Equine Trail Development in Wellington County

by

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ABSTRACT

EQUINE TRAIL DEVELOPMENT IN WELLINGTON COUNTY

Lucie Svecova
University of Guelph, 2013

Wellington County represents a region with an extensive and well developed horse industry. As a result there is significant potential for development in its rural areas. This study reveals important facts regarding the development of equine trail networks in Wellington County. The existing number of horses, horse farms, related facilities, as well as the enormous interest of horse riders and horse industry associations suggest high potential for use of these equine trails.

In particular the research points out the current lack of horse trails in the county which has one of the highest horse populations in Ontario. Identification of current trends, demands, and overall situation within the industry has led to an elaboration of a framework for the Wellington County equine trail development. The evaluation of the equine trail potential impacts and contributions to rural communities indicates positive outcomes resulting in sustainable community development.

The recommendations drawn from this research further suggest a need to elaborate a General Horse Trail Planning and Construction Guide; establish an Equine Trail Organization; create a Master Plan; continue ongoing development of stakeholder relationships; establish equine trail spatial planning considering private land utilization; and integrate future trail plans into County and Regional Planning.
ACKNOWLEDGEMENT

Foremost, I would like to start off by giving a huge thank you to Nicolette Novak, not only for bringing me to Canada and providing funding for this study, but also for the encouragement and support that she brought along with it.

I would like to express my gratitude to my supervisor, Dr. Harry Cummings, for the patient guidance, encouragement and advice he has provided throughout my time as a student. I have been extremely lucky to have had a supervisor who has cared so much about my work.

This study would not have been successful without my co-advisor, John Fitzsimons, for being abundantly helpful and offering assistance, support and guidance throughout my research project and by giving invaluable information about spatial analysis and GIS data.

Above all I would like to give recognition to Mikulas, my partner. I could not have done this without him. I was continually amazed by his willingness to look over countless pages of this study in order to help me succeed. His love and encouragement is what enabled me to successfully complete this research project.

I would also like to express my love and gratitude to my beloved family for their understanding and endless love, through the duration of my studies here in Canada.

Last, but surely not least, I would like to give a special thank you to all members of the Wellington horse community who provided me with beneficial information that was needed to complete this study. They were always helpful and willing to share their ideas and without them my goals for this study would have been unattainable.
TABLE OF CONTENT

List of Tables ........................................................................................................................................... viii
List of Figures ........................................................................................................................................... ix
List of Acronyms ....................................................................................................................................... xi

CHAPTER ONE - INTRODUCTION ........................................................................................................... 1
  1.1. Research Purpose ............................................................................................................................... 1
  1.2. Research Goal, Objectives, and Questions ......................................................................................... 3
  1.3. Organization of the Thesis .................................................................................................................. 4

CHAPTER TWO – RESEARCH LOCATION AND BACKGROUND ................................................. 6
  2.1. Canada .............................................................................................................................................. 6
  2.2. Ontario ............................................................................................................................................ 10
  2.3. Wellington County ............................................................................................................................ 10
  2.4. The Horse Industry in Wellington County ......................................................................................... 13
  2.5. Summary ......................................................................................................................................... 18

CHAPTER THREE – LITERATURE REVIEW .................................................................................. 19
  3.1. Rural Development in Canada ........................................................................................................ 21
  3.2. Community Development .............................................................................................................. 24
  3.3. Community Economic Development ............................................................................................ 25
  3.4. Tourism in Canada .......................................................................................................................... 27
  3.5. Trails Planning .................................................................................................................................. 28
  3.6. Equine Trails ..................................................................................................................................... 29
  3.7. Summary ......................................................................................................................................... 30
CHAPTER FOUR - METHODS ................................................................................................. 32
4.1. Data Acquisition Methods .......................................................................................... 34
  4.1.1. Secondary Data Review ......................................................................................... 34
  4.1.2. Key Informant Interview ...................................................................................... 35
  4.1.3. Sample Survey ...................................................................................................... 36
4.2. Analytical Methods .................................................................................................... 38
  4.2.1. Identification of Potential Equine Trails in Wellington County ......................... 38
  4.2.2. Content Analysis and Synthesis of Findings ......................................................... 38
  4.2.3. Qualitative Data Analysis ..................................................................................... 39
  4.2.4. Descriptive Statistical Analysis ............................................................................ 41
4.3. Summary ..................................................................................................................... 41

CHAPTER FIVE – IDENTIFICATION OF WELLINGTON EQUINE TRAIL NETWORK ......................................................................................................................... 43
5.1. Current Horse Trails Network Situation ................................................................. 43
  5.1.1. Organizations Involved in Wellington County Trails Development .................. 43
  5.1.2. Trail Use and Riding Preferences ....................................................................... 46
  5.1.3. Satisfaction with Wellington Equine Trails Conditions ..................................... 51
  5.1.4. Use of Other Trails by Wellington Riders ............................................................ 53
5.2. Incorporation of Potential Equine Trail in the Existing Multipurpose Trail Network ............................................................................................................................................ 55
5.3. Equine Trail Development Constraints and Opportunities .................................... 70
  5.3.1. Constraints .......................................................................................................... 70
  5.3.2. Opportunities ....................................................................................................... 71
5.4. Discussion ................................................................................................................... 74
5.5. Summary ..................................................................................................................... 76
# CHAPTER SIX – PROJECT DEVELOPMENT OF EQUINE TRAIL NETWORK IN WELLINGTON COUNTY

6.1. Project Logic ................................................................. 77
  6.1.1. Project Benefits ......................................................... 77
  6.1.2. Goal ........................................................................ 78
  6.1.3. Objectives .................................................................. 78
  6.1.4. Activities ................................................................. 78
  6.1.5. Inputs ........................................................................ 79
  6.1.6. Outputs ....................................................................... 79
  6.1.7. Outcomes ................................................................. 80

6.2. Project Description .......................................................... 84
  6.2.1. Work Breakdown Structure ........................................ 84
  6.2.2. Project Gantt Chart .................................................... 88
  6.2.3. Project Scheduling ..................................................... 90
  6.2.4. Budget ....................................................................... 91
  6.2.5. Project Authority Structure ........................................ 95
  6.2.6. Performance Management Framework ....................... 96
  6.2.7. Risk Analysis ............................................................ 96
  6.2.8. Financial Analysis ..................................................... 98

6.2. Monitoring and Evaluation Approach ................................. 101
  6.3.1. Goal of the Evaluation ............................................... 101
  6.3.2. Evaluation Issues and Questions ................................. 101
  6.3.3. Evaluation Details ..................................................... 104

6.4. Discussion .................................................................... 114

6.5. Summary ..................................................................... 116
CHAPTER SEVEN – IMPACT ASSESSMENT OF EQUINE TRAIL ON RURAL COMMUNITIES

7.1. Economic Impact ........................................................................................................ 117
7.2. Environmental Impact .............................................................................................. 121
7.3. Social Impact ............................................................................................................. 122
7.4. Risk Impact ............................................................................................................... 124
7.5. Discussion .................................................................................................................. 126
7.6. Summary .................................................................................................................... 127

CHAPTER EIGHT - CONCLUSION .............................................................................. 129

8.1. Summary ..................................................................................................................... 129
8.2. Research Recommendation ...................................................................................... 132
  8.2.1. General Trail Planning and Construction Guide .................................................. 132
  8.2.2. Equine Trail Organization .................................................................................... 132
  8.2.3. Master Plan ......................................................................................................... 133
  8.2.4. Relationship with Trails Stakeholders ............................................................... 134
  8.2.5. Private Land ........................................................................................................ 135
  8.2.6. Integration into County and Regional Planning ................................................. 135
8.3. Research Limitations ................................................................................................ 136

REFERENCES .............................................................................................................. 138

APPENDIX A – Wellington Equine Trail Survey .............................................................. 149
APPENDIX B – Sample of Key Informant Interview Guide ......................................... 156
APPENDIX C – Performance Management Framework ............................................. 158
APPENDIX D – Risk Analysis ......................................................................................... 160
APPENDIX E – Work Breakdown Structure ................................................................. 161
APPENDIX F – List of Organizations Related to the Equine Trail Development .......... 164
APPENDIX G – TREIM ................................................................................................. 165
List of Tables

Table 1. Number of Kilometres of Trails in Canada as of 2010 ........................................ 9
Table 2. Changes of a horse population in the selected counties of Ontario between the year 2006 and 2011 ........................................................................................................ 15
Table 3. Number of farms reporting horses in 2001, 2006, 2011 ........................................ 17
Table 4. Research Structure .......................................................................................... 33
Table 5. Occupation breakdown of survey participants .............................................. 49
Table 6. Barriers which stop riders from ideal rides .................................................. 51
Table 7. Level of satisfaction with horse trail network in Wellington County .............. 52
Table 8. “Wellington Equine Trail” project budget .................................................... 92
Table 9. Comparison of Trails Cost .......................................................................... 100
Table 10. Data collection methods ........................................................................... 105
Table 11. Projected Cost ........................................................................................ 113
Table 12. Total expenditures one rider/day .............................................................. 117
Table 13. Economic Impacts of one trail rider/day (2013) ......................................... 119
List of Figures

Figure 1. Map of Canadian provinces and number of km of managed trails ................. 7

Figure 2. Wellington County with its main cities and towns; and City of Guelph .......... 11

Figure 3. Number of horses in Wellington County between the year 1991 and 2011 .... 14

Figure 4. Number of Horses in Central-Western Ontario ........................................ 16

Figure 5. Organization and coding system of qualitative research data – theme “Wellington County” ........................................................................................................ 39

Figure 6. Organization and coding system of qualitative research data – theme “Private Stakeholders” ........................................................................................................ 40

Figure 7. Organization and coding system of qualitative research data – theme “Rural Communities” ........................................................................................................ 40

Figure 8. Multipurpose trail and Elora Cataract Trailway .......................................... 45

Figure 9. Survey participants’ relationship to horse industry ..................................... 47

Figure 10. Survey participants’ education achievements ............................................. 48

Figure 11. Wellington riders’ regular places for ride .................................................. 50

Figure 12. Respondents preferred places for ideal ride .............................................. 50

Figure 13. Trails usage in different counties (by Wellington County riders) ................ 54

Figure 14. Riding in other locations ........................................................................... 55

Figure 15. Location of trails equal or longer to 6 km .................................................. 59

Figure 16. Location of trails which do not cross the road/railway .............................. 60

Figure 17. Wellington County with town’s 1km radius and City of Guelph borders .... 61

Figure 18. Trails in close distance (5km) to commercial horse stables ....................... 62

Figure 19. Great Auk Trail and its natural environment ............................................. 64
Figure 20. Speed River Trail Puslinch SR ................................................................. 65
Figure 21. Speed River Trail Puslinch SR and parcels ............................................ 66
Figure 22. Great Auk Trail and parcels ...................................................................... 67
Figure 23. MCDA elimination steps ............................................................................ 69
Figure 24. Project Logic Scheme .............................................................................. 83
Figure 25. „Wellington Equine Trail“ project Gantt Chart ........................................ 89
Figure 26. “Wellington Equine Trail” project Authority Structure .............................. 95
Figure 27. Evaluation Issues and Questions ................................................................. 103
Figure 28. Monitoring and Evaluation Timeline .......................................................... 112
List of Acronyms

GDP – Gross Domestic Product
OEF – Ontario Equestrian Federation
GRCA – Grand River Conservation Authority
ATV – All Terrain Vehicles
OTC – Ontario Trail Council
OCTRA – Ontario Competitive Trail Riders Association
OTRA – Ontario Trail Riders Association
OFSC – Ontario Federation of Snowmobile Clubs
RTRA – Rockwood Trail Riders Association
WATRC – Wellington Area Trail Riding Club
SEDRD – School of Environmental Design and Rural Development
CHAPTER ONE - INTRODUCTION

1.1. Research Purpose

Just as countries and their regions differ in their natural environment, historical, demographic, and economic aspects, the approaches towards their development differ significantly as well. Planning can focus on an area’s natural predispositions such as community location (rural/urban), agricultural activities, specialization, and natural preserve; historical predispositions such as community settlement, inhabitants’ preferences resulting from historical events; demographic predisposition such as population density, gender, age, ethnicity, culture; and economic predispositions such as GDP of the area, economic activities and economic development. Even though these are the main factors which influence the planning and development process, the positive change in the area/community can be also simply based on a community’s preferences, needs, and potentials.

Wellington County is located in South-Western Ontario. It is a county where a growing horse industry is considered as one of the major developmental potentials for its rural areas (Wright, 2012). Wellington County is a horse rich region with the second largest herd size (over 27 thousand horses) in the South-Western Ontario region, which is valued at $41.2 million. An increase in the horse population by 17.5 percent between 2001 and 2006 (Wilton & Caldwell, 2009, pp 4-5) proves the enormous interest in the horse industry by Wellington inhabitants. These horses are used for different sport activities such as jumping, dressage, western, and recently, the more popular cross country and endurance riding.
Specifically cross country riding and endurance riding are activities which are possible only in rural areas, with well-developed trail networks. It has been proved that trail network development can raise areas attractiveness for tourists. This results in an increase in the potential income of people and overall economic activities of the rural areas. The Wellington County environment, with its large agricultural areas, extensive uplands with forest cover, and high concentration of rivers, lakes and ponds is especially suitable for these kinds of riding styles. Unfortunately, over the past decades, minimal development has been done in the Wellington equine trail network. The current situation cannot support future growth in the horse industry; hence, it cannot realise all its economic potential and benefits (Key informants, September - December, 2012).

This research was undertaken to satisfy a current information need; therefore it offers baseline data and strategies to potential initiators for Wellington equine trail development. For this reason the research is divided into a practical and theoretical part. The practical part identifies the current situation of the equine trail network in Wellington County and the possibilities to create a new equine trail system. The theoretical part of the research suggests an approach for future equine trail project development as well as evaluation and monitoring. Also, the theoretical part proposes an approach to assess the environmental, social, economic, and risk impact of an equine trail on rural communities, as well as on entrepreneurs running their horse related businesses.

The adoption of this framework by potential initiators can contribute to the success of the Wellington horse trail network development, which can lead to greater prosperity and economic sustainability of the Wellington rural areas.
1.2. Research Goal, Objectives, and Questions

**Goal:** The goal of the thesis is to create a framework for a Wellington county equine trail development process and to evaluate its potential impact and contribution to rural communities in Wellington County.

Given this goal, the research intention is to present a framework for Wellington equine trail network development for any potential initiators. The research objectives and main questions addressed were:

**Objective 1:** To identify the current horse trail network system in Wellington County

**Questions:**

*What is the current situation of the Wellington County trail network system?*

*Can multipurpose trails also be used for horseback riding?*

*What are the equine trail development constraints and opportunities?*

**Objective 2:** To develop a project model for equine trail building and management in Wellington County and to suggest a trail monitoring and evaluation approach

**Questions:**

*What is the best model for equine trail building and management in Wellington County?*

*What is the best approach for equine trail project monitoring and evaluation?*
Objective 3: To propose an approach to assess the impact of a new equine trail system on rural communities. The following aspects will be assessed:

a. Environment  
b. Social  
c. Economic  
d. Risk

Question: What is the impact of an equine trail on rural communities and their agriculture, environment, social life, economics, empowerment and sustainability?

The purpose of the first objective is the evaluation of the current situation which will outline the conditions of Wellington rural areas and will describe the situation in the horse industry and the perception about trail development by the horse industry community. The second objective is based on these findings and its goal is to propose a project development strategy and the monitoring and evaluation that would be applicable to a majority of newly established equine trails in Wellington County. The proposed approach for assessing the impact of a new equine trail on rural communities will help to evaluate potential economic, environmental, social and risk consequences that may occur after horse trail establishment.

1.3. Organization of the Thesis

This thesis is organized according to a conventional thesis structure consisting of 8 chapters. The second chapter contains the literature review which describes the notions and situation of rural development, Canadian trends in tourism, and multipurpose equine trail planning. Chapter three explains the design and the research methods. Chapter four to seven outline the results from this research. Finally, Chapter eight provides a research
summary, discussion of recommendations drawn from the findings, and the limitations of this research.
CHAPTER TWO – RESEARCH LOCATION AND BACKGROUND

2.1. Canada

Canada, with its diverse landscape and beautiful nature provides the perfect environment for tourists and adventure seekers. The Government of Ontario, its municipalities and the local tourist organisations have together expanded trails all over Canada which resulted in opened public access to beautiful Canadian wilderness.

More than 278 000 km of managed trails have been recently recorded (Norman, 2010). Many of these trails are tracks dedicated solely for certain sports, such as snowmobiling, ATVing (All Terrain Vehicle), cross country skiing, cycling, mountain biking or horseback riding. Records show, however, that 71 000 km of recorded managed trails in Canada are shared use trails – trails which are used for multiple sports simultaneously (Norman, 2010).
The following map of Canada illustrates the number of kilometres of managed trails in each province and territory [Figure 1] (Norman, 2010).

![Map of Canada showing kilometres of managed trails](image)

*Figure 1. Map of Canadian provinces and number of km of managed trails*

*Source: Norman, 2010, pp. 3*

There is a difference between urban and rural trails’ usage within the regions of Canada. Urban regions concentrate on hiking and biking trails whereas rural regions consist of multi-purpose variety trails. The majority of trails (95%) are located in rural regions. This means that people who live in urban regions must often travel in order to
find the trail opportunities they seek. In Canadian urban regions non-motorized trails represent the vast majority of trails. These are used mainly by walkers/hikers and cyclists. Other trail users such as horseback riders, ATVers, off-road motorcycle riders and snowmobilers usually have to share trails due to a lack of specialized trails dedicated solely to their activities [Table 1] (Norman, 2010).
Table 1. *Number of Kilometres of Trails in Canada as of 2010*

<table>
<thead>
<tr>
<th>Province/Territory</th>
<th>Hiking/running</th>
<th>Mountain Biking</th>
<th>Cross Country Skiing</th>
<th>Cycling (touring - off road)</th>
<th>Equestrian</th>
<th>Walking &amp; Cycling</th>
<th>Equestrian</th>
<th>ATV/ORM</th>
<th>Subtotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newfoundland &amp; Labrador</td>
<td>60</td>
<td>0</td>
<td>15</td>
<td>0</td>
<td>0</td>
<td>133</td>
<td>0</td>
<td>0</td>
<td>208</td>
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<tr>
<td>Nova Scotia</td>
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<td>0</td>
<td>110</td>
<td>0</td>
<td>68</td>
<td>261</td>
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<tr>
<td>Prince Edward Island</td>
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<td>0</td>
<td>53</td>
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<tr>
<td>New Brunswick</td>
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<td>6</td>
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<tr>
<td>Quebec</td>
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<td>0</td>
<td>708</td>
<td>370</td>
<td>0</td>
<td>273</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Ontario</td>
<td>463</td>
<td>32</td>
<td>216</td>
<td>24</td>
<td>0</td>
<td>1987</td>
<td>155</td>
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<td>Manitoba</td>
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<tr>
<td>Saskatchewan</td>
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<td>21</td>
<td>100</td>
<td>0</td>
<td>154</td>
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<td>0</td>
<td>298</td>
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<tr>
<td>Alberta</td>
<td>300</td>
<td>500</td>
<td>71</td>
<td>425</td>
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<td>2243</td>
<td>0</td>
<td>0</td>
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<tr>
<td>British Columbia</td>
<td>492</td>
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<td>231</td>
<td>61</td>
<td>2212</td>
<td>0</td>
<td>0</td>
<td>2996</td>
</tr>
<tr>
<td>Yukon Territory</td>
<td>200</td>
<td>150</td>
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<td>0</td>
<td>300</td>
<td>0</td>
<td>0</td>
<td>650</td>
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<td>Northwest Territories</td>
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</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>1812</strong></td>
<td><strong>702</strong></td>
<td><strong>1257</strong></td>
<td><strong>1260</strong></td>
<td><strong>61</strong></td>
<td><strong>7970</strong></td>
<td><strong>161</strong></td>
<td><strong>68</strong></td>
<td><strong>13291</strong></td>
</tr>
</tbody>
</table>

Percentage of Total: 13.83% 5.28% 9.46% 9.48% 0.46% 59.97% 1.21% 0.51% 100.00%

*Source: Norman, 2010*
As Table 1. illustrates, the network of Ontario’s trails in the urban area follows the British Columbian network trail, which is the most expanded in Canada.

2.2. Ontario

In Ontario, there are many trails which provide users with the sensory experience of long distance outdoor trips, and they are well represented. However, it must be noted that there are no exclusive equestrian track trails. The Ontario Trail Council opened 155 km of shared tracks to Ontarian riders (Trail Council, 2010), but these are not very popular among horse riders as the security regulation cannot be easily obtained (Key informants, September, 2012).

2.3. Wellington County

Wellington County [Figure 2, p. 11] is a community located in South-Western Ontario. According to statistical records (Statistics Canada, 2011) the total population consists of approximately 208,360 inhabitants who live on 2,660.46 km² area. Even though, the rural population of Wellington County represents only 24 percent of the entire population, the county focuses on the agriculture sector as one of the biggest economic activities (Statistics Canada, 2011). Wellington County, lies on the border of Toronto’s green belt area, and predetermines its success in any agriculture sector (Guelph Wellington Local Food, 2010). There are several cities and towns in Wellington County with different population densities. The most populated city with the biggest economic pressure on the whole county is the City of Guelph. It is important to notice that despite of its economic influence, Guelph is politically independent from Wellington County (Villeneuve, 2011).
Wellington County’s rich farmland, large natural areas and small urban places, create a specific economic environment where effective planning is very important. Wellington leaders administer the county according to the established “Wellington Master Plan”, which has been up-dated over a five year period. The main vision of the Wellington Master Plan is to create a sustainable, healthy community with land stewardship (Villeneuve, 2011).

Figure 2. Wellington County with its main cities and towns; and City of Guelph
Source: Scholars GeoPorta, 2012; GIS data from Wellington County, 2012
The positive and supportive approach of Wellington County towards economic development enables the creation of new local businesses and jobs opportunities. By effectively designing the land plan Wellington County ensures that sufficient land is available to accommodate an appropriate range and mix of businesses. The Wellington County Master Plan also ensures support for industrial, commercial and recreational activities in the urban areas. The use and development of rural areas is designed according to the farming land principles and the preservation of quality soil. However, the tourism development has a high priority in the Wellington County Master Plan. Tourism is seen as a way to increase economic and social stability in the rural areas of Wellington County, and therefore, significant financial resources are invested into the county’s effective development (Villeneuve, 2011).

As a result of its diverse natural environment, Wellington County bears significant potential in extending its trail network system. Based on information from the Wellington County Master Plan, the trails and their contribution to the county’s economic stability, as well as Wellington’s social health and nature are considered to be powerful tools driving rural development. The trail system is expected to attract the interest of tourists and bring financial resources to the local economies (County of Wellington, 2010).
2.4. The Horse Industry in Wellington County

The equine industry in Wellington County has a long tradition especially in horse racing events. There are still many horse stables which focus only on breeding, training, and selling fine quality thoroughbreds. Nevertheless, this branch of the horse industry has been struggling and facing difficulties over the last few decades as people’s interests in racing dramatically declined (Wright, 2012). Other farms which specialize in different horse activities, however, are very well represented in Wellington County as well. Despite the fact that horse farms are distributed almost evenly in the county, there is visible significant farm concentration around small cities and towns such as Erin, Rockwood and Puslinch (Key informants, September, 2012).

According to Census of Agriculture (2011) the number of horses in Wellington County includes only 6,579 animals. However, the comprehensive Ontario Horse Industry Report, written by Dr. Robert Wright and Jim Cation (1996), indicated that the real number of horses in Wellington County is estimated to be four times higher. Wright and Cation stated that the number of horses estimated by Census Canada is not accurate, as the provincial and municipal government agencies conducted only a very limited investigation. The report reveals that most of the horses in Wellington County, as well as in other counties of Western and Central Ontario, are not registered (and therefore not reported to Canadian Census of Agriculture) as farm animals, because they are in private ownership (Wright&Cation, 1996).
Figure 3. Number of horses in Wellington County between the year 1991 and 2011

Source: Census of Agriculture 2011 (Farm and Farm Operator Data, catalogue no. 95-640-XWE), based on 3.9 multiplier effect as per Wright and Cation, 1996

In 2006, Wright updated the Ontario Horse Industry Report and stated that the real number of horses in Wellington County is 27,530. This number is based on a 3.9 multiplier effect. Therefore, if the same coefficient (3.9) is used for the 2011 Census data, then the number of horses in Wellington County will be 25,658 animals. Figure 3 (p.14) indicates the number of horses over the years from 2006 and 2011 based on the 3.9 multiplier effect as per Wright and Cation (1996).
Table 2. Changes of a horse population in the selected counties of Ontario between the year 2006 and 2011

<table>
<thead>
<tr>
<th>County or Regional Municipality</th>
<th>Estimated Number of Horses 2006</th>
<th>Estimated Number of Horses 2011</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wellington County</td>
<td>27530</td>
<td>25658</td>
<td>-6.8</td>
</tr>
<tr>
<td>Grey County</td>
<td>21754</td>
<td>17566</td>
<td>-19.3</td>
</tr>
<tr>
<td>Simcoe County</td>
<td>19516</td>
<td>19586</td>
<td>0.4</td>
</tr>
<tr>
<td>Waterloo</td>
<td>17636</td>
<td>17616</td>
<td>-0.1</td>
</tr>
<tr>
<td>Halton</td>
<td>10978</td>
<td>7753</td>
<td>-29.4</td>
</tr>
<tr>
<td>Bruce County</td>
<td>13549</td>
<td>11154</td>
<td>-17.7</td>
</tr>
<tr>
<td>Huron County</td>
<td>12890</td>
<td>10351</td>
<td>-19.7</td>
</tr>
<tr>
<td>Perth County</td>
<td>12780</td>
<td>10869</td>
<td>-15.0</td>
</tr>
<tr>
<td>Dufferin</td>
<td>9309</td>
<td>7960</td>
<td>-14.5</td>
</tr>
</tbody>
</table>

Source: Wilton & Caldwell, 2009, p. 5; Census of Agriculture, 2011 (Farm and Farm Operator Data, catalogue no. 95-640-XWE)

Figure 4 (p. 16) illustrates the number of horses in different regions and counties of Ontario. Wellington County with its 25,568 horses (in 2011) leads the horse industry among other Western Ontario regions [Table 2., p. 14]. Over 50 percent of these horses are used primarily for recreational riding (Wilton & Caldwell, 2009).

As of 2011, there are about 1,056 horse farms in Wellington County [Table 3., p. 17] (Census of Agriculture, 2011). The estimated annual economic impact of the Wellington farms (2001) is $32.6 M (Median = $1,781/horse) with the fixed investment of $333.8 M annually (Median = $18,250/horse) (OMAFRA, 2001).
Figure 4. Number of Horses in Central-Western Ontario

Source: Scholars GeoPorta, 2012; Census of Agriculture, 2011 (Farm and Farm Operator Data, catalogue no. 95-640-XWE); GIS data from Wellington County, 2012

A few of these farms specialise in horse breeding and the subsequent foal sales. The most frequent and popular horse breeds appear to be the Canadian Horse, American Paint Horse and the American Quarter horse. These breeds are sought after as race, rodeo or show horses, but also as horses for recreational riding. However, the majority of farms in Wellington County, are registered as riding schools or as livery yards.
The activities offered vary from riding lessons in show jumping, dressage, cross country riding, rodeo, steeplechase and endurance riding to leisure activities such as children’s summer camps (Personal Communication, September - December, 2012).

Table 3. *Number of farms reporting horses in 2001, 2006, 2011*  
(Census of Agriculture)

<table>
<thead>
<tr>
<th>Census Year</th>
<th>Farms Reporting horses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>2839</td>
</tr>
<tr>
<td>2006</td>
<td>1154</td>
</tr>
<tr>
<td>2011</td>
<td>1057</td>
</tr>
</tbody>
</table>

Source: Census of Agriculture, *Farm and Farm Operator Data*, 2011; Census of Agriculture, *Farm and Farm Operator Data*, 2006; base on 3.9 multiplier effect as per Wright and Cation, 1996

Even though the popularity of horse-based activities has been increasing, the horse stables in Wellington County are struggling financially. Financial problems are caused by farmers’ inability to respond to changes in supply and demand for services, while maintaining the same high level of fixed cost. The high commodity prices, health issues within the businesses, temporary (seasonal) consumer resistance, and a lack of advertisement are also main issues challenging farmers (Key informants, September-October, 2012). As illustrated in the Table 3 (p. 17) many horse farms have disappeared since 2001 as they were not able to face increasing problems and the lack of adaptability. The remaining farms in an effort to maximize the potential of horse businesses in Wellington County have been trying to satisfy all different customers’ wishes and needs.
(Key informants, September-October, 2012). As the farmers have identified, the current fastest growing demand for countryside riding represents a market niche, which can solve their financial problems. With the current horse trail network in Wellington County, farmers cannot please their customers and, therefore, they are discriminated against from farmers who have their businesses in other Ontario counties where there are established horse trail networks (Key informants, September-October, 2012).

2.5. Summary

This chapter illustrated the research location and its background in terms of horse industry and trails network system in Ontario. In addition, this chapter also described the most important fact about the horse industry, such as number of horses, its economic value, and number of horse related facilities. Finally, this chapter also pointed out the basic potential of horse industry for rural communities in Wellington County. Furthermore, the next chapter will deal with literature related to the rural communities development in Canada, rural communities economic development, horse industry potentials, and trails and equine trails development.
CHAPTER THREE – LITERATURE REVIEW

Rural development is considered to be a set of activities which are designed to bring positive change to rural areas. Depending on the planner, the scales of the planning approaches differ from very conservative to very progressive and innovative styles. Nevertheless, all of them have the same goal; to reach long-term sustainability and prosperity within the community.

Currently, the trend of rural development directs all planning activities to build suitable environments for those who can and are willing to stay in the countryside. Farmers are not the only individuals who want to live in the countryside, but also families and individuals who still want to live in their hometown/villages, as well as, those who have moved away from busy cities to find a quiet place to live and bring up their children (Douglas, 1994). For these individuals, it is necessary to create an environment where all services are available and where there is no need to travel for their basic needs (Bendavid-Val, 1991). It is obvious that small villages cannot compete with wealthy and busy cities in terms of services, therefore, the rural regions have to realize that their competitive advantage lies within its beautiful nature, traditional farming and in offering a healthy life style and quality food.

Building a network of trails in a country for diverse sport activities such as hiking, biking, horse riding, snowmobiling, etc., has been considered an effective way of bringing attention to people located in rural areas (OTC, 2010). Trail existence is highly appreciated by tourists, who can therefore explore the surrounding environment and nature of the country; by locals to whom trails serve as a tool for leisure, relaxation, and
fun; and by local entrepreneurs and authorities to whom the trail brings additional income.

New trail creation and planning is complicated, both financially and in the data demand process. A planner has to evaluate and analyse all factors that can be involved in construction of a trail. As an example, the same process has been used for choosing spatial local data (e.g. suitable location). To gather resources for trail building as well as to gather approval for trail construction from land owners and other external stakeholders, is the responsibility of yet another planner’s challenge.

Despite of this difficult process, the trail network has been growing all around the Province of Ontario. Special organizations, such as Ontario Trails Council and many others, contribute to the new trail establishment by providing special funds, supervision and expertise for new projects. Therefore, the local authorities have bigger chances to build their own trail network and improve their community’s economic and social stability.

In order to fully explain how trail development in a region can contribute towards community economic development, the review of existing literature will provide the following information:

a) The notion of rural development and economic development and its main issues, scope and current directions;

b) The importance of well-developed and supported tourism for rural economic development;
c) An illustration of how the development of trails can contribute to better economic development of rural communities;

d) The approach towards economic development, tourism support and trail creation from the perspective of Wellington County (Ontario, Canada); and finally

e) The equine trails specification

3.1. Rural Development in Canada

The increasing disparity between the Canadian rural and urban areas, mainly after the Second World War, became a problem which was significantly important to solve in order to maintain good functionality of the entire state. Rural areas had been facing challenges such as (Shaffer, Deller, Marcouiller, 2004) low population density; lack of basic infrastructure; hinderance of economic development efforts; dependency on single employment sector; seasonal job opportunities; lack of services; lack of people with job specialization; lower incomes per capita; limited financial resources, and many others.

Both federal and provincial governments struggled with the right solution finding as the diversity among particular Canadian regions; and urban areas varied significantly. First several equalization attempts, in the form of payments from the national government to the provinces, were designed to share the wealth of the nation. Unfortunately, instead of desired improvement the government realized that parts of Canada face serious financial and economic problems which cannot be tackled with single area payments as was designed. The Canadian government also recognized that without a comprehensive and functional plan for regional development Canada, as a nation, will struggle with poor economic performance and a lower level of income (Blake, 2003).
Hence, many regional development initiatives were eventuated. For lack of experiences and information, many provinces and regions adopted strategies or followed models created elsewhere. Some of the provinces and regions even simply accepted federal money for rural and regional development without being proactive, creative or courageous in addressing the particular and peculiar challenges and opportunities in their area. Some of these strategies focussed on increasing productivity in the farming and fishing agriculture sectors as an attempt to raise income and living standards of people from rural areas. Another strategy, developed in the mid-1960s, encouraged adaptation of the urban-industrial and manufacturing development model in underdeveloped areas (Shaffer, 1989). Again, this model was found highly ineffective as it did not bring the needed positive change in rural areas.

Recently, the strategy of rural development possesses a different concept. The models emphasise the importance of the community members involvement in development and usage of the community’s own and unique resources. As a result of the strategy, the new notion of „prosperity of place“ emerged. According to this, the community is a group of people living in particular settings, and in defined geographic, political, and social boundaries (Douglas, 1994). Hence, the rural development is a process which is based on community interaction and participation during the planning. A community should profit from its own external and internal linkages and interactions with its surroundings. These linkages and interactions are especially important for obtaining the community’s goals and objectives for its future effective development. The development should be based on the community’s available resources. The goal of the community and the usage of available resources should be decided by all members of the
community as they know best their needs and wants. This is the model which many specialists believe will bring prosperity and economic sustainability for many Canadian rural regions and communities (Douglas, 1994).

Surprisingly the strategy cannot be fully efficient without effective coordination of rural and urban planning (Blakely, 1989). Despite the fact that rural communities possess many natural unique assets, which provide a basis for economic development activities (Shaffer, Deller, Marcouiller, 2004), the economic contribution of proximate urban areas, play a significant role in overall rural prosperity (Shaffer, 1989). Income for rural communities comes mostly from outside sources such are urban enterprises and tourists. Tourists and entrepreneurs seek communities’ natural assets and unique resources. Therefore, natural amenities such as mountains, rivers, forests, wildlife and open space, represent great opportunities for rural development (Blake, 2003). As Satterthwaite and Tacoli (2003) indicate the prosperous rural development improves the economic stability of urban areas as well. Many cities developed rapidly because of the production of high valued crops, vegetables, fruits and livestock production. However, as mentioned previously, the importance of rural areas is not just in agricultural production and nature preservation, but mainly in the recreation and agro tourist activities for urban populations (Satterthwaite & Tacoli, 2003). Therefore, local communities should benefit from and utilize the variety of opportunities which rural areas can offer.
3.2. Community Development

The notion of community development explains a process of interaction between people and their cooperation, rather than individual activity (Flora, Flora, Spears, & Swanson, 1993). Development in this sense means change, improvement and vitality. Development often improves the participation, flexibility, equity, attitudes and functionality of rural communities (Shaffer, 1989). It relates to the resource base of the community as the use of resources can produce an anticipated change.

Development is an ongoing event. In each phase, the rate of development progress can be different, but overall the process is continuous (Shaffer, 1989). For some people development means creation of something more – for example an establishment of a new factory or a replacement of an old industry by a new one. Nowadays, the effective and modern development refers rather to greater equity. This means better access to opportunities for local inhabitants in terms of the increase in job opportunities and the enhancement of business environment; bank services; consultancy and other services (Douglas, 1994). However, modern development brings some unavoidable changes to the community as well. It includes modification of production factors, better utilization of existing resources, a change in the structure and function of existing institutions, and a change in attitudes and values of the population (Shaffer, 1989). Shaffer in his book “Community Economics” (1989) emphasizes the importance of reducing the vulnerability of a community to the sudden changes in the political and market environment. This calls for a flexible, innovative and diverse economy.

According to D. Douglas (1994), rural community development is a process conducted by community members. He considers local people as the main players in the
process of rural community development. Community members can create more jobs, income and infrastructure, but also can contribute towards fundamentally better and sustainable community by their engagement in community planning.

Nevertheless, the engagement in the planning is not sufficient. Effective community development is possible if its members are able to change their attitudes, mobilise existing skills, improve networks, think differently about problems and use the community assets in new ways (Douglas, 1995). By this social change the community will benefit by increasing physical, financial, human, social and environmental stability.

3.3. Community Economic Development

Community economic development is a part of community development. Even though, the economic community development has many similar characteristics to the community development process (participation, rethinking, action learning), the main goal of economic development is to improve the economic position of the community and to create a stable environment for new economic opportunities and investments (Douglas, 1994).

The community expresses a desire to increase the rate of growth, restructure the economy, establish new jobs, or take other initiatives, whereas the process of community economic development involves establishing goals, objectives, lists of resources, community members’ involvement and concrete actions (Douglas, 1994). Enhancing community economic development causes community empowerment and increases livelihood in the broadest sense. Economic development is a part of community development, which seeks to build a community capital, not only by enhancing the
community’s economy but also by enhancing environment, social structures, attitudes and assets (Schumacher, 1979).

Community economic development is a process which is goal oriented and in which human – welfare is the end product of the economic development process (Shaffer, 1989). Community development has different meanings for every community. This is the main driver for the use of different approaches and concepts. According to the new rural development trends, both community development and community economic development are possible if new and innovative initiatives are taking place (Blake, 2003). As previously stated, a particular community should derive benefits from its available resources and unique assets. For some communities uniqueness can be found in agriculture, for others in tourism and/or natural resources.

The community itself knows its best competitive advantages and unique resources. This distinguishes them from other communities therefore the uniqueness should be considered during community development planning (Shaffer, 1989). However, regional support can definitely improve and even accelerate the community economic development process. The community economic development plan should be consistent with the regional economic plan. If this occurs it is an opportunity for community economic development acceleration. Regional development mainly ensures effective and regular communication among businesses, governments and community groups. Additionally it ensures properly maintained infrastructure, access to skill development opportunities, and community enthusiasm enhancement and commitment (Bendavid-Val, 1991).
3.4. **Tourism in Canada**

The constant and sustained rise of tourism has been recorded over the last 50 years. According to the World Tourism Organization International (WTOI), tourism has grown annually by 10 percent over the period of 1995 – 2000 (WTO, 2002). The growth of tourism in Canada is even more significant and therefore tourism is considered to be an important economic driver in every region of Canada (Canadian Tourism Commission, 2010).

The government of Canada in its annual “tourism” report reveals the rural areas of Canada as areas which can benefit from positive tourism growth the most. The majority of rural areas are facing different challenges such as a decline in agricultural employment, lower wage rates, lower income and aging population. For these communities, tourism has increasing prominence as a tool for rural development (Canadian Tourism Commission, 2010). However, the transition from traditional Canadian rural economies to tourism based economies brings challenges for community leaderships as well as its inhabitants. The main challenges are in deciding how to plan and implement rural tourism activities and how to create better community environment for tourism. Nevertheless if the transitional process is successfully completed, tourism development in the community can help to diversify and stabilize the economy, contribute to the tax base, create local jobs and business opportunities and bring money into the local economy.
3.5. Trails Planning

Canada’s rich and varied landscape creates a perfect environment for outdoor tourism activities, such as hiking, biking, horse riding, snowmobiling, etc. For this reason thousands of kilometres of trails with one or multiple use purposes, are woven through the Canadian regions (Ministry of Health Promotion, 2010).

Canadian trails development has several positive contributions to the society, communities and to the overall well-being of Canada. First, trails support an active lifestyle that improves the health of its users. It has been proven that physical activity helps prevent heart disease, diabetes, osteoporosis, obesity, colon cancer and also depression. Physical activity also reduces stress and improves overall mental health. Together this proves that Canadian trails can save millions in health care spendings (Ministry of Health Promotion, 2010).

Secondly, the well-developed trail networks attract tourists to rural communities. The increasing tourism rate contributes to the creation of new jobs and brings financial resources into the local economies when tourists spend money in local restaurants, hotels, retailer shops and in local gas stations. In Ontario alone, it has been estimated that trails contribute 2 billion CAD per year to the provincial economy (Ministry of Health Promotion, 2010). The creation of new trails also increases the land property estimated value, saves natural Canadian heritage, brings more recreational opportunities and gives Canadians more chances to get in touch with nature (Ministry of Health Promotion, 2007).
The third contribution of trails is strengthened social fabric. Most of the trails are developed as a result of volunteer work. In Canada the well-working system of volunteers is considered to be a measure of the vitality of Canadian society. People are working together, investing free time and their own land and therefore they are creating common social value, which are all practices that produce stronger communities (Ministry of Health Promotion, 2010).

Other contributions are in conserving and appreciating the Canadian environment. As a result of the well-developed trail network system, people get a chance to discover the incredibly varied landscape of Canadian rural areas, diverse plant and animal habitats and also to explore historical places like the canal locks and old mills (Ministry of Health Promotion, 2010).

3.6. Equine Trails

Owing to the recent emphasis on a healthy and active life style of the Canadian population, equine tourism (tourism involving horses) is considered a fast growing segment in the tourism industry (Key informants, September, 2012). Many factors are influencing the development of horse tourism. It is evident that Canadians continuously have less free time. As a result horse trail availability is an ideal opportunity for short leisure/vocational escapes satisfying current trends in economy and society. Canadians are taking shorter vacations, such as long weekends and overnight trips in order to stay closer to home. As a result they are looking for active vacations with many experiences and activities, rather than just passive experiences (Peragro Media, 2011). Other reasons why people prefer equine tourism over any than other type of hiking activity is the need
to escape city life and the desire to interact with animals in their natural, undisturbed habitat (Key informants, September, 2012)

The popularity of horse-based activities has been increasing in the last 20 years. Horse stables and entrepreneurs running their horse related businesses can, under few conditions, significantly benefit from this interest. Better promotion of services, modern facilities and richer offerings of interesting services with live animals will get the attention of tourists from urban areas and therefore bring additional income for currently financially struggling horse stable operators. Perhaps, the increasing number of tourists in rural areas will not bring the additional income only to entrepreneurs but also to the whole rural community (Key informants, September, 2012).

3.7. Summary

The literature review provided an overview of the history and current trends in Canadian rural development. The importance of community participation in the rural development planning is one of the key factors which leads to better community prosperity and economic stability. According to many authors, rural communities have to use their own unique local resources and convert them into the profitable assets. The rural planning should be in close coordination also with urban development and react to the demands of the urban population. If the rural communities do so, they can benefit from their agriculture production, natural preservation and mainly from their recreation and agro tourism services offer. In this sense, multipurpose and equine trail planning and development, can enhance the rural areas and increase their attractiveness. Rural
communities with a well established trail network are known as healthy and empowered communities.

The next chapter will review the research design and methodology used. The following set of methods and analysis were implemented to achieve optimal research results and to meet criteria of proposed objectives.
CHAPTER FOUR - METHODS

This chapter outlines the methodology that was used to evaluate the current equine trail network situation in Wellington County; to design project development of a new equine trail in Wellington County and to suggest its monitoring and evaluation approach; and to evaluate the impact of a new equine trail on the Wellington rural community. The intent of the data collection was to collect primary and secondary data, as well as quantitative and qualitative data from the representatives of Wellington’s horse industry; and to group and analyse them using appropriate techniques. Each acquisition and analysis method used in this research represents the most effective tool in achieving quality results. The following table [Table 4, p 33] illustrates the research structure and its data acquisition and analytical methods.
Table 4. Research Structure

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Research Questions</th>
<th>Source(s) of Data/Methods</th>
<th>Codes for Data Organizing/Themes</th>
<th>Analytical Methods</th>
</tr>
</thead>
</table>
| **Objective 1:** To identify current horse network system in Wellington County | *What is the current situation of the Wellington County trail network system?*  
*Can multipurpose trails also be used for horse back riding?*  
*What are the equine trail development constraints and opportunities?* | Secondary data review  
Key informant interviews  
Survey                                                                 | Current trail network  
Plans for trail network development  
Spatial information  
Constraints and opportunities | “Multi-criteria Decision Analysis (MCDA)”  
Content analysis and synthesis of findings  
Qualitative data analysis  
Descriptive statistical analysis |
| **Objective 2:** To develop a model project for an equine trail building and management in Wellington County and to suggest a trails monitoring and evaluation approach | *What is the best model for equine trail building and management in Wellington County?*  
*What is the best approach for equine trail project monitoring and evaluation?* | Secondary data review  
Key informant interviews  
Survey                                                                 | Stakeholders  
Trail building  
Legal issues and agreement, responsibilities  
Different M&E approaches | Content analysis and synthesis of findings  
Qualitative data analysis |
| **Objective 3:** To propose an approach to assessing the impact of a new equine trail on rural communities | *What is the impact of an equine trail on rural communities and their agriculture, environment, social life, economics, empowerment and sustainability?* | Secondary data review  
Key informant interviews  
Survey                                                                 | Agricultural impact  
Environmental impact  
Community economic sustainability  
Community development  
Community interests | Content analysis and synthesis of findings  
Qualitative data analysis |
4.1. **Data Acquisition Methods**

To successfully meet all three target objectives, the use of different data acquisition techniques were employed. For the purposes of this thesis the following methods were chosen as the most effective:

4.1.1. **Secondary Data Review**

Content analysis and synthesis of findings were two of the major methods used in this research. Secondary data from the literature review supported findings from the research (primary data), and was the key element for all research objectives. The synthesis of findings helped summarize critical points of current knowledge in the field of rural planning and trail development. Therefore, the synthesis of findings contributed towards a better methodological technique in research.

Most of the documents and required literature were gathered from the University of Guelph library. Documents which contain information about the horse industry in Ontario and Wellington County were obtained from several sources, such as Equine Guelph (Equine Guelph, 2011), Ontario Trail Council (OTC, 2010), Wellington County (County of Wellington, 2011), Ontario Equestrian Federation (Ontario Equestrian Federation, 2012), Grand River Conservation Authority (GRCA, 2002), and many other documents from small organizations, and horse related web sources (Wright, Cation, 1996), (Wright, n.d.), (Whinny Acres, 2012), (Boa, 2009), (OCTRA, 2012), (OTRA, 2003), (OFSC, 2011), (RTRA, 2012), (WATRC, 2005). A significant portion of the data used in this research was obtained from Census of Agriculture 2001, 2006, 2011; and Statistics Canada 2006 and 2011. Mainly quantitative data revealed the information about
the horse industry’s economic value, number of horses, and their significance towards Wellington County.

4.1.2. Key Informant Interview

The method of Key Informant Interview was used to collect data for all three research objectives. Key informants revealed information about the current situation of equine trail network in Wellington County. Further more the informants informed about possible equine trail network support, constraints, opportunities and trail building preferences. By the KII technique also a data about the project development and its monitoring and evaluation approaches were collected. For the third objective, the informants expressed their opinions about possible impacts of a new equine trail on rural communities.

Key informant recruitment was conducted using the snowball sampling method. A total of 30 key informant interviews (KII) were organized. Key informants were representatives from the following organizations, associations and local stakeholders: Ontario Trail Council, Wellington County, Ontario Equestrian Federation, Rockwood Trail riders organization, Ontario Competitive Trail Riders Association, Ontario Trail Council, Wellington Trail Riders, Wellington-Eglington hunt Club, Equine Guelph (UoG) association, professional evaluator, representatives of local horse stable operators/horse owners/horse riders. Interviews with local stakeholders (15 out of 30) were conducted until the saturation point. The saturation point is reached when every additional interview does not bring any new information.

For the purposes of this research the key informant guide was developed (See Appendix B). Question (approximately 15 questions/interview) in the KII guide varied
according to key informants’ relationship towards Wellington horse industry. The interviews were approximately 45 minutes to 1 hour long.

4.1.3. Sample Survey

The purpose of the survey was to determine participants’ opinion about current horse trail networks in Wellington County in terms of satisfaction; development supports and constraints, trail availability, willingness to ride on horse trails; and suggestions for improvements. The survey also contained clarifying questions such as the respondents’ relationship to the Wellington’s horse industry, whether they used horse trails in different counties, and their perception about a good equine trail length and location. These questions were chosen to broaden the spectrum of research information as well as to encompass research overall comprehensiveness. The questionnaire included 37 structured and semi-structured questions (See appendix A) with an estimated time for completion of about 15-20 minutes.

Surveys were conducted online and in-person. The online survey was developed on Survey Monkey. Survey Monkey is an online survey generator. The survey link was sent out electronically. Farmers, riders, horse trail users, entrepreneurs and other who are involved in horse industry represented the targeted sample. Prior to the survey, a detailed notice about the research and its purpose and specification were sent to all potential participants. In order not to discriminate against potential participants without available email addresses, other distribution methods of the survey were conducted such as through social media, and web pages of horse and trails related organizations (Equine Guelph, Ontario Trail Council, Ontario Equestrian Federation). Only a few hard copy
questionnaires were handed out to participants. These methods generated a total of 73 completed surveys.
4.2. Analytical Methods

4.2.1. Identification of Potential Equine Trails in Wellington County

“The Multi-criteria Decision Analysis” of existing multipurpose trails in Wellington County was used to identify sites with potential for equine development based on criteria from “Equestrian design guidebook for trails, trailheads, and campgrounds (2009)” written by Hancock, Hoek, Bradshaw & Coffman. Some criteria were modified according to preferences of Wellington horse trail riders. Using ArcGIS (Geographic Information System), the spatial Wellington trail network information were visualized and analyzed according to length, usage, access, suitability for horseback riding, surface, and location – distance to rural communities and to commercial horse stables.

4.2.2. Content Analysis and Synthesis of Findings

Content analysis of key attributes and synthesis of findings of documents was used for all three objectives (see Table 4. Research Structure, p. 33). Particularly important for the first objective, was to obtain information about the current trail development, its constraints and opportunities in Wellington County. The main sources of information which were used consist of: Wellington Master Plan, Ontario Trail Council web sites and documents, as well as the Ontario Equestrian Federation documents.

For the second objectives the content analysis and synthesis of findings were used to collect data about any already existing “equine trail project development proposals”. Content analysis also assisted in identification of all possible monitoring and evaluation approaches for equine trail projects.
Secondary data review contributed to the creation of a Wellington Equine Trail Impact Assessment. The Impact Assessment mainly provided information about horse trail influence on Wellington rural communities from an economic, social and environmental point of view. Content analysis of the success and failure of the trail/equine trail projects case studies identified the impact of new trail projects for rural communities.

4.2.3. Qualitative Data Analysis

Qualitative analysis was used to sort and analyse data collected by key informant interviews. Data gathered were coded and organized according to particular themes as is illustrated by the following figure:

*Figure 5. Organization and coding system of qualitative research data – theme “Wellington County”*
Figure 6. Organization and coding system of qualitative research data – theme “Private Stakeholders”

Figure 7. Organization and coding system of qualitative research data – theme “Rural Communities”
4.2.4. Descriptive Statistical Analysis

Using statistical data, the graphs and tables were created in an effort to identify the current situation of the Wellington horse industry; to describe public interest about horse trails; to graphically express riders expectations and tradition riding routine and styles; and to identify horse network development potentials. The analysis also revealed the interrelation between different groups of trail users and their opinions about the horse trail network in Wellington County. Their preferences in terms of trails length and location were identified as well. Descriptive statistics was used for creating the survey participants profile. This profile describes the participants in terms of gender, education achievements, occupations, and their relations to the Wellington horse industry.

4.3. Summary

This chapter has presented an overview of the research framework, design, and the methods used for collecting data for this project. The main framework of the project was designed in order to obtain maximum needed information, which could be used for completing research objectives. The research seeks to identify the current equine trail network situation; to suggest equine trail project development and its evaluation and monitoring; and to describe the impact assessment of a new equine trail on Wellington rural communities. Data collection methods such as Secondary Data Review, Key Informant Interviews, and Sample Survey have been used as they best suit the data acquisition requirements of this project. The data collected for this research project has been analyzed using both qualitative and quantitative analysis methods.

In the next chapter the results of this research will be described. The results are divided into two main parts. The first part is practical and identifies the current
Wellington horse trail network situation. The other parts have theoretical base and they suggest the “Wellington County Equine Trail Project Development Proposal” and its evaluation and monitoring approach. The last section, which is also theoretical, identifies the potential impact of a new equine trail on Wellington rural communities.
CHAPTER FIVE – IDENTIFICATION OF WELLINGTON EQUINE TRAIL NETWORK

This chapter summarizes the findings of the current situation of the equine network in Wellington County. Contrary to other results in the chapters, this chapter is more practical, as it is mostly based on primary data obtained from key informants interview and survey results. Therefore, this chapter will reveal the attitude of the main organizations related to trails towards the equine trail development. This will be followed by public opinions and preferences about the equine trail development. The next section will deal with spatial analysis of the existing multipurpose trails in Wellington County. Based on the horse trail specifications and safety criteria for horseback riding, the spatial analysis will disclose any current multipurpose trails in Wellington County that can be used for horseback riding. A list of opportunities and constraints derived from the findings of this research will help potential project initiators to effectively establish future horse trails in Wellington County.

5.1. Current Horse Trails Network Situation

5.1.1. Organizations Involved in Wellington County Trails Development

County of Wellington, Grand River Conservation Authority and Ontario Trail Council represent the three main players in terms of trail network development in Wellington County. These organizations maintain more than 200km of trails within the County of Wellington. Other small and frequently local organizations are not usually interested in the factors surrounding equine problems, or their resources are insufficient.
County of Wellington owns and maintains over 16 km of multipurpose trails placed all around Wellington County. Despite the limited budget (25,000 CAD/annually) the official planners of Wellington County have been successfully working on Wellington trail development, ongoing maintenance, new/upgraded infrastructure and trail promotion. Unfortunately, out of these 16 km trails maintained by Wellington County, there are none which would allow horseback riding. Even though, the Wellington County trail planners are aware of the increasing public interest in equine trail development, the Wellington County’s “5 Year Trail Plan”, established for the years 2011-2015, does not contain any future equine trail project.

Grand River Conservation Authority (GRCA) owns and maintains several trails in Wellington County as well. During past years horseback riding was allowed on numerous trails owned by GRCA. This was possible with the purchase of a personal season’s pass button which the rider had to wear during the ride. Before purchasing the button, the rider had to sign an agreement where he/she agreed to adhere to GRCA’s trail policies and buy liability insurance. GRCA claims that this simple rule worked well for several years. Nevertheless, with rapid development of multipurpose trails and increasing popularity of horseback riding, riders started to use the trails where horseback riding was not allowed. Only a few of them bought the actual annual pass for the devoted horse trails. This, together with many complaints received from other trail users, forced the GRCA to completely restrict horseback riding on its properties.

Although, horseback riding is prohibited on most of the GRCA land, there are a few permitted sections of Eldora Cataract Trail way where horseback riding is still allowed. This trail, with its segments, represents the only devoted horse trail in the whole
Wellington County [Figure 8, p. 45]. Still this trail is frequently used by hikers, bikers and in winter even cross country skiers and snowmobile fans. Therefore, the safety requirements for horseback riding cannot be fulfilled and riding there is hazardous not only for riders but also for the other users.

Figure 8. Multipurpose trail and Elora Cataract Trailway

Source: Scholars GeoPorta, 2012; GIS data from Wellington County, 2012
Ontario Trail Council (OTC) is an organization involved in developing and maintaining trails all around Ontario. Their aim is to build a trail network which would be accessible for everyone, and will satisfy everyone needs and wants. In terms of equestrian trails the OTC has been usually cooperating with “Ontario Competitive Trail Riders Association” (OCTRA). Based on suggestions and projects made by OCTRA representatives, the OTC already created many equine trails in Ontario. Wellington County, however, has not been, incorporated into the OTC plans for equestrian trail network development.

5.1.2. Trail Use and Riding Preferences

This section outlines the trail users opinion and preferences about the current Wellington equine trail network. All information is based on survey results. This section first describes the sampling structure and participants demographics. It will be followed by the respondent’s information about their trail use and their riding preferences.

5.1.2.1. Sampling Structure and participants Demographics

A sample of 74 participants (42 female, 14 male, and 19 preferred not to specify) volunteered to participate in this research. They represented horse farms operators/entrepreneurs/horse riders/horse owners [Figure 9, p.47].
The participants were asked to identify several demographic characteristics including occupation, level of education, gender, age, and residence. The breakdown for the occupation and level of education of the participants can be seen in Table 5 (p. 49) and Figure 10 (p. 48) on the following pages. The occupations of the participants were categorized into the main occupational categories outlined by Statistics Canada (2011, Catalogue no. 12-583-X). The “Other” category was used for individuals that maintained anonymity. Only 14 percent of survey representatives identified his/her occupation as strictly related to the horse industry (stable operator, breeder, farrier). According to the survey data, the remaining participants were not working in the horse industry at all, or their main employment was off farm.

Figure 9. Survey participants’ relationship to horse industry
Many of the respondents declared that they completed a higher level of education. More than 32 percent of all respondents achieved a four year college degree (Ba, Bsc.), and 14 percent achieved even higher educational achievement. This surpasses the Wellington County average level of education (population 15 years and over), where the median level of education was either a high school certificate or equivalent with a total of 28 percent (Statistics Canada, 2007). The survey participants varied in age from 19 to 80, with the mean age being 50. The only requirement for survey participants was to be a Wellington County citizen and have a close connection to the Wellington horse industry.

![Figure 10. Survey participants’ education achievements](chart.png)
Table 5. *Occupation breakdown of survey participants*

<table>
<thead>
<tr>
<th>Occupation</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Forestry, Fishing and Hunting</td>
<td>13.6%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>1.2%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>3.7%</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>1.2%</td>
</tr>
<tr>
<td>Information and Cultural Industries</td>
<td>2.5%</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>6.2%</td>
</tr>
<tr>
<td>Real Estate and Rental and Leasing</td>
<td>1.2%</td>
</tr>
<tr>
<td>Professional, Scientific and Technical Services</td>
<td>4.9%</td>
</tr>
<tr>
<td>Management of Companies and Enterprises</td>
<td>3.7%</td>
</tr>
<tr>
<td>Educational Services</td>
<td>6.2%</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>2.5%</td>
</tr>
<tr>
<td>Arts, Entertainment and Recreation</td>
<td>3.7%</td>
</tr>
<tr>
<td>Other Services - except Public Administration</td>
<td>6.2%</td>
</tr>
<tr>
<td>Public Administration</td>
<td>2.5%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>4.9%</td>
</tr>
<tr>
<td>Other</td>
<td>35.8%</td>
</tr>
</tbody>
</table>

The number of horses in Wellington County indicates the popularity of horseback riding among Wellington inhabitants. When riding a horse (practice, exercise, or leisure), the majority of Wellington riders ride around their farm property, use their own arena or take their horses to different locations where more horse trails are available [Figure 11, p. 50].
Figure 11. Wellington riders’ regular places for ride

Even though riders indicated their riding places elsewhere, most of them identified their ideal ride on the horse trail [Figure 12, p. 50]. The majority of men and women also identified that the lack of available trails is a large barrier which stops them from their ideal ride [Table 6, p.51].

Figure 12. Respondents preferred places for ideal ride
Table 6. **Barriers which stop riders from ideal rides**

<table>
<thead>
<tr>
<th></th>
<th>No facilities</th>
<th>No horse trails available</th>
<th>No farm property</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
</tr>
<tr>
<td>Female</td>
<td>3</td>
<td>8%</td>
<td>30</td>
<td>77%</td>
</tr>
<tr>
<td>Male</td>
<td>1</td>
<td>8%</td>
<td>6</td>
<td>46%</td>
</tr>
</tbody>
</table>

5.1.3. **Satisfaction with Wellington Equine Trails Conditions**

Stated positive interest gives us a picture of the riding preferences and an insight to the interest in the country site as well as remarkable potentials of countryside horseback riding in Wellington County. Unfortunately current conditions do not allow riders to explore Wellington’s nature and its countryside, causing riders dissatisfaction with the Wellington horse trail network.

Over 45 percent of all respondents indicate the trail network condition as extremely bad [Table 7, p. 52]. Only less than 5 percent of all respondents see the Wellington trail network in being in good shape. Also it is very interesting to compare the level of satisfaction with trails of different participants groups (entrepreneurs, horse owners, horse riders, horse farm operators) [Table 7, p.52]. While the majority of entrepreneurs running their horse related business indicated that the Wellington horse trail situation is extremely bad, only 36.7 percent of horse farm operators feel disappointed with current situation. Significant number of respondents from horse farm operators and horse owners’ participants group describe the situation as neither good nor bad. Nevertheless, based on other research results, all respondent groups would seek at
least some improvement and development of equine trails (Key informants, September – December, 2012).

<table>
<thead>
<tr>
<th>Horse farm operator</th>
<th>Dissatisfied</th>
<th>Moderate dissatisfied</th>
<th>Neutral</th>
<th>Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
<td>No.</td>
</tr>
<tr>
<td>8</td>
<td>36.3</td>
<td>3</td>
<td>13.6</td>
<td>31.8</td>
</tr>
<tr>
<td>24</td>
<td>48.0</td>
<td>5</td>
<td>10.0</td>
<td>18.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Horse owner</th>
<th>Dissatisfied</th>
<th>Moderate dissatisfied</th>
<th>Neutral</th>
<th>Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
<td>No.</td>
</tr>
<tr>
<td>20</td>
<td>10.0</td>
<td>10.0</td>
<td>11</td>
<td>22.9</td>
</tr>
<tr>
<td>5</td>
<td>50.0</td>
<td>1</td>
<td>10.0</td>
<td>20.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Horse rider</th>
<th>Dissatisfied</th>
<th>Moderate dissatisfied</th>
<th>Neutral</th>
<th>Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
<td>No.</td>
</tr>
<tr>
<td>5</td>
<td>10.0</td>
<td>10.0</td>
<td>11</td>
<td>22.9</td>
</tr>
<tr>
<td>2</td>
<td>20.0</td>
<td>20.0</td>
<td>2</td>
<td>20.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Entrepreneur</th>
<th>Dissatisfied</th>
<th>Moderate dissatisfied</th>
<th>Neutral</th>
<th>Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
<td>No.</td>
</tr>
<tr>
<td>5</td>
<td>50.0</td>
<td>1</td>
<td>10.0</td>
<td>20.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other</th>
<th>Dissatisfied</th>
<th>Moderate dissatisfied</th>
<th>Neutral</th>
<th>Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
<td>No.</td>
</tr>
<tr>
<td>2</td>
<td>40.0</td>
<td>1</td>
<td>10.0</td>
<td>20.0</td>
</tr>
</tbody>
</table>

Table 7. Level of satisfaction with horse trail network in Wellington County
Despite the Wellington horse trail network conditions, 42 percent of respondents still frequently use trails when riding. The frequency of trail riding differs with every rider. However, the results point out, the lowest frequency of trail riding is still four times per year/ rider. On the other hand, the majority of those 42 percent of respondents go for trail riding about 100 times per year. 87 percent of the research respondents also agreed that if the trails in Wellington County would be more available, they would use them more frequently for their riding.

5.1.4. Use of Other Trails by Wellington Riders

The current situation forced Wellington riders to trail their horses and go for a ride to a different County, where the equine trails are more available and the environment for horseback riding is overall better. Riding in different locations indicated over 54 percent of survey respondents. According to the survey data, counties with the most preferences for horse trail riding are Dufferin, Grey and Bruce [Figure 13, p. 54]. Many respondents also trail their horses to further localities, such as Algonquin Park, Kawartha lakes, London Areas, Caledon, York, Dundas Valley and Ganaraska Forest. The driving to different counties is quite expensive and is not a solution for everyone, as not everybody owns a horse trailer. Therefore, riders have been often using land which is not devoted to the horseback riding (96.6 percent of the respondents admitted to ride on not devoted land).
As a result most riders prefer to use a private property, agriculture land, parks and other trails [Figure 14, p. 54]. Some of the riders even ride on roads, placing themselves in danger. The use of agriculture land, other trails and parks is more secure for riding but may cause many conflicts among riders and land owners or other trail users.
Figure 14. Riding in other locations

5.2. Incorporation of Potential Equine Trail in the Existing Multipurpose Trail Network

Complicated process and enormous financial requirements of a new equine trail establishment may cause investors and project initiators reluctance towards project undertaking. Therefore, primary to the new project development, project initiators should look at the possibility to incorporate horseback riding with any of available multipurpose trails within the area of interest. This is considered the cheapest and easiest to develop a horse trail network (Gregory & Hagen, 2007). However, the chosen trails have to comply with horse riding safety regulations as well as fulfill other requirements for surface, length and/or accessibility.
In this section of the research different multipurpose existing trails in Wellington County (hiking, snowshoeing, walking) were analysed (by the MCDA analysis) for the suitability of horseback riding. Selected trails have to fulfill the following criteria:

**The trail does not cross the road**
Roads of higher categories are prohibited to be crossed by the horse trails as it would require the construction of a bridge or other passing infrastructure. According to safety regulations, the equine trail cannot cross the road. As horses are very sensitive animals, the contact with motorized vehicles can cause injury to the rider, horses or endanger road traffic (Key informants, October, 2012)

**Surface – natural materials**
Use of natural materials is required to comply with environmental standards, land protection and most importantly to protect the horses and horse riders (Hancock, Hoek, Bradshaw & Coffman, 2009).

**Non-motorized usage of trails, no biking**
The presents of bikers and motorized vehicles is strictly prohibited to protect safety of horses and their riders (Hancock, Hoek, Bradshaw & Coffman, 2009).

**Distance ≥ 6 km**
In order to satisfy the potential trail users, visitors and other users, the length of the trail has to be at least 6km (Survey responses, October – December, 2012).
The trail must have a parking lot for horse trailers

As a part of the infrastructure required for the horse trail, a parking lot has to be present to allow horse trailers operators to unload and load horses as well as park their vehicles for longer period of time (Hancock, Hoek, Bradshaw & Coffman, 2009).

The trail must be close to horse stables

The selection of the horse trail should consider horse industry facilities, like stables, riding schools, ranches, etc. and seek location with highest density of these facilities in order to maximize the benefit of the horse trail (Hancock, Hoek, Bradshaw & Coffman, 2009).

Preferably the trail should be placed on the public land (optional)

Despite the interest of the private sector in providing land for trail construction, situating the horse trail on the public properties would be preferable in order to avoid any future disputes with the land owners. Meanwhile a public property would be easier to administer (Hancock, Hoek, Bradshaw & Coffman, 2009).

The trail has to be placed in the rural area

The project of a new Wellington equine trail has been projected to help increase rural economic development and financial and economic stability of horse farmers. Therefore its location has to be in the rural areas.

In the following section, a process of existing trails elimination based upon the criteria outlined will be described. The “MCDA” analysis consisted of following steps:
**Step 1 and 2: Selection of trails longer than $\geq 6$ km and suitable trail usage**

Based on the spatial analysis seven tracks were consistent with the criteria. The tracks with the land of $\geq 6$ km and non-motorized usage and biking usage are:

Saugeen Valley Trail System (1); White’s Junction Trail (2); Elora Cataract Trailway (3); Kissing Bridge Trail (4); Speed River Trail Puslinch SR (5); Great Oak Trail (6); Little Track (7)
The results of GIS spatial analysis are shown in Figure 15 below

**Figure 15.** Location of trails equal or longer to 6 km

*Source:* Scholars GeoPorta, 2012; GIS data from Wellington County, 2012

**Step 3 and 4: Trails which do not cross roads and railways**

Based on the spatial analysis three tracks were selected from the list of previously selected trails. The tracks which do not cross roads and railways are:

- Speed River Trail Puslinch SR
- Great Oak Trail
- Little Track
The results of GIS spatial analysis are shown in Figure 16 below.

Figure 16. Location of trails which do not cross the road/railway

Source: Scholars GeoPorta, 2012; GIS data from Wellington County, 2012
Step 5: Trails within the rural area

Based on the spatial analysis all three previously selected trails are within rural area.

Figure 17 below graphically describes the GIS analysis.

*Figure 17. Wellington County with town’s 1km radius and City of Guelph borders*

*Source: Scholars GeoPorta, 2012; GIS data from Wellington County, 2012*
Step 6: Trails within the radius of 5 km from three and more horse stables

One of the equine trail criteria is its location to be near to at least 3 commercial stables. Based on the spatial analysis it was identified that there are 6 stables in close distance to the Speed Rive Trail Puslinch SR and even 7 stables near to Great Oak Trail. Only two stables are in close proximity to Little Track trail and therefore this trail will be excluded from further analysis. The spatial analysis is graphically described in Figure 18 below.

![Trails in close distance (5km) to commercial horse stables](image)

*Figure 18. Trails in close distance (5km) to commercial horse stables
Source: Scholars GeoPorta, 2012; GIS data from Wellington County, 2012; and secondary data analysis (stables location)*
Step 7: Trail surface

A suitable surface for horseback riding is required. This consists of natural surfaces such as sand, soil, clay, etc. (Norman, 2010) and the surface analysis was conducted. Land use analysis provides information about trails environment same as the information about trail surface. The analysis identified following trails information:

a) Great Oak Trail [Figure 19, p.64]:

**Surface:** Natural Surface  **Land use:** Majority of land use for pasture, marginal, winter-wheat; Minority of land is crop land, Coniferous forest

b) Speed River Trail Puslinch SR [Figure 20, p.65]:

**Surface:** Natural Surface  **Land use:** Mixed, Coniferous forest
Figure 19. Great Auk Trail and its natural environment

Source: Scholars GeoPorta, 2012; GIS data from Wellington County, 2012
Step 8: Land ownership

Determination of the landownership is crucial for the future steps for equine trail project realization (Wellington County, 2010). The public land is preferable over private land.

Speed River Trail Puslinch SR is located on seven land parcels [Figure 21, p. 66]. All of them are in private ownership.
Great Oak Trail is located on two land parcels [Figure 22, p. 67]. According to the spatial data research both parcels are in private ownership as well.

Figure 21. Speed River Trail Puslinch SR and parcels

Source: Based on Scholars GeoPorta, 2012; and GIS data obtained from Wellington County, 2012
Step 9: Parking lot for horse truck

The identification of parking lots availability is an important part of final trails analyses. The parking lots will serve to horse riders who have to drive their horses to the trail as their stables are located in distance.

After analysis it was identified that both Speed River Trail Puslinch SR and Great Oak Trail have available parking lots (Wellington County, 2010).
Step 10: Additional analysis

Additionally to GIS analysis the Wellington trails guide “Wellington Walks 2011” was reviewed. This document summarizes information about each trail in Wellington County and describes them in terms of accessibility, usage, surface, length and time opening. Unfortunately, the review of this document reveals that legislative and construction trails obstacles will prevent the trail to be used for horseback riding.

The trail “Speed River Trail Puslinch SR” fulfills all necessary requirements of equine trail. However, the trail is divided into two parts (each part is on one side of river). These two trail parts are connected by a wooden bridge and therefore the trail is not suitable for horseback riding as the bridge crossing does not comply with safety regulation for horseback riding.

Similar to the “Speed River Trail Puslinch SR” the “Great Auk Trail” fulfils the equine trail requirements. Nevertheless, the document “Wellington Walks 2011” describes the trail as a place for relaxation and meditation and therefore the silence and undisturbed behaviour of all users are required. For this reason the horseback riding will not be allowed on the “Great Auk Trail”.

Unfortunately, according to the conducted analysis, none of the current Wellington multipurpose trails can be use for horse back riding activities. The following graph summarizes the steps in the trails elimination process.
Figure 23. MCDA elimination steps

- **Criteria 1**: *Distance ≥ 6 km*
  - Selected Trails: Saugeen Valley Trail System, White’s Junction Trail, Elora Cataract Trailway, Kissing Bridge Trail, Speed River Trail Puslinch SR, Great Oak Trail, Little Track

- **Criteria 2**: *The trail does not cross the road and railway*
  - Selected Trails: Speed River Trail Puslinch SR, Great Oak Trail, Little Track

- **Criteria 3**: *The trail has to be placed in the rural area*
  - Selected Trails: Speed River Trail Puslinch SR, Great Oak Trail, Little Track

- **Criteria 4**: *The trail must be close to horse stables*
  - Selected Trails: Speed River Trail Puslinch SR, Great Oak Trail

- **Criteria 5**: *Trail surface – natural materials*
  - Selected Trails: Speed River Trail Puslinch SR, Great Oak Trail

- **Criteria 6**: *Preferably the trail should be placed on the public land (optional)*
  - Selected Trails: Speed River Trail Puslinch SR, Great Oak Trail

- **Criteria 7**: *Parking lot availability*
  - Selected Trails: Speed River Trail Puslinch SR, Great Oak Trail

- **Additional Criteria**: No trails suitable for horse back riding
5.3. **Equine Trail Development Constraints and Opportunities**

5.3.1. **Constraints**

Equine trail network development in Wellington County is constrained by lack of available land as well as financial requirements, coordinated effort for trail planning and promotion, public education, and legal policies adherence.

Financial requirements are considered to be one of the biggest concerns regarding equine trail development. The average project of the new equine trails costs approximately 10,000 – 11,000 CAD/1km (Wang, Macera, Scudder-Soucie, Schmid, Pratt, Buchner, Heath, 2004) (NBST, 2001). Keeping this in mind to build a 10km long equine trail will cost about 100,000 – 110,000 CAD. Without any support from stakeholders and organizations such a project will not be possible.

Partial financial support can be obtained from equestrian organizations such as the “Ontario Equestrian Federation” or trail organizations such as “Ontario Trail Council”. However, all of these organizations will require a submission of comprehensive plans describing the trail location, length, responsibilities, safety regulation, liabilities and other legal and security policies. Unfortunately, as of today, no effort to create such a plan was made either by the previously mentioned organizations or by private initiators.

Interestingly, despite the enormous interest of horse riders community and their willingness to participate in the process of trail development, there is no single organization lobbying and coordinating the horse trail development efforts. Also, the lack of information about horse trail riding causes many difficulties in terms of trail building.
and land acquisition. Landowners are aware of damages which can be done by horse riding to their property and are reluctant to cooperate. In addition other trail users (hikers, bikers) are aware of sharing trails with riders, mainly because they are afraid of horses, therefore equine trail project do not have strong public support.

5.3.2. Opportunities

There are many potential supporters for equine trail development in Wellington County. Nevertheless the support is dependent on the project ability to tackle issues such as: legal issues, responsibility adherence, security conditions, rules, liabilities issues, and financial transparency.

Also, despite the current decision, the GRCA confirmed that it is willing to discuss the situation, if there is any official “Wellington Equine Trail Organization” (similar for example to “snowmobile club”) which would be able to submit to the GRCA a proposal with stated responsibilities, rules, suggested location and activities connected with rules adherence. If such a proposal would be submitted to the GRCA, the organization will determine if some of its land can be designated for horseback riding.

There are many horse related organizations in Wellington County (see Appendix F, p 164) which can support planning a particular project either by financial help or by promotion. The OEF Recreational Funding Program in particular is designed to support trail building and Ontario rides education, therefore can be applicable for Wellington Equine Trail Project. Despite this program, major contribution of previously mentioned organizations can lay a foundation in the education about the positive effects of equine trails on rural communities, promoting safety regulation for horse trail users, emphasizing
the importance of liability insurance, educating other trail users about different horse trail related topics (e.g. what to do when meeting a rider and a horse?) and through many other promoting activities. Also equine trails contribute towards healthy active life styles of their users; hence health care organizations can also support the project as it is way how to support healthy population.

Riders and other people actively involved in the Wellington horse industry indicated their willingness to support the equine trail development either financially, by land and building equipment offer, or even by their own physical contribution in trail building and maintenance. Also small entrepreneurs such are horse farmers, stable owners, pet stores owners, veterinaries, farmer supply store owners, ferries, tack store owners, etc. indicated the willingness to support the trails by advertising and promotion (Key informants, September, 2012).

Small rural communities are aware about the public interest about equine trails and they see how important it is to the economy of the area. Therefore many of them can invest in the potential plan and support the project by for example organizing special events promoting events (trail adoption, show events, competition, etc.)

Trail existence in rural areas can contribute towards better economic prosperity and sustainability. Trails users support local economy by utilizing services such as gas station, restaurants, local convenient stores, camp site, hotels, etc. (personnel communication, September, 2012) as further analyzed under Impact Assessment (see Impact Assessment, pp.117)
Numerous horse facilities spatially distributed in Wellington County flourish the environment for trail horseback riding. Their presence is significantly important especially for those who will trail their horses to the trail and will seek overnight boarding place with all needed equipment.

As the questionnaire survey indicated there were few places identified where future trail project establishment will be possible or is required. Frequently identified were the following spaces were:

1. Eramosa township (from Orton through to the Jone´s Baseline);
2. North Wellington;
3. Arthur;
4. And Old railway line that runs from Elora to Guelph.
5. Erin area

Many participants designated the Erin area as a good place for horse trail development. Especially high concentration of horses and horse facilities, as well as having a positive approach towards horse trails by the Erin township administration; make Erin the most suitable area for this kind of project. The County of Wellington also indicated under utilized lands, such as Agreement Forest, where developments may be possible.

A growing demand for outdoor activities such as walking, hiking, horseback riding, bird watching, history sightseeing, also increase the importance of existing and newly developing trails. Nowadays people are seeking activities where they could enhance their physical exercise but at the same time experience inexpensive time in
nature. Families with children also benefit from the trails as it is considered by many as a safe and affordable activity for every family member. Location of a horse trail in Wellington County would bring many benefits in terms of accessibility from the main highway corridors would allow broad horse public utilization.

Another opportunity for horse trail development would be the trend in the retired demographic which is still an active population seeking outdoor, out of the city, leisure activities. Meanwhile the popularity of horse activities and sports among “baby boomers” is currently on the rise.

5.4. Discussion

Based on the findings, the equine trails network in Wellington County needs to be improved. Despite of the public significant interest in countryside riding, the environment for this type of activity does not exist (Key informants, September, 2012). The only horse trail (Elora Cataract Trail Way) does not meet the riders’ level of expectation in terms of the length, accessibility, equipment and security requirement for horseback riding (Key informants, September, 2012). Also, many conflicts have occurred among horseback riders and other trail users due to the insufficient information and lack of knowledge about horseback riding (Key informant, November, 2012). Particularly for this reason the Elora Cataract Trail Way is not popular by many horse riders (Key informants, September – November, 2012).

GRCA representatives indicated, that deficient support and interest in equine trail development is caused by numerous aspects. Dedicated organizations are missing important information about horse trail planning and building strategies. In addition,
reluctance of horse trail development is caused by the undisciplined behaviour of some riders, leading to development of a bad perception of the horse rider community. This together with almost zero promotion and minimum knowledge about its positive business and economic contribution makes the equine trail project unfeasible and therefore short of investment (Key informant, November, 2012).

The suggestion of trails related organization to create a “horse trail organization” which would lobby for equine trail development as a group (instead of individual attempts) seems to be the right way to proceed with new projects (Key informant, September – November, 2012). This organization has to be aware that the creation of a comprehensive equine trail project, where all the legal aspects, rules, responsibilities and management activities will be described, is the key to success. Also this group has to a provide plan ensuring the rules and responsibilities adherence by the trail users. Creation of a good relationship with the main horse and trails related organizations is another important step in trail development as the financial and promotion support for the project will be necessary. Additionally to that the association will have deal with the lack of available land (Key informants, September – November, 2013).
5.5. **Summary**

This chapter revealed the current horse trail network situation in Wellington County. The main findings represent the level of satisfaction with the horse trail network situation of Wellington trail riders and the development approaches of organizations related to horse trails issues. The second part of this section deals with the spatial analysis. With the given criteria the analysis revealed that no single trail, out of the existing multipurpose trails, can be used by horse rides. Mainly the trails are incompatible with security requirements, but also with requirements for the trail surface, length and proper accessibility. Therefore, the only option how to improve the horseback riding environment is to start developing projects for new equine trails.

The next chapter comprehensively outlines the project development for a new equine trail in Wellington County. This information is based on theoretical framework. Nevertheless, the project development has been designed in order to be used by any potential project initiators.
CHAPTER SIX – PROJECT DEVELOPMENT OF EQUINE TRAIL NETWORK IN WELLINGTON COUNTY

In the previous chapter, criteria for the creation of equine trail in Wellington County were outlined. In this chapter the elements of a project to establish an “Equine Trail Network in Wellington County are described. The process would be applicable to any new equine trail project undertaken in Wellington County. This chapter is based on theoretical framework.

6.1. Project Logic

6.1.1. Project Benefits

A Wellington Equine Trail will provide significant benefits to surrounding communities and their numerous horse riders. From an economic perspective, the trail and its features will allow a significant increase in horse tourism resulting in additional or completely new sources of income for local stables. The nature of an equine trail will allow an all-year operation which will help to extend the tourist season in the region. The establishment of a Wellington Equine Trail Not-for-Profit Organization ensures community involvement and promotional opportunities for local farmers, stables and entrepreneurs, while delivering care and attention to the condition of the trail. Another shared value for the community comes from protection of the environment through a carefully designed trail. Taking the approach of using environmentally friendly construction of the trail and organizing future responsibilities through local not-for-profit organizations while maintaining the lowest use costs possible, assures sustainable value creation in all senses-economic, social and environmental.
6.1.2. **Goal**

To create an equine trail network in Wellington County

6.1.3. **Objectives**

- Increasing the interest of people in Wellington equine trails
- Promoting new possibilities of equine trails, horse riding, horse related tourism with long distance riding overnight, and commercial uses
- Increasing cooperation between horse trail users and land owners around issues involving horses

6.1.4. **Activities**

The intended objectives of the project will be reached by a number of activities. A Wellington County environmental analysis conducted to gather all necessary data and information; creation of a guide Book with Equine trail construction regulations and other related instructions to prepare for a pilot study for stakeholders and future equine trail projects; development of a relationship with stakeholders to assess human resources and initiate cooperation; establishment of Equine Trail (Not-for-Profit) Organization to create a legal ownership body while ensuring the control of future trail spending, maintenance and financial operations; new Wellington Equine Trail planning and construction to create the trail project; promotion of the trail to inform the broader public and horse owners, and to advertise commercial riding for local stables; and evaluation of the whole project to assess by-law compliance and present results to current stakeholders and future supporters.
6.1.5. Inputs

Realization of the project requires primary industry data, and particular financial and human resources. Industry data consist of primary and secondary data collection and their analysis. The results will be used for the process of designing.

The financial resources are expected to be $190,856. The financial support is being provided by Ontario Equestrian Federation, Ontario Trail Council and private sponsors. The project planning and implementing requires one project manager/planner, one instructor to serve as a leader of an information session and four local construction workers for trail building.

6.1.6. Outputs

The Wellington Equine Trail

The Wellington Equine Trail has a designed length of 15 km, with construction planned for minimal natural intervention resulting from trail enhancement. The trail will be fully equipped with wooden bars for tethering horses and watering troughs placed every 5 km along the trail. It will also feature two corrals for the horses, five resting places and two shelters.

The Equine Trail Association

The Wellington Equine Trail is a unique project because it is designed to use private properties unlike the majority of public trails which are built on public property. The project depends upon establishing an Equine Trail Organization, the stakeholders to include land owners, horse stable owners and riders of the organization, provide the necessary land in return for businesses promotion, tax reduction and creating share value through the Equine Trail Organization.
The Educational Program

The creation of an educational program in cooperation with the Ontario Equestrian Federation and Equine Guelph is another unique factor in the project that will increase public interest in Equine trails. The educational program provides information to riders by installing educational signs along the trail to inform them about equine care and current issues in the horse industry.

6.1.7. Outcomes

Present outputs will result in short-term outcomes which would have immediate benefits for local society.

Short-term outcome

- New equine trail availability encouraging local horse riders to use designated horse trails.
- Safety for horse riders and horses by utilization of trail specially designed and regulated for horse riding purposes with restricted access for bikers and hikers.
- Community integration through trail cooperation on trail planning and construction
- Increase in tourism activities through a new trail which will allow new leisure activities in the area - horse riding in the natural environment.

These short-term activities would result in several economic and social benefits.

Medium-term outcomes
- **Tourism season lengthened** through the equine trail availability for local stables providing horseback riding during the whole year.

- **Increasing revenues for local entrepreneurs** through availability of the trail allowing them to provide commercial horse rides without the expense of their own riding facilities.

- **Growing horse tourism in the county** caused by an increase in commercial and leisure horse riders.

- **Equine Trail Stationary equipment** inventory growth through increased number of riders demanding facilities for horse watering, resting and livery.

- **Community cooperation** resulting from its integration, existence of the organization and involvement around trail maintenance and improvements.

Medium outcomes would lead to social value creation through long-terms outcomes.

**Long-term outcomes**

- **Environment protection** through land conservation and environmentally friendly leisure activities in agricultural areas including a part of the Green Belt.

- **Rural community development** through social interaction, economic benefits resulting from tourism growth and opportunities for younger people to gain revenues without moving to urban areas.

- **Education** through implementation of educational signs and on-going workshops with animal care, environmental responsibility and sustainability workshops.
- **Equine trail operation** as a pilot study for development of similar equine trail concepts

Long-term outcomes should underlie the desired “ultimate” outcome related to the project goal; to increase the use of the Wellington Equine Trail.
Figure 24. Project Logic Scheme
6.2. Project Description

6.2.1. Work Breakdown Structure

See Appendix – E (pp.160)

The Work Breakdown Structure list includes all the necessary activities for achieving the project goal. The project structure has been broken down into ten sections allowing the manager/implementer to organize particular tasks into a specific timeframe.

First, regulatory information research is necessary to gather legal and regulatory information related to horse trails followed by safety regulations research. Based on this information, the guidelines, horse plans and related regulations will be assessed.

The following is a research and analysis of the Wellington County environment which reveals information about horse stables in the area, various local organizations including community councils and their activities, land owners and land availability, information about current trails and other important data needed for the suggestion of a suitable area for equine trail planning.

Once the researched information is organised and analyzed, a guide for equine trails can be created. This process includes preparation of legal and regulatory requirements, security requirements; compulsory inventory lists including details about background for horses and necessary utilities.

First, a solid budget estimate can be calculated having the information about the local environment and trail propositions from the guide.
Having all the necessary information about the local environment, trail guide and budget estimate allows the contact and development of relations with stakeholders. A conceptual project study must be prepared to support and allow the project idea presentation to potential stakeholders. It is important to develop a strategy on how to communicate the idea to the stakeholders and to prepare a survey determining actual interest in such a project. Project website creation is necessary to allow interested stakeholders to keep up with all information and the actual process related to the trail construction.

While addressing particular stakeholders, the organizations having experience, access to funds and governing power are the ones with highest priority. These stakeholders include Ontario Travel Association (Government of Canada), Ontario Trail Council, Canadian Land Bank (Ministry of Agriculture), and the Ontario Equestrian Federation (OEF). OEF is especially important due to its equine recreation programs funding (currently “OEF recreational funding Program”). Understanding the partnership potential and feasibility of the project determined through meeting with these organizations’ representatives, the project study can be introduced to potential sponsors.

Electronic communication and phone calls allow more detailed introduction of the project to local communities including farmers, land owners, horse stable operators, individual horse owners and horse riders. Meanwhile, first personal contact with this stakeholder group can provide necessary information about land and terrain for horse trail planning.
Knowing the approximate area and land availability, first stakeholder information session about the equine trail project can be held. For that session, it is important to prepare a participant list and hire/choose coordinator/instructor for presenting the information to the stakeholders. Other ordinary duties would forego the session including mailing invitations, preparing the presentation and printing out the technical manual (trail guide) for participants.

One of the goals of the information session is to receive feedback about the Non-for-Profit organization and related agenda.

When the agreements on financial support with particular stakeholders are signed, the process of the Wellington Equine Trail creation can start. The trail planning is accompanied with signing of the agreements about land use with concerned land and stable owners and other settlements needing approval by concerned organizations.

Trail planning and design is a process needed to complete the final project of the trail. The tasks include: obtaining terrain data to suggest ground shaping and terrain adjustment where needed through selecting the right material for trail covering and contacting potential suppliers, selecting uniform signs for equine trails, designing trail accessories for riders and horses, completing the plan for the project with a specific budget.

The last step, before the Wellington Equine Trail own construction process, is organizing the labour including construction schedule and delegating duties and responsibilities.
The only material other than ground soil and surrounding natural resources will be the geotextile mix containing biodegradable textile parts, which together allow soft grip and water absorption. All the remaining profile and foundation of the trail will be in its natural form allowing the horse riders the right natural trail experience. Mounted signs and trail accessories will be the only not biodegradable component on the trail.

The field work includes ground shaping and terrain adjustment to soften the surface while avoiding the water erosion and surface finishing with geotextile mix used for covering hard surfaces and places where it is necessary to prevent any injuries for horses (roots, stones, etc.). Signs and guideposts as well as accessories for riders and their horses are installed according to the trail guide allowing easy and safe navigation through trail with designated places for rest, watering and shelters for weather emergency incidents.

The organization website, Ontario Trail Council website as well as Ontario Travel website will be used to electronically publish the Wellington Equine Trail Route.

Interconnection of the equine trail and educational programs will be established through cooperation with various educational institutions and organizations such as the University of Guelph, OEF, Equine Guelph, Ontario Society for Environment Education, and others by choosing suitable themes for educational signs and workshops. Assigned dates and the workshops’ topics will be set up to inform and promote the events before each season.

Promotion of the trail will be assessed through the enhancement of online marketing. Key components will be listings on Ontario official websites, equine
associations’ website and the organization’s own website. The organization’s website will include trail and association information. Also, the website will include information on stakeholders businesses.

Trail opening and related information will be announced through local media including newspapers and magazines presenting new equine trail features and its benefits to the community.

6.2.2. Project Gantt Chart

(See following page 89)
Figure 25. “Wellington Equine Trail” project Gantt Chart
6.2.3. Project Scheduling

The Wellington Equine Trail project is scheduled for two years. All scheduled activities are expected to be done in the proposed time to achieve maximal success of the project. The project scheduling contains five milestones which are fundamental for the project implementation.

The first milestone is the trail Guide Book completion. The Guide book represents important information about the equine trail creation, following promotion and even the ideas about the future equine trail expansion in Wellington County. Its completion and distribution will play the main role in gaining interest about the project from future supporters and stakeholders. Another milestone of the project is the information session. The information session will be scheduled after all stakeholders and interest association rapprochement and the list of participants’ settlement. The establishment of the Equine Trail organization and all necessary agreements from involved organization and land owners are obtained; the equine trail construction process will be permitted. The construction work is scheduled for three months. The work include trail engineering, data digitalization, ground shaping where necessary, surface enhancement where necessary, signing, installation of educational signs and listing the trail in the map. Five months after the launch of the Wellington Equine Trail opening the evaluation report of the project will be presented to the sponsors, stakeholders and involved associations.
6.2.4. **Budget**

The project of the Equine trail has been designed to have the lowest construction costs possible. The budget [Table 8, p. 92] includes all necessary items for trail designing, planning, building and promotion. In reality the initial cost can significantly decrease through involvement of volunteers instead of paid labour.
Table 8. “Wellington Equine Trail” project budget

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<tr>
<th>Description</th>
<th>Units</th>
<th>Number of Units</th>
<th>Unit cost where applicable</th>
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<td>Copies of the trail guide</td>
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<td>Signage</td>
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<td>Educational signs design and installation</td>
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<td></td>
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<td><strong>Compact tractor + accessories:</strong></td>
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<tr>
<td>B3030HSDC</td>
<td>tractor</td>
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<td>100</td>
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</table>
**Land**

The most expensive budget item in any trail project is the land purchase. In the Wellington Equine Trail project, this has been solved by the establishment of a non-profit organization of land and stables owners. The members of the association will participate in the project by providing or, for minimal cost, loaning their land in return for promotion, tax relief and creation of shared value.

**Human resources**

The time schedule of the project is designed for 2 years. One manager/planner (possibly UoG master student pursuing Rural Planning and Development program) will be involved in project planning and supervising with the responsibility for the project and its realization for the entire two year period. It is estimated that the project manager/planner will be working four days a week, five hours per day.

For trail construction four local construction workers will be hired. The trail building time has been established for three months. It is estimated that construction workers will be working five days a week, eight hours per day.

The information session will be conducted by a hired instructor. The instructor’s salary for the session is estimated for 200 dollars. The information session will be held only once as other communication with participants will be completed on the phone or on-line.
**Truck Rental**

For the construction purposes the GM Express, Ford will be rented. The truck rental is available from the Enterprise Company for 999 CAD per month. The truck is for 5 passengers and has large back space for material. The gas consumption of the truck is 15l/100 km. It is estimated that the truck will be used every day during the trail construction.

**Purchase of Compact Tractor**

The purchase of a tractor will allow a significant decrease to the construction cost while hiring construction workers or building the trail by volunteers. The compact tractor will be used for year round trail maintenance and trail expansion in the future.

The need for a compact tractor purchase will be determined after meeting with stakeholders from which the budget, material resources and human resources will be determined.

**Trail Building**

Regarding the high construction cost of recreation trails, the Wellington trail will be designed with usage of local materials and with minimal planned ground shaping.

The trail will use the natural shape of the terrain in the proposed area with minimal terrain modification to retain natural character. The material cost and construction cost will be significantly lowered with the use of trail environment soil and surrounding materials. Terrain conditions will be taken into consideration during engineering and the natural landscape will be sustained as much as possible.
6.2.5. Project Authority Structure

Figure 26. “Wellington Equine Trail” project Authority Structure
6.2.6. Performance Management Framework

See Appendix – B (pp. 158)

6.2.7. Risk Analysis

There are some significant risks which can influence equine trail project outcomes. The risks are divided into 4 categories such as operational risk, financial risk, development risk and reputation risk.

As an operational risk for the equine trail project is considered the potential risk of project construction delay due to difficulties with negotiating all necessary agreements for trail building. It is important for the project to start the negotiation in advance and to prepare all necessary documentation.

Another significant operational risk is stakeholders (land owners and horse stable owners) refusal to join the equine trail association. In this case the whole project will be in jeopardy as the project is based on stakeholders’ cooperation by providing, or for minimal cost, loaning their land for equine trail purposes in return for promotion, tax deduction and economic shared value. To avoid land owners uncertainty about Equine Trail Organization it is necessary to provide comprehensive project information and enhance all the project benefits for the stakeholders.

The project will be co-financed by the Ontario Equestrian Federation grant. A grant refusal could negatively influence the whole project time schedule as it would be necessary to find new financial sponsors. The risk of grant refusal will be limited by comprehensive information of the project to the Ontario Equestrian Federation and well prepared documents for submission.
The Budget overlapping is a normal problem of inadequate budget estimation. In the case of the equine trail construction the budget overlap can appear only due to unpredictable construction problems. To avoid financial problems proper financial estimation is required.

As the land represents the limited resource the land price and the availability represent the highest risk. It can be anticipated by long term agreement with local landowners, long term loan provided by government and by utilization of land in greenbelt area in general.

The potential development risk is considered community cooperation failure. It can be caused by a lack of information or by unsuccessful promotion of the entire project. Community meetings must be done regularly.

The project depends upon good relationship between the landowners and riders. For the project’s well-being it is necessary to educate riders about the trail rules and constantly monitor the trail regulation adherence.

Reputation risks are possible accidents on the trail and consequent riders’ refusal of trail usage. To avoid any riders’ and horse injury it is necessary to monitor the trail regulation adherence.

For more details see Appendix – D (pp. 158)
6.2.8. Financial Analysis

The project is expected to create a set of social benefits in terms of healthy leisure activities, education, community economic development, employment, and environment protection.

Results will have a social value and the benefits created by the project will be greater than the costs of project implementation.

It must be prove that - Benefits of a project are greater than the costs of the project

- Financial analysis is concerned with profits (not applicable)
- Economic analysis is concerned with social benefits

5 basic strategies for assessing financial analysis (not applicable)

1. Pay-Back Period
2. Simple Rate of Return
3. Net Present Value
4. Benefit-Cost Ratio
5. Internal Rate of Return

Analysis with non-monetized elements can be applied to the equine trail project

As it is not possible to convert all relevant elements of a project to monetary equivalents two other forms of analysis can determine its economic perspective.

Least-Cost Analysis (LCA)

As the costs can be quantified, LCA can be used to calculate costs while assessing the benefits qualitatively.

LSA is assessing the degree to which they appear to meet needs, goals, and objectives for given costs. It shows that the equine trail project combines meeting priority needs, goals, and objectives at lowest cost.
As the subjective element in equine trail construction decision is present, the whole project will be discussed with and approved by stakeholders.

**The new trail cost** → Additional income of $55,000 dollars for each horse stable per year

($190,856) (4 customers a day for horse ride on the trail - 340 days in year )

→ Increase economic value of stables

→ Increase tourism in Wellington County

→ Environmental protection

**Trail maintenance cost** → Share value for the society

($8000/year)

→ Rural community development

→ Local labour employment

→ Land conservation

→ Whole year tourism season

**Cost-Efficiency Analysis (CEA)**

- Comparison of Wellington Trail cost estimates with other trail projects with similar benefits to society [Table 9, p.100]
Table 9. *Comparison of Trails Cost*

<table>
<thead>
<tr>
<th>Name</th>
<th>Place</th>
<th>Type</th>
<th>Length (Km)</th>
<th>Construction cost in $</th>
<th>Cost/Km $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wellington Equine trail</td>
<td>Canada, Ontario, Wellington County</td>
<td>Equestrian</td>
<td>15</td>
<td>190,856</td>
<td>12845</td>
</tr>
<tr>
<td>Nepopekum Creek Trail</td>
<td>Vancouver, Skagit Valley</td>
<td>Equestrian</td>
<td>30</td>
<td>624000</td>
<td>16707</td>
</tr>
<tr>
<td>Coyote Canon Trail</td>
<td>USA</td>
<td>Bicycle/</td>
<td>1.9</td>
<td>18401</td>
<td>9684</td>
</tr>
<tr>
<td>Unknown</td>
<td>Alberta</td>
<td>Hiking</td>
<td>17.3</td>
<td>289035</td>
<td>16707</td>
</tr>
</tbody>
</table>

*Source:* PricewaterhouseCoopers LLP, 2000
6.2. Monitoring and Evaluation Approach

In this section the monitoring and evaluation approach of the “Wellington Equine Trail Development” project will be outlined. Evaluation and monitoring process is the last part of the project life cycle. Evaluation establishes if the proposed project goal and objectives were effectively achieved and therefore its final report is mainly important for project investors.

6.3.1. Goal of the Evaluation

An evaluation of the “Equine trail in Wellington County” will provide information on how the project achieved its objectives and what other impact the trail for horse community will have. It also includes the impact of the trail on neighbouring landowners.

6.3.2. Evaluation Issues and Questions

An evaluation plan for “Equine trail in Wellington County” has been prepared to examine the issues of effectiveness and impact. The evaluation has been designed to assess how project objectives were achieved and focuses mainly on project outcomes. The project evaluation report will provide results evidence for project donors.

“Effectiveness” refers to how the project outputs and outcomes comply with stated goals and objectives of the project. The effectiveness provides information about changes occurring after the project intervention (Cummings, 2007).
The main effectiveness questions are

1. Has the horse trail retained users?
2. Has the level of satisfaction of horses trail users increased?
3. Has the trail users’ knowledge about Wellington horse industry increased?
4. What perception about the equine trail do neighbouring property owners have?

“Impact” provides information about long-term and sustainable changes, which occurred as the result of project intervention. Usually the impact refers to changes which affect the community or other beneficiaries of the project (Cummings, 2007).

The main impact question is the following: Has the horse industry environment in Wellington County been enhanced?
<table>
<thead>
<tr>
<th>Issue</th>
<th>Evaluation Questions</th>
<th>Indicators</th>
<th>Data Required</th>
<th>Source of Data</th>
<th>Method of Collection</th>
<th>Analysis</th>
<th>Responsibility</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectiveness</td>
<td>Has the horse trail retaining users?</td>
<td>Increasing number of horse riders repeatedly use the trail by 15%</td>
<td>Data on trails usage (participation rate)</td>
<td>Statements from Ontario Trail Council, Equine trail users, Wellington Trail Association</td>
<td>Document review; data review; survey</td>
<td>Document analysis; Simple qualitative analysis will be done on the survey data</td>
<td>Evaluator team</td>
<td>Unknown</td>
</tr>
<tr>
<td></td>
<td>Has the level of satisfaction of horse trail users increased?</td>
<td>Level of satisfaction increase by 30%</td>
<td>Users opinion (Likert scale)</td>
<td>Equine trail users</td>
<td>Pre and Post survey, focus group</td>
<td>Percentages will be calculated and statistical analysis will be done on the survey data, comparison of results</td>
<td>Evaluator team</td>
<td>Unknown</td>
</tr>
<tr>
<td></td>
<td>Has the trail users’ knowledge about Wellington horse industry increased?</td>
<td>Ability to describe Wellington horse industry</td>
<td>Users knowledge</td>
<td>Equine trail users</td>
<td>Pre and Post survey</td>
<td>Percentages will be calculated and statistical analysis will be done on the survey data, comparison of results</td>
<td>Evaluator team</td>
<td>Unknown</td>
</tr>
<tr>
<td></td>
<td>What is the perception of neighbouring property owners about the equine trail?</td>
<td>Number of complaints, positive feedback from the land owners/positive public acceptance</td>
<td>Data on trail impact to neighbouring property owners</td>
<td>Community councils, Ontario Trail Council, project implementors</td>
<td>Document analysis, focus group, key informant interviews</td>
<td>Document review and synthesis of the findings; Qualitative coding for emergent themes, comparison of results</td>
<td>Evaluator team</td>
<td>Unknown</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Has the horse industry environment enhanced?</td>
<td>Increase number (by 10%) of horse trails users in Wellington County</td>
<td>Information about numbers of horse trail users and their level of satisfaction with overall equine trail network situation in Wellington County</td>
<td>Ontario Trail Council, Ontario Equestrian Federation, Horse riders/horse owners</td>
<td>Document review, Data review, Key informants interview, Survey</td>
<td>Document analysis and synthesis of findings; Mean comparison of results; Quantitative coding for emergent themes</td>
<td>Evaluator team</td>
<td>Unknown</td>
</tr>
</tbody>
</table>

*Figure 27. Evaluation Issues and Questions*
6.3.3. Evaluation Details

6.3.3.1. Evaluation Type

A summative type of evaluation is proposed for the “Equine trail in Wellington County” project evaluation. This type of evaluation is specific for the end-of-project phase, meaning it focuses mainly on the outcomes of the project (CIDA, 2000). It will evaluate whether or not the goals and objectives of the project were achieved as expected, as well as evaluating whether or not the project has any unexpected side effects.

6.3.3.2. Evaluation Design

The evaluation of the “Equine trail in Wellington County” project will be participatory. The focus of the evaluation will be on sharing the knowledge between evaluator and project implementers. The project implementers will be involved in the evaluation design process as well playing the important role of key informants during data collection.

The evaluation will use a quasi-experimental approach, with two study groups and two comparison groups. The groups are categorized by the following aspects:

1. Trail exposure
   a. Study group: High dosage
   b. Comparison group: Low dosage

2. Property
   a. Study group: Property close to “Equine trail in Wellington County”
   b. Comparison group: Property not close to “Equine trail in Wellington County”
In addition to a quasi-experimental approach the evaluation will use a historical/retrospective approach. This approach will be used mainly for evaluation changes which occur after the project intervention.

6.3.3.3. Evaluation Methods

The evaluation will use mixed methods for data collection. The combination of qualitative and quantitative methods will help to obtain detailed picture about project goals and achievement of objectives. Usage of differing methods [Table 10., p.105] will prove the validity and reliability of the evaluation results (CIDA, 2000). The following table summarizes the methods:

Table 10. Data collection methods

<table>
<thead>
<tr>
<th>Qualitative Methods</th>
<th>Quantitative Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Document Review</td>
<td>Survey</td>
</tr>
<tr>
<td>Key Informant Interview</td>
<td>Data Review</td>
</tr>
<tr>
<td>Focus Group</td>
<td></td>
</tr>
</tbody>
</table>

Document review

Relevant documents will be collected. The most important documents will be provided by the Ontario Trail Council, the Ontario Equestrian Federation and councils of rural communities. The documents will provide information about the overall equine trail situation in the Wellington County, about the popularity of equine trails among Wellington riders /horse owners, and about the perception of the trail among neighbouring land owners.
Documents for review will include

- The Ontario Trail Council monthly issued reports (contains events, news, planning projects, issues relevant to trail in Wellington County)
- The Ontario Equestrian Federation quarterly issued report (contains events, news, statistical data about Wellington horse industry)
- Documents issued by councils of rural communities in Wellington County (contains issues within the communities, news, events, planning and completed projects)
- Other relevant documents

The document findings will be synthesized, coded, and analyzed according to particular themes.

Data review

Data review is a quantitative method of data collection which will provide information about the “Equine trail in Wellington County” popularity, particularly about its rates of retention of users. Relevant data will be used to provide information about the number of equine trails users in Wellington County. The data will be obtained mainly from Ontario Trail Council and the Ontario Equestrian Federation.

For the evaluation purposes, it is important to collect the following data:

- Statistical data about Wellington horse industry, mainly the number of horse trail users
- Quantitative data showing the retention rate of “Equine trail in Wellington County” users

The data gathered will be analysed and sorted according to particular themes.
Key informant interview (KII)

Particularly important for the project evaluation will be the Key informant interview. As the evaluation design states, there will be two sets of interviews of key informants conducted. One will be related to project effectiveness; the other will be related to project impact.

The first set of KIIs will provide in-depth information about the perception of neighbouring land owners about the trail. The negative or positive feedback will be considered as an important part of overall evaluation and will serve as a base for project improvement recommendations.

Key informants who will be interviewed will include, but are not limited to

- Project implementers (Wellington Horse Trail Association)
- Rural communities council representatives
- Representatives of the Ontario Trail Council

Another set of KIIs will be used to get in-depth information about improvements in the Wellington County horse industry environment. This KII will focus on the impact issue of the evaluation.

Key informants who will be interviewed will include, but are not limited to

- Representatives of Ontario Equestrian Federation
- Local horse stables operators/horse riders
- Representatives of Ontario Trail Council
The total number of KIIIs is not established; however they will be conducted until a satisfactory level of information has been gathered.

KIIIs will be conducted mainly in person. If this is not possible, they can take place via telephone. Detailed notes will be taken during all interviews. All information obtained through KIIIs will be transcribed, coded and analyzed to produce specific themes.

**Focus Group**

Information gathered via a focus group (FG) will bring more details about the perceptions of the land owners neighbouring the trail and the level of satisfaction among horse trails users with the equine trail network. A qualitative method such as a focus group is used mainly for the identification of changes after the project/program intervention and helps to suggest areas of future project improvements. For FG purposes an evaluation guide will be developed for each participating group. The guide will contain predetermined questions that will be used during the FG discussion.

Focus groups will be conducted with the following three groups: Equine trail users, trail neighbouring land owners and Councils of rural communities. Each group will contain 6 – 15 participants. Each FG will last approximately 1 – 1.5 hour. The announcement about the FG will be sent via email to every participant. Every participant will be asked to confirm attendance, and an FG reminder will be sent to all participants who do so.

Prior to the focus group, a letter of consent and a questionnaire will be handed to all FG participants. The consent letter will provide participants with basic information
about the project and the reason for the FG. All participants will be asked to read the terms to and if they agree, to confirm it with a signature.

The questionnaire will gather basic information about FG participants and their initial opinion about the issue scrutinized. The questionnaire will be in the English.

Information gathered through Focus groups will be coded according to themes revealed by participants. Afterwards, the information will be transcribed and analysed.

**Survey**

A number of surveys will be used to evaluate the “Equine trail in Wellington County” project. The topics for of the surveys will vary according to four evaluation questions:

- Has the horse trail retained users?
- Has the level of satisfaction of horse trail users increased?
- Has the trail users’ knowledge about Wellington horse industry increased?
- Has the horse industry environment improved?

The surveys will collect information from a broad range of project beneficiaries, mainly equine trail users, horse riders/horse stable operators and land owners. The number of handed surveys will vary according to the particular population size. The sample size will be determined in an effect to reach the 95% confidence level.

The survey will be sent electronically to the aforementioned beneficiaries. Contacts to beneficiaries will be obtained from the databases of the Ontario Equestrian Federation, rural communities’ councils, and other related groups.
6.3.3.4. Evaluation Team

The evaluation team for the “Equine trail in Wellington County” project will consist of one senior evaluator and two assistant evaluators. The senior evaluator will lead the evaluation process.

The senior evaluator is expected to:

- Have managerial skills – such as organizing, effective problem solving and decision making, planning
- Have 5 years’ experience in conducting evaluations
- Have ability to deliver professional reports
- Have excellent verbal and oral skills
- Have experience with trail management

The assistant evaluators are expected to:

- Have an undergraduate degree in social sciences, preferably in planning
- Have excellent verbal and oral skills
- Be experienced in Wellington County
- Desire to assist a senior evaluator and gain experience
6.3.3.5. Timeline

According to official plan the evaluation process will start right after the project completion and it will take maximum of seven months [Figure 28, p. 112].

The first official meeting with the project initiators and the professional evaluator is in the following Gantt chart marked as one of the evaluation process milestones. This is the beginning of the evaluation process.

During the meeting, the issues, evaluation goals and objectives will be discussed. In the following three weeks the data collection methods will be developed. The collection method finalization at the end of the first month is also marked as another evaluation process milestone.

Following the development of data collection methods is the data collection itself. The time for data collection is proposed to be four months. The reason for such a long time period for data collection is the nature of evaluation issues. Data suitable for evaluation issues such as impact cannot be gathered right after the project implementation but after some longer period of time. Therefore four months of data collection will be satisfactory.

Another step of the evaluation report will be data analysis. Based on the results the evaluation draft report will be prepared. In the “evaluation Gantt chart” the prepared evaluation report is marked as another milestone.

During the last month the evaluation draft will be updated according to project initiators comments. At the end of the month the report will be finalized and submitted.
<table>
<thead>
<tr>
<th>Event Description</th>
<th>1st month</th>
<th>2nd month</th>
<th>3rd month</th>
<th>4th month</th>
<th>5th month</th>
<th>6th month</th>
<th>7th month</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1st-10th</td>
<td>11th-20th</td>
<td>21st-30th</td>
<td>1st-10th</td>
<td>11th-20th</td>
<td>21st-30th</td>
<td>1st-10th</td>
</tr>
<tr>
<td>Meeting with project initiators</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop and finalized Data collection Tools</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data collection</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Document review</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data review</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analysis of data</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare and Present Evaluation Draft Report</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comment on report from project initiators</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finalize and Submit Report</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Figure 28. Monitoring and Evaluation Timeline*
6.3.3.5. **Budget**

The evaluation expenses are considered usually very high. In the “Wellington Equine Trail Development” project the assistance of graduate students from the University of Guelph is expected. Particularly students pursuing Rural Planning and Development program at the “SEDRD” (School of Environmental Design and Rural Development) may be interested in volunteering in such a project evaluation, as it can increase their knowledge and fulfill needed experience. Meanwhile the Senior Evaluator can be a professor from “SEDRD” as well. This will decrease the significant project expenses. Therefore the expected projected cost will be 1.500CAD.

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount (CAD)</th>
<th>Number of days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Evaluator</td>
<td>0 CAD/day</td>
<td>10</td>
</tr>
<tr>
<td>Assistant 1</td>
<td>0 CAD/day</td>
<td>15</td>
</tr>
<tr>
<td>Assistant 2</td>
<td>0 CAD/day</td>
<td>15</td>
</tr>
<tr>
<td>Traveling expenses</td>
<td>1000 CAD/project</td>
<td>fixed for evaluation process</td>
</tr>
<tr>
<td>Petty expenses</td>
<td>500 CAD/project</td>
<td>fixed for evaluation process</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>1 500 CAD</strong></td>
<td></td>
</tr>
</tbody>
</table>
6.3.3.7. Reporting

The evaluation report will contain following chapters:

- Executive Summary
- Introduction and Background
- Methodology
- Results and Analysis
- Recommendations and Conclusions
- Appendices

An evaluation draft will be submitted by the evaluator within seven months of signing the contract. The project initiators will require four hard copies of the evaluation draft work plan. The evaluation draft will be submitted in English.

A final evaluation report will be submitted by the evaluator exactly one week after receiving comments on the draft by project initiators. The Project initiators require six hard copies of the final evaluation report. The final evaluation report will be submitted in English and French.

6.4. Discussion

Every project is a set of different activities which are specifically designed to bring expected results (Gawler, 2005). Shore stated in his book “The art of funding and implementing ideas: a guide to proposal development and project management“, that every project should have an identified purpose, goal and set of objectives which define instruments and a time frame, in which the project will be completed. In other words
every project has its own lifecycle including several stages such as: design phase, mobilization phase, implementation phase and finally project evaluation and monitoring. Having an inclusive project development proposal increases significantly any project chances to achieve anticipated results (CIDA, 2009).

The project development proposal for the “Wellington Equine Trail Development” is a detailed plan which suggests how to progress with Equine trail development in Wellington County. Many progressive and interesting ideas were established during the project proposal development. According to research participants the idea to create “Wellington Equine Trail Organization” is crucial for further trails network development. Many benefits can also arise from better cooperation among horse trail users and land owners (Key informants, September-November, 2013) and binding together horse trail project stakeholders can increase the share value of the project (Key informants, November, 2013).

“The Wellington Equine Trail Development” project proposal is designed to establish quality and environmentally friendly horse trails. This can be presented as a pilot project for development of similar equine trail concepts (Key informants, November, 2013).
6.5. Summary

This chapter represented mainly the theoretical base of the research. It suggested the comprehensive project development proposal for a new Equine Trail project in Wellington County. The proposal contains all necessary information such as project logic, detailed project description and project evaluation and monitoring. The proposal was established in order to provide maximum information about the effective equine trail planning and constructing to any potential initiators. The next chapter (also theoretical base) proposed an approach to assessing the impact of a new equine trail on rural communities. The impact assessment is divided into economic, environmental, social and risk parts. This will provide the information about the horse trail potentials.
CHAPTER SEVEN – IMPACT ASSESSMENT OF EQUINE TRAIL ON RURAL COMMUNITIES

The results of the research reveal the possible impacts of a horse trail on the local community. The benefits and drawbacks have to be defined to determine the full potential of a horse trail. The impact assessment considers implications under economic, environmental and social sphere and even reveals the risk potential for horse trail projects.

7.1. Economic Impact

Besides the personal benefits brought by the broader horse community to the public, the most important significant influence on the surrounding communities will be the economic factors. The overall growth in economic production, resulting from a functional equine trail, is the demand for products and services by its users. Table 12 shows the total expenditures for a trail rider per day. These expenditures are direct revenue for local businesses, entrepreneurs and organizations (Hackbert & Linert, 2009).

<table>
<thead>
<tr>
<th>Items</th>
<th>Expenditures (CAD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food and beverages</td>
<td>25</td>
</tr>
<tr>
<td>Entrance Fee</td>
<td>3</td>
</tr>
<tr>
<td>Retail Shops</td>
<td>32</td>
</tr>
<tr>
<td>Private Auto expense and others (estimation)</td>
<td>40</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Hackbert & Linert, 2009*

Increase in their revenues encourages further spending that result in aggregate impacts on the local economy (Sargento, 2009). According to the Hackeber and Linert
(2009) research, the aggregate impacts (indirect, induced) determine that direct impact generated in one area produces additional economic activity in an other economic sector. The exact aggregate income can be calculated using the income multiplier from the Tourism Regional Economic Impact Model (The Ontario Ministry of Tourism, Culture & Sport, 2007).

Using the same principles the results in Table 13 (p.119) were calculated as shown. The table was generated through the Ontario Ministry of Tourism, Culture & Sport web page (http://www.mtr-treim.com) and it summarizes the impact of one day trail use on the local Wellington economy, as well as on the overall economy of Ontario. This table pointed out interesting facts about visitor spending and its impact on gross domestic product, labour income, employment and taxes. According to the results from Table 12. (p. 119), $100 spent by the rider in a day, can indirectly contribute an additional 54 dollars to Wellington County and 41 dollars to the rest of Ontario (see appendix G for the entire economic impact and economic base line data).
Table 13. *Economic Impacts of one trail rider/day (2013)*

<table>
<thead>
<tr>
<th></th>
<th>Wellington County</th>
<th>Rest of Ontario</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Visitor’s Spending</td>
<td>$100</td>
<td></td>
</tr>
<tr>
<td><strong>Domestic Product (GDP)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct</td>
<td>$42</td>
<td>$0</td>
</tr>
<tr>
<td>Indirect</td>
<td>$11</td>
<td>$13</td>
</tr>
<tr>
<td>Induced</td>
<td>$7</td>
<td>$7</td>
</tr>
<tr>
<td>Total</td>
<td>$60</td>
<td>$20</td>
</tr>
<tr>
<td><strong>Labour Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct</td>
<td>$16</td>
<td>$0</td>
</tr>
<tr>
<td>Indirect</td>
<td>$7</td>
<td>$9</td>
</tr>
<tr>
<td>Induced</td>
<td>$4</td>
<td>$5</td>
</tr>
<tr>
<td>Total</td>
<td>$27</td>
<td>$14</td>
</tr>
<tr>
<td><strong>Employment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Indirect</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Induced</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Direct Taxes</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal</td>
<td>$8</td>
<td>$0</td>
</tr>
<tr>
<td>Provincial</td>
<td>$11</td>
<td>$0</td>
</tr>
<tr>
<td>Municipal</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Total</td>
<td>$19</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total Taxes</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal</td>
<td>$13</td>
<td>$4</td>
</tr>
<tr>
<td>Provincial</td>
<td>$14</td>
<td>$3</td>
</tr>
<tr>
<td>Municipal</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Total</td>
<td>$27</td>
<td>$7</td>
</tr>
</tbody>
</table>

* See the Appendix G (pp 165) for entire report of the Wellington Equine trail one day rider use

Knowing the correlation of economic indicators (Spagnoli, 2004), it is expected that the unemployment rate would decrease as new employment opportunities are
present. The perspective of agriculture is extremely important, as it represents the main industry in most of the rural areas. Agribusiness opportunities brought by Equine Trail allows farmers to benefit and sustain their businesses as horse riders will demand a broad range of services. i.e.: boarding, horse renting, horse auctioning, horse feed purchasing, veterinary servicing, blacksmith servicing, tackle shop servicing, horseback ride schooling, etc.

The benefits of a well-developed equine trail networks are highly appreciated also by Canadian provincial governments, which are beginning to vehemently promote the sustainable trail system as a part of their tourist marketing strategy. Surprisingly, this strategy can also target tourists from further distances. Research made by Hackbert and Linert (2009) indicates that individuals seeking horse travelling are willing to travel long distances in an effort to experience the beauty of different regions and countries.

The presence of horse riders and tourists attracted by the equine trail will further increase the consumption of gas, accommodation, food, and other resources within local economies. Furthermore, riders staying overnight usually come accompanied by either family members or friends. This multiplies the direct and indirect economic impact several times. The economic influence would be multiplied by the time factor as the equine trail would be available all year long, lengthening the tourist season.

Overall, a positive impact on the economy brings other benefits for local communities such as the encouragement for investment in local ventures, properties and infrastructure. Also, increased land and property value results from economic growth, but also directly from the trail presence which would enhance the property values of the
communities by connecting them to open space areas. The economic implications resulting from the Equine Trail presence are important for further projects as they identify the positive factors for cost-benefit analysis.

7.2. **Environmental Impact**

A dedicated trail for horses would allow for the preservation of the rural landscape scenery and would enhance the natural beauty of the area. However, these positive impacts would be present only if the land for the trail would be granted by government authorities. Meanwhile, such a trail can be designed in a way that protects surrounding ecosystems, native species and wildlife. In addition, segments of a trail can work as a wildlife corridor in more populated areas or in places with busy road infrastructure.

An equine trail would pose certain threats to the environment as well, so critics can oppose trail citing riders’ irresponsible behaviour that might cause littering, damages to the land or local agriculture. Meanwhile, the negative impact on wildlife can be advocated by certain individuals. On the other side, such trails would allow easier animal migration causing partial saving on the crop field damages for local farmers.

Horse trails are usually dedicated only for horseback riding, sometimes in combination with hiking and walking usage. However, motorized vehicles are restricted on a majority of horse trails as it is not compatible with horse trail security requirements. Horse trails provide an alternative way of transportation without any carbon dioxide production and therefore contribute to a better and healthier community environment.
7.3. **Social Impact**

Social impact can be assessed by analyzing the impact on the society, but also in terms of the influence on their culture.

In general, the indirect impact of the equine trail presence can be perceived in a broader perspective in terms of the influence on a broader society by (1) increasing tourist interests about rural areas; (2) satisfying the current demand of aging baby boomers for physical activities, leading to a healthier lifestyle; (3) providing low-cost recreational activities for low-income families from urban areas because the trails are viewed as an inexpensive way for public recreation without competition; and in result, leading to the decrease in rates of people leaving the rural communities.

Considering the direct impact on the communities, equine trail can be beneficial from various social and cultural perspectives. Trails are designed to present historical, cultural or environmental information to educate the public. These possibilities help to preserve community’s cultural, natural and historical background. Development of a horse trail itself fosters community and public involvement. Already during project planning and development, many members of communities with different backgrounds and experiences have come together and contribute their ideas towards project shared value. While building trails local workforces are employed, creating economic benefits but most importantly social benefits in terms of community pride.

Well-developed trails system is a linkage between tourist and trail users and community natural environment. It is expected that the orientation on ecotourism and
horse travelling would impact the perception of the community in terms of better understanding the environmental aspects of sustainable development.

The access to open space, exercise and recreational opportunities for the community itself increases the overall standards of living in the area. Having the horse trails and horses present, the attractiveness of rural areas increases. It has been proven that even non riders (e.g. children, old people, photographers, etc.) like the presence of living animals and they consider horses in the rural areas as a very attractive element (Key informants, September – October, 2012). Having an active and healthier lifestyle is the goal of every modern society. Considering any potential health impact, it is important to realize that the country side riding, horse trail riding and other horse related disciplines represents activities improving rider endurance and physical conditions. Meanwhile, the access to a designated horse trail lowers potential incidents as riders avoid unsuitable conditions with potential risk exposures to the horses and their riders.

Several by-products of any trail project have broader impacts on communities and the whole society. Improved self-image, social relationship and subsequent improvement of community atmosphere are some of benefits. Trails usage featuring wholesome and healthy activities shows how a young generation can spend their time, and enjoy a community’s natural environment (Active Living – Go for Green, 1996). Projects, such as trail building, require cooperation of private companies, landowners, neighbouring municipalities, local government and community residence. The process itself improves the partnership among these stakeholders and gives to the inhabitants feeling of closer connection to the community (Warren, 1998)
There are many direct and indirect impacts and by-products leading to social benefits for rural communities; however, the most important overall impact of the horse trail presence should be perceived in the cultural strengthening and social coherence which leads to stronger communities. This would result, together with economic implications, in community empowerment – one of the key elements for the communities’ sustainable development.

Among the majority of positive impacts on a community and society, there are few negative social impacts of such a project which has roots solely in human nature. These include the possible conflicts among horse riders and other trail users, or possible conflicts with individuals having negative attitudes towards horses. These problems can be minimized by public awareness campaigns and strict trail-use policies, however, it is not possible to mitigate them completely. Therefore, an assessment for risk impact of the equine trail should be conducted and should follow these strict trail-use policies.

7.4. Risk Impact

Risk impact assessment is a process that identifies the main project risks and potential risk consequences. For the project of horse trails, there are several major risks which have to be considered in order to successfully establish the project and subsequently motivate investors in further trail network development.

First, the major risk influencing the trail project is the inappropriate behaviour of riders while riding on the trail. Behaving such as littering, riding off the trail, threatening of other trail users and using trail during restricted time periods can cause reluctance of
investors to invest in other similar projects or even closing the current project. In order to prevent such a behaviour, project initiators have to develop guides summarizing horse trail regulations, policies and trail rules and these have to be strictly adhered to by the trail users.

The strict policies and safety regulation adherence is significant for successful and continuous horse trail development. Horse trail riders have to be aware that the trails existence depends on their good manners while riding. Riders’ liability insurance is particularly important for trail riding and therefore it has to be strictly requested by the responsible group. Riders without liability insurance would represent risk for land owner and other trail users.

Lack of information in terms of trail planning and building can affect the overall project proof. Information about other horse trail project developments and buildings must be collected and summarized. The guide, optimized for area disposition, has to be created, revised and subsequently proofed by project stakeholders, and finally applied. This guide should be used as a trial baseline for every other following horse trail project to reach consistency and clarity.

Riders and horses can unintentionally cause land, property, or other damages. The Ontario Equestrian Federation has been promoting the necessity to obtain liability insurance for every rider in Ontario. Obtaining such insurance is a normal procedure for every rider under the registered club, association or other horse related organization. However, it is not regular procedure for horse riders which ride only on their own account. Unfortunately, these riders create the major group using horse trails. Project
initiators have to ensure that every horse trail rider will be covered by their own or an organization’s liability insurance.

Horseback riding is a risky sport activity where injuries and accidents frequently occur. Injuries from falls mainly consist of skin scratches, bruises, but also sometimes may lead to serious injuries, such as fractures. It will be recommended to establish trail policies and follow standards and guidelines for trail development to minimize these risks.

7.5. Discussion

A summary of the positive and the negative impacts of the project on its surroundings with an explanation of how to tackle the negative impacts is effective in attracting project investors. In the book “Strategic Environmental Assessment Status, Challenges and Future Directions”, Sadler and Verheem (1996) describe the assessment impact as a process which has to be conducted prior to any decision making process. The impact assessment is effective when it is carried out in the early stage of a project. Based on the investigation results, the ways and means to cut negative impact can be determined, and the project can be adjusted according to the local environment. Therivel (2010) characterizes impact assessment as a tool which can predict the project impact and provide information to the decision-makers. Therivel (2010) reveals that by evaluating environmental, economic, social, and risk impacts, the cost and time of implementing the project can be reduced. Thus, the creation of impact assessment for projects such as equine trails is significantly important.
7.6. Summary

The proposed approach of the impact assessment for the equine trail was divided into sections such as economic, environmental, social, and risks. These are the sections that would be mainly influenced by the project. Each section contains assumptions of the consequences that the project can create.

An equine trail project will have several economic impacts on the rural community. Based on the result of this research, the main economic contribution of this project will be an increase in the demand for services and products by trail users. This will cause direct as well as indirect economic growth, which will benefit the Wellington communities as well as the Province of Ontario (personal communication, November, 2012). Survey participants stated that retaining rural landscape scenery and enhancing the natural beauty of the area are the most important environmental impacts. Nevertheless, many horse trail opponents argued that horse trail users can cause land damage by their undisciplined behaviour (e.g. littering, riding of trail, etc.).

From the social impacts identified by research participants many were considered to be important. Some of the main social impacts appreciated by the research participants were tourist interest; increase of physical activities of rural inhabitants; availability of low-cost recreational activities; and the decrease in the migration out of the rural communities.

Risk impact emphasized the importance of the liability insurance. Representatives of OEF agreed that liability insurance will play the most important role in the success of
the project. Liability insurance can be obtained either by individual riders or by the organization that organizes trail horseback riding.
CHAPTER EIGHT - CONCLUSION

8.1. Summary

Several studies about the Wellington and Ontario horse industry have been conducted; however there have been no recorded horse trail development studies. This makes the Wellington Equine Trail Development project unique and significant for Wellington horse trail riders’ and surrounding rural communities.

Wellington County is a region with a high number of horses with horse facilities and horse stables that are well spaced over the county. Meanwhile, Wellington’s beautiful nature with forests, meadows and extensive uplands creates a suitable environment for tourism and trail development. As of today, trail tourism, including horse trail tourism, is considered one of the fastest growing tourism sectors in Ontario with the biggest development potential. The creation of an equine trail network would be a unique solution for accommodating the demand of horse riders while enhancing the economic sustainability of Wellington County’s rural areas.

The goal of this research was to create a model for Wellington County equine trail development and to evaluate its potential impact and contribution to rural communities. Initially, it was essential to identify the current horse network baseline data in Wellington County. The second step in this research was to develop a model proposal for equine trail management. This proposal was developed considering the Wellington County environment as well as the related legal aspects to create a common framework for all future equine trail projects in this area. Additionally, an approach towards project evaluation and monitoring was suggested. The evaluation report is a vital part of the
project life cycle and will provide information about the project’s effective establishment to its stakeholders. Finally, the impact of a new trail in rural communities was assessed using economic, environmental, social and general risk factors. The impact assessment provided information of the projects full potential.

Data necessary for this research was collected through secondary data review, semi-structured survey and key informant interviews. All methods generated primary and secondary data, which were analyzed by several analytical methods such as content analysis and synthesis of findings; MCDA analysis; and qualitative and quantitative data analysis. Synthesis of findings also generated information for impact assessment. The findings from secondary data review were synthesised according to previously set up codes. The information brought insight about the current horse trail network situation and current planning. A review of the literature related to horse trail planning and related legal aspects provided information for the creation of an equine trail project development proposal.

Semi-structured surveys provided primary quantitative and qualitative data. The survey sample of participants consisted of members of the Wellington horse industry. The survey was distributed by email to those participants with available email addresses. Survey distribution was also conducted through social media and web pages of horse related organizations. Only a few surveys were distributed as a hard copy. A total of 74 surveys were collected (42 female, 14 male, and 19 preferred not to specify). The survey presented a wide range of information including participants’ awareness regarding Wellington horse trail network, participants’ equine trail project opinions and suggestions. One of the major findings is the respondents’ low level of satisfaction with
the current horse trail network and their willingness to participate in the future equine trail development process.

The recruitment of key informants was carried out by the snow ball sampling method. The interviews were conducted face-to-face and took approximately 45 minutes. Key informants were representatives of the following organizations and groups: Ontario Trail Council, Wellington County, Ontario Equestrian Federation, Rockwood Trail riders organization, Ontario Competitive Trail Riders Association, Ontario Trail Council, Wellington Trail Riders, Wellington-Eglington hunt Club, Equine Guelph (UoG), professional evaluator, and representatives of local horse stable operators/horse owners/horse riders. A total of 30 interviews were processed during this research. Key informants suggested many interesting facts for horse trail development. One of the main suggestions was to create a “horse trail organization” which would represent all Wellington horse trail riders.

The following section of this research is based on the main findings and research results. Implementing these recommendations may help to effectively develop future horse trail networks.
8.2. Research Recommendation

The following actions should be undertaken in order to progress with the equine trail development in Wellington County.

8.2.1. General Trail Planning and Construction Guide

With the assistance of OEF and the Ontario Trail Council, a general guide for trail planning and construction should be developed. This trail development document may assist any potential organization working with trail planning in Ontario and other Canadian provinces. The main purpose of this document is to provide insight into the general process of trail planning and construction. It will consist of recommendations for trail location; grounding and other surface adjustments; design and materials used; trails inventories and inventory design; and trail signage. Additionally, the guide will provide a general legal framework for horse trail development and information about legal aspects arising from trail building and its usage.

8.2.2. Equine Trail Organization

This research revealed several constraints in the Wellington equine trail development. Lack of leadership has been identified as the major problem in equine trail network development. Therefore, the need to establish an organization which would be able to bind together Wellington horse trail riders is highly significant. The main goal of this organization will be to build a good reputation among other stakeholders of the Wellington horse industry, including the surrounding communities, and to advocate the needs and wants of horse trail users to relevant organizations and governing bodies.
Before its establishment, the organization has to implement its own legal policies and organizational structures. Also, it is necessary to generate several strategic documents such as the Horse Trail Master Plan and Strategy to address the concerns of potential investors and stakeholders.

Additionally, the organization will have to proceed with strategies about trail policy, rules and regulation adherence by horse trail users. The main reason for such policies and related strategies is that the governing bodies and organizations process the legislative decisions about horse trail creation. Without systematic policies and regulations, the safety of the public, riders and horses, and other tourists cannot be assured.

8.2.3. Master Plan

The Wellington Equine Trail Organization’s task is to develop a master plan containing information about policies and regulations arising from trail usage; strategies for regulations and policy adherence; plans for trail designing and building and, proposal on project development; evaluations and monitoring of any new equine trail project.

It will be necessary to develop the specification of the policies and regulations before any project development by the Equine Trail Organization. These policies and regulations will describe the correct use of the trails and will determine the behaviour of horse riders while riding on the trail.

The document should carefully and narrowly explain regulation and policy adherence. Also the document will reveal the commitments for users resulting from trail use and the punishment resulting from undisciplined riders’ actions. The organization
authority body responsible for regulation and policies adherence has to be specified in the document as well.

Horse trail building and designing activities should be controlled by the general guide specified earlier. The main focus should emphasize trail design, promoting a safe and comfortable ride for horses and their riders. Horse trail building and materials used, as well as horse trail inventories, should be consistent with other equine trail projects in Wellington County.

A well-developed Project Development Proposal is one of the most important parts of the Wellington Equine Trail Master Plan. This proposal will provide a detailed list of actions in coherent sequence and therefore will give ideas about the whole project to project stakeholders and investors. Also a well planned set of process actions can significantly decrease the project cost and time frame. The detailed Project Development Proposal for the equine trail with Wellington area specifications can be seen in chapter six (pp.43) of this research.

The final part of the master plan should contain evaluation and monitoring approaches used in the project. This was also specified previously (section 6.2. Monitoring and Evaluation, pp.101). Based on the evaluation, the project initiators can adjust the planning for another equine trail project, therefore, more effectively use resources.

8.2.4. Relationship with Trails Stakeholders

Policy, rule and responsibility adherence will play the most significant role while maintaining a good relationship between the Wellington Equine Trail Organization and other trail related organizations, land owners, investors, and other stakeholders. Positive
representation of organization’s goals and strategies will ensure positive acceptance by the rest of the Wellington equestrian community. This will guarantee a better perception about future equine trail project establishment and their potential project support. Community involvement will increase the project durability and will be considered an indicator of community pride.

8.2.5. Private Land

Land availability plays a major role in the equine trail network development. The lack of available public land will certainly constrain future equine trail development. However, the current situation can be solved through the positive interest of Wellington horse industry members. Based on this research, some horse farmers are willing to rent or even lend their property for horse trail purposes. By connecting properties of several Wellington horse farms, it would be possible to create a well-developed horse trail network. The spatial distribution and high density of horse farms in Wellington County will allow such a progressive plan. Nevertheless, the organization has to ensure good relationships with land owners that will be greatly dependent on disciplined behaviour of all riders while riding on farmers’ properties.

8.2.6. Integration into County and Regional Planning

The last recommendation for effective equine trail development will be integration of equine trail planning into county and regional planning Master Plans. This will lead to better recognition of equine trails as an important part of the Canadian tourism sector which can contribute towards greater economic prosperity and sustainability of the county as well as the whole province.
8.3. Research Limitations

All research has some potential limitations. For the Wellington Equine Trail Development research it was mainly the financial aspects and time constraints; limited number of research participants; reliable census data on the number of horses, horse stables, and horse facilities; which setup the research boundaries.

Despite the time and financial limitation, this research was able to accomplish its goal and stated objectives. Beyond the goals and objectives of the thesis, the need to establish a horse trail building guide was identified. The creation of such a guide within the thesis was not possible due to time restrictions and lack of financial resources. However, this study contains general recommendations and suggestions about the trail building process.

One potential limitation of this study is the fact that there was a limited number of participants included in this research. The research could target only participants with either available email addresses or with internet access. Only a limited number of participants was asked to provide information in-person.

One very important limitation consisted of inaccurate data provided by Census Canada. Their statistics underreported the actual number of horses and horse stables in Ontario. It is not clearly defined who will be included in the Census Canada study. From the indicated horse population in different years is obvious, that the methodology of data collection varies from year to year. Mainly, Census Canada contains information only about registered farmers; hence many private owners are excluded. Unfortunately, unregistered horse owners represent the group, which own the majority of the horses in
Wellington County. Therefore, different methods were utilized to estimate the current horse population and number of horse farms in Wellington County.
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APPENDIX A – Wellington Equine Trail Survey

Equine Trail Development in Wellington County

This questionnaire seeks to collect information from Wellington’s horse farm operators, horse owners, horse riders, and horse related businesses about the current situation with respect to a horse trail network and its development potential in Wellington County.

This information will be kept strictly confidential as its only purpose is to help evaluate the current horse network in Wellington and to help create a comprehensive model for equine trail network development in Wellington County. All information gathered will not be shared with any party other than the research advisor (Dr. Harry Cummings: tel. 519-824-4120, ext. 53637, cummingsharry@hotmail.com) and research committee members.

You may contact me (Lucie Svecova, Graduate student, Rural Planning and Development, lsvecova@uoguelph.ca) or my advisor Harry Cummings if you have any questions about this work, or wish to see the results.

Do I have your permission to proceed with the survey?

a. YES
b. NO
1. Please indicate your relation to the horse industry. (check all that apply)
   a. horse farm operator
   b. horse owner
   c. horse rider
   d. entrepreneur
   e. Other (please specify)……………………………………………………………….

2. When riding a horse (practice, exercise, or leisure), where do you ride? (check all that apply)
   a. Arena
   b. Corral
   c. Around farm properties
   d. Horse Trail
   e. Other (please specify)……………………………………………………………

3. When thinking of your USUAL ride, how long is your average ride in minutes?
   a. ...............................................................

4. When thinking of your IDEAL ride, how long would your average ride be? (in minutes)
   a. ...............................................................

5. When thinking of your USUAL ride, what distance do you usually cover when riding? (kilometres)
   a. ...............................................................

6. When thinking of your IDEAL ride, what distance would you cover when riding? (in kilometres)
   a. ...............................................................

7. When thinking of your USUAL ride, where do you usually ride ?(check one)
   a. Arena
   b. Corral
   c. Around farm properties
   d. Horse Trail
   e. Other (please specify)……………………………………………………………

150
8. When thinking of your IDEAL ride, where would you prefer to ride? (check one)
   a. Arena
   b. Corral
   c. Around farm properties
   d. Horse Trail
   e. Other (please specify)…………………………………………………………

9. What stops you from doing your ideal ride? (check all that apply)
   a. No facilities
   b. No horse trails available
   c. No farm property
   d. Other (please specify)…………………………………………………………

10. How would you evaluate the current horse trail network in Wellington County?
    a. Extremely bad
    b. Bad
    c. Not so bad
    d. Neither good nor bad
    e. Not so good
    f. Good
    g. Extremely good

11. Do you use horse trails in Wellington County?
    a. YES
    b. NO

12. If your answer to Q11 is YES, how often in a year do you use them? (please estimate number of times)
    a. .......................................................... …………………………………

13. If your answer to Q11 is NO, would you use horse trails, if they would be available?
    a. YES
    b. NO

14. Do you frequently use horse trails which are not located in Wellington County?
    a. YES
b. NO

15. If your answer to Q14 is YES, please indicate where. (check all that applies)
   a. Waterloo
   b. Halton
   c. Peel
   d. Dufferin
   e. Grey
   f. Bruce
   g. Huron
   h. Perth
   i. Other (please specify)……………………………………………………

16. Have you ever rode somewhere else than on devoted (horse) trails?
   a. YES
   b. NO

17. If your answer to Q16 is YES, where? (check all categories that apply)
   a. Private property
   b. Other trails
   c. Agriculture land
   d. Parks
   e. The sides of streets/roads
   f. Other (please specify)……………………………………………………

18. If your answer to Q16 is YES, why? (check all categories that apply)
   a. No available devoted horse trails
   b. No access to the trails
   c. No trailer to get to the trails
   d. Trails are in unsuitable conditions for horse back riding (surface, trail width, traffic, other natural constraints)
   e. Insufficient trail length
   f. Trails do not fulfill safety regulation for horse back riding (e.g. trails available also for snowmobiling and other vehicles, close to the main roads, etc.)
   g. Other (please specify)……………………………………………………
19. If devoted horse trails (in Wellington County) were more available, do you think you would use them more frequently?
   a. YES
   b. NO

20. What do you think is the optimal length of a horse trail? (check one that applies)
   a. 3-5 km
   b. 6-10 km
   c. 11-15km
   d. 16-20km
   e. 21-25km
   f. 25km and more

21. Do you think the horse trail network in Wellington County needs to be improved?
   a. YES
   b. NO

22. If your answer to Q21 is YES, why?

23. Do you know any place in Wellington County where new trail construction will be possible or needed?
   a. YES
   b. NO

24. If you answer to Q23 is YES, please specify where and why?

25. What do you think are the main constraints for horse trail network development in Wellington County? (check all that apply)
   a. Lack of funding
   b. Lack of local government interest
   c. Insufficient planning
   d. Other (please specify)
26. Do you think the development of a horse trail network in Wellington County can increase the attractiveness of Wellington County’s rural areas for tourism, external investors and entrepreneurs?
   a. YES
   b. NO
   c. I do not know

27. If your answer to Q26 is YES, can you specify how?
   .................................................................................................................

28. Are there any other horse trail network development benefits for Wellington County?
   .................................................................................................................

29. Does there exist any potential for horse trail network development support from the public or private sector? (check one)
   a. YES
   b. NO
   c. I do not know

30. If your answer to Q 29 is YES, please use the space below to provide more information about the potential support.
   a. .................................................................................................................

The following questions are confidential and will help us describe the participants in this study. This data will not be revealed to any one other than the research team.

31. What is your year of birth?
   .................................................................................................................

32. What is your gender?
   a. Female
   b. Male

33. What is the highest level of education you have completed? (check one)
   a. Less than High School
   b. High School/GED
   c. Some College
d. 2-Year College Degree (Associates)
e. 4-Year College Degree (BA,BS)
f. Master’s Degree
g. Doctoral Degree
h. Professional Degree (MD,JD)

34. In what sector of the economy are you employed? (check one)
a. Agriculture, Forestry, Fishing and Hunting
b. Mining and Oil and Gas Extraction
c. Utilities
d. Construction
e. Manufacturing
f. Wholesale Trade
g. Retail Trade
h. Transportation and Warehousing
i. Information and Cultural Industries
j. Finance and Insurance
k. Real Estate and Rental and Leasing
l. Professional, Scientific and Technical Services
m. Management of Companies and Enterprises
n. Administrative and Support, Waste Management and Remediation Services
o. Educational Services
p. Health Care and Social Assistance
q. Arts, Entertainment and Recreation
r. Accommodation and Food Services
s. Other Services - except Public Administration
t. Public Administration

35. What products and/or services do you produce?
a. ........................................................................................................................................

36. What is your postal code?
a. ........................................................................................................................................

Thank you for filling out the survey!
APPENDIX B – Sample of Key Informant Interview Guide

Key Informant Interview (KII) Guide

Instructions: This KII will be conducted with a Wellington County planner, Planning and Development Department

Introduction: Thank you for the opportunity to speak with you. This research seeks to identify the current situation with respect to the horse trail network and its development potential in Wellington County. I assure you that all the information that you provide to me will be used exclusively for my thesis research and analysis. All responses will be kept strictly confidential. This is not a test, and there are no right or wrong answers. The most important thing is that you should feel comfortable and contribute as much as you can. You can express your opinions and discuss issues freely.

Do I have your permission to proceed with the interview?

First of all, could you describe your role within Wellington County. Can you describe Wellington County professional planners and the range of activities you and your colleges are engage in?

1. Could you provide me with general information about Wellington County trail planning?
   a. How are the trail projects funded?
   b. How would you describe the process of land purchasing?
   c. What is the usual community engagement?
   d. Are you trying to engage community into trail planning and development/maintenance?

2. What are your experiences with horse trail network in Wellington County?

3. How would you describe the current horse trail network in Wellington County?
4. Do you think there will be public interest in horse trail development?

5. As a planner of Wellington County, do you think that there is any potential for the further development of a horse trail network?

6. In your opinion, what are the main constraints to horse trails development?

7. Do you think the development of a horse trail network in Wellington County can increase the attractiveness of Wellington County’s rural areas for tourism, external investors and entrepreneurs?

8. How?

9. Can you think about any other horse trail network development benefits for Wellington County?

10. What do you think would be the impact (if any) of equine trail development on rural communities and their agriculture, environment, social life, economics?

11. If there would be an appropriate and effective plan/project for horse trail development, do you think that Wellington County would support it?

Thank you very much for your cooperation
**APPENDIX C – Performance Management Framework**

<table>
<thead>
<tr>
<th>Ultimate Outcome</th>
<th>Data Collection Methods</th>
<th>Frequency</th>
<th>Data Sources</th>
<th>Indicators</th>
<th>Baseline Data</th>
<th>Targets</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>To increase the use of equine trails in Wellington County</strong></td>
<td>Equine trail users survey</td>
<td>Annually</td>
<td>Equine Trail Users Organization</td>
<td>100 new equine trail users</td>
<td>Number of horse trail users during the season</td>
<td>0 km of solely equine trail</td>
<td>Development (3 years)</td>
</tr>
<tr>
<td><strong>Intermediate Outcomes</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Tourism season strengthening</strong></td>
<td>Tourism bureau</td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Increasing revenues for entrepreneurs</strong></td>
<td>Horse tourism as a healthy, environmentally friendly and community practiced activity</td>
<td>Yearly</td>
<td>Economic sustainability, Economic costs, Economic benefits</td>
<td>Horse tourism census</td>
<td>Horse tourism census</td>
<td>Horse tourism census</td>
<td>Economic Sustainability, Economic Costs, Economic Benefits</td>
</tr>
<tr>
<td><strong>Increasing horse tourism in the County</strong></td>
<td>Horse trail inventory</td>
<td>Yearly</td>
<td>Economic sustainability, Economic costs, Economic benefits</td>
<td>Horse trail inventory</td>
<td>Horse trail inventory</td>
<td>Horse trail inventory</td>
<td>Economic Sustainability, Economic Costs, Economic Benefits</td>
</tr>
<tr>
<td><strong>Equine Trail Stationary Equipment</strong></td>
<td>Community meetings and people involvement in management and trail maintenance and trail expansion</td>
<td>Annually</td>
<td>Community meetings and people involvement in management and trail maintenance and trail expansion</td>
<td>Pre-project questionnaire</td>
<td>Pre-project questionnaire</td>
<td>Pre-project questionnaire</td>
<td>Community Meetings and People Involvement in Management and Trail Maintenance and Trail Expansion</td>
</tr>
<tr>
<td><strong>Horse tourism as a healthy, environmentally friendly and community practiced activity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Economic sustainability of stables/farmers</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Community cooperation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Baseline Data**

- **Number of horse trail users during the season**
- **Usage of equine trails**
- **Economic results of particular stables**
- **Number of horse trail users**
- **Trail users satisfaction**
- **Horse trail inventory**
- **Equine Trail Users Association report**

**Targets**

- **100 new equine trail users**
- **Usage of equine trails from May to October**
- **Maximum commercial horse riding**
- **No Horse tourism census**
- **Horse trail open 365 days/year**
- **Stationary equipment on each 5Km of the trail**
- **Community managed activities**

**Data Sources**

- Wellington County Economic reports
- Tourism bureau
- Horse tourism providers
- Horse trail inventory
- Association report
- Community managed activities
### Immediate Outcomes

<table>
<thead>
<tr>
<th>The new equine trail availability / Horse riders use of equine trails</th>
<th>An increase in the total length of equine trails in Ontario</th>
<th>Current records showing 5.1km of official equine trails</th>
<th>Solely equine trail available for recreational, sports event, educational and commercial use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety for horse riders and their horses</td>
<td>Move from a shared trail to dedicated equine trail solely for horse riders</td>
<td>Current shared trails allowing horse riders to get in contact with hikers, bikers,…</td>
<td>Use of trail only by horse riders</td>
</tr>
<tr>
<td>Community integration</td>
<td>Local people involvement (land, environment care)</td>
<td>No data</td>
<td>Community involvement in creating shared value</td>
</tr>
<tr>
<td>Increase of tourism activities in Wellington County</td>
<td>New leisure time activity opportunities for Ontarian people</td>
<td>Horse rides not provided on long open trails</td>
<td>Commercial use of the trail to enhance rural community economy</td>
</tr>
</tbody>
</table>

### Outputs

<table>
<thead>
<tr>
<th>Equine Trail Organization</th>
<th>Equine Trail Construction</th>
<th>No Equine trail</th>
<th>Natural, safe, scenic, 25 Km long horse trail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational program</td>
<td>Organization establishment</td>
<td>No Equine trail organization</td>
<td>Local community body</td>
</tr>
<tr>
<td>Educational signs installation</td>
<td>Educational signs on the trail</td>
<td>No equine trail educational programs</td>
<td>Educational signs on the trail and equine + nature related workshops “while on the horse”</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Review of Reports</td>
<td>Project report</td>
<td>Project report</td>
<td>Once</td>
</tr>
<tr>
<td>Annual review</td>
<td>No data</td>
<td>Annual review</td>
<td>Annually</td>
</tr>
<tr>
<td>Annual review</td>
<td>No data</td>
<td>Annual review</td>
<td>Annually</td>
</tr>
<tr>
<td>Annual review</td>
<td>No data</td>
<td>Annual review</td>
<td>Annually</td>
</tr>
<tr>
<td>Risk Definition</td>
<td>Risk Level</td>
<td>From Program Risk Profile? (Y/N)</td>
<td>Indicate Investment LM Result Level</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------</td>
<td>------------</td>
<td>----------------------------------</td>
<td>------------------------------------</td>
</tr>
<tr>
<td><strong>Operational Risks</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Op1 Project implementation can be delayed by difficulty to negotiate all necessary agreements for trail building</td>
<td>Low (2)</td>
<td>No</td>
<td>Output</td>
</tr>
<tr>
<td>Op2 The stakeholders will not join the equine trail association</td>
<td>Low (2)</td>
<td>No</td>
<td>Output</td>
</tr>
<tr>
<td><strong>Financial Risks</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fin1 Not obtaining financial support from the Ontario Equestrian Federation</td>
<td>Low (2)</td>
<td>No</td>
<td>Whole project</td>
</tr>
<tr>
<td>Fin2 Project budget can be overlap by unpredictable construction problems</td>
<td>High (3)</td>
<td>No</td>
<td>Immediate outcome</td>
</tr>
<tr>
<td><strong>Development Risks</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dev1 No land for horse trail expansion available</td>
<td>Low (2)</td>
<td>No</td>
<td>Ultimate outcome</td>
</tr>
<tr>
<td>Dev2 Community cooperation failure</td>
<td>Very Low (1)</td>
<td>No</td>
<td>Ultimate outcome</td>
</tr>
<tr>
<td>Dev2 Conflict of riders and Land owners</td>
<td>High (3)</td>
<td>No</td>
<td>Intermediate outcome</td>
</tr>
<tr>
<td><strong>Reputation Risks</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rep1 Accident causes rider’s or horse’s injuries</td>
<td>Very Low (1)</td>
<td>No</td>
<td>Intermediate outcome</td>
</tr>
</tbody>
</table>
APPENDIX E – Work Breakdown Structure

1. Regulatory information research
   1.1. Legal and regulatory information related to horse trails
   1.2. Safety regulations research

2. Analyse the environment of Wellington County
   2.1. Gather current available maps containing equine and hiking trails
   2.2. Collect information about horse stables in the area
   2.3. Based on the collected information suggest the most suitable area for trail

3. Creation of guide for the new equine trail
   3.1. Prepare legislation requirements
   3.2. Prepare security requirements
   3.3. Prepare list of compulsory inventory
   3.4. List of requirements for trail surface and utilities
   3.5. Completion of the Guide

4. Budget Estimate

5. Contact and develop relations with stakeholders
   5.1. Prepare conceptual project study for presentation to potential stakeholders
   5.2. Develop strategy on how to communicate the idea to stakeholders
       5.2.1. A survey of the interest in equine trails
   5.3. Prepare conceptual project study for presentation to potential stakeholders
   5.4. Project Website creation
   5.5. Contact and develop relations with Ontario Travel Association (Government of Canada)
   5.6. Contact and develop relations with Ontario Trails Council
   5.7. Canadian Land Bank
       5.7.1. Determination of land use possibilities through Land Bank
   5.8. Contact and develop relations with Ontario Equestrian Federation (OEF)
       5.8.1. Negotiate options for financial support through the “OEF recreational funding Program”
   5.9. Introduce project to potential sponsors
   5.10. Contact & informing of the target group - phone, mail, e-mail
   5.11. On site visits at target group

6. Information session about the equine trail project for the stakeholders
   6.1. Prepare participants list for an information session about the equine trail project
   6.2. Hire Coordinator/Instructor for the presentation session about the equine trail project to the stakeholders
   6.3. Presentation session about the equine trail project to the stakeholders
8.3.1. Send out invitations to the participants
8.3.2. Prepare presentation session outline, content and slideshow
8.3.3. Print out technical manual / trail guide
8.3.4. Prepare presentation session site (place)

9. Establish an organization of project’s stakeholders
9.1. Form and chart the organization
9.2. Write mission statements (that broadly communicates the purpose of the organization)
9.3. Write association’s bylaws
9.4. Elect officers for the association
9.5. Establish well-defined duties
9.6. Organize the association’s membership
9.7. Set up a regular schedule of meetings
9.8. Arrange for other activities as needed
9.9. Register of the organization

10. Creation of new equine trail in Wellington County
10.1. Sign agreements for financial support through the future “OEF recreational funding Program”
   10.1.1. Fulfilment of legal and regulatory requirements
10.2. Start of new equine trail creation process
   10.2.1. Work out agreements about land use with concerned land and stable owners
   10.2.2. Work out agreements with other concerned organization
   10.2.3. Ontario Travel Association agreements
10.3. Trail planning and design
   10.3.1. Trail planning
      10.3.1.1. Obtain terrain/spatial data
      10.3.1.2. Suggest ground shaping and terrain adjustment where needed
      10.3.1.3. Select the right material for trail covering
      10.3.1.4. Contact possible providers
   10.3.1.5. Select uniform signs for equine trails
   10.3.1.6. Design trail accessories for riders and horses
   10.3.1.7. Complete plan for the project with specific budget
   10.3.1.8. Distribution of updated Trail Guides to participating stakeholders
10.4. Build equine trail = Equine trail construction
   10.4.1. Organize labour
      10.4.1.1. Hire and train workers
      10.4.1.2. Prepare construction schedule
      10.4.1.3. Delegate responsibilities
   10.4.2. Acquire Materials
      10.4.2.1. Purchase for Materials
      10.4.2.2. Arrange for Shipping to Sites
   10.4.3. Field work
      10.4.3.1. Ground shaping and terrain adjustment
      10.4.3.2. Surface finishing with selected materials
      10.4.3.3. Installation of direct signs and guideposts
      10.4.3.4. Build trail accessories for riders and their horses
   10.4.4. List the equine trail in the map (Ontario Trail Council website)
   10.4.5. List equine trail in the Ontario trail Association website
   10.4.6. Interconnection of trail and educational program
      10.4.6.1. Establish cooperation with “Equine Guelph” association
      10.4.6.2. Find suitable themes for future educational signs and workshops
      10.4.6.3. Set up 1 year dates and list of topics for future workshops
      10.4.6.4. Design educational signs
      10.4.6.5. Install educational signs on the trail

11. Promotion
   11.1. Enhance online promotion (trail and association information)
      11.1.1. Complete information
      11.1.2. Members presentation (stables, land owners, farmers)
   11.2. Enhance promotion of existing and new equine trails
      11.2.1. Media
         11.2.1.1. Newspaper and Magazines

12. Final Evaluation of the project
For project evaluation see section “Evaluation and Monitoring” (pp. 116)
**APPENDIX F – List of Organizations Related to the Equine Trail Development**

Desperate Horse Wife  
Ontario Equestrian Federation  
Ontario Trail Riders Association  
Ontario Competitive Trail Riders Association  
Ontario Horse Trail Riders Association  
Rockwood Trail Riders Organization  
Wellington County Trail Riders Association  
Wellington Grand Trail Riders
The Economic Impact of Wellington Equine Trail Development in Wellington County in 2013

This report was generated by the Ontario Ministry of Tourism & Culture TREIM model.

February 27, 2013

Note: The Ministry of Tourism and Culture does not take any responsibility for inputs that the user has provided, nor for the interpretation of the results.
1. Introduction

This report provides an estimate of the economic impact that Wellington Equine Trail Development is expected to have on Ontario’s economy, in terms of Gross Domestic Product, employment and taxes generated. The analysis is based on the following information the user has provided to the MTC’s Tourism Regional Economic Impact Model:

Total Visitors’ Spending by category of Wellington Equine Trail Development:

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel Services</td>
<td>$0</td>
</tr>
<tr>
<td>Public Transportation</td>
<td>$0</td>
</tr>
<tr>
<td>Private Transportation - Rental</td>
<td>$40</td>
</tr>
<tr>
<td>Private Transportation - Operation</td>
<td>$0</td>
</tr>
<tr>
<td>Local Transportation</td>
<td>$0</td>
</tr>
<tr>
<td>Accommodation</td>
<td>$0</td>
</tr>
<tr>
<td>Food &amp; Beverage - At Stores</td>
<td>$25</td>
</tr>
<tr>
<td>Food &amp; Beverage - At Restaurants/Bars</td>
<td>$0</td>
</tr>
<tr>
<td>Recreation &amp; Entertainment</td>
<td>$3</td>
</tr>
<tr>
<td>Retail - Clothing</td>
<td>$0</td>
</tr>
<tr>
<td>Retail - Other</td>
<td>$32</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$100</strong></td>
</tr>
</tbody>
</table>

The user has selected the following parameters:
- The visits take place in Wellington County in 2013
- The impact is to be shown for Wellington County and for Rest of Ontario
- Induced impacts of household spending are included
- Induced impacts of business investment are included
- The economic environment is as follows:

<table>
<thead>
<tr>
<th>Baseline</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ontario Real GDP (%change)</td>
<td>-3.63%</td>
<td>3.20%</td>
<td>2.88%</td>
<td>3.26%</td>
<td>2.38%</td>
</tr>
<tr>
<td>Ontario CPI (%change)</td>
<td>0.37%</td>
<td>2.43%</td>
<td>2.25%</td>
<td>2.13%</td>
<td>1.53%</td>
</tr>
<tr>
<td>Ontario Population (%change)</td>
<td>1.02%</td>
<td>1.11%</td>
<td>1.15%</td>
<td>1.19%</td>
<td>1.33%</td>
</tr>
<tr>
<td>Ontario Unemployment Rate</td>
<td>9.04%</td>
<td>8.72%</td>
<td>8.32%</td>
<td>7.67%</td>
<td>7.43%</td>
</tr>
<tr>
<td>Government of Canada 3 month T-Bill Rate</td>
<td>0.35%</td>
<td>0.60%</td>
<td>1.72%</td>
<td>3.11%</td>
<td>3.46%</td>
</tr>
</tbody>
</table>
## 2. Summary of Findings

**Table 1. Economic Impacts of Wellington Equine Trail Development in Wellington County in 2013 (in dollars)**

<table>
<thead>
<tr>
<th></th>
<th>Wellington County</th>
<th>Rest of Ontario</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Visitors’ Spending</strong></td>
<td>$ 100</td>
<td>$ 0</td>
</tr>
<tr>
<td><strong>Gross Domestic Product (GDP)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct</td>
<td>$ 42</td>
<td>$ 0</td>
</tr>
<tr>
<td>Indirect</td>
<td>$ 11</td>
<td>$ 13</td>
</tr>
<tr>
<td>Induced</td>
<td>$ 7</td>
<td>$ 7</td>
</tr>
<tr>
<td>Total</td>
<td>$ 60</td>
<td>$ 20</td>
</tr>
<tr>
<td><strong>Labour Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct</td>
<td>$ 16</td>
<td>$ 0</td>
</tr>
<tr>
<td>Indirect</td>
<td>$ 7</td>
<td>$ 9</td>
</tr>
<tr>
<td>Induced</td>
<td>$ 4</td>
<td>$ 5</td>
</tr>
<tr>
<td>Total</td>
<td>$ 27</td>
<td>$ 14</td>
</tr>
<tr>
<td><strong>Employment (Jobs)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Indirect</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Induced</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Direct Taxes</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal</td>
<td>$ 8</td>
<td>$ 0</td>
</tr>
<tr>
<td>Provincial</td>
<td>$ 11</td>
<td>$ 0</td>
</tr>
<tr>
<td>Municipal</td>
<td>$ 0</td>
<td>$ 0</td>
</tr>
<tr>
<td>Total</td>
<td>$ 19</td>
<td>$ 0</td>
</tr>
<tr>
<td><strong>Total Taxes</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal</td>
<td>$ 13</td>
<td>$ 4</td>
</tr>
<tr>
<td>Provincial</td>
<td>$ 14</td>
<td>$ 3</td>
</tr>
<tr>
<td>Municipal</td>
<td>$ 0</td>
<td>$ 0</td>
</tr>
<tr>
<td>Total</td>
<td>$ 27</td>
<td>$ 7</td>
</tr>
<tr>
<td>Industry</td>
<td>Impact on Wellington County</td>
<td>Impact on Rest of Ontario</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>----------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Direct GDP</td>
<td>Total GDP</td>
<td>Direct GDP</td>
</tr>
<tr>
<td>Crop and Animal Production</td>
<td>$0</td>
<td>$1</td>
</tr>
<tr>
<td>Forestry, Fishing and Hunting</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Mining and Oil and Gas Extraction</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Utilities</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Construction</td>
<td>$0</td>
<td>$1</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>$0</td>
<td>$1</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>$0</td>
<td>$2</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>$9</td>
<td>$10</td>
</tr>
<tr>
<td>Other Transportation and Warehousing</td>
<td>$0</td>
<td>$1</td>
</tr>
<tr>
<td>Ground Passenger Transportation (excl. Rail)</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Information and Cultural Industries</td>
<td>$0</td>
<td>$1</td>
</tr>
<tr>
<td>Other Finance, Insurance, Real Estate and Renting and Leasing</td>
<td>$0</td>
<td>$4</td>
</tr>
<tr>
<td>Car Renting and Leasing</td>
<td>$22</td>
<td>$22</td>
</tr>
<tr>
<td>Owner Occupied Housing</td>
<td>$0</td>
<td>$1</td>
</tr>
<tr>
<td>Professional, Scientific and Technical Services</td>
<td>$0</td>
<td>$1</td>
</tr>
<tr>
<td>Other Administrative and Other Support Services</td>
<td>$0</td>
<td>$1</td>
</tr>
<tr>
<td>Travel Agencies</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Education Services</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Arts, Entertainment and Recreation</td>
<td>$1</td>
<td>$1</td>
</tr>
<tr>
<td>Accommodation Services</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Food &amp; Beverage Services</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Other Services (Except Public Administration)</td>
<td>$0</td>
<td>$1</td>
</tr>
<tr>
<td>Operating, Office, Cafeteria, and Laboratory Supplies</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Travel &amp; Entertainment, Advertising &amp; Promotion</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Transportation Margins</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Non-Profit institutions Serving Households</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Government Sector</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Net Indirect Taxes on Production</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$42</strong></td>
<td><strong>$60</strong></td>
</tr>
</tbody>
</table>
Appendix:

The Economic Impact of Visits in Wellington County and other Ontario regions: since no Ontario region is economically self-sustaining, in order to produce the goods and services demanded by its visitors, it will need to import some goods and services from other regions. As such, some of the economic benefits of the visitors’ spending in Wellington County will spill over to other Ontario regions, such as the one you have selected as “additional”. If the second column of Table 1 contains only zeros, then that means that Wellington County does not trade with that region.

Gross Domestic Product (GDP): value of goods and services produced by labour and capital located within a country (or region), regardless of nationality of labour or ownership. This GDP is measured at market prices. Tourism GDP refers to the GDP generated in those businesses that directly produce or provide goods and services for travelers.

Direct impact: refers to the impact generated in businesses or sectors that produce or provide goods and services directly to travelers, e.g. accommodations, restaurants, recreations, travel agents, transportation and retail enterprises etc. Direct impact on GDP, employment and tax revenues is also called tourism GDP, tourism employment and tourism tax revenues.

Indirect impact: refers to the impact resulting from the expansion of demand from businesses or sectors directly produce or provide goods and services to travelers, to other businesses or sectors.

Induced impact: refers to the impact associated with the re-spending of labour income and profits earned in the industries that serve travelers directly and indirectly.

Employment: refers to number of jobs, include full-time, part-time, seasonal employment, as well as both employed and self-employed.

Federal tax revenues: include personal income tax, corporate income tax, commodity tax (GST/HST, gas tax, excise tax, excise duty, air tax and trading profits) and payroll deduction that collected by the federal government.

Provincial tax revenues: include personal income tax, corporate income tax, commodity tax (PST/HST, gas tax, liquor gallonage tax, amusement tax and trading profits) and employer health tax that collected by Ontario provincial government.

Municipal tax revenues: include business and personal property taxes that collected by the municipalities. Collection, however, does not follow immediately the consumption or production of goods and services in a municipality by visitors (as is the case with HST or personal income taxes). Rather, these taxes show the percent of the total property taxes collected by a municipality that can be attributed to tourism because of tourism’s contribution to the economic activity of the municipality and hence its tax base.

Industry: The industry follows Statistics Canada’s 2007 North America Industry Classification System (NAICS) Input-Output small aggregation industry classification.