

Scalable System

There is wide agreement that a scalable system is a good idea. People like it because it:

1. Promotes fairness – smaller businesses with fewer impacts enjoy a simplified review process
2. Recognizes that the relative intensity of a business (and its potential for impact) is proportionate to the scale of the equestrian operation and the space it occupies
3. Can account for different types of activities

The limitations and challenges of the system we've been working on include:

1. Finding criteria that are clear and quantifiable
2. Accounting for the differences between operations
3. Setting thresholds that are fair.

We've been thinking of the scalable system in a matrix format. I may well be largely to blame for that. Another idea for the structure of the scalable system was suggested by one of the County's engineers and I think it can help us overcome some of the challenges of the matrix approach. Eric Tracy suggested that we look at an equation or formula.

The way the formula would work is the criteria we want to measure would be assigned a factor of impact importance. This factor could be related to traffic generation, for example. A business would fill in the blanks for the various criteria, multiply by the factors assigned to those measures and add up the answers. This resultant point total would be compared against ranges tied to the three review processes to determine what level of review applies. Here's an example (I numbered the criteria so it will be easier for us to talk about them.)

1. How many "revenue generating horses" ^A are involved in your business?	_____ x 0.50 = _____
2. How many different owners are there for those revenue generating horses?	_____ x 0.50 = _____
3. How many "trainees" ^B will visit your property each week?	_____ x 0.60 = _____
4. How many full-time equivalent "(FTE) employees" ^C will the equestrian operation have on average?	_____ x 2.00 = _____
5. How many equestrian events ^D will the equestrian operation host during the year?	_____ x 0.60 = _____
6. Using the chart below, how many points are assigned to the number of acres of property occupied by your equestrian operation? ^E	_____ x 1.00 = _____
Total	_____

Acres occupied by equestrian operation	Points
2-10	10
More than 10 but less than 35	5
More than 35	0

^A Revenue generating horses include horses that are boarded, used in riding lessons, or trained for remuneration or a fee

^B A trainee is considered to be an individual who comes to the property for a training session such as a riding lesson or educational class that is offered for remuneration or a fee. Each time an individual

comes to the equestrian operation for a training episode during a week, it is considered to be a trainee visit.

^CA *FTE Employee* is someone who provides work, labor, or assistance to the equestrian operation for a salary, wages or other compensation whether by direct payment, barter or donation. Labor hours during the year can be aggregated among all employees and divided by 2080 to calculate full time equivalency.

^DUse the definition of *equestrian events*” already proposed. The owner/operator counts as one FTE.

^EOccupied acreage includes barns, corrals, paddocks, arenas, fenced pasture, parking, loading and storage areas (potentially including leased acreage), and excludes areas reserved as private use areas for a primary on-site residence.

Total Points	Review Process
1-20	Use by Right
21-40	Minor Special Review
41 or more	Special Review

The main reason I like this approach better than the matrix approach is that the activities are additive which better represents the potential impact of the business as a whole. Setting the individual thresholds within the matrix for the saleable system as we’ve been discussing it overemphasizes the importance of the individual components of the business. That is, someone who is boarding multiple horses but not doing many lessons or special events could trip a threshold for a review trigger that is disproportionate to their total impact. Similarly, someone who is maxing out every threshold in each criteria area could have much more impact than feels comfortable to the Working Group for that level of review.

The formula approach makes it easier to look at the business in aggregate and compare the total potential impact with other businesses and appropriate review processes.