



Annual Report 2021/2022

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The Niagara Parks Commission: Our Role & Mandate

Niagara is a region steeped in history and blessed by geography. As steward of one of the world's greatest natural wonders, The Niagara Parks Commission plays a key role in maintaining, protecting and showcasing the grandeur of the Falls, as well as the entire Niagara River corridor, while contributing to the economic growth and success of the Niagara region and Ontario.

As a self-funded agency of the provincial government, Niagara Parks is responsible for the maintenance of 1,325 hectares of parkland, stretching 56 kilometres along the Niagara River corridor from Lake Erie to Lake Ontario.

Our mandate remains the same as it was when the Commission was first established in 1885: to preserve and promote the natural beauty and cultural heritage along the Niagara River corridor for the enjoyment of visitors, while maintaining financial self-sufficiency.

The Commissioners

Sandie Bellows, Chair	Appointed Chair January 17, 2019 Term ended October 11, 2021
April Jeffs, Vice Chair; Chair	Appointed Vice-Chair January 31, 2019 Appointed Chair January 31, 2022 Term expires January 30, 2025
Barton Maves, Vice Chair	Appointed Vice-Chair March 10, 2022 Term expires May 12, 2024
Graham Coveney, Commissioner	Appointed February 28, 2019 Term expired February 27, 2022
Spencer DeWolfe, Commissioner	Appointed March 4, 2022 Term expires March 3, 2025
Natasha DiCienzo, Commissioner	Appointed May 2, 2019 Term expires May 1, 2025
Jim Diodati, Commissioner	(Regional Municipality of Niagara nominee) Appointed February 25, 2015 Term expires November 30, 2022
Betty Disero, Commissioner	(Town of Niagara-on-the-Lake nominee) Appointed February 21, 2019 Term expires November 30, 2022
Jessica Friesen, Commissioner	Appointed April 16, 2020 Term expires April 15, 2023
Lois Anne Giles, Commissioner	Appointed June 20, 2012 Term expires August 15, 2022
Vincent Kerrio, Commissioner	(City of Niagara Falls nominee) Appointed April 18, 2007 Term expires November 30, 2022
Wayne Redekop, Commissioner	(Town of Fort Erie nominee) Appointed February 25, 2015 Term expires November 30, 2022
Ted Salci, Commissioner	Appointed July 9, 2020 Term expires July 8, 2023

A Message from the Chair

As the Chair of The Niagara Parks Commission, it is my pleasure to present the 2021/2022 Annual Report on behalf of the dedicated staff and board members who serve this organization.

Since 1885, Niagara Parks' mandate has been consistent – to protect and preserve the lands along the Niagara River corridor from Lake Erie to Lake Ontario. As the environmental and cultural stewards of this land, it is our responsibility to protect its natural features and promote our rich heritage, culture and lifestyle, all while contributing to the economic prosperity and success of both the Niagara region and Ontario.

As it was for organizations across the world and particularly those in the travel and tourism industry, our operations during the 2021/22 fiscal year continued to be heavily impacted by the ongoing COVID-19 pandemic. Thanks to the leadership of our board, contributions of our staff and the support of our ministry, we continued to weather this storm, overcoming obstacles and pushing forward to deliver on our mandate. I am incredibly proud of what our organization has accomplished during this period of unprecedented challenges and uncertainty. I am confident that we enter the 2022/23 fiscal year well positioned to continue our role as a catalyst in the tourism recovery of Niagara, Ontario and Canada.

In 2020/21, we created a cross-departmental COVID Response Team to develop a comprehensive operational plan covering safety measures and protocols that would ensure the health and safety of our staff and guests. As the pandemic continued through 2021/22, our organization continued to follow the guidance of our trusted public health professionals – adopting new best practices and constantly evaluating our measures to ensure we remained a safety leader in the global tourism industry. Over the past year this included the installation of a new air ventilation system at our flagship visitor location, Table Rock Centre. Our health and safety team continues to monitor the constantly evolving COVID-19 situation closely to ensure that the organization is as prepared as possible to respond effectively to any and all future developments.

This was a year of transitions in many ways for our organization, including my appointment as Chair of the Niagara Parks Commission in January, after the passing of our dear friend and former Chair Sandie Bellows in October following a very brave battle with cancer. Sandie's positive outlook as she dealt with her illness while also attending to her responsibilities as Chair was nothing short of inspiring. Sandie leaves behind a remarkable legacy of accomplishments at Niagara Parks, stewarding the organization through the worst of the COVID-19 pandemic, while ensuring that Niagara Parks' long term strategic objectives remained a priority.

There is no better example of the legacy of Sandie's leadership than the landmark achievement that is the adaptive reuse of the Niagara Parks Power Station, which officially opened its doors to the public on July 30, 2021. Sandie was instrumental in every step of this one-of-a-kind project, including her tireless work with our ministry to secure a \$25 million loan from the Ontario Financing Authority that made it possible. Sandie's contributions to the project will forever be remembered through the

dedication of the Sandie Bellows Plaza located outside the entrance to the station. We were honoured to have both Premier Ford and Minister Lisa MacLeod join Sandie's family at Niagara Parks in November to officially unveil the beautiful stone plaque bearing her name.

Throughout the tough times of 2021/22, the Niagara Parks Power Station provided a welcomed source of hope and optimism both leading up to and following the completion of Phase 1 of the attraction last summer. The innovative adaptive reuse project garnered acclaim from visitors and the media while also being celebrated for its strategic preservation of the historic building. In February, the project was recognized by the Ontario Heritage Trust with an Excellence in Conservation award at the 2021 Lieutenant Governor's Ontario Heritage Awards, and I was honoured to accept this prestigious award on behalf of all those who contributed to the project. The success of the Niagara Parks Power Station could not have been achieved without the incredible ongoing support we have received from our partners. I would like to specifically thank Destination Ontario, the Ontario Heritage Trust and Science North for all their important contributions to the Niagara Parks Power Station.

During its initial year of operation, construction work continued on Phase II of the Niagara Parks Power Station. Phase II will complete the visitor experience at the attraction, providing access to the vast underground infrastructure of the heritage site, as guests descend 180 feet below the generator floor in a glass-enclosed elevator to reach the historic tunnel that carried water back to the Niagara River for over a century. Once reaching the bottom, visitors will make their way to a spectacular new viewing platform which will extend into the Niagara River, offering never-before-seen views of Niagara Falls. In November, we issued a request for information in the pursuit of working with the private sector to redevelop the other two decommissioned power stations on our property (Toronto Power Generating Station and Ontario Power Company Generating Station). I look forward to seeing what opportunities may come forward for the reuse of these remarkable structures.

Through uncertainty, setbacks and repeated closures of our public-facing operations, our staff team continued to persevere and innovate in 2021/22 – bringing a solutions-based approach to overcoming these obstacles and delivering exceptional experiences for our customers. Similar to last year, this included a full calendar of ticketed virtual events, featuring series celebrating Black History, Indigenous Month and Archaeology. In addition to educational programming, we continued to make use of virtual spaces to facilitate public engagement with our community, including consultation for the important conservation work planned for the upcoming year in Fort Erie.

Collaboration with our destination partners remained a constant theme throughout 2021/22 as we came together with our community to drive awareness and visitation to the destination with unique activations, including partnering with the Fallsview BIA, Niagara Falls Tourism and others in the hosting and execution of the renowned Fleurs de Villes festival. For ten days in September, numerous Niagara Parks venues, including Table Rock Centre and the Niagara Parks Power Station, were activated with spectacular floral installations, providing an infusion of excitement and attention during the start of the fall shoulder tourism season.

While we look to the future with optimism for a continued recovery of the tourism industry in Ontario, to say we have a long road ahead of us is an understatement. As the largest operational agency of the Government of Ontario, and one reliant on its generated revenues to fund its operations, the past two years have created an unprecedented financial challenge for Niagara Parks. On behalf of our board and executive team, I would like to personally thank our Premier Doug Ford and our Minister Lisa MacLeod for recognizing the scope of the challenge we faced and supporting us with significant stabilization grants in 2020 and 2021. These funds ensured that we could continue to meet our financial obligations while keeping as many staff working as possible, positioning us to effectively deliver on our mandate as the environmental and cultural stewards of the Niagara River corridor. I cannot imagine where we would be without this vital assistance and we are grateful for the support.

The introduction of the Ontario Staycation tax credit for 2022 will be another important factor in encouraging Ontarians to explore their province this summer and we have taken steps to partner with our destination hotel partners to further amplify awareness for this initiative. Our Select Accommodation Partner program showcases and promotes reputable hotels in the region through our website and consumer emails, while also providing information on the Staycation Tax credit and how Ontarians can take advantage of it.

We understand the importance that our sites and attractions have in driving demand and visitation not only for our experiences, but also for the tourism industry in Niagara, and we enthusiastically embrace this responsibility. Looking ahead to August, we are pleased to welcome the 2022 Canada Games to Niagara Parks as we host the golf competition at our spectacular Legends on the Niagara Complex in addition to the Closing Ceremonies hosted in Queen Victoria Park.

As we quickly approach the 2022 summer tourism season, we do so ready and prepared to welcome visitors from Ontario and the world to experience the iconic wonders of Canada's top leisure tourism destination. I am confident that our dynamic and engaging visitor experiences, including the all-new Tunnel at the Niagara Parks Power Station, will provide inspiration and motivation for countless travellers of all ages and interests to experience the spectacular nature, history and culture of the 56km Niagara River corridor that we are so proud to protect and celebrate!

April Jeffs
Chair
Niagara Parks Commission

10-Year Strategic Plan

Vision: Niagara Parks is guided by its board-approved 2018-2028 Strategic Plan. The vision of this plan has Niagara Parks striving to become:

- an innovative example of sustainability as the environmental and cultural stewards of the Niagara River corridor;
- a welcoming, accessible and inspiring place offering world-class experiences;
- a source of national pride and identity; as well as,
- one of the most spectacular parks in the world.

Themes: In order to fully embody the vision and direction of Niagara Parks, the 10-Year Strategic Plan presents four themes to direct Niagara Parks' efforts, which were exemplified by the work undertaken by Niagara Parks over the course of the 2021/22 year.

These themes are:

- 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; and,
- Taking experiences, services and hospitality to the next level.

2021/22 Year in Review

Preserving and showcasing our rich heritage, culture, and lifestyle

September 2021 – Annual Monarch Butterfly Release

The Niagara Parks Butterfly Conservatory held its annual monarch release program on September 4, 2021. Staff educated visitors on the monarch's fascinating lifecycle and the unique conservation efforts being taken to support these amazing insects. Guests of the free event had the opportunity to tag a monarch before releasing them to embark on their incredible journey south to Mexico for the winter.

October 2021 – “All Hallow’s Eve” Ghost Tours Return to Old Fort Erie

Old Fort Erie once again hosted its All Hallow's Eve ghost tours with costumed interpreters leading guests through the stone walls to explore the dark corners of the historic fort. The sold-out event saw guests regaled with the haunting tales of Canada's bloodiest battlefield while also celebrating the history of some of our most beloved Halloween traditions.

November 2021 – “Valour and Victory” Event in Honour of Indigenous Veterans Day

In collaboration with local Indigenous partners, including Landscape of Nations 360°, Niagara Parks hosted “Valour and Victory” at the Landscape of Nations Memorial located in Queenston Heights Park. The annual ceremony honoured the contributions and sacrifices made by Six Nations and Native Allies during the Battle of Queenston Heights and the War of 1812 in supporting their British and Canadian compatriots to victory at pivotal events at Queenston Heights and throughout the War of 1812, securing freedom for all Canadians. The event included moving remarks and reflections from local Indigenous leaders and dignitaries, concluding with a traditional Tobacco Ceremony.

November 2021 – Sandie Bellows Plaza Dedication

On November 4, 2021, Niagara Parks officially dedicated the Sandie Bellows Plaza at the Niagara Parks Power Station, in memory of the late Niagara Parks Chair. The ceremony was attended by family members of Sandie, including her two sons Spencer and Colton, as well as Ontario Premier Doug Ford and the Honourable Lisa MacLeod, Minister of Heritage, Sport, Tourism and Culture Industries, who helped unveil the installation of a new plaque, officially renaming the plaza in Sandie's honour. The former Chair was instrumental in the redevelopment of the historic power generating station and reopening it as a new landmark attraction. The Niagara Parks Power Station was one of Sandie's biggest points of pride and will be remembered as a major part of her legacy.

February 2022 – Niagara Parks Power Station Receives Lieutenant Governor’s Heritage Award

The Niagara Parks Power Station was honoured with an award for Excellence in Conservation at the 2021 Lieutenant Governor's Heritage Awards on February 24. The Niagara Parks Power Station was celebrated alongside other individuals and projects for their dedication to sharing Ontario's heritage. The virtual ceremony was hosted by the Honourable Elizabeth Dowdeswell, Lieutenant Governor of Ontario and John Ecker, Chair of the Ontario Heritage Trust. Niagara Parks Chair April Jeffs accepted the award on behalf of the organization. Built in 1905, as the “Canadian Niagara Power

generating station”, the Niagara Parks Power Station is the only fully intact decommissioned hydroelectric plant of its period left in the world. The preservation of the one-of-a-kind facility was the first consideration in all decisions related to the adaptive reuse construction, which encompassed a comprehensive strategic conservation plan and over 75 unique construction projects.

Leveraging and activating our natural wonders and iconic experiences

July 2021 – Canada Day Celebrations Paused to Remember Residential School Children

Following the discovery of mass unmarked graves at numerous former Canadian residential schools, Niagara Parks made the decision to pause its 2021 Canada Day celebrations to observe a time of reflection and mourning. Niagara Falls alternated its evening illuminations, lit in red and white for Canada Day as well as in orange to recognize the contributions of Indigenous Peoples and in support of the courage and trauma faced by so many. After consultation with Indigenous leaders, this special illumination was decided upon as a symbol of solidarity with Indigenous communities and in recognition of Canada Day as an opportunity for reflection and learning. Niagara Parks continues to work closely with its Indigenous partners in the pursuit of truth and reconciliation to develop programming and content which celebrates Indigenous culture, history and experiences in Niagara.

September 2021 – Fleurs de Villes Niagara Falls

Fleurs de Villes is a renowned travelling floral festival which organizes experiential events in high-profile public shopping and entertainment spaces around the world. The ten-day festival presented by Niagara Parks and the Fallsview BIA featured spectacular floral installations set up at locations across Niagara Parks and the Fallsview tourism district to create a free self-guided and socially spaced fresh floral celebration that encouraged visitation during the start of the shoulder tourism season. Niagara Parks further supported the event with activations across its property, including a garden to table vegetarian dinner, afternoon tea seatings at Table Rock House Restaurant and floral design workshops hosted at the Floral Showhouse.

October 2021 – Celebrating 75 Years of Horticultural Excellence at the Floral Showhouse

Niagara Parks celebrated the 75th anniversary of its beloved Floral Showhouse with a special extended five-week long edition of its annual Chrysanthemum Show, Niagara Parks’ longest running exhibit, first opening on November 4, 1946. The history of the Floral Showhouse dates back to 1894, beginning with two small wooden structures built for the purpose of growing seasonal plants for Queen Victoria Park with the first floral conservatory soon following in 1897. To celebrate many years of success, the Niagara Parks horticulture team designed a spectacular seasonal display inspired by the fall harvest.

November 2021 to January 2022 – OPG Winter Festival of Lights

Beginning on November 13, Queen Victoria Park once again came to life with millions of twinkling lights for the Winter Festival of Lights. Public health measures implemented in response to COVID-19 were prohibitive to many of the typical annual events held at Niagara Parks, making successful

execution of this annual tradition especially important. As an entirely outdoor experience that could be enjoyed either on foot with appropriate physical distancing or while staying inside personal vehicles, the Winter Festival of Lights was enjoyed safely and responsibly and once again saw record attendance.

Supporting a dynamic business environment

July 2021 – Niagara Parks Power Station Opens to the Public

On July 30, 2021, the massive copper doors of the historic former hydroelectric power plant opened to officially welcome guests to explore the breathtaking interior of a once-dormant marvel of engineering and architecture. Through repurposed artifacts, interactive exhibits created in collaboration with Science North and interpretive installations, guests continue to learn first-hand how this hydropower pioneer harnessed the power of Niagara Falls to generate electricity. A foundational piece of Niagara Parks' 10-Year Strategic Plan, the project was made possible through a loan of \$25 million provided by the Ontario Financing Authority. In addition to offering an exciting new guest experience and revenue source for Niagara Parks, the Niagara Parks Power Station introduced a new economic driver to the region and is expected to be a catalyst for the recovery of tourism in Niagara and across the province.

November 2021 – RFI issued for Adaptive Reuse of Toronto Power Generating Station and Ontario Power Company Generating Station

Following the successful transformation of the former Canadian Niagara Power Company generating station, now a multi-faceted guest attraction, Niagara Parks officially launched the procurement process for the adaptive reuse of two more decommissioned power stations on its property: the Toronto Power Station above the Falls and the Ontario Power Generation building at the base of the Falls. The first stage of the process was a Request for Information to help initiate discussions, inform project parameters and measure potential interest in the opportunity. Pursuing the adaptive reuse of these iconic buildings will help to ensure that they are preserved sustainably and put to viable use.

January 2022 – April Jeffs Appointed Chair of Niagara Parks

On January 31, 2022, April Jeffs was formally appointed Chair of The Niagara Parks Commission by Minister Lisa MacLeod. First appointed as Vice-Chair in January 2019, she became the Chair of the 12-person, provincially appointed board, following the passing of former Chair Sandie Bellows in the fall of 2021. April has an acute awareness of the work that goes in to delivering Niagara Parks' mandate of supporting tourism and business as well as environmental and cultural stewardship, having completed a certificate in Tourism at Niagara College and working in the tourism and hospitality industry for several years before raising her family. An entrepreneur, April founded her wedding photography business, operating the company for the past 20 years. In addition to her business background, April has a long-standing commitment to public service, including being elected as Mayor of the Township of Wainfleet and serving as a Niagara Regional Councillor.

January 2022 – Niagara Parks Begins Phased Reopening

Following the provincewide shutdown which closed Niagara Parks public-facing operations in late December 2021, Niagara Parks began a phased reopening plan for its attractions and indoor dining operations on January 31, 2022 in accordance with the easing of public health measures enacted by the Government of Ontario. Reopening began by welcoming guests back to Journey Behind the Falls and the Niagara Parks Butterfly Conservatory with the Niagara Parks Power Station resuming its regular operations on February 14, in time for the Family Day long weekend.

April 2021 through March 2022 – Niagara Parks Hosts Virtual Programming

Niagara Parks continued to leverage its digital presence by expanding a virtual delivery model for its programming to avoid potential disruptions and make these events available to a larger audience. Niagara Parks continued to successfully adapt its well-established Speaker Series programs into the virtual, live-streamed format. This featured a diverse selection of topics including Black and Indigenous history, Canadian literature, life during the War of 1812, power generation and more.

Taking experiences, services, and hospitality to the next level

September 2021 – World Premiere of Currents Sound and Light Show at the Niagara Parks Power Station

On September 3, 2021, Niagara Parks officially welcomed guests to experience the world premiere of its new immersive sound and light show, *Currents*, inside the Niagara Parks Power Station. The innovative experience brings the historic power station back to life each night using 3D projection technology and a breathtaking musical score. Produced by the creative minds at renowned design firm, Thinkwell Studio Montreal, *Currents* is a riveting adventure that triggers guest's senses as they become part of the transformation of water to energy and feel the power station awaken through playful interactive media.

April 2021 through March 2022 – Niagara Parks Leads with Excellence in Health and Safety

Providing a safe experience for all guests, staff and contractors at Niagara Parks remained the first consideration in all operational decisions throughout 2021/22. Since the onset of the pandemic, Niagara Parks has worked diligently to enhance its health and safety measures related to COVID-19, aligning with guidance provided by provincial public health officials to deliver industry-leading standards across its operations. In 2021/22, this included the continued use of contactless options for ticket purchasing, the expansion of virtual programming and the installation of a new air ventilation and purification system at Table Rock Centre.

April 2021 through March 2022 – Phase II Construction at Niagara Parks Power Station

Preparatory work for Phase II of the Niagara Parks Power Station was undertaken throughout the adaptive reuse process for the attraction; however, construction on the new tunnel visitor experience intensified significantly in 2022 to be ready for the planned public opening on July 1. The project, managed by Niagara Parks' engineering team and executed by Rankin Construction who acted as general contractor, was truly unprecedented. Phase II construction work encompassed dozens of

complex projects including the installation of an accessible concrete walkway in the tunnel, the building of a glass-walled elevator experience and most notably construction of a spectacular new viewing platform at the tunnel end, which will extend 65-feet into the lower Niagara River.

Economic Performance – General Overview

For the third consecutive year, Niagara Parks entered the new fiscal year with the majority of its public-facing operations closed due to COVID-19 public health measures. Its outdoor attractions began a phased reopening on June 18, 2021, under Step One of the Ontario Government's Roadmap to Reopen with additional sites commencing operations through July and the Niagara Parks Power Station officially opening its doors to the public on July 30. The spring closure is estimated to have resulted in lost revenues of approximately \$2.1 million. Despite this difficult start to the fiscal year, 2021/22 saw incremental growth in visitation and revenue which increased to \$67 million, up from \$50 million in 2020/21.

The positive year-over-year revenue growth achieved in 2021/22 can primarily be attributed to stronger visitation numbers at Niagara Parks attractions which welcomed 545,954 paid visitors compared to 252,652 in 2020/21, an increase of 116%. These results were supported by a strong focus on the promotion of Niagara Parks attractions in the organization's marketing and communications efforts, positioning Niagara Parks as a safe and accessible destination for the Ontario market. The domestic market continued to comprise the vast majority of visitation due to ongoing COVID-19 travel restrictions, most notably border closures for non-essential travel into Canada from the United States.

Niagara Parks once again received significant financial support from the Government of Ontario who provided a stabilization grant of \$13 million. This funding assisted with the continued shortfall of incoming revenues and provided stability for the organization through the two separate closures of Niagara Parks public-facing operations which occurred during the fiscal year.

Thorough cost containment measures implemented across the organization helped to deliver overall financial results that were favourable when measured against the conservative revenue projections developed for the fiscal year. As outlined in Niagara Parks' medium-term recovery plan, the organization remained steadfast in managing its expenses. Salary and wage expenses were 56% of revenues in 2021/22, down from 65% in 2020/21, demonstrating continued implementation of the workforce adjustment plan and consolidation of administrative responsibilities in combination with rising revenue levels. Capital expenditures were closely monitored and reduced to \$13 million, down from \$21 million the previous year. Niagara Parks closed the 2021/22 fiscal year with positive earnings of \$6 million before interest, taxes, depreciation and amortization.

The opening of the Niagara Parks Power Station on July 30 added an important new revenue stream to Niagara Parks as its newest visitor attraction. The Niagara Parks Power Station welcomed over 45,000 paid visitors through its doors in its first eight months of operation, with substantial visitation growth anticipated for 2022/23 with the opening of the Tunnel experience which will expand the appeal of the attraction to a wider audience. Adding another flagship attraction to the core of Queen Victoria Park also provided ancillary benefits to nearby revenue-producing operations including parking, retail and culinary operations. The opening of the Currents sound and light show in

September added an exciting new nighttime visitor experience and provided opportunities for ticket holders to enjoy a meal at Table Rock House Restaurant before or after their show.

In response to continued reliance on visitation from local markets, Niagara Parks introduced a new Annual Pass product which allowed guests to enjoy repeat visits to sites and attractions across the park. The Annual Pass was priced at \$99 for adults and \$65 for children, with a Family Bundle (two adults and two children) available for \$249. These offered savings of 35% and 52% respectively, based on single use at each of the included experiences. During 2021/22 over 1,600 passes were sold, totaling sales of over \$130,000. In addition to the revenue generated, the nature of the product also allowed for the valuable collection of usage and demographic data. The Annual Pass product was popular with the local community, with 12% of purchasers coming directly from the City of Niagara Falls. Pass holders visited a total of 9,346 times, averaging six uses per purchaser.

Interruptions to in-class schooling in 2021/22 presented opportunities to increase mid-week visitation from parents looking to engage their children with educational field-trip style activities. In order to capitalize on this new demand, particularly at the Niagara Parks Butterfly Conservatory, additional educational and science-based inventory was added to the retail store along with the introduction of a new children's activity book to provide more educational tools for parents to use as part of their home-schooling activities.

Niagara Parks continued to see high visitation levels across its outdoor spaces. Notably, golf operations enjoyed another very successful year, with total rounds increasing 16% from 98,227 in 2020/21 to 113,539 in 2021/22. This was supported by the continued growth of Niagara Parks Golf's frequent player program, All Access, which totaled sales of \$2.1 million.

Niagara Parks continued to see strong visitation and engagement numbers across its digital channels and was successful in converting these interactions into revenue. Website visitation increased 55% year-over-year in 2021/22 with over 3 million visits to niagaraparks.com. Online sales for Niagara Parks attraction pass products rebounded substantially in 2021/22 to \$3.9 million, representing an increase of 168% from the \$1.5 million generated in 2020/21.

April 1, 2021 - March 31, 2022 Actual Operating Results				
<i>(in thousands of dollars)</i>	2021/22			2020/21
	Budget	Actual	Variance	Actual
Revenues	\$48,803	\$67,203	\$18,400	\$49,823
Operating Expenses	\$56,999	\$61,737	\$4,738	\$49,780
Net Surplus for the period before interest and depreciation (EBID)	(8,196)	\$5,466	\$13,662	\$43

Economic Performance: Outcome-Based Performance Measures

A board-governed agency of the Province of Ontario, Niagara Parks continues to operate under a mandate first established by the government of the day in 1885: that it preserve and protect the natural beauty and cultural heritage along the Niagara River Corridor while maintaining financial self-sufficiency.

As outlined in the accountability framework of the province set out in the Agencies and Appointments Directive, the following outcomes have been identified to ensure Niagara Parks continues to deliver on its mandate while maintaining a strong financial position: Growing Revenue, Enhancing the Visitor Experience and Ensuring Cost Certainty.

Growing Revenue: Pricing Strategies

Input and Output: Over the past year, Niagara Parks continued to identify and pursue opportunities to improve its product offerings and align them with demand levels to maximize revenue. This included the introduction of a la carte online ticket sales for Niagara Parks attractions which improved overall revenue margins while providing additional choices for visitors to customize their experiences at Niagara Parks. The continued reliance on visitation from the Ontario market resulting from travel restrictions related to COVID-19 required a responsive approach that recognized not only the challenges but also the opportunities presented for repeat visitation and brand loyalty from the local market.

Outcome: Business disruptions and overall impacts resulting from COVID-19 have made year-over-year comparisons difficult for the past two fiscal years. March Break is typically the final high revenue period of the fiscal year and in 2022 Niagara Parks public-facing operations were open for the first time since 2019. This period provided valuable data and encouraging results that the tourism market has firmly entered its recovery phase and regional and domestic markets are returning to Niagara Falls.

The total March Break attendance at Niagara Parks attractions in 2022 was 47,083, up from 35,982 in 2019 (pre-pandemic). This improved visitation, combined with pricing increases, resulted in attraction revenues of \$390,924 and total revenues of \$1,028,279 for the nine-day period, which was 139% of 2019.

Recognizing that repeat visitors coming from a local market were less likely to purchase traditional souvenirs, Niagara Parks retail operations continued their transition to more upscale shopping opportunities focused on providing a quality shopping experience featuring unique handmade products and top Canadian apparel brands like Herschel and Roots. The opening of the Niagara Parks Power Station provided another opportunity to showcase this approach, with the new attraction offering a mix of custom branded products designed in-house at Niagara Parks in addition to curated specialty products that aligned with the science and engineering themes of the attraction.

Early signs point to this modernized approach to retail operations yielding significantly higher revenues with the average retail transaction during March Break 2022 up 43% compared to 2019.

The further expansion of the Niagara Parks Golf All Access program is an example of adjusting product offerings to reflect increased repeat visitation from a predominantly regional market. Building off a successful 2020 season, this frequent player program, which offers discounts on the advance bulk purchase of round vouchers, saw further growth during the 2021/22 fiscal year while also delivering steady incoming golf revenues during the fall and winter off-season. Sales for the All-Access program reached \$2.1 million during the 2021/22 fiscal year, up from \$1.34 the previous year.

Enhancing the Visitor Experience: Niagara Parks Power Station

Input and Output: The successful opening of Phase I of the Niagara Parks Power Station delivered a dynamic new visitor experience to Niagara Parks, augmenting its already diverse lineup of attractions with a new multi-faceted experience, bringing the historic century-old building back to life and delivering unique day and night product offerings with guided tours and the award-winning evening sound and light show Currents. Niagara Parks received tremendous support from many partners on the Niagara Parks Power Station project. This included collaboration with Science North on the development of three key exhibits, consultation support from the Ontario Heritage Trust and ongoing promotional support from Destination Ontario.

Daytime visitors enjoyed guided and self-guided tours of the beautifully restored generator hall, filled with preserved artifacts and interpretive installations that celebrate the remarkable history of the building and the contributions of visionaries like Nikola Tesla who pioneered the innovative technologies that made its construction possible. Niagara Parks also partnered with its sister agency Science North on the development and installation of three featured exhibits, including an interactive control panel which allows guests to simulate various operational scenarios encountered by workers in the station.

Since opening its doors to the public, the Niagara Parks Power Station has received consistent praise for its authentic preservation of the heritage site that has seen the building add new modern amenities while leaving many elements of the historic generator hall untouched from their construction over a century ago. In February, this achievement was formally recognized with an Excellence in Conservation award at the 2021 Lieutenant Governor's Ontario Heritage Awards.

There is no better example of the seamless blending of old and new at the Niagara Parks Power Station than the immersive evening sound and light show Currents which premiered in September, adding a dynamic new visitor experience to the site. The one-of-a-kind sensory experience uses state-of-the-art projection mapping technology to reawaken the machinery of the iconic power plant through imagery, colour, lights, sound and a breathtaking musical score. Guests can move freely throughout the core of the station as they explore the incredible transformation of water to power and interact with lighting effects that react to their presence, making themselves part of the show. In its

first year of operation, Currents received acclaim both from show attendees and industry experts, including being honoured by the world's leading attraction publication Blooloop with an Innovation award for 2021.

Work continues to further enhance the visitor experience at the Niagara Parks Power Station with construction well underway on Phase II of the attraction, The Tunnel. Visitors to the Tunnel will descend 180 feet below the generator hall in a glass-enclosed elevator, observing the many underground floors of the station on their way down to the historic tunnel. The one-of-a-kind experience will offer guests a 2,200-foot-long journey through the enormous tunnel that leads to the exit portal where the water returned to the Niagara River. There, a brand-new viewing platform is under construction, which will extend out into the river to provide never-before-seen panoramic views of Niagara Falls and the lower Niagara Gorge.

Ensuring Cost Certainty: Staff Resource Allocation

Input and Output: Repeated business interruptions combined with continued lower visitation levels once again created a challenging scenario to forecast frontline business needs throughout 2021/22. In order to ensure efficient allocation of its frontline staffing resources and preserve customer service levels at its busiest and highest revenue-producing locations, Niagara Parks paused operations at several of its sites which have typically experienced lower volumes of visitors while reducing some services at others. In addition to this, the continued strategic implementation of the organization's workforce adjustment plan created new efficiencies for administrative functions, positioning Niagara Parks to better ensure cost certainty while continuing to deliver on its mandate during a period of reduced operational revenues.

Outcome: Niagara Parks conducted a comprehensive evaluation of its revenue-producing operations and prioritized ensuring that necessary customer service levels could be maintained across its most profitable business units, as summarized below.

During the peak tourism season, Niagara Parks typically operates five full-service restaurants including pubs at both of its championship golf courses, Queenston Heights Restaurant, Queen Victoria Place Restaurant and Table Rock House Restaurant. In response to staffing challenges and business levels, focus in 2021/22 was placed on the successful operation of the two highest revenue locations, Table Rock House Restaurant and Queen Victoria Place Restaurant, with the other venues used primarily for events and private functions.

Due to their lower overhead costs, the quick service offerings at the golf courses have consistently yielded better revenue margins than the full-service dining options. For the 2021 golf season, the decision was made not to open the pub and restaurant facilities and instead re-allocate the limited staffing resources to support other culinary functions with higher potential revenues, including weddings and corporate buyouts.

Queenston Heights Restaurant is a beautiful and historic facility which has become a popular destination in the region for special occasions and Sunday brunches that have consistently sold out in recent years. Building on the success of unique events such as the Apprentice Dinner and Sip, Savour and Sizzle BBQ and Gastronomy Nights, the facility has effectively supported the Niagara Parks Culinary brand and Niagara Parks' strategic plan. Compared to the significant revenues generated by these events and a busy summer wedding schedule, revenues produced by the day-to-day operation of the restaurant and patio were minimal. Daily summer operations were first paused in 2020 and this approach continued in 2021.

Reduced operations at the lower volume sites allowed for effective staffing of the two busiest and highest revenue full-service restaurants in the core of Queen Victoria Park (Table Rock House Restaurant and Queen Victoria Place Restaurant) during the peak summer tourism season. Niagara Parks also consolidated its quick-service operations at its Table Rock Market food court by delivering a high-quality, focused menu featuring its top selling items. To ensure flexibility and allow for movement of staff between roles and locations, a priority was placed on cross-training staff on both kitchen and frontline responsibilities.

This development of a dynamic and cross-functional team to manage pandemic-level business operations extended across other areas of the organization, including Niagara Parks' retail and warehouse operations. Staff were trained to increase their proficiency with general administrative functions related to their roles, streamlining their daily workflow and facilitating opportunities to support the organization's retail operations effectively, despite a smaller complement of warehouse staff.

The opening of the Niagara Parks Power Station required extensive support from the Niagara Parks Heritage team who contributed as consultants in the development of the interpretative exhibits and guided tours, as well as working in the attraction following its opening in July. As a result, limited staff resources remained for the operation of Niagara Parks' Heritage sites requiring a continued pause of operations at McFarland House and the Mackenzie Printery.

These decisions informed the intentions as outlined in Niagara Parks' 2022-25 Business Plan to enact a conservative approach to organizational staffing levels and manage additional visitor capacity without increasing staffing costs in the near term.

Economic Performance – Risk Analysis

The following risks have been highlighted for monitoring over the coming fiscal year and beyond with planned mitigation tactics outlined. This analysis is consistent with the format presented previously in recent submissions.

Risk 1	
Objective	Return Niagara Parks visitation and revenues to pre-pandemic levels
Risk Factor	International visitation continues to be negatively impacted by regulations introduced in response to COVID-19
Description	Global impact of COVID-19 on visitation patterns and revenues
Risk Statement	The impacts of COVID-19 are wide-ranging and continue to be felt across the global travel and tourism landscape. Despite the removal of public health measures directly affecting Niagara Parks' operations, procedures and regulations affecting international border crossings, including mandatory vaccination and use of the ArriveCAN App, will continue to negatively affect international visitation levels. In addition to these barriers, rising transportation costs associated with fuel and flights could also discourage travel and slow recovery for the industry. International markets have historically contributed up to 70% of Niagara Parks' annual revenues and current forecasts have estimated international visitation may not reach previous levels until 2025/26, potentially capping revenues at a lower threshold in the medium-term.
Risk Categories	• Delivery/Operational – Business Continuity • Financial – Liquidity • Public Perception/Stakeholder – Reputation
Strategic Plan	Taking experiences, services and hospitality to the next level (Theme 4); Deliver service excellence and innovation (Strategy 1); Self-sustaining finances (Tactic 1)
Existing Controls	Continuous monitoring of budget, updated forecasts and cashflow; Workforce Adjustment Plan implemented; integrated cross-departmental decision-making regarding opening/closures to understand full financial impact of re-opening/closing decisions; weekly monitoring of cash flow.
Risk Assessment (Residual)	Risk Likelihood: Almost Certain (5) Risk Impact: Very High (5)
Risk Rating	High (25)

Risk 1	
Mitigation/ Action Plan	Niagara Parks closely monitors trends and developments in the travel and tourism industry, staying in constant communication with Destination Ontario and Destination Canada to receive the latest data and consumer sentiment reports. The organization will continue to make informed, data-driven decisions during the ongoing recovery period to ensure that it is positioned as a safe and desirable destination for visitors, while striving to deliver new and exciting guest experiences that drive repeat visitation from regional markets. Niagara Parks has implemented significant cost containment measures, reducing expenditures for staffing and administration while focusing on delivering exceptional guest experiences at its key revenue-producing operations.
Target Mitigation Dates	- Monthly financial reports to Commission, including cash flow projections - Return to positive cash flow position at year-end: fiscal year ending March 31, 2026

Risk 2	
Objective	Effectively manage increasing overhead costs
Risk Factor	Fluctuating overhead expenses
Description	Rising overhead expenses pose a significant obstacle to the profitability of Niagara Parks' operations
Risk Statement	Utility and fuel costs have seen significant increases in 2021/22 with this trend anticipated to continue. Natural gas prices have more than doubled over the past fiscal year along with a substantial rise in vehicle fuel costs. Niagara Parks utilizes a large fleet of maintenance vehicles and machinery in its daily operations, making the organization vulnerable to these fluctuations. In addition, in recent years, Niagara Parks has benefitted from historically low interest rates on its long-term debt obligations and operating line of credit. If interest rates increase, there will be a notable impact to Niagara Parks.
Risk Categories	- Delivery/Operational – Business Continuity - Financial – Liquidity
Strategic Plan	Taking experiences, services and hospitality to the next level (Theme 4); Deliver service excellence and innovation (Strategy 1); Self-sustaining finances (Tactic 1)
Existing Controls	Continuous monitoring of consumption of utilities with a focus on reducing heating/lighting at closed locations; a focus to work with our utility providers such

Risk 2	
	as Enbridge to take advantage of incentives and programs to reduce consumption and rates.
Risk Assessment (Residual)	Risk Likelihood: Likely (4) Risk Impact: Moderate (2)
Risk Rating	Medium (8)
Mitigation/ Action Plan	Niagara Parks has implemented monthly dashboard reporting to review each meter and utility to identify unusual consumption patterns to ensure potential discrepancies are caught.
Target Mitigation Dates	Monthly and annual review of all consumption costs

Risk 3	
Objective	Niagara Parks is able to deliver on its stewardship role to protect and preserve its physical assets
Risk Factor	Niagara Parks is forced to defer necessary capital expenditures, resulting in the deterioration of its assets and potential disruptions to operations
Description	Niagara Parks is a self-funding agency with a high percentage of variable revenues in its annual budget. If revenues fail to meet pre-pandemic 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 maintain assets to adequate standard and lost business opportunities.
Risk Statement	From a replacement cost perspective, Niagara Parks has approximately \$320 million in depreciable assets which contribute to its mandate of heritage and cultural preservation as well as financial sustainability through self-generated revenues. Prior to the pandemic, Niagara Parks generated approximately \$120 million in revenues, of which approximately 18% (\$22 million) was spent annually on life cycle maintenance and enhancement of assets to support revenue-generating capabilities and visitor experience. With the decline in own-source revenues due to the economic impact of the pandemic to approximately \$37 million, if there is a significant delay in economic recovery (three to five years), there is a significant risk of asset deterioration and overall increase in the cost of

Risk 3	
	maintenance. With a lengthy recovery period, the absence of funds to adequately maintain the assets in an efficient and effective manner would result in less than \$2 million per year available for asset renewal and maintenance.
Risk Categories	• Delivery/Operational – Business Continuity; Environmental/Infrastructure • Financial – Liquidity • Public Perception/Stakeholder – Reputation
Strategic Plan	Taking experiences, services and hospitality to the next level (Theme 4); Deliver service excellence and innovation (Strategy 1); Self-sustaining finances (Tactic 1)
Existing Controls	Niagara Parks has capital investment and working capital policies to ensure minimum adequate funding to capital maintenance priorities. Niagara Parks has been investing in the range of \$10-12 million per year for life cycle maintenance and a further \$10 million for strategic investments in assets for the past number of years (roughly 5% of asset value), such that asset condition has been improving and Niagara Parks can slow this investment for a year or two before facilities and equipment failure rates are impacted and maintenance costs increase.
Risk Assessment (Residual)	Risk Likelihood: Likely (4) Risk Impact: Moderate (2)
Risk Rating	Medium (8)
Mitigation/ Action Plan	Niagara Parks has implemented a multi-year capital planning process; the Condition Assessment database (AMIS) provides details by asset category. A ranking system is in place to identify critical, safety, asset integrity and strategic projects as a priority with available funds; review of 10-year capital plan as pandemic winds down and visitation returns. Niagara Parks undertakes a regular review of margins for revenue-generating operations; Niagara Parks will identify redundant assets for sale; new source of revenues from the power station tunnel attraction commencing 2022-23. Monitor revenues/expenditures; delay some capital against revenue certainty. Niagara Parks submits requests for further capital funding for VFA projects identified as critical and safety related.
Target Mitigation Dates	• Revised 10-year capital plan which returns to a life cycle funding model by March 31, 2026 • Annual updates will be provided through the budget process

Risk 4	
Objective	Business Continuity: Maintain a robust and secure network, safeguarding Niagara Parks' digital information
Risk Factor	Risk of cyber threats
Description	Global electronic threats increase with the use of the internet. Networks (like the Niagara Parks network) risk suffering a malware, ransomware or other malicious attack.
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. At Niagara Parks, attack surfaces are increasing with the deployment of Internet-of-Things (IoT), Software as a Service (SaaS) solutions and external application program interfaces (APIs).
Risk Categories	• Delivery/Operational – Business Continuity; Information/Privacy; Information and Information Technology • Public Perception/Stakeholder – Performance; Reputation
Strategic Plan	Taking experiences, services and hospitality to the next level (Theme 4); Deliver service excellence and innovation (Strategy 1); Creating a safe environment for visitors and staff (Tactic 6)
Existing Controls	High level of competency in IT Senior Team; independent consulting advice regarding PCI compliance; annual review of computer controls as part of external audit compliance.
Risk Assessment (Residual)	Risk Likelihood: Possibly (3) Risk Impact: High (4)
Risk Rating	Medium – High (12)
Mitigation/ Action Plan	Use best-in-class second-generation firewalls; use geo-blocking to block network traffic from countries that participate in state hacking; use threat intelligence data in security defenses; whitelist software; lock down devices' administrative privileges; implement a rigorous security checklist for SaaS providers and the security of IoT devices are challenged; use antivirus software; reduce reliance on point-to-point radios; use complex passwords and second factor authentication for remote usage; monitor and report staff's remote usage; use non-integrated POS payment processing and Moneris point-to-point encryption; incorporate PCI

Risk 4	
	compliance requirements into procurement request specifications; train IT staff in security protocols; deliver best practice security messages to all users on Niagara Parks network and track employee acknowledgement of message; purchase cyber insurance coverage; monitor cyber threats as part of information security operations; and, create awareness and educate IT and other staff on threats and network security through the use of bulletins and free resources.
Target Mitigation Dates	Ongoing security monitoring, staff training and software interventions are required. PCI compliance certifications required annually each November.

Risk 5	
Objective	Adaptively re-use the Toronto Power Generating Station (TPGS) and Ontario Power Company Generating Station (OPGS)
Risk Factor	Contingent liabilities associated with TPGS and OPGS structural stabilization
Description	Continued decline of TPGS and OPGS and rising cost of restoration
Risk Statement	Failure of TPGS and OPGS could require immediate significant financial resources to stabilize and has reputational risk for Niagara Parks, Commissioners and Ministry. Also, financial risk related to value of Power Plant Obligation upon review of existing engineering studies and completion of additional studies.
Risk Categories	- Delivery/Operational – Environmental/Infrastructure - Financial – Economic - Public Perception/Stakeholder – Reputation
Strategic Plan	Taking experiences, services and hospitality to the next level (Theme 4); Deliver service excellence and innovation (Strategy 1); Creating a safe environment for visitors and staff (Tactic 6)
Existing Controls	Annual third-party engineering inspection reports to monitor stabilization condition pending the review of opportunities to procure a third party to assist with redevelopment
Risk Assessment (Residual)	Risk Likelihood: Unlikely (2) Risk Impact: High (4)
Risk Rating	Medium (8)

Risk 5	
Mitigation/ Action Plan	Critical maintenance work completed with Provincial and Niagara Parks funding. Additional funding was approved to complete the update of condition assessments. Power Plant Obligation valuation for financial report has been updated using AMIS condition assessment data and engineering reports completed during the year. A competitive process to identify potential proponents to undertake adaptive re-use of the facilities commenced in fiscal 2021/22 with a Request for Information (RFI) and Request for Qualifications (RFQ) process. Based on Niagara Parks' current financial position, the timing of moving this project forward will need to be assessed once the additional research from the RFI/RFQ processes is complete.
Target Mitigation Dates	• June 2023: Identify proponent(s) for adaptive re-use. • The ability of Niagara Parks to address this risk with its own funds generated from revenue-producing operations is not feasible until Niagara Parks returns to a positive cash position, expected by March 2026. This timeline could improve if funding becomes available through another source, including potential redevelopment through third parties.

Business Climate

Where the Commission's Dollars Came From 2021/2022 (April 1, 2021 to March 31, 2022)	Where the Commission's Dollars Went 2021/2022 (April 1, 2021 to March 31, 2022)
Boat Tour Lease Agreement – \$7.9M (14%)	Maintenance – \$18.6M (36%)
Zipline & Adventure Course Agreement – \$1.8M (3%)	Administration – \$9.1M (17%)
Gift Shops, Restaurants, & Attractions – \$7.7M (13%)	Asset Additions – \$13.6M (26%)
Land Rent – \$7.8M (13%)	Interest Paid – \$1M (2%)
Grant Funding – \$13.5M (23%)	Long-Term Debt Repayment – \$2.3M (4%)
Construction Loan Advances – \$13.6M (23%)	Strategic Initiatives – \$0.4M (1%)
Working Capital – \$4.5M (8%)	Power Plant Stabilization – \$0.7M (1%)
Infrastructure Funding - \$0.5M (0%)	Other Expenses – \$6.4M (12%)
Other Income – \$1.5M (3%)	
Where the Commission's Dollars Came From 2020/2021 (April 1, 2020 to March 31, 2021)	Where the Commission's Dollars Went 2020/2021 (April 1, 2020 to March 31, 2021)
Boat Tour Lease Agreement – \$6.6M (15%)	Maintenance – \$15.4M (25%)
Zipline & Adventure Course Agreement – \$0.5M (1%)	Working Capital – \$5.1M (8%)
Land Rent – \$7.5M (17%)	Gift Shops, Restaurants & Attractions – \$1.5M (2%)
Grant Funding – \$16.9M (39%)	Administration – \$9.6M (16%)
Construction Loan Advances – \$11.4M (26%)	Asset Additions – \$19.1M (31%)
Other Income – \$0.8M (2%)	Interest Paid – \$1.1M (2%)
	Long-Term Debt Repayment – \$2.4M (4%)
	Strategic Initiatives – \$0.1M (0%)
	Power Plant Stabilization – \$1.3M (2%)
	Other Expenses – \$5.9M (10%)

Comparative Performance – Niagara Parks’ Revenue-Producing Operations (\$)

	2021/22	% of sales	2020/21	% of sales
Revenue	\$34,735	-	\$17,598	-
Cost of Goods Sold	\$4,421	13%	\$1,839	10%
Gross Profit	\$30,314	-	\$15,759	-
Operating Expenditures	\$22,612	65%	\$17,253	98%
Net Income Before Administrative Overhead and Depreciation	\$7,702	22%	\$(1,493)	(-8%)

Niagara Parks Attendance

	April 1, 2021 to March 31, 2022	April 1, 2020 to March 31, 2021	Increase / (Decrease)	NOTES
Paid Attractions				
Journey Behind the Falls	202,372	79,481	122,891	
Power Station	29,172	-	29,172	Note 1
Currents	16,277	-	16,277	Note 2
Butterfly Conservatory	141,472	64,450	77,022	
Whirlpool Aero Car	41,133	33,944	7,189	
White Water Walk	57,930	62,092	(4,162)	
Niagara's Fury	42,478	-	42,478	
Floral Showhouse	15,120	12,685	2,435	
Total	545,954	252,652	293,302	
Whirlpool Golf Course	32,880	30,356	2,524	
Legends on the Niagara	80,659	67,871	12,788	
Total	113,539	98,227	15,312	
Old Fort Erie	3,575	2,486	1,089	
Laura Secord Homestead	949	979	(30)	
Mackenzie Printery	0	191	(191)	
McFarland House	0	312	(312)	
Total	4,524	3,968	556	
WEGO Transportation Service	117,150	88,748	28,402	Note 3
Falls Incline Railway	278,652	114,834	163,818	
Total	395,802	203,582	192,220	
Total Attendance	1,059,819	558,429	501,390	

Note 1: Niagara Parks Power Station opened in July 2021.

Note 2: Currents: Niagara's Power Transformed opened in September 2021.

Note 3: WEGO attendance represents Green Line ridership along the Niagara Parkway only.

Commissioner Remuneration

Niagara Parks Commissioners are eligible for a per diem when working on Commission business and fulfilling their duties as a member of the Commission Board. The per diem rate of \$250 for the Chair, \$175 for the Vice-Chair and \$135 for each member of the Board is set by the Government of Ontario.

The table below lists the remuneration paid to Commissioners during the 2022 fiscal year (April 1, 2021 to March 31, 2022), as well as reimbursed out-of-pocket expenses.

Commissioner	Remuneration	Expenses	Total
Sandie Bellows, Chair	\$7,500.00	\$0	\$7,500.00
April Jeffs, Vice-Chair; Chair	\$7,950.00	\$19.36	\$7,969.36
Barton Maves, Vice-Chair	\$877.50	\$0	\$877.50
Lois Anne Giles, Commissioner	\$2,835.00	\$0	\$2,835.00
Graham Coveney, Commissioner	\$0	\$0	\$0
Natasha DiCienzo, Commissioner	\$2,025.00	\$0	\$2,025.00
Jim Diodati, Commissioner	\$1,755.00	\$0	\$1,755.00
Betty Disero, Commissioner	\$1,417.50	\$0	\$1,417.50
Jessica Friesen, Commissioner	\$607.50	\$0	\$607.50
Vincent Kerrio, Commissioner	\$0	\$0	\$0
Ted Salci, Commissioner	\$1,687.50	\$0	\$1,687.50
Wayne Redekop, Commissioner	\$877.50	\$0	\$877.50
Spencer DeWolfe, Commissioner	\$0	\$0	\$0
TOTAL	\$27,532.50	\$19.36	\$27,551.86