



# Annual Report 2019/2020

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## **The Niagara Parks Commission Our Role & Mandate**

Niagara is a region steeped in history and blessed by geography. As steward of one of the world's greatest natural wonders, The Niagara Parks Commission plays a key role in maintaining, protecting and showcasing the grandeur of the Falls, as well as the whole entire Niagara River corridor, while contributing to the economic growth and success of the Niagara region and Ontario.

As a self-funded agency of the provincial government, Niagara Parks is responsible for the maintenance of 1,325 hectares of parkland, stretching some 56 kilometres along the Niagara River corridor from Lake Erie to Lake Ontario.

Our mandate remains the same as it was when the Commission was first established in 1885: to preserve and promote the natural beauty and cultural heritage along the Niagara River corridor for the enjoyment of visitors while maintaining financial self-sufficiency.

## The Commissioners

<b>Sandie Bellows, Chair</b>	Appointed Commissioner October 17, 2018 Appointed Chair January 17, 2019 Term expires September 16, 2021
<b>April Jeffs, Vice-Chair</b>	Appointed Chair January 31, 2019 Term expires January 30, 2022
<b>Eldon Bennett, Commissioner</b>	Appointed May 10, 2017 Term expired May 9, 2020
<b>Sylvie Chartrand-Rafi, Commissioner</b>	Appointed March 21, 2018 Term expires March 20, 2021
<b>Graham Coveney, Commissioner</b>	Appointed February 28, 2019 Term expires February 27, 2022
<b>Natasha DiCienzo, Commissioner</b>	Appointed May 2, 2019 Term expires May 1, 2022
<b>Jim Diodati, Commissioner</b>	(Regional Municipality of Niagara nominee) Appointed February 25, 2015 Term expires November 30, 2020
<b>Betty Disero, Commissioner</b>	(Town of Niagara-on-the-Lake nominee) Appointed February 21, 2019 Term expires November 30, 2020
<b>Lois Anne Giles, Commissioner</b>	Appointed June 20, 2012 Term expires August 15, 2022
<b>Vincent Kerrio, Commissioner</b>	(City of Niagara Falls nominee) Appointed April 18, 2007 Term expires November 30, 2020
<b>Ian Nielsen-Jones, Commissioner</b>	Appointed June 20, 2012 Term expired November 1, 2019
<b>Wayne Redekop, Commissioner</b>	(Town of Fort Erie nominee) Appointed February 25, 2015 Term expires November 30, 2020

## A Message from the Chair

As the Chair of The Niagara Parks Commission, it is my pleasure to present the 2019/2020 Annual Report on behalf of the dedicated staff and board members who serve this organization.

From its beginnings in 1885 to today, Niagara Parks' mandate has remained unchanged – to protect and preserve the lands along the Niagara River corridor from Lake Erie to Lake Ontario. As the environmental and cultural stewards of this land, it is our responsibility to protect its natural features and share the fascinating stories of our rich heritage, culture and lifestyle, all while contributing to the economic growth and success of both the Niagara region and the province.

Niagara Parks experienced incredible growth and success over the 2019/20 fiscal year as we reached a new record high of \$127 million for our revenue generating operations. We saw an increase in attendance at nearly all of our attractions and historic sites, a strong year for our culinary and retail operations and an excellent season for our golf courses.

We also saw record numbers of guests taking advantage of transportation services, including the WEGO Green Line bus system that travels along the Niagara Parkway and the Falls Incline Railway that connects Niagara Parks to the Fallsview tourism district. This reflects the diversity of experiences and offerings available all along the entire 56-kilometre Niagara River corridor and connects to Niagara Parks' Strategic Plan, brand story and wayfinding strategy, which all place focus on deepening our guests' understanding and recognition of the full Niagara Parks experience.

The year 2019 marked the second full year of our Strategic Plan and brand story. The Plan reaffirms Niagara Parks' historic mandate while setting out a vision to become an innovative example of sustainability; a welcoming, accessible and inspiring place offering world-class experiences; a source of national pride and identity; and one of the most spectacular parks in the world.

The vision to become one of the most spectacular parks in the world acts as a lens through which our decisions are made across the organization.

The programming, investments, events and projects undertaken throughout 2019/20 reflect the vision, goals and themes set out in Niagara Parks' Strategic Plan and were guided and informed by Niagara Parks' brand.

Building on the creation of an official environmental stewardship strategy in 2018, Niagara Parks pursued a number of important environmental projects and initiatives throughout 2019/20. Niagara Parks has established a park-wide Urban Forestry Management Strategy that guides tree selection, locations for mass planting and management of existing vegetation, including removals to preserve key viewing areas. The strategy also includes specific targets, such as increasing the urban forest tree canopy to 35 per cent by 2028 and increasing the native plant coverage along the Niagara River

shoreline to 75 per cent by 2028, improving the quality and quantity of native shoreline vegetation through proactive management.

This work has been enhanced by a partnership with Brock University and its Environmental Sustainability Research Centre, which was established through an official Memorandum of Understanding (MOU) in 2018. In its first two years, the partnership has already fostered incredible results for both organizations. The collective work has allowed Niagara Parks to access Brock researchers to further improve its sustainability and environmental stewardship goals, while giving Brock faculty and students an iconic landscape to actively engage in sustainability science.

In fact, in March 2020, Niagara Parks expanded its 2018 MOU with Brock to now include the Trails Assets and Tourism Initiative, which also brings on board the Ontario Trails Council. The new extension will help Niagara Parks in our trails master planning process, as well as provide increased educational opportunities and initiatives for Brock students and faculty members.

In addition to our environmental strategies, Niagara Parks is also responsible for rich cultural and heritage programming. In June 2019, Niagara Parks celebrated Indigenous Month by hosting the opening ceremonies at our Landscape of Nations Memorial in Queenston Heights Park. The opening ceremony kicked off a month of special programming and events to celebrate Indigenous experiences in Niagara, including an interactive educational day for local schools and a special literary event and live concert featuring celebrated Indigenous author and musician, Tanya Tagaq.

The musical performance by Tanya Tagaq helped launch another summer of live music in Niagara Parks. Concerts on Fridays, Sundays and holiday Mondays in Queen Victoria Park featured local musicians while Saturday nights featured musicians previously recognized by the prestigious Polaris Music Prize. Niagara Parks once again teamed up with the cultural organization to present The Niagara Stage music series, which brought a number of fantastic and diverse Canadian artists to Niagara Parks.

The concerts were complemented by nightly fireworks as part of the annual Falls Fireworks Series with support from the Tourism Partnership of Niagara. The fireworks program in Niagara Falls is one of Canada's longest-running fireworks series and excellent example of Niagara Parks' role as a catalyst for tourism and economic growth in the Niagara region.

The Falls Fireworks program is also a great example of the importance of partnerships and collaboration. One particular highlight in this regard throughout the 2019/20 fiscal year was Niagara Parks' partnership with sister agency Ontario Heritage Trust (OHT) to host a Doors Open Ontario event at our extraordinary Canadian Niagara Power Generating Station. Niagara Parks was approached by OHT with the idea of opening up this historic landmark that has sat empty and unused since it was decommissioned in 2009, for a one-day Doors Open event.

The event quickly grew to two days to accommodate the overwhelming interest and demand from the public and, working with OHT, Niagara Parks ushered over 3,000 people through the massive bronze doors of the historic power plant in October 2019. The event was a phenomenal opportunity to gauge public interest in the site and gain valuable feedback. We learned that there is most definitely incredible interest, not only from the Niagara community, but around the world, in learning more about the story of power generation and its roots in Niagara Falls, and the chance to explore one of the historic power plants at the Falls that have intrigued our guests for generations.

In the fall of 2019, Niagara Parks began the initial planning stages of the adaptive reuse of Canadian Niagara Power that will fully restore the building and open it up for an entirely new guest experience that is unlike anything currently offered in the destination of Niagara Falls. This is a monumental project, not only for Niagara Parks and the tourism industry in Niagara, but also for provincial and national tourism. We envision Canadian Niagara Power as a catalyst for bringing back growth and demand for tourism, especially as we look to the recovery of our industry following impacts from the COVID-19 pandemic.

Niagara Parks also sees its Table Rock Redevelopment project as another example of boosting tourism and elevating the destination for visitors. At its roots, this redevelopment project has been focused on enhancing the guest experience at Table Rock Centre, which acts as the starting point for millions of travelers each year. From the design of the new Table Rock House Restaurant and Table Rock Shop, to the full renovation of key amenities such as the main floor guest washrooms, Niagara Parks has been proud to reinvest in its most iconic location at the brink of the Horseshoe Falls.

With Phase I completed in May 2019, Niagara Parks began work on Phase II of the redevelopment project in the fall of 2019, which includes the quick service food area and west concourse area of the main floor. The new Table Rock Centre will provide a seamless and cohesive experience throughout the entire building, balancing bright and airy spaces with historic elements that help to tell the story of the original 1925 construction.

As illustrated by the Table Rock Redevelopment project and the adaptive reuse of Canadian Niagara Power, in addition to the countless other projects, initiatives and events undertaken throughout 2019/20, Niagara Parks remains focused on enhancing the experience of our guests.

This will be especially critical as the tourism industry looks toward recovery following the COVID-19 global pandemic. Following the advice of Ontario's Chief Medical Officer of Health, Niagara Parks made the decision to close our public-facing facilities on March 14, 2020. Though the full impacts of the pandemic on the tourism industry in Niagara and across the entire province and country remain unknown, Niagara Parks is confident that recent investments in key guest experiences, as well as future projects such as the adaptive reuse of Canadian Niagara Power, will prove to further boost tourism and visitation to the Niagara region.

As we look toward changes that will be made across our operations, from reduced capacities at our attractions to increased health and safety measures for our staff, Niagara Parks will continue to work closely with our destination partners, our Ministry and sister agencies, as well as our provincial and national tourism partners. Despite these changes, Niagara Parks remains committed to fulfilling our mandate of protecting and preserving the natural and cultural heritage along the Niagara River corridor and focused on our vision statement of becoming one of the most spectacular parks in the world.



## 10-year Strategic Plan

**Vision:** During the course of the 2017/2018 fiscal year, Niagara Parks implemented a 10-Year Strategic Plan, designed to act as a blueprint to ensure the organization's long-term success, as well as enhance its competitive and reputational positioning. The 2019/20 fiscal year is the second full year under the guidance of this plan, as Niagara Parks strives to become:

- 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 experiences;
- a source of national pride and identity; as well as,
- one of the most spectacular parks in the world.

**Themes:** In order to fully embody the vision and direction of Niagara Parks, the 10-Year Strategic Plan presents four themes to direct Niagara Parks' efforts, which were represented by the programming, events, announcements, initiatives and milestones that took place across the entire 56-kilometre Niagara River corridor over the course of the 2019/20 year.

These themes include:

- 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.

## **2019/2020 Year in Review**

### **Preserving and showcasing our rich heritage, culture and lifestyle**

#### **April 2019 - Prescribed Burns Program**

For over a decade, Niagara Parks has successfully carried out numerous prescribed burns on its lands in order to encourage the regeneration of native prairie grasses and plants. To mimic the natural process of fire, prescribed burning has been developed as a tool to use fire in a controlled and safe manner to manage natural areas. Fire helps control the spread of invasive species, encourages the germination of dormant native seeds within the soil and returns nutrients back into the soil. Due to the unique weather conditions required to complete a prescribed burn, generally the burn season takes place throughout April and May each year.

#### **May 2019 - Archaeology Field Work at Old Fort Erie**

Led by Dr. John Triggs, Ph.D., Associate Professor and Chair of the Department of Archaeology and Classical Studies at Wilfred Laurier University (WLU), the partnership with Niagara Parks to allow archaeological digs at Old Fort Erie was established in 2012. The project, which is a for-credit field school for WLU archaeology students, is designed to provide participants with the skills and knowledge employed in modern archaeological research investigations. Archaeological investigations in 2012 and 2013 revealed significant evidence of a conflict, and shed light on the life of the soldiers, officers and First Nations people who were involved. In 2015 and 2017, surprising new discoveries of the first Fort Erie, constructed in 1764, required a shift in focus. Ongoing work now seeks to understand life in a frontier setting at the oldest British military fort in the province.

#### **June 2019 - Indigenous Month at Niagara Parks**

In recognition of June as National Indigenous Month, Niagara Parks joined a number of local organizations in hosting special events, ceremonies and programming throughout the entire month, beginning with opening ceremonies at the Landscape of Nations Memorial at Queenston Heights Park. On June 14, Niagara Parks hosted a day of interactive educational experiences with local schools to help students learn about traditional Indigenous foods and participate in storytelling, crafts, drumming and dancing workshops. Programming wrapped up with a literary speaker event with celebrated Inuk throat singer and published author Tanya Tagaq, followed by an electric performance the following night on The Niagara Stage. On June 29, Rumble the Concert took the stage at Queen Victoria Park for an exciting evening of songs that told the story of Indigenous influences in shaping roots, blues, jazz, folk and rock music genres.

#### **August 2019 - Lieutenant Governor of Ontario Visits Niagara Parks**

Niagara Parks was pleased to host Her Honour Elizabeth Dowdeswell, Lieutenant Governor of Ontario, in August for a roundtable discussion followed by a visit to Table Rock Centre and a trip to the Illumination Tower to change the lights that illuminate the Falls each evening. Her Honour was

greeted by Niagara Parks Chair Sandie Bellows and CEO David Adames at Niagara Parks' historic administrative headquarters, Oak Hall, for a presentation and fruitful discussion on recent work to expand Niagara Parks' environmental and cultural stewardship role through new programs, initiatives and event series. The Commission appreciated Her Honour's thoughtful insights and feedback and it was truly a pleasure to introduce her to some of Niagara Parks' most iconic sites and experiences.

### **September 2019 - Rooted: Celebrating the Garden**

Niagara Parks' signature autumn experience, Rooted, returned to the Botanical Gardens in September, inviting guests to enjoy the beautiful garden atmosphere while taking part in interactive workshops, talks, tours and demonstrations that explored how the natural environment sustains and nurtures us physically, mentally and creatively. The Rooted festival took place over four specially themed weekends with workshops led by local experts, behind-the-scenes tours and demonstrations with Niagara Parks staff and other interactive events, all within the stunning Niagara Parks Botanical Gardens.

### **November 2019 – Legendary Iron Scow Shifts for the First Time in Over a Century**

On October 31, 2019, severe weather conditions caused the iron scow, which has remained lodged in the powerful upper rapids above the Canadian Horseshoe Falls for over 100 years, to shift significantly from its position. The year before, in August 2018, Niagara Parks hosted a ceremony to honour the 100th anniversary of the iron scow and the harrowing rescue that took place to save the two men stranded aboard when the scow broke loose from its towing tug. The ceremony officially recognized the heroism of William "Red" Hill Sr. who voluntarily rescued the two men. The shifting scow made headlines across the globe, with news outlets flocking to the Falls for footage of the historic scow in its new position. Working with some of the top publications and television networks across the world including The New York Times, USA Today, Time Magazine, NBC, CBS, CNN, The Globe and Mail, CBC, etc. Niagara Parks representatives conducted interviews on camera and over the phone that reached audiences far and wide. The estimated earned media value for the story was \$7.3 million with an estimated reach of over 565 million.

### **February 2020 - Niagara Parks Hosts its First Black History Symposium**

Niagara Parks' first Black History Symposium hosted at the Laura Secord Homestead in February brought together leading community historians and commentators specializing in black history and culture. The sold-out event featured historian Rochelle Bush who explored the fascinating story of Harriet Tubman and how she guided slaves to freedom in the small Canadian town of St. Catharines. Saladin Allah, an author, educator and third great-grandson of famed Underground Railroad freedom seeker Josiah Henson, spoke about rich stories of the Underground Railroad in Niagara Falls, New York. Delivering an account of what it is like to integrate into Canadian society, Ayo Adewumi, an award-winning filmmaker who was born in Nigeria and immigrated to Canada in 2004, brought an African-Canadian perspective to the symposium.

## **Leveraging and activating our natural wonders and iconic experiences**

### **May 2019 - Grand Reopening of Table Rock Centre**

Following extensive renovations completed at its iconic tourism facility at the brink of the Falls, Table Rock Centre, Niagara Parks unveiled the first phase of its redevelopment project in May 2019. Phase I included the complete renovation of the main floor north retail store, which opened to the public as Table Rock Shop. The new design fills the space with natural light, featuring dynamic retail displays, in-store activations and stunning views of the Falls. Also included in the first phase was the much-anticipated return of the historic Table Rock House Restaurant, Niagara Parks' signature culinary venue on the top floor. Niagara Parks was proud to unveil the first phase of this multimillion-dollar redevelopment project that is funded entirely through its operations.

### **July 2019 - Namaste Niagara Wellness Series**

Set amongst some of the most spectacular locations found along the Niagara River corridor, Niagara Parks' popular series, Namaste Niagara, returned for 2019 beginning in July, combining unforgettable wellness experiences followed by a locally sourced brunch. In addition to health, wellness and spiritual benefits, the Namaste Niagara events provide opportunities for both local residents and visitors to see Niagara Parks through a different lens and experience locations they may have been to before, in a completely new and exciting way. The series featured guided yoga sessions at the base of the Canadian Horseshoe Falls as well as guided meditation next to the raging Niagara River at Niagara Parks' White Water Walk attraction, both followed by a spectacular brunch at either Queenston Heights Restaurant or Whirlpool Restaurant. Over the last few years, the series has been increasing in popularity and demand, taking place over select sold-out weekends in the summertime. In 2019, Niagara Parks expanded the program to offer Namaste Niagara events every Saturday and Sunday throughout the summer months for the first time.

### **July 2019 - Live Music at Niagara Parks**

Niagara Parks' annual Summer Music Series showcases local musicians from a variety of genres, from classic rock to country, with support from presenting sponsor Coca-Cola. The annual series was complemented in 2019 with The Niagara Stage, a partnership between Polaris Music Prize, Niagara Parks and sponsor Coca-Cola, to present artists who have been previously recognized or listed by the prestigious Canadian music prize. Each night that featured live music in Queen Victoria Park also featured an incredible fireworks display as part of the 2019 Falls Fireworks Series, providing even more reason for guests to visit Niagara Falls and to extend their stays in the destination.

## **December 2019 - Niagara Parks Opens the Great Canadian Winter Lodge**

For the first time ever, Niagara Parks opened its renowned Whirlpool Golf Course during the winter months as the Great Canadian Winter Lodge, offering snowshoe rentals, winter trail access and a specially crafted menu with comfort food and drinks on weekends from December 28, 2019 through to the operational shutdown on March 14, 2020. Though it was a mild winter in Niagara, on weekends when there was snow on the ground, the Great Canadian Winter Lodge was the perfect destination for guests looking for fun and unique winter experiences in Niagara.

## **January 2020 - New Year's Eve in Niagara Falls**

Niagara Parks joined the City of Niagara Falls to host a New Year's Eve celebration to remember, headlined by one of Canada's most celebrated musicians, Bryan Adams. The annual concert also featured performances by Juno award-winning band Walk Off the Earth and local rising star Valerie Borghesi. The celebration drew an estimated 60,000 people to the Falls to ring in the new year, including Minister of Heritage, Sport, Tourism and Culture Industries, Lisa MacLeod, who attended her first New Year's Eve celebration in the Falls, joined by Niagara Parks Chair Sandie Bellows and Commissioner and Niagara Falls Mayor Jim Diodati.

## **February 2020 - New Exhibit Opens at the Niagara Parks Butterfly Conservatory**

In February, Niagara Parks unveiled a new exhibit at the Butterfly Conservatory that proved that sometimes being slow, small or weak can have its advantages. The "Survival of the Slowest" exhibit was a family-friendly live animal exhibit created by Little Ray's Nature Centre in collaboration with the Canadian Museum of Nature. The exhibit explored different survival strategies of a variety of slow-moving species, such as a green iguana, veiled chameleon, red-footed tortoise and the star of the show, a two-toed sloth named Barry. The exhibit became hugely popular with guests and increased visitation to the Butterfly Conservatory during the first few weeks of opening, before the Butterfly Conservatory closed its doors in mid-March due to the COVID-19 pandemic.

## **Supporting a dynamic business environment**

### **May 2019 - Falls Fireworks Returns**

Canada's longest-running fireworks series returned to Niagara Parks over the Victoria Day and Memorial Day long weekends. The unique launch site within the Niagara Gorge has drawn visitors from around the world to enjoy the unforgettable fireworks displays for over 25 years, further showcased by the stunning nightly illumination of Niagara Falls. New for 2019 was the introduction of low-noise fireworks displays on select weeknights, which allowed for a spectacular firework display over the Falls while also reducing the noise produced by the Falls Fireworks Series. The 2019 Falls Fireworks Series was presented with support from the Tourism Partnership of Niagara.

### **June 2019 - Niagara Parks Announces Partnership with LPGA Golfer Brittany Marchand**

On June 4, at its annual Women's Golf Day event at Whirlpool Golf Course, Niagara Parks was thrilled to announce its new partnership with LPGA golfer Brittany Marchand from Orangeville, Ontario. Marchand has become an ambassador for Niagara Parks Golf, helping to create content for its social media channels while acting as a role model for the golfers that Niagara Parks hopes to reach. 2019 marked Marchand's second season on the LPGA tour and she is a champion of encouraging young athletes to pursue their dreams in sports and education, having studied chemical engineering while playing NCAA golf at North Carolina State University.

### **August 2019 - Niagara Parks Signs Binational Trail MOU**

In August, Niagara Parks joined the Niagara River Greenway Commission and the Buffalo and Fort Erie Public Bridge Authority to sign a new Memorandum of Understanding regarding the joint promotion and maintenance of the newly linked trail networks on both sides of the Niagara River corridor. The agreement was the result of a shared desire among all three organizations to promote and maintain the new trail connection following the recently added sidewalk and cycling lanes on the International Peace Bridge. The addition of cycling/pedestrian lanes provides a great connection point between Canada and the United States, encouraging active living, clean transportation and exploration of the incredible trails, parks and natural spaces on both sides of the river.

### **October 2019 - Doors Open Ontario Presents: Canadian Niagara Power**

Niagara Parks partnered with Ontario Heritage Trust to host a featured Doors Open event at Niagara Parks' awe-inspiring Canadian Niagara Power Generating Station in October. What began as a one day opportunity quickly turned into two days when all 1,600 of the free tickets were quickly reserved within 30 minutes of launching on Niagara Parks' website. Over the course of the October 26-27 weekend, more than 3,000 guests passed through the historic building, taking part in behind-the-scenes tours which included access to the interior generator room housing the 11 original generators, marble-lined office areas, original control room, balconies and more. The event generated excellent media coverage and helped to build momentum and excitement for Niagara Parks' plans for the adaptive reuse of the building.

### **December 2019 - Book Signing Event at Historic Oak Hall**

On December 9, Niagara Parks hosted award-winning author and historian Charlotte Gray for a reception and book signing event held at Oak Hall, the historic former residence of Canadian mining tycoon, Sir Harry Oakes. The sold-out event promoted Gray's latest book, *Murdered Midas*, the story of Sir Harry Oakes, which presents a fresh perspective on the bungled investigation and shocking trial in the remote colonial island streets of the Bahamas, proposing a new, previously overlooked suspect.

## **January 2020 - Annual Wedding Open House**

In the wedding industry, Niagara Parks is known for its spectacular venues, delicious food and incredible service. Over the past few years, Niagara Parks has hosted a Wedding Open House in January for couples who have already booked their wedding with Niagara Parks and for couples who are interested in learning more about Niagara Parks Weddings. Hosted at the Legends on the Niagara Clubhouse, the Wedding Open House provides an opportunity for couples to connect directly with the diverse team of professionals at Niagara Parks, learn more about the venues and taste some spectacular menu options served fresh by Niagara Parks' culinary team.

## **Taking experiences, services and hospitality to the next level**

### **April 2019 - Ussher's Creek Bridge Replacement**

As part of its ongoing commitment to providing exceptional experiences for all guests along the entire 56-kilometre Niagara River corridor, Niagara Parks completed a construction project in April 2019 to replace its aging Ussher's Creek Bridge along the south Niagara Parkway in Chippawa. Niagara Parks invested \$1.4 million in this infrastructure project, which maintains the heritage look and feel of the bridge – Niagara Parks' first bridge on the south Parkway. The project also added new bike lanes to provide better connection to the Niagara River Recreation Trail, enhancing the cycling experience across Niagara Parks and responding to the recent growth in demand for cycle tourism in Niagara.

### **June 2019 - Wayfinding Strategy**

Niagara Parks' new wayfinding strategy, which is designed to help guests better explore the sites and attractions along the entire 56-kilometre Niagara River corridor, is a key component of Niagara Parks' new brand initiative and an objective outlined in the Strategic Plan. The new strategy follows Niagara Parks' brand guidelines and replaces outdated and inconsistent signs that can be found all across its properties with newly designed signage to help share the Niagara Parks story with guests and help them to better navigate themselves, while also improving pedestrian and vehicular flow. The first phase of the strategy was completed in the summer of 2019, starting with site identification of key areas and eventually all attractions and sites. Subsequent phases will include vehicular directional signage, interpretive signage and utility signage.

### **September 2019 - Fall Pop-up Dinner at the Floral Showhouse**

Niagara Parks' Floral Showhouse was the site of the final Pop-up Dinner event for 2019 in September. The manicured grounds were transformed into another stunning outdoor dining space and Niagara Parks' talented culinary team created a mouth-watering menu designed to showcase hard-working Ontario growers and producers while demonstrating our inherent connection to the land, its heritage and our culture. Guests were able to mingle throughout food stations and explore

the interior of the Floral Showhouse, which was featuring its spectacular Rieger Begonia show with a fall harvest theme.

### **October 2019 - Minister Lisa MacLeod Visits Table Rock Centre for Tourism Announcement**

In October, Niagara Parks hosted the Honourable Lisa MacLeod, Minister of Heritage, Sport, Tourism and Culture Industries, for a tour of Niagara Parks and a funding announcement related to the Winter Festival of Lights. The announcement took place in the Grand Hall of Niagara Parks' newly renovated Table Rock Centre at the brink of the Canadian Horseshoe Falls. Minister MacLeod announced \$250,000 in funding to support the 2019/20 Ontario Power Generation (OPG) Winter Festival of Lights. During what is typically considered a slower time of year for tourism, the OPG Winter Festival of Lights draws millions of guests to Niagara Falls over the winter months, aligning with Minister MacLeod's goal of creating tourism experiences 365 days a year in Ontario.

### **November 2019 - Apprentice Chefs Shine at the Annual Apprentice Showcase Dinner**

As the operator of one of the largest culinary apprentice programs in Ontario, Niagara Parks was pleased to host another spectacular Apprentice Cooks and Chefs Showcase Dinner at its historic Queenston Heights Restaurant in November. The annual sold-out event features talented young chefs-in-the-making demonstrating their culinary passion alongside Niagara Parks chefs as they prepare a fabulous six-course dinner highlighting local produce and Niagara VQA wines. The event also names the winner of Niagara Parks' apprentice scholarship award, which recognizes an individual's work performance, community involvement and overall career aspirations in the food service industry.

### **March 2020 - Niagara Parks and Brock University Expand Partnership to Study Trail Network**

Two years after signing an initial Memorandum of Understanding, the Niagara Parks Commission and Brock University signed an additional collaboration agreement with the Ontario Trails Council in March. To be known as the Trails Assets and Tourism Initiative, the new partnership will help Niagara Parks assess and sustainably grow its extensive trail network. The agreement will include a needs assessment to help Niagara Parks with the trails master planning process, as well as experiential education opportunities for Brock students and initiatives led by Brock faculty members and grad students.



## Economic Performance – General Overview

Building on the extraordinary results achieved during the previous fiscal year, Niagara Parks entered the 2019/20 tourism season optimistic that it would continue to build on the strong foundations of revenues and sales growth, as well as visitation required, to continue to reinvest back into its operations.

Under the guidance of the 10-Year Strategic Plan, Niagara Parks implemented several high-profile projects to inject new life into the iconic guest experiences available across the 56-kilometre Niagara River corridor. These projects were complemented by operational investments into Niagara Parks' capital infrastructure and corporate technology to ensure the organization remains relevant and up-to-date.

Niagara Parks' key investment over 2019/20 was the continuation of its Table Rock Redevelopment Project, which aims to renew the retail, culinary and attraction offerings available at Niagara Parks' most iconic and highest revenue-generating facility, Table Rock Centre. With the completion of Phase I in May 2019, Niagara Parks began construction on Phase II in October 2019, with plans to reopen for the summer of 2020.

Whereas the Table Rock Redevelopment Project aims to renew this iconic guest experience, Niagara Parks also began work on an exciting new project that will offer an entirely new experience for the organization and for the destination of Niagara Falls. Throughout the fall and winter of 2019/20, Niagara Parks began the initial planning stages for the adaptive reuse of its Canadian Niagara Power Generating Station, the awe-inspiring former power plant that has captured the attention and imagination of guests for over a century.

Canadian Niagara Power will be a world-class destination that appeals to an international audience, offering a brand-new guest experience that goes beyond the history and science behind the building and presents an unforgettable and immersive experience incorporating education, entertainment, adventure and the wonder of the Falls. A focus of the adaptive reuse project will be to preserve as much of the heritage of the building as possible, as well as incorporating sustainable energy solutions where possible.

The redevelopment will be launched in phases with the first phase opening in the summer of 2021, including self-guided tours and a spectacular multi-media sound and light show within the building. The first phase will also introduce the beginnings of key guest amenities, including a café, retail store and fully accessible guest washrooms. Subsequent phases of redevelopment will open up more of the building, including exhibition areas, an educational workshop, multi-purpose event space and a new attraction featuring the incredible tailrace tunnel and underground infrastructure that has never before been accessible to the public.

The adaptive reuse of Canadian Niagara Power is a monumental project, not only for Niagara Parks, but for the entire destination of Niagara Falls. There are no other comparable experiences currently

offered in the destination and in fact, Canadian Niagara Power is thought to be the world's last remaining historic power plant with all of its infrastructure still intact. The project represents an excellent opportunity to boost tourism and visitation to Niagara, which will have spinoff benefits for the tourism industries of Ontario and Canada and ultimately the provincial and national economies as well.

Niagara Parks is proud to be part of a strong and vibrant tourism industry and will be looking to increase its partnership opportunities in the future to continue to build awareness and demand for the destination.

Ambitious budgets were set for 2019/20 fiscal based on an exceptionally strong 2018/19 fiscal year for visitation at Niagara Parks. Thanks to investments in key guest experiences, as well as Niagara Parks' new brand strategy, increased digital presence and wayfinding initiative, Niagara Parks delivered another strong year for visitation in 2019/20.

Building on that exceptional year in 2018/19, attendance remained strong throughout 2019/20, with an increase at each of Niagara Parks' attractions, with the exception of Journey Behind the Falls. Niagara Parks experienced a modest 1.6 per cent growth overall in attendance at its six attractions along the Niagara River corridor.

Niagara Parks' Heritage Sites experienced a 6.3 per cent increase in growth over the year before, with Old Fort Erie reporting a 15.2 per cent increase in attendance for 2019/20. Additionally, after another favourable golf season in Niagara, Niagara Parks Golf reported an increase over its exceptional results in 2018/19. While Whirlpool Golf Course remained at pace with 2018/19, Legends on the Niagara experienced an 8.9 per cent increase in revenue over the year before.

Over the last few years, Niagara Parks has been steadily building its culinary profile through its locally sourced menu offerings at its full service restaurants as well as special culinary events, such as the popular Pop-up Dinner Series, which continued with sold-out events throughout 2019/20. Revenue from culinary operations grew by 4 per cent over 2018/19, totaling over \$23 million and surpassing budget projections by more than \$400,000.

Niagara Parks surpassed its overall budgeted revenues by \$694,000, earning a record-high \$127,306,000 from its revenue-generating operations, including contributions from partners Hornblower Niagara Cruises and WildPlay Niagara Falls. This is compared to \$124,302,000 in revenues for the previous fiscal year, which was the previous record high for the organization. This has allowed Niagara Parks to invest over \$23 million into capital assets, up from \$18 million the year before.

Over the course of fiscal 2019/20, Niagara Parks continued to implement its Queen Victoria Park Concept Master Plan with improvements to the areas immediately surrounding Table Rock and Falls Parking to enhance pedestrian circulation and flow. As well, Niagara Parks began implementation of its Three-Year Sales and Marketing Plan, focused on deepening the relationship with visitors throughout their travel cycle. The four objectives of the Plan are to position Niagara Parks' Brand

Story, Grow Visitation, Target High-Yield Markets and Increase Revenue, with road maps developed for each objective.

In regard to its corporate structure, Niagara Parks has invested in a new Enterprise Resource Planning (ERP) software to modernize its financial systems and procurement processes across the organization. Through its Human Resources team, Niagara Parks procured and implemented a new Applicant Tracking System that will allow for the elimination of paper-based headcount and recruitment approvals and onboarding documentation. The new system will streamline Niagara Parks' full-time and seasonal recruitment activities, making it easier for both potential applicants and hiring managers.

Thanks to a fantastic year in visitation and revenues, Niagara Parks has been able to progress well on many of the priorities set out in its 10-Year Strategic Plan, in addition to reinvesting back into its operations. A strong financial position ensures Niagara Parks is able to continue to fully deliver on its mandate which has remained unchanged from the very beginning, to protect and preserve the natural and cultural heritage all along the Niagara River corridor, while contributing to the economic success of the Niagara region and the province of Ontario.

<b>April 1, 2019 - March 31, 2020 Actual Operating Results</b>				
<i>(in thousands of dollars)</i>	<b>2019/20</b>			<b>2018/19</b>
	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Actual</b>
Revenues	\$126,612	\$127,306	\$694	\$124,302
Operating Expenses	\$104,381	\$102,592	\$(1,789)	\$101,211
Net Surplus for the period before interest and depreciation (EBID)	\$22,231	\$24,714	\$2,483	23,091

## Economic Performance – Outcome-Based Performance Measures

A board-governed agency of the Province of Ontario, Niagara Parks continues to operate under a mandate first established by the government of the day in 1885: that it preserve and protect the natural beauty and cultural heritage along the Niagara River Corridor while maintaining financial self-sufficiency.

Niagara Parks operates within the accountability framework of the province as set out in the 2017 Agencies and Appointments Directive, affirming the government's intent and expectations for Niagara Parks to pursue sound fiscal management strategies. This is further demonstrated by the new requirement effective January 1, 2019, which states that in addition to output measures and associated targets, all board-governed agencies are required to report on outcome-based measures.

As an operational agency, Niagara Parks has the authority to sell goods or services to the public in a commercial manner and to receive revenues from its commercial activities, which has allowed Niagara Parks to generate the profits necessary to fulfill its mandate.

Additionally, as part of revisions made to the Agencies and Appointments Directive, the following outcomes have been identified to ensure Niagara Parks continues to deliver on its historic mandate while maintaining a strong financial position: Growing Revenue, Enhancing the Visitor Experience, and Ensuring Cost Certainty.

While there are numerous examples across Niagara Parks' operations and corporate structure, the following projects have been identified as Niagara Parks initiatives with measurable data designed to achieve these outcomes.

### Growing Revenue: Table Rock Redevelopment

**Input and Output:** In the fall of 2018, Niagara Parks began Phase I of its Table Rock Redevelopment project to renew the retail, culinary and attraction experiences at the iconic tourism facility next to the Canadian Horseshoe Falls, through a self-funded, multi-year project approach. Niagara Parks invested approximately \$9.6 million for Phase I, which was funded entirely through Niagara Parks operations. Phase I included the complete renovation of Niagara Parks' signature culinary venue, Table Rock House Restaurant, as well as the main floor retail store, Table Rock Shop, which was unveiled in May 2019.

**Outcome:** Table Rock Centre represents one-third of Niagara Parks' overall revenues and was identified as a key strategic investment and priority as part of the Strategic Plan. The redevelopment of this historic and important commercial facility for Niagara Parks continues to transform this unique complex by improving connectivity and movement for our visitors while enhancing the overall aesthetics of the building to ensure it is a place where visitors experience the very best of Niagara

Parks. The redevelopment is intended to provide a better guest service delivery model, which in turn will generate increased revenue to support other strategic projects and capital investments.

Niagara Parks unveiled the completed Phase I renovations with a grand reopening of Table Rock House Restaurant and Table Rock Shop in May 2019. Table Rock House Restaurant provides a unique and memorable dining experience that focuses on view and context – the wonder and power of the Falls, within a natural, yet timeless, contemporary setting. The aesthetic of the dining room evokes the sense of a natural setting, featuring chiseled stone and wood finishes, combined with industrial accents such as copper and brass to help tell the story of the original 1925 construction of the historic building.

In its first year, Table Rock House Restaurant generated \$6,363,113 in sales from May 2019 to March 2020, compared to \$5,915,932 in sales generated for the same time period the year before. Additionally, the average sale at the restaurant increased to \$35.54 in 2019/20, compared to \$28.24 from the year before. The new restaurant offers an elevated dining experience with new menus that focus on locally sourced products and telling the stories of the producers, purveyors, brewers, distillers, etc. across Ontario that Niagara Parks is proud to support.

Table Rock Shop, a key retail outlet for Niagara Parks, had not been revitalized for nearly 25 years. The renovations truly transformed the dark and outdated space into a stunning new retail store with a “shops-within-a-shop” approach with boutique style areas, highlighting signature brands and products such as Roots, Lululemon and Herschel. The open-concept layout improves circulation of guests and enhances the overall shopping experience, which has translated to higher sales and earned revenue at this location.

From May 2019 to March 2020, Table Rock Shop generated \$11,519,171 in sales, compared to \$9,535,654 the year before. The number of transactions increased substantially in 2019/20 compared to the year before, from 304,449 up to 373,732. As well, the average sale amount per transaction grew significantly from \$23.76 in 2018/19 to \$30.57 at the new store in 2019/20. This growth demonstrates the value of investing in a retail outlet such as Table Rock Shop that welcomes millions of guests through its doors each year. The renovations completely transformed the retail experience of this location, taking an overcrowded and outdated retail store and turning it into a bright and modern space that is designed to complement the high-quality merchandise, while providing a more enjoyable shopping experience for guests.

## Enhancing the Visitor Experience: Development of a Compelling Brand Strategy

**Input and Output:** One of the first projects undertaken as part of Niagara Parks' new Strategic Plan was the development of a unique and compelling brand strategy. This process also included the creation of a new sales and marketing plan as well as a comprehensive wayfinding strategy. Niagara Parks invested approximately \$350,000 in fiscal 2019/20 toward the development of a new wayfinding strategy, which was officially implemented in June 2019.

**Outcome:** The development of a compelling brand strategy was part of an effort to increase the recognition and understanding of the breadth of offerings available at Niagara Parks, as well as better position the organization toward accomplishing the goals set out in the Strategic Plan, including becoming one of the most spectacular parks in the world. The brand story and wayfinding strategy also define the unique experiences that differentiate Niagara Parks from anywhere else in the world, including identifying storytelling opportunities across the 56-kilometre Niagara River corridor.

A key component of Niagara Parks' brand strategy has been its website and digital channels, which have been steadily increasing their visitation and reach. This growth has provided an excellent platform for Niagara Parks to deepen the understanding and recognition of the diversity of Niagara Parks experiences to a wider audience, including current prospective target markets.

Similarly, Niagara Parks' new wayfinding strategy, which was first implemented in the spring and summer of 2019, is also designed to increase brand recognition and understanding of Niagara Parks, our story and the experiences we provide. The strategy will help guests to understand Niagara Parks as more than just the Falls themselves and Table Rock Centre and connect them to other spectacular experiences and sites located along the entire 56-kilometre Niagara River corridor. The wayfinding strategy replaces all outdated signage across Niagara Parks with signage informed by Niagara Parks' new brand to help guests better navigate themselves and understand all of the offerings available. Undertaken in phases, the first phase of the strategy included site identification of key areas and eventually all attractions and sites. Subsequent phases will include vehicular directional signage, interpretive signage and utility signage.

Over the course of fiscal 2019/20, Niagara Parks saw an increase in attendance at each of its attractions, with the exception of Journey Behind the Falls. Attendance at Niagara Parks heritage sites was also up, as well as a significant increase in ridership on the Falls Incline Railway and WEGO bus transportation system. The increase in transportation use is likely the clearest association with the success of Niagara Parks' wayfinding strategy, and particularly the ridership on the WEGO Green Line, which connects each of Niagara Parks' attractions and sites along the Niagara Parkway. Niagara Parks increased ridership on the Green Line by 107,989 users in 2019/20 compared to the previous fiscal year, which shows an increase in guests taking part in a variety of Niagara Parks experiences, beyond simply visiting the Falls.

## Ensuring Cost Certainty: New Ticketing System

**Input and Output:** Through an open and competitive procurement process, Niagara Parks acquired a new automated ticketing system to manage admissions to its various attractions, sites and parking facilities. The new ticketing solution replaces Niagara Parks' previous system, which had reached the end of its useful lifecycle. The new ticketing system is Niagara Parks' largest point-of-sale system, intended to make it easier for staff to process sales transactions, reduce the wait times for guests and provide greater opportunities for visitor data analysis and reporting.

**Outcome:** The new ticketing solution acquired by Niagara Parks was first implemented in 2018 is Niagara Parks' largest point-of-sale system in terms of revenues and volume of transactions. Significant improvements were made in 2019 with the new ticketing system to allow for increased efficiencies in the sales process as well as improved data output for analytical purposes. With the collection of postal codes through the point-of-sale system, Niagara Parks can measure revenues for attractions and transportation according to geographic areas. For example, data output shows the top five provinces and states, according to spend, to be Ontario, New York, Pennsylvania, Ohio and New Jersey respectively.

Data from the system can now be used in a variety of ways to assist in business decision-making. Frequently reviewed reports from the system include attendance reports, scanned admissions by time of day, product sales volume reports, reservation arrivals and tour bus management reports. Reports are available in real time and allow site managers to make timely decisions based on data. The system also allows for capacity restricted inventory items such as wedding sites and picnic pavilions to now be managed through a digital system rather than manually. This has significantly reduced the possibility of double bookings or errors with capacity-driven reservations.

For the 2019/2020 fiscal year, over \$51 million in transactions were processed through the new system, making it Niagara Parks' largest point-of-sale system in terms of both volume of transactions and dollars. This also shows how critical the system is to ensuring cost certainty for the organization. By investing in a new, more robust ticketing system, Niagara Parks is both reducing the risk of potential disruption to business continuity, while improving staff processes and the overall experience of our guests when visiting a Niagara Parks attraction, site, transportation system, etc.

## Economic Performance – Risk Analysis

As outlined in Niagara Parks' Business Plan and reported in Niagara Parks' quarterly reports to the Ministry, the following categories are applied to Niagara Parks' risks: Strategic/Policy/Performance; Accountability/Governance; Operational; Workforce; Information, Technology, and Infrastructure; Other. The following risks and their risk management strategies have been identified for the 2019/2020 fiscal year:

### Operational

**Risk Factor:** Miller's Creek Marina

**Risk Description:** The Miller's Creek Marina is the only shoreline/water-based amenity on the south Niagara Parkway. Improvements to the area are a key contributor to the strategy of enhancing visitor experience by providing nodes of interest and complementary attractions. The current building and site require rehabilitation to prevent further deterioration and to ensure continued service to the boating public as the infrastructure is more than 50 years old. Infrastructure Ontario has been engaged to review the business case and to identify a viable business model for the proposed waterfront development opportunity.

**Mitigation Strategy:** As part of the work with Infrastructure Ontario, the goals and objectives for the development will be reassessed. A series of market soundings has been undertaken to identify both market opportunities and constraints on redevelopment opportunities. As well, a financial model reflecting expected costs of the marina development has been undertaken. The draft business case was issued to Niagara Parks and municipal stakeholders for review. In terms of aesthetic improvements, Niagara Parks has undertaken the removal of shrub growth, clean-up of the day-use trailer parking area, installation of post and rail fence, painting of the café and updating equipment and interior finishings, as well as horticultural improvements.

### Strategic/Policy/Performance

**Risk Factor:** Redevelopment of the Canadian Niagara Power Decommissioned Generating Station on time and on budget

**Risk Description:** Risk of insufficient funding to fulfill the master plan concept as proposed and insufficient time to complete the work by July 2021.

**Mitigation Strategy:** The preliminary business base has been prepared and reviewed with the Ministry and request for loan approval by the Ontario Financing Authority is in progress. Additionally, Niagara Parks is completing detailed engineering estimates of the stabilization components. Niagara Parks will be utilizing Vendors of Record where possible and will be working closely with an attractions consultant to finalize the scope and scale of the work and financial requirements to allow for a July 2021 opening.



**Risk Factor:** Implementation of Unit 4 Business World Enterprise Resource Planning (ERP) Software

**Risk Description:** Competing staff priorities could result in constraints on staff resources and inability to complete the project within the established timelines.

**Mitigation Strategy:** A project charter and business case have been completed and department leads have been established, as well as a high-level workplan to complete core financials by March 31, 2021. Following business requirements workshops that took place in the fall of 2019, more detailed timelines have been developed in collaboration with the project management consultant.

## Information Technology and Infrastructure

**Risk Factor:** Risk of cyber threats

**Risk Description:** Global electronic threats increase with the use of the internet and networks, such as Niagara Parks' network, are at risk of suffering a malware, ransomware or other malicious attack.

**Mitigation Strategy:** Niagara Parks' IT department uses best-in-class second generation firewalls, as well as geo-blocking to block network traffic from countries that participate in state hacking. As well, Niagara Parks uses whitelist software, a rigorous security checklist for Software as a Service providers, antivirus software and is reducing the reliance on point-to-point radios. The team regularly monitors and reports on staff's remote usage and has incorporated Payment Card Industry (PCI) compliance requirements into procurement request specifications. In November 2019, Niagara Parks was officially declared compliant with PCI requirements, as required by Moneris on behalf of the credit card brands.

## Other Risks

**Risk Factor:** Contingent liabilities associated with the Toronto Power Generating Station

**Risk Description:** Under direction from the Province of Ontario, The Niagara Parks Commission accepted ownership of three former power generation stations, all located within Commission lands – Toronto Power Generating Station, Ontario Power Generating Station and Canadian Niagara Power Generating Station. The Toronto Power Generating Station is in a continued state of decline and there are rising costs associated with restoration. Failure of the generating station could require immediate and significant financial resources to stabilize, as well as potential reputational impacts.

**Mitigation Strategy:** Critical maintenance work has been completed with funding from Niagara Parks and the Province, as well as additional funding to complete the update of condition assessments. Niagara Parks has engaged Infrastructure Ontario to develop a commercial and transaction strategy for adaptive reuse.

**Risk Factor:** High-Traffic Areas

**Security Risk Description:** With recent global threats to visitor safety at internationally recognized sites and high-traffic areas, a proactive approach to implementing initiatives to maintain safety and security of staff and visitors is required.

**Mitigation Strategy:** Niagara Parks Police Services, in conjunction with provincial authorities, is developing and implementing a safety and security plan, enhancing the overall safety of staff and visitors in Niagara Parks. Measures include imminent threat emergency exercises and the successful pilot project of lane closures and road barriers in the Queen Victoria Park core area. As well, a security bag check program was implemented at Niagara Parks' Journey Behind the Falls attraction as well as its White Water Walk attraction. Further improvements to safety are being designed using Crime Prevention through Environmental Design principles.

**Risk Factor:** Business Interruption from COVID-19

**Risk Description:** On March 14, 2020, due to the public health risks posed by the COVID-19 public health crisis, Niagara Parks temporarily suspended its public facing operations. Niagara Parks is structured as a self-financed agency without taxpayer support and this interruption to business has and will continue to impact Niagara Parks' ability to provide excellent customer service, support front-line operations and meet its financial and stewardship obligations. The significant impacts of COVID-19 on Niagara Parks operations will continue to be felt in the upcoming fiscal year and beyond.

**Mitigation Strategy:** Niagara Parks continues to make the safety of staff and guests the first consideration in all operational decisions relating to COVID-19. Niagara Parks recognizes that providing a safe environment with appropriate measures, informed by the most up-to-date guidance of public health officials, will put the organization in the best position possible to effectively resume revenue-generating operations as soon as possible. A dedicated reopening team has been assembled to plan for the substantial operational changes that will be required for the organization moving forward. Niagara Parks is exploring all opportunities for potential expense reductions in response to the suspension of incoming revenue, including a freeze on discretionary spending. Niagara Parks will also be developing a revised budget and business plan for the next fiscal year in response to the anticipated ongoing impacts of the COVID-19 pandemic.

Niagara Parks has not identified any significant risks during the 2019/20 fiscal year beyond those stated above.

## Business Climate

<b>Where the Commission's Dollars Came From</b> <i>2019/2020 (April 1, 2019 to March 31, 2020)</i>	<b>Where the Commission's Dollars Went</b> <i>2019/2020 (April 1, 2019 to March 31, 2020)</i>
Boat Tour Lease Agreement – \$15.8M (19%)	Maintenance – \$21.8M (26%)
Zipline and Adventure Course Agreement – \$2.3M (3%)	Administration – \$11.5M (14%)
Niagara Parks' Revenue Producing Operations – \$41.3M [net] (49%)	Asset Additions – \$24.6M (29.4%)
Land Rent – \$7.4M (9%)	Grant Funding – \$0.06M (0.1%)
Grant Funding – \$0.06M (0%)	Interest Paid – \$1.1M (1%)
Cash & Cash Equivalents – \$18.1M (22%)	Long-Term Debt Repayment – \$2.2M (3%)
Infrastructure Funding – \$0M (0%)	Cash & Cash Equivalents – \$10.8M (13%)
Working Capital – \$(3.9M) (-5%)	Strategic Initiatives – \$0.3M (0.3%)
Other Income – \$2.6M (3%)	Power Plant Stabilization – \$0.2M (0.2%)
	Other Expenses – \$11.1M (13%)
<b>Where the Commission's Dollars Came From</b> <i>2018/2019 (April 1, 2018 to March 31, 2019)</i>	<b>Where the Commission's Dollars Went</b> <i>2018/2019 (April 1, 2018 to March 31, 2019)</i>
Boat Tour Lease Agreement – \$16M (19%)	Maintenance – \$20.7M (24.3%)
Zipline and Adventure Course Agreement – \$2.1M (2%)	Administration – \$11.8M (14%)
Niagara Parks' Revenue Producing Operations – \$38.6M [net] (46%)	Asset Additions – \$19.4M (23%)
Land Rent – \$7.3M (9%)	Grant Funding – \$0.1M (0.1%)
Grant Funding – \$0.01M (0%)	Interest Paid – \$1.2M (1.4%)
Cash & Cash Equivalents – \$16.3M (20%)	Long-Term Debt Repayment – \$2.1M (2.5%)
Infrastructure Funding – \$0M (0%)	Cash & Cash Equivalents – \$18.1M (21.4%)
Working Capital – \$1.2M (1%)	Strategic Initiatives – \$0.8M (0.8%)
Other Income – \$2.7M (3%)	Power Plant Stabilization – \$0.4M (0.5%)
	Other Expenses – \$10.2M (12%)

## Comparative Performance – Niagara Parks’ Revenue Producing Operations (\$’000)

	2019/20	% of sales	2018/19	% of sales
Revenue	\$99,065	-	\$96,124	-
Cost of Goods Sold	\$16,624	17%	15,494	16%
Gross Profit	\$82,441	-	\$80,630	-
Operating Expenditures	\$41,094	41%	42,062	44%
<b>Net Income Before Administrative Overhead and Depreciation</b>	<b>\$41,347</b>	<b>42%</b>	<b>\$38,568</b>	<b>40%</b>

## Niagara Parks Attendance

	April 1, 2019 to March 31, 2020	April 1, 2018 to March 31, 2019	Increase / (Decrease)
<b>Paid Attractions</b>			
Journey Behind the Falls	903,777	921,727	(17,950)
Butterfly Conservatory	314,867	307,079	7,788
Whirlpool Aero Car	133,906	125,184	8,722
White Water Walk	269,847	261,817	8,030
Niagara's Fury	319,014	296,657	22,357
Floral Showhouse	58,509	56,043	2,466
<b>Total</b>	<b>1,999,920</b>	<b>1,968,507</b>	<b>31,413</b>
<b>Golf</b>			
Oak Hall Par 3 Golf Course	1,384	1,507	(123)
Whirlpool Golf Course	28,154	28,125	29
Legends on the Niagara	54,701	51,328	3,373
<b>Total</b>	<b>84,239</b>	<b>80,960</b>	<b>3,279</b>
<b>Historic Sites</b>			
Old Fort Erie	15,678	13,613	2,065
Laura Secord Homestead	6,990	6,568	422
Mackenzie Printery	4,486	4,017	469
McFarland House	2,762	3,955	(1,193)
<b>Total</b>	<b>29,916</b>	<b>28,153</b>	<b>1,763</b>
<b>Transportation</b>			
WEGO Transportation Service <sup>(Note 1)</sup>	1,332,557	1,224,568	107,989
Falls Incline Railway	1,187,336	1,110,440	78,896
<b>Total</b>	<b>2,519,893</b>	<b>2,335,008</b>	<b>175,115</b>
<b>Total Attendance</b>	<b>4,633,968</b>	<b>4,412,628</b>	<b>221,340</b>

**Note 1:** WEGO attendance represents Green Line ridership along the Niagara Parkway only.

## Commissioner Remuneration

Niagara Parks Commissioners are offered a per diem when working on Commission business and fulfilling their duties as a member of the Commission Board. The per diem of \$250 for the Chair, \$175 for the Vice-Chair and \$135 for each member of the Board is set by the Government of Ontario.

The table below lists the remuneration paid to Commissioners during the 2019 fiscal year (April 1, 2019 to March 31, 2020), as well as reimbursed travel and out-of-pocket expenses.

<b>Commissioner</b>	<b>Remuneration</b>	<b>Expenses</b>	<b>Total</b>
Sandie Bellows, Chair	\$39,500.00	\$2,377.19	\$41,877.19
April Jeffs, Vice-Chair	\$1,487.50	\$344.00	\$1,831.50
Eldon Bennett, Commissioner	\$945.00	\$738.40	\$1,683.40
Sylvie Chartrand-Rafi, Commissioner	\$0	\$0	\$0
Graham Coveney, Commissioner	\$1,215.00	\$219.20	\$1,434.20
Natasha DiCienzo, Commissioner	\$1,080.00	\$201.60	\$1,281.60
Jim Diodati, Commissioner	\$1,215.00	\$55.76	\$1,270.76
Betty Disero, Commissioner	\$945.00	\$134.40	\$1,079.40
Lois Anne Giles, Commissioner	\$3,645.00	\$875.60	\$4,520.60
Vincent Kerrio, Commissioner	\$135.00	\$0	\$135.00
Ian Nielsen-Jones, Commissioner	\$1,215.00	\$1,668.35	\$2,883.35
Wayne Redekop, Commissioner	\$1,012.50	\$244.00	\$1,256.50
<b>TOTAL</b>	<b>\$52,395.00</b>	<b>\$6,858.50</b>	<b>\$59,253.50</b>