</u>		
subtotal	81500.00	\$	378,631.60

8.0 Budget

Physical trail construction, interpretive nodes and trail maintenance each have specified funding associated with them in the provincial agreement, so they are not reflected in this part of the budget.

Funding Allocation of Trans Canada Trail (Manitoba) Project

	MB contribution	Matching contribution	Millennium Fund Carry over	Total
TCT Special Trail Development Projects- First instalment- 2006	\$ 221,000.00	\$ 55,250.00		\$276,250.00
MRTA Administration & General Office Expense	\$ 124,000.00	n/a		\$124,000.00
TCT interpretive Nodes	\$ 60,000.00	n/a	\$ 23,000.00	\$ 83,000.00
TCT Trail Maintenance	\$ 75,000.00	n/a	\$ 65,000.00	\$140,000.00
Support to Trail Steward Associations	<u>\$ 20,000.00</u>	<u>n/a</u>		<u>\$ 20,000.00</u>
	\$ 500,000.00	\$ 55,250.00	\$88,000.00	\$643,250.00

The budget below reflects the possible funding we can allocate towards the solutions of the barriers and constraints, once our admin/operating costs have been covered. Part of our solutions recommends regional meetings with local trail groups, and our provincial contract allows support for this activity and it has been included in 2008.

Revenue

	Year 2007		Year 2008
Interest income	40,000	Interest income	30,000
Operating Grant 07/08	18,000	Operating Grant 08	25,000
Operating Grant 06/07	7,000	support to trail groups	20,000
Office Admin/expense	62,000	first 1/2 of 124K	2nd 1/2 of 24 K
total	127,000	Total	137,000

Annual estimated expenses:

Office & Admin Expenses			2008
office	9,000	office	9,000
Audit	2,000	Audit	3,000
telephone	2,500	telephone	2,500
travel	2,500	travel	2,500
Salary	70,000	Salary	75,000
AGM	5,000	AGM	5,000
misc contingency	9,000	misc contingency	7,500
	100,000		100,000

We currently estimate that we have approximately \$27,000 in 2007 and \$37,000 in 2008 that can be directed towards solutions to the trail building barriers and constraints. The

MRTA acknowledges that additional funding sources will be required, in order to support all of the activities and trail building projects we have identified.

9.0 Timelines and Work Plan for Trans Canada Trail (MB) Project Funding: 2007/2008

This is our current and best understanding of how the first \$500,000 will be allocated. We intend to review and refine our plan annually as discussed in Section 9.0.

1) MRTA Administration and General Office Expenses (\$124,000)

The MRTA currently has 1 full-time executive director and one part time administrative assistant. This funding in addition to an annual operating grant of \$25,000 will cover salaries and basic office expenses over the next two years.

2) Trans Canada Trail Development Projects: (\$221,000)

The Trans Canada Trail (Manitoba) Project (TCT(MB) Project) is directed towards Special Projects, intended to concentrate on those portions of the trail that are considered safety considerations, high use areas or extraordinary links that network two pieces of trail together. As such the MRTA grants committee has created a grant funding application process and grant guidelines to administer these funds. Special projects can qualify for up to 75% funding on eligible project costs. Any funding requests for regular trail development projects will be available to access the remaining dollars in the Millennium fund until it has been depleted). There are no funds available for non-TCT development projects associated with this funding.

Discussions with the trail groups have resulted in an initial and evolving list of outstanding projects and trail sections. It is possible that the \$221,000 allocated towards special projects may be used up by one or two large projects. Some of the special projects identified by the trail groups exceed the MRTA's ability to fund and will require additional fundraising efforts.

3) Trans Canada Trail Interpretive Nodes (\$60,000)

Under the Provincial Millennium grant the MRTA commissioned the development of an extensive interpretive plan for the TCT in Manitoba. Some of the initial recommendations have been implemented. Through the Trans Canada Trail Foundation's Bronfman Discovery Program we were able to create 48 of the 65 interpretive nodes with 140 interpretive signs. We have produced a set of Gold medal, award winning interpretive guide/maps, and we have created and produced a set of trail head signs and trail head structures that include a basic map of the trail through each region.

The implementation of the remaining recommendations of the interpretive plan was put on hold due to insufficient funds. Now, with the balance of the old funding, and the current funding in place, the MRTA can proceed with the next phase of the plan as the interpretive committee feels that the recommendations made in the interpretive plan are still relevant and worth pursuing. Some of the specific recommendations may require

updating as the situation may have changed at the local level since the plan was first conceived.

The next phase includes the production of 50 tailor-made interpretive signs for the 17 remaining interpretive nodes. The plan also includes the creation of seven major node kiosks. These kiosks provide interpretation and a staging area for entry to the TCT. They can combine trailhead signs, interpretive signs and outdoor exhibits. The interpretive themes will include the Trans Canada Trail as well as the features at the site where they are located.

The recommended content and suggested text for the 50 tailor-made interpretive panels have been developed as part of the interpretive plan. The kiosk design and interpretive content for the kiosks still needs to be developed. In the short term the MRTA anticipates being able to produce the 50 tailor-made signs and one "show-case" kiosk.

2007/2008 ~ \$83,000 (remaining millennium funds plus TCT (MB) project funds)

- Finalize tailor-made interpretive panel design and text (@\$5,000-\$10,000) 50 signs (@\$1000 each). The intent is to have bilingual English/French signs.
- Research kiosk locations, identify opportunities and constraints regarding access and approvals for each, and obtain approval for site of first kiosk at a key location (@ \$ 20,000- \$ 30,000)

2008-2009 ~ \$100,000 (funds from 2nd instalment of the TCT (MB) project)

- Interpretive development, kiosk design development and construct a minimum of one first kiosk at key location.

Future:

2010 ~ \$250,000 (funding to be determined)

- 6 – kiosks
- 50 additional interpretive signs

4) Trans Canada Trail Maintenance (\$75,000)

The MRTA is in the process of having a Trail maintenance plan developed for the TCT in Manitoba in conjunction with the trail groups. This plan is intended to provide us with guidelines for helping the trail groups with their trail maintenance/refurbishment requirements and how best to allocate our trail maintenance funding. Trail maintenance and refurbishment is becoming an increasing area of focus for the regional groups, as more and more trail is built. We have also carried over \$65,000 from our Millennium fund to assist with refurbishment/maintenance projects, so this component currently has \$140,000 allocated towards its implementation.

This plan is to provide:

- Detailed guidelines and criteria for the implementation of a trail refurbishment program for sections of trail that are in need of further work to bring them to a safe level of passage.
- Detailed guidelines and criteria for the implementation of a trail maintenance program intended to maintain a safe level of passage.
- A plan for long term financing of maintenance requirements.

5) Support to the Trans Canada Trail Steward Associations (\$20,000).

The resources of the volunteer-based trail associations are heavily focused on their local trail development and maintenance issues. The MRTA feels that is important for the regional groups to have a forum for sharing ideas and issues and seeing how they link into the bigger network. A few of the strategies the MRTA feels it can do to achieve this goal is by supporting groups to send a representative to the MRTA annual general meeting, and by holding regional meetings that bring neighbouring groups together.

In 2007 we began this process by supporting trail group participation at the MRTA AGM by paying for delegate's hotel fees or registration costs. The remaining funds will be allocated across regional meetings and AGM attendance support.

10.0 Plans for the 2nd Instalment of the Trans Canada Trail (Manitoba) Project, 2008/2009 - \$500,000

MRTA anticipates receiving the second instalment of the Trans Canada Trail (Manitoba) Project funding in 2008. In order to achieve our ambitious goal of completing the Trans Canada Trail by 2010, we will need to investigate alternative sources of funding, and will be in a better position to outline how we will allocate the next \$500,000 within our annual review process. The MRTA would like to consult with the Province/Agreement Management Committee, in determining the allocation of the next \$500,000.

11.0 Review and Monitoring

This Strategic Plan is intended to be a foundation document to guide the Board and volunteers of the MRTA in terms of philosophy, general approach and specific activities to 2010. Developed in June 2007, it will be reviewed and updated at a minimum annually. This will occur each year approximately in February, for presentation at the MRTA AGM each March. Some, or all, of the document, particularly the Status table in Section 2.0, will be updated more regularly as required, particularly as new information becomes available.

As part of the budgeting process, specific activities or projects identified in Section 5.0 will be approved each year by the Board. Review will become part of the regular Board process: special projects are updated at each Board meeting, and financial performance is reviewed at the Board level on a quarterly basis.

Appendix A
Outstanding sections Current Issues

Trail Group	Sub Trail Group	Outstanding Sections	Estimated Cost	Barriers/ Constraints
Crocus Trail	136 km			
completed in 2007		· Bear Creek (approx. 1 mile to be cleared and trail built) ~ \$10,500 with \$5,000 MRTA share	signed and functional	· ongoing maintenance
completed in 2007		· Town of Roblin section by Cemetery and new road construction (approx.250 meters needs to be fenced)		· Bear Creek section is a little more challenging
completed in 2007		· Signage from Russell to Roblin needs to be completed		Signage needs to be checked each season along 135 km
completed in 2007		· <u>Trail Maintenance</u> (re-wood chip from East Goose Lake in Roblin to where the trail meets up to the road allowance) (approx. 4 kilometres)		· Highway crossing. (wood chipping costs of \$1500 for 4 km in 2007)
in process		· <u>Trail Maintenance</u> (re-wood chip from West Goose Lake in Roblin & install 2 culverts (1.8 km)	6,500	Wood chips have a relatively short lifespan and need to be re-spread every few years. Supports local business
in process		Trail Refurbishment - Trail along West Goose Lake needs to be raised so it doesn't wash out. Install culverts - annual check on signage	12,151	MRTA grant for \$10,110 in 2008 (includes maintenance request)
Rosburn Subdivision –	176 km			
in process		· <u>Sign installation.</u> RSTA applied for a grant to have signage installed in 2008. MRTA grant for \$8925	11,200	· Limited access to funding
		· Trail group commissioned a ballast removal study between Neepawa and Sandy Lake. Most has been removed, but there are still several areas that do have too much and group is unsure of how to deal with that. They tried offering it to people for free, the municipalities that have tried to blade it off have had flat tires which was a major cost to them. Their thoughts at this point would put the cost of excavating the ballast off of the rail bed, finish grading and sloping the shoulders and some culvert repair and maintenance at \$75 - 100,000 dollars	100,000	· Too few volunteers. Volunteer burnout.
	RM Russell	- mowing, maintenance		
	Town Russell	· Town of Rosburn – surface trail to make it suitable for walking & small wheels. Gravel very coarse and surface uneven.		· Aging volunteer base
	RM Silver Creek			

Appendix A
Outstanding sections Current Issues

Trail Group	Sub Trail Group	Outstanding Sections	Estimated Cost	Barriers/ Constraints
completed in 2007	Waywayseecappo	<ul style="list-style-type: none"> RM of Rossburn - 3 low level crossings (former bridges)? (Grant money has already been allocated for this) 		<ul style="list-style-type: none"> Not enough cohesive planning across municipalities for things like trail maintenance, mowing.
		- culvert needs to be replaced on reserve.	16,000	<ul style="list-style-type: none"> Section that crosses Waywayseecappo First Nation isn't really represented on the committee and as a result is a bit of a no-man's land.
	RM Shoal Lake	- mowing, maintenance		
	Town Rossburn	<ul style="list-style-type: none"> Trail maintenance in summer (mowing) requires mowing twice a year, the job was tendered which cost a lot of money. 		<ul style="list-style-type: none"> Several sections with ballast, making maintenance difficult
	RM Rossburn	<u>Neepawa –RSTA section</u> - Birdtail Bridge burned down - \$60,000 was the cost to refurbish in 2003. Now the trestles are gone.	- 80,000	<ul style="list-style-type: none"> Need a proper trail assessment along whole section. MRTA hasn't received the report from grant assigned for assessment between Neepawa and Sandy Lake.
	RM Strathclair	- Trestle bridges need spikes removed. Bridges need railings and bridge decking needs protection from snowmobile chewing through wood.	5,000	
	RM Harrison	<ul style="list-style-type: none"> Sign installation. Part of overall signage project 		
done 2007 in process		<ul style="list-style-type: none"> 3 sections in need of repair – culverts replaced & Grade falling away. One west of Sandy Lake and two spots east of Sandy Lake where the grade is falling away. (estimate for one was \$16,000) Trail surface improvement pilot project, from junction of Hwy 10 and 45. MRTA grant for \$11,610 	15,500	<ul style="list-style-type: none"> Municipal representation doesn't necessarily = avid trail enthusiasts (especially non-snowmobile use)
done 2007	RM Minto	- washed out culvert reported May 2007.		surface repair made. Spot needs to be monitored
	Town Erickson	- maintenance, mowing		

Appendix A
Outstanding sections Current Issues

Trail Group	Sub Trail Group	Outstanding Sections	Estimated Cost	Barriers/ Constraints
Neepawa – Langford				
in process	Town of Neepawa	<ul style="list-style-type: none"> · 1 bridge over the White Mud river and staircase to access the River Valley in Neepawa - North end of Town (MRTA grant for \$11,000) -re-decking across old dam to connect with RM of Langford and trail connection · 1 bridge (smaller) and completion of the Langford trail including a newly constructed route along the east shore of Lake Irwin estimated at 25,000 dollars. 	<p>25,000</p> <p>25,000</p> <p>25,000</p>	<ul style="list-style-type: none"> · There was no other official Trail group for the TCT, however there may be other possibilities in 2007.
Trail Group	Sub Trail Group	Outstanding Sections	Estimated Cost	Barriers/ Constraints
		<ul style="list-style-type: none"> · Finish signage installation. 	2,500	<ul style="list-style-type: none"> · Committee has representation from Town of Neepawa and RM of Langford. Including Langford Recreational Trails Association. · an interim route has been selected through RM of Langford. The connection is dependent on the re-decking of the bridge in Neepawa. · Langford pasture would have been more scenic, but ranchers don't want people walking/cycling through where their cattle are grazing. Trail network has been developed a little further west also on crown land. Possible rerouting depending on how much of a detour would be involved.

Appendix A
Outstanding sections Current Issues

Trail Group	Sub Trail Group	Outstanding Sections	Estimated Cost	Barriers/ Constraints
Carberry North-Cypress- 32 km				
		<ul style="list-style-type: none"> Trail complete. Maintenance issues. Replacing signs that get stolen. 	signed and functional	<ul style="list-style-type: none"> Trail not linked on either side. Trail on municipal road as the more picturesque location was too far away. Volunteer burnout. Aging volunteer base.
Glenboro- South Cypress – 35 km				
		<ul style="list-style-type: none"> Assiniboine River Crossing – 1 bridge \$900,000. Low-lying area next to highway right of way. 280 yards of pontoon. North of Assiniboine River. Missing link from Epinette Creek to Carberry North Cypress through Swan Lake First Nations (10 km) 	<p>900,000</p> <p>100,000</p>	<ul style="list-style-type: none"> Expense of the bridge to great for the trail group to fund raise for. Marshy area that could benefit from floating boardwalk. Have been working with Swan Lake First Nation to complete the link between Carberry and the Park. A route has been suggested, but no further progress has been made
Victoria Millennium Trail – 15 km				
		<ul style="list-style-type: none"> completed. Trail Maintenance issues Biggest problem is with vandalism to signage (south of hwy2). Posts have to be replaced frequently. (Trail group currently consist of 2 people) 	signed and functional	<ul style="list-style-type: none"> Too few Human resources. Trail group of 2. Aging volunteer base Vandalism to signage
Lorne Trail – 78 km				
		<ul style="list-style-type: none"> Completed. One low lying area has problems with flooding close to St. Leon. May need additional work. 	signed and functional	<ul style="list-style-type: none"> Trail section that is subject to flooding may need to be re-routed. volunteer burnout, too few human resources etc.

Appendix A
Outstanding sections Current Issues

Trail Group	Sub Trail Group	Outstanding Sections	Estimated Cost	Barriers/ Constraints
Miami- Thompson – 54 km				
completed in 2007		<ul style="list-style-type: none"> · Trail Maintenance · Bridge needs to be re-installed, work for shoring up needs to be done. (got an MB infrastructure grant, work just needs to be done) · They would like to expand on the interpretive signage · They would like to make an actual trail surface at their wayside park, rather than just mowing the field. 	signed and functional	<ul style="list-style-type: none"> · Too few Human resources. Same volunteers on multiple committees in the community. · Aging volunteer base · Even with funding in place to pay for the work, there isn't the volunteer time or ability to actually do some of the work. Includes things like putting up signage.
Stanley – 64 km				
		<ul style="list-style-type: none"> · trail completed · maintenance – washed out sections along escarpment especially in years with heavy run-off. 	signed and functional	<ul style="list-style-type: none"> · Volunteer burnout. Same people still looking after the trail.
Altona- Gretna- Rhineland – 76 km				
		<ul style="list-style-type: none"> · Trail completed. 	signed and functional	<ul style="list-style-type: none"> · No volunteer base. Efforts are taken care by the Town of Altona and coordinated by through the recreation department, and dependent on the time of local public works.
		<ul style="list-style-type: none"> · Small bit of signage needs to be completed within town. · Long term re-route of trail is planned along Buffalo Creek, but need to negotiate landowner issues. · May need to re-route trail on US border pending North Dakota/Manitoba discussions on road/dyke 		<ul style="list-style-type: none"> · Possible re-location of the trail along the border · Landowner negotiations · Possible re-location of the trail along the border

Appendix A
Outstanding sections Current Issues

Trail Group	Sub Trail Group	Outstanding Sections	Estimated Cost	Barriers/ Constraints
Crow Wing Trail - 191 km				
		<ul style="list-style-type: none"> Open but not complete. Signed from North of St. Adolphe to Emerson. <u>Interpretive:</u> The Crow Wing Trail is developing an interpretive plan proposal to include 7 trailheads and smaller interpretive signs along the trail. Many of the sites identified come from our trail development plans (Ritchot, Chaboille and Franklin) which were funded by MRTA grants. The Development plans identified where the trail would be routed and what interpretive sites should be included. Niverville, Roseau and Emerson - who did not have a formal planning process - have provided lists of their potential sites. We estimate 20 signs per section, with St. Pierre having 10 plus 7 trailhead signs highlighting the Crow Wing Trail in each of our communities. We based the price on \$600/ sign as per the Bronfman signs but recognize that they may be more. More accurate cost estimates haven't been sourced yet. Plan on looking for other funding outside of MRTA to complete this project. (~\$75,000) 		<ul style="list-style-type: none"> Access to funding for such a project Time constraint for volunteer to develop proposal
	Ritchot	<ul style="list-style-type: none"> With the Floodway work over the next 2 years, the Crow Wing Trail will not be able to connect directly to Winnipeg at St. Norbert. There are a few more culverts required as well as Dept. of Highways wants detailed drawings of where the trail follows along the highway right of way. The detailed drawings have to be done by an engineer. 	25,000	<ul style="list-style-type: none"> Floodway construction has delayed link into Winnipeg. Highways issues Not enough in-kind contribution available to match grant
in process	Niverville	<ul style="list-style-type: none"> Niverville trail currently in road right-of-way and to be incorporated into new Crow Wing subdivision. the section thru the Crow Wing Development (re-routing from Main Street as per highways issues). Estimated cost is actually 94,000 but MRTA grant is for 10500 	10,500	<ul style="list-style-type: none"> Will want to move trail off of road right -of way
	Otterburne	<ul style="list-style-type: none"> problems with culvert wash out 		
	De Salaberry	<ul style="list-style-type: none"> at one point the trail was to cross the Rat River but due to local land issues (strawberry farm renting RM land) the trail had to be rerouted until such time the rental agreement was up. 		<ul style="list-style-type: none"> Land access issue has caused temporary re-route

Appendix A
Outstanding sections Current Issues

Trail Group	Sub Trail Group	Outstanding Sections	Estimated Cost	Barriers/ Constraints
	Franklin-	<ul style="list-style-type: none"> · Kirkpatrick swamp, the trail in this area has been temporarily rerouted until such time as they could address this project. Initial estimates a couple of years ago indicated that this was a \$250k project. This is a pontoon project through a very diverse swamp and because DFO will be involved they will have to undertake an environmental impact assessment prior to construction - most likely they will be required to have engineered plans as well. There is some dispute between the local committee as to what the best action to take on this project will be - which is why it has been temporarily shelved until they were completely done with the trail in the Senkiw Bridge area. 	250,000	<ul style="list-style-type: none"> · Re-route because of marshy area. Would benefit from a floating boardwalk · Potential DFO involvement · Environmental Impact Assessment will have to be done. · Engineering feasibility study required · Lack of knowledge on technology/ method to use
	Roseau River First Nation	<ul style="list-style-type: none"> · Trail signed. 		<ul style="list-style-type: none"> · Limited access to Volunteers. Local advocate having difficulty getting community involved. · Public perception of visiting a First Nation. Outsiders don't always know if they are welcome on a reserve.
	Emerson	<ul style="list-style-type: none"> · Lake Louise, the trail has been planned to go through Lake Louise - an oxbow lake on the west side of the Red. At this time the trail has been rerouted for the same reasons as Franklin and is another candidate for pontoons. · At the present time the trail goes across the Red on the CN bridge - CN may have issues with this in the future. If the trail has to cross the Red River on the highways bridge there may be issues due to regulations so at some point crossing the Red may be an issue (Probably another 1 million dollar bridge project like Assiniboine River crossing?) 	900,000	<ul style="list-style-type: none"> · Re-route because of marshy area. Would benefit from a floating boardwalk. · Trail in this section coordinated through the Rec director who has a difficult time getting it on municipalities radar, especially when it comes to annual maintenance, or promotion of the trail to visitors. The trail is only one of her many responsibilities so the amount of time she has to allocate to it is minimal. · Limited volunteer base

Appendix A
Outstanding sections Current Issues

Trail Group	Sub Trail Group	Outstanding Sections	Estimated Cost	Barriers/ Constraints
Winnipeg - 83 km				
		- Approximately 10 km still to be developed		<ul style="list-style-type: none"> The standard to which trails are built in the city is very high, so the cost per km is higher. Projects are costly as much of the work has to be contracted out, and very little can be done in-kind.
	Chief Peguis Pedestrian Trail	<ul style="list-style-type: none"> 2.4 km (now a part of City's build) was part of the River East Neighbourhood Network's application. 		
	Harte Trail to Preston Trail (Assiniboine Forest)	<ul style="list-style-type: none"> 1.5 km, Crushed Limestone - 3 meters width Linking through Assiniboine Forest to Sterling Lyon Parkway. 	150,000	
completed in 2007	Fort Whyte Alive	<ul style="list-style-type: none"> 2.3 km Crushed Limestone - 3 meters width. links to Sterling Lyon Parkway in 2007 		This section will be completed July 2007
	Bishop Grandin Greenway (West)	<ul style="list-style-type: none"> 4.2 km West of the Red through to Scurfield, Asphalt - 3 meters Crossing rail line (over vs under) When complete, Bishop Grandin Greenway from Sage Creek to Waverly West will be a recreational multi use spine in the south end of Winnipeg connecting over 10 communities and the University of Manitoba. 	2,300,000	<ul style="list-style-type: none"> Retro-fitting a pedestrian/cycling corridor is very expensive. Rail line crossing challenging due to space constraints. Developing a stewardship group to take on the project was an initial challenge, but much progress has been made.
	Kildonan Golf Course	<ul style="list-style-type: none"> 0.6 km, Asphalt - 3 meter width Chain Link Fence must be installed, easement required, long switchback to access Chief Peguis sidewalk. It is also located on City of Winnipeg Parkway - and Kildonan Golf Course is undertaking a renovation - but - no funding for trail along river bank yet. There is adequate sidewalk space to convert to multi-use pathway along Main Street - departing from Kildonan Park through to Chief Peguis 	800,000	

Appendix A
Outstanding sections Current Issues

Trail Group	Sub Trail Group	Outstanding Sections	Estimated Cost	Barriers/ Constraints
Blue Water Trail 84 km				
-	Blue Water North:	<ul style="list-style-type: none"> From Great Falls to Pine Falls completed, however some remedial work needs to be done on wood chipped section that got washed away in wet years. (Maintenance). 		<ul style="list-style-type: none"> High cost linkage with very little opportunity for in-kind matching.
-		<p>Significant ATV damage just north of Great Falls in 2008, making trail to Coca Cola Falls almost unusable for cycling and challenging to negotiate on foot.</p> <ul style="list-style-type: none"> Pine Falls heading East towards Grand Beach some sections have been built. Route has been scouted and would connect into Starland (?) (Northstar? Trail network in Belair Prov. Forest) Trail system that goes into Grand Beach. (33 km– best guess) Need to build a berm and put a surface on top. Estimated cost \$30,000-\$40,000 	<p>250,000</p> <p>40,000</p>	<ul style="list-style-type: none"> Volunteer burn-out. Limited access to volunteers. Skill set is on trail builders. Too few human resources Some group members see ATV use as necessary for trail. Especially for maintenance and access. Limited access to funding. Frustration with grant process. No one in the group likes filling out forms and tracking information. Prefer to be out building the trail.
-	Blue Water South:	one section needs to be moved from the highways right-of-way (not approved) to an alternate route, which involves surfacing 2.5 km of swampy ground and a couple of 6 ft bridges.	220,000	<ul style="list-style-type: none"> Too few volunteers. Volunteer burnout. Floating board walk required
Pinawa - 26 km				
		Trail complete – maintenance	signed and functional	<ul style="list-style-type: none"> ATV use issues. Trail maintenance
		low lying section needs a board walk	150,000	refurbishment

Appendix A
Outstanding sections Current Issues

Trail Group	Sub Trail Group	Outstanding Sections	Estimated Cost	Barriers/ Constraints
South Whiteshell - 15 km				
in process		<ul style="list-style-type: none"> · MB/ON border from info center to border. 	83,000	<ul style="list-style-type: none"> · Actual linkage point at Ontario border, seems to be in discussion.
in process		<ul style="list-style-type: none"> · MB/Ontario Water route connection to High Lake · Spur Trail from Howe Bay to McDougalls Landing is approximately 75% complete, with remaining section roughed in. (funding already allocated) 	200,000	
in process		<ul style="list-style-type: none"> · Highway 312 to Caddy Lake, will get final topping material Fall 2006. Will need signage and bridge to be complete. (funding for trail already allocated) · Bridge at Caddy Lake. 	40,000	
		<ul style="list-style-type: none"> · Trail undeveloped, route around Penniac Bay via Star Lake 	200,000	<ul style="list-style-type: none"> · Highway/Water crossing at Penniac Bay. Department of Highways
TOTAL			9,397,351	

Appendix B

Province Wide Barriers and Constraints

Routing & Trail Construction
<ul style="list-style-type: none"> • Current route not “exciting”, on rural roads. • Landowner issues. • Want to move trail off of road right –of way • Larger detour required if interesting landscape to be included. • Missing linkages due to stewardship group • Local requirements for Trail building standards exceeds MRTA’s basic safe level of passage funding ability • Limited access to funding • Large capital projects too Expensive for the trail group to fund raise for. (e.g. Bridges) • Projects are costly as much of the work has to be contracted out, and very little can be done in-kind • Getting signage up
Terrain
<ul style="list-style-type: none"> • Challenging terrain. • Swampy area Would benefit from a floating boardwalk • Large expanses of Marshy area to cross which can have implications with Department of Fisheries & Oceans and/or Coast Guard if the water ways are navigable. • Highways issues: crossings and road right of way use.
Maintenance/ Refurbishment
<ul style="list-style-type: none"> • Vandalism to/disappearance of signage • Damage to trail surface by various user groups (authorized and unauthorized e.g. ATV’s, horses) • Damage to trail by natural elements (washed out trails, culverts, bridges, erosion)
Organizational
<ul style="list-style-type: none"> • Relations between Associations (neighbouring trail groups, neighbouring jurisdictions within a trail group) • Relations with MRTA / TCT
Trail uses
<ul style="list-style-type: none"> • Conflicting interests by different user groups. (eg. Horses & cyclists, cyclists & pedestrians, snowmobilers & skiers) • Conflicting views on non-authorized trail uses: some Trail Group members see ATV use as necessary for trail. Especially for maintenance and access, likely primary user group.
Volunteers/ Human Resources

- Narrow local view of trail. Interest in their specific section.
- Lack of actual trail stewardship group.
- Personality conflicts within a group
- Too few Human resources. Same volunteers on multiple committees in the community.
- Aging volunteer base
- Volunteer burnout. Same people still looking after the trail.
- Even with funding in place to pay for the work, there isn't the volunteer time or ability to actually do some of the work. Includes things like putting up signage.
- Trail group make-up (individual biases, areas of interest)
- Lack of Trail knowledge by the Stewardship group (not users)
- Responsibility of trail coordination assigned within the municipality, without that person necessarily having interest or time to dedicate to the trail.
- Could benefit from a dedicated, paid trail coordinator position for the region.

Engaging First Nations

- Finding a local trail advocate/champion
- As with other rural regions, community champions also have difficulty getting community members involved.
- Motivating the youth
- Public perception of visiting a First Nation. The public doesn't know if outsiders are welcome or not. (Came up at Crow Wing AGM)

Local Government Relations

- Municipal buy-in to the idea or benefit of a trail
- Difficult time getting trail on municipality's radar, especially when it comes to annual maintenance, or promotion of the trail to visitors.
- Various municipalities have been able to do more than others.
- No cohesive planning across municipalities for things like trail maintenance, mowing.

Approvals and Permits

- DFO approval process
- Coast Guard approval for navigable waterways
- Highways approval process
- Grant Funding Process (MRTA, TCT, other)
- Need additional insurance as Provincial Parks aren't covered under the MB Assoc. of Municipalities. Rates have increased dramatically over the years.

Appendix C
Solutions with Broad strokes Budget

Solution	Who/How	Timing	Budget	Questions/comments	Progress Report - 2008
A) New Trail Construction and Related Resources					
1. Clearing house for info on construction	Summer step student or rec student could collect info and build database	2007	10,000		No summer student available. On-line Resources are being collected, and a library page will be added to our website.
- Database – options important (some trail groups don't want to be told what to do, other's want specifications & details).					
- Resource library (collect information on design standards and collect information that the different trail associations have in all the different provinces.) If info not available on-line, perhaps the Table of Contents can be posted and groups can request sections (with photocopying fee or page limit).	Includes design standards, trail furnishings etc. (on request basis)				A few documents have been added to our website. Other documents need to be reviewed & either links or pdf's added to web.
2. Check list and contact list of groups local provincial/national resources (Department of Fisheries & Oceans (DFO), tourism, etc.)	Current staff	2007			
3. Work towards getting province wide consistency (e.g. with Highways, DFO's and regional offices.) in terms of government department cooperation (Policy/Lobbying)	Provide the resulting information to trail groups. Step 1: Compile info we have already. Who: Contract. Provincial Trail Coordinator could assist once specifics identified.	2007	10,000		
4. Highways – latest set of rules (interpret)	consultant (same person as #3)				

**Appendix C
Solutions with Broad strokes Budget**

- Sidewalks	Provincial Trail Coordinator could assist once specifics identified.				
- ROW					
5. Water Crossings: Summarize master list of all water crossings	consultant	2007	20,000		
a) <u>Department of Fisheries & Oceans:</u>					
- Pre-screen all outstanding water & wetland crossings	consultant				
- One application (hire someone to submit the application for the whole trail – all information upfront)					
b) <u>Coast Guard:</u> – Master list of all your water wetlands crossings & approval process	consultant				
6. Memorandum of Understanding (MOU): Include sample MOUs (between local trail groups & local municipality or local landowners). Include sample MOUs (between local trail groups & local municipality or local landowners) - can use De Salaberry / CWT mou as base			0	? Policy - are we missing anything from what we already have?	
7. Grant funding					
a) Application forms have been redone & provide initial indication of likely amount of money. Address expectations	done. May require revisions as problems/challenges arise.	ongoing	0		Will need to add Refurbishment /Maintenance
b) TCT grant progress	Streamline and integrate with MRTA grant (Grants Committee)				

**Appendix C
Solutions with Broad strokes Budget**

<u>Routing, construction & maintenance</u>					
8. Signage					
- Wayfinding- Get it in place - Means of orientation (get the actual signage out on the trail),	Provide support – hire a sign crew to get signs up.	2008, 2009, 2010	60,000	Summer student rate 10.hr crews of 2 crews of 2. 20,000/year. Funds for actual signs currently a part of the signage budget, but not a part of this cost.	Signed: Crocus (2007), , Carberry, Glenboro, Victoria, Lorne, Miami, Stanely, Altona, Crow Wing, Blue water, Pinawa Missing: RSTA (2008), Parts of Winnipeg, Much of Red River North, Parts of Whiteshell
- Interpretive signage: Interpretive Plan Implementation	- Finalize tailor-made interpretive panel design and text (@\$5,000-\$10,000), 50 signs (@\$1000 each) & Research kiosk locations, identify opportunities and constraints regarding access and approvals for each, and obtain approval for site of first kiosk at a key location (@ \$ 20,000- \$ 30,000)	2007/2008	83,000	Remaining interpretive funds plus new TCT (MB) project funds	first 10 signs in the works, BF. Reprint
	Belle Fosh Trailhead sign fix	2007	17,000	remaining interpretive funds	
	Interpretive development, kiosk design development and build first kiosk at key location.	2008/2009	100,000	(funds from 2nd instalment of the TCT (MB) project)	
	6 - kiosks & 50 additional interpretive signs	2010	250,000	Funding to be determined	
9. Research Solutions for problem areas (bridges, wetland crossing, tunnels, overpasses)	TCT may fund some engineering studies. Consultant	2007, 2008 (25K /year)	50,000	unsure of TCT funding	
10. Landowner concerns					
- Tax credit program (e.g. Riparian program) (Lobbying/Policy)	Committee	2008	0		

**Appendix C
Solutions with Broad strokes Budget**

- Simple (very) liability exemption form for landowners	Committee	2008	0		
- Limit use on Private property	- signage, enforcement of the Off Road Vehicle Act. MRTA to keep allocation of funds towards regulatory signs. Policy/Lobbying.	3000/yr over next 3 years.	9000		
B) Capital					
11. Create Fundraising Committee	Board/Staff	late 2007/08			in process
12. Develop Capital Campaign (includes a budget) with sizzle & specialty – what is needed	fundraising committee. Draw up list of what is needed. May involve hiring a coordinator		10,000		
	- Project based by regions and specific projects				
	- Ensure coordination among groups and who they are targeting in their own fundraising efforts				
13. Cultivate a well connected board (or friends of) & orient/groom	Who: existing board & staff	ongoing	0		
C) Organizational/Policy/Admin					
14. Development of a Recreational Trails Act (Occupiers Liability Act and other legislation would fall under this)	Policy Committee - would lobby the government and the government would develop the Act with input from MRTA	2009	0		
15. Insurance	- Review coverage				
	- Cost of infrastructure etc.				
	- Info piece				
	- Rationalize the hodgepodge				
	- Identify the gaps				
	Who: board & staff. May require short term committee				

Appendix C
Solutions with Broad strokes Budget

16. Re-establish RSTA committee to work on railway issues*	Board & Staff: CN lease	2007	1000	travel expenses	
D) Volunteers/ Human Resources					
17. Volunteer coordinator	new position (1/2 time) see education	2008	16500	\$12500 salary + \$2,000 office equip + \$2,000 mileage& travel	
18. Creating & implementing work parties	working with regional groups to set up work parties (habitat for humanity model) 5 per year for three years (\$500 per) for wrap party.	2008	7500	find sponsor for things like work gloves	
19. Recognition program to highlight individual and outstanding volunteers	Incorporate into other existing events such as Volunteer MB dinner	2008, 2009, 2010	5000	buy table at existing event plus pin, travel accomod.	
20. Expand distribution of newsletter to include volunteers.	staff. Part of database project	ongoing	1600	.52 mailing costs to 200 volunteers, 2 issues/year for 4 years, plus printing costs	
21. Supply ideas on how to recruit volunteers	- Include info in newsletters on volunteering such as Life cycle of volunteerism. Who: volunteer coordinator - Provide guidance	ongoing	0		
E) Marketing/ Promotion/ Communication					
22. Marketing Plan	Contract out	2008	5000	to write the plan	
- Marketing of TCT & MRTA					
- Marketing funds to help local groups w/ their initiatives					
- Marketing funds for capital campaign					
23. Implementation plan for marketing	Marketing/communications staff person	2009/2010	100,000		
- General TCT					
- Local awareness					

Appendix C
Solutions with Broad strokes Budget

- Capital campaign					
24. Events Coordinator & special events	Summer student/Rec. Practicum (labour \$5000 for 3 months for 2 years)	2009, 2010	10,000	Events themselves hosted by local group with some MRTA support	
F) Education					
25. Education of trail groups/ capacity building	Board and staff members to do outreach	ongoing	5000	Mentoring - funds allocated to cover volunteer costs -	
- Skills, abilities, knowledge	- Mentoring Trail Groups, One step at-a-time set of goals, regional meetings.			AGM topics, to be developed.	
	- Offer support to find alternate routes using a GIS or air photo's		5000	travel budget, support materials	
26. Educate landowners on what the trail is to encourage them to let the trail cross their property	Currently reactive, determine with the trail groups if we can coordinate presentation and be proactive. Who: Staff & Board	ongoing	2000	travel budget	
27. Bring together neighbouring trail groups					
Regional meeting periodically	2 regional meetings/year (\$5,000/meetings 2/years	2008	\$30,000		
28. Work with different regional Provincial Authorities/ governmental bodies to educate regarding trails	attending regional meetings and ask to be on agenda/make presentation. Who: Volunteer coordinator/Outreach		16500	\$12500 salary+ 2,000 office equip + 2,000 mileage& travel	
- e.g. health, recreation directors, economic development officers, regional tourism associations					
- Manitoba Municipal Administrators Association (MMAA), Association of Manitoba Municipalities (AMM) conference etc.					

**Appendix C
Solutions with Broad strokes Budget**

- Supporting local trail groups with presentations to council					
- Presentations to Federal, Provincial & First Nations					
- Presentations to the Caucus of each political party					
Total Estimated Cost*			\$ 824,100.0 0		
* Does not include cost of trail building or, trail maintenance or regular MRTA admin					