



**Municipality of Trent Lakes
Parks, Recreation and Culture Advisory Committee**

Parks, Recreation and Culture Master Plan

Draft Master Plan

Prepared for Municipal Council

April 2021

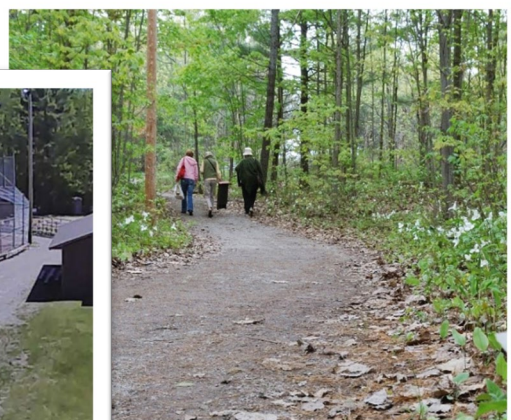


Table of Contents

Executive Summary	6
Glossary of Terms.....	6
PRCAC Master Plan Vision Statement	6
Guiding Principles	7
Key Objectives	7
Highlights of challenges and opportunities the Master Plan addresses	8
Summary of Recommendations	9
Policy Recommendations	9
Open Spaces Recommendations	10
Facilities, Programming and Services Recommendations	11
Master Plan Planning Process	12
Background.....	12
Meetings	13
Subcommittees	13
The Parks, Recreation and Culture Surveys Methodology.....	14
The first survey: analysis and summary	14
The second survey: analysis and summary	17
Draft Recommendations.....	21
Boat launches	21
Trails	21
Parkland and Beaches.....	23
Sports Pads – Cavendish Ice Rink.....	23
Community Halls.....	23
Heritage	24
Components of detailed recommendation summaries	24
Overview	24
Grouping of Recommendations	26

I	Policy Recommendations	27
1.	Partnerships	28
2.	Volunteers	30
3.	Communications.....	32
II	Open space recommendations	34
4.	Boat Launches	35
5.	Trails.....	37
6.	Parkland and Beaches	39
III	Facilities, Programming and Services recommendations	41
7.	Sports Pads – CCavendish Ice Rink	42
8.	Sports Pads – Buckhorn Sports Pad	43
9.	Community Halls	44
10.	Heritage	46
	Appendix A: Profile of the Municipality of Trent Lakes	48
	Description	49
	Current state of parks, recreation and culture	50
	Appendix B: Municipal policy direction	53
	Province of Ontario. Provincial Policy Statement.....	54
	Province of Ontario. Places to Grow	57
	Province of Ontario. Ontario Heritage Act.....	57
	County of Peterborough Official Plan.....	58
	Trent Lakes Official Plan.....	58
	Trent Lakes Comprehensive Zoning Bylaw	61
	Trent Lakes Policy on Public Use of Open Spaces.....	65
	Department of Recreation and Facilities	65
	Appendix C: Spring 2020 On-line Residents' Survey Questions	68
	Appendix D: Summary of responses	82
	Executive Summary	83

Definitions	83
Specific observations	84
Importance, usage and financial considerations	86
Actual or perceived barriers to participation	91
Support documentation	92
Comments.....	92
Appendix E: Fall 2020 Survey Responses Summary	94
Background.....	95
Overall responses	95
Conclusions	98
Vision	100
Overall Recommendations.....	102
Boat Launches	104
Trails	106
Parkland and Beaches.....	108
Sports Pads	113
Community Halls.....	118
Heritage	124
Governance	126
Appendix F: Reference materials	128
Policy documents.....	129
Other municipal Master Plans	129
Related associations.....	130
Appendix G: Feasibility studies	132
Open space - Boat launches.....	133
Open Space -Trails	139
Open spaces -Parkland and Beaches.....	150
Programming and services - Community Halls	159

Programming and services - Heritage.....	169
Programming and services - cultural programming.....	173
Facilities – arts, culture and heritage	182
Appendix H: Subcommittee terms of reference.....	188
Trails Subcommittee	189
Heritage Advisory Subcommittee.....	191
The ‘New Sports Pad’ Subcommittee	193
Appendix I: Risk assessments	195
Open space -boat launches	196
Open space - trails.....	197
Open space - parkland and beaches	199
Programming and services - programs	200
Programming and services - community halls.....	201

Executive Summary

The experiences of residents living in rural communities in Ontario are influenced by unique natural landscapes, as well as cultural, heritage and historical factors. Input from Trent Lakes' residents supports the conclusion that there are both municipal-wide and localized social, recreation and cultural needs¹. Parks, recreation and culture facilities and programs are supported and highly valued by residents.

In addition, respondents to a community survey (conducted in spring 2020) indicated that recreation program users are mostly satisfied with facilities and programs, including:

- Outdoor sport and recreation
- Indoor recreation and culture

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). It is aligned with both provincial and municipal policy directives.²

Glossary of Terms

There are a number of abbreviations used within this Master Plan:

1. MTL is used instead of Municipality of Trent Lakes,
2. PRC for Parks, Recreation and Culture,
3. BCC for Buckhorn Community Centre,
4. PRCAC for Parks, Recreation and Culture Advisory Committee
5. MNRF for Ministry of Natural Resources and Forestry

PRCAC Master Plan Vision Statement

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

¹ For further details, see Appendix A: Municipal profile

² **Provincial:** Ontario Heritage Act, Provincial Policy Statement, Places to Grow legislation; **Municipal:** County of Peterborough Official Plan, Municipality of Trent Lakes Official Plan and Comprehensive Zoning Bylaw. See Appendix B (Municipal policy direction)

Guiding Principles

The Advisory Committee established a set of guiding principles to support the vision statement:

- a) Community wellness
- b) Affordability of programs and facilities for our residents
- c) Decisions made in the best interests of all township residents
- d) A community where opportunities for parks, recreation and culture, programs, events and facilities, will be accessible to all
- e) Sustainment and potential growth of existing and future programs, events and facilities
- f) Strengthened partnerships between the Municipality, community groups and business leaders
- g) Timely conversations between all stakeholders.

Key Objectives

A team of volunteers developed a Municipality of Trent Lakes Parks, Recreation and Culture Master Plan with the following objectives:

- Develop a parks, recreation and culture vision and supporting guiding principles.
- Ensure recommendations address the recreation and cultural programming needs of community members.
- Develop options to increase the utilization of existing facilities, both indoor and outdoor.
- Continue existing and develop new partnerships with program, service and facility providers.
- Identify opportunities for standardized municipal processes.
- Identify collaborative opportunities with other municipal committees: Economic Development Advisory Committee, Library Services Board, community hall boards.
- Improve communications and marketing strategies for all programs and facilities.

Highlights of challenges and opportunities the Master Plan addresses

- Competing resource needs: municipality has committed to an extensive program of capital investment in its Facilities Master Plan, but has identified priorities in the context of limited fiscal and human resources.
- Facilities that are multi-functional and meet the needs of multi-generational users.
- Active engagement with its third-party program providers and volunteers to ensure effective program delivery.
- Availability of funding resources to develop and sustain current and new facilities and programs.
- Quality and quantity of facility and program utilization data in parks, recreation and culture.
- Operations that are sustainable.
- Relatively low levels of awareness of existing facilities and programs.

Summary of Recommendations

Policy Recommendations

#	Category	Recommendation	Page Reference
1	Partnerships	That the Municipality develop a comprehensive partnership policy to support the achievement of Parks, Recreation and Culture priority projects.	28
2	Volunteers	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.	30
3	Communications	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.	32

Open Spaces Recommendations

#	Category	Recommendation	Page Reference
4	Boat Launches	Establish standards for Municipality of Trent Lakes' boat launches and develop an implementation plan to achieve these standards.	21, 35, 133
5	Trails	Develop a Municipality of Trent Lakes trails strategic plan to establish, promote and manage standards for a network of trails for non-motorized, day use outdoor activities.	21, 37, 139
6	Parkland and Beaches	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.	23, 39, 150

Facilities, Programming and Services Recommendations

#	Category	Recommendation	Page Reference
7	Sports Pads – Cavendish Ice Rink	Continue the municipal operation of the Cavendish Ice Rink.	23, 42
8	Sports Pads – Buckhorn Sports Pad	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.	43
9	Community Halls	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.	23, 44, 159
10	Heritage	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.	24, 46, 169

Master Plan Planning Process

The PRCAC used a thorough project management approach that included stakeholder engagement strategies. The Master Plan document describes in detail how the following process guided the work of the PRCAC.³



Background

As part of its strategic planning process, the Council of the Municipality of Trent Lakes established 10 strategic priorities. The PRC Master Plan directly incorporated seven of those priorities:

- Strengthen public engagement opportunities and improve communications.
- Work with Age-Friendly Peterborough Community Care and other stakeholders to support increasing needs for senior services.
- Develop an economic development and tourism strategy.
- Develop and implement a volunteer engagement policy that supports volunteer activities and meets labour law requirements.
- Implement recommendations for Buckhorn Streetscape/Greenspace Enhancements – walkways, parking, landscaping.
- Develop a parks and recreation master plan to align facilities and services with changing demographics.
- Develop a comprehensive strategic plan.

³ The Advisory Committee's comprehensive approach to engagement, research, analysis and recommendations required a significant collective commitment of committee members of over 280 workdays

At the same time, Municipal Council reduced the number of committees reporting directly to it to two, one of which was the Parks, Recreation and Culture Advisory Committee.

Meetings

Meetings with Municipal Council

In October 2019, the MTL Council endorsed the Parks, Recreation and Culture Advisory Committee's recommendation to undertake the foundational work required for a Parks, Recreation and Culture Master Plan. In December 2019, the Committee received endorsement of Council to undertake an online residents' survey, in the spring of 2020. The Advisory Committee provided quarterly updates to Council.

Meetings with municipal staff

From the outset, the Advisory Committee reviewed every aspect of its approach (including methodology, analyses, recommendations, and next steps) with key members of municipal staff (e.g. Office of the Clerk, Chief Administrative Officer, Director of Recreation and Facilities)

Meetings with landowners and stakeholder groups

Over the course of the summer and fall of 2020, the Advisory Committee consulted with other municipalities, landowners, local associations and organizations and other networks (1) to provide additional data on program and facility costs, barriers to success and potential partnerships and (2) to obtain feedback on proposed recommendations. See Appendix for more details.

Subcommittees

To support the work of the Advisory Committee, three subcommittees were established: Trails, New Buckhorn Sports pad and Heritage⁴. These subcommittees undertook significant research resulting in the accumulation of a wide array of data, fundamental to the development of a realistic, viable and aspirational Master Plan.

⁴ See Appendix H for the terms of reference for each subcommittee.

The Parks, Recreation and Culture Surveys

Methodology

1. There were two surveys conducted:
 - 1.1. The first was distributed to residents through the interim tax bill mailing, promoted in local newspapers, and communicated to area ratepayer, cottager, road and community associations as well as marinas and resorts.
 - 1.2. The second was communicated to area ratepayer, cottager, road and community associations.
2. The scope of the surveys included both permanent and seasonal residents, as well as investment property owners and visitors.
3. Analysis of the first survey reflected three key areas: (1) importance ascribed to facilities, programs, events and/or activities, (2) usage, both current and potential for each and (3) financial considerations for each.
4. Analysis of the second survey reflected support of residents for a number of draft recommendations.

The first survey: analysis and summary

The survey showed a response rate of approximately 8%.

536 survey responses were submitted during the eight weeks the survey was open (February 1 – March 31, 2020.) The return rate is based on the combination of residential and commercial units, resulting in an approximate base of 6800 potential respondents.

Respondents are skewed toward full time residents as we see below. The residential population of Trent Lakes was 14, 977 according to the latest StatsCan census figures, and 63.9% are seasonal. By contrast, 60% of the survey respondents are full time.

Resident Type	Percentage	Number
Full Time	62%	320
Seasonal	38%	194
	100%	514

Profile by geographical location

Of the three former wards, Harvey had the highest representation, followed by Cavendish and then, Galway.

Ward	Percentage	Number
Cavendish	28%	131
Galway	19%	87
Harvey	54%	252
	100%	470

Respondents represented every age category. With the exception of the 16 to 24 year olds (who are underrepresented in the survey) and the 35 to 44 year olds (who are overrepresented in the survey), the age mix of respondents roughly mirrors that of the population. It established a framework to launch studies exploring the feasibility of numerous facilities, programming and event initiatives, both new and enhanced. It focused on three key questions:

1. How important are facilities, programs and events, whether recreational, social or cultural?
2. What is the current and projected usage of both current and new facilities, programs and events?
3. To what degree do residents acknowledge the need to provide [public] financial support for them?

Key messages and observations

1. Knowledge of parks and trails is consistently high across all sectors (resident type, location, age, duration of residency and self-identification), in the 70% and 71% range respectively.
2. The demographic sector in Trent Lakes most served and affected with respect to parks, recreation and culture is the municipality's senior population.
3. Satisfaction levels with facilities and programs were not overly positive or negative. Enough respondents expressed neutral opinions to indicate room for improvement.
4. Responses showed more preference for continued/expanded programs, events and activities than in improved or new facilities with the potential exception of (not in priority order) trails, beaches, boat launches and new parks (on currently vacant municipal property) and interest in an arena/ice pads and an indoor swimming pool. (Question 12)

5. Outdoor recreational facilities (excluding those in (4) are identified as a low priority, as are traditional outdoor sports (baseball, softball, tennis, soccer). Questions 24, 26, 45, 47.
6. Cultural facilities, programs, activities and events are not a top priority of residents, although residents favoured some specific initiatives (e.g., historical tours, historical displays).
7. Community halls and the existing Buckhorn Sports pad are identified consistently as a high priority.
8. There is a natural connection between facilities and related programs, activities and events. The following are some examples:
 - a. Ice rinks: skating, curling, hockey, pickleball, skateboarding
 - b. Trails: exercise and fitness, naturalist programs, bird watching, cross country skiing
 - c. Boat launches: canoeing, kayaking
 - d. Swimming pools: water sports
 - e. Sports fields: baseball, softball, soccer, tennis
 - f. Beaches: water sports
 - g. Indoor recreational facilities: fitness, basketball, pickleball, volleyball, yoga
 - h. Playgrounds: skateboarding.

After extensive analysis of the survey results, the Advisory Committee recommended to Council in June 2020 that a series of feasibility studies be undertaken on the following areas of interest:

1. Trails
2. Community halls
3. Ice rinks
4. Boat launches
5. Performing Arts Centre
6. Parkland and Open Space
7. Cultural, recreational and social programming

The second survey: analysis and summary

Background

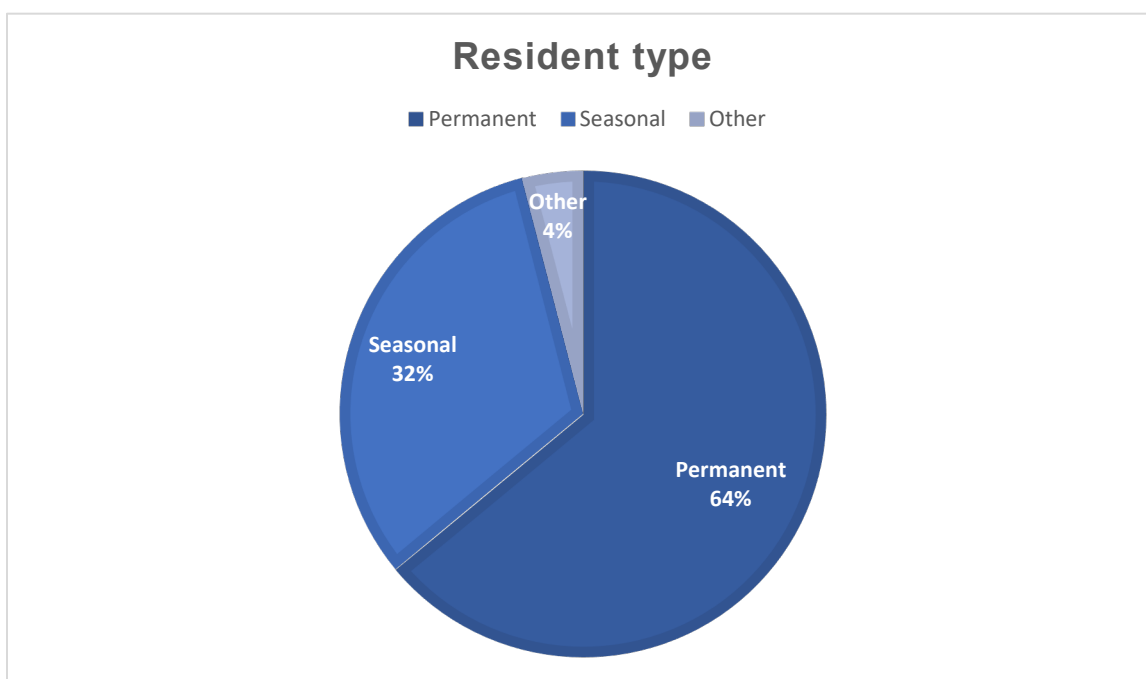
The Parks, Recreation and Culture Advisory Committee (PRCAC) undertook a second residents' online survey in October-November 2020, focusing on draft recommendations.

This summary report identifies demographic profiles for each recommendation by resident type, location and age, comments made and conclusions drawn.

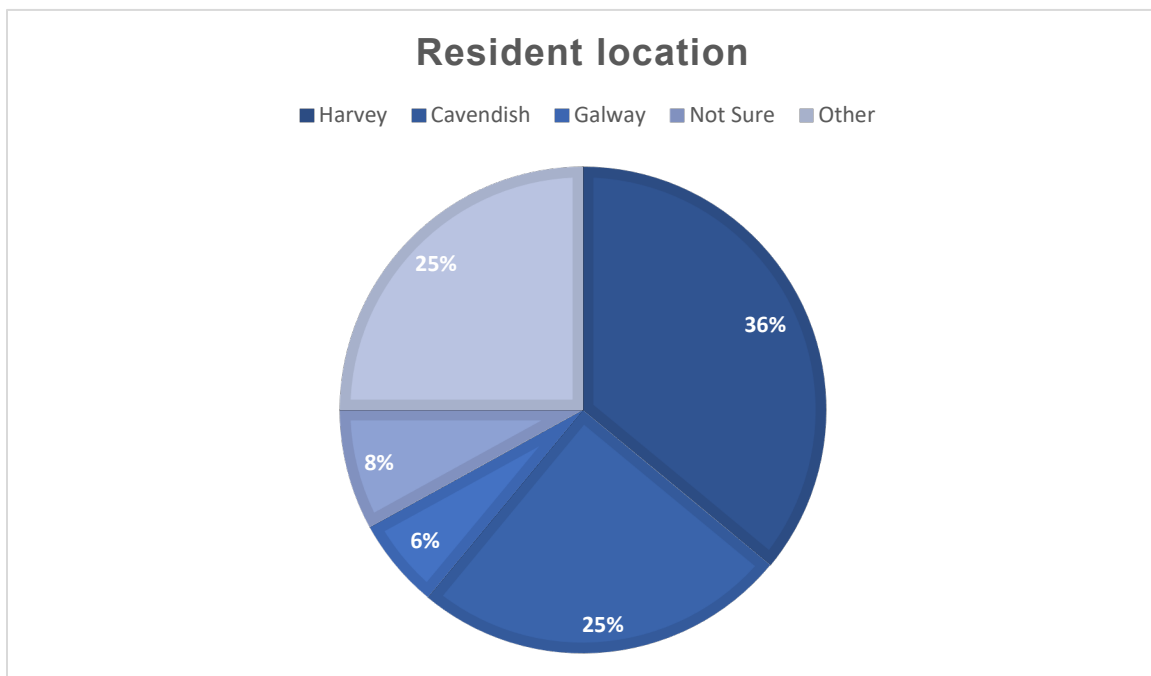
Overall responses

The following is an overall breakdown of responses by resident type, resident location and age.

Resident Type	Percentage
Permanent	64%
Seasonal	32%
Other	4%

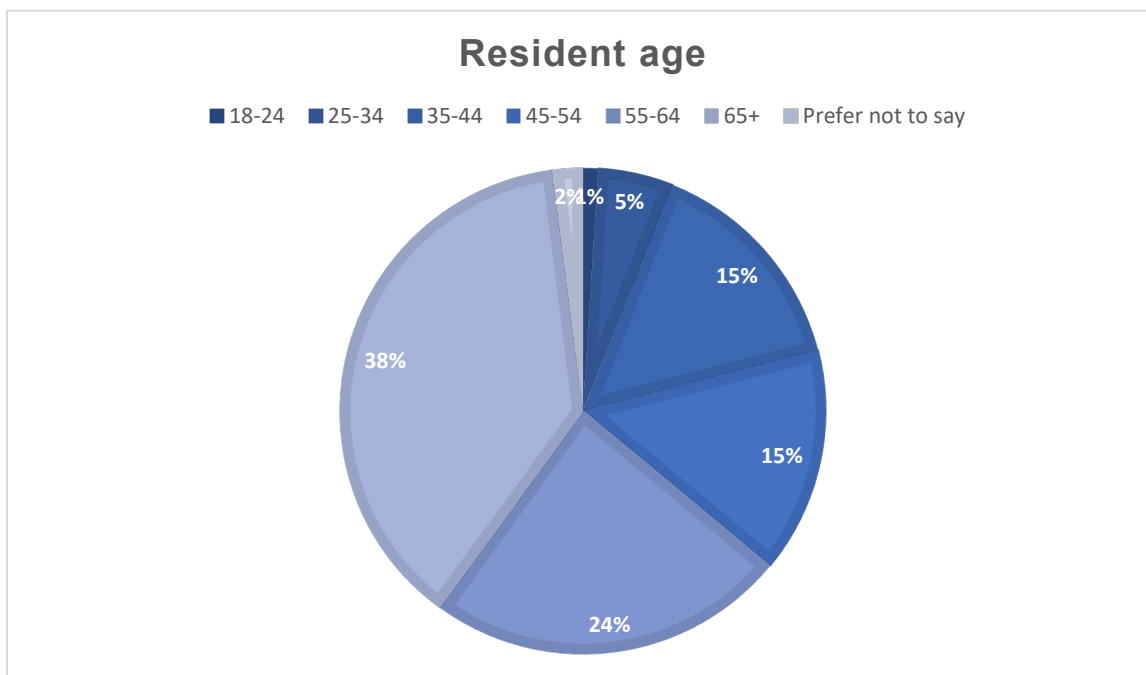


Resident Location	Percentage
Harvey	36%
Cavendish	25%
Galway	6%
Not sure	8%
Other	25%



Resident Age	Percentage
18-24	1%
25-34	5%
35-44	15%
45-54	15%
55-64	24%

Resident Age	Percentage
65+	38%
Prefer not to say	2%



General conclusions

1. The breakdown of responses is similar to the spring 2020 survey results.
2. The breakdown of responses by resident type: permanent or seasonal, is revealing. Harvey ward is 80%-20% and Cavendish 35%-60%
3. The majority of responses came from the former Harvey Ward of which 69% were residents 55 years of age and above.
4. Response rates by age were consistent across all three former wards with the exception of Galway ward showing a higher response rate in the 35-44 year age group.
5. These breakdowns are consistent in responses to individual questions.
6. There are two open ended categories: 'other' (resident type) and 'not sure' (location). Both were included in the overall % of respondents.
 - a. 45 of the respondents in the 'other' category self-identify as MTL residents. 28 self-identify as living outside of MTL. 'Others' should be included in the overall % of respondents, but it is difficult to align the

45 with specific recommendations unless it is done on an individual basis. The work involved does not seem of value.

- b. Respondents indicating 'Not sure' do not self-identify, making it difficult to ascribe respondents to specific former wards. 'Not sures' are be included in the overall % of respondents but not on a resident location basis.

Draft Recommendations

Boat launches

Establish standards for Municipality of Trent Lakes boat launches and develop an implementation plan to achieve these standards.

Comments (Note that all survey comments for each recommendation are verbatim)

- There will continue to be increasing numbers of visitors to the area accessing private property, and not respecting municipal property, Crown land and private property
- Concern with opportunity to launch jet skis and high power boats who do not follow speed limits in rivers and canals
- Regulations should be imposed to control the entry of boats onto area lakes in order to minimize the introduction of invasive species like zebra mussels.
- Provide adequate parking.

Conclusions

- Overall, there was moderate support for this recommendation (42.63%). This consistent across resident type (permanent = 44.63% and seasonal = 41.46%)
- Similarly, moderate support between 41% and 52% spanned the three former wards.
- Age groups between 25 and 44 lent strong support, but from ages 45+ showed moderate support.
- We need to address standards applicable to boat launches: restrictions on type of craft and environmental monitoring.

Trails

Develop a Municipality of Trent Lakes trails strategic plan to establish, promote and manage standards for a network of trails for non-motorized, day use outdoor activities.

Comments. (Note that all survey comments for each recommendation are verbatim)

- Create a trail system for all users including ATV s similar to the Eastern Ontario Trails Alliance. This township seems prejudiced against some recreational activities.
- Comment on a dramatic decline of species at risk and more invasive species replacing them as a result of poor trail management and unsupervised access to damaging groups and uses.
- I am also for leaving some areas of our township natural and not developed as trails.
- We live on 507 and suggest a trail which would run parallel to 507 for use of cyclists ppl walking etc over the years this road has gone from sleepy tributary to major route.
- More trails for use would be great, bike lanes would be welcomed if possible.

Conclusions

- There is an unequivocal desire for trails.
- The overall level of support was high ranging from 67% to 80%

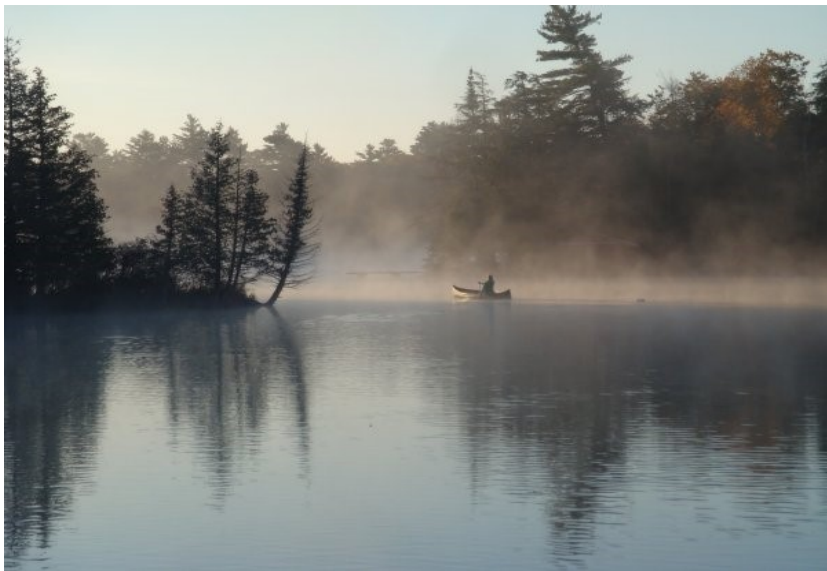


Figure 1 Canoeist paddling on a misty lake.

Parkland and Beaches

Write a Parks Strategic Plan that includes an inventory of potential sites based on an analysis of vacant Municipality of Trent Lakes land, and a set of standards for repurposing existing and developing new parks.

Conclusions

- Moderate and strong support were similarly popular across all questions.
 - This trend was reflected in resident type.
 - In the three former wards, residents of Galway showed the highest support and Cavendish the lowest support.
 - There was a higher level of moderate support in ages 25-34
- This recommendation needs to take into account the unique position of the residents of Galway.

Sports Pads – Cavendish Ice Rink

Continue the Municipality of Trent Lakes operation of the Cavendish Ice Rink.

Conclusions

Overall, this recommendation received strong support (51%)

- This is reflected across resident status (Permanent - 48.78% and Seasonal – 53.23%)
- The former ward of Cavendish showed a level of strong support above the overall score (61.1%)
- Strong support was consistent across most age groups, with a slight drop in ages 55 and above

Community Halls

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.

Conclusions

Overall, this recommendation received strong support (59.02%)

1. Seasonal residents showed more moderate support (45.97%) than permanent residents (66.67%)
2. Residents in the former wards of Galway and Cavendish showed more moderate support (47.83% and 37.90% respectively) than Harvey (69.78%)
3. Strong support increases with resident age (from 16.67% for those 18-24 to 69.72% for those over 65 years of age)

Heritage

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 properties, enhances policies, archival records and educational tools to promote heritage preservation and conservation.

Conclusions

Overall, this recommendation received moderate support with some exceptions:

- Seasonal residents showed strong support (46.34%)
- Residents of the former Cavendish ward showed strong support (42.50%)
- The difference between medium and strong support based on age was very slim.

Components of detailed recommendation summaries

Overview

The following are detailed summaries of recommendations that offer the Advisory Committee's rationale under these categories:

Recommendation statement:

- It must be specific and actionable.

- It addresses high level activities only.
- It includes criteria to measure success.

Strategic Positioning

Strategic positioning is based on two factors: feedback from residents' surveys on importance, usage and financial sustainability and degree of support and alignment with MTL strategic priorities.

Outcomes

Outcomes are either directional (a parkland strategic plan, a heritage plan, a policy) or tangible products (a trail, land use standards).

Assumptions

Feedback from residents' surveys, particularly in supplementary comments, identify a set of considerations against which a recommendation should be designed.

Risk profile

- Risk profiles are based on the seriousness of the risk and to what extent it can grow over time.
- Seriousness is defined as, on a 'low to high' evaluation, the impact of an unmitigated risk on the success of the project.
- Growth potential uses the same evaluation to determine whether the unmitigated risk will become larger over time, e.g. what is the impact on a trail system that starts with one pilot and expand to a trail-per-year implementation

Rationale

The rationale for each recommendation responds to the question: Why is this recommendation a fundamental component of a long- term MTL plan aligned with a parks, recreation and culture vision?

Human resources implications

Human Resource implications are defined as any human resource needs that are incremental to what exists today.

Financial implications

Financial implications are defined as incremental costs of planning and development, capital and operating costs, land improvements, marketing and communications, legal costs, and contingency planning.

Grouping of Recommendations

The recommendations are organized under three headings:

- I. Policy recommendations
- II. Open Space recommendations
- III. Facilities, Programming and Services recommendations

I Policy Recommendations

This set of recommendations is foundational to the successful implementation of the Open Space, Facilities and Programming and Services recommendations. They will provide overall policy direction and best practices.

1. Partnerships
2. Volunteers
3. Communications

1. Partnerships

That the Municipality develop a comprehensive partnership policy to support the achievement of Parks, Recreation and Culture priority projects.

Strategic Positioning	Deliberate collaboration among various stakeholder groups is essential to the successful implementation of the Parks, Recreation and Culture Master Plan.
Outcomes	<p>Partnership Strategic policy that includes partnership vision, mission, priorities, and best practice techniques for mutually beneficial collaborations.</p> <p>An on-line system to track partners for reporting and coordination purposes.</p>
Assumptions	<p>Implementation of some recommendations will require the combined use of MTL assets, private property and Crown land.</p> <p>Legal agreements that include responsibilities, standards and liability are required upfront and will need to be reviewed on an established schedule.</p> <p>Communicating, marketing, implementing and evaluating implementation will require multi-sectoral partnerships.</p>
Risk Profiles	<p>Legal documents and associated fees.</p> <p>Willingness of potential partners to collaborate. If successful partnerships are not brokered, it will not be possible to implement and/or sustain some of the recommendations.</p> <p>Use of technology (e.g., partner tracking information system).</p> <p>Willingness of PRCAC subcommittees to use a collaborative rather than a competitive approach to strategically approach partnerships.</p>
Rationale	The successful implementation of many of the recommendations requires strong partnerships (including tourism, economic and conservation networks/associations, businesses, landowners, rate payer associations, board of

education, community centres, community halls and government representatives).

HR Implications

Staff time and skills to broker the partnerships, complete the initial paperwork and keep the agreements up to date.

Financial Implications

Legal and/or consultant fees

Potential: On-line partners tracking system.

2. Volunteers

That the Municipality, in its review of Volunteer policies, consider succession planning, limited resource usage and sustainability to ensure that the Municipality of Trent Lakes' Parks, Recreation and Culture initiatives are supported by a sustainable volunteer program.

Strategic Positioning	A vibrant and sustainable volunteer culture contributes to healthy community. A resilient volunteer force is essential for the successful implementation of the PRC Master Plan.
Outcomes	<p>PRC Volunteer Management Strategic Plan that aligns with MTL's volunteer management policy. Plan will include vision, mission, priorities, volunteer program best practices, financial implications and implementation plan.</p> <p>PRC volunteer management model and framework</p> <p>Toolkit of volunteer management resources for PRCAC subcommittees.</p> <p>On-line system to manage the volunteer program.</p> <p>The overall plan should be completed in 2021 with implementation as scheduled.</p>
Assumptions	<p>There will be insufficient staff resources to implement and sustain the PRC recommendations.</p> <p>The PRC Volunteer Management Strategy will build on work already in progress by MTL's CAO and support the implementation of MTL's Volunteer Management Policy.</p> <p>MTL has talented volunteers who are willing to contribute to their community.</p> <p>Managing a successful volunteer program may require paid staff support.</p> <p>MTL staff will support implementing the requirements (e.g. training) outlined in the Volunteer Management Policy.</p> <p>Using volunteer management best practices will enable the implementation of this recommendation.</p>
Risk Profiles	Risks associated with this recommendation are primarily related to implications of not implementing it.

	<p>Considerations include:</p> <p>In MTL there is competition for volunteers and several organizations have solid volunteer programs.</p> <p>The volunteer strategic plan must include strategies to mitigate common volunteer program risks including volunteer burnout, aging volunteer force, lack of volunteer training, support and recognition.</p> <p>Availability of volunteers and/or staff with volunteer program strategic planning and brokering expertise.</p> <p>Collaborate with MTL staff address to specific PRC volunteer needs and requirements.</p>
Rationale	PRCAC sub-committee work to date indicates that volunteers are needed to support several recommendations and PRCAC on an on-going basis.
HR Implications	Paid MTL staff volunteer coordinator or shared services model (e.g. with an organization who already has a solid volunteer force and volunteer information management software).
Financial Implications	<p>Potential requirement for a volunteer coordinator</p> <p>On-line system to manage the volunteer program.</p>

3. Communications

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.

Strategic Positioning	Residents' feedback in the Spring PRC 2020 survey identified a lack of both awareness of existing facilities and programs, and ongoing usage. A robust PRC communications plan will highlight the initiatives underway to provide connected and accessible recreational, cultural and parkland experiences in sustainable natural environments that enable healthy active living for all.
Outcomes	<p>PRC communications plan that aligns with the overall MTL communications policy that includes communications objectives, target audiences, key messages, implementation plan, tactics, financial implications and evaluation measures.</p> <p>Toolkit of resources for PRC subcommittees (e.g. communications plan template, marketing tips, social media plan template, existing local communication channels and contacts)</p> <p>Interactive, on-line map of MTL showing facilities and background information on each.</p> <p>Communications and marketing materials (e.g. brochures, blogs, social media posts).</p>
Assumptions	<p>Interest in parks, recreation and culture facilities and programs ranges from very high to very low.</p> <p>Lack of interest (and subsequent usage) may be the result of lack of knowledge rather than apathy.</p> <p>A collaborative approach will be used to promote consistency and coordination between the subcommittees and community partners.</p>
Risk Profiles	The risk associated with this recommendation is primarily what happens if it is not undertaken.

Rationale

Coordinated (consistent branding), audience-relevant communications will result in increased participation by residents in existing and future programs.

Increased awareness of what exists in the MTL will attract visitors to experience the vast heritage of Trent Lakes and have the added benefit of promoting tourism.

Progress reports demonstrate accountability and will foster citizen engagement.

HR Implications

Involvement of Economic Development and Communications staff members.

Potential partnerships to design and maintain interactive tools.

Financial Implications

Incremental project costs will be identified in the Communications Plan.

II Open space recommendations

This set of recommendations concerns outdoor spaces that have direct relationships between their location and uses.

4. Boat Launches
5. Trails
6. Parkland and Beaches

4. Boat Launches

Establish standards for Municipality of Trent Lakes' boat launches and develop an implementation plan to achieve these standards.

Strategic Positioning	MTL's lakes and waterways attract residents and visitors. MTL is a Waterway Trail Town partner. It is important to keep boat launches maintained and to promote environmental sustainability practices for motorized and non-motorized boaters.
Outcomes	<p>A set of standard land improvements for boat launches.</p> <p>A strategy to implement those standards.</p>
Assumptions	<p>Develop for future, phased implementation considering service level requirements (primarily ongoing maintenance).</p> <p>Use of boat launches are unsupervised.</p> <p>A number of boat launches are some distance from major roads and are therefore, accessibility is not always easy.</p> <p>There are opportunities for boat launches to be an extension of a trail network.</p> <p>Local residents may express a desire to be protective of space traditionally available to them rather than anyone from outside the area.</p> <p>Concentration on achievable objectives/outcomes within the current term of Council and the committee.</p> <p>Costs should not be excessive.</p> <p>Boat launches are free to use (no permit required).</p> <p>There will continue to be concerns about and guidelines/legislation to protect safe drinking water, minimize the impact of invasive species, etc.</p>
Risk Profiles	Any enhancement to use of open space has inherent risks. In the case of boat launches, the risks are associated with ongoing capacity of staff to maintain sites and sustaining incremental costs in the Recreation and Facilities budget.
Rationale	Residents expressed concerns about environmentally sustainable practices to protect natural resources.

There are opportunities for sponsorships of specific programs and minor physical amenities.

Use of boat launches is primarily by cottagers and residents who cannot launch from their property and do not use a marina for boat maintenance; and by visitors to a particular body of water.

Non-motorized boating (e.g. canoeing, kayaking) contribute to active, healthy lifestyles.

HR Implications

Commitment of staff time for project design through implementation, and incremental time required for ongoing maintenance.

Financial Implications

Annual maintenance and repair costs will grow incrementally and be subject to budget priorities.

5. Trails

Develop a Municipality of Trent Lakes trails strategic plan to establish, promote and manage standards for a network of trails for non-motorized, day use outdoor activities.

Strategic Positioning

Residents' feedback in both PRC surveys indicated that Trails - for activities such as walking, hiking, cycling, snowshoeing and x-country skiing - was the most highly rated.

Residents are eager to support further trail development and to use them more often. There are also requests to expand the trail network using environmentally sound practices.

Outcomes

A marked trail network in MTL to encourage healthy, active living; promote a resilient economy and environmental stewardship.

Standards for existing and new trails.

A map of existing and candidate trail locations.

Prioritization of trail segments⁵ the development process, landowner agreements and purchase of lands as they become available.

Plan to market and communicate trails.

Assumptions

The trails network will leverage existing trails and improve year-round use (e.g. snowmobiling in the winter and hiking in spring, summer and fall). For safety reasons, hiking/walking will be kept separate from cycling, mountain biking, ATV and equestrian trails. X-country/Nordic skiing and snowshoe trails should be kept separate from motorized trails.

The trails network will not include trails for horseback riding.

There are opportunities for beaches, playgrounds and local businesses to be connected to a trails network.

A coordinated effort will be required to secure land use agreements from landowners. Legal and insurance issues must be addressed.

Partnerships with Snowmobile and ATV Clubs are possible.

There are numerous opportunities for social and recreational programming.

Opportunities to align with the County of Peterborough Active Transportation Plan.

Risk Profiles

Unavailability/costs associated with land.

Inadequate trained volunteer base.

Anticipated external; revenue sources underperform.

In any given year, municipal budget and staffing complement may not support further work.

HR Implications

Significant incremental need for staff involvement in ongoing maintenance, formal inspections, land improvements and land use agreements (as required). Limited seasonal maintenance can be undertaken by trained volunteers.

Financial Implications

Some funding will result from opportunities for business sponsorships and individual donations.

Land use improvements (e.g. benches) will incur substantial costs depending on the scope of the network of trails.

It is anticipated that a consulting firm with expertise in trail development and environmental assessment will be required.

6. Parkland and Beaches

Write a Parks Strategic Plan that includes 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.

Strategic Positioning

In the 2020 PRC survey parks and beaches were rated as medium importance by 45% and high importance by 36% of respondents.

Resident survey comments included concerns about environmental sustainability and protecting MTL's natural assets. In addition to providing a place for people to connect with nature, parks play an important role in wildlife habitat and ground water protection. MTL's limited public beaches are extremely popular and need to be properly managed to offer safe recreation while protecting the environment.

Outcomes

Parks and Beaches Strategic Plan including service standards.

Parks Implementation Plan (e.g. for specific parks such as Dettman Park).

Analysis of existing MTL vacant land.

A parks strategic plan for approval in 2022.

Phased implementation of the plan as part of annual Facilities and Recreation budget and staff planning.

Assumptions

Activities at waterfront parks are generally unstructured.

There is a need to balance open space use, neighbourhood use and tourist destination points.

Conservation of natural resources and ecological sustainability are key components of future parkland and beach management.

There are opportunities for parks to be part of a trail network.

There are opportunities for social and recreational programming.

There are opportunities for sponsorships of specific programs and some physical amenities (land improvements).

Risk Profiles

A significant risk is associated with ongoing staff support. It could be mitigated by effective use of trained volunteers.

Rationale

Survey results suggesting that current MTL owned vacant properties are ideal candidates for new parkland.

Survey results showed interest in both new park opportunities and enhancement of existing parks.

This recommendation is linked to a potential network of trails with parkland as destination points.

HR Implications

Future staffing and budgetary adjustments would be affected by the design and implementation of new parks and repurposing of existing parks according to a strategic plan.

Financial Implications

It is unlikely that there would be significant capital expenditures in the near term.

Land use improvements would be the major requirement for funding.

III Facilities, Programming and Services recommendations

This set of recommendations concerns municipally operated rinks, and community halls and the relationship between the Municipality and the Buckhorn Community Centre

7. Sports Pads – Cavendish Ice Rink
8. Sports Pads – Buckhorn Sports Pad
9. Community Halls
10. Heritage

7. Sports Pads – CCavendish Ice Rink

Continue the municipal operation of the Cavendish Ice Rink.

Strategic Positioning	Important community recreational asset with strong local community support.
Outcomes	Facility is fully functional for year-round for multi-purpose use.
Assumptions	<p>Refrigeration will not be added.</p> <p>Volunteer force coordinated by the Cavendish Community Centre will continue in its current role.</p> <p>Municipal staff will continue activities such as grass cutting.</p>
Risk Profiles	Low.
Rationale	Status quo is working.
HR Implications	<p>Continued reliance on volunteers to maintain the ice during the winter months.</p> <p>No incremental impact on staff.</p>
Financial Implications	Improvements to the rink will follow MTL best practices for asset management, including improvements as needed.

8. Sports Pads – Buckhorn Sports Pad

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.



Figure 2 Buckhorn Sportspad

9. Community Halls

The Municipality of Trent Lakes partners with the 3 municipal halls, the Buckhorn Community Centre, the Buckhorn Sports Pad and other privately run associations such as the Oak Shores Community Centre to create a network of community hubs that includes a long-term, strategic plan for programs, partnerships, operations, volunteer and financial sustainability as well as a central social, cultural and recreational site at the Buckhorn Community Centre.

Strategic Positioning

A community hub makes good use of physical space and digital resources to make it easier for local residents to access the health, social, cultural, recreational and other resources they need. Community hubs serve as a central access point, which offer services in collaboration with different community organizations and are responsive to the needs of their communities.

Outcomes

Stronger collaborations, optimal use of community resources, reduced administrative duplication, improved services for residents and economic development potential.

Strategic plan with vision, mission, guiding principles, priorities, financial implications, implementation plan and evaluation measures.

Opportunities for: Programming, Management and Operating agreements.

Assumptions

Resident survey results showed: a fairly high interest in art and music programming but limited current and potential in other cultural areas. Social activities focus on games (cards, darts), group fitness, wellness, learning, dinners, dances and drop-ins. Most recreational programs (except for the BCC) are group fitness activities (e.g. yoga, Tai Chi).

BCC will continue to be a separate entity run by a Board of Directors.

Existing community halls and the Sports Pad will retain a degree of independence.

Non-profit agencies and businesses who have already expressed an interest in collaboration will continue to do so.

	<p>This is a long-term project. Community hub development is a 2-3-year project to scope, design and start to implement.</p>
Risk Profiles	<p>Highest risk - volunteer base that now manages the three halls.</p> <p>Long term financial sustainability.</p> <p>Identification of roles and responsibilities at halls, BCC and Sports Pad.</p>
Rationale	<p>Community hubs maximize the use of community resources which has far reaching benefits.</p> <p>All three MTL halls have active programming and operate independently. This recommendation includes the potential for common programs, revised governance model and strategies to address volunteer recruitment and management.</p> <p>Cultural programming is a major component of a MTL Heritage Plan. Recreational and social programming are both potential components of new or enhanced parkland, and future trail networks. Need for multi-generational programming both for the current three municipally run facilities and the BCC.</p> <p>A heightened profile for MTL will create opportunities to boost tourism, as well as taking advantage of the stability and operational effectiveness of the BCC, Municipal Halls and Sports Pad.</p> <p>Timing is based on the experiences of community hub developments elsewhere.</p>
HR Implications	<p>Staff time to plan and develop any programs that would be managed by MTL rather than by individual boards, including applications to external funding agencies.</p> <p>Demands on staff time, based on a service level agreement.</p>
Financial Implications	<p>Potential increased use of MTL grant opportunities.</p> <p>Depending on the scope additional consulting expertise may be required.</p> <p>Development of a community hub will require an extensive fundraising campaign and partner contributions.</p>

10. Heritage

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 properties, enhanced policies, archival records and educational tools to promote heritage preservation and conservation.

Strategic Positioning	Culture is a key component of the PRCAC mandate. Preserving and educating people about our heritage (built, cultural and natural resource) enriches our communities, promotes tourism and benefits the economy.
Outcomes	<p>MTL policies and service level responsibilities.</p> <p>Application and expansion of the heritage goals of the Community Improvement Plan.</p> <p>Inventory of historic properties in MTL.</p> <p>Development of an education and awareness toolkit.</p> <p>A designated home for archival resources.</p>
Assumptions	<p>There is currently no Heritage Register of designated properties.</p> <p>Heritage conservation and preservation is a highly regulated process.</p> <p>Includes built, cultural and natural resource heritage.</p> <p>Requires a council appointed committee.</p>
Risk Profiles	Scope and ongoing commitment for design and maintenance of an inventory of historically designated properties
Rationale	Based on current trends in heritage conservation, built heritage (buildings), cultural heritage (archival resources) and natural resources heritage (e.g. provincially sensitive wetlands) are all in need of urgent attention.
HR Implications	Increased workload for staff based on examination of land use planning studies, Official Plan governance requirements, development of a MTL Heritage Plan and ongoing support for a Heritage Committee.

Financial Implications

To be identified in the implementation plan of the MTL Heritage Plan and presented to Council accordingly.



Figure 3 Deer Bay Schoolhouse

Appendix A: Profile of the Municipality of Trent Lakes

Description⁵

The Municipality of Trent Lakes is a lower-tier township in the rural, mostly wooded northern section of Peterborough County, Ontario, Canada. The municipality has a primarily cottage and tourist industry-based economy but has grown year-round residency due to its commute distance to the Greater Toronto Area.

In 1998 the Township of Galway-Cavendish and the Township of Harvey were amalgamated by Minister's Order to become Galway-Cavendish and Harvey. The Municipality of Trent Lakes adopted its new name by By-law B2013-017 on February 19, 2013. The name was in recognition of the Trent-Severn Waterway which plays a major role in the cottage history and tourism economy of the area.

The Municipality is part of the Kawartha Lakes Tourism Area and contains numerous tributary lakes, rivers and creeks contributing water level support to the nationally historic Trent-Severn Waterway system. Lock 31 in Buckhorn is the only Trent-Severn Waterway boat lock located within the municipality.

Trent Lakes still identifies three Wards within the municipality, Harvey Ward, Galway Ward and Cavendish Ward which are based on the traditional geographic boundaries of each. For election purposes there is still a Council representative for Harvey and a representative for Galway-Cavendish.

There is one public school in the municipality of Trent Lakes (the Buckhorn Public School) All other children are bused to local schools outside of the municipality.

There are three municipal Community Centres in Trent Lakes. The Galway Community Centre, the Cavendish Community Centre and the Lakehurst Hall. They offer a variety of programs and services. There is also the independently operated and volunteer-based Buckhorn Community Centre.

The Trent Lakes Public Library has two locations. The Buckhorn Branch is located in the main core of Buckhorn. The Helen Bowen Branch is located in the Cavendish Community Centre and often referred to simply as the Cavendish Branch.

Trent Lakes currently has two medical health centres, the Buckhorn Regional Health Centre and the Kinmount and District Health Centre.

The border of the Municipality of Trent Lakes is Gannons Narrows in the southeast, Burleigh Falls on the east, Bobcaygeon on the West and the County boundary on the north.

Trent Lakes is home to Kawartha Highlands Provincial Park, which is set around Catchacoma, Cold, Gold, Little Gold, McGuinness and Mississagua Lakes, as well as the parts of the Mississagua River. It is a 37587.00 ha Natural Environment Park permitting "backcountry" camping and primarily a water access only interior.

Trent Lakes consists mostly of Precambrian Shield, dating from 600 to 1200 million years. The granite is normally pink but interlaced with other colours of white and black

⁵ Wikipedia offers a comprehensive description of the profile of Trent Lakes.

as one heads north. These areas are primarily "Igneous" granite which was subject to intense heat and pressure during the movement of the Earth's crust. The changes took place as the rock mixed with other elements in the Earth's crust. The mixture is mostly with black and white marble.

The region also has sections of Limestone Flats. When the lakes that covered most of Lake Ontario dried up some 450 million years ago the lake sediments hardened and lifted to form a top layer of limestone over the area. With the ice age small glaciers left a thin layer of soil. The area around what is known as Flynn's Turn (intersection of Peterborough County Road 36 and Country Road 507) is a prime example of a limestone flat.

On County Rd 49 you can see the evidence of what is called a Limestone Ridge ("Ordovician strata". This same ridge extends to Lower Buckhorn Lake and the erosion on the northern edge has created a scarp (or steep cliff) some 30 meters high in areas.

Sandy Lake and the beach area has a unique soft turquoise colour. This is a white "marl" lake bottom and is spring fed. Surrounded by a limestone karst runoff enters into the lake with very little organic material and this contributes to the unique greenish-blue colouration. The marl bottom is extremely soft and rich with minerals.

The community is a scenic location where Paleozoic limestone formations yield to the underlying Precambrian bedrock of pink gneiss; as a result, it attracts a large number of summer residents and visitors.

The most important history of the municipality is based on the once very lucrative lumber industry. All three Wards have histories unique to them, but it's the history of the lumber trade that unites them solidly together. The municipality as a whole was abundant, not only with standing timber lumber camps, but also the resource of waterways permitting numerous and valuable lumber production and processing mills that in turn contributed to many settlements developed around and because of the lumbermen and their families.

When the lumber markets and the forests began to fade, so did many of the settlements. French Canadian, Irish immigrant and other lumber labourers pulled out to try their hand at work to support their families elsewhere. Galway, Cavendish and Harvey all have remnant ghost settlements and stories of communities near forgotten. Some names remain but the once thriving communities complete with schools and post offices are gone; hamlets with the names of Silver Lake, Rockcroft, Scotts Mills, Fortesque are a few.

The area is rich in early First Nations sites.

Current state of parks, recreation and culture

The Municipality manages four waterfront beaches, two ice rinks, three community halls, eleven boat launches, two library branches, four waste management transfer stations, four work depots, two ball diamonds and three fire halls.

Social, recreational and cultural programming is not the direct responsibility of the municipality.

Management of the three municipal halls is conducted by three volunteer hall boards.

Boat launches

There are currently 13 boat launches managed by the municipality. [There are others managed by MNR]

Location	Description of access
Salmon Lake	County Rd 507 -- Salmon Lake Rd – FR 329 – Salacoa Rd
Pencil Lake Rd	County Rd 507 – Pencil Lake Rd
Crystal Lake	County Rd 49 – South Salmon Lake Rd – Clear Bay Rd – West Clear Bay Rd
Crystal Lake	County Rd 49 – Crystal Lake Rd – FR 390
Crystal Lake	County Rd 49 – Crystal Lake Rd – FR 387
Bass Lake	County Rd 36 – Bass Lake Rd north to end
Nogies Creek	Intersection County Rd 366 and Bass Lake Rd
Big Bald Lake	County Rd 36 -- Edwina Drive – Northern Avenue East
Pigeon Lake	Lakehurst Rd – FR 73 and Elim Lodge Rd
Pigeon Lake	Lakehurst Rd – FR 73 – Bear Creek Rd at the end
Pigeon Lake	Lakehurst Rd – FR 73 -- Elim Lodge Rd, south end
Buckhorn Lake	Lakehurst Rd – Kawartha Hideaway R south end
Buckhorn Lake	Lakehurst Rd – Six Foot Bay Rd at south end

Waterfront parks/beaches

There are currently four waterfront parks/beaches managed by the municipality.

1. Sandy Lake beach (A. Shearer Park, 1221 Lakehurst Road (County Road 37), Harvey Ward)
2. Whites Lake beach (26 Clearview Drive, Galway Ward)
3. Crowe's Line beach (240 Crowe's Line Road, Harvey Ward)
4. Buckhorn. Ode'naang Park, across from the Olde Ice House on Lakehurst Road.

All might be categorized as park beaches due to the multi-use capabilities of both.

Two are boundaried by private cottages on the water boundary of each, and the third by two commercial establishments.

Sandy Lake lends itself to a potential trail system between Gannon's Narrows and Buckhorn; White's Lake lends itself more to trails in the surrounding forested areas.

Social and cultural programming

Social and cultural programming in Trent Lakes is based in four community halls (Buckhorn Community Centre and Cavendish, Galway and Lakehurst Community Centres). The libraries also provide cultural programming. The survey did not, and should have, explored in more detail cultural programming in the Trent Lakes library system. Recreational programming in MTL offers the largest range of options.

Appendix B: Municipal policy direction

Province of Ontario. Provincial Policy Statement

Definitions

Built heritage resource means a building, structure, monument, installation or any manufactured or constructed part or remnant that contributes to a property's cultural heritage value or interest as identified by a community, including an Indigenous community. Built heritage resources are located on property that may be designated under Parts IV or V of the Ontario Heritage Act, or that may be included on local, provincial, federal and/or international registers.

Conserved means the identification, protection, management and use of built heritage resources, cultural heritage landscapes and archaeological resources in a manner that ensures their cultural heritage value or interest is retained. This may be achieved by the implementation of recommendations set out in a conservation plan, archaeological assessment, and/or heritage impact assessment that has been approved, accepted or adopted by the relevant planning authority and/or decision-maker. Mitigative measures and/or alternative development approaches can be included in these plans and assessments.

Cultural heritage landscape means a defined geographical area that may have been modified by human activity and is identified as having cultural heritage value or interest by a community, including an Indigenous community. The area may include features such as buildings, structures, spaces, views, archaeological sites or natural elements that are valued together for their interrelationship, meaning or association. Cultural heritage landscapes may be properties that have been determined to have cultural heritage value or interest under the Ontario Heritage Act, or have been included on federal and/or international registers, and/or protected through official plan, zoning by-law, or other land use planning mechanisms.

Heritage attributes means the principal features or elements that contribute to a protected heritage property's cultural heritage value or interest, and may include the property's built, constructed, or manufactured elements, as well as natural landforms, vegetation, water features, and its visual setting (e.g. significant views or vistas to or from a protected heritage property).

Natural heritage features and areas means features and areas, including significant wetlands, significant coastal wetlands, other coastal wetlands in Ecoregions 5E, 6E and 7E, fish habitat, significant woodlands and significant valleylands in Ecoregions 6E and 7E (excluding islands in Lake Huron and the St. Marys River), habitat of endangered species and threatened species, significant wildlife habitat, and significant areas of natural and scientific interest, which are important for their environmental and social values as a legacy of the natural landscapes of an area.

Natural heritage system means a system made up of natural heritage features and areas, and linkages intended to provide connectivity (at the regional or site level) and

support natural processes which are necessary to maintain biological and geological diversity, natural functions, viable populations of indigenous species, and ecosystems. These systems can include natural heritage features and areas, federal and provincial parks and conservation reserves, other natural heritage features, lands that have been restored or have the potential to be restored to a natural state, areas that support hydrologic functions, and working landscapes that enable ecological functions to continue. The Province has a recommended approach for identifying natural heritage systems, but municipal approaches that achieve or exceed the same objective may also be used.

Protected heritage property means property designated under Parts IV, V or VI of the Ontario Heritage Act; property subject to a heritage conservation easement under Parts II or IV of the Ontario Heritage Act; property identified by the Province and prescribed public bodies as provincial heritage property under the Standards and Guidelines for Conservation of Provincial Heritage Properties; property protected under federal legislation, and UNESCO World Heritage Sites

Recreation means leisure time activity undertaken in built or natural settings for purposes of physical activity, health benefits, sport participation and skill development, personal enjoyment, positive social interaction and the achievement of human potential

1.0 Building Strong Healthy Communities

1.5 Public Spaces, Recreation, Parks, Trails and Open Space

1.5.1 Healthy, active communities should be promoted by:

- a. planning public streets, spaces and facilities to be safe, meet the needs of pedestrians, foster social interaction and facilitate active transportation and community connectivity.
- b. planning and providing for a full range and equitable distribution of publicly accessible built and natural settings for recreation, including facilities, parklands, public spaces, open space areas, trails and linkages, and, where practical, water-based resources.
- c. providing opportunities for public access to shorelines; and
- d. recognizing provincial parks, conservation reserves, and other protected areas, and minimizing negative impacts on these areas.

2.1 Natural Heritage

2.1.1 Natural features and areas shall be protected for the long term.

2.1.2 The diversity and connectivity of natural features in an area, and the long-term ecological function and biodiversity of natural heritage systems, should be maintained, restored or, where possible, improved, recognizing linkages between and among natural heritage features and areas, surface water features and ground water features.

2.1.3 Natural heritage systems shall be identified in Ecoregions 6E & 7E1, recognizing that natural heritage systems will vary in size and form in settlement areas, rural areas, and prime agricultural areas.

2.1.4 Development and site alteration shall not be permitted in:

- a. significant wetlands in Ecoregions 5E, 6E and 7E1; and
- b. significant coastal wetlands.

2.1.5 Development and site alteration shall not be permitted in:

- a. significant wetlands in the Canadian Shield north of Ecoregions 5E, 6E and 7E1;
- b. significant woodlands in Ecoregions 6E and 7E (excluding islands in Lake Huron and the St. Marys River)¹;
- c. significant valleylands in Ecoregions 6E and 7E (excluding islands in Lake Huron and the St. Marys River)¹;
- d. significant wildlife habitat;
- e. significant areas of natural and scientific interest; and
- f. coastal wetlands in Ecoregions 5E, 6E and 7E¹ that are not subject to policy 2.1.4(b)

unless it has been demonstrated that there will be no negative impacts on the natural features or their ecological functions.

2.1.6 Development and site alteration shall not be permitted in fish habitat except in accordance with provincial and federal requirements.

2.1.7 Development and site alteration shall not be permitted in habitat of endangered species and threatened species, except in accordance with provincial and federal requirements.

2.1.8 Development and site alteration shall not be permitted on adjacent lands to the natural heritage features and areas identified in policies 2.1.4, 2.1.5, and 2.1.6 unless the ecological function of the adjacent lands has been evaluated and it has been demonstrated that there will be no negative impacts on the natural features or on their ecological functions.

2.1.9 Nothing in policy 2.1 is intended to limit the ability of agricultural uses to continue.

2.6 Cultural Heritage and Archaeology

2.6.1 Significant built heritage resources and significant cultural heritage landscapes shall be conserved.

2.6.2 Development and site alteration shall not be permitted on lands containing archaeological resources or areas of archaeological potential unless significant archaeological resources have been conserved.

2.6.3 Planning authorities shall not permit development and site alteration on adjacent lands to protected heritage property except where the proposed development and site alteration has been evaluated and it has been demonstrated that the heritage attributes of the protected heritage property will be conserved.

2.6.4 Planning authorities should consider and promote archaeological management plans and cultural plans in conserving cultural heritage and archaeological resources.

2.6.5 Planning authorities shall engage with Indigenous communities and consider their interests when identifying, protecting and managing cultural heritage and archaeological resources.

Province of Ontario. Places to Grow

2.2 Policies for Where and How to Grow

2.2.1 Managing Growth

4. Applying the policies of this Plan will support the achievement of complete communities that:

- d) expand convenient access to:
 - iii. an appropriate supply of safe, publicly accessible open spaces, parks, trails, and other recreational facilities

4.2 Policies for protecting what is valuable

4.2.5 Public Open Space

1. Municipalities, conservation authorities, non-governmental organizations, and other interested parties are encouraged to develop a system of publicly accessible parkland, open space, and trails, including in shoreline areas, within the GGH that:

- a. clearly demarcates where public access is and is not permitted.
- b. is based on a co-ordinated approach to trail planning and development; and
- c. is based on good land stewardship practices for public and private lands.

Province of Ontario. Ontario Heritage Act

The *Ontario Heritage Act*, R.S.O. 1990, c. O.18 was first enacted on 5 March 1975. It provides a legislative framework for cultural heritage conservation in the Province.

In 2005, the *Ontario Heritage Amendment Act, 2005* (Bill 60), introduced major amendments to the *Ontario Heritage Act*. The comprehensive set of reforms introduced through Bill 60 came into force on 28 April 2005 and strengthened the powers of the

Province and the municipalities to identify and protect properties of cultural heritage value or interest.

Bill 60 made significant amendments to Part IV of the *Ontario Heritage Act*. Amended Part IV provides that the register of properties maintained by a municipality under section 27 may include properties that have not been designated under Part IV, if the council of the municipality believes that the properties are nonetheless of cultural heritage value or interest.

Section 34 of the Act was amended to give municipalities the power to prohibit the demolition of property designated by the municipality.

Part IV was also amended to give the Minister the power to designate any property under Part IV and to allow the Minister to issue stop orders to prevent the alteration, demolition or removal of any property in the Province if the Minister believes that the property has cultural heritage value or interest.

With respect to Part V of the *Ontario Heritage Act*, Bill 60 added sections 41.1 and 41.2 to the Act requiring municipalities to adopt by by-law a heritage conservation district plan when designating a heritage conservation district and strengthened the powers of a municipality to prevent the demolition or removal of buildings or structures on property in designated heritage conservation districts.⁶

County of Peterborough Official Plan

The new County of Peterborough Official Plan will have in it a section on cultural heritage (2.7), a section on green spaces (2.11.2) and draft policy in the criteria for Assessing Plans of Subdivision/Condo.

Trent Lakes Official Plan

2.0 Purpose of the Plan

This Official Plan is a statement of public policies, set out by means of text and land use schedules, intended to provide a framework for the future growth and development of the Township of Galway-Cavendish and Harvey. The policies as set out in this plan are designed to provide guidance for the physical development of the Township, having regard for relevant social, economic and environmental matters, during the next 20-year planning period to the year 2020.

3.0 Basis of the Plan

The Township of Harvey (former) and the Townships of Galway and Cavendish (former) were the subject of municipal restructuring, which took effect on January 1, 1998. The

⁶ Source: [Woodbull Introduction to the Ontario Heritage Act](#)

Official Plan for the former Townships of Galway and Cavendish was approved in October of 1998; while the Official Plan for the former Township of Harvey was approved in July of 1993.

4.0 Goals and Objectives

The following goals and objectives provide the basis and direction for more detailed policies contained in this Official Plan. The goals reflect, as much as possible, the present and future needs and values of the Township. The objectives are policy statements upon which the general development policies, the land use policies, the land use designations and the implementation policies for the Municipality are based.

4.8 Social and Housing

To create an environment which promotes the well being and safety of the residents of the Township, and, which offers a range of opportunities in terms of the workplace and living, recreational and cultural pursuits.

- iii) To co-operate with other concerned agencies and levels of government in the provision of an adequate level of educational, recreational, protection, health and welfare facilities and services in response to the needs of the Township's population
- v) To enhance the historic and cultural heritage of the Township.
- vi) To ensure future access to open space, recreational and parkland areas for the citizens of the Township, and, wherever possible, design such facilities in such a manner as would compliment facilities provided by other agencies.

4.10 Archaeological, Built Heritage and Cultural Heritage Resources

To ensure that Cultural Heritage Resources in the municipality are managed in a responsible manner which perpetuates their use while maintaining the heritage value and benefit to the community.

Objectives

- i. To identify and conserve heritage resources through appropriate means:
- ii. To consult with the Local Architectural Conservation Advisory Committee in the identification and conservation of heritage resources

5.0 Land Use Policies

5.1.5 Public Uses

Except as specifically provided elsewhere in this Plan, public parks, playground, water access site, playfields, public utilities and other public community, institutional or quasi-

institutional uses which provide services to the general community shall be permitted in all areas designated on Schedules “A1”, “A1-1”, “A1-2”, “A2”, “A3”, “B1”, “B2” and “B3” provided that:

- a. Such use is necessary in the area, that it can be made compatible with its surroundings and that adequate measures are taken to reduce an environmental impact or incompatibility with surrounding uses.
- b. Adequate off-street parking is provided.

5.1.10.2 Objectives

- a. Natural features and areas shall be protected for the long term.
- b. The diversity and connectivity of natural features in an area, and the long-term ecological function and biodiversity of natural heritage systems, should be maintained, restored, or, where possible, improved, recognizing linkages between Official Plan of The Township of Galway-Cavendish and Harvey April 2011 18 and among natural heritage features and areas, surface water features and ground water features.

5.1.25 Heritage Resource

Conservation Heritage resources include but are not necessarily restricted to archaeological sites, buildings and structural remains of historical, architectural and contextual value, and human-made rural, village and community landscapes of historic and scenic interest.

Council shall recognize the importance of cultural and heritage resources within the Township; and encourage the identification restoration, protection, maintenance and enhancement of such resources.

All new development permitted by the land use policies and designations of the Plan, shall have regard for heritage resources and shall, whenever possible incorporate these resources into any plans which may be prepared for such new development. In Official Plan of The Township of Galway-Cavendish and Harvey April 2011 46 addition, all new development will be accommodated in a manner which preserves and enhances the character of the context in which heritage resources are situated.

Council recognizes that there may be archaeological remnants of prehistoric habitation within the Township, and important archaeological evidence of historic activities which would be of value in the future conservation of the built environment. Council may, therefore, facilitate survey by government or private agencies, should these agencies deem it necessary, and will encourage the preservation or rescue excavation of archaeological resources which may be necessary.

5.2.3 Public and Private Open Space Recreation

Park and open space uses may be permitted in the Rural designation. Park and open space uses include all uses that are recreational in nature, including parks,

playgrounds, beaches, nature trails, and similar uses available to the public. Accessory buildings shall also be allowed. Generally, park and open space uses will be permitted anywhere within the Rural Policy Area provided that there will be no detrimental effects on adjacent uses.

Buildings and structures incidental and accessory to park and open space uses shall be designed to integrate visually and functionally as much as possible with the natural landscape. No building shall be erected on lands subject to flooding or having steeply sloping topography or a high-water table.

Adequate parking spaces shall be provided and access points to parking areas shall be located so that no traffic hazard will be created.

Development of new land-oriented recreational facilities will be compatible with surrounding land uses.

5.12 Crown Lands

The "Crown Lands" designation applies to the Provincial Crown Lands within the Township, including Wolf Island Provincial Park and Kawartha Highlands Provincial Park. A large portion of the land area in the Township is Crown-owned. The Ministry of Natural Resources is charged with the responsibility of administering Crown lands, which includes acquisition, disposition and the orderly management and conservation of Official Plan of The Township of Galway-Cavendish and Harvey April 2011 102 the resources on those lands.

5.12.1 Permitted Uses

Uses permitted within the Crown Land designation shall include those traditionally associated with Crown land management including forestry, outdoor recreation, fish and wildlife management, operations associated with Provincial Parks, and associated buildings and structures as required.

Trent Lakes Comprehensive Zoning Bylaw

Definitions

3.14 Arena means a building, or part of a building, in which the principal facilities provided are for such recreational activities as curling, skating, hockey, lacrosse, broomball, or similar athletic activity, which facilities may include dressing rooms, concession booths, bleachers, plant equipment for the making of artificial ice and such other facilities as are normally considered incidental and subordinate hereto.

3.55 Community Centre means any tract of land or building or buildings or any part of any building used for community recreational and/or social activities whether used for commercial purposes or not, the control of which is vested in the Municipality, a local board or agent thereof, including any building, structure or facility established as a

Community Recreation Centre within the meaning of the Community Recreation Centres Act. Ancillary uses may include meeting rooms and a banquet hall and related kitchen facilities.

3.85 Extensive Recreation Use means a recreation use that does not need a permanent structure and includes hunting, fishing, canoeing and camping.

3.218 Recreational Use means the utilization of land, structures, and equipment for indoor or outdoor activities but does not include a shooting gallery, survival games, archery, rifle, pistol, skeet or trap range, any race or go-cart track, or commercial amusement park or drive-in theatre.

Section 5 – Rural (RU) Zone

5.9.4 Rural-4 (RU-4) Zone

No person shall within any Rural-4 (RU-4) Zone, use any land or erect, alter or use any t

a) Permitted Uses

iii. ski trails

5.9.8 Rural-8 (RU-8) Zone

No person shall within any Rural-8 (RU-8) Zone, use any land or erect, alter or use any building or structure except in accordance with the following provisions:

i. an extensive recreation use

vi. a recreational use

5.9.29 Rural-29 (RU-29) Zone

No person shall within any Rural-29 (RU-29) Zone, use any land or erect, alter or use any building or structure except in accordance with the following provisions:

Notwithstanding the permitted uses within the Rural (RU) Zone, the following uses shall be permitted in the Rural-29 (RU-29) Zone:

vii. a recreational use

5.9.30 Rural-30 (RU-30) Zone

No person shall within any Rural-30 (RU-30) Zone, use any land or erect, alter or use any building or structure except in accordance with the following provisions:

Notwithstanding the permitted uses within the Rural (RU) Zone, the following uses shall be permitted in the Rural-30 (RU-30) Zone:

v. a recreational use

5.9.37 Rural-37 (RU-37) Zone

No person shall within any Rural-37 (RU-37) Zone, use any land or erect, alter or use any building or structure except in accordance with the following provisions:

a) Permitted Uses

Notwithstanding the permitted uses within the Rural (RU) Zone, the following uses shall be permitted in the Rural-37 (RU-37) Zone:

- ii. a recreational use
- viii. a conservation use

5.9.44 Rural-44 (RU-44) Zone

No person shall within any Rural-44 (RU-44) Zone, use any land or erect, alter or use any building or structure except in accordance with the following provisions:

- iv. a recreational use

5.9.54 Rural-54(RU-54) Zone

No person shall within any Rural-54 (RU-54) Zone, use any land or erect, alter or use any building or structure except in accordance with the following provisions:

a) Permitted Uses

Notwithstanding the provisions of the Rural (RU) Zone, within the Rural 54 (RU-54) Zone, only the following uses shall be permitted:

5.9.55 Rural-55 (RU-55) Zone

No person shall within any Rural-55 (RU-55) Zone, use any land or erect, alter or use any building or structure except in accordance with the following provisions:

a) Permitted Uses

Notwithstanding the provisions of the Rural (RU) Zone, within the Rural 55 (RU-55) Zone, only the following uses shall be permitted:

- v. A recreational use.

5.9.58 Rural-58 (RU-58) Zone

Notwithstanding any other provisions of this By-law to the contrary, within the Rural-58 (RU-58) Zone the following provisions shall apply:

a) Permitted Uses 112

- i. a conservation use
- ii. a recreational use

19.5.5 Open Space-5 (OS-5) Zone

No person shall within any Open Space-5 (OS-5) Zone, use any land or erect, alter or use any building or structure except in accordance with the following provisions:

a) Permitted Uses

Notwithstanding the uses permitted within an Open Space (OS) Zone, the uses permitted within the Open Space-5 (OS-5) Zone shall be limited to the following:

- i. a conservation use
- ii. a recreational use

Section 21 – Environmental Protection (EP) Zone

No person shall within the Environmental Protection (EP) Zone use any land or erect, alter or use any building or structure except in accordance with the following provisions.

Reference should be made to Section 4, General Zone Provisions, of this By-law. Section 4 contains additional, general or specific provisions that apply to or may apply to properties in all zones throughout the Municipality and should be consulted together with the provisions of this zone category.

21.1 Permitted Uses

- 21.1.1 an agricultural use
- 21.1.2 a conservation use
- 21.1.3 a recreation use
- 21.1.4 a forestry use
- 21.1.5 a public park

Section 22 – Crown Land (CL) Zone

No person shall within a Crown Land (CL) Zone use any land or erect, alter or use any building or structure except in accordance with the following provisions.

Reference should be made to Section 4, General Zone Provisions, of this By-law. Section 4 contains additional, general or specific provisions that apply to or may apply to properties in all zones throughout the Municipality and should be consulted together with the provisions of this zone category.

22.1 Permitted Uses

- 22.1.2 a recreational use
- 22.1.3 a forestry use
- 22.1.4 a public park
- 22.1.5 a camp, hunt

Note: The Crown Land (CL) Zone represents Crown Land only. The Ministry of Natural Resources is recognized as the planning authority having land management control on Crown Land.

Section 23 – Sandy Point Recreation Development (By-law NO. 89-28)

23.6 Special Open Space Type 2 (OS-2) Zone

No person shall within any Open Space Type 2 (OS-2) Zone, being located in Lot 4 and Part Lots 3, 4, 5, 6, 7 and 8, Concession 17; Part Lot 6, Concession 18 and Part Lots 4, 5 and 6, Concession 16, in the Municipality of Trent Lakes use any land or erect, alter or use any building or structure except in accordance with the following provisions:

23.6.1 Permitted Uses

- ii. a public park
- iv. a forestry use
- v. a wildlife management area
- vi. a conservation use
- vii. a recreation use
- viii. a public use

Trent Lakes Policy on Public Use of Open Spaces [under development]

Department of Recreation and Facilities

Background

Presently, the Department runs solely as an indirect service provider, managing no programs of their own. Rather, the Township provides various facilities that are rented by community groups and individuals who organize and run programs and activities.

Responsibilities

1. Maintain recreation sites (6 Beaches/Parks, 1 Playground, 2 outdoor rinks, several boat launches)
 - Garbage
 - Brush/blowdown and yard waste removal
 - Hazard removal/correction (sharps, biological hazards, dead/dying limbs/trees, washouts, property damage)

- Gardens/shrubs/trees
 - Picnic tables/benches
 - Signage – laws, emergency information,
 - Tree Planting to ensure sustainable shade and foliage at beaches and parks for the future.
 - Securing against unauthorized (motorized) usage (gates, signage, etc.)
 - Spring clean up of winter sand from lawn at facilities
 - Conduct weekly, monthly, and comprehensive annual inspections for 1 playground.
 - Grass cutting/lawn maintenance at all Municipal sites/facilities (19)
 - Maintain hanging baskets municipal gardens in Buckhorn, gardens at Administration Office and Buckhorn Regional Health Centre
2. Maintain municipal facilities (1 Administration Office, 4 Community Halls, 2 Medical Centers, 3 Roads Depots, 4 Fire Halls, 1 Library)
- Oversee operating and capital works for the Administration Office, Community Halls (while adhering to the responsibilities list approved by council), Trent Lakes Public Library, and Medical Centers
 - Facility inspections – condition, AED (defibrillator), fire extinguisher, water system operation, HVAC system operation, □ Conduct minor repairs and maintenance functions at facilities.
 - Hazard removal/correction □ Coordinate and oversee contractors and trades (when hired directly by Municipality) – electricians, plumbers, HVAC technicians, carpenters, windows and doors, Emergency Lighting and Fire Extinguisher contractors, generator technicians, water system technicians.
 - Research, prepare and administer contracts relating to building maintenance and capital projects.
 - Conduct minor repairs and maintenance functions at facilities.
 - Hazard removal/correction.
 - Conduct water testing at all public municipal facilities in accordance with PCCHU directives.

- Research and prepare comments or recommendations for building improvements.

Operating costs (budgeted)

[as of August 3, 2020]

- Ball diamonds. Cavendish Ball Diamond – \$2000
- Beaches. Sandy Lake – \$5000
- Beaches. Whites Beach – \$1500
- Beaches. Crowe's Line Beach – \$1000
- Boat launches. Cains Lane Launch – \$ 2000
- Boat launches. Clear Bay Boat launch – \$200
- Boat launches. Nogies Creek Boat launch \$500
- Community halls. Lakehurst Hall Maintenance. – \$3500
- Community halls. Galway Hall Maintenance - \$5000
- Community halls. Cavendish Maintenance – \$7400
- Ice rinks. Buckhorn Rink - \$15,500
- Ice rinks. Cavendish Ice Rink/Playground – \$1000
- Parks and open spaces. Dettman Park – \$1000
- Parks and open spaces. Ode Naang Park – \$3000
- Parks and open spaces. Parks Misc - \$1500

Appendix C: Spring 2020 On-line Residents' Survey Questions

The Municipality is in the process of developing a Parks, Recreation and Culture Master Plan. This survey is intended to gather input from both permanent and seasonal residents on the future use of facilities and both continuation and development of programs and events.

This survey should take about 15 minutes to complete. It will close March 31, 2020.

For questions asking for a ranking of 1 to 5, 1 is low, and 5 is high.

Thank you for taking the time to complete this survey.

1. **Questions 2 to 6 will help us understand who you are.**
2. Do you consider yourself a (respondent chooses one)
 - Full-Time/Permanent Resident
 - Part-Time Permanent Resident (Snowbird)
 - Full-Time/Seasonal Resident (Here all summer)
 - Part-Time/Seasonal Resident (Weekends, the odd week)
 - Investment owner
 - Visitor
3. In which of the former townships in the Municipality of Trent Lakes do you have a residence: (respondent chooses one)
 - Galway
 - Harvey
 - Cavendish
 - I don't live in Trent Lakes
4. How long have you lived in the Municipality of Trent Lakes?
 - Less than 1 year
 - 1 to 5 years
 - 6 to 10 years
 - 11 to 15 years
 - 16 to 20 years
 - 20+ years
5. In which of the following age categories do you fit? (respondent chooses one)

- 25 - 34 years
 - 35 - 44 years
 - 45 - 54 years
 - 55 - 64 years
 - 65+
6. How do you identify? (respondent chooses as many as apply)
- Male
 - Female
 - Other
 - Prefer not to say
7. Do you know where the following exist in the Municipality of Trent Lakes?
(respondent chooses as many as apply)
- | | |
|-------------------|-------------------|
| Community centres | Yes ____ No ____ |
| Playgrounds | Yes ____ No ____. |
| Trails | Yes ____ No ____. |
| Ball diamonds | Yes ____ No ____. |
| Ice rinks | Yes ____ No ____. |
| Boat launches | Yes ____ No ____. |
8. **Questions 9 and 10 will tell us your current satisfaction levels.**
9. What is your personal level of satisfaction with the parks, recreation, and culture **facilities** in the Municipality of Trent Lakes
- 1 2 3 4 5
10. What is your personal level of satisfaction with the parks, recreation, and culture programs in the Municipality of Trent Lakes
- 1 2 3 4 5
11. **Questions 12 to 16 will tell us how important current activities are to you. (respondent chooses as many as apply)**
12. How important are the following to your household? (ranked from 1 to 5)
- Art and cultural facilities
 - Arenas or rinks
 - Ball diamonds

- Beaches and waterfront parks
 - Boat launches
 - Community halls
 - Gymnasiums/Indoor recreation court facilities
 - Open court facilities
 - Field sports
 - Meeting spaces
 - Parks and outdoor education areas
 - Playgrounds
 - Trails
 - Other (please specify)
13. How important are the following to your household? (ranked from 1 to 5)
- Art or shows or festivals
 - Art or education courses or seminars
 - Hobby or personal interest activities (e.g. carving, quilting)
 - Sampling events (e.g. wine, beer, cheese)
 - Other (please specify)
14. How important are the following recreational activities to your household? (ranked 1 to 5)
- Ice sports
 - Curling
 - Indoor racquet sports
 - Other indoor spots
 - Outdoor racquet sports
 - Baseball, softball, slo-pitch
 - Swimming
 - Golf
 - Kayaking and canoeing
 - Other (please specify)

- 15 How important are the following fitness activities to your household?
(ranked 1 to 5)
- Individual workouts
 - Personal fitness training
 - Group fitness
 - Other (please specify)
- 16 How important are the following social activities to your household?
(ranked 1 to 5)
- Happy hour/pub nights
 - Live music events
 - Potluck dinners
 - Theme events (e.g. car rally, BUCKtoberfest)
 - Family events
 - Cards
 - Darts
 - Youth or senior drop-ins
 - Other (please specify)
- 17 **Questions 18 to 23 will tell us how our current community hall facilities are used, and which activities are the most popular. There are 5 community halls of which 2 are not managed by the municipality.**
- 18 **Although the Municipality of Trent Lakes does not own the Buckhorn Community Centre, which of the following recreational programs or events have you or members of your household participated in at the Buckhorn Community Centre?**
- Baseball
 - Softball
 - Basketball
 - Bridge
 - Euchre
 - Arts, craft and cooking workshops
 - Dinner theatre
 - Summer Farmer and Craft Market
 - Buckhorn Festival of the Arts
 - Kids' activities

- Potluck dinners
- Volleyball
- Pickleball
- Floor hockey
- Aerobics
- Yoga
- Tai Chi
- Circuit training
- Fitness centre
- Training seminars
- Community and Business group meetings
- None
- Other (please specify)

19 In which of the following recreational programs or events have you or members of your household participated in at the Buckhorn Ice/Sport Pad in 2019

- Ice hockey
- Figure skating
- Public skating
- Skateboarding
- Curling
- Pickleball
- Skating lessons
- None
- Other (please specify)

20 In which of the following recreational programs or events have you members of your household participated in at the Lakehurst Hall in 2019

- Quilters
- Community business group meetings
- Cards – Wednesday night
- Cards – Thursday night
- Cards-- Friday
- Roast Beef Supper
- None
- Other (please specify)

21 In which of the following recreational programs or events have you or members of your household participated in at the Cavendish Community Centre?

- Brush Strokes Art Show
- Community and business group meetings
- Foot Care Clinic
- Mississagua Gold Lake Road Association meeting
- Plant Sale
- Black Bear Car Rally
- Hazardous Waste Day
- Yoga
- Family Day
- Games Night
- Potluck dinners
- Youth group
- Cards – bridge
- Cards – progressive euchre
- Ice skating
- Ice hockey
- Ball hockey
- None
- Other (please specify)

22 In which of the following recreational programs or events have you or members of your household participated in at the Galway Hall?

- Community and business group meetings
- Tai Chi
- Galway Irish Carvery
- Strawberry Supper
- Potluck dinners
- Wild game dinner/auction
- Turkey Supper
- Volunteer Appreciation Dinner
- SAGES
- None
- Other (please specify)

23 Although the Municipality of Trent Lakes does not own the Oak Shore Community Centre In which of the following recreational programs or events have you or members of your household participated in at the Oak Shores Community Centre?

- Community space
- Board meetings
- Annual golf tournament
- Association meetings Social
- Happy hour Fridays
- Pig roast
- Seniors' potluck

- Saturday breakfasts
- Darts
- Horseshoes
- Euchre
- None
- Other (please specify)

24. **In which of the following recreational programs or events have you or members of your household participated in that were not attached to a community hall?**

- Library programs
- Heritage events
- Ball diamonds
- Snowmobiling
- Birdwatching
- Canoeing/kayaking
- Playing at playgrounds
- Public trails
- Cross country skiing
- Use of public boat launches for canoes/kayaks
- Picnics/social gatherings
- Youth dances
- None
- Other (please specify)

25. **Questions 26 and 27 will tell us if you have to go outside of Trent Lakes and why.**

26. In which of the following recreational programs or events do you or members of your household participate **outside of the Municipality of Trent Lakes**

- Library programs
- Heritage events
- Ice hockey
- Ball hockey
- Figure skating
- Public skating
- Baseball
- Softball
- Curling
- Skateboarding
- Public trails
- Exercise / fitness
- Pickleball

- Basketball
 - Tennis
 - Volleyball
 - Canada Day celebrations
 - Picnics/social gatherings
 - Playing cards
 - Other (please specify)
27. What factors lead you to use recreation activities outside of Trent Lakes?
- Connected to another community
 - Closer to home, work or school
 - Programs events not offered in Trent Lakes
 - Less expensive elsewhere
 - Programs are superior
 - Other
28. Questions 29 to 35 focus on the use of municipal parks and trails.
29. Did you know there are municipal parks and trails in Trent Lakes?
- Parks
 - Trails
 - Neither
30. Do you or members of your family use the parks or trails?
- Parks
 - Trails
 - Neither
31. Would you use more dedicated parkland in Trent Lakes if it were available? 1 = not likely and 5 = absolutely
- Yes
 - No
32. What would you use in current and future parks in Trent Lakes?
- playgrounds
 - splash pads
 - ball diamond
 - ATV trails
 - Cross country ski trails
 - snowmobile trails
 - skating rink
 - skateboard park
 - running track
 - walking trails

- tennis court(s)
 - Seniors' exercise park
 - Beaches
33. Would you use an off-leash dog park in Buckhorn?
- Yes
 - No
34. Would you like more trails in your area?
- Yes
 - No
34. Would you use public walking trails in Trent Lakes?
- Yes
 - No
35. Would you use public cycling trails in Trent Lakes?
- Yes
 - No
36. **Questions 37 to 40 focus on participation in cultural activities.**
37. How much do you participate in cultural activities?
- a great deal
 - a lot
 - a moderate amount
 - a little
 - none at all
38. Where did you participate in cultural activities?
- in your local area
 - somewhere else in Trent Lakes
 - in a community outside of Trent Lakes
39. What cultural activities did you participate in the past year in Trent Lakes?
- community festival
 - live musical performance
 - Gallery or studio tour
 - Heritage tour or event
 - visual and creative arts
 - summer concerts
 - none
40. What cultural activities did you participate in the past year **outside of Trent Lakes?**

- community festival
 - live musical performance
 - live theatre
 - Galley or studio tour
 - Heritage tour or event
 - Film at a local theatre
 - visual and creative arts
 - summer concerts
 - none
41. **Questions 42 and 43 identify barriers to your participation in arts, recreation and cultural activities.**
42. Is accessibility to recreational facilities required for any member of your household?
- Yes
 - No
43. Which factors, if any, currently limit or prevent participation in sports, recreation and / or arts programs/activities by you or other members of your household? (Please check all that apply. If there is nothing that limits/prevents participation, check the first box only)
- There are no barriers.
 - Lack of motivation.
 - Poor communication I don't know how to find them.
 - I/we are not aware of available programs/activities.
 - Travel time out of my area
 - Lack of transportation/current facility is too far away.
 - No one with whom to attend/participate.
 - Program times/facility hours are inconvenient.
 - Facilities/programs are too crowded.
 - Facilities/programs/activities of interest are not provided.
 - Facilities are not accessible to people using wheelchairs, etc.
 - Programs are not adapted to make them accessible.
 - Too few opportunities for parents/guardians and children to participate together.
 - Lack of time/too busy.

- Health condition(s) prevent(s) participation.
 - I/we don't have the skills necessary to participate.
 - Can't afford it.
 - Other (please specify)
44. **Questions 45 to 47 explore opportunities for new/expanded programs and activities.**
45. What types of new/expanded **recreational** programming or activity opportunities would you participate in if they were provided in the Municipality of Trent Lakes?
- Group fitness classes (e.g., bootcamp, aerobics)
 - Individual fitness training (e.g., weights, treadmills)
 - Wellness programs (e.g., yoga, tai chi, cooking, mental health)
 - Indoor swimming pool
 - Outdoor playing field
 - Wellness programs
 - Arena activities
46. Community projects
- What types of new/expanded **social** programming or activity opportunities would you participate in if they were provided in the Municipality of Trent Lakes?
47. What types of new/expanded **cultural** programming or activity opportunities would you participate in if they were provided in the Municipality of Trent Lakes?
- Drama
 - Music
 - Community Festivals
 - Visual arts
 - Crafts
 - Education / self-improvement / interest (e.g., nutrition, computer, book club)
 - Heritage registry for historically designated sites
 - Revolving historical displays

- Tours of historically significant sites
- Heritage plaques

48. **Questions 49 and 50 will help us understand your financial priorities**

49. **Do you support the allocation of additional public funds on developing or improving the following programs and/or facilities? (ranked from 1 to 5)**

- cultural performance spaces
- indoor or outdoor racket courts
- swimming pool
- Youth space
- Drop in space
- After school programming
- New parks (on municipal land)
- New parks (on land acquired by the municipality)
- Refrigerated ice surface in Buckhorn
- Refrigerated ice surface in Cavendish
- Trails - hiking
- Trails – cycling
- Other

50. Do you support the imposition of use fees to support new or expanded programs?

- Yes
- No

51. **Questions 52 and 53 focus on your participation as a volunteer in Trent Lakes**

52. Do you volunteer in Trent Lakes

- A lot
- Some
- Not much

- Never
- No interest

53. If you volunteer, where do you volunteer?

- Buckhorn Community Centre
- Lakehurst Hall
- Buckhorn Ice Pad
- Cavendish Ice Pad
- Cavendish Community Centre
- Galway Hall
- Oak Shore Community centre
- Other (please specify)

54. Are there any other comments you would like to share?

Appendix D: Summary of responses

Executive Summary

The Parks, Recreation and Culture Advisory Committee is one of two committees established by the Council of the Municipality of Trent Lakes in 2019. A component of the committee's terms of reference is input into the development of a Trent Lakes Parks, Recreation and Culture Master Plan.

The committee established as a first step the need to conduct an online residents' survey to gauge the needs, aspirations, comments and recommendations of all residents looking towards a long-term master plan for the municipality.

That survey, as indicated below, was conducted in February and March of 2020. This document is a summary of the responses to that survey, reflecting a survey response rate of plus/minus 8%. 536 people responded.⁷

It establishes a framework from which to launch a number of studies exploring the feasibility of a number of facility, programming and event initiatives, both new and enhanced. The report, in this context, does not make specific recommendations beyond a series of next steps.

It focuses on three key questions: how important are facilities, programs and events, whether recreational, social or cultural; what is the current and projected usage of both current, enhanced, and new facilities, programs and events; and to what degree do residents acknowledge the need to provide [public] financial support for them.

This summary provides by category (knowledge, importance, usage, financial considerations and barriers to participation) rankings by percentage of options presented to residents for their opinion.

Definitions

Residents. Permanent and season taxpayers broken down as full-time and year-round, full time and snowbirds, part-time and seasonal, part-time and weekend users and investment property owners.

Location. Identifies in which of the three former wards residents have a property.

Facility/Space. Defined as a structure (halls and sports pad) and non-structural assets or spaces (parks, playgrounds, beaches, boat launches, ball diamonds, cemeteries and trails). The latter are also classified as outdoor recreational and social facilities.

⁷ In comparison, the level of service survey (2018) had 605 responses.

Specific observations

Profile of respondents

Question 2 Do you consider yourself a (6 options)

Question 3 In which of the former townships (now wards) in the Municipality of Trent Lakes do you have a residence?

Question 4 How long have you lived in the Municipality of Trent Lakes?

Question 5 In which of the following age categories do you fit?

Question 6 How do you identify?

536 survey responses were submitted during the eight weeks the survey was open (February 1 – March 31, 2020.) The return rate is based on the combination of residential and commercial units, resulting in an approximate base of 6800 potential respondents.

Respondents are skewed somewhat toward full time residents. The residential population of Trent Lakes was 14, 977 according to the latest StatsCan census figures, and 63.9% are seasonal. By contrast, 60% of the survey respondents are full time. Where the responses of seasonal and full-time residents are significantly different, that will be noted in the detailed analysis.

Resident Type	Survey Percentage	Census Percentage
Full Time	62%	36%
Seasonal	38%	64%

Profile by geographical location

Of the three wards, Cavendish is somewhat overrepresented, compared to Harvey.

Ward	Survey Percentage	Voters' List Percentage
Cavendish	28%	20%
Galway	19%	17%
Harvey	54%	63%

There were respondents in every age category. With the exception of the 16 to 24 year olds (who are underrepresented in the survey) and the 35 to 44 year olds (who are overrepresented in the survey), the age mix of respondents roughly mirrors that of the population.

Age Group	Survey Percentage	Census Percentage
16-24	1%	8%
25-34	5%	8%
35-44	12%	8%
45-54	16%	16%
55-64	29%	27%
65+	36%	33%

In each of the following, attention is drawn where it was identified for importance, use and financial viability.

Knowledge of parks and trails

Question 29 Did you know there are municipal parks and trails in Trent Lakes?

Knowledge rate for parks and trails is 70% and 71% respectively. The knowledge rate is consistent across resident, ward and age sectors. Of some interest is the 30 and 29% of respondents who did not know where parks and trails exist, nor use them.

Satisfaction with current facilities and programs

Question 9 What is your personal level of satisfaction with the parks, recreation and culture facilities in the Municipality of Trent Lakes?

Question 10 What is your personal level of satisfaction with the parks, recreation and culture programs in the Municipality of Trent Lakes?

Based on questions 9 and 10, overall satisfaction with facilities is 41% and with programs 33%.

Year-round residents and snowbirds show the highest satisfaction level for facilities (43%) and programs (38%) versus Part time seasonal and Weekenders (facilities 37% and programs 25%).

There is not significant dissatisfaction with either facilities or programs

Importance, usage and financial considerations

Facilities

Asked about facilities, respondents identified the following as high in importance (important and very important), current or projected usage and financial consideration. These high importance values are generally consistent across the sectors (resident, location, length of residency, age and self-identification) with some minor variances, particularly related to part time (seasonal and weekenders) residents and former ward affiliation.

Importance

Question 12 How important are the following parks, recreation and culture spaces to your household?

1. Trails (71%)
2. Beaches (63%)
3. Community halls (58%)
4. Boat launches (55%)

NOTES: A number of facilities were rated at a low level of importance (ball diamonds, arts and culture facilities, outdoor courts, arenas and parks).

Current or projected usage

Question 30 Do you or members of your family use the parks or trails in Trent Lakes?

Question 31 Would you use more municipal parkland in Trent Lakes if available?

Question 32 What would you use in current and future parks in Trent Lakes?

Question 33 Would you use an off-leash dog park?

Question 34 Would you use public walking trails in Trent Lakes?

Question 35 Would you use public cycling trails in Trent Lakes?

Trails. (Question 30)

59% of respondents indicate that they use trails. This is consistent across all sectors. NOTE: Cycling trails achieve a lower ranking). There was no differentiation made between cycling trails and cycling on roads.

Parkland (Question 30)

40% of respondents currently use parks. This is consistent across all sectors

68% of respondents indicated that they would use more parkland if it were available. There are differences by former ward (Harvey [72%], Galway [65%] and Cavendish [59%])

In terms of future use in both current and future parks, walking trails [73%] and beaches [51%] ranked high. ATV trails [35%] and skating rinks [32%] were next.

Of the community buildings surveyed, the Buckhorn Community Centre (not a municipally run facility) was the most used, followed closely by the Buckhorn Sports pad (the # 1 used municipal facility)

Financial consideration

Question 49: Do you support the allocation of additional public funds on developing or improving the following programs and/or facilities?

1. Trails – hiking [58%]
2. Trails - cycling [44%]
3. Swimming pool [37%]
4. Refrigerated/artificial ice, based on both locations [37%]
5. New parks – on existing municipal land

Detailed analysis

Trails saw a 65% rate across the resident sector, 70% in Harvey and Cavendish (**but an interesting dip to 59% for Galway**) and high rankings (78-81%) in the 35-44 age group **dropping to 50% in the 65+ range**.

Beaches saw a 65% rate or higher across the resident sector, Harvey showing the highest ranking (69%) and high rankings in the 25-54 age group (75%-77%), with residents over 55 dropping to 55%. NOTE> Interest in use of beaches in current or new parks (Q32) is also scored high.

Community Halls saw 52-69% **with a drop for PTWeekenders to 39%**, a consistent rating of 59% across the ward sector and the highest rankings in the 45+ age groups (56-63%)

Boat launches saw a minor difference between FT (56%) and PT (49) resident types, less importance in Cavendish and in the 65+ age group. NOTE high usage of boat launches (Q24) and potential access to water for canoeing and kayaking

NOTE: There was strong support for artificial ice, whether in Buckhorn or Cavendish. Specific recommendations for both locations will be identified following more detailed analysis.

Programs, Events and Activities

Asked about programs, respondents identified the following as high in importance (important or very important) and current or projected usage. Respondents were not asked about financial aspects.

Importance

Question 14 How important are the following recreational activities to your household?

1. Kayaking and canoeing [67%]
2. Swimming [60%]
3. Ice sports [38%]
4. Golf [38%]

These responses were consistent across all sectors.

Current or projected usage

Respondents indicated that if recreational programs were available in new and/or existing parks, they rated the following as high 'wants':

Trail-based programs [55%]

Indoor swimming pool [45%]

Group fitness programs [39%]

Arena activities [32%]

Detailed analysis

The five top ranked programs are ranked consistently across the resident, ward and age sectors. There is a minor anomaly with ice sports, but the difference is that the unfiltered ranking was based on # of respondents to that option rather than a breakdown by sector.

NOTE that golf is not a municipal program.

Swimming is clearly tied into the desire for swimming pools (Q's 45 and 49 where they are ranked #2 and #3 respectively), rated low by Year-round residents, by Cavendish residents and those in the 65-age group.

Indoor pool activities had the highest ranking with Year-round and Snowbirds (54%, 44 respectively), low ratings in Cavendish (31%), and high ratings (50%) in the 25-54 age groups. **55 and up were in the 39% range.** NOTE the high rating for a swimming pool

facility in Q49. This also further delineates the difference between swimming as a general recreational activity and swimming as part of a facility run program.

Arena activities **were not ranked higher than 37% (Year-round) and 24% or less in all other residential groups, lower in both Galway and Cavendish**, high in the 25 to 55 group but **lower in the 55 and higher groups**.

Kayaking and canoeing can be linked to boat launch use and want.

Fitness programs

Importance

Question 15 How important are the following fitness activities to your household?

1. Individual workouts [55%]
2. Personal fitness training [43%]
3. Group fitness p2

Current or projected usage

Detailed analysis

Individual workouts have a high ranking with Snowbirds (66%) and somewhat less for Year-round and Weekend (48-57). The 25-34 age groups have the highest ranking (76%), with the 35-64 group 57-63%) and the 65-age group sitting at 45%.

Personal fitness shows higher rankings for Year-round and diminishing interest in Snowbird and Seasonal residents. Weekenders are sitting at 28%. There is higher interest in Harvey (50) and both Galway and Cavendish lagging at 36. As with individual fitness, interest declines from younger to older age groups.

Group fitness is highest with Snowbirds (56%), with Seasonal and Weekenders low at 26-31%. Rankings are consistent across the ward and age sectors.

Note that potential usage of fitness activities shows that Group fitness activities were highest in the Year round and seasonal groups (40% and 42 respectively), consistently in the 40% range for all wards and age groups.

Social programs

Importance

Question 16 How important are the following social activities to your household?

1. Live music events [58%]
2. Family events [53%]

3. Theme events [46%]
4. Happy hour [40%]
5. Potluck dinners [34%]

NOTE that most social programs are tied to community halls.

Detailed analysis

Two of the top 5, Happy Hour and Potluck dinners, are closely related to Community Halls.

Live music is supported most by Year-round and Snowbirds, least in Cavendish but consistent across age groups. NOTE: Live music is ranked #2 in Q39 re: use in Trent Lakes now.

Happy hour is supported most by Year-round/Snowbirds, consistent across the ward sector and highest in the 25 to 34 and 45-54 age groups.

Family events are supported most by Year-round but not far from the other groups, they are **lowest in Cavendish** and **highest in the 25 to 54 range** and **surprisingly low in the 65 plus group (38%)**.

Theme events are supported most by Year-round, dropping into the 30-percentile range for other residential types, most support coming from Harvey and the most support from the 25-64 age groups. **The 65 group is surprisingly low at 37%.**

Cultural programs

Importance

Question 13 How important are the following cultural activities to you household?

1. Art or shows or festivals [55%]
2. Sampling events [51%]
3. Hobby or personal interest activities [39%]
4. Art of education courses or seminars [37%]

Current or projected usage

Question 39 What cultural activities did you participate in, in the past year, in Trent Lakes?

Question 47 What types of new/expanded cultural programming or activity opportunities would you participate in if they were provided in the Municipality of Trent Lakes?

1. Community festival [57% current and 47% projected]
2. Live music [36% current and projected]
3. Gallery tours/historic site tours [29%]
4. Summer concerts [26%]

Overall observation: cultural activities are not widely used, leading to a potential conclusion that they are not considered important. This is not a conclusion prevalent in other municipal surveys undertaken. On the other hand, there is a high degree in potential use of cultural activities.

In both cases, there is a clear distinction in responses between Fulltime and Part time residents.

Detailed analysis

Community festivals are ranked low for Snowbirds and Weekenders, low in Cavendish and highest in the 35-65+ age groups.

Live music is ranked **low for Weekenders, low in Cavendish, under 34% for 25-65+**

Gallery tours are ranked **low by both Year-round and Weekenders, and under 30% 25-65+**

Summer concerts, visual arts and heritage tours are ranked low consistently. **NOTE that in Q47, Music, Visual arts, and historic site tours are ranked #2, #3 and #4**

Actual or perceived barriers to participation

Question 43 Which factors, if any, currently limit or prevent participation in sports, recreation and/or arts programs/activities by you or other members of your household in the Municipality of Trent Lakes?

There is no demonstrated lack of accessibility for 88% of the respondents.

Of the 16 potential barriers to participation the prime reason is the lack of facilities and programs offered in TL (identified in question 13)

1. "There are no barriers" is the highest response to this question (#43).
2. 31 percent of respondents are not aware of available programs. This is consistent, for example, with the lack of knowledge of trails and parks shown in questions 9 and 10.
3. 26% indicated that poor communications were a reason they do not, or cannot, participate in programs or activities. Note that both 2 and 3 should be referred to staff to supplement staff initiatives to review existing and future communication policies and procedures.

4. Questioned about their participation in activities or programs outside Trent Lakes, the largest numbers were for trails (43%) and for exercise programs (38%). The reasons for going outside Trent Lakes included activity not available here (50%), closer to home, work or school (38%) and connected to another community (30%)

Support documentation

1. Analysis of other municipal survey results
2. Feasibility plan/project plan/recommendation template
3. Risk assessment worksheet
4. Decision criteria/prioritization worksheet
5. Parks, Recreation and Culture Master Plan template
6. Committee member's individual analysis
7. Summary of comments
8. Additional research as relevant

Comments

Single respondents made the same comment multiple times (swimming, pools, trails, libraries, dog park, table tennis).

Comments at the end of the survey identify the following three categories with the highest number of comments: Artificial Ice (1), Survey (2), Taxes (3)

The following are interesting:

1. Arena/ice pads/rinks. There is practically nothing on current nor potential activities, a split between comments on Buckhorn and Cavendish facilities at 10 and 4 respectively, and opposition to refrigeration (2). The facility comments are more complaints about a current situation than looking forward.
2. Library programs. Library programs were an option in only two questions (24 and 26). We need to admit that this was an oversight. There are 14 comments that generally recognize the value of our libraries. On the other hand, with the exception of one comment (fundraisers for libraries) there are no substantive comments on the nature of library programs.
3. The one area where comments provide substance is on potential education programs. These should be factored into future recommendations on community hall-based programming.

4. Finally, swimming and swimming pools. There are 15 comments on the latter and 11 on the former. This may show interest, but so many of the comments were by one small block of respondents.

When we look at comments, there are two kinds: those that support something that exists and those that support something new, such as

- a. film series
- b. outdoor concerts
- c. educational classes (see above)
- d. an indoor running track
- e. table tennis (see above)
- f. group walking programs
- g. focus on increased parking at parks
- h. parades, fireworks, pow wow's, skating trails, dog scootering or sledding).

Appendix E: Fall 2020 Survey Responses Summary

Background

The Parks, Recreation and Culture Advisory Committee (PRCAC) undertook a second residents' online survey in October-November 2020 that focused on gathering feedback on draft recommendations. See page 43 for the communication that was sent to potential respondents.

For each recommendation, this summary report identifies:

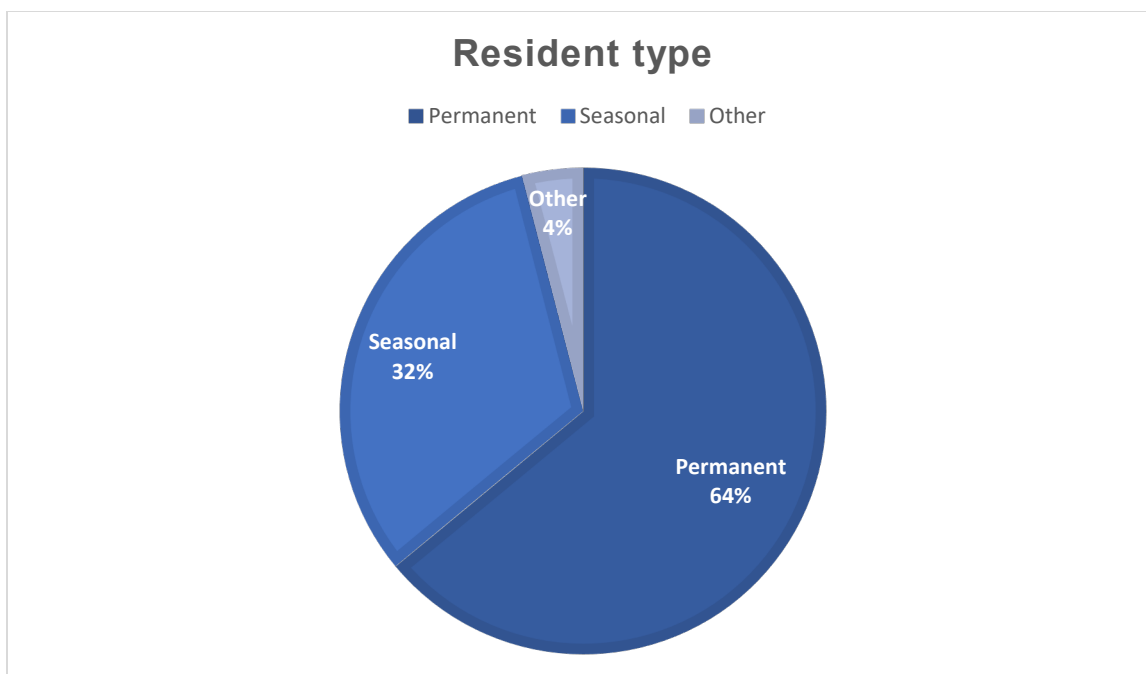
- Profiles by resident type,
- Location and age,
- Comments made by responses, and
- Conclusions drawn by PRCAC members.

Overall responses

The following is an overall breakdown of responses by resident type, resident location and age.

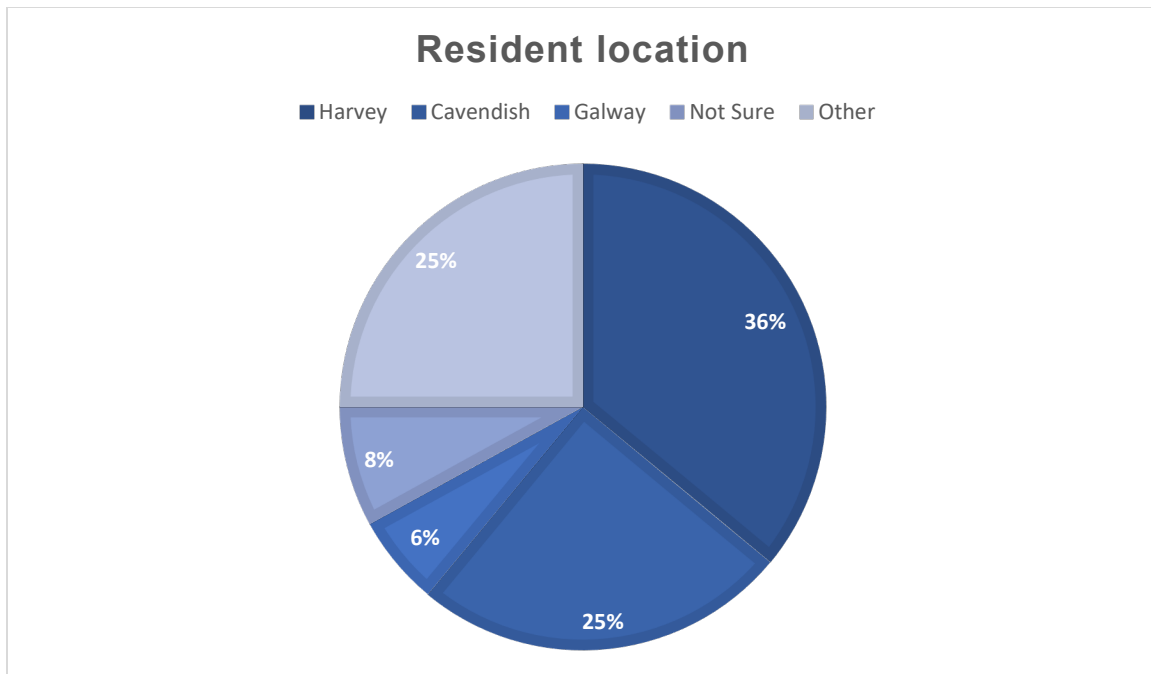
Resident type

Resident Type	Percentage
Permanent	64%
Seasonal	32%
Other	4%



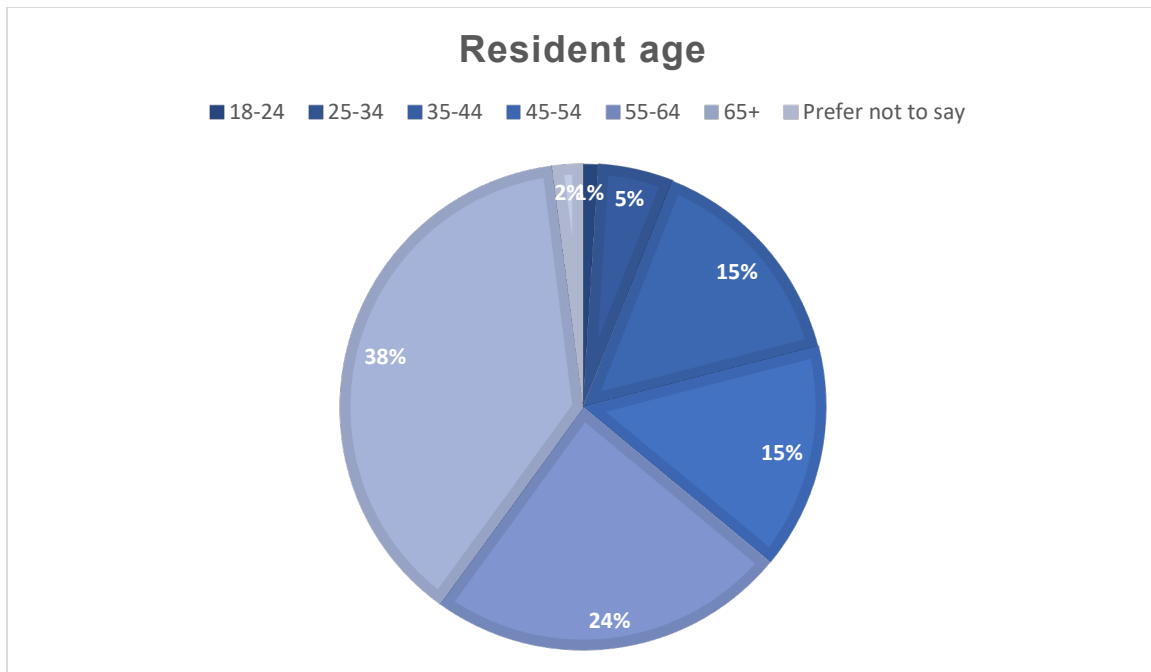
Resident Location

Resident Location	Percentage
Harvey	36%
Cavendish	25%
Galway	6%
Not sure	8%
Other	25%



Resident Age

Resident Age	Percentage
18-24	1%
25-34	5%
35-44	15%
45-54	15%
55-64	24%
65+	38%
Prefer not to say	2%



Conclusions

1. The breakdown of responses is similar to what was seen in the Spring 2020 survey.
2. The breakdown of responses by type of resident indicates that the overall breakdown of 67%-33% is misleading. Harvey ward is 81%-20% and Cavendish 35%-60%
3. The majority of responses came from the former Harvey Ward of which 69% were residents 55 years of age and above.
4. Response rates by age were consistent across all three former wards with the exception of Galway ward showing a higher response rate in the 35 to 44 year age group.
5. These breakdowns are consistent in responses to individual questions.
6. There are two open ended categories: 'other' (resident type) and 'not sure' (location)
 - a. 45 of the respondents in the 'other' category self-identify as MTL residents. 28 -identify as living outside of MTL. 'Others' should be included in the overall % of respondents, but it is difficult to align the 45 with specific recommendations unless it is done on an individual basis. The work involved does not seem of value.

- b.** Respondents indicating 'Not sure' do not self-identify, making it difficult to ascribe respondents to specific former wards. **'Not sures' should be included in the overall % of respondents but not on a resident location basis**

Vision

Question 1

The vision for the Trent Lakes Parks, Recreation and Culture Master Plan is:

To be an inclusive community with a high-quality, connected and accessible system of recreational, cultural and parkland opportunities and experiences for all.

You support this aspirational statement describing where we'd like to be in 10 years.

Responses by sector (by % of respondents)

Strongly disagree	Disagree	Agree	Strongly agree	No opinion
9.11%	2.34%	38.54%	46.61%	3.39%

Resident Type	Strongly disagree	Disagree	Agree	Strongly agree	No opinion
Permanent	8.20%	1.23%	36.07%	51.23%	3.28%
Seasonal	8.13%	4.88%	44.72%	39.84%	2.44%
Other	25%	0%	25%	43.75%	6.25%

Former Ward	Strongly disagree	Disagree	Agree	Strongly agree	No opinion
Galway	8.70%	4.35%	43.88%	43.88%	0%
Harvey	6.67%	1.48%	40.74%	50.37%	0.74%
Cavendish	7.37%	5.26%	46.30%	32.60%	8.42%

Age Group	Strongly disagree	Disagree	Agree	Strongly agree	No opinion
18-24	3.3%	0%	0%	67%	0%
25-34	19.1%	0%	23.8%	57.1%	0%
35-44	10.53%	0%	35.09%	54.39%	0%
45-54	11.86%	3.39%	23.73%	57.43%	3.39%
55-64	6.67%	4.44%	40%	43.33%	5.56%
65+	7.19%	1.44%	50.36%	38.13%	2.88%

Comments

- The recommended vision statement is lacking reference to environmental sustainability.
- The recommended vision statement is lacking reference to healthy living.

Conclusions

- This recommendation received overall support, consistent across all sectors.
- Reference to environmental sustainability and healthy living need to be added to the vision statement.

Overall Recommendations

Question 2

Overall, you support the draft RECOMMENDATIONS

Responses by sector (by % of respondents)

Strongly disagree	Disagree	Agree	Strongly agree	No opinion
5.11%	6.82%	53.69%	21.17%	12.50%

Resident type	Strongly disagree	Disagree	Agree	Strongly agree	No opinion
Permanent	4.35%	6.96%	7.34%	22.17%	12.17%
Seasonal	5.50%	7.34%	52.29%	22.02%	12.84%
Other	15.38%	0%	53.85%	23.08%	7.69%

Former Ward	Strongly disagree	Disagree	Agree	Strongly agree	No opinion
Galway	4.76%	9.52%	57.14%	19.05%	9.52%
Harvey	7.81%	7.81%	47.66%	25%	13.40%
Cavendish	2.44%	9.76%	58.5%	15.9%	10.11%

Age Group	Strongly disagree	Disagree	Agree	Strongly agree	No opinion
18-24	0%	0%	33.33%	16.67%	50%

Age Group	Strongly disagree	Disagree	Agree	Strongly agree	No opinion
25-34	9.52%	4.76%	47.50%	38.10%	0%
35-44	3.57%	1.79%	58.93%	23.21%	13.50%
45-54	5.88%	3.92%	37.25%	35.29%	17.65%
55-64	8.43%	8.43%	57.03%	19.28%	6.02%
65+	3.17%	9.52%	57.14%	16.67%	13.49%

Comments

- Concern about future increases in property taxes to pay for these changes.
- Address other infrastructure needs, e.g. high speed internet
- Benefits of improved parklands, walking trails, beaches, etc. to maximize the townships wealth in natural beauty.

Conclusions

- The recommendations received overall support, consistent across all sectors.

Boat Launches

Question 3

Establish standards for MTL boat launches and develop an implementation plan to achieve these standards.

Responses by sector (by % of respondents)

Low	Moderate	Strong	No opinion
22.11%	42.63%	27.89%	7.37%

Resident Type	Low	Moderate	Strong	No Opinion
Permanent	19.01%	44.63%	29.75%	6.61%
Seasonal	26.80%	41.46%	23.58%	8.13%
Other	20%	33.33%	33.33%	13.33%

Former Ward	Low	Moderate	Strong	No opinion
Galway	8.70%	52.17%	26.09%	13.04%
Harvey	23.13%	44.78%	24.63%	7.46%
Cavendish	29.80%	41.50%	25.50%	3.19%

Age Group	Low	Moderate	Strong	No opinion
18-24	0%	83.33%	16.67%	0%
25-34	28.6%	23.8%	42.9%	4.76%

Age Group	Low	Moderate	Strong	No opinion
35-44	31.58%	29.82%	31.58%	7.02%
45-54	17.24%	50%	25.86%	6.90%
55-64	21.59%	46.59%	22.73%	9.09%
65+	20%	44.29%	27.86%	7.80%

Comments

- There will continue to be increasing numbers of visitors to the area accessing private property, and not respecting municipal property, crown land and private property.
- Concern with opportunity to launch jet skis and strong power boats who do not follow speed limits in rivers and canals.
- Regulations should be imposed to control the entry of boats onto area lakes in order to minimize the introduction of invasive species like zebra mussels.
- Provide adequate parking.

Conclusions

- Overall, there was moderate support for this recommendation (42.63%). This is reflected by resident type (permanent = 44.63% and seasonal = 41.46%)
- Similarly, moderate support was rated between 41% and 52% in the three former wards.
- Age groups between 25 and 44 lent strong support, but from ages 45+ showed moderate support.
- We need to address standards applicable to boat launches: restrictions on type of craft and environmental monitoring.

Trails

Question 4

Develop, manage, and promote a network of trails in the municipality for outdoor activities including walking, hiking, cycling, snowshoeing and x-country skiing.

Responses by sector (by % of respondents)

Low	Moderate	Strong	No opinion
4.70%	22.19%	72.06%	1.04%

Resident Type	Low	Moderate	Strong	No Opinion
Permanent	4.47%	25.20%	69.11%	1.22%
Seasonal	5.69%	13.01%	80.49%	0.81%
Other	7.14%	35.71%	57.14%	0%

Former Ward	Low	Moderate	Strong	No opinion
Galway	8.70%	17.39%	73.91%	0%
Harvey	3.62%	24.64%	71.08%	0.72%
Cavendish	6.45%	23.70%	69.90%	0%

Age Group	Low	Moderate	Strong	No opinion
18-24	0%	50%	50%	0%
25-34	4.76%	28.6%	66.70%	0%

Age Group	Low	Moderate	Strong	No opinion
35-44	1.75%	29.82%	68.42%	0%
45-54	3.45%	15.52%	79.31%	1.72%
55-64	6.82%	15.91%	77.27%	0%
65+	4.93%	23.24%	69.22%	2.11%

Comments

- Create a trail system for all users including ATV s similar to the Eastern Ontario Trails Alliance. This township seems prejudiced against some recreational activities.
- Comment on a dramatic decline of species at risk and more invasive species replacing them as a result of poor trail management and unsupervised access to damaging groups and uses.
- I am also for leaving some areas of our township natural and not developed as trails.
- We live on 507 and suggest a trail which would run parallel to 507 for use of cyclists ppl walking etc. over the years this road has gone from sleepy tributary to major route.
- More trails for use would be great, bike lanes would be welcomed if possible.

Conclusions

- There is an unequivocal desire for trails
- The overall level of support was strong ranging from 67% to 80%

Parkland and Beaches

There were three questions/recommendations relating to parkland and beaches. **Comments and conclusions are found at the end of the 3rd question (#7)**

Question 5

Focus parkland and beaches initiatives on land improvements - unless capital cost improvements are justifiable; and further develop Dettman Park.

Responses by sector (by % of respondents)

Low	Moderate	Strong	No opinion
13.02%	44.53%	35.68%	6.77%

Resident Type	Low	Moderate	Strong	No Opinion
Permanent	11.84%	46.53%	37.96%	3.67%
Seasonal	14.52%	39.52%	32.26%	13.71%
Other	20%	60%	20%	0%

Former Ward	Low	Moderate	Strong	No opinion
Galway	8.70%	34.78%	56.52%	0%
Harvey	12.41%	48.18%	35.77%	3.65%
Cavendish	21.10%	48.40%	20%	10.5%

Age Group	Low	Moderate	Strong	No opinion
18-24	16.67%	33.33%	50%	0%

Age Group	Low	Moderate	Strong	No opinion
25-34	14.30%	57.10%	23.80%	4.76%
35-44	8.77%	43.86%	43.86%	3.51%
45-54	10.17%	38.98%	42.37%	8.43%
55-64	17.88%	41.57%	33.71%	6.74%
65+	10.71%	50.71%	32.14%	6.43%

Question 6

Enhance or repurpose waterfront parks (including beaches) as municipal open spaces for community events, family get togethers, exercise facilities, canoe/kayak stands.

Responses by sector (by % of respondents)

Low	Moderate	Strong	No opinion
14.55%	38.18%	45.97%	1.30%

Resident Type	Low	Moderate	Strong	No Opinion
Permanent	15.45%	38.21%	45.53%	0.81%
Seasonal	14.63%	34.96%	47.97%	2.44%
Other	6.25%	62.50%	31.25%	0%

Former Ward	Low	Moderate	Strong	No opinion
Galway	17.39%	13.04%	69.57%	0%
Harvey	10.95%	41.61%	47.45%	0%

Former Ward	Low	Moderate	Strong	No opinion
Cavendish	25.50%	36.20%	36.20%	2.03%

Age Group	Low	Moderate	Strong	No opinion
18-24	16.67%	0%	83.33%	0%
25-34	14.30%	57.10%	28.60%	0%
35-44	8.77%	40.35%	50.88%	0%
45-54	11.86%	37.29%	49.15%	1.69%
55-64	17.80%	38.89%	42.22%	1.11%
65+	14.29%	37.14%	46.43%	2.14%

Question 7

Assess the potential of existing municipal vacant land as potential parkland and other open space use.

Responses by sector (by % of respondents)

Low	Moderate	Strong	No opinion
13.02%	39.32%	45.57%	2.08%

Resident Type	Low	Moderate	Strong	No Opinion
Permanent	11.34%	39.27%	48.18%	1.21%
Seasonal	16.26%	39.84%	39.84%	4.07%
Other	14.29%	35.71%	50%	0%

Former Ward	Low	Moderate	Strong	No opinion
Galway	8.70%	30.43%	60.87%	0%
Harvey	9.42%	43.48%	47.10%	0%
Cavendish	24.7%	39.80%	32.30%	3.23%

Age Group	Low	Moderate	Strong	No opinion
18-24	0%	50%	50%	0%
25-34	14.3%	61.5%	19.1%	4.76%
35-44	8.77%	38.60%	50.88%	1.75%
45-54	10.17%	40.68%	45.76%	3.39%
55-64	19.32%	35.23%	44.32%	1.14%
65+	12.06%	38.30%	47.52%	2.13%

Comments

- There were two comments.
 - Efforts should be made to acquire Sandy Point from the developer as open public space. It is a beautiful spot adjacent to a wetland and it would be really unfortunate if it were allowed to be developed.
 - Where is Dettman park? I have never heard of it and it doesn't come up on google maps. Please educate the community if there is a new park we don't know about

Conclusions

- Moderate and strong support were very close for all questions.
 - This trend was reflected in resident type.

- In the three former wards, residents of Galway showed the strongest support and Cavendish the lowest support.
 - There was a stronger level of moderate support in ages 25-34
- This recommendation needs to take into account the unique position of the residents of Galway.

Sports Pads

Question 8

Sports Pads – Cavendish Ice Rink

Continue the municipality's operation of the Cavendish Ice Rink; and reduce, as much as possible, barriers to its use

Responses by sector (by % of respondents)

Low	Moderate	Strong	No opinion
11.14%	28.50%	51.04%	9.33

Resident Type	Low	Moderate	Strong	No Opinion
Permanent	13.01%	27.24%	48.78%	10.98%
Seasonal	8.87%	31.45%	53.23%	6.45%
Other	0%	25%	75%	0%

Former Ward	Low	Moderate	Strong	No opinion
Galway	4.35%	43.48%	47.83%	4.35%
Harvey	14.60%	32.12%	42.34%	10.96%
Cavendish	9.47%	28.30%	61.10%	3.16%

Age Group	Low	Moderate	Strong	No opinion
18-24	0%	16.67%	83.33%	0%
25-34	4.76%	9.52%	81%	4.76%

Age Group	Low	Moderate	Strong	No opinion
35-44	10.53%	24.56%	61.40%	3.51%
45-54	13.56%	25.42%	54.24%	6.78%
55-64	13.33%	28.89%	47.73%	10%
65+	14.35%	34.75%	41.84%	12.06%

Comments

There were no comments attached to this recommendation.

Conclusions

Overall, this recommendation received strong support (51%)

- This is reflected in resident status (Permanent - 48.78% and Seasonal – 53.23%)
- The former ward of Cavendish showed a level of strong support above the overall score (61.1%)
- Strong support in the six age groups was consistent with a slight drop in ages 55 and above.

Question 9

Sports Pads - Buckhorn New Sports Pad with Refrigerated 'Artificial' Ice

Build a basic facility, on donated or low-cost land, to include: a covered, outdoor ice surface measuring 70'-85' x 200; warm room; washrooms; 4 dressing rooms; concession; emergency gathering space; and additional room for future development. Continue the municipality's operation of the Cavendish Ice Rink; and reduce, as much as possible, barriers to its use.

Responses by sector (by % of respondents)

Low	Moderate	Strong	No opinion
28.13%	17.19%	50.76%	3.91%

Resident Type	Low	Moderate	Strong	No Opinion
Permanent	31.30%	16.26%	51.63%	0.81%
Seasonal	24.59%	18.85%	46.72%	9.84%
Other	6.25%	25%	68.75%	0%

Former Ward	Low	Moderate	Strong	No opinion
Galway	17.39%	26.09%	56.52%	0%
Harvey	33.58%	15.33%	49.64%	1.46%
Cavendish	36.60%	20.40%	36.60%	6.45%

Age Group	Low	Moderate	Strong	No opinion
18-24	0%	0%	100%	0%
25-34	14.30%	9.52%	71.4%	4.76%
35-44	14.04%	5.26%	78.95%	1.75%
45-54	13.56%	15.25%	67.80%	3.39%
55-64	38.89%	18.89%	41.11%	1.11%
65+	36.43%	23.37%	35%	5%

Comments

1. This recommendation generated more comments than any other recommendation (37).
2. Comments were split: those supporting the recommendation and those that raised a number of questions

Those in support:

- This is a great investment.
- Build our economy & attract surrounding township visitors to experience Buckhorn & Trent Lakes.
- It would be a shame if the Buckhorn pad wasn't used throughout the winter season when so many people are in need of ice time in the area.
- Children are our most valuable asset and the building of this facility will round out an important component for the health and recreation of this and many other groups.
- New ice pad would provide us with positive and optimistic future. Would bring community together.

Those showing less support:

- Too expensive. Need solid, realistic business case.
- There are too many unanswered questions to have this as a priority. .
- Fees for the operation of such an arena will not cover the expense leaving it up to the taxpayer to make up the difference. Local taxpayers do not want an increase. This is a large commitment for the few.
- You must get proper financial analysis and avoid cost escalation as in other communities eg Minden.
- I don't understand the need for another rink in Buckhorn as we have already donated so much to the rink we have. We would be better off updating that rink.

Conclusions

1. The availability of a sustainable ice surface in Buckhorn is supported with questions about the need for a new facility versus upgrading the existing sports pad.
2. Strong support is seen in resident status (Permanent – 51.63% and Seasonal – 46.72%).
3. Some of the low support comes from former Harvey and Cavendish wards (33.58% and 36.69% respectively) but strong support is clear from Galway and Harvey (56.62% and 49.54% respectively).

4. Strong support shows very strong levels for age groups up to 55. From 55 years of age and up, low and strong support are practically equal.
5. Increased taxes was the # 1 theme of unfavourable comments.

Community Halls

There were three questions relating to community halls.

Question 10

The three existing municipal halls will continue with current programming, assess shared opportunities, and partnerships; and will follow the direction of any revisions to the existing governance model.

Responses by sector (by % of respondents)

Low	Moderate	Strong	No opinion
7.77%	40.67%	45.08%	6.48%

Resident Type	Low	Moderate	Strong	No Opinion
Permanent	6.45%	40.73%	47.18%	5.65%
Seasonal	10.57%	39.02%	43.09%	7.32%
Other	13.33%	60%	20%	0.67%

Former Ward	Low	Moderate	Strong	No opinion
Galway	4.35%	30.43%	56.52%	8.70%
Harvey	3.60%	42.45%	49.64%	4.32%
Cavendish	10.60%	43.60%	38.30%	7.45%

Age Group	Low	Moderate	Strong	No opinion
18-24	16.77%	83.33%	0%	0%

Age Group	Low	Moderate	Strong	No opinion
25-34	14.30%	42.98%	28.60%	14.30%
35-44	15.79%	40.35%	38.60%	5.26%
45-54	11.86%	40.68%	40.68%	6.78%
55-64	7.78%	51.11%	36.67%	4.44%
65+	1.41%	33.10%	59.15%	6.34%

Comments

There were no comments specific to this recommendation.

Conclusions

1. Across all sectors, strong support is in the 40th percentile with some exceptions.
 - a. Cavendish residents showed primarily moderate support.
 - b. Age groups 25-45 showed primarily moderate support.
2. The strongest support came from residents of the former Galway ward (56.52%) and from residents 65 years of age and above. (59.15%)

Question 11

Community Halls

Support the Buckhorn Community Center as the municipality's primary social, cultural, and recreational facility and community hub; and exploration of partnership opportunities between the municipality and the Buckhorn Community Centre to achieve this aim.

Responses by sector (by % of respondents)

Low	Moderate	Strong	No opinion
8.76%	28.87%	59.02%	3.35%

Resident Type	Low	Moderate	Strong	No Opinion
Permanent	8.03%	24.50%	66.67%	0.8%
Seasonal	11.29%	34.60%	45.97%	8.06%
Other	6.67%	53.33%	40%	0%

Former Ward	Low	Moderate	Strong	No opinion
Galway	13.04%	39.13%	47.83%	0%
Harvey	5.76%	23.02%	69.78%	1.44%
Cavendish	16.80%	42.10%	37.90%	3.16%

Age Group	Low	Moderate	Strong	No opinion
18-24	0%	83.33%	16.67%	0%
25-34	9.52%	33.33%	47.60%	9.52%
35-44	10.53%	38.60%	49.17%	1.75%
45-54	10.17%	27.12%	55.93%	6.78%
55-64	13.33%	27.78%	56.67%	2.22%
65+	4.93%	23.94%	69.72%	1.41%

Comments

All of the comments relating to community halls were specific to this recommendation.

- I do not agree that Buckhorn CC should be the strongest priority centre - the other centres should be just as strong a priority for those communities.

- As long as not at expense of other community halls. Does BCC have what it takes to accomplish this lofty goal?
- The BCC is deservedly recognized in this plan as the hub. Networking with the other halls in the township will benefit all residents. Fostering cooperation rather than competitiveness will be key moving forward with this plan.
- The BCC does an amazing job using volunteers and is a real community hub.

Conclusions

Overall, this recommendation received strong support (59.02%)

1. Seasonal residents showed less strong support (45.97%) than permanent residents (66.67%).
2. Residents in the former wards of Galway and Cavendish showed less strong support (47.83% and 37.90% respectively) than Harvey (69.78%).
3. Strong support increases with resident age (from 16.67% for those 18-24 to 69.72% for those over 65 years of age).

Question 12

Community Halls

Continue to assess current and potential community social, recreational and cultural programming needs, and offer appropriate programs at municipal community halls, open spaces and the Buckhorn Community Centre.

Responses by sector (by % of respondents)

Low	Moderate	Strong	No opinion
7.51%	33.16%	55.70%	3.63%

Resident Type	Low	Moderate	Strong	No Opinion
Permanent	5.62%	31.33%	62.25%	0.8%
Seasonal	10.66%	35.25%	45.90%	8.20%

Resident Type	Low	Moderate	Strong	No Opinion
Other	20%	40%	33.33%	6.67%

Former Ward	Low	Moderate	Strong	No opinion
Galway	4.35%	43.48%	47.83%	4.35%
Harvey	3.60%	33.81%	60.43%	2.16%
Cavendish	10.60%	37.20%	43.90%	3.19%

Age Group	Low	Moderate	Strong	No opinion
18-24	16.67%	66.67%	16.67%	0%
25-34	14.30%	47.70%	28.60%	9.52%
35-44	12.28%	49.12%	36.84%	1.75%
45-54	11.86%	27.12%	52.54%	8.47%
55-64	4.44%	32.22%	62.22%	1.11%
65+	5%	26.43%	66.43%	2.14%

Comments

There were no comment made specific to this recommendation.

Conclusions

The trends supporting this recommendation are almost identical to those for Question 10.

1. Across all sectors, strong support is in the 40th percentile with some exceptions.
 - a. Harvey residents showed very strong support. (60.43%)

- b. Age groups 45 and above strong support over the overall results.
2. The strongest support came from residents of the former Harvey ward (60.43%) and from residents 55 years of age and above. (55-64 – 62.22% and 65+ - 66.43%).

Heritage

Question 13

Develop a municipal heritage plan for the Municipality of Trent Lakes that includes cultural and natural resources components, an inventory of historically designated properties, enhanced.

Responses by sector (by % of respondents)

Low	Moderate	Strong	No opinion
18.49%	38.96%	38.68%	4.42%

Resident Type	Low	Moderate	Strong	No Opinion
Permanent	18.22%	43.72%	34.41%	3.64%
Seasonal	18.70%	30.08%	46.34%	4.88%
Other	26.67%	40%	26.67%	6.67%

Former Ward	Low	Moderate	Strong	No opinion
Galway	13.04%	43.48%	39.13%	4.35%
Harvey	5.94%	43.48%	36.96%	3.62%
Cavendish	22.20%	32.50%	42.50%	2.13%

Age Group	Low	Moderate	Strong	No opinion
18-24	33.33%	33.33%	33.33%	0%
25-34	23.80%	42.90%	28.60%	4.76%

Age Group	Low	Moderate	Strong	No opinion
35-44	19.3%	43.86%	33.33%	3.51%
45-54	22.03%	33.90%	37.29%	6.78%
55-64	19.10%	39.83%	39.20%	3.37%
65+	12.86%	41.43%	41.43%	4.28%

Comments

- Include First Nation input in Heritage Plan.
- I wish that the library had been included in this survey.
- I appreciate this proactive endeavor and look forward to an integrated plan that put protection of the land, culture and history at the forefront of all decisions.

Conclusions

Overall, this recommendation received moderate support with some exceptions:

- Seasonal residents showed strong support (46.34%)
- Residents of the former Cavendish ward showed strong support (42.50%)
- The difference between moderate and strong support based on age was very slim.

Governance

Question 14

Develop a municipal policy to define accountabilities of staff, committees and volunteers for municipal social, recreational and cultural programming, including trails.

Responses by sector (by % of respondents)

Low	Moderate	Strong	No opinion
7.51%	38.60%	50.52%	3.37%

Resident Type	Low	Moderate	Strong	No Opinion
Permanent	8.47%	41.43%	48.79%	1.61%
Seasonal	6.45%	32.36%	54.84%	6.45%
Other	7.14%	57.14%	35.71%	0%

Former Ward	Low	Moderate	Strong	No opinion
Galway	0%	34.78%	65.22%	0%
Harvey	7.25%	37.68%	53.62%	1.45%
Cavendish	10.50%	35.70%	51.60%	2.11%

Age Group	Low	Moderate	Strong	No opinion
18-24	33.33%	50%	16.67%	0%
25-34	14.3%	42.9%	33.33%	9.52%

Age Group	Low	Moderate	Strong	No opinion
35-44	10.53%	49.12%	38.60%	1.75%
45-54	10.34%	36.31%	46.55%	6.90%
55-64	10%	32.22%	56.67%	1.11%
65+	2.13%	36.88%	58.16%	2.84%

Comments

There were no comments specific to this recommendation.

Conclusions

The overall level of strong support was 50.52%. This was consistent across all sectors with some fluctuations.

- permanent – 48.79%, seasonal 54.84%.
- residents of the former ward of Galway – 65.22%.
- age groups 55-64 and 65+ (56.67% and 58.16% respectively).

Appendix F: Reference materials

Policy documents

Provincial

[Province of Ontario. Ministry of Municipal Affairs and Housing. Planning Act, R.S.O. 1990, c. P.13](#)

[Province of Ontario. Ministry of Heritage, Culture, Sports and Tourism. Ontario Heritage Act, R.S.O. 1990, c. O.18](#)

[Province of Ontario. Ministry of Municipal Affairs and Housing. Provincial Policy Statement, 2020](#)

[Province of Ontario. Ministry of Municipal Affairs and Housing. A PLACE TO GROW Growth Plan for the Greater Golden Horseshoe May 2019](#)

[Province of Ontario. Ministry of Municipal Affairs and Housing. Places to Grow Act, 2005, S.O. 2005, c. 13](#)

Province of Ontario. Risk Management Considerations for Trails in Ontario. Risk_Management_Considerations_Trails_in_Ontario_Mun_0612-RV0718.pdf

[Province of Ontario. Ministry of Heritage, Sport, Tourism and Culture Industries. Ontario Trails Strategy](#)

Municipal – Upper Tier

[County of Peterborough Official Plan](#)

[County of Peterborough Comprehensive Zoning Bylaw](#)

County of Peterborough Active Transportation Policies and Programs

Municipal – Lower Tier

[Municipality of Trent Lakes Official Plan](#)

[Municipality of Trent Lakes Comprehensive Zoning Bylaw](#)

Other municipal Master Plans

[Township of Alnwick Haldimand Parks Master Plan, Interim Presentation to Council January 18, 2017.](#)

[Clearview Township Parks, Recreation and Culture Master Plan](#) December 12, 2018.

[Town of East Gwillimbury Community Park, Recreation & Culture Strategic Master Plan](#) March 2009.

[Township of Douro-Dummer Parks and Recreation Master Plan](#) April 18, 2017.

PRCAC. Interim Master Plan

[A 10-Year Cultural Master Plan for the City of Kawartha Lakes](#) May 2013.

[Loyalist Township Parks and Recreation Master Plan](#) June 26, 2017.

[Selwyn Township Trails Master Plan](#)

[Township of Scugog Township Heritage Strategic Plan](#)

[Township of Scugog Parks, Recreation and Culture Strategic Master Plan](#) April 2018.

[Township of Tiny Parks and Recreation Master Plan](#) December 2018.

[Township of Lincoln Parks, Recreation and Culture Master Plan](#) July 22, 2019.

[Township of Wilmot Parks, Recreation and Services Master Plan](#) January 2017.

Related associations

[Back to Nature Network](#)

[Kawarthas, Naturally Connected](#)

Eastern Ontario Trail Alliance

Kawartha ATV Association

Buckhorn District Snowmobile Club

Kawartha Land Trust

Bruce Trail Conservancy

Tecasy Ranch

Peterborough Active Living

Buckhorn District Tourist Association

Buckhorn Community Center

Bobcaygeon Wilderness Park

Kawartha Hiking Club

Hike Ontario

Toronto Algonquin Gateway

Kawartha Nordic

Peterborough Cycling Club

Kawartha Cycling Club

Ontario by Bike

PRCAC. Interim Master Plan

Kawartha Country Wines

Trent University

Sir Sanford Fleming College

Ganaraska Hiking Trail Association

Stonescape

Appendix G: Feasibility studies

Open space - Boat launches

Initiative

Enhanced use of boat launches

Recommendations

That the focus on boat launches be restricted to land improvements and that the following components be considered for enhanced or repurposing use of boat launches as a municipal open space: increased parking, canoe/kayak stands.

Projected timeframe and activities

2021

Scope

Is	Is Not
Open space use amenities	Design, construction and operations management
Municipal destination point	Regional
Business case development	Budget stewardship
Seasonal	Shoulder months

Alignment with PRCAC guiding principles

Principle	Aligned	Comments
Community wellness	Moderate	Boat launches have a specific application: launch of watercraft,
Decisions made in the best interests of all township residents	Yes	Builds on current boat launches in Harvey and Galway
A community where opportunities for parks, recreation and culture,	Yes	

Principle	Aligned	Comments
programs, events and facilities, will be accessible to all		
Strengthened partnerships with community groups and corporate leaders	Yes	Opportunity for both exists but requires significant communication and outreach campaign
Communications which are timely and multidirectional	Yes	Success depends on communications highlighting the location of boat launches

Assumptions

- Use of boat launches is generally unstructured
- Use of boat launches is primarily used by cottagers who cannot launch from their waterfront property and do not use a marina for boat maintenance and launch or occasional visitors to a particular body of water
- A number of boat launches are some distance from major roads.
- There are limited opportunities for boat launches to be an extension of a trail network due to their location adjacent to privately owned land
- Local residents may express a desire to be protective of space traditionally available to them rather than anyone from outside the area
- Concentration on achievable objectives/outcomes within the current term of Council and the committee.
- Costs should not be excessive.
- There are opportunities for sponsorships of specific programs and minor physical amenities

Objectives

- Reasonable land improvements
- Communication and outreach strategic plan
- Partnerships and sponsorships in place

Milestones

Definition of needs documented [this document, based on PRCAC survey responses]

Development of a comprehensive business plan

Public consultation and staff review

Determination of priority

Documented in PRC Master Plan in appropriate timeframe (2021-2022, 2022-2026, 2026-)

Current Situation

There are currently 11 boat launches managed by the municipality. [There are others managed by MNRF]

Location	Description of access
Salmon Lake	County Rd 507 -- Salmon Lake Rd – FR 329 – Salacoe Rd
Pencil Lake Rd	County Rd 507 – Pencil Lake Rd
Crystal Lake	County Rd 49 – South Salmon Lake Rd – Clear Bay Rd – West Clear Bay Rd
Crystal Lake	County Rd 49 – Crystal Lake Rd – FR 390
Crystal Lake	County Rd 49 – Crystal Lake Rd – FR 387
Bass Lake	County Rd 36 – Bass Lake Rd north to end
Nogies Creek	Intersection County Rd 366 and Bass Lake Rd
Big Bald Lake	County Rd 36 -- Edwina Drive – Northern Avenue East
Pigeon Lake	Lakehurst Rd – FR 73 and Elim Lodge Rd
Pigeon Lake	Lakehurst Rd – FR 73 – Bear Creek Rd at the end
Pigeon Lake	Lakehurst Rd – FR 73 -- Elim Lodge Rd, south end

Location	Description of access
Buckhorn Lake	Lakehurst Rd – Kawartha Hideaway R south end
Buckhorn Lake	Lakehurst Rd – Six Foot Bay Rd at south end

Needs analysis [based on the survey]

There were two questions that addressed boat launches: #12 and #24

Importance

There was a marginal split of importance of boat launches to households. Permanent residents were marginally more supportive (year-round: 59%; snowbirds: 56%) than seasonal residents (summer: 47%; weekend: 48%)

At the same time, there was less importance for boat launches in Cavendish (47%) than Galway (53%) or Harvey (59%) This may be explained by the high population that is seasonal, with ready access to water. .

In terms of importance by age group, there was a consistency in assigning importance, although the age group above 65 was 20% lower than other age groups

Usage

Question 24 addressed the use of boat launches.

There was a decided difference between fulltime year-round (64%) and the other three (snowbirds: 35%; summer residents (36%) and weekend residents (35%).

There was limited interest in Cavendish (41%) and Harvey (39%), but surprising interest in Galway (50%).

As with the question of importance, usage dropped both for the age group 35-44, and over the age of 65 (both at 30%) and was consistently high for the others.

Financial support

There was no question addressing financial support for boat launches, although one comment after Question 49 did express an interest in “boat launches. The comment referred specifically to Sandy Lake beach

Needs analysis [based on other municipal plans]

A survey of 9 (nine) other municipal master plans identifies that boat launches are not given much consideration as independent use of public open or greenspace⁸. They are either out of scope or dealt with as uses adjunct to municipally run parks.⁹

In 7 of the 9, there was no mention of boat launches at all, and only in the Township of Scugog was parking highlighted.

Other studies do speak to environmental stewardship and trail connectivity¹⁰ but this is not a result of information received through public consultation but more a reflection of general trends reinforced through other background research conducted by the authors of the plans.

Risk analysis

This initiative shows an extremely low degree of risk

Evaluation as a priority.

This initiative does not exceed the threshold of 75%. It is worthwhile pursuing, but it is not a top priority.

User statistics

No such statistics exist for Trent Lakes

Resources needed

Trent Lakes. Recreation and Facilities.

Role: Ultimate responsible body from design through ongoing operations It is normally the responsibility of staff to oversee building design and specifications, tendering as required, project management overview, identification of budgetary implications (operation, M&R and staff financial commitments)

Trent Lakes, CAO/Treasurer

Role: Gatekeeper of the municipal budget. Responsible for development of the municipal budget and its stewardship

⁸ Alnwick-Haldimand, Clearview, Douro-Dummer, East Gwillimbury, Loyalist, Scugog, Tiny, Lincoln and Wilmot

⁹ E.g. Township of Scugog. Parks, Recreation and Culture Strategic Master Plan. April 2018, Inventory, p. 42; Loyalist Township. Parks and Recreation Master Plan, June 2017, p.141

¹⁰ E.g. Loyalist Township. Parks and Recreation Master Plan, June 2017, p.124

Trent Lakes. Planning and Development.

Role: Municipal advisors on all land use planning considerations. Includes environmental impact studies as required, compliance with all provincially driven policy directives

Third party partnerships and sponsorships.

Role: Potential source for financial backing

Open Space -Trails

Initiative

Develop and sustain a marked trail network in the municipality of Trent Lakes to encourage healthy, active living; promote a resilient economy and environmental stewardship.

Recommendations

Develop, manage, and promote a network of trails in Trent Lakes that support outdoor activities including walking, hiking, cycling, snowshoeing and x-country skiing.

Projected timeframe and Activities

Timeframe: 2021- 2022

- Meet with other trails groups in Trent Lakes
- Learn best practices from other Municipalities
- Map existing trails and draft proposed expansions
- Investigate recommendations/requirements from provincial and regional hiking/cycling/mountain biking associations
- Investigate “connectivity” opportunities with businesses, special event organizers, artists, etc.
- Finalize plan and timelines
- Enhance the Buckhorn Trails Association
- Secure Municipal commitment for plan and resources
- Commence phase 1 of Trails Plan

Scope

Is	Is Not
Plan for development and building of multi-use trails (e.g. walking, hiking, jogging, cycling, cross country skiing and snowshoeing)	Programs and events along trails ATV and snowmobile trails
Plan to market and communicate trails	
Potential connection to beaches, parks, Trent Severn, cultural events, businesses	

Alignment with PRCAC guiding principles

Principle	Aligned	Comments
Community wellness	Yes	Trails are a significant destination for individual use (launch of watercraft, swimming) and collegial use (family and community activities)
Decisions made in the best interests of all township residents	Yes	The Spring 2020 public survey made clear that trails are <i>the</i> most used, valued and desired assets in the municipality.
A community where opportunities for parks, recreation and culture, programs, events and facilities, will be accessible to all	Yes	Conditional upon availability of parking and the development of some accessible trails and/or trail sections (e.g. Buckhorn locks to BCC). Most of the trails will be rated easy to moderate because of the local terrain.
Sustainment and potential growth of existing and future programs, events and facilities	Yes	2020 Survey results indicated that across all areas of the municipality, the 2 assets residents are most likely to support funding for are hiking and cycling trails.
Strengthened partnerships with community groups and corporate leaders	Yes	Tremendous opportunity exists for collaboration (e.g. snowmobile, ATV), fund raising and sponsorship opportunities because of the year-round nature of trails and broad demographic appeal.
Communications which are timely and multidirectional	Yes	There are many opportunities to co-promote trails with existing associations and networks (e.g. Buckhorn Tourist Association, Ontario Trails Council, Kawartha Trans Canada Trail, Haliburton County Rail Trail); add to existing websites (including Municipal, Tourism, Trail Town and apps.) Share volunteers with other trails associations.

Assumptions

1. The trails network will leverage existing trails and seek ways to use them year-round (e.g. snowmobiling in the winter and hiking in spring, summer and fall). For safety reasons, hiking/walking will be kept separate from cycling, mountain biking, ATV and equestrian trails. X-country/Nordic skiing and snowshoe trails should be kept separate from snowmobile trails.
2. There are opportunities for beaches, playgrounds and local businesses to be connected to a trails network.
3. A coordinated effort will be required to secure potential land use agreements with landowners as well as related legal and insurance issues.
4. The Kawartha Highlands Signature Site Park is an underutilized area under provincial jurisdiction that could benefit from more trail access. Partnerships with Snowmobile and ATV Clubs were possible.
5. There are numerous opportunities for social and recreational programming
6. Through their survey responses, residents are eager to support further development of trails, and to utilize them more.
7. Access to parking, washrooms and garbage disposal are essential. Will need Municipality to take care of operations – need help with wording

Objectives

1. Develop and sustain a marked trail network in the municipality of Trent Lakes to encourage healthy, active living, promote a resilient economy and environmental stewardship. See Schedule 'A' for an example of a trail network route.
2. Establish and maintain cooperative partnerships with other trail organizations – KATVA, BDSC, Trail Town, Parks Canada)
3. Market and promote the trail system through web and other channels to encourage residents and visitors to use them and maximize the investment in trails; and to maximize fund development opportunities.

Milestones

Definition of needs documented (this document, based on PRCAC survey responses)
 Development of trail options
 Development of a comprehensive business plan
 Public consultation and staff review
 Determination of priority

Documented in PRC Master Plan in appropriate timeframe (2021-2022, 2022-2026, 2026-)

Current Situation

Trent Lakes has an existing network of well-established snowmobile trails – both Provincial and local. These are managed and controlled by the Buckhorn District Snowmobile Club and the Twin Mountains Snowmobile Club.

The trails are largely in the northern part of the township, north of County Rd 36. BDSC volunteers and grooming staff maintain 165 kms of trails, including bridge repairs, brushing and rerouting for safer and better access. Twin Mountains Snowmobile Club maintains 14 kms of trails east of Bobcaygeon and north.

Trails are marked and users must have snowmobile trail permits to ride them in winter. Buckhorn District Snowmobile Club and the Twin Mountains Snowmobile Club have their own websites with trail maps and other information. They also publish trail maps. The OPP and Conservation Officers patrol the trails.

The Kawartha's ATV Association shares some of the snowmobile trails, through agreements with Buckhorn District Snowmobile Club and the Twin Mountains Snowmobile Club and restricts riding to May through November. They also create and maintain separate ATV trails. Permits are required to ride on Kawartha's ATV Association trails. Like the snowmobile clubs, the Kawartha's ATV Association has a website and prints trail maps.

Walking trails

At the Kawartha Highlands Signature Site Park, there is a 1.5 km interpretative trail which was established in partnership with Ontario Parks and Buckhorn Trails Association in 2015. It is located at Hwy 36 at the canoe pull out at the parking lot for the Signature Park.

The 8-kilometre trail system at John Earle Chase Memorial Park was established in partnership with Parks Canada, Trent-Severn Waterway, Kawartha Land Trust and Buckhorn Trails Association. There are maps available for this system of trails from the Buckhorn District Tourist Association and online at Kawartha Land Trust/John Earle Chase Memorial Park. There are also map "kiosks" in various places in the park to direct hikers.

The Kawartha Highlands Signature Site Park is the second largest provincial park in southern Ontario that specializes in canoeing and backcountry camping. The web site does not indicate there are hiking, cycling or snow sport trails in Trent Lakes other than the interpretive trail.

Tecasy Ranch (on County Rd 36 west of Burleigh Falls) offers hiking and trail running for guests.

Cycling

The Peterborough Cycling Club offers several routes in Trent Lakes for more experienced cyclists. Explore Kawartha has a cycling brochure with routes but none appear to venture into Trent Lakes. The Ontario by Bike brochure would be a good place to market routes in Trent Lakes.

A preliminary search did not uncover any publicly available mountain bike parks. Tecasy Ranch does offer mountain biking and fat tire biking.

Cross country skiing and snowshoeing

A preliminary search did not result in any groomed cross-country ski or designated snowshoe trails in Trent Lakes. Snowshoeing is possible at the John Earle Chase Memorial park. Tecasy Ranch offers snowshoeing.

Needs analysis [based on the 2020 Survey]

Knowledge (Q. 29)

71% of respondents know where trails are in the Municipality.

Importance (Q.12)

71% of respondents indicate trails are important or very important. The next most important asset is beaches at 63%. For trails, they are consistently rated important across all resident types (permanent and seasonal) and in all 3 old Ward geographies – Harvey, Cavendish and Galway.

Usage (Q. 30)

60% of respondents indicated that they use trails in Trent Lakes.

Future usage (Q. 32 and Qs. 34,35)

If they were available, 73% would use walking trails, 35% would use ATV trails, 30% would use X-country trails and 30% would use snowmobile trails. Not surprisingly, the highest level of interest for ATV and snowmobile trails is in Cavendish and Galway. For context, the other spaces respondents would use more of are beaches (51%), and a skating rink (32%).

Asked another way, 84% of respondents said they would use public walking trails in Trent Lakes and 60% said they would use public cycling trails. This is consistent across all resident types and all wards.

Support for funding expanded assets (Q49)

Respondents were asked if they support the allocation of additional public funds on developing or improving programs and/or facilities. The two highest scoring assets were hiking trails at 58% and cycling trails at 44%.

Needs analysis [based on other municipal plans]

A survey of 9 (nine) other municipal master plans reveals that 8 of them included recommendations for trails.

Municipality	Recommendations
Clearview	<p>Over the next 10 years, establish a range of park, trails and greenspace facilities that support programs for recreation and culture. The range of facilities and programs should reflect the Township's demographic profile:</p> <ol style="list-style-type: none"> 1. Complete priority segments of the recommended Trails Master Plan 2. Connect multiple destinations* to meet the needs of recreational and active trail users
Wilmot	<ol style="list-style-type: none"> 1. The creation of an interconnected trail system that connects destinations within the Township was a high priority for several participants. 2. The Trails Master Plan identifies a number of trail connections throughout the Township, which will be considered in the development of this Master Plan to enhance connectivity and opportunities to each park.
Tiny	<ol style="list-style-type: none"> 1. Establish a process and protocol for land access to implement the proposed off-road segments of the Trails and Active Transportation Master Plan. 2. Integrate with Wayfinding Plan and trail signage program; designate official names for loop trails 3. Trails and Active Transportation Plan to improve walkability and active lifestyles. 4. Expand cycling routes and multi-use trails (Lake Loop) with signage (Share the Road)
Scugog	<ol style="list-style-type: none"> 1. Walking and other trail activities are also typically low cost (or no cost) to participate, with a range and diversity of routes and alternatives available, offer the ability to participate alone or in groups and in either organized programs or spontaneously, and the availability and convenience of locations for walking at almost any time. 2. Walking and biking are emerging as some of the most popular fitness trends, and therefore, an interconnected trail system

Municipality	Recommendations
	offers communities a way to recreate, access key community hubs, and commute to work without using a vehicle.
Loyalist	<p>Typical components of a Trails Master Plan include:</p> <ul style="list-style-type: none"> • public/stakeholder consultation; • identification of feasible routes, types of trails and multi-modal uses; • land acquisition or agreement needs; • estimation of capital costs; • recommendations for priorities and phasing; • identification of potential funding sources and partnerships for trail development and maintenance
Lincoln	<p>Assign high priority to the continued development of a linked recreational trails system (with connections and loops) through secondary plans, the development process, landowner agreements and purchase of lands as they become available. Priorities include</p> <ol style="list-style-type: none"> 1. Continuous walking loop in Beamsville. 2. Prudhommes Waterfront Trail 3. Development: Improvements to Trails in Jordan and Connections with Vineland 4. Pathways and Walking Circuits in Parks; and 5. On-road Connections.
Douro Dummer	<ol style="list-style-type: none"> 1. Develop a Douro-Dummer Parks and Recreation Guide to fully communicate information on our available facilities, programs and other key information. This should be made available in hard copy in strategic locations throughout the Township and on the Township website, where the most up to date information is constantly maintained. 2. Create a Township Facebook page for the promotion of recreation facilities and programs as well as community events. 3. Modernize, and keep up to date, the Township website with a full range of Parks and Recreation information including the promotion of local community organizations and groups that provide recreation programming.

Municipality	Recommendations
East Gwillimbury	<ol style="list-style-type: none"> 1. The Town should undertake the development of a comprehensive Trails Master Plan to articulate key trail development priorities and policies in order to effectively guide trail-related decision-making. It is recommended that this initiative be tendered to a qualified consultant unless the Town deems that it has sufficient internal capacity to undertake the project in-house. 2. The Town should design trails to become multi-seasonal facilities which can provide a range of opportunities in the summer and winter months. The types of permitted uses should be evaluated on a trail-by-trail basis. 3. Continue to expand upon the existing natural parks and trail systems as a means to develop corridors that serve ecological, passive recreational and active transportation purposes.

Risk analysis

Based on the assessment, the potential for risks to this initiative are low. None of the identified risks are catastrophic. All identified risks have strong and manageable mitigation measures.

Evaluation as a priority

This initiative exceeds the threshold of 75% with a score 90%.

User statistics

No such statistics exist for Trent Lakes at this time.

Resources needed

Trent Lakes. Recreation and Facilities.

Role: Ultimate responsible body from design through ongoing operations. It is normally the responsibility of staff to oversee building design and specifications, tendering as required, project management overview, identification of budgetary implications (operation, M&R and staff financial commitments)

Trent Lakes, CAO/Treasurer

Role: Gatekeeper of the municipal budget. Responsible for development of the municipal budget and its stewardship

Trent Lakes. Planning and Development.

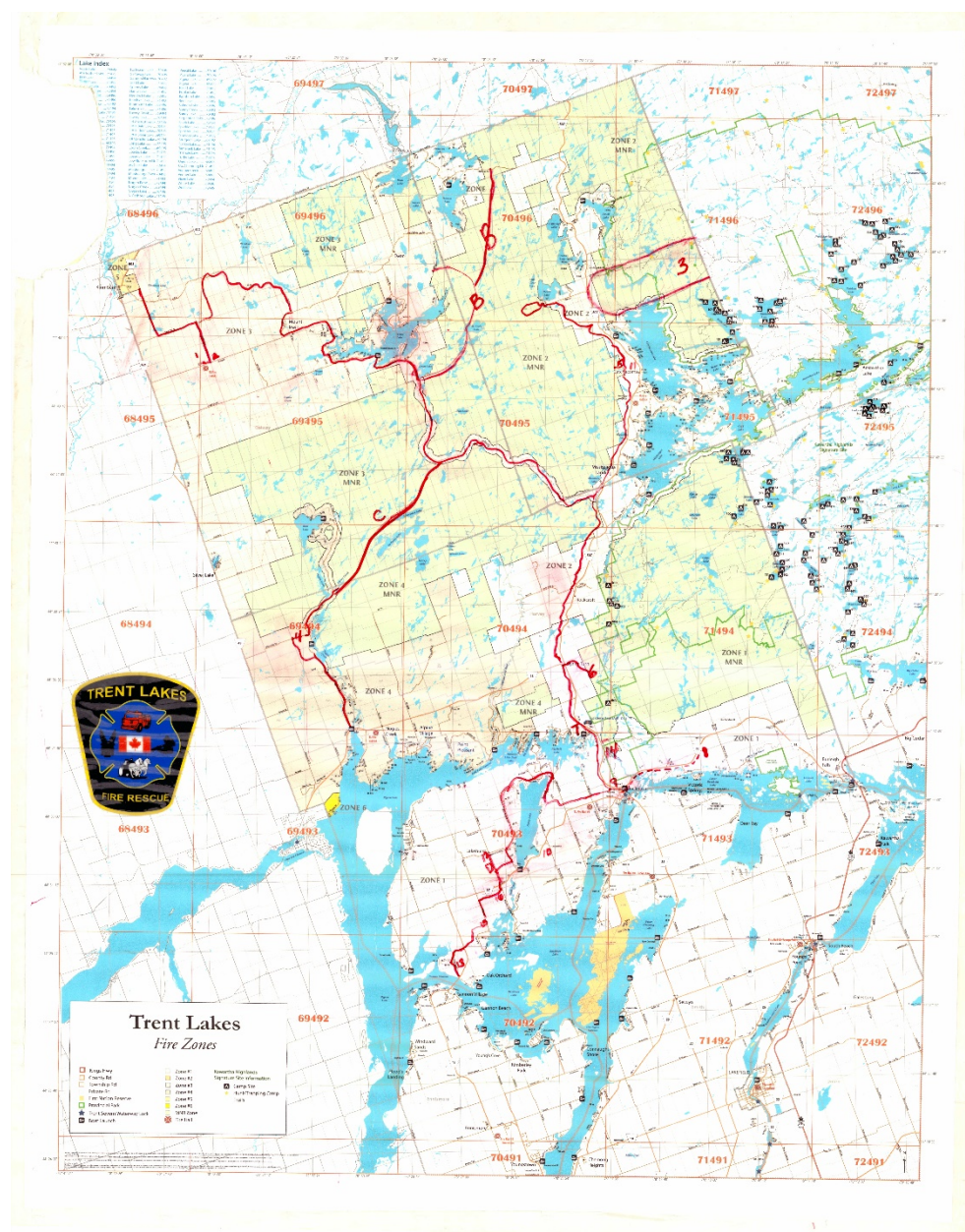
PRCAC. Interim Master Plan

Role: Municipal advisors on all land use planning considerations. Includes environmental impact studies as required, compliance with all provincially driven policy directives

Third party partnerships and sponsorships.

Role: Potential source for financial backing

Schedule A: A sample of a trail network route.



Trail Map Key

- 1- Galway Hall
- 2- Dettman Park
- 3- Catchacoma Forest
- 4- White Valley Road Municipal Property
- 5- The Catch Restaurant
- 6- Slobodian trail
- 7- Winery

- 8- Tecasy Ranch
- 9- Tourist Office
- 10- Sandy Lake Beach
- 11- Cavendish Hall
- 12- Lakehurst Hall
- 13- John Earle Chase Memorial Park
- 14- Kawartha Highlands
- 15- Municipal Land (100 acres)
- 16- Municipal Land – Kawartha Hideaway Road

B – Trunk trails to Salmon Lake(trails suggested by the Brickman's)

C - Trunk trails from Bass Lake Rd to Snow Route Trail leading to 507/Kinmount

D – Unassumed Road Allowance

----- cycling path from Buckhorn to Tecasy Ranch

Open spaces -Parkland and Beaches

Initiative

Enhanced use of municipal parks and beaches

Recommendation

- That development of a municipal park known now as Dettman park be undertaken on an incremental basis
- That existing vacant land be assessed as potential future parkland
- That the following be considered for enhanced or repurposing¹¹ use of waterfront parks (including beaches) as a municipal open space: community events, family get togethers, exercise facilities, canoe/kayak stands
- That the focus be restricted to land improvements unless capital cost improvements are justifiable
- That a volunteer plan be developed to support waterfront and non waterfront parks (including beaches) conservation (environmental stewardship)¹²

Projected timeframe and activities

2021-2022

Scope

Is	IS Not
Open space use - programming	Program implementation
Open space use amenities	Design, construction and operations management
Tourist attractions	
Business case development	Budget stewardship
Seasonal	Shoulder months

¹¹ Clearview Township. Parks, Recreation and Culture Master Plan, December 2018, p. 33

¹² Note reference in Tiny Township, Parks and Recreation Master Plan, December 2018, pp. 163, 16

Alignment with PRCAC guiding principles

Principle	Aligned	Comments
Community wellness	Yes	Waterfront parks are a significant destination for individual use (launch of watercraft, swimming) and collegial use (family and community activities inland parks are more limited in their potential use)
Decisions made in the best interests of all township residents	Yes	There is no dedicated interest in new sites in Cavendish. Builds on current and potential parks in Harvey and Galway
A community where opportunities for parks, recreation and culture, programs, events and facilities, will be accessible to all	Yes	Conditional upon availability of parking (cars and watercraft) and capacity levels of space available
Sustainment and potential growth of existing and future programs, events and facilities	Yes	PRCAC survey showed varying levels of interest
Strengthened partnerships with community groups and corporate leaders	Yes	Opportunity for both exists but requires significant communication and outreach campaign
Communications which are timely and multidirectional	Yes	Success depends on communications highlighting facilities as a destination point

Assumptions

- Activities at waterfront parks are generally unstructured¹³ rather than structured. There is a need to balance open space use, neighbourhood use and tourist destination points.

¹³ Note reference in Tiny Township, Parks and Recreation Master Plan, December 2018, p. 37

- Conservation of natural resources and ecological sustainability are key components of future parkland management.
- There is more potential use of parkland supported than current usage.
- There are opportunities for parks to be part of a trail network¹⁴. Note: The opportunities for Sandy Lake/O'denang parks and White's Lake beach are different.
- Local residents may express a desire to be protective of space traditionally available to them rather than anyone from outside the area.
- Concentration on achievable objectives/outcomes within the current term of Council and the committee.
- There are opportunities for social and recreational programming.
- There are opportunities for sponsorships of specific programs and minor physical amenities.

Objectives

- Intergenerational programming strategy, including school children, youth and seniors
- Communication and outreach strategic plan
- Partnerships and sponsorships in place

Milestones

Definition of needs documented [this document, based on PRCAC survey responses]

Development of facility and programming options

Development of a comprehensive business plan

Public consultation and staff review

Determination of priority

Documented in PRC Master Plan in appropriate timeframe (2021-2022, 2022-2026, 2026-)

Current situation

There are currently four waterfront parks/beaches managed by the municipality.

¹⁴ Note reference in Tiny Township, Parks and Recreation Master Plan, December 2018, pp. 139, 141

1. Sandy Lake beach (A. Shearer Park, 1221 Lakehurst Road (County Road 37), Harvey Ward)
2. Whites Lake beach (26 Clearview Drive, Galway Ward)
3. Crowe's Line beach (240 Crowe's Line Road, Harvey Ward)
4. Buckhorn. O'denang Park, across from the Olde Ice House on Lakehurst Road.

All might be categorized as park beaches due to the multi-use capabilities of both.

Two are boundaried by private cottages on the water boundary of each, and the third by two commercial establishments.

Sandy Lake lends itself to a potential trail system between Gannon's Narrows and Buckhorn; White's Lake lends itself more to trails in the surrounding forested areas.

Needs analysis [based on the survey]

Beaches:

There were two questions that addressed beaches: #12 and #32

Importance

Regardless of type of resident, there was a high rating of importance of beaches to households. That rating did not dip below 50 per cent.

At the same time, there was less importance for beaches in Cavendish. This may be explained by the high population that is seasonal, with ready access to water. In Galway the importance was higher, but Galway also already has White's Beach.

In terms of importance by age group, there was a consistency in assigning importance, although the age group above 55 was slightly below the rankings for 16-44.

Usage

Question 32 addressed the potential use of beaches in existing or potential parks.

As with degree of importance, there was a decided difference between fulltime and weekend residents (55% and 47% respectively) and Snowbirds and summer residents (42% and 40% respectively). Both categories of residents tend not to be in the municipality over the shoulder months.

There was limited interest in Cavendish for use (36%), but surprising interest in Galway. This is surprising because the potential location for a park across from Galway Hall (Dettman Park) has no water access.

As with the question of importance, usage dropped over the age of 55 (36%) and even more dramatically over 65 (16%)

Financial support

There was no question addressing financial support for beaches, although one comment after Question 49 did express an interest in 'public beach with picnic area

Waterfront parks

Importance

56% of respondents rated parkland as High or Very High. For Question 12, this placed parkland as 4th of 13 options.

Full time, year-round residents (FTYR) favoured parks more *64%) marginally more than Full time Snowbirds (FTS – 46%), Part time seasonal (summer) (PTSS – 49%) and Part time seasonal weekenders (PTWE – 47%).

By location, less importance was given in Galway ward (46%) and Cavendish (51%) in comparison to Harvey (63%)

By age, parks are rated consistently at 63% across age groups with an 18% drop after age 65.

Knowledge and use of parks

Knowledge of parks is very high (70%), but actual use is much lower (40%). Potential use, on the other hand, is very positive (68%). This use vs potential use swing is consistent across all three sectors, although it does decrease marginally as residents age.

Knowledge of parks may have scored high because of the Kawartha Signature Park.

Usage never exceeds 50% of respondents)

Potential use of parkland

Asked about what residents would like in an existing or new park, the following are of note:

Playgrounds:

- Consistent interest across resident types
- More interest in Galway (34%) than either Harvey (27%) or Cavendish (22%).
- Decreasing interest as residents age

Splash pads:

- Higher interest in Full time residents
- Ore interest in Galway (27%) and Harvey (29%) than in Cavendish (16%).

- Significant interest in ages 25-44 (potentially explained by the demographics of younger families)

Ball diamond:

There are two currently, one by the Cavendish Community Centre and another by the Buckhorn Community Centre. There very little use projected outside of the 25-44 age groups.

Skateboarding:

Skateboarding ranked extremely low, consistently across sectors.

Running tracks

Ranked extremely low, consistently across sectors.

Walking trails

Ranked consistently high in all sectors. Of interest, the highest rankings were in Galway (73%) and Cavendish (69%).

Snowmobile trails

These are not municipal facilities at present. There is a higher interest in Galway (35%) than either Harvey (26%) or Cavendish (31%)

ATV Trails.

These are not municipal facilities at present. There is a higher interest in Galway (48%) than either Harvey (29%) or Cavendish (37%)

Cross country ski trails

These are not municipal facilities at present. There is a high interest in Galway (37%).

Seniors Exercise Parks

There is more interest in Galway (37%) with no interest at all until age 55.

Beaches

There is more interest among full time resident than part time/seasonal. Cavendish shows minimal interest and overall interest wanes after age 55.

Skating rink

This may have been tied to responses concerning existing ice rinks in Buckhorn and Cavendish. Residents in Galway showed the most interest (35%).

Financial considerations

Residents were given two options: new parkland on land currently owned by the municipality and land that would need to be acquired. There is a clear message that developing land currently in the municipal asset inventory is preferred to any land acquisition.

Overall, residents' support for park land development attained a rating of 52%.

Potential programming

Beaches

The two most logical recreational activities associated with beaches are swimming and kayaking/canoeing. In both cases, the level of importance to households was low but the activities themselves used to a higher degree.

This may be explained by the fact that neither are municipal programs, and both reflect the significant number of lakes and navigable rivers in the municipality, especially in Cavendish and Galway wards.

This may be ascribed to the fact that so many residents have water access and would not typically drive to a beach to canoe/kayak, or swim.

Needs analysis [based on other municipal plans]

Beaches

A survey of 9 (nine) other municipal master plans identifies that beaches are not given much consideration as independent use of public open or greenspace¹⁵. Beaches are either out of scope or dealt with as uses adjunct to community halls and municipally run parks.¹⁶

This reflects the different demographic and geographic profile of Trent Lakes, where there are a significant number of waterways (lakes and rivers), both connected and land locked. In contrast, the other municipalities studied either focus on major bodies of water (Georgian Bay, Lake Scugog, Lake Ontario) or do not focus on beaches at all.

Other studies do speak to environmental stewardship and trail connectivity¹⁷ but this is not a result of information received through public consultation but more a reflection of general trends reinforced through other background research conducted by the authors of the plans.

¹⁵ Alnwick-Haldimand, Clearview, Douro-Dummer, East Gwillimbury, Loyalist, Scugog, Tiny, Lincoln and Wilmot

¹⁶ E.g. Township of Scugog. Parks, Recreation and Culture Strategic Master Plan. April 2018, p. 22, Inventory, p. 10

¹⁷ E.g. Loyalist Township. Parks and Recreation Master Plan, June 2017, p.124

Parks

Trent Lakes is very unique in comparison to other rural municipalities with existing master plans. It is a very large township with very few parkland destinations; those destinations parklands are 5 and 20km apart.

Not only are there more parks operated in other municipalities, but they tend to offer wider range of opportunities, and as such, are managed through a park classification system.¹⁸

Four major learnings emerged from review of other municipal master plans:

1. Municipalities need to be both providers and facilitators of multi-generational and multi-dimensional activities (a balance of structured and unstructured)¹⁹
2. Ecological sustainability and natural resources conservation twin well with the use of parks for passive recreation²⁰
3. Stakeholder, community and municipality partnerships are essential²¹, including schools²². Examples are the Back to Nature Network²³ and Kawarthas, Naturally Connected²⁴
4. Education, awareness and communications are all mandatory if parkland is to be fully exploited (in a positive way)²⁵

Risk analysis

Both initiatives show a low degree of risk

Evaluation as a priority

Both initiatives exceed a threshold of 75%

¹⁸ Clearview, p. 24; Loyalist, p. 124; Lincoln, pp.66-67

¹⁹ Clearview, p. 23; East Gwillimbury, p.5; Loyalist, p.22.

²⁰ East Gwillimbury, p.7; Loyalist, p. 123; Lincoln, p. 68

²¹ Clearview, p.

²² Douro-Dummer, p. 9

²³ Associations. [Back to Nature Network](#)

²⁴ [Kawarthas, Naturally Connected](#)

²⁵ Douro-Dummer, p. 59

User statistics

No such statistics exist for Trent Lakes

Resources needed

Trent Lakes. Recreation and Facilities.

Role: Ultimate responsible body from design through ongoing operations. It is normally the responsibility of staff to oversee building design and specifications, tendering as required, project management overview, identification of budgetary implications (operation, M&R and staff financial commitments)

Trent Lakes, CAO/Treasurer

Role: Gatekeeper of the municipal budget. Responsible for development of the municipal budget and its stewardship

Trent Lakes. Planning and Development.

Role: Municipal advisors on all land use planning considerations. Includes environmental impact studies as required, compliance with all provincially driven policy directives

Third party partnerships and sponsorships.

Role: Potential source for financial backing

Programming and services - Community Halls

Initiative

Social, Cultural, Recreational and Performing Arts programming needs, aspirations and components as tied to current Community Hall Facilities and as part of a Parks, Recreation and Culture Master Plan.

Recommendation

- Continue to investigate enhanced current or potential social, cultural, recreational and performing arts programming aligned with all community halls. Municipally owned and Private.
- Investigate potential partnerships, financial and nonfinancial, in support of social, cultural, recreational and performing arts programming.
- Develop the Buckhorn Community Center as the Municipality of Trent Lakes main social, cultural and recreational facility and as a cost-effective Performing Arts Centre for the foreseeable future.

Projected timeframe and activities

2022

Scope

Is	IS Not
Social programming opportunities	Sports Pad and Baseball sports (Separate survey items)
Cultural programming opportunities	Design and implementation of programs
Recreational programming opportunities	
Physical Plant	Design, construction and project management
Associated Programming	Program Implementation
Regional Destination Point	Trent Lakes exclusive use
Business case development	Budget stewardship

Is	IS Not
Year round	Seasonal

Alignment with PRCAC guiding principles

Principle	Aligned	Comments
Community wellness	Yes	Multi-generational Social interaction, Recreational Programming, Arts and Cultural awareness and experiences are fundamental to the overall wellness of the residents of the municipality
Decisions made in the best interests of all township residents	Yes	The facility would continue to serve all township residents (with more limited use in NW quadrant
A community where opportunities for parks, recreation and culture, programs, events and facilities, will be accessible to all	Yes	Same
Sustainment and potential growth of existing and future programs, events and facilities	Yes	Other community halls would continue to provide their immediate local social and cultural activities
Strengthened partnerships with community groups and corporate leaders	Yes	Opportunity for both exists
Communications which are timely and multidirectional	Yes	

Assumptions

- Social and Cultural activities/programs can be linked with a building or an open space.
- Survey showed a fairly high interest in art and music programming but limited current and potential in other cultural areas.

- A number of regional facilities have expanded and robust cultural programs.
- A number of regional facilities have expanded and robust cultural programs.
- There is little variation in responses to cultural programming across the three major sectors.
- Social activities are focused on games (cards, darts), group fitness, wellness, learning, dinners, dances and drop ins.
- There are clear opportunities for recreational programs in parks and open spaces (e.g. trails)
- Most recreational programs in community halls (except for the Buckhorn Community centre and the two ice rinks) are group fitness activities (yoga, Tai Chi, etc)
- At this point, water sports are not part of the municipal, recreation curriculum.
- Opportunities exist to create partnerships with private organizations (Buckhorn Trails Association, Kawartha land Trust, private business, Trent University)
- Opportunities exist to create partnerships with Tourism Development projects (TSW Trail Towns) and other events (Rock the Locks)
- Programming can be indoor, outdoor, or both, as follows:

Location	Programming
Indoor	Art- Education Art - Displays Library programs Arts, Crafts (Learning Workshops) Cards, Darts, Games Dinners, Dances, Drop-ins, Happy Hours Dinner Theatre, Performing Arts Racquet sports Fitness training, Exercises, Wellness
Outdoor	Heritage – Education –Historical plaques
Indoor/outdoor	Art Festivals Artisans Village Craft Shows Music Heritage – Displays Heritage - Education Theme events Community festivals, Celebrations

Objectives

- Intergenerational programming strategy, including school children, youth and seniors.
- Communication and outreach strategic plan.
- Partnerships and sponsorships in place.

Milestones

Definition of needs documented [this document, based on PRCAC survey responses]

Development of programming options

Development of a comprehensive business plan

Public consultation and staff review

Determination of priority

Documented in PRC Master Plan in appropriate timeframe (2021-2022, 2022-2026, 2026-)

Current situation

Social and cultural programming in Trent Lakes is based in four community halls (Buckhorn Community Centre and Cavendish, Galway and Lakehurst Community Centres). The libraries also provide cultural programming. The survey did not, and should have, explored in more detail cultural programming in the Trent Lakes library system. Recreational programming in MTL offers the largest range of options.

Needs analysis [based on the survey]

Cultural programming breaks down into five (5) different categories:

1. Art (display, education and visual arts)
2. Drama
3. Heritage (displays, education)
4. Music, and
5. Library programs

The following are social activities ranked by their importance to a household

Activity	Importance
Darts	Low score. Specialized activity. Score is understandable. Appeal more to fulltime residents, but little difference by location or age
Happy Hour	Appeals more to fulltime residents, less so in age groups 55+
Cards	Low score. Specialized activity. Scores is understandable
Dances	Was specific to youth. No interest shown
Dinners	Appeals more to fulltime residents, consistent across location and age sectors
Family events	Consistently showed above 50%

Importance

The only question that assessed the importance of cultural programming was #13: “How important are the following art and culture activities to your household?”

This question related to:

1. Art shows or festivals, Importance ranked very high at 57%
2. Art education courses or seminars. Importance ranked at 37%
3. Hobby or personal interest activities. Importance ranked at 35%
4. Sampling events. Importance ranked at 35%

Scores were consistent across all major sectors.

The following are social activities ranked by their importance to a household:

Activity	Importance
Darts	Low score. Specialized activity. Score is understandable. Appeal more to fulltime residents, but little difference by location or age
Happy Hour	Appeals more to fulltime residents, less so in age groups 55+
Cards	Low score. Specialized activity. Scores understandable
Dances	Was specific to youth. No interest shown
Dinners	Appeals more to fulltime residents, consistent across location and age sectors
Family events	Consistently scored above 50%

Performing Arts Centre

There is a high importance applied to 'arts and cultural facilities' across resident type [37-52%], resident location [43-50%] and age. [36-52%]

Usage

The following are Cultural activities ranked by their current or potential usage to a household.

Art

Usage, whether current or potential, scored very surprisingly, low: Gallery tours (41%), Educational programs under 22%, and Visual Arts under 28%.

These scores were generally consistent across resident. Location and age sectors, with some variations

Drama

Usage, whether current or potential, was not scored over 13%.

Heritage

Usage, whether current or potential, was not score over 22% (displays: 19%, tours: 22%, events: 16%, and plaques: 12)

Music

Music fared marginally better with consistent scores in the 40th percentile. It scored lowest in Cavendish (current use), but generally, scored consistently cross the three major sectors.

The following are Social activities ranked by their current or potential usage to a household:

Activity	Potential Usage
Crafts	
Birdwatching	
Canada Day	
Picnics	
Community festivals	

There is not overwhelming support for cultural programming with the exception of: live music, art shows, community festivals and summer concerts. Other than that, the % of support rarely goes above 35%

Needs analysis [based on other municipal plans]

Cultural

The other municipal Master Plans reviewed were extremely general when it came to the future of arts, culture and heritage. In most cases, there were pre-existing facilities and programs; as a result, there were multiple references to the **need** for programming but nothing specific with the following exceptions:

1. [East Gwillimbury]. Use of multi—purpose spaces in facilities and outdoor civic space, but there were no ideas presented of how to do that.
2. [Loyalist]. Promoted the idea of partnerships with community groups.
3. [Tiny}. Suggested linking arts/culture/heritage with community festivals and encouraged multi-generational programming (without much substance)
4. [Scugog]. A well-presented Heritage Strategic Plan but no emphasis on the arts. This could be adjusted to Trent Lakes.

5. [City of Kawartha Lakes]. Heritage Master Plan exists

Performing Arts Centre

There is a high importance applied to 'arts and cultural facilities' across resident type [37-52%], resident location [43-50%] and age. [36-52%]

Risk analysis

Cultural, Social and Recreational

These initiatives show a low degree of risk

Performing Arts Centre (see attachment)

This initiative carries with it high risks in all aspects of its design, construction and operations.

Financial support

Support of allocating municipal funds in part is very low across all sectors: resident type [16-24%], resident location [23-29%], age [14-25].

Evaluation as a priority

Cultural, Social and Recreational: These initiatives do not reach the threshold of 75%

Performing Arts Centre: On a scale of 0-100, this initiative scores less than the threshold of 75%. Financial criteria are scored at 27% and non-financial criteria at 48%.

User statistics

No such statistics exist in these areas for Trent Lakes except for the Buckhorn Community Centre.

Resources needed

Trent Lakes. Recreation and Facilities.

Cultural, Social and Recreational: Role: To be determined pending balance of municipal programs vs. those that are not and do not require staff allocation.

Trent Lakes, CAO/Treasurer

Role: Gatekeeper of the municipal budget. Responsible for development of the municipal budget and its stewardship

Trent Lakes. Planning and Development.

Role: Municipal advisors on all land use planning considerations. Includes environmental impact studies as required, compliance with all provincially driven policy directives.

Volunteers

Role: Volunteers aligned with local community halls

Third party partnerships and sponsorships.

Cultural, Social and Recreational: Role: Provide input on criteria that result in successful programming or present challenges.

Programming and services - Heritage

Initiative

Recommendation

- That a municipal heritage plan be developed.

Projected timeframe

2022 - 2026

Scope

Is
Built heritage
Cultural heritage
Natural resources heritage
Education and awareness

Alignment with PRCAC guiding principles

Principle	Aligned	Comments
Community wellness	Yes	Understanding and preserving our heritage is essential.
Decisions made in the best interests of all township residents	Yes	Allows for the unique heritage of all three former wards to be highlighted
A community where opportunities for parks, recreation and culture, programs, events and facilities, will be accessible to all	Yes	In the case of heritage plaques, a visible presentation of heritage; in the case of heritage displays, highlighting of heritage through themes
Sustainment and potential growth of existing and future programs, events and facilities	Yes	
Strengthened partnerships with community groups and business leaders	Yes	Allows for the highlighting of individual associations and businesses, all part of the heritage legacy of Trent Lakes
Communications which are timely and multidirectional	Yes	Using promotional brochures and historical vignettes, both on the municipal website and as separate publications

Assumptions

- Concentration on achievable objectives/outcomes within the current term of Council and the committee, and identification of other potential objectives/outcomes 2022.
- Includes built, cultural and natural resource heritage.
- The Centre for Community Research at Trent University is an ideal group to undertake the extensive research needed for heritage designations.
- We need to build the awareness of residents on the wealth of heritage existing in Trent Lakes.

Objectives

- Intergenerational programming strategy, including school children, youth and seniors.
- Communication and outreach strategic plan [showing incremental usage Yr. 2-5].
- Partnerships and sponsorships in place.

Needs analysis [based on the survey]

Importance

There is a high importance applied to 'arts and cultural facilities' across resident type [37-52%], resident location [43-50%] and age. [36-52%]

Usage

There is not overwhelming support for cultural programming with the exception of: live music, art shows, community festivals and summer concerts. Other than that, the % of support rarely goes above 35%

Financial support

Support of allocating municipal funds in part is very low across all sectors: resident type [16-24%], resident location [23-29%], age [14-25]

Risk analysis

This initiative carries with it high risks in all aspects of its design and operations.

Evaluation as a priority

This initiative is at the 60% level.

User statistics

No such statistics exist for Trent Lakes.

Resources needed

Trent Lakes. Recreation and Facilities.

Role: Responsible for procurement of supplies and materials, and installation of assets (e.g. plaques)

Trent Lakes, CAO/Treasurer

Role: Gatekeeper of the municipal budget. Responsible for development of the municipal budget and its stewardship

PRCAC. Interim Master Plan

Trent Lakes. Planning and Development.

Role: Municipal advisors on all land use planning considerations. Includes environmental impact studies as required, compliance with all provincially driven policy directives.

Third party partnerships and sponsorships.

Role:

- Support research into historical properties, based out of Trent University.
- Support research into local genealogy (Greater Harvey Historical Society).

One time and ongoing capital, and legacy costs

Note: A review of township master plans for Alnwick Haldimand, Clearview, Douro Dummer, East Gwillimbury, Loyalist, Scugog, Tiny, Lincoln and Wilmot, did not provide any data. For more details, see Appendix G and Appendix H.

Revenue sources

Private investment

Private investment will be targeted to subsidize the installation of heritage plaques.

Programming and services - cultural programming

Initiative

Cultural programming needs, aspirations and components as part of a Parks, Recreation and Culture Master Plan.

Recommendation

1. Continue to investigate enhanced current or potential social, recreational and cultural programming aligned with community halls, or as independent use of open spaces.
2. Investigate potential partnerships, financial and nonfinancial, in support of recreational programming.
3. Develop a Heritage Strategic Plan for the Municipality of Trent Lakes²⁶
4. Identify the need for a municipal policy to identify opportunities for municipal cultural programming

Projected timeframe

2022

Scope

Is	IS Not
Cultural programming opportunities	Social or recreational programming
	Design and implementation of programs
Business case development	Budget stewardship
Year round	Seasonal

²⁶

Alignment with PRCAC guiding principles

Principle	Aligned	Comments
Community wellness	Yes	Cultural awareness and experiences are fundamental to the overall wellness of the residents of the municipality
Decisions made in the best interests of all township residents	Yes	
A community where opportunities for parks, recreation and culture, programs, events and facilities, will be accessible to all	Yes	
Sustainment and potential growth of existing and future programs, events and facilities	Yes	
Strengthened partnerships with community groups and corporate leaders	Yes	
Communications which are timely and multidirectional	Yes	

Assumptions

- Cultural activities/programs can be linked with a building or an open space.
- Survey showed a fairly high interest in art and music programming but limited current and potential in other cultural areas.
- A number of regional facilities have expanded and robust cultural programs.
- There is little variation in responses to cultural programming across the three major sectors.
- Programming can be indoor, outdoor, or both, as follows:

Location	Programming
Indoor	Art- Education Art - Displays Library programs
Outdoor	Heritage – Education –Historical plaques
Indoor/outdoor	Music Heritage – Displays Heritage - Education Theme events Community festivals

Objectives

- Intergenerational programming strategy, including school children, youth and seniors.
- Communication and outreach strategic plan
- Partnerships and sponsorships in place

Milestones

Definition of needs documented [this document, based on PRCAC survey responses]

Development of programming options

Development of a comprehensive business plan

Public consultation and staff review

Determination of priority

Documented in PRC Master Plan in appropriate timeframe (2021-2022, 2022-2026, 2026-)

Current situation

Cultural programming in Trent Lakes is based in four community halls (Buckhorn Community Centre and Cavendish, Galway and Lakehurst Community Centres).and

library programming. The survey did not, and should have, explored in more detail cultural programming in the Trent Lakes library system.

Needs analysis [based on the survey]

Cultural programming

Cultural programming breaks down into five (5) different categories:

1. Art (display, education and visual arts)
2. Drama
3. Heritage (displays, education)
4. Music, and
5. Library programs

Importance

The only question that assessed the importance of cultural programming was #13: “How important are the following art and culture activities to your household?”

This question related to:

- Art shows or festivals, Importance ranked very high at 57%
- Art education courses or seminars. Importance ranked at 37%
- Hobby or personal interest activities. Importance ranked at 35%
- Sampling events. Importance ranked at 35%

Scores were consistent across all major sectors.

Usage

Art

Usage, whether current or potential, scored very surprisingly, low: Gallery tours (41%), Educational programs under 22%, and Visual Arts under 28%.

These scores were generally consistent across resident. Location and age sectors, with some variations

Drama

Usage, whether current or potential, was not scored over 13%.

Heritage

Usage, whether current or potential, was not score over 22% (displays: 19%, tours: 22%, events: 16%, and plaques: 12)

Music

Music fared marginally better with consistent scores in the 40th percentile. It scored lowest in Cavendish (current use), but generally, scored consistently cross the three major sectors.

Social programming

Importance

The following are social activities ranked by their importance to a household.

Activity	Importance
Darts	Low score. Specialized activity. Scores i understandable. Appeal more to Fulltime residents, but little difference by location or age
Happy Hour	Appeals more to Fulltime residents, less so in age groups 55+
Cards	Low score. Specialized activity. Scores understandable
Dances	Was specific to youth. Ni interest shown
Dinners	Appels more to Fulltime residents, consistent across location and age sectors
Family events	Consistently shored above 50%

Usage

The following are social activities ranked by their current or potential usage to a household:

Activity	Usage
Crafts	
Birdwatching	
Canada Day	
Picnics	
Community festivals	

Needs analysis [based on other municipal plans]

The other municipal Master Plans reviewed were extremely general when it came to the future of arts, culture and heritage.

1. They speak, in most cases, to
 - a. Social, cultural and recreational programs based on *cohesiveness*, *interactivity* and *inclusion*.
 - b. In most cases, there were pre-existing facilities and programs; as a result, there were multiple references to the need for programming but nothing specific with the following exceptions:
2. [Clearview]
 - a. Research from the broader community suggests that there are emerging participation trends that are linked to demographic and age profile
 - b. Indicators. In addition, for rural municipalities, there are emerging trends for best practices in the development of indoor recreation facilities.
 - c. Hub facilities: larger consolidated facilities that are multi-functional* and multi-generational* in use and capacity.
 - i. **Recommendation:** Hub facility considerations must include community-led development and programming of space via cross-section of cultural groups.²⁷
 - ii. **Recommendation:** Work in conjunction with small halls to provide space to expand cultural program in outlying areas,

²⁷ Province of Ontario. Clearview Township. Parks, Recreation and Culture Master Plan, December 2018, p, 34

- which should include opportunities to provide programming on an after-school basis.²⁸
- d. Key Partnerships: in the delivery of programs, services and facilities to provide a more complete recreation experience; which may include shared-use agreements; and
 - e. Regional scope: to sustain larger facilities, the required market reach extends beyond municipal borders.²⁹
 - f. Combat social isolation through programming.
3. [East Gwillimbury].
- a. Use of multi—purpose spaces in facilities and outdoor civic space, but there were no ideas presented of how to do that³⁰
 - b. The Town will be both a provider and a facilitator of appropriate parks , recreation, and cultural opportunities to residents of East Gwillimbury³¹
 - c. Focus on providing healthy lifestyle choices, social interaction, and year-round activity for residents³²
4. [Loyalist]. Promoted the idea of partnerships with community groups³³
5. [Tiny]. Suggested linking arts/culture/heritage with community festivals and encouraged multi-generational programming (without much substance)³⁴
6. [Scugog]. A well-presented Heritage Strategic Plan but no emphasis on the arts. This could be adjusted to Trent Lakes³⁵

²⁸ Province of Ontario. Clearview Township. Parks, Recreation and Culture Master Plan, December 2018, p, 36

²⁹ Province of Ontario. Clearview Township. Parks, Recreation and Culture Master Plan, December 2018, p, 31

³⁰ Province of Ontario. East Gwillimbury Township. Parks, Recreation and Culture Master Plan, pp. 12, 20

³¹ Province of Ontario. East Gwillimbury Township. Parks, Recreation and Culture Master Plan, p.4

³² Province of Ontario. East Gwillimbury Township. Parks, Recreation and Culture Master Plan, p.3

³³ Province of Ontario. Loyalist Township. Parks, Recreation and Culture Master Plan. See also Clearview Township, p. 35: Source opportunities to develop partnerships for third party **delivery of programs and services** that trend towards more vigorous activities.

³⁴ Province of Ontario. Tiny Township. Parks, Recreation and Culture Master Plan. See also Clearview Township, p. 35: Consider development and inclusion of intergenerational activities and programs as part of range of activities

³⁵ Province of Ontario. Scugog Township

7. [Wilmot]. Three key points
 - a. Increased use of public spaces
 - b. Identification of cultural heritage landscapes
 - c. Promotion of “The story of Wilmot [read = Trent Lakes]”
8. [City of Kawartha Lakes]. Heritage Master Plan exists³⁶

Risk analysis

This initiative shows a low degree of risk.

Evaluation as a priority

This initiative does not reach the threshold of 75%

User statistics

No such statistics exist for Trent Lakes.

Resources needed

Trent Lakes. Recreation and Facilities.

Role: To be determined pending balance of municipal programs vs. those that are not and do not require staff allocation.

Trent Lakes, CAO/Treasurer

Role: Gatekeeper of the municipal budget. Responsible for development of the municipal budget and its stewardship

Trent Lakes. Planning and Development.

Role: Municipal advisors on all land use planning considerations. Includes environmental impact studies as required, compliance with all provincially driven policy directives.

Volunteers

Volunteers aligned with local community halls.

Third party partnerships and sponsorships.

Role: Provide input on criteria that result in successful programming or present challenges.

³⁶ Province of Ontario, City of Kawartha Lakes

Facilities – arts, culture and heritage

Initiative

Trent Lakes Performing Centre for the Arts (facility and associated programming)

Recommendation

- Include this initiative in the Trent Lakes Parks, Recreation and Culture Master Plan as a medium to long-term priority; and
- Trent Lakes municipal council to establish an Arts, Culture and Heritage sub-committee of PRCAC to monitor the future development of this vision of a regional performing arts centre, or, the development of a multi-purpose facility including an arts, culture and heritage component.

Projected timeframe

2022 - 2016

Scope

Is	IS Not
Physical plant	Design, construction and project management
Associated programming	Program implementation
Regional destination point	Trent Lakes exclusive use
Business case development	Implementation

Alignment with PRCAC guiding principles

Principle	Aligned	Comments
Community wellness	Yes	Arts and culture included as significant components of community wellness [trends identified in other municipal PRC Master Plans]
Decisions made in the best interests of all township residents	Yes	Facility would serve all township residents with more limited use in NW quadrant
A community where opportunities for parks, recreation and culture, programs, events and facilities, will be accessible to all	Yes	Same
Sustainment and potential growth of existing and future programs, events and facilities	Yes	PRCAC survey showed varying levels of interest
Strengthened partnerships with community groups and corporate leaders	Yes	Opportunity for both exists but requires significant communication and outreach campaign
Communications which are timely and multidirectional	Yes	Success depends on communications establishing the facility as a destination point

Assumptions

- It must be scalable to the reality of potential use. Research into other municipal plans show that the cost of a centre can be a multi-million-dollar initiative.
- To be viable, it must have a 50% usage rate [viability will be based on incremental growth and exploitation of programs and events/activities]
- Concentration on achievable objectives/outcomes within the current term of Council and the committee, and identification of other potential objectives/outcomes 2022. [Unlikely that this assumption will apply]
- Financial sustainability: [same as (a)]

- The uncertainty of sustained grants, sponsorships, donations in face of significant potential changes both our economy. [Aside from a major fundraising campaign, this assumption lessens the viability of this initiative]
- Relative lack of capital project and increased operational budgeting at the municipal level based on other established priorities (work depot, fire hall, community hall) [Aside from a major fundraising campaign, this assumption lessens the viability of this initiative]

Objectives

- Financially sustainable facility.
- Intergenerational programming strategy, including school children, youth and seniors.
- Communication and outreach strategic plan [showing incremental usage Yr. 1-5]
- Partnerships and sponsorships in place
- Arts, Culture and Heritage Sub-committee in place

Milestones

Definition of needs documented [this document, based on PRCAC survey responses.

Development of facility and programming options and specifications [Note. Action steps to be determined].

Development of a comprehensive business plan [Note: Development of 'one time and ongoing capital costs, and legacy costs' and 'revenue sources']

Public consultation and staff review [Note: Development Q3, 2020]

Determination of priority [Note: in conjunction with other PRCAC proposed initiatives]

Needs analysis

Importance

There is a high importance applied to 'arts and cultural facilities' across resident type [37-52%], resident location [43-50%] and age. [36-52%]

Usage

There is not overwhelming support for cultural programming with the exception of: live music, art shows, community festivals and summer concerts. Other than that, the % of support rarely goes above 35%

Financial support

Support of allocating municipal funds in part is very low across all sectors: resident type [16-24%], resident location [23-29%], age [14-25]

Risk analysis

This initiative carries with it high risks in all aspects of its design, construction and operations

Evaluation as a priority

On a scale of 0-100, this initiative scores less than the threshold of 75%. Financial criteria are scored at 27% and non-financial criteria at 48%.

User statistics

No such statistics exist for Trent Lakes

Resources needed

Trent Lakes. Recreation and Facilities

Role: Ultimate responsible body from design through ongoing operations. It is normally the responsibility of staff to oversee building design and specifications, tendering as required, project management overview, identification of budgetary implications (operation, M&R and staff financial commitments)

Trent Lakes, CAO/Treasurer

Role: Gatekeeper of the municipal budget. Responsible for development of the municipal budget and its stewardship.

Trent Lakes. Planning and Development.

Role: Municipal advisors on all land use planning considerations. Includes environmental impact studies as required, compliance with all provincially driven policy directives.

Third party partnerships and sponsorships.

Role: Potential source for financial backing

Outside counsel

Role: Provide legal advice on all aspects of the initiative as required. May include contract negotiations, land use acquisition, legal opinions,

One time and ongoing capital, and legacy costs

Note: A review of township master plans for Alnwick Haldimand, Clearview, Douro Dummer, East Gwillimbury, Loyalist, Scugog, Tiny, Lincoln and Wilmot, did not provide any data

Planning and Development

Includes facility planning committee, consultant support, architectural design (\$25K), administrative oversight

Projected at \$100K

Start-up capital costs

Based on \$100 per sq ft for a 15,000 sq ft facility, interior furnishings approx. \$100,000, project management costs at 15%] = approx. \$2,000,000]

Projected legal costs

Insurance-related. Based on all applicable insurance needs

Outside counsel-related: land use planning, contractual negotiations, governance model) [Includes both projected start up (14K\$) and ongoing (5K\$) costs based on \$350hr].

Projected ongoing capital costs

Based on 2.5% of start-up costs or \$50,000/yr.

Land Improvements

Improvements with a cap of \$12K a year (above \$12K = a capital cost)

Projected annual operating costs

Includes: printing, office equipment, supplies, volunteer management, hydro, telephone, technology (equipment and computer programs) [projected at \$100K/yr.]

Projected annual maintenance and repair costs

Projected at \$15K/yr. NOTE: requires more research with comparable facilities elsewhere

Projected human resource costs affecting staff departments.

Projected at 50% FTE or \$40,000/yr. including benefits. Requires full-blown staffing requirements plan

Projected marketing and communications

Requires long term plan

General administrative costs.

PRCAC. Interim Master Plan

Based on 20% of ongoing operations

Revenue sources

Infrastructure grants.

Based on the backlash of COVID19, it is anticipated that major infrastructure grants similar to the Federal Government May 2020 announcement are unlikely, at best, infrequent and subject to competing municipal priorities.

Fundraising campaign.

Fundraising needs to be aimed at candidates outside of Trent Lakes, where the population is split on desire to help support new facilities, and the major users of this type of facility will be a low % of residents (year-round are the most interested, seasonal are not). Major effort involving a large team of volunteers. Without long term volunteer commitment, it is unlikely to materialize.

Private investment.

There is an opportunity to solicit investment from major businesses in Trent Lakes, (e.g. quarries). Investment from outside would require a solid and risk adverse business case.

User fees.

This source of income is totally dependent on facility memberships and event registration revenues.

Facility rentals

Base on incremental use of facility. No income Year One. Requires more research of similar regional/rural centres.

In kind

Strong volunteer base will reduce # of paid staff.

Trent Lakes - budget allocation

The results of the survey were mixed on the willingness of residents to endorse allocation of municipal revenues. The requirement for a PT staff member might be a showstopper.

Appendix H: Subcommittee terms of reference

Trails Subcommittee

Mandate:

To develop and recommend strategic direction and leadership required to ensure the development and sustainability of a trail network in the municipality of Trent Lakes.

Scope of the Subcommittee:

Reports to the Parks, Recreation, Culture Advisory Committee

Develops for review and presentation to the Parks, Recreation and Culture Advisory Committee a workplan designed to develop a Trails Master Plan

Develops for review and presentation to municipal council a municipal-wide Trails Master Plan

Advises the Parks, Recreation and Culture Advisory Committee in order to meet the following objectives:

- Increased use of existing trail systems.
- New trails developed in partnership with landowners and the municipality.
- Identification and promotion of sustainable land use practices in conjunction with the PRCAC and other PRCAC subcommittees.
- Mutually beneficial partnerships forged with diverse community partners.

Promotes collaboration with other parks, recreation and culture subcommittees.

Designs and promotes positive volunteer experiences, including collaboration with other volunteers' groups.

Undertakes other assignment as may be requested by PRCAC, as it relates to the overall purpose of the Subcommittee.

The Subcommittee does not concern itself with administrative or operational issues, except as presented in the context of policy and planning considerations.

Membership and Organization:

The Subcommittee shall consist of the following:

Voting members:

- Chair
- Vice chair
- Community representatives
 - Snowmobile club president
 - Community Members
 - Landowner representative
 - Strategic Advisor
 - Indigenous Rep

PRCAC. Interim Master Plan

- Youth Rep

Non-voting members:

- Staff members as deemed important.
- Invited guests by the Committee.

The Subcommittee shall be appointed to coincide with the term of Council.

The Subcommittee members will abide by the Committee and Board Policy (Policy AD-50) and the relevant Procedure By-law.

Remuneration:

None.

Meetings and Minutes:

The Subcommittee shall hold monthly meetings as required at the Municipal Office commencing at a time agreed to be subcommittee members and/or at an alternate site convenient to the members.

By majority agreement of voting members, a regular monthly meeting may be cancelled for lack of topics to discuss. Additional meetings of the Subcommittee may be called by the Chair to address urgent matters, at a time convenient to the members.

The meetings of the Committee shall be open to the public and conducted in accordance with the provision of the relevant Procedure By-law, as well as the Committee and Board Policy (AD-50).

Heritage Advisory Subcommittee

Mandate:

Within the mandate of the Parks, Recreation and Culture Advisory Committee and in an advisory role, to develop and recommend strategic direction(s) and leadership required to ensure the development and sustainability of a Heritage Advisory subcommittee in the municipality of Trent Lakes.

Scope of the Subcommittee:

Reports to the Parks, Recreation, Culture Advisory Committee

Develops for review and presentation to the Parks, Recreation and Culture Advisory Committee a work plan designed to develop a built, cultural and resource heritage strategy.

Develops for review and presentation to municipal council a municipal-wide built, cultural and resource heritage strategy.

Develops for review and presentation to municipal council through the Parks, Recreation and Culture Advisory Committee, the following objectives:

Advises the Parks, Recreation and Culture Advisory Committee in order to meet the following objectives:

- increased awareness of components of built, cultural and resources heritage
- identification of all cultural assets in the township, whether built, cultural or resource-based
- Mutually beneficial partnerships forged with diverse regional partners.
- preservation of Trent Lakes municipal 'memory through identification and preservation/conservation of public and private archival resources

Promotes collaboration with other parks, recreation and culture subcommittees.

Designs and promotes an education and awareness program, including collaboration with other regional heritage groups.

Undertakes other assignment as may be requested by PRCAC, as it relates to the overall purpose of the Subcommittee.

The Subcommittee does not concern itself with administrative or operational issues, except as presented in the context of policy and planning considerations.

Membership and Organization:

One member of the Subcommittee must be a member of the Parks, Recreation and Culture Advisory Committee.

Members of the Subcommittee are not appointed by municipal council.

The Subcommittee shall consist of the following:

- Chair (PRCAC member)
- Subject matter experts recruited by the subcommittee (e.g. land use, heritage designation, heritage policy)
- Representatives from stakeholder groups at the invitation of the Chair (e.g. local history societies, Architectural Conservancy of Ontario, Ontario Historical Society, Peterborough PACAC, Kawartha Naturally Connected))
- Invited staff members in attendance.
- Other invited guests

The Subcommittee members will abide by the Committee and Board Policy (Policy AD-50) and the relevant Procedure By-law.

Remuneration:

None.

Meetings and Minutes:

The Subcommittee shall book meetings as required at the Municipal Office commencing at a time agreed to be subcommittee members and/or at an alternate site convenient to the invited attendees.

A regular monthly meeting may be cancelled by the Chair.

Additional meetings of the Subcommittee may be called by the Chair to address urgent matters, at a time convenient to the invited attendees.

The business of the meeting will be conducted without motions requiring a vote. Items reaching a consensus agreement will be presented to the Parks, Recreation and Culture Advisory Committee and approved there by motion.

The meetings of the Committee shall be open to the public and conducted in accordance with the provision of the relevant Procedure By-law, as well as the Committee and Board Policy (AD-50).

The ‘New Sports Pad’ Subcommittee

Mandate:

Within the mandate of the Parks, Recreation and Culture Advisory Committee and in an advisory role, to develop and recommend strategic direction(s) and leadership required to ensure the development and sustainability of the new Sports Pad in the municipality of Trent Lakes.

Scope of the Subcommittee:

It should be noted that the existing Sports Pad has been in operation for 12 years and continues to be run by a group of volunteers. A number of these volunteers formed a Committee to Council representing the Sports Pad. The Committee Terms of Reference included: Marketing & Tourism, Partnerships, Public Relations & User Groups. Communication of Activities, Programs and Events continue to be made available via website, Facebook and e-mail.

The Committee is now transitioning into a Subcommittee of the Parks, Recreation and Culture Advisory Committee for the new Sports Pad.

Objectives:

- Work with existing User Groups & Supporters and Youth Groups to determine specific needs.
- Build upon existing professional relationships (architect, builder, engineer and planner) to further develop business plan.
- Continue to gain commitments from existing and new Volunteers, Contributors and User Pay Groups
- Source additional User Pay opportunities
- Keep current on Recreation specific funding opportunities and application intake timeframes.
- Recommend options for repurposing existing facility.
- Receive staff updates on land acquisition and suitability.
- Develop the following documents: Feasibility Study, Project Prioritization and Risk Assessment.

The Subcommittee will promote collaboration with other parks, recreation and culture subcommittees.

The Subcommittee does not concern itself with administrative or operational issues, except as presented in the context of policy and planning considerations.

Membership and Organization:

At least one member of the Subcommittee must be a member of the Parks, Recreation and Culture Advisory Committee.

Members of the Subcommittee are not appointed by municipal council.

The Subcommittee shall consist of the following:

- Chair, being a member of the Parks, Recreation and Culture Advisory Committee
- Industry experts for membership or consultation
- Representatives from stakeholder groups, existing user groups and existing volunteers at the invitation of the Chair
- Invited staff members
- Other invited guests

The Subcommittee members will abide by the Committee and Board Policy (Policy AD-50) and the relevant Procedure By-law.

Remuneration:

None.

Meetings and Minutes:

The Subcommittee shall book monthly meetings as required at the Municipal Office commencing at a time agreed to by subcommittee members and/or at an alternate site convenient to the invited attendees as determined by the Chair.

A regular monthly meeting may be cancelled by the Chair.

Additional meetings of the Subcommittee may be called by the Chair to address urgent matters, at a time convenient to the invited attendees.

The business of the meeting will be conducted without motions requiring a vote. Items reaching a consensus agreement will be presented to the Parks, Recreation and Culture Advisory Committee and approved there by motion.

The agenda shall be circulated to all members and invited attendees in advance of the meeting.

Appendix I: Risk assessments

Open space -boat launches

PRCAC Controls Analysis Worksheet													
Initiative	Boat launches												
Overall risk level	Low												
Phase	Risk	Consequence	Seriousness			Growth potential			Mitigation control(s)			Responsibility	Timeline
			H	M	L	H	M	L	Type		Description		
									P	C			
Planning and Development	No risks. Improvements do not require Council permission												
Financial administration	Overrun on land improvements	Land improvement is not undertaken			x			x	x		Assess reasonability of improvements	Director, F&R	As needed
Staffing requirements	No risks. Staff commitment is incrementally small												
Programming	n/a. Boat launches do not have programs												

Open space - trails

PRCAC Controls Analysis Worksheet														
Initiative	Trails													
Overall risk level	HIGH													
Phase	Risk	Consequence	Seriousness			Growth potential			Mitigation control(s)			Responsibility	Timeline	
			H	M	L	H	M	L	Type	Description				
									P	C				
Planning and Development	Difficulty in obtaining private land use approvals	Abort that section of trails network and move on to another section, or reroute that part of the trail		x			x		x		1. Leverage experience of other trails associations 2. Adopt best practices from other successes - Bruce Trail, TAG,	TBD	TBD	
	Cannot get enough volunteers to commit to ongoing maintenance and signage of trails	Must find alternate resources for maintenance		x			x		x		1. Leverage experience of local partners to recruit volunteers 2. Utilize existing student programs - community hours, summer students, course field work 3. Explore NFPs looking to provide work experience 4. Provide more incentives for volunteers,	TBD	TBD	
	Preliminary design estimates exceed proposed budget	Project is delayed pending re-assessment			x		x		x		Reduce size and design of proposed trail network	TBD	TBD	

	Project is not considered a priority by municipal council	Project is delayed but not necessarily shelved			x		x			x	1. Revisit timing of project and secure the project as a future priority, and/or 2. Proceed with volunteer - supported initiatives	TBD	TBD
Financial administration	Revenue from fund development strategies is not available	Threatens financial base for project		x			x			x	1. Monitor availability of existing grants and identify new grant sources as they are announced 2. Rejuvenate fund raising activities	TBD	TBD
	Construction costs exceed budget	Project is stalled			x			x	x		Ensure capable and experienced project management	TBD	TBD
	Revenues from fund raising and program fees are too low - SEE ABOVE #5											TBD	TBD
Staffing requirements	Recreation and Facilities staff not allocated	Suspend maintenance activities			x		x		x		1. Change scope of project and/or 2. Place greater reliance on volunteers	TBD	TBD
	Inability to recruit volunteer support - SEE ABOVE #2	Project is delayed but not necessarily shelved										TBD	TBD
Usage	User numbers are too low to sustain continued maintenance	Suspend maintenance on some of affected trails			x			x	x		Develop broad communication, promotion and outreach strategies and programs	TBD	TBD

Open space - pparkland and beaches

PRCAC Controls Analysis Worksheet																	
Initiative	Parks and Beaches																
Overall risk level	LOW to MEDIUM																
Phase	Risk	Consequence	Seriousness			Growth potential			Mitigation control(s)				Responsibility	Timeline			
			H	M	L	H	M	L	Type	Description							
									P	C							
Planning and Development	Approval for capital or high cost land improvements not approved	Specific improvements are delayed or dropped		x			x		x		Proposed improvement delayed, or dropped	Director, R&F	Individual application				
Financial administration	Cost overruns	Potential for removal from budget			x			x	x		Prioritize procurement costs by type	Director, R&F	Individual application				
Staffing requirements	More staff time required than available	Increased services cannot be maintained			x			x	x		1.Assess potential for trained volunteer support	Director, R&F	Individual application				
Programming	No risk																

Programming and services - programs

PRCAC Controls Analysis Worksheet															
	NOTE: Programming is currently focused on community halls. This assessment deals with future municipal programs.														
Initiative	Cultural, social and recreational planning														
Overall risk level	HIGH														
Phase	Risk	Consequence	Seriousness			Growth potential			Mitigation control(s)			Responsibility	Timeline		
			H	M	L	H	M	L	Type	Description					
									P	C					
Planning and Development	Municipality does not assume responsibility for programming	Programming remains the responsibility of community halls or unstructured private initiatives		x					x	x		Confirm responsibilities of municipality in service level provision of programming	Clerk, CAO	2021	
Financial administration -- programs	Not in the municipal operating budget	Programming remains the responsibility of community halls or unstructured private initiatives		x					x	x		Ensure community halls are self-financing	Director, R&F	Ongoing	
Financial administration -- events and displays	Initiative not approved by Council	Activity (e.g. heritage plaques) cannot be executed	x						x	x		1. Pursue 3rd party fundraising 2. Undertake a project-based fundraising campaign	PRCAC. Subcommittee	Ongoing	
	Funding not allocated in municipal budget	Activity (e.g. heritage plaques) cannot be executed	x					x		x		1. Pursue 3rd party fundraising 2. Undertake a project-based fundraising campaign	PRCAC. Subcommittee	Ongoing	
Staffing requirements	Staffing is insufficient to provide operational and administrative support	Activity (e.g. heritage plaques) cannot be executed	x					x		x		1. Develop a robust volunteer base 2. Develop partnerships with regional groups	PRCAC. Subcommittee	Ongoing	

Programming and services - community halls

PRCAC Controls Analysis Worksheet														
Initiative	Community Halls. Programming													
Overall risk level	LOW to MEDIUM													
Phase	Risk	Consequence	Seriousness			Growth potential			Mitigation control(s)			Responsibility	Timeline	
			H	M	L	H	M	L	Type	Description				
									P	C				
Planning and Development	Lack of coordinated approach between Community Halls	Opportunities for new programs across halls reduced		x		x			x		Establish a Community Halls subcommittee of PRCAC	PRCAC	2021	
	Lack of municipal policy	Status quo will continue		x			x				Ensure that a policy is developed	PRCAC and staff	2021	
Financial administration	Cost overruns	Programs are not self-financing		x				x	x		Ensure any new programs are self-financed, incl. potential private investment	PRCAC, Director, R&F	Individual application	
	Inadequate funding	Longer period of time for community hub concept to materialize and/or reduced opportunities	x				x				Develop a strong fundraising campaign	BCC	2021 -	
Staffing requirements	More staff time required than available	Increased services cannot be maintained			x			x	x		1.Assess potential for ongoing, trained volunteer support	Director, R&F	Individual application	

Programming	Cost overruns	Programs are not self- financing		x					x	x		Ensure any new programs are self-financed, incl. potential private investment	PRCAC, Director, R&F	Individual application
-------------	------------------	--	--	---	--	--	--	--	---	---	--	---	-------------------------	---------------------------