



The Niagara Parks Commission

Business Plan 2026-2029

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1.0 Executive Summary

The Niagara Parks Commission is a board-governed operational enterprise agency of the Ontario Ministry of Tourism, Culture and Gaming, operating under the provisions of the Niagara Parks Act. Niagara Parks was established in 1885 to preserve and promote the significant parklands along the Niagara River corridor – 56 kilometres from Fort Erie to Niagara-on-the-Lake, including Niagara Falls.

As a self-funded agency, Niagara Parks strikes a balance between preserving the unique environmental features and rich cultural heritage of the Niagara River corridor and providing spectacular guest experiences that grow tourism to Niagara and the province. These two components of Niagara Parks' mandate are intrinsically linked. The revenues generated at Niagara Parks' attractions, locally sourced restaurants, heritage sites, retail stores, championship golf courses and parking facilities fund the organization's operations, including its environmental and cultural stewardship work.

Niagara Parks is proud of its role as one of the top demand generators for tourism in Ontario and Canada. In 2025-26, Niagara Parks completed its most successful year in its history, surpassing its previous best year in 2024-25. The highlight of 2025-26 was the launch of Niagara Parks' newest must-see attraction, Niagara Takes Flight – the first flying theatre attraction to open in Ontario. Since opening on August 29, 2025, the attraction has welcomed over 130,000 guests through its doors, on pace with Niagara Parks' most popular attraction, Journey Behind the Falls.

Niagara Parks prides itself on providing world-class guest experiences, from its nature-based attractions to its locally sourced restaurants, that allow guests to authentically experience the very best of the Niagara region. As such, Niagara Parks is well positioned to play a leading role in delivering on the ambitious goals of the Ministry of Tourism, Culture and Gaming's Destination Niagara Strategy to double annual visitation to Niagara, extend length of stays, increase global recognition and encourage private investment.

The contents of this Business Plan will articulate how Niagara Parks will be advancing these goals and aligning with the priorities of its Letter of Direction, both through its own internal capital and operational projects, as well as facilitating private sector developments that will introduce even more new, world-class guest experiences in Niagara Falls. Niagara Parks is focused on aligning its investments and initiatives with the key strategic pillars within the Destination Niagara Strategy, namely tourism attractions, world-class gaming, wine and culinary tourism, arts and culture and transportation development.

Based on the strong financial performance in 2025-26, the budget that forms the blueprint of Niagara Parks' 2026-29 Business Plan is anticipating between a 1-3% increase in overall attendance across all operations and 8.4% growth in revenue for 2026-27. This budget projects Niagara Parks' combined revenue to exceed \$200 million for the first time in the organization's history. The budget over the next three years is based on a number of factors including anticipated visitation levels, economic forecasting and planned capital spending.

The budget supports the continued promotion of Niagara Parks' top revenue generating operations, which are its attractions, including Niagara Takes Flight which will enter its first full year of operations in 2026. Beyond attractions, the budget supports the delivery of all front-facing, revenue producing operations, from full-service restaurants and quick serve outlets to heritage and nature sites. Additionally, the budget includes capital spending for both investments in repairs and maintenance and strategic projects that are designed to improve guest experiences and grow the business in alignment with the Destination Niagara Strategy. The budget also reflects pricing and incentive strategies to effectively manage capacity and shift demand away from peak hours to reduce congestion and improve the guest experience at Niagara Parks' most popular attractions.

In alignment with the province's Destination Niagara Strategy and the priorities set out in Minister Cho's 2026-27 Letter of Direction, Niagara Parks' budget prioritizes investments from its earned revenue combined with dynamic partnerships with the private sector where appropriate to develop and deliver world-class guest experiences. This includes the redevelopment of Toronto Power Hotel, which received government approval in the fall of 2024 and is currently underway, as well as exploring the development of a new visitor transportation system in Queen Victoria Park. As announced with the Destination Niagara Strategy, Niagara Parks will also be pursuing private sector interest in the redevelopment of Ontario Power Generating Station located within the Niagara Gorge, the redevelopment of the Niagara Parks Marina in Fort Erie and the addition of a new world-class observation wheel overlooking the Falls.

Niagara Parks will also be investing in significant upgrades to existing attractions and amenities, informed by the strategic pillars and objectives of the Destination Niagara Strategy to double visitation to Niagara and extend length of stays. At Journey Behind the Falls, Niagara Parks will be restoring an additional tunnel, building a new year-round viewing platform and replacing the existing Rainbow Viewing Platform at the base of the Falls. This phased redevelopment will significantly improve the guest experience and increase throughput at this popular attraction that currently operates at maximum capacity throughout the summer months.

Beyond growing capacity at its attractions, there is also a need to proactively manage Niagara Parks' public spaces, particularly within Queen Victoria Park, to meet both existing and future needs. A major, multi-faceted project over the next three years will be substantial upgrades to the public realm areas and supporting infrastructure within Queen Victoria Park, Niagara Parks' busiest tourism area that houses its top attractions and experiences. This relatively small geographic area receives a bulk of Niagara Parks' annual visitation and is where Niagara Parks generates the majority of its revenue (\$80 million projected in 2025-26 which is approximately 50% of Niagara Parks' generated revenue). The phased plan will leverage under-utilized spaces to provide better and safer access for pedestrians while making the park more parklike, reflecting the original intent of its establishment in 1885. The changes will help prepare Niagara Parks for future growth, including the visitation targets set out in the Destination Niagara Strategy.

In 2026 and 2027, Niagara Parks will mark a number of significant anniversaries and milestones for the organization, with a host of associated programming and events to celebrate. The FIFA World Cup will also take place in 2026 with Canada serving as a host nation for the first time.

Internationally recognized as the largest sporting event in the world, FIFA draws fans from every corner of the world and with the global status of Niagara Falls, Niagara Parks is anticipating growth in attendance surrounding the tournament. To further leverage this, Niagara Parks will be hosting a pop-up outdoor activation space that will include a covered patio, food truck, a licensed area, large digital screens to show the games and a stage to host programming throughout the summer.

Also in 2026, construction will begin on a new four-acre, nature-based Children's Garden at the Botanical Gardens, a joint project with the Niagara Parks Foundation. This landmark project will be funded through a combination of Niagara Parks' investment and fundraising through the Niagara Parks Foundation. This will be the first Children's Garden of this scale in Ontario and is another example of strong alignment with the goals of the Destination Niagara Strategy and priorities of the Minister's Letter of Direction, particularly around increasing revenue and donor contributions.

Beyond new guest experiences and programming, Niagara Parks will also be undertaking significant repairs and maintenance across its properties. Through a \$53 million capital budget with \$31.5 million allocated for deferred maintenance and \$21.5 toward strategic projects, Niagara Parks will ensure it continues to strike a balance between required infrastructure repairs and investments to upgrade guest experiences to maintain a competitive edge in a growingly saturated tourism market.

In addition to expanding upon budget planning for the organization, the contents of this Business Plan demonstrate how Niagara Parks is delivering on the priorities of Minister Cho's Letter of Direction and the province's Destination Niagara Strategy, along with Niagara Parks' historic mandate and the themes of its 10-year Strategic Plan.

The summary of Niagara Parks' statement of operations for the current fiscal year and budget for the next three years is captured in the chart below.

Table 1 – Niagara Parks 2025-29 Statement of Operations

Table 1.1 2025 - 2029 STATEMENT OF OPERATIONS (thousands of \$'s)						
	CURRENT FISCAL YEAR			FUTURE YEARS		
			VARIANCE TO			
	BUDGET	PROJECTED	BUDGET	BUDGET		
	Apr. 2025 Mar. 2026	Apr. 2025 Mar. 2026	Apr. 2025 Mar. 2026	Apr. 2026 Mar. 2027	Apr. 2027 Mar. 2028	Apr. 2028 Mar. 2029
Total Revenue	\$193,873	\$194,241	\$368	\$207,998	\$212,927	\$221,089
Total Expenses	\$141,508	\$140,540	(\$968)	\$155,059	\$162,195	\$169,670
Net Surplus Before Interest & Depreciation	\$52,365	\$53,701	\$1,336	\$52,939	\$50,732	\$51,419
Loan Interest	\$377	\$377	\$0	\$234	\$79	\$0
Depreciation & Deferred Stimulus Funding	\$19,564	\$13,777	(\$5,787)	\$15,573	\$18,953	\$21,227
Net increase (Decrease) in Power Plant Obligation	\$600	\$600	\$0	\$600	\$600	\$600
Annual Net Surplus (Deficit)	\$31,824	\$38,947	\$7,123	\$36,532	\$31,100	\$29,592

2.0 Mandate, Vision and Values

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 Tourism, Culture and Gaming. 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.

Niagara Parks’ Mandate

Since its establishment in 1885, Niagara Parks’ mandate has remained constant:

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

Niagara Parks is responsible for the environmental and cultural stewardship of the lands along the Niagara River corridor, in addition to contributing to the economic success and growth of tourism to Niagara and the province of Ontario.

Stewardship

The stewardship role assumed by Niagara Parks has remained essential to its accountabilities since its inception. Niagara Parks is expected to preserve and commemorate the historical, cultural and environmental significance of the Niagara River corridor. In order to sustain its operations and environmental and cultural stewardship responsibilities as a self-funded organization, Niagara Parks operates a number of revenue-producing attractions, restaurants, retail stores, golf courses, heritage sites and more.

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

Values

The following corporate values have been established for Niagara Parks:

Integrity

Needs

Safety and Security

Participation

Innovation

Respect

Environmental Responsibility

Diversity and Inclusion

3.0 Strategic Directions

Niagara Parks 2026-29 Business Plan aligns with the strategic objectives and areas of focus of the Ministry of Tourism, Culture and Gaming's Destination Niagara Strategy, as well as the priorities within the Minister's 2026-27 Letter of Direction. Additionally, the Business Plan is informed by Niagara Parks' 10-year Strategic Plan and five strategic goals, along with Niagara Parks' overall mandate to preserve and promote the environmental and cultural heritage along the Niagara River corridor.

Destination Niagara Strategy

On December 15, 2025, the Ministry of Tourism, Culture and Gaming released their Destination Niagara Strategy, outlining the government's plan to protect and grow Ontario's economy by unlocking the full potential of the Niagara Region as a world-class tourism destination.

Through both private and public sector investment, the Strategy supports the government's priority to strengthen Ontario's tourism sector, with the following strategic goals:

Increase visitation levels

Double the number of overall visitors, leveraging new marquee attractions and increased connectivity to the region to inspire broader audiences to choose Niagara as their next travel destination.

Extend average visit length

Maximize economic impact by doubling the average length of stays from 1-2 days to 3-4 days. Visitors will be encouraged to explore beyond the Falls, visiting the region's beaches, wineries, arts and cultural festivals and more.

Increase global recognition

Attract attention from international markets, boosting Niagara's rank as a must-visit destination for global travellers. Collaborations with international travel agencies and media will be key components of this effort.

Encourage private investment

Promote interest in new developments from private investors to stimulate further economic growth in the region and beyond.

The Strategy identifies **five key pillars** to focus on to achieve these goals:

Tourism attractions

Developing exciting new attractions and visitor experiences, as well as opportunities for nature lovers. With more to see, play and do across the Niagara Region we can both attract new tourist markets and encourage longer stays so visitors can experience it all.

World-class gaming

Exploring opportunities to expand existing casino and gaming experiences, including potentially opening the market to multiple new world-class casinos. Ontario's goal is to bring in additional hotels and entertainment options along with top tier dining to bolster economic development and international tourism.

Wine and culinary tourism

Supporting agritourism and Niagara's wine and culinary sectors. Visitors can taste their way through the region's unique terroir at world-class vineyards, restaurants, breweries, cideries, orchards, farms, markets and more.

Arts and culture

Promoting the heritage and history of the region and investing in iconic cultural opportunities like the Shaw Festival. The region's cultural offerings are unrivalled, immersing visitors in the stories of Niagara's significant historical contributions and beyond.

Transportation development

Improving and expanding transportation options across Niagara Region. By better connecting Niagara to the rest of the Greater Golden Horseshoe and the world, we can increase accessibility and reduce the time it takes to access key destinations and tourist attractions

2026-27 Minister's Letter of Direction

The Minister's Letter of Direction sets out expectations for 2026-27 on how the Niagara Parks Commission will contribute to protecting Ontario by delivering better services and driving innovation and value for money. The Performance Measures section (Section 8.0) of this Business Plan outlines how Niagara Parks will be addressing each of these priorities.

Protect Ontario

- Expand domestic partnerships within Canada, to promote the development of supply chains and economic opportunities across Canada and support economic resilience, particularly in light of ongoing U.S. tariff threats and economic uncertainty.
- Procure from Ontario and Canadian businesses whenever feasible.
- Provide economic relief for Ontario families, consumers and businesses by freezing government fees and fares, unless approved by the oversight minister.

Deliver Better Services

- Focus on a user-centered client/customer experience by simplifying interactions, improving satisfaction, and expanding and optimizing digital service offerings.
- Identify opportunities to enhance efficiency, improve services, drive innovation, and achieve cost savings for the people of Ontario, including through the use of AI and other advanced technologies.
- Eliminate unnecessary bureaucracy and red tape by applying lean methodologies or other modalities to achieve operational efficiency.

Drive Innovation & Value for Money

- Find innovative solutions to use public resources efficiently and to effectively deliver on the agency's mandate while operating within agency's financial allocation, supported by accurate financial reporting, effective internal controls, and proactive fraud management practices.
- Manage agency workforce with careful responsibility to stabilize expenditures and preserve long-term financial viability by:
- strictly adhering to the hiring control parameters, including ceasing hiring for non-business critical and non-public-facing positions, including the use of consultants;

- operating within a defined maximum workforce size (including consultants);
- ensuring compliance with the Broader Public Sector Executive Compensation Act, 2014; and
- enhancing productivity and efficiency by using technology wherever possible.
- Create a span of control policy that recognizes different streams of work within the organization and sets minimum span of control benchmarks and provide it to the minister for approval by March 31st, 2026.
- Provide to your oversight minister by October 1, 2025, the amended human resource policy, guideline or directive that adheres to the OPS in-office standard of four (4) days per week effective October 20, 2025, and five (5) days per week effective January 5, 2026, and work with your oversight ministry to address any office space constraints.

Also included within the Letter of Direction are four priorities that are specific to the Niagara Parks Commission:

- Support and align with government priorities related to the Destination Niagara Strategy to make Niagara a world-class destination for domestic and international visitors to unlock the economic potential of the region.
- Proceed with the necessary approvals and associated procurements for attraction development opportunities related to growing tourism in the Niagara Region under the Destination Niagara Strategy, including the World-Class Observation Wheel, Electric Tram, Ontario Power Generating Station Redevelopment and Marina Redevelopment.
- Continue to identify opportunities for increasing revenue generation, private sector investment and donor contributions.
- Work with the ministry on performance measurement and data collection, including developing key performance indicators for each priority in this letter of direction.

Strategic Plan (2018-2028)

Niagara Parks' 10-year Strategic Plan (2018-2028) is a reflection of its historic mandate of environmental and cultural stewardship and role as a demand generator for tourism, combined with strategic directions that will guide the organization to its goal of becoming one of the most spectacular Parks in the world.

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

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

Themes

In order to achieve this vision statement, the following themes inform the operations, decision-making and overall direction of the organization:

- Preserving and showcasing our rich heritage, culture and lifestyle
- Leveraging and activating our natural wonders and iconic experiences
- Supporting a dynamic business environment with a focus on attracting investment, connection to local communities, job creation and economic well-being
- Taking experiences and hospitality to the next level

Strategic Goals

As a complement to the four themes of Niagara Parks' Strategic Plan, the following strategic goals were developed to provide more of an operational focus for Niagara Parks to ensure it continues to deliver on its dual mandate of stewardship and tourism growth, while maintaining financial self-sufficiency:

- Developing and Nurturing Great Guest Experiences
- Growing Revenue
- Expanding Digital Service Delivery
- Strengthening Collaborations with Partner Organizations
- Ensuring Cost Certainty

Strategic Goal #1: Developing and Nurturing Great Guest Experiences

Niagara Parks has a long history of managing a variety of experiences that comprise both revenue-producing operations and free services to visitors. While the experience of viewing the raw power and beauty of Niagara Falls has drawn millions of visitors over the past two centuries, investing in new products and experiences to grow demand from new markets and inspire repeat visitation among well-established markets like the domestic and drive-time US, is critical to Niagara Parks' success.

Beyond new products and attractions, Niagara Parks strives to provide an exceptional guest experience from start to finish, from effective wayfinding and signage across its properties to the availability of clean public washroom facilities.

During the 2026-29 business planning cycle, Niagara Parks will unveil renovations at its Butterfly Conservatory attraction including a brand-new interactive, family-friendly exhibit. The organization will also be investing in significant improvements to top attractions including Journey Behind the Falls and the White Water Walk with the goal of improving the guest experience at these attractions, while also increasing capacity and revenue generating potential, in alignment with the Destination Niagara Strategy.

In 2023, Niagara Parks unveiled updates to the queuing areas of its flagship Journey Behind the Falls attraction including a new visitor gallery space with interpretive material, digital storytelling and artwork. Now, Niagara Parks will be focused on enhancing the tunnel and viewing platform experience at the classic attraction, including restoring a historic tunnel passage and additional year-round viewing platform.

Niagara Parks is also working on a joint project with the Niagara Parks Foundation to build a four-acre nature-based Children's Garden at the Niagara Parks Botanical Gardens. The vision for the Children's Garden is a living outdoor classroom that invites children of all ages and abilities to wander, play, climb, explore and connect to nature through a series of 12 interactive zones that illustrate the natural and cultural heritage of the Niagara River corridor. This landmark project will be the first Children's Garden of this scale in Ontario and Canada.

Strategic Goal #2: Growing Revenue

As a self-funded organization largely dependent on variable revenue, Niagara Parks is constantly exploring strategies to grow revenues at its existing operations while introducing new revenue generating opportunities across the Park. The majority of Niagara Parks' revenue is generated from its attractions and other revenue-producing operations, largely during the summer months and concentrated within Queen Victoria Park, which can make the organization vulnerable to global trends that impact tourism activity. While many of Niagara Parks' costs such as policing, parks and road maintenance are fixed in nature, the majority of Niagara Parks' revenues are variable and dependent on visitation. As a result, Niagara Parks is focused on diversifying its revenue streams and expanding revenue growth opportunities beyond the traditional summer tourism season to protect its resiliency moving forward.

Over 2026-29, Niagara Parks will continue to invest in its attractions to both improve the guest experience and draw both new and repeat visitation, while increasing throughput and revenue generating potential. Beyond its own investments, Niagara Parks will continue to pursue partnerships with the private sector on projects that will deliver both world-class new guest experiences for the destination and positive economic impacts for Niagara Parks and the province. Examples include the current redevelopment of the historic Toronto Power Generating Station into Niagara Falls' first five-star accommodation property through a full restoration and \$300 million private sector investment by Toronto Power Hotel Inc. A proponent has also been identified for the development of a new world-class visitor transportation system in Queen Victoria Park that will serve as both a transit system and new attraction better connecting guests to top attractions and viewpoints. This project is currently in the due diligence phase and government approval is required to proceed with finalizing the long-term lease agreement.

Niagara Parks will also be working with current tenants Niagara City Cruises who operate the boat tour and Niagara Adventure Excursions who operate the Zipline to the Falls and the Whirlpool Adventure Course to grow their respective guest experiences and revenue potential.

In alignment with the Destination Niagara Strategy, Niagara Parks also launched three new private sector procurement opportunities for the redevelopment of Ontario Power Generating Station, the Niagara Parks Marina and a new, world-class observation wheel in Queen Victoria Park.

Strategic Goal #3: Expanding our Digital Service Delivery

Corresponding with priorities of the Ministry, throughout 2026-29 Niagara Parks will be undertaking several key initiatives focused on expanding our digital service delivery and leveraging our digital channels to increase brand awareness and drive visitation. With the digitization shifts across the globe, there is great opportunity for Niagara Parks to leverage its online presence, including through the launch of a brand-new consumer website in 2026. This will be the first website for Niagara Parks that is mobile-first, rather than mobile friendly, to reflect data trends which show that 80% of Niagara Parks' web traffic comes from mobile devices.

Niagara Parks will advance its initiative to improve cellular connectivity and facilitate better network and Wi-Fi access through working with a third-party provider to install new cellular infrastructure at identified locations across its properties. This project will help address significant gaps in cellular coverage and Wi-Fi access, serving both an operational function to improve Niagara Parks' systems and processes, but also a critical guest experience function.

Niagara Parks will also be implementing a number of new systems to increase efficiency and enhance its digital service delivery, including a new integrated Human Capital Management System

and payroll system to streamline Human Resources processes, a new point-of-sale system for its retail operations, expanding the use of digital kiosks at quick serve outlets and a new digital solution for its licensing systems.

Strategic Goal #4: Strengthening Collaborations with Partner Organizations

Niagara Parks maintains close relationships with many different partner organizations, as illustrated in the table provided in the Third-Party Agreements section. Niagara Parks is proud to be part of a strong and resilient tourism community within Niagara and has strengthened and formalized its partnerships with a number of destination stakeholders over the past few years. Niagara Parks will continue working closely with Destination Ontario to promote Niagara as a top destination within the province, along with regional tourism organization, Tourism Partnership of Niagara, and destination marketing organization, Niagara Falls Tourism, to collaborate on initiatives that benefit the tourism industry in Niagara. Niagara Parks will also continue to work with Metrolinx to increase ridership on the GO Train Service to Niagara and provide a seamless transit experience for all guests using the service.

Over 2026-29, Niagara Parks will continue its partnerships with local post-secondary institutions including Brock University, Niagara College and University of Niagara Falls Canada. Further opportunities to explore with these partnerships include establishing formal Memorandums of Understanding (Niagara College and University of Niagara Falls Canada), improving the pipeline for potential employment with Niagara Parks, collaborating on student research projects and more.

Niagara Parks will also prioritize partnerships to deliver on its environmental and cultural stewardship mandate, building upon existing projects with organizations like the Ministry of Natural Resources, Parks Canada and the Vineland Research and Innovation Centre on environmental conservation projects. On the culture side, Niagara Parks has had longstanding relationships with Indigenous partners from both the Mississaugas of the Credit First Nation and Six Nations of the Grand River and will be continuing to strengthen these relationships over the course of this Business Plan. Niagara Parks has expanded its partnership as the presenting sponsor for the Niagara Grape and Wine Festival and will be partnering with the Shaw Festival to stage a new outdoor children's theatre program at the Botanical Gardens in the summer of 2026.

Across the organization's diverse business units, Niagara Parks will continue to prioritize and grow its existing partnerships while identifying additional collaborative opportunities.

Strategic Goal # 5: Ensuring Strong Fiscal Management

Strong fiscal management is an essential component of Niagara Parks' operations and decision-making across the organization. As Niagara Parks' attendance and revenues have grown, so too have its commensurate expenses and costs associated with maintaining service levels at all of its properties. Through its Financial Management Services division, Niagara Parks remains focused on constantly monitoring all financial activity and producing monthly cash flow predictions and financial statements for review. Throughout the year, capital spending is tracked closely with financial performance and adjustments are made as needed to protect Niagara Parks' financial position.

4.0 Environmental Scan

The 2025-26 tourism season was a period of adaptation and innovation for Niagara Parks, driven by global trade tensions, emerging markets, and shifting attitudes towards international travel. Consistent with national and provincial travel data, Niagara Parks saw a significant increase in domestic and overseas visitation, including from established international markets like the UK, France and Germany, along with emerging international markets such as Australia, South Korea, and Japan. This interest was bolstered by trade missions to key European and Asian markets, investments in in-market representation, and collaborative marketing initiatives with Destination Canada and Destination Ontario. Increases in domestic and international spending helped to offset softer spending from the US market, which was down slightly compared to 2024-25. In total, Niagara Parks welcomed guests from 175 countries around the world in 2025-26, up from 169 countries the previous year.

Niagara Parks has also continued to invest in spectacular guest experiences to drive visitation, including opening its newest attraction, Niagara Takes Flight. Building off other recent projects such as the opening of the Niagara Parks Power Station and redevelopment of the flagship Table Rock Centre, such investments in world-class experiences support continued interest in Niagara Parks as a destination. This approach also aligns with the Ministry of Tourism, Culture, and Gaming's new Destination Niagara Strategy and its goal of doubling visitation to the Niagara region. Niagara Parks will therefore continue to invest strategically in guest experiences that reflect the priorities of this new strategy, including appealing to new travel segments and emerging international audiences.

Visitation Patterns at Niagara Parks

In 2025-26, revenue growth at Niagara Parks outpaced the overall growth of the Canadian tourism industry. Between January and September 2025, total tourism revenue in Canada increased 1.9% compared to the previous year.¹ By comparison, Niagara Parks' revenue increased 4.9% during this time. Overall revenue increased 6.9% between April and December 2025, supported by the opening of Niagara Takes Flight and strong seasonal growth in golf and retail operations.

During this time, domestic spending at Niagara Parks increased 18% and accounted for 43% of total spending at the park. This is consistent with survey data showing surging interest in domestic travel among Canadians.² International (non-US) spending also increased 26% over this period, driven by strong growth in spending from the United Kingdom (+38%), France (+33%), and Germany (+18%). Growth in these markets was supported by strategic investments in in-market representation, collaborations with Destination Canada and Destination Ontario, and trade missions attended by senior leadership from Niagara Parks.

International markets like Australia (+14%), Italy (+36%), South Korea (+31%), and Japan (+25%) showed notable growth, as well, highlighting new market opportunities and the continued recovery of outbound travel from Asian markets. For example, spending from South Korea grew 94% in October 2025 compared to the previous year and outpaced spending from all other international (non-US) markets aside from the UK. In 2025-26, Niagara Parks participated in Destination Canada and Destination Ontario's trade mission to South Korea and Japan, introducing industry professionals from these markets to Niagara Parks' unique product offering.

Spending from the US remained a significant source of revenue in 2025-26. Visitors from the US accounted for 37% of Niagara Parks' total collections between April and December 2025. During this time, overall spending from the US decreased 3.8% compared to the previous year, which is

¹ Statistics Canada. Table 36-10-0230-01 Tourism demand in Canada, constant prices (x 1,000,000)

² Context Research Group. (2025). "Ontario Travel and Tourism Monthly – August 2025"

consistent with air and land arrival data for Ontario. In general, visitors from the US continued to outspend their domestic and international (non-US) counterparts, spending an average of \$57.60 per transaction compared to \$44.08 and \$46.40.

Tourism Landscape

The past year has been one of modest growth for Canadian tourism. Between April and September 2025, tourism-related activities in Canada generated \$31.6 billion in gross domestic product (GDP), up from \$30.8 billion over the same period in 2024.³ Tourism expenditures in Canada also grew, reaching \$53.3 billion (CAD) between April and September 2025 – a 2.4% increase compared to a year ago.⁴

Growth in tourism spending was supported by a 4.9% increase in domestic tourism expenditures, which reached \$41.4 billion between April and September 2025. Canada also saw a significant increase in overseas tourism. Between April and November 2025, the number of international (non-US) arrivals to Canada increased 8.4% compared to the previous year, from 5.0 million to 5.4 million.⁵ This was supported by an 8.0% increase in European arrivals and a 9.0% increase in arrivals from Asia, with countries like China, Japan, and South Korea continuing their recovery towards pre-pandemic levels. Ontario saw similar trends, with the number of residents of countries other than the US entering Ontario increasing 12.1% between April and November.

This increase in international (non-US) tourism helped to offset a slight decrease in US visitation to Canada, due primarily to concerns around shifting travel policy.⁶ Between April and November 2025, arrivals to Canada by US residents decreased 3.3%, from 18.4 million to 17.8 million. The decrease in US visitation was more acute in Ontario. Between April and November, the number of US visitors arriving to Ontario decreased 5.2%.⁷

Economic Climate

Economists anticipate that Canada's real GDP growth will finish at 1.2% for the year, and project a slightly higher rate of growth over the next two years.⁸ Ontario is expected to see a slightly lower growth rate (1.0%) for GDP in 2025, reflecting the outsized impact of tariffs on the province's steel and automotive sectors.⁹ However, this modest growth is an improvement on earlier forecasts, owing in part to the stabilization of exports to the US and increased shipments to other countries. Consumer spending has remained strong through this uncertainty, though there is some concern that spending will weaken in the new year due to slowed population growth, a softening job market, and impending mortgage renewals for indebted households.¹⁰

Canada's economic performance mirrors slowing growth in the US, which is Niagara Parks' most significant international market. While GDP growth in the US continues to outpace other advanced economies (excluding China), the US market is becoming increasingly bifurcated between high-income and low-income households, with the latter spending a shrinking percentage of their total

³ Statistics Canada. Table 36-10-0234-02: Tourism gross domestic product, current prices (x 1,000,000).

⁴ Statistics Canada. Table 36-10-0230-01 Tourism demand in Canada, constant prices (x 1,000,000)

⁵ Statistics Canada. [Table 24-10-0050-01 Non-resident visitors entering Canada, by country of residence](#)

⁶ Context Research Group. (2025). "US Traveller Pulse Survey Results – Wave 2."

⁷ Statistics Canada. [Table 24-10-0050-01 Non-resident visitors entering Canada, by country of residence](#)

⁸ TD Economics. (2025). "Provincial Economic Forecast: Crawl Before you Walk."

⁹ Canadian Federation of Independent Business. (2025). "CFIB Report: Ontario Auto Businesses Hit Hard by US Tariffs."

¹⁰ TD Economics. (2025). "Provincial Economic Forecast: Crawl before you walk."

income on discretionary items like travel. This is reflected in decreasing demand for economy travel options and growing demand for upscale and luxury accommodations.¹¹ US consumer surveys also suggest a decrease in purchase intent for international flights and hotel or resort stays.¹² Travel remains a priority for many US consumers, however, and there are signs that economic concerns have softened through the year.¹³

Efforts to remove interprovincial trade barriers, the softening of tariffs, and aggressive industrial policy could all bolster Canada's economy in 2026.¹⁴ A positive trade outcome between Canada and the US could also lead to stronger-than-expected growth in the new year. Under present conditions, Canada's effective tariff rate with the US is also much lower than that of any other G7 economy and could present a competitive advantage moving forward.¹⁵ The Bank of Canada is also expected to provide some stimulus to boost consumer and business confidence, and aggressive capital investments by the federal government could lead to positive economic returns. In the US, higher-net-worth households continue to spend on travel, as rising equity and home values have amplified discretionary purchasing.¹⁶ This growing market segment provides new opportunities for Canadian tourism operators, who can develop experiences and itineraries that appeal to luxury travellers from south of the border.

Visitation to Niagara Parks will also be bolstered by the Ministry of Tourism, Culture, and Gaming's new Destination Niagara strategy. This new strategy, which includes projects underway at Niagara Parks, provides a comprehensive vision to support the development of new attractions in an effort to double annual visitation to Niagara, extend the average length of stay, increase international appeal and attract private investment.

Travel Outlook

The forecast for Canadian tourism is therefore positive. Increases in domestic and international (non-US) visitation have offset the contraction of the US travel market, and global travel data shows an overall increase in global travel activity.¹⁷ Canadians continue to prioritize spending on Canadian goods and vacations in Canada, as well. Seventy percent of Canadians say they are uncomfortable travelling to the US in the near term, with many choosing to travel domestically instead.¹⁸

Key international markets, such as the UK, France, and Germany, have also looked to Canada as an alternative destination to the US, and those interested in visiting Canada continue to identify Niagara Falls as a priority destination.¹⁹ Outbound travel from Asia is projected to surpass its pre-pandemic peak by the end of 2025, and the recent return of Canada to the list of approved countries for group travel from China will likely have a positive impact on travel between the two countries moving forward.²⁰ Visitation from these markets will likely be bolstered by recent trade missions to the UK, France, Germany, South Korea, and Japan, which were attended by senior leadership from Niagara Parks. These sales missions introduced travel trade operators in these markets to Niagara Parks' unique product offerings, with many expressing interest in multiple-day itineraries for Niagara Falls. Niagara Parks has also hired in-market representation for key European markets and

¹¹ Tourism Economics. (2025). "US Travel Outlook: 2025 and beyond."

¹² McKinsey. (2025). "An Update on US Consumer Sentiment."

¹³ McKinsey. (2025). "An Update on US Consumer Sentiment."

¹⁴ TD Economics. (2025). "Provincial Economic Forecast: Crawl before you walk."

¹⁵ Deloitte. (2025). "Economic Outlook: It's Complicated."

¹⁶ Tourism Economics. (2025). "US Travel Outlook: 2025 and beyond."

¹⁷ TD Economics. (2025). "From Border Blues to Local Boom."

¹⁸ Angus Reid Institute. (2025). "Cold Front at the Border."

¹⁹ Context Research Group. (2025). "Europe Traveller Survey."

²⁰ CBC. (2025). "Canada returned to approved list for Chinese group travellers."

continues to collaborate with Destination Canada and Destination Ontario on international advertising.

There are signs that visitation from the US will improve in 2026-27, as well. A fall survey of US residents suggests that over half are likely to visit Ontario in the next 12 months, with Ontario's reputation as an accessible and high-value destination gaining steam.²¹ American travellers are also more likely to view Canada as a welcoming destination than they were earlier in the year. Concern about crossing the Canada-US border has also declined since the start of the year. In general, over half (56.5%) of US residents continue to identify travel as a budget priority over the next three months.²² For many US travellers, Canada will continue to represent an accessible and high-value destination, bolstered by a favourable exchange rate.

Several milestones promise to have a significant impact on travel to Canada moving forward. This includes the FIFA 2026 World Cup, which is expected to drive international visitation to Toronto and other host cities. Survey data suggests that more US residents are aware of Toronto as a host city than earlier in the year.²³ Next year also marks the 250th anniversary of the signing of the Declaration of Independence, which is expected to support a surge in cultural tourism among US residents.²⁴ These events could have an ancillary impact on travel to Niagara Falls, as international visitors to the US make time to see the iconic landmark and its numerous heritage sites. Recent announcements regarding domestic and international flight capacity also promise to support Canadian tourism in the year ahead.

²¹ Context Research Group. (2025). "US Pulse Study: October 2025."

²² Tourism Economics. (2025). "US Travel Outlook: Fall 2025."

²³ Context Research Group. (2025). "US Pulse Study: October 2025."

²⁴ US Travel Association. (2025). "Travel Forecast: Fall 2025."

5.0 Financial Budget

Niagara Parks begins the 2026-29 business planning cycle following its most successful financial year to date in 2025-26, surpassing its previous best year in 2024-25. Despite uncertainty with the US market to start the 2025 tourism season, Niagara Parks saw significant growth from both the domestic and other key international markets, culminating in a strong late summer and fall, supported by the launch of Niagara Parks' newest attraction, Niagara Takes Flight.

For the fiscal year ending March 31, 2026, Niagara Parks is projecting a \$53.7 million operating surplus and a \$39 million net surplus after interest and depreciation, supported by a projected \$158 million in earned revenue from its revenue-producing operations, including attractions, retail stores, parking sites, transportation, restaurants, golf and heritage sites. This represents an 8% increase or \$12 million over prior year's results.

When including revenue from all other sources including its third-party partners, total revenue for the 2025-26 fiscal year is projected at \$194 million. This is higher than the expected budget and 6% higher than prior year.

Niagara Parks' earned revenue is invested back into supporting its capital and operating budgets which fund everything from core operations including staffing costs to strategic investments into new products and experiences.

Niagara Parks prepares an annual budget that allocates funds for operating expenses and capital needs across all business units and sites, based on revenue projections informed by tourism trends, economic conditions, seasonal patterns and new experiences and opportunities such as activations for the FIFA World Cup, which is expected to drive additional visitation to Niagara Falls next year.

The 2026-27 budget assumes a 1-3% increase in overall attendance and 8.8% growth in total revenue – an increase of \$13.8 million – driven by strong performances from attractions and other revenue generating operations. For the 2026-29 business planning cycle, Niagara Parks is planning a number of significant updates to its attractions that will provide increased value for guests. New pricing and incentive strategies are planned to help manage capacity shift demand away from peak hours to reduce congestion and improve the guest experience at Niagara Parks' most popular attractions.

As Niagara Parks has continued to invest in new products and experiences, largely focused in the core tourism area of Queen Victoria Park, visitation to this 5-kilometre stretch of parkland has continued to grow. The opening of Niagara Takes Flight at Table Rock Centre will bring even more guests to the flagship tourism building which sees between 35,000 to 40,000 guests on peak days in the summer months. Additionally, the opening of the Niagara Parks Power Station has changed how guests circulate in the park, encouraging more activity south of Table Rock Centre, which will continue with the redevelopment of Toronto Power.

To support these evolving visitation patterns and prepare for future growth aligned with the Destination Niagara Strategy, Niagara Parks will be undertaking significant work to improve the public realm spaces within this core tourism area to reduce congestion at the Falls and better connect existing sites by improving the flow of guests thereby expanding revenue generating potential. The capital budget over the next three years and extending beyond this business planning cycle, will include investments to servicing infrastructure, updating facilities like the Floral Showhouse and improving parking, trails and pathways within Queen Victoria Park. This work will help meet current needs and prepare for future growth in alignment with the Destination Niagara Strategy which aims to double annual visitation to Niagara.

The budget also supports continued promotion of Niagara Parks' attractions, including Niagara Takes Flight as it enters its first full year of operations in 2026. Niagara Parks' Communications and Marketing team is focused on delivering thoughtful and results-driven marketing campaigns through a combination of in-house resources and strategic partnerships with organizations like Destination Ontario and Destination Canada to target key domestic and international markets.

While Niagara Parks is not investing any capital into private-sector development projects currently underway or planned, these initiatives remain highly significant for the organization and are therefore included within the broader budget framework for 2026-29.

Operating Budget

For 2026-27, Niagara Parks will implement an operating expense budget of \$155 million to support the organization to realize its financial targets of over \$200 million in revenue. This budget includes funding for key strategic projects, expenses and significant operational projects to be undertaken in the year ahead, including the rollout of a new Human Capital Management System to improve organizational operating processes and increase data reporting capabilities, while ensuring compliance with all required legislation.

The 2026-27 budget assumes 1-3% growth in attendance and 8.8% overall revenue growth, led by attractions with an anticipated 17% increase in revenue. The largest driving factor for this increase is Niagara Takes Flight, which has seen early success, welcoming over 130,000 guests in its first few months of operation. The expected annual attendance for fiscal 2026-27 is 460,000. Based on the projected ridership, Niagara Takes Flight is expected to generate over \$10 million in fiscal 2026-27.

Following strong results in 2025, revenues from golf operations are projected to increase by 5% in 2026-27, supported by new pricing strategies and improved course conditions following recent capital projects, including a cart path replacement at the Battlefield Course at Legends on the Niagara.

With increased throughput in Table Rock Centre from Niagara Takes Flight, Niagara Parks is anticipating growth at its ancillary operations at Table Rock including culinary and retail. Niagara Parks is projecting 6% growth in overall revenue in both culinary and retail operations.

For parking and transportation, Niagara Parks is projecting modest increases for this business unit, essentially staying flat to prior year, based on attendance patterns.

Throughout the course of this business planning cycle, Niagara Parks will also be implementing a number of new programs and systems designed to modernize services and streamline processes, resulting in efficiencies and cost savings. One of the larger program implementations will be an organization-wide integrated Human Capital Management (HCM) and payroll system designed to consolidate core HR functions into a single platform. This is a multiyear project which is expected to start in fiscal 2026-27 and be implemented by fiscal 2027-28. Through Niagara Parks' retail team, a 20-year-old point-of-sale system will be replaced and is expected to go live on April 1, 2027.

The operating budget assumes strong international market performance, building on post-pandemic momentum and sustained growth from markets including the UK, France, Germany, Mexico, South Korea, Australia and Japan.

The operating budget is also developed based on the economic assumption of an expected 5% CPI increase between the various cost categories. Table 4 shows a breakdown of Niagara Parks' operating budget for the next three years including projected revenue and total expenses. The Overview of Current and Future Programs and Activities section of this Business Plan provides a

further illustration of the business units, revenue generating operations and other revenue sources captured in Niagara Parks' operating budget.

Table 2 – Niagara Parks 2026-29 Statement of Operations

	CURRENT FISCAL YEAR			FUTURE YEARS		
			VARIANCE			
	BUDGET	PROJECTED	TO BUDGET	BUDGET		
	Apr. 2025 Mar. 2026	Apr. 2025 Mar. 2026	Apr. 2025 Mar. 2026	Apr. 2026 Mar. 2027	Apr. 2027 Mar. 2028	Apr. 2028 Mar. 2029
Revenue Producing Operations						
Retail	\$ 39,709	\$ 38,906	\$ (803)	\$ 41,292	\$ 42,530	\$ 44,232
Attractions	\$ 49,285	\$ 51,660	\$ 2,375	\$ 60,666	\$ 62,486	\$ 64,985
Parking/Transportation	\$ 28,162	\$ 26,322	\$ (1,840)	\$ 26,480	\$ 26,744	\$ 27,279
Culinary	\$ 31,223	\$ 31,926	\$ 703	\$ 33,828	\$ 34,505	\$ 35,885
Golf	\$ 8,161	\$ 9,008	\$ 847	\$ 9,501	\$ 9,595	\$ 9,788
Total Revenue Producing Operations	\$ 156,540	\$ 157,822	\$ 1,282	\$ 171,767	\$ 175,860	\$ 182,169
All Other Revenue	\$ 37,333	\$ 36,418	\$ (915)	\$ 36,231	\$ 37,067	\$ 38,920
Total Revenue	\$ 193,873	\$ 194,240	\$ 367	\$ 207,998	\$ 212,927	\$ 221,089
Expenses						
Revenue Producing Operations						
Cost of Goods Sold	\$ 24,223	\$ 23,993	\$ (230)	\$ 25,636	\$ 26,917	\$ 28,263
Operating Expenses	\$ 56,450	\$ 57,546	\$ 1,096	\$ 63,165	\$ 66,322	\$ 69,582
Strategic Plan Key Priorities	\$ 2,250	\$ 1,500	\$ (750)	\$ 2,700	\$ 2,781	\$ 2,864
Parks, Environment & Culture	\$ 6,440	\$ 5,562	\$ (878)	\$ 6,365	\$ 6,498	\$ 6,693
Engineering & Parks Operations	\$ 24,243	\$ 25,147	\$ 904	\$ 26,587	\$ 27,917	\$ 29,313
Niagara Parks Police Service	\$ 5,533	\$ 5,199	\$ (334)	\$ 5,641	\$ 5,866	\$ 6,101
Administration	\$ 10,100	\$ 9,679	\$ (421)	\$ 10,650	\$ 11,182	\$ 11,741
Insurance and Municipal Payments	\$ 4,138	\$ 3,674	\$ (464)	\$ 3,821	\$ 3,974	\$ 4,133
Sales, Marketing and Visitor Experience	\$ 8,131	\$ 8,240	\$ 109	\$ 10,494	\$ 10,738	\$ 10,980
Total Expenses	\$ 141,508	\$ 140,540	\$ (968)	\$ 155,059	\$ 162,195	\$ 169,670
Net Surplus (Deficit) Before Interest & Depreciation	\$ 52,365	\$53,700	\$1,335	\$52,939	\$50,732	\$51,419
Interest Expense	\$377	\$377	\$0	\$234	\$79	\$0
Depreciation & Deferred Stimulus Funding	\$19,564	\$13,816	(\$5,748)	\$15,612	\$21,953	\$26,290
Other	\$0	(\$39)	(\$39)	(\$39)	(\$39)	(\$39)
Power Plant Obligation Adjustment	\$600	\$600	\$0	\$600	\$600	\$600
Annual Net Surplus (Deficit)	\$ 31,824	\$38,947	\$7,123	\$36,532	\$28,139	\$24,568

Capital Budget

Each year, Niagara Parks implements a capital budget that includes resources for asset replacement and renewal (ARR) across its sites and properties, along with investments in strategic projects to improve and expand guest experiences, while also growing revenue. Niagara Parks has established a multi-year capital planning process that informs its capital budget based on a ranking system to identify critical, safety, asset integrity and strategic projects, measured against available funds. The process also uses condition assessment analysis to identify and determine life cycle

methodologies for existing properties, as well as return on investment principles to maximize revenue potential.

Prior to the pandemic, Niagara Parks generated over \$120 million in revenues, of which approximately 18% (\$22 million) was spent annually on lifecycle maintenance and enhancement of assets to support revenue-producing capabilities and visitor experience. During the pandemic, all but the most essential repairs were deferred, resulting in a considerable backlog. As revenues have recovered, capital spending has increased accordingly.

To remain financially and operationally sustainable and comply with established capital policies, Niagara Parks is to maintain a range of 40/60 ratio within its capital budget between investments into repairs and maintenance across its properties and improvements to its revenue generating operations and key strategic guest experiences to grow the business.

Capital spending at Niagara Parks is allocated within the following categories:

- Fleet and WEGO buses
- Equipment
- Facility Upgrades
- Information Technology
- Power and Water Distribution Systems
- Roads & Infrastructure
- Asset renewal

For 2026-27, Niagara Parks has proposed a capital budget of \$53 million with \$31.5 million allocated for deferred maintenance and \$21.5 million for strategic projects.

Some examples of capital projects to be completed in 2026-27 include replacing the Miller's Creek bridge along the south Niagara Parkway in Fort Erie along with two pedestrian bridges in Dufferin Islands. Paving work will continue across the Niagara Parkway, along with significant paving at Legends on the Niagara to replace the Ussher's Creek course cart paths to further enhance the experience for golfers. A number of trails, pathways and sidewalks are slated for improvements in popular sections of the north Niagara Parkway, including Thompson Lookout, Brown's Point, Whirlpool Upper Trail and more. In the south, improvements to various service roads in Fort Erie are planned.

At its golf courses, \$2.5 million is budgeted for equipment replacements and a significant irrigation project at Whirlpool Golf Course.

Beyond ARR projects, Niagara Parks undertakes strategic capital investments to ensure it is continuously investing in improvements to both its front-facing attractions and supporting back-of-house operations with the overall goal of improving its guest experiences. For its revenue generating operations in 2026-29, Niagara Parks will be significantly investing in improvements at its flagship attraction, Journey Behind the Falls and White Water Walk. Journey Behind the Falls is Niagara Parks' top-revenue producing attraction, which welcomes over 900,000 guests each year. This work will include an additional tunnel and year-round viewing platform with plans to rebuild the lower observation deck including heating infrastructure that will improve the year-round experience at the attraction.

A breakdown of the strategic capital projects to be undertaken by Niagara Parks for 2026-29 has been captured in the Implementation Plan section of this Business Plan. An overview of Niagara Parks' 3-year capital plan is captured in table 3 below.

Asset Management Plan

Niagara Parks is responsible for an estimated \$400 million in depreciable assets. Niagara Parks uses an internal ranking system to identify critical, safety, asset integrity and strategic projects, measured against available funds. In 2026-29, the province will be embarking on a new government-wide asset management program called Lifecycle Asset Management Plan (LAMP). The roll-out of this new program began in 2025-26, which includes site assessments and analyses of relevant documents such as site plans, drawings, heritage assessments, etc.

Debt Financing

Niagara Parks' outstanding long-term debt as of March 31, 2025, was \$8.6 million comprised of two loan payments for a total of annual principal and interest charges of \$3.2 million. These debt loans will be retired in fiscal 2028. Niagara Parks is expected to be debt free by fiscal 2028 when all loan agreements are completed.

Table 3 - Niagara Parks' 3-year Capital Forecast

	2026-27	2027-28	2028-29
	BUDGET	BUDGET	BUDGET
ASSET RENEWAL AND REPLACEMENT			
Plated and Insured Vehicles/Fleet	778	700	900
Equipment	4,043	2,800	3,250
Facility Upgrades	6,660	4,700	7,400
Information Technology	1,680	1,200	1,700
Power and Water Distribution Systems	4,725	3,300	4,500
Roads & Infrastructure	13,145	11,800	11,900
Asset Renewal - DIRECT RPO'S	520	1,000	2,250
Total Asset Renewal and Replacement	31,550	25,500	31,900
Strategic Projects - DIRECT RPO'S			
Journey Behind the Falls Tunnel & Table Rock	6,000	9,000	10,000
White Water Walk	1,500		
Children's Garden	1,700	1,700	1,600
Total Strategic Projects - DIRECT RPO'S	9,200	10,700	11,600
QVP Public Realm	8,025	10,000	10,000
QVP Infrastructure Servicing	4,000	2,200	
Skating Loop		4,000	3,000
Redevelopment - Secret Garden Realm		2,600	2,500
Botanical Gardens/BFC Site Consolidation			3,000
All Other Projects	225		
Total Strategic All Other	4,225	8,800	8,500
Total Strategic Investments	21,450	29,500	30,100
Capital Expenditure BUDGET	53,000	55,000	62,000

6.0 Implementation Plan

The following section expands upon the key strategic and private sector development projects that will be undertaken throughout the 2026-29 business planning cycle. These projects align directly with the strategic objectives and pillars of the Destination Niagara Strategy and will position Niagara Parks to deliver on the priorities of its 2026-27 Letter of Direction.

Niagara Parks implements a capital budget that is divided between investments into deferred maintenance of its properties and strategic investments to enhance guest experiences and grow the business. These projects are selected based on multiple factors including revenue generating potential, identified need, guest feedback and alignment to brand, mandate and priorities of the Ministry of Tourism, Culture and Gaming. This balance within Niagara Parks' capital budget is critical for ensuring the organization is able to maintain its properties and infrastructure, while also providing new reasons to visit and grow revenue.

Beyond projects that will be funded through Niagara Parks' earned revenue, the organization will also be facilitating large-scale projects with substantial private sector investments, designed to grow tourism and provide incredible economic and social benefits for the destination, the Niagara region and the province of Ontario.

Niagara Parks will also be undertaking a number of additional projects and programming throughout 2026-29 that are outlined in the operational budgets and plans within its internal business units, which also include its environmental and cultural stewardship work. These are captured in the Overview of Current and Future Programs and Initiatives section.

The key strategic projects to be undertaken and/or facilitated by Niagara Parks in 2026-29 are listed below, along with KPIs and each project's alignment with the Destination Niagara Strategy.

Private Sector Investments

One of the core strategic objectives of the Destination Niagara Strategy is to promote interest in new developments from private investors. Niagara Parks has a number of projects currently underway that include private sector investment to introduce new, world-class guest experiences that will grow visitation, extend length of stays and raise the global profile of the destination. Additionally, the private sector opportunities currently underway at Niagara Parks will help improve the region's appeal for additional private sector investment in the destination to support other components of the Destination Niagara Strategy including world-class gaming and creating a new marquee theme park in Niagara.

The following table outlines target milestones for private investment initiatives that are conditional on government approvals. Timelines are subject to change.

Project	Timeline		
	2026/27	2027/28	2028/29
Toronto Power Hotel Redevelopment	- Detailed design - Phase 1 of construction	Two-year construction period	
Visitor Transportation System	- Due diligence phase completed - Lease agreement finalized - Seek provincial approval of lease agreement through OIC	- Detailed design - Construction planning	Construction begins
Ontario Power Generating Station Redevelopment	- Complete Request for Interest Process - Issue Request for Proposals - Review proposals	Dependent on procurement process	
Niagara Parks Marina Redevelopment	- Complete Request for Qualifications Process - Issue Request for Proposals - Review proposals	Dependent on procurement process	
World-class Observation Wheel	- Complete Request for Proposals Process - Review proposals	Dependent on procurement process	

Toronto Power Hotel Redevelopment

Project Overview:

Niagara Parks has three historic power stations on its property – Toronto Power Generating Station, Ontario Power Generating Station and the former Canadian Niagara Power Generating Station, now the Niagara Parks Power Station. After opening the Niagara Parks Power Station and Tunnel, with support from the Government of Ontario through a repayable loan, as a brand-new attraction in 2021, Niagara Parks is continuing with the redevelopment of Toronto Power and potential future redevelopment of Ontario Power Generating Station.

Niagara Parks launched its three-stage procurement process for both Toronto Power and Ontario Power in the fall of 2021. For Toronto Power, Niagara Parks identified the winning proponent, Pearle Hospitality, in the fall of 2023. Following approval from the government through an Order-in-Council,

in compliance with the Niagara Parks Act, the long-term lease agreement between Niagara Parks and Toronto Power Hotel Inc. was finalized in the fall of 2024. The construction period is now underway with plans to open in 2028-29.

This is an entirely private sector investment of \$300 million to restore and redevelop Toronto Power to transform it into a brand-new, world-class visitor experience in Niagara Falls, including:

- Indoor and outdoor free public viewing areas
- Niagara Falls' first and only five-star boutique accommodation
- A variety of culinary offerings
- Craft brewery
- Wellness and social spa
- Event and programming space
- Museum and Art Gallery
- Theatre
- Educational programming

As outlined in the lease agreement, Toronto Power Hotel Inc. will become Niagara Parks' newest tenant and will be responsible for base and variable rent payments to Niagara Parks. Niagara Parks will be facilitating the restoration and redevelopment of Toronto Power, working with the proponent to ensure compliance with the established lease agreement and ensuring all work integrates with Niagara Parks' existing properties and upcoming changes to public realm spaces in the area.

Alignment to Destination Niagara Strategy:

Relevant objectives:

- Double annual visitation
- Extend average visit length
- Increase global recognition
- Encourage private investment

Strategic pillar(s):

- Tourism attractions
- Arts and culture
- Wine and culinary tourism

Visitor Transportation System

Project Overview:

In alignment with planning to proactively manage the growth in visitation to Queen Victoria Park, Niagara Parks is looking to the private sector for innovative and sustainable ideas for a new visitor

transportation system that will link Niagara Parks sites and attractions within the area. Following a call for proposals process launched in 2023, Niagara Parks has identified a successful proponent and is now in the due diligence phase. Approval from the government is required to proceed with next steps.

The proposed new visitor transportation system will augment the current WEGO bus system, providing a value-add and enhanced guest experience that will better connect guests to top tourism attractions and viewpoints across Queen Victoria Park. The new visitor transportation system will:

- Enhance the overall guest experience by allowing seamless travel and connection between Niagara Parks sites, while also acting as a new visitor attraction and demand generator for the area.
- Present an environmentally sustainable and fully accessible solution that decreases carbon emissions and improves traffic congestion and visitor flow by reducing the number of vehicles within Queen Victoria Park.
- Provide an additional revenue stream for Niagara Parks, while reducing operating expenses.
- Provide a positive economic impact for Niagara Parks, Niagara Falls and Ontario. The proponents are required to complete a due diligence phase which includes a number of studies and assessments, including public and Indigenous consultation. Once the due diligence phase is completed, Niagara Parks will work with the proponent to negotiate a lease agreement that will require approval from the province through an Order-in-Council, before construction can begin.

Alignment to Destination Niagara Strategy:

Relevant objectives:

- Double annual visitation
- Extend average visit length
- Increase global recognition
- Encourage private investment

Strategic pillar(s):

- Tourism attractions

Upcoming Opportunities

Ontario Power Generating Station

Project Overview:

Niagara Parks is seeking interest from the private sector for the redevelopment of the third decommissioned hydroelectric power station on its property, Ontario Power, which is located within the lower Niagara Gorge. Opened in 1906, the industrial building was built into the rock face of the lower Niagara Gorge and is largely hidden to the Canadian side but fully visible to the American side of Niagara Falls.

Today, Ontario Power is situated directly beneath the core of Queen Victoria Park with unparalleled views of the Falls, a globally iconic location. While this location is incredibly special, it also presents challenges including access to the building and geological considerations. As part of the requirements for potential redevelopment, proponents must include plans to address access and minimize impacts to surrounding operations during construction.

Goals for the redevelopment include:

- Preservation of the historic building
- Creation of a new sustainable guest experience that is befitting of this special location and complementary to the existing tourism landscape
- Revenue generation for Niagara Parks
- Positive economic impact for Niagara Parks, Niagara Falls and Ontario

Alignment to Destination Niagara Strategy:

Relevant objectives:

- Double annual visitation
- Extend average visit length
- Increase global recognition
- Encourage private investment

Strategic pillar(s):

- Tourism attractions

Redevelopment of Niagara Parks Marina

Project Overview:

Niagara Parks is seeking interest from the private sector for a partner to redevelop its marina property in Fort Erie and to develop the adjacent, vacant surplus property into a rural recreational development. The goal of the redevelopment is to improve public access to and enjoyment of the Niagara River shoreline and establish the site as a world-class tourism destination along the south Niagara Parkway. As the only marina facility on the Canadian side of the upper Niagara River, the Marina has the potential to serve as a new destination for leisure tourism, driving visitation and providing economic benefits to the surrounding communities.

Niagara Parks is launching a Request for Qualifications (RFQ) process to seek qualified proponents who would then be invited to the Request for Proposals stage. As part of the redevelopment opportunity, Niagara Parks is seeking approval from the Province to sell the surplus lands across the street from the marina (47 acres).

Goals for the redevelopment include:

- The development of a world-class Marina
- The development of a new, world-class rural recreational development

- Creation of a sustainable, new guest experience (significant tourism impact through the redevelopment) for Niagara Parks, for Fort Erie, and for Ontario that is befitting of the site
- Generate new, sustainable revenue for Niagara Parks

Alignment to Destination Niagara Strategy:

Relevant objectives:

- Double annual visitation
- Extend average visit length
- Increase global recognition
- Encourage private investment

Strategic pillar(s):

- Tourism attractions

Observation Wheel

In December 2025, as part of the Destination Niagara Strategy, Niagara Parks launched a Request for Proposals for a private sector partner to develop a new, world-class observation wheel at Niagara Parks. The proposed location for the new attraction will be on either the northwest or southwest corner of the intersection of Murray Street and the Niagara Parkway, providing spectacular views of both the American and Canadian Horseshoe Falls. The RFP is open until spring 2026, at which time staff will review and evaluate submissions. Following this review, staff will bring recommended next steps to the Commission for consideration and approval.

Alignment to Destination Niagara Strategy:

Relevant objectives:

- Double annual visitation
- Extend average visit length
- Increase global recognition
- Encourage private investment

Strategic pillar(s):

- Tourism attractions

Improvements to Revenue Generating Operations

Over the course of this business planning cycle, Niagara Parks will be undertaking significant improvements at its flagship attraction, Journey Behind the Falls and White Water Walk. A new project that Niagara Parks will break ground on is the development of a four-acre Children's Garden, in collaboration with the Niagara Parks Foundation. These projects aim to both improve and elevate two of Niagara Parks' existing attractions into world-class guest experiences, as well as introduce an entirely new experience for the family market in Niagara, in alignment with the priorities of the Destination Niagara Strategy and Minister's Letter of Direction.

Project	Timeline		
	2026/27	2027/28	2028/29
Journey Behind the Falls	• Restoration of historic tunnel • Construction of additional year-round viewing platform	• Reconstruction of deteriorating Rainbow Platform	• Explore possibility of additional elevator(s)
White Water Walk	• Design work for boardwalk upgrades and platform enhancements	• Expansion of boardwalk • Improvements to retail • Signage upgrades • Structural enhancements such as pergolas and building extensions	
Children's Garden	• Completion of construction tender-ready detailed design • Tender construction • Break ground on construction (beginning with servicing infrastructure)	• Construction period	• Scheduled opening in summer 2028

Journey Behind the Falls Tunnels and Viewing Platforms

Project Overview:

The redevelopment of the Journey Behind the Falls attraction has been approved as a three-phase project to enhance visitor experience, ensure business continuity, and expand capacity. Phase I focuses on restoring an abandoned tunnel and constructing a new secondary viewing platform, which will improve circulation, reduce congestion, and provide year-round access with heated concrete and covered structures. Phase II will reconstruct the deteriorating, existing Rainbow platform, a critical component of the attraction, while Phase I's improvements will allow operations to continue during construction, mitigating potential revenue losses. Phase III will further address capacity constraints and take the guest experience to another level by exploring the potential to add additional elevators, thereby improving throughput, and offering new viewpoints, amenities, accessibility, and safety features.

Journey Behind the Falls is Niagara Parks' oldest and most visited attraction, designated a signature experience by both Destination Canada and Destination Ontario. It welcomes nearly a million visitors annually and generates significant revenue, with projections of over \$22 million in 2026. The

attraction operates year-round, but winter months present challenges due to ice and safety concerns, limiting access and reducing ticket prices. In the summer months, the attraction faces capacity challenges, particularly with the use of only two elevators to transport thousands of guests each day. These challenges impact both the overall guest experience at the attraction and its revenue generating potential by limiting the capacity. Addressing these infrastructure limitations is essential to sustaining growth and enhancing the visitor experience.

The redevelopment aligns with Niagara Parks' broader vision of investing in core attractions and the Destination Niagara Strategy which places an emphasis on the importance of tourism attractions for realizing the full economic potential of the Niagara region. This project builds on Niagara Parks' recent redevelopment of Table Rock Centre as its flagship tourism facility and recent investments to update the queuing area at Journey Behind the Falls in 2023. In addition to growing attendance and revenue at Journey Behind the Falls, the project also supports ancillary revenue streams at Table Rock, including retail, culinary, and transportation, and complements other major investments across the region.

The project's objectives are to renovate and enhance the attraction to world-class standards, expand capacity through new infrastructure, and ensure year-round accessibility. It also seeks to enrich storytelling and interpretive content, provide new programming and sales opportunities, and maintain business continuity during construction. Ultimately, the redevelopment is designed to grow attendance, increase revenues, and contribute to Niagara Parks' financial self-sufficiency, while aligning with strategic goals of heritage preservation, leveraging natural wonders, supporting economic growth, and elevating visitor experiences.

Alignment to Destination Niagara Strategy:

Relevant objectives:

- Double annual visitation
- Extend average visit length
- Increase global recognition

Strategic pillar(s):

- Tourism attractions

KPIs:

- Align with the Destination Niagara Strategy to develop Journey Behind the Falls as a world-class attraction
- Improve the year-round experience
- Increase capacity and throughput at the attraction
- Reduce crowding and lineups inside attraction spaces
- Grow attendance
- Increase revenue (admissions + retail store)
- Improve guest satisfaction through surveys and other feedback collection methods

White Water Walk

Project Overview:

Niagara Parks is undertaking a refresh of the White Water Walk, one of its signature attractions offering visitors stunning views of the Niagara River and Gorge since 1876. The planned updates will transform White Water Walk into a world-class attraction that celebrates the unique, bucket-list worthy experience of viewing the class 6 rapids of the Niagara River, some of the wildest standing waves in the world. The existing attraction faces operational and infrastructure challenges, including inadequate queuing space, lack of shade, outdated signage, and boardwalk sections that require updates for regulatory compliance.

The refresh aims to improve the guest experience, safety, and site aesthetics while preserving the attraction's heritage. Key issues include congested queuing areas, insufficient washroom facilities, and a viewing platform that has been submerged for several years. Addressing these concerns will enhance accessibility, comfort, and overall appeal of the attraction.

Phase I improvements, scheduled for 2025–26, include relocating the WEGO bus layby to expand queuing space, installing an accessible washroom, enlarging staff areas, extending emergency egress stairs, and rebuilding the end viewing platform. Design work for boardwalk upgrades and platform enhancements is underway, with options to raise or reconstruct platforms to prevent flooding and improve durability. Future phases (2026–28) will focus on boardwalk expansion, retail improvements, signage upgrades, and structural enhancements such as pergolas and building extensions.

Alignment to Destination Niagara Strategy:

Relevant objectives:

- Double annual visitation
- Extend average visit length
- Increase global recognition

Strategic pillar(s):

- Tourism attractions

KPIs:

- Develop a better, world-class guest experience
- Expand and improve outdoor queuing areas
- Grow attendance
- Increase revenue (admission + retail sales)
- Ensure compliance with all relevant health and safety regulations
- Improve guest satisfaction through surveys and other feedback collection methods

Children's Garden (Joint Project with the Niagara Parks Foundation)

Project Overview:

Niagara Parks, working in close collaboration with the Niagara Parks Foundation, is embarking on a journey to build a one-of-a-kind Children's Garden at the Niagara Parks Botanical Gardens. Rooted in the concept of nature-based learning and play, the Children's Garden will be a vibrant and inclusive space where children and their families can safely explore, climb, wander, play and connect to the world around them. The first of its scale in Ontario and Canada, the four-acre Children's Garden will be located on the grounds of the Niagara Parks Botanical Gardens and School of Horticulture, next to the year-round attraction, the Butterfly Conservatory.

The Niagara Parks Botanical Gardens and School of Horticulture will mark their 90th anniversaries respectively in 2026, along with the 30th anniversary of the Butterfly Conservatory. The Children's Garden represents the next generation of growth for this world-renowned site. Niagara Parks will be investing \$5 million to support the project, with the remainder coming from donations and fundraising through the Niagara Parks Foundation.

Alignment to Destination Niagara Strategy:

Relevant objectives:

- Double annual visitation
- Extend average visit length
- Increase global recognition

Strategic pillar(s):

- Tourism attractions
- Arts and culture

KPIs:

- Increase family visitation to the Niagara Parks Botanical Gardens
- Increase attendance and revenue generation at the Butterfly Conservatory and Garden Cafe
- Enhance understanding of environmental and cultural stewardship and the importance of conservation among children and youth
- Expand on nature programming and awareness among children and families at Niagara Parks and leverage connections to other nature sites across the Niagara River corridor
- Number of school groups and group visits by other community organizations
- Cost-effective design within established budget and timing guidelines
- Participation in programming, workshops, etc.
- Public support for the project through engagement on digital channels
- Funds raised through the Niagara Parks Foundation toward the overall budget

Infrastructure Upgrades

Throughout 2026-29, Niagara Parks will also be undertaking strategic infrastructure work, largely focused in the area of Queen Victoria Park and at the Botanical Gardens. To support the existing visitation and anticipated growth in alignment with the Destination Niagara Strategy, considering projects like Toronto Power Hotel, the future redevelopment of Ontario Power and potentially a new world-class observation wheel, there is a need to proactively manage the public realm spaces within Queen Victoria Park.

Project	Timeline		
	2026/27	2027/28	2028/29
Queen Victoria Park Public Realm Upgrades	- Complete expanded parking areas at Falls Parking Lot - Restore new access road at Fraser Hill	- Rehabilitate additional parking area behind Floral Showhouse - Integrate new parking area with new pedestrian trails and pathways - Restore new access road from Niagara Parkway to new parking lot behind Floral Showhouse	- Expand and improve main entrance to Falls Parking Lot - Facilitate construction by Toronto Power Hotel Inc.
Infrastructure Servicing	- Complete new water service line (west side of Floral Showhouse Parking Lot) - Complete new water main along Portage Road - Install new diameter sanitary sewer and remove existing sewer line	Servicing upgrade needs to support additional public realm changes	
Recreational Skating Loop		Construct new artificial recreational skating loop in the Artist Garden	New skating loop
Redevelopment of Secret Garden Restaurant and Retail Store		- Negotiate purchase with the Niagara Falls Bridge Commission - Subject to approval by the government through an	Begin construction and redevelopment work

		Order-In-Council	
Botanical Gardens Site Consolidation			Establish new main entrance for Botanical Gardens site

Queen Victoria Park Public Realm Enhancements

Project Overview:

Queen Victoria Park is a 5-kilometre stretch of land bordering Niagara Falls which includes top attractions and facilities like Table Rock Centre, the Niagara Parks Power Station, Queen Victoria Place and Grand View. This area is responsible for a majority of Niagara Parks' generated revenue, including both owned attractions and experiences and tenant partners (\$80 million projected in 2025-26 which is approximately 50% of Niagara Parks' generated revenue). Traffic and congestion along the Niagara Parkway have become an increasing issue, causing both safety concerns and impacts to the overall guest experience in this area.

Over the next three years, Niagara Parks has a significant budget allotment toward a phased plan that will strengthen the visitor experience through the separation of pedestrian and vehicular areas and improve the walkability of the Parkway, as informed by the Queen Victoria Park Master Plan (2018).

Projects will prioritize access based on the following hierarchy that can best accommodate increased visitor volumes and generate revenues:

- 1) Pedestrians and Niagara River Recreational Trail connectivity
- 2) WEGO transit
- 3) Private shuttles
- 4) Private vehicles

The creation of a new "node" between the two power stations within Queen Victoria Park will further drive visitation, which will necessitate the demand for new infrastructure to support pedestrians and cyclists through connectivity with the Niagara River Recreation Trail, as well as better vehicular circulation. Intentionally designed, high-quality public spaces invite people to linger, driving opportunities for retail and additional revenues by directing foot traffic to key Niagara Parks sites and minimizing impact on current parking supply.

In 2026-27, Niagara Parks will open expanded parking areas at its Falls Parking Lot, which typically reaches max capacity by around 11 a.m. in the summer months. A new access road will be restored at Fraser Hill to serve as a dedicated exit lane for the parking lot to reduce traffic and congestion along the Niagara Parkway near the Falls.

In 2027-28, Niagara Parks will be rehabilitating an under-utilized gravel area behind the Floral Showhouse to establish a formalized paid parking lot to accommodate 300 vehicles along with green infrastructure to manage runoff from the site within the core of Queen Victoria Park. Work will also begin to expand pedestrian areas around the Floral Showhouse to integrate and connect the new parking area with existing trails and pathways. The design includes highly structured landscape areas, axial walkways with formal plantings, and a garden pavilion and trellises to guide visitors to the Floral Showhouse entry. Roadwork will also be a part of this phase including restoring a new

access road from the Niagara Parkway to the new parking lot behind the Floral Showhouse and a lane reduction in front of Toronto Power as the redevelopment construction continues by Toronto Power Hotel Inc.

For 2028-29, additional phases of the project will be undertaken including upgrading and expanding the existing main entrance to Falls Parking Lot to provide more capacity for vehicles while connecting the new parking area to provide one larger, consolidated parking lot to support Queen Victoria Park. This phase also considers construction work to be undertaken by Toronto Power Hotel Inc. to build a new dedicated parking area to support the redevelopment along with a new roundabout in the vicinity of Toronto Power.

Alignment to Destination Niagara Strategy:

Relevant objectives:

- Double annual visitation
- Extend average visit length
- Increase global recognition
- Encourage private investment

Strategic pillar(s):

- Tourism attractions
- Arts and culture
- Transportation development

KPIs:

- Support recent and projected increases in visitation to Queen Victoria Park by providing additional parking capacity
- Improve the overall pedestrian experience of visiting Niagara Falls by expanding and improving public realm areas within Queen Victoria Park
- Increase number of parking spots available for guests in Queen Victoria Park
- Grow revenue potential of parking services
- Reduce vehicular traffic and congestion along the Niagara Parkway near the Falls
- Improved operational support services

Infrastructure Servicing

Project Overview:

As part of its planned upgrades to Queen Victoria Park, Niagara Parks will replace aging underground infrastructure to help meet current servicing needs to support sites like Table Rock Centre and the Niagara Parks Power Station, while preparing for future growth. The scope of this work involves updating underground water and sewer lines, focused in the area around the Floral Showhouse, including Fraser Hill, Portage Road and along the Niagara Parkway. This project is

being delivered in partnership with the City of Niagara Falls, which is funding a portion of the work located on City-owned lands along Portage Road near Marineland Parkway.

Alignment to Destination Niagara Strategy:

Relevant objectives:

- Double annual visitation
- Extend average visit length

Strategic pillar(s):

- Tourism attractions

KPIs:

- Add new water service line to the west side of the Floral Showhouse Parking Lot
- Add new water main along Portage Road
- Install new sanitary sewer line and remove the existing sanitary sewer line

Recreational Skating Loop

Project Overview:

Working with the Niagara Parks Foundation, Niagara Parks will be developing a new recreational winter skating loop at its Floral Showhouse location to expand winter visitor demand generation and activities, while continuing to grow the Winter Festival of Lights (WFOL) program. The new skating loop will be built in the Artist Garden and provide excellent connection points to nearby attractions including the Floral Showhouse, the Niagara Parks Power Station and in the future, the redeveloped Toronto Power Generating Station.

An artificially cooled ice surface provides the ability to align the length of the skating season with the WFOL activation period and provides a consistent stable ice surface with minimum risk to the public. The skating loop provides the opportunity for skaters to meander through trees and WFOL activations, increasing visitation to the Floral Showhouse and providing opportunities for additional ancillary revenue (admissions, culinary, rentals, retail). The loop design aligns the hard surface skating circuit with summertime use of the garden that will support horticultural displays. A federal grant from the Federal Economic Development Agency for Southern Ontario in the amount of \$100,000 through the Niagara Parks Foundation helped fund the final detailed engineering designs.

Alignment to Destination Niagara Strategy:

Relevant objectives:

- Double annual visitation
- Extend average visit length
- Increase global recognition

Strategic pillar(s):

- Tourism attractions

- Arts and culture

KPIs:

- Grow attendance at the Floral Showhouse
- Increase revenue at the Floral Showhouse (admission + retail store)
- Increase parking revenue at Falls Parking Lot
- Improve overall guest satisfaction via guest experience survey

Redevelopment of Secret Garden Restaurant and Retail Store

Project Overview:

The Niagara Parks Commission has approved the acquisition of the property at 5827 River Road, historically known as the Secret Garden Restaurant. This 12,000 sq. ft. building, adjacent to Oakes Garden Theatre, is strategically located in one of Niagara Parks' busiest visitor nodes. The property is currently owned by the Niagara Falls Bridge Commission and leased to a tenant until December 31, 2028. The site has operated as a restaurant and retail store since at least 1993, and the end of the lease creates an opportunity for Niagara Parks to acquire and repurpose the site. The purchase will need to be negotiated with the Niagara Falls Bridge Commission and will require approval from the government through an Order-in-Council.

The building has significant historical value, originally serving as the Union Bus Station when the Rainbow Bridge opened in 1942. Its architecture and location make it a natural extension of Niagara Parks' heritage assets. The surrounding land, including the flagstone walkway and Oakes Garden Theatre, is already under Niagara Parks ownership, ensuring seamless integration. The site also includes spacious washrooms, which are critical given the chronic shortage of facilities in the area. Existing washrooms at Oakes Garden Theatre and Grand View Marketplace are over capacity during peak season, making this acquisition a cost-effective solution compared to constructing new facilities in sensitive areas.

Alignment to Destination Niagara Strategy:

Relevant objectives:

- Double annual visitation
- Extend average visit length
- Increase global recognition

Strategic pillar(s):

- Tourism attractions
- Arts and culture

KPIs:

- Grow capacity for washrooms in the Oakes Garden/Grand View nodes
- Leverage opportunities through integration with Oakes Garden Theatre

- Improve overall guest satisfaction via guest experience survey

Botanical Gardens Site Consolidation

Project Overview:

Over the next three years, Niagara Parks will be investing in updates to its world-renowned Botanical Gardens, from both a guest experience and an operational perspective. Integral to these updates will be continued alignment of our educational services and better integration of our School of Horticulture to leverage student resources, as well as improved wayfinding and a more established formal entry. This work will also help support the establishment of the new Children's Garden and future programming opportunities at the site. Back-of-house updates will include more washrooms and dedicated space for staff, additional storage and improvements to operational spaces to better support staff's ability to deliver a world-class botanical gardens experience at the site.

Additionally, collections management will be another focus of this work, including protecting existing plant, flower and tree collections and moving all production to back-of-house facilities that will expand opportunities in the garden spaces. Through a phased approach, Niagara Parks will be fully enclosing the Botanical Gardens to better protect its collections and equipment. Combined with a more established main entrance, this will help lay the foundation for future opportunities at the site including special events and programming, while leveraging its revenue generating potential.

Alignment to Destination Niagara Strategy:

Relevant objectives:

- Increase visitation rates
- Extend average visit length
- Increase global recognition

Strategic pillar(s):

- Tourism attractions
- Arts and culture

KPIs:

- Grow visitation to the Botanical Gardens
- Expand horticultural excellence on-site while providing new horticultural educational opportunities for students
- Number of students educated and trained in providing educational tours (including at the Children's Garden)
- Improve quality of crops through the consolidation of operations to the back of the property
- Improve staff satisfaction through new staff washrooms, kitchen space
- Reduce levels of damage and theft to collections through aesthetic fencing
- Install enclosure fencing: phases 1 and 2 in year one and phases 3 and 4 in year two.

7.0 Overview of Current and Future Programs and Activities

Since its inception in 1885, Niagara Parks has operated under a balanced mandate of preserving and promoting the environmental and cultural heritage of the Niagara River corridor, while remaining financially self-sufficient. Niagara Parks fulfills this self-funding principle by generating revenue from its attractions, restaurants, heritage sites, retail stores and golf courses to fund its operations and investments into environmental and cultural stewardship initiatives.

Niagara Parks' corporate structure consists of a variety of departments that support its stewardship responsibilities, along with the revenue generating operations that fund the organization. Niagara Parks has an Executive Team that is responsible for all departments within the organization. Niagara Parks' CEO reports to the Chair of the Niagara Parks Board of Commissioners

Niagara Parks has a diverse workforce made up of both front-line employees that manage the organization's front-facing guest experiences (see Table 2 below for brand umbrella), as well as employees that make up the organization's internal departments. At its peak, during the months of May to August, Niagara Parks employs a workforce of approximately 2,200 employees, split between full-time, seasonal, part-time and student employees.

Niagara Parks is governed by a Board of Commissioners, which is appointed by the province. The Niagara Parks Board of Commissioners is composed of up to twelve public appointees who are responsible for making policy decisions, providing guidance to staff and reporting to the provincial government. The members of the Commission are responsible and accountable to the Government of Ontario, the sole shareholder of the Commission. There are four municipal appointees, representing the Regional Municipality of Niagara and the three bordering municipalities, the Town of Fort Erie, the City of Niagara Falls, and the Town of Niagara-on-the-Lake. Public appointees are members of the public who participate on the boards of provincial agencies and other public organizations.

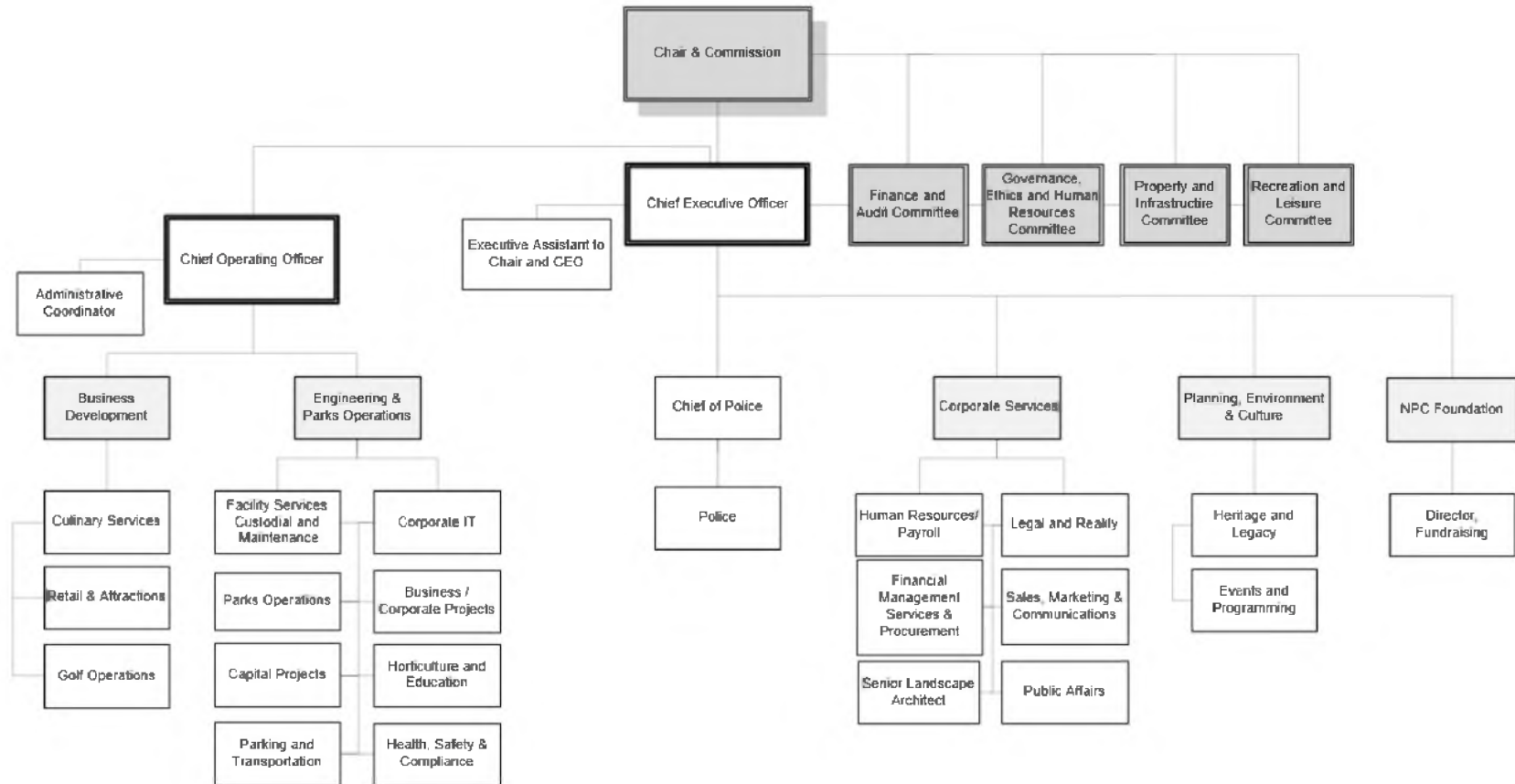
Table 4 – Niagara Parks Brand Umbrella showing both paid and unpaid services provided to the public



Corporate Structure

The revenues generated from Niagara Parks' consumer-facing products and experiences fund the organization's entire operations, including its environmental and cultural stewardship work. Niagara Parks' corporate structure is comprised of departments that report to the Chief Executive Officer and the Chief Operating Officer. Each department has an operating budget that includes staffing and operational requirements, as well as budgeting for new programs and initiatives to be undertaken to advance the strategic goals of the Commission. Niagara Parks' organizational chart is shown in table 5 below.

Table 5 - 2026 Organizational Chart



Engineering and Parks Operations

Facility Services; Parks Operations; Engineering and Project Management; Health, Safety & Compliance; Parking and Transportation; Corporate IT; Environmental Planning and Sustainability; Horticulture and Education

The Engineering and Parks Operations unit focuses on the day-to-day operations and management of Niagara Parks' lands, facilities and systems. Niagara Parks maintains the 56-kilometre Niagara Parkway and 53-kilometre Niagara River Recreation Trails and is responsible for an estimated \$400 million in depreciable assets. Niagara Parks has established a multi-year capital planning process that informs its capital budget based on a ranking system to identify critical, safety, asset integrity and strategic projects, measured against available funds.

Over the course of 2026-29, staff in the areas of Facility Services, Engineering and Project Management and Parks Operations will be responsible for the implementation of the projects outlined in the capital budget, whether through skilled labour or from a project management standpoint.

In addition to the strategic capital projects outlined in the Implementation Plan, Niagara Parks' Engineering and Parks Operations teams will be responsible for the execution of \$31.5 million worth of capital projects throughout 2026-27.

The capital work undertaken by Niagara Parks is separated into the following categories:

- Fleet and WEGO buses
- Equipment
- Facility Upgrades
- Information Technology
- Power and Water Distribution Systems
- Roads & Infrastructure
- Asset renewal

The following are examples of capital projects to be completed over the course of this business planning cycle:

- Substantial road repaving work across Niagara Parks
- Cart path replacement at Ussher's Creek Course (Legends on the Niagara)
- Improvements to trails, sidewalks and pedestrian bridge replacements
- Netting replacement and new building automation system at the Butterfly Conservatory
- Repairs and upgrades at the Fort Erie Breakwall and Niagara River Recreation Trail
- Electrical infrastructure and HVAC across the Park
- Critical equipment replacement across the park
- Installation of new digital menu boards and self-serve kiosks at certain locations
- Code compliance improvements at Niagara Parks Power Station to open up more of the building for public access

Health, Safety & Compliance

The Health, Safety & Compliance team will focus on the following priorities for 2026-2029:

- Risk assessment and hazard control programs using an enterprise-wide approach with a focus on preventing employee and guest incidents and injuries.
- Continue to manage and track the organizational compliance inspection schedule utilizing technology to improve efficiencies and record-keeping whenever possible.
- Revise and maintain the emergency response and business continuity planning program.
- Continued commitment to employee communication and participation by delivering internal training and facilitating external training to support the safety of Niagara Parks employees and providing regular communications such as Safety Talks, emails, etc.
- Support the development of the Joint Health and Safety Committee members through internal and external training, facilitation of All JHSC meetings, etc.
- Assess the ongoing risks related to outdoor hazards (heat, cold, insect bites, poisonous plants) and develop controls (communication, training, etc.) to address the risks for both employees and guests.
- Continue to track continuous improvement opportunities within the health, safety and compliance department
- Focus on emergency planning training, drills, and exercises to ensure applicable employees are trained and knowledgeable to respond in the event of an emergency.
- Initiate and manage accessibility projects with an aim to create a diverse and inclusive environment to improve the overall guest experience and create an accommodating workplace for future and existing employees.

Parking and Transportation

Niagara Parks offers a variety of paid and free parking facilities across its properties, as well as the WEGO Bus Service and the Falls Incline Railway. Through its WEGO Bus Service, Niagara Parks has also taken over transportation of guests travelling into Niagara Falls with GO Transit, to provide connection from the Niagara Falls Train Station to Table Rock Centre. In the fall of 2024, Niagara Parks officially took over operations of an additional WEGO route, the Blue Line. The Blue Line travels throughout the main tourism areas of the destination beyond Niagara Parks property. By taking over its operation, Niagara Parks ensures that guests continue to have access to an integrated tourism transit system within the destination.

In 2026, Niagara Parks will be further integrating the Orange Line into regular WEGO bus operations providing a more consistent service for those traveling to Niagara-on-the-Lake. Previously a separate ticket, this operational change will significantly improve the guest experience, providing more value for WEGO patrons and better connecting tourism experiences in Niagara Falls and Niagara-on-the-Lake.

Additionally, Niagara Parks will be introducing variable pricing at its three busiest parking lots near Niagara Falls beginning in the 2026 season. Previously, Niagara Parks had a peak season and shoulder season price at its parking lots. With this change, parking rates will change depending on the day of the week and the season, with lower rates in the off-season and higher peak-season rates. Goals of this change include encouraging visitation in the shoulder seasons, providing economic relief through increased affordability and effectively managing capacity.

Corporate IT

Niagara Parks' Information and Technology and Electronic Service Delivery Plan is included in section 13.

Environmental Planning and Sustainability

In addition to Niagara Parks' standard operations to maintain the lands across the Niagara River corridor, from grass cutting to planting, Niagara Parks also undertakes additional environmental stewardship work to preserve and protect the sustainability of its lands. This work falls under three areas of focus: Forest Canopy Sustainability, Preserving Species Diversity and Shoreline Management. The following information outlines Niagara Parks' environmental stewardship priorities for 2026-29:

- Forest Canopy Sustainability

Niagara Parks will continue to plant a minimum of 5,000 trees annually across the Park to expand the forest canopy coverage to 35%. With the help of the Toonies for Trees program through the Niagara Parks Foundation and Community Tree Planting events, the annual tree planting target was surpassed for 2024-25 with over 7,500 trees planted across Niagara Parks. An inventory of planting areas has been developed and prioritized to align with monitoring ongoing tree health across the park. To increase planting success, Niagara Parks has engaged with the Vineland Research and Innovation Centre to analyze soil conditions and provide recommendations for soil improvements, prior to planting to assist with appropriate species selection. In collaboration with Brock University's Masters of Environmental Sustainability Program, students are working towards the completion of Niagara Parks' 2018-2028 Urban Forestry Management Strategy with a focus on tree protections and conservation, tree recycling, forest resiliency and biodiversity, and forest health monitoring utilizing citizen scientists.

- Preserving Species Diversity

To increase biodiversity, Niagara Parks will continue to use the 5-10-20 rule when selecting trees, ensuring that no more than 5% of the same species, 10% of the same genus, and 20% of the same family are planted in a given area to protect the resiliency. Niagara Parks will also implement its new Invasive Species Management Program, which focuses on the prioritization, management and monitoring of 10 existing and threatening invasive species. This program will also engage citizen scientists to inventory invasive species across Niagara Parks. A pilot program to manage invasive Phragmites utilizing goats at the Gonder's Flats wetland site has proven to be successful and will be adopted as an ongoing invasive species management technique where appropriate. This will also aid in the protection of nearby species at risk, such as Swamp Rose Mallow. Niagara Parks will also continue to work directly with the Canadian Food Inspection Agency and the Ontario Ministry of Agriculture to monitor for the presence of emerging invasive species threats such as Oak Wilt and Spotted Lanternfly.

To support habitat diversity, Niagara Parks will continue to build capacity within its grassland management and prescribed burn team. Prescribed burns are essential for the maintenance of Niagara Parks' twelve grassland habitat sites. Native grasslands, such as tallgrass prairie are critical habitat for grassland dependent bird species such as Bobolink and Eastern Meadowlark. Through Niagara Parks' management actions over the past five years at the Chippawa Battlefield grassland, both of these species have returned. At least five grassland sites will be burned annually. Niagara Parks will also develop a viewing platform at the Chippawa Battlefield Grassland to support interpretation of both natural and cultural heritage at this national historic site.

- **Shoreline Management**

To achieve its target of having 75% of the shoreline covered in native vegetation, Niagara Parks will remove invasive species and replant with native vegetation on up to eight kilometres of shoreline each year. Niagara Parks will also be piloting no-mow zones along the shoreline to ensure there is a minimum of a 5-metre vegetated shoreline buffer. Shoreline buffers are necessary to prevent shoreline erosion, provide wildlife habitat, and improve water quality.

Building on the success of the Gonder's Flats wetland restoration project, Niagara Parks will continue to invest in amenities to support educational and interpretive opportunities and programs. This will include the installation of interpretive signage and hosting of student groups to explore wetland diversity. Additional plantings of terrestrial and aquatic vegetation will occur to increase biodiversity.

With financial support from TD Canada Bank through the Niagara Parks Foundation, Niagara Parks has undertaken numerous shoreline erosion mitigation projects within Dufferin Islands in 2024 and 2025. Bio-engineering techniques have been used to stabilize eroding shorelines and existing weir and dam infrastructure has been evaluated and is being replaced as needed to protect downstream species at risk. This project will also enhance accessibility and educational opportunities throughout this naturalized urban park.

The shoreline along the Niagara River, stretching two kilometres between Old Fort Erie and the Peace Bridge, has been significantly impacted by extreme weather events over the past ten years. To improve the resiliency of the shoreline and adjacent parklands, Niagara Parks has engaged a coastal engineering firm to develop an alternative shoreline protection solution that also supports aquatic fish habitat. Based upon this alternative design, phased implementation of new shoreline protections is being implemented over the next several years.

Horticulture and Education

Over the next three years, the major project to be undertaken by Niagara Parks' Horticulture and Education department is the establishment of the new Children's Garden at the Botanical Gardens, a joint project with the Niagara Parks Foundation. The Horticultural and Education teams will be responsible for the horticultural and natural elements of the site, along with ongoing maintenance and delivery of certain educational programming. To support the establishment of the Children's Garden, Niagara Parks will also be undertaking consolidation work at the Botanical Gardens, establishing a new main entrance into the site and implementing measures to protect existing plant collections. This work will also prepare the site for future programming opportunities as Niagara Parks' expands the offerings at the Botanical Gardens, which will mark its 90th anniversary in 2026.

In the core of the park, there will be significant horticultural design elements to complement the changes to the public realm spaces within Queen Victoria Park, including a new landscape design plan for the north side of Table Rock. The team will also be preparing the Floral Showhouse for a new orientation plan and upcoming project to build a skating loop within the Artist Garden, moving the main entrance to the back of the existing building. There will also be significant landscape and horticultural design changes in the south of Niagara Parks from the coal docks in Fort Erie to Freedom Park, including support for a new historical exhibit at Old Fort Erie documenting the

archaeological remains of the “first fort”. Niagara Parks will be hiring a full-time Landscape Architect to support this work.

At the School of Horticulture, staff will be working toward the development of a new program that will provide on-site educational opportunities for students and faculty from other top horticultural institutions and public gardens around the world. The new fellowship program will serve as a training hub for a series of horticultural disciplines from landscape and floral design to collections management.

For décor and design, the department will continue their approach of “bringing the forest inside” through the use of whimsical, natural elements to activate Niagara Parks’ top sites, including Table Rock Centre. The team will continue to demonstrate the horticultural excellence that Niagara Parks is known for through the design of its seasonal garden beds across the Niagara River corridor, interior landscapes, exhibits, expanding its Mosaïcultures collection and adding new garden elements to sites like Whirlpool Golf Course.

Business Development

Retail and Attractions; Culinary Services; Golf Operations

Reporting to the Chief Operations Officer, the Business Development unit consists of teams that manage and support Niagara Parks’ core revenue generating operations. Under the broader brand and identity of Niagara Parks, there are a number of house brands that encompass the organization’s consumer-facing experiences and revenue-producing operations. Niagara Parks’ revenue generating operations provide funding for the organization, including its environmental and cultural stewardship work. Largescale investments to Niagara Parks’ revenue-producing operations are captured in Niagara Parks’ capital budget; however, the following information outlines key operational projects and priorities the business units will be undertaking for their areas over the course of 2026-29.

Retail and Attractions

Attractions: Journey Behind the Falls, Niagara Takes Flight, Niagara Parks Power Station + Tunnel, Butterfly Conservatory, Whirlpool Aero Car, White Water Walk, Floral Showhouse

Retail: Attraction Shops, Table Rock Shop, Queen Victoria Place Gift Shop, Grand View Gift Shop

Niagara Parks will be unveiling substantial renovations at its Butterfly Conservatory attraction to open the 2026 tourism season. In addition to upgrading and growing the guest experiences available at the attraction, the renovations also celebrate the 30th anniversary of its grand opening in 1996. As part of the renovations, Niagara Parks will unveil a new interactive exhibit in the front exhibition room that will invite guests of all ages to create artwork that will become animated on a large digital screen. The front exhibition room will be transformed with new interpretation and exhibit work, incorporating digital and interactive elements to further activate the under-utilized space.

Another major project during this business planning cycle for the retail and attractions team is the implementation of a new point-of-sale system for Niagara Parks’ retail operations. The new system will replace Niagara Parks’ previous system which has reached the end of its useful life. Among the goals for the new system include:

- Improve data accuracy and reporting
- A secure solution that meets PCI and cyber security requirements

- Improve retail processes and operational efficiencies
- Option to integrate with other systems including financial software solutions
- Perpetual inventory system management
- Future proofing options
- Improve the guest experience

Following a comprehensive research and exploration phase, Niagara Parks will launch a procurement process to select a vendor and plan for a go-live date of April 2027.

Culinary Services

Full-serve restaurants: Table Rock House Restaurant, Table Rock Bistro + Wine Bar, Queen Victoria Place Restaurant, Queenston Heights Restaurant, Legends on the Niagara Clubhouse, Whirlpool Pub + Lounge

Quick-serve restaurants: Table Rock Market, Queen Victoria Place Café, Grand View Restaurant, Whirlpool Aero Car Snack Bar, Garden Café

Niagara Parks Culinary Services operates both full-service restaurants and quick-service restaurants, as well as provides off-site catering support for special events and corporate clients.

Building on the opening of Table Rock Bistro and Wine Bar in 2023, Culinary Services continues to invest in kitchen enhancements, to not only improve the menu offerings, but improve operational efficiency.

In 2025, Culinary Services implemented a pilot program to test the use of a self-service kiosk at Table Rock Market. This kiosk proved to be very successful, increasing throughput, improving the guest experience and raising average transaction amounts. Based on this success, three additional kiosks were installed at Table Rock Market in the fall of 2025. Moving forward, Culinary Services will look to implement further kiosks throughout all of its Quick Service locations.

Working alongside Golf Operations, Culinary Services will also be offering mobile ordering at both of its golf course restaurants: Legends on the Niagara Restaurant and Whirlpool Pub + Lounge. Golfers will be able to place a food order from their golf cart, which will be sent to the halfway house and be ready for them upon arrival. This procedure will increase throughput and provide a better guest experience.

Culinary Services has recognized that the properties in the core area of Queen Victoria Park near the Falls, are reaching capacity during the peak season, thus limiting opportunities for growth. As the antique outdoor popcorn wagon proved to be a profitable venture, a new indoor antique popcorn cart was purchased for Table Rock Market for the 2025 season. To further expand its outdoor culinary offerings and leverage high volumes of visitation in the peak summer months, Culinary Services has purchased a large mobile food trailer for 2026, which will be used for an outdoor activation for the FIFA 2026 World Cup, hosted at Queen Victoria Place. This trailer will provide an opportunity to increase the outdoor food presence and offer visitors a more substantial and diverse menu, while increasing average transaction amounts. The trailer will also provide a working mobile kitchen which can be used for off-site catered events.

Additionally, Culinary Services will be working with the Engineering Department, to identify potential areas for a “permanent” outdoor culinary kiosk to support Queen Victoria Park. This will align with other planned updates to the public realm areas within key tourism node, with the goal of having a permanent outdoor culinary location in place by 2028.

Finally, Niagara College, working with Skills Trades Ontario, has brought back their Chef/Cook Apprentice Program, which in the past has served as an essential pipeline connecting talented chefs and cooks with opportunities at Niagara Parks restaurants. The return of this certification program will help improve the skill level of Niagara Parks' chefs and cooks who register for the program, as well as help reduce turnover among existing staff members and assist with succession planning.

Golf Operations

Golf Courses: Legends on the Niagara, Whirlpool Golf Courses

Niagara Parks offers two championship golf facilities – Whirlpool Golf Course and Legends on the Niagara.

At Whirlpool Golf Course, restoration work will continue so that course conditions are closer aligned with the original Stanley Thompson design, as established in 1951, addressing impacts to course conditions that have resulted over the years. Whirlpool Golf Course will be celebrating its 75th year anniversary in 2026. Planned activations include a golf tournament and public events during the summer months. The irrigation system at Whirlpool will be replaced with a phased approach from 2026-2028 enhancing the overall playing conditions.

At Legends on the Niagara, work will continue on a phased plan to replace the golf cart paths. The Battlefield cart path replacement was completed in 2025, with Ussher's Creek planned for 2026-27 and 2027-28 (two phases). Niagara Parks has been expanding its adaptive golf programming, including hiring a new Adaptive Golf Instructor. Adaptive golf is golf modified to be accessible for individuals with disabilities, using adapted equipment and rules to overcome physical, cognitive, sensory, or neurological challenges. Niagara Parks will continue to offer adaptive golf clinics at Legends, including the use of accessible golf carts designed for persons with disabilities. Through this work, Niagara Parks is establishing itself as a leader in the area of adaptive golf.

As well, new golf carts equipped with connected screens and GPS technology will be launched in 2026 with programming features that will dramatically enhance the guest experience.

CEO's Office

Human Resources; Finance and Procurement; Sales, Communications and Marketing; Cultural Services (Heritage and Legacy; Events and Programming)

Human Resources

A comprehensive breakdown of Niagara Parks' Human Resources priorities are included in section 12.

Finance and Procurement

The Finance and Procurement departments have been working with the ERP system, Unit 4, to streamline and improve business processes. Through this system, Finance and Procurement have been able to improve operational efficiencies across the organization, improve internal controls through the creation of robust workflow controls along with providing enhanced reporting to end users. The focus moving into 2026-27 will be to expand the use of the ERP to further automate processes, improve controls and increase operational efficiencies. A significant focus will be placed on asset management and capital planning.

The Finance and Procurement will further support all departments with the implementation of new software systems and processes such as the HCRM system, Retail upgrades, and the integration of payment processes into software systems. Over the course of the course of the next fiscal year, the Finance team will also be looking to expand the electronic gift card program. The Finance team will also continue to support the Niagara Parks Foundation in its fundraising initiatives to support the construction of the Children's Garden and all future ventures.

Sales, Communications and Marketing

Sales

Weddings, Business Events, Travel Trade (domestic & international)

Niagara Parks' Sales Team drives growth across three key markets: weddings, business events, and travel trade (domestic and international).

Niagara Parks offers a portfolio of unique venues, including stunning garden locations, full-service restaurants - perfect for unforgettable ceremonies, receptions, and corporate buyouts. These high-value markets play a vital role in supporting our culinary and attractions divisions.

For business events, the sales team continues to target corporations and provincial associations in Toronto, as well as Canadian associations in Ottawa, focusing on shoulder-season opportunities and the local/regional market.

On the travel trade side, the team's international strategy emphasizes sales missions and familiarization tours to build new accounts and secure high-volume, year-round business at attractions and throughout the park. Working closely with Destination Ontario and Destination Canada, Niagara Parks leverages sales mission opportunities and tours while collaborating with in-market representatives in the UK, Germany, France, and Mexico. The established priority international markets include UK, Germany, France, Mexico, South Korea, and Japan.

Within the domestic market, the strategy prioritizes securing high-volume sightseeing accounts by ensuring that all tours incorporate Niagara Parks attractions. This approach is designed to sustain consistent business throughout the year.

Communications and Marketing

Niagara Parks' Communications and Marketing team includes in-house content creators, digital marketing and communications coordinators and graphic designers who produce all of Niagara Parks' internal and external communications and marketing products. Beyond providing communications and marketing support for all of the projects identified within the Implementation Plan and other programming and events, key areas of focus will be positioning Niagara Takes Flight as Niagara Parks' newest must-see attraction, anniversary programming including activations at the Butterfly Conservatory, Botanical Gardens and Whirlpool Golf Course and FIFA 2026.

A major project to be implemented throughout 2026-29 for the Communications and Marketing team is the roll-out of a new consumer website that provides a fresh, modern and mobile-first digital experience for all users, expanding on recent growth of its online store and further positioning Niagara Parks' environmental and cultural stewardship role as part of its brand and identity.

For 2026-27, Niagara Parks plans to develop a refreshed social media plan that outlines content direction and strategy for the year ahead, based on trends and successes noted in 2025-26, along with alignment with overall priorities for the organization.

Cultural Services

To deliver on its mandate of cultural stewardship, Niagara Parks is committed to both maintaining the significant heritage and cultural assets on its properties, as well as offering events and programming to enrich the experience of our guests. Through a place-based learning approach, Niagara Parks encourages guests to immerse themselves in local heritage, cultures, landscapes, opportunities and experiences. Over the course of 2026-29, Niagara Parks will develop and implement a new culture strategy to direct its efforts in promoting and preserving cultural heritage across the Niagara River corridor.

Heritage and Legacy

Heritage Sites: Old Fort Erie; Laura Secord Homestead; Mackenzie Printery; McFarland House

Niagara Parks will continue to uphold its stewardship mandate by preserving not only the natural environment but also the cultural heritage and stories that define the Niagara River corridor. Sites will continue to build upon the themes of Black History, Indigenous History and Nation Building. Over the next three years, the focus will be on expanding interpretive experiences, deepening partnerships, and creating meaningful connections. 2026 marks the 250th anniversary of the Declaration of Independence and Old Fort Erie will further explore the role the first fort played in the Revolutionary War and the time leading up to the War of 1812. Speaker series, new programming and a temporary exhibit with Indigenous artist Tracey-Mae Chambers will expand the guest experience offered at Old Fort Erie.

Further, Niagara Parks will strengthen its curriculum-aligned educational programs to connect students and educators with the region's natural and cultural heritage. These programs will include resource material for educators that build pre and post-connection to Niagara Parks' place-based learning opportunities.

Events, Education and Programming

Niagara Parks hosts events and programming throughout the year on its properties, from its own dedicated programming to largescale third-party events. Niagara Parks' events and programming represent a key component of its tourism mandate, intended to increase visitation to Niagara Parks and the Niagara region. Programming also provides a means to slow guests down, so they stay longer within the park, assist in directing guests between venues, leverage under-utilized sections of the park and/or provide a means to fill the gap between capital investments or improvements. Programming is a pivotal component of delivering the corporate strategic pillar to showcase our rich heritage, culture and lifestyle.

Niagara Parks' corporate theme for 2026-27 is "Elevate" which is reflective of both the first full year of operation for Niagara Takes Flight, along with Niagara Parks' other recent investments and private sector partnerships that will elevate the destination of Niagara Falls.

Anniversaries and Milestones

The year 2026 is a significant year for anniversaries and milestones across the Park, which will be celebrated through different events and programming. This includes the 75th anniversary of Whirlpool Golf Course, the 90th anniversary of the Botanical Gardens and School of Horticulture and the 30th anniversary of the Butterfly Conservatory.

To kick off the 2026 season at the Niagara Parks Botanical Gardens and in alignment with the site's anniversaries, Niagara Parks will launch a new interactive experience and unveil substantial

renovations at the Butterfly Conservatory. Niagara Parks will also be partnering with the Shaw Festival to host an outdoor puppet theatre experience on the grounds of the Botanical Gardens called “A Short History of Niagara”. Located in close proximity to the Butterfly Conservatory and future home of the new Children’s Garden, the puppet theatre will help further animate the site and encourage visitation by families and children.

The year 2026 also marks the 250th anniversary of the signing of the Declaration of Independence, another important milestone to leverage particularly at Old Fort Erie which holds strong connection to the American War of Independence. Niagara Parks is planning a speaker series at Old Fort Erie covering topics that highlight the revolutionary era. The series will leverage the binational connection of the original Fort (1764) and the 250th anniversary of the Declaration of Independence to encourage visitation in the pre-season and throughout the remainder of 2026. Additional interpretation is also planned to tell the story of the first fort (1764) including highlights of the archaeological dig from 2019 that revealed remnants of the original fort site.

Also at Old Fort Erie, Niagara Parks will be working with Tracey-Mae Chambers, an Indigenous artist, to install a temporary art exhibit that will enhance Indigenous storytelling opportunities at the site.

Further north, Niagara Parks will mark the 50th anniversary of the Queenston Bandshell, located within Queenston Heights Park. In celebration, a new Sunday Afternoon Concert Series will be launched from June through to September. Through partnerships with community artists and organizations, the concert series will activate this beloved community park, helping to draw visitation to the new tennis and pickleball courts added in 2025 and support the Sunday Brunch service at the Queenston Heights Restaurant.

FIFA 2026

Aligning with North America hosting the FIFA World Cup in 2026, Niagara Parks will be activating its public green space in front of Queen Victoria Place Restaurant overlooking the Falls as a top outdoor viewing area for the global tournament. Much like FIFA is a global brand with fans across every corner of the world, Niagara Parks is a global destination with significant international visitation, and attention is anticipated during the tournament which will be hosted by Canada, Mexico and the US.

Niagara Parks is making a significant investment to transform the front lawn of Queen Victoria Place overlooking the Falls, into a vibrant, outdoor entertainment hub during the tournament and continuing throughout the summer season, with a substantial covered outdoor patio, large screens to view the games, food trucks, an event stage for concerts and programming. This activation will help leverage the increased visitation to Niagara Falls anticipated during the FIFA tournament, while further positioning Niagara Falls as a top global tourism destination.

Third-Party Tenant Agreements

Niagara Parks has third-party tenant agreements with Niagara City Cruises who operate the Boat Tour and Niagara Adventure Excursions who operate the Zipline to the Falls and the Whirlpool Adventure Course. The tenant agreements are a revenue generating opportunity for Niagara Parks that include a rental payment structure for the lease of Niagara Parks’ land in addition to a percentage of overall revenues generated by the attractions. Niagara Parks also has a third-party agreement with Digital Attractions for photo capture services at Journey Behind the Falls, Niagara Takes Flight, Niagara City Cruises, Niagara Parks Power Station, White Water Walk and the Butterfly Conservatory.

Niagara Parks' newest tenant is Toronto Power Hotel Inc., another public private partnership that includes a base and variable rent payment structure for use of the land. Pre-construction officially began in the summer of 2025 for the redevelopment of the historic Toronto Power Generating Station.

Niagara Parks Police Service

The Niagara Parks Police Service (NPPS) was established by the Niagara Parks Commission in 1887 to provide specialized policing services dedicated to protecting the parks and the millions of visitors who travel to Niagara Falls annually. NPPS members are employed by Niagara Parks and appointed as Special Constables by the Regional Municipality of Niagara Police Services Board.

A new MOU was approved between the Niagara Parks Commission and the Regional Municipality of Niagara Police Services Board in 2024 which is in compliance with the Community Safety and Policing Act which came into force the same year. Training for members of the Niagara Parks Police Service remains a priority throughout the officer's careers with Niagara Parks and promotes compliance with the new policing legislation.

Over the course of 2026-29, Niagara Parks will be continuing to add capacity within the Niagara Parks Police Service with the hiring of more provincial offences officers to protect public safety across Niagara Parks' properties with a concentration in the core of Queen Victoria Park which receives the highest volume of visitation.

Niagara Parks School of Horticulture

Since 1936, Niagara Parks has operated the Niagara Parks School of Horticulture that provides students with a three-year professional horticulture diploma that is highly regarded within the horticulture industry. The Niagara Parks School of Horticulture is housed on the grounds of the Niagara Parks Botanical Gardens, which act as a living classroom for students of the program who are responsible for maintaining the grounds as part of their apprenticeship training. In addition to hands-on learning, the program also provides students with academic course study in areas such as business management, landscape design, computer-assisted design, plant identification, commercial greenhouse production, plant pathology and more.

Niagara Parks also owns and operates a student residence on the grounds of the Botanical Gardens, including dormitory-style living with double and single-room options and an on-site culinary team.

The Niagara Parks School of Horticulture has been growing the last number of years and intakes 15 students each year for a total of 45 apprentice horticultural students learning and applying their trade skills on the Botanical Gardens property.

Over the next three years, Niagara Parks will be working to further integrate the School of Horticulture into broader educational programming offered at Niagara Parks, including the Children's Garden. Staff will also be working toward the development of a new program that will provide on-site educational opportunities for students and faculty from other top horticultural institutions and public gardens around the world. The new fellowship program will serve as a training hub for a series of horticultural disciplines from landscape and floral design to collections management.

Niagara Parks Foundation

The Niagara Parks Foundation is a board-governed registered charity established to provide additional funding and support to advance the environmental and cultural stewardship work of Niagara Parks and to allow corporations and individuals to directly contribute to preserving one of the world's most spectacular public parkland systems. The Niagara Parks Foundation collaborates with the Niagara Parks Commission to determine a number of environmental and cultural stewardship projects that would be priority projects for the Foundation moving forward.

For 2026-29, the priority project that the Niagara Parks Foundation will focus on is fundraising for the new four-acre Children's Garden to be located at the Niagara Parks Botanical Gardens. The capital campaign needs to raise \$10 million toward the project.

The Foundation also supports tree planting at Niagara Parks through the Toonies for Trees program, along with providing funding sources for other environmental and cultural stewardship projects including through grants and other supports.

8.0 Performance Measures

In addition to the themes of Niagara Parks' 10-year Strategic Plan, the following strategic priorities have been identified by the Ministry of Tourism, Culture, and Gaming. These priorities, as outlined in the Letter of Direction provided to Niagara Parks, serve as reference points for business planning to ensure Niagara Parks continues to deliver on its dual mandate of environmental and cultural stewardship while promoting tourism growth in Ontario. They also ensure alignment with the priorities of the Ministry, including protecting Ontarians, delivering better services, and leveraging innovation to deliver value for money. The Performance Measures section outlines specific actions that Niagara Parks is taking toward achieving these strategic goals, as well as the agency-specific goals that the Ministry has identified for Niagara Parks.

Strategic Priority #1: Protect Ontario

Maintain the proportion of Ontario businesses/organizations as a share of overall procurement spending at Niagara Parks

In 2025-26, Canadian businesses accounted for approximately 85% of total procurement at Niagara Parks (\$67 million). Ontario businesses/organizations accounted for over 93% of domestic procurement (\$63 million). In 2026-27, Niagara Parks will continue to prioritize spending on Ontario-based businesses, services, and products, whenever feasible while remaining within approved budgets. This includes maintaining and expanding existing partnerships with Canadian distributors along with leveraging Supply Ontario for procurement activities where possible. Pursuant to the Procurement Restriction Policy of the Government of Ontario, effective March 4, 2025, U.S. businesses are not currently eligible to participate in Niagara Parks' procurement process unless they are justified to be the only viable source or the procurement cannot be delayed until the goods/service can be sourced through a Canadian business.

- Maintain the proportion of overall procurement spent at Canadian businesses/organizations
- Maintain the proportion of retail purchasing conducted through Canadian businesses/organizations
- Monitor provincial policy to ensure continued alignment with government directives regarding procurement and purchasing
- Identify opportunities to establish new relationships with Canadian small and medium businesses

Promote Niagara Parks' participation in the Culinary Tourism Alliance's FeastON certification program, highlighting Ontario food and beverage through Niagara Parks' culinary operations

In 2025-26, Niagara Parks continued its long-standing participation in the Culinary Tourism Alliance's Feast On certification program, North America's longest running local food certification program that recognizes businesses committed to sourcing Ontario food and drink. Over 36% of Niagara Parks' food purchasing was from Ontario businesses, totaling \$2.4 million. The proportion of local beverage purchasing was even higher during this time, at 87%. Niagara Parks' five full-service restaurants exclusively feature Niagara VQA wines and showcase products from local craft breweries, distilleries and cideries. In 2026-27, Niagara Parks will explore additional opportunities to

highlight local food and beverage through its culinary operations. This includes hosting culinary events and tastings that feature wine, beer, and spirits from the Niagara region, which also aligns with the wine and culinary tourism pillar of the province's Destination Niagara Strategy.

- Develop new culinary events and programming that highlight local food and beverage
- Continue to promote Niagara Parks' participation in the Feast On certification program through direct advertising and social media content
- Continue to feature only Niagara VQA wines at Niagara Parks full-service restaurants

Strengthen collaborations with local post-secondary institutions to support research, workforce development and knowledge mobilization

In 2024-25, Niagara Parks signed a renewed memorandum of understanding with Brock University to expand research partnerships, create more applied learning opportunities for students, and support knowledge mobilization in Niagara. In 2025-26, Niagara Parks expanded on this new agreement through continued collaboration with the Environmental Sustainability Research Centre as well as new collaborative projects with the Faculty of Humanities, the Faculty of Mathematics, and more. Moving forward, Niagara Parks will build on this momentum with local post-secondary institutions including Brock University, Niagara College and the University of Niagara Falls to advance collaborative research projects that support work-integrated learning, create new visitor experiences at Niagara Parks, and connect students to career development opportunities in the tourism sector. Niagara Parks is also working closely with Niagara College to create new work-integrated learning opportunities, support curriculum development and integration, and advance continued learning for Niagara Parks' employees.

- Explore the development of a Memorandum of Understanding with Niagara College
- Host staff and faculty from Niagara College for high-level discussions regarding curriculum development and the ability for more students to learn about, and connect with, Niagara Parks
- Launch a new 'Math Trail' exercise for elementary school students in partnership with Brock University's Faculty of Mathematics, and work to create a digital version in partnership with the university's Department of Digital Humanities
- Increase the number of co-op and work integrated learning opportunities available at Niagara Parks to connect students with professional experience in the tourism sector
- Build on the continued success of Niagara Parks' partnership with the Environmental Sustainability Research Centre, including through new research initiatives that support Niagara Parks' environmental stewardship along the Niagara River corridor

Freeze prices associated with licensing fees under regulation 829, provincial offences fees under the Niagara Parks Act and the Annual Parking Pass for Ontario residents

In support of providing economic relief for Ontario residents, Niagara Parks will be freezing regulatory fees for its licenses, permits and annual parking pass. In 2026-27, Niagara Parks will be freezing licensing fees for Class 3 sight-seeing vehicles that are part of provincial regulation 829. Niagara Parks will also be freezing provincial offences fees under the Niagara Parks Act. Niagara

Parks offers an annual parking pass for Ontario residents that will remain at \$50 for the 2026-27 season. This will provide economic relief for Ontario families, consumers, and businesses by ensuring fees remain affordable for sight-seeing operators in the Niagara region. Niagara Parks will assess the possibility of fee increases and, if pursued, will bring forward a business case to the ministry for consideration to ensure Niagara Parks is continuing to meet this priority while protecting its financial position.

- Hold Class 3 licensing fees to \$105.00 for 2026, in line with 2025 levels
- Hold fees through provincial offences at 2025 levels
- Hold annual parking pass fee at 2025 rate

Strategic Priority #2: Deliver Better Services

Implement new digital permitting software that will simplify and improve record keeping pertaining to the permitting process at Niagara Parks

As the steward of the Niagara River corridor, Niagara Parks manages permits for a range of activities, including the use of heavy equipment, docking at the Niagara Parks marina, and bouldering. Historically, permitting has been conducted and monitored via manual processes and data entry, which is labour intensive and makes it difficult to identify broader usage trends. In 2026-27, Niagara Parks will therefore work to modernize its permitting process through the implementation of new digital permitting software. This new software will simplify and improve record keeping pertaining to permits and online booking services at Niagara Parks, including online bookings at its golf courses and recreational tennis and pickleball courts. This new software will reduce service delivery time and increase customer satisfaction, while making it easier for staff to monitor and analyze permitting data, including the number and type of permits issued at any given time. This will enable staff to develop more responsive services and promote cost and time savings through streamlined operations.

- Complete the first phase of implementation for new permitting software by April 30, 2026, with a second phase pertaining to memorial benches and trees completed by June 30, 2026
- Review the performance of the new permitting software monthly to track uptake and ensure smooth operation
- Monitor the impact of the new permitting software on average delivery times for permits, as well as the impact of the software on guest satisfaction
- Reduce the number of manual steps that guests and staff must take to navigate the permitting process, reducing the procedural burden of both staff and visitors
- Reduce the number of inquiries received by Guest Services related to permitting at Niagara Parks
- Grow number of online bookings for golf tee times and tennis and pickleball courts

Improve cellular connectivity for users across the Niagara River corridor by installing monopoles and small cell solutions at selected locations

Niagara Parks continues to work with a third-party infrastructure provider (Shared Tower Inc.) to improve cellular coverage for Canadians visiting Niagara Parks. This initiative will help solve long-standing issues related to Canadian cellular coverage due to Niagara Parks' properties' proximity to the US border. The implementation plan developed in 2024-25 encompasses a combination of monopoles and small cell solutions at selected locations based on identified areas of priority. In 2025-26, Niagara Parks completed public consultations pertaining to the project. In 2026-27, Niagara Parks will work with Shared Tower Inc. to identify precise locations for installation and will support ongoing negotiations with major wireless carriers to ensure connectivity.

- Work with Shared Tower Inc. to determine precise locations for the installation of monopoles and small cell solutions
- Facilitate public engagement sessions hosted by Shared Tower Inc. at Niagara Parks venues to support the project
- Support negotiations with major carriers to ensure connectivity once infrastructure is installed
- Incorporate questions regarding cellular connectivity into guest experience surveying to better understand guest satisfaction with the upgraded service

Implement a new retail point-of-sale system across Niagara Parks to significantly enhance business operations and the guest experience

Niagara Parks currently relies on Retail Pro v8.6 as the point-of-sale (POS) system supporting its retail operations, which generated over \$37 million in fiscal year 2025. Although the software has served as the organization's retail system of record since 2001, the current version—installed in 2011—has reached end-of-life and is no longer supported by the developer. Its outdated infrastructure presents operational limitations, making replacement or major system upgrades necessary to meet modern standards.

The system is maintained through a combination of NPC's IT team and retail staff, supplemented by services from Systems Technology Group (STG). In 2024, NPC engaged EY Parthenon to conduct an independent review of retail operations, assessing key functional areas such as category management, planning, distribution, inventory control, and store operations. The review identified several opportunities for improvement that would be strengthened by the implementation of a modernized POS system.

Given the system's age, lack of vendor support, and alignment with the findings of the EY review, procuring and integrating a new retail POS solution is both timely and strategically important. NPC now has an opportunity to adopt technology that supports operational enhancements, drives long-term growth, and reinforces the financial sustainability of its retail business.

- Go-live with a new POS system for April 1, 2027
- Ensure all staff are fully trained and ready to operate in the new system for Go-Live
- Implement a semi-integrated payment processing solution
- Cybersecurity and compliance: full compliance at all times; annual certification passed with no critical findings
- Monitor the reduction in manual processes

- Manage the system through a comprehensive service level agreement (SLA) to ensure downtime is minimized to the greatest extent possible
- Uptime is 98%

Continue to leverage a programmed Chat Bot on the Niagara Parks website to communicate important information to guests while increasing efficiency of the Guest Service Centre and visitor satisfaction, including through the implementation of a new ‘trip building’ feature

In 2025-26, Niagara Parks introduced a new programmed Chat Bot on its website to assist in quick responses to standard questions from guests. The new Chat Bot helps to divert common queries away from less efficient reporting channels, improving operational efficiency and reducing the manual workload of Guest Services staff. Staff also created a new digital platform to consolidate, track, and analyze incoming feedback. This new platform allows Guest Services to identify opportunities for improving response times and customer satisfaction, including incorporating common queries into the Chat Bot on a rolling basis. The Chat Bot provides another channel to communicate essential information to guests including potential site closures, construction activity, road closures, fireworks, etc. In 2026-27, Niagara Parks will expand this proactive, data-based approach to efficient and high-quality guest service delivery. This includes through the development and implementation of a new ‘trip planning’ feature in the website Chat Bot. This new feature will provide guests with additional details regarding operating hours, wayfinding, and recommended activities, further reducing the manual workload of Guest Services staff and supporting cost and time savings at Niagara Parks.

- Maintain or improve the average resolution time for Guest Services tickets
- Monitor the volume and content of ‘one touch’ tickets to identify and proactively address frequently asked questions
- Monitor the distribution of feedback across all channels to measure the effectiveness of the new Chat Bot in managing traffic volumes
- Increase customer satisfaction and trust as measured by client feedback surveys
- Monitor the number new users accessing the Chat Bot

Proceed with the design and roll out of a new Niagara Parks website

A key initiative regarding digital service delivery for 2026-2029 will be the redevelopment of Niagara Parks’ consumer website. In 2025-26, Niagara Parks completed a comprehensive audit of its current website to identify gaps and areas for improvement, while also undertaking market research. Niagara Parks then undertook a public procurement process, selecting Elite Digital as the vendor responsible for creating a new consumer website that achieves the following objectives:

- Deliver an industry-leading user experience that converts visits to online sales
- Leverage in-house photo and video production resources for impactful visual storytelling
- Build Niagara Parks brand awareness and communicate successes that support its mandate for environmental and cultural stewardship

- Provide a full 1:1 French language user experience that is compliant with FLSA requirements

In 2026-27, Niagara Parks will proceed with the implementation of this new consumer website. This rollout will help to increase the adoption and usage of digital services, building on the positive trajectory of Niagara Parks' online store. The new website will also support the modernization of business practices and services, including improved tracking of visitor spending, ad performance, and operational services.

- Increase the number of new users visiting the Niagara Parks website from key markets, including Canada and the United States
- Improve the average session duration for visitors to Niagara Parks' website through a strengthened SEO strategy and improving purchase flows
- Work with Google Account representative to ensure accurate tracking of the purchase flow for customers on the new Niagara Parks website
- Reinforce Niagara Parks' brand story and identity through a new web structure and content that highlights Niagara Parks' environmental and cultural stewardship role
- Leverage the new website to improve the retention and conversion of traffic from social media advertising, and to more accurately track conversion rates for Niagara Parks' direct advertising campaigns
- Prepare Niagara Parks' website for increased usage of generative artificial intelligence through the incorporation of SEO and GEO best practices
- Reduce the number of steps customers must take to obtain services or make purchases on the Niagara Parks website

Install a secondary internet line between Rapidsview Parking Lot and the Butterfly Conservatory

In 2024-25, Niagara Parks experienced several internet interruptions during the busy tourism season, lasting between 4 and 5 hours each. This lost connectivity can have a negative impact on both operations and the guest experience, creating a reputational risk for Niagara Parks. In 2025-26, Niagara Parks will therefore work with a secondary vendor to install back-up internet infrastructure in high-traffic areas between Rapidsview Parking Lot and the Butterfly Conservatory. This secondary internet line will ensure business continuity in the event of future disruptions to Niagara Parks' main internet service, reducing service delivery times and errors along the parkway.

- Work with a secondary vendor to install an additional internet line between Rapidsview Parking Lot and the Butterfly Conservatory
- Reduce the number of interruptions to internet service by 50% compared to 2024-25 levels
- Reduce the impact of internet disruptions on business operations and the guest experience

Continue with facility upgrades and infrastructure servicing in Queen Victoria Park

As part of its planned upgrades to Queen Victoria Park, Niagara Parks will replace aging underground infrastructure to help meet current servicing needs, while preparing for future growth.

The scope of this work involves updating underground water and sewer lines, focused on the area around the Floral Showhouse and along the Niagara Parkway. This project is being delivered in partnership with the City of Niagara Falls, which is funding a portion of the work located on City-owned lands along Portage Road near Marineland Parkway.

- Add new water service line to the west side of the Floral Showhouse Parking Lot
- Add new water main along Portage Road
- Install new sanitary sewer line and remove existing

Strategic Priority #3: Drive Innovation & Value for Money

Proceed with the purchase and implementation of a new Human Capital Management System (HCMS)

In 2026-27, Niagara Parks will proceed with the procurement of an integrated Human Capital Management (HCM) and payroll system designed to consolidate core HR functions into a single platform. This transition represents a significant shift from the highly manual administrative processes historically required to manage seasonal operations, by integrating recruitment, onboarding, payroll, scheduling, and performance management into one system. The modernization initiative is a critical component of Niagara Parks' long-term workforce strategy, ensuring scalability to meet fluctuating seasonal demands while supporting organizational agility and service excellence.

- Automate and standardize core HR processes
- Reduce the amount of errors as a result of manual processes
- Realize cost savings through streamlined operations
- Enable proactive workforce management for talent acquisition, skills tracking, succession planning, dynamic and predictive scheduling
- Strengthen compliance with labour laws, payroll regulations and data privacy standards
- Empower data-driven decision making

Continue the piloting of digital kiosks at Niagara Parks' Table Rock Market and explore the potential for expanding the pilot program to other quick-service locations

In 2025-26, Niagara Parks undertook a pilot program for self-service digital kiosks at the Table Rock Market, which is Niagara Parks' busiest quick-service location. A single kiosk was installed for the 'Flame' restaurant within the Table Rock Market in March 2025, with three additional kiosks installed in the Table Rock Market in October 2025 (two at the Flame restaurant and one at 'Slice'). Since then, kiosks have been responsible for over 23,000 transactions, with nearly half (45%) of the revenue for the Flame restaurant coming from digital kiosks. The average order placed on a digital kiosk is also 25% higher than orders processed by cashiers, which exceeds industry standards. Many guests have shown a preference for digital kiosks, as well, with some waiting to use a kiosk even when cashiers are available. In 2026-27, Niagara Parks will therefore install an additional digital kiosk at the 'Slice' restaurant within Table Rock Market. The kiosks also provide the option of

selecting additional languages, including French, Spanish, Japanese, Korean and Mandarin, allowing Niagara Parks to better serve its international clientele. These changes will help to further streamline operations, reduce the procedural burden for guests, and improve the overall guest experience at quick-service locations.

- Continue to monitor the uptake of digital kiosks at Niagara Parks' quick-serve locations
- Monitor the impact of digital kiosks on spending at Niagara Parks' quick-serve locations, including their impact on the average order balance
- Monitor guest satisfaction with digital kiosks via feedback surveys, social media reviews, and secret shopper programs

In addition to the government-wide commitments for board-governed provincial agencies, Minister Cho's Letter of Direction also includes several priorities specific to the Niagara Parks Commission:

Strategic Priority #4: Support and align with government priorities related to the Destination Niagara Strategy to make Niagara a world-class destination for domestic and international visitors to unlock the economic potential of the region

Continue with the phased redevelopment of the Journey Behind the Falls Tunnels and Viewing Platforms

In 2025-26, the redevelopment of the Journey Behind the Falls attraction was approved as a three-phase project to enhance visitor experience, ensure business continuity, and expand capacity. Phase I, which will continue into 2026-27, focuses on restoring an abandoned tunnel and constructing a new secondary viewing platform, which will improve circulation, reduce congestion, and provide year-round access with heated concrete and covered structures. Phase II will then reconstruct the deteriorating Rainbow platform, a critical component of the attraction, while Phase III will address capacity constraints and further elevate the guest experience by exploring the addition of one or more elevator(s), improving throughput and offering new amenities, accessibility, and safety features. These changes are essential to sustaining growth and enhancing the visitor experience at Niagara Parks' oldest and most visited attraction. The redevelopment also aligns with Niagara Parks' broader vision of investing in core attractions to generate new and repeat visitation.

- Complete Phase 1 of the planned redevelopment of the Journey Behind the Falls Attraction, including the construction of a new secondary viewing platform
- Leverage the new heated and covered platform to grow off-season attendance at Journey Behind the Falls, improving the winter experience and turning the attraction into a fully year-round experience
- Begin Phase 2 of the planned redevelopment of the Journey Behind the Falls Attraction, including the reconstruction of the deteriorating Rainbow platform
- Reduce crowding and lineups inside attraction spaces, improving guest satisfaction as measured by surveys and other feedback collection methods

Establish a new outdoor entertainment venue in Queen Victoria Park to leverage interest in the FIFA 2026 World Cup

In 2025-26, Niagara Parks hosted a launch event and ‘countdown clock’ in partnership with FIFA to celebrate the 2026 World Cup tournament being hosted in North America. This event and public installation highlighted Ontario as a host province and provided photo opportunities to guests. In 2026-27, Niagara Parks will build on this excitement by constructing a temporary outdoor event space in Queen Victoria Park. This space will host broadcasts of the games, as well as additional programming including live music, family-friendly activities, and a new food trailer operated by Niagara Parks. Activating this space will support increased revenue potential at Queen Victoria Place, including its retail and culinary operations, and will help to grow international visitation by leveraging FIFA’s global brand.

- Increase revenue potential at culinary and retail operations in Queen Victoria Place
- Monitor the performance and product mix of the new food trailer location, and leverage these insights to support future activations
- Provide free arts and cultural programming for guests to Queen Victoria Park throughout the summer months
- Leverage FIFA’s global brand to grow international visitation to Niagara Parks
- Ad value equivalent (AVE) of hosted media and influencers
- Grow Niagara Parks’ digital presence by increasing number of social followers

Queen Victoria Park Public Realm Enhancements

To support existing visitation and future growth to Queen Victoria Park in alignment with the Destination Niagara Strategy including projects like Toronto Power Hotel, the future redevelopment of Ontario Power and potentially a new world-class observation wheel, there is a need to proactively manage the public realm spaces within Queen Victoria Park. In 2025-26, Niagara Parks therefore began a phased redevelopment of Queen Victoria Park that will strengthen the visitor experience and improve the walkability of the Parkway by separating pedestrian and vehicular areas, as informed by the Queen Victoria Park Master Plan (2018).

In 2026-27, Niagara Parks will continue with this phased redevelopment by opening expanded parking areas at its Falls Parking Lot, which typically reaches max capacity by around 11am in the summer months. A new access road will be restored at Fraser Hill to serve as a dedicated exit lane for the parking lot to reduce traffic and congestion along the Niagara Parkway near the Falls. In 2027-28, Niagara Parks will then rehabilitate an under-utilized gravel area behind the Floral Showhouse to establish a formalized paid parking lot to accommodate 300 vehicles along with green infrastructure to manage runoff from the site within the core of Queen Victoria Park. Work will begin to expand pedestrian areas around the Floral Showhouse to integrate and connect the new parking area with existing trails and pathways. For 2028-29, additional phases of the project will be undertaken including upgrading and expanding the existing main entrance to Falls Parking Lot, the development of a winter recreational artificial skating loop, and construction work to be undertaken by Toronto Power Hotel Inc. to build a new dedicated parking area to support the redevelopment along with a new roundabout. These changes will support better vehicular circulation, create high-quality public spaces, and drive opportunities for retail and additional revenues by directing foot traffic to key Niagara Parks sites.

- Support recent and projected increases in visitation to Queen Victoria Park by providing additional parking capacity
- Improve the overall pedestrian experience of visiting Niagara Falls by expanding and improving public realm areas within Queen Victoria Park
- Increase number of parking spots available for guests in Queen Victoria Park
- Grow revenue potential of parking services
- Reduce vehicular traffic and congestion along the Niagara Parkway near the Falls

Establish new partnership with the Shaw Festival to host a children’s theatre production “A Short History of Niagara”

In the summer of 2026, Niagara Parks will be partnering with the Shaw Festival to host a children’s theatre production, ‘A Short History of Niagara,’ at the Botanical Gardens. This family-friendly production will help increase family visitation to the site and support attendance at the Butterfly Conservatory, while raising the profile of the site for families as the Children’s Garden project gets underway. The production also aligns with the 30th anniversary of the Butterfly Conservatory and the 90th anniversary of the Botanical Gardens and School of Horticulture and will leverage communications around these important milestones.

- Work with the Shaw Festival to host ‘A Short History of Niagara,’ a children’s theatre production, at the Botanical Gardens
- Grow visitation to the Botanical Gardens among the family market
- Increase revenue at the nearby Garden Cafe and Butterfly Conservatory (admission + retail)
- Monitor attendance to evaluate the impact of arts and culture programming on visitation, and leverage surveying tools to explore its impact on the guest experience
- Develop a marketing strategy that leverages upcoming anniversaries for the Butterfly Conservatory, the Botanical Gardens, and the School of Horticulture
- Increase guest satisfaction through on-site surveys (QR code)

Proceed with an art installation and interpretive signage at Old Fort Erie that promotes Indigenous storytelling in alignment with the Destination Niagara Strategy’s emphasis on arts and culture

In 2025-26, Niagara Parks successfully applied to the Tourism Partnership of Niagara for funding to support temporary art installations and interpretive signage at Old Fort Erie. In 2026-27, Niagara Parks will work with Tracey-Mae Chambers, a Metis artist from Ontario, to create site-specific installations that invite visitors to contemplate identity, belonging, and decolonization. This project is an opportunity to advance truth and reconciliation in Niagara, and to promote the continued growth of Indigenous tourism in South Niagara. Niagara Parks intends to work closely with partners such as the Fort Erie Native Friendship Centre and Niagara’s South Coast to highlight the experience of Indigenous communities in Niagara today, positioning Old Fort Erie within a broader and more comprehensive tourism experience.

- Work with Tracey-Mae Chambers to complete the design and installation of temporary art installations inside the Welcome Centre at Old Fort Erie

- Design and install interpretive signage that highlights stories of the First Nations, Métis, and Inuit peoples who live, work, and gather in Niagara today, as well as the critical role that Indigenous communities played in the War of 1812. Include QR codes that will create an opportunity for further content development at the site.
- Develop a comprehensive digital marketing campaign to promote the activation
- Host an event that invites local stakeholders and dignitaries to celebrate the unveiling of the installation and signage

Strategic Priority #5: Proceed with the necessary approvals and associated procurements for attraction development opportunities related to growing tourism in the Niagara Region under the Destination Niagara Strategy, including the World-Class Observation Wheel, Electric Tram, Ontario Power Generating Station Redevelopment and Marina Redevelopment

Continue to explore the development of a new Visitor Transportation System (Niagara River Line) in Queen Victoria Park

In 2023, Niagara Parks launched a call for proposals process for a new visitor transportation system within the core tourism area of Queen Victoria Park. In 2025-26, Niagara Parks entered the due diligence phase for this new visitor transportation system and, in December 2025, the Niagara River Line was announced as part of the Destination Niagara Strategy. In 2026-27, Niagara Parks will continue to work with the proponent as it completes the required studies and assessments as part of the due diligence phase, including facilitating public consultation through Niagara Parks' digital channels. Niagara Parks will then seek government approval to move forward with next steps for the project including establishing a long-term lease agreement. The goal for the new system is to improve traffic and pedestrian flow through the core tourism area, enhancing the guest experience while creating a new revenue stream for Niagara Parks.

- Support the Destination Niagara Strategy's goal of doubling annual visitation to Niagara by providing another world-class experience and demand generator for the destination
- Complete due diligence pertaining to the development of a new Visitor Transportation System in Queen Victoria Park
- Develop a comprehensive public engagement strategy to inform future planning for Queen Victoria Park, including the new Visitor Transportation System
- Leverage sensor data to improve understanding of traffic flow through Queen Victoria Park and proactively manage high-volume periods
- Increase the use of alternative and active transportation within Queen Victoria Park, thereby improving the circulation and safety of pedestrians
- Reduce the number of vehicles in Queen Victoria Park and minimize traffic and congestion

Complete a Request for Interest and Request for Proposals pertaining to the redevelopment of the Ontario Power Generating Station at Niagara Parks

In December 2025, as part of the Destination Niagara Strategy, Niagara Parks announced that it is seeking interest from the private sector for the redevelopment of the Ontario Power Generating Station, a decommissioned hydroelectric power station on its property which is located within the lower Niagara Gorge, beneath Queen Victoria Park. Opened in 1906, the industrial building was built into the rock face of the lower Niagara Gorge and is largely hidden to the Canadian side but fully

visible to the American side of Niagara Falls. In spring 2026, Niagara Parks will complete a Request for Interest pertaining to the redevelopment of the Ontario Power Generating Station. This will be followed by a Request for Proposals and a final ranking of proposals received. Goals for the redevelopment include the preservation of the historic building, the creation of a new guest experience, and revenue generation for Niagara Parks. This project is conditional on government approval.

- Align with the Destination Niagara Strategy's key pillar of developing new attractions and visitor experiences
- Complete a Request for Interest process for the Ontario Power Generating Station between December 15, 2025 and March 26, 2026
- Issue a Request for Proposals
- Review proposals and, if applicable, proceed with appropriate next steps

Complete a Request for Qualifications and Request for Proposals for the redevelopment of the Niagara Parks Marina

As part of the Destination Niagara Strategy, Niagara Parks is seeking interest from the private sector for a partner to redevelop its marina property in Fort Erie and to develop the adjacent, vacant surplus property into a rural recreational development. The goal of the redevelopment is to improve public access to and enjoyment of the Niagara River shoreline and establish the site as a world-class tourism destination along the south Niagara Parkway. As the only marina facility on the Canadian side of the upper Niagara River, the Marina has the potential to serve as a new destination for leisure tourism, driving visitation and providing economic benefits to the surrounding communities. In December 2025, Niagara Parks launched a Request for Qualifications (RFQ) process to seek qualified proponents who would then be invited to the Request for Proposals stage. As part of the redevelopment opportunity, Niagara Parks is seeking approval from the Province to sell the surplus lands across the street from the marina (47 acres).

- Align with the Destination Niagara Strategy's key pillar of developing new attractions and visitor experiences
- Complete a Request for Qualifications pertaining to the Niagara Parks Marina between December 15, 2025 and February 26, 2026
- Review results of RFQ and proceed with appropriate next steps.

Proceed with a Request for Proposals to construct a new observation wheel at Niagara Parks, in accordance with the Destination Niagara Strategy

In December 2025, as part of the Destination Niagara Strategy, Niagara Parks launched a Request for Proposals to develop a new world-class observation wheel at Niagara Parks. The new attraction could be developed on either the northwest or southwest corner of the intersection of Murray St and the Niagara Parkway. The RFP is open until spring 2026, at which time staff will review and evaluate submissions. Following this review, staff will, if applicable, proceed with a Letter of Intent and Due Diligence. This project is conditional on government approval.

- Align with the Destination Niagara Strategy's key pillar of developing new attractions and visitor experiences
- Undertake a Request for Proposals pertaining to the observation wheel between December 15 and May 21, 2026
- Review proposals and, if applicable, proceed with appropriate next steps

Strategic Priority #6: Continue to identify opportunities for increasing revenue generation, private sector investment and donor contributions

Implement planned upgrades at the Butterfly Conservatory to increase visitation, grow revenue, and improve the guest experience

Ahead of the summer 2026 season, Niagara Parks will unveil updates and a new interactive exhibit at the Butterfly Conservatory, which is celebrating its 30th anniversary in 2026. The new exhibit will include an interactive digital illustration experience, accompanied by new interpretive content throughout the space and will be housed in the front exhibition room, repurposing an under-utilized space to expand the guest experience provided at this family-friendly attraction. As part of the project, Niagara Parks will also be replacing and upgrading signage, wayfinding and other components within the conservatory to further elevate and modernize the site.

- Increase attendance at the Butterfly Conservatory
- Expand and enhance the guest experience by providing a new value-add exhibit included with admission
- Grow revenue from admission and retail sales
- Increase guest satisfaction with the attraction through guest surveys
- Improve the site's overall appeal to the family market, as the Botanical Gardens prepares for the addition of a new Children's Garden

Proceed with a planned refresh of the White Water Walk

In 2026-27, Niagara Parks will undertake a phased refresh of the White Water Walk, one of its signature attractions offering visitors stunning views of the Niagara River and Gorge since 1876. The attraction currently faces operational and infrastructure challenges, including inadequate queuing space, lack of shade, outdated signage, and boardwalk sections that require updates for regulatory compliance. The refresh therefore aims to improve the guest experience, safety, and site aesthetics while preserving the attraction's heritage. Phase I improvements, scheduled for 2026-27, include relocating the WEGO bus layby to expand queuing space, installing an accessible washroom, enlarging staff areas, extending emergency egress stairs, and rebuilding the end viewing platform. Design work for boardwalk upgrades and platform enhancements is underway, with options to raise or reconstruct platforms to prevent flooding and improve durability. Future phases (2027–29) will focus on boardwalk expansion, retail improvements, signage upgrades, and structural enhancements such as pergolas and building extensions.

- Expand and improve outdoor queuing areas at White Water Walk, including by relocating the WEGO bus layby
- Enlarge staffing areas and install an accessible washroom at White Water Walk
- Extend emergency egress stairs and rebuild the end viewing platform to increase throughput and create capacity for future activations
- Continue expanding the boardwalk area to support increased attendance
- Grow attendance to White Water Walk
- Increase revenue (admission + retail)
- Improve the guest experience at White Water Walk, as measured by surveys and other feedback collection methods
- Ensure compliance with all relevant health and safety regulations

Establish a brand-new Children's Garden on the grounds of the Niagara Parks Botanical Gardens and School of Horticulture

Niagara Parks, working in close collaboration with the Niagara Parks Foundation, is embarking on a journey to build a one-of-a-kind Children's Garden at the Niagara Parks Botanical Gardens. Rooted in the concept of nature-based learning and play, the Children's Garden will be a vibrant and inclusive space where children and their families can safely explore, climb, wander, play and connect to the world around them. The four-acre Children's Garden will be located on the grounds of the Niagara Parks Botanical Gardens and School of Horticulture, next to the year-round attraction, the Butterfly Conservatory. The Niagara Parks Botanical Gardens and School of Horticulture will mark their 90th anniversaries respectively in 2026, along with the 30th anniversary of the Butterfly Conservatory. The Children's Garden represents the next generation of growth for this world-renowned site. Niagara Parks will be investing \$5 million to support the project, with the remainder (\$10 million) coming from donations and fundraising through the Niagara Parks Foundation.

- Increase family visitation to the Niagara Parks Botanical Gardens
- Increase attendance and revenue at the Butterfly Conservatory
- Enhance understanding of environmental and cultural stewardship and the importance of conservation among children and youth
- Number of school groups and group visits by other community organizations
- Cost-effective design within established budget and timing guidelines
- Participation in programming, workshops, etc.
- Funds raised through the Niagara Parks Foundation toward the overall budget

Continue to facilitate the private sector redevelopment of the Toronto Power Generating Station into Niagara Falls' first five-star hotel

In 2026-27, Niagara Parks will continue to facilitate the redevelopment of the Toronto Power Generating Station, working with tenant partner Toronto Power Hotel Inc. The three-year construction period is now underway with plans to open in 2028-2029.

This is an entirely private sector investment of \$300 million to restore and redevelop Toronto Power to transform it into a brand-new, world-class visitor experience in Niagara Falls. As outlined in the

lease agreement, Toronto Power Hotel Inc. is Niagara Parks' newest tenant and will be responsible for base and variable rent payments to Niagara Parks.

- Maintain regular communication and collaboration with Toronto Power Hotel Inc. about construction timeline and milestones
- Continue to provide consistent public updates about the project to sustain public support and positive positioning within the media
- Align with the Destination Niagara Strategy of developing new attractions and visitor experiences to grow visitation to Niagara

Strategic Priority #7: Work with the ministry on performance measurement and data collection, including developing key performance indicators for each priority in this letter of direction

Continue to provide monthly updates on key indicators to the Ministry of Tourism, Culture, and Gaming

In 2025-26, Niagara Parks began providing monthly data updates to staff from the Ministry of Tourism, Culture, and Gaming. These updates have provided a valuable opportunity to track changes in visitation, spending, and guest feedback. In 2026-27, Niagara Parks will continue providing monthly data updates to ministry staff and will identify opportunities for improved data generation and reporting.

- Continue providing monthly data updates to the Ministry of Tourism, Culture, and Gaming
- Leverage additional data analytics and visualization tools to generate additional data insights and support data-driven decision-making in the tourism sector

Work with post-secondary institutions to support student learning and support data-driven decision-making at Niagara Parks

In 2025-26, Niagara Parks worked closely with post-secondary institutions to review and analyze Niagara Parks' data, including survey data, online reviews, and online sales data. This included direct supervision of student research projects utilizing Niagara Parks' data. In 2026-27, Niagara Parks will work with faculty and staff to identify opportunities for additional student research at Niagara Parks pertaining to marketing and data analysis.

- Expand Niagara Parks' data collection capabilities through additional research projects with post-secondary students
- Provide meaningful learning opportunities for post-secondary students at Niagara Parks in the field of data analysis

Continue to collaborate with Destination Ontario on joint marketing campaigns that capitalize on visitation and spending trends

In 2025-26, Niagara Parks participated in Destination Ontario's joint marketing campaigns for the Ontario and drive-time US markets, in alignment with Niagara Parks' goals of increasing visitation during the shoulder seasons. For the fall 2025 spotlight campaign, Niagara Parks participated in the Family Attractions product segment, promoting its newest attraction Niagara Takes Flight. The joint campaign was very successful, generating over 390,000 leads to Niagara Parks' website and an impressive 2.36% click-through-rate (more than double the anticipated rate). Also, by marketing three unique campaigns, the results help illustrate which types of assets resonate the best with audiences, an important takeaway for Niagara Parks' future marketing campaigns.

In 2026-27, Niagara Parks will be exploring similar joint marketing opportunities. Niagara Parks also conducts bimonthly meetings with the Destination Ontario team to facilitate information sharing about new products, projects and campaigns and identify opportunities for collaboration and support.

- Improve web metrics (traffic, conversion rates, CTR, etc.) resulting from shared digital advertising campaigns
- Leverage partnership dollars to expand Niagara Parks' presence in key markets: Ontario, drive-time US, Quebec
- Expand collaboration opportunities with Destination Ontario, building off success from shared digital advertising campaigns

9.0 Risk Identification

Niagara Parks regularly provides updates on risks to its Board of Commissioners and the Ministry of Tourism, Culture and Gaming. The Board has approved governing policies for enterprise risk management and internal control. This section summarizes risks and associated mitigation strategies as they affect the business plan over the three-year planning horizon.

Risk 1	
Objective	Operate according to mandate without the need for government financial assistance to adequately preserve physical assets while delivering on stewardship role.
Risk Factor	Due to its financial model, if revenues fail to meet budgeted levels, capital repair and replacement would have to be deferred if other funding sources are not available. Over an extended period of time, this could result in failure to adequately maintain assets, financial losses and lost business opportunities.
Risk Statement	From a cost replacement perspective, Niagara Parks has approximately \$400 million in depreciable assets which contribute to its mandate of environmental and cultural stewardship, as well as financial sustainability through self-generated revenues. Due to the financial pressures of the pandemic, Niagara Parks deferred all but the most critical repairs to conserve its finances, which resulted in a backlog of deferred maintenance projects. As its financial position has improved, Niagara Parks has increased its capital spending. Moving forward, in order to remain sustainable, the organization aims for a 40/60 ratio within capital spending to ensure a balance between investments into deferred maintenance and strategic projects to improve guest experiences and grow the business
Risk Categories	Operational: • Business Continuity • Financial • Infrastructure Strategic: • Reputational
Existing Controls	Continuous monitoring of budget, updated forecasts and cashflow; Strong fiscal management through existing financial controls; Implementation of cost-savings measures resulting from operational reviews; Workforce management; Multi-year capital planning process; Ranking system to identify critical, safety, asset integrity and strategic projects as a priority with available funds; Capital investment and working capital policies to ensure minimum adequate funding to capital maintenance priorities; Budget for deferred maintenance is checked against regular review of margins for revenue-producing operations, opportunities for new revenue growth, identification of redundant assets for sale, potential grant and funding opportunities.
Risk Assessment (Residual)	Risk Likelihood: Possible (3) Risk Impact: Very High (5)
Risk Rating	Medium – High (15)

Risk 1	
Mitigation/ Action Plan	Niagara Parks continues to reduce its expenditures, including administration and other staffing costs where available; Operational and capital budgets are determined based on performance of previous year, visitation patterns, financial trends, cash flow projections, etc.; Identification of new opportunities for revenue generation including through public private partnerships with existing tenants and upcoming opportunities (Niagara River Line, Ontario Power Generating Station, Marina, Observation Wheel); Proactive identification of grants and other funding opportunities to support projects and particularly those related to environmental and cultural stewardship; Targeting a 40/60 ratio within capital spending to ensure a balance between investments into deferred maintenance and strategic projects to improve guest experiences and grow the business.
Target Mitigation Dates	Monthly financial reports to Commission, including cash flow projections

Risk 2	
Objective	Minimize disruption to services and guest experiences due to essential construction activity to upgrade public realm spaces, infrastructure and servicing in Queen Victoria Park.
Risk Factor	The majority of Niagara Parks' top-revenue generating operations are located in Queen Victoria Park, a 5-kilometre stretch of parkland that receives 13 million visitors each year and generates over \$80 million in revenue for Niagara Parks. Substantial construction activity is planned in the area over the next five years, from Niagara Parks' investments to private sector redevelopment, which could result in potential revenue losses due to unforeseen disruptions to services and public access in this key visitor area.
Risk Statement	Over the past several years, visitation has grown to the core of Niagara Parks' properties within Queen Victoria Park, an approximately 5-kilometre stretch bordering Niagara Falls. The high volumes of pedestrians and vehicles particularly during the summer months severely limit movement and access, pose safety concerns and detract from the guest experience within this important tourism area. With the opening of two new attractions (the Niagara Parks Power Station and Niagara Takes Flight), redevelopment of Toronto Power Hotel and additional upcoming opportunities (Observation Wheel, Ontario Power Generating Station) visitation is expected to continue to increase to this area. Niagara Parks will be implementing measures using a phased approach that will expand and improve the pedestrian area, with the long-term goal of reducing the number of vehicles within Queen Victoria Park. While these measures are intended to improve the experience of pedestrians and walkability of the park, there is the potential that vehicular congestion may increase in the short-term due to construction activity. A strong public communication and engagement strategy will be required to reinforce the need for these changes and gain public acceptance and endorsement.
Risk Category	Operational: Financial

Risk 2	
	- Business Continuity - Infrastructure Strategic: - Reputation
Existing Controls	Multi-phase implementation plan for Queen Victoria Park changes to be undertaken over the next nine years both to minimize disruption to operations and safeguard spending; A comprehensive data collection plan will aid evidence-based decision making; Close collaboration and open communication with Toronto Power Hotel Inc. and future contractors to understand construction schedules; Public communications plan will support the changes, emphasizing why these measures are required with a focus on local residents, as well as the visiting public.
Risk Assessment (Residual)	Risk Likelihood: Likely (4) Risk Impact: Moderate (3)
Risk Rating	Medium-High (12)
Mitigation/ Action Plan	The plan began with temporary measures in the summer of 2025 with the instalment of jersey barriers in a northbound lane of the Niagara Parkway (reducing northbound traffic to one lane). In 2026, additional actions will be taken including restoring Fraser Road and expanding areas of Falls Parking Lot. The multi-phase project is supported by a robust communications plan including direct communication with bordering municipalities, Public Notices issued to local media and posted on Niagara Parks' website, internal communications; Special consideration for on-site signage and purposeful wayfinding around construction zones; Data collection from key traffic areas to inform future phases of the project.
Target Mitigation Date	Monthly stakeholder and employee e-newsletter includes dedicated section on construction updates; Repairs and Maintenance webpage is updated regularly with information; Public Notices issued prior to the start of each construction project; On-site signage installed prior to construction taking place (as needed).

Risk 3	
Objective	In alignment with the province's Destination Niagara Strategy, facilitate successful procurement processes for upcoming private sector opportunities for the redevelopment of Ontario Power Generating Station, the Niagara Parks Marina and the Observation Wheel.
Risk Factor	Multiple private sector redevelopment opportunities with various levels of public support, each with comprehensive procurement processes. There are reputational risks should the procurement processes not result in any viable proposals or if proposals do not meet the Commission's expectations. There are also risks associated with potential public criticism of these projects.
Risk Statement	As part of the province's Destination Niagara Strategy, in December 2025 Niagara Parks launched multiple procurement processes for the following projects: Redevelopment of Ontario Power Generating Station (OPGS)

Risk 3

OPGS is situated within Queen Victoria Park, built into the lower rockface of the Niagara Gorge on the banks of the lower Niagara River below the Falls. While this location holds incredible potential, there are also challenges, including lack of public access, ensuring minimal disruption to existing owned and tenant operations during construction and geological sensitivities. Niagara Parks received redevelopment proposals for OPGS during its initial exploratory procurement process when it sought private sector interest in either one or both of its remaining power stations (Toronto Power and OPGS); however, none of the proposals met the expectations of the Commission at the time.

Redevelopment of the Niagara Parks Marina

The Niagara Parks Marina has been the subject of multiple redevelopment proposal processes in the past that did not amount to significant change at the site. Niagara Parks has undertaken modest investment to complete improvements to reduce the risk of infrastructure failure. Critical to the latest call for proposals for the marina will be the potential sale of the adjacent vacant surplus property into a rural recreation development, complimentary to the marina, subject to approval by the province through an Order-in-Council.

Development of a new world-class observation wheel

Upon direction from the province as part of the Destination Niagara Strategy, Niagara Parks has issued a request for proposals for a new observation wheel to be located in Queen Victoria Park. The initial project announcement was met with some criticism from the public and media. Further studies are required to support the development (geotechnical, archaeology, etc.).

Risk Category

Operational:

- Financial
- Infrastructure
- Business Continuity
- Third-Party/Procurement

Strategic:

- Reputation

Existing Controls

Procurement processes will all include a fairness monitor and financial consultation services to ensure the qualifications and financial capacity of potential proponents; All projects will require public consultation (in addition to other consultations and studies during the due diligence phase); Strict timelines for procurement processes to minimize potential delays.

Risk Assessment (Residual)

Risk Likelihood: Likely (5)
Risk Impact: Moderate (3)

Risk Rating

Medium – High (15)

Mitigation/ Action Plan

Ontario Power:
Niagara Parks has issued a Request for Interest for the redevelopment of Ontario Power. The new procurement process includes parameters to guide potential submissions including a plan to minimize disruption to existing operations and public access, as well as limitations including developments are not to exceed 24 feet on top of the existing structure. Niagara Parks is looking for ideas for a brand-new, world-class guest experience that does not yet exist in the destination.

Risk 3**Marina:**

Niagara Parks has issued a Request for Qualifications for the redevelopment of the marina that will include development of the associated vacant surplus land, subject to provincial approval. The goal of redevelopment has remained the same – to establish a world-class recreational tourism destination along the south Niagara Parkway while enhancing public access and enjoyment of the shoreline.

Observation Wheel:

Niagara Parks has issued a Request for Proposals for the development of a world-class observation wheel in Queen Victoria Park. Should a successful proponent be identified, they will be required to complete a due diligence phase including all relevant assessments and studies.

Target Mitigation Dates**Ontario Power:**

RFI: December 15, 2025 – March 26, 2026

RFP: Spring 2026

Letter of Intent: October 2026

Due Diligence Phase: 270-365 days

Marina:

RFQ: December 15, 2025 – February 26, 2026

RFP: Spring 2026

Letter of Intent: October 2026

Due Diligence Phase: 270-365 days

Observation Wheel:

RFP: December 15, 2025 – May 21, 2026

Letter of Intent: October 2026

Due Diligence Phase: 270-365 days

Risk 4

Objective	Protect Niagara Parks' systems, networks and data from cyber or digital attacks.
Risk Factor	Cyber threats and digital attacks aim to access, change, or destroy sensitive information, extort money from Niagara Parks or disrupt business operations. Such attacks can result in business interruption, financial losses and reputational damage. Threat actors are increasingly using social engineering tactics, such as impersonating IT staff via Microsoft Teams invitations, to compromise systems and exfiltrate data. The deployment of AI solutions introduces new risks related to information accuracy and data privacy.
Risk Statement	If Niagara Parks' network and information security is compromised by a cyber-attack, public confidence and revenues could be impacted. 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. Attack surfaces are increasing with the deployment of Internet-of-Things (IoT), Software as a Service (SaaS) solutions and external application program interfaces (APIs).

Risk 4	
Risk Category	Operational: - Information and IT (Technology Infrastructure; System Availability/Reliability; Cyber Security; Recordkeeping, Access and Privacy) - Financial - Business Continuity Strategic: - Reputation
Existing Controls	Niagara Parks employs a comprehensive security strategy that includes Next-Generation Firewalls (NGFW) with machine learning-powered threat detection, geo-blocking, threat intelligence data analysis, encryption analysis, and firewall policies. Endpoints are secured with an Extended Detection and Response (XDR) platform that uses machine learning and behavioral analytics to detect and respond to sophisticated threats. Security checklists are in place for new SaaS providers and Internet of Things (IoT) devices. Network access is secured by third-party multi-factor authentication for staff and partners. The organization has passed the rigorous PCI-DSS security compliance audit and continues to educate staff on phishing, social engineering, and cybersecurity threats. In addition to the controls already in place, Niagara Parks has enhanced its cybersecurity posture by implementing monthly simulated phishing tests and a dedicated phishing reporting tool to improve staff awareness and response. All staff now participate in mandatory annual cybersecurity training, with automated tracking to ensure completion. The organization has adopted a formal vendor cybersecurity assessment process, requiring third-party providers to meet minimum security standards and undergo regular reviews. Cyber risks and mitigation actions are tracked in a formal risk register, supported by ongoing third-party audits and quarterly PCI scans to maintain compliance and proactively address vulnerabilities. The gradual rollout of multi-factor authentication to all staff further strengthens network access controls.
Risk Assessment (Residual)	Risk Likelihood: Likely (4) Risk Impact: High (4)
Risk Rating	Medium – High (16)
Mitigation/ Action Plan	In addition to regular IT controls, staff have undergone mandatory cybersecurity training, and the organization continues to invest in third-party cybersecurity audits, such as those carried out in 2025. These audits guide further investments and remediation plans, prioritizing critical and high findings to enhance the protection of digital information. Upgrades to endpoint security solutions and the migration to improved identity management systems, such as Entra ID, are ongoing. The Commission also maintains continuous monitoring of AI-related risks and tracks key metrics, including incident detection and resolution times, to measure the effectiveness of its cybersecurity program. All mitigation actions are documented in the formal risk register, supporting a proactive and transparent approach to managing cyber risk.
Target Mitigation Date	Ongoing

Risk 5	
Objective	Aging of Systems
Risk Factor	Several of Niagara Parks' point of sale (POS) and administrative software systems are dated and lack modern functionality to support business functions. The aging systems lack the required functionality to support growth, data analysis and the modern features which support processes and the age of the systems presents various risks including technical, governance and operational.
Risk Statement	Niagara Parks faces significant operational, financial, and cybersecurity risks due to aging systems, upcoming contract expirations, and several platforms operating on unsupported or soon-to-expire technology. Immediate risks are most acute within Retail Pro and Aloha, both of which rely on outdated systems and expiring support agreements, creating vulnerabilities that may invalidate cybersecurity insurance and increase the likelihood of system failure or security incidents. Additional enterprise risk arises from the pending expiry of key contracts such as ADP, Moneris, and Accesso, each of which supports critical operational functions including payroll, payments, attractions, and transportation services. Replacement of outdated POS systems is expected to require \$1.2M–\$1.5M per platform, creating capital and resource strain if multiple procurements are forced concurrently due to unmanaged expiries or failures. Without a coordinated renewal and modernization strategy—particularly for systems that should eventually consolidate into a future Human Capital Management System—Niagara Parks is at elevated risk of service disruption, compliance gaps, financial exposure, and weakened guest experience performance.
Risk Category	Operational: • Information and IT (Technology Infrastructure; System Availability/Reliability; Cyber Security; Recordkeeping, Access and Privacy) • Financial • Business Continuity • Third Party/Procurement Strategic: • Reputational
Existing Controls	The existing controls present across Niagara Parks' system environment include technical, governance, and operational strategies to continue to support the various operations and functions. The following summarizes the strategies: Technical Controls • System support contracts • Secure migration practices • Multi-stage testing protocols Governance Controls • RFI/RFP procurement processes • Privacy Impact Assessments (PIAs) • Structured six-phase implementation methodology • Vendor negotiations and contract management Operational Controls • Monitoring during go-live • Post-launch KPI tracking • Cross-functional project teams

Risk 5	
	User training and ongoing feedback loops
Risk Assessment (Residual)	Risk Likelihood: Likely (3) Risk Impact: High (4)
Risk Rating	Medium - High (8)
Mitigation/ Action Plan	The mitigation approach for system risks across Niagara Parks is operationalized through a six-phase implementation framework. This framework ensures that system failures, contract expiries, cybersecurity exposure, and operational disruptions are addressed through structured planning, procurement discipline, controlled implementation, and ongoing optimization. The mitigation/action plan ensures Niagara Parks: - Reduces operational risk from aging and unsupported systems. - Prevents compliance and cybersecurity exposure by enforcing structured procurement and PIAs. - Controls implementation risk through strong planning, testing, and change management. - Safeguards long-term performance with continuous monitoring and optimization.
Target Mitigation Date	Ongoing

Risk 6	
Objective	Promoting Niagara Parks as a safe destination for visitors and staff
Risk Factor	Millions of guests visit Niagara Parks each year, with a high concentration of visitors in the core area of Queen Victoria Park which may be vulnerable to risk from security threats and incidents.
Risk Statement	With recent global threats to visitor safety at internationally recognized sites and high traffic areas, a proactive approach to implementing initiatives to maintain safety and security of staff and visitors is required to ensure Niagara Parks remains a safe place to visit and work.
Risk Category	Operational: - Emergency Management - Business Continuity - Physical Security Strategic: - Reputational
Existing Controls	Dedicated Niagara Parks Police Service conducting regular patrol of Niagara Parks properties with a concentration in the core; Resources in Health and Safety, including plans developed for each location within Niagara Parks.
Risk Assessment (Residual)	Risk Likelihood: Possible (3) Risk Impact: High (4)

Risk 6	
Risk Rating	Medium – High (12)
Mitigation/ Action Plan	Niagara Parks Police Service, in conjunction with regional and provincial authorities, continues to develop and implement a safety and security plan to enhance overall safety of staff and visitors in Niagara Parks. Threat emergency exercises continue in partnership with municipal police. Lane closures in the QVP core area have been implemented to provide greater and safer access for pedestrians. 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. Additional Provincial Offences Officers have been hired to provide more presence particularly during the peak summer months in the core area of Queen Victoria Park. Perimeter barriers have been acquired to implement road closures as needed. Proactive road closure plan implemented for peak visitation weekends to protect pedestrians and remove risks associated with traffic congestion. Leveraging technology including expanding its RPAS (drone) program with additional trained operators and equipment. The Niagara Parks Police Service is adopting Next Generation 9-1-1 in partnership with the Niagara Regional Police Service and the St. Catharines Fire Department (Go-Live March 2026). Trained members of the police service are authorized to carry and use carbines to respond to extreme incidents and active attacker incidents within the Parks. Updated crisis communications plan to be developed.
Target Mitigation Date	Ongoing

Risk 7	
Objective	Maintain a quality workforce with a positive corporate culture to reduce turnover and ensure adequate service levels
Risk Factor	Significant shifts in the labour market, particularly within the tourism and hospitality sectors impact Niagara Parks' ability to attract and retain skilled staff. Challenges to attract and retain skilled staff impact managers' ability to adequately staff their locations, etc., forcing adjustments to hours of operation and service levels, impacting revenue generation.
Risk Statement	Significant skilled labour shortages in the tourism, hospitality and food services sectors have impacted Niagara Parks, especially given the competition with private sector companies for talent, operating within a major tourism destination. Niagara Parks experienced overall turnover for our fiscal 2025-26 season of 20%, excluding normal attrition, specifically impacting culinary services (23%) and retail and attractions (21%). Niagara Parks normally has significant fluctuations in its seasonal and student complement throughout the fiscal year. In 2025-26, due to increased visitation and the launch of a brand-new attraction, there was an increase in FTE.
Risk Category	Operational: - Human Resources/People - Financial

Risk 7	
	Strategic: • Reputational
Existing Controls	Comprehensive workforce planning process to identify operational needs, assess revenue generation and visitation levels to determine staffing needs with a priority on front-line staffing; Talent Acquisition and Retention Plan developed and Committee formed with the following objectives: • Expand talent sourcing to diversify workforce and create strategic partnerships • Niagara Parks brand exposure • Enhanced candidate screening and employee experience • Retention and engagement • Targeted recruitment campaigns for skilled / specialized and hard-to-fill positions Open and consistent communication with employees including monthly CEO e-newsletter, monthly extended management team meetings, annual town hall sessions, etc.; Annual staff appreciation events in August and December to ensure both full-time and seasonal staff are included.
Risk Assessment (Residual)	Risk Likelihood: Likely (4) Risk Impact: High (4)
Risk Rating	Medium – High (16)
Mitigation/ Action Plan	Continue to implement the priorities and recommendations coming out of workforce planning process and cross-departmental Talent Acquisition and Retention Committee (TARC), including positioning Niagara Parks' brand, attending and participating in job fairs, hosting new employee engagement events, providing quality training to all new and existing staff, compensation strategy.
Target Mitigation Date	Ongoing with a particular focus on preparing for the peak summer months when workforce levels increase substantially

Risk 8	
Objective	Mitigate impacts of climate change to Niagara Parks and its guests by ensuring public safety, minimizing risks to infrastructure, and reducing the net environmental, human, and infrastructure costs.
Risk Factor	Impacts of climate change affect Niagara Parks' ability to deliver on its mandate of preserving the environment, while damage to Niagara Parks' facilities could result in disruption to business and operations, leading to lost revenue and negative guest experiences.
Risk Statement	Climate change poses numerous risks to Niagara Parks. Extreme weather events can and have caused damage to infrastructure, increased shoreline erosion and flooded parklands and roadways. Extreme heat and drought conditions create unsafe conditions for guests while adding stress to greenspaces and naturalized

Risk 8	
	areas while increasing demand for water. Climate change is also accelerating the introduction and spread of vector-borne diseases (e.g., Lyme disease) and invasive species. Climate change is stressing native plant and animal species, providing less competition for the spread of invasive species, which can damage infrastructure, degrade water quality and result in biodiversity loss.
Risk Category	Operational: • Financial – Economic • Emergency Management – Business Continuity • Infrastructure Strategic: • Reputation • Climate Related/Environmental
Existing Controls	The Niagara Parks Climate Readiness Plan provides guidance on the controls and strategies being used to mitigate the impacts of climate change. NPC's Urban Forestry Management Strategy is designed to create a resilient forest canopy to combat the impacts of climate change. As a result, NPC is actively increasing the forest canopy and biodiversity within Niagara Parks by planting a minimum of 5,000 trees annually consisting of a wide range of native species. NPC is also actively restoring the Niagara River shoreline to prevent shoreline erosion and mitigate erosion through the establishment of no-mow vegetated riparian buffers, which includes the removal of invasive species and planting of deep-rooted native plants. The establishment of a wetland at NPC's Gonder's Flats property is also designed to moderate flooding impacts during extreme weather events. An invasive species management program has also been developed to guide the detection, monitoring, and management of invasive plants, insects and disease. Additional shoreline protection in Fort Erie has been installed to better protect the recently repaired breakwall from extreme weather events.
Risk Assessment (Residual)	Risk Likelihood: Likely (4) Risk Impact: High (4)
Risk Rating	Medium - High (16)
Mitigation/ Action Plan	In 2021, with the assistance of Brock University, Niagara Parks undertook a Climate Readiness Assessment resulting in the adoption of a Climate Readiness Plan, which highlights the specific risks to NPC as well as potential mitigation strategies. Adopted in 2018, NPC's Urban Forestry Management Strategy and the actions identified within it, directly contributes to ensuring the forest canopy within Niagara Parks remains resilient to climate change.
Target Mitigation Date	Ongoing operational land management practices; targets associated with improving the resiliency of the forest canopy, such as increasing canopy cover to 35%, increasing biodiversity, and having 75% of the Niagara River shoreline covered in native vegetation are expected to be achieved by 2028; other activities, such as improving shoreline protections and managing invasive species is being implemented on an ongoing basis; Additional shoreline protection in Fort Erie completed in the fall of 2025.

10.0 Human Resources and Staffing Plan

Niagara Parks is proud to be one of the largest employers in the Niagara region, offering opportunities for full-time, seasonal, and student team members. Many of our employees began their journey with Niagara Parks as summer students or through the Niagara Parks School of Horticulture and have gone on to build rewarding careers within the organization. Niagara Parks is honoured to have a dedicated team of long-serving employees whose commitment continues to shape the organization's success.

As the steward of the globally recognized Niagara Falls, Niagara Parks plays a pivotal role in sustaining the tourism industry for approximately 2,800 tourism-based establishments across the Niagara Region. In 2022, this translated into supporting nearly 40,000 tourism jobs, representing approximately 20% of all employment in the region. Our operations are not only a cornerstone of Niagara's tourism economy but also a driver of provincial and national economic activity.

Key Human Resources Initiatives for Fiscal 2026–29

Recruitment, Retention, and Engagement

While labour market participation has improved, skill gaps persist within the tourism and hospitality sector. To address these challenges, Niagara Parks established the Talent Acquisition and Retention Committee (TARC) and developed a comprehensive plan to respond to evolving labour market conditions. TARC, comprised of Human Resources and front-line management staff, focuses on diversifying and expanding talent pipelines to ensure a sustainable workforce.

Niagara Parks will continue to implement strategic succession planning to address anticipated retirements and ensure continuity in key leadership positions. This includes formal succession plans for all senior team members, including the Chief Executive Officer.

Niagara Parks continues to strengthen its talent pipeline through strategic partnerships with post-secondary institutions. Recognized as a Top Co-op Employer at Brock University's 2024 Co-op, Career and Experiential Education Awards, Niagara Parks intends to expand co-op placements, internships, and applied research collaborations to support student learning and career development.

Fostering a positive organizational culture remains a priority. Initiatives will emphasize consistent communication, mentoring, training, and engagement across all levels of the organization throughout 2026–29 and beyond.

Collective Agreement Negotiations

In fiscal 2026-2027, Niagara Parks will be engaged with all three of their unions for bargaining, including: OPSEU Local 217 Police Agreement expiring October 31, 2026; WUCC Local 2347 Server Agreement, expiring December 31, 2026, and OPSEU Local 217 Park Employees which expired October 31, 2025. In addition, Niagara Parks and OPSEU continue negotiations related to Job Evaluation and Pay Equity for OPSEU Parks Employees Local 217.

Program Implementation and Technology Integration

In fiscal 2025-26, Niagara Parks undertook a comprehensive Human Resources automation audit to evaluate opportunities for improving operational efficiency and enabling data-driven decision-making through advanced technological solutions. This initiative assessed existing HR processes, systems,

and tools to identify areas where automation could streamline workflows, reduce administrative burden, and enhance accuracy in workforce planning and reporting.

Key objectives of the audit included:

Process Optimization: Reviewing end-to-end HR functions such as recruitment, onboarding, payroll, and performance management to identify redundancies and inefficiencies.

Technology Assessment: Evaluating current platforms and software capabilities against industry best practices to determine gaps and opportunities for integration.

Data Analytics Enablement: Establishing frameworks for leveraging workforce data to support predictive analytics, trend analysis, and strategic decision-making.

Compliance and Security: Ensuring that proposed technological enhancements align with legislative requirements and maintain robust data privacy and security standards.

Legislative Training Integration: Incorporating employee training requirements such as Accessibility for Ontarians with Disabilities Act (AODA), Occupational Health and Safety Act, and Equity, Diversity, and Inclusion as well as elective curated training into the technology review process. This ensures that training is streamlined, tracked, and delivered through integrated platforms for efficiency and accountability.

The findings from this audit will inform the development of an implementation roadmap for fiscal 2026–29, prioritizing solutions that deliver measurable improvements in efficiency, employee experience, and organizational agility.

Talent Acquisition and Workforce Planning

Located in one of Ontario's most competitive tourism corridors, Niagara Parks faces significant labour market pressures. Statistics Canada's Employment by Economic Region reports that the Hamilton-Niagara Peninsula has the second-highest concentration of workers in accommodation and food services (11.4%), an over-representation of 6.2% compared to the provincial average. This concentration signals intense competition for talent in roles critical to Niagara Parks' operations.

In 2026–29, Niagara Parks will continue to strengthen its workforce planning to ensure we meet evolving guest expectations and operational needs in concert with the Destination Niagara Strategy. This process aligns staffing levels with revenue and visitation trends, prioritizing front-line roles and strategic redeployment to deliver exceptional service across all business units. With the launch of Niagara Parks' newest attraction, Niagara Takes Flight, extended hours during the off-season, and a number of large strategic projects on the horizon, Human Resources will work closely with operations and the Ministry through its HR Growth Plan, to ensure the right staffing is in place to support an outstanding visitor experience and continue to position our brand as a focal point of recruitment and retention.

Niagara Parks continued to experience a 20% turnover for fiscal 2025-26, impacting critical frontline positions to support revenue producing operations including Culinary Services, Retail and Attractions and Custodial Services. Recruitment for operational support positions has proven to be a further concern as the demand for specialized talent often outpaces the available supply of workers with the necessary skills. To deliver best-in-class service and operational continuity, Niagara Parks must secure and retain employees with specialized front-line and operational support skills. However, several structural challenges pose a challenge to this objective:

Labour Market Constraints: A smaller regional labour pool combined with high tourism demand creates persistent recruitment challenges.

Hard-to-Fill Positions: Culinary, custodial, attractions and support roles remain among the most competitive postings in the region.

Turnover Pressure: Persistent staffing challenges underscore the need for stronger retention and engagement.

Niagara Parks' Talent Acquisition and Retention Committee continue to develop strategies to overcome these challenges, including:

Enhanced Workforce Planning: Continue data-driven workforce planning to align staffing levels with visitation forecasts and operational needs, subject to approval through the HR Growth Plan.

Recruitment and Talent Acquisition: Expand targeted recruitment campaigns for culinary, custodial, and specialized roles, leveraging mutually beneficial partnerships with local colleges, universities, and trade schools.

Retention and Engagement Initiatives: Develop seasonal retention strategies, including opportunities for cross-training to extend employment periods.

Training and Development: Invest in onboarding and skills development programs to reduce early turnover and improve service quality. Provide leadership training for supervisors to strengthen team management and retention efforts.

Operational Flexibility: Review redeployment strategies to optimize staffing across business units during peak periods and explore flexible scheduling models to accommodate seasonal fluctuations.

Administrative Efficiencies: Streamline recruitment and onboarding processes through technology solutions to reduce time-to-hire and optimize workforce management systems for improved scheduling and resource allocation.

To further address the challenges associated with securing operation support functions, Niagara Parks' Executive Team and Human Resources continue to develop formal succession planning to identify critical skill inventories for key future vacancies. This includes investment in educational and training opportunities to upskill existing staff to fill current and future gaps as well as intentional external recruitment to ensure the organization continues to maintain organizational capacity.

Workforce

As an operational enterprise agency, Niagara Parks experiences significant seasonal fluctuations in staffing based on visitation levels. Niagara Parks will continue to implement the data-driven workforce planning initiatives introduced in fiscal 2021–22 to guide staffing levels into the foreseeable future. These initiatives remain focused on front-line service delivery, strategic redeployment and training, employee retention and engagement, and identifying administrative efficiencies across the organization.

In fiscal 2025-26, the launch of the new attraction Niagara Takes Flight, combined with extended operating hours and increased visitation, resulted in year-over-year headcount growth.

FTE complement by workforce category for Fiscal 2025-2026 includes the following:

Workforce Category	FTE
Executive	3

Management	163
Employee	263
Seasonal / Student	1045
Total	1474

The majority of Niagara Parks' workforce is comprised of seasonal bargaining unit and student employees, who are employed during the spring and summer operating seasons, representing 76% of Niagara Parks' Workforce. The remaining 24% are comprised of executive, management, and non-union at 10% and full-time unionized staff at 14%. As a self-sustaining agency of the Government of Ontario, Niagara Parks remains committed to fiscal responsibility and ensuring the long-term sustainability of staffing levels.

Staffing levels are projected to rise with Niagara Takes Flight entering its first peak season of operations, alongside planned enhancements to existing experiences and major capital projects as announced in the Destination Niagara Strategy. Rising visitation levels and extended operating hours continue to place additional demands on front-line service roles and specialized operational support positions. These pressures are compounded by ongoing turnover in critical areas such as culinary, custodial, retail, and attractions, making workforce stability a key priority.

The seasonal nature of Niagara Parks' operations adds further complexity, as attracting and retaining talent in a highly competitive tourism labour market requires innovative strategies and sustained investment. Increased staffing is essential to deliver exceptional guest experiences, maintain operational continuity, and to support revenue growth and successful execution of new attractions and projects. Workforce stability and sustainability remain a cornerstone of Niagara Parks' ability to serve as a premier destination and a key driver of Ontario's Destination Niagara Strategy.

For 2026-29, Niagara Parks relies on the workforce plan, reflecting growth in visitation and revenue and the seasonal nature of operations. As a result, the forecasted overall FTE count for 2026-29 is expected to increase in accordance with business operations and approval will be sought through the HR Growth Plan.

Service Delivery and Administrative Efficiencies

In fiscal 2025–26, Niagara Parks continued to strengthen its Human Resources operations and client service delivery through a focused modernization strategy. Central to this effort was the completion of a comprehensive Human Resources Automation Audit, which assessed current processes and identified opportunities to streamline workflows, reduce administrative burden, and enhance efficiency through technology. Building on these findings, Niagara Parks initiated the planned procurement of an integrated Human Capital Management (HCM) and payroll system designed to consolidate core HR functions into a single platform.

This transition represents a significant shift from the highly manual administration historically required to manage seasonal operations, by integrating recruitment, onboarding, payroll, scheduling, and performance management into one system.

The modernization initiative is a critical component of Niagara Parks' long-term workforce strategy, ensuring scalability to meet fluctuating seasonal demands while supporting organizational agility and service excellence.

Labour Relations and Employee Engagement

Niagara Parks places a strong emphasis on fostering positive employee engagement and maintaining constructive employee relations as a cornerstone of its organizational success. The organization is committed to building collaborative relationships with union partners through proactive communication and a shared commitment to improving working conditions and overall employee experience. These efforts ensure a respectful and inclusive workplace and strengthen trust across all levels of the organization.

Employee engagement is further supported through recognition initiatives that celebrate the contributions and achievements of team members. Niagara Parks hosts staff appreciation events, holiday celebrations, and milestone acknowledgments to reinforce a culture of respect and recognition. These activities not only boost morale but also create opportunities for team building and organizational pride.

In addition to internal recognition programs, Niagara Parks offers a variety of public events that allow employees to actively participate in community-focused initiatives. Seasonal festivals, charitable campaigns such as United Way fundraisers, and cultural events provide employees with meaningful opportunities to connect with the public while showcasing the dedication and professionalism of the Niagara Parks team. Through these combined efforts, Niagara Parks demonstrates its commitment to employee well-being and community engagement.

Workforce Training and Development

Niagara Parks remains committed to investing in employee training and development to ensure operational excellence and compliance with legislative requirements. As a seasonal organization, annual orientation and refresher training are critical for both new hires and returning employees. These programs include mandatory regulatory and legislative components, as well as Diversity, Equity and Inclusion (DEI), and Niagara Parks Code of Conduct training for all staff. Niagara Parks is also expanding its focus on supervisory leadership development to strengthen management capabilities across its operations. In fiscal 2025/2026 Niagara Parks collaborated with Brock University's Goodman School of Business and Professional and Continuing studies in the development of a leadership course which was completed by eighty supervisory staff. For 2026-2027, Niagara Parks will look to continue this program to complete the Leadership training.

Annually, Human Resources provides refresher programs on HR processes, procedures and programs designed to meet the unique needs of managing a seasonal workforce, ensuring consistency in service delivery and compliance standards.

Looking ahead, Niagara Parks is exploring the creation of structured learning pathways to provide employees with clear opportunities for career advancement within the organization. These pathways will support skill development, cross-training, and succession planning, reinforcing Niagara Parks' commitment to employee engagement and retention.

Compensation Strategy

Niagara Parks is committed to being a competitive employer by offering fair, equitable, and market-aligned compensation designed to attract and retain top talent. Full-time positions are benchmarked against the Southern Ontario market, excluding the Greater Toronto Area to reflect local economic conditions, at the 50th percentile to ensure compensation remains competitive and sustainable. Full-time employees receive a comprehensive benefits package comparable to those offered within the Ontario Public Service. Seasonal unionized employees receive payment in lieu of benefits, as negotiated through collective agreements. In addition, Niagara Parks staff are eligible to participate in one of the pension plans administered by the Ontario Pension Board or the OPSEU Pension Trust, reinforcing long-term financial security for employees.

Future Priority Work

Niagara Parks' Human Resources priorities for fiscal 2026–29 focus on strengthening workforce stability, modernizing processes, and supporting employee development. Key initiatives include targeted recruitment and retention strategies to address labour market challenges, succession planning for senior leadership roles, and expanded supervisory training to build management capacity and succession readiness. The organization will continue fostering a positive workplace culture through targeted engagement programs and strong labour relations, while maintaining competitive compensation practices and completing pay equity reviews with OPSEU Parks Employees Local 217.

To improve efficiency and scalability, Niagara Parks will implement an integrated Human Capital Management and payroll system, further streamlining HR functions and enabling data-driven decision-making. Mandatory orientation and refresher training, leadership development programs, and future learning pathways will ensure employees are equipped to meet operational needs and advance within the organization. These efforts reinforce Niagara Parks as an employer of choice and support its role as a cornerstone of Ontario's tourism economy.

11.0 Information Technology and Electronic Service Delivery Plan

Throughout 2026-2029, the Information Technology (IT) division will enhance Niagara Parks' business landscape by strengthening cybersecurity, infrastructure, and connectivity across all sites and attractions. The IT team will improve cellular and Wi-Fi services, including outdoor Wi-Fi and public cellular access—by leveraging NPC's fiber network to ensure better connectivity for guests and stakeholders. This positions the IT department at the forefront of digital service delivery for Niagara Parks.

To address evolving business needs, the IT team will collaborate with internal departments and external partners to improve existing applications, acquire new software, and develop in-house solutions. A key focus will be advancing network and data security, ensuring compliance with Payment Card Industry Data Security Standards (PCI-DSS) to protect sensitive payment card data for NPC visitors.

These goals are supported by our Information Technology policy framework, which guides the IT team across four core areas: Network and Infrastructure Services, Application Services, Client (Helpdesk) Services, and Cybersecurity.

The following summary highlights our IT achievements in the 2025-26 fiscal year and outlines our strategies for the 2026-27 financial period.

Network Services and Infrastructure Services

The 2025-2026 Network Services accomplishments reflect our commitment to enhancing security as the NPC enterprise network expands to meet business demands.

- Deployed a satellite at Queenston Heights restaurant and Queenston Courts to offer more reliable and secure network access.
- Decommissioned the Queenston Heights Restaurant Point-to-Point radios,
- Migrated our entire data centre to another secure site, offering better security and environmental controls.
- Installed new time clocks at 11 locations to improve efficiency and productivity.
- Renewed maintenance and Wildfire "threat intelligence cloud" subscriptions for 35 Palo Alto firewalls, strengthening our defense against malicious access attempts.

Application Services

Application Services made significant progress in delivering more applications while enhancing security and achieving PCI-DSS certification by a Qualified Security Assessor in 2025:

- Deployed a new Golf reservation solution for our Golf operations.
- Successfully deployed 4 self-service kiosks for culinary at Table Rock.
- Replaced 121 near end-of-life payment processing pin pads to enhance security for sensitive customer data and reduce the risk of potential breaches.
- Replaced over 70 near end-of-life ticket scanners to ensure ease of use for front line staff.
- Redeveloped a group sales application making it easier to use, update and keep secure.
- Modified the Accesso ticketing system to accommodate WEGO bus ticketing

Client Services (Helpdesk)

In 2025, Client Services received an average of 530 help requests per month. In addition to this critical service delivery, the following achievements highlight IT's commitment to efficiency, productivity and cybersecurity.

- Updated our gold star images to be more secure with the latest updates, patches and best practices.
- Installed new AV equipment in boardrooms at Oak Hall, HR Building and the Distribution Centre.
- Integrated a new tool to automatically deploy new applications as well as the ability to update them to keep them current and secure.
- Deployed a new and modern as well as secure remote-control tool reducing the time IT staff need to physically travel within the parks to support our clients.
- Upgraded all staff computers from Windows 10 to Windows 11 to ensure security and a modern operating system.

Cyber Security

- Conducted a comprehensive cybersecurity audit and developed a three-year Cyber Roadmap to address ever-evolving threats.
- Deployed an automated system for staff training on phishing, social engineering, and PCI-DSS standards, including monthly simulated phishing campaigns.
- Implemented Single Sign-On (SSO) for all Unit4 ERP instances, streamlining authentication and enhancing security and user experience.
- Modernized SSO across the Parks to ensure proper cybersecurity and best practices are followed.

Plans for 2026-27

Network Services and Infrastructure

- Enhance outdoor Wi-Fi for guests and stakeholders by adding infrastructure and access points between the Floral Showhouse and Oakes Garden Theatre, meeting expectations for robust connectivity.
- Improve cellular services at Table Rock Complex by installing a digital antenna system throughout the facility, ensuring reliable communication and information access for guests.
- Collaborate with a cellular hosted services provider to install monopoles at strategic locations, enhancing cellular service for guests, visitors, and stakeholders.
- Replace end-of-life network equipment in key locations to ensure network reliability and security, maintaining the latest patched operating systems to protect against vulnerabilities.
- Develop infrastructure and fiber network paths to support backhaul for new cellular service monopoles, ensuring robust data transmission, enhanced connectivity and improved network redundancy.

Application Services Develop configuration and reporting solutions to meet business requirements

- Develop configuration and reporting to meet business requirements.

- Replace select guest-facing receipt printers, barcode scanners, and ticket printers before the next season to ensure reliable performance and enhance guest experience.
- Assist with the multi-year project to modernize retail software systems.

Client Services (Helpdesk)

- As part of the IT five-year attrition plan, we will assess and replace desktops, laptops, and other devices older than five years to enhance productivity and minimize business interruption risk.
- Start a multi-year project to replace the aging phone system and ensure business functionality.

Cyber Security

- Finalize the three-year Cybersecurity Roadmap and execute year one of the plan.
- Investigate, select, and implement a Managed Detection & Response provider.
- Successfully complete cyber, financial IT and PCI audits.

12.0 Inventory of the agency's artificial intelligence (AI) use cases

In 2024-25, Niagara Parks established internal guidelines regarding the use of Generative Artificial Intelligence (Gen AI). These internal guidelines reflect established best practices and provincial guidelines and support the protection of individual, business, and organization data by reporting Artificial Intelligence uses and actively managing data and cybersecurity. In 2025-26, Niagara Parks' internal guidelines were reviewed to ensure alignment with the Responsible Use of AI Directive provided by the Ministry of Public and Business Service Delivery and Procurement in December 2024, as well as the federal government's Voluntary Code of Conduct on the Responsible Development and Management of Advanced Generative AI. This includes the prescribed use of Microsoft Copilot in place of other Generative AI tools.

AI use cases in 2025-26 were as follows:

Use Case	Responsible Department	Description	Impact	Data Governance
Programmed Chat Bot via Zendesk	Guest Services Centre	In 2024, Niagara Parks introduced a programmed Chat Bot function during peak ticket volume times which assisted in providing quick responses to standard questions from guests. Regularly assessed and updated, the new Chat Bot is also helping to divert common queries away from less efficient reporting channels, optimizing organizational capacity and directing Guest Services resources to priority areas. Guests are prompted that the chat function is managed by an automated Bot, and are invited to participate in a satisfaction survey at the end of their interaction. The AI chatbot is a rule-based chat bot, not a generative AI chatbot, meaning that all responses provided to guests are created by the Niagara Parks	The Zendesk AI Chatbot allows Niagara Parks' Guest Services Centre to more effectively and efficiently manage high demand of incoming guest inquiries through Niagara Parks' website. The chatbot is able to resolve simple guest questions and in the case of more complex questions, the conversation then transfers to a live agent. Upon transfer, the bot provides full context of the guest engagement with the agent including previous messages and previously visited pages. As a result, the AI chatbot streamlines workflows, helps to reduce agent workload, and increases operational	Each ticket in the Zendesk system used by the Guest Services Team to track guest interactions is composed of multiple data storage objects. For example, a ticket is composed of metadata, and then depending on what's included in the ticket, a number of additional data storage objects such as attachments, events, tags, etc. When guests start a conversation with the AI Chatbot they are not required to input any additional data. If they opt to communicate with a Guest Services Agent, only then do we require a name, email address, and note with an optional box to select service in French or English. Service Data processed by Zendesk AI is subject to all security standards and

		Guest Services team and are not fabricated by the bot. This ensures that all messaging is approved and cohesive with our overall messaging tone and brand. While not currently in use, the bot does have limited Generative AI capabilities in that it can create a response based off of articles written by the Niagara Parks Guest Services team in the pre-populated Knowledge Base. Although not currently in use, if this were to be deployed in the future, all information compiled by the bot would again be part of approved language from within Niagara Parks.	efficiency with complete visibility.	commitments, including compliance with Zendesk's robust Enterprise Security Measures, and storage within Zendesk's SOC 2-compliant environment.
Microsoft Copilot Chat with Commercial Data Protection	Information Technology	In alignment with guidance provided by the Ministry of Tourism, Culture, and Gaming, Niagara Parks currently subscribes to Microsoft Copilot Chat with Commercial Data Protection as the only enterprise-approved generative AI tool for use by Ontario Public Service ministries. Microsoft Copilot Chat provides a digital assistant to staff that can assist with word processing, data analysis, and communications. Staff can utilize Microsoft Copilot Chat to summarize documents, record meeting minutes,	The use of Microsoft Copilot enables staff to utilize resources more efficiently and improve information flow across the organization. Staff are provided with access to regular training on the use of artificial intelligence, the applications for Microsoft Copilot, and the importance of ongoing monitoring, risk assessment, and human oversight. Outputs from generative AI tools are reviewed by staff for accuracy.	Microsoft Copilot Chat provides a secure way for staff to search the web and interact with content without the risk of data leaving the organization. Unlike third-party generative AI tools, Microsoft Copilot leverages the existing Microsoft 365 environment to reduce risks to information security, cyber security, and the loss of intellectual property.

		analyze data, draft copy, and more.		
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In 2026-27, Niagara Parks will continue to abide by all relevant provincial legislation, including the Enhancing Digital Security and Trust Act, while exploring opportunities for the further use and integration of AI tools across the organization, in order to optimize organizational capacity, support data-driven decision making, simplify client/customer interactions by improving the accessibility of key services, and align with shifting travel behaviour. Niagara Parks will also identify training opportunities for staff to improve digital literacy and security and will identify pathways for incorporating language regarding the use and governance of AI tools into new and existing vendor agreements.

13.0 Realty and Property Portfolio

Niagara Parks' property portfolio extends the length of the Niagara River from Fort Erie to Niagara-on-the-Lake. Niagara Parks has a Realty Policy that aligns with the Management Board of Cabinet's Realty Directive (2022) that governs the management, acquisition and disposition of realty undertaken by The Niagara Parks Commission. Niagara Parks' Medium-Term Recovery Plan submitted to the Ministry in March 2021, outlined a key opportunity for cost-savings by identifying non-core land and building assets for sale and/or lease.

Niagara Parks updated its Realty Policy to reflect opportunities for revenue generation through disposal of surplus lands and optimization of lands to improve operational efficiencies. As guided by its Medium-Term Recovery Plan and updated Realty Policy, Niagara Parks will continue to work with the Ministry on land transaction matters and seek appropriate approvals as required.

The Ontario government has approved the lease agreement between Niagara Parks and Toronto Power Hotel Inc. for the private sector redevelopment of Toronto Power Generating Station. Pre-construction planning began in late fall 2024 and the construction period will continue into 2028.

Throughout 2026-29, Niagara Parks will continue to work closely with the Ministry seeking approvals as required to implement the following land transaction initiatives:

- Future redevelopment of Niagara Parks Marina and sale of surplus vacant land into a rural recreational development complementary to the marina, subject to government approval
- Future redevelopment of Ontario Power Generating Station into a brand-new, world-class guest experience
- Future development of a world-class new observation wheel in Queen Victoria Park
- Development of potential land lease agreement for the Visitor Transportation System, subject to government approval.

14.0 Initiatives Involving Third-Parties

Business Development, Events, Communications and Marketing

Third Party Name	Business Objective	Business Strategy
Niagara City Cruises	Operator for boat tour service for Niagara Parks under a 30-year agreement that began in 2013.	The boat tour is a Canadian Signature Experience and a key demand generator for Niagara Parks and the destination. Niagara Parks works collaboratively with Niagara City Cruises on packaging and promotions to drive higher visitation and revenue.
Niagara Adventure Excursions (operating as WildPlay Niagara Falls)	Operator of two attractions for Niagara Parks: Zipline to the Falls and Whirlpool Adventure Course under a 20-year contract that began in 2014.	The zipline and adventure course are two attractions that offer guests an opportunity for an adventurous experience.
Falls Fireworks Series	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 are intended to extend the guests' stay in Niagara Falls, including encouraging overnight stays.
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.
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.
Niagara Falls Convention Centre	Niagara Parks is a founding partner in the Scotiabank Convention Centre in Niagara Falls. Niagara Parks has a seat on the board of directors.	Niagara Parks supports the Convention Centre to help draw meetings and conventions to the destination and Niagara Parks receives business from those conventions.
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. NFT is also supporting NPC's environmental stewardship program

		by providing funding to plant 1100 trees in the park as part of the RendezVous Canada conference being hosted in Niagara Falls in 2026.
Winter Festival of Lights	Niagara Parks was a founding partner in the original community event and remains a significant contributor to what is now a tourism-led event by way of lighting design, programming and manual support.	The event draws visitors to Niagara Falls and extends the destination's season. Winter Festival of Lights is overseen by Niagara Falls Tourism with funding support from the Niagara Falls Canada Hotel Association.
Culinary Tourism Alliance (CTA)	Organization promoting champions of local food and beverages in Ontario	Membership and Feast ON certifying Niagara Parks' full-serve restaurants supports brand alignment and provides positive economic impact.
Ontario Restaurant Hotel and Motel Association (ORHMA)	ORHMA is an organization supporting the restaurant and tourism industry in Ontario and is linked to Restaurants Canada (formerly Canadian Restaurant and Foodservices Association)	Niagara Parks is a member and works in partnership to promote the industry and serve on the Board.
Golf Canada	Golf Canada is the National Sports Federation and governing body for golf in Canada representing 271,000 golfers and 1,400 member clubs across the country. Golf Canada's mission is to increase Canadian participation and excellence in golf.	Niagara Parks Golf maintains membership and participates in many of Golf Canada's programs including supporting for Professional and Amateur competitive events and grow the game initiatives.
Stanley Thompson Society	The society is committed to celebrating and preserving the legacy of Canada's premier golf architect Stanley Thompson.	Whirlpool Golf Course is a Stanley Thompson designed golf course and supports the society with membership. The membership enables networking opportunities, research, archives and learning more about Thompson through guest speaker series.
Digital Attractions	Operator of the Digital and Photo Capture Services. The service captures photos of guests at Journey Behind the Falls, Niagara City Cruises, Niagara Parks Power Station, White Water Walk and Butterfly Conservatory.	Operations are planned for implementation at the new NPC Flying Theatre attraction.
Whirlpool Jet Boat Tours	Operator renting excess space at Floral Clock	Brings traffic to Floral Clock retail store
Pinnacle Scopes	Operator of viewing machines	Provides amenity to guests and revenue for Niagara Parks
Metrolinx	Metrolinx, an agency of the Government of Ontario under the Metrolinx Act, 2006, was created to improve the coordination and integration of all modes of transportation in the Greater Toronto and Hamilton Area.	Promotional partnership with Metrolinx began 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. This initiative has now grown to year-round service.
District School Board of Niagara and Niagara Catholic District School Board	Co-op education placement in Niagara Parks culinary venues More hands-on, experiential learning opportunities for students	Supports tourism as an opportunity for employment and assists in recruitment Niagara Parks provides place-based learning opportunities related to natural and cultural heritage
Ministry of Labour, Training and Skills Development	Coordinating apprenticeships for trades in Ontario	Used by culinary services for chef apprentices (in addition to other departments utilizing apprentices in trades)
Brock University	Collaborate with Brock University leadership, faculty and students to support mutually beneficial learning opportunities that advance the priorities of both organizations.	Expanded MOU signed in 2024, building off the success of work with Brock's Environmental Sustainability Research Centre (ESRC). Aim to further collaborate with other faculties and programs such as the Humanities faculty.
Niagara College	Collaborate with Niagara College leadership, faculty and students to support mutually beneficial learning opportunities that advance the priorities of both organizations	Long-standing relationship with Niagara College to provide co-op placements, on-site learning opportunities and further establish talent pipeline. Aim to establish a MOU to formalize partnership.
University of Niagara Falls Canada	Collaborate with UNFC leadership, faculty and students to support mutually beneficial learning opportunities that advance the priorities of both organizations.	Niagara Parks provides co-op placements for UNFC students and helps to promote the new university as a strong community partner. Aim to establish a MOU to formalize partnership.
Niagara College – Canadian Food and Wine Institute	Work in partnership for apprenticeships and co-op programs for culinary services	Supports local job economy and recruitment efforts
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.
Shaw Festival	Collaborate with the Shaw Festival to deliver arts and cultural programming for guests and draw new visitation to Niagara Parks.	Working with the Shaw Festival, Niagara Parks will host an outdoor children's theatre program on the grounds of the Botanical Gardens. "A Short History of Niagara" is a large-scale puppet show that will appeal to a broad audience base, including growing the family market to the site.
Niagara Grape and Wine Festival	Explore additional partnership opportunities with the Niagara Grape and Wine Festival, one of Niagara's most prominent festivals.	Niagara Parks will be the presenting sponsor for the 2026 Cool as Ice Gala at the Niagara Parks Power Station. Niagara Parks will seek more opportunities to align with both the Icewine Festival (January) and the Grape and Wine Festival (September).

Environment

Third Party Name	Business Objective	Business Strategy
Environment and Climate Change Canada and the Ontario Ministry of Natural Resources (MNR)	To acquire resources needed to protect, maintain and preserve natural areas that make up 25% of Niagara Parks' lands.	In addition, resources are used for education and outreach both internally and externally.
Niagara College - Ecosystem Restoration Program	Provide expertise for various environmental, recreational and technical programs to support Niagara Parks' stewardship programs.	Provide NPC staff with valuable data and natural area management strategies through Niagara College's Ecosystem Restoration Program. NPC also provides place-based and hands-on learning opportunities to students related to ecosystem restoration.
Brock University – ESRC	Provide expertise for various environmental, recreational, cultural and technical programs to support Niagara Parks' stewardship programs while providing students with real-world experiences.	Signed new Memorandum of Understanding in 2024, building off the success of the MOU with the ESRC, to expand the partnership into other NPC business units and departments at Brock University, including earth sciences, environmental sustainability, cultural heritage, arts and Indigenous studies.
Science North	Support programming at the Niagara Glen Nature Centre.	Liaise with Science North to manage the Nature Exchange program at the Nature Centre.

Audubon International	The Audubon Cooperative Sanctuary Program for Golf is an award-winning education and certification program that helps golf courses protect the environment and preserve the natural heritage of the game of golf. By helping people enhance the valuable natural areas and wildlife habitats that golf courses provide, improve efficiency, and minimize potentially harmful impacts of golf course operations, the program serves an important environmental role worldwide.	To achieve certification golf courses must demonstrate a high degree of environmental quality in 6 separate categories. Legends on the Niagara has achieved full certification while Whirlpool continues to progress. The certification is promoted to guests as a sustainable initiative through events and various communications.
Corporate and non-profit support [OPG, Ducks Unlimited Canada, Friends Groups, Naturalists, 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.
Vineland Research and Innovation Centre	Provides expertise on the management of NPC's forest canopy	Through Vineland's soil health analysis program, guides NPC's tree species selection and soil amendments to improve tree planting survival. Investigating opportunities to develop micro forests and food forests to expand NPC's forest canopy.
Niagara Peninsula Conservation Authority and the Niagara River Remedial Action Plan	Contributes to the preservation and enhancement of water quality and environment of the Niagara River corridor and adjacent lands	Collaboration provides expertise and support for water quality improvement and ecosystem restoration initiatives. As a delivery agent of the Canada – 2 Billion Trees Program, NPCA provides financial support and expertise towards tree planting and seed collection at Niagara Parks.
Forests Ontario and Ontario Woodlot Association	Research and development of tree seed collection strategy and forest management practices.	Provides the opportunity to offer forest management and 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.
Canadian Food Inspection Agency	Research in management and control of invasive species.	Research in early detection and controlling damage from invasive species

Trail and cycling organizations (Greater Niagara Circle Route, TransCanada Trail, Waterfront Trail, Greenbelt Route, Ontario Trails Council, Venture Niagara, Ontario by Bike, Niagara Greenway Commission)	Increase promotion and development of cycling opportunities and infrastructure within Niagara Parks and the surrounding region, including binational trail connections.	Provides opportunities for joint marketing initiatives, access to funding and trail management expertise as it relates to the Niagara River Recreation Trail.
American Public Gardens Association	Niagara Parks is a member of American Public Gardens Association, a preeminent association for public garden professionals and serves on the board to gain an advanced understanding of the field of public horticulture.	Niagara Parks leverages its board membership to gain insight into best practices, offered through educational and networking opportunities.
Ontario Invasive Species Centre	Research in management and control of invasive species.	Provides financial support and best management practices for a wide-range of current and future invasive species threats such as Tree of Heaven and Spotted Lantern Fly. Also conducts monitoring of invasive species on NPC lands.

Heritage and Legacy

Third Party Name	Business Objective	Business Strategy
Parks Canada	National park service for Canada that cares for sites like Fort George and Brock's Monument.	Collaboration on events and tours. Cross-promotional opportunities as appropriate. Niagara Parks has an MOU with Parks Canada (updated in December 2020). Cooperate on maintenance requests, best practices for the care of parklands, collaborate with staff and volunteers at annual events. They are the local representative for the National Historic Sites and Monuments Board of Canada. Also collaborate on the stewardship of adjacent natural areas and the creation of fish habitat within the Niagara River. In 2023, Niagara Parks entered into an agreement with Parks Canada to allow WEGO transportation access on their lands and to sell a joint "Heritage Pass" offering admissions to both Niagara Parks and Parks Canada sites along the Niagara River Corridor.
The Mackenzie Printery Group	Volunteer organization with specialized skills to maintain the Printery Collection at Mackenzie Printery heritage site.	Collaborate with local community association to showcase the history of printing.

Plenty Canada	Indigenous Plant trail along the Niagara Escarpment to understand the ecology inventory	Collaborate with the appointed UNESCO biosphere reporting team for the Niagara Escarpment designation process. Work on trails and plant communities within Queenston Heights Open Space.
Landscape of Nations 360	Indigenous Education Initiative to provide a comprehensive understanding of the Indigenous experience in the Niagara Region through partnership with indigenous leaders and educators to enhance how Indigenous histories, cultures and contemporary issues are taught in K to 12 classrooms	Supports the Niagara Parks mandate of preserving the cultural stewardship of the Niagara River corridor through recognition of the important role of indigenous people held in the history of the region.
Friends of Laura Secord	The Friends of Laura Secord is a community group with the primary goal of preserving, strengthening and perpetuating the Secord legacy so it can continue to inspire and educate future generations about the many people who helped to define Canada.	Collaborate on summer events and share in highlighting the life and era of Laura Secord.
Museums of Niagara Association (MONA)	Community museums in the Niagara region with similar collections and professional standards.	Collaborate on events, share best practices and assist in case of emergencies.
Ontario Museum Association (OMA)	Provincial association for museums and historic sites providing training in a number of related subjects.	Annual conference attendance and organization.
Museums Canada	National group of museums and museum vendors.	Collaborate on annual conference and communicate on best practices.
Canadian Museums Association	Largest national group of museums	Collaborate on annual conference and communicate on best practices.
Buffalo Naval Park	Lake front and canal side museum with surviving warships in site of Old Fort Erie.	Work on events together and with Americans making up the majority of visitors to the Old Fort, cross-promote locations to visitors with similar interests in military history.
Municipal Museums along the Niagara River	Responsible for the local community collections and public programming.	Niagara Parks staff have the most contact and cooperation with the Town of Fort Erie Museums, The City of Niagara Falls Museums and the Niagara on the Lake Museum. Directly working on public events, research, exhibits and sharing regular communications regarding site activities.

Underground Railroad heritage Centre	Museum in the Niagara Falls, New York Amtrak train station.	Cooperation on events and highlighting Black history on both sides of our shared border.
Old Fort Niagara Association	A significant historic site on the New York side operated by a non-governmental not-for-profit organization.	Staff and volunteers work together on annual events, sharing information on collections and research.
Friends of Fort George	Not-for-profit organization that supports Fort George and staffs Brock's Monument	Working with Parks Canada to communicate staff and maintenance needs at Brock's Monument. Cooperate on Queenston Heights events and tours.
Parkway Artists' Guild	Volunteer group interested in the arts.	'Paint days' at our sites interacting with the public and working through Retail they sell items at our locations.
Fort Erie Native Friendship Centre	Cultural and community hub for the Indigenous community in Fort Erie	An important source for research, events and recruiting in Fort Erie.
Niagara Regional Native Centre	Cultural and community hub for the Indigenous community located in Niagara on the Lake.	An important source for research, events and recruiting for our locations in Niagara on the Lake.
Tubman Tours of Canada	Provides Black History tours to groups visiting Niagara.	Source for research, event planning and cooperation with the interpretation of Black history along the river corridor.
Lundy's Lane Historical Society	The volunteer historical society for the City of Niagara Falls.	Research, presentations, publications related to many of our properties and an excellent source for information.
Bertie Historical Society	The volunteer historical society for the Town of Fort Erie.	Research, presentations, publications related to many of our properties.
Reenactment Groups	Volunteer groups that make up the bulk of our volunteer hours.	Crown Forces 1812 US Forces 1812 Fenian Brigade Brigade of the American Revolution Napoleonic Society

Niagara Parks School of Horticulture

Third Party Name	Business Objective	Business Strategy
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Awaji Landscape Planning & Horticulture Academy "Japan"	Collaborate with sister institutions to provide leadership opportunities in the field of horticulture.	Memorandum of Understanding / Sister School Alliance was created in support of educational exchange, and the furthering of practical and theoretical landscape horticulture.
Olds College, Olds Alberta	Continue to support the 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.
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.
Niagara Catholic District School Board	This partnership allows high school students enrolled in horticulture and a high skills major program in horticulture to complete their studies at the Botanical Gardens with a hybrid teaching model using class lectures with studies in the gardens and working with Niagara Parks' students.	Supports growth of Niagara Parks' diploma program through enhanced reach to potential future students and increases applicants to program.
Niagara District School Board	Niagara Parks will support the DSBN to deliver portions of their Green Industries Specialty High Skills Major – "Dig It" program's curriculum within the Niagara Parks Botanical Gardens	Supports and benefits Niagara Parks by further expanding the presence of the School of Horticulture in the local educational market.
Canadian 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 & Foundation	Promote and support Niagara Parks' School of Horticulture, its current students and alumni.	Niagara Parks staff liaise with the Alumni Association supported by School Alumni Committee's Terms of Reference.
School Advisory Council	Develop professional relationships within the fields of industry relevant to the needs and priorities of the School of Horticulture (SOH) and student/graduate success models	The SAC will assist in the development of strategic objectives and plans to identify current and future needs within the SOH as an institution of learning supported by its Terms of Reference.

Professional Advisory Communities	Develop professional relationships within the fields of industry relevant to the needs and priorities of the SOH and student/graduate success models	The PAC will provide vital links between industry and the Niagara Parks SOH administration, faculty, and students, to engage in current industry expertise.
Niagara College	Strategic alliance for the mutual benefits towards increased educational, training and employment goals for students and graduates	Steering Committee to pursue a variety of practical work or internship opportunities, as well as advanced standing evaluations cross institutionally
Longwood Gardens	The Facilitations of Longwood Fellow's placement at the NPC premises with the aim of promote leadership development of the fellow and to exchange intellectual capital, skill and expertise.	The parties work together to ensure the placement is adequately and appropriately assigned projects, assignments and work to support the leadership development of the Fellow

15.0 Communications and Marketing Plan

Overview

An integrated marketing and communications approach for Niagara Parks focuses on driving increased visitation to the organization's primary revenue-producing operations.

Marketing and communications efforts for the 2026-29 fiscal period will prioritize maximizing attendance and revenue generation at Niagara Parks attractions, putting these experiences front and centre in its promotional efforts across all channels. A focus on driving attendance and revenue at attractions will have a halo effect that benefits Niagara Parks' other revenue-producing operations such as culinary, retail, transportation, and parking services.

Following the successful launch of Niagara Parks' newest attraction in 2025, Communications and Marketing efforts and campaigns over the next three years will continue to highlight Niagara Takes Flight, alongside Niagara Parks' other top attractions. Through its communications and marketing initiatives, Niagara Parks will also support the key pillars of the Destination Niagara Strategy, including tourism attractions, wine and culinary tourism and arts and culture.

Marketing and communications efforts will continue to leverage owned digital products, including Niagara Parks' new website that will launch ahead of the 2026 summer season and social media accounts, along with strategic investments on proven high ROI external channels and publications to drive measurable and repeatable results.

Strategic Goals

Consistent with the themes of its 10-year Strategic Plan, Niagara Parks' marketing and communications efforts will continue to be guided by the following strategic goals:

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

Objectives

Niagara Parks' Marketing and Communications plan focuses on six key objectives to meet these strategic goals:

1. Position brand story and tell Niagara Parks' stories
2. Enhance perceived value of guest experiences
3. Drive visitation to attractions
4. Grow revenue for revenue producing operations
5. Increase frequency of partner and stakeholder communications
6. Improve processes for consumer data collection and analysis

Tactics to Deliver on Objectives

1. Position brand story and tell Niagara Parks' stories

- Collaborate with Niagara Parks' departments to identify stories and initiatives that exemplify Niagara Parks' brand story.
- Effectively communicate the breadth of unique, must-see experiences that Niagara Parks has to offer for visitors.
- Build awareness for Niagara Parks' operational structure and the connected relationship between its stewardship role and its tourism role (revenue-producing operations).

2. Enhance perceived value of guest experiences

- Identify and document opportunities to augment and improve the visitor experience at Niagara Parks core sites and attractions.
- Prioritize tangible visitor experience improvements beginning with highest profile and most visited locations.
- Develop and implement rich storytelling elements which deliver additional entertainment and educational value for guests.
- Work to design and implement aesthetic upgrades to key visitor nodes and experiences.

3. Drive visitation to attractions

- Position Niagara Takes Flight as a must-see experience for all guests visiting Niagara Falls.
- Maximize value of internal video/photo production capacity to create industry leading promotional assets for use with owned channels, earned media efforts and paid initiatives.
- Emphasize the value offered by Niagara Parks' bundled pass products and increase visibility for these products digitally and in-park.
- Showcase the one-of-a-kind nature of natural wonders that can only be experienced at Niagara Parks.

4. Increase revenue for revenue producing operations

- Focus paid promotional content on revenue generating attractions.
- Increase cross-promotional elements between Niagara Parks high-volume attractions and ancillary operations (retail and culinary).
- Target higher-yield visitors who are more likely to enjoy Niagara Parks' must-see guest experiences.
- Encourage repeat visitation from regional markets by presenting experiences in new and unexpected ways.
- Enhance and streamline opportunities while communicating incentives for guests to upgrade their pass products online and in-park.

5. Increase frequency of partner and stakeholder communications

- Collaborate with internal staff to update dedicated stakeholder lists for all relevant departments.
- Strengthen key stakeholder relationships by increasing the frequency of email communications and aligning content to strategic organizational goals.
- Identify opportunities to expand scope and scale of collaborative partnerships, focusing on Destination Ontario and Destination Canada.

6. Improve processes for consumer data collection and analysis

- Audit and revise guest survey channels to enhance the collection of actionable data points related to visitor experience and perceived value.
- Implement additional touchpoints for the consistent collection of pass purchaser data, including through the staff ambassador program.
- Expand scope of public engagement activities, supported through online surveys and engaging, regularly updated web content.
- Introduce processes that facilitate more consistent analysis of data collected by the Niagara Parks Guest Services Centre.
- Develop processes for the regular review of collected data and the implementation of decisions based on this information.

Implementation Plan

The tactics outlined in this document are currently at various stages of implementation and will continue to be adjusted and actioned throughout the duration of the 2026-29 timeline.

Key Principles for Implementation

Adaptability

- Changes to consumer behaviour, travel and tourism trends along with broader economic/political developments will introduce new obstacles and opportunities that do not currently exist, demanding a flexible and dynamic approach to implementation.

Continuous monitoring

- A focus on digital marketing campaigns facilitates opportunities for extensive data collection and analysis on the performance of various communications and marketing initiatives. Using industry leading tools, including AI assisted software solutions, tactics will be consistently evaluated for performance and ROI.

Resource allocation

- Consistent with the overall strategy of driving visitation and revenues to Niagara Parks attractions, paid marketing investments will prioritize building awareness and demand for Niagara Parks bundled pass products (Niagara Falls Pass) through trackable, high ROI digital channels in combination with sponsored content in impactful media outlets.
- Due to the highly seasonal nature of Niagara Parks revenues, and the importance of the summer season, the spring and early summer periods will see the largest investments from a paid promotional perspective.

Strategic alignment

- Niagara Parks marketing and communications efforts will continue to be designed and implemented following the priorities and structures of Niagara Parks 10-Year Strategic Plan and annual Business Plans while ensuring alignment with the most recent Minister's Letter of Direction and the province's Destination Niagara Strategy.