

The agenda has been republished to include a presentation from Tourism.



# **City of Brockville General Committee Agenda**

**4:30 PM - Wednesday, December 6, 2023**

City Hall, Council Chambers

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Page

## **Land Acknowledgement Statement**

## **Chair's Remarks**

## **Disclosure of Interest**

## **Delegations and Presentations**

4 - 9

1. Boardwalk and Central Park Condominiums  
(A. Pullan and D. McCuaig)

THAT Council receive the correspondence from the Boardwalk and Central Park Condominiums for information.

[2023 12 06 Boardwalk-Central Park Square](#)

10 - 11

2. Response to Delegation - Boardwalk and Central Park Condominiums  
(Fire Chief Jones)

THAT Council receive the correspondence from the City Fire Chief for information.

[2023 12 06 Fire response](#)

12 - 112

3. Tourism Year End Presentation/Report  
(Thomas Harder)

T. Harder will review his presentation for the Committee.

[2023 Annual Tourism Report Slides](#)  
[Tourism Annual Report 2023 Final](#)

**Correspondence and Communications**

Nil.

**Reports from Boards and Committees**

Nil.

**Staff Reports**

- |           |  |   |
|-----------|--|---|
| 113 - 119 | 1. 2023-224<br>2023 November Variance                    | <p>THAT Council receives report SR2023-224, 2023 November Variance for information.<br/><a href="#"><u>2023-224</u></a></p>   |
| 120 - 124 | 2. 2023-225<br>EV ChargeON Program                       | <p>THAT staff be directed to submit an application to the EV ChargeON program no later than January 31, 2024. The application is to propose three sites in Brockville for EV Charging: 8 Water Street (former Brockville Tourism building), Brockville Memorial Centre, and St. Lawrence Park.</p> <p>THAT Council approve up to \$49,138 from the parking reserve fund to fund the installation of EV chargers at three sites in Brockville.<br/><a href="#"><u>2023-225</u></a></p> |
| 125 - 145 | 3. 2023-223<br>Draft Paratransit Service Delivery Policy | <p>THAT Council approve the draft service delivery policy for Brockville Paratransit.<br/><a href="#"><u>2023-223</u></a></p>   |

**New Business from Committee Members**

Nil.

**Information Items**

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 January 16, 2024.

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

- |           |  |
|-----------|--|
| 146 - 153 | Heritage Brockville<br><a href="#"><u>Heritage Brockville - 11 Oct 2023 - Minutes</u></a><br><a href="#"><u>Municipal Heritage Committee - 15 Nov 2023 - Minutes</u></a>       |
| 154 - 157 | Museum Board<br><a href="#"><u>2023 09 12 Museum Advisory Committee Minutes</u></a><br><a href="#"><u>2023 10 10 Museum Advisory Committee Meetings</u></a>                    |
| 158 - 165 | Railway Tunnel Committee<br><a href="#"><u>Railway Tunnel Committee - 14 Sep 2023 - Minutes</u></a><br><a href="#"><u>Railway Tunnel Committee - 09 Nov 2023 - Minutes</u></a> |

Presentation to General Committee Meeting on December 6, 2023  
By Art Pullan and Dean McCuaig

Representing the Boardwalk Condominium, Central Park Square Condominium,  
and Liz Smith, Tall Ships Landing

Materials to be distributed to Council:

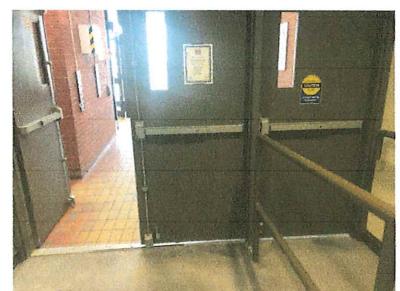
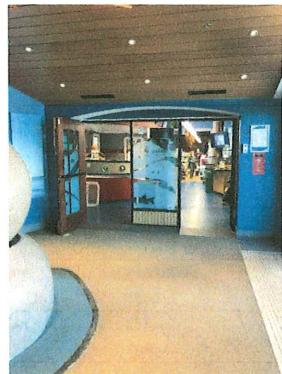
- Photos of city businesses customer access
- Letter from Neil Moores, President Boardwalk LCC # 18
- Photos of four condominium entrance furnishings
- Letter from Jim Pickard, President Central Park Square LCC # 20
- Letter from Liz Smith, owner/resident Tall Ships Landing  
Condominium

# 9 Broad Street Businesses

Doorstops ordered Removed/keep doors shut at all times or face fines up to \$50,000.



## Other City Businesses Exempted?



To:  
Brockville City Council

From:  
Neil Moores, President LCC #18

Dear members of Council,

On behalf of the Board of Directors of LCC #18 I am writing this letter in support of the presentation of concerns by property owner Art Pullan and owner/Board member Dean McCuaig at the December 6, 2023 General Committee of Council for the following reasons.

### **9 Broad Street**

In what appeared to be a retaliatory response by the Brockville Fire Department (BFD), our commercial businesses were ordered to remove all client waiting area furniture from our lobby and to have it "Fire Guard" treated before being returned. After going to the expense of doing so we were suddenly weeks later without rhyme or reason or explanation, informed by the BFD that it was not necessary and that the furniture was allowed.

We were ordered to remove all doorstops/blocks from every door or be subject to fines of up to \$50,000. Alternatively, we would be allowed to install a door device connected to the fire alarm system at a cost of \$2,200 per door.

A Fire Safety Commission (FSC) decision on this matter based on the evidence presented to them by the BFD was to deny our appeal and upheld the BFD order. We complied.

However, in later learning that the BFD mistakenly interpreted their own evidence presented to the FSC and because of the effects the decision has had on owners we appealed to the FSC for reconsideration. Only to be informed that Provincial Tribunal rules do not allow for the submission of new evidence on appeal. Mistakes cannot be overturned in this manner.

We were informed that the municipality is responsible for carrying out the provisions of the Fire Code and it would be up to them to correct the error. We are asking for fair and earnest review of this matter which we have requested and not received to date.

### **11 Broad Street**

We were ordered to remove all doorstops that had been in place for over thirty years. Questioning why, as the discretion of all previous fire inspectors allowed them in order to safely keep doors open for short periods of time while bringing in groceries etc., resulted in further orders against us to remove all furnishings from our lobby and individual floors. While appealing these orders to the FSC the Board took immediate action to remove all doorstops and installed a \$500 device on our mail room as recommended by the BFD. We also ordered all furniture removed from floor hallways.

The FSC supported BFD's request to have doorstops on fire doors deemed to be an alteration to the door and therefore a violation of the Fire Code and ordered removed.

The FSC denied the BFD request to order the removal of furniture as the building was designed for furniture and it did not impede the exiting of the building.

It is important to note that a 45 person signed petition as to why our building was targeted has gone unanswered.

We are again asking the City to rescind the violation order against 9 Broad St. as we believe evidence has shown it was mistakenly issued.

Sincerely



Neil Moores  
President LCC # 18

# **Unjust Orders to Remove Furniture**

*9 & 11 Broad Street Furniture Ordered Out  
Overruled by Fire Safety Commission (FSC)*



Four Winds  
Allowed.

Since FSC Decision  
Ormond Street  
Ordered removed

Executive  
Allowed



To:  
Brockville City Council

From:  
Liz Smith  
Unit #1006  
Tall Ships Landing  
15 Saint Andrews St.



Dear members of Council,

**Safety Device Ordered Removed**

Please accept this letter as permission for Art Pullan to speak on my behalf regarding an important safety issue for seniors and those with mobility issues.

I live alone in the Tall Ships Landing. Every room in my home has fire sprinklers.. even the closets..and so does the hallway outside my front door.

Like most everyone anywhere there are times when it is necessary to hold my front door open while bringing in my grocery cart or other things.

Like me, many of my neighbours used a hold open magnet that works perfectly to hold the door open for short periods of time allowing us to safely bring in our groceries etc.

We were told by our building management company that the device had to be removed as the Fire Department said they were not allowed.

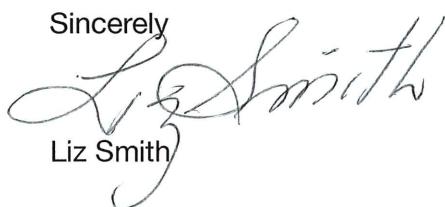
If anyone anywhere has tried to manage bringing in something while struggling to keep the heavy door open with your body you know it is dangerous especially for the elderly and those with mobility issues. Falls are the **leading cause** of accidental death and injury for our group.

One day last month while struggling to hold the door open to bring in my grocery cart I fell and broke 3 ribs. My injury was totally preventable and should not have happened. It simply does not make practical sense to not allow someone to use a device for a few minutes to safely bring in their belongings. It is not as if I am going to go away and leave my door open for someone to steal something. I am going to close it safely as soon as I get inside.

I have since learned that the Fire Department position is that the only way you can keep your door open at anytime is to purchase an expensive device costing hundreds if not thousands of dollars... really! There has to be a practical allowance for the type of device I used or otherwise I am certain other people will, if not already, experience the same fate as me and heaven forbid if they land on their head.

Is there any room for reasonableness so a law abiding citizen can go about her life safely and securely? I hope so!

Sincerely



Liz Smith

A handwritten signature in black ink, appearing to read "Liz Smith". Below the signature, the name "Liz Smith" is printed in a smaller, sans-serif font.

November 21, 2023.

Via: Email

Mr. Art Pullan  
9 Broad, St.

Art:

I am writing on behalf of the condominium board LCC #20 and the owners of the 40 units in our Central Park Square building with respect to your upcoming presentation to the Committee of the Whole of Brockville City Council.

We are supportive of your efforts and would ask that you speak on our behalf to try and establish consistent, equitable fire prevention inspections based upon community risk. The boards position is that there should be a standard policy that governs fire code enforcement and to ensure a standardized public education practice that applies City wide. Under the current practice by the Fire Prevention Office of the City of Brockville Fire Department that does not appear to be the case.

On September 7, 2022 we were given an order that required our building to remove the existing furniture and replace it with either wooden only or steel only furnishings. Our compliance date for the completion of the required changes was December 2, 2022. Since this was an official order from the City of Brockville we complied with the order which was most upsetting to a number of residents as they felt the removal of quality furnishings with the replacement of steel only furniture was a detriment to the esthetic and property value of the building. Even though the entrance is large (approximately 25 feet) and there are other buildings of a similar size and layout, there was no requirement for them to replace their furniture. In fact, we understand that we were only one of a very few buildings in Brockville that has such an order issued. Also, we understand that other buildings in the city were provided with the option of treating their furniture with fire reduction fabric spray. It should be noted that the furniture in our building was already fire retardant treated by the manufacturer and had a manufacturer's label attached attesting to that fact. Where is the consistency and where is the standardized policy?

However, what is most concerning is learning that before our deadline to remove our furnishings the Boardwalk condo successfully challenged their order to the Fire Safety Committee on the basis the furniture did not impede the exit requirements, nor did ours, and based on the lobby width the building was designed to allow for furnishings, as is ours. Their existing upholstered furniture was allowed to remain. We believe it would have been reasonable for the Brockville Fire Department to then re-assess our property in the same fashion as our lobby area far exceeds the minimum required exit width and the return of more appropriate furnishing be allowed.

We are asking that if not already done so, appropriate policies be put in place to ensure a fair, reasonable and consistent application of the fire code commensurate with established risk assessment guidelines and that a reassessment be made of our building accordingly. Consistent, fair and equitable legislation is the goal of all Councils and Brockville City Council has shown through past and current regulations that they are cognizant of this standard.

Yours truly,  
LCC #20 Board of Directors

*Jim Pickard*

Jim Pickard  
President

## Lynn Murray

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**From:** Melanie Jones  
**Sent:** December 1, 2023 12:04 PM  
**To:** Lynn Murray  
**Subject:** Fwd: Delegation - Pullan  
**Attachments:** Delegation request response .docx

Good Afternoon,

A request for a delegation has been brought forward by Art Pullan for presentation to General Committee on December 06, 2023. Mr Pullan is a former fire prevention officer with the City of Brockville. If you have read his submissions, you will see he is looking for the Fire Department to assume the risk of not enforcing the Fire Code in the building he is on the board of (Boardwalk – Broad St.). The Fire Code is applied equitably and fairly across the city. His building has residences in it which is what makes it different from buildings like city hall etc. The Chief Fire Prevention Officer, Matt Tyo engaged professionally and in the spirit of ‘working with’ him to get the issues sorted out. The orders on the boardwalk were to remove combustible furniture in the lobby and mechanical doorstops that were being used on the doors. The orders were challenged and taken to the Fire Safety Commission. The Commission upheld the requirement to remove door stops and other materials used to wedge open fire separations and also rescinded the order for the removal of combustible material from lobby and corridors saying the building was designed to have the furniture. A request for reconsideration on the doors stops was sent to Tribunals Ontario by Mr Pullan and the request was dismissed (Jan 2023). Note: once there was an appeal regarding furniture, CFPO Tyo refrained from putting any orders on until the Commission had ruled in order to be consistent.

The responsibility of compliance falls to the property owners which could mean some costs will be needed. In this case....every door can be opened if they have magnetic closures that are attached to the alarm system. What this does is when the alarm goes off all of those hold open devices release causing the doors to close. This has been shared several times.

Many emails were exchanged up to August 02, 2023 when Dean McCuaig (board of directors member), Vince Bennet (Bendale Property Management) and Art Pullan (subject matter advisor and board member) met with myself (fire chief), Chris Paul (Deputy chief) and Matt Tyo (Chief Fire Prevention Officer) to discuss the decision and order on the file numbers 14018/FSC & 14021/FSC with regards to 9 and 11 Broad St. We met at Fire Station 2 (Laurier). At the end of the discussion, I explained that we (BFD) are not about to overturn an order that was upheld by the Fire Safety Commission. Mr Pullan had his chance to argue at the Commission and was ruled against. He has had numerous times to voice his opinions and has resorted to defamation of staff and questioning the CFPOs qualifications (and are referred to in the attached document response to his delegation request). Staff have had to spend countless hours managing Arts claims and opinions.

Here is a bit of background on BFD process with regards to inspections. When an inspection is done, recommendations for compliance with the Fire Code are presented to the owners of the property. Here in Brockville, if compliance is not met, prevention has taken a collaborative approach of working with the owners to find solutions. Fines are perfectly legal, defined in the fire code and enforced in many municipalities. The approach in Brockville has been to not lay fines if at all possible and 99% of the time the owners do the required work and all is well. In this case, CFPO Tyo received the pushback from Mr Pullan, CFPO Tyo took the time to speak with the Ontario Fire Marshals field advisor for the area to ensure he was correctly applying the code. He also sought opinions from fire prevention divisions in other municipalities to confirm his application. He was fully supported. I reviewed all of the documents and emails and at no time was CFPO Tyo unprofessional or not responsive to inquiries. Also, the previous chief had met with Mr Pullan and had come to the same conclusions that we are currently at.

Interestingly in all of the hours of MFIPPA information that had been required caused old files to be reviewed and Mr Pullan, in his previous position, has signed orders stating that the furniture in corridors had to be removed for The Boardwalk (1997).

Chief Fire Prevention Officer Matt Tyo has spent an incredible amount of time defending the order that was issued as well as defending himself from the attacks on his character and the BFD by Mr Pullan. I witnessed character attacks and defamation from Mr Pullan towards Mr Tyo. Seeing now that Mr Pullan has sought out community business partners for his support is a bit disturbing. The fire code, the staff that are tasked, trained and certified to enforce it as Assistants to the Fire Marshal are about keeping people safe. Keeping doors closed can save a life. If anyone is uncertain of that then do some searching to see the difference between a door being closed during a fire and one being open.

**See below for addressing the letters provided in Mr Pullan's submission:**

**Neil Moores (Tall Ships) letter**

Firstly, the BFD does not "retaliate". BFD is about public safety.

The matter has been reviewed by the Fire Safety Commission who stated they did not agree with Art Pullans submissions and arguments. There have been meetings which Mr Moores did not attend.

The order has not been mistakenly issued.

**Liz Smiths letter**

Extremely sorry to hear about her accident. We would never want anyone hurt under any condition.

We will not support a permanently fixed device that does not connect to the alarm system (violating the Fire Code).

**Jim Pickard -Central Park Square (274 Ormond St)**

Directly from the Inspection report given to the property owner:

*Inspection 22-219 – Combustible decorations and furniture*

- 1. Remove the combustible decorations from the lobby.*
- 2. Discuss the alternative measures with Fire Prevention regarding the use of combustible furniture in the lobby*

They went ahead and removed the furniture which may have been based on conversation but the order did not ask for it. A reinspection of the building occurred after the decision from the Fire Safety Commission. CFPO Tyo advised the superintendent Mike O'Connor that the existing furniture would have been acceptable. At no time were they ordered to remove furniture.

In summary, please take a look at the delegation request response document. The red ink is what I have added for information. If you have any questions, please feel free to reach out. I am available until tomorrow (Friday) evening then will be out of the country. Deputy Paul will attend General Committee and be available Monday-Wednesday for any clarification.

Thanks,  
Melanie



**Melanie Jones**

Fire Chief

Brockville Fire Department

360 Laurier Blvd, Brockville, Ontario, K6V 7J6

613-498-1261 ext 2501

[mgjones@brockville.com](mailto:mgjones@brockville.com)

[www.brockvillefire.ca](http://www.brockvillefire.ca)

# Brockville



## 2023 Annual Tourism Report



# Opening Remarks

-  Increase dwell time
-  Maximize the number of visitors



High Touch, In Market



Creating the culture of a marketing and sales organization.



Digital first information delivery



# Surveys

# Surveys Approach

## Satisfaction Survey

- Over 3000 surveys distributed
- Over 130 results received
- Evaluates current year's performance for future planning

## Previous Visitors Survey

- Over 10,000 surveys distributed
- 2021 - 2022 visitors
- Over 350 results received
- Determines if, when and why previous visitors returned to Brockville

# Satisfaction Survey

How would you rank your visit?

**84%**

of respondents gave Brockville a rating of four or better.

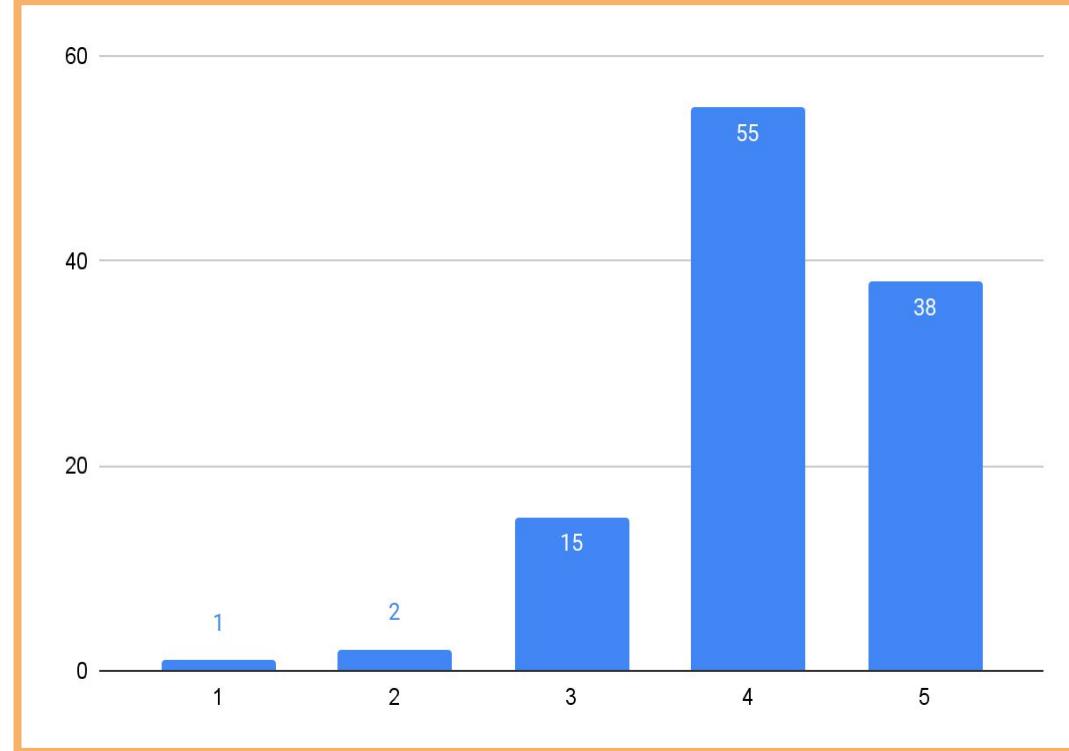
**89%**

of respondents want to return to Brockville.

**96%**

of respondents would recommend Brockville.

## Ranking Brockville



Question: "Overall, how would you rank your visit?"

# Satisfaction Survey

What we learned

**46%**

Travelled with  
Family

**19%**

Ottawa was  
their home  
City

**Aquatarium  
& Tunnel**  
Top  
attractions

**79%**

Day Trip or  
Single  
Overnight

**Dining,  
Waterfront  
&  
Shopping**  
Top activities

# Satisfaction Survey

## Noted Areas for Improvement

- **Downtown Core - Cleanliness and Business Improvements**
- **Parking Laws and Payment Clarity**
- **Tunnel Improvements and Maintenance**
- **Accommodation Cost**
- **Signage, Advertising and Communication**

# Former Visitors Survey

Visitors from years previous to 2023

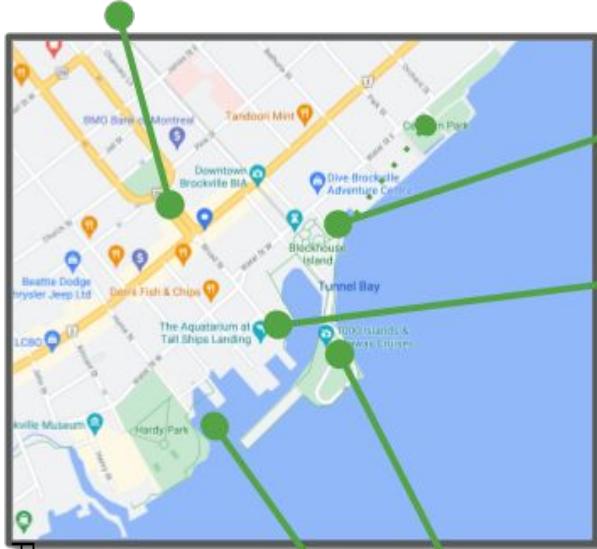
**88% of past visitors have returned to  
Brockville since their initial visit!**



# Operations

# Ambassadors

## King Street (Zone)



Railway Tunnel -  
Centeen Park (Zone)

Visitor Centre -  
BHI & AQ (Zone)

Hardy Park -  
Museum (Zone)

Ambassadors had a positive impact on tourism in Brockville

Ambassadors increased dwell time by providing recommendations and suggestions for over 5000 tourists during the peak season.

Ambassadors provided needed direction and advice to tourists in high-traffic zones for 120+ hours a week.

# Partnerships & Events

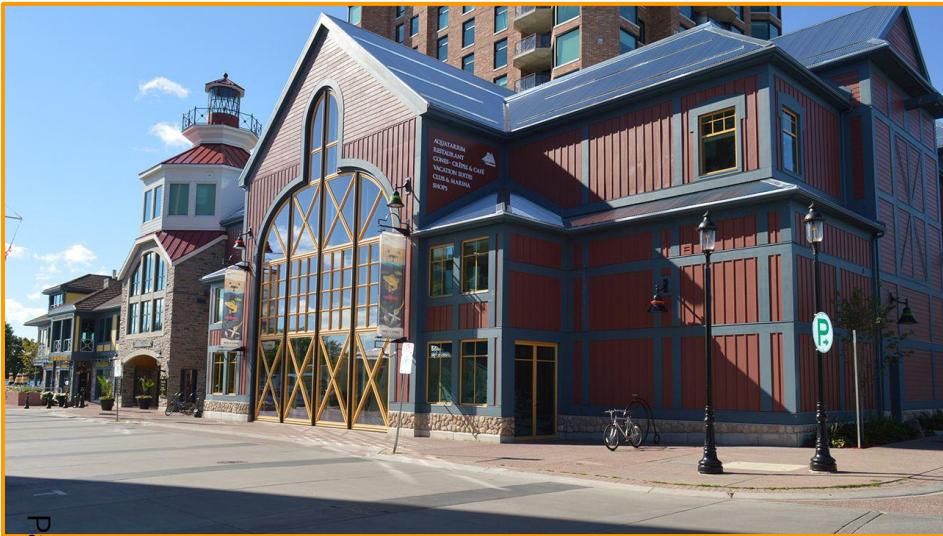
## Selected Events

- 1000 Islands Hydroplane Regatta
- Ribfest
- Traveling Bricks
- Great Waterfront Trail Adventure
- Friends For Life Bike Rally
- Brockville Pride
- Red Hot and Blue River Cruise
- PoutineFeast
- DBIA Street Events
- Fanaticon Brockville
- Poker Run
- Eastern Yachting Circuit

## Selected Partners

- City of Brockville
- Brockville Art Center
- Brockville Public Library
- Hall's Apple Market
- Brockville Airport
- Brockville Speedway
- DBIA
- Fulford Place
- Brockville Museum
- Stingers
- Tall Ships
- Canine Water Sports Canada
- RT09

# Visitors Centers



Two convenient visitor center locations for tourists to approach.

Visitors centers were open seven days a week in peak season.

Main visitors center at Aquatarium maintained year-round access.



# Social Media and Website

# Social Media

**Brockville has seen continuous positive growth in it's tourism social media.**



**Instagram**

Instagram saw a 93.6% increase of profile visits and an increase of 1939 followers since 2022.

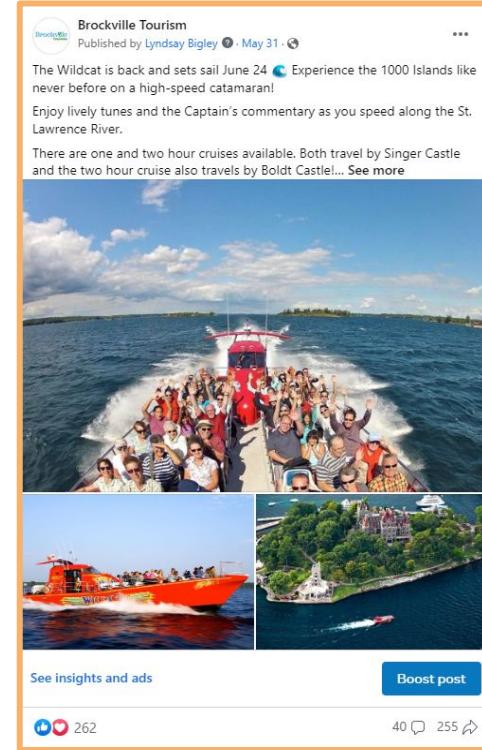
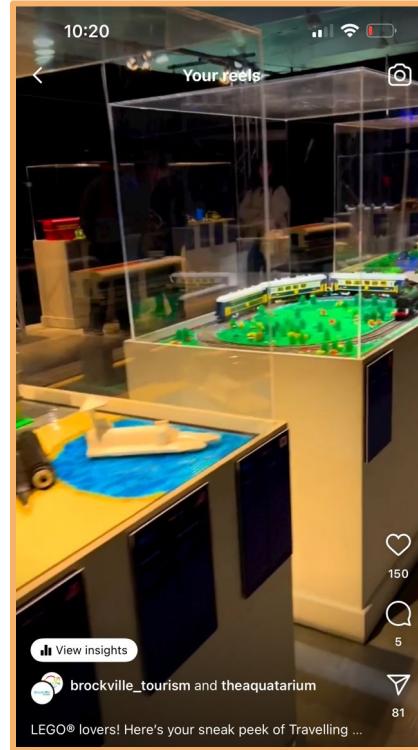
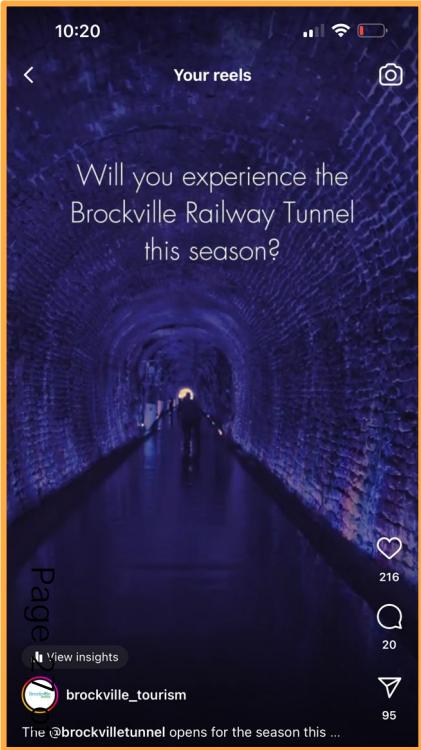


**Facebook**

Facebook saw a 102.1% increase of profile visits and an increase of 1993 followers since 2022.

# Social Media

## Top Performing Posts



# Website Page Views by Year





# Advertising and Promotions

# Advertising

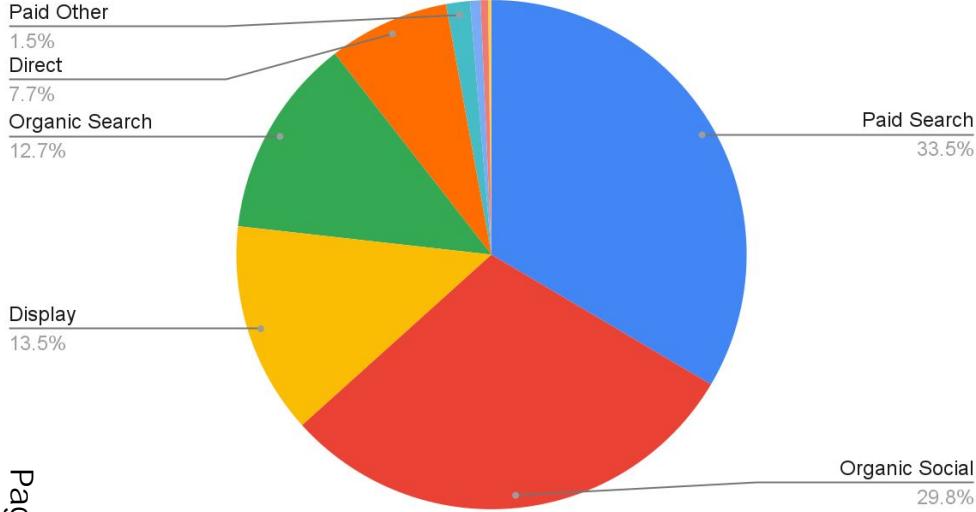
Campaign Totals (As of End of October)				
Media	Spend \$	Campaigns	Impressions	Clicks
Google	\$60,716	31	51,206,236	202,873
FaceBook	\$59,349	31	13,471,249	135,233
Total	\$120,065	62	64,677,485	338,106

Advertising was focused on eastern Ontario, Ottawa, Kingston and Toronto, with advertising in Quebec and New York also present.

# Advertising

## Web Traffic Through Advertising

User Origination



Paid search ads in tandem with organic social media response has proven to be most effective means of tourist engagement across all channels.

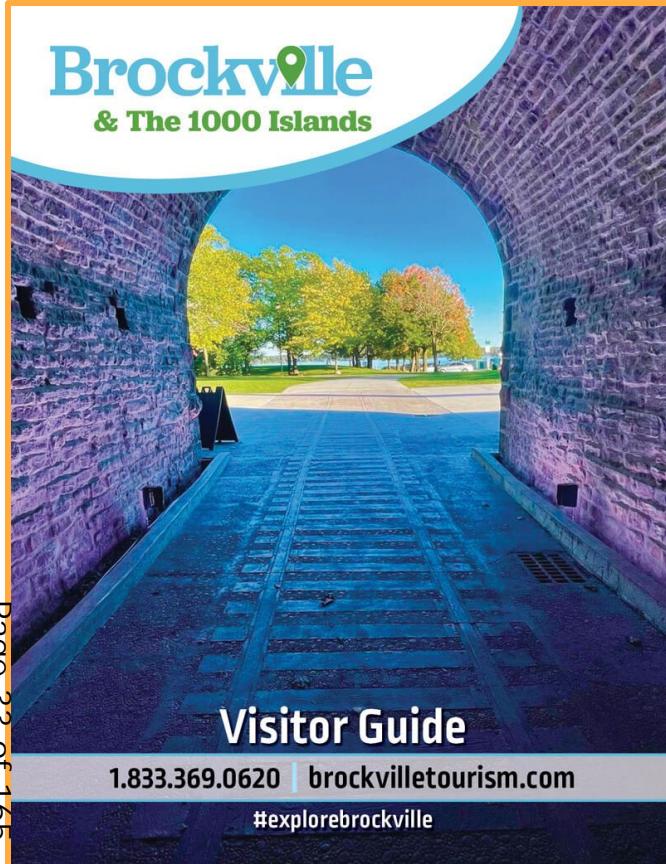
# Advertising

## Example Advertising



# Printed Materials

## Guides and Maps



18,000 guides and 18,000 maps were produced and distributed.

Guides were produced in three print runs; second print run was by demand, third was a fall update.

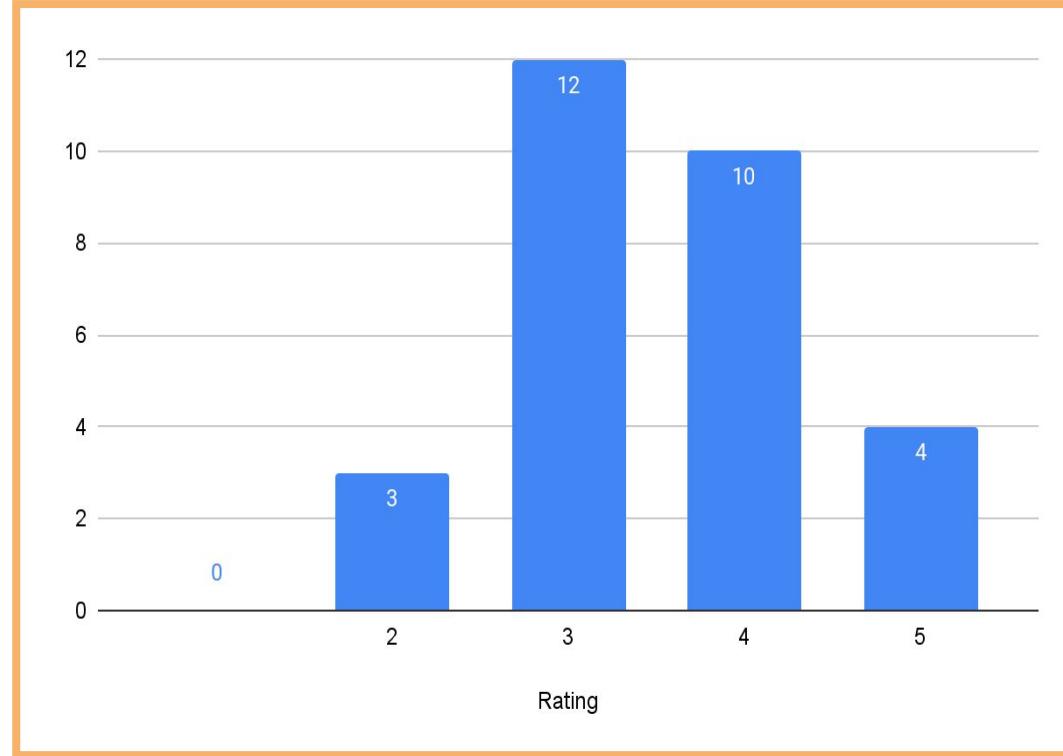
Maps were produced in a single run at no cost to Tourism, paid for by advertisers.



# Stakeholders and Businesses

# Business Commentary

Business owners rated the 2023 summer season highly.

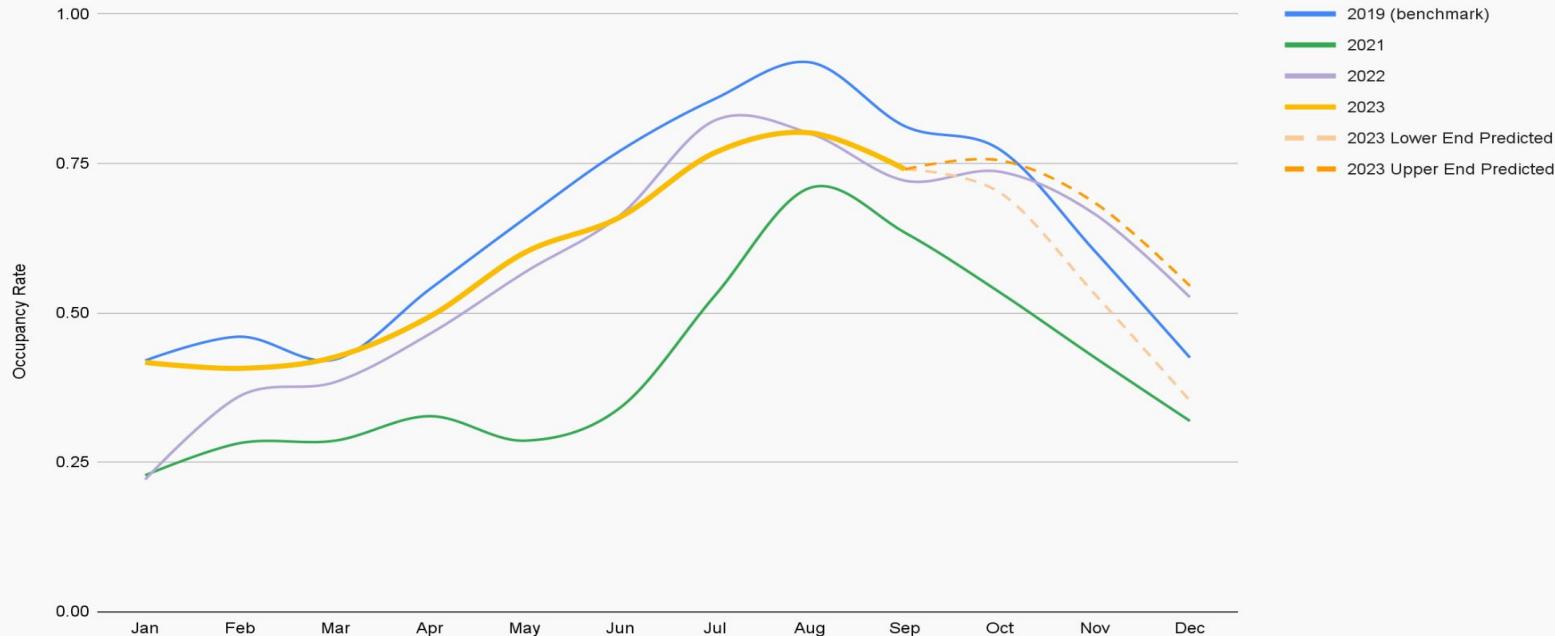


Question: "On a scale of 1 to 5, how would you rate this tourist season (Victoria Day to August 1) on its effects on your business."

# Hotel Occupancy Rates

CBRE Hotel Report

Occupancy Rate - Brockville



# CBRE Report Data

Location	Occupancy Percentage	2023	2022	Variance	Average Daily Rate	2023	2022	Variance	Revenue Per Available Room	2023	2022	Variance
KINGSTON	64.1%	56.8%	7.3%	\$173.96	\$167.67	\$6.29	\$111.56	\$95.29	\$16.27			
GANANOQUE	52.0%	49.5%	2.5%	\$150.93	\$149.90	\$1.03	\$78.56	\$74.23	\$4.33			
BROCKVILLE	59.2%	55.7%	3.5%	\$146.21	\$135.14	\$11.07	\$86.59	\$75.33	\$11.26			
BAY OF QUINTE (QUINTE WEST, BELLEVILLE, NAPANEE)	63.8%	61.7%	2.1%	\$153.84	\$144.31	\$9.53	\$98.21	\$89.09	\$9.12			
CORNWALL   KEMPTVILLE	80.2%	65.6%	14.6%	\$141.58	\$137.40	\$4.18	\$113.52	\$90.10	\$23.42			
TOTAL RTO 9	65.6%	58.4%	7.2%	\$160.31	\$156.74	\$3.57	\$105.10	\$91.54	\$13.56			



# Closing Remarks

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# Tourism Annual Report

## December 6, 2023

### 2023 Review



Brockville



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# Brockville Tourism, 2023 Review

[Back to Normal](#)

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## **Guiding Principles**

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

## **Customer Focused Goals**

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

## Background

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

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

The first contract (RFP-05) was for the Marketing and Promotional Services and held an annual value of \$111,000 for the 2021 season. 2023's value was determined by the 2022 collected MAT tax calculations.

The Aquatarium commenced Tourism Operations on January 1, 2021. 2023 is the 3rd and final year of the original contracts. The contract ends on December 31, 2023.

## Executive Summary

For the past three years, the Aquatarium and its partners have worked tirelessly to create a culture that includes a digital-first approach to tourism and to making data-driven decisions. This process has been successful with exponential levels of growth in social media followers, advertising success, website hits, and followers of Brockville. Visitors are coming to Brockville, and it is well on its way to post-pandemic tourism recovery. All tourism sectors have not yet reached 2019 levels of service, and tourism recovery is at a crucial balancing point on its road to recovery. Immediate future years will be challenged by inflationary pressures that will undoubtedly strain consumer spending, and a slip in consumer confidence could cause devastating effects on local tourism businesses, still fragile from recovery.

A strong showing from Brockville Tourism in 2024 will be required as the competition for consumer spending will be fierce in 2024. Brockville's mixture of both free and paid tourism offerings will help it compete and should be considered when promoting the City. It will be important to highlight those assets, including the waterfront, tunnel, Museum, Brock Trail, Caboose, and parks to enhance the perceived value for visitors.

Brockville is well received by tourists and is primarily utilized by surrounding metropolitan (Ottawa, Kingston, Montreal) families looking for day trips or passing through to another destination. Although Brockville generally caters to short-term tourism visitors, it is successful regionally and has stood tall through COVID. Brockville is generally able to attract the same visitors repeatedly and is highly

recommended by those who visit. Brockville's waterfront is often overlooked as a driving force for visitation but is rated highly by those who do visit. Further development in this sector would yield high returns on investment and should be considered as a priority for future economic development.

Serving as a waypoint, or as a day trip stop, seriously limits Brockville's accommodation providers and ultimately will hamper significant growth in MAT taxes long term. Substantial growth in Brockville tourism will require investment in additional tourism offerings to increase dwell time and drive overnight stays. Further, tourism operators and festival and event operators find Brockville a challenging environment to function. Overcoming this will require a concerted effort and commitment from economic development and the future tourism provider, city staff, the BIA and the Chamber of Commerce. It will also require the city to adopt Brockville Tourism's strong commitment to customer service for both internal and external customers and to create streamlined processes for events and festivals. Strategic planning and concentrated commitments to increasing tourism offerings while providing meaningful support for tourism operations will be required if Brockville wishes to move beyond the short-stay market. Brockville will need to work hard to achieve a leadership position in tourism within the RTO9, as the other municipalities in this region are making significant investments in their tourism assets.

## **Surveys**

### **Insights into the Tourist & the 2023 Season**

#### **2023 Survey Approach**

In a departure from the approach of 2022, the goal of 2023 was to focus on a single, end-of-season satisfaction survey as opposed to multiple surveys collecting the same information. A satisfaction survey was developed to provide more robust insights into the level of satisfaction of the 2023 season Brockville tourist. To that end, Mobile Tourism Ambassadors were equipped with QR codes that gathered e-mail addresses for survey distribution in addition to providing tourists with access to local business discounts. Similar QR codes were put at stationary locations such as the Brockville Tourism Visitor Center and events throughout the year. Incentivizing tourists to provide information, these QR codes provided discounts at local businesses as part of Brockville Tourism's Coupon Program partnerships. This program encouraged greater participation in email collection and provided a broad base from which to gather satisfaction survey data. Over 3000 end-of-season satisfaction surveys were distributed, and over 130 surveys were returned.

A second survey was conducted that targeted visitors to Brockville from previous years. This limited participants in an effort to determine how many visitors and gauged their sentiment on returning after their initial visits. These results will provide a better sense of how Brockville can best attract repeat tourists in the future.

Over 10,000 former visitor surveys were distributed. Over 350 results were received.

In conjunction, these two surveys provide a broad overview dataset from which conclusions can be drawn on the present strengths and weaknesses of Brockville as a tourist destination.

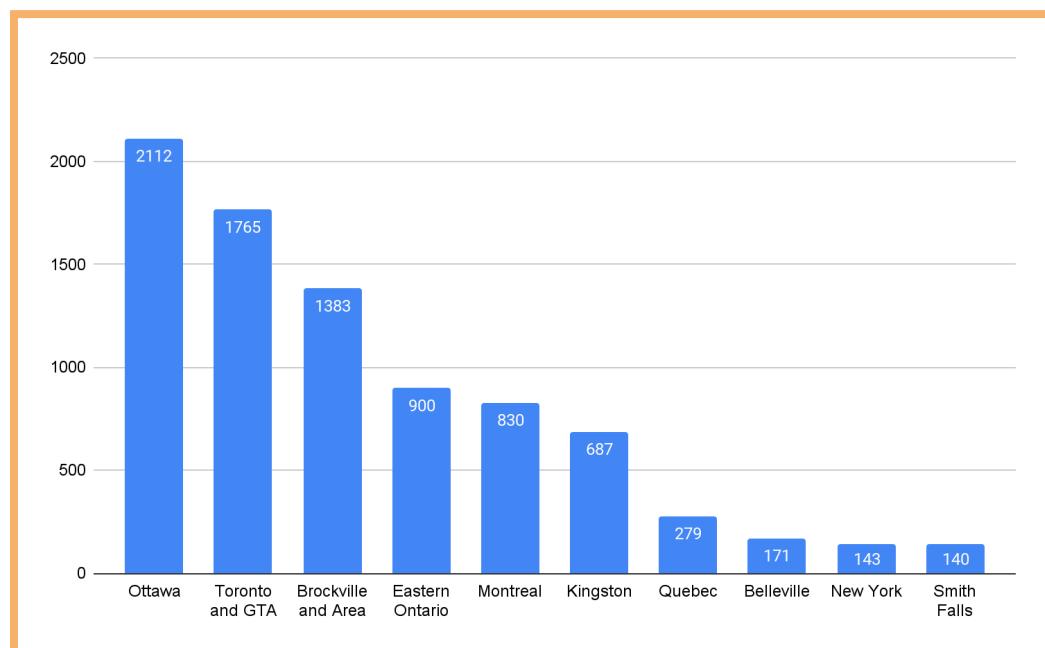
## Survey Analysis

The satisfaction survey was developed with the intention of providing data for long-term planning, especially as the city takes Tourism in-house. The follow-up survey for former visitors was created to help clarify the results of the satisfaction survey. The following identifies takeaways from combining answers from both surveys.

- Tourist demographics suggest that most visitors are from Toronto, Ottawa and Eastern Ontario and that they came for a day trip or a single overnight visit.
- The majority of visitors came as a family or with their partners.
- Most visitors stated they were likely to return to Brockville again in the future.
- The average out-of-five ranking for tourist's trips to Brockville was 4.3. The majority of visitors rated Brockville highly, a 4 or 5 out of 5.
- The majority of visitors came to Brockville to go to the Aquatarium, visit the Tunnel, shop, explore the city, take a cruise, or to visit family.
- Once in Brockville, the majority of visitors dined at a local restaurant, shopped at local businesses, explored the waterfront and visited the tunnel.
- Concerns regarding parking have reduced significantly in the past three years, but are still present.
- Advertising, communication and signage remain high priorities for improvement according to visitors and residents.
- The common theme regarding ways businesses could improve was increasing hours of operations. This has been a recurring topic of conversation shared by guests and stakeholders alike, especially with respect to the tunnel. Many respondents also shared concerns about downtown cleanliness and safety.

## Data Collection

Using contact data collected from multiple streams, including QR codes, newsletters, and live collection, the satisfaction surveys were distributed broadly. The following chart represents the locations of all data collected this way, although it does not mean emails were available for all of these users; some of this data was collected via methods that did not capture emails, such as through Google Search results and direct website traffic. In addition, this information only reflects data collected from January 1, 2023 to October 12, 2023.



\*Other locations equalled 221 results

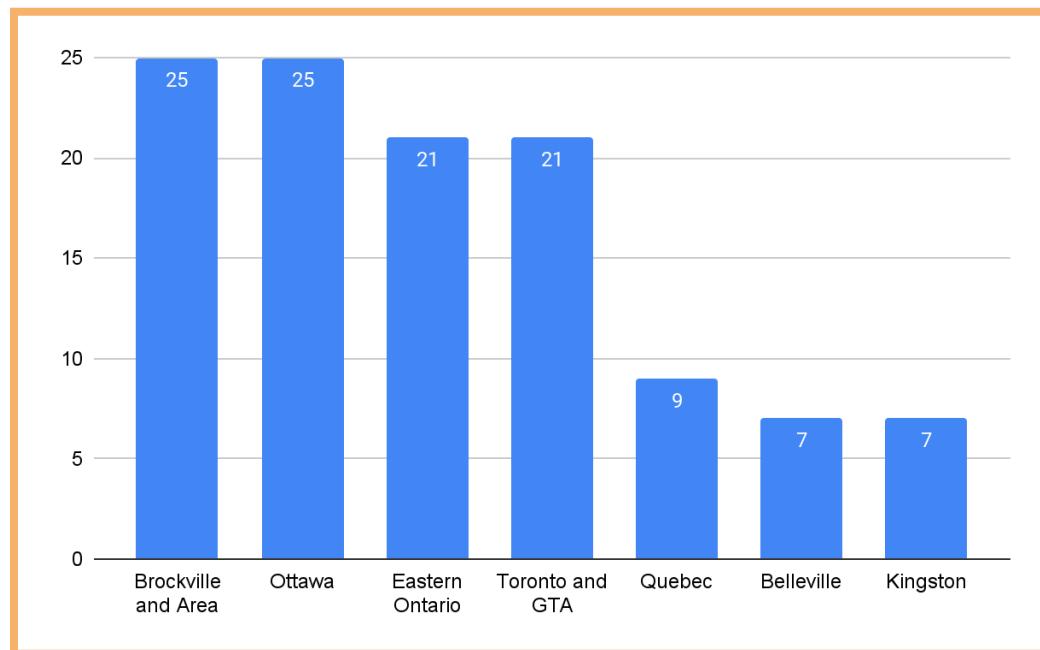
Due to how this data was collected, it is valuable to note some cyclicity to the below survey results, although it does not diminish the impact of the overall survey results. This graph shows where there are individuals who show interest in Brockville, and therefore where the bulk of data will be collected. Therefore, it should be noted that if the majority of data was collected connected to Ottawa residents, results are more likely to skew towards Ottawa as a point of origin.

## Survey Results

### Visitor's Hometown

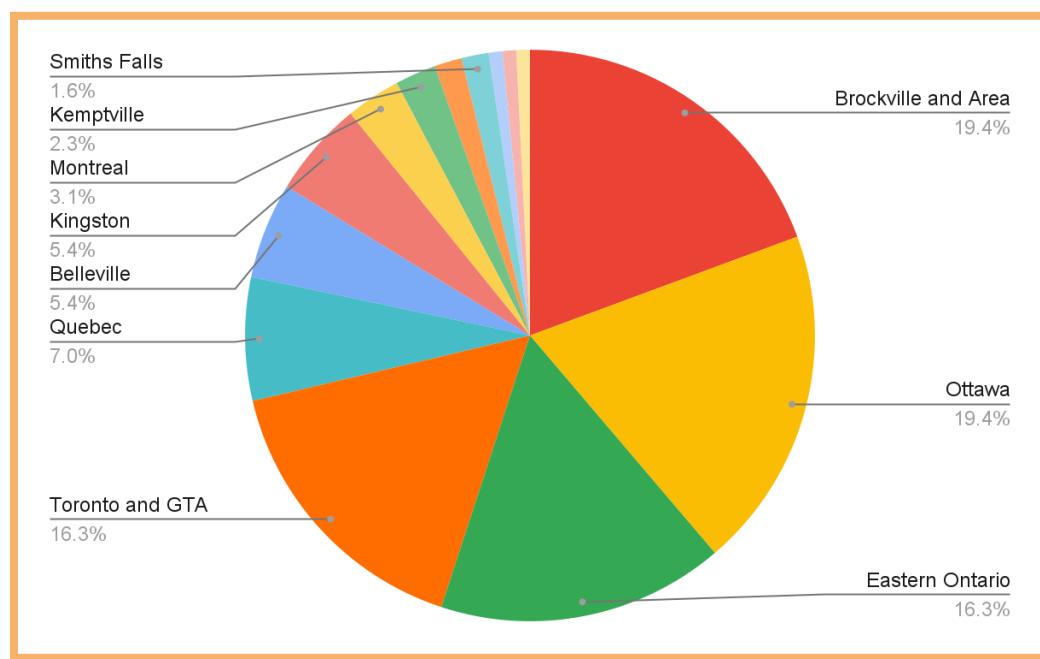
Data collected in the surveys indicates that Brockville is part of the “pass-through” market, with 10.1% of respondents in the past visitor's survey indicating their main reason for returning was either that it was en route to their final destination or close to home. This is reflected in the visitor hometowns for 2023 visitor survey respondents. The majority of visitors were from the Ottawa

Area, Eastern Ontario (including Cornwall and Kemptville), and from the GTA. There was also significant visitation from the area surrounding Brockville, such as Prescott, Merrickville, Athens, Delta, etc. Montreal and the rest of Quebec combined accounted for 10% of the results and were the next leading point of origin for visitors.



Question: "Where do you live?"

\*Other locations represented 14 results

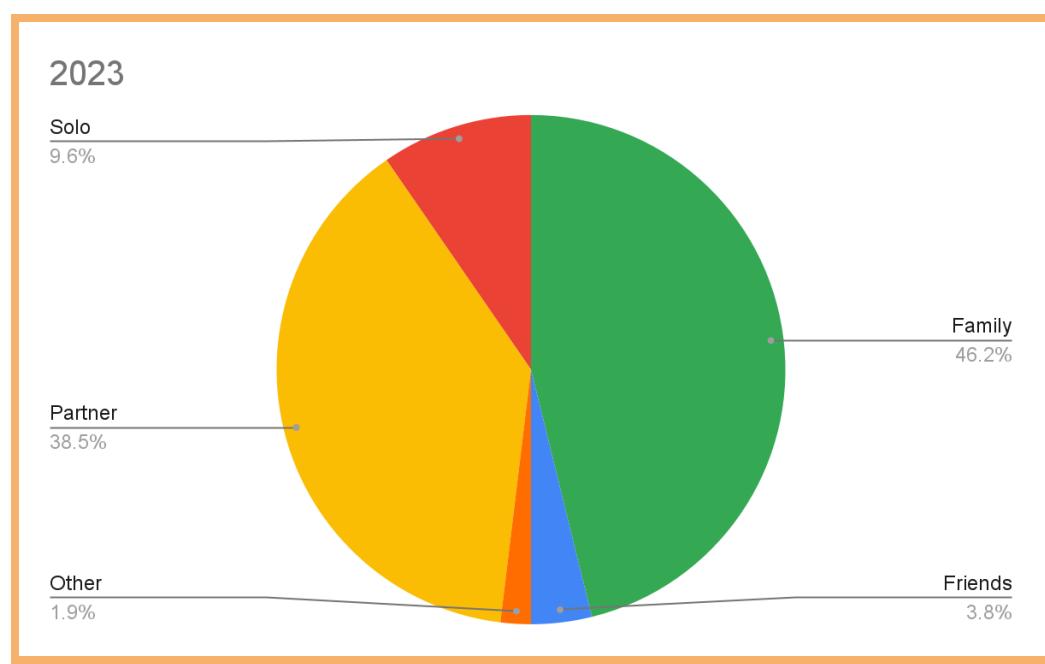


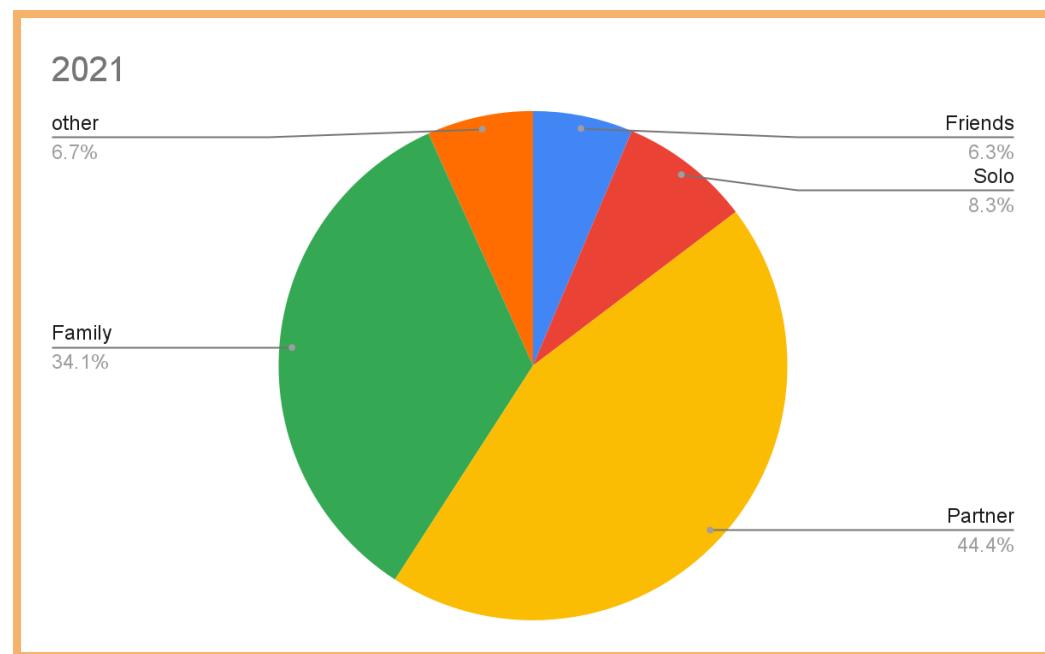
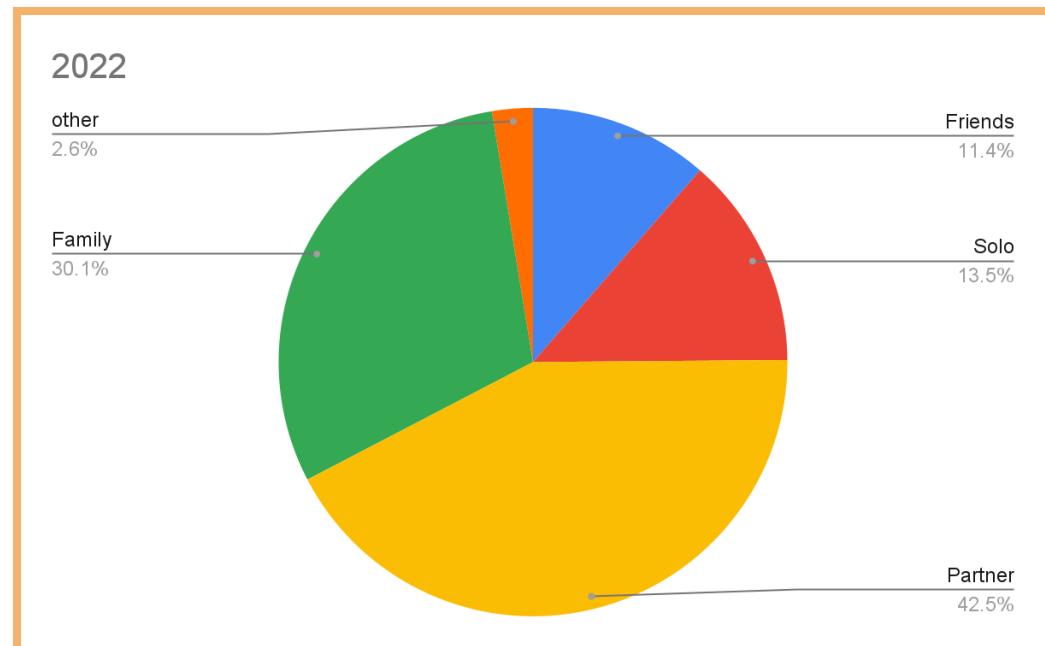
## Data Insights

When these results are compared to the stay durations gathered in the survey (see below), the implications are that Brockville is a “pass-through” location for those travelling, a convenient place to stop and eat or see some attractions to get out of a vehicle, or day trip location for those within a few hours drive. This is backed up by data provided by other stakeholders, such as accommodations provider’s hotel occupancy rates as seen in the CBRE reports, all of which will be touched on later in this report. Noting that Brockville is a pass-through location is critical for developing strategies for how best to approach tourism services moving forward.

## Group Type

Data collected shows that those travelling with families have increased as a percentage of visitors to Brockville in comparison to 2022 and 2021, while those travelling with friends or solo have decreased relative to overall visitation. See the below charts for 2023, 2022 and 2021. Families and partners continue to be the highest group sizes by a very wide margin, with family travel growing significantly compared to previous years.





### Data Insights

While tourism firmly believes family travellers have always made up a substantial portion of tourists in Brockville, which has been backed up by data collected in past years, data collected in 2023 shows families represented a greater percentage of visitors to town than those travelling with their partners. Brockville's role as a pass-through or day trip location suggests that families are starting to travel further from their "home base" locations for short visits and that those who travel with their partners or friends may be travelling out of the country or on

longer trips. This is consistent with Destination Ontario<sup>1</sup> data, which shows a 74.7% increase in 2023 from 2022 in border crossings from Canada to the United States and back. Travellers are taking advantage of the lack of travel restrictions to journey further and to go abroad more often in this post-pandemic environment.

Additionally, comments made by tourism guests about how Brockville can improve indicate that there is generally a lack of activities for young adult travellers. Some of this can be attributed to a decrease in summer festivals and events in the city, however, Brockville attractions are generally not focused on the young adult demographic. This could be looked at in several ways, either as an area of improvement and diversification, or potentially it could be embraced as a way to focus on future planning and advertising. New strategic tourism planning needs to be developed, and it is recommended that this should be taken into consideration and integrated into that planning.

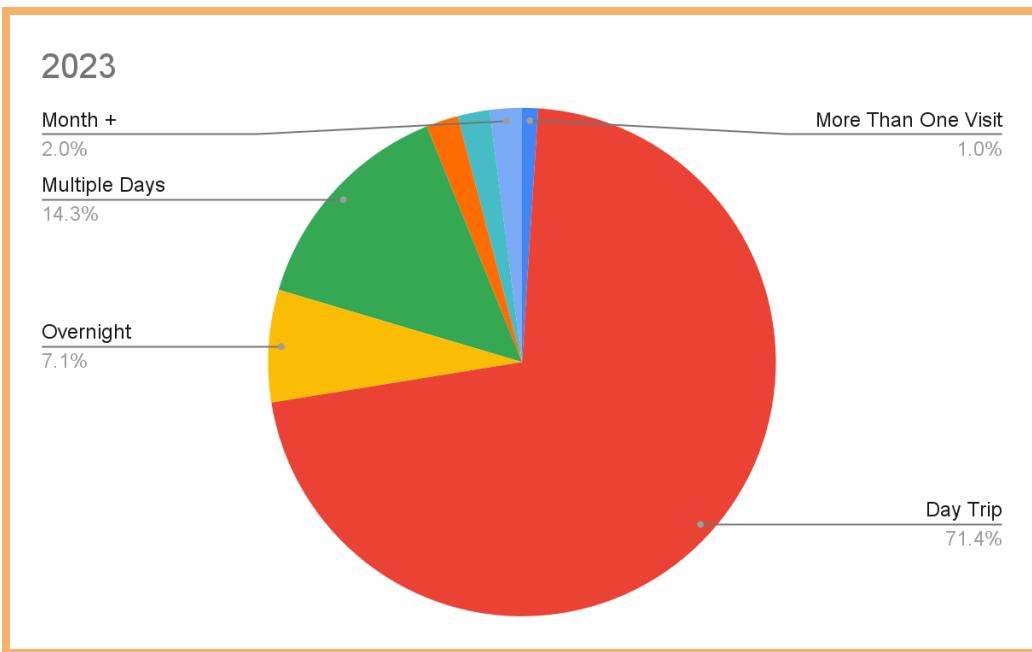
### **Stay Length**

Survey data shows that the duration of the average visitor's stay remains focused on day trips or single overnight/weekend trips, as in 2022. The reduction in pandemic restrictions in the past few years is the most likely reason that this remains the case. Travellers are more likely to pass through Brockville as a part of a journey on a larger trip as opposed to seeing Brockville as a destination (see data from previous visitors regarding the reasons for their returns). As mentioned in the previous section on demographics, the change in families travelling specifically for short distances (such as from Ottawa or Kingston) also aligns with this trend. Flexible travellers can now leave the country more often, going to either the United States or flying outside of the country to other destinations. Brockville is a convenient location en route to both the bridges to the US, to Ottawa, Toronto, and Montreal, but does not have sufficient tourism resources to be considered a long-term tourism destination by itself. The success of Brockville tourism is dependent on MAT tax and overnight accommodation providers. Significant consideration towards expanding tourism opportunities in Brockville, integrating with regional tourism operators to develop multi-day experiences, and increasing visitor dwell time should be integrated into future tourism and economic development planning.

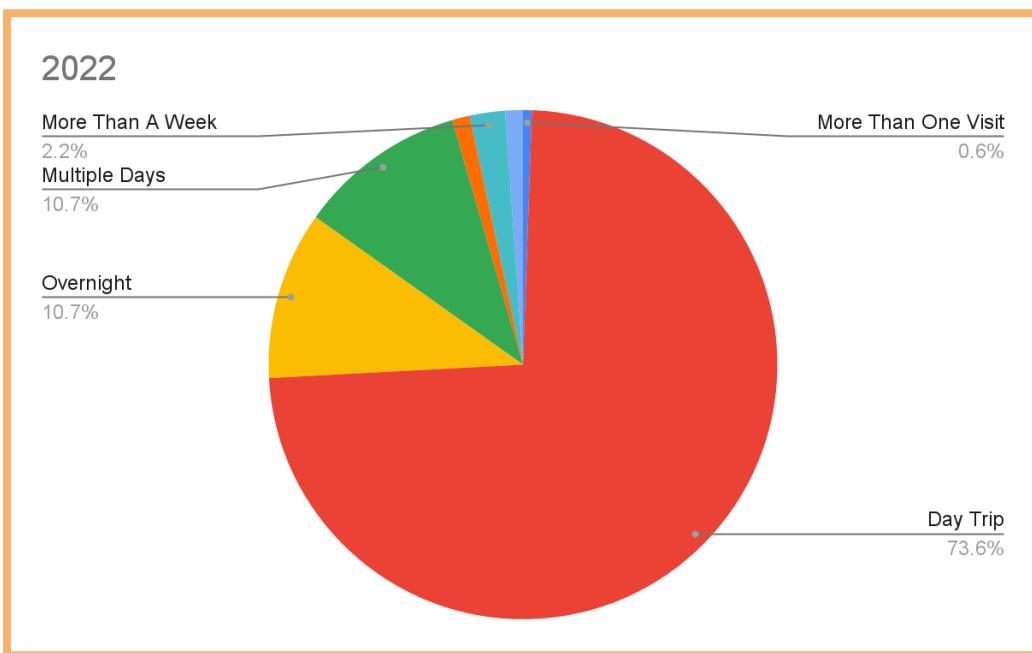
Below are charts from 2023, 2022 and 2021 indicating the durations of stays and showing a dramatic shift towards shorter stays.

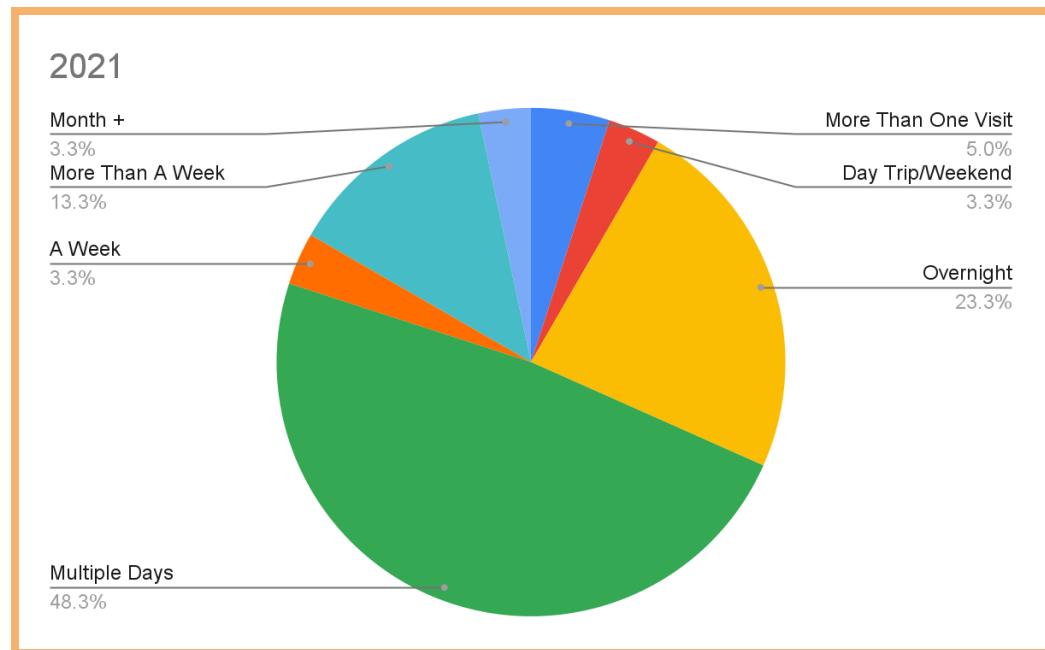
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<sup>1</sup> Ontario Tourism Industry Health Check, Destination Ontario, November 2, 2023.



Question: "How long did you stay?"



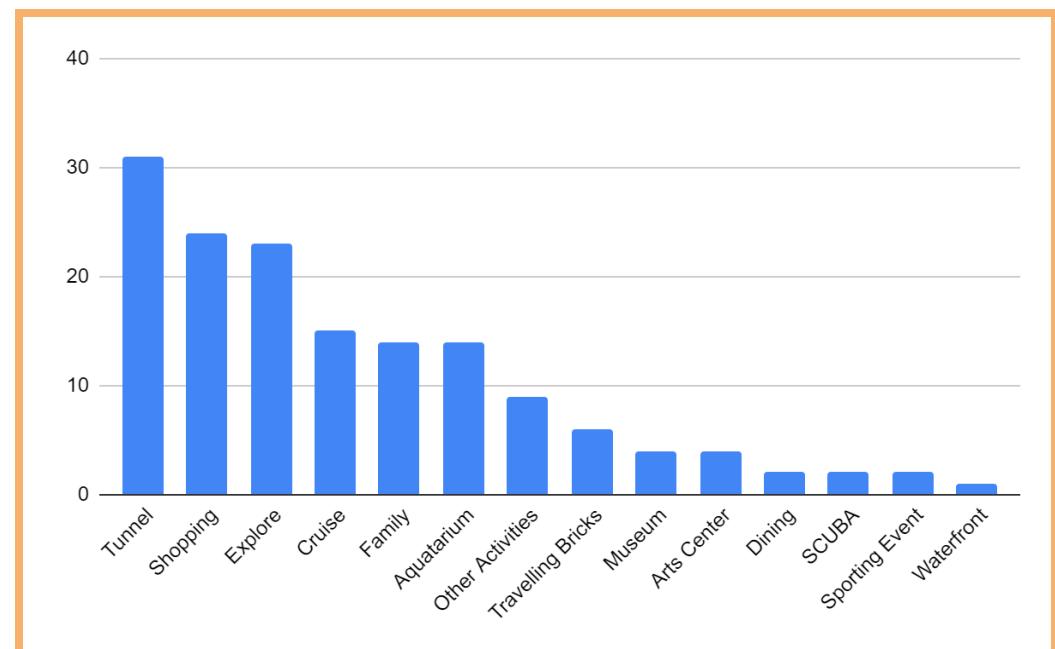


### Data Insights

As these charts indicate, data regarding stay lengths aligns with changes in hotel occupancy data. When looking at these numbers and comparing them to group sizes, it suggests that families specifically are making day trips or single overnights to Brockville, but that longer visits are either not of interest to them or are unaffordable. Given the relatively close proximity to home for the “typical” Brockville Tourism guest, the majority of families reported that a single day with no overnight stay was common. Accommodation length of stay data, received from local hotels, shows an average stay length of 1.85 nights, which equates to an overnight or weekend on average. Multi-day events and festivals, as well as hotel packages with local businesses, may serve to address the decline in longer trips.

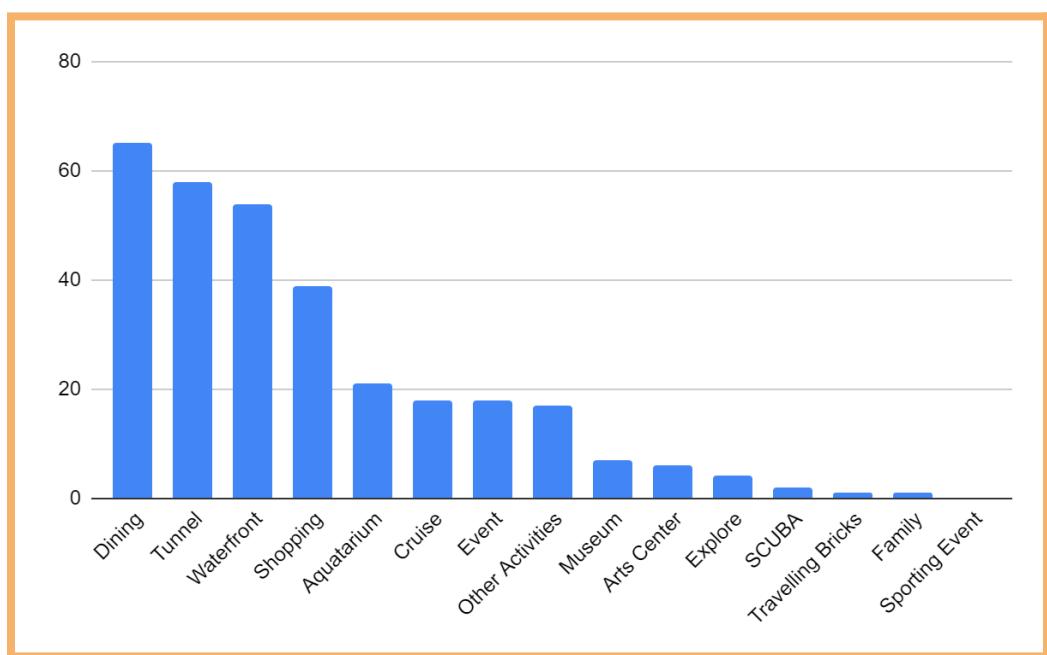
### Tourist Activities

The following graph shows survey responses from visitors when asked what drove them to initially visit Brockville. According to the survey data, the top three reasons why tourists originally came to Brockville were for the Tunnel, Shopping, and Exploration. Cruises and the Aquatarium were the most popular paid attractions and many of the other responses like “Family” or “Explore” could also indicate interest in Cruising, the Tunnel, or the Aquatarium. Respondents were allowed to choose up to 3 original reasons for their trip to Brockville, and many of the responses will crossover. It should be noted that the majority of the email addresses collected by tourism guests for the survey came from ambassadors at the tunnel, which will undoubtedly push those results higher. This is not to suggest in any way that the tunnel is insignificant.



Question: "Thinking back, What was the original reason(s) for your visit? Select up to 3 from the list provided."

Once in Brockville, the activities of Tourists shifted. Below is a graph representing this change. While the Tunnel was still a high attraction, dining and waterfront exploration became much more popular. Like with the previous question, respondents were allowed to choose up to 3 activities that they did once they were here, and they did not need to match the original reasons if both were done, explaining the differences between the responses to both questions.



Question: "When you were visiting, Did you do any of the following? Select at least 1."

## Data Insights

These results confirm that visitors tend to be attracted to Brockville by the anchor activities and general exploration, but while they are here ancillary tourism opportunities like the waterfront are of interest. This again supports the notion that future strategic planning and economic development should include investment in additional tourism opportunities, as these types of businesses will be supported by tourists and the current tourism attractions. The data also shows that the typical Brockville tourist supports restaurant and shopping operators in the downtown core.

It should be noted that festivals are a relatively minor draw, but are of interest as an addendum to an already planned trip. This could be a result of fewer festivals and events that have been running since the “return to normal” and/or a low data set of guests who came to festivals and supplied tourism with their email addresses.

The high level of “exploration” could also be interpreted that trips to Brockville may be unplanned or as a waypoint on a longer trip.

The Tunnel is a major draw to the city and continues to remain in a top spot primarily because it is both unique and free. Travelers are attracted by cheap or free experiences, especially those that are singular and memorable. In addition, the Tunnel acts as a centrepiece to much of the marketing and advertising for Tourism and Brockville in a broader sense. The importance of ensuring that the tunnel remains open and operational as much and as long as possible can not be understated. It supports many other tourism-related activities and businesses and is a driving force for tourism guests.

Additionally, tourists were asked to tell, in their own words, what the highlight of their visit was. Some selected quotes include:

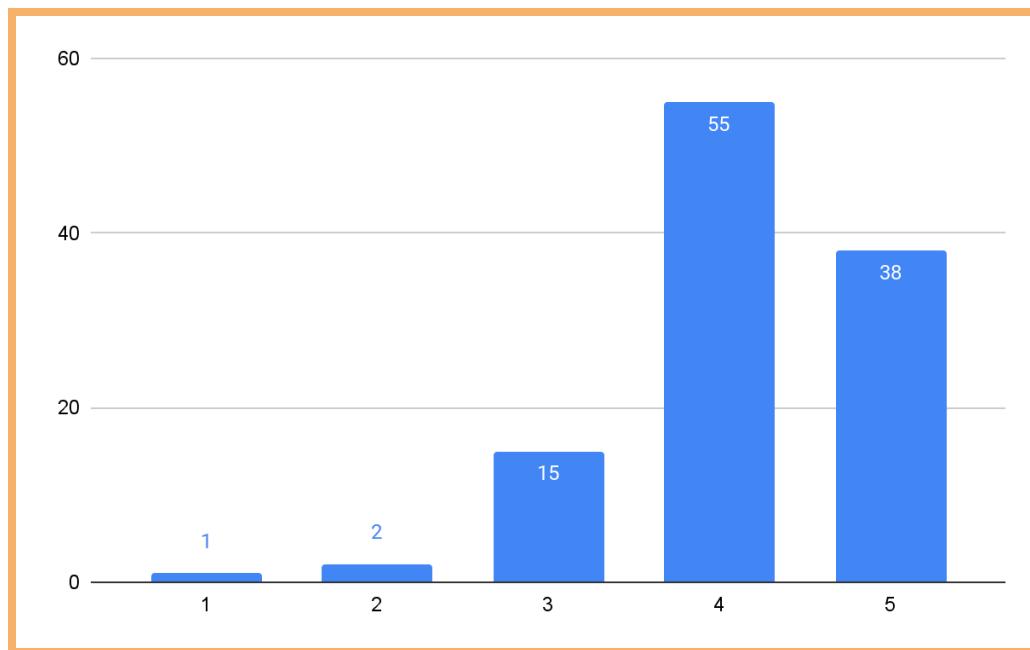
- “Blockhouse Island was beautiful and the Railway Tunnel was amazing.”
- “Great waterfront and restaurants and bars!”
- “Loved being near the water and the boat cruise was awesome.”
- “Railway tunnel was great, and the free on-street parking was very much appreciated.”
- “The Aquatarium was a lot of fun for kids.”
- “The waterfront was an amazing experience!”
- “We loved the Brockville Railway Tunnel.”

The waterfront and the tunnel were mentioned many times as the overall trip highlights, followed by the Aquatarium and restaurants. This reflects the data above but also underlines the value of these experiences to the average tourist coming to Brockville.

It is extremely important to address the fact that current economic conditions have reduced the finances travellers have to set aside for tourism spending. As a result, tourists are more likely to consider costs when evaluating both the destination and the activities of their journey. Some comments made by tourists suggested Brockville's costs were, in general, too high. Rising costs in all sectors are affecting not only travelling budgets but operators are also feeling the pinch and are forced to pass on rising costs to their guests. Tourists will translate higher costs in everyday life and reduced discretionary spending into pricing complaints, such as hotel costs being high despite Brockville being one of the lowest costs in the region. Having free and low-cost activities like the waterfront, the Brock Trail, the caboose, the tunnel, outdoor activities, and festivals are important to creating perceived value, offsetting rising costs, and increasing dwell time. These low-cost and/or free activities, when coupled with the anchor attractions, provide a memorable and effective experience for tourists and are critical to include in healthy tourism strategic plans.

### **Ranking Visits**

The majority of visitors to Brockville had a positive experience with their trip. The average rating out of five was a 4.14, which is on par with 2022's average of 4.26 and 2021's average of 4.32. See the chart below for all the out-of-five ratings for 2023. As can be seen, the majority of respondents who answered this question (93/111, or 83.8%) gave Brockville a high rating of 4 or 5.



Question: "Overall, how would you rank your visit?"

There was a slight decrease in the likeliness of visitors to return to Brockville. In 2023, 89.3% of visitors stated that they would be likely to return to Brockville, while in 2022 95.4% of visitors stated that they would be returning. It is important to note that these are still extremely high numbers. Given that the respondents to the surveys were also tourists who were willing to share their email addresses with tourism ambassadors, it does make sense that many of the visitors surveyed were interested in returning to Brockville.

When asked if they would recommend Brockville and to whom, 76.3% of respondents stated that they would recommend Brockville to any size of group or type of traveller, including solo travellers, couples and families. By contrast, only 4.2% of respondents to this question stated that they would not recommend Brockville at all. The remaining respondents suggested Brockville would be a destination only to particular groups, with families being the largest demographic at 11%.

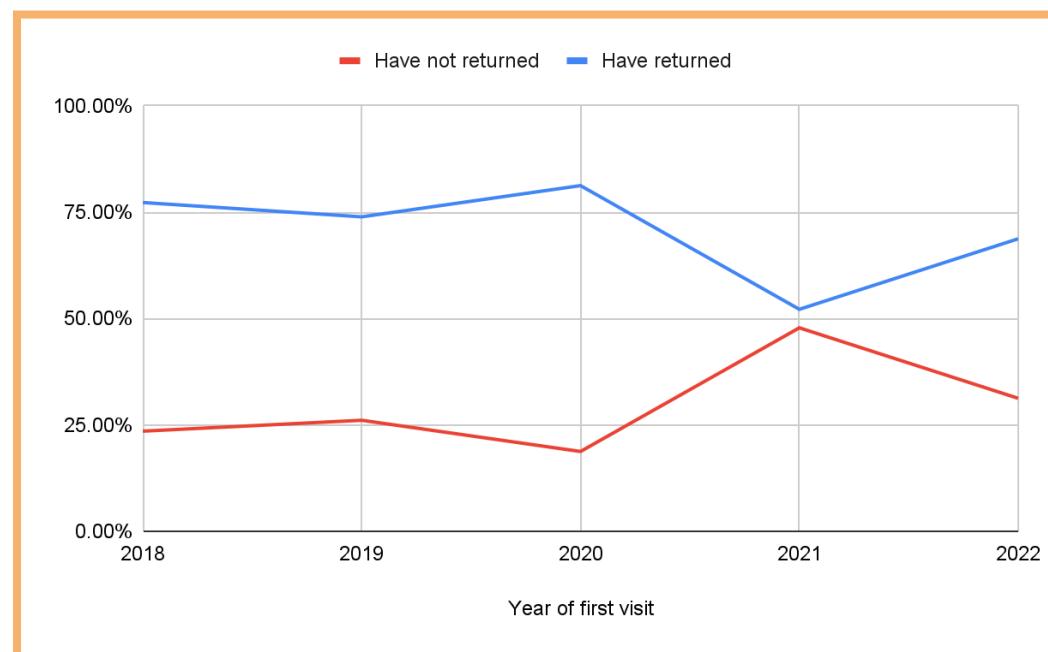
### Data Insights

This data suggests that, overall, visiting Brockville is a positive experience and that many would recommend Brockville to their friends. Although there was a preponderance of positive responses, there were several comments made suggesting “Brockville is a one-time” visit. Strategic planning and economic development planning should be aware of this and focus on increasing and diversifying tourism opportunities in the future.

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### Previous Visitors - Reasons to Return

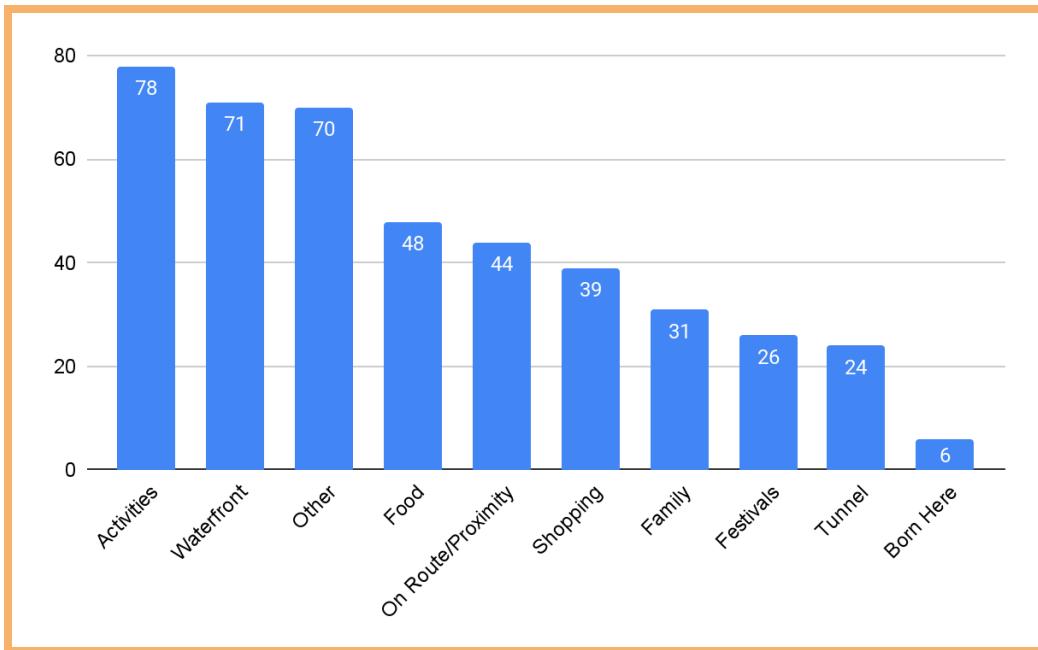
The second survey of 2023 reached out to former visitors of Brockville from the past five years to determine if they have or have not returned to Brockville. Of the 325 respondents, 286 (88%) say they have returned to Brockville since their first visit, with visitors from 2020 having the highest rate of return of all respondents. See the chart below for the annual comparison of returning visitors.



Question: "Have you returned to Brockville since your first visit?"

Note that these results also reflect a greater quantity of data received from 2022 visitors overall due to changes in data collection techniques while Brockville Tourism has been under the purview of the Aquatarium.

When asked why they chose to return to Brockville in their own words, former visitors who have come back to Brockville pointed at local activities as their primary driver. Note that respondents were able to offer multiple reasons. These include the Aquatarium, waterfront activities at beaches and parks, historical sightseeing of homes and museums, and general tourism like shopping and dining. The majority of visitors noted Brockville's proximity to their home or location en route to another destination is what encouraged them to stop. Most respondents touched upon this as one of their three available answers. This again reinforces the earlier data suggesting that the majority of Brockville tourists are short-term travellers. The positive takeaway here is that despite some comments to the contrary, many visitors think that the activities in Brockville have repeatability. There will be inconsistencies in this opinion based on the consumer's perspective, which is why diversification in tourism offerings is important and should be considered in future tourism planning.



Question: "In your own words, why did you return to Brockville?"

Other reasons for return included the physical beauty of the area, the friendliness of locals, visiting as a scouting trip for a potential move to the area, and the historical nature of the town and buildings. Visiting family and friends, and returning to the place of one's birth were also common reasons for a return visit.

Those who did not return to Brockville were also asked why they chose not to return. Below is a selection of reasons representing a cross-section of the general trends of these answers:

- “It was a one-shot deal as they say. But certain places were closed and we could not visit. It was Labor Day weekend.”
- “I was there, don't need to go back.”
- “It was a road trip.”
- “The Pandemic, and the past couple years, chose other places to visit.”
- “Finances.”

These answers support the general trends seen elsewhere in the surveys, especially in the recommendations for improvement (see below).

### Data Insights

The majority of these responses reflect the activities of first-time visitors with the obvious exception of the waterfront. Here we see it take a dominant role, similar to “other things that tourists do when visiting Brockville”. The waterfront does not seem to attract surveyed new tourists to the city. However, it is one of the largest draws for return and an add-on to those who do come. Leveraging and

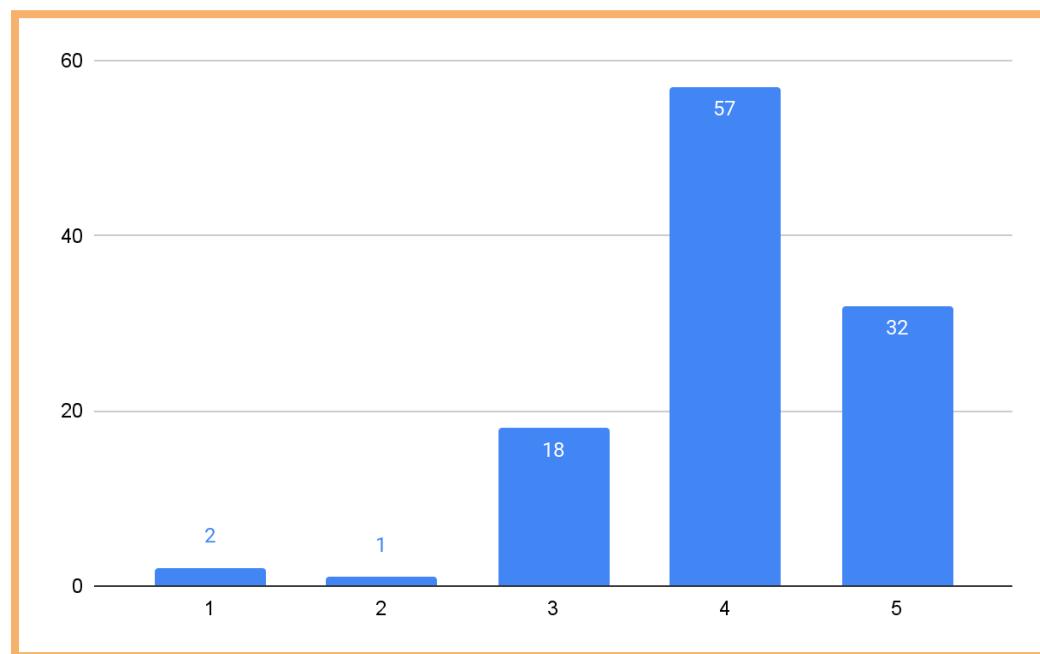
enhancing tourism activities that utilize the waterfront should be crucial for future economic development and tourism strategic planning. It may also be wise to consider future marketing campaigns that highlight the waterfront as it seems to be a driving factor for tourism guests.

Beyond this, recognizing that many travellers do not pre-plan their trip to Brockville but simply stop and explore en route or as a proximate destination can help guide the best practices for advertising and signage moving forward. It would be useful to consider ways of communicating current events to drop-in travellers quickly and concisely as they exit highways. It has been especially challenging to influence Brockville North End highway guests to visit the downtown. Future planning should include how to more effectively drive the north end and pass through traffic into the tourism core.

### Cleanliness

In 2023, 80.9% of respondents would classify Brockville as having a high “cleanliness” ranking, constituting a result of a four or five out of five. The average ranking was 4.05. This compares with 60% of respondents giving a high rank in 2022, with an average rank of 4.04, and 89.4% of respondents giving a high rank in 2021, with an average rank of 4.26.

Below is a chart of the cleanliness rankings for 2023.



Question: “As a visitor, how would you rank the look, feel and cleanliness of Brockville?”

Cleanliness was also raised as a frequent concern in the comments of tourists on the survey, especially the cleanliness of King Street and the downtown core.

## Data Insights

In general, Brockville is seen as having a clean feel and atmosphere. However, in comments made by visitors for improvement (see more below), the cleanliness of the downtown core was specifically referred to as a concern by some tourists. Again conflicting data when seeking opinions will always occur, however, of those that did have concerns, downtown was highlighted when referring to cleanliness.

There was a decrease in cleanliness ratings between 2021 and 2022 and a slow increase between 2022 and 2023. This decrease in 2021 can most likely be attributed to the obvious homelessness issues in Brockville, especially along the 401, which is a visible and important corridor through the city. Tourism staff have also fielded a number of complaints about trash cans overflowing and event garbage issues. Overall the city does a great job with gardening beds and flowers, the wrap on the old Woolworth store, and seems to recognize the importance of aesthetics. It is important to note that the tourism visitor does recognize these improvements. Although difficult to control, private property and managing the overall appearance of the entire downtown core is important to tourism. The "Instagrammability" of a town is an increasingly common consideration for travellers, especially younger ones (see Social Media data below), and should be considered as part of the strategy of Tourism.

## Suggestions for Improvement

Below are common themes aggregated from both surveys on how best to improve the experience of visiting Brockville and Brockville as an overall tourism destination. Efforts have been taken to categorize this data. Due to the type of data, analysis remains qualitative and subject to interpretation. Note that we asked specifically for places where we could improve, so critical language is to be expected.

### 1. Downtown Improvements (See Excerpts Below)

- “It’s nice but most frustrating is that the stores and some restaurants still close on festive weekends - absolutely crazy and not a good look or good for business.”
- “Clean up the downtown area...”
- “Keep downtown stores open longer during the summer including weekends.”
- “Not the friendliest shop keepers in the Main Street area. I love to shop the valley towns. Brockville could learn from Perth, Almonte, Westport, Carleton Place.”

### 2. Parking (See Excerpts Below)

- “Better parking options for tourists.”
- “More handicap parking.”

- “Parking in the downtown lot. We received a parking ticket with no explanation as to why we got the ticket, when we had a paid receipt in the car window.”
- “Wish you had better parking on King street.”

### **3. Tunnel Improvements and Maintenance (See Excerpts Below)**

- “Railway tunnel was great, providing extraordinary experience, but would be better if the sound would be heard better in any part of the tunnel.”
- “Only half the lights on the tunnel was working , I heard other tourists complain about it too.”
- “Something nice at north end of Tunnel.’
- “Tunnel Lights are not working in some spots.”

### **4. Accommodations (See Excerpts Below)**

- “Better accommodations! [...] Travelers from afar expect at least one good family accommodation with breakfast buffet and dinner dining. They are spending a lot of money to visit the beautiful city and expect modern and sophisticated lodging.”
- “More affordable accommodation for overnight stays.”
- “More affordable hotels, or hotel sales or promotions.”

### **5. Signage, Advertising and Communication (See Excerpts Below)**

- “Just keep promoting on Facebook listing all the things your great city has to offer!”
- “Promote the location and events on the water.”
- “Signage is poorly done along the waterfront and visitors are confused.”
- “We had a hard time finding the North entrance to the tunnel because there were no obvious signs. We wanted to park there and walk through to the waterfront. We did eventually find it with the help of Google but it was a bit frustrating.”
- “More regular updates on downtown & Brockville events. Sometimes hard to find on short notice.”

### **6. Other Interesting Comments (See Excerpts Below)**

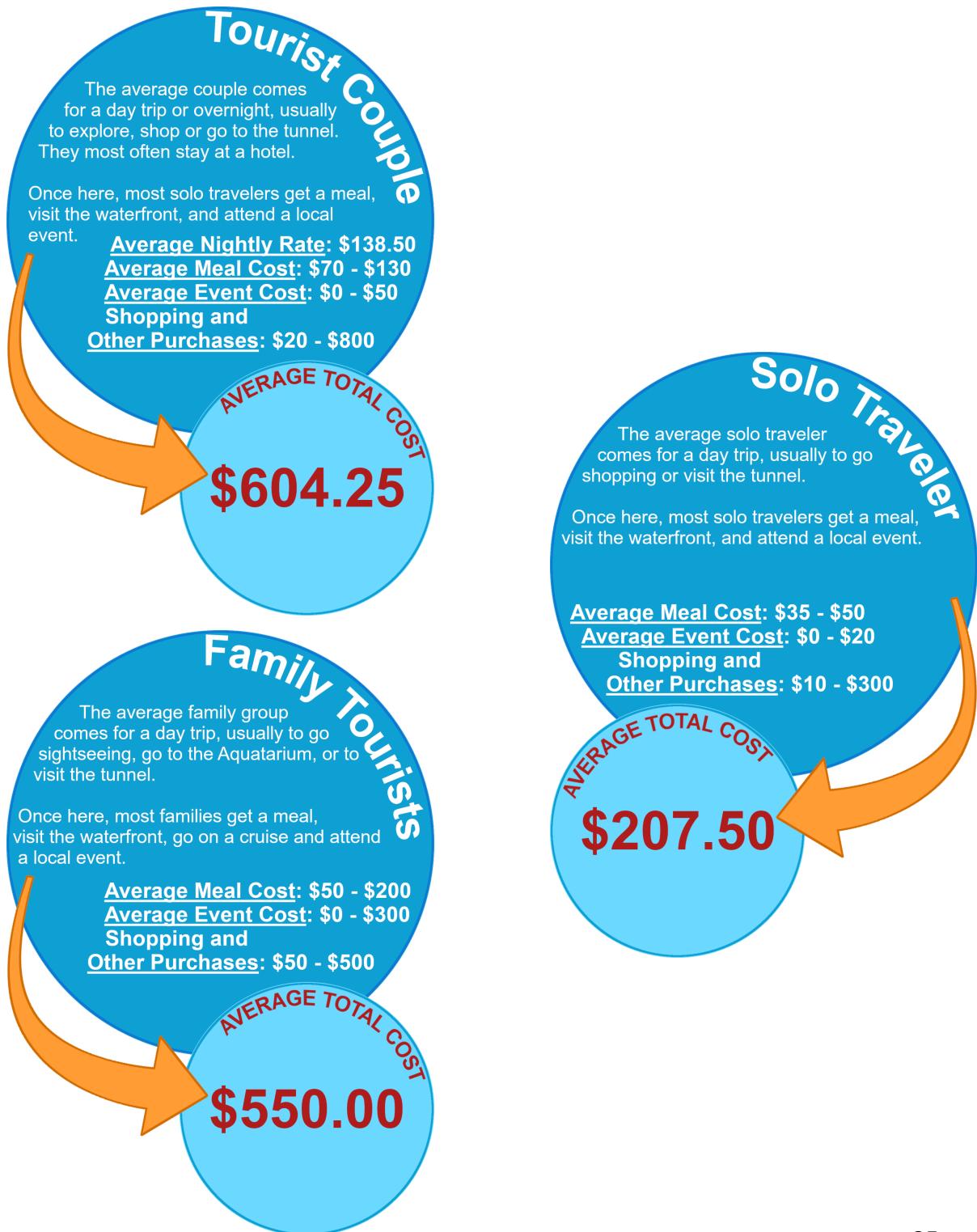
- “Brockville is a charming town which seems to have a seedy side to it. Improving the public safety situation would be good for everyone.”
- “Cheaper attractions, more kid friendly activities and events on Sundays and during the week.”
- “Clean streets in the mornings.”
- “Continued investment in the waterfront.”
- “Do packages of hotel/food/excursion all in one...”
- “Free town guided tours.”
- “More for young people.”
- “Need accessible, convenient washrooms in the downtown/market area.”

- “I think more attractions such as high performance car clubs (ex Eastern Ontario Corvette Club), Dragon Boat races, Cultural celebrations highlighting different ethnicities dress, food and traditions, First Nations Pow Wow, water skiing competitions, neighbourhood garden competitions, free outdoor music concerts and there are countless opportunities to draw visitors to the city.”

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## Average Travelers and Spending in Brockville

By comparing data trends gathered from the surveys, three average tourist groups, their stay durations and activities, and their spending can be established. Below are profiles of a few of these average travellers and how they spend their time and money in Brockville. The average costs below were gathered by looking at average pricing around Brockville.



As noted in earlier sections, tourists are becoming increasingly cognizant of their spending as a reflection of current economic trends. This is reflected in data connected to the Ontario Travel Price Index (TPI, see Accommodations below) Travelers are looking for inexpensive but interesting options when it comes to all aspects of a journey, from activities to accommodations to dining to shopping. When looking at the average costs reflected above, a “normal” tourist to Brockville usually spends around \$100 to \$300 per person on food, activities and shopping. Influencing the visitor to increase spending is difficult without offering an increased perceived value. Increasing dwell time for the tourist to the point of needing an overnight stay should be a strategic goal for economic development. Six hours or more of activities will promote more overnight stays. There needs to be a mixture of paid and unpaid activities to ensure that the perceived value remains high for guests. Packages, promos, discounts and sales should all be encouraged through the BIA and chamber for the sake of this goal.

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# The Ambassadors

## Summary

With the goal of directly engaging with tourists, the Ambassadors continued a program introduced in 2021. The Ambassadors made front-line contact with visitors to provide insights and information, gather visitor and stakeholder data, and act as a first point of contact for tourist questions and concerns.

The Ambassadors were focused on a digital-first approach to data distribution and collection. To this end, Ambassadors were equipped with tablets which would facilitate the collection of visitor information, allow the Ambassador to share the Brockville Digital Guide, and give directions to visiting tourists. Ambassadors also continued the digital incentive program launched in 2022. These incentives came in the form of coupons provided by local businesses. This program not only promoted these businesses but also increased visitor dwell time and facilitated future communications with the visiting guests. These emails were also used to collect data through satisfaction surveys.

To address the previous year's concern of maintaining consistent staffing, a smaller team of full-time ambassadors was employed. This represents a change from the previous years having large teams of part-time student employees. A smaller, more nimble team of Ambassadors was able to invest over 120 hours a week to engage with tourists and ensure a longer, more memorable experience for each of them. Ambassadors were available daily from 9:30 a.m. until 6:00 p.m., with earlier or later availability provided around events and at peak intervals throughout the summer.

Ambassadors were present to support major events throughout the year. In addition, from June until August ambassadors were deployed at key high tourism zones around the city. These zones were: the south entrance of the Brockville Railway Tunnel, King St., Blockhouse Island, outside the Aquatarium, Hardy Park, Centeen Park and at markets like the Brockville Farmers' Market (when running). Flexibility was paramount, with ambassadors acting responsively to tourist traffic to encourage the best coverage. Ambassadors were also stationed at pop-up stationary locations at events throughout the summer, including DBIA-run street sales, Ribfest and other major festivals.

## Results & Reporting

- In 2023, Ambassadors have engaged, helped, and made suggestions to over five thousand visitors.
- Ambassadors leveraged digital tools provided to them to provide hundreds of coupons for local businesses to tourists, and to gather email contacts for the purposes of data gathering and future contact.
- Ambassadors were present at over a dozen events across the summer months, providing support where required and acting as a face for Brockville Tourism.
- In 2023, having a smaller team caused some obstacles with ensuring coverage of all peak tourist areas at all times.

## Key Insights

- The Ambassador program proved to be a success again for the 2023 season, providing just-in-time information in an enthusiastic, knowledgeable manner.
- The Ambassadors had an opportunity to build a rapport with the tourist(s) and as such had a positive impact.
- The Ambassadors created the opportunity to gather contact information from tourists, allowing ongoing communication.
- The Ambassador increased guest dwell time by suggesting activities, events, and amenities.
- The Ambassadors are a key asset to Tourism. They are having face-to-face conversations with tourists and building connections and relationships. From anecdotal conversations, the feedback has been positive from both the tourists and operators.

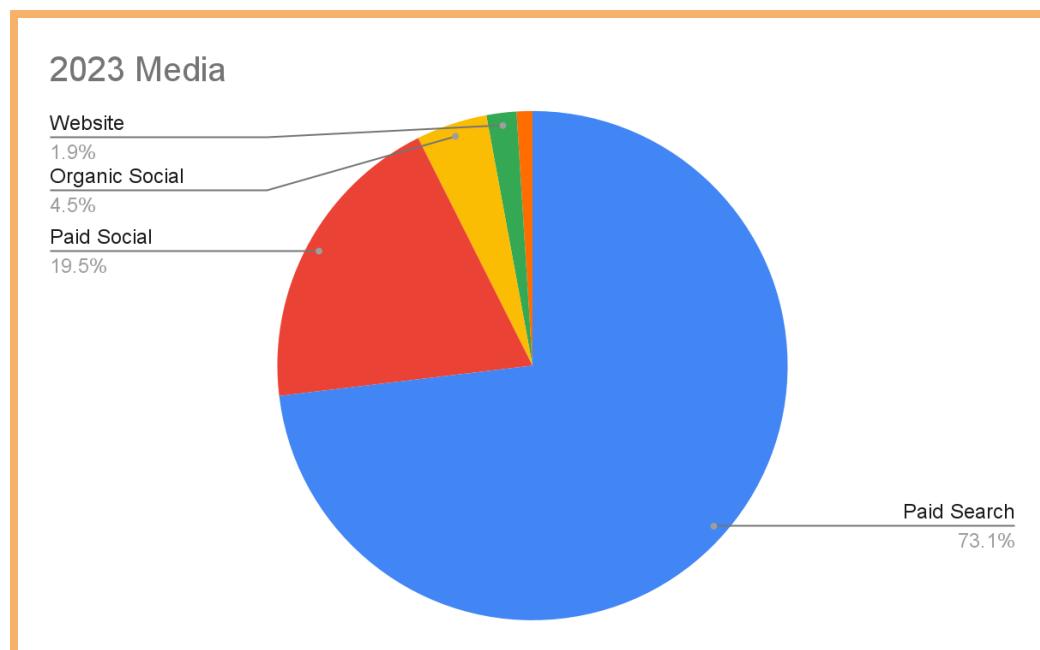
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# Digital Presence and Advertising

## Summary

Brockville Tourism has, over the past several years, built a strong digital presence and maintained a strong advertising strategy. With a digital first initiative at the core of Brockville Tourism's guiding principles, a robust and effective system of information provision and marketing was imperative to Brockville Tourism's strategy throughout the three-year contract. This remained at the forefront of Brockville Tourism's strategy in 2023, with continued growth and strategic development of all streams of digital presence and advertising.

Building on the foundations of previous seasons, Brockville Tourism continues to be successful in all three main areas of digital marketing. Paid search (Google Display), Organic Social (Facebook, Instagram, TikTok & LinkedIn) and Paid Social (Facebook and Instagram Paid) all showed significant growth in 2023. Leveraging these platforms enabled rapid, targeted connections with strategic demographics and a flexible capacity to reflect ever-changing market demands. Combined marketing efforts were seen over 65 million times by potential visitors to Brockville. Below is a chart showing the percentage of advertising performed by Brockville Tourism by media platform.



As can be seen from this chart, the primary focus of advertising done by Brockville Tourism was on paid search and paid social media advertisements through Google and FaceBook ads. All forms of advertising and marketing saw

substantial growth in 2023, with impressions and distribution across the board seeing substantial increases (see below).

Paid social ads are best for building relationships and generating interest from targeted audiences where followers don't exist, whereas paid search ads are best for attracting customers who know what they want or what they would like to do and are actively searching for it. Paid search ads have proven to bring the most immediate results, and are therefore the most effective media for attracting visitors who have the intent to travel and are in an active decision-making process. Organic social media presence has continued to grow each year, with particularly significant gains in 2023 on Instagram. Organic social media creates a "personal touch" to advertising and can respond rapidly to immediate changes in the market while offering a perceived immediacy of response by local businesses and stakeholders.

Two newer initiatives proved successful in 2023. Influencers brought a combined audience of 67,000 through their channels and email marketing grew to over 19,000 subscribers on our lists. Both of these initiatives reach different targets and provide different information to tourists and potential visitors. Both initiatives have seen substantial growth and effectively supported other digital and marketing programs.

## Organic Social Media

### Summary

Social media remains a key area of focus for promoting Brockville as a destination. Brockville Tourism uses a combination of organic social media (unpaid) and social media advertising (paid) to connect with our target audience. Organic social media in particular is a significant part of Brockville Tourism's advertising.

In the past decade, social media has begun to enhance and supplement word-of-mouth advertising. Social media provides the visitor to Brockville as broad and open a reach as any paid advertising; it is important to not merely consider how Brockville Tourism uses social media as an outreach tool, but also how organic use of social media by both Brockville Tourism as an organization and by the tourists themselves acts as a form of advertising by itself. The tourist who has come to Brockville is as much an aspect of Brockville Tourism's marketing and advertising strategy as any paid component of marketing. In other words, any tourism organization in Brockville must consider how the tourist's own use of various social media, such as their photo shares on Instagram or posts on FaceBook, act as a form of advertising for the city.

As social media evolves, Brockville Tourism's social media strategies need to evolve alongside it. In 2023, Brockville Tourism launched new strategies in response to industry trends and statistics including:

- Increase of short-form video content (Instagram & Facebook Reels, TikTok Videos)
  - Travelers are increasingly turning to platforms like TikTok and Instagram Reels instead of Google Search for trip inspiration.
  - Short-form content is easily produced and easily distributed, as well as being easily digested by the viewer.
- Increased focus on Instagram
  - Up to 40% of millennials say a destination's Instagrammability impacts decisions to travel.
  - Instagram offers access to a demographic of younger travellers more than many other forms of media.
- Launch of TikTok account
  - TikTok is no longer just for Generation Z. 40 percent of U.S. travellers aged 30 and older prefer TikTok over Google as a search tool when researching travel.
  - TikTok is an expanding social media market, and Brockville is at the forefront of its use as a tourism tool.
- Collaborations with influencers
  - By working with micro-influencers (follower count of less than 100,000) in the travel and lifestyle niche, we can reach a highly engaged audience.
  - Influencers bring their own energy to advertising the city and can provide different perspectives and styles than could be offered by engineered advertising.
- Increase of sharing user-generated content
  - 79% of people say user-generated content (UGC) has had a highly effective impact on their decisions.
  - User-generated content moves the onus of effort from the advertiser to the tourist, decreasing costs.

## Key Results

### Organic Instagram Results

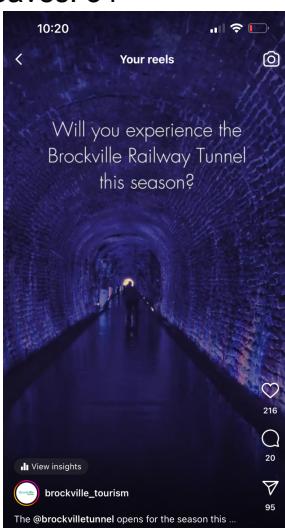
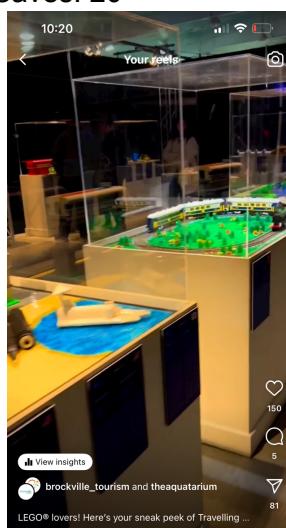
Metric	Jan - Oct 2023	2023 Result Compared to 2022
Total Followers	3,768	<b>Increase</b> of 1,939 followers
Reach	551,699	<b>Increase</b> of 118.5%
Profile Visits	12,743	<b>Increase</b> of 93.6%

### Audience

- Instagram followers are 70.8% women
- 61.6% are in the age category of 25-44

### Top Performing Posts

The following are screenshots of the top performing posts for 2023 based on Reach. It's important to note that each of these posts were Reels (short-form video content). Shares are a very important metric as they indicate who is sharing the post privately with friends. In fact, when analyzing all content shared on Instagram in the past year, of the top 30 posts based on Reach only one of these posts was image-based (not a Reel).

Tunnel Opening	Travelling Bricks Exhibit	Cafe Fiore Opening
<p>Reach: 5781 Likes: 216 Shares: 95 Saves: 34</p> 	<p>Reach: 5026 Likes: 150 Shares: 81 Saves: 20</p> 	<p>Reach: 4046 Likes: 238 Shares: 77 Saves: 23</p> 

## Lowest Performing Posts

Lowest performing posts on Instagram are typically single image posts. While Instagram is a highly visual platform, the imagery needs to stand out to catch the audience's attention.

The lowest-performing Instagram post is a single-image post promoting Treetop Trekking. This is interesting because, in contrast, a post about Treetop Trekking is one of our highest-performing posts on Facebook. This post received 20 likes and reached 430 accounts.



## Organic Facebook Results

Metric	Jan - Oct 2023	2023 Result Compared to 2022
Total Followers	16,619	<b>Increase</b> of 1,993 followers
Reach	2,331,577	<b>Increase</b> of 6.6%
Profile Visits	56,692	<b>Increase</b> of 102.1%

## Audience

- Facebook followers are 72.3% women
- 48.2% are in the age category of 45-64

## Top Performing Posts

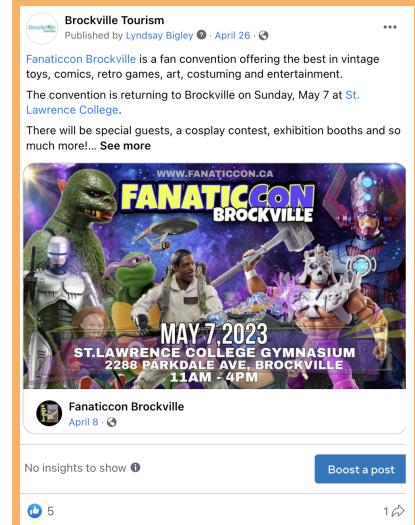
The following are screenshots of the top performing posts for 2023 based on Reach. The reach for each is significantly higher than the accounts reached on Instagram. Our audience on Facebook is much larger allowing us to reach more followers initially and when they engage with the content, more and more people can see it. The trend among the top three posts is the unique experiences they offer to different audiences.

Treetop Trekking Treetop Village	Wildcat is Back *Unfortunately the Wildcat did not run this year. Hoping for 2024 as clearly there is interest!	The Natty Picnic Co. Opening
<p>Reach: 139,928 Reactions (Likes): 755 Shares: 249 Comments: 188</p>  <p><a href="#">See insights and ads</a> <a href="#">Boost post</a></p> <p>266 76 249</p>	<p>Reach: 59,669 Reactions (Likes): 1,102 Shares: 260 Comments: 219</p>  <p><a href="#">See insights and ads</a> <a href="#">Boost post</a></p> <p>262 40 255</p>	<p>Reach: 35,910 Reactions (Likes): 1,108 Shares: 182 Comments: 212</p>  <p><a href="#">See insights and ads</a> <a href="#">Boost post</a></p> <p>372 50 182</p>

## Lowest Performing Posts

Lowest performing posts based on reach and engagement are typically shares of local content directly from other accounts - not original content developed by Brockville Tourism.

That said, our lowest performing post of original content is a post about Fanaticon Brockville, a local comic book and cosplay convention. This reached 1,600 accounts with only 5 reactions (likes, comments, etc)

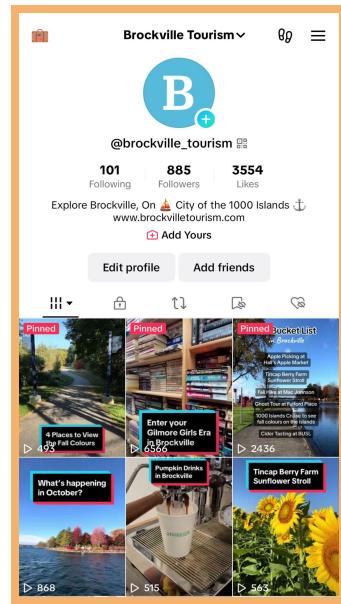


## TikTok

In early 2023, Brockville Tourism launched a TikTok account. This allowed us to re-purpose short-form videos developed for Instagram and Facebook and reach a new audience.

While TikTok is still a newer social media platform, research suggests it is important for destination marketers to connect with a younger audience.

In 2023, we grew our account to 885 followers. Our videos vary in views and engagement, which is typical for many TikTok accounts however “list” content (Top 5, Top 3, etc) and trending content perform best. We are one of the only destinations in RTO 9 using TikTok.



## Influencers

Throughout 2023, Brockville Tourism worked with Influencers to reach new audiences. The approach was to work with micro-influencers with niche interests and highly engaged audiences. These were strategic choices to best target tourists who met with our demographics. See below for more information on our partnerships:



### Saadia Ammad

Family Blogger, Ottawa Based  
36,500 followers

We selected Saadia to partner with given her location in Ottawa and the significant number of visitors we see from this area. She is also family-focused and creates beautiful content.

Saadia's contract stated she would share stories throughout her trip and complete 1 Reel following her trip. She completed one Reel, one image post, and shared professional images of her trip. This is a trend among influencers we work with. They typically go above and beyond their requirements if they are enjoying their experience.



### Jamar McNeil

Radio Personality and Influencer, Toronto Based  
32,000 followers

We selected Jamar to partner with given his interest in scuba diving and family focus travels. He had yet to dive in the freshwaters of the St. Lawrence River and this provided a great opportunity to showcase the family-friendly aspects of Brockville.

Jamar's contract stated he would share Instagram stories throughout his visit and one completed reel following his visit. He ended up sharing three Reels with a total of 16,681 views and lots of engagement. Below are statistics of Jamar's posts regarding Brockville.

Platform	Number of Posts	Reach	Impressions	Engagement	Views
Instagram Reels	3	16681	N/A	1140	19028
Instagram Stories	34	27271	27349	71	N/A
Total	37	43952	27349	1211	19028

### Key Insights

The reach from social media has ballooned in the past year, especially as a percentage growth on Instagram. As reflected in the survey data for why tourists come to Brockville, social media trends show an interest in unique experiences as an important factor in drawing tourists to the city. The top-performing posts align with the trends that initially bring people to Brockville, such as the Tunnel. The "Instagrammability" of various locations has become an increasingly important aspect of why people choose to go to various locations and events. To this end, atmosphere, cleanliness and physical beauty are all of critical priority when it comes to how Brockville hopes to attract tourists, especially since a tourist's social media footprint is, in many ways, free outreach and advertising for Brockville. This is underlined when one looks at the ways new users access the

Brockville Tourism website (see below); organic social media has a tremendous impact on marketing for Brockville Tourism, and its reach cannot be underestimated.

Different social media platforms trend towards different demographics; Facebook is not the most effective tool for communicating with younger audiences as it once was, while Instagram doesn't have the same massive user base as Facebook. Increased presence across multiple platforms and multiple streams of social media communication, including reels, stories and similar short-form and short-term content, are all increasingly relevant as communication tools. Focusing on and leveraging these trends is critical for the success of tourism in Brockville.

## Advertising

### Summary

Paid advertising remains a critical aspect of drawing the attention of tourists and ensuring the best possible experience for them upon arrival in Brockville. Making informative, efficient and eye-catching advertising with a strong brand identity is important for generating the highest possible interest and involvement from the tourist to Brockville.

The majority of advertising Brockville Tourism produced in 2023 was digital, using Facebook and Google as the platforms for distribution. Digital advertising allows for flexibility in responding quickly to changes in the market. Learning from past successes, a new strategy was pursued by Tourism this year, focusing on campaigns specific to singular events and activities that would lead directly to relevant pages and information, as opposed to broad and general advertising that would be less precise. These campaigns saw great success throughout 2023, extending the reach and visibility of Brockville Tourism massively.

Brockville Tourism also pursued advertising with various print magazines in Ontario and New York State. Partnerships with this print media were specifically targeted for best reach to targeted demographics and regions. Brockville Tourism also pursued partnerships with various organizations and groups to best cross-promote their events and activities. This cross-promotion helped bring attention to Brockville, and overall opened up opportunities for both Brockville Tourism and its partners.

## Digital Advertising Campaigns

Paid digital advertising consisted of over 62 campaigns across 2023, including upcoming campaigns in December. These digital campaigns included both Google and Facebook ads. Each campaign was individually created to reach its specific intended target audience, using strategic decisions on targeted geographic, demographics and keywords. This contributed significantly to the success of the campaigns. Brockville Tourism partnered with other groups, including the Thousand Islands International Tourism Council under the Partner Marketing Program for a one-year contract, for shared advertising and reach.

Between January and September, the ads were viewed over 60,000,000 times and generated over 330,000 clicks to receive more information via dedicated landing pages on the website. This can be compared to 2022's ad views, which were seen 27,000,000 times. The average monthly spending for advertising across 2023 was \$12,000.

One of the most significant measures of the effectiveness of a paid digital advertising campaign is the average cost-per-click (CPC). A lower CPC indicates a more effective advertising campaign. The Tourism-Travel industry average is \$0.44 per click. To date, Brockville Tourism's CPC was \$0.35 across all campaigns, a 20% improvement on the industry average. The majority of advertising expenditures were focused on Eastern Ontario, between Kingston and Ottawa, and in Western Quebec. Brockville Tourism also advertised in the Greater Toronto Area and in the United States. These locations were chosen strategically, in order to increase travelers arriving from areas that Brockville is known to attract.

## Key Results

		Campaign Totals (As of End of October)		
Media	Spend \$	Campaigns	Impressions	Clicks
Google	\$60,716	31	51,206,236	202,873
FaceBook	\$59,349	31	13,471,249	135,233
Total	\$120,065	62	64,677,485	338,106

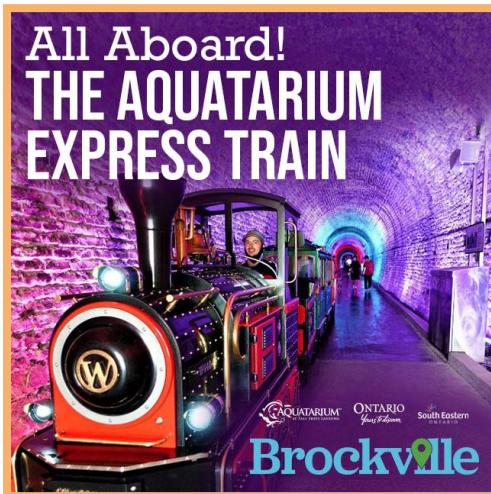
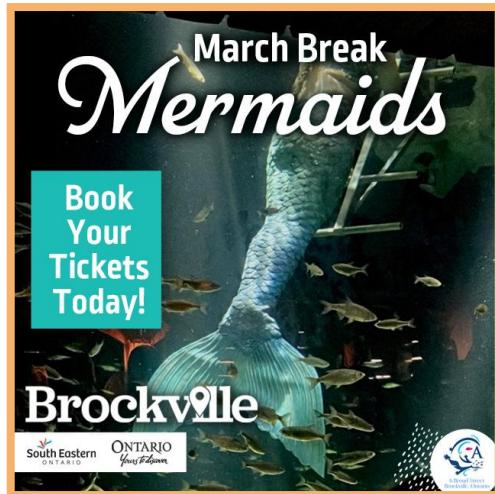
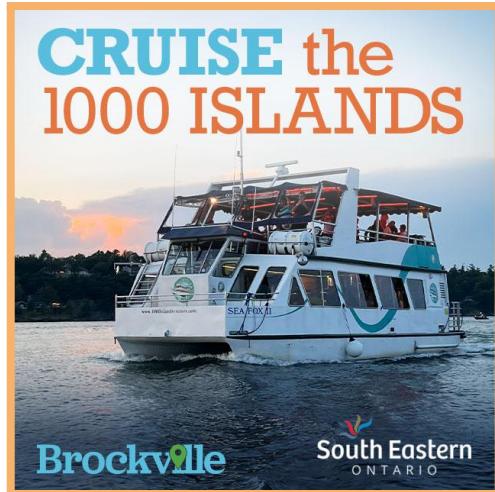
Advertising Campaigns 2022 vs. 2023				
Media	Impressions 2022	Impressions 2023	Clicks 2022	Clicks 2023
Google	13M	51M	103k	203k
FaceBook	14M	13M	512k	135k
Total	27M	65M	615k	338k

Advertising has seen a huge increase in impressions in 2023 compared to 2022, especially with Google Ads. In 2022, Google Ads saw 15 million impressions through the whole year and Facebook Ads saw 11 million impressions. As seen above, Google Ads has seen 51 million impressions by October in 2023, and FaceBook ads have seen 13 million in this period. Final numbers at year-end will be even higher, and the success of Google Ads at this juncture is made all the more impressive. New strategies to reach the target audiences more efficiently led to this growth in Google advertising. Google Ads also saw more than double the number of clicks compared to 2022, which had only 103,000 clicks across the whole year.

Advertising campaigns resulted in increased website traffic (see below). In total, there were 970,122 page views driven by these ads between January 1 and October 12 2023 across 431,364 unique sessions. This makes up a significant portion of all page views the website received in 2023.

The primary strategy of these ads was to be specific and unique, focused on driving attention to specific events and locations. This strategy proved to be extremely effective at driving traffic to the website. Once the viewer clicked on the ad they would arrive on a landing page that provides them with more information on the ad topic followed by much more information about what to see and do in Brockville. Often, these campaigns had direct overlap with the activities that are mentioned as primary draws to Brockville in the satisfaction surveys.

Below are selected examples of these ads:





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## Paid Social - Facebook Results

### Sample Facebook Campaigns

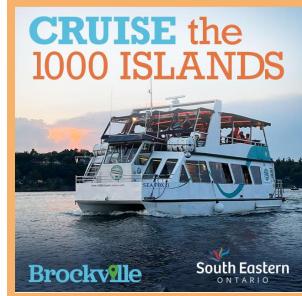
Travelling Bricks	Ribfest	Diving
Total Views: 2,045,885 Clicks: 32,986	Total Views: 965,747 Clicks: 6,689	Total Views: 2,103,897 Clicks: 8,666
		

As seen in the key results above, these three advertisements covered over 5 million of the 13 million views on FaceBook ads, and over 45,000 of the 135,000 clicks on the same. This places them in the majority of views and clicks, and therefore proves their efficacy in advertising Brockville and its activities. The Travelling Bricks ad drove 32,986 of 121,013 page views on the landing page for the event on the Brockville Tourism website, the Ribfest ad drove 6,689 of 36,374 page views, and the Diving ad drove 8,666 of 70,365. This shows that each were extremely successful at generating interest for more information.

The success of these ads proves the effectiveness of Brockville Tourism's approach toward advertising in 2023. They target specific and selected events and activities and have a clean, specific, professional aesthetic that encourages confidence from the prospective traveller. These ads prove the effectiveness of Brockville Tourism's strategy towards paid social media advertising.

## Paid Search - Google Results

### Sample Google Campaigns

Tunnel	Cruise the 1000 Islands	1000 Islands Regatta
Total Views: 10,088,799 Clicks: 32,037  	Total Views: 13,136,270 Clicks: 47,185  	Total Views: 2,845,657 Clicks: 8,120  

As seen above, these key results for Google advertising cover over 26 million of Google Ads' 51 million views, and over 87,000 of Google Ads' 203,000 clicks. This puts these three results in the majority of all Google Ads results for Brockville Tourism this year. Given how Google Ads works, this in part underlines what the prospective tourist is looking for specifically when they are planning their trip; unique, singular experiences like the Tunnel and Cruises that can't be easily replicated, and larger unique events like the Hydroplane Regatta.

The Tunnel ad drove 32,037 of 123,445 page views on the landing page on the Brockville Tourism website. The Cruise ad drove 47,185 of 155,323 views on its landing page, and the Hydroplane Regatta ad drove 8,120 of 44,051 views. Much like with the FaceBook ads, this shows their efficacy and further the efficacy of the Brockville Tourism advertising strategy.

### Key Insights

The approach Brockville Tourism took with advertising in 2023 proved to be extremely successful in driving traffic and attention towards Brockville activities and events; a focus on specific, unique experiences increased the success of Google Advertising significantly compared to past years.

The success of developing specific individual web landing pages is apparent in a substantial increase in website traffic. Users are more likely to engage meaningfully with the website if they find what they are looking for quickly and efficiently, and meaningful engagement with the site drives quality engagement

with tourism inside the city. The advertising approach taken in 2023 facilitated this ease of information provision by leading directly to the relevant landing pages and attempting to provide as clear and relevant information as possible, as quickly as possible.

The growth in Google Ads success in particular is worth noting. Targeted demographic and regional advertising has proven to be able to fuel staggering growth in performance compared to past years. This can be in part attributable to the return to normalcy in travel and the eagerness of the traveller to try and find new and unique experiences. Brockville Tourism's advertising approach crossed over neatly with this burgeoning return to form that Ontario tourism is witnessing.

## Email Marketing

### Summary

Since 2021, Brockville Tourism has been collecting email contact data through various streams in order to follow through on Tourism's commitment to a digital-first approach to data provision. These emails enable Brockville Tourism to contact both stakeholders and visitors with up-to-date information, as well as provide a pathway for the distribution of surveys and other information collection methods. To date, Brockville Tourism has generated 19,895 email leads since collection was started.

The email marketing subscriber base was strategically built through a variety of channels. Subscribers were acquired via organic social media engagement, contests conducted through both organic and paid advertising efforts, an ambassador collection program, strategically placed sign-up forms on the website, participation in coupon projects, outreach via QR code posters, and engagement at trade shows. This diverse and comprehensive approach underscores a proactive strategy, leveraging multiple avenues to engage audiences and ensuring a broad reach for email marketing initiatives.

These emails were used to send quarterly newsletters and advertising to tourists who had previously opted in to the system. For the Winter 2023 newsletter, the email was delivered to 13,520 emails and was opened by 20.23% of recipients and 3.74% clicking on a link for more information. The Mermaids newsletter was sent to 12,882 individual emails, was opened by 20.98% and had a 1.88% click-through rate. The Summer 2023 newsletter was sent to 13,103 emails, was opened by 21.1% and had a click-through rate of 2.96%. For the fall 2023 newsletter, the email was delivered to 11,918 individual emails and was opened by 7.79% of recipients, with 2.99% clicking through. Only 0.4% unsubscribed from email contact at this time.

Email contact was also maintained with local stakeholders. A bi-weekly stakeholder newsletter was sent to an average of 190 subscribers over 2023, with an average open rate of 48.63% and 8.12% of recipients clicking on links in the newsletter for additional information.

## Key Insights

Email contact proved to be an effective way to maintain consistent communication with stakeholders and past visitors. While email could only contact those with whom Brockville Tourism had had some form of previous connection, it did enable more frequent and directed advertising opportunities. It also opened channels for other forms of two-way communication, such as surveys.

Ultimately, email proved to be much more effective as a means of communicating with stakeholders than tourists when comparing open and click-through rates. This said, email allows different types of communication than paid advertising in other formats would allow. It is most comparable to forms of direct communication with followers on social media platforms but can allow for a higher density of information per communication.

## Website

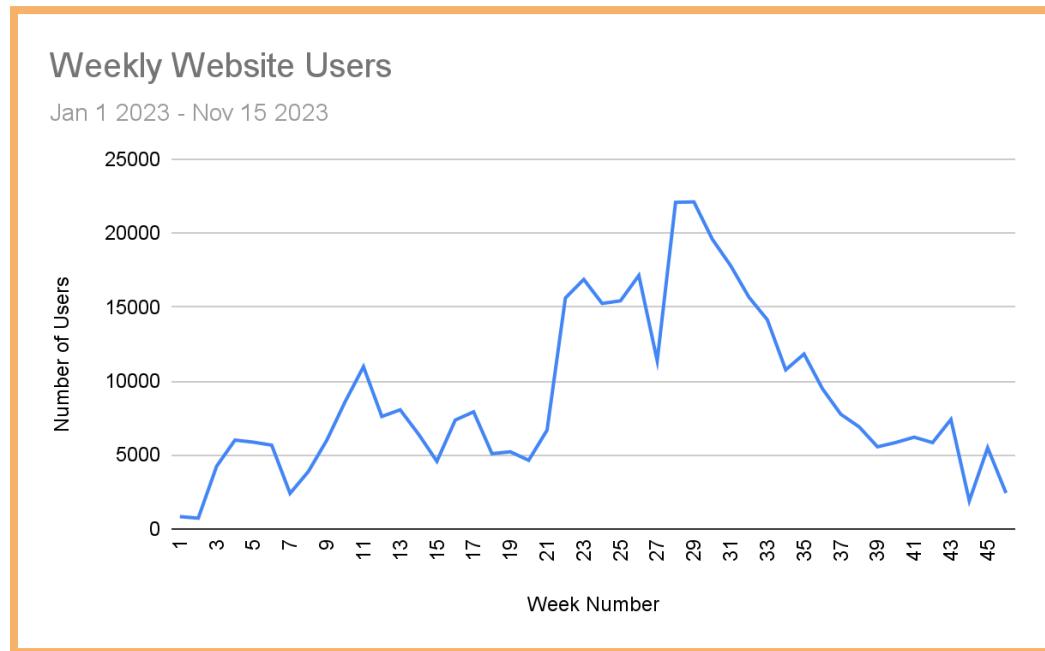
### Summary

Brockville Tourism launched a new website on March 12, 2021. The website was strategically refreshed for the 2022 season and again for the 2023 season. New pages were added reflecting the 2023 season's events and festivals, and existing pages were edited to reflect updates and changes in 2023. All external information was updated to ensure accuracy for the visitor. New creatives were added to drive interest and maintain relevance with the market.

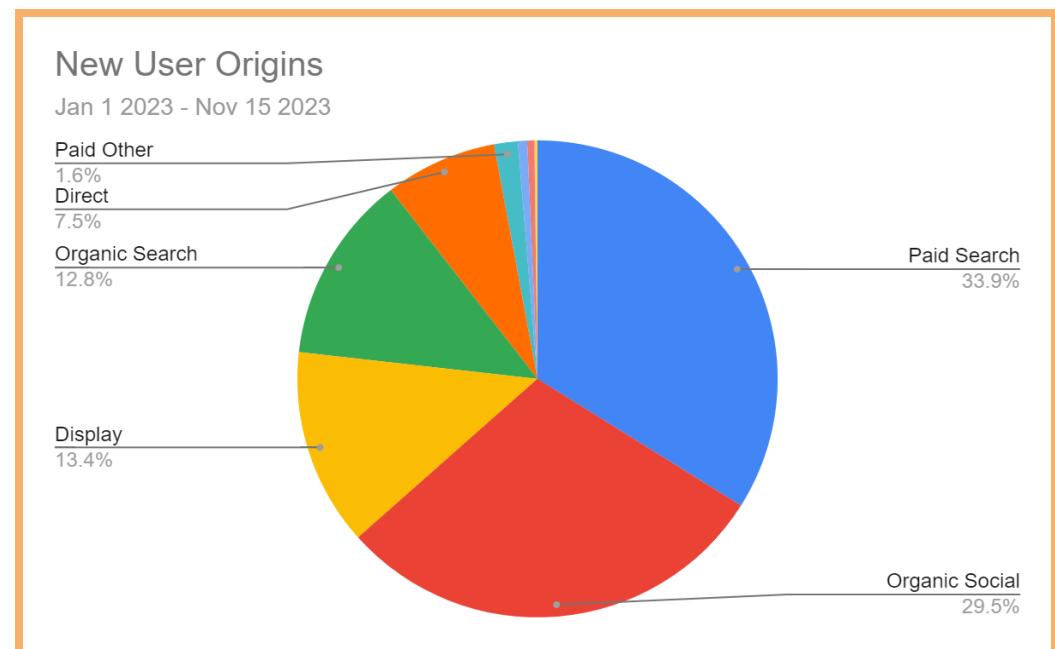
Brockville Tourism leveraged the website as a core tool across 2023, acting as a repository of information for tourists looking to visit Brockville. The website contains sample itineraries for travellers looking to visit the city, as well as self-contained pages for dining, shopping, activities, and festivals. In addition, an event calendar is on the site, with a direct application for local groups to submit their events free of charge. Landing pages for each paid advertising campaign were created on the website, accessible only through the advertising links, encouraging visitors to consider additional activities while in Brockville. Furthermore, the website provided links to stakeholder websites of interest for more information.

An online Digital Guide and Digital Map is accessible through the tourism website. These, alongside broader website information, also served as a resource tool for our ambassadors.

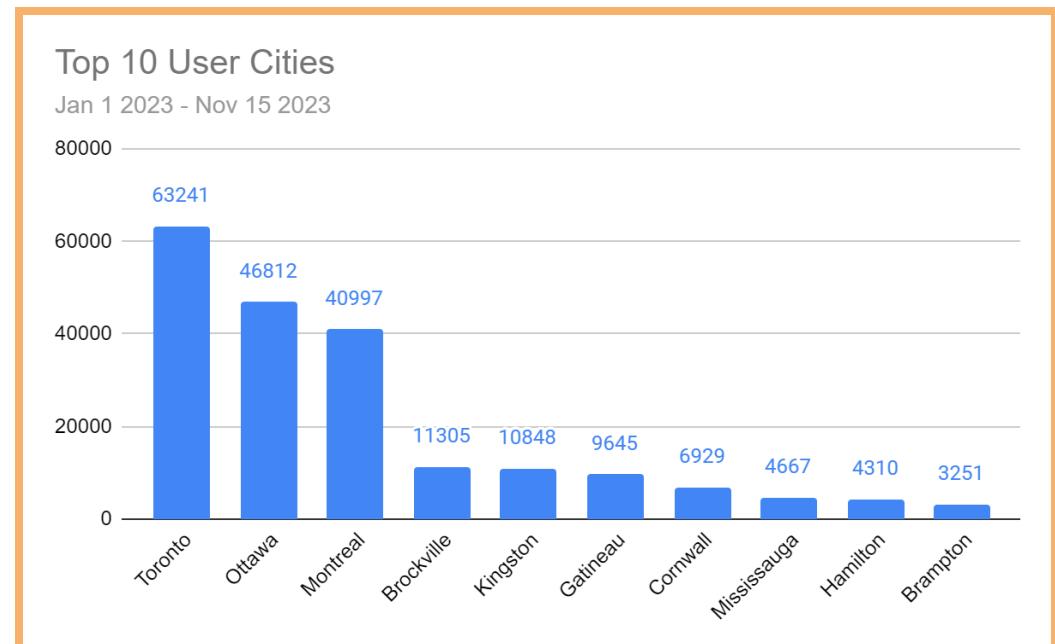
Below is a chart showing page views on the website by week in 2023. Weeks are numbered starting with January 1 to January 7 2023 as week 1, continuing until November 15, 2023.



The website performed well across the entire 2023 season. It was common to have daily web traffic above 2,000 users in the peak season, with especially high traffic in July. Average weekly traffic between January 1 and November 15 was 8896.4 users a week. The busiest single week was week 29, between July 16 and July 22, with 22,113 users. Additionally, 409,235 unique users drove 1,035,458 page views between January 1 and November 15. The majority of new user activity was driven by paid search results, organic social media, and display ads.



As shown, the most efficient means of drawing attention to the website, and by extrapolation, Brockville as a whole, is through paid search advertising and through social media. This also underlines the extreme importance of paid advertising as a marketing tool.



The above chart shows the top ten cities that users of the website originate from. These cities map closely to the main centers of Brockville Tourism's marketing efforts. They also align closely with the home locations marked in the satisfaction

surveys. Brockville Tourism's targeted approach to advertising and the careful selection of regions ensured that advertising campaigns were an effective use of marketing expenditures.

The top ten pages visited on the Brockville Tourism website this year were:

1. Cruise The 1000 Islands (155,323 page views)
2. Visit the Brockville Railway Tunnel (123,445 page views)
3. Traveling Bricks (121,013 page views)
4. Brockville Tourism Main Page (89,729 page views)
5. Brockville Diving (70,365 page views)
6. 1000 Islands Regatta (44,051 page views)
7. AQ Mermaids 2023 (43,589 page views)
8. Aquatarium Express Train (40,901 page views)
9. Brockville Ribfest (36,374 page views)
10. Winter Wellness (32,194 page views)

The top pages changed significantly from 2022 because advertising campaigns changed. As previously stated, paid advertising campaigns drive traffic to specific activities and events through designated landing pages on the website. Nine of the top ten most visited pages on the website this year are landing pages tied directly to paid advertising campaigns. The homepage of the website is the one obvious exception. The next five top pages were more reflective of the previous top-performing pages in 2022, as they also included the events calendar, places to stay, and family activities pages. The events calendar was continuously updated throughout the year with a public-facing form, so that businesses, organizations, and individuals can request to be included on it. The calendar saw 30,409 views between January 1 and November 15, 2023.

The most searched for terms on the internal search on the website were for “tea house in Brockville,” “beach,” “shopping,” “contest,” “cruise,” “diving,” and “music.”

Starting in 2022 and continuing into 2023, Brockville Tourism utilized a QR code system for generating contacts and providing rapid access to the website. Multiple sets of QR codes were established; the first was a QR code used at events and at visitor centers that provided direct access to the website's main page. A second set of QR codes utilized by ambassadors and other Brockville Tourism representatives provided access to both coupons and direct access to the digital guide and maps. As mentioned in the Ambassador section above, the coupons were provided by local businesses and created an incentive for ambassadors to meaningfully engage with tourists and exchange digital information. Ultimately these activities were used to extend the tourists' stays.

Brockville Tourism also added specialized local itineraries on the website. They were updated periodically throughout the year to match seasonal offerings. These itineraries were divided between traveller interests, such as family offerings, historical activities, and outdoor activities, and stay durations, offering options for both day trips and overnight trips. The itineraries were opened 2,969 times between January 1 and November 15, 2023.

## Digital Guide & Digital Mapping

Continuing from previous years, Brockville Tourism provided a digital guide and digital map through the website. Ambassadors also utilized the online versions of the guide and map when interacting with tourism guests. The use of the Digital Guide and Digital Map is part of Brockville Tourism's "digital first" initiative. These tools provide the visitor with a method of searching for restaurants, accommodations and activities in a digital format. Each listing not only has the address and Google directions but also shows some key features such as "family-friendly".

The Digital Guide hosts a comprehensive directory of eateries, restaurants, and attractions. Each listing includes three to four bullet points outlining highlights and key features, as well as a direct connection to the relevant Google Maps listing.

There were 3,223 web page views for the Visitor Guide, which is an increase over 2022, where there were 2,363 page views of the Visitor Guide page. This page includes the links to the Digital Map as well.

## Print

### Summary

Guides and maps were produced and distributed by Brockville Tourism to key locations around the city and to neighbouring areas, including visitor centers, museums, businesses and public centers. 18,000 guides and 18,000 maps were printed. The guides were printed in three runs; the second run was due to demand, while the third was an update for the fall with new events and imagery. The maps were produced in a single run at no cost to Tourism, paid for by selling advertising space.

Distribution was also in part handled by Mobile Tourism Ambassadors, who not only flexibly responded to visitor demand, but ensured quick response to the needs of businesses and stakeholders. Guides included comprehensive lists and descriptions of local businesses, including but not limited to restaurants,

accommodations and activities. It also included information on major events and festivals.

## Visitor Guide and Map

The printed 32-page Guide was based on the Digital Guide. The standalone map was printed featuring a city map on one side and a regional map on the reverse. The project was funded by paid advertisements for tourism stakeholders. Both the guide and map were distributed to key locations throughout South Eastern Ontario and Northern New York State.

Maps and guides were on hand at all events. Tourism likewise distributed maps and guides at several brochure exchanges. In May, tourism held its own swap, where businesses and stakeholders from the area were invited to exchange promotional materials. This is an effective and inexpensive method for distribution across the region and beyond. Brockville Tourism also attended the Thousand Islands brochure exchange in New York State and facilitated the distribution of promotional materials for several local attractions, including the Tunnel, the Aquatarium and the Brockville Museum.

## Magazine Ads

Print advertising campaigns were purchased in selected travel-oriented magazines, including Summer Fun Guide, TIITC (Thousand Islands International Tourism Committee) Partnership, Powerboat Magazine, Staycation Guide, Ontario Business Journal, Eastern Ontario Business Journal and the 1000 Islands Visitor Guide. Ads were placed in publications that focused on potential visitors and relevant distribution areas. These magazines cover Eastern Ontario, the broader Ontario area and New York State. Most of these magazines had an online component to supplement the print ads.

## Key Insights

Printed tourism materials continue to be in demand. Visitors at many locations frequently asked for guides and maps. Local hotels, attractions and businesses continue to request Brockville Tourism guides and maps for distribution to their clientele. Two distribution points stand out: the Brockville Tourism Visitor Centres where tourists are looking for additional ideas of things to do, and the Ontario Tourism Information Centre at the westbound OnRoute Centre just inside the Quebec border. The need for a second print run of guides based on demand

indicates a continued need for physical communication and marketing, in conjunction with digital initiatives.

## Visitor Centers

### Summary

Brockville Tourism operated from two main stationary locations throughout the summer. The first was at the Aquatarium Visitors' Centre. The other was located at the Tunnel Plaza. Throughout the month of August, an additional outdoor location was set up outside the Aquatarium on Broad Street.

During the peak tourist season, both Visitor Centres were staffed from 10 am until 5 pm, 7 days a week. The location at the Tunnel Plaza was staffed later in the evening during peak times.

The Brockville Tourism Visitor Center also served as a distribution center for brochures and rack cards of area tourist attractions and relevant service providers.

### Results & Reporting

- The Aquatarium Visitor service staff engaged with over 30,000 tourism contacts during the peak season and 62,000 total in this year.

### Key Insights

- The Tourism Cabin in Tunnel Plaza continued to be a convenient and obvious location to engage the visitor. This location supported opening the caboose as an attraction, facilitated the AQ train, and supported the ambassadors in the plaza.
- Tourism was able to leverage additional traffic and increased awareness from the Aquatarium's guests.
- Sharing the location with the Aquatarium and sharing labour provided staffing efficiencies.

# Stakeholder Management, Events and Venues

## Summary

Tourism worked with stakeholders to provide support for major events and festivities throughout the year. In addition, Tourism connected with businesses to provide support, information, and relevant contacts to best support them through the peak tourist season.

Tourism frequently contacted stakeholders, especially through tools such as the stakeholder newsletter, which was submitted on a bi-weekly basis.

Tourism staff attended multiple industry trade shows and events throughout the year, including the Outdoor Adventure Show, Gananoque Outdoor Vendor Fair and more.

Tourism staff published a monthly newsletter for over 180 stakeholders. A newsletter was also produced and distributed to visitors who signed up for it through the website.

## Key Events

Tourism supported several initiatives throughout the season. Listed below is a very small selection of events.

- **1000 Islands Hydroplane Regatta**
- **Ribfest**
- **Traveling Bricks**
- **Great Waterfront Trail Adventure**
- **Friends For Life Bike Rally**
- **Brockville Pride**
- **Red Hot and Blue River Cruise**
- **PoutineFeast**
- **DBIA Street Events**
- **Fanaticon Brockville**
- **Poker Run**
- **Eastern Yachting Circuit**

Tourism attended these events as well as others to promote local stakeholders and attractions to event goers. Staff generally set up a branded tent and table and provided tourists and locals with stakeholder information, brochures, maps, guides, and other relevant information.

## Key Insights for Stakeholder Events and Venues

- 2023 was a “back-to-normal” year for many events, with restrictions officially lifted to the point of most activities being allowed at a 2019 level. While these events were successful, there are still fewer events than in pre-pandemic years.
- Having Brockville Tourism staff attend events did sometimes lead to confusion for event goers, as many visitors assumed Tourism was running the event. While tourism staff help has always been appreciated, this synergy may continue to be a point of confusion for visitors.
- Despite advertising, newsletters, website updates, and social media posts, tourists and locals often noted surprise at the presence of events. Some businesses also expressed consternation at not being communicated with before major events (e.g, the Hydroplane Regatta) were held. This puts tourism in an awkward position, as many of the event details are planned with and approved by the city. Often event organizers do not share details of the events with tourism staff either. This lack of information sharing can make it challenging for front-line staff who are often directly engaged with event goers.

## Accommodations Season Discussion

Brockville Tourism spoke with the managers of accommodations around the city following the peak season to get their opinions on the seasonal trends in hotels. Anecdotally, hoteliers felt the peak season was out of sync with normal highs and lows. These comments may be influenced by general trends in increasing day trips, as well as the incredibly slow rebound of American tourists to the region. Room rates have increased in comparison to previous years, but managers of the hotels commented that tourists felt that accommodation costs were not commensurate with city tourism offerings.

In general, hotels are undergoing a period of revitalization, with renovations occurring at many of the hotels off of the 401. Managers noted a difficulty in building packages with other stakeholders. They stated businesses that formerly would have been a part of these packages have become less responsive to outreach since the pandemic.

Information provided to Brockville Tourism by accommodations providers showed an average stay length per guest of 1.85 nights. This is in line with the findings of Tourism's survey results, which also suggested single nights or weekends are the bulk of overnight stays. The average Canadian traveller stayed for 1.9 nights, while the average American traveller stayed for 1.4. The average British traveller stayed for 1.5, while the average French and Australian traveller stayed for 1. These short-term stay averages, especially by international travellers, support the conclusion that Brockville currently operates as a short-term tourism destination.

As overnight stays support the MAT and tourism operations, future strategic planning for tourism and economic development should focus on increasing dwell time and promoting expanded tourism operations.

According to Destination Ontario, hotel occupancy rates in Ontario in August 2023 surpassed August 2022 levels by 0.2%. This is still 3% below 2019 levels. This is consistent with predictions made for Brockville's occupancy as seen in CBRE reporting below.

## The Brock Trail

The Great Waterfront Trail Adventure provided its own survey report data and noted that 89% of its riders rated the Brock Trail highly. 0% of its members surveyed considered the trails unsatisfactory. The Brockville Railway Tunnel was frequently mentioned as a highly-rated site in Eastern Ontario.

While only a small percentage, it was worth noting (as tourism does not see many comments for the campsites) that, 4.92% of Great Waterfront Trail riders rated their camping experience at St. Lawrence Park as below expectations, citing "limited or remote shower and washroom facilities."

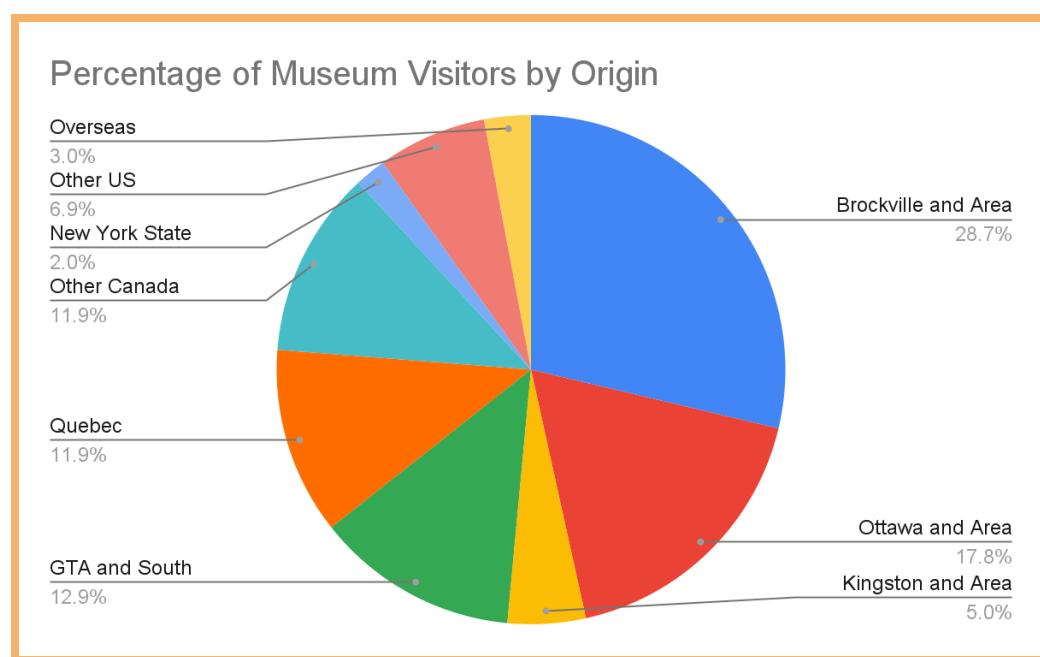
## Brockville Museum

Brockville Tourism reached out to the Brockville Museum for their opinions on the tourist season this year. The following information covers the period of Victoria Day Monday to the Saturday of Labour Day Weekend and therefore represents the peak tourist season.

During this period, the Brockville Museum was open Monday to Saturday. Not including bus trips, educational groups and other large tours, they report 1030 visitors during this time, a 7% increase from 2022 but a 27% decrease from the baseline of 2019. According to their growth rates between 2013 and 2019, this sets their visitors at about 2016 levels. 86% of these visitors were seniors or adults, 11% were students or youth, and 3% were young children. They report Saturday as their busiest day, followed by Monday, with Friday as their least busy day. June and July were noted to be stronger than normal for the Museum, July in particular being noted as an early peak for their season. August was slower than expected, hitting 2022 numbers. This was still higher than in July but did not show the expected visitation growth that trends would normally suggest. Brockville and Area visitors were slightly higher than normal, while Ottawa visitors were slightly lower than normal.

International visitors were not high, but there was a noted return of these tourists, at around 12% of visitors. The Museum noted that most visitors said that they were “just passing through” or “in town for the day” as the reason for their visit, which matches expectations set by Brockville Tourism survey data. The Museum visitors expressed interest in physical copies of advertising and marketing regarding tourist activities in the area. These included Brockville Tourism maps and guides, which were frequently distributed to the Museum. Given the general demographic of the visitors to the museum, this is not unexpected. Older visitors tend to rely more heavily on physical brochures, maps and guides, while younger visitors most often prefer digital solutions.

Below is a chart of the reported home origins of the Brockville Museum’s visitors for the season.



## Camping and Docking

The City of Brockville Parks Department provided information on the 2023 summer season of camping and docking reservations. The numbers provided indicate the national and provincial origins of the bookings.

### St. Lawrence Park Camping Bookings

Origin Country	Number of Bookings
Canada*	565
United States	35
Germany	8
France	1
Germany	1
Guam	1
Netherlands	1
New Zealand	1
Spain	1
Switzerland	1
<b>TOTAL</b>	<b>615</b>

\*Provincial breakdown: Ontario - 339, Quebec - 192, Other - 36

### Brockville Islands Camping Bookings

Origin Country	Number of Bookings
Canada*	139
Germany	3
United States	1
<b>TOTAL</b>	<b>143</b>

\*Provincial Breakdown: Ontario - 119, Quebec - 18, Other - 2

### Brockville Islands Mooring

Origin Country	Number of Bookings
Canada*	1062
United States	15
<b>TOTAL</b>	<b>1077</b>

\*Provincial Breakdown: Ontario - 947, Quebec - 112, Other - 3

### Brockville Marinas Transient Docking

Origin Country	Number of Bookings
Canada*	460
United States	99
Portugal	1
France	1
<b>TOTAL</b>	<b>561</b>

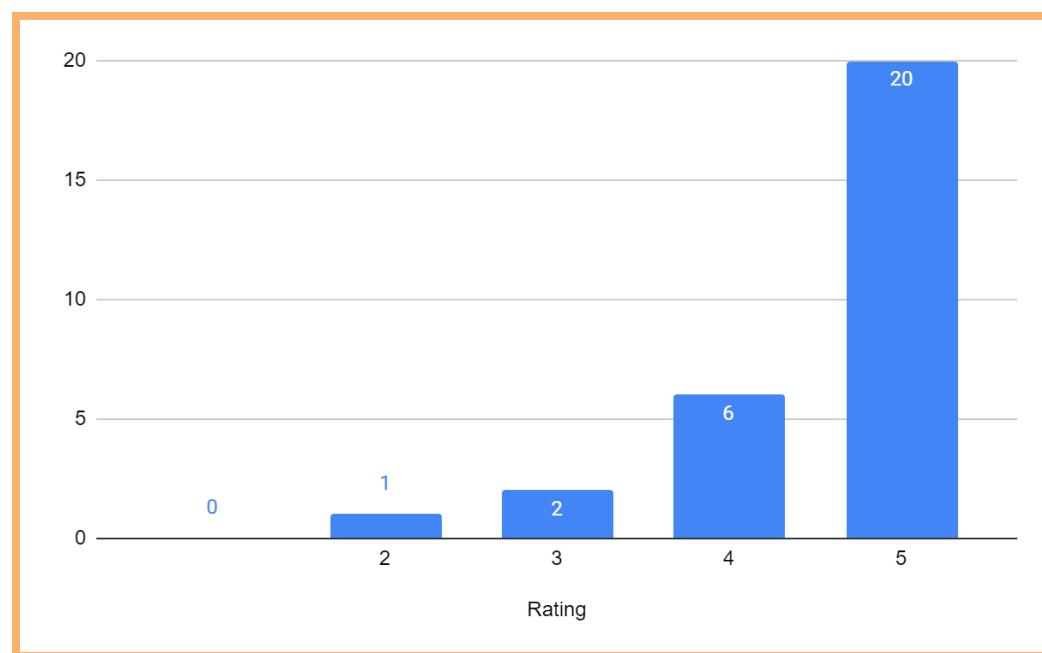
\*Provincial Breakdown: Quebec - 318, Ontario - 137, Other - 5

The average number of nights camping at either St. Lawrence Park or on the Islands was 1.85. The average number of nights moored on an island was 1.75, while the average number of nights moored at a transient docking slip was 1.44. This parallels stay durations at hotels, as well as the general trends regarding stay durations reflected in survey data. The majority of visitors who spend overnights in Brockville do so for a single night or a weekend regardless of their mode of transport. From this, it could be assumed that the same forces and pressures that affect accommodations and stay durations affect docking and camping as well. Examining how to increase tourism offerings and economic development priorities to include more tourism operators should be considered for future years if increasing dwell time is a priority.

Results for 2022 were unavailable but comparison to 2021 data shows a relatively flat growth curve in these offerings. One exception would be island docking which decreased from 1673 total bookings to 1077, which was a significant slide of over 30%. The changes in slip fees and pricing may account for this change, however further insight would require some additional research.

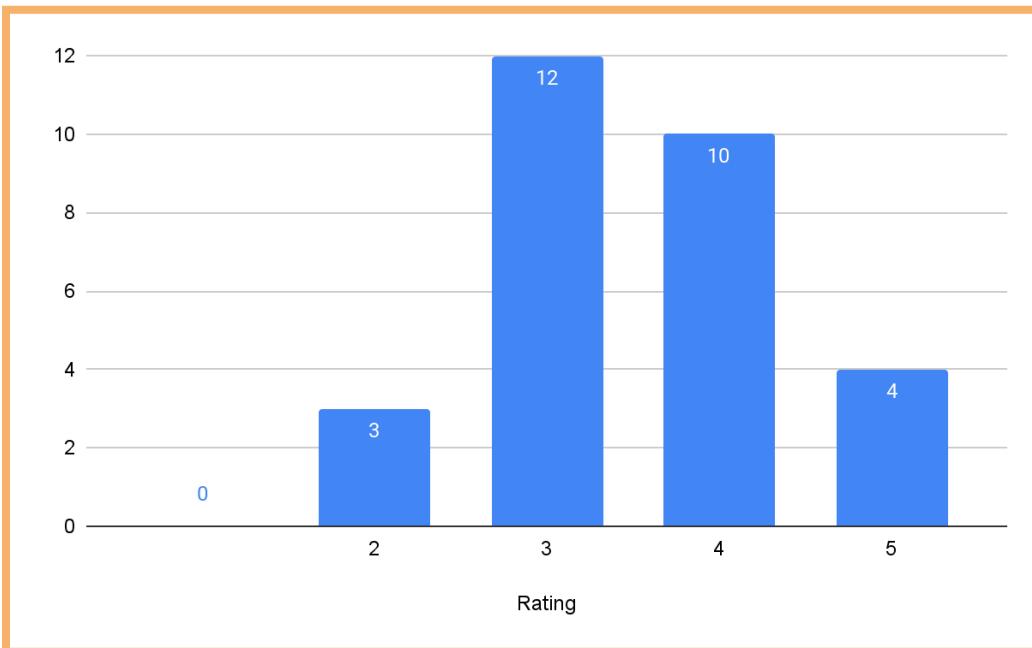
## Business Commentary

In August, Brockville Tourism approached businesses around town, especially in the downtown area, to gather information on their opinions on tourism and how things can be improved. Twenty-nine business stakeholders were interviewed. Of all the businesses interviewed, 69% stated that tourism was of the highest importance to them (a five out of five rating), and 20.7% rated tourism as high importance to them (a four out of five rating).



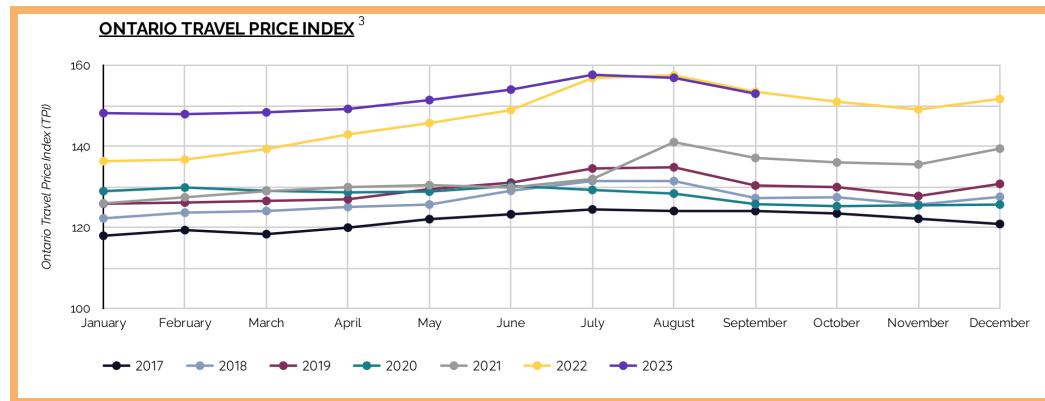
Question: "On a scale of 1 to 5, how important is tourist activity for your business."

When asked to rate the tourism season up to August, businesses were less enthusiastic in their responses. The majority of respondents suggested the season was average or better.



Question: "On a scale of 1 to 5, how would you rate this tourist season (Victoria Day to Present) on its effects on your business."

In general, business owners felt tourists were not staying as long and were not spending as much money as would have been hoped. This is reflective of the data gathered through surveys and is also reflective of current economic trends. Businesses that rely heavily on tourism are often specialty or boutique locations with higher prices. With current economic squeezes on the tourist's wallet, their ability to support niche local businesses is reduced. According to Destination Ontario, the Ontario Travel Price Index (an indicator of overall costs for tourists in Ontario, see below,) was up compared to 2022 through most of the tourism season. We can see that in August and September, there was a modest decrease, and pricing started to even out to 2022 levels. The 2022 price index levels are still well above pre-pandemic spending costs, primarily due to inflation. This again points to the visitor and stakeholders feeling the pinch, and the need for Brockville to encourage value-added items to its tourism repertoire as competition for visitor spending increases.



Ontario Travel Price Index via Destination Ontario, Data from MTCS, Price Indices Statistics, 2016-2023

When asked how Brockville Tourism could best improve its practices to aid in better seasons going forward, various suggestions were made. Below is a selection of quotes. Note that Tourism asked for criticism, and so all critical opinions are considered positive feedback.

- “Brockville Tourism can improve at profiling arts in downtown and drawing attention to all the artistic offerings.”
- “Better communications about events and about what tourism can offer to small businesses.”
- “Need communication that isn't just social media. Physical communication would be better. Posters would be nice.”
- “Physical communications. Cooperation with DBIA. A document for businesses that ties together every organization and how they can help.”
- “More physical signage to direct people.”
- “Big events like Tall Ships actually cause problems. People don't get driven to shop and generally block things up in terms of parking and locations from those who do want to shop. Attention needs to be made to encouraging downtown vibrancy during major events.”
- “Physical signage and communications of major events. Downtown maps with businesses on them.”

The throughline of this communication is a wish from businesses for clearer and differentiated forms of communication. Physical signage and physical communication of events seem to be a priority for businesses downtown, despite much of the tourism market moving towards digital. There continues to be a desire for tangible signage and maps, which was also seen by a portion of the tourism guests. Because tourism needs to consider conservation, quick updates, and labour costs, this juxtaposition of old and new, tangible and intangible needs to be balanced. Digital signage and wayfinding map kiosks similar to malls or outdoor shopping centers could be considered as a possible middle ground. They would create a means of directing tourists who are unfamiliar with the area

towards interesting stakeholders. In the day of instant location and Google Maps, these kiosks would provide wayfinding options for tourism guests who would prefer to not use their smart devices. There is a large upfront cost to this solution which could be offset by providing paid advertising opportunities for stakeholders.

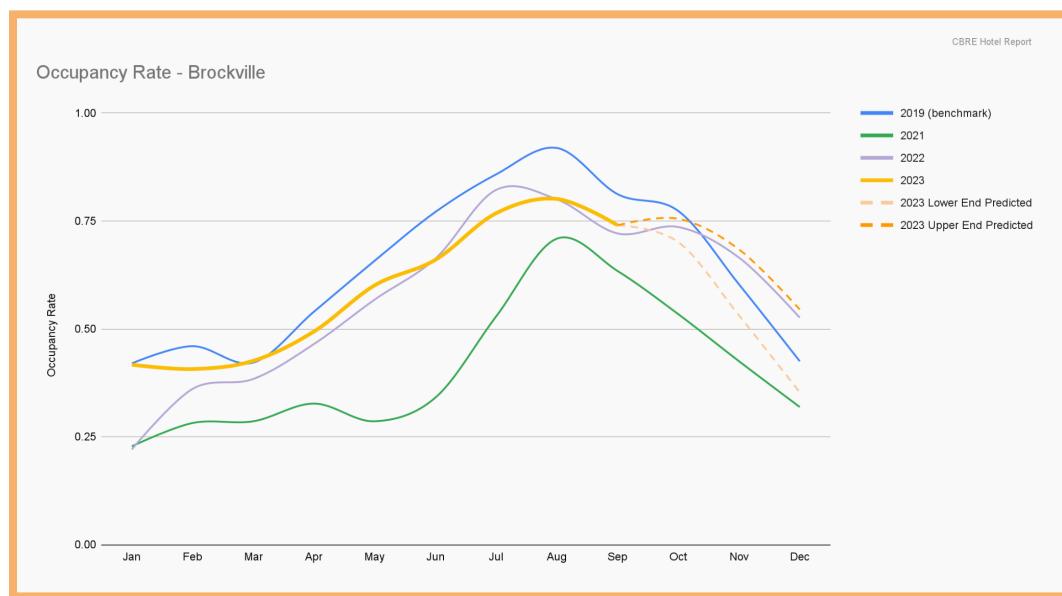
There are a number of applications for smartphones that tourism could purchase that a guest could use on their phones which have been considered. Many of these have been explored but they have been found to be cost-prohibitive and generally not well received. Those tourists who rely on digital solutions on their phones generally prefer to use something standardized like Google Maps rather than download another app. The exception to this would be an amusement park or an area with significant tourist attractions that are spread out like Toronto or Canada's Wonderland, where guests are concerned that they can not find all the information online easily and quickly. Without significant incentivization (discounts or exclusive offers) a smartphone application would struggle to gain traction with tourism guests in Brockville.

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# CBRE Hotel Trends Report

## Accommodation Report

A CBRE hotel report is provided to tourism from RTO9 and shows the occupancy levels and costs for hotel stays regionally, locally, and nationally and can be used as an indicator of accommodation health. Below is a chart showing the occupancy trends taken from CBRE reports for Brockville ending in July 2023. The dashed yellow indicates a prediction of occupancy rates till the end of the year with a high and low mean value.



Between January and September of 2023, Brockville saw an average increase in hotel occupancy of 2.29% per month compared to those months in 2022. The best month of improvement was January when the CBRE reported a 19.6% increase in occupancy compared to 2022. On average, Brockville saw an \$11.25 (16%) increase in hotel revenues per room between January and July over 2022.

Of particular note when comparing 2022 and 2023 in the CBRE report is the month of June. In 2022, Brockville hosted the Tall Ships Festival which was a tremendous draw for accommodations around the city. Interestingly, without the festival, Brockville only saw a minor decrease in occupancy in June of 2023, but a 5.9% increase in revenues. The increase in revenue stems from the rising costs for hotel rooms which are in line with inflationary increases. This should in no way suggest that the Tall Ships Festival is not a huge tourism draw. One must keep in mind that the festival occurred at the end of pandemic restrictions and a depressed point in tourism. This event may very well have been responsible for the surge of tourism for the city seen throughout the summer of 2022 which

exceeded 2023 levels. This was also reflected in Brockville accommodation numbers in 2022 exceeding regional growth in surrounding municipalities. Without that festival to kickstart the season, coupled with increasing inflationary pressures, we can see that occupancy levels during the peak tourism season did not grow as quickly as the shoulder season, and in some cases were depressed compared to 2022.

Brockville accommodation occupancy percentages were early out of the gate for recovery, however, it now lags behind the regional average. Despite this, revenues and occupancy for the year are still exceeding 2022 levels. It is also valuable to note that with the new Hampton Inn, Brockville has more hotel rooms than it did pre-pandemic. This will skew numbers when compared to 2019, as the data shows a percentage of occupancy rather than actual rooms sold.

Below is a representation of total regional information starting January 2023 and ending September 2023. This differs from the individual monthly averages, as this is a total comparison of the nine months to the same nine months.

	2023 Occupancy Percentage	2022 Occupancy Percentage	Annual Difference	2023 Average Daily Rate	2022 Average Daily Rate	Annual Difference	2023 Average Available Room Revenue	2022 Average Available Room Revenue	Annual Difference
KINGSTON	64.1%	56.8%	7.3%	\$173.96	\$167.67	\$6.29	\$111.56	\$95.29	\$16.27
GANANOQUE	52.0%	49.5%	2.5%	\$150.93	\$149.90	\$1.03	\$78.56	\$74.23	\$4.33
BROCKVILLE	<b>59.2%</b>	<b>55.7%</b>	<b>3.5%</b>	<b>\$146.21</b>	<b>\$135.14</b>	<b>\$11.07</b>	<b>\$86.59</b>	<b>\$75.33</b>	<b>\$11.26</b>
BAY OF QUINTE	63.8%	61.7%	2.1%	\$153.84	\$144.31	\$9.53	\$98.21	\$89.09	\$9.12
CORNWALL   KEMPTVILLE	80.2%	65.6%	14.6%	\$141.58	\$137.40	\$4.18	\$113.52	\$90.10	\$23.42
<b>TOTAL RTO 9</b>	<b>65.6%</b>	<b>58.4%</b>	<b>7.2%</b>	<b>\$160.31</b>	<b>\$156.74</b>	<b>\$3.57</b>	<b>\$105.10</b>	<b>\$91.54</b>	<b>\$13.56</b>

Based on CBRE values until August, the estimated range of MAT tax returns to the city in 2023 range from \$536,791.83 to \$576,610.62 based on trends. Further forecasts are more difficult and will be highly dependent on inflationary pressures.

## Summary

This report provided both a summary and a detailed analysis of the approach taken by Brockville Tourism pursuant to the goals and objectives of the 2023 season. Brockville Tourism remained committed to its goals of increasing dwell time and maximizing the number of visitors to Brockville. It followed through on a digital-first, although not digital-only, approach to information provision, while continuing and expanding various programs and systems, from ambassadors to marketing and beyond, in approaching its goals.

The City of Brockville announced in May its intention to bring the tourism mandate in-house as a city department. As such, 2023 represents the final season that the Aquatarium holds the contracts for tourism in the city, and future goals are to be made by the new Brockville Tourism Corporation under the city's watch.

2023 was a general return to normalcy in many respects following the past several years of interruptions, shutdowns and false starts that caused significant disruption to Tourism. The process of recovery is slow but steady; Brockville continues to grow back toward its 2019 levels of visitation and occupancy. A noted obstacle in the tourism industry is the continued pinch on tourist finances caused by economic stressors. A tourist's dollar does not stretch as far as it did five years ago. This puts continued pressure on returning to pre-pandemic levels of traveller spending.

Unlike 2022, Brockville did not have the tentpole major event of Tall Ships running in 2023 to kick off the main summer season. As such, 2023 reflected a more standard summer tourist season across the board. Other major events, like the 1000 Islands Hydroplane Regatta and Ribfest, were open in full force.

Brockville Tourism, building on past years' successes, pursued a marketing strategy targeting specific regions and demographics while leaning on a new system of ads presenting specific, unique attractions and events while linking to specific landing pages. This proved extremely successful in drawing attention to Brockville's offerings, with the website seeing tremendous growth from past years, with 1,110,000 page views predicted by the end of 2023. Advertising primarily took the form of Facebook and Google ads, with Google Ads in particular seeing huge leaps in impressions and clicks from past years as a result of the new advertising strategy.

Social media continued to see strong growth throughout the year. Facebook saw large numbers of views, and Instagram saw substantial percentage growth in followers. Both platforms saw growth of over 1,900 followers over the year.

Brockville Tourism partnered with several influencers to leverage their followers and interaction, enabling further reach.

The Ambassador Program continued to grow, making contact with over 5000 visitors between May and August of 2023. Ambassadors were present as support and information providers at many major events throughout the summer.

In conclusion, Brockville Tourism saw continued growth and success in the 2023 season. There are still significant lessons learned that strategic development in the city should focus on, especially as a new Brockville Tourism department under the purview of the City of Brockville is built. A focus on extending dwell time by supporting anchor attractions with expansion of secondary activities, diversified events, and further leveraging of Brockville's unique strengths are all key as tourism continues into 2024 and beyond.

## Coordination with the 5 Year Plan

The following table coordinates the activities of 2023 with the deliverables of the Tourism's 5 Year Strategic Plan

<b>Key Imperative</b> <b>Increasing dwell time and maximize the number of visitors</b>		
<b>Alignment with the Brockville's Five-Year Action Plan (section 4.7)</b>		
<b>Deliverables</b>	<b>Key Action Taken</b>	<b>Key Details / Results YTD</b>
Strategic advertising spend	Concentrating on Brockville as a drive-through location. Ads were geographically and demographically targeted based on tourism trends. Ads were developed promoting specific events, festivals and activities.	Ads targeted Ottawa, Eastern Ontario and the GTA, as well as some overlap with Quebec and Northern New York state. On average, \$13,288.55 was spent monthly on advertising campaigns and ads were viewed over 60,000,000 times.
Leverage the Ambassador program	The Ambassador program remains a cornerstone for engaging visitors. Ambassadors are trained to provide recommendations designed to increase dwell time. Ambassadors started in May.	The Ambassadors executed the coupon program and made contact with over 5000 tourists.
Utilize the CRM contacts database and increasingly understand the immediate, near-term and future needs of the traveler with the use of the CRM system.	Sharpspring (CRM database) is being utilized for 2023. Total membership of the database is 19,894. Surveys were provided to both 2023 and former visitors of Brockville.	CRM contacts database allowed for contact for surveys and data provision in order to further develop tourism opportunities in Brockville.
Provide real-time information and value-added incentives when interacting with the tourist	Ambassadors have been equipped with a digital marketing coupon program allowing the fulfillment of targeted coupons.	The Digital Coupon book contained over 10 coupons. Hundreds of these coupons, as well as

<p><b>Key Imperative</b></p> <p><b>Increasing dwell time and maximize the number of visitors</b></p>		
		guides and maps, were provided by ambassadors.

<p><b>Key Imperative</b></p> <p><b>Grow and improve Tourism's digital-first presence</b></p>		
<p><b>Alignment with the Brockville's Five-Year Action Plan (section 4.7)</b></p> <p>4.7.2., Enhance Services for Visitors          4.7.1., Combat Negative Perception in the Marketplace          4.7.1., Maintain a high quality Visitors Guide          4.7.1., Engage with local residents          4.7.3., Collect relevant Brockville Tourism statistics</p>		
<b>Deliverables</b>	<b>Key Action Taken</b>	<b>Key Details / Results YTD</b>
Grow existing website and organic social media reach	The website was refreshed and maintained for 2023. Social media was managed by a social media coordinator for the tourism team, and expanded opportunities for new platforms and posting methods.	The website received over a million page views in 2023, and social media had a combined reach across all platforms of over 3 million.
Increase consumer engagement of the Tourism Digital footprint	Planned, professional social posts, a refreshed website, combined with digital advertising have increased all digital engagement channels.	Facebook fans grew to 16,619, Instagram had over 6000 followers, CRM members count is 19,894 and the website had 384,645 users
Better understand the digital needs and restrictions of the tourist	Surveys conducted at the end of the season provided greater understanding of the needs of the tourist.	Two surveys were completed at the end of season. The satisfaction survey contacted 3452 visitors, while the former visitors survey contacted 11,316.

<p><b>Key Imperative</b></p> <p><b>Advance the Ambassador program</b></p>		
<p><b>Alignment with the Brockville's Five-Year Action Plan (section 4.7)</b></p> <p>4.7.3., Create Tourism Ambassadors 4.7.3., Collect relevant Brockville Tourism statistics 4.7.1., Engage with local residents 4.7.1., Leverage MAT 4.7.2., Be market ready and tourism friendly</p>		
<b>Deliverables</b>	<b>Key Action Taken</b>	<b>Key Details / Results YTD</b>
Leverage lessons learned from 2021 and 2022	Learning from the experiences and comments of ambassadors in previous years, the tourism ambassador program continued to provide service in 2023 with a new team direction. A smaller, full-time team was utilized in response to new direction.	Adoption of a revised schedule and coverage of high traffic zones. Cooperation with permanent visitor centers for increased performance.
Increase "dwell-time" conversations with Tourist	Ambassadors have been equipped with a digital marketing coupon program allowing the fulfillment of targeted coupons. Additionally, Email campaigns persuade the visitor to stay the night. Counts maintained by the ambassador team reflected 5,000 individuals spoken with, while sampling suggests a number as high as 6,000.	Digital coupons provided to be an asset to incent the visitor to spend more and extend their stays with other activities.
Increase outreach and support of festivals and events	Tourism is actively engaging promoters and event operators across all categories. Some events the tourism team collaborated with included RibFest, Traveling Bricks, Red Hot and Blue, and the Hydroplane Regatta.	Ambassadors provided direct support festivals throughout all days, and were present at a wide range of events throughout the season.
Increase strategic information gathering	To drive strategic information and visitors' engagements, increased focus has been placed on Ambassador activity, the CRM systems, Google Analytics and Meta Business Suite.	Ambassador interactions allow for the collection of pertinent information.

<p><b>Key Imperative</b></p> <p><b>Strengthen stakeholder relationships</b></p>		
<p><b>Alignment with the Brockville's Five-Year Action Plan (section 4.7)</b></p> <p>4.7.1., Create an Industry Working Group          4.7.2., Strengthen existing tourism product          4.7.2., Strengthen festivals and event planning          4.7.1., Engage with local residents</p>		
<b>Deliverables</b>	<b>Key Action Taken</b>	<b>Key Details / Results YTD</b>
Continued involvement of the Tourism Advisory Committee	Stakeholder members continue to provide support and advice about the operations and needs of tourism. Regular meetings have occurred throughout the year.	Monthly roundtables were held in order to receive frequent and necessary advice and collaboration with stakeholders.
Continue provision of the Stakeholder Newsletter and further planned communication	Tourism addresses stakeholders in regular newsletters providing a snapshot on the coming week's events, "Save the dates" and "Industry News or Opportunities." 38 newsletters were distributed between January and November to 180+ stakeholders.	A template has been established and followed for regular Stakeholder newsletter distribution.
Continue to Leverage relationship with RT09 and key partners	RT09 remains a close partner. Tourism continues to have a voice in relevant committees.	Focused on 3 initiatives, RT09's Partnership Fund, Tourism Relief Fund, and the RT09's Drive for Excellence. The Canadian Summer Job Subsidy provided support for the ambassador program.
Support events and festivals	Tourism has supported many events and festivals. Tourism can strategically, cost effectively promote across its digital footprint or social channels. Tourism Ambassadors have directly provided services to festivals.	Ambassadors provided direct support for festivals and events throughout the year.

Advertising and marketing support for stakeholders

Tourism supported stakeholders by providing advertising and marketing space and support across all tourism media, including print, digital and social media platforms. Advertising was provided for both businesses and events.

Advertising space was provided on the website, in print in guides and maps, by word of mouth through ambassadors and visitors centers, and through social media content and shares.

## APPENDIX A

### Operational Reporting Structure

#### RFP Contract 04

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

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

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

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

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

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

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

## RFP Contract 05

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

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

## APPENDIX B

### Social Media Definitions

Short-form video content: Video content that is less than 60 seconds

Influencers: Social media users with a high number of follower. Typically travel influencers share their experience and therefore influence others to make a similar decision. Also known as “content creators”

User-generated content: Content created by visitors vs. Brockville Tourism. This can be photos or videos.

Instagimmability: Locations that make a strong visual impact and will impress followers. Example: Brockville Tunnel

Reach: Total number of unique users that see your content



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	December 6, 2023
<b>Prepared By:</b>	Lynda Ferguson, Director of Finance & IT Services Chrissy Ward, Supervisor of Accounting Services
<b>Report Number:</b>	2023-224
<b>Subject:</b>	2023 November Variance

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## Recommendation

THAT Council receives report SR2023-224, 2023 November Variance for information.

## Background

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

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

## Analysis

This report represents the analyses of the operating budgets – City Departments, Water, and Wastewater as well as some Community Partners. Details of each variance are provided for information purposes on the attachment to this report.

City departments have reviewed their respective financial information to October 23, 2023, and are projecting operating results for the year ended December 31st, 2023 based on results to date and expected results to year end. Although these variances have been prepared based on the best information available, it can be expected that these variances might change as additional financial information is made available.

## City Departments

City departments are currently projecting a surplus of \$382,631 which is a \$623,940 change from the previously projected deficit of \$241,309.

The notable differences in the change are:

- Increased surplus in overall contracted services of \$163,451 (\$190,931 to \$354,382).
  - Taxation \$36,165
  - Snow Removal \$44,476
  - HR-professional costs \$48,500
- Surplus in debt payments of \$197,988 owing to the delay of incurring new debt due to interest rates.
- Surplus in user fees and other revenue of \$77,106 from a previous projection of a deficit of \$115,080 nets a change of \$192,988.
  - Solar revenue \$25,000
  - Bank interest \$175,000
- Decreased deficit in wages of \$101,223 due to staff vacancies, previous deficit of \$201,518 to \$132,738.

### **Water & Wastewater Budgets**

The Water department is projecting a surplus of \$361,544 which is an increase of \$96,722 from the previous surplus of \$264,821. The difference is mainly attributed to:

- Increase surplus on user fees and other revenues, \$86,308 (\$114,807 to \$201,112)
  - Interest revenue \$30,000
  - Water rates \$53,117
- Increase surplus on wages and benefits of \$35,903 (\$164,094 to 199,997)
- Increase deficit on other expenses of \$25,487 (\$14,080 to 39,567).

The Wastewater department is projecting a \$153,829 deficit which is a reduction of \$75,767 from the previous deficit of \$229,596. The notable differences are:

- Decrease in deficit of user fees and Wastewater rates of \$17,152 (\$186,011 to 168,859)
  - Wastewater rates decrease in deficit of \$51,428 (\$195,392 to \$143,428)
  - Change of (\$34,276) in other revenues which went from a projected surplus of \$9,381 to a projected deficit of \$24,895.

### **Capital Budgets**

At this time there are no notable variances within the capital budgets that have not already been pre-approved by Council.

## **Community Partners**

Currently there is a net deficit of \$64,387 for the community partners. This is attributed to:

- Police deficit of \$201,075
- Joint Services surplus of \$136,688

## **Financial Implications**

The current projection to the end of 2023 is a surplus of \$318,244 on the tax levy, (City Departments surplus of \$382,631 less the Community Partners net deficit of \$64,387). Any net surplus or deficit on the tax levy flows to the Fiscal Policy Reserve.

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

## **Policy Alignment**

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

## **Conclusion**

This variance report is being provided to Council for information and states the City's financial position as of October 23, 2023 projected to the end of the year.

Approved by:

Lynda Ferguson, Director of Finance & IT  
Services

Sandra MacDonald, City Manager

Status:

Approved - 30 Nov 2023

Approved - 30 Nov 2023

Attachments:

[City Departments Variance - at October 23, 2023](#)

[Water Fund Variance - at October 23, 2023](#)

[Wastewater Fund Variance - as at October 23, 2023](#)



**City of Brockville  
Operations Variance  
as at October 23, 2023**

	2023 Budget	Projected Year End Balance	Surplus / (Deficit)
<b>Corporate Administration</b>			
Mayor	67,752	64,652	3,100
Council	182,446	189,196	(6,750)
City Manager	563,792	533,225	30,567
Clerk	215,577	195,361	20,216
Finance	869,947	812,765	57,182
Human Resources	551,875	502,570	49,305
Information Services	588,155	481,364	106,791
<b>Corporate Administration Total</b>	<b>3,039,544</b>	<b>2,779,133</b>	<b>260,411</b>
<b>Cemetery</b>			
Cemetery	198,178	197,658	520
<b>Cemetery Total</b>	<b>198,178</b>	<b>197,658</b>	<b>520</b>
<b>Cultural Services</b>			
Brockville Arts Centre	184,990	203,563	(18,573)
Cultural Services	173,013	142,172	30,841
Museum	364,998	382,956	(17,958)
<b>Cultural Services Total</b>	<b>723,001</b>	<b>728,691</b>	<b>(5,690)</b>
<b>Debt Charges</b>			
Debt Charges	2,265,833	2,067,845	197,988
<b>Debt Charges Total</b>	<b>2,265,833</b>	<b>2,067,845</b>	<b>197,988</b>
<b>Economic &amp; Development Services</b>			
Building	(135,628)	(135,628)	0
Bylaw	192,238	192,944	(706)
Committee of Adjustment	256	(6,423)	6,679
Economic Development	562,749	568,740	(5,991)
Heritage Brockville	15,601	15,601	15,601
Planning	372,321	347,155	25,166
<b>Economic &amp; Development Services Total</b>	<b>1,007,537</b>	<b>966,788</b>	<b>40,749</b>
<b>Engineering &amp; Infrastructure</b>			
Engineering	276,375	263,375	13,000
GIS	155,595	155,888	(293)
Solid Waste	2,547,879	2,536,067	11,812
<b>Engineering &amp; Infrastructure Total</b>	<b>2,979,849</b>	<b>2,955,330</b>	<b>24,519</b>
<b>Fire Department</b>			
Fire Department	5,967,547	6,152,142	(184,595)
<b>Fire Department Total</b>	<b>5,967,547</b>	<b>6,152,142</b>	<b>(184,595)</b>
<b>Operations &amp; Public Works</b>			
Airport	95,536	116,323	(20,787)
Facilities	135,415	142,500	(7,085)
Fleet	396,183	361,706	34,477
Operations	246,205	246,653	(448)
Pedestrian Vehicle Infrastructure	581,802	594,093	(12,291)
Public Works	3,497,248	3,501,267	(4,019)
Transit	986,100	1,001,886	(15,786)
<b>Operations &amp; Public Works Total</b>	<b>5,938,489</b>	<b>5,964,428</b>	<b>(25,939)</b>



**City of Brockville  
Operations Variance  
as at October 23, 2023**

	2023 Budget	Projected Year End Balance	Surplus / (Deficit)
<b>Parking</b>			
Parking	(19,738)	54,089	(73,827)
<b>Parking Total</b>	<b>(19,738)</b>	<b>54,089</b>	<b>(73,827)</b>
<b>Parks &amp; Recreation</b>			
Arenas	662,098	658,805	3,293
Parks	1,718,803	1,643,911	74,892
<b>Parks &amp; Recreation Total</b>	<b>2,380,901</b>	<b>2,302,717</b>	<b>78,184</b>
<b>Capital Administration</b>			
Capital Administration	895,074	895,074	0
<b>Capital Administration Total</b>	<b>895,074</b>	<b>895,074</b>	<b>0</b>
<b>Taxation &amp; Fiscal Management</b>			
Taxation & Fiscal Management	(1,684,533)	(1,777,899)	93,366
<b>Taxation &amp; Fiscal Management Total</b>	<b>(1,684,533)</b>	<b>(1,777,899)</b>	<b>93,366</b>
<b>Tourism</b>			
Tourism	299,108	322,162	(23,054)
<b>Tourism Total</b>	<b>299,108</b>	<b>322,162</b>	<b>(23,054)</b>
<b>Grand Total</b>	<b>23,990,790</b>	<b>23,608,159</b>	<b>382,631</b>



**City of Brockville  
Water Fund Variance  
as at October 23, 2023**

	<b>2023 Budget</b>	<b>Projected Year End Balance</b>	<b>Surplus / (Deficit)</b>
Administration	109,386	107,886	1,500
Debt Charges	48,492	48,492	0
Engineering	163,858	163,647	211
Finance	(2,913,654)	(3,165,071)	251,417
Water Distribution Maintenance	1,187,280	1,118,299	68,981
Water Treatment	1,404,638	1,365,203	39,435
<b>Grand Total</b>	<b>0</b>	<b>(361,544)</b>	<b>361,544</b>



**City of Brockville  
Wastewater Fund Variance  
as at October 23, 2023**

	<b>2023 Budget</b>	<b>Projected Year End Balance</b>	<b>Surplus / (Deficit)</b>
Administration	97,233	96,233	1,000
Debt Charges	567,048	567,048	0
Engineering	186,748	186,951	(203)
Finance	(4,326,376)	(4,240,529)	(85,847)
Leachate	28,100	17,100	11,000
Main Pumping Station	275,700	293,100	(17,400)
Pumping Stations	77,000	84,518	(7,518)
Wastewater Collection	307,335	293,254	14,081
Water Pollution Control Plant	2,787,212	2,856,155	(68,943)
<b>Grand Total</b>	<b>0</b>	<b>153,829</b>	<b>(153,829)</b>



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	December 6, 2023
<b>Prepared By:</b>	Matthew Locke, Supervisor of Transportation & Fleet Services Phil Wood, Director of Operations
<b>Report Number:</b>	2023-225
<b>Subject:</b>	EV ChargeON Program

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## Recommendation

THAT staff be directed to submit an application to the EV ChargeON program no later than January 31, 2024. The application is to propose three sites in Brockville for EV Charging: 8 Water Street (former Brockville Tourism building), Brockville Memorial Centre, and St. Lawrence Park.

THAT Council approve up to \$49,138 from the parking reserve fund to fund the installation of EV chargers at three sites in Brockville.

## Background

The EV ChargeON Program ("Program" or "EV ChargeON") supports the installation of public electric vehicle (EV) Charging Stations in Ontario communities outside of large urban centres. The Program is administered by the Ministry of Transportation ("Ministry") and aims to improve network coverage of EV fast chargers to reduce range anxiety by filling existing gaps and support long-distance travel.

EV ChargeON is a competitive, application-based grant program offering up to 50-75% of capital funding through post-construction rebates. Level 2 and Level 3 public Charging Stations are eligible for funding in amounts that are proportional to a Charger's power output. The Program is open to eligible public and private sector applicants.

Each individual proposed site is considered a separate application. Evaluation will reward sites that; fill gaps in Ontario's EV charging network, serve the highest number of potential EV drivers and minimize likelihood of underutilized chargers, and provide public charging in areas where there is limited access to home charging. There is no maximum number of sites that a municipality can apply for, but there is an overall maximum eligible cost of \$1,000,000 per municipality. Only municipalities with a population of 170,000 or lower are eligible to apply.

While some EV charging infrastructure exists in Brockville, the locations of these stations are not situated where residents or visitors can access many amenities or activities while they wait to complete their charge. To encourage further adoption of this technology and

reduce reliance on fossil fuels, charging stations need to mesh into people's lives more seamlessly by being located near where they work, buildings that they frequent, and areas where they can spend time recreationally while they charge. Increasing the inventory of EV charging infrastructure provides drivers with greater confidence that they can visit and explore our city without fear of running out of power. By building up this inventory in proximity to activities and amenities, we are providing a better experience for drivers of EVs, have an opportunity to showcase what our city has to offer, and have the opportunity to increase economic activity in the areas near these chargers.

Bringing people to the downtown core and waterfront is identified in multiple plans and studies as primary importance to attracting tourists and increasing spend and dwell time in our city. This additional dwell time directly contributes to the level of economic impact that Brockville sees resulting from tourists and visitors and driving traffic from the 401 to the waterfront is key to achieving that goal.

## **Analysis**

Program requirements are that each proposed site must have a minimum of four Level 2 chargers or one Level 3 charger included. Level 2 chargers typically take several hours to fully charge an EV, whereas Level 3 chargers can take less than 30 minutes. Level 2 chargers can run off of 208V and 240V electrical sources and can run off of existing transformers and building panels. Level 3 chargers are typically a 480V (or higher) electrical source and would require new electrical infrastructure to be built at the proposed sites in order to accommodate the electrical load. Purchase and installation of Level 3 chargers starts at approximately 20 times the cost of Level 2 chargers due to the significant increase in electrical output. Recent installations in the City of Kingston and Town of Prescott are all Level 2 chargers, with the exemption of one Level 3 charger in the Frontenac parking lot in Kingston.

The City of Brockville is proposing Level 2 Chargers for all locations. City staff are proposing three sites for the construction of municipally owned and operated EV Chargers

### **Site 1: 8 Water Street (former Brockville Tourism building)**

8 Water Street is a gravel parking lot located centrally in Downtown Brockville. The site has an existing transformer with 240V power available, which was previously supplying an electrical panel in the Brockville Tourism building. It meets multiple site criteria of the program:

- Fills gaps in Ontario's EV network – there are only two available EV chargers in downtown Brockville currently.
- Location is somewhere drivers would spend multiple hours parked – central downtown location provides access to many commercial activities and parks where users can spend time while vehicle is charging.

- Provide public charging in areas where there is limited access to home charging – downtown location is where residents are less likely to have driveways or garages with ample space for home charging.
- Serve the highest number potential EV drivers and minimize the likelihood of underutilized chargers – This is a location most visited by tourists as well as residents working downtown, allowing for high potential number of users.  
Site preparation costs are eligible for 75% funding in the EV ChargeON program. Included in this application will be paving the parking lot and adding concrete curb along the exterior of the lot, allowing for better use of the site, both for EV and non-EV vehicles. The site proposal will include four Level 2 EV chargers located at the four parking spaces closest to the existing transformer to limit installation costs.

## **Site 2: St. Lawrence Park**

St. Lawrence Park has a large, paved parking lot with electrical supply available from the park office. This site meets multiple program criteria:

- Fill gaps in Ontario's EV network – there are currently no EV chargers located west of Stewart Boulevard. Fills a gap in the existing EV charging network.
- Location is somewhere drivers would spend multiple hours parked – St. Lawrence Park has both day users and overnight camping, with vehicles parked for hours at a time. Also, can potentially serve as a charging site for residents working at the new school location and other west end businesses.
- However, St. Lawrence Park is typically not well used in the winter months. This site may see limited use of EV chargers during this time.

The site proposal will include four Level 2 EV chargers located at the four parking spaces closest to the existing park office located on the north side of the lot. No site preparation is necessary at this location.

## **Site 3: Brockville Memorial Centre**

The Brockville Memorial Centre site serves as a parking lot year-round for multiple athletic facilities. Electricity could be supplied to the chargers from an electrical panel inside the arena.

- Location is somewhere drivers would spend multiple hours parked – the parking lot is used for hockey, baseball, soccer and other activities, all of which see vehicles parked for hours at a time.
- Serve the highest number potential EV drivers and minimize the likelihood of underutilized chargers – the multi-use nature of the site leads to many use possibilities year-round.
- However, this site is located close to existing EV chargers at Canadian Tire and Petro-Canada, and so does not fill gaps in the charging network in the same way as the other two proposed sites.
- Note that the Rotary Field House has many of the same site characteristics and could be used as an alternative site to the Brockville Memorial Centre.

The site proposal will include four Level 2 EV chargers in the northwest end of the parking lot. Two options for site preparation will be considered: One option to four parking spaces along the front west corner of the building (requiring reconstruction of the existing curb and sidewalk here), the second option would be to run power underground under the main drive aisle and install chargers at four existing parking spaces in the northwest corner of the parking lot.

## **Financial Implications**

The EV ChargeON project covers 75% of eligible total project costs if the proposed site area approved. Eligible costs include purchase and installation of EV chargers, site preparation and professional services, but does not cover land costs, staff time, or any ongoing operating costs. Estimated costs for purchase and installation of EV chargers and site preparation for the three proposed sites are:

Site 1 - 8 Water Street	Project Total	Brockville Cost	EV ChargeON Cost
Site Preparation	\$31,650	\$7,913	\$23,738
4 EV Chargers (Purchase + Install)	\$50,000	\$12,500	\$37,500
<b>Site 2 - St. Lawrence Park</b>	<b>Project Total</b>	<b>Brockville Cost</b>	<b>EV ChargeON Cost</b>
4 EV Chargers (Purchase + Install)	\$50,000	\$12,500	\$37,500
<b>Site 1 - Brockville Memorial Centre</b>	<b>Project Total</b>	<b>Brockville Cost</b>	<b>EV ChargeON Cost</b>
Site Preparation	\$14,900	\$3,725	\$11,175
4 EV Chargers (Purchase + Install)	\$50,000	\$12,500	\$37,500
<b>TOTAL</b>	<b>\$196,550</b>	<b>\$49,138</b>	<b>\$147,413</b>

The proposed City total is \$41,700 to be taken from the parking reserve fund. Expenses will only be incurred if the City is successful in its EV ChargeON program application for that site. The specific charger used for cost modelling has an output of 7.2 Kwh. Purchase and installation of these units is estimated at \$12,500 per charger.

The proposed site at 8 Water Street is currently a paid parking lot, while St. Lawrence Park and the Brockville Memorial Centre are free parking lots. Users of the EV chargers at 8 Water Street will be charged for parking but the use of the chargers will be free. Use of the chargers at the other sites will also be free. The City of Kingston currently charges a rate of \$1.50/hour for use of a Level 2 Charger and parking space. Annual

revenue generated from the spaces is dependent on the number of charging hours, but the rate of \$1.50 more than covers the cost of electricity. The Town of Prescott currently does not charge for use of the EV chargers. Town of Prescott noted a current usage rate of 320 charging hours per month, which is approximately \$300 of electricity. Staff will review the charger usage post installation and advise if a fee per use should be implemented for 2026.

## **Policy Alignment**

This initiative aligns with the Declaration of the Right to a Healthy Environment adopted by Council May 2019 by ensuring access to infrastructure and help address climate change by reducing greenhouse gas emissions and implementing adaptation infrastructure.

One of the Goals and Objectives of the Waterfront Master Plan and Urban Design Strategy is to "Promote the Downtown and Waterfront Area as a tourism and community destination." Additional studies and plans that highlight the importance of developing our downtown and waterfront areas include the Strategic Plan, and the Tourism Action Plan.

## **Conclusion**

EV ChargeON program application requires the duly authorized financial officer of the applicant to submit a form specifying the amount to be contributed to the project by the applicant. Staff is seeking approval for the estimated project cost to ensure that the City can complete an application to the EV ChargeON program.

The EV ChargeON program is a grant administered by the Ministry of Transportation to cover 75% of the installation of EV Chargers for small municipalities. The City of Brockville, and Leeds and Grenville as a region, has gaps in the EV charging network.

The City of Brockville is proposing applying to the EV ChargeON program to install twelve total EV chargers at three locations – 8 Water Street, St. Lawrence Park, and the Brockville Memorial Centre.

The total project cost proposed is \$196,550, with a total cost to the City of Brockville of \$49,138. Costs would only be incurred if the site was approved by the EV ChargeON program, and then would move forward as a capital project.

**Approved by:**

Phil Wood, Director of Operations  
Lynda Ferguson, Director of Finance & IT Services  
Sandra MacDonald, City Manager

**Status:**

Approved - 30 Nov 2023  
Approved - 01 Dec 2023  
Approved - 01 Dec 2023



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	December 6, 2023
<b>Prepared By:</b>	Phil Wood, Director of Operations Matthew Locke, Supervisor of Transportation & Fleet Services
<b>Report Number:</b>	2023-223
<b>Subject:</b>	Draft Paratransit Service Delivery Policy

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## Recommendation

THAT Council approve the draft service delivery policy for Brockville Paratransit.

## Background

In September 2023, Council approved the in-house Para-Transit service plan. The approval of the proposed plan detailed in Staff report 2023-127, initiated staff to take subsequent steps to prepare to provide Paratransit services with City staff and City equipment in January of 2024.

In addition to equipment procurement and staff recruitment, Operations staff have worked with the Brockville Municipal Accessibility Advisory Committee (BMAAC) to create a Paratransit Service Delivery Policy detailing how the paratransit service will be delivered by the City.

The objective of this staff report is to present the draft policy to Council for consideration and approval.

## Analysis

### Current Service Delivery:

The current paratransit service being provided by a third party contractor has been developed over time through best practices and standards ultimately defined by the terminology in the service contract. To date, no formal consolidated policy existed to rightfully define the guidelines and limits of the paratransit service. Staff recognized that by taking on the service in-house, formal definition of the City's level of service would be required.

### Reference Documents:

Staff investigated the service policies and objective statements of other similar paratransit service entities to lay the framework for a new Brockville specific policy. Service policies and objective statements were reviewed from peer organizations, namely:

- Toronto, ON - TTC - Wheeltrans
- Ottawa, ON - OC Transpo
- London, ON - London Transit
- Regina, SK - Regina Paratransit Service

Staff reviewed polices from these municipalities and the existing service delivery contract, combining to result in the attached draft Paratransit Service Delivery Policy.

### BMAAC Service Review:

The attached policy was reviewed in two separate meetings with BMAAC members where final edits and modifications were made. Overall, the proposed policy includes the recommended modifications by BMAAC and represents a moderate net increase in service levels from the current service contract agreement. The attached final draft policy is the roadmap for how the paratransit service will be delivered by the City to paratransit customers commencing in January 2024.

BMAAC members endorse the direction of the Paratransit Service Delivery Policy as presented. Staff and BMAAC members recognize that following the initial operation of the service, additional modification and refinement may be required. Future proposed modification of the policy would be returned to Council through the General Committee for Council consideration and approval.

### **Financial Implications**

The Paratransit Service Delivery Policy reflects the objectives set out in the in-house Para-Transit service plan that was approved by Council in September 2023. The provisions and limitations of paratransit service delivery as stated in the the policy align with the budgetary provisions proposed in the in-house Para-Transit service plan and 2024 operating budget proposals.

As with Brockville Transit's conventional transit system, future budgetary considerations for the paratransit service will be presented in the annual operating and capital budgets.

### **Policy Alignment**

Council approval is required to implement the Paratransit Service Delivery Policy.

## Conclusion

Following Council approval of the in-house Para-Transit service plan in September 2023, staff began work with the Brockville Municipal Accessibility Advisory Committee (BMAAC) to formulate a Brockville specific draft Paratransit Service Delivery Policy.

The Paratransit Service Delivery Policy is attached to this report. Staff recommend Council approval and adoption of the policy.

### Approved by:

Approved by:	Status:
Phil Wood, Director of Operations	Approved - 30 Nov 2023
Matthew Locke, Supervisor of Transportation & Fleet Services	Approved - 30 Nov 2023
Lynda Ferguson, Director of Finance & IT Services	Approved - 01 Dec 2023
Sandra MacDonald, City Manager	Approved - 01 Dec 2023

### Attachments:

[Paratransit Service Delivery Policy](#)



Brockville Paratransit Service Policy  
2023

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## **1. Introduction**

Paratransit is a public transportation service operated by the City of Brockville for people who, because of a disability, are restricted in using the fixed route transit system. Brockville Transit – Paratransit services are operated with the objective of providing a safe, reliable and accessible transportation option for persons with disabilities to travel with freedom and dignity.

Paratransit is not an exclusive ride service. Booking and scheduling decisions are made to allow as many customers as possible to use this shared system while staying within budget requirements. Because it is a shared ride system, policies and procedures respecting the use of the system have been developed to ensure the safe transportation of customers, smooth operation of the system and that customers are treated in a fair and equitable manner.

Paratransit customers are encouraged to use fixed route conventional transit whenever possible. Fares, Transfers, and other payment means can be used interchangeably on both systems. Brockville Transit's conventional fixed route transit vehicles are accessibility compliant to accommodate people experiencing disabilities and is an excellent alternative to paratransit. Conventional fixed route transit features vehicles with stairs as well as access lift. Conventional fixed route transit drivers are equivalently trained to provide assistance to people using mobility devices such as wheelchairs, and vehicles feature audible stop announcements. The greatest benefit to using fixed route transit is that there is no requirement to book trips in advance. People can travel where they want to when they want to.

## **2. Definitions:**

**Accessible Door** means the first building door in view of the vehicle or selected by paratransit for either a customer pick-up or drop-off. Access to the door does not include any steps where a customer uses a motorized wheelchair or scooter, or more than one step where a customer uses a manual wheelchair.

**AODA** means the Accessibility for Ontarians with Disabilities Act, 2005.

**Ambulatory** means a customer who can walk but has difficulty accessing conventional transit service.

**Attendant** means a person who travels with a registered customer. Attendants may also be referred to as *Support Persons*, or *Medical Escorts*. An attendant's purpose is to provide the registered customer with assistance on the vehicle or at the destination beyond what the operator is required to provide. Attendants are identified on a registered customer's file. Unlike companions, attendants are not required to pay a transit fare. The Attendant is sometimes also referred to as a medical escort or support person.

**Automated Fare Collection System** means a system used by the City of Brockville to collect and track fare media that uses smart card or other similar technology.

**BMAAC** means the Brockville Municipal Accessibility Advisory Committee.

**Brockville Paratransit Service Policy** means this policy document.

**Brockville Transit** means the public transportation services of the City of Brockville which include the conventional fixed route transportation system and Brockville paratransit service.

**Cancellation** means a scheduled or booked trip cancelled with advance notice.

**Cancellation at the Door** occurs when the operator arrives at the pick-up location and the customer cancels the trip.

**City** means City of Brockville.

**Coordinator** means the Brockville Transit Administration staff position of Transit coordinator. The Transit Coordinator are person(s) who schedule, dispatch, and cancel trips for registered paratransit customers.

**Companion** means a person who travels with a customer in addition to the attendant, such as a friend or family member. Companions are required to pay a transit fare.

**Customer** is a person who has met eligibility criteria and is registered to use paratransit.

**Director** means the Director of Operation for the City of Brockville.

**Emotional Support or Comfort Animal** means an animal that may or may not be prescribed by a physician to enable people with anxiety and social phobias to be able to participate in daily life. These types of animals may not be identified by a service harness.

**Fixed Route Transit** means the conventional transit system which operates regular routes.

**Late Cancellation** means any trip cancelled by a customer with less than two hours' notice.

**Medical Escort** – See *Attendant*

**No Show** means any trip where a customer is not at the designated pick-up location.

**Operators** means employees of the Contractor who are drivers of the vehicles who meet the qualifications established by the City.

**Paratransit Administration** means Administration staff and those who work for the City of Brockville and Brockville Transit. Brockville Transit is within the Transportation and Fleet Division of the Operations Department.

**Peak Travel Times** means Monday to Friday from 7-9 a.m. and 2:30-5:30 p.m.

**Pet** means an animal that may accompany a person but is not required for medical reasons.

**Pick-up Window** means 10 minutes before or after the customer pick-up time.

**Service Animal** means an animal that has been trained to assist a person experiencing a disability that has undergone a rigorous training program and is given identification such as a working harness that makes the animal readily identifiable. Some examples include:

- Guide dogs for persons who are blind.

- assist animals used to retrieve and carry items for people with limited mobility.
- hearing alert/signal animals for people who are Deaf, late deafened, and hard of hearing.
- Seizure response animals
- Social signal animals to assist people with autism and animals trained to assist people experiencing mental health issues such as Post Traumatic Stress Disorder.

In most cases the service animal will be a dog, however other types of animals can also be service animals as prescribed by a medical professional.

**Subscription Trips** means ongoing trips which are made one or more times a week at the same time from the same origin to the same destination. Examples may be repeating medical appointments and/or employment schedules.

**Supervisor** means the Brockville Transit Administration staff position of Supervisor of Transportation and Fleet Services. Brockville Transit Administration is within the Transportation and Fleet Services Division of the Operations Department.

**Support Person** – See Attendant

**Transportation and Fleet Services** means the Transit and Fleet Department of the City of Brockville.

**Vehicle(s)** means City-owned vehicles which are used to provide paratransit service.

### **3. Service Eligibility**

#### **3.1 Eligibility criteria**

People are eligible to use paratransit if they are a resident of the City of Brockville and are restricted in using fixed route transit because of a permanent or temporary disability.

Disabilities are quantified by a trained medical professional. A letter of support must be received from your attending medical professional along with an application for access to the service.

### 3.2 Assessment

Brockville Transit staff receive and review all applications for access to paratransit. Approval to access Brockville Paratransit is completed in accordance with the assessment process. Upon completion of the assessment process, the person is added to the paratransit customer registry.

If an application form is incomplete, a member of Brockville Transit staff may contact the applicant or return the application to the applicant. Brockville Transit staff may contact the applicant directly to request additional information or clarification.

Information collected as part of this review is confidential.

### 3.3 Eligibility review

Occasionally, an ineligible person's application is inadvertently approved, or a customer's condition changes such that he or she no longer meets the eligibility criteria. He or she will then be requested to reapply for paratransit service. Upon learning of an incorrect approval or a change in a customer's condition, the Paratransit Administration will advise the customer who may reapply.

When a request to review a customers' eligibility is received, an investigation will be conducted. The individual's application to use paratransit will be reviewed. If, following the internal investigation, there remains a question of the individual's eligibility, he or she will be contacted by letter. The letter will advise of the concern and will suggest the individual reapply for paratransit service.

Paratransit Administration will follow the registration process. This process includes the right of the applicant to appeal. Paratransit service is available to registered customers while their eligibility is being reviewed.

## **4. Brockville Municipal Accessibility Advisory Committee**

The Brockville Municipal Accessibility Advisory Committee (BMAAC) is an Advisory Committee appointed by City Council with terms of reference who reports to the General Committee.

The purpose of the BMAAC is to engage residents of Brockville who are experiencing disability and other subject matter experts. BMAAC advises City Council and staff on investments, policies and other considerations that ensure compliance with Accessibility for Ontarians with Disabilities Act (AODA).

## **5. Service Delivery**

### **5.1 Scope of service**

The Brockville Transit – Paratransit service is an alternative public transit option for individuals with disabilities. Brockville Transit – Paratransit service provides an opportunity for approved users to access the commercial, social, employment and other important locations with the use of customized transit vehicles that provide accommodation for individuals with mobility challenges, disabilities, and mobility support devices. The Brockville Transit – Paratransit service operates as a door to door, shared ride, ride booking service for registered and approved paratransit customers.

The Brockville Transit – Paratransit service is a door-to-door service, meaning that operators will safely position the transit vehicles such that a user has as few barriers as possible to access the vehicle at pickup and access their destination at drop off. Brockville Transit – Paratransit service operators will aid users to enter and exit the transit vehicle, including securing any wheelchairs or mobility assistance devices for safe travel, pushing wheelchairs from and to an accessible entrance into a building as needed.

### **5.2 Service Area**

The Brockville Paratransit service is a public transit service for the City of Brockville and as such, is limited to operations within the borders of the Municipality. Brockville Transit, including paratransit, has no scope of service outside the limits of the municipality.

Regional cross-boundary services are operated with accessibility compliant vehicles. However, the Brockville Transit - Paratransit service does not operate regional or cross-boundary services.

### **5.3 Private driveways**

Paratransit vehicles cannot enter the private driveways of an independent dwelling for safety reasons. Paratransit vehicles will enter private parking lots of apartment or condominiums at the discretion of the driver, where it can be done safe.

#### 5.4 Ramps and walkway conditions

Brockville Transit – Paratransit service operators may provide assistance to paratransit users at both pickup and drop off destinations. Ramps and walkways at pickup and drop off destinations must be clear of debris, ice, and snow. Ramps must have appropriate railings, non-slip surfaces and ramp slopes must be compliant to AODA standards.

Private ramps, walkways and driveways must be cleared of ice and snow prior to service. Failure to provide compliant ramps may result in the cancellation of your trip.

#### 5.5 Vehicles

Brockville Transit and Paratransit services are operated with a fleet of buses and vans, all of which are equipped with an assistance lift or ramp providing alternative barrier free access to the vehicle. Brockville Transit purchases, upfits and maintains compliant vehicles for the operation of Brockville Transit and Paratransit service.

Brockville Transit and Paratransit service vehicles may be configured to include cameras and other devices like GPS telemetry that record the vehicle. Vehicles equipment with cameras systems will be identified. Camera footage is only available to be used for security purposes by an authorized person to review incidents or accidents. Camera footage is not shared nor available to be viewed live.

Vehicles may have mechanical problems or become detained while in for service or repairs from time to time. In these circumstances, Brockville Transit Administration will strive to resolve the situation as quickly as possible with customer comfort and safety as the primary concern.

If a vehicle becomes stuck or has mechanical difficulty, the operator will contact the Coordinator immediately. If the difficulty is minor and the vehicle is still safe for use, the vehicle will continue service. If the difficulty is major, another vehicle will be sent as soon as possible, and customers will be transferred. Other vehicles in service that day may be used, or an additional vehicle may be called into service. If the health or safety of any customer is

at risk, the vehicle may be evacuated, and emergency services will be contacted to assist.

If a delay in getting customers to their destination is deemed excessive, the Coordinator will attempt to call the customer's emergency contact.

#### 5.6 Hours of operations

Brockville Transit and Paratransit services operate from Monday to Saturday each week with the exception of ten (10) statutory holidays per year. Statutory holidays in which service does not operate include:

- New Year's Day
- Family Day
- Good Friday
- Victoria Day
- Canada Day
- Civic Day
- Labour Day
- Thanksgiving Day
- Christmas Day
- Boxing Day

#### Public Transportation Operations:

With the exception of the identified statutory holidays, Brockville Transit and Paratransit operate:

7:00 AM to 9:00 PM Monday to Friday

9:00 AM to 6:00 PM Saturday

#### Reservation and Planning Services:

With the exception of the identified statutory holidays, Paratransit service customers are able to access the Coordinator for dispatch services over the phone between:

8:00 AM to 4:00 PM Monday to Friday

## 5.7 Snow and inclement weather

Brockville Transit and Paratransit public transit services strive to operate during all scheduled operating hours. Brockville Transit and Paratransit has the discretion to temporarily discontinue or modify service in the case of severe weather conditions or declaration of a city-wide significant weather event where customer or operator safety may be compromised. In these circumstances, no new trips will be provided, and every attempt will be made to provide return trips as scheduled. Cancellation of services will result in the Coordinator attempting to contact customers who have booked rides.

## 5.8 Booking trips

Customers can call City directory **613-342-8872** to use the department directory, or directly to the booking office at **613-342-2279**. Alternatively, paratransit customers can e-mail [transit@brockville.com](mailto:transit@brockville.com) to book trips.

There is a 24-hour turnaround time for voicemail and e-mail bookings made during the week. If a return trip is required, it should be booked at the time the pick-up is booked or a return trip may not be available. Bookings for one-way trips are accepted.

Customers may leave information to make a booking 24 hours a day, seven days a week, by leaving a voice message or e-mail. Messages and e-mails received during weekdays will be returned within 24 hours.

Same-day or demand trip requests involve short notice, same-day calls. Service is limited for these types of trips. City staff including the coordinator and scheduled drivers are available to receive booking line calls for same day bookings:

8:00 AM to 9:00 PM Monday to Friday

9:00 AM to 6:00 PM Saturday

The coordinator is available to receive booking calls for advance, subscription, and group bookings:

8:00 a.m. to 4:00 p.m. Monday - Friday

All listed available times do not apply to identified holidays.

Standard trip requests can be made up to seven days in advance of the trip date and are subject to available space. No standard trip bookings in advance of seven days will be accepted.

Medical appointments, Reoccurring treatment and Employment bookings can be booked up to 30 days in advance.

The following information must be provided when booking a trip:

- First and last name.
- The exact address where the customer will be picked up, including the location of the accessible building entrance.
- The exact address to which the customer is going.
- The date and time by which the customer requests to reach his or her destination.
  - by advising when the customer requests to be at his or her destination, the Coordinator will select the best pick-up time from those times available.
- The time the customer requests to return.
- If the customer will be accompanied by an attendant and/or a companion, children, or a service animal.
- Any special accommodation such as medical condition or nonstandard mobility device.

When calling to book a trip, customers are limited to one request per call if there are other people waiting to book trips. If there are no other people waiting, customers are allowed to book additional trips. Customers may call back multiple times to book trips.

If demand for paratransit trips becomes high, the trip requested might not be available. During peak travel times, (Monday to Friday from 7:00 AM - 9:00 AM and 2:30 PM - 5:30 PM) the Coordinator may offer alternate times, if available.

## 5.9 Fares

In accordance with O.Reg. 191/11: Integrated Accessibility Standards, the Municipality is obligated to offer paratransit services at no additional costs to conventional transit services.

Transit fares for Brockville Transit are approved annually by Brockville City Council for Public Transportation service. Payment of Brockville Transit fares are available and are accepted in the form of:

- Cash fares
- Multiple pass bundles
- Student passes
- Monthly passes

Brockville Transit may opt to establish an automated fare collection system which would apply to all Brockville Transit and Paratransit customers.

#### 5.10 Suspension of service

Customers who do not follow paratransit policies and procedures may be denied service for a period of time. Typically, a suspension of service is issued if a customer's behavior or health impacts the operation of paratransit or negatively affects other customers.

In the instance where the behavior of a customer is so disorderly or abusive that the customer presents a danger to the operator, other customers, or him/herself, paratransit may refuse to transport the customer if at a safe location.

Operators are required to submit incident reports to the Coordinator detailing any customer incidents, which are forwarded to the Supervisor for investigation and follow-up. When a particular incident has resulted in suspension of service being considered, camera footage (if available) may be reviewed to assess the incident.

When a customer's behavior or health condition threatens the safety of other customers or operators, service may be suspended immediately, pending completion of an investigation by the Coordinator or Supervisor or Director. The review may include an interview with the customer and support people, if requested. If following the review, the suspension will be continued, a letter will be issued outlining the reason for the suspension, how long the suspension will be in effect and steps required to rectify the suspension. In less serious incidents, operator reports will be investigated by the Coordinator, but service may not be suspended during the review or until the customer has had an opportunity to appeal the suspension. The customer will be forwarded a letter advising of the results of the review. In the instance that a service suspension is recommended, the letter will advise

when the suspension commences, the duration, and the appeal process that may be followed.

Further incidents may result in longer term refusal of service, with the length of service refusal to be determined by the Coordinator and Supervisor.

## **6. Operator and Customer Responsibility**

### **6.1 Operator responsibilities**

Brockville Transit Operators will transport customers in a safe, professional, and courteous manner at all times, and will follow all reasonable requests and instructions as noted on the customer's trip. Operators will transport customers as safely, conveniently, and lawfully close as possible to an accessible door. To minimize the amount of noise and fumes, weather permitting, vehicle engines will be turned off during customer pick-up or drop-off.

Operators will not drive onto private residential dwelling driveways or parking locations where backing the vehicle is required. When picking-up and dropping-off customers at public locations or multi-residential units, operators will avoid locations where backing the vehicle is required.

Operators will knock on the door or ring the doorbell when they arrive at private homes. When operators arrive at public buildings, they may enter the building and identify themselves as operators and call out the person's name they are picking up. Operators will display photo identification at all times.

Operators collect fares from each customer and any companions. Attendants ride for free.

Operators will assist customers, one at a time, at the place of trip origin and destination, in and out of the vehicles and between the vehicle, and the inside of the exterior set of accessible building entrance doors. At private residences, the operator will assist customers through an entrance door which allows customers to be left in a heated part of the residence.

Unheated porches, covered decks and/or garages are not acceptable locations to leave customers. In other than private residences, operators will assist customers to and from a heated lobby or designated waiting area that is reasonably close to the outer accessible entrance door. Customers will not be left between a set of double entrance doors even when there is heat between the set of double doors. When a customer must be met by an

attendant, the operator will ensure that verbal and visual confirmation is received with the attendant prior to dropping the customer off.

If a customer's residence has a lift, the operator will assist in operating the lift if the customer is unable to use it on their own. The operator is not responsible for any damages related to operating a home lift.

Operators will not lock or unlock any doors at pick-up or drop-off locations.

Operators will only leave customers outside if they are travelling to a destination which does not have a building such as the Farmer's Market or a park.

Operators will push customers who use manual wheelchairs from inside the first accessible door to the vehicle if the customer does not wish to propel the wheelchair themselves. They will help customers onto the lift, apply brakes on the wheelchair, and fasten the safety straps before starting the lift. Operators will move customers to a wheelchair location on the vehicle, fasten brakes on the wheelchair, and secure the chair with wheelchair restraints and with a lap and shoulder belt. This is done in reverse when the destination is reached. All customers with mobility devices such as wheelchairs and scooters must have working brakes.

Customers who use a motorized wheelchair or scooter may be required to position it on the lift. Operators will move the motorized wheelchair or scooter using the controls only if the customer is unable to do it safely themselves. Operators will ensure the device is turned off and fasten safety straps before starting the lift. They will direct customers to a location and secure the wheelchair or scooter with wheelchair restraints and the person with a lap and shoulder belt. This is done in reverse when the destination is reached.

Operators will not transfer customers into and out of their mobility devices. Customers using a mobility device (except those using scooters) must remain in their device for the duration of their trip and are not allowed to transfer to an ambulatory seat on the vehicle. People using scooters who wish to transfer to an ambulatory seat on the vehicle must do so independently.

Customers using mobility devices must ride the lift with their back to the vehicle.

Operators will escort customers who are ambulatory from inside the first accessible door to the vehicle. Operators will assist ambulatory customers including those using walkers up and down multiple exterior stairs.

Operators will carry the walker up and down the steps if required. Operators will help customers into the vehicle, show them to their seat, and help them with their seatbelts. If customers need to use the lift, operators will ride it with them for their safety. This is done in reverse when the destination is reached. Operators will also assist ambulatory customers with carrying one bag of goods.

Operators will ensure that all oxygen tanks and walkers are secured and personal items/bags of goods are safely stowed while travelling on paratransit.

Operators may refuse to transport customers where a safety concern exists such as a ramp or walkway that is unsafe (e.g. ramp too steep or in disrepair, or broken pavement). If this occurs, a report will be provided to the paratransit administration who will investigate the incident. Customers will be advised of actions they must take, if any, to eliminate the safety hazard.

Operators may refuse to transport customers with broken mobility devices where the safety of the operator, customer or other customers may be compromised. If this occurs, a report will be provided to the paratransit administration who will investigate the incident. Customers will be advised of actions they must take, if any, to eliminate the safety hazard.

Operators will not leave vehicle doors open unnecessarily when the weather is cold to ensure that the vehicle remains warm.

#### Safety of Customers on Vehicles

Operators will ensure the safety of customers when unattended on the vehicle by following the guidelines set out below for single trips and multiple trips:

- A single trip is one customer being picked up at a private address. If the operator can see the customer from the vehicle, the operator may open the door, lower the lift and proceed to greet the customer. If the customer is not in sight of the operator, the door will remain closed and the lift will not be lowered until after the customer is escorted to the vehicle.
- A multiple trip is two or more customers with one pick-up or one drop-off location. If multiple pick-ups are at recurring locations where customers are out of sight, the operator may leave the door open and

lift down for subsequent customers if the vehicle is parked at the front entrance. At locations where the vehicle is not at the front entrance and is out of sight of the operator, the operator must close the door and raise the lift after subsequent customers.

## 6.2 Customer responsibility

- a) Be ready 10 minutes prior to the scheduled pick-up time.
- b) Keep pets under control prior to the operator arriving.
- c) Keep steps and walkways clear of snow and ice.
- d) Have the fare ready when the operator arrives.
- e) Drive mobility devices in a safe manner.
- f) Stay seated with their seatbelt fastened until the vehicle stops.
- g) Listen to the operator when getting on and off the vehicle.
- k) Wear proper clothes and footwear for the weather, unless an exception must be made for medical reasons.
- i) Not recline their motorized wheelchair unless an exception must be made for medical reasons.
- j) Speak with respect and not swear or use abusive words when speaking with operators, other customers and Coordinators.
- k) Not smoke in the vehicle including e-cigarettes.
- l) Not use scents such as aftershave and perfumes.
- m) Not use alcohol, cannabis, or non-prescription drugs in the vehicle. All alcohol and cannabis being transported must be closed and out of sight.
- n) Not touch the equipment in the vehicle.
- o) Not transport any hazardous materials.
- p) Not sell or pass out information without the approval of paratransit.
- q) Not touch other customers and operators.

Customers not adhering to the above may be subject to suspension of service.

## **7. Customer Feedback**

Complaints, compliments, or service issues may be registered by phoning the City of Brockville (613) 342-8772. The customer service representative will record all details provided. Complaints or compliments can also be filed on the City of Brockville website: <https://brockville.com/home/website-feedback/>

Customers, or someone on their behalf who is reporting the complaint, should gather as much information as possible about the issue. Information such as the date and time of the problem, pick-up and drop-off location and the vehicle number is helpful. Customers may be contacted with a response to their complaints or additional information if they request provide callback information.

All issues are reviewed by the Brockville Transit Administration staff and a recorded for provincial statistics and reporting requirements.



# **City of Brockville**

## **Municipal Heritage Committee Meeting**

### **Minutes**

**3:00 PM - Wednesday, October 11, 2023**

Boardroom, City Hall

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The Heritage Brockville meeting was called to order on Wednesday, October 11, 2023, at 3:00 PM, in the Boardroom, City Hall, with the following present:

<b>Members Present:</b>	Chair, Ida Duc, Members, Jo-Ann Allen, Marianna Jasionowska, Lucas Michel, Jay Martin, Martin Read, Michael Brown
<b>Staff:</b>	Lynn Murray, Acting City Clerk
<b>Regrets:</b>	Members Russ Distotell, Evan McMurry

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

Nil.

#### **DISCLOSURE OF INTEREST**

Nil.

#### **APPROVAL OF THE MINUTES**

Moved by: Member Allen

Seconded by: Member Read

THAT the minutes of the Heritage Brockville Committee meeting dated September 20, 2023 be adopted as circulated.

**CARRIED**

#### **DELEGATIONS AND PRESENTATIONS**

1. Ministry of Citizenship and Multiculturalism

Andrew Jeanes from the Ministry could not offer much guidance regarding what other municipalities are doing since this is so early since the passing of Bill 23 and it's affects on the Ontario Heritage Act.

Member Read noted that the committee have identified 10 buildings they believe should be designated. Chair Duc noted that they have done the reports on each building and wondered what the next step was. A. Jeanes offered that the committee should prepare the reports to go to a committee of council (Planning). The Committee should present to Planning why these properties are recommended for Designation. Then the Planning Committee will decide if they want to move them to full council.

Member Allen asked if the Ministry had any ideas on how to approach building owners. A. Jeanes stated that the committee is not obligated to do so but said you may want to do so as a courtesy. He indicated that the owners may want to come to the Planning meeting to either support or oppose the designation.

Chair Duc wondered if the committee should meet with the property owners to explain what is going on. A. Jeanes stated it's really up to the committee, but it is likely a good idea or send a letter saying you are hoping to make a recommendation to council to designate their property and providing more information on being designated.

Some wondered why they would not want their property designated and why they would. A. Jeanes suggested that some object simply because they don't like any level of government telling them what they can or cannot do. Some believe they will have difficulty selling if they have designations on their properties.

It was asked if demolition of the building is a problem. A. Jeanes stated that it can be a problem, but ultimately Council makes the final decision. It can affect the future use of the property.

A. Jeanes added there are benefits to designations as private residence rise in value faster than non designated properties. That data may be a bit out of date now. Pride of ownership is subjective you as the homeowner may be happy on how your home is seen in the neighbourhood. Most designations are really about the community. Places with a lot of designated properties, see a hike in tourism. A. Jeanes shared that Heritage Ottawa did a bus tour to Brockville recently it creates off season tourism, they all had lunch in town and therefore benefited the economy. Chair Duc asked if a property is not on the registry can it go straight to designation? A. Jeanes replied that yes it can, provided there are not planning applications awaiting on the property.

Member Allen asked if there is another municipality that is ahead of us that we could use as a model. A. Jeanes replied that he could not give an answer at this second, but he will follow up with this one. He could think of many that are larger like Markham and Kingston.

Chair Duc thanked Andrew and David for taking time out of their day to join the committee today and provide some guidance.

## **CORRESPONDENCE & COMMUNICATIONS**

Nil.

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

### 1. Working Group - status of reports

A date was set for the working group meeting on Monday October 30<sup>th</sup> at 3 pm boardroom. The group will draft the letter, decide the date for responses and then plan a meeting for the property owners to attend to obtain more information.

Would like to have Mayor Wren attend the November 15<sup>th</sup> meeting where the building owners are invited to attend.

The Committee want to appear at the PDC meeting in December.

## **NEW BUSINESS**

### 1. 2023 Budget

Staff noted that a copy of the 2023 financials were attached to the September 20, 2023 minutes.

### 2. 2024 Heritage Conference

Chair Duc would like everyone to attend the conference. The committee feels it would be advantageous for a couple of members to attend, since everything has been on pause for two years due to the pandemic.

3. Presentation to Planning and Development Committee

It has been determined there will be no Planning and Development meeting on November 5, 2023.

**PLAQUES**

1. Brock Trail Plaques Update

Staff will follow up and find out the status of the two plaques.

**ADJOURNMENT**

Moved by: Member Michel

Seconded by: Member Martin

THAT the Heritage Brockville Committee meeting be adjourned until its next regular meeting scheduled for November 15, 2023.

CARRIED

*The meeting is adjourned 4:40 pm.*



# **City of Brockville**

## **Municipal Heritage Committee Meeting**

### **Minutes**

**3:00 PM - Wednesday, November 15, 2023**

Boardroom, Council Chambers

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The Municipal Heritage Committee meeting was called to order on Wednesday, November 15, 2023, at 3:00 PM, in the Boardroom, Council Chambers, with the following present:

<b>Members Present:</b>	Member Jo-Ann Allen Member Lucas Michel Chair Ida Duc Member Evan McMurry Member Martin Read Member Michael Brown
<b>Staff:</b>	Tara Laberee Bondi
<b>Regrets:</b>	Member Marianna Jasionowska Member Jay Martin

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

Welcome to invited guest and introductions.

#### **Disclosure of Interest**

Nil.

#### **Approval of the Minutes**

Moved by: Member Brown

Seconded by: Member Reed

THAT the minutes of the Heritage Brockville Committee meeting dated October 11, 2023, be adopted as circulated.

**CARRIED**

## **Delegations and Presentations**

Property owners or representatives of buildings identified for designation invited by the committee.

A short presentation by the Chair to outline why properties were selected by committee for designation. A Q&A will follow the presentation.

Chair Duc welcomed guests to the meeting and provided an overview of the committee and their goals for the designation project. Chair Duc explained the timeline constraints the group is under due to the changes in legislation made under Bill 23 however wanted to ensure property owners had a chance to come forward with any questions about the process. The committee identified the first properties they are seeking to designate: St. Francis Xavier Church, Fire Hall #1, Brockville Public Library, The Pentecostal Tabernacle, Fulford Academy, County Court House, Victoria School, 127 King Street East, First Baptist Church, 112 King Street East and Brockville Collegiate Institute.

The committee answered questions regarding what is covered under the designation and how it could impact any future renovations to the property. The property representatives and owners were generally supportive of the initiative as they also look to preserve the heritage of their property. The committee agreed to keep the owners updated in the process and to share reports on their properties. Member Brown noted Merrickville may be a good community to research as they have done considerable work protecting the facades of buildings on their main street.

## **Correspondence and Communications**

Nil.

## **Subcommittee and Member Reports/Project Updates**

Working Group - status of correspondence and feedback from property owners

The committee was pleased to have several property owners represented at today's meeting and that the overall response was positive and supportive of the committee's plan. One property owner, unable to attend the meeting, did ask several questions about the impact and incentives property designation would involve. At this time, The Community Improvement Plan (C.I.P.) is not currently funded by the City so there are no local grants available. Another concern raised was that having the property officially designated may restrict options for selling at a future date. The committee has not had any feedback from 5 of the

properties. The group will continue to move forward with preparing reports to submit to the Planning and Development Committee on the initial property list. The working group will also look to identify the next set of buildings to research at their next meeting.

**Action:** Staff to work with the Cultural Services department to develop a template for the designation reports.

#### Budget Update

No update available.

**Action:** Staff to follow up with City Manager and arrange a meeting with Chair Duc if required.

#### New Business

##### Membership to Community Heritage Ontario (C.H.O.)

Canadian Heritage Ontario (CHO) membership re: Invoice for \$75.00 for 2024 committee membership

Moved by: Member Brown

Seconded by: Member Allen

THAT the committee approves \$75.00 fee for the 2024 membership for Community Heritage Ontario.

**CARRIED**

##### Heritage Week - Awards and Planning

The committee discussed possible activities to recognize the Heritage Week in February 2024. Suggestions include Heritage Awards and organizing a speaking event. Members will bring ideas to the next committee meeting.

**Action:** Staff to confirm the date of Heritage Week 2024 for next meeting.

## 2024 Heritage Conference

The conference hosted by C.H.O. will be held in Gravenhurst in June however further details are not yet available. Several members have expressed an interest in attending the conference. This item will be moved to the next meeting.

## **Plaques**

### Update on Brock Trail plaques

Chair Duc shared plaque templates provided by City staff to review. The style is like the new Wayfinding signage and significantly different from previous plaques. There was no consensus on a preferred template.

## **Adjournment**

Moved by: Member Reed

Seconded by: Member Allen

THAT the Heritage Brockville Committee meeting be adjourned until its next regular meeting scheduled for December 20, 2023.

**CARRIED**

*The meeting is adjourned 5:15 pm.*

# Brockville Museum Advisory Committee Meeting Minutes

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Tuesday, September 12, 2023 at 1pm via Teams

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Present: P. Naylor (chair), D. Buck, J. Watt, H. Cody, D. Hamilton, K. Hobbs, N. Wood (staff)

## 1.0 Land Acknowledgement

*We acknowledge that the land on which we gather, exchange ideas, and share our past, present, and future is the traditional territory of the Anishinaabe, Haudenosaunee and Wendat people.*

## 2.0 Call to Order

1:01pm

## 3.0 Additions to/Approval of Agenda

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

July 11, 2023 Meeting Minutes – *approved as presented*

## 5.0 Executive Reports

### 5.1 Chair

No new remarks to share

### 5.2 Curator

#### 5.2.1 Discussion of July Staff Report

- Members inquired about potential programming replacing Lecture Series; a discussion was had on changes to Talk & Tea and the potential for guest speakers.
- Members remarked on the generosity of Ketchum Manufacturing for replacing the stolen Travel Trunk exhibit emoji magnets at no cost.
- 5.2.1.1 Discussion re: Twitter/X account
  - Members agreed with the staff recommendation to discontinue posting to this platform following recent changes; the account will not be closed, but will no longer be posted to
- 5.2.1.2 Updated Job Descriptions
  - The updated Collections Coordinator and Community Program Coordinator were circulated for information purposes; there was a brief discussion on how these changes reflect evolving needs.

#### 5.2.2 Discussion of August Staff Report

- There was a brief discussion about the cancelling of the Offsite Storage RFP and what that means for next steps; currently following up on leads of potential sites. Curator will circulate site criteria list to Committee Members following the meeting.
- Members suggested posting to Facebook and LinkedIn; Curator to follow-up on processes

- Members suggested reaching out to Tourism's Digital Marketing Coordinator to explore opportunities to get more reach for awareness of museum programs, particularly the walking tours this fall; Curator indicated the event has been submitted to Tourism but will follow-up regarding additional promotional opportunities.
- Members suggested doing a ticket give-away contest with local media; Curator indicated that tickets sales were going well, but would explore if felt necessary.
- Members asked for an update regarding the return of the fire truck to the fire department; Curator provided an update that there was a recent site visit and plans are being developed for a move by mid-October.
- There was a brief discussion about the new Cemetery Tours.
- Members inquired about the hiatus status of the 2032 Committee; the Curator explained that the Cultural Services Department was taking this time to consider next steps.
- Members followed-up regarding attendance on summer stat holidays; the Curator answered that August Civic Holiday saw average visitation and that as discussed, the museum was closed on Labour Day, but attendance on the Saturday was above average.
- Members asked about where the museum "popped up" during the summer; the Curator provided the answer involving both downtown and north end businesses.
- 5.2.2.1 Updated Terms of Reference
  - There was a brief discussion about members wanting a more fulsome revision of the terms; Curator to follow-up with Clerk's office regarding options and next steps.
- 5.2.3 Goal Tracking
  - Members expressed satisfaction with this reporting technique and that they felt the progress indicated was encouraging.

## **6.0 New and Ongoing Business**

### 6.1 Ongoing discussion of Committee role recruitment strategies

- There was a brief discussion that until the goals of the Committee are better defined, active recruitment should be deferred.
- The Curator suggested that Committee members who would like to be more hands-on could consider forming a Community Outreach Sub-Committee to organize and attend (as volunteers) community events/pop-ups to promote the museum.

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

October 10, 2023 @ 1pm via Teams

## **8.0 Adjournment**

1:49pm

# Brockville Museum Advisory Committee Meeting Minutes

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October 10 at 1pm, Microsoft Teams

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Present: P. Naylor (Chair), D. Buck, J. Watt, H. Cody, D. Hamilton, K. Hobbs (Council Representative), N. Wood (Staff)

## 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.*

## 1.0 Call to Order

1:01pm

## 2.0 Additions to/Approval of Agenda

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

September 12, 2023 Meeting Minutes – *approved as presented*

## 4.0 Executive Reports

### 4.1 Chair

- Offered positive feedback regarding the Planning Survey circulated to Advisory Committee Meetings ahead of the meeting.
- Expressed satisfaction regarding the progress at addressing concerns with off-site storage, specifically with the return of the fire truck.

### 4.2 Curator

#### 4.2.1 Discussion of September Staff Report

- H. Cody offered positive feedback regarding her experience attending the museum's Cemetery Tour and congratulated the Community Program Coordinator and museum for delivering such a quality product.

##### 4.2.1.1 2024 User Fees

- Members felt the drafted user fees as presented were reasonable.
- The Curator elaborated on the HST situation, indicating that HST would be charged on top of fees in 2024 (in the past most museum fees included HST); this change brings the museum in-line with city-wide practices.
- Members asked about whether room rental capacity and similar information was readily available; the Curator indicated that most of the essential information is available on the museum's website, but would explore opportunities to be more explicit specifically with regards capacity in every available space. Members also asked about the ability to move the display cases in the Carriage Hall space; the Curator confirmed that they are moveable.

##### 4.2.1.2 Report 2023-181

- Members expressed excitement that a new storage space has been identified and that the museum is progressing on this priority item.
- The Curator elaborated on the details of the new space.

#### 4.2.2 Planning for 2024 Survey

- Members commented that they appreciated the survey and found it thorough and that the Google Forms format worked well for them. The Curator expressed gratitude to Committee Members for completing the survey and sharing their important feedback and insights that will be used to help shape 2024 activities.

## 5.0 New and Ongoing Business

## 6.0 Date, Time, Location of Next Meeting

November 14 @ 1pm via Teams (Second Tuesday of the month)

## 7.0 Adjournment

1:35pm



# **City of Brockville**

## **Railway Tunnel Committee**

### **Minutes**

**9:00 AM - Thursday, September 14, 2023**

City Hall, Council Chambers

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The Railway Tunnel Committee meeting was called to order on Thursday, September 14, 2023, at 9:00 AM, in the City Hall, Council Chambers, with the following present:

<b>Members</b>	James Clark, Brian Porter, Chair, George A. Smith, and
<b>Present:</b>	Councillor Jane Fullarton
<b>Regrets:</b>	Doug Grant and Jack Kenny
<b>Others:</b>	
<b>Staff:</b>	Chad Davis, Supervisor of Parks & Cemetery Services, Phil Wood, Director of Operations, and Su Graham, Administrative Coordinator

#### **Disclosure of Interest**

Nil.

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

Chair Porter stated that the lights that are not working are a big concern. He noted that the tunnel is a premiere tourist attraction, and his concern is that it has lost its "wow" factor/impact. B. Porter stated that it cannot go through another season without the lights functioning.

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

Moved by: Member Smith

THAT the minutes of the May 11, 2023 Brockville Railway Tunnel Committee meeting dated be adopted as circulated.

**CARRIED**

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

Nil.

#### **Delegations/Presentations**

Nil.

#### **Correspondence & Communications**

Nil.

## **Staff Reports**

### 1. Summer Tunnel Use

Some problems were encountered by people walking on the curbs, and therefore the lights have been damaged.

The number of visits were not captured due to a malfunctioning of the counter. Secureway has been contacted to look at and possibly install a new photoeye.

The tourist's reactions are still mostly positive.

### 2. Maintenance

There is funding in the budget to replace 60 light strips. Currently they are working with what they have on hand.

### 3. Financials

The figures for the donation boxes so far this year were not available at this time. It was discussed to look into "tap" electronic donation options.

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

### 1. Tunnel Operations/Maintenance

The brush at the north end of the tunnel has been cut back.

### 2. Tunnel Reserve

Staff felt there is no need for a reserve at this time. They have regular maintenance funding built into the operating budget.

## **New Business**

### 1. Various items

The train bell will be removed and returned to railway museum in Smiths Falls. Staff advised that the bell is already prepared for transport.

There was a request to not set up a stage in front of south entrance of tunnel (city requirements to be able to close doors & access to

ramp). Solution to have signage that tunnel is open or suggest having a tourism/ambassador to direct to tunnel or to use fencing.

James Clark to submit his resignation of membership.

Moved by: Member Smith

THAT the Committee Instruct staff to create report (business case) to break down annual operating costs to maintain the tunnel in good working order for 2024.

**CARRIED**

Moved by: Member Clark

THAT staff prepare a report (increased service level) review what kind of resources are required for maintenance. Plan either in-house, contractor or blend of both.

**CARRIED**

### **Adjournment**

Moved by: Member Smith

THAT the Brockville Railway Tunnel Committee be adjourned until its next regular meeting scheduled for October 12, 2023.

**CARRIED**

*The meeting adjourned at 10:40 am.*



# **City of Brockville**

## **Railway Tunnel Committee**

### **Minutes**

**9:00 AM - Thursday, November 9, 2023**

City Hall, Council Chambers

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The Railway Tunnel Committee meeting was called to order on Thursday, November 9, 2023, at 9:00 AM, in the City Hall, Council Chambers, with the following present:

<b>Members</b>	Doug Grant, Jack Kenny, George A. Smith, Jane Fullarton, and
<b>Present:</b>	Lynne Houldsworth
<b>Regrets:</b>	Brian Porter
<b>Others:</b>	
<b>Staff:</b>	Chad Davis, Supervisor of Parks Tara Laberee Bondi

#### **Disclosure of Interest**

Nil.

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

Member Grant suggested it would be helpful if members were to send regrets in advance of the meeting to know if quorum would be met for each meeting. He encouraged members to send agenda items to the Clerk's office ahead of the meeting.

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

Moved by: Councillor Fullarton

Seconded by: G. Smith

THAT the minutes of the Brockville Railway Tunnel Committee meeting dated September 14, 2023 be adopted as circulated.

#### **Delegations/Presentations**

Nil.

#### **Correspondence & Communications**

Nil.

#### **Staff Reports**

Nil.

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

1 Tunnel of Terror Success - any donation to the city - B. Porter

C. Davis noted attendance to the event was down by approximately 50 per cent. City Staff were not involved in the planning or execution of the event. The city collected approximately \$11,000 from User fees for the event which is similar to the amount collected in 2022.

2 Donation box income - B. Porter

There was no update on revenue generated from the donation boxes for the 2023 season.

**ACTION: Staff has been requested to follow up with Finance to provide an update for the next meeting.**

3 North End Improvements - Doug G.

- New Stairs up to end of Brock St. from the ramp.
- Better drainage on Ramp for rainwater by installing 3 metal grates.
- One more lamp installed at top gate.
- Clear away all the trees, bushes and growth on total area north-west of Brock St. & Tunnel Ave. entrance.
- Removing all concrete floor remains on north side of Brock St., east of Tunnel Ave.
- Add signage that indicates the north entrance to Railway Tunnel.

D. Grant has raised concerns over several unfinished projects at the north end of the tunnel and made the following recommendations.

- Original Tunnel revitalization plan designs included stairs leading to Brock Street. The ramp was designed to accommodate stairs however they were not installed due to lack of funding. D. Grant would like to know if these are still under consideration and the cost.
- Drainage could be improved by installing 3 grates at various intervals on the ramp sloping toward the gorge. Councillor Fullerton suggested this project would likely be done while work is being completed on the Gorge.
- D. Grant recommended one additional lamp post to be installed at top of ramp.
- Vegetation on the north-west of Brock Street and Tunnel Avenue entrance needs to be cleared as it is not a welcoming site for tourists.

- Concrete pad has not been removed from the lot.
- The area is missing wayfinding signage at the North end of the tunnel to provide tourists with valuable information.
- 

4 Donations - D. Grant/B. Porter

- Making donations by e-transfer
- Making donations by cheque
- Ability to make donation by cell phone through a QR code

C. Davis worked with IT and Finance department to research QR code donations. The city will not allow this option as it is not a secure method when placed in an unsupervised location like the Tunnel. The Tunnel website is set up to handle online payments and this is the preferred method for donations. L. Houldsworth volunteered to research options for donations over the winter and will report her findings back to the committee in Spring.

5 Trail - J. Kenny

- Activity update related to extending the pathway (trail) through the "gorge".

Councillor Fullarton reported that the Brock Trail committee is also working on this project. While there are still access issues to the drainage infrastructure, City staff are optimistic they will be able to work around the constraints. The Committee would like to be kept updated on the progress of the project by either City staff or a report from the Brock Trail committee.

**ACTION: City Staff (P. Woods) to provide an update on the engineering status of connecting the Tunnel to the rest of the Brock Trail at next meeting.**

6 New Membership - D. Grant

The committee discussed the need to recruit new members and ensure their applications are received by City staff.

**Financial Report**

Nil.

*Action: Requested a Finance staff member to attend an upcoming committee meeting to answer member questions regarding donations.*

## **New Business**

- 1 Plans for Spring Opening - B. Porter

Item moved to the next meeting.

- 2 New Brochure - J. Kenny

J. Kenny shared with the Committee that a new supply of Tunnel brochures has been received from Henderson Printing at no cost to the City or Tunnel committee. Henderson Printing was able to supply these brochures through revenue generated by selling advertisements in the brochure. The previous supply of approximately 50,000 brochures lasted 5 years.

- 3 Attendance Counters

C. Davis reviewed the two previous types of counters used in the tunnel and their shortcomings. He is now working with A. Parker in the City's IT department to replace the current cameras with new ones with updated technology which should be more accurate and reliable. Councillor Fullarton emphasized the importance of having this data available to the city and the Tourism department. The data will be vital information needed to apply for grants and determine tunnel trends.

- 4 Signage

D. Grant would like to have the TripAdvisor awards printed and posted prominently outside tunnel. L. Houldsworth suggested having more signage, especially at South entrance, advertising the closing date and thanking tunnel visitors.

- 5 Budget

C. Davis stated that Staff is learning about the lifespan of tunnel lights and his team is adjusting how they budget to replace them accordingly. Revenue for the tunnel comes from: annual donations; rentals; and money from the donation boxes. Expenses cover any outside licenses and contractors used in the daily operation of the tunnel.

## **Adjournment**

Moved by: L. Houldsworth

THAT the Brockville Railway Tunnel Committee be adjourned until its next regular meeting scheduled for December 14, 2023.

*The meeting adjourned at 10:55 am.*