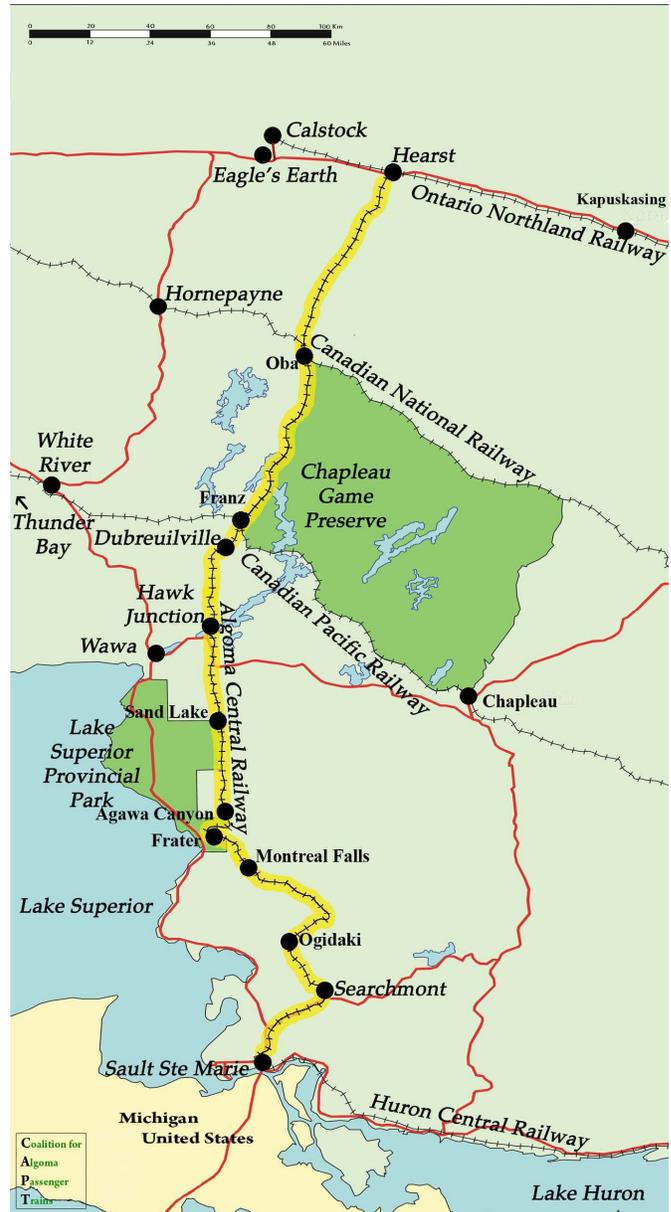


# Coalition for Algoma Passenger Trains

[www.captrains.ca](http://www.captrains.ca)

## ALGOMA CENTRAL RAILWAY: WILDERNESS TOURISM BY RAIL

October 2007



## BUILDING BLOCKS

**The Algoma District has the building blocks to develop a world class wilderness tourism-by-rail corridor.**

- \* The Algoma Central Railway (ACR)—a functioning rail line since 1899—with links to the Ontario Northland, Canadian National and Canadian Pacific railways
- \* The ACR is a north-south line linking Highways 11 and 17, the two major trans-Canada highways
- \* The ACR travels through 300 miles/475 kilometres of arguably the most beautiful wilderness landscape in Ontario—much of it still without road access
- \* The ACR journey begins in Sault Ste Marie, crosses lakes and rivers flowing south to Lake Superior (the world's largest fresh water lake) and then crosses into the watershed of lakes and rivers flowing north to Hudson Bay
- \* The ACR revisits the iconic Canadian art history landscape where the Group of Seven painted much of their best known works—while living in boxcars and train stations on the ACR line
- \* The ACR serves some 35 towns and hamlets, including Sault Ste. Marie, Searchmont, Trout Lake, Spruce Lake, Frater, Eton, Sand Lake, Hawk Junction, Dubreuilville, Franz, Wabaton, Oba and Hearst
- \* The ACR goes through cultural communities representing the three founding peoples of Canada: First Nations, Francophone and Anglophone
- \* The ACR travels through the Chapleau Crown Game Preserve—the world's largest game preserve—and Lake Superior Provincial Park
- \* The ACR is one of North America's few remaining “flag stop” trains where passengers can disembark or flag down the train anywhere along the line.
- \* The ACR provides, in many cases, the only access to remotely located lodges, resorts and outposts, as well as cottages

- \* The ACR passenger service runs year-round providing a reliable, safe and stress-free alternative to highway driving during the winter months.
- \* Algoma District has countless superb canoe, kayak and hiking routes—many of these trips can be launched from the train
- \* Algoma District has a climate which provides great winter snow conditions for snowmobilers and cross country skiers launching trips from the train to trails
- \* Many excellent tourist attractions already exist in the region and along the rail line: Agawa Canyon Tour, Eagle's Earth: Cree & Ojibway Historical Centre, Searchmont Ski Resort
- \* Algoma is at the hub of the Great Lakes and is in the geographic centre of North America on both the south-north and the east-west axis
- \* There are six strong destination marketing and outdoor tourism organizations—Tourism Sault Ste. Marie, Algoma Kinniwabi Travel Association, James Bay Frontier Travel Association, Direction Ontario, Nature & Outdoor Tourism Ontario(NOTO) and the Northern Ontario Native Tourism Association (NONTA)—to promote the wilderness rail tourism corridor
- \* Wilderness tours are popular in Northern Ontario—nearly one-third of American and Canadian travellers who have visited Northern Ontario in the past two years and participated in a same-day tour, took a wilderness/outdoor tour

## UNDEVELOPED POTENTIAL

**There has been no vision, no strategic plan to transform the ACR into a high-quality wilderness tourism corridor linking a rich variety of tourism products.**

While this collection of strengths and assets has the potential to become a rail tourism corridor linking the region's iconic tourist products, it has never been developed for this purpose. The railway has provided services for natural resources, manufacturing, freight and passengers. Tourists have experienced the well known Agawa Canyon Tour, the Snow Train, and the Tour of the Line. Never in its history has the ACR been regarded as the catalyst for linking the region's rich variety of tourism products.

With the increasing domestic and international tourist demand for rail travel, other countries, such as Australia, have successfully developed extensive networks of rail tourism corridors. Key to their success is the recognition that reliable, quality passenger train service is essential infrastructure in the development of the tourism rail corridor.

The economic impact of rail oriented tourism for Northern Ontario, particularly in relation to increasing the number of jobs, could be very important at a time when the traditional resource-based economy is threatened. An Ontario Ministry of Tourism study showed that train-in tourist products are four times more profitable than road accessed product.

## PRESENT CONTEXT IS VERY FAVOURABLE

**The context in which the development of a wilderness rail tourism corridor now being proposed is more favourable than ever before.**

- \* A major shift in public opinion favours economic development which improves rather than degrades the natural environment.

Interest in train travel is increasing as trains have been shown to have a much lighter ecological footprint than other forms of transportation. There has also been increased concern about the preservation of the few remaining semi-wilderness areas in the world. The vast majority of the world's population live very far removed from wilderness, and those who can afford to travel are drawn to the rarity of non-road accessed wilderness.

- \* One effect of globalization has been cultural homogenization; creating a demand for uniqueness in higher-end tourism products.

Place marketing has become very important. The Canadian Tourism Commission has recently rolled out a new national brand identity for Canada. "*Canada. Keep Exploring*" seeks to unite the country under one strong umbrella brand that complements and extends the unique personality and expression of key destinations and experiences. When tourists come to Canada they are looking for the tourism experiences which will expose them to Canadian icons such as: wilderness, Indigenous and Franco-Canadian culture and Group of Seven art.

- \* There is a strong desire on the part of the municipalities and First Nations in the Algoma District to work together to pursue regional economic development and diversification.

The region's municipalities and First Nations are jointly pursuing a number of local and regional economic development initiatives; both are participating in the Coalition for Algoma Passenger Trains as they see the importance of maintaining quality passenger service to support their economic development initiatives.

- \* Awareness of the need for economic diversification is increasing as fewer and fewer people are being employed in traditional resource based industries.

Accompanying that awareness is a willingness to look at our natural resources in a very different way. Instead of seeing them as primarily for extraction of raw materials, people are looking at the entire landscapes as places to protect and sustainably develop into spectacular settings that will draw tourists, canoeists, hikers, cross-country skiers, art historians, environmentalists, naturalists and snowmobilers.

- \* Finally, the baby-boom generation is seeking comfortable forms of travel without the hassles of planes, airports and long drives making quality passenger train service an attractive alternative.

## **CAPT RECOGNIZES THE TREMENDOUS POTENTIAL**

**The Coalition for Algoma Passenger Trains (CAPT) was initiated in the spring of 2006 by people concerned with the deterioration of the Algoma's passenger train service—a service with tremendous potential.**

The Coalition consists of tourist operators, recreationists, environmentalists, representatives from municipalities and First Nations along the Algoma Central Railway (ACR) line, ACR employees and retirees, camp owners, and community economic development professionals.

A website— [www.captrains.ca](http://www.captrains.ca) —and list-server have been created allowing stakeholders to communicate with each other and begin reflecting about and taking action toward their common goal of preserving and enhancing passenger train service in the District of Algoma.

On the CAPT website is the following statement of purpose:

*CAPT is a regional group of individuals, businesses and other interests who recognize the significant social, economic, cultural, historical and environmental value of Algoma's Wilderness Passenger and Tour Trains.*

*We are dedicated to preserving and enhancing passenger train service in the District of Algoma, Ontario, Canada*

The Community Economic and Social Development (CESD) program at Algoma University College was approached by the founding group of stakeholders to assist with bringing together those concerned with the urgent need to revitalize the ACR passenger train service and to assist with the process of preserving and enhancing the train corridor as a tourism development area and an important way of diversifying the regional economy.

Three “town hall meetings” were held in CAPT’s first year; the inaugural meeting was held in Sault Ste. Marie on October 13, 2006. The second took place in the Sault Ste. Marie on December 8, 2006, the third in Wawa on February 19, 2007. In all three meetings, there was broad participation from all stakeholder groups, with between 40 and 80 people attending each meeting. The local media showed a great deal of interest in the issues being addressed by the Coalition and gave prominent coverage to the CAPT’s meetings and press conferences.

## RESOLUTIONS OF SUPPORT PASSED BY 14 MUNICIPALITIES & TOWNSHIPS

**Recognizing the importance of the passenger trains to the municipalities it serves; CAPT sought and received municipal support through the issuance of municipal council resolutions.**

The City of Sault Ste. Marie passed the following motion on March 26, 2007:

*Whereas* the Algoma Central Railway passenger train services are a vital component of the Sault Ste Marie and Algoma District's economic, employment, recreational infrastructure and provides safe, reliable, all season, environmentally friendly and affordable transportation from Algoma's rural communities to Algoma's regional centre, Sault Ste Marie, for medical and other needs; and

*Whereas* the provision of unique, historic, practical and environmentally friendly train transportation into the exceptional natural and recreational resources of the forests, lands and waters of the Algoma District, is a rare and valuable asset to the quality of life and tourism economy of Sault Ste Marie and Algoma area;

*Now therefore be it resolved* that Sault Ste Marie City Council requests of the Government of Canada that decisions concerning support and direction regarding the scheduling and maintenance of Algoma's passenger train services be based on the economic, employment, environmental, social, public safety and other needs dependent on the passenger train services along with consultation with stakeholder interests and communities; and

*Further be it resolved* that a copy of this resolution be forwarded to surrounding municipalities for support and to the MPs and MPPs serving the Algoma District, MP Tony Martin, MP Brent St Denis, MP Charlie Angus, MPP David Oraziotti, MPP Mike Brown, MPP Gilles Bisson, as well as Canada's Minister of Transport Lawrence Cannon.

Resolutions based on the one passed by the City of Sault Ste. Marie have been passed by the following municipalities and townships:

|  |                |
|--|----------------|
| Township of Michipicoten   | April 3, 2007  |
| Village of Hilton Beach  | April 11, 2007 |
| <a href="#">Town of Bruce Mines</a>                              | April 18, 2007 |
| <a href="#">Township of St. Joseph</a>                           | April 18, 2007 |
| <a href="#">Township of Prince</a>                               | April 18, 2007 |
| <a href="#">Town of Thessalon</a>                                | April 19, 2007 |
| <a href="#">Township of Johnson</a>                              | April 20, 2007 |
| <a href="#">Township of the North Shore</a>                      | April 23, 2007 |
| <a href="#">Municipality of Tarbutt &amp; Tarbutt Additional</a> | April 24, 2007 |
| <a href="#">Township of White River</a>                          | April 25, 2007 |
| <a href="#">Town of Spanish</a>                                  | April 26, 2007 |
| <a href="#">Township of Dubreuilville</a>                        | April 26, 2007 |

On April 23, 2007, the City of Cochrane passed the following motion:

That the Town of Cochrane hereby support the initiative by the Coalition for Algoma Passenger Trains for linking Ontario's Wilderness Trains to promote and enhance tourism and economic development opportunities.

CAPT has been working closely with members of the two First Nations through whose ancestral and current lands the train passes. For both the Missanabie Cree First Nation and the Constance Lake First Nation the train is a highly valued asset as tourism is a priority area for community economic development.

## **SUCCESSFUL PROMOTIONAL TOUR**

***"All Aboard"* was organized as a promotional tour to demonstrate that the train corridor from Sault Ste. Marie through Hearst, Cochrane and North Bay to Toronto could be developed as a "train-in" corridor through North-Eastern Ontario's wilderness.**

It was planned to start on Earth Day, April 22, arriving at Union Station on April 24<sup>th</sup> with whistle-stops and stopovers in many local communities, municipalities and First Nations along the way.

The event helped to engage all the communities, including local politicians, along the line in supporting CAPT's goals. Comments were shared about the lack of accessibility on the ACR, as well as the lack of space for snowmobiles, ATVs, canoes, animal carcasses from hunting and many other ways in which the present train service is not providing service required for tourism and other local economic development.

*All Aboard* received excellent media coverage, including provincial radio, television and print media.

***All Aboard was very successful...***

It started with 85 passengers from the station in the Sault Ste. Marie. Several other community supporters gathered to see them off, including the Member of Parliament for Algoma-Manitoulin, Brent St. Denis; Mike Wozny, Economic Development Corporation of Sault Ste. Marie; and Member of Parliament for Sault Ste. Marie, Tony Martin who stayed with the group throughout the trip (except from Cochrane to Toronto) and rejoined the group at the press conference in Union Station.

At Hawk Junction, the delegation was joined by Howard Whent, Mayor of Michipicoten / Wawa, Rejean Raymond, Mayor of Dubreuilville, Lori Johnson, Wawa's Director of Community Services and Tourism, Brenda Grundt of *Wawa-News*, Linda LeBrun of Tatnall Resort and volunteers with snacks.

The Cree Soul Singers (members of the Missanabie Cree First Nation) dazzled passengers with performances on the train as well as at the Franco-Ontarian banquet hosted by the Municipality of Hearst. A visit was made to Eagle's Earth: Cree & Ojibway Historical Centre at Constance Lake First Nation.

Forty-five passengers disembarked at Searchmont, 7 got off at Dubreuilville and 25 passengers continued on to Hearst; 15 continued to Cochrane (including presenting to City Council) and 14 traveled to Toronto.

On April 25<sup>th</sup> a CAPT delegation met with Ministry of Tourism senior officials and a representative from the office of the Member of Provincial Parliament for Sault Ste. Marie, David Oraziatti.

At a press conference in Union Station, two Toronto City councilors – Councilor Paula Fletcher and Councilor Pam McConnell – spoke in support of CAPT's objectives. Doug Reynolds, Executive Director of Nature and Outdoor Tourism Ontario (NOTO), also spoke at the Union Station press conference. Duncan Ross, Executive Director, Tourism for the City of Toronto was in attendance as well.

On April 26<sup>th</sup>, a delegation of seven, including MPs Tony Martin, Brent St. Denis and Member of Parliament for Timmins-James Bay, Charlie Angus and Doug Reynolds of NOTO met with senior officials at Transport Canada in Ottawa.

## A METHODOICAL APPROACH

**CAPT understands the daunting nature of its goals:** that is, to establish Algoma passenger trains service as a wilderness tourism corridor, in order to facilitate the economic development of small communities, municipalities and First Nations in its regions, and as a way to support both cultural and environmental heritage. To attain those goals requires very serious approaches.

In addition to continuing to build its broadly based public support, CAPT needs to secure funding for high quality research and business plan development. CAPT, with the support of Algoma University College's Community Economic and Social Development program, contracted the services of Malone Given Parsons Ltd—a leading provider of tourism planning and development consulting services—to help build the foundation on which to develop a business/operational plan for the revitalization of Algoma's passenger trains. Douglass Legg of MGP met with CAPT representatives on April 3 and 4, 2007. Those discussions led to the conceptualization of a research plan, a communication plan and associated milestones outlined below.

Grant applications have successfully obtained funding for support staff for CAPT: a Centre for Community Economic Development Network internship from February 1, 2007 to July 31, 2007, and a Ministry of Training Colleges and Universities Job Creation Partnership grant to hire research assistants for 50 weeks from March, 2007.

## RESEARCH PLAN

**CAPT realizes that while this proposed rail/tourism economic development is visionary it cannot be based on emotions. It can only take place if there is sufficient data that shows that it is feasible and sustainable.**

To determine if a case can be confidently made to support such a development, CAPT has selected the most efficient and rational approach to determine the feasibility. Because of the high cost associated with conducting a feasibility study for an ACR rail tourism corridor, the Coalition decided to first conduct an Opportunity (Pre-feasibility) Study. If the opportunity study shows sufficient factual basis to justify the investment in a full feasibility study, that will be the next step.

Algoma University College's NORDIK Research Institute has contracted Malone Given Parsons Ltd. to conceptualize the opportunity study for

the researchers engaged by NORDIK, oversee their data collection and analyze the data to produce a final report.

### **Step 1: Opportunity study**

The first step in the research will be to conduct an opportunity study “to define a baseline that indicates if there is market potential to warrant further research on the revitalization of Algoma passenger trains as infrastructure for a wilderness rail tourism corridor”. Information will be collected and analyzed in the following areas:

- Algoma Passenger Trains (historical background; historical performance; operational management; management structure of similar operations)
- Regional Socioeconomic Status (geography; population; employment; average income; future outlook)
- Tourism profile (tourism geography; tourism facilities, products and tours; tourism activity areas; tourism regional historical performance; tourism attractions historical performance; tourism administration; priority tourism initiatives; factors affecting tourism development)

If the Opportunity Study indicates that there is sufficient opportunity to support funding applications for a feasibility study, grant proposals will be submitted for that purpose.

The data collection for the opportunity study will be completed by July 31, 2007 at which time it will be submitted to the MGP who will analyze it, write the final report and present the findings to the CAPT Steering Committee and the various partners who are interested in supporting grant proposals for a full feasibility study.

### **Step 2: Feasibility study**

A feasibility study involves in-depth research and analysis that identifies problems and opportunities, objectives, successful outcomes, range of costs and benefits in relation to various alternatives, and overall project viability. It includes the following subject areas: product; market environment; industry; business model; marketing and sales strategy; operating requirements; management requirements; regulation/environmental issues; risk factors and analysis; financial projections.

Pending favourable opportunity study outcomes, financial assistance will be sought to support a feasibility study. A consultant with experience in

tourism and transportation would be engaged through an RFP process to conduct the feasibility study.

Depending on the time required for grant approvals and the RFP process for hiring the consultant, it is hoped work by a consultant for the feasibility study could begin in the fall, 2007. An anticipated completion date would be spring or early summer, 2008.

The feasibility study will indicate whether or not there is an arguable case for the revitalization of Algoma passenger trains and a related regional economic development corridor.

### **Step 3: Implementation**

If the feasibility study concludes that the revitalization of the Algoma passenger trains and corridor is viable, the next step would be to adjust the partnership relationships in accordance with the feasibility study recommendations and with those partners develop an implementation strategy and apply for implementation stage funding.

If this stage takes place, it would begin in the late summer or early fall, 2008.

## **COMMUNICATION PLAN**

**CAPT recognizes that communications is a key ingredient in reaching its goals.**

In addition to conducting research, a successful outcome requires unqualified support from a wide range of partners, supporters, decision-makers, potential funders and the broad public. To effectively reach these groups various communication methods will be used, all with a view to inform, engage, and convince them of the inherent value of developing an Algoma wilderness rail tourism corridor.

### **Inform the broad public**

- An improved website and email list will permit considerable communication with stakeholders and supporters among the public. This would be supplemented by a phone committee and some mail-outs.
- Town Hall meetings as opportunities for grass root input, information sharing and to keep the issues in the public:

approximately 4 per year in various locations along the rail corridor (SSM, Wawa, Dubreuilville, Hearst)

- Produce a 5-minute and 30-minute DVD to communicate the vision and mission of a revitalized passenger train and the work of the stakeholders to achieve the vision.
- Continue to have a presence in the local, provincial and national media.
- Production and sale of branded items (with CAPT logo) such as calendar with photos, toques, canvas bags
- Promotional train events such as a Christmas and/or fall colours train from Sault Ste. Marie to Searchmont Ski Resort

### **Consolidate and/or develop closer relationships with actual and potential partners**

- Municipalities of Hearst, Dubreuilville, and Wawa: All three municipalities have representatives who are active on the CAPT steering committee. The strong relationships with these municipalities will be reinforced through regular communication and participation in the steering committee and rotation of town hall meetings throughout the partnering municipalities.
- Municipality of Sault Ste. Marie: CAPT will continue to develop a closer working relationship with Tourism SSM, EDC, the SSM mayor and councillors, and CAO.
- First Nations: Informal relationships with members of the Missanabie Cree FN have developed through the participation of the Cree Soul Women who performed their music at the first town hall meeting and on the train during the *All Aboard* event. In June, MCFN named a formal representative to sit on the steering committee.

Informal relationships have developed with Constance Lake First Nation, especially when the *All Aboard* participants toured their new historical centre—Eagle's Earth—on April 23<sup>rd</sup>. On July 5, CLFN's Chief Arthur Moore agreed to sit on the steering committee.

- Tourist operators: The existing close relationships with most operators will be maintained and reinforced through regular communication and participation in town hall meetings and through email. Contact will be made with those who have not yet become involved with CAPT.
- Cottage (camp) owners: A list of all cottage (camp) owners and their contact information will be made. They will be asked to join an ACT-cottage (camp) owners association. Contact has been made with some of the lake-based cottage (camp) owners associations, e.g. the Trout Lake Association.
- Union representatives: (United Steelworkers Union Local 1976, International Association of Machinists Local 485, Canadian Auto Workers Union Local 100, United Transportation Union Local 104, Teamsters Canada Rail Conference Locomotive Engineers and Teamsters Lodge 257 Maintenance of Way) From CAPT's inception there has been involvement by union representatives. A special meeting of the steering committee and representatives from the various ACR unions was held on January 18, 2007. After an information sharing session, a press release was issued in which the ACR unions expressed their support of CAPT's vision to revitalize Algoma passenger trains, urging the federal and provincial governments to invest in the trains as infrastructure. The steering committee would like to increase communication between it and the union representatives.
- ACR retirees: There has been significant involvement in CAPT by ACR retirees. The steering committee would like to formalize this relationship by identifying a retiree to serve on the committee. The retirees constitute a valuable repository of historical and current information about all aspects of the ACR. Many of them have a tremendous passion and vision for a much improved, quality passenger service and the benefits it can accrue. As of yet, this resource has not yet been adequately tapped. Since some of the retirees belong to the local model train organization, that organization will be approached for information sharing and support.
- Persons with disabilities: The vice chair of Accessibility Advisory Committee of Sault Ste. Marie, Diane Morrell, has been a very helpful member of the CAPT steering committee. She has a wealth of information about the social and economic benefits of accessible tourism products. In addition to the primary social justice reason for working with her by including all of her suggestions to enhance the trains' accessibility, CAPT would like to continue to work with her to identify the important markets that would become interested in a fully accessible train tourism corridor.

- Artists and musicians: The Executive Director of the Canadian Society of Painters in Watercolour (CSPWC), Laura Culic, approached CAPT in September, 2006, with an offer to provide support to CAPT. The CSPWC is a vibrant, active national Society founded in 1925 by a dozen distinguished Canadian artists, among them A. J. Casson, Arthur Lismer and Franklin Carmichael, members of the Group of Seven. The Canadian Society of Painters in Water Colour enjoys the Patronage of Her Excellency the Right Honourable Michaëlle Jean, The Governor General of Canada. The CSPWC has over 250 elected members across Canada and nearly 300 associates. We will bring this group into our work with “Drawn Together in the Sault” to celebrate the 90<sup>th</sup> anniversary the first ACR boxcar trip in 1918 by members of Group of Seven. Contacts will also be made with the McMichael Gallery in Kleinburg to seek support for both the 90<sup>th</sup> anniversary events as well as for CAPT.

Robert Bateman has already given us a letter of support which is on the CAPT website. Follow-up will be done regarding a request that he attend a CAPT event. Ken Danby, who is from the Sault, will also be approached.

Musicians such as Gordon Lightfoot (“Railway Trilogy”), Bruce Cockburn (environmentalist), Ian Tamblyn (songs written about Northern Ontario wilderness), Rheostatics (music inspired by Group of Seven) and Sarah Harmer will be asked for support.

- Other Celebrities (writers, high profile politicians) local, national and international: approach Margaret Atwood (who lived here as a child), cartoonist Lynn Johnson and her husband (who is a train enthusiast), Stuart McLean (with request to broadcast Vinyl Café from the train), Steve Paikin (who was in a TVO video about the ACR)
- Recreationists: The following will be contacted to solicit their support: birders and other naturalists and their organizations; canoeists and kayakers’ organizations and publications (e.g. Paddle Canada); hiking organizations.
- Environmentalists: Roberta Bondar; David Suzuki; Al Gore; James Howard Kunstler (author of *Long Emergency*); Robert Kennedy; Justin Trudeau; Prince Charles; Farley Mowat; Maurice Strong
- Regional Travel and Outdoor Tourism Associations: Algoma Kinniwabi (Algoma Country) Travel Association, Direction Ontario, Northern Ontario Native Tourism Association (NONTA), Nature & Outdoor Tourism Ontario (NOTO)

- Media: Tom Allan (CBC journalist who wrote a book about traveling across Canada by train); reporter with *Toronto Sun*
- Train enthusiasts: Sault model railroad group, Transport2000, Island Corridor Foundation, Muskoka group
- Lake Superior Provincial Park and Chapleau Crown Game Preserve: Since both of these protected wilderness areas are key to wilderness tourism development along the passenger train line, management personnel and “friends of” groups associated with each of them will be contacted and asked to participate in CAPT.

### **Build relationships with decision-makers and those who can influence decision-makers**

- First Nations: Missanabie Cree, Constance Lake, and Michipicoten
- Regional: Northeastern Superior Mayors Group (NESMG) (Chapleau, Dubreuilville, White River, Wawa, Manitowadge, and Hornepayne) and Federation of Northern Ontario Municipalities (FNOM)
- Municipal: Sault Ste Marie, Hearst, Dubreuilville, Wawa (Michipicoten)
- Provincial government: Ministries of Tourism, Northern Development and Mines, Environment, Transportation, of Agricultural, Food and Rural Affairs (Rural Economic Development [RED] Branch), Culture, Public Infrastructure Renewal, Natural Resources, Indian Affairs; opposition party critics for each ministry; Northern Ontario Heritage Fund Corporation (NOHFC); Ontario Trillium Foundation
- Federal government: Transport Canada, Environment, Natural Resources, Heritage/Culture, Indian and Northern Affairs Canada (INAC); opposition party critics for each ministry; Industry Canada/FedNor
- Private sector: CN, Community First Credit Union, Algoma Central Corporation (former leaders such as Stan Black), Bombardier (Canadian manufacturer of trains), Chambers of Commerce of each municipality, Bill Gates (has the largest number of shares in CN), Bill Gates Foundation, McConnell Foundation, Atkinson Foundation, Massey-Ferguson (formerly

Massey-Harris, the company of which Lawren Harris's family were co-founders). (It was Lawren Harris who organized the first boxcar trip on the ACR.)

- Destination marketing and outdoor tourism organizations: Tourism Sault Ste. Marie, Algoma Kinniwabi Travel Association, James Bay Frontier Travel Association, Direction Ontario, Nature & Outdoor Tourism Ontario (NOTO) and the Northern Ontario Native Tourism Association (NONTA)

## MILESTONES

### Year One

- |                            |  |
|----------------------------|--|
| April, 2006 - April, 2007. | Establishment of broadly based stakeholder organization: CAPT organized and began to become known through its town hall meetings, website, and media coverage. |
| April 3-4, 2007            | Meeting with Douglass Legg (Malone Given Parsons Ltd.) to develop research and communication plans   |
| April 22 to 25, 2007       | <i>All Aboard</i> promotional event  |
| May to June, 2007          | Data collection for Opportunity Study:   |
| May 11, 2007               | Letter to Terry O'Brien, CN, re: problems with new passenger train complement  |

### Year Two

- |                 |  |
|-----------------|--|
| July 31, 2007   | Completion of data collection for Opportunity Study  |
| September, 2007 | Meetings with EDC, Tourism SSM, MPP David Oraziotti, Searchmont rep, ACR union reps (United Steel Workers Union Local 1976, International Association of Machinists Local 485, Canadian Auto Workers Union Local 100, United Transportation Union Local 104, and TCRC Locomotive Engineers Teamsters Rail Conference and Teamsters Lodge 257 Maintenance of Way) |
| October, 2007   | Letters to officials at the Ontario Ministry of Tourism and Transportation Canada summarizing discussions in Toronto and Ottawa in April   |

|                    |  |
|--------------------|--|
| September, 2007    | Data analysis and preparation of the Opportunity Study Final Report to be completed  |
| September 27, 2007 | Presentation of the Opportunity Study Report to CAPT Steering Committee  |
| September 27, 2007 | Presentation of the Opportunity Study Report to municipal and government representatives as well as representatives of funding agencies such as FedNor, NOHFC, MTCU  |
| October, 2007      | Since the conclusion of the Opportunity Study indicates that there is need for further research on the market potential of a revitalization of Algoma passenger trains as infrastructure for a wilderness tourism by rail corridor, funding proposals for the various pieces of research will be submitted to agencies such as FedNor, NOHFC, RED (OMAFRA), Trillium and other public or private investors |
| October 16, 2007   | Town Hall Meeting, Sault Ste. Marie, with filmed guest speaker Michael Burtch (Director/Curator, Art Gallery of Algoma) about the history of ACR and Group of Seven's painting on ACR; discussion of the Opportunity Study   |
| Fall, 2007         | Town Hall meetings in Wawa and Hearst for input into a vision and strategic plan for CAPT  |