

White Butte Administrator Committee Trans Canada Trail Project Recommendation Report Dec. 21, 2016

Financial and Foundational Guidelines

Commitment and Risk Management

- Members of the White Butte Regional Planning Committee will not be required to contribute monies from municipal revenue to construct the Trans Canada Trail legs. The trails for each leg/phase will be funded through a **Self-Funded Construction model**. Operation of this Self-Funded Construction model is as follows:
 - For each leg of the trail to be constructed, apply to the Canadian Trans Canada Trail association for maximum funding (100% in planning of the trail leg, 50% for construction).
 - Fund the remaining construction shortfall for each leg of the trail through alternative funding sources as highlighted in the Funding section of this document (e.g. sponsorship, grants, fundraisers, special interest groups, developers, etc.)

Municipality Resourcing and Cooperation

- For each section of the trail being built, the communities benefitting most from that section of the trail will provide the primary resources/effort for the project with other members supporting the work and actively participating as secondary resources.

Project Delivery

Team

- Establish a separate Trans Canada Trail project team/committee to develop a detailed project plan to actively deliver construction of the trails and pedestrian crossings.
- All 3rd party resources engaged will be paid for from funds raised for the project.

Project Manager

- Assign a Project Manager that is either a 3rd party resource engaged by White Butte or is a White Butte Regional Planning Committee member. The Project Manager (PM) will be the manager/ organizer of the overall project including trail construction and coordination with the fundraising activity. The PM is the single “keeper of the plan”, responsible for financial tracking/management, is the key TCT liaison and cross-regional liaison (as needed)

Construction Oversight Resource

- Assign a knowledgeable/subject matter expert resource to oversee the trail construction (planning/design, studies, approvals and permits, vendor oversight). The Trail Construction oversight resource should be either a 3rd party resource engaged by White Butte or is a White Butte Regional Planning Committee member.

Other Delivery Team Members

- For other team roles, assign White Butte members or reliable/knowledgable volunteers. They could include:
 - Volunteers (community members, students, associations, etc.)
 - Recreation Directors or other employees of municipalities
 - Councillors or other elected officials
 - Employee(s) of businesses within the community

Fundraising Lead and Team Members

- Form a TCT Fundraising Sub-Team that can operate separately from the TCT Project Delivery Team (the skillset and focus are different).
- Assign a lead for the TCT Fundraising Group that is either a 3rd party resource engaged by White Butte or is a White Butte Regional Planning Committee member. The leader will need to work closely with the TCT Project Manager.
- The Fundraising Group could consist of volunteers, White Butte committee members and/or employees of businesses interested in participating as part of their corporate community program.

Project Sponsorship and Oversight

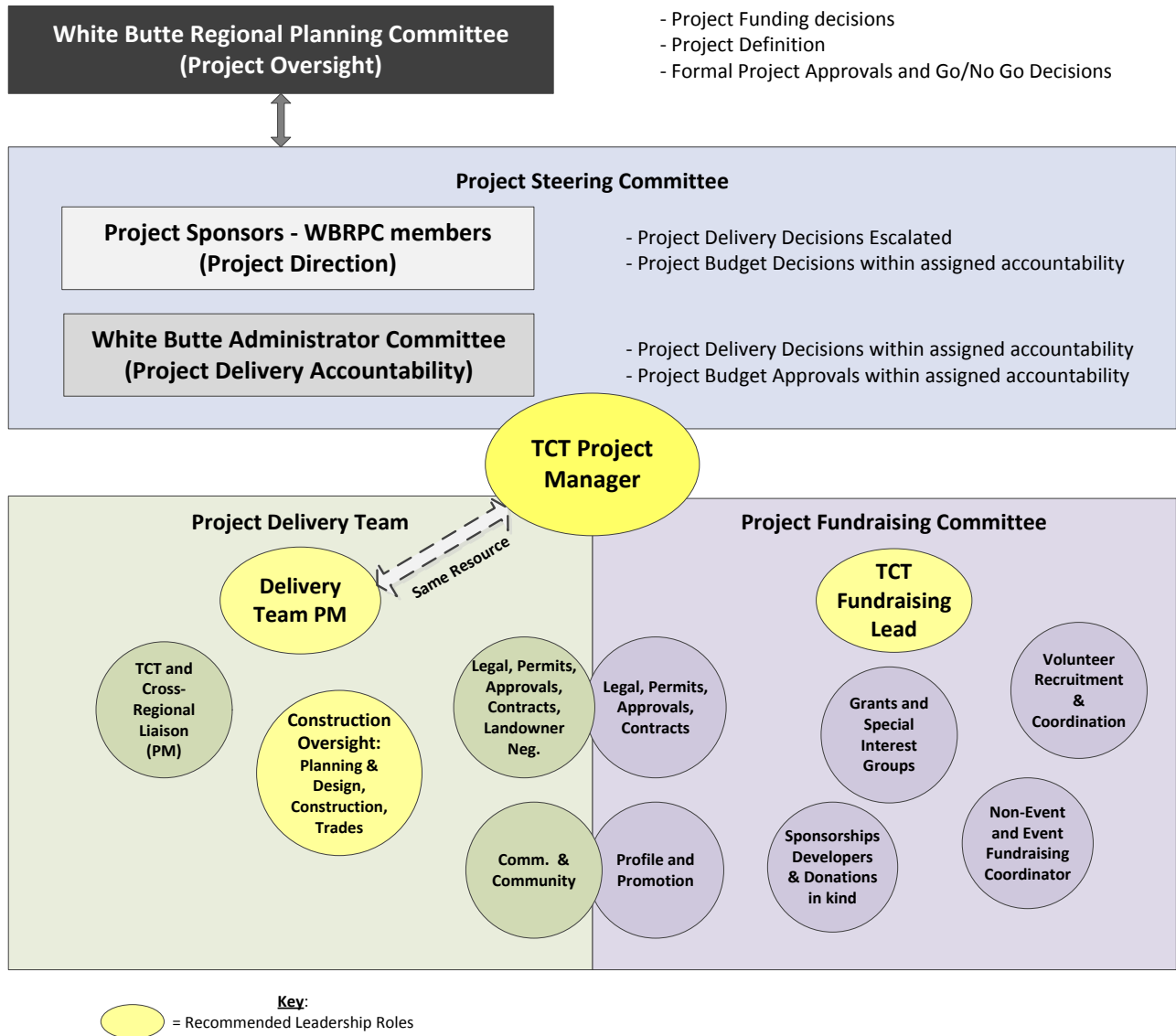
- Two project sponsors from the White Butte Regional Planning Committee will be maintained for the duration of the project to provide direction, decision-making, problem solving (where needed), supply negotiation skills and publicly champion the project on behalf of the WBRPC.
- Utilize the White Butte Administrator Committee in their “project” role to provide oversight to the Trans Canada Trail project team.

Decision Making, Financial Management and Reporting

- The White Butte Regional Planning Committee will retain the decision-making and veto authority for the project.
- It is recommended that specific decision-making and financial management capacity be defined and allotted to the project sponsors and the Admin Committee for oversight of the project.
- Directional changes and changes over a specified \$ value should require WBRPC review and approval.
- Monthly project reporting will be supplied to the WBRPC.

The project structure diagram on the following page summarizes the project structure, leadership and sponsorship recommended for the Trans Canada Trail project.

White Butte Trans Canada Trail Proposed Project Structure



Trail Construction

Planning and Design

- Planning and Design of the trail should engage a 3rd party expert resource or organization. (TCT pays for 100% of the trail planning activities).
- Although the White Butte TCT Feasibility Study specified crusher dust trails in all locations, it is recommended that the project team and sponsors be provided the flexibility to work with the planning and design resource(s) to determine an approach for construction of each leg of the trail.

- For example: Depending on fund raising success, for high traffic trail areas, crusher dust or asphalt may be the feasible trail type for construction. For lower traffic trail areas, crusher dust or greenway (mowed grass) trails could be considered.
- It is recommended that the trail construction focus first on the anticipated higher use sections of the trail as noted in Feasibility Study.
- The trail routes should be fully flexible to allow the project team and project sponsors to alter the route as the project progresses, based on environmental requirements, landowner permissions and cost of construction. e.g. Obtaining land use agreements via landowners, purchasing land, utilizing road easements, etc.

White Butte Collaboration

- The White Butte Regional Planning Committee members would collaborate for the development and/or maintenance of the trails. This collaboration could be informal or through a more formal inter-municipal agreement. If a more formal approach is determined to be the best approach, then legal counsel would be consulted.
- Where vendors/3rd party resources are required for construction of the trail, it is recommended that the contract signing approach is uncomplicated. The vendor contracts should be signed by one or two of the most involved WBRPC municipalities with significant benefits from that portion of the trail. The signing municipalities would be determined by location and size of the current project. The signing municipalities would also be responsible to oversee the work being completed, unless otherwise agreed with the TCT project team.
- Funds should ideally be raised prior to engaging any municipality by signing a vendor contract.

Insurances

- It is recommended that the municipality with work being completed within their jurisdiction provide insurance to cover liability and any other required construction insurances.

Community and Landowner Engagement

Timing and Approach

- Landowners and the communities (general public) should be engaged early in the project during the planning and design stage. It is recommended that landowners are approached first, closely followed by community input/feedback open houses.
- Community members and landowners should be supplied the opportunity to identify needs and suggestions for consideration for the trail.
- Community members and landowners should be considered for members of the delivery team.
- The approach to discussions with landowners is recommended to be as follows:

- Develop an “information package” to be used in discussion with the landowner to provide ample information and examples of the trail to the landowner to ensure full understanding. It should include any available options to be discussed with the landowner.
- Assign a minimum of two (relevant) people from WBRPC and/or the project team to have discussions with the landowner. At least one of the people should be a formal WBRPC member.
- The WBRPC members will not lobby the landowner, but rather promote the benefits of the trail and discuss route options.

Financing/Fundraising and Promotion

Funding and Resourcing the Trail Construction

- The approach to funding construction will be a **Self-Funded Construction model**, whereby each section (leg) of the trail being constructed must have the shortfall funds secured (in addition to the TCT funds) to complete construction of that leg of the trail prior to construction.
- The communities directly benefiting from that portion of the trail should contribute primary responsibility/effort for fundraising with the other members supporting the work and actively participating as secondary members.

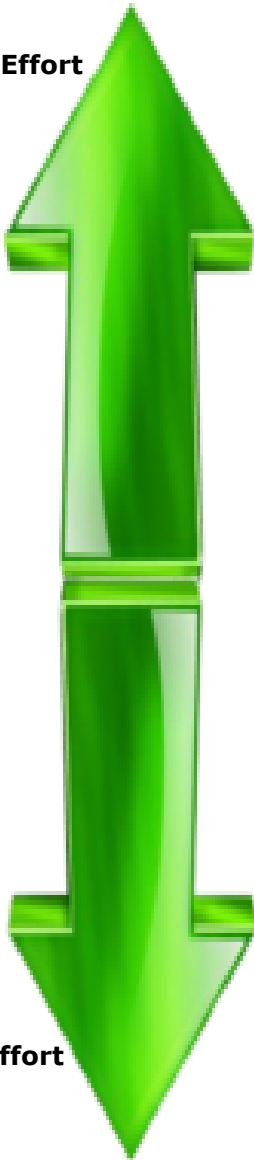
Issuance of Tax Receipts

- Secure the ability to issue tax receipts for donations and/or sponsorships for both corporations/businesses and individuals. It is recommended that this be accomplished via the Sask Trails Association (5% fee and Sask Trails pays trail construction invoices for WBRPC).
- A donation/sponsorship plan should be developed to communicate to potential donors. For example:
 - Donations greater than \$X will receive a tax receipt
 - Consider a sponsorship contribution “level” program. Gold, Silver and Bronze contributors could be defined and signage could be erected on the trail to reflect the contribution level. (e.g. Bronze contributor = \$5,000, Silver contributor = \$10,000 and a Gold contributor \$15,000+).
- Funds raised that do not qualify/warrant a tax receipt to be issued (e.g. sale of 50/50 draw tickets) will remain fully in the control and management of the WBRPC.
- It is recommended that various fundraising approaches are utilized based on the portion of the trail being developed/the amount of funds required and the availability of people resources.

The Fundraising Options diagram below illustrates various fundraising approaches and the relative effort/resources required.

TCT Fundraising Options

Less Effort



Grant \$ (outside of TCT)

- Gov of Sask
 - Special Interest Groups (e.g. Ducks Unlimited, Regina Wildlife Federation, etc.)
 - Provincial or National Trail Associations and other Environmental Support Groups
-

Charitable Donations

- Examples: Kinsmen, Lions Groups, Elks Canada, etc.
-

Sponsorships

- Corporate, Business or Individual sponsorships with recognition signage acknowledging the contribution
-

Potential Developers

- For portions of the trail that are contained within a community (e.g. Pilot Butte)
-

Non-Event Fundraisers

- Example: Lottery, Raffle, 50/50 Draw
-

Donations in Kind

- Businesses with ability to build a leg of the trail or contribute labour/equipment
-

More Effort

Fundraiser Events

- Special Events
-

Trail Maintenance

Responsibility and Cost Options

- The cost of maintaining the urban (paved asphalt) sections of the trail would become the responsibility of the urban municipality upon completion of construction.
- The cost of maintaining the rural sections of the trail (regardless of surface) could be accomplished through different approaches. The maintenance approach will be reviewed as the trail is built and will be discussed with the White Butte Regional Planning Committee and respective councils **prior to implementation**.
- Two feasible approaches for maintenance include:
 - 1) Operate and maintain the trails as a shared regional trail system
 - The trails would be operated as a regional trail system, serving the entire region.
 - In this scenario, the members of the White Butte Regional Planning Committee would share the cost of maintenance of the rural trails, applying a similar pro-rated cost split to that of the committee operating budget. Communities linked with the trail system via roadway trails may be considered exempt or have a lower pro-rated share of the trail maintenance cost assigned.
 - 2) Fund Raise annually for trail maintenance
 - The trails would remain considered a regional trail system, serving the entire region.
 - In this scenario, all participating members of the White Butte Regional Planning Committee would actively fund-raise annually (includes grants) to cover the cost of trail maintenance.
- Trail maintenance would initially only be performed during the spring, summer and fall months.
- Maintenance of portions of the trail that follow an existing RM roadway will remain the full responsibility of the RM to maintain.

Other Recommendations

Relationships with Other Regions

- For speed and effective use of resources, utilize learnings from other regions wherever possible.

Participation in Trail Associations

- It is recommended to become a member of the Sask Trails Association to qualify for grants as well as to enable WBRPC to issue tax receipts for donations.
- Investigate national trail associations for similar benefits.

Trail Integration within Municipalities

- Integrate the Trans Canada Trail in the White Butte Region with other important regional endeavors and practices. For example:
 - The Eco Museum project
 - Use of Community Safety Officers for the trail
 - Application of the EMO plan to the trail
 - Insurance coverage for the trail added to the insurance of the RM (or the relevant community if an urban trail)

Recommended Next Steps

Formalize the Trans Canada Trail project within WBRPC

- Consider the proposed Trans Canada Trail initiative a White Butte Regional Planning Committee project. Add the project to the approved project list of the White Butte Regional Planning Committee.

Form a Project Team and Secure Leadership

- Secure project manager resource.
- Establish project delivery and fundraising teams.

Develop a Project Plan

- Develop a Community Involvement, Trail Marketing and Funding Strategy
- Develop a detailed Landowner approach strategy
- Develop a project plan for a minimum of year 1 for approval by the White Butte Regional Planning Committee
- Develop a fund raising strategy and action plan in support of the year 1 project plan, which addresses the funding shortfalls, assuming TCT contributions of 50% for construction and 100% for planning