



Municipality of Trent Lakes Community Strategic Plan

April 2023



2023

Community Strategic Plan

Prepared by:



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Executive Summary

The purpose of this Strategic Plan is to guide future decisions in community development, and community sustainability for the Municipality of Trent Lakes. This strategic plan, to be implemented over the current term of council (2022-2026) provides accountability and transparency to the Municipality's residents and stakeholders, while moving the community forward in a clearly defined, and agreed-upon, direction to improve the community's attractiveness to visitors, residents, and investors.

As a community with a small but growing population covering a large geographic area, many things need to be accomplished to continue to make Trent Lakes a great place to live, work and visit. As the population increases the needs of the residents also increase and therefore the demands of the residents from the municipality also increase. As a result, the Municipality of Trent Lakes must address aging infrastructure, build new infrastructure and meet the increased demands on processes and policies.

When the strategic planning process began for the Community Strategic Plan, the direction was to establish a set of focused additional actions to be completed over this term of council. As documents were reviewed and consultations took place it was revealed that the Municipality was already undertaking a number of projects and to add to the existing actions would be counterproductive. As a result, the process took a turn, and it was decided that it was best to focus on existing projects and prioritize those actions, and to not add additional actions to the strategic plan.

Trent Lakes municipal staff worked closely with elected officials to determine the best ways to be efficient and effective, and to fulfill existing requirements with finite financial and staff resources.

Based on the public consultation and research completed, along with consultation with staff and elected officials, it was agreed upon that there are twenty-nine strategic actions that could be accomplished during this term of council.



The Municipality of Trent Lakes will:

- Continue to value and protect the natural beauty of the municipality knowing the value of maintaining clean water and forests.
- Have integrated hiking/biking/walking trails.
- Continue to be a friendly, engaged community.
- Have an enhanced, healthy, small-scale commercial base with new businesses supporting residents and visitors.
- Have strong infrastructure (roads, Internet) that will support more remote workers and the needs of current residents.
- Have a wider range of dwelling options.
- Have better communications around bylaws and enforcement.
- Continue to build a strong volunteer base.
- Have four-season tourism opportunities.
- Have infrastructure improvements, support services and activities aimed at supporting all age cohorts.

Mission for the Corporation of the Municipality of Trent Lakes

Council and Staff are committed to providing efficient, effective, and accountable rural services to permanent and seasonal residents and businesses.

Vision for the Municipality of Trent Lakes

Trent Lakes is proud to be a vibrant, resilient, sustainable, and environmentally friendly community.



Strategic Priority Themes for the Corporation of the Municipality of Trent Lakes

- Healthy and Active Living
- Resilient and Sustainable Economy
- Responsible, Accountable Government
- Environmentally Sustainable Policies and Practices

Plans currently being implemented by staff:

1. Economic Development Strategy
2. Buckhorn Community Improvement Plan
3. Open Spaces Master Plan
4. Parks, Recreation and Culture Master Plan
5. Greater Peterborough Area Climate Change Action Plan (Chapter 10 – Trent Lakes Community and Corporate Climate Change Actions)
6. Trent Lakes Facilities Master Plan
7. Trent Lakes Communications Plan
8. Buckhorn Streetscape & Greenspace Master Plan
9. Trent Lakes Asset Management Plan
10. Demand Energy Plan
11. Multi-year Accessibility Plan





1. Process Followed

The process that was followed to develop the Community Strategic Plan was twofold and was comprised of a document review and web searches, followed by a statistical analysis of Trent Lakes' economy and demographics that yielded a current Community Situational Analysis report. As well, a comprehensive consultation process was undertaken with various community stakeholders to better understand and provide context from a local lens.

TRENT LAKES' ROADMAP

COMMUNITY STRATEGIC PLAN

● STEP 1: DISCOVER

Research the community

- Document review
- Community Situational Analysis

● STEP 2: DEFINE

Consult with the community

- One-on-one interviews
- Online survey
- Focus groups
- SCOAR®

● STEP 3: DEVELOP

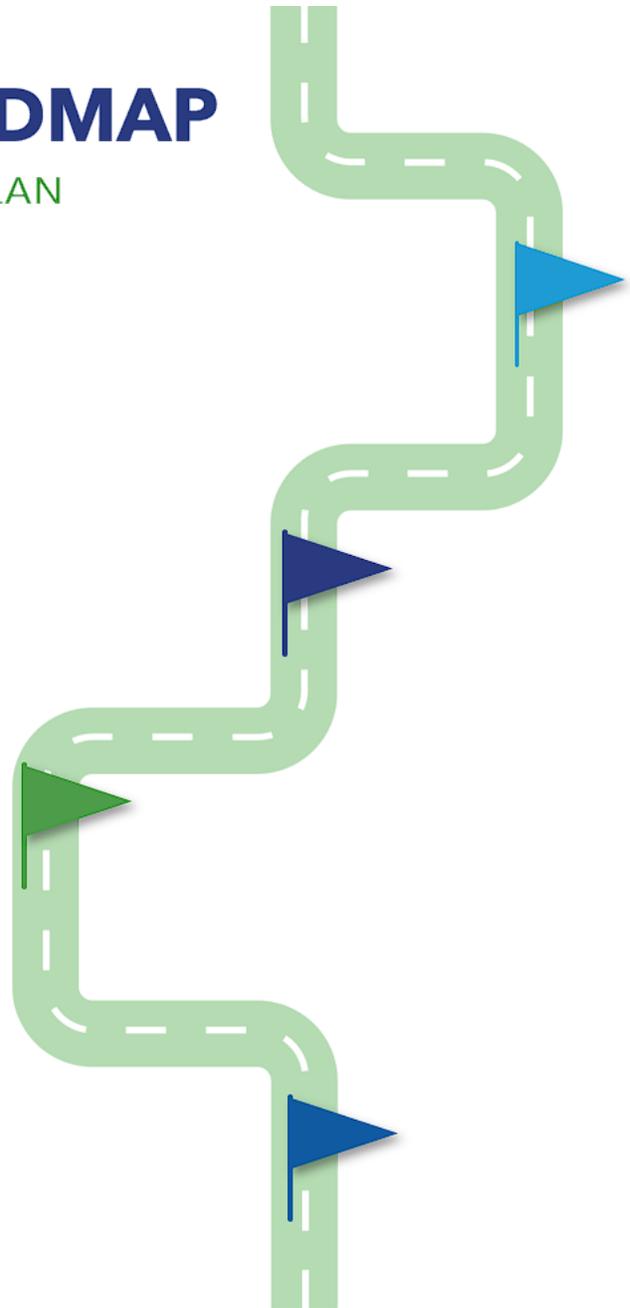
Build the plan

- Develop the actions
- Draft Strategy
- Final Strategy

● STEP 4: DELIVER

Present the results

- Presentation to Council
- Implementation plan



STEP 1: DISCOVER - Research the Community

The first step in the process was to have an in-depth review of the current situation in Trent Lakes.

1. Complete a Community Situational Analysis that shows the picture of Trent Lakes through a quantitative lens. The full document can be accessed through the Municipality of Trent Lakes.
2. Complete a review of current documents that are relevant to the Strategic Plan and assess where the Municipality is concerning projects, policies, and strategies.

Document Review

The Municipality of Trent Lakes has a significant number of strategic plans and well laid out priorities, both locally and regionally, along with multiple major capital projects, that incorporate an extensive number of actions that are required to be implemented in the short and long term. A comprehensive review of key strategic documents was undertaken to understand the scope of work based on the staff and financial resources.

Common themes arose out of the document review and include:

- Partnerships;
- Environment;
- Volunteers;
- Communications;
- Community Centres;
- Heritage;
- Downtown Buckhorn;
- Business;
- Tourism;
- Municipal Infrastructure and Buildings (Buildings, Fleet, Water Services, Streetlighting, Solid Waste, Signage, Vacant Properties, Parking, and Internet Connectivity); and
- Recreation (Ice Rinks and Sports Pads, Trails, Parkland and Beaches, and Boat Launches and Water Access Points).

The full document review is found in [Appendix D](#).



Municipality of Trent Lakes Economic **SNAPSHOT**



4,372 2001

5,284 2006

5,100 2011

5,397 2016

6,439 2021

Population Profile

MEDIAN AVERAGE

Region Age

58

Region Age

52

Ontario Age

41

Ontario Age

42

No certificate, diploma/
degree **12%**

University diploma/
degree - bachelor or above **14%**

Apprenticeship/trades
certificate/diploma **15%**

High school certificate
or equivalent **27%**

College or other
non-university certificate **29%**

Highest Education

Population ages 25-64



27%
Secondary

60%
Post-secondary

Household & Earnings



21% **ONTARIO 28%**

of Trent Lakes' populations spend
30% or more of household total
income on shelter costs.



Average Dwelling Value* **\$926,358**

Median Dwelling Value* **\$800,148**

*These figures are sourced from Manifold SuperDemographics and should not be compared directly to other sources, as their methodologies are different.



99% of dwellings in Trent
Lakes are single
detached houses

Total number of households

3,087

Municipality of Trent Lakes Economic **SNAPSHOT**



Labour Force & Local Economy

Median Employment Income | **Average Employment Income**

\$40,719 | **\$52,632**

ONTARIO MEDIAN
\$37,844

ONTARIO AVERAGE
\$54,047

PARTICIPATION RATE

ONTARIO
65.1%

52.3%

EMPLOYMENT RATE

ONTARIO
59.2%

48.2%

UNEMPLOYMENT RATE

ONTARIO
9.1%

7.8%

Top 5 Sectors by Industry**



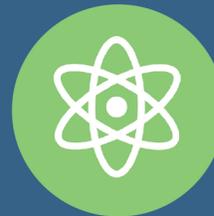
Construction



Retail Trade



Health Care & Social Assistance



Professional, Scientific & Technical Services



Educational Services

Top 5 Sectors by Occupation**



Trades, Transport & Equipment Operators



Sales & Service



Management



Business, Finance & Administration



Education, Law & Social, Community & Government Services

** by labour force employment for people living in Trent Lakes.

All data sourced from Manifold SuperDemographics 2022, unless otherwise specified.

STEP 2: DEFINE - Consult with the Community

Open and targeted comprehensive consultations were undertaken. Asking the same open-ended questions in the one-on-one interviews, online survey and focus groups, allowed the community stakeholders an opportunity to voice their opinions in an open and honest manner in various forms. Overall, there was input from **301 people** including representation from municipal staff, elected officials, residents, businesses, local and regional organizations, and the County providing insight into the community of Trent Lakes.

One-on-One Interviews, Focus Groups and Online Surveys

24 one-on-one interviews were completed, with representation from municipal staff, elected officials, community stakeholders, and local organizations.

Focus groups were held in person at the Buckhorn Community Centre with **14 of the public in attendance**.

The online survey link was placed on the Trent Lakes website and available to the public for approximately 3 weeks. **There were 263 responses to the survey.**



Trent Lakes

Trent Lakes Strategic Plan

We are looking for your input!

To make impactful decisions about the future of Trent Lakes and provide the resources needed by our community, the Municipality of Trent Lakes is undertaking a Strategic Plan. The Strategic Plan will provide realistic and doable actions that will provide a roadmap for Council and a framework for staff over this Term of Council.

We are seeking your views and opinions to provide us with valuable insight into Trent Lakes and opportunities for the community.

We ask you to please provide your input by completing a short, seven question survey. All responses will be kept confidential.

Thank you in advance for your participation.



Staff and Council Priority-Setting Session

A Priority-Setting Session was facilitated with members of staff and council to better understand the key issues and challenges that are impacting the Municipality as well as to capture and confirm a sense of key directions and priorities supported by Trent Lakes' elected officials and staff. There were 4 questions asked of staff and council that were directed at internal processes within the Corporation.

Outcomes of the priority-setting session are incorporated in the Strategic Priorities.

STEP 3: DEVELOP - Build the Plan

Building the plan involves bringing all the information collected through the research and consultations and putting it together into one comprehensive package and working with Trent Lakes staff to solidify the strategic priorities. The first step was to assess the community's strengths, weaknesses, challenges, and aspirations through a SCOAR® analysis.

SCOAR® Analysis



The SCOAR® (Strengths, Challenges, Opportunities, Aspirations, Results) is a detailed analysis of the current situation involving statistical analysis of the local economy, regional competitive outlook, trends and forecasts, investment readiness assessment, strengths/ weaknesses/ opportunities review using the McSweeney exclusive SCOAR® Analysis.¹

The following are the key strengths and challenges that stood out through the consultation process:



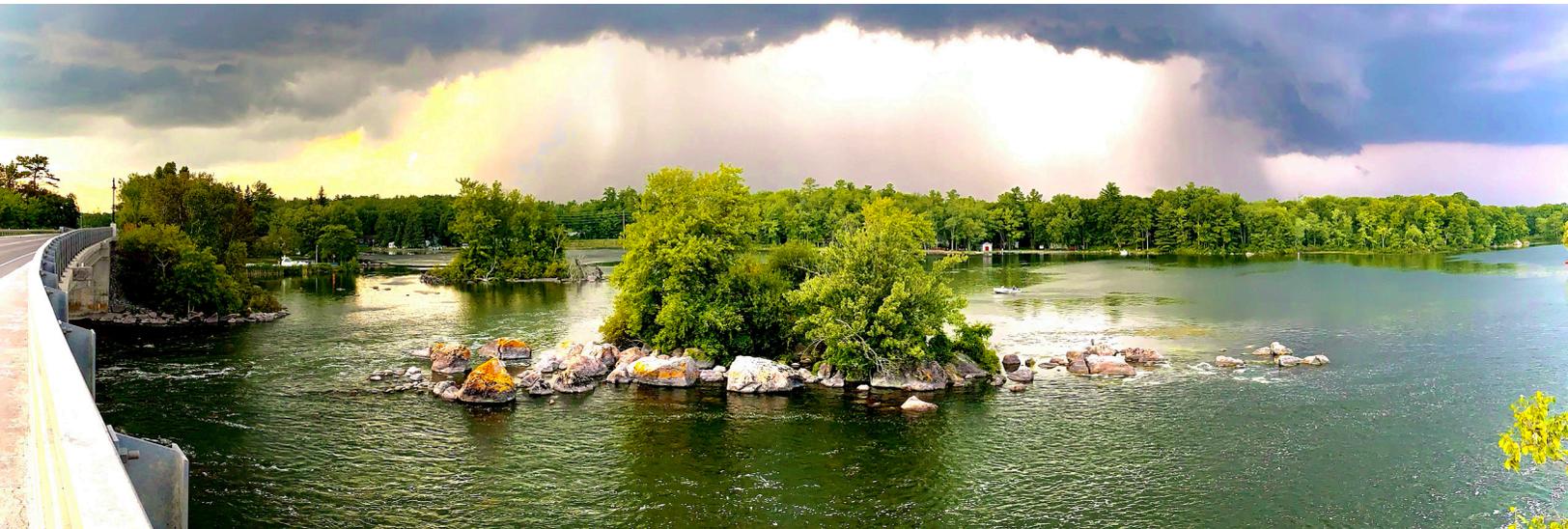
KEY STRENGTHS

- **Community:** close-knit, friendly, and proud of the community.
- **Natural beauty:** peaceful, with forested lands, lakes and beaches.
- **Quality of life:** volunteers driving programs, rural feel, key community assets, and accessible to larger urban centres.
- **Outdoor recreation:** hiking trails, boating, beaches.

KEY CHALLENGES

- **Infrastructure and Services:** inconsistent internet, lack of public transportation and childcare.
- **Municipality of Trent Lakes as a Corporation:** small staff complement with multiple roles and responsibilities.
- **Economy:** seasonal summer population, limited commercial/retail businesses and labour shortage.
- **Community:** can be 'factioned' (between north and south, seasonal and permanent residents, different communities from pre-amalgamation), beginning of overcrowding on lakes.

The full results of the SCOAR® Analysis can be found in [Appendix A](#).



¹ A SWOT analysis has a "50%" focus on "negative" aspects of analysis. While a SOAR analysis emphasizes the positive, it fails to address barriers or challenges to economic growth that every community faces. Our SCOAR® Analysis provides greater balance than either SWOT or SOAR analysis.



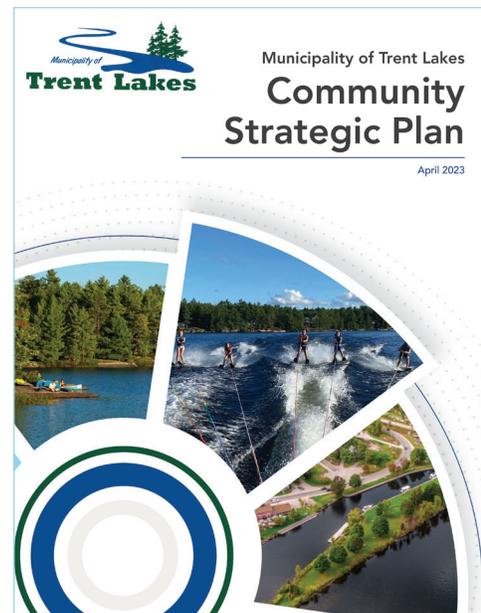
Priority-Setting Session & Strategic Priorities

To continue the consultation process a strategic action planning session was held in mid-April to discuss the top priorities that were considered realistic and doable to be completed in the remaining term of council.

Based on the community consultations and the Council and Staff priority-setting session, 6 goals with 29 strategic actions were established.

Community Strategic Plan

The draft strategic plan was completed and reviewed by staff, with a final strategic plan completed in April 2023.



STEP 4: DELIVER - Present the Results

Presentation to Council and Completion of Implementation Plan

An in-person presentation was delivered to Council at the May 2, 2023, council meeting.

An implementation plan has been created to indicate timelines, financial implications, and responsibilities for each of the actions. Once the Strategic Plan has been approved, staff and elected officials will have a clear understanding of their priorities, and will be able to complete common and agreed-upon goals.





2. Strategic Priorities

TRENT LAKES GOALS AND ACTIONS FOR THE 2022-2026 TERM OF COUNCIL

1.

GOAL: To Have the Best Policies in Place to Streamline Municipal Processes.

Policies

- Establish clear policies and processes for building and planning.
- Establish consistent public policy planning to make it easier for residents and potential business owners to better understand and follow through on development. For example, updating the municipal website and information packages, and implementing a cloud permit planning module.
- Implement the Short-Term Rental Licensing Plan (currently in the process of a 3-phase implementation plan).
- Investigate the need for a heritage policy.
- Continue to build upon existing policies and processes for managing internal physical and digital records.
- Increase digitization of municipal services (tax billing, downloading bills, etc.).
- Investigate bylaws to encourage housing diversity (e.g., in-law suites, tiny houses).
- Develop training and resources to staff on creating documents, information and communications in accessible document format.

Reviews

- A service-level review for the Fire Department;
- The committee restructuring review;
- A review of the Multi-Year Accessibility Plan and implement the plan;
- A review of the Zoning By-law; and
- A review of the Purchasing Policy.



2.

GOAL: To Have Infrastructure in Place in Order to Best Support Future Growth of the Municipality.

- Complete the municipal office building addition.
- Continue to assess, upgrade and maintain aging facilities.
- Evaluate the need for future land requirements for the municipality. Investigate land purchases for intended use.
- Complete Infrastructure/ Facility Replacements including the Buckhorn Public Works building and Fire Hall, and the 49 Public Works building.

3.

GOAL: To Better Communicate the Vision of Trent Lakes.

- Rebrand the Municipality to improve the perception of Trent Lakes.
- Create marketing initiatives to attract new residents and tourists/visitors to Trent Lakes.
- Complete a comprehensive communication plan that includes digital communications and implement the actions.

4.

GOAL: To Help the Corporation of the Municipality of Trent Lakes Remain an Employer of Choice for Existing and New Staff.

- Continue to investigate ways to promote life-work balance (i.e., work-from-home where appropriate, competitive salaries) and differentiate Trent Lakes from other municipalities as a great place to work.
- Have a succession plan in place where staff can advance and stay while also attracting and retaining new staff.



5.

GOAL: To Take the Lead on Initiating Environmental Stewardship for the Community.

- Set up an advisory committee including staff members to discuss the needs of the Corporation to become better stewards of the environment.
- Continue to implement plans such as the Demand Energy Plan, Open Spaces Master Plan, Buckhorn Streetscape & Greenspace Master Plan, etc.

6.

GOAL: To Continue to Build Relationships for the Community.

- Establish Four-Council (Curve Lake, North Kawartha, Selwyn and Trent Lakes) and meet on a regular basis.
- Implement the current volunteer policy to provide structure around training, manage risk, etc. and to improve relationships with volunteers.





Appendix A: SCOAR[®] Analysis



The SCOAR[®] (Strengths, Challenges, Opportunities, Aspirations, Results) is a detailed analysis of the current situation involving statistical analysis of the local economy, regional competitive outlook, trends and forecasts, investment readiness assessment, strengths/ weaknesses/ opportunities review using the McSweeney exclusive SCOAR[®] analysis.

S

Strengths

Community

- Close-knit.
- Friendly.
- Strong sense of volunteerism.
- Residents with historic ties to the area with a strong pride of place.
- Involved arts and recreation community.
- Growing population.

Natural Beauty

- Forested lands.
- Lakes/beaches.
- Peaceful, rural setting.



S

Strengths

Quality of Life

- Volunteers who drive programs for youth and the broader community.
- Rural feel.
- Community assets including the Trent Lakes Public Library, Cavendish Public Library, and three community centres.
- Accessible from/to larger urban centres like Peterborough.

Outdoor Recreation

- Hiking Trails.
- Water activities (boating, fishing and swimming).
- One of busiest locks on Trent Severn waterway located in Buckhorn.
- Seasonal tourism building off incredible natural vistas.

C

Challenges

Community

- Community can be "factioned" (between north and south, seasonal and permanent residents, different communities from pre-amalgamation).
- Difficult to support aging population due to limited support services available.
- Lack of varied housing types (i.e., more affordable homes).
- Public access to the lakes is difficult to locate.
- Beginning of overcrowding on lakes.
- Active transportation options (i.e., to travel one must own a car).
- Overreliance on volunteers.



C

Challenges

Infrastructure and Services

- Inconsistent internet connectivity within the Municipality.
- Lack of public transportation.
- Lack of garbage pickup.
- Lack of childcare.
- No refrigerated ice surface or swimming pool.
- Hwy 507 (County responsibility) maintenance is seen as a drawback.

Municipality as a Corporation

- Perceived lack of communication from Municipality to residents about services it provides.
- Perceived lack of bylaw enforcement around development, noise complaints, short-term rentals.
- Perception that taxes are high relative to the services provided (small commercial base means majority of taxes fall on residential properties).
- Small staff complement with multiple roles and responsibilities.

Economy

- Seasonal summer population/customer base.
- Contentious relationship between quarries and many residents.
- Labour/skilled labour shortage.
- Lack of serviced lands to build.
- Limited number of commercial/retail businesses.



O

Opportunities

- Beautiful natural resources create a wonderfully strong base to better leverage.
- Ride sharing.
- Support services to age in place.
- Diversity in dwelling types to support changing demographic needs.
- Remote work.
- Improved bylaw enforcement.
- Great outdoor spaces.
- Attractions to entice boaters to engage with Trent Lakes more.
- Capitalize on tourism opportunities (year-round and eco-tourism).
- Expansion of commerce in Buckhorn (providing serviced lands near/in Buckhorn).
- Amenities such as family focused recreational facilities and programming, and services to attract families.
- Continue to support volunteerism throughout community.
- Identify new ways to communicate with residents.

A

Aspirations

- Preserve and enhance natural beauty including clean lake water.
- Integrated hiking/biking/walking trails.
- Friendly, engaged community.
- Enhanced healthy, small-scale commercial base with new businesses supporting residents and visitors.
- Strong infrastructure (roads, Internet) that will support more remote workers.
- A wider range of dwelling options.
- Better communications around bylaws and enforcement.
- Volunteer recognition and support.
- Four-season tourism opportunities.
- Infrastructure improvements, support services and activities aimed at all age cohorts.



R

Results

Trent Lakes will continue to embrace its natural beauty, while seeking to incorporate sustainable growth in a way that respects local heritage, environment and culture. Residents across the community will work together as the residents of Trent Lakes while also appreciating the different historical communities within the Municipality. A more cohesive community experience will be provided with amenities, infrastructure, and services available to support all ages from young families to seniors.



Appendix B: Key Findings from the Community Analysis

Population Growth

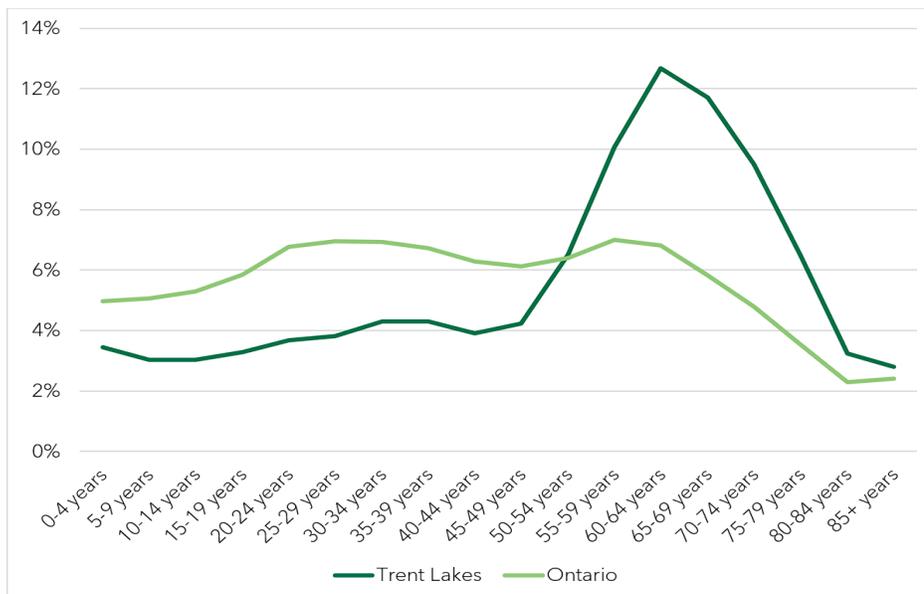
Overall, Trent Lakes' working-age population (ages 15-64, 56.8%) is slightly lower than Ontario's (65.8%). However, Trent Lakes' median (58, compared to 41 for Ontario) and average (52, compared to 42 for Ontario) ages are significantly higher than Ontario's.

Table 1: Age Profile Snapshot, Trent Lakes vs. Ontario, 2022

2022 Age Profile Snapshot		
Age Group	Trent Lakes	Ontario
0-14	9.5%	15.3%
15-64	56.8%	65.8%
65+	33.7%	18.8%

Source: McSweeney & Associates and Manifold Data Mining Inc. SuperDemographics 2022.

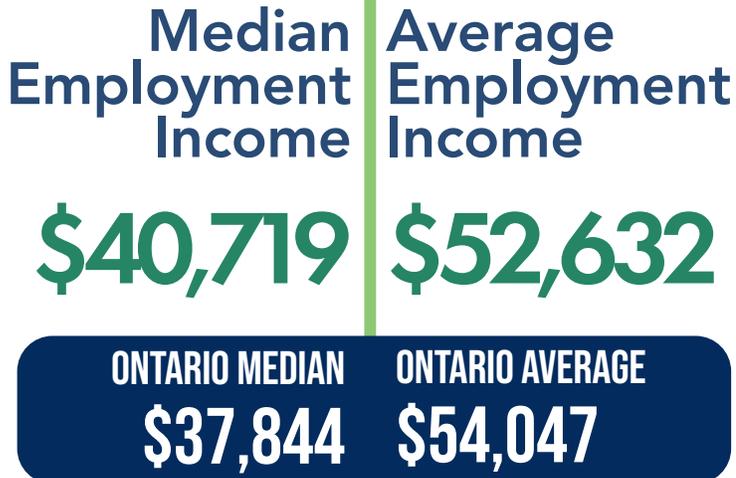
Figure 1: Percent Population by Age, Trent Lakes vs. Ontario, 2022



Source: McSweeney & Associates and Manifold Data Mining Inc. SuperDemographics 2022.



THE BOTTOM LINE



21%

ONTARIO
28%

of Trent Lakes' populations spend 30% or more of household total income on shelter costs.



99%

of dwellings in Trent Lakes are single detached houses

In 2021, Trent Lakes residents had higher median employment incomes compared to Ontario residents, but lower average incomes. This income comparison suggests that Trent Lakes has a larger middle class than Ontario overall. That is, while the higher end of employment incomes in Ontario are higher than their Trent Lakes counterparts (leading to a higher average), Trent Lakes has a higher middle (median) employment income.

Fewer Trent Lakes residents (21%) than Ontario residents (28%) spent over 30% of their household total income on shelter costs. As a historical measure of household affordability, this suggests that Trent Lakes residents are more typically able to afford their current housing costs.

99% of dwellings in Trent Lakes are single detached houses, suggesting a significant lack of dwelling variety. Typically, having a range of dwelling options allows for more diverse socio-economic demography, suggesting that Trent Lakes is difficult to move to for those with lower earnings.

This finding is supported by data suggesting 95% of residents own their dwelling, while only 5% are renting. Those with lower incomes are more likely to rent, once again suggesting that Trent Lakes is potentially less attainable for those with lower annual earnings.



THE BOTTOM LINE



Trades, Transport & Equipment Operators



Construction

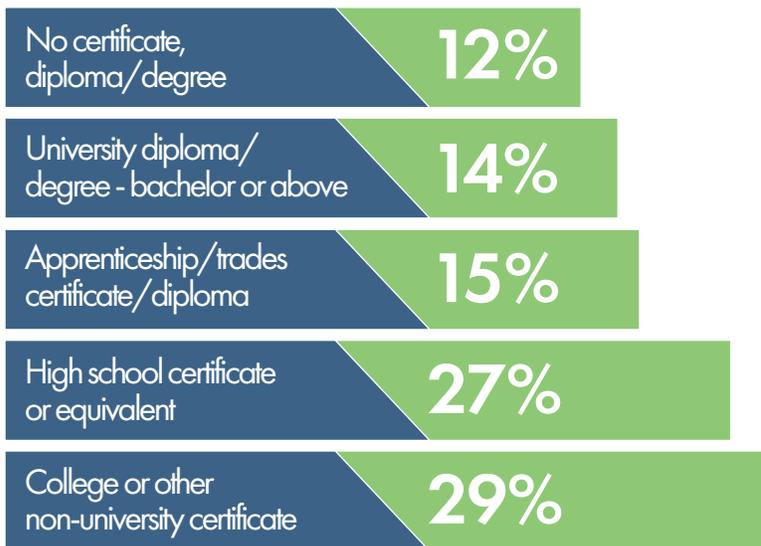


Trent Lakes residents are **twice as likely** to be working in **Trades, transport and equipment operators and related occupations** (25% compared to 12% provincially) as well as **construction industries** than Ontario labourers (13.9% of residents locally compared to 6.6% in Ontario).



This is similar to the Municipality's educational attainment figures, suggesting that education and opportunity are well aligned within Trent Lakes.

THE BOTTOM LINE



Trent Lakes residents are **more likely** to have an **apprenticeship or trades certificate or diploma** than their Ontario counterparts (15% compared to 6%) but are correspondingly **less likely** to have a **university certificate, diploma or degree** (14% compared to 32%).



This suggests that businesses needing more technical skills and with trades occupations may flourish in Trent Lakes more so than those requiring significant levels of university education.





COMMUNITY ANALYSIS

Municipality of Trent Lakes

LIBRARIES AND MUSEUMS

The mission of the Trent Lakes Public Library is to provide all residents with impartial and inclusive access to a wide range of information resources, programs, equipment, and services to encourage literacy and lifelong learning and to support educational, cultural, and recreational activities.

The Municipality is also home to the Greater Harvey Historical Society, which seeks to promote local heritage, ancestry and family information to impart historical information about Trent Lakes.

LIBRARIES

HISTORICAL SOCIETY

Trent Lakes Public Library



- 5 George Street, Buckhorn, Ontario, K0L 1J0
- 705-657-3695

Good Buy Room

- Second-hand shop run by volunteers out of the Library

Cavendish Public Library

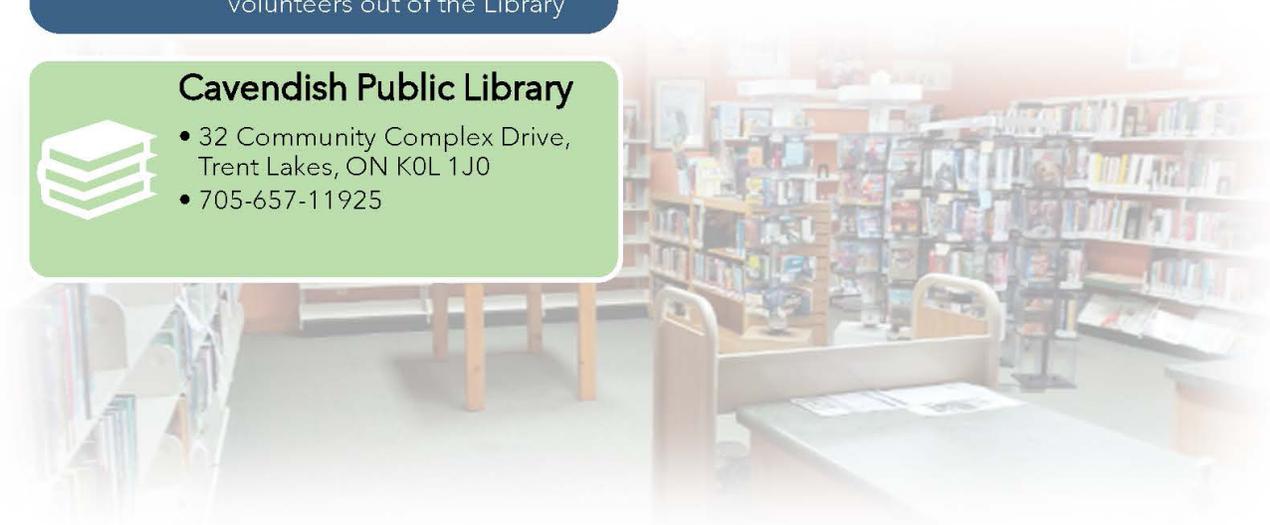


- 32 Community Complex Drive, Trent Lakes, ON K0L 1J0
- 705-657-11925

Greater Harvey Historical Society



- 173 County Road 121, Kinmount, ON K0M 2A0
- 705-488-9952

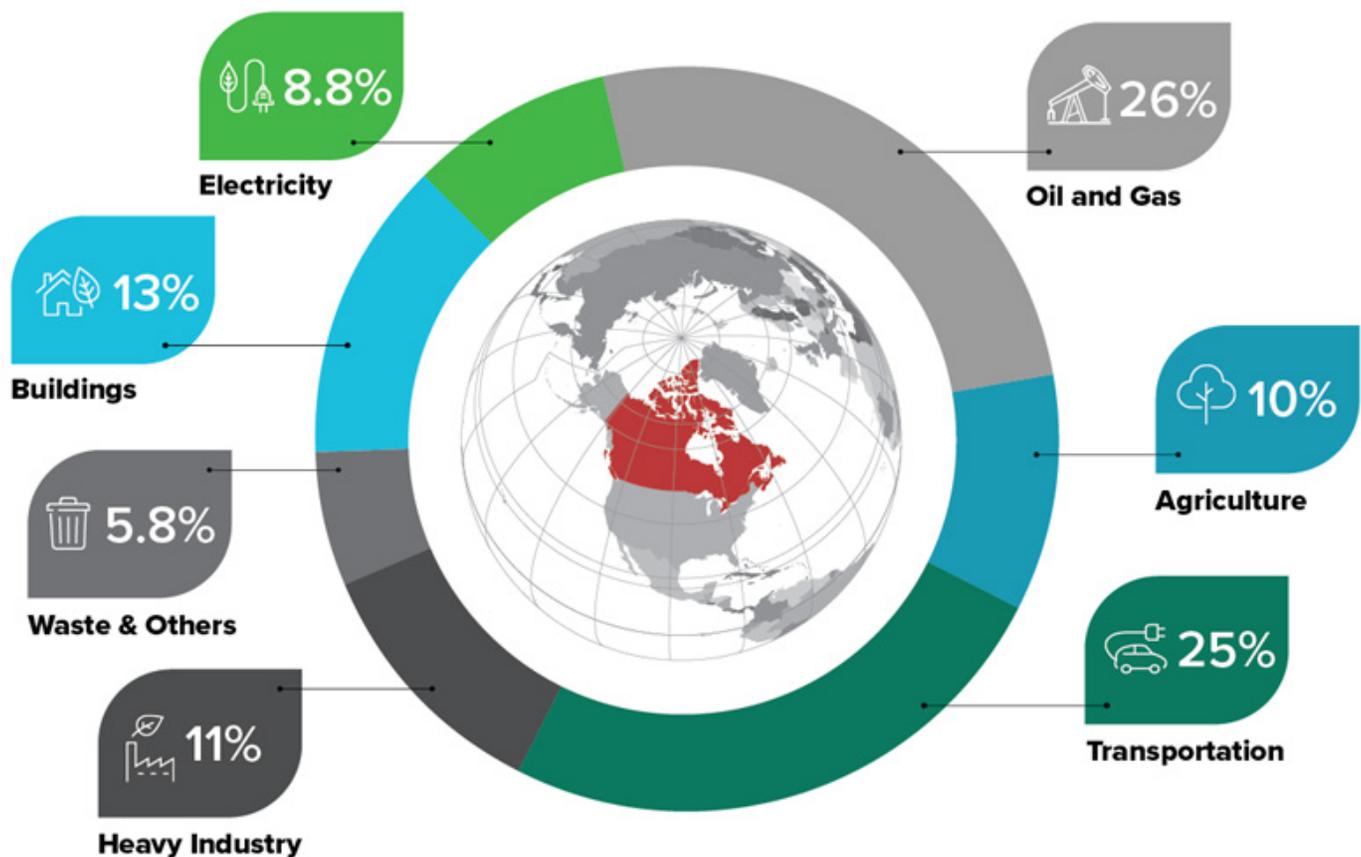


Appendix C: Climate Change

Climate change has become a significant issue in today's situation. When referring to climate change, it is referred to as the phenomenon of human-accelerated global warming: an average global temperature rises without precedent in the planet's normal climatic cycle. Climate change has also come to serve as a proxy for referring to changes in other global systems as a result of human activities. Human activities, such as agriculture, deforestation, energy production and use, pollution, and more all have impacts on the earth.

Climate Change in Canada

In Canada, oil and gas, transportation, and buildings are the top three sources of emissions. Domestic and international experts have increased scrutiny on Canada's lack of climate action, highlighting that we have the worst record of all G7 countries.



The impacts of this inaction are broad and can be observed in the increasingly severe and frequent extreme climate events occurring all over the world. In 2021, there were several record-breaking extreme climate events in Canada alone. British Columbia experienced massive flooding in November with experts describing the incident as possibly the most damaging and costliest in Canadian history. Conversely, drought conditions spread across 99 percent of the Prairies, making 2021 a particularly harsh year for wildfires, of which there were 2,500 more than the annual average. Record-breaking temperatures of 49.6°C scorched Lytton, British Columbia which precipitated a wildfire that destroyed most of the village. Later in the season, the Maritimes were battered by storms and hurricanes, particularly Hurricane Larry which broke the record for the longest-living hurricane in the Atlantic.

The current federal government and provincial governments have made commitments to reducing emissions and single-use plastics, increasing the number of electric vehicles, encouraging home retrofits, and adopting nature-based and technological solutions to clean up the environment and the economy. However, municipalities are on the front lines of climate change, and it will ultimately fall on communities to mitigate and adapt to changing climates, with changeable levels of support.

Opportunities

Despite the many unanswered questions and the stark realities faced by all, a changing climate presents some opportunities for positive change. The urgency of the situation makes it difficult to perceive these opportunities, but communities which are proactive in their approach to reducing their environmental impacts are increasingly perceived as desirable places to live by young and new Canadians alike.

Rethinking how communities are designed and how they ought to develop can be transformative not only for the quality of life of residents but for the long-term sustainability of the local economy.



Appendix D: Document Review

Document	Themes	Status
Economic Development, Tourism and Recovery Strategy (2023)	Business – Tourism – Volunteers – Downtown Buckhorn – Partnerships – Communications – Municipal Infrastructure and Buildings (internet connectivity, vacant properties)	Approved in 2023

PURPOSE:

To leverage local strengths as the Municipality of Trent Lakes moves toward a post pandemic period, and as new realities impact local businesses. This 5-year strategy is intended to drive economic success through investment, collaboration, and dedicated focus on economic and community development.

FOCUS:

- Improve the Buckhorn Commercial Core to Better support Residents and Visitors
- To Be a Four-Season Tourism Destination
- To Develop a Business-Friendly Municipality that Supports Existing Business and is Open to New Business
- To Build Community Through Cohesiveness

ACTIONS:

Improve the Commercial Core to Better support Residents and Visitors

- Improving Buckhorn (3)

To Be a Four-Season Tourism Destination

- Becoming a Year-Round Tourism Destination (4)
- Enhancing the Visitor Experience (4)

To Develop a Business-Friendly Municipality that Supports Existing Business and is Open to New Business

- Being Investment Ready and Business Friendly (8)
- Supporting Local Business (5)
- Addressing Labour Shortages (2)

To Build Community Through Cohesiveness

- Building Partnerships to support Business (5)
- Building Community Cohesiveness (6)



Document	Themes	Status
Open Spaces Master Plan (2021)	Community Centres – Recreation (parkland and beaches, trails, boat launches and water access points) – Municipal Infrastructure and Buildings (signage) Partnerships – Volunteers – Infrastructure and Buildings (buildings, parking)	Approved in 2023

PURPOSE:

- Build upon the 2021 Parks, Recreation and Culture Master Plan.
- Realize a municipal-wide connected open space trail network.
- Identify recommended improvements to parks, trails, beaches and boat launches.

FOCUS:

Trails, parklands, beaches and boat launches.

ACTIONS:

85 Recommendations

1. Overall Open Space Recommendations (8)
2. Park and Beach Recommendations (33)
3. Facility Recommendations (3)
4. Water Access Recommendations (4)
5. Overall Trails Recommendations (5)
6. Trail Maintenance Recommendations (4)
7. Proposed Trail Recommendations (28)



Document	Themes	Status
Parks and Recreation Master Plan (2021)	Partnerships – Volunteers -Communications – Recreation (boat launches, trails, parkland and beaches, ice rink and sports pads, programming) - Community Halls – Heritage	Updated in 2023

PURPOSE:

The Municipality of Trent Lakes Parks, Recreation and Culture Master Plan builds on the emerging themes in the Municipal Council’s Strategic Priorities. It will guide the delivery of programs and services over the next 10 years (2021 – 2031).

FOCUS:

"Connected and accessible recreational, cultural and parkland experiences in sustainable natural environments that enable healthy active living for all."

ACTIONS:

- That the Municipality develop a comprehensive partnership policy to support the achievement of Parks, Recreation and Culture priority projects.
- That the Municipality, in its review of Volunteer policies, consider succession planning, limited resource usage and sustainability to ensure that the Municipality of Trent Lake’s Parks, Recreation and Culture initiatives are supported by a sustainable volunteer program.
- That the Municipality incorporate, in its implementation of the Letter M Consultant Communications Strategy, an objective to effectively and widely communicate information about recreational and cultural facilities, events and programs.
- Establish standards for Municipality of Trent Lakes’ boat launches and develop an implementation plan to achieve these standards.
- Develop a Municipality of Trent Lakes trails strategic plan to establish, promote and manage standards for a network of trails for nonmotorized, day use outdoor activities.
- Write a Parks Strategic Plan that include an inventory of potential sites based on an analysis of vacant municipal land; and a set of standards for repurposing existing and developing new parks.
- Continue the municipal operation of the Cavendish Ice Rink.
- A recommendation will be included in the Master Plan based on the outcomes of the Municipality of Trent Lakes’ Municipal Council motion to undertake a study of the current Buckhorn Sports Pad.
- Municipality of Trent Lakes’ partners with the 3 Municipal Halls, Buckhorn Community Centre and Sports Pad to create a network of community hubs that includes a long-term, strategic plan for programs, partnerships, operational, volunteer and financial sustainability strategies; as well as a central social, cultural and recreational site at the Buckhorn Community Centre.
- Develop a municipality-wide heritage plan for the Municipality of Trent Lakes that is aligned with provincial directives and includes an inventory of historically designated property, enhanced policies, archival records and educational tools to promote heritage preservation and conservation.



Document	Themes	Status
Buckhorn Community Improvement Plan (2017)	Partnerships – Downtown Buckhorn – Municipal Infrastructure and Buildings (signage) – Business – Partnerships – Environment	To be updated

PURPOSE:

- To preserve, rehabilitate, and redevelop the existing built environment;
- To maximize the use of existing public infrastructure, facilities and amenities;
- To coordinate private and public community involvement activities;
- To promote development and redevelopment that is healthy and sustainable in nature;
- To guide the setting of priorities for municipal expenditures respecting community improvement projects;
- To participate, wherever possible, in Federal and/or Provincial programs to facilitate community improvement; and,
- To reconcile existing land use conflicts and minimize future land use conflicts.

FOCUS:

Improving Downtown Buckhorn.

ACTIONS:

- Coordinate public and private investment in the community;
- Coordinate the activities of the County, Parks Canada, the Township of Selwyn and the Municipality of Trent Lakes towards improving lands, buildings and infrastructure in the Hamlet of Buckhorn;
- Establish long term community objectives for improvement;
- Establish priorities and financial commitments for the Municipality; and
- Provide opportunities and criteria for grants/loans/incentives to private property owners.



Document	Themes	Status
Greater Peterborough Area Climate Change Action Plan (2016) (Chapter 10 – Trent Lakes Community and Corporate Climate Action Plans)	Municipal Infrastructure and Buildings (buildings, fleet, water services, streetlighting, solid waste) – Business – Recreation (trails) – Communications – Environment	

PURPOSE:

Each community of the GPA is working together to collectively achieve the following vision, as originally identified as the climate change goal in the Sustainable Peterborough Plan: We will reduce our contributions to climate change while increasing our ability to adapt to climate change conditions.

FOCUS:

- Reduce greenhouse gas emissions.
- Reduce the use of fossil fuels.
- Lower energy consumption.
- Adapt to changing climate.

ACTIONS:**Our Homes**

- Help existing homes become more energy and water efficient and be more adaptable to climate risks (4)
- Build new homes to be more efficient and have a smaller environmental footprint (3)

Our Workplaces and Schools

- Improve energy and water efficiency of existing buildings and business operations (4)
- Build new buildings to be more efficient and have a smaller environmental impact (2)
- Facilitate climate change friendly business operations and practices (1)

On the Move

- Build an active transportation network and support active transportation (1)
- Facilitate alternatives to single-occupant vehicle use to reduce frequency of personal vehicle use (2)

Our Food

- Support localization of the food system (1)
- Encourage purchasing of locally produced food (1)

Our Land

- Strengthen land use policy and the development review process to better support climate change mitigation and adaptation (1)
- Identify climate change risks and prepare for potential impacts (1)
- Protect and enhance natural assets (1)
- Facilitate best management practices for low emission farming and climate change adaptation (1)

Our People

- Foster a culture of climate change awareness (1)
- Encourage civic engagement around climate change (1)



Document	Themes	Status
Trent Lakes Parks, Recreation & Culture Strategic Priorities for Council (2023)	Recreation (trails, parkland and beaches, boat launches and water access points, ice rinks and sports pads) - Community Centres – Volunteers – Heritage – Business – Environment	

PURPOSE:

To Provide Council with input into the 2023 Strategic Priorities.

FOCUS:

- Assess the current strategic priorities relevant to Parks, Recreation and Culture.
- Review the alignment of PRCAC activities 2019-2022 with the relevant strategic priorities.
- Identify and validate continuation of current priorities and potential new priorities for consideration by Council.
- Recommend any adjustments to PRCAC Terms of Reference and proposed actionable objectives.

ACTIONS:

- Public engagement opportunities as a key element in the municipal communications plan.
- The networked Community Hubs Project. A strengthened partnership with the Buckhorn Community Centre, the three municipal halls and Community Care.
- Integration between economic development and parks and recreation.
- A volunteer recruitment and management process as part of a community hub network.
- Implementation of three components of the Parks, Recreation and Culture Master Plan: open spaces, community hubs and heritage preservation.



Document	Themes	Status
Galway Public Works and Fire Hall Site Layout	Municipal Infrastructure and Buildings (buildings)	Updated 2023
<p>PURPOSE: To provide Updated Facility Replacement Recommendations and updated suggested facility replacements.</p>		
<p>FOCUS: Township owned facilities.</p>		
<p>ACTIONS:</p> <p>2023</p> <ul style="list-style-type: none"> Construct a new Public Works Dedicated Mechanic /Recreation and Facilities facility at the 49 Depot site. Greenview to complete design and tender documents based on changes directed by Council and contract administration work to be tendered. Staff to work out of the existing facilities until the build is completed in 2024. Tender to be released for a full structural review of the existing 49 Depot to determine future use. Tender for the preparation of design and tender documents for a new joint Fire Hall/Public Works facility in Buckhorn. Tender for the preparation of concept drawings for an addition to the Administration Office. Staff to investigate the need for a Project Engineer based on construction timing. Future Council reporting will be brought for this request as required. <p>2024</p> <ul style="list-style-type: none"> Complete the build of a new Public Works Dedicated Mechanic/Recreation and Facilities facility at the 49 Depot site. Construct a new joint Fire Hall/Public Works facility in Buckhorn which includes tendering for contract administration. Tender for the preparation of design and tender documents for an addition to the Administration Office. <p>2025</p> <ul style="list-style-type: none"> Complete the build of a new joint Fire Hall/Public Works facility in Buckhorn. Move staff into the new structure and demolish the existing Buckhorn Fire Hall/Public Works facilities. Tender for the preparation of design and tender documents for a new joint Cavendish Fire Hall/Public Works facility which includes site planning for building location. Construct an addition at the Administration Office which includes tendering for contract administration. <p>2026</p> <ul style="list-style-type: none"> Construct a new joint Cavendish Fire/Public Works facility which includes tendering for contract administration. Complete geotechnical work on Galway Road at the location of the current Galway Fire Hall/Public Works Depot. <p>2027</p> <ul style="list-style-type: none"> Tender for the preparation of design and tender documents for a new joint Galway Fire/Public Works facility. 		



Document	Themes	Status
Galway Public Works and Fire Hall Site Layout	Municipal Infrastructure and Buildings (buildings)	Updated 2023

ACTIONS CONT. :

2028

- Construct a new joint Galway Fire Hall/Public Works facility which includes tendering for contract administration.

Document	Themes	Status
Trent Lakes Updated Asset Management Plan (2022)	Municipal Infrastructure and Buildings (buildings, water services, solid waste)	In process of being updated

PURPOSE:

- Plan in place for core infrastructure (water assets, roads, bridges and culverts).
- Current levels of service in accordance with qualitative and technical metrics
- Current performance of each asset category as per performance measures established.
- Summary of assets, replacement costs, average age, condition/approach to assessing condition.
- Lifecycle activities to sustain asset at lowest cost.
- Assumptions for future population or economic activity and how these affect lifecycle costs.

FOCUS:

Municipally owned infrastructure.

ACTIONS:

- Develop a Condition Assessment Strategy –Assign a rating number through an updated Roads Needs Study and internal staff expertise.
- Review Lifecycle Management Strategies –Keep completing roadwork based on replacement schedules and investigating lifecycle strategies that help extend asset life.
- Continue to update/expand the Long-Term Capital Plan.
- Continue to refine Levels of Service by measuring current trends and strategies.



Document	Themes	Status
Trent Lakes Growth Management Plan	Housing – Business – Tourism – Environment	No Growth Plan in place

PURPOSE:

A growth management plan anticipates and accommodates development needs that balance competing community building goals and coordinates local with regional-scale interests.

Currently rely on several land use planning documents including the Trent Lakes Comprehensive Zoning By-law (2014), Trent Lakes Official Plan (2011), Growth Plan for the Greater Golden Horseshoe, Peterborough County Draft Official Plan (pending approval from Province), Provincial Policy Statement.

Document	Themes	Status
Trent Lakes Long-term Capital Financial Policy (2015)	All aspects of the Municipality	Update as required

PURPOSE:

To set out the framework for long-term capital financial planning to guide the Municipality of Trent Lakes in planning, decision-making, and measure the municipality’s financial capacity to meet the overall strategic and capital works plan.

FOCUS:

- Create a purposeful approach to long-term financial management.
- Help align short-term plans actions with long-term financial strategies and maximize flexibility.
- Ensure that the Municipality is in sound financial position to finance services to the public on a sustainable basis and minimize financial vulnerability during economic downturns.
- To understand the implications that today’s decisions have on future budgets.
- Have a plan to protect and maintain assets, programs and services at their desired levels.
- Have a fair sharing in the distribution of resources between current and future tax and ratepayers.



Document	Themes	Status
Trent Lakes Facilities Master Plan (2019)	Municipal Infrastructure and Buildings (buildings) - Community Centres	
<p>PURPOSE: A 20-year plan for facilities in Trent Lakes.</p>		
<p>FOCUS: Its scope includes the Municipal office, fire stations, community halls, public works depots, waste transfer stations and other municipally owned buildings.</p>		
<p>ACTIONS:</p> <p>2020</p> <ul style="list-style-type: none"> • Divest of Deer Bay Hall and relocate Outreach Centre to Lakehurst Hall. • Cavendish Fire Hall: Complete renovations as drawn (Greenview, 2018). • Galway Fire Hall: Provide a storage shed for the ATV trailer and Boat. • Demolish existing Galway Public Works structure. • Construct new Galway satellite garage for minor operations and equipment storage. • Remove Administration vault, renovate for workstations (pending scanning project). <p>2022</p> <ul style="list-style-type: none"> • Build new Depot on 49 site to support mechanical, wash, and Buckhorn storage. • Reallocate staff, equipment, and fleet to 49 to maximize efficiencies. • Maintain old 49 Depot for warm storage. Maintain old Buckhorn Depot for temporary Fire Services and Satellite chain-up location. • Move Recreation and Facilities to a new facility, co-located with new Depot. • Move Buckhorn Fire Services into Buckhorn Depot bays (pending new Hall). <p>2024</p> <ul style="list-style-type: none"> • Renew Cavendish Play Structure. <p>2025</p> <ul style="list-style-type: none"> • Build new Buckhorn Fire Hall facility to serve the region's fire service needs. • Construct new Buckhorn Satellite garage attached to Fire Hall. <p>2030</p> <ul style="list-style-type: none"> • Build new Buckhorn Fire Hall facility to serve the region's fire service needs. • Construct new Buckhorn Satellite garage attached to Fire Hall. <p>2035</p> <ul style="list-style-type: none"> • Provide new Galway Fire Hall to serve the Galway region's fire service needs. <p>2040</p> <ul style="list-style-type: none"> • Replace existing 49 Depot with storage bay addition. • Replace Galway Community Hall. • Move Heritage Society at Galway Hall to Administration. 		



Document	Themes	Status
Trent Lakes Communications Review Report (2020)	Communications	Currently being updated

PURPOSE:

Strengthen public engagement activities and improve communications.

FOCUS:

- Implement a staffing resource model including recruiting a full-time specialist responsible for a portfolio to encompass communications, community engagement, brand, marketing, tourism and economic development.
- Strengthen communication partnerships with external community organizations to enrich ability to reach seasonal residents.
- Lead a community identity and branding exercise to establish unity across the Municipality, compete effectively and have a common look, feel and voice across all communications and marketing.
- Significantly enhance primary electronic communications media – website, email and social media – while also renewing focus on creative in-person engagement.

ACTIONS:**INTERNAL**

- Implement a digital communications app-based solution such as Microsoft Teams, What's App or Facebook Teams.
- Appoint a communications liaison for each department – not necessarily the manager but a conduit between manager and staff.
- Training: Implement ongoing communications training and Team building sessions including Council.
- Continue to hold department head meeting after every Council meeting and issue follow-up communications to all staff highlighting key issues and decisions.
- Create graphic design standards/guidelines and strong templates for staff use: Rigidly oversee.
- Ensuring communications and issues management are a standing item on most if not all agendas.
- Internal campaign: These are our customers profiles of 15-20 community member personas to help connect staff to their community and individuals needs/goals.

EXTERNAL (Non-Digital)

- Design a Council Strategic Priorities 'report card' style update flyer; this (and waste cards) is all that should go in the tax notices.
- Introduce Mobile/Remote Town Hall "on wheels" that can make its way around the Municipality at key events and activities with information and engagement themes.
- Transfer stations: Everyone needs to go there – information board or handout but it needs to be easy/simple for staff – don't overpopulate handout.
- Implement a signage strategy with professional designs focusing on information communications.



Document	Themes	Status
Trent Lakes Communications Review Report (2020)	Communications	Currently being updated

ACTIONS CONT. :

EXTERNAL (Non-Digital)

- Newspapers/radio: Explore costs for one-page ad in each 507 Express for “Trent Lakes Update” and regular radio appearance by Communications Manager to discuss important community matters.
- Surveys: Limit these or shift strategy, shorter and frequent surveys, “one-minute survey”, etc. (see website); introduce other forms of engagement including telephone polls, in-community discussions; workshops with key stakeholders.
- Newsletter: Revamp, update to be more readable, engaging; special editions for garbage and new owners; available twice a year (Fall and Spring); explore publishing a Spring magazine including advertising to distribute across region.
- Annual Report to the Community printed bulletin distributed via community centres, Library and other central outlets, and online via link.

EXTERNAL (Digital)

- Explore use of SMS (mobile text) subscriptions to communicate critical issues, reminders and occasional news to participating residents.
- Website: Rebuild to modernize, make accessible and responsive; seek to introduce timely, seasonal data; sustain analysis of traffic patterns.
- Establish process for frontline staff to address key issues they're hearing/noticing via a home page bulletin board (of sorts).
- Introduce a “one-minute survey” feature on home page; change monthly.
- Explore using the site pages where people go most often to ‘advertise’ or include a bulletin board of news and information, ie: paying taxes online, purchasing or registers.
- Social media: Increase frequency of posts; develop a fulsome engagement strategy for Facebook (both municipality and community groups) and Instagram; less so Twitter.
- MailChimp email newsletter: Implement a significant campaign or reward-driving promotion to push online subscriptions; lean on relationships with cottage associations and other organizations to promote sign up; significantly revamp newsletter structure and design.
- Record and provide online access to Council meetings (as opposed to streaming meetings).
- Host virtual Town Hall meetings twice yearly, promote heavily; use Facebook or similar service.



Document	Themes	Status
Buckhorn Streetscape & Greenspace Master Plan (2018)	Downtown Buckhorn – Recreation (trails, parkland and beaches) – Municipal Infrastructure and Buildings (parking) – Tourism	

PURPOSE:

This master plan is a guidebook to developing an engaging and healthy Buckhorn.

FOCUS:

Downtown Buckhorn.

ACTIONS:

- Implement a shared roadway along Lakehurst Road from the Buckhorn Community Centre (BCC) to the intersection of County Roads 36 and 23.
- Implement an accessible sidewalk from the intersection of Adam and Eve Road to Fulton Lane on the lakeward side of Lakehurst Road and from William Street to the Cody Inn driveway on the opposite side of Lakehurst Road.
- Implement an accessible walkway from Fulton Drive to the Buckhorn District Tourist Association building along the lakeward side of Lakehurst Road.
- Formalize the parking on County property in front of St Matthew – St Aidan’s Anglican Church.
- Implement pedestrian crosswalks across Lakehurst Road at William Street, John Street, and Fulton Lane.
- Implement a parking needs study.
- Promote lake stewardship and education along the new parkland shoreline.
- Combine creative design and community to community relations to build an engaging showpiece on the new parkland.
- Integrate Buckhorn with regional networks.
- Improve connectivity to Selwyn Township.
- Implement a recreational trail from the Buckhorn Community Centre to downtown Buckhorn.

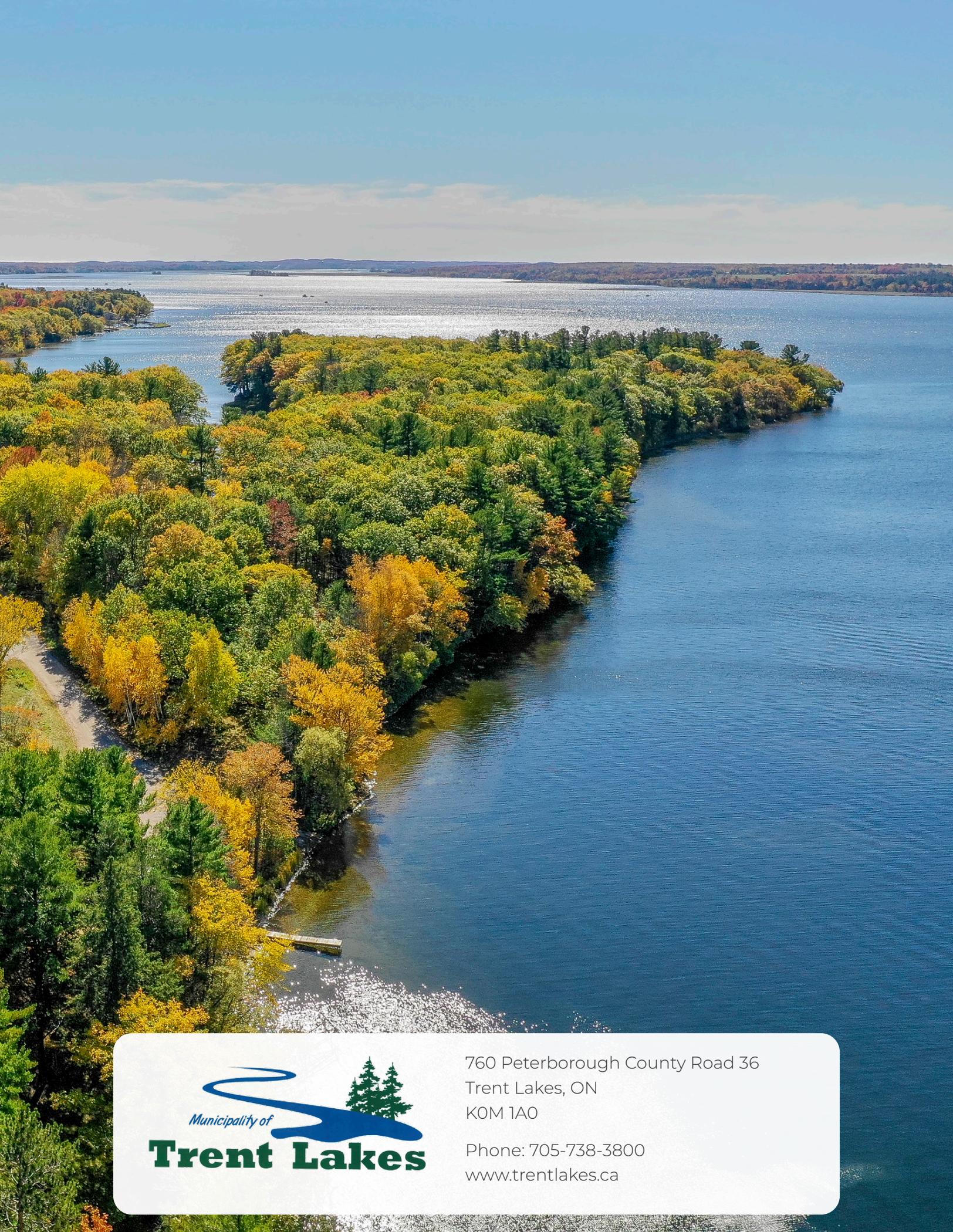


Common Themes

- Partnerships
- Environment
- Volunteers
- Communications
- Community Centres
- Heritage
- Downtown Buckhorn
- Business
- Tourism
- Municipal Infrastructure and Buildings
 - Buildings
 - Fleet
 - Water Services
 - Streetlighting
 - Solid Waste
 - Signage
 - Vacant Properties
 - Parking
 - Internet Connectivity
- Recreation
 - Ice Rinks and Sports Pads
 - Trails
 - Parkland and Beaches
 - Boat Launches and Water Access Points







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