



NIAGARA
PARKS

BUSINESS PLAN

2022-2025





The Niagara Parks Commission

Business Plan 2022-2025

1.0	Executive Summary	2
2.0	Mandate	7
3.0	Environmental Scan	11
4.0	Strategic Directions	16
5.0	Current and Future Programs: Activities, Resources and Implementation Plans	18
6.0	Risk Identification	25
7.0	Human Resources	40
8.0	Performance Measures	49
9.0	Financial Budget and Staffing	60
10.0	Information Technology and Electronic Service Delivery Plan	69
11.0	Initiatives Involving Third Parties	72
12.0	Communication Plan	82



1.0 Executive Summary

The Niagara Parks Commission, a board-governed operational enterprise agency of the Ontario Ministry of Heritage, Sport, Tourism and Culture Industries, operates under the provisions of the Niagara Parks Act. Niagara Parks plays a pivotal role in Niagara and in Ontario, preserving and promoting a globally significant geography (the Niagara River corridor) as well as cultural heritage sites, while supporting a robust tourism experience for guests from Ontario, Canada and around the world. Funded by its numerous revenue-producing operations and typically welcoming millions of visitors annually, Niagara Parks' diverse offerings include natural attractions, locally sourced restaurants, renowned gardens, parks, trails, championship golf courses, the Niagara Parkway, Niagara River Recreation Trail, School of Horticulture, heritage sites and architectural assets, while ensuring public safety through the Niagara Parks Police Service.

As Canada's top leisure tourism destination, Niagara Parks is proud of its role as a major contributor to the spectacular double bottom line of this Ministry, often referenced by the Honourable Lisa MacLeod, Minister of Heritage, Sport, Tourism and Culture Industries. This double bottom line refers to a financial bottom line, through which the sectors of this Ministry generate hundreds of thousands of jobs along with billions of dollars in economic activity, and a social bottom line, in which these sectors enrich the cultural and social fabric of Ontario.

This duality is echoed in Niagara Parks' mandate of protecting and preserving the natural and cultural heritage of the Niagara River corridor while remaining financially self-sufficient and will also guide Niagara Parks' approach to recovery. To see the organization back to financial health and stability, Niagara Parks will aim to strike a balance between driving visitation to its revenue-producing operations which contribute to its bottom line, while remaining committed to its important role as the environmental and cultural stewards of the Niagara River corridor.

The past two fiscal years (2020-21 and 2021-22) were significantly impacted by the COVID-19 pandemic with the resulting decrease in visitation leading directly to a sharp decline in revenue. Niagara Parks received stabilization grant funding from the Ministry, which ensured that Niagara Parks remained solvent and offered a safe destination for visitors with industry-leading safety measures. This investment also made certain that Niagara Parks was positioned to ensure the proper maintenance of its assets and had a financial bridge in place, leading toward the eventual recovery of the tourism industry in Ontario.

The Commission has made significant investments in improving the guest experience at Niagara Parks over the past three years, including redevelopment of Niagara Parks' flagship location, Table Rock Centre, and moving forward with the adaptive re-use of the Niagara Parks Power Station. This project was supported by the Ministry and the Ontario Financing Authority with a ten-year loan.



Through its medium-term recovery plan, the Commission is reducing administration processes and costs, while remaining focused on delivering front-line services to visitors. This work includes launching a new Enterprise resource planning system, an operational review of parks and engineering services and enhanced digital service delivery.

In the Ministry's white paper released in December 2020 entitled *Reconnecting Ontarians: Re-emerging as a Global Leader*, a series of medium and long-term strategies for ensuring the recovery of the heritage, sport, tourism and culture industries were outlined, which Niagara Parks has used to inform its own recovery plans.

The contents of this business plan summarize Niagara Parks' strategic goals and priorities over the course of 2022-25 that will guide the organization through its recovery, informed by the goals and priorities of the Ministry of Heritage, Sport, Tourism and Culture Industries. In addition to aligning with the priorities of the Ministry, Niagara Parks' strategic goals and priorities follow the four themes of its 10-year Strategic Plan:

- 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
- Taking experiences and hospitality to the next level

Throughout 2022-25, in addition to the themes of its 10-year Strategic Plan, Niagara Parks' operations and decision-making will be guided by the following strategic goals:

- Developing and nurturing great guest experiences
- Growing revenue
- Fostering strong collaboration with partner organizations
- Expanding our digital service delivery
- Ensuring strong fiscal management

Moving forward, the business plan for fiscal 2022-23 calls for Niagara Parks to continue to balance this unique mandate while:

- Opening Phase II of the new Niagara Parks Power Station, with its tunnel attraction unveiling in July 2022
- Supporting Niagara's hosting of the Canada 2022 Summer Games
- Collaborating with Niagara Parks' tenants to grow attendance and revenue



- Working with tourism partners such as Destination Ontario, Niagara Falls Tourism and Tourism Partnership of Niagara to attract more visitors to Niagara
- Leveraging the Ontario staycation tax credit through working with local accommodation partners to grow sales opportunities
- Developing “Explore the River” guest experiences with the Town of Niagara-on-the-Lake, City of Niagara Falls, Town of Fort Erie and Parks Canada
- Seeking proposals from the private sector for the adaptive re-use of both the Toronto Power and Ontario Power Company Generating Stations (decommissioned power plants)
- Supporting the re-establishment of the Niagara Parks Foundation
- Implementing a new digital strategy to meet and exceed customer service standards
- Further integrating data collection and analysis solutions to inform decision making
- Expanding diversity and inclusion initiatives to promote an equitable and diverse workforce
- Continuing to streamline administration and reduce administration costs

As Niagara Parks continues to identify opportunities to grow revenue and conserve its finances, Niagara Parks will place a renewed focus on promoting its highest revenue-generating operations, which are its attractions. Driving attendance to attractions will result in ancillary benefits to other areas of Niagara Parks’ operations, including its retail stores, parking facilities and locally sourced restaurants, which all provide streams of revenue for Niagara Parks.

Niagara Parks anticipates continued growth in attendance and revenue in fiscal 2022-23 and incremental growth from 2023-2025. Following recent investments in key guest experiences, including a multi-phased redevelopment of Niagara Parks’ highest revenue generating outlet, Table Rock Centre, and the introduction of a brand-new year-round attraction, the Niagara Parks Power Station, which will be launching another exciting guest experience in 2022, Niagara Parks is well-positioned to welcome back guests. Growth is expected from the US drive market as the border continues to open, from Ontarians taking advantage of the staycation tax credit encouraging people to rediscover their own province and from continued development of the Quebec market.

Additionally, Niagara Parks will continue to collaborate with its partners, Niagara City Cruises and WildPlay Niagara Falls, as well as destination marketing organizations, Niagara Falls Tourism and Tourism Partnership of Niagara, to promote Niagara as a desirable and safe tourism destination that offers a range of visitor experiences. Niagara Parks offers rich experiences that will add to the expansion of tourism trails and routes (Explore the River), including War of 1812 heritage, Indigenous history and culture, Black History, culinary experiences, architecture, golf and outdoor experiences to name a few. Niagara Parks will continue to work with its Indigenous partners and



sister agencies within the Ministry, as well as organizations like Destination Ontario and Destination Canada, to promote these types of authentic, curated experiences for guests.

As Niagara Parks focuses on increasing its generated revenue, the re-launch of the Niagara Parks Foundation and identification of grants and funding opportunities will help contribute to the organization's environmental and cultural stewardship projects. In addition, throughout 2022-25, Niagara Parks will be exploring procurement opportunities for the redevelopment of the two remaining decommissioned power stations on its property, Toronto Power Generating Station and Ontario Power Company Generating Station. Both sites hold immeasurable potential for redevelopment given their stunning architectural features, established presence within the core tourism landscape of Niagara Falls and unbeatable locations at the brink of the Falls and within the lower Niagara gorge. The adaptive reuse process is critical to ensuring that these historical sites are preserved and put into a viable long-term use, while also relieving some of Niagara Parks' financial obligations due to its ownership of the buildings.

Niagara Parks will also be assessing additional opportunities to engage the private sector to develop new guest experiences, to enhance and refresh existing offerings and to reduce operating costs.

Though the pandemic continues to cause uncertainty and instability around the world, there are indications that the tourism industry is rebounding and there is a pent-up demand for travel. With that said, Niagara Parks is planning a gradual and measured recovery process that is reflective of the changing nature and fluidity of the pandemic. A gradual reopening of its seasonal revenue-producing operations is planned for the spring of 2022, beginning with its areas of highest attendance in April, followed by the opening of secondary areas including Queen Victoria Place, White Water Walk and Whirlpool Aero Car in May and heritage sites in June. Revenues are being budgeted to increase 40% in 2022-23 over the previous fiscal year, with incremental increases by the end of the first quarter of 2022 and gaining momentum moving into the second and third quarters as further travel restrictions are expected to be lifted.

Niagara Parks will continue to take a conservative approach to staffing levels as well, adjusting its workforce needs to align with anticipated visitation and revenue levels. The organization has identified that there is capacity with current staffing levels to take on the additional visitor volume that is anticipated in 2022-23; therefore, there are no significant increases to the 2021-22 staff counts planned.

Health and safety will remain top of mind for Niagara Parks throughout 2022-25, from the enhanced cleaning and sanitization practices implemented to the expansion of contactless guest experiences. In addition to offering more options for virtual experiences and programming, Niagara Parks will be



implementing a new digital strategy in 2022 designed to provide a more reliable and connected guest experience across its properties.

Table 1.1 below summarizes the revised budget and forecasted operating results for 2022-25, and budgets for 2022-23, 2023-24 and 2024-25

Table 1.1 2021 - 2025 STATEMENT OF OPERATIONS (thousands of \$'s)						
	CURRENT FISCAL YEAR			FUTURE YEARS		
	BUDGET	PROJECTED	VARIANCE TO BUDGET	BUDGET		
	Apr. 2021	Apr. 2021	Apr. 2021	Apr. 2022	Apr. 2023	Apr. 2024
	Mar. 2022	Mar. 2022	Mar. 2022	Mar.2023	Mar.2024	Mar.2025
Total Revenue	\$48,803	\$58,145	\$9,342	\$63,579	\$69,491	\$81,052
Total Expenses	\$56,998	\$54,549	(\$2,449)	\$61,572	\$63,424	\$66,387
Net Surplus Before Interest & Depreciation	(\$8,195)	\$3,596	\$11,791	\$2,007	\$6,067	\$14,665
Loan Interest	\$1,155	\$1,149	(\$6)	\$1,031	\$1,484	\$1,338
Depreciation & Deferred Stimulus Funding	\$11,688	\$11,041	(\$647)	\$10,910	\$12,075	\$12,475
Net increase (Decrease) in Power Plant Obligation	\$400	\$600	\$200	\$400	\$400	\$400
Annual Net Surplus (Deficit)	(\$21,438)	(\$9,194)	\$12,244	(\$10,334)	(\$7,892)	\$452



2.0 Mandate

The Niagara Parks Commission operates under the provisions of the Niagara Parks Act, R.S.O. 1990, Chapter N.3. Section 4 of the Act states “It is the duty of the Commission to manage, control and develop the Parks...” It also provides a list of 15 general powers and duties.

The Niagara Parks Commission is classified as a board-governed operational enterprise provincial agency of the Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI). Since its founding in 1885, Niagara Parks has been guided by two key principles:

1. Niagara Parks should not become a permanent financial burden on the Province. Niagara Parks operates in a self-supporting manner without the aid of operational government funding; and,
2. Access to the lands of Niagara Parks is to remain as free to the public as possible.

2.1 Niagara Parks’ Mandate

To preserve and promote the natural and cultural heritage along the Niagara River corridor.

Niagara Parks is committed to delivering commercially successful products in a way that ensures benefits for everyone – people who travel, the local communities, Ontario and Canada along with the respective natural, social and cultural environments.

2.2 Stewardship

The stewardship role assumed by Niagara Parks has remained essential to its accountabilities since its inception. Niagara Parks is expected to preserve and commemorate the historical, cultural and environmental significance of the Niagara River corridor. In fulfilling this important public mandate, Niagara Parks provides myriad public and community services and assumes an important cultural stewardship role on behalf of the Province of Ontario.

Niagara Parks’ Heritage Identification and Evaluation Process has received Ministry approval, under the Standards and Guidelines for Conservation of Provincial Heritage Properties (Ontario Heritage Act). This process demonstrates Niagara Parks’ continued commitment to the stewardship of Ontario’s provincial heritage properties and partnership in implementing standards and guidelines.

2.3 Agencies and Appointments Directive

Niagara Parks operates within the accountability framework of the province as set out in the Agencies and Appointments Directive. This directive outlines the various accountability mechanisms to be established between an agency and its relevant Ministry, including the development of a

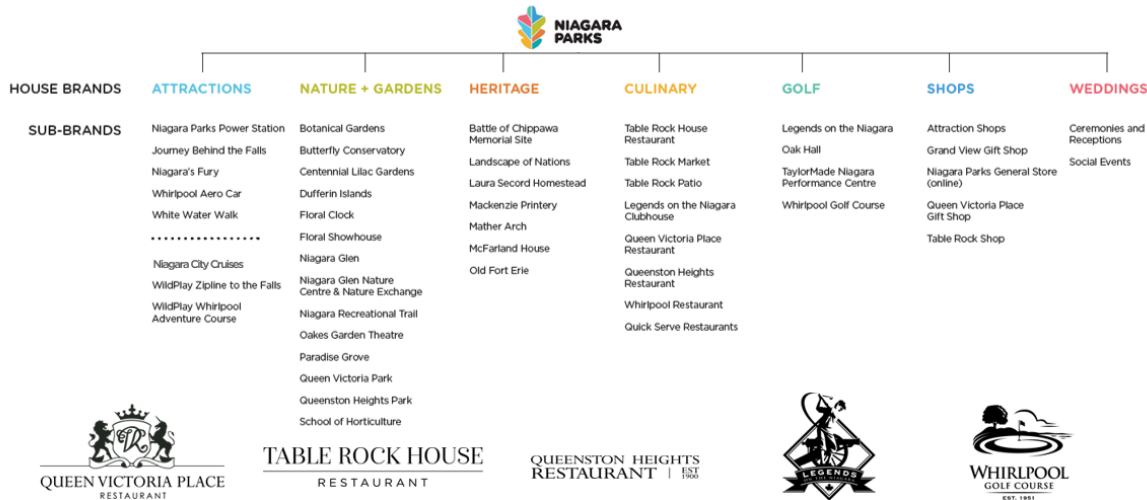


memorandum of understanding and the submissions of annual reports, annual multi-year business plans and quarterly risk assessments. Also included is a requirement for external audits to be completed and procedures for financial reporting and periodic reviews.

In accordance with this directive, Niagara Parks has been classified as a board-governed, operational enterprise provincial agency of MHSTCI, which provides the authority for Niagara Parks to make operating decisions. As a board-governed provincial agency, the Niagara Parks Commission has the financial and operating authority to carry on business and conduct operations in support of its mandate. The Board is accountable to the Minister of Heritage, Sport, Tourism and Culture Industries for the achievement of its mandate and the Chair is the Board's representative to the Minister.

2.4 Operational Enterprise Classification

Niagara Parks is further classified as an operational enterprise which provides the authority for Niagara Parks to sell goods or services to the public in a commercial manner and to receive revenues from its commercial activities. Niagara Parks' classification as a board-governed operational enterprise provincial agency affirms the government's intent and expectations for Niagara Parks to pursue sound fiscal management strategies. By operating its own commercial facilities and negotiating agreements with others, Niagara Parks has been able to generate the profits necessary to fulfill its self-sufficiency principle and its significant stewardship responsibilities. By structuring Niagara Parks as an economically self-sufficient organization reporting to MHSTCI with oversight and control placed in the hands of an appointed Board, Niagara Parks effectively operates for the benefit of the people of Ontario. The following chart illustrates the various public-facing guest experiences at Niagara Parks.



2.5 Ministry Goals and Objectives

As an agency of the Ministry of Heritage, Sport, Tourism and Culture Industries, Niagara Parks directly supports its mission of improving the quality of life and promoting economic growth by supporting and delivering tourism and cultural experiences, supporting the arts and cultural industries and championing participation in sport and recreation activities across Ontario.

Additionally, the Ministry states that it helps Ontario's economy through strategic support and investment by:

- Working with the tourism industry and regional tourism organizations to bring international investment
- Investing in festivals and events across the province
- Protecting cultural heritage resources
- Promoting the arts and the creative economy
- Funding public libraries
- Supporting community projects and engagement
- Promoting active lifestyles and participation in sport, recreation and physical activity

In its white paper released in December 2020 entitled *Reconnecting Ontarians: Re-emerging as a Global Leader*, the Ministry outlined the medium- and long-term strategies for ensuring the recovery of the heritage, sport, tourism and culture industries.



There are several specific ways that Niagara Parks will be aligning itself with this plan, including:

- Offering year-round, globally competitive experiences: in addition to Niagara Parks' existing attractions, outdoor experiences and events, Niagara Parks has launched a brand-new, year-round attraction, the Niagara Parks Power Station, that will introduce an exciting new experience with the tunnel attraction in 2022
- Expansion of tourism trails and routes: hiking and cycling trails; War of 1812 museums and sites; connections to Black history; culinary tourism; architectural routes
- Collaborating to provide Indigenous programming and experiences, working with key partner Landscape of Nations 360
- Hosting key festivals and events ranging from the OPG Winter Festival of Lights to the Niagara 2022 Canada Summer Games
- Continuing to expand digital service delivery including a new digital strategy, as well as virtual programming
- Support reconnecting Ontarians and the staycation tax credit by providing new reasons for Ontarians to revisit or discover Niagara Parks for the first time

Additionally, in Minister MacLeod's mandate letter for Niagara Parks, specific goals are outlined to guide recovery efforts, including:

- Competitiveness, sustainability and expenditure management
- Transparency and accountability
- Risk management
- Workforce management
- Data collection
- Digital delivery and customer service
- Diversity and inclusion
- COVID-19 recovery

Further details on how Niagara Parks will be aligning its efforts with these goals are included in section 5 and 8 of this business plan.



3.0 Environmental Scan

While the impacts of COVID-19 remained widespread throughout much of 2021, travel and tourism began to modestly increase by the second quarter. Between April and June 2021, Destination Canada reported that tourism spending reached \$11.7 billion, a gain of 44.4% over the same period in 2020. However, this was still significantly lower than pre-pandemic levels, at 53.4% below the same quarter in 2019. Travel restrictions largely remained in place for the first six months of 2021 and it is anticipated that domestic travel will continue to grow, fueled by savings and Canadians tempering their expectations of traveling abroad¹. The announcement of the provincial government's staycation tax credit is also expected to boost domestic travel in 2022.

According to Destination Canada's Visitor Economy Forecast Update issued in June 2021, the fundamentals are in place to support the tourism industry's recovery. Travel demand is high, economic growth is anticipated and potential travellers have accumulated significant savings throughout the pandemic. However, this will not be evenly experienced throughout the world, with countries having different policies and approaches to reopening and travel restrictions. As the borders slowly began to open in the latter part of 2021, it is expected that there will be a burst of pent-up travel demand to Canada in 2022 from immunized residents of countries with low case counts and where Health Canada-approved vaccines have been deployed.

Though tourism spending from the US was limited in 2021, it is expected to build to 44% of its pre-pandemic levels in 2022 and potentially fully rebound by 2025-2026². This is significant for Niagara Parks, which typically attributes about 70% of its revenue to the US market and other international markets.

Additionally, the Canadian Press recently cited a report published by CBRE stating that Niagara Falls, Vancouver and Quebec City will continue to outperform other markets in 2022, after experiencing increases in domestic travel due to restrictions on foreign travel throughout the pandemic. The article states that occupancy in Niagara Falls is expected to be the highest of any Canadian market at 59%, just eight percentage points below 2019³. Increases in overnight stays in the destination will lead to positive spillover effects for Niagara Parks and its attractions.

In November 2021, Destination Canada released a new report outlining key trends that are shaping the future of Canada's tourism industry, touching on overall drivers such as economic and social change, in addition to industry and market trends. The report expands on major tourism market

¹ *Visitor Economy Forecast Update*, [Destination Canada](#), June 2021

² *Visitor Economy Forecast Update*, 2021

³ "Niagara Falls expected to outperform most Canadian markets in domestic travel," [Global News](#), October 2021



trends, including increased demand for domestic tourism, growth in responsible/sustainable travel, interest in Indigenous experiences, and demand for nature, health and wellness travel experiences. These trends align well with Niagara Parks experiences and strategic goals in 2022-25⁴.

In addition to the tourism forecasts and trends outlined above, the following trends have also been identified to support increased visitation to Niagara Parks in 2022-25:

- Southern Ontario and Quebec markets will continue to be prime focus in 2022-23
- Continued interest in exploring the outdoors and health/wellness experiences
- The return of longer advanced trip planning and longer average trip lengths
- Reconnecting with family and friends will be a trend in the near-term; Visiting Friends and Relatives (VFR) market increasing at a higher percentage than leisure market
- “Hygiene Theatre” will continue to be important – ensuring health and safety measures are highly visible to guests
- There is a shift underway from mass tourism to custom/experience-based tourism
- Supporting local is important as is appreciating local stories
- Consumers will be looking to support sustainable tourism offerings

Niagara Parks is well-positioned to take advantage of these trends and opportunities to increase visitation to its sites. In addition to offering many guest experiences that cater to these trends, including its renowned nature areas such as the Niagara Glen and cultural heritage sites with connections to Indigenous history and culture, Niagara Parks will also prioritize the creation of guest itineraries and travel routes to leverage market trends. Niagara Parks will ensure that its events and programming calendar, as well as future products and packaging, are available online in advance to better assist with trip planning. The organization will also continue to offer combination and flexibility of virtual and in-person offerings to drive an overall level of engagement.

⁴ *Tourism’s Big Shift: Key Trends Shaping the Future of Canada’s Tourism Industry* [Destination Canada](#), November 2021

SWOT Analysis

Strengths	<ul style="list-style-type: none"> • Long history (established in 1885) • Unique mandate and globally known address (Niagara River Corridor) • Bi-National zone • Variety of guest experiences • Key demand generator for Niagara • Long established relationships with tourism marketing organizations • One of the key agencies within MHSTCI
Weaknesses	<ul style="list-style-type: none"> • High variable revenue • Dependency on US and international visitation for majority of revenue • Significant asset base to maintain (both operational and capital)
Opportunities	<ul style="list-style-type: none"> • Renewed interest in nature (parks, trails, open spaces) • Renewed interest by Ontarians and Canadians to explore their “own backyard” • Sustainable tourism including “made and enjoyed in Niagara and in Ontario” (e.g. Feast ON in culinary) • Joint initiatives with stakeholders <ul style="list-style-type: none"> ○ Niagara Parks’ third-party partners (e.g. Niagara City Cruises; WildPlay Niagara Falls) ○ Tourism organizations (Niagara Falls Tourism; Tourism Partnership of Niagara; Destination Ontario) ○ Local municipalities (City of Niagara Falls; Town of Fort Erie; Town of Niagara-on-the-Lake) ○ Sister agencies (e.g. Ontario Heritage Trust; Science North; Ontario Science Centre; Royal Botanical Gardens) • Local markets <ul style="list-style-type: none"> ○ Niagara region/Southern Ontario ○ Quebec ○ US Drive market • Leverage Ontario staycation tax credit
Challenges	<ul style="list-style-type: none"> • Rising administrative costs outside Niagara Parks’ control (e.g. insurance) • International travel takes longer to rebound • Global issues (financial, pandemic, conflicts) that impact tourism

3.1 Fiscal Outlook

Though there are indications that the economy is beginning to recover from the COVID-19 pandemic, there remain significant challenges that continue to impact economic growth, as well as the recovery of the tourism industry. High levels of inflation in the latter half of 2021 and pandemic-related disruptions to supply chains are constraining growth. The Bank of Canada projects that global GDP will grow by 6.5% in 2021, by 4.5% in 2022 and by about 3.5% in 2023⁵.

In its Monetary Policy Report in October 2021, the Bank of Canada notes that the Canadian economy is once again growing robustly. As the economy reopens, it is taking time for workers to find the right jobs and for employers to hire the right people, contributing to labour shortages in certain sectors, despite strong employment gains in recent months. Disruptions to global supply chains have intensified, limiting the production of some goods and leading to both higher costs and higher prices. The Bank expects inflation to stay above the control range for longer than previously anticipated, before easing back to the 2% target by late 2022⁶.

Destination Canada noted how these challenges are impacting travellers, citing the rising travel costs due to higher consumer demand as restrictions are lifted, coupled with reduced supply and capacity, as well as workforce related constraints. International travellers are also facing additional travel costs related to border regulations. Tourism operators within the industry are also impacted, potentially leading to long-term effects on the quality of tourism products in Canada as maintenance and other capital investments are deferred, due to reduced resources and access to capital that many tourism businesses are facing as a result of the pandemic⁷.

The Bank of Canada now forecasts that Canada's economy will grow by 5% this year before moderating to 4.5% in 2022 and 3.75% in 2023. Demand is expected to be supported by strong consumption and business investment and a rebound in exports as the US economy continues to recover⁸.

According to the Government of Ontario's 2021 Economic Outlook and Fiscal Review, the government will be focused on protecting the progress made against the pandemic, laying out a foundation for recovery and prosperity by focusing on addressing infrastructure, attracting investment and restoring leadership in auto manufacturing and other industries. The announcement included a specific focus on helping the tourism and hospitality sectors with a new temporary Ontario

⁵ *Bank of Canada maintains policy rate and forward guidance, ends quantitative easing*, [Bank of Canada 2021](#)

⁶ *Monetary Policy Report*, [Bank of Canada](#), October 2021

⁷ *Tourism's Big Shift: Key Trends Shaping the Future of Canada's Tourism Industry*, 2021

⁸ *Bank of Canada maintains policy rate and forward guidance, ends quantitative easing*, 2021



Staycation Tax Credit for 2022 to encourage Ontarians to explore the province⁹. The support for and promotion of travel within Ontario provides an excellent opportunity for Niagara Parks to position its guest experiences and attractions for travellers who are looking to take advantage of this new program, while collaborating with accommodation partners for sales opportunities.

⁹ 2021 Ontario Economic Outlook and Fiscal Review: Build Ontario, [Government of Ontario](#), 2021

4.0 Strategic Directions

The 10-year Strategic Plan is a blueprint to Niagara Parks' potential to achieve excellence on the world stage as one of the most spectacular Parks in the world with its mandate to preserve the natural, built and cultural heritage in the Niagara River corridor.

The strategic plan, as developed and launched in 2018, supports Niagara Parks' founding principles of financial self-sufficiency and as-free-as-possible public access by increasing revenue and employment opportunities, ensuring ongoing maintenance, preserving the Niagara River corridor and contributing to the economic well-being of the region and province.

4.1 Niagara Parks' Vision Statement

By 2028, Ontario's Niagara Parks will be:

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

4.2 Strategic Plan Themes

Theme 1 – Preserving and showcasing our rich heritage, culture and lifestyle

- Implement a compelling brand strategy
- Promote Niagara Parks' environmental and cultural stewardship role
- Sales and marketing plan

Theme 2 – Leveraging and activating our natural wonders and iconic experiences

- Understand visitor expectations of what defines a great experience
- Align current and future experiences with visitor profiles
- Product and market development of year-round experiences
- Provide seamless linkage and/or choices to visitors
- Ensure accessibility at all Niagara Parks sites
- Develop sustainable tourism expansion



Theme 3 – Supporting a dynamic business environment with a focus on attracting investment, connection to local communities, job creation and economic well-being

- Identify key stakeholders
- Define and formalize relationships

Theme 4 – Taking experiences and hospitality to the next level

- Self-sustaining finances
- Review lines of business
- Efficiency and effectiveness of processes/systems for continuous improvement and innovation
- Creating a safe environment for visitors and staff
- Support excellence in recruitment and retention strategies
- Support development of staff and acquisition of new skills

4.3 Strategic Goals

Guided by the themes of its 10-year Strategic Plan, Niagara Parks undertakes a number of projects and priorities designed to achieve its vision of becoming one of the most spectacular parks in the world.

In addition to these, Niagara Parks has identified certain strategic goals that are focused on seeing the organization through its recovery following the impacts of the pandemic on its operations and financial resources. As outlined in its medium-term recovery plan and aligning with the key goals set out in the Minister's mandate letter, Niagara Parks will be aiming to strike a balance between delivering on its mandate, while supporting the profitability of key revenue-producing operations and identifying partnership opportunities to help the organization return to financial health. To this end, the following strategic goals are aimed to streamline Niagara Parks' operations and help manage its finances throughout 2022-25:

- Developing and nurturing great guest experiences
- Growing revenue
- Expanding our digital service delivery
- Fostering strong collaboration with partner organizations
- Ensuring strong fiscal management

These strategic goals are expanded upon in section 8 of this Business Plan, which includes examples of Niagara Parks' action plans to achieve these goals, along with supporting data.



5.0 Current and Future Programs: Activities, Resources and Implementation Plans

As Niagara Parks navigates through its recovery period, in addition to the strategic goals and opportunities previously outlined, it will continue to pursue projects and priorities that align with its 10-year Strategic Plan and advance its mandate as the environmental and cultural stewards of the Niagara River corridor. Many of these projects are well underway, while some are new to this planning cycle.

The following are the key projects that Niagara Parks will be focusing on in 2022-25, guided by the four themes of its Strategic Plan:

Preserving and showcasing our rich heritage, culture and lifestyle:

- **Environmental stewardship initiatives**

Environmental stewardship remains one of Niagara Parks' core responsibilities as the environmental and cultural stewards of the Niagara River corridor. In 2022-25, Niagara Parks will continue its partnership with Brock University, including the Excellence in Environmental Stewardship Initiative, which has allowed both organizations to further improve their sustainability and environmental stewardship goals, while providing Brock faculty and students opportunities to use Niagara Parks' iconic landscape to actively engage in sustainability science.

Niagara Parks will continue its work to restore coastal wetlands along key areas of the Niagara River in order to stabilize the shoreline to provide essential fish habitat and reduce erosion. To date, over 800 metres of new coastal wetland habitat has been created, using hundreds of dead Ash trees and other recycled material. Fish populations have already responded to the healthier wetlands with native warm-water and cold-water fish species, including Smallmouth Bass, Muskellunge, Walleye and Yellow Perch, showing signs of returning to health.

In 2022-25, Niagara Parks will be undertaking work to restore a natural area along the Niagara River known as Gonder's Flats in Fort Erie. Over the past six years, Niagara Parks has been gradually restoring Gonder's Flats, which has been severely degraded due to past land uses and the arrival of the invasive Emerald Ash Borer. The next phase of the project will build upon previously completed restoration of the shoreline habitat and will include site improvements, a pond and planting of wetland species.



- **Cultural stewardship projects**

Niagara Parks will continue its partnership with Landscape of Nations 360, working together to develop programming and initiatives that help share the history and culture of Indigenous Peoples in Niagara. Opportunities for collaboration in 2022-25 will include hosting Indigenous month events in June, National Indigenous Day in September, continuing to offer an Indigenous speaker series, promoting the new Indigenous connections route established along the Niagara Parkway including the Indigenous Plant material route, continued consultation on content development and hosting the annual Valour & Victory ceremony to honour Indigenous veterans. Niagara Parks will also prioritize its programming and experiences around Black History, including its popular Black History speaker series and promotion and support of the new Black History route, which identifies sites and locations with connections to Black History throughout Niagara Parks.

- **Continued implementation of the Sales and Marketing Plan (SMP)**

In 2022, Niagara Parks' Sales and Marketing Plan will focus on the key markets of Ontario and Quebec with incremental growth in the US and will incorporate additional high-yield markets in 2023-25 as international travel continues to increase. Niagara Parks will continue to collaborate with tourism partners such as Niagara Falls Tourism, Tourism Partnership of Niagara, Destination Toronto, Destination Ontario, Destination Canada, Culinary Tourism Alliance, etc. as well as its third-party tenants Niagara City Cruises and WildPlay Niagara Falls. Niagara Parks will also continue its focus on supporting localism with its suppliers (e.g. food and beverage and retail suppliers). Niagara Parks will collaborate with tourism partners such as accommodation partners through programs such as Niagara Parks Golf Stay and Play packaging as well as providing digital assets to hoteliers to promote Niagara Parks' guest experiences through their respective sales channels.

Niagara Parks' sales team will continue to target domestic markets, work closely with online travel agents to promote Niagara Parks experiences and pursue opportunities for collaboration with organizations like CAA/AAA. Despite some significant challenges throughout the COVID-19 pandemic, Niagara Parks has continued to see strong growth and demand for weddings at its venues. The weddings team will continue to provide spectacular wedding celebrations and identify opportunities to promote and grow Niagara Parks' presence within this key market.

- **Public Programming Plan**

Niagara Parks' public programming plan for 2022-25 will centre around size-appropriate activations, including culinary events, health and wellness events and speaker series that offer virtual and in-person options. A key opportunity in 2022 will be the Niagara 2022 Canada Summer Games, which



Niagara Parks is supporting by hosting the closing ceremonies at Queen Victoria Park, as well as golf events at its Legends on the Niagara facilities and participation in the 13 for 13 Cultural Festival.

Public programming for 2022-25 will also highlight cultural storytelling opportunities with a focus on Indigenous experiences, Black History, War of 1812, as well as health and wellness, culinary experiences, nature and the environment, etc. and make connections to Niagara Parks offerings including heritage sites, parks and trails. Niagara Parks' digital channels will help amplify these stories and experiences with high-quality photo and video content.

Leveraging and activating our natural wonders and iconic experiences:

- **Launch of Phase II of the Niagara Parks Power Station**

In July 2021, Niagara Parks launched Phase I of the Niagara Parks Power Station, a new attraction offering self-guided and guided tours of the site's generator floor, complete with exhibits, interactive installations and restored artifacts, as well as an epic sound and light nighttime experience, Currents: Niagara's Power Transformed.

In July 2022, Niagara Parks will launch Phase II of the attraction, which will include a glass-enclosed elevator that brings guests down 180 feet below the generator floor, passing by the twelve stories that make up the fascinating underground infrastructure that was used to power the station. The descent leads guests to the tailrace tunnel – a 2,200-foot brick-lined tunnel that was part of the original construction used to expel water back into the lower Niagara River after it was used to generate hydroelectricity. The final destination of the tunnel is an incredible, never-before-seen vantage point – a viewing platform at the base of Niagara Falls.

There is already considerable excitement around the tunnel experience, which Niagara Parks will leverage in its communications and marketing efforts to support the launch of the experience in July 2022. Similar to what was done to support the launch of Phase I, Niagara Parks will implement a communications and marketing strategy focused on earned and paid media coverage, a social media campaign using high-quality photo and video assets captured during construction and consistent collaboration with industry partners to amplify messaging across multiple channels.

The following are the objectives for Phase II:

- Create an iconic visitor experience at the end of the tunnel (the moment)
- Provide a unique experience distinct from Journey behind the Falls
- Preserve the heritage attributes of the tunnel as much as possible



- Complement, link and integrate the guest experiences offered in the Generator Hall Floor and Currents show
- Create a 365-day experience
- Align end of tunnel experience with tunnel journey to build excitement

- **Replacement of Whirlpool Aero Car's structure and cabin**

Niagara Parks has determined that the arch of its Whirlpool Aero Car attraction is approaching the end of its operational life. In 2022-25, Niagara Parks will be replacing the arch and refurbishing the cabin of the aero car. Designed by famed Spanish engineer, Leonardo Torres Quevedo, the Whirlpool Aero Car has been soaring over the Niagara Gorge since 1916, offering guests a bird's eye view of the natural phenomenon that is the Niagara River Whirlpool rapids. This work will ensure that the heritage value of the aero car is protected, while also abiding by the highest standards of health and safety.

- **Continued implementation of wayfinding strategy**

Niagara Parks' wayfinding strategy will continue to be implemented across its 56 kilometres of parkland, as resources allow, in order to provide a seamless guest experience and foster a deeper understanding and appreciation for all that Niagara Parks has to offer. Guided by the strategy, Niagara Parks will continue to identify opportunities to help our guests better navigate themselves when visiting our properties. The focus in 2022-23 will be addressing signage gaps and opportunities within the core area of Queen Victoria Park, as well as replacing outdated signs on the north and south ends of the Niagara Parkway. This work will be completed entirely in-house led by Niagara Parks' marketing team and internal sign shop.

Supporting a dynamic business environment:

- **Niagara Parks Marina at Miller's Creek**

Niagara Parks will be developing options regarding the future redevelopment of the Marina, including the potential of associated development on adjacent land.

- **Launch of the Niagara Parks Foundation**

A key priority throughout 2022-25 will be the re-launch of the Niagara Parks Foundation, a registered charity established to support and advance the environmental and cultural stewardship initiatives of Niagara Parks. Governed by a Board of Governors, the Foundation provides a unique opportunity for members of the public to actively contribute to one of the world's most beloved public spaces, while generating additional funds to support Niagara Parks' important stewardship work. As the



organization navigates through its recovery, this additional funding and support of environmental and cultural stewardship projects will be instrumental in ensuring Niagara Parks continues to deliver on its mandate as the environmental and cultural stewards of the Niagara River corridor.

- **Adaptive Reuse of Toronto Power Generating Station and Ontario Power Company Generating Station**

Following the successful transformation of the former Canadian Niagara Power Company generating station, now a multi-faceted new guest attraction, Niagara Parks has officially launched the procurement process for the adaptive reuse of the other two decommissioned power stations on its property, Toronto Power Generating Station and Ontario Power Company Generating Station. Niagara Parks is looking to the private sector to reimagine the future use of one or both of these historic power stations to undertake a design, build (renovate), finance and operate model under a long-term lease agreement.

Both sites hold extraordinary potential for redevelopment considering their established presence in the core tourism landscape of Niagara Falls, striking architectural features and unbeatable locations on the brink of the upper Niagara River and within the lower Niagara Gorge. The first stage of the process was a Request for Information that will help initiate discussions, inform project parameters and measure potential interest in the opportunity. The process will continue with a Request for Qualifications expected to be issued in early 2022, followed by the Request for Proposals, with the intent of securing the winning proponent in June 2023. Pursuing the adaptive reuse of these iconic buildings will help to ensure that they are preserved and put to viable use.

- **Strategic Partnership Grant Funding**

Over 2022-25, as part of its strategy to conserve financial resources as Niagara Parks recovers from the COVID-19 pandemic, staff will be working to identify new grants and funding opportunities that will help fund various aspects of its operations, from environmental stewardship projects to educational exhibits and programming. Niagara Parks will also be actively pursuing sponsorship opportunities, particularly with the Niagara Parks Power Station and the new tunnel attraction, as well as opportunities within its golf operations.

Taking experiences, services and hospitality to the next level:

- **Health and safety focus – COVID-19 protocols**

Niagara Parks will continue to align its health and safety policies and protocols with requirements by the province, local public health and other regulatory agencies, as well as adopt industry-leading standards. The health and safety of employees, guests and contractors will continue to be the first



consideration in all operational decisions. Niagara Parks will ensure compliance with the enhanced health and safety requirements related to the COVID-19 pandemic, including engineering improvements, enhancements to cleaning and disinfecting practices, vaccination certifications, improvements to training and communication and access to Personal Protective Equipment. These practices will be highly visible and frequently communicated to ensure our employees and guests feel comfortable and safe while working and visiting all Niagara Parks sites.

- **Digital Strategy**

Aligning with the priority of both the government and the Ministry of Heritage, Sport, Tourism and Culture Industries, Niagara Parks will be implementing a new digital strategy aimed at enhancing the availability of quality, high-speed internet access across its 56 kilometres of property. The objectives of the digital strategy, to be rolled out over the course of 2022-25, include collaborating with tourism stakeholders in the destination to drive more visitors to Niagara Parks and the region as a whole by providing an improved, seamless Wi-Fi and cellular guest experience. Additionally, the improved service will explore ways to support guest safety through the use of CCTV cameras and public announcement capabilities, as well as facilitate operational efficiencies for services such as people counters, irrigation and waste and recycling.

- **Implementation of Operational Review of the Parks and Engineering departments**

In 2021, Niagara Parks completed an operational review of the Parks, Environment and Culture and Engineering, Parking and Transportation departments. The focus of the review was to assess the current functions, including the resource allocation and operational structure of both departments in delivering on Niagara Parks' mandate and business requirements. The review was also intended to recommend functional alignment and operational structure to generate efficiencies, as well as identify opportunities for cost savings. To date, Niagara Parks has implemented three of the five recommendations outlined in the high potential tier 1 opportunities of the review. In 2022, Niagara Parks will be optimizing its fleet management and exploring further recommendations set out in the review.

5.1 Revenue-Generating Opportunities Plan – Upcoming Renewals

Niagara Parks has several RGOs that are provided by third parties. RGOs provided by third parties are established through a competitive procurement process. Niagara Parks' Procurement Policy requires development of a business case, reporting to the Board and inclusion in the annual business plan for any anticipated renewals or new RGO ventures being planned within the business plan period. Part of the business case evaluation approach includes an analysis of "make or buy", as



to whether Niagara Parks should continue to use a third party to operate the RGO, or to undertake providing the service directly.

Revenue-Generating Opportunities (Third-Party)	Expiry Date
Viewing Machines	March 2022
License to Operate Automated Banking Machines	December 2022
Pay & Display Parking Machines	December 2022
Toronto Power Generating Station Redevelopment	2023-24
Ontario Power Company Generating Station Redevelopment	2023-24
Photo and Digital Capture Services	January 2024



6.0 Risk Identification

Niagara Parks provides updates on risks to the Board’s Governance, Ethics and Human Resources Committee, the Board and MHSTCI. The Board has approved governing policies for enterprise risk management and internal control. This section summarizes risks and associated mitigation strategies as they affect the business plan over the three-year planning horizon.

Risk 1	
Objective	Niagara Parks operates according to its mandate, in a self-supporting manner without the need for government funding for operations
Risk Factor	COVID-19 pandemic results in significant losses to revenue and impact to visitor experience
Description	Global impact of COVID-19 on visitation patterns and revenues
Risk Statement	<p>Niagara Parks would be unable to resume critical or normal operations, in a self-sufficient business model, in the event of a sustained negative impact to visitation over multiple years. Niagara Parks is structured as a self-funded agency without taxpayer support. The majority of Niagara Parks’ revenues are variable and dependent on visitation, particularly from higher-yield US and other international visitors (historically upwards of 70% of revenue comes from these markets) while many of its costs, such as policing, parks and road maintenance, are fixed in nature. Depending on the scope of restrictions and the time it takes to return to normal visitation levels, a number of financial and reputational/image sub-risks emerge:</p> <ul style="list-style-type: none"> • Niagara Parks’ third-party tenants (Boat Tour, Zip Line, Photo Capture) sustain continued losses and are unable to pay their full rent • Extended length of pandemic, loss of peak spring/summer revenues and insufficient access to credit line results in Niagara Parks insolvency • Continued US border closures and limited international airlift • Service levels for parks and building maintenance are negatively impacted by reduced staffing and result in the cost of maintenance increasing over the long term • Will significantly impact ongoing capital investment levels, which will impact guest experiences

Risk 1	
	<ul style="list-style-type: none"> Length and frequency of lay-offs for staff, including permanent and long-term staffing, have an impact on Niagara Parks' future ability to retain staff for positions/skill sets that are in demand The expiry of recall rights of unionized employees covered by OPSEU and WUCC. Requirements of physical distancing and PPE may limit Niagara Parks' ability to offer its full suite of guest experiences and to serve as a demand generator for the local tourism industry Shortages in the supply chain result in delays, lack of availability or inflationary price increases in materials and supplies required for Niagara Parks operations Variable rate interest expenses increased due to rising interest rates
Risk Categories	<ul style="list-style-type: none"> Delivery/Operational – Business Continuity Financial – Liquidity Public Perception/Stakeholder – Reputation
Strategic Plan	Taking experiences, services and hospitality to the next level (Theme 4); Deliver service excellence and innovation (Strategy 1); Self-sustaining finances (Tactic 1)
Existing Controls	Continuous monitoring of budget, updated forecasts and cashflow; Workforce Adjustment Plan implemented; integrated cross-departmental decision-making regarding opening/closures to understand full financial impact of re-opening/closing decisions; weekly monitoring of cash flow; discussions with Ministry re availability of further stabilization and capital grants for fiscal 2022-23
Risk Assessment (Residual)	Risk Likelihood: Almost Certain (5) Risk Impact: Very High (5)
Risk Rating	High (25)
Mitigation/ Action Plan	Niagara Parks continues to reduce its expenditures, including administrative and other staffing costs; Niagara Parks received Provincial Grant funding in fiscal 2020-21 in the amount of \$16.9 million and also received approval for an increase to its Line of Credit to weather the impact over the next fiscal year; regular communications with staff and public; focus on critical asset maintenance

Risk 1	
	requirements; developed contingency plans for phased re-openings and closings; robust health and safety plans customized to each location and flexible enough to adapt to changing requirements; a medium-term recovery plan has been developed
Target Mitigation Dates	<ul style="list-style-type: none"> • Monthly financial reports to Commission, including cash flow projections • Return to positive cash flow position at year-end: fiscal year ending March 31, 2026

Risk 2	
Objective	Phase II (tunnel experience and viewing platform) of the Niagara Parks Power Station, opening in July 2022, serves as an economic stimulus for Niagara's recovery: as a new source of revenues for Niagara Parks; preservation of cultural heritage; a demand generator for the local tourism market, and, a new source of employment (initial construction and ongoing operating jobs)
Description	Resource and timing constraints and working with a historical property
Risk Statement	Risk of insufficient funding to fulfill the master plan concept as proposed; unanticipated cost escalation during pandemic; insufficient time to complete the works by July 2022; construction constraints impact opening date; impact of Provincial Emergency Orders (COVID-19) on attendance capacity
Risk Category	<ul style="list-style-type: none"> • Delivery/Operational – Environmental; Infrastructure; Timeline • Financial – Forecast • Public Perception/Stakeholder – Performance
Strategic Plan	Leveraging and activating our natural wonders and iconic experiences (Theme 2); Developing great visitor experiences (Strategy 1); Product and Market Development of Year-Round Experiences (Strategy 3)
Existing Controls	Weekly review at senior management team meetings to ensure objectives and timelines can be met. Weekly review with Engineering, Finance and Procurement to ensure expenditures are carefully monitored and within budget. Daily on-site meetings between Niagara Parks and contractors to resolve construction hurdles.

Risk 2	
Risk	Risk Likelihood: Possibly (3)
Assessment (Residual)	Risk Impact: Moderate (3)
Risk Rating	Medium – High (9)
Mitigation/ Action Plan	Phase I has been completed and is operational; Phase II tender has been awarded and construction is underway; regular meetings with Engineering staff and vendor to review options for construction and enhanced operating revenue potential through design, as well as potential construction funding through sponsorship
Target Mitigation Dates	<ul style="list-style-type: none"> Phase II: July 1, 2022 Weekly project meetings to monitor progress

Risk 3	
Objective	Successfully implement Unit 4 Business World Enterprise Resource Planning (ERP) Software Phase 2 (Field Services and Fleet Management) by April 1, 2022 to facilitate administrative efficiencies and reductions in administrative costs
Description	Competing staff priorities and requirement to work remotely during the pandemic impacts ability to complete Phase II of the project by the April 1, 2022 go-live target
Risk Statement	Timing of completion is crucial in order to avoid conflicts and staffing constraints during year end (March to May) and peak season (May to August). If go-live does not get completed before April 1, implementation may be delayed for several months.
Risk Category	<ul style="list-style-type: none"> Delivery/Operational – Business Continuity; Information and Information Technology Governance/Accountability – Controllership/Compliance

Risk 3	
Strategic Plan	Taking experiences, services and hospitality to the next level (Theme 4); Efficiency and Effectiveness of Processes/Systems for Continuous Improvement and Innovation (Strategy 3)
Existing Controls	Dedicated project manager for Niagara Parks and ERP staff team; twice weekly meetings to review issues log, develop solutions and assign accountability and timelines
Risk Assessment (Residual)	Risk Likelihood: Possibly (3) Risk Impact: High (4)
Risk Rating	Medium – High (12)
Mitigation/ Action Plan	Senior management’s project management sponsorship support in maintaining priority of project. Project Charter and Business Case has been completed and department leads have been established, Core financials were completed by March 31, 2021. Business Requirements sessions for Fleet and Field Management are underway and Project Plan completed to ensure completion by Spring 2022.
Target Mitigation Date	March 31, 2022

Risk 4	
Objective	Ability to reduce administrative costs and still maintain adequate insurance coverage
Description	Ability to obtain adequate insurance at an affordable price and deductible with an acceptably rated insurer. The market for corporate insurance has hardened; in particular, the global impact of the pandemic is limiting insurers’ willingness to provide Directors’ and Officers’ (D&O) coverage, focusing on heightened liquidity/bankruptcy risk, disclosure risk to shareholders and employee exposure due to layoffs and impacts on employee wellbeing. Property insurance is also proving more difficult to place due to large-scale disasters such as wildfires,

Risk 4	
	flooding and hurricanes causing large claim liabilities around the globe. Claims for business interruption due to the pandemic are also expected to affect availability and affordability. In order to obtain coverage in March 2021, Niagara Parks' premiums and deductibles were both increased significantly.
Risk Statement	The hardened insurance market is making it difficult to obtain affordable insurance, particularly in the D&O and property categories. Niagara Parks' current coverage expires March 31, 2022. Niagara Parks is anticipating that fewer insurers will be interested in bidding for the insurance renewal, the premiums will be higher upon renewal and the deductibles may increase again.
Risk Category	<ul style="list-style-type: none"> • Delivery/Operational – Business Continuity • Financial – Market • Governance/Accountability – Controllership/Compliance; Legal/Regulatory
Strategic Plan	Supporting a dynamic business environment with a focus on attracting investment, connection to local communities, job creation and economic well-being (Theme 3); Define and formalize relationships and funding opportunities (Tactic 2)
Existing Controls	Niagara Parks has procured an experienced Broker of Record, AON, to competitively research the insurance market for replacement of expiring coverage (March 31, 2022), including containing expected price increases, maintaining existing deductibles or improving coverage. AON does extensive market research and provides detailed results of competitive process as part of renewal review.
Risk Assessment (Residual)	<p>Risk Likelihood: Likely (4)</p> <p>Risk Impact: Very High (5)</p>
Risk Rating	High (20)
Mitigation/ Action Plan	Appraise key property values, such as Table Rock, to ensure properties are not over/under-insured; evaluate cost/benefit of claims such as pandemic impact to business interruption, prior to submission; investigate with Ministry whether Niagara Parks can obtain coverage through Provincial programs to reduce cost of coverage, stabilization funding provided includes coverage of a portion of insurance costs.

Risk 4	
Target Mitigation Date	March 31, 2022 and annually through insurance review and policy renewal

Risk 5	
Objective	Niagara Parks is able to deliver on its stewardship role to protect and preserve its physical assets
Description	Niagara Parks is a self-funding agency with a high percentage of variable revenues in its annual budget. If revenues fail to meet pre-pandemic levels, capital repair and replacement would have to be deferred if other funding sources are not available. Over an extended period of time, this could result in failure to maintain assets to adequate standard and lost business opportunities.
Risk Statement	From a replacement cost perspective, Niagara Parks has approximately \$320 million in depreciable assets which contribute to its mandate of heritage and cultural preservation as well as financial sustainability through self-generated revenues. Prior to the pandemic, Niagara Parks generated approximately \$120 million in revenues, of which approximately 18% (\$22 million) was spent annually on life cycle maintenance and enhancement of assets to support revenue-generating capabilities and visitor experience. With the decline in own-source revenues due to the economic impact of the pandemic to approximately \$37 million, if there is a significant delay in economic recovery (three to five years), there is a significant risk of asset deterioration and overall increase in the cost of maintenance. With a lengthy recovery period, the absence of funds to adequately maintain the assets in an efficient and effective manner would result in less than \$2 million per year available for asset renewal and maintenance.
Risk Category	<ul style="list-style-type: none"> • Delivery/Operational – Business Continuity; Environmental/Infrastructure • Financial – Liquidity • Public Perception/Stakeholder – Reputation
Strategic Plan	Taking experiences, services and hospitality to the next level (Theme 4); Deliver service excellence and innovation (Strategy 1); Self-sustaining finances (Tactic 1)

Risk 5	
Existing Controls	Niagara Parks has capital investment and working capital policies to ensure minimum adequate funding to capital maintenance priorities. Niagara Parks has been investing in the range of \$10-12 million per year for life cycle maintenance and a further \$10 million for strategic investments in assets for the past number of years (roughly 5% of asset value), such that asset condition has been improving and Niagara Parks can slow this investment for a year or two before facilities and equipment failure rates are impacted and maintenance costs increase.
Risk Assessment (Residual)	Risk Likelihood: Likely (4) Risk Impact: Moderate (2)
Risk Rating	Medium – High (12)
Mitigation/ Action Plan	Niagara Parks has implemented a multi-year capital planning process; the Condition Assessment database (AMIS) provides details by asset category. A ranking system is in place to identify critical, safety, asset integrity and strategic projects as a priority with available funds; review of 10-year capital plan as pandemic winds down and visitation returns. Niagara Parks undertakes a regular review of margins for revenue-generating operations; Niagara Parks will identify redundant assets for sale; new source of revenues from the power station attraction commencing 2022-23. Monitor revenues/expenditures; delay some capital against revenue certainty. Niagara Parks submits requests for further capital funding for VFA projects identified as critical and safety related.
Target Mitigation Dates	<ul style="list-style-type: none"> Revised 10-year capital plan which returns to a life cycle funding model by March 31, 2026 Annual updates will be provided through the budget process

Risk 6	
Objective	Provide an accessible and guest-friendly marina option on the south Niagara Parkway as a revenue-generating opportunity
Risk Factor	Business case assessment for aesthetic improvements at the Niagara Parks Marina at Miller's Creek are not economically viable.

Risk 6	
Description	The 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.
Risk Statement	Niagara Parks has undertaken previous procurements/call for proposal processes. The board has approved going out to market again, beginning with a market engagement/market sounding process. Clarification is required regarding the potential sale of land associated with this project. Without strong support for assessing land sale as part of a call for proposals process, there would be no difference than previous processes that resulted in no viable proposals being received. The current building and site require rehabilitation to prevent further deterioration and to ensure continued service to the boating public. The infrastructure is more than 50 years old.
Risk Category	<ul style="list-style-type: none"> • Delivery/Operational – Environmental/Infrastructure • Public Perception/Stakeholder – Performance; Reputation
Strategic Plan	Leveraging and activating our natural wonders and iconic experiences (Theme 2); Enjoying the experience of being here (Strategy 2); Develop land management strategy (Tactic 2)
Existing Controls	Extensive consultation process with municipal stakeholders, Infrastructure Ontario, specialists in market sounding.
Risk Assessment (Residual)	Risk Likelihood: Possibly (3) Risk Impact: Moderate (3)
Risk Rating	Medium (9)
Mitigation/ Action Plan	Business Case Assessment: confirm goals and objectives for the development, including clarity around land sales; challenge expected outcomes for the development and positions on risk-sharing in the development agreement; a series of market soundings has been and will be undertaken to identify both market opportunities and constraints on redevelopment opportunities; a business case that was completed by Infrastructure Ontario in 2018 provides some baseline

Risk 6	
	<p>information including financial scenarios and alternatives for development of the marina and adjacent lands.</p> <p>Niagara Parks will continue to operate the Marina for seasonal slip holders. There is significant risk for infrastructure failure given the age of the infrastructure, in particular the septic system, electrical service and docks.</p>
Target Mitigation Date	March 31, 2023

Risk 7	
Objective	Business Continuity: Maintain a robust and secure network, safeguarding Niagara Parks' digital information
Risk Factor	Risk of cyber threats
Description	Global electronic threats increase with the use of the internet. Networks (like the Niagara Parks network) risk suffering a malware, ransomware or other malicious attack.
Risk Statement	<p>If Niagara Parks' network and information security is compromised by a cyber-attack, public confidence and revenues could be impacted.</p> <p>Threats and attacks occur daily. Malware and ransomware continue to be the most common attacks detected by security experts. Malware analysis is time consuming and intensive. At Niagara Parks, attack surfaces are increasing with the deployment of Internet-of-Things (IoT), Software as a Service (SaaS) solutions and external application program interfaces (APIs).</p>
Risk Category	<ul style="list-style-type: none"> • Delivery/Operational – Business Continuity; Information/Privacy; Information and Information Technology • Public Perception/Stakeholder – Performance; Reputation
Strategic Plan	Taking experiences, services and hospitality to the next level (Theme 4); Deliver service excellence and innovation (Strategy 1); Creating a safe environment for visitors and staff (Tactic 6)

Risk 7	
Existing Controls	High level of competency in IT Senior Team; independent consulting advice regarding PCI compliance; annual review of computer controls as part of external audit compliance;
Risk Assessment (Residual)	Risk Likelihood: Possibly (3) Risk Impact: High (4)
Risk Rating	Medium - High (12)
Mitigation/ Action Plan	Use best-in-class second-generation firewalls; use geo-blocking to block network traffic from countries that participate in state hacking; use threat intelligence data in security defenses; whitelist software; lock down devices' administrative privileges; implement a rigorous security checklist for SaaS providers and the security of IoT devices are challenged; use antivirus software; reduce reliance on point-to-point radios; use complex passwords and second factor authentication for remote usage; monitor and report staff's remote usage; use non-integrated POS payment processing and Moneris point-to-point encryption; incorporate PCI compliance requirements into procurement request specifications; train IT staff in security protocols; deliver best practice security messages to all users on Niagara Parks network and track employee acknowledgement of message; purchase cyber insurance coverage; monitor cyber threats as part of information security operations; and, create awareness and educate IT and other staff on threats and network security through the use of bulletins and free resources.
Target Mitigation Date	Ongoing security monitoring, staff training and software interventions are required. PCI compliance certifications required annually each November.

Risk 8	
Objective	Adaptively re-use the Toronto Power Generating Station (TPGS) and Ontario Power Company Generating Station (OPGS)
Risk Factor	Contingent liabilities associated with TPGS and OPGS structural stabilization
Description	Continued decline of TPGS and OPGS and rising cost of restoration

Risk 8	
Risk Statement	Failure of the TPGS and OPGS could require immediate significant financial resources to stabilize and has reputational risk for Niagara Parks, Commissioners and Ministry. Also, financial risk related to value of Power Plant Obligation upon review of existing engineering studies and completion of additional studies.
Risk Category	<ul style="list-style-type: none"> • Delivery/Operational – Environmental/Infrastructure • Financial – Economic • Public Perception/Stakeholder – Reputation
Strategic Plan	Taking experiences, services and hospitality to the next level (Theme 4); Deliver service excellence and innovation (Strategy 1); Creating a safe environment for visitors and staff (Tactic 6)
Existing Controls	Annual third-party engineering inspection reports to monitor stabilization condition pending the review of opportunities to procure a third party to assist with redevelopment.
Risk Assessment (Residual)	<p>Risk Likelihood: Unlikely (2)</p> <p>Risk Impact: High (4)</p>
Risk Rating	Medium (8)
Mitigation/ Action Plan	Critical maintenance work completed with Provincial and Niagara Parks funding. Additional funding was approved to complete the update of condition assessments. Power Plant Obligation valuation for financial report has been updated using AMIS condition assessment data and engineering reports completed during the year. A competitive process to identify potential proponents to undertake adaptive re-use of the facilities commenced in fiscal 2021/22 with a Request for Information (RFI) and Request for Qualifications (RFQ) process. Based on Niagara Parks' current financial position, the timing of moving this project forward will need to be assessed once the additional research from the RFI/RFQ processes are complete.
Target Mitigation Date	<p>June 2023: Identify proponent(s) for adaptive re-use.</p> <p>The ability of Niagara Parks to address this risk with its own funds generated from revenue-producing operations is not feasible until Niagara Parks returns to a positive cash position, expected by March 2026. This timeline could improve if</p>

Risk 8	
	funding becomes available through another source, including potential redevelopment through third parties.

Risk 9	
Objective	Niagara Park is (and is perceived to be) a safe and security destination of visitors in high traffic areas
Description	Millions of visitors to Niagara Parks arrive each year, with a high concentration of guests in core areas during peak season
Risk Statement	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 to avoid the perception that Niagara Parks is not a safe place to visit, when permitted to open under emergency orders.
Risk Category	<ul style="list-style-type: none"> • Delivery/Operational – Business Continuity; Health/Safety • Public Perception/Stakeholder – Performance; Reputation
Strategic Plan	Taking experiences, services and hospitality to the next level (Theme 4); Deliver service excellence and innovation (Strategy 1); Creating a safe environment for visitors and staff (Tactic 6)
Existing Controls	Dedicated Niagara Parks Police Service and resources in Health and Safety, monitoring provincial and local emergency measures to guide Executive decision-making during the Pandemic, including re-opening requirements.
Risk Assessment (Residual)	<p>Risk Likelihood: Possibly (3)</p> <p>Risk Impact: High (4)</p>
Risk Rating	Medium – High (12)
Mitigation/ Action Plan	Niagara Parks Police Service, in conjunction with regional and provincial authorities, continues to develop and implement a safety and security plan to enhance overall safety of staff and visitors in Niagara Parks. Imminent threat emergency exercise at Table Rock and lane closures in the QVP core area have

Risk 9	
	<p>been completed. The QVP master plan considers permanent changes to transportation patterns through core areas in consideration of visitor experience and public safety. Further improvements to lands and facilities are to be designed using Crime Prevention through Environmental Design principles that encourage safety and discourage inappropriate behaviour. Ongoing training exercises, including enhanced cleaning and safety protocols to mitigate risk of spreading COVID-19.</p>
Target Mitigation Date	Ongoing training and review/adjustment of security tactics to mitigate risk

Risk 10	
Objective	Maintain business continuity in the event of business interruption or disaster
Risk Factor	Business interruption results in significant losses to revenue and impact to visitor experience
Risk Statement	Niagara Parks might not be able to resume critical or normal operations in the event of a business interruption or disaster. Niagara Parks is structured as a self-financed agency without taxpayer support. An interruption to business impacts Niagara Parks' ability to provide excellent customer service, to support front-line operations and to meet its financial and stewardship obligations.
Risk Category	<ul style="list-style-type: none"> • Delivery/Operational – Business Continuity • Financial – Liquidity • Public Perception/Stakeholder – Performance; Reputation
Strategic Plan	Taking experiences, services and hospitality to the next level (Theme 4); Deliver service excellence and innovation (Strategy 1); Self-sustaining finances (Tactic 1)
Existing Controls	Most business divisions have informal continuity plans which have proven effective in re-opening/closing on short notice during the pandemic. More formal documented plans will be completed when resources become available after the pandemic is brought under control

Risk 10	
Risk	Risk Likelihood: Unlikely (2)
Assessment (Residual)	Risk Impact: High (4)
Risk Rating	Medium (8)
Mitigation/ Action Plan	Niagara Parks has Business Interruption insurance. A formal Business Continuity Plan (BCP) for its Information Technology Services exists. Other departments have informal recovery procedures. Niagara Parks Board has directed the preparation of a formal entity-wide BCP and resources will be allocated in the upcoming business plan and budget cycle. Niagara Parks will conduct business impact assessments that encompass significant functions within the Commission and use the results to develop the business continuity plan. Documentation of assets, regular testing of the feasibility of the BCP and staff training through table-top exercises will be part of the plan.
Target Mitigation Date	March 31, 2023 for preparation of Business Continuity Plan



7.0 Human Resources

Niagara Parks is one of the larger employers in the Niagara region, with a complement of full-time, seasonal and student team members. Many individuals began their careers working at Niagara Parks as a summer student or a student at the School of Horticulture and continued their careers with Niagara Parks. Niagara Parks has a large contingent of long-serving employees.

For fiscal 2022-23, the overall key initiatives for Human Resources and Health, Safety and Compliance include:

1. **Workforce Adjustment Plan:** Continuing to focus on front-line service delivery while adjusting the organization to post-COVID recovery and growth.
2. **Succession planning:** Addressing anticipated retirement levels as well as strategic succession planning across the organization to ensure continuity in key positions. This will include succession plans for each of the senior team positions (including the CEO).
3. **Fostering a positive corporate culture:** COVID-19 impacted staffing levels and proved to be a very challenging year for all staff. Ensuring consistent communication, mentoring, training and overall engagement across all levels of the organization will be a priority in 2022-23.
4. **Operational review:** An operational review was completed for the Planning, Environment and Culture and Engineering and Parks Operations departments. The purpose of this review was to ensure efficient and effective use of staffing, equipment and supplies. The focus for 2022-23 is the full integration of the departments' functional areas. Further reviews were completed in other business units at Niagara Parks, resulting in the merging of the Corporate Services business unit into the CEO's Office.
5. **Health, Safety and Compliance:** Continued review and implementation of COVID-19 protocols, ensuring compliance with legislation, encourage employee participation, making data-driven decisions and using continuous improvement opportunities.
6. **Contract negotiations:** One collective agreement is due to expire on December 31, 2022, for our Server employees represented by WUCC Local 2347. Negotiations with the Servers will be undertaken in Q3 and Q4 of fiscal 2022-23. Niagara Parks continues with negotiations for the OPSEU Parks and OPSEU Police employees with an anticipated settlement by Q1 2022-23.
7. **Joint job evaluation:** Continued implementation of the full-time and seasonal unionized workforce joint job evaluation process.



8. **Recruitment:** Creation of new recruitment strategy for 2022-23 season to address the shortage of candidates in the food and hospitality industry and process improvements to meet client demand.
9. **Program implementation:** Review of process optimization for administrative functions, including implementation of new Learning Management System and review of Performance Appraisal Process.
10. **COVID-19 training:** Develop training and orientation program and review of reopening plans for 2022 that adheres to and informs employees of COVID-19 policies, procedures and protocols.
11. **Mandated training:** Engage in refresher training in accordance with legislative requirements including AODA and Occupational Health & Safety Act. For 2022/23 introduce Equity, Diversity and Inclusion training for all employees.
12. **Continuous improvement:** Development of a continuous improvement process related to health and safety objectives.

Alignment to Strategic Plan

Human Resources is a key element of Niagara Parks' 10-year Strategic Plan as identified by the strategic goal of "Growing the Talent". This goal is achieved by aligning the right people with the right skills in the right positions to promote continuous improvement, integration, cross-functional development and excellence. Included in "Growing the Talent" is a focus on Equity, Diversity and Inclusion which will be a catalyst in attracting and retaining a diverse workforce, reflective of the diverse population of Niagara and in support of a diverse guest demographic.

Niagara Parks' recruitment and retention strategies are guided by the organization's corporate values of INSPIRED:

- Integrity
- Needs
- Safety and Security
- Participation
- Innovation
- Respect
- Environmental Responsibility
- Diversity and Inclusion



Talent Acquisition and Workforce Planning

For the 2020 and 2021 seasons, Niagara Parks had a significantly reduced workforce resulting in a freeze on recruitment activities across the organization. Niagara Parks focused its efforts on essential staffing and identifying opportunities for redeployment of existing staff to available positions within the organization. This further involved the implementation of alternate working arrangements to accommodate COVID-19 restrictions and operational continuity.

Niagara Parks' Executive Team and Human Resources continue to develop and implement a formal succession planning process to identify critical skill inventories and grow top organizational talent for key future vacancies. In some cases, the succession plan may include intentional external recruitment to ensure the organization continues to develop organizational capacity (see last page of this section for organizational chart).

While COVID-19 has impacted the near-term recruitment and retention strategies, it is anticipated that in the next three- to five-year period, Niagara Parks will need to engage in recruitment activities to support recovery efforts. This is especially true in the tourism, food and hospitality industries which have seen a large rate of turnover in their operations. In response to these challenges and anticipated needs, Niagara Parks will continue to enhance targeted recruitment strategies to source local and regional community resources for investment of staff and identification of labour pools created by the current pandemic. These strategies will include:

- Redeployment of existing staff for internal opportunities
- Continuing with and realizing new opportunities and partnerships with local and regional educational institutions, including Niagara College and Brock University
- Focused recruitment efforts in local and regional community-based centres to expand recruitment sources and diverse labour pools
- Participate in networking activities in the Niagara Region, including the Niagara Training and Employment Agency and the Ontario Tourism Education Corporation (OTEC)

As part of Niagara Parks' strategic plan, and in response to rapid changes in recruitment, a renewed recruitment and onboarding program is being developed in recognition of COVID-19 impacts and to further recognize the diversity of the Niagara Region and visitation demographics, embracing inclusion and ensuring equal opportunity.

Workforce

As a direct result of the impacts of COVID-19 on business levels for Niagara Parks, a workforce adjustment plan has been used to guide staffing levels throughout 2021-22 and will continue in



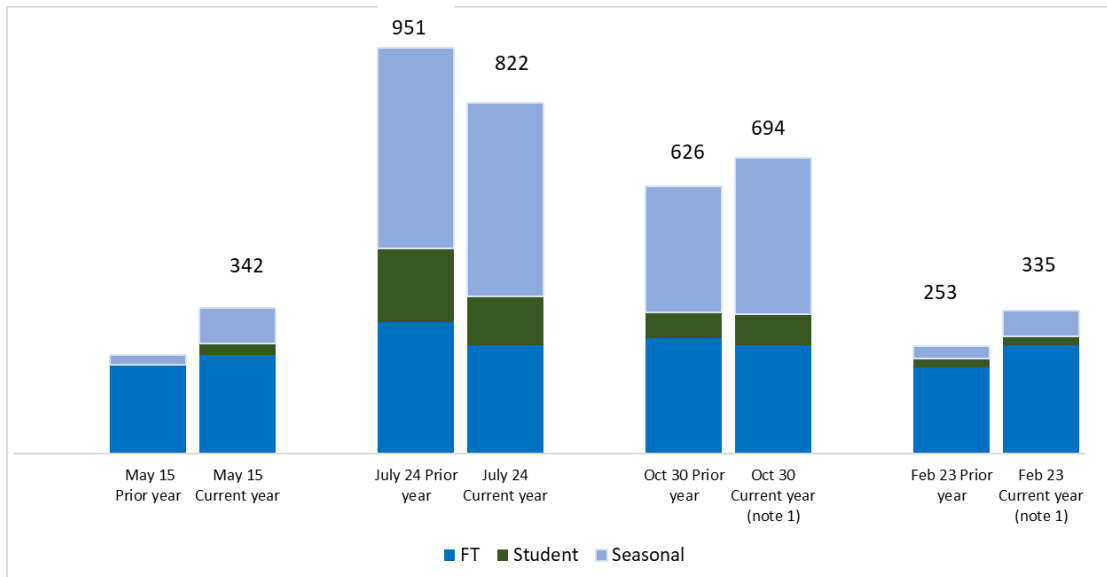
2022-23. The focus will remain on front-line service delivery, redeployment and training and continued identification of administrative efficiencies across the organization.

For 2019-20, Niagara Parks had a peak workforce complement of approximately 1,800 employees comprising 330 full-time positions and the remaining positions seasonal, part-time and student. The full-time equivalent (FTE) count was approximately 934 positions.

Niagara Parks normally has significant fluctuations in its seasonal and student complement throughout the fiscal year. As a result of the temporary closure in the first quarter, the phased re-opening permitted by the Provincial Emergency Order, border closures and the global impact of the COVID-19 pandemic, staffing levels continued to be significantly lower than 2019-20, with continued reduced headcount in fiscal 2020-21 to 436 as compared to pre-pandemic levels.

As noted, the COVID-19 pandemic has continued to affect Niagara Parks' staffing levels, with the forecasted count for fiscal 2021-22 at 464 FTE. To illustrate the impact of COVID-19 closure on the various employee classifications, Table 7.1 below shows a comparison of staffing levels (headcount) for similar pay periods in the current and prior year, and Table 7.2 shows the projected wages and benefits paid per quarter, for the current and prior year.

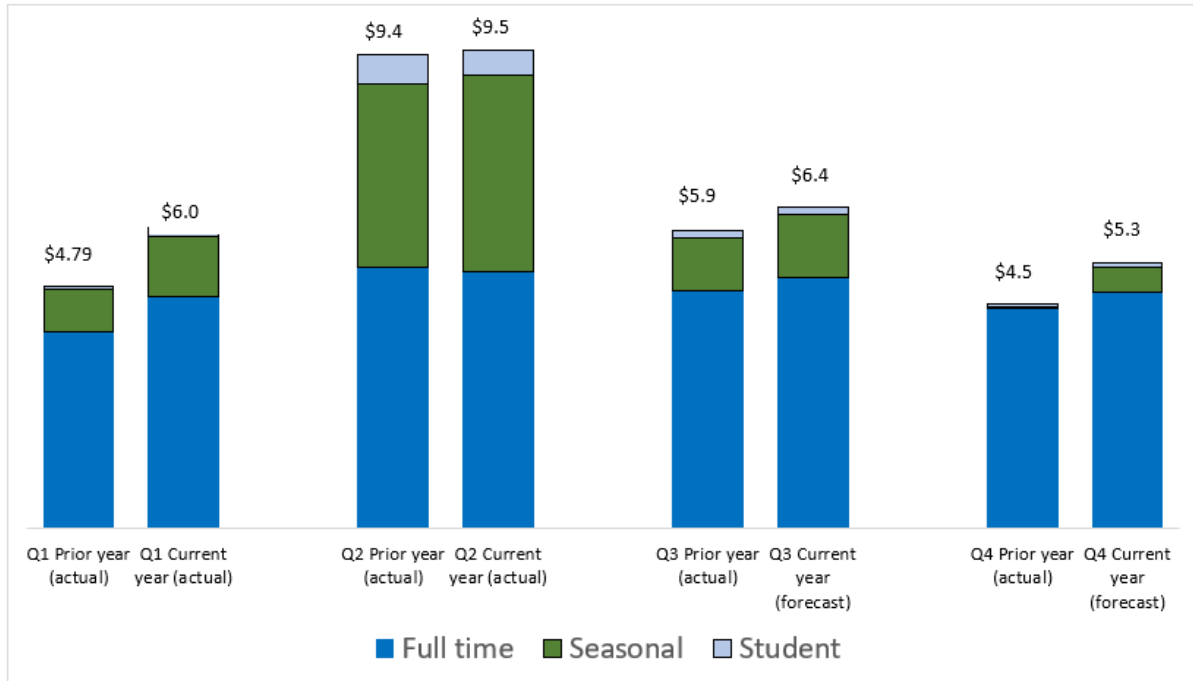
Table 7.1: Number of Employees Paid: Prior Year (2020-21) versus Current Year (2021-22)



Note 1: Forecasted student counts are based on utilizing 20 students as part of the School of Horticulture's paid experiential learning component.



Table 7.2: Wages/Benefits by Quarter, in millions of dollars: Prior Year (2020-21) versus Current Year (2021-22)



For 2022-23, Niagara Parks has taken a conservative approach, anticipating a gradual economic recovery for the tourism sector. Based on this, the forecasted FTE for 2022-23 and 2023-24 is estimated to remain at current levels, subject to visitation. At the 2020-21 levels noted in the charts above, there is capacity to take on additional visitor volume in Niagara Parks’ RPOs and therefore no significant increases to the above 2021-22 staff counts for 2022-23 are being planned and a similar pattern of staffing re-calls and layoffs is incorporated into the budget.

Service Delivery and Administrative Efficiencies

In 2021, Niagara Parks continued to strengthen its Human Resources function and client service delivery, focusing on continued modernization and efficiency of Human Resources programs and processes and customer service initiatives.

Niagara Parks continues to focus on core elements of Human Resources to streamline and enhance service delivery and reporting. This has included leveraging existing systems for integration with pension and benefit vendors to facilitate administrative efficiencies and reporting.



As part of an organizational endeavor, Niagara Parks will commence Phase 2 of the ERP implementation under which a review of the talent management modules in the ERP People Platform will be completed for integration of systems and services across the organization, and associated cost-benefit analysis, related to Human Resources programs.

Labour Relations and Employee Engagement

A priority of Niagara Parks is its focus on employee engagement and the strengthening of labour relations efforts.

Due to COVID-19 implications, staff events were suspended at Niagara Parks. In place of events, Niagara Parks centralized and increased communications to the workforce, in recognition of the impacts of COVID-19. Early on, a focused effort was placed on corporate culture and an emphasis by the CEO and the senior team on employee engagement. These efforts will continue throughout 2022-23. Communications were provided to all worker categories, both active and inactive, to engage and maintain a connection with our workforce, including increased meetings with our unions to maintain open communication and dispute resolution.

Niagara Parks has three unions and meets regularly to share information and discuss operational issues. In 2020 and 2021, meetings occurred on a more frequent basis, working in partnership, to review impacts on operations and staffing to address concerns presented by COVID-19 not addressed in the respective collective agreements. This led to a series of Memoranda to address recalls, seniority and redeployment opportunities, as available.

Niagara Parks is currently in negotiations for the OPSEU Parks employees and OPSEU Police, anticipated to be complete by Q1 of 2022-23. Negotiations with the Servers represented by WUCC Local 2347 will commence in Q3 and Q4 of 2022-23, in accordance with the Protecting a Sustainable Public Sector for Future Generations Act, 2019. Employee Learning and Development

New and existing training prioritized safety policies and procedures related to worker and guest safety under COVID-19, including increased cleaning protocols, reporting and new work arrangements to adhere to Provincial and Regional directives. In 2021, Niagara Parks implemented a Workplace COVID-19 Vaccination and Testing Policy in accordance with The Treasury Board Secretariate directive. Mandatory training has been completed and will be ongoing in preparation for the 2022 season as employees return from layoff.

In addition, Niagara Parks continues partnerships with tourism and hospitality organizations, including OTEC Tourism SkillsNet Ontario and Niagara College, to identify learning and skill enhancement opportunities for staff and potential candidates.



Under Health, Safety and Compliance the following measures were implemented in response to COVID-19:

- COVID-19 site-specific plans/risk assessments and Ministry of Labour mandated Safety Plans for each Niagara Parks workplace
- Cleaning and Disinfecting Procedure and updated cleaning products to ensure compliance and create efficiencies
- Continued implementation of comprehensive workplace investigation process

Compensation Strategy

Niagara Parks' compensation strategy is to be a competitive employer that offers fair wages, salaries and benefits in relation to the comparative market. Niagara Parks' positions are benchmarked against the southern Ontario market outside of the Greater Toronto Area at the 50th percentile for its full-time positions.

Niagara Parks offers a benefit package to its full-time employees that is comparable to other Ontario Public Service employees. Seasonal unionized staff receive a payment in lieu of benefits as negotiated between the parties.

Niagara Parks staff, excluding students, are also eligible to participate in one of the pension plans offered through the Ontario Pension Board and OPSEU Pension Trust.

7.1 Human Resources / Health, Safety and Compliance Priorities

Future Priority Work

The following priorities will be addressed as resources are available:

Learning and Development

- Implementation of Equity, Diversity and Inclusion Program
- Cross training and development initiatives resulting from redeployment of staff
- In conjunction with front-line operations, focus on Guest Service Training Program

Talent Acquisition

- Develop and review redeployment opportunities and succession planning
- Develop a workforce plan with three- to five-year projections



Employee/Labour Relations

- Enhance cross-functional teams to engage employee input into initiatives, plans and projects
- Develop an employee wellness program leveraging current service providers

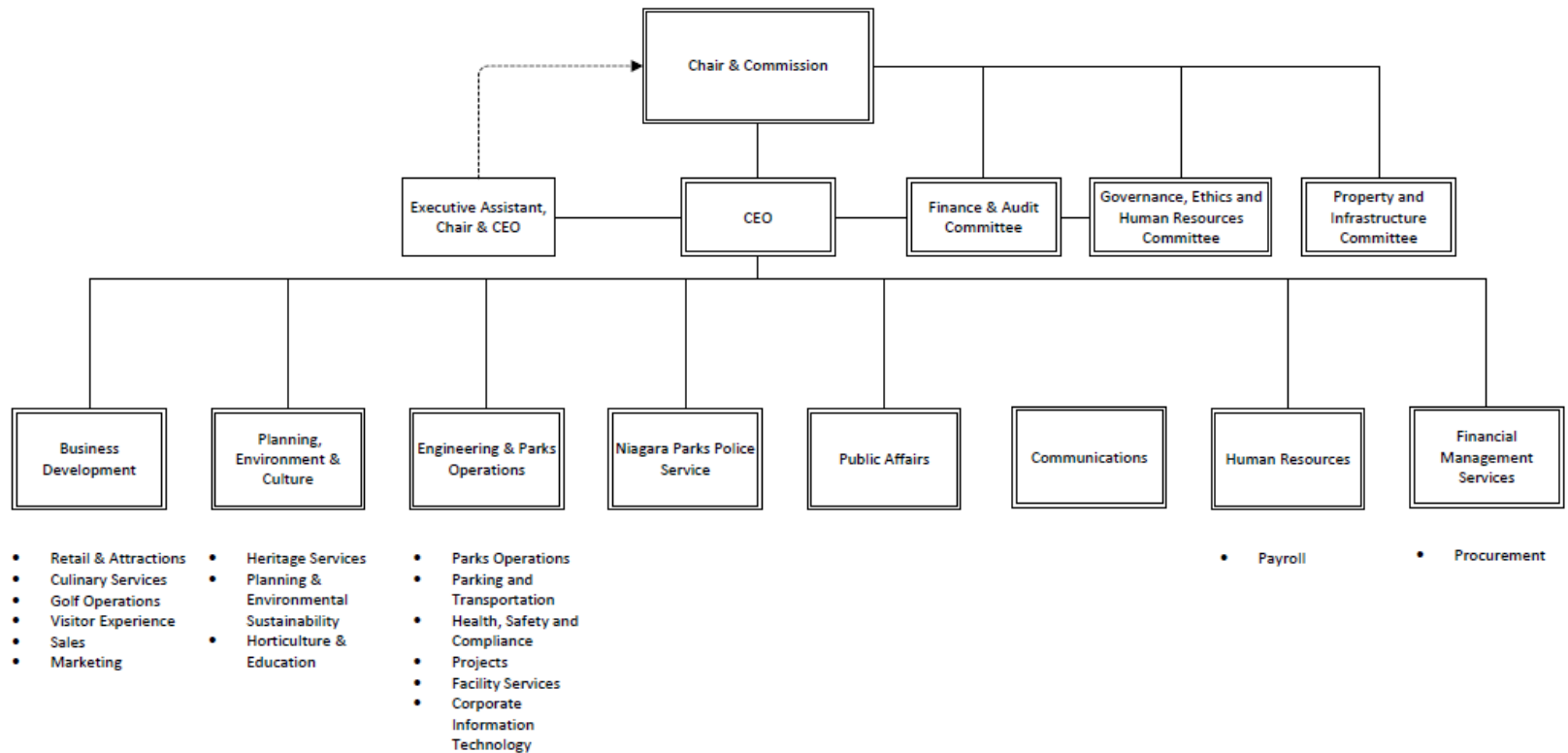
Compensation

- Focus on Joint Job Evaluation program for applicable unionized employees
- With changes occurring through Operational Reviews and staffing reductions resulting from impacts of COVID-19, conduct review of positions through Job Evaluation Programs

Health, Safety and Compliance

- Pursue ISO 45001 certification
- Complete hazard and risk assessments for all job positions at Niagara Parks
- Update the safety communication program to allow for increased employee consultation
- Update of Niagara Parks' Emergency Response Procedures to ensure continuity of business operations

Organizational Chart
Niagara Parks Commission





8.0 Performance Measures

Commensurate with the strategic plan and performance goals, Niagara Parks uses a composite model of tourism indicators to support evidence-based decisions and serve as reference points for business planning, including revenue growth, visitor impact, cost containment and service excellence.

The section below presents five strategic goals that align with the Niagara Parks' Value's of INSPIRED, historic mandate and 10-year Strategic Plan, along with Niagara Parks' recovery plans and the priorities of the Ministry of Heritage, Sport, Tourism and Culture Industries. Specific actions to support each strategic goal are included, as well as tracking measures.

Strategic Goal #1: Developing and Nurturing Great Guest Experiences

Action: Increasing attendance across Niagara Parks operations

Attendance statistics are an important key performance indicator for Niagara Parks. For the 2022-23 budget, Niagara Parks has projected an increase to attendance based on growth achieved in the 2020-21 season. Niagara Parks offers a variety of guest experiences that align with many tourism trends witnessed as a result of the COVID-19 pandemic, which are expected to continue as tourism begins to grow, including a focus on nature and outdoor experiences, as well as cultural experiences. Niagara Parks has invested in ensuring a high-quality guest experience across all of its sites from renovated facilities to enhanced sanitization practices. With the introduction of a brand-new attraction in 2021, the Niagara Parks Power Station and exciting new tunnel experience to launch in 2022, Niagara Parks is well-positioned to welcome a boost in attendance. In addition to attraction attendance, Niagara Parks also tracks customer statistics in culinary (number of covers, average transaction value) and retail (number of transactions/average transaction value). Table 8.1 below provides a summary of attendance history.

	Change from Prior Year	April 2021 to Mar-2022	April 2020 to Mar-2021	April 2019 to Mar-2020	April 2018 to Mar-2019	April 2017 to Mar-2018	April 2016 to Mar-2017	April 2015 to Mar-2016	Nov 2013 to Oct-2014
NPC Operated Attractions	85%	468,112	252,652	1,999,920	1,968,507	2,018,077	1,888,105	1,842,374	1,580,337
Golf Rounds	14%	112,094	98,227	84,239	80,960	72,874	77,209	73,602	68,216
Boat Tour	143%	422,617	174,026	2,196,992	2,322,258	2,358,982	2,250,447	1,841,852	1,528,334
Zip Line	91%	65,000	34,100	106,500	93,768	78,084	48,410	-	-
Aerial Adventure Course	137%	33,192	14,033	23,316	23,348	20,759	-	-	-
Historic Sites	8%	4,299	3,968	29,916	28,153	36,236	26,960	24,913	27,023
Falls Incline Railway	104%	233,899	114,834	1,187,336	1,110,440	1,056,910	990,363	971,941	643,270
WEGO Transportation Service - Green Line	31%	115,898	88,748	1,332,557	1,224,568	1,264,381	1,159,901	852,067	923,964



Niagara Parks' 2022-23 budget has been established to see continued growth in 2021-22 from in its core attractions of 85% over the prior year 2020-21. Attendance growth for 2022-23 is expected to be approximately 40% higher than current year projections with the assumption that operations will be open for the open for the full operational year. Seasonal attractions are expected to resume operation in early spring and continue to operate until the end of October.

Action: Enhance Guest Engagement through Niagara Parks' Guest Services Centre

Niagara Parks' multi-channel Guest Services Centre was established to improve the experience of our guests throughout their entire travel journey, from trip planning to their final visit. Niagara Parks' Guest Services Centre representatives respond to all incoming inquiries from our guests: online, by phone and on our social channels. In 2021-22, for its fourth year of operations, Niagara Parks achieved the performance measurement targets below for the Guest Services Centre. Increases in resolution and wait times result from a reduction in staffing to an essential model and overall paring back due to impacts from the COVID-19 pandemic. Incoming phone and email inquiries remained steady year-round despite reductions in operations. As visitation grows, Niagara Parks will be adding to its staffing levels within the Guest Services Centre, which will address the increase in average resolve time and wait time. For 2022-23, pre-pandemic targets will be maintained while looking at ways to adapt to the volume, such as reducing redundant inquiries that could be solved by improved communication on Niagara Parks' website and social channels.

- Incoming guest requests were resolved at first contact 98% of the time (Pre-pandemic target: 90%)
- Guest inquiries or issues were resolved with a median full resolve time of 30.1 hours (Pre-pandemic target: 45 minutes)
- Guest Services Centre Representatives maintained a customer satisfaction score of 96% (Pre-pandemic target: 90%)
- Guests calling by phone experienced an average wait time of 59 seconds (Pre-pandemic target: 20 seconds)

Action: Providing a safe and comfortable experience for all

A major component of providing great experiences for our guests is ensuring everyone feels comfortable and safe while working and visiting all Niagara Parks sites. Since the onset of the pandemic, Niagara Parks has invested more than \$600,000 in enhanced health and safety measures and will continue these practices throughout 2022-25. Niagara Parks has also established a mandatory vaccination policy for its staff, which includes the requirement of regular antigen testing of all staff members considered not vaccinated. Niagara Parks will continue to align its health and safety policies and protocols with requirements by the province, local public health and other



regulatory agencies, as well as adopt industry-leading standards across its sites. In addition to specific health and safety measures, Niagara Parks has also made adjustments to various levels of its service delivery, including offering contactless options for ticket purchasing and introducing virtual programming and events, which will continue throughout 2022-25.

Strategic Goal #2: Growing Revenue

Action: Drive Visitation to Niagara Parks' Highest Revenue Generating Operations

Niagara Parks' revenue-producing operations (RPOs) were closed for the majority of the first quarter in 2021, resulting in a loss of contribution of \$870 thousand for that period, compared to the earnings of the same quarter in the prior year, as illustrated in Table 8.2 below.

Table 8.2 - 1st Quarter (April 1 - June 30) Results

(In thousands of dollars)

	Actual 2020-21	Revised Budget 2021-22	Actual 2021-22	\$ Actual Variance 2021-22	% Actual Variance 2021-22
Revenue Producing Operations	1,661	6,962	3,372	1,711	103%
Land Rent - Ontario Power Generation	1,850	1,887	1,864	14	1%
Commissions Rentals & Fees	26	28	36	10	38%
Boat Tour Revenue	1,147	1,923	1,154	7	1%
Zipline Revenue	10	143	80	70	700%
Digital Attraction Revenue	-	133	150	150	--
Interest on Bank Deposits	8	-	-	(8)	(100%)
Sundry	114	103	175	61	54%
Total Revenue	4,816	11,179	6,831	2,015	42%
Total Expenses	10,204	15,500	13,089	2,885	28%
Net Surplus (Deficit) before Interest & Depreciation	\$ (5,388)	\$ (4,321)	\$ (6,258)	\$ (870)	16%

The impact of the pandemic continued on Niagara Parks' RPOs in 2021-22 and reflects visitors' preference for outdoor experiences, such as golf, hiking and walking. This year did see a return to pre-pandemic trends with increases to traditional RPO activities. Improvements and efficiencies in parking, including automation with contactless entry, exit and payment, reduced the impact of the pandemic on parking operations.

For the year ending March 31, 2022, Niagara Parks' margin from RPOs, a key performance indicator for Niagara Parks, has begun its recovery from the prior year. Reductions to variable costs, such as staffing, to offset revenue losses continued into fiscal 2022. The 2021-22 projected contribution from RPOs is detailed in Table 8.3 below.



Table 8.3 Contribution from Revenue Producing Operations								
(Revenues less Cost of Goods Sold less Direct Operating Expenses)								
(Thousand of \$'s)								
	Retail	Attractions	Parking & WEGO	Incline Railway	Culinary	Golf	Total	
April 1, 2021 - March 31, 2022	\$ (948)	\$ 3,384	\$ 2,742	\$ (14)	\$ (478)	\$ 1,027	\$ 5,713	
April 1, 2020 - March 31, 2021	\$ (1,740)	\$ 478	\$ 1,116	\$ (391)	\$ (1,888)	\$ 624	\$ (1,801)	
\$ increase in contribution	\$ 792	\$ 2,906	\$ 1,626	\$ 377	\$ 1,410	\$ 403	\$ 7,514	

In 2020-21, due to COVID- related emergency measures, including closures of commercial operations for an extended period, Niagara Parks did not generate sufficient revenues to cover the fixed costs of its commercial operations, resulting in a negative contribution, or loss from commercial operations of \$1.8 million. As COVID restrictions have gradually reduced in 2021-22, increased revenues have been generated from increased attendance at NPC commercial operations. For 2021-22, the contribution from commercial operations is forecasted at \$5.7 million, a \$7.5 million improvement from the prior year.

Niagara Parks has identified that the greatest opportunity to increase its generated revenue is by driving visitation to its highest generating RPOs, which are its attractions, including Journey Behind the Falls, Niagara's Fury, Niagara Parks Power Station, Currents: Niagara's Power Transformed, Butterfly Conservatory, White Water Walk, and its third-party partner experiences, Niagara City Cruises and WildPlay Niagara Falls' Zipline to the Falls and Whirlpool Adventure Course. Promoting visitation to its attractions results in ancillary benefits to a number of different areas of Niagara Parks operations, including its retail stores, restaurants and parking and transportation services. Niagara Parks will be leveraging its digital presence and social channels to drive visitation, in addition to its regular sales and marketing efforts.

Tourism centres such as Table Rock Centre and Grand View Marketplace, in addition to simply being located in high-traffic areas within the core tourism district at the Falls, offer a variety of different guest experiences, including top attractions Journey Behind the Falls and Niagara's Fury, Niagara City Cruises and the Zipline, as well as retail stores, quick serve culinary outlets and Niagara Parks' signature restaurant, Table Rock House Restaurant. Similarly, across the Park, the majority of Niagara Parks' attractions are all supported by retail stores and culinary outlets; therefore, any boost in revenue from attractions is expected to have positive impacts on supporting operations.



For fiscal 2022-23, Niagara Parks is targeting a return to positive contribution, with a budget of \$13.1 million net contribution from RPOs, a targeted improvement of approximately \$7.4 million.

Action: Leverage Niagara Parks’ Digital Presence to Drive Online Sales

Throughout the pandemic, Niagara Parks has prioritized its offering of a high-quality consumer website and its strong social media presence to continue to engage with guests and remain top of mind for travellers. Despite the temporary closures and cancellations of events and programming due to COVID-19, Niagara Parks’ website has continued to perform very well. Online traffic, sales and conversion rates have been consistently strong in the third quarter, not only compared to the same periods in 2020 but also pre-pandemic in 2019. Details are shown in table 8.4 below. Assuming recent trends continue, fiscal 2021-22 will end with 2,864,687 sessions and \$4,393,668 in revenue from online sales. For 2022-23, Niagara Parks’ Marketing team is targeting 3 million sessions and \$6 million in online revenue.

Table 8.4 Website Traffic / Performance				
	Apr 1, 2021 – Oct 31, 2021 (YTD)	Apr 1, 2020 – Mar 31, 2021	Apr 1, 2019 – Mar 31, 2020	Apr 1, 2018 – Mar 31, 2019
Sessions	2,150,220	1,993,898	3,520,896	3,090,565
Pageviews	6,504,996	5,257,867	11,129,522	8,932,351
Pages per session	3.03	2.64	3.16	2.89
Conversion rate	2.45%	1.46%	1.58%	1.5%
Revenue	\$4,150,883	\$1,970,888	\$9,975,578	\$8,748,652

Since 2016-17, the top performing page on Niagara Parks’ website has consistently been the deals and packages landing page. As well, with the exception of its home page and the COVID-19 safety page in 2020-21, for every other fiscal year since 2016-17, the top five performing pages on Niagara Parks’ website have been associated with its attractions and the purchasing of online packages. Niagara Parks maintains an excellent conversion rate from traffic to its website and will continue to leverage its digital presence to drive online sales and visitation to its attractions.

Action: Develop Engaging Storytelling Content on Digital Channels

During periods of business interruption resulting from COVID-19 over the 2020-21 fiscal year, Niagara Parks continued to engage with its social media audience of over 400,000 followers across Facebook, Twitter and Instagram. Niagara Parks increased both the quantity of its content creation and frequency of posting on its channels to ensure that Niagara Parks stayed top of mind with those planning future visits. Niagara Parks published 73 original video storytelling pieces to its Facebook page in the 2020-21 fiscal year, up from 54 in 2019-2020. This increased posting frequency



contributed to a significant rise in follower engagement levels and higher total organic reach across all social platforms. Niagara Parks will also monitor emerging trends and networks to ensure that the organization continues to utilize all relevant digital channels to effectively support its business goals.

Looking ahead to 2022-2025, Niagara Parks plans to continue to invest resources to further expand its production and delivery of high-quality visual storytelling content on its digital channels including its website and in-park video network while also effectively leveraging these assets to drive valuable earned media coverage for Niagara Parks that will increase awareness and demand for its key revenue generating attractions and experiences.

Action: Explore New Opportunities for Revenue Generation

Niagara Parks added a new year-round guest experience in 2021 with the launch of the Niagara Parks Power Station. In addition to providing a new reason for guests to return to Niagara Falls or to visit for the first time, the power station also provides a new revenue stream for Niagara Parks. Niagara Parks Power Station offers a daytime experience with self-guided or guided tours through the preserved generator hall complete with interpretive panels and interactive exhibits, as well as a separate nighttime experience with Currents: Niagara's Power Transformed, an epic sound and light show within the heart of the station. Since its launch in the summer of 2021, Niagara Parks projects that the power station will generate \$1.4 million in additional revenue for fiscal 2021/22.

In 2022, another new activation will be added at the Niagara Parks Power Station – a tunnel experience that will bring guests down 180 feet below the ground floor to explore a 2,200-foot tunnel leading to an awe-inspiring viewing platform at a never-before-seen vantage point. The tunnel experience will be added to the daytime experience at the power station, which will bring the price of daytime admission to \$28 for adults and \$18.25 for children (6-12 years of age), up from \$20 and \$13, respectively in 2021-22. The power station offers a number of different admission options including self-guided and guided tours, package deals with the night show Currents and family packages. For the fiscal 2022-23 budget, forecasted revenues of \$3.4 million have been projected and a contribution of \$2.3 million.

In addition to its sales and marketing efforts to promote the launch of the new attraction, Niagara Parks front-line staff will be encouraged to educate guests about the power station at other Niagara Parks attractions, in an effort to upsell the experience and drive visitation. The power station is bundled alongside other popular attractions Journey Behind the Falls, Niagara's Fury and the Butterfly Conservatory with Niagara Parks' winter package, the Wonder Pass Plus and will also be included in peak season packages.



Strategic Goal #3: Expand our Digital Service Delivery

Action: Offer options for virtual programming and experiences

As a result of the temporary closures due the pandemic, Niagara Parks staff quickly pivoted to expand digital offerings with new virtual programming that continued to engage audiences and offer opportunities for revenue generation while all other revenue streams were halted. Beginning in the spring of 2020, Niagara Parks pivoted its popular speaker series program to a virtual model, including its Black History Speaker Series, a virtual golf speaker series, Indigenous History Speaker Series, Coast to Coast literary speaker series and its environmental speaker series. Niagara Parks also hosted virtual tours of its floral displays at the Floral Showhouse and a virtual yoga and wellness program. The virtual events were successful and demonstrated the power of technology to maintain guest engagement. Since March 2020, Niagara Parks hosted more than 20 virtual events and/or experiences.

In fact, Niagara Parks saw increased user engagement on its social channels during periods of closure in 2020 and 2021. Niagara Parks' audience proved that they were invested and interested in consuming Niagara Parks related social and digital content, even when they could not visit in person.

Though in-person events have resumed, Niagara Parks will continue to explore virtual delivery for select programming that expands the potential audience reach and impact. Given Niagara Parks' global status, a combination model offering in-person and virtual options will ensure Niagara Parks' events and programming can be accessible to visitors from across the province, country and the world, who would otherwise not be able to experience these events.

New for 2022-25, Niagara Parks will be exploring the development of a virtual visitor guide.

Traditionally, Niagara Parks would design and print an annual visitor guide intended to promote events and programming for the year, which would be distributed physically across the Park to all guests and to stakeholders, destination partners, etc. as well as circulated to key markets across Canada and the United States. Pivoting to a digital version will allow even more guests to access this material and will leverage Niagara Parks' already established digital presence and its library of high-quality video content.

Niagara Parks also began development of a mobile application for Android and Apple devices, to launch spring 2022. The app will allow guests to browse Niagara Parks attractions and storytelling content, navigate the park using an interactive map, and purchase tickets from the online store.



Action: Modernize Information Technology Services

The key information technology upgrade completed in 2020-21 was the implementation of the new Enterprise Resource Planning system, Unit 4 Business World, which replaced the current financial accounting software, Epicor. Phase 1 included the implementation of core financials and financial planning modules. Key items implemented during phase 1 included electronic fund payments, digital storage of supplier invoices and workflow approvals.

Phase 2 of the implementation has begun in 2021-22 for the fleet/asset management modules which is expected to be implemented by the end of 2022.

Niagara Parks will also be implementing a new digital strategy aimed at improving connectivity across its properties. Currently, there is good service (Wi-Fi and cellular) in most parts of the core area of Queen Victoria Park, as well as good indoor Wi-Fi service at most of Niagara Parks' guest-facing sites (attractions, restaurants, golf courses, heritage sites, etc.). However, there are challenges with cellular service and Wi-Fi connectivity in the rural north and south areas of the Niagara Parkway. The digital strategy will address these challenges so that guests will have access to strong cellular service and Wi-Fi connectivity across all of Niagara Parks' properties. Success will be measured based on improved cellular service and Wi-Fi connectivity particularly in areas along the north and south Parkway.

Strategic Goal #4: Foster Strong Collaboration with Partner Organizations

Action: Joint Initiatives with Key Partners

Niagara Parks maintains close relationships with a number of different partner organizations. Currently, Niagara Parks has collaborative agreements or relationships with over 50 organizations. At the local level, Niagara Parks regularly partners with destination marketing organizations Niagara Falls Tourism and the Tourism Partnership of Niagara to promote the destination and host numerous destination events such as the annual OPG Winter Festival of Lights and new activation Fleurs de Villes in 2021. Niagara Parks also works with its third-party tenants Niagara City Cruises and WildPlay Niagara Falls to promote the guest experiences they provide through digital and social media marketing efforts and bundling of experiences. Niagara Parks has worked closely with its Indigenous partners, the Landscape of Nations 360, in past years to develop programming and content to promote Indigenous culture, history and experiences in Niagara. Niagara Parks also regularly seeks out opportunities to collaborate with sister agencies within the Ministry of Heritage, Sport, Tourism and Culture Industries.



Throughout the redevelopment and launch of the Niagara Parks Power Station, Niagara Parks partnered with sister agency Ontario Heritage Trust (OHT) to discuss effective positioning and storytelling initiatives for the attraction. Niagara Parks and OHT partnered to offer a virtual Doors Open visit to the Niagara Parks Power Station before it opened to the public to help generate enthusiasm and buzz around the project. As well, Science North, who Niagara Parks has partnered with on other initiatives in the past, contributed to the project by creating the interactive exhibits at the control panel and the flow model. In the future, Niagara Parks will also be exploring additional collaboration opportunities with Science North on exhibit material and programming at the Niagara Parks Power Station. Also related to the power station, Niagara Parks partnered with Destination Ontario on opportunities for cross-promotion and support, including the coordination of media tours, amplification of key social media content, support with media pitching, etc. which provided substantial benefits, including securing a feature with Breakfast Television, among other high-profile broadcasts.

Additionally, Niagara Parks has joined Destination Ontario and other Ministry agencies on a pilot project to develop initiatives related to Province-wide trails, under the themes of nature, heritage, art and culture. So far, Niagara Parks has provided digital content to support the trails initiative and looks forward to continuing this partnership and developing programming to support this Province-wide initiative.

In the near-term, Niagara Parks will continue to focus its marketing efforts on the Southern Ontario and Quebec markets, as well as the US drive market. As different international markets start to return, Niagara Parks will work closely with organizations like Destination Ontario and Destination Canada on joint marketing initiatives and opportunities.

Full details on Niagara Parks' third-party partnerships are included in section 11. For 2022-25, Niagara Parks will continue to build on these partnerships already established and will explore further opportunities with existing partners and potential new partner organizations.

Action: Maintain Regular Communication with Stakeholders and Partners

Across the organization and covering a wide range of topics and operations, Niagara Parks maintains regular communication with its stakeholders and partners. Niagara Parks issues regular media releases on upcoming events, announcements, corporate initiatives, etc. that are also shared with destination stakeholders and partners. Niagara Parks also has staff representation on various destination tourism board, which meet regularly to discuss upcoming initiatives and opportunities.

Beginning in October 2020, a cross-functional team from Niagara Parks and representatives from Destination Ontario held regular meetings to discuss collaboration opportunities and updates related



to the Niagara Parks Power Station project. These meetings will continue into 2022-23 to promote Phase II of the attraction and will eventually be repositioned into more general catch-up calls to discuss overall areas of collaboration. Similarly, in 2021, Niagara Parks launched regular meetings with Metrolinx to enhance the level of communication between the two organizations to support the GO Train/WEGO Niagara program, which has been increasing in popularity in recent years. The program has contributed to revenue growth, increased ticket sales, web traffic, in addition to providing visibility for Niagara Parks in a critical consumer market in the GTA.

Strategic Goal #5: Ensure Strong Fiscal Management

Action: Reduce Potential Business Disruption by Actively Managing Niagara Parks' Asset Condition – Facility Condition Index (FCI)

Actively managing its Facility Condition Index (FCI) helps ensure Niagara Parks is able to prioritize required investments in key facilities to reduce disruption to its service levels and operations. Niagara Parks maintains information about its asset condition and replacement/repair requirements in a condition assessment database, referred to as the Asset Management Information System (AMIS). Information in the database is updated annually to reflect investments in asset replacement and reconditioning, aging of assets and current unit costs to replace. FCI is an industry-standard index that objectively measures the current condition of a facility which allows comparison both within and among institutions. To determine FCI for any given set of assets, the total cost of remedying deferred maintenance requirements is divided by the current replacement value. Generally, the higher the FCI, the poorer the condition of the facility.

The current FCI for Niagara Parks assets (excluding decommissioned generating stations) in the AMIS database at November 2021 is .52. This represents a current remediation cost of \$223 million divided by current replacement value of \$426 million. Prior to the pandemic, Niagara Parks had been steadily increasing its investments in asset remediation over the past three years in addition to strategic investments in revenue generating assets and strategic priorities. Niagara Parks was targeting an investment rate in life cycle maintenance over the 10-year plan that exceeded the annual depreciation rate, which would have reduced deferred maintenance on assets and thereby improved Niagara Parks' FCI steadily over the long-term. In 2020-21, Niagara Parks was targeting investment in life cycle replacement of \$11.199 million and strategic capital investments of \$29 million, and the depreciation rate was estimated at \$11.3 million. Due to the impact on revenues, capital investment will be significantly reduced over the next three to five years, and therefore it can be expected that, over the next five years, the FCI will increase and the condition of assets deteriorate.



Niagara Parks is targeting maintaining an FCI of .53 for fiscal 2022-23, provided that there are sufficient revenues from operations to address necessary repairs during the year.

Action: Continue to Implement Workforce Management Plan

Niagara Parks will continue to actively manage its resources and staffing levels across all areas of its operations according to anticipated visitation and revenue levels. As a result of the temporary closure in the first quarter, the phased re-opening permitted by the Provincial Emergency Order, border closures and the global impact of the COVID-19 pandemic, staffing levels were once again reduced in 2021-22 compared to pre-pandemic levels.

For 2022-23, Niagara Parks has taken a conservative approach, anticipating a gradual economic recovery for the tourism sector. It has been identified that there is capacity within current staffing levels to take on additional visitor volume in Niagara Parks’ RPOs and therefore no significant increases 2021-22 staff counts are planned for 2022-23. Table 7.2, provided earlier in the business plan, shows the fluctuation in Niagara Parks’ staffing levels throughout the year, based on operational requirements, visitation trends and business needs, which will continue to be reflected throughout 2022-25.

In 2021, Niagara Parks completed an operational review of the Parks, Environment and Culture and Engineering, Parking and Transportation departments. To date, Niagara Parks has implemented three of the five recommendations outlined in the high potential tier 1 opportunities of the review. In 2022, Niagara Parks will be optimizing its fleet management and exploring further recommendations set out in the review.

Action: Prioritize Grant Funding Opportunities

In addition to revenues generated by its revenue producing operations, Niagara Parks actively seeks additional funding for its capital projects in the form of grants and sponsorship opportunities. As Niagara Parks continues to conserve its financial resources, grant funding will be critical to supporting a variety of projects, from destination events that promote Niagara Parks experiences to environmental and cultural stewardship projects. In 2022-25, Niagara Parks staff will continue to pursue current grants and sponsorship opportunities with a target goal of securing \$2,000,000 in funding. Revenue generated from grants and sponsorship funding, (based on revenue recognized when grant conditions fulfilled) is included in Table 8.5 below, with additional information of grant revenues in Table 9.3 in the Financial Budget and Staffing Section.

TABLE 8.5: GRANT AND SPONSORSHIP REVENUE	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
SPONSORSHIP REVENUE (RECOGNIZED IN YEAR)	\$ 599,154	\$ 739,372	\$ 413,963	\$ 504,590	\$ 130,000
GRANT REVENUE (RECOGNIZED IN YEAR)	\$ 520,243	\$ 282,636	\$ 123,683	\$ 61,452	\$ 16,889,406
	\$ 1,119,397	\$ 1,022,007	\$ 537,647	\$ 566,042	\$ 17,019,406



9.0 Financial Budget and Staffing

Niagara Parks is a board-governed operational enterprise provincial agency that generates revenues from a variety of operations. The largest source of revenue earned is normally from Niagara Parks' commercial activities. For the year ended March 31, 2022, these commercial revenues will generate approximately \$44 million, compared to \$116.2 million in 2019-20 (pre-COVID-19). Niagara Parks also received \$8.5 million generated from water/land rentals, fees, investment income and sundries.

These commercial and ancillary revenues are intended to allow Niagara Parks to operate in a self-sufficient manner while covering the expenditures needed to support the work in the maintenance, parks and administrative departments, operate its own police force and permit Niagara Parks to reinvest in its infrastructure.

Due to the sudden impact of the pandemic on its operations, Niagara Parks received approximately \$16.9 million in provincial government grants in 2020/21 and is expected to receive up to \$11 million for 2021/22 to offset the sudden loss of revenues and to meet its operational and financing commitments.

9.1 Summary of 2021-22 Results, 2022-23 Approved Budget and 2023-25 Forecasts

For the year ending March 31, 2022, Niagara Parks expects a surplus before interest and depreciation of \$3.596 million, and a net loss of \$9.194 million, when factoring in depreciation, interest and changes to the Power Plant Stabilization obligation. Revenues from Revenue Producing Operations increased by 63% or approximately \$11 million, over the prior year, due to the gradual reopening of commercial operations, following COVID related emergency closures. Revenues from the Zip Line and Boat Tour third-party operators also improved by approximately 36%. As visitation has increased, certain costs such as operating expenses have also increased. Maintenance activities have also increased, due to deferral of all but the most critical maintenance repairs during the previous year. Insurance costs have also risen significantly in fiscal 2021/22. Niagara Parks has been able to offset some of these increases through reductions in administrative expenses, and a Provincial COVID-related Stabilization Grant of up to \$11 million.

The 2022-23 operating budget is prepared on the basis that the economic outlook impacting Ontario tourism in the upcoming year will be a very gradual recovery, with a stronger spring and early summer and picking up some higher attendance figures, from markets primarily in Southern Ontario and Quebec, in the late summer and early fall. Niagara Parks' revenues are sensitive to economic risk factors, including changes in exchange rates, interest rates and oil prices all of which have an



impact on discretionary household income available for tourism activities as well as any changes in US visitation from projected levels.

The revised current year budget, projected results and revised three-year forecast, approved by the Commission at its December 2021 Board meeting, are shown in Table 9.1 below.

Niagara Parks is managing the deficit forecasted for 2022 through 2023 using its current line of credit. Niagara Parks has been approved for an increase in its credit line from \$15 million to \$35 million to maintain asset conditions and operations during the global pandemic and recovery period.

	CURRENT FISCAL YEAR			FUTURE YEARS		
	VARIANCE TO			BUDGET		
	BUDGET	PROJECTED	BUDGET			
	Apr. 2021 Mar. 2022	Apr. 2021 Mar. 2022	Apr. 2021 Mar. 2022	Apr. 2022 Mar.2023	Apr. 2023 Mar.2024	Apr. 2024 Mar.2025
Revenue Producing Operations						
Retail	\$ 4,373	\$ 3,581	\$ (792)	\$ 7,132	\$ 8,202	\$ 10,252
Attractions	\$ 9,029	\$ 7,554	\$ (1,475)	\$ 13,300	\$ 15,295	\$ 19,119
Parking/Transportation	\$ 5,085	\$ 6,338	\$ 1,253	\$ 7,707	\$ 8,864	\$ 11,080
Culinary	\$ 4,607	\$ 4,724	\$ 117	\$ 6,000	\$ 6,900	\$ 8,625
Golf	\$ 5,892	\$ 6,085	\$ 193	\$ 6,485	\$ 6,615	\$ 6,747
Total Revenue Producing Operations	\$ 28,986	\$ 28,282	\$ (704)	\$ 40,624	\$ 45,876	\$ 55,823
Land Rent - Ontario Power Generation	\$ 7,721	\$ 7,643	\$ (78)	\$ 7,800	\$ 7,956	\$ 8,115
Boat Tour Revenue	\$ 9,738	\$ 7,911	\$ (1,827)	\$ 11,746	\$ 12,332	\$ 13,565
Zipline	\$ 1,491	\$ 1,777	\$ 286	\$ 1,834	\$ 1,926	\$ 2,118
Grant Revenue	\$ -	\$ 11,235	\$ 11,235	\$ 201	\$ -	\$ -
Sundry	\$ 867	\$ 1,297	\$ 430	\$ 1,374	\$ 1,401	\$ 1,431
Total Revenue	\$ 48,803	\$ 58,145	\$ 9,342	\$ 63,579	\$ 69,491	\$ 81,052
Expenses						
Revenue Producing Operations						
Cost of Goods Sold	\$ 3,272	\$ 2,761	\$ (511)	\$ 5,214	\$ 5,839	\$ 7,236
Operating Expenses	\$ 20,429	\$ 19,262	\$ (1,167)	\$ 21,683	\$ 22,043	\$ 23,187
Strategic Plan Key Priorities	\$ 369	\$ 372	\$ 3	\$ 610	\$ 625	\$ 650
Parks, Environment & Culture	\$ 4,427	\$ 4,440	\$ 13	\$ 4,734	\$ 4,852	\$ 5,046
Engineering & Parks Operations	\$ 11,843	\$ 12,157	\$ 314	\$ 12,844	\$ 13,165	\$ 13,692
Niagara Parks Police Service	\$ 3,549	\$ 3,530	\$ (19)	\$ 3,585	\$ 3,675	\$ 3,822
Administration	\$ 6,322	\$ 5,704	\$ (618)	\$ 5,758	\$ 5,902	\$ 5,138
Insurance and Municipal Payments	\$ 3,477	\$ 2,820	\$ (657)	\$ 3,393	\$ 3,478	\$ 3,617
Sales, Marketing and Visitor Experience	\$ 3,310	\$ 3,503	\$ 193	\$ 3,751	\$ 3,845	\$ 3,999
Total Expenses	\$ 56,998	\$ 54,549	\$ (2,449)	\$ 61,572	\$ 63,424	\$ 66,387
Net Surplus (Deficit) Before Interest & Depreciation	(\$8,195)	\$3,596	\$11,791	\$2,007	\$6,067	\$14,665
Interest Expense	\$1,155	\$1,149	(\$6)	\$1,031	\$1,484	\$1,338
Depreciation & Deferred Stimulus Funding	\$11,424	\$11,041	(\$383)	\$11,825	\$12,075	\$12,475
(Gain) on Disposal of Assets	(\$30)	\$0	\$30	(\$915)	\$0	\$0
Power Plant Obligation Adjustment	\$400	\$600	\$200	\$400	\$400	\$400
Annual Net Surplus (Deficit)	(\$21,144)	(\$9,194)	\$11,950	(\$10,334)	(\$7,892)	\$452



April 1, 2022 – March 31, 2023 Operating Budget

For fiscal 2022-23, revenues are being budgeted to increase 43% over the 2021-22 forecast. Incremental increases are expected at the end of the first quarter and will gain moving into the second quarter and continue into the third quarter. The new Niagara Parks Power Station tunnel experience, expected to open in July 2022, is anticipated to attract significant earned media and help position Niagara Parks as a key destination

Staffing costs align with anticipated visitation and revenue levels and include reduced operating hours.

A deficit of approximately \$10.3 million is still expected in 2022-23, due to the slow recovery and the fixed nature of many of Niagara Parks' costs, including parks maintenance, police security, software licensing, insurance, interest and municipal payments.

Medium-term Recovery Plan

Niagara Parks does not anticipate that attendance levels and revenues will return to pre-pandemic levels until fiscal 2026-27. Niagara Parks developed a medium-range recovery plan, including sensitivity analysis with updated projections, in the spring of 2021. That plan, in conjunction with this business plan will guide Niagara Parks through recovery.

9.2 2022-23 Capital Works Plan

In its original fiscal 2020-21 budget, Niagara Parks included \$35.215 million in capital works, including \$20.215 million for asset replacement and strategic capital projects from funds to be generated through Niagara Parks' commercial operations. For the redevelopment of the decommissioned Canadian Niagara Power Company generating station, Niagara Parks requested, and was approved for, a \$25 million loan through the Ontario Financing Authority (OFA). This loan was advanced over two fiscal years, with a 10-year payback from earnings from the new Niagara Parks Power Station attraction operation, and the ability to repay the loan early, without penalty. The level of capital spending proposed was to address the capital deficiencies backlog identified in Niagara Parks' asset data condition database as well as support implementation of Niagara Parks' strategic plan.

Due to drastically reduced revenues from operations, the capital plan for 2022-23 for projects to be completed from April 1, 2022 to March 31, 2023, is \$4.2 million for critical equipment and facility maintenance items. To complete the required capital spending, Niagara Parks is looking to partially offset the expenditures by applying for a capital grant and seeking third-party sponsorships.



The capital plan for 2022-23 is summarized in Table 9.2 below:

TABLE 9.2 2022-23 CAPITAL PLAN BY ASSET TYPE AND PRIORITY CLASSIFICATION (thousands \$)				
(thousands)	Operational Efficiency	Proactive Replacement	Strategic Investment	TOTAL
Fleet & Heavy Equipment	\$ -			\$ -
Equipment	\$ 1,280			\$ 1,280
Facility Upgrades	\$ 650			\$ 650
Information Technology	\$ 330			\$ 330
Roads, Bridges, Paths Sidewalks	\$ 1,190			\$ 1,190
Niagara Parks Power Station			\$ 750	\$ 750
Sub Total - Life Cycle Capital Replacement	\$ 3,450	\$ -	\$ 750	\$ 4,200

In addition to funding available from Niagara Parks' operations, Niagara Parks is seeking additional funding for its capital projects in the way for grants provided by the MHSTCI which has periodically provided Niagara Parks with funding toward critical projects. In 2020-21 and 2021-22, Niagara Parks received an Emergency Stabilization Grant, as a result of the pandemic's impact on operations, a student wage grant and grants from the Ministry of Natural Resources and Forestry (MNRF) for conservation projects. Grant funding for operating and capital needs is highlighted in Table 9.3 below.

Table 9.3 - Projects funded by Provincial Grant			
Fiscal Year	Funding Ministry	Purpose	Amount (Thousands of \$)
2015-2016	Ministry of Heritage, Sport, Tourism & Culture Industries	Infrastructure renewal	\$1,912
2016-2017	Ministry of Heritage, Sport, Tourism & Culture Industries	Infrastructure renewal	\$3,450
2017-2018	Ministry of Heritage, Sport, Tourism & Culture Industries	Infrastructure renewal	\$207
2018-2019			n/a
2019-2020			n/a
2020-2021	Ministry of Heritage, Sport, Tourism & Culture Industries	Student Summer Experience	\$338
2020-2021	Ministry of Heritage, Sport, Tourism & Culture Industries	Emergency Stabilization Fund	\$16,353
2020-2021	Ministry of Natural Resources & Forestry	Wetland Project	\$75
2020-2021	Ministry of the Environment, Conservation & Parks	Environmental Project	\$65
2021-2022	Ministry of Heritage, Sport, Tourism & Culture Industries	Emergency Stabilization Fund	up to \$11,000
2021-2022	Ministry of Heritage, Sport, Tourism & Culture Industries	Infrastructure renewal	\$550
2021-2022	Ministry of Heritage, Sport, Tourism & Culture Industries	Student Summer Experience	\$201

Debt Financing

Niagara Parks' outstanding long-term debt as of March 31, 2021, was \$18.5 million, with annual principal and interest charges of \$3.211 million, until the debt is retired in April 2027. This financing



relates to the previous redevelopment of Table Rock Centre completed in 2007. Niagara Parks requested and was approved for borrowing of \$25 million from OFA to stabilize the decommissioned Canadian Niagara Power Company generating station and to build a new attraction within the generating station including an immersive multimedia show – launching as the Niagara Parks Power Station. Phase I of the construction was completed in the summer of 2021 with the launch of the daytime experience with interactive exhibits and installations throughout the preserved generator floor and the new immersive multimedia night show, Currents: Niagara’s Power Transformed. Phase II of the project, which consists of the tunnel attraction and viewing platform, is expected to be completed by the summer of 2022. The fiscal 2022-23 budget includes forecasted revenues of \$3.4 million and a contribution of \$2.3 million for the Niagara Parks Power Station. Loan payments for the new attraction are estimated between \$2.8 million and \$3.0 million annually and are scheduled to start in the following year for 10 years. The loan payments are to be financed from the new attraction and include a provision for optional early repayment without penalty.

Foundation or Donations

Niagara Parks will continue to explore the use of donations and fundraising to assist with relevant and appropriate capital projects as determined by the Commission. Niagara Parks will conducting a public re-launch of the Niagara Parks Foundation in the spring of 2022, a board-governed charitable organization designed to raise funds to contribute to Niagara Parks’ environmental and cultural stewardship responsibilities.

Other External Revenues

Engineering maintains a listing of shovel-ready projects identified in the Asset Management Information System (AMIS) reports to take advantage of grant funds that become available.

9.3 Asset Management Plan

Table 9.4 below shows the historical cost and net book value of Niagara Parks' depreciable assets as provided by Niagara Parks' most recent audited financial statements.

Table 9.4 NPC's Depreciable Assets (thousands \$)			
as at March 31, 2022			
(thousands)	Buildings & Structures	Machinery & Equipment	Total
Historical Cost	\$290,572	\$40,654	\$331,226
Useful Life	7 – 40 years	3-10 years	
Annual Amortization Charge	\$8,610	\$2,431	\$11,041
Net Book Value	\$145,929	\$14,632	\$160,561
Net Book Value as a Percentage of cost	50%	36%	

The annual amortization charge of \$11.041 million represents the amount by which tangible capital assets depreciated during 2021-22. This \$11.041 million amount is based on historical costs and does not include funding for inflation, for assets that are fully depreciated from an accounting perspective but are still in use or funding for service enhancement.

Niagara Parks has identified the need for a detailed asset management plan and work continues on the components of this plan, which are:

- State of infrastructure (condition assessment)
- Levels of service (various planning and engineering studies, space planning, master plans, strategic plan – further study required in 2022-23 to determine 10-year needs analysis)
- Replacement strategy (10-year asset replacement plan informed by studies)
- Financing strategy (10-year funding strategy, including funding from operations, debt financing, grants, donations, public private partnerships and other external sources)

This section of the business plan contains the preliminary elements for a detailed asset management plan. The plan's components will be updated as further studies are undertaken to refine them.

State of Infrastructure – Condition Assessment

In conjunction with the Ministry and VFA, Inc., a contracted asset management consulting firm and software provider, Engineering staff have been working on a condition assessment of Niagara Parks tangible capital assets, referred to as the AMIS project. The AMIS project is providing more detailed



information about capital deficiencies and associated funding requirements for incorporation into a long-term capital plan.

The AMIS project has provided a current cost estimate of deficiencies of \$239.715 million, including deficiencies in specific structural items such as electrical systems, roofing, windows, etc. This amount includes an amount for similar deficiencies in power plant buildings quantified at \$16.279 million. Niagara Parks has previously received provincial funding of approximately \$1.8 million to assist in the stabilization process and condition assessment studies of the power plants. The significant reduction in capital deficiency for Power Plants relates to the redevelopment of the former Canadian Niagara Power Generating Station during 2020/21 into a new revenue generating attraction, which opened in July 2021. The reconstruction resulted in the rehabilitation of the facility such that approximately \$12 million in deficiencies were addressed during the rebuild. The value estimates provided in AMIS are updated each year based on updated inspections, capital work undertaken and additional depreciation and an inflation factor for requirements that have not been undertaken. The status of deficiencies (capital requirements) based on the AMIS reports as at November 2021 and inspected by VFA are identified in Table 9.5 below.

<i>(millions)</i>	NPC Operations	Power Plants	Total
Currently Critical	\$ 3,747	\$ 5,871	\$ 9,618
Asset Integrity - Imminent Failure	\$ 9,928	431	10,359
Asset Integrity - Proactive Replacement	\$ 208,800	9,867	218,667
Code Compliance and Legislative	\$ 684	35	719
Discretionary	\$ 277	75	352
Total Capital Deficiency, Nov-2021	\$ 223,436	\$ 16,279	\$ 239,715
Total Capital Deficiency, Nov-2020	\$ 220,787	\$ 28,724	\$ 249,511



Table 9.6 contains a more detailed breakdown of the capital requirements by type of asset.

System Group and Priority	Currently Critical	Code Compliance & Legislative	Asset Integrity - Imminent Breakdown	Asset Integrity - Proactive Replacement	Discretionary	Total Nov 2021	Total Nov 2020
Electrical System	376	125	78	37,847		38,426	36,197
Equipment				65		65	58
Equipment & Furnishings			76	3,000		3,076	2,241
Exterior Enclosure	5,461	11	820	14,946	178	21,416	15,654
Fire Protection				1,591		1,591	1,547
HVAC System	183		3	38,406		38,592	32,611
Interior Construction and Conveyance	298	277		24,793	21	25,389	23,933
Plumbing System	5			6,768	62	6,835	6,601
Site	2,077		9,375	82,036		93,488	93,397
Special Construction				7,141		7,141	6,888
Structure	204	10	2	2,016		2,232	1,125
Other	1,014	296	5	58	91	1,464	535
Total - November 2021	9,618	719	10,359	218,667	352	239,715	220,787

Asset Replacement Strategy

Table 9.7 summarizes the original long-term capital plan forecasted for 2021-2032 for projects to be funded from Niagara Parks operations. As a result of the economic impact of the COVID-19 pandemic and border closures globally, revenues are not expected to return to the pre-pandemic level for several years. The long-term capital plan for subsequent years will be revised in the upcoming year.

	2021-22 Budget	2021-22 Projected	2022-23 Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Earnings before interest & Depreciation	(8,195)	\$ 3,596	2,007	6,067	14,665	18,331	22,914	24,060	25,263	26,526	27,852	29,245
(Increase) Decrease in Working Capital	12,781	519	3,204	3,000								
OFA debt proceeds for Power Plant Renewal	10,000	13,640	-									
Provincial Grant		550	2,000									
Sponsorship for NPPS Tunnel			200									
Repayment of Power Plant OFA		-		(2,845)	(2,845)	(2,845)	(2,845)	(2,845)	(2,845)	(2,845)	(2,845)	(2,845)
Principal & Interest on Debt Charges*	(3,211)	(3,211)	(3,211)	(3,211)	(3,211)	(3,211)	(3,211)	(2,922)				
Capital Funding Forecast	11,375	15,094	4,200	3,011	8,609	12,275	16,858	18,293	22,418	23,681	25,007	26,400
Capital Expenditure Forecast												
Equipment	250	47	1,280	1,000	2,000	1,200	1,600	2,000	2,100	2,205	2,315	2,431
Facilities	1,000	650	100	600	2,000	1,200	4,600	5,000	5,250	5,511	5,787	6,074
Fleet & Heavy Equipment						1,500	2,000	3,000	3,150	3,308	3,473	3,647
Information Technology			330	300	500	510	1,000	1,000	1,050	1,103	1,158	1,216
Park Development	70					500	500	510	536	562	590	620
Roads, Bridges, Paths Sidewalks	55	291	1,440	1,000	3,000	3,000	3,000	3,000	3,150	3,308	3,473	3,647
WEGO Bus Replacement								1,100	1,155	1,213	1,273	1,337
Subtotal Life Cycle Asset Replacement	1,375	988	3,150	2,900	7,500	7,910	12,700	15,610	16,391	17,210	18,069	18,972
Strategic Investments												
Niagara Parks Power Station Attraction	10,000	13,676	750									
Aero Car Upgrades		308	300									
Other attraction renewal		122	-		1,009	4,265	4,058	2,583	5,927	6,371	6,838	7,328
Trails renewal				111	100	100	100	100	100	100	100	100
Subtotal Strategic Investments	10,000	14,106	1,050	111	1,109	4,365	4,158	2,683	6,027	6,471	6,938	7,428
Capital Expenditure Forecast	11,375	15,094	4,200	3,011	8,609	12,275	16,858	18,293	22,418	23,681	25,007	26,400
Capital - Strategic Investment Ratio (Excluding Debt Financed for CNP)	0%	30%	7%	4%	13%	36%	25%	15%	27%	27%	28%	28%

* Loans mature: OFA - April 30, 2027 and TD Bank - Oct. 31, 2027



The revised 2022-23 asset replacement plan incorporates \$3.15 million in life cycle asset replacement as well as \$750 thousand for the enhanced viewing platform for the tunnel attraction in the new Niagara Parks Power Station and Aero Car upgrades of \$350 thousand.

In 2018-19, Niagara Parks approved a Cash Management Policy and a Capital Works and Equipment Maintenance and Renewal Program Policy to assist in development of capital plans that ensure maximum funds are made available for investment in deferred maintenance and strategic priorities while ensuring long-term financial sustainability and flexibility for Niagara Parks operations. Most of Niagara Parks' revenues are earned in the first two quarters of the fiscal year and capital works are generally completed in the last two quarters of the fiscal year after peak season operating results are known, which provides a contingency to temporarily defer capital if earnings in a year do not meet budget.



10.0 Information Technology and Electronic Service Delivery Plan

Niagara Parks' digital vision is to "facilitate a reliable, safe, secure and high-speed internet experience".

To support the provincial priority of improving digital service delivery, planning to achieve this vision will commence in 2022. Niagara Parks will collaborate with tourism stakeholders and drive more visitors to Niagara Parks with an improved, seamless Wi-Fi guest experience.

As part of the plan, third-party high-speed internet access will be sought for guests visiting along the 56km Niagara Parkway. Additionally, the improved internet access will enable smart technologies like CCTV, people counters, sensors and Internet of Things (IoT) to improve Niagara Parks' operational efficiencies.

This past year Niagara Parks implemented the first modules of its ERP solution (Unit4 ERP) – General Ledger, Accounts Payable, Accounts Receivable, Financials, Fixed Assets, Expense Ledger, Product Costing, Inventory and Financial Planning & Analysis (FP&A), and System Administration. In 2022, Fleet Management and Talent Management modules will be introduced.

Meanwhile the Niagara Parks' Information Technology (IT) division continues to support existing operations with three IT functional areas: Network and Infrastructure Services; Application Services; and, Helpdesk Services. The following is an overview of the accomplishments of 2021-22 and plans for 2022-23 period.

10.1 Accomplishments of 2021-22

Network Services

- Enabled a remote workforce by delivering a robust, secure, network access solution with multi-factor authentication
- Improved cybersecurity by renewing support and subscriptions to 14 network firewalls that are in place to thwart malicious attempts to gain access to the Niagara Parks network
- Renewed software licenses for Cortex XDR which helps prevent zero-day exploits, malware, ransomware and file-less attacks
- For the Niagara Parks Power Station, procured, configured and deployed required Wi-Fi, POS (retail and attractions), computers and peripherals
- Removal of 41 ADP Timeclocks for a cost savings of \$42K annually
- Developed and presented Cyber Security Phishing Training
- Completed PCI-DSS internal audit to ensure preservation of PCI-DSS compliance



Application Services

- Participated in the Unit4 ERP implementation including General Ledger, Accounts Payable, Accounts Receivable, Financials, Fixed Assets, Expense Ledger, Product Costing, Inventory and Financial Planning & Analysis (FP&A), and System Administration
- Design and developed COVID people counting, testing and reporting systems
- Designed and developed an Application Program Interface (API) with ADP which provides an encrypted transmission of core ADP information to Niagara Parks daily
- Completed application audit from external auditor, including the 74 responses to data sets
- Designed and developed a Learning Management System and related training content
- Designed and developed fueling reporting system
- Developed trail and boat launch counter dashboards
- Decommissioned LinkedIn Learning subscriptions for a cost savings of \$9k
- Decommissioned Skype for Business and implemented Microsoft Teams
- Developed a Unit4 mapping tool to integrate data from BMO into Unit4
- Modified Unit4 workflows and fields for Finance and Procurement
- Redeveloped revenue recognition reporting from Accesso ticketing system

Helpdesk and Infrastructure Services

- Virtual computer hosts were migrated to the latest versions ESXi 6.7.
- Dell production servers were upgraded to the latest firmware
- The Hewlett-Packard data storage systems were upgraded to the latest version at Oak Hall and Table Rock data centres
- The backup software (VEEAM) was upgraded to the latest release, Version 11
- Niagara Parks office equipment was removed from the third and fourth floor of Oak Hall in preparation for Smart Lab occupancy
- As of October 31, 2,749 Helpdesk tickets were close with 8 remaining open, providing a closure rate of 99.7%. IT Helpdesk service levels have been maintained throughout the pandemic.

10.2 Plans for 2022-23

Network Services

- Maintain and support a robust, secure, network access solution necessary to enable a remote workforce



- Replace two end of life Palo Alto firewalls
- For the Niagara Parks Power Station Phase II, provide tunnel Wi-Fi, emergency calling, infrastructure and networking of peripheral devices
- Replace Grand View and Queen Victoria Park Card Data Environment (CDE) end-of-life firewalls
- IP Schema change across Parks devices
- At select southern sites, secure network cabinets with new locking devices
- Complete PCI-DSS internal compliance audit

Application Services

- Develop and support the changing COVID-19 attestations, tracking, and reporting
- Participate in the Unit4 ERP Fleet Management implementation
- Participate in the Unit4 Human Resources Talent Management implementation
- Replace 65 Culinary end-of-life Point-of-Sale (POS) units
- Upgrade Retail Pro 8.6 (end-of-life) to version 9
- Develop Retail Pro 9 integrations into Unit4 ERP
- Accesso ticketing upgrade to 4.8.03
- Enable secure, external, payment processing with Moneris Checkout for Niagara Parks customers

Helpdesk and Infrastructure Services

- Provide infrastructure support to the Canada Games 2022 event
- Implement telephony software solution for Legends Golf course
- Upgrade VMWare Servers to ESX 7.0
- Develop Single Sign On (SSO) for Adobe Products
- Run new Bell lines to Niagara Parks Police
- Replace IT Helpdesk ticketing system
- Receive and resolve 255+ monthly IT requests for help with overall closure rate of 95%
- Provide Helpdesk support for a growing number of printing devices, Wi-Fi access points, switches, IoT, data collections, databases, multi-function printers, mobile devices, telephony devices and other network devices



11.0 Initiatives Involving Third Parties

Niagara Parks continues to work with partners to achieve its overall operational requirements. Niagara Parks seeks to expand its outreach into regional, national and international communities and organizations that share the common interest of promoting environmental and cultural stewardship, growing tourism and furthering the Niagara Parks brand story. Niagara Parks strengthens its partnership arrangements through the development of agreements on significant initiatives, as well as memorandums of understanding and/or membership as means to providing clarity of the working relationship. The strength of the partnership is contingent on all parties achieving mutually agreed to goals and objectives.

The following charts outline third-party partners to Niagara Parks. It should be noted that Niagara Parks does not provide grant funding to any of the parties below.

11.1 Business Development, Events and Public Relations

Third Party Name	Business Objective	Business Strategy
Niagara City Cruises	Operator for boat tour service for Niagara Parks under a 30-year agreement that began in 2013.	The boat tour is a Canadian Signature Experience and a key demand generator for Niagara Parks and the destination. Niagara Parks works collaboratively with Niagara City Cruises on packaging and promotions to drive higher visitation and revenue.
Niagara Adventure Excursions (operating as WildPlay Niagara Falls)	Operator of two attractions for Niagara Parks: Zipline to the Falls and Whirlpool Adventure Course, under what is now a 20-year contract (pending the meeting of set investment criteria) that originally began in 2014.	The zipline and adventure course are two attractions that offer guests an opportunity for an adventurous experience.
Falls Fireworks Series (on hold pending COVID-19 restrictions)	Activate fireworks series and coordinate the program on behalf of local stakeholders.	Fireworks enhance visitation for all partners. The program runs in the summer (May to Thanksgiving). Fireworks is intended to extend the guests' stay in Niagara Falls, including encouraging overnight stays. The series was cancelled in 2020 as a COVID-19 preventative measure (discourage large group gatherings).



Third Party Name	Business Objective	Business Strategy
Illumination Support of the Falls	Niagara Parks is a member of the Niagara Falls Illumination Board, a not-for-profit corporation made up of 18 representatives from the City of Niagara Falls (Ontario), Ontario Power Generation Inc., City of Niagara Falls (New York), New York State Parks, New York Power Authority.	It is the Illumination Board's responsibility and mandate to finance and maintain the nightly illumination of both the Canadian Horseshoe and American falls. The Falls' illumination is another key activation for the destination.
New Year's Eve (NYE) On-hold in both 2020 and 2021.	Co-host annual NYE show in Queen Victoria Park by way of a contractual relationship with the City of Niagara Falls and other community stakeholders.	This is an important event for the destination to maximize revenue and public relations potential for Niagara Parks and the stakeholders.
WEGO Vehicle Transportation System	In August 2011, Niagara Parks and the City of Niagara Falls signed a 10-year agreement to develop an integrated Visitor Transportation System, known as WEGO, to provide a seamless connection between tourist areas within the City and Niagara Parks' sites and attractions.	Niagara Parks received 11 new fully accessible buses (nine articulated/two single buses) as part of the overall \$50 million in funding provided to the City by the federal and provincial governments for this project. Annually \$1.15 million is paid by Niagara Parks to the City as part of a 10-year agreement.
Regional Tourism Organization (RTO)	RTOs have the responsibility for marketing as well as longer-term strategic planning for tourism regions, including product development, workforce strengthening and the provision of travel information.	Niagara Parks serves on the board of the RTO. Participation allows Niagara Parks to take part in and help influence the cooperative advertising and marketing strategies to promote visitation and increased stays within the region.
Scotiabank (Niagara Falls) Convention Centre	Niagara Parks is a founding partner in the Scotiabank Convention Centre in Niagara Falls. Niagara Parks has a seat on the board of directors.	Niagara Parks supports the Convention Centre to help draw meetings and conventions to the destination and Niagara Parks receives business from those conventions.

Third Party Name	Business Objective	Business Strategy
Niagara Falls Tourism	Niagara Parks is a member of Niagara Falls Tourism and serves on the board for the local destination marketing organization.	Tourism is a critical part of Niagara Parks' business and having a strong and well-performing Destination Marketing Organization (DMO) is important in providing marketing programs that benefit the destination and Niagara Parks.
Winter Festival of Lights	Niagara Parks was a founding partner in the original community event and remains a significant contributor to what is now a tourism-led event by way of lighting design, programming and manual support.	The event draws visitors to Niagara Falls and extends the destination's season. Winter Festival of Lights is overseen by Niagara Falls Tourism.
Culinary Tourism Alliance (CTA)	Organization promoting champions of local food and beverages in Ontario	Membership and Feast ON certifying Niagara Parks' full-serve restaurants supports brand alignment and provides positive economic impact.
Culinary Franchises – Tim Hortons	Niagara Parks owns and operates one Tim Hortons franchise located at Queen Victoria Place.	Provides a recognized quick serve food option to guests and offers Niagara Parks a revenue generating opportunity.
Ontario Restaurant Hotel and Motel Association (ORHMA)	ORHMA is an organization supporting the restaurant and tourism industry in Ontario and is linked to Restaurants Canada (formerly Canadian Restaurant and Foodservices Association)	Niagara Parks is a member and works in partnership to promote the industry
Golf Canada	Golf Canada is the National Sports Federation and governing body for golf in Canada representing 271,000 golfers and 1,400 member clubs across the country. Golf Canada's mission is to increase Canadian participation and excellence in golf.	Niagara Parks Golf maintains membership and participates in many of Golf Canada's programs including supporting for Professional and Amateur competitive events and grow the game initiatives.
Stanley Thompson Society	The society is committed to celebrating and preserving the legacy of Canada's premier golf architect Stanley Thompson.	Whirlpool Golf Course is a Stanley Thompson designed golf course and supports the society with membership. The membership enables networking opportunities, research, archives and learning more about Thompson through guest speaker series.

Third Party Name	Business Objective	Business Strategy
Digital Attractions	Operator of the FX Studio photo capture services at Table Rock Centre and Grand View Marketplace. The studio captures photos of guests at Journey Behind the Falls, Hornblower Niagara Cruises, White Water Walk and Butterfly Conservatory.	Operations are also being implemented at Whirlpool Aero Car.
Double Deck Tours/Ambassatours	Operator of an in-park bus tour formerly operated by Double Deck.	The in-park bus tour provides guests with a unique and entertaining tour narration of the history, sights and sounds of Niagara Parks. Operations were suspended for the 2020 and 2021 seasons.
Whirlpool Jet Boat Tours	Operator renting excess space at Floral Clock	Brings traffic to Floral Clock retail store
Pinnacle Scopes	Operator of viewing machines	Provides amenity to guests and revenue for Niagara Parks
Metrolinx	Metrolinx, an agency of the Government of Ontario under the Metrolinx Act, 2006, was created to improve the coordination and integration of all modes of transportation in the Greater Toronto and Hamilton Area.	Promotional partnership with Metrolinx in 2017 to support summer train service to Niagara including bike storage cars on each train schedule. Partnership facilitates access to other Ontario markets as well Metrolinx's broader mandate to encourage and support cycling and active transportation.
SMARTlab Niagara	Experiential PhD research program, working out of Oak Hall	MOU signed with Niagara Parks
District School Board of Niagara and Niagara Catholic District School Board	Co-op education placement in Niagara Parks culinary venues	Supports tourism as an opportunity for employment and assists in recruitment
Ministry of Labour, Training and Skills Development	Coordinating apprenticeships for trades in Ontario	Used by culinary services for chef apprentices (in addition to other departments utilizing apprentices in trades)
Niagara College – Canadian Food and Wine Institute	Work in partnership for apprenticeships and co-op programs for culinary services	Supports local job economy and recruitment efforts



Third Party Name	Business Objective	Business Strategy
Destination Canada	Destination Canada, the national marketing organization, promotes Canada as a travel brand in key international markets.	Niagara Parks leverages marketing programs offered by Destination Canada ranging from meetings and conventions, travel trade, digital marketing and travel media relations.
Destination Ontario	Destination Ontario, as the provincial marketing organization and sister agency, provides important marketing initiatives that support Niagara Parks' tourism marketing efforts.	Niagara Parks' leverages consumer, travel trade and travel media relations activities that Destination Ontario develops each year.
Destination Toronto	Niagara Parks is a member of Destination Toronto, the official destination marketing organization for Toronto.	Niagara Parks leverages sales and marketing programs offered by Destination Toronto, including international meetings and convention leads, travel trade and travel media opportunities.

11.2 Environment

Third Party Name	Business Objective	Business Strategy
Environment Canada (Habitat Stewardship Program and Great Lakes Sustainability Fund) and the Ontario Ministry of Natural Resources and Forestry (MNRF) (Species at Risk Stewardship Fund)	To acquire resources needed to protect, maintain and preserve natural areas that make up 25% of Niagara Parks' lands.	In addition, resources are used for education and outreach both internally and externally.
Niagara College and Brock University	Provide expertise for various environmental, recreational and technical programs to support Niagara Parks' stewardship program and Botanical Gardens.	Provide NPC staff with valuable data. In 2018, NPC signed a memorandum of understanding with Brock University to collaborate on environmental stewardship initiatives. In 2020, NPC signed another MOU with Brock and Ontario Trails Council to support trail research and development.

Third Party Name	Business Objective	Business Strategy
Science North	Support programming at the Niagara Glen Nature Centre and the Niagara Parks Power Station.	Liaise with Science North to manage the Nature Exchange program at the Nature Centre and develop exhibits at the new Niagara Parks Power Station.
Audubon International	The Audubon Cooperative Sanctuary Program for Golf is an award-winning education and certification program that helps golf courses protect the environment and preserve the natural heritage of the game of golf. By helping people enhance the valuable natural areas and wildlife habitats that golf courses provide, improve efficiency, and minimize potentially harmful impacts of golf course operations, the program serves an important environmental role worldwide.	To achieve certification golf courses must demonstrate a high degree of environmental quality in 6 separate categories. Legends on the Niagara has achieved full certification while Whirlpool continues to progress. The certification is promoted to guests as a sustainable initiative through events and various communications.
Corporate and non-profit support [OPG, Friends Groups, Naturalists, Niagara Peninsula Conservation Authority, Land Care Niagara, MNRF, Ontario Access Coalition (Boulderers), Royal Astronomical Society Club – Niagara Centre, Niagara Geological Society]	Alliances have allowed for environmental, educational and recreational initiatives that Niagara Parks would not otherwise have the internal resources to achieve.	Collaboration provides support for numerous preservation and restoration activities on Niagara Parks' lands.
Forests Ontario	Research and development of tree seed collection strategy for Niagara.	Provides the opportunity to offer seed collection related workshops and training to Niagara Parks staff.
Ontario Power Generation (OPG)	Improvements on the Lands Protection Program.	Partnership with OPG provides funding and technical support to Niagara Parks in its native tree planting and reforestation efforts.

Third Party Name	Business Objective	Business Strategy
Monarch Teachers Network, Toronto and Region Conservation Authority and Niagara Falls Nature Club	To increase the education programming and outreach of Niagara Parks' Butterfly Conservatory.	Provides the capabilities to offer educational programming to local teachers and students using monarch butterfly life history along with providing funding to offset monarch workshop costs to participants.
Canadian Food Inspection Agency	Research in management and control of invasive species.	Research in controlling damage from emerald ash borer and hemlock woolly adelgid.
Trail and cycling organizations (Greater Niagara Circle Route, TransCanada Trail, Waterfront Trail, Greenbelt Route, Ontario Trails Council, Venture Niagara, Ontario by Bike)	Increase promotion and development of cycling opportunities and infrastructure within Niagara Parks and the surrounding region.	Provides opportunities for joint marketing initiatives, access to funding and trail management expertise as it relates to the Niagara River Recreation Trail.
American Public Gardens Association	Niagara Parks is a member of American Public Gardens Association, a preeminent association for public garden professionals and serves on the board to gain an advanced understanding of the field of public horticulture.	Niagara Parks leverages its board membership to gain insight into best practices, offered through educational and networking opportunities,

11.3 Heritage and Indigenous Programs

Third Party Name	Business Objective	Business Strategy
Parks Canada	Programming Partner	Collaboration on events and tours. Cross-promotional opportunities as appropriate. Niagara Parks has an MOU with Parks Canada (updated in December 2020).
Printery Group	Maintain the Printery Collection at Mackenzie Printery heritage site.	Collaborate with local community association to showcase the history of printing.

Third Party Name	Business Objective	Business Strategy
Wilfrid Laurier University	Archaeology at Old Fort Erie	The Wilfrid Laurier University Archaeology Field School has been actively involved at Old Fort Erie and nearby Bertie Hall over the past five years. It is focused on the 1764 to 1815 period of occupation.
Landscape of Nations 360	Indigenous Education Initiative to provide a comprehensive understanding of the Indigenous experience in the Niagara Region through partnership with indigenous leaders and educators to enhance how Indigenous histories, cultures and contemporary issues are taught in K to 12 classrooms	Supports the Niagara Parks mandate of preserving the cultural stewardship of the Niagara River corridor through recognition of the important role of indigenous people held in the history of the region.
Friends of Laura Secord	The Friends of Laura Secord is a community group with the primary goal of preserving, strengthening and perpetuating the Secord legacy so it can continue to inspire and educate future generations about the many people who helped to define Canada.	Collaborate on summer events and share in highlighting the life and era of Laura Secord.

11.4 School of Horticulture

Third Party Name	Business Objective	Business Strategy
Olds College, Olds Alberta	Articulation agreement for Niagara Parks' School of Horticulture graduates to obtain a Bachelor of Applied Science Degree (block transfer).	Supports corporate excellence objective in building the Niagara Parks' School of Horticulture program as a national program of recognition.
Awaji Landscape Planning and Horticulture Academy (ALPHA Academy), Hyogo, Japan	Exchange program allows Japanese students to attend Niagara Parks' School of Horticulture for advanced study and an opportunity for Niagara Parks students to seek internship placements in Japan.	Supports corporate excellence objective in building Niagara Parks' School of Horticulture program globally.



Third Party Name	Business Objective	Business Strategy
National Association of Landscape Professionals (NALP), United States	This governing body of the landscape industry for North America has accredited Niagara Parks' School of Horticulture program as being the equivalent of a four-year bachelor's degree program.	Supports Corporate Excellence objective in building Niagara Parks' School of Horticulture program as a national program of recognition.
City of Niagara Falls	Schools in Bloom program – Niagara Parks' School of Horticulture students actively participate in a consultative capacity with all high schools in the City to beautify school properties and engage young people in horticulture.	Supports corporate excellence objective and demonstrates commitment to natural and cultural stewardship.
Niagara Catholic District School Board	This partnership allows high school students enrolled in horticulture and a high skills major program in horticulture to complete their studies at the Botanical Gardens with a hybrid teaching model using class lectures with studies in the gardens and working with Niagara Parks' students.	Supports growth of Niagara Parks' diploma program through enhanced reach to potential future students and increases applicants to program.
Niagara District School Board	Niagara Parks will support the DSN to deliver portions of their Green Industries Specialty High Skills Major – “Dig It” program's curriculum within the Niagara Parks Botanical Gardens	Supports and benefits Niagara Parks by further expanding the presence of the School of Horticulture in the local educational market.
Canadian Wildlife Federation	Memorandum of understanding developed to enable collaborative activities between Niagara Parks and Canadian Wildlife Federation with a focus on education.	Supports development of Niagara Parks' educational programming for Niagara Parks' staff, students and visitors. Provides access to experts in horticulture, forestry and conservation. Further opportunities for ecological restoration and research.



Third Party Name	Business Objective	Business Strategy
Canadian Garden Council	Continued support as founding member to increase promotion of Niagara Parks, the Botanical Gardens, the School of Horticulture and other Canadian gardens and tourism experiences, education opportunities and to cultivate joint marketing strategies.	Provides opportunity for joint marketing initiatives and access to resources from participating members. Requires further study to develop staffing plan.
Master Gardeners of Ontario, Garden Club of Niagara and Horticulture Society of Niagara Falls	Partnership to provide learning opportunities to visitors, students and members to advance awareness and education (agreement to be developed).	Supports growth and development of the visitor experience at the Botanical Gardens and creates other revenue opportunities for the partners.
School of Horticulture Alumni Association	Promote and support Niagara Parks' School of Horticulture, its current students and alumni.	Niagara Parks staff liaise with the Alumni Association supported by its terms of reference.



12.0 Communication Plan

In 2022-23, corporate communications will continue to support and implement Niagara Parks' key strategic priorities identified in the 10-year Strategic Plan and this business plan. In so doing, communications efforts will be aligned and positioned to support the overall strategic directions identified and promoted by the provincial government and the Ministry.

12.1 2022-23 Business Goals

- Provide external and internal communications support to Niagara Parks' diverse operational units and revenue-generating departments
- Support Niagara Parks' efforts in both its brand management and reputational objectives thereby enhancing Niagara Parks' overall image and financial performance
- Implement corporate communication plan, in support of Niagara Parks' 10-year Strategic Plan objectives and brand initiative, to further Niagara Parks' corporate objectives and reputation
- Continue to build upon Niagara Parks' internal communications efforts and capabilities to ensure support and organization-wide buy-in for strategic and corporate initiatives

12.2 2022-23 Communications Goals

- Continue to build awareness and support among key stakeholder groups for the strategic plan and the resulting capital/program priorities to be pursued
- Support the continued implementation of Niagara Parks' brand initiative through identifying new and unique storytelling opportunities that promote Niagara Parks' diverse offerings and role as the environmental and cultural steward of the Niagara River corridor
- Increase awareness and understanding of Niagara Parks as a provincially and nationally significant tourism asset with the goal of making Niagara Parks, not only one of the most respected parks agencies in Canada, but also one of the most spectacular Parks in the world
- Continue to enhance and strengthen the relationship between Niagara Parks and its identified stakeholders, ensuring Niagara Parks' vision, mission, economic importance and strategic plan are shared with and understood by these important stakeholder groups
- Manage issues proactively to continue to build and enhance the corporate reputation of Niagara Parks
- Provide strategic communication support for key Niagara Parks initiatives in 2022 including: Phase II of the Niagara Parks Power Station and adaptive reuse of other power plants; creating itinerary ideas and tourism routes; environmental and cultural stewardship



initiatives; relaunch of the Niagara Parks Foundation; Niagara 2022 Canada Summer Games; implementation of new digital strategy; continued implementation of Enterprise Resource Planning (ERP) system and support contract discussions between Niagara Parks and OPSEU Local 217

Key Target Audiences/Stakeholders

- Niagara Parks employees
- The Government of Ontario
- Residents of Ontario
- The Government of Canada
- The local community – residents, community groups and municipal governments of Niagara Falls, Fort Erie, Niagara-on-the-Lake and Niagara region
- Tourism organizations such as Niagara Falls Tourism, Tourism Partnership of Niagara, the Scotiabank Convention Centre, local BIAs, Destination Ontario, Destination Canada, the Travel Industry Association of Canada, the Travel Industry Association of Ontario, Attractions Ontario, Culinary Tourism Alliance, attraction operators, local hoteliers and golf course operators
- Local, national and international media
- Tourism visitors

12.3 Success Factors

The following factors are critical in achieving the goals of this Communication Plan:

Advance preparation and a proactive approach

Advance preparation and a proactive approach to communications, issues management and event plans, including the development of key messages, identification of target audiences and tactics are needed to ensure maximum exposure and coverage of Niagara Parks events and initiatives and positive reputational positioning for the organization. This will be managed through the implementation of the corporate communications plan.

Consistency

Consistency in delivering key messages is fundamental to the success of all corporate communications. Approved key messages will form the basis of all corporate communications



related to public-facing events and campaigns, as well as internal corporate initiatives and strategic projects, that are of significant interest.

To ensure consistency, key messages in issues/communications/event plans will be shared in advance with the Chair and CEO as well as with members of the Executive Team who may be required to speak publicly to a matter. Information will also be shared with Commissioners and senior staff as they may be expected to use and deliver these key messages when discussing Niagara Parks business/activities with stakeholders and others. Key messages will also be used to brief Niagara Parks' Guest Services Centre to ensure consistency across all platforms. Additionally, customized key messages will be distributed to directors, managers and supervisors across Niagara Parks to share with front-line staff to help them communicate with and answer questions from the public.

Internal/Employee Communications

Niagara Parks is one of the largest employers in Niagara region. Commitment to internal communications ensures employees have accurate information about any current and/or future activities to be pursued by Niagara Parks for sharing with colleagues, family, friends and associates in the community and region. Internal communications will continue to emphasize the vision and objectives of this business plan and the corporate initiatives in the strategic plan. In an effort to reach the largest number of staff, internal communications will take advantage of multiple communication vehicles such as email, Niagara Parks' employee website Our Park, bulletin boards, employee newsletters and face-to-face communications through town halls, executive tours and targeted messaging provided to directors, managers and supervisors to share with their staff.

Many of the strategic plan's initiatives require communications support and plans, especially when an initiative has a direct impact on staff (e.g. venue change, process change, skill change, role change, etc.). Employee communications will highlight several corporate initiatives being pursued this year as identified in this plan.

Communications Protocol with MHSTCI

While Niagara Parks has primary responsibility for communicating decisions/activities, existing Ministry/agency protocols with respect to issues management and communications must be followed. The Ministry will continue to be apprised of significant public matters and asked to provide input with respect to key messages and speaking points through regular reporting mechanisms such as the six-week agency roll-out and additionally on a case-by-case basis.



Commitment to Transparency

Niagara Parks is committed to openness and transparency which guides all communications initiatives. This commitment is demonstrated through the distribution and publication of Niagara Parks' Annual Report and Audited Financial Statements, public Board meetings, publication of agendas, reports, minutes and media releases on Niagara Parks' website, the full integration of Niagara Parks' Guest Services Centre to respond to visitor and public enquires and the hosting of public information sessions on key issues and initiatives pursued by Niagara Parks.

12.4 Tactics

Media Relations

Corporate communications, which includes public relations and media relations expertise, contributes to the overall effort to attract visitors to Niagara Parks and Niagara. This combination is critical to achieving the business and communications goals of this plan given limited advertising and marketing budgets.

Earned media coverage through public relations activities supplements advertising buys, maintains the profile of Niagara Parks in major tourism markets and helps open new markets internationally and domestically.

2022-23 media relations activities will include:

- Managing an internal corporate and public relations event calendar that will identify all events, milestones and other story opportunities throughout the year to ensure ongoing coverage and a proactive approach to media relations
- Issuing media advisories and news releases for all events and initiatives of media interest to promote Niagara Parks and provide reasons for guests from Canada, the US and international markets to visit and/or return to Niagara Parks
- Issuing corporate news releases proactively to advise the local news media, members of the public, bordering municipalities, relevant stakeholders, etc. regarding infrastructure projects, environmental initiatives, road closures and other public notices to maintain positive reputational positioning among the local community
- Under the guidance of the corporate communications plan, developing strategies and best practices for informed and targeted media outreach, to better understand our media audiences
- Prioritizing the use of new media such as photo and video assets and seeking out storytelling opportunities with Niagara Parks' marketing team



- Aligning media relations activities with social media campaigns and web content launches to leverage Niagara Parks' digital audiences, build awareness and ensure cohesiveness of messaging, tone and voice across all platforms
- Facilitating editorial board meetings and media interviews for the Chair, CEO and identified spokespersons across all departments
- Continuing to build and maintain positive working relationships with local media to preserve Niagara Parks' reputation as a responsive, open and transparent organization
- Identifying new media contacts on a national and international scale and building strong working relationships
- Updating and increasing corporate communications content on Niagara Parks' digital platforms (e.g. corporate website, employee website Our Park)
- Increasing awareness of the role and importance of Niagara Parks as a provincial and national treasure
- Promoting Niagara Parks as one of the most spectacular Parks in the world

Internal Employee Communications

In 2022-23, internal communications will continue to play a vital role in ensuring all employees have accurate information about future directions/decisions made and the reasons behind those decisions. On an operational level, strong internal communication across departments will help ensure the success of different projects and initiatives, as well as business continuity. This will be especially important as the organization focuses on its COVID-19 recovery plans. In support of this, Niagara Parks will continue to promote communications vehicles designed to foster ongoing dialogue and positive engagement between staff and management, such as:

- Weekly CEO "Welcome to the Week" updates and monthly newsletter
- Employee updates and communication plans developed in support of strategic plan projects/programs of significance
- Memos/bulletins/all users communications from the CEO which have proven to be valuable in communicating important information to staff immediately and unfiltered, on issues of critical importance to Niagara Parks
- Leverage the effectiveness of in-person communication by providing simplified and targeted messaging for directors/managers/supervisors to share verbally with their staff and to help answer questions
- Employee website, Our Park, with all relevant policies, issues and happenings within Niagara Parks



- The CEO will meet with Niagara Parks employees in a town hall format to share information on various topics, including Niagara Parks' overall financial performance and strategic plan and objectives for the future (delivery mechanisms for this will be evaluated for 2022 and potentially beyond)
- The CEO and Executive Team will meet with directors, managers and supervisors to share information on corporate initiatives, strategic and capital projects and to discuss successes and challenges in the workplace (delivery mechanisms for this will be evaluated in for 2022 and potentially beyond)
- Continue holding smaller, more informal group discussions between management and staff on a departmental basis to receive individual concerns and issues faced by employees
- Executive Team visits to all work sites

Stakeholder Outreach Initiatives

Board and public meetings held with residents and municipal councils over the past several years have been successful in demonstrating Niagara Parks' commitment to openness and transparency. In 2022-23, these initiatives will continue and include presentations to local municipal councils/public provide information on Niagara Parks' operations, economic importance and the significant role Niagara Parks plays with the community. Not only is this an educational opportunity, it can also be used to generate feedback and build stakeholder support for issues of importance to Niagara Parks, such as:

- Priorities/programs resulting from the strategic plan
- Queen Victoria Park master plan
- Adaptive reuse of Toronto Power and Ontario Power Company Generating Stations
- Development of new programs – reaching out to stakeholders, soliciting feedback on creation of new event plans, as well as Indigenous tourism and cycling strategies
- Holding open Board meetings throughout the year, guided by public health regulations
- Hosting regular Public Information Centres to provide members of the public opportunities to meet with Niagara Parks staff, learn about plans and projects and provide feedback

Niagara Parks will also continue to take a proactive approach with industry associations and partnerships it is involved in. While Niagara Parks has established relationships with local stakeholders such as Niagara Falls Tourism and the Tourism Partnership of Niagara, staff also provide regular briefings with organizations such as Destination Ontario, the Tourism Industry Association of Ontario, Destination Canada and the Tourism Industry Association of Canada to



better promote Niagara Parks, its goals and its importance to the tourism sector. Niagara Parks' continued relationship with these organizations is threefold:

- Raise awareness of the important and vital role Niagara Parks plays in the tourism industry
- Ensure that the voice of Niagara Parks is not overlooked on issues of importance to Niagara Parks and its role as one of Ontario's premier tourism sites
- Involve Niagara Parks in marketing and promotional events, and other initiatives designed to attract visitors to Niagara Parks, Niagara Falls and the Niagara region

Provincial Government Outreach

As a provincial agency, Niagara Parks has numerous reporting mechanisms including a Memorandum of Understanding with the Ministry of Heritage, Sport, Tourism and Culture Industries, business plan, annual report, and issues notes designed to inform and ensure its accountability to the Province of Ontario. In 2022-23, Niagara Parks will continue with initiatives to increase awareness and understanding of Niagara Parks, its mandate, vision and importance, including briefings and meetings with the Minister, Deputy Minister, MPPs and MPs (federal government) in support of projects and initiatives of importance to Niagara Parks and Niagara region.

Social Media

Niagara Parks' communications team will continue to work collaboratively with Niagara Parks' marketing team to share content so that pitches/releases/advisories written for the mainstream media are repurposed for Niagara Parks' social and digital channels, while visual and written content prepared for web and social are also used for Niagara Parks' corporate communications.

Photography and video continue to be used whenever possible in media relations activities and in social media initiatives to enhance storytelling capabilities. Videos are posted on Niagara Parks' website and social media sites such as YouTube, Instagram and Facebook, as well as shared directly with media using a cloud solution.

Speaking Opportunities

Niagara Parks will continue to seek speaking opportunities for the Chair and CEO regarding Niagara Parks' role, contribution, goals and continued commitment to environmental and historic stewardship and preservation practices.

Niagara Parks will identify opportunities in Toronto and other key media and visitor markets in Ontario to help raise the profile of Niagara Parks. Opportunities in Buffalo and New York will be evaluated as cross-border travel re-opens.



Niagara Parks Website

Detailed information is posted on Niagara Parks' websites to ensure continued openness and transparency with the public. Niagara Parks will continue to enhance these websites to promote Niagara Parks and increase visitation and sales.