



# **City of Brockville**

## **General Committee**

### **Agenda**

**4:30 PM - Tuesday, January 17, 2023**

Hybrid/Virtual Meeting

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Page

- 1. Land Acknowledgement Statement**
- 2. Chair's Remarks**
- 3. Disclosure of Interest**
- 4. Delegations and Presentations**
  - 4 - 44      1. Brockville Tourism  
2022 Annual Report

Thomas Harder will be presenting the Tourism Annual Report to the Committee.  
[Tourism Yearly Reporting 2022 v2](#)
  - 5. **Correspondence and Communications**  
Nil.
  - 6. **Reports from Boards and Committees**  
Nil.
  - 7. **Staff Reports**
    - 45 - 48      1. 2023-5  
Ernie Fox Quay - 2022 Season electrical rebate

THAT Council approve a rebate in the amount equivalent of \$4.00 per foot to 2022 seasonal boaters of the Ernie Fox Quay harbour and;

THAT the rebate exclude seasonal boaters at the Ernie Fox Quay harbour who terminated their lease or have been issued part or full refunds and;

General Committee Agenda  
January 17, 2023

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- THAT the rebate be funded by the surplus in harbour electricity billing that resulted from no hydro being available during the 2022 boating season.  
[2023-005](#)
- 49 - 52            2.     2022-226  
Retroactive Tax Adjustments due to Sewage Back Up Executive Condominium  
  
THAT Council authorize a reduction of the assessed values of the affected units (5 in total) of the Executive Condo Units retroactive to the date of the damage.  
[2022-226](#)  
[Water St. Calculations](#)
- 53 - 59            3.     2023-8  
Appointments to Boards and Committees Policy  
POL.A.23.149  
  
THAT Council adopt Policy POL.A.23.149 Appointments to Boards and Committees  
[2023-8](#)  
[POL.A.23.149 Appointments to ABCs](#)
- 60 - 69            4.     2023-10  
2022 November Variance  
  
THAT Council receives report SR2023-10, 2022 November Variance.  
[2023-10](#)  
[November 2022 Variance - City Departments](#)  
[November 2022 Variance-Water](#)  
[November 2022 Variance-Wastewater](#)  
[November 2022 Variance-Community Partners](#)
8.     **Information Items**  
Nil.
9.     **New Business from Committee Members**  
Nil.

**10. Committee Consent Agenda**

**11. Media Question Period**

**12. Adjournment**

THAT the General Committee adjourn its meeting until the next regular meeting scheduled for February 21, 2023.

**Minutes from City Boards and Committees**

70 - 77	Railway Tunnel Committee <a href="#"><u>Railway Tunnel Committee - 08 Dec 2022 - Minutes</u></a> <a href="#"><u>Railway Tunnel Committee - 08 Dec 2022 - Minutes</u></a>
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# Tourism Annual Report

## January 17, 2023

### 2022 Review



Brockville



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# Brockville Tourism, 2022 Review

Back to Normal - Kind of!

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## Guiding Principles

1. High touch, In-market
2. Creating the culture of a Marketing and Sales organization
3. Digital first information delivery

## Customer Focused Goals

1. Increase dwell time
2. Maximize the number of visitors

## Background

In 2020, The City of Brockville awarded 2 Tourism Contracts to the Aquatarium. Both contracts consisted of a 1 year term with the option of two 1 year extensions.

The second contract (RFP-04) was for Tourism Information and Stakeholder Services and held a value of \$225,000.

The first contract (RFP-05) was for the Marketing and Promotional Services and held an annual value of \$111,000 for the 2021 season. 2022's value was determined by the 2021 collected MAT tax calculations.

The Aquatarium commenced Tourism Operations on January 1, 2021.

2023 is the 3rd and final year of the original contracts.

## Executive Summary

This report provides both summary and detailed information on the planning, execution and management of the 2022 Tourism objectives.

2022 demonstrates that tourism in Brockville is robust and moving closer to pre-pandemic levels. The Brockville Tourism team remained focused on delivering its imperatives: Increasing dwell time and maximizing the number of visitors while continuing to grow and improve Tourism's digital-first presence, advancing the Ambassador program, and strengthening stakeholder relationships.

2022 started off in another COVID lockdown, but by the summer the tourism season kicked off with few to no COVID-19 restrictions. Stores, restaurants, venues and attractions began to operate as normal. In October 2022, the Canadian border removed its COVID testing/ documentation requirements along with the use of the CBSA ArriveCan app. This final requirement removed confusion for international travellers entering Canada.

Brockville saw its flagship events back in full force. Visitors enjoyed the return of the Tall Ships, 1000 Islands Regatta and the RibFest. Both the 2022 Tall Ships Festival and the 1000 Islands Regatta drew record crowds and were considered a renowned success. Tourism is looking forward to continuing to support upcoming festivals and events.

Digital advertising started with a focus on paid online advertising through both Google and Facebook. Strategically, the ads were geographically and

demographically targeted based on Ontario tourism trends. The year ended with 67 campaigns being executed across Facebook and Google that yielded over 623,000 clicks that further engaged the user.

Social Media and online presence saw a very strong 2022 start. The Tourism Facebook fanbase ended at 13,821 followers.

The CBRE Hotel report indicates a rebound in occupancy rates and average daily rates. It appears that the 2022 local hotels will post numbers close to that of pre-pandemic values.

## Surveys

### Insights into the Tourist & the 2022 Season

#### 2022 Survey Approach

Two key surveys were organized and conducted.

##### 1. Ambassador Survey

Through discussion during the season, the Ambassadors gathered information from tourists. Over 1,000 discussions were logged.

Information gathered from these surveys helped adjust in-season advertising and promotions along with Ambassador scheduling.

##### 2. End of Season Satisfaction Survey

To enhance and strengthen decision making and planning, Tourism conducted an end-of-season Satisfaction Survey. An email was sent out to over 13,000 individuals who had engaged with tourism. This resulted in over 500 full responses.

#### Survey Analysis

The following identifies takeaways from combining answers from both the Ambassador and Satisfaction Survey.

- Brockville provided an enjoyable day visit for families and small groups. The tourists overwhelmingly (88%) had a very positive experience during their visit and are planning to come back
- 97% would recommend Brockville to family and friends
- Tourist demographics suggested that visitors consisted primarily of friends and family groups traveling from Ottawa, Montreal or Toronto by car for a day visit.
- The Brockville Railway Tunnel was a main attraction, along with exploring the City (Waterfront) and festivals.
- Free activities dominated in the attraction of tourists
- While visiting, tourists walked the Waterfront and Tunnel, visited the Aquatarium, ate food, and enjoyed a festival.
- More Parking, improved signage, Instagrammable locations, more festivals along with waterfront restaurants were noted as opportunities

## Ambassador Surveys

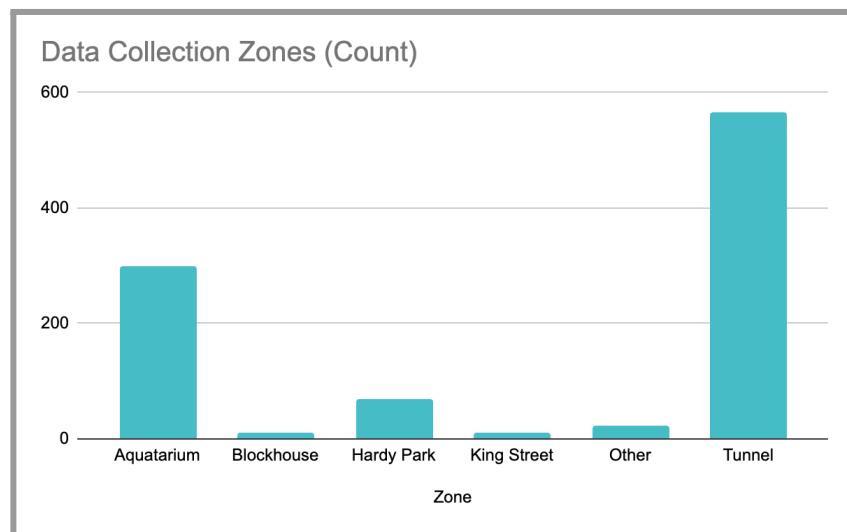
### Ambassador Survey

The Ambassadors were tasked with cataloging conversations with visitors. The operational data collected from these conversations included: the Zone (where the conversation took place), the party size, where the tourist(s) resided, along with the date of the survey. Surveying started in July and ran through November. During this timeframe, over 1,000 visitor surveys were conducted.

## Survey Results

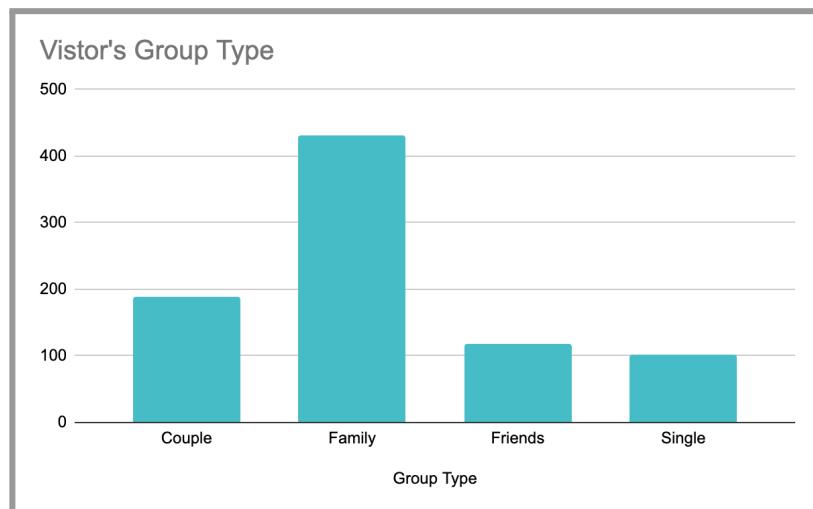
### Data Collection Zones

Throughout the season data was collected across predefined zones. The Tunnel Zone provided the most data points with the Aquatarium second.



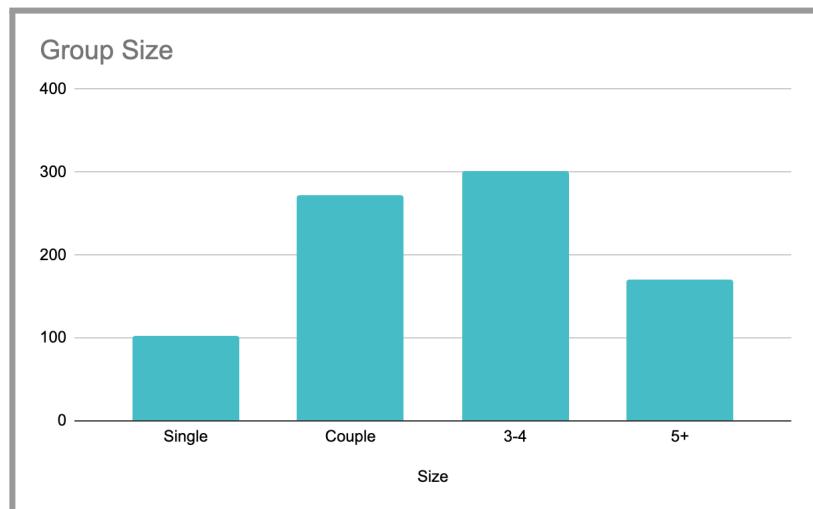
### **Visitor's Group Type**

Data collected by the Ambassadors suggests Family was the largest (51%) group type.



### **Group Size**

According to the data collected by the Ambassadors, 55% of the visitors traveled in groups with 3 or more individuals.



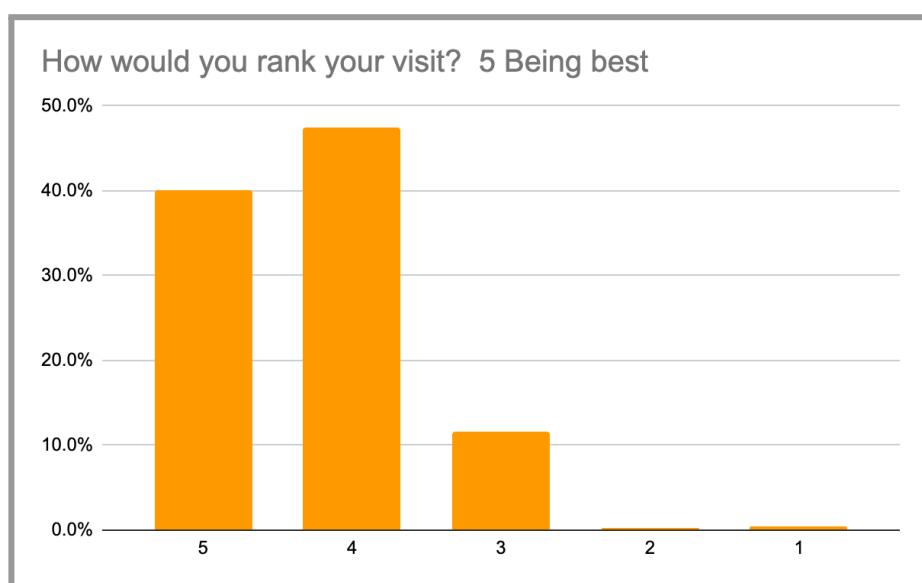
## End of Season Satisfaction Survey Results

This Satisfaction Survey was conducted in October, 2022 and asked questions about the visitors' experience in Brockville, the level of satisfaction with their visit, where did they travel from, what brought them here and what did they do while visiting. Tourism received 518 results. **500 surveys allows for a +/-5% margin-of-error on a populations of 10,000 or more - Survey Science SurveyMonkey)**

### Survey Results

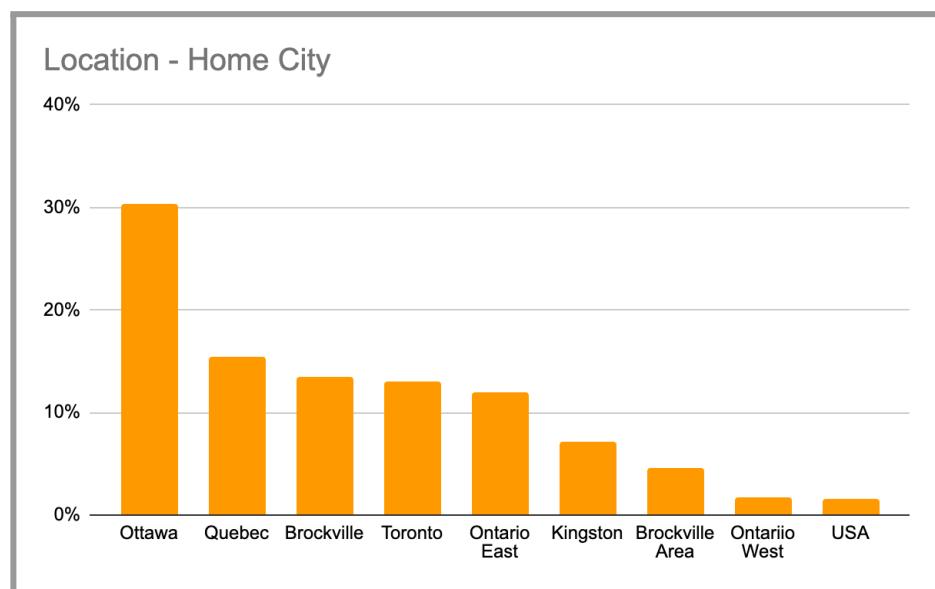
#### Overall, how would you rank your visit?

Out of 406 responses to this question, 88% of visitors gave their visit a top box ranking.



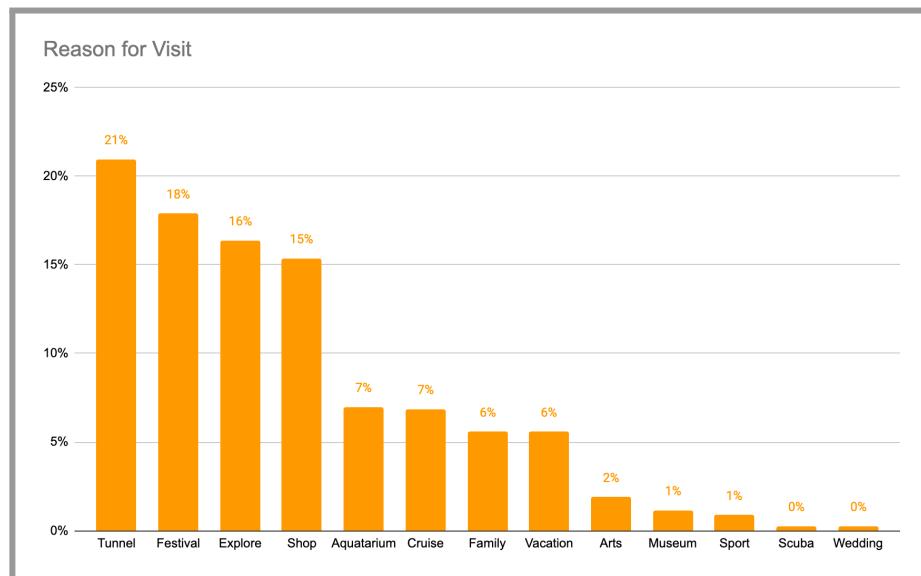
### **Where do you live?**

Out of 506 clear responses, some 30% listed Ottawa (or region) as their home city. Quebec (Montreal) was second with 15%.



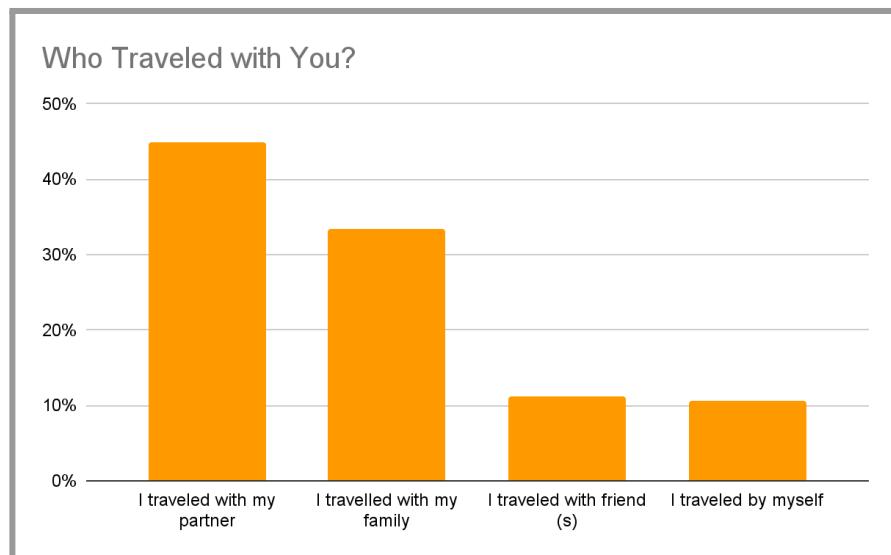
## Your Reason to visit?

The data from the End of Season Survey polled the visitor for their initial reason for visiting. This was an open-ended question, and for the 378 that answered, the Tunnel was the greatest reason (21%). This data also indicates the majority of travellers (>80%) have a destination in mind for their visit. Note: free activities have historically been higher.



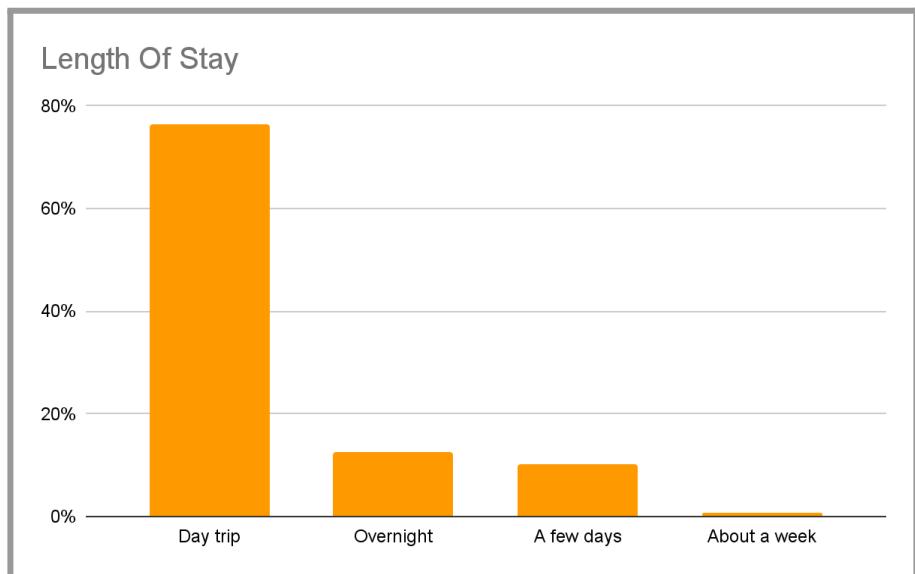
## Who travelled with you?

The Satisfaction Survey Data suggested that people travelled with their partners or family (78%). The vast majority travelled as a group.



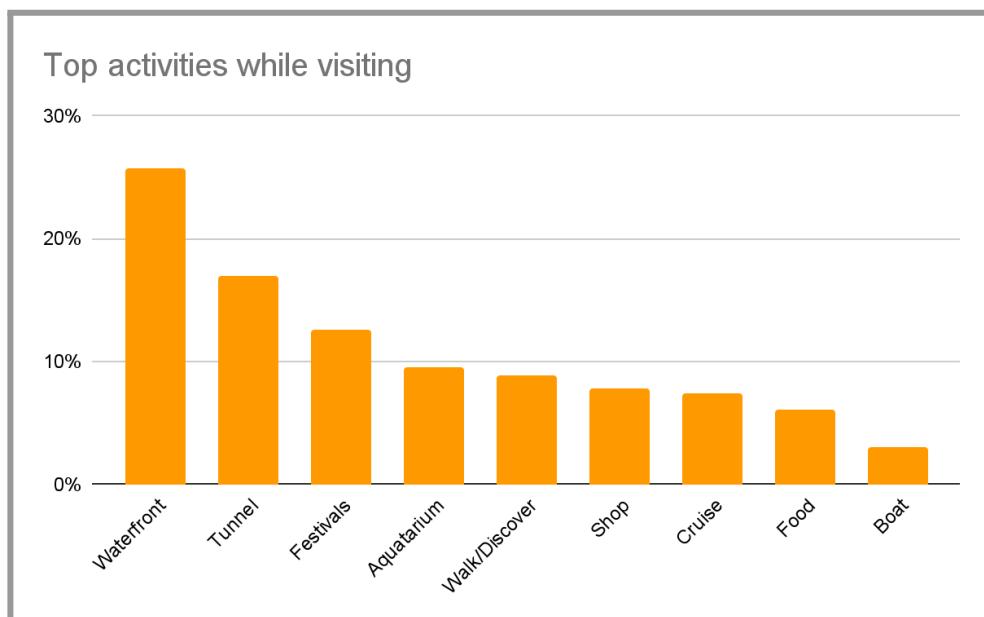
### **How long did you stay?**

Satisfaction Survey data also suggested that out of 360 responses, Day Visits represented the vast majority (76%) of the stays. This also suggests that 24% of stays were one or more nights. For those that stayed overnight, 63% choose paid accommodation.



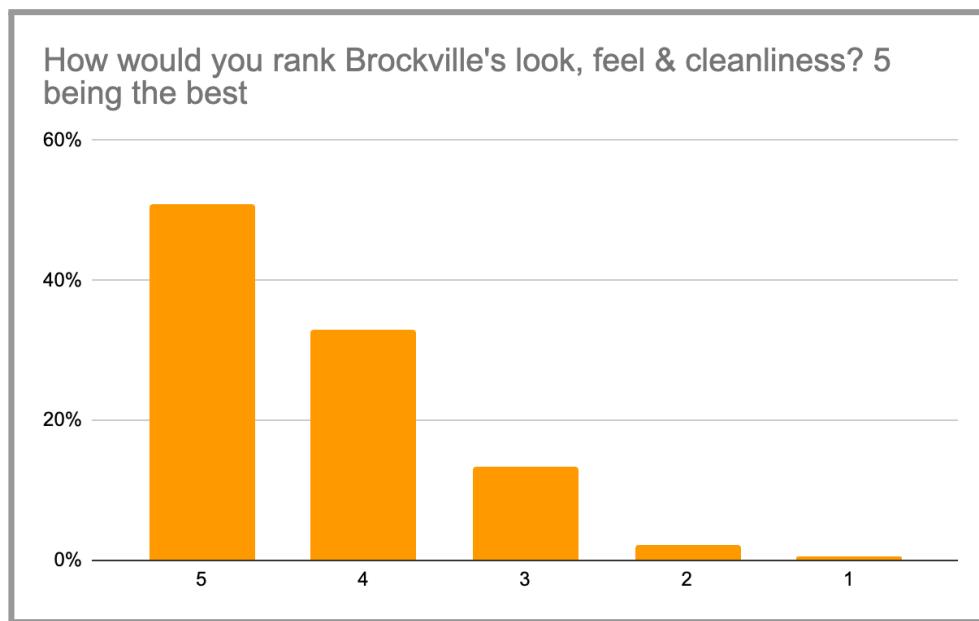
### **Top activities while visiting? (Top responses)**

This question was open ended. From the 211 direct responses, the satisfaction survey's top response was clearly a waterfront theme with the 2023 festivals being recognized in the top 3.



**As a visitor, how would you rank the look, feel and cleanliness of Brockville?**

84% of visitors gave Brockville a high ranking “cleanliness” rank.



**Would you recommend Brockville?**

Overwhelmingly, respondents said yes. Out of 408 visitors, 97% would recommend Brockville to family and friends.

**97% would Recommend**

**Planning to visit Brockville in 2023?**

Out of the 109 responses, 66% indicated they are planning to return to Brockville.

**66% Planning to Come Again**

**What is your one thought to improve Brockville as a tourism destination?**

Below are common themes generated from 357 visitor's responses. Efforts have been taken to categorize this data. Due to the type of data, analysis remains qualitative and subject to interpretation.

**1. Better / more parking, excerpts below**

- "Finding parking is difficult"
- "Better parking"
- "More waterfront parking"

**2. More festivals / events, excerpts below**

- "Increase your family friendly activities, festivals and restaurants"
- "More music festivals"
- "Tall Ships was exceptional! Do more of these."

**3. Leverage food and restaurant options, excerpts below**

- "Highlight unique restaurants in downtown core along with craft breweries etc"
- "More restaurants and activities by the waterfront"
- "Would love to see more package deals (I.e boat cruise, hotel and restaurant offer)"

**4. Instagrammable spots, excerpts below**

- "More Instagram photo op spots"
- "Direction to great photo locations plz"
- "Insta locations - where are they"

## The Ambassadors

### Summary

The goals of the Ambassadors were to proactively engage visitors (directly meet with the tourists in the community) and to provide insights and meaningful suggestions to enhance and prolong their stay. During the visitor conversation, the Ambassador also gathers data. This data provides a pathway for automated marketing and additionally drives insights into future tourism decision-making.

The Digital Guide was available to support the Ambassador in providing accurate recommendations to the visitor.

Ambassadors provided support for the many events, fairs and festivals throughout the season. This was highlighted by the dedicated support the Ambassadors provided for the 2022 Tall Ships Festival.

Launched in the 2022 season, Ambassadors now have the ability to digitally provide visitors with incentives that would enhance their stay or encourage a return visit. These incentives included accommodation discounts, restaurant savings, shopping discounts and event passes. Deemed as a successful pilot project this program will be further developed for the 2023 season.

A smaller contingent of Ambassadors provided support for Tourism throughout the remainder of the 2022 season. These ambassadors continue to work with smaller events like ... promoting stakeholder visits during the shoulder and winter season.

Ambassadors were scheduled daily across strategic Brockville Tourism Zones. Each week the team invested 350 hours to guarantee the visitor has an experience they will remember and share.

During peak times Ambassadors were scheduled starting at 8am and finishing at 9pm. As daylight decreased, the ambassador's schedule shifted to finishing at 7pm.

### Results & Reporting

- In 2022, Ambassadors have engaged, helped, and made suggestions to over one thousand visitors.
- 2022 labour shortage made it difficult to maintain consistent Ambassador staffing.

## Key Insights

- The Ambassador program proved to be a success again for the 2022 season, providing just-in-time information in an enthusiastic, knowledgeable manner.
- The Ambassadors had an opportunity to build a rapport with the tourist(s) and as such had a positive impact.
- The Ambassadors created the opportunity to gather contact information from tourists, allowing ongoing communication.
- The Ambassador increased guest dwell time by suggesting activities, events, and amenities.
- The Ambassadors are a key asset to Tourism. They are having face-to-face conversations with tourists and building connections and relationships. From anecdotal conversations, the feedback has been positive from both the tourists and operators.

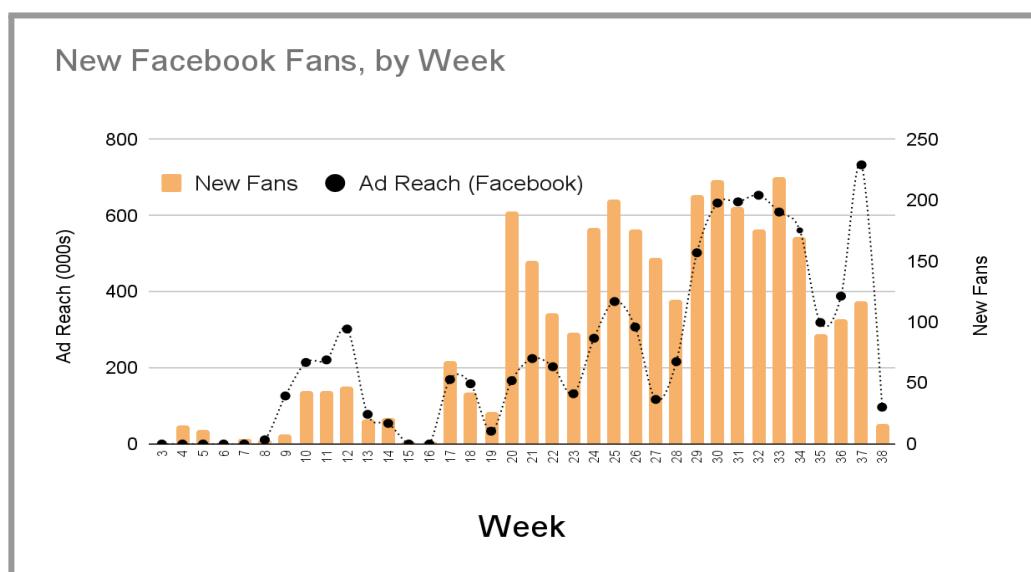
# Social Media

## Summary

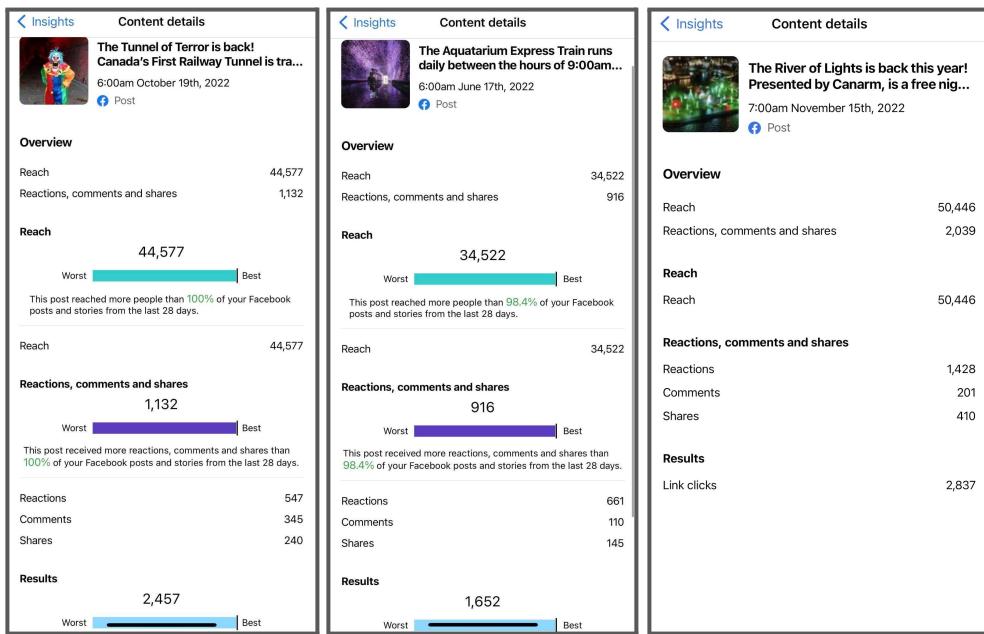
Through dedicated and consistent attention, the Tourism Facebook page exceeded 10,000 fans during the 2022 season. It is often recognized that in the Facebook universe, only 4% of Facebook pages achieve beyond 10,000 fans. Tourism ended the 2022 season with a total of 13,820 fans.

In support of organic social media, strategic paid advertising significantly increased the reach of both Facebook and Instagram.

The following graph demonstrates (weekly) the advertising spend alongside the growth of the Facebook fanbase.



Below are examples of organic posts and key performance metrics for 2022. Often reach exceeds well beyond 30,000 for individual posts.



## Key Results

The following table outlines the end of year results for Facebook and Instagram. A disciplined, professional approach created best in class performance, engaged and informed the tourist throughout 2022.

Key Facebook Stats YTD (ending December 2022)		
Page Reach	New Page Likes	Total Followers
<b>13.5M</b>	<b>5,309</b>	<b>13,820</b>

Key Instagram Stats YTD (ending December 2022)		
Reach	Profile Visits	Total Followers
<b>270,752</b>	<b>8,054</b>	<b>2,339</b>

## Key Insights

- Facebook proved to be a key resource for both paid and organic outreach
- The strategic use of paid advertising greatly drove up the total reach
- Communications have significantly increased through posted comments and direct messages on Messenger.
- While social media is evolving Facebook remains a key tool to drive awareness and interest about Brockville.
- Instagram allowed access into a younger, family demographic

## Visitor Centres

### Summary

Brockville Tourism actively worked from two convenient visitor locations. The main Tourism Visitor Centre is located in the Aquatarium at Tall Ships Landing. The second remote location is located at Tunnel Plaza

During the peak tourist season, both Visitor Centres were staffed from 10 am until 5 pm, 7 days a week. Spot counting suggests that it is common to have up to 500 people drop into the centres during peak days.

Exterior and interior signs were developed to guide the tourist.

### Results & Reporting

- During the peak season, on average Tourism received 12 phone calls per day, and 200 emails were processed for the season.
- It is important to note, that within the 2022 season, continuing from the 2021 season, the visitor had various, new methods of seeking information and support from Tourism, such as; website ChatBot, Toll-Free Phone Number, Social Media comments, social messenger requests, and contact forms.
- Traffic count for the Aquatarium in combination with the Tourism Centre was 55,983 visitors.

## Key Insights

- The Tourism Cabin in Tunnel Plaza proved to be a convenient location to engage the visitor.

- Tourism was able to leverage additional traffic and increased awareness from the Aquatarium's guests, and the flow of people moving through Tall Ship's Landing.
- Sharing the location with the Aquatarium provided staffing efficiencies.

## Stakeholder Management

### Summary

Tourism actively worked with stakeholders and events operators to re-establish committees, events and festivals that were closed throughout COVID.

With the removal of restrictions Tourism attended trade shows and sector meetings in order to advance and build a larger Tourism peer network.

### Reporting and Results

Tourism actively collaborated with an array of stakeholders to strengthen tourism, build relationships and sought a better understanding of opportunities.

Tourism published a monthly newsletter to over 350 members. This newsletter shared upcoming local events, spoke to tourism trends and provided information on opportunities for stakeholders.

2022 saw the first Aquatarium lead Brockville Tourism summit. Held at the Aquatarium, 7 presenters shared insights and information to over 50 guests. This proved to be an exceptional event for sharing and networking.

Tourism participated in several trade shows and events including Rendez-Vous Canada, Ontario Motor Coach Association marketplace and International Plowing Match.

## Key Events

Tourism supported several initiatives throughout the season. Listed below are key events.

- **Tall Ships Festival**
- **1000 islands Regatta**
- **Ribfest**
- **Smaller Events**
  - Canine Water Sports
  - TIKO Dog Show
  - River Jams
  - PoutineFeast
  - DBIA Street Festivals
- **Various local Fairs**
  - Spencerville Fair
  - Lansdowne Fair
  - Lyndhurst Fair
  - Delta Fair

## Key Insights for Stakeholder Events and Venues

- As a result of COVID-19, 2022 was a rebuilding year for stakeholder communication and tourism networks
- The Brockville Tourism Summit proved to be a success and was well received as a networking event.

## Bloggers & FAM Tours

Tourism worked with several Media Influencers and coordinators. Although 2022 had limited opportunity for working with professional influencers, Tourism is in negotiations with several including @destinationandleisure boasting 1M followers.

### 2022 Influencers

Alicia Waid

Holiday Towns Campaign,

December 2022

88k impressions with 3k engagements

Kirsten Wendlandt

13 Magical Christmas Towns in Ontario that will make you feel like you stepped right into a Hallmark Christmas Movie - Campaign

December 2022

348k impressions with 7k engagements

### 2022 Fam Tours

Great Lakes Cruise Association

Stephen Burnette

The Great Lakes of North America comprise a unique body of water surrounded by diverse landscapes. They are accessed through the St. Lawrence River and the Erie Barge Canal. In surface magnitude, the lakes resemble a series of inland seas where the land sinks over the horizon as cruise ships depart their harbours and head to their next port of call.

Investigating the opportunity of Brockville being a port of call

## Tourism Advisory Committee

Throughout 2022 Tourism continued monthly Tourism Advisory meetings.

The purpose of the Tourism Advisory Committee is to gain sound advice from those operators that live tourism on a daily basis. This group will provide input on Tourism's initiatives to ensure they are aligned with the needs, goals, and objectives of our Stakeholders.

The Committee provided insights and made recommendations in the following areas:

- Tourism Trends, Successes and Challenges
- Tourism Marketing
- Partnership and Resource Development
- Festivals and Events
- Strategic Initiatives

- Collaborative Programs
- Increasing Awareness

Some specific for 2022 were:

- Shutting down blockhouse traffic to allow for increase pedestrian traffic
- More kayak ramps
- Increased beautification and better signage
- Need for the tunnel to remain open longer throughout the year

Concerns for 2022

- Housing shortage
- Labour shortage
- Managing tourist traffic

## Digital Presence, Advertising and Promotions

### Summary

The new website was launched in March of 2021 and a major refresh was done in February of 2022. Updates and additions continued throughout the year. The website houses the sections “Things To-Do”, “Eat & Drink”, “Places to Stay” and “Shows & Events”. Additionally, there are some 25 blogs, from Hiking to swimming to having a COVID safe journey... all encouraging the browser to visit and stay in our city.

An online Digital Guide and Digital Map is accessible through the tourism website. The Digital Guide and mapping also served as a resource tool for our ambassadors.

The majority of advertising was digital, using Facebook and Google as the platforms. Digital advertising allowed for flexibility in responding quickly to changes in Stakeholder and Visitor behaviours and feedback from stakeholders helped drive advertising themes. Full advertising programs began in February. Advertising was targeted based on adaptive demographic and geographic profiles relative to the audiences of the featured attraction or event.

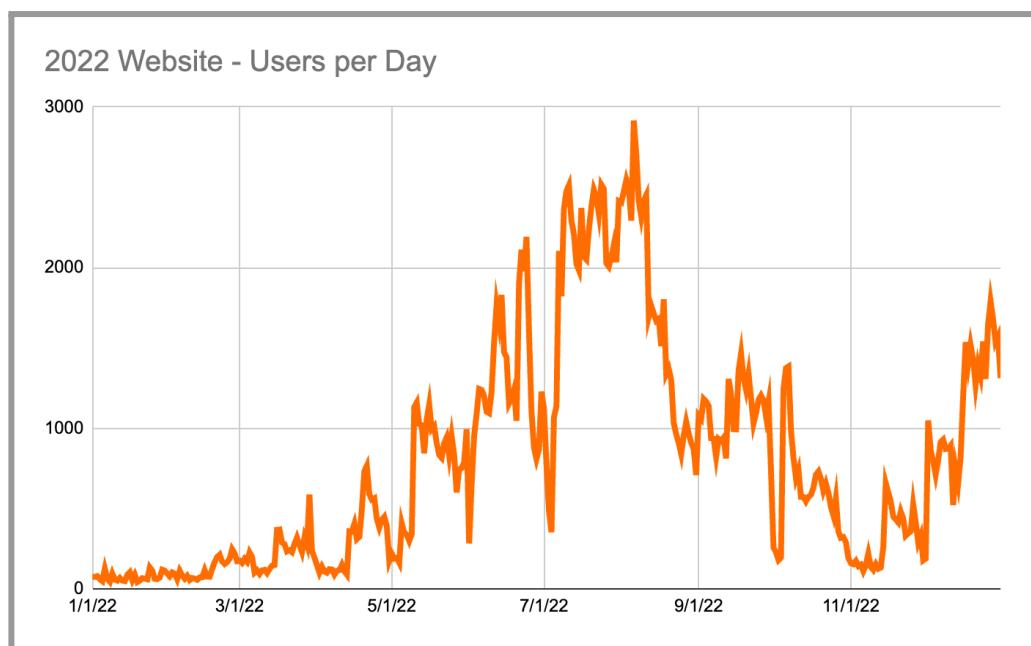
The printed Guide was again based on the Digital Guide and printed in several runs, allowing for changes and adaptation. A standalone map was printed featuring a city map and a regional map on the reverse. The map project was funded by paid advertisements from tourism stakeholders. Both the guide and map were distributed to key locations throughout South Eastern Ontario.

## Digital Presence

### Website

Brockville Tourism launched a new website in the spring of 2021. Strategically, the website was refreshed for the 2022 season. This included updating all the major categories; Things To Do, Eat+Drink, Places to Stay, Shows+Events. The calendar was reworked and structured to allow for more convenient viewing. All external information was updated to insure accuracy for the visitor. New creatives were added to drive interest and maintain relevance with the market.

The website performed well across the entire 2022 season. It was common to have daily web traffic above 1,500 users in the peak season. Additional 255,434 users drove 442,634 pageviews. This is a result of strong 2021 momentum combined with consistent, steady organic and paid activity in 2022.



The top website pages viewed were; the calendar of events, places to stay and activities for family pages.

Ottawa, Montreal and Toronto were the leading locations that drove web traffic. Other noted locations were Kingston, Cornwall and Belleville. The United States drove over 25,000 users predominantly coming from New York State.

## **Digital Guide & Digital Mapping**

Similar to the website, the Digital Guide continues to grow in both content and engagement. The focus of the Digital Guide is to provide the visitor (or Ambassador) a method of searching restaurants, accommodations and activities. Individually, each listing not only has the address and Google directions but also shows some key features such as “family friendly”.

Currently the Digital Guide hosts a comprehensive directory of eateries, restaurants, and attractions. Each listing includes 3-4 bullet points outlining highlights & key features as well as a direct connection to the relevant Google Maps listing. This enables Ambassadors to provide consistent information to visitors and to send directions straight to Visitors’ email address or mobile devices.

There were 2,363 Pageviews on the Visitor Guide page with an average time on page of over 2 minutes. This page contains the links to both the Digital Guide and the Digital Map.

## **Digital Advertising Campaigns**

Paid advertising included 67 advertising campaigns using both Google & Facebook Ads. The advertisements were viewed over 27 million times by recipients who were targeted by geography and demographics. Potential visitors to Brockville clicked on the advertising over 624 thousand times, to receive more information, to access the website or to enter a contest. This activity supported the addition of 8,227 registered email leads.

The individual advertising campaigns were designed to support specific festivals, events and attractions. A major component of paid advertising was to increase the fan base of social media thus broadening the reach or organic posts. Paid advertising tailored content specific to events, attractions or festivals. Generally, the geographic target of ads was within a 175 KM radius from Brockville. Where appropriate, ads were targeted both into Quebec and/or the United States. A consistent messaging was to stay longer and come back.

As an example, the July Tall Ships Festival Campaign yielded over 2 million impressions, 10,000 clicks.

The table below shows the 2022 end of year spend and performance metric. Although Google has a higher cost per click value than Facebook, \$0.54 vs. \$0.12, Google offers more targeted advertising and allows Tourism to engage beyond its known fanbase.

Campaign Totals 2022				
Media	Spend \$	Campaigns	Impressions	Clicks
Google	\$55,443	34	13M	103k
FaceBook	\$60,477	33	14M	512k
Total	\$115,919	67	27M	624k

## Print Materials & Distribution

### **Maps**

18,000 Brockville Tourism Maps have been printed for the 2022-2023 season. This material is sponsored by operators and stakeholders and does not burden the tourism's budget.

Maps easily identified Tourism properties along with regional advertising. Maps also supported the Ambassador - Visitor interaction.

This map is also available digitally.

### **Guide**

Building consistency across all promotional materials, the 2022 Printed Guide was developed to reflect the website refresh. A 24-page full colour guide was produced complete with a tourism directory.

9,000 guides were printed, 8,000 guides were distributed at; USA borders, regional OnRoutes service stops, major attractions and key stakeholders.

This guide is also available digitally on the website.

# CBRE Hotel Trends Report

## Accommodation Report

CBRE is a benchmark for providing indicators for the health of Tourism in Canada, Ontario and tourism divisions. CBRE Hotels Research offers an extensive data and analytics platform, providing the most sought-after hospitality insights. This platform provides on-demand key performance indicators for 65 markets and 435+ submarkets

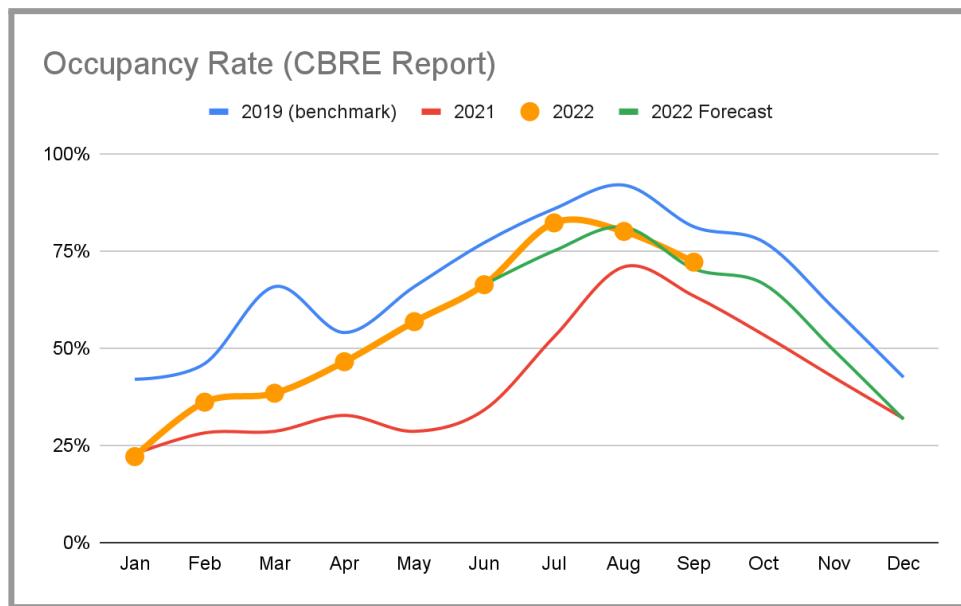
Below is the 10 Month Report ending October 2022, for RT09. Clearly Brockville and RT09 have shown a strong recovery.

TRENDS IN THE CANADIAN HOTEL INDUSTRY National Market Report: A monthly professional publication									CBRE
Report of rooms operations for RTO 9 TEN MONTHS ENDED OCTOBER 2022									
Location	Occupancy Percentage			Average Daily Rate			Revenue Per Available Room		
	2022	2021	*Point Change	2022	2021	Variance	2022	2021	Variance
Kingston	57.5%	44.4%	13.1	\$168.85	\$135.98	24.2%	\$97.12	\$60.44	60.7%
Gananoque	49.8%	41.0%	8.8	\$147.15	\$130.27	13.0%	\$73.26	\$53.45	37.1%
Brockville	57.6%	42.1%	15.5	\$134.81	\$105.08	28.3%	\$77.59	\$44.20	75.5%
Bay of Quinte (Quinte West, Belleville, Napanee)	62.5%	54.8%	7.7	\$143.72	\$129.35	11.1%	\$89.77	\$70.92	26.6%
Cornwall   Kemptville	71.1%	59.5%	11.6	\$140.85	\$117.00	20.4%	\$100.19	\$69.57	44.0%
<b>TOTAL RTO 9</b>	<b>59.5%</b>	<b>46.9%</b>	<b>12.6</b>	<b>\$155.54</b>	<b>\$130.13</b>	<b>19.5%</b>	<b>\$92.51</b>	<b>\$61.01</b>	<b>51.6%</b>

Brockville has posted the largest point change or variance for occupancy rate, average daily rate and revenue per available room, within our region.

Specifically, Brockville in July saw an Occupancy Rate of 82% vs a 53% a year earlier. In the same month the Average Daily Rate was \$150 vs \$92 a year earlier.

The graph below shows hotel accommodation in Brockville (in step with our region) have seen a strong recovery. Occupancy and room rates challenge pre-pandemic numbers.



## Funding & Support 2022

Tourism received \$39,344 in funding from several different sources this year. \$14,344 was received from the Canadian Summer Jobs Grant, RT09's Drive for excellence contributed \$15,000 and the Printed Map added another \$10,000.

Tourism continues to actively source externally funding for its operations, stakeholders and Tourism operators.

## Coordination with the 5 Year Plan

The following table coordinates the activities of 2022 with the deliverables of the Tourism's 5 Year Strategic Plan

<b>Key Imperative</b> <b>Increasing dwell time and maximize the number of visitors</b>		
<b>Alignment with the Brockville's Five-Year Action Plan (section 4.7)</b>		
<b>Deliverables</b>	<b>Key Action Taken</b>	<b>Key Details / Results YTD</b>
Strategic advertising spend	Concentrating on the "rubber tire market". Ads were geographically and demographically targeted based on Ontario Tourism trends and RT09 recommendations. Ads were developed promoting specific events, festivals and activities.	67 Campaigns throughout Ontario, Quebec and the United States. These ads yielded over 600k users who further engaged with promotions or contests.
Leverage the Ambassador program	The Ambassador program remains a cornerstone for engaging visitors. Ambassadors are trained to provide recommendations designed to increase dwell time. Ambassador started in June.	The Ambassadors executed the pilot coupon program and conducted over 1,000 visitor survey
Leverage and support the 2022 Tall Ships Festival	Tall Ships has been integrated into the Tourism website, printed and digital media.	Promoted in a series of ads across Google and Facebook. Showcased in Social posts across Facebook and Instagram. Supported in an organic give-a-way contest. Funding assistance through the AQ/RT09.
Utilize the CRM contacts database	Sharpspring (CRM database) is being utilized for 2022. Total membership of the	Leveraged visitor newsletter and

	database is 10,000.	engagement.
Provide real-time information and value-added incentives when interacting with the tourist	Ambassadors have been equipped with a digital marketing coupon program allowing the fulfillment of targeted coupons.	The Digital Coupon book contained over 10 coupons. Several hundred books were provided in this pilot project. 122 coupon books. Digital guides and maps were available in print and digitally
Increasingly understand the immediate, near-term and future needs of the traveler with the use of the CRM system.	This was accomplished through Ambassador surveys, satisfaction surveys and continuous analysis.	The CRM system provided core management of survey

<p><b>Key Imperative</b>  <b>Grow and improve Tourism's digital-first presence</b></p>
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**Alignment with the Brockville's Five-Year Action Plan (section 4.7)**

- 4.7.2., Enhance Services for Visitors
- 4.7.1., Combat Negative Perception in the Marketplace
- 4.7.1., Maintain a high quality Visitors Guide
- 4.7.1., Engage with local residents
- 4.7.3., Collect relevant Brockville Tourism statistics

<b>Deliverables</b>	<b>Key Action Taken</b>	<b>Key Details / Results YTD</b>
Grow existing website and organic social media reach	The website was refreshed for 2022. A defined role within the Tourism team was planned and executed to manage social media.	
Increase consumer engagement of the Tourism Digital footprint	Planned, professional social posts, a refreshed website, combined with digital advertising have increased all digital engagement channels.	Facebook fans grew to 13,820, CRM members count is 16,149 and the website had 255,434 users
Better understand the digital needs and restrictions of the tourist	Surveys conducted throughout the season provide insights into changing digital tourism trends.	Over 700 data points were used to provide insights. Please refer to the survey section

## **Key Imperative**

### **Advance the Ambassador program**

#### **Alignment with the Brockville's Five-Year Action Plan (section 4.7)**

- 4.7.3., Create Tourism Ambassadors
- 4.7.3., Collect relevant Brockville Tourism statistics
- 4.7.1., Engage with local residents
- 4.7.1., Leverage MAT
- 4.7.2., Be market ready and tourism friendly

<b>Deliverables</b>	<b>Key Action Taken</b>	<b>Key Details / Results YTD</b>
Leverage lessons learned from 2021	Late in 2021 Ambassadors were provided an opportunity to provide feedback and improvements. From T-shirts to shift scheduling, many of the suggestions have been implemented.	Adoption of a revised schedule and coverage of high traffic zones. Implementation of the Tunnel Hut for increased visitor convenience.
Increase "dwell-time" conversations with Tourist	Ambassadors have been equipped with a digital marketing coupon program allowing the fulfillment of targeted coupons. Additionally, Email campaigns persuade the visitor to stay the night.	Digital coupons provided to be an asset to incent the visitor to spend more
Increase outreach and support of festivals and events	Tourism is actively engaging promoters and event operators across all categories.	Ambassadors provided direct support for the Tall Ships and other festivals throughout all days.
Increase strategic information gathering	To drive strategic information and visitors' engagements, increased focus has been placed on Ambassador activity, the CRM systems, Google Analytics and Meta Business Suite.	Ambassador interactions allow for the collection of pertinent information.

<p><b>Key Imperative</b></p> <p><b>Strengthen stakeholder relationships</b></p>		
<p><b>Alignment with the Brockville's Five-Year Action Plan (section 4.7)</b></p> <p>4.7.1., Create an Industry Working Group 4.7.2., Strengthen existing tourism product 4.7.2., Strengthen festivals and event planning 4.7.1., Engage with local residents</p>		
<b>Deliverables</b>	<b>Key Action Taken</b>	<b>Key Details / Results YTD</b>
Further development of the Tourism Advisory Committee	15 tourism stakeholder members have been recruited to participate within this committee. Monthly meetings have occurred.	Currently the TAC is providing feedback on operational issues and will evolve into planning.
Formalize the Stakeholder Newsletter and planned communication	Tourism manager addresses stakeholders in a weekly newsletters providing a snapshot on the coming week's events, "Save the dates" and "Industry News or Opportunities"	A template has been established for weekly Stakeholder newsletter distribution.
Continue to Leverage relationship with RT09 and key partners	RT09 remains a close partner. The Tourism manager is on the DBIA Events Committee and Tall Ships Festival Committee.	Focused on 3 initiatives, RT09's Partnership Fund, Tourism Relief Fund, and the RT09's Drive for Excellence. The Canadian Summer Job Subsidy is projected to be \$14,344
Maintain industry research and data to allow for informed discussions and decision making	The Tourism manager participated in the Rendezvous Canada Travel Trade Show. The Tourism Manager interacted and built relationships with regions.	The Mexican delegation demonstrated a keen interest in Brockville and a connection was made to support the 2023 season.
Support events and festivals	Tourism has been and is planning to support all events and festivals. Tourism can strategically, cost effectively promote across its digital footprint or social	Ambassadors provided direct support for the Tall Ships and

	channels. Tourism Ambassadors will be directly providing services to the Tall Ships, along with other festivals.	other festivals.
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## 2023 Financial Planning

The tables below balance the project spend against their respective contracts and deliverables.

<b>RFP-04 - Overview</b>			
To provide tourism services and stakeholder management for the City of Brockville			
<b>Budget 2023:</b> ~270,000 with adjustment for 2022 CPI (~6%) & funding			
<b>Guiding Principles</b>			
High Touch, In-Market	Creating The Culture of a Marketing and Sales organization	Digital First Information Delivery	Collaborative Effort
<b>Strategic Direction</b>			
<b>Increase visitor dwell time</b>		<b>Maximize visits</b>	
<b>Strategic Initiatives</b>			
Mobile Ambassadors	Visitor Centre	Management & Stakeholder Services	Operation & Capital

## RFP-05 - Overview

To provide Tourism Marketing and Promotion Services that are focused on positioning Brockville as a destination for visitors and attracting tourists from farther afield

**Budget 2023: ~\$238,000**

### Guiding Principles

High Touch, In-Market	Creating The Culture of a Marketing and Sales organization	Digital First Information Delivery	Collaborative Effort
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### Strategic Direction

**Increase visitor dwell time**      **Maximize visits**

### Strategic Initiatives

Strategic Planning and Implementation	Digital Advertising & Promotions	Print Material & Advertising	Strategic Projects
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# 2023 Operational Planning

## Key Projects and Initiative

### Concepts and Direction

- Develop the Stakeholders/operators Giveaways/prizes/incentives campaigns
- Support operators, provide Ambassadors with products to entice visitors to stay longer and provide email for future contact
- Increase communication with stakeholders & tighten understanding of Stakeholder 2023 plans
- Build discounted packages that allow operators to expand their offering and expand their exposure to the tourist
- Develop additional Itineraries that guides the visitor through activities and provides recommendations on how to get the most from their visit
  - Day Visitor
  - Overnight Visitor
- Development QR Code posters / locations
  - Leverage QR Code technology to increase local information with the tourist
  - Used advanced tracking to establish best practices and success
  - Expand QR code program based on analytics
- Marketing Opportunities
  - In Market - hotels, high traffic locations
  - Special Event Marketing
  - Out of Market locations -Where placing print guides is no longer an option
- Website Advancements
  - Further development of target audience niche pages
  - Continually build landing pages that adds value for the tourist
  - Continually update graphics/photos and content to provide the browser with a fresh engaging online experience
  - Strengthen mobile view
  - Advance online Chat-Bot
- Leverage Marketing support through RT09/DO
- Refresh the Brockville Bag program for visitors
- Analytics
  - Continue to better understand the visitors journey through online activities using analytics from Google, Facebook (Meta), SharpSpring
  - Advance methodologies to allow for increased understanding of ads and effective of dollars spends

- Better understand the visitor / their expectations and drive increased dwell time and overnight stays
- Print Guide version 2023
  - Best in class print guide
  - Best in class maps
- Evaluate additional trade magazines for effective advertising
- Continuously develop outreach through strategic email campaigns
- Continue with successful program from previous years such as;
  - Visitor Newsletter
  - Digital ads
  - Email marketing
  - List management
  - Website

### **Inmarket Activities**

- Develop high performance Ambassador team leveraging learnings from 2021 & 2022
  - Early season / strategic hiring
  - Disciplined training / coaching throughout the season
  - Incentivize performance
  - Drive results
- Development of Cabin at tunnel opening
  - Increased convenience for tourist to gather information
- Coordinated signage / QR Posters
  - Digital signage
  - Display signs
- Build and develop more Instagrammable locations with corresponding awareness
- Build / strengthen partnerships with stakeholders
  - Support marketing initiatives with operators
  - Periodic meetings / annual event
  - Stakeholder newsletter
- Liaise between tourism agencies and operators
  - Gather and disseminate information that supports operators activities and bottom lines
- Helping to drive the “Packages Initiative” leverage
  - Landsby partnership
  - Leverage dollars and experience
- Grow Fam Tours
  - Expand this program to include influencers that can “move the needle”

### **Opportunities for 2023**

- Cruise ship docking/ GLCA FAM

- LEGO Summer Exhibition
- Aquatarium new exhibits
- Cabin at Tunnel south
- 10 New locations for filming sent to Film Kingston (20 total)
- Consumer and travel media trade shows
- Expand/Improve Coupon Program
- Collaborate with Chamber and DBIA for funding opportunities
- Opportunities with Cogeco

# Appendix

## **Operational Reporting Structure**

### **RFP Contract 04**

Operation Reporting Question: 8.1 The Aquatarium will undertake an annual survey of visitors which will be of sufficient size (number of respondents) to allow for interpretation of results that effectively demonstrate the impact of visitors to the community. The survey should be consistent year on year to allow for comparisons and demonstrate changes and/or growth in tourism.

Operation Reporting Question: 8.2 The survey should include, but not be limited to:

- A. General information about the traveler/group (i.e. number traveling, age ranges, where they live, etc.)
- B. Information on their stay (i.e. length of stay, type of accommodation, mode of transportation, etc.)
- C. What they have done (attractions visited, events/festivals attended, etc.)
- D. An estimate of their expenditure (i.e. accommodation, food/drink, merchandise, etc.)
- E. (e) What they like the most/least about their visit.

8.3 The Aquatarium will also collect and report on information and statistics that demonstrates their activities, including but not limited to:

- A. Number of visitors at Visitor Information Center (with origin of traveler)
- B. Number of inquiries (phone, email, online)
- C. Number of referrals to attractions
- D. Website and social media statistics
- E. Number of festivals / events supported (and how)
- F. Number and amount of grant funding applied for and funding leveraged

8.4 The Aquatarium will also coordinate, collect, and report visitor statistics for local attractions and festivals and events.

8.5 Using the data from the annual visitor survey and other visitor statistics collected for local attractions and festivals and events, the Aquatarium will provide an annual report to the City.

## RFP Contract 05

8.1 The Aquatarium will report annually on marketing and promotion metrics, such as:

- A. Number of Visitors Guides produced
- B. Number of Visitors Guides distributed by region
- C. Analytics for Digital Visitor Guides
- D. Digital campaign with analytics on reach and effectiveness
- E. Number of advertisements placed with analytics on reach and effectiveness
- F. Number of writers, bloggers and social media influencers hosted with analytics on reach and effectiveness
- G. Number of grants applied for and funding leveraged



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	January 17, 2023
<b>Prepared By:</b>	Phil Wood, Director of Operations
<b>Report Number:</b>	2023-5
<b>Subject:</b>	Ernie Fox Quay - 2022 Season electrical rebate

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## Recommendation

THAT Council approve a rebate in the amount equivalent of \$4.00 per foot to 2022 seasonal boaters of the Ernie Fox Quay harbour and;

THAT the rebate exclude seasonal boaters at the Ernie Fox Quay harbour who terminated their lease or have been issued part or full refunds and;

THAT the rebate be funded by the surplus in harbour electricity billing that resulted from no hydro being available during the 2022 boating season.

## Background

The newly reconstructed Ernie Fox Quay harbour was operated by the City of Brockville for the first time in the 2022 boating season. New docks were installed that included power and water connection points that are serviced by utilities on shore.

Unfortunately, Hydro One was unable to energize the new electrical distribution panel in time for the 2022 boating season, only completing the final connections in the fall of 2022. As a result seasonal boaters at the EFQ harbour did not have access to power services for their boats during the 2022 boating season.

The objective of this report is to obtain Council approval to provide an equitable rebate to the City's harbour customers who leased a seasonal slip at the EFQ in 2022.

## Analysis

### Seasonal Docking Contracts:

City harbour slips are leased seasonally to boaters in accordance with the Parks Division - Boat Slip Allocation Policy. Boaters establish a lease contract with the City which include terms and conditions. Section 1. of the terms and conditions states that:

*"The Owner agrees the amount payable covers the cost of a docking space only. Power and water are available at no additional cost."*

Section 1. of the lease agreement terms and conditions are intended to declare that the fees collected for the docks ensures the boaters entitlement is limited to the dock slip delineating the utilities or other services from the lease agreement. This is done because although the City provides water, power, internet and staff support in the harbour, the customer's access to these services are not implied entitlements under the lease agreement.

City staff have no ability to ensure continuity of electrical services in particular throughout the City as this under the purview of Hydro One as the utility provider. As illustrated the City is not obligated to compensate boaters who did not have access to electricity in accordance with the terms of the contract. However, staff recognize the opportunity to provide equitable rebate in good faith to City customers who did not have access to services that are typically provided.

Considerations:

Staff recommend a rebate to EFQ customer based on the following circumstances:

1. The EFQ docks were new in 2022:

As such, Council approved seasonal docking fees for EFQ boaters that resulted in EFQ dock users paying a proportional premium when compared to Tunnel Bay boaters. Considering this a rebate should be considered that is not less than the equivalent seasonal boater in Tunnel Bay harbour.

2. The City did not pay for Hydro at EFQ in 2022:

Since Hydro One did not complete the service connection the City was not billed for electricity during the season. The resulting electricity utility account will end the 2022 fiscal year in surplus.

3. EFQ boaters were cooperative with construction:

The majority of EFQ boaters were patient with the construction process and cooperative with staff and contractors when required to see the finishing touches completed on the Docks. Harbour staff offered any boater who required power to move to available docks in Tunnel Bay which was well received by the EFQ boaters.

The City harbour operations depend largely on repeat customers and therefore maintaining a positive, reciprocal relationship is important.

2022 Seasonal Docking:

In 2022 City staff established 33 seasonal boating contracts with another three personal watercraft leases. Only one boater did not remain in the harbour in 2022 due to unrelated circumstances in which a partial rebate was facilitated. The resulting total for the inaugural EFQ boating season was a total of 32 seasonal docking leases that are eligible for the proposed rebate.

The sum of the billable length of all 32 seasonal docking leases was 851.5 feet of boats and slips.

## **Financial Implications**

As referred to in the Analysis section of this report, and equitable rebate to the EFQ seasonal boater should not result in a fee that was less than the Tunnel bay seasonal boating fee. For reference, the user fee structure applied to seasonal boating in both City harbours in 2022 was as follows:

- Ernie Fox Quay seasonal docking rate: \$76 per foot of boat
- Tunnel Bay seasonal docking rate: \$72 per foot of boat

Based on the established rates, staff propose that the EFQ rate post-rebate could be equivalent to the rate applied to seasonal slip holders at Tunnel Bay. This would result in a rebate value per foot of \$4.00.

Considering the total billable feet of boats in 2022 at EFQ was 851.5 ft. a rebate assessment of \$4 per foot would equate to \$3,406. The proposed rebate would result in an average value of \$106.44 per boat. The actual rebate per boat would be based on the boats overall length in feet. The rebate as illustrated would constitute approximately 5.3% of the total pre-tax seasonal revenue at the EFQ harbour. All of the proposed values do not include the tax implications.

Staff propose funding this rebate from the surplus in electricity utility billing. Since there was no hydro service available through the spring and summer no bills were assessed resulting in a surplus of that account. There are sufficient funds to facilitate the proposed rebate.

### Issue of Rebate:

Staff propose that the rebate could be applied in two ways.

1. For boaters returning to the harbour in 2023, this amount can be reduced from their 2023 seasonal fees.
2. For boaters not returning in 2023, this rebate amount can be issued via cheque or electronic funds transfer.

## **Policy Alignment**

Providing rebate or cash value dispersion requires the approval of Council.

## **Conclusion**

Staff propose a rebate of \$4.00 per foot to seasonal boaters at the Ernie Fox Quay (EFQ) harbour. The rebate is proposed in lieu of the electrical utility connection that was not available to seasonal boaters during the 2022 boating season. Based on the total length of boats that were billed in 2022 at EFQ, the rebate, as proposed would not exceed \$3,500.

The rebate is proposed to be funded from the electrical utility account which has a surplus that is sufficient to fund the proposed rebate.

Approved by:	Status:
Phil Wood, Director of Operations	Approved - 12 Jan 2023
Lynda Ferguson, Director of Finance & IT Services	Approved - 13 Jan 2023
Sandra MacDonald, City Manager/City Clerk	Approved - 13 Jan 2023



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	January 17, 2023
<b>Prepared By:</b>	Alex Epp, Supervisor of Customer Service/Tax Collector Lynda Ferguson, Director of Finance & IT Services
<b>Report Number:</b>	2022-226
<b>Subject:</b>	Retroactive Tax Adjustments due to Sewage Back Up Executive Condominium

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## Recommendation

THAT Council authorize a reduction of the assessed values of the affected units (5 in total) of the Executive Condo Units retroactive to the date of the damage.

## Background

The Executive Condominium, 55 Water St. experienced a sewage backup as a result of a rainfall that occurred overnight July 24th, 2022 to July 25th, 2022. Damage was limited to five (5) units on the first floor. The owners intend to have the units repaired but were still incomplete as of December 31, 2022. The units are currently in a gutted state; lower interior walls have been cut out, fixtures in bathrooms and flooring have been removed. The units are uninhabitable at this time. Per Section 357 of the Municipal Act, 2001, an application was made and approved by MPAC to reduce the 2023 assessments on affected units to reflect the damage, but no reduction has been granted for 2022 and retroactive adjustments have been deferred to the municipality.

## Analysis

MPAC has reflected the damage in the 2023 assessed values of the 5 units but does not have an opinion on 2022. As the damage has been realized going into 2023, it seems fair and equitable to retroactively adjust the assessment and taxes to the date the damage occurred to relieve the property owners of any undue hardship as a result of being displaced from their residences. MPAC has given a notional land value for the condo building and have suggested that we use the total value of the land divided over 80 total units to calculate what the adjustment should be for 2022.

## Financial Implications

The total municipal tax write off would be \$10,854 for the 5 units. This amount would be charged against the tax write off account for assessment reductions. There is available budget in 2022 to accommodate this write off.

# Retroactive Tax Adjustments due to Sewage Back Up Executive Condominium

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## **Policy Alignment**

The Municipal Act, Section 357

## **Conclusion**

It would be fair to extend the reduction in taxes back to the date of the extreme weather event that caused the issue considering it had been approved by MPAC for 2023.

Approved by:

Alex Epp, Supervisor of Customer Service/Tax Collector

Status:

Approved - 13 Jan 2023

Lynda Ferguson, Director of Finance & IT Services

Approved - 13 Jan 2023

Sandra MacDonald, City Manager/City Clerk

Approved - 13 Jan 2023

Attachments:

[MPAC response Unit 101](#)

[MPAC response Unit 102](#)

[MPAC response Unit 103](#)

[MPAC response Unit 110](#)

[MPAC response Unit 111](#)

[Water St. Calculations](#)

<b>Roll</b>	<b>Address</b>	<b>Owner</b>	<b>RTC/RTQ</b>	<b>ADJ</b>
0802 020 03500403	103-55 Water St. Walter Brewer		RT	-400,425
0802 020 03500402	102-55 Water St. Robert Joseph Gaylord/Ruth Ann Gaylord		RT	-367,425
0802 020 03500405	110-55 Water St. 2383655 Ontario Ltd.		RT	-362,425
0802 020 03500401	101-55 Water St. Agnes Christine Hesketh		RT	-359,425
0802 020 03500406	111-55 Water St. Christina Field		RT	-359,425

Per 357 response:

Notional Land Value	\$	1,486,000.00
80 Units	\$	18,575.00 per unit

020-03500403		419000
less		18575
adjustment	\$	400,425.00

020-03500402		386000
less		18575
adjustment	\$	367,425.00

020-03500405		381000
less		18575
adjustment	\$	362,425.00

020-03500401		378000
less		18575
adjustment	\$	359,425.00

020-03500406		378000
less		18575
adjustment	\$	359,425.00

YEAR	DAYS	RATE	WRITE OFF
2022	161	0.013323269	-\$ 2,353.23
2022	161	0.013323269	-\$ 2,159.30
2022	160	0.013323269	-\$ 2,116.68
2022	161	0.013323269	-\$ 2,112.28
2022	161	0.013323269	-\$ 2,112.28
		<b>-\$ 10,853.78</b>	TOTAL COST



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	January 17, 2023
<b>Prepared By:</b>	Sandra MacDonald, City Manager/City Clerk
<b>Report Number:</b>	2023-8
<b>Subject:</b>	Appointments to Boards and Committees Policy POL.A.23.149

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## Recommendation

THAT Council adopt Policy POL.A.23.149 Appointments to Boards and Committees

## Background

City Council has various boards and committees on which members of the public provide advice to Council through Standing Committees. Appointments of citizen members to serve on the boards and committees provides a variety of perspectives, which reflect the diversity of the community and represent various stakeholder groups.

## Analysis

This policy provides a framework aimed at ensuring that the most suitable candidates are selected and appointed as board and committee members. It provides a guide for Council Members and City staff involved in the process to ensure consistency, integrity, and fairness in administering the process and provides information about how the City's process works for those who are interested in applying.

## Financial Implications

There are no direct financial implications arising from this policy.

## Conclusion

Council recognizes that the needs of the City are best met when candidates are matched to the board and committees' individual requirements. Council shall make appointments that ensure that the board and committee members collectively cover the range of skills and experience required to effectively make decisions.

Attachments:

Appointments to Boards and Committees Policy  
POL.A.23.149

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[POL.A.23.149 Appointments to ABCs](#)



## POL.A.23.149

### Appointments to Boards and Committees Policy

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**Date Approved:** X XXX XXXX  
**Department:** Administration  
**Staff Report:** n/a  
**By-Law No.:** n/a

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#### **Policy Statement**

The City of Brockville is committed to equitable and inclusive participation of the public on Boards and Committees and other bodies that govern and advise the work of the municipality. The purpose of this policy is to provide a process on how public appointments to Boards and Committees of Council are conducted by the City of Brockville.

The appointment of members of the public to serve on City boards and committees is generally important to the City in order to:

- a) Provide a variety of perspectives, reflecting the diversity of the community;
- b) Represent stakeholder groups;
- c) Bring specific skills and expertise that contribute to good governance;
- d) Represent specific groups of service users; and
- e) Bring external funding, sponsorship, volunteer, or profile to the community.

#### **Purpose**

This policy provides a framework aimed at ensuring that the most suitable candidates are selected and appointed as board and committee members.

It provides a guide for Council Members and City staff involved in the process to ensure consistency, integrity, and fairness in administering the process and provides information about how the City's process works for those who are interested in applying.

Council recognizes that the needs of the City are best met when candidates are matched to the board and committees' individual requirements. Council shall make appointments that ensure that the board and committee

members collectively cover the range of skills and experience required to effectively make decisions.

### **Application**

This policy applies to all public appointments to Boards and Committees of Brockville Council including the Library Board, the Committee of Adjustment and the Property Standards Committee.

### **Procedures**

#### *Eligibility Requirements*

Persons selected for an appointment must be:

- a) A resident of Brockville, unless the board or committee terms of reference specify otherwise;
- b) At least 18 years of age, unless the board or committee terms of reference specify otherwise (Youth Advisory Council);
- c) Meet legislated requirements as applicable.

To remain on the board or committee, appointees are required to maintain this status throughout the terms of their appointment.

#### *Restriction for Staff*

Staff of the City are not eligible to apply for a City board or committee appointment, but they may be appointed on an ex-officio basis (by virtue of their position) to boards and committee, or may be given the right to attend and participate in discussions at board or committee meetings without being a member of the board or committee.

#### *Terms and Length of Service*

##### *Length of Service*

A set term will be established for each board and committee. In general, the term is (4) years, concurrent with the term of Council that appoints the members or until a successor is appointed.

Board and committee members will be appointed by By-law.

##### *Appointment at the beginning of Council Term*

1. At the beginning of each term of Council, advertisements for all Board and Committee positions will be created by the Clerks Department and

posted in local newspapers, on the City's website and social media channels.

2. Terms of Reference specifying the composition of each Board or Committee will be determined by Council based on the needs of individual Boards and Committees, City interests, the impact of decisions made by the Board/Committee, the nature of the decisions, and the diverse perspectives/influences needed to facilitate delivery of the Board/Committee mandate.
3. Applicants must apply on the applicable form created by the Clerks Department, which highlights their experiences and qualifications to support their appointment. Members will be selected based on their demonstrated interest, qualifications, availability, professional/experience, community involvement, and general knowledge of the Municipality and subject matter represented by the Board or Committee. Alternate formats of the application form are available upon request.
4. The term for all Board and Committee members shall be the same as the Term of Council. Public appointed members of Boards and Committees who are members at the end of the Term of Council, and who would like to return for another term, are encouraged to re-apply to be appointed by Council.

### Selection Process

#### *Screen for Eligibility*

The City Clerk (or designate) will review the eligibility requirements and identify those applicants that are ineligible for appointment either because they have not met the eligibility criteria or due to late submission. The City Clerk (or designate) will also identify which applications are incomplete and whether an applicant is a current incumbent and, if so, the length of service. The City Manager and/or City Clerk may consult with Senior City Staff and/or Board or Committee members as required prior to the review of applications by Council.

#### *Selection Committee*

The selection committee comprised of two (2) members of the Governance Committee and the City Clerk will review the applications to determine whether additional information about any candidate should be obtained. The Selection Committee will strive to achieve balance of;

- a) Qualified applicants covering the range of qualifications specified for the board or committee;
- b) Experienced and new members.
- c) Representation of the diversity and demographics of the community including age, gender, sexual orientation, Indigenous status, race and disability.

The City Clerk will prepare a summary of the recommendations of the Selection Committee that will be presented to Council, in closed session. The summary will contain recommendations for appointment as well as a list of replacement members to be used if a vacancy arises. The applications will be kept by the Clerks' Office for the term of council.

All selected members of boards and committees will be appointed in regular open session of Council. When Council, or other delegated authority, makes an appointment, the City Clerk (or designate) shall immediately advise all applicants of the status of their application, thanking all candidates for their interest. All applications shall be acknowledged after Council has made appointments to the boards and committee. Additionally, all boards and committees are notified of the appointment of members.

#### *Board/Committee Vacancies*

1. Members who wish to resign from a Board/Committee are required to submit a letter to the Chair and Committee Assistant/Recording Clerk to declare the position vacant. Notification will be provided to the Clerk and the Board/Committee.
2. Should a member resign or otherwise cease to be a member of the Board or Committee, that Board/Committee shall pass a resolution recommending recruitment begin to fill the vacancy on their respective Board/Committee in compliance with their Terms of Reference and this Policy. The Clerks Department will proceed with the recruitment of members pursuant to this Policy.
3. Should a Board/Committee Member miss three (3) consecutive meetings without proper notice as per the City Procedure By-law and/or the Board/Committee Terms of Reference, the member will be deemed to have resigned from the Board/Committee. Notice shall be sent from the Clerks Department.
4. When a vacancy arises during the Term of Council, Council may appoint another qualified person to complete the remainder of the term from the list of replacements.

5. Ongoing advertising for Board/Committee vacancies throughout the Term of Council will be done through City social media channels, municipal publications, and publicly accessible display boards.
6. All appointments will be selected by Council. Preference will be provided to residents of the City of Brockville.
7. Successful applicants who are filling a vacancy will be on the Board/Committee for the remainder of the Term of Council.

### **Exclusions**

This policy shall take effect and come into force upon adoption by Council. Any such appointments already in place which may be contrary to this policy shall be deemed to be grandfathered until the completion of this term of Council (or to November 14, 2026).

### **Review Cycle**

The Clerk's Department is responsible for supporting the recruitment of citizens/public members for Boards and Committees. This policy will be reviewed prior to each new term of Council, or as required.



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	January 17, 2023
<b>Prepared By:</b>	Lynda Ferguson, Director of Finance & IT Services
<b>Report Number:</b>	2023-10
<b>Subject:</b>	2022 November Variance

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## Recommendation

THAT Council receives report SR2023-10, 2022 November Variance.

## Background

The City's Budgetary Control policy adopted in February 2020 requires that staff report variances for the periods ending April, June, September, November and December.

Staff continue to work on improving internal processes to enhance the value, relevance, and oversight that variance reporting provides. This will be an ongoing process with the goal of providing council with accurate forecasts backed by the best available information.

## Analysis

This report represents the analyses of the operating budgets – City Departments, Water, and Wastewater. Details of the City Departments variance are provided for information purposes in the attachment to this report.

City departments have reviewed their respective financial information to November 30, 2022, and are projecting operating results for the year ended December 31st, 2022 based on results to date and expected results to year end. Although these variances have been prepared based on the best information available, it can be expected that these variances might change as additional financial information is made available.

Across all City departments, including the water and wastewater departments, there has been an effort to closely monitor expenses as the year unfolds especially in relation to rising prices. Staff have mitigated where possible.

## City Departments

City departments are currently projecting a surplus of \$447,388. As the year progresses and as additional information becomes available, the projections have changed accordingly. Several items have changed the previous prediction of a deficit of \$105,344 to the current surplus of \$447,388 for 2022.

The notable items are:

- Fuel price increases from a \$220,804 projected deficit in September increased to a \$232,599 deficit.
- BAC net deficit of \$111,043 projected in September to only a \$44,188 deficit.
- Solid Waste contract services projected deficit of \$232,013 turned to a \$72,101 surplus due to the new solid waste contract that was negotiated in October.
- Winter Control contracted services surplus predicted surplus of \$175,000 is now a \$166,892 surplus.
- Staff Vacancies predicted surplus of \$102,691 in September is now \$167,321.
- Debt charges surplus \$144,215 due to timing remains the same
- Surplus in other contracted services of \$169,395

### **Water & Wastewater Budgets**

The Water department is projecting a \$490,387 surplus, (previous \$270,231) mainly attributed to staff vacancies and billing surplus.

The Wastewater department is projecting a \$184,388 surplus (previous \$132,466). The surplus is mainly attributed to staff vacancies as well as internal efficiencies utilizing less contracted services.

### **Community Partners**

At this time the following has been reported from the City's Community Partners:

- Police – deficit of \$329,723 predicted in September is now only \$248,723
- Library – deficit \$23,993
- Aquatarium – deficit of \$70,697 on City provided in kind services mainly caused by increases in insurance.

### **Financial Implications**

The total projected surplus on the City's tax levy, (City Departments surplus \$447,388 less Community Partner Deficit of \$343,414) is \$103,974.

Any net surplus or deficit on the tax levy flows to the Fiscal Policy Reserve.

Water and wastewater surplus and deficits are funded through water and wastewater reserves respectively.

### **Policy Alignment**

The City's Budgetary Control policy adopted in February 2020 requires that staff report variances for the periods ending April, June, September, November and December.

### **Conclusion**

## 2022 November Variance

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This variance report is being provided to Council for information and states the City's financial position as of November 30, 2022.

Approved by:	Status:
Lynda Ferguson, Director of Finance & IT Services	Approved - 13 Jan 2023
Sandra MacDonald, City Manager/City Clerk	Approved - 13 Jan 2023

Attachments:

[November 2022 Variance - City Departments](#)  
[November 2022 Variance-Water](#)  
[November 2022 Variance-Wastewater](#)  
[November 2022 Variance-Community Partners](#)



**City of Brockville**  
**City Departments Variance Report by Area**  
**as at November 30, 2022**

Department	YTD Balance	2022 Budget	Sum of Projected Surplus / Deficit
<b>Bylaw</b>			
Animal Control	158,225.71	182,658.00	
Building	-276,528.01	-159,509.00	
Parking	-23,112.50	-82,213.00	-72,624.05
Planning	237,270.99	292,105.00	
<b>Bylaw Total</b>	<b>95,856.19</b>	<b>233,041.00</b>	<b>-72,624.05</b>
<b>Cemetery</b>			
Cemetery	181,400.72	222,394.00	5,086.92
<b>Cemetery Total</b>	<b>181,400.72</b>	<b>222,394.00</b>	<b>5,086.92</b>
<b>Corporate Administration</b>			
City Manager	495,528.86	691,519.00	18,164.00
Clerk	210,915.77	259,659.00	78,770.00
Committee of Adjustment	-1,652.72	874.00	
Economic Development	527,818.20	535,453.00	9,076.94
Finance	846,193.56	929,554.00	85,397.97
Human Resources	386,780.56	626,953.00	26,297.70
Information Services	410,661.80	517,404.00	49,994.00
<b>Corporate Administration Total</b>	<b>2,876,246.03</b>	<b>3,561,416.00</b>	<b>267,700.61</b>
<b>Cultural Services</b>			
BAC	168,353.66	120,236.00	-44,188.46
Cultural Services	146,654.78	29,800.00	
Heritage Brockville	0.00	15,479.00	
Immigration	4,811.71	0.00	
Museum	271,816.35	335,133.00	9,551.00
Tourism	-34,647.00	244,300.00	
<b>Cultural Services Total</b>	<b>556,989.50</b>	<b>744,948.00</b>	<b>-34,637.46</b>
<b>Debt Charges</b>			
Debt Charges	1,975,342.49	2,157,369.00	144,215.50
<b>Debt Charges Total</b>	<b>1,975,342.49</b>	<b>2,157,369.00</b>	<b>144,215.50</b>
<b>Fire Department</b>			
Fire Department	5,086,715.67	5,748,412.00	-22,135.23
<b>Fire Department Total</b>	<b>5,086,715.67</b>	<b>5,748,412.00</b>	<b>-22,135.23</b>
<b>General Government</b>			
City Council/Mayor	220,343.99	246,008.00	-16,400.00
<b>General Government Total</b>	<b>220,343.99</b>	<b>246,008.00</b>	<b>-16,400.00</b>
<b>Operations &amp; Public Works</b>			
Airport	102,968.79	117,222.00	-10,665.19
Facilities	31,178.55	124,434.00	10,672.92
Fleet	395,642.63	390,003.00	-48,215.56
Ops Administration	325,442.34	342,967.00	-1,193.31
Public Works	1,894,282.94	2,060,257.00	86,698.63
PVI	469,511.00	658,280.00	-8,967.68
Transit	1,095,400.75	833,707.00	-87,994.36
Winter Control	884,036.60	1,206,916.00	166,892.74
<b>Operations &amp; Public Works Total</b>	<b>5,198,463.60</b>	<b>5,733,786.00</b>	<b>107,228.19</b>
<b>Parks &amp; Recreation</b>			
Arenas	337,103.03	469,383.00	4,130.27
EFQ	-55,721.01	-62,776.00	-24,057.47
Parks	1,286,413.18	1,424,127.00	2,800.41
Tunnel Bay	-19,845.58	-7,246.00	-55,768.72
<b>Parks &amp; Recreation Total</b>	<b>1,547,949.62</b>	<b>1,823,488.00</b>	<b>-72,895.51</b>
<b>Taxation &amp; Fiscal Management</b>			
Corporate Finance	-37,166,525.13	-37,659,166.00	55,597.18
<b>Taxation &amp; Fiscal Management Total</b>	<b>-37,166,525.13</b>	<b>-37,659,166.00</b>	<b>55,597.18</b>
<b>Engineering &amp; Infrastructure</b>			
Engineering	131,015.87	170,323.00	19,931.00
GIS	143,910.43	150,817.00	-5,780.00
Solid Waste	1,046,679.81	1,287,370.00	72,101.43
<b>Engineering &amp; Infrastructure Total</b>	<b>1,321,606.11</b>	<b>1,608,510.00</b>	<b>86,252.43</b>
<b>Grand Total</b>	<b>-18,105,611.21</b>	<b>-15,579,794.00</b>	<b>447,388.58</b>



**City of Brockville**  
**Water Variance Report by Area**  
**as at November 30, 2022**

**Water**

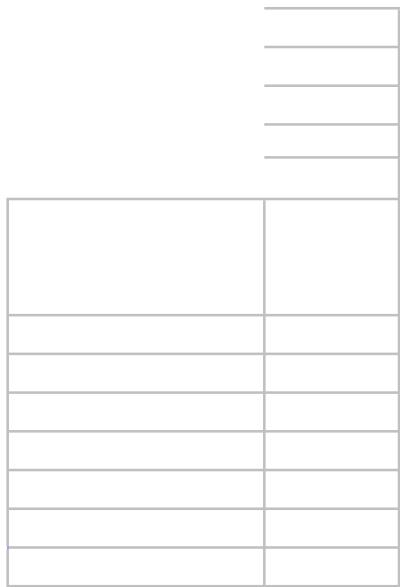
	<b>Budget Amount</b>	<b>Sum of YTD</b>	<b>Sum of Projected Surplus / (Deficit)</b>
Administration	102,968.00	91,821.49	2,860.00
Debt Charges	124,871.00	100,850.35	
Elizabethtown	(1,135.00)	(59,688.34) -	3,140.00
Engineering	159,555.00	151,998.32	4,692.00
Finance - Water	(2,749,650.00)	(3,118,514.38)	321,817.06
Fleet	0.00	45.23 -	50.00
Water Distribution Maintenance	1,107,634.00	788,243.65	155,058.00
Water Treatment	1,255,757.00	973,141.89	9,150.00
<b>Grand Total</b>	<b>-</b>	<b>(1,072,101.79)</b>	<b>490,387.06</b>





**City of Brockville**  
**Wastewater Variance Report by Area**  
**as at November 30, 2022**

	<b>YTD Balance</b>	<b>2022 Budget</b>	<b>Projected Surplus/ (Deficit)</b>
Administration	83,181	94,666	2,567
Debt Charges	440,583	597,442	
Engineering	147,918	180,013	3,702
Finance - Wastewater	-4,280,854	-4,309,341	109,307
Wastewater Collection	277,871	276,622	15,412
Water Pollution Control	2,440,087	3,160,598	53,400
<b>Grand Total</b>	<b>-891,215</b>	<b>0</b>	<b>184,388</b>





**City of Brockville  
Community Partner Variance  
as at November 30, 2022**

Department	YTD Balance	2022 Budget	Sum of Projected Surplus / Deficit
<b>Community Partners</b>			
Aquarium	457,735.43	381,705.00	-70,697.44
CRCA	214,117.76	214,318.00	
Health Unit	438,515.76	438,516.00	
Joint Services	3,263,205.45	3,559,553.00	
Library	782,947.74	825,544.00	-23,993.66
Police	8,400,449.89	8,676,830.00	-248,723.00
Long-term Care	1,483,330.00	1,483,330.00	
<b>Community Partners Total</b>	<b>15,040,302.03</b>	<b>15,579,796.00</b>	<b>-343,414.10</b>
<b>Grand Total</b>	<b>15,040,302.03</b>	<b>15,579,796.00</b>	<b>-343,414.10</b>





# **City of Brockville**

## **Railway Tunnel Committee**

### **Minutes**

**9:00 AM - Thursday, December 8, 2022**

City Hall, Council Chambers

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The Railway Tunnel Committee meeting was called to order on Thursday, December 8, 2022, at 9:00 AM, in the City Hall, Council Chambers, with the following present:

<b>Members</b>	James Clark, George A. Smith, and Brian Porter
<b>Present:</b>	
<b>Regrets:</b>	Jack Kenny, Doug Grant, and Jane Fullarton
<b>Others:</b>	
<b>Staff:</b>	Cassidy Cameron, Committee Assistant, Phil Wood, Director of Operations, Anne Shropshire, Manager, Cultural Services, Chad Davis, Supervisor of Parks & Cemetery Services, and Sandra MacDonald, City Manager/City Clerk

#### **DISCLOSURE OF INTEREST**

Nil.

#### **CHAIR'S REMARKS**

Chair Porter noted that after 5 years, the tunnel is still an important driver for tourism within the City. He added that the tunnel is unique in Canada, putting Brockville on the map, and many have appreciated its events. He looks forward to many more years of the tunnel operating and drawing people to Brockville.

#### **ADOPTION OF THE MINUTES**

Moved by Committee Member Smith

THAT the minutes of the Brockville Railway Tunnel Committee meeting dated September 8, 2022 be adopted as circulated.

**CARRIED**

#### **NEW BUSINESS ARISING FROM THE MINUTES**

Nil.

#### **DELEGATIONS/PRESENTATIONS**

Nil.

## **CORRESPONDENCE & COMMUNICATIONS**

Nil.

### **STAFF REPORTS**

#### **1. Operations Department Update - Verbal**

P. Wood, Director of Operations, stated that the tunnel is now closed for the season, that staff and Council are in the Budget process right now and planning for the electronic upgrades to put fuses on breakers.

C. Davis, explained that there are 6 fuses left to change over to breakers, noting that it is an expensive and time consuming procedure. The replacement of these will be more cost effective and faster to repair. Staff are trying to work with Philips regarding the light issues, but they must work through the third party distributor, based out of the US, to receive training on the light systems and how to replace them.

The Committee discussed the expensive costs of the electronics.

P. Wood noted that all departments allot for additional costs within the budget for unexpected repairs.

C. Davis explained that staff are elevating some of the lights and trying to divert the water away from them.

Discussion ensued surrounding drainage possibilities within the tunnel, specifically in regards to run off water from streets, storm water draining and the gorge.

C. Davis informed the Committee that there are currently 6 light patterns available. Each pattern is approximately 40 minutes long and plays on repeat. Staff were unaware that the location of the lights would be so affected by the water and moisture levels, frequently submerged underwater.

#### **2. Tunnel of Terror Update**

P. Wood explained that the event was well attended. There were challenges with personnel management, but clarified that City staff had no involvement in that as the event was entirely run by an outside organization.

The breakdown of finances for the event included a total revenue of

ticket sales at \$29,377. The City of Brockville took 40% of that total and the remainder of the funds went back to the private organizer. Unlike previous years, CPHC was not the organizer this year.

P. Wood explained that staff have not yet navigated relationships with private organizations like this before, but are exploring alternatives for next year.

C. Davis stated some concerns were expressed by the public claiming that the event was not well done, but explained that this type of feedback is to be expected with any and all events. Overall the feedback received was positive.

G. Smith brought up questions of if the tunnel should be closed for events and whether it needs to closed for the winter season.

C. Davis explained that the operational schedule of the tunnel aligns with staffing. Currently, seasonal Parks staff work from the May long-weekend until Thanksgiving, after that Parks staff go back down to a skeleton crew.

## **SUB-COMMITTEE AND MEMBER REPORTS/PROJECT UPDATES**

### **1. Marketing**

P. Wood noted that the Operations Department does not focus on this aspect of the tunnel operations.

The Committee believes that volunteers should not be fielding calls and requests for information from the public, rather staff. Members discussed how roles dedicated to City Communications were cut during budget reductions, but that a position like this would be beneficial for the tunnel's operations.

### **2. Fundraising and Donor Box Donations for 2022**

Chair Porter asked if donations funds were going towards debts or to investments.

P. Wood explained that expenses for the 2022 season were approximately \$59,000, and the budget was set at \$49,000; staff will be asking for a 10,000 increase in the budget for the upcoming term. Donations look to be over \$27,000 for 2022.

Chair Porter noted that organizations originally pledged to donate year after year, but he is not sure if they have received yearly reminders.

3. Donor Panel

Chair Porter asked when the donor panel (commemorative plaque) will be completed to include the additional donor names.

P. Wood explained that there is no money left in the budget this year to pay for the panel replacement, but the corrected panel will be completed and put up prior to the 2023 opening.

4. Tunnel Rental Fees

J. Clark asked if there is a need to increase the rental fees.

P. Wood explained that by default, yearly fees increase by approximately 6.5% due CPI, and they are reviewing that question in the budget meetings this year.

5. Winter Maintenance Plans

P. Wood explained that there is no way to meet provincial standards for winter maintenance in the tunnel, so they prefer to leave it closed for safety purposes. Covers have been placed on speaker systems that are most affected by water to avoid damage.

**FINANCIAL REPORT**

Nil.

**NEW BUSINESS**

**ADJOURNMENT**

Moved by Committee Member Clark

THAT the Brockville Railway Tunnel Committee be adjourned until its next regular meeting scheduled for February 9, 2023.

**CARRIED**

*The meeting adjourned 10:17 am.*



# **City of Brockville**

## **Railway Tunnel Committee**

### **Minutes**

**9:00 AM - Thursday, December 8, 2022**

City Hall, Council Chambers

---

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<b>Present:</b>	
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#### **ADOPTION OF THE MINUTES**

Moved by Committee Member Smith

THAT the minutes of the Brockville Railway Tunnel Committee meeting dated September 8, 2022 be adopted as circulated.

**CARRIED**

#### **NEW BUSINESS ARISING FROM THE MINUTES**

Nil.

#### **DELEGATIONS/PRESENTATIONS**

Nil.

## **CORRESPONDENCE & COMMUNICATIONS**

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## **STAFF REPORTS**

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**FINANCIAL REPORT**

Nil.

**NEW BUSINESS**

**ADJOURNMENT**

Moved by Committee Member Clark

THAT the Brockville Railway Tunnel Committee be adjourned until its next regular meeting scheduled for February 9, 2023.

**CARRIED**

*The meeting adjourned 10:17 am.*