

NIAGARA
PARKS

BUSINESS PLAN 2021-2024



The Niagara Parks Commission

Business Plan 2021-2024

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1.0 Executive Summary

Last year, 2020, proved to be an unprecedented challenge for the world. The tourism sector, of which Niagara Parks is a key part, was one of the most affected sectors from the impact of COVID-19. The decline in tourism was swift and is expected to take two to five years to fully recover. For an operational enterprise that is reliant on its revenue-producing operations to deliver its mandate, a balanced approach to recovery will be important.

Niagara Parks is an anchor agency in Niagara that is a leader in environmental and cultural stewardship while playing a vital role in Niagara's, Ontario's and Canada's tourism industry, an ideal position to contribute significantly to building tourism back up. Last year, Niagara Parks, as an agency of the Ministry of Heritage, Sport, Tourism and Culture Industries, provided input to the Minister's economic and jobs recovery plan. In 2021-22, Niagara Parks will implement a range of great guest experiences to support demand generation (visitation), keep as many staff working as possible (good for the local population), support Niagara and Ontario suppliers (good for the economy) and reduce non-essential functions.

Through following guidelines from Ontario's Chief Medical Officer of Health, Niagara Parks will ensure a safe environment for guests and staff, which will be expected from visitors. It is also anticipated that guests will be looking to support sustainable tourism efforts including "local tourism" and be seeking quality experiences. Recognizing that the principal market will be domestic in 2021 and that Canadians and Ontarians will want to explore their own country, Niagara Parks will leverage Ontario's tourism tax credit (for Ontarians) to encourage visitation to its attractions, culinary offerings, heritage sites, golf courses, parks and trails, events, programs and new attraction, the Canadian Niagara Power Station.

Niagara Parks will contribute to and support the Ministry's tourism recovery efforts by maintaining and keeping as many public-facing operations open as possible, launching a powerful new attraction and working with key stakeholders to offer high quality guest experiences and support marketing efforts.

While attendance and revenues declined by approximately 70% in 2020-21, there were positive developments as well. People discovered or re-discovered nature and outdoor experiences. For Niagara Parks' mandate as the environmental and cultural stewards of the Niagara River corridor, this increase in visitation to golf, trails, cycling and park use was welcomed. Niagara Parks will identify ways to leverage this renewed interest going forward.



As recovery efforts unfold, Niagara Parks will continue to identify cost savings and efficiencies, while focusing on front-line service delivery. Niagara Parks will also continue to provide transparent governance and engage with the public and stakeholders through ongoing communications.

Guided by the 10-year strategic plan, Niagara Parks will continue to emphasize developing and nurturing great guest experiences, growing revenue and reducing administration expenses and processes.

Key initiatives for 2021-22 are outlined in the priorities section that follows.

1.1 Priorities for 2021-22

Priorities are broken out by the themes of Niagara Parks' 10-year strategic plan.

Preserving and showcasing our rich heritage, culture and lifestyle

- Focus sales and marketing plan primarily on the domestic market (particularly Ontario and Quebec), leverage Ontario tourism tax credit, continued enhanced digital marketing and working with Niagara's Regional Tourism Organization (RTO – Tourism Partnership of Niagara), Niagara Falls Tourism, Destination Ontario, Culinary Tourism Alliance and Destination Canada as well as partners Hornblower Niagara Cruises and WildPlay Niagara
- Deliver environmental stewardship projects, including partnerships with Brock University, Niagara Peninsula Conservation Authority, Ministry of Environment, Ministry of Natural Resources and Forestry and Environment Canada
- Support cultural stewardship projects, including partnership with Landscape of Nations 360, development of black history interpretation program and public archaeology program at Old Fort Erie
- Create public programming plan, including environmental and cultural programs (on-site and virtual) that focus on smaller, curated activations

Leveraging and activating our natural wonders and iconic experiences

- Launch Phase One of the new attraction, Canadian Niagara Power Station (adaptive re-use of the decommissioned hydro-electric power plant)
- Refurbish the Falls Incline Railway
- Refurbish the Whirlpool Aero Car



- Work with Clifton Hill Business Improvement Area (BIA) and City of Niagara Falls on development of an enhanced pedestrian promenade at Clifton Hill (in keeping with Queen Victoria Park Master Plan)

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

- Undertake call for development proposals for Niagara Parks' Marina at Miller's Creek
- Expand the pay and display parking program
- Re-start the Niagara Parks Foundation
- Expand sponsorship program and opportunities

Taking experiences, services and hospitality to the next level

- Continued implementation of COVID-19 health and safety procedures for guests and staff
- Launch new enterprise resource planning (ERP) finance system
- Develop business continuity plan and enterprise risk plan
- Implement workforce adjustment plan
- Expand School of Horticulture and launch SMARTlab initiative
- Undertake audit and future planning for Niagara Parks' information systems needs
- Undertake improvements to public boat launches

1.2 Background: COVID-19 Impact

The Board, following the advice of Ontario's Chief Medical Officer of Health, made the decision on March 13, 2020, to close all Niagara Parks public-facing facilities effective the following morning. The impact of this first wave shutdown significantly impacted Niagara Parks' revenues, as did the impact of reduced attendance once Niagara Parks began its phased re-opening. Expenses continued as Niagara Parks enforced provincial emergency orders as well as addressed new personal protective equipment (PPE) requirements, training and ongoing required maintenance of facilities. The extended closures, including the provincewide shutdown on December 26, 2020 from the second wave, as well as the severe downturn in market conditions and the lack of US and international visitors (which are high-yield customers) have impacted Niagara Parks' financial position.

In addition, Niagara Parks' tenants have faced the same impacts from closures. This has affected their collective ability to pay Niagara Parks their respective rent obligations. Niagara Parks has



addressed each tenant, assessing their capacity to pay in the context of their respective agreement with Niagara Parks. This has added to Niagara Parks' financial challenge.

Niagara Parks was grateful for the stabilization funding of \$12.8 million that the Ministry of Heritage, Sport, Tourism and Culture Industries announced on December 4, 2020. This funding was a much-needed injection to support staffing, PPE and contracted payments and ensure that Niagara Parks remained solvent.

To address the impact of COVID-19, Niagara Parks focused on the following short-term priorities:

- **Health and safety for guests and staff:** This work included ensuring compliance with provincial emergency orders, standardizing cleaning products and procedures, enhancing cleaning protocols, rolling out new PPE and increasing communications
- **Conserving cash:** Spending freezes were put in place, staff levels were reduced and revised cash flow projections established
- **Corporate culture:** Enhanced communication with staff was put in place to help with conveying timely updates, sharing information about the closures and re-opening plans
- **Record-keeping:** Documentation of dealing with operational issues associated with COVID-19 to ensure records are maintained and will be in place should this information be required for future use
- **Operational analysis:** Review financial viability of revenue-producing operations in light of changed capacities and visitation patterns
- **Communication:** Connecting with key stakeholders to share operational updates

Table 1.1 below summarizes the revised budget and forecasted operating results for 2020-21, and budgets for 2021-22, 2022-23 and 2023-24.

Table 1.1 2020 - 2024 STATEMENT OF OPERATIONS (thousands of \$'s)						
	CURRENT FISCAL YEAR			FUTURE YEARS		
			VARIANCE TO			
	BUDGET	PROJECTED	BUDGET	BUDGET		
	Apr. 2020 Mar. 2021	Apr. 2020 Mar. 2021	Apr. 2020 Mar. 2021	Apr. 2021 Mar.2022	Apr. 2022 Mar.2023	Apr. 2023 Mar.2024
Total Revenue	\$53,972	\$45,697	(\$8,275)	\$48,803	\$62,012	\$76,321
Total Expenses	\$69,272	\$50,805	(\$18,467)	\$56,998	\$60,050	\$63,315
Net Surplus (Deficit) Before Interest & Depreciation	(\$15,300)	(\$5,108)	\$10,192	(\$8,195)	\$1,962	\$13,006
Loan Interest	\$1,072	\$1,249	\$177	\$1,155	\$1,070	\$1,070
Depreciation & Deferred Stimulus Funding	\$11,183	\$11,043	(\$140)	\$11,688	\$11,952	\$12,191
Net increase in Power Plant Obligation	\$575	\$550	(\$25)	\$400	\$300	\$315
Annual Net Surplus (Deficit)	(\$28,130)	(\$17,950)	\$10,180	(\$21,438)	(\$11,360)	(\$570)

2.0 Mandate

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

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

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

2.1 Niagara Parks’ Mandate

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

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

2.2 Stewardship

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

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

2.3 Agencies and Appointments Directive

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

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

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

2.4 Operational Enterprise Classification

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

2.5 Ministry Goals and Objectives

On its website, the MHSTCI states that it "...works closely with the tourism sector to help stimulate economic growth and investment and create an environment that allows Ontario to compete successfully in the rapidly changing world of travel and leisure. Among our activities to strengthen Ontario as an internationally- recognized tourist destination:

- "We undertake vital market research in the areas of marketing, product development, and investment to aid business decisions by both governments and industry.
- "We encourage private sector investment and new product development to expand Ontario's tourism sector and promote regional tourism economic development.
- "We support and facilitate the development of new experiences and destinations.
- "We market Ontario as a tourist destination.



- “We invest in Ontario's tourism agencies.
- “We work with industry and organizations to support the maintenance and growth of the tourism's economic contribution.”

Niagara Parks directly supports the activities of MHSTCI with the goals and objectives outlined in the 10-year strategic plan. Many of the projects rely on market research to enable sound business decisions. Some projects will result in new or updated programs and attractions (e.g. adaptive re-use of Canadian Niagara Power Station, Indigenous tourism plan, work with tourism organizations and sister agencies, etc.) which supports MHSTCI's position to encourage and support new experiences and product development to expand the tourism sector and promote regional tourism economic development.

Niagara Parks will continue its environmental and cultural stewardship roles in preserving Niagara Parks lands and heritage features. Niagara Parks' three-year operating budget and 10-year capital plan incorporate financial self-sufficiency through revenue growth, management of expenses and improving the state of Niagara Parks' assets through capital investment.

During 2020-21, Niagara Parks participated on the Minister's tourism recovery advisory committees (Agencies Committee), worked with the Ministry on securing financing from the Ontario Financing Authority for the adaptive re-use of the Canadian Niagara Power Station (which will contribute to tourism recovery efforts) and will be supporting the implementation of the Minister's White Paper.

3.0 Environmental Scan

Following a record year of attendance and revenue in 2019-20, Niagara Parks, along with most tourism operators, was significantly impacted by the COVID-19 pandemic. Niagara Parks is monitoring research and trends associated with the impact from COVID-19. From research commissioned by the Ministry via Ipsos, consumers are:

- Watching COVID case number carefully and these numbers are impacting consumer choices
- Approximately 20% of the population is prepared to travel (as allowed); 20% of the population could be convinced to travel; 20% are afraid to travel and 40% are either content with not travelling or are unable to travel (health or financial reasons)
- There is a shift underway from mass tourism to custom/experienced based tourism
- Supporting local is important as is appreciating local stories
- Consumers will be looking to support sustainable tourism offerings
- Enhanced focus on outdoor experiences (e.g. trails, golf, parks, cycling)
- Health and wellness will continue to grow in importance
- The return of “road trips” and exploring in the safety of one’s vehicle with one’s own social/family bubble

3.1 Fiscal Outlook

Previous fiscal outlooks have been altered and continue to shift due to the impact of COVID-19. As such, Niagara Parks will continue to monitor updates from the province and other key outlets like the Bank of Canada.

4.0 Strategic Directions

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

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

4.1 Niagara Parks' Vision Statement

By 2028, Ontario's Niagara Parks will be:

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

4.2 Strategic Plan Themes

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

- Develop and implement a compelling brand strategy
- Promote Niagara Parks' environmental and cultural stewardship role
- Develop a new sales and marketing plan

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

- Understand visitor expectations of what defines a great experience
- Align current and future experiences with visitor profiles
- Product and market development of year-round experiences
- Provide seamless linkage and/or choices to visitors
- Develop land management strategy



- Ensure accessibility at all Niagara Parks sites
- Develop sustainable tourism expansion

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

- Identify key stakeholders
- Define and formalize relationships

Theme 4 – Taking experiences and hospitality to the next level

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

4.3 Strategic Focus: 2021-24 High-Level Priorities

The following are the key 2021-24 priorities that Niagara Parks will be focusing on to implement its strategic plan. Due to the decline in revenues from the global impact of the COVID-19 pandemic, the implementation of some of these initiatives may be delayed, unless grant funding becomes available to complete them as originally planned:

- Redevelopment of the decommissioned Canadian Niagara Power Generating Station
- Attraction Renewal: Aero Car cable car and arch replacement
- Queen Victoria Park concept master plan
- Improvements to the site in the areas immediately surrounding Table Rock, Falls Parking and CNPS, including cycling routes
- Implement a new Enterprise Resource Planning (ERP) software to modernize Niagara Parks' aging financial systems
- Implement year three of the three-year sales and marketing plan
- Promote Niagara Parks' environmental and cultural stewardship roles
- Develop a new model for the School of Horticulture



- Analyze and implement security and business continuity plan for Niagara Parks
- Invest in staff training and continue developing a diversity plan

In addition, the following 10-year strategic initiatives will move forward:

- Niagara Parks Marina at Miller's Creek
- Power Plants (Toronto and Ontario Power Generating Stations) – 2021-22

Further details on these current activities and implementation plans can be found in Section 5 of the business plan.

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

In 2020-21, Niagara Parks implemented initiatives outlined in its approved business plan. This section provides details on those projects and new initiatives identified in the strategic plan and a summary of upcoming renewals for Revenue-Generating Operations (RGOs) provided through third parties.

The programs and activities that are within the scope of this three-year business plan are summarized below, including a notation if they are funded through capital or operating budgets.

Redevelopment of the Decommissioned Canadian Niagara Power Station (Operating 2021-22: \$270 thousand for marketing launch; Capital 2020-22: \$25 million financed through loan from Ontario Financing Authority)

With the support of the Province and financing through the Ontario Financing Authority, Niagara Parks is moving forward with the adaptive re-use of CNPS into a multi-faceted visitor attraction. The new attraction will be innovative, iconic and year-round; will increase visitation to Niagara; and, will provide a new source of revenue.

The adaptive re-use of CNPS into a multi-faceted visitor experience offers Niagara Parks the opportunity to achieve the following objectives:

- preserve and showcase this culturally significant heritage landmark
- implement with sustainable building solutions
- create an innovative and iconic, year-round visitor experience
- increase visitation to Niagara Parks and Niagara in general
- introduce a new demand generator
- provide an economic driver for additional jobs
- provide a new source of revenue for Niagara Parks to support its mandate of financial self-sufficiency

A phased opening is planned, with a main floor attraction, building tours and evening immersive multimedia show scheduled to open July 2021, and the addition of a tunnel attraction set to open in July 2022. Based on Niagara Parks' experience with Journey by the Falls and White Water Walk attractions, the CNPS attraction is expected to generate a net surplus that is sufficient to fully fund the estimated annual loan payments.



Attraction Renewal (Capital 2020-21: \$400 thousand; 2021-22: \$650 thousand)

Niagara Parks continues to invest in capital improvements to its attraction facilities to enhance visitor experience and improve accessibility. Over the next three years, depending on recovery of revenues from the pandemic impact, Niagara Parks will be implementing improvements to:

- Aero Car: repairs/replacement to cable car and arch
- Falls Incline Railway

Queen Victoria Park Master Plan Implementation (Capital 2023-24: \$1 million)

In fiscal 2018-19, Niagara Parks engaged a consultant to develop a concept master plan for Queen Victoria Park (QVP), defined as encompassing Niagara Parks lands from Kingsbridge Park in the south to Rainbow Bridge in the north, west along the moraine and Oak Hall, Portage Road and the Niagara River to the east. Niagara Parks engaged with the public and stakeholders to gain input that informed the development of the plan. The Niagara Parks board approved and adopted the Master Plan in September 2018.

The plan is an illustrative document that sets forth high-level, phased improvements to make Niagara Parks one of the most spectacular parks in the world. As a concept plan, it does not include detailed design. It does, however, include structured guidelines for the implementation of the proposed improvements over the 10 years of the plan. The plan provides the opportunity to better understand and re-frame the way that guests can physically and intuitively connect with the falls and the rich cultural landscape that defines the Parks. It identifies areas for protection and enhancement as well as new opportunities for site re-organization, connection and flow, innovative design, new programming and revenue generation.

The key objectives of the plan are to:

- Improve and enhance the overall public realm and functionality of the Parks by:
 - Strengthening the experiences of millions of guests (more walkable, accessible, cycling, transit-friendly, safe and secure ways of moving people) throughout QVP with convenient connections to the 56 kilometres of Niagara Parks' lands and adjacent destinations such as urban centres, wine routes, escarpment, towns and villages, rural landscapes, etc.
 - Reinforcing the pre-eminence of the Niagara Parkway to tell the complete Niagara Parks story
- Establish a new benchmark for guest experience with a range of unique moments stretching north and south of Table Rock that include activating underutilized areas, establishing a

hierarchy of spaces for a range of events, creating new opportunities for revenue growth that support increasing margins and providing diverse venues and seasonal interest for events and programming year-round

- Identify opportunities to celebrate, enhance, create and integrate ecological spaces and habitat, improving resiliency to climate change, increasing our natural capital and protecting valuable natural resources and ecosystems for the future
- Showcase QVP's rich and unique cultural heritage
- Exhibit sustainable best practices and climate change leadership through innovative design, robust materials and low maintenance and cohesive management frameworks
- Protect, enhance and establish new view corridors, vistas and visual connections and iconic views toward the falls, strengthening our national identity
- Develop a coherent 10-year concept master plan with short-, medium- and long-term goals commensurate with Niagara Parks' 10-year priorities
- Maximize opportunities showcasing cultural heritage assets with a focus on taking guest experiences to the next level

Now that the plan is in place, the focus shifts to detailed design and implementation based on the nodes and priorities outlined in the concept master plan, including the expansion of the promenade.

For 2021-22, the focus will be on designing and constructing the welcome plaza on the north side of the Canadian Niagara Power Station. Planning and design for phase one open space and public realm improvements will be undertaken on the Queen Victoria Park event field in preparation for the 2022 Canada Games celebration ceremonies. Grant funding may be required to complete the work. The master plan will also inform the work to enhance the pedestrian promenade on Clifton Hill, a joint project with the Clifton Hill BIA and City of Niagara Falls.

Floral Showhouse Production Relocation (Capital 2022-23: \$500 thousand)

The Floral Showhouse occupies a place of prominence within the park, centred between the heritage power stations. Greenhouses and garden outbuildings were constructed at the current site, starting in 1894. Expanded in 1909, the contemporary atrium was added in 1980. The intricate horticultural displays within and surrounding the Floral Showhouse are a source of pride for Niagara Parks. The existing Grove parking lot currently holds 300 cars and is typically at capacity during peak season. The QVP master plan calls for the relocation of the glasshouses, production facilities and major works yard to other areas within Niagara Parks to amalgamate horticultural operations for Niagara Parks and improve efficiency. The exterior display gardens would remain and be enhanced, providing a green buffer and destination adjacent to the enhanced and expanded flexible Grove



parking lot. The Floral Showhouse atrium and select structures would be maintained as pavilions for events and gatherings in various seasons. Should grant funding become available, during 2021-22, Niagara Parks will begin design of a new production area at Niagara Parks Botanical Gardens and greenhouse production relocation would take place in 2022-23.

Recreational Cycling Routes (Capital 2022-23: \$100 thousand)

Within the QVP concept master plan, Niagara Parks has included plans to create and maintain an active transportation network to allow cycling guests to navigate between attractions and key destinations in a safe and enjoyable way. Where possible, the recreational route will be separated from pedestrian and vehicular travel routes to minimize conflicts between path users. The cycling route will be tied into key internal and external nodes that will complement the bicycle routes with additional infrastructure such as seating areas, bicycle racks, bicycle rentals, watering and repair stations and wayfinding. Niagara Parks will coordinate linkages with Niagara Region, the City of Niagara Falls and Metrolinx. As a result of the COVID-19 pandemic's impact on revenues, this project can only move forward in the business plan period if grant or infrastructure funding is provided.

Implementing a New Enterprise Resource Planning (ERP) Software to Modernize Niagara Parks' Financial Systems (Operating 2019-21: \$1.3 million for implementation)

During 2019, Niagara Parks acquired a new software solution from Unit 4 Business World (UBW) and began implementation. The implementation of UBW is planned to take approximately 18 months, with a go-live date of April 1, 2021. As part of the implementation, which replaces the Epicor software acquired in 1999, Niagara Parks will review financial and procurement processes across all departments and business units and redesign them to take advantage of the efficiencies and improved controls available in the new UBW software. On October 10, 2019, the Board approved the Finance & Audit Committee's recommendation to proceed with entering into agreements with Unit 4 Business Software Corporation for Unit 4 Global Cloud Service Solution financial software and ERP Connex Inc. for implementation support as the preferred vendor response to RFP-01-2019-LP in order to invest in a new financial system for Niagara Parks. As contractual commitments have been made and the implementation is well underway, this project is continuing within the existing revised budget.

Sales and Marketing Plan (Operating 2021-22: \$100 thousand)

The three-year sales and marketing plan (SMP) was a key deliverable in both Niagara Parks' 10-year strategic plan and the 2018-19 business plan. The Commission approved the SMP at its



meeting on October 19, 2018. The SMP guides Niagara Parks' efforts to increase the number and types of visitors to Niagara Parks and to enhance overall revenues and was coordinated with Niagara Parks' new Brand Enrichment Plan (BEP), which focuses on deepening the relationship with visitors throughout their travel cycle. The SMP considers ways to integrate digital platforms to connect with visitors before, during and after their travel journey. The core of Niagara Parks visitors will continue to be regional, Ontario, Canada, U.S. and international travellers (as these markets return) that seek travel experiences to enrich their lives. The four objectives of the three-year SMP are to:

- Position Niagara Parks' brand story
- Grow visitation
- Target high-yield markets
- Increase revenue

Road maps have been developed for each objective, including strategies and tactics across all three years of the plan.

A key focus of 2021-22 will be to:

- Pivot to domestic markets
- Enhancing digital storytelling and supporting virtual programming
- Continue to undertake new guest research, identifying generational, travel, marketing and visitation trends industry-wide
- Advance Niagara Parks' brand strategy, auditing Niagara Parks' digital content and physical collateral and staff training programs to ensure alignment with the brand strategy
- Increase targets of online social channels and monitor effectiveness of organic vs paid content and review effectiveness of social engagement media monitoring services contract
- Leverage Phase One of the Canadian Niagara Power Station opening
- Increase sales from Online Travel Agencies (OTAs) and leverage market growth and development from tour operators and high-value overseas international markets, once international leisure travel resumes
- Grow high-yield specialty markets targeting wedding, social and conference business event groups that generate high-yield revenue in all seasons including spring, fall and winter need periods
- Increase seasonal multimedia promotional campaigns for spring and fall sessions



- Deep dive into individual steps in visitor engagement cycle and consider updates to influences, such as environmental, cultural or technological factors
- Work with Destination Canada, Destination Ontario, Niagara Falls Tourism and the Tourism Partnership of Niagara to support tourism in Niagara and Ontario

Niagara Parks will continually work with others to identify product and promotion opportunities including ways to leverage milestone events, such as the Canada Games coming to Niagara in 2022.

Environmental Stewardship (Operating 2021-24: \$100 thousand per year)

Niagara Parks is updating its stewardship initiatives to mitigate the impacts of climate change and the Emerald Ash Borer by diversifying Niagara Parks' natural areas and habitats while providing superior eco-tourism opportunities. Initiatives include a park-wide urban forest management strategy that guides tree selection, locations for mass planting and management of existing vegetation, including removals to preserve key viewing areas.

Niagara Parks has established performance improvement targets for its urban forest:

- to increase the urban forest tree canopy to 35% by 2028 (trees planted)
- to increase the native plant coverage along the Niagara River shoreline to 75% by 2028 [annual distance of shoreline (km) restored to native plants, improving the quality and quantity of native shoreline vegetation through proactive management]

Niagara Parks has established waste diversion targets that will reduce waste going to the landfill by achieving 35% waste diversion by 2020 and 50% by 2028. A cross-organization Environmental Services committee will actively participate in an integrated waste management system which reuses, reduces and recycles materials including implementing recycling and composting programs. The committee will identify and recommend/implement initiatives to minimize waste and increase diversion at applicable Niagara Parks facilities through collaboration to identify and recommend/implement environmental initiatives that build towards a zero-waste eco-friendly culture at Niagara Parks.

Other environmental initiatives:

- Continue to work with Brock University to advance stakeholder engagement within Niagara and beyond on Niagara Parks' environmental stewardship remediation and innovation programs, including finalization of environmental stewardship strategic plans



- Develop additional partnerships with other institutions, such as Ontario Trails Council and McMaster University, for research and implementation of environmental stewardship programs
- Develop and implement a viewpoint management strategy in combination with the shoreline habitat restoration program

Cultural Stewardship (Operating 2021-24: \$50 thousand per year)

Cultural stewardship encompasses heritage; events, programming and sponsorships; Indigenous experiences; and public art. Programming at Niagara Parks enriches the visitor experience, sparking curiosity to explore and providing compelling reasons to visit and return, thereby enhancing Niagara Parks' competitiveness and reputational positioning.

Goals for 2021-22 include:

- Continue to develop and offer Indigenous experiences at Niagara Parks in partnership with Landscape of Nations 360°, including site-specific programs, educational initiatives, exhibits and authentic tourism offerings utilizing and promoting existing assets
- Support the vision to be one of the most spectacular Parks in the world by presenting exceptional programming that activates Niagara Parks unique spaces, captures attention and connects with audiences (small in-park programs or via virtual platforms)
- Develop black history interpretation program
- Review and expand educational offerings at heritage sites to enrich learning and increase engagement
- Support destination activations, including Winter Festival of Lights
- Work with Fallsview BIA to offer floral event in September 2021
- Build interpretive capacity to support the opening of Canadian Niagara Power Station in 2021

School of Horticulture (Operating 2021-24: \$50 thousand per year)

Development of a new model for the School of Horticulture that responds to the rising requirements of the horticultural and park workplace, Ontario's higher education competitive environment and the Commission's strategic commitment to excellence is a priority for this business plan cycle. The mission of the school to recruit and develop, to recognized academic and professional standards, the next generation of horticulture business specialists and leader/administrators.



The guiding principles for the new program include:

- Continue to provide hands-on “experiential horticulture” through a year-round schedule located in the Botanical Garden
- Leverage the strength of Niagara Parks to provide financial and organizational support from an internationally recognized park system known for its excellence
- Deliver programs through small class sizes allowing for personal interaction with faculty
- Deliver curriculum subject-related resources and standards that meet those of the public colleges

The new three-year program model will focus all horticulture courses related to experiential learning within the first two years of the curriculum and be offered as a separate ‘two-year diploma’. The third year provides an opportunity for students completing the first two years of study or transfer students from related college two-year diploma program or baccalaureate programs to obtain a Niagara Parks Graduate Certificate. This third-year option leverages the School’s mentored specialization, adds richer management/leadership curriculum and experience, builds in the internship and international travel requirements and broadens exposure to other areas of the Niagara Parks operations. The flexibility in the program offers the advice, special coaching, independent study and experiences to optimize preparedness for each graduate’s chosen career.

Guest Health, Safety and Security (Operating 2021-24: Existing Resources)

Niagara Parks will continue to implement plans to enhance health, safety and security to ensure a safe destination for all visitors and staff. Implementation of COVID-19 protocols along with the security and emergency plan includes an ongoing review of building security, the river front promenade, vulnerable pedestrian/traffic areas and working with provincial and regional authorities, such as Niagara Parks Police Services’ continued work with Niagara Regional Police Services, to proactively address safety and security.

Growing the Talent (Operating 2021-24: Existing Resources)

Niagara Parks is committed to attracting and retaining a highly professional, motivated, engaged and satisfied workforce within a culture of teamwork, mutual respect and trust. This involves placing the right people with the right skills in the right places in order to promote continuous improvement and excellence.

Niagara Parks is a preferred employer in the Niagara region with a long-standing history of providing significant full-time, seasonal, student and apprentice employment opportunities. Niagara Parks values diversity and strives to be representative of our community and visitors. While Niagara Parks’



workforce includes many diverse and cultural backgrounds, including over 25 languages spoken in addition to French and English, Niagara Parks is developing a strategy to ensure that the workforce is more representative of the community and visitors to Niagara Parks. An investment in staff as well as in a diverse and inclusive recruitment strategy are catalysts which attract the most talented applicants, and which retain a skilled and engaged workforce. A recruitment plan that addresses inclusion and provides equality of opportunities will be developed and implemented during this business plan period.

Staff training is also a key investment and Niagara Parks continues to provide a variety of training opportunities to staff, including dedicated leadership development and change management courses. In-house mentoring and training programs will be prioritized where possible in the coming year due to budget constraints.

Transportation Plan (Operating 2021-24: \$50 thousand per year)

Niagara Parks will develop and implement a new transportation plan to coordinate the number of visitors to Niagara Parks now and in the future. The plan will consider traffic flow and connections, pedestrian-friendly amenities, including crosswalks, recreational trails, cycling, parking and health, safety and security concerns. Niagara Parks will continue to coordinate its transportation needs with the Niagara Parks/City of Niagara Falls Visitor Transportation System (WEGO), Metrolinx, VIA/Amtrak, Niagara Regional Transit, airports and road networks.

Business Continuity Plan (Operating 2021-24: \$50 thousand per year)

The Commission directed staff to begin development of a corporate-wide business recovery/continuity plan, taking into consideration the new risk management framework being implemented by the provincial government in the fall of 2019. This work will begin in 2021-22. An IT disaster recovery plan is already in place. Niagara Parks will conduct and document business impact assessments that encompass significant functions within the Commission and use the results to develop a business continuity plan. This will include recovery time and dependencies, key assets and documentation requirements and periodic testing through table-top exercises.

5.1 Third Party Investment Opportunities

While redevelopment of the CNPS will be financed and operated directly by the Niagara Parks, Niagara Parks also plans to move forward with redevelopment of its other two decommissioned generating stations, Toronto Power and Ontario Power. Niagara Parks is requesting the assistance of Infrastructure Ontario to open these sites up to the market and seek third party submissions for development and operation, through a competitive procurement process.



Niagara Parks will also be seeking proposals for the future redevelopment options for Niagara Parks Marina at Miller's Creek

The outcome of this work is to support Niagara Parks' mandate, enhance the overall programming, create new visitor experiences, generate additional revenues and/or reduce the overall liability of the Niagara Parks. Niagara Parks' goal is to transform the decommissioned power plants and marina into welcoming, accessible and inspiring attractions that offer world-class, authentic experiences, and support Niagara Parks' vision to become one of the most spectacular Parks in the world.

Future significant capital programs and activities, such as the condition assessment and renovation of the Queen Victoria Place building, are outside of the scope of this three-year business plan.

5.2 Revenue Generating Operations Plan – Upcoming Renewals

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

Revenue Generating Operations	Expiry Date
Viewing Machines	August 2021
License to Operate Automated Banking Machines	December 2021
Glow in the Dark Retail Items	January 2022
Photo and Digital Capture Services	January 2022
Pay & Display Parking Machines	December 2022

6.0 Risk Identification

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

6.1 Risk Category: Strategic/Policy Performance

Risk Factor:	COVID-19 pandemic results in significant losses to revenue and impact to visitor experience
Description:	Global impact of COVID-19 on visitation patterns and revenues
Relation to Strategic Plan:	Taking experiences, services and hospitality to the next level (Theme 4); Deliver service excellence and innovation (Strategy 1); Self-sustaining finances (Tactic 1)
Impact and Scope:	<p>Niagara Parks would be unable to resume to critical or normal operations, in a self-sufficient business model, in the event of a sustained negative impact to visitation over multiple years. Niagara Parks is structured as a self-funded agency without taxpayer support. The majority of Niagara Parks' revenues are variable and dependent on visitation, particularly from higher-yield US and other international visitors (historically upwards of 70% of revenue comes from these markets) while many of its costs, such as policing, parks and road maintenance, are fixed in nature. Depending on the scope of restrictions and the time it takes to return to normal visitation levels, a number of financial and reputational/image sub-risks emerge:</p> <ul style="list-style-type: none"> • Niagara Parks' third-party tenants (Boat Tour, Zip Line, Photo Capture) sustain continued losses and are unable to pay their full rent • Extended length of pandemic, loss of peak spring/summer revenues and insufficient access to credit line results in Niagara Parks insolvency • Continued US border closures and limited international airlift

- Service levels for parks and building maintenance are negatively impacted by reduced staffing and result in the cost of maintenance increasing over the long term
- Will significantly impact on-going capital investment levels, which will impact guest experiences
- Length and frequency of lay-offs for staff, including permanent and long-term staffing, have an impact on Niagara Parks' future ability to retain staff for positions/skill sets that are in demand
- Requirements of physical distancing and PPE may limit Niagara Parks' ability to offer its full suite of guest experiences and to serve as a demand generator for the local tourism industry

Overall Risk Assessment: High

Mitigation: Niagara Parks has significantly reduced its expenditures, including administrative and other staffing costs; Niagara Parks received Provincial Grant funding in fiscal 2020-21 in the amount of \$12.8 million and requested an increase to its Line of Credit to weather the impact over the next fiscal year; regular communications with staff and public; focus on critical asset maintenance requirements; developed contingency plans for phased re-openings and closings; robust health and safety plans customized to each location and flexible enough to adapt to changing requirements; priority tactics are also listed in Section 1.2.

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

Description: Resource constraints and working with an historical property

Relation to Strategic Plan: Leveraging and activating our natural wonders and iconic experiences (Theme 2); Developing great visitor experiences (Strategy 1); Product and Market Development of Year-Round Experiences (Strategy 3)

Impact and Scope: Risk of insufficient funding to fulfill the master plan concept as proposed; insufficient time to complete the works by July 2021.

Overall Risk Assessment: Medium

Mitigation:	Business case prepared and reviewed with Ministry; borrowing approved by Board and Ontario Financing Authority; first advance received August 2020; Niagara Parks completing detailed engineering estimates of the stabilization components; Niagara Parks has extensive experience in attractions and undertaking significant construction projects. Niagara Parks will utilize existing Vendors of Record to complete the work; on-going project updates with Board (monthly); adjust to scaling the project based on available finances.
Risk Factor:	Implementation of Unit 4 Business World Enterprise Resource Planning Software (ERP)
Description:	Competing staff priorities result in staff resource constraints and inability to complete project within timelines
Relation to Strategic Plan:	Taking experiences, services and hospitality to the next level (Theme 4); Efficiency and Effectiveness of Processes/Systems for Continuous Improvement and Innovation (Strategy 3)
Impact and Scope:	Timing of completion is crucial, in order to avoid conflicts and staffing constraints during year end (March to May), and peak season (May to August). If go-live doesn't get completed before April 1, implementation may be delayed for several months.
Overall Risk Assessment:	Medium
Mitigation:	Executive project management sponsorship support in maintaining priority of project. Project Charter and Business Case has been completed and department leads have been established, with a high level workplan to complete core financials by March 31, 2021. Detailed timelines included in project plan released January 2020. Phase 2 of implementation, to start in 2021-22, will include Business Requirements sessions to ensure adequate consultation with business units.

6.2 Risk Category: Operational

Risk Factor:	Business case assessment for and aesthetic improvements at the Niagara Parks Marina at Miller's Creek
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Description:	The marina is the only shoreline/water-based amenity on the south Niagara Parkway. Improvements to the area are a key contributor to the strategy of enhancing visitor experience by providing nodes of interest and complementary attractions.
Relation to Strategic Plan:	Leveraging and activating our natural wonders and iconic experiences (Theme 2); Enjoying the experience of being here (Strategy 2); Develop land management strategy (Tactic 2)
Impact and Scope:	Niagara Parks has undertaken previous procurements/call for proposal processes. The board has approved going out to market again, beginning with a market engagement/market sounding process. Clarification is required regarding the potential sale of land associated with this project. Without strong support for assessing land sale as part of a call for proposals process, there would be no difference than previous processes that resulted in no viable proposals being received. The current building and site require rehabilitation to prevent further deterioration and to ensure continued service to the boating public. The infrastructure is more than 50 years old.
Overall Risk Assessment:	Medium
Mitigation:	<p>Business Case Assessment: confirm goals and objectives for the development, including clarity around land sales; challenge expected outcomes for the development and positions on risk-sharing in the development agreement; a series of market soundings has been and will be undertaken to identify both market opportunities and constraints on redevelopment opportunities; a business case that was completed by Infrastructure Ontario in 2018 provides some baseline information including financial scenarios and alternatives for development of the marina and adjacent lands.</p> <p>Niagara Parks will continue to operate the Marina for seasonal slipholders. There is significant risk for infrastructure failure given the age of the infrastructure, in particular the septic system, electrical service and docks.</p>

6.3 Risk Category: Information Technology and Infrastructure

Risk Factor:	Risk of cyber threats
Description:	Global electronic threats increase with the use of the internet. Networks (like the Niagara Parks network) risk suffering a malware, ransomware or other malicious attack.
Relation to Strategic Plan:	Taking experiences, services and hospitality to the next level (Theme 4); Deliver service excellence and innovation (Strategy 1); Creating a safe environment for visitors and staff (Tactic 6)
Impact and Scope:	<p>If Niagara Parks' network and information security is compromised by a cyber-attack, public confidence and revenues could be impacted.</p> <p>Threats and attacks occur daily. Malware and ransomware continue to be the most common attacks detected by security experts. Malware analysis is time consuming and intensive. At Niagara Parks, attack surfaces are increasing with the deployment of Internet-of-Things (IoT), Software as a Service (SaaS) solutions and external application program interfaces (APIs).</p>
Overall Risk Assessment:	Medium
Mitigation:	<p>Use best-in-class second-generation firewalls; use geo-blocking to block network traffic from countries that participate in state hacking; use threat intelligence data in security defenses; whitelist software; lock down devices' administrative privileges; implement a rigorous security checklist for SaaS providers and the security of IoT devices are challenged; use antivirus software; reduce reliance on point-to-point radios; use complex passwords and second factor authentication for remote usage; monitor and report staff's remote usage; use non-integrated POS payment processing and Moneris point-to-point encryption; incorporate PCI compliance requirements into procurement request specifications; train IT staff in security protocols; deliver best practice security messages to all users on Niagara Parks network and track employee acknowledgement of message; purchase cyber insurance coverage; monitor cyber threats as part of information security operations; and, create awareness and educate IT and other</p>

staff on threats and network security through the use of bulletins and free resources.

In November 2019, Grant Thornton auditors have provided the Attestation that Niagara Parks is compliant with PCI requirements as required by Moneris on behalf of the credit card brands.

6.4 Risk Category: All Other Risks

Risk Factor:	Contingent liabilities associated with Toronto Power Generating Station (TPGS) structural stabilization
Description:	Continued decline of TPGS and rising cost of restoration
Relation to Strategic Plan:	Taking experiences, services and hospitality to the next level (Theme 4); Deliver service excellence and innovation (Strategy 1); Creating a safe environment for visitors and staff (Tactic 6)
Impact and Scope:	Failure of the TPGS could require immediate significant financial resources to stabilize and has reputational risk for Niagara Parks, Commissioners and Ministry. Also, financial risk related to value of Power Plant Obligation upon review of existing engineering studies and completion of additional studies.
Overall Risk Assessment:	High
Mitigation:	Critical maintenance work completed with Provincial and Niagara Parks funding. Additional funding was approved to complete the update of condition assessments. Power Plant Obligation valuation for financial report has been updated using AMIS condition assessment data and engineering reports completed during the year. Niagara Parks has a Letter of Engagement with Infrastructure Ontario to develop a commercial and transaction strategy for adaptive re-use. Based on Niagara Parks' current financial position, the timing of moving this project forward will need to be assessed.
Risk Factor:	Safety and security of visitors in high traffic areas
Description:	Millions of visitors to Niagara Parks arrive each year, with a high concentration of guests in core areas during peak season



Relation to Strategic Plan:	Taking experiences, services and hospitality to the next level (Theme 4); Deliver service excellence and innovation (Strategy 1); Creating a safe environment for visitors and staff (Tactic 6)
Impact and Scope:	With recent global threats to visitor safety at internationally recognized sites and high traffic areas, a proactive approach to implementing initiatives to maintain safety and security of staff and visitors is required.
Overall Risk Assessment:	Medium
Mitigation:	Niagara Parks Police Service, in conjunction with provincial authorities, continues to develop and implement a safety and security plan to enhance overall safety of staff and visitors in Niagara Parks. Imminent threat emergency exercise at Table Rock and lane closures in the QVP core area have been completed. The QVP master plan considers permanent changes to transportation patterns through core areas in consideration of visitor experience and public safety. Further improvements to lands and facilities are to be designed using Crime Prevention through Environmental Design principles that encourage safety and discourage inappropriate behaviour. Bag checks have been implemented at Niagara Parks attractions with high-volume attendance. Ongoing training exercises also help to mitigate risk.
Risk Factor:	Business Interruption results in significant losses to revenue and impact to visitor experience
Description:	Business Continuity in the event of business interruption or disaster.
Relation to Strategic Plan:	Taking experiences, services and hospitality to the next level (Theme 4); Deliver service excellence and innovation (Strategy 1); Self-sustaining finances (Tactic 1)
Impact and Scope:	Niagara Parks might not be able to resume to critical or normal operations in the event of a business interruption or disaster. Niagara Parks is structured as a self-financed agency without taxpayer support. An interruption to business impacts Niagara Parks' ability to provide excellent customer service, to support front-line operations and to meet its financial and stewardship obligations.
Overall Risk Assessment:	Medium



Mitigation:

Niagara Parks has Business Interruption insurance. A formal Business Continuity Plan (BCP) for its Information Technology Services exists. Other departments have informal recovery procedures. Niagara Parks Board has directed the preparation of a formal entity wide BCP and resources will be allocated in the upcoming business plan and budget cycle. Niagara Parks will conduct business impact assessments that encompass significant functions within the Commission and use the results to develop the business continuity plan. Documentation of assets, regular testing of the feasibility of the BCP and staff training through table-top exercises will be part of the plan.

7.0 Human Resources

Executive Summary

Niagara Parks is one of the larger employers in the Niagara region. Many individuals began their careers working at Niagara Parks as a summer student or a student at the School of Horticulture and went on to work for years with Niagara Parks or ventured out in the tourism industry or in the environmental, horticulture or culture sectors.

For fiscal 2021-22, the overall key initiatives for Human Resources and Health, Safety and Compliance include:

1. **Succession planning:** Addressing anticipated retirement levels as well as strategic succession planning across the organization to ensure continuity in key positions. This will include succession plans for each of the senior team positions (including the CEO).
2. **Fostering a positive corporate culture:** COVID-19 impacted staffing levels and proved to be a very challenging year for all staff. Ensuring consistent communication, mentoring, training, and overall engagement across all levels of the organization will be a priority in 2021-22.
3. **Operational review:** An operational review will be completed for the Parks, Environment and Culture and Engineering, Parking and Transportation departments. The purpose of this review is to ensure efficient and effective use of staffing, equipment and supplies.
4. **Health, Safety and Compliance:** Continued review and implementation of COVID-19 protocols, implementation of Joint Health and Safety Committee work orders.
5. **Contract negotiations:** Two collective agreements are due to expire on October 31, 2021. Negotiations with both Parks and Police will be undertaken in Q3 and Q4 of fiscal 2021-22.
6. **Workplace accommodation:** Human Resources staff will continue to work with departments on reviewing accommodations for identified staff and ensuring plans are in place for the benefit of both the staff members and the organization.
7. **Joint job evaluation:** Continued implementation of the full time and seasonal workforce joint job evaluation process.
8. **New attraction:** Creation of workforce plan for the new Canadian Niagara Power Station attraction.
9. **COVID-19 training:** Develop training and orientation program and review of reopening plans for 2021 that adheres to and informs employees of COVID-19 policies, procedures and protocols.

10. **Mandated training:** Engage in refresher training in accordance with legislative requirements including AODA, and Occupational Health & Safety Act.
11. **Continuous improvement:** Development of a continuous improvement process related to health and safety objectives.

Alignment to Strategic Plan

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

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

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

Talent Acquisition and Workforce Planning

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

Niagara Parks' Executive Team and Human Resources continue to develop and implement a formal succession planning process to identify and grow top organizational talent for key future vacancies. In some cases, the succession plan may include intentional external recruitment to ensure the



organization continues to develop organizational capacity (see last page of this section for organizational chart).

While COVID-19 has impacted the near-term recruitment and retention strategies, it is anticipated that in the next three-to-five-year period, Niagara Parks will need to engage in recruitment activities to support recovery efforts. In response to these challenges and anticipated needs, Niagara Parks will continue to enhance targeted recruitment strategies to source local and regional community resources for investment of staff and identification of labour pools created by the current pandemic. These strategies will include:

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

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

Workforce

As a direct result of the impacts of COVID-19 on business levels for Niagara Parks, a workforce adjustment plan has been used to guide staffing levels throughout 2020-21 and will continue in 2021-22. The focus will remain on front-line service delivery, redeployment and training, and continued identification of administrative efficiencies across the organization.

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

The COVID-19 pandemic has affected Niagara Parks' staffing levels, reducing the forecasted count for fiscal 2020-21 by over 50% to approximately 439 FTE. Charts showing the impact on staff complement and wages are shown in Table 10.8 and Table 10.9, respectively.



Service Delivery and Administrative Efficiencies

In 2020, Niagara Parks continued to strengthen its Human Resources function and client service delivery, focusing on continued modernization and efficiency of Human Resources programs and processes and customer service initiatives.

Niagara Parks continues to focus on core elements of Human Resources to streamline and enhance service delivery and reporting. This has included leveraging existing systems for integration with pension and benefit vendors to facilitate administrative efficiencies and reporting. In addition, Niagara Parks changed the pay cycle in April 2020 to reduce the delay in payroll processing.

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

Labour Relations and Employee Engagement

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

Due to COVID-19 implications, staff events were suspended at Niagara Parks. In place of events, Niagara Parks centralized and increased communications to the workforce, in recognition of the impacts of COVID-19. Early on, a focused effort was placed on corporate culture and an emphasis by the CEO and the senior team placed on employee engagement. These efforts will continue throughout 2021-22. Communications were provided to all worker categories, both active and inactive, to engage and maintain a connection with our workforce, including increased meetings with our unions to maintain open communication and dispute resolution.

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

Niagara Parks further completed negotiations, reaching a tentative settlement for a new two-year agreement with the Niagara Parks Police Service (OPSEU) representing approximately 25 special constables and communicators, in accordance with the Protecting a Sustainable Public Sector for Future Generations Act, 2019. The agreement will expire on October 31, 2021. In tandem with the expiry of the Niagara Parks Police agreement and pending negotiations in 2021, Niagara Parks will



also be engaged in negotiations with OPSEU Parks Employees. Both agreements expire on October 31, 2021.

Employee Learning and Development

New and existing training prioritized safety policies and procedures related to worker and guest safety under COVID-19, including increased cleaning protocols, reporting and new work arrangements to adhere to Provincial and Regional directives.

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

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

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

Compensation Strategy

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

In July 2020, Niagara Parks settled a long-standing grievance related to the now repealed Fair Workplaces, Better Jobs Act, 2017. This resulted in a review of our seasonal compensation and a reduction in the number of position classifications, providing for an equitable and consistent administration of our full time and seasonal workforce.

As part of the settlement, Niagara Parks and OPSEU agreed to review and/or revise the existing Joint Job Evaluation Program to encompass all OPSEU positions for a consistent application and review of positions.

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



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

7.1 Human Resources / Health, Safety and Compliance Priorities

Future Priority Work

The following priorities will be addressed as resources are available:

Learning and Development

- Implementation of diversity and inclusion training
- Focus on Guest Service Training Program

Talent Acquisition

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

Employee/Labour Relations

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

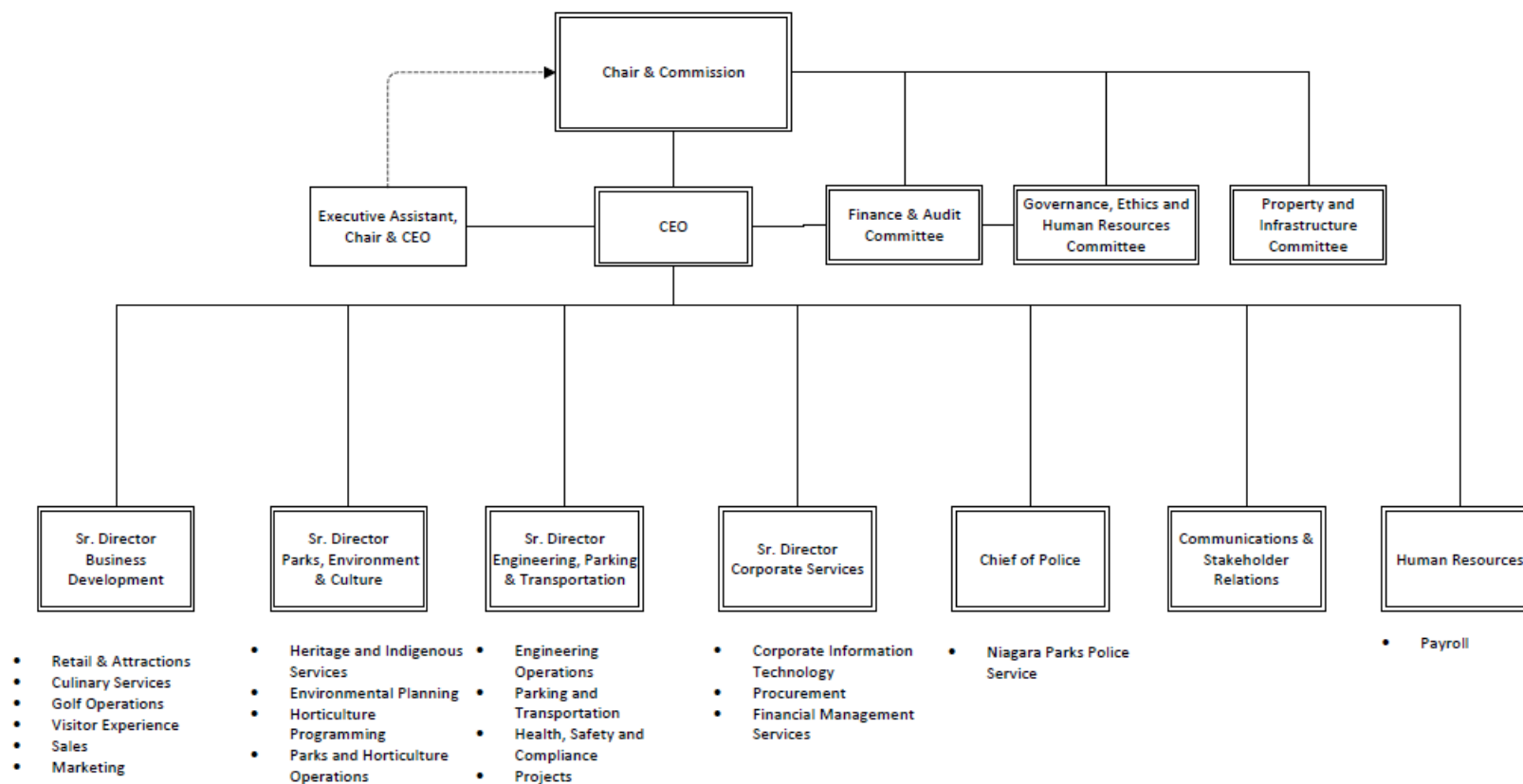
Compensation

- Conduct market survey to benchmark Niagara Parks' compensation structure
- Conduct review of job evaluation tools to ensure current relevance

Health, Safety and Compliance

- Pursue ISO 45001 certification
- Complete hazard and risk assessments for all job positions at Niagara Parks
- Update the safety communication program to allow for increased employee consultation

Organizational Chart
Niagara Parks Commission
As of October 2020



8.0 Performance Measures

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

The following are key performance measures that Niagara Parks uses in its operations to assess performance on the key priorities identified in its strategic plan.

Deliver Service Excellence & Innovation: Self-sustaining Finances

In its operating budget for the year ended March 31, 2020, Niagara Parks achieved a net surplus of \$13.063 million for the year, \$2.957 higher than budget. For the year ended March 31, 2021, due to closures and reduced operations impacted by the COVID-19 pandemic, Niagara Parks projects a net annual loss of \$17.95 million. Niagara Parks' revenue-producing operations (RPOs) were closed for the majority of the first quarter, resulting in a loss of contribution of \$11 million for the first quarter, when comparing the earnings of this quarter, to the earnings of the same quarter in the prior year, as illustrated in Table 9.1 below.

Table 9.1 - 1st Quarter (April 1 - June 30) Results

(In thousands of dollars)

	Actual 2019-20	Revised Budget 2020-21	Actual 2020-21	\$ Actual Variance 2020-21	% Actual Variance 2020-21
Revenue Producing Operations	28,114	1,500	1,661	(26,453)	(94%)
Land Rent - Ontario Power Generation	1,815	1,850	1,850	35	2%
Commissions Rentals & Fees	62	39	26	(36)	(58%)
Boat Tour Revenue	1,810	1,147	1,147	(663)	(37%)
Zipline Revenue	330	-	10	(320)	(97%)
Digital Attraction Revenue	413	-	-	(413)	(100%)
Sponsorship	75	-	-	(75)	(100%)
Premium on U.S. Funds - net	105	118	-	(105)	(100%)
Interest on Bank Deposits	76	5	8	(68)	(89%)
Sundry	313	-	88	(225)	(72%)
Total Revenue	33,113	4,659	4,790	(28,323)	(86%)
Total Expenses	27,487	12,206	10,207	(17,280)	(63%)
Net Surplus (Deficit) before Interest & Depreciation	\$ 5,626	\$ (7,547)	\$ (5,417)	\$ (11,043)	(196%)

The impact of the pandemic on Niagara Parks' RPOs in 2020-21 reflects visitors' preference for outdoor experiences, such as golf, hiking and walking. Improvements and efficiencies in parking, including automation with contactless entry, exit and payment, reduced the impact of the pandemic on parking operations.

For the year ended March 31, 2021, Niagara Parks' margin from RPOs, a key performance indicator for Niagara Parks, deteriorated from the prior year. Immediate reductions were made to variable

costs, such as staffing, to offset revenue losses. The 2020-21 contribution from RPOs is detailed in Table 9.2 below.

Table 9.2 Contribution from Revenue Producing Operations (Revenues less Cost of Goods Sold less Direct Operating Expenses) (Thousand of \$'s)								
	Retail	Attractions	WEGO	Railway	Culinary	Golf	Total	
April 1, 2020 - March 31, 2021	\$ (1,726)	\$ 319	\$ 842	\$ (314)	\$ (2,024)	\$ 679	\$ (2,224)	
April 1, 2019 - March 31, 2020	\$ 7,754	\$ 20,185	\$ 7,863	\$ 1,281	\$ 2,873	\$ (174)	\$ 39,782	
\$ increase in contribution	\$ (9,480)	\$ (19,866)	\$ (7,021)	\$ (1,595)	\$ (4,897)	\$ 853	\$ (42,006)	

For the 2020-21 revised budget, a loss from RPOs is expected due to closure of commercial operations for most of the first quarter and a phased provincial opening in the second, combined with closure of international borders, a second wave of pandemic, and Provincial lockdown in a portion of the third and fourth quarters. Commercial operations have many costs that are semi-fixed in nature, due to the scale of normal operations and a business model designed for year-round, seven day per week operations, particularly in Q1 and Q2. Therefore, it is not possible to reduce costs in the short term below a certain level. Niagara Parks is forecasting a loss of \$2.2 million from RPOs based on attendance and revenues in the first six months of 2020-21, a reduction of approximately \$42 million.

Self-Sustaining Finances: Asset Condition – Facility Condition Index (FCI)

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

The current FCI for Niagara Parks assets (excluding decommissioned generating stations) in the AMIS database at December 2019 is .53. This represents a current remediation cost of \$220 million divided by current replacement value of \$419 million. Prior to the pandemic, Niagara Parks had been steadily increasing its investments in asset remediation over the past three years in addition to strategic investments in revenue generating assets and strategic priorities. Niagara Parks was targeting an investment rate in life cycle maintenance over the 10-year plan that exceeded the annual depreciation rate, which would have reduced deferred maintenance on assets and thereby



improved Niagara Parks' FCI steadily over the long-term. In 2020-21, Niagara Parks was targeting investment in life cycle replacement of \$11.199 million and strategic capital investments of \$29 million, and the depreciation rate was estimated at \$11.3 million. Due to the impact on revenues, capital investment will be significantly reduced over the next three to five years, and therefore it can be expected that the FCI will increase and the condition of assets deteriorate.

Deliver Service Excellence and Innovation: People-Related Performance Measures

A quarterly report of dashboard indicators is provided to the Board through the Governance, Ethics and Human Resources Committee. These measures include performance appraisal return rates (evaluations completed), health and safety measures, sick leave attendance and registrations for employee learning and development.

Develop Great Visitor Experiences: Guest Survey

Guest surveys are conducted annually during May to October to gather guest feedback and to assess satisfaction with their experiences in Niagara Parks. This project was paused in 2020 due to COVID-19 cost pressures and safety considerations. In last year's survey, questions to assess Niagara Parks brand awareness were posed in the survey, and responses indicate that 45 per cent of respondents were familiar with Niagara Parks, up from 41 per cent in the prior year, while 84 per cent of respondents were very likely to recommend Niagara Parks to friends and family (down from 90.5 per cent in 2018). Table 9.3 below summarizes key data from the 2019 Guest Survey:

Table 9.3 Customer Survey						
	2019	2018	2017	2016	2015	2014
Average party size	4.0	3.0	2.9	4.1	3.6	3.6
% of respondents from the US	54.0%	39.2%	57.0%	62.6%	48.8%	36.7%
Respondents who stayed overnight in the Niagara	62.0%	56.4%	75.9%	72.2%	73.7%	64.5%

Develop Great Visitor Experiences: Guest Services Centre

For its third year of operations, Niagara Parks achieved the following performance measurement targets for the new Guest Services Centre. The increase in first contact resolve and wait times result from a reduction in staffing to an essential model and overall paring back. Both metrics are highly reliant on the channel mixture to stay consistent and reach targets; due to staffing constraints, web chat has often been turned off, which would have been a high contributor to same-day resolves. Instead, web chat inquiries often become email inquiries, which have a longer resolve time.

- Incoming guest requests were resolved at first contact 97.3 per cent of the time (Target: 90 per cent)

- Guest inquiries or issues were resolved with a median full resolve time of 18.6 hours (Target: 45 minutes)
- Guest Services Centre Representatives maintained a customer satisfaction score of 97 per cent (Target: 90 per cent)
- Guests calling by phone experienced an average wait time of 43.65 seconds (Target: 20 seconds)

Develop Great Visitor Experiences: Attendance

Attendance statistics are an important key performance indicator for Niagara Parks. For the 2020-21 budget, Niagara Parks had initially projected a similar level of attendance as achieved in the 2019-20 season. In addition to attraction attendance, Niagara Parks also tracks customer statistics in culinary (number of covers, average transaction value) and retail (number of transactions/average transaction value). With the impact of COVID-19 and Province-wide Emergency Orders, Niagara Parks was closed for the majority of Q1 and Q4. Table 9.3 below provides a summary of attendance history.

	Change from Prior Year	April 2020 to Mar-2021	April 2019 to Mar-2020	April 2018 to Mar-2019	April 2017 to Mar-2018	April 2016 to Mar-2017	April 2015 to Mar-2016	Nov 2013 to Oct-2014
NPC Operated Attractions	-87%	252,652	1,999,920	1,968,507	2,018,077	1,888,105	1,842,374	1,580,337
Golf Rounds	17%	98,227	84,239	80,960	72,874	77,209	73,602	68,216
Boat Tour	-92%	174,026	2,196,992	2,322,258	2,358,982	2,250,447	1,841,852	1,528,334
Zip Line	-68%	34,100	106,500	93,768	78,084	48,410	-	-
Aerial Adventure Course	-40%	14,033	23,316	23,348	20,759	-	-	-
Historic Sites	-87%	3,968	29,916	28,153	36,236	26,960	24,913	27,023
Falls Incline Railway	-90%	114,834	1,187,336	1,110,440	1,056,910	990,363	971,941	643,270
WEGO Transportation Service - Green Line	-93%	88,468	1,332,557	1,224,568	1,264,381	1,159,901	852,067	923,964

Develop Great Visitor Experiences: Information Technology Modernization

The key information technology upgrade that is taking place in 2020-21 is the implementation of a new Enterprise Resource Planning system, Unit 4 Business World, to replace Niagara Parks' aging financial accounting software, Epicor.

Promote Niagara Parks' Environmental Stewardship Role

Due to province-wide closures and significant reductions to Niagara Parks' financial resources resulting in staff layoffs, initiatives previously planned for 2020-21 to promote Niagara Parks' environmental stewardship role were temporarily suspended. Niagara Parks' Engineering and Parks departments are currently undertaking an operational review. Given the expectation that economic recovery from the pandemic will take a number of years, multi-year workplans for the promotion and



enhancement of Niagara Parks' environmental stewardship role will be reviewed and new timelines for initiatives established.

Promote Niagara Parks' Cultural Stewardship Role

Through its cultural stewardship initiatives, Niagara Parks strives to deliver on its core mandate, share Niagara Parks' story and offer a sense and pride of place for guests visiting from around the world.

1. Niagara Parks will continue to leverage partnerships to offer diverse programming activities in 2021-22 including:
 - Indigenous programming and educational initiatives during Indigenous Month and throughout the year in partnership with Landscape of Nations 360°
2. Packaging programming and events into various lifestyle series themes around active, healthy living, horticulture, culinary, history and literature, including:
 - Active Healthy Living
 - Namaste Niagara
 - DIY Horticulture
 - Workshops at Laura Secord, Mackenzie Printery and the Floral Showhouse
 - Culinary
 - Chef's Tables (limited capacity)
 - Harvest Moon Dinner (limited capacity)
 - Heritage – Friday Night Frights Ghost Tours
 - Old Fort Erie Speakers Series (delivered virtually)
 - Literary
 - Coast to Coast Literary Series at Laura Secord Homestead (delivered virtually)

9.0 Financial Budget and Staffing

Niagara Parks is a board-governed operational enterprise provincial agency that generates revenues from a variety of operations. The largest source of revenue earned is normally from Niagara Parks' commercial activities. For the year ended March 31, 2021, these commercial revenues will generate approximately \$25 million, compared to \$116.2 million in the prior year. Niagara Parks also received \$8.5 million generated from water/land rentals, fees, investment income and sundries.

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

Due to the sudden impact of the pandemic on its operations, in 2020-21, Niagara Parks is also receiving up to \$12.8 million in a one-time Emergency Stabilization Grant from the Province to offset the sudden loss of revenues and to meet its operational and financing commitments.

9.1 Summary of 2020-21 Results, 2021-22 Approved Budget and 2022-24 Forecasts

For the year ended March 31, 2021, Niagara Parks expects a net loss from operations of \$17.95 million, a positive variance of approximately \$10 million from the revised budget approved on June 11, 2020. The main sources of the variance for the fiscal year were receipt of a Provincial Emergency Stabilization grant, and significant drops in revenue at Niagara Parks' retail shops, restaurants, attractions, and transportation systems, partially offset by lower operating expenses.

The 2021-22 operating budget is prepared on the basis that the economic outlook impacting Ontario tourism in the upcoming year will be a very gradual recovery, with a slow spring and early summer, picking up some higher attendance figures, from markets primarily in Southern Ontario and Quebec, in the late summer and early fall. Niagara Parks' revenues are sensitive to economic risk factors, including changes in exchange rates, interest rates and oil prices all of which have an impact on discretionary household income available for tourism activities as well as any changes in U.S. visitation from projected levels.

The revised current year budget, projected results and revised three-year forecast, approved by the Commission at its December 2020 Board meeting, are shown in Table 10.1 below.

Table 10.1 2020- 2024 STATEMENT OF OPERATIONS (thousands \$'s)

	CURRENT FISCAL YEAR			FUTURE YEARS		
	BUDGET	PROJECTED	VARIANCE TO BUDGET	BUDGET		
	Apr. 2020 Mar. 2021	Apr. 2020 Mar. 2021	Apr. 2020 Mar. 2021	Apr. 2021 Mar.2022	Apr. 2022 Mar.2023	Apr. 2023 Mar.2024
Revenue Producing Operations						
Retail	\$ 9,240	\$ 2,110	\$ (7,130)	\$ 4,213	\$ 6,266	\$ 8,583
Attractions	\$ 9,682	\$ 3,764	\$ (5,918)	\$ 5,939	\$ 8,424	\$ 11,540
Parking/Transportation	\$ 7,311	\$ 3,956	\$ (3,355)	\$ 5,085	\$ 7,356	\$ 9,945
Culinary	\$ 7,391	\$ 2,733	\$ (4,658)	\$ 4,412	\$ 5,515	\$ 6,894
Golf	\$ 2,767	\$ 4,759	\$ 1,992	\$ 5,892	\$ 6,365	\$ 6,495
Canadian Niagara Power Station	\$ -	\$ -	\$ -	\$ 3,444	\$ 5,431	\$ 6,916
Total Revenue Producing Operations	\$ 36,391	\$ 17,322	\$ (19,069)	\$ 28,985	\$ 39,357	\$ 50,373
Land Rent - Ontario Power Generation	\$ 7,569	\$ 7,569	\$ -	\$ 7,721	\$ 7,952	\$ 8,111
Commission Rentals & Fees	\$ 272	\$ 193	\$ (79)	\$ 461	\$ 590	\$ 726
Boat Tour Revenue	\$ 7,684	\$ 6,552	\$ (1,132)	\$ 9,738	\$ 11,762	\$ 14,069
Zipline	\$ 1,144	\$ 505	\$ (639)	\$ 1,491	\$ 1,686	\$ 2,230
Sponsorship	\$ 364	\$ 175	\$ (189)	\$ 175	\$ 250	\$ 300
Premium on U.S.\$ Funds	\$ -	\$ 67	\$ (67)		\$ 125	\$ 150
Emergency Stabilization Grant		\$ 12,807	\$ 12,807			
Sundry	\$ 548	\$ 641	\$ 93	\$ 232	\$ 290	\$ 362
Total Revenue	\$ 53,972	\$ 45,697	\$ (8,275)	\$ 48,803	\$ 62,012	\$ 76,321
Expenses						
Revenue Producing Operations						
Cost of Goods Sold	\$ 5,585	\$ 1,846	\$ (3,739)	\$ 3,154	\$ 3,153	\$ 3,311
Operating Expenses	\$ 26,505	\$ 18,089	\$ (8,416)	\$ 19,067	\$ 20,020	\$ 21,021
Canadian Niagara Power Station				\$ 2,024	\$ 2,523	\$ 2,930
Strategic Plan Key Priorities	\$ 550	\$ 105	\$ (445)	\$ 369	\$ 350	\$ 350
Parks, Environment & Culture	\$ 10,512	\$ 9,401	\$ (1,111)	\$ 9,798	\$ 10,288	\$ 10,802
Engineering & Public Washrooms	\$ 7,195	\$ 6,130	\$ (1,065)	\$ 6,504	\$ 6,829	\$ 7,171
Niagara Parks Police Service	\$ 3,695	\$ 3,636	\$ (59)	\$ 3,552	\$ 3,730	\$ 3,916
Administration	\$ 10,497	\$ 9,306	\$ (1,191)	\$ 9,053	\$ 9,506	\$ 9,981
Sales, Marketing and Visitor Experience	\$ 4,733	\$ 2,292	\$ (2,441)	\$ 3,477	\$ 3,651	\$ 3,833
Total Expenses	\$ 69,272	\$ 50,805	\$ (18,467)	\$ 56,998	\$ 60,050	\$ 63,315
Net Surplus (Deficit) Before Interest & Depreciation	(\$15,300)	(\$5,108)	\$10,192	(\$8,195)	\$1,962	\$13,006
Interest Expense	\$1,072	\$1,249	\$177	\$1,155	\$1,070	\$1,070
Depreciation & Deferred Stimulus Funding	\$11,183	\$11,043	(\$140)	\$11,688	\$11,952	\$12,191
Power Plant Obligation Adjustment	\$575	\$550	(\$25)	\$400	\$300	\$315
Annual Net Surplus (Deficit)	(\$28,130)	(\$17,950)	\$10,180	(\$21,438)	(\$11,360)	(\$570)

April 1, 2020 to March 31, 2021 Projected Operating Results

The board approved its original 2020-21 budget and business plan on December 12, 2019, with an anticipated revenue of \$131 million and a surplus, before debt charges and depreciation (to be applied towards capital projects and debt charges), of \$22.9 million. The business plan was



prepared with reference to Niagara Parks' recent strong financial performance and priorities identified in its 10-year strategic plan and also included Niagara Parks' approved 10-year capital plan.

On March 14, 2020, as a result of the rapidly spreading COVID-19 virus, and Provincial Emergency orders, Niagara Parks closed all its public-facing and revenue-generating facilities. The Board and Niagara Parks staff undertook immediate actions to reduce expenditures and conserve cash, including the immediate layoff of all seasonal and student labour, and subsequent lay-off of all but core full-time staff.

Niagara Parks has adjusted both operating and capital expenditures in response to the closure. However, certain fixed expenses such as insurance, utilities and safety-related maintenance cannot be avoided and other expenses such as police, park and road maintenance cannot be reduced beyond minimum service levels. Further, certain contractual commitments through competitive procurement had been made, prior to the emergency orders, and must be honoured.

Niagara entered Stage 2 of the provincial re-opening framework on June 26, 2020. The June 11 revised budget shown in Table 10.1 was prepared on the basis that Niagara Parks would achieve approximately 50 per cent of its prior year revenues once Stage 2 was reached.

With closure of the US border and restrictions on operating capacities and enhanced health and safety requirements to reduce spread of the virus, the attendance and spending patterns of domestic visitors has not resulted in revenues at the budgeted level, with the exception of golf operations. Rents from the Boat Tour, Zip Line and Photo Concession operators were also impacted by reduced visitation and capacity restrictions.

As Niagara Parks opened in phases, visitation and revenue continued to lag behind the revised budget. Revenues following re-opening, July through December, have not meet expectations, with a province-wide shutdown continuing from Boxing Day into January 2021. Lay-offs of many of Niagara Parks' seasonal and full-time staff have been extended due to lost revenues and Provincial Public Health constraints.

It is evident that the impact of COVID-19 is far more devastating to Niagara Parks' operations and financial position than originally anticipated when the June revised budget was approved. The loss of foreign visitation, which has traditionally made up 70 per cent of Niagara Parks' commercial revenues, has not even come close to being offset by domestic spending from Ontario visitors.

On the positive side, since re-opening in late May 2020, golf operations have consistently achieved revenues similar to the same day in the prior year. Parking has experienced approximately 30-50 per cent of prior year revenues. However, for retail, attractions, culinary, incline and WEGO

transportation, revenues have been approximately 5-40 per cent of revenues for the same day of the prior year.

Saturdays have proven to be the best day of the week, from a revenue perspective. Weekends have represented approximately 50 per cent of weekly revenues since re-opening; whereas, in July and August 2019, weekends represented about 30 per cent of the weekly revenues. Niagara Parks has introduced two mid-week promotions this summer – Toonie Tuesdays and Thankful Thursdays – which have increased sales on these days, in the later weeks of the summer, although the incremental revenues are not material to overall operations.

April 1, 2021 – March 31, 2022 Operating Budget

A slow recovery is expected through the spring of 2021, and therefore only select front-facing RPOs will open in early spring. The majority of guest experiences are being budgeted to open later than usual with an anticipated opening day of May 14. Revenues are being budgeted at 15-35 per cent of April to June 2019 revenues. For July and August of 2021, revenues are estimated at 2020 levels plus approximately 10% growth. Incremental increases are expected starting in the third quarter. The new Canadian Niagara Power Station, opening in July 2021, is anticipated to attract significant earned media and help position Niagara Parks as a key destination.

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

A deficit of approximately \$21.4 million is still expected in 2021-22, due to the slow recovery and the fixed nature of many of Niagara Parks' costs, including parks maintenance, police security, software licensing, insurance, interest and municipal payments.

9.2 2021-22 Capital Works Plan

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

Due to drastically reduced revenues from operations, the capital plan for 2020-21 for projects to be completed from April 1, 2020 to March 31, 2021 was amended to approximately \$4 million for critical equipment and facility maintenance items, \$5.5 million to complete the redevelopment of Table Rock, which was already in progress, and \$15 million for the first phase of the CNPS attraction.

The capital plan for 2021-22 is summarized in Table 10.2 below:

Table 10.2 2021-22 CAPITAL ADDITION PLAN BY ASSET TYPE AND PRIORITY CLASSIFICATION (thousands \$)				
(thousands)	Operational Efficiency	Proactive Replacement	Strategic Investment	TOTAL
Fleet & Heavy Equipment	\$ -			\$ -
Equipment	\$ 250			\$ 250
Facility Upgrades	\$ 1,000			\$ 1,000
Information Technology				\$ -
Roads, Bridges, Paths Sidewalks	\$ 55			\$ 55
Park Development	\$ 70			\$ 70
Canadian Niagara Power Station Attraction			\$ 10,000	\$ 10,000
Total	\$ 1,375	\$ -	\$ 10,000	\$ 11,375

In addition to funding available from Niagara Parks' operations, the MHSTCI has periodically provided Niagara Parks with funding toward critical projects. In 2020-21, Niagara Parks is receiving an Emergency Stabilization Grant, as a result of the pandemic's impact on operations. Funding from MHSTCI for operating and capital needs is highlighted in Table 10.3 below.

Table 10.3 - Projects funded by MHTCSI Grant (\$ thousands)		
2015-2016	VFA projects	\$1,912
2016-2017	VFA projects	\$3,450
2017-2018	Bike Infrastructure	\$207
2018-2019		n/a
2019-2020		n/a
2020-2021	COVID Emergency Stabilization	\$12,806

For the 2021-22 fiscal year, no operating or capital grant funding has been budgeted

Debt Financing

Niagara Parks' outstanding long-term debt as of March 31, 2020 was \$20.7 million, with annual principal and interest charges of \$3.211 million, until the debt is retired in April 2027. This financing relates to the previous redevelopment of Table Rock Centre completed in 2007. The 2019-2021 redevelopment of Table Rock Centre is being completed with funding generated from current



operations. Niagara Parks requested and was approved for borrowing of \$25 million from OFA to stabilize the decommissioned CNPS and to build a new attraction within the generating station including an immersive multimedia show. The construction is taking place during 2020-23, with the first phase of the attraction scheduled to open in July 2021. The 2021-22 forecast includes additional attraction-related revenues and expenses for the CNPS attraction, netting approximately \$1.7 million from the first partial year of operations. The loan payments, estimated between \$2.8 million and \$3.0 million, are scheduled to start in the following year for 10 years, financed from the new attraction, and include a provision for optional early repayment.

Foundation or Donations

Niagara Parks will continue to explore the use of donations and fundraising to assist with relevant and appropriate capital projects as determined by the Board. Niagara Parks is also re-starting the dormant Niagara Parks Foundation.

Other External Revenues

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

9.3 Asset Management Plan

Table 10.4 below shows the historical cost and net book value of Niagara Parks' depreciable assets as provided by Niagara Parks' most recent audited financial statements.

Table 10.4 NPC's Depreciable Assets (thousands \$)				
as at March 31, 2020				
(thousands)	Buildings & Structures	Equipment	Vehicles	Total
Historical Cost	\$279,070	\$28,657	\$7,879	\$315,606
Useful Life	7 – 40 years	3-10 years	10-12 years	
Annual Amortization Charge	\$8,806	\$2,187	\$356	\$11,349
Net Book Value	\$141,871	\$7,596	\$4,571	\$154,038
Net Book Value as a Percentage of cost	51%	27%	58%	

The annual amortization charge of \$11.349 million represents the amount by which tangible capital assets depreciated during 2019-20. This \$11.349 million amount is based on historical costs and does not include funding for inflation, for assets that are fully depreciated from an accounting perspective but are still in use or funding for service enhancement.



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

- State of infrastructure (condition assessment)
- Levels of service (various planning and engineering studies, space planning, master plans, strategic plan – further study required in 2020-22 to determine 10-year needs analysis)
- Replacement strategy (10-year asset replacement plan informed by studies)
- Financing strategy (10-year funding strategy, including funding from operations, debt financing, grants, donations, public private partnerships and other external sources)

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

State of Infrastructure – Condition Assessment

In conjunction with the ministry and VFA, Inc., a contracted asset management consulting firm and software provider, engineering staff have been working on a condition assessment of Niagara Parks tangible capital assets, referred to as the AMIS Project. The AMIS project is providing more detailed information about capital deficiencies and associated funding requirements for incorporation into a long-term capital plan.

The AMIS project has provided a current cost estimate of deficiencies of \$249.511 million, including deficiencies in specific structural items such as electrical systems, roofing, windows, etc. This amount includes an amount for similar deficiencies in power plant buildings quantified at \$28.724 million. Niagara Parks has previously received provincial funding of approximately \$1.8 million to assist in the stabilization process and condition assessment studies of the power plants. The value estimates provided in AMIS are updated each year based on updated inspections, capital work undertaken and additional depreciation and an inflation factor for requirements that have not been undertaken. The status of deficiencies (capital requirements) based on the AMIS reports as at November 2020 and inspected by VFA are identified in Table 10.5 below.

Table 10.5 - AMIS Asset Condition Report Including Power Plants (thousands \$'s)			
<i>(millions)</i>	NPC Operations	Power Plants	Total
Currently Critical	\$ 3,644	\$ 6,289	\$ 9,933
Asset Integrity - Imminent Failure	9,698	2,543	12,241
Asset Integrity - Proactive Replacement	206,479	19,701	226,180
Code Compliance and Legislative	686	67	753
Discretionary	280	124	404
Total Capital Deficiency, Nov-2020	\$ 220,787	\$ 28,724	\$ 249,511
Total Capital Deficiency, Nov-2019	\$ 197,309	\$ 28,037	\$ 225,346

Table 10.6 contains a more detailed breakdown of the capital requirements by type of asset.

Table 10.6 - AMIS Asset Condition Report Excluding Power Plants (thousands of \$'s)							
System Group and Priority	Currently Critical	Code Compliance & Legislative	Asset Integrity - Imminent Breakdown	Asset Integrity - Proactive Replacement	Discretionary	Total Nov 2020	Total Nov 2019
Electrical System	384	124	19	35,670		36,197	30,936
Equipment				58		58	47
Equipment & Furnishings			32	2,209		2,241	2,053
Exterior Enclosure	956	12	459	14,121	106	15,654	13,879
Fire Protection				1,547		1,547	750
HVAC System	8		3	32,600		32,611	29,005
Interior Construction and Conveyance	105	258		23,549	21	23,933	20,152
Plumbing System				6,540	61	6,601	4,762
Site	1,956		9,178	82,263		93,397	90,310
Special Construction				6,888		6,888	3,840
Structure	146		2	977		1,125	1,075
Other	89	291	5	58	92	535	500
Total - November 2020	3,644	685	9,698	206,480	280	220,787	197,309
Total November 2019 Comparative	3,707	659	9,706	182,962	275	197,309	

Asset Replacement Strategy

Table 10.7 summarizes the original long-term capital plan forecasted for 2020-29 for projects to be funded from Niagara Parks operations and debt financing from OFA, with the amendment to the 2020-21 capital as noted in Table 10.2 above. As a result of the economic impact of the COVID-19 pandemic and border closures globally, revenues are not expected to return to the pre-pandemic level for several years. The long-term capital plan for subsequent years will be revised in the upcoming year.

Table 10.7 Niagara Parks Commission 10 YEAR CAPITAL FORECAST (THOUSANDS OF \$)												
	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Earnings before interest & Depreciation	24,714	(15,300)	(5,108)	\$ (8,195)	1,962	13,006	17,683	25,737	26,060	27,363	28,731	30,168
(Increase) Decrease in Working Capital	3,063	28,467	16,628	12,781	-	(4,550)	(9,227)	(17,281)	(5,000)	(5,212)	(643)	(769)
OFA debt proceeds for Power Plant Renewal		15,000	13,750	10,000	1,250							
Reserve for loan repayment fund					-							
Repayment of Power Plant OFA				-		(2,845)	(2,845)	(2,845)	(2,845)	(2,845)	(2,845)	(2,845)
Principal & Interest on Debt Charges*	(3,211)	(3,211)	(3,211)	(3,211)	(3,211)	(3,211)	(3,211)	(3,211)	(3,211)	(2,922)		
Capital Funding Forecast	24,566	24,956	22,059	11,375	1	2,400	2,400	2,400	15,004	16,384	25,243	26,554
Capital Expenditure Forecast												
Equipment	1,453	1,313	1,150	250		500	1,200	1,200	1,600	1,631	1,669	1,707
Facilities	4,952	1,762	800	1,000	150	500	1,200	1,200	4,600	4,692	4,665	4,758
Fleet & Heavy Equipment	1,665	342	342					-	2,000	2,040	2,081	2,122
Information Technology	1,835	582	208					-	1,200	1,224	1,248	1,273
Park Development	229	132	169	70				-	200	204	208	212
Roads, Bridges, Paths Sidewalks	2,650	325	140	55	200			-	3,000	5,493	3,272	5,381
WEGO Bus Replacement								-	2,400	1,100	1,100	1,100
Subtotal Life Cycle Asset Replacement	12,784	4,456	2,809	1,375	350	1,000	2,400	2,400	15,000	16,384	14,243	16,554
Strategic Investments												
Canadian Niagara Power Station Attraction	808	15,000	13,750	10,000	1,250							
Journey Behind the Falls Tunnel Upgrade	159	-										
Subtotal Falls Power Plant & Tunnel Experience	967	15,000	13,750	10,000	1,250	-	-	-	-	-	-	-
Table Rock Redevelopment	9,000	5,500	5,500	-	-			-	-	-	-	-
Aero Car Upgrades	-	-			400						1,500	
Other attraction renewal					250		-	-	-	-	3,500	4,000
Subtotal Attraction Renewal	-	-	-	-	650	-	-	-	-	-	5,000	4,000
Grand View Renewal	231	-	-				-	-	-	-	2,000	5,000
Queen Victoria Park Master Plan	981	-				800					2,000	500
QVP Facility renewal												
Subtotal QVP improvements	981	-	-	-	-	800	-	-	-	-	2,000	500
Floral Showhouse and Botanical Gardens	75	-	-			500						
Brand Strategy and Wayfinding	328											
Niagara Parks Marina/Boat Launches/Breakwall	50											
Waste & Recycling	150											
Oak Hall Apartments												
Oakes Garden Theatre												
Trails						100					2,000	500
Subtotal other strategic	528	-	-	-	-	100	-	-	-	-	2,000	500
Subtotal Strategic Investments	11,782	20,500	19,250	10,000	1,900	1,400		-	-	-	11,000	10,000
Capital Expenditure Forecast	24,566	24,956	22,059	11,375	2,250	2,400	2,400	2,400	15,000	16,384	25,243	26,554
Capital - Strategic Investment Ratio (Excluding Debt Financed for CNP)	48%	55%	66%	0%	65%	58%	0%	0%	0%	0%	44%	38%
* Loans mature: OFA - April 30, 2027 and TD Bank - Oct. 31, 2027												



The revised 2021-22 asset replacement plan incorporates \$1.375 million in life cycle asset replacement as well as \$10 million for the completion of the adaptive re-use of CNPS.

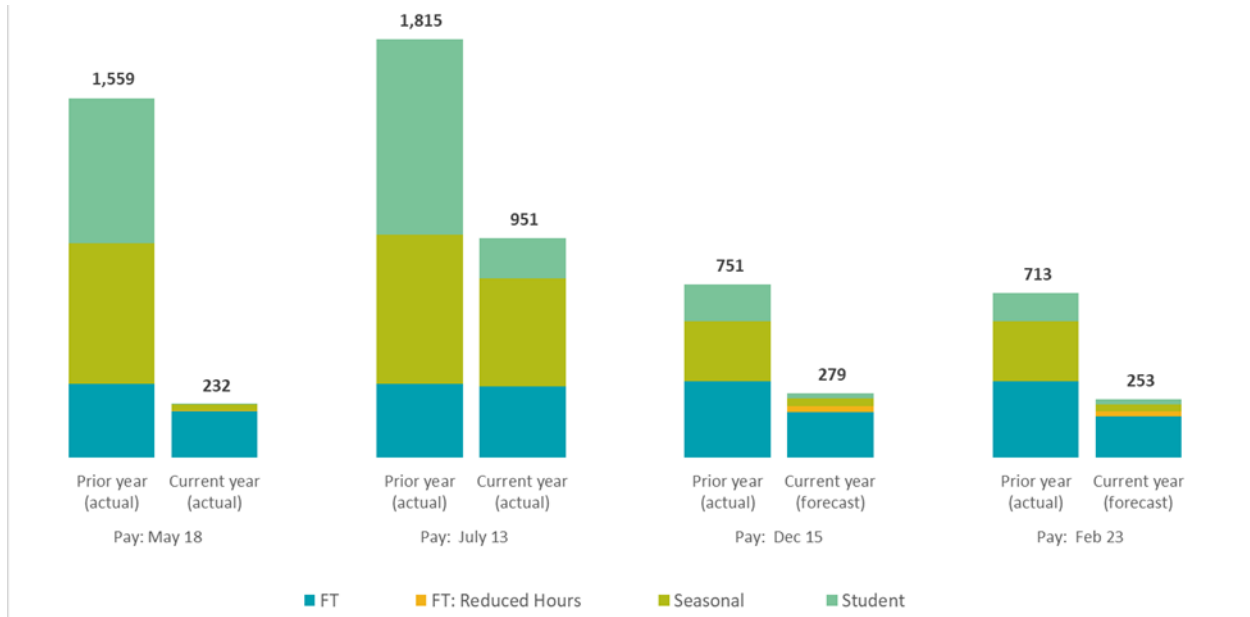
In 2018-19, Niagara Parks approved a Cash Management Policy and a Capital Works and Equipment Maintenance and Renewal Program Policy, to assist in development of capital plans that ensure maximum funds are made available for investment in deferred maintenance and strategic priorities while ensuring long-term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

9.4 Staffing – Summary of Staff Complement

As a result of the temporary closure in the first quarter, the phased re-opening permitted by the Provincial Emergency Order, border closures and the global impact of the COVID-19 pandemic, staffing levels were dramatically reduced in fiscal 2020-21.

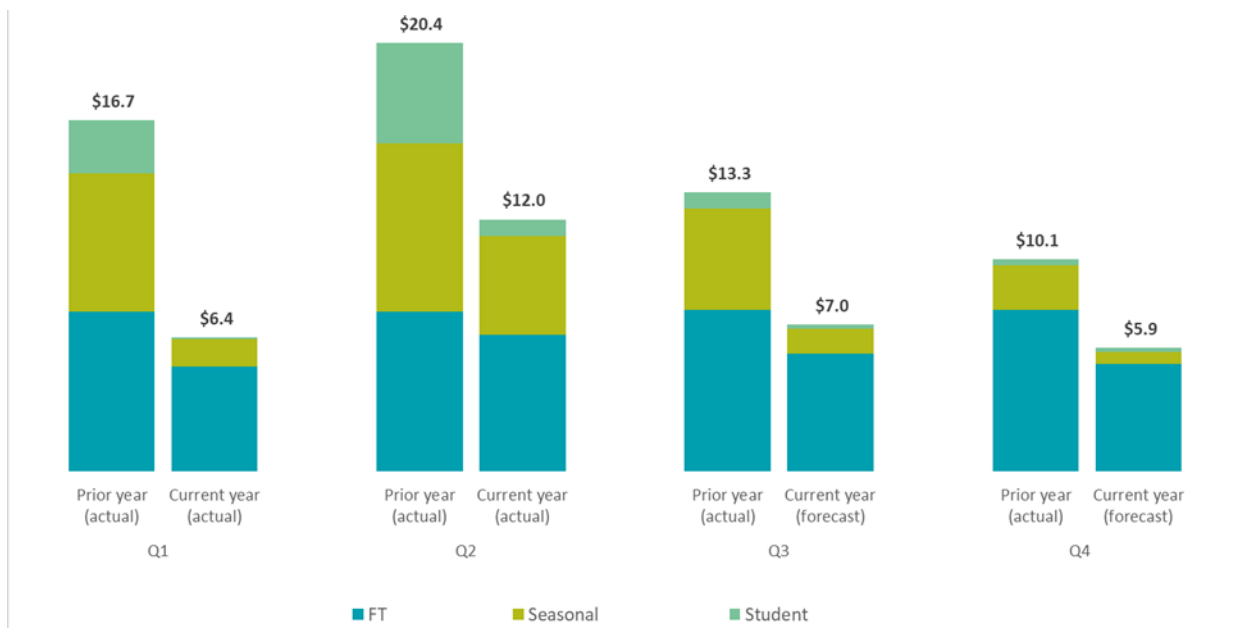
Niagara Parks normally has significant fluctuations in its seasonal and student complement throughout the fiscal year. The original 2020-21 budget, using similar staffing levels as in previous years, included a Full-Time Equivalent (FTE) count of 934. The COVID-19 pandemic has affected Niagara Parks' staffing levels, reducing the forecasted count for fiscal 2020-21 to 439 FTE. To illustrate the impact of COVID-19 closure on the various employee classifications, Table 10.8 below shows a comparison of staffing levels (headcount) for similar pay periods in the current and prior year, and Table 10.9 shows the projected wages and benefits paid per quarter, for the current and prior year.

Table 10.8: Number of Employees Paid (Prior Year versus Current Year)



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

Table 10.9: 2020/21 Wages/Benefits by Quarter, in millions of dollars (Prior Year versus Current Year)





Further details on current human resources initiatives and a corporate organization chart is provided in Section 8 of the Business Plan.

For 2021-22, Niagara Parks has taken a conservative approach, anticipating a gradual economic recovery for the tourism sector. At the 2020-21 levels noted in the charts above, there is capacity to take on additional visitor volume in Niagara Parks' RPOs and therefore no significant increases to the above 2020-21 staff counts for Q2 to Q4 of 2021-22 are being planned and a similar pattern of staffing re-calls and layoffs is incorporated into the budget. For Q1 2021-22, there will be a higher staffing level than in Q1 2020-21, as it is presumed that Niagara Parks will not be still be operating under an Emergency Order by the Spring of 2021. For 2021-22, Niagara Parks plans to have a gradual re-opening of revenue producing facilities, starting with the areas of highest attendance (Table Rock, Grand View and Butterfly) in April, opening of secondary areas (Queen Victoria Place, White Water Walk and Whirlpool Aero Car) in early May, and opening of Heritage sites (Old Fort Erie, McFarland House, Laura Secord and Mackenzie Printery) by June. No significant permanent changes to staffing levels in non-revenue producing facilities are anticipated beyond the reductions made during the COVID-19 pandemic.

10.0 Information Technology and Electronic Service Delivery Plan

Niagara Parks' Information Technology (IT) division is organized into three functional areas: Network and Infrastructure Services; Application Services; and, Helpdesk Services. The following is an overview of the accomplishments of 2020-21 and plans for 2021-22 based on these functional areas.

10.1 Accomplishments of 2020-21

Network Services

- Replaced reactive antivirus solution with a proactive, cloud-based, extended detection and response solution designed to detect cyberthreats with behavioral analytics and accelerate containment.
- Renewed PCI-DSS compliance by further hardening Niagara Parks network, educating staff, implementing new security policies and procedures. Three Attestations of Compliance were developed for ecommerce, on premise processing and processing with virtual terminals.
- Expanded people counter technology at Butterfly Conservatory and Queen Victoria Park.
- Added Wi-Fi to the School of Horticulture residence and eliminated the additional cost of an Internet Service Provider.
- Decommission of 41 ADP time clocks for approximate savings of \$40 thousand per year.

Application Services

- Unit4 ERP financial management solution's discovery workshops, requirements gathering, solution design workshops, solution build workshops and testing completed for the planned Go Live in February - March of 2021.
- Accesso ticketing system was upgraded to 4.08 and related receipts and ticket printing modified to accommodate new version.
- Replaced ten 'end of life' Aloha servers for the Culinary business unit.
- Developed the electronic COVID-19 employee attestation form (also on mobiles) and related COVID-19 form reporting.
- Based on people counter technology, developed people capacity management solutions to count and manage people in selected facilities.
- For ticketing attractions, developed queuing solutions (based on Accesso data) that enabled queuing and proper COVID-19 social distancing.



- As a COVID-19 health and safety requirement, developed a washroom management application that electronically tracks the maintenance and sanitation of the Parks' 107 washrooms.
- For PCI-DSS compliance, developed a database solution for the inventory and inspection management of payment pin pads.
- Developed a Parks Inventory Management database application for the inventory, tracking and management of Parks operating expense items.
- On premise SQL database servers upgraded to the latest versions. Also consolidated SQL Server Reporting Services to reduce servers and consolidate reporting.

Helpdesk and Infrastructure Services

- Helpdesk Portal was created to provide staff with a form-driven method of creating Helpdesk tickets. This enables IT to request specific information for standard requests.
- Implemented a mobile device management (MDM) solution to manage, track, secure and enable Niagara Parks mobile devices. Solution provides inventory, patch management and application management of mobiles and tablets.
- Implemented a new Office 365 backup solution to secure a copy of Office 365 mail on premise.
- All end point devices running Windows 7 were converted to Microsoft Windows 10, including the upgrading of 67 Accesso POS units.
- Laptops (136) have been encrypted. If a Niagara Parks laptop is lost, stolen or misplaced the device is now unrecoverable by non-Niagara Parks staff.
- Expanded remote access with second factor authentication to the Niagara Parks network.
- For Table Rock Renovations Phase II, replaced 28 Retail POS's, refreshed Wi-Fi access points, installed 15 new digital signage units, new CCTV cameras and re-cabled network devices.
- Deployed four cell-based trail cameras to monitor and secure critical selected trails.
- Telephony and mobile device audit resulting in cost savings of \$30.6k annually.
- Received and resolved 3,352 Helpdesk requests (approximately 279 monthly) with an overall closure rate of 98.82 per cent year-to-date.
- As part of a planned attrition, refreshed PC desktops and laptops over the age of five years.
- Maintained Helpdesk service levels while increasing network servers, switches, IoT and mobile devices.

10.2 Plans for 2021-22

Network Services

- For the CNPS project, provide networking services for Wi-Fi, telephony, multifunction printers, scanners, point-of-sale units, CCTV devices and electronic signage screens.
- Sustain and support remote access infrastructure to enable a remote workforce.
- Collaborate with strategic partners to provision network services as required.
- Develop a failover plan to leverage a second internet service provider to sustain business and a remote workforce should we experience internet disruption with primary provider.
- Segregate guest Wi-Fi to separate circuit.
- Replace Grand View and Queen Victoria Park Card Data Environment (CDE) end-of-life firewalls.
- At select sites, secure network cabinets with new locking devices.

Application Services

- Audit and future planning for Niagara Parks Commission Information Systems needs.
- Provide real-time dashboarding on key performance indicators so staff can 'self serve' information as they require it.
- Implementation and go-live support of Unit4 ERP and Prevero. IT will be participating in the data migration, data integration and systems administration.
- For the CNPS renovation procure, set-up, configure and install point-of-sale, scanners, ticket and receipt printers.
- Implementation of Accesso ticketing gateway to Accesso Passport ecommerce solution.
- Development of integrations from Accesso ticketing and Retail Pro to Unit4 ERP.
- Retail Pro upgrade for retail data integration to Unit4 ERP.

Helpdesk and Infrastructure Services

- Receive and resolve 250+ monthly IT requests for help with overall closure rate of 95 per cent.
- Replace Legends end-of-life telephony solution.
- Support and sustain remote access infrastructure to enable a remote workforce.
- Provide Helpdesk support for a growing number of printing devices, Wi-Fi access points, switches, IoT, data collections, databases, multi-function printers, mobile devices, telephony devices and other network devices.

11.0 Initiatives Involving Third Parties

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

The following chart outlines third party providers to Niagara Parks. It should be noted that Niagara Parks does not provide grant funding to any of the parties below.

11.1 Business Development, Events and Public Relations

Third Party Name	Business Objective	Business Strategy
Hornblower Niagara Cruises	Operator for boat tour service for Niagara Parks under a 30-year agreement that began in 2013.	The boat tour is a Canadian Signature Experience and a key demand generator for Niagara Parks and the destination. Niagara Parks works collaboratively with Hornblower on packaging and promotions to drive higher visitation and revenue.
Niagara Adventure Excursions (operating as WildPlay Niagara Falls)	Operator of two attractions for Niagara Parks: Zipline to the Falls and Whirlpool Adventure Course under a 10- to 15-year agreement that began in 2016.	The zipline and adventure course are two attractions that offer guests an opportunity for an adventurous experience.
Falls Fireworks Series (on hold pending COVID-19 restrictions)	Activate fireworks series and coordinate the program on behalf of local stakeholders.	Fireworks enhance visitation for all partners. The program runs in the summer (May to Thanksgiving). Fireworks is intended to extend the guests' stay in Niagara Falls, including encouraging overnight stays. The series was cancelled in 2020 as a COVID-19 preventative measure (discourage large group gatherings).

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

Third Party Name	Business Objective	Business Strategy
Niagara Falls Tourism	Niagara Parks is a member of Niagara Falls Tourism and serves on the board for the local destination marketing organization.	Tourism is a critical part of Niagara Parks' business and having a strong and well-performing Destination Marketing Organization (DMO) is important in providing marketing programs that benefit the destination and Niagara Parks.
Winter Festival of Lights	Provide event activation in Q3 to attract visitation to Niagara Falls.	The event draws visitors to Niagara Falls and extends the destination's season. Winter Festival of Lights is overseen by Niagara Falls Tourism.
Culinary Franchises – Tim Hortons	Niagara Parks owns and operates a Tim Hortons franchise	This franchise provides a recognized quick serve food option to guests and offers Niagara Parks a revenue generating opportunity.
Digital Attractions	Operator of the FX Studio photo capture services at Table Rock Centre and Grand View Marketplace under a five-year agreement that began in 2017. The studio captures photos of guests at Journey Behind the Falls, Hornblower Niagara Cruises, White Water Walk and Butterfly Conservatory.	Operations are also being implemented at Whirlpool Aero Car.
Double Deck Tours/Ambassatours	Operator of an in-park bus tour formerly operated by Double Deck.	The in-park bus tour provides guests with a unique and entertaining tour narration of the history, sights and sounds of Niagara Parks. Operations were suspended for the 2020 season.
Metrolinx	Metrolinx, an agency of the Government of Ontario under the Metrolinx Act, 2006, was created to improve the coordination and integration of all modes of transportation in the Greater Toronto and Hamilton Area.	Promotional partnership with Metrolinx in 2017 to support summer train service to Niagara including bike storage cars on each train schedule. Partnership facilitates access to other Ontario markets as well Metrolinx's broader mandate to encourage and support cycling and active transportation.

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

11.2 Environment

Third Party Name	Business Objective	Business Strategy
Environment Canada (Habitat Stewardship Program and Great Lakes Sustainability Fund) and the Ontario Ministry of Natural Resources and Forestry (MNRF) (Species at Risk Stewardship Fund)	To acquire resources needed to protect, maintain and preserve natural areas that make up 25 per cent of Niagara Parks' lands.	In addition, resources are used for education and outreach both internally and externally.
Niagara College and Brock University	Provide expertise for various environmental, recreational and technical programs to support Niagara Parks' stewardship program and Botanical Gardens.	Provide Niagara Parks staff with valuable data. In 2018, Niagara Parks signed a memorandum of understanding with Brock University to collaborate on environmental stewardship initiatives and signed a second MOU in 2019 regarding trails.

Third Party Name	Business Objective	Business Strategy
Science North	Support the Nature Exchange at Niagara Parks' Nature Centre.	Liaise with Science North to manage the Nature Exchange program at the Nature Centre and develop exhibits at the new Canadian Niagara Power Station.
Corporate and non-profit support [OPG, Friends Groups, Naturalists, Niagara Peninsula Conservation Authority, Land Care Niagara, MNRF, Ontario Access Coalition (Boulderers), Royal Astronomical Society Club – Niagara Centre, Niagara Geological Society]	Alliances have allowed for environmental, educational and recreational initiatives that Niagara Parks would not otherwise have the internal resources to achieve.	Collaboration provides support for numerous preservation and restoration activities on Niagara Parks' lands.
Forests Ontario	Research and development of tree seed collection strategy for Niagara.	Provides the opportunity to offer seed collection related workshops and training to Niagara Parks staff.
Ontario Power Generation (OPG)	Improvements on the Lands Protection Program.	Partnership with OPG provides funding and technical support to Niagara Parks in its native tree planting and reforestation efforts.
Monarch Teachers Network, Toronto and Region Conservation Authority and Niagara Falls Nature Club	To increase the education programming and outreach of Niagara Parks' Butterfly Conservatory.	Provides the capabilities to offer educational programming to local teachers and students using monarch butterfly life history along with providing funding to offset monarch workshop costs to participants.
Canadian Food Inspection Agency	Research in management and control of invasive species.	Research in controlling damage from emerald ash borer and hemlock woolly adelgid.
Trail and cycling organizations (Greater Niagara Circle Route, TransCanada Trail, Waterfront Trail, Greenbelt Route, Ontario Trails Council, Venture Niagara, Ontario by Bike)	Increase promotion and development of cycling opportunities and infrastructure within Niagara Parks and the surrounding region.	Provides opportunities for joint marketing initiatives, access to funding and trail management expertise as it relates to the Niagara River Recreation Trail.

Third Party Name	Business Objective	Business Strategy
American Public Gardens Association	Niagara Parks is a member of American Public Gardens Association, a preeminent association for public garden professionals and serves on the board to gain an advanced understanding of the field of public horticulture.	Niagara Parks leverages its board membership to gain insight into best practices, offered through educational and networking opportunities,

11.3 Heritage and Indigenous Programs

Third Party Name	Business Objective	Business Strategy
Parks Canada	Programming Partner	Collaboration on events and tours. Cross-promotional opportunities as appropriate. Niagara Parks has an MOU with Parks Canada (updated in December 2020).
Printery Group	Maintain the Printery Collection at Mackenzie Printery heritage site.	Collaborate with local community association to showcase the history of printing.
Wilfrid Laurier University	Archaeology at Old Fort Erie	The Wilfrid Laurier University Archaeology Field School has been actively involved at Old Fort Erie and nearby Bertie Hall over the past five years. It is focused on the 1764 to 1815 period of occupation. The program will be offered in summer, 2021.
Landscape of Nations 360	Indigenous Education Initiative to provide a comprehensive understanding of the Indigenous experience in the Niagara Region through partnership with indigenous leaders and educators to enhance how Indigenous histories, cultures and contemporary issues are taught in K to 12 classrooms	Supports the Niagara Parks mandate of preserving the cultural stewardship of the Niagara River corridor through recognition of the important role of indigenous people held in the history of the region.

11.4 School of Horticulture

Third Party Name	Business Objective	Business Strategy
Olds College, Olds Alberta	Articulation agreement for Niagara Parks' School of Horticulture graduates to obtain a Bachelor of Applied Science Degree (block transfer).	Supports corporate excellence objective in building the Niagara Parks' School of Horticulture program as a national program of recognition.
Awaji Landscape Planning and Horticulture Academy (ALPHA Academy), Hyogo, Japan	Exchange program allows Japanese students to attend Niagara Parks' School of Horticulture for advanced study and an opportunity for Niagara Parks students to seek internship placements in Japan.	Supports corporate excellence objective in building Niagara Parks' School of Horticulture program globally.
National Association of Landscape Professionals (NALP), United States	This governing body of the landscape industry for North America has accredited Niagara Parks' School of Horticulture program as being the equivalent of a four-year bachelor's degree program.	Supports Corporate Excellence objective in building Niagara Parks' School of Horticulture program as a national program of recognition.
City of Niagara Falls	Schools in Bloom program – Niagara Parks' School of Horticulture students actively participate in a consultative capacity with all high schools in the City to beautify school properties and engage young people in horticulture.	Supports corporate excellence objective and demonstrates commitment to natural and cultural stewardship.
Niagara Catholic District School Board	This partnership allows high school students enrolled in horticulture and a high skills major program in horticulture to complete their studies at the Botanical Gardens with a hybrid teaching model using class lectures with studies in the gardens and working with Niagara Parks' students.	Supports growth of Niagara Parks' diploma program through enhanced reach to potential future students and increases applicants to program.

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

12.0 Communication Plan

In 2021, corporate communications will continue to support and implement Niagara Parks' key strategic priorities identified in the 10-year strategic plan and this business plan. In so doing, communications efforts will be aligned and positioned to support the overall strategic directions identified and promoted by the provincial government and the Ministry.

12.1 2021-22 Business Goals

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

12.2 2021-22 Communications Goals

- Continue to build awareness and support among key stakeholder groups for the strategic plan and the resulting capital/program priorities to be pursued
- Support the continued implementation of Niagara Parks' brand initiative through identifying new and unique storytelling opportunities that promote Niagara Parks' diverse offerings and role as the environmental and cultural steward of the Niagara River corridor
- Increase awareness and understanding of Niagara Parks as a provincially and nationally significant tourism asset with the goal of making Niagara Parks, not only one of the most respected parks agencies in Canada, but also one of the most spectacular Parks in the world
- Continue to enhance and strengthen the relationship between Niagara Parks and its identified stakeholders, ensuring Niagara Parks' vision, mission, economic importance and strategic plan are shared with and understood by these important stakeholder groups, including employees, elected representatives and the general public
- Manage issues proactively to continue to build and enhance the corporate reputation of Niagara Parks

- Provide strategic communication support for key Niagara Parks initiatives in 2021 including: adaptive re-use of the Canadian Niagara Power Station and other power plants; ongoing improvements to attraction facilities; environmental and cultural stewardship initiatives; implementation of the Queen Victoria Park master plan; implementation of a new Enterprise Resource Planning (ERP) software to modernize Niagara Parks' financial systems and support contract discussions between Niagara Parks and OPSEU Local 217

Key Target Audiences/Stakeholders

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

12.3 Success Factors

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

Advance preparation and a proactive approach

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



Consistency

Consistency in delivering key messages is fundamental to the success of all corporate communications. Approved key messages will form the basis of all corporate communications related to public-facing events and campaigns, as well as internal corporate initiatives and strategic projects, that are of significant interest.

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

Internal/Employee Communications

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

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

Communications Protocol with MHSTCI

While Niagara Parks has primary responsibility for communicating decisions/activities, existing ministry/agency protocols with respect to issues management and communications must be followed. The Ministry will continue to be apprised of significant public matters and asked to provide

input with respect to key messages and speaking points through regular reporting mechanisms such as the six-week agency roll-out and additionally on a case-by-case basis.

Commitment to Transparency

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

12.4 Tactics

Media Relations

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

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

2021-22 media relations activities will include:

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

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

Internal Employee Communications

In 2021-22, internal communications will continue to play a vital role in ensuring all employees have accurate information about future directions/decisions made and the reasons behind those decisions. On an operational level, strong internal communication across departments will help ensure the success of different projects and initiatives, as well as business continuity. In support of this, Niagara Parks will continue to promote communications vehicles designed to foster ongoing dialogue and positive engagement between staff and management, such as:

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

- Newly enhanced employee website, Our Park, with all relevant policies, issues and happenings within Niagara Parks
- Continued support for employee recognition events (United Way, Retirement Dinner/Employee Awards/Christmas Luncheon/Staff Golf tournament) where budgets and public health guidelines allow
- The CEO will meet with Niagara Parks employees in a town hall format to share information on various topics, including Niagara Parks' overall financial performance and strategic plan and objectives for the future (delivery mechanisms for this will be evaluated in for 2021 and potentially beyond)
- The CEO and Executive Team will meet with directors, managers and supervisors to share information on corporate initiatives, strategic and capital projects and to discuss successes and challenges in the workplace (delivery mechanisms for this will be evaluated in for 2020 and potentially beyond)
- Continue holding smaller, more informal group discussions between management and staff on a departmental basis to receive individual concerns and issues faced by employees
- Executive Team visits to all work sites

Stakeholder Outreach Initiatives

Board and public meetings held with residents and municipal councils over the past several years have been successful in demonstrating Niagara Parks' commitment to openness and transparency. In 2021-22, these initiatives will continue and include presentations to local municipal councils/public provide information on Niagara Parks' operations, economic importance and the significant role Niagara Parks plays with the community. Not only is this an educational opportunity, it can also be used to generate feedback and build stakeholder support for issues of importance to Niagara Parks, such as:

- Priorities/programs resulting from the strategic plan
- Queen Victoria Park master plan
- Future re-use of Canadian Niagara Power Station and other former power plants
- Development of new programs – reaching out to stakeholders, soliciting feedback on creation of new event plans, as well as Indigenous tourism and cycling strategies
- Continuation of open Board meetings and public information centres throughout the year
- Hosting regular Public Information Centres to provide members of the public opportunities to meet with Niagara Parks staff, learn about plans and projects and provide feedback



Niagara Parks will also continue to take a proactive approach with industry associations and partnerships it is involved in. While Niagara Parks has established relationships with local stakeholders such as Niagara Falls Tourism and the Tourism Partnership of Niagara, staff also provide regular briefings with organizations such as Destination Ontario, Destination Canada, the Tourism Industry Association of Canada and the Tourism Industry Association of Ontario to better promote Niagara Parks, its goals and its importance to the tourism sector. Niagara Parks' continued relationship with these organizations is threefold:

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

Provincial Government Outreach

As a provincial agency, Niagara Parks has several reporting mechanisms including a Memorandum of Understanding with the Ministry of Heritage, Sport, Tourism and Culture Industries, business plan, annual report, and issues notes designed to inform and ensure its accountability to the Province of Ontario. In 2021-22, Niagara Parks will continue with initiatives to increase awareness and understanding of Niagara Parks, its mandate, vision and importance, including briefings and meetings with the Minister, Deputy Minister, MPPs and MPs (federal government) in support of projects and initiatives of importance to Niagara Parks and Niagara region.

Social Media

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

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



Speaking Opportunities

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

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

Niagara Parks Website

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

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