



# **City of Brockville**

## **General Committee**

### **Agenda**

**4:30 PM - Tuesday, April 18, 2023**

Hybrid/Virtual Meeting

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Page

#### **Land Acknowledgement Statement**

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

#### **Disclosure of Interest**

#### **Delegations and Presentations**

- 7 - 37      1.      Brockville Tourism, 2023 First Quarter Update

T. Harder will present Brockville Tourism's first quarter report.  
[Tourism Reporting 2023 Q1](#)  
[Tourism Update March 2023](#)

#### **Correspondence and Communications**

Nil.

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

- 38 - 79      1.      Museum Annual Report

THAT the 2022 Museum Annual Report be received.  
[2022 Museum Annual Report](#)

#### **Staff Reports**

- 80 - 117      1.      2023-55

Business Case for establishing a Municipal Services Corporation  
Establishment of an internal Tourism Division

THAT Council authorize staff to establish a Tourism Division within the Administration Department reporting to the Manager of Cultural Services;

THAT Council approve and adopt the Business Case Study for the creation of a Tourism Municipal Services Corporation;

THAT Council authorize staff to begin the process to incorporate a Tourism Municipal Services Corporation;

THAT costs (up to a maximum of \$25,000) associated with establishing a Municipal Services Corporation be funded from fiscal policy; and

THAT staff provide progress reports to the General Committee on a bi-monthly basis or as required.

[2023-55](#)

[Appendix One MSC Business Case Tourism](#)

[Appendix Two Proposed Governance MSC and Tourism](#)

[Appendix Three Proposed Budget](#)

[Appendix Four Proposed Roles and Responsibilities](#)

118 - 129 2. 2023-58

Amendment to Buskers By-law 019-2015

THAT By-law 019-2015 being a by-law to licence, govern and regulate Buskers in the City of Brockville be repealed and;

THAT a Council approve proposed changes for a new by-law and;

THAT the necessary bylaw be enacted.

[2023-58](#)

[DRAFT bylaw April 2023](#)

[DRAFT Busker Code of Conduct](#)

130 - 131 3. 2023-66

Update of Diversity, Equity and Inclusion

THAT report Update of Diversity, Equity and Inclusion, be received and the following be adopted:

1. THAT staff are directed to work with the City of Kingston and KEYS to develop a Diversity, Equity and Inclusion Program; and
2. THAT the Workplace Inclusion Charter be signed.

[2023-66](#)

General Committee Agenda  
April 18, 2023

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132 - 144 4. 2023-68  
Twinning Agreement Policy

THAT Council authorize staff to develop a Twinning Agreement Policy; and

THAT the policy be brought back to Council for approval.

2023-68

Staff Report 2023-68 - Attachment 1 - Milduras Sister City Association - Canada Day Flag Raising

145 - 147 5. 2023-56  
Capital Replacement of City Pickup Trucks

THAT Council approve \$80,000 to purchase one heavy duty 4x4 pickup truck with work accessories for the Public Works division funded by debenture, and

THAT Council approve \$80,000 to purchase one heavy duty 4x4 pickup truck with work accessories for the City Water division funded by the Water Reserve; and

THAT the purchases be made in accordance with the procurement policy.

2023-56

148 - 149 6. 2023-62  
HVAC System 900 Admin Building Repairs – WPCC

THAT Council approve the quote from Industrial Electrical Contractors Brockville Limited for the repairs to the HVAC system of the WPCC Administration building in the amount of \$67,930 (including net HST); and

THAT Council approve an additional \$27,930 from Wastewater Working Capital Operations Reserve.

2023-62

General Committee Agenda  
April 18, 2023

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- 150 - 152 7. 2023-65  
Main Sewage Pump Station – Engineering Design Services  
  
THAT Council approve the proposal from J.L. Richards for engineering design services for the design of the city's Main Pump Station located in Centeen Park in the amount of \$521,291.04 (including net HST); and  
  
THAT Council approve an additional \$200,000 from the Wastewater Working Capital Operations Reserve.  
[2023-65](#)
- 153 - 154 8. 2023-61  
Landfill Gas Collection System Decommissioning  
  
THAT Council approve the tender from Industrial Electrical Contractors Brockville Limited for the decommissioning of the landfill gas collection system in the amount of \$110,944.60 (including net HST); and  
  
THAT Council approve an additional \$4,944.60 from the Fiscal Policy Reserve.  
[2023-61](#)
- 155 - 156 9. 2023-63  
Purchase of Automated Front Gate - WPCC  
  
THAT Council approve the tender from Burchell's Fencing and Dixie Electric for the installation of an automated front gate in the amount of \$34,837.54 (including net HST).  
[2023-63](#)
- 157 - 158 10. 2023-64  
Purchase of 2500 Series Fleet Vehicles - WPCC  
  
THAT Council approve the purchase of two (2), 2500 series trucks from Gananoque Chevrolet Buick GMC Cadillac in the amount of \$142,175 (including net HST); and  
  
THAT Council approve an additional \$19,575 from the Wastewater Working Capital Operations Reserve.  
[2023-64](#)

General Committee Agenda  
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159 - 165 11. 2023-59

Amendments to Refreshment Cart By-law (052-2011)  
Mobile Refreshment Vehicle 2023 trial program

THAT Council authorize the amendment to By-law 052-2011, a by-law to License and Regulate Refreshment Carts to include the operation of Mobile Refreshment Cart for the 2023 season.

2023-59

0xx-2023 - Amend Refreshment Cart By-law to add mobile carts - trial period

### **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 passed by Consent Agenda:

166 - 175 1. 2023-60

Reduced Scents in The Workplace

THAT report 2023-60 Reduced Scents in the Workplace be received for information.

2023-60

2023-60 A1

176 - 178 2. 2023-67

2023 Federal and Provincial Budget Updates

THAT Council receive Report SR2023-67 for information.

2023-67

### **New Business from Committee Members**

Nil.

### **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 16, 2023.

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

Airport Commission

Arena Advisory Board

Heritage Brockville

Library Board

179 - 182 Museum Board

[Museum Advisory Committee Meeting - 16 Feb 2023 - Minutes](#)

[Museum Advisory Committee Meeting - 14 Mar 2023 - Minutes](#)

Railway Tunnel Committee

183 - 187 Tourism Advisory Committee

[Tourism Advisory Committee - 28 Feb 2023 - Minutes](#)

Youth Advisory Council



# Brockville

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Brockville  
Tourism Annual Report  
April 18, 2023  
1st Quarter Report

# Brockville Tourism, 2023

## Leveraging a Strong Foundation

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### Guiding Principles

1. High Touch, In-Market
2. Digital First Information Delivery
3. Data-Driven Decisions

### Customer Focused Goals

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

# Executive Summary

The initial Tourism Report for 2023 highlights the significant progress made by the tourism team in preparing for the upcoming 2023 season. Tourism has studied the challenges and successes of past years to ensure the best possible outcome for 2023.

With COVID restrictions behind tourism, Brockville is poised for an exhilarating season. The implementation of robust Ambassador and Stakeholder initiatives and effective digital marketing strategies will contribute to maintaining the momentum from the previous year.

## **Key Imperatives:**

1. Digital First
2. Win with the Regional Tourist
3. Target Audiences; Families, outdoor enthusiasts, history and culture
4. Data-driven decisions based upon historical success

## **Key Tactics for:**

1. Ambassador performance program
2. Stakeholder Roundtable
3. Social Media with the purpose to drive engagement
4. Strategic advertising spend
5. Coordination with partners

# 2023 Annual Tourism Report

## Background

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

The first contract (RFP-4) was for Marketing and Promotional Services and held an annual value of \$225,000.

The second contract (RFP-05) was for Tourism Information and Stakeholder Services and held a value of \$111,000. This contract's value was determined by 2020 collected MAT tax calculations.

The Aquatarium commenced Tourism Operations on January 1, 2021.

# Tourism Services and Stakeholder Management

Tourism is hitting the ground running in 2023 with a strong foundation in place. From our Visitor Centre to our social media channels, our team has diligently prepared for the upcoming peak season. Learning from previous years has provided valuable insights that have informed planning for all activities.

One such insight is the importance of hiring and securing Ambassadors early in the season. We recognize that having a dedicated team of knowledgeable and friendly ambassadors is critical to delivering an exceptional visitor experience. As such, we have prioritized this hiring process and have already secured our ambassadors on a full-time basis. We are confident that this early investment will pay dividends in ensuring visitors' memorable experiences in Brockville.

## Visitor Centres

Tourism's operational presence will be located at two strategic facilities. The primary Tourism Visitor Centre is situated within the Aquatarium at Tall Ships Landing, offering convenience to visitors. Additionally, the second location, a cabin situated within the Blockhouse Island Tunnel campus, has emerged as a hotspot for tourist engagement. The team is committed to delivering exceptional service at both locations and looks forward to providing visitors with a memorable experience.

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

Exterior and interior signage was developed to guide the tourist.

## The Ambassadors

The goals for the Ambassadors were to proactively engage visitors (directly meet with the tourists in the community) and to provide insights and meaningful suggestions to enhance and prolong their stay. Data from the visitor is captured by the Ambassador for several key reasons. First, it provides a pathway for automated marketing, and second it drives insights into future tourism decision-making.

A Digital Guide along with digital coupons supports the Ambassador in providing the tourist with the desired recommendations with a value add.

Reflecting on previous challenges with labour, Tourism is moving forward with full-time Ambassadors vs. a large contingent of part-time ones. Currently, the team consists of 1 Lead Ambassador, 2 Full-time Ambassadors and 2 part-time.

During peak times Ambassadors were scheduled to start at 10 am and finish at 8 pm.

Performance goals and metrics are being developed to ensure targets are met for the 2023 season.

## Social Media

As we embark on the 2023 tourism season our social media following has reached an impressive 14,000 on Facebook and 2,600 on Instagram. Our organic social media strategy has proven to be highly effective in engaging our fans and followers.

With a dedicated and disciplined approach, we will continue to deliver professional outreach throughout the season. Our focus will be on supporting the upcoming festivals and events, ensuring that our posts are timely, informative, and engaging. We are confident that our social media presence will attract tourists and enhance the overall visitor experience and contribute to the success of the season.

## Stakeholders, Events and Venues

Brockville Tourism is committed to fostering the growth and development of our stakeholders within the tourism industry. As such, we will continue to prioritize their engagement and involvement in our strategic planning through the continuation of our Stakeholder Roundtable. With over 300 stakeholders currently under our management, we recognize the importance of this foundational element in our efforts to further their growth and success.

Additionally, we are pleased to announce that the Brockville Tourism Summit will be returning in 2023. The success of the previous summit was instrumental in facilitating information sharing and building tourism networks across Eastern Ontario and Northern New York. We look forward to building on this success and continuing to provide a valuable platform for stakeholders to connect and collaborate.

## Key Events for 2023

The following are the current key events coordinated with Tourism activities.

- Mermaids
- Travelling Bricks / Aquatarium
- RibFest
- 1000 Island Regatta
- Cruising Program Sponsored Ads (RT09)

## Budget Allocation for 2023

### Tourism Services And Stakeholder Management Budget Allocations | \$291,000

#### Mobile Ambassador

- Fulfill a variety of customer-facing activities physical map, or electronic map exchange
- information dissemination through a digital version of the visitor guide.
- Leverage the Coupon Program
- Drive data collection

Full Year

2023 spend: \$71,000

#### Visitor Center

- Premiere location leveraging traffic from the Aquatarium
- Accessible entrance & location
- Signage both inside and outside
- Shared Resources

Full Year

2023 spend: \$55,000

#### Sales & Stakeholder Services

- Guest & Stakeholder relationship management
- Guest & Stakeholder communications and interactions
- Targeted promotion, sales and attraction initiatives
- Leverage Newsletter and Advisory Committee

Full Year

2023 spend: \$146,000

#### Operation & Capital

- CRM software
- Hardware
- Uniforms

Full Year

2023 spend: \$19,000

# Digital Presence, Advertising and Promotions

Our strategy is Digital First, with a focus on winning over the regional tourist market and targeting specific audiences such as families, outdoor enthusiasts, and history and culture seekers. Our approach is driven by data, with decisions based on historical success, enabling us to optimize our efforts for maximum impact.

## Digital Presence

### **Website**

The website will continue to be a pillar of our digital program. Key sections that will be updated are Things To Do, Eat & Drink, Places to Stay and the Events calendar.

Niche pages are being utilized to promote specific activities to specific target audiences.

### **Visitor Guides and Maps**

Showing success from previous years both the Guide and Map will be made available digitally.

Tourism is continuing with the printing of a 2023 Guide and Map. In a digital world, visitors remain that appreciate printed material.

### **Customer Relationship Management (SharpSpring)**

With over 16,000 members, our Customer Relationship Management (CRM) program continues to be a key tactic in engaging visitors who have shown interest in Brockville. Our database of members has grown significantly in recent years, enabling us to reach our target audiences accurately and with minimal cost.

By leveraging this resource, we are able to provide targeted and personalized communication to our members, keeping them informed about the latest events, promotions, and offerings in Brockville. This approach has proven highly effective in fostering visitor engagement and loyalty, while also providing valuable data and insights that inform our overall marketing and business strategies.

## Digital Advertising

Our planned advertising approach for 2023 includes promoting local events and festivals directly to the wider Ontario, Western Quebec, and Northern New York audience - with expanded target areas over 2022. Plans also include expanded partnerships with regional tourism partners, such as RT09 and 1000 Islands International Tourism.

In addition, there will be increased diversification of promotional efforts both in media and geography by utilizing QR codes, posters, swag, banners, itineraries, and niche pages.

Furthermore, advances in the website content and utilization of QR codes, niche pages, and itineraries will enhance the overall visitor experience.

Professionally developed and implemented, Facebook and Google Ads will be the backbone of Tourism's digital advertising.

## Budget Allocations

### Tourism Marketing and Promotion Services Budget Allocations | \$268,000

#### Marketing Admin

- Program strategy, Implementation and Oversight
- Analysis, Review, Reporting

Full Year

2023 spend: \$26,000

#### Digital Advertising

- FaceBook and Google
- Collaborative with RT09
- Highly Flexible
- Targeted Audiences

Full Year

2023 spend: \$160,000

#### Print & Collateral

- Visitor Guide
- Maps / Outside Magazine Ads
- Other promo materials and purchases

Early Year

2023 spend: \$59,000

#### Website

- Refresh
- Niche Pages
- Itineraries and packages

Majority in Early Year

2023 spend: \$23,000

## Funding & Support 2023

Brockville Tourism continues to seek out funding opportunities both for its operations and for its Stakeholders.

Currently, Tourism has submitted an application for **Canada Summer Jobs Wage Subsidy** in hopes of supporting the wages of Ambassadors.

Further funding opportunities will be explored as they arise.

# Appendix

## **Operational Reporting Structure**

### **RFP Contract 04**

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

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

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

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

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

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

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

### **RFP Contract 04**

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

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



# Tourism Update

## April 18, 2023

# Brockville

# Guiding Principles

1. High Touch, In-Market
  2. Digital First Information Delivery
  3. Data Driven Decisions
- 



Leveraging a Strong Foundation

# Contracts

- 1. Tourism Services And Stakeholder Management (RFP-04)**
- 2. Tourism Marketing and Promotion Services (RFP-05)**

The slide has a blue header with the word "Executive" partially visible. Below it is a large yellow circle containing the text "Executive Summary". To the right of this is a white circle with the letters "AQ". The main content area has a dark blue background with five yellow callout boxes, each containing an icon and text:

- AQ**: Migration of the Visitor centre from 10 Market street to **Tall Ships Landing**. This enhances the visitor's experience by leveraging the area's strongest tourism asset.
- Two people walking**: A proactive team of Mobile Ambassadors that enhance the visitors' experience through conversation, recommendation and guidance.
- \$**: Support a Mobile Ambassador program within the annual budget to build a year-over-year expected level of service.
- Geometric shapes**: Transform tourism services from passive information and delivery to active engagement.
- Location pin**: Keep tax dollars in regional eco-system.

**RFP-04**

# 2022, New Information

- Stakeholder Survey: majority of 2022 visitors (~75%) were from out of town.
- Captain Andy posted a record year for revenue.
- Brockville Islands saw 172 nights booked, 80~ were non-Brockvillians.
- Brockville saw 641 transient moorings.
- St. Lawrence Park booked 1,281 campers.
- Brockville Tunnel ~ no tracking available



# Tourism Services And Stakeholder Management

# Key 2023 Tourism Activities to Date

- Aquatarium / Mermaids
- Landsby RT09 partnership (\$15,000)
  - IG Influencer
- Cruise/Rail Ship FamTour
- Senior's Hockey Tournament
- 2022-23 Hockey Season
- OMCA - Bus trips for students
- Shows and Events
  - Brockville Wedding Show
  - Ottawa Outdoor Show
  - Toronto Outdoor Show
- Ambassador Team hired
- 2 Roundtable meetings (18 committee members)

# A Strong Start to the Season

- 16,000 CRM contacts
- 300 CRM Stakeholder contacts
- 14,000 Facebook followers
- 2,600 Instagram followers
- Working, engaged Tourism Roundtable

# Tourism Services And Stakeholder Management

## Summary

A proactive team of Mobile Ambassadors that enhance the visitors' experience through conversation, recommendation and guidance. Drive visitor data for enhanced engagement.

Continued development on Tourism Visitor Centres.

Continue to enhance stakeholder communication with a focus on accommodation, festivals and events

Professional, disciplined approach. Leverage Organic Social Media across all opportunities. Use local, relevant content and share user generated content.

# Tourism Services And Stakeholder Management

## Budget Allocations | \$291,000

### Mobile Ambassador

- Fulfill a variety of customer-facing activities physical map, or electronic map exchange
- information dissemination through a digital version of the visitor guide.
- Leverage the Coupon Program
- Drive data collection

### Visitor Center

- Premiere location leveraging traffic from the Aquatarium
- Accessible entrance & location
- Signage both inside and outside
- Shared Resources

### Sales & Stakeholder Services

- Guest & Stakeholder relationship management
- Guest & Stakeholder communications and interactions
- Targeted promotion, sales and attraction initiatives
- Leverage Newsletter and Advisory Committee

### Operation & Capital

- CRM software
- Hardware
- Uniforms

# Focus

- Ambassadors & Visitor Centre
- Advance Stakeholder Relations
  - Tourism Roundtable Committee
  - Annual Tourism Summit
- Organic Social Media, event & festival focused.



# **Tourism Marketing and Promotion Services**

# Tourism Marketing and Promotion Services

## Executive Summary

Digital Visitor's  
Guide

Print, and  
digital map

Strategic  
Promotional  
Planning

Digital  
Advertising

# Tourism Marketing and Promotion Services

## Budget Allocations | \$268,000

### Marketing Admin

- Program strategy, Implementation and Oversight
- Analysis, Review, Reporting

Full Year

2023 spend: \$26,000

### Digital Advertising

- FaceBook and Google
- Collaborative with RTO9
- Highly Flexible
- Targeted Audiences

Full Year

2023 spend: \$160,000

### Print & Collateral

- Visitor Guide
- Maps / Outside Magazine Ads
- Other promo materials and purchases

Early Year

2023 spend: \$59,000

### Website

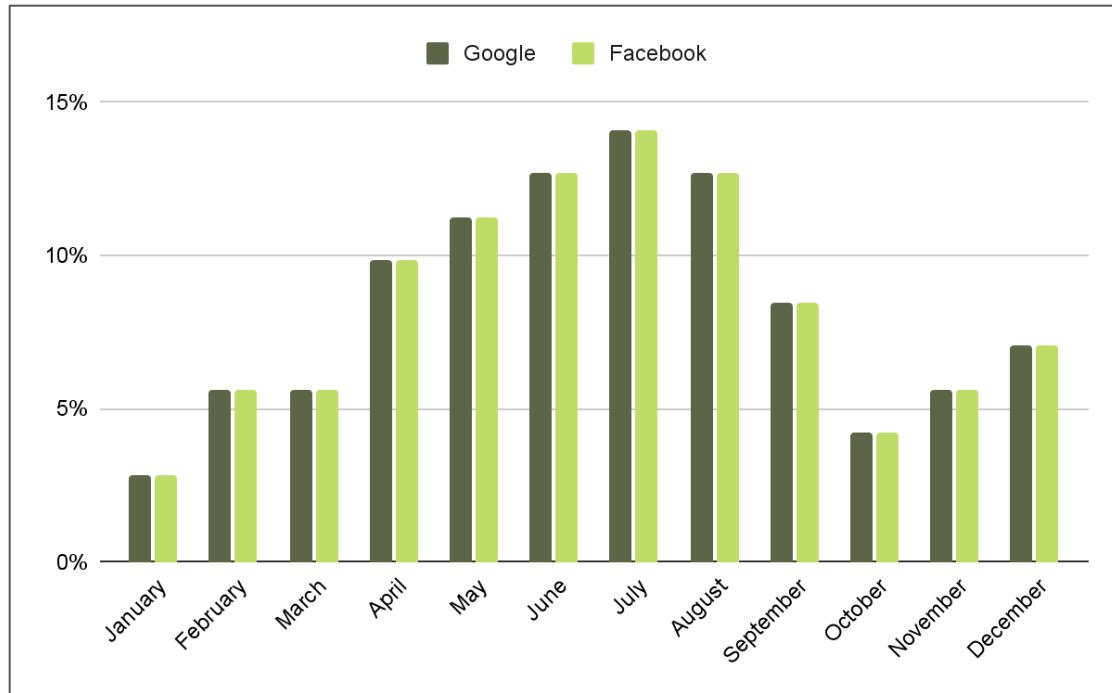
- Refresh
- Niche Pages
- Itineraries and packages

Majority in Early Year

2023 spend: \$23,000

# Tourism Marketing and Promotion Services

## Digital Ad Spend



# **Advertising & Promotional Imperatives**

1. Planned advertising approach
2. Directly, promote events and festivals
3. Target Ontario, Western Quebec and Northern New York
4. Strategically diversify of promotional efforts both in media and geography
5. Advance website content, utilization of QR codes, niches pages and itineraries
6. Expand partnerships with regional tourism partners

# Focus

- Digital First
- Win with the Regional Tourist
- Target Audiences; Families, outdoor, enthusiasts, history and culture
- Data driven decisions based upon historical success

# **Key Events, Festivals and Activities**

- Mermaids
- Travelling Bricks / Aquatarium
- RibFest
- 1000 Island Regatta
- Cruising Program Sponsored Ads (RT09)

# Questions

2022

# 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, Director/Curator*

2022 was almost the recovery year we had expected from 2021. Despite a public health closure to kick off the year that delayed plans to resume in-person offerings, 2022 did see a steady stream of visitors, more regular programming, and the return of museum volunteers. Unrelated to the pandemic (at least directly) workplans and recovery were hampered by unexpected staffing vacancies, changes, and challenges that delayed the return of some services and forced a re-thinking of how some services are delivered. Simultaneously, the City's hiring of a Cultural Services Manager propelled the museum into a period of governance transition. Despite the pressures these challenges and changes placed on the museum team and the museum's operation, 2022 was a year of renewal that (perhaps inadvertently) laid the foundation for the museum's post-pandemic recovery.

With most pandemic-related public health restrictions lifted by Spring, general visitation started to rebound, increasing by 275% over 2021. This was down only 38% from the museum's record-breaking 2019, ultimately positioning 2022 slightly above 2014 levels for total visitation. Admission donations exceeded all expectations, coming in only slightly below 2019 levels (which were record-breaking). This, despite an ongoing reduction in operating hours: for example, the museum was open 40% fewer hours in 2022 than in 2014 and 2019. All this to say that the museum team worked hard to respond to the challenges of the last few years by successfully implementing data-driven efficiencies when necessary.

Achieving these results asked a lot of an over-stretched team. 2021 had ended with a vacant permanent position that was ultimately eliminated to reallocate resources – solving some immediate challenges, but also shifting core responsibilities onto remaining positions. Then, mid-way through the year, the Interpretation & Public Program Coordinator position became vacant, bringing a swift halt to a program schedule that was just starting to rebound. The result of all these changes meant that a lot of the plans made for 2022 were significantly delayed, with many goals being bumped into 2023. But it also meant that after a year of transition, a newly organized team was established, ready for a fresh start in 2023.

Another renewal that took place in 2022 was the museum's Upper Gallery exhibit space on the second floor mezzanine of the Carriage Hall addition. This space had been closed since March 2020 but finally reopened in 2022 as an art gallery. This reimaging of how this space was used was the result of public consultation in 2020 that indicated interest in the museum having a space dedicated to changing exhibits of historic art, of which the museum has over 200 framed pieces. The inaugural exhibit featured works by members of the Brockville Arts School, most notably, Robert H. Lindsay.

An exciting achievement in 2022 was the development and implementation of an updated mission statement that more fully embraced community service. The Board of Management also approved an updated Exhibition Policy. And after a two year delay, the Canadian Conservation Institute was finally able to visit the museum and complete a Facility Assessment, identifying the needs of the collection.

2022 was a difficult year for the museum, but progress on goals were still made, visitors, participants, and volunteers began to return, and some semblance of pre-pandemic routines started to come into focus. The museum heads into 2023 in a period of optimistic transition ready to re-engage and energize audiences.

## **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
  - Virtual Offerings
8. Physical Plant
9. Community
  - Hours and Visitation
  - Volunteers
  - Community Outreach Activities
  - Media
  - Social Media
10. Human Resources

## **Governance**

In 2022, the Brockville Museum was governed by a publicly accountable Board of Management, appointed by the City of Brockville Council. In 2022 the Board of Management met thirteen times (all meetings were held virtually).

In 2022 the Board of Management included:

- Chair: Paul Naylor
- Secretary: Margaret Lawrence (until November)
- Members: David Buck, Joan Watt
- Council Member: Nathalie Lavergne

The Board presented the 2021 Annual Report to Economic Development, Recreation and Tourism Committee (EDRTC) on March 1, 2022.

In 2022 the Board of Management updated the museum's Mission Statement and approved a new Exhibition Policy (included in the appendix).

In November, the Board and City staff worked together to propose a transition from Management Board to Advisory Committee, which will take effect in 2023. This move will better align the museum within the City's organizational structure, especially with the recent creation of a Cultural Services Department.

## **Finance**

*Prepared by Natalie Wood, Curator/Director*

The Brockville Museum is owned by the City of Brockville; as such, the museum's annual budget is approved by Council. The Museum is presented as part of the Cultural Services budget. The City's contribution to the Museum's operating budget for 2022 was budgeted at \$335,133. Due to one-time Federal pandemic recovery funding and unexpected staffing vacancies/changes, the museum ended the year with a \$63,206 surplus.

<b>Expenses<sup>1</sup>:</b>	
<b>Staffing</b>	\$279,336
<b>Professional Development (&amp; Professional Memberships)</b>	\$886
<b>Office Expenses</b>	\$10,534
<b>Building Burden</b>	\$45,466
<b>Facility Maintenance</b>	\$4,539
<b>Collections &amp; Exhibits</b>	\$8,128
<b>Programs</b>	\$2,629
<b>Expense Total</b>	\$351,518

Although the Brockville Museum is principally supported by the City of Brockville, the museum is responsible for raising a certain amount of operating funds through earned revenues, including donations (including from the Friends of the Brockville Museum who contributed \$2,501 in 2022), admissions, rental fees and through programming and special events (note that many of these earned revenue streams continued to be impacted by ongoing pandemic restrictions and visitor behaviours). In 2022, the museum earned \$20,426 through these earned revenue streams.

The museum's ability to generate revenue continued to be impacted by COVID-19, which closed the museum for one month in 2022, and continued to impact how people gather. Staffing challenges and changes also contributed to a reduced capacity for the museum team to undertake revenue generating activities in 2022, including programming, room rentals, and group tours (these same staffing challenges/changes also meant lower than budgeted expenses). A change in the position of Interpretation & Public Program Coordinator meant reduced programming, however, programming managed to bring in 76% of the budgeted goal. Admission revenues were exceptionally good in 2022, despite the challenges, bringing in almost as much revenue as in 2019 (a record breaking year). It was room rentals that were weakest, bringing in only 7% of the budgeted amount. This was due in part to an ongoing reduction in demand for gatherings, and in part the result of reduced museum capacity stemming from reduced staffing levels.

Other operating funding sources include provincial and federal grants, such as Young Canada Works (YCW) and the Community Museum Operating Grant (CMOG) (\$27,176). Due to ongoing pandemic issues and staffing changes, the museum did not utilize the YCW program to hire summer students in 2022 (no students were hired). The museum did, however, receive an additional COVID-related federal

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<sup>1</sup> Based on actual spent amounts recorded as of February 3, 2023

grant to help mitigate losses and compensate for added expenses related to operating during the pandemic. This included \$31,818 in one-time pandemic-relief funding from the Federal government in 2022.

<b>Revenue<sup>2</sup>:</b>	
<b>Municipal Funding (Tax Levy)</b>	\$271,927
<b>CMOG (Annual Provincial Funding)</b>	\$27,176
<b>Canadian Heritage - COVID Recovery (one-time Federal Funding)</b>	\$31,818
<b>YCW (student employment grant – Provincial)</b>	0
<b>Program Revenue</b>	\$7,591
<b>Donations (inclu. from the Friends)</b>	\$6,550
<b>Admissions</b>	\$4,630
<b>Fees</b>	\$1,655
<b>Earned Revenue (not including operating grants)</b>	\$20,426

A copy of the 2022 Brockville Museum's general ledger report can be found in the appendix of this document (current as of February 3, 2023).

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<sup>2</sup> Based on actual recorded revenue amounts as of February 3, 2023

## Collections

*Prepared by Veronica Vareiro, Administrative Assistant/Registrar*

In 2022, the easing of Covid pandemic restrictions allowed the museum to begin bringing back volunteers in-person to continue the Open Drawer Project, with considerable precautions in place, including allowing only one person at a time in the volunteer workspace. The “Volunteer from Home” database and transcribing projects wrapped up when these volunteers came back in-person and we started the next phase of that project by going on the database and fixing and editing the catalogue records that had been identified in the “from home” tasks over the previous two years. New Visitor Service Attendant staff also helped with the Open Drawer Project. To date, a total of 23,224 artifacts (3D and Archival) have been entered into the database, a growth of 1,253 catalogued items. 11,875 have images attached to their record, an increase of 458 items from 2021. To date 18,878 objects are accessible to the public online.

In 2022, we continued following our Covid-19 Collections Policy, keeping staff safety in mind. For the most part we continued to only have potential donations come into the museum once it was accepted by the collection committee. Once objects entered the building, they were placed in short-term isolation before being handled by staff.

The Collection Committee met twice in 2022: first in June (virtually) and then in December (in-person). The museum accepted approximately 179 objects into its collection from 52 donors in 2022. Objects were a mix of some 3D, but mostly documents and photographs. Notable acquisitions included: an assortment of archival pieces and a cash register from the Dave Jones Sport Shop; a framed Brockville landscape pastel drawing by the artist Frederick Lock; and an industrial fan made in Brockville by Canarm. The continued lack of storage space to provide safe storage conditions for accepted objects continued to weigh heavily on our decisions when accepting objects. In 2022, lack of space was the main driver behind declining the offer of a boat called ‘My Love’ built by Gilbert Boat Works. In all, 54 objects were declined for a variety of reasons, as per our Collection Policy. 30 documents were added to our research files.

In 2022, the Upper Gallery Space was renovated. It is now a space where we can exhibit pieces from our large art collection. A smaller collection storage area was built in the Upper Gallery space (previously the Stetson Hat exhibit). It houses large and heavy pieces such as the cast iron stoves and pieces that were on display for the former Smarts exhibit.

The exhibit inventory was updated to reflect the exhibits that have changed and new exhibits that have opened. We currently have 268 objects on display in the museum galleries.

## **Conservation**

*Prepared by Veronica Vareiro, Administrative Assistant/Registrar*

In 2022, 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. The newly acquired cash register from the Dave Jones Sport Store also went through a cleaning to be placed on exhibit.

The selected art pieces that were on exhibit in the upper gallery from R.H. Lindsay, Hare, Buell and Wright 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.

We were finally able to hold the “Preserving Your Family Treasures” workshop, originally conceived for 2019. Each workshop was 2 hours in length and took place in-person at the Museum once a month for three months in the spring. The workshop was PowerPoint-based ending with a demonstration, a hands-on activity and a tour of the storage room that matched the topic of the workshop. Attendees took home a pamphlet specific to each workshop theme. The pamphlet consisted of point form notes from the presentation, do’s and don’ts, deterioration with photographs, further resources, supplier names for museum quality materials, terms and key words, detailed information on the most common objects in their collections and storage types. They also took home what they created in the hands-on activity. Goals of the workshop included answering common questions we receive about conservation and helping to improve the condition of objects that may be donated to the museum in the future. A net revenue of \$101.73 (not including staff time) was earned, plus left-over materials that were added to the museum’s inventory of conservation supplies.

After two years of pandemic-related delays, the Canadian Conservation Institute (CCI) was finally able to do their planned site visit to complete a facility assessment identifying areas of concern for the ongoing preservation of the museum’s collection. CCI staff toured both the museum building and offsite storage over two days in September. The complete report is expected in early 2023.

## **Research**

*Prepared by Veronica Vareiro, Administrative Assistant/Registrar*

The Brockville Museum received 71 requests for information in 2022. Research requests were answered by staff in the first half of the year and in August our volunteer researcher was back in-person to help answer requests. Answers to many of these queries were found in the museum's research files, as well as from a small library of books pertaining to the history of the area, the Museum database, and archival records. Any genealogical questions were forwarded to the Leeds and Grenville Branch of the Ontario Genealogical Society.

Requests, as usual, were many and varied. Among those was information on the artist T. Hare. We had many requests on old businesses and where they were located, such as the Woolworth building and banks. We had an interesting request for a newspaper clipping about a shooting by duel in 1851. We did find this clipping and it was very interesting. We had multiple researchers asking about the history of their homes and property. We had a few people reach out to us regarding conserving their historic objects. As we are not trained to do this service, they were directed to the Canadian Association of Professional Conservators.

We generated \$18.75 for research requests/printing and generated \$50 for use of photographs. A lot of our research requests were directed to the genealogical society. 2023 should see an increase in research revenue as part of the workplan is to catalogue a large section of the archives that include, large format photographs, maps, and ledgers.

## Exhibitions

Prepared by Natalie Wood, Curator/Director

The Carriage Hall's Upper Gallery was transformed into an art gallery in 2022. This mezzanine level has always posed a challenge for exhibit design due to the awkward layout. This was also some of the only exhibit spaces left in the museum not touched since before 2015. Building on community interest in incorporating an art gallery into the museum space, this space received a fresh coat of paint and was redesigned to house art. The first exhibit in this space featured works by members of the Brockville Arts School: Katrina Buell, RH Lindsay, Robert Wright, and Thomas Hare. The Brockville Museum is grateful to Hang Ups Creative Picture Framing for donating their time and tools to securely install the works. The exhibit ran May 16 – December 23. A virtual version of this exhibit was also created.



Building on the success of 2021, reproduced works by RH Lindsay were again installed outside on the museum's patio.

The Brockville Museum set up an exhibit at the International Plowing Match held in Kemptville in September. The display was a repurposing of the museum's 2019 exhibit on Brockville's Agricultural Past.

Exhibit	Description	Dates	Location	Type
<b>Brockville Art School</b>	Original works from the museum's collection by K. Buell, RH Lindsay, R. Wright, and T. Hare displayed.	May 16-December 23	Upper Gallery	Temporary
<b>Brockville Art School</b>	Original works from the museum's collection by K. Buell, RH Lindsay, R. Wright, and T. Hare displayed.	June – ongoing	Online	virtual
<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>Brockville's Agricultural Past</b>	A re-purposing of the museum 2019 exhibit for display at the IPM in Kemptville	September 17-24	Off-Site	Temporary

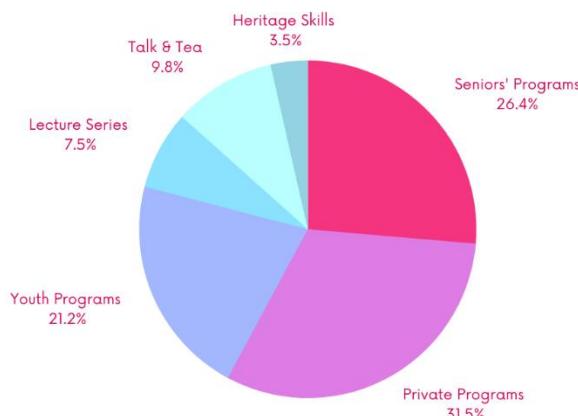
## Interpretation & Education

Prepared by Alice McMurtry, Interpretation and Public Programs Coordinator

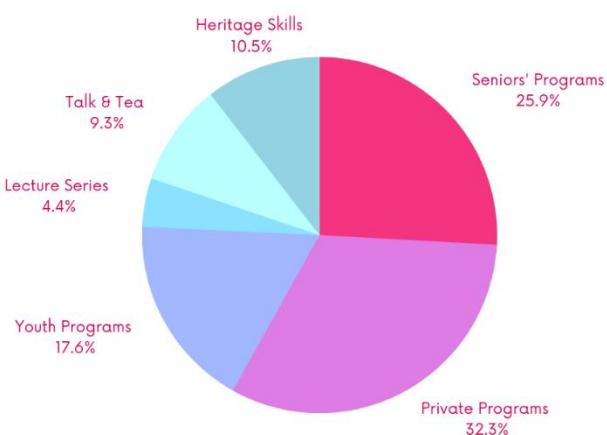
### Types of Programs

Museum programs offered in 2022 were similar to what was offered in 2021, although there was a notable increase in in-person programming. A synopsis of the programs and descriptions of each can be found in this report, classified under the following categories: Private Group Programs; Senior Programs; Youth Programs; General Interest Programs; and Virtual Programming.

Program Participation



Net Program Revenue



### 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 include walking tours; self-guided tours; step-on bus tours; group lectures; and speaking engagements. Fees accompany all private group programming.

#### Incoming Tours

- Programs Booked: 9
- Combined Attendance: 300

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

Lakeshore Excursions was one of the museum's primary booking organizations this year. The museum delivered:

- Two walking tours (tour route: Centeen Park > Blockhouse Island > Railway Tunnel). Due to inclement weather, these tours were changed to take place almost exclusively inside the Railway Tunnel.
- Three self-guided tours of the museum. Two of these tours booked a History Talk along with the self-guided tour. Groups were split in half and switched their experience at the 45-minute mark.

The third tour took place in September. Three different groups came to the museum at different timeslots.

- Two specially designed walking tours including a self-guided museum tour were booked, but were cancelled by the organizer. A 50% cancellation fee was collected.

The Ontario Heritage Conference booked two Step-On Bus tours. These tours took conference attendees on a bus ride around Brockville, while museum staff pointed out areas of historical and architectural interest.

### **Speaking Engagements**

- Programs Booked: 1
- Combined Attendance: 55

Speaking engagements are available for groups to hear about local history. These engagements are generally 45 to 60 minutes in length and can be booked for an organization's lunch meeting or any such gathering. One speaking engagement was booked by the Brockville Probus Club in 2022.

### **Senior Programs**

Seniors' programs are recurring history talks delivered to retirement homes, nursing homes, adult day centres, and senior day programs. Seniors' programs are an excellent way to bring the museum's message to the community and allow participants to socialize and share stories. This type of program enriches seniors' lives and further strengthens bonds between the museum and city residents.

Seniors' programs were booked consistently between January and June. There was a brief hiatus during the interim period when the new Interpretation and Public Program Coordinator assumed her role at the museum. Programming resumed in October 2022. Feedback for seniors' programs has been positive.

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

- Programs Booked: 19
- Combined Attendance: 166

#### **Virtual Seniors Talks**

- Programs Booked: 10
- Combined Attendance: 131

Nine virtual programs were presented for CPHC Adult Day Care and Seniors Centre Without Walls. These programs were delivered twice a month from January to June. Unfortunately, these programs did not resume in October given that CPHC Seniors Centre without Walls had low attendance.

One virtual program was created for Walker House in Prescott. This program was a virtual adaptation of the Painting Picnic program usually booked as a youth program. Paint kits were assembled by local art supply store Medium Effort and picked up by Walker House staff at the museum. Walker House staff distributed the paint kits to members. On the day of the program, participants logged into a Zoom presentation where they were taught about Prudence Heward and guided through the process of painting in Heward's art style.

### **Off-site Seniors' Programs**

The museum has created a variety of pop-up exhibits and activity kits to bring museum information into retirement homes. These include custom-made Heritage Skills DIY Kits and Mini-Muse Kits.

#### **Mini-Muse Kits**

Four Mini-Muse kits were rented over the course of the year to Bridlewood Manor. Development and supplies for this program came from the Rotary Club of Brockville who had previously funded Artifact Therapy. 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. To date there are four different Mini-Muse kits that have been created: Stetson Hats, Smarts, Brockville Postcards, and Brockville Pets.

Although Mini-Muse kits have been rented by Bridlewood, 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.

#### **Custom Heritage Skills DIY Kits**

30 Heritage Skills DIY Kits were made for Walker House. These kits used elements of previously made DIY kits from 2021.

Additionally, 10 mini-DIY Kits were made for Walker House. These kits were a scaled down version of the DIY kits previously offered, featuring just a couple of activities. These kits were based on folk art. Each kit contained supplies and information on tin punching, embroidery, and braided rugs. The information provided connected the skill to Brockville's history and historic examples in the museum's archives or collections.

### **Youth Programs**

- Programs Booked: 12
- Combined Attendance: 239

Youth programs are museum programs delivered to youth clubs, school groups, and homeschoolers. Youth programming began in-person once again in 2022.

### **School Groups**

Six classes participated in education programming this year. St. Mark's Catholic School in Prescott and St. Mary's Catholic School in Brockville booked end-of-year programs. Old Fashioned Games, Painting Picnic, and the Geo-History Challenge were delivered to six different classes. After conversations with the teachers, it has come to light that the Upper Canada School Board has made it very difficult for teachers to book field trips. This may be one of the reasons why schools with UCSB have not booked programs with the museum in recent times.

### **Homeschool Groups**

A private group tour and scavenger hunt was booked for 15 people for a homeschool group. Attempts to reach out to the group organizer to complete a post-program survey were not answered.

## Youth Groups

Two after-hours programs were delivered to the Brockville Cubs. One after-hours program was delivered to the Brockville Sparks. A daytime program was delivered to the 42nd Gloucester Brownies. A daytime program was delivered to the Leeds and Grenville Big Brothers Big Sisters in November.

## General Interest Programs

- Programs Booked: 12
- Combined Attendance: 181

General Interest programs are programs delivered by the museum that are open to the public. Some programs may require a ticket purchase or pre-registration.

## Annual Lecture Series

22 series tickets were sold for a combined attendance of 85 people who virtually attended the museum's Annual Lecture Series. This program is the museum's largest adult program, held every Tuesday in February. COVID restrictions in early 2022 prevented meeting in person, and the series pivoted to a virtual format. Tickets were purchased through the Brockville Arts Centre. After purchasing a ticket, a link was sent to ticket holders to watch the lectures live on Zoom or watch the recording later at their leisure. The number of lectures was reduced from five to four this year, which suited both the museum and audience.

2022 lecture series speakers and topics were:

- Alexander Gates: 125 Years of Fear & Fascination with the Automobile
- Suzanne Evans: Discovering Ethel Mulvaney & Her Starving Prisoners of War Cookbook
- Joanna Dean: Transgenic Goats and Taxidermied Bison: The Unnatural Lives and Afterlives of Museum Animals
- Dr. Eric Fillion: Art Matters in Canada-Brazil Relations (1940s-50s)

## Talk & Tea

Talk & Tea is a monthly program that occurs on the second Thursday of each month. Talks are 45 to 60 minutes in length and showcase aspects of Brockville's history. These are designed to be informal lectures; participants are encouraged to ask questions and share stories. Nine Talk & Teas were held in 2022 all in person starting in March. Participants were appreciative of the return to in-person presentations. The December Talk & Tea was cancelled due to staff illness.

2022 Talk & Tea topics were:

- From Horses to Horsepower: Automobile Industry in Brockville
- Brockville Churches
- Get Well Soon: Hospitals in Brockville
- Brockville Boat and Ship Building
- Shopping in 20<sup>th</sup> Century Downtown
- Made in Brockville
- Brockville's Agricultural Past
- Spiritualism & Superstition in Brockville
- Brockville Military Parades
- Smarts Foundry- cancelled

### **Virtual Programming**

As a result of COVID the museum adapted many of its programming to be available virtually in 2020 and 2021. This created a new expectation for on-demand content, even after in-person programming resumed in 2022. While virtual content creation was less in 2022 as a result of the resumption of in-person programming and the programming hiatus created by the change in Interpretation & Public Program Coordinator, the museum continued to work towards meeting audience expectations for on-demand virtual content.

### **Online Videos**

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

4 new videos were produced in 2022 as part of our ongoing Stories from the Stones series. These were viewed about 300 times on YouTube.

**Stories from the Stones** came back for a third season in 2022 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. Each video was filmed, when possible, at the gravestone of the discussed person. This year 4 videos were filmed: Emma Rose (working woman), Malloch family (cairn), Charles Dickenson (sheriff), and Wilfred Baker (WWI). Feedback to this series continues to be positive and plans to continue this series have been made if enough stories can be developed.

### **Summary**

Museum public programming was hindered by lockdowns in the beginning of 2022 and a staff transition in the middle of the year. The staffing change, in particular, involved a complete roll-back of all program offerings for three months, significantly impacting the building-back that was taking place in the spring. Virtual programming was a challenge given that many people were suffering from virtual burnout. A return to in-person programming in the latter half of the year was a welcome transition and started the ball rolling on the "building back" previously paused by the staffing change.

63 programs were delivered in 2022 to 1,112 people, bringing in a grand total of \$7,432.40.

Program Participation		2018*	2019	2020	2021	2022
Incoming/Private Groups		227	543	0	222 (off-site)	355
Youth		308 (65 off-site)	661 (140 off-site)	53 (28 virtual)	0	239
Senior (off-site)		689	742	155	218 (virtual)	337 (131 virtual)
General Interest		750	676	608	498 (248 virtual; 161 off-site)	197 (85 virtual)
<b>Total</b>		<b>1,974</b>	<b>2,622</b>	<b>816</b>	<b>938</b>	<b>1,128</b>

\*2018 offers a useful comparison for 2022 as there was also a staffing change in the position of Interpretation & Public Program Coordinator that year. It typically takes about 3 months for a new Interpretation & Public Program Coordinator to get programming up and running, about 6 months to build back the audience, and about 12 months to build consistency. Other than the implications of the ongoing pandemic (including being closed in January 2022), the most notable difference is that the new Interpretation & Public Program Coordinator started in February 2018 and in August 2022, so the affect of the absence and the gearing up/down is reflected differently in the numbers. All things considered, 2022 statistics show a very successful programming year.

## **Physical Plant**

*Prepared by Natalie Wood, Curator/Director*

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.

2022 incidents and maintenance included:

- In December 2021 the basement classroom door's window was broken. This was repaired in 2022 with new tempered glass and a wire mesh interior to improve security.
- The museum gardens had been largely neglected since March 2020, so some work went into cleaning them up in 2022. This included removing all contents (except two rose bushes) from the raised Beecher House gardens and applying a weed barrier and mulch, and seeding the north side of the main walkway back to grass (paid for by the Friends of the Brockville Museum). Volunteers also worked through the summer to weed, clean up, and reduce the maintenance requirements of plantings around the building. Preliminary conversations with the Beautification Committee about taking over the garden to the south of the main walkway were also had, with hopes of action in 2023.
- Locks were added to the bathroom doors this year to help reduce improper use of the museum's washrooms. This followed from a recommendation by Police to address loitering issues the museum had been experiencing.
- The Beecher House furnace was repaired with a new part. (January)
- Urinal in men's washroom required maintenance.
- A city-wide power outage in October caused a surge that took out the City's IT equipment that provides network and internet connection to City Hall. Network/internet access was out for five hours after power was restored before the IT department was able to get it working again.
- The museum's sign on Water St rotted and fell down in the summer. Although a replacement is expected as part of the City sign replacement program, as its replacement was not imminent, a neighbour and volunteer gardeners were able to temporarily reposition it.

The museum has a long history of water penetration issues. In 2022, heavy rains caused several issues:

- September: Besides water penetration in the usual places and the expected roof leaks (before the flat roof was replaced), the building experienced significant water penetration from one of the window wells on Beecher House, which caused water to pour into the Beecher House basement and splash onto the Beecher House electrical panel. These issues were addressed by removing debris from the well and installing a window well cover to help limit how much water enters the area.
- September & November: the emergency exit door in the main staircase of the 1995 addition leaked (as has happened in the past). This issue was addressed by clearing the eaves and applying new caulking around the awning over the door.
- November: A prolonged power outage in November meant the museum's sump pumps couldn't function, causing a highwater alarm to trigger. Although power was restored before there was any flooding, this incident did raise concerns for improving systems in the future.

- November: there were several water leaks in the museum, but most notably was the emergency exit in the Genealogical Society basement where water was coming in through the stone above the door quite significantly. This was the first time a leak of this nature had been identified in this location. Facilities will investigate opportunities to repoint the stonework on this wall in the future.

Significant capital investments undertaken in 2022 included:

- The transformation of the museum's "Annex" space: the Annex, the museum's former temporary exhibit space, was converted into the museum's new program/meeting room in early 2022 (having turned the former classroom space into collection storage at the onset of the pandemic). The Annex's transformation included several elements, including the installation of a door separating the space from the Carriage Hall. Through Canadian Heritage's "Making Cultural Spaces Safer during COVID" grant program, the museum was able to purchase and install an air purifying system into the HVAC system servicing the Annex, as well as purchase tables and chairs to furnish the space. This grant also covered the purchase of furniture for the patio for use as a program space.
- Two painting projects were undertaken in 2022. First, the painting of the Upper Gallery in preparation for the transformation of this space into an art gallery. Second, the museum's lobby was freshened up with new paint. The painting of these spaces freshened up these two neglected public areas making them feel much more welcoming.
- The flat roof section of the lobby was addressed this year. First, with the removal of the ceiling to identify the cause of a persistent leak and to carryout mould remediation. Second, with the removal and replacement of the roof itself. As a result of this work, the museum was closed to the public for about 3 weeks due to the noise and fumes.

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

In 2019 an application to the Canadian Conservation Institute for a Facility Assessment was approved, and had been scheduled for April 2020. Unfortunately, due to COVID-19 restrictions, this assessment was postponed. The assessment finally took place in September 2022, but the draft report was delayed and is now expected in January 2023.

### ***Health & Safety***

After making regular improvements to Health & Safety in 2020 and 2021 as a result of the City's hiring of a Health & Safety Coordinator, much of this work took a back seat in 2022 as the position was vacant for the entirety of the year.

The fire department conducted an inspection of the museum late in 2022 and made a list of required actions. The most notable item identified was the need to update the museum's fire safety plan. Facilities will be working with the museum to make the necessary improvements into 2023.

## Community

Prepared by Natalie Wood, Curator/Director

2022 saw a gradual return of many in-person, on-site services.

### Statistical Summary of Visitation and Museum Usage

# visitors	hours open	days open	# group tours	# room rentals	# website visitors
1385	1157	192	9 (300)	2 (42)	11,047

### Hours of Operation

In 2022, the museum building was open to the public for 192 days totalling 1157 hours. Public health measures related to the ongoing COVID19 pandemic meant that the museum was closed to the public in January and that proof of vaccination was required in February. By March, most such restrictions were lifted, with international boarder restrictions lifted by fall.

Staffing levels and related challenges had an impact on hours of operation in early 2022, but these generally stabilizing by July once Visitor Services Attendants were fully onboarded.

In 2022, the Museum's regular hours of operation were:

- January: Closed due to public health measures to combat COVID19
- February 2-May 20: Wednesday-Friday 10am-4pm
- May 21-July 2: Wednesday-Saturday 10am-4pm
- July 5-September 3: Tuesday-Saturday 10am-4pm
- September 5-16: Closed for maintenance
- September 19-December 23: Monday-Friday 10am-4pm
- December 24-31: Closed for holiday break

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

- The average duration of a visit was 39 minutes.
- The average admission donation was \$3.57 per person.

Easing of international board restrictions in the fall resulted in a brief fourth quarter increase in US and international visitors. We also saw an increase in visitors from Quebec as compared to previous years. 2022 summer season (Victoria Day – Labour Day) visitors visited from:

- Brockville: 25%
- Ottawa & Area: 22%
- Other Eastern Ontario: 7%
- GTA & SW Ontario: 17%
- Quebec 17%
- Other Canada: 4%
- USA: 6%
- Overseas: 2%

### Room Rentals

There were two room rentals in 2022. The Leeds and Grenville Labour Council held their annual Day of Mourning in April and the Ontario Heritage Conference rented a space for their conference in June.

## **Volunteers**

In late 2021, the museum's Community Engagement Officer retired, and the museum was unsuccessful at filling this vacancy in 2022. Since this position was responsible for the recruitment, training, and supervision of volunteers, this left a void in the museum's volunteer program. The staffing issue was compounded by two years of the pandemic that limited volunteer opportunities at the museum and recruitment, resulting in a decrease in museum volunteers through attrition. This was especially noticed in the roster of Front Desk volunteers, which had dwindled significantly. This limited museum operating hours early in the year. To address both issues (staff vacancy and volunteer attrition), a new staff position was created to replace front desk volunteers. This marked a dramatic change to the museum's volunteer program.

A new museum volunteer program was drafted in 2022 to reflect the museum's post-covid operations. This program represents a re-think of what roles volunteers play in the museum's operation, as well as how volunteers are recruited. The new program acknowledges that the museum no longer has a designated volunteer coordinator, but that volunteers will instead be supervised by staff based on the area of work they are engaged with. It also further standardizes and professionalizes recruitment and orientation. The new program will officially be launched in early 2023, but was used in late 2022 to onboard two new volunteers.

## **Recruitment**

Along with the creation of a new volunteer program, the list of active volunteers was reevaluated. At year-end, the museum's volunteer roster stood at 25. This represents a removal of all volunteers who had not returned to the museum since the onset of the pandemic (early 2020) for a variety of reasons. The new volunteer program did eliminate many pre-pandemic volunteer roles (particularly the front desk and baking), but all active volunteers, who expressed interest, were able to be reassigned to new roles. No new recruitment took place in 2022, but plans were put in place to resume recruitment with the new volunteer program in early 2023.

## **Volunteer activities**

Despite challenges and changes to the museum's volunteer program, volunteers continued to contribute significant time and energy into museum operations. Between February and June, volunteers filled the role of greeting visitors at the front desk (this role switched to a staffed position in June). Many of these volunteers transitioned to supporting Outreach activities during the summer, promoting the museum at community events or serving as Docents during group tours at the museum. Finally, August marked the in-person return of Open Drawer Project Volunteers, Researchers, and Cleaners.

In 2022 volunteer roles consisted of:

- Open Drawer Project: during the pandemic many of these volunteers worked on projects from home, but were able to return to their pre-pandemic projects, on-site, starting in August 2022.
- Gardens: very little work was carried out in 2020 or 2021 on the gardens, but in 2022 a small group of volunteers worked to clean up the neglect and simplify the gardens.
- Outreach: new for summer 2022, several of our previous front desk volunteers supported museum operations by going out in the community with our pop-up displays, attending events like Downtown Brockville's Shop the Street.
- Governance: Board of Management activities
- Research: helping to answer research requests

- Cleaning: helping to dust display cases and public areas

#### Hours

Volunteers contributed approximately 1,170 hours in 2022. The figure is approximate as changes in volunteer management resulted in not all hours being recorded. Overall, volunteer hours were down modestly from 2021, mainly as a result of eliminating the front desk as a volunteer position by June. That said, with the return of Open Drawer Project and Research volunteers to on-site activities, 2022 volunteer hours were still up from 2020.

#### Recognition

The museum was able to hold a formal volunteer appreciation, in-person, in October. This event offered an opportunity for museum volunteers to come together for the first time since early 2020. It was held in the museum's newly renovated Carriage Hall space and served as the official re-opening of that space. Volunteers who had reached milestone anniversaries (5, 10, 15, 20, 25, and 30 years) with the museum in any of the last three years (2020, 2021, or 2022) were recognized with years of service certificates from the Member of Parliament and the Member of Provincial Parliament.

#### Community Outreach Activities

The museum participated in four Downtown Brockville initiatives in 2022. These initiatives allowed the museum to showcase some of its offering to the general public, encouraging engagement with the museum either off-site or as part of a larger event. These types of events allow the museum to meet with members of the Brockville community who may not otherwise engage with the museum.

##### Shop the Street

- Interactions: 103 people

The museum participated in two Shop the Street DBIA events in July and August. Participating included a booth on King St. with a pop-up display. A volunteer "Outreach Committee" spearheaded these interactions.

##### Spook the Street

- Interactions: 16 people

The museum welcomed 16 trick-or-treaters to the museum as part of the DBIA's Spook the Street event.

##### Come Home for Christmas

- Interactions: 18 people

The museum welcomed 18 visitors to the museum as part of the DBIA's Come Home for Christmas event. Visitors were invited to make a tin-punch ornament as a craft to take home.

#### 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 2022 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 three press releases were distributed in 2022. These focused on promoting upcoming programs: Lecture Series, Preserving Your Family Treasures Workshop Series, and the museum's art exhibit.

## 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. The total number of website visitors (entries to the site) for 2022 was 11,047. This is up 2.5% from 2021, continuing an upward trend in the use of the museum's website.

## Digital Museum Site

We 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, and hosted through the free site, "Wix". This site served us well when the pandemic hit in March 2020, and continued to be an asset in 2021. In 2022 we added two virtual exhibits to the site, one, a version of our in-person exhibit on the Brockville Art School, and one expanding on our Talk & Tea presentation on 20<sup>th</sup> Century Downtown Shops. We also posted the new (3<sup>rd</sup>) season of Stories from the Stones.

Below is a table showing the number of "unique visitors" to the Digital Museum Site by month for 2022:

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
165	55	82	98	82	157	89	77	152	83	75	40

The increase in June is connected to the Ontario Heritage Conference held in Brockville. The Digital Museum Site was well utilized by attendees for a virtual exhibit on Historic Brockville Houses.

## Social Media

The Brockville Museum maintains active social media accounts on Facebook, Twitter, and Instagram. We also have a YouTube Channel. These virtual platforms proved even more important during the ongoing pandemic.

### 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 we do find that the audience is most interested in historical information, especially historical photos. Our audience on Facebook grew by 11.5% in 2022, bringing us up to 2,824 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).

In 2022, our top five posts averaged a reach of 7.9K.

Top Performing Facebook Posts of 2022:

	Reach
#TBT Ice Storm 1998 Anniversary	14.2K
#TBT Restoration of the Tunnel (Season Opening)	7.2K
#TBT Walker's Baker (announcing Leclerc coming to Brockville)	6.8K
#TBT Manitonna Hotel	6.2K
#TBT Dominion Grocery Store on King St.	5.3K

#### Twitter

While we continue to utilize Twitter, we don't prioritize it the same way we do Facebook given the limited reach we see with this platform. We continued to find, however, that Twitter is most helpful as a networking site to help us connect with other museums and stay on top of museum trends and best practices. To this end, most of our followers are other museums and most of the pages we follow are museums.

We saw an increase of just 3 new followers in 2022, bringing us up to 364 followers at year's end.

Overall, reach was very poor for tweets in 2022, with few reaching more than 200.

Top performing Tweets of 2022:

	Reach
Behind the scenes – Upper Gallery renovation	597
Lecture Series lineup announcement	515
Museum part of CPHC Friday Speaker series	417
Snow removal (thank you) archival image King St.	390
Hosted Gloucester Brownies	382

#### Instagram

We continued to create posts focusing on the daily tasks and special projects regarding the museum's collection. We posted 9 times in 2022. We gained 17 new followers in 2022. We have received encouraging comments and engagement from the public on their enjoyment of seeing our posts as well as received positive support from other museum and conservation institutions.

#### YouTube Channel

Our YouTube Channel continued to grow, albeit modestly, in 2022. We primarily use this platform as a depository for all virtual content, later linked to social media and/or our Digital Museum Site. We added just five videos in 2022, bringing us up to 103 videos. Most of the new content consisted of new episodes of our series, Stories from the Stones. We closed the year with 99 channel subscribers.

## **Human Resources**

*Prepared by Natalie Wood, Curator/Director*

### **Staffing**

Staffing levels changed dramatically in 2022. In late 2021, the museum's long serving Community Engagement Officer retired; recruitment in 2022 did not yield the desired results, so the funding for this position was reallocated towards the creation of a part time Visitor Services Attendant (filled by multiple personnel). The Visitor Services Attendants (job description in appendix) took over front desk responsibilities previously covered by volunteers (due to the pandemic and the lack of a Community Engagement Officer, volunteer resources had dwindled).

2022 also saw a personnel change in the position of Interpretation and Public Program Coordinator.

<b>2022 Staff Included:</b>	
<b>Curator/Director</b>	Natalie Wood
<b>Interpretation and Public Program Coordinator</b>	Peggy Hause (until June 24) Alice McMurtry (starting August 10)
<b>Administrative Assistant/Registrar</b>	Veronica Vareiro
<b>Visitor Services Attendants (PT)</b>	Michelle B. Tina S. Tara L. Rachel A.
<b>Summer Students</b>	n/a

We were successful in our application for a Young Canada Works summer student, however, due to the ongoing challenges of the pandemic and changes in the museum's own staffing, we did not accept the funding or hire.

### **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:

- “Cultural Heritage and Data Analytics - What, Why and Informed Decisions?” hosted by the Kingston Association of Museums
- “Textile Preservation” hosted by North Carolina Museum of History
- “Know Your Target Audiences by Tourism Product” hosted by Destination Ontario
- “Supervisor – Online Learning – All Modules – Version 3.0” training offered by Emerit Training Solutions
- “What’s in a Name: Rebranding Your History Organization” hosted by the Texas Historical Commission
- “The Digital Strategy - Intention through Application” hosted by the Ontario Museum Association
- “Reconciliation and UNDRIP for Small Museums Workshop” hosted by the Canadian Museum Association

- “Building Inclusive Tourism: Advancing Our Knowledge, Always Learning” hosted by Tourism Industry Association of Ontario
- “Back-to-the-office guide and tips to manage stress and anxiety” hosted by BounceBack
- “Understanding and Upgrading Your Collection Preservation Environment” hosted by Texas Historical Commission
- “Strategies for Acetate and Nitrate Negatives and Film” lead by Northeast Document Conservation Center
- “10 Things You Can Do to Make Your Business Accessible” presented by Tiao (Tourism Industry Association of Ontario)
- “Digital Preservation, a three-part series” hosted by the Saskatchewan Museum Association and lead by the Canadian Conservation Institute (CCI) and the Canadian Heritage Information Network (CHIN)
- “Fallen Statues - A Conversation About Public Space and History”, a seminar hosted by School of Cities, University of Toronto, and featuring a presentation by Gail Lord (co-founder of Lord Cultural Resources)
- “Creating Inclusive Exhibitions” hosted by Lord Cultural Resources
- “Can Organizations Center Community in their Volunteer Strategies?” hosted by the Texas Historical Commission
- “Description and Access for Anti-Black Archival Materials” hosted by the Association of Canadian Archivists
- “Foundations of Interpretation” hosted by the National Association for Interpretation
- “How To Prepare an Interpretive Program” hosted by the National Association for Interpretation
- “Soup-Slinging Syrup Showdowns - Why Galleries and Museums Are Increasingly Sites of Climate Protests” hosted by the BC Museum Association
- “Building community through diversifying partners and audience representation (Part 1)” presented by the National Trust for Canada
- “Sustainable Tourism Program” (part 1 & 2) presented by the Frontenac Arch Biosphere and GreenStep

The Interpretation & Public Program Coordinator attended the RTO 9 (Regional Tourism Organization region 9) Annual Tourism Summit and AGM - Celebrate, Rejuvenate, Thrive! held in Kingston in September.

The Curator/Director completed the final credit in the University of Victoria’s “Visitor and Community Engagement” Professional Specialization Certificate program, successfully obtaining the certificate designation. This program was completed at her own expense.

## **Appendix**

- i. 2022 General Ledger
- ii. 2022 Goal Tracking
- iii. Exhibitions Policy (2022)
- iv. Visitor Services Attendant job description (2022)
- v. Statistics Chart
- vi. Chronology of Events (1970-2022)

## 2022 General Ledger<sup>3</sup>

CITY OF BROCKVILLE GL Department Report				GL5330	Page:	1
Year	Period	Date :	Time :			
Year : 2022	Period : 12				Budget : Budget Values	
Description	Current	Year To Date	Budget	Variance	% Used	
<b>MUSEUM</b>						
<b>General</b>						
770022 Museum-Ont Specific Grants	-27,176	-27,176	-27,176	0	100	
770031 Museum-Fees & Service Charges	-1,514	-13,008	-17,300	-4,292	75	
770101 Museum-Wages & Benefits	0	0	-12,000	-12,000	0	
770125 Museum-Office Expense	-22,550	-31,818	0	31,818	0	
770618 Museum-Programs	-202	-7,591	-10,000	-2,409	76	
770101 Museum-Wages & Benefits	-51,443	-79,592	-66,476	13,116	120	
770115 Museum-HR Mgmt	32,809	279,336	325,309	45,973	86	
770125 Museum-Office Expense	111	1,992	1,500	-492	133	
770131 Museum-Building Burden	796	10,534	12,100	1,566	87	
770615 Museum-Curatorial	12,690	45,466	48,900	3,434	93	
770616 Museum-Exhibitions	578	7,390	6,600	-790	112	
770618 Museum-Programs	106	738	4,000	3,262	18	
770775 Museum-Facility Mtnce	138	1,523	3,200	1,677	48	
	4,326	4,539	0	-4,539	0	
	51,553	351,519	401,609	50,090	88	
<b>MUSEUM Total</b>	<b>110</b>	<b>271,927</b>	<b>335,133</b>	<b>63,206</b>	<b>81</b>	

<sup>3</sup> As available February 3, 2023.

## 2022 Goal Tracking

Goal	Spring Update (April 30)	Summer Update (August 31)	Year End (December 31)
Upper Gallery exhibit re-opens as an art exhibit and a grand re-opening of the Carriage Hall event is held	Upper Gallery emptied and painted; artwork selected for exhibit	Artwork hung and Upper Gallery art exhibition opened May 21	<ul style="list-style-type: none"> <li>“Official” opening held as part of Volunteer Appreciation event</li> <li>Next art exhibit being planned</li> <li>Mayor’s New Year’s Levee being held in this space</li> </ul>
Take advantage of Council’s declaration that 2022 is a Year of Arts & Culture in Brockville	May declared “Museum Month” at April 12 Council Meeting		
Resume focus on community engagement initiatives that increase visibility <ul style="list-style-type: none"> <li>Summer student(s) hired and attends community events/pop-ups</li> <li>Monthly media presence</li> <li>Seek out off-season opportunities to have a community presence</li> </ul>	<ul style="list-style-type: none"> <li>Summer student positions posted (and re-posted)</li> <li>Weekly radio interviews</li> <li>Monthly FYI (cogeco) appearances</li> <li>Invited to attend International Plowing Match in September</li> </ul>	<ul style="list-style-type: none"> <li>Summer Students not hired</li> <li>Volunteer Outreach Committee formed               <ul style="list-style-type: none"> <li>Attended Shop the Street</li> </ul> </li> <li>Weekly radio interviews</li> </ul>	<ul style="list-style-type: none"> <li>Hosted exhibit at International Plowing Match</li> <li>Participated in DBIA events: Halloween and “Come Home for Christmas”</li> <li>Weekly radio interviews</li> <li>Resuming regular FYI interviews</li> </ul>
Resume in-person programming: <ul style="list-style-type: none"> <li>Talk &amp; Tea</li> <li>Lecture Series</li> <li>Walking Tours</li> <li>Preserving Your Family Treasures Workshop</li> </ul>	<ul style="list-style-type: none"> <li>Talk &amp; Tea resumed in-person in March</li> <li>Lecture Series delivered virtually due to public health measures</li> <li>Preserving Your Family’s Treasures Workshop Series kicked off with first in-person session in April</li> </ul>	<ul style="list-style-type: none"> <li>2<sup>nd</sup> and 3<sup>rd</sup> Preserving Family Treasures Workshops held in-person, combined attendance 19</li> <li>Walking Tours not held due to staffing changes</li> <li>Talk &amp; Teas continued</li> </ul>	<ul style="list-style-type: none"> <li>Talk &amp; Teas continued</li> <li>Planning for 2023 Lecture Series (in-person)</li> </ul>
Resume programming with senior homes and schools <ul style="list-style-type: none"> <li>Mini-Muse Kits</li> </ul>	<ul style="list-style-type: none"> <li>Mini-muse rented by Royal Brock in January</li> <li>Regular in-person programing resumed in senior homes in March</li> </ul>	<ul style="list-style-type: none"> <li>5 school groups visited in-person in May-June</li> <li>Mini-muse rented by Bridlewood in August</li> </ul>	<ul style="list-style-type: none"> <li>Mini-muse rented by Bridlewood in September, October, and November</li> <li>Regular in-person programming resumed (again) with Senior facilities in October</li> </ul>
			<ul style="list-style-type: none"> <li>3 youth groups booked and attended programing at the museum</li> </ul>
Continue to build on the success of new virtual and remote programming: <ul style="list-style-type: none"> <li>Development of new Heritage Skills DIY Kits</li> <li>Production of new online videos</li> <li>Creation of Architectural Tour pamphlet</li> <li>New virtual exhibits are developed</li> </ul>	<ul style="list-style-type: none"> <li>Research and preparation of architectural tour pamphlet carried out, with publication expected in May</li> </ul>	<ul style="list-style-type: none"> <li>Architectural Tour booklet created and made available in multiple formats</li> <li>1 virtual exhibit created (Let’s Go Shopping)</li> <li>Interpretation &amp; Public Program Coordinator position vacant June 24-August 10</li> </ul>	<ul style="list-style-type: none"> <li>New series of “Stories from the Stones” videos filmed and released</li> <li>A second virtual exhibit was created (artwork by Lindsay)</li> <li>Filming for new video series (to be release in January) completed</li> </ul>
Return, engagement, and recognition of all interested pre-COVID volunteers <ul style="list-style-type: none"> <li>Updated volunteer program</li> <li>Recruitment of new volunteers</li> <li>In-person volunteer recognition event is held</li> </ul>	<i>Community Engagement Officer recruitment discontinued</i>	<ul style="list-style-type: none"> <li>Research volunteer returned in June</li> <li>Open Drawer project volunteers resumed in-person work in August</li> <li>Outreach Committee formed and engaged volunteers starting in July</li> <li>Cleaning volunteer started in July</li> </ul>	<ul style="list-style-type: none"> <li>In-person volunteer appreciation event held October 20</li> <li>New volunteer program guide drafted and (soft) launched with 4 prospective volunteers expected to begin in January</li> <li>Volunteer open house and official launch of new volunteer program planned for March</li> </ul>
2 museum policies (Standards) are updated			<ul style="list-style-type: none"> <li>New Exhibition Policy completed and approved by Board</li> <li>New terms of reference for advisory committee approved by Council (fulfills requirements for new Governance Policy)</li> </ul>
Improvements continue to be made regarding the care of the collection: <ul style="list-style-type: none"> <li>Address deteriorating negative collection</li> <li>Complete cataloguing of objects in archives filing cabinets</li> </ul>	<ul style="list-style-type: none"> <li>Cataloguing of objects in archives filing cabinets assigned to volunteer and project started</li> <li>CCI facility assessment scheduled for September</li> </ul>	<ul style="list-style-type: none"> <li>Registrar attended online workshop “Strategies for Acetate and Nitrate Negatives and Film”</li> </ul>	<ul style="list-style-type: none"> <li>CCI facility assessment completed in September               <ul style="list-style-type: none"> <li>Report expected in January</li> </ul> </li> </ul>
• CCI facility assessment is completed			
\$1,800 is raised through room rentals (using new fee schedule and new space)	<ul style="list-style-type: none"> <li>First room rental in two years held in April (\$126)</li> </ul>	<ul style="list-style-type: none"> <li>Rental by the Ontario Heritage Conference (\$67.80)</li> <li>\$172 total in room rental revenue</li> </ul>	<ul style="list-style-type: none"> <li>No new rentals (\$172 total room rental revenue for the year)</li> </ul>
\$4,500 in admission revenue and \$10,000 in programming revenue	<ul style="list-style-type: none"> <li>\$357 in gross admission revenue (8%)</li> <li>\$2,600 in program revenue (26%)</li> </ul>	<ul style="list-style-type: none"> <li>\$3,898 in gross admission revenue (86%)</li> <li>\$6,743 in program revenue (67%)</li> </ul>	<ul style="list-style-type: none"> <li>\$4,952 in gross admission revenue (110%)</li> <li>\$7,408 in gross program revenue (74%)</li> </ul>
A 10% increase in Facebook Followers <i>(2021 year-end baseline: 2,532)</i>	5.7% increase in Facebook followers (2,675)	9.8% increase in Facebook followers (2,779)	11.5% increase in Facebook followers (2,824)

## **Exhibitions Policy (2022)**

### **Introduction**

Exhibitions are one of the foundational functions of the Brockville Museum, serving to provide an important material and accessible link between the Brockville community and its history. To fulfill this function, the museum develops exhibitions subject to the objectives and terms set out in this policy.

### **Objectives and Terms**

1. Exhibits will be informed by community interest and need in accordance with the museum's mission and mandate. As such, the museum's exhibitions may include displays related to the social, industrial, commercial, political, artistic, and cultural history of Brockville.
2. Exhibitions can be on-site, off-site, or virtual, and take many forms including, but not limited to, single-case displays, text and/or image-only displays, and room-size displays.
3. The museum will have a (minimum) three-year exhibition plan that includes a mix of permanent, temporary and travelling exhibitions. This schedule will inform, and be informed by, the museum's most current five year Strategic Plan.
4. Travelling exhibitions from other institutions are to be encouraged providing that they complement the subject matter of the museum, and that they do not disrupt the normal activities or financial capabilities of the museum.
5. The museum may exhibit privately held objects and collections, subject to the museum's Collection Policy regarding loans and the objectives and terms outlined in this policy.
6. Human and financial resources allocated to plan, research, develop, evaluate, update, and maintain exhibitions will be appropriate to support a high standard of quality.
7. Staff involved in exhibition planning, research, preparation, and installation will have the necessary skills, training, and experience.
8. The museum is committed to inclusivity, respect, fairness, and ethical behaviour in its presentation of material and will ensure that all exhibits are composed in a manner free of bias, and with appropriate consultation, dialogue, and sensitivity.
9. As a community museum, the museum must respect both curatorial standards and public interests in the selection and presentation of exhibitions. Protecting the permanent collection so that artifacts in the collection remain intact for future generations and remain a valuable resource for study must be balanced against exhibition display.
  - a. Artifacts on exhibit will receive proper handling, cleaning and care by appropriately qualified staff in order to preserve their integrity.
  - b. Conservation Resource Notes will be consulted as to proper exhibition practices for artifacts on display when necessary.
  - c. Artifacts shall be rotated for the purpose of conservation, as is deemed necessary by their composition. To this end, not all artifacts in the collection will be displayed in any given year.
  - d. Exhibition and artifact preparation, where possible, will be confined to areas that are isolated from the collection. The museum will assess types of activities required in the

construction and installation phases and not engage in activities that would cause potential harm to the collection, or individual objects (e.g. use of solvents or aerosols, dust, and vibration). These activities will be consistent with the museum's Conservation Policy.

10. Exhibits will be made safe for visitors and staff by:

- a. placing hazardous materials in display cases
- b. adequately supporting, securing or providing barriers against heavy objects or moving parts that could cause injury
- c. training staff in the safe operation of exhibits
- d. meeting legislated requirements in the handling and display of firearms, should they be included in an exhibition
- e. meeting all municipal, provincial, and federal legislative requirements as they pertain to exhibit presentation (e.g. Ontario Building Code, Fire Prevention Act, Canadian Firearms regulations, Occupational Health and Safety Act, and Accessibility for Ontarians with Disabilities Act)

11. The museum will ensure that each exhibit is relevant, accurate, and effectively communicated by:

- a. establishing clearly defined objectives for each exhibit and evaluating exhibits against these objectives
- b. conducting ongoing research in support of exhibits to give a true and accurate evaluation of the exhibit topic or theme and its role in the history of the community
- c. engaging staff, volunteers, community groups, consultants and other experts in exhibit research, messaging, and design as needed
- d. making French-language translations of exhibition text available whenever possible
- e. ensuring all exhibition material is reviewed and approved by the museum Curator/Director before public display

12. The museum will ensure that exhibits effectively promote learning and enjoyment through:

- a. Inclusive and respectful representation and storytelling, including the incorporation of multiple and first-person voices
- b. The use of a variety of exhibit formats (e.g. text, photographs, video, audio recordings, virtual content, experiential, etc.) to address a variety of learning styles
- c. The use of a variety of interpretive techniques (e.g. hands-on, dialogic, etc.) to engage different learning styles
- d. The rotation of objects on display, when possible, to refresh exhibit experiences for the community's ongoing enjoyment
- e. The labelling of all artifacts on exhibit. Labels will have a professional appearance and be consistent with lettering styles and font sizes chosen by the museum. The donor's name is not guaranteed to appear on the identifying label
- f. Striving to be accessible and welcoming for visitors of all ages and abilities

13. This policy shall be reviewed annually by museum staff and shall be updated by the museum's governing body as required.

## **Visitor Services Attendant job description (2022)**

**CITY OF BROCKVILLE**



**BROCKVILLE**  
CITY OF THE 1000 ISLANDS

### **JOB DESCRIPTION**

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<b>POSITION:</b>	Museum Assistant
<b>DEPARTMENT:</b>	Museum
<b>REPORTS TO:</b>	Museum Curator/Director

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

Under the direction and supervision of the Museum Curator/Director, the Museum Assistant will serve a supportive role in daily museum operations, including interpretation and programming, outreach initiatives, collections management, and customer service. The Museum Assistant will be an integral member of the museum team promoting museum messages and increasing the museum's visibility in the community.

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

- Deliver established interpretive tours and programs to school, private, adult, senior, and tour groups
- Participate in community engagement and outreach initiatives, including representing the museum in the community at pop-up events and local festivals
- Assist with carrying out basic collection management procedures
- Assist researchers with public inquiries by telephone, e-mail, correspondence, or on-site visits
- Greet visitors, answer visitors' questions, and maintain an overall positive atmosphere to enhance the visitor's experience
- Assist with special events, presentations, and facility rentals
- Support the development of virtual content for the museum's social media channels
- Contribute to maintaining a safe environment for visitors, volunteers, and staff
- Perform other daily routine duties, light housekeeping, opening and closing, coverage for front desk, etc., as necessary
- Special projects as they arise
- Other duties as assigned

**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:**

- Post-secondary education in a related field, preferably with an advanced certificate from a recognized Museum Studies program or similar
- Excellent written and oral communication skill, including public speaking and presentation experience
- Experience developing and/or delivering interpretive education programs.
- Knowledge of basic Collections Management standards and best practices, including care and handling
- Familiarization with collections management databases
- Excellent organization and research skills
- Strong critical-thinking and problem solving skills
- Demonstrated ability to work with minimal supervision
- Basic computer skills, with experience using Microsoft Office Suite
- Ability to work independently and as part of a team.
- Interest in community history and willingness to learn Brockville's history

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

- Ability to communicate effectively in French

## **WORK EXPERIENCE:**

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

- Minimum of six (6) months experience working in a museum setting

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

- Experience working with diverse or special needs audience
- Experience programming for seniors
- Experience working with children
- Prior experience in a customer service role.

## **WORK ENVIRONMENT:**

- Typical office environment.
- Required to work evenings, holidays, and weekends as scheduled.

**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.

## 2022 Statistics Chart

Description	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
General Admissions	0	16	65	22	72	255	300	365	94	102	58	36	1385
Private Programs*	0	0	55	0	0	0	0	120	0	4	0	0	419
Youth Programs	0	0	16	0	0	0	75	30	34	4	0	0	143
Seniors Programs	40	29	43	29	26	15	0	0	0	15	30	0	208
General Interest Programs	0	23	44	20	28	30	21	4	18	29	7	16	240
Workshops	0	81	12	23	26	38	16	15	5	14	4	0	234
Community Outreach	0	0	0	0	0	0	0	0	0	0	0	0	0
On-Site Events	0	17	17	0	0	0	0	0	0	0	0	0	0
Off-Site Events	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Rentals	0	0	0	12	5	30	0	0	0	0	0	0	47
<b>TOTALS</b>	<b>0</b>	<b>186</b>	<b>191</b>	<b>86</b>	<b>178</b>	<b>616</b>	<b>365</b>	<b>434</b>	<b>219</b>	<b>199</b>	<b>136</b>	<b>68</b>	<b>2718</b>

\* Incoming group was changed to "Private Programs" in 2022 to better reflect audience

Genealogy Visitors	0	0	3	2	0	4	10	9	5	8	6	4	71
Research Requests	6	3	4	4	9	3	5	7	6	8	8	4	85
Website Visitors	1497	2562	2241	1800	2773	3057	3042	3056	1885	2012	1345	1253	26523
Collection Database Use	310	497	502	267	359	280	180	223	168	303	199	150	3438
Digital Museum Site (Unid)	165	55	82	98	82	157	89	77	152	83	75	40	1155
Volunteer Hours	42	121.75	185	161	140	65	50	106	80	80	57	55	1142.75
	2024	43.5	40.5	42.5	42.5	50.5	55.5	45.5	22.5	21.5	21.5	12.5	164.25

## 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 of 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 was 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 has begun. 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.

Working with Save Ontario Shipwrecks, the museum was able 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 Bigalow 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.



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 18, 2023
<b>Prepared By:</b>	Anne Shropshire, Manager, Cultural Services Lynda Ferguson, Director of Finance & IT Services Sandra MacDonald, City Manager/City Clerk
<b>Report Number:</b>	2023-55
<b>Subject:</b>	Business Case for establishing a Municipal Services Corporation Establishment of an internal Tourism Division

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## Recommendation

THAT Council authorize staff to establish a Tourism Division within the Administration Department reporting to the Manager of Cultural Services;

THAT Council approve and adopt the Business Case Study for the creation of a Tourism Municipal Services Corporation;

THAT Council authorize staff to begin the process to incorporate a Tourism Municipal Services Corporation;

THAT costs (up to a maximum of \$25,000) associated with establishing a Municipal Services Corporation be funded from fiscal policy; and

THAT staff provide progress reports to the General Committee on a bi-monthly basis or as required.

## Background

On June 19, 2020 the City of Brockville issued two RFPs for: (1) Tourism Information and Stakeholder Services and (2) Tourism Marketing and Promotion Services. Two submissions were received for each of these RFPs and following an evaluation, interviews, and written responses to the interview questions the panel recommended awarding the contracts to the Aquatarium at Tall Ships Landing (a partnership of agencies).

Having renewed the original one-year contract (2021) with the additional two one year renewals (2022 & 2023), the current tourism contract will end on December 31, 2023.

In 2018 the City of Brockville began collecting the Municipal Accommodation Tax (MAT), allowing for greater investment in tourism initiatives for the city. In late 2020 Council created the Cultural Services Division and a Manager of Cultural Services

position. The Manager of Cultural Services has been overseeing the existing tourism contract. The Tourism Advisory Committee was also created in the Fall of 2022.

For the last 20 years, Council has contracted the delivery of tourism to a third party. Tourism, pre-2020 is not the same as tourism 2023. The landscape has changed dramatically as the province continues to recover from COVID 19. Tourism businesses require different types of support, visitors' travel patterns have changed and many organizations have had to make a shift in how they provide services.

At the February 28, 2023 Council meeting, Council directed staff to explore options for tourism delivery and report back to the General Committee no later than March 21, 2023.

At the March 21, 2023 General Committee, the Committee directed staff to provide a report to the General Committee of April 18, 2023, with a detailed overview of the creation of a Municipal Services Corporation (MSC) for Tourism.

## **Analysis**

### **Municipal Accommodation Tax (MAT)**

*Ontario Regulation 435/17 "Transient Accommodations Tax"* prescribes the necessary provisions for municipalities to implement a Municipal Accommodation Tax. The Regulation requires 50% of the MAT revenue to be paid to one or more "eligible tourism entities". An "eligible tourism entity" is a not-for-profit entity whose mandate includes the promotion of tourism in Ontario or in a municipality.

On April 18, 2018 Council approved the implementation of a Municipal Accommodation Tax (By-law 020-2018) effective May 1, 2018 with an amendment to include a tax rate for Bed and Breakfast Establishments on June 26, 2018 (By-law 046-2018). MAT funds go into a reserve during the current fiscal year and then dispersed the following year.

A number of other municipalities have, as a result of the MAT regulation, established or are taking steps to establish a Municipal Services Corporation (MSC). Staff have consulted with municipalities that collect MAT to better understand their tourism delivery models. They include: Prince Edward County, City of Cornwall, Kingston Accommodation Partners, Ottawa Gatineau Hotel Association, City of Vaughan.

### **Municipal Services Corporation (MSC)**

*Under Regulation 599/06 "Municipal Services Corporations"* a MSC may be a share capital corporation or non-share capital (membership-based) corporation.

As an "eligible tourism entity" it is required to be a not-for-profit to receive 50% of MAT revenue for the provision of marketing and promotion, staff propose the MSC to be a

non-share capital corporation under the *Ontario Corporations Act* and that the City be its sole voting member. This approach is in compliance with *Ontario Regulation 599/06*.

*Ontario Regulation 599/06* also prescribes that prior to incorporation of a MSC, the City is obligated to adopt a business case study (attached as Appendix One) with the support of public consultation in relation to the proposed corporation.

Staff propose that establishing a MSC allows Council to direct 50% MAT funds for the provision of marketing to the corporation. The MSC would then contract the City Tourism office to deliver marketing services through a Service Agreement. Product development, visitor and stakeholder services would be delivered by the City funded by the tax levy, as is the current contracted service. This arrangement would ultimately bring all of tourism delivery within the City, delivered by City staff, accountable directly to Council.

### **Establishing an Municipal Services Corporation**

*Ontario Regulation 599/06* prescribes a municipality may establish a corporation only if the municipality by itself, or together with one or more public sector entities, establishes the corporation and the corporation's purpose is to provide a system, service or thing that the municipality itself could provide.

The establishment of a MSC would create a not-for-profit arm's length corporation for the provision of tourism marketing, meeting the requirements of an "eligible tourism entity" under the *Ontario Regulation 435/7 "Transient Accommodations Tax"*, therefore allowing Council to direct 50% MAT funds for marketing to the MSC.

### **Business Case Study**

A business case study must be adopted by Council to fulfill the requirements of Ontario Regulation 599/06 governing Municipal Services Corporations. Staff have prepared a business case study for a MSC which includes the Corporation's purpose, rationale, market research, objectives, governance, framework, financial management, public accountability and reporting (Appendix One).

### **Consultation and Feedback**

Further, *Ontario Regulation 599/06* states that before establishing a corporation, a municipality shall consult with the public about the proposal to establish a corporation.

Working with the Brockville & District Chamber of Commerce and the DBIA, staff identified key tourism stakeholders. Staff engaged with a total of 95 stakeholders through surveys, one-on-one discussions and a virtual meeting. Stakeholders represented the following tourism sectors:

- 11 Accommodation partners
- 30 Businesses
- 11 Attractions
- 5 Museums/Galleries
- 16 Event/Festival organizers
- 12 Activity/Recreation providers
- 9 Tourism Advisory Committee members
- Aquatarium in their role as the Destination Marketing Organization (DMO)

Stakeholders were asked three questions:

- What would you consider the benefits to this tourism model?
- What may be some concerns you would have with this tourism model?
- What would your expectations be of a City delivered tourism service regarding (1) visitor services, (2) stakeholder engagement and (3) marketing/promotion going forward?

Members of the City's Tourism Advisory Committee were asked an additional question:

- What role do you see the City's Tourism Advisory Committee playing in this tourism model?

Staff arranged a virtual meeting with the accommodation partners, held on April 12, 2023.

Stakeholders felt that the benefits of this tourism model would create efficiencies and better integration with City services, more strategic long-term planning in line with other City strategic plans, more oversight and transparency and working more closely with stakeholders.

Concerns highlighted from the stakeholders were the possibility of increased bureaucracy or 'red tape', insufficient staffing and resources, allowing staff sufficient scope of autonomy to operate, regular contact and updates with stakeholders and transparency.

Expectations of stakeholders ranged from providing a more robust professional presence, well-marked tourism centre and tourism kiosks, meaningful stakeholder engagement and involvement, support for stakeholders (funding, training), stronger presence and voice to tourism through centralized marketing, data driven deliverables with measurable benefits and a long-term tourism development strategy.

Members of the Tourism Advisory Committee felt it was not their role to run tourism, rather keep tourism staff apprised of changes in the landscape that might help shape the direction for tourism and to use their insight and expertise in their sectors in the development of strategic plans and tourism management plans.

### Steps to Incorporation

In order to proceed with the establishment of the MSC, all requirements outlined above must be satisfied as per Ontario Regulation 599/06. Once satisfied, an application must be made to the Province to incorporate a non-share capital corporation in accordance with the Ontario *Corporations Act*. The MSC will be created by the filing of an application for incorporation by way of letters patent to be drafted by external legal services that will include the following:

Name of Corporation  
Address of the Head Office  
(Interim) Board of Directors  
Objects of the Corporation

The relationship between the City and the Corporation on matters of mutual interest, including City assistance to the Corporation, shall be managed by an Agreement.

### Tourism Operations

After an organizational review and re-alignment in the Fall 2020, Council created a Cultural Services division. Council noted that the Economic Development Office focus needed to be more streamlined on core economic development activities. The separation of the BAC & Tourism from Economic Development and into Cultural Services created a consistent staff person to oversee city-owned cultural assets and the tourism contract.

A Tourism Division would be established within the Cultural Services Department. Tourism within the City would see the Manager of Cultural Services oversee the delivery of tourism with support from a dedicated tourism team. The Manager of Cultural Services would continue to be the liaison with the City's Tourism Advisory Committee and would also provide administrative support to the MSC (equivalent of .25 FTE) (Appendix Two - Governance).

Working within the current tourism budget parameters (\$516,388 for 2023 from the tax levy and MAT), three positions would be created for the purpose of delivering tourism. These positions would be responsible for product development (itineraries and packages), visitor and stakeholder services and marketing of Brockville as a tourism destination. Tourism staff would play a vital role in the development and implementation of tourism strategic plans, operational plans and a tourism management plan. (Appendix Four)

### Staffing complement for past and proposed tourism delivery

\*Does not include seasonal staffing.

### Tourism Delivery

Economic Development	Manager of Economic Development (approx. 0.25 FTE)
Brockville & District Chamber of Commerce	Tourism Manager (1 FT) Visitor Centre Coordinator (1 FT) Marketing and Merchandising (1 FT)
Aquarium	Aquarium Executive Director (approx. 0.2 FTE) Marketing (1.5 FTE) Visitor Services (1 FT)
Proposed new division	Tourism Development Coordinator (1 FT) Tourism marketing Coordinator (1 FT) Visitor Services (1 FT)

### Staff complement

Manager of Economic Development (approx. 0.25 FTE)
Tourism Coordinator (1 FT)
Tourism Manager (1 FT)
Visitor Centre Coordinator (1 FT)
Marketing and Merchandising (1 FT)
Aquarium Executive Director (approx. 0.2 FTE)
Marketing (1.5 FTE)
Visitor Services (1 FT)
Tourism Development Coordinator (1 FT)
Tourism marketing Coordinator (1 FT)
Visitor Services (1 FT)

### Budget

Currently, the contract with the Aquarium for tourism delivery is funded through the tax levy and 50% MAT. For the current fiscal year (2023), \$251,108 of the tourism budget is funded from the tax levy and \$263,194 is funded through 50% of MAT funds. Staff propose using the same funding model as the 2023 contract. This will continue to see tourism funded through the tax levy and 50% MAT. In future years, Council may wish to use 100% MAT funds to fund tourism, removing tourism completely from the tax levy.

### Proposed 2024 Tourism Budget

		Funding Source
Wages and Benefits	\$289,778	Tax levy & MAT
Other Expenses (Office, Bldg burden, travel, etc.)	\$46,054	Tax levy
Marketing/Promotion	\$175,000	Tax levy & MAT
MSC Admin fee	\$3,000	MAT

### Tourism Office

Staff propose using a location within City Hall as the main Visitor Centre that will be staffed and open year round. By bringing tourism into City Hall, there may be a need for refurbishment/addition of public washrooms and segregating an area to operate during non-regular City business hours.

### Next steps and timelines

1. Approve and adopt the Business Case Study for the creation of a Tourism MSC (April 2023)
2. Work with legal counsel to begin incorporation of a Tourism MSC as outlined in the Business Case Study (April - September 2023)
3. Appoint an interim board to establish corporate by-laws, corporate policies and procedures, draft an agreement on matters of mutual interest between the City and the Corporation and intellectual property certificates (May - September, 2023)
4. Establish a Tourism Division (on-going, complete by December 2023)

### **Alternatives**

In the absence of a Corporation, the City would have to allocate 50% of the MAT revenues and responsibility for marketing Brockville to an external organization or agency, over which the City has no direct control or oversight.

Council may wish to continue with third-party delivery of tourism, therefore staff would proceed with developing a new RFP.

### **Financial Implications**

Recognizing that there are costs associated with establishing a Municipal Services Corporation, staff recommend that (a maximum) \$25,000 come from fiscal policy.

### **Conclusion**

Establishing a MSC allows Council to direct 50% MAT funds for the provision of marketing to the corporation. The MSC would then contract the City Tourism office to deliver marketing services through a Service Agreement using the current funding model (tax levy and MAT). Product development, visitor and stakeholder services would be delivered by the City through the tax levy. This arrangement would ultimately bring all of tourism delivery within the City, delivered by City staff, accountable directly to Council.

Approved by:	Status:
Anne Shropshire, Manager, Cultural Services	Approved - 13 Apr 2023
Lynda Ferguson, Director of Finance & IT Services	Approved - 13 Apr 2023
Sandra MacDonald, City Manager/City Clerk	Pending

Attachments:

[Appendix One MSC Business Case Tourism](#)

[Appendix Two Proposed Governance MSC and Tourism](#)

[Appendix Three Proposed Budget](#)

[Appendix Four Proposed Roles and Responsibilities](#)

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Tourism Promotion Entity  
“Brockville Tourism  
Corporation”  
Business Case study



Prepared pursuant to the Section 6 of Ontario Regulation 599/06

“Municipal Services Corporations”

Enabled by section 203 (4) of the Municipal Act, 2011, S.O. 2001, c. 25  
as amended

April 18, 2023

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Pursuant to *Ontario Regulation 435/17: Transient Accommodation Tax*, the City of Brockville must provide at least 50% of the MAT revenues with one or more designated “eligible tourism entity” defined as a not-for-profit organization whose mandate includes the promotion of tourism in the municipality and must be used for the purpose of tourism promotion including the development of tourism products.

The City of Brockville is proposing to establish a Municipal Services Corporation to serve as the tourism promotion entity in Brockville. It is important that an effective governance model for the Corporation be established to support the long-term sustainability and effectiveness of its mandate, funding, programs, infrastructure and stakeholders.

*Ontario Regulation 599/06* requires the City to prepare a business case study, to consult with the public about the proposal to establish the corporation and to obtain approval of the business case by Council Resolution or By-law. In developing this business case study, consultation with the public was undertaken. The business case study presented herein fulfills the requirements of *Regulation 599/06*.

## 2. Purpose

The City proposes to incorporate a non-share capital corporation under the *Corporations Act (Ontario)* with the City as the sole shareholder.

This business case will provide information on the governance framework for the proposed Corporation. Specifically, this business case:

- i. Sets out the objectives of the Corporation, mandate, guiding principles, governance structure, reporting activities and financial considerations.

- ii. Constitutes the provincially required business case for the proposed Corporation, prepared pursuant to *Section 6 of the Ontario Regulation 599/06 "Municipal Services Corporations"* made under *Section 203 (4) of the Municipal Act, 2001, S.O. 2001.*

### **3. Legislative context**

#### **3.1 Municipal Services Corporation**

A Municipal Services Corporation such as the one proposed herein may be established under *Section 203 of the Municipal Act, 2001* and pursuant to *Ontario Regulation 599/06*.

#### **3.2 Council approvals**

On April 10, 2018, Council passed a bylaw to Impose a Transient Accommodation Tax (MAT) effective May 1, 2018 (By-law 020-2018) with an amendment to include a tax rate for Bed and Breakfast Establishments on June 26, 2018 (By-law 046-2018).

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The intended benefits of establishing a Municipal Services Corporation are as follows:

- i. The Corporation satisfies the Province's requirement for a qualified local tourism organization that serves as a destination marketing organization and to make use of the 50% allocation of the MAT tax revenues;
- ii. The Municipal Services Corporation model provides more accountability, corporate responsibility, oversight and reasonable controls resulting from having a separate legal entity with a board of management to carry out municipal objectives as the municipality as the sole voting member;
- iii. Allows for private and not-for-profit sectors to share a common vision and direction for tourism and destination marketing;

- iv. The Corporation shall have access to City resources and industry expertise in the areas of destination marketing and strategic tourism investment planning through the involvement of experienced community stakeholders, City staff and external resources;
- v. The establishment of a Corporation leverages operational efficiencies offered by the City resulting in positive benefits of greater funding dedicated to marketing purposes;
- vi. The City, as sole member, will be responsible for selecting and electing the Board of Directors and any officers and may establish a governance framework for decision-making, strategic planning, budget and business plans and corporate policies.

In the absence of a Corporation, the City would have to allocate 50% of the MAT revenues and responsibility for marketing Brockville to an external organization or agency, over which the City has no direct control or oversight.

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### 5.1 Consultation

Working with the Brockville & District Chamber of Commerce and the DBIA, staff identified key tourism stakeholders. Staff engaged with a total of 95 stakeholders through surveys, one-on-one discussions and a virtual meeting. Stakeholders represented the following tourism sectors:

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- Aquatarium in their role as the Destination Marketing Organization (DMO)

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There were 32 responses to the survey covering all sectors identified above, representing a 34% response rate. Stakeholders were provided a

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Stakeholders were asked three questions:

1. What would you consider the benefits to this tourism model?
2. What may be some concerns you would have with this tourism model?
3. What would your expectations be of a City delivered tourism service regarding (1) visitor services, (2) stakeholder engagement and (3) marketing/promotion going forward?

Members of the City's Tourism Advisory Committee was asked an additional question:

1. What role do you see the City's Tourism Advisory Committee playing in this tourism model?

Staff also arranged a virtual meeting with the accommodation partners.

Stakeholders felt that the benefits of this tourism model would be created efficiencies and better integration with City services, more strategic long-term planning in line with other City strategic plans, more oversight and transparency and working more closely with stakeholders.

Concerns highlighted from the stakeholders were the possibility of increased bureaucracy or 'red tape', insufficient staffing and resources, allowing staff sufficient scope of autonomy to operate, regular contact and updates with stakeholders and transparency.

Expectations of stakeholders ranged from providing a more robust professional presence, well-marked tourism centre and tourism kiosks, meaningful stakeholder engagement and involvement, support for stakeholders (funding, training), stronger presence and voice to tourism through centralized marketing, data driven deliverables with measurable benefits and a long-term tourism development strategy.

Members of the Tourism Advisory Committee felt it was not their role to run tourism, rather keep tourism staff apprised of changes in the landscape that might help shape the direction for tourism and to use their insight and expertise in their sectors in the development of strategic plans and tourism management plans.

## 6. The Corporation

### 6.1 Mission

The mission of the proposed Corporation will be to market and promote Brockville as a destination for tourists, festival attendees, sport attendees and business travellers. With support from accommodation partners, tourism operators, festival organizers, sports groups, attractions, food and retail establishments, community organizers and the City of Brockville's Tourism division, the Corporation will research, develop and implement destination marketing and promotional programming to grow Brockville's tourism industry.

A long-term marketing plan shall be developed within the initial two-year period.

### 6.2 Guiding Principles

The Corporation shall be guided by the following proposed principles. They function as guideposts in future decision-making throughout the Corporation's lifecycle irrespective of any changes in leadership, goals, strategies and activities.

- i. The Corporation will take a leadership role in promoting and marketing Brockville as a leading destination for tourism, leisure and business travel with an emphasis on promoting overnight stays.
- ii. The Corporation is a supportive partner to the Brockville & District Chamber of Commerce, DBIA, County of Leeds and Grenville, Regional Tourism Organization(s), other business, government and not-for-profit organization in delivering programming that attracts greater spending and investments in Brockville. The Corporation will ensure its work is complementary to work done by others.
- iii. Accommodation partners, tourism attractions and affiliated service providers have significant insight and expertise and will be considered and consulted.
- iv. The Corporation will undertake its work based on objective decision-making process that is accountable and transparent, resulting in city-wide benefits.
- v. The Corporation will develop and implement tourism marketing strategies that reflect Brockville's unique character, its cultural and built heritage, diverse communities, social and cultural

traditions, recreational and sports assets and business development opportunities.

### **6.3 Corporate Objects**

It is proposed that the City incorporate a non-share Corporation for the delivery of the following specific tourism services:

- i. Promotion of the City for the purposes of attracting tourists and visitors, thereby generating overnight stays and associated economic spin-offs;
- ii. Conduct targeted market research identifying tourism opportunities in Brockville;
- iii. Develop multi-year marketing plans and strategies that address Brockville's strategic goals for a strong tourism and business destination;
- iv. Support and facilitate growth and development of local tourism sector by identifying and promoting opportunities for new tourism-related infrastructure and service investments that will generate positive economic growth in Brockville;
- v. Facilitate a high level of collaboration among the city's tourism industry and the City.

### **6.4 Corporate Governance**

In order to proceed with the establishment of the corporation, an application must be made to the Province to incorporate a non-share capital corporation in accordance with the *Ontario Corporations Act*. The Corporation will be created by the filing of an application for the incorporation by way of letters patent to be drafted by legal services that will include the following:

- Name of Corporation
- Address of the Head Office
- (interim) Board of Directors
- Objects of the Corporation

The Board of Directors will have oversight and key decision-making roles with respect to the operation of the Corporation. Staff will bring back a report to council prior to September 2023 with recommendations relating to the Board of Directors composition, corporate by-laws, operating and asset transfer agreements, 2024 budget and other details to bring the organization to a complete stage of operation.

### **6.5 City Assistance to the Corporation**

Pursuant to *O.Reg 599/06 (15)*, the City shall provide the services of employees of or persons under contract with the City. More specifically, the Corporation shall receive assistance from City staff comprised of the Manager of Cultural Services, Tourism Development Coordinator and Tourism Marketing Coordinator to assist the Board in managing and operating the Corporation.

The initial headquarters of the Corporation shall be Brockville City Hall located at 1 King St W, Brockville, Ontario. The City shall assist the Corporation with office space, IT, utilities, meeting rooms and use of equipment at cost to minimize administration expenses and to maximize strategy and program expenditures of the Corporation.

Finance and procurement services to the Corporation may also be provided by the City at cost.

The City of Brockville's Director of Finance/Treasurer shall prepare any relevant financial statements to the Corporation.

The relationship between the City and the Corporation on matters of mutual interest, including City assistance to the Corporation, shall be managed by an Agreement.

### **6.6 Financial Management and Asset Transfer**

The creation and management of an annual operating budget will be the responsibility of the Board and is subject to Council approval. The Corporation will be funded from the proceeds of the MAT (50% marketing and promotion share).

Under *Section 7 of O.Reg 599/06*, the City is required to adopt and maintain policies on asset transfer to the Corporation, before the City transfers any assets to the Corporation.

Should the Corporation dissolve due to legislative or municipal by-law changes, the Agreement shall indicate wind-down instructions including the distribution of assets and liabilities of the Corporation. The City shall manage the process of dissolution pursuant to applicable laws, regulation and contracts. The City shall assume outstanding debt/liabilities and assets of the Corporation.

The fiscal year of the Corporation shall be the same as the City.

Financial management matters shall also be described within the Agreement.

### **6.7 Accountability and Reporting**

The Board will provide Council with a multi-year business plan and financial statement as part of the City's annual budget approval process. The business plan will include the following:

- i. Strategic objectives, priorities and business objectives.
- ii. Performance metrics for monitoring progress and accomplishments.
- iii. Revenue and expenditures anticipated in the next three (3) years.
- iv. An operating budget for the Corporation for the next three (3) years.

The Board will present annual reports of operations to Council including information regarding major business development activities and accomplishments.

The Board shall prepare Corporate Policies and procedures or adopt the City's Policy and Procedures. The Corporation shall maintain a log of such documents and make them available to the Board, staff and the public.

The Corporation will be subject to audit by the City's Internal Auditor (or designate), as required.

The Board shall be required to conduct regular and open meeting, including an Annual General Meeting, pursuant to its Corporate By-law and the Agreement. An annual calendar of meeting dates of the Board and Committees shall be posted on the Corporation's website.

The above matters shall also be described in the Agreement, including provisions that restrict the Board's scope of authority to the extent desired by Council.

### **6.8 Intellectual Property Assets**

Trademarks, copyrights and other IP rights related to the Corporation shall be registered with the Canadian Intellectual Property Office pursuant to the *Trade-marks Act, 1985*, *Copyright Act, 1985* and other applicable legislation.

The City may register and own official marks of the Corporation and consent to the use of these marks by the Corporation through a Licensing Agreement or other similar document.

### **6.9 Legal Documents of the Corporation**

External advisors to the City, City staff and the Board shall prepare, manage and communicate the following corporate documents and other as required:

- i. Certificate of Incorporation/Letters Patent/Supplemental Amendments
- ii. Corporate By-laws
- iii. Corporate Policies and Procedures
- iv. Agreement on matters of mutual interest between the City and the Corporation
- v. Intellectual Property Certificates
- vi. Strategic Plans, Financial Statements, as required

These documents shall be disclosed to the public via the Corporation's internal and external electronic communication systems and in print form upon request.

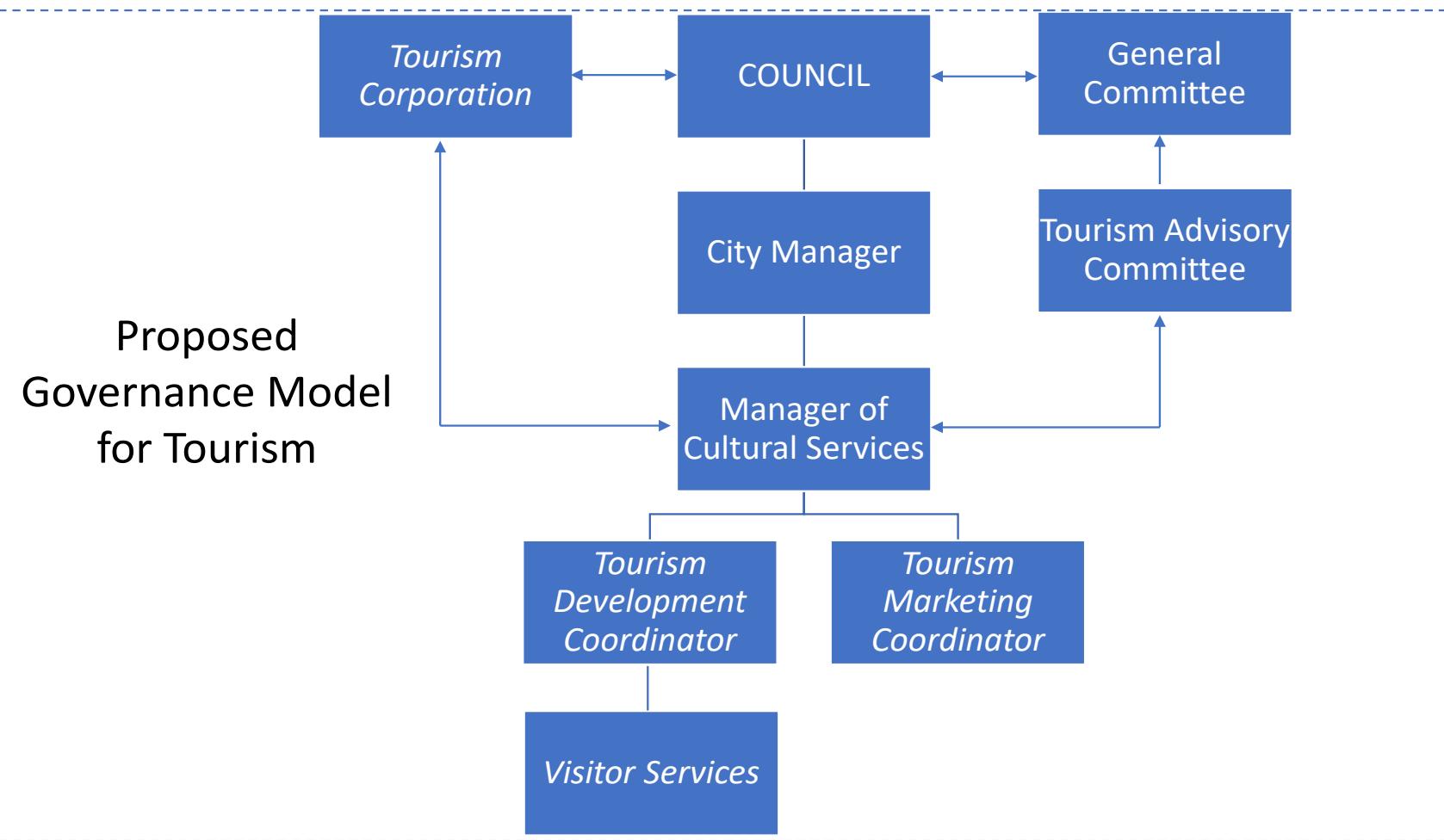
## **7. Recommendations**

The business case study was prepared pursuant to *O.Reg 599/06*. The objects of the Corporation include the planning and delivery of tourism services focused on tourism-related promotion and business development within Brockville, Ontario. The primary income source of the Corporation is 50% of the MAT, pursuant to By-law 020-2018 and Ontario Regulations.

Information about the proposal to establish the Corporation was widely communicated to stakeholders by the City. It is reasonable to conclude that the public consultation requirements of the Regulation have been met through tourism stakeholder consultation (one-on-one meetings, virtual meeting and surveys) conducted in preparation of this business case study, staff reports at open meetings of the City's General Committee and Council.

A Municipal Services Corporation allows the city to continue to play a leadership role in establishing Brockville as a tourism destination, while retaining oversight of the MAT funds as well as incorporating stakeholder involvement and decision-making as part of the Board and other committees.





**Proposed Tourism Budget****Appendix Three**

<b>MAT funding</b>		
<b>TOTAL MAT 2023</b>	\$	<b>526,388</b>

<b>Tourism Budget (2023)</b>		
Tax Levy	\$	250,638
50% MAT	\$	263,194
<b>TOTAL TOURISM BUDGET</b>	<b>\$</b>	<b>513,832</b>

MSC Admin	\$	3,000
Wages		\$209,787
Benefits		\$79,992
Marketing/Promotion		\$175,000
Other expenses		\$46,054
Building Burden		
HR Management		
Office Expenses		
Set up costs/seasonal staff		
<b>TOTAL EXPENSES</b>	<b>\$</b>	<b>513,832</b>

## Proposed Tourism Roles and Responsibilities

Appendix Four

<b>Municipal Services Corporation</b>	<ul style="list-style-type: none"> <li>• Accountable to Council</li> <li>• Board appointed by Council</li> <li>• Oversees development of Business Planning</li> <li>• Input on Strategic Planning and Tourism Management Planning</li> <li>• Supported by tourism staff</li> </ul>
<b>Tourism Advisory Committee</b>	<ul style="list-style-type: none"> <li>• Reports to the General Committee/</li> <li>• Committee appointed by Council</li> <li>• Sector representation to providing tourism industry expertise</li> <li>• Input on Strategic Planning and Tourism Management Planning</li> <li>• Supported by tourism staff</li> </ul>
<b>Manager of Cultural Services</b>	<ul style="list-style-type: none"> <li>• Administration support to Municipal Services Corporation</li> <li>• Manage and work with other departments to administer city-owned cultural and tourism assets</li> </ul>
<b>Tourism Development Coordinator</b>	<ul style="list-style-type: none"> <li>• Product development</li> <li>• Stakeholder engagement</li> <li>• Visitor Services</li> <li>• Development and implementation of operational plan</li> <li>• Develop and implement Strategic Plan, Business Plan, Tourism Management Plan</li> </ul>
<b>Tourism Marketing Coordinator</b>	<ul style="list-style-type: none"> <li>• Tourism marketing and promotion</li> <li>• Stakeholder engagement</li> <li>• Development and implementation of marketing plan</li> <li>• FAM tours and Industry trade shows/conferences</li> <li>• Liaison with local, regional and provincial tourism partners</li> </ul>
<b>Visitor Services</b>	<ul style="list-style-type: none"> <li>• Operation of Tourism Visitor Centre</li> <li>• Stakeholder engagement</li> <li>• Assist with marketing and promotion</li> <li>• Assist with product development</li> <li>• Seasonal tourism staff</li> </ul>

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## **6.8 Intellectual Property Assets**

Trademarks, copyrights and other IP rights related to the Corporation shall be registered with the Canadian Intellectual Property Office pursuant to the *Trade-marks Act, 1985*, *Copyright Act, 1985* and other applicable legislation.

The City may register and own official marks of the Corporation and consent to the use of these marks by the Corporation through a Licensing Agreement or other similar document.

## **6.9 Legal Documents of the Corporation**

External advisors to the City, City staff and the Board shall prepare, manage and communicate the following corporate documents and other as required:

- i. Certificate of Incorporation/Letters Patent/Supplemental Amendments
- ii. Corporate By-laws
- iii. Corporate Policies and Procedures
- iv. Agreement on matters of mutual interest between the City and the Corporation
- v. Intellectual Property Certificates
- vi. Strategic Plans, Financial Statements, as required

These documents shall be disclosed to the public via the Corporation's internal and external electronic communication systems and in print form upon request.

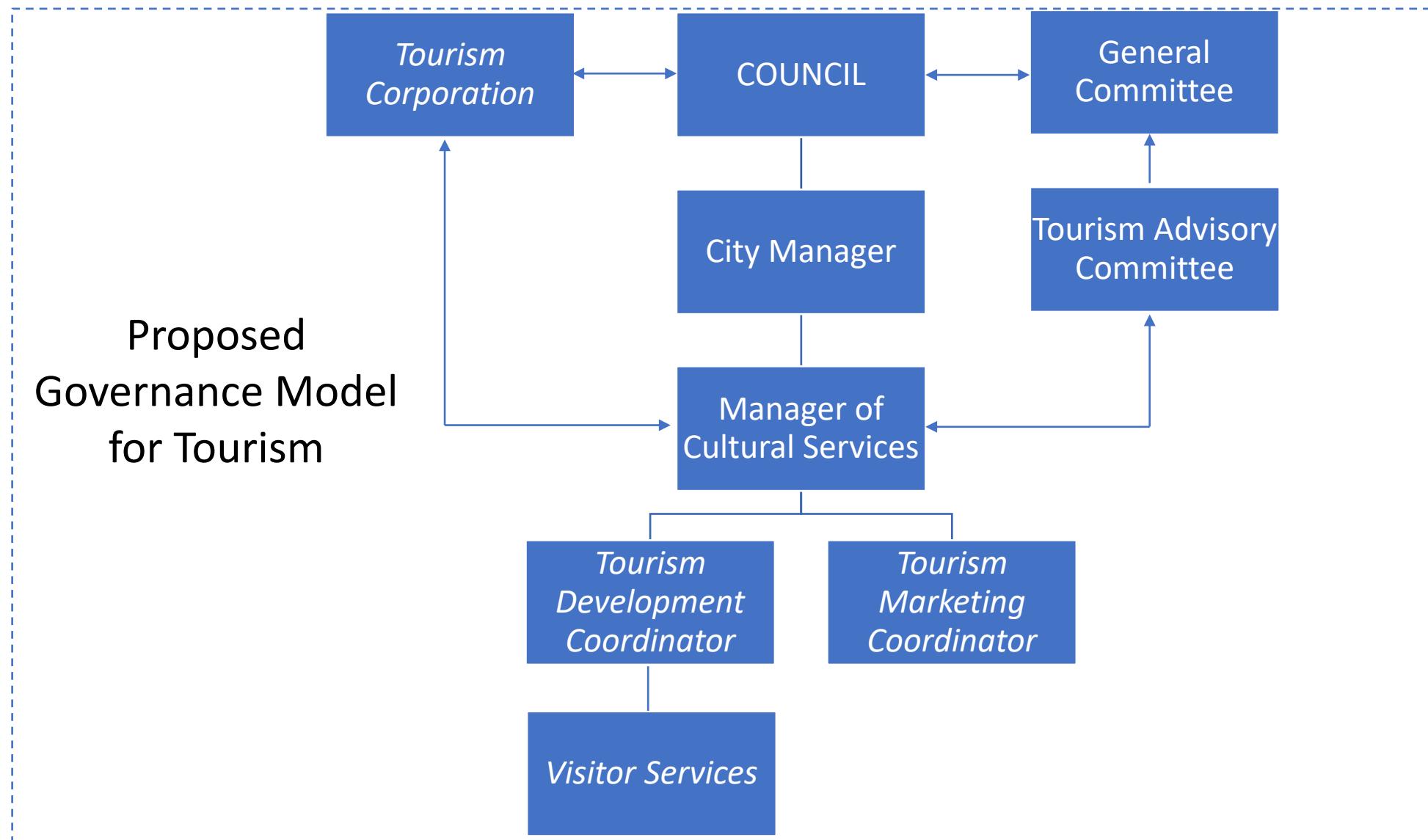
## **7. Recommendations**

The business case study was prepared pursuant to *O.Reg 599/06*. The objects of the Corporation include the planning and delivery of tourism services focused on tourism-related promotion and business development within Brockville, Ontario. The primary income source of the Corporation is 50% of the MAT, pursuant to By-law 020-2018 and Ontario Regulations.

Information about the proposal to establish the Corporation was widely communicated to stakeholders by the City. It is reasonable to conclude that the public consultation requirements of the Regulation have been met through tourism stakeholder consultation (one-on-one meetings, virtual meeting and surveys) conducted in preparation of this business case study, staff reports at open meetings of the City's General Committee and Council.

A Municipal Services Corporation allows the city to continue to play a leadership role in establishing Brockville as a tourism destination, while retaining oversight of the MAT funds as well as incorporating stakeholder involvement and decision-making as part of the Board and other committees.





# **Proposed Tourism Budget**

## **Appendix Three**

### **MAT funding**

<b>TOTAL MAT 2023</b>	<b>\$</b>	<b>526,388</b>
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### **Tourism Budget (2023)**

Tax Levy	\$	250,638
50% MAT	\$	263,194
<b>TOTAL TOURISM BUDGET</b>	<b>\$</b>	<b>513,832</b>

MSC Admin	\$	3,000
Wages		\$209,787
Benefits		\$79,992
Marketing/Promotion		\$175,000
Other expenses		\$46,054
Building Burden		
HR Management		
Office Expenses		
Set up costs/seasonal staff		
<b>TOTAL EXPENSES</b>	<b>\$</b>	<b>513,832</b>

# Proposed Tourism Roles and Responsibilities

Appendix Four

Municipal Services Corporation	<ul style="list-style-type: none"><li>• Accountable to Council</li><li>• Board appointed by Council</li><li>• Oversees development of Business Planning</li><li>• Input on Strategic Planning and Tourism Management Planning</li><li>• Supported by tourism staff</li></ul>
Tourism Advisory Committee	<ul style="list-style-type: none"><li>• Reports to the General Committee/</li><li>• Committee appointed by Council</li><li>• Sector representation to providing tourism industry expertise</li><li>• Input on Strategic Planning and Tourism Management Planning</li><li>• Supported by tourism staff</li></ul>
Manager of Cultural Services	<ul style="list-style-type: none"><li>• Administration support to Municipal Services Corporation</li><li>• Manage and work with other departments to administer city-owned cultural and tourism assets</li></ul>
Tourism Development Coordinator	<ul style="list-style-type: none"><li>• Product development</li><li>• Stakeholder engagement</li><li>• Visitor Services</li><li>• Development and implementation of operational plan</li><li>• Develop and implement Strategic Plan, Business Plan, Tourism Management Plan</li></ul>
Tourism Marketing Coordinator	<ul style="list-style-type: none"><li>• Tourism marketing and promotion</li><li>• Stakeholder engagement</li><li>• Development and implementation of marketing plan</li><li>• FAM tours and Industry trade shows/conferences</li><li>• Liaison with local, regional and provincial tourism partners</li></ul>
Visitor Services	<ul style="list-style-type: none"><li>• Operation of Tourism Visitor Centre</li><li>• Stakeholder engagement</li><li>• Assist with marketing and promotion</li><li>• Assist with product development</li><li>• Seasonal tourism staff</li></ul>



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 18, 2023
<b>Prepared By:</b>	Anne Shropshire, Manager, Cultural Services Sandra MacDonald, City Manager/City Clerk
<b>Report Number:</b>	2023-58
<b>Subject:</b>	Amendment to Buskers By-law 019-2015

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## Recommendation

THAT By-law 019-2015 being a by-law to licence, govern and regulate Buskers in the City of Brockville be repealed and;

THAT a Council approve proposed changes for a new by-law and;

THAT the necessary bylaw be enacted.

## Background

*Sections 150 and 151 of the Municipal Act, 2001, S.O.2001 c.25* permits a municipality to provide for a system of licences with respect to a business and the specific powers available to the municipality to regulate a business and suspend a licence.

In 2015, Council deemed it advisable to licence buskers and enacted By-law 019-2015, being a by-law to licence, govern and regulate Buskers in the City of Brockville, with an amendment in 2016 regarding the removal of insurance (By-law 036-2016).

## Analysis

Artistic and cultural life is integral to Brockville as a liveable, creative city. As a City, we encourage a lively street culture, supporting the diverse entertainment that buskers provide while recognizing the importance of having a structured policy framework to provide a safe, accessible and culturally sensitive environment for buskers, retailers, residents and visitors.

With this in mind, staff propose the following changes in regards to a busker policy:

- Remove licencing fees associated with busking
- Buskers are still required to apply for licence and may be granted a licence upon:
  1. Completing and submitting an application form
  2. Submit a signed Code of Conduct

3. Provide proof they meet the minimum age requirement
  4. Participate in an audition process
- Introduce a Code of Conduct for buskers
  - Permit busking from 10 am to 9 pm each day, rotating every hour
  - Permitting the sale of merchandise related to the performance

Proposed By-law and Code of Conduct attached to this report.

## **Conclusion**

Staff recommend changes to the current busking by-law to encourage a lively street culture, supporting diverse entertainment while recognizing the importance of having a structured policy framework to provide a safe, accessible and culturally sensitive environment.

Approved by:	Status:
Anne Shropshire, Manager, Cultural Services	Approved - 13 Apr 2023
Sandra MacDonald, City Manager/City Clerk	Pending

Attachments:

[DRAFT bylaw April 2023](#)  
[DRAFT Busker Code of Conduct](#)

# DRAFT

## THE CORPORATION OF THE CITY OF BROCKVILLE By-law Number XXX-XXXX

*Being a by-law to licence, govern and regulate  
Buskers in the City of Brockville*

---

WHEREAS Sections 150 and 151 of the Municipal Act, 2001, S.O. 2001 c.25 (herein, the 'Act') permits a municipality to provide for a system of licences with respect to a business and the specific powers available to the municipality to regulate a business and suspend a licence; and

WHEREAS the Council for the City of Brockville has deemed it advisable to licence buskers;

NOW THEREFORE the Council of the Corporation of the City of Brockville hereby enacts as follows:

### Definitions

1. In this By-law:

- (a) "Busker" shall mean any person and his/her/their employees or agents who entertain in a public space and seek donations for performances.
- (b) "Busking" includes but is not limited to the following activities: acting, singing, playing musical instruments, juggling, magic, dancing, puppetry and reciting.
- (c) "Manager of Cultural Services" means the Manager of Cultural Services of the Corporation of the City of Brockville or designate.
- (d) "Corporation": shall mean the Corporation of the City of Brockville.
- (e) "Council" means the Council of the Corporation of the City of Brockville.

### General Provisions

- 2. Every busker operating within the City of Brockville must obtain a licence from the Manager of Cultural Services before beginning any performance within the City of Brockville.
- 3. This by-law does not apply to buskers performing at municipally sanctioned events, or events organized and hosted by a charity or non-profit community organization so long as they are participating with the permission of the event organizers.
- 4. There is no fee to obtain a licence.

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## Licenses

5. A busker's licence may be issued by the Manager of Cultural Services when the applicant has complied with all of the following requirements:
  - i. Completed and submit an application form.
  - ii. Signed the Code of Conduct.
  - iii. Provide proof they meet the minimum age requirement. (Minimum age to perform in Brockville is 14 years of age. Buskers 14-16 years of age must be accompanied by a parent/guardian at all times)
  - iv. Participate in an audition process.

## General Regulations

6. Busking is permitted from 10:00 am to 9:00 pm each day. Buskers are required to rotate locations every one (1) hour and may only begin on the hour.
7. If no other performer is waiting, a Busker may remain at the same location for one(1) additional hour.
8. Busking locations are identified as 'Busk Stops' at the following locations:
  - a) 235 King Street West (Brockville Art Centre)
  - b) South side of King Street West (directly north of the Home Street parking lot)
  - c) King Street and Courthouse Avenue (northeast corner)
  - d) Courthouse Green
  - e) Blockhouse Island (2locations –east and west)
  - f) Hardy Park (Water Street West)
  - g) Market Street West/City Hall
9. Licenses must be displayed at all time during their performance.
10. Only one street performance is permitted per location at one time.
11. Busking will not be permitted during special events/festivals without prior permission from the City or event organizer.
12. Maximum number of performers per group shall not exceed 5 people.
13. Buskers are permitted to sell merchandise relating to their performance.
14. Performers must adhere to the City's Noise By-law 076-2021. Amplifiers are prohibited.
15. High-risk or unsafe performances which may put the public and/or performers at risk are not permitted.
16. All performances must be suitable for a general family audience.

- 
- 15. Buskers may not use drugs or alcohol or appear intoxicated.
  - 16. Buskers must demonstrate a reasonable degree of proficiency in their performances.
  - 17. Buskers may receive donations but must not charge a minimum or set fee for their performances.
  - 18. Aggressive or persistent solicitation of donations is not permitted.
  - 19. Buskers or their audiences must not block sidewalks, paths, bicycle routes and roads.
  - 20. The City of Brockville reserves the right to remove any sign, banner or display that obstructs or interferes with pedestrian or traffic circulation or that interferes with normal business activities of any merchant.
  - 21. The City of Brockville reserves the right, at their discretion, to halt performances for any reason at the request of the Brockville Police Service or By-law Enforcement.
  - 22. A busker's license is valid from May 1<sup>st</sup> to October 31<sup>st</sup> each year.

**By-law**

- 23. If any provision or requirement of this by-law or the application thereof to any person shall to any extent be held to be invalid or unenforceable, the remainder of this by-law, or the application of such provision or requirement to all persons other than those to which it is held to be invalid or unenforceable, shall not be law shall be separately valid and enforceable to the fullest extent permitted by law.
- 24. Every person who contravenes any provision of this by-law is guilty of an offence and on conviction is liable to a fine as provided for in the Provincial Offences Act.
- 25. This by-law shall be known as the "Buskers By-law".
- 26. This by-law shall come into force and effect on the date of passing.

Given under the Seal of the  
Corporation of the City of Brockville  
and passed this XXX

# DRAFT

## BUSKER CODE OF CONDUCT

Potential buskers are asked to read and sign this Code of Conduct agreeing to abide by the conditions listed below:

### **Process:**

All buskers require a licence. In order to obtain a licence please complete the following:

- Complete and submit an application form.
- Signed the Code of Conduct.
- Provide proof they meet the minimum age requirement. (Minimum age to perform in Brockville is 14 years of age. Buskers 14-16 years of age must be accompanied by a parent/guardian at all times)
- Participate in an audition process.

### **Personal Conduct:**

1. Introduce yourself to nearby businesses, organizations and fellow buskers – this will help strengthen our community and also make complaints much less likely.
2. Your performance will have an impact on people and businesses nearby. Please be aware and be willing to adjust your performance or volume as necessary.
3. Let people get past. Even during busy times you and your audience should not be blocking others.
4. Unsolicited donations are permitted; aggressive or persistent solicitation of donations is not permitted.
5. As a rule – keep your volume just above the level of background street noise and check that it is not distorted.
6. All performers will refrain from using unsuitable language during their performance.
7. All performers will refrain from conducting their performance while under the influence of alcohol and/or illicit substances. Alcohol and/or illicit substances shall not be brought onto the City of Brockville's property.
8. Abide by all municipal by-laws and all federal and provincial statutes and regulations while performing.
9. All performers must display busking licence while performing.

## DRAFT

By my signature below, it shall be understood that I have read, understood and agree to abide by all articles contained in the Busker Code of Conduct.

Performer's full legal name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

# DRAFT

## THE CORPORATION OF THE CITY OF BROCKVILLE By-law Number XXX-XXXX

*Being a by-law to licence, govern and regulate  
Buskers in the City of Brockville*

---

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- 
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- 25. This by-law shall be known as the "Buskers By-law".
- 26. This by-law shall come into force and effect on the date of passing.

Given under the Seal of the  
Corporation of the City of Brockville  
and passed this XXX

# DRAFT

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8. Abide by all municipal by-laws and all federal and provincial statutes and regulations while performing.
9. All performers must display busking licence while performing.

# DRAFT

By my signature below, it shall be understood that I have read, understood and agree to abide by all articles contained in the Busker Code of Conduct.

Performer's full legal name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 18, 2023
<b>Prepared By:</b>	Lindsay Armstrong, Senior Manager of Human Resources Sandra MacDonald, City Manager/City Clerk
<b>Report Number:</b>	2023-66
<b>Subject:</b>	Update of Diversity, Equity and Inclusion

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## Recommendation

THAT report Update of Diversity, Equity and Inclusion, be received and the following be adopted:

1. THAT staff are directed to work with the City of Kingston and KEYS to develop a Diversity, Equity and Inclusion Program; and
2. THAT the Workplace Inclusion Charter be signed.

## Background

The City of Kingston has partnered with KEYS Job Centre to develop an Inclusion Charter. The purpose of the Charter is to promote employment practices and provide strategies that will improve inclusion, diversity, and equity in the workplace.

Diversity is the presence of a wide range of human qualities and attributes, both visible and invisible, within a group, organization or society.

Equity is a condition or a state of fair, inclusive and respectful treatment that recognizes and acknowledges the accommodation of differing needs and expectations. Equity acknowledges that equal treatment does not always yield equal results.

Inclusion is what happens when diversity and equity meet. It involves creating an environment where people have both the feeling and reality of belonging and are able to grow and develop their potential. It is a situation where disadvantaged communities and designated group members share power and decision making at all levels in projects, programs, and institutions.

A key priority identified in the Inclusion Charter is the advancement of diversity and inclusion in the workplace.

Early in 2023, staff attended a presentation by the City of Kingston's, Workforce Development Analyst, KEYS and the City of Kingston are now reaching out to neighbouring municipalities to help them develop their Workplace Inclusion Plan. The

City of Brockville was one of the municipalities asked to participate in creating more diverse and inclusive workplaces.

## **Analysis**

The partnership with the City of Kingston and KEYS includes signing a declaration. By signing the declaration the City of Brockville is committing to actively working on the DEI action plan for a period of one year with KEYS, following that one year, staff will maintain the DEI action plan going forward.

After the declaration has been signed, employees will be asked to complete a brief survey, this survey provides a baseline and helps the Charter team better understand EDI strengths as well as existing gaps in the organization. Once the survey has been completed the KEYS Inclusion Advisor will analyze the results and staff will receive a report along with three to four recommendations. Staff will then meet with the Inclusion Advisor to discuss the results and how the recommendations align with the City's needs and priorities. Staff will work with the Charter team and Inclusion Advisor to set goals and develop an action plan.

Following the creation of the action plan, staff will begin the implementation process of the plan. Implementation of the plan includes meeting with the leadership team to ensure ongoing buy-in and communicate your commitment to all staff.

Staff will provide updates to the Committee on the survey results, recommendations, action plan and implementation process.

## **Financial Implications**

The Workplace Inclusion Charter and creation of the program is provided at no cost.

## **Conclusion**

The Workplace Inclusion Charter is designed for businesses and organizations of all sizes and at all stages of advancing diversity, equity and inclusion. By endorsing the Charter, the City of Brockville is committing to develop and implement an action plan for our organization that will improve inclusion.

Approved by:

Lindsay Armstrong, Senior Manager of  
Human Resources

Sandra MacDonald, City Manager/City Clerk

Status:

Approved - 13 Apr 2023

Approved - 13 Apr 2023



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 18, 2023
<b>Prepared By:</b>	Robert Nolan, Director of Economic and Development Services
<b>Report Number:</b>	2023-68
<b>Subject:</b>	Twinning Agreement Policy

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## Recommendation

THAT Council authorize staff to develop a Twinning Agreement Policy; and

THAT the policy be brought back to Council for approval.

## Background

At the May 10, 2022 Council, at the request of MP Barrett, Mr Voldymyr (Walter) Palagniuk (Legislative Assistant, Office of Larry Brock MP Brantford-Brant) presented details of the twinning agreement between Brantford and Kamianets-Podilskyi in Ukraine. Mr Palagniuk encouraged the City to consider establishing a twinning agreement with a municipality in Ukraine and identified four potential municipalities. Staff were directed to further explore a twinning agreement with a city in Ukraine.

Twinning agreements are broad-based, long-term partnership between two communities in two countries. The relationship is officially recognized by both communities through a signed agreement between elected officials or appointed official.

A municipality may have several twining agreements. The basis for the relationships can vary widely including business or trade relationships, historical connections, expatriate communities, or shared geographic/sector challenges.

The purpose of twinning agreements are to encourage greater exchange between the partner cities in areas important to them, commonly this includes: municipal governance; business and trade; tourism; and educational and cultural exchanges. To encourage these type of exchanges there are often requirements for visiting and hosting the partner community with a program based on the objectives of the partnership.

There are many terms that can be used to describe twinning agreements such as city twinning, partnership city, sister city, or friendship city. In North America these agreements are mostly commonly referred to as "sister city" agreements. The terms "sister city" and "friendship city" sometimes have different meanings. Generally speaking, friendship agreements are less formal and are often used as a first stage in

the relationship, and after it is strengthened and the partners are sure they want a long-term relationship they will become sister cities.

The management of twinning agreements are typically done through the municipality, such as mayor's office, economic development, tourism/visitor bureau, or international affairs. Some municipalities establish Committees of Council for the purpose of providing recommendations to Council on twinning matters and to manage visits to and from twinned communities. These committees often have citizen member as well as representative from local institutions such as chambers of commerce, and academic institutions.

## **Analysis**

The City of Brockville currently has three sister city agreements, with Ontario, California; Mildura, Australia; and Chitinsky District of the Zabaikalsky region of the Russian Federation.

### Ontario, California

The City of Brockville and the City of Ontario, California established a Sister City Agreement in 1977. The development of the relationship was based on Brockville being the home of Canadian engineer George Chaffey and his brothers William and Charles, who founded Ontario, California.

Ontario is a city in San Bernardino County approximately 56 km east of Los Angeles and 37 km west of San Bernardino, the county seat. It is part of the Greater Los Angeles Area and has a population of 175,265 (2020). Ontario's economy is a mix of agriculture, manufacturing, logistics and services.

Ontario has a Sister City Committee which was originally formed as a City committee. In 1979 the Ontario Sister Cities became a non-profit corporation and are responsible for managing all of the municipalities twinning relationships.

### Mildura, Australia

The Sister City Agreement between Brockville and Mildura has been in place since 1983. Again, this relationship developed because of Brockville's connection to the Chaffey brothers. In 1887 George and William Chaffey established an irrigation colony in Mildura to produce a wide range of horticultural crops, including wine grapes. Their activities led to the establishment of the wine industry in the Sunraysia and Riverland areas which today produce approximately 50% of the wine grapes in Australia.

Mildura is a regional city in north-west Victoria, Australia with a population of 34,565 (2021). Mildura is a major producer of citrus fruits (especially oranges) and wine. It is also notable for its grape production, supplying 80% of Victoria's

grapes with many wineries also source grapes from Mildura. The local area produces more than 70% of Australia's dried vine fruits.

Mildura has a Sister City Association which was formed by Mildura City Council as an executive arm to act for Council and the community in all matters of sister city relationships. While much of their activity seems to focus on their relationship with Upland, California (another community founded by the Chaffey brothers). The association, however, has in many years raised both a Canadian and Brockville flag on Canada Day (see Attachment 1). In 2019 the Association planted a red maple to "mark the friendship between the sister cities of Brockville Canada, birthplace of the Chaffey brothers, and the citizens of Mildura, Australia, since 1983" (see Attachment 1).

In 2011 the 1000 Island Wine & Food Festival included a partnership with Chateau Mildura Winery in Australia because of their special history with Brockville with the Chaffey brothers.

### Chitinsky District of the Zabaikalsky Region

In November 2011 the City entered into a Social-Cultural Agreement with the Chitinsky District of the Zabaikalsky region of the Russian Federation. This Agreement followed a mission to Russia in August 2011 which was coordinated through a local Russian investor. The August mission included opportunities to promote immigrant investment attraction opportunities with a focus on downtown/waterfront opportunities.

Chitinsky District is a large (16,100 sq km) mainly rural territory in Zabaikalsky region, with a population of 64,922 (2018). The main administrative centre is Chita with a population of 324,444 (2010). The regional economy is based on mining, chemical and power generation.

While Brockville's Sister City Agreements have been in place for many years, there is little evidence of activity or exchanges with these communities. This, however, is not uncommon. Staff have reached out to other economic development departments across Ontario and have met with similar issues with many twinning agreements resulting in very little activity between the partner municipalities.

Typically twinning/sister city agreements are short (one or two pages) and focus on the broad principles and/or areas around which the municipalities are going to cooperate. Often there is no identified actions or specific projects or program or metrics around which to evaluate if the partnership is effective.

One issue which has been identified in other communities is the expectations around delegations to and from sister cities. While not always explicit in an agreement there are usually expectations of visiting to and hosting delegations from sister cities.

Currently the City does not budget for this type of international travel or the costs of hosting delegations. In addition, there can be a substantial amount of staff time needed to organize and host a delegation.

Increasingly municipalities (i.e. Markham, Collingwood, Thunder Bay) are developed twinning or sister city policies outlining the principles of the program, selection criteria, selection procedure; as well as addressing other important issues like review time periods and steps to dissolve partnerships. These policies permit Council to make decision on which communities to partner with and set other key considerations.

Staff are recommending that a twinning policy and criteria be developed for Council's consideration. This policy would guide the Council's decisions on entering into future twinning agreements.

Some Ontario municipalities (i.e. Belleville, Thunder Bay, Woodstock, Carlton Place) have established Committees of Council with the purpose of providing recommendations to Council. The City of Belleville's Cultural Exchange Committee is established to provide recommendations to Council on matters pertaining to twinning activities and to manage visits and other twinning events (3 sister cities). The City of Thunder Bay's Sister City Advisory Committee has a mandate to develop, implement and coordinate the Thunder Bay Municipal Twinning Program (5 sister cities).

Staff do not believe that at this time it is necessary to establish a sister city committee, though if the City formalizes more agreements this may be an option for managing the relationships and ensuring that they achieve meaningful outcomes.

## **Financial Implications**

There are no financial implications.

## **Policy Alignment**

Staff are recommending the development of a Twinning Agreement Policy.

## **Conclusion**

Twinning agreements are broad-based, long-term partnership between two communities in two countries. The purpose of twinning agreements are to encourage greater exchange between the partner cities in areas like municipal governance; business and trade; tourism; and educational and cultural exchanges. The City of Brockville has three sister city agreements, though there have been little evidence of activity or exchanges with these communities. Staff are recommending that a twinning policy and criteria be developed to guide the Council's decisions on entering into future agreements.

Approved by:

Status:

Robert Nolan, Director of Economic and  
Development Services

Approved - 13 Apr 2023

Sandra MacDonald, City Manager/City Clerk

Approved - 13 Apr 2023

Attachments:

[Staff Report 2023-68 - Attachment 1 - Milduras Sister City Association - Canada Day Flag Raising](#)

Attachment 1

Milduras Sister City Association

Canada Day Flag Raising

## Canada Day 2022



## Canada Day 2020



Canada Day 2018



Canada Day 2016



## Canada Day 2012



## Dedication plaque



## Attachment 1

Milduras Sister City Association

Canada Day Flag Raising

## Canada Day 2022



## Canada Day 2020



Canada Day 2018



Canada Day 2016



## Canada Day 2012



## Dedication plaque





# Staff Report

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**Report To:** General Committee  
**Meeting Date:** April 18, 2023  
**Prepared By:** Phil Wood, Director of Operations  
**Report Number:** 2023-56  
**Subject:** Capital Replacement of City Pickup Trucks

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## Recommendation

THAT Council approve \$80,000 to purchase one heavy duty 4x4 pickup truck with work accessories for the Public Works division funded by debenture, and

THAT Council approve \$80,000 to purchase one heavy duty 4x4 pickup truck with work accessories for the City Water division funded by the Water Reserve; and

THAT the purchases be made in accordance with the procurement policy.

## Background

The City of Brockville, it's departments and divisions own and operate a fleet of working trucks and equipment needed for the delivery of City services. In accordance with provincial regulations, commercially registered vehicles are subject to routine maintenance and annual safety inspections to ensure continued compliance with provincial Ministry of Transportation (MTO) regulations.

City Fleet division staff are certified and qualified to MTO standards and provide the maintenance and inspection criteria on behalf of the City to ensure commercial vehicle compliance. Throughout the first quarter of 2023, four (4) vehicles owned and operated by the City have failed commercial safety inspection due to non-repairable structural damage caused by age related corrosion and wear and tear.

Of the commercial vehicles that failed safety, two (2) had been identified to be replaced under the capital plan and are approved by Council to be replaced through the Capital budget. Unfortunately the other two (2) work trucks failed prematurely, outside of the capital plan. As a result, Council approval is required to replace these two (2) failed vehicles outside of the approved 2023 capital budget. Replacement of these vehicles is required to maintain the City's current level of services.

## **Analysis**

### Fleet Division:

The Fleet Division of the City of Brockville conducts all vehicle maintenance as well as regulatory inspections and certification functions for all vehicles operated by City departments. The City's fleet division manages the commercial vehicle operators registration (CVOR) program to ensure compliance with vehicle and equipment safety standards as mandated by the province of Ontario under O.Reg 424/97. Within the CVOR program structure, the City Fleet division is adequately certified, licensed and the authorized entity to conduct the vehicle commercial safety inspections on behalf of the Corporation and it's commercial vehicle assets. In accordance with this authority the City Fleet technicians are obligated to identify and repair deficiencies, and if necessary, remove a vehicle from service if the vehicle does not meet the CVOR criteria.

### Capital Planning:

Annually, the Fleet division staff provide technical feedback on the condition of vehicle assets to inform City departments as to the status of the departments vehicle assets. This information is then used to assist in formulating the City's capital plans. Annually, those capital plans are brought to Council for approval through the capital budget.

Predictably, the Fleet division and City departments work together with the common aim to maintain a vehicle for as long as it can be in service to the City. Subsequently, City departments objectively target capital replacement of all assets including vehicles in balance with the departments initiatives and needs at a pace that aligns with the service lifespan of the vehicles. Occasionally, assets like vehicles will fail prematurely or, outside of the capital plan.

### Failed Vehicles:

Public Works unit #3313 and Water Division unit #21112 are the two work trucks that recently failed the commercial safety in March and April of 2023. Although the identified vehicles age and condition indicated that the vehicles were in need of replacement soon, the vehicles overall condition and past annual safety inspections suggested that it could be replaced in 2024. However, these identified vehicles have failed their annual CVOR safety inspections due to underlying corrosion issues related to structural members which according to the CVOR regulations cannot be repaired by traditional methods available to a maintenance shop.

## **Financial Implications**

City staff have obtained quotes from local vendors to supply heavy duty 4x4 pickup trucks. Most recently the City Wastewater Division purchased two heavy duty 4x4 pickup trucks for their work fleet which are equivalent in scope to the trucks required by Public

Works and Water Division. The purchase price of those vehicles had a cost including HST of \$78,920.

Staff recommend that the budget to purchase the two proposed trucks be \$80,000 each.

The balance of the Water Reserve, without considering any 2023 surplus or deficit is \$3.8 million.

## **Policy Alignment**

All procurement activities associated with procurement of the trucks will be in accordance with:

- Procurement Policy POL.F.20.139
- Budgetary Control Policy POL.F.20.181

Council approval is required to proceed with unplanned capital expenses in accordance with Budgetary Control Policy POL.F.20.181.

## **Conclusion**

In spring 2023, City Fleet division technicians performed annual CVOR inspections on City vehicles. The inspections resulted in removing two City work trucks from service due to failures of the vehicle structure. The trucks were from the Water division and Public Works division respectively. The vehicles require replacement to maintain current level of City services.

Staff recommend Council approve \$80,000 funded by debenture to purchase a new heavy duty 4x4 truck for the Public Works division.

Staff recommend that Council approve \$80,000 funded by Water Reserves to purchase a new heavy duty 4x4 truck for Public Works.

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



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 18, 2023
<b>Prepared By:</b>	Peter Raabe, Director of Engineering & Infrastructure Services Brandon Goddard, WPCC Supervisor
<b>Report Number:</b>	2023-62
<b>Subject:</b>	HVAC System 900 Admin Building Repairs – WPCC

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## Recommendation

THAT Council approve the quote from Industrial Electrical Contractors Brockville Limited for the repairs to the HVAC system of the WPCC Administration building in the amount of \$67,930 (including net HST); and

THAT Council approve an additional \$27,930 from Wastewater Working Capital Operations Reserve.

## Background

The Administration Building's HVAC system needs to be balanced and have proper controls installed to provide the building with consistent and comfortable ambient temperatures. Moreover, the short circuiting of air, incorrect temperatures, and the inability to remove humidity in the summer months has created unsafe conditions inside the building such as slippery, wet floors. This also puts a strain on the large industrial units which leads to premature breakdown of costly parts.

Through a previous capital project, Goodkey, Weedmark & Associates Ltd. (GWA) have prepared a scope of work for implementation by an electrical and HVAC contractor. The scope includes new electrical wiring, breakers, Building Automation Systems & programming, new ductwork, duct heaters, variable air volume diffusers, new controllers, and pre and post construction air balance reports.

This work would lead to a proper functioning piece of equipment, reduce utility bills, and reduce unnecessary expenditures on contractors and parts due to over worked equipment.

## Analysis

Multiple local contractors were contacted to gauge interest in this project, with one not returning any inquiries and another unable to provide a quote due to volume of work already in their que. IECBL was able to provide a quote for the electrical portion of this project.

After exhausting options for the HVAC implementation, IECBL offered to use their own contacts to try and move the project forward with the necessary qualified contractors. From this IECBL was able to quote the job in its entirety, with them acting as the general contractor on the job.

With the relatively young age of this system, the importance of this project to be completed correctly is paramount. IECBL and the City's Wastewater Systems Division have an excellent relationship, with IECBL being the only electrical contractor to work at the plant. Given this, and that IECBL will be working with a trusted contractor of their own, gives City staff full confidence that this HVAC system will be corrected.

## **Financial Implications**

This project was approved in the 2022 Capital Budget with a budget of \$40,000.

The cost for this project to be completed in its entirety is \$67,930 (including net HST).

There are insufficient funds to complete the work.

Staff proposes that \$27,930 be allocated from the Wastewater Working Capital Operations Reserve to cover the deficit. The balance of the Wastewater Working Capital Operations Reserve is \$1.8 million without taking into consideration of any surplus or deficit from 2023.

## **Policy Alignment**

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

## **Conclusion**

It is recommended that Council approve the quote from IECBL for repairs to the HVAC System 900 Admin Building and that \$27,930 be allocated from the Wastewater Working Capital Operations Reserve to cover the deficit.

### Approved by:

Peter Raabe, Director of Engineering & Infrastructure Services

### Status:

Approved - 13 Apr 2023

Lynda Ferguson, Director of Finance & IT Services

Approved - 13 Apr 2023

Sandra MacDonald, City Manager/City Clerk

Approved - 13 Apr 2023



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 18, 2023
<b>Prepared By:</b>	Peter Raabe, Director of Engineering & Infrastructure Services
<b>Report Number:</b>	2023-65
<b>Subject:</b>	Main Sewage Pump Station – Engineering Design Services

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## Recommendation

THAT Council approve the proposal from J.L. Richards for engineering design services for the design of the city's Main Pump Station located in Centeen Park in the amount of \$521,291.04 (including net HST); and

THAT Council approve an additional \$200,000 from the Wastewater Working Capital Operations Reserve.

## Background

The city's Main Sewage Pump Station and associated forcemain was constructed in 1962, commissioned in 1963 and upgraded in 1993. The station is located near the intersection of Water and Orchard Streets, in Centeen Park, on the north shore of the St. Lawrence River.

The station has a rated capacity of 33,000 m<sup>3</sup>/day and on average pumps approximately 17,000 m<sup>3</sup>/day. 90% of the City's total sanitary sewer flow received at the Water Pollution Control Centre goes through Main Pump station. Flow from the station is conveyed through a single 600 mm diameter Class 150 psi reinforced concrete forcemain to the City's Water Pollution Control Centre, approximately 1.4 kms away.

Between 2012-2014, a Schedule B Class Environmental Assessment (EA) of the pumping station and forcemain was completed to address current and potential environmental technical and operational concerns.

The project is currently at the design stage where the city needs to retain the services of a consulting engineering firm. By completing the design of the pump station, the project would be "shovel ready" should funding opportunities become available.

It is anticipated that the design phase of the project will be completed early in 2024.

## **Analysis**

In December 2022, the project was tendered publicly as a request for proposal (RFP). The city received three acceptable proposals from qualified consultants. The proposals were evaluated by a staff evaluation team in accordance with the process outlined in the RFP. The proposals were evaluated based on, proposed project team, project delivery plan and schedule, design portfolio, price, and completeness and quality of the proposal.

The following is a summary of the consultants, the tendered costs, and the resulting scores assessed by the evaluation team, based on the evaluation process outlined in the RFP:

1. J.L. Richards	92	\$521,291.04 (including net HST)
2. EVB Engineering	86	\$457,891.51
3. Arcadis IBI Group	79	\$621,077.32

Based on the tender submissions and the evaluation process conducted by staff in accordance with the RFP documentation and procurement policy, the tender submission from J.L. Richards is the successful tender submission with a total proposed cost of \$521,291.04 including disbursements and net HST.

## **Financial Implications**

This project was approved by Council during the 2016 budget process with an approved budget of \$400,000. City staff were able to secure a grant for an additional \$300,000 through the Clean Water and Wastewater Fund (CWWF) for a total budget of \$700,000.

The deadline for the CWWF program has been extended several times due to COVID-19. In accordance with the agreement, for work to be eligible for funding, it must be expensed prior to September 30, 2023.

In early March, the city was notified by Infrastructure Ontario (IO) that they have cancelled the project and that it is no longer eligible for funding. IO have indicated that the CWWF program is ending, and they would like all projects fully completed by September 30, 2023. In response staff have provided the ministry with additional information and have requested the ministry to reconsider their decision. In addition, the city has reached out to Michael Barrett's office for their assistance with the matter.

Until this can be resolved, the city now only has a budget of \$400,000 and with the proposed design services costing \$521,291.04, it leaves a deficit of \$121,291.04.

It is proposed that the \$121,291.04 deficit be funded through the Wastewater Working Capital Reserve/Operating with the hopes that the funding from the CWWF will be reinstated soon. If the CWWF does get reinstated, any additional funds approved through this report and not used would be carried forward and used during the construction phase of the project.

The city will also require funds to complete the geotechnical soil investigation work (approx. \$25,000), an archaeological report (approx. \$25,000), designated substances and hazardous materials survey (approx. \$10,000), and a noise and odour study (approx. \$20,000).

In total, the city will require an additional \$200,000 to cover the design services deficit and the supporting reports and surveys as noted above. The balance of the Wastewater Working Capital Operations Reserve is \$1.8 million.

The total cost of the pump station was estimated in 2014 to be around \$6 M. In 2023 this is estimated to be between \$7-8 M if not more.

Once the design has been completed and shovel ready, the next step would be to include the project in a future capital budget where funding options and impacts on the wastewater rate will be presented.

## **Policy Alignment**

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

## **Conclusion**

It is recommended that Council approve the proposal from J.L. Richards for the engineering design services for the design of the city's Main Pump Station located in Centeen Park and that an additional \$200,000 be allocated from the Wastewater Working Capital Operations Reserve to cover the deficit and supporting reports and surveys.

### Approved by:

Peter Raabe, Director of Engineering & Infrastructure Services

### Status:

Approved - 13 Apr 2023

Lynda Ferguson, Director of Finance & IT Services

Approved - 13 Apr 2023

Sandra MacDonald, City Manager/City Clerk

Pending



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 18, 2023
<b>Prepared By:</b>	Peter Raabe, Director of Engineering & Infrastructure Services
<b>Report Number:</b>	2023-61
<b>Subject:</b>	Landfill Gas Collection System Decommissioning

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## Recommendation

THAT Council approve the tender from Industrial Electrical Contractors Brockville Limited for the decommissioning of the landfill gas collection system in the amount of \$110,944.60 (including net HST); and

THAT Council approve an additional \$4,944.60 from the Fiscal Policy Reserve.

## Background

The City's landfill gas collection system was originally installed in the late 1990's and expanded in 2001 to collect the methane gas produced by decomposing organic waste material. Without a proper gas collection system, methane gas can escape to the atmosphere and become an offensive odour to the adjacent properties.

Since 2012 the amount of methane gas produced by the landfill could no longer sustain the operation of the system and it was turned off with the approval of the Ministry of Environment Conservation and Parks. The system can not be left in its current state and needs to be decommissioned properly and in accordance with provincial regulations.

The gas flare, associated equipment, maintenance building, controls and piping are to be removed in their entirety and disposed of properly. The buried gas collection piping is to be disconnected, capped, and abandoned. The eighteen (18) gas collection wells that penetrate the landfill are to be properly capped in accordance with Ministry guidelines.

## 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 one bid was received.

The Procurement, Contracting and Risk Management Coordinator opened tenders for Landfill Gas Collection System Decommissioning project, at City Hall on Thursday, March 30, 2023, at 2:00 p.m. The following is a summary of the results (including net HST):

1. Industrial Electrical Contractors Brockville Limited	\$110,944.60
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## **Financial Implications**

The engineering design component of this project was approved in the 2019 Capital Budget at a cost of \$30,000.00 with an additional \$100,000 being approved for the construction work in the 2021 Capital Budget.

Currently there is \$105,000 of the approved budget remaining to complete the work. As a result, there are insufficient funds to complete the work.

Staff propose that \$4,944.60 be allocated from the Fiscal Policy Reserve to cover the deficit. The balance of the Fiscal Policy Reserve after the allocations from the 2023 budget is about \$2.6 million.

## **Policy Alignment**

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

## **Conclusion**

It is recommended that Council approve the tender from Industrial Electrical Contractors Brockville Limited for the Landfill Gas System Decommissioning and that an additional \$4,944.60 be allocated from the Fiscal Policy Reserve to cover the deficit.

### Approved by:

Peter Raabe, Director of Engineering & Infrastructure Services

Lynda Ferguson, Director of Finance & IT Services

Sandra MacDonald, City Manager/City Clerk

### Status:

Approved - 13 Apr 2023

Approved - 13 Apr 2023

Approved - 13 Apr 2023



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 18, 2023
<b>Prepared By:</b>	Peter Raabe, Director of Engineering & Infrastructure Services Brandon Goddard, WPCC Supervisor
<b>Report Number:</b>	2023-63
<b>Subject:</b>	Purchase of Automated Front Gate - WPCC

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## Recommendation

THAT Council approve the tender from Burchell's Fencing and Dixie Electric for the installation of an automated front gate in the amount of \$34,837.54 (including net HST).

## Background

The Water Pollution Control Centre (WPCC) is an industrial site that can attract unsolicited visitors. The WPCC houses sensitive equipment that is required to provide continuous service to the city. It is important to control access to the site to ensure that unscheduled visitors be kept out of any danger. Recently during an afterhours storm emergency, an operator responded to the WPCC site. After unlocking the site gate, they were approached by an unknown person. The person had entered the site through the open gate while the operator was inside the buildings attending to the emergency. With the installation of an automatic gate that will open and close upon entry, access to the site will be limited to authorized personal only and will help with the safety of the workers during any after hours responses.

In addition, the WPCC is the designated emergency control centre. In the event of an emergency, access to the site is limited to those with a key to the gate lock. The automatic gate system would allow the appropriate members of the emergency control group the ability to gain access to the site without having to wait for a wastewater operator.

## Analysis

Multiple contractors were contacted for this project but unfortunately only two local companies provided a bid.

The following is a summary of the results of the bids (including net HST):

- |  |             |
|--|-------------|
| 1. Burchell's Fencing + Dixie Electric   | \$34,837.54 |
| 2. Leading Edge Doors + McBride Electric | \$38,234.60 |
| 3. Astro Fence                           | No Bid      |

4. Kemptville Fencing & Decks                          No Bid

### **Financial Implications**

This project was approved in the 2023 Wastewater Capital Budget with a budget of \$35,000.

There are sufficient funds in account 07-5-879395, cost centre 23WW21, to accommodate the purchase.

### **Policy Alignment**

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

### **Conclusion**

It is recommended that Council approve the tender of Burchell's Fencing and Dixie Electric for the installation of an automated front gate.

Approved by:	Status:
Peter Raabe, Director of Engineering & Infrastructure Services	Approved - 13 Apr 2023
Lynda Ferguson, Director of Finance & IT Services	Approved - 13 Apr 2023
Sandra MacDonald, City Manager/City Clerk	Approved - 13 Apr 2023



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 18, 2023
<b>Prepared By:</b>	Peter Raabe, Director of Engineering & Infrastructure Services Brandon Goddard, WPCC Supervisor
<b>Report Number:</b>	2023-64
<b>Subject:</b>	Purchase of 2500 Series Fleet Vehicles - WPCC

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## Recommendation

THAT Council approve the purchase of two (2), 2500 series trucks from Gananoque Chevrolet Buick GMC Cadillac in the amount of \$142,175 (including net HST); and

THAT Council approve an additional \$19,575 from the Wastewater Working Capital Operations Reserve.

## Background

The Wastewater Systems Division of the Engineering & Infrastructure Department pursued the purchase of two new 2500 series 4x4 pick-up trucks to replace existing 2500 series trucks, as approved in the 2021 and 2022 Capital Budget, through Tender #210099.

Only two bids were received with East Court Ford Lincoln providing the winning bid, and a P.O was issued in February 2022 with the intent to purchase.

On December 15, 2022, East Court Ford Lincoln informed the Wastewater Systems Division that the order cannot be fulfilled due to "balance out"; the 2022 models are no longer being built and that they could not guarantee a delivery date of newer models.

In response, the city contacted Gananoque Chevrolet as the City's Public Works Division had recently successfully purchased similar vehicles from them.

Gananoque Chevrolet can provide two (2) trucks of equal scope, but they need to be ordered this month for the 2024 model with delivery in June 2024.

## Analysis

The fleet vehicles are needed by the Wastewater Systems Division for various actions such as towing portable generators to sites, snow plowing, servicing remote pumping stations and carrying equipment.

Gananoque Chevrolet has offered a delivery timeline of approximately June 2024, while East Court Lincoln cannot offer a firm delivery date.

With one fleet vehicle recently decommissioned, and one due for replacement the Wastewater Systems Division needs these fleet vehicles to ensure proper response to infrastructure needs and emergencies.

## **Financial Implications**

These vehicles were budgeted for in the City's 2021 & 2022 capital budget however, due to the current vehicle landscape order times were lengthy and unsecure.

The 2021 budget for the 2500 series truck was approved at \$57,600 and the 2022 budget was approved at \$65,000 for a total of \$122,600.

The most recent price provided for a 2024, 2500 series truck is \$71,087.50 (including net HST). The total cost for two trucks is \$142,175 (including net HST), leaving a shortfall of \$19,575.

It is recommended that the Wastewater Working Capital Operations Reserve fund be used to cover the additional amount of \$19,575 (including net HST). The balance of this reserve is about \$1.8 million without taking into account any surplus or deficit from 2023.

## **Policy Alignment**

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

## **Conclusion**

It is recommended that Council approve the purchase of two 2500 series trucks and that the additional \$19,575 be allocated from the Wastewater Working Capital Operations Reserve.

### Approved by:

Peter Raabe, Director of Engineering &  
Infrastructure Services

Lynda Ferguson, Director of Finance & IT  
Services

Sandra MacDonald, City Manager/City Clerk

### Status:

Approved - 13 Apr 2023

Approved - 13 Apr 2023

Approved - 13 Apr 2023



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 18, 2023
<b>Prepared By:</b>	Lynn Murray, Acting City Clerk Sandra MacDonald, City Manager/City Clerk
<b>Report Number:</b>	2023-59
<b>Subject:</b>	Amendments to Refreshment Cart By-law (052-2011) Mobile Refreshment Vehicle 2023 trial program

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## Recommendation

THAT Council authorize the amendment to By-law 052-2011, a by-law to License and Regulate Refreshment Carts to include the operation of Mobile Refreshment Cart for the 2023 season.

## Background

In May of 2011 Council passed By-law 052-2011 to put into place a means to license refreshment carts. This by-law permits the operation of refreshment carts at Centennial/Hardy Park, Centeen Park and on private properties, outside of the designated BIA area, which are zoned commercial.

The by-law was amended in 2013 and 2019 to add additional locations, Rotary Park when the splash pad was completed and the north end of the railway tunnel when this project was completed and to limit the number of carts per park. It also establishes the requirements for the operation of the carts (i.e. inspections, garbage, hours of operation, restrictions on signs, etc.) and the annual license fee.

The Clerk's Department has received a request from a mobile food vendor to operate a mobile refreshment cart on city streets.

## Analysis

There were no concerns raised when the request to amend the Refreshment Cart By-law was circulated to various departments for comment.

This is not the first enquiry regarding this type of vehicle, but it is the first formal request received by the Clerk's Office.

The by-law will need to be amended to include the following:

## Definitions

"mobile refreshment cart" shall mean a cart/vehicle that is propelled by human muscle power

## Licenses issued for Mobile Refreshment Carts on City Streets

A mobile refreshment cart licence is required for any motor vehicle or a trailer from which refreshments are cooked, carried or offered for sale to the general public.

No person shall locate or operate a mobile refreshment cart:

1. within one hundred and fifty (150) metres of food premises selling the same or similar products;
2. on King Street East/West between the intersections of Perth Street to the west and Market Street East;
3. in an area not permitted by the applicable Zoning By-law;
4. within nine (9) metres of an intersection;  
within ten (10) metres of a bus stop; or  
within six hundred (600) metres of another vendor;

To not impede traffic, the mobile refreshment carts shall not travel/operate from any sidewalk/path and when stopped to vend, the cart must park near the sidewalk/curb out of the travelled section of city roads.

The mobile refreshment carts shall not be stopped in any location for longer than is necessary to complete the sale/sales and no time longer than 15 minutes.

The hours of operation for mobile refreshment cart shall occur between 9 am and dusk, depending on the time of year, to ensure the vehicle is visible.

## **Financial Implications**

The 2023 license fees are \$580.00 per cart on city-owned property and \$235.00 per cart on private property. The fees will recuperate the costs of administration, inspection and enforcement of the refreshment carts.

## **Conclusion**

In order to confirm that a mobile refreshment cart will fit well into the current operations, it is recommended that this amendment be for the 2023 season only, to be assessed in early 2024.

Approved by:  
Sandra MacDonald, City Manager/City Clerk

Status:  
Pending

Attachments:

[0xx-2023 - Amend Refreshment Cart By-law to add mobile carts - trial period](#)

**THE CORPORATION OF THE CITY OF BROCKVILLE**  
**By-Law Number 0xx-2023**

*A By-law to amend 052-2011 Being a By-law to License and Regulate  
Refreshment Carts  
(temporarily include Mobile Refreshment Vehicles)*

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WHEREAS By-law Number 052-2011 allows for the licensing and regulation of refreshment carts on public and private property; and

WHEREAS at a meeting held on April 25<sup>th</sup>, 2023, Council passed a resolution to include the temporary operation of mobile refreshment carts; and

WHEREAS the temporary trial period be until December 31, 2023; and

THEREFORE it is necessary to amend By-law 052-2011;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF BROCKVILLE ENACTS AS FOLLOWS:

1. THAT Section 1 be amended to insert the following definition:

"mobile refreshment cart" shall mean a vehicle that is propelled by human muscle power;

2. THAT the following section be inserted:

Licenses issued for Mobile Refreshment Carts on City Streets

A mobile refreshment cart licence is required for any motor vehicle or a trailer from which refreshments are cooked, carried or offered for sale to the general public.

No person shall locate or operate a mobile refreshment vehicle:

- a) within one hundred and fifty (150) metres of food premises selling the same or similar products;
- b) on King Street East/West between the intersections of Perth Street to the west and Market Street East;
- c) in an area not permitted by the applicable Zoning By-law;
- d) within nine (9) metres of an intersection;
- e) within ten (10) metres of a bus stop;
- f) within six hundred (600) metres of another vendor;

0xx-2023

*A By-law to amend 052-2011 Being a By-law to License and Regulate Refreshment Carts (include Mobile Refreshment Cart)*

Page 2

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To not impede traffic, the mobile refreshment carts shall not travel/operate from any sidewalk/path and when stopped to vend, the cart must park near the sidewalk/curb out of the travelled section of city roads.

The mobile refreshment carts shall not be stopped in any location for longer than is necessary to complete the sale/sales and no time longer than 15 minutes.

The hours of operation for mobile refreshment carts shall occur between 9 am and dusk, depending on the time of year, to ensure the cart is visible.

3. THAT subsequent sections of bylaw 052-2011 be renumbered accordingly.

Given under the Seal of the Corporation of the  
City of Brockville and Passed this  
9<sup>th</sup>, day of May 2023

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Mayor

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City Clerk

**THE CORPORATION OF THE CITY OF BROCKVILLE**  
**By-Law Number 0xx-2023**

*A By-law to amend 052-2011 Being a By-law to License and Regulate  
Refreshment Carts  
(temporarily include Mobile Refreshment Vehicles)*

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WHEREAS By-law Number 052-2011 allows for the licensing and regulation of refreshment carts on public and private property; and

WHEREAS at a meeting held on April 25<sup>th</sup>, 2023, Council passed a resolution to include the temporary operation of mobile refreshment carts; and

WHEREAS the temporary trial period be until December 31, 2023; and

THEREFORE it is necessary to amend By-law 052-2011;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF BROCKVILLE ENACTS AS FOLLOWS:

1. THAT Section 1 be amended to insert the following definition:

"mobile refreshment cart" shall mean a vehicle that is propelled by human muscle power;

2. THAT the following section be inserted:

Licenses issued for Mobile Refreshment Carts on City Streets

A mobile refreshment cart licence is required for any motor vehicle or a trailer from which refreshments are cooked, carried or offered for sale to the general public.

No person shall locate or operate a mobile refreshment vehicle:

- a) within one hundred and fifty (150) metres of food premises selling the same or similar products;
- b) on King Street East/West between the intersections of Perth Street to the west and Market Street East;
- c) in an area not permitted by the applicable Zoning By-law;
- d) within nine (9) metres of an intersection;
- e) within ten (10) metres of a bus stop;
- f) within six hundred (600) metres of another vendor;

To not impede traffic, the mobile refreshment carts shall not travel/operate from any sidewalk/path and when stopped to vend, the cart must park near the sidewalk/curb out of the travelled section of city roads.

The mobile refreshment carts shall not be stopped in any location for longer than is necessary to complete the sale/sales and no time longer than 15 minutes.

The hours of operation for mobile refreshment carts shall occur between 9 am and dusk, depending on the time of year, to ensure the cart is visible.

3. THAT subsequent sections of bylaw 052-2011 be renumbered accordingly.

Given under the Seal of the Corporation of the  
City of Brockville and Passed this  
9<sup>th</sup>, day of May 2023

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Mayor

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City Clerk



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 18, 2023
<b>Prepared By:</b>	Lindsay Armstrong, Senior Manager of Human Resources Sandra MacDonald, City Manager/City Clerk
<b>Report Number:</b>	2023-60
<b>Subject:</b>	Reduced Scents in The Workplace

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## Recommendation

THAT report 2023-60 Reduced Scents in the Workplace be received for information

## Background

Although scented products are often enjoyed, their overuse can be detrimental to the health and workplace enjoyment of many staff. Many scented products can cause adverse health effects to individuals with allergies, environmental sensitivities or chronic health conditions.

Scented products include items such as perfumes, cologne, hand lotions, and cleaning products. These products may adversely affect a person's health resulting a variety of health problems, ranging from runny nose and sneezing to asthma attacks and hives.

## Analysis

Routine joint health and safety inspections resulted in several staff expressing concern over the use of scent in the workplace. As such staff have created the attached Reduced Scent in the Workplace Policy (attachment 2023-60 A1). Staff are being asked to avoid the use of strong perfumes and heavily scented products while in the workplace and to be respectful of those who have indicated that they have a sensitivity to scents and certain products.

Currently the City of Brockville is not a scent-free workplace, staff have implemented the reduced scents in the workplace policy as a first step. If the issues are not resolved, staff may implement a scent-free workplace policy.

## Financial Implications

None

## **Policy Alignment**

Reduced Scents in the Workplace POL.H.22.144

## **Conclusion**

Staff will continue to monitor the Joint Health and Safety reports to ensure that the Reduced Scent in the Workplace Policy is effective in eliminating the adverse health effects that have previously been reported.

Approved by:	Status:
Lindsay Armstrong, Senior Manager of Human Resources	Approved - 13 Apr 2023
Sandra MacDonald, City Manager/City Clerk	Pending

Attachments:

[2023-60 A1](#)



# Policy

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**POL.H.22.144**

[Reduced Scents in the Workplace]

**Policy Type:** Health & Safety  
**Date Approved:** 3 April 2023  
**Department:** Human Resources

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## Policy Statement

The City of Brockville recognizes the impact of scented products to those with allergies, environmental sensitivities, or chronic health conditions.

The City of Brockville is not a scent-free environment; however, we do ask that staff avoid the use of strong perfumes and heavily scented products while at work. The City of Brockville asks for everyone's cooperation in our efforts to accommodate employee health concerns, and minimum unnecessary workplace discomfort.

## Purpose

Many scented products are respiratory irritants that can cause adverse health effects to individuals with allergies, environmental sensitivities, or chronic health conditions.

This policy was developed to reduce exposure of environmental irritants and document a process for reinforcement and reporting.

## Application

The policy applies to all City of Brockville staff.

## Definitions

**Scented Products** may include but are not limited to:

- Perfume, cologne, aftershave
- Laundry detergent, dryer sheets
- Lotions, creams, soaps
- Deodorants, antiperspirants
- Hair spray, gels, mousse, shampoos, and conditioners
- Chemical cleaning products, air fresheners
- Strongly scented flowers, potpourri, or candles

Page 2 of 4

- Markers, pens
- Residue from cigarettes, vaporizers, or chewing tobacco

**Scent Sensitivities** include a variety of health problems that arise out of or are exacerbated when exposure to scented irritants occurs.

The following list includes some of these health problems such as but not limited to:

- Sore throat, voice hoarseness
- Runny nose, sinus congestion
- Shortness of breath, wheezing
- Headaches, migraines
- Dizziness
- Anxiety, irritability, fatigue, mental confusion
- Inability to concentrate
- Seizures
- Nausea
- Muscle pain
- Asthma attacks
- Skin reactions such as dermatitis

## **Procedures**

Staff with sensitivities are encouraged to post the attached Reduced Scent Zone poster (Appendix A) in their respective work areas. Staff are also asked to consider implementing the following actions to reduce likelihood of exposure if a scent in their work area is identified.

- If the scent is being worn by someone in your office and you know the person well, approach them directly in a respective and calm manner. Explain what the problem is - what you think you are reacting to and explain the kind of reactions the fragrance triggers.
- Redirect the staff member to this policy and related signage for reference.
- Ask the co-worker to consider switching to unscented products or reduce the amount fragrance or personal hygiene products that they use.
- If direct contact with the scent would worsen your reaction or the worker does not feel comfortable approaching the person wearing the scent, the worker should speak with their supervisor or the Health & Safety Coordinator. If necessary and operationally feasible, the worker should relocate to another area until the scent is gone.
- If the worker becomes ill, follow the normal procedures for reporting illness at work using the Employee Incident Report (POL.H.21.142).

Page 3 of 4

- If the situation does not improve, the worker and supervisor are to seek further advice from the Health and Safety Coordinator.

### **Related Policies**

POL.H.21.142 Employee Incident Reporting & Accident Investigations

### **Consequences of Non-Compliance**

All staff are expected to adhere to this policy and requests to reduce scent.

### **Review Cycle**

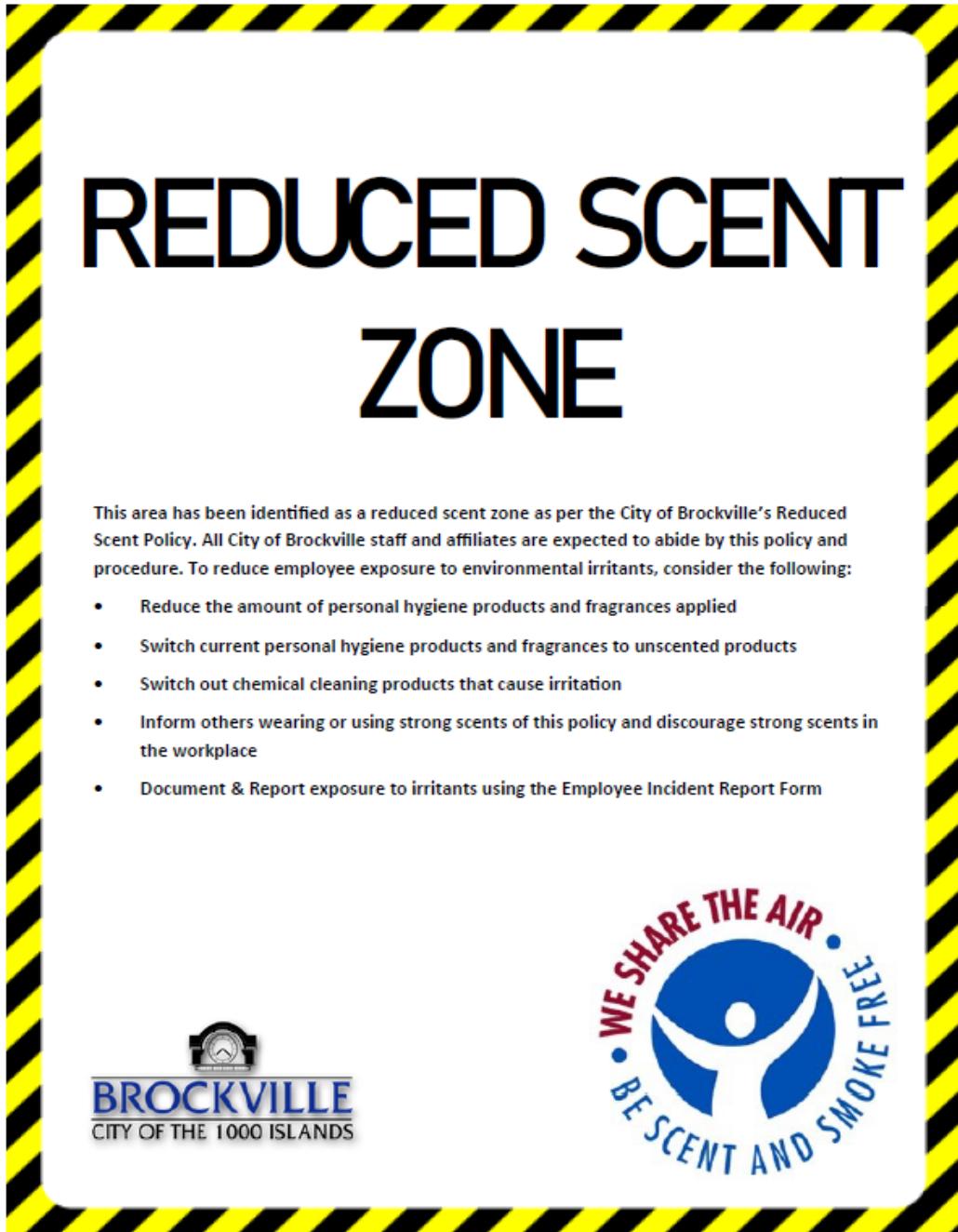
This policy is to be reviewed when changes in legislation occur or when improvements can be identified.

### **Appendix**

Appendix A – Reduced Sent Zone Poster

Page 4 of 4

**Appendix A – Reduced Scent Zone Poster (example)**



This area has been identified as a reduced scent zone as per the City of Brockville's Reduced Scent Policy. All City of Brockville staff and affiliates are expected to abide by this policy and procedure. To reduce employee exposure to environmental irritants, consider the following:

- Reduce the amount of personal hygiene products and fragrances applied
- Switch current personal hygiene products and fragrances to unscented products
- Switch out chemical cleaning products that cause irritation
- Inform others wearing or using strong scents of this policy and discourage strong scents in the workplace
- Document & Report exposure to irritants using the Employee Incident Report Form





# Policy

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**POL.H.22.144**

[Reduced Scents in the Workplace]

**Policy Type:** Health & Safety  
**Date Approved:** 3 April 2023  
**Department:** Human Resources

---

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- If the worker becomes ill, follow the normal procedures for reporting illness at work using the Employee Incident Report (POL.H.21.142).

- If the situation does not improve, the worker and supervisor are to seek further advice from the Health and Safety Coordinator.

## **Related Policies**

POL.H.21.142 Employee Incident Reporting & Accident Investigations

## **Consequences of Non-Compliance**

All staff are expected to adhere to this policy and requests to reduce scent.

## **Review Cycle**

This policy is to be reviewed when changes in legislation occur or when improvements can be identified.

## **Appendix**

Appendix A – Reduced Sent Zone Poster

**Appendix A – Reduced Scent Zone Poster (example)**

**REDUCED SCENT  
ZONE**

This area has been identified as a reduced scent zone as per the City of Brockville's Reduced Scent Policy. All City of Brockville staff and affiliates are expected to abide by this policy and procedure. To reduce employee exposure to environmental irritants, consider the following:

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- Switch current personal hygiene products and fragrances to unscented products
- Switch out chemical cleaning products that cause irritation
- Inform others wearing or using strong scents of this policy and discourage strong scents in the workplace
- Document & Report exposure to irritants using the Employee Incident Report Form

  
**BROCKVILLE**  
CITY OF THE 1000 ISLANDS

The logo features a stylized blue and white graphic of a person's head and shoulders. The text "WE SHARE THE AIR." is curved along the top edge in red, and "BE SCENT AND SMOKE FREE" is curved along the bottom edge in blue.



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	April 18, 2023
<b>Prepared By:</b>	Lynda Ferguson, Director of Finance & IT Services
<b>Report Number:</b>	2023-67
<b>Subject:</b>	2023 Federal and Provincial Budget Updates

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## Recommendation

THAT Council receive Report SR2023-67 for information.

## Background

Both the Federal and Provincial Governments have recently presented 2023 Budgets. There are municipal implications in both budgets which are outlined in this report. Further information on these implications is expected to be revealed throughout the year from the applicable ministry. Not all will be applicable for Brockville, but Staff will research these programs once information is available.

## Alternatives

A summary of Highlights:

### 2023 Provincial Budget

- Investing in a new Emergency Response Fund to provide urgent relief for municipalities, First Nations and communities often needed in the first 24-72 hours after an emergency arises. This funding can be used to assist communities by mobilizing skilled volunteer resources, deploying coordination teams, and providing equipment and financial assistance.
- Expanding a new emergency preparedness program which meet the diverse needs of communities and are implemented across the province.
- An amendment to the Dedicated Funding for Public Transportation Act, 2013 to ensure that Ontario's Gas Tax Program continues to provide two cents per litre of provincial gas tax revenue to municipalities in order to support local public transit. This amendment was made to ensure that gas tax rate reductions do not affect this program.

- Creating investment ready land – To keep Ontario competitive, the government is working with municipalities and utilities on engineering designs and infrastructure upgrades for potential large industrial or mega-sites. The intent is to help create serviceable industrial sites to attract high-value advanced manufacturing projects.
- Exploring the introduction of an Urban Mobility Vehicle pilot program to enable micro mobility options to operate in Ontario where municipalities would be able to opt in by passing a bylaw that would allow these types of transportation on City streets.

### 2023 Federal Budget

- Following the success of the Investing in Canada Infrastructure Program (ICIP), the government is actively reviewing Canada's continued infrastructure needs in the development of future federal infrastructure programming. An update will come later this year, including next steps on permanent public transit funding.
- The Smart Cities Challenge, which was aimed at reducing the risks and impacts posed by weather-related events and disasters triggered by climate change, will focus on using connected technologies, data and innovative approaches to improve climate resiliency.
- \$27.2M over five years to Transport Canada to establish a Transportation Supply Chain Office with industry and other orders of government to respond to disruptions and better coordinate action to increase the capacity, efficiency, and reliability of Canada's transportation supply chain infrastructure

### **Financial Implications**

There are no financial implications with this report.

### **Policy Alignment**

There are no policy implications with this report.

### **Conclusion**

Both the Provincial and Federal Governments have recently announced their 2023 budgets. While there are a few municipally related programs, not all will be applicable to Brockville. Staff will research them when more information is available.

Approved by:

Lynda Ferguson, Director of Finance & IT  
Services

Status:

Approved - 13 Apr 2023

Sandra MacDonald, City Manager/City Clerk      Approved - 13 Apr 2023

# Brockville Museum

## Advisory Committee

### Minutes of Meeting

February 16 at 2:00 PM via Zoom

Present: Paul Naylor, David Buck, Joan Watt  
Staff: Natalie Wood, Curator/Director  
Councilor: Katherine Hobbs  
Guest: Anne Shropshire, Manager of Cultural Services  
Chair:

#### 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.

#### 2.0 Call to Order 2:00 PM

- 2.1 P. Naylor agreed to be Chair for this meeting.
- 2.2 J. Watt agreed to be Secretary for this meeting.

#### 3.0 Additions to/Approval of Agenda

Moved by: D. Buck and seconded by: P. Naylor that we approve the agenda. Carried.

#### 4.0 Additions to/Approvals of minutes of the Last Board Meeting of 08/12/22

Moved by: D. Buck and seconded by: P. Naylor that we approve the minutes of the last meeting, with the inclusion of a final sentence under 8.0 Governance, that appeared in the 2<sup>nd</sup> and Final version of the minutes, which reads “The members thanked the Curator/Director for her leadership at the museum and for providing the knowledge of her profession which enhanced the Board’s processes and activities.” . Carried.

#### 5.0 Review and Discussion of Advisory Committee Terms of Reference

5.1 The Manager of Cultural Services was invited to discuss the Terms with the Committee. She noted that the primary role of the Committee is to reflect the interests, concerns, ideas and wishes of the community related to the museum. The members

indicated a need to increase recruitment to the Committee in order to reflect the community more adequately.

Members noted a number of what appeared to be discrepancies/conflicts amongst articles of the Terms. The Manager indicated that most, if not all, those items would be clarified through the circulation of other City of Brockville policies. The Curator/Director undertook to circulate that package of policies to the members as soon as available.

### 5.2 Discussion and election of Chair, Vice-Chair and recording secretary for 2023

Moved by: J. Watt and seconded by: D. Buck that for 2023, we elect P. Naylor as Chair and D. Buck as Vice-Chair and that the Curator/Director, or designate, act as recording secretary. Carried.

## 6.0 Executive Reports by Curator/Director

6.1 There was a brief, informal discussion of the January Staff Report.

6.2 The members commented on the quality and quantity of the work accomplished by museum staff in 2022. The Curator/Director noted a required correction to the museum room rentals (2) in 2022

Moved by: P. Naylor and seconded by: D. Buck that we receive the 2022 Annual Report as an accurate and fair representation of 2022 museum operations. Carried

## 7.0 New Business

7.1 Reconstitute previous sub-/ad hoc committees:

### 7.1.1 Collection Committee

MOTION: That an ad hoc committee known as the Collection Committee be established and that members listed herein be appointed to said committee. Moved by: P. Naylor and seconded by: D. Buck. Carried.

### 7.1.2 2023 Project Steering Committee

MOTION: That an ad hoc committee known as the 2023 Project Steering Committee be established; and that members listed herein be appointed to said committee. Moved by: D. Buck and seconded by: P. Naylor. Carried.

## 8.0 Date, Time and Location of Next Meeting

Following a brief discussion, it was decided to move meetings to 2 PM on the 2<sup>nd</sup> Tuesday of the month. Next meeting is March 14 at 2 PM via Zoom

## 11.0 Adjournment 2:50 PM

Moved by: J. Watt. Carried

# Brockville Museum Advisory Committee Minutes

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March 14 at 2pm, Zoom: <https://us06web.zoom.us/j/83804383235>

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Present: David Buck, Joan Watt, Paul Naylor, Katherine Hobbs | Staff: Natalie Wood (Curator/Director)

## 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 2:03pm

## 3.0 Additions to/Approval of Agenda

Moved by: D. Buck and seconded by: J. Watt that we approve the agenda. Carried.

## 4.0 Discussion and Approval of Minutes of the Last Meeting

Moved by: D. Buck and seconded by J. Watt that we approve the minutes of the last meeting from February 14, 2023 as presented. Carried.

## 5.0 Executive Reports

### 5.1 Chair

- P. Naylor brought up the importance of the Secretary position and thanked J. Watt for her excellent minute taking.
- P. Naylor inquired about the process regarding the May is Museum Month proclamation; discussion was deferred to item 6.2 on the agenda.

### 5.2 Curator/Director

#### 5.2.1 Discussion of February Staff Report

- Committee members inquired about the Curator/Director's presentation as a panelist during a recent Ontario Museum Association webinar on "Approaches to Online Exhibits". The Curator/Director agreed to forward a link to the webinar recording once received.
- Committee members inquired about the need for an emergency exit from the second floor of Beecher House. The Curator/Director indicated that the City's new Health & Safety Coordinator and Facilities Supervisor are looking into this issue.
- Committee members inquired about the Capital Budget process and proposed projects. Councillor Hobbs shared the list she was provided ahead of the March 14 Council Budget meeting. The Committee and staff discussed the notable improvements made to communications around the Capital Budget process as a result of the creation of the Cultural Services Department and hiring of a Manager of Cultural Services.

- There was a brief discussion regarding the success of the recently held Volunteer Open House and Info Session, which was attended by P. Naylor and D. Buck; each shared their impressions and experience of the event.

## **6.0 New Business**

- 6.1 Review of City policies relating to the operation of an Advisory Committee – deferred
  - This item was deferred as the policies in question have not yet been received
- 6.2 May is Museum Month request
  - P. Naylor expressed how this request was made last year and in discussion with Councillor Hobbs it was agreed P. Naylor would submit the request directly to the Mayor's Office on behalf of the Committee.
- 6.3 Discussion regarding strategies for Advisory Committee member recruitment
  - The Committee had a robust conversation about recruitment objectives with an emphasis on organic recruitment (i.e. recruiting through existing networks; people committee members know) and the notion that the act of recruitment in and of itself is an act of increasing the museum's visibility and profile
    - The discussion included:
      - “whom do we know?”
        - Several potential candidates were discussed and committee members were encouraged to approach them
      - “what do we send them?”
        - Discussed using existing documents like the Feasibility Study and the new Volunteer Program Guide
      - “what skills are we looking for?”
        - Skills identified included: computer literacy, knowledge of document sharing programs, ability to share content on social media platforms, well-informed, engaged in the community and the museum, can see how to make connections, represent underrepresented segments of the community
  - 6.4 In new business, D. Buck shared his feedback regarding the 2023 Lecture Series. The Curator/Director shared that the museum is currently soliciting feedback from attendees and assessing the future of the signature program.

## **7.0 Date, Time, Location of Next Meeting**

April 11, 2023 @ 2pm via Zoom (Second Tuesday of the month)

## **8.0 Adjournment 3:03pm**

Moved by: J. Watt. Carried.



# **City of Brockville**

## **Tourism Advisory Committee**

### **Minutes**

**11:30 AM - Tuesday, February 28, 2023**

**Virtual Meeting**

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The Tourism Advisory Committee meeting was called to order on Tuesday, February 28, 2023, at 11:30 AM, in the Virtual Meeting, with the following present:

<b>Members</b>	Jessica Barabash, Jennipher Carter, Leslie Casson, Andrea Ellis, and Katherine Hobbs
<b>Present:</b>	
<b>Regrets:</b>	Madelaine Cirka, Jasmine Jasani, Pam Robertson, and Stacy Roduner
<b>Others:</b>	Nil.
<b>Staff:</b>	Anne Shropshire, Manager, Cultural Services, Chad Davis, Supervisor of Parks & Cemetery Services, Emily MacKenzie, Finance & Cemetery Records Coordinator, and Sandra MacDonald, City Manager/City Clerk

### **FACILITATOR'S REMARKS**

A. Shropshire welcomed everyone to the virtual meeting and wished all Committee members a great start to 2023.

### **DISCLOSURE OF INTEREST**

Nil.

### **ADOPTION OF THE MINUTES**

Moved by Member Carter

THAT the minutes of the Tourism and Culture Committee meeting dated November 21, 2022 be adopted as circulated.

**CARRIED**

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

Nil.

### **DELEGATIONS/PRESENTATIONS**

Nil.

## **CORRESPONDENCE & COMMUNICATIONS**

### 1. Brockville Tourism - 2023 Plan & Budget

A. Shropshire asked Committee members to email any questions that they may have about the document to her.

## **NEW BUSINESS**

### 1. Discussion - Assessment of Current Tourism Assets & Future Opportunities

Member Ellis referenced water tourism and the need for an accessible kayak launch, along with creation of a paddlers package or other promotional material. Member Carter touched upon product development and existing infrastructure as being key for the future of tourism in Brockville. She expressed frustration with the islands being inaccessible and saw the City's booking portal as a barrier.

Member Casson focused on investing in tourism by using local knowledge. Member Barabash provided insight on accessibility limitations of the islands for visitors who did not bring their own boat.

C. Davis joined the meeting at 11:47 am, with a brief introduction from A. Shropshire.

Councillor Hobbs provided feedback on other municipalities, such as Kingston, upgrading infrastructure for diving tourism. Member Carter asked about a redevelopment plan that included Market Street and Water Street. The City Manager clarified that the Waterfront Committee had provided recommendations as part of their mandate, but that the Committee was dissolved.

Member Ellis proposed the Committee look into water sport rentals. A. Shropshire indicated that any future rental businesses would ideally be a collaboration between the City and local entrepreneurs.

Member Barabash asked if the Committee should be taking the first steps to strengthen stakeholder relationships. A. Shropshire responded that it could be part of future recommendations brought to Council.

Member Barabash noted agriculture tourism as part of any future tourism plan and referenced Maison Maitland. Councillor Hobbs added that businesses without bricks and mortar should also be a point of focus.

The Committee discussed the difference between local vs. regional tourism. Member Barabash asked about a recommendation to work with other municipalities to create a promotional package. Member Casson concurred that many visitors don't isolate municipal boarders. Member Carter noted that a strategic plan would need to be part of the solution, otherwise it would be a group of ideas without any action.

S. MacDonald left the meeting at 12:10 pm.

A. Shropshire asked Member Casson what role St. Lawrence College could play in the future of tourism in the Brockville area. Current data is showing 80% of St. Lawrence College - Brockville Campus students are commuting from within 100 km of the campus. To be part of the solution, there are gaps (i.e., access to services) that need to be addressed.

**2. Evaluation of City Owned Assets - Successes & Barriers for Tourism Development**

Councillor Hobbs identified the library as an important asset. In the past, visitors to the area were able to get a temporary library card to take out sports equipment.

**3. Upcoming Report to Council - Future of Tourism Delivery**

A. Shropshire briefly mentioned a report on the future of tourism delivery was presented at the February 21st General Committee meeting. Staff will be reviewing all tourism delivery options in a report to Council, which is expected March 2023.

Member Carter asked A. Shropshire what her opinion was of the options. A. Shropshire indicated that they all have advantages & limitations.

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

Nil.

**FINANCIAL REPORT**

Nil.

**QUESTION PERIOD**

Nil.

## **ADJOURNMENT**

Moved by Member Barabash

THAT the Tourism and Culture Committee be adjourned until its next meeting.

**CARRIED**

*The meeting was adjourned at 12:44 pm. The next Tourism Advisory Committee was tentatively set for Monday May 15, 2023 at 11:30 am.*

[TAC Notes - February 28th Meeting \(A. Shropshire\)](#)

## **Notes from Tourism Advisory Committee Meeting**

**Tuesday February 28, 2023**

### **What assets do we have and what can we improve upon?**

- The River (diving, kayaking, boating, islands)
- Give people a reason to come here
- Accessible boat launch
- Create better access to islands, create island 'quest'
- Keep infrastructure along waterfront in good repair
- Need product development/infrastructure development
- Talk to already existing businesses
- Agri-tourism with regional focus
- Tours (photography, walking tours, heritage (low hanging fruit, low investment))
- Library an important asset
- Integrating St. Lawrence college (school and students) – we need to draw students in with opportunities and have them stay after graduating

### **Current barriers**

- Accessibility
- How would I know where to go, park car, launch boat, what to do, needs maps
- No focus on north end
- Regional tourism is essential – visitors do not see political boundaries

### **Other general comments**

- Bring in local photographers for images
- Collaboration is the smart way forward
- Determine what makes Brockville and the Region distinctive