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**Parks of the  
St. Lawrence**



**Les Parcs du  
Saint-Laurent**

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# **St. Lawrence Parks Commission BUSINESS PLAN**

**2021 | 2022 | 2023**

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# BUSINESS PLAN 2021. 2022. 2023.

## ST. LAWRENCE PARKS COMMISSION

### EXECUTIVE SUMMARY

As the St. Lawrence Parks Commission (SLPC) prepares this operational business plan, it is nearing the end of one of the most challenging years the tourism industry has ever faced. The SLPC will continue to work and deliver quality visitor experiences while the province and the world fight a global pandemic for the foreseeable future. This brings heightened value to the work the SLPC does in providing positive, lasting and meaningful experiences for local communities and visitors in an isolating and uncertain time.

Over the last several months, SLPC Board of Commissioners and staff have doubled down on a stronger governance role for the Board and passionate drive to enhancing community collaboration and involvement. Work has begun to hold meaningful stakeholder engagement to develop a long-term strategic plan and start the process of forging a collaborative path forward for the next ten years.

The SLPC's strategic journey is rich in learning and understanding the unique history of the SLPC and how it was formed is essential. Equally important is knowing the various businesses that comprise the SLPC and the growth that has occurred over the past almost 70 years. Change is constant and the SLPC continues to face change within the framework of its mandate. An important part of the SLPC mandate is a commitment to the communities where SLPC businesses operate. The SLPC must strive as it faces change, to uphold its commitment to be a valued and trusted employer and economic partner to communities in Eastern Ontario.

The next few operational years will be shaped by the SLPC's strategic goals. To that end, a new Corporate Strategic Plan is being developed. The goal of that plan will be to provide a roadmap, and guide the responsible use of resources, through strategic goals, objectives and aligned planning, to support implementation and performance measures. The development of this plan will explore the impact of the Commission's past and future activities, identify opportunities and challenges and prioritize strategies and actions that will lead to meaningful results. As that plan is finalized, operationally the SLPC will continue to push toward a revitalization of beyond-useful-life infrastructure, collaborating with local municipalities and working closely with the Ministry of Heritage, Sport, Tourism and Culture Industries. The SLPC will continue its commitment to caring about the environment and honour the diverse ecosystems of Eastern Ontario. It will continue to push smart business and thoughtful movement towards operational self-sufficiency. The SLPC will continue to mend, embrace and enhance relationships and partnerships with municipalities and stakeholders.

The SLPC has become one of the largest tourism destinations in Eastern Ontario, extending 200 kilometres 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 Gateway to Ontario. SLPC attractions include Upper Canada Village, Fort Henry National Historic Site of Canada (part of a United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Site), Crysler Park Marina, Upper Canada Golf Course, Upper Canada Migratory Bird Sanctuary, Skywood Eco Adventure Park, Long Sault Parkway and 1000 Islands Parkway, along with eight campgrounds and six beaches. In recent years, the SLPC has also delivered Kingston Penitentiary Tours through a partnership between the City of Kingston and Correctional Service of Canada.

The SLPC supports the Ontario Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI) efforts to strengthen Ontario's tourism industry. SLPC is a key economic driver in Eastern Ontario employing over 600 dedicated people throughout the year including a complement of full time, part-time, seasonal and students, to deliver quality visitor experiences. The SLPC continues to champion its employees by investing in a talented and diverse workforce that is inclusive and free of racism.

In total, the SLPC hosts over 615,000 visitors each year, attracting significant visitation from Ontario, Quebec and internationally and generates a regional economic impact between \$70-100 million annually to the province's economy. SLPC's role as a tourism draw brings business to local communities, adds to the vitality of the region. Robust visitation to fall and winter events (over 145,000 visitors) at Upper Canada Village and Fort Henry has contributed to a vibrant "off-season" for tourism in the region, providing additional traffic for local businesses.

## VISION, MANDATE AND MISSION

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

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

## VISION

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

## MANDATE

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

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

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

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

### **SLPC Mandate**

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

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

## MISSION

The purpose of 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.

## CORE PRINCIPLES, VALUES AND BELIEFS

- Its greatest future strength must be built upon leadership and motivated people, with Commissioners, staff and communities working together.
- Committed to responding to the needs of its visitors through service and courtesy.
- Dedicated to communicating effectively with visitors, staff, community leaders, associations, private tourism operators and the MHSTCI.
- Believes that the development and implementation of a unique corporate image will heighten public awareness of the SLPC as a unified corporate entity with distinct programs and facilities and serve as a cornerstone for marketing and a source of pride for staff.
- Committed to responsible and ethical management of its attractions, facilities and services.
- Committed to the principles of its corporate vision. It will guide corporate planning and new initiatives and it will also assist in setting priorities for existing programs and set the stage for cooperative activities with the private sector and other stakeholders.

## OBJECTIVES

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

## STRATEGIC PRIORITIES

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

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

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

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

## INVESTING IN INFRASTRUCTURE

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



## CARING ABOUT OUR ENVIRONMENT

The SLPC is committed to protecting the environment by making efforts towards energy conservation, reduction of greenhouse gas emissions and environmental education. SLPC will update its strategic land use planning policy to honour the diverse ecosystems of Eastern Ontario and to support the long-term sustainability of the organization.

## THOUGHTFUL MOVEMENT TOWARDS OPERATIONAL SELF-SUFFICIENCY

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

## EMBRACING PARTNERSHIPS TO ENHANCE REGIONAL ECONOMIC IMPACT

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

## INVESTING IN A TALENTED AND DIVERSE WORKFORCE

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

# HISTORIC SITES

## STRATEGIC DIRECTION

### Self-Sustainability

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

### Environment

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

### Partnerships to Enhance Regional Economic Impact

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

### Health & Safety

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

### Accessibility

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

### Infrastructure

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

## FORT HENRY NATIONAL HISTORIC SITE

### 2020 – 2021 YEAR IN REVIEW

- Opened for summer tourism season on July 1 after redesigning programming to meet evolving COVID-19 regulations
- Self-guided tour map was created to allow for one-way flow of traffic throughout Fort Henry, allowed for flexibility with evolving Public Health Guidelines
- Introduction to Fort Fright, Terror Tuesdays; an outdoor movie screening in the lower Fort Parade Square featuring horror film with the added twist of scare actors throughout the evening at climatic moments in the movie
- Redesigning Fort Fright to eliminate high frequency touchpoints and to improve physical distancing of staff and guests
- Introduced Fort Henry Podcast - Hilltop History; a series covering a wide range of topics from Women at the Fort, Music in the Regiment, Nutrition in the Guard, etc.
- Completed Lighting Bollard and Fencing Project leading to the West Gate to improve safety at evening events
- Redesigning Winter Spirits to operate under COVID-19 regulations in its inaugural year
- Special Events including Cannonball Crush, YGK Beerfest, Tattoo, Cadence and Sunset Ceremonies, Summer Camps and overnight programs were cancelled as a result of COVID-19

### 2021 – 2022 GOALS AND STRATEGY

Goal	Strategy
Continue to provide high quality core programming and events to contribute to the sustainability of the SLPC and the recovery of the local economy	<ul style="list-style-type: none"><li>• Refresh museum exhibits by introducing Music in the Regiment exhibit and revitalize the Orientation Room</li><li>• Relocate several of the museum exhibits currently not included in the modified tour route to rooms located at ground level locations and fully accessible</li><li>• Improve and expand on programming offerings by adding interpretive elements and drill, music and artillery demonstrations on the square which were very well received during the summer of 2020</li><li>• Addition of Special Events tailored to accommodate COVID-19 considerations while allowing for growth of events in future years</li></ul>
Continue to maximize revenue and net earnings based on potential restrictions in place due to COVID-19	<ul style="list-style-type: none"><li>• Resume operation of the Bonnycastle Bakery and refine retail opportunities in the Lower Fort including the sale of bread baked on site</li></ul>

Goal	Strategy
	<ul style="list-style-type: none"> <li>• Expand and improve on programming options offered during FY2020/21 while ensuring that all safety protocols remain at the forefront of operations</li> <li>• Addition of Murder Mysteries as an evening programming element to replace Grand Events and Sunset Ceremony</li> <li>• Expansion of Terror Tuesdays based on successful launch of the event in FY2020/21 to increase revenue during shoulder season</li> <li>• Develop plan for Recreational Vehicle Camping on Fort Henry grounds</li> </ul>
Leverage community outreach and partnerships	<ul style="list-style-type: none"> <li>• Introduce a state-of-the-art museum exhibit to commemorate WWI and WWII internees at Fort Henry through a grant from the Canadian First World War Internment Recognition Fund</li> <li>• Encourage partnership with Fort Henry Guard Club of Canada in their efforts to support Fort Henry and the Fort Henry Guard Appointment of new Honorary Guard Commander</li> <li>• Expand on Indigenous programming through partnerships with local Learning Circles</li> <li>• Continue to work closely with Public Health officials in the development of programming and events</li> </ul>
Maintain a safe and healthy workplace and tourism attraction	<ul style="list-style-type: none"> <li>• Reiterate focus on implementing and following all COVID -19 safety protocols, adapting quickly as new regulations are released and preventing complacency</li> <li>• Continue to focus and improve on open lines of communication with all staff and monitor employee feedback and stress as situation continues to develop</li> <li>• For events where free-flow entry and movement is not a viable option, continue to offer online tickets and timed entry to control crowds and limit visitors on site</li> </ul>
Optimize capital and long-term maintenance budgets	<ul style="list-style-type: none"> <li>• Address significant deficiencies to infrastructure and assets including sanitary sewage replacement, accessibility to upper and lower levels, gun carriage replacement, east road repaving, drainage and electrical systems</li> <li>• Follow all proper procurement policies, processes, and timelines to ensure quality delivery of projects</li> </ul>

## INCOME STATEMENT

Fort Henry	2018-19	2019-20	2020-21 Pre- COVID-19 Budget	2020-21 COVID-19 Budget	2021-22 COVID-19 Budget	2021-22 Best-case Budget
Admissions/rentals	118,301	95,874	98,605	27,257	40,493	80,732
Revenue	2,265,086	1,812,230	2,192,147	597,014	630,481	1,979,107
Expenses	3,872,640	3,240,962	3,449,758	2,098,383	2,200,460	3,565,949
<b>Net income</b>	<b>(1,607,554)</b>	<b>(1,428,732)</b>	<b>(1,257,611)</b>	<b>(1,501,369)</b>	<b>(1,569,979)</b>	<b>(1,586,842)</b>

## PROFIT BRIDGE (COVID-19 BUDGET)

<b>Net profit: Original Budget (2020-21)</b>	<b>(1,257,611)</b>
<b>COVID-19 Adjustment</b>	<b>(243,758)</b>
<b>Sub-total: In-year adjustments</b>	<b>(243,758)</b>
<b>Net profit: COVID-19 Budget (2020-21)</b>	<b>(1,501,369)</b>
Reduced Fort Fright operating costs	143,433
Admissions (Core)	128,304
Retail	56,594
New special events	37,875
Increased Great Hall rentals	15,800
YGK Beerfest revenue	13,404
Processing fees	9,475
<b>Sub-total: <u>Favourable</u> additions (2021-22)</b>	<b>404,885</b>
Reduced Fort Fright capacity	202,764
Salaries - additional staffing / length of season	142,328
New special events operating costs	31,477
Merchandise vacancy filled	30,140
Cost of goods sold	25,371
Salaries - wage increase	21,902
YGK Beerfest operating costs	10,695
Projected inflation	8,818
<b>Sub-total: <u>Unfavourable</u> additions (2021-22)</b>	<b>473,495</b>
<b>Net profit: COVID-19 Budget (2021-22)</b>	<b>(1,569,979)</b>
<b>COVID-19 Budget (2021-22) vs. COVID-19 Budget (2020-21)</b>	<b>-4.6%</b>
<b>COVID-19 Budget (2021-22) vs. Original Budget (2020-21)</b>	<b>-24.8%</b>
<b>Three-year net performance change</b>	<b>-9.9%</b>

## 2020 – 2021 YEAR IN REVIEW

- Opened for summer tourism season on July 1 after redesigning programming to meet evolving COVID-19 regulations
- Offered 29 guided tours daily in English & French
- Core Revenue was \$221,886
- Retail per capita spend increased to \$6.87
- Staff successfully implemented all COVID-19 safety protocols and adjusted throughout the pandemic to match updated public health guidelines
- Due to COVID-19 restrictions capital projects were challenging to complete on time but did continue into the summer months
- The schoolhouse, chapel and sawmill foundation projects were the major projects completed
- Operational changes were put in place for Pumpkinferno including a capacity of 360 guests per night, open 7 nights a week with target revenue of \$190,512, with net profit of \$15,000
- Alight At Night 2019 /20 welcomed 41,081 visitors and had net earnings = \$309,886, down from 2018/19 but still strong with only the third time attendance broke 40,000

## 2021 – 2022 GOALS AND STRATEGY

Goal	Strategy
Maintain a safe and healthy workplace and tourism attraction	<ul style="list-style-type: none"> <li>• Continue to focus on implementing and following all COVID-19 safety protocols</li> <li>• Continue to focus and improve on open lines of communication between staff, union and management to ensure any staff/visitor safety issues are addressed</li> <li>• Continue to only offer tickets online in order to limit number of visitors on site and control entry times</li> </ul>
Continue to maximize revenue and net earnings based on potential restrictions in place due to COVID-19	<ul style="list-style-type: none"> <li>• To improve on net earnings for both the core and the shoulder season by focusing on improved and expanded programming offerings that remain within the protocols in place</li> <li>• Continue to grow and maximize attendance potential by improved consistent delivery of a safe product that meets and exceeds customer expectation</li> </ul>
Continue to provide high quality core programming and events to contribute to the sustainability of the SLPC and the local economy	<ul style="list-style-type: none"> <li>• Improve program offering from the 2020 COVID-19 season by returning to a free flow walk through site and offering more demonstrations outside</li> <li>• Pursue partnerships to fund new exhibits for Pumpkinferno</li> <li>• Raise fees for Pumpkinferno as demand is high and visitors receive a premium experience due to less activity (better site lines, no lineups)</li> </ul>

Goal	Strategy
To optimize allocated Capital Budget	<ul style="list-style-type: none"> <li>Develop and review capital projects to ensure expenditures are directed to the most critical infrastructure needs</li> <li>Follow proper procurement policies, processes, and timelines</li> </ul>

## INCOME STATEMENT

Upper Canada Village	2018-19	2019-20	2020-21 Pre- COVID-19 Budget	2020-21 COVID-19 Budget	2021-22 COVID-19 Budget	2021-22 Best-case Budget
Admissions/rentals	258,996	256,120	249,784	28,680	73,839	204,428
Revenue	4,561,301	4,542,085	4,578,619	486,883	1,724,071	3,877,564
Expenses	5,449,302	5,535,324	5,635,194	2,540,112	3,113,726	5,343,795
<b>Net income</b>	<b>(888,001)</b>	<b>(993,239)</b>	<b>(1,056,575)</b>	<b>(2,053,229)</b>	<b>(1,389,655)</b>	<b>(1,466,231)</b>

## PROFIT BRIDGE (COVID-19 BUDGET)

<b>Net profit: Original Budget (2020-21)</b>		<b>(1,056,575)</b>
<b>COVID-19 Adjustment</b>	<b>(996,654)</b>	
<b>Sub-total: In-year adjustments</b>		<b>(996,654)</b>
<b>Net profit: COVID-19 Budget (2020-21)</b>		<b>(2,053,229)</b>
Admissions (Core)	548,542	
Concessions (Core)	1,308	
Retail (Core)	239,745	
Operating expenses (Core)	48,655	
Admissions (Pumpkinferno)	139,342	
Concessions (Pumpkinferno)	1,284	
Retail (Pumpkinferno)	13,556	
Admissions (Alight at Night)	225,400	
Concessions (Alight at Night)	2,400	
Retail (Alight at Night)	72,000	
<b>Sub-total: <u>Favourable</u> additions (2021-22)</b>		<b>1,292,232</b>
Rentals	5,890	
Sponsorship	500	
Marketing	10,000	
Salaries and benefits (Core)	148,179	
Cost of goods sold (Core)	115,078	
Salaries and benefits (Pumpkinferno)	105,678	
Operating expenses (Pumpkinferno)	5,000	
Cost of goods sold (Pumpkinferno)	17,880	
Salaries and benefits (Alight at Night)	147,606	
Marketing (Alight at Night)	7,500	
Operating expenses (Alight at Night)	30,787	
Cost of goods sold (Alight at Night)	34,560	
<b>Sub-total: <u>Unfavourable</u> additions (2021-22)</b>		<b>628,658</b>
<b>Net profit: COVID-19 Budget (2021-22)</b>		<b>(1,389,655)</b>
<b>COVID-19 Budget (2021-22) vs. COVID-19 Budget (2020-21)</b>		<b>32.3%</b>
<b>COVID-19 Budget (2021-22) vs. Original Budget (2020-21)</b>		<b>-31.5%</b>
<b>Three-year net performance change</b>		<b>-39.9%</b>



### 2020 – 2021 YEAR IN REVIEW

- Operations were delayed due to COVID-19 complications, opening on July 23<sup>rd</sup> compared to May 8<sup>th</sup> in the previous year (approximately 11 weeks later)
- Activity was forecast to be down 74% to previous year and down 80% in revenue
- Profitability is forecast to exceed the COVID-19 budget
- Safety audit was completed, and recommendations implemented
- Priority of operations was the health and safety of all guests and employees while maintaining financial viability
- Tour route modifications and procedural changes were implemented to ensure adherence to provincial regulations and public health advice
- Accessible tours continued to be offered to people of all abilities
- Operations were able to pivot quickly to incorporate new safety protocols as regulations and public health advice changed related to COVID-19

## 2021 – 2022 GOALS AND STRATEGY

Goal	Strategy
Increase revenue by \$741,000 and profitability by \$20,667 over 2020-2021 COVID-19 budget assuming similar circumstances	<ul style="list-style-type: none"> <li>• Increase operational time to be more in line with regular programming.</li> <li>• Recognize historical milestones such as the 50th anniversary of the 1971 Kingston Penitentiary Riot</li> <li>• Offer a more extended tours as compared to standard tour numbers</li> <li>• Extend product offering to include a limited number of evening tours</li> <li>• Offer all in pricing instead and eliminate administrative fee</li> <li>• Offer tours 7 days/week in July/August</li> <li>• Add new tours such as an “Architectural Tour”, “Photography Tour”, etc.</li> </ul>
Provide and improve health and safety in the workplace with an aspirational goal of zero injuries	<ul style="list-style-type: none"> <li>• Be a leader in safe tourism operations following all regulation and public health advice related to COVID-19.</li> <li>• Develop strategies to address heat / humidity related injuries to visitors</li> <li>• Conduct a health and safety audit and address findings prior to season start</li> </ul>
Address concerns of former inmate voices in the delivery of tours to the satisfaction of all stakeholders	<ul style="list-style-type: none"> <li>• Work in partnership with Correctional Service of Canada (CSC) and the John Howard Society on how to best tell the former Inmate story</li> <li>• Explore options from art installations, to recorded stories, etc.</li> </ul>
Environmental Stewardship	<ul style="list-style-type: none"> <li>• Expand recycling programs to divert visitor and employee generated plastic and paper waste to appropriate streams</li> <li>• Employ tools such as Microsoft Teams and Zoom for meetings to reduce use of fleet vehicles</li> <li>• Encourage the sale of reusable drink bottles as opposed to single use plastic</li> <li>• Continue to use environmentally friendly and safe cleaning products</li> </ul>

## INCOME STATEMENT

Kingston Pen Tours	2018-19	2019-20	2020-21 Pre- COVID-19 Budget	2020-21 COVID-19 Budget	2021-22 COVID-19 Budget	2021-22 Best-case Budget
Admissions/rentals	67,515	72,487	68,000	18,700	33,748	56,455
Revenue	2,904,135	3,071,388	2,842,593	679,582	1,356,633	2,243,997
Expenses	1,433,886	1,550,190	1,866,485	699,539	1,355,720	1,930,169
<b>Net income</b>	<b>1,470,249</b>	<b>1,521,198</b>	<b>976,108</b>	<b>(19,957)</b>	<b>913</b>	<b>313,828</b>

## PROFIT BRIDGE (COVID-19 BUDGET)

<b>Net profit: Original Budget (2020-21)</b>	<b>976,108</b>
COVID-19 Adjustment	(996,065)
<b>Sub-total: In-year adjustments</b>	<b>(996,065)</b>
<b>Net profit: COVID-19 Budget (2020-21)</b>	<b>(19,957)</b>
Increased season length (May to October)	727,356
Cost of goods sold reduction due to less sales	4,884
<b>Sub-total: <u>Favourable</u> additions (2021-22)</b>	<b>732,240</b>
Salaries - longer season / full-time manager & supervisor	457,844
Services - longer season / SLPC 10%	127,298
Proper online and POS ticketing system	67,496
Admissions surcharge removal	37,432
Retail sales due to lower individual spending	13,624
Supplies and equipment - longer season	7,340
Other direct operating expenses	336
<b>Sub-total: <u>Unfavourable</u> additions (2021-22)</b>	<b>711,370</b>
<b>Net profit: COVID-19 Budget (2021-22)</b>	<b>913</b>
<b>COVID-19 Budget (2021-22) vs. COVID-19 Budget (2020-21)</b>	<b>-104.6%</b>
<b>COVID-19 Budget (2021-22) vs. Original Budget (2020-21)</b>	<b>-99.9%</b>
<b>Three-year net performance change</b>	<b>-99.9%</b>

# PARKS & RECREATION

## PARKS OF THE ST. LAWRENCE

### 2020 – 2021 YEAR IN REVIEW

- The declaration of the COVID-19 pandemic, the subsequent shutdown of businesses in March and the phased re-opening in June had numerous effects on Parks:
  - Parks were not permitted to open as scheduled and it was unclear whether they would even be able to open at all
  - Many seasonal positions were not filled to mitigate the potential impact of budget if parks did not open
  - Recurring seasonal Group 3 staff rehiring was delayed by 3 weeks, staff returned on May 12, 2020 to prepare campgrounds for possible reopening
  - June 12, 2020 McLaren and Farran campgrounds opened for extended stay (seasonal) campers
  - June 24, 2020 roofed accommodations were opened
  - June 26, 2020 Woodlands and Ivy Lea campgrounds opened to transient and extended stay camping and beaches were reopened
  - Glengarry, Milles Roche, Riverside-Cedar campgrounds and Upper Canada Migratory Bird Sanctuary did not open for the season and remain closed
  - Showers, laundry facilities, gazebos and recreational amenities remained closed for the season
  - All park events were cancelled (Long Sault Regatta, Cornwall dog show, St. Vincent picnic, etc.)
  - McLaren washroom project was delayed and eventually completed by September 30, 2020
- Many extended stay campers opted not to camp this season due to the Covid-19 pandemic and were given first right of refusal for their site next season
- Seasonal and transient campers who requested a refund due to Covid-19 were refunded without penalty or question
- Beaches days and hours of operations were reduced to ensure staffing levels were proportionate to the extra daily duties required to ensure safety protocols set out by Public Health officials
- Existing staffing (seasonal workers and students) from closed parks were redeployed to operating parks and beaches
- A four week burn ban in July negatively impacted firewood sales as well as camper morale
- The addition of dog-friendly cabins was successful in generating an additional \$800 in dog stay fees

- The pent-up demand for experiences that were safe, close to home and outdoors created an influx of visitors to our parks once they opened and resulted in a spike in RV sales in the region which also bodes well for next year budget
- Sewage infrastructure still presents financial and customer service challenges
- Despite all this, as of September 30th, 2020 Parks net income is \$1.06M. 529% ahead of the revised COVID-19 budget and down 42.1 % from LYTD 20/21

## 2021 – 2022 GOALS AND STRATEGY

Goal	Strategy
Build a healthier network of parks through sustainable practices	<ul style="list-style-type: none"> <li>• Continue to manage aging tree canopy utilizing the updated Tree Risk Assessment.</li> <li>• Replenish the tree canopy throughout campgrounds and beaches through a reforestation plan utilizing disease resistant and sturdy species</li> <li>• Improve diversion of recyclables from landfill through proper signage and continuous staff and customer education</li> <li>• Reduce carbon footprint through implementation of pollinator fields and strategic grass mowing</li> <li>• Reduce customer carbon footprint by providing information on website and campground signage</li> <li>• Explore potential opportunities to reduce fleet vehicle mileage/usage</li> <li>• Continue to inform and educate staff and customers of safety standards and health risks in the park setting (e.g. COVID-19 protocols, Tick Talk and Noxious Plants)</li> </ul>
Invest in infrastructure upgrades that will drive growth, economic development and ensure equal access for all visitors	<ul style="list-style-type: none"> <li>• Focus on repair and upgrade of existing facilities and buildings in line with AMIS compliance</li> <li>• Rehabilitate day use beach areas utilizing the design work completed in previous fiscal</li> <li>• Improve campground roadways and drainage; install gravel pads where applicable</li> <li>• Install automated gate systems in parks to improve security controls and recover lost revenue stream</li> <li>• Focus on decommissioning and replacement of aged washroom facilities</li> <li>• Continue to work on the replacement of septic systems deemed dysfunctional in accordance with MECP standards/regulations</li> <li>• Upgrade underperforming campsites with electrical, water and gravel pads in order to maximize bookings and generate higher revenues</li> </ul>

Goal	Strategy
Promote growth, innovation and enhanced experiences through training and recognition for staff	<ul style="list-style-type: none"> <li>• Hire talented and committed staff that compliments operational needs</li> <li>• Create a Cultural Advisor position to provide support to Parks staff in understanding cultural sensitivities, liaise with customers and develop inclusive programming</li> <li>• Focus on multilingual and culturally diverse hires for both seasonal &amp; student positions</li> <li>• Develop a comprehensive training manual for senior staff and students</li> <li>• Expand staff training to include both in-house and third- party-delivered programs</li> <li>• Continue program to support operations and student succession planning with Parks Registration Clerks</li> <li>• Succession Planning - continue to utilize knowledge and experience of senior staff to promote from within as a plan to deal with foreseeable staff retirements</li> </ul>
Build on the success of core camping business while exploring ways to improve delivery of customer experiences and increase profitability	<ul style="list-style-type: none"> <li>• Re-introduce Learn to Camp program as an opportunity to introduce new market segments to the SLPC (new Canadians, ethnic populations)</li> <li>• Evaluate processes within a “lean” framework to uncover new efficiencies and cost-savings</li> <li>• Explore options to improve operating model for Parks ultimately delivering a better experience for customers (staffing, season length, cancellation policies)</li> <li>• Continue to develop a retail strategy to enhance offerings to include more uniquely SLPC oriented items and improve this revenue stream (branded hoodies, clothing and framed photos of Long Sault Parkway)</li> <li>• Continue to find ways to connect with culturally diverse communities and their specific needs and heritage</li> <li>• Develop a Cultural Sensitivity “best practices” guide to apply to Park regulation enforcement</li> <li>• Develop a new informed judgement matrix for Park rangers regarding the eviction process</li> <li>• Develop a Halal tourism strategy for SLPC</li> <li>• Explore programming options to provide exceptional experiences that will attract more “day-trippers” and weekend campers</li> <li>• Utilize IRR funds to create new and unique camping opportunities based on research of current and future camping trends (i.e. Tree-house camping, Lighthouse cabin)</li> </ul>

Goal	Strategy
Strengthen and grow relationships and offerings with like-minded partners and community groups	<ul style="list-style-type: none"> <li>Continue mutually beneficial partnerships with the Friends of the Sanctuary, Camp Kagama and our partner parks that promotes successes, learnings and best practices</li> <li>Seek new community partnerships that will expand and promote various events. (SD&amp;G, Regatta, Dog Shows, Boy Scouts, Friends for Life)</li> <li>Increase focus on customer communication via social media, website and email</li> <li>Improve communication and transparency with local communities</li> <li>Seek customer feedback to determine needs, successes and opportunities that will support growth and form stronger relationships with customers</li> </ul>

## INCOME STATEMENT

Parks	2018-19	2019-20	2020-21 Pre- COVID-19 Budget	2020-21 COVID-19 Budget	2021-22 COVID-19 Budget	2021-22 Best-case Budget
Admissions/Camper Nights	156,332	158,459	164,435	69,481	152,198	168,987
Revenue	4,490,954	4,625,499	4,876,568	1,755,435	4,698,739	4,868,750
Expenses	2,788,997	2,771,402	3,010,151	1,839,862	3,354,136	3,181,656
<b>Net income</b>	<b>1,701,956</b>	<b>1,854,097</b>	<b>1,866,417</b>	<b>(84,427)</b>	<b>1,344,603</b>	<b>1,687,093</b>

## PROFIT BRIDGE (COVID-19 BUDGET)

<b>Net profit: Original Budget (2020-21)</b>	<b>1,866,417</b>
COVID-19 Adjustment	(1,950,844)
<b>Sub-total: In-year adjustments</b>	<b>(1,950,844)</b>
<b>Net profit: COVID-19 Budget (2020-21)</b>	<b>(84,427)</b>
All facilities open on time	2,391,617
Fees supporting camping activity	312,025
All retail stores open on time	267,891
Events and concession related to events	24,500
Marketing reduction	20,000
Thousand Island Parkway - internal transfer	7,181
<b>Sub-total: <u>Favourable</u> additions (2021-22)</b>	<b>3,023,213</b>
Salaries - staffing required for normal activity	863,489
Inflation	216,508
Enhancement of cleaning protocol	207,479
Cost of goods sold - retail open on time	125,676
Potential forgiveness with partner receivables	52,729
Salaries - new position	50,500
Salaries - wage increase	43,539
Salaries - extra week for training	26,263
Extra PPE & cleaning supplies	8,000
<b>Sub-total: <u>Unfavourable</u> additions (2021-22)</b>	<b>1,594,184</b>
<b>Net profit: COVID-19 Budget (2021-22)</b>	<b>1,344,603</b>
<b>COVID-19 Budget (2021-22) vs. COVID-19 Budget (2020-21)</b>	<b>1692.6%</b>
<b>COVID-19 Budget (2021-22) vs. Original Budget (2020-21)</b>	<b>-28.0%</b>
<b>Three-year net performance change</b>	<b>-27.5%</b>



## CRYSLER PARK MARINA

### 2020 – 2021 YEAR IN REVIEW

- Chrysler Park Marina was able to open in early June, the second SLPC facility to be opened under COVID-19 restrictions
- Customer access to stored boats was delayed putting Chrysler Park Marina at a disadvantage compared to local marinas and storage facilities where access was allowed
- Citing health concerns and COVID-19 rules, many customers decided not to launch this year (-\$58K)
- Chrysler Park Marina offered a discount to members as an incentive to launch, discount totaled \$28K
- Cabin rentals and on-site camping remained closed for the season (-\$59K)
- Chrysler Beach opened July 12<sup>th</sup> to accommodate overflow demand on the Long Sault Parkway
- Hydraulic lift was not utilized for launch and lift out, engineers currently developing a plan for the reconstruction of the lift ramp, expected completion is spring 2021
- The Empress Cruise Line did not visit Chrysler Park Marina this year because of low water concerns
- A bathometric survey, engineering study and dredging are underway to ensure adequate depth for safe operation next year
- Indoor storage revenue will fall short of target by \$16K

### 2021 – 2022 GOALS AND STRATEGY

Goal	Strategy
Focus on environmentally conscious business operations	<ul style="list-style-type: none"><li>• Ensure the full implementation and assessment of the CleanMarine program</li><li>• Develop a culture of environmental engagement using the clean marine program as a blueprint to achieve goals</li><li>• Continue to manage aging tree canopy and procure Tree Risk Assessment throughout marina, camping and day use area</li><li>• Improve diversion of recyclables from landfill through signage as well as staff and customer education</li><li>• Continue to develop a retail strategy to improve sales and introduce customers to new, environmentally certified products</li><li>• Provide staff updated training on emergency procedures i.e. gas and sewage spills utilizing a new training plan and format to ensure staff compliance</li></ul>
Invest in infrastructure upgrades that will retain existing customers	<ul style="list-style-type: none"><li>• Focus on repair and upgrade of existing facilities and buildings in line with AMIS compliance</li><li>• Develop comprehensive, data supported business cases to obtain capital funding</li></ul>

Goal	Strategy
and drive visitor growth and long-term economic stability	<ul style="list-style-type: none"> <li>• Focus infrastructure funding on repairs and maintenance of docks and storage buildings</li> <li>• Establish and implement a new landscape and maintenance plan (pool, gardens)</li> <li>• Investigate Rehabilitation of day use beach area utilizing new concept and design plans (currently being undertaken by the Parks)</li> <li>• Continue picnic table replacement program</li> <li>• Improve facility roadways, storage base and park drainage</li> <li>• Install automated gate systems and cameras at marina, beach and ramp to improve security controls and ensure all potential revenues are collected</li> </ul>
Promote growth and innovation through a lens of profitability	<ul style="list-style-type: none"> <li>• Improve bottom line; contain costs and drive profit</li> <li>• Focus on retention of seasonal customers and attracting new customers</li> <li>• Work closely with marketing to develop a strategy to attract new boaters</li> <li>• Utilize Lean for service</li> <li>• Develop a robust retail strategy to improve sales with focus on specialized marine products with next day delivery as well as reintroduce marina branded items</li> <li>• Establish and Implement service standards through coaching and training</li> <li>• Enhance day use beach and picnic area, open 7 days a week</li> <li>• Cross promote other SLPC attractions and events and receive reciprocal benefits</li> <li>• Create a common outdoor area/hub for boaters and campers to congregate and socialize</li> <li>• Reintroduce and develop events and programs that will drive families and boaters to the marina; i.e. fishing derby, poker run, pizza and paddle, water sport rentals</li> </ul>
Refocus on staff growth and training to affect a culture shift to excellent customer service	<ul style="list-style-type: none"> <li>• Develop new standards plan, training protocol and procedures</li> <li>• Ensure operational efficiencies and consistency throughout all aspects of Crysler Park Marina's business</li> <li>• Actively work to increase the number of French language staff to meet the needs of diverse customer base</li> <li>• Continue to invest in PPE and related safety equipment to ensure efficiencies and safety of staff</li> <li>• Provide new training opportunities for staff (customer service training, lift training, etc.)</li> <li>• Provide cultural and unconscious bias training to all seasonal staff</li> </ul>

Goal	Strategy
Build and strengthen mutually beneficial relationships with other community organizations allowing Crysler Park Marina to broaden its regional economic impact	<ul style="list-style-type: none"> <li>• Seek customer and stakeholder feedback to determine needs, successes and opportunities in order to support growth and form enhanced relationships with customers</li> <li>• Work closely with marketing to actively seek private/public partnerships and sponsorship opportunities</li> <li>• Attend annual boating conference and shows to collaborate with industry experts, stay abreast of trends and to promote Crysler Park Marina as a leader in the field.</li> <li>• Build strategic relationships with other marinas and sales organizations allowing Crysler Park Marina to broaden its impact and access new audiences</li> <li>• Develop a community engagement strategy that invites various community groups to the marina to participate in events and marina offerings and provides opportunity for them to get out on the water.</li> <li>• Enhance relationships with local emergency services and community organizations</li> <li>• Increase focus on customer communication via social media to improve transparency and community relationships</li> </ul>

## INCOME STATEMENT

Crysler Park Marina	2018-19	2019-20	2020-21 Pre- COVID- 19 Budget	2020-21 COVID- 19 Budget	2021-22 COVID- 19 Budget	2021-22 Best- case Budget
Docked/stored linear feet by day	1,418,000	1,189,592	1,428,534	1,350,679	1,003,569	1,073,949
Revenue	729,405	646,648	799,874	450,835	750,817	800,019
Expenses	585,387	553,895	570,880	425,273	573,875	570,076
<b>Net income</b>	<b>144,018</b>	<b>92,754</b>	<b>228,994</b>	<b>25,562</b>	<b>176,942</b>	<b>229,943</b>

## PROFIT BRIDGE (COVID-19 BUDGET)

<b>Net profit: Original Budget (2020-21)</b>		<b>228,994</b>
COVID-19 Adjustment	<b>(203,432)</b>	
<b>Sub-total: In-year adjustments</b>		<b>(203,432)</b>
<b>Net profit: COVID-19 Budget (2020-21)</b>		<b>25,562</b>
Admissions	142,270	
Retail	141,397	
Services	13,182	
Sponsorship	10,000	
Other direct operating expenses	3,214	
Rentals	3,101	
Transportation and communication	1,500	
<b>Sub-total: <u>Favourable</u> additions (2021-22)</b>		<b>314,664</b>
Cost of goods sold	109,850	
Salaries	41,605	
Marketing	9,529	
Supplies and equipment	2,300	
<b>Sub-total: <u>Unfavourable</u> additions (2021-22)</b>		<b>163,284</b>
<b>Net profit: COVID-19 Budget (2021-22)</b>		<b>176,942</b>
<b>COVID-19 Budget (2021-22) vs. COVID-19 Budget (2020-21)</b>		<b>592.2%</b>
<b>COVID-19 Budget (2021-22) vs. Original Budget (2020-21)</b>		<b>-22.7%</b>
<b>Three-year net performance change</b>		<b>90.8%</b>

## UPPER CANADA GOLF COURSE

### 2020 – 2021 YEAR IN REVIEW

- Golf was the only business unit in the SLPC to open on time and the first to develop and implement COVID-19 safety protocols for staff and customers
- Despite COVID-19 restrictions, 2020-21 proved to be a successful year with Upper Canada Golf Course turning a profit for the first time in many years
- Upper Canada Golf Course has seen a 123 % increase over the past 2 years, going from a loss of \$201K in 2019 to a profit of 15k this season
- COVID-19 restrictions did not allow for the restaurant to open this season, instead a food service truck was utilized to meet EOHU COVID-19 rules and still provide customers with access to food and beverages
- This year's focus on cost controls, efficiencies and a new staffing structure helped to reduce overall expenses from the original plan of 656k to 449k
- A renewed focus to actively grow the customer base for the future resulted in the Junior Golf program seeing an increase of 69 new golfers, bringing membership total to 110 from 41
- 2020 was a transition year as the previous Golf Course Manager retired in January after 40 years. The permanent hiring of the vacant Assistant and the Superintendent was suspended because of COVID. In early spring the Assistant vacancy followed by the Superintendent position. Despite this delay and reduction of staff the course has received more accolades about the conditions and the work of the staff and the acting Superintendent than ever before.
- Golf cart rental revenue increased from \$86,000 (2019-20) to \$94,500 this season due to the increase in activity
- Upgrades to the clubhouse, which were delayed due to COVID-19 restrictions, will begin in November
- To meet health, safety, organizational and IPM requirements, the Golf Service compound will be updated to ensure a safe work area and safe storage of equipment and chemicals

### 2021 – 2022 GOALS AND STRATEGY

Goal	Strategy
Commit to standards that focus on improving environmental sustainability and conscious land stewardship	<ul style="list-style-type: none"><li>• Upper Canada Golf Course is a gold member of the Audubon Sanctuary Program for Golf Courses and has achieved certification in both environmental planning and chemical use reduction and safety</li><li>• Upper Canada Golf Course has introduced low-mow and no-mow areas to enhance naturalization and habitat protection that will be expanded in 2021</li><li>• Upper Canada Golf Course is registered with the IPM Council of Canada and strives to reduce the carbon footprint by reducing chemically active ingredients and expanding thresholds</li></ul>

Goal	Strategy
	<ul style="list-style-type: none"> <li>• Weekly monitoring and sprayer calibrations are recorded in an annual report</li> <li>• A 10% reduction in the use of these products will be the focus for 2021</li> <li>• The tree canopy requires significant maintenance throughout the season to ensure tree and turf health as well as a safe playing environment and includes activities such as cutting, limbing, lifting, stumping and pruning</li> </ul>
Invest in infrastructure upgrades that will reduce operating costs and provide opportunities for business growth	<ul style="list-style-type: none"> <li>• Continue to utilize AMIS to address capital deficiencies such as: replacement of windows and doors, installation of insulation and major roof repairs at the clubhouse that will reduce heating and cooling costs throughout the season</li> <li>• Replace failed septic system; alleviate need to pump septic tanks</li> <li>• Investigate options for a building addition that can be utilized as a rental venue for weddings, conferences, meetings, parties, etc., and increase net revenues</li> <li>• Continue to address drainage plan to manage storm water run-off and adaptations to climate change</li> <li>• Continue with cart renewal program</li> <li>• Ensure funding for fleet of maintenance equipment continues</li> </ul>
Promote growth, innovation and enhanced experiences through a lens of profitability	<ul style="list-style-type: none"> <li>• Create new trade show specials that are competitive with other course offerings, to increase advanced sales</li> <li>• Invest in clubhouse addition and improvements that will serve as venue rental opportunities (weddings, conferences, meetings, parties, larger tournaments, etc.) and provide the business with a new revenue stream</li> <li>• Investigate overnight accommodations on site, such as cabins, to allow for stay and play opportunities and can serve as accommodations for those renting the venue for other activities</li> <li>• Update Pro Shop with new shelving, fixtures, and counters as well as expanding services to include club rentals and sales, regripping and new branded retail opportunities</li> <li>• Establish a new tournament package and actively seek out new tournaments over the winter utilizing a new COVID-19 friendly tournament structure and banquet plan</li> <li>• Actively work with a new food service operator to aggressively bring in new customers and ensure that the food/ drink service demands are met</li> <li>• Insure full utilization of the beverage cart</li> <li>• Investigate other activities to bring in new customers (comedy, music, simulator)</li> </ul>

Goal	Strategy
	<ul style="list-style-type: none"> <li>Investigate winter activities, utilizing cart path network for expanded fat bike, snowshoe, cross country activities</li> </ul>
Invest in a talented and diverse workforce by focusing on staff training and safety to deliver enhanced experiences for all	<ul style="list-style-type: none"> <li>Ensure staff receive required training to maintain Upper Canada Golf Course as an industry leader</li> <li>Develop a new standards, procedures and training protocol plan to ensure operation efficiencies and consistency across all aspects of the business</li> <li>Continue to actively seek French-speaking candidates as staff to meet the diverse needs of the customer base</li> <li>Continue to invest in PPE and related equipment to ensure staff and customer safety</li> <li>Provide cultural and unconscious bias training</li> </ul>
Strengthen and grow relationships and offerings with partners and community groups	<ul style="list-style-type: none"> <li>Continue partnership with Ontario Special Olympics (over the past 20 years UCGC has helped raise approx. \$500,000)</li> <li>Continue with CHEO CASCO Kirk Wrinne Financial charity golf tournament</li> <li>SDG Secondary school tournament and St Andrews Elementary school event</li> <li>PJG Tour junior golf event from local area, Smiths Falls to Quebec corridor (8 to 18 years old) competitive golf since 2016</li> <li>Continue to provide gift donations to the local Lions club, Hospice and Children's hospital of Eastern Ontario</li> <li>Partnership/sponsorship with a variety of local business's</li> <li>Continue to focus on growth of Junior Golf program to ensure solid customer base for the future</li> <li>Host of various Upper Canada District School Board tournaments and events</li> </ul>

## INCOME STATEMENT

Upper Canada Golf Course	2018-19	2019-20	2020-21 Pre- COVID-19 Budget	2020-21 COVID-19 Budget	2021-22 COVID-19 Budget	2021-22 Best-case Budget
Green fees / member rounds / rentals	16,109	19,040	21,998	17,208	22,074	22,292
Revenue	493,669	552,398	657,029	427,331	613,392	619,492
Expenses	695,564	630,213	656,651	603,879	595,556	595,556
<b>Net income</b>	<b>(201,895)</b>	<b>(77,815)</b>	<b>378</b>	<b>(176,548)</b>	<b>17,836</b>	<b>23,936</b>

## PROFIT BRIDGE (COVID-19 BUDGET)

<b>Net profit: Original Budget (2020-21)</b>		<b>378</b>
COVID-19 Adjustment	(176,926)	
<b>Sub-total: In-year adjustments</b>		<b>(176,926)</b>
<b>Net profit: COVID-19 Budget (2020-21)</b>		<b>(176,548)</b>
Admissions	105,524	
Rentals	52,443	
Supplies and equipment	16,144	
Sponsorship	15,000	
Concessions	10,000	
Retail	3,784	
Transportation and communication	3,275	
Marketing	865	
Services	548	
<b>Sub-total: <u>Favourable</u> additions (2021-22)</b>		<b>207,583</b>
Salaries	12,539	
Promotions and discounts	660	
<b>Sub-total: <u>Unfavourable</u> additions (2021-22)</b>		<b>13,199</b>
<b>Net profit: COVID-19 Budget (2021-22)</b>		<b>17,836</b>
<b>COVID-19 Budget (2021-22) vs. COVID-19 Budget (2020-21)</b>		<b>110.1%</b>
<b>COVID-19 Budget (2021-22) vs. Original Budget (2020-21)</b>		<b>4618.5%</b>
<b>Three-year net performance change</b>		<b>122.9%</b>



## MAINTENANCE AND OPERATIONS

### 2020 – 2021 YEAR IN REVIEW

- Zero labor hours lost to injury
- Successful on-boarding of new staff (1 student, 1 acting Equipment Mechanic)
- Reduced staff exposure to hazardous working conditions (heat and COVID-19 exceptions)
- Phase one of power line clearance
- Installed new Central Stores fuel distribution system and assigned FOBs
- Installed high security card access systems at Service Building and Administration
- Installed low temperature/high efficiency heat pump units to mitigate use of electricity
- Administration roofing completed
- Replaced two end-of-life hydro poles and underground electrical feed to Maintenance Building
- Procured 100 ft sewer inspection camera with line tracing for in-house staff to inspect and trace underground sewage and plumbing piping problems and reduce the need for outside contractors

Fiscal Year	Total Closed	Stock Issues	Asset & P.M.
2018-19	2,568	765	122
2019-20	3,622	765	736
2020-21 YTD (Sept 30)	1,524	386	345

### 2021 – 2022 GOALS AND STRATEGY

Goal	Strategy
Prioritize environmental sustainability and stewardship through thoughtful resource management	<ul style="list-style-type: none"><li>• Foster a more direct and productive working relationship with MECP, local health units and other regulatory bodies</li><li>• Upgrade building systems and components to higher efficiency alternatives</li><li>• Utilize environmentally friendly materials</li><li>• Identify and sort recyclables to reduce waste</li><li>• Enhance forestry management program by redeploying staff from special events (remove diseased trees and implement tree planting program)</li><li>• Collect and analyze data to inform decisions and identify inefficiencies</li></ul>

Goal	Strategy
Invest in infrastructure upgrades that enhance the longevity of assets and support services to other business units	<ul style="list-style-type: none"> <li>• Guide and support LAMP initiatives including AMIS implications</li> <li>• Enhance preventative maintenance measures on assets and equipment, Net facilities integration</li> <li>• Invest in proven, sustainable construction materials</li> <li>• Storage upgrades for equipment to extend life expectancy</li> <li>• Adopt industry standard project management procedures to include detailed scopes of work, consultation, engineering studies and multi-year planning as part of procurement process</li> </ul>
Invest in a talented workforce and coordinate to more adequately address current pressures and standards	<ul style="list-style-type: none"> <li>• Ensure better service reliability/fewer disruptions by enhancing preventive maintenance measures</li> <li>• Staff cross-training to maximize production</li> <li>• Redeploy staff from less critical activities to core tasks where possible</li> </ul>
Change emergency-based, reactive culture to a proactive, preventative approach	<ul style="list-style-type: none"> <li>• Provide cost-effective in-house support and invest in infrastructure improvements for programs, events and IRR initiatives</li> <li>• Improve communication and engagement with business units with respect to work requests (Net facilities)</li> <li>• Develop a synergistic relationship with Fort Henry maintenance including full enlistment with Net facilities and other best practices</li> <li>• Leverage in-house resources to mitigate out-sourced costs</li> <li>• Identify fuel saving opportunities to mitigate carbon tax impact</li> </ul>
Develop and maintain strategic partnerships and community engagement	<ul style="list-style-type: none"> <li>• Identify mutually beneficial partnerships with external groups</li> <li>• Support community events</li> <li>• Improve visibility and communication with municipalities and general public</li> </ul>

## INCOME STATEMENT

Maintenance & Operations	2018-19	2019-20	2020-21 Pre- COVID-19 Budget	2020-21 COVID-19 Budget	2021-22 COVID-19 Budget	2021-22 Best-case Budget
Revenue	21,048	43,174	15,700	14,172	12,500	14,172
Expenses	1,714,671	2,047,359	1,989,461	1,957,302	2,136,603	2,194,006
<b>Net income</b>	<b>(1,693,623)</b>	<b>(2,004,185)</b>	<b>(1,973,761)</b>	<b>(1,943,130)</b>	<b>(2,124,103)</b>	<b>(2,179,834)</b>

## PROFIT BRIDGE (COVID-19 BUDGET)

<b>Net profit: Original Budget (2020-21)</b>		<b>(1,973,761)</b>
COVID-19 Adjustment	<b>30,631</b>	
<b>Sub-total: In-year adjustments</b>		<b>30,631</b>
<b>Net profit: COVID-19 Budget (2020-21)</b>		<b>(1,943,130)</b>
Transportation & Communication (Fleet)	20,901	
Services	1,623	
<b>Sub-total: <u>Favourable</u> additions (2021-22)</b>		<b>22,524</b>
Salaries - Unclassified	128,852	
Salaries - Students	33,258	
Supplies and equipment (Fuel)	21,351	
Salaries - Classified	18,364	
Food services concessions	1,672	
<b>Sub-total: <u>Unfavourable</u> additions (2021-22)</b>		<b>203,497</b>
<b>Net profit: COVID-19 Budget (2021-22)</b>		<b>(2,124,103)</b>
<b>COVID-19 Budget (2021-22) vs. COVID-19 Budget (2020-21)</b>		<b>-9.3%</b>
<b>COVID-19 Budget (2021-22) vs. Original Budget (2020-21)</b>		<b>-7.6%</b>
<b>Three-year net performance change</b>		<b>-6.0%</b>

## ENVIRONMENT AND LAND PLANNING

### 2020 – 2021 YEAR IN REVIEW

- Completed feasibility studies for connection of campgrounds and attractions along the Long Sault Parkway and Highway 2 to municipal services in the Townships of South Stormont and South Dundas
- Completed redesign of washrooms for campgrounds and beaches
- Three (3) designs have been developed including a small and medium sized washroom plan for campgrounds as well as a large change room/canteen design for beach areas
- Preparing an update for MHSTCI including results of feasibility studies and updated costing
- Completed replacement of Fort Henry grinder pump and review of sewage management system
- Completed the beach restoration detailed designs and cost estimates for Mille Roches and Brown's Bay Beaches
- Completed greenhouse gas (GHG) emission baseline study for SLPC
- Preparing Species at Risk (SAR) education materials for use at Upper Canada Migratory Bird Sanctuary site
- Continue incorporating Environmental Sustainability in aspects of SLPC operations including development of the long-term Strategic Plan for SLPC
- Initiated consultations with Forestry Ontario regarding SLPC forest lands
- Consulted with stakeholders along the 1000 Islands Parkway and issued various permits, as required, related to development
- Continue to work with MTO on the development of a corridor management plan, safety, maintenance and esthetic issues continue to be a concern along the parkway
- Elimination of corridor maintenance payment to MTO
- Developed and implemented (with Board approval) the Residential Shoreline Dock Policy for SLPC
- Engaged Infrastructure Ontario to conduct a Land Inventory Assessment for SLPC, the project will continue into 2021 with development of the second phase of the project

### 2021 – 2022 GOALS AND STRATEGY

Goal	Strategy
Secure funding to begin upgrade and renewal programs	<ul style="list-style-type: none"><li>• Review feasibility study results and investigate various mechanisms (i.e. PP partnerships, federal grants, etc.) to fund projects to connect sites and campgrounds to municipal services</li><li>• Develop priority lists for washroom replacements (using new designs) as part of campground upgrades</li><li>• Investigate funding mechanisms for these projects including using IRR</li></ul>

Goal	Strategy
	<ul style="list-style-type: none"> <li>Investigate funding options for Mille Roches and Browns Bay beach upgrades</li> </ul>
Implement and integrate environmental strategy throughout business units	<ul style="list-style-type: none"> <li>Implement recommendations from GHG emissions report and look for emissions reduction targets that can reduce costs and increase savings, such as reducing mowing</li> <li>Implement environmental programming (i.e. SAR education billboards) at selected SLPC sites</li> <li>Investigate converting grassed areas into low maintenance and pollinator friendly plantings</li> <li>Investigate carbon offsets by utilizing strategies such as tree planting and forestry management</li> <li>Work with Forestry Ontario on forestry management plan</li> <li>Work with MTO to develop a corridor management plan for the 1000 Islands Parkway</li> </ul>
Leverage SLPC landholdings and create an overall permit strategy for land planning	<ul style="list-style-type: none"> <li>Incorporate results of Land Inventory Assessment program into long term planning/decision making regarding SLPC Parkways, dock permitting, etc.</li> <li>Work closely with business unit managers on projects related to business growth and development to provide environmental sustainability lens to the projects</li> <li>Flat fee increases to \$500 per dock permit, the inordinate administrative resources, significant risk to the Crown and unfair market value pricing compared to small businesses (marinas) in the community warrants this increase</li> </ul>
Promote increased awareness and education within SLPC staff to create a strong culture of environmental sustainability	<ul style="list-style-type: none"> <li>Work with Infrastructure Ontario to develop and implement a SLPC Geoportal</li> <li>Increase the GIS capability of SLPC staff</li> <li>Hire and train staff to monitor and enforce policy and regulations along the 1000 Islands Parkway</li> <li>Retain staff to continue progress on Green House Gas Emissions reporting and reduction strategies</li> </ul>
Collaborate with partners and stakeholders to advance infrastructural renewal projects and to create new opportunities and foster growth in the region	<ul style="list-style-type: none"> <li>Develop partnerships with local municipalities, other agencies, businesses and local community groups to explore cost sharing agreements where possible (i.e. cost sharing for sewage upgrade program with local companies between Morrisburg and the Upper Canada Village)</li> <li>Consult with local first nations communities and look for partnership opportunities with these groups for projects such as the infrastructure renewal work</li> </ul>

## INCOME STATEMENT

Environment and Land Planning	2018-19	2019-20	2020-21 Pre- COVID-19 Budget	2020-21 COVID-19 Budget	2021-22 COVID-19 Budget	2021-22 Best-case Budget
Revenue	26,332	28,034	26,883	28,274	34,133	34,133
Expenses	251,728	44,080	255,371	255,371	432,108	432,108
<b>Net income</b>	<b>(225,395)</b>	<b>(16,046)</b>	<b>(228,488)</b>	<b>(227,097)</b>	<b>(397,975)</b>	<b>(397,975)</b>

## PROFIT BRIDGE (COVID-19 BUDGET)

<b>Net profit: Original Budget (2020-21)</b>	<b>(228,488)</b>
<b>COVID-19 Adjustment</b>	<b>1,391</b>
<b>Sub-total: In-year adjustments</b>	<b>1,391</b>
<b>Net profit: COVID-19 Budget (2020-21)</b>	<b>(227,097)</b>
MTO payment terminated	213,343
Increase in permit revenue	5,696
Site Rental Agreement	163
<b>Sub-total: <u>Favourable</u> additions (2021-22)</b>	<b>219,202</b>
Salaries - internal transfer	205,237
Salaries - new positions	104,177
Operational requirements (fleet, cell)	31,630
Legal services for enforcement occurrences	30,000
Geoportal license	7,560
Utilities - internal transfer	6,650
Supplies - internal transfer	3,193
Salaries - wage increases	1,633
<b>Sub-total: <u>Unfavourable</u> additions (2021-22)</b>	<b>390,080</b>
<b>Net profit: COVID-19 Budget (2021-22)</b>	<b>(397,975)</b>
<b>COVID-19 Budget (2021-22) vs. COVID-19 Budget (2020-21)</b>	<b>-75.2%</b>
<b>COVID-19 Budget (2021-22) vs. Original Budget (2020-21)</b>	<b>-74.2%</b>
<b>Three-year net performance change</b>	<b>-2380.2%</b>

# CORPORATE SERVICES

## MARKETING AND CUSTOMER EXPERIENCE

### 2020 – 2021 YEAR IN REVIEW

- Developed a seamless communication process with the Ministry for the approval of all communications during the pandemic and enhanced public relations and governmental communications while supporting the Province's key messaging
- Over 100+ communications were developed and endorsed by the MHSTCI in relation to COVID-19 for SLPC sites that varied from social media posts, customer communications, news releases, key messaging as well as website updates
- Worked closely with the Ministry, sister agencies and community partners to align COVID-19 messaging and strategy moving into the various stages of the pandemic
- The Oiseau Wire, a weekly staff newsletter, was developed to be a source of positivity for SLPC staff while teams worked through the COVID-19 pandemic providing great tips, business unit updates, recommendations on what to watch and funny videos to keep the teams smiling
- With limited paid media, developed content for organic social media that led to positive engagement allowing guests at home to still connect with SLPC sites, for example, sharing popular Village bread recipe and exciting news of the opening of SLPC attractions and experiences
- Utilized organic social media (Facebook, Instagram, Twitter) to enhance listening and analysis of conversations and sentiment among followers of SLPC sites and obtain customer feedback
- Taking the lead from Destination Ontario, Destination Canada and local health units, paid media was slow to enter market
- Strategic placement encouraged local visitation to SLPLC sites with the focus for each campaign on local visitation from east of Toronto, across Eastern Ontario and up to Ottawa
- Initiated the education strategy by building a database of schools and contact information in Eastern Ontario
- Captured historic sites video footage and planned for the creation of an education piece that can be shared with schools to provide curricular content that will engage schools leading to opportunities for increased school visits when permitted
- The SLPC applied and was granted the Safe Travels Stamp designation by TIAO and the World Travel & Tourism Council (WTTC) which indicates to travelers that an organization meets globalized standards of health and hygiene protocols based upon WHO and CDC guidelines among others
- Continued with operator outreach during the pandemic to ensure operators were aware SLPC sites were open and ready to welcome them back when they were ready
- To date, booked a total of 687 guests for the 2021 season and 480 guests for 2022
- Actively planned and produced high quality video and imagery of all SLPC experiences to promote sites as well as plan for Virtual Tour Operator FAM Tours

- The purchase of new drone equipment provided substantial cost savings by moving this function internally
- New website development underway as SLPC has been working closely with the I & IT Cluster at MHSTCI for assistance and guidance on the execution of the RFB and development of a new website.
- Enhanced the Fort Henry experience during the stage of limited operations with the creation of a new self-guided tour map encouraging visitors to enjoy Fort Henry and show direction as they toured Fort Henry without a tour guide
- A Great Hall brand identity and brochure was also created telling the story of elegance, weddings and positive memories associated with the prestige of The Great Hall and the stunning views the venue offers
- Evaluated the TODs Signage program through a review of sign messaging and placement to ensure effective branding and strategic signage placement for SLPC businesses which led to a reduction in signage and brought significant cost-savings to the SLPC
- Strengthened relations with Tourism Kingston through involvement in a tourism working group that included the City of Kingston, Kingston DBIA, KAP and other stakeholders to build activations in downtown Kingston
- Partnered with the City of Cornwall and Cornwall Tourism utilizing Pumpkinferno exhibits to animate downtown Cornwall through the month of October
- To promote fall tourism, SD&G Tourism captured video footage at Pumpkinferno to use in their social media content
- A #StayHome Video was produced solely for social media to give communities hope during these difficult times
- This video launched across all SLPC platforms creating a unified voice across all attractions and platforms (<https://bit.ly/2GLxBNe>)

## 2021 – 2022 GOALS AND STRATEGY

Goal	Strategy
Implement a corporate communication strategy that showcases the SLPC as a tourism leader and establish a unique image for the SLPC as a preferred destination	<ul style="list-style-type: none"> <li>• Develop a corporate communication plan that will act as an internal document to assist in executing tactics that focus on key communication principles</li> <li>• Prioritize a stronger digital presence by pursuing new and innovative ways to reach consumers through social media accounts and websites</li> <li>• Utilize social media to enhance social listening and obtain customer feedback</li> <li>• Develop an internal communication stream to engage with staff and ensure proper flow of information</li> <li>• Develop a blog content strategy that tells stories through strong visuals and video</li> </ul>



Goal	Strategy
	<ul style="list-style-type: none"> <li>• Create good news platforms through media relations to enhance the SLPC's reputation</li> <li>• Develop specific, targeted media, social and editorial strategies for each business unit</li> <li>• Develop relationships with travel influencers and invite writers to experience SLPC products leveraging their audience</li> <li>• Share monthly highlights and media log of earned media with staff and Board of Commissioners</li> <li>• Implement a refreshed email marketing strategy to promote various, events, summer camps, advance sales and cross promotion</li> <li>• Partner with community leaders to inform and engage the public and identify new opportunities for outreach</li> <li>• Improve reputation management through increased response rate for customer inquiries and feedback</li> <li>• Respond to online comments and reviews with 'other' customers in mind</li> <li>• Build on the current issue management process by identifying, anticipating and proactively addressing issues of importance, in collaboration with MHSTCI, SLPC and specific business units</li> <li>• Strengthen internal communication with business units through marketing-specific meetings to ensure marketing messaging is focused on appropriate goals and strategies</li> </ul>
Enhance community outreach and product education to create stronger municipal alignment and partnership growth	<ul style="list-style-type: none"> <li>• Continue to collaborate with other tourism entities and municipal partners to leverage messaging and education of SLPC offerings</li> <li>• Enhanced focus on indigenous partnerships and program integration</li> <li>• Continue to build education strategy and virtual on-line products that will engage the educational community and lead to increased revenues</li> <li>• Engage with military communities to create an awareness of special rates</li> <li>• Prospect larger corporate businesses for opportunities to sell naming rights to events and other assets</li> <li>• Increase business unit sponsorships through opportunities that better match client needs such as on-site activations and brand exposure</li> <li>• Explore opportunities to cross-sell other assets to sponsors and large employers as "employee benefits" that aid in workforce retention</li> </ul>

Goal	Strategy
	<ul style="list-style-type: none"> <li>• Create a cross promotion toolkit for each business unit that includes easy-to-use scripts to upsell and move customers from one attraction to another</li> <li>• Create and implement an “Adoption Program where funds will off-set expenses and increase our reach beyond traditional partners</li> <li>• Develop stronger relationships with local businesses to leverage marketing and sponsorship opportunities and collateral distribution</li> <li>• Investigate media partnerships to leverage marketing dollars for enhanced buying power</li> <li>• Develop new sponsorship strategy that aligns with approved sponsorship policy and considers current and post-COVID-19 economic realities</li> <li>• Utilize PHD Canada for referrals to potential partnership opportunities</li> <li>• Create a standard sponsorship package to be used at business unit level for local contacts where applicable</li> <li>• Build referral programs that leverages current customers to create new customers across business units</li> <li>• Analyze current business group membership benefits across the region to ensure SLPC is receiving value and utilizing opportunities</li> <li>• Streamline and strengthen reporting and communication between business units and partners</li> </ul>
Strategic marketing refresh with a focus on corporate brand alignment and cross promotion	<ul style="list-style-type: none"> <li>• Increase revenue through smart marketing, storytelling, excellent customer service and community relations</li> <li>• Work closely with business units to align message and target customers through effective and appropriate channels</li> <li>• Develop a corporate marketing strategy focusing on environmental sustainability</li> <li>• Embrace evolving world of digital and social media understanding the new clutter &amp; algorithm issues</li> <li>• Connect with customers through strong visuals, dynamic video and targeted messaging inspiring consumers to act</li> <li>• Align marketing initiatives, intelligence/data collection to support informed and strategic decisions and engage in emerging media trends</li> <li>• Reduce waste on printed assets</li> <li>• Amplify the corporate brand through a blog and enhanced website presence</li> <li>• Cross promote SLPC experiences creating a full destination experience for guests</li> </ul>

Goal	Strategy
	<ul style="list-style-type: none"> <li>• Communicate with customers through preferred channels</li> <li>• Build social media organic strategy with focus on paid media</li> <li>• Effectively timeline tickets sales when media launches</li> <li>• Utilize partners and in-house resources to refresh photographic/video assets</li> <li>• Undertake signage audit to produce signage that is helpful, consistent in branding/messaging and eliminates duplication</li> <li>• Analyse past campaign data and utilize benchmarks to make sound media decisions and report effectiveness of each campaign</li> </ul>
Continue to nurture and build tour operator relations and business, primarily domestic travel trade opportunities	<ul style="list-style-type: none"> <li>• Utilize Kingston Destination Fund to financially support all travel trade initiatives</li> <li>• Prioritize domestic travel trade business and opportunities with domestic tour operators</li> <li>• Promote day trip opportunities with SLPC experiences</li> <li>• Provide collateral, rates and content to Destination Ontario, Destination Canada and DMO partners to leverage their outreach</li> <li>• Evaluate the 'on the ground' tour group experience and establish rates through to 2023</li> <li>• Build on the emerging St. Lawrence Seaway Cruise market offering SLPC experiences as part of cruise excursion packages</li> <li>• Build packages with local tourism businesses creating a destination sell</li> </ul>
Build and launch new website	<ul style="list-style-type: none"> <li>• Award new website contract and build a modern, easy to navigate website with a seamless purchase journey</li> <li>• Estimated launch date - June 30, 2021</li> </ul>

## INCOME STATEMENT

Marketing and Customer Service	2018-19	2019-20	2020-21 Pre-COVID-19 Budget	2020-21 COVID-19 Budget	2021-22 COVID-19 Budget	2021-22 Best-case Budget
Revenue	111,898	20,523	15,000	0	5,000	5,000
Expenses	1,291,917	944,241	1,056,732	1,010,852	1,014,281	1,058,161
<b>Net income</b>	<b>(1,180,019)</b>	<b>(923,718)</b>	<b>(1,041,732)</b>	<b>(1,010,852)</b>	<b>(1,009,281)</b>	<b>(1,053,161)</b>

## PROFIT BRIDGE (COVID-19 BUDGET)

<b>Net profit: Original Budget (2020-21)</b>	<b>(1,041,732)</b>
<b>COVID-19 Adjustment</b>	<b>30,880</b>
<b>Sub-total: In-year adjustments</b>	<b>30,880</b>
<b>Net profit: COVID-19 Budget (2020-21)</b>	<b>(1,010,852)</b>
<b>Sponsorship</b>	<b>5,000</b>
<b>Sub-total: <u>Favourable</u> additions (2021-22)</b>	<b>5,000</b>
<b>Salaries</b>	<b>3,429</b>
<b>Sub-total: <u>Unfavourable</u> additions (2021-22)</b>	<b>3,429</b>
<b>Net profit: COVID-19 Budget (2021-22)</b>	<b>(1,009,281)</b>
<b>COVID-19 Budget (2021-22) vs. COVID-19 Budget (2020-21)</b>	<b>0.2%</b>
<b>COVID-19 Budget (2021-22) vs. Original Budget (2020-21)</b>	<b>3.1%</b>
<b>Three-year net performance change</b>	<b>-9.3%</b>

### 2020 – 2021 HIGHLIGHTS

- Financial audit was completed 100% virtually for the first time
- Frequent financial updates provided to the Ministry, revised budget to reflect effects of COVID-19 restrictions, staff working remotely with no delays in service
- Procurement, project review/processes and implementation included in new strategic plan
- Continued enhancement and automation of business processes
- Capital budgeting process review and enhancement with the Ministry Capital Working Group
- Developed SLPC Continuity of Operations Plan (COOP)
- Created “Working During COVID – What You Need to Know” staff manual and training plan, supporting all business units in the delivery of training
- Participated on Ministry’s Continuation of Operations team to ensure alignment of protocols during the pandemic
- Provided weekly reporting to the Ministry on pandemic-related information
- Completed a review and refresh of corporate orientation content for SLPC learning management system, CyberTrain
- Developed partnership with Ministry of Training, Colleges and Universities on Skills Advance Ontario Program
- Created SLPC Anti-Racism Action Plan that supports policy and program development, education and awareness, and collaborative partnerships
- Partnered with Ministry of Indigenous Affairs to promote Treaties Week and develop staff awareness training
- Implemented training sessions for frontline staff, management and community partners on Muslim culture and Islamic Canada
- Led labor relations processes to successfully return to work SLPC’s seasonal workforce and 28% of student staff through phases of reopening during pandemic
- Secured an additional 15 positions for Summer Experience Program (SEP) funding, with an additional impact of \$55K
- Deployed corporate communication applications (Microsoft Teams, Zoom Pro, Office 365, SharePoint, etc.) and laptops to assist in work-from-home environment
- Enhanced IT Help Desk through streamlined tickets, reduced response times, 24/7 availability
- Continued transition of software applications to cloud-based environment
- Enhanced Network Security with Multi-factor authentication implementation, automated updates and an updated IT disaster recovery back-up plan
- Standardized Mobile Device Program efforts continued with 97% of staff converted

## 2021 – 2022 GOALS AND STRATEGY

Goal	Strategy
Foster high-performing teams attract, retain and promote talent	<ul style="list-style-type: none"> <li>Recruitment tactics that attract and support diversity in talent pools, including working with Indigenous partners, use of Diverse Interview Panel pilot, diversify leadership, FLS positions</li> <li>Implement corporate training plan that includes initiatives that target diversity, anti-racism and respectful workplace awareness, Lean, language training</li> <li>Support SLPC in roll out of Anti-Racism Action Plan that supports policy and program development, education and awareness, collaboration with partners</li> <li>Create framework for corporate succession plan</li> <li>Continue to foster positive labour relations and a strong safety culture through Joint Health and Safety Committee (JHSC) and Local Employee Relations Committee (LERC) partnerships</li> <li>Virtual finance roadshows and other training sessions (Finance 101 for other SLPC departments)</li> </ul>
Maximize use of technology	<ul style="list-style-type: none"> <li>Fully utilize capabilities of existing Sage-300 ERP (Finance and HR automation systems)</li> <li>Paramount Work-Force document management system (paperless purchasing, AP, asset management, e-Expenses)</li> <li>Improve and expand AP options for SLPC vendors</li> <li>Point of Sale (POS) system software and hardware upgrades</li> <li>Migration of current land line phone system to Microsoft Teams</li> <li>Further enhance internet service capacity</li> <li>Enhance security/management of the 'work-from-home' IT environment</li> </ul>
Maximize SLPC capital assets	<ul style="list-style-type: none"> <li>Re-introduction of AMIS or alternative asset management system</li> <li>Capital management plan, up to date and comprehensive</li> <li>Extend IT hardware/software life cycle plan and implement policy</li> <li>IT transition to cloud-hosted data centre and reduce on-premise hardware</li> <li>Explore offering shared workspace options at office to maximize use of existing IT resources</li> </ul>
Contribute to SLPC's sustainability	<ul style="list-style-type: none"> <li>Develop HR Plan (2021 to 2025) in alignment with new SLPC Strategic Plan</li> <li>Support organizational realignment initiatives to support the structure and staff compliment required to meet business goals and strategies</li> </ul>

Goal	Strategy
	<ul style="list-style-type: none"> <li>• Work with the Ministry to advocate for an increase to FTE cap to ensure staffing levels will meet critical business requirements</li> <li>• Continue with pandemic preparedness to ensure SLPC is supported, safe and ready for further challenges of COVID-19 in 2021-22</li> <li>• IT Disaster Recovery Plans, business continuity plans and related policies</li> <li>• Business/finance dashboards, implement balanced scorecard performance management system</li> </ul>
Improve environmental impact	<ul style="list-style-type: none"> <li>• More paperless-automated document management system</li> <li>• Reduce travel by leveraging existing technology</li> <li>• Transition to cloud data centre and server hosting</li> </ul>

## INCOME STATEMENT

Corporate Services	2018-19	2019-20	2020-21 Pre- COVID-19 Budget	2020-21 COVID-19 Budget	2021-22 COVID-19 Budget	2021-22 Best-case Budget
Revenue	149,065	755,713	137,400	68,700	72,841	109,262
Expenses	2,135,212	2,047,677	2,030,199	2,069,039	2,092,905	1,990,680
<b>Net income</b>	<b>(1,986,147)</b>	<b>(1,291,964)</b>	<b>(1,892,799)</b>	<b>(2,000,339)</b>	<b>(2,020,064)</b>	<b>(1,881,419)</b>

## PROFIT BRIDGE (COVID-19 BUDGET)

<b>Net profit: Original Budget (2020-21)</b>		<b>(1,892,799)</b>
COVID-19 Adjustment	<b>(107,539)</b>	
<b>Sub-total: In-year adjustments</b>		<b>(107,539)</b>
<b>Net profit: COVID-19 Budget (2020-21)</b>		<b>(2,000,339)</b>
KP SLPC Admin fee	68,076	
KP wage recovery	56,779	
Environment and Land Planning - internal transfer	48,214	
Hydro / propane	10,000	
<b>Sub-total: <u>Favourable</u> additions (2021-22)</b>		<b>183,069</b>
IT Help desk employee	72,000	
Salaries (normal progression)	55,946	
IT security software	20,000	
Accounting adjustment - licences / insurance	17,000	
Orientation / wellness re-instatement (reduced due to COVID-19)	16,000	
Finance / HR software inflation	12,000	
Training re-instatement (reduced due to COVID-19)	9,000	
Other direct operating expenses (ODOE)	849	
<b>Sub-total: <u>Unfavourable</u> additions (2021-22)</b>		<b>202,795</b>
<b>Net profit: COVID-19 Budget (2021-22)</b>		<b>(2,020,064)</b>
<b>COVID-19 Budget (2021-22) vs. COVID-19 Budget (2020-21)</b>		<b>-1.0%</b>
<b>COVID-19 Budget (2021-22) vs. Original Budget (2020-21)</b>		<b>-6.7%</b>
<b>Three-year net performance change</b>		<b>-56.4%</b>



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

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

### **Self-Generated**

For 2021-22, SLPC plans to generate \$8.542 million in total revenues (123% increase compared to the 2020-21 COVID-19 budget), incur \$15.539 million in total expenditures (21% increase compared to the 2020-21 COVID-19 budget) and achieve a surplus of \$126 thousand, exclusive of Kingston Penitentiary Tours. Kingston Penitentiary Tours are expected to generate \$1.357 million in total revenues, incur \$1.356 million in total expenditures, and achieve a surplus of \$1 thousand. SLPC plans to recover approximately \$260 thousand in expenditures related to the operation of Kingston Penitentiary Tours.

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

The Fiscal 2021–22 plan assumes that the annual Provincial operating grant remains frozen at the current level of \$7.123M. As outlined in the Procurement Plan the Commission requires a Repair and Rehabilitation (R&R) Capital Projects budget totalling approximately \$9.78M in 2021-22 and \$24.6M over the next three years, and a Major Capital Projects budget totalling approximately \$25.8M in 2021-22 and \$57.9M over the next three years. It is based on the need to address the backlog of maintenance projects. Historically the Commission receives approximately \$4-6M annually to address high-priority capital projects. The backlog of deferred maintenance creates a high risk of emergency repair issues that would require additional funding over the course of the three-year plan.

# FINANCIAL BUDGET OVER THREE-YEAR LIFE OF BUSINESS PLAN

					Year 1		Year 2	Year 3
	Actual 2018-19	Actual 2019-20	Original Budget 2020-21	COVID-19 Budget 2020-21	COVID-19 Budget 2021-22	Best-case Budget 2021-22	Projection 2022-23	Projection 2023-24
<b>Operating Revenues:</b>								
Retail Sales	1,732,748	1,694,897	1,850,973	235,209	1,053,870	1,697,538	1,748,464	1,800,918
Admissions	9,780,994	9,886,314	10,318,405	3,055,418	6,560,515	9,128,401	9,402,253	9,684,321
Comp/Promo/Discount	(52,762)	5,867	(38,789)	660	0	(38,689)	(39,850)	(41,045)
Rentals	286,651	353,902	297,747	81,649	171,266	307,786	317,020	326,530
Concessions	274,794	265,222	300,430	151,384	117,476	306,502	315,697	325,168
Sponsorship	207,006	88,395	161,700	17,500	42,000	86,700	89,301	91,980
Investment Income	148,620	148,268	137,400	72,841	72,841	109,262	112,539	115,916
Land Use	26,280	26,367	23,420	24,974	30,670	30,670	31,590	32,538
Asset Disposal	0	0	0	0	0	0	0	0
Other Revenue (Admissions surcharge)	589,717	248,821	690,083	193,149	493,336	679,328	699,708	720,699
<b>Sub-Total Operating Revenue</b>	<b>12,994,049</b>	<b>12,718,052</b>	<b>13,741,369</b>	<b>3,832,785</b>	<b>8,541,974</b>	<b>12,307,498</b>	<b>12,676,723</b>	<b>13,057,024</b>
Student Experience Program (SEP)	80,476	68,849	0	0	0	0	0	0
Grants	19,600	586,365	0	0	0	0	0	0
<b>Total Operating Revenue, SEP and Grants</b>	<b>13,094,125</b>	<b>13,373,267</b>	<b>13,741,369</b>	<b>3,832,785</b>	<b>8,541,974</b>	<b>12,307,498</b>	<b>12,676,723</b>	<b>13,057,024</b>
<b>Operating Expenditures:</b>								
Salaries	11,102,770	11,328,422	11,694,839	7,925,951	9,848,920	11,903,289	12,141,355	12,384,182
Capital Expense Transfer	0	(33,368)	0	0	0	0	0	0
Benefits	1,993,299	2,124,980	2,205,169	1,565,946	1,905,715	2,242,700	2,287,554	2,333,305
<b>Sub-Total Salaries and Wages</b>	<b>13,096,068</b>	<b>13,420,034</b>	<b>13,900,008</b>	<b>9,491,897</b>	<b>11,754,635</b>	<b>14,145,989</b>	<b>14,428,909</b>	<b>14,717,487</b>
Marketing	646,294	476,617	457,000	157,997	159,661	363,661	363,661	363,661
Transportation and Communication	248,132	174,542	154,854	157,349	215,026	215,022	215,022	215,022
Supplies and Equipment	1,459,971	1,248,549	1,773,459	1,143,994	1,113,222	1,499,637	1,499,637	1,499,637
Services	2,753,522	1,992,653	1,833,180	1,620,638	1,614,000	1,870,618	1,870,618	1,870,618
Grants Paid in Lieu of Taxes	14,675	14,675	14,675	14,675	14,675	14,675	14,675	14,675
Miscellaneous Expenditures	(93,380)	(95,738)	(94,674)	0	0	(95,738)	(95,738)	(95,738)
<b>Sub-Total Other Direct Expenditures</b>	<b>5,029,214</b>	<b>3,811,299</b>	<b>4,138,494</b>	<b>3,094,653</b>	<b>3,116,584</b>	<b>3,867,875</b>	<b>3,867,875</b>	<b>3,867,875</b>
COGS	1,055,910	954,660	1,013,289	239,673	664,470	940,163	874,232	900,459
Depreciation	7,711	12,074	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total Expenditures</b>	<b>19,188,904</b>	<b>18,198,067</b>	<b>19,054,791</b>	<b>12,829,223</b>	<b>15,538,689</b>	<b>18,957,027</b>	<b>19,174,016</b>	<b>19,488,822</b>
<b>Net income (loss) from Operations</b>	<b>(6,094,779)</b>	<b>(4,824,800)</b>	<b>(5,313,422)</b>	<b>(8,996,438)</b>	<b>(6,996,716)</b>	<b>(6,649,530)</b>	<b>(6,497,294)</b>	<b>(6,431,797)</b>
Operating Transfer Payment	7,122,800	7,122,800	7,122,800	7,122,800	7,122,800	7,122,800	7,122,800	7,122,800
<b>Net income (loss) from Operations and Transfer Payment (TP)</b>	<b>1,028,021</b>	<b>2,298,000</b>	<b>1,809,378</b>	<b>(1,873,638)</b>	<b>126,084</b>	<b>473,270</b>	<b>625,506</b>	<b>691,003</b>
Celebrate Ontario / Ontario 150 Funding	157,982	0	0	0	0	0	0	0
Celebrate Ontario / Ontario 150 Expenses	(158,003)	0	0	0	0	0	0	0
<b>Net income (loss) from Operations, TP, and Celebrate Ontario</b>	<b>1,028,000</b>	<b>2,298,000</b>	<b>1,809,378</b>	<b>(1,873,638)</b>	<b>126,084</b>	<b>473,270</b>	<b>625,506</b>	<b>691,003</b>

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

The diverse nature of SLPC's business portfolio and broad mandate, mixed with the need to achieve government priorities, necessitates the use of a variety of performance measurement tools. The performance results, identified as outputs or outcomes to comply with the Agencies and Appointments Directive (AAD), will be reviewed regularly by the Business Unit Managers, Senior Leadership Team, and Board of Commissioners. The following are Key Performance Measures that SLPC uses in its operations to assess performance.

### FINANCE

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

#### 2020/21

The 2020-21 COVID-19 budget for the year-ended March 31, 2021, projects an unfavourable variance to budget of \$3.68 million from the pre-COVID-19 budgeted net profit from operations of \$1.87 million, resulting in a net loss from operations of \$1.87 million for the year.

#### 2021/22

For 2021-22, SLPC plans to generate \$8.542 million in total revenues (123% increase compared to the 2020-21 COVID-19 budget), incur \$15.539 million in total expenditures (21% increase compared to the 2020-21 COVID-19 budget) and achieve a surplus of \$126 thousand, exclusive of Kingston Penitentiary Tours. Kingston Penitentiary Tours are expected to generate \$1.357 million in total revenues, incur \$1.356 million in total expenditures, and achieve a surplus of \$1 thousand. SLPC plans to recover approximately \$260 thousand in expenditures related to the operation of Kingston Penitentiary Tours.

## 2022/23 TO 2023/24

Moving ahead to 2022-23 SLPC plans to generate \$12.677 million in total revenues, \$19.174 million in total expenditures, resulting in a projected net profit of \$626 thousand. In the final year of the three-year business planning cycle (2023-24), SLPC plans to generate \$13.057 million in total revenues, \$19.489 million in total expenditures, resulting in a projected net profit of \$691 thousand.

## ATTENDANCE

Activity (attendance) levels are evaluated weekly and compared to the budget and previous year to evaluate performance, identify trends and opportunities. The output-based target levels for 2021-22, 2022-23, and 2023-24 are 1,326,000 (see chart below), 1,346,000, and 1,366,000, respectively.

ATTRACTION	2021-22 COVID-19	2020-21 COVID-19	2020-21 Pre-COVID-19	2021-22 COVID-19 vs. 2020-21 COVID-19		2019-20
Fort Henry admissions/rentals	40	27	99	13	49 %	96
Upper Canada Village admissions/rentals	74	29	250	45	157 %	256
Parks nights/admissions	152	69	164	83	119 %	158
Upper Canada Golf Course rounds/rentals	22	17	22	5	28 %	19
Skywood Eco Adventure Park admissions	0	0	12	0	-	9
Kingston Pen Tours admissions	34	19	68	15	80 %	72
<b>SLPC total excluding Chrysler Park Marina</b>	<b>322</b>	<b>161</b>	<b>614</b>	<b>161</b>	<b>100 %</b>	<b>611</b>
Chrysler Park Marina docked/stored linear ft. per day	1,004	1,351	1,429	(347)	(26) %	1,189
<b>SLPC total including Chrysler Park Marina</b>	<b>1,326</b>	<b>1,512</b>	<b>2,043</b>	<b>(186)</b>	<b>(12) %</b>	<b>1,800</b>

Note: Above amounts are in thousands

## CUSTOMERS

A key driver of an improved financial outcome is optimal customer satisfaction levels. This can be achieved through improved customer service standards, consistent monitoring of customer satisfaction levels and customer-centric decision-making with regards to product offerings and marketing campaigns. The SLPC will undertake the following to achieve those outcomes:

- Reduction in response time to a maximum of 2 business days for incoming customer emails; *(output)*
- Digitization of information and booking experience will allow for a staff reduction of 2 seasonal positions in the Customer Service Unit and improve customer experience; *(output/outcome)*
- Engage Kingston community tourism partners to offer more Kingston Pen Tour packages with a targeted increase in hotel package sales of 4% YOY; *(output/outcome)*

- Consistent postal/zip code tracking and analysis /comparison with industry data to inform marketing strategy to meet attendance/ revenue goals; (*output/outcome*)
- Utilize marketing campaigns, Customer Service agents and front-line staff to promote SLPC ticketing packages with a targeted increase of 4% YOY in sales of seasonal passes (*output/outcome*)

In 2021-22 and beyond, SLPC will continue to utilize digital technology to monitor customer satisfaction levels through social media channels, website interactions, email and customer service calls. This information will assist in synchronizing marketing campaigns, social media activity, customer service offerings as well as product development and sales strategies. The objective will be to make customer-centric decisions that will help each of the business units achieve revenue targets and ultimately drive profitability of the SLPC.

## HUMAN RESOURCES AND HEALTH & SAFETY

Measurement and tracking through various forms such as surveys, direct feedback and industry indicators and standards is a useful way for the SLPC to understand the current state of its workplace and the needs and changes that are required to continue to move forward in a progressive manner. The SLPC will continue to utilize and implement the following to that end.

- Target 100% participation of regular service staff in OPS Employee Experience Survey to provide robust data to inform future efforts of the SLPC to provide a healthy and satisfying place to work;
- Continue to maintain low activity levels (0 to 1 complaints per year) using early and effective conflict resolution methods with regards to the Respectful Workplace Policy;
- SLPC will continue progress on becoming a “safety-first” culture with a targeted decrease in staff and visitor incidents of 10% YOY;
- Regular service staff compliment is maintained within FTE cap of 61, fixed-term contracts required for shoulder season events and capital projects that temporarily add to FTE count are assessed on a case by case basis;
- Lean enhancements to automated systems will improve end user experience with a target to reduce time spent in systems by 30% in 2021;

The SLPC is committed to the professional growth and development of its workforce and strives to provide innovative and meaningful learning opportunities for staff through the corporate training plan and supporting retention and succession planning. Continual feedback from managers and staff as well as local Employee Relations Committees will help the SLPC better understand its needs moving forward.

The SLPC will also adhere to its recruitment diversity mandate and track the number of hires to designated positions by staff category and location to ensure services can be provided in French and English at all key frontline areas. French competency will be tested using a qualified vendor of record. The SLPC will also continue to promote and track diversity in leadership positions.

## ASSET CONDITION

As SLPC's major capital assets continue to age, many have become fully depreciated and are still in use beyond their expected useful life (they have \$0 net book value). As part of the Long-term Capital Plan, SLPC will develop an Asset Replacement Strategy to maintain net book value (NBV) year-over-year; as a result, the outcome-based NBV targets for 2021-22, 2022-23, and 2023-24 remain consistent at \$35,425,000 (see table below). SLPC is hopeful with continued efforts it will receive assistance with major and special capital funding and investment that the NBV of its assets can begin to improve. Below is the status of SLPC assets as at March 31, 2020:

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

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

## HUMAN RESOURCES PLAN

### Workforce Demographics

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

<b>94 %</b> of workforce are unionized	<b>44</b> – average age of workforce (excluding students)
<b>48 %</b> of workforce are students	<b>9</b> – average years in the workforce (excluding students)

Gen Z – <b>47%</b>	Boomers – <b>24%</b>
Gen Y – <b>19%</b>	Traditionalists – <b>2%</b>
Gen X – <b>8%</b>	

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

### Diversity, Inclusion and Anti-Racism

SLPC is striving to better serve their diverse visitor population as well as incorporate more diversity into their talent pools, working towards increasing the compliment of staff with multiple language skills as well as the commitment to provide an active offer of service to Francophone visitors. Over the last five years, SLPC has grown their FLS compliment to 21 designated positions, occupied by 46 staff members from all areas across SLPC, including positions in the executive office, management, communications, marketing and several frontline customer facing roles. Following the SLPC Anti-Racism Plan, a new corporate training plan will be established that will include access to cultural awareness education.

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

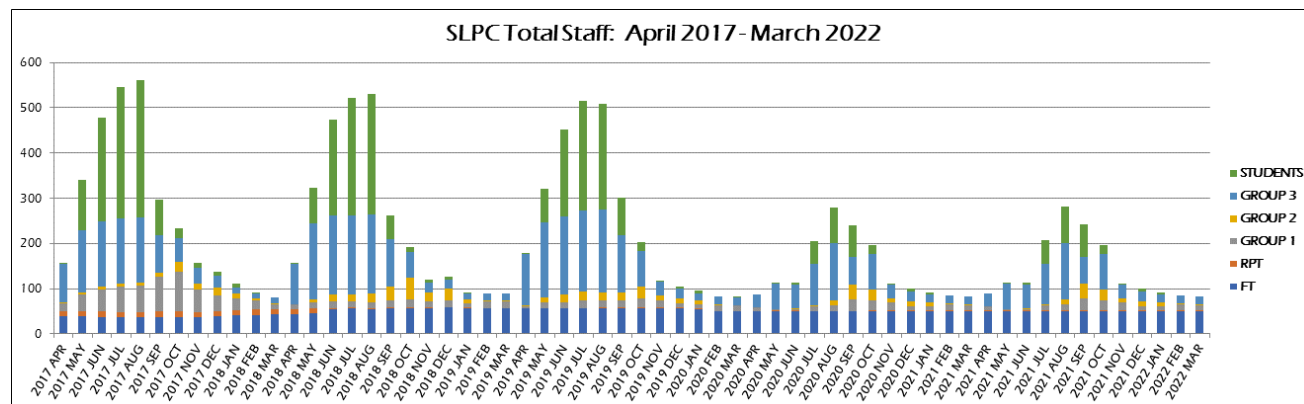
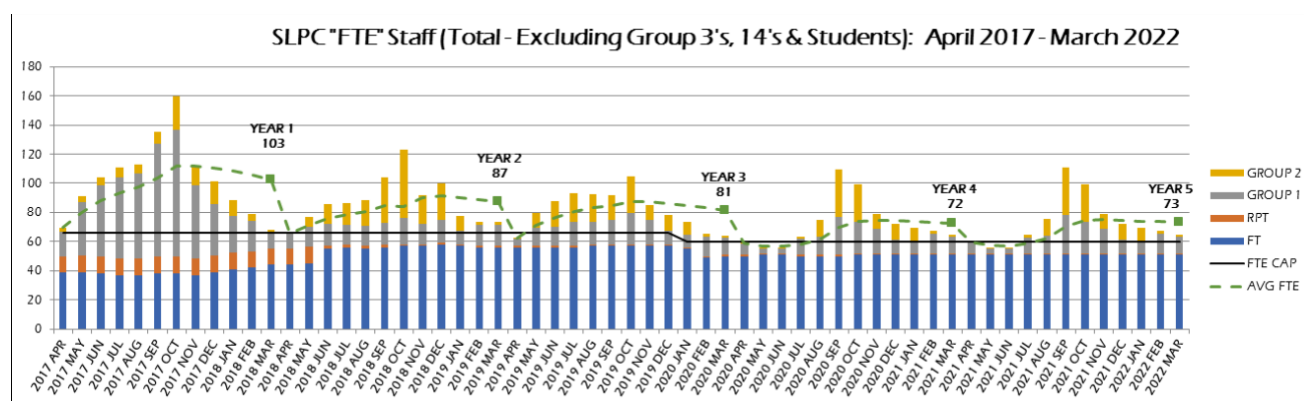
### Succession Planning

Retirement eligibility shows a potential for 8 individuals in the management cadre, 7 in the regular unionized service and 86 in the seasonal workforce to retire in the next 5 years. While this could give SLPC an opportunity for healthy turnover and a refreshed workforce, it could also mean the loss of a substantial amount of institutional knowledge and skills. Over the next several years, it will be important to ensure that successors are identified and given opportunities for training, job trading, job shadowing or mentoring to develop these valuable

skills and knowledge bases. SLPC will also further diversify management and senior leadership teams.

### Full Time Equivalent (FTE) Management

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



### Automation of HR Service Delivery

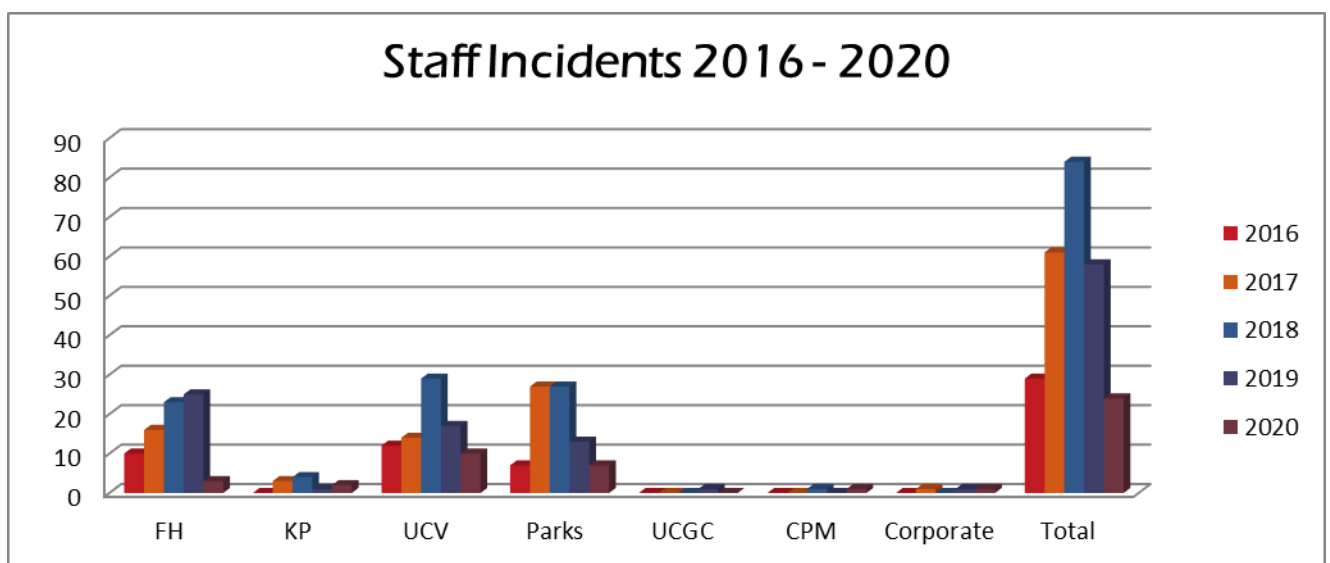
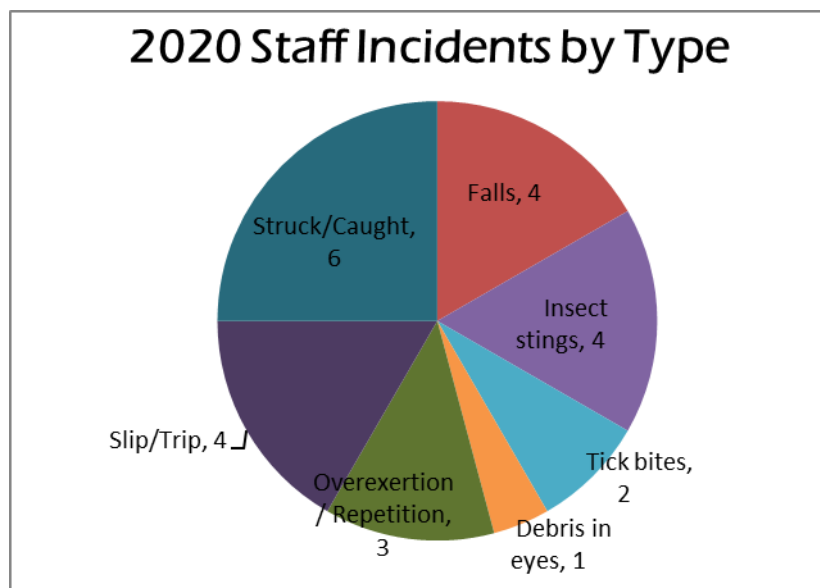
There will be a continued focus on end user feedback of our automated Payroll and Human Resource systems to further implement enhancements and improve automated processes to help leaders manage their workforces better.



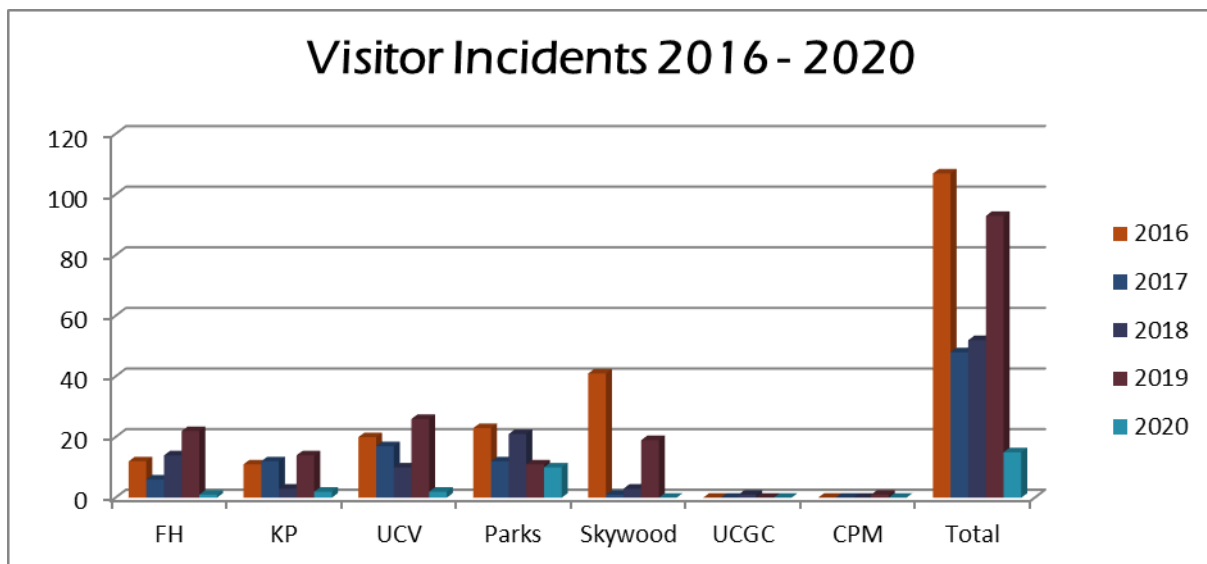
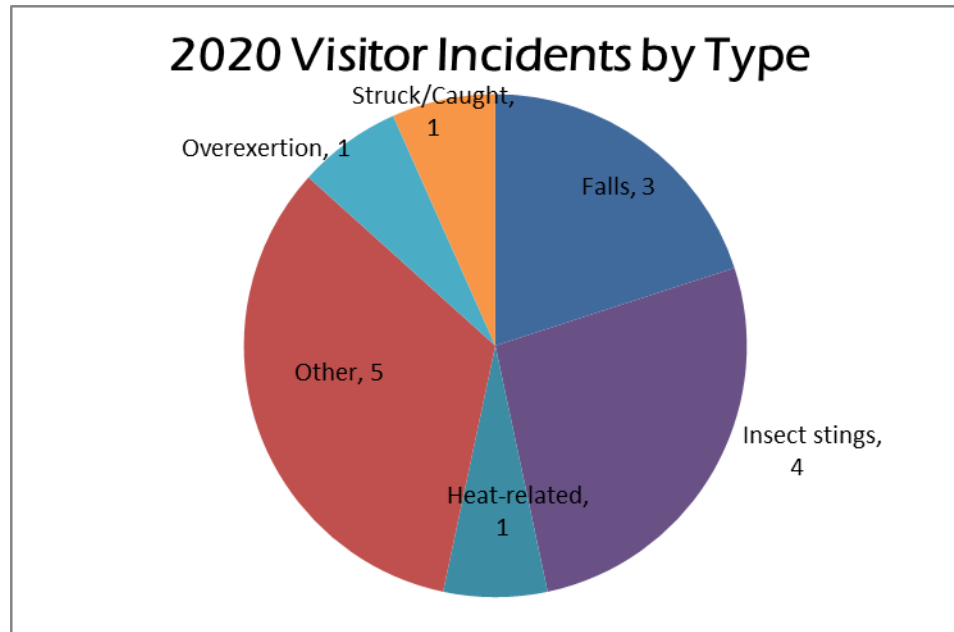
## Health, Safety & Wellness

With health and safety at the forefront of everything they do at SLPC, Human Resources will continue to support business units in tracking staff and visitor incidents while supporting a “safety- first” culture that continues to use leading indicators and root cause analysis from incident data to prevent repeat incidents or near misses. Using feedback from the OPS staff survey and feedback from business units, staff engagement initiatives will be a priority in the next business cycle.

SLPC has seen a 59% decrease in staff incidents from 2019 to 2020. This could be attributed to the shorter operating season and reduced product offerings due to COVID-19.



Visitor incidents saw a decrease in 2020, down 84% from 2019. This decrease could be attributed to a significant reduction in the number of visitors due to delayed opening dates and crowd restrictions resulting from COVID-19.



## HR PLAN MOVING FORWARD (2021-2025)

In 2020/21, a new Human Resources Plan will be developed in conjunction with SLPC's new Strategic Plan and corporate direction.

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

## COMMUNICATIONS PLAN

### Goal

Showcase the SLPC as a tourism leader and preferred destination that is committed to responding to the needs of its visitors with courtesy and excellent customer service. Establish a unique image for the SLPC as an organization dedicated to communicating effectively with visitors, staff, community leaders and associations, other tourism operators and the MHSTCI.

### Objectives

Increase exposure for the SLPC through smart marketing, storytelling, excellent customer service and community relations

- Execute timely and accurate communications activities and anticipate future trends
- Protect the image, perception and reputation of the SLPC
- Constantly strive to understand and improve the customer experience
- Focus on customer loyalty and retention for future success
- Provide guidance on appropriate communications content
- Identify potential partners to enhance communications efforts

### Strategy

Develop a corporate communication plan that will act as an internal document to assist the SLPC achieve and execute efficient and meaningful tactics with an audience-centric approach as well as focus on our key communication principles. This will encompass digital media, earned media outreach and issues management.

**Purpose:** Focus on eliminating barriers for customers and communicating with empathy, transparency and speed.

- **Trust** - Communicate in methods that build, maintain or restores trust between our staff members working frontline with customers and visitors.
- **Timeliness** - Provide timely updates. Information is moving fast, leaving customers wondering what is happening. This will consist of updating the SLPC website, staying active on social media, sending emails and news releases when necessary.
- **Transparency** - Maintaining the trust of SLPC customers and visitors requires ongoing transparency, including timely and complete information. As new developments occur, they should be communicated proactively and timely.
- **Listening** - Understanding SLPC customers and visitors risk perceptions, views and concerns is critical to effective communication. Listening will be done through a variety of mechanisms and based on a wide variety of sources if possible, which include social media, emails and other inquiries.

## COMMUNICATION TACTICS

### SUPPORT A STRONGER DIGITAL PRESENCE

The SLPC will actively pursue new and innovative ways to reach consumers through its corporate accounts and its initiatives, partnerships, events, industry relevant news, key updates and more.

- Utilize social media (Facebook, Instagram, Twitter and LinkedIn) to enhance social listening and social care (customer service) to analyse conversations in our community about products, brand, and obtain customer feedback
- Take advantage of digital mediums such as blog, website and newsletters through email marketing to raise awareness of the SLPC brand
- Implement a refreshed email marketing strategy to promote various, events, summer camps, advance sales, cross promotion and more
- Create an internal communication stream to effectively engage with staff
- Utilize newly redesigned website as the consumers primary touchpoint to offer a blend of key information with news and highlights that are updated regularly
- Develop a blog content strategy that tells stories through strong visuals, video and align our content with partner messaging and programs
- Capture video using in-house resources for the purpose of day-to-day organic aspect of providing information

### CREATE GOOD NEWS PLATFORMS THROUGH MEDIA RELATIONS

- Celebrate and communicate good news stories by highlighting positive achievements and successes made by the SLPC, its staff and its community members as well as success in delivering services to its customers
- Strive to effectively and consistently share SLPC news and messaging with traditional media and build upon these relationships
- Continue to craft bilingual media releases for online distribution to local and national publications from print, radio, TV, online platforms and niche publications
- Develop specific, highly targeted media, social and editorial strategies for each business unit focusing on individual target markets
- Implement a content strategy that tells stories through strong visuals, video and align our content with partner messaging and programs
- Develop relationships with travel influencers (experts, bloggers, vlogger, Instagrammers, writers, journalists) while building content strategy to ultimately pitch storylines and invite writers to experience SLPC products leveraging their audience
- Provide MSHTCI with appropriate key messaging for SLPC good news initiatives and issues

- Share monthly highlights and media log of earned media with staff, SLT and Board of Commissioners
- Assets to include media advisory, news release, key messaging, communication plan, internal staff briefings and communications, social media posts and more

## SUPPORT PARTNERSHIPS & COMMUNITY ENGAGEMENT

- Make community, municipal and Ministry outreach a core component to increase collaborative opportunities and lead to more robust, comprehensive communications
- Partner with community leaders to inform and engage the public; build and nurture partnerships with community stakeholders and service organizations and identify new opportunities for outreach
- Lead community engagement opportunities about SLPC services, programs and initiatives; support SLPC staff in their efforts to keep community members informed and ensure opportunity for all to participate in engagement opportunities
- Collaborate with tourism entities such as Destination Ontario, Destination Canada, Destination Marketing Organizations, Regional Tourism Organizations and municipal tourism partners to leverage messaging and educate of SLPC offerings as well as welcome familiarisation tours

## IMPROVE REPUTATION MANAGEMENT / VOICE OF CUSTOMER

- Increase response rate for customer inquiries and feedback on various social and digital platforms i.e., Facebook, Google Business, TripAdvisor
- Respond to online comments and reviews with 'other' customers in mind
- Leverage our partners voice by regularly sharing information so they can tell SLPC's story
- Provide training and cross promotional scripts for each business unit to proactively approach upselling experiences and cross-selling attractions

## STRENGTHEN ISSUES MANAGEMENT PROCESSES

- Identify, anticipate and proactively address issues of importance to community members, in collaboration with the SLPC and specific business units
- Manage issues communication and work closely with MHSTCI to assist with public relations/governmental communications
- Centralize the handling of crisis/issues using its established internal and external channels (i.e. website, e-newsletter, social media, etc.)
- Various forms of digital media (such as social media, emails etc.) will play a role in informing the public, stories and issues can be better managed, and effective and timely responses provided, through use of the SLPC's resources

## STRENGTHEN INTERNAL COMMUNICATION

- Consult with business units on a regular basis by attending operational meetings and hosting quarterly marketing specific meetings to ensure marketing messaging is focused on appropriate goals and strategies
- Inform SLPC Board and staff through quarterly dialogues of marketing initiatives through presentations, infographics and videos to gain a better understanding of marketing trends and outreach initiatives

## MARKETING AND CUSTOMER EXPERIENCE STRATEGIC DIRECTION

In 2021, forming a corporate communication strategy will be a priority accompanied by community outreach to strengthen relationships across the corridor. Hosting public meetings, community presentations and product/event launches will build a platform to educate partners on corporate and customer-facing experiences and initiatives within the SLPC.

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

The social and digital team will continue to produce consistent content by listening, sharing and building SLPC's online communities and audiences while still being fluid and transparent. By way of paid media strategies, effective spend will be on result-based mediums that drive visitation and conversion through targeting the right audience for each experience to efficiently maximize budget and reach. Product messaging will continue to have a strong presence on paid digital and social media platforms, primarily in external markets as appropriate given travel realities associated with the pandemic, and select traditional mediums will be reintroduced in local markets to further build on product awareness and engage local residents.

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

## OBJECTIVE

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

## BRAND VISION

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

## WHAT DOES SUCCESS LOOK LIKE OVER THREE YEARS?

- Continue to build and strengthen community relationships
- Launch a corporate communication strategy
- Implement established benchmarks to better evaluate campaign success
- Profile customers to better target with a voice that resonates
- Execute timely reporting highlighting results and lessons learned
- Establish a secondary touch point with customers asking for feedback
- Further manage reputation with a focus on TripAdvisor and Google Business reviews
- Be a leader in environmentally sustainable tourism, less paper waste
- Create out of the box sponsorship opportunities
- Newly redesigned website

## TRAVEL TRADE SHOWS

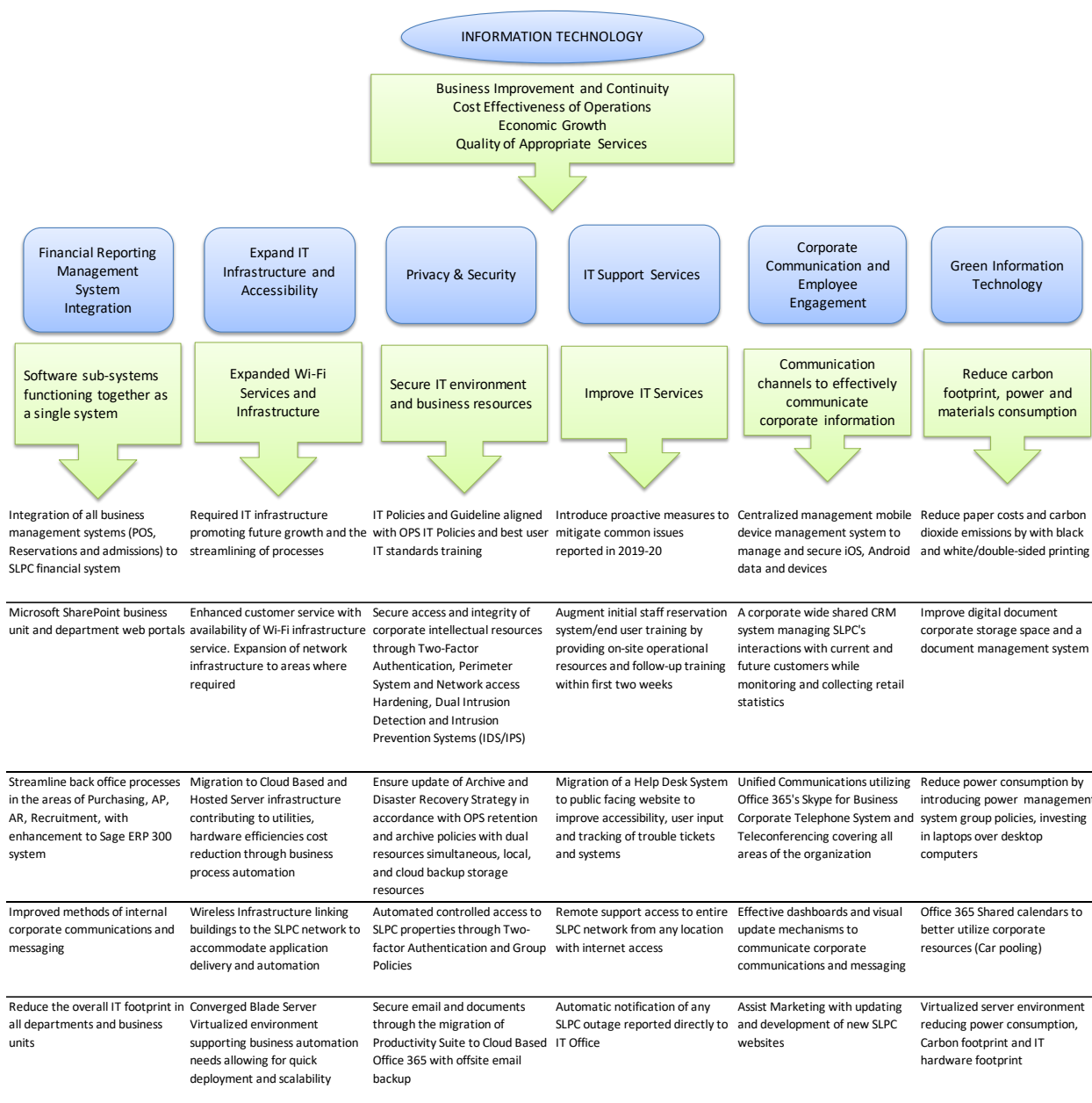
Date	Location	Sales Mission
May 2021	Virtual	Rendez-vous Canada (RVC) Travel Trade Showcase
October 2021	TBC	Bienvenue Quebec

## KINGSTON DESTINATION FUND THROUGH KINGSTON PENITENTIARY TOURS REVEUE

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



## INFORMATION TECHNOLOGY PLAN



## INFORMATION TECHNOLOGY PLAN

- Unified corporate communication bridging landline and mobile phones, video conferencing, messaging onto an integrated cross platform (research, select, commission)
- Maximize utility of Microsoft Office 365 productivity and collaboration tools e.g. Teams, SharePoint, One Drive, Skype, Voice etc.

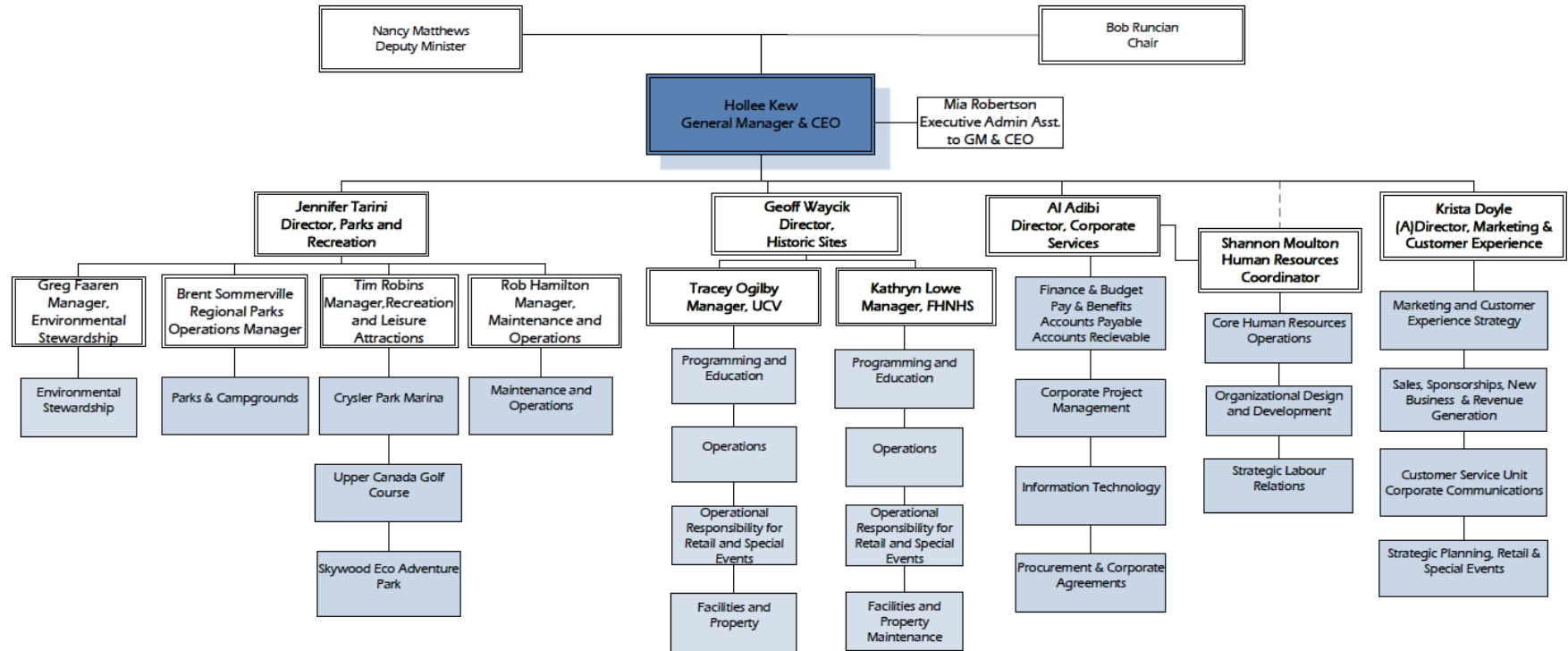
## INFORMATION TECHNOLOGY PLAN

- Modernize security and remote IT working arrangements e.g. work from home-anywhere
- Replace and upgrade legacy/end-of-life desktops, firewalls, routers and network equipment addressing emerging vulnerabilities, reducing attack footprint and equipment failure
- Implement an emergency backup power solution at Fort Henry
- Emergency Backup Power for all customer-facing Retail and Admissions terminals and servers
- Protection of all SLPC corporate and public web applications websites with SSL encryption
- Implement and strengthen Network access protection with Multi-Factor Authentication with the most current standards
- Cloud-based managed dual layer autonomous endpoint protection on all local and remote servers, SharePoint laptops and mobile
- Create and increase network capacity for the purpose of operational and visitor requirements through the design of network infrastructure in areas that are deemed unserviceable and limited
- Introduce an SLPC wide electronic paperless document management system that will facilitate records management and retention schedules
- Enhance Enterprise Resources Planning (ERP) services cloud platform, further developing systems automation and data back-up and recovery plans
- Additional implementation of cloud-based database and application web servers, supporting systems automation, data back-up and recovery plans
- Investigate option of migrating various Information services to the Ontario Public Service (OPS) I&IT cluster
- Provide high availability IT systems functioning at 99.99% uptime (minimize system downtime), by leveraging Cloud hosted servers, backup power generators, backup power devices and fail proof data back-up and recovery plans
- Implement IT up-to-date security best practices by hardening the SLPC network perimeter, enhance internal IT security, implement group policies and operational policies aligned with OPS guidelines
- Increase Internet network capacity in Morrisburg and branch locations fulfilling the increased bandwidth requirements to access Cloud based servers, 'work from home' and application delivery
- Continue to enhance security, supporting Office 365 cloud-based email, SharePoint file access and One Drive storage
- Further migration to cloud servers and virtualization to reduce carbon footprint and energy consumption
- Support and assist business process automation projects
- Use IT helpdesk to develop knowledge-based solutions including FAQs library

## APPENDIX A

### ORGANIZATION STRUCTURE

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



----- Dotted Reporting Relationship

## APPENDIX B

### RISK ASSESSMENT MATRIX



#### OPS Risk Assessment Placemat

LIKELIHOOD (Refer to OPS Risk Categories)		
Assessment	Level	Description
Rare	1	This event is very unlikely to occur (less than 5% chance).
Unlikely	2	This event is unlikely to occur (5% to 20% chance).
Possibly	3	This event is unlikely, but possible to occur (21% to 50% chance).
Likely	4	This event is very likely to occur (51% to 89% chance).
Almost Certain	5	This event is almost certain to occur (90% or greater chance).

IMPACT (Refer to OPS Risk Categories)		
Assessment	Level	Description
Insignificant	1	<ul style="list-style-type: none"> <li>The impact can be absorbed through normal oversight activity with no senior management effort needed.</li> <li>The achievement of objectives will not be impaired.</li> <li>No impact on continuity of operations.</li> <li>No impact on reputation.</li> </ul>
Minor	2	<ul style="list-style-type: none"> <li>The impact can be absorbed with minor senior management effort in order to achieve objectives.</li> <li>Minimal impact on continuity of operations.</li> <li>Minimal impact on reputation.</li> </ul>
Moderate	3	<ul style="list-style-type: none"> <li>The impact can be endured with active senior management effort in order to achieve the objectives.</li> <li>Continuity of operations is somewhat affected.</li> <li>Reputation is somewhat impacted.</li> </ul>
High	4	<ul style="list-style-type: none"> <li>The impact can be endured with active and ongoing senior management effort and may impair the ability to meet objectives.</li> <li>Continuity of operations is visibly affected.</li> <li>Reputation is visibly impacted.</li> </ul>
Very High	5	<ul style="list-style-type: none"> <li>The impact, even with senior management effort, will most likely lead to long-term or permanent damage to the ability of meeting objectives.</li> <li>Continuity of operations is significantly impaired.</li> <li>Reputation is significantly impacted.</li> </ul>

Likelihood	5					
	4					
	3					
	2					
	1					
		1	2	3	4	5
Impact						

Risk Rating = Likelihood x Impact		
Level	Score	Description
High	20+	Significant management attention required.
Medium – High	11-19	Ongoing management review and discussion is necessary.
Medium	7-10	Limited management review required.
Low	1-6	Risk can be managed through existing oversight/routine procedures.

#### TIPS:

- This methodology to be used as a basis for discussion.
- Risk to be assessed on a residual basis (considering existing controls in place).
- A financial risk is an uncertain event. A financial pressure is a certainty.

## APPENDIX C

### RISK IDENTIFICATION, ASSESSMENT AND MITIGATION STRATEGIES

Risk Description	Impact/Consequence	Existing Controls	Likelihood	Impact	Overall Risk	Overall Risk	Suggested Risk Mitigation Strategies– to minimize likelihood or reduce impact
			1 to 5	1 to 5	1 to 25	Level	
<b>Infrastructure</b>							
Point-of sales system - Current systems in some areas are expiring in June 2021 and possible TRRMS System not being procured in time.	Unable to maximize sales and operational revenue potential.	Procuring a backup ticketing system.	5	5	25	High	Not operating due to not having a ticketing system is not an option. A backup plan will be put in place to procure an alternative ticketing system not associated with the TRRMS system for UCV, FH and KP. Additional funding may be required.
Environmental - Septic systems and waste water sewage plants have reached their maximum life span thereby heightening risk of ground contamination.	System failures at sites could lead to site closures and a significant potential loss of operational revenue.	Hire a company to pump out failed systems.	5	4	20	High	Inspection frequency increased (at MECP request) to provide for early detection of failure. Infrastructure Ontario (IO) is to complete feasibility studies on SLPC's behalf to look at connecting several SLPC sites and campgrounds to municipal servicing by end of Q2 2020. Where municipal connection are not feasible, IO to also look at stand alone systems to evaluate remaining life and plan for retrofit and/or replacement. Multi-year capital plans to replace highest priority systems to avoid any business interruption.

Risk Description	Impact/Consequence	Existing Controls	Likelihood	Impact	Overall Risk	Overall Risk	Suggested Risk Mitigation Strategies– to minimize likelihood or reduce impact
Aging infrastructure including but not limited to - facilities, mechanical and electrical systems, public access roads, bridges and scenic parkways, 37 km of off-road bike paths, drainage and irrigation systems that are 50+ years old.	Any failure or closure would affect quality of service at attractions and/or facilities. Potential revenue loss. Failure to maintain 200+ km of public access roads, bridges and scenic parkways to MOT standards create public safety issue. Failure to maintain bike paths will impact public safety and negatively impact visitor experience. People using third party operators/vendors could sustain injuries while using their services.	Using Repair and Rehabilitation (R&R) program Ministry funding to address highest priority infrastructure needs.	5	4	20	High	Partnering with Infrastructure Ontario (LAMP project) to complete a full assessment of SLPC "above-ground" assets. Development of a long-term capital plan. Fort Henry conservation/restoration addressed with a Memorandum of Understanding between Parks Canada and SLPC, dated August 29, 2007. Mutual indemnity agreement to be prepared between SLPC and third party operators/vendors. Malone, Given, Parsons report (2007) identified deteriorating infrastructure and need for significant capital re-investment by Province. Asset Registry developed in 2008 and asset condition assessment completed in 2012/13. Building Vulnerability and Risk assessments have been completed in conjunction with MGS, with action plans and guidelines developed. On-going funding applications to support projects.
Information Technology - Data and communication failures.	Would affect quality of service at attractions and/or facilities with potential loss of operational revenue dependant on location and time of year.	Using Repair and Rehabilitation (R&R) program Ministry funding to address highest priority needs when possible.	5	4	20	High	Exploring possibility of transitioning into OPS I&IT infrastructure. Emergency response procedures and service & support agreements are in place. State of the art IT

Risk Description	Impact/Consequence	Existing Controls	Likelihood	Impact	Overall Risk	Overall Risk	Suggested Risk Mitigation Strategies– to minimize likelihood or reduce impact
		Working with Community Services I&IT Cluster (CSC) to help SLPC deliver IT projects.					backbone and VoIP telecommunications installed with built in redundancy to provide emergency backup. Disaster recovery plan in place. Use of backup power generators.
Cyber Security	<ul style="list-style-type: none"> <li>- Financial impact (lost revenue, replacing equipment/infrastructure, operating costs such as licenses, ransom fees, etc.)</li> <li>- Data loss (sensitive information such as employee and customer, financials, business documents, etc.)</li> <li>- Customer experience (reservation and point-of-sales systems interrupted)</li> <li>- Interrupted business operations (communications, services, etc.)</li> <li>- Visitor and employee safety (telecommunications system goes down)</li> </ul>	<p>Very secure IT environment following best practices. Using Repair and Rehabilitation (R&amp;R) program Ministry funding to address highest priority needs when possible.</p> <p>Working with Community Services I&amp;IT Cluster (CSC) to help SLPC deliver IT security enhancement projects.</p>	5	4	20	High	Exploring possibility of transitioning into OPS I&IT infrastructure.. Backups (offsite, archive, retention policies, anti-virus endpoint protection (dual layer), email security, web security including SSL certification, disaster recovery plan in place, next generation firewalls, geo-filtering on all incoming traffic, corporate network policies, utilize cloud-based solutions, two-factor authentication.

Risk Description	Impact/Consequence	Existing Controls	Likelihood	Impact	Overall Risk	Overall Risk	Suggested Risk Mitigation Strategies– to minimize likelihood or reduce impact
Tree Canopy (Unstable and Aging)	The cost to repair and/or replace anything a falling tree damages and then clean-up and removal would be incurred. Potential to cause serious physical harm or death to SLPC staff and guests if struck by a falling tree.	A professional tree risk evaluation report was done by a certified arborist from the South Nation Conservation Authority in 2014-15. This report assessed 7,150 trees at SLPC campgrounds; 899 or 12.6% of trees were evaluated as high risk (level 9 and 10 risk rating) and SLPC removed all level 10 risk rated trees. As a result of a serious incident at Glengarry Park a further 130 trees (rated as 9) were removed and a second arborist has recommended the removal of an additional 120 trees (7 and 8 rated) from that park.	4	4	16	Medium High	SLPC will need to remove 1,496 more (level 8 and 9 risk rating from its other seven campgrounds and five beaches). Since the original tree evaluation conducted in 2014 had a life expectancy of two years, SLPC has procured and initiated a contract for another evaluation of trees that are within the high traffic areas within our campgrounds and beaches. The project may extend to other facilities such as the marina and golf course. Skywood has a requirement for a tree evaluation to be completed on an annual basis due to the nature of the operation.
Presence of asbestos and hazardous material	Would affect quality of service at attractions and/or facilities with potential loss of operational revenue dependant on location and time of year.	Using Repair and Rehabilitation (R&R) program Ministry funding to address issues when possible. Frequent inspections.	4	4	16	Medium High	Risk management remains "top-of-mind". Increase frequency of inspections. Heightened risk awareness and identification through ongoing training and AMIS. Continue to petition Ministry for timely capital funding to address high-priority



Risk Description	Impact/Consequence	Existing Controls	Likelihood	Impact	Overall Risk	Overall Risk	Suggested Risk Mitigation Strategies– to minimize likelihood or reduce impact
							infrastructure issues as delineated in AMIS.
Updating outdated land use policies	Implementing and enforcing new and/or update polices related to SLPC permitting programs can have significant impacts related to public concern.	Frequent policy reviews.	3	2	6	Low	Manage roll out of polices with public consultation and notification in mind. Use phase-in or grandfathering provisions as appropriate.
<b>Public environment</b>							
Flooding	Flooding and heavy rains has been a major factor in recent years for SLPC negatively impacting campsites, beaches, roadways, trails (boardwalks), docks and customer experience. High water levels prevent campgrounds from draining after heavy rains leaving the grounds saturated. Damage to sites is extensive and there are still properties and utilities that are underwater and have to be assessed for damage. Road washouts have been extensive throughout all attractions. Septic beds are saturated and in some cases septic tanks are pumped weekly or more.	Staff have been fixing damaged sites, road washouts and beach washouts as soon after a heavy rain as possible. Considerable capital dollars have been spent to date to rectify the flood damage.	4	4	16	Medium High	

Risk Description	Impact/Consequence	Existing Controls	Likelihood	Impact	Overall Risk	Overall Risk	Suggested Risk Mitigation Strategies– to minimize likelihood or reduce impact
	Shoreline erosion is extensive due to fluctuation in river water levels. Stormwater run from flash floods greatly impacts beach water quality. All have an impact on the health and safety of staff and customers.						
Water levels	Drastic changes in water level can impact visitation at SLPC sites accessed by water. Recreational boating traffic down and cruise lines vessels and other vessels with large drafts unable to navigate into the marina basin and impact to overall business.	SLPC is participating in International Joint Committee (IJC) discussions regarding water levels and advocating for our area. Using Repair and Rehabilitation (R&R) program Ministry funding to complete dredging projects when funds are available. Frequent monitoring.	4	4	16	Medium High	Work closely with IJC. Need for additional dredging to assist in maintaining operations.

Risk Description	Impact/Consequence	Existing Controls	Likelihood	Impact	Overall Risk	Overall Risk	Suggested Risk Mitigation Strategies– to minimize likelihood or reduce impact
Public health crisis including COVID-19 - COVID-19 pandemic escalates beyond October 2020 levels prior to or within 2021 season, followed by additional actions, legislation and public health requirements.	Site closures and significant loss of operational revenue. Inability to complete critical infrastructure projects.	Delayed hiring of seasonal staff and overall reduction of expenses where feasible. Safety protocols put in place following the guidance and advice of the province.	3	4	12	Medium High	Ongoing review and of requirements and adjust programming to ensure compliance and viability of operations. Minimize economic impact through seeking alternative revenue opportunities and/or reduction of costs.
High volume of visitors including small children utilize grounds and facilities.	Incidents at attractions and facilities could result in receipt of legal suits of significant magnitude. In addition, non-managed SLPC properties are regularly accessed by public for personal use, i.e. vistas on the 1000 Island Parkway, fishing, hiking, tobogganing, cross country skiing, etc. creating liability exposure.	Security and first aid service providers on site; Joint Occupational Health & Safety Committees complete monthly site inspections and make recommendations to management for improvements. Introduced Safety Performance Index (SPI) - behavioral observation and feedback process to record unsafe behaviors and measure them for improvement over time. SLPC uses fencing, gates and signage to deter	3	3	9	Medium	Continue to enhance and improve existing controls and research and follow safety best practices.

Risk Description	Impact/Consequence	Existing Controls	Likelihood	Impact	Overall Risk	Overall Risk	Suggested Risk Mitigation Strategies– to minimize likelihood or reduce impact
		public from entering non-managed sites but is not able to control access to all public areas.					
Ticks	If a tick releases fluid into a person's body, that person could become very ill and could be potentially life threatening.	Educated and provided resources to employees and guests. Installed 'tick stations' throughout SLPC with insect repellent including DEET and tick remover.	3	3	9	Medium	Continue to educate employee and guests on tick safety and awareness. Maintain 'tick stations'.
Climate change and severe weather	Increasing occurrence of extreme weather conditions which cause cancellations, refunds, and effects infrastructure.	Constant awareness of changing weather conditions daily. Risk is spread out over season of tours so unlikely that this risk will affect whole season.	3	3	9	Medium	Continue to update and develop protocols and train staff. Capital investment to reduce things impacted by severe weather patterns. Implement "top-down" and pervasive culture of environmental sustainability.
Crisis management and Site Security Plan becoming outdated.	Damage to assets would have lasting financial and cultural impact.	Current plan in place.	2	4	8	Medium	Review and update security plan / operational plans for all business streams regularly.

Risk Description	Impact/Consequence	Existing Controls	Likelihood	Impact	Overall Risk	Overall Risk	Suggested Risk Mitigation Strategies– to minimize likelihood or reduce impact
Public sensitivity and image.	Failure to meet public expectations may result in business distractions and loss of reputation.	SLPC practices open and transparent oversight in its decision-making.	2	2	4	Low	SLPC will continue to practice open and transparent oversight in its decision-making and operating practices to maintain solid stewardship of its assets. Public consultation when feasible.
<b>Workforce</b>							
Potential retirement of managers in next 5 years	Loss of institutional knowledge and increased costs for hiring and training.	Succession planning.	4	3	12	Medium High	Continue succession planning.
COVID-19 impact on attracting and retaining staff	Difficulty retaining and attracting qualified staff due to reduced contracts as a result of the pandemic as well as a smaller pool of 2020 employees that could return in 2021. Staff having contracts reduced to 10 weeks from a minimum of 16 weeks in two consecutive years will have an impact on the retention and the ability to higher qualified staff.	Maximizing staff contracts where possible by reorganizing where possible.	3	3	9	Medium	Look for ways to extend contracts by working with areas that have vacancies or assigning staff to special projects outside of regular operational season.
Difficulty attracting multilingual staff, particularly French	Without sufficient multilingual staff we cannot satisfy customer demands particularly pertaining to French language services (FLS) requirements.	Focus in place on attracting multilingual staff.	3	2	6	Low	Reach out to institutions and other organizations which provide multi language training and attracts international students.

Risk Description	Impact/Consequence	Existing Controls	Likelihood	Impact	Overall Risk	Overall Risk	Suggested Risk Mitigation Strategies– to minimize likelihood or reduce impact
SLPC is dependent on over 550 employees to support operations.	Not having sufficient staff or required skills and expertise to deliver excellence in customer service and products could have an impact on quality of service at attractions and/or facilities with potential loss of operational revenue dependant on location and time of year.	Workforce planning metrics linked to strategic business planning. Core competencies and organizational values linked to recruitment and selection. Realigning staff to meet program needs and visitor patterns; succession planning, integrated performance management. Learning plans to respond to diverse skilled workforce. Vulnerable sector screening application under review.	2	2	4	Low	Continue to enhance current HR tools and strategies. HR has a number of process optimization and automation projects underway using innovative technology solutions and LEAN/Kaizen activities, including recruiting, training, HR, and records management improvements.
<b>Business operations</b>							
Late R&R capital allocation and/or inflexible program.	Delays projects and puts into jeopardy the on time completion of projects. Any failure or closure as a result of not deploying capital to aging infrastructure would affect quality of service at attractions and/or facilities. Potential revenue loss.	Capital funding deadline recently extended from March 31 to June 30.	4	4	16	Medium High	Work with MHSTCI and IO to streamline the process to best meet our infrastructure needs.

Risk Description	Impact/Consequence	Existing Controls	Likelihood	Impact	Overall Risk	Overall Risk	Suggested Risk Mitigation Strategies– to minimize likelihood or reduce impact
Economic factors - stagnation, recession, growing competitive market for discretionary dollars.	Declining visitor activity including visits from educational institutions and shrinking school markets. Results in loss of operational revenue.	Timely financial reporting and management rigor will provide for early detection of economic softening. Monitor visitation and per caps relative to budget and counter declines with promotional activities and/or discounts. Spending reductions where possible to mitigate some of the impact from less revenue.	3	3	9	Medium	Sustaining a culture of cost rationalization with set targets in all business areas. . Aggressive communication of fee strategies and reciprocal programs to attract regular visitors and educators including increased efforts on home schooling, private schools, and boards not affected by looming labour disruptions. Enhance customer offerings through new programs and/or events. Create "top-of-mind" product awareness with new marketing and advertising initiatives; on-going development and investment in new products and product mix enrichment.
Finances / Funding / Theft. Vulnerable due to cash being processed during operating season. Provincial budget pressures result in decreased operating transfer payment and limited capital investment.	Less revenue would affect quality of service at attractions and/or facilities, and potentially result in site closures.	Cash handling and collections policies in place. Staff receive extensive training in cash handling and spot audits are conducted. Security cameras strategically placed within facilities and properties. Constant communication of funding to needs to Ministry through business and capital planning.	2	3	6	Low	Continue to monitor and enhance existing controls and safeguards that are in place.

Risk Description	Impact/Consequence	Existing Controls	Likelihood	Impact	Overall Risk	Overall Risk	Suggested Risk Mitigation Strategies– to minimize likelihood or reduce impact
Increasing business complexity - The business environment is evolving rapidly, this means higher standards in the areas of reporting e.g. financial, audits, human resources, government accountability, etc.	Failure to meet these requirements could results in penalties against the organization.	Staff are staying up to date on business environment trends and adapting proactively when feasible.	2	2	4	Low	Constantly monitor and proactively react to changing standards. Streamline business processes and financial reporting

Note: All risks are in terms of a comparison to plan which is to operate in an environment where COVID-19 regulations and advice are similar to October 2020.



## APPENDIX D

### ENVIRONMENTAL SCAN

#### ONTARIO'S ECONOMIC OUTLOOK

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

The COVID-19 pandemic has resulted in significant and unprecedented impacts on economies around the world

- the government is projecting a deficit of \$38.5 billion in 2020–21, representing an increase of \$18.0 billion from the outlook presented in the [\*March 2020 Economic and Fiscal Update\*](#). The increased deficit is the result of a decline in government revenues stemming from the significant negative economic impacts of COVID-19 and the government's actions to protect the health and jobs of the people of Ontario
- Revenues in 2020–21 are projected to be \$150.6 billion, \$5.7 billion lower than forecast in the [\*March 2020 Economic and Fiscal Update\*](#). The lower revenue forecast largely reflects the adverse impact of COVID-19 on the provincial economy, partially offset by higher transfers from the federal government
- Program expenses are projected to be \$13.1 billion higher than the [\*March 2020 Economic and Fiscal Update\*](#), primarily due to additional temporary supports for the pandemic recovery period and the safe restart and reopening of the province
- Private-sector forecasters, on average, project that Ontario real GDP will decline by 6.6 per cent in 2020. This would be the largest annual real GDP decline on record.<sup>4</sup> Private-sector forecasters project real GDP to then rise, on average, by 5.6 per cent in 2021. The *2020–21 First Quarter Finances* is based on a real GDP planning assumption scenario with a decrease of 6.7 per cent in 2020 and growth of 5.5 per cent in 2021, both slightly below the current private-sector average forecast to incorporate prudence

Significant uncertainty around the economic forecast remains, mainly related to the impacts of the COVID-19 pandemic in Ontario, Canada and globally, including the following factors:

- The pace of recovery cannot be predicted with certainty, even as public health restrictions are eased, and Ontario's economy reopens
- Many countries, including the United States, continue to face high numbers of infections and significant economic disruptions, which could impact Ontario's economy through exports, supply chains and business and consumer confidence
- Heightened economic uncertainty could weigh on consumer and business confidence, and investment and hiring decisions. Additionally, economic activity could continue to be suppressed below normal levels due to ongoing public health concerns

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<sup>1</sup> Ministry of Finance, 2020–21 First Quarter Finances, August 2020

- Other jurisdictions have experienced resurgences in COVID-19 infection rates, as public health measures have been relaxed and economic activity expanded. The risk of resurgent infections further heightens economic uncertainty and could impact the pace of recovery

## **Inflation<sup>2</sup>**

Inflation remained muted in September—prices for gasoline and tourism-related services continue to be the main source of downward pressure. Core inflation held steady at 1.7 percentage points, which is below the Bank of Canada’s 2.0 per cent target. While some consumer products have faced upward price pressure, we expect overall inflation to remain at or below the central bank’s target until mid-next year.

Strict travel restrictions amid the pandemic have weighed heavily on the prices of tourism-related services. As a result, prices for traveller accommodation plummeted 26.5 per cent in September.

We expect inflation to gradually pick-up and breach the Bank of Canada’s 2.0 per cent target around mid 2021.

## **Ontario’s Tourism Industry<sup>34</sup>**

- The contraction in the tourism industry was found to have been six times larger than the economy, falling by 66.4 per cent in the second quarter of 2020. Amid continuing social distancing rules and travel restrictions, accommodation and food services grew by 20.1 per cent in July. Despite three consecutive months of solid recovery as these restrictions have gradually been lifted, these industries remain subdued. Accommodation services remained 41.5 per cent below year-ago levels, and food services and drinking places lingered at 29.2 per cent below their July 2019 levels.
- 78% of Canadians are not comfortable taking a vacation this year, regardless of when the pandemic ends, this has remained stable from 77% observed in the August 14 – 17 wave of data
- Perceived risk of activities has remained stable;
  - 20% of Canadians now consider travelling within their province risky, this has remained stable from the August 14 – 17 wave of data
  - 46% of Canadians now consider restaurants risky, this has remained stable from the August 14 – 17 wave of data

<sup>2</sup> The Conference Board of Canada, “Inflation inched up last month but remains well below normal levels”, October 21, 2020, Canadian Economics

<sup>3</sup> The Conference Board of Canada, “Latest GDP data shows Canada’s economic recovery is slowing”, September 30, 2020, Canadian Economics

<sup>4</sup> Destination Ontario, “Impact of COVID-19 on the Canadian Economy and Consumer Sentiment – as of September 17, 2020

- 30% of Canadians shopping malls risky, this has remained stable from the August 14 – 17 wave of data
- Net intent to travel to other provinces remains negative and in line with data seen over the past two months, especially with Ontario and Quebec being the most impacted (currently the provinces worst-hit by the pandemic)
- Likelihood of travel within their own province has decreased in Ontario potentially due to the start of the school year signaling the summer is coming to an end
  - 45% of Ontarians are likely to avoid travel even within their own province, this has significantly improved from 53% observed in the August 14 – 17 wave of data
  - (Destination Ontario, Impact of COVID-19 on the Canadian Economy and Consumer Sentiment – as of September 17, 2020)

## APPENDIX E

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

The procurement plan consists of multiple sections:

- Operating goods and services totalling approximately \$4.2M which also includes Kingston Penitentiary Tours and are listed in the financial roll-ups above
- Repair and Rehabilitation (R&R) Capital Projects budget totalling approximately \$9.8M in 2021-22 and \$24.6M over the next three years
- Major Capital Projects budget totalling approximately \$25.8M in 2021-22 and \$57.9M over the next three years
- Upcoming IRR projects totalling approximately \$4.2M

The details for capital and IRR budgets follow.

#### **Repair and Rehabilitation (R&R) and Major Capital Projects**

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

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

Moving forward to 2021-22, SLPC has identified a series of much needed Major Capital Projects such as washroom replacements, septic system replacement, beach restoration, forestry rehabilitation, Historic Sites revitalization, and major road maintenance, in addition to the regular annual projects.

SLPC has been partnering with Infrastructure Ontario on several Major Capital Projects (including the revitalization of Parks septic systems and washrooms) to have them assist with project management and delivery.

### **Internally Restricted Reserve (IRR)**

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

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

Business unit	Project	2021-22	2022-23	2023-24	3 Year Total
Upper Canada Village	Repairs to Sewage Infrastructure	15,000	15,000	15,000	45,000
	Repairs and Upgrades to HVAC and Refrigeration	20,000	20,000	20,000	60,000
	Plumbing/Electrical Repairs and Replacement	20,000	20,000	20,000	60,000
	Water Systems Well Water Infrastructure	10,000	10,000	10,000	30,000
	Food Services/Restaurant Restoration	15,000	15,000	15,000	45,000
	Heritage Carpentry Repairs and Restoration.	90,000	90,000	90,000	270,000
	Masonry/Chimney Repairs	20,000	20,000	20,000	60,000
	Siren for roof of the Discovery Centre	45,000	-	-	45,000
	Surface Repair and Restoration	10,000	10,000	10,000	30,000
	Improvements to Accessibility	15,000	15,000	15,000	45,000
	Roofing Repairs & Replacements	40,000	40,000	40,000	120,000
	Office Space/Lunchroom/Washroom for Pumpkinferno Staff	40,000	-	-	40,000
	Paving of Visitor Parking Lot	-	-	265,000	265,000
	Queen's Garden structural stability repairs	-	250,000	-	250,000
	Drainage Improvements	25,000	-	-	25,000
	Public Washroom Renovations (Design work was completed in 2018, this is for phase 2 of this project)	160,000	-	-	160,000
	UCV - Machinery & Equipment Repairs and Replacement	20,000	20,000	20,000	60,000
	Horse Training Facility	200,000	-	-	200,000
	Tow Scow Path rehabilitation	75,000	75,000	-	150,000
	Fully Accessible Carryalls	40,000	-	-	40,000
	Livestock Accommodation Revitalisation	125,000	-	-	125,000
	Machinery - 4 wheel drive Tractor with loader and forks for farming duties	75,000	-	-	75,000
	Lift Truck	35,000	-	-	35,000
	UCV - Ross Barn Repair	100,000	-	-	100,000
	Historical Metal Work	12,000	12,000	12,000	36,000
	Operations Building Storeroom Safety improvements	-	35,000	-	35,000
	Cheese Packaging facility plumbing repair and upgrade.	40,000	-	-	40,000
	Artifact Repairs & Restoration	15,000	15,000	15,000	45,000
	Restoration of Historic Vehicles	30,000	30,000	30,000	90,000
	UCV - Front Entrance Concrete Pads & Landscaping	10,000	-	-	10,000
	Table and Chairs for Café and Restaurant	20,000	-	-	20,000
	Animal Rail Fences	15,000	15,000	15,000	45,000
	Cheese storage refrigeration replacement	20,000	-	-	20,000
	Woollen Mill Power system repairs and safety upgrades	25,000	-	-	25,000
	Pioneer Memorial Wall stability repairs	-	-	250,000	250,000
	Memorial monument wall stability repairs	-	250,000	-	250,000
	<b>Upper Canada Village Subtotal</b>	<b>1,382,000</b>	<b>957,000</b>	<b>862,000</b>	<b>3,201,000</b>
Upper Canada Golf Course	Equipment replacement	120,000	75,000	75,000	270,000
	Maintenance equipment repairs and upgrades	42,000	45,000	45,000	132,000
	Building repairs and upgrades	15,000	15,000	15,000	45,000
	Irrigation	6,000	6,000	6,000	18,000
	Golf course repairs and upgrades	45,000	45,000	20,000	110,000
	Drainage	5,000	5,000	5,000	15,000
	<b>Upper Canada Golf Course Subtotal</b>	<b>233,000</b>	<b>191,000</b>	<b>166,000</b>	<b>590,000</b>
Environment and Land Planning	IO Geoportal Creation	8,000	-	-	8,000
	1000 Island and Long Sault Parkway Controlled Crossings	200,000	200,000	-	400,000
	Forestry Rehabilitation (H&S)	150,000	150,000	150,000	450,000
	Signage	15,000	15,000	-	30,000
	Grenville ECA Amendment Fee	1,000	-	-	1,000
	<b>Environment and Land Planning Subtotal</b>	<b>374,000</b>	<b>365,000</b>	<b>150,000</b>	<b>889,000</b>

Business unit	Project	2021-22	2022-23	2023-24	3 Year Total
Fort Henry	Parks Canada Restoration Commitment	\$ 250,000	\$ 250,000	\$ 250,000	\$ 750,000
	Threat Risk Assessment and Redesign of Security Systems	50,000	250,000	-	300,000
	Ticket Booth	35,000	-	-	35,000
	Plumbing/Heating Repairs/Replacement	40,000	35,000	40,000	115,000
	Electrical Repairs/Replacements	95,000	95,000	120,000	310,000
	Health and Safety	15,000	15,000	15,000	45,000
	Equipment Repair and Replacement	20,000	10,000	25,000	55,000
	Technology Equipment Maintenance/Repairs/Replacement	30,000	10,000	30,000	70,000
	Painting/Carpentry Repairs/Replacement	30,000	30,000	40,000	100,000
	Building Maintenance and Repairs	35,000	30,000	30,000	95,000
	Education Program Accessibility Improvements	10,000	10,000	10,000	30,000
	Signage	5,000	5,000	5,000	15,000
	Roadway Repairs	10,000	10,000	10,000	30,000
	Museum Upgrades	15,000	15,000	10,000	40,000
	Uniform Replacement Annual	40,000	40,000	40,000	120,000
	Food Services Equipment Repair and Replacement	5,000	-	5,000	10,000
	Air Filtration System - Maintenance Shop	25,000	-	-	25,000
	Tent/Prop Replacement	30,000	-	-	30,000
	Kubota Replacement	20,000	-	-	20,000
	<b>Fort Henry Subtotal</b>	<b>760,000</b>	<b>805,000</b>	<b>630,000</b>	<b>2,195,000</b>
Crysler Park Marina	Dock repair and replacement	44,000	46,000	50,000	140,000
	Building repairs and upgrades	60,000	65,000	65,000	190,000
	Equipment repair and replacement	35,000	40,000	30,000	105,000
	Washroom repairs and upgrades	10,000	50,000	50,000	110,000
	Recreational equipment repairs and upgrades	5,000	5,000	5,000	15,000
	Traffic control and gates	75,000	-	-	75,000
	Inground pool	100,000	-	-	100,000
	Roads, ramp wall, paths and parking lot repairs	25,000	75,000	75,000	175,000
	Shoreline stabilization, break wall repair, and dredging	50,000	50,000	25,000	125,000
	Electrical upgrades	6,000	8,000	6,000	20,000
	Beach concept plan	90,000	-	-	90,000
	Tree assessment	75,000	-	-	75,000
	Facility repairs and upgrades	25,000	25,000	-	50,000
	<b>Crysler Park Marina Subtotal</b>	<b>600,000</b>	<b>364,000</b>	<b>306,000</b>	<b>1,270,000</b>
Campgrounds & Beaches	Washroom Demolition and Replacement Program (Comp)	975,000	975,000	975,000	2,925,000
	Beach Washroom, Changeroom and Canteen Replacement Program	1,300,000	1,300,000	1,300,000	3,900,000
	Forestry Rehabilitation (H&S)	175,000	175,000	175,000	525,000
	Gazebos (Comp)	70,000	70,000	70,000	210,000
	Building & Facility Repair, Remediation & Replacement (Comp)	50,000	75,000	75,000	200,000
	Drainage Refurbishment (H&S)	100,000	100,000	100,000	300,000
	On-Going Remediation (H&S)	50,000	50,000	50,000	150,000
	Washroom Upgrades and Remediation (Comp)	40,000	40,000	40,000	120,000
	Machinery/Equipment Replacements and Repairs (H&S)	75,000	75,000	75,000	225,000
	Electrical Upgrades, Emergency Upgrades and Repairs (Comp)	45,000	45,000	45,000	135,000
	Water Systems/Well Repair (Comp)	35,000	35,000	35,000	105,000
	Beach and Waterfront Remediation Including Accessibility Upgrades (H&S)	30,000	30,000	30,000	90,000
	HVAC Repairs (H&S)	10,000	10,000	10,000	30,000
	Automated Potable Water Testing Units	30,000	30,000	30,000	90,000
	Dock Repair and Replacement (H&S)	10,000	10,000	10,000	30,000
	Park Gate Structure / Access Control Gate (H&S)	175,000	175,000	200,000	550,000
	Picnic Table Phased Replacement (H&S)	100,000	100,000	100,000	300,000
	Environmental and Sanitary Remediation/Geese and Nuisance Animal Re	30,000	30,000	30,000	90,000
	Sewage System Repair and Replacement (Comp)	1,100,000	225,000	225,000	1,550,000
	Brown's Bay Beach Seawall Replacement	700,000	500,000	-	1,200,000
	Recreation Equipment Replacement and Furnishings (H&S)	15,000	15,000	15,000	45,000
	<b>Campgrounds &amp; Beaches Subtotal</b>	<b>5,115,000</b>	<b>4,065,000</b>	<b>3,590,000</b>	<b>12,770,000</b>

Business unit	Project	2021-22	2022-23	2023-24	3 Year Total
Maintenance	Crysler Park Service Area - Building & Repair (Health & Safety)	50,000	50,000	50,000	150,000
	Crysler Park Service Area - Electrical Repairs and Replacement	30,000	30,000	30,000	90,000
	Crysler Park Service Area - Sewage Treatment Compliance	15,000	15,000	15,000	45,000
	Crysler Park Service Area - Facility Safety and Compliance	35,000	35,000	35,000	105,000
	Crysler Park Service Area - Office Ergonomics and Physical Upgrades	15,000	-	-	15,000
	Maintenance - Emergency Generator Installation	-	-	-	-
	Maintenance - Tool and Equipment Replacement	7,500	5,000	5,000	17,500
	Maintenance - Recycling Program Upgrades	15,000	-	-	15,000
	Maintenance - Heavy Equipment Replacement	250,000	120,000	300,000	670,000
	Maintenance - Storage Facility Phase 2	50,000	-	-	50,000
	Maintenance - Light Equipment Replacement	150,000	150,000	150,000	450,000
	Maintenance - Equipment Safety Repairs	100,000	100,000	100,000	300,000
	Maintenance - Roads and Grounds Repairs	100,000	100,000	100,000	300,000
	Maintenance - Survey Documentation Services	100,000	100,000	50,000	250,000
<b>Maintenance Subtotal</b>		<b>917,500</b>	<b>705,000</b>	<b>835,000</b>	<b>2,457,500</b>
Information Technology	New Physical Servers (4) - Fort Henry and Morrisburg	30,000	10,000	10,000	50,000
	Barracuda Web Security Hardware	25,000	-	-	25,000
	Barracuda Message Archiver Hardware	20,000	-	-	20,000
	Barracuda Backup Recovery Appliance Hardware	21,000	-	-	21,000
	Network upgrades repairs and replacement	304,000	390,000	390,000	1,084,000
<b>Information Technology Subtotal</b>		<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>1,200,000</b>
SLPC	<b>SLPC Total Regular Capital</b>	<b>\$ 9,781,500</b>	<b>\$ 7,852,000</b>	<b>\$ 6,939,000</b>	<b>\$ 24,572,500</b>



## Capital Plan Detail – Major Capital Projects

Business unit	Project	2021-22	2022-23	2023-24	3 Year Total
Fort Henry	Gun Carriage replacement - 15 carriages at \$20K per unit	\$ 300,000	\$ -	\$ -	\$ 300,000
	East road repaving, drainage and electrical	300,000	-	-	300,000
	Relocation of Discovery Centre museum assets	100,000	-	-	100,000
	<b>Fort Henry Subtotal</b>	<b>700,000</b>	<b>-</b>	<b>-</b>	<b>700,000</b>
Upper Canada Village	Youth Programs Facility	1,000,000	-	-	1,000,000
	<b>Upper Canada Village Subtotal</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>
Crysler Park Marina	Dock replacement	500,000	500,000	500,000	1,500,000
	<b>Crysler Park Marina Subtotal</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>1,500,000</b>
Campgrounds & Beaches	Sewage System, Drinking Water System and Washroom Revitalization	21,759,650	19,158,963	9,031,243	49,949,856
	Forestry Removal and Reforestation	500,000	500,000	500,000	1,500,000
	Roads	500,000	500,000	500,000	1,500,000
	Automated Gate Structures	175,000	175,000	200,000	550,000
	Brown's Bay Beach Seawall Replacement	700,000	500,000	-	1,200,000
	<b>Campgrounds &amp; Beaches Subtotal</b>	<b>23,634,650</b>	<b>20,833,963</b>	<b>10,231,243</b>	<b>54,699,856</b>
SLPC	<b>SLPC Total Major Capital</b>	<b>\$ 25,834,650</b>	<b>\$ 21,333,963</b>	<b>\$ 10,731,243</b>	<b>\$ 57,899,856</b>

## Internally Restricted Reserve (IRR)

Project	Estimated IRR investment cost
Development of campground and beaches	\$1,500,000
Development of revenue enhancement opportunities	150,000
Collections Facility - Business Case	50,000
Collections Facility	1,500,000
Point-of-sales implementation/customization contingency	1,000,000
<b>Total</b>	<b>\$ 4,200,000</b>

## APPENDIX F

### PROFIT BRIDGE WALKTHROUGH

#### EXPLANATION OF PROFIT BRIDGE:

The **Profit Bridge** is a tool used within this document that provides a high-level summary of items impacting the bottom-line for a specific Business Unit or Functional Unit as it evolves from the **2019-20 Budget**, to the **2019-20 Year-end Projection**, and eventually ending up at the bottom-line **2020-21 Budget**.

#### EXAMPLE OF PROFIT BRIDGE:

On the right we will walk you through an **example** of a Business Unit that had a net profit budget of **\$500,000** in 2019-20, which ended up exceeding revenue targets by **\$150,000**, and also hired a new Product Development Officer at a salary expense of **\$65,000**. The two preceeding items reported had a net impact of **\$85,000** resulting in an adjusted **2019-20 Year-end Projection** of **\$585,000** ( $\$500,000 + \$85,000$ ).

Subsequently, the Business Unit begins budgeting for the following year (2020-21) and lands at a net profit budget of **\$750,000**. The \$750,000 budget is achieved through a series of **Favourable** and **Unfavourable Additions** to the **2019-20 Year-end Projection** of **\$585,000**.

For this example, the Business Unit plans on improving its budget by **\$125,000** for an expected increase in Attendance levels, and another **\$125,000** for a planned increase in Pricing. Resulting in a total **Favourable Addition** of **\$250,000**. With regards to **Unfavourable Additions**, the Business Unit planned for **\$45,000** in additional expenses related to Promotions, and another **\$40,000** increase in expenditures as a result of Inflation. Resulting in a total **Unfavourable Addition** of **\$85,000**.

The net of Favourable Additions (**\$250,000**) and Unfavourable Additions (**\$85,000**) is **\$165,000**, this is added to the Year-end Projection of **\$585,000** and results in 2020-21 Budget of **\$750,000**.

#### PROFIT BRIDGE - EXAMPLE

<b>Net profit: Budget (2019-20)</b>	<b>500,000</b>
Exceeded Admissions targets (good weather)	150,000
Hired new product development officer	(65,000)
<b>Sub-total: In-year adjustments</b>	<b>85,000</b>
<b>Net profit: Year-end projection (2019-20)</b>	<b>585,000</b>
Increase in attendance	125,000
Increase in pricing	125,000
<b>Sub-total: Favourable additions (2020-21)</b>	<b>250,000</b>
Promotions	45,000
Inflation of Goods and Services	40,000
<b>Sub-total: Unfavourable additions (2020-21)</b>	<b>85,000</b>
<b>Net profit: Budget (2020-21)</b>	<b>750,000</b>
<b>Budget (2020-21) vs. Year-end projection (2019-20)</b>	<b>28.2%</b>
<b>Three-year net performance (2020-21 Budget vs. 2018-19 Actual)</b>	<b>66.7%</b>

## APPENDIX G

### BOARD APPROVED FEES

#### FORT HENRY FEES

plus HST	2020-2021	2021-2022
<b>Main Season Core Programming</b>		
<b><i>General Admission</i></b>		
Adult	\$20.00	\$15.00
Senior (65+ yrs.)	\$20.00	\$13.00
Student (13-18 years)	\$16.00	\$13.00
Youth (5-12 years)	\$13.00	\$13.00
Child (<5 Years)	-	-
Military (5+ yrs.)	\$10.00	\$10.00
Fort Henry Guard Club of Canada (member and dependent)	\$10.00	\$10.00
Upgrade to Sunset Ceremony from General Admission	\$10.00	N/A
Balcony Seating Upgrade (FH Evening Events Only)	\$20.00	N/A
Child Extended	-	
Tour Operator - Adult	\$15.00	\$15.00
Tour Operator - Senior	\$15.00	\$15.00
Tour Operator - Student	\$11.00	\$11.00
Tour Operator - Youth	\$11.00	\$11.00
Group (20 or more) - Adult	\$15.00	\$15.00
Group (20 or more) - Senior	\$15.00	\$15.00
Group (20 or more) - Student	\$11.00	\$11.00
Group (20 or more) - Youth	\$11.00	\$11.00
School Group (20 or more)	\$8.85	\$8.85

Additional Supervisor (exceeding 1:5 ratio)	\$15.00	\$15.00
Passport to the Past - Adult	\$50.00	\$50.00
Passport to the Past - Senior	\$50.00	\$50.00
Passport to the Past - Student	\$38.00	\$38.00
Passport to the Past - Youth	\$32.00	\$32.00
Passport to the Past - Child	-	
Premium Passport to the Past - Adult	\$79.00	\$79.00

Premium Passport to the Past - Senior	\$79.00	\$79.00
Premium Passport to the Past - Student	\$60.00	\$60.00
Premium Passport to the Past - Youth	\$55.00	\$55.00
Premium Passport to the Past - Child		
Ghost Tours		\$2.50
<b>Grand Events (USMC, Tattoo)</b>		
Adult	\$25.00	\$25.00
Senior	\$25.00	\$25.00
Student	\$17.00	\$17.00
Youth	\$17.00	\$17.00
Child	-	-
Military (5+ yrs.)	\$11.00	\$20.00
Upgrade to Daytime Programming	\$10.00	\$10.00
Tour Operator - Adult	\$20.00	\$20.00
Tour Operator - Senior	\$20.00	\$20.00
Tour Operator - Student	\$15.00	\$15.00
Tour Operator - Youth	\$15.00	\$15.00
Group (20 or more) - Adult	\$20.00	\$20.00
Group (20 or more) - Senior	\$20.00	\$20.00
Group (20 or more) - Student	\$15.00	\$15.00
Group (20 or more) - Youth	\$15.00	\$15.00

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

Student	\$7.08	\$7.08
Youth	\$7.08	\$7.08
Child	-	-
Military (5+ yrs.)	\$10.00	\$10.00
<b>Cannonball Crush</b>		
Cannonball Crush (Team Early Bird)	\$50.00	\$50.00
Cannonball Crush (Team Discount)	\$60.00	\$60.00
Cannonball Crush (Team Standard)	\$70.00	\$70.00
Cannonball Crush (Individual Early Bird)	\$55.00	\$55.00
Cannonball Crush (Individual Discount)	\$65.00	\$65.00
Cannonball Crush (Individual Standard)	\$75.00	\$75.00
Cannonball Crush (Day Of)	\$80.00	\$80.00

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

Tour Operator - Adult	\$20.00	\$15.00
Tour Operator - Senior	\$20.00	\$15.00
Tour Operator - Student	\$20.00	\$15.00
Tour Operator - Youth	\$20.00	\$10.00
Group (20 or more) - Adult	\$20.00	\$20.00
Group (20 or more) - Senior	\$20.00	\$15.00
Group (20 or more) – Student	\$20.00	\$15.00
Group (20 or more) - Youth	\$20.00	\$15.00
Note: Accessibility Night Rate same as Senior Rate		
Winter Spirits – Pre-sold		\$70.00
Winter Spirits – Gate Admission		\$75.00
Winter Spirits Master Class		\$30.00
Terror Tuesday – Adult		\$12.00
Terror Tuesday – Youth		\$9.00
<b>Venue, Asset and Service Rental Fees</b>		
Costume Rentals (Onsite)	\$40.00	\$40.00
Costume Rentals (Offsite)	\$85.00	\$85.00
Vendor Fee (Trade Square storage fee)	\$100.00	\$100.00
Vendor Fee 1 (e.g. Gift Giving Show per day, Magazine M)	\$150.00	\$150.00
Vendor Fee 2	\$177.00	\$177.00
Vendor Fee 3	\$200.00	\$200.00
Vendor Fee 4	\$250.00	\$250.00
Vendor Fee 5	\$300.00	\$300.00
Vendor Fee 6	\$450.00	\$450.00
Vender Fee 7 (e.g. Casemate monthly rental)	\$650.00	\$650.00
FRS 1 (e.g. Online Fee)	\$2.00	\$2.00
FRS 2 (e.g. Haunted Walks)	\$2.50	-
FRS 3	\$3.00	\$3.00
Paranormal Group Overnight (security accompanied)	\$600.00	\$600.00
Venue Rental 1 (Great Hall, Hourly)	\$200.00	\$200.00
Venue Rental 2 (Great Hall 1/2 Day)	\$600.00	\$600.00
Venue Rental 3 (Wedding at Great Hall, Nov to Apr)	\$2,000.00	\$2,000.00
Venue Rental 4 (Wedding at Great Hall, May to Oct)	\$2,200.00	\$2,200.00

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

<b>Tour Operator</b>	<b>2019-2021</b>	<b>2022</b>
<b>Day Program &amp; Sunset Ceremony</b>		
Adult/Senior	\$17.00	\$17.00
Youth/Child	\$12.00	\$12.00
Children Under 5	Free	Free
<b>Grand Events</b>		
Adult/Senior	\$22.00	\$22.00
Youth/Child	\$16.00	\$16.00
Children Under 5	Free	Free
<b>Off-Season Guided Walking Tour</b>		
Adult/Senior	\$12.00	\$12.00
Youth/Child	\$8.00	\$8.00
Children Under 5	Free	Free
<b>Fall at Fort Henry - Fort Fright</b>		
General Admission	\$20.00	\$20.00

## UPPER CANADA VILLAGE FEES

plus HST	2020-2021	2021-2022
Main Season Core Programming	May to mid-Sep	
General Admission		
Adult	\$22.00	\$18.00
Senior (65+ yrs.)	\$22.00	N/A
Student (13-18 years)	\$16.00	N/A
Youth (5-12 years)	\$13.00	N/A
Child (<5 Years)	-	Free
Military (5+ yrs.)	\$11.00	N/A
Child Extended	-	-
Tour Operator – Adult (* fee for 2022-2023 season)	\$15.00	*\$16.00
Tour Operator - Senior	\$15.00	*\$16.00
Tour Operator - Student	\$11.00	*\$12.00
Tour Operator - Youth	\$11.00	*\$12.00
Group (20 or more) – Adult (* fee for 2022-2023 season)	\$15.00	*\$16.00
Group (20 or more) - Senior	\$15.00	*\$16.00
Group (20 or more) - Student	\$11.00	*\$12.00
Group (20 or more) - Youth	\$11.00	*\$12.00
School Group (20 or more)	\$8.85	N/A
Additional Supervisor (exceeding 1:5 ratio)	\$15.00	*\$16.00
Passport to the Past - Adult	\$50.00	\$50.00
Passport to the Past - Senior	\$50.00	\$50.00
Passport to the Past - Student	\$38.00	\$38.00
Passport to the Past - Youth	\$32.00	\$32.00

Passport to the Past – Child under 5	Free	Free
Premium Passport to the Past - Adult	\$79.00	\$79.00
Premium Passport to the Past - Senior	\$79.00	\$79.00
Premium Passport to the Past - Student	\$60.00	\$60.00
Premium Passport to the Past - Youth	\$55.00	\$55.00
Premium Passport to the Past – Child under 5	Free	Free
<b>Grand Events (Medieval, War of 1812)</b>		
Adult	\$25.00	N/A
Senior	\$25.00	N/A



Student	\$17.00	N/A
Youth	\$15.00	N/A
Child	-	N/A
Military (5+ yrs.)	\$12.50	N/A
Tour Operator – Adult (* fee for 2022-2023 season)	\$20.00	*\$20.00
Tour Operator - Senior	\$20.00	*\$20.00
Tour Operator - Student	\$15.00	*\$16.00
Tour Operator - Youth	\$15.00	*\$16.00
Group (20 or more) - Adult	\$20.00	*\$20.00
Group (20 or more) - Senior	\$20.00	*\$20.00
Group (20 or more) - Student	\$15.00	*\$16.00
Group (20 or more) - Youth	\$15.00	*\$16.00
School Group (20 or more)	\$10.62	*\$11.00
<b>Camps, Education and Specialty Programming</b>		
Education Live-In	\$54.86	N/A
Time Travellers Camp	\$665.00	N/A
Time Travellers Try-a-Camp	\$295.00	N/A

Young & Senior Interpreter Program	\$250.00	N/A
Adult Lecture Fee	\$250.00	N/A
Specialty Guided Tour (5+ yrs., 20 or more)	\$25.00	N/A
<b>Miniature Train</b>		
Short Loop	\$6.00	\$6.00
Combo Short	\$5.00	\$5.00
Long Loop	\$9.00	\$9.00
Train Combo (May/June only)	\$2.50	N/A
Child Train (Long or Short)	-	-
Marina Train Transportation	\$280.00	\$280.00
<b>Fall Season Core Programming</b>		
	mid-Sep to mid-Oct	
Off Season Walking - Adult	\$13.00	\$13.00
Off Season Walking - Senior	\$13.00	N/A
Off Season Walking - Student	\$13.00	N/A
Off Season Walking - Youth	\$13.00	N/A
Off Season Walking - Child	-	N/A
Military (5+ yrs.)	\$10.00	N/A
Tour Operator – Adult (* fee for 2022-2023 season)	\$10.00	*\$12.00

Tour Operator - Senior	\$10.00	*\$12.00
Tour Operator - Student	\$7.00	*\$9.00
Tour Operator - Youth	\$7.00	*\$9.00
Tour Operator - Child	-	-
Group (20 or more) - Adult	\$10.00	*\$12.00
Group (20 or more) - Senior	\$10.00	*\$12.00
Group (20 or more) - Student	\$8.85	*\$9.00
Group (20 or more) - Youth	\$8.85	*\$9.00
Group (20 or more) - Child		N/A
<b>Fall and Winter Events (PF/AAN)</b>	October and December	
AAN Adult 5+	\$16.00	\$14.00
Accessibility Night	\$16.00	\$14.00
Child under 5	Free	Free
Pumpkinferno Adult 5+	\$18.00	\$20.00
Accessibility Night	\$16.00	\$20.00
Child under 5	Free	Free
Pommier Carriage (for 2 Adults, AAN)	\$95.00	\$95.00
Pommier Carriage (plus one Student or Youth, AAN)	\$35.00	\$35.00
Pommier Carriage (plus one Child, AAN)	-	-
Carry All Group Reservation (up to 15 people, AAN)	\$255.00	\$255.00
Private Group Reservation (Up to 300 guests)	\$3,200.00	\$3,200.00
Private Group Reservation Plus (Up to 100 additional guests over 300 guests)	\$800.00	\$800.00
Tour Operator - Adult (* fee for 2022-2023 season PF/AAN)	\$12.00	*\$20.00/\$16.00
Tour Operator - Senior	\$12.00	*\$20.00/\$16.00
Tour Operator - Student	\$9.00	*\$20.00/\$16.00
Tour Operator - Youth	\$9.00	*\$20.00/\$16.00
Group (20 or more) - Adult	\$15.00	*\$20.00/\$16.00
Group (20 or more) - Senior	\$15.00	*\$20.00/\$16.00
Group (20 or more) - Student	\$15.00	*\$20.00/\$16.00
Group (20 or more) - Youth	\$10.00	*\$20.00/\$16.00
<b>Venue, Asset and Service Rental Fees</b>	Year Round	
Costume Rentals (Onsite)	\$40.00	N/A
Costume Rentals (Offsite)	\$85.00	N/A
Guest House Overnight Accommodation	\$295.00	\$295.00
Guest House Weekly Accommodation	\$1,770.00	\$1,770.00
Montgomery House Overnight Accommodation	\$195.00	\$195.00
Blue or Grey House Rental	\$100.00	\$195.00
Firewood	\$8.00	N/A

Carry All or Pommier Carriage Ride (Wedding)	\$250.00	\$250.00
Vendor Fee 1 (e.g. Gift Giving Show per day / Guest House Meeting 8am - 6pm)	\$150.00	N/A
Vendor Fee 2 (e.g. Medieval weekend booth fee)	\$177.00	N/A
Vendor Fee 3	\$200.00	N/A
Vendor Fee 4	\$250.00	N/A
Vendor Fee 5	\$300.00	N/A
Vendor Fee 6	\$450.00	N/A
		N/A
FRS 1 (e.g. Online Fee)	\$2.00	\$2.00
FRS 2 (e.g. Haunted Walks)	\$2.50	\$2.50
FRS 3 (e.g. Dion Snowshoe Race)	\$3.00	\$3.00
Venue Rental 2 (Harvest Barn with another rental)	\$600.00	\$600.00
Venue Rental 3 (Wedding at Great Hall, Nov to Apr)	\$2,000.00	N/A
Venue Rental 4 (Wedding at Great Hall, May to Oct)	\$2,200.00	N/A
Venue Rental 5 (Harvest Barn)	\$1,000.00	\$1,000.00
Venue Rental 7 (Wedding onsite, UCV)	\$800.00	\$825.00
Crysler Garden	\$500.00	\$600.00

## KINGSTON PENITENTIARY TOURS FEES

Includes Service Fee, Plus HST	2020-2021	2021-2022
<b>Main Season Core Programming</b>	May to end October	
<b>Standard Tour</b>	Plus, Fee	Inc Fee
Adult (19+ yrs.) Standard Tour	\$35.00	\$30.97
Kingston Resident Rate Discount	\$20.00	\$26.55
Student/Youth (5-18 yrs.) Standard Tour	\$25.00	\$30.97
Child (<5 yrs.)	-	-
Tour Operator - Adult	\$26.25	\$23.23
Tour Operator - Student/Youth	\$21.75	\$23.23
Group (20 or more) - Adult	\$29.25	\$23.23
Group (20 or more) - Student/Youth	\$21.75	\$23.23
School Group (20 or more)	\$15.50	N/A
<b>Extended Tour</b>		
Adult (19+ yrs.) Extended Tour	\$75.00	\$70.80
Student/Youth (5-18 yrs.) Extended Tour	\$65.00	\$70.80
Kingston Resident Extended Tour	N/A	\$66.37
Tour Operator – Extended Tour	N/A	\$53.10
Group (20 or more) – Extended Tour	N/A	\$53.10
<b>Sunset Tour (Formerly “After Dark”)</b>		
Adult (19+ yrs.) Sunset Tour	\$40.00	\$35.40
Student/Youth (5-18 yrs.) Sunset Tour	\$30.00	\$35.40
Kingston Resident Sunset Tour	N/A	\$30.97
Tour Operator – Sunset Tour	N/A	\$26.55
Group (20 or more) – Sunset Tour	N/A	\$26.55

## PARKS OF THE ST. LAWRENCE FEES

plus HST	Ivy Lea & Brown's Bay 2020-21	Ivy Lea & Brown's Bay 2021-22	Glengarry, Mille Roches, Woodlands, McLaren, Farran Riverside/Cedar 2020-21	Glengarry, Mille Roches, Woodlands, McLaren, Farran Riverside/Cedar 2021-22	UCMBS 2020-21	UCMBS 2021-22
<b>Day Use</b>						
Weekday Beach Promo - Maximum Vehicle (Excludes Holidays)	\$6.64	\$6.64	\$6.64	\$6.64	\$6.64	\$6.64
Weekend - Maximum Vehicle (Includes Holidays)	\$16.81	\$16.81	\$16.81	\$16.81	\$16.81	\$16.81
Adult	\$6.64	\$6.64	\$6.64	\$6.64	\$6.64	\$6.64
Senior	\$4.43	\$4.43	\$4.43	\$4.43	\$4.43	\$4.43
Walk-in, Cyclist	\$1.77	\$1.77	\$1.77	\$1.77	\$1.77	\$1.77
Day Use Season Pass - Vehicle Sticker -All SLPC Day Use Areas	\$96.07	\$96.07	\$96.07	\$96.07	\$96.07	\$96.07
Day Use Season Pass - Additional Vehicle Sticker - An all SLPC Vehicle Sticker must be purchased	\$35.77	\$35.77	\$35.77	\$35.77	\$35.77	\$35.77
Day Use Seasonal Browns Bay or LSPW- Vehicle Sticker	\$63.36	\$63.36	\$63.36	\$63.36	\$63.36	\$63.36
Daily Outfitters Fee	\$28.62	\$28.62	\$28.62	\$28.62	\$28.62	\$28.62

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

<b>Seasonal Camping</b>						
Waterfront - 1 service (water)			\$3,211.52	\$3,211.52		
Electric 15 amp			\$2,530.94	\$2,530.94		
Electric 30 amp			\$2,693.18	\$2,693.18		
2 Service - 15 amp + water			\$2,666.14	\$2,666.14		
2 Service - 30 amp + water	\$3,444.90	\$3,444.90	\$2,828.38	\$2,828.38	\$2,828.38	\$2,828.38
2 Service - 50 amp + water			\$3,190.72	\$3,190.72		
Seasonal - Additional Vehicle Sticker	\$65.90	\$65.90	\$65.90	\$65.90	\$65.90	\$65.90
Seasonal Dockage	\$850.30	\$850.30				
Seasonal - Sewage Pump Out	\$132.86	\$132.86				
<b>Transient Camping</b>						
Basic	\$40.66	\$40.66	\$36.49	\$36.49	\$38.57	\$38.57
Waterfront	\$48.47	\$48.47	\$38.57	\$38.57	\$41.18	\$41.18
Electric 15 amp	\$44.30	\$44.30	\$42.19	\$42.19		
Electric 30 amp					\$44.82	\$44.82
2 Service - 15 amp			\$46.39	\$46.39		
2 Service - 30 amp	\$52.64	\$52.64	\$48.47	\$48.47	\$50.56	\$50.56
2 Service - 50 amp			\$51.08	\$51.08	\$53.16	\$53.16

Waterfront - Hoople Island/BB	\$53.16	\$53.16	\$53.16	\$53.16		
3 Service - 50 amp			\$58.38	\$58.38	\$58.38	\$58.38
Camper Cabin - Weekday	\$99.03	\$99.03	\$99.03	\$99.03	\$99.03	\$99.03
Camper Cabin - Weekend/night	\$116.75	\$116.75	\$116.75	\$116.75	\$116.75	\$116.75
Camper Cabin - Weekly	\$662.47	\$662.47	\$662.47	\$662.47	\$662.47	\$662.47
Treehouse					\$313.77	\$313.77
Treehouse Weekly					\$1,882.65	\$1,882.65
Lodge - Woodlands - Weekday			\$140.76	\$140.76		
Lodge - Woodlands - Weekend			\$170.85	\$170.85		
Lodge - Woodlands - Weekly			\$896.58	\$896.58		
Mini Cabin - Weekday			\$79.23	\$79.23		
Mini Cabin - Weekend			\$92.78	\$92.78		
<b>Group Camping</b>						
Per Person			\$3.13	\$3.13	\$3.13	\$3.13
Per Student/Senior			\$2.87	\$2.87	\$2.87	\$2.87
Sites A, B, C & 5			\$83.40	\$83.40	\$83.40	\$83.40
Sites D, E & 1-4			\$46.91	\$46.91	\$46.91	\$46.91
Transient - Additional Vehicle/Boat	\$11.00	\$11.00	\$11.00	\$11.00	\$11.00	\$11.00
Dog Fee per Night	\$27.00	\$27.00	\$27.00	\$27.00	\$27.00	\$27.00
Reservation Fee	\$11.75	\$11.75	\$11.75	\$11.75	\$11.75	\$11.75
Change and Cancellation Fee	\$9.75	\$9.75	\$9.75	\$9.75	\$9.75	\$9.75
Programming Fee					\$5.31	\$5.31
Transient Dockage	\$22.00	\$22.00				

Boat Ramping	\$8.00	\$8.00				
Pump Out	\$20.00	\$20.00				
Bike Rental 1/2 Day					\$8.00	\$8.00
Bike Rental Full Day					\$14.00	\$14.00
Canoe Rental 1/2 Day	\$24.50	\$24.50	\$24.50	\$24.50	\$24.50	\$24.50
Canoe Rental Full Day	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
Scuba Diving Fee (IL only)	\$17.00	\$17.00	\$0.00	\$0.00	\$0.00	\$0.00
Tent rental - 40' X 60' - 2 Day	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00
Tent rental - 20' X 40' - 2 Day	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00
Tent rental - 20' X 30' - 2 Day	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
Tent rental - 20' X 20' - 2 Day	\$400.00	\$400.00	\$400.00	\$400.00	\$400.00	\$400.00
<b>TRANSIENT DISCOUNTS</b>		<b>Military</b>		<b>Staff</b>		
Basic		20%		20%		
Waterfront		20%		20%		
Electric 15 amp		20%		20%		
Electric 30 amp		20%		20%		
2 Service - 15 amp		20%		20%		
2 Service - 30 amp		20%		20%		
2 Service - 50 amp		20%		20%		
Waterfront - Hoople Island/BB		20%		20%		



# SKYWOOD ECO ADVENTURE FEES (NOT OPERATIONAL IN 2020-2021)

plus HST	2020-21	2021-22
<b>Zip Tour</b>		
Adult (16+)	\$66.34	
Youth (12-15)	\$60.99	
Child (9-11)	N/A	
<b>Adventure Courses</b>		
Adult (16+)	\$58.85	
Youth (12-15)	\$51.36	
Child (9-11)	\$42.80	
<b>Discovery Courses</b>		
Adult (16+)	\$29.96	
Youth (12-15)	\$29.96	
Child (9-11)	\$29.96	
Discovery + Tree Walk Package	\$35.00	
<b>Treewalk Village</b>		
Adult (16+)	\$10.70	
Youth (12-15)	\$10.70	
Child (9-11)	\$10.70	
Treewalk Birthday		
Discovery Zip		
Adult (16+)	\$26.75	
Youth (12-15)	\$26.75	
Child (9-11)	\$26.75	
Discounts		
10 + Group	10%	
20 + Group	15%	
50 + Discount	25%	
School Discount	25%	
Combo Zip and Adventure	15%	
Military Discount		
Arboreal Climbing System (NEW)		

<b>plus HST</b>	<b>2020-21</b>	<b>2021-22</b>
30 Minute Climb	N/A	
1 Hour Climb	N/A	
(NEW) Group Team Building		
10 + Group		
Adult (16+)	\$20.00	
Youth (12-15)	\$20.00	
20 + Group		
Adult (16+)	\$15.00	
Youth (12-15)	\$15.00	
50 + Group		
Adult (16+)	\$10.00	
Youth (12-15)	\$10.00	
Add on to Adventure Course		
Adult (16+)	\$10.00	
Youth (12-15)	\$10.00	

## CRYSLER PARK MARINA FEES

plus HST	2020-2021	2021-2022
<b><i>Transient</i></b>		
Daily with power	\$2.25	\$2.25
Weekly with power	\$14.75	\$14.75
Additional Electrical 30 amp / ft	\$1.00	\$1.00
Daily Mooring (flat rate)	\$27.00	\$27.00
<b><i>Seasonal (Rates Per Feet)</i></b>		
Monthly with power- High Season	\$34.00	\$34.00
Monthly with power- Low Season	\$28.25	\$28.25
Full Season with Power / ft	\$62.00	\$62.00
Extra Power (daily flat rate)	\$11.50	\$11.50
Flat Rate PWC and Dinghy		\$300.00
Full Season (flat rate extra pwr - 30 amp)	\$334.95	\$334.95
<b><i>Storage</i></b>		
Summer Land Boat /ft.	\$26.50	\$26.50
Transient Camper/Boater summer storage	-	\$300.00
Summer Season Trailer Storage	\$150.95	\$150.95
Daily Trailer (Overnight Parking)	\$25.95	\$25.95
Weekly Trailer	\$125.95	\$125.95
Summer Cradle	\$165.00	\$165.00
Storage Winter Boat / ft	\$19.95	\$19.95
Shrink-Wrapping/ft.- Cruiser	\$19.50	\$19.50
Shrink-Wrapping/ft.-Fly Bridge	\$21.50	\$21.50
Interior Storage/ft	\$40.00	\$40.00
Car and Truck inside storage	-	\$250.00
Boats on trailer inside under 18 ft.	-	\$350.00
Boats on trailer inside 18 – 25 ft.	-	\$450.00
Boats on trailer inside 25 – 30 ft.	-	\$550.00
Boats on trailer 30 ft. and up	-	\$750.00
Camper trailers under 30 ft.	-	\$550.00
Camper trailers over 30 ft.	-	\$750.00

<b>Services</b>		
Boat Ramping Monday-Sunday	\$12.95	\$12.95
Seasonal Ramping Pass	\$125.95	\$125.95
Seasonal Pump-Out	\$139.95	\$139.95
Pump-Out Single Tank	\$25.95	\$25.95
Charter/Commercial Fee	\$79.95	\$79.95
Return Shuttle	\$39.95	\$39.95
Return Shuttle (Attraction)	\$16.95	\$16.95
Overnight Parking	\$25.95	\$25.95
<b>Lift</b>		
30ft and less	\$200.00	\$200.00
31ft to 37ft	\$225.00	\$225.00
38ft to 43ft	\$250.00	\$250.00
<b>Lift Sailboats</b>		
less than 30ft	\$225.00	\$225.00
31 to 36	\$250.00	\$250.00
over 37	\$300.00	\$300.00

## UPPER CANADA GOLF COURSE FEES

plus HST	2020-21	2021-22
<b>Seasonal Rates</b>		
Single	\$1,500.00	\$1,500.00
Couple	deleted	deleted
Senior (M-F exc. Holidays)	\$1,425.00	\$1,425.00
Student	\$250.00	\$250.00
Junior	\$80.00	\$80.00
Weekday	deleted	deleted
Pay as You Go Weekdays	\$295.00	\$295.00
Pay as You Go Weekday Activity	\$28.00	\$28.00
Power Cart	\$975.00	\$975.00
Power Cart Weekday	\$710.00	\$710.00
Corporate	\$3,920.00	\$3,920.00
Corporate Premier	\$4,850.00	\$4,850.00
Range - Single	\$230.00	\$230.00
Range - Couple	deleted	
<b>Green Fees</b>		
18 Holes Weekday	\$49.00	\$49.00
18 Holes Weekend/Holiday	\$55.00	\$55.00
Afternoon Weekday	\$37.00	\$37.00
Afternoon Weekend	\$41.00	\$41.00
18 Holes Junior Weekday	\$29.00	\$29.00
18 Holes Junior Weekend/Holiday	\$33.00	\$33.00
9 Holes After 5 pm	\$26.00	\$26.00
Extra Golf	\$26.00	\$26.00
<b>Rentals</b>		
Power Cart 18 Holes	\$34.00	\$34.00
Power Cart - 9 Holes	\$24.00	\$24.00
Power Cart 10 Pack	\$300.00	\$300.00
Power Cart - After 18	\$24.00	\$24.00
1/2 Power Cart	\$17.00	\$17.00
Golf Board Rental	\$26.00	\$26.00
Pull Cart	\$7.50	\$7.50
Bag & Club Rental	\$26.00	\$26.00
Large Bucket Balls	\$9.50	\$9.50

<b>plus HST</b>	<b>2020-21</b>	<b>2021-22</b>
Club Storage	\$117.00	\$117.00
<b><i>Specials</i></b>		
Golf & Ride	\$52.50	\$52.50
Spring and Fall Promo 2 for \$50	\$50.00	\$50.00
Surf our Turf (Board and 18-hole Green Fee)	\$60.00	\$60.00
<b><i>Discounts</i></b>		
Campers/boaters 50% Weekday	\$24.50	\$24.50
Campers/boaters 50% Weekend/Holiday	\$27.50	\$27.50
NGCOA/CORNWALL Wkday @ 20%	\$39.00	\$39.00
NGCOA/Cornwall Wkend PM @ 20%	\$32.00	\$32.00
NCGOA/Cornwall Wkday PM @ 20%	\$29.50	\$29.50
NGCOA/CORNWALL Cart @ 20%	\$27.00	\$27.00

## LAND USE FEES

plus HST	2020-21	2021-22
Entrance Permit - Residential	\$447.81	\$447.81
Entrance Permit - Commercial	\$1,138.26	\$1,138.26
Building Permit (Residential/Agriculture)	\$447.81	\$447.81
Building Permit (Accessory Building/Other Structure)	\$268.68	\$268.68
Building Permit Commercial (\$15 per \$1K value - Minimum \$86.00)	\$15.62	\$15.62
Sign Permit (5 year - per sign)	\$418.65	\$418.65
Sign Permit: Temporary Seasonal Sign (per sign)	\$525.91	\$525.91
Sign Permit: Temporary Business/Real Estate (per sign)	\$172.87	\$172.87
Sign Permit: Temporary Not for Profit	\$50.00	\$50.00
Encroachment Permit (specific period)	\$249.94	\$249.94
Moving Permit (2 - 4 moves)	\$187.45	\$187.45
Moving Permit (5 to 9 moves)	\$374.94	\$374.94
Moving Permit (10 to 14 moves)	\$531.12	\$531.12
Moving Permit (15 to 19 moves)	\$749.81	\$749.81
Moving Permit (20 to 24 moves)	\$989.00	\$989.00
Permission to Access Parkway Letter	\$50.00	\$50.00
Vegetation Control Agreement	\$130.18	\$130.18
Land Use Permit	\$255.14	\$255.14
Land Use: Agriculture (per acre untilled)	\$52.07	\$52.07
Land Use: Agriculture (npo, per acre untilled)	\$26.04	\$26.04
Dock Licence/per permit	\$425.00	\$500.00