



2025



# Service Delivery Report

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# Camping In Ontario

Camping In Ontario is the trade association for Ontario's private and publicly owned campgrounds. The Association recently celebrated its 55th year of operations. The Association has a strong culture of Governance and dedicated membership. Our Board of Directors undertakes yearly governance training, holds regular board meetings and is involved with Association activities.

Our mission of educating, marketing and advocating for our members over the past 55 years has not changed. For the past three years our focus has been primarily on the education pillar. However, the change in demographics and the economy have now shifted our focus back to marketing. Advocacy efforts are always on-going when new challenges are presented.



**Sarah North-Harris** Director of Education

Sarah North-Harris is the Director of Education for the Association for the past 3 years. Sarah has designed and taught the curriculum for the Campground Outdoor Hospitality Management Course for the past 2 years. Prior to joining the Association Sarah managed a large campground featuring multiple rental units and over 100+ overnight sites for a decade. During her time at the campground she increased occupancy and profitability while maintaining high operations standards. Ms. North-Harris is also the current Vice-Chair of RTO 12 (Explorer's Edge). Sarah's current position marries her love of teaching, adult education and outdoor hospitality.



**Alexandra Anderson** Executive Director

Alexandra Anderson is the Executive Director of Camping In Ontario and has held the position for over a decade. Over the past 20 years with the Association Ms. Anderson has visited in excess of 100 campgrounds located all over the province of Ontario. Prior to joining the Association Alexandra worked in International Development with a focus on finance with an economic development lens. Ms. Anderson sits on the national Campground Association Board of Directors and has over 30 years of working in non-profit trade associations.

# Executive Summary



Camping In Ontario was approached by the Park Manager to undertake a comprehensive review of the delivery of services at Lower Beverley during the summer of 2025. Staff from the Association traveled to Delta in late August for two days to thoroughly explore the area and the campground.

Following our visit, we would like to extend our sincere appreciation for the hospitality shown by both the park manager, William Morris, and Penny Sawyer, Chair of the Board, who provided us with a valuable peek into what the Township has to offer. We also wish to thank the Management Board and William Morris for entrusting the Association with this important project.

Lower Beverley Lake Park stands out as an exceptionally well-maintained campground, recognized for its strong culture of safety and staff hospitality. The pride that staff, management, and the Management Board take in daily operations is evident throughout the park, contributing to consistent high standards in facility upkeep and guest service. Staff performance and event management are notable strengths, and these qualities have helped establish the park as a cornerstone for local recreation.

Most of the park's low occupancy rates can be fixed with a marketing plan and budget, adequate staffing levels, and an online reservation system. While implementing one of these will increase occupancy, all of them should get this park to where it should be - the central economic driver for Delta.

With increased occupancy brings increased funds, funds which the park needs to complete large infrastructure projects. Increased revenue will also make the park more self-sufficient.

Lastly, the success of this park remains with the Management Board and the passion of the Park Manager. Attention to logical and successful succession must be planned before it is needed.

The board and staff have made Lower Beverley Lake Park the "**hidden gem of Eastern Ontario**" - now it is time to share it with the rest of the world.

# Our Vision

To enrich the lives of families in a natural environment.

To build and strengthen our community by bringing families and resources together in a seasonal destination of choice that is affordable to all.



# Our Mission

## VALUES

**Fun-Creating and encouraging happiness.**

**Integrity-Demonstrating honesty and fairness at all times.**

**Respect-Recognizing and protecting the inherent worth of every person including oneself.**

**Responsibility-Being dependable and accountable for choices, actions, and commitments.**

**Inclusiveness-Fostering a sense of belonging for all.**

**Diversity-Appreciating each person's unique qualities.**

**Awareness-Protect the natural environment through conservation and sustainable practices.**

# Our Values

# CUSTOMER SERVICE

## Guest Interaction & Communication

### Reservations and Inquiries: Booking System and Responses

#### Current System

A camper fills out a reservation request. This reservation request format does not have a submit button which works, so people must download, print, and scan. Then the camper must fax or email back to the campground. The pdf file is not fillable, so it must be printed unless campers have purchased software to fill it in. As reservation requests come in, the park manager prints them, the gatehouse staff pick them up and then delivered for response and entering into the current reservation system.

#### Result

Lost reservation studies show that over 60% of all campers are using the web to plan their trips and would prefer to book online if given the option. Reservation requests cause a friction point for campers, as they are not able to complete their reservation in one sitting. The lengthy process to fill out the reservation request form gives campers another reason to move to the next park. The email inquiry sent by the consultant was not replied to. Unclear if they made the connection, or if it was missed due to it being labeled "spam".

## Ready For Your Next Adventure?

### Step One

Fill out our reservation form.

### Step Two

Email it to [info@beverleylakepark.com](mailto:info@beverleylakepark.com), or you can fill by hand and fax it to 613-928-2073

[VIEW RESERVATION REQUEST FORM](#)



## RESERVATIONS AND INQUIRIES: BOOKING SYSTEM AND RESPONSES - CONTINUED

### Recommendation

Contract an online booking software that allows people to make online reservations. This software removes a friction point for campers and allows campers to book through the means they find most convenient and at all times. Many reservations come in after business hours when parents have some time to plan and focus without children. Nor do people have the time or energy to speak to people on the phone or wait for a reply to a reservation request. Online reservation software provides management with current and up to date reporting. To expand your camper base, you will need an online reservation system in place. The current reservation fee should off-set the cost of the software.

Establish a clear, concise cancellation policy for the campers. Cancellation policies are simple to communicate to campers with an online system. What happens to the camper deposit is not clear with the current policy.

Lower Beverley Lake Park  
146 Lower Beverley Lake Park Road  
P.O. Box 130  
Delta, Ontario K0E 1G0

Tel: 613-928-2881  
Fax: 613-928-2073  
Email: [info@beverleylakepark.com](mailto:info@beverleylakepark.com)  
Web: [www.beverleylakepark.com](http://www.beverleylakepark.com)

### Reservation Request Form

Please auto-fill the following questionnaire on screen. (Or you can print, fill by hand and fax.)

**Save file and complete form -- the submit button at bottom will email your form to the Park.**  
(Alternately, you can manually email this completed form to the address above.)

A Reception Attendant will contact the applicant to complete the request and receive the deposit payment in accordance with our rate and reservations policies. While every attempt will be made to accommodate the reservation request, **reservations are not guaranteed until confirmation has been completed by staff.**

Please have either a VISA or MasterCard available to make your reservation deposit when you are contacted by Reception Staff

Name: \_\_\_\_\_

## SITE CANCELLATION POLICY

Notice must be received at least 7 days prior to arrival for refund. · Refunds are not issued in the event of inclement weather.

What happens with their deposit?

## RESERVATIONS AND INQUIRIES: WELCOME EXPERIENCE

### Welcome Experience

Friendly, helpful check-in; clear orientation and information While on site, we witnessed several check-ins at the gatehouse. Each check-in was handled smoothly, and each guest was welcomed by the staff. During our visit, there was an area-wide outage of phone lines, which included the POS machine. The staff member handled the situation with grace and simply instructed the campers to access cash through the ATM located in the gatehouse. This was mostly well-received by guests. The guests who expressed displeasure with the downed POS system quickly recovered when it was explained that it was region-wide and not park-related. The check-in process is simple, consisting of the transaction of payment to complete the payment process and a confirmation of the site number. There was also a fire ban in place during our visit. Guests were asked to sign an understanding that there was a ban in place and fires were not permitted. The gate attendant was welcoming and friendly. Guests responded well to her and recognized her from previous visits. She provided a consistent experience for each guest.

### Recommendation

Expand the check-in process to include more details, such as directions to your site, additional parking, amenity locations, evacuation meeting place, and events during their stay. An on-line reservation system will allow staff to have time to give the guests more details as they will no longer have to take payments.



While this was not in the scope of the report, it is worth noting the following: The availability of staff to answer questions is not in question. When available, campers can ask at the Campground Office or call the overnight team at the number listed on the Gatehouse door. Signage is comprehensive, clear, and consistent. Maps are given to each reservation at check-in and are posted in a large version around the campground for easy reference.

## RESERVATIONS AND INQUIRIES: CUSTOMER FEEDBACK

### Mechanism to collect guest feedback and respond constructively

In the moment feedback to staff members is easy for campers. Staff are plentiful and moving about the park regularly.

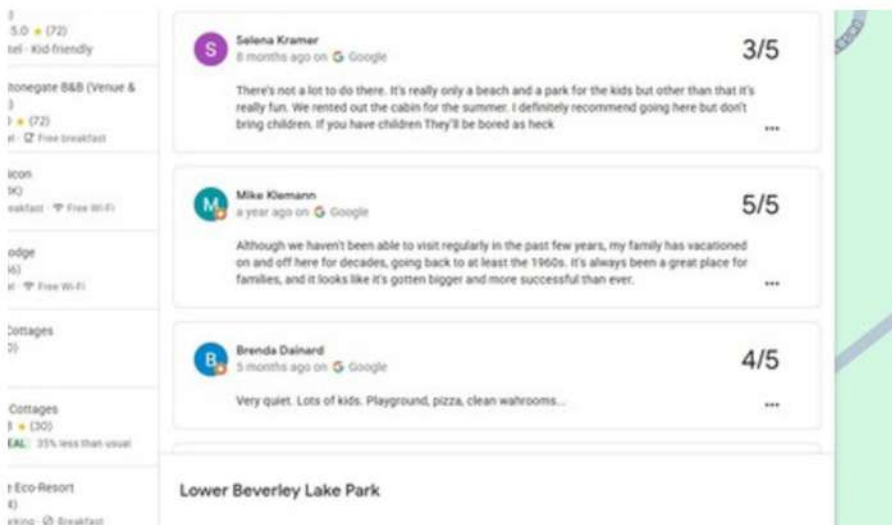
The Park Manager regularly moves about the park or is in his office, which is easily accessible to campers. He holds a welcome presence in the park. As he travels around the park, campers often approach him with questions, concerns, recommendations, and to say hello. The end-of-season survey is distributed in paper format. While this makes collection from on-site guests easy, it negates a broader reach to campers who visited outside of the survey weekend dates, and requires that data be digitally recorded before analysis can begin. This is a labour- intensive process when online digital options are available.

### Recommendation

Invest in an online survey platform such as survey monkey. This will allow you to reach a broader audience and campers who visit at other times of the season. These platforms also collate the data and provide some analysis. This investment will streamline the process, save staff time inputting the data, increase your reach, and allow for better analysis as the results are digitally recorded. The data then becomes easier to upload into AI for further analysis and next steps. An online survey platform also allows you to easily create separate forms for RV/Tent campers vs rental units.

Include the survey link in your thank-you for visiting email. These emails are triggered when you use an online reservation system.

In the same e-mail, I would also solicit google reviews. Google reviews will aid in your SEO and allow more campers to learn about the park.



Google reviews both good and bad should have some response. The 3/5 review was a great opportunity to tell campers all you offer children. Children would not be "bored as heck". Any 5/5 review should always have a thank you and we hope you will come back again.

## RESERVATIONS AND INQUIRIES: STAFF PROFESSIONALISM

### Customer Service Training

Staff are trained in hospitality, problem-solving, and conflict resolution. From the interactions we had with staff, they seem to be confident in handling guest questions and challenges. All questions were answered professionally, and staff knew who to ask if they did not know the answer to the question. Staff are well supported by the Park Manager, and he is accessible to his team.

The POS system outage was handled professionally and with a guest-centered approach by the Gatehouse Attendant.

The Maintenance team were actively removing fallen leaves and debris from the outer areas of the campground as a precautionary measure, as there was a fire ban in place during our visit due to excessively dry conditions. This action shows an outlook on preventing potential problems for guests and supporting guest safety within the park.

### Attitude & Behaviour

Polite, approachable, and respectful interactions. All staff were happy to speak to us and to guests. When approached, they smiled and welcomed our questions. They worked as staff teams that appeared cohesive and efficient.

### Visibility & Presence

Staff should be easily identifiable and available. Staff were all in uniform and were easily identifiable. The use of different uniform elements based on the team is an effective way to differentiate the role each person plays on the team and it helps guests identify who is the proper person to speak to.



## RESERVATIONS AND INQUIRIES: RESPONSIVENESS & PROBLEM RESOLUTION

### Predictable check-in/out campground rules, and service standards

Based on our observations, check-ins were conducted in the same manner each time. Every guest was asked to sign the fire ban understanding form and provided with a map of the park. The garbage collection program was evident, and collection bins were plentiful and easily identifiable throughout the park. Seasonal campers appear to follow the rules of the park with regard to site use, decoration and maintenance. Many participate in the annual site decorating and maintenance contests and take great pride in their space. While there are some remaining, grandfathered-in trailers, most are well kept trailers.

### Amenities and services offered in marketing materials must be available and functional

All amenities and services were available and functioning with the exception of a couple of games in the arcade which is serviced by a third-party contractor. Many of the games are outdated. The boat rental area has no signage to indicate that boats are for rent, the pricing, where to complete the rental and where to obtain lifejackets and safety kits.

The Boat Rental area is an excellent opportunity to generate more income. Add signage promoting these rentals and where to go to sign the forms. Future development: Add a kiosk for a summer student to handle rentals/life jackets. This will appeal to day visitors and draw attention to the rentals. Look at purchasing stand up boards and post to social media. Also offer lessons to encourage usage. These rentals can be added to an online reservation system.



## **RESERVATIONS AND INQUIRIES: QUICK RESPONSES TO MAINTENANCE ISSUES, NOISE COMPLAINTS, OR SAFETY CONCERNS**

During our visit, maintenance and housekeeping appeared to be responding to guest requests as necessary.

The response plan for overnight concerns appears to be well-founded and functions as planned. The number for the overnight team member is posted on the Gatehouse door, making it easily accessible to campers.

The maintenance team was actively clearing dead limbs, fallen leaves and debris during our visit to address safety concerns.

### **Ensuring the guest is satisfied after a complaint or request is handled**

Guest Complaint -> having to move dates because of a big group in 2026. The guest was not happy with the requirement to move their annual vacation, which has been a tradition for a number of years. While the complaint is valid, the business decision to accept a large group reservation makes sense. The guest was disappointed, but the way management handled the situation was in line with standard business practices.

### **Recommendation**

With such a large number of returning reservations, it would be more guest-centric to preempt guest disappointment by reaching out to them regarding the required change in dates, with options, before they arrive on site. This will mitigate having a conversation at check-in or when they go to rebook during their current stay, which taints the current experience and can result in the loss of a loyal customer. This guest also commented one of the reasons they return each year is due to the low cost of the rental unit for the week.

## Strengths

- A close-knit staff team who are committed to the park and campers.
- Safety culture is present.
- Staff are treated and compensated fairly and above industry average.
- Systems for operations are in place and are working smoothly.
- Strong training protocol.
- The overnight camping rates fall into the mid to upper range for electrical sites. The non- serviced site rate is average and appeals to a budget-conscious camper. This pricing aligns with the park's mission of making park access affordable to all.
- The Gatehouse is open daily from 10:00 a.m. to 2:00 a.m. (3:00 a.m. on Weekends).

## Weaknesses

- No online reservation system in place.
- Allowing campers to book 2 years in advance removes the ability to adjust pricing for COLA and special projects (i.e. septic upgrades). This is compounded by the large percentage of repeat guests.
- If you continue to allow them to book 2 years in advance - take deposit only and then balance of reservation at that year's rate.
- Booking 2 years out doesn't allow for new campers to come into the campground.
- No signage at canoe/kayak launch area to address rentals, safety and liability.
- The cancellation policy is not well laid out on the website for site reservations, this will be fixed with an online reservation system.

## Opportunities

- Many reservation systems actively work with the industry, which can provide a proper reservation system for the park.
- Increased use and revenue are available by adding signage at the canoe/kayak launch.
- Signage at the canoe/kayak launch to address liability is recommended.
- Increase the pavilion's daily rental rate. Introduce weekday and weekend pricing. This will help develop occupancy during the week and bring more income to cover event expenses on the weekend.
- Seek out funding for a summer student to run boat rentals.
- Dynamic pricing can also help generate additional revenue while respecting the early booking camper.
- Staff trained in AODA.

## Threats

- With no online reservation system, campers will bypass the park in their searches.
- Maintenance staff use a pick-up truck for transportation instead of a golf cart or walking. This layer of removal from ground level makes them less accessible to campers. It also means they are not picking up litter during their travels. As we were touring the park, the Park Manager was consistently picking up small bits of litter - this is what makes the difference between a good park and an exceptional property.
- The staff team has an aptitude for operations rather than business and marketing.

# EVENT MANAGEMENT

Review the planning, promotion, delivery, and evaluation of campground events and activities

## **Are events aligned with the campground's mission and guest interests?**

MISSION: To build and strengthen our community by bringing families and resources together in a seasonal destination of choice that is affordable to all.

Yes, events are aligned with the campground's mission.

The cost of participating in the events is included with the reservation. This ensures participation is affordable to all, aligning with the park's mission.

As a municipal park, the events are open to the community at large, further supporting the mission of the park.

## **Guest Interests**

With a demographic that spans all age groups, the events align with guest interests. The annual calendar of events has activities for overnight and seasonal guests. The musical entertainment is varied. Annual community events are apparent, including: the Delta Fair, Craft/Vendor Market, Seasonal Camper Events, Old Bastard Motorcycle Rally and the Harvest Festival.

## **Are logistics well-managed (e.g., space, supplies, staff)**

There appears to be a storage space for all supplies and dedicated spaces for activities. The staff know the roles they play, and the Park Manager has a handle on logistics. Everything appears organized and efficiently planned.

During our visit, a band was scheduled. The Park Manager was watching for their arrival, a staff member was sent over to ensure the setup went smoothly, and payment was ready before their arrival. The process was smooth and professional.

When discussing the Delta Fair, the staff team was clear on the logistics of how campers moved between the park and the fairgrounds, the security challenges they prepare for each year and the impact a full campground has on operations.

## **Promotion of the events is well-rounded**

Campers can access the annual event schedule on the website, the camper newsletter (The Park Post), and at check-in.

While on site, the Park Manager confirmed that the annual events calendar is created in September and posted to the website in November of the preceding year.

The events are well promoted in the office with posters clearly displayed.

The website features nearby attractions first and then lists the events calendar for the park. Move the events calendar from the bottom to the top of the page in the Events & Attraction Page. Move local attractions to the bottom of the page. This will catch more consumers attention to the events at the campground.

### **How is attendance tracked, and feedback collected?**

The Seasonal Campers' Recreation Committee meeting reports mention - "have been well attended" but actual numbers and feedback from committee members is not recorded. This may prove challenging as all events are run by volunteers.

### **Recommendation**

Ask committee members and/or staff track feedback and attendance for each event. This will provide year over year data and provide insight into the actual success of the event. Gathering numbers and garnering feedback would be a great summer student job. You may be able to increase engaging more children of all ages.

### **Are safety and inclusivity considered in event planning?**

Based on discussions with the Park Manager, events, and the park in general, there is a Safety Management Plan.

The facilities where events take place are easily accessible, have flat or near-flat surfaces and plenty of space to maneuver.

Safety equipment is located close to event areas, and a staff radio system ensures team members are accessible to respond to safety concerns or emergencies.

## Park Event Calendar for 2026

### BRADFORD PAVILION

Date	Event	Time
15	Karaoke	7:30 p.m.
May 17	Entertainment: Crossing Borders	1:00 p.m.
May 17	Bingo	7:00 p.m.
May 23	Ice Breaker Dinner and Entertainment	4:00 p.m.
May 30	Entertainment: Doherty Brothers	1:00 p.m.
June 6	Park / Campers' Meeting (Coffee and Muffins provided)	10:00 a.m.
June 13	Entertainment: Soul To Squeeze	1:00 p.m.
June 26	Karaoke	7:30 p.m.
June 27	Horseshoe Tournament	9:00 a.m.
June 27	Entertainment: Jim Patterson and The Ride	1:00 p.m.
June 27	Bingo	7:00 p.m.
June 28	Entertainment: Texas Tuxedo	1:00 p.m.
July 11	Entertainment: Cajon & The Hollow Bodies	1:00 p.m.
July 23-26	Delta Fair	<a href="http://www.deltafair.com">www.deltafair.com</a>
July 31	Karaoke	7:30 p.m.
August 1	Horseshoe Tournament	9:00 a.m.
August 1	Entertainment: The Posse	1:00 p.m.
August 1	Bingo	7:00 p.m.
August 2	Craft / Vendor Sale Music by 8th Line	10:00 a.m.
August 8	Entertainment: The Reasons	1:00 p.m.
August 15	Ray's Reptiles: The Diversity of Living Things	1:00 p.m.
August 15	Memorial Bench Dedication	3:00 p.m.
August 22	Entertainment: Cadillac Rumble	1:00 p.m.
August 23	Campers' Volunteer Luncheon	12:00 p.m.
August 23	Seasonal Campers' Recreation Meeting	1:00 p.m.
	Karaoke	7:30 p.m.
September 4	Bob Bradford Memorial Horseshoe Tournament	9:00 a.m.
September 5	Entertainment: Eddy & The Stingrays	1:00 p.m.
September 5	Bingo	7:00 p.m.
September 5	Old Bastards' Motorcycle Rally	<a href="http://www.oldbastards.ca">www.oldbastards.ca</a>
September 11-13	Texas Hold'em Tournament	1:00 p.m.
September 19	Terry Fox Walk	8:00 a.m.
September 20	Harvest Festival	<a href="http://www.deltamill.org">www.deltamill.org</a>
September 26		
Weekly	Horseshoe Games on Saturday mornings	10:00 a.m.

Review the planning, promotion, delivery, and evaluation of campground events and activities

### Strengths

- Events every weekend draw campers throughout the season.
- Events follow a pattern of offerings, making it easy to facilitate.
- Events are simple and do not require a lot of equipment or staff involvement.
- Dedicated space to host events that is centrally located and within the same area as the playground and horseshoe pits. This provides more to do for campers attending events.
- Community events draw attention to the park and solidify it as a staple in the community.
- Strength of volunteer committees.

### Weaknesses

- Low staff involvement leads to less energy and excitement for events.
- Low tracking and feedback of the events is tied to volunteers who may not want to spend time collecting data.
- Potential to not have younger campers involved.
- Potential difficulties adding more events.

### Opportunities

- Draw in young campers by setting up a youth committee.
- Hire summer student to run events during the week for young campers and track event attendance and gather feedback.
- Volunteers are covered by special municipal insurance.

### Threats

- Assistance with community events (i.e. the Delta Fair) could draw too much staff time and attention away from the park if not monitored and managed closely.
- Ensure volunteers have police background checks before working with children. Age of volunteers.
- Reliance on volunteers for events.

# FACILITIES MANAGEMENT

Assess the condition, functionality, and upkeep of all campground infrastructure.

## Are washrooms, water stations, and electrical hook-ups well-maintained?

Yes, all inspected water stations and electrical hook-ups were well maintained.

The hydro boxes are clearly labelled and locked.

The water system was housed in a separate building next to the main comfort station. It was in good condition, as was the equipment inside.

All of the washroom high-touch surfaces had been noticeably cleaned each day while we were on site. However, the areas that are out of reach (lights, ceiling, etc) were not cleaned and had not been cleaned for some time.

Cleaning water was dumped at the back corner of the fish station washroom. The door to the washroom is right beside the dump site.

The laundry room had not been cleaned, as evidenced by the cobwebs and dead bugs on the window sills and doors and the dirty walls.

The washroom by the canteen is in desperate need of replacement, confirmed to be taking place by the Park Manager. In the meantime, efforts should be made to fix, repair or camouflage the deficiencies. With an abundant maintenance staff, there are questions as to why more effort has not been put into cleaning up and maintaining these facilities while they are still in operation.



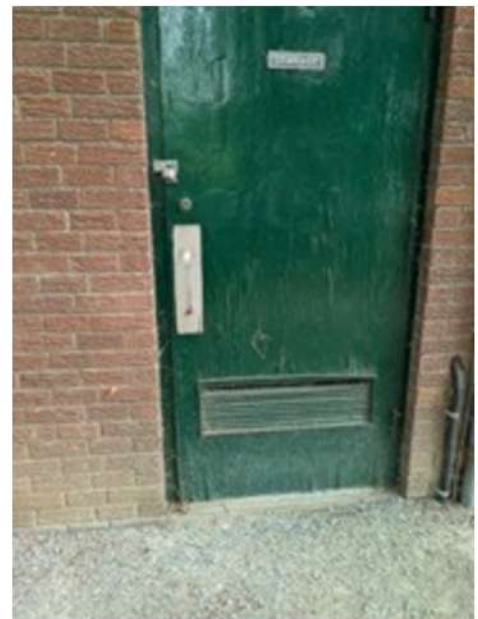
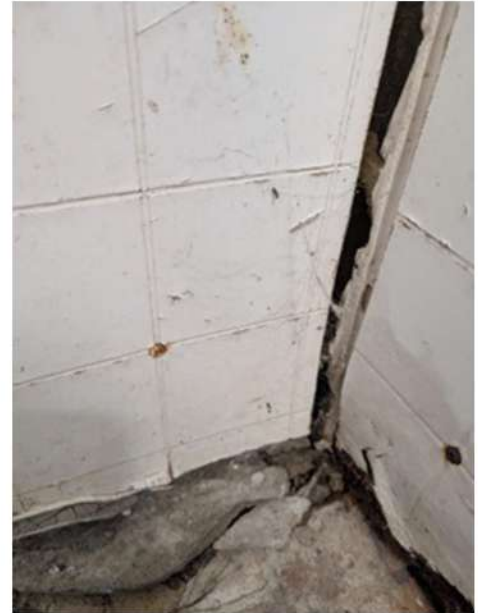
Assess the condition, functionality, and upkeep of all campground infrastructure.

**Is there a regular maintenance and repair schedule?**

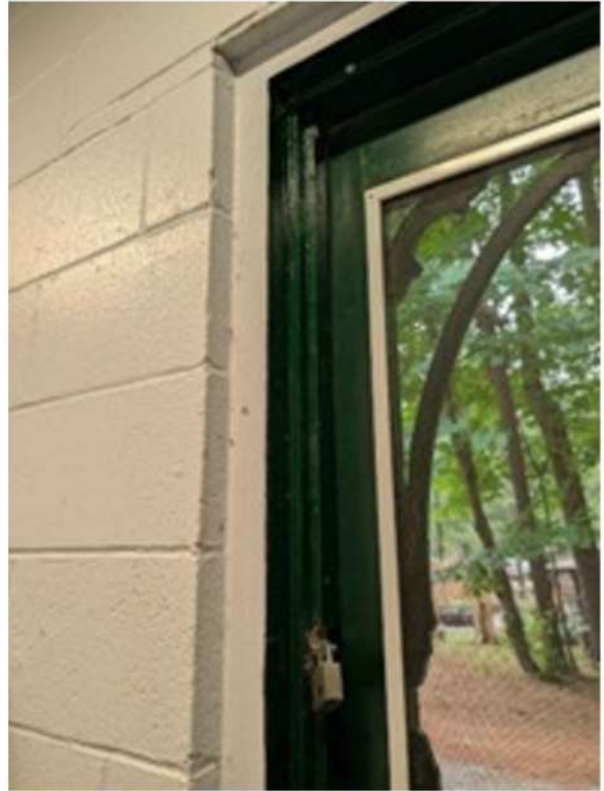
The maintenance team has a daily schedule of tasks, which appear to be getting completed each day. The Park Manager discussed with us off-season projects that focus on maintenance and repair. He discussed projects for the coming winter as well as past seasons. This planning indicates that there is a focus on maintenance and repair. The housekeeping and maintenance teams were observed deep cleaning BBQs at the cottages as part of the cleaning schedule. This indicates that this level of deep cleaning is part of the routine maintenance and upkeep of the units. Attention needs to be paid to cobwebs and the parts of the room closer to the ceiling.

**Are accessibility standards being met?**

The only obstacle to accessibility that we observed was at the washroom located at the canteen. There is a small lip at the entrance door, which poses a small hazard for people with accessibility issues. The cottages have ramps or ground-level entry offering people with accessibility issues accommodation options.



Assess the condition, functionality, and upkeep of all campground infrastructure.  
Photos taken during our stay - late August, 2025



## Assess the condition, functionality, and upkeep of all campground infrastructure.

The beach has a graded walkway, making wheelchair access possible. There is also a mat from the beach into the water (Mobi Mat), making entry into the water with a wheelchair possible. There are plans to add accessible play structures to the current playground.

Washroom door signage included braille. We would encourage all camper-accessible areas include additional braille on the door signage for accessibility

Canoe and Kayak launching of rental units is not accessible. There are other areas with water access that are accessible for campers to launch their own boats or for the park staff to take a rental boat for accessible access if need be.

Horseshoe pits, pavilions, fish cleaning station, gatehouse, and activity fields are all accessible to people with mobility issues.

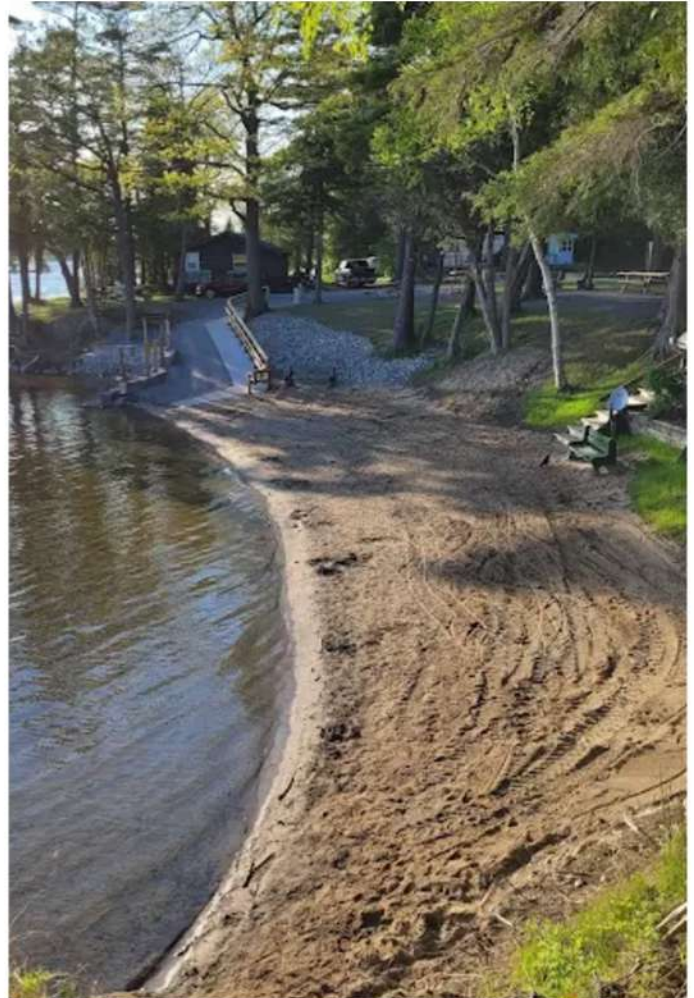
People with invisible disabilities who require access to quiet spaces have many options on the park grounds to seek accommodation.

Roads were all graded and level, making them accessible to people with mobility issues.

There are many sites that are flat, without exposed roots and located close to facilities that can accommodate campers with various needs and disabilities.

Baby change stations in the men's washroom (well done).

Need to ensure there is an electrical outlet in cottage bedrooms near the bed for people who use a C-PAP machine.



Assess the condition, functionality, and upkeep of all campground infrastructure.

**Are signage and pathways clear and user-friendly?**

Signage is clear and appropriately located.

Each site, roofed accommodation and public access building was properly signed.

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"><li>• Cottage breaker boxes are well labelled, allowing campers to remedy their own issues.</li><li>• Park signage makes it easy to navigate the park.</li><li>• The fish cleaning station was clean, and campers made use of the area.</li><li>• Buildings appeared to have been cared for and recently painted/stained.</li><li>• The feet of wooden picnic tables are well thought out to make them easy to move and extend the life of the tables.</li><li>• Trees that had to be removed have been converted into tables for camper use.</li></ul>	<ul style="list-style-type: none"><li>• Cottage decor does not match the theme of the park.</li><li>• New washroom renovation - paint on the floor along the wall detracts from the positive work done, looks sloppy.</li></ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"><li>• When replacing the cottage mattresses, purchase vinyl-covered mattresses for easy cleaning.</li></ul>	<ul style="list-style-type: none"><li>• No signage at the canoe launch results in fewer rentals. Campers will choose to forgo the activity if the information is not readily available without speaking to staff.</li><li>• Staff should not be allowed to use their personal vehicles to transport staff and cleaning supplies. They should have a golf cart, etc., to move supplies and equipment required to complete their work.</li></ul>

# HUMAN RESOURCES

Assess staffing levels, recruitment processes, onboarding, training, retention, and staff satisfaction

## **Are staffing levels adequate for peak and off-peak seasons?**

Staffing levels during the peak season are more than adequate. Staff appeared to be relaxed and had time to complete their tasks. The maintenance team had time to take down limbs in the park that are usually reserved for shoulder season tasks.

Off-peak season staffing is adequate based on the speed at which projects are completed (i.e. the kids pavilion). Staff also hold additional community contracts during the off-season, helping with snowplowing, maintenance and general labour for community locations and events. When possible, the park endeavours to support other community organizations through contracted services when time and resources permit. It is not always possible to support all community projects.

## **Are staff trained in customer service, safety, and emergency protocols?**

There is a consistent expectation for a high level of customer service that is apparent throughout the entire park team.

## **Is there a formal performance evaluation process?**

Year-round staff have a performance evaluation each year by the Park Manager. Seasonal staff have a performance evaluation every other year by the Park Manager. The Park Manager's performance evaluation is discussed by the Management Board; however, no formal evaluation is done with him.

There is a formal process for compensation and benefit review for each position. Park staff align with municipal staff in similar positions and are subject to the same compensation increases as their municipal counterparts.

## **Are there procedures for handling HR-related complaints or conflicts?**

Staff are aware of the procedure for handling HR issues and conflicts. All staff seemed comfortable approaching their supervisor, the Park Manager and, if need be, the Management Board Chairperson.

## Assess staffing levels, recruitment processes, onboarding, training, retention, and staff satisfaction

### Strengths

- Strong connections between staff members, staff seem genuinely happy to be at work, and their commitment to the park and its campers is evident.
- Long-term staff members, even amongst the seasonal staff. Staff seem dedicated to their job, and the campers.
- Recruitment is from the surrounding area and appears sufficient for recruiting enough competent staff.
- Space is made for each team member in the maintenance building through the use of lockers, which are respected and used by the staff.
- Staff certifications (i.e. First Aid, Water Operator, etc.) are posted on each person's locker.
- Staff are provided with proper PPE for their job, as well as their uniform and a boot allowance.
- Exceptional benefits package for all staff.
- All staff are required to complete the 4 mandatory trainings each year.
- Multiple staff members are trained as Small Drinking Water Systems Operators.
- Park Staff are considered municipal employees and are subject to the negotiation efforts of their counterparts.
- There is a policy for everything, and lots of effort has been put into the paperwork to support the operation.

### Weaknesses

- Performance evaluations are not done annually for seasonal workers.
- Park Manager evaluation is incomplete without a formal conversation. The Park Manager role is listed as part-time, while the work being completed requires full-time hours.



### Opportunities

- Begin adjusting salary budget and job descriptions to meet the full-time Park Manager role.
- Ask current Park Manager to track off-season hours in order for the Management Board decision making process.

### Threats

- Park Manager is deemed part-time permanent - this role fills full-time hours and should be deemed as such.
- Having a Park Manager role and compensation package that is not full-time will make it nearly impossible to replace the current manager, as the park will not be able to afford a new manager when needed.

# SAFETY PRACTICES

Evaluate safety protocols for both staff and guests to ensure regulatory compliance and incident preparedness

The park has a meeting place that is used for emergencies. It will well signed and located near the entrance of the park (easy access for guests, plenty of space to gather lots of people, contained area away from roadways used by EMS, easy access for evacuating people if needed).

## **Are there emergency response plans in place (fire, severe weather, medical)?**

The park team is well-versed in their roles and responsibilities related to emergency preparedness and response.

The park posts a "For Your Safety" infographic poster on bulletin boards around the park, as well as at check-in. In speaking with guests, because it is not reviewed at check-in, they were unaware of how to proceed if an emergency occurred.

## **Recommendation**

Outline the emergency procedures on the "For Your Safety" poster with campers at check-in. Highlight the number to call if there is an emergency, as well as the location of the meeting place.

## **Are fire extinguishers, AEDs, and first aid kits accessible and up to date?**

All emergency equipment was properly serviced and accessible.

Units are located and advertised as being at the Gatehouse and Canteen.

## **Recommendation**

Place additional units at the beach for timely access.

## **Are incidents logged and analyzed for risk reduction?**

The Park Manager keeps the incident reports in his office. All incidents brought to staff attention are logged, and the Park Manager personally follows up with each guest after an incident. Analysis takes place in a timely fashion to flush out any risks that require immediate attention.

Evaluate safety protocols for both staff and guests to ensure regulatory compliance and incident preparedness.

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Close ties with local EMS.</li> <li>• The Park Manager has an aptitude for safety and cultivates a safety culture.</li> <li>• The Park Manager lives close to the park and is able to respond in person quickly if needed.</li> <li>• The Park Manager has a radio at home which is used by staff during the overnight hours if needed.</li> <li>• The park has a PA system in place with the amplifier and microphone in the office.</li> <li>• The front gate has an EMS mechanism to ensure easy access for responding personnel.</li> <li>• Staff are continually on the lookout for safety concerns (i.e. limbing trees, cleaning up debris and leaves around the park in response to very dry conditions and fire ban).</li> </ul>	
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Buy a reservation system that has an SMS feature so you can reach guests in an emergency.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased incidence of severe weather - planned responses are more necessary.</li> </ul>

# Summary and Recommendations

In order to draw attention to each section, a SWOT was included for that specific portion of the park. This allows the reader to focus on one specific area rather than the entire operation.

**Mission - To build and strengthen our community by bringing families and resources together in a seasonal destination of choice that is affordable to all.**

Current operations support the mission to bring families together, the seasonality of the park operations, and its affordability.

The mission goal of strengthening the community is being met in the community-mindedness of park operations, access to the park by the community and inter-departmental support provided by park staff.

Speaks to the park being a municipal asset rather than a business.

The park operations are meeting the vision set out by the Management Board.

Please refer to the Recommendation section for complete comments with respect to the customer draw of the campground and its effects on the Village of Delta and the Township.

**VISION - To enrich the lives of families in a natural environment.**

# Recommendation: Marketing

An investment for your community and your campground

Lower Beverley Lake Park is an amazing campground located in a quaint rural Ontario town. The campground is a stand-out in its operations, dedication to accessibility and customer service, however very few people outside of the Township of Rideau Lakes, Kingston and Brockville know the park exists.

The park has the opportunity to increase its impact as an economic driver in Delta, apart from being the second largest employer. The current draw of the campground one could consider hyper local, which means the overwhelming majority of your campers travel less than 50 minutes or less than 40 km.

Lack of marketing also affects occupancy levels which by industry standards are low - should be in the 60% and are in the 40%. But given the lack of marketing budget (less than \$1,000 in 2024), it is not surprising the occupancy is low. Parks with similar revenues spend up to \$14,000 annually on marketing. The added bonus to any marketing Lower Beverley Lake Park undertakes will benefit Delta, and the Township. The Township should promote and include the park in their promotions.

In fact, 2024 Destination International Report states that for every dollar invested in destination marketing, communities saw an average return of \$85 in visitor spending and \$9 in tax revenue.

Increased marketing will lead to increased occupancy which translates into increased revenue. Increased occupancy will lead to more visitors to Delta. Overnight RV campers spend \$134 per person per night. Please refer to the Economic Development Section for more analysis.

Lower Beverley Lake Park does not draw well from the Ottawa area - which is your best market. Ottawa has a higher than average spend rate on camping and higher income levels than your current customers. The Quebec market which is also lucrative is close (under 2 hours), yet your draw is very low from there as well.

Combined with marketing the implementation of an online reservation system is critical. Campers must have the ability to book when they have the time. Add a section asking campers if they require special accommodation due to physical limitations.

Attention must be paid to expanding the branding for the campground. You have an excellent logo and it should appear on everything. The addition of a store would allow the park to introduce branded merchandise, and with such an appealing logo, sales should be positive.

Branded clothing is also part of the broader marketing strategy. successful in most campgrounds in Ontario.

The website is your most important marketing tool you currently have. Tweaks and other minor adjustments to your website should be done. Since your campground is one of the few truly accessible parks in the province, you should conduct an audit of your website for accessibility. These are found on the web and easy to perform. For example, on the new Camping In Ontario website, we have an application on the site which allows visitors to increase the font size, spacing, or contrast. It would be the last step for all the work you have done making your park accessible. Promote your accessibility on your website make customers aware of what you offer! You have made a business decision to invest funds into making the park accessible, now you must promote what you have built. Promotion of day use such as the pavilion rental, boat rentals, beach should be added to the website.

Hiring a summer student for social media will boost your presence on social media. This student could also feature other parts of the Township of Rideau Lakes to ensure campers know what else is there to do and experience in the Township. Draw attention to all the area attractions. Ensure the Township includes the parks in all of its promotions.

Project	Timeline	Cost	Impact
Adding On-line reservation system	Immediate	Free to \$250/month. Cost can be off-set by charging a reservation fee.	Cash Flow + Revenue + Marketing + Staff Time
Hire Summer Student for Social Media/Marketing	Immediate	No cost to set up social medial presence. Costs are all in staff time.	Staff Time
Website Review	Immediate	AODA Audit Re-work Events/Attraction Page Promote Day Use Add Social Channels to Website.	Marketing Staff Time
Establish marketing budget and create marketing plan	Immediate	Budget should be in range of \$14,000. Plan should include website review, social media (paid and unpaid posts), print ad.	Increased Occupancy + Revenue + Expenses +

## Social Media

You must establish some social media channels for your campground. They are of no cost (except staff time) but allow your campers to continue to feel the community of the park after they leave.

Create business pages (ensure it's under your name, not a numbered account) on both Facebook and Instagram. Ensure the park manager has access to the account and any/all passwords.

Use Meta Business Suite to post to both platforms with one click (<https://business.facebook.com/>).

Involve the youth of the park by getting them to post on Instagram - have contests.

Boost and target posts to get content in front of people from +40km from the park. Target people who live in Ottawa and the GTA - higher income levels = higher community spend. You also have the opportunity to make Delta a stop on their way to Ottawa.



Audience Segment	Key Platforms	Marketing Approach	Example / Focus
Teens / Gen Z	TikTok, Snapchat, Instagram, YouTube	Use fast-paced, creative mobile video and influencer partnerships	TikTok challenges or Snap lenses to make travel "cool"
Young Adults (18-34)	Instagram, TikTok, YouTube, Facebook (some), Twitter (urban/professional), Reddit (authentic niches), Spotify (audio ads)	Multi-platform, aspirational yet authentic content; retarget with offers	Combine influencer videos with e-commerce retargeting
Families (30-50 with kids)	Facebook, Instagram, Pinterest, YouTube	Target by life stage; highlight convenience, safety, and family value	"Parents of preschoolers" Meta targeting; family vlog ads
Professionals (35-54 affluent)	Facebook, LinkedIn, Twitter, YouTube, major media sites	Use informative, high-quality content; retarget with itineraries and exclusive offers	Feature premium packages with time-saving value
Seniors (55+)	Facebook, YouTube, Email, Offline (TV, print)	Build trust and clarity; use large fonts, certifications, peer testimonials	Drive online or phone bookings via email or newspaper ads

# Recommendation: Human Resources

Ensure your staff is allocated to where it needs to be

In order to achieve increased occupancy in the campground, adequate staff must be in place.

Increased occupancy should not require additional staff for operations staff, maintenance or cleaning staff. Cleaning staff appeared to have ample time to complete tasks, a similar comment could be made of the maintenance staff. The Park Manager position must have more hours allocated during the winter months to new projects such as on-boarding a new online reservation system or marketing. The winter months is when other managers are working on their reservation systems, marketing and other planning. The focus for the next couple of years must be on building effective marketing for the campground, ensuring the reservation system is producing the results you expect, and implementing other projects around the park. The Park Manager should not be expected to volunteer their time over the winter months working on park projects. Add two summer students. One summer student will focus on social media while the other can run children programming during the week and run the kiosk (to be built) for the boat rentals. Cost can be offset by applying for Summer Student Grants. The cleaning staff should not have to use their personal vehicles to complete their tasks. It is a risk to the park for insurance purposes to have them transporting cleaning supplies in their personal vehicles as well, this is not the image you wish to portray.

Project	Timeline	Cost	Impact
Make Park Manager Position Full-Time or Increase Hours	Immediate	To be negotiated	None of the marketing will be achieved including introducing the online reservation system.
Hire Summer Student for Social Media and one for Events/Rentals	Summer 2026 - ambitious Summer 2027 must have	\$18/hr x 40 hrs x 10 weeks = \$7200 @ 2 people. Apply for summer student grants	Staff Time - no staff available to apply for grants
Purchase golf cart for cleaning staff	Immediate	\$5,000 - \$10,000	Improved professionalism Reduced Liability Happier Staff

# Recommendation: Administration & Infrastructure

## Changes to paperwork and suggested improvements

Policies and procedures for the park are well established and extensive. Minor changes are suggested to the timing of when seasonal contracts are sent to campers. We suggest not sending the License of Occupation (LOO) until the new year. This allows for more accurate rate adjustments, legal adjustments and contracts that do not cover two years. A contract signed in one year for services for another year have tenancy implications as well as CRA implications. However, this cannot be accomplished if the Park Manager is not full-time. This is generally a winter project.

Renovate or replace the comfort station by the Canteen. This washroom is generally the first one used by campers after a car trip. It is not a good first impression. As well, it is not AODA compliant, and given the effort to make the park accessible, this should be addressed.

It was mentioned the comfort stations are slated for future renovations, which they require. However in the meantime, more attention needs to be made to the minor repairs that need to be made. The current comfort stations do not reflect the same standard of care as the rest of the park.

Build a kiosk for boat rentals. This will draw attention to the services being offered. Staff can be on hand to offer lessons, ensure all safety protocols are being met, and all liability waivers are signed either digitally or print.

Re-purpose a current space or rent space in Delta for a store for the campground. Stock the store with logoed merchandise from the campground.

Increased revenue for the campground is achievable and will be achieved mainly by increased occupancy, however there are other opportunities.

Add breakfast on Saturday/Sunday for July/August as a requirement for the canteen contract. 40% of campers do not want to cook while on vacation. This was also mentioned to us by several campers. Increased revenue at the canteen increases the parks revenue.

Increase visibility of boat rentals to increase the profits.

# Recommendation: Governance

Ensure your vision is translated into success

The continued success of the campground ultimately rests with the Management Board for the park. Compliments must be given to the Township of Rideau Lakes for having the vision to create this framework. You have created a model that should be replicated by other municipalities. Your park fills your vision and mission and is an economic driver for the community. With some adjustments, it can contribute more to the quality of life for the Village of Delta.

The Management Board is the key to the future success of the park. In order for the board to continue to contribute, formal board training should take place each year. Board training is essential to continued board success.

The board of the park faces some unique challenges such as no Vice-Chair and no staggered terms. It is understood the term limits of the board are tied to municipal elections. Suggestion for board continuity, make non-municipal appointees terms different from appointed municipal members. This allows for greater continuity in the board. This is also critical if you are working on a multi year project such as the septic system replacement. It also makes your board more efficient as you are not starting over every four years. This may not be feasible.

Succession planning is essential for the park's success. The composition of the board should include a Vice-Chair with the expectation they will be the incoming Chair. Succession planning for the Park Manager should be discussed in the context of ensuring an up to date job description is in place.

Having a representative from the seasonal campers on the Board could be problematic in the future. Seasonal campers may not wish for you to implement changes to the campground such as increasing occupancy. While the board is always there with what is best for the park - sometimes personal opinion is difficult to put aside.

It is critical the board set aside dedicated funds for the replacement of the septic system apart from the municipality.

# Recommendation: Finances

The way to turn your dreams into reality

This final section covers the financial performance of the park. We have performed some analysis for your considerations.

## Financial Snapshot compared to other campgrounds in Ontario

### Revenue

Top 25% in the province for overall revenue with the potential to increase.

Expenses Wages and benefits - total spend on salaries & benefits (mandatory employer costs and OMERS pension) \$500,245 is very high compared to the industry but explained by the Park Manager. Most parks spend 13.6% of expenses on wages, benefits and labour, your campground is close to 59.5% of all expenses.

Equipment Fuel/Vehicle Fuel - costs could be reduced by replacing trucks with electric golf carts. This saves on fuel and is better for the environment.

The good news is there is substantial room for increased revenue without having to trim expenses, which are modest.

Chart 1 - Occupancy Rates 2024

	Site nights in 2024	# of sites	total possible nights (150)		2025 rates		Add \$5/night		Difference
Cabins	567	3	450	126%	\$ 94.50	\$ 53,581.50	\$ 99.50	\$ 56,416.50	\$ 2,835.00
Cabins with Showers	396	4	600	66%	\$ 149.00	\$ 59,004.00	\$ 154.00	\$ 60,984.00	\$ 1,980.00
Premium Cabins	378	7	1050	36%	\$ 162.72	\$ 61,508.16	\$ 167.72	\$ 63,398.16	\$ 1,890.00
Non-Serviced Sites	882	23	3450	26%	\$ 36.75	\$ 32,413.50	\$ 41.75	\$ 36,823.50	\$ 4,410.00
15 amp	1134	22	3300	34%	\$ 49.50	\$ 56,133.00	\$ 54.50	\$ 61,803.00	\$ 5,670.00
30 amp	2973	46	6900	43%	\$ 60.75	\$ 180,609.75	\$ 65.75	\$ 195,474.75	\$ 14,865.00
50 amp	206	4	600	34%	\$ 67.50	\$ 13,905.00	\$ 72.50	\$ 14,935.00	\$ 1,030.00
									\$32,680.00

2024 occupancy shows low occupancy across the board. Should be reaching a minimum of 60-70% occupancy across the season.

The 2024 Annual Report shows stagnancy in occupancy between the years shown. Combine hyper-local camper draw, age of campers, lower economic growth and earnings in the region, no marketing, no online reservation system, a high repeat customer base that doesn't allow for new campers to infiltrate, you see a slow burn in occupancy and difficult, if not impossible, growth.

**Chart 2 - Price comparison to nearby Campgrounds**

	LBL 2025 rates	Cedar Knoll	Sand Lake	Singleton Lake	Bellamy Park	AVERAGE	Add \$5/night
Cabins	\$ 94.50	\$121.43	\$160.00	\$175.00	n/a	\$152.14	\$ 99.50
Cabins with Showers	\$ 149.00						\$ 154.00
Premium Cabins	\$ 162.72						\$ 167.72
Non-Serviced Sites	\$ 36.75	\$ 60.00	\$ 75.00	n/a	\$ 40.00	\$ 58.33	\$ 41.75
15 amp	\$ 49.50				\$ 54.50		
30 amp	\$ 60.75				\$ 65.75		
50 amp	\$ 67.50	n/a	n/a		n/a		\$ 72.50

Offer mid-week and weekend pricing to encourage mid-week stays to boost occupancy. One suggestion is to keep the current rate as your weekday rate and raise weekend rates by \$5 per night.

Raise rates by \$5 per night to increase revenue, stay in line or slightly above industry average rates in the area, and create a pool of income to pay for a new septic system.

Rates that are slightly higher than average play into the role of perceived value to campers. Use marketing to highlight what is included in the stay and show value for money.

Concerns with year-after-year, repeat occupancy - annual vacations on the same site on the same week every year for generations, which are booked up to 2 years in advance, keeps locals coming back for generations, but doesn't expand camper base or replacement of campers aging out or moving out of the community.

Square Dancers take out +/-20 overnight sites over a weekend, an average age of 80 (aging out rapidly), and received a 15% discount. You should be maximizing revenue generation over the weekends. Discounts should apply only during the week.

Consider implementing a "rain check" policy for non-serviced sites that allows campers to rebook their reservation at another time within the same season if the weather conditions on their original booking date are adverse. This will help support the booking of your lowest performing site by providing security for campers, so that they will have the opportunity to have the experience they are seeking. Set a timeframe that allows them to cancel their original reservation to avoid very last-minute cancellations and adjust staffing levels based on occupancy. Be clear that the 'credit' must be used in the same season, that rebooking is based on availability, and no refunds will be given outside of the standard cancellation policy. Not all 'rain check' reservations will rebook.

**Chart 3 - Potential for Increased Revenue per site type**

Type of Site	Revenue	# of Sites	Revenue Per Site	Additional Potential Revenue Per Site
Camping With Electricity	225,568	72	3,133	\$3,502
Camping without electricity	28,272	23	1,229	\$1,425
Cottage rentals	205,385	13	15,799	
Seasonal camping	371,595	140	2,654	
	\$830,820	248	\$22,815	

- Camping with Electricity revenue should be 2 to 3 times of one seasonal site which means these sites could generate an additional \$252,144 at your current rates.
- Camping without electricity should at least be equal to a seasonal site fee. The potential for additional revenue is another \$32,775
- Some campers raised concerned all the "good sites" had been converted to seasonal sites.
- The number of seasonal sites should equal to the amount needed to cover fixed costs.
- An overnight site needs to be occupied only 44 camper nights to equal a seasonal fee. The park saves money by the site being empty (no electrical).

# Recommendation: Economic Development

The spin-offs of marketing investment

## Average Spend for RV Camping Trip

The average per person, per night spending from the survey for RV trips is \$134, which is in line with the estimate from the 2022 Statistics Canada data of \$130. The finding suggests that the average spending estimates sourced from Statistics Canada, and subsequent aggregate spending estimates calculated with these numbers resulted in a significant underestimation of RV travel impact in 2017 and 2019.\*

Chart 4 -RV Spending

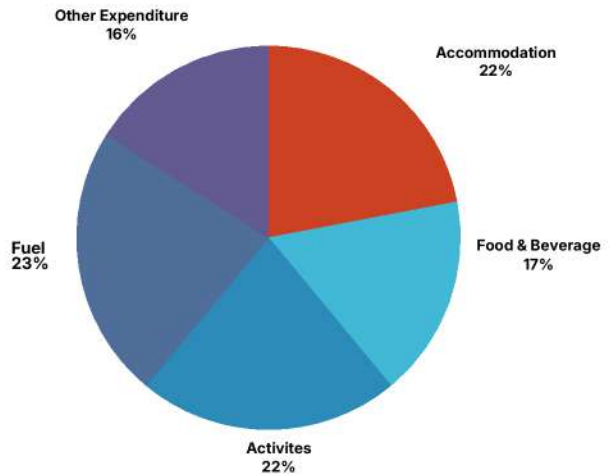
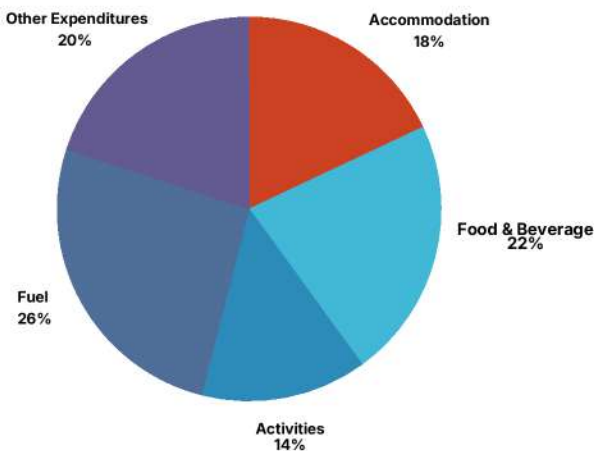


Chart 5 - Tent Spending



## Average Spend for Tent Camping Trip

The average overnight non-RV camping trip expense was \$77 per person per night in 2022. Average overnight trip spending per person per night by category is presented in the chart. It should be noted that expenditure values include all overnight non-RV campers, including those with a \$0 expenditure in the category. \*

\*Economic Impact of the Canadian RV Industry December 2023

Chart 6 - Impact of Increased Occupancy

Site Type	2024 Data	10% increase	Site Nights	20% increase	Site Nights	30% increase	Site Nights	40% increase	Site Nights
Non-Serviced Sites	882	970	88	1,164	282	1,514	632	2,119	794
15 Amp	1,134	1,247	113	1,497	363	1,946	812	2,724	1,021
30 Amp	2,973	3,270	297	3,924	951	5,102	2,129	7,142	2,676
50 Amp	206	227	21	272	66	353	147	495	185

For the purposes of this analysis, financial contributions from seasonal camping fees have been intentionally omitted. This approach ensures the evaluation focuses exclusively on the economic impact generated by overnight camping activities.

It is important for readers to understand that Chart 7 presents base 2024 figures under the assumption that all current overnight campers originate from outside RTO 9. In reality, a significant proportion of overnight campers come from within RTO 9—a regional tourism area known as The Great Waterway, which spans from the Bay of Quinte to the Quebec border and extends north to the Ottawa boundary. This distinction is crucial, as visitors from outside RTO 9 bring “new money” into the Township, whereas those from within the region tend to recirculate existing local funds.

The assumption in Chart 7 leads to an overstatement of the base economic impact figures. This overstatement can influence both the interpretation of the data and subsequent policy decisions. Specifically, the overestimated figures may suggest a greater economic benefit than is actually being realized. A more accurate assessment would require differentiating between campers from RTO 9 and those from outside the region; however, the exact degree of overstatement was not determined with the current data.

In summary, understanding the limitations of Chart 7 and the role of RTO 9 is essential for accurately interpreting the economic impact analysis and for making informed policy recommendations. Charts 4 and 5 assumes each site is occupied by two (2) people, each spending either \$77 or \$134 a day. The \$77 per day spend was assigned to the non-serviced sites. All serviced sites were assigned the \$134 per day spend of an RV'er. It also assumes that all new campers will be from outside of RTO 9. The spin-off benefits to the entire Township are self-evident. The park will benefit from the increased spending in accommodation, and it should be anticipated that the balance of the spending will occur outside of the park.

Chart 7 on the following page illustrates how increasing occupancy will have a positive effect on the surrounding area. A \$14,000 investment in marketing can return an increase of \$747,740 in visitor spending, this is a 170% return. A 10% boost in occupancy still has a positive return on investment of 13%.

The Ministry of Tourism, Culture and Sport gives tourism businesses the tools to demonstrate the economic impact of their business, fair, or conference. Two reports for your information are included in separate attachments to this report. One report is the economic impact of the park based on the 2024 occupancy numbers. The second report shows the impact of a 40% increase in visitors to the park. The positive results speak for themselves. The TREIM reports provide more detail on the impact on GDP, employment, and taxes as well as shedding light on other impacted sectors.

Increased occupancy is going to take time and dedication. A multi-year marketing strategy will aid in increasing visitors to the park. The positive impact of those increased visitors will be felt by all the surrounding area. It is crucial to ensure sufficient staff time is dedicated to marketing over the next number of years.

**Chart 7- Impact of visitor spending with increased occupancy**

	<b>Base 2024</b>	<b>Increase 10% occupancy</b>	<b>Increase 20% occupancy</b>	<b>Increase 30% occupancy</b>	<b>Increase 40% occupancy</b>
<b>Economic Impact - RV's</b>	\$303,912	\$334,303	\$401,164	\$521,513	\$730,118
Accommodation	\$66,861	\$73,547	\$88,256	\$114,733	\$160,626
Food & Beverage	\$51,665	\$56,832	\$68,198	\$88,657	\$124,120
Activites	\$66,861	\$73,547	\$88,256	\$114,733	\$160,626
Fuel	\$69,900	\$76,890	\$92,268	\$119,948	\$167,927
Other Expenditures	\$48,626	\$53,489	\$64,186	\$83,442	\$116,819
Total	\$303,912	\$334,303	\$401,164	\$521,513	\$730,118
<b>Economic Impact - Tent</b>	\$135,828	\$164,352	\$215,152	\$303,005	\$456,838
Accommodation	\$24,449	\$29,583	\$38,727	\$54,541	\$82,231
Food & Beverage	\$29,882	\$36,157	\$47,333	\$66,661	\$100,504
Activites	\$19,016	\$23,009	\$30,121	\$42,421	\$63,957
Fuel	\$35,315	\$42,731	\$55,939	\$78,781	\$118,778
Other Expenditures	\$27,166	\$32,870	\$43,030	\$60,601	\$91,368
Total	\$135,828	\$164,352	\$215,152	\$303,005	\$456,838
<b>Combined RV + Tent</b>					
Accommodation	\$91,310	\$103,130	\$126,983	\$169,274	\$242,857
Food & Beverage	\$81,547	\$92,989	\$115,531	\$155,318	\$224,625
Activites	\$85,877	\$96,556	\$118,377	\$157,154	\$224,583
Fuel	\$105,215	\$119,621	\$148,207	\$198,729	\$286,705
Other Expenditures	\$75,792	\$86,359	\$107,217	\$144,043	\$208,187
Total	\$439,740	\$498,655	\$616,315	\$824,518	\$1,186,957
<b>Net Positive Change</b>		<b>+\$58,915</b>	<b>\$176,575</b>	<b>\$439,434</b>	<b>\$747,740</b>