



RECREATIONAL  
**TRAILS**  
COALITION  
ONTARIO

# BUSINESS PLAN & STRATEGY

# ADVENTURE



[DOHETRAILS.COM](http://DOHETRAILS.COM)



# INTRODUCING



RECREATIONAL  
**TRAILS**  
COALITION  
ONTARIO

## THE TIME IS NOW

### Recreational Trails Coalition Ontario (RTCO)

RTCO is a partnership dedicated to growing the tourism and economic impact of off-highway power sports in Ontario, while addressing the needs of shared-use trails.



**Our Mission** is to work respectfully and dutifully for our members and communities to enhance the economic impact of the off-highway vehicle sector in Ontario through the coordination of off-highway trails marketing, advocacy, asset maintenance, environmental stewardship, and user safety.

**Our Vision** is to grow a recognized, coordinated, and sustainable off-highway vehicle sector in Ontario.

With the support of the Government of Canada through the Federal Economic Development Agency for Southern Ontario.

Canada 

Funding provided by the Government of Ontario

Ontario 



# HERE TO MAKE A DIFFERENCE

- Ontario's economic impacts from off-highway vehicle users (excluding snowmobiles) currently results in over \$211 million in GDP, creates over 9,000 direct and indirect jobs, and contributes \$27 million annually in tax revenue for provincial and federal governments, with an additional \$5.9 million in tourism spending, and creates an additional 70 full time equivalent jobs<sup>1</sup>
- Tourism and economic impacts can gain from consolidated, coordinated, and broad-reaching marketing programs that result in more users and visitors choosing Ontario's off-highway trails and bringing their spending dollars into rural communities across Ontario
- A single and unified voice for all off-highway vehicle users representing established and respected organizations and their members is better than a less organized cluster of ad-hoc collaborations and partnerships between these organizations and members in advocating on behalf of the entire sector
- Funding provided for the business plan and strategy by the Government of Ontario and with the support of the Government of Canada through the Federal Economic Development Agency for Southern Ontario

**This Business Plan and Strategy sets the parameters for an incorporated, non-profit organization to represent the collective voice for the advocacy, economic development, job creation and tourism, safety, and environmental preservation aspirations of its members for the betterment and sustainability of the sector.**

<sup>1</sup> Economic Impact determined by using data output derived from two separate studies: COHV (2014) "Recreational Motorcycling in Canada and its Provinces - 2014-2040," and COHV (2015) "National, Provincial, and Territorial Economic Impacts of ATVs and Side-By-Sides 2015." Data on tourism based on the Ontario Ministry of Agriculture, Food and Rural Affairs' TREIM Model (See the Appendix for a copy of the TREIM Model Report).

## Guiding Principles

**Principle #1:** Ensure funds raised from a specific discipline are put to work for the benefit of that discipline to the greatest extent possible.

**Principle #2:** Ensure access to public land is sustained and private land owners are respected for their property and wellbeing.

**Principle #3:** Promote shared-use trails access to as many stakeholders as possible.

**Principle #4:** Maximize the potential for improving tourism and economic development derived through off-highway motor sports.

**Principle #5:** Foster partnerships to promote safe, responsible power sport participation and care for the outdoors.

# SOARR Assessment

The Strategic Objectives of RTC are informed by a strengths, opportunities, aspirations, risks, and results (SOARR) assessment. The SOARR assessment accomplishes the same preliminary objectives of a strengths, weaknesses, opportunities, and threats (SWOT) analysis, but proactively seeks ways to turn weaknesses and threats into opportunities. Furthermore, the SOARR allows for a forward-looking approach to strategic planning; grounding strategic objectives in the aspirations of stakeholders and the means by which they can be measured.

Over the course of preparing this business and action plan, two specific workshops were held. In addition, notes from previous workshop sessions were also consulted. Finally, interviews were conducted with 10 different people ranging from lawyers, insurance providers, politicians, and business community representatives. These have been used to inform the SOARR assessment

The key findings of the SOARR assessment for RTC are presented in the figure below, along with the key characteristics of the SOARR model.

<b>Strengths</b> What can we build on?	<ul style="list-style-type: none"> <li>• Trails sector creates ___ jobs and generates at least \$___ per year in economic activity</li> <li>• Strong mutual desire to collaborate among partners</li> <li>• Long-standing individual successes as organizations in generating revenue and obtaining grants</li> </ul>
<b>Opportunities</b> What are our best opportunities for leveraging strengths or addressing challenges?	<ul style="list-style-type: none"> <li>• Preference among governments to deal with a single, organized entity over numerous individuals</li> <li>• Desire among governments to see economic growth in rural Ontario</li> <li>• Desire among local businesses to be part of a larger network of users</li> <li>• Desire among users to minimize individual costs</li> <li>• Desire among member organizations to pool knowledge, resources and capacities for the betterment of the sector</li> </ul>
<b>Aspirations</b> What do we care deeply about and where do we want to be in the future?	<ul style="list-style-type: none"> <li>• To create measurable economic impact</li> <li>• To advocate for motorized trail collective interests and concerns</li> <li>• To maximize asset maintenance and infrastructure improvements</li> <li>• To ensure continued access to public and crown land, permitted forestry areas, and utility corridors</li> <li>• To become financially self-sustaining</li> </ul>
<b>Risks</b> What do we need to be aware of that may negatively impact our aspirations or progress?	<ul style="list-style-type: none"> <li>• Sector not being seen as important to Ontario's economy</li> <li>• Duty of care shifts liability away from Province, but increases liability on the organization</li> <li>• Financial risk in the event that Governments do not support a legislated permit</li> <li>• Risk that users may see legislated permit model as "cash-grab"</li> </ul>
<b>Results</b> How will we know we are succeeding?	<ul style="list-style-type: none"> <li>• Number of permits sold</li> <li>• Economic impact of spending measured in jobs, spending \$, and taxes, based on user survey and permit sales</li> <li>• Market response to media advertisements; click-to-purchase ratios</li> <li>• Dollar value of grants, number of grants pursued/awarded</li> <li>• Economic targets met or surpassed</li> <li>• Universal Trail Pass implemented or legislated permit sanctioned</li> </ul>

# Financial Plan

This section explains some key assumptions applied to the budget and forecasted outlook of the organization.

## Revenue

**Revenue from ATVs/ORVs and Off-road Motorcycles (ORM):** Number of registered fit-active vehicles is directly proportionate to the dollar amount that can be derived from users, as projections for permit-sales are based on varying proportions of the total estimated population of individual vehicles. These have been estimated at 258,000 for ATVs and side-by-sides, and 11,000 for ORMs. Snowmobile totals have been excluded, as they already have their own legislated funding.

Three different models have been developed to test the financial potential for revenue generation:

- **Service Ontario Administered:** This legislated permit process is administered directly by the Ministry of Transportation at designated Service Ontario centres.
- **RTC Administered Model:** Though this model is also a legislated permit mandated by the Province, it is based on the OFSC version where its administration is handled by an external organization.
- **Universal Access Pass:** This would be a self-governed universal pass shared across all organizations and administered by RTCO.

## Financial Plan Continued...

**Budget Time Lines:** The budget projects that both Service-Ontario and RTC-inspired legislated permit models are not likely to happen within the first two years of incorporation, building a theoretical start by 2021. The Universal Pass could feasibly be implemented by the start of 2020 season; however, this model has it operational as of 2020.

**Revenue from Visitor Passes:** Visitors are modelled after a proportion of one-day or multi-day pass users that purchased Eastern Ontario Trails Alliance (EOTA) passes in 2017-2018. Approximately 39% of EOTA permit purchases were one-day permits. This proportion is used as a multiplier against the three scenarios in each of the three models.

**Processing Fee Revenue:** The budget allocates a Processing Fee of \$7.50 per permit, applicable to season and visitor permit holders. Processing fees do not apply to the Service Ontario Administered Model, because the Province would apply its own.

9 The \$100 rate demonstrates a notable reduction for ATVers, while the \$55 rate represents a modest increase of about \$6 from the current fee structure.



# Multiplier Proportions Used to Calculate Permit Acquisitions Among

## Service Ontario Administered Model

		PROPORTION THAT BUY PERMIT			\$ PER PERMIT
	Total Active	80%	60%	40%	\$ Per Permit
ATV	258,000	206,400	154,800	103,200	\$ 100
ORM	11,000	8,800	6,600	4,400	\$ 100
Total	269,000	215,200	161,400	107,600	-

## RTCO Administered Model

		PROPORTION THAT BUY PERMIT			\$ PER PERMIT
	Total Active	50%	40%	30%	\$ Per Permit
ATV	258,000	129,000	103,200	77,400	\$ 100
ORM	11,000	5,500	4,400	3,300	\$ 100
Total	269,000	134,500	107,600	80,700	-

## Universal Pass Model

		PROPORTION THAT BUY PERMIT			\$ PER PERMIT
	Total Active	15%	10%	5%	\$ Per Permit
ATV	258,000	38,700	25,800	12,900	\$ 150
ORM	11,000	1,650	1,100	550	\$ 150
Total	269,000	40,350	26,900	13,450	-

## Revenue Generated From Permit Sales Under Three Different Models

## Service Ontario Administered Model

Scenario Total Revenue				Visitor Impact			Processing Fee(\$7.50)			Total		
	S1	S2	S3	V1	V2	V3	P1	P2	P3	S1+V1	S2+V2	S3+V3
ATV	\$20,640,000	\$15,480,000	\$10,320,000	\$2,817,360	\$2,113,020	\$1,408,680	-	-	-	-	-	-
ORM	\$880,000	\$660,000	\$440,000	\$120,120	\$90,090	\$60,060	-	-	-	-	-	-
Total	\$21,520,000	\$16,140,000	\$10,760,000	\$2,937,480	\$2,203,110	\$1,468,740	\$0	\$0	\$0	\$24,457,480	\$18,343,110	\$12,228,740

## RTCO Administered Model

Scenario Total Revenue				Visitor Impact			Processing Fee(\$7.50)			Total		
	S1	S2	S3	V1	V2	V3	P1	P2	P3	S1+V1	S2+V2	S3+V3
ATV	\$12,900,000	\$10,320,000	\$7,740,000	\$5,031,000	\$4,024,800	\$3,018,600	\$1,306,125	\$1,044,900	\$783,675	-	-	-
ORM	\$550,000	\$440,000	\$330,000	\$214,500	\$171,600	\$128,700	\$55,688	\$44,550	\$33,413	-	-	-
Total	\$13,450,000	\$10,760,000	\$8,070,000	\$5,245,500	\$4,196,400	\$3,147,300	\$1,361,813	\$1,089,450	\$817,088	\$20,057,313	\$16,045,850	\$12,034,388

## Universal Pass Model

Scenario Total Revenue				Visitor Impact			Processing Fee(\$7.50)			Total		
	S1	S2	S3	V1	V2	V3	P1	P2	P3	S1+V1	S2+V2	S3+V3
ATV	\$5,805,000	\$3,870,000	\$1,935,000	\$2,263,950	\$1,509,300	\$754,650	\$391,838	\$261,225	\$130,613	-	-	-
ORM	\$247,500	\$165,000	\$82,500	\$96,525	\$64,350	\$32,175	\$16,706	\$11,138	\$5,569	-	-	-
Total	\$6,052,500	\$4,035,000	\$2,017,500	\$2,360,475	\$1,573,650	\$786,825	\$408,544	\$272,363	\$136,181	\$8,821,519	\$5,881,013	\$2,940,506

## Interrelationships in the Recreational Trails Coalition

ACTOR	RELATIONSHIP TO TRAILS SECTOR	RELATIONSHIP TO ORGANIZATION
Ontario Federation of Snowmobile Clubs	Coordinating body for snowmobiling in Ontario with 217-member clubs. Does Top A trail planning, issues permit, offers guidance to clubs on array of topics including safety, environment and insurance	<ul style="list-style-type: none"> <li>• Best case model for proposed legislated permit system</li> <li>• Advocate for organized trail systems in Ontario and advisory resource</li> <li>• Some trails are shared across RTC-member and OFSC systems</li> </ul>
ATV Ontario	Offers trail riding in 5 partner communities. Markets the largest ATV trail system in the province of Ontario.	<ul style="list-style-type: none"> <li>• Welcomes all partnership opportunities</li> <li>• Has a partnership with Ontario Tourism Marketing Partnership Corporation (Destination Ontario) that can benefit RTC</li> <li>• Resource for shared-use trail tourism in Ontario</li> </ul>
Ontario Federation of 4WD Recreationists	Protect public land access for all Ontarians. Promote true shared-use trail systems. Represent 3,000 km of trails and forest access roads.	<ul style="list-style-type: none"> <li>• Advocate for public land access and resource for land use agreements</li> </ul>
Canadian Off-Highway Vehicle Distributors Council	Representing member companies that sell off-highway vehicles. Education and training of the public with regards to off-highway vehicles.	<ul style="list-style-type: none"> <li>• Potential marketing partner and distribution point for information</li> <li>• Link between coalition and owners/riders</li> </ul>
Park to Park Trail Association	Multi-use trail system connecting 4 regions and 2 provincial parks (Killbear and Algonquin)	<ul style="list-style-type: none"> <li>• Resource for multi-use trails</li> <li>• Model for a pass system shared with EOTA</li> </ul>
Eastern Ontario Trails Alliance	Network of 2,700 km of shared-use trails across 25 municipalities in Eastern Ontario and Huron, Grey, and Bruce Counties. Produces regional trails maps, brochures, signage and advertising, and ensures all advertising drives users to a central website for trails information, maps, packages and permit purchases.	<ul style="list-style-type: none"> <li>• Best practice in development, maintenance and marketing</li> <li>• Tourism-oriented in addition to member driven to create economic benefits and jobs</li> <li>• Model for universal pass system</li> <li>• Advocate for collaboration, legislated permit and/or universal pass</li> </ul>

## Interrelationships in the Recreational Trails Coalition continued...

ACTOR	RELATIONSHIP TO TRAILS SECTOR	RELATIONSHIP TO ORGANIZATION
Ontario Ministry of Tourism, Culture and Sport	Financial support for trail building projects and planning and marketing trails projects	<ul style="list-style-type: none"> <li>• Funding source for trail development</li> <li>• Can support, advocate sector recognition</li> <li>• Currently developing a tourism strategic plan for the province</li> <li>• Assist with market research, product development, marketing</li> </ul>
Ontario Ministry of Food, Agriculture and Rural Affairs	No specific relationship, but has funded trails-related projects in the past through Rural Economic Development Fund.	<p>RED funding program to:</p> <ul style="list-style-type: none"> <li>• Implement sector development plans; diversify the local economy; undertake marketing and branding activities</li> </ul>
Ontario Ministry of Natural Resources	Supports outdoor recreation opportunities. Manages Crown land in Ontario through the Public Lands Act.	<ul style="list-style-type: none"> <li>• Support for economic and social development</li> <li>• Partner in crown land access and use</li> <li>• Forestry steward and land use planning</li> <li>• Manages Crown land in Ontario through the Public Lands Act</li> </ul>
Ministry of Transportation of Ontario	Issues permits for off-road and motorized snow vehicles in Ontario.	<ul style="list-style-type: none"> <li>• Enforces the Off-Road Vehicles Act. Lobbying opportunity</li> <li>• Proven success with the OFSC in Ontario</li> </ul>
Hydro Companies	Allows riding on certain corridors throughout the province.	<ul style="list-style-type: none"> <li>• Hydro One administers the Provincial Secondary Land Use Program for hydro corridors</li> <li>• Potential funding source</li> </ul>
Municipalities	Municipalities Designate areas where off road vehicles are allowed.	<ul style="list-style-type: none"> <li>• Work with closely to allow for trail development and land use agreements</li> <li>• Partner in marketing and promotion</li> <li>• Ally and advocate for the development of trails</li> </ul>

## New Brunswick

New Brunswick also has mandatory registration requirements for ATVs, snowmobiles, and dirt bikes (in most applications). During the 2010-2011 season, New Brunswick ATV Federation expenditures totaled \$2.5 million, including \$2.1 million in trail development projects. NBATVF trail development and operational expenditures in 2010, combined with visitor spending generated a total sales volume of \$12.2 million dollars. The value added to the provincial economy from ATV tourism visitor spending was estimated at \$4.9 million. Provincial tax revenues were estimated at \$670,000. This level of economic activity was estimated to sustain approximately 54 jobs (full-time equivalent person-years of employment).<sup>5</sup>

In 2015, the Government of New Brunswick calculated economic impact of snowmobiling tourism at \$32.7 million.<sup>6</sup> The New Brunswick Federation of Snowmobile Clubs reported \$2,471,755 in permit sales in its 2018 annual report.

In June of 2018, the Province of New Brunswick announced nearly \$15 million in funding for a trails master plan which included a list of 11 signature trails, designed to attract trails enthusiasts from outside the province.

**Take Away:** While the various federations derive sustainable funding, which contributes significantly to trails maintenance and upkeep, the addition of a one-time \$15 million in trails support designed to increase tourism demonstrates the potential the province has to generate significant returns on investment via additional spending from visitors and jobs created.

<sup>5</sup> New Brunswick Dept. of Culture, Tourism and Healthy Living. "The Economic Impact of ATV Tourism in New Brunswick by NBATVF Trail Permit Holders. May 17, 2012. <[http://nbatvf.com/data/1612-nbatvf\\_econommic\\_impact\\_on\\_atv\\_tourism\\_report2011.pdf](http://nbatvf.com/data/1612-nbatvf_econommic_impact_on_atv_tourism_report2011.pdf)>

<sup>6</sup> New Brunswick Federation of Snowmobile Clubs. "President's Message." 2018. <https://nbfsc.com/index.php/about-us/president-s-message>



