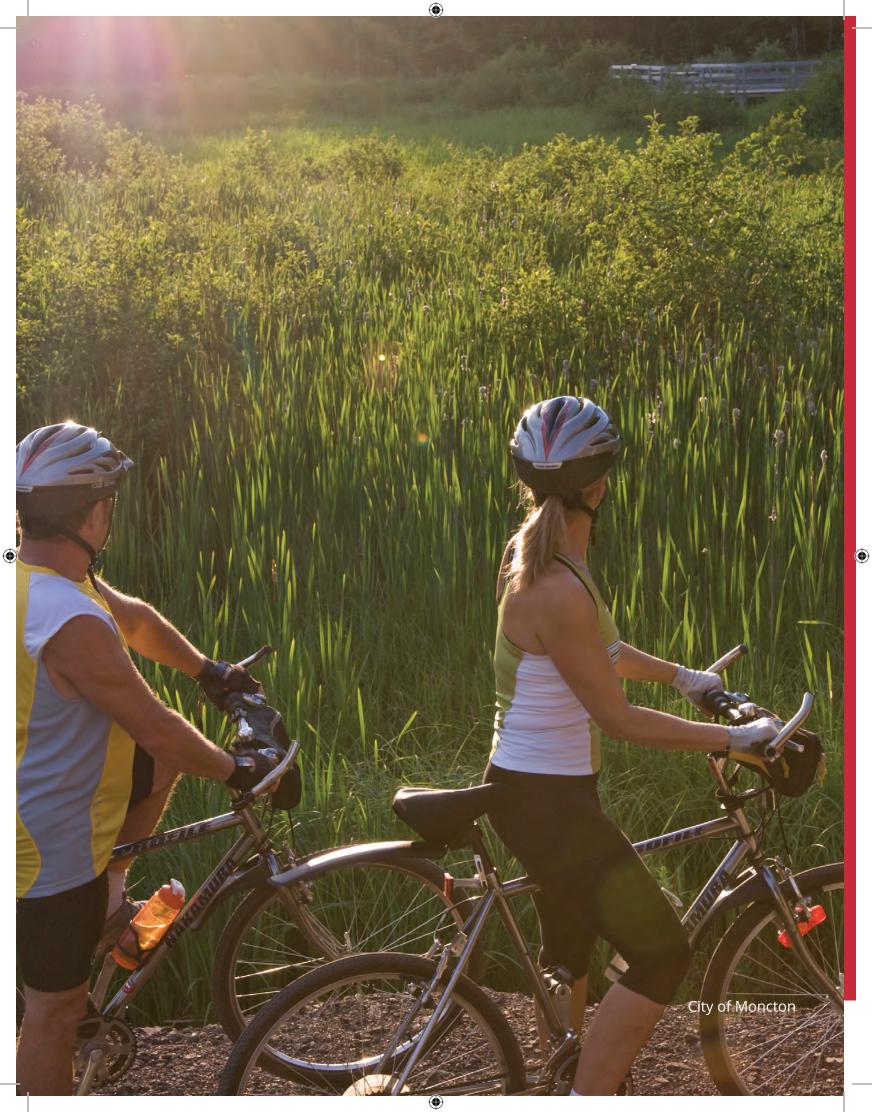




NEW BRUNSWICK TOURISM, HERITAGE AND CULTURE THE NEW BRUNSWICK TRAILS ACTION PLAN









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# GLOSSARY OF TERMS

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#### **Designated Trail Network**

These trails have been assessed and have met, or have the potential to meet the market-readiness criteria established by the provincial government (See Appendix A). Also, only trails that are part of this network are eligible for provincial financial assistance.

#### **Signature Trails**

Signature Trails are located on the Designated Trail Network, they are deemed to have greater international competitive appeal, that creates a unique and memorable experience for the visitor as well as reflects the cultural and natural landscape of this destination.

#### Non-Motorized Trails

Any trail that is used for self-powered use, such as hiking, bicycling, walking, cross-country skiing.

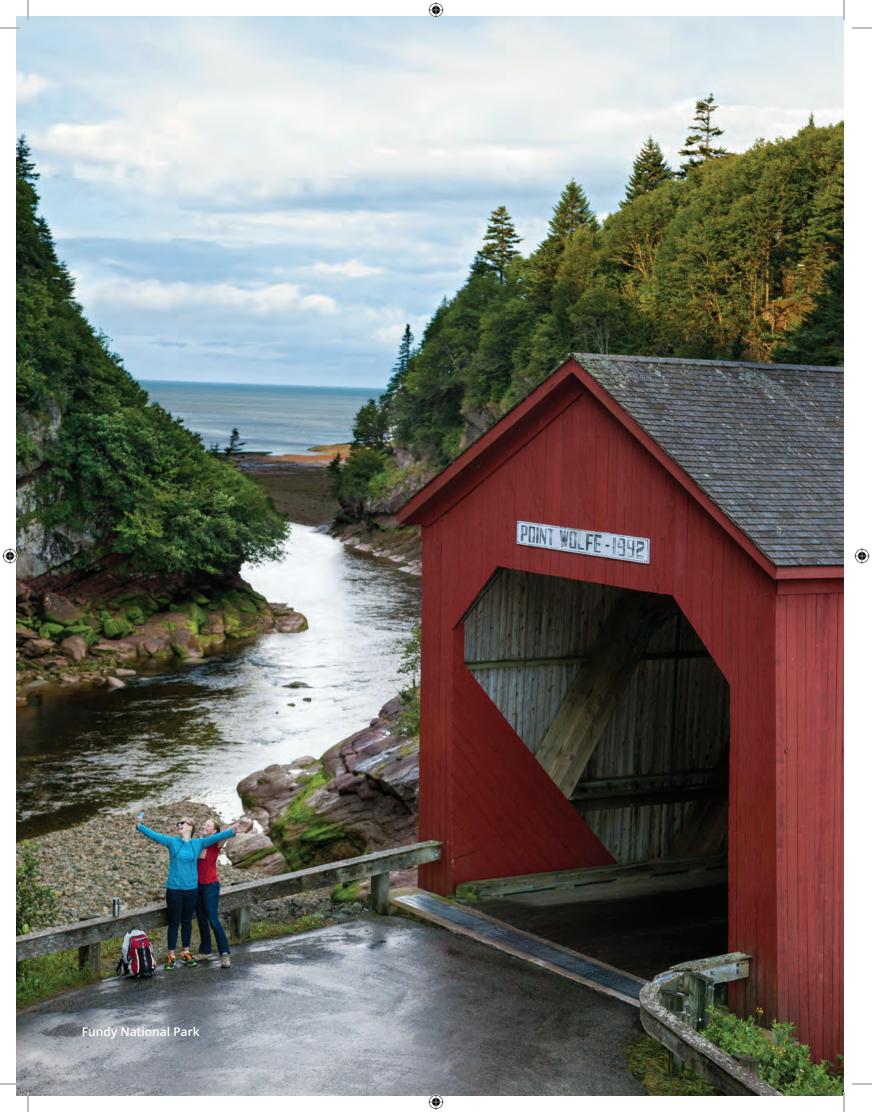
These trails are managed by numerous groups.

#### **Motorized Trails**

Any trail that is used for off-road vehicles such as snowmobiling and ATVs.

These trails are managed by appropriate federations.







### **BACKGROUND**

Trails have increasingly become tourism products in Atlantic Canada. The range of landscapes, forests and varied topography; coastline, lakes and rivers all lend themselves to opportunities for outdoor recreation. Mixed in the history and heritage of the Maritime region, there are superb opportunities for creating outstanding trail experiences.

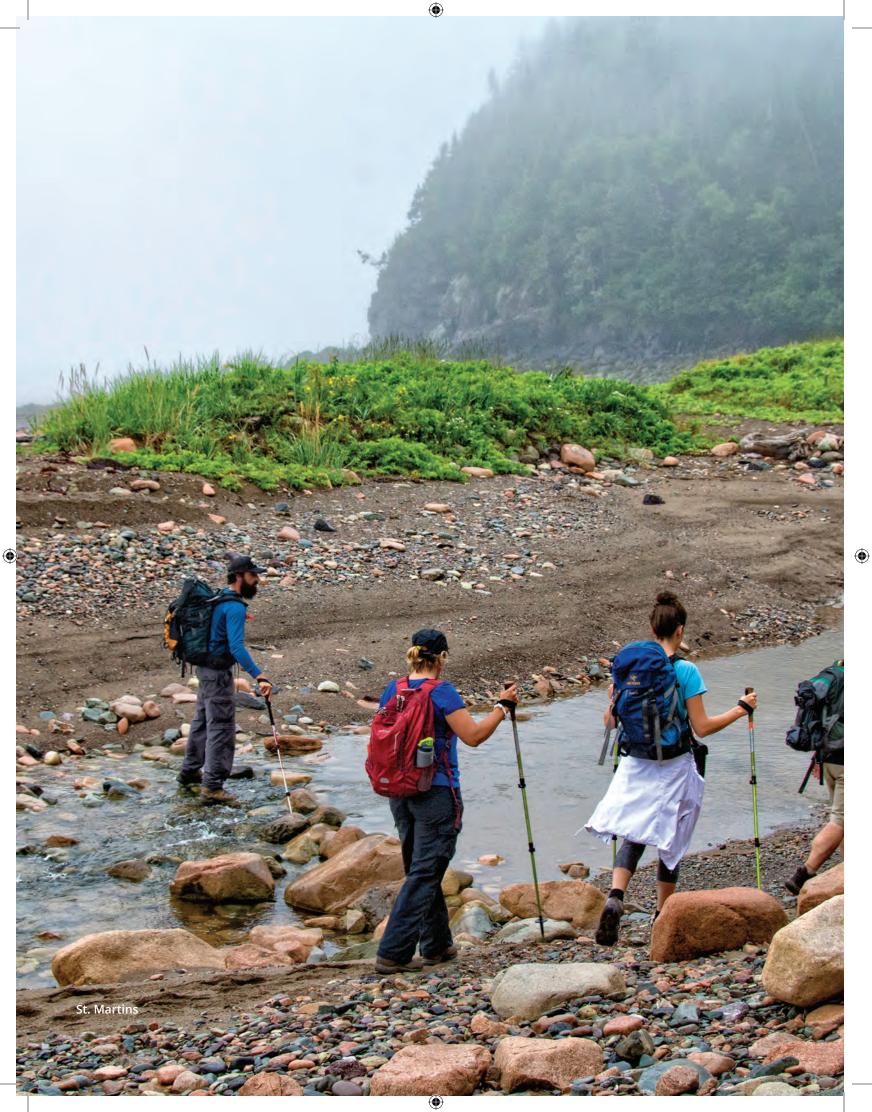
With over 20,000 kms of developed, non-motorized snowmobile and ATV trails, New Brunswick is an outdoor enthusiast's paradise with its large number of diversified recreational trails located throughout the province. The network of trails offers opportunities for nature-based activities that make it attractive to visitors to the province, in turn, creating a substantial economic impact. For local residents, trails encourage active transportation and recreational pursuits, improve physical and mental health, create community connectedness and social inclusion, contribute to safer communities, and improve property values.

Although the province has been funding trails for many years, the focus to develop trail networks around the province began in the early 1990s with the transfer of Former Railway Lines to the province for trail development. In the intervening years, the provincial government has focused on developing the snowmobile product, which now generates over \$18M in visitor spending annually. During this same time period, the provincial government provided funding and worked in partnership with the recognized trail organizations for non-motorized and ATV trails to secure authorizations for the development of a province-wide trail network on Former Railway Lines, crown land and private lands.

Building on the successes of the 1990s, the Province of New Brunswick implemented a Provincial Trail Management Strategy and established the Provincial Trail Planning Committee in 2008 to expand and give direction to trail development. This development continued with the creation of a *Provincial Trail* Use Policy 2013 which led to the establishment of the provincial Designated Trail Network and the implementation of the Provincial Trail Infrastructure Fund. All provincial government departments involved in trail management as well as key stakeholder organizations, focused their efforts, both in terms of financial investment and human resources, on trails that are part of the Designated Trail Network. This ensures that all resources target trails that will provide the largest return on investment and provide a quality product and experience. Today, the overall economic impact of trails equals \$37.2M in visitor spending across three trail sectors.

Working with partners, stakeholders and leveraging the knowledge of experts, the Province of New Brunswick now has a renewed vision to elevate its trail product to become internationally competitive and to maximize the growth potential. This will be accomplished by means of the **New Brunswick**Trails Action Plan. This plan will include the road map for the development of Signature Trails, as well as a review and refinement of governance around trail management and changes to legislation in an effort to guide and protect users, user groups and government.









#### **VISION**

The provincial government recognizes the need and importance of trails to economic development, particularly in rural areas, and to the overall wellness of New Brunswickers. Trails will become a key focus for development within the Department of Tourism, Heritage and Culture (THC).

The new vision for the Development and Management of Provincial Trails is as follows:

To implement a sustainable trails management program that will lead to an internationally competitive trail network that supports GNB's jobs and economic growth objectives, as well as lead to the improvement of residents' and visitors' quality of life, health and well-being.

The **New Brunswick Trails Action Plan** will enable government to achieve its economic and wellness objectives by:

- Increasing trail usage and economic return by 4% year over year (from \$37.2M now, to \$43.5M in 5 yrs).
- Identifying and investing in the Designated Trail
  Network and the development of Signature Trails
  to attract visitors to New Brunswick.
- Reviewing and providing recommendations pertaining to trail governance in New Brunswick.











#### STRATEGIC CONTEXT

Tourism visitor spending in New Brunswick has been relatively flat since 2005 and currently stands at \$1.3B (2016). Tourism is the **third largest service industry** in New Brunswick, accounting for over \$700M in non-resident export sales; however New Brunswick must strategically position itself in the very competitive national and international marketplace to be able to obtain the anticipated tourism growth.

The Department of Tourism, Heritage and Culture (THC) is therefore launching a Tourism Growth Strategy (TGS), where the primary goal is to develop internationally competitive products and experiences that will achieve visitation and revenue goals in the Province's identified markets. With this current comprehensive approach, this TGS is a vital action to align and drive the significant potential economic growth across the sector.

The goal of the TGS is to grow visitor spending to \$2.0B by 2025, from \$1.3B in 2016. This will result in a 54% increase in visitor spending, and the annual growth rate will rise to 5%, or 1% higher than is projected by the Conference Board of Canada. It is also expected, that if this growth is achieved, an additional 4800 jobs will be created (15% higher than Conference Board of Canada's projection). Achieving these targets will elevate tourism as a key industry in New Brunswick. The TGS is one of the 12 priority initiatives under the Jobs Priority Delivery Unit (PDU).

One of the five pillars of the TGS is to lead the country in product and experience innovation, where more competitive products and experiences will help achieve visitation and revenue goals in identified markets. To this end, the Province of New Brunswick will support the development and promotion of a superior trail product known as Signature Trails, trails that create a unique and memorable experience for the visitor and reflect the cultural and natural landscape of this destination. Provincial trails are important tourism product experiences that have the potential to bring new visitors to the province and extend their length of stay. It is a fundamental piece of tourism infrastructure that is found in all jurisdictions. Trails also play a vital role in the well-being of our citizens and provide a year-round opportunity for recreation that supports an active lifestyle, which can enhance physical, mental and social well-being, as well as help build strong families and communities, and help people connect with nature.









### PROVINCIAL TRAILS ECOSYSTEM

The trail networks are governed and approved by numerous provincial government departments that are responsible for legislative acts that ensure trails are strategically located, safe and sustainable.

# The following GNB departments provide support to trail development through legislation and policy:

- Environment and Local Government (ELG) Clean Water Act
- Justice and Public Safety (JPS) Off-Road Vehicle Act
- Energy and Resource Development (DERD) Crown Land and Forests Act, Parks Act
- Transportation and Infrastructure (DTI) Highway Act
- Tourism, Heritage and Culture (THC) Parks Act

The provincial government support provides for trail activities, including construction and development, marketing and promotion, repair and maintenance.

# Non-motorized trails are currently supported by GNB in the following ways:

- THC Marketing and promotion
- THC Recreation Organizations Operational Grants program
- THC Provincial Trail Infrastructure Fund
- DERD Repair and Maintenance programs on Former Railway Lines
- DSD (Social Development) Partnerships and promotions to increase trail usage

# Motorized trails are supported by the following GNB programs:

- JPS Off-Road Vehicle Enforcement Program
- THC Product marketing
- THC Provincial Trail Infrastructure Fund
- · DERD Trail Management Trust Fund
- · DERD Capital budget for Former Railway Lines
- DTI Highway Usage Permits and on-highway use management



THE NEW BRUNSWICK TRAILS ACTION PLAN



## PROVINCIAL TRAILS ECOSYSTEM

The trails and networks are maintained in partnership with three primary trail user groups:

#### New Brunswick Trails Council Inc. (NBTCI)

Non-motorized trails in New Brunswick are partially represented by the NBTCI; however they are not a designated trail manager under legislation. NBTCI has an established trail network and receives financial support from GNB through the *Trail Infrastructure Fund* and from other public and private funding sources. The NBTCI is primarily volunteer-based.

# New Brunswick Federation of Snowmobile Clubs (NBFSC)

Snowmobile trails in New Brunswick are operated and managed by the NBFSC under authority of the Off-Road Vehicle Act for the Department of Tourism, Heritage and Culture by means of a 10-year Trail Management Agreement (December 2014). The NBFSC has an established trail network and receives financial support from the Government of New Brunswick through the Trail Management Trust Fund, the Trail Infrastructure Fund and the Trail Equipment Fund; from the Government of Canada through ACOA programs; and through the sale of mandatory trail permits and from other public and private funding sources. The NBFSC is primarily volunteer-based.

# New Brunswick All-Terrain Vehicle Federation (NBATVF)

All-Terrain Vehicle trails in New Brunswick are operated and managed by the NBATVF, also under authority of the *Off-Road Vehicle Act* for the Department of Energy and Resource Development by means of a 10-year *Trail Management Agreement* (May 2014). The NBATVF has an established trail network and receives financial support from the Government of New Brunswick through the *Trail Management Trust Fund*, the *Trail Infrastructure Fund* and *the Trail Equipment Fund*; from the Government of Canada through ACOA programs; and through the sale of mandatory trail permits and from other public and private funding sources. The NBATVF is primarily volunteer-based.





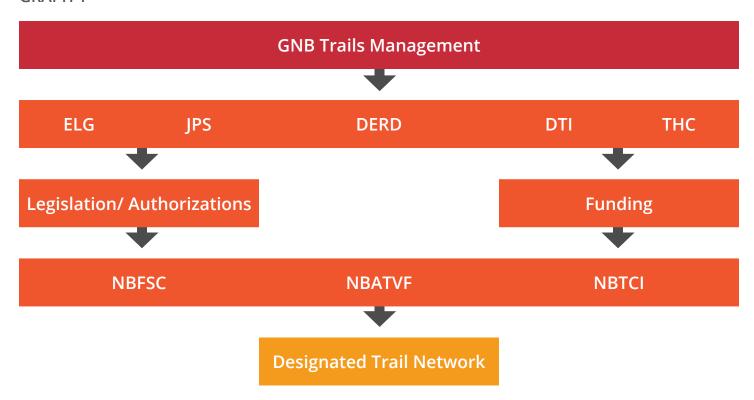




# PROVINCIAL TRAILS ECOSYSTEM

The flow chart below illustrates the interaction between the GNB departments listed above and the trail user groups:

#### **GRAPH 1**





THE NEW BRUNSWICK TRAILS ACTION PLAN



### CASE FOR INVESTMENT

The TGS proposes a three-prong approach whereby increased GNB investment, alignment of current departmental investments that support the goals of the TGS, and building private investment is necessary for economic and job growth. Aligning prioritized, private investment is a fundamental pillar of the TGS. This approach will align with New Brunswick's Economic Growth Plan and the "Grow capital investment from the private sector" objective of the Jobs PDU.

The tourism sector is driven by both visitor (49%) and resident (51%) spending, and growth targets have been established accordingly. The focus on residents as a driver of the tourism economy is a new shift for THC that resulted from thorough investigation.

Total resident and non-resident visitor spending attributed to the three trail user groups in New Brunswick are as noted below for the 2014-2015 year:

TABLE 1	Non-Motorized	Snowmobile	ATV	Total
Total visitor spending	\$10.1M	\$17.9M	\$9.2M	\$37.2M
Direct GDP	\$5.4M	\$8.1M	\$4.2M	\$17.7M
Jobs sustained (FTEs)	106	160	91	357
Provincial tax revenue from indirect and direct activities	\$0.5M	\$1.0M	\$1.0M	\$2.5M

The Return on Investment (ROI) is estimated based on the tax revenue from direct activity and the investment made by THC and DERD in 2014-2015 as noted below:

TABLE 2	Non-Motorized	Snowmobile	ATV	Total
Provincial tax revenue from direct activities	\$0.5M	\$1.0M	\$1.0M	\$2.5M
GNB Investment	\$0.3M	\$1.2M	\$1.6M	\$3.3M
ROI	173%	86%	63%	82%

NEW BRUNSWICK TOURISM, HERITAGE AND CULTURE







## CASE FOR INVESTMENT

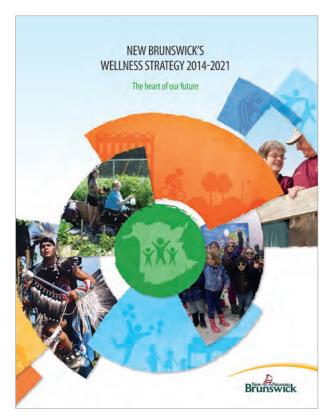
GNB investment in operating, maintaining and upgrading the trails is only partially recovered through associated tax revenue and clearly demonstrates a need for private sector funding as well as a better alignment with tourism objectives in order to increase return.

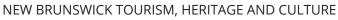
As demonstrated, trail users contribute 82% (table 2) to the cost of building, maintaining and upgrading trails. While the aim is to maximize the tax revenue generated through visitor use to reduce the public cost of providing access to this necessary infrastructure, there is a direct contribution towards the Government's health and wellness objectives. Above and beyond the economic benefits, and the importance of trail infrastructure as a sought after tourism destination product, there is an inherit benefit to trails as it pertains to health and wellness. Recreational Infrastructures, such as parks and the trail system, are critical contributors to both the fiscal and social objectives of the province. THC has a mandate to foster the well-being of New Brunswickers through investment and development of trail infrastructure which directly addresses a number of priorities that are identified in the Framework for Recreation in Canada.

There is a great deal of evidence that supports the wellness contributions of non-motorized trails for recreational pursuits and active transportation. One US study¹, for example, indicated that for each dollar spent building, maintaining and using trails, nearly three dollars were realized in reduced health care costs by the trail users due to improvements in their health. Although perhaps less obvious, New Brunswickers' use and enjoyment of ATV

and snowmobile trails can also benefit individual recreation through, for example, time spent outdoors and social connections.

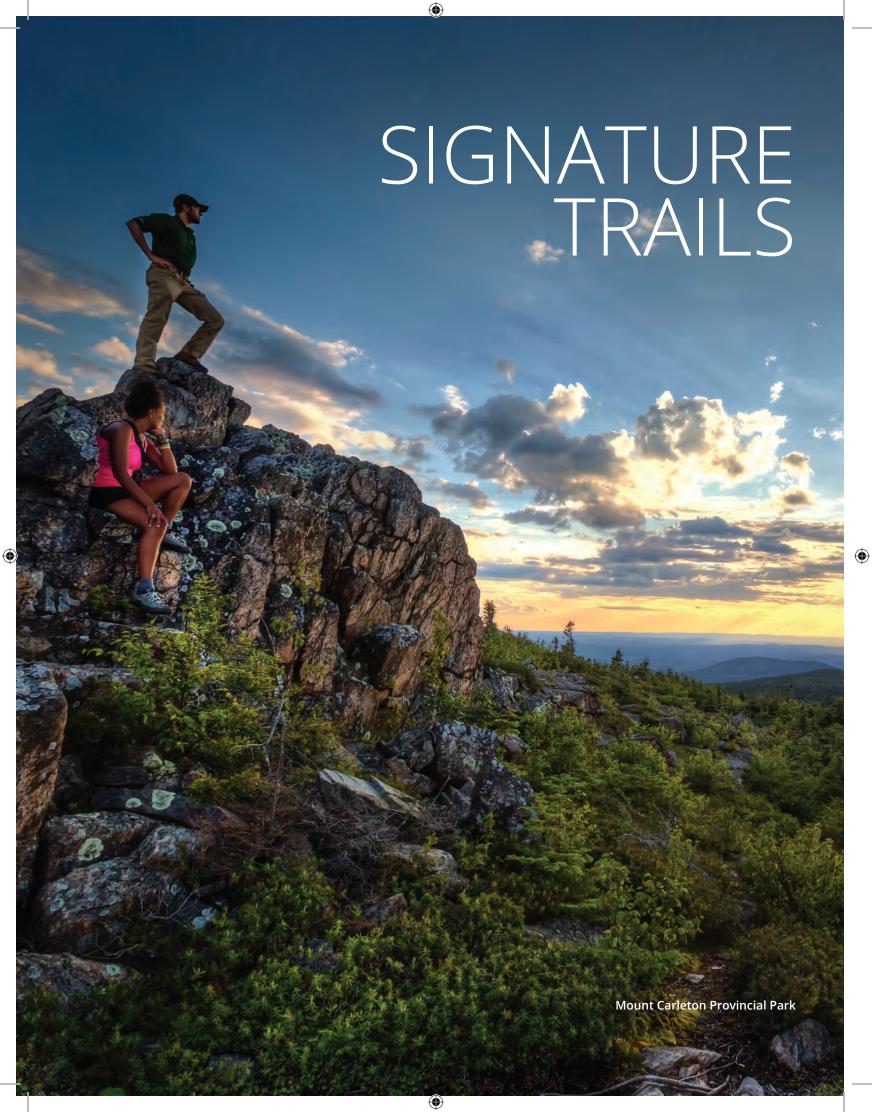
The Department of Social Development (DSD), Wellness Branch, has the mandate to "improve population health through a provincial Wellness Strategy". An important part of working towards this vision involves the creation of environments that support wellness for all New Brunswick citizens. As part of government's comprehensive approach to addressing root causes of obesity and smoking, THC has committed to creating a Trails Action Plan that will assess the current state of the trails system, and provide direction to optimize the future development of trails in order to reduce obesity and support the TGS.













## SIGNATURE TRAILS

Signature Trails have the highest tourism and recreation value. They are major regional tourism attractions and are considered economic revenue generators. Generally it is set in a distinctive landscape that reflects a region's most distinguishing characteristics such as views, natural features, culture or heritage. A Signature Trail is often "themed," and has high quality standards for design, maintenance and amenities. It has trained and knowledgeable staff and/or volunteers dedicated to the management and maintenance of the trail and its amenities, who provide good quality tourism services.

To become a tourism destination, a trail must have qualities that can create a unique and memorable experience for the visitor, one that reflects the cultural and natural landscape of this destination. Words such as extraordinary, fun, exciting, educational are evoked by a successful tourism product. A Signature Trail must go beyond the

ordinary into the exceptional. It should elicit the WOW factor, the emotion that excites and fulfills the visitor making them want to share stories of their experience with friends and family.

Trail experiences more specifically should provide the trail user with excitement, challenge and achievement combined with comfort and reassurance that they are safe and won't get lost. The trail is more likely to become a destination if it includes some special natural or cultural attraction, such as a waterfall, mountain top or archeological site. However, a well-designed and landscaped trail within a diverse and interesting environment can still have the potential to become a strong attraction. Similarly, a poorly designed, an unsightly trailhead, a lack of trailhead information or poor directions can all affect the experience for the visitor and leave them dissatisfied, even if the landscape is awesome.











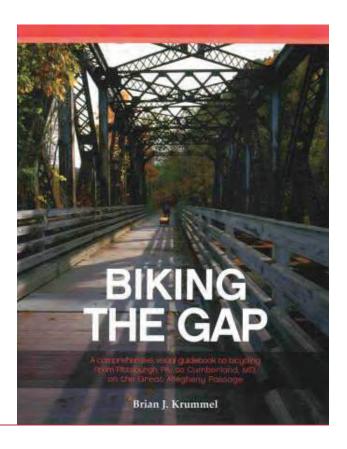
To fully understand New Brunswick's potential for Signature Trail products, a jurisdictional scan was performed and identified the best practices in North America for the three sectors that New Brunswick will develop: non-motorized, snowmobiling and ATV.

#### Non-motorized Trails Best Practice: Pennsylvania's Great Alleghany Passage (GAP)

The Great Allegheny Passage is considered the crown jewel of Mid-Atlantic Rail Trail, a 150-mile non-motorized multiple use rail-trail system, between Cumberland, MD and Pittsburgh, PA. The GAP is a segment of the Potomac Heritage National Scenic Trail, one of eight nationally designated scenic trails. Much of the trail follows the abandoned right-of-way originally used by the Western Maryland Railway. It employs the Trail Town Program which is a community and economic development around trail tourism and outdoor recreation. The purpose of the program is to ensure that trail communities and businesses maximize the economic potential of the region's trails. It also builds connections between the trail and the community. This route offers some of the best views in the Mid-Atlantic, as it cuts through the rugged mountainous terrain of Pennsylvania's Allegheny Highlands. Along the way, you will encounter several points of interest including crystal clear mountain streams, a 1000-foot-long trestle, numerous tunnels (including the monster Mount Savage Tunnel), and some really great whitewater rapids.

From a 2012 Economic Impact Assessment, the economic impact of the GAP was estimated to be \$50M. In 2014, the Average Day User Spend was \$18 and the Average Overnight Spend was \$124. Between 2007 and 2015, 137 new trail-related businesses opened and 270 new jobs were created.

GAP governance is through a coalition of stakeholders. Each segment of the trail is maintained by either the state or a local, county, or non-profit organization. Each organization has Board representation and is responsible for raising funds, collaborating with stakeholders and each is charged with promoting and enhancing the Great Allegheny Passage.









#### Snowmobile Trails Best Practice: Black Hills, South Dakota

The Black Hills of South Dakota is a premier snowmobile tourism destination in the Midwest US. The Black Hills snowmobile trail system is managed by the South Dakota Department of Game, Fish and Parks. A centrally located grooming hub is located in South Dakota state park's Hardy Work Centre which allows the State to operate a very aggressive trail grooming program which is a prime motivational factor in attracting and retaining its snowmobile visitors.

The Black Hills snowmobile trail system hosts a 563-km network of groomed snowmobile trails and offers abundant snowmobiling opportunities on ungroomed forest service roads throughout the area. The South Dakota Department of Tourism and surrounding communities partner to aggressively market Black Hills snowmobiling opportunities causing it to become a major snowmobile tourism destination in the Midwest.

Approximately 95% of South Dakota's \$15M annual snowmobile trip expenditures are related to the Black Hills snowmobile trail system. This model have proven to be very successful in attracting snowmobile tourism, helping keep motels, restaurants, bars and other businesses open in small communities during what historically used to be a slow winter season. Over the years, private entrepreneurs have also established several new trail-side businesses (i.e. rental equipment, warming huts, fuel and food), many for which winter (snowmobiling) is their primary business season despite the Black Hills having heavy summer tourism. Its model of aggressive grooming from a central hub has proven to be very successful.







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#### ATV Trails Best Practice: West Virginia's Hatfield-McCoy Trails

Located in the Appalachian Mountains that are known for their rugged, mountainous terrain and rich natural resources, the Hatfield-McCoy Trails cross nine southern West Virginia counties and include a total of eight trail systems totaling more than 700 miles of off-road trails. All of the trail systems are professionally managed, are open 365 days a year to ATVs, dirt bikes, and utility vehicles (UTVs) and offer trail riding experiences for all skill levels. Many of the trail systems also offer community connecting trails that allow visitors to access "ATV-friendly towns" to experience the charm of southern West Virginia.

Hatfield-McCoy Trails for day-to-day operations generated an additional \$1.6M in economic activity within the State, for a total operational impact of \$3.3M. Even more notably, the Hatfield-McCoy Trails bring non-local visitors to the area whose spending is estimated to generate an additional \$19M in

economic activity in West Virginia. Together, the total estimated economic impact of the Hatfield-McCoy Trails is more than \$22M. The Hatfield-McCoy Trails directly sustain 22 full-time equivalent (FTE) jobs year-to-year, and can be credited with supporting a total of approximately 237 FTE positions across the State.

Management and governance of the Hatfield-McCoy Trails is the responsibility of the Hatfield-McCoy Regional Recreation Authority (HMRRA). The HMRRA is responsible for both enabling and facilitating the development and operation of the Hatfield-McCoy Trails network. By legislation, landowners are protected from liability on lands used for the Hatfield-McCoy Trails network. Much of the continuing success of developing trails on land owned by corporations and individuals can be attributed to the public-private partnership established between HMRRA and other entities.









#### Parkway/Mixed-Use Trails Best Practice: Cabot Trail

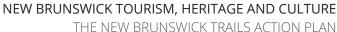
Known for almost a century for its spectacular views, outdoor adventure, diverse culture and hospitality, the Cabot Trail welcomes over 400,000 visitors each year. Sparsely populated with approximately 21,000 residents, tourism is one of the mainstays of the local economy for this region. The trail network boasts over 140 land-based trails that offer experiences for numerous skill levels; the shared and multi-use trails consist of hiking, cycling, snowmobiling and ATVing. The Cabot Trail is known world-wide for its spectacular drive. The majority of their non-motorized trails are located within National and Provincial Parks, and are managed

accordingly; the remaining trails are mostly managed by municipalities or non-profit groups. There is no consistent management framework for the management of their trail network.

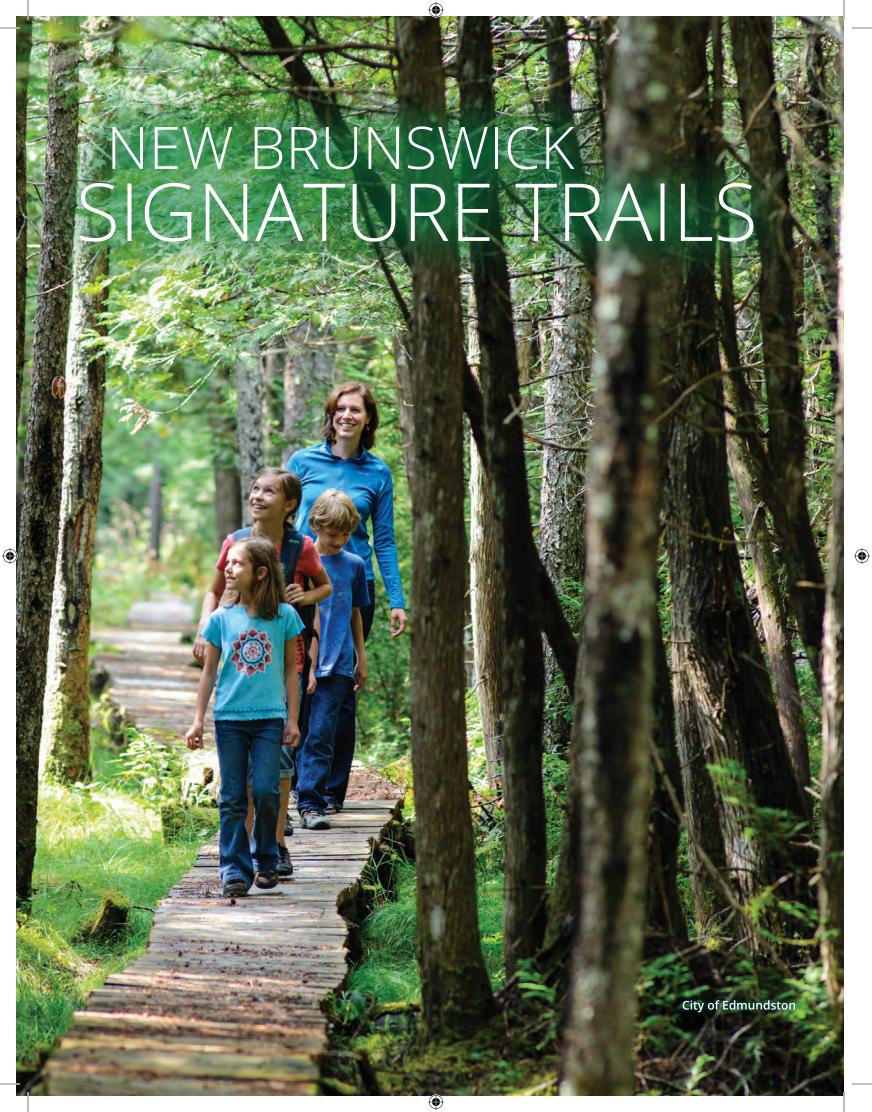
The Cabot Trail is home to approximately 275 tourism-related businesses providing a range of services and experiences, such as vacation rentals, restaurants, shops, boutiques, outdoor outfitters, and tourism attractions. In 2015, 102 Cabot Trail accommodation providers reported a total of 203,500 room nights sold.















As stated, Signature Trails are major regional tourism attractions and are considered economic revenue generators. Generally they are set in distinctive landscapes that reflect a region's most distinguishing characteristics such as views, natural features, culture or heritage. In order to receive Signature Trail status, they must be part of the Designated Trail Network and meet the following criteria: internationally competitive; aligned with THC target markets; has export potential and has the ability to achieve TGS growth targets.

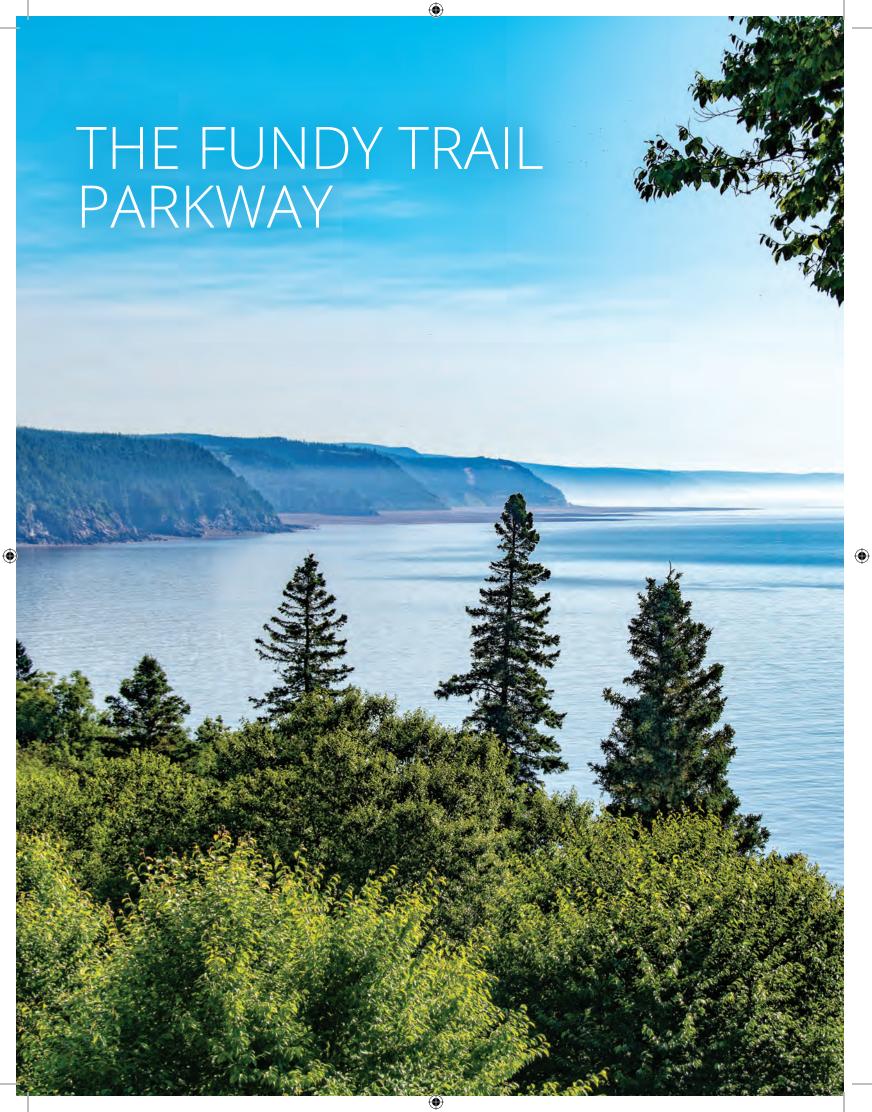
The development and management of Signature Trails in the province will be guided by three basic trail management principles:

- Strategically located; protecting the land, the people, the environment and the resources;
- Safe; establishing responsible operating practices and standards, and providing access for persons with disabilities;
- Sustainable; optimizing the Destination Trail Network.

Presently, eleven trails in New Brunswick have been deemed to have Signature Trail potential because they meet a significant portion of the criteria. They are as follows:

- The Fundy Trail Parkway (Multi-Use)
- The Christmas Mountains Snowmobile Network (Snowmobiling)
- Sentier Nepisiguit Mi'gmaq Trail (Wilderness Hiking)
- International Appalachian Trail at Mount Carleton (Wilderness Hiking)
- The Fundy Footpath (Wilderness Hiking)
- Sentiers Madawaska Trails (Cycling)
- 7 Fundy ATV Trail Network (ATVing)
- Fundy Cycling Route (Cycling)
- Wolastoq Valley Trail (Cycling)
- Véloroute de la Péninsule acadienne (Cycling)
- International East Coast Greenway Trail (Multi-Use)











#### The Fundy Trail Parkway

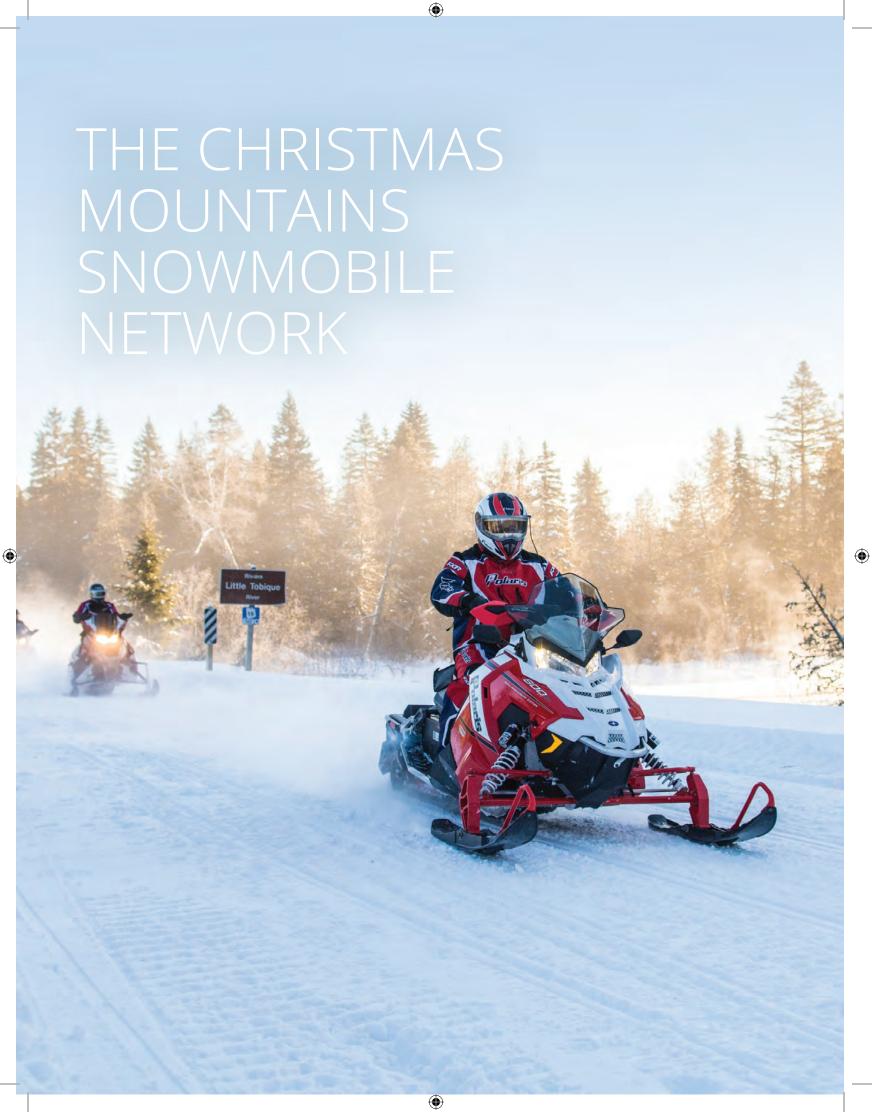
**Description:** The Fundy Trail Parkway is a 19-km scenic drive along pristine coastline situated a few kms east of St. Martins and a day trip distance from Saint John. The product area incorporates a network of walking/hiking/cycling trails. The network includes a linear cycling mixed-use trail (16 kms), the Flowerpot Footpath, the Hearst Lodge trail, and western portions of the Fundy Footpath (Long Beach to Big Salmon River). An important element of the Fundy Trail Parkway is the upgrading of the Connector Road. The goal of this upgrade is to improve the roadway infrastructure between the Fundy Trail Parkway and Fundy National Park to integrate these major tourism attractions into a consolidated group of first-class facilities and create an internationally competitive destination area. The Fundy Trail Parkway welcomes approximately 45,000 visitors annually and is operated by the Province of New Brunswick and the Fundy Trail Development Authority Inc.

Market Readiness: The Fundy Trail Parkway meets high standards of market readiness in many aspects including infrastructure, services and links to nearby tourism and hospitality assets. Aspects such as website, finding the trail, amenities and interpretative components all meet or exceed Signature Trail standards. Some of the outstanding challenges that are to be addressed to become a fully designated Signature Trail include:

- · Realignment of Flowerpot Footpath.
- Realignment of steps to Melvin Beach.
- Realignment of cycling/mixed-use trail.
- Refurbishment of bridge decks and railings.













#### The Christmas Mountains Snowmobile Network

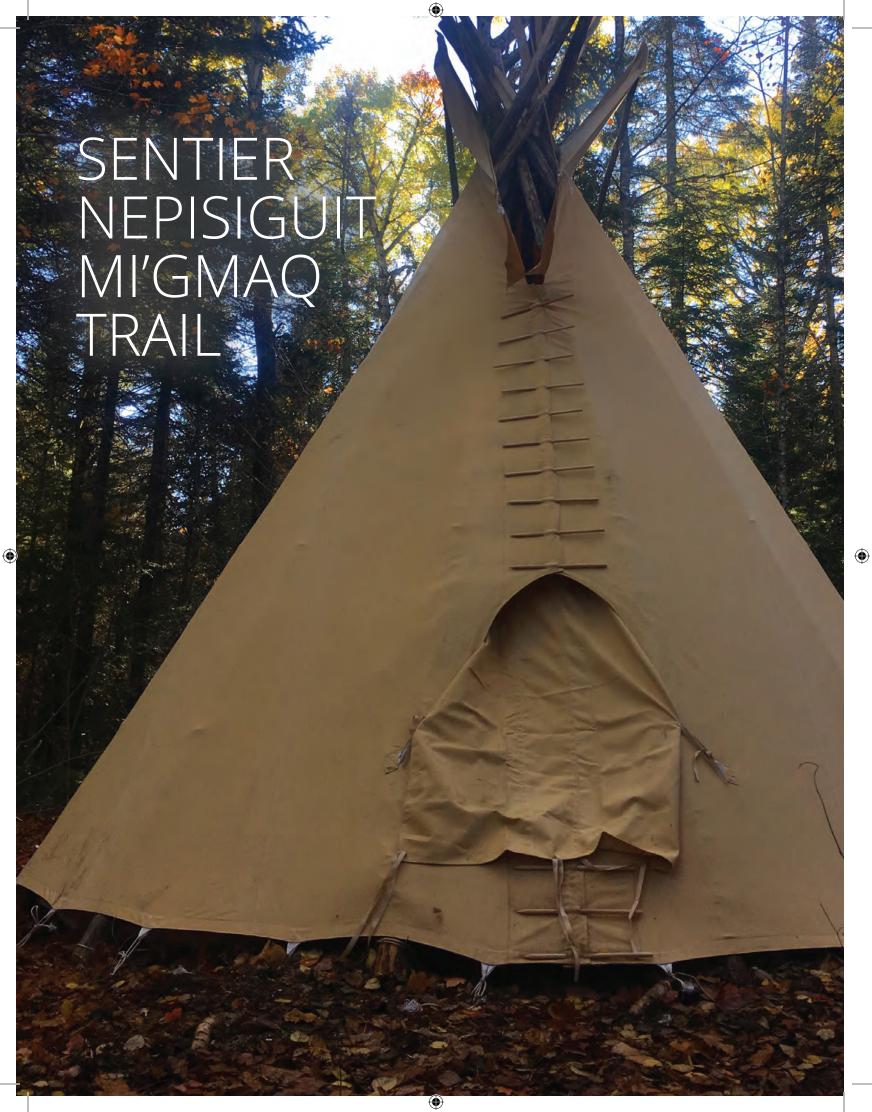
Description: The Christmas Mountains Grooming development plan involves an expansion in the number of kilometres of groomed snowmobile trails located on existing woods roads in and around Mount Carleton Provincial Park that is located in the north central region of New Brunswick. The Christmas Mountains will be operated and maintained by the municipality of St. Quentin and in partnership with the NBFSC and THC. This plan proposes to grow snowmobile tourism by providing additional and improved snowmobile trail grooming.

Market Readiness: The trail network for the Christmas Mountains has been under development for several years and most of the key elements are in place. Some of the outstanding issues in achieving Signature Trail status are as follows:

- · Installation of trail signage.
- Construction of a groomer shed and fuel dispensing facility.
- Installation of a trail bridge at Moose Brook.
- · Completion of connector trail near park entrance.











#### Sentier Nepisiguit Mi'gmaq Trail

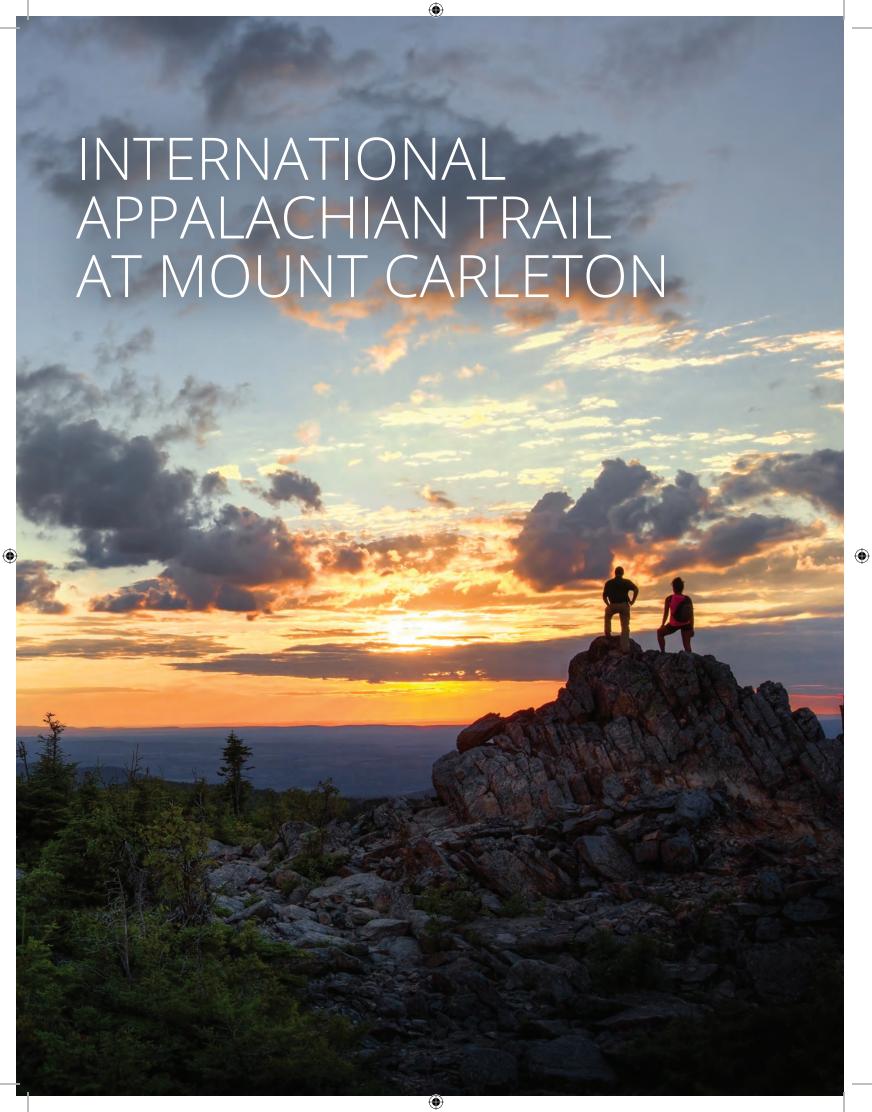
Description: The Sentier Nepisiguit Mi'gmaq Trail is a 150 km trail running along the Nepisiguit River from Mount Carleton to Daly Point Nature Reserve in Bathurst. The Trail runs through ancient First Nations hunting grounds and is made up of the beautiful and diverse Acadian forest. The trail follows the various courses of the Nepisiguit River offering spectacular views of the river and the Appalachian Mountain Range. The trail shares much of its length with the Ancient Native Portage Trails from the portage at Bathurst Lake in Mount Carleton Park to the Gordon Meadows Brook portage near Middle Landing offering an opportunity for both a water-based and hiking experience.

Market Readiness: The Sentier Nepisiguit Mi'gmaq Trail has the potential to be a multi-day Signature Trail product. Work is required to complete portions of the 150 km trail in order to make it passable for long-distance hikers however the scenery and community support within the region supports the notion of a premiere trail network. Originally developed over 20 years ago, the quality of the surface currently developed is consistent with Appalachian Trail Standards. Some of the outstanding issues in achieving Signature Trail status are as follows:

- Creation of an Operations and Business Plan (Including Trail Master)
- Development of a regional Trial organization
- Creation of an Implementation Plan to execute the project
- Trail maintenance and upgrades
- · Signage Plan











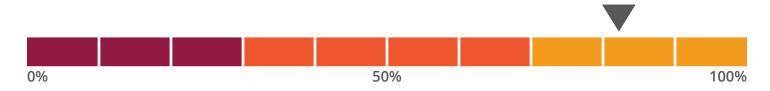


#### 4 International Appalachian Trail at Mount Carleton

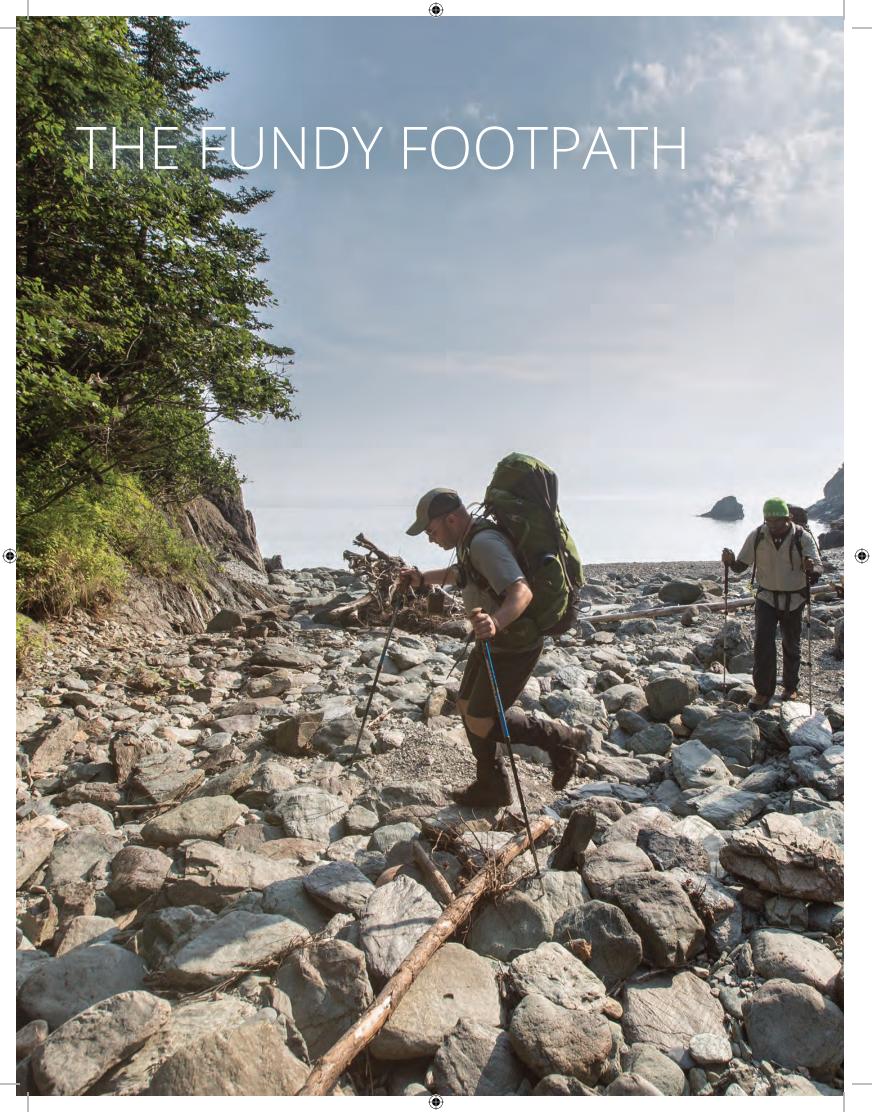
**Description:** Mount Carleton is located in north central New Brunswick and is the highest point of land in the Maritime Provinces (817m). It is located within Mount Carleton Provincial Park and is situated between Nepisiguit and Nictau Lakes at the confluence of several of New Brunswick's major watersheds, flowing north, east and west. Its status as the highest peak in the Maritimes makes Mount Carleton a natural destination for nature tourism. The 62 kms of trails and its related infrastructure and services provided by Mount Carleton Provincial Park positions this network of trails as a highly probable Signature Trail.

Market Readiness: The Mount Carleton Trails are excellent and conditions are reasonably good (on both the Sagamook Trail and the Mount Carleton Trails) however they are not up to "Appalachian Trail standards". The entrance to the Mount Carleton Trail should be redesigned to shift the experience for the ascent away from the fire road to the more interesting western alignment. Some of the outstanding issues in achieving Signature Trail status are as follows:

- Mount Carleton Trailhead and Western Trail entrance.
- Remediation of trail condition for alignment, drainage and erosion.
- · Update trail markers.
- · Remediation of Fire Road.
- · Improve interpretation/education.













#### 5 The Fundy Footpath

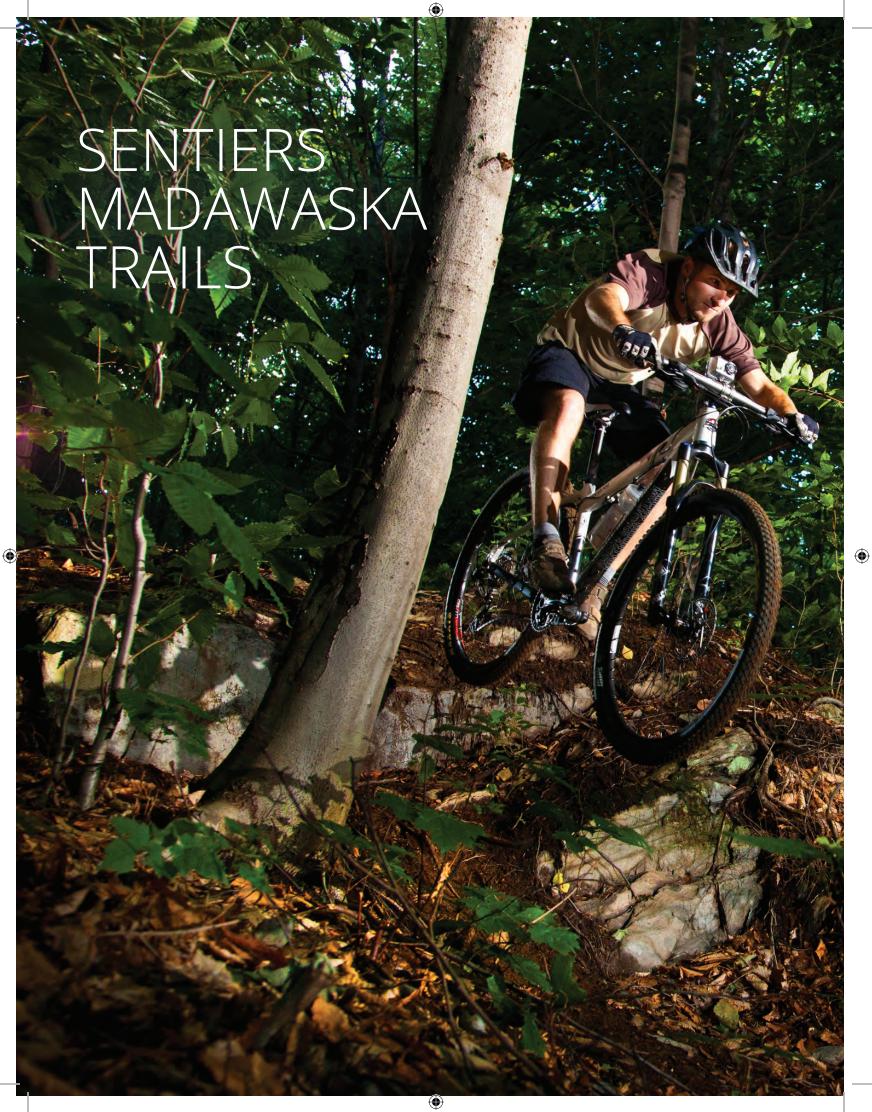
Description: The Fundy Footpath (FFP) is a 49-km wilderness trail along a remote part of New Brunswick's Bay of Fundy coastline between Fundy National Park and the Fundy Trail Parkway. The landscape through which the trail has been developed is a mix of upland Acadian forest with steep slopes into canyon-like river valleys and exceptionally beautiful tidal estuaries. There are 10 river canyons and a few minor ravines along the route. Each river canyon offers a pristine view of a remote coastal estuary and is isolated from civilization. The Fundy Footpath is operated by a non-profit organization.

**Market Readiness:** The overall Market Readiness of the FFP is quite high and the trail is currently being marketed by THC and is in moderate use. Some of the outstanding issues in achieving Signature Trail status are as follows:

- Improve routing and signage through Long Beach at the Fundy Trail Parkway.
- Wet and deteriorating trail conditions along wilderness sections.
- Vegetation management at viewpoints throughout.
- Steep slopes and erosion on wilderness sections of the footpath.
- · Improve signage.
- · Introduce on-line campsite reservation system.
- · Introduction of interpretation program.













#### 6 Sentiers Madawaska Trails

**Description:** The Sentiers Madawaska Trails provide over 45 km of single-track cycling trails close to the city centre of Edmundston. The trails are built to an International Mountain Bike standard and are maintained by Vélo Edmundston. The trails are developed to a high technical standard, but are suitable for all levels of expertise. Although developed to a mountain bike standard, they are also suitable for hikers, runners and snowshoers.

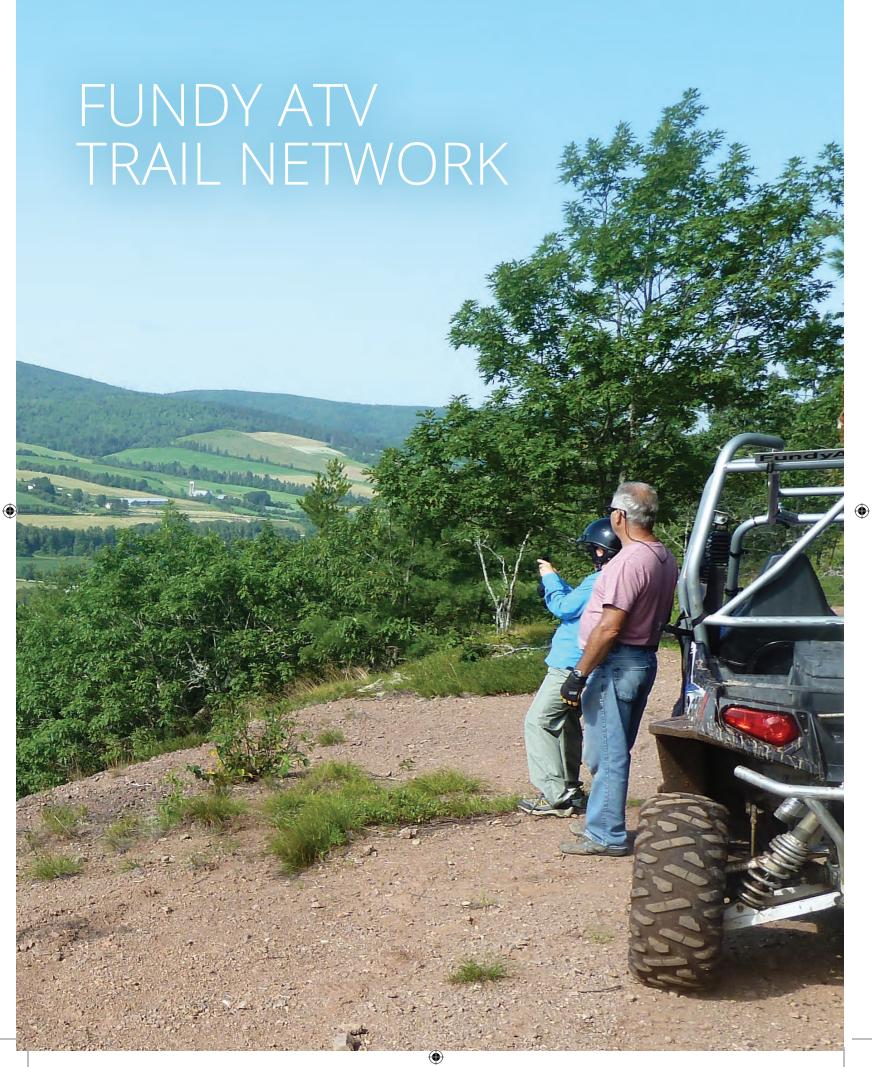
Market Readiness: These trails are currently well developed and used extensively by locals, however it appears that some minor work is required to develop these trails as a tourism product. Locals are likely well aware of the conditions and nuances that a tourist might not be aware of. Given the technical difficulty that many of these trails provide, it will be extremely important to manage the expectation of the user in advance of their arrival.

- Development of a more comprehensive website providing all critical information required for a mountain biking tourist.
- Development of a comprehensive signage program.
- · A documented risk management plan.
- Develop a regional trail committee that engages both the mountain biking community and key business stakeholders.
- Development of a long-term maintenance strategy.















#### Fundy ATV Trail Network

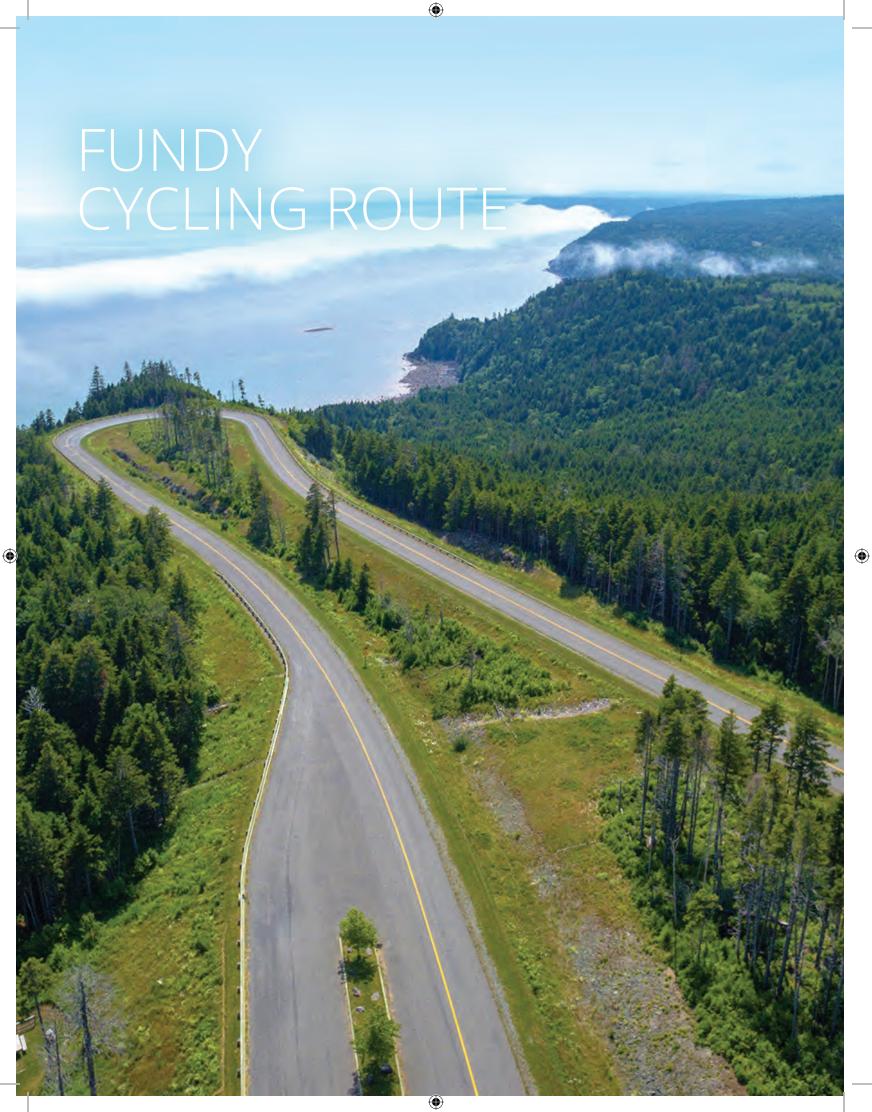
**Description:** The Sussex Area ATV Trail Network is a system of Off-Highway Vehicle (OHV) or All-Terrain Vehicle (ATV) trails managed by the NBATVF and Sussex Valley ATV Club. The system encompasses 150 kms of signed and managed trails located in a picturesque landscape of forested rolling hills and lush small farms in the valleys. It is an ideal terrain for ATV trails, with a diversity of environments and communities. Viewscapes in the Sussex area are lovely as the trail corridor winds its way through hills and valleys in this area. Trails in this area are dedicated to or shared with OHV traffic making the experience quite interesting. There is a complete system of way-finding signs.

Market Readiness: To become a market ready tourism product, the Sussex area trail requires a designed and developed trail network within the core area including entry points, good quality trails and loop systems. It will also need viewpoints, features, attractions and stopping points within the core area and an improvement of connecting trails and infrastructure to enhance linkages to key natural attractions south of the core area. Some of the outstanding issues in achieving Signature Trail status are as follows:

- Trailhead/parking development.
- · Picadilly Bridge installation.
- Briers Nose Trail construction (critical link).
- · Scenic viewpoint/rest stop development.













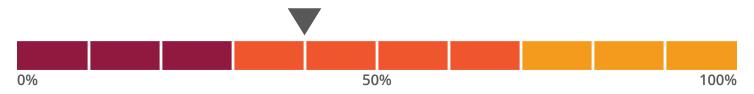
## 8 Fundy Cycling Route

**Description:** The Fundy Cycling Route will run 85 kms from St. Martins to Alma along the Big Salmon River and Little Beach Roads, the Fundy Trail Parkway, the proposed Fundy Trail Parkway Connector Highway and Route 114. Some sections of the trail and connector highway have yet to be constructed and are currently in the design phase. When complete, the trail will allow guided and non-guided cyclists to experience New Brunswick's spectacular Bay of Fundy Coast.

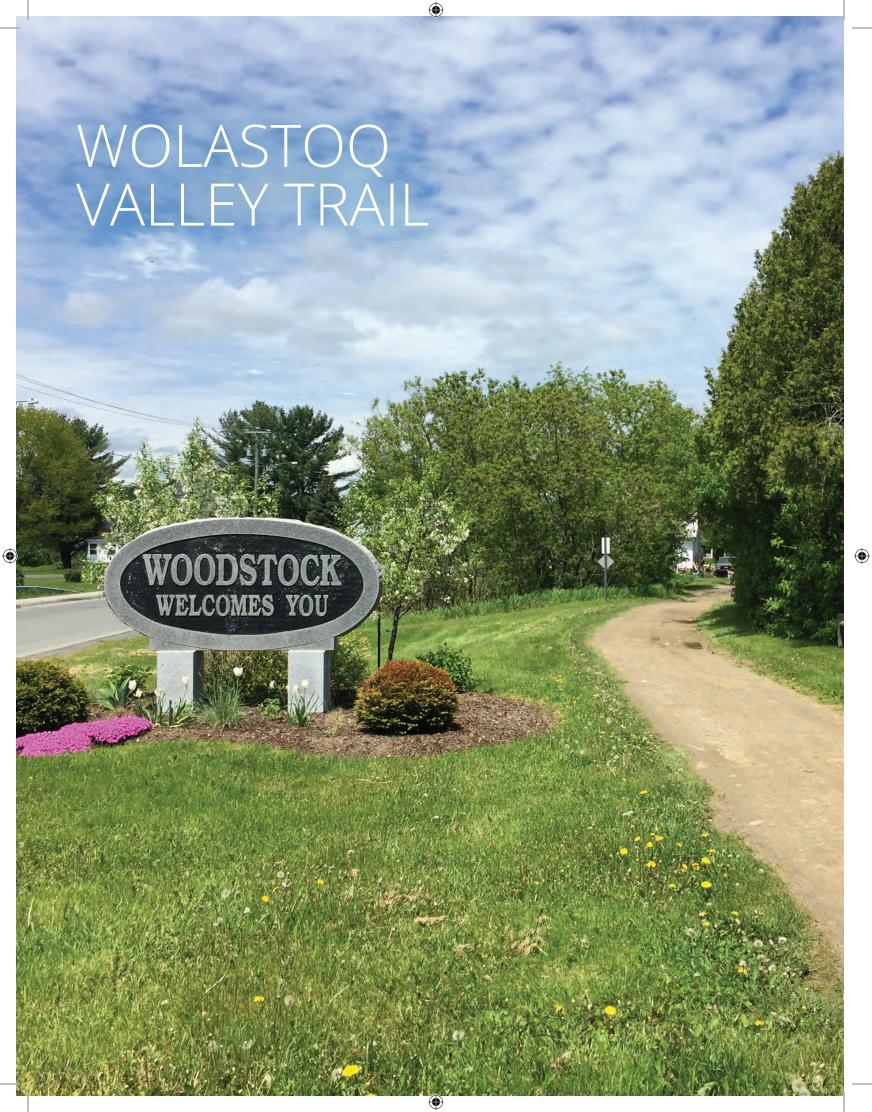
Market Readiness: The Fundy Cycling Route is still in the preliminary design phase. The market readiness of this product will include the development of multiple pieces of infrastructure. Some of the outstanding issues in achieving Signature Trail status are as follows:

- Completion of Fundy Trail Parkway Connector Highway.
- · Construction of Rest Stops/Service Areas.
- Signage.
- · Branding and Marketing.
- Development of an Execution Plan based on Market Readiness Criteria.

**Completion status:** The following scale provides an assessment of how close the product is from becoming a Signature Trail, taking into consideration time, funding requirements and the level of market readiness:













## 9 Wolastoq Valley Trail

**Description:** The Grand Falls to Woodstock section of the St. John River Trail is a 100-km rail trail that meanders along the majestic St. John River. The St. John River is a Canadian Heritage River with a rich history. The route is picturesque with beautiful views of rolling hills, farm land and scenic river vistas. The route runs through numerous rural villages and towns, and embodies the concept of a Trail-Town product (see GAP example page 12). The trail is paved through the communities of Grand Falls, Florenceville-Bristol and Perth Andover with varying quality of gravel surfacing on the other sections. GNB and NBTCI maintain these trails.

**Market Readiness:** This trail is consistent with many successful long distance cycling trails such as the Celtic Shores Coastal Trail, The Confederation Trail and the Great Allegheny passage to name a few.

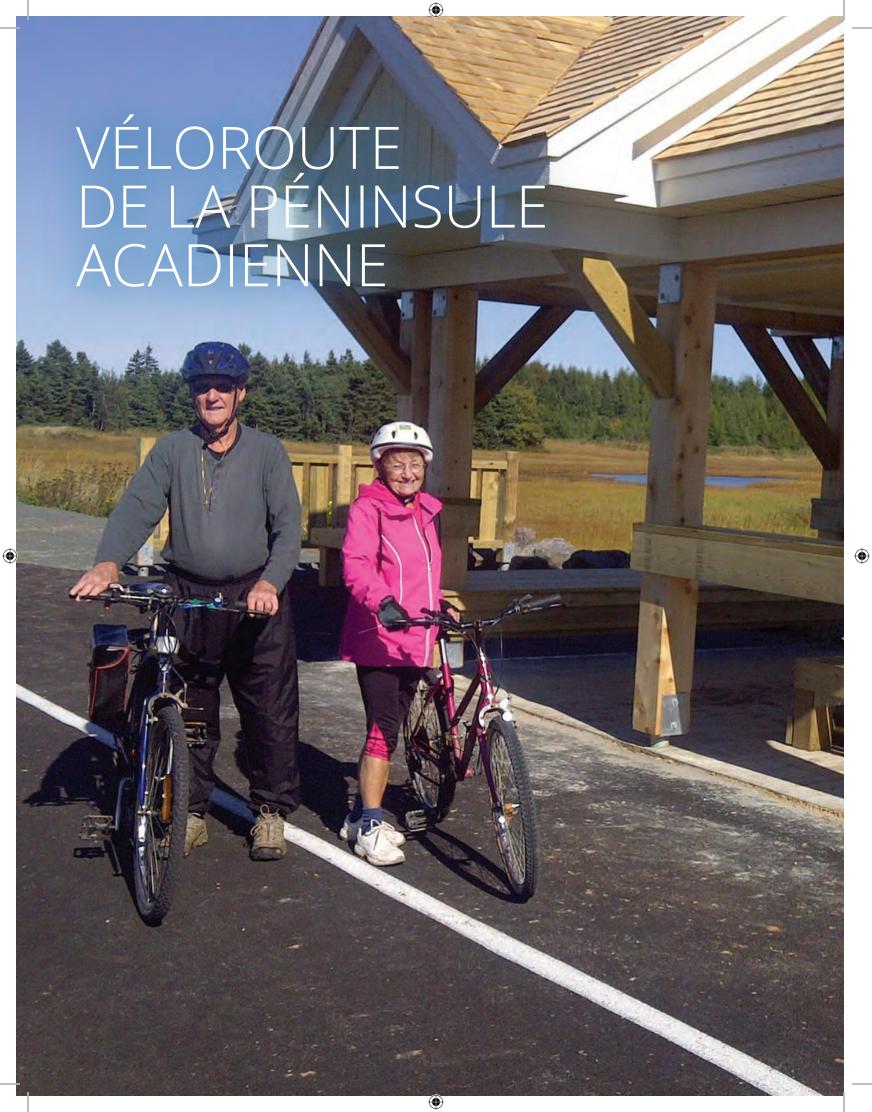
The grade is appealing for all users, therefore broadening the target market. Work is required to upgrade the surface of the trail in the more rural regions of the trail and there is work required to rehabilitate some sites and build bridges. Some of the outstanding issues in achieving Signature Trail status are as follows:

- Create a dedicated website.
- · Highway/directional signage.
- · Trailhead development/Interpretive signage.
- Develop trail signage program.
- Trail surface upgrades/remediation.
- Develop scenic view locations and rest areas.
- · Initiate community participation (Trail-Towns).

**Completion status:** The following scale provides an assessment of how close the product is from becoming a Signature Trail, taking into consideration time, funding requirements and the level of market readiness:









## 10 Véloroute de la Péninsule acadienne

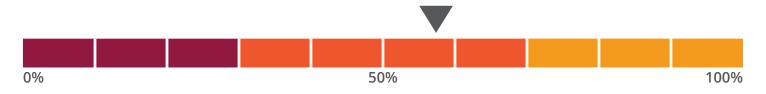
**Description:** The Véloroute de la Péninsule acadienne is a regional cycling network on the Acadian Peninsula made up of portions of the Designated Trail Network, local community trails as well as roadway connections and is operated and managed by the non-profit group Les ami(e)s de la Véloroute de la Péninsule acadienne. It includes multi-use non-motorized trail, shared use trail (motorized & non-motorized), designated cycle lanes and shoulders on roadways. The area lends itself well to the development of a strong Signature Trail network, particularly given the strong bicycle culture in Quebec and the interest in the region by this market.

**Market Readiness:** There has been a considerable amount of work done in the region, by the trail manager, to develop the product in recent years. The missing component for this network is the connection to the communities and the assessment of the gaps in services and enhancement of existing services as well as a strong signage program to provide the users with a strong sense of place and security.

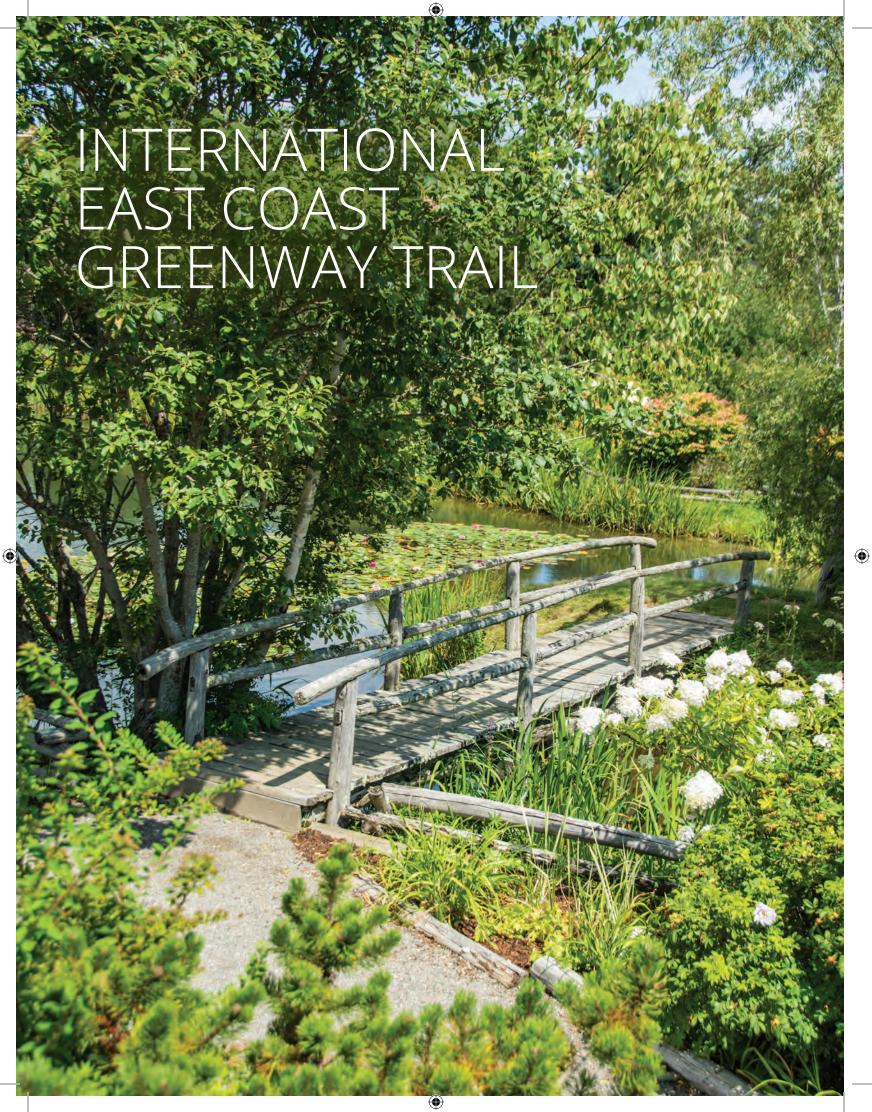
The upgrade of the trail between Caraguet and Shippagan and between Shippagan and Tracadie will be necessary if there is a desire to develop a linear experience. These sections of trail on Former Railway Lines are through the woods with limited view sheds and amenities and may not be desirable to upgrade. Some of the outstanding issues in achieving Signature Trail status are as follows:

- · Development/upgrade web presence.
- Trailhead development/Interpretive signage.
- · Trail signage/directional signage.
- Trail surface upgrades/remediation.
- · Scenic view/rest stop development.
- Initiate community participation (Trail-Towns).

Completion status: The following scale provides an assessment of how close the product is from becoming a Signature Trail, taking into consideration time, funding requirements and the level of market readiness:













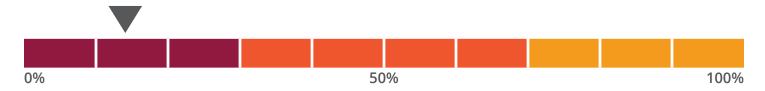
## 11 International East Coast Greenway Trail

**Description:** The International East Coast Greenway Trail, from St. Stephen to Saint John, has yet to be developed and it is currently in the conceptualization phase. When complete, the trail will provide an international connection, linking the 24,000-km-long Great Trail (Trans Canada Trail) in Canada to the 3,000 mile East Coast Greenway in the USA. The trail will connect the communities of St. Stephen, Oak Bay, Saint Andrews, Pennfield and St. George by highways (127, 175), secondary roads, highway access roads and community trail networks. This new trail would be maintained by NBTCI and GNB.

Market Readiness: Due to existing trail gaps, the market readiness of this product is contingent upon the ability to realize the installation of several key pieces of infrastructure as well as conduct additional in-depth studies. Some of the key components are as follows:

- Construction of Musquash Marsh Boardwalk.
- · Construction of Digdeguash Trail Bridge.
- · Spruce Lake trail refurbishment.
- · Operations and Business Plan.
- · Trail Inventory and Route Analysis.
- Trail construction and engineering study.

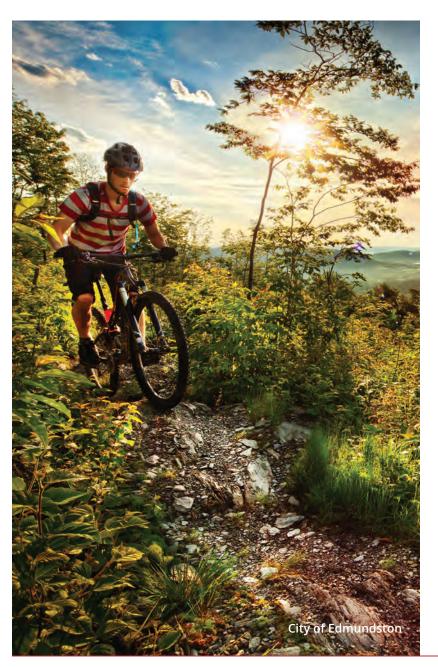
**Completion status:** The following scale provides an assessment of how close the product is from becoming a Signature Trail, taking into consideration time, funding requirements and the level of market readiness:







As the Province of New Brunswick proceeds with the **New Brunswick Trails Action Plan**, it faces a number of challenges. With an ever increasing number of trail user groups, sponsors, stakeholders and trail users themselves, there follows an increasing number of substantive issues ranging from landowner liability to securing trail usage data for measuring the success of our programs. Some of these issues of concern are described as follows:



## PRODUCT INNOVATION

#### 1. Signature Trails

The trail product in New Brunswick has seen many changes over the past 20 years. However, in order to fulfill the needs of the TGS and maximize the economic potential of Signature Trails, the province will need to exceed the current development level and strive to identify superior quality trails and take the opportunity to develop and promote internationally competitive trails that provide a distinct trail experience.

#### 2. ATV Product

ATV trail development is exploding across North America. The growth of organized ATVing in New Brunswick has increased by more than 100% in the past 5 years and is growing similarly in adjacent jurisdictions. Growth in New Brunswick may be limited until ATVing is identified as a strategic tourism product.







## **MARKETING**

#### 3. Promotion of Trails

There is a lack of a coordinated approached to marketing our trail networks. THC markets certain trail products while other trail products are non-existent. There is a long history of a working relationship with the NBFSC that has led to a robust marketing campaign. As it pertains to NBATVF and non-motorized sectors, the level of cohesiveness is lacking.



#### **GOVERNANCE**

#### 4. Liability Issues

Under the Off-Road Vehicle Act, landowners who have either All-Terrain Vehicle and/or Snowmobile trails on their property have clauses limiting their liability for trail use. For landowners with non-motorized trails located on their properties, there is no such legislation in NB.

### 5. Non-motorized Trail Manager

There is not one organization that currently represents all non-motorized trail groups or maintains, advocates and supports all non-motorized trails.

## 6. GNB Authorizations and Funding

The current governance model for trail management and development falls within the jurisdiction of several GNB departments under various pieces of legislation and departmental policies. The current process of providing land use authorizations and funding approval through the operations of various GNB trail committees and trail user groups management teams is very burdensome and unnecessarily complex.

## 7. Stakeholder Engagement

The current process for communicating priorities and direction between THC, ERD, DTI, JPS, ELG and the three stakeholder trail group is not effective or consistent. The five stakeholder departments currently host a multitude of mutually exclusive meetings with the three trail groups, which results in resource inefficiencies.







## **FUNDING**

### 8. Designated Trail Network

As the province turns its attention to developing Signature Trail products, funding will need to be secured beyond current funding levels to ensure that resources for the existing Designated Trail Network addresses the infrastructure debt. This Network provides significant economic activity and will continue to require GNB financial support.

#### 9. Strategic Decision Making

The Province of New Brunswick's funding model does not lend itself to provide the best return on investment as each department has their own program criteria and processes that do not necessarily focus on the strategic economic and wellness goals of the Province.

### 10. Cost Sharing

As the number of trails and trail users increase, so do the resources required to maintain the trail network. There is a need for the province to share the cost to repair and maintain the trails with the trail users. The Province will require a more rigorous costsharing approach with the provincial user groups to responsibly manage GNB trail expenditures.

#### 11. Operational Support

Over the years, the three primary user groups have grown as the number of Designated Trails has increased; the Province must review the current operational support it provides these groups to ensure they are properly funded with a sustainable and stable model to fully meet their mandates.









## PERFORMANCE MEASUREMENT

## 12. Trail Usage Data

In order to strategically invest funding dollars on trail development, GNB will require an increase in the quality and quantity of trail user data. Coordination amongst trail stakeholders will be required to obtain and manage this data. The TGS identifies the importance of modernizing the capture and analysis of visitor data as a critical issue.



### 13. Trail Database/Mapping

The *Trail Infrastructure Fund*, Crown Land Trail Authorizations, Wetland and Watercourse Alternation Permits, Highway Usage Permits, Municipal Access Permits are all administered by different GNB departments. A common database available to all GNB stakeholder departments so that up-to-date information is instantly available for decision making is required for effective management of the Designated Trail Network.

The mapping of trails in New Brunswick is also done by user groups, local trail clubs, various GNB departments and private individuals and does not have a centralized, easily accessible, user-friendly mapping database.









## PRODUCT INNOVATION

## 1. Signature Trails

THC to facilitate the development of business plans for the following identified Signature Trail products and incorporate within the TGS multi-year implementation plan.

- The Fundy Trail Parkway (Multi-Use)
- The Christmas Mountains Snowmobile Network (Snowmobiling)
- Sentier Nepisiguit Mi'gmaq Trail (Wilderness Hiking)
- International Appalachian Trail at Mount Carleton (Wilderness Hiking)
- The Fundy Footpath (Wilderness Hiking)
- Sentiers Madawaska Trails (Cycling)
- Fundy ATV Trail Network (ATVing)
- Fundy Cycling Route (Cycling)
- Wolastoq Valley Trail (Cycling)
- Véloroute de la Péninsule acadienne (Cycling)
- International East Coast Greenway Trail (Multi-Use)

#### 2. ATV Product

THC to work with the NBATVF in the development of ATV products and positioning ATV as a motorized tourism product similar to the snowmobile product to be ready by 2018-2019.

#### **MARKETING**

#### 3. Promotion of Trails

THC, in partnership with the trail user groups, to lead in developing a coordinated marketing approach in 2018-2019 to be launched the following year.









## **GOVERNANCE**

## 4. & 5. Liability Issues/Non-motorized Trail Manager

THC to lead the establishment of a working group that will include DTI, DERD, JPS, ELG to investigate the potential benefits of creating new legislation around trails, before the end of fiscal 2017-2018, (*Trails Act*) to address issues such as:

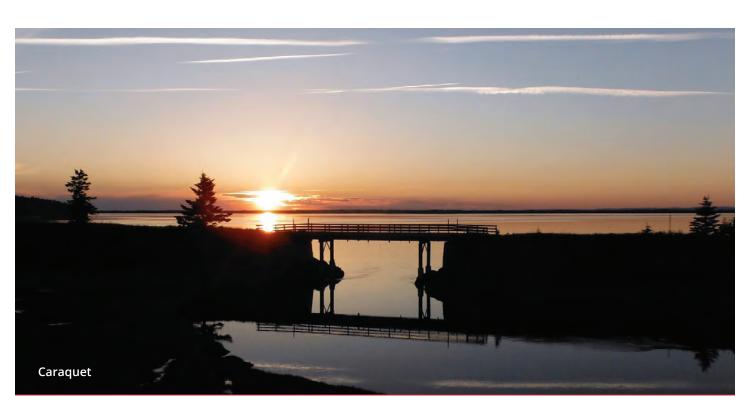
- · Landowner liability on trails
- Examination of the need for a provincial Non-motorized Trail Manager
- Authority for the Minister to designate Signature Trails
- Establishment of a Trail Classification System

## 6. GNB Authorizations and Funding

THC to initiate a process improvement initiative to streamline the current land use authorization and funding approval process before the end of fiscal 2017-2018.

#### 7. Stakeholder Engagement

THC to facilitate an initial meeting chaired by the THC Minister to develop an approach and proposal to improve communication, co-operation and identify priorities in the provincial trail's file. The initial meeting will be attended by senior level officials (i.e. Deputy Minister) in the five stakeholder departments of THC, ERD, DTI, JPS, and ELG with the three stakeholder trail groups (i.e. Presidents); initial meeting to commence by December 2017.









## **FUNDING**

## 8. Designated Trail Network

THC to request additional funding for the *Trails Infrastructure Fund*, via the Capital budget process, to deal with a growing infrastructure deficit within the Designated Trail Network.

### 9. Strategic Decision Making

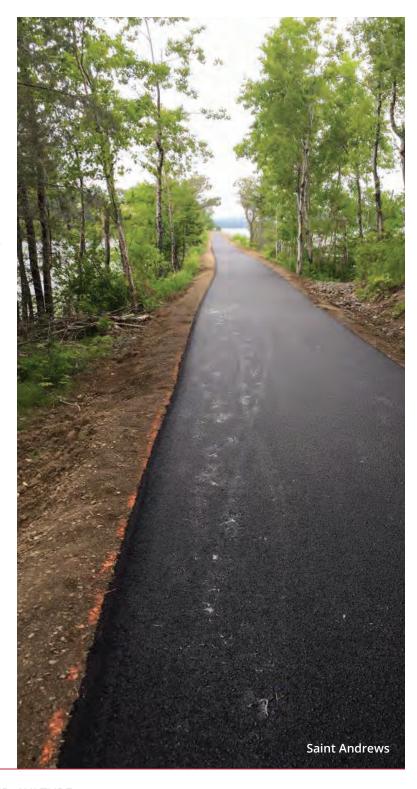
THC to initiate discussions with all levels of government departments and agencies (federal, provincial, municipal) that have a stake in trail development ensuring consultation with appropriate GNB department to maximize Return on Investment, to occur by the end of 2018-2019.

### 10. Cost Sharing

DERD to establish a cost-sharing formula between GNB and user groups for the establishment and maintenance of trails on Former Railway Lines, Parks, and Crown Land by the end of fiscal 2018-2019.

### 11. Operational Support

THC and DERD to review the current funding model for the three primary trail organizations – NBTCI, NBFSC and NBATVF by the end of fiscal 2017-2018.











## PERFORMANCE MEASUREMENT

## 12. Trail Usage Data

THC to lead, in cooperation with NBTCI, NBFSC and NBATVF, the development and implementation of a performance measurement framework to track usage and impact of trails activities in NB by end of fiscal 2017-2018.

## 13. Trail Database/Mapping

DERD to lead, in cooperation with user groups and GNB stakeholder departments, the creation of a Trails Database and Mapping System available to GNB, potential user groups and the general public in 2018-2019 and to be launched in 2019-2020.











## CONCLUSION

The Province of New Brunswick is committed to working with all user groups, all levels of government and our tourism industry to promote the development and evolution of the Designated Trail Network. THC is also committed to the implementation of a sustainable trails management program that will lead to an internationally competitive trail network supporting GNB's growth objectives as well as supporting the TGS objectives.

Moreover, the provincial government is committed to providing a safe trail system for residents that will promote a healthy and active lifestyle all year round and will continue creating partnerships to ensure the sustainability of the Network. The provincial government along with the user groups recognize that recreational infrastructures are critical contributors to both the fiscal and social objectives of the province.

The economic impact of the three primary trail sectors equates to \$37.2M in visitor spending in 2014-2015 and provided full-time employment equivalency to 357 residents; trail users also contributed 45% to the cost of building, maintaining and upgrading the trails.

The Province of New Brunswick has identified Product Innovation as a key pillar within the TGS and improving the Designated Trail Network as key to supporting these efforts. THC and the primary user groups will work together to elevate the following trail products to Signature Trail status, and will continue working together to designate additional Signature Trails throughout the province in coming years:

- The Fundy Trail Parkway
- The Christmas Mountains Snowmobile Network
- · Sentier Nepisiguit Mi'gmaq Trail
- · International Appalachian Trail at Mount Carleton
- The Fundy Footpath
- Sentiers Madawaska Trails
- Fundy ATV Trail Network
- Fundy Cycling Route
- Wolastoq Valley Trail
- · Véloroute de la Péninsule acadienne
- International East Coast Greenway Trail











# SUMMARY OF KEY CHALLENGES AND RECOMMENDATIONS

The **New Brunswick Trails Action Plan** demonstrated key challenges that the Destination Trail Network faces and outlines recommendations to evolve and sustain the trails in the province, while maximizing economic growth, creating employment for residents and providing an avenue for the wellness of visitors and New Brunswickers alike. The challenges and recommendations are summarized below:

## Challenge

## **Recommendation**

In order to fulfill the needs of the TGS and maximize the economic potential of Signature Trails, the province will need to exceed the current development level and strive to identify Signature Trails - superior quality trails - and take the opportunity to develop and promote internationally competitive trails that provide a distinct trail experience.

Develop business plans for the eleven identified Signature Trail products and incorporate within the TGS multi-year implementation plan.

Growth of ATV product in New Brunswick may be limited until it is identified as a strategic tourism product.

Develop ATV products and position as a motorized tourism product similar to the snowmobile product.

There is a lack of a coordinated approached to marketing our Trail Network.

Develop, in partnership with the trail user groups, a coordinated marketing approach.

Landowners who have either All-Terrain Vehicle and/or Snowmobile trails on their property have clauses limiting their liability for trail use. For landowners with non-motorized trails located on their properties, there is no such legislation in New Brunswick.

Establish a working group that will include DTI, DERD, JPS, ELG to investigate the potential benefits of creating new legislation around trails. (Trails Act)

There is not one organization that currently represents, maintains, advocates and supports all non-motorized trails and groups. The current non-motorized groups also lack a sustainable funding model.

(See above.)





## SUMMARY OF KEY CHALLENGES AND RECOMMENDATIONS

## Challenge

### Recommendation

The current governance for trail management and development falls within several GNB departments. The current process of providing land use authorizations and funding is burdensome and unnecessarily complex.

Streamline the current land use authorization and funding approval.

The current process for communicating priorities and direction between GNB and the three user groups is not effective or consistent.

Facilitate a meeting to formulate an approach and develop a proposal to improve communication between the three user groups and GNB senior level officials in stakeholder departments.

Funding will need to be secured beyond current funding levels to ensure that resources for the existing Designated Trail Network address the infrastructure debt.

Request additional funding for the Trails Infrastructure Fund, via the Capital budget process.

Each department has their own program criteria and processes that do not necessarily focus on the strategic economic and wellness goals of the Province.

Initiate discussions with all levels of government departments and agencies that have a stake in trail development ensuring consultation with appropriate GNB department to maximize Return on Investment.

The Province will require a more rigorous approach to cost sharing with the provincial user groups to responsibly manage GNB trail expenditures.

Establish a cost-sharing formula between GNB and user groups for the establishment and maintenance of trails on Former Railway Lines, Parks and Crown Land.

The Province must review the current operational support it provides to the three primary user groups to ensure they are sustainable and stable.

Review the current funding model for the three primary user groups.











# SUMMARY OF KEY CHALLENGES AND RECOMMENDATIONS

## Challenge

Coordination amongst trail stakeholders to capture quality and the quantity of trail user data will be required.

A common database for all GNB stakeholder departments is not available for decision making and effective management of the Destination Trail Network.

#### Recommendation

Establish a performance measurement framework to track usage and impact of trails activities in NB.

Create, in cooperation with user groups and GNB stakeholder departments, a Trails Database and Mapping.









## **APPENDIX "A"**

## GNB DESIGNATED TRAIL NETWORK PROVINCIAL TRAILS MARKET-READINESS CRITERIA

A GNB Designated Trail Network offers a quality experience that is designed to draw visitors from outside the province and recreational use by local residents.

Trails on the Network must meet the following criteria:

- Comply with all government legislation and by-laws.
- · Open to public.
- Consistent hours of operation (food, fuel, accommodation).
- Online presence must exist (such as: website, Facebook, Twitter).
- E-mail address and telephone number (point of contact).
- Ease of public access to site.
- Be attractive as a tourism destination. Unique beauty and vistas along the trail exist which provide superior viewing and photographic opportunities.
- Appropriate tourism amenities such as restrooms, restaurant, and accommodations on site or in proximity (within 2 kms of trailhead for nonmotorized, within 5 kms for motorized).

- Legal access to fuel, food and accommodations at appropriate intervals.
- Consistent and suitable on-premise (trail head) and trail signs (interpretive and directional).
- Easily accessible paper and electronic maps clearly showing trail locations, services, trailheads and tourism features.
- Trail maps should also be posted at trail heads and at strategic locations along trail.
- Parking provided on site, or be located close to properly appointed parking areas that are accessible and visible from the Trailhead.
- · Liability insurance.
- Trail surface and infrastructure receives regular maintenance (trail inspection schedule).
- ORV rental for users is possible/desirable.
- · Commitment to environmental stewardship.
- Potential to connect to the GNB Designated Trail Network.
- Demonstrate municipal support for access to services or public lands.







## **APPENDIX "A"**

## OFF-ROAD VEHICLE MANAGED TRAIL (AS DEFINED IN THE OFF-ROAD VEHICLE ACT):

In order for a trail to become an ORV managed trail, it must meet the guidelines as set out in the Off-Road Vehicle Act as follows:

#### **ATV**

"All-terrain vehicle managed trail means the entire groomed or otherwise maintained surface width of a trail, or any portion thereof, that is identified as an all-terrain vehicle managed trail by signage posted or erected in accordance with the requirements established in an agreement made between the Minister of Natural Resources and the all-terrain vehicle trail manager."

#### Snowmobile

"Motorized snow vehicle managed trail" means the entire groomed surface width of a trail, or any portion thereof, that is identified as a motorized snow vehicle managed trail by signage posted or erected in accordance with the requirements established in an agreement made between the Minister of Tourism, Heritage and Culture and the motorized snow vehicle trail manager.

If the proposed trail runs along Crown Lands, Department of Transportation and Infrastructure roads or other government owned property, permission to use this property must be applied for through the Provincial Trail Planning Committee by the New Brunswick All-Terrain Vehicle Federation (NBATVF) or the New Brunswick Federation of Snowmobile Clubs (NBFSC).

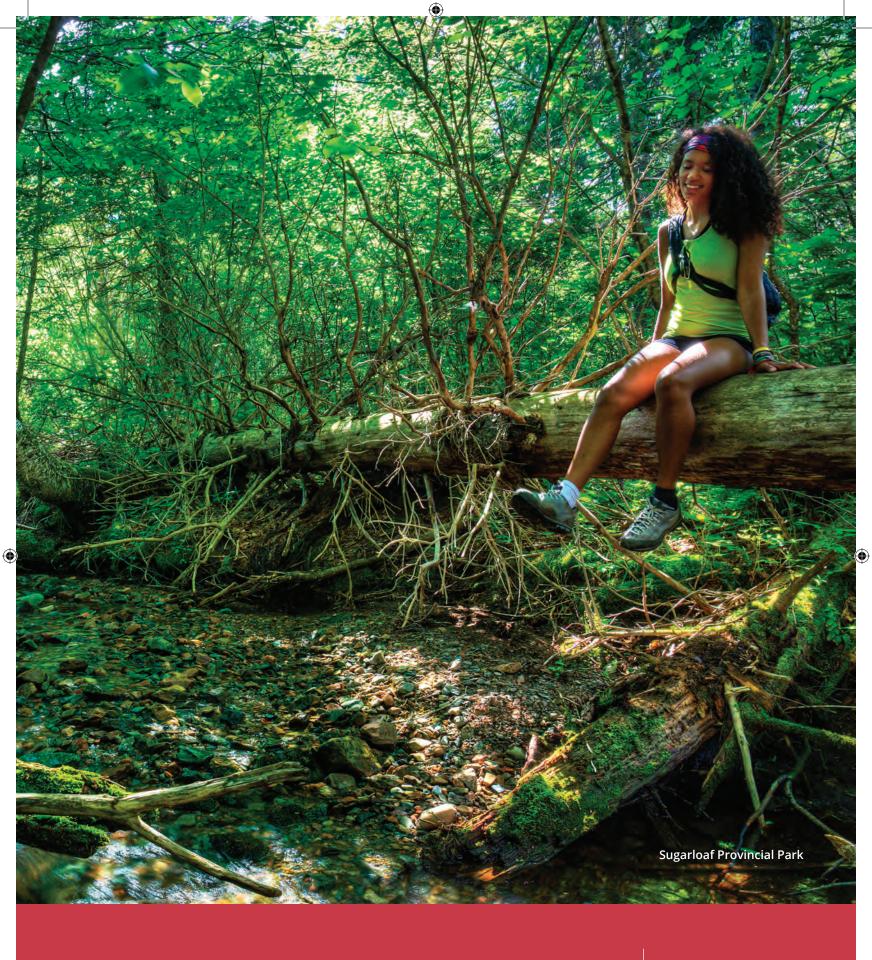
If the property is privately owned, the NBATVF or the NBFSC must be granted written or documented verbal permission by the owner of the property.

If there is a combination of landownerships along the proposed trail, all property owners must be contacted for written or verbal permission to use the property.





THE NEW BRUNSWICK TRAILS ACTION PLAN



NEW BRUNSWICK TOURISM, HERITAGE AND CULTURE tourismnewbrunswick.ca



