
PROFILE OF THE TRAILS MOVEMENT IN NOVA SCOTIA

**Backgrounder to Inform Discussions Regarding
Development of a Provincial Trails Strategy**

April 2015

Table of Contents

Introduction	2
Defining Trails	4
The Benefits of Trails	4
Developments in the Trails Movement in Nova Scotia	5
Other Initiatives That Could Influence the Trails Strategy	7
A Strong Foundation on Which to Build	8
Key Challenges	8
Principles That Will Guide the Trails Strategy	9
An Emerging Vision for Trails in Nova Scotia	10
Next Steps	10
 Appendices:	
Appendix I Glossary of Terms and Acronyms	11
Appendix II Strategy Development Process	12
Appendix III Information Sources	14
Appendix IV Members of the Trails Strategy Working Group	15

Introduction

Background

Trails contribute in significant ways to the quality of life in Nova Scotia. They promote active healthy lifestyles, provide opportunities for families, friends and neighbours to come together, foster stronger connections with nature, provide access to special places and opportunities for outdoor recreation, connect communities, and attract visitors to our province.

We have a strong foundation on which to build. We have individuals and groups with substantial knowledge and capacity for trail development, deep roots in communities and considerable trail resources. While there is much to be proud of, there is a strong belief that more can be done.

There has been a long-standing interest in the development of a provincial trails strategy. The 2010 Government Summit on Trails as well as the Trails for Tomorrow Today Conference both concluded that a province-wide vision and blueprint for trails was necessary. Creating a quality provincial trail system requires aligned activities, sustained by a shared vision, achieved through effective partnerships and collaborations, and with supports in place for those who will lead the development and use of trails at the community level.

The Nova Scotia Trails Federation and the Government of Nova Scotia have partnered and formed the Trails Strategy Working Group (TSWG) to co-lead the process of developing a strategy for the advancement of trails in the province. The members of this group are listed in Appendix IV. While the TSWG has initiated and will guide the process, the final strategy will be the result of multiple opportunities for all members of the trails movement to provide input, create vision, set directions, identify priorities, and in the end, take responsibility for implementation.

Purpose of the Strategy... and this Profile

Fundamentally, we are defining how trails can make an even more significant contribution to quality of life in Nova Scotia.

A provincial trails strategy will guide the trails movement in a collective effort to develop a quality system of trails that contributes in a meaningful way to the quality of life of all Nova Scotians.

The Trails Movement is inclusive of all those who have a stake in the development of trails in the province. For example, individuals, community groups, provincial organizations, businesses, landowners and the various levels of government, if they are involved in trails work, are all a part of the trails movement.

The development of the strategy provides an opportunity for the entire trails community to:

- define a shared vision for trails – one that calls the trails community to action in developing a quality, sustainable trail system,
- establish strategic directions and focused priorities that support the trails community and the development of an integrated system of trails in the province,
- foster connection, coordination and collaboration within the trails movement, and
- further invigorate the trails movement.

Our focus is on the development, management, promotion and use of a trails system that will endure and continue to serve Nova Scotians for generations. It is our responsibility to ensure that our trails are developed in a way that they continue to play an important role in the future, are sustainable, and have minimal impact on our lands and wildlife.

Before we can develop a strategy for action, it is essential to have a full and shared view of where we are now, the factors that could impact trail development, the most promising opportunities as well as the most pressing issues to address in the strategy. This Profile of the Trails Movement in Nova Scotia was developed to do this very thing.

An initial draft of this Profile was developed as a result of:

- a) reviewing dozens of documents pertaining to trails including reports from the Government Summit on Trails, the Trails for Tomorrow Today Conference, various other gatherings to discuss trails in Nova Scotia, trails strategies in other jurisdictions (nationally and internationally) as well as other policies and strategies where content potentially overlaps with the intent of this strategy
- b) consultation with the Intergovernmental Committee on Trails (ICT)
- c) consultation with the Nova Scotia Trails Federation Board
- d) conversations with several thought leaders in trails strategy development

The list of key documents and consultations is provided in Appendix III.

To ensure the summary document was an accurate and relevant reflection of the state of trails and the trails movement in Nova Scotia, an on-line survey was used to solicit feedback from key stakeholders. We received 664 responses to the survey, with representations made by diverse stakeholders and from across the province. The thoughtful feedback was extremely helpful and has been incorporated into this Profile.

How the Trails Strategy Will be Developed

Now that we have a shared view of the current state of trails and the trails movement in Nova Scotia, we will proceed with the development of a relevant, targeted and strategic plan for moving forward.

The full process and rough time-line for developing the Trails Strategy is outlined in Appendix II of this document. The next, and perhaps most crucial step in the development of the strategy is a series of regional consultations taking place between April 13th and May 8th. These 3 hour sessions will provide an opportunity for all members of the trails movement to participate in the establishment of a vision, guiding principles, strategic directions and action plans.

Defining Trails

There is considerable variation in the way that trails are defined across the country. Trails can be as simple as a neighbourhood footpath, as challenging as a long distance hiking trail or as complex as a shared use trail. Water trails are becoming increasingly important in comprehensive trail systems. While there is not a broadly a accepted definition of “trail”, we have adopted the following for the purposes of this strategy:

A trail is a path or route of travel, established through construction or delineation, on land or water and used primarily for recreation.

The rationale for some of the phrases might be helpful to elaborate:

“A path or route of travel” – While ‘path’ and ‘route’ may have meanings of their own, they are also used as synonyms for trail. The use of ‘path’ alone was considered but there was concern that some trail types are not referred to in this manner and that route was needed to be inclusive of water trails, OHV trails and even climbing routes.

“Constructed or delineated” – The definition of “trail” is not meant to be all encompassing but rather to define the types of trails most likely to be impacted by the strategy. “Constructed” refers to built facilities and intentionally excludes trails, paths and routes that have no manager, exist without the landowner’s permission and cannot be responsibility promoted as trails to the public. “Delineated” was added to be inclusive of water trails as well as beaches and coastal routes promoted as hiking opportunities.

“Primarily for recreation” – Without a statement of this type, there is nothing to differentiate a trail from a road or even shipping lanes. This is not to say trails are not used in other ways. The inclusion of transportation in the definition was considered, however, it was concluded that a large proportion of Active Transportation trips are still, at least partially, valued by users as recreational experiences.

The Benefits of Trails

Trails contribute to quality of life in a variety of ways. They positively impact...

- a) Individual Wellbeing - Trails support active healthy lifestyles, resulting in a population that is physically, mentally and spiritually healthier. A healthier population will lower our healthcare costs.
- b) Community Wellbeing - Trails provide opportunities for families, friends and neighbours to be active together and connect with one another. They enrich the vibrancy and attractiveness of communities.
- c) Our Connection with Our Natural and Cultural Heritage - Trail experiences foster a stronger understanding of and connection with nature. Trails provide access to special places, cultural landmarks and opportunities for outdoor recreation. Trails help us preserve green spaces, educate, protect and promote wildlife and wilderness areas while providing managed public access.
- d) Transportation - Trails can provide greener, healthier and more enjoyable transportation alternatives and help connect communities.
- e) The Economy - Trails attract visitors (tourism) and support a range of economic activities.

Developments in the Trails Movement in Nova Scotia

The Early Days

Since the 1980's much has changed in the trails movement in Nova Scotia. At that time, with the exception of the snowmobile community, there were very few managed trails. Other trail users were mostly making use of informal paths, old woods roads, canoe routes or enjoying the trails offered in our federal, provincial and municipal parks. There were very few examples of managed community trails and little interest in trail development at the community level.

Although it may not have been fully realized at the time, the Trails for Tomorrow Conference held in 1989, represented the beginning of a new era: one focused on community trail development. The Nova Scotia Trails Federation (NS Trails) was born out of the conference from a recommendation that a provincial umbrella group be created to represent the collective interests of user groups.

In the early 1990's, a number of factors influenced the trail movement: the Trans Canada Trail vision, the availability of the abandoned rail lines, and shifts in recreation trends including the growth of mountain biking and OHV recreation served as catalysts to trail development. It was clear more people were becoming interested in trails, both as builders and as users. In support of the growing trails movement, leaders were focusing on creating a positive climate that would allow community trail development to flourish. Some examples include:

- the creation of the trails manual Developing Recreational Trails in Nova Scotia (1998)
- the establishment of the Rails to Trails Policy
- a shift in the Nova Scotia Trails Federation mandate incorporating community-based trail groups into its membership
- funding attendance at national and international trail conferences
- interested individuals and groups were supported and encouraged to create community based associations with a trails mandate

Today

As a result of the hard work and dedication of many in the trails movement, the trail landscape in the province looks much different. Presently the trails movement in Nova Scotia includes the following players:

- over 200 organizations that build and manage trails
- thousands of volunteers
- 10 provincial user groups and their members
- 54 municipalities
- Interdepartmental Committee on Trails (ICT) representing 6 provincial government departments
- federal government (ACOA & Parks Canada)
- national and international organizations (e.g. Trans Canada Trail, National Trails Coalition, International Appalachian Trail)
- the private sector

Nova Scotia offers a broad spectrum of trail opportunities. While no formal inventory has been conducted, it is believed there is in excess of 10,000 kilometres of trail in the province. This includes:

- several thousand km of trails and routes that are used or managed by OHV clubs and associations,
- over 1100 km of former abandoned rail line managed by 44 local community organizations and several municipalities,
- 100's of km of wood roads managed as trails,
- 100's of km of managed hiking trails,
- 100's of km of trail found in municipal, provincial and national parks,
- 100's of km of canoe and sea kayaking routes,
- a growing number of dedicated mountain biking trails

Taking a community approach to trail development has resulted in many new partnerships and creative solutions. Shared use trails have been seen as a solution when resources are limited (volunteers, public land, money) and when building a number of stand-alone trail systems to serve the diverse needs of small communities is impractical. While shared use trails have created opportunities for collaboration, they have also resulted in some conflicts between users.

Single use trails also have an important role to play, particularly when users are looking for a very specific experience, one only found in certain environments or through specific design. Examples would include the off-road motorcycle riding parks, downhill mountain biking facilities and the Cape to Cape wilderness hiking trail.

As the trails movement has grown and matured, new initiatives have also been introduced. Examples include:

- a trail patrol program
- affordable general liability insurance
- educational programs
- rider safety training
- risk management training
- youth engagement programs
- trail-specific funding from multiple sources for construction, maintenance, engineering and capacity building

The trails movement continues to grow and change. While for some, building new trails continues to be important, for others, the focus is shifting more towards management (maintenance), attracting more users, exploring economic development opportunities and being more strategic about where and when to build new trails.

While large system continuity continues to be important, we are also seeing an increased emphasis on ensuring that local trails are connected to facilities, services, transportation networks, communities and spaces that enhance the trail experience.

Other Initiatives That Could Influence the Trails Strategy

At the time this document was written, the following initiatives were underway. Each of these may influence, or be influenced by, the provincial Trails Strategy.

The Blue Route - The Blue Route is a cooperative initiative of Bicycle Nova Scotia, NS Transportation and Infrastructure Renewal, Department of Natural Resources and the Department of Tourism to create a bicycle route system that crosses the province of Nova Scotia. Over time, the Blue Route system can grow to connect communities in each region of Nova Scotia, creating a province-wide bicycle friendly active transportation system for residents and inviting visitors from around the world to travel Nova Scotia by bicycle.

Nova Scotia Active Transportation Policy Framework - The Active Transportation Policy Framework is the Province's approach to encourage change. The framework describes how active transportation fits into the work and mandates of many provincial departments and the collaborative processes with municipalities and community groups.

Destination Trails - The Nova Scotia Tourism Agency and the Atlantic Canada Trails Association have both been involved in assessing trails in the province for destination trail market readiness. Trails groups in some regions of the province have begun collaborating to create a regional brand and enhanced experience for Nova Scotians and visitors alike.

Trans Canada Trail: a national registered charity whose purpose is to promote the completion and use of the Trans Canada Trail, a shared use trail that will run 22,000 kilometres from coast to coast to coast.

Shared Strategy for Recreation in Nova Scotia (2015) – movement-wide strategy, co-led by Recreation Nova Scotia and the Active Living Branch of the Department of Health and Wellness

Sustainable Transportation Strategy (2012) – interdepartmental initiative led by Department of Energy providing all Nova Scotians with accessible, affordable, safe and convenient choices that support our personal and environmental well-being. Active Transportation is one of six key elements in the strategy.

Thrive! (2012) - interdepartmental initiative led by Department of Health and Wellness

Natural Resources Strategy (2011) - interdepartmental initiative led by the Department of Natural Resources

Parks and Protected Areas Plan (2013) - interdepartmental initiative led by Departments of Natural Resources and Environment

Tourism Strategy (2013) - interdepartmental initiative led by Department of Economic and Rural Development and Tourism

A Strong Foundation on Which to Build

The trails strategy could take advantage of the following:

- a) Nova Scotia offers a rich diversity of landscapes and opportunities for outdoor recreation. The demand for access to these special places is growing.
- b) We have an expansive and diverse system of trails, some exceptional, cared for by local communities.
- c) There is growing recognition of the contribution of trails in promoting active lifestyles, for people of all ages, which in turn leads to physical, mental and spiritual wellbeing.
- d) There is increasing recognition of the role that trails play in tourism and the economic benefits that arise from it.
- e) Trails are increasingly valued for their role in active transportation and increasing the quality of life in communities.
- f) We have a large network of committed, talented and creative volunteers, professionals and community groups.
- g) There are many examples of successful collaborations between trail developers and public and private land owners.
- h) We have a long history of, and are recognized nationally as leaders in, community development approaches to trail building and management.
- i) The development and implementation of a provincial trails strategy is consistent with and supported by a number of important national and provincial initiatives.
- j) A number of strong provincial organizations come together within the Nova Scotia Trails Federation.
- k) Trail funding opportunities are diversified (from municipal, provincial and federal levels of government, user pay, private sector, OHV Fund, etc.)
- l) The Nova Scotia trail insurance program is considered the gold standard. It is the only one of its kind in the country and is being used as a model elsewhere.
- m) There is significant government support, including the formation of Interdepartmental Committee on Trails (ICT) as a coordinating body.

Key Challenges

The trails movement in Nova Scotia also faces a number of challenges. The following are considered the most important to address through the strategy. It should be noted that many of these challenges were cited in strategies in other jurisdictions, both nationally and internationally.

- a) Shifting demographics, in particular:
 - the migration from rural to urban
 - the need to engage the younger segments of the population

- b) Insufficient funding to develop and maintain trails in a sustainable manner, particularly when it comes to
 - large infrastructure requirements
 - modifications or repairs required as result of increasing volume and type of use and as a result of climate change/weather events
- c) Shifting demand – higher standards, more destinations, greater diversity including active transportation and tourism products
- d) Insufficient access – land and coastal
- e) Public policy/government process in need of reform – Trails Act requires updating, gaps in legislation, regulation and policy, cumbersome process
- f) Minimizing environmental impacts, building/maintaining in response to changing climatic conditions
- g) Insufficient mechanisms to support trail safety and ensure compliance with regulations
- h) Unstable supply of volunteers – aging volunteers, difficulty attracting and supporting skilled, motivated volunteers, newly formed groups may lack experience
- i) Insufficient mechanisms for addressing the range of conflicts that arise
- j) Lack of mechanism for trails system oversight/governance – setting shared priorities, concept planning
- k) Inadequate information/resources to:
 - build public awareness of the benefits associated with trails
 - inform users about trails and how to access them
 - promote safe/responsible use
 - support navigation while on trails (signage)
- l) Concerns regarding risk management – safety, insurance costs and transfer of liability to community groups
- m) Poor alignment, partnership, coordination among stakeholders in the trails movement
- n) Lack of good data on which to base decisions
- o) Trails are not well connected to facilities, services, communities and spaces that enhance the trail experience

Principles That Will Guide the Trails Strategy

The Trails Strategy for Nova Scotia will be developed based on the following guiding principles:

- a) Shared ownership, partnership and collaboration
- b) Diversity – broad spectrum of trail opportunities
- c) Accessibility – all Nova Scotians are able to participate in trail experiences
- d) Outcome oriented - optimize benefits for individuals, communities and the province

- e) Quality and relevance - high quality, safe trail experiences that are relevant to the needs of communities and to visitors
- f) Sustainability – of our trails and the environment
- g) Recognize and value the diversity of interests regarding trails – communities, users, landowners, government
- h) Connections – people, communities, nature and heritage

An Emerging Vision for Trails in Nova Scotia

A vision is a high-level expression of the end-state we are striving to achieve. It should provide a compelling image of what we want to create. It is often a stretch or a challenge to achieve and pulls us forward. It does not define “how” the end-state will be achieved – the actions will be developed as priorities and directions are laid out in the full strategy.

Based upon initial consultations with the Interdepartmental Committee on Trails, Board members from the Nova Scotia Trails Federation and thought leaders in trails strategy development, the following vision is emerging as relevant and compelling for Nova Scotia at this time.

A valued and supported trails movement providing a broad spectrum of trail opportunities that enhances the quality of life for all Nova Scotians.

Next Steps

As mentioned at the outset, this *Profile of the Trails Movement in Nova Scotia* represents the first step in the planning process. It is intended to profile the current state of trails and of the trails movement in Nova Scotia and identify the most important opportunities and challenges on which to build an effective Trails Strategy.

The Profile will be used as a basis for discussion at the Regional Consultations taking place across the province in late April and early May. These workshops will bring together trails stakeholders of all kinds, to consider the Profile and then begin to work collaboratively to develop a vision and strategic directions for trails in Nova Scotia.

Further down the road (fall of 2015), a more detailed action plan will be developed.

All of the steps in the planning process and opportunities for broad stakeholder input are outlined in Appendix II. Regular updates on how the strategy is progressing will be posted on the NS Trails [website](#).

Appendix I

Glossary of Terms and Acronyms

Active Transportation: is any form of human-powered transportation. It is any trip made for the purposes of getting yourself, or others, to a particular destination such as to work, to school, to the store or to visit friends. As long as it is “active”, you can choose the mode: walking, cycling, wheeling, in-line skating, skateboarding, ice skating (across a lake).

Community Development Model: to be added

Community Trail Groups: not-for-profit organizations that are formed to build and manage sections of trail near the community where their members live.

Designated Trails: trails that have been designated for use by a particular type of trail user.

Established Trails: taken from the NS Trails Act - trails that are located and operate on crown lands and over watercourses for recreational use and enjoyment or privately owned lands, with the prior consent of the owners or occupiers.

Managed Trails: recreational trails that are managed or operated by a government department, a registered not-for-profit trails organization or an incorporated trail user group. In order to qualify as a managed trail, there must be an agreement between the manager / operator and the landowner that establishes the terms of use of the trail.

Motorized Trails: trails that permit snowmobiles and/or ATVs and/or off-road motorcycles.

Non-Motorized Trails: trails that do not permit snowmobiles, ATVs or off-road motorcycles.

OHV: an abbreviation for an off highway vehicle. Any motorized mode of transportation built for cross-country travel on land, water, snow, ice or marsh or swamp land or on other natural terrain.

ORM: an abbreviation for an off-road motorcycle.

Recreation: the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.

Shared Use Trails: trails that permit more than one type of trail user either at the same time or during different seasons.

Single Use Trails: trails that are designed for use by a single trail user group.

Trans Canada Trail: a national registered charity whose purpose is to promote the completion and use of the Trans Canada Trail, a shared use trail that will run 22,000 kilometres from coast to coast to coast.

Trails Movement: inclusive of all those who have a stake in the development of trails in the province - for example: individuals, community groups, provincial organizations, businesses, landowners and the various levels of government, if they are involved in trails work, are all a part of the trails movement.

Trail System: to be added

Trail User: anyone who participates in an activity on a trail.

Trail User Group: a group of trail users who join an organization that is dedicated to pursuing their preferred activity on trails.

Appendix II

Strategy Development Process

Steps and Details	Target Date
Step 1: Preparation for Planning and Situation Analysis	
Identify data and other sources of information that will usefully inform the strategic discussion and choices (first draft)	done
Identify key stakeholders to engage (first draft including contact information), the topics for discussion (initial list provided as Appendix I) and the approaches to be used	done
Develop presentations to NS Trails and Intergovernmental Committee on Trails (ICT)	done
Step 2: Approval for Planning Process	
Present planning framework and stakeholder engagement approach to NS Trails & ICT; modify framework and engagement approach as required	done
Modify framework and engagement approach as required	done
Step 3: Preparation for Situation Analysis	
Finalize identification of data and other sources of information that will usefully inform the strategic discussion and choices (see appendix)	done
Finalize identification of key stakeholders to be consulted	done
Develop a stakeholder engagement plan	done
Step 4: Communications Planning	
Establish communications sub-committee	done
Work with communications personnel to develop communications plan for each phase of the planning process;	underway
Step 5: Situation Analysis – Data Collection	
Execute research and stakeholder engagement plan developed in step 3	done
Step 6: Situation Analysis – Draft	
Review and identify the key points arising from document reviews (report) and consultant report from engagements	Jan 2015
Draft report of main findings – factors and options that will constructively inform strategic discussion & choices	Jan
Review and approve draft report of main findings	Jan - Feb
Share summary report with NS Trails and ICT for review, comment and approval	Jan – Feb
Step 7: Communicating & Soliciting Feedback on Results of Situation Analysis	
Put Situation Analysis report on-line for review and comment by all key stakeholders; mechanism for feedback (comments open 2 weeks prior to workshop and at least 2 weeks after)	March
Step 8: Strategic Planning Workshop I	
Workshop with key stakeholders to: <ul style="list-style-type: none"> a) refer to results of situation analysis b) formulate a vision and set of high level goals for trail development and management c) create guiding principles to inform the approaches to achieving the goals and d) identify the strategic directions needed to realize the vision The workshop would include representation of all the stakeholders groups that we'd like to feel ownership for the strategy	April
Step 9: Create Draft Strategic Framework Document	
Consolidate results from Strategic Planning Workshop (step 8)	May
Working group to review and approve strategic framework document	May
Strategic framework document to ICT and NS Trails for feedback and approval	May

Step 10: Communicate Strategic Framework to Key Stakeholders	
Put draft strategic framework on-line for review and comment by all key stakeholders	June
Deadline for comments from key stakeholders	June
Step 11: Strategic Planning Workshop II	
Workshop (or series of workshops, webinars) with key stakeholders to create a high level action plan for each of the strategic directions contained in the plan – based on input received in step 8	Sept
Step 12: Develop Draft I of Full Strategic Plan	
With all the material gathered to this point, consolidate into a single document;	Oct
To Working Group for feedback and approval	Oct
Present draft Strategic Plan to ICT and NS Trails; seek approval	mid Nov
Step 13: Communicate Strategic Plan and Solicit Feedback	
Put draft of full strategic plan on-line for review and comment by all key stakeholders and general public; Based on advice from PESU and policy units from various departments, consult with the general public about ways to improve the strategy (i.e. regional meetings)	Late Nov-early Dec (or spring 2016)
Step 14: Finalize Draft Strategic Plan	
Incorporate feedback	Jan 2016
Working group review and approval	end Jan 2016
Step 15: Seek Approval of Draft Strategic Plan	
Present draft strategic plan to ICT, government decision makers and Board of NS Trails Federation for feedback/pre-approval	Feb 2016
Step 16: Finalize Strategic Plan	
Make final edits to strategic plan	March 2016
Step 17: Present for Approval	
Present Plan to whoever needs to provide final approval: NS Trails, ICT, etc.	April 2016
Step 18: Communicate and Begin Implementation of Strategic Plan	
Communicate and organize to execute strategy	April 2016

Appendix III Information Sources

Consultations

1. Nova Scotia Trails Federation Board
2. Intergovernmental Committee on Trails
3. Thought-leaders in trails strategy development
4. On-line survey open to all trails stakeholders in the province – open from March 5th to 20th, 2015

Documents

1. Canadian Trails Study – National Trails Coalition December 2010
2. Trails Strategy for British Columbia – Ministry of Forests, Lands and Natural Resource Operations,
3. Shared Strategy for Recreation in Nova Scotia, 2015
4. A Survey of Nova Scotia Hiking Trail Users – NS Department of Economic Development and Tourism, Nova Scotia Sport and Recreation Commission, Human Resource Development Canada, January 1999
5. Update on the Ontario Trails Strategy, Ministry of Tourism, Culture and Sport, June 2013
6. Pathway to Success: A Strategy for Trail Development in Saskatchewan – Saskatchewan Trails Association, January 2009
7. Recreation Trails Strategy for British Columbia: Phase 1 – Background Report – Ministry of Tourism, Sport and the Arts, Ministry of Environment, May 2007
8. Saskatchewan Trails Strategy – Ministerial Brief
9. SANS Trail Strategy – Snowmobilers Association of Nova Scotia, December 2013
10. Trails 2010: A Trail Strategy for Colchester County – Municipality of Colchester, February 2005
11. Active2010: Ontario Trails Strategy – Ministry of Health Promotion, 2005
12. Reinvesting in the New Brunswick Trail System: A Long-Term Management Strategy – New Brunswick Department of Natural Resources, 2008
13. Victorian Trails Strategy – Victorian Trails Coordinating Committee (Australia), 2005
14. Trails Tasmania Strategy – Tasmanian Government (Australia), December 2007

Appendix IV

Members of the Trails Strategy Working Group

Representing the Nova Scotia Trails Federation

1. Holly Woodill – President of NS Trails
2. Hilary Paquet – Parks and Trails Coordinator, Municipality of the County of Colchester
3. Blaise MacEachern – Chair, Trans Canada Trail Committee
4. Ted Scrutton – Past-President of NS Trails
5. Rick Jacques – Trails Coordinator, Annapolis Valley Trails Coalition; VP of NS Trails
6. Vanda Jackson – Executive Director, NS Trails

Representing the Nova Scotia Government – Interdepartmental Committee on Trails (ICT)

1. Rick Gilbert – ICT Co-Chair; Director of Corporate Strategy, Active Living Branch, Department of Health & Wellness
2. Steve Vines – Trails Consultant, Active Living Branch, Department of Health & Wellness
3. Robin Norrie – Manager of Recreation, Active Living Branch, Department of Health & Wellness
4. Sandy Anderson – Park Planner, Department of Natural Resources
5. Heather Yule – Tourism Development Officer, Department of Tourism