



NIAGARA  
PARKS

# STRATEGIC PLAN 2018-2028



# A MESSAGE FROM THE CHAIR

Back in 1885, a group of people came together to preserve and enhance the natural beauty of Niagara Falls and the Niagara River corridor. These visionaries recognized something special in the environment that they wanted to preserve. A treasure and cultural heritage they wanted to protect. This was to be a place of reflection, of beauty and of natural wonder.

While the borders of Niagara Parks may not be immediately recognizable or known, these values remain steadfast. It's the reason the Niagara Parks Commission exists, and the values of preservation and conservation inform everything that the organization says and does.

Niagara Parks and Ontario are experiencing a period of growth and there is huge potential to enhance the rejuvenation process by making our natural and cultural heritage come alive by telling stories that set us apart.

In the Spring of 2017, the Niagara Parks Commission undertook the development of a new 10-Year Strategic Plan to lead the organization forward. During this exercise, the Niagara Parks Commissioners reviewed the current vision, mission, and values to determine if they truly reflect the Commission, its operations and the overall direction it intends to set for the future.

I would like to recognize the significant efforts of the Niagara Parks Commissioners, Moriyama & Teshima Architects, and CEO Reegan McCullough and his senior staff who unselfishly contributed a significant amount of time and expertise to developing the new Niagara Parks Strategic Plan (2018 – 2028).

Their efforts will benefit NPC's founding principles (financial self-sufficiency and public access) by increasing revenue, increasing employment opportunities, ensuring ongoing maintenance, preserving the Niagara River corridor and the economic well-being of the region and continuing to remain as free to the public as possible.

The new Niagara Parks Strategic Plan is a blueprint that looks beyond short term considerations and at once ... balances Niagara Parks' potential by striving to achieve excellence on the world stage ... with an indomitable covenant to preserving our natural, built and cultural heritage ... while enhancing our quality of life and well-being by delivering phenomenal experiences.

It is a very ambitious plan and we are firmly committed to being ... One of the most spectacular Parks in the world.



Janice Thomson, Chair  
The Niagara Parks Commission

# THE COMMISSIONERS



**Janice Thomson**  
Chair



**Joan Andrew**  
Vice Chair



**Eldon Bennett**  
Commissioner



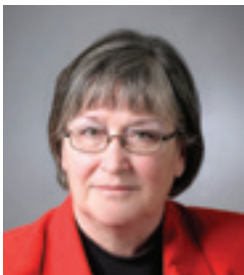
**Pat Darte**  
Commissioner



**James Detenbeck**  
Commissioner



**Jim Diodati**  
Commissioner



**Lois Anne Giles**  
Commissioner



**Vincent Kerrio**  
Commissioner



**Ian Nielsen-Jones**  
Commissioner



**Kerry Pond**  
Commissioner



**Wayne Redekop**  
Commissioner

# FOREWORD

The values of the Niagara Parks Commission have held steadfast since its inception in 1885. Situated on the border between Canada and the United States and offering outstanding scenery and rich history, the Niagara River is managed and protected by each country's respective legislative frameworks as well as joint operational initiatives.

The values of preservation of the unique Niagara River ecological corridor, the deep human association with the river and Falls reaching back over 12,000 years, the settlements and struggles of the people who defended Canada during the War of 1812, the birthplace of the first large-scale hydro-electricity generation, Niagara Parks becoming an internationally recognized attraction and the continuing stewardship role and its contribution as an economic engine for Ontario based on sustainable tourism – are all part of the Niagara Parks Commission's trust being carried forward for the people of Niagara, Ontario, Canada and the World.

The Niagara Parks Commission understands the importance of developing a strategic approach, setting goals, and identifying critical success factors to achieve strategic goals.

During the Spring of 2017 a new Strategic Plan was developed as a blueprint to enhance NPC's competitive and reputational positioning to ensure long term success by:

- Preserving and showcasing our rich heritage, culture and lifestyle;
- Leveraging and activating our natural wonders and iconic experiences;
- Supporting a dynamic business environment with a focus on attracting investment, connection to local communities, job creation and economic well-being; and
- Taking experiences, services and hospitality to the next level





# OPPORTUNITIES & CHALLENGES

Our natural, built and cultural heritage is a valuable and unique provincial, national and global asset that we must conserve and protect on an ongoing basis.

Therefore, accessibility, understanding and enjoyment of our heritage by everyone will be at once key to its preservation and success, and also to its contribution to our quality of life and well-being.





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# INTRODUCTION

Niagara Parks has initiated an authentic and inspiring Niagara Parks brand story that differentiates the Niagara River experience from anything else in this world. From the very beginning, it has been recognized that this is a very special place of reflection, of beauty and of natural wonder. Niagara Parks is a treasure and has a cultural heritage worthy of preserving and enhancing the natural beauty of Niagara Falls and the Niagara River corridor for all to enjoy.

While the borders of Niagara Parks may not be immediately recognizable or known, these values remain steadfast. It's the reason the Niagara Parks Commission exists, and the values of preservation and conservation inform everything that the organization says and does.

Today, Niagara Parks boasts gardens, a horticulture school, recreation, golf courses, restaurants, heritage and historic sites, gift shops and, of course, Niagara Falls. In short, natural landscapes, history, family fun, hiking, culinary delights, attractions, and adventure. There's quite literally something for everyone. Young families, singles and seniors from the local region, across Canada, the US, and around the world.

This strength – something for everyone, including all the free outdoor activities – looks well beyond short term considerations by leveraging new offerings for the benefit of people who travel, the economic and social well-being of the communities they visit, the preservation of cultural and heritage assets, while ensuring that efforts are mutually reinforcing our core values.

The Great Lakes (Michigan, Superior, Huron, Erie, and Ontario) represent one-fifth of the world's freshwater...the Niagara River corridor and Niagara Falls are an unbridled power, with water flowing from four of the Great Lakes between Lake Erie and Lake Ontario....a must see tourism destination... a natural wonder that appeals to the visual sense with the ability to connect on a soul-spirit level....like coming home to a place you love, every time... it is a place of WONDER.....and truly Canadian!



# IN THE BEGINNING

From the very beginning, the Niagara River experience has been recognized as a very special place of reflection, of beauty, and of natural wonder. Niagara Parks is a treasure and has a cultural heritage worthy of preserving and enhancing the natural beauty of Niagara Falls and the Niagara River corridor for all to enjoy.

Prior to the opening of the original Park, the Commissioners were guided by two general principles which were regarded by the Government of the day as indispensable conditions. The first was that there should be no permanent financial burden on the Province, but that the Parks should become self-supporting. The second was that the Park should, as far as possible, be free to the public. These indispensable conditions continue to guide our operations.



**PRESERVING AND  
PROMOTING**  
**the natural & cultural**  
..... HERITAGE ALONG THE .....  
**NIAGARA RIVER CORRIDOR**

# MANDATE

*Preserving and promoting the natural and cultural heritage along the Niagara River corridor.*

Niagara Parks is also committed to delivering commercially successful products in a way that ensures benefits for everyone (people who travel, the adjacent communities, and the respective natural, social, and cultural environments).





# VISION

By 2028, Ontario's Niagara Parks will be:

- An innovative example of sustainability as the environmental and cultural stewards of the Niagara River corridor
- A welcoming, accessible and inspiring place offering world-class natural, historical, and authentic experiences
- A source of national pride and identity
- One of the most spectacular Parks in the world

# OUR VALUES

The Niagara Parks Commission's values:

- Transparency and accountability at the root of all that we do.
- Cooperation and collaboration between and amongst Commissioners, staff and stakeholders that results in our delivery of consistent, high quality products, services, and experiences.
- Innovative practices that create exciting and lasting memories for our visitors.
- Responsiveness and sensitivity to aligning products and services with the changing needs of our visitors, our providers and our contributors.
- Diversity in our staff and customer base that expands the richness of the cultural experience.



# DELIVERING THE 10-YEAR PLAN

Given Niagara Parks' appeal as a world-class destination, the new NPC 10-Year Strategic Plan provides a blueprint to enhance our competitive and reputational positioning to ensure long term success by:

- Preserving and showcasing our rich heritage, culture and lifestyle;
- Leveraging and activating our natural wonders and iconic experiences;
- Supporting a dynamic business environment with a focus on attracting investment, connection to local communities, job creation and economic well-being; and
- Taking experiences, services and hospitality to the next level.



# ACCOUNTABILITY

Niagara Parks has a responsibility for ensuring that any future growth is managed responsibly.

While visitation to Niagara Parks has been increasing over the past two years, there is an opportunity to ensure financial sustainability by updating the strategic planning process through:

- Market research and brand development;
- Regional and international tourism trends;
- Renewal of NPC's existing visitor attractions and/or creation of new visitor experiences;
- Understanding, appreciation, and enjoyment of our heritage assets;
- Renewing and re-purposing architectural infrastructure; and
- Collaboration and participation with tourism organizations and stakeholders to generate marketing benefits through special events and matched funding initiatives.

# FUTURE ACTION PLANS

Niagara Parks has great potential to showcase Ontario to the world. The 10-Year Plan and 3-Year Action Plan represent a long-term view, with action now, to make Niagara Parks one of the most spectacular parks in the world.

While we do not know all the factors that will impact our plan, we know we need to be nimble and innovative. To support these requirements, we will review our 3 Year Action Plan annually and will adjust our priorities to achieve the 10-Year Plan.



THEME 1

# PRESERVING & SHOWCASING

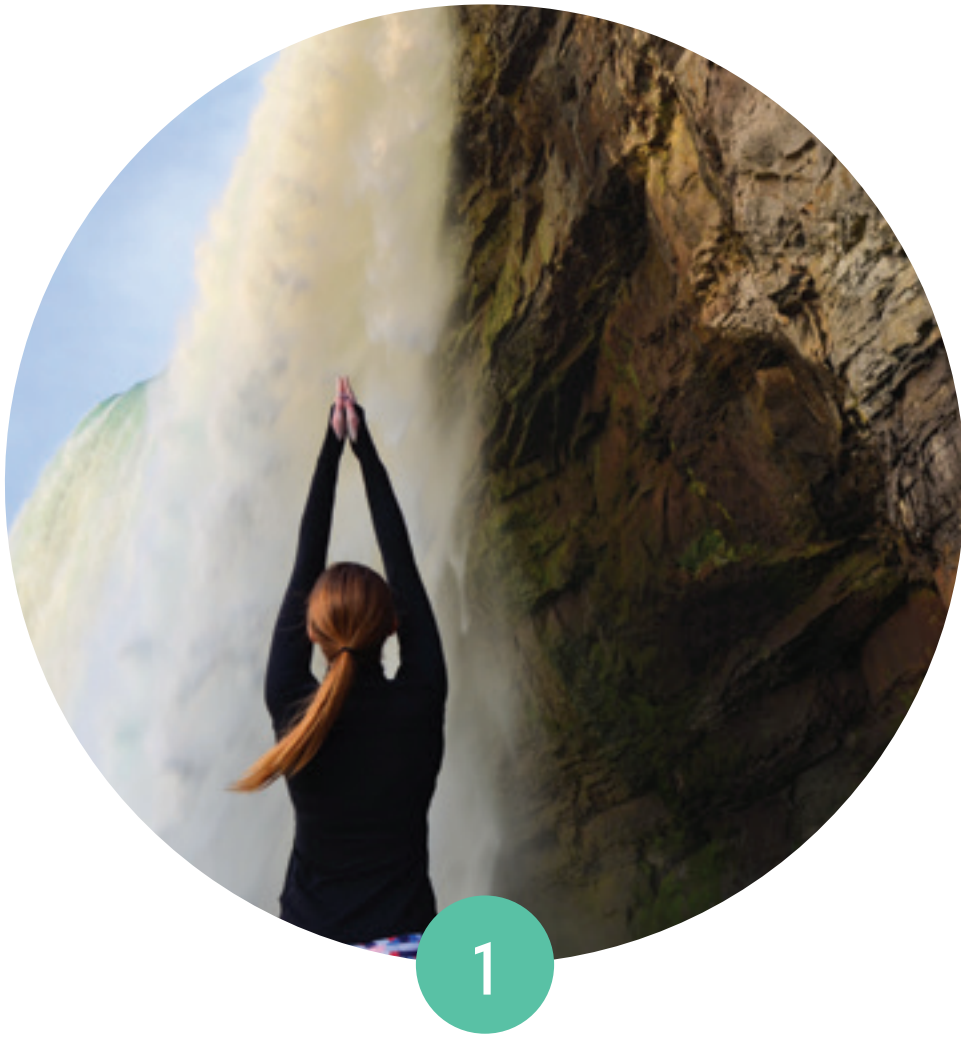
OUR RICH HERITAGE,  
CULTURE AND LIFESTYLE





# TELL OUR STORY

Niagara Parks has initiated an authentic and inspiring Niagara Parks brand story that differentiates the Niagara River experience from anything else in this world. From the very beginning, it has been recognized that this is a very special place of reflection, of beauty and of natural wonder. It is a treasure and has cultural heritage worthy of preserving and enhancing the natural beauty of Niagara Falls and the Niagara River corridor for all to enjoy.



# Develop and Implement a Compelling Brand Strategy

A well-considered and developed brand strategy is an important way for Niagara Parks to differentiate the organization and position the breadth of our experiences. The brand strategy is also a key tool to inform decisions regarding evaluating existing products and services and, importantly, support decision-making on developing new experiences.

## **CREATE THE BRAND STORY TO PROMOTE NIAGARA PARKS' EXCEPTIONAL OFFERINGS**

- Develop and implement the Niagara Parks brand story to reflect the unique and compelling experiences that differentiate Niagara Parks from anywhere else in the world
- Develop and leverage themes that tie sites together into packages for visitors to explore

## **IDENTIFY BRAND ACTIVATION OPPORTUNITIES**

- Refresh core experiences to offer new experiences
- Invest in and cultivate events that align with brand and advance NPC's mandate
- Leverage milestone anniversaries
- Identify opportunities to celebrate and promote multicultural themes/events

## **DEVELOP AND IMPLEMENT AN INTUITIVE WAY-FINDING STRATEGY ALONG NIAGARA PARKS' 56km CORRIDOR**

- Create a way-finding plan that connects and leads visitors to all the points of interest and experiences throughout Niagara Parks
- Support physical way-finding elements with digital tools (have way-finding both in Niagara Parks and via digital channels)



## Promote NPC's Environmental and Cultural Stewardship Role

Niagara Parks looks well beyond short-term considerations by leveraging new offerings for the benefit of people who travel, the economic and social well-being of the communities they visit and the preservation of our rich and diverse cultural and heritage assets, including Indigenous culture and history, while ensuring that efforts are mutually reinforcing our core values.

## ENVIRONMENTAL, CULTURAL, HERITAGE

- Niagara Parks has a deep and diverse mandate that lends itself to rich storytelling in a variety of subject areas
- Niagara Parks will develop a story content plan that identifies topics and associated subject matter experts particularly for environmental, cultural and heritage stories
- Stories will focus on people, places, customs, objects, artistic expressions and values passed on from generation to generation



## Develop a New Sales and Marketing Plan

As part of the new strategic plan, Niagara Parks will develop a new sales and marketing plan that reflects the priorities outlined in the strategic plan while maintaining relationships with visitors as trusted sources of information. The sales and marketing plan will focus on positioning the variety of Niagara Parks experiences, storytelling, leveraging technology and market development.

## **CREATE AND INVEST IN A TARGETED AND STRATEGIC SALES AND MARKETING PLAN**

- Position Niagara Parks signature experiences
- Increase digital marketing and online booking opportunities
- Identify high-yield growth markets whose interest profiles align with Niagara Parks' mandate and offerings
- Leverage key tourism marketing relationships with tourism marketing organizations

## **ENSURE THAT NIAGARA PARKS IS A LEADER IN TOURISM DIGITAL SALES AND MARKETING**

- Host and maintain a robust and responsive website
- Implement a rich content (story) plan for all digital channels
- Use and leverage social media platforms
- Integrate Niagara Parks customer relationship management (CRM) system with marketing

## **IDENTIFY OPPORTUNITIES TO CROSS PROMOTE THE VARIETY OF NIAGARA PARKS EXPERIENCES THROUGH NIAGARA PARKS PROMOTIONAL VEHICLES AND AT ALL SITES**

- Update Niagara Parks welcome centres
- Implement digital links throughout Niagara Parks that inform and engage visitors about Niagara Parks experiences
- Develop a park-wide ambassador program for the high season to engage with and guide/assist visitors
- Work with Niagara Parks tenants/providers to share key intelligence/data to grow new opportunities
- Work with Indigenous communities regarding market-ready tourism products and experiences, supporting the authority of each Indigenous community to determine their own cultural protocols and boundaries.







..... THEME 2 .....

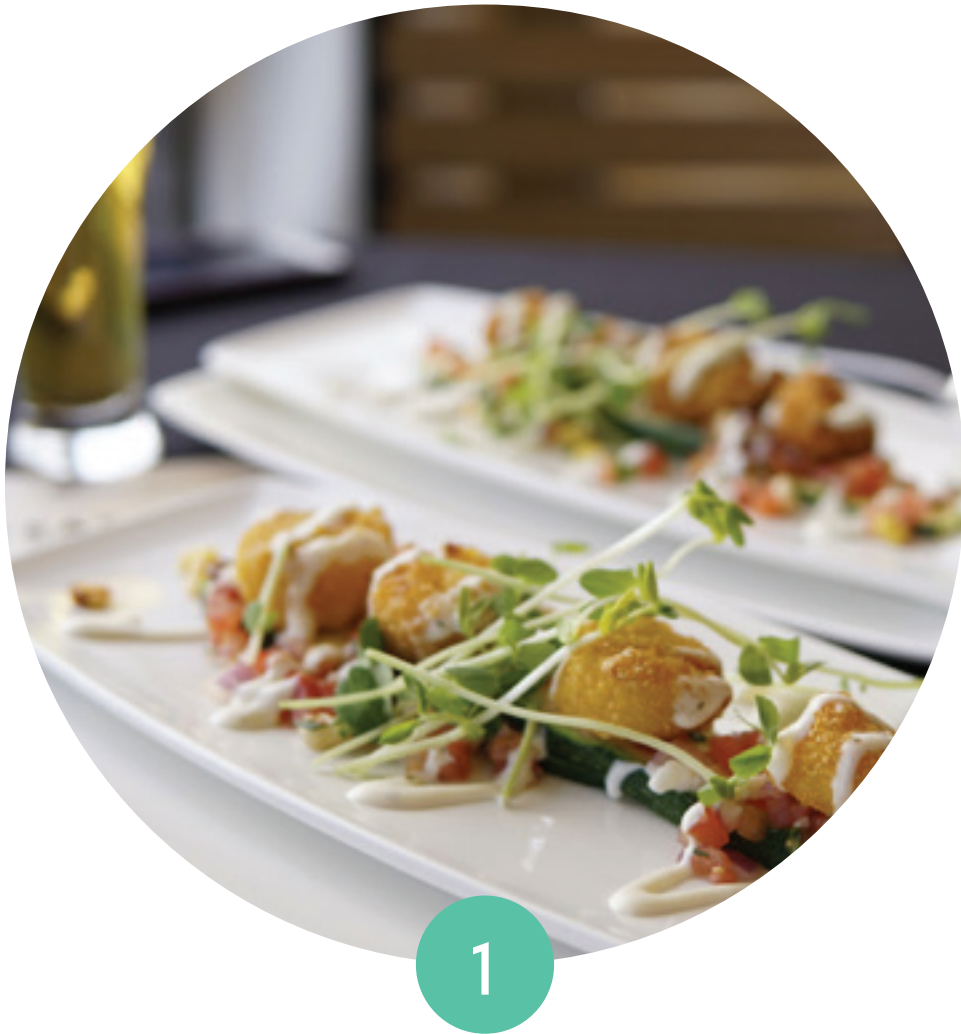
# LEVERAGING & ACTIVATING

OUR NATURAL WONDERS  
AND ICONIC EXPERIENCES



# DEVELOP GREAT VISITOR EXPERIENCES

Niagara Parks is a world class destination, offering a range of relevant and signature services and experiences that align with our mandate and engage visitors along the whole 56km Niagara River corridor. As an operational enterprise of the Government of Ontario, Niagara Parks has a long history of managing a variety of experiences that are a combination of both revenue-producing and free services to visitors. Moving forward, Niagara Parks has an opportunity to leverage our rich assets and icons to deliver even more exceptional new experiences for our visitors.



1

# Understand Visitor Expectations of What Defines a Great Experience

Niagara Parks will put processes and systems in place to track information about when and how our visitors are engaging with us. We will use this deeper engagement to continually improve our products, services and experiences to support repeat visitation and longer stays.

### **NIAGARA PARKS WILL KNOW OUR CUSTOMERS**

- Implement a visitor research program and use results to support a continuous improvement program

### **NIAGARA PARKS WILL UNDERSTAND CUSTOMER AND MARKET TRENDS**

- Conduct market research including use of focus groups and use results in annual business planning processes

### **WE WILL KNOW AND UNDERSTAND OTHER LEADERS IN OUR FIELD**

- Develop a comparator set of similar national and international organizations for benchmarking purposes

### **WE WILL MONITOR OUR PERFORMANCE TO ENSURE IT ALIGNS WITH WHAT VISITORS ARE TELLING US**

- Use visitor data to support decision-making processes



## Align Current and Future Experiences with Visitor Profiles

While new market opportunities are emerging, so too is competition for visitors. Niagara Parks will work with key stakeholders such as Destination Canada, Ontario Tourism Marketing Partnership Corporation and the Tourism Partnership of Niagara to understand market and audience trends.

### **NIAGARA PARKS WILL DIFFERENTIATE ITS MARKETS**

- Review consumer profiles developed by Destination Canada and Ontario Tourism Marketing Partnership in relation to existing and future experiences

### **WE WILL UNDERSTAND MARKET OPPORTUNITIES AND DEVELOP NEW MARKETS**

- Assess country profiles for key tourism markets as defined by Destination Canada and Ontario Tourism Marketing Partnership

### **WE WILL DETERMINE WHAT IS WORKING AND WHAT WE NEED TO DEVELOP TO ATTRACT VISITORS**

- Create an assessment model to support decision-making for the development of experiences (new and existing)



3

## Product and Market Development of Year-round Experiences

Niagara Parks is the steward of a unique geography in the world. The Niagara River corridor has a rich history of stories, events and people. Leveraging these assets and this history, Niagara Parks will evolve our existing products while developing new and relevant experiences. We will also match these experiences with current and emerging markets.



## **WE WILL INVEST IN AND DEVELOP NEW EXPERIENCES THAT APPEAL TO VISITOR PROFILES**

- Transform NPC Attractions and natural landscapes as key attractions
- Cultivate Festivals and Events
- Leverage unique Niagara Parks products and health and well-being experiences including:
  - Connecting people with nature
  - Energy produced as moving water releases negative ions that are said to enhance physical and emotional well-being
  - Immersive local food product experiences
  - Recreational opportunities
  - Falls Illumination, fireworks, Winter Festival of Lights, afternoon rainbows over the Falls, etc.

## **NIAGARA PARKS WILL PROACTIVELY REACH OUT TO EMERGING MARKETS**

- Develop Indigenous tourism plan and initiatives in consultation with Indigenous People
- Invest in the millennial market
- Target high-yield customers whose interest profiles align with Niagara Parks mandate and offerings

## **NIAGARA PARKS WILL CULTIVATE AN AUTHENTIC SENSE OF LOCAL PRIDE AND PLACE**

- Leverage natural assets to re-position existing products and develop new experiences
- Celebrate Niagara foods and beverages to position “taste of place” at Niagara Parks and support regional jobs and economic development



# ENJOYING THE EXPERIENCE OF BEING HERE

From the very beginning, it has been recognized that this is a very special place of reflection, of beauty, and of natural wonder. Niagara Parks has a unique landscape character, underlying geology, beautiful features, dramatic views, and a distinct and rich cultural heritage based on many previous generations. This special place, with an exceptional combination of many elements, requires careful consideration to ensure visitors enjoy the experience of being here through:

- Supporting millions of visitors each year to conveniently connect with the special qualities of the 56km Niagara River corridor
- Reinforcing the preeminence of the Niagara River Parkway to tell the complete Niagara Parks story
- Strengthening connection points to adjacent destinations (wine route, escarpment, urban centres, pretty towns and villages, rural landscapes...all connecting as entry points to the Niagara River and to Niagara Parks)



## Provide Seamless Linkage and/or Choices to Visitors

The linear nature of Niagara Parks and topographic elevation differences from the Moraine to the lower river level present both opportunities and challenges for visitors.

A transportation assessment of the distinct elements in the landscape will inform responsible decision-making regarding the impact on the environmental character and quality of the visitor experience across Niagara Parks, particularly in Queen Victoria Park. Balancing the visitor need to enter and move about Niagara Parks seamlessly is an important issue to be resolved in the 10-year implementation of the Strategic Plan.

## CONSIDER AND SUPPORT KEY CONNECTIONS TO TRANSPORTATION SYSTEMS

- Coordinate Niagara Parks transportation needs with all connecting transportation services including WEGO, Metrolinx, VIA/Amtrak, Niagara Regional Transit, airports and road networks
- Strategic reduction of automobiles around the Falls in order to enhance the up close pedestrian experience of the Falls
- Balance the need to provide parking in close proximity to major attractions for special circumstances to minimize potential pedestrian/vehicular conflicts

## ENHANCEMENTS TO GUIDE VISITOR UNDERSTANDING AND EXPERIENCES

- Deliberate site design and furnishings; NPC brand reinforced through signage
- Strengthen the differentiation between NPC property and municipal boundaries
- Signage all along the Parkway (map/graphics-based to indicate the many sites of interest)
- Promote the connectivity of the various sites along the Parks to increase visitor stays and year-round visitation
- More walkable, cycling, and transit-friendly ways of moving people throughout the Park

## DELIBERATE DESIGN OF CONTROLLED ACCESS POINTS THROUGH SERVICE ROADS

- Minimizing physical and visual disruption of the contiguous journey
- Access points along the Parkway to the Trail system are deliberate and spaced to take advantage of natural heritage and cultural interpretative features

## EVALUATE POTENTIAL LAND ACQUISITIONS TO FILL IN THE GAPS ALONG THE RIVER CORRIDOR

- Understand priority sites to strengthen the contiguous corridor experience



2

## Develop Land Management Strategy

A comprehensive landscape strategy to develop the unique character of the parkway from Lake Erie to Lake Ontario is a key way to leverage Niagara Parks' wide range of natural and Indigenous settings. The strategy will rationalize the zones along the 56km Niagara River corridor and establish stewardship priorities characterized for each zone.

## **DEMONSTRATE LEADERSHIP IN UNDERSTANDING THE DIVERSITY OF ECOLOGY, PHYSIOGRAPHY, CULTURE AND HISTORY OF NPC PROPERTY**

- Develop specific management plans based on key nodes and connections
- Stewardship of a continuum of nature from the formal to representative ecological gardens
- Best operational practices for the management of wooded areas and boulevards that includes species selection to support diversity
- An expanded role for the School of Horticulture including excellence of gardening, ecology and naturalization

## **JUST OVER A THIRD OF THE PARK'S GEOGRAPHY IS LINEAR IN SHAPE, FOCUSING THE EXPERIENCE TOWARD THE RIVER**

- Enhance the Recreational Trail, widened to accommodate multipurpose use from Lake to Lake
- Landscape design along the Parkway frames views and is managed along the river banks to provide enhanced areas for better river views, control of bank vegetation and a visually interesting parkway landscape
- Planned increase in features to support the human elements: picnicking areas, making the trail attractive to cyclists as a premier cycling destination
- Transportation planning is seen as a critical goal to realizing the Park as a pedestrian environment within an iconic natural park setting
- Develop new opportunities through a transportation management plan, through all modes of transportation (walk, cycle, WEGO bus, car, organized tour)



## Ensure Accessibility at all NPC Sites

All new development will be universally accessible. All attractions will include an accessible option to allow any visitor to experience the culture and heritage assets of Niagara Parks.



## **UNDERSTAND ENVIRONMENTAL OPPORTUNITIES AND LIMITATIONS ALONG THE RIVER CORRIDOR**

- Prioritize development of accessible sites
- Link the three landscapes of the river, gorge and Park to create a more comprehensive set of cultural and natural landscapes for the visitor

## **UNDERSTAND THE CULTURAL HERITAGE FEATURES ALONG THE RIVER CORRIDOR**

- Develop guidelines and incorporate construction techniques that are sensitive to the cultural heritage features



## Developing Sustainable Tourism Expansion

A planned expansion of pedestrian priority areas that respond to the increasing tourism visitation numbers. Understand the pedestrian experience during peak times and provide spaces that support and enhance the enjoyment for visitors.

## **NEW DEVELOPMENT WILL ADHERE TO THE KEY NODES IDENTIFIED IN THE LAND MANAGEMENT PLAN**

- Evaluate the existing assets prior to considering new development into green open spaces within the park
- A wide, well-designed, imaginative pedestrian promenade extending from the foot of Clifton Hill to Kingsbridge Park would give QVP a new, fresh and active image
- The promenade should be considered in relation to a new Table Rock WEGO stop and pedestrian connections to the Canadian Niagara Power Plant, the Floral Showhouse and Gardens, the Toronto Generating Station and possibly the rooftop of the Ontario Power Generating Station

## **UNDERSTAND COLLABORATIVE OPPORTUNITIES TO PROTECT THE RIVER CORRIDOR**

- Work collaboratively with communities along the Parkway to support and reinforce stewardship and development of internal properties and adjacent sites

## **UNDERSTAND THE POTENTIAL OF UNDER-UTILIZED BUILDINGS**

- Niagara Parks to review under-utilized facilities and develop options that will align with visitor/community interests and encourage visitors to extend their stay





..... THEME 3 .....

# SUPPORTING A DYNAMIC BUSINESS ENVIRONMENT

WITH A FOCUS ON  
ATTRACTING INVESTMENT,  
CONNECTION TO LOCAL  
COMMUNITIES, JOB CREATION  
AND ECONOMIC WELL-BEING



# LEVERAGE RELATIONSHIPS AND RESOURCES

The Niagara Parks strategic plan will raise awareness of the important role it plays in the creation of jobs and economic well-being. Moreover, the Commission will leverage its relationships with key stakeholder groups for the benefit of not only Niagara Parks, but also in support of the region's economic prosperity. Niagara Parks will continue to work cooperatively with its main stakeholder groups, including the Ministry of Tourism, Culture and Sport, its four local municipal governments and their residents, national, provincial and local tourism agencies, in-park tenants and other stakeholder groups to advance the common interests of all.



1

## Identify Key Stakeholders

Given its unique provincial mandate, Niagara Parks has many roles to fulfill and must interact with various stakeholder communities to both promote and protect Niagara Parks. The Commission must continually work to identify and establish relationships to support the goals of Niagara Parks. By meeting these objectives, the Commission will benefit the communities and groups it is working with.



## **ALIGNMENT AND COLLABORATION BETWEEN KEY ORGANIZATIONS**

- Federal, provincial and regional organizations implement a coordinated approach to marketing and development opportunities

## **DEVELOP AND LEVERAGE ECONOMIC IMPACT BENEFITS OF THE NIAGARA PARKS COMMISSION**

- Establish and maintain a formal economic impact study for Niagara Parks
- Update annual key economic indicators for Niagara Parks to share with key stakeholders
- Initiate research and analysis to identify and leverage NPC brand enrichment opportunities to attract domestic and international visitor segments who tend to stay longer and spend more



## Define and Formalize Relationships

NPC works in collaboration with several organizations and stakeholder groups. To ensure clarity of roles and responsibilities and ensure appropriate measures are taken to manage risks, Niagara Parks must work to formalize its engagements with key stakeholder groups.

## **DEVELOP A BLUEPRINT TO ENHANCE RELATIONSHIPS AND FUNDING OPPORTUNITIES**

- Identify key investment opportunities at Niagara Parks for potential government infrastructure funding programs
- Identify methods of engaging NPC's various stakeholder communities
- Determine roles, responsibilities and priorities within each engagement
- Develop a framework to further enhance relationships with Indigenous communities
- Develop opportunities to celebrate cultural diversity with programming options to reflect the diverse global visitor base which Niagara Parks serves



..... THEME 4 .....

# THE NEXT LEVEL

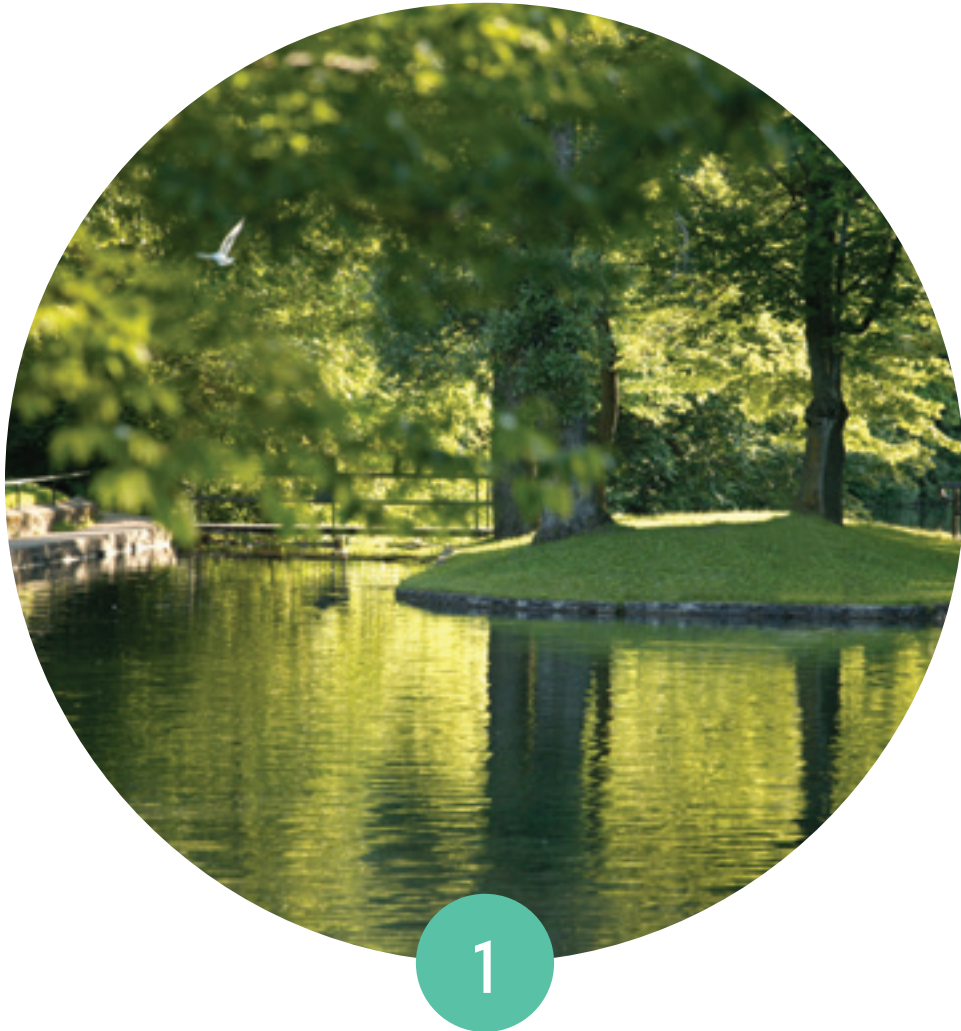
TAKING EXPERIENCES,  
SERVICES AND HOSPITALITY  
TO THE NEXT LEVEL



# DELIVER SERVICE EXCELLENCE AND INNOVATION

Niagara Parks, as a self-sufficient entity, manages its business by managing its assets, finances, operations and risks to ensure that Niagara Parks is well-positioned to deliver its mandate.

NPC also delivers excellence in products and services that align to visitor needs with innovative practices that create exciting and lasting memories. NPC staff will operate in a value-centered culture in which innovation is encouraged and rewarded to drive high performance.



## Self-sustaining Finances

Niagara Parks generates all of its operating revenue from operations and requires a robust financial plan to ensure future financial sustainability that balances in-year requirements with long-term plans.



## FINANCIAL PLAN

- Develop a ten-year financial plan that includes both operating and capital projections
- Create financial benchmarks for key areas of the financial plan including overall revenue and expense benchmarks
- Develop a cost/benefit model for Niagara Parks to use for key initiatives

## PROCESS REVIEWS

- Identify key process reviews to increase organizational effectiveness and efficiency



## Review Lines of Business

Niagara Parks has a variety of businesses and operations. There is a need to have a systematic approach to review those lines of business on a periodic basis to ensure that the organization is maximizing opportunities.

## **BUSINESS OPERATIONS**

- Implement a systems approach to assess Niagara Parks performance and continuous improvement opportunities
- Gather input from outside resources when applicable (e.g. survey visitors, customers, stakeholders, etc.)

## **ESTABLISH STANDARDS AND KEY PERFORMANCE INDICATORS (KPIs)**

- Review current KPIs and set standards and targets for efficiency and effectiveness to establish clear expectations.
- Perform quality management techniques to identify new KPIs

## **MONITOR PROGRESS OVER TIME**

- Set realistic, achievable performance standards
- Recognize/reward achievements that focus on results



3

## Efficiency and Effectiveness of Processes/Systems for Continuous Improvement and Innovation

Assess processes of inter-related activities to provide opportunities to transform resources to improve services and visitor experiences. Look for opportunities to maximize revenues from existing assets.

## CREATE A CULTURE OF CONTINUOUS IMPROVEMENT

- Gather information relating to the present and future needs of visitors (e.g. experiences, engagement, means of communication, etc.)
- Adhere to structure of quality management techniques
- Develop appropriate training skills, succession planning, and empower employees

## MODERNIZATION OF RECORDS SYSTEMS

- Develop a comprehensive records management system to support strategic and operational goals

## MODERNIZATION OF FINANCE

- Align financial management with strategic objectives using effective financial cost accounting and controlling systems
- Enhance the procurement process to achieve strategic and operational objectives and improve performance



## Creating a Safe Environment for Visitors and Staff

## **CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED) STANDARDS**

- Improvements to lands and facilities are designed using CPTED design principles that encourage safety and discourage inappropriate behaviour (natural surveillance and natural access)

## **DEVELOP APPROPRIATE HEALTH, SAFETY AND SECURITY TRAINING**

- Regular independent auditing of training practices and procedures
- Regular employee training with emphasis on safe practices; regular monitoring and reporting of safety statistics; and enhancement of organizational safety and security measures
- Identify, analyze, and implement interventions and resiliency initiatives for priority risk areas affected by extreme weather conditions and climate change



## Support Excellence in Recruitment and Retention Strategies

NPC's reputation for excellence, engagement, investment in staff and diversity will be the catalysts which attract the most talented applicants and which retain a highly skilled and engaged workforce.



**NPC VALUES DIVERSITY AND IS REPRESENTATIVE OF OUR COMMUNITY AND VISITORS**

- Enhance Supervisory and Leadership growth strategy (both existing leaders and aspiring leaders) that embraces inclusion and provides equal opportunities

**NPC IS A FAIR, COMPETITIVE AND VALUE-CENTERED EMPLOYER**

- Continue to promote the Code of Conduct as a key corporate approach



6

## Support Development of Staff and Acquisition of New Skills

NPC invests in its employees through training and experiential learning initiatives to grow skills, skills needed to effectively achieve the strategic and operational objectives of the organization.

## **GROW THE TALENT**

- We will grow our talent by attracting and retaining a highly professional, motivated, engaged and satisfied workforce within a culture of teamwork, mutual respect and trust.
- Enhance internship and apprenticeship strategies to prepare the next generation
- Promote employee engagement and recognition

## **REFRESH THE CUSTOMER SERVICE CULTURE**

- Refresh the Customer Service Philosophy
- Provide NPC staff with cross-knowledge of new product offerings for promotion to visitors
- Provide cross-functional departmental job shadowing experiences for new staff to enhance customer service

# OUR ESSENCE

John Langmuir, Chair of the Niagara Parks Commission from 1903 to 1915, captures the very essence of why the Commission was founded 132 years ago. He spoke of the need for a Niagara Parks Commission and he predicted the great potential and benefit it would provide. Langmuir stated that Niagara Parks would oversee...



...the whole shore of the Niagara River from Lake Erie to Lake Ontario... restored and converted into one continuous series of avenues and parks for the recreation and enjoyment of the millions of overworked and tired humanity... where they can come for a time from the turmoil of their busy and weary lives to this mecca of peace and quietness, to commune with the majesty of nature."

132 years later, these words still guide Niagara Parks, as we present this way forward, defining our next 10 years and assuring our place as one of the most spectacular Parks in the world.



McFarland House

Laura Secord Homestead

Mackenzie Printery

Queenston Heights Restaurant & Park

Floral Clock

Butterfly Conservatory  
Botanical Gardens & School of Horticulture

Niagara Glen, Trails & Nature Centre

Whirlpool Golf Course & Restaurant

Whirlpool Aero Car

White Water Walk

Oakes Garden Theatre

Queen Victoria Park & Restaurant

Table Rock Centre

Niagara's Fury

Journey Behind the Falls

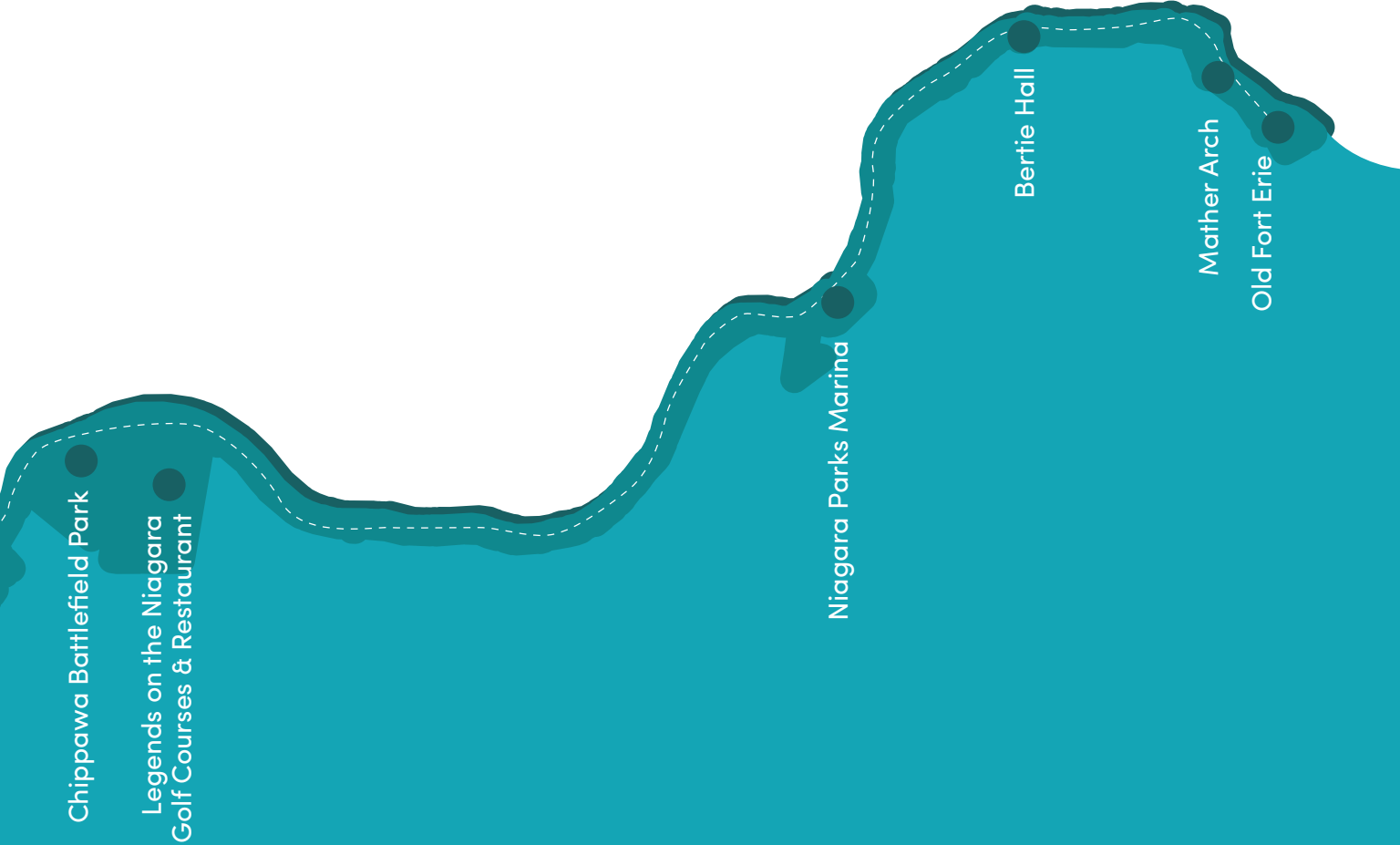
Elements on the Falls Restaurant

Incline Railway

Floral Showhouse

Dufferin Islands

# THE NIAGARA RIVER



Chippawa Battlefield Park

Legends on the Niagara  
Golf Courses & Restaurant

Niagara Parks Marina

Bertie Hall

Mather Arch

Old Fort Erie

