

APPENDICES

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Appendix A: Rural Economic Development Application

Rural Economic Development Program



Planning Stream Application



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Introduction

Please review the Rural Economic Development Program (RED Program) Guidelines to assist in understanding the criteria and eligibility and in filling out the application form. The Guidelines can be viewed on the ministry website at www.Ontario.ca/Rural/.

The Rural Economic Development Program is a discretionary non-entitlement program (OIC 201/2011).

This application is subject to change from time to time without notice by the Minister of Rural Affairs.

All dollar amounts referred to in this application form are in Canadian currency.

Contact Information

Questions about the RED Program and application process should be directed to regional staff of the Ministry of Agriculture and Food and Ministry of Rural Affairs. A listing of offices and phone numbers is available on our website: omafra.gov.on.ca/english/offices/ouroffices.html. For more general information on the RED Program, please call the Agricultural Information Contact Centre at 1-877-424-1300.

Applicant Information

Applicants are required to provide the information requested below. Attach a separate sheet for additional applicants if needed.

Businesses and organizations wishing to contract with the applicants for goods and services or provide donations to support the project should not be applicants as all applicants will have joint and several liabilities for any projects funding under this program.

Language preferred for correspondence (please select one):		<input checked="" type="checkbox"/> English	<input type="checkbox"/> French
Legal Name of Applicant (Organization or Business): <u>The Corporation of The Town of Erin</u>			
<input type="checkbox"/> Individual <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust <input type="checkbox"/> Other, please specify _____			
Please provide supporting documentation if you have checked Corporation, Partnership, Trust or Other.			
Do you have a parent company?		No <input checked="" type="checkbox"/> Yes <input type="checkbox"/>	If yes, please provide name and address: _____
Do you have other related companies?		No <input checked="" type="checkbox"/> Yes <input type="checkbox"/>	If yes, please specify: _____
Attach a list of directors and officers if your organization is a corporation, or a list of the General Partners and its directors and officers for a Partnership or a list of other officials, if appropriate. (Use a separate sheet)			
Does your company/organization have an interest in any of the companies/organizations listed as co-applicants? No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> If yes, please indicate the per cent interest: _____%			
Name of Primary Project Contact (the Contact will be responsible for contact with the Ministry throughout the project): Kathryn Ironmonger			
Title of Contact: CAO/Town Manager			
Mailing Address: 5684 Trafalgar Rd.			
City/Town: Hillsburgh		Municipality: Corporation of the Town of Erin	
Region / County: Wellington		Province: Ontario	
Postal Code: N0B 1Z0		E-mail: kathryn.ironmonger@erin.ca	
Tel: 519-855-4407 Ext. 222		Fax: 519-855-4821	
Farm Business Registration Number:	Business Number – CRA Client Number: 8737 8090 RP001	Premises ID: N/A	www.ontarioppr.com

Describe your organization (brief history, activities, project management experience and particularly with similar projects, role with current project, collaborators, and contributions to the project, etc.):

The Town of Erin is an amalgamated community of 11,830 people, situated in Wellington County, just northwest of Toronto. Within our region we border the Town of Caledon to the east, the Town of Halton Hills to the south, the township of Guelph/Eramosa to the west and the Township of East Garafraxa to the north. Erin's central location to large urban areas and scenic country settings, make it an attractive tourist destination. We are uniquely positioned to draw on the huge GTA population because of our proximity (45minutes) and our ability to offers many equine amenities for riding, training and relaxation. A recent survey of Wellington County horse populations concluded that the area had the highest horse population in Ontario (Svecova, 2013). Interest in this sector is also projected to rise as equine tourism becomes more popular and the region (Caledon) hosts the 2015 Pan Am Equestrian Competition. To better understand this sector and its potential development, Erin formed an Equine Task Force to survey and consult with the communities' equine consumers. The results of this study were compiled in a report provided to the Town. Predominantly this study found that the equine industry is one of the few sectors that can generate economic development without unduly changing the local landscape and character (Equine Task Force, 2013). Equine sector expansion offers Erin a large opportunity to increase community economic development. With the facilitation of a Manager of Economic Development and effective marketing, Erin will have the support it needs to take full advantage of this opportunity. Under the guidance of a professional, Erin will have the capacity to further develop equine industries leading to trail development, manufacturing and job creation. As a strong community asset this plan will include community consultation, and collaboration.

Legal Name of Co Applicant (Organization or Business): _____

Individual
 Corporation
 Partnership
 Trust
 Other, please specify _____

Please provide supporting documentation if you have checked Corporation, Partnership, Trust or Other.

Do you have a parent company? No Yes If yes, please provide name and address:

Do you have other related companies? No Yes If yes, please specify:

Attach a list of directors and officers if your organization is a corporation, or a list of the General Partners and its directors and officers for a Partnership or a list of other officials, if appropriate. (Use a separate sheet).

Does your company/organization have an interest in any of the companies/organizations listed as co-applicants?
 No Yes If yes, please indicate the per cent interest _____ %

Name of Project Contact (the Contact will be responsible for contact with the Ministry throughout the project):

Title of Contact:

Mailing Address:		
City/Town:		Municipality:
Region / County:		Province:
Postal Code:		E-mail:
Tel:		Fax:
Farm Business Registration Number:	Business Number – CRA Client Number:	Premises ID : www.ontarioppr.com
Describe your organization (brief history, activities, project management experience and particularly with similar projects, role with current project, collaborators, and contributions to the project, etc.):		

If there are additional co-applicants, copy the above and add to your application.

Project Information

<p>Project Title: Hire an Economic Developer for Equine Industry</p>	
<p>Select project category and type(s) from the list below. If your project covers more than one project category identify ONLY ONE primary category here. In your project description you can indicate secondary and tertiary project categories, types or linkages.</p>	
<p><input checked="" type="checkbox"/> Economic Development Plans and/or Strategies Category</p> <p>Possible Project Types</p> <p><input checked="" type="checkbox"/> Economic development strategic plan (e.g. regional)</p> <p><input type="checkbox"/> Business retention and expansion (e.g. BR+E)</p> <p><input type="checkbox"/> Downtown revitalization plan</p> <p><input type="checkbox"/> Human capital and/or workforce planning (e.g. Community Immigrant Retention in Rural Ontario, CIRRO)</p> <p><input type="checkbox"/> Community improvement plans</p> <p><input type="checkbox"/> Performance measurement plan</p> <p><input type="checkbox"/> Other, please specify _____</p>	<p><input type="checkbox"/> Research and/or Analysis to Support Planning and Priority Setting Category</p> <p>Possible Project Types</p> <p><input type="checkbox"/> Sector and/or economic analysis</p> <p><input type="checkbox"/> Collaborative research and/or evaluations</p> <p><input type="checkbox"/> Feasibility studies (e.g. new business and/or investment models – value chain, incubators regional economic models)</p> <p><input type="checkbox"/> Market research</p> <p><input type="checkbox"/> Marketing strategies</p> <p><input type="checkbox"/> Other, please specify _____</p>
<p>Description of Project: (Please include the following as applicable: purpose and link to rural economic development; how the project will be carried out collaborations/alliances; plans for sharing your project results and other features of your project... Outcomes for the project are required in the "Project Outcomes" section.)</p> <p>This project will center on the adoption of equine industries as a major economic development engine within the Town of Erin. Holistic equine economic development has been categorized into four pillars of sustainability including: trail development, tourism & marketing, education & employment, and manufacturing (Equine Task Force, 2013). With the leadership of a strong facilitator, the project will create plans for equine trails as a tourism product to attract visitors, market services, draw peripheral business, and educate users. A thesis study on Equine Trail Development in Wellington County presented by Lucie Svecova to the University of Guelph highlighted Erin as a key equine development area. This study stated that "many [survey] 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" (Svecova, 2013). It is based on this study's recommendation and the results compiled by the Equine Task Force that Erin is initiating activities to further develop equine industries. Stimulating economic development in this sector will require the dedication of an Economic Development Manager who can lead the project to success. This individual will be tasked with development of a business case, as well as a horseback trail riding safety policy; both will include the input of advisory committees. The creation of a new trail system will be complicated, requiring the Manager to evaluate and analyze all the factors involved with the envisioning, building, marketing, and product packaging of the trails. The Economic Development Manager will have to evaluate spatial data to decipher potential trail locations, gather resources for trail construction and gain approval from relevant stakeholders/landowners. This Manager will become a catalyst for further sector development. Through effective leadership, the Town of Erin will provide its constituents with a positive sense of place that will further engage them to invest in the prosperity of their town (Svecova, 2013; Roger Bolton, 2012). Building a network of trails 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 (Svecova, 2013). The further development of horseback riding trails in Erin will help to diversify and stabilize the local economy, contribute to the tax base, create local jobs and business opportunities. The strong interest in equine culture in Erin has already been established, helping make it the ideal location for the development of a trail hub where equine owners and visitors can use to explore the region. Leveraging this asset within Erin will also position our community to participate and collaborate with organizers of the 2015 Pan Am Equestrian games taking place in Caladon.</p>	

<p>Why this project is needed? (Provide complete or appropriate sections of research, studies, reports, and planning exercises, etc. if applicable to support the need for the project.)</p> <p>This project is needed because it will enable the Town of Erin to build a foundation for economic diversification, growth and investment in the Town of Erin. More than any other community, Erin is poised to leverage their community assets to position itself as an equestrian hub. Based on the sustainable four pillar model, Equine industries have the ability to become a major economic driver. Currently the Town's tax base distribution is 90% residential, 10% other tax categories combined. The town needs to shift some of the residential taxpayer burden. A broader tax base will provide a more secure revenue stream to support the provision of community services in the future. Both Svecova thesis and the Equine Task force emphasized a need for further sector development. Through the support and guidance of town administrators, Erin will have the capacity to develop equine industries. A large part of this industry's development includes the areas ability to develop a thriving tourism sector. According to the Ontario Ministry of Tourism, Culture and Sport, over the past two years 3.6% (904, 309) of adult Canadian went horseback riding while on an out of town, overnight trip of one or more nights (2007). This study stated that: "Relative to the average Canadian Pleasure Traveler, Horseback Riders were very active in both outdoor activities and culture and entertainment pursuits while on trips. They were especially likely to participate in physically strenuous outdoor activities while on trips (e.g., downhill skiing and snowboarding, cycling) as well as nature-based activities (e.g., wilderness activities, hiking, climbing and paddling, wilderness tours). They exhibit above-average interest in equestrian and western events and rodeos, but are also frequent patrons of literary and film festivals, live art performances and participatory cultural activities (e.g., aboriginal cultural experiences). They seek vacations that offer intellectual stimulation, exercise, rest and relaxation"(Ontario Ministry of Tourism, Culture and Sport, 2007). Due to the recent emphasis on a healthy and active life style of the Canadian population, equine tourism is considered one of the fastest growing segments in the tourism industry (Svecova, 2013). 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. Together this suggests that trails can save millions in health care spending (Ministry of Health Promotion, 2010). 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 development of a trail system that connects the area will provide a product packaging opportunity that will draw tourists and investors. It will also increase the collaboration amongst the regions municipalities as Erin positions itself to become an equestrian trail destination that allows visitors to use horseback riding trails to explore the area. Increased dialogue and collaboration among stakeholders both between the equestrian and tourism sectors will be an asset to the region, especially as Caledon gears up to host the Equestrian 2015 Pan Am Games. Increased promotion of the markets potential and its opportunities will continue to strengthen the operations and services of the sector. Based on the projections of the Equine Task Force (2013) per hectare, equine industries would generate more tax revenue, local spending, business creation, and visitor attraction than traditional farming.</p>	
<p>Proposed Project Start Date</p> <p>(YYYY/MM/DD):</p> <p>2014/03/03</p>	<p>Proposed Project End Date</p> <p>(YYYY/MM/DD):</p> <p>2015/04/01</p>



Project Outcomes

Please describe the anticipated short-term outcomes and long-term benefits of the proposed project and indicate how you will measure your achievement of the appropriate outcomes.

First, indicate how the project will contribute to achieving one or more of the RED Program Planning Stream outcomes. The proposed project could support one or more than one RED Program Planning Stream outcomes. Appendix C of the RED Program Guidelines provides some suggestions of performance measures for different types of projects. Pick 2-3 appropriate performance measures for each outcome related to your project. As you will be required to report on the performance measures you choose, consider carefully which are appropriate and measurable for your project.

Secondly, you can indicate other performance measures that are specific to your project that would provide information for your use and evaluation of your project.

A. RED Program Planning Stream Outcomes			
Outcome	List Anticipated Short-term Outcomes from the Project	List Anticipated Long-term Outcomes of the Project	Performance Measure for Each of the Project Outcomes
Increased awareness and understanding of the benefits of evidence-based planning	<ul style="list-style-type: none"> - Use the results gathered from the Equine task force study to increase awareness of the Town of Erin's equine amenities. - Professional EcDev Mgr role of public consultation 	<ul style="list-style-type: none"> - Develop a strategic plan to develop the equine industry and help Erin establish a brand position in the region as an equestrian destination - Create a strategic development plan to create trail systems throughout the area - Hire EcDev Mgr full time 	<ul style="list-style-type: none"> - # of public consultations held by EcDev Mgr - Tracking and reporting following metrics compared to RR+ E survey data - Increase awareness of Erin's Equestrian Amenities - # of Equine Trails - # of Equine Businesses
Improved and/or enhanced collaboration and information sharing among communities and other economic development collaborators	<ul style="list-style-type: none"> - Facilitate communication between equine patrons/business owners and tourism associations - Collaborate with landowners and organizations to develop horse amenities and trails - Work with and develop Equine partners to use Equine industry as an economic driver - Partner with local tourism associations, BIA, and Chamber of Commerce - Economic Development Committee will establish metric of success, then use measurements to establish priorities and track outcomes 	<ul style="list-style-type: none"> - Prepare community to leverage the Pan Am games to increase equine tourism - Trail development plan established - Promote Erin as a "hitching post" for the regions equine tourism 	<ul style="list-style-type: none"> - Establish an Equine Trail Organization - Collaborate on activities promoting the Pan Am Games - Establish community partnerships (landowners, tourism associations, horse consumers) to develop horse trails in the area - Increased Equine related businesses involved in development process
Increased ability to identify priorities, measure economic performance and outcomes			
Improved skills, knowledge and capacity to undertake economic development initiatives	<ul style="list-style-type: none"> - Hire a knowledgeable Economic Development Manager to act as an industry catalyst and provide administrative infrastructure to support the project. 	<ul style="list-style-type: none"> - Develop a strategic plan to help position Erin as a region in support of equine industries. - Full time EcDev Mgr educates community and facilitates development process 	<ul style="list-style-type: none"> - Hire an Economic Development Manager for 1 year contract - Develop a strategic plan to provide continued guidance for the development of equine industries in Erin
B. Project Specific Outcomes			

Notes:

1. In-kind contributions are not eligible for reimbursement. However, in order to identify the actual cost of the project, please identify any in-kind contribution that will be required to complete the proposed project. An in-kind contribution is identified as goods and services that are contributed to a project by the applicant and co-applicants that would otherwise have been purchased or contracted to complete the project.
2. Projects are cost-shared with the provincial government investing up to 50 per cent of the project's eligible cost, or up to 90 per cent in limited circumstances. The Minister would consider reimbursements of up to 90 per cent in cases of hardship where a project demonstrates a close alignment with RED Program outcomes (strategic and planning or implementation) and could not be delivered without the increased funding rate, and if the increased funding rate is approved, the applicant would have sufficient ability (including financial ability) to deliver the project.

For additional information on combining funding or claiming hardship, see the "Eligible Applicants" and "Funding" sections in the Guidelines.

If you are requesting reimbursement of more than 50% of Total Eligible Costs, please provide adequate rationale below:

Financial Forecast

Complete the following table indicating when costs will be incurred. Costs should be broken down by quarter for the duration of the proposed project.

Quarterly Projected Expenditures by Fiscal Year					
Fiscal Year	Quarter 1 (Apr - Jun)	Quarter 2 (Jul - Sep)	Quarter 3 (Oct - Dec)	Quarter 4 (Jan -Mar)	Annual Total
2013/14				\$ 6,700.00	\$ 6,700.00
2014/15	27100	\$49600	\$39600	\$11400	\$ 127,700.00
2015/16					\$ 0.00
TOTAL ELIGIBLE COSTS					\$ 134,400.00

Applicants' Contribution and Additional Funding Sources

Amounts should align with the Total Eligible Costs (A) and Total Project Costs from Project Activities and Costs chart.

Please list the total contribution of all identified applicants separately.

Applicants' Contribution to the Project	Eligible Expenditures	Ineligible Expenditures/ In-Kind Contributions		Total Project Costs
	Cash (A)	Cash	In-Kind	
Town of Erin - Financial Contribution	\$ 67,200.00			\$ 67,200.00
				\$ 0.00
				\$ 0.00
				\$ 0.00
				\$ 0.00
				\$ 0.00
				\$ 0.00
				\$ 0.00
Total Project Costs	\$ 67,200.00	\$ 0.00	\$ 0.00	\$ 67,200.00
Total Eligible Costs (A)	\$ 67,200.00			

If applicable, please list all additional sources of funding including Provincial, Federal and Private sources.

Failure to disclose all current funding or possible funding sources may cause in the termination of the application or Agreement.

Additional Sources of Funding	Funding Amount
N/A	
Total Additional Funding	\$ 0.00

If additional sources of funding have been identified, please give a brief description below:

No other funding sources have been identified at this time.

For additional information on combining funding or claiming hardship, see the "Eligible Applicants" and "Funding" sections in the Guidelines.

Important Information to Read and Accept Before Submitting an Application

Applicant Requirements

- The applicant has read the Rural Economic Development Program (RED Program) Guidelines and is aware of the provisions and requirements of the RED Program.
- The primary project contact and the primary contact for any co-applicants, if applicable, have made inquiries as needed and obtained all necessary approvals and consents to proceed with this application.
- Applicant accept the Government of Ontario's right to obtain, use and disclose information for the purposes of assessing, evaluating, verifying, auditing and enforcing the RED Program.
- Applicant understand and accept that the Minister, has exclusive discretion to reject or refuse any application and that applicants, jointly or severally, shall not be eligible for funding under the RED Program solely by reason of making this application or have any claim or demand or action against Her Majesty the Queen in the Right of Canada, Her Majesty the Queen in Right of Ontario, Her Ministers, directors, officers, employees, servants, appointees or agents in this regard.
- The applicant shall provide any additional information that the Province or its authorized agent(s) may reasonably require for purposes of assessing the Application and administering the RED Program.
- Applicants authorize Her Majesty the Queen in right of Ontario, as represented by the Minister of Agriculture and Food and its employees and agents (the "Province") to contact bankers, accountants, solicitors and insurance agents of the applicant, law enforcement agencies, credit bureaus and other Government Ministries and Agencies to verify the information concerning the affairs of the applicant as described in the Application, to obtain such credit and other reports as the Province and or its authorized agent considers necessary to assess the application. This may include, but not be limited to, the Office of the Superintendent of Financial Institutions and the Financial Transactions and Reports Analysis Centre of Canada.
- The information provided in the application including, but not limited to, any documentation submitted herewith and any and all information associated with reviews conducted by the Province and its authorized agents may be shared with other ministries of the government, experts and/or authorized agents for the purposes of assessing the application and administering the Province and satisfying any and all Government accountability and reporting obligations.
- Application information and any supporting documentation is true and correct to the best of my/our knowledge, information and belief. If the Province independently discovers that the application including, but not limited to, any documentation submitted contains a material misrepresentation or a material change in the circumstance has occurred or is continuing to occur, the Application shall be deemed to be withdrawn immediately by the applicant.
- Applicant understand that it may take up to 45 days to review my application prior to the approvals process, which may require additional time, under the RED Program.
- Upon approval of the project, each applicant will be required to sign an Agreement with the Province of Ontario. Each applicant shall be jointly and severally liable (each completely and individually liable) to the Ministry for the fulfillment of the obligations of the partners under the Agreement.
- Applicants signing the Agreement with the Province of Ontario are required to have comprehensive general liability insurance with coverage for at least \$2 million per occurrence. This insurance must

show the Province (Her Majesty the Queen in right of Ontario) as an additional insured on the policy and contain the endorsements specified by the Agreement and is required throughout the term of the Agreement.

- Any approved applicant may be subject to public announcements and disclosure.
- Applicant must be compliance with all applicable federal, provincial, state, municipal or local laws, and understand and warrant that all work on the project shall be carried out in compliance with all applicable federal, provincial or municipal laws or regulations, or any orders, rules or by-laws related to any aspect of the project.
- The applicant must not be:
 - in default in any respect in connection with any federal, provincial, state, municipal or local taxes, assessments or other imposts or penalties due and unpaid in respect of its income, business or property or for the payment of any tax installment due in respect of its current taxation year.
 - have outstanding charges against him/her/it alleging an offence that was committed in any province, territory, state or country;
 - and never been a defendant or respondent in any civil proceeding in which fraud, theft, deceit, misrepresentation or similar conduct is or was alleged
- The applicant will provide the Province with any and all required information in a timely manner.
- The applicant must understand that the RED Program is a discretionary non-entitlement program and that even if the Application meets all of the RED Program Guidelines, there is no guarantee that such Application will be approved under the RED Program.

Confidentiality, Consent and Certification

Take notice that application forms and supporting material submitted to the Province of Ontario are subject to the Freedom of Information and Protection of Privacy Act (FIPPA). Any information submitted in confidence should be clearly marked "CONFIDENTIAL". Nevertheless, information supplied to the RED Program may be disclosed by MRA where it is obligated to do so under the FIPPA or by an order of a court, tribunal or pursuant to a legal proceeding. Information contained in an Application to the RED Program may also be disclosed by MRA to verify compliance with other provincial and federal funding initiatives administered by MRA, other provincial ministries, or a third party delivery agent, to ensure that there is no duplication of funding. Inquiries about confidentiality should be directed to the RED Program.

I have read and acknowledge the above and submit this application under the Rural Economic Development Program.

Insert Applicant's Name -- if legal entity

Name: Kathryn Ironmonger

Title: Chief Administrative Officer

Date: 10/30/2013

Insert Applicant's Name -- if legal entity

Name:

Title:

Date:

I have the authority to bind the Applicant

Insert Witness Name -- if Applicant is an Individual


Name: executive assistant

10 31 2013
Date:

Insert Applicant's Name -- if an individual


Kathryn Ironmonger

Name:

10/30/2013

Date:

Final Check before Submitting Application

- Include the completed application form.
- Ensure the applicants and all co-applicants sign the application
- Include the following documentation for each Applicant:
 - Three years of financial record, audited if available
 - Supporting documentation for Corporation, Partnership, Trust or Other
 - Attach a list of directors and officers if your organization is a corporation, or a list of the General Partners and its directors and officers for a Partnership or a list of other officials, if appropriate.
- Include any documentation that supports the need for the project
- Include any letters of support, indicating their contribution to the project if applicable

When you've completed your application click the "Save" button. If you want to mail or fax your completed application, click the "Print" button to print it out. If you'd like to email your completed application click "Email."

Applications may be submitted by mail to:

Rural Economic Development Program
Ontario Ministry of Rural Affairs
1 Stone Road West, 4 NW
Guelph, ON N1G 4Y2
Tel: 1-877-424-1300

Applications may be faxed to: (519) 826-4336

Applications may be submitted by email by clicking the "Email" button.

Save

Print

Email

Appendix B: University of Guelph Proposal Equine Trail Network Map

Winter 2014 STUDENT LEAD PROJECT

Town of Erin Proposal – Equine Trail Network Expansion Map

Project Overview

The Town of Erin has adopted the equine sector as one of its local economic development engines. One pillar of the four-part strategy is developing an integrated equine trail network linking the recreational riding experience with surrounding equine events and other destinations, positioning Erin as the hub.

An integrated trail network will attract visitor riding enthusiasts from the GTA. Adding to the experience will be the opportunity to leave their horses in a secure hitching post facility so they can stop, dine and shop. The appeal of nearby trails also strengthens the local horse boarding business and the ancillary equine services they support.

Creating an equine trail is a complex undertaking. Lucie Svecova's recent Master's thesis, *Trail Development in Wellington County (2013)* clearly outlines all the considerations and the steps involved. This project is the first step of many to follow, but identifying and categorizing the potential trails is a critical and necessary starting point.

Trail network planning is best done at a regional level. Parallel to this exercise, the Town of Erin will approach the County of Wellington and/or Dufferin County and/or the Hills of Headwaters to determine interest in establishing a regional equine trail committee, using the Town of Erin as a pilot test case.

At the same time, within the agriculture sector we sense a growing division between livestock/crop production and equine. We would like to help bridge this chasm before it gets too big. Since an equine trail network will inevitably cross or border agricultural operations, having both perspectives participate and work through potential conflicts is an excellent unifying and bridge building exercise.

Legacies

- The starting point for an Equine Trails Committee.
- A base interactive equine trail map that will grow as trails and related services are brought into service.
- Model of more sophisticated social media use for use by the Town of Erin for other applications.
- An accessible integrated trail network connected to a downtown hub will attract GTA visitors supporting the growth of existing equine businesses and visitor retail as well as spawn new entrepreneurial ventures.
- A model for other communities interested in equine trail development.

Winter 2014 STUDENT LEAD PROJECT
Town of Erin Proposal – Equine Trail Network Expansion Map

Please complete the right hand column with details of your proposed project. Use bullet points as necessary.

<p>Project Title and Focus: Please identify the OMAF/MRA research priority(ies) (link provided in Notes below) that your project will address and provide detail on how this project will address the identified research priority area. Please also select in chart below. A link to the full description of the priorities can be found in the Notes section.</p>	<p>Equine trail network expansion mapping</p> <p>Links to OMAF/MRA priorities:</p> <ul style="list-style-type: none"> ▪ Competitiveness > land use ▪ Sustainability > land stewardship activities ▪ Rural Infrastructure > best practices, infrastructure and community resilience ▪ Human Capital > rural entrepreneurship ▪ Regional Development > emerging practices
<p>Target Audience(s): Please identify the target audience(s) and opportunities to engage this audience. Be as specific as possible as per your municipality.</p>	<p>This project would involve the graduate students engaging local young adults (age 16-30) involved and/or interested in equine and agriculture, working collaboratively to identify potential equine trail expansion opportunities in the Erin area. The focus is on young adults as these are the horse riders and equine industry leaders of the future. Playing a key role in this endeavor ensures the sustainability of an equine trail system as well help prepare young adults for future leadership roles.</p>
<p>Project Goals and Application: How do you envision the students undertaking this research and what opportunities do you see to use social media. How does this engage the target audience? What product do you hope to receive from the students? (develop local guidelines, report to Planning Committee, add research findings, information to a project webpage, etc.).</p>	<p><u>Student Undertaking</u> Research and design trail ranking criteria, develop electronic interactive mapping, design collaboration process and lead engagement of young adults, product final report with recommended trail priorities.</p> <p><u>Opportunities for Social Media</u> There are numerous opportunities to use social media: map inputs, canvassing participation, discussion forums to resolve conflicts, online surveys and ranking exercises, polling trail preferences, and so on. At minimum Facebook, Twitter and RSS feeds should be used to channel the target audience to the engagement opportunities. Other uses will be part of the collaborative process design discussion.</p> <p><u>Engaging the Target Audience</u> Via a number of different consultation mechanisms, this project will directly engage young adults in collaborative problem solving and joint decision-making.</p> <p><u>Deliverables</u></p> <ul style="list-style-type: none"> ▪ Report to Town of Erin CAO ranking potential trails and priority trail recommendation ▪ Sustainable equine trail development best practices ▪ Model collaborative engagement encompassing social media ▪ On-line interactive map with filters

Winter 2014 STUDENT LEAD PROJECT
Town of Erin Proposal – Equine Trail Network Expansion Map

<p>Resources: What resources, if any, are available at the municipal level to undertake/apply the research (i.e. a project webpage, target population data, a central municipal email address, earlier research that may be expanded on, IT assistance, etc).</p>	<p>Preliminary map (hard copy) of equine properties in Erin</p> <p><u>Internet Technology</u></p> <ul style="list-style-type: none"> ▪ Town of Erin web site, Facebook page, Twitter account ▪ Central municipal email address ▪ IT assistance ▪ GIS assistance (County of Wellington, OMAF) <p><u>Expertise</u></p> <ul style="list-style-type: none"> ▪ Collaboration and stakeholder engagement processes ▪ Local equine-industry knowledge and contacts <p><u>Related Documents and Research</u></p> <ul style="list-style-type: none"> ▪ <i>Trail Development in Wellington County</i> (2013) – Lucie Svecova (University of Guelph Master's Thesis). Identifies all the things needed to be considered in trail development. ▪ <i>Ontario Rural Stewardship Guide</i> (2013) – Dr. W. Caldwell (University of Guelph) ▪ <i>Rails to Trails</i> (2012) – University of Guelph Graduate Study ▪ Variety of other equine-related studies
<p>Timing and Deliverables: Projects must be completed within the academic term (Jan – April 2014). Identify at least one deliverable specific to how social media with further municipal efforts. Please indicate anticipated necessary steps and milestones/timeline for the project. Identify future steps if applicable.</p>	<p><u>Schedule</u></p> <p>Month 1: Refine scope, process, secondary research <i>Milestone: List of trail criteria & considerations</i></p> <p>Month 2: Design collaboration process, preliminary mapping <i>Milestone: Collaboration framework; map converted to GIS</i></p> <p>Month 3: Undertake collaborative equine trail expansion mapping process <i>Milestone: Young adult engagement complete</i></p> <p>Month 4: Final report and map production</p> <p><u>Deliverables</u></p> <ul style="list-style-type: none"> ▪ Report to Town of Erin CAO ranking potential trails and priority trail recommendation ▪ Sustainable equine trail development best practices ▪ Model collaborative engagement encompassing social media ▪ On-line interactive map with filters
<p>Contact Person: Please identify the contact person + contact information who will work with the students, respond to questions and review student research. Please note that we may be in touch with you for follow up research after the initial 4 month student project is complete for evaluation purposes.</p>	<p>Kathryn Ironmonger, CAO/Town Manager, Town of Erin Phone: 519-855-4407 Ext. 222 Email: kathryn.ironmonger@erin.ca Address: 5684 Trafalgar Road, Hillsburgh, Ontario N0B 1Z0</p>

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Town of Erin Proposal – Equine Trail Network Expansion Map

PLEASE SELECT THE RESEARCH PRIORITY(ies) THAT YOUR PROPOSED PROJECT WILL ADDRESS:

Agricultural Policy Research Priorities		Rural Development Research Priorities	
Competitiveness		Rural Infrastructure	
	food policy	x	best practices <ul style="list-style-type: none"> ▪ Trail development best practice ▪ Collaboration best practice ▪ Youth (young adult) engagement best practice
x	land use: <ul style="list-style-type: none"> ▪ manage competing uses for agricultural land ▪ leverage agricultural land to maximize economic development while still protecting agricultural production 	x	infrastructure and community resilience <ul style="list-style-type: none"> ▪ ancillary emergency preparedness route
Sustainability		Human Capital	
	alternatives to petroleum-based economy		rural labour market
	water policy	x	rural entrepreneurship <ul style="list-style-type: none"> ▪ integrated trail system with strategically placed hitching posts will promote new retail and hospitality opportunities as well as innovative experiential tourism
	regulation of agriculture and agri-food sectors)	Regional Development	
	changing production costs	x	emerging practices <ul style="list-style-type: none"> ▪ applied research into best practices and lessons learned in other jurisdictions to address barriers, issues and challenges in equine trail network development
x	land stewardship activities: <ul style="list-style-type: none"> ▪ identify beneficial land stewardship practices ▪ process model for outreach and communication 		evaluation frameworks <ul style="list-style-type: none"> ▪ evaluation framework for measuring successful development of equine trail networks
Innovation			
	value chains		
	local food		
	innovation		

Appendix C: University of Guelph Proposal

Rural Economic Development Key Performance Indicators

Winter 2014 STUDENT LEAD PROJECT

Town of Erin Proposal – Rural Economic Development KPIs

Project Overview

The Town of Erin is developing an economic development strategy and for its starting point the Town would like to identify relevant Key Performance Indicators (KPIs). While there is much literature and research related to community economic development, much of it is theoretical and academic. Not readily available is practical, concrete tools.

Rural municipalities must govern to a unique set of parameters that are different from other levels of government, private business or large organizations. Most notably is the revenue stream; for municipalities it's property taxation whereas for the upper levels of government it is income tax and for business it's sales. Even within the municipal tier, the operating environment is very different in rural communities compared to larger urban areas. Rural municipalities are generally challenged by providing comparable basic services as larger areas but without the economics of scale a result of a smaller population base, less infrastructure, more limited revenue streams, and the rural character.

There are many local economic development initiatives but as far as we can determine, there are no measures to assess if these actually have a net effect on the bottom line *from a municipal revenue perspective*. KPIs would provide some measure to gauge the effectiveness of economic development activities.

KPIs can be developed after strategies or goals have been identified. Or they can be used as tool to help define strategies and goals insofar as they help to define what is important. This project would use the latter application to develop KPIs specific to rural economic development that lead to a net gain in property tax revenue and the appropriate distribution across taxation classifications.

Legacies

- Measures to assess the impact of economic development activities.
- Model other communities can adopt.
- Experience in broadening community engagement using social media.

Winter 2014 STUDENT LEAD PROJECT
Town of Erin Proposal – Rural Economic Development KPIs

Please complete the right hand column with details of your proposed project. Use bullet points as necessary.

<p>Project Title and Focus: Please identify the OMAF/MRA research priority(ies) (link provided in Notes below) that your project will address and provide detail on how this project will address the identified research priority area. Please also select in chart below. A link to the full description of the priorities can be found in the Notes section.</p>	<p>Rural economic development Key Performance Indicators (KPIs).</p> <p>Links to OMAF/MRA priorities:</p> <ul style="list-style-type: none"> ▪ Rural Infrastructure > best practices ▪ Regional Development > emerging practices, evaluation frameworks
<p>Target Audience(s): Please identify the target audience(s) and opportunities to engage this audience. Be as specific as possible as per your municipality.</p>	<p>The audience for this project is ultimately the Town of Erin Council but given that the KPIs would be the framework for economic development going forward, collaboration with staff, local business and the community at large is imperative. Other jurisdictions in Wellington County interested in this work.</p>
<p>Project Goals and Application: How do you envision the students undertaking this research and what opportunities do you see to use social media. How does this engage the target audience? What product do you hope to receive from the students? (develop local guidelines, report to Planning Committee, add research findings, information to a project webpage, etc.).</p>	<p><u>Student Undertaking</u></p> <ul style="list-style-type: none"> ▪ Research property tax revenue drivers ▪ Formulate draft KPIs relative to property tax revenue maximization ▪ Execute stakeholder engagement <p><u>Opportunities for Social Media</u></p> <p>There are numerous opportunities to use social media: map inputs, canvassing participation, discussion forums to resolve conflicts, online surveys and ranking exercises, polling trail preferences, and so on. At minimum Facebook, Twitter and RSS feeds should be used to channel the target audience to the engagement opportunities. Other uses will be part of the collaborative process design discussion.</p> <p><u>Engaging the Target Audience</u></p> <p>Stakeholders would be involved in refining the draft KPIs.</p> <p><u>Deliverables</u></p> <ul style="list-style-type: none"> ▪ Report on rural economic development drivers ▪ Rural economic development KPIs ▪ Process documentation ▪ Model collaborative engagement encompassing social media
<p>Resources: What resources, if any, are available at the municipal level to undertake/apply the research (i.e. a project webpage, target population data, a central municipal email address, earlier research that may be expanded on, IT assistance, etc).</p>	<p>Preliminary work on rural economic development drivers</p> <p><u>Internet Technology</u></p> <ul style="list-style-type: none"> ▪ Town of Erin web site, Facebook page, Twitter account, municipal email address ▪ IT assistance <p><u>Expertise</u></p> <ul style="list-style-type: none"> ▪ Collaboration and stakeholder engagement processes ▪ Access to local data and staff knowledge

Winter 2014 STUDENT LEAD PROJECT
Town of Erin Proposal – Rural Economic Development KPIs

<p>Timing and Deliverables: Projects must be completed within the academic term (Jan – April 2014). Identify at least one deliverable specific to how social media with further municipal efforts. Please indicate anticipated necessary steps and milestones/timeline for the project. Identify future steps if applicable.</p>	<p>Based on a 20-week time-frame:</p> <p>Wk 1-2: Refine project scope and process <i>Milestone: Final project description and Terms of Reference</i></p> <p>Wk 3-4: Research rural economic development drivers <i>Milestone: Chart of rural economic development drivers with explanation</i></p> <p>Wk 5-6: Research KPIs <i>Milestone: Draft KPIs for this application</i></p> <p>Wk 7-8: Design consultation process</p> <p>Wk 9-10: Consultation preparation; identify stakeholder participants, initial communication <i>Milestones: confirmed list of stakeholder participants</i></p> <p>Wk 11-14: Stakeholder engagement <i>Milestones: stakeholder engagement concluded</i></p> <p>Wk 15-16: Production of deliverables</p> <p>Four weeks to accommodate schedule slippage.</p> <p>Deliverables</p> <ul style="list-style-type: none"> ▪ Report on rural economic development drivers ▪ Rural economic development KPIs ▪ Process documentation ▪ Model collaborative engagement encompassing social media
<p>Contact Person: Please identify the contact person + contact information who will work with the students, respond to questions and review student research. Please note that we may be in touch with you for follow up research after the initial 4 month student project is complete for evaluation purposes.</p>	<p>Kathryn Ironmonger, CAO/Town Manager, Town of Erin Phone: 519-855-4407 Ext. 222 Email: kathryn.ironmonger@erin.ca Address: 5684 Trafalgar Road, Hillsburgh, Ontario N0B 1Z0</p>

**Winter 2014 STUDENT LEAD PROJECT
Town of Erin Proposal – Rural Economic Development KPIs**

PLEASE SELECT THE RESEARCH PRIORITY(ies) THAT YOUR PROPOSED PROJECT WILL ADDRESS:

Agricultural Policy Research Priorities		Rural Development Research Priorities	
<u>Competitiveness</u>		<u>Rural Infrastructure</u>	
<input type="checkbox"/>	food policy	<input checked="" type="checkbox"/>	Best practices <ul style="list-style-type: none"> ▪ Mechanism to ensure efficiency and sustainability in rural development
<input type="checkbox"/>	land use	<input type="checkbox"/>	infrastructure and community resilience
<u>Sustainability</u>		<u>Human Capital</u>	
<input type="checkbox"/>	alternatives to petroleum-based economy	<input type="checkbox"/>	rural labour market
<input type="checkbox"/>	water policy	<input type="checkbox"/>	rural entrepreneurship
<input type="checkbox"/>	regulation of agriculture and agri-food sectors)	<u>Regional Development</u>	
<input type="checkbox"/>	changing production costs	<input checked="" type="checkbox"/>	emerging practices <ul style="list-style-type: none"> ▪ applied research into best practices and lessons learned in other jurisdictions to address barriers, issues and challenges in developing KPIs for rural communities
<input type="checkbox"/>	land stewardship activities	<input checked="" type="checkbox"/>	evaluation frameworks <ul style="list-style-type: none"> ▪ evaluation framework for assessing community economic development effectiveness
<u>Innovation</u>			
<input type="checkbox"/>	value chains		
<input type="checkbox"/>	local food		
<input type="checkbox"/>	innovation		