



FORT HENRY - KINGSTON, ON

PRESENTATION TO STANDING COMMITTEE ON FINANCE AND ECONOMIC AFFAIRS JUNE 11, 2020

ST. LAWRENCE PARKS COMMISSION

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

Parks of the
St. Lawrence



Les Parcs du
Saint-Laurent

LA COMMISSION DES
PARCS DU SAINT-LAURENT
UN ORGANISME DU
GOUVERNEMENT DE L'ONTARIO



AGENDA

- 1 ST. LAWRENCE PARKS COMMISSION
- 2 IMPACTS OF COVID-19
- 3 OPPORTUNITIES - INFRASTRUCTURE INVESTMENT
- 4 PATH FORWARD
- 5 QUESTIONS



UPPER CANADA VILLAGE - MORRISBURG,
SOUTH DUNDAS, ON

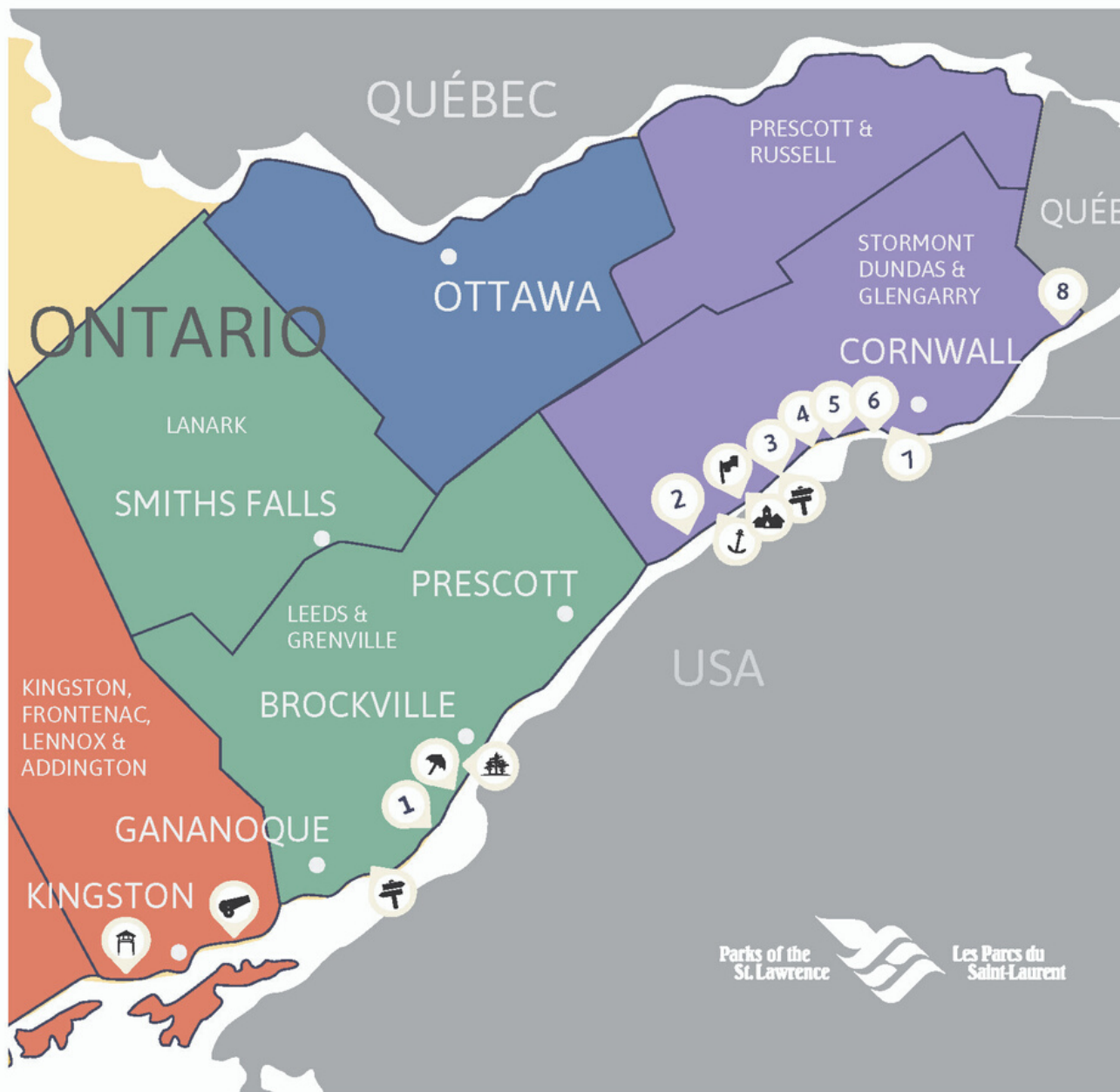
ABOUT ST. LAWRENCE PARKS COMMISSION

The St. Lawrence Parks Commission (SLPC) was established in 1955 and is a Board-governed agency of the Government of Ontario.

Mandate under the St. Lawrence Parks Commission Act, R.S.O 1990, is to provide tourism, cultural, educational and recreational opportunities for residents of Ontario and visitors to the province through the presentation and interpretation of historic attractions, and the development and operation of parks, campgrounds, scenic parkways and recreational areas.

Largest tourism destination in Eastern Ontario, extending 200 kilometres from Kingston to near the Quebec border. Facilities include thousands of hectares of park land and attractions on the St. Lawrence Heritage Corridor that provide a major source of recreational opportunities for residents and visitors to the Eastern Ontario Gateway to Ontario.

ST. LAWRENCE PARKS COMMISSION



LEGEND

-  FORT HENRY
-  1 IVY LEA CAMPGROUND
-  2 RIVERSIDE-CEDAR CAMPGROUND
-  3 UPPER CANADA MIGRATORY BIRD SANCTUARY CAMPGROUND
-  4 FARREN CAMPGROUND
-  5 MCLAREN CAMPGROUND
-  6 WOODLANDS CAMPGROUND
-  7 MILLE ROCHES CAMPGROUND
-  8 GLENGARRY CAMPGROUND
-  TRAILS
-  CRYSLER PARK MARINA
-  UPPER CANADA GOLF COURSE
-  UPPER CANADA VILLAGE
-  SKYWOOD ECO ADVENTURE
-  KINGSTON PEN TOURS
- BROWN'S BAY BEACH

Parks of the
St. Lawrence



Les Parcs du
Saint-Laurent

MUNICIPALITIES

City of Kingston – Fort Henry National Historic Site of Canada

Township of Elizabethtown-Kitley (western end of Brockville) – Butternut Bay

Front of Yonge Township – (between Brockville and Mallorytown) – Brown's Bay Beach

Township of Leeds & 1000 Islands (between Mallorytown & Gananoque) – Ivy Lea Campground

Township of South Dundas – Riverside-Cedar Campground, Crysler Park Marina, Upper Canada Golf Course, Upper Canada Village, Crysler's Farm Battlefield, Aerodrome

Township of South Stormont – Upper Canada Migratory Bird Sanctuary, Farran Park, Long Sault Parkway (McLaren Campground, Woodlands Beach, Woodlands Campground, Mille Roches Beach, Mille Roches Campground)

Township of South Glengarry – Glengarry Park



UPPER CANADA MIGRATORY BIRD SANCTUARY
SOUTH STORMONT, ON



MILLE ROCHES CAMPGROUND - LONG
SAULT PARKWAY, SOUTH STORMONT, ON

HISTORIC SITES

Upper Canada Village, Fort Henry National Historic Site of Canada – part of Ontario’s only UNESCO World Heritage Site. SLPC is the ongoing provider of Kingston Penitentiary Tours, also designated a National Historic Site of Canada .

EIGHT CAMPGROUNDS & SIX DAY-USE BEACHES

Ivy Lea Campground, Brown’s Bay Beach, Riverside Cedar campground, Crysler Beach, Farran Park & Beach, McLaren Campground, Woodlands Campground, Woodlands Beach, Mille Roches Campground, Mille Roches Beach, Glengarry Campground, two leased/partnership campgrounds include South Glengarry (Charlottenburg Park) and the Township of Edwardsburg Cardinal (Grenville Park).

TWO SCENIC PARKWAYS

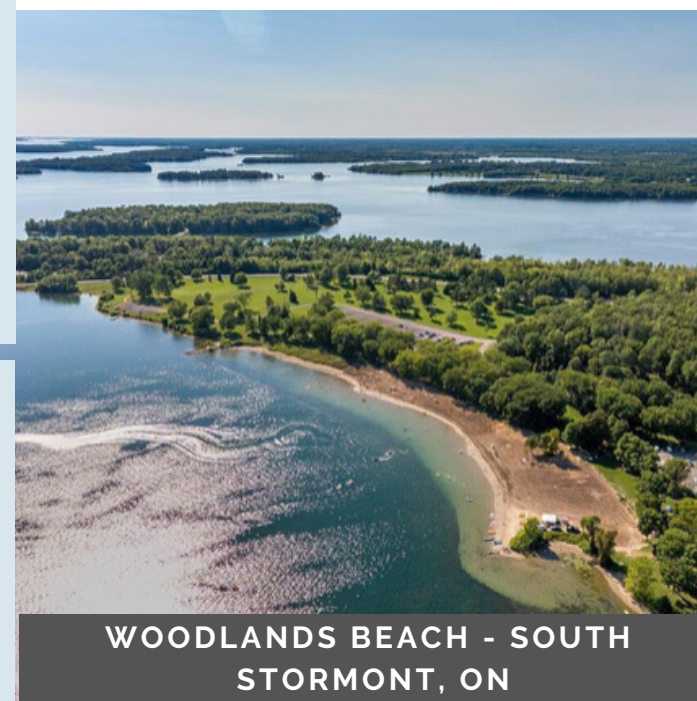
37 km 1000 Islands Parkway and the 11 km Long Sault Parkway, both have multi-use recreational trails that are part of the Great Lakes Waterfront Trail available for hiking, cycling and taking in nature, fresh air and the great outdoors.

RECREATIONAL FACILITIES

18 hole Upper Canada Golf Course, Crysler Park Marina, Upper Canada Migratory Bird Sanctuary and Skywood Eco Adventure.



FORT HENRY - KINGSTON, ON



WOODLANDS BEACH - SOUTH STORMONT, ON

IMPACTS OF COVID-19

At peak season, SLPC employs upwards of 610 staff, including 250 seasonal and fixed term, 300 students and 60 full time staff. Total budget for salaries and wages is approximately \$14 million, of that approximately \$2.5 million for student wages.

SLPC is following the current guiding principles and considerations from the Ministry related to the recall of seasonal staff and is working on costings for projected staffing plans to support the potential opening of attractions as soon as safe and possible.

The following staffing measures have been implemented:

- A total of 118 seasonal staff have been advised that their recall dates will be delayed. These dates have been delayed between Mid May and end of June 2020, with the ability to move these dates up or back as the situation evolves.
- As of May 12, 2020, 27 of those seasonal staff who had delayed start dates have been recalled to support site preparation related to Marina and Parks operations as well as other critical landscaping activities throughout SLPC.
- SLPC sites are planning to bring remaining seasonal staff back as soon as they are able to open.
- Approximately 190 students (who originally received verbal offers), have been notified that SLPC is unable to confirm a start date for them at this time and that more communication will follow as information is known.



**CRYSLER PARK MARINA -
MORRISBURG, SOUTH DUNDAS, ON**



**UPPER CANADA GOLF COURSE -
MORRISBURG, SOUTH DUNDAS, ON**



IMPACTS OF COVID-19

SLPC self-generated gross revenue has increased from \$7.5 million in 2011/12 to a forecasted \$16.6M in 2020-21, a 121% improvement. Since 2011/12 SLPC has covered its annual salaries and wages of approx \$14 million a year through self generated revenue.

The \$16.6M gross revenue that SLPC forecasted to generate in 2020-21 was to be accompanied by approximately 630,000 annual visitors.

SLPC is an important driver of tourism to Eastern Ontario and generates an estimated \$82.3 million in annual economic impacts for all operations.

Campgrounds and Beaches: Quebec is an important market with 46% of visitors coming from Quebec.

Upper Canada Village (UCV) & Fort Henry (FH):

- 10-15% International visitors
- 28% from Quebec (UCV) and 8% (FH)
- 21% from Ottawa (UCV) 5% (FH)
- 4% from GTA (UCV) and 6% (FH)



ALIGHT AT NIGHT AT UPPER CANADA VILLAGE -
MORRISBURG, SOUTH DUNDAS, ON

IMPACTS OF COVID-19

- SLPC attractions open in May under normal circumstances, and as result of COVID-19, as of May 31st SLPC has already missed out on over \$1M of gross revenue.
- SLPC is tracking cancellations daily and as of June 9th is approximately:

\$525K in lost revenue as a result of cancellations, and,
\$204K in payment deferrals.

Total revenue impact is approximately \$728,000.

- With only SLPC recreational facilities (Upper Canada Golf Course, Crysler Park Marina, and Camping) opening under very limited capacities, SLPC will generate about \$1M in gross revenues and receive approximately 50,000 visitors. An over 90% reduction in budgeted revenue generating activities.
- SLPC has developed a recovery strategy for all units that outlines operational capabilities and marketing activity through the various stages of opening.
- A significantly modified operation due to COVID-19 will have an enormous financial impact on the Commission from a revenue perspective, increased Ministry support will be required.
- SLPC employs a large number of employees year-round. With limited operations, a decrease in employment opportunities creates an incredible loss to the region with significant economic impact.

OPPORTUNITIES - INFRASTRUCTURE INVESTMENT

- SLPC has successfully implemented new initiatives and structural changes to develop a sustainable business model that has reduced dependency on government funding while maintaining consistent levels of revenue and activity growth generation. SLPC's business units will continue to build on this foundation, driving profit-oriented decisions that will preserve the core and enrich product mix and growth initiatives.
- Over the last year, SLPC has made substantial progress to better understand the current state of our infrastructure. This includes above and below ground infrastructure, water, wastewater and stormwater in addition to information technology infrastructure.
- Evidence demonstrates significant deferred capital maintenance of over \$80 million for SLPC assets with the most serious being septic systems and washrooms within the Parks system. To further our understanding of our infrastructure, SLPC in 2020-21 is participating in a land asset inventory pilot project with MHSTCI and Infrastructure Ontario. The LAMP program generates evidence-based decision-making information for asset management planning and to inform Multi-Year Planning budget submissions.
- SLPC has 33 septic systems and 21 washroom facilities. Updates to offer accessible family, gender neutral, showers and laundry.
- Risk assessment has identified 16 priority sewage systems and 13 priority washroom facilities that need revitalization and repair as soon as possible.



**CHRYSLER PARK MARINA CAMPING -
MORRISBURG, SOUTH DUNDAS, ON**



**UPPER CANADA VILLAGE - MORRISBURG,
SOUTH DUNDAS, ON**

OPPORTUNITIES - INFRASTRUCTURE INVESTMENT



PUMPKINFERNO AT UPPER CANADA VILLAGE - MORRISBURG, SOUTH DUNDAS, ON



TREE HOUSE CABIN

UPPER CANADA MIGRATORY BIRD SANCTUARY - SOUTH STORMONT, ON

- Ontario's public infrastructure spending has important repercussions on the provincial economy, employment, and the income of its residents. As infrastructure projects are completed, they bolster the stock of physical capital and boost productivity in the private sector. Public infrastructure spending lifts the province's real productive capacity and adds real dollars to the average income per resident. Optimal timing to commence infrastructure revitalization during lower attendance.¹
- Investment into critical projects that will help create jobs, help families, businesses and municipalities in addition to assist in the recovery of Ontario tourism with world class provincially owned assets.¹
- Will increase value of provincially owned assets while reducing consolidated liability of deferred capital maintenance (agencies each carry significant deferred capital maintenance and beyond useful life capital assets ranging from \$80 million to \$200 million per agency).¹
- Will increase regulatory compliance of beyond useful life infrastructure ensuring protection of the environment and beyond compliance leadership for provincially owned assets and reduce the risk of regulatory non-compliance and enforcement.¹
- Direct impact for local construction companies in rural and small communities from increased construction activity and demand for utilities, transportation, financial and insurance services. Indirect impact for supply chain generated by demand for intermediate inputs and other supports.¹
- Induced impact derived when employees of the aforementioned industries spend their earnings and owners spend their profits. These purchases lead to more employment, wages, income, and tax revenues, and can be felt across a wide range of industries.¹

¹ Conference Board of Canada – Insights You Can Count On, The Economic Impact of Infrastructure in Ontario Report 2013



LONG SAULT PARKWAY- SOUTH STORMONT, ON

PATH FORWARD

- Continue to ensure amazing and safe guest experiences; leverage SLPC outdoor assets to generate increased local vitalization.
- Achieve long term sustainability through continued lean and smart business in addition to major infrastructure renewal.
- Joint Ontario marketing campaigns with other provincial Agencies and community partners.
- Continue to explore opportunities with MHSTCI and MOI to invest now into beyond useful life shovel ready infrastructure projects.



ST. LAWRENCE RIVER, ONTARIO

**WE CARE ABOUT
OUR ENVIRONMENT, OUR CUSTOMERS, OUR PEOPLE, OUR FUTURE**

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