



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



**Parks of the
St. Lawrence**

Strengthening our Foundation for a Sustainable Future **STRATEGIC PLAN 2021 - 2026**

Image: Long Sault Parkway - South Stormont, ON

A LETTER FROM THE BOARD CHAIR, GENERAL MANAGER AND CEO

On behalf of the St. Lawrence Parks Commission (SLPC) and the St. Lawrence Parks Commission Board of Commissioners, we are pleased to present the 2021-2026 strategic plan.

For nearly 70 years, the SLPC has been a leading tourism organization in Eastern Ontario with lands extending over 200 km along the St. Lawrence River corridor, offering a diverse collection of recreational, heritage, educational and cultural opportunities.

In 2020, during an unprecedented tourism year facing COVID-19, the St. Lawrence Parks Commission undertook the development of a new 5-year strategic plan and 10-year road map to serve as our foundational strategy for responding to challenges and aging infrastructure, moving the Commission forward towards recovery and self-sustainability.

The St. Lawrence Parks Commission has an important role in Eastern Ontario to provide unique tourism experiences within its heritage corridor for residents of Ontario and visitors to the province. This is accomplished through the presentation and interpretation of historic attractions, and the development and operation of parks, campgrounds, scenic parkways, and recreational facilities.

As a leading tourism employer and economic catalyst for Eastern Ontario, the SLPC has developed a strategic plan that focuses on investing in our talented workforce, valuing our seasonal and student job creation, strengthening community connections, and expanding and refreshing infrastructure.

The priorities we have established will put our staff first and aim to protect and preserve our environment with sustainable operations and practices while working towards enhanced environmental stewardship and access to our beautiful natural assets.

The development of this plan has been an inclusive and collaborative process. It was developed through a comprehensive consultation process with the Board of Commissioners, senior and front-line staff, and municipal and community partners. Collectively, they contributed valuable insight through facilitated discussion sessions, interviews, and survey participation. The process also incorporated public consultations from the SLPC's valued customer base.

As a result, the strategic plan reflects the values, vision and priorities of our community. We are especially proud of this approach. We extend our sincere appreciation to all of those who participated in this process and to the leadership of MDB Insight, the Queen's Executive Decision Centre and our SLPC management team for championing this new strategic plan.

Together, we have worked hard to develop a plan that is both insightful and detailed, and that sets us on a clear path forward to build on our mission of generating lasting visitor growth, driving economic prosperity, and fostering community partnerships in Eastern Ontario.

**THE HONOURABLE
BOB RUNCIMAN, CHAIR,
ST. LAWRENCE PARKS COMMISSION**

**HOLLEE KEW,
GENERAL MANAGER & CEO,
ST. LAWRENCE PARKS COMMISSION**



BOB RUNCIMAN, CHAIR



BRUCE WYLIE, VICE-CHAIR



TAMMY HART



GUY TONDREAU



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BOARD OF COMMISSIONERS

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Image: Fort Henry Guard - Kingston, ON



INTRODUCTION

Image: Fort Henry - Kingston, ON

Strategic Plan 2021-2026

INTRODUCTION

ACKNOWLEDGING FIRST PEOPLES & TRADITIONAL TERRITORY

The sites of the St. Lawrence Parks Commission are located in the area of the Crawford Purchases. We acknowledge the long history of First Nations and the Métis in what is now Ontario. We want to show respect for their contributions. We also recognize the neighbouring communities of the Mohawks of Tyendinaga, the Alderville First Nation and the Mohawks of Akwesasne.

OVERVIEW

St. Lawrence Parks Commission (SLPC) is a regional leader in tourism products and experiences. As the steward of some of the most iconic sites along the St. Lawrence River, the organization has provided educational opportunities on different facets of the region's history and culture and served as the setting for countless personal memories.

It has contributed to people's connection with the land and water and it has opened people's imaginations to connect with our history. The Commission's parks, attractions and expertly executed events like Pumpkinferno, Sunset Ceremonies and Alight at Night have brought families together and created annual traditions.

WHAT WE ARE KNOWN FOR

SLPC is celebrated for its contributions to the tourism industry in the region. SLPC's operation of historic sites, parks and recreational facilities, and its events are seen as important aspects of Eastern Ontario's tourism landscape. SLPC will continue to develop and diversify new product offerings which is a testament to the organization's capacity to deliver excellence and continue to improve its already complex and diversified portfolio.

PURPOSE

The heart of the Commission's success is its people. SLPC benefits from a dedicated team of seasonal and year-round staff who continuously exemplify customer service excellence.

This Strategy builds upon SLPC's successes to date and encourages a spirit of entrepreneurialism and continuous improvement. Its goals seek to enhance the organization's connections with the land, its heritage, its people of diverse cultures, and visitors to the region. It envisions SLPC at the cutting edge of innovation.

RECOGNIZING COVID-19

This strategic plan was created in 2020. While the pandemic brought about its own challenges and uncertainty, the SLPC was resilient and endured this year with passion and optimism owing to the strength of leadership and dedicated staff.

The pandemic was a catalyst for positive change, innovation, and renewal. Having built strong foundations towards recovery, it instilled a greater appreciation for friends, family, health and safety, the importance of nature, and the value of community. This strategic plan incorporates the learnings and values that the pandemic has revealed and will leverage these learnings to build a stronger and more vibrant SLPC.



Image: - Mille Roches Beach, South Stormont, ON

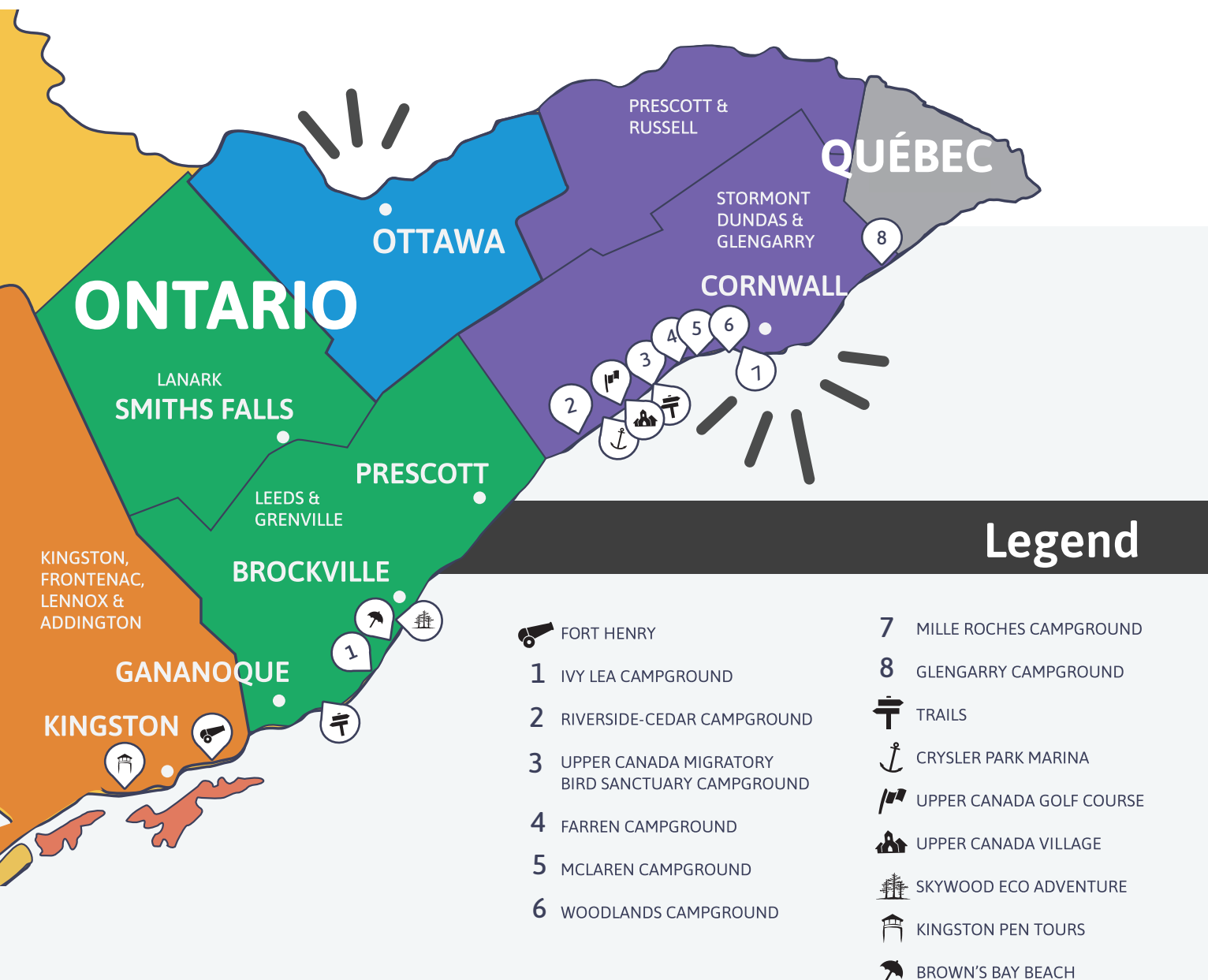


WHO WE ARE

Image: Chrysler Park Marina - South Dundas, ON

WHO WE ARE

St. Lawrence Parks Commission has become one of the largest tourism destinations in Eastern Ontario, extending 200 km from Kingston to near the Quebec border. Its facilities include thousands of hectares of park land and attractions on the St. Lawrence Heritage Corridor that provide a major source of recreational opportunities for residents and visitors to the Eastern Ontario Gateway to Ontario. SLPC provides diverse experiences and draws over 600,000 visitors every year with an estimated annual economic impact of over \$80 million.



HISTORY OF SLPC

01

PRE 1800 | THE BEGINNING

The St. Lawrence River connected First Nations peoples to trade networks throughout North America and served as an inroad for early French explorers. The river also welcomed the first Loyalist settlers to arrive in Eastern Ontario. Because of the important role it played in transportation, it was also the route chosen by American forces during their invasion of Canada during the War of 1812.

02

HARNESSING THE RIVER

The communities up and down the river harnessed the power of the great rush of water. Mills sprang up along the St. Lawrence and with the development of hydroelectricity, the Long Sault rapids began to be seen not as a barrier, but as an opportunity. Plans to create hydro-electricity from the rapids were developed as early as 1913, but the creation of a generating station was a complicated project which involved specialized equipment and a coordinated effort from many different parties. At the same time, canals that were built in the mid-19th century were becoming too small and outdated for the larger lake and ocean vessels.

03

RAPIDS NAVIGATION

Despite the decided advantages of using the river as a way of moving people and goods to and from The Great Lakes and interior of North America, the St. Lawrence River presented a major hurdle for travel. A series of rapids, the most impressive being those at Long Sault located near the present-day villages of Ingleside and Long Sault, hindered travel on the river. As early as the late 1700s plans were made to detour around the rapids using a series of canals. By the 1840s, shipping could avoid the rapids. During this period, canal boats, lock-stations and the impressive waterfront were part of river communities' social and commercial fabric. Those living farther inland spoke regularly of going 'down the front' as the trip to the water was called.

04

INTERNATIONAL COOPERATION

The Canadian government began to see the advantages of a project that would improve navigation for large vessels along the waterway and create significant quantities of hydroelectric power. The US and Canadian governments approved a project to build a dam at Cornwall, which would create a massive head-pond for electricity generation and allow for the passage of large cargo ships to and from The Great Lakes. Thousands of acres of land were to be flooded, and hundreds of homes, families, businesses and farms would be displaced.

05 SLPC CREATION

In 1951, Canada and Ontario's governments signed a joint agreement to create a public commission that would ensure safeguarding the historical importance and scenic beauty of any lands affected by the project. In 1955, an act to create the Ontario-St. Lawrence Development Commission received royal assent, with the duty of developing, maintaining, and operating all the lands placed under its stewardship. The flooding of land was planned for 1958, and the Commission had several pressing tasks in front of it, the most important being the planning and development of scenic park areas along with the new waterfront and the preservation of the local history of the area.

06 BUILDING THE PARKS

Significant landscaping work was undertaken to create outdoor leisure areas and attractions, preparing both the land that would form the basis of new parks for the public, as well as the land that would soon be underwater. Work was concentrated along the newly built Long Sault Parkway where a soon-to-be-formed chain of islands would provide outdoor natural and leisure experiences. Crysler Park was built to honour the Battle of Crysler's Farm that occurred near the end of the War of 1812. This is where buildings with important historical significance were relocated and painstakingly restored under the direction of the province's most prestigious architects and historical planners to become Upper Canada Village. A golf course, marina, public woodlands and nearby campsites completed the planning for Crysler Park

OPENING DAY 07

By the time the Seaway project was complete in 1958, the Commission was responsible for approximately 5,300 acres of land transferred to its care. The historic sites, parks and attractions of the Ontario-St. Lawrence Development Commission were to provide educational, natural, and leisure activities for the local population and serve as a major feature in the economy of Eastern Ontario. By 1961, most of the features administered by the Commission were open to the public.

SLPC TODAY 08

Work was largely completed by 1964 when the name of the public body was changed to St. Lawrence Parks Commission. Following the Commission's 50th anniversary in 2011, there was growing interest in expanding its natural, leisure and historical attractions. This led to the development of new outdoor parks and, in 2016, SLPC became an operating partner for the tours of Kingston Penitentiary. As SLPC has invested in refreshing visitor experiences and keeping pace with visitor demands, revenue from operations has grown from \$7.64 million in 2011/12 to \$14.51 million in 2019/20 (pre-COVID-19), an increase of 90%. The impact on SLPC's financial performance has been dramatic. In 2011/12 for every dollar of expense, SLPC generated \$0.50 in revenue; in 2019/20, for every dollar of expense, SLPC generated \$0.70 in revenue. Since 2018, SLPC's strategic priorities have included investing in infrastructure, caring about the environment, thoughtful movement towards operational self-sufficiency, embracing partnerships to enhance regional economic impact, and investing in a talented and diverse workforce.

MANDATE

“ TO PROVIDE TOURISM, CULTURAL, EDUCATIONAL AND RECREATIONAL OPPORTUNITIES FOR RESIDENTS OF ONTARIO AND VISITORS TO THE PROVINCE THROUGH THE PRESENTATION AND INTERPRETATION OF HISTORIC ATTRACTIONS AND THE DEVELOPMENT AND OPERATION OF PARKS, CAMPGROUNDS, SCENIC PARKWAYS AND RECREATIONAL AREAS.

SLPC SUPPORTS THE ONTARIO MINISTRY OF HERITAGE, SPORT, TOURISM AND CULTURE INDUSTRIES (MHSTCI) EFFORTS TO STRENGTHEN ONTARIO’S TOURISM INDUSTRY. AS A KEY ECONOMIC DRIVER IN EASTERN ONTARIO, SLPC WILL FOCUS EFFORTS ON NEW PRODUCT DEVELOPMENT AND PROGRAM ENHANCEMENTS THAT WILL DRAW NEW AND RETURNING CUSTOMERS TO THE REGION. ”

VISION, MISSION & VALUES

Image: Upper Canada Golf Course - South Dundas, ON

Strategic Plan 2021-2026



Image: - Upper Canada Village
- South Dundas, ON

OUR VISION

Tourism, recreation, heritage and cultural experiences in Eastern Ontario are sustained, enjoyed and accessible today, tomorrow and for future generations.

OUR MISSION

The purpose of the St. Lawrence Parks Commission is to provide, preserve and advocate for our parks, our heritage assets and our environment through operations and partnerships that contribute to an exceptional customer experience and economic prosperity in the region.

VALUES

OUR PEOPLE

We recognize the staff at SLPC as our number one asset and priority. Together, we will create a racially equitable and inclusive workplace in which all employees feel respected and treated fairly, where diversity is acknowledged and valued, communication is open and respectful, and there is a culture of empowerment and cooperation.

COLLABORATION

We will work with our internal and external stakeholders to maximize resources that drive the collective impact of our efforts.

ENVIRONMENTAL SUSTAINABILITY

We will respect and protect the environment while promoting increased awareness and education to create a strong culture of environmental sustainability.

FISCAL SUSTAINABILITY

We are committed to the transparent, accountable, and sustainable management of our resources, self-generated and those provided by the Ministry of Heritage, Sport, Tourism and Culture Industries.

OUR HERITAGE, NATURAL AND CULTURAL ASSETS

We are committed to the preservation of Eastern Ontario's unique heritage, natural and cultural assets.

ADAPTABILITY

We will proactively and conscientiously respond to opportunities that strengthen tourism, recreation, education and experiences for the region's residents and visitors.



WHAT WE HEARD

Image: - Mille Roches Campground, South Stormont, ON

THEMES FROM ENGAGEMENT

STAFF AND CUSTOMER SERVICE EXCELLENCE

The calibre of customer service and quality of the staff was celebrated. SLPC staff bring each experience to life, allowing residents and visitors to easily engage with heritage, natural and cultural assets. SLPC's people reflect positively on the organization and indicate a willingness to explore opportunities to advance their knowledge and skillsets.

PARTNERSHIPS PRESENT OPPORTUNITY

There is a strong desire to engage in municipal and community partnerships to improve SLPC's assets and regional economic benefit. Opportunities include shared investment in infrastructure, shared maintenance of properties, and joint business ventures with third party operators.

ENSURING A BALANCE

SLPC is entrusted with the care and management of heritage, natural and cultural assets. This responsibility will always be respected while SLPC ensures its operations are conducted in a fiscally responsible manner and as it works toward operational self-sufficiency.

SMART BUSINESS

A commonly heard message during community consultation focused on a more strategic approach within SLPC's business and functional units. Ensuring businesses are focused on the effective allocation of resources to strengthen SLPC's operational performance through an organization-wide adoption of lean thinking, lean practices and continuous improvement.

INVESTING IN INFRASTRUCTURE AND TECHNOLOGY

Improving the quality of infrastructure and technology assets so that all locations are well cared for and digitally integrated is a priority. Funding was deemed the greatest barrier to infrastructure improvements.

SOARR ASSESMENT

STRENGTHS

- **SLPC is an economic driver of Eastern Ontario**, generating in excess of \$80 million in annual economic impact and attracting over 600,000 visitors every year.
- **SLPC maintains a diverse portfolio of assets** that span thousands of hectares within Eastern Ontario.
- **SLPC is one of Eastern Ontario's largest seasonal and student employers** with 60 full time staff, increasing to over 500 staff during peak tourism season.
- **World-Class tourism experiences** and attractions such as campgrounds along the St. Lawrence River, Kingston Pen Tours, Fort Henry, Upper Canada Village, Crysler Park Marina, Upper Canada Golf Course and numerous outdoor recreational spaces.
- **Excellent customer service** is a core organizational strength and SLPC is proud of its hardworking staff that help bring the local history and culture to life and ensure that natural assets are well maintained.
- **Support from the Ministry of Heritage, Sport, Tourism and Culture Industries** helps provide the assistance for long-term plans that SLPC requires for effective implementation.
- SLPC is the steward of numerous lands and attractions near and within the Frontenac Arch Biosphere Reserve, one of 18 **UNESCO Biosphere Reserves** in Canada. SLPC also operates Fort Henry, a National Historic Site of Canada, which is included as a part of the Rideau Canal UNESCO World Heritage Site designation.

SOARR ASSESMENT

OPPORTUNITIES

ENVIRONMENT

- Develop an environmental plan that aligns with provincial goals.
- Explore partnerships with the Frontenac Arch Biosphere, including UNESCO heritage opportunities.
- Learn from COVID-19 regarding the increased importance of outdoor recreation, community and localness.
- Leverage land assets; for example, via carbon offset programming.
- Manage lands in a manner that prioritizes sustainable practices.

COMMUNITY ENGAGEMENT

- Continue to lead in the preservation of the region's cultural, historical and natural heritage.
- Maintain easy and affordable access to the outdoors for visitors and residents of Eastern Ontario.
- Strengthen partnerships with municipalities and the private sector.
- Collaborate with local volunteer groups.
- Expand partnerships with Indigenous communities to integrate their histories into SLPC products and experiences.

ORGANIZATIONAL

- Foster partnerships with other levels of government/private organizations.
- Increase cohesive branding of all assets.
- Continue to empower front-line staff to innovate and embody a mindset of continuous improvement.
- Invest in infrastructure, including capital upgrades and technological upgrades to ensure safe and cost-effective operation and create compelling user-friendly experiences.

SOARR ASSESMENT

ASPIRATIONS

- Revitalize infrastructure and improve facilities to act as a catalyst for further economic development across the parks system and be connected to local attractions.
- Continue to strive to fulfil SLPC's role as a responsible custodian of all heritage, natural and cultural assets.
- Proactively integrate the latest tourism innovations to ensure that SLPC's assets and experiences are ahead of the curve and go beyond the expectations of future tourists.
- Establish land and property management practices that maximize SLPC's opportunities to achieve its vision.
- Be the preeminent camping destination for Eastern Ontario.
- Be a catalyst for more tourism activity in Eastern Ontario.
- Continue to lead in historic and environmental tourism in Eastern Ontario.
- Strengthen partnerships with local communities, senior levels of government and the private sector.
- Reduce carbon footprint via the adoption of more sustainable operating practices.

SOARR ASSESMENT

RISKS

INTERNAL

- Ageing infrastructure places strain on business units to function to their potential and plan innovative experiences.
- Loss of talent and institutional knowledge through upcoming retirements will require a robust succession plan aimed at ensuring a strong pipeline of future talent.

EXTERNAL

- Climate change.
- Changing federal and provincial legislation and funding resources.
- Slow recovery from the COVID-19 pandemic and reopening of international visitor markets.

SOCIAL / COMMUNITY

- Communication and collaboration challenges with the public and partners.
- Limited ability to fully capitalize on local partnership opportunities.

DESIRED RESULTS

- Infrastructure and capital upgrades are being invested in and implemented.
- Maintain position as one of the tourism employers of choice in Eastern Ontario.
- Increased number of active partnerships with municipalities and the private sector.
- Reduced carbon footprint.
- Increased number of visitors.
- Thriving and diverse workforce.
- Profitable four-season operations.



5-YEAR STRATEGIC PLAN

Image: Chrysler Park Marina - South Dundas, ON

Strategic Plan 2021-2026

STRATEGIC GOALS

EMPLOYEE INVESTMENT

INFRASTRUCTURE

CONNECT & COLLABORATE

ENVIRONMENTAL

SUSTAINABILITY

FINANCIAL SUSTAINABILITY

STRATEGIC OBJECTIVES

EMPLOYEE INVESTMENT

AIM: DEVELOP AND INVEST IN EMPLOYEES AND RECOGNIZE THEM AS THE NUMBER ONE ASSET IN THE CURRENT AND FUTURE SUCCESS OF THE SLPC.

ORGANIZATIONAL CULTURE

Create an environment that instills organizational pride and empowers staff to deliver exceptional customer service and treat co-workers with respect and empathy.

HEALTH AND WELLNESS

Promote, encourage and demonstrate a culture that prioritizes health, safety, and wellness.

EMPLOYEE EXPERIENCE

Foster and inspire an employee experience where staff feel engaged and supported.

HUMAN RESOURCES PLAN

Develop and implement a refreshed Human Resources Plan that supports acquisition, growth, retention and succession of talent and is developed through a lens of diversity, inclusion and respect.

INFRASTRUCTURE

AIM: EXPAND AND REFRESH INFRASTRUCTURE TO MEET CURRENT AND FUTURE GROWTH.

INFRASTRUCTURE REVITALIZATION

Revitalize SLPC beyond-useful-life infrastructure through multi-year Repair and Rehabilitation Plan and major capital plans jointly developed with the Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI).

SEWAGE AND WATER

Connect private sewage and water services to municipal services where feasible and replace end-of-life stand-alone system infrastructure, where appropriate.

OPERATIONAL UPGRADES

Develop and implement a new SLPC website and partner with MHSTCI and other agencies for new and efficient point-of-sales, reservation and ticketing systems with thoughtful prioritization of customer needs.

TECHNOLOGY IMPROVEMENTS

Work with the Ministry Information Technology Cluster and MHSTCI teams to develop and implement a multi-year plan to improve internal and external technology resources.

CONNECT & COLLABORATE

**AIM: INCLUSIVE AND TRANSPARENT RELATIONS
WITHIN OUR ORGANIZATION, WITH OUR
COMMUNITIES AND WITH OUR CUSTOMERS.**

STRENGTHEN CONNECTIONS

Connect with community partners, ministries and agencies, and local Indigenous groups and work towards strategic collaboration to address opportunities and explore new ideas to grow operations, maximize efficiencies and generate economic growth.

LAND, CULTURAL AND HISTORICAL STEWARDSHIP

Be a steward of land, historical and cultural assets through the preservation of artefacts and interpretive programming, and by sharing the narratives of the region.

ORGANIZATIONAL COHESION

Commit to be a valued and trusted employer and economic partner in Eastern Ontario. Strengthen internal and external communications where staff and communities feel connected and proud of the organization's goals and activities.

REGIONAL TOURISM LEADER

Actively promote SLPC brands and support partner initiatives, leveraging opportunities to strengthen tourism in Eastern Ontario.

BOARD ENGAGEMENT

Ensure our Board of Commissioners is best positioned to provide governance, leadership, and strategic oversight across the organization.



ENVIRONMENTAL SUSTAINABILITY

**AIM: TO PROMOTE AND INCORPORATE ENVIRONMENTALLY
SUSTAINABLE PRACTICES THROUGHOUT SLPC.**

ENVIRONMENTAL PLAN

Develop and implement a results-based environmental plan consistent with the Ontario government's goals for environmental conservation, waste diversion/reduction and protecting our air, land and water.

SUSTAINABLE SYSTEMS


Incorporate environmentally sustainable materials and energy efficient systems in SLPC operations, where appropriate.

ENVIRONMENTAL UNDERSTANDING

Use modern and traditional ecological knowledge to help understand and protect our environment and ecosystems for future generations throughout the St. Lawrence River corridor.

CARBON FOOTPRINT

Conduct a greenhouse gas emissions and carbon footprint assessment for SLPC. Develop a greenhouse gas emission reduction strategy and explore modern approaches to carbon offsets.



FINANCIAL SUSTAINABILITY

AIM: TO IMPROVE SLPC'S OVERALL FINANCIAL PERFORMANCE THROUGH THOUGHTFUL, ACCOUNTABLE AND TRANSPARENT PROGRESS TOWARDS OPERATIONAL SELF-SUSTAINABILITY.

FINANCIAL PLAN

SLPC will develop a robust financial plan with benchmarks and a cost-benefit model to ensure future financial sustainability that balances in-year requirements with long-term plans.

INVESTMENT IN ATTRACTIONS AND FACILITIES

Invest in the development of safe and accessible attractions by removing barriers to be fully inclusive to all audiences. Leverage new technologies and utilize innovative service delivery to offer high quality experiences that provide value to guests.

DEVELOP NEW MARKETS

Investigate and understand latest trends, new demographics, customer feedback, and market opportunities to broaden awareness and identify new markets.

FUNDING OPTIMIZATION

Optimize funding by developing multi-year projects that will account for current operational requirements and significant infrastructure upgrades within allocations.

CONTINUOUS IMPROVEMENT

SLPC has a variety of businesses and operations. There is a need to take a holistic approach to monitoring their performance using balanced scorecards that ensure the organization is maximizing opportunities and embracing a culture of lean and continuous improvement.

10-YEAR ROAD MAP

Image: Kingston Pen Tours - Kingston, ON

Strategic Plan 2021-2026

10-YEAR ROAD MAP

While the preceding pages focus on the short and medium-term, this 10-year road map provides an interpretation of desirable long-term results. Within the decade, SLPC aims to have capitalized upon its newly revitalized infrastructure, attractions and facilities, and strong regional partnerships in its ongoing effort to deliver world-class heritage, recreational, cultural and tourism experiences. This requires embracing innovative practices that provide experiences which are fiscally and environmentally sustainable, and that protect the region's unique natural and cultural legacy for future generations.

2021

RESULTS

- Strategic collaboration with regional and governmental stakeholders
- Safe and accessible parks with quality recreational and cultural programs
- Significant progress on infrastructure revitalization

RESULTS

- Land assets that are generating new revenue streams
- Tapped into the new tourism markets that emerged post-pandemic
- Enhanced world-class parks with creative experiences and programming



Image: Crysler Park Marina - South Dundas, ON

RESULTS

- Implemented a results-based environmental plan and reduced carbon footprint
- Incorporated environmentally sustainable systems into operations
- Recognized tourism leader in Ontario with substantial growth in visitor numbers

RESULTS

- Achieved economic viability and increased operational self-sufficiency
- Completed revitalization of infrastructure assets
- Developed innovative new experiences to attract the tourists of tomorrow

2031



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Parks of the
St. Lawrence

STRATEGIC PLAN 2021 - 2026

St . Lawrence Parks Commission

Image: Upper Canada Village - South Dundas, ON