

Trail Camp -2011

HRTA SWOT Analysis- Saturday Evening, November 6, 2011

HRTA Strengths:

- Reputation with financial integrity
- People
- Structure
- Collective experience and knowledge
- Good looking people
- Retired wisdom and time
- Vision
- We build trails
- We have history
- HRTA groups who participate are unified in community and beyond
- Participation by Community groups
- Community based and HRM based
- Appreciation for diversity of trails
- Open and transparent
- Partnerships with other bodies
- Staff structure
- Internal sharing
- Technology

HRTA Weaknesses:

- Old people
- Maintenance ability and capacity
- Group capacity

- Vision too large
- New group clarity , procedures
- Too large BOD
- New Active /participating groups
- Autonomy of HRTA decisions
- Missing groups (Gaps)
- Annual funding unknown
- Paper work
- Open and transparent
- Weakness of external communication
- No engineer of web person
- No social media expertise
- Recruitment of volunteers

HRTA Opportunities

- Troy and Mo
- Trails to build
- Connections to build
- Tourism new \$\$'s
- Mountain bike community willing to work and get involved
- HRM regular and sustainable funding
- Capitalization of public enthusiasm
- Urban and suburban settings – working with developers
- Trail construction recognized by HRM policy – Regional Plan/AT plan
- Increased demand for At with the Irving contract

- Regional Planning
- The Big 5
- Open space plan
- Leverage of other funding sources
- BNS is going through a re- vitalization making it a stronger partner
- Walking Charter in HRM
- TCT funding – Canada’s 3rd national dream
- Provincial anti- obesity strategy
- Value of NS Tourism’s desire to promote ways to see the city without using a car
- Municipal elections 2012
- HRM is the largest municipality in Nova Scotia and Atlantic Canada
- Metro Transit free advertising promotion trails – bus boards
- Health and Wellness grant programs
- Face-to- face communications with funders
- Some experience DNR as a good partners with land
- Province spends 360 million per year on transportation. What if AT was 90?
- To develop uniform signage/branding across the board – Province and HRM
- Windsor and Hantsport Rail line
- Revenue – volunteer contribution
- Donation box- advertise for a specific time “ make a campaign”
- Communications - create a trails lens – consolidate planners and Municipal operations to funnel trails question to
- Blue route enthusiasm of Peter Williams and Susanna Fuller
- Synergy of other groups
 - Support from other HRM business units: design and construction services, legal, municipal operations.

- Lots of space in HRM to build and connect trails
- Neighbourhood groups could get together to close gaps
- Dogs-on-leash opportunity for education
- Cole Harbour Open Space planning can be imported to other communities: Bedford Sackville, Spryfield
- Stimulus funding (COLTA) was an opportunity for HRM's vision of connection.
- COLTA is so high profile that it brings attention to other trails in the system.
- COLTA was a strategic move for HRTA

HRTA Threats:

- No Civic Numbers
- Over reliance on HRM funding
- Uncertain political commitments
- Inherited liabilities
- DNR
- Community model
- Municipal Election Oct 2012
- Low usage/ inactive people
- Financial capacity
- Infrastructure gap
- Saturation Point- Sustainability
- Tipping point
- DNR unwillingness to bend on ATV issue
- DNR's Letters of Authority
- Ineffective legislation – Trails Act. Lack of HRM Trails by- law
- Halifax Water Access and funding
- Lack of HRM Trails staff

- Bridges
- Divergence; HRTA vs HRM Vision & Agenda
- Off leash dogs
- HRM “ used “ HRTA re COLTA creation
- Autonomy of HRTA decisions
- Access to DNR Parks
- Storm events/Climate change
- Economic Hard times