



# **City of Brockville**

## **General Committee**

### **Agenda**

**4:30 PM - Tuesday, April 16, 2024**

City Hall, Council Chambers

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Page

#### **Land Acknowledgement Statement**

#### **Chair's Remarks**

#### **Disclosure of Interest**

#### **Delegations and Presentations**

- |         |   |
|---------|---|
| 9 - 24  | <ol style="list-style-type: none"><li>1. Pickleball Brockville<br/>Sue Hunter/Philippe Mausy</li></ol> <p>Representatives from Pickleball Brockville will review their presentation for the Committee.</p> <p><a href="#"><u>2024 03 19 Pickleball Presentation</u></a></p> |
| 25 - 39 | <ol style="list-style-type: none"><li>2. Brockville Toursim<br/>Kelly Brintnell</li></ol> <p>Brockville Tourism team would like to introduce themselves and offer a 2024 Overview.</p> <p><a href="#"><u>Brockville Tourism - Presentation April 2024</u></a></p>           |
| 3.      | Railway Tunnel Update   |
|         | Staff will provide an update on the status of the tunnel.   |

#### **Correspondence and Communications**

Nil.

#### **Reports from Boards and Committees**

Nil.

## **Information Items**

All matters listed as Information Items are considered to be routine and will be enacted by one motion. Should a Committee member wish an alternative action from the proposed recommendation, they shall request that this matter be moved to "separate" the item.

THAT the following Information Items be received for information:

- 40 - 103 1. 2024-66  
2023 Annual Report - Brockville Museum

THAT the Brockville Museum 2023 Annual Report be received for information.

[2024-66](#)

## **Staff Reports**

- 104 - 159 1. 2024-32  
Building Condition Assessment Fire Station 1

THAT Council authorize a feasibility study of Fire Station No. 1 with EFI Engineering to be funded by the Fire Marque Reserve.

[2024-32](#)

- 160 - 162 2. 2024-50  
Negative Social Media Statement

THAT staff be directed to post the Negative Social Media statement to the City's Website.

[2024-50](#)

- 163 - 164 3. 2024-46  
Delegation of Authority for S. 357(1)(d.1) Tax Relief Applications

THAT Council delegates its authority for the processing of applications under Section 357(1)(d.1) to the Assessment Review Board (ARB); and

THAT the necessary by-law be enacted.  
[2024-46](#)

General Committee Agenda  
April 16, 2024

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- 165 - 168 4. 2024-67  
2024 Provincial Budget Highlights
- THAT report 2024-67 be received for information; and
- THAT a resolution be sent to the Province to recommence property tax reassessment.
- [2024-67](#)
- 169 - 170 5. 2024-75  
Report to Establish Two 15 Minute Parking Spaces  
Market Street East (Tourism Visitor Centre)
- THAT City Council authorize the establishment of two 15 minute parking spaces on the west side of Market Street East in front of the Visitor Centre; and
- THAT Schedule 5 subsection 74 of the Parking By-law 119-89 be amended accordingly.
- [2024-75](#)
- 171 - 172 6. 2024-76  
Municipal Access Agreement  
Xplore Inc.
- THAT the Mayor and City Clerk be authorized to enter into a Municipal Access Agreement with Xplore Inc. for the installation and maintenance of utility infrastructure to be located on a municipal right-of-way.
- [2024-76](#)
- 173 - 175 7. 2024-77  
Centennial Road and Stewart Boulevard  
Cold-in-Place Rehabilitation
- THAT the tender for Cold-in-Place (CIP) Recycling and Hot Mix Paving from R.W. Tomlinson LTD. in the amount of \$964,437.08 (including net HST) be approved; and
- THAT additional funding be approved in the amount of \$150,000 (including net HST) from the surplus in the 2023 Cold-in-Place Recycling and Hot Mix Paving budget.
- [2024-77](#)

- 176 - 177 8. 2024-81  
WPCC - Digester #1 Mixer Rebuild

THAT funding of up to \$30,000 be approved for the purchase and installation of a new bearing cartridge kit and PCD gasket with shims required to repair the Water Pollution Control Centre's digester mixer; and

THAT the \$30,000 be funded from the Wastewater Working Capital Operations Reserve.

[2024-81](#)

- 178 - 179 9. 2024-82  
WPCC - Programmable Logic Controller Siemens Module

THAT funding of up to \$10,000 be approved for the purchase and installation of a Siemens Programmable Logic Controller module from ExcelPro; and

THAT the \$10,000 be funded from Wastewater Working Capital Operations Reserve.

[2024-82](#)

- 180 - 183 10. 2024-78  
Sabre Jet Memorial Restoration  
Option to Proceed

THAT a contract with Bulldog Commercial Restoration and Waterproofing Inc. be approved in an amount of \$60,040 to complete an in-situ restoration and reinforcement of the existing Sabre Jet concrete pedestal structure; and

THAT up to \$50,000 of tax levy funding be reassigned from the Laurier M6 Soccer/Rugby Pitch to the Sabre Jet project; and

THAT \$50,000 of CCBF funding be approved to fund the Laurier M6 Soccer/Rugby Pitch; and

THAT \$25,144 be funded from the Fiscal Policy Reserve; and

THAT staff be authorized to proceed with planning and implementation of renovation and improvement to the Sabre Jet

memorial esthetic in accordance with the design presented by the Sabre Jet committee.

2024-78

- 184 - 187 11. 2024-68  
Multi-Use Recreational Facility Update

THAT a change order in the amount of \$276,214 reflecting the modified designer fee schedule be approved and funded by the Arena Reserve fund.

2024-68

**New Business from Committee Members**

- 188 - 189 1. Review of the Ontario Works and Ontario Disability Support Program Financial Assistance Rates  
Councillor Severson

WHEREAS poverty is taking a devastating toll on communities, undermining a healthy and prosperous Ontario, with people in receipt of Ontario Works and Ontario Disability Support Program being disproportionately impacted;

WHEREAS the cost of food, housing, medicine, and other essential items have outpaced the highest inflation rates seen in a generation;

WHEREAS people in need of social assistance have been legislated into poverty, housing insecurity, hunger, poorer health, their motives questioned, and their dignity undermined;

WHEREAS Ontario Works (OW) Financial Assistance rates have been frozen since 2018 (\$733 per month);

WHEREAS Ontario Disability Support Program (ODSP) benefit rates have been increased by 6.5 per cent as of July 2023 to keep up with inflation, however even with the increase, ODSP rates still fall below their value in 2018 (\$1,376 when adjusted for inflation) and significantly below the disability-adjusted poverty line (\$3,091 per month)

WHEREAS OW and ODSP rates do not provide sufficient income for a basic standard of living and, as a result, hundreds of thousands of people across Ontario who rely on these programs live in poverty;

WHEREAS the poverty risk profile for Prince Edward County created by Vital Signs states that 10.1% - 13.5% of County residents are living on low income;

WHEREAS designated Service Managers are doing their part, but do not have the resources, capacity, or tools to provide the necessary income and health related supports to people experiencing poverty; and

WHEREAS leadership and urgent action is needed from the Provincial Government to immediately develop, resource, and implement a comprehensive plan to address the rising levels of poverty in Ontario, in particular for those on Ontario Works and Ontario Disability Support Programs;

THEREFORE BE IT RESOLVED THAT the Council of Prince Edward County joins the Town of Orangeville to calls on the Provincial Government to urgently:

- a) At least double Ontario Works and ODSP rates and index rates to inflation, answering calls already made by "Raise the Rates" campaign and the "Income Security Advocacy Centre";
- b) Commit to ongoing cost of living increases above and beyond the rate of inflation to make up for the years they were frozen;
- c) Commit to jointly working between the Ministry of Children, Community, and Social Services and the Ministry of Health on the best methods of assessing client needs and then matching those in need to the services they require;

AND FURTHER THAT a copy of this resolution be sent to the Minister of Children, Community, and Social Services, the Minister of Health, the Minister of Municipal Affairs and Housing, the Association of Municipalities of Ontario, the Ontario Municipal Social Services Association, Prince Edward Lennox and Addington Social Services, the Eastern Ontario Wardens Caucus, and all Ontario Municipalities.

[2024 02 16 ODSP rate review](#)

2. Fire Apparatus  
Mayor Wren

WHEREAS apparatus and equipment are directly tied to the delivery of fire protection services as authorized by Council; and

WHEREAS the life span of fire apparatus, specifically pertaining to the replacement of fire trucks due to insurance requirements; and

WHEREAS the Fire Underwriters Survey (FUS) is a provider of data, underwriting, risk management and legal/regulatory services focusing on community fire-protection and fire prevention systems in Canada, establishing apparatus replacement schedules based on safety and risk mitigation practices;

THEREFORE, BE IT RESOLVED THAT the Council of the City of Brockville direct the Mayor draft a letter to Fire Underwriters Survey (FUS) requesting the creation of a new community fire-protection and fire prevention insurance system that does not put all municipalities under the same umbrella, with distinct categories for rural and urban municipalities; and

THAT this resolution be sent to Premier Doug Ford, the Honourable David Piccini, Minister of Labour, Immigration, Training and Skills Development, Paul Calandra, Minister of Municipal Affairs and Housing requesting a response on this matter within 30 days of receipt; and

THAT this resolution be shared with The Federation of Canadian Municipalities (FCM), The Association of Municipalities Ontario (AMO), and The Eastern Ontario Wardens' Caucus (EOWC).

**Committee Consent Agenda**

THAT the following items as recommended by the General Committee be placed on the Consent Agenda:

**Media Question Period**

## **Adjournment**

THAT the General Committee adjourn its meeting until the next regular meeting scheduled for May 21, 2024.

## **Minutes from City Boards and Committees**

- |           |  |
|-----------|--|
| 190 - 192 | Brockville Railway Tunnel<br><a href="#"><u>2024 04 11 Railway Tunnel Committee Minutes</u></a>  |
| 193 - 194 | Library Board<br><a href="#"><u>2024 02 26 Library Board minutes</u></a>   |
| 195 - 198 | Museum Board<br><a href="#"><u>2024 02 13 Museum Advisory Committee Meeting minutes</u></a><br><a href="#"><u>2024 03 12 Museum Advisory Committee Meeting minutes</u></a> |
| 199 - 203 | St. Lawrence Lodge<br><a href="#"><u>2024 01 30 SLL - Committee of Management Minutes</u></a><br><a href="#"><u>2024 02 27 SLL - Committee of Management Minutes</u></a>   |

**PRESENTATION TO COUNCIL  
BY PICKLEBALL BROCKVILLE  
REGARDING THE  
NEW PICKLEBALL COURTS AT THE NEW  
COMMUNITY ARENA SPORT FACILITY  
(March 19, 2024)**

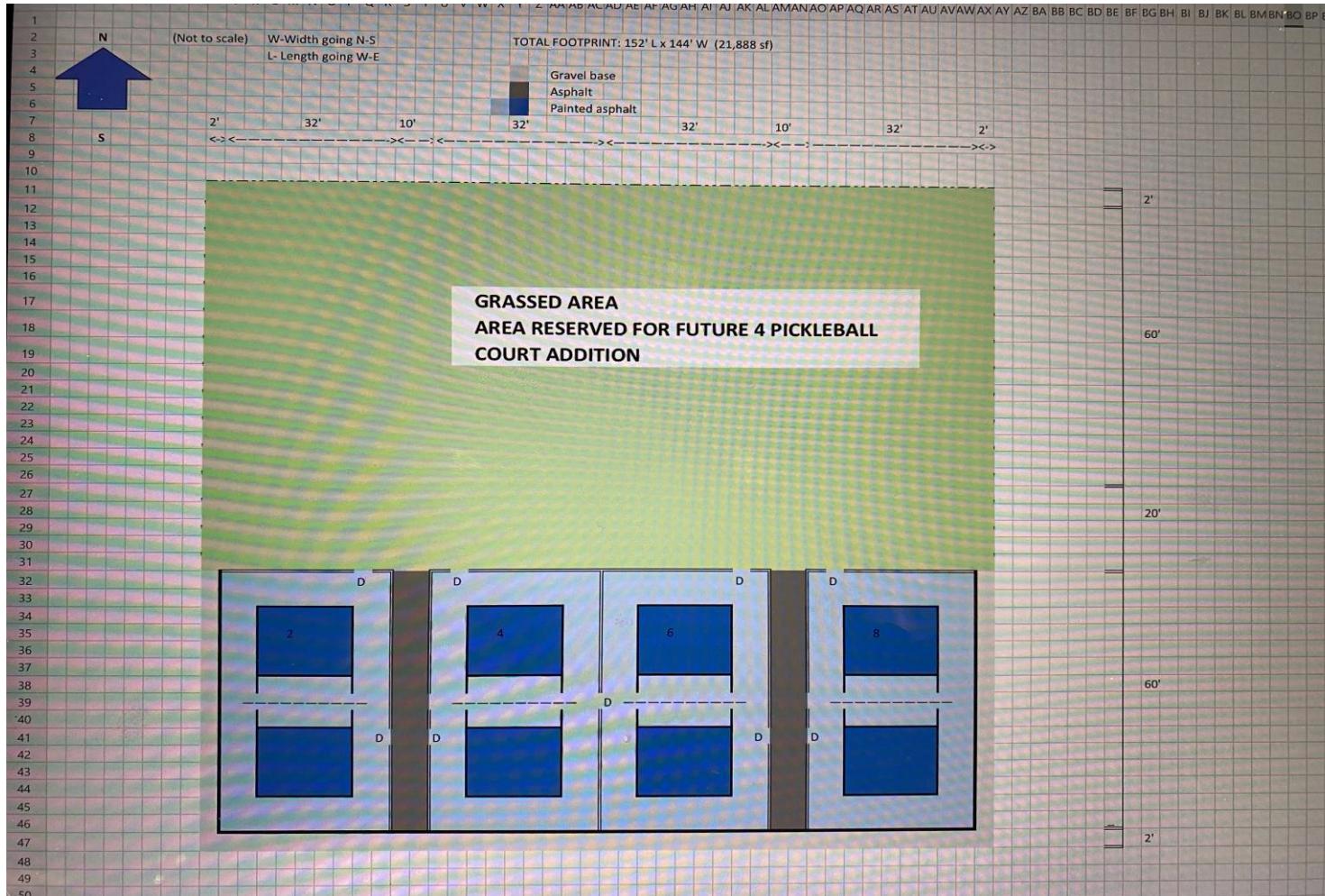
# Some milestones

- In 2015 the first game of pickleball was played indoor in the gymnasium of the Wall Street United church.
- In 2016 the lines for the first outdoor pickleball courts were painted on 2 existing asphalted tennis courts at Schofield Park
- In 2019 an ever growing group of players raised \$6,000 and built, with the help of a matching contribution by the City, 4 new pickleball courts on one of the 2 existing tennis courts at Schofield Park

# Some milestones

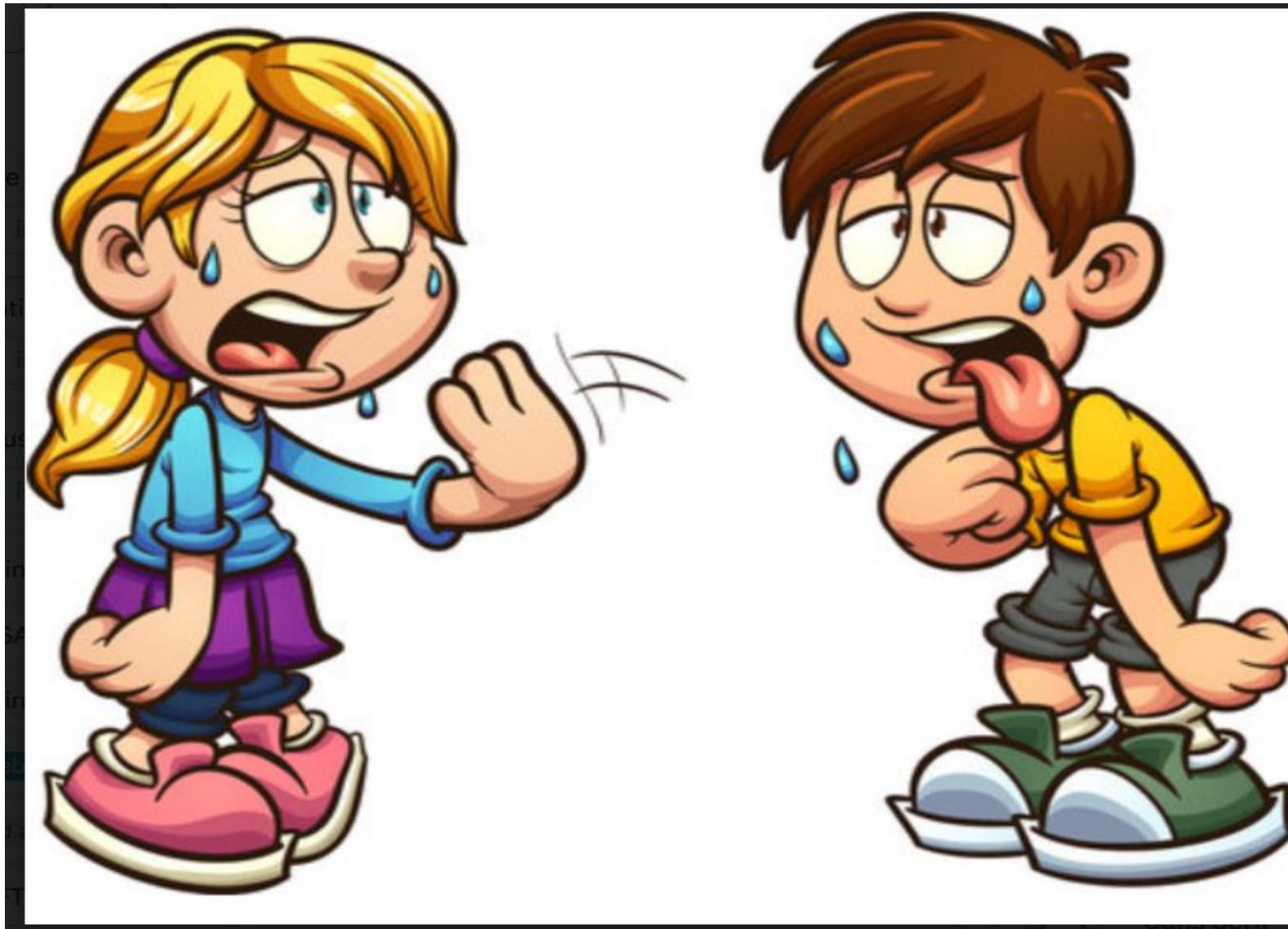
- ❑ In 2020 our players raised \$8,000 toward the construction of 4 additional pickleball courts on the last remaining tennis court at Schofield Park. This project was put on hold, later to be shelved.
  
- ❑ In 2021 our players and several community donors raised \$62,500 which, together with a matching contribution from the City, were earmarked for the construction of 4 future new pickleball courts on the grounds of the New Community Arena Sport Facility at a cost of \$125,000.
  
- ❑ In 2024, the private Facebook page which was created in August of 2016 is currently followed by 838 people.

# This is the current layout of the 4 new PB courts as approved by City staff



This is an optimum layout with the right N-S orientation but with one important feature missing like all the pickleball courts built in a 100 km radius from Brockville:

**SHADE**



Heat strokes are a serious risk for pickleball players on hot summer days.

At Schofield Park, there is no shade available on the courts.

This became a problem when two players collapsed from the heat in June. One of them was lucky enough to be caught by her partner before hitting the ground. The other one was not so fortunate. They both had to wait for an ambulance in the scorching sun.

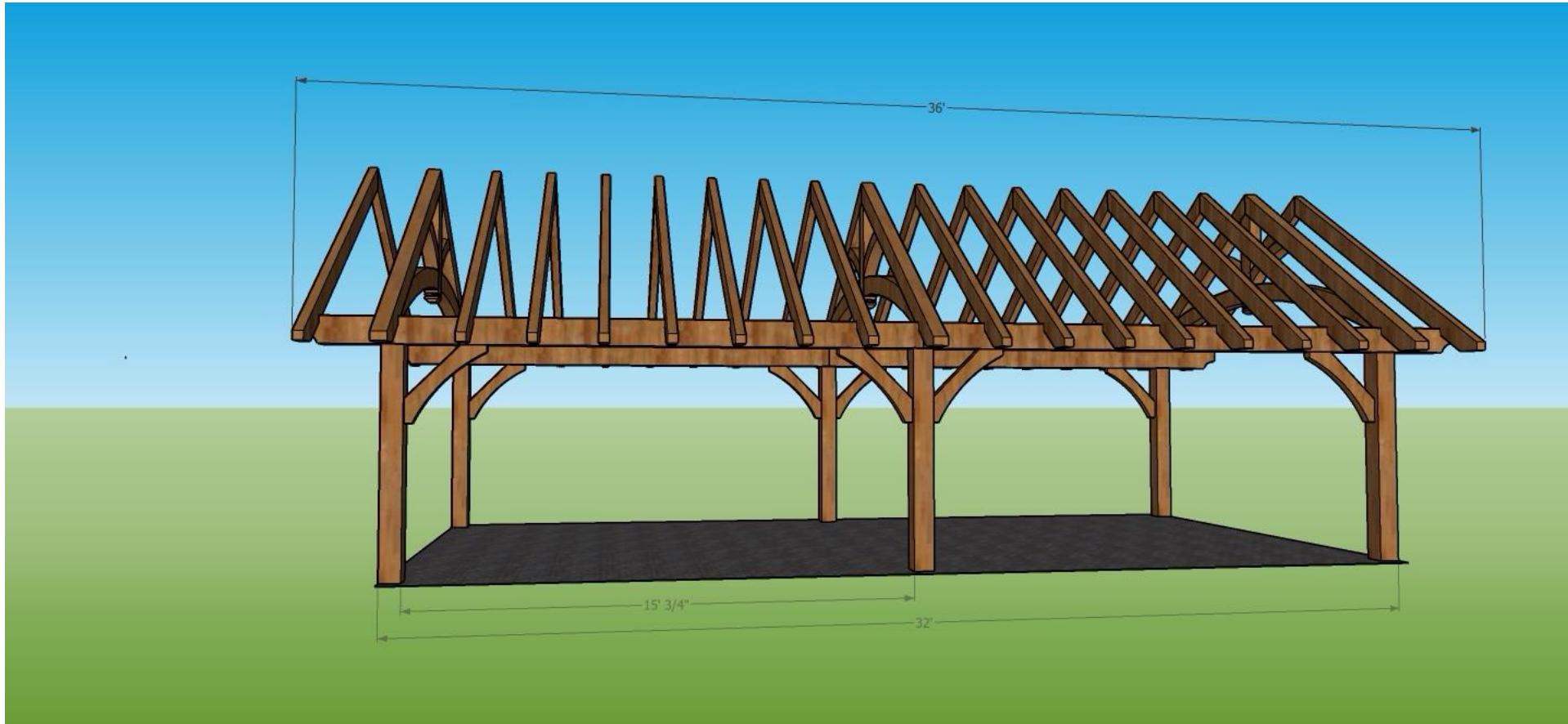
It would be much safer if the park had a sheltered area for players to rest and cool down.

More and more due to climatic changes, shade has become a critical component in the design of any new outdoor facilities.

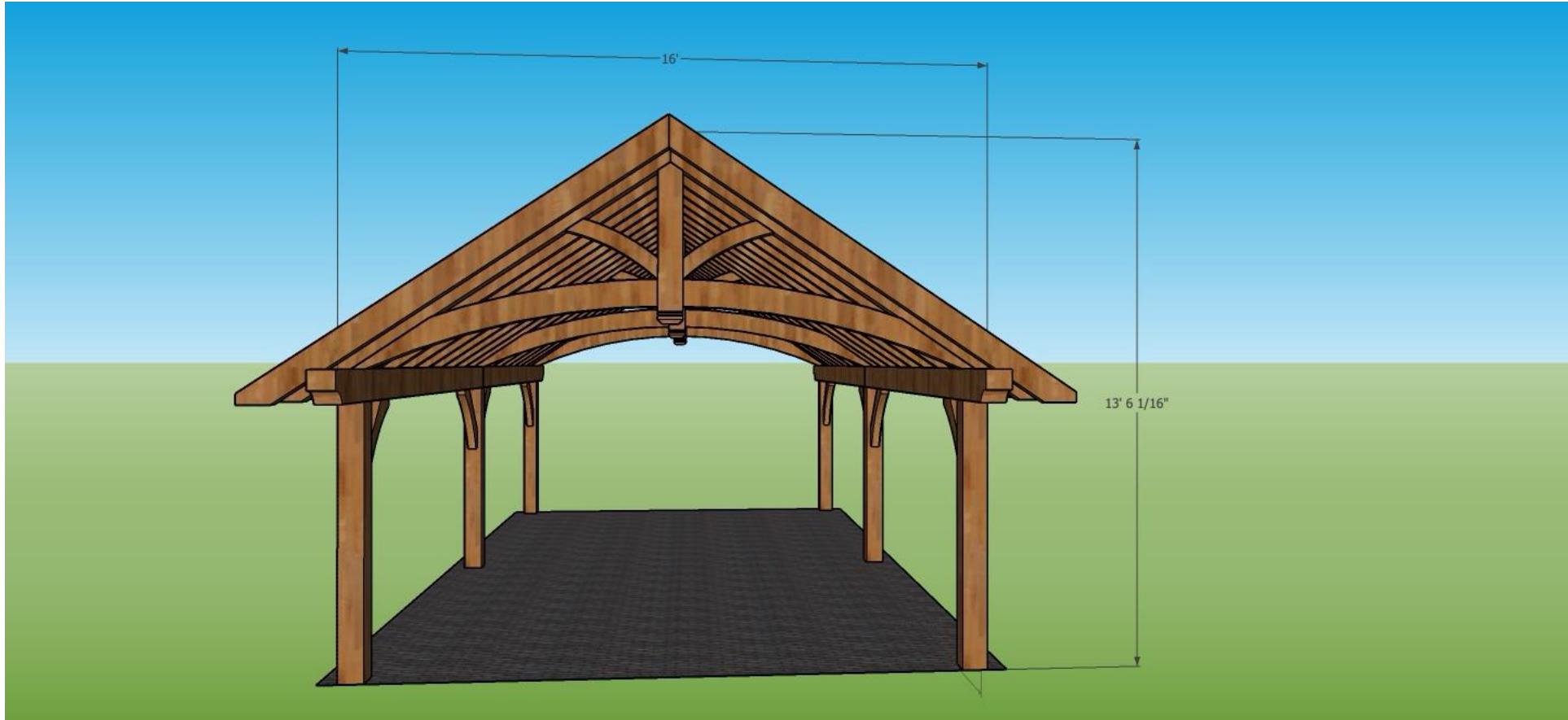
It is very costly and in many cases unpractical to retrofit existing pickleball courts for shade!

This is why we need to add to this layout a shelter like the pitched roof structure shown on the next slide.

# Provided by LUXUS Timber Frames



# Provided by LUXUS Timber Frames



- We have contacted 5 companies specialized in providing this type of structure.
- LUXUS Timber Frame , a company located in Plantagenet in Eastern Ontario, provided the lowest bid to supply and install a 16' x 36' shelter in Douglas fir at a price of \$52,684 + HST.
- Their aesthetic design includes the posts foundation and a high quality steel roof the same colour as the courts.
- A detailed cost breakdown of the bid is attached



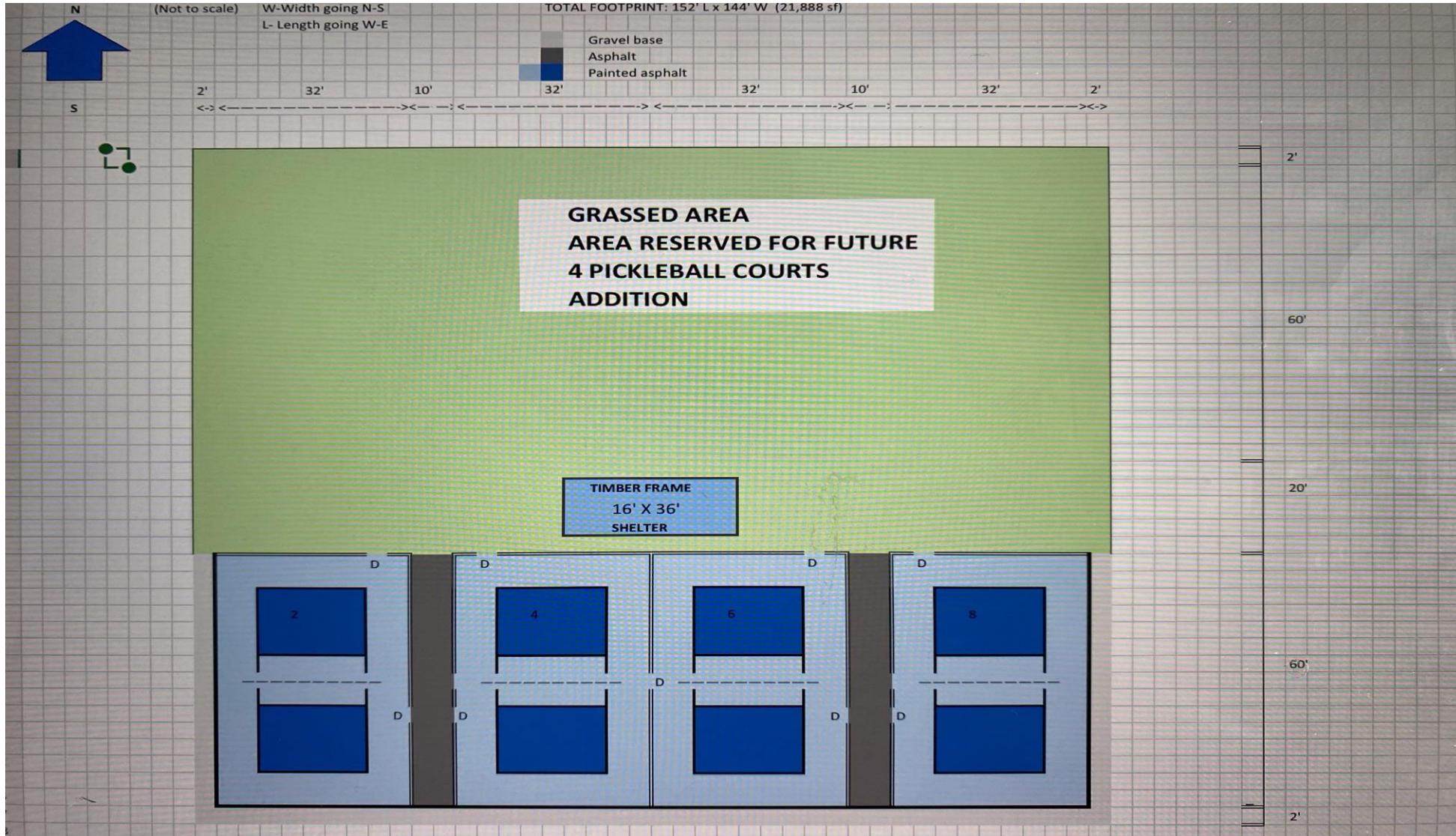
Estimate: January 14, 2024

Client: City of Brockville,  
Brockville, On

<i>Item and description</i>	<i>Price</i>
16 x 32' Custom Curved Chord Pavillion, Douglas Fir ( free of charge)	36 300 \$
Staining of frame	3 550 \$
Shipping and raising of frame on slab	5 650 \$
engineering	included
“Americana “ metal roofing including install (“Standing seam” hidden fastener metal roofing upgrade add 3 105\$)	5 184 \$
Helical Pile post supports	2 000 \$
Subtotal	52 684 \$
HST 826138992 RT0001	6 849 \$
Total	59 533 \$

# What are we actually asking?

- That Pickleball Brockville be authorized to raise an additional \$60,000 in the same manner we have done previously to cover 100% of the cost of the new shelter.
  
- That the City permits the **new shelter** to be added to the original scope of work as per the new provided layout.



We thank Council for giving us the opportunity to make this presentation.

Brockville

# Brockville Tourism

TEAM INTRODUCTION &  
2024 OVERVIEW

# OVERVIEW

- Introduction to Tourism
- Meet the Team
- 2024 Overview (Phase 1, 2, 3)
- Future Planning



## WHAT IS TOURISM & WHY SHOULD YOU CARE?

- Economic driver of tangible and intangible benefits
- Revenue generator
- Marketing, branding and social media
- Short term tactics supporting long term goals
- Quality and sense of place/community



CONSISTENT  
MESSAGING

REGIONAL  
TOURISM  
ASSOCIATIONS / DMOS

DOWNTOWN  
BROCKVILLE

CITY OF  
BROCKVILLE

CHAMBER OF  
COMMERCE

FESTIVALS/  
EVENTS

BROCKVILLE  
TOURISM

LOCAL  
BUSINESSES,  
ATTRACTIIONS AND  
ACCOMODATIONS

Brockville 

A scenic view of a lake with wooden Adirondack chairs and a large tree in the foreground.

# MEET THE TEAM

Brockville



## KELLY BRINTNELL TOURISM ADVISOR

- 15+ years experience in Tourism including Explore Waterloo Region and Visit Kingston
- Oversees the Tourism team and leads the development of long-term Tourism strategy
- Brockville Chamber of Commerce Board of Directors
- Passionate about accessibility and inclusivity in the Tourism industry



## JESSICA ALEXANDER

### TOURISM VISITOR EXPERIENCE SPECIALIST

- 20 years experience in tourism, hospitality and customer service including Fairmont Chateau Laurier and Brockville Country Club
- Oversees the Visitor Information Centre and staff (summer students)
- Passionate about family travel, special events, education and training, and creating unique experiences and memorable visits to Brockville and the 1000 Islands region.

Brockville



# JENNIFER DEVLIN

## TOURISM MARKETING OFFICER

Stakeholder Relations & Project Administration

- 10 years experience in Tourism and Marketing including 1000 Islands Brewery and Jack Astor's
- Responsible for strategic marketing and ensuring Brockville is represented on a provincial level
- Passionate about boosting economic development and strengthening community spirit in Brockville



# LYNDSAY BIGLEY

## TOURISM MARKETING OFFICER

Digital Marketing

- 12 years experience in digital marketing including Brockville Tourism
- Responsible for creative execution of digital marketing and design
- Passionate about changing the narrative around Brockville as a “hidden gem”

A scenic view of a rocky shoreline overlooking a body of water. In the foreground, there are large, weathered rocks and some green vegetation. The water is calm with some ripples. In the background, there is a line of trees and some buildings, possibly a marina or a small town. The overall atmosphere is peaceful and natural.

# 2024 OVERVIEW

Brockville

## PHASE 1 JANUARY-APRIL

## PHASE 2 MAY-SEPTEMBER

## PHASE 3 OCTOBER-DECEMBER

- Hire new Tourism Team
- Reintroducing Brockville Tourism
- Apply for Grants
- Eclipse
- Open Visitor Information Centre
  - Interview and hire for summer team
- Marketing Content
  - Winter – four season destination
  - Family Fun – March Break & Easter
  - Arts & Culture
  - History & Architecture
  - Invested in cross border promotion for shoulder and winter season

PHASE 1  
JANUARY-APRIL

PHASE 2  
MAY-SEPTEMBER

PHASE 3  
OCTOBER-DECEMBER

- Tourist / high season
  - Communicating with stakeholders and local partners for capacity
  - FAM Tours
- Identify market readiness
- Building out portfolios
- New and emerging markets
- Budgeting for 2025
- Updates to the Visitor Information Centre
  - Engaging summer students and ambassadors
- Marketing Content
  - Summer Family Fun
  - Outdoor Adventure
  - Summer Romance
  - Patio Passport
- Collaborating across RTO9 and Destination Ontario for alignment

PHASE 1  
JANUARY-APRIL

PHASE 2  
MAY-SEPTEMBER

PHASE 3  
OCTOBER-DECEMBER

- Strategic plan
  - Engage consulting agency for strategic plan
  - Internal approval of draft plan
  - Presenting plan to tourism stakeholders
  - Surveying community to endorse plan
- Visitor Information Centre review
- Marketing Partnerships
- Influencer Marketing Campaign
- Marketing Content
  - Fall Foliage
  - Festive Fun
  - Arts & Culture
  - History & Architecture
  - Promote Brockville as a winter destination
  - Tall Ships
  - City Pass

A scenic view of a rocky shoreline overlooking a body of water. In the background, there are several tall evergreen trees and some smaller deciduous trees. A paved path or boardwalk leads towards the water. The water is calm with some ripples. The foreground consists of large, weathered rocks and some low-lying green plants.

# FUTURE PLANNING

Brockville

**Have  
questions?  
Reach out.**



Brockville



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 16, 2024
<b>Prepared By:</b>	Natalie Wood, Museum Curator/Director
<b>Report Number:</b>	2024-66
<b>Subject:</b>	2023 Annual Report - Brockville Museum

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## Recommendation

THAT the Brockville Museum 2023 Annual Report be received for information.

## Background

This annual report covers the period January 1, 2023, through December 31, 2023. It is a requirement of the Ministry of Heritage, Sport, Tourism and Culture Industries Annual Community Museum Operating Grant program.

The Brockville Museum receives a \$27,173 operating grant annually as part of the provincial Community Museum Operating Grant program. To remain eligible for this grant, the museum must report annually on activities in ten (10) areas of operation: Governance, Finance, Collections, Conservation, Research, Exhibition, Interpretation and Education, Physical Plant, Community, and Human Resources.

In addition to the Annual Report itself, the museum must submit the minutes of the meeting in which the annual report was received by the governing body.

## Analysis

The 2023 Annual Report for the Brockville Museum provides a summary of activities in the ten (10) areas of museum operations defined by the Ministry of Heritage, Sport, Tourism and Culture Industries Standards for Community Museums in Ontario.

It has been reviewed and accepted by the Museum Advisory Committee as an accurate representation of 2023 activities.

The report will be posted on the museum's website.

## Financial Implications

The Annual Report is part of the reporting requirements to secure the annual \$27,173 operating grant from the Ministry of Heritage, Sport, Tourism and Culture Industries; funding which is included in the museum's 2024 budget.

## **Policy Alignment**

This report fulfills Provincial reporting requirements.

## **Conclusion**

It is recommended that Council receive the report to be compliant with Provincial reporting requirements.

Approved by:  
Sandra MacDonald, City Manager

Status:  
Approved - 11 Apr 2024

Attachments:

[2023 Annual Report including Appendix](#)

2023

# Annual Report



Brockville Museum

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## **Mission Statement, Statement of Purpose, and Vision**

### **Mission Statement**

The Brockville Museum preserves and utilizes an evolving collection of objects and stories representing Brockville's past and present to provide inspiring, inclusive, and collaborative experiences that enhance well-being and strengthen the community's social and human capital in the service of Brockville's future.

### **Statement of Purpose**

The Brockville Museum demonstrates how the City of Brockville has developed from the earliest times to the present.

The museum has a responsibility to grow, mature and continue to evolve as a living, dynamic institution. In this respect its purpose is:

- To inform by means of museum exhibits, historical interpretive programs, research facilities, and publishing of written and visual materials.

To accept by gift or acquire by purchase those items, documents and artifacts which have been made, sold or pertain to Brockville and provide facilities for their preservation, storage and exhibition.

- To preserve the museum collection by proper conservation measures.
- To maintain on-going cultural and educational programs to serve children and adults of Brockville.
- To provide visitors with the resources to gain knowledge of Brockville's history and have an enriching and memorable experience.

### **Vision**

To be consistently relevant (relate our place in local and international conversations), unique (as stewards of this community's irreplaceable material culture), and inspiring (sharing human stories of challenge and success)

- Visitors and residents of all ages and backgrounds feel welcome and inclined to actively support the museum
- Offer unique and professional products (programs and events), experiences (exhibits and programs), and services (research and collection care and access)
- Meet or exceed provincial museum standards and best practices
- Actively participate in creating tomorrow's Brockville

## Curator's Message

*Prepared by Natalie Wood, Museum Curator*

After a number of significant transitions in 2022 (and the pivots of the previous two years), 2023 brought a semblance of routine for the first time since before the Coronavirus Pandemic upset all sense of normalcy in 2020. Programs ran, visitors came, and collections were managed. The routine gave us the space to experiment as we worked to retrieve our audiences and identify how the museum's post-pandemic capacity could best meet the changed wants and needs of our community. We experimented with hours of operation, with piloting new programs, and with challenging the pre-pandemic status quo. This experimentation worked well to help us discover ways to improve efficiency and effectiveness in some areas, but 2023 wrapped up with still further questions on how best to increase revenues in a climate of high costs, and amidst the wants of an audience expecting low-cost or free services.

2023 was the first year since 2019 that the museum was able to be open in all twelve months of the year due to pandemic-related restrictions in 2020-2022. Although still a long way from the record-breaking 2019 visitation levels (22% lower), 2023 visitation was respectable, with an increase of 25% over 2022. Most notably, admission revenue (admission by donation) hit a record level in 2023, coming in 24% higher than 2019 (our previous record holder)! This admission data is especially relevant when considering that through experimentation with our hours of operation, the museum was open to the public 10% fewer days and 30% fewer hours than in 2019. The museum team continues to work towards optimizing efficiency while balancing community wants and the museum's budgeted capacity.

The museum's greatest achievement, and most time-consuming project of 2023, was the relocation of the collection stored in an offsite facility. It had been well known for over a decade that the space being used was unsuitable, but there hadn't been a clear path for addressing this challenge. In 2023, the findings of the Canadian Conservation Institute Facility Assessment, completed in late 2022, were presented, and revealed 6 priority recommendations with over 50 additional recommendations to improve conditions for the collection, stored both on site and off. Of greatest priority and alarm was the unsuitability of the offsite storage facility. Armed with this report, staff were able to source a new storage location and receive unanimous Council support to take on a new lease agreement. Although more costly, the new offsite storage location is much more suitable and vastly improves efforts to care for the collection.

Perhaps the greatest challenge of 2023 was finding our programming audience post-pandemic and after a change in the role of Community Program Coordinator that occurred in mid-2022 that interrupted some of our recovery momentum. It is clear that the needs and wants of our programming audience has shifted since the pandemic, and when combined with the museum's capacity, the ability to earn revenue through programming has become challenging. Much evaluation and experimentation was conducted in 2023, with plans to shift course slightly in 2024. The piloting of new value-added programs in 2023 were met with great success, and as the year progressed, we saw a return of some of our pre-pandemic senior facility audiences. These successes should prove fruitful in improving programming outcomes in 2024.

2023 saw good progress towards real post-pandemic recovery, a stabilization of the museum's operating capacity, and improvements to collections care. Despite challenges and ongoing experimentation, the museum heads into 2024 with new strategies to engage audiences, new resources for better caring for its collection, and new optimism for a truly post-pandemic landscape ripe for recovery.

## Reports

1. Governance
2. Finance
3. Collections
4. Conservation
5. Research
6. Exhibitions
7. Interpretation and Education
  - Private Groups
  - Seniors Programming
  - Youth Programming
  - General Interest
  - Value-Added Family Programming
  - Virtual Offerings
8. Physical Plant
9. Community
  - Hours of Operation
  - Visitor Statistics
  - Room Rentals
  - Volunteers
  - Community Outreach Activities
  - Media
  - Social Media
10. Human Resources

## Governance

*Prepared by Natalie Wood, Museum Curator*

As part of the Brockville Museum's integration into the new Cultural Services Department, the former Brockville Museum Board of Management was transitioned into the Brockville Museum Advisory Committee starting in January 2023. As before, Advisory Committee members are appointed by the City of Brockville Council. As per the new Terms of Reference, the purpose of the Advisory Committee is to advise and support the role and responsibilities of the Cultural Services Department as it relates to the Brockville Museum. A copy of the terms of reference are included in the Appendix. As per the City's reporting structure, the Brockville Museum, as part of Cultural Services, reports to Council through the General Committee.

In 2023 Museum Advisory Committee meetings were scheduled monthly on the second Tuesday of the month, with a few exceptions. A total of 9 meetings were held in 2023. All meetings were held virtually. As per the new Terms of Reference, the Museum Curator served as Secretary for all meetings. Minutes were shared with Council's General Committee following their approval by the Museum Advisory Committee.

In 2023 the Museum Advisory Committee consisted of:

- Chair: Paul Naylor
- Members:
  - David Buck
  - Joan Watt
  - Hannah Cody
  - Deb Hamilton
- Council Representative: Katherine Hobbs

The Museum's 2022 Annual Report was received by Council's General Committee on April 18, 2023.

## Finance

*Prepared by Natalie Wood, Museum Curator*

The Brockville Museum is part of the City of Brockville; as such, the museum's annual budget is directed and approved by Council. The Museum budget is presented as part of the Cultural Services budget. The City's contribution to the Museum's operating budget for 2023 was budgeted at \$364,998 (actual cost was \$354,062).

<b>Expenses<sup>1</sup>:</b>	
Staffing	\$332,135
Professional Development (& Professional Memberships)	\$1,390
Office Expenses	\$10,307
Building Burden and Facility Maintenance	\$54,830
Collections & Exhibits	\$10,491
Programming	\$1,901
Expense Total	\$411,054

Although the Brockville Museum is principally supported by the City of Brockville, the museum is responsible for raising about 15% of operating funds through grants and earned revenues (which is consistent with other municipally owned museums in Ontario). Sources of earned revenues include donations (including from the Friends of the Brockville Museum who contributed \$1,318 in 2023), admissions, rental fees, and programming (note that many of these earned revenue streams had not yet recovered to pre-pandemic levels in 2023). In 2023, the museum earned \$17,114 through these earned revenue streams, and \$34,535 through grants.

<b>Revenue<sup>2</sup>:</b>	
Municipal Funding (Tax Levy)	\$354,062
Community Museum Operating Grant (Annual Provincial Funding)	\$27,176
Cossitt Reserve interest	\$3,900
YCW (student employment grant – Provincial)	\$7,349
Program Revenue	\$6,252
Donations (including from the Friends)	\$1,318
Admissions	\$6,410
Room Rentals	\$1,550
Service Fees	\$1,583
Earned Revenue (not including grants)	\$17,114
Total Revenue (not including Municipal Funding)	\$55,538

A copy of the 2023 Brockville Museum's general ledger report can be found in the appendix of this document (current as of March 1, 2024).

<sup>1</sup> Based on actual spent amounts recorded as of March 1, 2024

<sup>2</sup> Based on actual recorded revenue amounts as of March 1, 2024

## Collections

*Prepared by Veronica Vareiro, Collection Coordinator*

2023 was a significant year for work on the museum's collection, specifically in response to the findings of the Canadian Conservation Institute's Facility Assessment Report (received in early 2023) and some additional municipal funding to support collections care. Amid these exciting development, daily collection tasks continued, including the Open Drawer Project (the re-cataloguing of the museum's entire collection into an online searchable database) and the processing of new acquisitions.

Four new volunteers joined the Open Drawer Project team in the position of Data Technician and one new volunteer joined as an object photographer. In total, 9 volunteers contributed about 650 hours to the Open Drawer Project in 2023. The museum's 2023 summer student also worked on the Open Drawer Project, cataloguing the museum's archival book and ledger collection (130 objects). The museum's 6 Visitor Services Attendants also contributed to the Open Drawer Project during slower periods on the front desk. To date, a total of 25,349 artifacts (3D and Archival) have been entered into the online database, a growth of 2,125 catalogued items since 2022. 12,712 catalogued items have images attached to their record, an increase of 837 items from 2022. To date 20,842 objects are accessible to the public online through the museum's searchable online database.

The Collection Committee met twice in 2023: in May and December; both meetings were held in-person. Two new committee members were appointed in 2023, bringing the committee up to 6 volunteers (including the Museum Advisory Committee Representative). At the May meeting the Museum accepted approximately 48 objects into its permanent collection from 20 donors. In the December meeting the Museum accepted approximately 368 objects into its permanent collection from 15 donors (including a large number of photographs). Objects were a mix of some 3D, but mostly documents and photographs. Notable acquisitions included: legislative and senate certificates from former Senator Robert Runciman, the rainbow pride flag used for the annual flag raising ceremony for the first 12 years of Brockville's Pride festival, photographs of downtown Brockville during the 1990s, agricultural pieces relating to Smarts, the clock arms and cog from the clock on the city hall tower from before it was revitalized, and photographs of St. Alban's barn, riding rings and pastures. 82 objects were declined for a variety of reasons, as per our Collection Policy. 26 pieces were added to our education collection or research files. We also worked to process back logged acquisitions from 2022.

With new collection care funding received in 2023, efforts were directed to ordering all the necessary supplies and materials to convert the museum's former classroom space into a new collection storage space. This included purchasing new shelving and archival materials, a dehumidifier, and working on closing off the kitchen accesses to this space. Work on this conversion will continue in 2024 as the space will be outfitted, organized, and ready to house new acquisitions.

The added collection care funding also allowed us to start work on addressing the Canadian Conservation Facility Assessment to make improvements in the storage, safety, and environmental monitoring of our collections. In September of 2022 the Canadian Conservation Institute (CCI) conducted a Facility Assessment; the resulting report was received in March 2023 and presented to Council in June. The report identified six key priority recommendations and over fifty subsequent

recommendations to improve conditions for the long-term preservation of the collection in the city's care at the Brockville Museum. The following actions were taken in 2023:

- The creation of a Collections Emergency Plan: a consultant was hired in 2023 to complete this report by end of 2024.
- Improved climate monitoring: 9 New digital HOBO dataloggers were purchased and installed. Each storage room has a datalogger as well as each exhibit area.
- Relocation of the collection from the museum's former offsite storage facility to a new location that has temperature and humidity control as well as pest monitoring.

The process of relocating the collection from the museum's previous offsite storage facility to a new location was time consuming and involved complex logistics, but was completed in December of 2023.

- Museum staff developed minimum parameters for a new warehouse storage space and the required criteria that would address the issues identified in the Canadian Conservation Institute Facility Assessment and allow for more control of the storage environment. An RFP was posted, and the deadline was extended after there were no responses. The RFP was then cancelled when staff determined that the scoring parameters were incomplete. Input was then sought from the Economic & Development Services Department to determine what might be available locally. After pursuing multiple leads, an appropriate facility was identified.
- The chosen space provides an immediate solution to address all the offsite storage facility issues identified in the Canadian Conservation Institute Facility Assessment, including a well-sealed building envelope free of vegetation and potential water hazards, well-maintained and monitored fire protection and controls, 24-hour monitored security, stable environmental conditions, and high standards for cleanliness, including pest management. Located within the boundaries of the City of Brockville, the identified site is also conveniently located much closer to the museum than the older offsite space.
- With a new space secured, attention moved to the logistics of physically moving the contents of the former space. This involved: identifying and removing all non-collection materials, cleaning the space and contents in preparation for storage in the new facility, and arranging appropriate transportation for all collection pieces to the new location (including several vehicles and large signs).
- To prepare the new space, the landlord installed shelves and we worked together to ensure that all pieces were stored either on shelves or on pallets to facilitate easier access and protect against potential moisture from the floor.

The next step to take place in 2024 is to organize the space into proper location blocks, conduct an inventory of all the pieces stored there, add this information to the collections database, and create condition reports for all objects.

## **Conservation**

*Prepared by Veronica Vareiro, Collection Coordinator*

In 2023, minor preventative conservation treatments were performed throughout the year, such as the cleaning and dusting of artifacts, the removal of tape and other harmful substances from archival documents and encapsulating fragile photos and documents. Mounts were created for temporary and permanent exhibits.

As part of the summer student's project re-cataloguing the museum's archival book and ledger collection, the student re-wrapped each piece with acid-free tissue and cotton tying tape and identified pieces potentially requiring additional care.

The art pieces that were on exhibit in the upper gallery for the Fredrick Lock exhibit received new acid free paper backing, glass cleaning and hanging hardware courtesy of Hang Ups Creative Picture Framing. Any important writing on the back of the old backing paper was encapsulated to the new backing. Photographs of the process were taken by Hang Ups and sent to the Museum.

## Research

*Prepared by Jean Mather, Volunteer Researcher*

The Brockville Museum received 73 requests for information in 2023. Most requests were handled by the museum's volunteer researcher under the supervision of the Collections Coordinator.

Artifacts in the collection, copies of newspaper clippings and other articles on many topics on file, along with a number of books pertaining to the city and its institutions are available to help find answers. Appointments can be made to access material in-person but most responses are dealt with through email. A nominal fee applies to research that takes over 15 minutes to complete (discussed with the researcher in advance). Requests come mainly from the immediate area but sometimes from much farther afield. It is always interesting to have a query from someone living in another country.

The Grand Trunk Railway strike of 1877, details about the Annex to Victoria School, long since demolished although the school has been repurposed, and the Incorporation of Brockville were just three of the varied topics researched this year. We did have two requests concerning whether houses were haunted but could find no evidence of the supernatural in either case!

Local artists were the subject of several queries, probably the result of recent Museum exhibits, but by far, inquiries about recently purchased homes (8) and long deceased relatives (10) constituted the bulk of the questions. Local industries are being requested less frequently now, likely because the Museum website has a great deal of information, although every year brings at least one photo of a Smarts Foundry manufactured item. That company had a huge catalogue of very durable goods which were disseminated far and wide and which pop up regularly, keeping Brockville on the map!

Not all requests can be answered using Museum resources. Some are forwarded to the Leeds & Grenville Branch of the Ontario Genealogy Society which has much valuable information on individuals. The question as to why Centre Street is so named, being on the very edge of town, continues to be unanswered, but some day, when we are least expecting it, the answer may just leap from a page and the name will make perfect sense!

The collection of information for the research files, updating the index so that material can be readily retrieved, and adding new books to the library is ongoing. We hope that in 2024 the Brockville Museum will continue to be a valued resource for the citizens of the area and beyond and we look forward to helping folk delve into the past and discover the rich history of this community.

## Exhibitions

*Prepared by Natalie Wood, Museum Curator*

After several years of significant changes to exhibit spaces, 2023 was a bit of return to normal operations with just two temporary exhibits. The museum's second art exhibit went on display in the newly created mezzanine level art gallery, featuring works in the museum's collection by Frederick William Lock. The museum also put together a smaller exhibit in the museum's lobby tracing the history of nursing education in Brockville to coincide with St. Lawrence College's 50<sup>th</sup> Anniversary of Nursing. The College had approached the museum pre-2020 to discuss the possibility of such an exhibit, which proved to be a great opportunity to share a rich educational history and pull some unique pieces from the museum's collection, not otherwise displayed, including nursing school student uniforms. The nursing education exhibit also provided a great opportunity to work directly with the College and promote their current nursing program.

The museum also hosted the St. Lawrence-Rideau Immigration Partnership's travelling display, We Are Neighbours for two weeks in the summer.

Back again by popular demand, reproduced works by RH Lindsay were again installed outside on the museum's patio. This project initially launched in 2021; it has become an annual installation as it adds colour and interest to the rear patio area.

No new virtual exhibits were created in 2023 due to space restrictions on the platform being utilized by the museum; however, it is hoped that the museum will have a new website in 2024 that will provide more opportunities for creating and sharing virtual exhibits. Although not a virtual exhibit, staff did develop a video series with information related to the Frederick William Lock art exhibit, which was shared online.

The Museum Curator was an invited panellist for an Ontario Museum Association webinar on developing Virtual Exhibits. The invitation recognized the Brockville's Museum digital pivot during the pandemic, and the fact that the museum had actually started this work before the pandemic necessitated this shift on a larger scale.

Exhibit	Description	Dates	Location	Type
<b>The Life and Works of Frederick William Lock</b>	Original works from the museum's collection by Frederick William Lock, mostly portraits of notable Brockville citizenry c1850s.	January 25 – December 8	Upper Gallery	Temporary
<b>Nursing Education in Brockville</b>	Original works from the museum's collection by K. Buell, RH Lindsay, R. Wright, and T. Hare displayed.	May 5- September 29	Lobby	Temporary
<b>RH Lindsay: Outdoors</b>	11 local landscapes by Lindsay were reproduced, enlarged, and exhibited on the Museum's patio	June – October	Patio	Temporary
<b>We Are Neighbours</b>	Travelling display by the St. Lawrence-Rideau Immigration Partnership	August 1-11	Lobby	Travelling

## Interpretation & Education

Prepared by Alice McMurtry, Community Program Coordinator

### Types of Programs

Museum programs offered in 2023 remained largely consistent with what was offered in 2022. The aim of our museum programs is to encourage engagement with the stories and objects in the museum's collection. Programming supports the museum's mission and vision and adheres to the museum's key messages.

A synopsis of the programs and descriptions of each can be found in this report, classified under the following categories: Private Programs, Seniors' Programs, Youth Programs, General Interest Programs, and Value-Added Family Programs. For the purposes of the following statistics, the General Interest Program category has been broken down into separate programs.

#### 2023 Program Participation:

- 51% Seniors' Programs
- 15% Private Programs
- 12% Talk & Tea
- 12% Lecture Series
- 7% Youth Programs
- 4% Cemetery Tours

#### 2023 Net Program Revenue:

- 28% Seniors' Programs
- 27% Private Programs
- 19% Lecture Series
- 11% Talk & Tea
- 8% Cemetery Tours
- 7% Youth Programs

### Private Group

Private programs can be booked by any organization or group of individuals. They are closed to the public and are often specifically tailored to meet the needs of the booking organization. Private programs can provide a more general overview of Brockville's history to incoming tours from other locations, or they can be customized to suit a private group's particular interests. Private programs can include walking tours, self-guided tours, step-on bus tours, group lectures, and speaking engagements.

### Incoming Tours

- 6 programs booked
- Combined attendance: 196 people

Incoming tours are privately booked tours. These tours may be booked by a tour company or by private individuals for a party of people.

The museum welcomed for the first time in several years the Brockville Newcomers Club for a custom-designed afterhours program. This program was combined with a Carriage Hall and lobby rental.

Another group that the museum welcomed after some time was a group of students and teachers from Fulford Academy. The Community Program Coordinator provided a walking tour of the historic waterfront.

St. Lawrence Cruise Lines was one of the museum's primary booking organizations this year. The museum delivered:

- Two walking tours of Brockville's historic waterfront (tour route: Centeen Park > Blockhouse Island > Railway Tunnel). These proved popular among attendees.
- There was also a private history talk combined with self-guided museum tour for one program, which required some logistical planning and a shortening of the talk given that the bus ran behind schedule.

Although these programs do take considerable time to prepare and plan for, they offer us a high return in terms of revenue.

#### **Speaking Engagements**

- 1 program booked
- Combined attendance: 24 people

Speaking engagements are available for groups to hear about local history. These engagements are generally 45 to 60 minutes in length and are sometimes booked for an organization's lunch or dinner meeting. One speaking engagement was booked with the Leeds and Grenville Genealogical Society.

Private programs are a good way to increase revenue. Although there were some logistical challenges this year, the Museum is still being sought to provide engaging private programs.

#### **Senior Programs**

Seniors' programs are recurring history talks delivered to retirement homes, nursing homes, adult day centres, and senior day programs. These talks are about 45 to 60 minutes in length showcasing the stories and objects in the museum's collection. Seniors' programs are designed to encourage the sharing of memories and stories among participants, with the Community Program Coordinator leading the discussion.

Seniors' programs were booked consistently throughout the year and attendance nearly reached pre-pandemic levels. Due to a death in the family, the Community Program Coordinator put some programs on pause during the month of August, but regular programming resumed shortly thereafter.

#### **In-person Seniors' Programs**

- 47 in-person seniors' programs delivered
- Combined attendance: 661 people

Talks on a variety of historical subjects were presented in-person to various seniors' groups.

#### **Virtual Seniors Talks**

- 1 over the phone program booked
- Total attendance: 2 people

One virtual seniors' program was booked in 2023. The material for this type of program is presented using a phone-in system, and the narrative style of the program is adapted to suit that presentation style. This had been very popular during the pandemic years, but interest waned as in-person gatherings returned as an option.

### Off-site Seniors' Programs

The museum has created a variety of pop-up exhibits and activity kits to bring museum information into retirement homes, unstaffed, including Mini-Muse Kits.

#### Mini-Muse Kits

- 1 mini-muse rental booked

Mini-Muse Kits were developed as a response to the pandemic to extend our program offerings into seniors' centres when lockdown restrictions were in place. These kits consist of a pop-up banner of information and images, a small display case of education artifacts, a small table, rack cards, and a Share Your Memories box for residents to share memories the exhibit may prompt.

There was one mini-muse rental booked in 2023. There have not been any other bookings for this program offering.

Although Mini-Muse kits have been rented by some facilities, there is little interest in them other than retirement homes. This begs the question of whether time and money should be spent in the creation of new Mini-Muses. However, Mini-Muses can always be repurposed for other museum initiatives.

### Youth Programs

- 6 programs booked
- Combined attendance: 92 people

Youth programs are museum programs delivered to youth clubs, school groups, and homeschoolers. Youth programs are designed in accordance with the Ontario elementary and secondary school curricula to best meet the needs of Brockville's students and teachers. School programs focus on continuity and change through Brockville's history, encouraging students to build connections between Brockville's history and their own lived experiences.

#### School Groups

Four schools booked programs with us, two from Ange-Gabriel Catholic Academy and two from Commonwealth Public School. The program Early Settler Games was booked three times, the program Uncovering Brockville's Past with Primary Sources was booked once.

#### Homeschool Groups

Occasionally, the Museum is booked by homeschool groups or other independent youth groups not affiliated with the UCDSB or CDSBEO. Two groups booked education programs with us. One was a private birthday party that included a room rental as well as an education program. Another was a homeschool group who booked an education program as part of their visit to the museum.

### General Interest Programs

- 36 programs delivered
- Combined attendance: 443

General Interest programs are programs delivered by the museum that are open to the public. They include presentations on historic topics and historic tours. Most such programs require a ticket purchase or pre-registration.

#### Annual Lecture Series

- 4 programs delivered
- Combined attendance: 150 people

Lecture Series was a museum program that began in 2003. Invited speakers presented on various historical topics every Tuesday morning in February.

Prior to 2022, there were five lectures per series, extending into the first Tuesday in March and lectures were held at the Brockville Museum in the Carriage Hall. Due to the COVID-19 pandemic the series was offered virtually in 2021 and 2022. 2023 marked the return to an in-person event, this time at the Brockville Arts Centre (BAC), which offered a larger, and more functionally appropriate venue.

In 2023 ticketholders expressed displeasure with the change in venue to the BAC. The Community Program Coordinator fielded negative comments regarding the series throughout the event's run, specifically about a lack of intimacy offered by the space (mainly the result of the speaker up on the stage and the small audience dispersed through a space that can accommodate 500).

Feedback surveys were circulated to ticketholders, and post-event surveys on the future of Lecture Series were sent out to both ticketholders and the general public, but there were a very limited number of responses.

Feedback suggested that the public does see value in the museum Lecture Series, though this has not been reflected in ticket sales over the past five years. Public expectations of Lecture Series and the museum's intent and capacity with the program seem to be misaligned.

Feedback suggested that ticketholders are not necessarily interested in hearing from academics presenting their research (the direction Lecture Series has taken over the last decade, mainly in an aim of bringing in notable speakers not otherwise accessible to a Brockville audience). There were several suggestions in the surveys to invite local amateur historians to speak at future Lecture Series, however, many local amateur historians speak regularly at free public events in the surrounding area. Such style of presentation would be more suitable to the museum's Talk & Tea program.

2023 attendance and revenue at Lecture Series fell well below expectations. 2023 Lecture Series drew in 150 attendees and \$1470.00 in revenue, a fraction of earlier successes with the program. Staff spent considerable time vetting speakers and organizing the event. There was a net cost of \$2,290.00 when staff time and filming costs were considered.

Facing new pressures of including staff time when calculating the return on investment and efficiency of a program, the Museum made the decision to discontinue Lecture Series starting in 2024. This decision was also evaluated based on this program's tenuous link to the Museum's mission and mandate. It was felt that staff resources could be more effectively and efficiently allocated without the burden of the time-consuming task of coordinating a Lecture Series.

2023 lecture series speakers and topics were:

- Adrian Harewood: Recognizing and Affirming Ourselves in Pursuit of Freedom-Reflecting on Black Canadian Newspapers 1851 to 1991

- Simge Erdogan-O'Connor: The Unique History of Murney Tower Museum
- Anne Trepanier: Of Monsters and Marriages: Imaginations of Confederation in Print (1844-1867)
- Jake Breadman: An Environmental History of the War of 1812

#### Talk & Tea

- 11 programs delivered
- Combined attendance: 149 people

Talk & Tea is a monthly program that occurs on the second Thursday of each month, presented by the Community Program Coordinator. Talks are 45 to 60 minutes in length and showcase the objects and stories in the museum's collection. These talks are designed to be informal lectures; participants are encouraged to ask questions and share stories. Eleven Talk & Teas were held in 2023. Special guest Ruth Lor Malloy took the October spot at Talk & Tea, which generated a great deal of interest as there were 40 attendees. Building on the feedback we received from the Malloy talk, and from Lecture Series, more guest speakers will be utilized for Talk & Tea in 2024. The December Talk & Tea was cancelled due to staff illness.

2023 Talk & Tea topics were:

- January: Winter Pastimes
- February: Brockville Beverage Companies
- March: Brockville Grocery Stores
- April: Churches & Community in Brockville
- May: Brockville Parks
- June: Frederick Lock & Painting Early Brockville
- July: Industries in Brockville
- August: History of the Brockville Arts Centre
- September: Brockville Schools
- October: Ruth Lor Malloy Guest Speaker
- November: Patent Medicine Industry
- December: Brockville Bands (cancelled due to staff illness)

#### Cemetery Tours

- 4 programs delivered
- Combined attendance: 46 people

New this year were cemetery tours of the Brockville cemeteries. The Community Program Coordinator took a holistic approach to content, touching on topics like urban development, health and sanitation, the process of remembering, and evolving concepts of spirituality. This departure from the more conventional "who's-who" cemetery tour was generally well-received by attendees. The program was advertised by RTO9 as part of their "spooky season" line-up, which generated a lot of interest.

More tours are planned for 2024.

### **Value-Added Family Programming**

The museum has developed several value-added family programs that are included with admission by donation to the museum and designed to enhance the museum going experience for families. These programs offer families unique ways to engage with museum exhibits at their leisure, building connections between exhibit content and visitors' lived experience. These programs are designed for families to do together, sometimes with the assistance of a museum volunteer, as is the case with the museum activations, other times at their own pace, as is the case with the Discovery Kits.

#### **Museum Activations**

- 8 programs delivered
- Combined attendance: 54 people (March Break)
- Combined attendance: 37 people (July & August)

Museum activations are stationed activities that enhance visitors' experience at the museum. This was a new initiative for 2023. Activations allow for visitors to engage with museum content in new ways and illuminate connections between visitors' lived experience and what the Brockville Museum exhibits.

There were several activations that were offered this year. Most were piloted during March Break and were set up again on Tuesdays in July and August and hosted by our summer student.

These activations included:

- River Story Timeline Activity: visitors were invited to place archival photographs along a timeline, with the goal being to understand continuity and change.
- Smarts Artifacts Then and Now: visitors were invited to compare objects from the museum's collection with contemporary versions of the same object, to understand continuity and change.
- Simple Machines and Brockville Industries: visitors were challenged to find all the examples of simple machines in the Made in Brockville exhibit.
- Draw Like Frederick Lock: visitors were invited to try Frederick Lock's technique of drawing with pastels on dark paper (utilizing the museum's 2023 temporary art exhibit).
- From Portrait to Selfie: visitors were invited to strike a pose using costume props after examining photographs from early Brockville studios.
- Reflections on the River: visitors were invited to explore the Robert Henry Lindsay outdoor exhibit (during the summer) and create their own piece of art inspired by the St. Lawrence River.

Museum activations are expected to be part of the roster of programs for 2024. There are some new activations that will be developed, and others will receive a refresh so they that will be more appealing to all ages.

#### **Discovery Pack**

- 32 families used the Discovery Pack in 2023.

The Discovery Pack program was relaunched (after the pandemic hiatus) on Family Day in 2023 to great success. Discovery Packs enhance the museum-going experience for children visiting with their families by providing a variety of engaging activities that extend the interpretation of the exhibits. The Discovery Pack Program is entirely self-directed and included all new content for the relaunch in 2023.

The aim of the program is to encourage intergenerational bonding between family members as they experience the museum together. Each backpack is filled with interactive activities that encourage exploration, critical thinking, and the development of literacy skills. Families are encouraged to engage directly with museum exhibits, their conversations and discoveries augmented by the activities within each Discovery Pack.

The Discovery Pack program has been met with overwhelmingly positive feedback. On average, families using the Discovery Pack spent 48% longer exploring the museum than the average museum visitor. When polled, all visitors during March Break 2023 said they would recommend Discovery Packs to a friend and 82% said that the Discovery Packs were “an exceptional addition to their museum experience”.

The Friends of the Brockville Museum received a grant from the Ross W. McNeil Foundation in November of 2023 to develop new packs for 2024. Work began on these packs for debut in 2024.

#### ***Virtual Programming***

The museum initially developed virtual content as a response to pandemic lockdowns and restrictions, in order to bring the museum to people at home. This digital pivot was experienced across the sector and is redefining how museums serve their communities post-pandemic. Long after the return of in-person programming, there is a continued demand for virtual content from museums. Content creation for the Brockville Museum continued in 2023, with three new video series and the continuation of our popular Stories from the Stones series.

#### ***Online Videos***

Since 2020, the museum has been creating on-demand videos on different topics related to Brockville’s history.

Four new videos were produced in 2023 as part of our ongoing Stories from the Stones series. These were viewed about 122 times on YouTube.

#### **Stories from the Stones**

Stories from the Stones came back for a fourth season in 2023 due to its ongoing popularity. This is a unique video series that explores the fascinating stories of some of the historic figures buried in the Brockville Cemeteries. This year, in response to “frequently asked questions”, attention was given to some of the more prominent monuments in the cemetery and their history. This year four videos were filmed: the Comstock monument, the Flint family plot, the Fulford mausoleum, and the Derbyshire family plot. Feedback to this series continues to be positive and plans to continue this series have been made if enough stories can be developed.

#### **Out of the Vault**

A new series was developed in 2023 that explores the stories of objects in the Museum’s collection that are not on display. The series also delved into a bit of background on the Museum’s collection policy and rationale. This series gives viewers a glimpse into the storage facilities at the Museum and relates some unique histories. The five videos included: a 19<sup>th</sup> century hair wreath, a 20<sup>th</sup> century quilt made from hat linings, a letter by Dorothy Buell, a ceremonial dress sword presented to Jacob Buell, and a Recorder and Times stereotype printing plate.

### Brockville Blazes

This is a four-video series that looked at some notable locations around Brockville that have been affected by fires over the course of the city's history. These locations included: Dailey's Travel & Leather Goods (513 views), the Fulford Block (129 views), the Grand Central Hotel (191 views), and the Revere Hotel (263 views). These videos appealed to the public's nostalgia of older buildings and businesses in Brockville.

### Frederick Lock Exhibit Profile

Four videos were filmed to promote the opening of the Frederick Lock exhibition at the Museum and to provide insight into the history of the artist and how the museum preserves and presents works of art. Two were developed by the Community Program Coordinator and two by the Collections Coordinator.

### **Summary**

Museum programming continued in 2023 with increasing interest and building back that had started in 2022. While events outside of the Community Program Coordinator's control hindered programming offerings in August and September, 2023 remained a successful programming year in terms of impact; new programs like the Cemetery Tour were well-received, and existing programs continued to highlight the museum's collection to engage audiences.

95 programs were delivered to an audience of 1,294 people, bringing in a gross total of \$6,566.80.

Program Participation	2019	2020	2021	2022	2023
<b>Incoming/Private Groups</b>	543	0	222 (off-site)	355	220
<b>Youth</b>	661 (140 off-site)	53 (28 virtual)	0	239	92
<b>Senior (off-site)</b>	742	155	218 (virtual)	337 (131 virtual)	663 (2 virtual)
<b>General Interest</b>	676	608	498 (248 virtual; 161 off-site)	197 (85 virtual)	287
<b>Total</b>	2,622	816	938	1,128	1,262

## Physical Plant

Prepared by Natalie Wood, Museum Curator

The Brockville Museum's physical plant includes a c.1820s and c.1840s heritage stone house and a 1995 addition. Each portion of the building carries its own set of unique characteristics and needs with regards to maintenance.

2023 incidents and maintenance included:

- January: A watermain break on Water Street at Henry Street restricted access to the museum for two days and cut water service to the museum for several hours. This resulted in the museum closing early on two days, losing 8 business hours.
- May-September: when the A/C was turned on for the season an unidentified off-gassing smell materialized in the museum's lobby. It seemed likely tied to the flat roof replacement that was completed in the fall. City staff worked with numerous contractors to source the smell through the summer months. Several unsuccessful actions were taken, and ultimately the museum was unable to run the A/C in the lobby for the season. Once the system was switched to heat, there was no longer a smell.
- May: Air Quality testing was conducted in museum office spaces. The results came back within an acceptable range.
- November: As a result of a fire inspection some drywall repair was completed in the museum's electrical room. The drywall had been removed over a decade ago due to flooding in the space. However, the fire inspection noted that as a result, the room lacked a fire barrier. Due to ongoing dampness issues in that space, the contractor installed cement board rather than drywall.

The museum has a long history of water penetration issues. In 2023, heavy rains caused:

- Significant water penetration in the 1995 addition basement in August, including standing water in the air registers for several weeks, causing a long-lasting musty smell.

Since 2019 the museum has seen an increase in loitering activities around the museum, including the abandonment of large volumes of personal affects around the museum property, attempted use of exterior electrical outlets (which have been turned off), and drug use. In October 2023, museum staff had to call emergency services to respond to an apparent drug overdose (and resulting head injury) that occurred in the museum's exterior basement stairwell, and which was observed live on the museum's security cameras. This incident raised renewed concerns about the secluded nature of this stairwell, and highlighted the need to enclose this vulnerable area.

The museum continued to benefit from the City's Pest Management Program first introduced in 2019. The pest management company regularly connects with the Collections Coordinator to discuss any pest issues related to the care of the collection. This has been a positive relationship.

The results of the much anticipated Canadian Conservation Institute Facility Assessment that was completed in 2022, were received in 2023. The report made over 50 recommendations to improve conditions for the collections in the museum's care. Over half of the recommendations relate directly to

physical plant issues. Museum staff began working with other city staff to work towards remediation and addressing these issues.

### **Health & Safety**

*Prepared by Veronica Vareiro, Collection Coordinator (Joint Health & Safety Committee representative)*

A new Health & Safety Coordinator joined the City staff in early 2023. This resulted in several important updates to health and safety procedures and protocols at the museum. Most notably, the creation of an Emergency Response & Evacuation Plan, and the implementation of a corresponding fire drill.

Another improvement in 2023 was the purchase of new ergonomic office chairs for staff. As staff can be sitting at their desks for prolonged periods, it was advised that our office chairs be updated to fit the proper requirements of a supportive office chair.

2023 saw a spotlight placed on completing fire inspections by the fire department at all city facilities. The museum staff along with city facilities staff addressed all the concerns brought forth through the inspection. Along with the monthly Joint Health and Safety Committee building inspections, the museum now also tests their fire alarm systems monthly to make sure the alarms are working properly and can be heard throughout the building.

The museum's health and safety bulletin board was updated with the most recent forms provided by the City of Brockville. The museum purchased two new first aid kits and first aid guidebook to ensure compliance. The Collections Coordinator is the Joint Healthy and Safety representative as well as the designated first aid responder.

## Community

*Prepared by Natalie Wood, Museum Curator*

2023 was our first full year of operation since 2019 due to pandemic-related restrictions. 2023 saw a reassuring uptick in visitation and the earnest return of American and international visitors. Although still a long way from the record-breaking 2019 visitation levels (22% lower), 2023 visitation was respectable, with an increase of 25% over 2022.

A new Visitor Guide was created and made available. It includes a map and brief description of each exhibit. It also includes links to online museum content to enhance their post-visit experience. The guide is available at the front desk and on the museum's website. Printing costs were covered by the Friends of the Brockville Museum. (Included in the Appendix).

### Statistical Summary of Visitation and Museum Usage

# visitors	hours open	days open	# group tours	# room rentals	# website visitors
1738	1360	245	6 (196)	6 (142)	20,976 <sup>3</sup>

### Hours of Operation

In 2023, the museum was open to the public for 245 days (28% more days than 2022) totalling 1360 hours (18% more hours than 2022). This was the first time the museum had been open in all 12 months of the year, and the first full year there were no restrictions on travel, since 2019 due to the COVID19 pandemic.

Much experimentation took place regarding the museum's hours of operation in 2023. Since there hadn't been "normal" hours since 2019, this was an opportunity to try different scenarios to optimize efficiency. The goal of finding the most efficient hours stems in part from the adjustment to staffing levels that occurred in 2022.

In 2023, the Museum's regular hours of operation (open to the public) were:

- January – March 10: Wednesday-Friday 10am-4pm
- March 13 – May 12: Monday-Friday 10am-4pm
- May 15 – September 30: Monday-Saturday 10am-4pm
- October 3 - December 1: Tuesday-Saturday 12pm-4pm
- December 6 – December 22: Wednesday-Friday 12pm-4pm
- December 23-31: Closed for holiday break

### Visitor Statistics

As has been done in the past, the museum collected visitor statistics that included place of residence, duration of visit, and daily admission donation totals. This data revealed the following trends:

- The average duration of a visit was 42 minutes (10% longer than in 2022)

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<sup>3</sup> Google Analytics changed in July 2023 resulting in a change in how numbers were calculated and a month and a half when numbers were not recorded.

- The average admission donation was \$3.70<sup>4</sup> per person (a 3.6% increase over 2022)
  - Overall, revenue from admissions (by donation) was significantly higher than in the past, with an increase of 24% over 2019 levels (despite total admissions still being 22% lower than in 2019).

During the summer season<sup>5</sup> (Victoria Day – Labour Day) we saw a notable increase in visitation from other parts of Canada (outside Ontario and Quebec) and a marginal increase in US and Overseas visitation, with the Quebec and other Ontario visitation taking a smaller share than in 2022. Summer 2023 visitors visited from:

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Brockville: 29%</li> <li>• Ottawa &amp; Area: 18%</li> <li>• Other Eastern Ontario: 5%</li> <li>• GTA &amp; SW Ontario: 13%</li> </ul> | <ul style="list-style-type: none"> <li>• Quebec 12%</li> <li>• Other Canada: 12%</li> <li>• USA: 7%</li> <li>• Overseas: 3%</li> </ul> |
|---|--|

#### **Room Rentals**

There were six room rentals in 2023, including the Mayor's New Year's Levee on January 1 (which welcomed 113 people), the annual Leeds and Grenville Labour Council Day of Mourning in April, and the Friends of the Brockville Museum Annual General Meeting. This is a marked increase in room rentals since the onset of the pandemic (there were only 2 in 2022), but still considerably fewer than pre-pandemic. This reduction is in part due to the reduction in in-person meetings being held, generally, as well as limitations on when museum facilities are available (due to staffing levels).

A new Room Rental brochure was created and distributed to promote rental options late in the year. (Included in the Appendix).

#### **Volunteers**

A new Volunteer program was launched in early 2023 in response, in part, to staffing changes in 2021 that eliminated the role of a designated volunteer coordinator, but also as a re-think of how volunteers are recruited and what volunteer roles are most essential to museum operations. A Volunteer Program Guide was created and published with extensive details on roles and requirements. This proved to be a useful tool to which staff could direct inquiries.

#### **Recruitment**

A volunteer Open House was held in March promoting the new Volunteer Program. Two attendees were recruited and became active volunteers. In total, the museum added 7 volunteers in 2023, two Advisory Committee Members and five Open Drawer Project volunteers. (Interest in volunteering for the Open Drawer Project was so popular, the museum had to suspend recruitment). At year's end, the museum's active volunteer roster stood at 24, on par with 2022 (with new recruits replacing those lost to normal attrition).

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<sup>4</sup> Not including donations made in US dollars

<sup>5</sup> We only have data on origin of visitors during the summer season

### **Volunteer Activities**

The bulk of volunteer hours at the museum go towards the Open Drawer Project (re-cataloguing the museum's collection using the online database). Volunteers also contribute to maintaining the gardens, carrying out research, helping with group tours and children's programs, cleaning, and governance.

In 2023 volunteer roles consisted of:

- Open Drawer Project: re-cataloguing the museum's collection (and related tasks) using the online database
- Gardens: weeding and tidying the garden spaces around the museum
- Docent/Program Assistant: helping to animate activity stations and/or helping with group tours
- Governance: Museum Advisory Committee and Collection Committee
- Research: helping to answer research requests
- Cleaning: helping to dust display cases and public areas

### **Volunteer Hours**

Volunteers contributed approximately 1,200 hours in 2023. The figure is approximate as changes in volunteer management resulted in not all hours being recorded, but on average, volunteers contributed 100 hours every month (more in the summer, less in the winter). This is up slightly from 2022 and should be a good benchmark moving forward.

### **Volunteer Recognition**

The museum partnered with the Brockville Arts Centre to hold a volunteer appreciation BBQ on the museum's patio for all museum and Arts Centre volunteers (Cultural Services volunteers). The event was well received and it was a great opportunity to showcase the museum's new patio furniture (acquired through a federal pandemic programming/relief grant in 2022).

### **Community Outreach Activities**

#### **Museum Pop-Ups**

- 9 pop-ups delivered
- Combined engagement: 408 people

The museum hosted pop-up displays at various locations in Brockville. These were hosted by our summer student during the months of July and August. An additional pop-up was held in November during Home Hardware Ladies' Night, hosted by the Community Program Coordinator. These pop-ups allowed people to engage with the Brockville Museum offsite and get a better sense of our offerings. The goal is to increase the museum's visibility in the community in a manner that advances the museum's mission. They included an information banner, museum objects, and brochures passersby could take home.

These pop-ups were held at the following locations:

- Medium Effort art supply store, 162 King Street West (2 dates, 15 interactions)
- Metro, 237 King Street West (2 dates, 241 interactions)
- Sweet Ofelia Café and Market, 52 King Street East (1 date, 28 interactions)
- City Hall, 1 King Street West (1 date, 15 interactions)

- Ren's Pets, 2089 Parkdale Avenue East (1 date, 6 interactions)
- Home Hardware, 584 Stewart Boulevard (3 dates, 103 interactions)

It should be noted that the numbers may be inflated. The summer student did not keep a record of meaningful interactions with participants. 'Meaningful', to this end, means more than a passing interaction and exchange of pleasantries, rather, it suggests a deeper connection was made. For example, although the Community Program Coordinator interacted with most likely around 80-100 people at the Home Hardware Ladies' Night event, she only recorded interactions that were meaningful (an exchange of information and historical interpretation of the pop-up display), which was 43.

### **Media Outreach**

The museum relies on the support of local media to help spread messages regarding programming, activities, and events. To this end, the museum is grateful for the relationships it has built with local media. The museum also utilizes its own media streams to communicate goings on with the community.

#### **Television, Radio, and Online News Media**

COGECO and MOVE 104.9 have been the focal points of our traditional media presence for many years, thanks to the ongoing support of both companies. In 2023 museum staff made several television appearances on Cogeco's FYI program and had regularly occurring radio stints on Move 104.9's morning show to promote museum activities. Museum posts and press releases were also widely shared by the online news platform, HomeTownTV12.

#### **Print Media**

In total seven press releases were distributed in 2023. These focused on promoting upcoming programs: Lecture Series, Preserving Your Family Treasures Workshop Series, the art exhibit, the nursing exhibit, summer programming, and the cemetery tours.

Press releases are distributed to a number of local media partners, including the print media, The Recorder & Times and the Fishwrapper (a local monthly focused on arts and culture). The Newcomers Club and the 55+ Association regularly share our press releases through their email newsletters.

#### **eBlast Newsletter**

The museum itself distributes a monthly email newsletter to over 170 subscribers.

#### **Website**

The museum's website continued to serve as a resource for the public at large. The website serves to provide the community with information on visiting and services offered. It aims to be a one-stop-shop to answer any questions a potential visitor or user may have, including a gateway to the museum's online database.

Changes to Google Analytics in 2023 resulted in the loss of data over a two month period.

The total number of website visitors (entries to the site) for 2023 was 20,976.

#### **Digital Museum Site**

The museum originally created the Digital Museum Site in 2017 as a platform for hosting virtual exhibitions and showcasing our collection. It is separate from the Museum's website, which doesn't have the functionality for adding photographic and video content; the Virtual Museum Site is hosted through

the free site, “Wix”. Due to changes to what’s included in a free subscription in 2023, the museum was not able to add any new photographic content to the site (i.e. virtual exhibits). We are working on making changes to the museum’s primary website in 2024 that will allow us to host our “Digital Museum Site” content on our main website. But in the meantime, the Digital Museum Site continued to serve as a platform for exiting virtual exhibits and a launchpad for the museum’s video content.

The Museum Curator was an invited panelist for an Ontario Museum Association webinar on creating virtual exhibits in recognition of the work done by the Brockville Museum using this Digital Museum Site platform we had created for “free”.

Despite minimal additions to the site in 2023, use of the site was good with 1,180 sessions in 2023. Overall, however, there were 24% fewer unique users in 2023 than in 2022. Most users accessed the site directly or through a Google search, with a few using the links from the museum’s website or Facebook posts.

It is expected that this site will be deleted in early 2024 once the content can be moved the museum’s new website (launching sometime in 2024). It has, however, served the museum well over the last six years and was an invaluable platform during the digital pivot that was needed during the pandemic years.

### **Social Media**

The Brockville Museum maintains active social media accounts on Facebook and Instagram. We also have a YouTube Channel. These platforms serve as opportunities for audiences to engage with our content as much as they serve to promote the museum. Until late 2023, the museum also had a Twitter account, but due to changes on that platform, the museum discontinued posting there.

#### **Facebook**

Our Facebook Page continues to grow and serves as our primary social media platform. It is an effective tool for communicating museum information to interested parties, but it primarily serves as an educational resource where we share Brockville’s history and information about what museum’s do and why. We know our audience is most interested in seeing historical information, especially archival photos. To this end, our focus is on providing engaging and relevant content over advertising for museum events.

Our audience on Facebook grew by 12.1% in 2023, with most of the gain coming in the last third of the year, bringing us up to 3,166 followers at the end of the year.

Our most popular posts on average continue to be our Throwback Thursday (#TBT) posts. They are popular because they deal with a historical topic that most of our audience can remember (i.e. photos from 1950-1980). These posts spark memories and conversations (which in turn generates a greater reach).

In 2023, our top five posts averaged a reach of just over 58.2K (average reach of the top five posts in 2022 was only 7.9K). Four of the top five posts of 2023 came in November and December. Especially after posting a history and archival image of the building on Perth St. that was destroyed by fire (July), we received a lot of feedback that our audience appreciates the timeliness of our posts – that, when

possible, our posts tie into the local news. This has always been a goal, but this feedback reinforces that this is a desired strategy.

#### Top Performing Facebook Posts of 2023:

	Reach	Likes & Reactions
#TBT Con Darling	145.6K	1.4K
#TBT Santa Claus Parade	74.8K	555
#TBT Christmas Market on Market Street	32K	273
Building on Perth at Brock (archival image with history of property posted after fire destroyed the building)	25.7K	122
Moving the large objects from offsite storage to new storage location	13.1K	137

#### Twitter

While we continued to utilize Twitter for part of the year, we didn't prioritize it the same way as Facebook given the limited reach we were seeing with this platform. We discontinued our use of Twitter after it became "X" and became embroiled in controversy in August 2023 (in keeping with actions taken by other parties, including the City of Brockville Corporate account). We have maintained our site, without posting to it, in part as the platform still provides a networking opportunity to help us connect with other museums and stay on top of museum trends and best practices.

As of the end of 2023, the museum still had 372 followers, 8 more than in 2022.

Given the museum's discontinued use of Twitter/X, there will be no further reporting on the museum's use of this platform.

#### Instagram

We continued to create posts focusing on the daily tasks and special projects regarding the museum's collection. We posted 9 times in 2023. We gained 52 new followers in 2023, bringing us up to 1,088. Other commitments meant less time to generating Instagram posts in 2023 than desirable. However, with the discontinued use of Twitter/X and a renewed commitment to the value of Instagram as a useful platform for sharing content, the museum team is working on a strategy to post more frequently to this platform in 2024.

#### TikTok

Though a popular platform, the museum does not utilize TikTok as governments have expressed security concerns with this platform.

#### YouTube Channel

Our YouTube Channel continued to grow quite significantly in 2023. We primarily use this platform as a depository for all video content, later linked to social media and/or our Digital Museum Site. We added 17 videos in 2023, bringing us up to 120 videos. Most of the new content consisted of new episodes of the series, Stories from the Stones (4), Frederick William Lock Exhibit Profiles (4), Out of the Vault (5), and Brockville Blazes (4). Our most popular 2023 video was an episode of Brockville Blazes featuring the Dailey's building fire (513 views). We closed the year with 150 channel subscribers.

## Human Resources

*Prepared by Natalie Wood, Museum Curator*

### Staffing

As part of the museum's integration into the Cultural Services department the reporting structure for the Museum Curator changed, necessitating an update to the job description formerly known as Curator/Director (updated job description included in the Appendix). The museum used this occasion to also update the job titles and descriptions of the two other full-time positions (updated job description included in the Appendix):

- Interpretation & Public Program Coordinator >> Community Program Coordinator
- Administrative Assistant/Registrar >> Collections Coordinator

Additional Visitor Services Attendants were also added to the roster.

<b>2023 Staff Included:</b>	
<b>Curator</b>	Natalie Wood
<b>Community Program Coordinator</b>	Alice McMurtry
<b>Collections Coordinator</b>	Veronica Vareiro
<b>Visitor Services Attendants (PT)</b>	Michelle B. (until March) Tina S. Tara L. (until October) Rachel A. Patrick D. Kathy V. Rosa S.
<b>Summer Student(s)</b>	Nina Z.

The museum was successful in their application for a Young Canada Works summer student. Through this program, the Canadian Government, through the Canadian Museum Association, funds about three-quarters of the student salary. This was the first time the museum had utilized this grant since before the pandemic. Student, Nina, worked to re-catalogue the museum's archival book and ledger collection, and supported pop-ups and exhibit activation programming.

### Professional Development

Museum staff continued to take advantage of Professional Development opportunities where possible, including participating in a large number of online webinars on a variety of topics:

- “Sustainable Tourism Program” (part 3 & 4) presented by the Frontenac Arch Biosphere and GreenStep
- “How to Engage Meaningfully in Allyship and Anti-Bias Practices”, presented by Local Immigration Partnership – Lanark & Renfrew and Lanark County Children and Youth Services Collaboration and Every Kid In Our Communities of Leeds and Grenville
- “How to Use Video Content to Connect with Your Target Market” hosted by RTO9
- 14 webinars through the “Training Respectful, Adaptive and Inclusive Networks in the Arts” by Mass Culture
- “Creating email marketing audiences with MailChimp”

- “Which Social Media Platforms Are Best for My Business?” presented by RTO9 and Search Warrant Online Marketing
- “Social Media Best Practices for the History-Focused Organization” presented by the Texas Historical Commission
- “How to Manage Social Media Without Stress!” presented by RTO9 and Search Warrant Online Marketing
- “Photography on a Dime: Thrifty Tools and Free Software for Heritage” presented by the Canadian Conservation Institute
- “Hosting Accessible Events” by Brampton Arts Organization
- “Partnerships in Tourism: Why They Work and Where To Start” by RTO9
- “Volunteer Management - Best Practices” by RTO9 (full-day workshop)
- “Creating an Online Brand: Content Marketing 101” by RTO9
- “Climate Action: Squaring Redevelopment with Heritage” by City of Calgary Climate Program
- “Accessibility Planning for Ontario Museums” by the Ontario Museum Association
- “Basic Cleaning Tools and Techniques for Belongings” presented by CCI and National Museum of the American Indian as part of the Maskwacis Cultural College Microlearning Series
- “Time and Memory: Communicating the Past” part of the 20th McGill-Queens Conference
- “Mastering GA4 for Charities (Google Analytics)” hosted by CanadaHelps
- “First Steps to Visitor Engagement: A Conversation” hosted by the OMA
- “Beyond Colonial Holidays” hosted by the BCMA (British Columbia Museum Association)
- “American Monuments, American Cities” hosted by the Mellon Foundation
- “American Practical Preservation Applied Approaches to Collection Care” hosted by the Texas Historical Commission
- “DIY Preservation: from Monitoring to Management” hosted by the Conservation Center for Art & Historic Artifacts
- “Care Volunteers in Collection” hosted by Connection to Collections Care
- “Navigating the Field Trip Market” hosted by RTO9
- “Reading, Power, and Freedom” hosted by the Mellon Institute
- “Civic Engagement and the Determined Hope of the Humanities” hosted by the Mellon Institute
- “Effortless Social Media: Craft a Month of Posts in Just 1 Hour with AI” hosted by the Small Business Advisory Centre (Smiths Falls/Lanark County/Leeds Grenville)
- “Marketing to the 2SLGBTQI+ Travel Market” hosted by RTO9
- “More than a Checklist: Decolonizing Historical Narratives in Museum Spaces” hosted by the OMA
- “Filming Considerations 101” presented by Tourism Kingston
- “Building Community Engagement through Collections Exhibitions”, hosted by the Texas Historical Commission
- “ARTS: Donor Motivators and Barriers”, hosted by Business / Arts
- “Decolonizing in Collections Care”, hosted by Connecting to Collections Care
- “Building Community Engagement through Collections Exhibitions”, hosted by the Texas Historical Commission
- “Diversity Day”, hosted by the St. Lawrence-Rideau Immigration Partnership (in-person event)

## Appendix

- i. 2023 General Ledger
- ii. 2023 Goal Tracking
- iii. Museum Advisory Committee Terms of Reference
- iv. Visitor Guide Brochure
- v. Room Rental Brochure
- vi. Updated job descriptions
  - a. Museum Curator (2023)
  - b. Collection Coordinator (2023)
  - c. Community Program Coordinator (2023)
- vii. Chronology of Events (1970-2023)

## 2023 General Ledger<sup>6</sup>

**CITY OF BROCKVILLE  
GL Department Report**



GL5330

Page: 1

Date : Mar 01, 2024

Time : 10:51 am

Year : 2023

Period : 12

Budget : Budget Values

Description	CC1	Current	Year To Date	Budget	Variance	% Used
<b>MUSEUM</b>						
770022 Museum-Ont Specific Grants		-27176	-27176	-27176	0	100
770031 Museum-Fees & Service Charges		-1029	-10862	-17400	-6538	62
770101 Museum-Wages & Benefits		0	-7349	-12000	-4651	61
770617 Museum-Cossitt Estate		0	-3900	0	3900	0
770618 Museum-Programs		-988	-6252	-10000	-3748	63
		-29193	-55538	-66576	-11038	83
770101 Museum-Wages & Benefits		37219	332145	351899	19754	94
770115 Museum-HR Mgmt		0	1391	1750	359	79
770125 Museum-Office Expense		2142	10308	13425	3117	77
770131 Museum-Building Burden		12332	53363	49200	-4163	108
770615 Museum-Curatorial		10012	10466	8000	-2466	131
770616 Museum-Exhibitions		0	26	4000	3974	1
770618 Museum-Programs		106	1902	3300	1398	58
		61811	409600	431574	21974	95
<b>MUSEUM Total</b>		<b>32619</b>	<b>354062</b>	<b>364998</b>	<b>10936</b>	<b>97</b>

<sup>6</sup> As available March 1, 2024.

## 2023 Goal Tracking

### 2023 Goal Tracking

Goal	Spring Update (April 30)	Summer Update (August 31)	Year End (December 31)
Two new temporary and virtual exhibits	"Lock" temporary art exhibit opened Jan 25	<ul style="list-style-type: none"> <li>Nursing Education exhibit opened May 5</li> <li>Hosted "We Are Neighbours" display August 1-11</li> </ul>	
Four new online video series	2 video series produced: <ul style="list-style-type: none"> <li>Brockville Blazes (Jan)</li> <li>Out of the Vault (Apr)</li> </ul>	1 video series produced: <ul style="list-style-type: none"> <li>Lock exhibit profile (Jun)</li> </ul>	1 video series produced: <ul style="list-style-type: none"> <li>Stories from the Stones (Nov)</li> </ul>
Re-introducing a re-vamped backpack program to engage children and families	Reintroduced on Family Day (Feb) <ul style="list-style-type: none"> <li>Utilized by 24 families (Feb 20-Apr 30)</li> <li>Surveys share positive reviews</li> </ul>	Utilized by 11 families (May 1-Aug. 31)	<ul style="list-style-type: none"> <li>Utilized by 4 families (Sept 1 – Dec 22)</li> <li>Ross McNeil Foundation Grant received to fund development of 4 new packs in 2024.</li> </ul>
New volunteer program launched <ul style="list-style-type: none"> <li>Open house held</li> <li>10 new volunteers recruited</li> </ul>	<ul style="list-style-type: none"> <li>New Program Guide completed and launched (Mar)</li> <li>Open house held on Mar 8</li> <li>5 new volunteers recruited for Open Drawer Project</li> </ul>	<ul style="list-style-type: none"> <li>Open Drawer Project at capacity; recruitment on hold</li> <li>2 new volunteers onboarded for Museum Advisory Committee</li> </ul>	
Emphasize pop-ups and attending community events in engaging ways <ul style="list-style-type: none"> <li>9 community pop-ups are held</li> </ul>		Pop-ups took place every Wednesday afternoon in Jul & Aug (9); 306 people engaged in July, 59 people engaged in Aug.	<ul style="list-style-type: none"> <li>Popped-up at Home Hardware Ladies Night (Nov. 8)</li> </ul>
Activating exhibits with live activities <ul style="list-style-type: none"> <li>Pilot all-new exhibit activations/animations               <ul style="list-style-type: none"> <li>9 activations held</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>4 activation activities were created</li> <li>Activations were held each day (5) of March Break</li> </ul>	Activations were held every Tuesday morning in Jul & Aug (9); July: 20 people engaged, Aug: 21 people engaged	
Keeping the old favourites but adding some new programs; incorporate routine evaluations <ul style="list-style-type: none"> <li>New fall series developed</li> <li>Revamped Heritage Skills DIY kits available in gift shop</li> </ul>	<ul style="list-style-type: none"> <li>Avg. 12 people attended Talk &amp; Tea (Jan-Apr)</li> <li>Avg. 30 people attended lectures</li> <li>Preservation workshop (Apr) was cancelled due to low attendance numbers</li> </ul>	<ul style="list-style-type: none"> <li>Avg. 13 people attend Talk &amp; Tea (May-Aug)</li> <li>2 Heritage Skills DIY kits developed; avail. July 1</li> </ul>	<ul style="list-style-type: none"> <li>Avg. 8 people attend Talk &amp; Tea (Sept &amp; Nov)</li> <li>Cemetery Tour held in Sept &amp; Oct (4)</li> </ul>
<ul style="list-style-type: none"> <li>3 kits developed</li> <li>Annual/recurring programs take place in-person               <ul style="list-style-type: none"> <li>Avg. 10 people attend Talk &amp; Tea</li> <li>Avg. 50 people attend lectures</li> <li>25 people attend preservation workshop</li> </ul> </li> <li>Pilot cemetery tours               <ul style="list-style-type: none"> <li>Min. 4 tours offered</li> </ul> </li> </ul>			
Promote room rentals <ul style="list-style-type: none"> <li>\$2,400 raised through room rentals</li> </ul>	\$1162.80 raised from 3 rentals	Additional \$388 raised from 2 rentals	New Room Rental info/promo brochure created and distributed
Conduct community "awareness" survey			Planning for 2024 survey conducted (Oct)
Create new Conservation and Digital Preservation policies		<ul style="list-style-type: none"> <li>Created new Accessibility Plan</li> <li>Conservation Policy drafted</li> </ul>	
Continue Collection development and conservation activities <ul style="list-style-type: none"> <li>Collect COVID stories and objects</li> <li>Grow education collection</li> <li>Furnish former classroom space with appropriate collection storage fixtures</li> </ul>		<ul style="list-style-type: none"> <li>Received large assortment of Smarts items as transfer from Delta Mill, mostly for education collection</li> </ul>	<ul style="list-style-type: none"> <li>Purchased HOBO digital temp/RH data loggers</li> <li>Relocated off-site collection storage</li> <li>Contracted the creation of an emergency plan</li> <li>Sourced shelving to furnish former classroom space (to be purchased in 2024)</li> </ul>
A 10% Increase in Facebook Followers (2022 year-end baseline: 2,824)	3.2% increase	5.9% increase	12.1% increase <small>(Year end total: 3,166)</small>

## **Museum Advisory Committee Terms of Reference**



## **City of Brockville Brockville Museum Advisory Committee Terms of Reference**

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### **City of Brockville Intention Statement**

City Council recognizes the intrinsic cultural heritage of the City of Brockville and supports the important role the Brockville Museum plays in safeguarding our community's past and to act as a welcoming hub, offering engaging experiences to connect with each other through our stories.

#### **Committee Name and Type**

The Brockville Museum Advisory Committee is an Advisory Committee of Council and reports to the General Standing Committee.

#### **1. Purpose**

- 1.1 The Advisory Committee shall advise and support the role and responsibilities of the Cultural Services Department as it relates to the Brockville Museum.

#### **2. Scope**

- 2.1 The Advisory Committee shall:

- a) Advise Council, Senior Management and Cultural Services by identifying and responding to issues, concerns and government policies that may affect the Museum.
- b) Provide input on the mission and vision statements, operational policies and development and implementation of strategic long-term plans.
- c) Liaise with the community including individuals, groups and organizations to get input and encourage support for the Museum.
- d) Promote the activities and programs of the Museum.

- 2.2 The Advisory Committee shall encourage the Museum to provide programs and services that are affordable, accessible and inclusive.

- 2.3 The Advisory Committee shall ensure that the museum activities promote the advancement of education or other purposes beneficial to the community as a whole.



**City of Brockville  
Brockville Museum Advisory Committee  
Terms of Reference**

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**3. General**

- 3.1 Advisory Committee meetings will be conducted in accordance with a Procedural By-law as adopted by the Committee.
- 3.2 The records of the Brockville Museum Advisory Committee shall be retained and preserved in accordance with the provisions of the Corporation's Records Retention By-law and are subject to the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.M.56
- 3.3 That policies, practices and procedures governing the provisions of its goods or services are consistent with the Corporation's Accessibility Standards for Customer Service Policy and Procedures as adopted in accordance with the requirements of the Accessibility for Ontarians with Disabilities Act (AODA), Customer Service Standard – Ontario Regulation 429/07.
- 3.4 Members shall follow policies and procedures as adopted by the Corporation and comply with applicable legislation and shall act in accordance with the Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50.
- 3.5 The Advisory Committee shall elect a chairperson and may elect a vice-chairperson annually, at its first meeting held each year, or as soon as practicable, from among the members. The Chairperson shall not serve more than two (2) consecutive years. In the absence of the chairperson, and vice-chairperson, an acting chairperson may be appointed by a majority vote of the members present to preside at the meeting where the chairperson is absent.
- 3.6 Approved minutes for each Committee meeting shall be forwarded to the City Clerk to be posted on the Council portal (website).
- 3.7 The Advisory Committee shall hold regular meetings, at such time and place as determined by the Advisory Committee, at least six times per year and at such other times as it considers necessary.



**City of Brockville  
Brockville Museum Advisory Committee  
Terms of Reference**

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- 3.8 Quorum will be fifty percent plus one of current Committee Members.
- 3.9 The Chair and any two members may summon a special meeting of the Advisory Committee giving notice and specifying the purpose for which the meeting is called consistent with the Procedure By-law.
- 3.10 The meetings of the Advisory Committee shall be open to the public.
- 3.11 The Chair may exclude any person from the meeting for improper conduct.
- 3.12 All directions and decisions of the Advisory Committee shall be a result of motions duly made and voted upon by the Advisory Committee in accordance with the Procedural By-law.
- 3.13 The Chair or Acting Chair shall vote upon all motions. Any motion on which there is a tie vote shall be deemed to have been decided in the negative.
- 3.14 The agenda for meetings shall be prepared by the Museum Curator in consultation with the Advisory Committee Chair. The agenda shall be distributed by the Clerk's Office no less than three days before the meeting.
- 3.15 Advisory Committee members wishing to raise a new item of business at the Advisory Committee meeting shall notify the Chair or Museum Curator prior to the meeting in order for that item to appear on the agenda. Advisory Committee members wishing to provide information of interest to the Committee may do so under 'Other Business'.
- 3.16 The Advisory Committee may establish at its discretion Ad Hoc Committees on any matters considered by the Advisory Committee to require particular study. The Advisory Committee shall appoint at least one Member to each committee. The Chair of any such Committee shall be a Member of the Advisory Committee.



## **City of Brockville Brockville Museum Advisory Committee Terms of Reference**

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### **4. The Committee**

#### **4.1 Composition:**

That the Brockville Museum Advisory Committee shall consist of no fewer than five (5) and no more than ten (10) members appointed by Council as follows:

- Up to ten (10) members who are residents and/or ratepayers of the Municipality, being a minimum of 18 years of age and not an employee of the Municipality. All being voting members. Members are appointed for four (4) year terms and may be renewed.
- Council shall appoint one (1) Councillor to act as a liaison between the Committee and Council.

#### **4.2 Chairperson:**

- a) Provide leadership to the Committee
- b) Chair Committee meetings in accordance with the Procedural By-law
- c) In conjunction with the Recording Secretary prepare agendas for meetings
- d) In conjunction with the Recording Secretary ensure that adopted minutes are forwarded to the City Clerk in a timely manner
- e) Act as spokesperson for the Committee
- f) Express consensus as reached by Committee
- g) Shall be involved in the hiring of the Curator
- h) Ensure that the By-laws and Policies and other applicable legislative requirements are adhered to with respect to all matters

#### **4.3 Vice-Chairperson:**

- a) Act in the position of the Chairperson in the absence of the Chairperson.



## **City of Brockville Brockville Museum Advisory Committee Terms of Reference**

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- b) Otherwise, regular Committee member role.

### **4.4 Committee Members:**

- a) Attend regular Committee meetings
- b) Advise the Chairperson if unable to attend a meeting
- c) Actively participate in Committee meetings
- d) Actively participate in carrying out the responsibilities of the Committee

### **4.5 Recording Secretary:**

- a) The duties of the Recording Secretary shall be carried out by the Museum Curator (or designate).
- b) The duties of the Recording Secretary include the recording, processing and distribution of minutes and agendas, and the Recording Secretary shall maintain the files of the Committee, including but not limited to minutes, agendas, correspondence and other file information, in accordance with the Records Retention By-law.
- c) When the Recording Secretary is a Member of the Committee, the Member Recording Secretary may retain voting privileges.
- d) The Recording Secretary shall ensure that the draft meeting minutes are prepared within seven (7) days following the holding of the meeting and distributed to the Chair for inclusion on an upcoming agenda.
- e) The Recording Secretary shall also ensure that all meeting minutes once approved by the Committee are forwarded to the City Clerk or designate for inclusion on the Council Portal (website).

## **5. Cultural Services Department**

- 5.1 The Brockville Museum will remain an integral component of the City's Cultural Services Department and serve as a resource to the



## **City of Brockville Brockville Museum Advisory Committee Terms of Reference**

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Division, especially on heritage matters.

- 5.2 The role and responsibilities of the Cultural Services Department are as follows:
- a) Advise and operate the Museum as the municipality's corporate community museum.
  - b) Develop a comprehensive and efficient museum service that reflects the community's unique needs.
  - c) Encourage and support the Museum to meet or exceed recognized professional standards and ethical behaviour in all operational areas, including: administration, research and dissemination of information, collection acquisition, development and management, conservation and preservation, exhibition, education and programs and visitor services.
  - d) Ensure that the Museum has adequate financial resources by directing the preparation, submission, monitoring and evaluation of annual operating, capital and special project budgets and by directing and/or supporting revenue-generating efforts on the Museum's behalf.

### **6. Museum Curator**

- 6.1 There shall be a Museum Curator who will be responsible for the day-to-day operation and management of the Museum.
- 6.2 The Curator's working relationship shall be as follows:
- a) The Curator shall report to the Manager, Cultural Services.
  - b) The Curator shall consult with the Advisory Committee Chair on matters relating to the Advisory Committee or its activities.
  - c) The Curator shall be responsible for the implementation of policy and shall bring matters of policy regularly to the Advisory Committee for discussion.

## Visitor Guide

### Good to know:

**Admission** is by donation or pay-what-you-can.

Visiting with children? Be sure to ask the front desk for a **Discovery Pack**.

The Brockville Museum is divided into two sections: the **Carriage Hall**, which includes a second floor Mezzanine, and **Beecher House**. Beecher House consists of an c1820 dwelling (rear) and a c1840 addition (front). The Carriage Hall and lobby were added to the museum in 1995.

**Washrooms** are located in the lobby behind the elevator.

The mezzanine level (2) can be accessed using the **elevator** or stairs (located across from the elevator).

Food and drink are not permitted in the galleries.

**Photography** is permitted (and encouraged!) unless otherwise posted. Please avoid using flash. We invite you to share your visit by tagging us on social media: [@BrockvilleMus](#)



Our front desk staff are happy to assist with any questions about the museum or Brockville!

Guide printing funded by the Friends of the Brockville Museum

### Take the Brockville Museum "to-go"

Take a stroll around downtown Brockville and discover the history of some of our most notable buildings. Download our "Guide to Historic Brockville Buildings".



Visit our waterfront parks and explore the transformation from industrial area to one of recreation. Download our Scavenger Hunts to discover history hiding in plain sight!



Go deeper into the stories of fires, monuments, street names, and people who have left their mark on this community - check out our many on-demand videos on YouTube.



Sign up for our monthly eBlast newsletter to stay up-to-date on museum happenings.

[sign-up form](#)



Brockville Museum

# Visitor Guide

2023

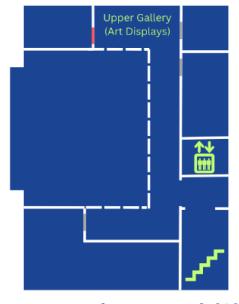
[www.brockvilluemuseum.com](#)

613-342-4397

[museum@brockville.com](#)

5 Henry St. Brockville, ON K6V 6M4

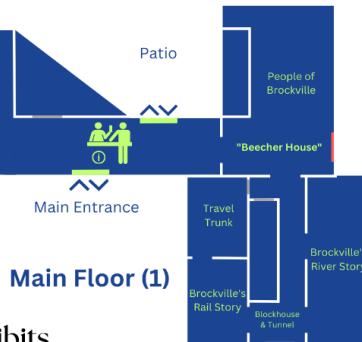
map for reference only - not to scale



Mezzanine Level (2)



Current Exhibits



#### Mezzanine Level (2)

**Upper Gallery:** changing temporary art displays from the museum's collection.

#### Main Floor "Carriage Hall" (1)

**Brockville's Industrial & Commercial History:** discover some of the many items once - and currently - made in Brockville, as well as the history of some of Brockville's most memorable businesses.

#### Main Floor "Beecher House"

**People of Brockville:** explore Brockville's fascinating historical figures and vivacious ordinary people and their contributions to the community and the country.

**Brockville's River & Rail Stories:** looks at the dynamic role the railway and the river has played in Brockville's development, including the history of Blockhouse Island and the Railway Tunnel.

**Travel Trunk: Unpacking Brockville's Cultural Stories:** Winner of the 2019 Ontario Museum Association Award of Excellence for Exhibitions! Unpack the role immigration has played in Brockville's development and discover the stories of local newcomers all while exploring your own family's journey to Brockville. This hands-on and interactive exhibit is geared towards families with children ages 8-12.

## Room Rental Brochure

### Carriage Hall

Main floor just off lobby. Capacity 30 (with tables), 45 (chairs only), or 55 (standing only). This is the museum's main exhibition hall, featuring automobile, carriage, and New York Restaurant sign. Available only outside of regular operating hours (staffing surcharge applies). Additional room set-up fee (admin. fee) applies to cover costs of moving exhibition cases.



Carriage Hall shown set up with 40 chairs

**Detailed information, including pricing, conditions, and booking request form:**  
[www.brockvilluemuseum.com/roomrentals](http://www.brockvilluemuseum.com/roomrentals)

Ready to book?

Fill out a booking request form and submit for review!

### Contact Us

[www.brockvilluemuseum.com](http://www.brockvilluemuseum.com)  
museum@brockville.com | 613-342-4397

### Available Add-Ons (\$)

**Table & Chair Rental:** (included with "Annex" Meeting Room). Up to 28 deluxe folding white chairs or up to 30 basic folding white chairs. Up to 12 white seminar tables. Staff will set up/take-down based on pre-arranged layout.

**Kitchen Use:** kitchen is located on the lower level in a non-public area of the museum. Elevator access is available. Option 1: up to 24 hour storage of pre-made food in Fridge and/or microwave area. Option 2: up to 24 hours of use in range and/or oven/stove and some use of kitchen; may include use of stove/oven, some prep utensils, limited prep, etc. Please discuss requirements with staff in advance.

**Coffee Service:** includes 1 urn of coffee, up to 25 mugs, cream, sugar, and stir sticks.

**Dish Rental:** up to 25 mugs OR 25 water glasses (with 3 pitchers) OR 25 plates (as is); (if mugs and plates multiply by 2, if all 3 multiply by 3).

**Table Cloth Rental:** Up to 8 rectangular table cloths can be provided; ivory (as is).

Prices of add-ons available online



2024

## BROCKVILLE MUSEUM ROOM RENTALS

5 Henry St. Brockville, ON K6V 6M4

### Conditions

All requests subject to staff and space availability.

Third party liability insurance naming the Corporation of the City of Brockville as an additional insured is required for all bookings.

The renter is responsible for all clean-up and disposal of refuse related to the event.

Parking is not included.

Flames of any kind are not permitted.

Cut or potted plants are not permitted.

Please review the full list of terms & conditions (available online or at the museum's front desk) before submitting a booking request.



Annex shown set up with 28 chairs

### "Annex" Meeting Room

350 sq ft located on the main floor adjacent to the Carriage Hall (just off the lobby). Comfort capacity: 16 with seminar tables or 24 chairs only; max. capacity: 24 with seminar tables or 35 chairs only. Includes set up and use of tables and chairs (tablecloths not included). Screen provided. Lessee responsible for providing projector if required. Suitable for meetings, training sessions, and workshops.

**Detailed information, including pricing, conditions, and booking request form:**  
[www.brockvilluemuseum.com/roomrentals](http://www.brockvilluemuseum.com/roomrentals)



Available seasonally. Situated outdoors facing Hardy Park. Suitable for small gatherings. Up to 30 chairs can be set up if requested (surcharge applies); 4 black round patio tables are fixed in place during the summer season (umbrellas may be requested). Please note that the patio is not fully accessible. Patio-only rental does not include indoor access.



**Lobby**  
Includes indoor access for patio rentals including lobby area and washrooms. Available only outside of regular operating hours (staffing surcharge applies). Lobby suitable only as standing room for up to 30 people (no tables or chairs).

## **Updated Job Descriptions**

**CITY OF BROCKVILLE**



**JOB DESCRIPTION**

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**POSITION:** **Museum Curator**

**DEPARTMENT:** **Cultural Services**

**REPORTS TO:** **Manager of Cultural Services**

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**PURPOSE AND SCOPE:**

The Museum Curator will be responsible for the overall operation and administration of the Brockville Museum in keeping with museum standards as set out by the Ontario Ministry of Tourism, Culture and Sport and the organization's policies and strategic plans. Reporting directly to the Manager of Cultural Services, the Curator will ensure that the museum provides a relevant and engaging visitor experience as well as a secure repository for objects relating to the community's history.

**DUTIES AND RESPONSIBILITIES:**

**Governance:**

- Work with the Manager of Cultural Services and the volunteer Museum Advisory Committee to develop and implement operational and strategic plans and policies that reflect the needs of visitors, the community and the collection.
- Work collaboratively with staff across the Cultural Services Department to develop and achieve departmental goals.
- Prepare and disseminate reports on museum activities for a variety of audiences, including Council, volunteers, and the general public.
- Liaise with City of Brockville Administration to nurture communication, foster support and promote partnerships.

**Human Resources:**

- Carry-out the recruitment and selection of staff with participation from the City of Brockville's Human Resources Department (when appropriate)
- Manage the orientation, training and performance of staff and volunteers.
- Provide leadership that fosters a safe, respectful, inclusive, collaborative and creative work environment for staff and volunteers.

**Finance:**

- Prepare and monitor the Museum's operating budget and ensure that it is realistic, achievable, and consistent with museum and municipal plans.
- Work with the City of Brockville Facilities Department to prepare the Museum's capital budget.
- Seek and prepare grant application for special projects, staffing and other activities, including the Community Museum Operating Grant.
- Work with the Museum Advisory Committee and Friends of the Brockville Museum to raise adequate funds to balance the budget and meet costs of special projects and other initiatives.

**Education and Interpretation:**

- Provide direction on, and evaluation of, Museum educational and public programs.
- Develop and manage a comprehensive schedule of changing temporary, permanent, and virtual exhibitions.
- Carry-out research to support educational programs and exhibitions.

**Collections and Conservation:**

- Supervise all aspects of collections management, including documentation and conservation.
- Work with the Collection Committee to acquire new objects and to carryout deaccessioning according to Museum policies, professional standards, and ethics.
- Liaise with donors and community members to facilitate donations.
- Provide education to the public about Museum collection management practices.
- Coordinate public access to archival information.
- Practise preventative conservation in caring for the collection by maintaining acceptable storage and environmental conditions and ensuring that safe care and handling methods are followed.
- Ensure the long-term conservation and security of the collection.

**Community:**

- Cultivate an environment of superior customer service and Museum excellence in order to provide a quality visitor experience.
- Prepare and disseminate all museum communications including press releases and managing the museum's website.

- Serve as the Museum's primary spokesperson.
- Manage a robust social media presence, including generating content for a variety of platforms.
- Promote a strong and productive relationship between the Museum and the community.
- Liaise regularly with the Friends of the Brockville Museum.
- Foster relationships with other like-minded institutions locally and regionally as well as with municipal and provincial representatives in order to advance the interests of the Museum.

**Physical Plant:**

- Provide a safe environment for visitors, volunteers and staff.
- Work with the City of Brockville's Facilities Department to manage building maintenance and grounds keeping activities.
- Make appropriate tools, training and supplies available to staff and volunteers.
- Ensure that the Museum adheres to a current emergency preparedness plan.

***Note: Above duties are representative of a typical position and are not to be construed as all-inclusive.***

**EDUCATION/SPECIALIZED TRAINING/SKILLS:**

**Essential (Minimum) Qualifications:**

- A post-secondary diploma in related field such as Museum Management and Curatorship or Applied Museum Studies
- A demonstrated ability, appreciation and commitment to programming that engages the public.
- Strong fiscal management and supervisor skills
- Be able to demonstrate the ability to communicate effectively in an engaging manner.
- Demonstrate initiative, creativity, productivity, efficiency, and organization.
- Excellent interpersonal, written, and verbal communication skills.
- Excellent organizational, time-management, reporting, and problem-solving skills, with the ability to multi-task and work independently as well as in a team setting.
- Be willing to work flexible hours, including evenings and weekends and able to cope with a changing working environment and conditions.
- Build successful partnerships with community organizations and businesses.
- Committed to providing superior customer service.
- Proficient in Microsoft Word, Excel, Outlook, and Social Media platforms.

Asset (Preferred) Qualifications:

- First Aid, CPR and WHIMIS Training
- Bilingualism (French and English)
- Knowledge of Brockville and its history
- Experience working in a municipal government structure.

**WORK EXPERIENCE:**

Essential (Minimum) Qualifications:

- Three (3) years experience directly related to the duties and responsibilities described herein.

**SUPERVISION:**

- Two (2) full-time staff: Interpretation & Public Program Coordinator and Administrative Assistant/Registrar
- Up to seven (7) part-time staff: Visitor Services Attendants
- Twenty (20) + volunteers

**WORK ENVIRONMENT:**

- Typical office environment.
- Frequent evenings and weekends

**Note:** The foregoing is intended to outline the general description of duties and responsibilities for this position. It is not intended, nor should it be interpreted as a complete description. The City of Brockville reserves the right to amend this position description at any time.

**CITY OF BROCKVILLE**



**JOB DESCRIPTION**

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**POSITION:** Collections Coordinator

**DEPARTMENT:** Museum

**REPORTS TO:** Museum Curator

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**PURPOSE AND SCOPE:**

Under the direction of the Museum Curator, Cultural Services, the Collections Coordinator is responsible for managing the Brockville Museum's object and archival collection, research services, and office administration in accordance with policies, best practices and departmental objectives. The Collections Coordinator will oversee efficient and collaborative Registration, Conservation, and Collections Management functions including access, loans and acquisitions, deaccessions, collections storage, and the collections side of exhibitions. The Collection Coordinator serves as an important representative of the Brockville Museum, acting as a liaison with the public on matters pertaining to Brockville's history and material culture.

**DUTIES AND RESPONSIBILITIES:**

**Collections**

- Coordinate the Museum's object collection donation process, including facilitating meetings with donors, acquisition and completion of deed of gift paperwork, completing necessary research and documentation, cataloguing, photographing, and storing new objects, and carrying out preventative conservation, appraisals, maintenance and cleaning, and condition reporting.
- Coordinate the maintenance and preventative conservation of the museum's existing object and archival collection, including researching and making recommendations of objects for deaccessioning in accordance with policy and best practice, making improvements to collection storage methods, and carrying out standard information management practices pertaining to object and archival collections, including updating paper and electronic records.
- Monitor existing environmental conditions within the Museum's exhibition and collection storage areas, including record keeping and management of an integrated pest management strategy, records maintenance and management of humidity levels and temperature, periodic monitoring of gallery lux levels, and liaising with external contractors when needed to rectify identified problems.
- Coordinate the Museum's object loan program, including incoming and outgoing object loans, the preparation of loan paperwork, condition reporting, and object appraisals, including liaising with other departments to ensure appropriate insurance coverage.

- Manage the electronic collections database, currently MINISIS, and all print and digital records as well as preparing records for publication for web users, including textual and photographic information; coordinate all related technical service requests.
- Provide ongoing training and supervision of volunteers and other staff, including Summer Students, in Collections Management best practices and the electronic collections database.
- Coordinate Museum research services, including liaising with researchers, responding to research requests, facilitating research visits, collecting research and reproduction fees, and supporting inter-departmental research activities related to Brockville's history.
- Work with the Curator to review and update Collection Management Policies and Procedures in response to planning and evaluation efforts and reports, including Emergency Preparedness and Response Plans.
- Prepare written reports or articles for Museum publications (print and digital) and the general public, or for internal reporting purposes.
- Track and manage budgets for conservation materials and supplies.
- Provide support services to the Curator during exhibition design and installation.

Administrative

- Supervise daily financial procedures, including ensuring all proper opening and closing procedures are followed, focusing on accuracy of cash handling, preparing paperwork for financial statements, and maintaining statistical spreadsheets.
- Carryout standard bookkeeping and reporting procedures including reconciling transactions (including cash, credit, debit, and cheque), preparing deposits, preparing Purchase Orders, and being responsible for the museum's petty cash (and associated accounting).

**Note: Above duties are representative of a typical position and are not to be construed as all-inclusive.**

**EDUCATION/SPECIALIZED TRAINING/SKILLS:**

**Essential (Minimum) Qualifications:**

- A post-secondary degree or diploma in Collections Conservation, Collections Management or Museum Studies, or related program.
- Knowledge of best practices, standards and guidelines for Collections Management, including preventative conservation.
- Demonstrated experience working with a digital database and updating of records including digital images.
- Demonstrated commitment to professional development with a focus on staying up to date on current trends, technologies, and best practices in museum registration and collections management.
- Exceptional attention to detail.
- Demonstrated research and writing skills.
- Excellent organizational, time-management, and problem-solving skills, with the ability to multi-task effectively.
- Committed to providing superior customer service.
- Proficient in Microsoft Word, Excel, and Outlook.
- A valid "G" class driver's license and access to a vehicle to carry-out off-site programming

Asset (Preferred) Qualifications:

- Experience with MINISIS collection database
- Experience in the design and fabrication of custom artifact mounts, housings, and other supports based on museum best practices.
- Knowledge of archival practices
- First Aid, CPR and WHIMIS Training
- Bilingualism (French and English)
- Knowledge of Brockville and its history
- Experience working in a municipal government structure

**WORK EXPERIENCE:**

Essential (Minimum) Qualifications:

- Two (2) years of interpretive or educational experience in a museum environment.
- Experience working with the Ontario curriculum
- Experience working with Ontario museum standards, specifically as they pertain to Interpretation and Education.

**SUPERVISION:**

- 2-15 occasional volunteers/summer students

**WORK ENVIRONMENT:**

- Typical office environment.
- Be willing to work flexible hours, including evenings and weekends.

**Note:** The foregoing is intended to outline the general description of duties and responsibilities for this position. It is not intended, nor should it be interpreted as a complete description. The City of Brockville reserves the right to amend this position description at any time.

## CITY OF BROCKVILLE



### JOB DESCRIPTION

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**POSITION:** Community Program Coordinator

**DEPARTMENT:** Museum

**REPORTS TO:** Museum Curator

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#### **PURPOSE AND SCOPE:**

Reporting to the Museum Curator, the Community Program Coordinator is responsible for the development, delivery, and evaluation of a comprehensive schedule of programs and outreach activities, in-person and online, that provide inspiring, inclusive, and collaborative experiences that meet the needs of the community and contribute to enhancing well-being. Activities include community outreach, educational and public programming, and heritage interpretation, centered on Brockville's history and the museum's mission. Targeting a wide range of audiences, and using a variety of venues, the Community Program Coordinator plays a key role in increasing awareness, understanding and appreciation of the community, the museum, and Brockville's history. This position will increase visitation and participation, recruit volunteers, and engage the public through a variety of ways, including storytelling, community outreach, and delivering educational content through workshops and programs. The Community Program Coordinator serves as an important representative of the Brockville Museum, strengthening the bond between the community and the museum while adhering to the museum's mission.

#### **DUTIES AND RESPONSIBILITIES:**

##### **Public Programming (50%)**

Conceive, develop, coordinate, implement, and evaluate a community programming and activity schedule that includes talks, tours, lectures, programs, and special events, which support the museum's mission to enhance well-being and strengthen the community's social and human capital.

- Tasks include making presentations, delivering programs, creating hand-outs, coordinating event logistics and registration procedures, liaising with community partners and sector professionals, developing virtual content, developing marketing materials, coordinating volunteer needs, researching and developing programming materials and activities, maintaining records and statistics, and supervising summer programming students.

#### Outreach Activities (15%)

Develop, coordinate, conduct, and evaluate outreach activities that increase the visibility, awareness, and support of museum programs and services. Includes seeking out and developing partnerships that support the museum's mission to provide inspiring, inclusive, and collaborative experiences, as well as developing the museum's volunteer program.

- Tasks will include seeking out and engaging in public speaking opportunities, representing the museum at community events, hosting pop-up displays, conducting media interviews, recruiting, training, and supervising volunteers, networking, developing partnerships with community organizations and local businesses, promoting virtual content and preparing reports for those activities.

#### Senior Programming (15%)

Conceive, develop, coordinate, implement, and evaluate regular programming opportunities that are delivered to seniors in long-term care facilities, hospitals and/or Senior Residences.

- Tasks will include using museum archives and artifacts in a safe and effective manner, researching and developing interactive programs that respond to the interests and needs of the audience, travelling to various locations to deliver programs, interacting with vulnerable members of the community, liaising with facility operators to coordinate schedules and respond to needs, producing reports and maintaining records and statistics.

#### Youth Educational Programming (10%)

Conceive, develop, coordinate, implement and evaluate a thorough offering of educational programs which respond directly to the needs of teachers and students as they relate to the Ontario Curriculum and which can be delivered in a traditional or non-traditional setting, on site, on the road, or online.

- Tasks will include using museum archives and artifacts in a safe and effective manner, researching and keeping abreast of relevant provincial and local school curriculum, communicating with teachers, district personnel and home school organizations, connecting current museum exhibitions to relevant curriculum and programs, producing marketing material relating to program offerings, developing annual schedule of programs in partnership with local home school organizations, researching, developing and delivering creative curriculum-based programs to audiences at both the museum and at various schools throughout the region as required, working within a limited budget, maintaining records and statistics, maintaining an educational artifact collection and monitoring programming supplies and materials.

#### Group Tours (5%)

Conceive, develop, coordinate, implement and evaluate incoming group tour services.

- Tasks will include developing tour group offerings, liaising with tour operators, booking groups, coordinating volunteer needs, delivering programming, following up, and invoicing. Groups might include bus tour companies, cruise lines, private small groups, and conference groups. Offerings might include self-guided museum tours, walking tours, and step-on bus tours.

#### Administrative (5%)

- Develop and administer program surveys/feedback
- Track and manage budgets for programming, outreach, events and related projects.
- Seek out sponsors and partners to support programming initiatives.

- Responsible for the purchase and preparation of programming materials.
- Record, maintain and report on statistical data.
- Advise on and contribute to the development of content and editing of training manuals, program guides, education/interpretive materials (including exhibits) and other publishing initiatives.
- Coordinate, accept and retain registration and booking information for programs (i.e. booking and invoicing forms, photo release forms, medical//emergency contact forms).

***Note: Above duties are representative of a typical position and are not to be construed as all-inclusive.***

#### **EDUCATION/SPECIALIZED TRAINING/SKILLS:**

##### **Essential (Minimum) Qualifications:**

- A post-secondary degree in history, social sciences, museum studies, education or related discipline.
- Demonstrated knowledge of interpretive programming techniques.
- Have demonstrated knowledge of proper museological techniques for handling artifacts.
- Be able to demonstrate the ability to communicate effectively in an engaging manner.
- Demonstrate initiative, creativity, productivity, efficiency, and organization.
- Excellent interpersonal, written, and verbal communication skills.
- Excellent organizational, time-management, reporting, and problem-solving skills, with the ability to multi-task and work independently as well as in a team setting.
- Be willing to work flexible hours, including evenings and weekends and able to cope with a changing working environment and conditions.
- Be able to perform physical work.
- Work with limited financial resources.
- Demonstrated ability to build successful partnerships with community organizations and businesses.
- Committed to providing superior customer service.
- Proficient in Microsoft Word, Excel, and Outlook.
- A valid “G” class driver’s license and access to a vehicle to carry-out off-site programming

##### **Asset (Preferred) Qualifications:**

- First Aid, CPR and WHIMIS Training
- Bilingualism (French and English)
- Knowledge of Brockville and its history
- Experience working in a municipal government structure

#### **WORK EXPERIENCE:**

##### **Essential (Minimum) Qualifications:**

- Two (2) years of interpretive or educational experience in a museum environment.
- Experience working with the Ontario curriculum
- Experience working with Ontario museum standards, specifically as they pertain to Interpretation and Education.

#### **SUPERVISION:**

- 2-6 occasional volunteers/summer students

**WORK ENVIRONMENT:**

- Typical office environment.
- Various out-of-office locations including classrooms, nursing homes, occasional outdoor festivals and events.
- Frequent evenings and weekends

**Note:** The foregoing is intended to outline the general description of duties and responsibilities for this position. It is not intended, nor should it be interpreted as a complete description. The City of Brockville reserves the right to amend this position description at any time.

### Chronology of Events

- 1970 Re-establishment of the Brockville & District Historical Society with the stated intent to establish a permanent museum.
- 1972 First summer museum set up by the Museum Committee of the Brockville & District Historical Society at the Catholic Centre, Court House Square.
- 1973 Second summer museum set up in the old yacht club building on Block House Island.
- 1974 Summer museum located at 24 Home Street attached to the oldest stone home in Brockville. Both properties slated for demolition, therefore, not considered as a permanent home.
- 1975 Negotiation by Museum Committee for a permanent building. Victoria School seems a strong possibility. Permanent collection placed in storage in this building.
- 1977 Victoria School sold to another bidder. Central Canada Coal Co. property (with Beecher House being the main building on this property) purchased by the City of Brockville for the purpose of establishing a museum. Historical Society contributes \$12,000 to purchase price. Brockville Museum Board of Management established under the Ontario Museum Act and By-laws 181-77 and 59-77 of the Corporation of the City of Brockville. First meeting held.
- 1978 Museum Board commissions feasibility study for the conversion of Beecher House into the Brockville Museum.
- 1980 Feasibility study for the conversion of Beecher House into the Brockville Museum completed. Summer museum established in Cameron's Mill, Sheridan Mews as Beecher House is still occupied by Central Canada Coal as tenants.
- 1981 Basic retrofitting of main floor of Beecher House for use as gallery space completed. Official Opening of the Brockville Museum on June 21<sup>st</sup> 1981. First full-time professional Director appointed. Brockville Museum Statement of Purpose developed.
- 1982 Sesquicentennial Celebration of Brockville's incorporation. Collection policy and procedure established. Repair and renovations to Museum building ongoing.
- 1983 Brockville Museum Master Plan completed under Community Development Program of the Federal Government. Archaeological dig in c1815 section of Beecher House. Name of the Museum enlarged to clarify unique mandate. The Brockville Museum, a Museum of Social History Exhibit policy established. Staff training policy established
- 1984 New position established - part-time Museum Assistant hired to develop extension and education programs. First permanent gallery for local history mounted. Documentary photograph project for collection.

- Research policy established.  
Brockville Museum is open year round.
- 1985 Renovation to non-public space; small lab space, kitchen and new general office created.  
Membership plan developed for the Museum.  
Archives established as separate collection.
- 1986 Environmental control renovations completed.  
Two heat pump systems installed, interior magnetic storm windows installed.  
New Director appointed.  
Education and Interpretation policy established.  
Computer and new office equipment donated by the Historical Society.
- 1987 Museum membership established.  
Interior decorating/upgrading temporary galleries.  
Planning for renovation to permanent gallery.
- 1988 Drainage project and renovations to c1815 basement with the intent for it to be used as a programming area.  
Planning for Brockville Railway Tunnel Historic Site to be administered by the Museum.  
Museum Caboose open.
- 1989 New Director, Deb Emerton, hired October, 1989.  
Historical Society donates buggy made by Canada Carriage Company.  
Drainage project completed.  
First Annual report compiled.
- 1990 Policies reviewed, Fundraising Policy prepared.  
City Capital commitment over, now maintenance.  
Canada World Youth at Museum.  
Temporary exhibits continue.  
Initiated Long Term Planning.
- 1991 Raffles/Yard Sales begin as Fundraiser.  
New exhibit in permanent gallery.  
Section 25 Grant - Photographer, Archivist, Oral History.  
Painting exterior, 1840 section.  
Director attends Planning Workshop.
- 1992 Video: Brockville, Where the "Past is Present".
- 1993 Roof and masonry repairs.  
New Tunnel exhibit.  
Friends of the Brockville Museum incorporated; emphasis to be on fundraising, two raffles, hamburger sales , Pennies for the Past held.  
Storage at crisis level.
- 1994 Increased number of In-house programs.  
Strategic Planning Committee proposes construction of an addition.  
T.V. Show for Cable 10 'It's About Time" produced.

- 1995 New addition officially opened Saturday, October 21st.  
Re-location of archival and 3-dimensional artifacts to new building.
- 1996 Significant growth in volunteer core with Volunteer Guild being formed.  
Summer student producing Walking Tour pamphlet 'Around The Town'  
"Friends" increasing their activity, including the administration of membership.
- 1997 Staffing now includes one full-time Director, a part-time Education Co-ordinator a part-time Administrative Assistant, and a part-time Volunteer/Special Events Co-ordinator.  
Summer student designed Museum Web page with reference to Genealogical Society.  
Children's short stories entitled "Emma's Journey Into Brockville's Past" written about historic Brockville.
- 1998 Change in staff designation from Volunteer/Special Events Co-ordinator and Education Co-ordinator to Museum Assistant.  
Cemetery Tours held on Mondays each week during summer.  
Summer student set up River history research and developed education program.  
Policies reviewed and revised.  
Storage areas re-organized.
- 1999 Museum participated in 'Job Connect Program' in co-operation with St. Lawrence College.  
Student began entry of archival material on computer.  
Two research students with 'Youth Services Canada' were stationed at the Brockville Museum.  
Summer student completed seven oral histories of Canadian War Brides.  
Exhibit Committee formed.  
MAP Grant assisted with the expenses incurred on window restoration in Beecher House, made possible thanks to Algonquin College Heritage Restoration Program students.  
Halloween Fright Night was the largest special event of the year bringing in 1500 people.  
Cataloguing team has all artifacts catalogued to date.
- 2000 Museum hosts the Mayor's New Year's Levee with a record number of people in attendance.  
Summer student designed a Brockville Museum Web Page for children and uses this theme in the design of a hands-on component for children visiting the museum.  
Algonquin College students completed their restoration of Beecher House 1845 windows.  
New shingled roof was put on the back section of Beecher House.  
Four Queen's University students studied our education services.  
Halloween Fright Night brought in 1200 people.  
Retired Judge John Matheson spoke to over 100 Grade 5 students at Flag Day celebration.
- 2001 20th anniversary of the Brockville Museum; celebrations included the unveiling of the 'Briscoe Car' by the Brockville Industrial Heritage Foundation.  
Pine floors in Beecher House were restored.  
The recording of military plaques, monuments, cairns, etc. started.  
The collection expanded significantly as a result of the closure of Fulford Home and changes to the Psychiatric Hospital and Public Utilities.  
Museum Director was a guest speaker at the Ontario Museum Association annual conference.

- 2002 Storage areas are becoming increasingly cramped due to donations resulting from the closure of S.C.I. (Sanmina), the Recorder and Times moving to their new building and other numerous donations of artifacts and archival material,  
The volunteer Garden Committee wins the 'Communities In Bloom' award for the best public building gardens.  
The first 'Doors Open Ontario' was held resulting in over 3000 visits.  
Almost new exhibit cases were donated by S.C.I.  
Friends donate a sign, designed by Keith Heine of Heritage Signs, for the front lawn.  
Two new furnaces installed in Beecher House.  
Education Co-ordinator position became full time for 10 months.  
Procter and Gamble completed gardening, carpentry work, painting, cleaning, etc. during 'The Day of Caring.  
Meetings held with Ontario Archivist, Tom Belton, to begin the work in City Hall on the records management/Archival Collection.  
Ontario Museum Association workshop "Ministry of Culture Standards for Community Museums in Ontario" held.
- 2003 1871 Fire Pumper returned from Gravenhurst.  
The restored Briscoe car was officially donated by the Industrial Heritage Foundation.  
The Communities In Bloom again recognizes the museum for its gardens.  
The museum joined with other groups to host the first Brock Days Festival.  
Doors Open Ontario held for the second year; over 3,000 people attended.  
The 1945 Brockville Fire truck and the horse-drawn carriage were put into off-site storage.
- 2004 Museum participates in the Downtown Santa Claus parade, Multicultural Festival, Brock Days and Doors Open Ontario.  
First adult lecture series well received; guest speaker, Flora Macdonald drew a large crowd.  
The Collection Committee received a large collection of R. H. Lindsay items, including a marriage certificate, photos, paintings, and decorative box.  
Production of 'History of Brockville' book is underway by Dr. Glenn Lockwood and the History Book Committee.  
The Friends of the Brockville Museum and the Brockville Community Foundation have made it possible for people to make bequests to the museum, including the donation of real estate, stocks and bonds, cash, life insurance policies, art, and other assets.
- 2005 Friends of the Brockville Museum sponsor another successful House and Garden Tour.  
Museum participates in Santa Claus Parade, Multicultural Festival, Mayor's Walk, Brock Days and Doors Open Ontario.  
Thanks to the Brockville Community Foundation, the new Gallery Theatre was opened.  
Garden sprinkler system was made possible through donation made by Procter and Gamble.  
Artist Studio Guild Show and Sale brought 514 people to the museum.  
Local fire department took the fire pumper to the 1000 Islands Mall for Fire Prevention Week
- 2006 25th Anniversary of the Brockville Museum marked by a large blue and gold banner mounted on the north wall.  
A sub-committee of the Board of Management was formed to begin investigating the opportunities for physical growth.
- 2007 Digitizing of the collection begins.  
The city's MIS department and volunteers assist with the purchase of new computers/software.

- Young Interpreters Program introduced with young students acting as guides during Doors Open Ontario, performing puppet plays, and helping with summer programming.  
Steering committee to explore future physical expansion formed.
- 2008      Young Canada Works grant enables museum to hire a student to write fifteen oral histories and prepare them for publishing.  
Leeds and Grenville Brain Injury Group volunteers to assist with the gardens.  
“Christmas In Downtown Brockville” presented by the museum and the Brockville Farmers Market, the DBIA with most activities taking place at the museum including the indoor market which bought 758 people over three weekends.  
The first ‘Family Day’ event was held and was very successful.  
The military mural was officially unveiled during Doors Open on May 24<sup>th</sup>.
- 2009      A second oral history book “Brockville Voices Book II” was published. As a result the oral history committee was created to collect verbal stories of Brockville’s past.  
Off-site storage moved to a new location.  
Museum Educator position becomes year-round, full-time.
- 2010      Museum responds to potential loss of the museum’s parking lot as a result of proposed developments surrounding the Brockville Museum on Henry and Water Street. A parking lot report was sent to the Mayor, Council, CEO, Planning Department, Economic Development and the museum board.  
An expansion study for the museum was prepared by museum consultant, Fiona Graham of Goldsmith Borgal and Company Ltd. The study was based on the needs assessment completed by staff and volunteer as well as a site visit. Three possible options for expansion of the Henry Street site were provided.  
To celebrate the 150<sup>th</sup> anniversary of the railway tunnel, a banquet was held inside it on July 8. The food and beverages were representative of 1860 and participants encouraged to come in costume.  
A new furnace was installed and part of the roof on the 1995 addition was replaced.  
The McCormick shipping and the Ian Inniss photography collections were added to the museum’s archival collection. An enormous amount of work and considerable dollars were needed to sort, catalogue, store, and promote these significant collections.
- 2011      2011 marked the museum’s 30th Anniversary; a special booklet was designed for distribution to restaurants, hotels/motels, and museum visitors.  
The lack of any development on the west side of Henry Street opposite the museum was of major concern. A steel fence surrounds a large pit which continues to be filled with green water. The developer, with the City Planner and the Fire Chief, visited the museum and made recommendations for changes to the entrance of the museum. The developer offered to pay for the work needed and is to be completed when construction begins on the condominium.  
A technology committee was created to explore a new collection management system. A member of the City’s MIS department agreed to serve as an advisor to the committee.  
With the acceptance of the ‘McCormick Collection’ a new group for ship fans, “Seaway Ship Enthusiasts” was created.
- 2012      Despite the lack of development on the west side of Henry Street, a sales office was erected in November and the sale of the proposed condominiums began. The large steel fence remains on the side of the street but more care has been taken in ensuring it does not intrude onto the roadway.

- The museum worked with Save Ontario Shipwrecks to obtain a month of amnesty from the Ministry of Tourism, Culture and Sport for the acceptance of marine artifacts.
- Several new fund-raising initiatives proved to be profitable, entertaining and fun. These included the bus tour to Wolfe Island, the boat cruise to Cornwall, a book sale and a pizza night at Boston Pizza.
- 2013 After 27 years with the Brockville Museum, Bonnie Burke retired and Natalie Wood was hired as the new Curator/Director.  
 The “Wayfarer” condominium project slated for the west side of Henry Street was put on “long-term” hold in December and the future of the site unknown.  
 Thanks to museum volunteer Andrew Covert the museum’s collection of film was digitized. Some of the footage was turned into a two hour feature film, “Brockville’s Reel Heritage: Our City on Film 1920-1980”. The film debuted at the Brockville Arts Centre on November 2nd to a crowd of nearly 400. The film was then made available for sale on DVD.  
 The roof on Beech House (c.1840 portion) was replaced with shingles matching those on the 1995 addition.
- 2014 The museum finally acquired a collections management system, MINISIS to enabling the creation of online catalogue. MINISIS was paid for by Ontario Trillium Foundation Grant and significant contribution by the Friends of the Brockville Museum As a result the “Open Drawer” volunteer project was officially launched with over 5,000 three dimensional objects being entered into the new system during the first year  
 Museum Clerk/Typist, Cathy Bigelow retired from the museum after nearly thirty years. The job description is re-evaluated; Alison Dingledine becomes Administrative Assistant/Registrar  
 Sprinkler system in the garden was removed and the stone retaining wall at the front of Beecher House was re-pointed.
- 2015 The museum’s web page was redesigned, along with new rack cards and exterior signage all based on a newly-created standardized visual identity.  
 The “Brockville’s Criminal Past” historical walking tours where launched with much success.  
 The exterior board and batten sections of the 1995 addition received a new paint colour.  
 Office area was painted and the floors refinished  
 Administrative Assistant/Registrar position becomes full-time (effective 2016)
- 2016 35th Anniversary of the Brockville Museum; a special booklet was designed and distributed to promote the anniversary.  
 An “admission-by-donation” model was adopted which saw an increase in attendance and admission revenue.  
 Plastering, repairs, painting, and the installation of new exhibits resulted in the complete makeover of three exhibit spaces, now known as People of Brockville, Brockville’s Rail Story, and Brockville’s River Story.  
 The long-awaited Aquatarium opened in March.
- 2017 Launch of virtual museum website which includes virtual exhibits.  
 Brockville Museum is closed for four days due to high water levels.  
 After 10 years with the Brockville Museum, Interpretation and Public Program Coordinator, Amy Mackie leaves for a new opportunity.  
 In order to address on-going physical capacity issues, the Board of Management passes motion seeking relocation of the Brockville Museum by 2032 (200th anniversary of Brockville’s incorporation).

	Brockville Museum reduces its summer operating hours due to budgetary constraints- now closed on Sundays. The Brockville Railway Tunnel opens from end to end (with engaging light show), significantly increasing Brockville's visibility as a tourist destination.
2018	Peggy Hause becomes new Interpretation and Public Program Coordinator. Video surveillance system was installed in public areas of the museum to improve security. New Social Media Plan developed and implemented; started Instagram account. Developed new Collection Policy.
2019	"Travel Trunk: Unpacking Brockville's Cultural Stories" opens and goes on to win the Ontario Museum Association's Award of Excellence for Exhibitions. Veronica Vareiro becomes new Administrative Assistant/Registrar. New Strategic Plan developed.
2020	COVID-19 Pandemic closes the Museum and severely impacts operations; museum closed to the public March 16-July 21, staff furloughed April-July. Acquisition of the New York Restaurant neon sign. "Painting Picnic with Prudence Heward" art exhibition runs July 21-October 30. Acquisition of photos and files from the Recorder & Times newspaper when their office permanently closes. Development of virtual content and virtual programming in response to the COVID-19 pandemic. "Haunting Histories" Guided Walks launched, a re-imagining of the former Ghost Walks. Award of contract for the 2032 Feasibility Study for the relocation and expansion of the Brockville Museum.
2021	COVID-19 Pandemic continues to significantly impact museum operations; museum closed to the public January 1-February 22 and again April 1-August 2. The completion and presentation of the 2032 Feasibility Study for the relocation and expansion of the Brockville Museum. The museum's 40 <sup>th</sup> anniversary is marked with the renovation of the museum's 1995 Carriage Hall space, including painting, the return of the on-loan Atlas automobile to the Canadian Automotive Museum, the move of the hearse to off-site storage, the installation of the New York Restaurant neon sign, and the display of the newly acquired Dailey Horse, along with a revamped "Made in Brockville" exhibition on the Carriage Hall main floor. The installation of an outdoor art exhibit on the museum's patio. Continued development of significant virtual content, including four video series. The retirement of Community Engagement Officer, Viktor Kaczkowski, after serving in the role for 12 years. Museum wins Chamber of Commerce Award for Tourism.
2022	COVID-19 Pandemic continues to impact museum operations; museum closed to the public through January. The PT Community Engagement Officer position was eliminated to create a Visitor Services Attendant position (covered by multiple people on shifts). The Visitor Services Attendant position took over front desk duties, previously covered by volunteers. After four years in the role, the Interpretation and Public Program Coordinator, Peggy Hause leaves for a new opportunity; Alice McMurtry becomes the new Interpretation & Public Program Coordinator.

The City hires a Cultural Services Manager, beginning the transition of the Brockville Museum into the newly created Cultural Services Department; the Museum Board of Management is subsequently turned into an Advisory Committee.

The Upper Gallery (Carriage Hall mezzanine) is renovated and turned into a space to display art. The flat roof in the lobby is replaced.

The lobby is painted.

CCI (Canadian Conservation Institute) conducts a Facility Assessment to identify collection needs. Mission Statement and Exhibit policy updated.

- 2023 In response to the recommendations by the Canadian Conservation Institute's Facility Assessment, Council agrees to move the collection stored at an offsite warehouse to a different, more suitable location. The 1945 Brockville Fire truck that had been stored in the former site since 2003 was returned to the Brockville Fire Department.
- A new Volunteer Program is launched with specific and well-defined opportunities. The new program takes into account that the museum no longer has a dedicated volunteer coordinator.
- The museum was the host site for the Mayor's New Year's Levee.
- A new Cemetery Walking Tour is piloted.



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	March 19, 2024
<b>Prepared By:</b>	Phil Wood, Director of Operations Melanie Jones, Director of Fire & Partner Services Lynda Ferguson, Director of Finance & IT Services
<b>Report Number:</b>	2024-32
<b>Subject:</b>	Building Condition Assessment Fire Station 1

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## Recommendation

THAT Council authorize a feasibility study of Fire Station No. 1 with EFI Engineering to be funded by the Fire Marque Reserve.

## Background

Fire Station 1, located on Perth Street, was constructed in 1910 and has had many retrofits to keep it functional to serve for fire response. In addition to the city fire department, Station 1 is also home to paramedics. Through a lease agreement with the United Counites of Leeds and Grenville, the paramedics lease (3) bays for ambulances and shared living space with facilities for ambulance crews.

Fire Station 1 has undergone multiple repairs and renovations over its 114-year service life to remain suitable as a frontline emergency service building. Despite regular maintenance and upkeep Fire Station 1 has identifiable, chronic issues related to the age of the building as well as a several issues related to the building's overall arrangement.

Examples of known deficiencies related to the building arrangement include but are not limited to:

- Insufficient air movement due to poor HVAC.
- Insufficient separation from clean office space to unclean equipment space where contaminated gear and equipment are stored.
- Electrical systems which aren't compliant with current code standards
- Washroom facilities are inadequate and inequivalent for men and women
- Non compliance with barrier free and accessibility standards

To address these issues, staff engaged an engineering consultant to perform a thorough condition assessment of the building and identify priorities that require action. The building condition assessment is complete, and a report has been provided to staff.

The objective of this staff report is to present the building condition report to Council for information and to obtain approval to proceed with the next phase of a feasibility study to determine the appropriate course of action.

## **Analysis**

### Configuration of Fire Station 1:

Fire Station 1 was constructed and put into service in 1910. In addition to housing administrative staff, fire crews working and living spaces, station 1 currently houses:

- Three (3) fire apparatus (fire and rescue units)
- Three (3) paramedics units (ambulances)
- One (1) museum level apparatus for temporary storage

The building's age has presented challenges through continuous maintenance and repairs to remain in operational condition. Water damage is observable in areas and water infiltration has occurred over time. The building has reoccurring sewer problems including sewage backup due to insufficient capacity and outdated plumbing.

Throughout the station's operation, modification and renovations have been made to accommodate the progression of the fire service. The station was designed for horses with wagons that pull water tanks and staff to stay at the hall upstairs. The 'wagon floor' was eventually reinforced for fire trucks and garage doors eventually had to be made larger to accommodate modern trucks and equipment. Modern fire services now require components such as; space and provision for personal protective equipment (PPE), self contained breathing apparatus (SCBA), air fill stations (clean, ventilated area), extraction washers for PPE and industrial washing machines for gear. All of these are standard items of a modern conventional fire service that was not part of the landscape 30 years ago.

Due to the age and current condition of Fire Station 1, all the listed provisions are configured in a less than optimal and at times non-compliant arrangement. The objective of a comprehensive building condition assessment by an engineering consultant was to provide staff with required data and a means of setting objective priorities to move toward compliance with legislation fire services, building standards and regulations.

### Engineering Consultant:

Staff contracted EFI Engineering to complete a building condition assessment of Fire Station 1. This contracted service was reported to Council though the general committee on October 17, 2023, by way of staff report 2023-194.

EFI has completed the assessment and furnished a detailed building condition assessment report in January 2024. The report identifies (54) recommendations to correct deficiencies related to:

- Structural
- Electrical
- Mechanical
- Plumbing
- Air Quality
- Backup Power Generation
- Building Functionality

Additionally, the consultant provided a preliminary, class 5 cost estimate to complete the corrective recommendations as listed.

A small number of the recommendations are currently underway through capital projects approved by Council during the annual budget process. However, priority recommendations that surround health and safety and decontamination are recommendations that require comprehensive development of a solution to resolve the existing issues.

#### Decontamination Requirements:

As stated, the Fire Station 1 was never designed to meet modern health and safety standards around levels of decontamination and exposure prevention that are currently required for fire service personnel. Current needs for firefighting include but are not limited to:

- Decontamination zones
- Separations between trucks and living space
- Separations between trucks and fire gear
- Adequate ventilation of PPE storage,
- Designated clean spaces for air filling stations
- Designated washing facilities for equipment and PPE
- Personnel decontamination areas including showers

The emphasis on decontamination and exposure prevention is a result of studies of firefighting that has shown the products of combustion are carcinogenic and absorbed through the skin, lungs and carried on gear. Studies have also shown that gear has carcinogenic chemicals that off gas to the wearer.

The province has provided presumptive legislation covering firefighters for exposures, but this does not lengthen the firefighter's life or prevent illness. It simply compensates the remaining next of kin. Due to the advent of the studies and resulting discoveries,

Fire Services have a duty to provide proper measures to protect the health and safety of the staff providing this service.

For reference, the health and safety standards regarding storage of bunker gear, separation areas for decontamination and hazards based on adapted usage of the building have been included with the building condition assessment report.

### Accessibility:

In addition to the age-related wear and tear, and the recommendations surrounding separation and decontamination, the issue of lack of accessibility of Fire Station 1 is a challenge that requires corrective action. Fire Station 1 has two significant issues in relation to accessibility:

#### 1. Lack of barrier free provisions

Having been built in 1910 and undergone multiple renovations and additions in the past, Fire Station 1 does not have devices and accommodation to provide legislative barrier free access. For example,

- No barrier free washrooms exist at station 1
- Second floor offices and administration are not accessible
- Building doors and egress points do not include barrier free provisions

#### 2. Lack of gender inclusivity

Fire services are currently predominantly male dominated. Although more women are joining fire services including the Brockville Fire Department, fire stations including the City's stations do not have equivalent provisions such as washrooms or change spaces facilities.

### Recommendations:

Having completed the building condition assessment and identified a number of accessibility and inclusivity issues, staff are closer to developing a plan forward to address issues. Prior to presenting remedial corrective actions to Council, staff recommend moving forwards with the feasibility study as a next step of the building conditions assessment. The building condition assessment has provided staff with a list of recommendations to resolve identified problems. A feasibility study will provide staff with valuable insight into the priority and method in which corrective actions should be considered.

Staff have obtained a price from EFI Engineering to provide a feasibility study subsequent to the completed building condition assessment. It is the recommendation of staff that the feasibility study be completed to compliment the building condition

assessment such that staff can present the most efficient solutions to Council for consideration. All this information will allow for an informed decision about the future of the building. Once received, consideration may be given to recommend between renovation and new construction.

## **Financial Implications**

The building condition assessment report from EFI Engineering detailed (54) recommended corrective actions. The recommendations were accompanied by a estimate for each item. Detailed costs were presented as a class 5 cost estimate meaning an accuracy range of 50 to 100%.

The sum of corrective actions detailed in the building condition assessment is: \$760,440 to \$1,282,440 including a 20% contingency as defined by the consultant. Cost estimates are broken down as follows:

- Architectural/Structural: \$206,200
- Electrical: \$ 66,000
- Mechanical: \$145,500
- Other: \$216,000 to \$651,000

### Feasibility Study:

Staff have obtained a price from EFI Engineering to perform a feasibility study, as recommended by staff. The cost of the feasibility study could be funded from the Fire Marque reserve fund. The cost of the study is \$8,039.

## **Conclusion**

Staff have completed a building condition assessment of Fire Station 1 in accordance with the direction of Council and staff report 2023-194, approve in October 2023.

The building condition assessment provided staff with (54) recommended corrective actions to address deficiencies at Fire Station 1.

Staff recommend moving forwards with the feasibility study with EFI for \$8,039 including net HST as a continuation of their existing contract.

Approved by:

Phil Wood, Director of Operations  
Melanie Jones, Director of Fire & Partner Services  
Sandra MacDonald, City Manager

Status:

Approved - 12 Mar 2024  
Approved - 12 Mar 2024  
Approved - 15 Mar 2024

Attachments:

[BFD Stn 1 Building Condition Assessment Jan24 2024](#)



## Building Condition Assessment

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### SERVICES

- Surveys
- Planning
- Environmental
- Architectural
- Civil
- Structural
- Mechanical
- Electrical
- Project Management
- Technical Staffing

### **Brockville Fire Station #1** 61 Perth Street

Prepared for:  
The City of Brockville



Prepared by:  
EFI Engineering

Project Reference No. 23-7294

24-01-24

	<b>City of Brockville</b> Building Condition Assessment Fire Station #1 Document # EFI-BFD-REP-001	<b>EFI</b> <small>ENGINEERS ARCHITECTS PROCESS PROFESSIONALS</small>
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## Executive Summary

This report presents a detailed Building Condition Assessment of the City of Brockville's Fire Station #1 (herein referred to as the Station), located at 61 Perth Street, Brockville, Ontario. The assessment includes an evaluation documenting information pertaining to the safety and functionality of the building. Non-compliances with current codes and standards and deficiencies are noted with an accompanying estimated repair/upgrade cost. The assessment was conducted by a team of discipline engineers and technologists, and utilized a non-invasive, visual inspection approach, focusing on both interior and exterior elements of the structures.

The Station is an essential community asset, originally built in 1910. The Station is approximately 113 years old and includes a Fire Engine Hall, hose tower, upstairs occupied sensitive use area, middle building storage area and a rear storage area, upper Paramedic Hall annex and Paramedic Hall. The Station is a mixed-use building functioning as emergency service response and habitation. As such it has the potential to bring and redistribute contaminates and harmful materials into a space which otherwise would not be exposed. As a result, care and control of potential sources of contaminates is imperative to ensure the sensitive use areas are not exposed and are suitable for occupancy. As a critical response centre, the building houses Personal Protective Equipment (PPE), associated apparatuses and communications which are vital and should be housed in a manner to ensure they maintain their functions and are easily and quickly accessible. Returning exposed PPE and apparatus's require adequate decontamination and segregation.

The assessment conducted by EFI Engineering evaluated the status and integrity of the structural, mechanical, electrical, and plumbing elements as well as the overall functionality of the Station against current codes, standards and industry practices. Observations, conclusions, and recommendations are provided on these aspects in the respective sections herein. A prospective budget for repairs/upgrades is included. The assessment also included a review of the proposed new generator.

Structurally the building, particularly its foundation and walls, exhibit signs of aging and wear. The concrete slab on grade has settled noticeably, suggesting potential sub-grade issues. The metal roofing system, especially in areas sloping towards the main parking lot and the back extension, are in a state of disrepair, necessitating immediate replacement. Several architecturally aesthetic features such as the metal cladding, exterior doors, window flashings etc. are worn and at or near the end of life. Repair and/or replacement of these are recommended to provide a secured building envelope.

The electrical systems are functional however they are outdated, with aging components which do not meet current code and standards. Typically, essential services are equipped with redundant and robust systems reflecting the importance of sustained functionality. This is not the state of the existing system. Upgrades are in progress to meet some of these features such as back up power.

Similarly, the mechanical systems though operational, require significant upgrades to enhance safety and efficiency. The HVAC and air exchange systems combined with the nature of the building are progressive but do not result in complete mitigation. The existing equipment which is up to date does not provide the benefit it could based on the building functionality thereby diminishing its effectiveness. The plumbing requires some upgrades to align with the current code (installation of the backflow prevention device for source water

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protection). Piping is in deteriorating condition due to other environmental issues (e.g. moisture) in some locations and requires root cause solutions and replacements to ensure integrity. Localized repairs are required where integrity has been compromised.

Coupled with the above deficiencies the overall function of the building in relation to the activities present is not optimum. The building has systems in place which reflect the intent of industry practices, but they are not fully effective and are not reflective of best practices. The building and services as such cannot function on their own but rely on shared services. In general mitigations and required separations to prevent cross contamination and pathway for exposure are not completely present or effective (as shown by the air quality sampling). Isolation is not primarily guaranteed by engineered solutions and relies on the success of personal practices and procedures. Industry standard and best practices solutions (e.g. NFPA and Government of Ontario Fire Fighter Guidance Notes) includes engineered solutions at the top of the hierarchy of controls (right after substitution) thereby reducing the potential for human error.

While legislation is moving for the elimination and reduction of Per-and-polyFluoroAlkyl Substances (PFAS) in the content of goods (Canadian Environment Protection Act (CEPA) and Prohibition of Certain Toxic Substances Regulation)) regulations are also progressing regarding the presence and concentration of them in soil, water and other mediums. Ongoing and forthcoming Federal and Provincial regulations for PFAS's provide another source which requires analysis and potential mitigations. Currently there are no studies/results regarding the washdown waters or concentrations in accumulated sediments. In alignment with progressive regulations from other provinces (e.g. Alberta Teir 1 Soil and Remediation Guidelines and Health Canada's Maximum Allowable Concentration's (MAC's) and Screening values, CCME guidelines and Human Health Toxicity Reference Values (TRV's) Selected for use at Contaminated Sites in Ontario) wash waters and debris/ sediments from activities at the Hall should ensure they are being disposed of in suitable manner or obtaining the require pretreatment prior to discharging to the Municipal or other systems.

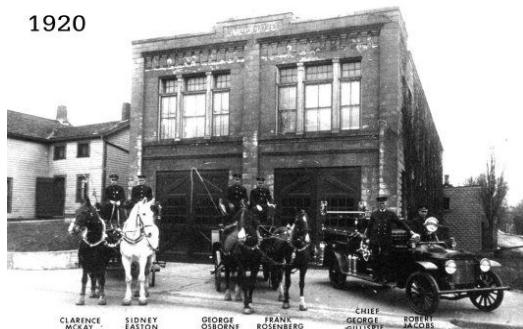
Recommendations include a comprehensive structural investigation to assess the integrity issues arising from the settling of the concrete slab. Roof replacements and structural and architectural repairs and replacements to ensure a secured building envelope. Confirmation of the function and capacity of the water egress mitigations and install additional mitigations to ensure overall moistures levels throughout are reduced to prolong the life and integrity of materials and comfort in the building. Revamped, upgraded, or replaced air, venting and heating systems are required. Once the structure and climatic controls are established, repair/replacement of compromised piping and worn materials should be completed. Electrical and power system shall be upgraded to reflect the current code and the essential service function of the building and operations. Structural and mechanical infrastructure should be implemented to ensure decontamination and areas of potential contamination are segregated from sensitive areas. All these items are essential for maintaining the building's permanency and functionality moving forward.

Estimated costs for these repairs and upgrades are provided. The assessment aligns with AACE Class 5 budget guidelines which reflects the detail of scope at this stage, forecasting a budget of \$758,040 - \$1,280,040.

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## 1.0 Introduction

The Brockville City Fire Department Station #1, located at 61 Perth Street on the corner of James Street was constructed in 1910. The building has since undergone several renovations and equipment additions (e.g., 1927 hose tower, 1969 emergency response vehicles) to meet the City's needs and industry standards. At this time the Brockville Fire Department has requested a review of the current building status and its functionality to ensure needs can be met moving forward.



## 2.0 Objective

The Brockville Fire Department requires information pertaining to the safety and functionality of the building. Non-compliances with current codes and standards along with a comprehensive evaluation of building deficiencies with estimated repair costs will be noted and included.

## 3.0 Scope

The scope of work included site visits to visually inspect the fire station and conduct discussions with staff to provide the following assessments.

- Structural,
- Mechanical,
- Electrical and
- Plumbing.

The above assessments included the aspects of general deficiencies, functionality, environment, safety, regulatory and energy efficiency. This report summarizes the findings of the above evaluations with respect to existing conditions and applicable codes and standards and guidelines including the OBC and industry standards e.g. applicable National Fire Protection Association Publications (NFPA) Standards and the Government of Ontario Fire Fighter Guidance Notes.

Estimated costs for these repairs and upgrades are provided. The assessment aligns with AACE Class 5 budget guidelines, which reflects the detail of scope at this stage to provide a financial forecast.

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## 4.0 Method & Limitations

The assessment consisted primarily of site visits and interviews with personal. The building aspects were limited to visual inspections. No areas were uncovered and there was no testing of materials or potable water. A hazardous materials inspection and testing was not requested or performed. An indoor air quality sampling event was conducted. Equipment and systems were not tested for full functionality or current efficiency.

## 5.0 Structural Assessment

A structural assessment based on Section 4.0 Method and Limitations of the building occurred on November 16, 2023. Structural components, including but not limited to the foundations, walls, columns, beams, floors, roofs were examined. Observed conditions and potential concerns visible to the naked eye are noted below. Accompanying photographs are in Appendix A with corresponding reference numbers.

### 5.1. Observations

1. Ceiling tiles, damaged/missed parts to be replaced and/or reinstalled with new tiles.
2. Aluminum panels inside the main fire hall are missing and need to be reinstalled.
3. Hose tower has damaged/missing wood cladding to be replaced/reinstalled.
4. Internal main Fire Hall floor cracks should be repaired. Damaged concrete parts should be removed and recast as per code and standard requirements.
5. Internal building finishing defects should be repaired to aid in securing areas and building envelopes.
6. Wood structural members in the upper Paramedic Hall annex have been affected by moisture exposure raising concerns about the structural integrity and safety. Old openings in the structure were not adequately secured and present a potential safety risk.
7. Concrete damage due to moisture needs to be repaired, damaged concrete parts should be removed and recast as per codes and standards requirements, pending the root cause of the infiltration has been resolved.
8. The following basement structural items should repaired/replaced:
  - Concrete cracking of the basement walls and floors,
  - All structural elements affected by the water leakage from the basement walls,
  - Areas of segregations in the concrete of the basement walls should be repaired using proper epoxy materials to avoid any further water leakage from the outside ground water in surrounding soil.
  - The concrete of the new sump pit in the main Fire Hall should be repaired and leveled.
9. Window lintels exhibit structural cracks in the top and bottom. These should be demolished and recast as per codes and standards requirements.
10. Door lintel cracks should be repaired using cement grouting and/or epoxy materials.
11. Defected joints between outside stones should be repaired by filling them with an appropriate/approved material.
12. The hose tower roof was recently repaired. New roofing was installed on the rear portion of the building. The front roof area requires replacement and is scheduled. The upper Paramedic Hall annex roof waterproofing membrane should be fixed on the parapets all-around the roof, and the asphalt coating

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layer should be extended to cover the edges of the membranes. Roof drains should be protected and tested for any potential water leakage.

- 13. The integrity of the wood staircase to the upper Paramedic annex is compromised from the elements and requires replacement.
- 14. Cracked wood posts supporting the outside staircases should be reinforced or replaced.
- 15. A sinkhole is present in the Paramedic storage area. The existing grade is inadequate as water must be pushed and does not free flow to the one main drain.
- 16. Structural defects and deficiencies allow the egress of birds and bats into the building.
- 17. The exterior overhead doors have damage from vehicles backing into it.
- 18. Back area has noticeable cracking in block walls, gypsum board is damaged in a lot of locations, area is rundown and in poor condition.

## 5.2 Conclusions

The main structural elements of the primary building are in good condition and this part of the building is structurally sound. The upper portion of the Paramedic Hall annex requires structural repairs to maintain integrity and reduce safety risks. The capacity of the storm/groundwater conveyance systems associated with the roof and North side should be confirmed adequate and inspected and tested regularly. Many of the aesthetic elements are functional however given the age and use are in continued disrepair and facilitate in the general lack of a secured building envelope. Recent efforts, including remediation, re-grading, and new roofs have been put forth to remedy and prolong the longevity of the materials and structure as a whole however it is our assessment that more long-term investments would need to be made to complete and solidify this outcome. There are several items which while are aesthetic, cumulatively also lend to the longevity of this historic building and need to be addressed.

## 6.0 Electrical Assessment

An electrical assessment based on Section 4.0 Method and Limitations of the building occurred on November 16, 2023. Observed conditions and potential concerns visible to the naked eye are noted below.

Accompanying photographs are in Appendix C. Information such as cable types, conductor types, age of equipment, capacity ratings of equipment and installation of cables were noted. Where infrastructure was not visible assumptions were made based on building age and condition of visual equipment.

### 6.1 Observations

#### Power Supply and Distribution

The building distribution equipment is aging and in poor condition. There is no back up or redundant power supply to ensure that the essential function of the Fire Services can be maintained during an emergency. An emergency generator has been ordered and a compliance review is addressed in the Mechanical Assessment Section. There are two UPS systems which provide a back up for the communication system. Emergency lights are present in the building and are tested regularly.

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There are a lot of extension cords used in the living areas (bedrooms, living rooms, kitchens, offices, etc.) indicating there are insufficient wall receptacles. It could lead to overloading a critical circuit, tripping hazard, fire hazard (overheating), etc. The electrical supply appears to be sufficient for the needs of the Station, however new HVAC equipment has been added and if more modifications are required for the future a detailed review of the station feed and loads should be conducted. Common use of extension cords used in the living areas (bedrooms, living rooms, kitchens, offices, etc.) pose risks (overloading, tripping fire etc.).

The trucks are washed in the indoor parking area, however the electrical infrastructure in this area is not rated for wash-down and should be upgraded. The main communication panel (bell), the main fire alarm panel, the panel that controls the exhaust fans, an electrical distribution panel, fire alarm components, sensors, conduit, etc. is all exposed to water and does not have the proper Ingress Protection (I.P.) rating.

Most components of the system, light switches, fixtures, receptacles, cabling, etc. shows significant signs of wear and tear and are considered mostly in poor condition or in need of upgrades. Codes have evolved since the last renovations such that spacing of wall receptacles and switches may not be adequate and some may no longer be working. Circuit breakers are not arc or GFI rated and the electricity to the old Hay Loft areas should be confirmed disconnected for safety purposes.

#### Controls and Telecommunications

There is one window mounted AC unit used to cool the telecom system. The telecom cabinet and equipment are in a locker room and storage closet both of which are not conducive to care of this equipment. There is a second telecom switch cabinet located in a closet that does not have a temperature control system and may be prone to overheating leading to failure.

The Air Scrubber units are activated by sensors that monitor O/H doors. These units should be tested and maintained regularly to ensure effectiveness. The Fire Hall and Paramedic Hall exhaust fans are operated by an "Armstrong" control unit. While these units appear to function as needed, it's not clear if they are positioned optimally for the intended purposed.

#### 6.2 Conclusions

Overall, it's recommended to replace the distribution panels and receptacles to the most recent version of the electrical code. A load study should be conducted including any proposed equipment to ensure the existing systems are adequate. Exposed conductors, loose cabling, worn light switches, receptacles and lights should be replaced. Back up and redundant supplies should be installed to systems which are deemed essential. A list of essential equipment should be present and prioritized and risk assessed. Electrical components potentially exposed to water such as the Fire Hall should be upgraded to those with the appropriate IP rating. The cooling system for the telecom cabinets should reflect industry standard.

Given the age and condition of critical electrical components, planning for upgrades or replacements is advisable to ensure continuous, safe operation. Preventative maintenance and periodic inspections to monitor the condition of older and essential components should be implemented.

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## 7.0 Mechanical Assessment

A mechanical assessment based on Section 4.0 Method and Limitations of the building occurred on November 16, 2023. Observed conditions and potential concerns visible to the naked eye are noted below. Accompanying photographs are in Appendix B with corresponding reference numbers.

### 7.1 Heating, Ventilation, and Air Conditioning, (HVAC)

#### 7.1.1 Observations

1. The exhaust fans in the Paramedic and Fire Halls are tied to air monitoring sensors however this is not the best practice as it is reactive and allows the exhaust to enter and dissipate throughout impeding effective removal solutions. Best practice, risk mitigation and in alignment with the Fire Fighters Guidance would be to install an exhaust capture system which prevents the exhaust from entering the space. Engineering controls which capture the exhaust immediately is preferred.
2. The air scrubbers have no ductwork. A ductwork on the suction could increase the effective area and reduce the recirculation of cleaned air to the air scrubbers.
3. There is no central cooling system within the Fire Hall building, a few window air conditioners were observed in rooms upstairs.
4. Ductwork for furnace is broken at some places and open, causing air leakage.
5. Installed HRV did not have proper ducting upstairs for required ventilation in each room. This does not provide adequate ventilation to each room required per Standards ASHRAE 62.1. Insufficient ventilation also does comply with the requirements of NFPA 1581 Section 5.3.2 and Ontario Firefighters Section 21 GN3-1.
6. Poor windows sealing, cracks in walls and aged insulation affects the cooling and heating load for the fire hall building. This increased the operational cost for cooling and heating system for the fire hall building.

#### 7.1.2 Conclusions

Adequate heating for the residential area of the fire hall building is required by Ontario Building Code (OBC) section 6.2 division B and by NFPA 1581 Section 5.3.2. Electric baseboard heating and electric heaters are installed in the residential area of the building. One electric heater is installed in the basement. The building's heating system is comprised one gas fired furnace, model F9MXT08001716A2 by ICP-Arcoaire, (80 MBTU) and is located on the ground floor and is distributed through associated ductwork. Two, REZNOR gas fired unit heaters provide supplemental heating to the paramedic hall and Fire Station, models UDAP-200, (200MBH) and UDX-300 (300MBH) respectively.

Cooling is required in the residential area of the Fire Hall as per NFPA 1581 Section 5.3.2. A few windows mounted air conditioning units are present to provide cooling in the residential area upstairs e.g. KoolKing (estimated 1 TON capacity). There is no central cooling system and as such does not comply with NFPA 1581 Section 5.3.2. The rest of the building does not have any cooling system.

Other then the impacts of the cooling system there are no humidity controls within the building. The adjacent parking lot to the north has a considerably higher grade which abuts the North wall of the Station. This wall was recently remediated due to the presence of mold and the drianage was re-routed. The building materials of stone and wood hold the moisture perpetuating moist conditions inside in conjunction with any prolonged climatic conditions. This condition greatly reduces the longevity of the mateirals (as reflected in the Structural

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Assessment), adds maintenance and affects affixed equipment and systems. The humidity in the building has been noted to impact the regular activities e.g. no washing of vehicles and comfort. Controls for humidity should be installed.

Adequate Ventilation/Diesel Exhaust Control System is required by Ontario Firefighter Section 21, GN3-1. The residential part of the building houses a Heat Recovery Ventilator (HRV), 205MAX by LIFE BREATH of 205 cubic feet per minute(cfm) capacity, for ventilation. Two AIR SCRUBBERS, model AMB302D-NDR by RGF-Environmental Group Inc., of 3200 cfm capacity are installed in Fire Station for vehicle exhaust air's purification and another two AIR SCRUBBERS of same model & capacity are installed in the paramedic hall area. Two building exhaust fans are linked with motorized dampers, one in the Fire Station and one in the Paramedic Hall, for fresh air exchange during the movement of the vehicles. The addition of the scrubbers and linked fans reduce the concentration of contaminants in the air complying with GN3-1, Ontario Firefighter Section 21, Engineering controls-ventilation however, due to the location and orientation of the bldg. and placement of exhaust fans the effectiveness of the unit may not be ideal.

In summary, the mechanical systems of the Station generally function poorly. The existing HVAC systems, need to be replaced with an efficient new and centrally controlled HVAC system within the building's current layout including moisture control. These systems should function in alignment with the designation and isolation of areas based on use as discussed in Section 10.0 of this report.

## 7.2 Plumbing:

### 7.2.1 Observations:

1. There is no backflow prevention (BFP) device after the water meter on the potable water supply as per Section 7.6.2.2 OBC, and American Water Works Association industry standards.
2. Metallic plumbing is corroded and shows mold on it. While the piping is intact this does not allow for good visual integrity inspections. A scan or more hands on inspection of the piping coupled with potable water sampling would be required to ensure adequate thickness was still present in areas of corrosion and ensure the integrity of the line and quality of the potable water. Installation of environmental controls ultimately prevent the repetition of this condition.
3. Seepage was observed during the site visit on the stone walls within the plumbing in the basement due to condensation or leakage of plumbing. A more thorough investigation would be required to confirm the source and hence integrity of the system.
4. Odours from drains in back annex which may be vent leakage due to loss of integrity. Instances of sewage backup in showers and bathrooms have been historical observed. The status and condition of the lines from the building to the municipal mains should be confirmed and monitored to check the status and expected longevity.
5. Floors drain in paramedic is corroded, has mold on it and blocked.
6. The plumbing facilities are undesirable in that there is only one bathroom and one shower for all occupants.
7. The location of the shower is not conducive to mitigating the spread of cross contamination after being exposed as it is located upstairs within the sensitive areas, refer to Section 10.0.

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### 7.2.2 Conclusions

The building's plumbing consists of piping and controls for cold and hot potable water supply and complementary sewer effluent piping. The plumbing systems are functional and has ventilation however the condition of the piping is in localized disrepair. Some of which stems from other building issues such as the presence of excessive moisture or age. The root cause of the disrepair should be solved in conjunction with repairs and replacements of the plumbing system to avoid repeated occurrences.

Supply to the Station is through a 1 ½" copper pipe which is adequate given the number of water existing demands in the building. An appropriate BFP device, reflective of risk, should be installed on the potable water supply and tested as per standards to ensure functionality on an ongoing basis. The sewer line is 4" ABS which is adequate given the existing demands. An electric water heater tank, ProLine by John Wood (50 US/hr) supplies hot water to the Station. The condition of the piping to the main should be scoped to confirm or rule out this section in the cause of the repeated plugging.

Two catch basins with passive sediment traps are installed in the basement to collect the waters from the main Fire Hall. The waters from these as well as any basement sump water and wastewaters from the building are sent to the Municipal system via gravity. Catch basins are visually checked periodically for sediment accumulation. Sediments are collected via vac truck and disposed of accordingly. A documented procedure should exist for the operation and maintenance of the catch basins to ensure Bylaws and waste regulations are complied with. The city bylaw prohibits the flow under certain quality conditions. Precaution should be noted for washing activities which may result in the transfer of nonpoint source contaminates to the sewer system. A Wastewater Survey may be completed by the Station and submitted to the city for compliance review. There is no wastewater survey currently on file with the City of Brockville as such it is expected to comply with the quality criteria within Bylaw 046-2014 including no visible sheen.

Decontamination wash waters and waste should ensure they meet municipal criteria or alternative waste sampling, and disposal is retained as required.

## 8.0 Indoor Air Quality

The indoor air quality of the Fire Hall was sampled at points in time by an external Consultant to quantify the impacts from the various regular operating conditions. The activities sampled reflected the worst-case conditions based on the availability of operations on the day of testing. Details of the sampling conditions and the results with additional content are in Appendix D.

### 8.1 Regulations and Standards

Regulations and Standards are present to govern the content of potential contaminants present in materials (which later contribute to exposures) as well as practices, standards, procedures and engineering solutions to mitigate and prevent exposures. These include but are not limited to;

- Occupational Health and Safety Act
- CCME Ambient Air Quality Guidelines
- O. Reg 851 – Industrial Establishments

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- O. Reg 833 – Control of Exposure to Biological or Chemical Agents
- National Fire Protection Association Publications e.g. Standard on Selection, Care and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting.
- Government of Ontario Fire Fighter Guidance Notes

The sampling conducted provided a glimpse into the air quality at the Fire Hall and the operations associated primarily with the combustion activities. The exposure of Fire Fighting, however, provides an immediate and repeated venue for a plethora of compounds to be potentially carried back to the Hall and impact the air quality. The air quality from this source is mitigated through the application of practices, procedures and engineering controls which must be implemented, maintained, and reviewed on a regular basis to ensure they are effective. For example, engineering the best available technology would engage the use of electric engines or a direct vent capture system to be installed for the combustion units. Neither of these systems are in place at the Hall. The Hall does have CO monitoring which is linked to automatic ventilation of the building and air purification units. Based on the point in time sampling the Hall does see elevated levels of NO<sub>2</sub> and VOC's related to these activities and they are in the open vicinity to the laundry, gear storage areas and a gathering and sensitive use areas. The effectiveness of engineering controls and the separation from sensitive areas are key to reducing exposure and activities which result in resuspension of additional chronic exposures to potential contaminants.

## 8.2 Conclusions

- The concentrations for H<sub>2</sub>S, CO<sub>2</sub>, NO<sub>2</sub>, HCHO, O<sub>3</sub>, PM 2.5 and PM 10 did not exceed any exposure limits under O. Reg 833. It should be noted that the sampling was a point in time trying to reproduce a worst-case scenario and was not a time weight average.
- NO<sub>2</sub> base levels are above the RIAQ 24-hr level. During combustion activities the levels rise but do not exceed the 1-hr RIAQ.
- Formaldehyde concentrations in the Paramedic Hall were above the Health Canada RIAQG for 8-hr limit but did not exceed the 1-hr limit.
- Sampling results in the upstairs areas yielded lower results than the ground floor. Levels of NO<sub>2</sub> above the ground level concentrations implies there is egress of emissions occurring into these sensitive areas.
- Gear stored on the Fire Hall ground levels are exposed to repeated elevated concentration levels. The current procedure and locations are not consistent with the best practices within the National Fire Protection Association Publications and the Government of Ontario Fire Fighter Guidance Notes.
- VOC's are present in varying concentrations. The testing did not conclusively yield the proportion of VOC from manmade products verses combustion sources.

## 9.0 Proposed Emergency Generator Unit

The proposed unit is an 80 KW Diesel located in a mixed commercial and residential area, serving essential services at municipal emergency facility. As the unit is new and not a replacement in kind, it is presumed that it is not mentioned in the Municipal Emergency Plan under the [Emergency Management and Civil Protection Act](#).

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The operation and maintenance of an emergency generator falls under several Ministry Regulations and Publications depending on the size and design.

- Environment Protection and Enhancement Act, Ontario
- O. Reg. 524/98 Exemptions from Section 9 of the EPA
- Ministry of Environment and Conservation and Parks (MECP), ESAR Publication
- Environmental Noise Guideline, Stationary and Transportation Sources, Approval and Planning (NPC-300)
- O. Reg. 213/01 & 217/01 and corresponding Adoption Documents (TSSA) under the Technical Standards and Safety Act, National Fire Code of Canada (NFCC) and Canadian Standards Association (CSA), for handling and storage.

### 9.1 Handling and Storage

The Generator shall comply with O. Reg. 213/01 & 217/01 and corresponding Adoption Documents (TSSA) accordingly under the Technical Standards and Safety Act, National Fire Code of Canada (NFCC) and Canadian Standards Association (CSA), for handling and storage.

In accordance with the applicable regulations and standards referenced above, the unit should be mounted on an impermeable base which is larger than the footprint. Provisions to ensure the tank temperature does not exceed the CSA limit (e.g. colouring, shading, etc.) should be ensured.

The proposed 4425 Spec received and reviewed included a double walled tank with a sub base, both high and low fuel alarming capability as well as a back up mechanical fuel gauge, a 5-gal lockable spill containment and rupture basin to aid in meeting the above requirements.

Reporting as required for spills and releases under the Ontario Environmental Protection Act, O. Reg 675/98 Classification and Exemption of Spills and Reporting of Discharges and Municipal Bylaws as required.

### 9.2 Noise and Air Compliance

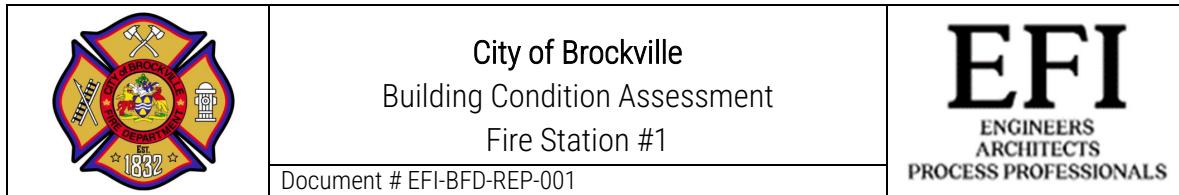
1) *Environmental Noise Guideline, Stationary and Transportation Sources, Approval and Planning (NPC-300)* NPC-300 states Emergency Equipment as stationary sources are sources designated to operate in emergency situations. These sources include but are not limited to, emergency, power generators, emergency ventilation fans or flares designed for emergency situations etc. Emergency measures include those for;

- The immediate health, safety or welfare of inhabitants; and
- The preservation or restoration or property; unless such noise is clearly of a longer duration or nature more disturbing than is reasonably necessary for the accomplishment of such emergency purpose;

As the generator is for emergency purposes to run loads for a critical municipal protection service (Fire) which is essential to the welfare of the local inhabitants it would not require additional assessments under this Guideline.

2) *Municipal Bylaw Noise 076-2021; City of Brockville*

"3.7 Stationary sources and residential air conditioners



(1) No person shall cause or permit the emission of sound from a stationary source or residential air conditioner that, when measured with a sound level meter at a point of reception, has a sound level (expressed in terms of Leq for a one-hour period) exceeding 50 dB(A) or the applicable sound level limit prescribed in provincial noise pollution control guidelines.

(2) Subsection (1) does not apply to the emission of sound from a stationary source that is in compliance with a provincial environmental compliance approval.

##### 5. Exemptions

###### 5.1 Safety and Government Work

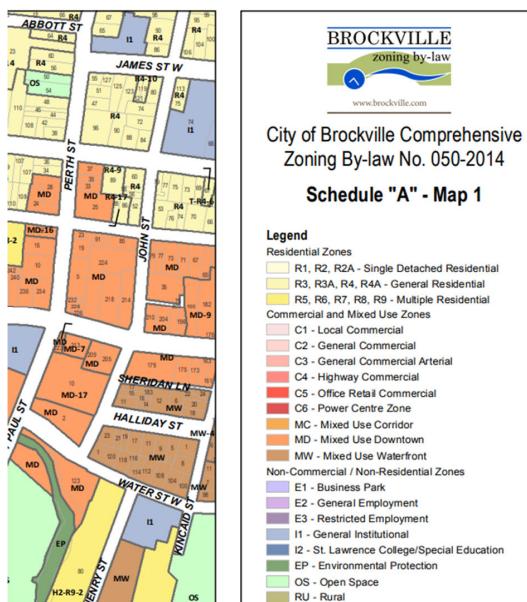
- (1) Despite any other provision of this chapter, it shall be lawful to emit or cause or permit the emission of sound from:
- Bells or sirens required for the purposes of public safety including sirens when operated by Police Services, Fire and Paramedic Services, or bells or whistles operated by rail or transit services;
  - Measures undertaken for the immediate health, safety"

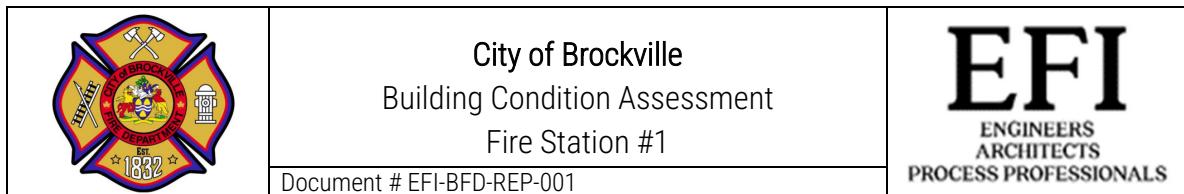
Similar to the designation under NPC-300 as the generator is for emergency purposes to run loads for a essential municipal protection services (Fire) which is critical to the welfare of the local inhabitants it would be exempt under safety 5.1 (b)

###### 3) Ministry of Environment Conservation and Parks

As per the *Ministry of Environment and Conservation and Parks (MECP), ESAR Publication* typical dBA levels for class 1 areas (areas where daytime and nighttime noise levels are dominated by the activities of people, "referred to as Urban hum") for steady state/ quasi-steady state, plane of window are 50 dBA from 0700hrs – 2300hrs and 45 dBA for 2300hrs to 0700hrs.

The Fire Station is located on the corner of James and Perth. Surrounding zoning is Residential with some open space, as per Schedule A, Map 1 shown below.





Under the Ontario Environmental Protection Act, standby power systems are exempt from Section 9 (Environmental Compliance Approvals (ECA)) of the Ontario Environmental Protection Act (O. Reg. 524/98) as long as the criteria in the Table below are met. As the proposed unit does not vent vertically and therefore does not meet all the Table criteria and an ECA will be required prior to operation.

Exemption Criteria	4425 Spec
<i>Each exhaust stack that is part of the standby power system and that may discharge a product of combustion from the system into the air is orientated vertically.</i>	<i>No, the exhaust is through a side louvered vent</i>
<i>The standby power system uses only one or more of the following as fuel;</i> <ul style="list-style-type: none"> <li>• Biodiesel</li> <li>• Diesel</li> <li>• Natural gas</li> <li>• Propane</li> </ul>	Diesel
<i>Each generation unit that is part of the standby power system and uses diesel or biodiesel as fuel;</i> <ol style="list-style-type: none"> <li>a. Has been designed by the manufacturer of the unit to meet, at a minimum, the Tier 1 Emission Standards set out in table 1 of 40 CFR 89.112 (United States) OR</li> <li>b. Is equipped with a pollution control equipment specified by the manufacturer of the unit to limit the discharge of the contaminant so that that unit, at a minimum, meets Tier 1 Emission Standards set out in Table 1 of 40 CFR 89.112 (United States)</li> </ol>	EPA Tier 3, NSPS CI Stationary Emergency Emission Datasheet C80D6C/EDS-2028, EPS-3041
<i>Each generation unit that is part of a standby power system and that uses propane or natural gas as fuel,</i> <ol style="list-style-type: none"> <li>a. Has been designed by the manufacturer of the unit to discharge a maximum of 9.2 g nitrogen oxides per kilowatt hour, or</li> <li>b. Is equipped with a pollution control equipment specific by the manufacturer of the equipment to limit the discharge of the nitrogen oxides to a maximum of 9.2 g per kilowatt hour O. Reg 14/17 s.2 (5)</li> </ol>	N/A
<i>The owner or operator of a standby power system must ensure that the following conditions are met; (O Reg 524/98 S.4 (1))</i> <ol style="list-style-type: none"> <li>1. <i>The system is used and operated only for the provision of electrical power during power outages or involuntary power reductions or for testing or performing maintenance on the system.</i></li> <li>2. <i>Each electricity generation engine that is part of the system is used and operated for the purpose of testing or performing maintenance for a maximum of 60 hours in any 12-month period.</i></li> <li>3. <i>A record is created with respect to the date, time and duration of each occasion when an electricity generation engine that is part of the system is operated for the purpose of testing or performing maintenance. The record must be retained for at least five years after the day it is created.</i></li> <li>4. <i>If the Ministry issues a smog advisory that identifies an area in which the system is located, the system is not used or operated for the purpose of testing or performing maintenance until a termination notice with respect to the advisory has been issued for that area.</i></li> <li>5. <i>Each exhaust stack that may discharge a product of combustion is free of impediments that would prevent the flow of emissions.</i></li> <li>6. <i>Testing and maintenance of the system is conducted in a manner that satisfies the recommendations of the manufacturer of the system and generally accepted standards.</i></li> </ol>	<i>Thees will need to be incorporated. E.g. into a Logbook (or similar documented system or combination thereof) and Standard Operating Procedure(s) to ensure compliance on run hours, maintenance, incidents and record keeping and retention.</i>

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<i>7. If a generation unit that is part of the system is located outdoors, the sound pressure level resulting from the discharge of sound from the unit and related exhaust stacks must not be greater than 75 decibels (A-weighted) at a distance of seven metres from the unit. O. Reg. 14/17, s. 3.</i>	Sound Data Sheet C80D6C /MSP- 1302b; 71.2 db(A) @ 7 m
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A generation unit is deemed to be located outdoors if the only structure within which the unit is located is a structure whose sole purpose is to soundproof the unit or to protect it from the elements or to do both.

Alternatively under O. Reg 524/98 if the generator is declared in the Municipal Emergency Management Plan created under the *Emergency Management and Civil Protection Act* it is exempt from an ECA as per Clause 20.

20. Any equipment, apparatus, mechanism or thing that is used solely to mitigate the effects of an emergency declared to exist under the [Emergency Management and Civil Protection Act](#).

### 9.3 Conclusions

As the generator unit is not a replacement in kind it is assumed at this time that the unit is not declared.

The following expectations would be anticipated to be included in the Approved ECA regarding Operation and Maintenance. The below is also reflective of industry standard for due diligence and shall be established for the generator.

1. The owner shall comply with NPC-300.
2. Testing would be restricted to occur during daytime hours.
3. The owner shall ensure that the equipment is operated properly and maintained at all times. The owner shall;
  - a. Prepare not later than 3 months after the date of this certification or the date of commission of the equipment and update , as necessary, a Manual outlining the operating procedure and a maintenance program for the equipment including;
    - i. Routine operating and maintenance e procedures in accordance with good engineering practices and as recommended by the Equipment suppliers
    - ii. Emergency procedures
    - iii. Procedure for any record keeping activities relating to operation and maintenance of the Equipment;
    - iv. All appropriate measure to minimize noise and odours emissions from all potential sources.
  - b. Implement the recommendations of the Manual and
  - c. Retain for duration of the existence of the Equipment all records on the maintenance, repair ad inspection of the Equipment, and make these records available for review by staff at the Ministry upon request.

## 10.0 Building Functionality Assessment

The building functions as an essential service and a place of sensitive use (habitation) as such mitigative design and care using engineering solutions, processes and procedures are required to ensure one function does not pose a risk or exposure to the other. NFPA, the Government of Ontario Fire Fighting Guidance Notes and other agencies such as IAFF provide the industry standard and best practices for accomplishing this. Risk assessments which reflect the potential pathways and sources may be used to ensure a solution is adequate

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and feasible for implementation as well as alignment with other essential service standards and industrial and health services of similar risk exposures.

### 10.1 Observations

1. Kitchen is very small and not able to accommodate storage or occupancy for 8-13 people.
2. The bathroom and wash facilities in the sensitive area should only be used for "clean" service.
3. Decontamination facilities should be staged in terms of decreasing risk from the area of returning entry with dedicated uses.
4. Clean gear should be housed in a separated area for suit up which does not allow for the exposure of nonpoint and point source contaminants. Ventilation from these areas should be segregated and be externally exhausted with appropriate approvals. Time in these rooms would be minimized.
5. Exposed apparatus especially those with soft materials and or materials containing concerning chemical treatment should be housed similar to Observation 4) in a contained room with segregated exhaust systems and approvals as required.
6. The Station has no decontamination room and washer / dryers. They rely on the Station #2. As such a second set of gear should always be available and ready.
7. The rear parking is shared and is full. There is no room for snow and asphalt is in poor conditions. These may also contribute to the North wall water/ moisture issues.
8. Gym area is exposed to damp conditions and exhaust fumes.
9. There is no policy stating under gear is to remain at the Station and it may be brought home to sensitive use area for laundering. A washer is present to wash undergear at the Station.
10. Process and procedures are in place to inspect, clean and decontaminate gear however they rely on using joint facilities and are not all present at Station #1.
11. Fire fighting gear contains Per-and-polyFluoroAlkyl Substances (PFAS) and as such is subject to ongoing progressive regulations and continued development in terms of pathways of exposure and mitigations.

### 10.2 Conclusions

National Fire Protection Association (NFPA) Publications, Government of Ontario Fire Fighter Guidance Notes and the International Association of Fire Fighters (IAFF) all provide industry standard and best practices governing the functionality of Fire Halls. In addition to this IAFF also promotes related contamination concerns from the use of fire fighting equipment which while are the best choice for the job are not necessarily ideal for prolonged wear and require special care and control.

Recent studies have shown that all three layers of fire fighter turnout gear contain Per and Polyfluoroalkyl Substances (PFAS). Several studies highlight the risks associated with the materials and finishes used in turnout gear even before it is exposed to its first fire as well as contribute to the importance of ensuring gear does not become or is a mitigated source of contaminants once they are returned to a Station for re use. Ultimately removing PFAS from gear is a long-term root cause solution. Until such time IAFF has recently released the following safety advisory precautions for care and control;

- Turnout gear should NOT be taken into firehouse living areas.
- When transporting gear in personal vehicles, it should be in a sealed container or bag, and preferably NOT transported in the passenger compartment.
- Apparatus cabs should be cleaned regularly and after every fire.
- Wash your hands after handling turnout gear.

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- Legacy turnout gear should be replaced as new PFAS-free technologies become available.
- Do not wear turnout gear on responses where this level of protection is not necessary.<sup>(1)</sup>

PFAS can transport through several mechanisms depending on the engaging environment. They may be influenced by several fate transport mechanisms such as solubility, electrostatic, sorption to organic matter and partitioning to solid and terrestrial particles. Data related to the volatilization of various PFAS and partitioning to air are limited<sup>(2)</sup>. The presence of the PFAS and potential to volatilize or partition and become a continuing source of contamination requires the same source and mitigation techniques are gear which is exposed in the fire fighting situation which is then brought back for re use.

There is a lack of information regarding the effectiveness of laundering. Studies are limited by surface sampling which may be more representative of the particulate and surface contamination than that of the concentration of SVOC's inside the uniform. This leaves a gap in the understanding of the exposure risks and pathways for firefighters.

A current study assessing decontamination and laundering processes for the removal of PAH's and flame retardants from fire fighting uniforms, reiterates that there are mixed study results and that likely laundering techniques are not adequate for the removal of SVOC's.<sup>(3)</sup> This also necessitates the importance of segregation of gear. Especially for continued volatilization which may occur during open drying, or while being stored for use.

Legislation for PFAS has been put in place and is under ongoing development. Ultimately mitigations lie in the elimination and reduction of PFAS in the content of goods (Canadian Environment Protection Act (CEPA) and Prohibition of Certain Toxic Substances Regulation)). Regulations are also progressing regarding the presence and concentration of them in soil, water and other mediums. In the Draft Report and the Risk Management Report released May 2023 PFAS would be placed on the Toxic Substance List and as such the following additional regulatory measures are proposed;

- Introducing regulations and / or other instruments (guidelines and codes of Practice) to minimize environmental and human exposure to the class PFAS from fire fighting foams.
- Gathering information (including thorough mandatory reporting) needed to identify and prioritize options for minimizing environmental and human exposure to PFAS from other sources and
- Aligning with actions in other jurisdiction, where appropriate.

Ongoing and forthcoming Federal and Provincial regulations for PFAS's provide another source which requires analysis and potential mitigations. Currently there are no studies/ results regarding the washdown waters or concentrations in accumulated sediments. In alignment with progressive regulations from other provinces (e.g. Alberta Teir 1 Soil and Remediation Guidelines and Health Canada's Maximum Allowable Concentration's (MAC's) and Screening values, CCME guidelines and Human Health Toxicity Reference Values (TRV's) Selected for use at Contaminated Sites in Ontario) wash waters and debris/ sediments from activities at the Hall should ensure they are being disposed of in suitable manner or obtaining the require pretreatment prior to discharging to the Municipal or other systems.

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Given the above knowledge gaps regarding the fate and transport of these contaminants. Exposure mitigation techniques need to address a broad array of pathways. Equipment, especially those with soft surface e.g. hoses and PPE should be taken to decontamination area(s) e.g. modified hose tower, which have ventilation control. Ventilation control should be such that that any handling does not present a renewed exposure outside of the room (positive pressure, with seal) and exhaust from the room should be ensured to not present an adverse impact. Once PPE has been cleaned it should be deposited into another room which also possess ventilation control such that continued off gassing is exhausted, with care that any exhaust air does not present an adverse impact. The ventilation should also possess a positive pressure and seal to avoid leakage and cross contamination with other areas of the attached Station. Exhaust should ensure they are properly registered for potential emissions under environmental regulations. Retention of under gear and washing of these at the Station and retained again in suitable areas (non-sensitive areas) would further isolate and ensure cross contamination into personal homes with domestic wear begin retained in the sensitive use areas. The gym area should be relocated to an area which is reflective of it as a sensitive use.

The building has systems in place which reflect the intent of industry practices, but they are not fully effective and are not reflective of best practices. The building and services as such cannot function on their own but rely on shared services. In general mitigations and required separations are not completely present or effective (as shown by the air quality sampling). Isolation is not primarily guaranteed by engineered solutions and relies on the success of personal practices and policies. Industry standard and best practices solutions include engineered solutions thereby reducing human error.

- (1) [PFAS and Turnout Gear - IAFF](#)
- (2) [5 Environmental Fate and Transport Processes – PFAS – Per- and Polyfluoroalkyl Substances \(itrcweb.org\)](#)
- (3) [Contamination of firefighter personal protective equipment and skin and the effectiveness of decontamination procedures \(illinois.edu\)](#)

## 11.0 Recommendations

Based on the above observations the following recommendations are proposed.

Recommendations
Structural
Repair of damaged or missing internal ceiling tiles, Fire Hall aluminum panels and Hose tower wooden cladding.
Internal concrete which is damaged or deteriorating (cracks etc.) should be repaired or removed and recast.
Repair basement concrete walls using proper epoxy materials to avoid any further water leakage.
Repair and level basement sump concrete.
Add bollards at overhead door entrances
Internal building finishing defects should be repaired to aid in securing areas and building envelopes.
Replace wood structural members in the Paramedic Hall upper Annex (floorboards, structural strengthening for the defected columns and treatment for members subject to biological growth).
Testing of the roof waterproofing and stormwater conveyance systems for capacity and integrity.
Fix the upper Paramedic Hall annex roof waterproofing membrane on the parapets all-around the roof, and the asphalt coating layer should be extended to cover the edges of the membranes. Roof drains should be protected and
Implement a maintenance and inspection program for the stormwater/groundwater conveyance systems to ensure continued functionality.
Repair/ recast concrete lintels for doors and windows.

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Re-jointing of the outside stone facade.
Replace the staircase to the upper Paramedic Hall annex.
Correct the concrete slope in the Paramedic Hall floor to allow for drainage.
Repair the cracking in the block walls.
Align the supports and confirm loads are adequate (supports and concrete) for the larger outside wooden staircases.
<b>Electrical</b>
Install a redundant or back up power supply (in progress).
Replace circuit breakers for code-compliant panels.
A load study should be conducted including any proposed equipment to ensure the existing systems are adequate.
Number and locations of receptacles to be upgraded as required as per Ontario Electrical Safety Code (OESC).
Replace receptacles with "GFCI" type where required and replace worn and damage receptacles throughout the buildings
Replace worn and damaged switches and fixtures throughout the buildings as per OESC.
Secure cables
Waterproof Fire Hall electrical components with appropriate IP rating.
Upgrade environmental controls for the telecom cabinets.
<b>Mechanical</b>
Extend ducting on scrubbers to increase affected area
Alternative to scrubbers install best practice exhaust recovery system
Install central HVAC
Repair furnace ductwork
Install HRV ducting
Upgrade window/ door sealing and insulation to aid in internal environmental control
Install humidity control as required after HVAC impact has been gauged
<b>Plumbing</b>
Instal Backflow Prevention Valve on potable water service line per Section 7.6.2.2 OBC.
Replace corroded piping and sewage lines where integrity has been compromised or inspect and sample to ensure integrity.
Investigate, confirm seepage observed is not still occurring on basement walls.
Install basement wall insulation to maintain temperature and avoid condensation.
Confirm status of sewer main from the building to the city main is in good condition.
Test and repair/ install new floor drains in the Paramedic Hall and Fire Hall.
Install alternate bathroom facilities.
Ensure sewer water quality meets by law criteria if not install inline treatment and/or complete Wastewater Survey.
<b>Air Quality</b>
If additional sampling is to occur, sampling should be for a time period which is reflective of the exposure duration and would provide a more detailed and standardized evaluation. One should consider however that meeting the exposure limits does not guarantee that no effects will occur as individual interactions are different.
Improvements regarding separations and other mitigations to ensure the upstairs and other sensitive areas and clean gear storage areas are disconnected and not impacted from Fire Fighting operations and cross contamination should be implemented in alignment with NFPA and Government of Ontario Fire Fighting Guidance Notes.
Controls and processes need to be improved to ensure PPE and other apparatuses are not exposed when not in use.
Additional studies may be required to ensure the controls and processes selected ensure mitigation e.g. source of VOC's.
Where effectiveness of the air purification and air exhaust systems regarding the removal of contaminants from combustion processes is lacking, install best available technology or assess and increase effectiveness of existing systems. It should be noted that the Hall is in a dense urban/ commercial area and selection of exhaust points should not impact adjacent sensitive areas. Controls and processes need to be improved to ensure levels from combustion do not impede on the sensitive areas of the building.
<b>New Generator</b>

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Obtain an Environmental Compliance Approval (ECA) or comply with the exemption conditions prior to the commissioning of the new generator.
Systems shall be put in place to adhere to the Regulatory and industry standards regarding the Operation and Maintenance if the unit as described in Section 9.0 of this report.
<b>Building Functionality</b>
Upgrade kitchen facilities for function and space.
Install additional personnel washroom / decontamination facilities in appropriate locations outside of sensitive use areas.
Install decontamination facilities, structurally and mechanically segregated from sensitive use areas including washer, dryer.
Clean gear including treated apparatuses e.g. hoses should be stored in a segregated room as it continues to be a source of air contamination.
Gym should be in a sensitive use area not a Hall.
Complete a sampling regime for wash waters and sediments arising from activities from the Hall to ensure PFAS and any associated derivatives are present in measurable concentrations to the Municipal or waste streams to align with the incoming regulatory path of regulating re: water and soil concentrations and limits.
Consider risk assessment/ review of processes and procedures for retaining all fire wear at the station for washing. Civilian from the sensitive use zone would be the only wear to return to an employee household.

## 12.0 Estimated Cost for Repairs (Class 5):

This report presents a cost estimate based on the recommendations herein which is classified as a Class 5 estimate, as defined by AACE International's cost estimate classification system. This classification reflects the preliminary nature of the estimate and its corresponding level of accuracy and detail. The key characteristics of a Class 5 estimate and its applicability are summarized in the Table below.

Characteristic	Applicability
Preliminary Nature	A Class 5 estimate is generated at the earliest stage of the project development process. At this juncture, specific project details, designs, and plans are either very limited or not yet formulated.
Level of Project Definition	The project definition is extremely low, typically within the range of 0-2%. This implies that the estimate is based on very basic information, often without detailed engineering or design data.
Accuracy Range:	Uses a broad accuracy range, generally between -50% to +100%, indicating a high level of uncertainty reflecting the limited project information available at this stage.
Purpose and Application	Primarily used for strategic decision-making purposes, e.g. feasibility analysis, initial project screening. Assists in evaluating the overall viability and potential direction of the project.
Estimation Methodology	Derived using high-level parametric or analogous techniques, heavily relying on expert judgment and historical data from similar projects.

Some of the recommendations may not be required or redundant depending on the choices of upgrades selected e.g. scrubber duct work if an exhaust capture system is installed unless they are repurposed to address another concern in which case the new location may not pose the same impediments.

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Repair Item	Labour Estimate	Material Estimate	Total Cost Estimate
Structural			
General building exterior waterproofing repairs and replacements (windows, doors, penetrations, etc.). A more in-depth inspection is recommended from an installer.	\$10,000	\$5,000	\$15,000
Basement wall insulation	3000	2500	\$5,500
Addition of bollards at overhead door entrances	\$2000	\$5000	\$7,000
Repair of damaged or missing internal ceiling tiles, Fire Hall aluminum panels and Hose tower wooden cladding.	\$500	\$200	\$700
Masonry Walls (repointing)	80,000	20,000	\$100,000
General repair of concrete (cracks, leveling, sloping for drainage, compacting under slab of sink area, etc.)	\$13,000	\$7,000	\$20,000
General repair of concrete walls using proper epoxy and mortar materials to avoid any further water leakage.	\$2,500	\$2,500	\$5,000
Internal building finishing defects and superficial upgrades to secure the bldg envelope.	-	-	\$30,000
Replace wood structural members in the Paramedic Hall upper Annex (floorboards, structural strengthening for the defected columns and treatment for members subject to biological growth).	-	-	\$5,000
Testing of the roof waterproofing and stormwater conveyance systems for capacity and integrity.	\$1,000	-	\$1,000
Fix upper Paramedic Hall annex roof waterproofing membrane on the parapets all-around the roof. Asphalt coating layer should extend to cover the edges of the membranes. Roof drains should be protected and tested for leakage.	(repairs in progress)		
Implement a maintenance and inspection program for the stormwater/groundwater conveyance systems to ensure continued functionality.	-	-	-
Repair/ recast concrete lintels for doors and windows.	\$8,000	\$2,000	\$10,000
Replace the staircase to the upper Paramedic Hall annex.	\$3,000	\$4,000	\$7,000
Electrical			
Install a redundant or back up power supply (order already placed)	-	-	-
Upgrade distribution panels with new circuit breakers	\$5,000	4,000	\$9,000
A load study should be conducted including any proposed equipment to ensure the existing systems are adequate.	\$2,000		\$2,000
Upgrade receptacles where required	\$2,000	\$1,000	\$3,000
Replace worn light switches and light fixtures	\$1,000	\$500	\$1,500
Upgrade electrical in Fire Hall to appropriate IP rating	\$10,000	\$30,000	\$40,000
Securely fasten cables as required	\$2,000	\$500	\$2,500
Upgrade environmental controls for the telecom cabinets	\$3,500	\$1,500	\$5,000
Provide mechanical protection for exposed cabling, particularly the fire detection cabling	\$2,000	\$1,00	\$3,000
Mechanical			
Extend ductwork for Scrubbers	4500	2500	\$7,000
Insulation replacement / window leakage repairs	2000	500	\$2,500
Add direct exhaust systems for trucks	\$10,000	\$30,000	\$40,000
Investigate and install a more energy efficient central HVAC system.	\$25,000	\$40,000	\$65,000
Repair furnace ductwork and Install HRV ducting	\$3,000	\$1,000	\$4,000
Install humidity control as required after HVAC impact has been gauged	\$3,000	\$2,000	\$5,000
Plumbing			

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Install backflow prevention device	600	400	\$1,000
Replace corroded piping or inspect and sample	5000	5000	\$10,000
Investigate, confirm seepage observed is not still occurring on basement walls.	\$500	-	\$500
Basement wall insulation	3000	2500	\$5,500
Confirm status of sewer main from the building to the city main is in good condition.	\$500	-	\$500
Test and repair/ install new floor drains in the Paramedic Hall and Fire Hall.	1500	1500	\$2,500
Ensure sewer water quality meets by law criteria if not install inline treatment and/or complete Wastewater Survey.	2000	-	\$2,000
New Generator (exclusive of the cost of the generator and installation)			
Obtain an Environmental Compliance Approval (ECA) or comply with the exemption conditions prior to the commissioning of the new generator.	2000 <sup>(1)</sup>	-	\$2,000
Systems shall be put in place to adhere to the Regulatory and industry standards regarding the Operation and Maintenance of the unit as described in Section 9.0.	1000	-	\$1,000
Building Functionality / Air Quality			
Upgrade kitchen facilities for function and space. At this time, it's not clear where additional space can be allocated for an increased kitchen facility.	-	-	\$20,000 - \$50,000
Install decontamination and cleaning area with PPE and material separations to ensure sensitive areas and clean gear storage areas are not impacted from Fire Fighting operations and cross contamination as per NFPA and Government of Ontario Fire Fighting Guidance Notes. Existing upper floor, minimum three rooms possibly more for decontamination, gear and person wash facilities, gear and hoses.  (At this pre-feasibility stage, it's not clear if the existing facility has sufficient space on the main floor to create these spaces as such, building additions may be required. The costs for this space is highly speculative at this stage. The new spaces should include lockers, washrooms, showers, and separated storage for different genders.)	-	-	\$125,000 - \$250,000 (Within existing space): \$250,000 - \$500,000 (Building addition)
Mechanical, controls and processes need to be improved to ensure PPE and other apparatuses are not exposed when not in use. Segregated room HVAC, positive pressure etc.	\$8,000	\$12,000	\$20,000
Sampling regime to confirm levels of PFAS in soil and water samples from activities at the Hall to align with new and forthcoming regulatory concentration limits.	-	8,000	8,000
Where effectiveness of the air purification is lacking, install best available technology or assess and increase effectiveness of existing systems (exhaust recovery system).	\$4,000	\$6,000	\$10,000
Relocated or segregate gym area. Similarly to the above, the fire hall does not have additional space to allocate for the gym and a building addition may be required to accommodate the gym.	-	-	\$30,000 - \$60,000
<b>Total Architectural/ Structural:</b>	\$206,200		
<b>Total Electrical:</b>	\$66,000		
<b>Total Mechanical:</b>	\$145,500		
<b>Total Other:</b>	\$216,000 - \$651,000		
<b>Contingency (All (+20%))</b>	\$126,740 - \$213,740		
<b>TOTAL:</b>	\$760,440 - \$1,282,440		

<sup>(1)</sup> Exclusive of application fees.

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Report prepared by EFI Engineering

  
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Jamie Schurmans, P. Eng., PMP, LEED AP  
Vice President



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**Appendix A**  
Structural Photos

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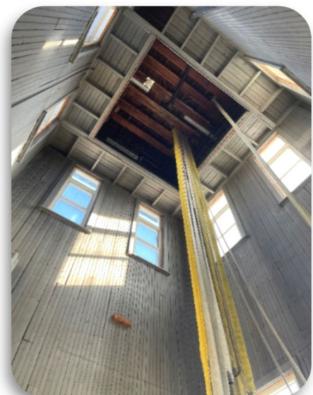
1)



2)



3)



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4)



5)



6)

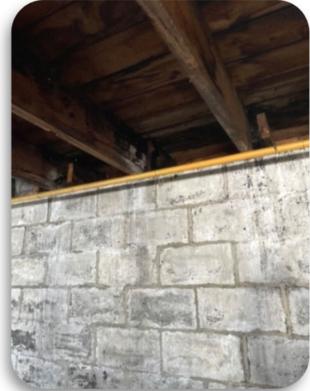
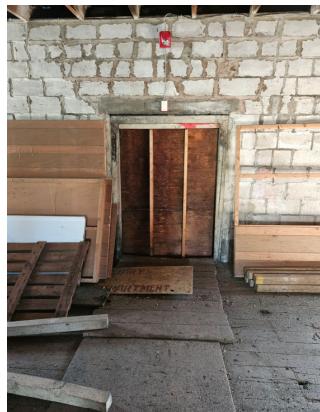
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11)

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13)



14)

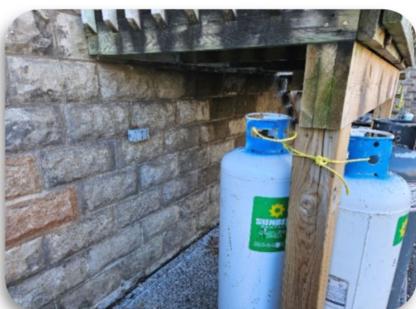
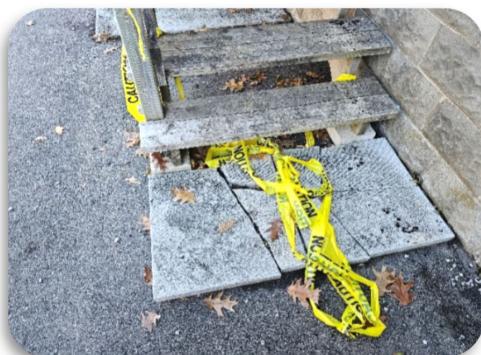


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15)

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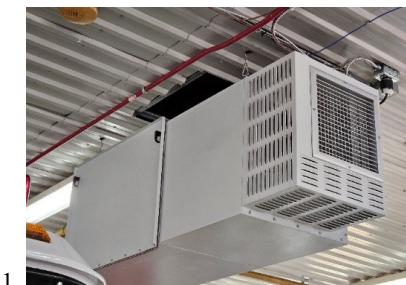
16)



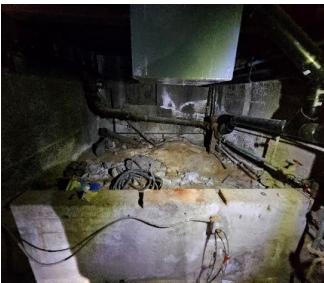
	<p>City of Brockville Building Condition Assessment Fire Station #1</p>	<p><b>EFI</b> ENGINEERS ARCHITECTS PROCESS PROFESSIONALS</p>
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**Appendix B**  
Mechanical HVAC Photos  
Mechanical Plumbing Photos

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## Appendix C Electrical Photos

	<p><b>City of Brockville</b> Building Condition Assessment Fire Station #1 Document # EFI-BFD-REP-001</p>	<b>EFI</b> ENGINEERS ARCHITECTS PROCESS PROFESSIONALS
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Extension cords



Non-wash down rated electrical equipment in truck hall

	<p>City of Brockville Building Condition Assessment Fire Station #1 Document # EFI-BFD-REP-001</p>	
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Non-arc rated and non-GFI rated breakers

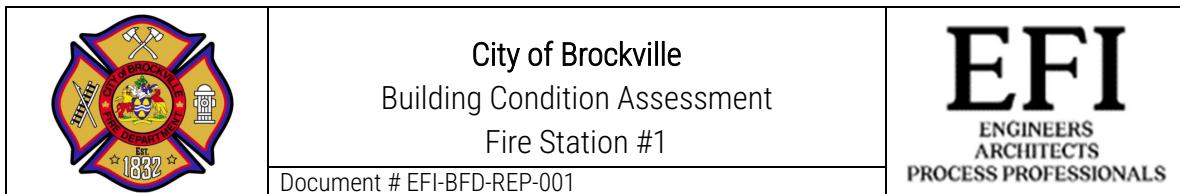


Worn and aged switches and receptacles, and non-GCFI receptacle in kitchen

	<p>City of Brockville Building Condition Assessment Fire Station #1</p>	<p><b>EFI</b> ENGINEERS ARCHITECTS PROCESS PROFESSIONALS</p>
Document # EFI-BFD-REP-001		

## Appendix D

### Indoor Air Quality Detailed Review



## Introduction

The indoor air quality of the Fire Hall was sampled at points in time by an external Consultant to quantify the impacts from the various regular operating conditions. The following sections provide an extrapolation on the sampling results providing context in terms of the condition and functionality of the building.

## Background

Table 1 below summarizes the locations and conditions tested.

Table 1

Location	Condition
Rear of Front Fire Turck Hall	2 fire trucks
Paramedic Hall in line with connecting door	
For Pole Hall Upstairs	
Southwest Bedroom	
Front of Front Fire Truck Hall	2 fire trucks and 1 paramedic truck

The activities reflect the worst-case conditions based on the availability of operations on the day of testing. All vehicle engines were started, vacated the Hall simulating a response to a call and then returned during the sampling period. Bay doors and automatic air exhausts operated as per normal. Response time frame was simulated on the slower end of typical times. All other exterior doors to the building were closed preventing alternate air flow scenarios which could impact results.

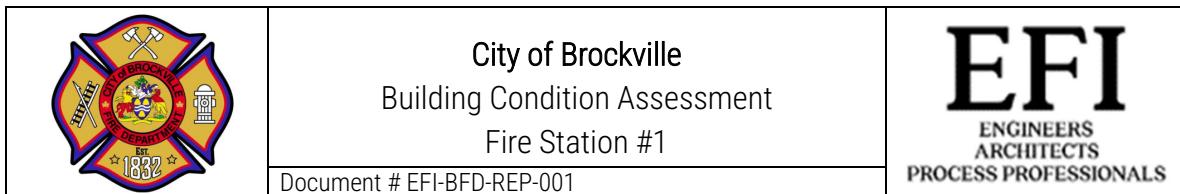
The sampling results show points in time they do not account for compounding scenario's and are representative of the daily weather conditions at the time.

Table 2 shows the baseline air sampling taken prior to the first sampling event for Volatile Organic Compounds (VOC) and Nitrogen Dioxide (NO<sub>2</sub>).

Table 2: Baseline Sample Result

Compound	Concentration (ppb)		Health Canada Exposure Limit	CCME Ambient Air Guideline Annual 2025
VOC	min	0.14	No limit exists for the group of compounds combined as VOC's, specific compounds of concern relating to the Fire Hall operation are noted in the following sections with limits.	
	max	0.74		
	avg	0.26		
NO <sub>2</sub>	min	0.052	11 ppb 24-hr (20 ug/m <sup>3</sup> ); 90 ppb 1-hr	12 ppb
	max	0.056		
	avg	0.055		

VOC's include a wide range of compounds which have high vapour pressure and low water solubility. Sources of VOC's include off gassing and fugitive emissions from many manmade products which is why the indoor concentrations of VOC's are consistently higher than outdoor concentration. VOC's are also present in petroleum products. Health Canada has developed exposure limits for specific VOC's including benzene, formaldehyde, naphthalene, toluene, acetaldehyde as these compounds are commonly found in Canadian



homes and have the potential to cause adverse health effects. Results for specific compounds which were sampled for will be discussed further.

### Sampling Results

#### Paramedic Hall

Testing in the Paramedic Hall was conducted in line with the door to the Fire Hall and the exhaust from the 1 truck unit which was present. Sampling was conducted as the truck was started, engine revved and then turned off. The Paramedic truck is an older gasoline vehicle. Upon start up visible emissions were noted on the exhaust for a short duration. Although there is an air purification unit and two bldg. side wall exhausts (which are linked to carbon monoxide (CO) detection for logic control) in the Hall the low ceiling height and proximity of confined rooms to the North create locations for emissions to become trapped and impede engineering solutions from efficiently and effectively exhausting the room. This is evident by the increased odour in North areas. The positioning of the air purification unit exhaust is not ideal for assisting in accomplishing a full room air exchange.

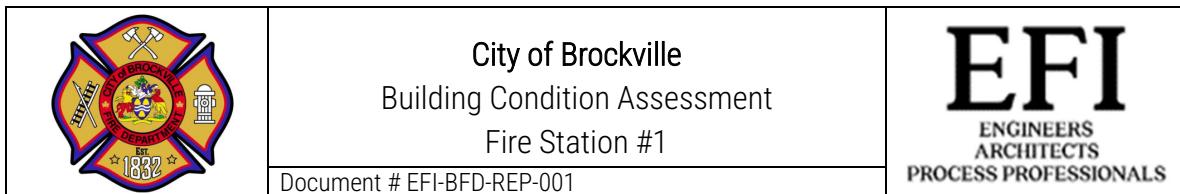
Table 4 summarizes the results of the sampling against the background level, the Health Canada Exposure Limits for Residential Indoor Air Quality (RIAQG) and O. Reg 833 workplace exposure limits. The Canadian Council of Ministers of the Environment (CCME) Ambient Air Guidelines are provided where they exist to provide further background data.

Table 4: Sampling Results; Paramedic Hall – 1 Truck

Governing Body					Health Canada	CCME	O. Reg 833	
Parameter	Unit	Concentration	Before	After	Exposure Limit RIAQG	Ambient Air Guidelines (2025 or 2020)	TWA Limit	STEL Limit
VOC	ppm	min	0.14	0.21	11 ppb (20 ug/m³) 24-hr, 90 ppb 1-hr	12 ppb	3 ppm	5 ppm
		max	0.74	2				
		avg	0.26	0.55				
NO <sub>2</sub>	ppm	min	0.052	0.069	11 ppb (20 ug/m³) 24-hr, 90 ppb 1-hr	12 ppb	3 ppm	5 ppm
		max	0.056	0.072				
		avg	0.055	0.070				
CO <sub>2</sub>	ppm	avg	-	513	1000 ppm 24-hr (1,800 mg/m³)	-	5000 ppm	30,000 ppm
PM 2.5	ug/m <sup>3</sup>	avg	-	0	-	8.8 ug/m <sup>3</sup> (3 yr annual average)	*3 mg/m <sup>3</sup> (respirable fraction)	-
PM 10		avg	-	0.001	-	-	*10 mg/m <sup>3</sup> (inhalable fraction)	-
HCHO	ppm	avg	-	0.06	40 ppb (50 ug/m³) 8-hr; 100 ppb 1-hr (123 ug/m³)	-	-	STEL 1 ppm, C 1.5 ppm

1) H<sub>2</sub>S, Ozone were undetectable

\*Insoluble/poorly soluble particulates, not otherwise specified



$\text{CO}_2$  and particulate matter were found to be well below proposed limits as indicated by the green limits.  $\text{NO}_2$  results were well below the O. Reg 833 limits.  $\text{NO}_2$  background levels and subsequent levels during testing were above the RIAQG 11 ppb, 24-hr limit but below the 90 ppb, 1-hr limit. These results cannot be compared directly as the sampling conducted was a point in time and not conducted over comparative sampling time e.g., 1-hr or 24-hr. Noted literature references that the previous long term exposure limit was 100  $\mu\text{g}/\text{m}^3$  and that residential data sampling suggests that 90% of homes would exceed a concentration of 10  $\mu\text{g}/\text{m}^3$ . It should also be noted that the CCME ambient air guideline proposed for 2025 is 12 ppb which is reduced from the 2020 limit of 17 ppb.

Similar to the  $\text{NO}_2$  results formaldehyde sampling (HCHO) was found to be below the O. Reg 833 limits but above the RIAQG limit of 40 ppb. No background sampling was conducted on the Formaldehyde to distinguish the contribution form off gassing verses combustion contributions. Efforts should be made to confirm the proportions of contributions prior to any selection of engineering controls. Results for hydrogen sulfide ( $\text{H}_2\text{S}$ ) and ozone (O) were non detectable.

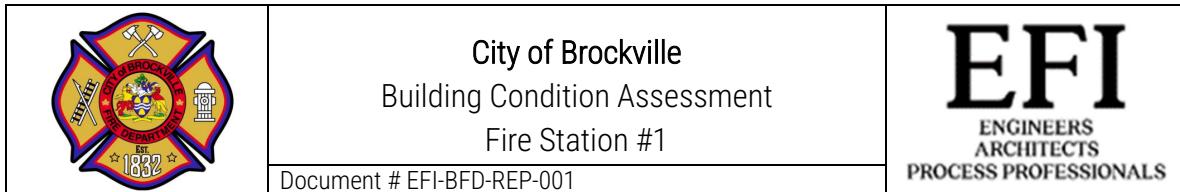
#### Fire Hall

The Fire Hall was tested twice. Once at the rear with 2 trucks starting, exiting, and then returning and a second time with 2 fire trucks and 1 paramedic truck starting existing and leaving as per normal response times and operations.

The rear of the Fire Hall is partially open to another small gathering and storage area. This area then drops in grade to the Paramedic Hall. The Fire Hall is equipped with two air purification units mounted on the ceiling in between and north of the trucks. The Hall also has an automatic sidewall exhaust fan linked to a CO detector. Table 5 summarizes the results of the sampling.

Table 5: Sampling Results; Fire Hall

Governing Body						Health Canada	CCME	O. Reg 833	
Parameter	Unit	Concentration	Before	Test 1 (2 trucks)	Test 2 (3 trucks)	Exposure Limit RIAQG	Ambient Air Guidelines (2025 or 2020)	TWA Limit	STEL Limit
VOC	ppm	min	0.14	0.16	0.13	-	-	-	-
		max	0.74	0.63	0.28				
		avg	0.26	0.2	0.15				
$\text{NO}_2$	ppm	min	0.052	<b>0.092</b>	<b>0.093</b>	11 ppb (20 $\mu\text{g}/\text{m}^3$ ) 24-hr, 90 ppb 1-hr	12 ppb	3 ppm	5 ppm
		max	0.056	0.111	0.160				
		avg	0.055	<b>0.079</b>	<b>0.119</b>				
$\text{CO}_2$	ppm	avg	-	487	882	1000 ppm 24-hr (1,800 $\text{mg}/\text{m}^3$ )	-	5000 ppm	30,000 ppm
PM 2.5	$\text{ug}/\text{m}^3$	avg	-	0.001	0.001	-	8.8 $\text{ug}/\text{m}^3$ (3 yr annual average)	*3 $\text{mg}/\text{m}^3$ (respirable fraction)	-
PM 10		avg	-	0.003	0.003	-	-	*10 $\text{mg}/\text{m}^3$	-



								(inhalable fraction)	
HCHO	ppm	avg	-	0.2	0	40 ppb (50 ug/m³) 8-hr; 100 ppb 1--hr (123 ug/m³)	-	-	STEL 1 ppm, C 1.5 ppm

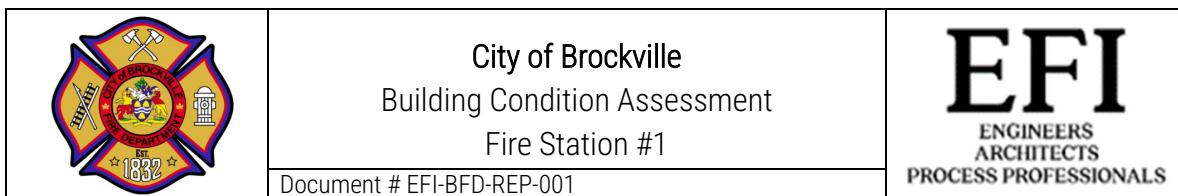
Results for CO<sub>2</sub>, PM2.5, PM10 and HCHO were all below the O. Reg 883 limits as well as the Health Canada RIAQG limits. NO<sub>2</sub> results were below the O. Reg 883 limits but were above both the 24-hr and 1-hr RIAQG limits. Results for hydrogen sulfide (H<sub>2</sub>S) and ozone (O) were non detectable.

### Upstairs

Upstairs is used for offices, sleeping quarters, gathering, workout and eating and washing facilities. The upstairs is connected by a closed-door staircase. The old fire pole located in the front of the Fire Hall has been closed with a plywood cover and a sealed glass door on the second floor. There are locations where the ceiling in the Fire Hall level below is exposed. Given the age and construction of the Hall it is also likely that there are various non-point sources of air egress from below. Table 6 summarizes the results of the sampling.

Table 6: Sampling Results; Upstairs – 2 Trucks

Governing Body						Health Canada	CCME	O. Reg 833	
Parameter	Unit	Concentration	Before	Fire Pole	SW Bedroom	Exposure Limit RIAQG	Ambient Air Guidelines (2025 or 2020)	TWA Limit	STEL Limit
VOC	ppm	min	0.14	0.06	0.06	11 ppb (20 ug/m³) 24-hr, 90 ppb 1-hr	12 ppb	3 ppm	5 ppm
		max	0.74	0.08	0.07				
		avg	0.26	0.07	0.06				
NO <sub>2</sub>	ppm	min	0.052	<b>0.071</b>	<b>0.070</b>	1000 ppm 24-hr (1,800 mg/m³)	8.8 ug/m³ (3 yr annual average)	5000 ppm	30,000 ppm
		max	0.056	<b>0.078</b>	<b>0.076</b>				
		avg	0.055	0.075	0.073				
CO <sub>2</sub>	ppm	avg	-	628	646	*3 mg/m³ (respirable fraction)	*10 mg/m³ (inhalable fraction)	STEL 1 ppm, C 1.5 ppm	-
PM 2.5	ug/m³	avg	-	0	0.002				
PM 10		avg	-	0	0.001				
HCHO	ppm	avg	-	0	0	40 ppb (50 ug/m³) 8-hr; 100 ppb 1-hr (123 ug/m³)	-	-	STEL 1 ppm, C 1.5 ppm



1) H<sub>2</sub>S, Ozone were undetectable

\*Insoluble/poorly soluble particulates, not otherwise specified

Results for CO<sub>2</sub>, PM2.5, PM10 and HCHO were all below the O. Reg 883 limits as well as the Health Canada RIAQG limits. NO<sub>2</sub> results were below the O. Reg 883 limits and the RIAQG 1-hr limit but above the 24-hr RIAQG limit. VOC results were consistent and low compared to the downstairs Fire and Paramedic Hall results at both sample locations. Results for hydrogen sulfide (H<sub>2</sub>S) and ozone (O) were non detectable.

### VOC Results

As mentioned earlier VOC emissions arise from several sources including off gassing and fugitive emissions from many manmade products. Of the VOC's which have specific exposure limits the building was sampled for formaldehyde in addition to the total VOC sampling results. Table 7 summaries the VOC results in comparison to location and specific formaldehyde results. Formaldehyde was only found in the sample from the Paramedic Hall. This may be due to a few reasons including the age of the building and recent remediation work. The concentration of VOC's was higher on the ground level floors which is consistent with the proximity of the running engines during the sampling since VOC's are also present in petroleum products. The highest sample occurred in the Paramedic Hall and is supported by the accompanying elevated levels to VOC's. Further sampling would aid in discerning the source and hence composition of the VOC concentration.

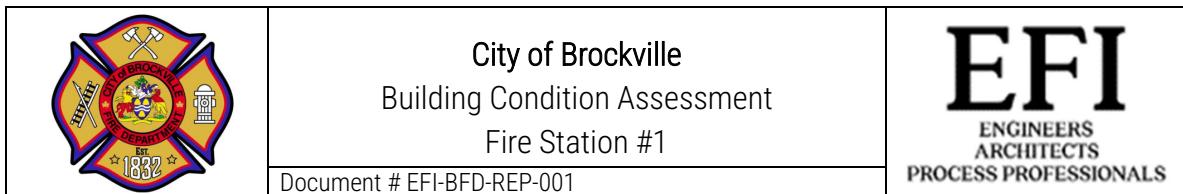
Table 7: VOC and Formaldehyde Results

Location			Rear of the Front Fire Truck Hall	Paramedic Hall	Front of Fire Hall	Upstairs Fire Pole	Upstairs Bedroom
Parameter	Activity	Before	2 fire trucks running	1 paramedic truck running	2 fire trucks, 1 paramedic truck	2 fire trucks	2 fire trucks
VOC (ppm)	min	0.14	0.16	0.21	0.13	0.06	0.06
	max	0.74	0.63	2	0.28	0.08	0.07
	avg	0.26	0.2	0.55	0.15	0.07	0.06
HCHO (ppm)	avg	-	0	0.06	0	0	0

To assist with the need to assess the potential risk from exposure to other VOCs, Health Canada has developed screening values referred to as Indoor Air Reference Levels (IARLs). The IARLs are intended to supplement Health Canada's Residential Indoor Air Quality Guidelines. Canada Health published Table 3 below which shows 25 VOC's IARL's. The magnitude of the VOC's measured in the Hall were in the 60 – 2000 ug/m<sup>3</sup> range for comparison purposes.

Table 3: Canada Health IRA's 25 VOC Compounds

C (CAS No.)	IARL ( $\mu\text{g}/\text{m}^3$ )	Critical effect		Reference
		Cancer	Non-Cancer	
1,3-Butadiene (106-99-0)	1.7	leukemia	-	<a href="#">EC/HC (2000)</a>
1,4-Dichlorobenzene (106-46-7)	60	-	nasal lesions	<a href="#">ATSDR (2006)</a>
2-Butoxyethanol (111-76-2)	11 000	-	hematological effects	<a href="#">EC/HC (2002)</a>



C (CAS No.)	IARL ( $\mu\text{g}/\text{m}^3$ )	Critical effect		Reference
		Cancer	Non-Cancer	
2-Ethoxyethanol (110-80-5)	70	-	reproductive effects	CalEPA (2000) <sup><a href="#">Table 1 - Footnote1</a></sup>
3-Chloropropene (107-05-1)	1	-	neurotoxicity	US EPA (1991)
Acetone (67-64-1)	70 000	-	developmental effects	VCCEP (2003)
Acrolein (107-02-8)	0.35	-	respiratory epithelial lesions	CalEPA (2008) <sup><a href="#">Table 1 - Footnote1</a></sup>
Aniline (62-53-3)	1	-	spleen effects	US EPA (1990a)
Carbon tetrachloride (56-23-5)	1.7	adrenal gland tumours	-	US EPA (2010)
Chloroform (67-66-3)	300	-	liver and kidney effects	CalEPA (2000) <sup><a href="#">Table 1 - Footnote1</a></sup>
Cyclohexane (110-82-7)	6000	-	developmental effects	US EPA (2003a)
Dichloromethane (75-09-2)	600	-	liver effects	US EPA (2011)
Epichlorohydrin (106-89-8)	1	-	nasal lesions	US EPA (1994)
Ethylbenzene (100-41-4)	2000	-	kidney, pituitary gland, and liver effects	CalEPA (2000) <sup><a href="#">Table 1 - Footnote1</a></sup>
Ethylene oxide (75-21-8)	0.002	lymphoid and breast cancer	-	US EPA (2016)
Isopropyl alcohol (67-63-0)	7000	-	kidney lesions	CalEPA (2000) <sup><a href="#">Table 1 - Footnote1</a></sup>
Isopropylbenzene <sup><a href="#">Table 1 - Footnote2</a></sup> (98-82-8)	400	-	kidney and adrenal lesions	US EPA (1997)
Methyl ethyl ketone (78-93-3)	5000	-	developmental effects	US EPA (2003b)
Methyl isobutyl ketone <sup><a href="#">Table 1 - Footnote2</a></sup> (108-10-1)	3000	-	cardiac malformations	US EPA (2003c)
Propionaldehyde (123-38-6)	8	-	olfactory epithelium atrophy	US EPA (2008)
Propylene oxide (75-56-9)	2.7	nasal tumours	-	US EPA (1990b)
Styrene (100-42-5)	850	-	neurotoxicity	ATSDR (2010)
Tetrachloroethylene (127-18-4)	40	-	neurotoxicity	US EPA (2012), ATSDR (2014)
Toluene diisocyanate (26471-62-5)	0.008	-	decreased lung function	CalEPA (2016)
Xylenes, mixture (1330-20-7)	100	-	neurotoxicity	US EPA (2003d)

Table 1 - Footnote 1  
Refers to the actual date of assessment. Toxicological reference value information was summarized from CalEPA (2015), CalEPA (2014), CalEPA (2011) and CalEPA (2008).  
Return to Table 1 - Footnote1referrer  
Table 1 - Footnote 2  
Methyl isobutyl ketone and isopropylbenzene are currently being assessed by Health Canada's Chemicals Management Plan, which may warrant revisiting the IARL.

## Regulations and Standards

Regulations and Standards are present to govern the content of potential contaminants present in materials (which later contribute to exposures) as well as practices, standards, procedures and engineering solutions to mitigate and prevent exposures.

	<b>City of Brockville</b> Building Condition Assessment Fire Station #1 Document # EFI-BFD-REP-001	
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Below is a list of various governing agencies, regulations, studies, standards and best practice documents which provide an industry standard to ensure these risks are mitigated. There are also several related documents on specific issues / sources.

- Occupational Health and Safety Act
- O. Reg 851 – Industrial Establishments
- O. Reg 833 – Control of Exposure to Biological or Chemical Agents
- National Fire Protection Association Publications e.g. Standard on Selection, Care and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting.
- Government of Ontario Fire Fighter Guidance Notes

The sampling conducted provided a glimpse into the air quality at the Fire Hall and the operations associated primarily with the combustion activities. The exposure of Fire Fighting, however, provides an immediate and repeated venue for a plethora of compounds to be potentially carried back to the Hall and impact the air quality. The air quality from this source is mitigated through the application of practices, procedures and engineering controls which must be implemented, maintained, and reviewed on a regular basis to ensure they are effective. For example, engineering the best available technology would entail the use of electric engines or a direct vent capture system to be installed for the combustion units. Neither of these systems are in place at the Hall. The Hall does have CO monitoring which is linked to automatic ventilation of the building and air purification units. Based on the point in time sampling the Hall does see elevated levels of NO<sub>2</sub> and VOC's related to these activities and they are in the open vicinity to the laundry, gear storage areas and a gathering area. The effectiveness of engineering controls and the separation from sensitive areas are key to reducing exposure and activities which result in resuspension of additional chronic exposures to potential contaminants.

### Conclusions

- The concentrations for H<sub>2</sub>S, CO<sub>2</sub>, NO<sub>2</sub>, HCHO, O<sub>3</sub>, PM 2.5 and PM 10 did not exceed any exposure limits under O. Reg 833. It should be noted that the sampling was a point in time trying to reproduce a worst-case scenario and was not a time weight average.
- NO<sub>2</sub> base levels are above the RIAQ 24-hr level. During combustion activities the levels rise but do not exceed the 1-hr RIAQ.
- Formaldehyde concentrations in the Paramedic Hall were above the Health Canada RIAQG for 8-hr limit but did not exceed the 1-hr limit.
- Sampling results in the upstairs areas yielded lower results than the ground floor. Levels of NO<sub>2</sub> above the ground level concentrations implies there is egress of emissions occurring into these sensitive areas.
- Gear stored on the Fire Hall ground levels are exposed to repeated elevated concentration levels.
- VOC's are present in varying concentrations. The testing did not conclusively yield the proportion of VOC from manmade products verses combustion sources.



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	March 19, 2024
<b>Prepared By:</b>	Lindsay Armstrong, Senior Manager of Human Resources Sandra MacDonald, City Manager
<b>Report Number:</b>	2024-50
<b>Subject:</b>	Negative Social Media Statement

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## Recommendation

THAT staff be directed to post the Negative Social Media statement to the City's Website.

## Background

Following the direction of the Committee at the February 20, 2024 meeting, staff have prepared the attached Negative Social Media statement for posting on the City's website.

## Analysis

The negative social media statement was prepared as result of the negative comments including verbal attacks on staff that are becoming increasingly common.

The intent of the statement was to encourage citizens to ask themselves three questions before posting to social media. The questions are:

1. How would I feel if someone posted negative comments about me on social media?
2. What outcome am I hoping to achieve by sharing my story?
3. Is the information in my post, accurate and truthful and am I sharing all of the important information?

## Financial Implications

None.

## Policy Alignment

The development of a negative social media statement will aid in supporting the intent of City policies to ensure a workplace free from harassment and violence and speak to the treatment of council, staff and committee members with respect. This statement aligns with the following Human Resources Policies

- H.21.103 Respect in the Workplace - Workplace Violence,
- H.21.127 Respect in the Workplace - Workplace Harassment,
- H.22.170 Customer Service Standards and Guidelines

## **Conclusion**

It is recommended that the City post the attached statement regarding negative social media comments with the intention of encouraging citizens to take time to ensure their comments are respectful and meaningful.

Approved by:

Lindsay Armstrong, Senior Manager of  
Human Resources

Sandra MacDonald, City Manager

Status:

Approved - 08 Mar 2024

Approved - 12 Mar 2024

Attachments:

[2024-50 A1](#)

Have your say, the respectful way....

Social media is a great way to stay connected and informed. It can be a useful tool; however, people should be aware that not all information found on social media is accurate, truthful and transparent. There are certain individuals and groups whose purpose is to encourage and promote inaccurate information.

City staff are bound by legislation regarding the protection of privacy, and as such are unable to comment on social media with details regarding specific files or individuals involved in private confidential matters. In addition, municipalities don't have the resources to be able to respond to each post on social media containing false or inaccurate information. However, all municipal decisions are made with the confidence that we have all of the required information to make accurate and informed decisions, we just may not, due to privacy legislation, be able to share all of that information with the public.

City employees are trained professionals in their chosen field. In addition to privacy legislation, City employees are also bound by legislation such as the Planning Act, the Ontario Fire and Building Codes, Zoning By-laws and other municipal policies and by-laws governing municipal operations. Enforcement of the by-laws and regulations is done on a complaint basis and due to the limited resources available, the City focuses on infractions that have an impact on the health and safety of residents.

The majority of the complaints, permits and licenses received annually are resolved in an amicable manner. Citizens work with staff and staff provide them with guidance and advice to assist with their needs. In the rare situations, when we are unable to provide assistance, it is because we are bound by higher legislation such as the Building Code or Ontario Fire Code and making exceptions or amendments simply aren't possible at the municipal level.

The majority of citizens who interact with the staff at the City, have positive experiences and are satisfied with the outcome of the situation. Unfortunately, some perceive challenges during their interactions with the City and take to social media to voice their dislike or disapproval of the process or issue. When social media posts are created in a respectful manner, opportunities for further discussion and reflection can be created, but when posts are created in a disrespectful, inaccurate and slanderous manner, it can be incredibly harmful.

Please remember City staff are working hard to serve you and may be members of the community. When they are harassed online, they cannot respond, and we all have a responsibility to speak out against it.

Before you take to social media to post about the City or its employees, please take a moment to reflect on the situation, and ask yourself the following questions:

- How would I feel if someone posted negative comments about me on social media?
- What outcome am I hoping to achieve by sharing my story?
- Is the information in my post, accurate and truthful and am I sharing all of the important information.



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	March 19, 2024
<b>Prepared By:</b>	Alex Epp, Supervisor of Customer Service/Tax Collector Lynda Ferguson, Director of Finance & IT Services
<b>Report Number:</b>	2024-46
<b>Subject:</b>	Delegation of Authority for S. 357(1)(d.1) Tax Relief Applications

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## Recommendation

THAT Council delegates its authority for the processing of applications under Section 357(1)(d.1) to the Assessment Review Board (ARB); and

THAT the necessary by-law be enacted.

## Background

Section 357 (1)(d.1) of the Municipal Act, 2001 allows Municipal Council to cancel, reduce, or refund property taxes due to sickness and/or extreme poverty. An application may be submitted to the Treasurer to request a cancellation or reduction of property taxes by the property owner in order to provide relief from any financial hardship caused by sickness or extreme poverty.

This category of application requires the applicant to submit highly sensitive personal information about their health and/or financial status. Municipal staff are not equipped to evaluate whether or not an applicant should be successful in their application for reduced/cancelled taxes based on this criteria in a fair and consistent manner. There is no precedent or specific parameters for the necessary criteria outlined in the legislation that would allow for appropriate recommendations to Council. Due to the infrequent nature of these applications as well as the sensitivity associated with the subject matter, many municipalities send these applications directly to the Assessment Review Board (ARB) for processing. The ARB is an independent tribunal whose main purpose is to consider tax appeals.

## Analysis

The Municipality has not received any applications for sickness or extreme poverty to date and therefore no policy was developed, though there has been a recent inquiry. In the event that the Municipality processed its own applications, there would need to be an extensive list of criteria to assist staff in decision making. This could include a cap on property assessment, total household income and savings, reports from the applicant's

doctor outlining the nature and duration of their illness, income tax returns, bank statements, and proof from the applicant's employer that they have been unable to work due to their illness. Staff would require training on the interpretation of this data in order to ensure consistent methodology is applied to each submission. The ARB already has an established process and expertise to deal with applications under this section and are therefore able to handle them in a fair, confidential, and impartial manner.

Should this method be employed, applications received by the municipality would be forwarded to the ARB. The ARB would be responsible for contacting the applicant, scheduling a hearing and requesting any required information from the applicant/property owner. The ARB would determine the amount of adjustment or cancellation and provide the information to the City. Staff would then adjust the tax account accordingly.

## **Financial Implications**

Tax write-offs due to Section 357 applications would be included in the City's operating budget. The cost of this service is already covered within the City's annual payment to the Municipal Property Assessment Corporation (MPAC).

## **Policy Alignment**

The Municipal Act, 2001 Section 357 (11) states "council may pass a by-law authorizing the Assessment Review Board to exercise the powers and functions of the council under subsections (1) and (5) with respect to applications made under subsection (1).

Section 357 (12) of the Municipal Act, 2001 states "council shall forward to the registrar of the Assessment Review Board and to the assessment corporation a certified copy of any by-law passed under subsection (11) and a copy of every application received to which the by-law applies".

## **Conclusion**

Should applications under this section be delegated to the ARB, any application received by the municipality would be forwarded to MPAC and the ARB. The ARB would be responsible for contacting the applicant, scheduling a hearing and requesting any required information from the applicant. The ARB would determine the amount of the adjustment or cancellation and forward their decision to the Municipality.

Approved by:	Status:
Lynda Ferguson, Director of Finance & IT Services	Approved - 13 Mar 2024
Sandra MacDonald, City Manager	Approved - 13 Mar 2024



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 16, 2024
<b>Prepared By:</b>	Lynda Ferguson, Director of Finance & IT Services
<b>Report Number:</b>	2024-67
<b>Subject:</b>	2024 Provincial Budget Highlights

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## Recommendation

THAT report 2024-67 be received for information; and

THAT a resolution be sent to the Province to recommence property tax reassessment.

## Background

On March 26, 2024 the Province unveiled the 2024 Ontario Budget: Building a Better Ontario (2024 Budget).

The themes of the 2024 Budget are:

- Rebuilding Ontario's Economy
- Building Infrastructure, Highways and Transit in Your Communities
- Working for Workers
- Keeping Costs Down
- Better Services for You

Municipal highlights include:

- Housing
- infrastructure
- Transit
- Property tax assessment
- Fire protection grant

The Province further deferred the property tax reassessment while they complete a comprehensive review of the property assessment and taxation system focusing on fairness, affordability, business competitiveness and modernized administration tools.

## Analysis

The highlights of the municipal impacts that may be of interest to the City include the following:

### The New Municipal Housing Infrastructure Program

The new Municipal Housing Infrastructure Program has \$1 billion to support core infrastructure projects, such as roads and water infrastructure to enable housing for growing and developing communities.

### The Housing-Enabling Water Systems Fund

The Housing-Enabling Water Systems Fund has been increased by \$625 million to \$825 million. The program is to help municipalities repair, rehabilitate and expand drinking water, wastewater and stormwater infrastructure. This program is also to assist with new housing.

### Improved Flexibility on Loans for Water Infrastructure Projects

The government will also be providing municipalities increased access to financing for housing-enabling municipal water and wastewater infrastructure projects under Infrastructure Ontario's loan program, with options that will provide flexibility on construction period interest payments, including deferred interest payments terms, and lower administration costs. Deferring interest and principal payments until after the construction period will better align municipal revenues from new housing with payments on the loans from Infrastructure Ontario.

### Building Ontario Fund

The province has created a new infrastructure bank, the Building Ontario Fund. The intent is to support financing and building critical infrastructure projects. The fund will act as a tool to attract capital in order to help meet the infrastructure needs of a growing Ontario. The government has allocated an initial \$3 billion to the fund.

### The Community Sport and Recreation Infrastructure Fund

The Province is investing \$200 million over three years in a new application based Local Community Sport and Recreation Infrastructure Fund. The fund is for new and revitalized sport, recreation and community facilities for youth and families.

### Ontario Community Infrastructure Fund (OCIF)

The Province is continuing with the Ontario Community Infrastructure Fund. The fund is to help build and repair community infrastructure such as roads, bridges, water and wastewater infrastructure. This is an allocation grant. The City's allocation for 2024 is \$1,173,025.

### Ontario Transit Investment Fund

The Province will be providing \$5 million annually to the Ontario Transit Investment fund. The fund will support the delivery of local and inter-community transportation projects in unserved and underserved areas in Ontario, particularly in rural areas. The fund will build on the Community Transportation Grant Program and will include an on-going application-based intake with expanded eligibility that includes municipalities, Indigenous communities and non-profit organizations.

### Property Tax and Assessment

The Province has provided municipalities the flexibility to offer an up to 35% reduced municipal property tax rate on new multi-residential properties.

The City currently offers a reduction for new multi-residential properties. New multi-residential properties have a tax class with a ratio of 1. This means that new multi-residential properties in this class will have a tax rate that is equal to the residential tax rate. The tax ratio for all other multi-residential properties is 1.77. The 2024 municipal tax rate for new multi-residential properties is 0.0151% while the tax rate all other multi-residential properties is 0.0267%. Any contemplation of a reduction of a tax rate in one class will increase the tax rates for all other classes.

The Province has also begun a review of the property assessment and taxation system focusing on fairness, affordability, business competitiveness and modernized administration tools. The last province-wide Assessment Update took place in 2016, based on a January 1, 2016 valuation date. In 2020, the province-wide assessment update was postponed due to the COVID-19 pandemic. As part of the Ontario Economic Outlook and Fiscal Review, on November 4, 2021, the Province announced its decision to postpone the assessment update again. Property assessments for the 2023 and 2024 property tax years continue to be based on January 1, 2016 assessed values.

With the pending review, the province has deferred the next property reassessment indefinitely. Due to the significance and length of the delay, it is recommended that municipalities call on the province to return to the regular assessment cycle. With so many changes in the market over the past few years, taxpayers are left with much uncertainty as to where an eventual reassessment may leave them. The longer the deferral goes, the greater the change may be.

### Protecting the Health and Safety of Firefighters

The Province is investing \$30 million over the next three years to launch the Fire Protection Grant with funding for personal protective equipment and specialized decontamination tools to clean and sanitize firefighter gear and mitigate the long-term effects of exposure to chemicals and other fire-related contaminants. This is an application-based grant.

### **Financial Implications**

There are no direct financial implications with this report.

### **Policy Alignment**

There are no direct policy implications with this report.

## Conclusion

The 2024 Provincial budget provides some possible funding opportunities for a few key City projects, such as the main pumping station and the multi-use recreation facility. Staff will be watching for the application process information.

Staff recommends that Council send a resolution to the Province to recommence property reassessments to help alleviate taxpayer uncertainty regarding property values.

Approved by:

Lynda Ferguson, Director of Finance & IT  
Services

Sandra MacDonald, City Manager

Status:

Approved - 04 Apr 2024

Approved - 11 Apr 2024



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 16, 2024
<b>Prepared By:</b>	Alex Epp, Supervisor of Customer Service/Tax Collector Lynda Ferguson, Director of Finance & IT Services
<b>Report Number:</b>	2024-75
<b>Subject:</b>	Report to Establish Two 15 Minute Parking Spaces Market Street East (Tourism Visitor Centre)

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## Recommendation

THAT City Council authorize the establishment of two 15 minute parking spaces on the west side of Market Street East in front of the Visitor Centre; and

THAT Schedule 5 subsection 74 of the Parking By-law 119-89 be amended accordingly.

## Background

The provision of two 15 minute parking spaces in front of the new location for the Visitor Centre on Market St East would be a welcoming and convenient option for tourists of the City who are looking for information and recommendations from our Visitor Centre staff. They may also want to stop into the Visitor Centre to pick up maps, brochures, merchandise or anything else that may be of use or interest for their visit without having to undergo the task of finding paid parking.

## Analysis

The City aims to provide a welcoming and accommodating environment for visitors that may need information about the City to supplement their visit. The downtown core has limited parking, especially during the summer months when foot traffic is increased as visitors and locals take advantage of the shops, restaurants and attractions downtown Brockville has to offer. The two spots would be located on the east side of City Hall at the Visitor Centre entrance on Market St. E.

Having two spots available in the direct vicinity of the Visitor Centre is an excellent start to provide this convenience. It is fair to say that visitors may want to first make a short term stop at the Visitors Centre prior to their activities within the City in order to efficiently plan their day or to just gather general information that will assist them in locating various City attractions or popular spots. They may also want to pop into the Visitor Centre to browse or shop for merchandise at any point during their visit. The provision of these spaces makes the Visitor Centre a more welcoming and accessible place for visitors and starts the day off on the right foot.

## **Alternatives**

There are 2 hour complimentary spots along both sides of City Hall on Market St. if both 15 minute spots are occupied.

## **Financial Implications**

The cost of 2 new signs and labour would be an estimated \$250, which would be covered through the parking operating budget. There are already existing posts so a new purchase would not be necessary.

## **Policy Alignment**

Amendment to the City's Parking By-law 119-89 requires Council's authorization.

## **Conclusion**

Staff recommends amending the City's Parking By-law 119-89 accordingly.

Approved by:	Status:
Chrissy Ward, Supervisor of Accounting Services	Approved - 11 Apr 2024
Sandra MacDonald, City Manager	Approved - 11 Apr 2024



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 16, 2024
<b>Prepared By:</b>	Peter Raabe, Director of Engineering & Infrastructure Services Steve Allen, Supervisor of Engineering
<b>Report Number:</b>	2024-76
<b>Subject:</b>	Municipal Access Agreement Xplore Inc.

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## Recommendation

THAT the Mayor and City Clerk be authorized to enter into a Municipal Access Agreement with Xplore Inc. for the installation and maintenance of utility infrastructure to be located on a municipal right-of-way.

## Background

Xplore Inc. is a telecommunication utility company that has been commissioned to provide rural broadband communication infrastructure. Part of this infrastructure is required to be installed within the City of Brockville.

## Analysis

Municipal Access Agreements (MAA) are a legal agreement which outlines responsibilities and requirements for all parties involved. The MAA grant access to municipal rights-of-way so that a party can "construct, maintain and operate" their equipment within the rights-of-way. They are most commonly used with utility companies.

## Financial Implications

There are no financial implications for the City, all costs shall be borne by Xplore Inc.

## Policy Alignment

This report is to maintain compliance with the City's Municipal Agreement Policy for any plant being installed on the City right-of-way and being owned by a private company.

## Conclusion

It is recommended that Council approve the "Municipal Access Agreement" between Xplore Inc. and the Corporation of the City of Brockville.

Approved by:	Status:
Peter Raabe, Director of Engineering & Infrastructure Services	Approved - 08 Apr 2024
Lynda Ferguson, Director of Finance & IT Services	Approved - 10 Apr 2024
Sandra MacDonald, City Manager	Approved - 11 Apr 2024



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 16, 2024
<b>Prepared By:</b>	Peter Raabe, Director of Engineering & Infrastructure Services Steve Allen, Supervisor of Engineering
<b>Report Number:</b>	2024-77
<b>Subject:</b>	Centennial Road and Stewart Boulevard Cold-in-Place Rehabilitation

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## Recommendation

THAT the tender for Cold-in-Place (CIP) Recycling and Hot Mix Paving from R.W. Tomlinson LTD. in the amount of \$964,437.08 (including net HST) be approved; and

THAT additional funding be approved in the amount of \$150,000 (including net HST) from the surplus in the 2023 Cold-in-Place Recycling and Hot Mix Paving budget.

## Background

Throughout the City, there are roadway surface locations that are deteriorated beyond being repaired by typical milling and overlaying with new asphalt. The Cold-in-Place (CIP) process is used to correct these deteriorated surface locations. The CIP contract will consist of pulverizing the existing asphalt surface and shoulder, injecting new asphalt cement into the pulverized material, blending, and placing the recycled or new material. Once the CIP process is completed, a final surface lift of new hot mix asphalt will be placed to create a final smooth driving surface from edge of shoulder to edge of shoulder.

Centennial Road and Stewart Boulevard have been identified as two locations where the CIP process is required to correct the asphalt surface.

The entire length of Centennial Road is identified as a Potential Spine Cycling Route under both the current and proposed Official Plan. As part of this project the existing gravel shoulders have been proposed to be paved to provide safer bicycle and pedestrian access.

## Analysis

This project was tendered as per the Request for Tender procurement method and following the Canadian Free Trade Agreement (CFTA), Chapter Five; Government Procurement. The tender was posted publicly on bids&tenders.com as defined in the CFTA and four bids were received.

The Procurement, Contracting and Risk Management Coordinator opened tenders for Cold in Place Recycling and Hot Mix Paving, at City Hall on Friday, April 5th, 2024, at 2:00 p.m. The following is a summary of the results (including net HST):

1. R.W. Tomlinson Ltd.....\$964,437.08
2. Cornwall Gravel Company Ltd..... \$967,558.50
3. G.I.P. Paving Inc..... \$989,724.37
4. Tackaberry & Sons Construction Company Ltd..... \$990,943.97

The additional tender cost is mainly due to the amount of traffic control required for Stewart Blvd., as well as the intersection with Centennial Road.

### **Financial Implications**

The CIP and Hot Mix Paving work was approved in the 2024 capital budget at a cost of \$900,000. Based on the tenders received there are insufficient funds to complete the work.

The anticipated revised final budget to complete the project is \$1,050,000.

It is proposed that the shortfall of \$150,000 be funded from surplus funds in 2023 CIP capital account. The surplus in the 2023 CIP contract was due to the overall width of the project being narrower than anticipated, there was less asphalt cement used in the CIP process and there was no asphalt price index payment required due to stabilized asphalt cement prices in 2023.

The remaining funds are required for supplemental items such as material testing, asphalt price index, wages, pavement marking, flagging, etc..

### **Policy Alignment**

In accordance with the City's Budgetary Control and Procurement Policies, approval from Council is required when a project bid is over budget and additional funds are required.

### **Conclusion**

It is recommended that Council accept the tender for the Cold-in-Place Recycling and Hot Mix Paving from R.W. Tomlinson Ltd. in the amount of \$964,437.08 (including net HST) and that the project budget be increased to \$1,050,000 (including net HST), with additional funds of \$150,000 (including net HST) be budgeted from the 2023 Cold in Place budget.

Approved by:	Status:
Peter Raabe, Director of Engineering & Infrastructure Services	Approved - 11 Apr 2024
Sandra MacDonald, City Manager	Approved - 11 Apr 2024



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 16, 2024
<b>Prepared By:</b>	Peter Raabe, Director of Engineering & Infrastructure Services Brandon Goddard, WPCC Supervisor
<b>Report Number:</b>	2024-81
<b>Subject:</b>	WPCC - Digester #1 Mixer Rebuild

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## Recommendation

THAT funding of up to \$30,000 be approved for the purchase and installation of a new bearing cartridge kit and PCD gasket with shims required to repair the Water Pollution Control Centre's digester mixer; and

THAT the \$30,000 be funded from the Wastewater Working Capital Operations Reserve.

## Background

The Wastewater Division recently completed a cleanout of Digester #1, followed by the installation of a gas membrane relining. During the beginning stages of reinstatement of the digester, the mixer seal was found to be compromised and not able to hold oil. The digester mixer ensures complete mixing of the 1170 cubic meter tank, for proper digestion of the sludge.

## Analysis

The WPCC digester mixer has been in operation since the plant expansion in 2011 and is due for part replacement. Staff have performed the operations and maintenance manual suggested maintenance intervals without issue, but unfortunately the parts failed during the period it has been down for the digester relining work.

## Financial Implications

Olympus Technologies Inc. provided a quote for the materials to repair the mixer in the amount of \$15,349 US funds (approximately \$21,500 Cdn). There are some unknown costs related to the removal of the mixer and possible shipping to a fabrication shop if the work cannot be completed by WPCC staff.

It is proposed that up to \$30,000 be allocated from the Wastewater Working Capital Operations Reserve to cover the work. Staff will monitor the WPCC's maintenance accounts for the remainder of 2024 and try to mitigate the amount required from the Reserve.

## **Policy Alignment**

This report is in accordance with the City's Procurement and Budget Control policies.

## **Conclusion**

It is recommended that funding in the amount of up to \$30,000 (including net HST) to purchase and install a new bearing cartridge kit and PCD gasket with shims from Olympus Technologies Inc. be approved and the funding be allocated from the Wastewater Working Capital Operations Reserve. Staff will attempt to mitigate the required funding from the reserve for the remainder of 2024.

### Approved by:

Peter Raabe, Director of Engineering & Infrastructure Services

Chrissy Ward, Supervisor of Accounting Services

Sandra MacDonald, City Manager

### Status:

Approved - 11 Apr 2024

Approved - 11 Apr 2024

Approved - 11 Apr 2024



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 16, 2024
<b>Prepared By:</b>	Peter Raabe, Director of Engineering & Infrastructure Services Brandon Goddard, WPCC Supervisor
<b>Report Number:</b>	2024-82
<b>Subject:</b>	WPCC - Programmable Logic Controller Siemens Module

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## Recommendation

THAT funding of up to \$10,000 be approved for the purchase and installation of a Siemens Programmable Logic Controller module from ExcelPro; and

THAT the \$10,000 be funded from Wastewater Working Capital Operations Reserve.

## Background

The Water Pollution Control Centre (WPCC) has a vast array of equipment that run in-conjunction with one another to process wastewater from the beginning of the plant to the outlet at the St. Lawrence River. To run this equipment, a Programmable Logic Controller (PLC) is used in each process area. A PLC receives information from connected sensors or input devices, process the data/information and triggers commands based on the pre-programmed parameters. This includes when a pump should turn on or off, how fast the pump should run, what do to if an alarm is triggered etc.

A PLC module in the plant's main motor control centre (MCC) has failed, requiring a replacement for proper operation of all its connected devices.

## Analysis

The PLC has been in operation since the plant expansion in 2012 and is now in need of part replacement. Currently staff are running systems in "hand" mode which requires staff to turn equipment on by hand, running them as needed, and then turning them back off. Further to this, communication traffic to the PLC from other areas of the plant is being interrupted causing data log errors which can lead to equipment not running as programmed.

## Financial Implications

ExcelPro provided a quote for the purchase of a PLC Siemens module at an estimate of \$4,997 plus installation.

It is estimated that the total cost of the work will be approximately \$10,000 based on past expenditures required to complete similar type work.

Staff will monitor the maintenance accounts for the remainder of 2024 and, if possible, mitigate the total amount being funded from the Reserve.

## **Policy Alignment**

This report is in accordance with the City's Procurement and Budget Control policies.

## **Conclusion**

It is recommended that funding in the amount of up to \$10,000 (including net HST) to purchase and install a Siemens PLC module from ExcelPro be approved and the funding be allocated from the Wastewater Working Capital Operations Reserve. If possible, staff will mitigate the amount required from the Reserve.

### Approved by:

Peter Raabe, Director of Engineering & Infrastructure Services

Chrissy Ward, Supervisor of Accounting Services

Sandra MacDonald, City Manager

### Status:

Approved - 11 Apr 2024

Approved - 11 Apr 2024

Approved - 11 Apr 2024



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 16, 2024
<b>Prepared By:</b>	Phil Wood, Director of Operations Travis Raison, Project and Asset Coordinator
<b>Report Number:</b>	2024-78
<b>Subject:</b>	Sabre Jet Memorial Restoration Option to Proceed

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## Recommendation

THAT a contract with Bulldog Commercial Restoration and Waterproofing Inc. be approved in an amount of \$60,040 to complete an in-situ restoration and reinforcement of the existing Sabre Jet concrete pedestal structure; and

THAT up to \$50,000 of tax levy funding be reassigned from the Laurier M6 Soccer/Rugby Pitch to the Sabre Jet project; and

THAT \$50,000 of CCBF funding be approved to fund the Laurier M6 Soccer/Rugby Pitch; and

THAT \$25,144 be funded from the Fiscal Policy Reserve; and

THAT staff be authorized to proceed with planning and implementation of renovation and improvement to the Sabre Jet memorial esthetic in accordance with the design presented by the Sabre Jet committee.

## Background

In November 2023 staff presented report 2023-192 – Sabre Jet Rehabilitation Project Update. Report 2023-192 detailed steps undertaken to evaluate options for replacement or repair of the concrete pedestal supporting the CF86 Sabre Jet on Blockhouse Island. Report 2023-192 noted that staff would provide a follow up report that detailed costs for an in-situ repair of the existing concrete support structure as a more cost effective than installing a new steel pile.

The objective of this report is to update Council on the available option to proceed with the in-situ repair and rehabilitation method, detail associated costs and financial implications and seek approval to proceed.

## **Analysis**

### Recommended Rehabilitation:

Following Staff Report 2023-192 Staff have been in contact with Sika Canada Inc. (Sika) which is a company that among other products, produces specialty adhesives and epoxy products for structural concrete repair. After review of all documentation and engineering investigations completed on the Sabre Jet pedestal, Sika recommended a treatment using Sika products and techniques as applicable and adequate to rehabilitate the concrete structure. Sika has a global network of contractors who specialize in concrete repair who are certified applicators of their products. Bulldog Commercial Restoration & Waterproofing Inc. (Bulldog) based in Ottawa, ON is the regional Sika specialist able to complete this scope of work.

Based on review of documentation and non-destructive testing completed to date of the existing Sabre Jet pedestal, Sika and Bulldog have provided a customized repair procedure complete with bill of materials. The repair method created detailed the follow steps:

- Fill existing cracks by way of epoxy injection
- Wrap of the pedestal with several layers of epoxy impregnated reinforcing carbon fiber cloth
- Finish coat the exterior surfaces with a high durability coating for protection

Following the completion of the treatment, regular periodic inspection of the exterior coating is suggested with touch-ups being conducted as need.

The treatment system is expected to extend the life of the existing pedestal by 20+ years and comes with a full 10-year warranty on the system including all material and labour.

### Post Rehabilitation:

Once the monument pedestal has been repaired, staff intend to re-engage with the plans of the Sabre Jet Committee to see their vision of new stonework and monument dedication through to completion. Additional follow up work would be in accordance with Council direction, approval and City policy. Separate funding through donations was established and is still held by the City for this second Phase of the project.

## **Financial Implications**

### Restoration Quote:

Bulldog provided a written quote to the City in the amount of \$59,000 plus net HST for a total amount of \$60,038.40. This amount exceeds the available funding established through the Capital budget, approved by Council.

### Ineligible CCBF Funding:

In 2021 Council approved \$42,000 to address repair and restoration of the concrete pedestal. This approved amount was funded by CCBF. In 2023 staff were required to review CCBF funding allocations, an activity which identified the Sabre Jet project allocation as ineligible by CCBF.

To address this issue staff recommend that the \$50,000 tax levy funding from the Laurier M6 Soccer/Rugby Pitch be reallocated to the Sabre Jet project and that the soccer pitch then be funded by CCBF.

### History of Transactions:

Between 2018 and 2019 the Sabre Jet Committee raised a total of \$75,208 for the second phase of the project:

- Donations \$50,208
- Brockville Foundation \$25,000

Between 2016 and 2021 the City funded a total of \$82,000:

- Tax Levy \$40,000
- CCBF \$42,000

Total expenses during this time period were \$55,104 for the Sabre Jet restoration and engineering work on the pedestal. However, with the discovery of the repairs of the pedestal being ineligible for CCBF, the city funded portion ended up in a deficit of \$15,104.

### 2024 Required Funding

The total required funding is \$75,144:

- The quoted cost to complete the restoration work of \$60,040, plus
- The deficit of \$15,104

The recommending funding is \$50,000 of tax levy funding reassigned from the Laurier M6 Soccer/Rugby Pitch and \$25,144 from Fiscal Policy.

## **Policy Alignment**

In accordance with the City's Budgetary Control Policy Section 5.1, and Procurement Policy Section 6, City staff are required to report purchases outside of the annual budget process.

In accordance with Appendix A of the City's Procurement Policy, Approval of a sole source purchases over \$50,000 requires approval by the City Manager.

## **Conclusion**

In accordance with the direction of staff report 2023-192, staff have pursued an in-situ repair and restoration option for the concrete pedestal supporting the Sabre Jet memorial.

Staff have received a quote for the necessary repairs in the amount of \$60,038.40. Staff recommend a sole source procurement with the specialty contractor proceed to complete the pedestal restoration. By reallocating the funding for the Laurier M6 Soccer/Rugby Pitch project with \$50,000 of tax levy funding to CCBF, only \$25,144 remains to be funded from the Fiscal Policy Reserve.

Approved by:	Status:
Phil Wood, Director of Operations	Approved - 09 Apr 2024
Lynda Ferguson, Director of Finance & IT Services	Approved - 10 Apr 2024
Sandra MacDonald, City Manager	Approved - 11 Apr 2024



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 16, 2024
<b>Prepared By:</b>	Phil Wood, Director of Operations Travis Raison, Project and Asset Coordinator Vince Wijsman, Arenas and Facilities Supervisor
<b>Report Number:</b>	2024-68
<b>Subject:</b>	Multi-Use Recreational Facility Update

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## Recommendation

THAT a change order in the amount of \$276,214 reflecting the modified designer fee schedule be approved and funded by the Arena Reserve fund.

## Background

At the August 29, 2023 Council meeting, the following motion was carried:

*"THAT Council approve the conceptual 50% design to move forward to 100% detailed design; and*

*THAT Council approve the formation of a fundraising committee with terms of reference with an objective of fundraising \$5,000,000 towards the project construction costs;"*

In accordance, City Operations staff have worked continuously with IDEA/N45 as the designer, to develop the detailed design of the Multi Use Recreational Facility (MURF) project. The detailed design process is nearing completion.

The objective of this report is to inform Council on the progress of the detailed design and obtain Council approval to initiate a change order related to additional design work undertaken by IDEA/N45.

## Analysis

### 50% Detailed Design Approval:

Staff, in cooperation with Arena Advisory Committee (AAC), have worked closely with IDEA/N45 (the designer) on progressing the accepted conceptual design towards a complete detailed design. Staff received a 50% detailed design submittal package from the designer in March 2024 and have worked to review the documentation package.

Staff confirm that the 50% detailed design submittal adequately meets the objectives of the scope of project as detailed in the RFP and ongoing development. A summary of minor modifications has been submitted to the designer permitting the designers to proceed toward the 100% detailed design completion.

The projected timeline to achieve 100% detailed design completion is estimated to be approximately 10-12 weeks. Following completion of the 100% detailed design, the design phase of the project will be complete.

In parallel to the 100% detailed design work, the designers are undertaking pre-consulting with the City Planning and Building Departments. The designers are working to achieve compliance with zoning, planning and building code requirements in order to be fully permitted to begin construction.

Following completion of both 100% detailed design, zoning and planning, as well as building permit issuance, construction would then be contingent on funding and Council approval.

#### Fee Schedule Modification:

IDEA/N45 have worked towards completing the design of the project in accordance with the scope of project defined in the tendered RFQ. The three design deliverables are:

1. Design of a new facility to replace the Youth Arena.
2. Provide detailed design to renovate and repair the Brockville Memorial Centre and integrate it into the new building.
3. Provide detailed design and site layout to maintain the number of existing softball fields, construct new pickleball courts and accommodate the requirements of the new MURF facilities.

The designers are actively fulfilling the commitment of the original contract. However, elements have been identified where additional design work and consideration have been required that are outside the scope of the existing contract. The majority of the items relate to the renovation of the existing Brockville Memorial Centre. The following summarizes several items that require additional design and analysis for which the designers have provided cost consideration.

<b>Item:</b>	<b>Description:</b>	<b>Cost:</b>
ASR1a	Redesign of new entrance to Memorial Centre	35,000
ASR1b	Design modification to comply with Hockey Canada policy mod. (2023)	9,860
ASR1c	Additional work to support SLC land transaction	21,540
ASR1d	Additional site-specific design re: scope of memorial centre renovations	82,480
ASR1e	Additional work to navigate Solar Panel FIT contract & develop options	58,260
ASR1f	Additional interior specification & escalation	47,273
Disp.	Additional disbursements - code consultant re: Mem. Centre renovation	21,800

Total: **276,213**

Staff have reviewed this summary to ensure each identified item is outside of the scope of the original RFP and have validated the cost.

## **Financial Implications**

### Project Financial Update:

The MURF project design has an approved budget of \$1,200,000 funded by the Arena Reserve, approved by Council as part of the 2022 Capital Budget.

The summary of expenses to date are \$793,257. These expenses include the publicly tendered design contract and additional testing, surveying and geotechnical analysis of the site. The summary of those costs are as follows:

- The design contract awarded to IDEA/N45      \$752,125
- Geotech, structural, surveying, DSR etc.      \$41,132

Currently the project budget has a \$406,743 surplus variance.

### 50% Detailed Design Approval:

There are no financial implications with proceeding from the 50% detailed design towards the 100% detailed design completion. The design activities within this process are currently funded through the design contract and approved budget.

### Fee Schedule Modification:

The sum of the fee schedule modifications is \$276,213. Following approval of the change order:

- Total project expenses will be \$1,069,470
- Total project variance will be a surplus of \$130,530

## **Policy Alignment**

All procurement activities associated with the design project have been in accordance with:

- City Procurement Policy POL.F.20.139 and,
- City Budgetary Control Policy POL.F.20.181

In accordance with Budgetary Control Policy POL.F.20.181, Council approval is required to proceed with the proposed change order for additional design work

**Conclusion**

IDEA/N45 have submitted a 50% detailed design of the Multi Use Recreational Facility (MURF). Staff have reviewed the submittal package and confirm the 50% detailed design meets the objectives of the scope of project as detailed in the RFP.

The designers have identified several items which require additional design work, analysis or consideration that are outside the scope of project detailed in the RFQ. The designers have provided a modified fee schedule to complete the identified work.

Staff recommend the modified fee schedule be approved as detailed.

Approved by:

Phil Wood, Director of Operations  
Sandra MacDonald, City Manager

Status:

Approved - 12 Apr 2024  
Approved - 12 Apr 2024

February 16, 2024

Please be advised that during the regular Council meeting of February 13, 2024 the following resolution regarding support for a review of the Ontario Works and Ontario Disability Support Program Financial Assistance Rates was carried.

**RESOLUTION NO. 2024-81**

**DATE:** February 13, 2024

**MOVED BY:** Councillor Roberts

**SECONDED BY:** Councillor Hirsch

**WHEREAS** poverty is taking a devastating toll on communities, undermining a healthy and prosperous Ontario, with people in receipt of Ontario Works and Ontario Disability Support Program being disproportionately impacted;

**WHEREAS** the cost of food, housing, medicine, and other essential items have outpaced the highest inflation rates seen in a generation;

**WHEREAS** people in need of social assistance have been legislated into poverty, housing insecurity, hunger, poorer health, their motives questioned, and their dignity undermined;

**WHEREAS** Ontario Works (OW) Financial Assistance rates have been frozen since 2018 (\$733 per month);

**WHEREAS** Ontario Disability Support Program (ODSP) benefit rates have been increased by 6.5 per cent as of July 2023 to keep up with inflation, however even with the increase, ODSP rates still fall below their value in 2018 (\$1,376 when adjusted for inflation) and significantly below the disability-adjusted poverty line (\$3,091 per month)

**WHEREAS** OW and ODSP rates do not provide sufficient income for a basic standard of living and, as a result, hundreds of thousands of people across Ontario who rely on these programs live in poverty;

**WHEREAS** the poverty risk profile for Prince Edward County created by Vital Signs states that 10.1% - 13.5% of County residents are living on low income;

**WHEREAS** designated Service Managers are doing their part, but do not have the resources, capacity, or tools to provide the necessary income and health related supports to people experiencing poverty; and

**WHEREAS** leadership and urgent action is needed from the Provincial Government to immediately develop, resource, and implement a comprehensive plan to address the rising levels of poverty in Ontario, in particular for those on Ontario Works and Ontario Disability Support Programs;

**THEREFORE BE IT RESOLVED THAT** the Council of Prince Edward County joins the Town of Orangeville to calls on the Provincial Government to urgently:

- a) At least double Ontario Works and ODSP rates and index rates to inflation, answering calls already made by "Raise the Rates" campaign and the "Income Security Advocacy Centre";
- b) Commit to ongoing cost of living increases above and beyond the rate of inflation to make up for the years they were frozen;
- c) Commit to jointly working between the Ministry of Children, Community, and Social Services and the Ministry of Health on the best methods of assessing client needs and then matching those in need to the services they require;

**AND FURTHER THAT** a copy of this resolution be sent to the Minister of Children, Community, and Social Services, the Minister of Health, the Minister of Municipal Affairs and Housing, the Association of Municipalities of Ontario, the Ontario Municipal Social Services Association, Prince Edward Lennox and Addington Social Services, the Eastern Ontario Wardens Caucus, and all Ontario Municipalities.

**CARRIED**

Yours truly,



Catalina Blumberg, **CLERK**

cc: Mayor Steve Ferguson, Councillor Roberts, Councillor Hirsch, and Marcia Wallace, CAO



# **City of Brockville**

## **Railway Tunnel Committee**

### **Minutes**

**9:00 AM - Thursday, April 11, 2024**

City Hall, Council Chambers

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The Railway Tunnel Committee meeting was called to order on Thursday, April 11, 2024, at 9:00 AM, in the City Hall, Council Chambers, with the following present:

<b>Members</b>	Doug Grant, Lynne Houldsworth, Jack Kenny, Brian Porter, and George Smith
<b>Present:</b>	
<b>Regrets:</b>	Louise Severson
<b>Staff:</b>	Sandra MacDonald, City Manager, Phil Wood, Director of Operations, Chad Davis, Supervisor of Parks & Cemetery Services, Sheena Earl, City Clerk, and Phil Wood, Director of Operations

#### **Disclosure of Interest**

Nil.

#### **Chair's Remarks**

B. Porter welcomed everyone and commented how great it was to have such a crowd turn out for the eclipse event on Monday. It was a terrific way to promote our City.

#### **Adoption of the Minutes**

J. Kenny raised a question regarding the minutes referring to the status of the 2024 light show, noting the status of the lights will affect the programming of the light show.

Moved by Committee Member G. Smith

THAT the minutes of the Brockville Railway Tunnel Committee meeting dated February 8, 2024, be adopted as circulated.

**CARRIED**

#### **New Business Arising from the Minutes**

Nil.

#### **Delegations/Presentations**

Nil.

## **Correspondence & Communications**

- 1 City of Brockville press release April 4, 2024

<https://brockville.com/announcement/brockville-railway-tunnel-update/>

S. MacDonald referred to a recent press release regarding the delay of opening the tunnel for the recent Eclipse. She said an additional press release with more details on the status of the tunnel opening will be issued next week. Committee members were supportive of the decision to issue the release and keep the public informed.

## **Staff Reports**

- 1 2024 Tunnel Operations Update

P. Woods delivered a detailed presentation to the committee on the issues the tunnel is currently facing and the reasons for the delay in opening to the public. He identified that there has been significant deterioration to the lights and lighting equipment even since the fall closure of the tunnel. P. Woods city staff are working to have the tunnel open for the May long weekend with white lights only. They will continue to work with contractors to have a fully functioning light show running in the summer season. S. MacDonald confirmed the City's main objective is to have the tunnel open with white lights as soon as possible and said a long-term solution will be needed. City staff will develop a plan for the tunnel to present to Council in the Fall.

## **Sub-Committee and Member Reports/Project Updates**

- 1 Sub-committee Meeting Updates

The sub-committee prepared draft designs for four different signs to be posted at the north entrance of the tunnel and provided quoted costs from a local manufacturer. S. MacDonald noted informational signs fall under the City's wayfinding sign standard. C. Davis will work with Economic and Development Services staff to ensure these sign designs meet criteria and will have them produced and installed.

Moved by Committee Member Grant

THAT the signage samples provided by the Committee be purchased and installed at the north end entrance of the tunnel.

**CARRIED**

## **New Business**

### 1 Model Railway Show

The show is scheduled for Saturday, April 13th at the Leo Boivin Centre in Prescott from 10:00 am to 4:00 pm. J. Kenny worked with Brockville Tourism to get Brockville signs for the show since the Railway Tunnel promotional signage cannot be found. Various committee members will be volunteering to staff the booth for the event.

## **Adjournment**

Moved by Committee Member George Smith

THAT the Brockville Railway Tunnel Committee be adjourned until its next scheduled meeting.

**CARRIED**

*The meeting adjourned at 10:30 am.*



# Brockville Public Library

have courage | act responsibly | pursue knowledge | push boundaries | welcome everyone

## **Minutes: February 26th, 2024**

Chair: Margaret Wicklum

Present" M. Wicklum, C. Wales, L. Pennell, C. Wells, L. Rayvals, Zoom: C. Quick, R. Stobo (vice Chair)

Regrets: J. Schoemaker-Holmes

1. Call to Order 5.33 pm
2. Land acknowledgement:

In the spirit of reconciliation, the Brockville Public Library acknowledges the land on which it was originally established, and the work that it does, takes place on the territories of the Huron-Wendat, Haudenosaunee, and Anishinabek Peoples.

We are grateful for the significant and invaluable contributions First Nations, Inuit and Métis Peoples have made and continue to make across Turtle Island despite the historic and ongoing effects of colonialism.

As part of the Ontario Library Association, the staff and leadership at the Brockville Public Library are committed to active participation in reconciliation by amplifying Indigenous voices year-round, listening, learning, and providing resources so that we may work towards fulfilling [CFLA-FCAB's Truth & Reconciliation Committee Recommendations](#).

3. Introductory Remarks (information/announcements)
4. Approval of amended Agenda L.Pennell, L. Rayvals
5. Declaration of Conflict of Interest - none
6. Consent Agenda
  - a. January 209th, 2024 Board minutes - C. Wales, L. Pennell

7. For discussion
  - a. Motion from Cheryl Wells withdrawn
  - b. Resignation of Priti Luhadia - Motion to council
  - c. Executive Report
  - d. Report on Museum and Library Joint Use facilities in Executive report
  - e. InvestorLine motion
  - f. Budget update
  - g. CEO annual review
    - i. Report from committee
  - h. Financial Audit update
  - i. Accreditation - Scheduled for February 22nd, 2024
  - j. In-camera 7pm, C. Wales, L. Pennell  
risen without report 7.35pm L. Pennell, L. Rayvals

8. Items for next agenda (add as identified)

Board 2024 Workplan  
List of stakeholders to C. Wales  
Board ByLaws  
OLS Provincial report

9. . Meeting evaluation/roundtable discussion

11. Adjournment 7.37pm C. Wales – Next meeting: Monday, March 25th, 2024: 5:30pm.

**2024 Meeting Dates at 5.30pm at the Brockville Library Buell Street Room :**

January 22nd  
February 26th (Due to Feb 19 being Family Day)  
March 25th  
April 22nd  
May 27th (due to May 20 being Victoria Day)  
June 24  
NO July Meeting  
August 26  
September 23  
October 28  
November 25  
NO December meeting.

# Brockville Museum Advisory Committee Meeting Minutes

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February 13, 2024 at 1pm, Microsoft Teams

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Present: P. Naylor, D. Buck, D. Hamilton, J. Watt, H. Cody, K. Hobbs (Council Representative), N. Wood (Staff)

## 1.0 Land Acknowledgement

*We acknowledge that the land on which we gather, exchange ideas, and share our past, present, and future is the traditional territory of the Anishinaabe, Haudenosaunee and Wendat people.*

## 2.0 Call to Order

1:03pm with D. Buck as acting chair; P. Naylor resumed chair duties following item 5.2.2

## 3.0 Additions to/Approval of Agenda

## 4.0 Discussion and Approval of Minutes of the Last Meeting

January 9, 2023 Meeting Minutes – *approved as presented*

## 5.0 Executive Reports

### 5.1 Chair

- No remarks

### 5.2 Curator

#### 5.2.1 Discussion of January Staff Report

- Remarks were made about the impressive January visitation numbers, especially given the reduced hours.
- A member highlighted the well-performing social media post, recognizing the importance of this kind of reach.

#### 5.2.2 Discussion of the Solar Eclipse Event (April 8) re: Hours of Operation

- Starting April 1, the museum will be open Monday-Friday; members supported the proposal to maintain the hours of 12noon-4pm during this period.
- Members agreed with the recommendation that the museum also be open on Saturday, April 6 to be part of the local tourism offerings during eclipse weekend.

#### 5.2.3 Discussion of Policies

##### 5.2.3.1 Collection Policy

- Members supported this policy as presented, noting one typo on page 6.

##### 5.2.3.2 Exhibit Policy

- Members supported this policy as presented.

##### 5.2.3.3 Conservation Policy

- Members supported this policy as presented, noting that it needs a final proof-read before submitting.

#### 5.2.4 (Re) Appointments to the Collection Committee

- Members unanimously approved the re-appointment of volunteers: Jean Mather, Cathy Baxter, Nancy Van Ulden, Michelle Barclay, Phil Hosick, and David Buck (Museum Advisory Committee Rep) to the museum's Collection Committee.

## **6.0 New and Ongoing Business**

None.

## **7.0 Date, Time, Location of Next Meeting**

March 12 @ 1pm via Teams (Second Tuesday of the month)

## **8.0 Adjournment**

1:24pm

# Brockville Museum Advisory Committee Meeting Minutes

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March 12, 2024 at 1pm, Microsoft Teams

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Present: P. Naylor, D. Buck, D. Hamilton, J. Watt, H. Cody, K. Hobbs (Council Representative), N. Wood (Staff), V. Vareiro (staff)

## 1.0 Land Acknowledgement

*We acknowledge that the land on which we gather, exchange ideas, and share our past, present, and future is the traditional territory of the Anishinaabe, Haudenosaunee and Wendat people.*

## 2.0 Call to Order

1:02pm

## 3.0 Additions to/Approval of Agenda

## 4.0 Discussion and Approval of Minutes of the Last Meeting

February 13, 2023 Meeting Minutes – *approved as presented*

## 5.0 Executive Reports

### 5.1 Chair

- Offered a thank you to the staff for honouring the museum's mission in all aspects of their work, particularly social media and marketing.
- Expressed the importance of authenticity as a core museum value, particularly in a world of rampant AI.

### 5.2 Curator

#### 5.2.1 Discussion of February Staff Report

- The Curator provided a brief update on March Break developments and suggested that visitation is meeting expectations. The Curator also explained that Brockville Tourism had done an excellent job at promoting local March Break offerings. H. Cody inquired about the Kingston Association of Museums duck scavenger hunt, offering excitement over the initiative.

##### 5.2.1.1 Presentation of HOBO data loggers by the Collections Coordinator

- The Collections Coordinator shared a behind-the-scenes look at the data collected by the new digital data loggers and how they identify trends and issues in museum environmental conditions.
- Committee Members expressed an interest in having more staff presentations like this in the future.

#### **5.2.2 Discussion of the 2023 Annual Report**

- Committee Members made congratulatory remarks on the compilation of the Annual Report.
- Committee Members identified some typos and grammatical errors to be corrected before submitting the final draft.
- Committee Members spoke to the value of the timeline in the appendix, and of the document itself.
- Committee Members offered congratulatory remarks for ending the year with a modest surplus.
- The Committee accepted the 2023 Annual Report as a fair and accurate representation of 2023 museum activities.

### **6.0 New and Ongoing Business**

None.

### **7.0 Date, Time, Location of Next Meeting**

April 9 @ 1pm via Teams (Second Tuesday of the month)

### **8.0 Adjournment**

1:36pm



# St. Lawrence Lodge Committee of Management Meeting Minutes

2024

Tuesday, January 30, 2024  
St. Lawrence Lodge Boardroom & Zoom  
0900 Hours

**Present were:**

Representing the United Counties:	Robin Jones Corinna Smith-Gatcke
Representing Brockville:	Mike Kalivas Jane Fullarton
Representing St. Lawrence Lodge:	Lisa Harper Sherry Canning

**Attendees via Zoom:**

Representing the United Counties:	Herb Scott
Representing Gananoque:	Colin Brown

**Regrets:** Leanne Burton

**Call to Order** – meeting called to order at 9:02 am.

Motion that the January 30, 2024 agenda be adopted as presented with addition of request by Leanne Burton to change meeting times to after 4:00 pm.

Moved by: Jane Fullarton  
Seconded by: Colin Brown  
Motion Carried

**Disclosure of Pecuniary Interest** – None noted.

**Elections** – Chair and Vice Chair

Motion that Mike Kalivas be the Chair of the Committee of Management for the year 2024.

Moved by: Corinna Smith-Gatcke  
Seconded by: Jane Fullarton  
Motion Carried

Motion that Robin Jones be the Vice Chair of the Committee of Management for the year 2024.



## St. Lawrence Lodge Committee of Management Meeting Minutes

2024

Moved by: Jane Fullarton  
Seconded by: Colin Brown  
Motion Carried

Meeting turned over to Mike Kalivas.

### In Camera:

Motion that the January 30, 2024 meeting of St. Lawrence Lodge Committee of Management, as provided in Section 239 (2) of the Municipal Act, 2001 S.O. 2001, Chapter 25 move into an in camera session meeting at 9:05 am to address matters pertaining to: legal matter.

Moved by: Robin Jones  
Seconded by: Jane Fullarton  
Motion Carried

Legal Matter – Ministry of Long-Term Care Licensee Report # 2023-1584-0005 – direction given.

Motion that the January 30, 2024 meeting of St. Lawrence Lodge Committee of Management does now resume at 9:26 am be accepted.

Moved by: Jane Fullarton  
Seconded by: Corinna Smith-Gatcke  
Motion Carried

### Approval of Previous Minutes:

Motion that the minutes of the November 28, 2023 and December 13, 2023 St. Lawrence Lodge Committee of Management meetings be adopted as presented.

Moved by: Robin Jones  
Seconded by: Colin Brown  
Motion Carried

### Financial:

Tanya Dallaire presented the Statement of Operations and Statement of Financial Position as of November 30, 2023.

Motion that the St. Lawrence Lodge November financial statements be accepted as presented.



## St. Lawrence Lodge Committee of Management Meeting Minutes

2024

Moved by: Jane Fullarton  
Seconded by: Robin Jones  
Motion Carried

### Information Items:

Motion that the Administrator's report for January 2024 be adopted as circulated.

Moved by: Corinna Smith-Gatcke  
Seconded by: Jane Fullarton  
Motion Carried

### Adjournment:

That the January 30, 2024 Committee of Management meeting does now adjourn at 9:57 am and that the Committee of Management will meet next on February 27, 2024 at 9:00 am.

Moved by: Jane Fullarton  
Seconded by: Robin Jones  
Motion Carried



## St. Lawrence Lodge Committee of Management Meeting Minutes

2024

Tuesday, February 27, 2024  
St. Lawrence Lodge Boardroom & Zoom  
0900 Hours

**Present were:**

Representing the United Counties: Robin Jones  
Representing Brockville: Mike Kalivas  
Representing St. Lawrence Lodge: Lisa Harper

**Attendees via Zoom:**

Representing the United Counties: Herb Scott  
Representing Prescott: Ruth Lockett

**Regrets:** Corinna Smith-Gatcke, Jane Fullarton, Colin Brown

**Guests:** Brockville Mayor Matt Wren  
Angela Roles  
Leslie Burgess

**Call to Order** – meeting called to order at 9:05 am.

Motion that the February 27, 2024 agenda be adopted as presented.

Moved by: Robin Jones  
Seconded by: Herb Scott  
Motion Carried

**Disclosure of Pecuniary Interest** – None noted.

**Approval of Previous Minutes:**

Motion that the amended minutes of the January 30, 2023 St. Lawrence Lodge Committee of Management meeting be adopted.

Moved by: Robin Jones  
Seconded by: Herb Scott  
Motion Carried



FOR IT COMES FROM WITHIN®

## St. Lawrence Lodge Committee of Management Meeting Minutes

2024

Introduction of Angela Roles, Director of Care of St. Lawrence Lodge.

Case Mix Index Overview Presentation by Leslie Burgess, RAI coordinator, QA/PM Lead at St. Lawrence Lodge.

### **Information Items:**

Motion that the Administrator's report for February 2024 be adopted as circulated.

Moved by: Ruth Lockett  
Seconded by: Herb Scott  
Motion Carried

### **Adjournment:**

That the February 27, 2024 Committee of Management meeting does now adjourn at 10:16 am and that the Committee of Management will meet next on March 26, 2024 at 9:00 am.

Moved by: Robin Jones  
Seconded by: Ruth Lockett  
Motion Carried