

# BUSINESS PLAN

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2020. 2021. 2022.

THE ST. LAWRENCE  
PARKS COMMISSION  
AN AGENCY OF THE  
GOVERNMENT OF ONTARIO

**Parks of the  
St. Lawrence**



**Les Parcs du  
Saint-Laurent**

LA COMMISSION DES  
PARCS DU SAINT-LAURENT  
UN ORGANISME DU  
GOUVERNEMENT DE L'ONTARIO

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# BUSINESS PLAN 2020. 2021. 2022.

## ST. LAWRENCE PARKS COMMISSION

### EXECUTIVE SUMMARY

The St. Lawrence Parks Commission (SLPC) was established in 1955 and is a Board-governed agency of the Government of Ontario. Its mandate under the *St. Lawrence Parks Commission Act, R.S.O 1990*, is to provide tourism, cultural, educational and recreational opportunities for residents of Ontario and visitors to the province through the presentation and interpretation of historic attractions, and the development and operation of parks, campgrounds, scenic parkways and recreational areas.

The SLPC has become one of the largest tourism destinations in Eastern Ontario, extending 200 kilometres from Kingston to near the Quebec border. Our facilities include thousands of hectares of park land and attractions on the St. Lawrence Heritage Corridor that provide a major source of recreational opportunities for residents and visitors to the Eastern Ontario Gateway to Ontario.

SLPC attractions include Upper Canada Village, Fort Henry National Historic Site of Canada (part of a United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Site), Crysler Park Marina, Upper Canada Golf Course, Upper Canada Migratory Bird Sanctuary, Skywood Eco Adventure Park, Long Sault Parkway and 1000 Islands Parkway, along with eight campgrounds and six beaches. In recent years, the SLPC has also delivered Kingston Penitentiary Tours through a partnership between the City of Kingston and Correctional Service of Canada.

The SLPC supports the Ontario Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI) efforts to strengthen Ontario's tourism industry. SLPC is a key economic driver in Eastern Ontario employing over 600 dedicated people throughout the year including a complement of full time, part-time, seasonal and students to deliver quality visitor experiences. SLPC operations generate a regional economic impact between \$70-100 million annually to the province's economy making SLPC tourism operations a significant economic driver that improves the lives of the people living in the region and province.

In total, the SLPC hosts over 615,000 visitors each year, attracting significant visitation from Ontario, Quebec and internationally. SLPC's role as a tourism draw brings business to local community businesses and adds to the vitality of the region. Robust visitation to fall and winter events (over 145,000 visitors) at Upper Canada Village and Fort Henry has contributed to a vibrant "off-season" for tourism in the region, providing additional traffic for local businesses.

With refreshed operational priorities, 2020-21 provides opportunity to closely review our business and build on our successes. The SLPC continues to face another year of tremendous pressure.

Delivering quality visitor experiences and striving for sustainability is challenged with extremely aging infrastructure.

Over the last year, SLPC has made substantial progress to better understand the current state of our infrastructure. This includes above and below ground infrastructure, water, wastewater and stormwater in addition to our information technology infrastructure; however, more work needs to be done.

Data is collected through various sources in addition to a robust asset management information system and clearly identifies infrastructure that is in poor to very poor condition and in operation beyond its recommended useful life. Evidence demonstrates significant deferred capital maintenance of over \$80 million for SLPC assets with the most serious being septic systems and washrooms within our Parks system. To further our understanding of our infrastructure, SLPC in 2020-21 will participate in a land asset inventory pilot project with MHSTCI and Infrastructure Ontario. The LAMP program generates evidence-based decision-making information for asset management planning and to inform Multi-Year Planning budget submissions.

The pilot includes:

Inventory of assets: from on-site inspections complete with key condition metrics and replacement costs, utilizing standardized templates for consistent data capture.

Repair and lifecycle renewal project requirements: over the next 10 to 20 years, including a higher level of rigor for soft costs.

Multi-year implementation plan: of priority-ranked project requirement that fit within the anticipated funding envelop, based on multi-dimensional priority ranking functionality.

With baseline information established, in 2020-21, SLPC will work closely with MHSTCI and Infrastructure Ontario and our local municipalities to evaluate long-term sustainability of this critical infrastructure and the feasibility of a path forward to revitalize by connecting to municipal services where possible and renew all capital assets to meet the needs of a growing customer base and climate adaptation.

The SLPC Board and Senior Leadership Team will invest in the development of a multi-year Strategic Plan designed to establish the long-term goals, objectives, and strategic direction of SLPC within its mandate and as defined by the Act, government policies as appropriate and our memorandum of understanding with MHSTCI. This commitment will be supported by the operational business plan & budget and will provide a business review to explore how to better optimize the resources needed to move the organization into the future.

## VISION, MANDATE AND MISSION

The SLPC was established in 1955 and is an agency of the Province of Ontario:

- Operates under the authority of the *St. Lawrence Parks Commission Act R.S.O 1990*;
- Is guided by a Memorandum of Understanding between the Minister and Chair, and government directives; and
- Is designated as a board-governed agency; the accountability framework is set out by the Agencies and Appointments Directive.

### VISION

The SLPC strives to become a leading, self-sustained tourism partner committed to exceeding our customers' expectations in natural, cultural, educational and recreational experiences within its unique heritage corridor. The SLPC will accomplish this vision by being entrepreneurial in how it manages its business, a catalyst for economic development, a steward in how it manages its environment and a leader in environmentally responsible tourism.

### MANDATE

#### **Ministry of Heritage, Sport, Tourism and Culture Industries Mandate**

Working to improve quality of life and promoting economic growth by supporting and delivering tourism and cultural experiences, supporting the arts and cultural industries and championing participation in sport and recreation activities across Ontario.

The MHSTCI works with the individual sectors, other ministries and other levels of government to strengthen Ontario as an internationally-recognized tourism destination and to build a strong and stable cultural sector.

The Ministry supports a stronger, more competitive tourism industry by developing the Ministry's tourism agencies and attractions as catalyst for regional economic development and as internationally-recognized travel destinations.

#### **SLPC Mandate**

To provide tourism, cultural, educational and recreational opportunities for residents of Ontario and visitors to the province through the presentation and interpretation of historic attractions and the development and operation of parks, campgrounds, scenic parkways and recreational areas.

SLPC will support the MHSTCI efforts to strengthen Ontario's tourism industry. As a key economic driver in Eastern Ontario, SLPC will focus efforts on new product development and program enhancements that will draw new and returning customers to the region.

## MISSION

The purpose of SLPC is to generate lasting visitor growth, drive economic prosperity, and build community partnerships in Eastern Ontario. It is a revenue-generating tourism business offering customer-focused entertaining and educational experiences that maximize its natural, leisure and heritage assets.

## CORE PRINCIPLES, VALUES AND BELIEFS

- SLPC has a vital role to play in the development of tourism in Eastern Ontario, not only through excellence in the presentation and promotion of its attractions and facilities, but also by helping to develop regional programs that are responsive to the demands of the tourism markets.
- Its greatest future strength must be built upon leadership and motivated people, with Commissioners, staff and communities working together.
- Committed to responding to the needs of its visitors through service and courtesy.
- Dedicated to communicating effectively with visitors, staff, community leaders, associations, private tourism operators and the MHSTCI.
- Believes that the development and implementation of a unique corporate image will heighten public awareness of the SLPC as a unified corporate entity with distinct programs and facilities and serve as a cornerstone for marketing and a source of pride for staff.
- Committed to responsible and ethical management of its attractions, facilities and services.
- Committed to the principles of its corporate vision. It will guide corporate planning and new initiatives and it will also assist in setting priorities for existing programs and set the stage for cooperative activities with the private sector and other stakeholders.

## OBJECTIVES

- To encourage and promote tourism in Eastern Ontario on a year-round basis for the economic benefit of the people of the region and the province as a whole.
- To acquire, preserve, develop and maintain historic and recreational resources within SLPC's jurisdiction for the benefit of the people of Ontario and enjoyment of visitors to the province.
- To manage historic sites, campgrounds, parkways, recreation areas and/or other facilities which enhance SLPC's contribution to tourism development, recreation, learning and heritage conservation.
- To provide SLPC's services and facilities at a high standard of excellence for the recreational and learning enjoyment of its visitors.

## STRATEGIC PRIORITIES

Over the years, SLPC has successfully implemented new initiatives and structural changes to develop a sustainable business model that has reduced dependency on government funding while maintaining consistent levels of revenue and activity growth generation. SLPC's business units will continue to build on this foundation, driving profit-oriented decisions that will preserve the core and enrich product mix and growth initiatives.

In developing the plan, SLPC will continue to be guided by the following Strategic Framework priorities:

**Revenue Generation:** Continue to build a foundation for growth that emphasizes revenue generation, while minimizing waste, and focusing on profit.

**Incremental Self-Sufficiency:** Drive profit-based decisions, preserving the core, and growing towards operational self-sufficiency, noting that Ministry investment in capital needs will be on-going.

## INVESTING IN INFRASTRUCTURE

Address critically aging infrastructure and associated lost revenue to achieve long term prosperity and reduce ongoing operational costs; anticipate future level of services and demand on assets and make sustainable investments to meet future needs; deliver world class experiences to surpass customer expectations; and, protect our heritage and cultural assets.

## CARING ABOUT OUR ENVIRONMENT

SLPC's location informs our relationship to the environment and commitment to environmental sustainability with a mindful approach to supporting our future. SLPC will update our strategic land use planning and policy to honour the diverse ecosystems of Eastern Ontario and to support the long-term sustainability of the organization; make efforts towards energy conservation and greenhouse gas emission reduction; environmental sustainability management; and, education for sustainability.

## THOUGHTFUL MOVEMENT TOWARDS OPERATIONAL SELF-SUFFICIENCY

Improve overall performance by continuing to emphasize both revenue generation and a margin-focused model, constantly reducing costs while improving quality across all business units; rethink approach to marketing and communications to articulate the cultural / heritage value of our assets; through strong agency governance and evidence-based decision making, grow, refresh and innovate product lines; and, go beyond accessibility compliance to ensure attractions are accessible to all people of all abilities.

## EMBRACING PARTNERSHIPS TO ENHANCE REGIONAL ECONOMIC IMPACT

Increase transparency and community engagement to strengthen stakeholder relations; and, reduce red tape in the delivery of services.

## INVESTING IN A TALENTED AND DIVERSE WORKFORCE

Support the MHSTCI's priorities to champion a positive, flexible and respectful workplace culture, where each employee is empowered to embrace diversity, take charge of their learning and development, recognize colleagues for achievement of goals and enhance the employee experience in our organization; and, support a safety-first culture where everyone feels safe and supported at all times.

## OVERVIEW OF CURRENT AND FUTURE BUSINESS UNIT PROGRAMS & ACTIVITIES

### HISTORIC SITES

#### STRATEGIC DIRECTION

##### **Self-Sustainability**

Introduce new and renewed programming and investigate new ways to deliver programming by taking advantage of opportunities such as camp programs and the spring education market, exploring untapped markets such as non-traditional venue rentals, adjusting pricing and developing and executing a new retail strategy, to increase revenues and overall net performance.

##### **Environment**

Make environmental protection a priority by launching and elevating recycling programs, working with partners such as Parks Canada to identify opportunities for environmental performance improvement, and making decisions with an environmental lens so that the diverse natural and heritage assets of Eastern Ontario are accessible for current and future generations.

##### **Partnerships to Enhance Regional Economic Impact**

Establish partnerships with private, municipal, provincial and federal stakeholders through outreach, grant programs, multi-party agreements and Indigenous learning circles to multiply the impact of programming of historic sites, creating induced economic benefits to the regions in which they operate.

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

Value all employees by ensuring that their safety is top priority through proactive workplace inspections, quick response to incidences including robust root cause and corrective action investigations and ensuring that safety is the first item discussed at all meetings with the ultimate objective being that everyone owns the responsibility for maintaining a safe work environment.

## Accessibility

Be recognized as a leader in tourism with respect to accessibility and inclusion by continuously seeking for opportunities and listening to our customer for ways to make historic sites accessible for all people of all abilities so that those with accommodation needs can attend our programming with their families without the fear that they may not be able to enjoy the full experience.

## Infrastructure

Address significant deficiencies in and assets by obtaining funding for projects to fix such infrastructure as sanitary sewage, accessibility, parking lots and heritage assets to maintain and keep in operation the historic sites of the SLPC.

## FORT HENRY NATIONAL HISTORIC SITE

### 2019 – 2020 YEAR IN REVIEW

- **Visitation** – Activity was up by 6% year over year, excluding Lumina Borealis attendance which has been discontinued in 2019-20. This increase is due, in part, to the increased activation of the site as well as the movement of admissions outside the Advanced Battery gate. Additionally, Great Hall facility rentals were 16% ahead of budget with 27 wedding ceremonies/receptions held in addition to business meetings and other events.
- **New Offerings** – Hired an Indigenous organization to present Cultural Workshops for public programming. A new trade square artisan was added selling Indigenous crafts. New interpretive programming included Music of the Regiment, Artillery Tour, Ronald L Way Interpretive Days and Fort Henry Guard Regimental Band and Choir. Cadence, a Tattoo styled event, was introduced featuring the Ceremonial Guard Band from Parliament Hill.
- **Signature Events** – Tattoo, Cannonball Crush, YGK Craft Beerfest achieved financial and attendance targets.
- **Accessibility** – Continuation of initiatives to ensure people of all abilities can attend core programming and signature events. Piloted an accessible shuttle service to evening events, ASL interpretation at Sunset Ceremonies and launched an abbreviated tactile guided tour to the Sensory Sunday program.
- **Inclusiveness** – Converted washrooms in the Advanced Battery to gender neutral facilities. Fort Henry is one of very few sites offering such facilities.
- **Partnership** – Continued to work closely with partners such as CFB Kingston, the Fort Henry Guard Club of Canada, Parks Canada, Ceremonial Guard Band from Parliament Hill, and Kingston Destination Group. These partnerships enhance and elevate the world class offerings of Fort Henry.
- **Safety** – An especially challenging year as incidences for both the public and staff increased.

## 2020 – 2021 GOALS AND STRATEGY

Goal	Strategy
Grow and refresh to achieve a 10% increase in revenue	<ul style="list-style-type: none"> <li>• Increase activity during core program and Wednesday evening Sunset Ceremony, in part due to the additional week of operation</li> <li>• Introduce Fort Henry Guard Summer Day Camp</li> <li>• Replace actor hired for the Sunset Ceremonies with bi-lingual Domestic Interpreter staff to maintain quality control and to provide flexibility to assist in other aspects of programming</li> <li>• Create speciality tours catering to youth or groups with accommodation requirements</li> <li>• Cadence to feature the Battle Color Detachment of the United States Marine Corps</li> <li>• Resume operation of the Bonnycastle Bakery and refine retail opportunities in the Lower Fort</li> <li>• Refresh museum exhibits by introducing Music in the Regiment exhibit and revitalize the Orientation Room</li> <li>• Introduce a podcast to expose Fort Henry to new audiences in a creative new medium</li> <li>• Support food concessionaire in efforts to increase food and beverage sales through improved customer experiences</li> <li>• Increase inventory of venue rental opportunities by taking advantage of non-peak periods such as Friday or Sunday wedding events</li> <li>• Increase retail revenue by product availability, costing, selection and the development and execution of a SLPC retail strategy</li> </ul>
Implement plans to divert 75% of waste to be recycled during the 2020 core season	<ul style="list-style-type: none"> <li>• Expand and simplify recycling program to ensure staff, visitors and concessionaires are able to make informed decisions on waste diversion</li> <li>• Foster strong partnership with Parks Canada to help identify environmental issues and opportunities inherent to the site</li> </ul>
Leverage community outreach and partnerships	<ul style="list-style-type: none"> <li>• Support community events through outreach programs featuring the Fort Henry Guard or Fort Fright Scare Actors</li> <li>• Introduce a state-of-the-art museum exhibit to commemorate WWI and WWII internees at Fort Henry through a grant from the Canadian First World War Internment Recognition Fund</li> </ul>

	<ul style="list-style-type: none"> <li>• Encourage partnership with Fort Henry Guard Club of Canada in their efforts to support Fort Henry and the Fort Henry Guard and the selection and appointment of a new Honourary Guard Commander</li> <li>• Expand on Indigenous programming through partnerships with local Learning Circles</li> <li>• Investigate leasing opportunities for former information centre on Highway 2</li> </ul>
Maintain a safe and healthy workplace and tourism attraction	<ul style="list-style-type: none"> <li>• Continue to improve health and safety culture by keeping this as the first agenda item of all meetings</li> <li>• React quickly and efficiently to incidents onsite with robust root cause investigation and corrective actions</li> <li>• Elevate health and safety culture through increased training</li> <li>• Conduct proactive workplace inspections to identify issues before they turn into incidences</li> <li>• Review data from previous year and take early corrective action as a proactive measure in preventing similar occurrences in 2020/2021</li> <li>• Through IRR and / or other available funding elevate accessibility accommodations to a whole new level, exceeding provincial and federal requirements through structural improvements, equipment purchases and / or employee training</li> </ul>
Optimize capital and long term maintenance budgets	<ul style="list-style-type: none"> <li>• Address significant deficiencies to infrastructure and assets including sanitary sewage replacement, accessibility to upper and lower levels, gun carriage replacement, east road repaving, drainage and electrical</li> </ul>

## UPPER CANADA VILLAGE

### 2019 – 2020 YEAR IN REVIEW

- **Visitation** – Core attendance was up by 4%, however at the end of Pumpkinferno UCV was down 5.6% to year end budget with Alight at Night still in progress. Revenue was up at the end of the core season by 3% and down 3.5% overall at the end of Pumpkinferno with Alight at Night still in progress. All summer camps sold out including an additional week that was added to the Young Interpreter and Senior Interpreter program. School group visitation was equal to previous year and group tours saw an amazing 147% increase.

- **New Offerings** – On-site programming improvements included the introduction of interpretation at The Masonic Lodge for the months of July and August and a new event re-enacting an 1860’s funeral. Both were well received by visitors.
- **Accessible Tours** – Building on the 2018 TIAO award for accessible tourism, continued to expand offering of accessible tours including having ASL interpretation at select events.
- **PumpkinInferno** – Continued to make changes to improve control of the crowds. This is a necessary action for customer enjoyment and safety purposes after several instances of traffic jams extending all the way to the 401 the previous two years. Over 50,000 visitors came to see this one-of-a-kind fall event.
- **Alight at Night** – In its 18<sup>th</sup> season, this winter event set a record in 2018/19 with 48,400 visitors attending, up 34% from the previous year.

## 2020 – 2021 GOALS AND STRATEGY

Goal	Strategy
To increase revenue by 4.3% from the 2019/20 plan by end of the fiscal year	<ul style="list-style-type: none"> <li>• Grow revenue through price adjustments to align rates</li> <li>• Continue to grow and maximize attendance potential in tandem with capacity management at high volume events</li> <li>• Improve core attendance through programming and marketing enhancements</li> <li>• Increase retail revenue by product availability, costing, selection and the development and execution of a SLPC retail strategy</li> </ul>
To ensure Upper Canada Village is a safe environment for all employees, visitors, contractors and livestock	<ul style="list-style-type: none"> <li>• Continue to improve health and safety culture by keeping this as the first agenda item of all meetings</li> <li>• React quickly to incidents onsite with robust root cause investigation and corrective actions</li> <li>• Provide additional training to frontline staff to handle difficult situations</li> <li>• Create a safe environment for reporting of incidents and unsafe conditions</li> <li>• Expand accessibility offerings through structural improvements, equipment purchases and / or employee training</li> </ul>
To grow attendance in May and June	<ul style="list-style-type: none"> <li>• Work with Marketing to support development of marketing plans</li> <li>• Optimize spring programming to increase attendance</li> <li>• Create partnerships that can benefit Eastern Ontario students’ curriculum with hands on experiences</li> </ul>

	<ul style="list-style-type: none"> <li>• Capitalize on the Teachers Appreciation Program to realize the greater benefits</li> </ul>
To focus on presenting first class comprehensive and specialized programming, offering opportunities for people of all abilities	<ul style="list-style-type: none"> <li>• Offer refresh and additional training to staff in best practices in accessibility and accommodation offerings</li> <li>• Continue to deliver and grow world class programming, including education, interpretation and hands on experiences</li> </ul>
To optimize allocated Capital Budget	<ul style="list-style-type: none"> <li>• Develop and review capital projects to ensure expenditures are directed to the most critical infrastructure needs</li> <li>• Follow proper procurement policies, processes, and timelines</li> </ul>

## KINGSTON PENITENTIARY TOURS

### 2019 – 2020 YEAR IN REVIEW

- **Visitation** – 72,000 visitors from 44 countries took tours of Kingston Penitentiary. The strategy to increase the number of tours offered in the busy July and August part of the season paid off with an overall increase year over year of 7.4% in number of tours sold.
- **Economic Impact** – The compounded economic impact, also known as induced impact, includes overnight accommodations, food and beverage, transportation, retail, entertainment and indirect employment and business investment. According to Tourism Regional. Economic Impact Model (TREIM) the economic impact of Kingston Pen Tours in 2019 is estimated to be \$6.0 million. Estimated overall profitability for the tours is \$1.33 million.
- **Accessible Tours** – After the 2018 operational year made deliberate steps to enhance accessibility of tours so that people of all abilities could enjoy specific tours, operations were adjusted in 2019 to ensure that all tours were accessible for all visitors of all abilities.
- **Safety** – An annual safety audit was completed and issues addressed prior to the opening day of tours. Even though staff related incidences were reduced, visitor incidences were more than triple the previous year, almost solely due to heat related issues. In-season root cause analysis was done to understand why this was and actions were taken to prevent further occurrences.
- **Partnership** – Worked closely with Canada’s Penitentiary Museum to align Kingston Penitentiary Tours schedule with their hours of operation. Late in the season Kingston Pen Tours was recognized for excellence being awarded the Tourism/Hospitality Award from the Greater Kingston Area Chamber of Commerce.

## 2020 – 2021 GOALS AND STRATEGY

Goal	Strategy
Maintain admissions revenue level of \$2.7 million as compared to 2019/2020 actuals	<ul style="list-style-type: none"> <li>• Offer a greater number of extended tours, averaging 6.8 offered per day as compared to 5.3 offered per day in 2019 in response to customer demand</li> <li>• Offer all in pricing instead of charging ticket administrative fee</li> <li>• Offer tours 7 days / week during July / August core tourist season</li> <li>• Modify tour routes and scripts to provide a changed and improved product for repeat visitors</li> <li>• Add a limited number of “After Dark” tour experiences based on popularity from first year of tours</li> <li>• Increase retail revenue by product availability, costing, selection and the development and execution of a SLPC retail strategy</li> </ul>
Provide and improve health and safety in the workplace with an aspirational goal of zero injuries	<ul style="list-style-type: none"> <li>• Continue to improve health and safety culture by keeping this as the first agenda item of all meetings</li> <li>• React quickly to incidents onsite with robust root cause investigation and corrective actions</li> <li>• Build on strategies to address and prevent heat / humidity related injuries to visitors</li> <li>• Conduct health and safety audit and address findings prior to the start of the season</li> <li>• Expand accessibility offerings through structural improvements, equipment purchases and / or employee training</li> </ul>
Address concerns of former inmate voices in the delivery of tours to the satisfaction of all stakeholders	<ul style="list-style-type: none"> <li>• Work in partnership with Correctional Service of Canada (CSC), the City of Kingston and other organizations on how to best tell the former Inmate story</li> <li>• Explore options from art installations, to recorded stories, to in person delivery</li> </ul>
Reduce the amount of generated waste going into landfill and continue to reduce environmental impact of operations	<ul style="list-style-type: none"> <li>• Re-introduce recycling program to divert 100% of employee generated plastic and paper waste to appropriate streams</li> <li>• Introduce recycling program to divert a majority of visitor generated garbage</li> <li>• Encourage the sale of reusable drink bottles as opposed to single use plastic</li> <li>• Continue to use environmentally friendly cleaning products</li> </ul>

# PARKS & RECREATION

## PARKS OF THE ST. LAWRENCE

### 2019 – 2020 YEAR IN REVIEW

- **Revenue** – Net profit of \$2.13 M and 9.1% ahead of budget as of September 2019.
- **Training** – Park Ranger training included Defensive Tactics, Conflict Resolution, Rules & Regulations overview, Standards and Peer Perspective Program. Continued focus on French Language student staffing complement.
- **Infrastructure** – Upgraded 73 existing basic and 1 service 15-amp sites to 30 amp and water and added gravel pads at Woodlands Campground. Project was completed later than expected with sites opening on St. Jean Baptiste weekend; resulting in loss of budgeted revenue for May and June, first month of operation realized a 11% revenue increase on these upgraded sites.
- **Challenges** – High water levels had a significant impact on transient and seasonal dockage for most of the season at Ivy Lea and Browns Bay Campground. Significant rainfall and flooding created unfavourable conditions at Brown’s Bay Beach resulting in a late opening and delay in camping.
- **Staffing** – Challenges were significant with students pursuing work elsewhere that provided higher wages. Hiring protocol made it difficult to replace students quickly
- **Programming** – Alternating Learn to Fish Program throughout campgrounds produced an increase of 12% in participation. The SLPC is the only one that offers instruction in both official languages throughout Ontario.
- **Continued Success** – Introduction of dog friendly cabins and added 2 additional cabins generating \$2.7K in dog fee revenue.
- **Partnerships** - Partnered with Front of Yonge, Health Unit and Frontenac Arch Biosphere on a local day initiative at Brown's Bay Beach that offered free day access on September 7, 2019.

### 2020 – 2021 GOALS AND STRATEGY

Goal	Strategy
Achieve better, more sustainable and healthier parks	<ul style="list-style-type: none"> <li>• Continue to manage aging tree canopy utilizing the updated Tree Risk Assessment</li> <li>• Replenish the tree canopy throughout campgrounds and beaches through a reforestation plan utilizing disease resistant and sturdy species</li> <li>• Improve diversion of recyclables from landfill through signage as well as staff and customer education</li> </ul>

	<ul style="list-style-type: none"> <li>• Reduce carbon footprint through less mowing, implementation of pollinator fields and customer education</li> <li>• Explore potential opportunities to reduce fleet vehicle mileage/usage</li> <li>• Continue to engage staff and customers of health risks in the park setting.” Tick Talk and Noxious Plants</li> </ul>
<p>Invest in infrastructure upgrades that will drive growth, economic development and ensure equal access for all visitors</p>	<ul style="list-style-type: none"> <li>• Focus on repair and upgrade of existing facilities and buildings in line with AMIS compliance</li> <li>• Rehabilitate day use beach areas utilizing the design work completed in previous fiscal</li> <li>• Continue picnic table replacement program</li> <li>• Improve campground roadways and drainage; install gravel pads where applicable</li> <li>• Install automated gate systems in parks to improve security controls and recover lost revenue stream</li> <li>• Focus on decommissioning and replacement of aged washroom facilities</li> <li>• Continue to work on the replacement of septic systems deemed dysfunctional in accordance with MECP standards/regulations</li> </ul>
<p>Promote growth, innovation and enhanced experiences for visitors and staff</p>	<ul style="list-style-type: none"> <li>• Continue the success of the dog friendly cabins, SLPC will implement 8 more existing roofed accommodation units to allow dogs, ensuring this service is available at all campgrounds. Potential increase of \$9K</li> <li>• Upgrade underperforming campsites with electrical, water and gravel pads and where able, install sewage hookups in order to maximize bookings and generate higher revenues</li> <li>• Focus improvements to existing infrastructure that will not have an adverse effect on the fragile septic infrastructure IRR funding would be required for new projects, focusing on Farran Campground that can support upgrades as this park is connected to municipal services, i.e. new cabin builds with washroom facilities and high-end roofed accommodations (Lookout)</li> <li>• Develop high end programming (similar to the Learn to Fish Program) and activities that provide unique customer experiences</li> <li>• Continue to rotate Learn to Fish Program throughout the different campgrounds</li> <li>• Provide enhanced experiences for customers through rentals offerings that are fun &amp; unique; fat bicycles/e-bicycles, kayak, canoe, water trike and paddle boat rentals</li> </ul>

	<ul style="list-style-type: none"> <li>• Work closely with marketing to attract new target markets and to showcase SLPC offerings</li> <li>• Continue to develop a retail strategy for all campgrounds that will improve retail sales</li> <li>• Focus on service standards and consistency of these standards throughout all parks</li> <li>• Enhanced training for staff to ensure consistent service standards and consistency are met and the delivery of excellent customer service is sustained</li> <li>• Increase emphasis on safety; engaging entire workforce in safe work practices, performing root cause analysis, training and corrective actions</li> <li>• Look to refresh product with upgrades to facilities that provide barrier free access, meet code and allow for environmental stewardship of our sites</li> </ul>
<p>Build on the success of the core camping products while increasing net profitability</p>	<ul style="list-style-type: none"> <li>• 2020/21 season will realize an increase of net profit from the 2019/20 budget forecast by 10%</li> <li>• Incremental revenue increases through board approved 4% fee adjustments for seasonal camping and 2.2% for transient camping and roofed accommodations</li> <li>• Maintain our secondary sites, beaches, bike path, and parkways, to a high standard as a value add for our camping customers and provide a gate way opportunity to introduce new market segments to the SLPC attractions</li> <li>• Develop comprehensive, data supported business cases in order to obtain capital funding through MHSTCI to address long term deficiencies in the park’s infrastructure</li> <li>• Evaluate ‘Lean for Service’ to enhance efficiencies in our processes</li> <li>• Explore options to improve operations model for Parks i.e. staffing model, season length, cancelation policies etc.</li> </ul>
<p>Strengthen and grow relationships and offerings with like-minded partners and community groups</p>	<ul style="list-style-type: none"> <li>• Continue to refine a partnership agreement with the Friends of the Sanctuary and Camp Kagama</li> <li>• Establish mutually beneficial agreements with outside partners (SV&amp;G, Regatta, Dog Shows, Boy Scouts, Friend for Life)</li> <li>• Enhance relationships with local emergency services and community organizations</li> <li>• Increase focus on customer communication via social media to improve transparency and community relationships</li> <li>• Seek customer feedback to determine needs, successes and opportunities in order to support growth and form relationships with customers</li> </ul>

## SKYWOOD ECO ADVENTURE

### 2019 – 2020 YEAR IN REVIEW

- **Operations** – Newly established operating plan was implemented to improve operating plan and staffing efficiencies that made the Adventure Course activities effective in balancing staff workload and controlling expenses.
- **Revenue** – Net profit increased by 79.2% year over year (from -\$158,140 in 2018/19 to -\$32,894) illustrating the new operating plan was successful in moving toward a profitable business model.
- **Environment** – Initiated a new animal habitat project in collaboration with Frontenac Arch Biosphere and Parks Canada.
- **Community Outreach** – Attended the Delta Fair, Mallorytown Village Fair and Ribfest Brockville. Over 500 interested people entered a draw for two complimentary adventure course passes increasing the attractions awareness in local areas.
- **Maintenance** -- In-house tree work created significant savings in the operational budget
- **Challenges** – Major lightning storm caused damage to the course and resulted in the park being forced to close 2 weeks ahead of schedule.

### 2020 – 2021 GOALS AND STRATEGY

Goal	Strategy
Implement plans to showcase and educate the diverse habitats and ecosystem in this area and reduce our carbon footprint	<ul style="list-style-type: none"> <li>• Increase and promote education of animal habitats throughout the park with interpretive signage</li> <li>• Continue to work with Parks Canada, Frontenac Arch Biosphere, Stewardship of Leeds and Grenville, Algonquin to Adirondacks (A2A) on environmental programming</li> <li>• Implement a stronger recycling program in the park</li> <li>• Install a water re-fill/drinking fountain to reduce the amount of single use plastic bottles sold</li> <li>• Continue to prioritize the mulching of our main pathways throughout the park to preserve and protect tree roots from compaction</li> <li>• Work with Parks programmers to introduce more environmental interpretation to our customers</li> <li>• Re-connect solar power system for alternative electricity source</li> </ul>

<p>Invest in infrastructure upgrades that will drive growth and economic development</p>	<ul style="list-style-type: none"> <li>• Focus on repair and upgrade of existing facilities and buildings with AMIS compliance</li> <li>• Install a water filtration system to create clean, drinking water for guests</li> <li>• Install retail shelving inside base camp to improve retail offerings and aesthetic appeal</li> <li>• Complete the base camp/registration building refresh</li> <li>• Continue with mandated service and maintenance of the safety and course equipment</li> </ul>
<p>Promote growth, innovation and enhanced experiences for visitors and staff</p>	<ul style="list-style-type: none"> <li>• Expand on localized, grass roots initiatives to increase awareness and drive business</li> <li>• Increase the number of zip tour offerings per day</li> <li>• Install Arboreal Climbing System to add to activity offerings (shorter duration, walk up activity)</li> <li>• Develop a retail strategy to improve sales</li> <li>• Explore on site food service option for a June roll out</li> <li>• Provide high end training for guiding and rescue staff</li> <li>• Investigate and create a business plan for viability and implementation of camping with unique accommodation options onsite</li> <li>• Create various group packages and work with Marketing to expand offerings</li> </ul>
<p>Become a profit generating business; maximize revenues and contain costs</p>	<ul style="list-style-type: none"> <li>• Improve net profit 227%</li> <li>• Look at changing operating dossier to reduce the amount of staff needed per activity to ensure effective utilization of staff and attraction profitability</li> <li>• Focus on maximizing our revenue streams with increased activities while maintaining efficiency in staffing</li> <li>• Evaluate processes and procedures through a “Lean for Service” lens</li> <li>• Create an inclement weather policy that includes only a partial refund</li> <li>• Source and implement a new operating system that is user friendly and is compatible with our retail and financial systems</li> <li>• Collaborate and provide insight to Marketing to form a fully trackable, marketing and advertising plan to ensure product awareness in all key markets</li> </ul>
<p>Strengthen community outreach and product education to create partnership growth opportunities</p>	<ul style="list-style-type: none"> <li>• Continue partnership with Parks Canada on Animal Endangerment</li> <li>• Continue to work with Stewardship Council as well as Frontenac Arch Biosphere to create awareness for local species</li> </ul>

	<ul style="list-style-type: none"> <li>• Improve working relationship with Front of Yonge township</li> <li>• Further develop business opportunities to work with other tourism organizations (boat tours, hoteliers, attractions, private campgrounds) to cross promote and package activities</li> <li>• Introduce a military discount and group package</li> <li>• Assemble ambassadors to promote and advertise Skywood at local fairs and events</li> <li>• Investigate local partnership with electric bike rental company</li> </ul>
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CRYSLER PARK MARINA

2019 – 2020 YEAR IN REVIEW

- **Weather Impact** – Season opened with only 2 functioning docks as a result of water levels dropping over the winter and ice damage. Gas dock was also damaged and out of service until mid-June.
- **Revenue** – Short fall of \$225,886 expected this fiscal. Seasonal boaters expressed their dissatisfaction with the marina and numbers dropped from 125 in 2018 to 85 in 2019. Winter storage numbers down approximately \$43,271. Retail was down overall, however the main short fall came from fuel sales as the gas dock was damaged and inoperable for the first 60 days of the season.
- **Customer Service** – Productive exchange of information and ideas at 2 Information Sessions hosted in July and August between seasonal boaters and SLPC management to further improve the experience at the marina.
- **Challenges** – Lift revenue was out of commission due to operational issues grounding the machine for a period of time in the spring and fall; resulting in outside contractors moving boats at the marina.
- **Success** – Camping has been a successful profit center. Camping and cabin revenue was up from 2018.

## 2020 – 2021 GOALS AND STRATEGY

Goal	Strategy
Establish Chrysler Park Marina as a leader in environmental protection for the waterways	<ul style="list-style-type: none"> <li>• Develop a culture of environmental engagement using the clean marine program as a blue print to achieve our goals.</li> <li>• Continue to develop environmentally sound practices into the daily operations</li> <li>• Provide staff training on emergency procedures, i.e. gas and sewage spills</li> <li>• Develop and introduce a boater environmental commitment statement that forms part of the seasonal contract</li> </ul>
Invest in infrastructure upgrades that will retain existing customers and drive visitor growth	<ul style="list-style-type: none"> <li>• Focus on repair and upgrade of existing facilities and buildings in line with AMIS compliance</li> <li>• Fund infrastructure of our largest revenue streams, docks and storage buildings</li> <li>• Dredge the entranced to the marina basin and other areas through the basin that have silted in since the last dredge, seven years ago</li> <li>• Upgrade pool and deck</li> <li>• Fund road and parking lot repaving in areas that have become hazardous to vehicles and safe lift operations</li> </ul>
Business retention and new customer growth through quality services	<ul style="list-style-type: none"> <li>• Develop, coach and train staff on service standards</li> <li>• Provide staff training, at all levels, to deliver high level, excellent customer service with a potential to convert transient boaters to seasonal boaters and to upsell retail products</li> <li>• Work closely with Marketing to develop a strategy to attract new boaters</li> <li>• Develop a retail strategy to improve sales</li> <li>• Cross promote other SLPC attractions and events and receive the benefit of cross promotion from other attractions</li> <li>• Explore a common area/hub for boaters and campers to congregate and socialize</li> <li>• Reintroduce and develop events and programs that will drive families and boaters to the marina; i.e. fishing derby, poker run, pizza and paddle</li> <li>• Enhance day use beach and picnic area, continue to open 7 days a week</li> </ul>

<p>Improve profitability of the business with focus on the largest revenue streams; docks, vessel lifts and storage</p>	<ul style="list-style-type: none"> <li>• Improve net profitability by \$110K; contain costs and drive profit</li> <li>• Focus on lift operations with less reliance on outside contractors</li> <li>• Implement minor fee increases for winter storage and transient dockages, maintain current rates for seasonal dockage</li> <li>• Enhance bilingual staff compliment to better serve our French speaking customers</li> <li>• Promote marina’s service offerings within the boating communities and throughout other SLPC attractions to drive increased revenues</li> </ul>
<p>Build and strengthen relationships with other organizations allowing Chrysler Park Marina to broaden its impact while accessing new audiences</p>	<ul style="list-style-type: none"> <li>• Work closely with Marketing to actively seek private/public partnerships and sponsorship opportunities</li> <li>• Attend annual boating conference and boat shows to meet and collaborate with industry experts, to stay abreast of industry trends</li> <li>• Develop a community engagement strategy that invites various community groups to the marina to participate in events and introduces them to the marina offerings and provides opportunity for them to get out on the water</li> </ul>

UPPPER CANADA GOLF COURSE

2019 – 2020 YEAR IN REVIEW

- **Tournaments** – Proudly hosted tournaments that raised funds for CHEO and Special Olympics.
- **Revenue** – \$60,000 net improvement over budget and a 55% increase in net revenue over 2018. Total activity for season up by 18% over 2018 and admissions up by 2% to budget.
- **Cart Rentals** – Up 35% due to the increase in activity, contributing factor for increase was the 2 for \$50 green fee promotion.
- **Memberships** – Down 14% to budget due to competing prices offered at nearby courses
- **Seasonal Special** – 2 for \$50 green fee promotion was instrumental in exceeding revenue targets especially with a cool and wet spring. Variable start times for the special allowed to maximize our revenues.
- **Infrastructure** – Completed installation of automated irrigation system on the back 9. This provided better playing conditions, allowed staff to control irrigation remotely through cell phone, allowed staff resources to be re-direct to other areas of the course that required attention and reduced staff overtime.

- **Course Improvements** – Included added drainage to holes #s 11, 16, 17 and undertook tree work to improve course aeration and playability. Ten new golf carts were replaced as part of an annual cart fleet replacement program. Painted clubhouse and installed new flooring throughout.
- **Capital Allocation** – Equipment replacement included 2 new trim mowers and 1 out front rotary mower.

## 2020 – 2021 GOALS AND STRATEGY

Goal	Strategy
<p>Commit to standards that improve environmental quality while ensuring delivery of a top quality course</p>	<ul style="list-style-type: none"> <li>• Maintain certification in both environmental planning and chemical use reduction and safety as a member of the Audubon International Program for Golf Courses</li> <li>• Continue to implement standards outlined by the program that protect the environment, conserve natural resources and provide wildlife habitat</li> <li>• Continue to introduce no-mow and lo-mow areas on the golf course to enhance naturalization and habitat protection</li> <li>• Continue as a registered member of the Integrated Pest Management (IPM) Council of Canada and provide annual reports outlining weekly spray regime, sprayer calibration and staff training associated with pest management</li> <li>• Strive to reduce carbon footprint by reducing chemical active ingredients and expanding thresholds</li> <li>• Explore electric golf carts, as well as electric and/or remote control golf caddies that will promote more walking and reduce fuel consumption</li> <li>• Maintain tree canopy through pruning, lifting and cutting to assist with the health of both the turf and the trees to provide a safe playing environment</li> </ul>
<p>Invest in infrastructure upgrades that will reduce operating costs and provide opportunities for business growth</p>	<ul style="list-style-type: none"> <li>• Continue to utilize AMIS to address capital deficiencies such as: replacement of windows and doors, installation of insulation and major roof repairs at the clubhouse that will reduce heating and cooling costs throughout the season</li> <li>• Replace failed septic system; alleviate need to pump septic tanks</li> <li>• Investigate options for a building addition that can be utilized as a rental venue for weddings, conferences, meetings, parties, etc., and increase net revenues</li> <li>• Continue to address drainage plan to manage storm water run-off and adaptations to climate change</li> </ul>

<p>Promote growth, innovation and enhanced experiences for visitors and staff</p>	<ul style="list-style-type: none"> <li>• Create new trade show specials that are competitive with other course offerings, to increase advanced sales</li> <li>• Invest in clubhouse addition and improvements that will serve as venue rental opportunities (weddings, conferences, meetings, parties, larger tournaments, etc.) and provide the business with a new revenue stream</li> <li>• Investigate overnight accommodations on site, such as cabins, to allow for stay and play opportunities and can serve as accommodations for those renting the venue for other activities</li> <li>• Update Pro Shop with new shelving, fixtures, and counters</li> <li>• Explore new retail opportunities</li> <li>• Develop a new tournament package and actively seek out new tournaments</li> </ul>
<p>Become a profit generating business and continue to promote the quality of the course</p>	<ul style="list-style-type: none"> <li>• Improve net profit by 100% in 2020/21 fiscal</li> <li>• Develop a pricing strategy that will allow us to compete, and to continue to grow in membership, green fee and tournament play</li> <li>• Continue to build on the success of the 2 for \$50 season special</li> <li>• Reduce single membership fee to be competitive within the market</li> <li>• Actively seek out members from local golf courses that are closing in the area</li> <li>• Work closely with marketing to develop a strategy that utilizes local advertising channels to promote the specials and changes to membership fees and focus in areas where local courses are closing</li> <li>• Work closely with sponsorship and group sales to reach and/or exceed sponsorship targets</li> </ul>
<p>Strengthen and grow relationships and offerings with partners and community groups</p>	<ul style="list-style-type: none"> <li>• Continue partnership with Ontario Special Olympics (over the past 20 years UCGC has helped raise approx. \$500,000)</li> <li>• Continue with CHEO CASCO Kirk Wrinn Financial charity golf tournament in 2020</li> <li>• SDG Secondary school tournament and St Andrews Elementary school event</li> <li>• PJG Tour junior golf event from local area, Smiths Falls to Quebec corridor (8 to 18 years old) competitive golf since 2016</li> <li>• Continue to provide gift donations to the local Lions club, Hospice and Children’s hospital of Eastern Ontario</li> <li>• Partnership/sponsorship with a variety of local business’s</li> <li>• Ontario Senior Games</li> </ul>

	<ul style="list-style-type: none"> <li>• Host of various Upper Canada District School Board tournaments and events</li> </ul>
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MAINTENANCE AND OPERATIONS

2019 – 2020 YEAR IN REVIEW

- **Health and Safety** – Zero labour hours lost to injury, extensive equipment and safety training (grounds person certification, confined space and electrical safety). Reduced staff exposure to hazardous working conditions.
- **Assessments** – Completed Chrysler Park Area building condition assessments including detailed 5-year plans and financials for Administration Building, Service Building and Upper Canada Golf Course Restaurant. Mitigated capital expensed labour through in-house resource. Advanced emergency generator testing – higher standard. Equipment disposal/recycling proceeds exceeded estimates.
- **Upgrades** – HVAC system upgrades (Upper Canada Village Carpentry Shop and Administration); eliminates annual inspections and mitigates use of baseboard units.
- **Projects** – Installed LED fixtures (Operations Building and parking lot, Service Building & Grader Shed). Completed administration roofing project.
- **Equipment replacement & upgrades** – Tools, safety harnesses, wood chipper and automatic transfer switch.
- **Net Facilities** – Increased work order productivity and asset/P.M. integration.

Fiscal Year	Total Closed	Stock Issues	Asset & P.M.
2017-18	2,069	613	131
2018-19	2,536	759	115
2019-20 YTD (Oct 31)	2,614	589	272

2020 – 2021 GOALS AND STRATEGY

Goal	Strategy
Implement and support projects that foster stewardship and reduce carbon footprint; look at all activities and projects through	<ul style="list-style-type: none"> <li>• Foster a more direct and productive working relationship with MECP, local health units and other regulatory bodies</li> <li>• Upgrade building systems and components to higher efficiency alternatives</li> </ul>

<p>the environmental sustainable lens</p>	<ul style="list-style-type: none"> <li>• Utilize environmentally friendly materials</li> <li>• Improve waste oil management</li> <li>• Waste disposal site remediation</li> <li>• Identify and sort recyclables to reduce waste</li> <li>• Review mowing reduction options</li> <li>• Enhance forestry management program - remove diseased trees and implement tree planting program</li> <li>• Implement sewage spill prevention procedures (spill kits, staff training)</li> </ul>
<p>Invest in infrastructure upgrades that enhance the longevity of assets and support services to other business units</p>	<ul style="list-style-type: none"> <li>• Guide and support LAMP initiatives including AMIS implications</li> <li>• Enhance preventative maintenance measures on assets and equipment, Netfacilities integration</li> <li>• Invest in proven, sustainable construction materials</li> <li>• Storage upgrades for equipment to extend life expectancy</li> </ul>
<p>Enhance support services to the various SLPC business units to reduce impact on visitors</p>	<ul style="list-style-type: none"> <li>• Ensure better service reliability/fewer disruptions by enhancing preventive maintenance measures</li> <li>• Staff cross-training to maximize production</li> <li>• Adopt more industry standard project management procedures to include detailed scopes of work, consultation, engineering studies and multi-year planning</li> </ul>
<p>Optimize operations to reduce costs, improve efficiencies and overall service</p>	<ul style="list-style-type: none"> <li>• Reduce emergency-based, reactive response by focusing on preventative maintenance</li> <li>• Provide cost-effective in-house support and invest in infrastructure improvements for programs, events and IRR initiatives</li> <li>• Improve communication and engagement with business units with respect to work requests (Netfacilities)</li> <li>• Develop a synergistic relationship with Fort Henry maintenance including full enlistment with Netfacilities and other best practices</li> <li>• Leverage in-house resources to mitigate out-sourced costs</li> <li>• Identify fuel saving opportunities to mitigate carbon tax impact</li> <li>• Collect and analyze data to inform decisions and identify inefficiencies</li> <li>• Assuage demands that distract from core activities – i.e. forestry support for special event set-up/takedown</li> </ul>
<p>Enhance community outreach to create stronger municipal alignment and partnership growth</p>	<ul style="list-style-type: none"> <li>• Identify mutually beneficial partnerships with external groups</li> <li>• Support community events</li> <li>• Improve visibility and communication with municipalities and general public</li> </ul>

**2019 – 2020 YEAR IN REVIEW**

- **Administration** – Reduction of development within SLPC set back along the Thousand Islands Parkway decreased the number of Building Permits issued.
- **Asset Management** – Obtained ministry support and working with MTO to transfer the ownership of the 1000 Islands Parkway.
- **Collaboration** – Letter of direction to work with Infrastructure Ontario to update the land inventory and look at land disposition opportunities
- **Policy Updates** – Negotiated assistance through MMAH to update land use policies.
- **Permits** – Evidence-based assessment and options presented to Board of Commissioners for approval of Dock Permit Policy.
- **Health and Safety** – Increased public concerns with safety, maintenance and aesthetic issues along the Thousand Islands Parkway:
  - tree and vegetation control along the north lane access/recreational trail, right-of-way with new development for utilities and areas where dock permits are held,
  - drainage concerns from residents that purport the source is Crown land,
  - unauthorized activities including overnight camping and garbage along the parkway, the removal of vegetation on crown land,
  - risk and environmental impact of dock permit holders

**2020 – 2021 GOALS AND STRATEGY**

Goal	Strategy
Look at green space management and reduce / mitigate environmental risk	<ul style="list-style-type: none"> <li>• Develop a vegetation strategy for the control and maintenance of SLPC properties including the Thousand Islands Parkway</li> <li>• Maintain green spaces for wildlife habitat and movement corridors</li> <li>• Review current policies and permitting practices / programs to reduce risk due to climate change and to ensure alignment with partner agencies (i.e. local conservation authorities)</li> </ul>
Reduce costs and ensure proper management and maintenance of SLPC roadways	<ul style="list-style-type: none"> <li>• Transfer ownership of the 1000 Islands Parkway and investigate opportunities to shift management of the Long Sault Parkway to Ministry of Transportation of Ontario (MTO)</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop and implement maintenance program for SLPC vistas along the 1000 Islands Parkway, County Road 2 and the Long Sault Parkway</li> </ul>
To undertake a full review of land use inventory, policies and associated permits	<ul style="list-style-type: none"> <li>• Work with MMAH updating land use policies and regulations for retained SLPC lands (dock permitting, vegetation management, signage and other permitting/legal requirements). Look for linkages with the Provincial Policy Statement (PPS)</li> <li>• Presented dock permit policy to Board and implement into practice</li> <li>• Work closely with legal services with respect to existing applications and permit terms and conditions</li> <li>• Work with Infrastructure Ontario (IO) on land use inventory update and the development of a land disposition strategy</li> </ul>
Reduce financial burden and limit risk to SLPC	<ul style="list-style-type: none"> <li>• Review and ensure Land Trust Policy is in place so SLPC can retain revenues from land sale dispositions that can then be utilized to support infrastructure and business upgrades</li> <li>• Increase permit fees in accordance with Ontario Consumer Price Index (September 2019 report) of 1.7%</li> <li>• Increase dock permits by \$25.00 (6.25%) until a final program review is completed</li> <li>• Include additional Moving Permits fees for heavy vehicles to reduce expenses and 'red tape' for small businesses operating in the community</li> <li>• Work effectively with MHSTCSI to produce well written long-term agreements with non-profit partners, reducing risk to Crown with more transparency to partners</li> </ul>
Enhance community outreach to create stronger municipal alignment and partnership growth with local communities and stakeholders	<ul style="list-style-type: none"> <li>• Work closely with townships and provide information that can be put on websites to alert and inform residents of various projects, events, activities and SLPC policies</li> <li>• Continue to strengthen relationship with partner agencies and line ministries (MECP, MNRF, MMAH, MHSTCI)</li> </ul>

## ENVIRONMENTAL STEWARDSHIP

### 2019 – 2020 YEAR IN REVIEW

- **Strategy** – Developed MOU with IO to begin project feasibility studies and initiated SLPC Environmental Plan. Environmental plan development underway and initiated SLPC Infrastructure Renewal Project.

- **Environmental Profiles** - Created digital profiles for parks and attractions and will be added to SLPC website for public customer use.
- **Messaging** – Developed educational materials on waste management and recycling program distributed to all campgrounds.
- **Community Engagement** – Consulted with townships of South Stormont and South Dundas to assess capacity to connect SLPC sites to municipal services.
- **Ministry Collaboration** – Built relationships and consulted with local MECP to gain support for SLPC infrastructure renewal project. Gained MECP support for cost saving measures to address existing concerns with SLPC systems without having to obtain ECAs for the UCMBS, Chrysler Marina and River Side Cedar sites (a cost savings of approximately \$150,000).
- **Programming** – Completed Operations and Maintenance (O&M) manual and spill response program for Mille Roches/Snetsinger Island Campground system. Training on the new spill response program will be rolled out during the spring staff orientation.

## 2020 – 2021 GOALS AND STRATEGY

Goal	Strategy
Develop SLPC Environmental Plan	<ul style="list-style-type: none"> <li>• Expand on core themes for the environmental plan (Vision, Air, Land, Water)</li> <li>• Consult with other managers to look for common issues and themes and bring forward strategies</li> <li>• Look for ways to integrate environmental plan with business units to increase efficiencies and maximize cost savings along with enhanced environmental protection</li> <li>• Look for synergies with the provincial “Made in Ontario plan”</li> </ul>
Cost effectively revitalize SLPC infrastructure, reduce SLPC’s carbon footprint and increase environmental protection of Ontario’s lakes and rivers adjacent to SLPC facilities	<ul style="list-style-type: none"> <li>• Continue to work with Infrastructure Ontario on feasibility studies to connect several SLPC sites, campgrounds and facilities to municipal sewer and water services and potentially natural gas</li> <li>• Investigate ways to reduce carbon emissions while increasing savings and reducing costs such as reducing mowing</li> <li>• Investigate converting grassed areas into low maintenance and pollinator friendly plantings</li> <li>• Investigate carbon offsets by utilizing strategies such as tree planting and forestry management</li> <li>• Investigate ways to reduce power consumption at SLPC facilities such as incorporating low/alternative energy devices/fixtures, etc. Incorporate these plans into upcoming washroom building redesigns</li> </ul>

<p>Implement the environmental plan and integrate environmental sustainability throughout SLPC</p>	<ul style="list-style-type: none"> <li>• Develop and implement strategies to reduce waste at SLPC sites and facilities <ul style="list-style-type: none"> <li>• Programs to include increased focused on proper recycling and waste reduction</li> <li>• Focus on five R's (reduce, reuse, repurpose, rethink, recycle)</li> </ul> </li> <li>• Focus on source to table strategies to reduce carbon emissions and increase revenue (local maple syrup production, develop apiary at UCMBS to generate honey for sale at SLPC venues)</li> <li>• LAMP pilot program with IO</li> <li>• Work with Infrastructure Ontario to begin feasibility studies to upgrade existing stand- alone sewage facilities that will remain stand-alone</li> <li>• Work with Parks Staff to enhance day use beach areas including barrier free access and storm water management</li> <li>• Promote increased awareness and education within SLPC staff to create a strong culture of environmental sustainability</li> <li>• Work closely with business unit managers on projects related to business growth and development</li> </ul>
<p>Take advantage of measures to reduce costs and increase revenue for management and operation of SLPC facilities</p>	<ul style="list-style-type: none"> <li>• Incorporate results of LAMP program into long term planning/decision making</li> <li>• Incorporate land use inventory results from IO into long term planning strategies</li> </ul>
<p>Enhance community outreach to create stronger municipal alignment and partnership growth with local communities, first nations and stakeholders</p>	<ul style="list-style-type: none"> <li>• Explore partnerships with other agencies, businesses and local community groups to create community involvement. Also look for cost sharing agreements where possible (i.e. cost sharing for sewage upgrade program with local companies along St. Lawrence Parkway)</li> <li>• Consult with local first nations communities and look for partnership opportunities with these groups for projects such as the infrastructure renewal work</li> </ul>

# CORPORATE SERVICES

## MARKETING AND CUSTOMER EXPERIENCE

### 2019 – 2020 YEAR IN REVIEW

- **Visual Assets** – Edited video footage from the Where Am I? campaign and created market ready videos for paid media, organic social media and partnership outreach. This provided a significant cost savings as new video was not needed to update visual assets.
- **Partnerships** – SLPC partnered with Stormont, Dundas & Glengarry (SD&G) Tourism on multiple video and photography shoots to obtain additional camping, cycling and park visuals of SLPC campgrounds, along with drone video footage of Upper Canada Village’s winter event Alight at Night. There was no cost for SLPC to participate in this partnership.
- **Paid Media** – Successfully marketed 60+ campaigns with over 200 creative iterations.
- **Influencer Outreach** – Utilizing the Kingston Destination Fund, a top Quebec based social influencer Florence-Elyse Ouellette was hosted between June 14 and 15. Florence along with her family stayed in the Butternut Cabin at Farran Park as they explored Upper Canada Village, Skywood Eco Adventure and Fort Henry. SLPC leveraged and tapped into Florence’s strong 23K+ Instagram community and 20K YouTube subscribers in the Quebec Market.
- **International Sales** - Participated in the Destination Ontario sales mission and marketplace in Germany and Switzerland to educate qualified agents about SLPC attractions and establish new relationships with key operators in this important market.
- **Social Media** – 2019 had a strong focus on raising the curtain to show behind the scenes and tapping into human emotion as “connection is the new currency” in the landscape of social media to build brand loyalty. Through the combination of paid and organic social media while providing engaging content to our online community, website referral traffic increased over the past few years. For historic sites, Upper Canada Village has the most engaged community and gained the highest percentage of web traffic with 19.7% (81,589 visits) from social media, an increase of 47% from 2018. Parks of the St. Lawrence saw an increase of 26.4% (85,594 visits), growth of 17.62% from 2018. Upper Canada Village topped SLPC’s social media successes in 2019 by gaining 13.2 million impressions and 245.5 K engagement. Parks of the St. Lawrence gained 8.9 million impressions and 193.7K engagement.
- **Cross Promotion** – Leveraging like-minded customers, Marketing launched a cross promotion partnership between Fort Henry’s Cannonball Crush event and Skywood Eco Adventure. Skywood Eco Adventure became the title sponsor of Cannonball Crush with the attraction name and logo splashed across the race t-shirt given to all the athletes and additional brand exposure at the event through rack card distribution, branded vehicle and Skywood staff engagement. All participants were given a promotional code to book a future trip to Skywood Eco Adventure. The Fort Henry Events Coordinator took part in a video at Skywood Eco

Adventure promoting the cross-training aspects and fun to be had by active-minded people, the video was promoted on our social media channels.

- **Customer Service Unit** – Continued to serve customers with a high level of excellent customer service and has seen success with cross promoting attractions beyond the reciprocal program to get customers experiencing multiple SLPC offerings.
- **Sponsorship** – BMO renewed sponsorship for another 3-year term for \$25,000 per year. Acquired OLYMEL, large bacon production plant in Cornwall as new sponsor and OPG continued its support of historic sites with a \$20,000 sponsorship.
- **Ambassador Program** – iPad kiosks were placed in campground registration buildings located in SDG (Glengarry, Long Sault Parkway (3), Farran, Upper Canada Migratory Bird Sanctuary, Riverside-Cedar) to provide customers with a quick and easy way to find information about SLPC and the region. The cost for this initiative was entirely covered by SD&G Tourism.
- **Information Technology** – New website development underway as SLPC has been working closely with the I & IT Cluster at MHSTCI for assistance and guidance on the development of an RFB for a new website.

**2020 – 2021 GOALS AND STRATEGY**

Goal	Strategy
<p>Implement a corporate communication strategy that builds on consumer media outreach and tells the story of stewardship through an environmentally sustainable lens</p>	<ul style="list-style-type: none"> <li>• Develop a corporate communication strategy for SLPC and individual business units to proactively prepare for opportunities and potential issues that are contentious in nature, along with key messaging to support staff, Board of Commissioners, Ministry, media and customer requests that is reflective of the product or announcement</li> <li>• Attend public meetings to increase transparency and focus on opportunities that will generate awareness of our experiences</li> <li>• Tell the story of the economic impact SLPC brings to Eastern Ontario and local communities</li> <li>• Modernize message delivery with a new corporate stewardship approach to strengthen SLPC’s ability to remain competitive and top of mind in a busy tourism marketplace</li> <li>• Create an Internal Communication Stream to effectively engage with staff</li> <li>• Consult with business units on a regular basis by attending operational meetings and hosting quarterly marketing specific meetings to ensure messaging is accurate and focused on appropriate goals and strategies</li> </ul>

	<ul style="list-style-type: none"> <li>• Align key messaging with the OPS and MHSTCI Communication Teams</li> <li>• Develop a media log to track earned media</li> <li>• Further utilize social and digital media channels (Facebook, Instagram, Twitter and Trip Advisor) to enhance our social listening and to analyse conversations in our community about our products, brand, and obtain customer feedback</li> <li>• Implement a refreshed email marketing and blog strategy for both Consumer &amp; Corporate profiles</li> <li>• Develop relationships with online travel writers and bloggers to pitch storylines and invite writers to experience our activities leveraging their audience</li> <li>• Introduce new trending social platforms such as TiKToK with a focus on our beloved animal family</li> <li>• Work with Destination Ontario, Destination Canada, Destination Marketing Organizations, Regional Tourism Organizations to welcome Familiarisation (FAM) Tours</li> <li>• Develop a content strategy that tells stories through strong visuals, video and align our content with partner messaging &amp; programs i.e. Environmental with Ontario Parks</li> <li>• Create content that can be used across multiple mediums and platforms creating a unified voice in the marketplace</li> <li>• Increase response rate and track response time for customer inquiries and feedback on various social and digital platforms i.e., Facebook, TripAdvisor</li> <li>• Host media and partner nights and product launch events to create a buzz in the community</li> <li>• Leverage our partners voice by regularly sharing information so they can tell our story</li> <li>• Respond to online comments with ‘other’ customers in mind</li> <li>• Leverage the traffic, primarily schools, who use Fort Henry for races and who attend other Historic events by creating outreach kits</li> <li>• Work closely with like-minded organizations - Medical Officers, Health Officials, Parks Canada &amp; Ontario Parks and build on Health and Wellness initiatives</li> </ul>
<p>Enhance community outreach and product education to Create stronger municipal alignment and partnership growth</p>	<ul style="list-style-type: none"> <li>• Collaborate with Destination Ontario, Destination Marketing Organizations (DMOs), Regional Tourism Organizations (RTOs) and Municipal partners to leverage messaging and educate teams and communities of SLPC offerings</li> </ul>

	<ul style="list-style-type: none"> <li>• Utilize PHD Canada for referrals to companies who offer potential partnership opportunities</li> <li>• Enhanced focus on Indigenous Outreach &amp; Program Integration</li> <li>• Increase education market revenues with a focused strategy in Eastern Ontario</li> <li>• Engage with military communities to create an awareness of special rates</li> <li>• Prospect larger corporate businesses for opportunities to sell naming rights to events and other assets</li> <li>• Increase business unit sponsorships through opportunities that better match client needs such as on-site activations and brand exposure</li> <li>• Explore opportunities to cross-sell other assets to sponsors such as ‘company picnics’ at our beaches and team-building exercises as Skywood Eco Adventure</li> <li>• Create a cross promotion hand book for each business unit that includes easy-to-use scripts to upsell and move customers from one attraction to another</li> <li>• Create and implement an “Adoption” program, adopting horses and oxen at Upper Canada Village, goats at Fort Henry, where funds will contribute to off-set expenses and increase our reach beyond traditional partners</li> <li>• Develop stronger relationships with local businesses to leverage marketing and sponsorship opportunities and collateral distribution</li> <li>• Investigate media partnerships to leverage marketing dollars for enhanced buying power and results</li> <li>• Take a grassroots approach in local communities by reaching into the community, schools and businesses with collateral, one on one meetings, pop-ups and product presentations</li> <li>• Develop new sponsorship strategy that aligns with approved sponsorship policy</li> <li>• Continue to prospect larger brand sponsors in larger markets (Ottawa, Toronto, Montreal)</li> <li>• Custom build sponsorship packages to compliment partner goals</li> <li>• Leverage SLPC’s likeminded customers and create opportunities across business units</li> </ul>
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	<ul style="list-style-type: none"> <li>• Analyze membership benefits across the region to ensure value for money</li> <li>• Streamline and strengthen reporting between business units, Finance, Marketing and Partners</li> </ul>
<p>Strategic marketing refresh with a focus on corporate brand alignment and cross promotion</p>	<ul style="list-style-type: none"> <li>• Increase revenue for the SLPC through smart marketing, storytelling, excellent customer service and community relations</li> <li>• Develop a corporate marketing strategy focusing on environmental sustainability</li> <li>• Work closely with the Agency of Record to analyse past campaign data and utilize SLPC benchmarks to make sound media decisions and clearly report the effectiveness of each campaign</li> <li>• Move forward with evolving world of digital and social media while understanding the new clutter &amp; algorithm issues</li> <li>• Connect with customers through strong visuals, dynamic video and targeted messaging that will inspire consumers to take action</li> <li>• Better align marketing initiatives, market intelligence and data collection with Destination Canada, Destination Ontario and Destination Marketing Organizations to support more informed, timely and strategic marketing decisions and engage in emerging media trends</li> <li>• Negotiate added value through strategic marketing buys and ad placement in the Ottawa, Montreal, GTA and Eastern Ontario markets</li> <li>• Amplify the Corporate brand through a blog and enhanced website presence</li> <li>• Cross promote SLPC experiences as well as the surrounding area creating a full destination experience for guests</li> <li>• Build Instagram communities and introduce new trending platforms – TikTok</li> <li>• Build social media organic strategy with a focus on paid social media alignment</li> <li>• Better understand our social customers and build personas to effectively target and develop messaging and visuals</li> <li>• Effectively timeline 'on sale' dates to ensure all systems are in sync and tickets are on sale when media launches</li> </ul>

	<ul style="list-style-type: none"> <li>• Work with partners and utilize in-house resources to refresh photographic and video assets to remain current, capture new experiences and continue to edit existing video footage creating major cost efficiencies</li> <li>• Listen to customer needs and respond with information through their preferred channels</li> <li>• Evaluate TODS Signage program through a review of messaging to ensure branding is on point and locations make sense for our businesses</li> <li>• Analyze wasted resources by building on the 2019 Distribution Plan to ensure a strategic approach is taken on printing and resources are allocated effectively</li> <li>• Work with the business units to effectively produce signage that helps customers navigate properties that is on brand and professionally designed and printed</li> <li>• Continue with advanced planning to effectively procure printing services to maximum efficiency, cost and in-market impact</li> </ul>
<p>Participate in international and domestic travel trade opportunities to Build on the tour operator business success</p>	<ul style="list-style-type: none"> <li>• Utilize Kingston Destination Fund to financially support all travel trade initiatives</li> <li>• Prioritize overseas markets and align with Destination Ontario and Destination Canada participating in select International sales missions and events</li> <li>• Renew SLPC presence at domestic marketplaces by participating in Rendez-vous Canada, Bienvenue Quebec and Canadian Inbound Tourism Association - Asia Pacific (CITAP)</li> <li>• Provide rates and content to Destination Ontario, Destination Canada and DMO partners to leverage their outreach</li> <li>• Evaluate the 'on the ground' tour group experience and establish rates for 2022</li> <li>• Build on the emerging Cruise market offering SLPC experiences as part cruise excursion packages</li> <li>• Build packages with local tourism businesses creating a destination sell. For example; Skywood Eco Adventure and Rockport Cruises</li> </ul>
<p>Build and launch new website</p>	<ul style="list-style-type: none"> <li>• Award new website contract and build a modern, easy to navigate website with a seamless purchase journey</li> <li>• Estimated launch date - June 30, 2020</li> </ul>

## 2019 – 2020 HIGHLIGHTS

**Finance**

- **Audit Recommendations** – Implemented Provincial Audit Recommendations – 100% compliance.
- **Cash Handling** – Revised Cash Handling and Accounts Receivable Collections policies
- **Automation** – Continued enhancement and automation of business processes

**Human Resources**

- **Training and development** – Introduced new Employee Health and Safety Handbook; Led manager/supervisor training on ethical responsibilities as a public servant under PSOA, MOL legislative responsibilities and recruitment basics.
- **Staffing** – Actively supported 46 non-student and 50 student (up to 300 students) competitions.
- **Growth** – Supported development of new key corporate positions in Communications, IT and Environmental Stewardship as well as staffing plans and processes for voluntary exit programs.
- **Training and Development** – Launch of new learning management system for seasonal and student staff (CyberTrain).

**Information Technology**

- **Process Review** – Conducted a “Lesson’s Learned” post-Cyber incident.
- **Collaboration** - Worked collaboratively with Herjavec Group and OPP Cyber Crimes Unit on many level and such provided Cyber Security Staff Training.
- **Software** – Rolled-out Phase 1 of Microsoft Office 365 (OneDrive, Teams, Skype for Business, Outlook, etc.).
- **Cloud-based Solution**–Moved Finance, HR, and other related software applications (ERP) from an on-premise solution to a cloud-based solution
- **Network Security** – Enhanced Network Security (Windows Updates, Firewalls, End-point protection, etc.).

## 2020 – 2021 GOALS AND STRATEGY

Goal	Strategy
Foster high-performing teams attract, retain and promote talent	<ul style="list-style-type: none"> <li>• Recruitment tactics that attract and support diversity in talent pools (e.g. working with Indigenous partners, Diverse Interview Panel pilot, MHSTCI two year diversity targets for leadership positions)</li> </ul>

	<ul style="list-style-type: none"> <li>• Support training and development initiatives – Diversity and Respectful Workplace awareness, LEAN management, language training; create opportunities for career growth through mentoring, job shadowing, job trade and apprenticeship opportunities</li> <li>• Continue to foster positive labour relations and a strong safety culture through Joint Health and Safety Committee (JHSC) and Local Employee Relations Committee (LERC) partnerships</li> <li>• Through succession planning and attrition, continue to grow the number of French language positions across SLPC</li> <li>• Resurgence of Wellness initiatives; partnering with marketing and communications to find different ways to engage and communicate with staff at all levels of the organization</li> </ul>
Maximize use of technology	<ul style="list-style-type: none"> <li>• Full implementation of Finance, HR, and other software applications (ERP) e.g. Purchasing, Accounts Payable, Expense Claims, etc.</li> <li>• Continue to enhance Finance, HR, and other related software applications (ERP)</li> <li>• Streamline point-of-sales data transactions</li> <li>• Use IT helpdesk to develop knowledge based solutions including FAQs library</li> <li>• Modernize telephone system (research, select, commission)</li> <li>• Maximize utility of Microsoft Office 365 productivity and collaboration tools e.g. OneNote, Teams, One Drive, Skype, etc. through adoption and staff training</li> <li>• Use of IT for more flexible and secure working arrangements e.g. work from anywhere</li> </ul>
Maximize SLPC capital assets	<ul style="list-style-type: none"> <li>• Build a strong IT infrastructure e.g. minimize system downtime</li> <li>• Support development of a long-term capital infrastructure plan</li> <li>• Support business units in developing strong capital business cases</li> <li>• Support Leadership in Asset Management Program (LAMP) project</li> <li>• Oversight of capital spending</li> <li>• Partner with Infrastructure Ontario to complete capital projects</li> <li>• Continue seeking a viable option for a single universal point-of-sale (POS) system</li> </ul>

<p>Contribute to SLPC's sustainability</p>	<ul style="list-style-type: none"> <li>• Develop HR Plan (2020 to 2025) in alignment and in support of the new SLPC Strategic Plan</li> <li>• Support Organizational redesign to reflect the structure and staff compliment required to meet business goals and strategies</li> <li>• Introduce and guide Managers on Balanced Scorecard reporting</li> <li>• Assist with the development of a new Strategic Plan</li> <li>• Assist with the development of a new Master Development Plan</li> <li>• Business unit financial viability analysis</li> <li>• Proactive environmental scanning</li> <li>• Collaborate with other government resources to enhance corporate outcome</li> </ul>
<p>Improve environmental impact</p>	<ul style="list-style-type: none"> <li>• Introduce a document management system (Paramount) to reduce paper use and waste</li> <li>• IT equipment recycling</li> <li>• Server virtualization to reduce footprint and energy consumption</li> </ul>

## RESOURCES REQUIRED TO MEET OBJECTIVES OF MANDATE & STRATEGIC DIRECTIONS

In alignment with SLPC Vision, Mission and budget guiding principles, the 2020-21 SLPC Business Plan & Budget will focus on revenue generation and will optimize and balance resources and profits to move forward on the road to incremental self-sufficiency.

### **Self-Generated**

For 2020-21, SLPC plans to generate \$13.741 million in total revenues (8% increase compared to year-end projection), incur \$19.055 million in total expenditures (4% increase compared to year-end projection) and achieve a surplus of \$1.809 million, exclusive of Kingston Penitentiary Tours. Kingston Penitentiary Tours are expected to generate \$2.843 million in total revenues, incur \$1.866 million in total expenditures, and achieve a surplus of \$976 thousand, to again be divided with 50% going to the United Way of Kingston Frontenac, Lennox & Addington and 50% to a marketing fund jointly managed by Tourism Kingston and SLPC. SLPC plans to recover approximately \$291 thousand in expenditures related to the operation of Kingston Penitentiary Tours.

### **Government Funding (Operating and Capital)**

The Fiscal 2020–21 plan assumes that the annual Provincial operating grant remains frozen at the current level of \$7.123M. As outlined in the Procurement Plan the Commission requires a Regular capital budget totalling approximately \$6.2M in 2020-21 and \$21M over the next three years, and a Major capital budget totalling approximately \$17M in 2020-21 and \$45M over the next three years. It is based on the need to address the backlog of maintenance projects. Historically the Commission receives approximately \$4-6M annually to address high-priority capital projects. The backlog of deferred maintenance creates a high risk of emergency repair issues that would require additional funding over the course of the three-year plan.

## RISK IDENTIFICATION, ASSESSMENT, AND MITIGATION STRATEGIES

#	Risk Category	[A] Risk	[B] Related Strategic Priority	[C] Impact & Scope Description (Consequences)	[D] Likelihood	[E] Impact	[F] Mitigation Strategies (Action Plans)	[G] Overall Risk Assessment	[H] Risk/Mitigation Funded?	[I] Risk Owner	[J] Mitigation Strategies - Comments
1	Strategic/Policy/Performance	Crisis management - Site Security Plan needs to be reviewed and kept up-to-date.	Manage Risk	Current security plan needs to be reviewed and updated regularly to address organizational plans to manage disasters. Damage to assets would have lasting financial and cultural impact.	Low (unlikely the risk will happen)	High (significant impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Review and update security plan / operational plans for all business streams.	Low	Yes	Senior Management	Ongoing review and revising the site security plan / operational plan by business and functional units. Standard operating procedures relating to physical assets/properties, IT and procedural security for all SLPC sites.
2	Strategic/Policy/Performance	Public Sensitivity and image - Failure to meet public expectations may result in business distractions and loss of reputation.	Effective stewardship and transparency	Loss of reputation.	Low (unlikely the risk will happen)	Low (minor impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	SLPC will continue to practice open and transparent oversight in its decision-making and operating practices to maintain solid stewardship of its assets.	Low	Yes	Senior Management	Ongoing.
3	Accountability/Governance	Public venue - High volume of visitors including small children utilize grounds and facilities.	Achieve effective stewardship and transparency. Realize sustainability.	Incidents at attractions and facilities could result in receipt of legal suits of untold magnitude. In addition, non-managed SLPC properties are regularly accessed by public for personal use, i.e. vistas on the 1000 Is Pkwy, fishing, hiking, tobogganing, cross country skiing, etc. creating liability exposure.	Medium (likely the risk will happen)	Medium (moderate impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Security and first aid service providers on site at UCV and FH; Joint Occupational Health & Safety Committees complete monthly site inspections and make recommendations to management for improvements. Introduced Safety Performance Index (SPI) - behavioral observation and feedback process to record unsafe behaviors and measure them for improvement over time. SLPC uses fencing, gates and signage to deter public from entering non-managed sites but is not able to control access to all public areas.	Low	Yes	Senior Management	All H&S recommendations from internal/external committees will be reviewed and addressed within 1 - 30 days.
4	Operational	Economic Environment - Economic stagnation or recession. Declining visitor activity including visits from educational institutions and shrinking school markets. Growing competitive market for discretionary dollars.	Revitalize SLPC. Realize sustainability.	Significant decrease in visitors to agency would impact revenues greatly. Based on 5% - 15% deviation, revenue impact would be \$500K to \$2.5M.	Medium (likely the risk will happen)	Medium (moderate impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Timely financial reporting and management rigor will provide for early detection of economic softening. Enhanced "controlling" will provide greater oversight on spending. Sustaining a culture of cost rationalization with set targets in all business areas. Monitor visitation and per caps relative to budget and counter declines with promotional activities and/or discounts. Aggressive communication of fee strategies and reciprocal programs to attract regular visitors and educators including increased efforts on home schooling, private schools, and boards not affected by looming labour disruptions. Enhance customer offerings through new programs and/or events. Create "top-of-mind" product awareness with new marketing and advertising initiatives; ongoing development and investment in new products and product mix enrichment.	Low	No	Senior Management	Likely to balance budget at year-end 2019-20.
5	Workforce	Human Resources - Staffing - dependent on over 550 employees to deliver excellence in customer service during peak operations and special events.	Maximize human capital	Potential impact on quality of service and customer experience.	Low (unlikely the risk will happen)	Low (minor impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Workforce planning metrics linked to strategic business planning. Core competencies and organizational values linked to recruitment and selection. Realignment staff to meet program needs and visitor patterns; succession planning, integrated performance mgmt. and learning plans to respond to diverse skilled workforce. Vulnerable sector screening application under review. HR has a number of process optimization and automation projects underway using innovative technology solutions and LEAN/Kaizen activities, including recruiting, training, HR, and records management improvements.	Low	No	Senior Management	Ongoing.
6	Workforce	Potential Retirement of Managers in next 5 years	Maximize human capital.	Potential impact could be the exit of 8 managers of SLPC's current management population. Loss of valuable institutional knowledge and skill.	High (very likely the risk will happen, or already happening)	Medium (moderate impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Strong succession planning.	Medium	Yes	Senior Management	Ongoing
7	Infrastructure	Environmental - Septic systems and waste water sewage plants have reached their maximum life span thereby heightening risk of ground contamination.	Manage Risk through proper capital planning / infrastructure projects. Revitalize SLPC.	Many of SLPC's septic systems are original installations from the 1960s and 1970s and while they have been inspected, maintained and upgraded where necessary, many of these systems have now reached or passed their expected operational life span. Current MECP regulation requires many of these systems to have ECAs for each site and the MECP, through recent inspections, is aware of these issues. Infrastructure Ontario (IO) will be conducting feasibility studies on behalf of SLPC to investigate the possibility of connecting several SLPC sites and facilities to municipal services with either the Township of South Dundas or the Township of South Stormont. Without these municipal connections, several systems will need to be replaced and ECAs obtained at significant cost. System failures at sites could lead to site closures and a significant potential loss of operational revenue.	High (very likely the risk will happen, or already happening)	High (significant impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Inspection frequency increased (at MECP request) to provide for early detection of failure. Infrastructure Ontario (IO) is to complete feasibility studies on SLPC's behalf to look at connecting several SLPC sites and campgrounds to municipal servicing by end of Q2 2020. Where municipal connection are not feasible, IO to also look at stand alone systems to evaluate remaining life and plan for retrofit and/or replacement. Multi-year capital plans to replace highest priority systems to avoid any business interruption.	High	No	Senior Management	Feasibility studies to be completed by end of Q2 2020. Results of feasibility studies will provide information to assess options and determine costs for go forward strategies.
8	Information Technology & Infrastructure	Information Technology - Data and communication failures.	Manage Risk. Revitalize SLPC.	Would affect quality of service at attractions and/or facilities with potential loss of operational revenue dependant on location and time of year.	Medium (likely the risk will happen)	High (significant impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Emergency response procedures and service & support agreements are in place. State of the art IT backbone and VoIP telecommunications installed with built in redundancy to provide emergency backup. Disaster recovery plan in place. Use of backup power generators.	Medium	Yes	Senior Management	Ongoing.

#	Risk Category	[A] Risk	[B] Related Strategic Priority	[C] Impact & Scope Description (Consequences)	[D] Likelihood	[E] Impact	[F] Mitigation Strategies (Action Plans)	[G] Overall Risk Assessment	[H] Risk/Mitigation Funded?	[I] Risk Owner	[J] Mitigation Strategies - Comments
9	Infrastructure	Public and Employee Health & Safety - Aging infrastructure including but not limited to - facilities, mechanical and electrical systems, public access roads, bridges and scenic parkways, 37 km of off-road bike paths, drainage and irrigation systems that are 50 years old.	Manage Risk. Revitalize SLPC.	Any failure or closure would affect quality of service at attractions and/or facilities. Potential revenue loss. Failure to maintain +200 km of public access roads, bridges and scenic parkways to MOT standards create public safety issue. Failure to maintain bike paths will impact public safety and negatively impact visitor experience. People using third party operators/vendors could sustain injuries while using their services.	Medium (likely the risk will happen)	High (significant impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Partnering with Infrastructure Ontario (LAMP project) in 2020-21 to complete a full assessment of SLPC "above-ground" assets. Development of long-term capital plan in 2020-21. Fort Henry conservation/restoration addressed with a Memorandum of Understanding between Parks Canada and SLPC, dated August 29, 2007. Mutual indemnity agreement to be prepared between SLPC and third party operators/vendors. Malone, Given, Parsons report (2007) identified deteriorating infrastructure and need for significant capital re-investment by Province. Asset Registry developed in 2008 and asset condition assessment completed in 2012/13. Building Vulnerability and Risk assessments have been completed in conjunction with MGS, with action plans and guidelines developed. On-going funding applications to support projects.	Medium	No	Senior Management	Capital asset condition assessment and asset registry completed by VFA in 2013. Full implementation / training in progress on Asset Management Information System (AMIS). SLPC will review and update AMIS requirements regularly. Develop and implement the 3-year major capital projects (\$21 million, \$7 million yearly) plus yearly capital.
10	All Other Risks	Ticks	Manage Risk Health and Safety	If a tick releases fluid into a person's body, that person could become very ill and could be potentially life threatening.	Medium (likely the risk will happen)	High (significant impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Educated and provided resources to employees. Installed 'tick stations' throughout SLPC with insect repellent including DEET and tick remover.	Medium	Yes	Senior Management	All H&S recommendations from internal/external committees will be reviewed and addressed within 1 - 30 days.
11	Infrastructure	Tree Canopy (Unstable and Aging)	Manage Risk Health and Safety	The cost to repair and/or replace anything a falling tree damages and then clean-up and removal would be incurred. Potential to cause serious physical harm or death to SLPC staff and guests.	High (very likely the risk will happen, or already happening)	High (significant impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	A professional tree risk evaluation report was done by a certified arborist from the South Nation Conservation Authority in 2014 and 15. This report assessed 7150 trees at SLPC campgrounds; 899 or 12.6% of trees were evaluated as high risk (level 9 and 10 risk rating) and SLPC removed all level 10 risk rated trees. As a result of a serious incident at Glangarry Park a further 130 trees (rated as 9) were removed and a second arborist has recommended the removal of an additional 120 trees (7 and 8 rated) from that park. SLPC will need to remove 1,496 more (level 8 and 9 risk rating from its other seven campgrounds and five beaches). Since the original tree evaluation conducted in 2014 had a life expectancy of two years, SLPC has procured and initiated a contract for another evaluation of trees that are within the high traffic areas within our campgrounds and beaches. The project may extend to other facilities such as the marina and golf course. Skywood has a requirement for a tree evaluation to be completed on an annual basis due to the nature of the operation.	High	No	Senior Management	Ongoing.
12	Infrastructure	Business interruption - Operational risks associated with SLPC's deteriorating capital infrastructure including the presence of asbestos and hazardous material are ever present in both heritage and recreational attractions.	Manage Risk	Would affect quality of service at attractions and/or facilities. Deferred capital maintenance on SLPC assets is greater than \$50M.	High (very likely the risk will happen, or already happening)	High (significant impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Risk management remains "top of mind". Increase frequency of inspections. Heightened risk awareness and identification through ongoing training and AMIS. Continue to petition Ministry for timely capital funding to address high-priority infrastructure issues as delineated in AMIS.	High	No	Senior Management	Yearly capital investment directed to high priority capital projects.
13	Information Technology	Cyber Security	Manage Risk and Recovery	1) Financial impact (lost revenue, replacing equipment/infrastructure, operating costs such as licenses, ransom fees, etc.) 2) Data loss (sensitive information such as employee and customer, financials, business documents, etc.) 3) Customer experience (reservation and point-of-sales systems interrupted) 4) Interrupted business operations (communications, services, etc.) 5) Visitor and employee safety (telecommunications system goes down)	High (very likely the risk will happen, or already happening)	High (significant impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	1) Backups (offsite, archive, retention policies) 2) Anti-virus endpoint protection (dual layer) 3) Email security 4) Web security including SSL certification 5) Disaster recovery plan in place 6) Next generation firewalls 7) Geo-filtering on all incoming traffic 8) Corporate network policies 9) Utilize cloud-based solutions 10) Two-factor authentication	High	Yes	Senior Management	Ongoing.
14	Infrastructure	Flooding	Manage Risk and Recovery	Flooding and heavy rains has been a major factor this year negatively impacting campsites, beaches, roadways, trails (boardwalks), docks and customer experience. High water levels prevent campgrounds from draining after heavy rains leaving the grounds saturated. Damage to sites is extensive and there are still properties and utilities that are underwater and have to be assessed for damage. Road washouts have been extensive throughout all attractions. Septic beds are saturated and in some cases septic tanks are pumped weekly or more. Shoreline erosion is extensive due to fluctuation in river water levels. Stormwater run from flash floods greatly impacts beach water quality. All have an impact on the health and safety of staff and	High (very likely the risk will happen, or already happening)	High (significant impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Staff have been fixing damaged sites, road washouts and beach washouts as soon after a heavy rain as possible. Considerable capital dollars have been spent to date to rectify the flood damage. 2) Campgrounds will begin the implementation of an annual capital program, investing in gravel pads and extensive drainage for all campgrounds. 3) once waters recede staff will assess the further damage and shoreline erosions caused by flooding. 4) Investigate concepts and designs to divert stormwater runoff from the beach swim areas..	High	No	Senior Management	Ongoing.
15	Operational	Finances - Theft. Vulnerable due to cash being processed during operating season. Provincial budget pressures result in decreased operating transfer	Manage Risk	Worst case monetary risk would be one day's cash revenue.	Low (unlikely the risk will happen)	Low (minor impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Cash handling policies in place. Staff receive extensive training in cash handling and spot audits are conducted. Security cameras strategically placed within facilities and properties.	Low	Yes	Senior Management	Working with Ministry to select a suitable corporate POS system.

#	Risk Category	[A] Risk	[B] Related Strategic Priority	[C] Impact & Scope Description (Consequences)	[D] Likelihood	[E] Impact	[F] Mitigation Strategies (Action Plans)	[G] Overall Risk Assessment	[H] Risk/Mitigation Funded?	[I] Risk Owner	[J] Mitigation Strategies - Comments
16	Operational	Climate change and severe weather	Manage Risk	Dangerous and changing weather conditions can cause reduction in visitation, and damage to SLPC assets.	Medium (likely the risk will happen)	Medium (moderate impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Rain day staffing reductions would be implemented as required. Protocols in place and staff training. Capital investment to reduce things impacted by severe weather patterns. Constant awareness of changing weather conditions daily. Implement "top-down" culture of environmental sustainability.	Medium	No	Senior Management	Ongoing.
17	Operational	Increasing business complexity	Manage Risk	The business environment is evolving rapidly, this means higher standards in the areas of reporting e.g. financial, audits, human resources, government accountability, etc. Failure to meet these requirements could result in penalties against the organization.	Low (unlikely the risk will happen)	Low (minor impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Constantly monitor and proactively react to changing standards. Streamline business processes and financial reporting	Low	Yes	Senior Management	Ongoing.
18	Operational	Water levels	Manage Risk	Drastic changes in water level can impact visitation at SLPC sites accessed by water. Recreational boating traffic down and cruiseships vessels and other vessels with large drafts unable to navigate into the marina basin and impact to overall business. Need for additional dredging to assist in maintaining operations.	High (very likely the risk will happen, or already happening)	High (very likely the risk will happen, or already happening)	work closely with IUC	High	No	Senior Management	Ongoing and maintenance dredging

### Ontario's Economic Outlook

#### Highlights<sup>1</sup>

##### Demographic Projections and Implications

- Slower but still robust population growth of 3.1 million.
- Population growth driven largely by immigration; increasing diversity.
- Shift to older age structure to accelerate with a rapid rise in share of seniors.
- Growth in the core working-age population (ages 15-64) to slow down significantly.
- Population growth concentrated in the GTA.

##### Long-Term Projection of Ontario's Economic Growth

- The outlook is for continued real economic growth.
- Long-run rate of economic growth depends on growth in labour supply (largely determined by demographics) and productivity.
- Productivity growth depends on improving technology and investment in human and physical capital.
- Although real GDP growth is expected to slow, real GDP per person is expected to increase, leading to improving living standards.

##### Drivers of Future Health Care Costs

- Health care represents the most significant fiscal challenge for Ontario over the next twenty years.
- Key health care cost drivers include: population aging, population growth and utilization (e.g. costs generated by new treatments).
- Health care's share of provincial program spending could rise to about 55% in 2024-25 from 45% in 2004-05.
- Health care spending projected to rise at an annual average rate of 6% between 2009-10 to 2024-25, compared to 4.8% for GDP.

##### Intergovernmental Finances

- Federal transfers are projected to drop from 16% of Ontario's total revenues to 13.5% by 2024-25.
- Federal transfers for health, postsecondary education and social programs are projected to decline from 24% in 2005-06 to 18% in 2024-25 as a share of Ontario program spending.
- Municipalities have an important and growing role in the economic future of the province and will face ongoing pressure, particularly for improvements in infrastructure.

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<sup>1</sup> Ministry of Finance, Toward 2025: Assessing Ontario's Long-Term Outlook

## Ontario's Long-Term Fiscal Prospects<sup>2</sup>

- Since June 2018, more than 272,000 net new jobs have been created and the unemployment rate is near historical lows. Ontario's real gross domestic product (GDP) continues to rise, averaging 0.5 per cent growth over the last four quarters.
- Ontario is expected to experience continued economic growth over the 2019 to 2022 period. The Ministry of Finance projects Ontario's real GDP to grow by 1.4 per cent in 2019, 1.5 per cent in 2020, 1.5 per cent in 2021 and 1.9 per cent in 2022. These growth forecasts are below the average among private-sector economic forecasts for the province and demonstrate prudence.

## Summary of Ontario's Economic Outlook (Per Cent)

	2018	2019	2020	2021	2022
Real GDP Growth	2.3	1.4	1.5	1.5	1.9
Nominal GDP Growth	3.5	3.4	3.3	3.3	3.6
Employment Growth	1.6	2.6	1.2	1.0	1.1
CPI Inflation	2.4	2.0	2.0	1.9	1.9

## Ontario's Tourism Industry<sup>3</sup>

- Ontario's tourism industry is an important economic contributor, accounting for over 4% of the province's total Gross Domestic Product.
- Tourism accounted for 3.6% of the total provincial government revenues and 5.4% of its tax revenue.
- The industry supports approximately 390,500 jobs in Ontario, 5.5% of the total provincial employment.
- Throughout Ontario, over 187,800 businesses provide goods and services for tourists, representing 13% of all businesses in Ontario in 2016.

## 2.2 External Factors

(Assessment: Low, Medium, High – refers to impact on our business)

- Overall Ontario is a net beneficiary of low oil prices and when combined with other drivers such as the lower Canadian dollar and faster U.S. economic growth, economic prospects are improving. **(Medium)**
- Ontario's personal disposable income (overall average) is expected to flat line due to servicing increased personal debt loads, property and income tax credits/cuts. **(Medium)**
- Single or retired 55+ demographic will increase leisure spending on experiential vacation opportunities **(High)**
- Travel activities, especially same-day travel, are inversely proportional to oil prices and monetary exchange rates. **(High)**
- Inclement weather continues to affect outdoor venues attendance. **(High)**
- Declining trends in heritage attraction visitation is contrary to published research. **(High)**

<sup>2</sup> Ontario's Economic and Fiscal Outlook in Brief, 2019 Fall Statement

<sup>3</sup> Statistics Canada's 2016

- Continued decline in education/school segment primarily due to high costs for transportation and program redesign. **(Medium)**
- Border/customs/security/passport issues will persist. **(Medium)**
- Aggressive competition from other regional events/attractions remains unknown. **(Medium)**
- Emerging younger customer demographic and ethnic markets searching relevant vacation experiences. **(Medium)**

## FINANCIAL BUDGET OVER THREE-YEAR LIFE OF BUSINESS PLAN

						Year 1		Year 2		Year 3	
	Actual 2017-18	Actual 2018-19	Approved Budget 2019-20	Year-end Projection 2019-20	Proposed Budget 2020-21	Budget 2020-21 vs. Budget 2019-20		Projection 2021-22	Projection 2022-23		
						\$	%				
<b>Operating Revenues:</b>											
Retail Sales	1,739,713	1,732,748	1,826,987	1,669,269	1,850,973	23,986	1%	1,906,502	1,963,697		
Admissions	9,748,660	9,780,994	10,621,209	9,595,134	10,318,405	(302,804)	-3%	10,627,958	10,946,796		
Comp/Promo/Discount	(75,047)	(52,762)	(25,947)	(44,822)	(38,789)	(12,842)	49%	(39,953)	(41,151)		
Rentals	283,424	286,651	275,050	314,933	297,747	22,697	8%	306,680	315,880		
Concessions	288,131	274,794	234,683	202,756	300,430	65,747	28%	309,347	318,531		
Sponsorship	134,225	207,006	95,195	82,565	161,700	66,505	70%	166,551	171,548		
Investment Income	80,991	148,620	80,000	120,000	137,400	57,400	72%	140,148	142,951		
Land Use	26,554	26,280	22,603	19,567	23,420	817	4%	24,123	24,846		
Asset Disposal	0	0	0	0	0	0	0%	0	0		
Other Revenue	574,787	589,717	676,190	650,126	690,083	13,893	2%	710,411	731,348		
<b>Sub-Total Operating Revenue</b>	<b>12,801,438</b>	<b>12,994,049</b>	<b>13,805,969</b>	<b>12,609,529</b>	<b>13,741,369</b>	<b>(64,600)</b>	<b>0%</b>	<b>14,151,765</b>	<b>14,574,446</b>		
Student Experience Program (SEP)	65,538	80,476	0	69,502	0	0	0%	0	0		
Grants	0	19,600	0	0	0	0	0%	0	0		
<b>Total Operating Revenue, SEP and Grants</b>	<b>12,866,976</b>	<b>13,094,125</b>	<b>13,805,969</b>	<b>12,679,031</b>	<b>13,741,369</b>	<b>(64,600)</b>	<b>0%</b>	<b>14,151,765</b>	<b>14,574,446</b>		
<b>Operating Expenditures:</b>											
Salaries	10,162,063	11,098,255	11,750,052	11,088,535	11,694,839	55,213	0%	11,919,035	12,149,915		
Capital Expense Transfer	(3,493)	0	0	(2,899)	0	0	0%	0	0		
Benefits	2,112,167	1,993,299	2,320,260	2,047,122	2,205,169	115,091	5%	2,254,624	2,297,927		
<b>Sub-Total Salaries and Wages</b>	<b>12,270,737</b>	<b>13,091,553</b>	<b>14,070,311</b>	<b>13,132,757</b>	<b>13,900,008</b>	<b>170,304</b>	<b>1%</b>	<b>14,173,659</b>	<b>14,447,842</b>		
Marketing	697,264	646,294	966,473	731,080	457,000	509,473	53%	459,400	461,848		
Transportation and Communication	171,390	248,132	194,993	125,512	154,854	40,139	21%	157,619	159,984		
Supplies and Equipment	1,610,619	1,459,971	1,642,435	1,526,562	1,773,459	(131,024)	-8%	1,789,382	1,805,747		
Services	2,593,746	2,753,522	2,129,953	1,876,518	1,833,180	296,773	14%	1,847,394	1,861,068		
Grants Paid in Lieu of Taxes	14,675	14,675	14,675	14,675	14,675	0	0%	14,675	14,675		
Miscellaneous Expenditures	(171,127)	(93,380)	(98,057)	(67,838)	(94,674)	(3,383)	3%	(94,674)	(94,674)		
<b>Sub-Total Other Direct Expenditures</b>	<b>4,916,568</b>	<b>5,029,214</b>	<b>4,850,472</b>	<b>4,206,509</b>	<b>4,138,494</b>	<b>711,977</b>	<b>15%</b>	<b>4,173,796</b>	<b>4,208,649</b>		
COGS	882,965	1,055,910	1,059,682	978,886	1,013,289	46,393	4%	976,092	988,174		
Depreciation	8,384	7,711	6,000	6,000	3,000	3,000	50%	1,500	750		
<b>Total Expenditures</b>	<b>18,078,653</b>	<b>19,184,389</b>	<b>19,986,465</b>	<b>18,324,153</b>	<b>19,054,791</b>	<b>931,674</b>	<b>5%</b>	<b>19,325,047</b>	<b>19,645,415</b>		
<b>Net income (loss) from Operations</b>	<b>(5,211,677)</b>	<b>(6,090,264)</b>	<b>(6,180,496)</b>	<b>(5,645,122)</b>	<b>(5,313,422)</b>	<b>867,074</b>	<b>-14%</b>	<b>(5,173,281)</b>	<b>(5,070,969)</b>		
Operating Transfer Payment	6,622,800	7,122,800	7,122,800	7,122,800	7,122,800	0	0%	7,122,800	7,122,800		
<b>Net income (loss) from Operations and Transfer Payment (TP)</b>	<b>1,411,123</b>	<b>1,032,536</b>	<b>942,304</b>	<b>1,477,678</b>	<b>1,809,378</b>	<b>867,074</b>	<b>92%</b>	<b>1,949,519</b>	<b>2,051,831</b>		
<b>Celebrate Ontario / Ontario 150 Funding:</b>											
Celebrate Ontario / Ontario 150 Funding	317,813	157,982	0	0	0	0	0%	0	0		
<b>Celebrate Ontario / Ontario 150 Expenses</b>											
Celebrate Ontario / Ontario 150 Salaries	78,681	3,350	0	0	0	0	0%	0	0		
Celebrate Ontario / Ontario 150 Benefits	14,430	0	0	0	0	0	0%	0	0		
Celebrate Ontario / Ontario 150 Marketing	53,097	10,400	0	0	0	0	0%	0	0		
Celebrate Ontario / Ontario 150 Transportation and Communication	761	0	0	0	0	0	0%	0	0		
Celebrate Ontario / Ontario 150 Supplies and Equipment	5,272	96,189	0	0	0	0	0%	0	0		
Celebrate Ontario / Ontario 150 Services	164,454	48,064	0	0	0	0	0%	0	0		
Celebrate Ontario / Ontario 150 Miscellaneous Expenditures	0	0	0	0	0	0	0%	0	0		
<b>Net income (loss) from Celebrate Ontario / Ontario 150</b>	<b>1,118</b>	<b>(21)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>		
<b>Net income (loss) from Operations, TP, and Celebrate Ontario</b>	<b>1,412,241</b>	<b>1,032,515</b>	<b>942,304</b>	<b>1,477,678</b>	<b>1,809,378</b>	<b>867,074</b>	<b>92%</b>	<b>1,949,519</b>	<b>2,051,831</b>		

## PERFORMANCE MEASURES AND TARGETS OVER THREE-YEAR LIFE OF BUSINESS PLAN

The diverse nature of SLPC's business portfolio and broad mandate, mixed with the need to achieve government priorities, necessitates the use of a variety of performance measurement tools. Results will be reviewed regularly by the Business Unit Managers, Senior Leadership Team, and Board of Commissioners. The following are Key Performance Measures that SLPC uses in its operations to assess performance.

### FINANCE

Senior Leadership conducts monthly financial reviews of key performance indicators, income statements, IRR reports, capital reports, and activity reports to evaluate financial performance versus budget for the period.

#### 2019/20

In its operating budget for the year-ended March 31, 2020, SLPC projects a positive variance of \$535 thousand from the budgeted net surplus from operations of \$942 thousand, resulting in a net surplus from operations of \$1.478 million for the year, which will be used to fund strategic initiatives and address capital deficiencies.

#### 2020/21

For 2020-21, SLPC plans to generate \$13.741 million in total revenues (8% increase compared to year-end projection), incur \$19.055 million in total expenditures (4% increase compared to year-end projection) and achieve a surplus of \$1.809 million, exclusive of Kingston Penitentiary Tours. Kingston Penitentiary Tours are expected to generate \$2.843 million in total revenues, incur \$1.866 million in total expenditures, and achieve a surplus of \$976 thousand, to again be divided with 50% going to the United Way of Kingston Frontenac, Lennox & Addington and 50% to a marketing fund jointly managed by Tourism Kingston and SLPC. SLPC plans to recover approximately \$291 thousand in expenditures related to the operation of Kingston Penitentiary Tours.

#### 2021/22 TO 2022/23

Moving ahead to 2021-22 SLPC plans to generate \$14.152 million in total revenues, \$19.325 million in total expenditures, resulting in a projected net surplus of \$1.950 million. In the final year of the three-year business planning cycle (2022-23), SLPC plans to generate \$14.575 million in total revenues, \$19.645 million in total expenditures, resulting in a projected net surplus of \$2.052 million.

## ATTENDANCE

Activity (attendance) levels are evaluated weekly and compared to the budget and previous year to evaluate performance, identify trends and opportunities.

ATTRACTION	2020-21	2019-20 Projection	2020-21 vs 2019-20		2018-19
Fort Henry admissions/rentals	99	94	4	4 %	118
Upper Canada Village admissions/rentals	250	236	14	6 %	259
Parks nights/admissions	164	154	10	6 %	156
Upper Canada Golf Course rounds/rentals	22	19	3	16 %	16
Skywood Eco Adventure Park admissions	12	9	3	30 %	10
Kingston Pen Tours admissions	68	72	(4)	(6) %	68
<b>SLPC total excluding Chrysler Park Marina</b>	<b>614</b>	<b>585</b>	<b>30</b>	<b>5 %</b>	<b>627</b>
Chrysler Park Marina docked/stored linear ft. per day	1,293	1,189	104	9 %	1,418
<b>SLPC total including Chrysler Park Marina</b>	<b>1,907</b>	<b>1,774</b>	<b>133</b>	<b>8 %</b>	<b>2,045</b>

Note: Above amounts are in thousands

## CUSTOMERS

While financial performance is extremely important it is also essential to achieve optimum customer service standards and satisfaction and measurement and monitoring of customer satisfaction levels is key for maintaining and growing the business. A variety of methods are used to measure performance and customer satisfaction including:

- customer comment cards;
- entrance and exit customer surveys;
- emails;
- calls to Customer Service Unit;
- partner packages sold;
- postal and zip code tracking and analysis;
- promotion and coupon redemption analysis; and front-line interaction with visitors

Currently, the tracking of visitor origins through postal codes is done at all the attractions. This information is used to monitor visitor origins and to effectively target markets in advertising campaigns and as an evaluation tool for advertising campaigns.

In 2020-21, SLPC will continue to implement Customer Relationship Management (CRM), a system for managing interactions with current and future customers and using technology to organize, automate and synchronize marketing, Social Media activities, customer service, products and sales. The objective will be to focus on both customer preferences and customer leverage. This is to take advantage of changes in communications technology and help to make better decisions and drive profitability.

### **1. Measuring Employee Engagement, Wellness**

- OPS engagement surveys, SLPC staff surveys and feedback from our Wellness Committee will help us monitor how we are doing with respect to SLPC being a healthy and satisfying place to work. We will continue to track Respectful Workplace Policy complaints and the effectiveness of the resolutions and the workplace restoration process.

### **2. Safety Metrics**

- We will use leading performance indicators from incident data, root cause analysis and traditional WSIB statistics to track our progress on becoming a “safety-first” culture.

### **3. HR Performance Metrics & Continuous Improvement**

- Full Time Employee (FTE) metrics are compiled and analyzed each month to ensure we are operating within our cap and effectively utilizing our human resources.
- HR Automation -feedback from end-user groups on system functionality and areas for improvement.

### **4. Professional Growth and Development of our Workforce**

- We strive to develop and offer innovative and meaningful learning opportunities for staff through the corporate training plan, supporting retention and succession planning. We will seek feedback from managers and staff as well as our Local Employee Relations Committees to better understand these needs moving forward.

### **5. Recruitment Diversity Mandate**

- We will track the number of hires to designated positions by staff category and location to ensure services can be provided in French and English at all key frontline areas. French competency will be tested using qualified vendor of record.
- Building upon the 2019/20 student recruitment campaign “Enrich your Summer” we will track the number of new hires with multiple language skills to measure how we are doing against our stated goals as well as solicit feedback from our community recruitment partners that also target multilingual candidates.

## ASSET CONDITION

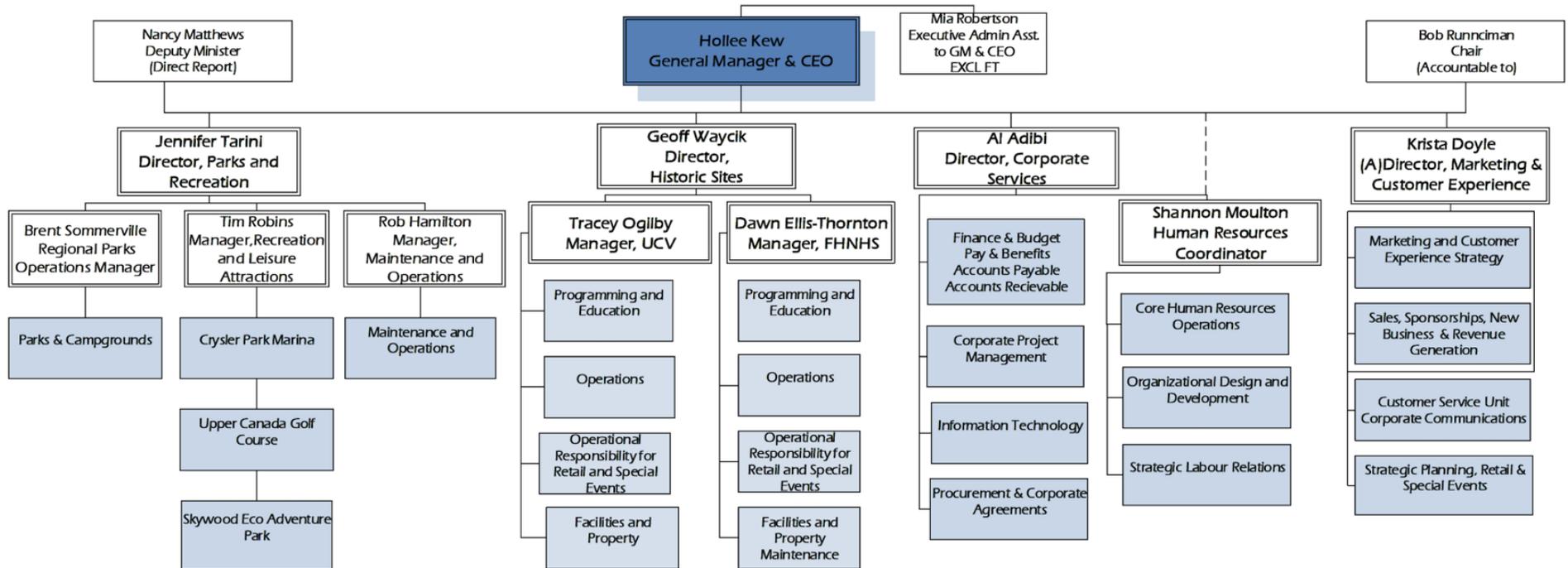
Many of SLPC's assets are fully depreciated and still in use beyond their expected useful life – they have \$0 book value. As part of the Long-term Capital Plan, SLPC will develop an Asset Replacement Strategy to improve the average age of its assets. Below is the status of SLPC assets as at March 31, 2019:

	Cost	Accumulated amortization	2019 Net book value	2018 Net book value
Buildings and other structures	\$ 20,275	\$ 4,484	\$ 15,791	\$ 16,090
Landhold improvements	13,200	3,824	9,376	9,706
Exhibits	7,139	4,978	2,161	2,888
Machinery, equipment and tools	4,501	2,985	1,516	1,791
Vehicles	5,029	3,426	1,603	1,531
Computer systems and licenses	3,249	2,601	648	711
Office furniture and equipment	1,839	1,564	275	315
Structures	11,897	4,880	7,017	7,796
Construction in progress	274	–	274	–
	\$ 67,403	\$ 28,742	\$ 38,661	\$ 40,828

Cost and accumulated amortization at March 31, 2018 amounted to \$65,144 and \$24,316, respectively.

# ORGANIZATION STRUCTURE AND HUMAN RESOURCES PLAN & COMMUNICATION PLAN

## OFFICE OF THE GENERAL MANAGER & CEO – SENIOR LEADERSHIP TEAM



----- Dotted Reporting Relationship

## HUMAN RESOURCES PLAN

### Workforce Demographics

SLPC is comprised of regular, seasonal, fixed term and student staff compliments and is a multi-generational workforce.

**94 %** of workforce are unionized      **44** – average age of workforce (excluding students)  
**48 %** of workforce are students      **9** – average years in the workforce (excluding students)

Gen Z – ages 5 to 22 - **47%**  
Gen Y – ages 23-37 - **19%**  
Gen X – ages 38-52 - **8%**

Boomers – ages 53-71 - **24%**  
Traditionalists – 72+ - **2%**

The mandate of the Human Resources division is to deliver quality HR programs and services that respond to SLPC’s key priorities and diverse operations. The following are key areas of focus:

### Diversity and Inclusion

SLPC is striving to better serve their diverse visitor population as well as incorporate more diversity into their talent pools, working towards increasing the compliment of staff with multiple language skills (including Chinese, German, Spanish and Japanese) as well as the commitment to provide an active offer of service to Francophone visitors. Over the last five years, SLPC has grown their FLS compliment to 21 designated positions, occupied by 46 staff members from all areas across SLPC, including positions in the executive office, management, communications, marketing and several frontline customer facing roles.

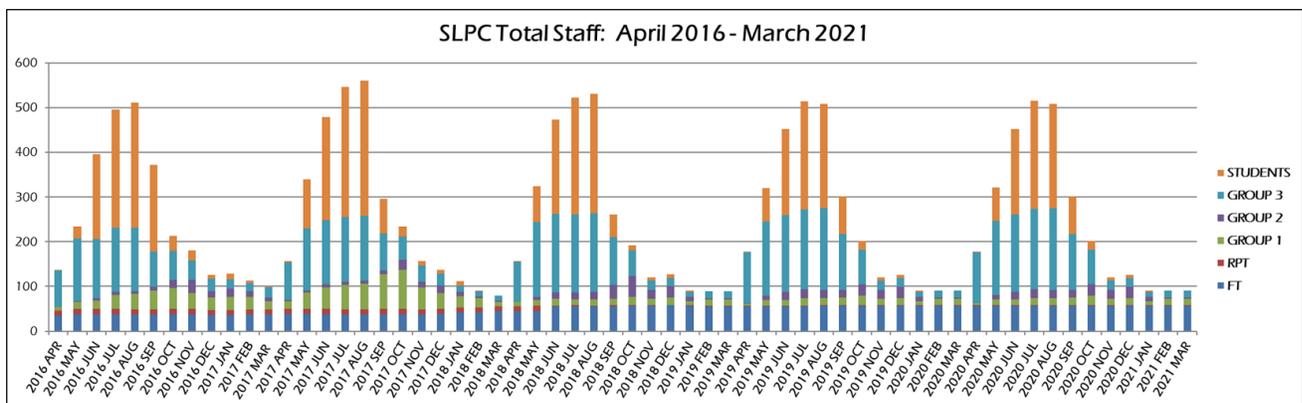
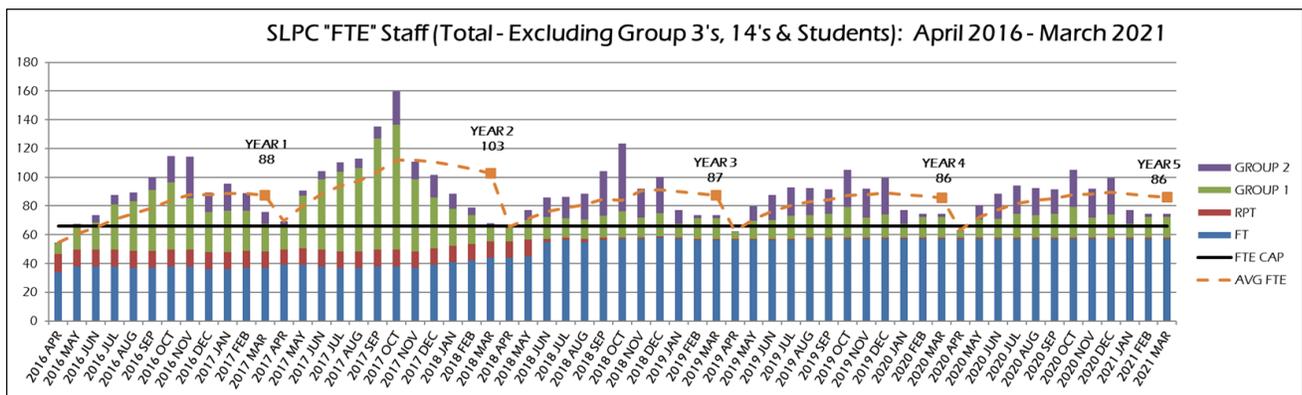
As part of the goal to attract and retain talent, SLPC is taking steps to ensure diversity is imbedded in recruitment processes. SLPC will participate in the Diverse Interview Panel (DIP) Pilot, using panel members from under-represented groups in the OPS. SLPC’s Local Employee Relations Committee (LERC) has diversity as a standing item to look at challenges and areas for improvement with respect to strategies for recruitment of under-represented groups as well as training to support staff in serving a diverse visitor population.

### Succession Planning

The 2019 voluntary exit programs saw 6 individuals in key positions leave the organization, 4 in management and 2 bargaining unit employees. In addition, retirement eligibility shows a potential for another 8 individuals in the management cadre, 7 in the regular unionized service and 86 in the seasonal workforce can retire in the next 5 years. While this could give SLPC an opportunity for healthy turnover and a refreshed workforce, it could also mean the loss of a substantial amount of institutional knowledge and skills. Over the next several years, it will be important to ensure that successors are identified and given opportunities for training, job trading, job shadowing or mentoring to develop these valuable skills and knowledge bases.

## Full Time Employee (FTE) Management

The SLPC FTE cap is now 60. Staffing of shoulder season events to support business growth creates ongoing challenge for SLPC to stay within the current cap. Below is a five year average of FTE totals (actual and projected), showing a heavy utilization during peak summer periods and fall/winter shoulder seasons with a balance to or near cap by fiscal year end. The heavy utilization of additional FTE's above cap is due to a large number of temporary, fixed term contracts that must be counted for FTE purposes, despite the fact that they are not permanent positions in the organization. SLPC continues to advocate for increased FTE's to grow critical areas of business support such as Information Technology and Environmental Sustainability.



## Automation of HR Service Delivery

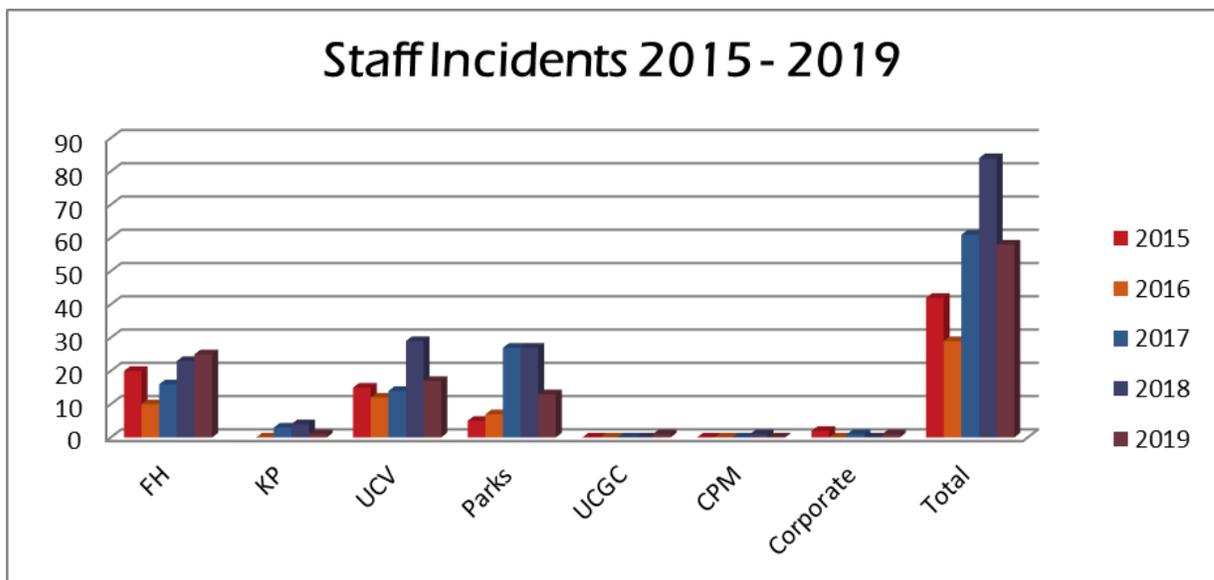
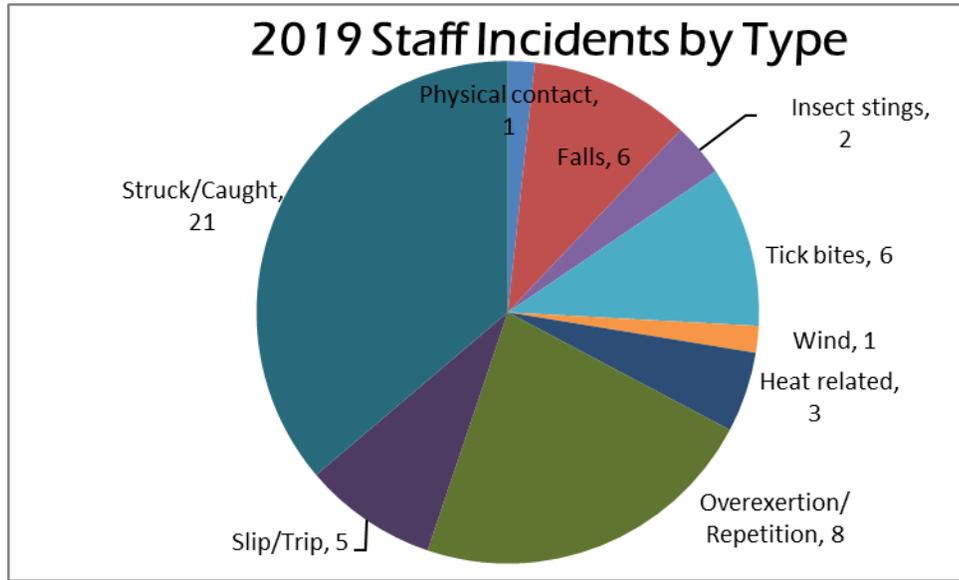
There will be a continued focus on end user feedback of our automated Payroll and Human Resource systems to further implement enhancements and improve automated processes to help leaders manage their workforces better.

## Health, Safety & Wellness

With health and safety at the forefront of everything they do at SLPC, Human Resources will continue to support business units in tracking staff and visitor incidents while supporting a "safety- first" culture that continues to use leading indicators and root cause analysis from incident data to prevent

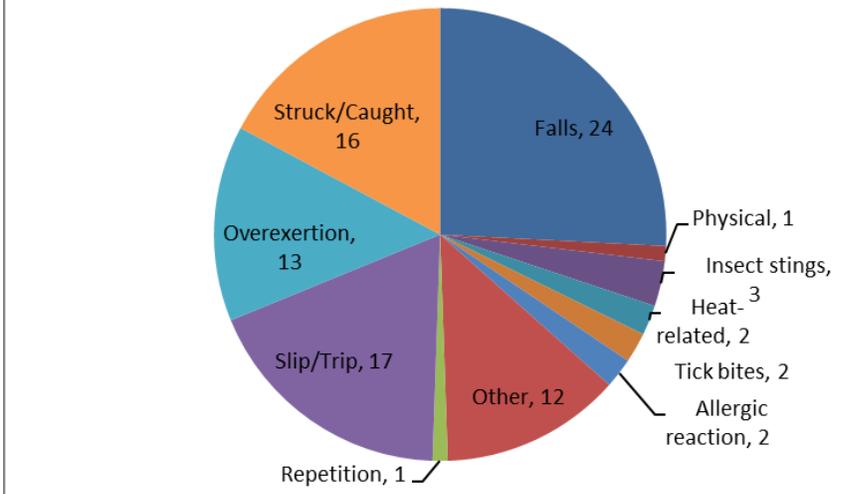
repeat incidents or near misses. Using feedback from the OPS staff survey and feedback from business units, staff engagement initiatives will be a priority in the next business cycle.

SLPC has seen a 36% improvement in staff incidents from 2018 to 2019. This can be attributed to increased education on heat stress prevention and management as well as a focus on preventative measures related to insect and tick bites.

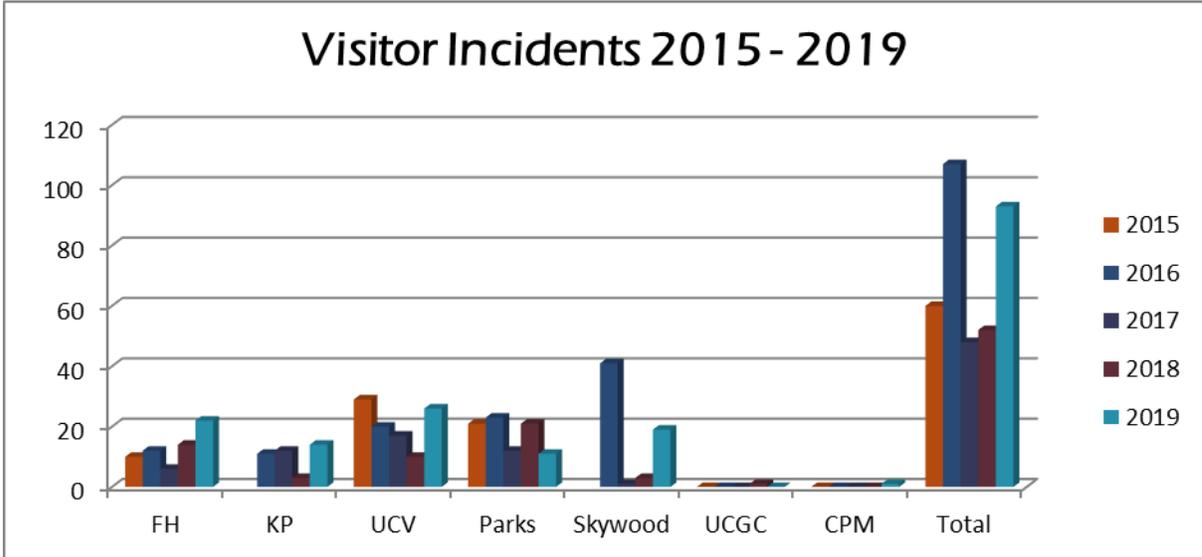


Visitor incidents saw an increase in 2019, up 56% from 2018. This increase is attributed to extreme hot weather in June and July, and increase in incidents from distracted behavior (i.e. cell phone use while walking or climbing stairs).

### 2019 Visitor Incidents by Type



### Visitor Incidents 2015 - 2019



## HR Plan Moving Forward (2020-2025)

In 2020, a new Human Resources Plan will be developed in conjunction with SLPC’s new strategic direction.

Priorities	Positive, Inclusive & Safe Workplace Culture	Build a Talented and Committed Workforce	Achieve Operational Excellence
Goals	<ul style="list-style-type: none"> <li>• Safety-first culture</li> <li>• Increased diversity in SLPC workforce</li> <li>• Engaged employees &amp; strong wellness initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Attracting and retaining talent</li> <li>• Training &amp; development plan that grows and supports leadership</li> <li>• Strong succession plan</li> <li>• World class customer service</li> </ul>	<ul style="list-style-type: none"> <li>• Simplified &amp; integrated HR processes and systems</li> <li>• Support effective organizational structure</li> <li>• Efficient use of FTE’s</li> </ul>
Strategies and Key Performance Indicators	<ul style="list-style-type: none"> <li>• Root cause analysis to support incremental improvements in staff and visitor incidents</li> <li>• Recruitment diversity mandate</li> <li>• Quality French Language Services</li> <li>• Workplace culture that speaks to diverse staff demographics</li> <li>• Continuation of grass roots employee wellness committee promoting positive workplace culture, mental health awareness, work-life balance</li> <li>• Through education and awareness on “Doing the Right Thing”; Respectful Workplace Policy, staff are empowered and feel safe to come forward with issues relating to RWP and issues of Wrongdoing</li> <li>• AODA Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Effective onboarding as a retention strategy</li> <li>• Succession Planning: <ul style="list-style-type: none"> <li>• Successors are clearly identified</li> <li>• Use of workforce metrics (i.e. retirement eligibility) to inform decisions</li> </ul> </li> <li>• Initiatives developed to increase leadership capacity, develop and retain talent</li> <li>• Opportunities for mentorship, acting assignments and cross training</li> <li>• Corporate training plan developed, including initiatives linked to: <ul style="list-style-type: none"> <li>• leadership development</li> <li>• customer service excellence</li> <li>• LEAN management</li> <li>• H&amp;S, including young workers (safety, education &amp; awareness) and mental health awareness training</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of automated systems to streamline HR processes linked to recruitment, pay and benefits processing, and HR approval processes</li> <li>• Organizational design that reflects staff compliments to meet business needs</li> <li>• Labour footprint is analysed against FTE cap requirements and needs of the business units</li> <li>• Recruitment decisions are informed with: <ul style="list-style-type: none"> <li>• Fair and balanced processes, attracting the right talent; transferrable skills</li> <li>• Workforce metrics, providing the most flexibility and effectiveness for labour force requirements</li> <li>• Most efficient use of salary dollars</li> </ul> </li> </ul>

## COMMUNICATIONS PLAN

A corporate communication strategy will be developed for SLPC and each individual business unit to proactively prepare for opportunities and potential issues of contentious nature, along with key messaging to support media and customer requests that is reflective of the product or announcement (all events, programming, awards, openings, staff announcements, comments on tourism trends, contentious issues, visitor metrics, etc.).

A strategic approach will support and strengthen SLPC's ability to remain competitive and top of mind in a busy tourism marketplace and enhance community relations. The strategy and messaging will be more market-focused, customer-oriented and self-sufficient with a new focus of corporate communication delivery and supported by an enhanced website and social media strategy that reaches into key source markets (Toronto, Ottawa and Montreal and Eastern Ontario). Enhanced community engagement and partnerships will leverage additional opportunities to tell SLPC stories, both leisure and corporate in nature, in the region and the province.

Communication distribution vehicles will include the following:

- Media Releases – from local to national distribution through Canada Newswire or to niche publications. Includes all media; print, radio, TV, websites and issued in both English and French, and posted on SLPC's website
- Continue to conduct public relations and develop relationships with travel writers and bloggers to pitch storylines and invite writers to attractions through familiarization tours
- Align with Destination Ontario and MHSTCI's Media Relations team
- Collaborate with Destination Marketing Organizations (DMOs), Regional Tourism Organizations (RTOs) and Municipal partners to leverage messaging and educate teams and communities of SLPC offerings
- Take advantage of digital mediums such as blog, website and newsletters through email marketing to raise awareness of the SLPC corporate brand through content that educates our audience and provides unique value to showcase our outreach initiatives, partnerships, industry relevant news, key updates and more. Further utilize social media (Facebook, Instagram and Twitter) and social listening to analyse conversations in our community about our business units, brand, and our market.
- Key messaging will be developed for each unit ahead of any potential media requests and to prepare staff with pertinent information
- Work with Destination Ontario, Destination Canada, Tourism Kingston and others to execute FAM Tours, Travel Media and Sales Mission outreach opportunities
- Develop a content strategy that will support travel writers, social media influencers, bloggers and partners
- Utilize email databases – Kingston Penitentiary Tours, Parks of the St. Lawrence, Fort Henry and Upper Canada Village to be proactive in cross promotion of events, advance sales and distribution of information

- Develop specific, highly targeted media, social and editorial strategies for each Business Unit focusing on individual target markets
- Take a grassroots approach in local communities by reach into the community, schools and businesses with collateral, one on one meetings and product presentations
- Consult with business units on a regular basis attending operational meetings and hosting quarterly marketing specific meetings to ensure marketing message is focused on appropriate goals and strategies
- Provide training and cross promotional scripts for each business unit to proactively approach upselling experiences and cross-selling attractions

## MARKETING AND CUSTOMER EXPERIENCE STRATEGIC DIRECTION

In 2020, forming a corporate communication strategy will be a priority accompanied by community outreach to strengthen relationships across the corridor. Hosting public meetings, community presentations and product/event launches will build a platform to educate partners on corporate and customer-facing experiences and initiatives within the SLPC.

Marketing will continue to utilize the expertise of PHD Canada, the vendor of record for the Ontario Public Service, and enhance communications with our Ministry partners, Destination Ontario, Destination Canada, RTOs, Municipalities and Tourism Partners to leverage outreach opportunities and create synergies in the marketplace.

Our social and digital team will introduce and test new channels to stay on trend and increase engagement and awareness through existing online communities. By way of paid media strategies, effective spend will be on result-based mediums that drive visitation and conversion through targeting the right audience for each experience to efficiently maximize budget and reach. Product messaging will continue to have a strong presence on paid digital and social media platforms, primarily in external markets, and select traditional mediums will be reintroduced in local markets to further build on product awareness and engage local residents.

With a focused approach on sponsorship, it will maximize revenue opportunities for each business unit with consideration for naming rights. As for the Customer Service Unit, they will be the voice of our customers and liaise with individual business units to aid in effective changes to improve the customer experience through their buying and experience journey with SLPC products.

## OBJECTIVE

Increase revenue for the SLPC through smart marketing, story telling, excellent customer service and community relations.

## BRAND VISION

A strong collection of brands that make SLPC a unified leader in tourism and a steward for environmentally sustainable tourism.

## WHAT DOES SUCCESS LOOK LIKE OVER THREE YEARS?

- Continue to build and strengthen community relationships
- Launch a corporate communication strategy
- Traffic hard working media resulting in increased revenues
- Implement established benchmarks to better evaluate campaign success
- Profile our customers to better target with a voice that resonates with their persona
- Execute timely reporting highlighting results and lessons learned
- Establish a secondary touch point with customers asking for feedback 'the new comment card'
- Manage reputation with a focus on TripAdvisor and Google Reviews
- Be a leader in environmentally sustainable tourism, less paper waste
- Create out of the box sponsorship opportunities
- Demonstrate value, inspire and invite customers to experience our offerings creating lifelong traditions
- New website

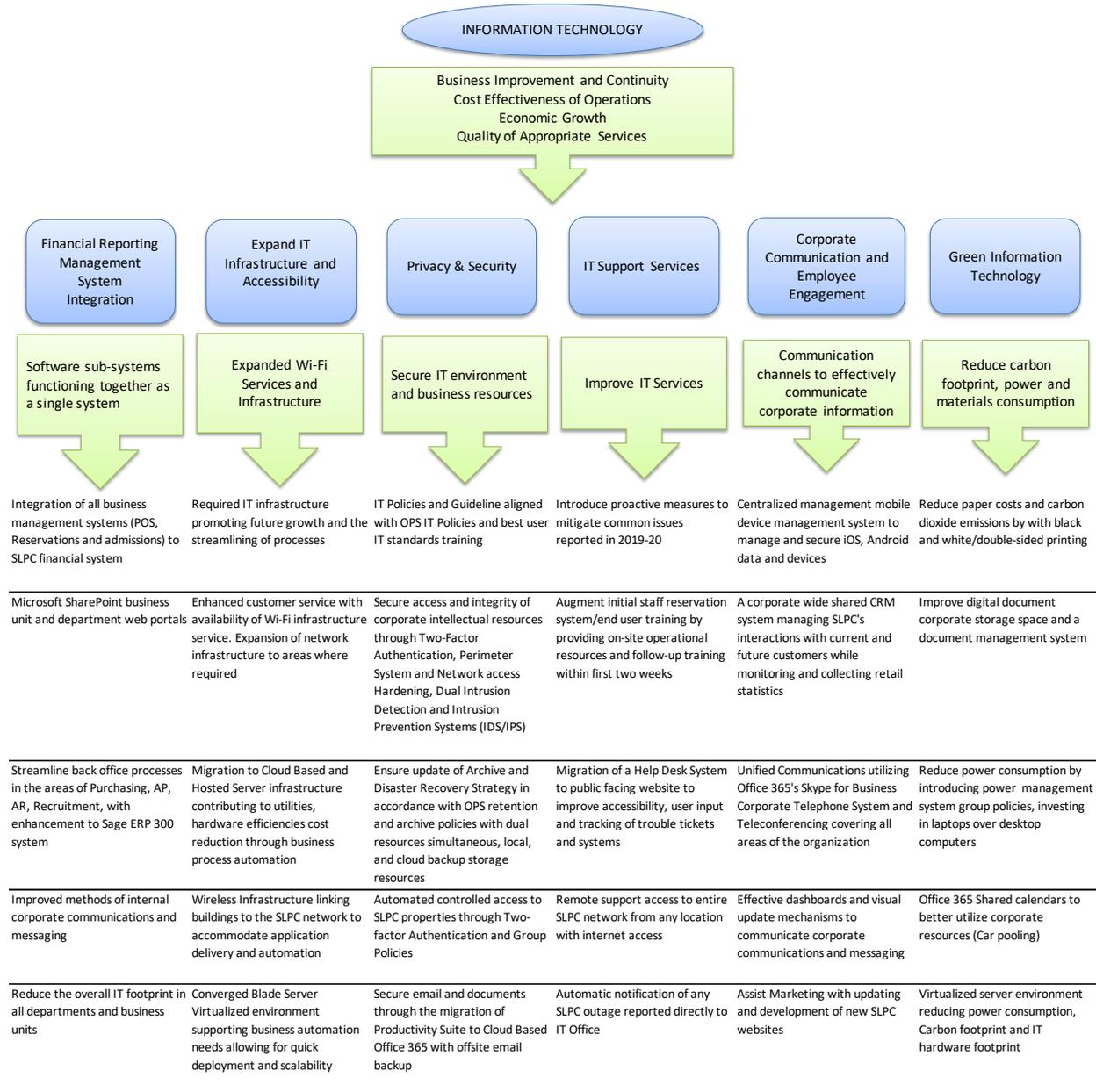
## TRAVEL TRADE SHOWS

Date	Location	Sales Mission
May 2020	Quebec City	Rendez-vous Canada (RVC) Travel Trade Showcase
October 2020	TBC – Quebec	Bienvenue Quebec - Bilingual CSU Representative
October 2020	United Kingdom	Destination Ontario B2B International Sales Program
December 2020	Vancouver	CITAP Winter Function / OTMPC Winter Function and Joint Sales Calls

## KINGSTON DESTINATION FUND THROUGH KINGSTON PENITENTIARY TOURS REVEUE

- Partner, media and community events/ program launches
- Cross Promotion of SLPC assets, paid media and community outreach
- Always on paid search campaign
- International and domestic travel trade
- Brand refresh for SLPC
- Website
- Signage

# INFORMATION TECHNOLOGY PLAN



## Information Technology Plan

- Modernize telephone system (research, select, commission)
- Maximize utility of Microsoft Office 365 productivity and collaboration tools e.g. Teams, One Drive, Skype, etc.
- Use IT for more flexible and secure working arrangements e.g. work from anywhere
- Implement an emergency backup power solution at Fort Henry
- Increase web security of all SLPC websites (SSL certification)
- Introduce Two-Factor Authentication for network access

- Dual Layer Endpoint protection on all Servers and Workstations
- Develop network infrastructure in areas that are difficult to provide network services (e.g. Glengarry Park, Ivy Lea Park, etc.)
- Introduce an SLPC wide document management system that will become the tool for records management and retention schedule
- Full transition of Enterprise Resources Planning (ERP) services to a cloud platform, supporting systems automation and data back-up and recovery plans
- Implementation of cloud-based Microsoft SQL databases, supporting systems automation and data back-up and recovery plans
- Investigate option of migrating various Information services to the Ontario Public Service (OPS) I&IT cluster
- Provide high availability IT systems functioning at 99.99% uptime (minimize system downtime), by leveraging backup power generators and proper data back-up and recovery plans
- Implement IT security best practices by hardening the SLPC network perimeter, enhance internal IT security, implement group policies and operational policies aligned with OPS guidelines
- Increase Internet network capacity in Morrisburg to support the added requirements for cloud-based platforms and solutions
- Transition to cloud-based email
- Server virtualization to reduce footprint and energy consumption
- Support and assist business process automation projects
- Use IT helpdesk to develop knowledge-based solutions including FAQs library

## PROCUREMENT PLAN (OPERATING, CAPITAL, AND IRR)

The procurement plan consists of multiple sections:

- Operating goods and services totalling approximately \$6M which also includes Kingston Penitentiary Tours and are listed in the financial roll-ups above
- Regular capital budget totalling approximately \$6.2M in 2020-21 and \$21M over the next three years
- Major capital budget totalling approximately \$17M in 2020-21 and \$45M over the next three years
- IRR projects totalling approximately \$1M, as at November 2019

The details for capital and IRR budgets follow.

### **Regular and Major capital**

Over the past several years, the SLPC has been actively maintaining its Asset Management Information System (AMIS) requirements list, and investing its annual capital allocation in much needed remediation and repairs. The regular capital allocation averages between \$4M and \$6M annually.

Given that SLPC is steward of 7,000 acres of land over 200km stretching from Kingston to near the Quebec border, numerous buildings many of which are historic in nature, a vast, secure, and reliable information technology network connecting many remote areas back to corporate headquarters, septic systems and treatment plants, a fleet of vehicles needed for transportation, maintenance and specialized uses, and interpretive staff many of whom need historical uniforms and costumes, the capital pressures are constant.

Moving forward to 2020-21, SLPC has identified a series of much needed major capital projects such as washroom replacements, septic system replacement, and major road maintenance in addition to the regular annual projects.

SLPC is planning to partner with Infrastructure Ontario on several major capital projects (including the revitalization of Parks septic systems and washrooms) to have them assist with project management and delivery.

### **Internally Restricted Reserve**

The IRR is the investment vehicle that the SLPC uses to drive growth and to make contributions towards the ultimate goal of self-sustainability (less dependence on government contributions). The IRR is funded internally through net income. It is invested in new programs, initiatives, and cost structure improvements. In order to receive approval to use IRR funds all new investment requests undergo a rigorous evaluation process which involves the creation of a comprehensive business case, senior management approval, and Board approval for projects over \$50,000.

The IRR has funded many successful projects such as Pumpkinferno, Woodlands campsite upgrades, electrical infrastructure retrofits for efficiency and reduction in energy consumption, and many more. In recent years, these projects have contributed to millions in new revenues and hundreds of thousands of new visitors annually, resulting in significant economic impacts for SLPC, the region and the province. Currently, a number of new business and product enhancement opportunities are currently under development, implementation will add to the profitability of business units.

FORT HENRY FEES

plus HST	2019-2020	2020-2021
<b>Main Season Core Programming</b>		
<b><i>General Admission / Sunset Ceremony</i></b>		
Adult	20.00	20.00
Senior (65+ yrs)	20.00	20.00
Student (13-18 years)	16.00	16.00
Youth (5-12 years)	13.00	13.00
Child (<5 Years)	-	
Military (5+ yrs)	10.00	10.00
Fort Henry Guard Club of Canada (member and dependent)	10.00	10.00
Upgrade to Sunset Ceremony from General Admission	10.00	10.00
Balcony Seating Upgrade (FH Evening Events Only)	20.00	20.00
Child Extended	-	
Tour Operator - Adult	15.00	15.00
Tour Operator - Senior	15.00	15.00
Tour Operator - Student	11.00	11.00
Tour Operator - Youth	11.00	11.00
Group (20 or more) - Adult	15.00	15.00
Group (20 or more) - Senior	15.00	15.00
Group (20 or more) - Student	11.00	11.00
Group (20 or more) - Youth	11.00	11.00
School Group (20 or more)	8.85	8.85

Additional Supervisor (exceeding 1:5 ratio)	15.00	15.00
Passport to the Past - Adult	46.00	50.00
Passport to the Past - Senior	46.00	50.00
Passport to the Past - Student	35.00	38.00
Passport to the Past - Youth	30.00	32.00
Passport to the Past - Child	-	
Premium Passport to the Past - Adult	74.00	79.00
Premium Passport to the Past - Senior	74.00	79.00
Premium Passport to the Past - Student	55.00	60.00
Premium Passport to the Past - Youth	50.00	55.00
Premium Passport to the Past - Child		

<b>Grand Events (USMC, Tattoo)</b>		
Adult	25.00	25.00
Senior	25.00	25.00
Student	17.00	17.00
Youth	17.00	17.00
Child	-	
Military (5+ yrs)	11.00	10.00
Upgrade to Daytime Programming	10.00	10.00
Tour Operator - Adult	20.00	20.00
Tour Operator - Senior	20.00	20.00
Tour Operator - Student	15.00	15.00
Tour Operator - Youth	15.00	15.00
Group (20 or more) - Adult	20.00	20.00
Group (20 or more) - Senior	20.00	20.00
Group (20 or more) - Student	15.00	15.00
Group (20 or more) - Youth	15.00	15.00

<b>Camps, Education and Specialty Programming</b>		
Victorian Education	10.00	10.00
Garrison Life - Half Day	11.50	11.50
Overnight Program	38.94	38.94
Adult Lecture Fee	177.00	177.00
Specialty Guided Tour (5+ yrs, 20 or more)	25.00	25.00
Battle School Adult Program	35.00	35.00
Summer Camp - Week Long		250.00
Sensory Tour		8.85
<b>Beerfest</b>		
Adult – Online	15.00	15.00
Senior – Online	15.00	15.00
Adult - Day of Event	20.00	20.00
Senior - Day of Event	20.00	20.00
Student	7.08	7.08
Youth	7.08	7.08
Child	-	-
Military (5+ yrs)	10.00	10.00

<b>Cannonball Crush</b>		
Cannonball Crush (Team Early Bird)	50.00	50.00
Cannonball Crush (Team Discount)	60.00	60.00
Cannonball Crush (Team Standard)	70.00	70.00
Cannonball Crush (Individual Early Bird)	55.00	55.00
Cannonball Crush (Individual Discount)	65.00	65.00
Cannonball Crush (Individual Standard)	75.00	75.00
Cannonball Crush (Day Of)	80.00	80.00

<b>Fall Season Core Programming</b>		
Off Season Walkin - Adult	13.00	13.00
Off Season Walkin - Senior	13.00	13.00
Off Season Walkin - Student	13.00	13.00
Off Season Walkin - Youth	13.00	13.00
Off Season Walkin - Child	-	
Military (5+ yrs)	10.00	10.00
Tour Operator - Adult	10.00	10.00
Tour Operator - Senior	10.00	10.00
Tour Operator - Student	7.00	7.00
Tour Operator - Youth	7.00	7.00
Tour Operator - Child	-	-
Group (20 or more) - Adult	10.00	10.00
Group (20 or more) - Senior	10.00	10.00
Group (20 or more) - Student	8.85	8.85
Group (20 or more) - Youth	8.85	8.85
Group (20 or more) - Child	-	-
<b>Fort Fright</b>		
Youth (FF)	16.00	25.00
Fort Fright All In Fee - Adults, Senior, Student, Youth	25.00	25.00
Fort Fright All In Fee - Military	15.00	20.00
Private Group Reservation (Up to 300 guests)	4,500.00	4,500.00
Private Group Reservation Plus (Up to 100 additional guests over 300 guests)	600.00	600.00
Tour Operator - Adult	15.00	20.00
Tour Operator - Senior	15.00	20.00
Tour Operator - Student	15.00	20.00
Tour Operator - Youth	15.00	20.00
Group (20 or more) - Adult	15.00	20.00

Group (20 or more) - Senior	15.00	20.00
Group (20 or more) - Youth	10.00	20.00
Group (20 or more) - Youth	15.00	20.00
Note: Accessibility Night Rate same as Senior Rate		
<b>Venue, Asset and Service Rental Fees</b>		
Costume Rentals (Onsite)	40.00	40.00
Costume Rentals (Offsite)	85.00	85.00
Vendor Fee (Trade Square storage fee)		100.00
Vendor Fee 1 (eg. Gift Giving Show per day, Magazine M)	150.00	150.00
Vendor Fee 2	177.00	177.00
Vendor Fee 3	200.00	200.00
Vendor Fee 4	250.00	250.00
Vendor Fee 5	300.00	300.00
Vendor Fee 6	450.00	450.00
Vender Fee 7 (eg. Casemate monthly rental)	650.00	650.00
FRS 1 (eg. Online Fee)	2.00	2.00
FRS 2 (eg. Haunted Walks)	2.50	2.50
FRS 3	3.00	3.00
Paranormal Group Overnight (security accompanied)	600.00	600.00
Venue Rental 1 (Great Hall, Hourly)	200.00	200.00
Venue Rental 2 (Great Hall 1/2 Day)	600.00	600.00
Venue Rental 3 (Wedding at Great Hall, Nov to Apr)	2,000.00	2,000.00
Venue Rental 4 (Wedding at Great Hall, May to Oct)	2,200.00	2,200.00

Venue Rental 5 (Great Hall Full Day)	1,000.00	1,000.00
Venue Rental 6 (Advanced Battery Rental)	1,500.00	1,500.00
South Hill / East Park Wedding	500.00	500.00

<b>Tour Operator</b>	<b>2019-2021</b>	<b>2022</b>
<b>Day Program &amp; Sunset Ceremony</b>		
Adult/Senior	15.00	17.00
Youth/Child	11.00	12.00
Children Under 5	Free	Free
<b>Grand Events</b>		

Adult/Senior	20.00	22.00
Youth/Child	15.00	16.00
Children Under 5	Free	Free
<b>Off-Season Guided Walking Tour</b>		
Adult/Senior	10.00	12.00
Youth/Child	7.00	8.00
Children Under 5	Free	Free
<b>Fall at Fort Henry - Fort Fright</b>		
General Admission	15.00	20.00

### UPPER CANADA VILLAGE FEES

plus HST	2019-2020	2020-2021
<b>Main Season Core Programming</b>	May to mid-Sep	
<b>General Admission</b>		
Adult	22.00	22.00
Senior (65+ yrs)	22.00	22.00
Student (13-18 years)	16.00	16.00
Youth (5-12 years)	13.00	13.00
Child (<5 Years)	-	-
Military (5+ yrs)	11.00	11.00
Child Extended	-	-
Tour Operator - Adult	15.00	15.00
Tour Operator - Senior	15.00	15.00
Tour Operator - Student	11.00	11.00
Tour Operator - Youth	11.00	11.00
Group (20 or more) - Adult	15.00	15.00
Group (20 or more) - Senior	15.00	15.00
Group (20 or more) - Student	11.00	11.00
Group (20 or more) - Youth	11.00	11.00
School Group (20 or more)	8.85	8.85
Additional Supervisor (exceeding 1:5 ratio)	15.00	15.00
Passport to the Past - Adult	46.00	50.00
Passport to the Past - Senior	46.00	50.00
Passport to the Past - Student	35.00	38.00

Passport to the Past - Youth	30.00	32.00
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Passport to the Past - Child	-	-
Premium Passport to the Past - Adult	74.00	79.00
Premium Passport to the Past - Senior	74.00	79.00
Premium Passport to the Past - Student	55.00	60.00
Premium Passport to the Past - Youth	50.00	55.00
Premium Passport to the Past - Child	-	-

<b>Grand Events (Medieval, War of 1812)</b>		
Adult	25.00	25.00
Senior	25.00	25.00
Student	17.00	17.00
Youth	17.00	15.00
Child	-	-
Military (5+ yrs)	17.00	12.50
Tour Operator - Adult	20.00	20.00
Tour Operator - Senior	20.00	20.00
Tour Operator - Student	15.00	15.00
Tour Operator - Youth	15.00	15.00
Group (20 or more) - Adult	20.00	20.00
Group (20 or more) - Senior	20.00	20.00
Group (20 or more) - Student	15.00	15.00
Group (20 or more) - Youth	15.00	15.00
School Group (20 or more)	10.62	10.62

<b>Camps, Education and Specialty Programming</b>		
Education Live-In	54.86	54.86
Time Travellers Camp	650.00	665.00
Time Travellers Try-a-Camp	290.00	295.00

Young & Senior Interpreter Program	245.00	250.00
Adult Lecture Fee	177.00	250.00
Specialty Guided Tour (5+ yrs, 20 or more)	25.00	25.00

<b>Miniature Train</b>		
Short Loop	6.00	6.00
Combo Short	5.00	5.00

Long Loop	9.00	9.00
Train Combo (May/June only)	2.25	2.50
Child Train (Long or Short)	-	-
Marina Train Transportation	280.00	280.00
<b>Fall Season Core Programming</b>	mid-Sep to mid-Oct	
Off Season Walkin - Adult	13.00	13.00
Off Season Walkin - Senior	13.00	13.00
Off Season Walkin - Student	13.00	13.00
Off Season Walkin - Youth	13.00	13.00
Off Season Walkin - Child	-	-
Military (5+ yrs)	10.00	10.00
Tour Operator - Adult	10.00	10.00
Tour Operator - Senior	10.00	10.00
Tour Operator - Student	7.00	7.00
Tour Operator - Youth	7.00	7.00
Tour Operator - Child	-	-
Group (20 or more) - Adult	10.00	10.00
Group (20 or more) - Senior	10.00	10.00
Group (20 or more) - Student	8.85	8.85
Group (20 or more) - Youth	8.85	8.85
Group (20 or more) - Child		
<b>Fall and Winter Events (PF/AAN)</b>	October and December	
AAN Adult 13+	16.00	16.00
Senior	16.00	N/A
Student	16.00	N/A
Youth AAN 5 -12	12.00	12.00
Child	-	-
PumpkinInferno Adult 13+	16.00	18.00
PumpkinInferno Youth	12.00	14.00
PumpkinInferno Walk-Up Ticket Fee Adult 13+	25.00	25.00
PumpkinInferno Walk -Up Ticket Fee Youth	N/A	21.00
Military (5+ yrs)	N/A	10.00
Combo Ticket PKFN/AAN Adult 13+	27.00	29.00
Combo Ticket PKFN/AAN Youth 5 -12	19.00	21.00
Combo Ticket Student (Any 2 Events)	25.00	N/A
Combo Ticket Youth (Any 2 of PF/AAN Events)	19.00	N/A
Pommier Carriage (for 2 Adults, AAN)	80.00	95.00
Pommier Carriage (plus one Student or Youth, AAN)	35.00	35.00

Pommier Carriage (plus one Child, AAN)	-	-
Carry All Group Reservation (up to 15 people, AAN)	254.25	255.00
Private Group Reservation (Up to 300 guests)	3,000.00	3,200.00
Private Group Reservation Plus (Up to 100 additional guests over 300 guests)	600.00	800.00
Tour Operator - Adult (All events, PF Wed Nights only)	12.00	12.00
Tour Operator - Senior (All events, PF Wed Nights only)	12.00	12.00
Tour Operator - Student (All events, PF Wed Nights only)	9.00	9.00
Tour Operator - Youth (OW/LB/PF/AAN, PF Wed Nights only)	9.00	9.00
Group (20 or more) - Adult (PF)	15.00	15.00
Group (20 or more) - Senior (PF)	15.00	15.00
Group (20 or more) - Student (PF)	15.00	15.00
Group (20 or more) - Youth (PF)	10.00	10.00
<b>Venue, Asset and Service Rental Fees</b>	Year Round	
Costume Rentals (Onsite)	40.00	40.00
Costume Rentals (Offsite)	85.00	85.00
Guest House Overnight Accommodation	295.00	295.00
Guest House Weekly Accommodation	1,770.00	1,770.00
Montgomery House Overnight Accommodation	195.00	195.00
Blue or Grey House Rental	100.00	100.00
Firewood	8.00	8.00
Carry All or Pommier Carriage Ride (Wedding)	250.00	250.00
Vendor Fee 1 (eg. Gift Giving Show per day / Guest House Meeting 8am - 6pm)		150.00
Vendor Fee 2 (eg. Medieval weekend booth fee)	177.00	177.00
Vendor Fee 3	N/A	200.00
Vendor Fee 4	N/A	250.00
Vendor Fee 5	N/A	300.00
Vendor Fee 6	N/A	450.00
FRS 1 (eg. Online Fee)	1.50	2.00
FRS 2 (eg. Haunted Walks)	2.50	2.50
FRS 3 (eg. Dion Snowshoe Race)	N/A	3.00
Venue Rental 2 (Harvest Barn with other rental)	600.00	600.00
Venue Rental 3 (Wedding at Great Hall, Nov to Apr)	2,000.00	2,000.00
Venue Rental 4 (Wedding at Great Hall, May to Oct)	2,200.00	2,200.00
Venue Rental 5 (Harvest Barn)	1,000.00	1,000.00
Venue Rental 7 (Wedding onsite, UCV)	800.00	800.00

Crysler Garden	500.00	500.00
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### KINGSTON PENITENTIARY TOURS FEES

<b>Includes Service Fee, Plus HST</b>	<b>2019-2020</b>	<b>2020-2021</b>
<b>Main Season Core Programming</b>	May to end October	
<b><i>Standard Tour</i></b>	Plus Fee	Inc Fee
Adult (19+ yrs) Standard Tour	35.00	35.00
Kingston Resident Rate Discount	(5.00)	(5.00)
Student/Youth (5-18 yrs) Standard Tour	25.00	25.00
Child (<5 yrs)	-	-
Tour Operator - Adult	26.25	26.25
Tour Operator - Student/Youth	18.75	21.75
Group (20 or more) - Adult	26.25	29.25
Group (20 or more) - Student/Youth	18.75	21.75
School Group (20 or more)	12.50	15.50
<b><i>Extended Tour</i></b>		
Adult (19+ yrs) Extended Tour	70.00	75.00
Student/Youth (5-18 yrs) Extended Tour	60.00	65.00
<b><i>After Dark</i></b>		
Adult (19+ yrs) After Dark Tour	N/A	40.00
Student/Youth (5-18 yrs) After Dark Tour	N/A	30.00

**PARKS OF THE ST. LAWRENCE FEES**

<b>plus HST</b>	<b>Ivy Lea &amp; Brown's Bay 2019-20</b>	<b>Ivy Lea &amp; Brown's Bay 2020-21</b>	<b>Glengarry, Mille Roches, Woodlands, McLaren , Farran Riverside/Cedar 2019-20</b>	<b>Glengarry, Mille Roches, Woodlands, McLaren , Farran Riverside/Cedar 2020-21</b>	<b>UCMBS 2019-20</b>	<b>UCMBS 2020-21</b>
<b>Day Use</b>						
Weekday Beach Promo - Maximum Vehicle (Excludes Holidays)	\$6.64	\$6.64	\$6.64	\$6.64	\$6.64	\$6.64
Weekend - Maximum Vehicle (Includes Holidays)	\$16.81	\$16.81	\$16.81	\$16.81	\$16.81	\$16.81
Adult	\$6.64	\$6.64	\$6.64	\$6.64	\$6.64	\$6.64
Senior	\$4.43	\$4.43	\$4.43	\$4.43	\$4.43	\$4.43
Walk-in, Cyclist	\$1.77	\$1.77	\$1.77	\$1.77	\$1.77	\$1.77
Day Use Season Pass - Vehicle Sticker -All SLPC Day Use Areas	\$94.00	\$96.07	\$94.00	\$96.07	\$94.00	\$96.07
Day Use Season Pass - Additional Vehicle Sticker - An all SLPC Vehicle Sticker must be purchased	\$35.00	\$35.77	\$35.00	\$35.77	\$35.00	\$35.77
Day Use Seasonal Browns Bay or LSPW- Vehicle Sticker	\$62.00	\$63.36	\$62.00	\$63.36	\$62.00	\$63.36
Daily Outfitters Fee	\$28.00	\$28.62	\$28.00	\$28.62	\$28.00	\$28.62

<b>Seasonal Camping</b>						
Basic	\$2,964.00	\$3,082.56	\$2,246.00	\$2,335.84	\$2,246.00	\$2,335.84
Basic Waterfront			\$2,563.60	\$2,666.14		

Waterfront - 1 service (water)			\$3,088.00	\$3,211.52		
Electric 15 amp			\$2,433.60	\$2,530.94		
Electric 30 amp			\$2,589.60	\$2,693.18		
2 Service - 15 amp + water			\$2,563.60	\$2,666.14		
2 Service - 30 amp + water	\$3,312.40	\$3,444.90	\$2,719.60	\$2,828.38	\$2,719.60	\$2,828.38
2 Service - 50 amp + water			\$3,068.00	\$3,190.72		
Seasonal - Additional Vehicle Sticker	\$64.48	\$65.90	\$64.48	\$65.90	\$64.48	\$65.90
Seasonal Dockage	\$832.00	\$850.30				
Seasonal - Sewage Pump Out	\$130.00	\$132.86				
<b>Transient Camping</b>						
Basic	\$39.78	\$40.66	\$35.70	\$36.49	\$37.74	\$38.57
Waterfront	\$47.43	\$48.47	\$37.74	\$38.57	\$40.29	\$41.18
Electric 15 amp	\$43.35	\$44.30	\$41.28	\$42.19		
Electric 30 amp					\$43.86	\$44.82

2 Service - 15 amp			\$45.39	\$46.39		
2 Service - 30 amp	\$51.51	\$52.64	\$47.43	\$48.47	\$49.47	\$50.56
2 Service - 50 amp			\$49.98	\$51.08	\$52.02	\$53.16
Waterfront - Hoople Island/BB	\$52.02	\$53.16	\$52.02	\$53.16		
3 Service - 50 amp			\$57.12	\$58.38	\$57.12	\$58.38

Camper Cabin - Weekday	\$96.90	\$99.03	\$96.90	\$99.03	\$96.90	\$99.03
Camper Cabin - Weekend/night	\$114.24	\$116.75	\$114.24	\$116.75	\$114.24	\$116.75
Camper Cabin - Weekly	\$648.21	\$662.47	\$648.21	\$662.47	\$648.21	\$662.47
Treehouse					\$307.02	\$313.77
Treehouse Weekly					\$1,842.12	\$1,882.65
Lodge - Woodlands - Weekday			\$140.76	\$140.76		
Lodge -Woodlands - Weekend			\$170.85	\$170.85		
Lodge - Woodlands - Weekly			\$896.58	\$896.58		
Mini Cabin - Weekday			\$77.52	\$79.23		
Mini Cabin - Weekend			\$90.78	\$92.78		
<b>Group Camping</b>						
Per Person			\$3.06	\$3.13	\$3.06	\$3.13
Per Student/Senior			\$2.81	\$2.87	\$2.81	\$2.87
Sites A,B,C & 5			\$81.60	\$83.40	\$81.60	\$83.40
Sites D, E & 1-4			\$45.90	\$46.91	\$45.90	\$46.91
Transient - Additional Vehicle/Boat	\$11.00	\$11.00	\$11.00	\$11.00	\$11.00	\$11.00
Dog Fee per Night	\$27.00	\$27.00	\$27.00	\$27.00	\$27.00	\$27.00
Reservation Fee	\$11.75	\$11.75	\$11.75	\$11.75	\$11.75	\$11.75
Change and Cancellation Fee	\$9.75	\$9.75	\$9.75	\$9.75	\$9.75	\$9.75
Programming Fee					\$5.31	\$5.31
Transient Dockage	\$22.00	\$22.00				
Boat Ramping	\$8.00	\$8.00				
Pump Out	\$20.00	\$20.00				

Bike Rental 1/2 Day					\$8.00	\$8.00
Bike Rental Full Day					\$14.00	\$14.00
Canoe Rental 1/2 Day	\$24.50	\$24.50	\$24.50	\$24.50	\$24.50	\$24.50
Canoe Rental Full Day	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
Scuba Diving Fee (IL only)	\$17.00	\$17.00	\$0.00	\$0.00	\$0.00	\$0.00
Tent rental - 40' X 60' - 2 Day	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00
Tent rental - 20' X 40' - 2 Day	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00
Tent rental - 20' X 30' - 2 Day	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
Tent rental - 20' X 20' - 2 Day	\$400.00	\$400.00	\$400.00	\$400.00	\$400.00	\$400.00
<b>TRANSIANT DISCOUNTS</b>		<b>Military</b>		<b>Staff</b>		<b>Senior</b>
Basic		20%		20%		10%
Waterfront		20%		20%		10%
Electric 15 amp		20%		20%		10%
Electric 30 amp		20%		20%		10%
2 Service - 15 amp		20%		20%		
2 Service - 30 amp		20%		20%		
2 Service - 50 amp		20%		20%		
Waterfront - Hoople Island/BB		20%		20%		

SKYWOOD ECO ADVENTURE FEES

plus HST	2019-20	2020-21
<b>Zip Tour</b>		
Adult (16+)	\$66.34	\$66.34
Youth (12-15)	\$60.99	\$60.99
Child (9-11)	N/A	N/A
<b>Adventure Courses</b>		
Adult (16+)	\$58.85	\$66.34
Youth (12-15)	\$51.36	\$60.99
Child (9-11)	\$42.80	\$42.80
<b>Discovery Courses</b>		
Adult (16+)	\$29.96	\$29.96
Youth (12-15)	\$29.96	\$29.96
Child (9-11)	\$29.96	\$29.96
Discovery + Tree Walk Package	\$35.00	\$35.00
<b>Treewalk Village</b>		
Adult (16+)	\$10.70	\$10.70
Youth (12-15)	\$10.70	\$10.70
Child (9-11)	\$10.70	\$10.70
Treewalk Birthday	NEW	\$9.63
<b>Discovery Zip</b>		
Adult (16+)	\$26.75	\$26.75
Youth (12-15)	\$26.75	\$26.75
Child (9-11)	\$26.75	\$26.75
<b>Discounts</b>		
10 + Group	10%	10%
20 + Group	15%	15%
50 + Discount	25%	25%
School Discount	25%	20%
Combo Zip and Adventure	15%	15%
Military Discount	NEW	20%

Arboreal Climbing System (NEW)		
30 Minute Climb	N/A	15%
1 Hour Climb	N/A	20%
(NEW) Group Team Building		
10 + Group		
Adult (16+)	\$20.00	\$20.00
Youth (12-15)	\$20.00	\$20.00
20 + Group		
Adult (16+)	\$15.00	\$15.00
Youth (12-15)	\$15.00	\$15.00
50 + Group		
Adult (16+)	\$10.00	\$15.00
Youth (12-15)	\$10.00	\$15.00
Add on to Adventure Course		
Adult (16+)	\$10.00	\$10.00
Youth (12-15)	\$10.00	\$10.00

#### CRYSLER PARK MARINA FEES

plus HST	2019-2020	2020-2021
<b><i>Transient</i></b>		
Daily with power	\$2.00	\$2.25
Weekly with power	\$12.75	\$14.75
Additional Electrical 30 amp / ft	\$0.50	\$1.00
Daily Mooring (flat rate)	\$26.00	\$27.00
<b><i>Seasonal (Rates Per Feet)</i></b>		
Monthly with power- High Season	\$32.00	\$34.00
Monthly with power- Low Season	\$26.25	\$28.25
Full Season with Power / ft	\$62.00	\$62.00
Extra Power (daily flat rate)	\$9.50	\$11.50
Full Season (flat rate extra pwr - 30 amp)	\$330.95	\$334.95
<b><i>Storage</i></b>		
Summer Land Boat /ft.	\$24.50	\$26.50
Summer Season Trailer Storage	\$120.95	\$150.95

Daily Trailer (Overnight Parking)	\$21.50	\$25.95
Weekly Trailer	\$118.50	\$125.95
Summer Cradle	\$150.00	\$165.00
Storage Winter Boat / ft	\$18.50	\$19.95
Shrink-Wrapping/ft.- Cruiser	\$19.50	\$19.50
Shrink-Wrapping/ft.-Fly Bridge	\$21.50	\$21.50
Interior Storage/ft	\$39.50	\$40.00

<b>Services</b>		
Boat Ramping Monday-Sunday	\$10.95	\$12.95
Seasonal Ramping Pass	\$120.95	\$125.95
Seasonal Pump-Out	\$129.95	\$139.95
Pump-Out Single Tank	\$21.95	\$25.95
Off Season Power/ft. /day	\$2.95	\$4.95
Charter/Commercial Fee	\$49.95	\$79.95
Return Shuttle	\$39.95	\$39.95
Return Shuttle (Attraction)	\$16.95	\$16.95
Overnight Parking	\$20.95	\$25.95
<b>Lift</b>		
30ft and less	\$150.00	\$200.00
31ft to 37ft	\$175.00	\$225.00
38ft to 43ft	\$200.00	\$250.00
<b>Lift Sailboats</b>		
less than 30ft	\$175.00	\$225.00
31 to 36	\$200.00	\$250.00
over 37	\$250.00	\$300.00

UPPER CANADA GOLF COURSE FEES

plus HST	2019-20	2020-21
<b>Seasonal Rates</b>		
Single	\$1,989.12	\$1,500.00
Couple	\$3,040.66	deleted
Senior (M-F exc. Holidays)	\$1,424.50	\$1,425.00
Student	\$714.84	\$250.00
Junior	\$77.70	\$80.00
Weekday	\$1,424.50	deleted
Pay As You Go Weekdays	\$290.08	\$295.00
Pay As You Go Weekday Activity	\$27.97	\$28.00
Power Cart	\$973.84	\$975.00
Power Cart Weekday	\$704.48	\$710.00
Corporate	\$3,910.90	\$3,920.00
Corporate Premier	\$4,843.30	\$4,850.00
Range - Single	\$227.92	\$230.00
Range - Couple	deleted	
<b>Green Fees</b>		
18 Holes Weekday	\$49.00	\$49.00
18 Holes Weekend/Holiday	\$55.00	\$55.00
Afternoon Weekday	\$37.00	\$37.00
Afternoon Weekend	\$41.00	\$41.00
18 Holes Junior Weekday	\$29.00	\$29.00
18 Holes Junior Weekend/Holiday	\$33.00	\$33.00
9 Holes After 5 pm	\$26.00	\$26.00
Extra Golf	\$26.00	\$26.00
<b>Rentals</b>		
Power Cart 18 Holes	\$34.00	\$34.00
Power Cart - 9 Holes	\$24.00	\$24.00
Power Cart 10 Pack	\$300.00	\$300.00
Power Cart - After 18	\$24.00	\$24.00
1/2 Power Cart	\$17.00	\$17.00
Golf Board Rental	\$26.00	\$26.00
Pull Cart	\$7.50	\$7.50
Bag & Club Rental	\$26.00	\$26.00

Large Bucket Balls	\$9.50	\$9.50
Club Storage	\$117.00	\$117.00
<b>Specials</b>		
Golf & Ride	\$52.50	\$52.50
Srping and Fall Promo 2 for \$50	\$50.00	\$50.00
Surf our Turf (Board and 18 hole Green Fee)	\$50.00	\$60.00
<b>Discounts</b>		
Campers/boaters 50% Weekday	\$24.50	\$24.50
Campers/boaters 50% Weekend/Holiday	\$27.50	\$27.50
NGCOA/CORNWALL Wkday @ 20%	\$39.00	\$39.00
NGCOA/Cornwall Wkend PM @ 20%	\$32.00	\$32.00
NCGOA/Cornwall Wkday PM @ 20%	\$29.50	\$29.50
NGCOA/CORNWALL Cart @ 20%	\$27.00	\$27.00

## LAND USE FEES

plus HST	2019-20	2020-21
Entrance Permit - Residential	\$440.32	\$447.81
Entrance Permit - Commercial	\$1,119.23	\$1,138.26
Building Permit (Residential/Agriculture)	\$440.32	\$441.81
Building Permit (Accessory Building/Other Structure)	\$264.19	\$268.68
Building Permit Commercial (\$15 per \$1K value - Minimum \$86.00)	\$15.36	\$15.62
Sign Permit (5 year - per sign)	\$411.65	\$418.65
Sign Permit: Temporary Seasonal Sign (per sign)	\$517.12	\$525.91
Sign Permit: Temporary Business/Real Estate (per sign)	\$169.98	\$172.87
Sign Permit: Temporary Not for Profit	\$50.00	\$50.00
Encroachment Permit (specific period of time)	\$245.76	\$249.94
Moving Permit (2 - 4 moves)	\$184.32	\$187.45
Moving Permit (5 to 9 moves)	\$368.64	\$374.91
Moving Permit (10 to 14 moves)	\$522.24	\$531.12

Moving Permit (15 to 19 moves)	NEW	\$749.81
Moving Permit (20 to 24 moves)	NEW	\$989.00
Permission to Access Parkway Letter	\$40.96	\$50.00
Vegetation Control Agreement	\$128.00	\$130.18
Land Use Permit	\$250.88	\$255.14
Land Use: Agriculture (per acre untiled)	\$51.20	\$52.07
Land Use: Agriculture (npo, per acre untiled)	\$25.60	\$26.04
Dock Licence/per permit	\$400.00	\$425.00

COVID-19 Update

# BUSINESS PLAN

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2020. 2021. 2022.

THE ST. LAWRENCE  
PARKS COMMISSION  
AN AGENCY OF THE  
GOVERNMENT OF ONTARIO

**Parks of the  
St. Lawrence**



**Les Parcs du  
Saint-Laurent**

LA COMMISSION DES  
PARCS DU SAINT-LAURENT  
UN ORGANISME DU  
GOUVERNEMENT DE L'ONTARIO

## OVERVIEW OF CURRENT AND FUTURE BUSINESS UNIT PROGRAMS & ACTIVITIES

SLPC's recovery is important to the communities and the municipalities in which its assets reside. In full seasonal operation, this organization employs over 600 staff and has an estimated annual economic impact between \$70 - \$100 million to the region.

After such a pandemic where most people have been isolated from all but a few in confined spaces, SLPC's products will fill a need to exit these confines and explore wide-open spaces. SLPC will ensure that recovery is approached cautiously and that steps toward recovery are measured and done so responsibly, taking precautions to protect staff and visitors alike.

Upon the Declaration of Emergency enacted by the Government of Ontario on March 17, 2020, all SLPC operations closed to the public. This closure continued through the months of April and May, which would have been the normal opening of SLPC's Parks and Recreation units (Campgrounds, Crysler Park Marina, Upper Canada Golf Course, Upper Canada Migratory Bird Sanctuary, the Long Sault Parkway and several campgrounds and day-use beaches) as well as SLPC's Historic Sites (Upper Canada Village and Fort Henry) and the Kingston Penitentiary Tours.

The broad scope of attractions offered by the SLPC catered to a wide and diversified tourist, from local and provincial tourists, campers and adventurers to boaters along the St. Lawrence Seaway and overseas visitors. The effects of this global pandemic on SLPC operations and the tourism industry in general are massive. The Asian and European long-haul travel business disappeared overnight. Local and regional travel, which would have fueled much of the opening part of the season for SLPC businesses also ceased.

### ENVIRONMENTAL SCAN

According to Ontario's Action Plan 2020: Responding to COVID-19 prepared by the Ministry of Finance, slowing employment income along with recent measures to encourage consumers to stay at home is expected to weaken household consumption growth from 3.6% in 2019 to 2.4% in 2020. Corporate profits are expected to decline 2.4% this year, with larger declines in industries most likely to be impacted by the spread of COVID-19.

Based on consultation with TIAC, TIAO, Destinations International, Destination Canada and stakeholders from the industry, it is believed that the travel trade industry will return in 12 – 18 months. A recent Destination Canada travel survey of Canadians conducted between April 9<sup>th</sup> – 16<sup>th</sup> this year shows that the share of respondents planning to take one or more overnight trips away from home for vacation/leisure between May 1<sup>st</sup> and October 31<sup>st</sup> is only 46%, down significantly from the 79% at the same time last year and the weakest outlook is among respondents from Quebec, at only 44%.

A report was commissioned by Destination Canada in order to provide an estimate on the impact of COVID-19 on the Canadian tourism sector from a reduction in travel, both international and domestic. This report represents the views of Tourism Economics and is based on their analysis and

interpretation of the situation as of April 13, 2020. It incorporates their assumptions of the potential severity and timeline of the COVID-19 outbreak, and its impacts on the tourism sector and Canadian economy. The report was based on two scenarios described below:

### **VIRUS CONTAINED**

- Economic recession started in early March.
- There is a sharp contraction of GDP in Q2 (-38%), followed by a firm economic rebound in the second half of 2020, hinging on effective containment measures in coming months. Overall, GDP of -6.5% in 2020, followed by 9.2% growth in 2021.
- Unemployment rate reaches 14.6% in Q3.
- Substantial fiscal stimulus is anticipated to help combat the economic damage from the coronavirus pandemic.
- Disease response assumptions:
  - Travel restrictions related to Covid-19 are assumed to be concentrated in March and April.
  - The forecast assumes gradually improving context for travel beginning in June.

### **VIRUS NOT CONTAINED**

- Economic recession started in early March.
- There is a sharp contraction of GDP in Q2 and Q3 (-46% and -25% respectively), followed by an economic rebound in Q4, though this rebound is weaker than the Virus Contained Scenario. Overall, GDP of -11.7% in 2020, followed by 11.0% growth in 2021.
- Unemployment rate reaches 17.8% in Q3.
- Substantial fiscal stimulus is anticipated to help combat the economic damage from the coronavirus pandemic. Disease response assumptions:
  - Travel bans and stay-at-home orders, are assumed to be concentrated in March, April and May.
  - While stay-at-home orders begin to subside in June, the virus remains poorly contained.
  - The majority of the world's population continues their attempts to limit possible exposures through the rest of 2020, including greatly reducing their travel.

### **TOURISM SPENDING SUMMARY**

- Virus Contained
  - Total tourism spending falls to \$68 billion in 2020, a 35% drop compared to 2019.
  - Ontario will experience the largest losses at \$13.7 billion.

- Virus Not Contained
  - Total tourism spending falls to \$42 billion in 2020, a 59% drop compared to 2019.
  - Ontario will experience the largest losses at \$23.5 billion.

## RECOVERY TIMELINE

### Virus Contained

The domestic market will experience the smallest decline in 2020 and recover faster than the international markets in the short-term, expecting a return to 2019 levels by mid-late 2021. However, in the long-term, international markets are expected to grow faster, surpassing the domestic market by mid-2023.

### Virus Not Contained

The domestic market will experience the smallest decline in 2020 and recover faster than the international markets in the short-term, expecting a return to 2019 levels by mid-late 2023. However, in the long-term, international markets are expected to grow faster, surpassing the domestic market at the same time the domestic market reaches 2019 levels, in mid-2023.

Recovery is expected but the outlook for the rest of the 2020 fiscal year is bleak at best and it will be slow and may take a good part of the 2021 season to return to any semblance of pre-COVID-19 levels. This as well, assumes there is not a second wave of the pandemic in the fall of 2020 that would see the return of Declaration of Emergency Measures and a lockdown of non-essential businesses.

## OPENING STRATEGY

The SLPC has developed a COVID-19 Opening Strategy following all provincial and local health unit guidelines that has and will continue to guide the steps to gradual opening of businesses. Although all the attractions were initially closed to the public, work essential to the preservation of the assets under SLPC control continued.

## ST. LAWRENCE PARKS COMMISSION

SLPC	2017-18	2018-19	2019-20	2020-21 Pre-COVID-19 Budget	2020-21 COVID-19 Budget
Activities	671,455	627,370	610,859	614,330	161,326
Revenue	13,184,790	13,252,107	13,373,267	13,741,369	3,828,644
Expenses	18,395,349	19,346,907	18,198,066	19,054,791	12,825,113
<b>Net income before Transfer Payment</b>	<b>(5,210,559)</b>	<b>(6,094,800)</b>	<b>(4,824,800)</b>	<b>(5,313,422)</b>	<b>(8,996,468)</b>

## RESOURCES REQUIRED TO MEET OBJECTIVES OF MANDATE & STRATEGIC DIRECTIONS

In alignment with SLPC Vision, Mission and budget guiding principles, the 2020-21 SLPC Business Plan & Budget will focus on revenue generation and will optimize and balance resources and profits to move forward on the road to incremental self-sufficiency.

### **Self-Generated**

For 2020-21, SLPC plans to generate \$13.741 million in total revenues (8% increase compared to year-end projection), incur \$19.055 million in total expenditures (4% increase compared to year-end projection) and achieve a surplus of \$1.809 million, exclusive of Kingston Penitentiary Tours. Kingston Penitentiary Tours are expected to generate \$2.843 million in total revenues, incur \$1.866 million in total expenditures, and achieve a surplus of \$976 thousand, to again be divided with 50% going to the United Way of Kingston Frontenac, Lennox & Addington and 50% to a marketing fund jointly managed by Tourism Kingston and SLPC. SLPC plans to recover approximately \$291 thousand in expenditures related to the operation of Kingston Penitentiary Tours.

### **COVID-19 Update, August 13, 2020**

Prior to the COVID-19 pandemic, SLPC had forecasted a net surplus of \$1.809M (including a \$7.12 million transfer payment); however, as seen below the pandemic has had a substantial impact on tourism and SLPC sites. A revised budget based on the phase 2, stage 3 parameters and actual activity at SLPC, forecasts that the SLPC will be in \$1.874 million deficit at year-end. This is a result of a projected 73% reduction in overall visitor activity. Kingston Pen Tours opened late in the season due to the pandemic and is operating on a break-even basis.

### **Government Funding (Operating and Capital)**

The Fiscal 2020–21 plan assumes that the annual Provincial operating grant remains frozen at the current level of \$7.123M. As outlined in the Procurement Plan the Commission requires a Regular capital budget totalling approximately \$6.2M in 2020-21 and \$21M over the next three years, and a Major capital budget totalling approximately \$17M in 2020-21 and \$45M over the next three years. It is based on the need to address the backlog of maintenance projects. Historically the Commission receives approximately \$4-6M annually to address high-priority capital projects. The backlog of deferred maintenance creates a high risk of emergency repair issues that would require additional funding over the course of the three-year plan.

## COVID-19 Update, August 13, 2020

SLPC	2020-21 Pre-COVID-19 Budget	2020-21 COVID-19 Budget	Budget Variance Pre-COVID-19 vs. COVID-19	Budget Variance Pre-COVID-19 vs. COVID-19
Activities	614,330	161,326	(453,004)	-74%
Revenue	13,741,369	3,828,644	(9,912,725)	-72%
Expenses	19,054,791	12,825,113	(6,229,679)	-33%
<b>Net income before Transfer Payment</b>	<b>(5,313,422)</b>	<b>(8,996,468)</b>	<b>(3,683,047)</b>	<b>-69%</b>
Transfer Payment	7,122,800	7,122,800	-	-
<b>Net income after Transfer Payment</b>	<b>1,809,378</b>	<b>(1,873,668)</b>	<b>(3,683,047)</b>	<b>-204%</b>

## PERFORMANCE MEASURES AND TARGETS OVER THREE-YEAR LIFE OF BUSINESS PLAN

The diverse nature of SLPC's business portfolio and broad mandate, mixed with the need to achieve government priorities, necessitates the use of a variety of performance measurement tools. Results will be reviewed regularly by the Business Unit Managers, Senior Leadership Team, and Board of Commissioners. The following are Key Performance Measures that SLPC uses in its operations to assess performance.

### FINANCE

Senior Leadership conducts monthly financial reviews of key performance indicators, income statements, IRR reports, capital reports, and activity reports to evaluate financial performance versus budget for the period.

#### 2019/20

In its operating budget for the year-ended March 31, 2020, SLPC projects a positive variance of \$535 thousand from the budgeted net surplus from operations of \$942 thousand, resulting in a net surplus from operations of \$1.478 million for the year, which will be used to fund strategic initiatives and address capital deficiencies.

#### 2020/21

For 2020-21, SLPC plans to generate \$13.741 million in total revenues (8% increase compared to year-end projection), incur \$19.055 million in total expenditures (4% increase compared to year-end projection) and achieve a surplus of \$1.809 million, exclusive of Kingston Penitentiary Tours. Kingston Penitentiary Tours are expected to generate \$2.843 million in total revenues, incur \$1.866 million in total expenditures, and achieve a surplus of \$976 thousand, to again be divided with 50% going to the United Way of Kingston Frontenac, Lennox & Addington and 50% to a marketing fund jointly managed by Tourism Kingston and SLPC. SLPC plans to recover approximately \$291 thousand in expenditures related to the operation of Kingston Penitentiary Tours.

## COVID-19 Update, August 13, 2020

The COVID-19 pandemic has had a significant impact on tourism and the SLPC. The 2020-21 budget has been revised to reflect the new environment and parameters in which SLPC operates. SLPC plans to generate \$3.829 million in total revenues (72% decrease compared to the pre-COVID-19 2020-21 budget), incur \$12.825 million in total expenditures (33% decrease compared to the pre-COVID-19 2020-21 budget), resulting in a net loss from operations of \$1.874 million, exclusive of Kingston Penitentiary Tours.

### 2021/22 to 2022/23

Moving ahead to 2021-22 SLPC plans to generate \$14.152 million in total revenues, \$19.325 million in total expenditures, resulting in a projected net surplus of \$1.950 million. In the final year of the three-year business planning cycle (2022-23), SLPC plans to generate \$14.575 million in total revenues, \$19.645 million in total expenditures, resulting in a projected net surplus of \$2.052 million.

## COVID-19 Update, August 13, 2020

SLPC financial projections for 2021/22 and 2022/21 have been updated as a result of COVID-19. SLPC optimistically projects a 90% and 100% return to 2019-20 visitor activity levels in 2021-22 and 2022-23, respectively. In 2021/22 SLPC plans to generate \$11.508 million in total revenues, \$17.612 million in total expenditures, resulting in a projected net surplus of \$1.019 million. In the final year of the three-year business planning cycle (2022-23), SLPC plans to generate \$12.787 million in total revenues, \$17.870 million in total expenditures, resulting in a projected net surplus of \$2.040 million.

## ATTENDANCE

Activity (attendance) levels are evaluated weekly and compared to the budget and previous year to evaluate performance, identify trends and opportunities.

## COVID-19 Update, August 13, 2020

ATTRACTION	2020-21 COVID-19	2020-21 Pre-COVID-19	2019-20	2020-21 COVID-19 vs 2019-20		2018-19
Fort Henry admissions/rentals	30	99	96	(66)	(68) %	118
Upper Canada Village admissions/rentals	29	250	256	(227)	(89) %	259
Parks nights/admissions	69	164	158	(89)	(56) %	156
Upper Canada Golf Course rounds/rentals	17	22	19	(2)	(10) %	16
Skywood Eco Adventure Park admissions	0	12	9	(9)	(100) %	10
Kingston Pen Tours admissions	19	68	72	(54)	(74) %	68
<b>SLPC total excluding Chrysler Park Marina</b>	<b>164</b>	<b>614</b>	<b>611</b>	<b>(447)</b>	<b>(73) %</b>	<b>627</b>
Crysler Park Marina docked/stored linear ft. per day	1,351	1,429	1,189	162	14 %	1,418
<b>SLPC total including Chrysler Park Marina</b>	<b>1,515</b>	<b>2,043</b>	<b>1,800</b>	<b>(285)</b>	<b>(16) %</b>	<b>2,045</b>

Note: Above amounts are in thousands

### **Measuring Employee Engagement, Wellness**

- OPS engagement surveys, SLPC staff surveys and feedback from our Wellness Committee will help us monitor how we are doing with respect to SLPC being a healthy and satisfying place to work. We will continue to track Respectful Workplace Policy complaints and the effectiveness of the resolutions and the workplace restoration process.

### **Safety Metrics**

- We will use leading performance indicators from incident data, root cause analysis and traditional WSIB statistics to track our progress on becoming a “safety-first” culture.

### **HR Performance Metrics & Continuous Improvement**

- Full Time Employee (FTE) metrics are compiled and analyzed each month to ensure we are operating within our cap and effectively utilizing our human resources.
- HR Automation -feedback from end-user groups on system functionality and areas for improvement.

### **Professional Growth and Development of our Workforce**

- We strive to develop and offer innovative and meaningful learning opportunities for staff through the corporate training plan, supporting retention and succession planning. We will seek feedback from managers and staff as well as our Local Employee Relations Committees to better understand these needs moving forward.

### **Recruitment Diversity Mandate**

- We will track the number of hires to designated positions by staff category and location to ensure services can be provided in French and English at all key frontline areas. French competency will be tested using qualified vendor of record.
- Building upon the 2019/20 student recruitment campaign “Enrich your Summer” we will track the number of new hires with multiple language skills to measure how we are doing against our stated goals as well as solicit feedback from our community recruitment partners that also target multilingual candidates.

## ASSET CONDITION

### COVID-19 Update, August 13, 2020

Many of SLPC's assets are fully depreciated and still in use beyond their expected useful life – they have \$0 book value. As part of the Long-term Capital Plan, SLPC will develop an Asset Replacement Strategy to improve the average age of its assets. Below is the status of SLPC assets as at March 31, 2020:

	Cost	Accumulated amortization	2020 Net book value	2019 Net book value
Buildings and other structures	\$ 20,292	\$ 5,213	\$ 15,079	\$ 15,791
Landhold improvements	13,848	4,474	9,374	9,376
Exhibits	7,139	5,706	1,433	2,161
Machinery, equipment and tools	4,607	3,412	1,195	1,516
Vehicles	5,372	3,940	1,432	1,603
Computer systems and licenses	3,313	2,866	447	648
Office furniture and equipment	1,839	1,639	200	275
Structures	12,019	5,936	6,083	7,017
Construction in progress	182	–	182	274
	<b>\$ 68,611</b>	<b>\$ 33,186</b>	<b>\$ 35,425</b>	<b>\$ 38,661</b>

Cost and accumulated amortization at March 31, 2019 amounted to \$67,403 and \$28,742, respectively.

## HUMAN RESOURCES

### COVID-19 Update, August 13, 2020

Areas of focus during COVID-19 and in the months moving forward.

#### Health and Safety

- SLPC immediately implemented training regarding safety protocols and the use of proper PPE related to COVID-19; this includes site specific protocols and procedures that staff were trained on as well as a corporate training initiative for all staff (both physically on site and working remotely) titled “Working During COVID, What You Need to Know”.
- Staff physically reporting to work must complete a COVID-19 self-assessment questionnaire prior to each shift which is received and reviewed by the applicable manager or duty officer.
- Outbreak management procedures aligned with Ministry of Health and local public health unit protocols have been incorporated into SLPC's Opening Plan.

## Communication

- SLPC CEO and management team engaged union partners early in the pandemic to ensure two-way communication regarding operational updates and staffing impacts; this included 2 joint LERC meetings with both OPSEU locals and will continue with additional communication and updates as required.
- Staff have been given regular workplace updates, both corporately and at the management level as the situation has evolved and as information is known. This was particularly important for the seasonal and student staff compliments who were waiting to be advised on the status of employment for this season.

## Staffing Impacts

Staff compliments have been affected differently:

- Regular staff, for the most part, transitioned early to remote work arrangements and continue to do so, unless operationally required to physically report to work.
- Prior to restrictions being lifted, a small portion of the staff compliment (regular and seasonal) who were considered essential, physically reported to work with robust safety protocols in place.
- The majority to the seasonal compliment had delayed contracts between April and July 2020. Through a gradual return and as reopening guidelines permitted, effective July 2020, all seasonal staff are back to work on contracts that are in line with the shorter operating season.
- A small percentage of the student compliment did return to support operations. SLPC has notified the remainder of the student compliment that employment was not likely in the 2020 season and encouraged them to seek employment elsewhere.

## Recruitment

- Recruitment for key positions required pre-COVID -19 that are now critical for open attractions have begun again. Staffing of vacancies or new positions will be reviewed through the lens of reduced operations that may or may not continue into 2021 and management decisions to proceed with recruitment will be made on that basis.
- SLPC received Summer Experience Program (SEP) funding for a total of 34 positions, 19 positions were funded in the original allocation and another 15 positions were secured from unused allocations within the Ministry.

Mitigating impacts early in 2021 will be important to ensure that SLPC has a well trained, full staff compliment for the 2021/22 season. This will include:

- Attraction and retention strategies to replace a large student compliment (48% of SLPC's staff base) that may have secured employment elsewhere in 2020

- Robust training initiatives that include new staff onboarding and broader training for all staff that was planned for the 2020 orientation that was not possible to implement due to the pandemic

Building on the strong employee relations at SLPC, key initiatives that will be important to continue in 2021 will include:

- Succession planning and leadership development initiatives that could not take place due to the delayed operating season and the focus on mitigating strategies for COVID-19
- Wellness and recognition initiatives
- 

## INFORMATION TECHNOLOGY

### COVID-19 Update, August 13, 2020

- Remote desktop support configured and accessed through Microsoft Teams screen share.
- Migration of all corporate email accounts to cloud hosted Microsoft Office 365 Exchange.
- Ensure Information Technology support to all attractions through Microsoft Teams, GoToMeeting or UltraVNC.
- Microsoft OneDrive (Cloud-based storage) deployed to all users containing their personal corporate drive share and contents.
- Multi-Factor Authentication for all email accounts.
- Stringent Anti-spam, Anti-malware and rules to safeguard against Malware, Phishing and Ransomware campaigns
- Configured IT help desk case web portal so that it is available over the public internet and IT team is notified real-time.
- Equipped employees designated to 'Work from Home' with laptops and all applications required to fulfill their roles.
- Increased security and verification of the public email domain parks.on.ca with encryption and signature technology mitigating spamming and spoofing from external email sources.

## MARKETING AND COMMUNICATIONS

### COVID-19 Update, August 13, 2020

SLPC works in unison with the MHSTCI on all communications ensuring seamless messaging. Minimal paid media in-market with a focus on local visitation.

## RISK IDENTIFICATION, ASSESSMENT, AND MITIGATION STRATEGIES

#	Risk Category	[A] Risk	[B] Related Strategic Priority	[C] Impact & Scope Description (Consequences)	[D] Likelihood	[E] Impact	[F] Mitigation Strategies (Action Plans)	[G] Overall Risk Assessment	[H] Risk/Mitigation Funded?	[I] Risk Owner	[J] Mitigation Strategies - Comments
1	Strategic/Policy/Performance	Crisis management - Site Security Plan needs to be reviewed and kept up-to-date.	Manage Risk	Current security plan needs to be reviewed and updated regularly to address organizational plans to manage disasters. Damage to assets would have lasting financial and cultural impact.	Low (unlikely the risk will happen)	High (significant impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Review and update security plan / operational plans for all business streams.	Low	Yes	Senior Management	Ongoing review and revising the site security plan / operational plan by business and functional units. Standard operating procedures relating to physical assets/properties, IT and procedural security for all SLPC sites.
2	Strategic/Policy/Performance	Public Sensitivity and image - Failure to meet public expectations may result in business distractions and loss of reputation.	Effective stewardship and transparency	Loss of reputation.	Low (unlikely the risk will happen)	Low (minor impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	SLPC will continue to practice open and transparent oversight in its decision-making and operating practices to maintain solid stewardship of its assets.	Low	Yes	Senior Management	Ongoing.
3	Accountability/Governance	Public venue - High volume of visitors including small children utilize grounds and facilities.	Achieve effective stewardship and transparency. Realize sustainability.	Incidents at attractions and facilities could result in receipt of legal suits of untold magnitude. In addition, non-managed SLPC properties are regularly accessed by public for personal use, i.e. vistas on the 1000 Is Pkwy, fishing, hiking, tobogganing, cross country skiing, etc. creating liability exposure.	Medium (likely the risk will happen)	Medium (moderate impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Security and first aid service providers on site at UCV and FH; Joint Occupational Health & Safety Committees complete monthly site inspections and make recommendations to management for improvements. Introduced Safety Performance Index (SPI) - behavioral observation and feedback process to record unsafe behaviors and measure them for improvement over time. SLPC uses fencing, gates and signage to deter public from entering non-managed sites but is not able to control access to all public areas.	Low	Yes	Senior Management	All H&S recommendations from internal/external committees will be reviewed and addressed within 1 - 30 days.
4	Operational	Economic Environment - Economic stagnation or recession. Declining visitor activity including visits from educational institutions and shrinking school markets. Growing competitive market for discretionary dollars.	Revitalize SLPC. Realize sustainability.	Significant decrease in visitors to agency would impact revenues greatly. Based on 5% - 15% deviation, revenue impact would be \$500K to \$2.5M.	Medium (likely the risk will happen)	Medium (moderate impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Timely financial reporting and management rigor will provide for early detection of economic softening. Enhanced "controlling" will provide greater oversight on spending. Sustaining a culture of cost rationalization with set targets in all business areas. Monitor visitation and per caps relative to budget and counter declines with promotional activities and/or discounts. Aggressive communication of fee strategies and reciprocal programs to attract regular visitors and educators including increased efforts on home schooling, private schools, and boards not affected by looming labour disruptions. Enhance customer offerings through new programs and/or events. Create "top-of-mind" product awareness with new marketing and advertising initiatives; on-going development and investment in new products and product mix enrichment.	Low	No	Senior Management	Likely to balance budget at year-end 2019-20.
5	Workforce	Human Resources - Staffing - dependent on over 550 employees to deliver excellence in customer service during peak operations and special events.	Maximize human capital	Potential impact on quality of service and customer experience.	Low (unlikely the risk will happen)	Low (minor impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Workforce planning metrics linked to strategic business planning. Core competencies and organizational values linked to recruitment and selection. Realigning staff to meet program needs and visitor patterns; succession planning, integrated performance mgmt. and learning plans to respond to diverse skilled workforce. Vulnerable sector screening application under review. HR has a number of process optimization and automation projects underway using innovative technology solutions and LEAN/Kaizen activities, including recruiting, training, HR, and records management improvements.	Low	No	Senior Management	Ongoing.
6	Workforce	Potential Retirement of Managers in next 5 years	Maximize human capital.	Potential impact could be the exit of 8 managers of SLPC's current management population. Loss of valuable institutional knowledge and skill.	High (very likely the risk will happen, or already happening)	Medium (moderate impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Strong succession planning.	Medium	Yes	Senior Management	Ongoing

7	Infrastructure	Environmental - Septic systems and waste water sewage plants have reached their maximum life span thereby heightening risk of ground contamination.	Manage Risk through proper capital planning / infrastructure projects. Revitalize SLPC.	Many of SLPC's septic systems are original installations from the 1960s and 1970s and while they have been inspected, maintained and upgraded where necessary, many of these systems have now reached or passed their expected operational life span. Current MECP regulation requires many of these systems to have ECAs for each site and the MECP, through recent inspections, is aware of these issues. Infrastructure Ontario (IO) will be conducting feasibility studies on behalf of SLPC to investigate the possibility of connecting several SLPC sites and facilities to municipal services with either the Township of South Dundas or the Township of South Stormont. Without these municipal connections, several systems will need to be replaced and ECAs obtained at significant cost. System failures at sites could lead to site closures and a significant potential loss of operational revenue.	High (very likely the risk will happen, or already happening)	High (significant impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Inspection frequency increased (at MECP request) to provide for early detection of failure. Infrastructure Ontario (IO) is to complete feasibility studies on SLPC's behalf to look at connecting several SLPC sites and campgrounds to municipal servicing by end of Q2 2020. Where municipal connection are not feasible, IO to also look at stand alone systems to evaluate remaining life and plan for retrofit and/or replacement. Multi-year capital plans to replace highest priority systems to avoid any business interruption.	High	No	Senior Management	Feasibility studies to be completed by end of Q2 2020. Results of feasibility studies will provide information to assess options and determine costs for go forward strategies.
8	Information Technology & Infrastructure	Information Technology - Data and communication failures.	Manage Risk. Revitalize SLPC.	Would affect quality of service at attractions and/or facilities with potential loss of operational revenue dependant on location and time of year.	Medium (likely the risk will happen)	High (significant impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Emergency response procedures and service & support agreements are in place. State of the art IT backbone and VoIP telecommunications installed with built in redundancy to provide emergency backup. Disaster recovery plan in place. Use of backup power generators.	Medium	Yes	Senior Management	Ongoing.
9	Infrastructure	Public and Employee Health & Safety - Aging infrastructure including but not limited to - facilities, mechanical and electrical systems, public access roads, bridges and scenic parkways, 37 km of off-road bike paths, drainage and irrigation systems that are 50 years old.	Manage Risk. Revitalize SLPC.	Any failure or closure would affect quality of service at attractions and/or facilities. Potential revenue loss. Failure to maintain +200 km of public access roads, bridges and scenic parkways to MOT standards create public safety issue. Failure to maintain bike paths will impact public safety and negatively impact visitor experience. People using third party operators/vendors could sustain injuries while using their services.	Medium (likely the risk will happen)	High (significant impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Partnering with Infrastructure Ontario (LAMP project) in 2020-21 to complete a full assessment of SLPC "above-ground" assets. Development of long-term capital plan in 2020-21. Fort Henry conservation/restoration addressed with a Memorandum of Understanding between Parks Canada and SLPC, dated August 29, 2007. Mutual indemnity agreement to be prepared between SLPC and third party operators/vendors. Malone, Given, Parsons report (2007) identified deteriorating infrastructure and need for significant capital re-investment by Province. Asset Registry developed in 2008 and asset condition assessment completed in 2012/13. Building Vulnerability and Risk assessments have been completed in conjunction with MGS, with action plans and guidelines developed. On-going funding applications to support projects.	Medium	No	Senior Management	Capital asset condition assessment and asset registry completed by VFA in 2013. Full implementation / training in progress on Asset Management Information System (AMIS). SLPC will review and update AMIS requirements regularly. Develop and implement the 3-year major capital projects (\$21 million, \$7 million yearly) plus yearly capital.
10	All Other Risks	Ticks	Manage Risk Health and Safety	If a tick releases fluid into a person's body, that person could become very ill and could be potentially life threatening.	Medium (likely the risk will happen)	High (significant impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Educated and provided resources to employees. Installed 'tick stations' throughout SLPC with insect repellent including DEET and tick remover.	Medium	Yes	Senior Management	All H&S recommendations from internal/external committees will be reviewed and addressed within 1 - 30 days.
11	Infrastructure	Tree Canopy (Unstable and Aging)	Manage Risk Health and Safety	The cost to repair and/or replace anything a falling tree damages and then clean-up and removal would be incurred. Potential to cause serious physical harm or death to SLPC staff and guests.	High (very likely the risk will happen, or already happening)	High (significant impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	A professional tree risk evaluation report was done by a certified arborist from the South Nation Conservation Authority in 2014 and 15. This report assessed 7150 trees at SLPC campgrounds; 899 or 12.6% of trees were evaluated as high risk (level 9 and 10 risk rating) and SLPC removed all level 10 risk rated trees. As a result of a serious incident at Glengarry Park a further 130 trees (rated as 9) were removed and a second arborist has recommended the removal of an additional 120 trees (7 and 8 rated) from that park. SLPC will need to remove 1,496 more (level 8 and 9 risk rating from its other seven campgrounds and five beaches). Since the original tree evaluation conducted in 2014 had a life expectancy of two years, SLPC has procured and initiated a contract for another evaluation of trees that are within the high traffic areas within our campgrounds and beaches. The project may extend to other facilities such as the marina and golf course. Skywood has a requirement for a tree evaluation to be completed on an annual basis due to the nature of the operation.	High	No	Senior Management	Ongoing.
12	Infrastructure	Business interruption - Operational risks associated with SLPC's deteriorating capital infrastructure including the presence of asbestos and hazardous material are ever present in both heritage and recreational attractions.	Manage Risk	Would affect quality of service at attractions and/or facilities. Deferred capital maintenance on SLPC assets is greater than \$50M.	High (very likely the risk will happen, or already happening)	High (significant impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Risk management remains "top of mind". Increase frequency of inspections. Heightened risk awareness and identification through ongoing training and AMIS. Continue to petition Ministry for timely capital funding to address high-priority infrastructure issues as delineated in AMIS.	High	No	Senior Management	Yearly capital investment directed to high priority capital projects.

13	Information Technology	Cyber Security	Manage Risk and Recovery	1) Financial impact (lost revenue, replacing equipment/infrastructure, operating costs such as licenses, ransom fees, etc.) 2) Data loss (sensitive information such as employee and customer, financials, business documents, etc.) 3) Customer experience (reservation and point-of-sales systems interrupted) 4) Interrupted business operations (communications, services, etc.) 5) Visitor and employee safety (telecommunications system goes down)	High (very likely the risk will happen, or already happening)	High (significant impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	1) Backups (onsite, archive, retention policies) 2) Anti-virus endpoint protection (dual layer) 3) Email security 4) Web security including SSL certification 5) Disaster recovery plan in place 6) Next generation firewalls 7) Geo-filtering on all incoming traffic 8) Corporate network policies 9) Utilize cloud-based solutions 10) Two-factor authentication	High	Yes	Senior Management	Ongoing.
14	Infrastructure	Flooding	Manage Risk and Recovery	Flooding and heavy rains has been a major factor this year negatively impacting campsites, beaches, roadways, trails (boardwalks), docks and customer experience. High water levels prevent campgrounds from draining after heavy rains leaving the grounds saturated. Damage to sites is extensive and there are still properties and utilities that are underwater and have to be assessed for damage. Road washouts have been extensive throughout all attractions. Septic beds are saturated and in some cases septic tanks are pumped weekly or more. Shoreline erosion is extensive due to fluctuation in river water levels. Stormwater run from flash floods greatly impacts beach water quality. All have an impact on the health and safety of staff and customers.	High (very likely the risk will happen, or already happening)	High (significant impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Staff have been fixing damaged sites, road washouts and beach washouts as soon after a heavy rain as possible. Considerable capital dollars have been spent to date to rectify the flood damage. 2) Campgrounds will begin the implementation of an annual capital program, investing in gravel pads and extensive drainage for all campgrounds. 3) once waters recede staff will assess the further damage and shoreline erosions caused by flooding. 4) Investigate concepts and designs to divert stormwater runoff from the beach swim areas..	High	No	Senior Management	Ongoing.
15	Operational	Finances - Theft. Vulnerable due to cash being processed during operating season. Provincial budget pressures result in decreased operating transfer payment and limited capital investment.	Manage Risk	Worst case monetary risk would be one day's cash revenue.	Low (unlikely the risk will happen)	Low (minor impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Cash handling policies in place. Staff receive extensive training in cash handling and spot audits are conducted. Security cameras strategically placed within facilities and properties.	Low	Yes	Senior Management	Working with Ministry to select a suitable corporate POS system.
16	Operational	Climate change and severe weather	Manage Risk	Dangerous and changing weather conditions can cause reduction in visitation, and damage to SLPC assets.	Medium (likely the risk will happen)	Medium (moderate impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Rain day staffing reductions would be implemented as required. Protocols in place and staff training. Capital investment to reduce things impacted by severe weather patterns. Constant awareness of changing weather conditions daily. Implement "top-down" culture of environmental sustainability.	Medium	No	Senior Management	Ongoing.
17	Operational	Increasing business complexity	Manage Risk	The business environment is evolving rapidly, this means higher standards in the areas of reporting e.g. financial, audits, human resources, government accountability, etc. Failure to meet these requirements could result in penalties against the organization.	Low (unlikely the risk will happen)	Low (minor impact to strategic priority [C] in relation to cost, quality, time and other impacts [D])	Constantly monitor and proactively react to changing standards. Streamline business processes and financial reporting	Low	Yes	Senior Management	Ongoing.
18	Operational	Water levels	Manage Risk	Drastic changes in water level can impact visitation at SLPC sites accessed by water. Recreational boating traffic down and cruise lines vessels and other vessels with large drafts unable to navigate into the marina basin and impact to overall business. Need for additional dredging to assist in maintaining operations.	High (very likely the risk will happen, or already happening)	High (very likely the risk will happen, or already happening)	work closely with IJC	High	No	Senior Management	Ongoing and maintenance dredging
19	Operational	Public health crisis	Manage Risk	In early 2020 COVID-19 spread across the globe with the World Health Organization soon after declaring it a global pandemic. Countries across the world were forced to shut down businesses, including SLPC, to reduce the spread of the virus. SLPC has been able to slowly open its doors to the public and is projecting a self-generated revenue shortfall of approximately \$9.5M for 2020-21. SLPC has gone from projecting an operating surplus of \$1.8M in 2020-21 to an operating deficit of \$1.9M. If the timing of the pandemic occurred a bit later and the operating season was completely lost, SLPC could have had a self-generated revenue shortfall of close to \$14M.	High (very likely the risk will happen, or already happening)	High (very likely the risk will happen, or already happening)	Follow the guidance and advice of public health officials. Keep the work place sanitary. Practice physical distancing. Explore different business strategies that allow the organization to remain adaptable enough to reduce/control costs in times of revenue generation uncertainty.	High	No	Senior Management	Ongoing.

## FINANCIAL BUDGET OVER THREE-YEAR LIFE OF BUSINESS PLAN

				Year 1 - Pre-COVID-19	Year 1 - COVID-19	COVID-19 Budget 2020-21 vs. Actual 2019-20		Year 2 - 90% recovery	Year 3 - 100% recovery
	Actual 2017-18	Actual 2018-19	Actual 2019-20	Pre-COVID-19 Budget 2020-21	COVID-19 Budget 2020-21	\$	%	Projection 2021-22	Projection 2022-23
<b>Operating Revenues:</b>									
Retail Sales	1,739,713	1,732,748	1,694,897	1,850,973	235,209	(1,459,687)	-86%	1,525,407	1,694,897
Admissions	9,748,660	9,780,994	9,886,314	10,318,405	3,055,418	(8,830,896)	-69%	8,897,683	9,886,314
Comp/Promo/Discount	(75,047)	(52,762)	5,867	(38,789)	660	(5,207)	-89%	5,280	5,867
Rentals	283,424	286,651	353,902	297,747	81,649	(272,253)	-77%	318,512	353,902
Concessions	288,131	274,794	265,222	300,430	151,384	(113,838)	-43%	238,699	265,222
Sponsorship	134,225	207,006	88,395	161,700	17,500	(70,895)	-80%	79,555	88,395
Investment Income	80,991	148,620	148,268	137,400	68,700	(79,668)	-54%	133,442	148,268
Land Use	26,554	26,280	26,367	23,420	24,974	(1,393)	-5%	23,730	26,367
Asset Disposal	0	0	0	0	0	0	0%	0	0
Other Revenue	574,787	589,717	248,821	690,083	193,149	(55,671)	-22%	223,939	248,821
<b>Sub-Total Operating Revenue</b>	<b>12,801,438</b>	<b>12,994,049</b>	<b>12,718,052</b>	<b>13,741,369</b>	<b>3,828,644</b>	<b>8,889,408</b>	<b>-70%</b>	<b>11,446,247</b>	<b>12,718,052</b>
Student Experience Program (SEP)	65,538	80,476	68,849	0	0	(68,849)	-100%	61,964	68,849
Grants	0	19,600	588,365	0	0	(588,365)	-100%	0	0
<b>Total Operating Revenue, SEP and Grants</b>	<b>12,866,976</b>	<b>13,094,125</b>	<b>13,373,267</b>	<b>13,741,369</b>	<b>3,828,644</b>	<b>(9,544,623)</b>	<b>-71%</b>	<b>11,508,211</b>	<b>12,786,901</b>
<b>Operating Expenditures:</b>									
Salaries	10,162,063	11,102,770	11,401,450	11,694,839	7,925,952	3,475,498	30%	10,815,085	11,031,386
Capital Expense Transfer	(3,493)	0	(33,368)	0	0	(33,368)	100%	(33,368)	(34,035)
Benefits	2,112,167	1,993,299	2,139,651	2,205,169	1,565,976	573,675	27%	2,139,651	2,182,444
<b>Sub-Total Salaries and Wages</b>	<b>12,270,737</b>	<b>13,096,069</b>	<b>13,507,733</b>	<b>13,900,008</b>	<b>9,491,927</b>	<b>4,015,806</b>	<b>30%</b>	<b>12,921,368</b>	<b>13,179,795</b>
Marketing	697,264	648,294	476,224	457,000	157,997	318,227	67%	476,224	476,224
Transportation and Communication	171,390	248,132	164,557	154,854	157,349	7,208	4%	164,557	164,557
Supplies and Equipment	1,610,619	1,459,971	1,271,186	1,773,459	1,133,521	137,664	11%	1,271,186	1,271,186
Services	2,593,746	2,753,522	1,892,695	1,833,180	1,626,970	265,725	14%	1,892,695	1,892,695
Grants Paid in Lieu of Taxes	14,675	14,675	14,675	14,675	14,675	(0)	0%	14,675	14,675
Miscellaneous Expenditures	(171,127)	(93,380)	(95,738)	(84,674)	0	(95,738)	100%	(95,738)	(95,738)
<b>Sub-Total Other Direct Expenditures</b>	<b>4,916,568</b>	<b>5,029,214</b>	<b>3,723,600</b>	<b>4,138,494</b>	<b>3,090,512</b>	<b>633,087</b>	<b>17%</b>	<b>3,723,600</b>	<b>3,723,600</b>
COGS	882,965	1,055,910	954,660	1,013,289	239,673	714,987	75%	954,660	954,660
Depreciation	8,384	7,711	12,074	3,000	3,000	9,074	75%	12,074	12,074
<b>Total Expenditures</b>	<b>18,078,653</b>	<b>19,188,904</b>	<b>18,198,066</b>	<b>19,054,791</b>	<b>12,825,113</b>	<b>5,372,954</b>	<b>30%</b>	<b>17,611,701</b>	<b>17,870,128</b>
<b>Net income (loss) from Operations</b>	<b>(5,211,677)</b>	<b>(6,094,779)</b>	<b>(4,824,800)</b>	<b>(5,313,422)</b>	<b>(8,996,468)</b>	<b>(4,171,669)</b>	<b>-86%</b>	<b>(6,103,490)</b>	<b>(5,083,227)</b>
Operating Transfer Payment	6,622,800	7,122,800	7,122,800	7,122,800	7,122,800	0	0%	7,122,800	7,122,800
<b>Net income (loss) from Operations and Transfer Payment (TP)</b>	<b>1,411,123</b>	<b>1,028,021</b>	<b>2,298,000</b>	<b>1,809,378</b>	<b>(1,873,668)</b>	<b>(4,171,669)</b>	<b>-182%</b>	<b>1,019,310</b>	<b>2,039,573</b>
Celebrate Ontario / Ontario 150 Funding	317,813	157,982	0	0	0	0	0%	0	0
Celebrate Ontario / Ontario 150 Expenses	316,696	158,003	0	0	0	0	0%	0	0
<b>Net income (loss) from Celebrate Ontario / Ontario 150</b>	<b>1,118</b>	<b>(21)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>
<b>Net income (loss) from Operations, TP, and Celebrate Ontario</b>	<b>1,412,241</b>	<b>1,028,000</b>	<b>2,298,000</b>	<b>1,809,378</b>	<b>(1,873,668)</b>	<b>(4,171,669)</b>	<b>-182%</b>	<b>1,019,310</b>	<b>2,039,573</b>