

2025–2028
Visitor Growth Plan Proposal
Project Outline & Deliverables

Township of Brock



February 2025

Background

The Township of Brock created its first three-year Community Tourism Plan in 2019 and, in spite of the impact of the pandemic, was successful in achieving the goals set forth in the plan. With the impact of the pandemic on the visitor economy, municipalities and residents recognized that the local businesses that serve tourists play a very important role in the quality of life and the vibrancy of their communities. These same businesses (the restaurants, attractions, accommodations, recreation facilities, and retail shops) that make the Township of Brock a great place to call home are also a key reason people choose to visit.

The last couple of years saw a release of pent-up demand for travel as people's comfort levels being out-and-about increased. Over 90% of the visitor economy in Ontario is made up of Ontarians touring around the province. While the Township of Brock saw a slowdown in visitation through the pandemic, visitation has rebounded to pre-pandemic numbers with an estimated 27% of coming from 40+km away. With almost four million people living within a 75km radius of the Township of Brock, there are great opportunities to attract an even bigger audience to get out and explore the lake, trail system, agritourism sites, events, three vibrant downtowns, and all that Brock has to offer.

While travel and spending is softening and the next couple of years has some economic uncertainty, there is an opportunity to attract Canadians who want to explore locally and keep their money at home. As such, the re-refresh of an updated Visitor Growth Plan for the Township of Brock is more important than ever to encourage regular, sustainable visitation, which in turn will lead to a lasting vibrancy to drive future residential, business, and visitor growth.

Keeping an updated Visitor Growth Plan sets the ongoing direction for supporting and strengthening the visitor economy for Brock and is a key step in the successful evolution of destination development - offering new tourism products and experiences and delivering a visitor-centric culture.

Introduction

Tourism cannot be developed, delivered, or promoted in a vacuum. Compelling visitors to travel to a destination to spend their hard-earned disposable income requires a coordinated effort between the stakeholders who offer the visitor experiences and the supporting organizations, like the Brock Board of Trade, Durham Tourism, Central Counties Tourism, and industry associations, that can help the stakeholders build their capacity and achieve success.

Developing and implementing a Visitor Growth Plan that aligns with stakeholder needs will provide a unified road map for coordinated tourism growth for the municipality. It will be built from the bottom up, relying on the expertise of tourism stakeholders, residents, and staff to identify and prioritize both the assets that set the Township of Brock apart and the gaps that need to be filled to achieve success.

The end result will be a relevant, usable, and implementable document that will have achievable action items and attainable goals with key performance indicators (KPIs). Central Counties will work with Township of Brock staff to assist with implementation support for the action items.

Process

The development of the Township of Brock's Visitor Growth Plan will take approximately six months to complete and relies on the participation of a working group ("Steering Committee"), comprised of representatives from tourism-related businesses and organizations, recreation and sports organizations, municipal staff, regional staff and at least one individual to represent the voice of local residents.

Suggested Steering Committee representation (15-20 people):

- Staff (3-5 members)
- Conservation Group (LSRCA)(1 member)
- Council (2-3 members)
- Businesses/Organizations (8-10)
(representing sports/recreation, agri-tourism, overnight accommodation, retail, food & beverage, arts & culture, significant events (Maple, Pride) etc.)

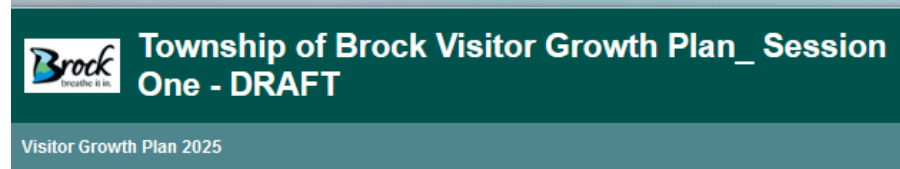
Through a series of four facilitated sessions, the steering committee’s insights will form the foundation of the visitor growth plan. The process will include asset mapping, a gap analysis, a SWOT analysis, identifying and prioritizing the core action items, and most importantly, determining what tourism success looks like for the municipality.

MEETING 1	MEETING 2	MEETING 3	MEETING 4
Introductions Define “Visitor Economy”	Consensus of asset ranking	Consensus of gap ranking	Consensus of Opportunity ranking
Review why visitors come (tourism assets)	Review visitation numbers & markets	Identify & Rank Opportunities	Review & Refine Objectives / Pillars
Identify who is coming (current visitors)	Identify tourism challenges /gaps	Identify Action Items	Review & Refine Action Items
Define “Tourism Success”	Refine definition of “Success”	Draft Vision & Mission Statements	Finalize Vision & Mission Statements
HOMEWORK	HOMEWORK	HOMEWORK	HOMEWORK
Rank assets & define “Success”	Rank challenges & define “Success”	Rank opportunities & Refine Vision & Mission	Review Draft Visitor Growth Plan

Each meeting lasts up to four hours and is full of interaction, discussion, and debate. The group will form its own personality as it works toward delivering a plan with clear action items that support their definition of “Success for the Visitor Economy/Tourism”.

Homework assignments are distributed as a digital questionnaire so that it is easy for the steering committee to understand the questions and their context when

formulating their responses. The responses capture both rankings and comments, allowing for full discussion and consensus-building. Please see sample below.



As we work towards refreshing the Visitor Growth Plan for the Township of Brock, we would like to gather your opinion on who is visiting the area and why. The answers will help to validate Brock's current tourist markets and identify the opportunities.

Please answer the following questions according to your own knowledge and perspective.

1. From your perspective, please select all of the reasons people visit the Township of Brock.

- For Pleasure
- For Business
- For Sporting Events
- Other (please specify)
- For Educational Purposes
- To Visit Friends or Relatives

2. In the following demographic categories, please select the responses that best profile the majority of people who visit Brock.

- Male
- Female
- Other
- Don't Know
- All of the above

3. What is the average age of the majority of visitors to Brock? Select all that apply.

- Under 18
- 18-24
- 25-34
- 35-44
- 45-54

Once the draft plan has been approved by the Steering Committee, the Central Counties team will work with the Township of Brock staff to format it into a staff report for Council to review and adopt (if necessary). If desired, Central Counties will attend the council meeting/s to support staff when presenting the plan for adoption.

Project Timeline- Brock Township

	Description	Timing (Weeks)	Est. Timing (Dates)
1	Project Kick-Off	Day 1	March 24-28
2	Identify potential working group members	Week 1	March 31-Apr 4
3	Form working group	Week 2	Apr 7-11
4	Meeting 1	Week 4	Apr 21-25
5	Meeting 2	Week 9	May 26-30
6	Meeting 3	Week 13	June 23-27
	SUMMER BREAK		
7	Meeting 4	Week 26	Sept 22-26
8	Plan converted to Draft Plan	Week 31	Oct 27-31
9	Plan presented to Council for adoption	As appropriate	
10	Implement Plan	As appropriate	

Budget

Project Delivery (includes)	
Pre-project consultations	
Four facilitated working group sessions	
Draft plan with edits	
Support with presentations to council as required	
SUBTOTAL	\$4,995.00
HST (13%)	\$649.35
TOTAL	\$5644.35